



ROCKY MOUNT
FIRE
THE CENTER OF IT ALL



Rocky Mount Fire Department

FY23-27 STRATEGIC PLAN



Introduction

The Rocky Mount Fire Department (RMFD) provides fire suppression, rescue, emergency medical services, hazardous materials mitigation, technical rescue, code enforcement, fire investigation, and public education to the city of Rocky Mount. The RMFD is consistently working toward maintaining the highest level of professionalism, service delivery, and effective programs for the citizens in the Rocky Mount area. The department was accredited through the Commission on Fire Accreditation International (CFAI) in 2003, 2008, 2013, and 2018. RMFD is preparing for the 2023 re- accreditation.



To work toward self-improvement, the RMFD has developed and implemented a “Community-Driven Strategic Plan.” The strategic plan is intended to provide a guide for achievement of the overall department goals and objectives.

The RMFD utilized the Community–Driven Strategic Planning model to solicit input from internal and external customers. The department wanted a living, working document that had value in providing strategic direction to drive the accomplishment of strategic goals and objectives while meeting the expectations of the public and the department members. The department coordinates the development of the strategic plan in conjunction with the City's initiatives. It challenged the members of the RMFD to critically examine the department’s mission, values, and vision as they relate to the 11 accreditation categories. Additionally, it provided the members with an opportunity to participate in the development of their organization’s goals and objectives by assessing the department’s internal strengths and weaknesses while also examining potential threats and opportunities presented by the external environment. Members of the department’s external and internal stakeholder groups performed an essential function in working on this important project and are to be commended for their efforts.

The Rocky Mount Fire Department’s Strategic Plan sets forth a vision and mission statement that provides the department with clear operational guidelines for the future. Additionally, this strategic plan identifies the personal and professional core values that embody how the department’s members, individually and collectively, will utilize the organization’s mission as a guide. Within this document, the RMFD identifies its goals, objectives, and strategies that will allow the department to carry out its mission while demonstrating core values to realize its vision. The department also incorporates the strategic plan information into the development of the annual budget/CIP submission and annual department report, which is shared with all external stakeholders via the department's website.

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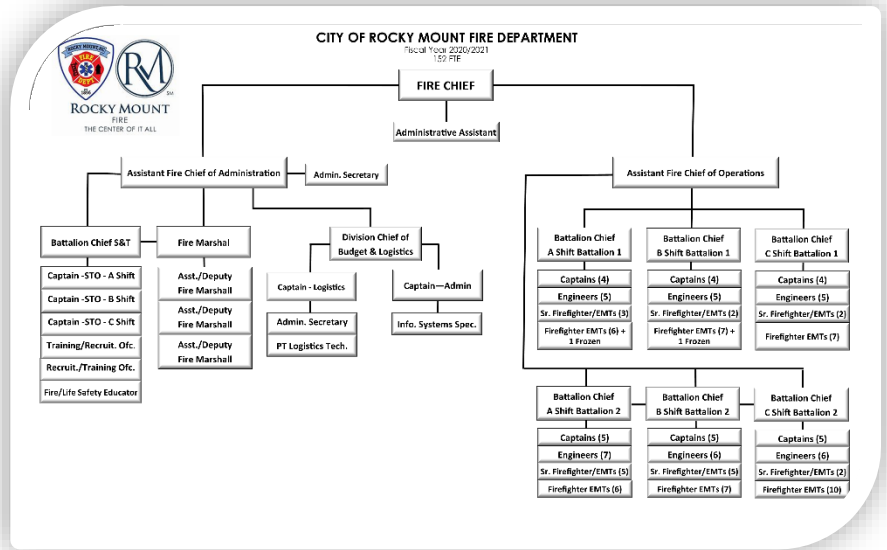
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Organizational Background

The City of Rocky Mount is in eastern North Carolina at the intersection of US Highway 64, an east/west major transportation corridor, and Interstate 95 that provides north-south travel. A council-manager form of local government governs the city. Elected council members represent seven geographically defined wards elected every two years. A city manager and two assistant city managers work with the support of the mayor and council. The city was founded in 1816 by establishing a post office and was incorporated in 1867. The fire department was founded in 1896.

The Rocky Mount Fire Department currently serves 54,341 residents per the most recent 2020 census estimate, in an incorporated area of 45.65 square miles. The department provides emergency response services to fires, emergency medical incidents, hazardous materials (Operations level), and technical rescue with swift water and confined space capabilities.



There are 132 Operations personnel including three shift Safety & Training Officers operating from seven fire stations with seven engine companies, two ladder companies, two rescue units, two command vehicles, and one safety and training vehicle. There are also an additional 19 personnel in the roles of administration, operations, safety & training, the fire marshal's office, and logistics. The call volume for 2022 was 9,086. The RMFD also provides fire code enforcement, public education, and emergency management activities. Community involvement is also a priority for the RMFD through participation in activities such as fire safety education, fire station tours, public ride-along program, and child safety seat inspection and installation.

VISION

To provide continuous improvement at a measured and focused pace driven by high professional standards, collaboration, and innovation.

MISSION

To serve the City of Rocky Mount by protecting lives and property through quality and excellence in service.

VALUES

INTEGRITY

We value the trust placed in us by the public and our colleagues and understand that integrity is essential to the high calling of our duties as public safety professionals.

HONESTY

We value honesty from all department members and expect the highest level of trustworthiness in both spoken and written word.

RESPECT

We value respect for and from each person as an individual while openly recognizing the personal and professional worth of our subordinates, peers, supervisors, and customers.

TEAMWORK

We value teamwork as we encourage and embrace each member's capabilities to enhance our collective performance as a whole.

DEDICATION

We value dedication as a positive driving force to successfully utilize skills, knowledge, and capabilities to work through any challenge, adversity, or other barrier to meet the community's needs and the needs of our organization and its members.

Process and Acknowledgements

The Rocky Mount Fire Department acknowledges all department members for participating in the Strengths, Weaknesses, Opportunities, and Threats Analysis. The department staff members are also to be commended for managing short- and long-term goals and objectives through work plan assignments and follow-up activities to ensure progress toward meeting the established goals.

The development of the Rocky Mount Fire Department Strategic Plan began in 1999 while preparing documents for the initial accreditation awarded in 2003. The plan has been updated annually and follows Strategic Plan recommendations outlined by the Center for Public Safety Excellence.

External Stakeholder Feedback

The Rocky Mount Fire Department has always had a high level of commitment to the public it serves. Personnel will take the extra effort to accommodate the needs of the public. To obtain information on customer needs and their expectations of the fire department, a community survey was shared to obtain specific data on service priorities, expectations, concerns, and any other thoughts or comments regarding the fire department.

Customer Priorities

External stakeholders were asked to prioritize the current services provided by the department. This helps to identify what is important to the customer. The priorities of the public were:

SERVICES	RANK
Emergency Medical Care	1
Basic Rescue (i.e. Vehicle extrication)	2
Fire Suppression	3
Advanced Rescue (i.e. Swift water)	4
Fire Safety Education	5
Disaster / Emergency Preparedness Education	6
Hazardous Materials Response	7
Building Inspections / Code Enforcement	8
Fire Investigation	9
WMD / Bioterrorism Response	10

Areas for Improvement

The external stakeholders offered the following in terms of areas for improvement:

Public Safety Education
Continue to find avenues to connect with and educate the public including training at fire stations for citizens and children
Disaster/Emergency Preparedness Education
Improvements to Emergency Medical Services
Explore higher levels of services
Reach out to the community organizations to see what is needed

Offer more public safety education and recruitment in the inner city and high schools
More community involvement and education
More visibility in the communities
Junior Fire Academy

Expectations of the RMFD

The external stakeholder participants offered the following in terms of expectations:

To be safe, prompt, and preventative
Commitment to serve the city and citizens
To provide top notch service
To be friendly and engaging within the community
Work with landlords to make houses safer
Maintain professionalism
Prompt response to medical emergencies and fire needs
Improvement in medical emergency services

Positive Aspects of the RMFD

Prompt and efficient when responding to medical emergencies
Always knowledgeable and ready to assist
Passion for customer service
Thorough when responding to medical calls
Very visible in the community, provide great service
Dependable
Personable and friendly, families feel comfortable and safe during stressful moments

Customer Concerns

The external stakeholder participants provided the following concerns for the Rocky Mount Fire Department:

More visible signage in older communities so that addresses can be seen from the street
More community engagement and opportunities
Check rental homes for fire alarms
More visibility in the community and fire awareness for kids
More focus on fire prevention

Internal Stakeholder Feedback

A S.W.O.T. Analysis was conducted by department members utilizing a survey method. Members were asked to provide input guided by the 11 categories established by the accreditation model. The responses were exported from the survey system then analyzed so similar statements could be combined to produce a member driven response to the S.W.O.T. elements. Below are member responses to the four elements of the analysis.

SWOT	Positive/Helpful to achieving the goal	Negative/Harmful to achieving the goal
Internal Facts/Factors inside the organization	Strengths Things that are good now, maintain them, build on them, and use as leverage.	Weaknesses Things that are bad now, remedy, change, or stop
External Facts/Factors of the external environment in which the organization operates	Opportunities Things that are good for the future, prioritize them, capture them, build on and optimize them.	Threats Things that are bad for the future, put in plans to manage them or counter them

Category	Strengths (Question One)
1	Governance & Administration
	-Well structured
	-Diverse administration with a willingness to grow and set SMART goals and objectives. Fair and open policies
	- Strong policies for day-to-day operations
	Well organized command structure
	- Clear Mission and Vision Statement
	-On site data specialist (Catina), Organized structure, Clear chain of command
	- Strong policies for day-to-day operations, well organized command structure, Clear Mission and Vision Statement
	-The administration has shown that they are concerned for their members and demonstrate this through the encouragement for t members' individual careers as well as the concern they show for the members' families.
2	Assessment & Planning
	- Clear long-range goals are defined and explained. Having Asst. Chief in this position to continue the growth and development of the department
	- Thorough self-assessment through accreditation processes
	- Several committees in place to plan for future needs (fleet planning, recruitment, health, and wellness, etc.)
	- The multitude of programs and services provided by the RMFD
	- Various assessment tools are utilized to analyze the organization. (SWOT, Fit for duty, CHAPS, Accreditation processes, quarterly facility inspections, annual performance appraisals,
	- Annual budget prep and review, CIP planning, 5-year strategic plan
	-Fire Department budget and logistics perform well
	-The multitude of programs and services provided by the RMFD, Various assessment tools are utilized to analyze the organization. (SWOT, Fit for duty, CHAPS, Accreditation processes, quarterly facility inspections, annual performance appraisals, Annual budget prep and review, CIP planning, 5-year strategic plan
	-Following the accreditation model encourages the department to plan ahead and assess the need for continuous improvement
	-A well-defined yet flexible career development.
3	Goals & Objectives
	-Clearly defined by CPSE modeling and credentialing.
	- Fit for duty goals, IAT, TOT goals, Training goals
	- Training goals and objectives clearly defined annually
	-Using the SWOT analysis and strategic plan, Accreditation Goals

	-Fit for duty goals, IAT, TOT goals, training goals, and goals & objectives clearly defined annually
4	Financial Resources
	-Strong financial base / oversight by Div. Chief. Consistent update on budget
	- We budget carefully and try to be good stewards of our available resources.
	- Established budget preparation and review process
	- Annual funding provides for most organizational needs
	When asked to give money back to city hall we do well, Still have money to operate, financially stable
	- Established budget preparation and review process, Annual funding provides for most organizational needs
	-Managing budgets to provide consistent, if not increased services during difficult economic times
5	Community Risk Reduction Programs
	-Special Teams
	-Recruiting
	-Fire Education programs
	-Strong public education/presentation in the community. Positive outlooks and feedback from community and working relationships with external partners
	- Several programs are very impactful to the public (child safety seats, smoke detectors, and puppet shows)
	- Established smoke detector, car seat, public education programs, citizens fire academies
	- Able to transition public education event to virtual delivery
	-We have a division for this, we are all trained to some level, we take advantage of community involvement
	- Established smoke detector, car seat, public education programs, citizens fire academies, able to transition public education events to virtual delivery
	-The fire department offers numerous programs to its citizens. Smoke alarm installation, CPS, Citizens Fire Academy, public education events at local schools. All of these programs educate the citizens and brings awareness to them about fire safety. These programs lead to less deaths.
6	Physical Resources
	-Facilities
	-Mostly modern front-line apparatus with the exception of few. Readily available resources to respond to all hazards. Stations/physical structures are upkept.
	- Apparatus, stations, and equipment in good condition, mostly up-to-date, and well maintained.
	- Addition of drones

	- Two sets of turnout gear per firefighter
	- Cancer prevention initiatives (extractors, hood and glove replacement program,)
	-Apparatus replacement plan in place
	- Able to utilize the NCC training facility as needed
	-Enough apparatus to staff the stations, well trained specialized teams
	Two sets of turnout gear per firefighter, Cancer prevention initiatives (extractors, hood and glove replacement program,), Apparatus replacement plan in place, Able to utilize the NCC training facility as needed
	- the department specialized teams provide our customers with a team that has specialized training, which enhances the services provided.
7	Human Resources
	- Diverse group of employees that represent the community. Wide arrange of expertise in various areas.
	-Staffing level typically allows for 4-person Engine Companies
	-Well trained, adaptive, proficient employees, well organized, good communication skills
	- the department has a more diverse workforce than ever before.
	-Brotherhood
	-Solid Employees
8	Training & Competency
	-Well trained
	-Well educated
	-Consistent up-to-date training. Multiple opportunities for professional development
	Training facility works well for most training needs
	- Good probationary training program
	- STO's provide a consistent approach to department wide training events
	-Aspiring Officer program has been a benefit
	-Clear professional development guidelines
	-We have a training division, STO on shift, clear training requirements, Con ed and Certification hours
	- Training facility works well for most training needs, Good probationary training program, STO's provide a consistent approach to department wide training events, Aspiring Officer program has been a benefit, Clear professional development guidelines
	- the department has a more diverse workforce than ever before.
	- the department has started sponsoring shift personnel to attend trainings, which enhances our departments skills
	-Career development
	- Adaptive and current training, with an open mind to new ideas and technologies.

9	Essential Resources
	-Equipment provided to mitigate all hazards. Support from other internal (city) agencies
	- Logistics division does an outstanding job ensuring all personnel, stations, and apparatus have the needed resources or repairs with limited staffing.
	- Good water system throughout the city
	-Sufficient apparatus, personnel, equipment, and stations
	- Logistics provides the department with an exceptional service at keeping the day-to-day operation working.
10	External System Relationships
	-Positive / strong collaboration with stakeholders such as the Community Colleges, agencies, and other organizations
	- Working relationships of special teams with outside agencies has increased calls for service and disaster deployments.
	- Mutual aid contracts are in place to assist with water supply if needed
	-Mutual aid agencies training, good working relationships with Edgcombe EM and Nash EM, Work well with NCC and ECC
	- Mutual aid contracts are in place to assist with water supply if needed
11	Health & Safety
	-Cancer prevention measures
	-Consistent annual physicals. Positive cancer prevention program. Increased safety checks of physical resources on set schedules.
	- Annual physicals, bloodwork, cancer screenings.
	- Annual SCBA compliance testing
	- Gyms in all the stations, time allotted for working out,
	-Good tools and equipment on the apparatus
	- Annual physicals and fit for duty
	-City Health and Wellness coordinator is very proactive
	-City has a dedicated Safety person and the FD has a Safety Committee
	-Fit for duty, Cancer prevention, Dedicated STO, Rehab with EMS, Workout equipment at the station, Dedicated PT time
	- Annual SCBA compliance testing, Gyms in all the stations, time allotted for working out, good tools and equipment on the apparatus, Annual physicals and fit for duty, City Health and Wellness coordinator is very proactive and brings forth a lot of programs, City has a dedicated Safety person and the FD has a Safety Committee
	-The department has provided workout equipment at every station which enhances our physicals fitness level.
	- Every fire station is equipped with equipment to perform physical education. There is also a program on how to perform physical fitness during the required time. The city also offers additional programs to its employees such as yoga, and healthy eating. The department provides decent structural firefighting gear to allow us to perform our jobs safely (except gloves). The department also provides a second set of turnout gear to aid in the reduction of cancer

Category	Weaknesses (Question Two)
1	Governance & Administration
	-Pay
	-Some of the policies and procedures are not up to date with current industry practice
	- Current admins say they want feedback, but bash and belittle personnel that attempt to speak to them honestly. If personnel don't speak the way admin wants, then they are outcasted and excluded from future involvement.
	- Committee selection - admin preaches to personnel to get involved, but then select personnel that are poor performers to add instead of personnel that have displayed competency and hard work ethic.
	- Need to address pay and compression in seasoned personnel. The focus is only on new hires for recruitment and retention purposes.
	- Picking and choosing which policies and guidelines to follow while criticizing personnel who question admin's adherence
	-Updates to SOG's and guiding documents are not always updated in real time
	-Turnover in City Manager's office, Fire Chief makes too many decisions for operations
	-Lack of support from administration
2	Assessment & Planning
	- Lacking stations/apparatus for expected growth in areas that are annexed.
	- Operation crews have difficulty planning and completing tasks due to constant overscheduling of planned events, then criticized for not completing tasks.
	-(CIP) Fire department plans ahead, but we are at the mercy of City Manager's Office
	-Deficient items that have been identified have not been addressed I.e., Station 2, Ladder 30
	-Too many tasks on the operation division to focus on the root of delivering emergency services to the customers
	-Deviation from apparatus replacement plan
3	Goals & Objectives
	-No sharing of the new goals or outcomes as items are met, or given specific insight on how to assist with achieving the goals
	- Unable to complete rebuild/relocate of stations 2 and 3 for numerous years
	- Budget cuts force prioritization of organizational needs.
	-Inadequate funding to obtain goals and objectives

4	Financial Resources
	- Limited to overall budget constraints internally and by City. COVID has played a factor into overall income to the city.
	- Salary compression is an issue and there is no funding allocated to address this
	-Funding limits everything we try to better
	- It is hard to retain employees due to other departments within the area providing better benefits and pay. The department is also several fire apparatuses past due for replacement. This increases the maintenance budget because the older trucks require more repairs to keep operational. Stations are becoming outdated.
	-Noncompetitive pay (need to remain current with surrounding areas)
5	Community Risk Reduction Programs
	-Limited programs on adult or special populations
	- No programs to reach out to home-schooled students
	- Even though inspections division is fully staffed, they still rely on operations personnel to do their work; however, the inspections division never helps with the workload placed on operations personnel.
	- What is the point in going to the event center every weekend just for show? We do not provide a walk-through service for any other business or city department that requests the fire department. There is an SOG that addresses same
	- CHAPS program is not maintained or updated
	-Lack of time to do more, we take trucks out of service to perform these task which effects customer service on emergency incidents, Need different means to communicate with the public I.e. better social media, Use of the LED billboard at the imperial center for messages
	- Not enough awareness of buildings in our mutual aid response areas (I.E. QVC)
6	Physical Resources
	-Support vehicles
	-ERF
	-Training facilities
	-Facilities (age stations, lack of gender friendly accommodations, short stations)
	-Aging fleet on aerial devices. Stations are deteriorating and need expansion or rebuild
	- Changing of PCs without enough notice to ensure personnel have all documents and items. Then new PC's do not have compatible software to continue to work on existing documents, such as the recent switch of PCs at some stations. No Microsoft software license on new PC's.
	- Poor network at some stations, been that way for years and years and it continues to get ignored, poor support from IT.
	- Inability to maintain an apparatus replacement plan, such as Ladder 30

	and support vehicles.
	- Special teams could greatly benefit from additional resources, UTV, etc. Need to ensure all resource requirements are met and maintained to meet standards.
	- Constant issues maintaining apparatus fleet due to vendors not doing a good job completing repairs, placing "band-aids" instead of making proper repairs, DEF system causing numerous issues in several trucks.
	- Need replacement small vehicles
	-2 stations need to be significantly repaired or replaced Station 2 and 3
	-Need Station 8
	-Station 3 and 5 need to have the apparatus bay size increased
	-Upgrades to the training grounds is limited due to being located in a flood way
	-Apparatus replacement plan is in place however we are unable to stay on track with it due to funding
	-Short staffed, Dated and worn truck; support, L30, rescue 2, and 2 engines, Financial resources to update trucks and stations
	-With the profession changing daily we need to strive to keep updated physical resources needed to be proficient at our jobs. Ex: extrication equipment, lack of effective EMS supplies, radio batteries, etc.
7	Human Resources
	-Retention
	-Benefits
	-Diversity
	-Work Schedule- (Flexible schedule, time off, adjust the minimum manning to allow another additional leave)
	-Education Incentive Pay
	-Education/Training leave
	-Succession Planning (mentoring programs)
	-Turn-over rates for employees and slowdown in hiring process when it leaves the FD process
	- Hiring and keeping personnel that fail written and practical tests, turning a blind eye to it despite numerous complaints.
	- Difficulty retaining employees.
	- Young department and limited experience
	- Recruitment and retention impacts staffing levels
	- A lot of turn over at HR and there is little confidence in that department at this time
	-Poor manning levels, retention, higher pay for retention, Stop cutting benefits to help retention
	- Shift transfers cause a weakness in delivering customer services. With transfers it takes new crew months the learn the new area and station which puts a damper on the customer services that can be provided. Transfers places a strain on the developing personnel. Transfers have an impact on recruitment from internal personnel. Transfers have an impact on the department's overall morale: not allowing personnel to have input on station / apparatus assignment impacts the morale of the department
	- Recruitment process appears not to be recruiting in the local area. We

	recruit outside of the 50 miles with attempts to recruit people to the area that lacks attractiveness for outside people.
	-High turnover rate, young, low morale, transfers every six months
	-Identifying effective ways in which to increase total retention of early career employees
8	Training & Competency
	- Limited funding for training. Lack the use of internal instructors for specialty certifications/programs.
	- Promotional requirements being "adjusted" to allow unqualified and unprepared personnel to be promoted, and then they struggle to perform
	- Competency is lacking because we keep testing until someone gets it right one time, instead of requiring them to display proficiency
	-Time available for on duty training is not always available due to task saturation
	-Members are rarely allowed off to attend training courses. Staffing levels prevent taking off with ease as well
	- The SFF program and requirements need to be revamped and updated. TR could be removed in favor of D/O. Employees should be able to take the street test one Battalion at the time
	More fire department input in the hiring of personnel, we are taking away from customer service while we are out of place training, more quality training is needed instead of just getting the numbers
	-Education holds back personnel from career development.
	- lack of multiple company drills on a regular basis
	-lack of development of personnel on specialized apparatus.
	-Our master activity planner is generally filled with training and other activities. At times this puts an inordinate amount of stress on the companies, with relatively little concern shown from the senior staff.
	-Having new recruits attend EMT course while on shift vs. taking the class prior to going on shift.
9	Essential Resources
	-Communications (Dispatch and Comm and Marketing)
	-Technology
	- staffing and equipment limitations. General retention of seasoned employees
	-We do not have enough of the appropriate batteries for radios in stock.
	-Several buildings in the territory where are radios will not reach outside
	- No dedicated fire service dispatchers
	-Condition of Station 2, L30, rescue 2, support vehicles, Lead time for ordering to receiving uniforms, personnel do not have input in type or style
	-Newer apparatus appears to be more prone to break downs, causing them to be out of service more often than the reserves.

10	External System Relationships
	-Stakeholders influence to department or city officials. Lack of strong partnerships with other agencies
	- Continuous issues with our dispatch center and CAD
	- RMFD dedicates a large number of resources for the academies at Nash Community College and the high school program. No students from the high school program have been hired as RMFD employees. The students at NCC are not being held to a performance standard that would be required of them once they were on shift at RMFD.
	-We don't utilize these enough
	-Having one source to repair apparatus appears to cause apparatus to be out of service more frequent and to not be repaired in a timely manner. It appears that the one source repairs what they want to repair and not the root of the problem
11	Health & Safety
	-Mental Health Services
	-Cancer Prevention Measures
	- Lack of access to EAP resources/mental health professionals (education). Yearly physical uses "doc in a box" but for problems must see PCP, some people do not have a PCP
	- Very underutilized. The department has peer-fitness trainers that are not being utilized. No new fitness programs or much for additional fitness resources at the stations.
	- Limited space for workout equipment
	-Poor eating Habits
	- Sleep deprivation
	-Condition of station 2, Need 2 set of gloves to replace like turnout gear and hoods, Dry fit shirts will cause you to receive skin burn prematurely

Category	Opportunities (Question Three)
1	Governance & Administration
	-Young department with promotional growth opportunities and opportunities for change
	- Reach out and be involved more in the communities like we used to. Attend community meetings to assess the needs and to educate the public. Building a community room in a fire station is not the answer.
	-With the change of City Manager, we could get a pro Fire Department manager that would allow us to receive needed equipment, Use of this assessment
2	Assessment & Planning

	- City is growing and developing again, which will allow for departmental growth
	- Reach out and be involved more in the communities like we used to. Attend community meetings to assess the needs and to educate the public. Building a community room in a fire station is not the answer.
	- Need to restart the CHAPS program. There has been a lot of new businesses in recent years.
	-We can explore outside funding sources such as fund raising or charging for service
	-Station 8 could happen, could get an awesome Station 2, Use of this assessment
3	Goals & Objectives
	- Ever changing environment will allow for new goals and opportunities as they arise
	- Reach out and be involved more in the communities like we used to. Attend community meetings to assess the needs and to educate the public. Building a community room in a fire station is not the answer.
	-Use of this assessment
	- Clear cut goal and objectives
4	Financial Resources
	-With the increase in city funding, the departmental funding can increase which can lead to pay increase or increased purchasing for the department
	-Use of Grants, raise pay for retention and compete with of the departments, Pay classification use
5	Community Risk Reduction Programs
	-Community Involvement
	-New opportunities with businesses and consumers as the area develops and new needs arise
	-Utilizing Emergency reporting and Active 911 to maximize preplan access
	-Ability to tap into outside resources to assist with programsLowes for Smoke detectors
	- Educating the public about special teams and programs that are not so readily advertised
6	Physical Resources
	- New stations/equipment to meet the service demands. Replacement / update/upfit current stations.
	- Consider utilizing internal personnel for maintenance and repairs of apparatus. We do this with almost all other resources, and it seems to work well (SCBA, small engines, etc.)
	-Find/utilize other building/areas within the city for training

	- Being able to utilize the training facility at Rocky Mount High School
	-Purchase land for the building of or relocation of fire stations
	-Station 2, New Ladder truck, new members of fleet planning committee could be a great assist
	-Upgrades and more Props at training facility
	-Build Station 8
7	Human Resources
	-Pay/Benefits
	-Recruitment
	-Increased staffing to meet NFPA 1710 and CPSE models
	- Stop trying to follow national trends, hire personnel that perform well and score high on assessments
	-Look at creating an HR position within the fire department
	-Hiring to maintain staffing levels
8	Training & Competency
	-Training
	- Increased budgeting for training events/schools. New technology and training evolutions. Increased in instructor pool to bring back delivery agency status
	- Increase support for personnel to attend outside schools and conferences, not just chief level conferences.
	- Develop a rotation to host courses such as Driver/Operator and TR so personnel don't have to travel across the state to be eligible to promote in a timely manner.
	- Special teams need to train with more outside agencies, the agencies that would likely request their assistance.
	- Have the STO's receive specialty credentials to help facilitate TR, D/O, Fire Officer courses being taught in house
	- Bring outside instructors for more specialized training
	- Develop more multi-company drills, scenario driven and completed at the training grounds
	-Better training, utilize in house instructors, Become our own delivery agency for training, Use of more outside schools I.e. TIC school
	- More in house training creates personnel knowing our equipment more specifically. Examples: Aerial and Rescue Classes- Personnel will be more proficient on our equipment
	- The department needs to provide more opportunities for its personnel to receive outside training (FDIC, classes while on duty).
	- Breathing Equipment School- opportunity to develop personnel in delivery of our services.
9	Essential Resources
	-Communications (Dispatch-Regional Comm Center)
	- Better resource allocation. More access to budgeting for planning of

	maintenance and other local items
	- Hire a dedicated fire dispatcher
	-Station 2 New Ladder truck
10	External System Relationships
	-Regional Partnership (Special Teams, Private companies, Local churches. Recruitment)
	- Increased collaboration with other city departments and organizations
	- Increase the fire training for dispatchers or have dedicated fire dispatchers. Work with county dispatch centers to improve ours.
	- Allow special teams personnel to attend more drill/exercises throughout the state. This increases skills and builds relationships.
	-To utilize these relationships more, Train with mutual aid departments
	-Sourcing out apparatus repairs to fit the need of the repair and fit maker of the repair could create less down time of front-line apparatus, more cost effective, and more trained mechanics working on specific apparatus.
	-Our involvements with the community college and the high school presents a positive impact for the community and individuals supporting the organizations goals
	-Training with other outside agencies.
	-We have the abilities to strengthen and expand our relationship with other departments and agencies through training and other city events.
	-Build or strengthen relationships with both the NSGS and FEMA to predict future flooding issues that the city will face due to increases in upstream water shed construction
11	Health & Safety
	Health and Wellness Programs
	Mental Health Services
	- Increased screening for medical conditions and tracking/tracing for record keeping
	- Class on cancer awareness and prevention
	- Build better relationship with the City Nurse and the City's Health and Wellness Coordinator
	-Build a relationship with the new city manager, Cancer initiative
	-Add Peer Fitness Trainers to the cadre of current certified PFT's

Category	Threats (Question Four)
1	Governance & Administration
	-City Management (lack of permanent city manager, assistant manager, finance officer)
	-Lack of planning for when people leave/retire to move into those positions
	- Outside non-public safety organizations influencing decisions and the direction of the fire department
	- Senior members looking for chief level jobs at other fire departments.
	-Legal vulnerability
	-Administration changes due to elections or turnover
	-New City Manager, New Senior Staff
	- No transparency, pride, or leadership presence. Not invested in loyal employees. Changes to SOGs when needed to accommodate certain individuals.
	-Bad publicity through various media
2	Assessment & Planning
	-Community growth
	- Lack of communication with other city departments on growth/expansion which can place the department behind in service delivery
	- Some programs are affected by outside sources and can inhibit the delivery of service (smoke detectors, car seats)
	-Possibility of not planning, Not following through with any plan
3	Goals & Objectives
	- No continual growth/assessment
	-Availability of needed items
	- No clear-cut objectives to reach the goal of the department and city.
4	Financial Resources
	- Budget shortfalls
	- Crime can have an impact on economic development, not allowing for growth of funds.
	- Rising cost of maintenance, fuel, supplies, operating costs
	- Other organizations offering higher pay and better benefits which impact recruitment and retention
	-Lack of funding, Competitive pay for retention
	-Department paying more for same position
	-The politics and negative views that circulate about city hall and the city council pose a threat to the goals and objectives that are set by the department.
	-The potential for budget reductions and increasing prices

5	Community Risk Reduction Programs
	- Decreased presence and education
	-Storms, conflagrations, riots, pandemics, active shooter possibilities, other acts of nature
	-COVID, Busy schedules
6	Physical Resources
	-Lack of resources
	- Deteriorating facilities and no upkeep due to CIP
	Outside vendors not caring for our resources like we do, inconsistent performance in repairs and maintenance.
	- Lack of maintenance at the training grounds, the driveway is in dire need of repairs.
	- Significant travel time to outlying areas
	- Training facility floods frequently and threatens props and equipment
	-Competitive pay, Lack of funding, Wear, and tear on apparatus due to increase call volume and lack of funding
	-Aging equipment such as TIC, SCBA and Hose could create delay in services to customers.
7	Human Resources
	-Pay/Benefits
	-Retention
	-Diversity
	-Lack of personnel to perform essential functions
	- Staffing leaving for other departments/ careers
	- Retention issues
	- Low staffing levels, increased workload on personnel, can lead to burnout and safety concerns.
	-Cut in benefits causes employees to leave
	-Salaries of other departments, threatens our department of personnel lost
	-The city does not provide any benefits to retain personnel.
	-A competitive pay scale would help retain employees and encourage longevity within the organization
	-Ensure we hire the best people based on skills and abilities. This mean not letting another department hire before we do. This is due to benefits, pay, and over all perception of the department. Be the department that people want to leave other departments to come to be a part of, not the one that is losing people to other departments
8	Training & Competency
	- Not staying current with best industry practice. No professional development
	- There is a lack of eligible personnel for promotions

	- Less fire and rescue calls has led to a decline in experienced personnel to mitigate those incidents.
	-Lack of accountability for poor performance in training and on incidents
	- Nash CC or ECC losing their ability to host training opportunities
	-Lack of funding, Lack of internal instructors
	- Lack of training on specialized apparatus could create an unsuccessful outcome to our customers, as well as create safety issues with those operating on scene
	-Schools and trainings due to not being able to attend. Must use a great deal of time(trade/vacation) to be able to attend.
9	Essential Resources
	-Technology (IT, outdated equipment)
	- Aging utility systems causing numerous gas and water leaks, also stormwater drainage issues
	-Outside threats to the water treatment facilities
	- Drought conditions could impact water supply
	-Lack of funding
	- Out of date software programs, 9-1-1 center understaffed, station lacks internet and old computers.
	- Rising fuel prices
10	External System Relationships
	- Lack of community support
	- Lack of support from citizens with a lack of involvement from the fire department, lack of public trust, poor perception of governmental agencies.
	-Records management system is managed by an outside vendor
11	Health & Safety
	- Failure to follow up with medical screenings
	- COVID, what's next?
	- Cancer and other illnesses
	- Crime, personnel safety, protests, etc.
	- Members are regularly exposed to harsh environmental conditions
	-Inherent dangers of the job, COVID, Cancer
	- The existing and future pandemics and their effects on staffing.

Programs and Services

Below are the core programs as well as the internal and external services that enable the department to deliver the programs and services.

Core Programs and Services

Community Risk Reduction	Fire Suppression
Public Education	Emergency Medical Services
Fire Investigation, Origin, and Cause	Technical Rescue
Domestic Preparedness, Planning, and Response	Hazardous Materials

Internal and External Support

Internal	External
City Council	Automatic Aid Fire Departments
City Manager	Mutual Aid Fire Departments
Various City Departments	Area EMS Responder/Transport Agencies
Communications Center	County Emergency Management Depts.
Safety & Training Section / Public Education	Regional HazMat Response Agencies
Fire Marshal's Office	Area Community Colleges – Training
Administration / Fire – Logistics	Red Cross, Boys & Girls Club, United Way, etc.

New agreements with community-based organizations such as the American Red Cross, Boys & Girls Club, and United Way are established to meet citizens' needs better. The department also researches avenues to partner with local retailers and grant opportunities that may aid in achieving its goals and objectives.

Critical Issues Facing the Rocky Mount Fire Department

ASSESSMENT AND PLANNING <ul style="list-style-type: none"> • Response performance baseline improvement regarding call processing • Analyzing community risk 	HUMAN RESOURCES <ul style="list-style-type: none"> • Hiring practices • Pay and compensation • Succession planning • Professional development
GOALS AND OBJECTIVES <ul style="list-style-type: none"> • Member involvement • Internal & external communications 	TRAINING AND COMPETENCY <ul style="list-style-type: none"> • Skills proficiency • Long/short range planning • Performance measurements
FINANCE <ul style="list-style-type: none"> • Pursuit of Grants • Budget reductions • Over time/ Part-time 	ESSENTIAL RESOURCES <ul style="list-style-type: none"> • Water supply • Communications
PROGRAMS AND SERVICE DELIVERY <ul style="list-style-type: none"> • Funding • Emergency medical services 	EXTERNAL SYSTEMS RELATIONSHIPS <ul style="list-style-type: none"> • Community outreach • Regionalization • Inter-agency training • Special teams
PHYSICAL RESOURCES <ul style="list-style-type: none"> • Maintenance • Distribution • Physical fitness equipment for all stations / Inadequate space for some stations • Improve security for facilities and parking areas • Zoll AEDs • Self-Contained Breathing Apparatus (SCBA) • Fire Hose • Traffic Pre-Emption Devices 	HEALTH AND WELLNESS <ul style="list-style-type: none"> • Reduce employee injuries • Deliver more health and wellness training to the department • Identify recordkeeping regulatory requirements regarding storage of documents

The methodology for assessing performance adequacies, consistency, reliability, resiliency, and opportunities for improvement is accomplished through program appraisals. Program leaders complete quarterly reports, which document goals, objectives, inputs, outputs, and outcomes and are used to assess program performance. Quarterly program reports are combined into an annual program appraisal that evaluates performance. Program appraisals are reviewed by senior staff and used to assist with developing the department's strategic plan. Performance gaps are identified, and critical tasks are addressed.

Below is a continuation of core programs and services with annual appraisal feedback. The feedback assists the department with resource allocation, strategic outcomes, and monitoring overall program performance. Appraisal feedback allows the department to identify effective behaviors and adjust areas of less effective behaviors while developing and implementing new strategic initiatives to address the department's goals and objectives.

Programs and Services Continued

CAD/Dispatch / PSAG	The anticipated change in CAD servers by the Communications Center sheds light on many potential avenues of positive response change for our organization. EFD QA/QI will continue to provide a means of training for many new telecommunicators within the communications center. Further discussion needs to occur between key regional players to determine the feasibility of a regional call center. The transition of a new Communication Supervisor can allow opportunities to broaden the effectiveness of this program. Recommendations to re-establish ride along for new telecommunicators with fire department personnel and training hosted by the communications center to fire department personnel will help bridge the gap between the two organizations moving forward.
Dive	Work with staff to coordinate the repair/replacement of damaged dive equipment. Poll the department and work through senior staff to add new members to the team. Continue to train monthly with a goal of having all divers log at least two dives.
EMS	Continue aggressive emergency medical care. Improve CPR delivery to patients in cardiac arrest with a focus on depth and compression rate. Continue personnel safety with face coverings, eye protection, and medical gloves on all medical calls. Continue to research new equipment to improve the delivery of services.
SERT	Conduct large-scale scenario-based training (possibly overnight and with other local teams) Outfit the new equipment trailer. Repair to dry suits
FFT	Reevaluation of membership participation and commitment. Continue to provide training to enhance the skills of the fire investigators. Potential recruitment of new members to the fire investigation team.

	<p>Order supplies needed for compressor maintenance (Oil, Purification Cartridges, Filters, Belts Etc.).</p> <p>Order 5 New Atmospheric Monitors to replace ones that have reached their end of service life.</p> <p>Schedule dates for Damien Whitley to attend the Bauer Breathing Air Compressor School.</p> <p>Schedule dates for the new members of the SCBA committee to attend the Technician Level II class in Monroe, NC.</p>
Risk Management Report	<p>Complete Station Inspections</p> <p>Continue to work to reduce the number of violations found by Victor Lawe</p> <p>Continue to upload SDS into new software</p> <p>Assist city safety officer in the implementation of new safety software.</p>
SERT - HART	<p>Conduct annual maintenance on boats and motors.</p> <p>Conduct large-scale scenario-based training (possible overnight and with other local teams)</p> <p>Continue to try and build the new boat trailer and outfit the new equipment trailer.</p> <p>Repair to dry suits</p> <p>Prepare 2024 budget</p>
Smoke Alarms	<p>We will continue to develop and make changes to our existing Public Education Program to accommodate the needs of our community.</p> <p>Compare annual data to determine target areas and programs needed.</p>
TERT	<p>Meet and discuss TERT responses to Pfizer in July</p> <p>Set up a potential confined space training at Rocky Mount Mills with Tim Bailey.</p> <p>Meet with the plant manager at Hanson Aggregates again to set up a scenario in the rock quarry off of 97 hwy.</p> <p>Meet with Rocky Mount recycles to set up a contract for confined space standby.</p>
Respiratory Protection Program	<p>Schedule and complete mask fit testing of outside departments</p> <p>Obtain quarterly air samples from all breathing air compressors</p> <p>Order New Air Sample Kits for this fiscal year</p> <p>Repair Rescue 1's low-pressure air circuit as soon as a new regulator can be ordered and received.</p> <p>Pull cylinders and send off cylinders that are due for Hydro Testing.</p> <p>Schedule a date for Damien Whitley and myself to complete the Annual PM on all the department's breathing air compressors.</p>

Goals and Objectives

Goal 1	Improve the department's communications processes to enhance overall communications with stakeholders.
Objective 1A	Assess and enhance the internal communications process between the department and AHJ.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Identify the current communication process between the department and AHJ • Conduct an evaluation of the current process. • Compare the process to other agencies or industry standards. • Review research and make recommendations on changes. • Present new method for approval • Evaluate method annually for effectiveness.
Accountability	Fire Chief
Budgetary Impact	No impact
Objective 1B	Evaluate the internal communications process to ensure information is communicated to all personnel to keep them fully informed.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Analyze the current process • Examine the process and how it compares to other agencies/industry standards • Research new delivery methods of sharing information • Make recommendations for approval • Include changes to the current process • Test the process for effectiveness and evaluate annually
Accountability	Assistant Chief of Administration & Planning
Budgetary Impact	No impact.
Objective 1C	Improve communications to external stakeholders to ensure department information is disseminated appropriately.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Assess the current communication process between the department and external stakeholders

	<ul style="list-style-type: none"> • Request assistance from the City's Communications & Marketing Office to evaluate process • Compare the process to other agencies or industry standards. • Make recommendations on changes. • Incorporate changes into the process • Survey stakeholders to determine effectiveness
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Goal 2	Assess community risk and improve social outreach to better address community needs.
Objective 2A	Evaluate the department's methodology for identifying risk within the community.
Timeframe	2 years
Critical Tasks	<ul style="list-style-type: none"> • Form a committee and chair to spearhead the task • Evaluate the current methodology process. • Compare the methodology to industry standards. • Make recommendations on changes. • Seek input from stakeholders (internal & external) • Present feedback and recommendations for approval • Incorporate changes to improve the methodology. • Evaluate annually for effectiveness.
Accountability	Assistant Fire Chief of Administration & Planning
Budgetary Impact	No impact
Objective 2B	Enhance stakeholder engagement within the community to identify needs.
Timeframe	1 year (will be ongoing)
Critical Tasks	<ul style="list-style-type: none"> • Assess the current process used to engage stakeholders • Meet with stakeholders to garner feedback on formalizing the stakeholder process • Evaluate feedback • Incorporate changes into the formal process • Request stakeholders to evaluate the process to determine effectiveness
Accountability	Assistant Fire Chief of Administration & Planning

Budgetary Impact	No impact
Objective 2C	Analyze existing public education programs to ensure alignment with community needs.
Timeframe	18 months
	<ul style="list-style-type: none"> • Analyze the effectiveness of current programs • Compare efforts to other agencies and industry standards • Share findings with stakeholders to garner additional feedback • Evaluate feedback • Enhance programs based on research • Review annually and update as needed
Accountability	Assistant Fire Chief of Administration & Planning
Budgetary Impact	No impact

Goal 3	Ensure the status of departmental goals are communicated to all stakeholders.
Objective 3A	Improve delivery method of sharing goal progress and outcomes with personnel.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Analyze the current process of sharing goal progress and outcomes • Identify the strengths and weaknesses of the process • Share findings with internal stakeholders to garner additional feedback • Compile all feedback for analysis • Determine best solution based on research and present recommendations for approval
Accountability	Assistant Fire Chief of Administration & Planning
Budgetary Impact	No impact
Objective 3B	Enhance the external communications of goal progress and outcomes.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current process to determine effectiveness • Compare communications process to like size agencies • Share findings with external stakeholders to garner additional feedback • Compile findings • Make adjustments based on findings
Accountability	Assistant Fire Chief of Administration & Planning
Budgetary Impact	No impact

Goal 4	Enhance the department's level of services provided to the community.
Objective 4A	Evaluate staffing levels to ensure quality of services are provided to the community.
Timeframe	18 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the department's current staffing levels • Identify staffing needs for all levels of services • Compare the department's staffing levels to national standards and other like size agencies. • Compile findings and develop a plan to address proper staffing • Present plan for approval and revise as needed
Accountability	Fire Chief
Budgetary Impact	No impact
Objective 4B	Assess the retention of personnel to ensure the department's staffing levels remain adequate for services provided
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Identify current retention needs • Evaluate current retention efforts and incentives • Determine practices explored by other agencies • Survey internal stakeholders for retention ideas • Compile research • Make a recommendation based on findings
Accountability	Fire Recruitment Officer
Budgetary Impact	No impact

Objective 4C	Enhance the department's hiring practices ensuring a diverse workforce more reflective of the community.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Assess current diversity needs • Evaluate the current recruitment process • Determine areas of strengths and weaknesses • Develop a plan to address identified areas • Present the plan for approval
Accountability	Fire Recruitment Officer
Budgetary Impact	No impact
Objective 4D	Evaluate the need to explore increasing levels of emergency medical services to the community.
Timeframe	2 years
Critical Tasks	<ul style="list-style-type: none"> • Assess current program to determine effectiveness • Meet with Council and the City Manager to discuss the possibility of enhancing EMS services • Meet with external stakeholders to gather feedback on increasing services • Meet with local EMS providers to garner feedback and discuss the feasibility • Conduct a cost analysis • Compile research and make a presentation to all stakeholders • Make a recommendation based on findings
Accountability	Battalion Chief of Safety & Training
Budgetary Impact	No impact

Goal 5	Assess physical resources to ensure sustainability and that they meet the department's needs.
Objective 5A	Enhance current facilities to ensure a safe and healthy work environment for personnel.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the condition of current facilities • Develop a report on findings • Work with the City's Risk Manager to address any noted deficiencies • Determine maintenance projects and prioritize • are aligned with the organizational needs and meet accreditation recommendations established by CPSE and City Manager/Council initiatives.
Accountability	Division Chief of Budget & Logistics
Budgetary Impact	Large maintenance projects will be placed in the CIP
Objective 5B	Incorporate gender accommodating designs to current and future facilities.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current facilities for needed upgrades • Ensure the design and construction of stations two and eight incorporate needed spaces • Survey the Fire Station Design Committee for feedback • Develop a plan to address current and future facilities
Accountability	Division Chief of Budget & Logistics
Budgetary Impact	

Objective 5C	Evaluate current and future apparatus to ensure they are appropriate for the functions served.
Timeframe	2 years
Critical Tasks	<ul style="list-style-type: none"> • Review current apparatus replacement plan to ensure it is consistent with future needs. • Continue to monitor NCRRS/ISO requirements to ensure all apparatus maintains required equipment. • Finalize the specifications for both new engines and the new aerial • Continue to make improvements to current fleet to facilitate longevity and professional appearance of vehicles, trailers, etc.
Accountability	Division Chief of Budget & Logistics
Budgetary Impact	Two engines and one aerial - \$2.9 million

Objective 5D	Evaluate the condition of safety equipment and determine current and future needs
Timeframe	6 months initially, but will be ongoing
Critical Tasks	<ul style="list-style-type: none"> • Ensure personnel continue to follow established standards for equipment inspections. • Prioritize maintenance needs • Revisit the maintenance replacement schedule annually to determine if updates are needed • Train all personnel on equipment inspection procedures.
Accountability	Captain of Logistics
Budgetary Impact	No impact

Goal 6	Improve training programs to increase opportunities for employee development and advancement.
Objective 6A	Evaluate current training programs
Timeframe	1 year, but will be ongoing
Critical Tasks	<ul style="list-style-type: none"> • Solicit feedback from personnel relative to training needs. • Maintain schedule of officer quarterly training. • Maintain schedule of engineer/senior firefighter semi- annual training. • Maintain schedule of continuing education training for required certifications such as EMT, HazMat, Fire Inspector, etc. • Maintain semi-annual training with automatic aid and mutual aid departments. • Develop a plan to support more multi-company drills. • Work with regional emergency response agencies to conduct joint training exercises. • Ensure training requirements meet new Department of Insurance response rating schedule requirements.
Accountability	Battalion Chief of Safety & Training
Budgetary Impact	No impact
Objective 6B	Explore best practices needed for training program delivery.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current program delivery method • Compare method to other agencies • Survey internal stakeholders to garner feedback • Compile research • Develop and present a plan that would enhance training program delivery for the department
Accountability	Battalion Chief of Safety & Training
Budgetary Impact	No impact

Goal 7	Enhance documentation methods to improve tracking, measuring, and evaluating all programs, plans, and processes.
Objective 7A	Evaluate current documentation methods to ensure the department provide an accessible, manageable framework for tracking and addressing issues.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current documentation method to determine effectiveness • Evaluate the need for additional guidelines for documentation • Compare the department's methods against other agencies • Conduct a survey on internal stakeholders to gather feedback • Compile research findings and determine the best course of action • Present findings and solution to Senior Staff
Accountability	Assistant Chief of Administration & Planning
Budgetary Impact	No impact

Goal 8	Foster relationships with external agencies to include Nash and Edgecombe County fire departments and emergency management.
Objective 8A	Evaluate and enhance external relationships with neighboring agencies
Timeframe	1 year, but will be ongoing
Critical Tasks	<ul style="list-style-type: none"> • Meet with local agencies to discuss and identify current needs • The process used to identify impacts and benefits to the agency's mission, operations, and cost effectiveness include quarterly training with mutual and automatic aid departments. • Evaluate the minimum training to determine if it is effective • Discuss research with other agencies and suggest a mutual agreement on the best course of action to move forward
Accountability	Assistant Fire Chief of Operations
Budgetary Impact	No impact
Objective 8B	Evaluate the effectiveness of the current review process for aid agreements.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Discuss the process with other agencies for feedback • Identify strengths and weaknesses of the process • Make recommendations of any needed changes • Work with other agencies to revise if needed
Accountability	Assistant Fire Chief of Operations
Budgetary Impact	No impact

Goal 9	Evaluate the department's current health and wellness program to ensure the well-being of all personnel.
Objective 9A	Evaluate the need to increase the number of certified peer fitness trainers in the department.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Utilize the Peer Fitness Team to conduct research on the need to increase the number of trainers • Survey personnel to provide feedback • Identify any areas of concern • Compile findings and create recommendations • Share research and solution with Senior Staff
Accountability	Battalion Chief of Safety & Training
Budgetary Impact	No impact
Objective 9B	Assess the replacement schedule of health and safety equipment for all stations.
Timeframe	6 months
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current schedule to determine effectiveness • Work with the Office of Budget & Logistics to gather feedback on successfulness of the current schedule • Identify areas of concern • Conduct cost analysis for supporting a more aggressive schedule • Submit findings to Senior Staff • Make recommendations
Accountability	Battalion Chief of Safety & Training
Budgetary Impact	No impact

Objective 9C	Incorporate mental breaks into daily schedules to enhance employee performance and reduce stress related to traumatic incidents.
Timeframe	1 year
Critical Tasks	<ul style="list-style-type: none"> • Establish a committee to oversee • Assess current mental health SOGs, policies, or processes • Identify all available mental health resources within the organization • Survey personnel for feedback • Request assistance from the City's Employee Health Center for any available programs • Research the best method to include findings into the daily schedules
Accountability	Assistant Chief of Operations/Battalion Chief of Safety & Training
Budgetary Impact	

RMFD STRATEGIC PLANNING CHECKLIST

Planning Process

- ☐ General description of process implementation included in plan process documentation
- ☐ Incorporated City/Council initiatives
- ☐ Incorporated RMFD Strategic workplan

Analysis Tools Used

- ☐ SWOT analysis
- ☐ Cost/benefit analysis
- ☐ Program evaluation(s)
- ☐ Benchmarking for best measurement practices
- ☐ Stakeholder or customer surveys
- ☐ Other analysis or evaluation tools used
- If so, identify: _____

Stakeholder (external/internal) Feedback

- ☐ Discussion of external stakeholders included in plan process documentation
- ☐ Discussion of internal stakeholders included in plan process documentation

External Operating Environment

- ☐ Factors identified and assessed
- ☐ Description of how external factors may affect plan included in plan process documentation

Formulation of Objectives

- ☐ Variables (target group; program & policy variables; and external variables) assessed
- ☐ Objectives are SMART

Building Strategies

- ☐ Organizational capacity analyzed
- ☐ Needed organizational structural or procedural changes identified
- ☐ Resource needs identified
- ☐ Strategies developed to implement needed changes or address resource needs
- ☐ Action plans developed; timelines confirmed; and responsibilities assigned

Building in Accountability

- ☐ Performance indicators incorporated into the Strategic Plan
- ☐ Internal accountability process or system implemented to measure progress
- ☐ Data preservation and maintenance plan developed and implemented

Fiscal Impact of Plan

- ☐ Impact on operating budget
- ☐ Impact on capital outlay budget
- ☐ Means of finance identified for budget changes