

# Stoney Point Fire Department



## 2021-2026 Strategic Plan

Planning Session April 19, 2015  
Plan Update Session April 16, 2016  
Plan Update Session April 29, 2017  
Plan Update Session April 21, 2018  
Plan Update Session April 20, 2019  
Plan Update Session May 2, 2020 (COVID-19)  
Plan Update Session April 24, 2021  
Latest Plan Approval by Board of Directors June 15, 2021

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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 2021 five (5) year Strategic Plan. With the worldwide COVID-19 pandemic and the associated focus to keep our members and citizen safe, resulted in much of our 2020 Strategic Goals being postponed. With the implementation of our nationwide COVID-19 inoculation program and the loosening of social distancing requirements, we will dive back into our strategic goals.

This 11<sup>th</sup> edition plan again invited comments from our citizens, general membership and from key stakeholders within our organization. As a result, we made significant and on-going changes to our original plan based on the comments and recommendation received.

Our Strategic Plan for Fiscal Years 2021-2026 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 2021 – 2026 plan continues to provide us the opportunity to be flexible while maintaining the focus on results. With the 10<sup>th</sup> Edition of the FESSAM we will also migrate into the newly added category 11 –Health and Safety.

The focus of this strategic plan is that it recognizes the incessant growth within our community as well as the associated customer service. 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 11<sup>th</sup> annual comprehensive Strategic Plan that has been written over the last 11 years 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 4 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 have to be cognizant of the changes to the ISO grading changes that we will also have to look at over the next 5 years in order 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 24, 2021, at Station 19. At this meeting the group formulated the below 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. In order to identify progression within our plan, our plan identifies several date and wording changes that are in green or yellow.

The Fire Department Board of Directors and members approved the Plan on June 15, 2021 and provided input on responsibilities for each Action Step of the Process.

The Strategic Plan identified 10 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 during their annual meeting each year in June, 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.

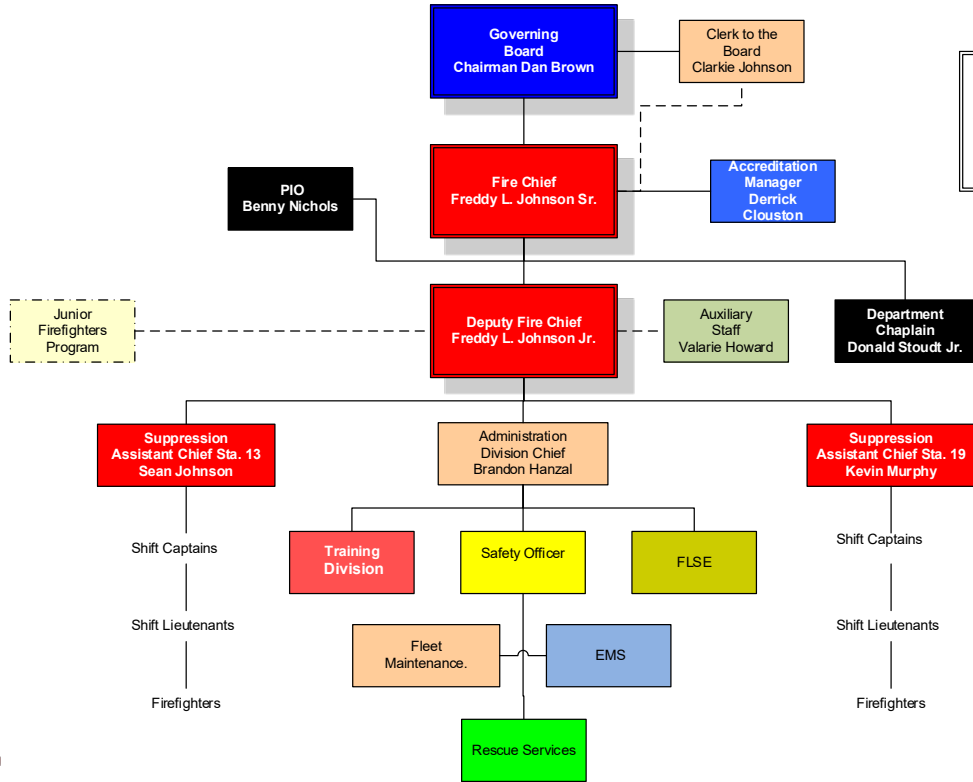
Strategic Planning Team

	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				
BOD Townsend	Present				
BOD Hall J.	Present				
<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>	<b>Officers</b>
Chief Johnson Sr.	Present				
D/C Johnson Jr.	Present				
A/C Hanzal	Present				
A/C Johnson S.	Present				
A/C Clouston	Present				
A/C Murphy	Present				
Capt. Clary	Present				
Capt. Kline	Present				
Capt. Belcher	Present				
Capt. Swartz	Present				
Capt. Hughes	Present				
Capt. Austin	Excused				
Capt. Zamora	Present				
Lieut. Gorman	Present				
Lieut. Sola	Present				
Lieut. Pomaes	Excused				
Lieut. Goodwin	Present				
Lieut. Buie	Excused				
<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>	<b>ENGINEER</b>
Eng. Stewart	Present				
Eng. Cammussee	Present				
Eng. Long	Absent				
<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>	<b>FIREFIGHTERS</b>
FF. Kuehn	Excused				
FF. Taylor	Present				
FF. Childers	Present				
<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>	<b>AUXILIARY</b>
Pres. Howard	Present				
Mbr. Johnson C.	Present				
Mbr. Smith. E.	Present				
<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>	<b>PUBLIC</b>
N/A	COVID-19				
N/A	COVID-19				



# Stoney Point Fire Department Inc.

## June 15, 2021



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 provide assistance 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 in order 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
- COVID-19 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
- COVID-19

### **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, in order 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 in order 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 (New Addition)**

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, as a whole, 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 May of each year.

**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:

**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**

**Objective 3 –**

Board of Directors will review on an annual basis 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 7

## **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 June.

#### **Tasks**

1. Update list of all business, public assembly and other buildings within the district using county tax and mapping records by September 2020.
2. GPS all new businesses and upload all data to county GIS to ensure accuracy and thoroughness.
3. Complete new three axis risk assessments spring 2021.
4. Make final revisions to the Risk Analysis and have approved by the Board of Directors by December 2021.
5. Partner with Hope Mills and Fayetteville FD to integrate enhanced pre-plans electronically through CAD. (Goal Date April 2022)

#### **Objective 2 –**

Revise Risk Analysis and Hazard assessment to support development of the new Standards of Cover (SOC) document.

#### **Tasks**

1. Develop new risk and hazard analysis using a three axis spring 2021.
2. Study all new structures, hazards, and proposed developments June 2021.
3. Construct new CRA/SOC documents July 2021.

#### **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.
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 –**

Implement new RMS system for longevity and work with current stakeholders to determine if a migration of platforms is needed.

**Tasks**

1. Purchase new RMS system bring online in phases starting July 2021.
2. Develop migration timeline for each module in the RMS system as follows.
  - a. Admin set up July 1, 2021
  - b. NFIRS July 1, 2021
  - c. Training August 1, 2021
  - d. Pre Incident Planning September 1, 2021
  - e. Maintenance November 1, 2021
  - f. Calendar December 1, 2021
  - g. Daily Schedule January 1, 2021
3. Develop needed monthly reports, report entry, and accreditation reporting.

### **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**

Develop new Standards of Cover to meet the revised Risk Hazards Analysis that will be completed and approved by July 1, 2021

#### **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 2021 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 needs to review, discuss, and approve the new strategic plan by the June 2021 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 by July 1, 2021.

##### **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 2022.

#### **Category IV: Financial Resources**

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

#### **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 on needed materials and submit by needed date in order to present at the Annual meeting of the Board of Directors in June.
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. Sold 1994 Quality Pumper/Tanker (1931)
  - b. Sold 1998 Pierce Service Unit (1361)
  - c. Sold 2007 Ford Pick-Up (1362)
  - d. Apparatus Committee currently making recommendations for replacements.
  - e. Sold 1988 Army Brush Truck (1341)
  - f. Sold 2006 Command Car (1391)
  - g. Sold 1997 Heavy Unit (Rescue 19)
  - h. Donated 1983 Pierce Pumper (1311)
  - i. Donated 1984 Pierce Pumper (1932)
2. Apparatus Committee currently making recommendations for replacements.

3. Purchased new Rescue Boats (Completed July 2015).
4. Purchased new service pick-ups 1362 & 1962 (Completed October 2016)
5. Purchased new light rescue vehicle 1371 (Completed March 2021)
6. Purchased new Mobile Air System Unit 1981 (Completed May 2016)
7. Purchased new Engine 1331 and Heavy Rescue 13 (Completed July 2017 & December 2017)
8. Placed in-service 1995 Emergency One Ladder Unit - 1351 (Completed May 2018)
9. Build and finish departmental storage facility. (Completed April 2015)
10. PPE replacement of 10 sets of gear annually. (Completed February 2016)
11. Life span analysis of current SCBA. (Completed April 2016)
12. Replaced all SCBA's with the new MSA-G-1 SCBA May 2016)
13. Auxiliary Generator installed at 13 (Completed May 2013)
14. Added new Storage Building @ Station 19 for CCFCA Assets (Completed August 2020)
15. Added driveway and large concrete apron for CCFCA Storage Building. (Completed May 2021)
16. Purchased new Engine (1911) from the Eastover FD – (Completed September 2020)
17. Purchased new Chiefs Command Vehicle – Completed December 2019)
18. Replaced parking lot and driveway @ Station 13. Completed June 2021)
19. Replaced washer extractor and commercial dryer @ Station 13. (Completed April 2021)

## **Category V: Programs**

**Goal- Develop capacity to capture, analyze, and make adjustments to 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.

#### *Fire Suppression*

#### **Objective 1**

Continue to work with the County to establish dispatch protocols and procedures to meet requirements set forth by NFPA in order 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**

Reassess benchmark and baseline response time criteria after establishing consistency in data gathering. This recommendation also applies to the emergency medical services (EMS) program.

##### **Tasks**

1. Review response time and data performance with Peer Review Team.
2. Assess new data and performance and set new benchmark and baseline times.
3. Update SOC and other Performance Indicators.
4. Present to the Peer Team and CFAI Board during re accreditation

#### **Objective 2**

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

##### **Tasks**

1. Review current process for entering reports into Firehouse 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 programs 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 Sheriff's Office 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 current status as a rescue provider in accordance with the NC Rescue and Emergency Medical Services Association Heavy Rescue standard and prepare for re-inspection October 2021.

#### **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 department continue its efforts to develop a standard operational procedure between public safety mutual aid partners, so they are adequately prepared to understand their role under NIMS to include the role of unified command.

#### **Tasks**

1. Establish county exercise within FD contracts to perform multi-agency drill involving water supply and other factors impacting rural emergency operations. (Completed Multi Agency Active Shooter Drill in August 2019 – Due to COVID-19 during 2020 - planning is in process for a Spring 2022 Drill)

### **Objective 2**

Create Multi-jurisdictional training category in Emergency Reporting.

#### **Tasks**

1. Create training category to track training events with all automatic aid partners that participate in a multi hazard drill. (July 2021 New ER RMS)
  - a. Solicit support from County EM and COF to help plan the drill (November 2014).
  - b. Determine the type of drill, location, and goals of the exercise (November 2015).
  - c. Hold stakeholder meetings for planning of the drill and developing timetables (August 2015).
  - d. Conduct drill and associated debriefings and hot washes (January 2016)

## **Category VI: Physical Resources**

### **Objective 1**

Use RMS for dollar amounts and time tracking for all maintenance.

#### **Tasks**

1. Transfer and all data for inventory control and asset tracking into new RMS system.

**Objective 2**

Meet with vehicle and apparatus replacement committee to determine replacement by June 2021.

**Tasks**

1. Using objective 4 in Category 4 develop a list of apparatus replacement needs.
2. Charge the committee to start developing unit capability and considerations.
3. Engage manufacturers to determine potential costs.
4. Seek opportunities to engage in multi-unit purchasing agreements.



## 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 RT Training
10. Annual FF Training (240 hours)
11. SCBA evolutions
12. Annual Hazmat Training
13. Blood borne and HIPPA Training
14. New Recruit Training Program – (240 hours - On-going throughout the year)

**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 Firehouse RMS.

**Objective 2**

It is recommended the department continue its efforts in ensuring accountability of the Cumberland County emergency communications alarm center for call processing times.

**Tasks**

1. Continue to serve on the Public Safety Communications committee.
2. QC all calls that are reported with a call process time that is not accurate.
3. Enter all new call process time in RMS to accurately report times in RMS and notate in the RMS.
4. Follow up with 911 Center in their pursuit of pursuing accreditation in all 3 disciplines.

**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 in order 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 to 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.
2. Present any changes to the Board of Directors that need to be presented for change.
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-**

Review new Category 11 and move PI's from other areas that are applicable to the new category.

**Tasks**

1. Review Category 7 for related PI's.
2. Review, assess, and write core competency and other PI's in Category 11.
3. Communicate with Policy Committee to author or revise any policies necessary.
4. Beginning in April 2022, conduct annual review as required in Category 11.

**Objective 2-**

Develop necessary reports and documentation needed to report accurate data to support elements of Category 11 using the RMS or other systems.

**Tasks**

1. Review the RMS system capabilities as it relates to Category 11, specifically the NFPA 1500 measurement system.
2. Apply the necessary analytics from the RMS and other systems to measure compliance with Category 11.