

# APEX FIRE DEPARTMENT

## 2018-2023 STRATEGIC PLAN



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## Introduction

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The Apex Fire Department (AFD) provides fire, emergency medical, rescue, domestic preparedness, hazardous materials mitigation, community risk reduction, public education, and fire investigation services to the residents, businesses, and visitors of the town of Apex, North Carolina. AFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9<sup>th</sup> Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion.

**APEX FIRE DEPARTMENT**  
**STRATEGIC PLAN**  
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### Organizational Background

The town of Apex is a growing town of 22.4 square miles, located in Wake County, North Carolina. The first settlers came to the area in the 1860's and the town was officially incorporated in 1873. Apex has a



rich history of development around the railroad station as the dense forest areas were cleared to accommodate the need for farm land. It was also one of the first towns to develop around the state capital of Raleigh. Apex was so named because the community was situated at the highest point along a 30-mile section of the Chatham Railroad.

The town is a thriving area where growth remains part of all considerations of the governance. Though Apex has not always had a thriving downtown, redevelopment initiatives were successful in creating and sustaining a vibrant downtown that is in high demand from residents and businesses alike. In 2015, Money Magazine ranked Apex #1 on its lists of the nation's top places to live.

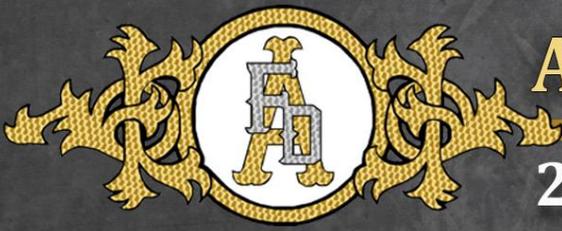


The Apex Fire Department got its start in 1927 when a recommendation to the Town Board was made to organize a fire company. The town formed an organizational structure that included a fire chief, an assistant fire chief and 13 company members. By the late 1930's, nineteen men from Apex formed the Apex Volunteer Fire Department in order to address concerns about the lack of sufficient fire protection in the Town of Apex. In 2002, the Town Fire Department merged with the

volunteer fire department to create the Apex Fire Department that exists today. The department has continued to grow and evolve with the community, since its infancy.

Today, the Apex Fire Department is committed to enhancing the quality of life in the community while providing an all-hazards mitigation approach to its risks from five stations, located strategically throughout town. Staffed with 82 uniformed and civilian professionals, the department provides its various services and programs to support a safe community for the residents, businesses, and visitors to the Town of Apex. Through its strategic considerations employed for a growing demographic, the department progressively provides its services with a host of well-trained, members that deliver excellent service to the community while embracing excellence in all they do.



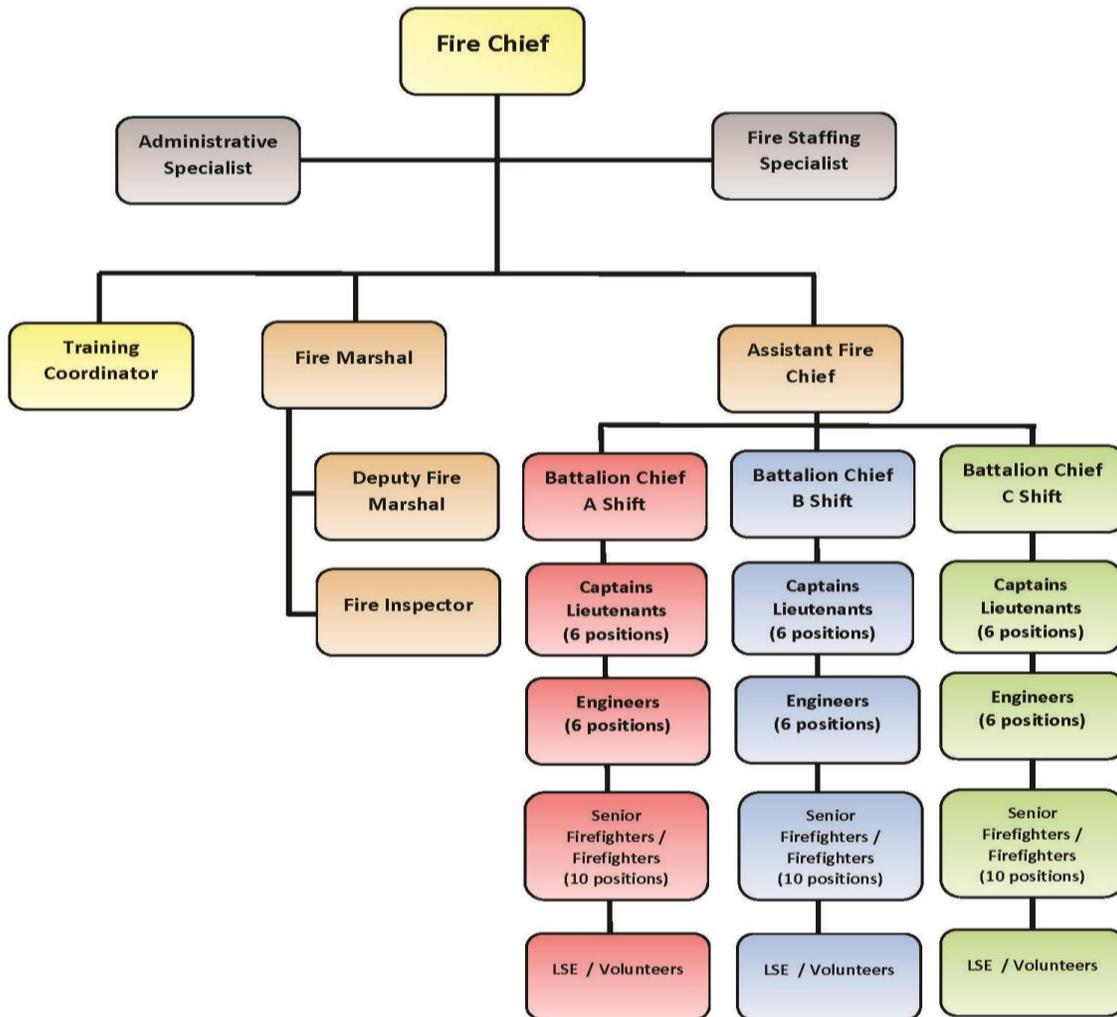


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### Organizational Structure

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### Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization's direction, a community-driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can





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be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”<sup>1</sup>

*Effective* strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progress and levels will measure success.

### **The Community–Driven Strategic Planning Process Outline**

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the Values of the organization’s membership.
6. Identify the internal Strengths and Weaknesses of the organization.
7. Identify areas of Opportunity or potential Threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the Vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

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<sup>1</sup> See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)





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### Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this Community-Driven Strategic Planning Process. The CPSE also recognizes Fire Chief Keith McGee and his team for their leadership and commitment to this process.

Development of this strategic plan took place in May 2018, beginning with a meeting hosted by a representative from the CPSE for members of the community (as named in the following table). The represented community stakeholders comprised of some that are residents within the Apex Fire Department's coverage area, while some also received services from the AFD. The department identified the stakeholders to ensure a broad representation of the community could provide input.



**Community Stakeholders Work Session**

#### Apex Fire Department Community Stakeholders

Denyse Brown	Dave Bruhn	Scott Criddle
Chet Deshmukh	Michele S. Harrison	Natalie Joens
Kathleen Lee	Hillary Liles	Samantha Royster
Mike Sayers	John Sperath	Kristi Stam
Nathan Stam	Madhu Sunku	Saritha Sunku





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### Community Group Findings

A key element of the Apex Fire Department organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization, provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization, as well as to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



**Community Stakeholders Work Session**





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### Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Apex Fire needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	81
Emergency Medical Services	2	80
Rescue – Basic and Technical	3	64
Domestic Preparedness Planning and Response	4	48
Hazardous Materials Mitigation	5	45
Community Risk Reduction	6	37
Public Fire and Life Safety Education	7	35
Fire Investigation	8	30

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session





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### Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, with focus on the department’s Mission, Values, Core Programs and Support Services, as well as the organization’s perceived Strengths, Weaknesses, Opportunities, and Threats. The work sessions involved participation by the broad organization representation in attendance, as named and pictured below.

Apex Fire Department Stakeholders			
Ryan Arnett Lieutenant	Johnathon Baker Firefighter	Ian Bass Engineer	Mike Beasley Battalion Chief
Alan Capps Battalion Chief	Lawrence Carter Battalion Chief	Scott Criddle Firefighter	David Dillon Deputy Fire Marshal
Rebecca Fisher Captain	Ryan Hillen Engineer	Matt Hoina Engineer	Karl Huegerich Fire Marshal
Kim Matthews Staffing Specialist	Jeff Maynard Assistant Chief	Keith McGee Fire Chief	Tim Medlin Lieutenant
Chris Price Fire Inspector	Gibson Reynolds Firefighter	Amy Smith Administrative Support Specialist	
Thomas Strom Lieutenant		John White Fire Training Coordinator	



Department Stakeholders





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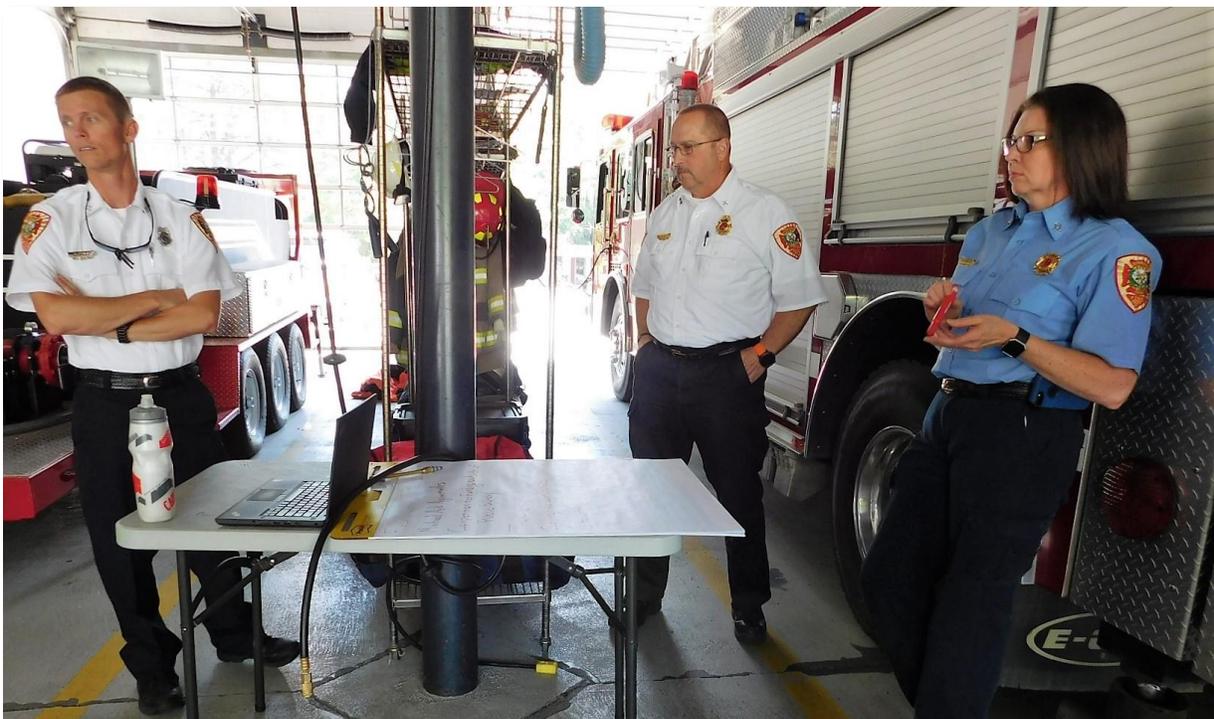
### Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

**The Apex Fire Department enhances the quality of life in our community through risk reduction, response readiness, and a genuine commitment to excellence in all that we do.**



**Department Stakeholders Work Session**





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### Values

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The Mission and Values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Apex Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

#### The Apex Fire Department values:

- **Commitment to our mission.**
- **Respect for others.**
- **Diversity of thoughts and opinions.**
- **Actions to strengthen teamwork.**
- **Continual improvement.**
- **Organizational transparency.**
- **Trustworthy leadership.**

### Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department’s core programs are provided below, while supporting services are provided in Appendix 2.

Core Programs of the Apex Fire Department		
Fire Suppression	Emergency Medical Services	Rescue – Basic and Technical
Domestic Preparedness Planning and Response	Hazardous Materials Mitigation	Community Risk Reduction
Public Fire and Life Safety Education	Fire Investigation	



Department Stakeholders Work Session





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### S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their strengths and weaknesses, as well as the possible opportunities and potential threats.

Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.



**Department Stakeholders Work Session**

### Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4).

### Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Apex Fire Department Strategic Initiatives		
Health and Wellness	Community Outreach	Training
Physical Resources	Internal Communications	Succession Planning
Organizational Culture	Accreditation	





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### Goals and Objectives

To continuously achieve the mission of the Apex Fire Department, realistic goals and objectives with timelines for completion must be established to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future while having reduced the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the Apex Fire Department leadership.

<b>Goal 1</b>	<b>Establish a physical fitness program and a physical screening schedule to improve the overall health and wellness of the AFD personnel.</b>	
<b>Objective 1A</b>	<b>Evaluate the current health and wellness programs.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
	<ul style="list-style-type: none"> <li>• Identify all existing programs.</li> <li>• Research best practices, referencing:               <ul style="list-style-type: none"> <li>○ NFPA 1582</li> <li>○ Other like size and scope fire departments</li> <li>○ Consultation with the AFD physician.</li> </ul> </li> </ul>	
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Consult with the department and town Health and Wellness Committees.</li> <li>• Consult with human resources.</li> <li>• Review the current physical agility test for candidates.</li> <li>• Evaluate the current fitness equipment.</li> <li>• Assess the current budget.</li> <li>• Formulate a report and provide it to the leadership team for future action.</li> </ul>	
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:
<b>Objective 1B</b>	<b>Identify baseline measurements of all AFD personnel.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
	<ul style="list-style-type: none"> <li>• Collect the statistics from physicals.</li> <li>• Collect statistics from JRPAT.</li> <li>• Research all lost-time injuries.</li> <li>• Run a report on sick time use.</li> <li>• Collect all data together and categorize</li> <li>• Prepare a report of the data for future use.</li> </ul>	
<b>Critical Tasks</b>		
<b>Funding</b>	Capital Costs:	Consumable Costs:
<b>Estimate</b>	Personnel Costs:	Contract Services Costs:





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<b>Objective 1C</b>	<b>Identify deficiencies in current programs.</b>	
<b>Timeframe</b>	4 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compare existing programs to research results of best practices.</li> <li>• Identify the programs AFD needs and desires.</li> <li>• Prioritize the information based on results of physical assessments and screenings.</li> <li>• Report the findings the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1D</b>	<b>Create/revise any identified programs to fix the found deficiencies.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Revise the current programs as needed.</li> <li>• Create any new programs and SOGs as needed.</li> <li>• Create a cost/needs analysis.</li> <li>• Create the budget proposal to include research grants.</li> <li>• Create a presentation to justify requests.</li> <li>• Present to stakeholders to include the fire chief, Health and Wellness Committees, and risk manager.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Educate and train personnel.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create and present PowerPoint presentations to personnel.</li> <li>• Disseminate the relevant SOGs.</li> <li>• Schedule the practice sessions for JRPAT.</li> <li>• Train personnel on proper use of new equipment.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1F</b>	<b>Implement and review the developed process</b>	
<b>Timeframe</b>	Annually, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Schedule approved screening/physicals.</li> <li>• Perform an annual JRPAT.</li> <li>• Analyze and report the results.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



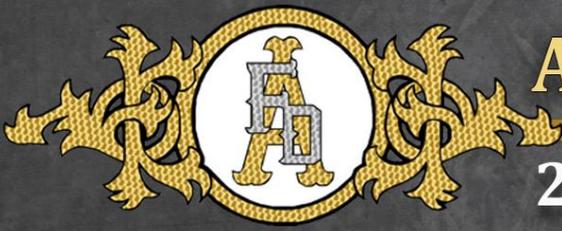


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<b>Goal 2</b>	<b>Create a comprehensive community outreach plan to better align our efforts with our citizen's expectations.</b>	
<b>Objective 2A</b>	<b>Evaluate the current programs provided for relevancy.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee to evaluate the department's community outreach.</li> <li>• Identify the current programs used by the department for community outreach.</li> <li>• Analyze what is working and what is not.</li> <li>• Report the findings from the analysis to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Identify the area(s) of need in the community and the department related to community outreach.</b>	
<b>Timeframe</b>	6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the target programs.</li> <li>• Identify the target audience(s) (age range, socio-economic, schools, etc.).</li> <li>• Conduct a cost analysis to determine the potential return on investment.</li> <li>• Research and pursue any grant opportunities or other sources of alternative funding.</li> <li>• Involve the community by asking for input on the desired programs.</li> <li>• Report the findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Establish programs that enhance community engagement.</b>	
<b>Timeframe</b>	3 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish policies and procedures for identified programs.</li> <li>• Establish any social media platforms.</li> <li>• Pursue the opportunity of a CERT member teaching CPR to the community.</li> <li>• Apply for any grant or alternative funding opportunities to help financially support the identified programs.</li> <li>• Pursue any community partnerships with community outreach in mind.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Implement any and all programs as directed.</b>	
<b>Timeframe</b>	3 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine the target audience per program.</li> <li>• Advertise through social media platforms in relation to the program.</li> <li>• Provide outreach and solicit feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 2E</b>	<b>Conduct an evaluation of programs to determine if current resources are adequate to meet community's needs.</b>	
<b>Timeframe</b>	1 year, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Evaluate each program's effectiveness.</li><li>• Revise any programs determined, based on needs.</li><li>• Apply revisions to the programs.</li><li>• Solicit feedback on the revised programs.</li></ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Department Stakeholders Work Session**





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<b>Goal 3</b>	<b>Enhance the department’s training programs to better support employee development.</b>	
<b>Objective 3A</b>	<b>Analyze the needs of the organization related to training.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify all career development required classes.</li> <li>• Identify all current employee certifications held.</li> <li>• Update all SOGs to reflect current certifications.</li> <li>• Analyze any specialized training needs.</li> <li>• Clearly express all required/mandated training for certification maintenance, regulatory requirements, and ISO.</li> <li>• Report the findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3B</b>	<b>Analyze the department’s current process for delivering training.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review classes offered over the prior 12 – 18 months.</li> <li>• Review employee training hours/elements and compare to expectations.</li> <li>• Identify classes that were cancelled due to the number of students.</li> <li>• Identify all instructor capability, availability and need.</li> <li>• Report the findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3C</b>	<b>Establish the department’s training needs.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Collect the information and data reported in the previous objectives.</li> <li>• Utilize the CRA to establish risks for which we must/should prepare.</li> <li>• Identify the certificates held by current members.</li> <li>• Identify any certification gaps.</li> <li>• Identify the need for specialized services.</li> <li>• Analyze any equipment needs and create a needs lists.</li> <li>• Report the findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



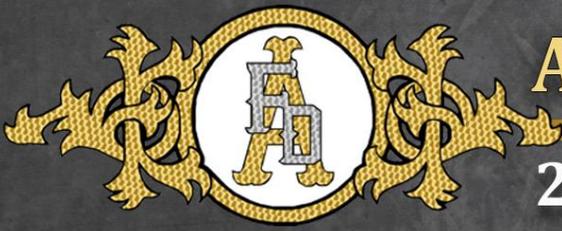


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<b>Objective 3D</b>	<b>Develop a plan to deliver training that meets the department's needs.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Categorize any identified training needs.</li> <li>• Prioritize the training categories.</li> <li>• Coordinate the delivery agencies.</li> <li>• Identify the training cycle.</li> <li>• Put the schedule out for feedback.</li> <li>• Ensure outside classes are shared within the organization.</li> <li>• Design training targeted to improve weaknesses.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3E</b>	<b>Act on the plan and carry out the training.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify and schedule needed instructors.</li> <li>• Secure the needed training facility and equipment.</li> <li>• Coordinate the training with coverage.</li> <li>• Support the training classes as needed (ongoing).</li> <li>• Begin offering training per the established plan and schedule.</li> <li>• Manage the training plan to ensure that the plan is working.</li> <li>• Constantly monitor for weaknesses and design training to address them, including drills.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Evaluate the effectiveness of the new plan.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a survey to determine effectiveness.</li> <li>• Survey all identified employees on plan effectiveness.</li> <li>• Conduct data analysis with a focus on:               <ul style="list-style-type: none"> <li>○ Training hours per employee per shift;</li> <li>○ Department training hours</li> <li>○ ISO break down.</li> </ul> </li> <li>• Conduct a comparative analysis of employee certifications.</li> <li>• Evaluate the number of employees that are prepared for promotional opportunities.</li> <li>• Give consideration as to whether the department is required to go outside for positions.</li> <li>• Report the findings to the leadership team for future action.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 3G</b>	<b>Revise the plan as needed and repeat.</b>	
<b>Timeframe</b>	3 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"><li>• Evaluate the employee survey results and make adjustments as warranted.</li><li>• Project the needs of the organization and adjust as necessary (Ladder 5).</li><li>• Make identified plan adjustments.</li><li>• Implement the plan with the adjustments.</li></ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



**Department Stakeholders Work Session**





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<b>Goal 4</b>	Ensure the department has the physical resources to meet the current and projected needs of the community.	
<b>Objective 4A</b>	Identify all current physical resources, including inventories, to include stations, apparatus, PPE, and tools and equipment.	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assign an inventory manager to manage and maintain accountability over physical resources.</li> <li>• Inventory manager assign four resource inventory leaders over stations, apparatus, PPE, and tools and equipment.</li> <li>• Each resource inventory leader to oversee the inventory of their assigned resource category.</li> <li>• Develop an inventory and evaluation form for each resource type.</li> <li>• Compile all inventories and provide them to the inventory manager.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	Evaluate all current stations.	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the evaluation process, including timeline to be used.</li> <li>• Determine the personnel needed to complete the evaluation within the time parameters.</li> <li>• Complete an assessment on current stations using the following parameters:               <ul style="list-style-type: none"> <li>○ Location</li> <li>○ Design</li> <li>○ Condition</li> <li>○ Age</li> <li>○ Capabilities</li> <li>○ Capacities</li> </ul> </li> <li>• Create a report of findings of the assessment and submit to the resource inventory leader overseeing stations.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# APEX FIRE DEPARTMENT

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<b>Objective 4C Evaluate all current apparatus.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the evaluation process, including timeline to be used.</li> <li>• Determine the personnel needed to complete the evaluation within the time parameters.</li> <li>• Complete an assessment on current apparatus using the following parameters:               <ul style="list-style-type: none"> <li>○ Age</li> <li>○ Mileage/hours</li> <li>○ Overall condition</li> <li>○ Maintenance history</li> <li>○ Capabilities</li> <li>○ Capacities</li> </ul> </li> <li>• Create a report of findings of the assessment and submit to the resource inventory leader overseeing apparatus.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4D Evaluate all current PPE.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the evaluation process, including timeline to be used.</li> <li>• Determine the personnel needed to complete the evaluation within the time parameters.</li> <li>• Complete an assessment on PPE using the following parameters:               <ul style="list-style-type: none"> <li>○ Age</li> <li>○ Condition</li> <li>○ Technology available</li> <li>○ Current specifications</li> <li>○ Current industry standards</li> </ul> </li> <li>• Create a report of findings of the assessment and submit to the resource inventory leader overseeing PPE.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4E Evaluate all current tools and equipment.</b>		
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the evaluation process, including timeline to be used.</li> <li>• Determine the personnel needed to complete the evaluation within the time parameters.</li> <li>• Complete an assessment on tools and equipment using the following parameters:               <ul style="list-style-type: none"> <li>○ Age</li> <li>○ Condition</li> <li>○ Technology</li> <li>○ Capabilities</li> <li>○ Current industry standards</li> </ul> </li> <li>• Create a report of findings of the assessment and submit to the resource inventory leader overseeing tools and equipment.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 4F</b>	<b>Complete the community risk assessment – standards of cover (CRA-SOC).</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a CRA-SOC team.</li> <li>• Receive all facilitation and instruction for the research, analysis, and development of the CRA-SOC.</li> <li>• Conduct the processes as prescribed by the CFAI relative to the CRA-SOC.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4G</b>	<b>Analyze the capabilities of current physical resources to meet the department’s service level objectives.</b>	
<b>Timeframe</b>	TBD	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Upon completion of the CRA-SOC, analyze the capabilities of current physical resources to meet the department’s service level objectives. <b>(Note: This is a place holder for future revision as plan implementation occurs and the CRA-SOC is completed).</b></li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4H</b>	<b>Prioritize identified gaps between current capabilities and the stated service level objectives</b>	
<b>Timeframe</b>	TBD	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• <b>(Note: This is a place holder for future revision as plan implementation occurs and the CRA-SOC is completed).</b></li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session





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<b>Goal 5</b>	<b>Improve department internal communications to better disseminate information.</b>	
<b>Objective 5A</b>	<b>Evaluate internal communication processes.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Send an email to all department members asking for volunteers for an internal communications improvement committee; have responses within seven calendar days.</li> <li>• Choose members from volunteers to form a committee representative of all ranks, shifts, and administration.</li> <li>• Review all communication process used within the department.</li> <li>• Review communication processes that are available but not currently being used by the department.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	<b>Identify the internal communication processes that need improvement.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Collect the data from the review processes in Objective 5A.</li> <li>• Survey the department on the effectiveness of the current internal communication processes.</li> <li>• Analyze and review the survey data.</li> <li>• Use survey data to develop a process and/or system needs list.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5C</b>	<b>Analyze and update all pertinent department documents.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Analyze all department documents that are considered forms of communication.</li> <li>• Remove all documents that are not relevant.</li> <li>• Update relevant documents to meet the current needs of the department.</li> <li>• Identify the need for new documents and create where needed.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 5D</b>	<b>Develop a system for maintaining, updating, and improving document storage and dissemination methods.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the most effective document management system.</li> <li>• Establish timelines for frequency of information dissemination.</li> <li>• Establish a timeline for document review.</li> <li>• Create a review committee for periodic evaluation of documents and document management systems.</li> <li>• Develop an appraisal report of evaluations for an Administrative Chief.</li> <li>• Develop a policy on internal communication methods based on the appraisal report and approval of an Administrative Chief.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5E</b>	<b>Train members of the department on the policy to ensure understanding and implementation.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate training needs.</li> <li>• Develop a curriculum for the training.</li> <li>• Determine needs associated with delivery of the curriculum.</li> <li>• Schedule training for all personnel.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5F</b>	<b>Periodically analyze the effectiveness of communication documents and methods.</b>	
<b>Timeframe</b>	6 months, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Re-survey the entire department on the effectiveness of the current internal communication processes.</li> <li>• Analyze the survey data to check for improvement.</li> <li>• Schedule periodic surveys for reevaluation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Goal 6</b>	<b>Create a career development program to ensure continuity of excellent leadership.</b>	
<b>Objective 6A</b>	<b>Identify all current programs the department uses for career development.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate the matrix used for career development.</li> <li>• Evaluate relevant SOGs.</li> <li>• Evaluate current training programs offered.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6B</b>	<b>Research and compile baseline data relevant to career development.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review NFPA standards for each position.</li> <li>• Consult with human resources.</li> <li>• Consult with other like size and scope departments.</li> <li>• Analyze any pertinent information available from the chiefs' association and the North Carolina League of Municipalities.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	<b>Set career development expectations for each position within the department.</b>	
<b>Timeframe</b>	5 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the current matrix based on research findings.</li> <li>• Review all relevant and current SOGs as needed.</li> <li>• Review all relevant job descriptions based on the findings.</li> <li>• Present to human resources for any feedback.</li> <li>• Review the hiring process requirements.</li> <li>• Review and revise based on other feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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## 2018-2023 STRATEGIC PLAN

<b>Objective 6D</b>	<b>Review the current promotional processes.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the application process.</li> <li>• Establish the materials list.</li> <li>• Purchase/create the written test.</li> <li>• Create the practical assessments.</li> <li>• Establish all interview requirements.</li> <li>• Conduct a cost analysis and report the findings.</li> <li>• Set the selection parameters.</li> <li>• Provide any feedback to the candidates after the process.</li> <li>• Seek approval from human resources.</li> <li>• Review and revise based on all feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6E</b>	<b>Create a training program based on the career development changes.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify all subject matter experts.</li> <li>• Schedule any needed certification classes.</li> <li>• Create all potential in-house classes for each position, to include forms, policies, and reports.</li> <li>• Conduct a cost analysis and report the findings.</li> <li>• Deliver the training.</li> <li>• Review and revise based on all feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6F</b>	<b>Create a mentorship program.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish the parameters and requirements for mentors.</li> <li>• Identify the mentors.</li> <li>• Research mentorship programs from like size and scope departments.</li> <li>• Design the program.</li> <li>• Conduct a cost analysis and budget for the program if necessary.</li> <li>• Implement the program.</li> <li>• Review and revise based on all feedback.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Goal 7</b>	<b>Develop an organizational culture that promotes empowerment, trust and open communication.</b>	
<b>Objective 7A</b>	<b>Hold positional meetings to determine current culture.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify outside person to facilitate meetings.</li> <li>• Identify and approve any funding needed.</li> <li>• Hold meetings based on location, dates and times.</li> <li>• Collect information from meetings.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7B</b>	<b>Develop the framework for the desired culture of the department.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define the internal committee through the use of the facilitator.</li> <li>• Facilitator presents the information gathered to the committee.</li> <li>• Committee sets standards to achieve desired culture within the department.</li> <li>• Create directives to disseminate to personnel.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7C</b>	<b>Present framework for desired culture set by the committee.</b>	
<b>Timeframe</b>	1 month	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Define a location, date and time to meet with entire department.</li> <li>• Identify spokesperson from the committee to present directives to the department.</li> <li>• Get feedback and answer questions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7D</b>	<b>Monitor, evaluate and adjust as necessary.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct a bi-annual random survey to evaluate the culture of the organization.</li> <li>• Measure the types of formal complaints.</li> <li>• Committee collects and reviews information from surveys, feedback and complaints to make adjustments as necessary.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# APEX FIRE DEPARTMENT

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<b>Goal 8</b>	<b>Prepare for, pursue, achieve and maintain international accreditation to better serve our community and to embrace excellence.</b>	
<b>Objective 8A</b>	<b>Form team or committee structures with management components as needed to pursue and maintain accreditation.</b>	
<b>Timeframe</b>	30 days	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify the needed team or committee structure(s) for the various components of the accreditation process.</li> <li>• Create management oversight positions to lead teams / committees, and the process overall.</li> <li>• Establish team or committee member criteria.</li> <li>• Determine the composition of the teams or committees.</li> <li>• Solicit participation to meet the composition of the teams or committees.</li> <li>• Develop and complete the selection process.</li> <li>• Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8B</b>	<b>Prepare a community-driven strategic plan.</b>	
<b>Timeframe</b>	3 months and on-going	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about AFD.</li> <li>• Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years.</li> <li>• Determine a work plan for the accomplishment of each goal and implement the plan.</li> <li>• Annually evaluate objectives accomplished with the plan.</li> <li>• Report annual plan progress to internal and external stakeholders.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8C</b>	<b>Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.</b>	
<b>Timeframe</b>	6 – 12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on hazard and risk assessment, and standards of cover preparation.</li> <li>• Perform community hazards and risk assessment.</li> <li>• Evaluate historical community emergency response performance and coverage.</li> <li>• Establish benchmark and baseline emergency response performance objectives.</li> <li>• Establish and publish the Community Risk Assessment - Standards of Cover.</li> <li>• Maintain, and annually update the Standards of Cover document.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 8D</b>	<b>Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.</b>	
<b>Timeframe</b>	6 - 9 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Obtain instruction on writing a CFAI self-assessment manual.</li> <li>• Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate.</li> <li>• Review self-assessment and ensure all reference items are in order.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8E</b>	<b>Achieve agency accreditation by the CFAI.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Apply for “Candidate Agency” status with the CFAI.</li> <li>• Prepare for CFAI Peer Assessor Team visit.</li> <li>• Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team.</li> <li>• Host CFAI Peer Team site visit for accreditation review.</li> <li>• Receive CFAI Peer Team recommendation to CFAI for Accredited status.</li> <li>• Receive vote during the CFAI hearings in favor of Accredited status.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 8F</b>	<b>Maintain accreditation with the CFAI.</b>	
<b>Timeframe</b>	Ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Submit required Annual Compliance Reports.</li> <li>• Attend CFAI “Dayroom Discussion” web-meetings for continued education.</li> <li>• Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices.</li> <li>• Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies.</li> <li>• Submit Annual Compliance Reports as required by CFAI policies.</li> <li>• Establish succession development of internal accreditation team in preparation for next accreditation cycle.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# APEX FIRE DEPARTMENT

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### Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

#### **Apex Fire Department's 2023 Vision**

is to be widely known as an internationally accredited fire service agency that continues to enhance the quality of life in our community through excellent service.

As we continue to change, we will honor those we serve and each other while celebrating our legacy and shifting our focus and culture toward excellence in all we do. Our investment in our greatest asset, our members, will be realized by bolstering our training and succession planning processes to ensure we are ready now and in the future. To support our member's longevity, we will continue a progressive approach to their health and wellness, providing a long-term return for the people of Apex. This will be further supported by improved internal communications systems to further support the success of our mission.

For us to meet the demands of change and an evolving public, we will strengthen our relations and outreach to bring understanding and autonomy with those who provide us purpose. The management of our physical resources will focus on sustainability and growth so that we can meet the mission for our citizens, while being good stewards of their trust.

Dedicated to those we serve, our families, and ourselves, we will always personify our professionalism and dedication as we hold each other accountable for fulfilling our mission, living our values, accomplishing our goals, and bringing the futurity of this vision to reality.





# APEX FIRE DEPARTMENT

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### Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output that leads to the intended outcomes. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing

your output results, and then tracking your trajectory with rigor."<sup>2</sup> Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To determine if the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government

David Osborn and Ted Gaebler

<sup>2</sup> Collins Good to Great and the Social Sectors. Boulder, 2009





# APEX FIRE DEPARTMENT

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A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

### The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

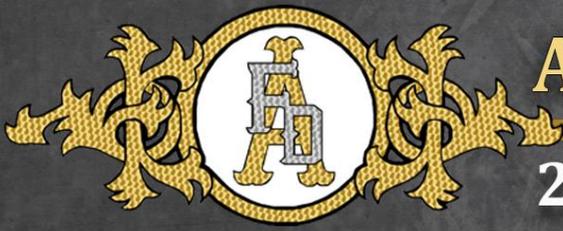
**“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”**

Good to Great and the Social Sectors  
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>3</sup>

<sup>3</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*





# APEX FIRE DEPARTMENT

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### Glossary of Terms, Acronyms, and Initialisms

<b>Accreditation</b>	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
<b>AVL</b>	Automatic Vehicle Locator
<b>CAM</b>	Cary, Apex, Morrisville
<b>CERT</b>	Community Emergency Response Team
<b>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<b>CRA</b>	Community Risk Assessment
<b>Customer(s)</b>	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>Environment</b>	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
<b>EOC</b>	Emergency Operations Center
<b>FDIC</b>	Fire Department Instructors Conference
<b>FEMA</b>	Federal Emergency Management Agency
<b>FRI</b>	Fire Rescue International
<b>GIS</b>	Geographic Information System
<b>HR</b>	Human Resources
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>JRPAT</b>	Job Related Physical Ability Test
<b>LEPC</b>	Local Emergency Planning Committee
<b>Mission</b>	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.





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<b>NFA</b>	National Fire Academy
<b>NFPA</b>	National Fire Protection Association
<b>Outcome</b>	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
<b>Output</b>	A performance indication where a quality or number of units produced is identified.
<b>PSAP</b>	Public Safety Answering Point
<b>Performance Measure</b>	A specific measurable result for each goal and/or program that indicates achievement.
<b>PTSD</b>	Post Traumatic Stress Disorder
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SOG</b>	Standard Operating Guideline
<b>Stakeholder</b>	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
<b>Strategic Goal</b>	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.
<b>Strategic Objective</b>	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
<b>Strategic Plan</b>	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
<b>Strategic Planning</b>	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
<b>Strategy</b>	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats.
<b>Vision</b>	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.





# APEX FIRE DEPARTMENT

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Collins, J. (2009). *Good to Great and the Social Sectors*. Boulder: Jim Collins.

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### Appendix 1

#### Community Expectations

Understanding what the Apex, North Carolina community expects of its fire emergency services organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the career field and the future direction they envision for the Apex Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the career field and future direction responses of the key stakeholders:

#### Community Expectations of the Apex Fire Department (in priority order)

1. Prompt response times. Prompt response. Show up quickly when called. Timely delivery of service. Quick response time. To arrive in a timely manner during an emergency. Fast response time, having enough resources to handle the unexpected. Response time, especially as our community grows. (38)
2. Work with the community to provide education and utilize your existing pool of volunteers for community educators and outreach. Inform and educate the community. Community public education - fire safety, medical (CPR, babysitting, first aid training). Community education. General fire safety education. Targeted fire safety/gas emissions to the elderly. Carbon monoxide education for the public. Education for the public. (18)
3. Respond to disasters and emergencies (and prepare via training and up-to-date methodologies). Continued training of current staff. Train AFD personnel to the latest/best standards of firefighting and patient care. Training/fire & EMS. Well-trained professionals. Up--to-date training. (17)
4. Protect human life in the normal course of your duties. Protect property. Prioritizing the protection of life and property. (14)
5. Involvement and integration of volunteer-based groups (CERT). Continued/increased support for and involvement with Apex Community Emergency Response Team (CERT). Incorporate CERT into emergency operations plans, so they can be remembered and utilized (and trained with). (11)





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6. Equipment. Up-to-date technology for the fire department (including trucks). To make sure that each firefighter is provided with each and every piece of equipment needed. (10)
7. Professionalism. Professional and respectful personnel. Courtesy and respectful of person and property. (9)
8. Involvement in community activities. Encourage youth and school-age children to visit stations. Take the fire service to the community. Make the stations the center of community activities as it was in the past. Community awareness and involvement. Visibility in the community. (9)
9. Personnel. Adequate amount of staff on call/location. Number of team members to handle the new growth. (7)
10. Coverage/response. (5)
11. Effective delivery of emergency services. (5)
12. Availability of services. (5)
13. Effective prevention program (inspections and education). (4)
14. Give clear instructions to effected party during the emergency. (4)
15. Accessibility to services. (4)
16. Provide excellent fire service to the residents of Apex and surrounding areas, as needed through mutual aid. (3)
17. Outreach to potential new firefighters and personnel - encourage as a career. (3)
18. Awareness of services in the community. (2)
19. Capacity during surge-type events. (2)
20. Town support. (1)
21. Keep the shiny side up. (1)
22. Planning to meet future needs given approved and anticipated growth. (1)
23. Collaboration with the community (businesses and residential). (1)





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### Areas of Community Concern

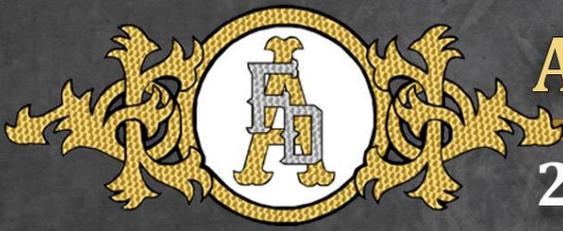
The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the key stakeholders prioritized and weighted accordingly:

#### Areas of Community Concern about the Apex Fire Department (verbatim, in priority order)

1. Apex is such a fast-growing community. Do you have the increasing membership to keep up with the increased demands? Expansion of the town and AFD's ability to keep up with the pace. Recruitment of new firefighters in the face of expanding town borders. As fast as the town is growing, I am concerned that we do not have enough firefighters (or police or EMS) to serve the population. Adequate staffing for demands. Staffing - good, well-trained personnel with pay and benefits allowing them to live in their service area. Town may be growing faster than the department. Our community's rapid population growth - coverage for population. Ability to scale to meet a growing community's needs. (42)
2. Do you have the necessary budget to maintain facilities and provide the most recent training methodologies? I know nothing about the town's budget, but I am concerned that the fire department will have the budget it needs for top-notch training, operations, and protective equipment. Funding to meet needs. Proper funding from government for premium service. Making sure staff have the tools they need to perform effectively. Funding for more fire departments. (22)
3. Due to town expansion, we need to make sure we have sufficient thoroughfares to ensure prompt response times (think traffic). Response times. Growing traffic - difficult to respond quickly to needs. Traffic, traffic, and more traffic! (14)
4. Training to handle all disasters. Maintain technical competence given the range of services provided. Response preparedness. Preparedness to handle major community disasters. (14)





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5. I'd like to see more utilization of CERT volunteers to assist you responding (where appropriate) and to provide support services. Regular incorporation of CERT team in trainings, planned events, and unplanned events. I hope that AFD and the town of Apex will continue to support CERT. Greater support (monetary maybe) would be wonderful. (9)
6. In neighborhoods, people park on both sides of the street and may not allow enough clearance for emergency vehicles. Too many people on the streets, not allowing emergency vehicles to pass. (9)
7. Station locations. Station location for rapid response and number of stations combined with PD and medical. (8)
8. Awareness of what non-emergency services are provided by the fire department. (5)
9. Limitations on the availability of resources in the event of a large-scale event (e.g. EQ). Ability of AFD to respond to large-scale (i.e., Shearon Harris) event without becoming overwhelmed. It is hard to be prepared for large-scale emergencies, but natural disasters - domestic terror preparation. (4)
10. From what I have seen, Chief McGee is an excellent leader; I hope Apex will be able to keep him. (4)
11. Are their radios able to communicate with other agencies during an emergency? (4)
12. Lack of understanding as to when to call the fire department in non-fire situations. (4)
13. Supervision. (3)
14. Coordination/cooperation with other public service departments. (3)
15. Stronger violations for vehicles not yielding. (3)
16. Knowledge of all communities served. Maintain experience given rapid growth. (2)
17. Four crew members per unit. (2)
18. Location of hazards relative to the location of residential homes. (2)
19. Safety while working. (2)
20. New construction homes and businesses not having fire sprinklers. (2)
21. Two units per fire call. (1)
22. Proper planning of communities for emergency access - dead end streets / two methods of exit from businesses and neighborhoods. (1)





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### Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

#### Positive Community Comments about the Apex Fire Department (verbatim, in no particular order)

- Well supervised by Chief McGee.
- Good senior officers.
- Good line officers.
- Good, new and up to date equipment.
- Fire code enforcement.
- Fire department appears to work in harmony with the police department and EMS.
- Building inspections are timely.
- Department involved in educating when called upon (schools, church, etc.).
- Keith McGee is a big positive. He has a friendly, open manner that is much appreciated by the public. He is available and visible.
- Battalion Chief Mike Beasley is very supportive of CERT and always willing to help the team with training, even on his days off.
- I do feel that integration of CERT is improving, and I hope this will continue.
- Most AFD personnel I have interacted with have been very professional.
- Chief McGee has been very supportive of CERT.
- Battalion Chief Beasley has been absolutely instrumental in CERT's formation!
- The fire department is great when interacting with members of the community. Always friendly and professional.
- They are generous with their time and providing space for the CERT program.
- Great response time!
- They are generous with their time in speaking at schools and talking/presenting to the children.
- Willingness to open up and listen to the community concerns.
- Friendly 😊.
- A willingness to put yourself in harm's way for the sake of others.





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- Positive work environmental and culture.
- My kids see you as heroes!
- Great involvement in community events.
- My kids love the pancake breakfast 😊.
- Friendly staff.
- We've had several firefighters do education programs at our school – GREAT JOB!
- I think it is great you are seeking accreditation.
- I like that you reached out to the community for feedback.
- The AFD does a great job and interacting with the community in many ways. Does a good job.
- Personnel well trained.
- Community involvement in planning a strong positive.
- Involvement in the community.
- Always setting a great example.
- Educating the public.
- Working with schools, public and businesses.
- Very community oriented.
- Friendly.
- Have great service attitudes.
- Cooperation with other agencies.
- Want to be part of events helping community services.
- Appreciate all the efforts the fire department is doing today.
- Would like to see more initiatives to involve newly built communities in the area.
- Responsiveness is awesome.
- I cannot say it enough, our Apex Fire Department is by far the best any city, county, district has.
- Their compassion, knowledge, ability to think out of the box is exceptional.
- Their response time in every one of our calls has been excellent.
- Their community outreach awesome, from Facebook posts, community events, to keeping us Apexians up to speed on fire safety!
- Thank you to all of the men and women of the Apex Fire Department.
- AFD has visited the businesses to determine fire safety in the office.
- Inviting community for strategic planning.





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### Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

#### Other Community Comments about the Apex Fire Department (verbatim, in no particular order)

- Move Station 3 to intersection of 55 and 64. Convert station 3 to admin offices and training. Remodel Station 1 and leave downtown on Salem St.
- I like the way that you are involving the community in developing your strategic plan.
- Apex CERT is grateful to AFD for continued support. We would love to be more involved with training and response. Chief McGee has been verbally receptive to this, we are just all so busy, we haven't been able to make concrete plans. But I believe we will! Also, very grateful to Mike Beasley for starting CERT and continuing to support us. We'd really like exposure to more staff, not just Station 3.
- AFD could also benefit from an increase in social media presence to "get the word out".
- I think you could utilize your pool of volunteers and social media. You greatly expand your community education opportunities and allow the community to rally and support you. People want to help, to give something back for all you do. People love the fire department, letting them have a glimpse daily via FB would be beneficial.
- Thank you for your service.
- You may seek more feedback on the program on the program prioritization of services through a survey online.
- Continue to be awesome!
- Would like to thank Apex Fire Station 3 for responding to CO alarm that I just wanted to disregard as needing new batteries. They were very professional. The final result – Sears technician had installed a part upside down when repairing the gas stove. I am extremely grateful to the fire station and for their cooperation with PSNC Energy.
- Collaborative with other emergency services on prevention of single events and large-scale disasters.
- Develop educational materials/videos/social media.
- Use/encourage students into the planning process.





# APEX FIRE DEPARTMENT

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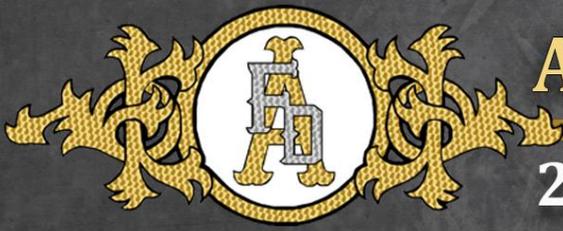
### Appendix 2

Supporting Services of the Apex Fire Department		
Training	CERT	Logistics
PSAP	Automatic/Mutual Aid	Town Council
American Red Cross	Finance Department	Law Enforcement
Public Works	County Fire Services	State Fire Marshal's Office
Wake County EMS	Information Technology	Vendors
Purchasing	City Inspections	Fleet and Facilities Services
Human Resources	Apex Water Resources	Apex Power
Duke Energy	State Emergency Management	Office of Emergency Medical Services
Wake Tech	NC State Firefighter's Association	Instructor Society
Explorer Post	National Fire Academy	NC Fire Chief's Association
FEMA	LEPC	NC State Fire Commission
Wake County Association of Fire Chiefs		



Department Stakeholders Work Session





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### Appendix 3

#### Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that 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 staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Apex Fire Department	
Talented/proficient personnel	Job growth/promotions/recruitment
Constantly seeking equipment upgrades	Community support
Town government support	Health and Wellness Program
Compensation	SOG/policies
Striving toward diversity in the department	Probationary training – positional training
Encouraging self-improvement	Departmental pride
Water system capabilities	Strong fireground presence
Inspiring mission/vision/values	Ample training opportunities
Experience in multiple fields – rescue	Many knowledgeable instructors for inhouse training
Communications interoperability	Data collection and management
Support for research changes to equipment	CISD implementation
Age of trucks	Public image
Departmental alignment with governance personnel	Strong EMT skills particularly due to relationship with Wake EMS
Relationships with regional departments	Increased use of data for justification
Improved apparatus specs (\$355K to \$515K)	CAM improvements
Utilization of technology (Active 911, Target Solutions, Firehouse, ESRI)	Improved and current equipment (Lion gear, Edraulics, TICs)
Relationships with PD, EMS, Planning	Ability to work with other agencies seamlessly
Age of department personnel	Personnel willing to assume a collateral duty
Proactive – after fire decon, slicers, flow path, firefighter cancer awareness	Reasonably well-funded





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### Weaknesses

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 it functions poorly or not at all. 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 department stakeholders as weaknesses:

Weaknesses of the Apex Fire Department	
Consistency between shifts and stations	Lack of an Apex way of doing things (i.e. training)
Lack of accountability to rules and expectations	Lack of our own facility to train
Insufficient officer training	Lack of succession planning
Lack of administration personnel to support personnel and operations	Compromising resource distribution (for meetings, training)
Lack of social media use.	Lack of fire experience (real world)
No recruitment program	No public educator position
Town-wide staffing level is low. Every department needs more staff.	Lack of expressed clear vision of the organizations future
Station locations	Station designs (inadequate bedroom space)
Coverage of north/west area – we need Station 6	Inability to specialize (engine/truck/rescue)
Rescue 4 cross-staffed	Physical fitness equipment, distribution
Organizational reluctance to change	Organizational communication
Lack of follow through with activities and initiatives	Lack of employee recognition
Not yet fully leveraging technology	Lack of fully utilizing GIS
Apparatus consistency (front-bumper line as an example)	Poor SOG implementation process. Also review schedule needs to be formalized
Reactive vs. proactive	Completion/implementation of ideas
Inefficiencies in procurement and logistics	Lack of administrative space
Health/wellness (i.e. cancer prevention)	Collateral duties – overwhelming
Lack of buy-in for data collection	Young department
Lack of deadlines to complete projects	Lack of delegation
Lack of technology (AVL)	Lack of career development
Lack of in-service training	Complacency
Department size and coverage	Lack of community outreach and formal program
Over-specialization within the department – rescue, water, etc.	





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### Opportunities

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. The department stakeholders identified the following potential opportunities:

Opportunities for the Apex Fire Department	
Growth – more stations, people, tax money	CERT
Community outreach (social media) – promote services	Attendance at external events (NCFFF Memorial, Camp Celebrate) – positive exposure
Grants	Public/private partnerships (P3s) – Dixie pipeline
Training (NFA, SOG, FRI, Excellence, FDIC)	Career fairs to recruit
Cary Apex Morrisville – policies, training center, PSAP	Close proximity to state legislative body and Commissioner of Insurance
Develop a relationship with the media	Beta test site (EPR Fireworks)
Fire Ops 101	Partnerships with NC Safe Kids
Utilize LEPC expertise for planning	Cooperative purchasing
Community education (CPR classes, home safety inspection)	Station community room (birthday parties, meetings)
Open House – annually	Mutual aid training
EOC training	Support of the general public
Support from town government	Strong relationships with mutual aid departments
Low crime/high income area	Emergency management preparedness
Improved interdepartmental cooperation (police department, public works)	





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### Threats

By recognizing possible threats, an organization can 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 department stakeholders were as follows:

Potential Threats to the Apex Fire Department	
Fiscally conservative town council	Mutual aid agreements content
Competition for funding outside of public safety	Traffic
Community complacency	Growth/service demands
Technology – equipment	Technology – social media
Do more with less (resources stretched thin due to growth)	High Hazard – EQ, Sharron Harris, Dixie Pipeline, railroads
Health and wellness (i.e. cancer)	Increased operational costs
Building construction	PSAP/dispatch – dispatch times, run card
Privatized services	Litigation
Qualified personnel availability	Opioid crisis
Firefighting robots	Aging population
Aging built environment	Infrastructure (roads, water, railroad)
Media coverage (unfair, exaggerated)	Unfunded mandates – fire-based EMS
Environmental regulations	Weather events
Rising community expectations	Issues associated with cultural/religious diversity
Active shooters (call 911 to harm responders)	Public perception (not as perfect as they expect)
General complexity of equipment requiring specialists to repair/service	





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### Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p><b>Health &amp; Wellness</b></p> <ul style="list-style-type: none"> <li>○ Equipment needs</li> <li>○ Lack of requirements/goals</li> <li>○ Scheduling</li> <li>○ Buy-in</li> <li>○ Cancer</li> </ul>	<p><b>Firefighter Health &amp; Wellness</b></p> <ul style="list-style-type: none"> <li>○ Cancer rates of firefighters</li> <li>○ Lack of fitness equipment</li> <li>○ PTSD and firefighter suicide rates</li> <li>○ Lack of cardiac fitness</li> <li>○ Substance abuse</li> <li>○ Tobacco use</li> <li>○ Sleep deprivation</li> <li>○ Nighttime calls (cardiac impact)</li> <li>○ Bloodborne exposures</li> </ul>
<p><b>Community Outreach</b></p> <ul style="list-style-type: none"> <li>○ Lack of social media presence</li> <li>○ Community education (babysitting, CPR)</li> <li>○ Open House/birthday parties</li> <li>○ Recruiting</li> <li>○ Focused/targeted public education (Remembering When)</li> <li>○ Home safety check</li> </ul>	<p><b>Community Outreach</b></p> <ul style="list-style-type: none"> <li>○ Lack of public educator position</li> <li>○ No formal program</li> <li>○ We don't communicate our services well</li> <li>○ Poor use of social media</li> <li>○ Culture of the department that doesn't like this responsibility</li> <li>○ Lack of dedication to prevention</li> <li>○ Lack of CERT utilization</li> </ul>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>○ Annual requirements</li> <li>○ Consistency</li> <li>○ Follow through</li> <li>○ Training programs</li> <li>○ Hands-on</li> </ul>	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>○ Insufficient staff dedicated to training</li> <li>○ Lack of qualified instructors</li> <li>○ Equipment in-service training is not existent</li> <li>○ Process for formulating training budget</li> <li>○ Lack of training facility</li> <li>○ Time not used for training effectively</li> <li>○ Lack of consistently structured training</li> <li>○ Not carrying out company officer training</li> </ul>
<p><b>Equipment</b></p> <ul style="list-style-type: none"> <li>○ Funding</li> <li>○ Purchasing evaluation/testing/procedures</li> <li>○ Standardization</li> <li>○ Advancing technology (R&amp;D)</li> <li>○ Replacement schedule</li> </ul>	<p><b>Organizational Culture</b></p> <ul style="list-style-type: none"> <li>○ Lack of consistency between shifts</li> <li>○ Accountability to rules and expectations</li> <li>○ Formulation and dissemination process of SOGs</li> <li>○ Reluctance to change</li> <li>○ Lack of trust</li> <li>○ Clear vision of the organization's future is not out yet</li> <li>○ Poor supervision (ineffective)</li> <li>○ Lack of buy-in</li> <li>○ Generational gaps</li> <li>○ Perceptions of current reality</li> <li>○ Lack of personal/crew/shift accountability</li> </ul>





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### Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
<p>Internal Communications</p> <ul style="list-style-type: none"> <li>○ Resistance to change</li> <li>○ Dissemination methods</li> <li>○ Inconsistent messages</li> <li>○ Chain of command</li> <li>○ Passing down good information</li> <li>○ Delegation</li> <li>○ Weekly updates</li> <li>○ Semi-annual meetings</li> </ul>	<p>Department Staffing</p> <ul style="list-style-type: none"> <li>○ Rescue 4 not staffed</li> <li>○ Lack of administrative positions (logistics, training, assistant chief)</li> <li>○ Still have two engines with three personnel</li> <li>○ Number of personnel assigned collateral duties</li> <li>○ Inability to support leave slots</li> <li>○ Inability to use comp leave</li> </ul>
<p>Career Development</p> <ul style="list-style-type: none"> <li>○ In-house training, position-focused</li> <li>○ Encouragement</li> <li>○ Consistency</li> <li>○ HR classes (evaluations, accident reports, etc.)</li> </ul>	<p>Growth</p> <ul style="list-style-type: none"> <li>○ Distribution of stations</li> <li>○ Distribution of resources (trucks)</li> <li>○ Concentration of stations</li> <li>○ Personnel ready to promote?</li> <li>○ Succession planning</li> <li>○ Practical experience</li> <li>○ Cross-staffed rescue</li> <li>○ Up-front involvement with town growth</li> </ul>
<p>Leadership</p> <ul style="list-style-type: none"> <li>○ Delegation</li> <li>○ Training consistency with crew</li> <li>○ Consistency</li> <li>○ Lack of accountability</li> <li>○ Chain of command</li> <li>○ Follow through</li> <li>○ Umbrella statements/punishments</li> <li>○ Deadlines</li> <li>○ Mentorship</li> <li>○ Supervisor versus friend</li> </ul>	
<p>Response Times</p> <ul style="list-style-type: none"> <li>○ Station locations</li> <li>○ Traffic</li> <li>○ Call-processing time</li> <li>○ Turnout times</li> <li>○ Call volume</li> </ul>	

