

Stoney Point Fire Department



2009 – 2014 Strategic Plan

Plan Implementation March 2009

Plan Updated March 20, 2010

Plan Updated April 29, 2011

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Message from Fire Chief ...

On behalf of the members of the Stoney Point Fire Department, we are proud to introduce our Strategic Plan. This Plan represents input from many members of the fire department and community.

Our team has solicited input from our Board, Chief Officers, Line Officers and Firefighters and identified a road map for the future. We realize there are numerous paths leading to a successful organization. The Strategic Initiatives give us the opportunity to be flexible while maintaining the focus on results.

Stoney Point Fire Department is one of the fastest growing communities within Cumberland County. The leadership within the department realized a plan must be in place to coordinate the growth of the department and align it with the future needs of the organization. We believe we have identified the needs that will impact our Department and have put together a plan that will systematically lead us down the path.

Our Department is changing and this is an exciting time for this department and the community in which we serve. Change and growth create an uneasiness that is to be expected. However, our Fire Department has many talented individuals that make up a cohesive team of professionals that will take the Department in the direction needed for success.

Implementation of this plan will take the effort of many. From the administration of a new way of doing business to the detailed tasks of each strategic initiative; each of us has a role.

Finally, thank you to the individuals who have voiced your opinions. The Officers and Board of Directors that met and helped make up the Strategic Planning Team value all the input. We have listened to your concerns and dreams of what you want our Department to become. The Vision has been cast; the path has been paved; now let's begin the journey together.

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

Executive Summary

This is the second comprehensive Strategic Plan that has been written over the last 5 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. This updated plan is unique, and is an extension of the first plan but more detailed and deliberate in the timeframes that it sets the performance objectives out in. The strategic planning process revolved around the model set by the Center for Public Safety Excellence and the Commission for Fire Accreditation International.

The Strategic Planning Team held a meeting on March 14 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 16, 2009 and provided input on responsibilities for each Action Step of the Process.

The Strategic Plan identified 10 Strategic Initiatives and 41 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:

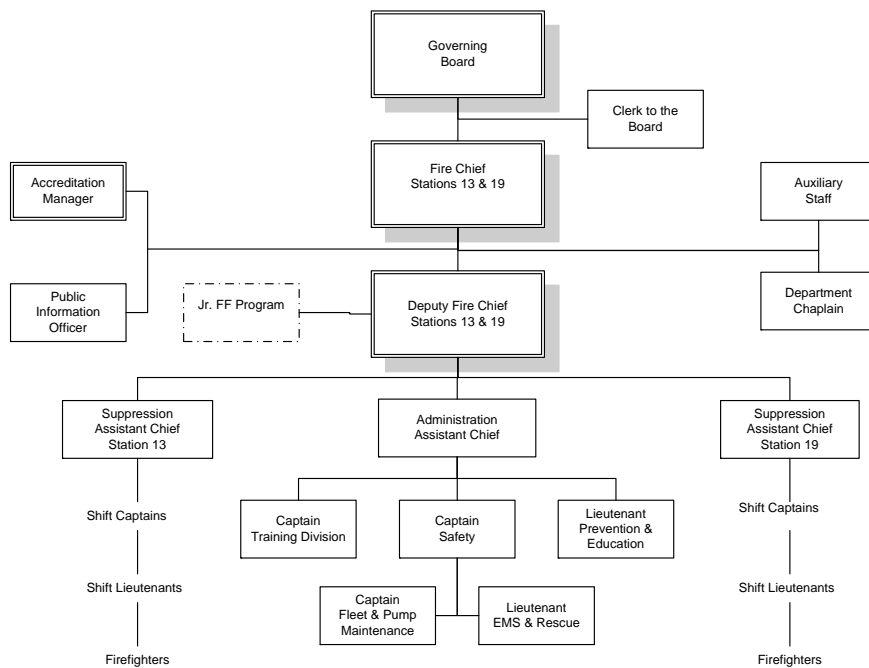
The Stoney Point Fire Department's mission is to protect its citizens and to create a safer community through coordinated training, education, prevention, investigation, emergency response and leadership.

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

2009	2010	2011	2012	2013
Board	Board	Board	Board	Board
A Grupy	A Grupy	G Turlington		
L Townsend	L Townsend			
Officers	Officers	Officers	Officers	Officers
Chief Johnson Sr.	Chief Johnson Sr.	Chief Johnson Sr.		
Dep Chief Johnson Jr.	Dep Chief Johnson Jr.	Dep Chief Johnson Jr.		
Asst Chief Williams	Asst Chief Williams	Asst Chief Williams		
Asst Chief Johnson S.	Asst Chief Johnson S.			
Asst Chief Clouston	Asst Chief Clouston	Asst Chief Clouston		
Asst Chief Melvin	Asst Chief Melvin			
Captain Clary	Captain Clary	Captain Clary		
Captain Belcher	Captain Belcher	Captain Belcher		
Captain Hanzal	Captain Hanzal	Captain Hanzal		
Captain Stoudt	Captain Stoudt			
Lt Lee	Lt Lee	Lt Lee		
Lt Gerber	Lt Gerber			
Lt Carlson	Lt Carlson			
Lt Price	Lt Price			
Lt Slusser	Lt Slusser			
Lt Kline	Lt Kline	Lt Kline		
Lt Carpenter	Lt Carpenter			
Lt Austin	Lt Austin			
Lt Cook	Lt Cook	Lt Cook		
Lt Whitman	Lt Whitman	Lt Whitman		

**Stoney Point Fire Department Inc.
May 2009**



Approved - Board of Director's Meeting May 19, 2009

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 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 - Transport
- 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
- Training facilities – Tower, props
- Preventive Maintenance. – Apparatus, hydrants, equipment
- Fire Prevention Program
- City and County Fire Investigation Program
- NCRRS Rating – Class 5 (looking to reduce our rating to a 4)
- 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
- Technology transition in county CAD and information

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

Limited advanced certifications and continuing education
Shift / Administration communication challenges
Communications – horizontal & vertical
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
Challenges with communicating with all members of our community
Incomplete Standard Operating Procedures
Incomplete resources for public fire education programs
Challenges of maintaining minimum staffing for both paid and volunteer levels
Consistent employee accountability
Facilities – adequate, location, age, condition
Training program redevelopment with structure, continuity, and recordkeeping
Training records
Professional development

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

- Insurance Rating Improvement
- 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 Fire Chiefs Association
- Community Support and Involvement
- Industry
- Statewide 800MHz radio system (Viper)
- 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
- Retention and training of volunteer members
- Maintaining current contractual status with adjoining municipalities
- Inadequate funding for outside training opportunities
- Competition for federal grant funding
- Vacant structures (firefighter safety, loss of revenue, adjacent properties) due to recession
- Natural disaster
- State, national policy changes
- Litigation Loss of support from city departments
- Loss of grant dollars Increase of arson for profit
- Fire loss - direct or indirect
- Unfunded mandates
- Rising cost of fire equipment, apparatus
- Retention
- Loss of benefits due to budgetary impacts at the county and state level

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 well being. 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
- Station to enhance our timely response
- County Communications and inability to benchmark times
- Professional development for volunteer and career members
- Ability to integrate with city and county Emergency Management
- Emergency Radio Communications as it pertains to city and county capacity
- Firefighter health and wellness
- Training – approach, opportunities, 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 1

Create a Policy team within 1 year and review all policies of the department and recommend changes by spring 2010.

1. Start developing a list of needed SOG's and revisions of current SOG's Fall 2009.
2. Start developing drafts of new policies for approval by January 2010.
3. Find and use when applicable other department SOG's to help with development.
4. Submit for approval all policies as they are completed to the Chief.
5. Complete all policy development by June 15, 2010.
6. Goal completed March 2011, SOG's will be reviewed and assessed annually)

Goal 2

Develop a policy manual that is broken down into the following categories by spring 2010:

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

1. Develop a master list of policies and place them into the correct categories.
2. Develop a template for policies to be placed in to help track and manage revisions.
3. Develop a method by which all members can be trained on new SOG's and document the training in the Firehouse RMS.
4. Implement policy and SOG 1A.009 – Distribution of Policy – By July 31, 2011
5. Implement policy review into PRE-BASIC Program for new members – By May 31, 2011

Goal 3

Create a system by which we can leverage the Internet and other technology to publish policy, by-laws, SOGs, etc (2009).

1. Develop a section on the website that you can access SOG's from.
2. Upload all SOG's that will not be a breach of operations security to the website.
3. Post policies by June 30, 2011 – Insure operational security and do not post sensitive policies on the webpage.

Goal 4

Develop a conflict of interest policy to be addressed by policy team by spring (2010).

1. Research other non-profit agencies to determine best practices for conflict of interest.

2. Develop policy with Board of Directors input.
3. Request Board of Directors to approve Conflict of Interest Policy at the June 2011 Board Meeting.

Category II: Assessment and Planning

Goal 1

The Department shall continue to conduct annual 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 update by fall 2010.

1. Develop list of all business, public assembly and other buildings within the district using county tax and mapping records.
2. Design SOG on Risk Assessments and how they are to be conducted and characterize all risks within our district.
3. GPS all businesses and upload all data to county GIS to ensure accuracy and thoroughness.
4. Complete new and deficient risk assessments by May 30, 2011

Goal 2

The Department shall leverage the use of technology to accurately characterize the hazards within the district to accurately convey service delivery models that are to be developed. These should integrate Firehouse and GIS mapping (fall 2010).

1. Develop a risk assessment system that ties directly into the North Carolina State Fire Prevention Code to assign risk to all occupancies.
2. Using risk assessment models determine effective response force for all occupancy classifications in the district.
3. Develop Risk Assessment form to facilitate data entry into the Firehouse RMS.
4. Request county GIS to map all occupancies.

Goal 3

Implement the use of Mobile Data Computers to store response information and pre plans (spring 2011).

1. Research and recommend all needed aspects to integrate Risk Assessments from Firehouse RMS into a MDC system that will also be interoperable with the new county CAD system.
2. Small tools committee will research to determine the best hardware solutions as well as mounting solutions to place in apparatus.
3. Small tools committee will also prepare an equipment list and budget to the Chief for presentation to the Board of Directors.
4. All MDC's will be mounted and operational by June of 2010.
5. In final process – 4 pending air cards 2 up and running – Follow up meeting with both City of Fayetteville and County Dispatch concerning delays, pre-alerts and times by July 2011.

Goal 4

Implement Mobile Data Computers to more accurately track reflex and response times into the CAD system (summer 2010).

1. Research and recommend all needed aspects to integrate into city and county CAD. MDC system that will allow the tracking of unit in service, out of service, enroute, on scene and other necessary information to more accurately capture times and help ensure compliance with stated service delivery models.
2. Small tools committee will research to determine the best hardware solutions as well as mounting solutions to place in apparatus.
3. Training will be designed to help integrate all elements of the new technology for department members.
4. Captain Hanzal will by May 30, 2011 train all members on the use of the MDC's.

Category III: Goals and Objectives

Goal 1

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

1. Officers and Board will meet in March/April of each year to update plan and make recommendations to change the plan as needed.
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 revised strategic plan by the June 2011 Board meeting.

Goal 2

Become accredited with the Commission on Fire Accreditation International through the Center for Public Safety Excellence.

1. Apply for Registered Status [obtained in October, 2007 (3 year period)]
2. Apply for Applicant Status [obtained in December, 2009 (2 year period)]
3. Apply for Candidate Status by 2011.
4. Send selected officers to attend Peer Assessor Classes [completed November 2008].
5. Hold monthly accreditation work group sessions in order to facilitate steady progress towards the completion of the SAM, SOC, and other elements of the accreditation process.

Goal 3

Develop/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 (summer 2010).

1. Develop a GIS needs list and meet with county GIS manager to seek assistance.
2. Develop 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.
4. Work with Agency Mentor through CPSE to help construct a successful SOC.

Goal 4

Maintain/improve current ISO Class 5 rating. Prepare for rating in spring of 2012 using a method 3 survey.

1. Complete accreditation project.
2. Use information gleaned from accreditation process and apply it to the ISO grading.
3. Revamp all ISO grading forms from last inspection and incorporate into the states NCRRS system.
4. Develop needed maps for NCRRS rating.
5. Request rating spring 2012.

Category IV: Financial Resources**Goal 1**

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

1. Dollar amount and definition for determining a capital asset.
2. Lifecycle management plan for SCBA, PPE, Boats, ATV, and other like equipment.
3. Develop standing committees to develop needs based specifications for all equipment that is designated as a capital purchase.
4. Planning process started for replacement of SCBA's with with a three year implementation - 2014

Goal 2

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

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

Category V: Programs*Fire Suppression***Goal 1**

1. Develop standards of cover policy to meet requirements of CPSE as it relates to fire suppression (summer 2011).
2. Develop a GIS needs list and meet with county GIS manager to seek assistance.
3. Develop needed reports in conjunction with Firehouse RMS manager to facilitate report templates to help construct SOC.
4. Research and develop necessary historical, cultural, census, and other data to place into the SOC.
5. Work with Agency Mentor through CPSE to help construct a successful SOC.

Goal 2

Develop reports that will analyze turn-out times as required by CPSE and post monthly and quarterly (fall 2009).

1. Find other agencies using Firehouse RMS and determine if they have already created reports to accomplish what is needed.

2. Integrate these reports into a monthly report to the Chief to determine service delivery at stated levels.

Goal 3

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 (fall 2009).

1. Meet 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.
4. Schedule a meeting by July 2011 with K. Curry to review needed items in regards to the new EFD system and call process time fractal reporting.

Fire Prevention / Life Safety / Public Education

Goal 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.

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

Fire Investigation Program

Goal 1

Maintain support for Cumberland County Arson Task Force.

Goal 2

Ensure 100% of all fire incidents that occur within the district have an origin and cause investigation completed.

Technical Rescue

Goal 1

Develop standards of cover policy to meet requirements of CPSE as it relates to technical rescue (2011).

1. Develop standards of cover policy to meet requirements of CPSE as it relates to technical rescue (summer 2011).
2. Develop a GIS needs list and meet with county GIS manager to seek assistance.
3. Develop needed reports in conjunction with Firehouse RMS manager to facilitate report templates to help construct SOC.
4. Research and develop necessary historical, cultural, census, and other data to

- place into the SOC.
5. Work with Agency Mentor through CPSE to help construct a successful SOC.

Goal 2

Develop reports that will analyze turn-out times as required by CPSE and post monthly and quarterly (2009).

Goal 3

Maintain and improve our current status as a rescue provider in accordance with the NC Rescue and Emergency Medical Services Association to include Heavy Rescue, High Angle, Medical, Still water, Swift water, and wilderness search by (winter 2010).

Hazardous Materials

Goal 1

Develop standards of cover policy to meet requirements of CPSE as it relates to hazardous materials response at the Operations level (summer 2011).

1. Develop standards of cover policy to meet requirements of CPSE as it relates to hazardous materials response to the Operational level. (summer 2011).
2. Develop a GIS needs list and meet with county GIS manager to seek assistance.
3. Develop needed reports in conjunction with Firehouse RMS manager to facilitate report templates to help construct SOC.
4. Research and develop necessary historical, cultural, census, and other data to place into the SOC.
5. Work with Agency Mentor through CPSE to help construct a successful SOC.

Goal 2

Develop reports that will analyze turn-out times as required by CPSE and post monthly and quarterly (fall 2009).

Emergency Medical

Goal 1

Develop standards of cover policy to meet requirements of CPSE as it relates to EMS response at the EMT B level (summer 2011).

1. Develop standards of cover policy to meet requirements of CPSE as it relates to hazardous materials response to the Operational level. (summer 2011).
2. Develop a GIS needs list and meet with county GIS manager to seek assistance.
3. Develop needed reports in conjunction with Firehouse RMS manager to facilitate report templates to help construct SOC.
4. Research and develop necessary historical, cultural, census, and other data to place into the SOC.
5. Work with Agency Mentor through CPSE to help construct a successful SOC.

Goal 2

Develop reports that will analyze turn-out times as required by CPSE and post monthly and quarterly (fall 2009)

*Domestic Preparedness Planning and Response***Goal 1**

Develop standards of cover policy to meet requirements of CPSE as it relates to the Cumberland Count EOP and combine it with the Hazardous Materials SOC. (summer 2011).

Goal 2

Develop reports that will analyze turn-out times as required by CPSE and post monthly and quarterly (fall 2009)

Category VI: Physical Resources**Goal 1**

Use Firehouse for dollar amounts and time tracking for all maintenance (spring 2010)

1. Identify all inventories and enter into the Firehouse RMS system to accurately track inventory and cost.
2. Develop reports or use system reports to help communicate necessary information to the officers and Board of Directors.
3. Transfer and all data for inventory control and asset tracking into Firehouse (summer 2010)

Goal 2

Establish a vehicle and apparatus replacement committee to develop and define the process by which all apparatus will be replaced.

1. Establish committee and assign personnel by May 30, 2011.
2. Develop a points system that will track the serviceability of vehicles and apparatus.
3. System to look at safety features, drive train, pump, tanks, and physical condition.
4. A scaled system will be developed by which once a specified score is reached the vehicle or apparatus will be presented as needing to be replaced.
5. Policy will be developed and on an annual basis all inventory will be placed on the scoring system to determine where it is at in its life cycle.
6. Develop a formal maintenance policy that pulls all elements of the current system together into one SOG.

Goal 3

Develop a Small Tools / Equipment Committee

1. Establish committee and assign personnel.
2. Make assignments to the members of the committee to determine who will oversee each specific area of equipments
3. Create a policy that directs the committee on how to make recommendations to the Chief and Board of Directors (May 2010).
4. Develop current pricing list of all equipment expected to be replaced for the upcoming fiscal year and send to the chief.
5. Hold Bi-Annual meetings in February and August each year.

Category VII: Human Resources**Goal 1**

Develop Human Resources policy manual for both paid and volunteer members (summer 2010).

1. Determine policy's that need to be created or updated.
2. Assign to the Policy Committee
3. Present policy's to the Chief for approval.
4. Train all members in each policy to ensure they understand the policy and make any needed clarifications by June 30, 2011.

Goal 2

Develop position classification as part of the human resources model and policies (fall 2010)

Goal 3

Continue wellness/fitness programs that the department has in place and explore other areas that could enhance the current programs Chief will modify requirements.

Category VIII: Training and Competency**Goal 1**

Develop specific requirements and competencies for each position within the department (fall 2009)

1. Develop Probationary requirements
2. Develop Firefighter requirements
3. Develop Engineer requirements

Goal 2

Establish requirements for Officers within the department (fall 2009)

1. Develop Lieutenant requirements
2. Develop Captain requirements
3. Develop Assistant Chief requirements
4. Develop Deputy and Chief requirements

Goal 3

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

- Benchmark drills (NFPA 1410)
- Multi-company drills (2 per year/company)
- Night Drills (2 per year/company)
- Single company drills (2 per year/company)
- Mutual Aid Drills (2 per year/company)
- Annual Driver Operator Training (12 hours)
- Annual Officer Training (12 hours)
- Annual RIT Training
- Annual RT Training
- Annual FF Training (240 hours)
- Quarterly drills with contract fire services work on this category to ensure drills are held with automatic aid company's.
- SCBA evolutions

Category IX: Essential Resources

Goal 1

Implement and maintain Hydrant Inspection Program of all public hydrants within the district. Program will include inspection of all hydrants twice a year and confirmation of flow rates annually. Hydrant painting and maintenance will be the responsibility of the hydrant owners.

Goal 2

Integrate all hydrant locations into GIS and Firehouse [completed 2009]

Category X: External Systems Relationship

Goal 1

Train all department personnel on roles and responsibilities of the department in accordance to the county Emergency Operations Plan (fall 2010).

Goal 2

Maintain positive relationships with City and County agencies through participation in the County Chief's Association and aid contracts.

Comment [DB1]: This is a unique design of a Strategic Plan but flows nicely and directly relates to CPSE.

I'm assuming you'll update the document in March of this year. You have several statements that say "develop". What is your plan as this things actually come together? Maybe change the term from 'develop' to 'maintain'???