



## **Stoney Point Fire Department**

### **2022-2027 Strategic Plan**

**Plan Update Session April 23, 2022**

**Plan Approved by Board of Directors June 21, 2022**

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## Message from Fire Chief ...

On behalf of the members of the Stoney Point Fire Department, we are proud to launch our new five (5) year Strategic Plan. This second-generation plan invited comments from the citizens, general membership and from key stakeholders within our organization. As a result of recommendations from our December 2021 PEER Assessment Team's review of our Strategic Plan, we once again made substantial changes to our second-generation plan and incorporated Category XI (Health & Safety) into our plan.

Once again, our Strategic Plan for Fiscal Years 2022-2027 describes the key policy and operational priorities for our fire district, and details our strategic performance goals, objectives, and indicators of success over the next five years and identifies our deep commitment to public service. Our new plan continues to provide us the opportunity to be flexible while maintaining the focus on results.

The focus of this strategic plan is that it recognizes the incessant growth within our community, partnerships as well as the associated customer services. Our plan realizes the challenges and the changing environment contributed to growth and demand and therefore charts our strategic direction.

Again, implementation of this plan and the detailed tasks will take the effort of many and everyone here at Stoney Point has a part to play in helping our department become a successful organization. The Vision has been cast; the path has been paved; now let's continue the journey together.

*Freddy L. Johnson Sr.*

Freddy L. Johnson Sr. CFO  
Fire Chief  
Stoney Point Fire Department

## **Executive Summary**

This is our 12<sup>th</sup> comprehensive Strategic Plan that has been written over years since 2011 for the Stoney Point Fire Department. The first plan was an attempt to set the department on a path to self-improvement and assist in beginning stages of the Accreditation process. The second plan guided us through our accreditation and reduction in our ISO classification and this plan as well has led once again to a reduction in our ISO from a Class 5 to a Class 2 and eventual reaccreditation to the 10<sup>th</sup> Edition, which will be our third for our organization. This plan will continue the tradition of taking the Stoney Point Fire Department to greater accomplishments. This process will be even more challenging as many of the benchmarks have continued to grow and evolve. Also, we must be cognizant of the changes to the ISO grading changes that we will also have to look at over the next 5 years to maintain in order satisfy any potential changes in the ISO grading schedule. Lastly, we must be able to position our organization to meet the ever-changing demands of those we serve, and this new Strategic Plan lays out that vision

The Strategic Planning Team held a meeting on April 23, 2022, at the corporate office Station 19. At this meeting the group formulated the foregoing planning document. This meeting generated passionate discussions from the group wanting to take the necessary actions to be the best fire department possible. Past decisions were discussed and current ways of doing business were reviewed. In the end, a Plan was developed and approved by all members of the team. To identify progression within our plan, our plan identifies several date and wording changes that are in green or yellow.

The Fire Department Governing Board approved the Plan during their annual meeting on June 21, 2022, and provided input on responsibilities for each Action Step of the Process.

The Strategic Plan identified 11 Strategic Initiatives and 30 Goals. Each goal had at least one action step with some more complex goals requiring multiple steps. Almost half of the action steps were related to our service delivery and training.

The Strategic Plan will be reviewed annually by the Board and Fire Department Staff with semi-annual periodic reporting and review to the organization. Periodic Reports will be made available to the Board of Directors and membership.

## **Process Description**

The primary mission of your Stoney Point Fire and Rescue department is to protect life and property. We achieve this by striving for the highest level of professional skills and competence, and by focusing on both individual and organizational integrity. Our united team of emergency medical and rescue technicians, coupled with our fire protection unit are extremely responsive to the needs of our community within our district and the surrounding areas. We carefully manage resources and stay heavily involved within the community to promote fire prevention education. While keeping current and future needs in mind, we implement new and innovative tactics, techniques, and procedures as we continue in our pursuit of excellence as a community service organization.

The Department understands the need to be good stewards with the limited resources we are given. We have developed a plan that attempts to be cost effective yet provide the most efficient fire service possible. The Department began by reviewing the Vision and Mission Statement that was adopted by our Board of Directors:

### **Vision Statement:**

The vision of the Stoney Point Fire Department is to enhance its capability as a community resource within the next five years to meet the needs of its citizens, volunteers, and employees. This will be accomplished by embracing change and challenging ourselves to be under a constant state of improvement striving for excellence.

### **Mission Statement:**

The Stoney Point Fire Department's mission is to protect its citizens and to create a safer community through coordinated training, education, prevention, investigation, emergency response and leadership.

After this a brief overview of the process was conducted and the attendees were broken into work groups to help facilitate discussion and goal formulation. This process led to a lot of good discussion and a thorough understanding by all those involved in the importance of strategic planning and its role within our accreditation process.

Strategic Planning Team

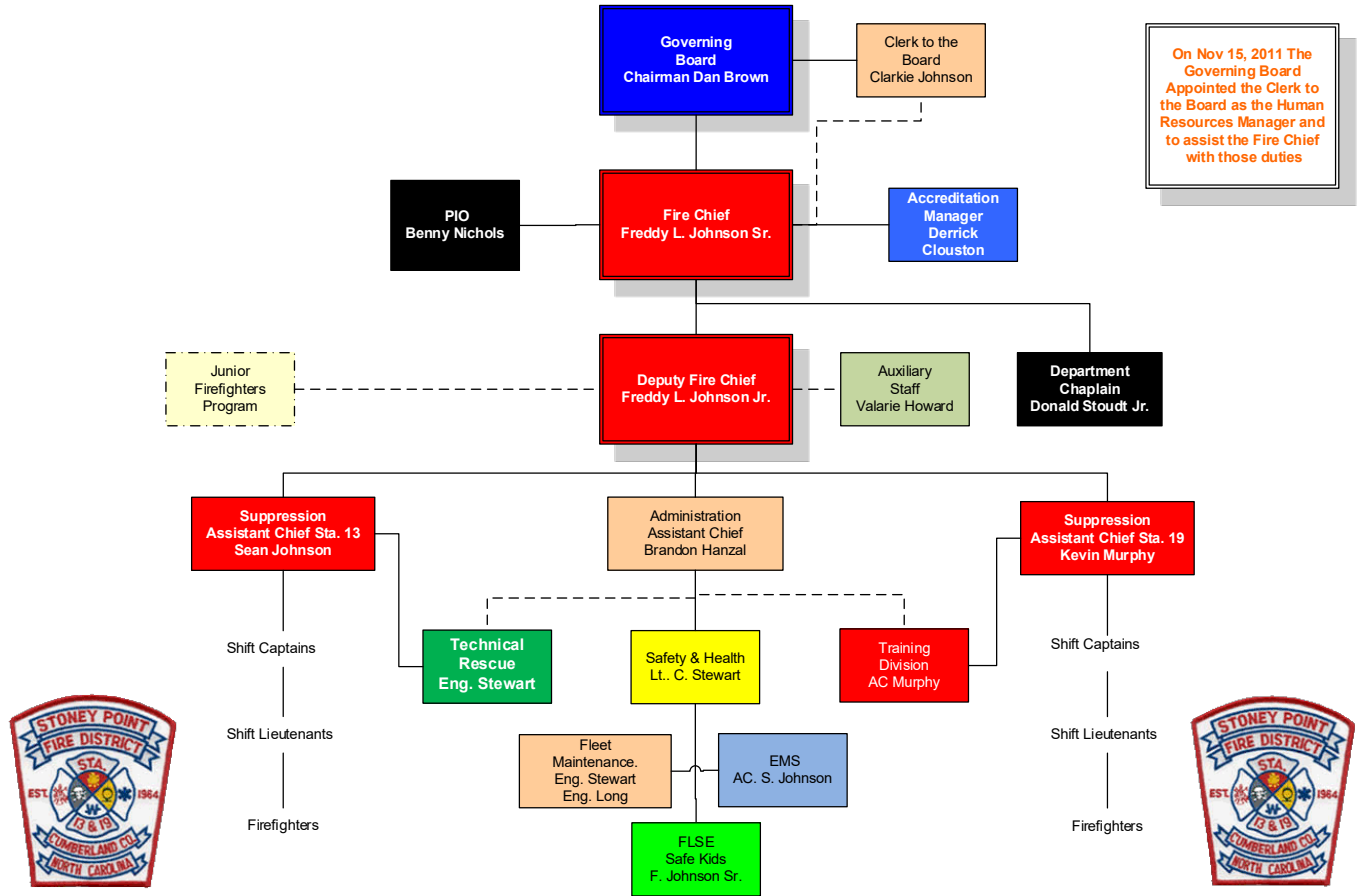
YEAR	2021	2022	2023	2024	2025
<b>Board</b>	<b>Board</b>	<b>Board</b>	<b>Board</b>	<b>Board</b>	<b>Board</b>
BOD Turlington	Present	Present			
BOD Townsend	Present	Present			
BOD J. Hall	Present	Excused			
<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>
Chief Johnson Sr.	Present	Present			
D/C Johnson Jr.	Present	Present			
A/C Clouston	Present	Present			
A/C Hanzal	Present	Present			
A/C Johnson S.	Present	Present			
A/C Murphy	Present	Present			
Capt. Austin	Excused	Absent			
Capt. Belcher	Present	Present			
Capt. Clary	Present	Retired	Retired	Retired	Retired
Capt. Hughes	Present	Present			
Capt. Kline	Present	Present			
Capt. Pomales	Excused	Present			
Capt. Swartz	Present	Present			
Capt. Zamora	N/A	Present			
Lieut. Buie	Excused	Present			
Lieut. Cammuse	N/A	Present			
Lieut. Goodwin	Present	Present			
Lieut. J. Gorman	N/A	Present			
Lieut. B. Gorman	Present	Present			
Lieut. Sola	Present	Present			
Lieut. C. Stewart	N/A	Present			
<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>
Eng. Cammussee	Present	N/A	N/A	N/A	N/A
Eng. Stewart	Present	Excused			
Eng. Long	Absent	Present			
<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>
FF. Kuehn	Excused	Germany			
FF. Taylor	Present	Present			
<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>
Pres. Howard	Present	C-19 Precautions			
Mbr. Johnson C.	Present	C-19 Precautions			
Mbr. Smith. E.	Present	C-19 Precautions			
<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>
<b>N/A</b>	<b>COVID-19</b>	C-19 Precautions			



**Stoney Point Fire Department Inc.**  
**Organizational Chart**  
 June 21, 2022



On Nov 15, 2011 The Governing Board Appointed the Clerk to the Board as the Human Resources Manager and to assist the Fire Chief with those duties



The Stoney Point Fire Department achieves its mission and vision by building upon a system of values. We uphold professionalism as our core value. Our defining values also include Integrity, Compassion, Service, Honesty, Stewardship, and Courtesy.

**Professionalism:** Our core value of professionalism defines who we are. We believe in upstanding and sound service to the community we serve. We take our role seriously and do all that we can to be a positive role model to the future generations.

**Integrity:** We believe in living by moral and ethical principles. We demonstrate our values by the way we live in the public's eye and in the confines of the fire station.

**Compassion:** We believe in caring for our community members who are suffering from tragic events in their lives. We do all that is possible to assist in stabilizing the situation with a merciful attitude.

**Service Excellence:** We believe in providing the best possible service to the community where we live and work. We do all we can to meet the needs of our neighbors through a humble, competent, and well trained, efficient team.

**Honesty:** We believe in being truthful, ethical, and fair. We strive to say what we mean and mean what we say even in times when the truth may hurt. We are dedicated to disclosing the entire truth.

**Stewardship:** We believe in protecting and caring for the community's resources and wish to be held accountable for their current and future use. We place the needs of the community ahead of our own.

**Courtesy:** We believe in being kind and polite to our fellow firefighters and the citizens we serve.



In following paragraphs, the steps, the Strategic Planning Team identified the most important functions and services it provides and offers to the community. It was important to identify these services that are consistent with the critical needs of their customers. The members of the Stoney Point Volunteer Fire Department identified the following services in this list:

### **Services**

- Fire Suppression
- Emergency Medical First Responder
- Rescue
- Hazardous Materials
- Risk Reduction

The following list of support programs, groups, and agencies aid and support to our department and the services we provide.

- Training
- Emergency Communications
- Preplanning
- Information Technology
- Fire Investigation
- Public Fire Education
- EMS
- Code Enforcement
- Red Cross
- Budget / Finance
- Law Enforcement
- Accreditation
- County Emergency Management
- Planning
- State Fire Marshal's Office
- Firefighter Health and Safety
- Automatic Mutual Aid-Fire Departments
- Recruitment and Retention
- Community College Programs
- Fire Administration
- Human Resources
- Community Outreach Programs
- Civic Organizations

### **S.W.O.T. ANALYSIS**

The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis is designed to have the department's members identify their positive and less-than-desirable attributes.

The agency participated in this analysis and recognized its strengths and weaknesses, as well as the possible opportunities and potential threats.

### **Strengths**

It is important for our department to identify our strengths to assure that they we are capable of providing the services requested by customers and to ensure that our strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on precious staff time. Through a consensus process, the Strategic Planning Team defined our strengths as follows:

- Quality and number of personnel Equipment – air-packs, personal gear
- Apparatus
- Personal commitment
- Education (Training, formal education)
- Teamwork
- Upgrades (facilities, equipment, etc.)
- Leadership
- Communications equipment (radios)
- Proficient in the services provided
- Response capabilities
- Training facilities – Tower, props
- Preventive Maintenance. – Apparatus, hydrants, equipment
- Fire Prevention Program
- City and County Fire Investigation Program
- NCRRS Rating – Class 2 (Achieved new rating to a Class 2 – Effective August 2021)
- Re-Accreditation
- Customer Service
- Pay / Benefits
- Shift Schedule
- Community Support
- Safety focus
- Department Interoperability
- Good working relationships with community
- Good working relationships with local emergency service agencies
- Grant success

- Depth of response capability
- Professional development

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where weaknesses may have been identified. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the Strategic Planning Team as weaknesses:

### **Weaknesses**

- Need to develop mentorship program
- Communications – external
- Performance measures of response Operational inconsistencies between shifts
- Experience of personnel (seasoned leaders)
- Enhanced Physical fitness, health & wellness program
- Apparatus maintenance by a certified emergency vehicle technician
- IT support for increased use of technology
- Enhance public fire education programs to be in conjunction with new ISO requirements
- Challenges of maintaining minimum staffing for both paid and volunteer levels (membership demographics)
- Consistent employee accountability

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. Many opportunities exist for Stoney Point Fire Department. The Strategic Planning Team identified the following opportunities:

## Opportunities

- Development of new firefighting tactics based on new research trends
- Grants (AFG, SAFER)
- Volunteer recruitment
- Military presence
- Availability of training and certification programs within the state
- Contractual partnerships
- State Firefighters Association
- Regional Response HazMat Team
- NC Office of State Fire Marshal
- NC Office of Emergency Medical Services
- NC Office of Emergency Management
- NC Fire Chiefs Association
- NC Association of Rescue & EMS
- Community Support and Involvement
- Industry
- Media
- Accreditation
- Utilization of subject matter experts
- National Fire Academy

To benefit from any opportunity, the threats to the organization, with their new risks and challenges, must also be identified in the strategic planning process. By recognizing threats, an organization can greatly reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the Strategic Planning Team are:

## Threats

- Growth of municipalities causing annexation
- AVL not properly implemented
- Retention and training of volunteer members
- Maintaining current contractual status with adjoining municipalities
- Competition for federal grant funding
- Vacant structures (firefighter safety, loss of revenue, adjacent properties) due to recession
- Natural & Manmade disasters
- State, national policy changes
- Litigation Loss of support from municipal departments
- Increase of arson for profit
- Fire loss - direct or indirect

- Unfunded mandates
- Rising cost of fire equipment, apparatus, fuel, and maintenance
- Long term retention
- Loss of benefits due to budgetary impacts at the county, state, and federal level
- Increase in Medical Insurance & Workers Comp costs

### **Critical Issues and Gap Analysis**

After reviewing Stoney Point Fire Department's services, the organizational strengths and weaknesses, and the opportunities and threats, the Strategic Planning Team identified critical issues and service gaps that face our department. By conducting the Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, the agency was able to produce a list of issues and gaps that provided the foundation for the establishment of goals and objectives, to meet the future vision of the Stoney Point Fire Department.

The list below reflects the issues identified by the Strategic Planning Team that pose the greatest risk to the department's services and organizational wellbeing.

The group also identified gaps in the agency's activities that need to be filled to provide the levels of service it has pledged itself to fulfill.

### **Critical Issues and Service Gaps**

- Impact of annexation on the remainder of the fire district
- County Communications and inability to benchmark times accurately
- Ability to integrate with city and county Emergency Management
- Firefighter health and wellness
- External Training - challenges, facilities
- Equipment and apparatus maintenance system development

## **Strategic Initiatives**

**Initiatives were broken down into ten categories which were reflective of the same ten categories used by the Center for Public Safety Excellence. These were:**

**Category I: Governance and Administration**

**Category II: Assessment and Planning**

**Category III: Goals and Objectives**

**Category IV: Financial Resources**

**Category V: Programs**

**Category VI: Physical Resources**

**Category VII: Human Resources**

**Category VIII: Training and Competency**

**Category IX: Essential Resources:**

**Category X: External Systems Relationship**

**Category XI: Health and Safety**

Each category was reviewed and discussed as a whole and in work groups. After each category was discussed each work group formulated three action items that they wanted to see addressed. Each group presented a short summary. At the end of all the presentations the group picked the top three items which were then placed in that category as goals to be accomplished.

## **Category I: Governance and Administration**

**Goal- the SPFD will ensure that documents, policies, and related documents are reviewed and updated as in accordance with best practices.**

### **Ongoing Objective(s)**

#### **Objective 1**

Policy team will meet annually and review all policies of the department and recommend changes by to the Fire Chief and the Governing Board prior to the annual membership meeting.

##### **Tasks**

1. Review needed SOG's and revisions of current SOG's annually.
2. Submit for approval all policies as they are completed to the Chief.
3. Complete policy development on the prescribed policy development process each year.
4. SOG's will be reviewed and assessed annually.
5. Develop Policies in RMS Library with dates for updates and revisions)

#### **Objective 2**

Maintain the policy manual that is broken down into the following categories annually:

<b>Category I:</b>	<b>Governance and Administration</b>
<b>Category II:</b>	<b>Assessment and Planning</b>
<b>Category III:</b>	<b>Goals and Objectives</b>
<b>Category IV:</b>	<b>Financial Resources</b>
<b>Category V:</b>	<b>Programs</b>
<b>Category VI:</b>	<b>Physical Resources</b>
<b>Category VII:</b>	<b>Human Resources</b>
<b>Category VIII:</b>	<b>Training and Competency</b>
<b>Category IX:</b>	<b>Essential Resources:</b>
<b>Category X:</b>	<b>External Systems Relationship</b>
<b>Category XI:</b>	<b>Health and Safety</b>

#### **Objective 3 –**

Board of Directors will review on an annual basis during the corporation's annual meeting in June the organizational structure of the Department and approve:

##### **Tasks**

1. Chief prepares report justifying the various changes in the structure.
2. Board reviews report.
3. Report is approved on structure
4. Policy manual is updated to reflect any changes in Category 1 and Category

## **Category II: Assessment and Planning**

**Goal- Develop necessary infrastructure and support mechanisms to extrapolate necessary data to complete the SPFD Standards of Cover document in accordance with industry best practices.**

### **Ongoing Objective(s)**

#### **Objective 1**

The Department shall revise the current risk assessments to include needed fire flow, evaluation of probability, assessment of consequence, occupancy risks, community demographics and community risks of all hazards identified in each Fire Demand Zone and updated by November annually.

#### **Tasks**

1. Update list of all business, public assembly and other buildings within the district using county tax and mapping records by November annually .
2. GPS all new businesses and upload all data to county GIS to ensure accuracy and thoroughness.
3. Complete new three axis risk assessments and update annually by May.
4. Make final revisions to the Risk Analysis and have approved by the Board of Directors by June annually. (Annual Membership Meeting).
5. Partner with Hope Mills and Fayetteville FD to integrate enhanced pre-plans electronically through CAD. (Goal Date April 2023)

#### **Objective 2 –**

It is recommended the agency formalize its data review and analysis processes into a comprehensive compliance methodology to ensure consistent and reliable reporting of response and performance data.

#### **Tasks**

1. Meet with policy committee and develop language for a new policy to formalize the data review process annually.
2. Incorporate data review and Annual Compliance Report annually to maximize efficiency.
3. Develop new policy and present to the Chief for input and ultimate board approval by June 2023.

#### **Objective 3 –**

It is recommended the department engage a more diverse group of external stakeholders when determining all aspects of their service delivery.

#### **Tasks**

1. Determine potential stakeholders to participate outside of the Board and membership during strategic planning sessions to include Fayetteville, Hope Mills, and Cumberland County.
2. Engage Homeowner associations in district to solicit feedback on FD and provide information on department activities to HOA groups.



3. Enhance department social media platforms to reach district community.
4. Brief new stakeholders on the planning process and current strategic plan.
5. Update strategic plan roster and attendance with new members.

**Objective 4 –**

It is recommended the agency re-evaluate current planning zones in anticipation of increased access throughout the area to include automatic and mutual aid relationships. (CC2A.4)

**Tasks**

1. Evaluate district to include 295 corridor and the Fayetteville Fire districts.
2. Meet with City of Fayetteville to align planning zones with any zones they currently use.
3. Select zones and change mapping to reflect approved zone changes.
4. Enter new zones into RMS and start using by January 2023

### **Category III: Goals and Objectives**

**Goal- Develop and maintain a functional strategic plan that will enhance the capacity of the Board of Directors, Officers, and Firefighters of the SPFD to communicate with the community.**

#### **Objective 1**

Update and Develop new Standards of Cover to meet the revised Risk Hazards Analysis that will be completed and approved by January 2023

#### **Ongoing Objective(s)**

#### **Objective 2**

Develop, implement, and maintain a new five-year strategic plan that focuses on the 11 strategic categories.

##### **Tasks**

1. Officers and Board will meet in April 2023 to update strategic plan in accordance with CFAI guidance.
2. Accreditation manager shall ensure the accurate and timely execution of all elements of the strategic plan working through the Chief to ensure all elements are carried out in a timely manner.
3. Board of Directors meets annually during the annual membership meeting to review, discuss, and approve the new annual strategic plan by the June 2023 Board meeting.

#### **Objective 3**

Maintain a Standard of Response Coverage Policy in conjunction with Risk Analysis to include response and on-scene expectations for all types of hazards identified and updated annually by EOM July.

##### **Tasks**

1. Review a GIS needs list and meet with county GIS manager to seek assistance.
2. Review needed reports in conjunction with RMS manager to facilitate report templates to help construct SOC.
3. Research and develop necessary historical, cultural, census, and other data to place into the SOC.

#### **Objective 4**

Maintain all reporting requirements for annual Accreditation Compliance Report (ACR).

##### **Tasks**

1. Download current ACR format and disseminate to Chief Officers.

2. Review response data, strategic plan, and Self-Assessment Manual (SAM) monthly to ensure all goals and objectives are being met.
3. Review progress on all items at the monthly officers meeting.
4. Report any deviations or areas of concern to the Accreditation Manager.

**Objective 5**

It is recommended the department develop a strategic plan tracking process to monitor progress towards documented goals and objectives

**Tasks**

1. Review Peer Team recommendation on monitoring program.
2. Implement color coded planning updates in plan and update throughout the year.
3. Present at Commission hearing for reaccreditation and use during Strategic Planning Session in April each year. 2023.

## **Category IV: Financial Resources**

**Goal- Enhance the budgetary planning process to be able to plan and report expenditures and develop necessary funding streams for supporting the departments mission more accurately.**

### **Ongoing Objective(s)**

#### **Objective 1**

Explore opportunities for increasing the development of both traditional and non-traditional sources of revenue (grants):

##### **Tasks**

1. Apply for all Fire Act Grants annually
2. Research other alternative funding sources

#### **Objective 2**

Maintain and report necessary fiscal controls as recommended by accounting best practices and CFAI Guidance.

##### **Tasks**

1. Collect all necessary information for annual audit.
2. Confer with CPA thirty days prior to the end of the current Fiscal Year on required financial documentation to the auditors by EOM August annually. The auditing firm will submit their annual report back to the department by EOM November annually and thus will be reviewed and approved by the Board of Directors during their next regular scheduled meeting.
3. Ensure all needed follow up documents are forwarded to the CPA during the audit to assist in completing the audit.
4. Present the annual audit and any exceptions during the annual meeting for Board approval.

#### **Objective 3**

Establish Capital Improvement list for apparatus maintenance building, PPE, and develop urban interface capability and define efficiencies in fleet.

##### **Tasks**

1. Identify fleet replacement and reduction potential.
  - a. Apparatus Committee currently making recommendations for replacements.
    - 1333 – 1989 Pierce Dash
    - 1362 – 2015 GMC Sierra 2500 HD
2. Purchased new Chiefs Command Vehicle – 2023 Tahoe and assigned the current 2019 Tahoe to the career operations chief
3. Purchased new EMS QRV 2021 GMC Sierra 1500 Crew Cab 4 X 4
4. Purchased additional military surplus LMTV for high wheel water rescue operations

5. Scheduled Upgrade the departments fleet maintenance facility with safe LP Gas Heat – Summer 2022
6. PPE replacement of 37 sets of gear annually. (Completed April 2022)
7. Reviewed our MSA G-1 SCBA life span analysis of current SCBA. (Scheduled for completion December 2022)
8. Resurfaced with asphalt and concrete travel portions for our heavy apparatuses at # 13.
9. Scheduled Installation of Big Ass Fans in the CCFCA building at Station 19. To be completed by Fall 2023

## Category V: Programs

**Goal- Develop capacity to capture, analyze, and adjust the programs and activities of the SPFD to facilitate the use of industry best practices for service delivery.**

### **Ongoing Objective(s)**

#### **Objective 1**

Analyze turn-out times as required by CPSE and post monthly.

##### **Tasks**

1. Develop reporting on shift change log that shows the turn out and response time at the beginning of a shift and end of a shift.
2. Integrate these reports into a monthly report to the Chief to ensure service delivery at stated levels within the SOC.
3. Implement First Arriving program and implement a dashboard that identifies response times met or missed for all shifts and display at each stations big screen monitors by December 2023

#### *Fire Suppression*

#### **Objective 1**

Continue to work with the County to establish dispatch protocols and procedures to meet requirements set forth by NFPA to increase accuracy of time logs for all calls.

##### **Tasks**

1. Continue dialogue with county Emergency Services Director to communicate the needs as it relates to the requirements of the FESSAM and NFPA.
2. Track adherence of county dispatch to the needed requirements of the NFPA 1221 requirements.
3. Meet periodically with ESD to help determine any other needed improvements.

#### *Emergency Medical Services*

#### **Objective 1**

It is recommended the agency evaluate the feasibility of collaborating and coordinating with the city of Fayetteville and town of Hope Mills to institute a public access defibrillation program within the communities and the agencies response district.

##### **Tasks**

1. State requirements for public access defibrillation.
2. Engage Fayetteville and Hope Mills to seek input on program.
3. Identify areas where devices could be placed.
4. Implement training and necessary controls for the devices by June 2024.

## **Objective 2**

It is recommended the department research a different method to enter the information into the RMS to further protect sensitive patient information.

### **Tasks**

1. Review current process for entering reports into RMS.
2. Determine any issues as it relates to HIPPA and entry of reports into the RMS.
3. Develop SOG language to reflect changes to data entry and compliance with HIPPA.
4. Make changes and push necessary information to membership.

### *Fire Prevention / Life Safety / Public Education*

## **Objective 1**

Review and on an annual basis program that will help enhance and provide a means to deliver fire prevention and life safety programs to the citizens of the district.

### **Tasks**

1. Child passenger safety program is maintained and required competencies are met annually.
2. Continue adopt a highway program on a quarterly basis and document
3. Continue to develop Community Mentoring and other Community Oriented Programs.
4. Continue and develop community programs to accomplish the following:
5. Meet with 90% of school aged children within the Fire District K through 1.
6. Continue ongoing relationship with NC Safe kids' program.

## **Objective 2**

Develop a process to identify and establish reduction rates consistent with the identified community risks for fire incidents and related injuries.

### **Tasks**

1. Assess current fire injury rates using any available data in the RMS.
2. Keep burn and related fire injury to less than 1% of the total district population.
3. Establish rates in the applicable performance indicators in the departments FESSAM.

### *Fire Investigation Program*

## **Objective 1**

Maintain support for Cumberland County Arson Task Force through agency agreements, training, and assisting with equipment and staff during investigations.

### **Tasks**

1. Interact at monthly Chief Meetings with Cumberland County Sheriff's Office investigation staff.

2. When requested SPFD staff and personnel should assist with investigations and collection of investigative materials.
3. Support budget needs of the Arson Task Force through the Chief's Association and other viable funding streams.
4. Ensure 100% of all fire incidents that occur within the district have an origin and cause investigation completed.

#### *Technical Rescue*

##### **Objective 1**

Maintain status as a rescue provider in accordance with the NC Rescue and Emergency Medical Services Association Heavy Rescue standard and prepare for re-inspection 2024.

##### **Tasks**

1. High Angle
2. Medical responder unit
3. Still water – Purchase new boat – New units purchased in 2014
4. Swift water – Purchase new boat – New Units purchased in 2014
5. Wilderness search
6. Heavy rescue
7. Agriculture Rescue

#### *Domestic Preparedness*

##### **Objective 1**

It is recommended the agency include appropriate external emergency management partners in the formal and documented annual appraisal of its emergency preparedness, planning, and response program.

##### **Tasks**

1. Establish county exercise within FD contracts to perform multi-agency drill involving water supply and other factors impacting rural emergency operations.
2. Engage Fayetteville, Hope Mills, and Cumberland County in an annual exercise, tabletop, or other formal review of response capacity by July 2023.

##### **Objective 2**

It is recommended the agency continue to refine and standardize the program appraisal process to ensure it meets the need of the program and organization. (This recommendation applies to the following: CC5A.7, CC5B.4, CC5C.4, CC5D.9, CC5E.3, CC5F.9, CC5G.2, CC5H.3, CC9B.13, CC11B.6).

##### **Tasks**

1. A document to capture data to review annual appraisals of the program areas listed.
2. Ensure that RMS and other data can be leveraged to obtain needed



- information for annual appraisals.
3. Compile annual reports for the annual Strategic Planning session by March 2023.

## **Category VI: Physical Resources**

### **Objective 1**

It is recommended the agency explores alternative locations for turnout gear and associated personal protective equipment (PPE).

#### **Tasks**

1. Conduct space analysis at station 13 and 19 for potential gear storage locations.
2. Develop plan to move gear into defined spaces.
3. All gear storage locations should be finalized by June 2023.

### **Objective 2**

.It is recommended the agency pursue the installation of vehicle exhaust removal systems to Stations 13 and 19 apparatus bays. (CC6B.3)

#### **Tasks**

1. Apply for grant funds for exhaust removal system.
2. Budget additional funds that grant if not awarded could be used for removal system.
3. Install system by September 2024.

### **Objective 3**

It is recommended the agency evaluate potential grant opportunities and funding streams to allow for back-up turn-outs and associated personal protective equipment (PPE) for their personnel in the event that this equipment becomes contaminated during training or an incident.

#### **Tasks**

1. Apply for grant funds for additional PPE.
2. Budget additional funds that grants if not awarded could be used for additional PPE.
3. Develop a "Ready Rack" system to be used by members where correct fitting PPE can be selected to finish out the shift until primary gear set can be cleaned and or repaired.
4. Initiate system by September 2024.

## **Category VII: Human Resources**

### **Objective 1**

Develop a more accurate method of documenting recruitment and retention data.

#### **Tasks**

1. Determine feasibility of adding necessary fields in the RMS system to show membership disposition.
2. System should report why membership separated from the department.
3. Information should be able to be reported out much like an exit interview.
4. Grant received from Volunteer Workforce Solutions from the NCAFC.

## **Category VIII: Training and Competency**

**Goal- Review and develop necessary programs and requirements for the professional development of all personnel at all levels within the SPFD.**

### **Ongoing Objective(s)**

Develop a list of minimum competencies based on required subjects for fire, rescue, and EMS and the associated hours (On-Going).

#### **Tasks**

1. Identify all required subjects for each service delivery area.
2. Develop a list of recommendations for minimum hours to be presented to the Chief and then officers.
3. Implement policy as directed after feedback from all officers and approval of the Chief.

### **Objective 1**

Maintain currency on the implementation of the new requirements of the ISO grading requirements as it pertains to training and implement any needed changes.

#### **Tasks**

1. Review OSFM website for any announcements.
2. Compare and contrast current training requirements with any new requirements in the grading schedule.
3. Develop plan to meet any requirements of the new grading schedule to maximize potential credit with a goal of achieving a minimum of 7 points for training in the next ISO Grading.

**Objective 2**

Continue to ensure that at a minimum the below training subjects are offered 100% of the time on an annual basis.

**Tasks**

1. Benchmark drills (NFPA 1410)
2. Multi-company drills (2 per year/company)
3. Night Drills (2 per year/company)
4. Single company drills (2 per year/company)
5. Mutual Aid Drills (2 per year/company)
6. Annual Driver Operator Training (12 hours)
7. Annual Officer Training (12 hours)
8. Annual RIT Training
9. Annual FF Training (240 hours)
10. SCBA evolutions
11. Annual Hazmat Training
12. Annual required OSHA Training

**Category IX: Essential Resources**

**Goal- Enhance relationships with the public utilities in order to facilitate the maintenance, tracking, and testing of hydrants within the district.**

**Ongoing Objective(s)**

**Objective 1**

Maintain Hydrant Inspection Program of all public hydrants within the district.

**Tasks**

1. Program will include inspection of all hydrants **once** a year.
2. Confirmation of flow rates annually. Hydrant painting and maintenance will be the responsibility of the hydrant owners.
3. Integrate all hydrant locations into GIS and RMS RMS.

**Objective 2**

It is recommended the agency formalize its process to ensure organizational documents, forms, standard operating procedures or guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.(CC9C.3)

**Tasks**

1. Policy committee to develop a document review process to ensure all documents are reviewed once every three years to include contracts.
2. Develop a tracking method with dates that can be used to schedule and ensure staff know when documents are up for review.
3. Have the review process developed and operational by September 2023.

## **Category X: External Systems Relationship**

**Goal- Identify the external relationships necessary to provide sustainability of the SPFD over the next 10 years at the local, state, and federal levels of government.**

### **Objective 1**

Develop and maintain external relationships at the local, state, and federal level.

#### **Tasks**

1. Meet with and develop open communication with the elected leaders of the County Commissioners, Town of Hope Mills, and the City of Fayetteville annually.
2. Disseminate departmental information contained with the Standards of Cover, Strategic Plan, and other sources to local leaders to facilitate a clear understanding of the level of service the SPFD provides.
3. Educate local, state, and federal elected officials on the challenges facing the volunteer fire service. This can be facilitated by the participating in the North Carolina Legislative Day, Congressional Fire Services Institute, and local community organizations.
4. Develop and train all department personnel on roles and responsibilities of the department in accordance with the county Emergency Operations Plan (county contract).
5. Maintain positive relationships with City and County agencies through participation in the County Chief's Association at monthly meetings and participation in automatic and mutual aid contracts.

### **Objective 2 –**

Establish contractual relationship with Town of Hope Mills (New) and City of Fayetteville (Fayetteville – Recurring Annually). (Hope Mills Contract signed in July 2019 – 5 Years)

#### **Tasks**

1. Review tax value of all properties in the contract areas and determine the percent of change annually.
2. Present any changes to the Board of Directors that need to be presented for change during the annual membership meeting in June.
3. Present changes to the administration of the City of Fayetteville and Town Hope Mills
4. Negotiate contract terms and sign as required by contract.

## **Category XI: Health and Safety**

**Goal- Using the CFAI 10<sup>th</sup> Edition of the FESSAM, accurately author the performance indicators in preparation for departmental reaccreditation.**

### **Objective 1-**

It is recommended the agency explores avenues and partnerships that can provide for both cancer and behavioral health screenings.

#### **Tasks**

1. Research cancer screening methods that could be implemented for the department.
2. Research behavioral screening programs that can be completed annually by members on a voluntary basis.
3. Present findings for Board approval by June 2023.