



MAPLETON VOLUNTEER FIRE

STRATEGIC PLAN

2018 - 2030

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STRATEGIC PLAN

MESSAGE FROM THE FIRE CHIEF

I'm pleased to introduce the Mapleton Volunteer Fire Department's Strategic Plan. It is both a road map for the Mapleton Volunteer Fire Department and a guide for identifying priorities so we can continue delivering excellent fire, rescue, prevention and emergency services into the future.

This twelve-year plan represents our commitment to good stewardship of the department resources funded by Mapleton residents. With a fire station located in city limits, we strive to keep our community safe.

The department had to answer three fundamental questions during the strategic planning process: where are we now, where are we going and how will we get there? The answers helped in developing a framework for the plan that will:

- Promote operational and budget needs.
- Maintain highly trained firefighters.
- Provide a structure to ensure oversight and management of department goals.

We are committed to revisiting our strategic plan as needed to ensure the plan accomplishes what it is set out to do, and to make adjustments where needed. Our goal is to have a flexible organization that can anticipate and adapt to needed change.

In closing, thank you to the residents, elected officials and other key city and community partners who continue to serve and support the Mapleton Volunteer Fire Department. I invite all members of the community we serve, along with our partner agencies, to join us in supporting this vision for the future of the Mapleton Volunteer Fire Department.

Sincerely,



Kayla M. Cross
Fire Chief



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EXECUTIVE SUMMARY

The fire service is facing one of the most challenging periods in its history. Local, state, provincial, national, and international government organizations are under pressure to deliver ever-increasing services. Firefighters are being required to expand their roles, acquire new knowledge, develop new and higher level technical skills, as well as participate in training programs on a regular basis. Mapleton volunteer firefighters continually strive to provide the best possible services to our residents, businesses, and visitors to our community.



SUMMARY

1. Mapleton Volunteer Fire Department currently consists of 20 active members. We will continue to encourage active participation amongst department members and recruit interested parties.
2. The Officer Team will continue their support of adhering to the department's mission to provide quality service in saving lives and protecting property.
3. The established truck committee will move forward with taking the necessary steps to ensure future apparatuses supplying Mapleton, North Dakota meet the needs of the City and the department.
4. Monthly inspections and accurate documentation of equipment, SCBAs, and apparatuses will continue to support the determined ISO rating.
5. Meetings and trainings will continue with a strong focus on core, essential training of all department members.
6. Community events and services established by Mapleton Volunteer Fire Department will continue as long as the service supports the interests of both the public and the department.
7. Fundraising and cost savings efforts will continue to ensure the best use of department dollars.
8. Equipment needs will be continually assessed to provide the necessary tools citizens in an emergency expect.
9. Apparatus purchases will be planned with the partnership of elected city officials to ensure the department is well-equipped with truck needs.
10. A new Fire Station will be at the forefront of future planning discussions to allow space for growth of both the City of Mapleton and the Mapleton Volunteer Fire Department.

ABOUT US

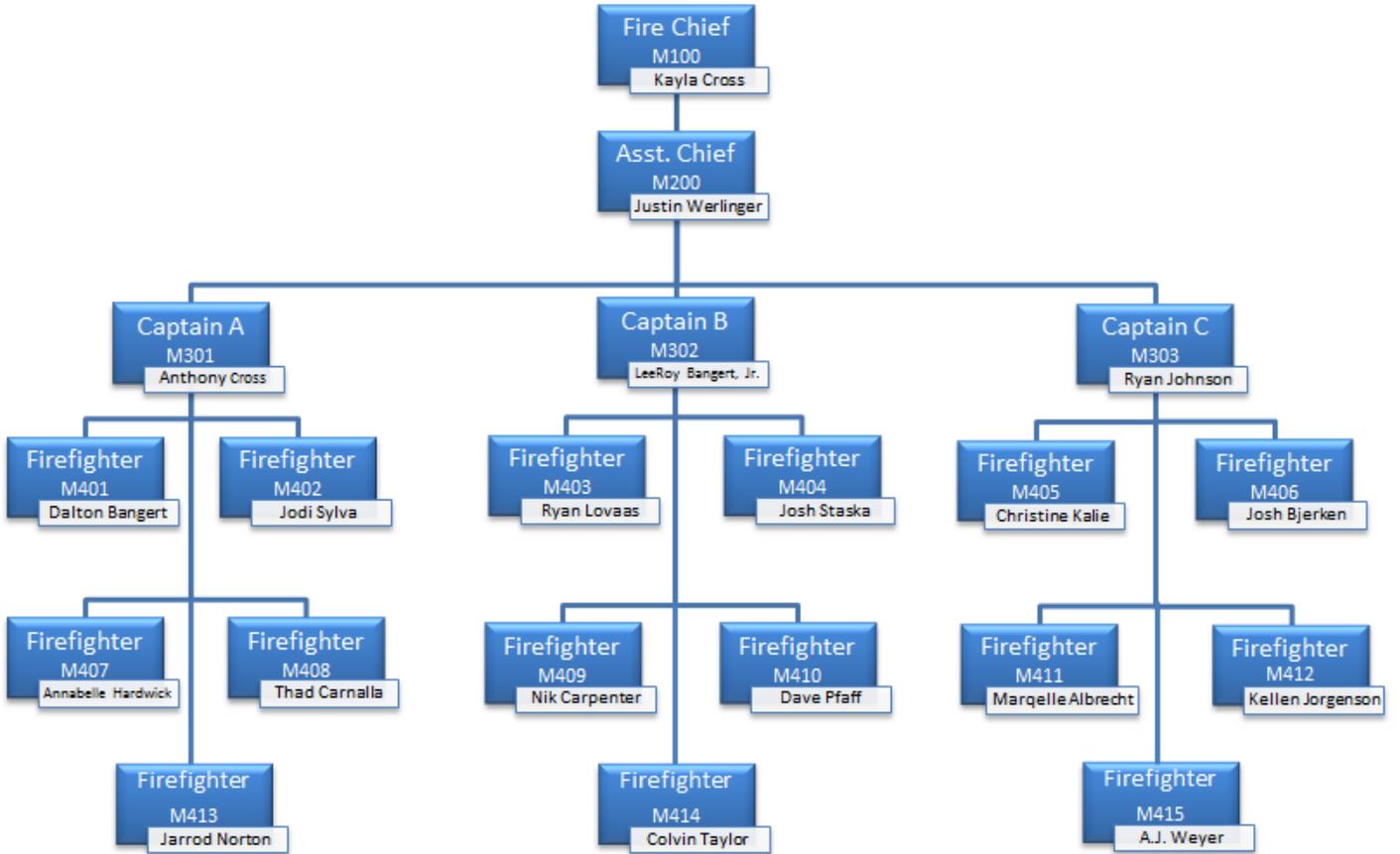
ORGANIZATIONAL CHART

Mapleton Volunteer Fire Department consists of a committed group of professional men and women who work hard on a daily basis to deliver the best possible services to our residents, businesses, and visitors to our community. Our team consists of dedicated firefighters who are on call twenty-four hours a day, seven days a week, 365 days a year.

Our current Officer Team consists of:

- Fire Chief
- Assistant Chief
- (3) Captains

Each officer position has dedicated responsibilities for both off and on the fire scene. Mapleton Volunteer Fire Department also has both a Secretary and Treasurer position to assist with administrative duties.



COMMITTEES

COMMITTEES & SPECIALIZED GROUPS

TRUCK COMMITTEE

Mapleton Volunteer Fire Department has formed a truck committee. The current primary task of this six-person committee is finding a replacement of our front-line pumper that's more than twenty years old. Our current front-line pumper would then serve as a secondary pumper for Mapleton, North Dakota. The current non-operational secondary pumper (1971 International) is intended to be sold, with anticipation of receiving \$2,500 - \$3,000.

We acknowledge the amount of work that has been done, and the amount to do between now and when we hope to take delivery of it in a year. Our meetings thus far have primarily focused on the wants and needs of the next fire apparatus.

Rosenbauer has provided a preliminary budget estimate of \$255,247 for a new apparatus. This figure is not inclusive of equipment, fire hose, or tools needed to outfit the truck. The committee's next steps are to tour the Rosenbauer plant in Lyons, South Dakota to ensure the specified truck meets the needs of our department and Mapleton, North Dakota.

Equipment, fire hose, and tools have been estimated to cost \$45,000. Two grants for approximately \$12,000 have been/will be submitted to hopefully offset some of these costs. We will continue to search for opportunities to assist in the financial aspects of both a new fire apparatus as well as equipment, fire hose, and tools to outfit the truck.



MONTHLY MAINTENANCE COMMITTEE

Each month, the three operational apparatuses, equipment, and SCBAs are checked. This check is to ensure that the vehicle is roadworthy and the vehicle, equipment, or SCBA is ready to perform at a moment's notice. If any defect is noted, the information is documented and communicated to a company officer. It is the responsibility of the company officer to notify the proper authority that repairs are needed, whether internally or through an outside repair facility.

DEPARTMENT FACTS

STAFFING

- Currently 20 Volunteers
 - 17 Firefighters with FFI Certification
 - 14 Firefighters with FFII Certification

EQUIPMENT

- 1 Front Line Engine
- 1 Backup Engine (non-operational)
- 1 Tender
- 1 Grass Rig

EMERGENCY CALLS IN 2016-2017

- 22 Total Calls (does not include EMS)
 - Increase of 100% over 2014-2015
- 6 – Grass Fires
- 5 – Vehicle Accident/Fires
- 3 – Structure Fires
- 3 – Gas Leaks
- 3 – Alarms/False Calls
- 2 – Odor Investigations

MEETINGS & TRAININGS

- Business Meeting 2nd Monday of the Month, Followed by Training
- Training Last Monday of the Month
- Quarterly Fire Hall Cleaning
- Project Days as Needed
- State/Regional/Local Fire Schools as Available

OPERATING BUDGET

- For 2017: \$60,000, Approximate budget per 2014 capita: \$69.12

RESPONSE AREA

- 4 Square Miles & Mutual Aid with All Cass County Fire Departments

POPULATION

- As of 2014: 868 (city-data.com)
 - Population change since 2000: +43.2%

EVENTS

- Casselton Summerfest
- Night to Unite
- Mapleton Days
- Fire Prevention Week
- Halloween
- Salvation Army Bell Ringing

FUNDRAISING & COST SAVING EFFORTS

- Bingo (7 per year)
- Golf Tournament
- Hose & Appliance Testing
- Pump Testing
- Grant Writing
- In-House Training



CHALLENGES

FINANCIAL CONSTRAINTS

There is a 24/7 need for emergency services within Mapleton, North Dakota. The fire department has found it challenging to meet the needs of the growing community while working within its existing budget.

The National Fire Protection Association (NFPA) is a global nonprofit organization, established in 1896, devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. Their 300+ codes and standards are designed to minimize the risk and effects of fire by establishing criteria for building, processing, design, service, and installation around the world. Apparatus, equipment, and training are to meet these codes and standards, resulting in a financial need.



VOLUNTEERS



One of the most significant challenges facing the volunteer fire service is retention and recruitment. Volunteer firefighting involves a large time commitment. Being a firefighter isn't always about firefighting. Between training requirements, bi-monthly meetings/trainings, certifications, public education visits, fundraising events, equipment needs, and their full-time jobs and family commitments, we're asking a lot of them. This is all in addition to dropping everything to respond to the needs of someone that has called 9-1-1.

In addition, our officer team has an even greater time commitment. Their duties involve coordination of training, budget review, preplans of local businesses, fundraising coordination, grant writing and management, department requests, equipment repairs, supply purchases, event planning, mentorship, documentation, recruitment, etc.

FIREFIGHTER I = 120 COURSE HOURS
FIREFIGHTER II = 104 COURSE HOURS

DEPARTMENT GOALS

EQUIPMENT

The selection of any fire station's bunker gear is one of the most important jobs around. This bunker gear is responsible for protecting the men and women who dedicate their lives to fighting fires. A well outfitted fire crew must also have reliable and durable tools. Like all professions, firefighters have certain tools to perform their jobs. Although the bunker gear allows the firefighter to enter the smoke-filled buildings, it would accomplish nothing if they did not have the correct tools. Below is a list of tools and gear Mapleton Volunteer Fire Department will need within the next twelve years:

ITEM	COST*	QUANTITY	TOTAL	YEAR NEEDED
Tools for New Truck	\$ 45,000.00	1	\$ 45,000.00	2019
Fire Hose	\$ 11,368.25	1	\$ 11,368.25	2020
SCBA Harnesses	\$ 3,942.25	15	\$ 59,133.75	2023
Bunker Gear	\$ 3,143.42	20	\$ 62,868.40	2026
Extrication Tools	\$ 32,349.00	1	\$ 32,349.00	2028
SCBA Bottles	\$ 895.00	31	\$ 27,745.00	2030

*Please note prices listed are reflected as of today and do not account for inflation.

APPARATUS

NFPA 1901: Standard for Automotive Fire Apparatus is one of our more important governing documents because it addresses the one thing that every fire department has, a fire truck. To maximize firefighter capabilities and minimize risk of injuries, it is important that fire apparatus be equipped with the latest safety features and operating capabilities. The apparatuses listed below reflect the department's needs for this operational period:

ITEM	COST*	YEAR NEEDED
Pumper 1	\$ 255,247.00	2019
Grass Rig	\$ 60,000.00	2021
Tender	\$ 162,000.00	2025
Pumper 2	\$ 255,247.00	2029

*Please note prices listed are reflected as of today and do not account for inflation.

FIRE STATION

Over the past 30 years, responsibilities of fire departments across America have evolved from primarily fighting fires to vehicle extrications, a range of rescue incidents, technical expertise, hazmat response, etc. Just as fire trucks now hold additional gear, extrication tools and equipment, the fire station must also accommodate for the storage and repair of equipment, disaster preparedness and training for these incidents. Mapleton Volunteer Fire has outgrown its current station. A larger meeting room, a dedicated training area, location for storage of training props and bunker gear, a fitness area, and larger apparatus bay are prevalent with today's operations. A new station is needed to meet the growing needs of Mapleton, North Dakota. The building costs of a new station will likely be in the \$2,000,000 - \$3,000,000 range.



YEARLY GOALS

In review of Mapleton Volunteer Fire Department’s financial needs for the next twelve years, it is apparent the current budget of \$60,000 will not meet the department goals. The current budget accounts for our operating costs of fuel, maintenance, office supplies, safety equipment, hand tools, training costs, membership fees, event supplies, testing requirements, and repairs.

Approximately \$100,000.00 is available to help meet the needs of the department goals, but that still leaves \$870,958.40 to budget for over the next twelve years (not including the costs of a new fire station or inflation). The chart below breaks down the amount needed by the allocated timeline:

YEAR	AMOUNT*
2019	\$ 300,247.00
2020	\$ 11,368.25
2021	\$ 60,000.00
2022	\$ -
2023	\$ 59,133.75
2024	\$ -
2025	\$ 162,000.00
2026	\$ 62,868.40
2027	\$ -
2028	\$ 32,349.00
2029	\$ 255,247.00
2030	\$ 27,745.00
TOTAL	\$ 970,958.40

*Please note prices listed are reflected as of today and do not account for inflation.

If we expect firefighters to respond to an emergency, they need to have adequate equipment to perform their duties both correctly and safely. If they can’t respond to an emergency without worrying about their own safety, how can we ask them to worry about anyone else’s? The bottom line is fire departments need to be well staffed, well trained and well equipped in order to be most effective. Effectiveness simply means saving lives and saving property.

12 YEAR FUNDING = \$970,958.40
MAPLETON FIRE RESERVE = \$100,000.00
TOTAL PER YEAR = \$72,579.87*

*Does not include fire station

PLAN IMPLEMENTATION

To hold ourselves accountable to deliver on the Strategic Plan, the Fire Chief will appoint Mapleton Volunteer Fire Department Leadership Team members to oversee its implementation as needed. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. City Council will be kept updated on the progress of the plan. In this way, we hope to demonstrate the kind of accountability our partners and the public expect from the Mapleton Volunteer Fire Department.

NEXT STEPS

All of our goals require resources, and consideration of these goals will need to be incorporated into our budget process as a guide for how limited resources are allocated. With that in mind, the Mapleton Volunteer Fire Department will take the following specific actions to implement this plan:

1. Mapleton Volunteer Fire Department leadership will meet with the City of Mapleton to review this document and determine a plan for meeting department goals.
2. The Fire Chief will conduct a yearly review of the listed goals to ensure accountability in monitoring the plan and the plan's implementation.
3. Mapleton Volunteer Fire Department leadership will clearly show a commitment to the plan's implementation.
4. Volunteers will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.

