

Bristol Kendall Fire Protection District
Decennial Committee Meeting Agenda
September 12, 2024 Immediately following Trustee's Meeting
103 East Beaver Street – Yorkville, IL 60560
2nd Floor Training Room

1. Call meeting to order and determination of a quorum. President Ken Johnson
2. **Comments from the public.**
3. Approve minutes of the May 9, 2024 meeting. As electronically mailed
4. General business
 - a. Review and Approve Decennial Report
5. Other business or **comments from public** to come before the Board.
6. Next Decennial Committee meeting - TBD
7. Adjourn committee meeting. President Johnson

Posted by: _____ Date and time: _____

**DECENNIAL COMMITTEE MEETING MINUTES
OF THE
BRISTOL KENDALL FIRE PROTECTION DISTRICT
KENDALL COUNTY, ILLINOIS
HELD IN THE TRAINING ROOM, 2ND FLOOR
103 E. BEAVER STREET, YORKVILLE, IL 60560
THURSDAY, MAY 9, 2024**

DECENNIAL COMMITTEE MEETING

**BOARD PRESIDENT JOHNSON CALLED THE MEETING TO ORDER AT 6:32 p.m. and
DETERMINATION OF QUORUM**

Roll Call

Board President Ken Johnson - yea; Board Treasurer Marty Schwartz – yea;
Board Secretary Dr. Gary Schlapp - yea; Trustee Jeff Farren – yea; Trustee Darin Peterson – yea
Civilian Scott Harmon - yea

Administration present: Interim Fire Chief Messersmith, A/C McCarty, A/C Cihak, and Katie Miller (minutes recorder).

COMMENTS FROM THE PUBLIC

N/A

GENERAL BUSINESS

A. Approve to remove James Bateman from Committee

President Johnson entertained a motion to remove James Bateman from the Decennial Committee. Motion to approve by Board Secretary Dr. Schlapp. Seconded by Board Treasurer Schwartz. All in favor say aye. All those opposed say no. Motion passed.

B. Approve to appoint Interim Fire Chief Jeremy Messersmith to Committee

President Johnson entertained a motion to appoint Interim Fire Chief Jeremy Messersmith to the Decennial Committee. Motion to approve by Board Treasurer Schwartz. Seconded by Board Secretary Dr. Schlapp. All in favor say aye. All those opposed say no. Motion passed.

C. Discuss and approve Scott McCarty to fill the second citizen position

President Johnson entertained a motion to Scott McCarty as the second citizen position to the Decennial Committee. Motion to approve by Trustee Farren. Seconded by Scott Harmon. All in favor say aye. All those opposed say no. Motion passed.

D. Review Committee duties

The information needed for the Decennial report was gone over, as well as sample copies from other departments. Information is to be sent to Interim Chief Messersmith so he can compile all the information to put into a report format to be reviewed and approved at the next meeting.

E. Discuss and approve third meeting date for 9/12/2024

President Johnson entertained a motion to approve the third meeting date for 9/12/2024. Motion to approve by Scott Harmon. Seconded by Board Secretary Dr. Schlapp. All in favor say aye. All those opposed say no. Motion passed.

OTHER BUSINESS OR COMMENTS FROM THE PUBLIC TO COME BEFORE THE BOARD

N/A

NEXT DECENNIAL COMMITTEE MEETING

The next Decennial Committee Meeting is scheduled for September 12, 2024 immediately following the Trustee's meeting at 103 E. Beaver Street, Yorkville, IL 60560.

ADJOURNMENT

Board President Johnson entertained a motion to adjourn the Decennial Committee Meeting. Motion by Trustee Peterson. Seconded by Scott Harmon. All in favor say aye. All those opposed say no. Motion passed.

The Decennial Committee Meeting of May 9, 2024 was adjourned at 6:45 p.m.

Minutes Approved and Accepted:

President

Secretary



**DECENNIAL COMMITTEE ON LOCAL
GOVERNMENT EFFICIENCY REPORT**

SEPTEMBER 12, 2024

Decennial Committee Information

Committee Members

- Ken Johnson Board President of the Trustees
- Marty Schwartz Board Treasurer of the Trustees
- Dr. Gary Schlapp Board Secretary of the Trustees
- Jeff Farren Trustee
- Darin Peterson Trustee
- Jeremy Messersmith Interim Fire Chief
- Scott Harmon Community Resident
- Scott McCarty Community Resident

Decennial Committee Meetings

- September 14, 2024 Bristol Kendall Fire Protection District Station 1
- May 9, 2025 Bristol Kendall Fire Protection District Station 1
- September 12, 2025 Bristol Kendall Fire Protection District Station 1

Introduction

The Bristol Kendall Fire Protection District is a career fire department operating out of three stations located in the central part of Kendall County covering approximately 77 square miles. The fire district was formed on March 17, 1936 when the Yorkville and Bristol Fire department joined together. The first call on record for the area was recorded on January 27th of 1922 by what was then an independent department supported by 125 stockholders.

The District is governed by a five-member Board of Trustees. In 2022 the citizens of the fire district voted to make the position elected instead of appointed. In 2023 the first election was held and the district had its first five-member board elected. The board drew numbers for term lengths with two members on two-year terms, two on a four-year, and one on a six-year term.

The District provides emergency response to fires, emergency medical services, explosions, hazardous material response and other emergencies that may arise within the fire district and surrounding areas. The fire district serves citizens in Kendall and Bristol township along with the cities of Yorkville, Bristol, and Montgomery. The fire district contains a good mix of residential, commercial, manufacturing, and agriculture. The district provides services with Advanced Life Support engines, Advanced Life Support medics, and several other specialized emergency vehicles.

The district found itself in the middle of the fastest growing county in the United States in the early 2000's. The district built two new stations back-to-back and increased staffing. The growth rate has slowed down, however the district still finds itself growing in residential, commercial, and manufacturing. There are several developments in the works that could put the district at a point to grow once again.

General Information

Location

The District provides service to the City of Yorkville, Community of Bristol, portions of the Village of Montgomery, Kendall Township residents, Bristol Township residents, and a small portion of Na-Au-Say Township residents.

The following Units of Local Government overlap the District's service area:

- Yorkville School District
- Plano School District
- Plainfield School District
- Newark School District
- Waubensee Community College
- City of Yorkville
- Yorkville Library
- Yorkville Bristol Sanitary District
- Village of Montgomery
- Kendall County
- Kendall County Forest Preserve
- Kendall Township
- Bristol Township
- Na-Au-Say Township
- Fox Township
- Lisbon Township

District Demographics

The District is made up primarily of single family properties. Over the past several years the district has seen an increase in multi-family residences being built. Six-unit townhomes are being constructed in various parts of the district and are for the most part sold before completion. The District has also seen a consistent growth of more commercial properties, primarily being restaurants. There are currently four elderly facilities in the district that range from living alone to 24-hour nursing care. Four homes can be found in the district that are setup for special needs adults. There are also several small medical facilities and a freestanding emergency room. Yorkville is home to Wrigley manufacturing which manufactures Skittles and Wrigley gum products. There is two small industrial parks located in Yorkville. Yorkville is also home to the largest outdoor waterpark. Yorkville has just secured its first data center that will be locating in the north west part of the district and there are three more looking to locate here. Farms can also be found throughout the district that primarily raise corn, soybeans, cattle, a single lettuce factory along with a handful of solar farms. In 2023, Yorkville had a population of 23,113 and is projected to be 26,168 in 2028. The median age is 36 years old with a household income averaging \$122,332.

Fire Stations

The District currently has three fire stations:

| Station | Location | Year Built |
|---------|------------------------------------|------------|
| 1 | 103 Beaver Street, Yorkville | 1999 |
| 2 | 2101 McHugh Road, Yorkville | 2005 |
| 3 | 4400 Rosenwinkle Street, Yorkville | 2007 |

Employees

The District employs 69 total employees.

| | Lieutenant | Firefighter/Paramedic | Firefighter/EMT | Total |
|--------------------|------------|-----------------------|-----------------|-------|
| Staff | | | | 8 |
| Full Time District | 9 | 19 | 2 | 30 |
| Full Time Contract | | 4 | 2 | 6 |
| Part Time | | 2 | 13 | 15 |
| Cadet | | | | 10 |

Years of Service with Fire District

| | Staff | FT District | FT Contract | Part Time | Cadet | Total |
|-------------|-------|-------------|-------------|-----------|-------|-------|
| 0-5 Years | 2 | 18 | 5 | 13 | 10 | 48 |
| 6-10 Years | 2 | 5 | | 1 | | 8 |
| 11-15 Years | 1 | 2 | | | | 3 |
| 16-20 Years | | 3 | 1 | | | 4 |
| 21-25 Years | 1 | 1 | | | | 2 |
| 25+ Years | 2 | | | 2 | | 4 |

Employee Certifications

| Certification | | Certification | |
|---|----|----------------------------------|----|
| Basic Operations Firefighter or FF II | 50 | Vehicle Machinery Operations | 26 |
| Advanced Technician Firefighter or FF III | 22 | Vehicle and Machinery Technician | 1 |
| Airport Firefighter | 1 | Technical Rescue Awareness | 20 |
| Fire service Vehicle Operator | 37 | Collapse Awareness | 1 |
| Fire Apparatus Engineer | 21 | Confined Space/Trench Awareness | 2 |
| Company Fire Officer or FO I | 14 | Structural Collapse Operations | 8 |
| Advanced Company Officer or FO II | 6 | Structural Collapse Technician | 5 |
| Chief Fire Officer | 0 | Vertical I | 5 |
| Incident Safety Officer | 12 | Vertical II | 3 |
| Health and Safety Officer | 2 | Trench Technician | 7 |
| Fire Department Safety Officer | 2 | Trench Operations | 6 |
| Instructor I | 24 | Collapse Space Operations | 3 |
| Instructor II | 13 | Collapse Space Technician | 0 |
| Instructor III | 0 | Rope Operations | 6 |
| Training Program Manager | 1 | Rope Technician | 0 |
| Hazmat Awareness | 21 | Swiftwater Technician | 12 |
| Hazmat Operations | 44 | Swift Water Technician- Advanced | 1 |
| Hazmat Technician | 1 | Surface Water Operations | 8 |
| Life Safety Educator | 0 | Ice Technician | 3 |
| Fire Prevention Officer | 2 | Watercraft Technician | 1 |
| Fire Inspector I | 4 | IS-100 | 49 |
| Fire Inspector II | 1 | IS-200 | 46 |
| Fire/Arson Investigator | 8 | IS-300 | 6 |
| Youth Firesetter | 1 | IS-400 | 6 |
| Public Safety Educator I | 1 | IS-700 | 48 |
| EMT- Paramedic | 35 | IS-800 | 47 |
| EMT- Basic | 21 | IS-907 | 3 |

Fire & EMS Apparatus

A list has been compiled below of the district's current fleet of vehicles.

| Unit Number | Year | Type | Make | Miles | Hours |
|-------------|------|---------|--------------------------|---------|-------|
| 101 | 2023 | Staff | Chevy Silverado | 4,522 | |
| 102 | 2018 | Staff | Ford Explorer | 41,708 | |
| 103 | 2013 | Staff | Ford Explorer | 54,544 | |
| 104 | 2020 | Staff | Chevy Silverado | 17,187 | |
| 105 | 2010 | Staff | Ford Explorer | 65,236 | |
| 106 | 2019 | Staff | Ford Escape | 58,176 | |
| 107 | 2023 | Staff | Chevy Silverado | 5,408 | |
| 121 | 2012 | Engine | Pierce Saber | 76,556 | 5,289 |
| 122 | 2020 | Engine | Marion Spartan | 33,583 | 3,240 |
| 123 | 2010 | Engine | Pierce Saber | 71,005 | 4,072 |
| 124 | 2012 | Engine | Pierce Saber | 94,649 | 6,524 |
| 131 | 2014 | Brush | Ford F550 | 3,592 | |
| 141 | 2023 | Medic | International Horton | 2,014 | 131 |
| 142 | 2024 | Medic | International Horton | | |
| 143 | 2021 | Medic | International Horton | 47,792 | 2,728 |
| 144 | 2017 | Medic | International Excellence | 111,071 | 6,385 |
| 145 | 2016 | Medic | International Excellence | 119,841 | 6,576 |
| 151 | 1997 | Support | Chevy Silverado | 72,786 | |
| 156 | 2015 | Support | Ford F550 | 27,564 | |
| 161 | 2016 | Tender | Pierce Freightliner | 6,330 | 611 |
| 181 | 2005 | Aerial | Pierce Enforcer | 41,850 | 4,406 |

The district currently has a medic unit, aerial truck, and support pickup due to be delivered this fiscal year. The district also has two engines on order that are currently due to arrive in April of 2028 although they could possibly be delivered in April of 2027. The district will also be looking to add a UTV and new boat to the fleet this year.

Services & Programs

Service List

- Emergency Incident Management
- Administrative
- Fire Services
 - Suppression
 - Technical Rescue- Operations Level
 - Water Rescue- Technician Level
 - Hazardous Materials Incidents- Operations Level
- Emergency Medical Services

- Fire Bureau
 - Fire Inspections
 - Occupancy certification (coordinate with the city of Yorkville, and Kendall County)
 - Fire alarm acceptance
 - Fire Sprinkler Acceptance including (hydro, standpipe, fire pump, Dual Action)
 - Hood suppression acceptance
 - Annual business inspections.
 - Semiannual restaurant inspections
 - Complaint inspections
 - Annual school inspections (public and private)
 - Miscellaneous inspections (carnival, food truck,
 - Maintain and review all 3rd party Inspections. (annual sprinkler, annual fire alarm, semiannual hood suppression)
 - Plan Review
 - Community Education
 - Community Risk Reduction & Support Services
 - Fire Investigations
 - Attend meetings with Yorkville building and zoning in relation to new and existing projects.
 - Create/update fire code ordinance
 - Communicate and coordinate with county agencies, Health department and Emergency management.
 - Consult with school district 115
 - New construction
 - Egress issues
 - Occupancy loads
 - Fire drills, run hide fight drills
 - Emergency action plans
 - Private school inspections and fire drills
- Fleet Maintenance
- Information Technology Services

Potential Future Services

The District is working with MABAS 14 departments to have a MABAS deployable Swift Water team. There are currently only four in the state.

Programs

- Cadet Program
- AED training
- Stop the bleed
- Fire extinguisher training
- Smoke detector installs
- Senior-Church-School, talks as requested
- Sherriff Cadet program
- Ride to school
- Touch a truck
- Station tours
- Open house
- Facilitate NFSC annual school handouts

Potential Future Programs

- School Based Programs
 - Each grade would have a different theme.
 - Kindergarten- firefighter friends, smoke alarms, stop/drop and roll
 - 1st and 2nd – fire safety, fire drills, home safety plans, close your door etc
 - 3rd and 4th – community partners
 - 6th
- Senior Based programs
 - Fall prevention
 - Home fire safety
 - Knox box program
 - Senior Center monthly programs - different topics.
 - Programs at senior facilities

Financials

| Fiscal Year | Budget | Revenue | Expenditure |
|-------------|--------------|-------------|--------------|
| FY 2019 | \$10,590,669 | \$5,967,708 | \$5,772,464 |
| FY 2020 | \$9,356,559 | \$6,217,296 | \$6,010,653 |
| FY 2021 | \$9,101,138 | \$6,442,488 | \$6,086,917 |
| FY 2022 | \$13,016,430 | \$6,840,815 | \$4,486,753 |
| FY 2023 | 13,112,085 | \$7,259,611 | \$5,720,202 |
| FY 2024 | \$15,275,008 | \$8,534,288 | \$11,998,003 |

The district is sitting in a good position financially. The only debt on record is a vehicle loan on the 2020 engine, which the final payment of \$130,000 will be made this year. There has been a steady rise in revenue every year from the tax levy and ambulance fees, that has helped to offset some inflation costs. Ambulance fees were researched in 2024 and have increased to what other fire districts are charging and take some of the burden off tax payers. FY2024 had budgeted some higher expenditures that included vehicles that were due to arrive. Those vehicles are running late and will come out of FY2025. The budgeted expenditures are staying under the revenue leaving money to be put away for future capitol purchases. Inflation has taken the cost of vehicles to be close to double of what they were in 2020. The district has come up with a 20-year vehicle replacement plan to help allocate money every year towards replacing vehicles instead of trying to pay cash for a vehicle over a million dollars out of a budget year or taking out a loan. The district has also started to earmark some money for future building repairs and or new buildings. The district is growing and eventually another station will need to be built with costs between \$8 and \$12 million dollars. The district continues to carryover at least \$2 million dollars for operation costs into the new fiscal year until the first tax installment arrives.

Equalized Assessed Value

| Fiscal Year | EAV | Tax Rate |
|-------------|---------------|----------|
| 2019 | 838,617,064 | 0.72 |
| 2020 | 884,415,820 | 0.71 |
| 2021 | 930,202,625 | 0.70 |
| 2022 | 991,125,501 | 0.69 |
| 2023 | 1,087,290,804 | 0.67 |

Insurance Services Office (ISO) Rating

A fire department's ISO rating is a determination by the Insurance Services Office by how well your department is able to serve the community. You're assigned a score between 1 and 10, with lower numbers indicating a better score. High ISO scores can increase home insurance rates in the community. The rating not only factors in the fire district but also our dispatch center and water supply for the area.

The district was last reviewed in 2018 and received a classification of 3. Area departments have been going through an analysis this year and we suspect will be next. Looking at the 2018 results, we have room for improvement in the following areas; Ladder Service, Deployment, Personnel, Training, and inspections on the water systems. With the changes the department has seen over the past years, we are hoping the rating of 3 will drop in the next review.

Awards & Recognitions

| Award/Recognition | Description | Date Issued |
|-------------------|----------------------------|---------------|
| Crew Recognition | Life Saving Award | July 2024 |
| Crew Recognition | Cardiac Run of the Year | June 2024 |
| Crew Recognition | Cardiac Run of the Quarter | November 2023 |

Intergovernmental Agreements & Interrelationships

The Fire District works diligently to provide the best possible programs, services, and facilities to our community at the least possible cost. One of the many ways the Fire District achieves this goal is by partnering with neighboring fire districts, school districts, other units of local government within or near the community, the State, non-profit organizations, and for-profit corporations.

Automatic aid agreements

- Lisbon Seward Fire Protection District – Bristol Kendall will provide a medic unit for EMS incidents when a unit is available.
- Sugar Grove Fire Protection District – Bristol Kendall will provide an engine for fire incidents and a medic unit to EMS incidents when the units are available.
- Oswego Fire Protection District – Oswego will provide an engine to specified areas in BKFPD Station 3 Still District.

Mutual aid agreements

- Oswego Fire Protection District
- Little Rock Fox Fire Protection District
- Sandwich Fire Protection District
- Newark Fire Protection District
- Lisbon Seward Fire Protection District

Functional Cooperation

- The district hired an IT Administrator in 2024 and the employee is shared with Oswego Fire Protection District.

Review of Governing Statutes, Fire District Policies, Rules, Procedures, Training Materials, Reports, and other Documents

Governing Statutes (External Review)

| Governing Statutes | |
|--|-----|
| Fire Protection District Act (70 ILCS/705) | Yes |
| Illinois Open Meetings Act (5 ILCS 120) | Yes |
| Illinois Freedom of Information Act (5 ILCS 140) | Yes |
| State Officials and Employees Ethics Act (5 ILCS 430/1-1) and other State Ethics Laws | Yes |

Policies, Ordinances, Rules (Internal Review)

| Existing Policies, Ordinances, Rules, & Bylaws | | |
|--|------------------|--|
| Title | Date Enacted | Conclusion |
| Public Comment Policy | August 10, 2017 | Is posted in front entry way but should be on the website also. |
| Sexual Harassment Policy | January 11, 2018 | Enacted by resolution 2018-01 |
| IDOL Mandated Policies | 2021 | Various IDOL policies issued and the software reviews them annually for any required changes. |
| Drug and Alcohol Policies | 2010 | This policy is outdated and needs to be updated with the union CBA in place. |
| Employee Handbook/Policy Manual | 2010 | The employee handbook started as a paper copy and then was transferred to an online program. However, some policies have not been transferred. |
| Board of Trustees Manual | 2010 | The employee handbook covers the trustees but was not transferred to the online program. |

Procedures

| Procedures | |
|---|---|
| Type | Conclusion |
| FOIA Forms and Procedures (5 ILCS 140/1 et. seq.) | Yes, can be completed through the website. However the procedure on the website is not 100% clear on how to complete the request. |
| Perform Semiannual Review of Closed Session Minutes (5 ILCS 120/2.06) | Yes, in January and July |
| Trustees Filed Statement of Economic Interest Policy (5 ILCS 420/4 A-101) | Yes |
| Retention, Destruction, and Review of other Documents | Yes, guidance was received from Office of the Secretary of State. This still needs to be put into a policy. |
| Post/File OSHA 300A Report | Yes, it is submitted online |
| Grant Management and Reporting | There are not many records on grants that have been received. |
| NFIRS Compliance | Yes, it is maintained monthly |

Training

| Training | | |
|--|--|--|
| Title | Satisfactory | Unsatisfactory |
| Board Member OMA Training (5 ILCS 120/1.05 (b)) | Three of the five board members have their OMA training on file. | Two of the members will need to provide a copy of the training or complete the training again. |
| FOIA Officer Training (5 ILCS 140/3.5 (b)) | The FOIA Officer has completed the training. | |
| Sexual Harassment Prevention Training (775 ILCS 5/2-109 (c)) | All employees complete the training annually. | |

Community Transparency

Reports

| Call Reports & Types | | | | |
|----------------------|------|------|------|------|
| Call Types | 2020 | 2021 | 2022 | 2023 |
| Building Fires | 23 | 42 | 34 | 25 |
| EMS Call | 2098 | 2422 | 2551 | 2436 |
| False Alarms | 90 | 117 | 142 | 117 |
| Accidents w/Injuries | 121 | 136 | 132 | 132 |
| Change of Quarters | 81 | 82 | 44 | 43 |
| Year Total | 3149 | 3632 | 3743 | 3743 |

| Financial Reports | | |
|---|--|------------|
| Title | Findings | Conclusion |
| Treasurer Statement of Receipts & Disbursements | Completed annually with the audit and filed with the County Clerk's office. | |
| Annual Audit | Completed annually, filed with the County Clerk's office, and posted on the district website | |

Documents

| Documents | | |
|--|--|------------|
| Title | Findings | Conclusion |
| Schedule of all FPD Board Meetings (5 ILCS 120/2.03) | Yes and it is posted on the website and in the foyer of station 1. | |
| Checklist of Scheduled Annual Tasks | Yes the district follows the calendar and checklist of responsibilities put out by the Illinois Association of fire Protection Districts | |

Transparency

| Website | | |
|---------------------------|--|---|
| Type | Findings | Conclusion |
| General Review of Website | www.bkfire.org | The website is a great tool to be transparent. It was revamped in 2023 and though it seems to be easy to navigate, it is found to be missing documents. |

Recommendations for Increased Accountability and Efficiency

Strengths & Efficiencies

- Location & Demographics
 - Median age is mid 30's and we only have a few senior complexes which does not weigh heavily on call volume
 - The fire district has a good mix of residential, commercial, and manufacturing.
- Facilities
 - New training facility currently being constructed
 - Adequate space for vehicles currently
 - Current stations have been built in the center of our district which allows them quick access to Route 47 to get north and south easily
- Employees
 - Incident Command and Management
 - Planning
 - Implementation
 - Evaluation
 - Firefighting staffing
 - Daily staffing is starting to level out
 - First time we have had a list of people for full time district positions
 - Fire Bureau
 - Experience which is critical with the new growth coming in
 - Two personnel started working back on 7G doing inspections which will help with succession planning
- Apparatus
 - All front line medics will be less than three years old
 - All front line fire engines are below the recommended NFPA recommendation of 15 years
- Services & Programs
 - Automatic and Mutual Aid Agreements
 - Regional Special Teams Training- MABAS 14 Swift Water Rescue
 - Emergency Medical Services
 - Fire Suppression
 - Equipment
 - New Technology being purchased
 - Newer EMS Equipment that can save on injuries
 - PPE being updated and soon will be purchasing spare gear for personnel
 - Inspections
- Financials
 - Budgeting

- Cash Reserves
 - FF Pension funded at 110%
 - IMRF funded at 100%
 - The district will be making the final payment on the 2020 engine this year and will be debt free once again
 - Taking advantage of higher interest rates on returns
 - Over \$300,000 in interest will be made this fiscal year
- Relationships with other agencies
 - Yorkville Police Department
 - Kendall County Sheriff Department
 - KenCom
 - Oswego Fire Protection District
 - Plainfield Fire Protection District
 - Little Rock Fox Fire Protection District
 - Newark Fire Protection District
 - Sandwich Fire Protection District
 - Montgomery Fire Protection District
 - Lisbon-Seward Fire Protection District
 - Yorkville School District
 - IVVC Fire and EMS Programs
 - Waubonsee Community College Fire Program
- Transparency
 - The district just overhauled the website within the last 18 months.
 - Board meetings are presented with a powerpoint to give visuals to those attending
 - All Chiefs and the Fire Bureau submit reports to the trustees during the monthly meeting

Growth Areas

- Location & Demographics
 - Monitoring how fast the Data Center projects move along
 - Monitor for new developments when Route 47 is widened
 - The fire district is still considered somewhat of a bedroom community where people live here and commute elsewhere for work. This could change in the future with data centers coming to the area.
- Facilities
 - Though the district stations are in relatively good shape, station 2 and 3 are approaching the twenty-year age mark where we are seeing some of the residential grade equipment needing to be replaced.
 - Station 2 & 3 roofs are being replaced this year due to hail damage, HVAC systems are being upgraded, and Station 2 will see a light renovation this year of counter tops and carpeting.
 - Station 3 will need the same light renovation in a year or two.

- Station 1 will receive two new roof top units this year and then will need to have its roof evaluated.
- Station 1 bays are in need of paint.
- Employees
 - Succession plan
 - Battalion Chief or Shift Commander position
 - A full time IT position
- Apparatus
 - The twenty-year replacement plan will need to be evaluated yearly during the budget to make sure it is staying in line with the district's operation needs
 - Long lead times for new apparatus changes the planning process
- Services & Programs
 - Community Education
 - Electronic devices are being looked at to be utilized on the medic units in hopes of decreasing turn around times
- Financials
 - Funding
 - Money for the two new engines has been set aside in capitol and invested in CDs and securities to maximize returns.
 - Continued monitoring of Tax Levy to capture all new growth
 - Continued monitoring of ambulance fees
 - Planning
 - A 20-year replacement plan has also been put together to map out how much money should be put away each fiscal year to fund the replacement of vehicles rather than taking out loans.
 - Long lead times for new apparatus helps as money can be set aside and invested to help offset costs
- Intergovernmental Relationships
 - Continued communication between command staff
- Transparency
 - Continuous updating of the website

Greatest Needs

- Location & Demographics
 - Watching to see if median age changes which can affect EMS call volume
 - Growth is occurring on the outside edges of our district which could spread out our vehicles more.
 - The growth could also add more traffic which could slow our responses down.
 - Road construction on two major highways will be underway next year that could impact our response times
- Facilities
 - Station 2 will need a new hot water heater in FY 2025 which will cost around \$35k.
 - Station 2 and 3 will need 2 more HVAC units replaced in the upcoming years
 - Station 2 and 3 will need the boilers for the floor heat replaced soon

- Station 1's roof will need to be evaluated for replacement
- Securing land for station 4 and 5 before the district is land locked on possible locations
- Possibly building Station 4 in the next 5 years
- Employees
 - The district has policies that have not been moved online that were previously issued by paper.
 - There are also policies that need to be reviewed and updated with current operations.
 - Full time EMS coordinator position to help with training of new paramedics and EMTs
 - Personnel are young and lack experience
 - Providing more in house education opportunities
 - Bureau manpower is limited. Money was allocated this year for part time and 7G help, but has not been utilized due to low staffing on the apparatus. The Bureau may need to eventually have another part time or full-time person added to keep the current programs running.
 - Staff members are still new to some of their roles and learning as they go along. More conferences or seminars may need to be attended in the future to help understand and maybe simplify some current processes.
 - A part time admin person may be needed in the future to help with the work load.
 - A training officer or instructor position may be needed in the future.

- Apparatus
 - Possible need of another engine if a new station is built
- Services & Programs
 - Review and update our building and fire code ordinance to align with other municipalities in our district.
- Financials
 - The rising costs of vehicles
 - Funding of a new station that is estimated to be around \$12 million
- Intergovernmental Relationships
 - Training with mutual aid companies and local police agencies
- Transparency
 - The district website needs to be gone through and documents need to be uploaded to be more transparent. It also may need to have some info updated in the various sections. The last piece would be to clarify how to request FOIAs and EMS records.

Conclusion

On paper the fire district looks to be a long-established department. However, the district is actually quite young as it has transitioned from volunteer, to full time contract personnel, then to a combination of full-time district and contract personnel with part time also mixed in. A new group of staff members has been put in place over the past year also. The district is financially sitting good, equipment and stations are good, and staffing numbers are becoming adequate. The pieces are in place for the district to push forward but it will take time. There are several areas that need some attention to bring the district up to the next level of service and that will take time. The district has also made progress in becoming more transparent and there will always be room to grow in this area. In closing, there are many items that need attention, but it is our opinion the district is on a good path to meet the current and future needs of the fire district.