



## Beaver Lake Fire Department Vision 2020

Letter from the Chief,

As you are aware I was afforded the opportunity to lead the Beaver Lake Fire Department after a candidate search that culminated with the start of my employment in January of 2015. One of the first goals I set, was to conduct a realistic internal (policies, personnel, operations) and external (customer service) evaluation of the organization that would provide us with a template from which we could improve our operations and maintain the standards of service that our residents and visitors have come to expect. In order to provide quality emergency services to our residents, and visitors, the Beaver Lake Fire Department must proactively respond to changes, solve problems, collaborate on issues, assess community needs, and develop realistic solutions.

To accomplish this goal our organization developed the following Strategic Planning document. This report is designed to provide the organization, citizens of the community, and Board of Directors with a living, breathing five (5) year planning document capable of being evaluated, reviewed, and refined on an annual basis dependent on our ability to meet the objectives listed in the plan. It is a known fact that Fire and EMS services continue to change on a daily basis. The dynamic nature of community demands, staffing issues, and the current economic conditions facing us all require departments assume a positive stance in planning short, medium, and long term organizational goals. While our department may not fully achieve all of the stated goals within a five year period, we believe it is important to take the initiative and design a framework that will guide us in our efforts to meet future challenges.

In closing, I thank the members of the department, community, and the board of directors for providing me the opportunity to facilitate the development of a plan that will guide the future of the Beaver Lake Fire Department. As an organization, we stand committed to accepting the challenge of these strategic goals, enhancing the services we offer our residents, and meeting our future vision.

*John Whisenant*

*Fire Chief, Beaver Lake Fire Department.*



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### **Introduction:**

In February of 2015 I began conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the department. Evaluations of this type are typically utilized to determine the internal or external forces that may have an effect on achieving the organizational goals, vision, and mission set within the strategic plan. Another component of the process included evaluating the past and current culture, programs, and services of the department, and anticipating the future by evaluating new trends, guidelines, response requirements, and standards that will have an influence on the delivery of our emergency services. Close attention was given to the current conditions and climate of the community and the potential growth and demand for services. The Beaver Lake Fire Department must respond to these changes and events, collaborate on important issues facing our community, and assess the needs of our organization as they relate to our ability to continue to provide the quality level of emergency services our residents have been enjoying to this point. The “Vision 2020” Strategic Plan represented here is based on the findings generated by these evaluations and the future goals and objectives of the organization. In an attempt to revitalize morale within the organization and enhance volunteer participation, a review and revision of our mission statement was completed by the Long Range Planning Committee.

These revised principals and cultural beliefs meant to shape the future of the Beaver Lake Fire Department are included in this planning document. The Beaver Lake Fire Department has provided services to the community in basically the same method since 1979. As the new Fire Chief, I have identified the obvious fact that we have now come to a crossroads in our existence. One that requires a fundamental review of our present status and the formulation of a plan designed to assist us in reaching our future goals and the service demands of the community. The primary question that we are attempting to answer through the development of the strategic plan is, “How can we improve the Beaver Lake Fire Department and in what direction are we going?” In order to develop the information required to answer this question a comprehensive look at all aspects of the department and the services we offer was completed by the Long Range Planning Committee. Based upon this assessment the strategic plan included on the following pages will set short, medium, and long term organizational goals and identify the objectives that will be required to meet these targets. As with any plan, we have to recognize that to effectively achieve the identified goals significantly hinges on the ability of the organizations personnel to identify, acknowledge, and embrace the future vision of the



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department. I am hopeful our members, and the community are able to join together to meet this challenge and support the goals and objectives identified in the plan.

### **Executive Summary:**

As with any type of future planning, certain opinions have been identified in the development of this strategic plan. These assumptions identify the continued growth of the Northwest Arkansas population, additional visitors to our community, continued increase in requests for fire department services, and the ever changing state and national standards as concerns that may impact the future of our organization. Current and future operations, plans, and goals cannot be met without proper staffing levels. Current and future staffing needs are discussed in the staffing section of the plan. Goals to maintain the needed level of volunteers and the hiring of either full-time or part-time staff have been identified and documented. A proactive approach to the future of our Fire Prevention efforts in the areas of customer service, fire safety education, and enforcement of the State Fire Code are being developed and will be at the top of our organizations future activities.

It is impossible for the members of our department to safely perform their required tasks without proper equipment, facilities, training, and apparatus. A capital budget schedule is being designed to satisfy these obligations in a proactive and budget conscious manner. Modification to both fire stations has been identified and is addressed in the plan as a high priority item. The health and safety of our personnel is of great importance to the organization. We are consistently evaluating and developing new programs and purchasing equipment designed to enhance the level of our volunteer's protection against illness, injury, and death. One of our main objectives will be the development of a voluntary wellness program to assist our members in maintaining the fitness levels required of the job while reducing their potential for health related challenges.

The Beaver Lake Fire Department has a reputation of utilizing a quality internal training program developed and taught by our own personnel to cultivate the highest quality group of professional volunteers in NWA. Going forward, it is our intention to expand and enhance the training program using the Insurance Service Office (ISO) requirements, state and national standards, as well as local needs based courses. We also are signing members of the newly formed Benton County Training Association. Technology in the fire service continues to change at a rapid pace. Staying ahead of the technological curve to ensure we maintain and enhance our levels of productivity and efficiency will be a leading component of our future activities. The



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delivery of emergency services has become forefront in our country since September 11, 2001. In addition to this terrorist event, natural disasters such as Hurricane Katrina, wildfires, floods, and tornadoes have significantly raised the public's knowledge and expectations of a fire department's ability to provide protection against these events. Homeland Security and the need for the development of an all hazards approach to community safety is now the foundation from which these organizations operate. With a renewed interest in disaster planning and the major role our department will have during an event around Beaver Lake, we have significantly enhanced our level of participation in the regional emergency management and disaster planning services with Benton County, and the NWA Metro Chiefs over the past year. Future goals in this area include the continued involvement in regional based planning through the NWA Metro Chiefs, increased involvement in the Benton County Fire Protection Association, and the enhanced sharing of local resources.

Our department provides a high level of quality fire suppression, medical first response, and rescue services to the Beaver Lake Fire District. The fire service profession has undergone a considerable change in the type of services it offers and the methods utilized to deliver them over the past several years. We have become a one stop shop encompassing all types of emergency response needs. In reply to these realities our future emergency response strategy will be to develop and implement an action plan that provides for the continual upgrade of our response capabilities, the frequent review and enhancement of mutual aid and automatic aid agreements with our neighboring districts, along with an enhanced effort to increase to exploit regional based programs and projects. This system of adapting to this dynamic response environment will allow the Beaver Lake Fire Department to maintain its reputation as one of the leading providers of emergency services in Benton County.

### **Current manpower levels:**

The Beaver Lake Fire Department is a volunteer fire department that provides fire suppression, medical first response, rescue, and fire prevention and education services to a population of approximately 7500 year- round residents residing in an area of 18 square miles. These services are provided from two strategically located fire stations located in our district. The department consists of one (1) Paid Chief, nineteen (19) volunteers, eight (8) of which participate in our daytime manning of the station. This program allows for one (1) firefighter per day to work in the station during known peak call times, which has been identified as 10am-6pm.



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## Beaver Lake Fire Department

### Mission/Vision/Values

Mission –

**“The Beaver Lake Fire Department is an organization of dedicated professionals whose mission is to; Save Lives, Protect Property, and enhance the quality of life in the Beaver Lake area”**

Vision –

- Continually maintain the necessary skills and abilities to safely handle the challenges of emergency incidents now and in the future.
- Will continue to maintain our effective teamwork, high level of professionalism and focus on personal improvement.
- Will use solid research and statistical data to provide the foundation for funding requests and organizational change.
- Will respond from modern, adequate facilities that are located to the best advantage, blending both geographic and demand-based concepts.
- Will be an active participant in shaping the regulations and standards of our county and state, and will be proactive in meeting the same.

Values –

- We value honesty and integrity at every level of our organization.
- We value the dedication, commitment, and caring attitude of the people who make up our organization.
- We value the teamwork, camaraderie, and mutual support that make our organization a family.

We value a continuous spirit of professionalism, as it encourages respect from our peers and those we serve



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### **Core Functions:**

Administration; The Fire Chief is responsible for the overall management of the Department, with functions of various duties and tasks delegated to the Deputy Chief, and Captains. This management team provides administrative control of the department, supervises the daily operations and activities of our volunteers, directs personnel management activities, and coordinates all training events in what is designed to achieve our primary goal of protecting the lives and property of the residents and visitors to the Beaver Lake Fire District.

Medical First Response; Our personnel provide basic life support services. Including administering oxygen, obtaining vital signs, conducting patient assessments, CPR, and first aid.

Fire Suppression; Our personnel provide fire protection, public assistance, hazardous material mitigation, and rescue services to the Beaver Lake Fire District and the surrounding communities as requested.

Fire & Life Safety; We provide fire prevention/fire inspection services to all local businesses, fire safety education, smoke detector inspections, and fire investigations under the mandate of local, state, and federal laws, regulations, and standards.

### **Presumptions**

To initiate our baseline strategic planning certain assumptions regarding the department were made:

- We will provide prompt, reliable service to our customers during any emergency and will train appropriately, respond rapidly, and adequately equip ourselves to mitigate all incidents.
- Our strategic plan will require periodic updates as events that shape the service demands of our customers occur.
- We cannot meet the various demands and needs of the community alone.



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- We need to network and communicate with other agencies to ensure an effective, team- oriented work environment and delivery of services.
- Changes of all types to the services we offer will continue to occur. It is our responsibility to identify, project, and plan to meet the challenges presented by these changes.
- We must ensure that we take every advantage to interact with the public and serve them in a manner that exceeds all expectations.
- We must ensure full cooperation with our mutual aid agencies and take every opportunity to initiate regional partnerships and opportunities.
- We must be flexible enough to anticipate the needs of our customers and appropriately adjust our services accordingly.
- We must prepare the next generation of leaders through proper mentoring and succession planning.
- Training is critical to safe and effective operations. It is our duty to ensure our members are trained and certified to the highest possible levels.
- We will continue to serve the community as a combination type fire department.
- We shall assume elected officials support the efforts of our organization to provide first-class fire suppression, medical first response, and fire inspection services.
- The level of services we offer is directly linked to the training, experience, and readiness of our personnel. It is our obligation to ensure we meet the expectations of the community and our personnel.
- We must ensure that department members support and maintain a work environment that promotes equality, equity, and integrity.

### **Strategic Planning Topics**

#### Strategic Planning Topic #1

##### Personnel

The Beaver Lake Fire Department is comprised of an outstanding group of dedicated, well- trained individuals who are, without question, the organization’s most valuable resource. Managing these personnel requires the balancing of the needs of all personnel. When managing in this environment it is important to remember that the achievements of any organization ultimately hinge upon the success and development of the people within. In order to ensure the future solvency of our organization, the continued development of our personnel,



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and the delivery of professional, cost effective services to the community, we have developed the following objectives to enhance our capabilities within this strategic planning category.

Objective 1: Develop an organizational environment that promotes member commitment, loyalty, respect, and cooperation. **6-60 months**

- Create a firefighter recognition program.
- Update departmental operating guidelines
- Facilitate social gatherings for the firefighters and their families
- Foster teambuilding through training and social events.

Objective 2: Improve organizational communications. **6-60 months**

- Establish department email and text message list.
- Train on the proper use of the chain of command.
- Improve and utilize department website for relaying information to personnel.
- Establish a forum in which firefighters can relay ideas to improve our department
- Disseminate a monthly FF Rep. Board report to the firefighters
- Ensure confidentiality of personal information.

Objective 3: Redundancy/Succession Planning **12-24 Months**

- Conduct a job task analysis.
- Develop job descriptions for each position.
- Distribute job tasks to ensure more than one individual is competent at any given task.
- Identify, train, and mentor personnel capable of assuming command level positions

Objective 4: Create a program designed to support continuous professional development of our firefighters. **12-24 months**

- Create a department specific training program utilizing the NFPA 1001 standards
- Create a department specific officer training program within the established guidelines of NFPA 1021





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- Continue to support and enhance the current probationary member training program.
- Utilize current volunteers as a source for future hires.
- Review the adequacy of the current department fire and EMS training curricula, and the command staff to initiate improvements.
- Increase and improve human resource and supervisory training programs for department officers.

### Strategic Planning Topic #2

#### Staffing

The Beaver Lake Fire Department provides prompt, high quality, cost efficient fire suppression, medical first response, and rescue services to the residents of our community. The volunteer system that we have utilized to deliver these services has performed adequately for many years. However, at this time a decline in the availability of our volunteers coupled with increasing requests for services has adversely impacted the ability of our organization to meet the demands of the community and maintain the incident scene safety of our personnel. Currently, in order to maintain the comprehensive programs of public education, fire inspection, emergency response, facility maintenance, training, and apparatus maintenance that we have established the fire chief has multiple responsibilities being the only fulltime staff member. This is a less than adequate situation that reduces our ability to complete tasks in a timely manner, limits overall productivity of our personnel, and promotes ineffective operations.

The National Fire Protection Association (NFPA) sets national fire service response and staffing standards. While these standards are not law, they are generally considered as compliance documents for fire departments and are often adopted by OSHA and other State safety and health authorities. NFPA 1720 (Standard for the Organization and Deployment of Volunteer Fire Departments) is a guiding document that specifies the minimum requirements for the operation and deployment of fire suppression, emergency medical services, and special operation responses.

The fire response directive requires the minimum response and on scene arrival of one engine company staffed by four (4) firefighters within ten (10) minutes. In 2015 Beaver Lake Fire Department was un-able to achieve this on 51% of the emergency calls. The EMS response



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directive requires the minimum response of four (4) medical responders. Beaver Lake Fire Department is not currently capable of reaching this goal. In order to improve our current capabilities and adequately meet the future response requirements of the community and meet national standards we have developed the following objectives within this strategic planning category.

Objective 1: Begin a 24/7 station coverage program of up to three (3) Firefighter/EMT's.

### **24-60 months**

- Provide statistical, research based, and budgetary documentation to the Long Range Planning Committee and Board of Directors to substantiate additional hires.
- Provide substantiation for additional personnel to the residents of the community through the effective dissemination of accurate information.

Objective 2: Recruit and train volunteers to ensure proper response per NFPA 1720.

### **Ongoing**

- Utilize social media, our website, and media outlets such as local cable television and newspapers as a method to announce volunteer recruitment efforts.
- Assess response status of volunteers to ensure continuity of operations and familiarity with department operations.
- Evaluate response and training participation levels of volunteers and establish specific criteria. Require personnel to meet the criteria.
- Facilitate the ability of personnel to meet the required participation levels.
- Offer advanced training for new volunteers to FF I/II and EMT certification levels to assure the department is able to deliver high quality service.

Objective 3: Upgrade current volunteer Deputy Chief Position to a stipend and eventually to part time. **6-24 months**

- Provide statistical, research based, and budgetary documentation to the long range planning Committee and Board of Directors to substantiate upgrade of position to a paid part time position
- Provide substantiation for upgrade of position to the residents of the community through the effective dissemination of accurate information.



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Objective 4: Establish a system to provide continual evaluation of department response capabilities and the resources required to ensure an effective delivery of services.

- Utilize statistical information to determine the effectiveness of current staffing and ability to respond to requests for service.
- Investigate alternate staffing models.
- Hire part-time firefighters as required.
- Evaluate and assess the statistical information provided to determine the current and future response needs of the community.
- Utilize nationally recognized response standards as a benchmark for department response and staffing policies

Objective 5: Develop a staffing/response program designed to meet NFPA 1720 standards and community needs. **6-60 months**

- Utilize statistical data to review current response deficits.
- Evaluate current staffing and response protocols to identify methods to meet fire based minimum staffing and response requirements. (NFPA 1720)
- Investigate the enhanced use of mutual aid resources to improve fire based minimum staffing requirements.
- Strive to meet NFPA Standards

### Strategic Planning Topic #3

#### Training

The Beaver Lake Fire Department has always strived to provide training that supports a cooperative and interactive learning environment, responsive to the needs of our organization. Consistent instruction of this type brings our members together in a constructive training atmosphere and is a critical component of the overall safety and operational efficiency of our department. In keeping with our core training values of professionalism, excellence, and teamwork we have developed the following objectives to assist with enhancing the content and delivery methods of our training programs while ensuring the continued professional growth of our members.



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Objective 1: Create an internal system that enhances and supports the use of computer based training programs. **0-12 months**

- Create a program for personnel to receive training and education by utilizing available web based programs.

Objective 2: Develop a department wide training/certification program comprised of national and state certification standards. **12-24 months**

- Conduct an evaluation of current training programs and department needs in relation to National and State standards and mandates.
- Ensure each member has access to training schedule and ability to meet requirements.
- Utilize national and state certified training venues for training program delivery.
- Enforce the minimum performance, training expectations, and certifications required of department personnel.
- Evaluate mandated annual refresher training and include same in department training program.

Objective 3: Increase attendance at training sessions by 10%. **6-12 months**

- Ensure training is specific to department mission.
- Implement a training program that allows for individualized, flexible training opportunities.
- Continue to improve the quality of training facilities, props, and resources.
- Emphasize hands-on training as opposed to classroom sessions.
- Utilize external expert instructors to ensure stimulating training sessions.

Objective 4: Ensure the resources of the training officer to develop, conduct, and maintain department training programs. **Ongoing**

- Provide adequate resources and funding to ensure program support.
- Develop a library of training manuals and other resources.
- Ensure the incident reporting system is accessible



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Objective 5: Enhance and support the development and implementation of regional based training programs. **6-60 months**

- Engage mutual aid partners in developing and presenting training programs to ensure interoperability, knowledge of equipment, and personnel familiarity.
- Identify possible grant funding opportunities for regional training.

### Strategic Planning Topic #4

#### Medical First Response

Today approximately 74% of the emergency response work being performed by the Beaver Lake Fire Department involves medical first response. As our community's general population continues to age, public use of fire department based Medical First Responders will continue to rise. In fact, the Beaver Lake Fire Department has experienced a 41% increase in calls for service from 2005-present. In providing this service to our community, we provide Basic Life Support care as first responders. Our department consists of seven (7) first responders, eight (8) EMT-Basics, and three (3) paramedics. Daytime response (0800-1800) to medical emergencies is achieved through the use of station standby Personnel and the fire chief, augmented by response from volunteers. Additionally, it is important to recognize that, regardless of the time of day all other simultaneous calls for service run a high risk of having a delayed response time due to insufficient manpower, resulting in calling on our automatic and mutual aid partners that are outside the district. Having a combination of trained personnel available on a 24/7 basis significantly improves medical outcomes for all types of emergencies and provides our residents with a high quality medical first response. Looking at the future of our community we can forecast that the increased demand for medical first response along with other emergencies in the Beaver Lake Fire District is going to continue its upward trend. In order to meet these demands we will be required to utilize our resources in a manner that supports our current levels of service and enhances our future response capabilities. To meet these new operational and administrative challenges we have developed the following objectives within this strategic planning category.



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Objective 1: Reevaluate zone response times and establish target response times that are reflective of NFPA standards (4 minutes). **12 months**

- Evaluate and identify current response times. Establish a target response time utilizing national standards. Develop and implement a plan to meet expected response times.

Objective 2: Enhance EMS training programs to increase service delivery and personnel certification levels. **12-60months**

- Certify personnel to the level of EMT-Basic
- Continue to grow our Medical First Response Training
- Evaluate the possibility of adding ALS capabilities to our staffing model (ALS engines)

Objective 3: Investigate modern technological and equipment advancements for medical first response care. **6-60 months**

- Seek out recommendations on equipment we can add to our apparatus that will enhance the level of care we can administer
- Investigate opportunities to purchase new equipment through grant funds.
- Purchase and place in service equipment/technology designed to enhance the delivery of emergency medical services and improve patient care.
- Purchase and place in service equipment/technology designed to improve personnel safety

### Strategic Planning Topic #5

#### Fire Suppression

The Beaver Lake Fire Department provides a broad range of emergency response services to our community. Included in these services are fire suppression, rescue, hazardous material response, mutual aid fire, and public assistance responses. Approximately 18% of our annual responses fall within these categories. As with medical response our staffing levels consists of a



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mix of six (6) Basic level firefighters and twelve (12) fully certified firefighters. Of this personnel, three (3) are support firefighters only, meaning they either drive and operate a fire apparatus, or help with functions outside the working fire area. We also have four (4) that live outside the district. This leaves only eight (8) firefighters available on a volunteer basis to respond to the ever growing number of emergencies. Daytime response (0800-1800) to fire based emergencies is achieved through the use of station standby personnel, and the chief, augmented by available volunteers. As a reminder the NFPA standard sets forth that we need four (4) firefighters assembled within 10 minutes of the dispatch in order to begin safe operations. Currently, with our staffing model and volunteer responses we cannot always turn out the manpower to operate safely. In order to satisfy current and future fire suppression response demands of our community, enhance personnel safety, and move toward meeting NFPA response standards we will be required to analyze our current resources, staffing levels and response capabilities to identify and implement achievable goals designed to improve our operational efficiency and effectiveness. To meet the growing challenges, we have developed the following objectives within this strategic planning category

Objective 1: Research and Purchase modern fire apparatus capable of meeting all applicable standards. **6-60 months**

- Seek out and purchase modern fire apparatus that will deliver water in our rural setting, along with utilizing personnel, allowing for maximum effect on fire suppression responses
- Investigate opportunities to purchase modern fire apparatus with grant funds.
- Purchase and place in service equipment/technology designed to enhance the delivery of fire suppression services.

Objective 2: Design and implement a program to assist the department in meeting NFPA response and staffing standards **6-60 months**

- Collect, evaluate and identify current response time and staffing statistics.
- Evaluate current staffing levels as they relate to NFPA 1720 standards.
- Establish target response times and staffing levels utilizing national standards.
- Develop and implement a plan to meet targeted response times and staffing levels.
- Hire part-time firefighters to meet the applicable standards and improve overall safety for 24/7 365 coverage. (Suggest three (3) firefighters 24/7 with the fire chief, deputy chief, and captains ensuring the 4<sup>th</sup> man on each response)



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Objective 3: Review, reorganize, and revise current Standard Operating Guidelines. Add new Standard Operating Guidelines as necessary. **6-12 months**

- Develop working group of department command staff to review current standard operating guidelines (SOG's) for consistency, accuracy, and effectiveness.
- Implement standard operating guidelines.
- Disseminate standard operating guidelines to department personnel.
- Determine and maintain updates as required.

Objective 4: Review current status of automatic/mutual aid agreements and establish effective internal response policies to ensure participation.

- Conduct review of current box alarms in the Beaver Lake Fire District for efficiency and effectiveness.
- Review costs associated with mutual aid responses comparing it to the overall budget
- As determined, ensure continued response to mutual aid requests

Objective 5: Research fire suppression grant opportunities and apply for identified funding. **0-60 months**

- Research grant writing training and workshop sessions.
- Research Federal, State, and Local grant opportunities
- Commit to supporting and engaging surrounding communities in developing regional based grant applications (Such as with Rocky Branch and Piney Point)

### Strategic Planning Topic #6

#### Operational Budget

Budget development, implementation, and management are some of the most challenging tasks facing today's fire service leaders. The economic realities that are afflicting communities across the nation have highlighted the critical responsibility placed on department administrators to ensure their organizations are capable of delivering quality emergency response service to their communities in a setting where funding may not match the need. The Beaver Lake Fire Department fully understands this issue and is particularly aware of our obligation to develop and implement a fiscally responsive financial plan that is respectful to the





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future needs of the organization and the community's ability to provide adequate funding. Approximately 86% or (\$185,000) of the annual budget comes from the \$75 dues paid yearly on your tax bill. We feel it is critical for residents of our community to recognize that their support is what we rely on to operate this fire department. As identified in this strategic plan our short term budget requests will include funding for 24/7 station coverage. An increase in our operational funding will likely be requested to meet current and future needs. Particular attention will be given to balancing our needs against the ability of the community to support the organization in current and future years. In order to meet our commitment to future financial prudence in today's challenging budget environment we have developed the following objectives for inclusion within this planning topic.

Objective 1: Examine all department operations for efficiency and cost effectiveness.

### **0-60 months**

- Review all department functions on a cost-benefit basis.
- Seek areas open to revision and redistribution of resources.
- Identify components available for implemented cost saving strategies.
- If available, revise department functions for increased efficiencies, and cost effectiveness.
- Conduct monthly reviews of department budget to maintain a high level of fiscal responsibility.

Objective 2: Enhance the ability of the administration to effectively manage the budget and create an accurate financial plan. **0-18 months**

- Review budget documents for appropriate classification of expenditures.
- Review budget documents for accurate identification of line item categories.
- Revise line item designations as necessary.
- Ensure proper classification of department expenditures.

Objective 3: Continually explore revenue opportunities. **0-60 months**

- Identify and apply for all appropriate grant opportunities.
- Utilize regional and state contract pricing and purchasing groups as applicable.
- Research, request approval, and apply for Federal grant funding.



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Objective 4: Explore and implement regional partnerships with other emergency service providers and government agencies. **0-60 months**

- Continue to support current partnerships and programs.
- Research and identify joint purchasing opportunities and programs.
- Explore additional shared service opportunities and agreements.

### Strategic Planning Topic #7

#### Capital Budget

The Beaver Lake Fire Department capital budget and several other specific recurring costs are supported currently through the operations budget. The annual expenses which include apparatus payments and other capital budget items will vary dependent on available funding and department needs. The future of our funded capital budget requests will focus on improving our Insurance Service Office (ISO) rating, and improving the overall service we are able to provide to our community. Approximately 40% of our current budget is dedicated to capital improvements. We are committed to purchasing equipment and apparatus that will meet the ever changing needs of our community, and last into the future. Our goal is to utilize all available funds in the most prudent and fiscally responsible way while improving our service delivery. To meet these new challenges we have developed the following objectives within this strategic planning category.

Objective 1: Improve our facilities to meet current and future needs of our department.  
**12-24 months**

- Compile project estimates from local contractors
- Explore funding through grants at every level
- Consider how to fund this project through Lease Purchase options or the use of the general operations budget

Objective 2: Investigate building a modern fire station located centrally on Highway 12 near Linville road. **24-48 months**

- Compile project estimates
- Acquire land
- Explore funding through grants at every level



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- Consider how to fund this project through lease purchase options, or the use of the general operations budget

Objective 3: Purchase a rescue boat to enhance our services on Beaver Lake.

### **12-36 months**

- Research the best rescue craft to meet the needs for rescue on Beaver Lake
- Gather quotes on any rescue craft identified as meeting our needs
- Explore grants available for rescue boats
- Purchase and place into service a rescue boat

## Strategic Planning Topic #8

### Administration

The Fire Chief has the overall responsibility of managing all functions of the Beaver Lake Fire Department. To assist the Chief in accomplishing this task a volunteer Deputy Chief and two (2) Captains are available on a volunteer basis. The Deputy Chiefs main functions include managing the training program for compliance with local and state standards, assume command of emergency scenes when the fire chief is unavailable, and evaluate the programs of the BLFD to ensure effectiveness. Based on the size of our organization (18), training requirements, and a multitude of daily required tasks critical to the success of the Beaver Lake Fire Department the volunteer Deputy Chief position will require a stipend and eventual part-time employment status (as indicated in the Staffing section) within the next 2-3 years.

The complexity of today's fire department operations coupled with the administrative activities required to effectively manage the personnel and budget for a growing fire department requires a multifaceted manager who has the ability to delegate tasks to competent staff members while at the same time creating and supporting a vision of future organizational excellence. Managing a progressive fire department requires a fully staffed administrative branch capable of handling a variety of tasks. As our department moves forward and adds new technologies and services the administrative section must be prepared to capitalize on the management theory of empowering individual employees with the ability to



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become integral components of the department through effective communication, personal input, and a collaboration of doing business in order to provide adequate support. This support includes the ability to research and evaluate new service delivery methods and standards, review and revise department operational needs, coordinate internal and regional based programs, implement and sustain new technological enhancements, acquire new equipment and resources for required service upgrades, and develop and support new policies and procedures. To meet these new challenges we have developed the following objectives within this strategic planning category.

Objective 1: Reduce Insurance Services Organization (ISO) currently a Class 6.

### **12-24 months**

- Develop an ISO review team of command personnel, and board members.
- Ensure we are utilizing revised ISO rating system.
- Request ISO review of department by ISO rating division.
- Assist ISO rating personnel with information acquisition and review of department functions.

Objective 2: Facilitate the modernizing of our facilities. **6-60 months**

- Research Project costs
- Acquire land
- Research any available grants to help with funding the project
- Assess available funds in the budget to assist with the project
- Complete modernizing facilities to ensure future needs are met

Objective 4: Ensure the department is provided adequate resources, equipment, and apparatus to maintain and enhance service delivery levels as required. **0-60 months**

- Continually evaluate department equipment and apparatus in order to assure the availability of resources to meet response needs.
- Evaluate operational budget purchases against available funding in a priority based system.
- Evaluate and revise capital budget as necessary to meet current demands.



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Objective 5: Create community outreach programs that are effective and cost effective.

### **6-60 months**

- Evaluate all outreach programs as they relate to the mission of the department. Eliminate those that do not support the mission.
- Revise program delivery to increase efficiency and effectiveness.
- Create new programs to match community needs and priorities.
- Continue to deliver current level of services/programs that meet community needs and priorities.