

Stoney Point Fire Department



2016-2021 Strategic Plan

**Planning Session April 19, 2015
Plan Update Session April 16, 2016
Plan Approval by Board of Directors 06-21-2016**

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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 general membership and from key stakeholders within our organization. As a result we made significant changes to our original 2009 – 2013 plan based on the comments and recommendation received.

Our Strategic Plan for Fiscal Years 2014-2018 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 2016 – 2021 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 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 the fourth comprehensive Strategic Plan that has been written over the last 9 of 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. This plan will continue the tradition of taking the Stoney Point Fire Department to greater accomplishments. On the horizon we will start the process for our first reaccreditation in late 2016. 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 and hopefully improve our ratings. Lastly, we have to 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 16, 2016 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.

The Fire Department Board of Directors and members approved the Plan on June 21, 2016 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 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.

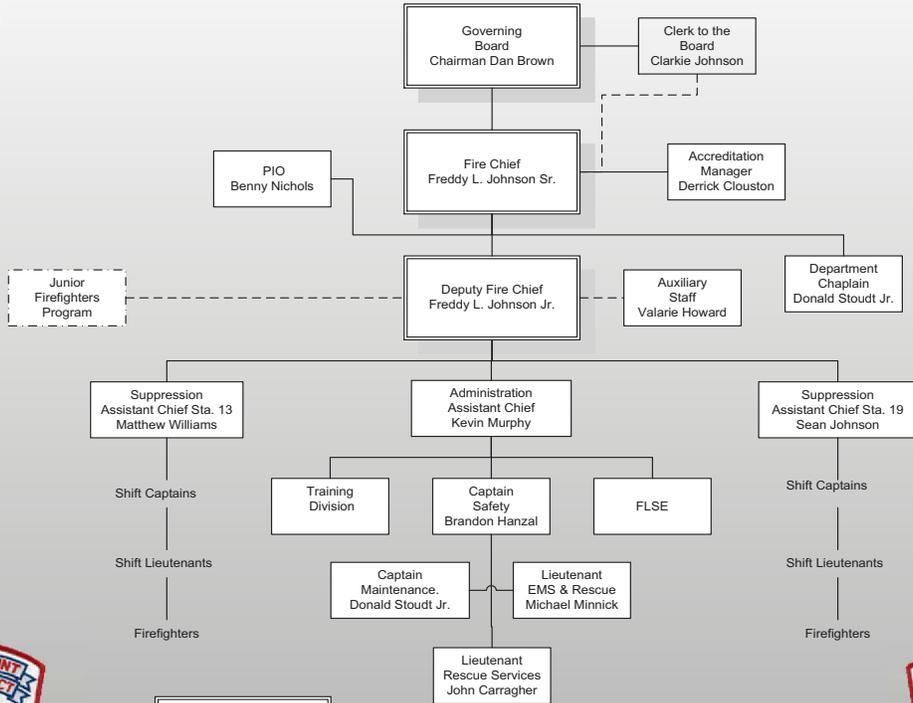
Strategic Planning Team

2014	2015	2016	2017	2018
Board	Board	Board	Board	Board
BOD Turlington		Present		
BOD Townsend		Present		
Officers	Officers	Officers	Officers	Officers
Chief Johnson Sr.		Present		
D/C Johnson Jr.		Present		
A/C Williams		Present		
A/C Johnson S.		Excused		
A/C Clouston		Present		
A/C Murphy		Present		
Capt. Clary		Present		
Capt. Kline		Present		
Capt. Belcher		Present		
Capt. Hanzal		Present		
Capt. Stoudt		Present		
Capt. Parker		Excused		
Lieut. Buie		Present		
Lieut. Pomales		Present		
Lieut. Hughes		Present		
Lieut. Robarge		Present		
Lieut. Minnick		Present		
Lieut. Brown		Present		
Lieut. Rhodes		Present		
Lieut. Bunce		Present		
Lieut. Gorman		Present		
ENGINEER	ENGINEER	ENGINEER	ENGINEER	ENGINEER
Eng. Preston		Present		
Eng. Regenhardt		Present		
Eng. Stewart		Present		
FIREFIGHTERS	FIREFIGHTERS	FIREFIGHTERS	FIREFIGHTERS	FIREFIGHTERS
FF. Kuehn		Present		
FF. Carter		Present		
AUXILIARY	AUXILIARY	AUXILIARY	AUXILIARY	AUXILIARY
Pres. Howard		Present		
Mbr. Johnson C.		Present		
Mbr. Smith. E.		Present		



Stoney Point Fire Department Inc.

June 21, 2016



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. This format was derived from the Monroe NC Fire Department Strategic Plan which was assembled by the Center for Public Safety Excellence (CPSE) as a part of the Technical Advisor Program.

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
- Training facilities – Tower, props
- Preventive Maintenance. – Apparatus, hydrants, equipment
- Fire Prevention Program
- City and County Fire Investigation Program
- NCRRS Rating – Class 3 (Achieved new rating to a Class 3 - 2013)
- 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 Firemen's 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, 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

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 internal webpage with Forms and Policies. (June 2016)
6. Develop Powered DMS Program for Policy Reviews & Accountability (Tool-Kits)

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

Chief prepares report justifying the various changes in the structure.

1. Board reviews report.
2. Report is approved on structure
3. 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 2014.
2. GPS all new businesses and upload all data to county GIS to ensure accuracy and thoroughness.
3. Complete new and deficient risk assessments by September 2015.
4. Make final revisions to the Risk Analysis and have approved by the Board of Directors by December 2014.

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 September 2016.
2. Study all new structures, hazards, and proposed developments June 2015.
3. Construct new Risk Hazards analysis documents October 2016.

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

Objective 1

Develop new Standards of Cover to meet the revised Risk Hazards Analysis that will be completed and approved by December 2015

Ongoing Objective(s)

Objective 2

Develop, implement, and maintain a new five-year strategic plan that focuses on the 10 strategic categories .

Tasks

1. Officers and Board will meet in April 2016 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 2016 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 December 2015.

Tasks

1. Review a GIS needs list and meet with county GIS manager to seek assistance.
2. Review needed reports in conjunction with Firehouse 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.

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

Develop a Capital Improvement Plan for apparatus and buildings plan should establish by (summer 2010):

Tasks

1. Dollar amount and definition for determining a capital asset.
2. Lifecycle management plan for SCBA, PPE, Boats, ATV, and other like equipment.
 - a. Sold 1994 Quality Pumper/Tanker (1931)
 - b. Sold 1998 Pierce Service Unit (1361)
 - c. Sold 1988 Army Brush Truck (1341)
 - d. Sold 2006 Command Car (1391)
3. Apparatus Committee currently making recommendations for replacements.
4. Purchased new Rescue Boats (Completed July 2015).
5. Purchased new service pick-ups 1362 & 1962 (Completed October 2015)
6. Purchased new light rescue vehicle 1371 (Completed April 2016)
7. Purchased new Mobile Air System Unit 1981 (Completed May 2016)
8. Planning stages for purchase of new engine and rescue vehicle 1331 & Rescue 13 (July 2016)
9. Develop standing committees to develop needs based specifications for all equipment that is designated as a capital purchase.
10. Planning process started for replacement of SCBA's with a three year implementation – 2014

Objective 2

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 3

Develop necessary fiscal controls as recommended by peer team December 2011.

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 4 – (New)

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)
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 2015)
5. Purchased new light rescue vehicle 1371 (Completed April 2016)
6. Purchased new Mobile Air System Unit 1981 (Completed May 2016)
7. Planning stages for purchase of new engine and rescue vehicle 1331 & Rescue 13 (July 2016)
8. Establish apparatus spec committee.
9. Build and finish departmental maintenance 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. Auxiliary Generator installed at 13 (Completed May 2013)

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.

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

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 Sheriffs 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 2016.

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

Objective 1

Develop and participate in a periodic all hazards drills to evaluate the department's performance in preparedness, planning, and response.

Tasks

1. Utilize the annual Trail event to exercise the following components of an all hazards response:
 - a. Development of multi operational period IAP's.
 - b. Response to large scale planned event(s).
 - c. Logistical considerations of large scale planned events.
 - d. Developing and exercising various MOA's and Aid agreements.

Objective 2 –

Create Multi-jurisdictional training category in Firehouse.

Tasks

1. Create training category in order to track training events with all automatic aid partners that participate in a multi hazard drill.
 - 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 Firehouse for dollar amounts and time tracking for all maintenance (Completed 2014)

Tasks

1. Transfer and all data for inventory control and asset tracking into Firehouse (summer 2014) Currently 85% compliant at Station 13 and 19.

Objective 2

Meet with vehicle and apparatus replacement committee to determine replacement by June 2014. (Completed)

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. (Completed October 2015)
4. Seek opportunities to engage in multi unit purchasing agreements.

Category VII: Human Resources

Objective 1

Review retirement options and determine if a change is needed and moving into the NCSFA retirement system.

Tasks

1. Determine feasibility of changing and the benefits of changing.
2. Implement new system if approved July 1 of year if approved.
3. Complete necessary surrender documents and fees to complete transfer of retirement system. (Completed July 2014)

Objective 2 –

Implement new shifts in order to ensure supervision of staff and volunteers.

Tasks

1. Develop 12 hours shifts, 7 days a week positions for supervision. (Completed)
2. Fully implement daytime volunteer shift coverage 7am – 7pm. Currently Sunday, Tuesday, Thursday, and Friday.
3. Establish minimum staffing of 4 employees at Station 13 and 3 employees at Station 19.
4. Rewrite SOG's on minimum staffing and review for accuracy.
5. Review or update job description as it relates to new 12 hours shift supervisors.
6. Update response policies to reflect new staffing model.

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. (Completed)
2. Develop a list of recommendations for minimum hours to be presented to the Chief and then officers. (Completed)
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. (December 2016)
3. Develop plan to meet any requirements of the new grading schedule to maximize potential credit.

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

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.

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 2014 – 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.