Apex Fire Department

STRATEGIC PLAN

2026-2030

919-362-4001
315 W. Williams St., Apex, NC 27502

Table of Contents

Mission, Vision, Values	03
Organizational Chart	04
Goals	05
Goal 1 & Objectives	06
Goal 2 & Objectives	10
Goal 3 & Objectives	19
Goal 4 & Objectives	23
Goal 5 & Objectives	28
Goal 6 & Objectives	31
Appendix A - Internal SWOC Summary	34
Appendix B - External Survey Results	41

MISSION STATEMENT

To selflessly serve by proactive risk reduction, operational readiness, and effective response in the pursuit of organizational excellence.

VISION STATEMENT

To be a trusted leader in the fire service by setting the standard through innovation, continual improvement, and unwavering commitment to the safety and growth of our staff and community.

DEPARTMENT VALUES

The Apex Fire Department proudly upholds the Town of Apex's PEAK values, embedding them into every aspect of our service. These additional guiding principles shape our culture, our decisions, and our commitment to those we serve.

Performance

- Commitment
- Excellence
- Professionalism

Empowerment

- Ownership
- Respect
- Voice

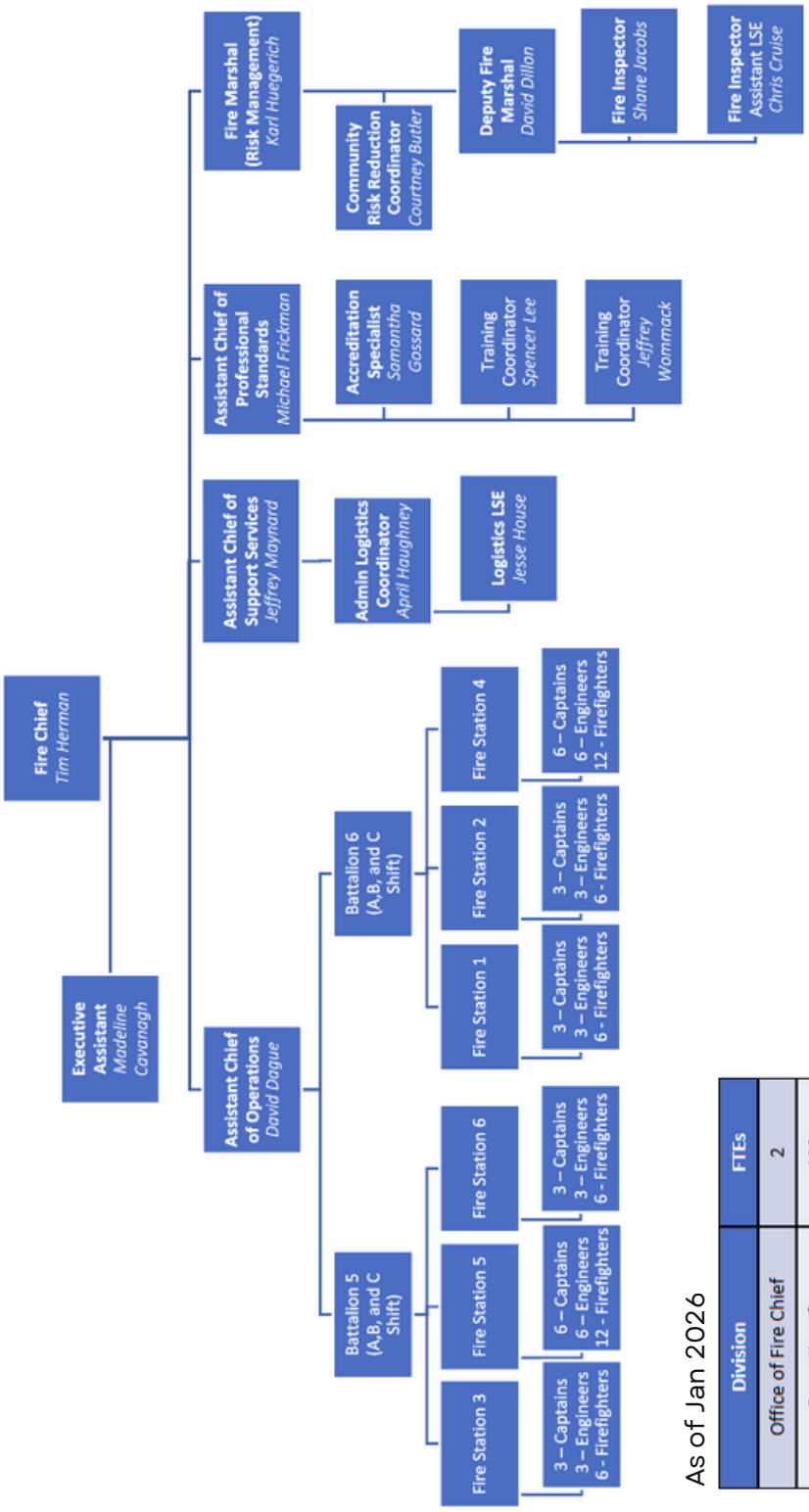
Accountability

- Humility
- Integrity
- Transparency

Knowledge

- Development
- Expertise
- Reflection

Organizational Chart



As of Jan 2026

Division	FTEs
Office of Fire Chief	2
Operations*	109
Support Services	2
Professional Standards	4
Risk Management	4
Total	**121**

**Operations includes 6 overhire positions*

Goals

Goal 1: Enhance Department Health, Wellness, and Safety through Proactive Support and Risk Reduction

Goal 2: Promote a Culture of Learning, Leadership, and Continuous Improvement within the AFD

Goal 3: Enhance AFD's Response Readiness and Maximize Operational Efficiency

Goal 4: Reinforce Department Infrastructure, Logistics, and Fleet Readiness to Support Operational Excellence

Goal 5: Strengthen Community Risk Reduction through Public Education, Code Compliance, and Technology-Driven Transparency

Goal 6: Build Community Resilience and Town Emergency Preparedness through Coordinated Planning, Outreach, and Response Capabilities

Goal 1: Enhance Department Health, Wellness, and Safety through Proactive Support and Risk Reduction

Purpose: To develop a healthy and mission-ready workforce by prioritizing physical, mental, and emotional well-being of all personnel.

Objective 1A: Strengthen Behavioral and Mental Health Support Systems for All Personnel

Objective 1B: Promote and Sustain Optimal Physical Health and Wellness for All Personnel

Objective 1C: Strengthen Operational Safety and Risk Management through a Proactive and Data-Informed Approach

Objective 1A: Strengthen Behavioral and Mental Health Support Systems for All Personnel

Purpose: To foster a resilient, supportive, and stigma-free work environment by proactively addressing behavioral and mental health needs of fire department personnel.

Initiatives:

- Normalize mental health discussions across the department
- Implement officer training on behavioral health recognition
- Use behavioral/mental health training for professional development and promotions
- Deploy a behavioral health survey; use results to guide support initiatives
- Establish new return-to-duty format incorporating mental health
- Establish decision trees for mental health needs
- Enhance accessibility to mental health professionals, focusing on confidentiality and affordability

Measures:

- 90% completion rate of mental health awareness training by all staff annually
- Design and completion of behavioral health survey
- Inclusion of behavioral/mental health component in officer assessments

Objective 1B: Promote and Sustain Optimal Physical Health and Wellness for All Personnel

Purpose: To enhance operational readiness, reduce risk of injury, and support long-term health of all department members through targeted fitness and preventative health programs.

Initiatives:

- Recognize individual achievements in JRPAT and physicals
- Maintain alignment with NFPA 1582 & 1583
- Initiate a cancer screening program (e.g., NC Cancer Cohort or funded through physical)
- Reduce carcinogen exposure utilizing industry best practices to mitigate vehicle exhaust and isolated turnout gear storage
- Implement station alerting best practices and identify effective shift/sleep schedules
- Identify more staff retention initiatives related to quality of work/life balance
- Complete wellness survey to identify gaps and satisfaction levels within the program

Measures:

- 100% operational personnel compliance with NFPA 1582 physicals annually
- 70% completion rate in wellness survey to properly evaluate the program

Objective 1C: Strengthen Operational Safety and Risk Management through a Proactive and Data-Informed Approach

Purpose: To minimize occupational hazards, reduce preventable injuries, and build a culture of safety accountability across all ranks, in accordance with NFPA 1500.

Initiatives:

- Track illness/injury linked to safety/performance
- Develop a safety committee to analyze accidents and revise policies
- Improve injury/exposure tracking, reporting, and light duty/workers' comp procedures
- Digitize all documentation processes

Measures:

- 40% decrease in OSHA-reportable/recordable incidents within three years
- 100% completion of minimum OSHA training hours for all staff

Goal 2: Promote a Culture of Learning, Leadership, and Continuous Improvement within the AFD

Purpose: To cultivate an organizational environment that values growth, accountability, and innovation by investing in training, leadership development, and ongoing performance improvements.

Objective 2A: Develop and Implement a Multi-Year Training Plan to Support Operational Excellence and Career Progression

Objective 2B: Foster a Culture of Performance, Accountability, and Data-Informed Decision-Making

Objective 2C: Establish AFD as an EMS Continuing Education Delivery Agency

Objective 2D: Strengthen Leadership Capacity and Prepare Succession Planning at All Levels

Objective 2E: Establish a Structured and Scalable Policy Management System to Support Organizational Consistency and Growth

Objective 2F: Achieve CFAI Accreditation to Advance Service Excellence, Accountability, and Continuous Improvement

Objective 2A: Strengthen Operational Safety and Risk Management through a Proactive and Data-Informed Approach

Purpose: To design and execute a structured, multi-year plan that aligns with department priorities, ever-changing service demands, and individual career progressions.

Initiatives:

- Expansion of training division staff to include supervisor over training coordinators and special operations response
- Long range planning for training center facilities and storage solutions/trailers to meet future training needs
- Conduct a full inventory and condition assessment of existing training equipment including forcible entry props, ventilation props, smoke machines, rescue manikins, technical rescue gear, and all other miscellaneous resources
- Become a direct delivery agency for NC Fire & Rescue Commission once available
- Identify, mentor, and certify at least 2 level 1 instructors annually to grow internal instructional capacity
- Offer rotating certification courses for career progression
- Identify annual driving training needs and deliver classes
- Deliver annual training for all personnel (sworn and non-sworn)
- Establish a cross-sectional training committee for all-hazards
- Establish a rotating schedule of live fire training for each shift twice a year
- Develop a database of performance metrics to identify trends, training gaps, and update annual training priorities

Objective 2A: Strengthen Operational Safety and Risk Management through a Proactive and Data-Informed Approach

Measures:

- Training plan completed by Q1 2027
- Completion of inventory and condition assessment of training equipment by Q3 2026
- 95% quarterly compliance of required staff for ISO training needs
- Long range training needs assessment completed by 2027

Objective 2B: Foster a Culture of Performance, Accountability, and Data-Informed Decision-Making

Purpose: Build and sustain a progressive organizational culture that embraces aggressive performance standards, uses data to drive decisions on the fireground, and prioritizes service delivery. This culture will empower personnel at all ranks to pursue operational excellence and challenge the status quo.

Initiatives:

- Strengthen firefighter survivability, situational awareness, and rescue capability through focused RIT, survival, and fireground skill development
- Implement an annual search-focused training, deep-rooted in *The Book of Search*, The Firefighter Rescue Survey data, and other reference material emphasizing high-probability victim locations, VES (Vent-Enter-Search) tactics, and coordinated search methods
- Develop a training cadre rotation schedule that ensures appropriate engagement and buy-in across all shifts and ranks
- Ensure search culture curriculum is integrated into career development from recruit to battalion chief
- Implement Significant Activity Report (SAR) review process to review department performance
- Create an internal digital library of videos, victim rescue debriefs, key metrics from Firefighter Rescue Survey and other “lessons learned” to support continuous improvement

Objective 2B: Foster a Culture of Performance, Accountability, and Data-Informed Decision-Making

Measures:

- Conduct a minimum of two department-wide RIT/Survival evolutions annually with at least 90% participation from all operations staff
- Documented improvement year-over-year for every AFD engine/ladder/rescue company utilizing performance-based evaluations
- 85% participation in “lesson learned” assignments in VectorSolutions
- # of training requests processed by Training Division quarterly

Objective 2C: Establish AFD as an EMS Continuing Education Delivery Agency

Purpose: Position the AFD as a certified and self-sustaining provider of EMS continuing education by developing in-house training, certifying internal instructors, and aligning the curriculum with state and county standards.

Initiatives:

- Develop relationships with and integrate Wake County Medical Director/WCEMS input to tailor education to trends and system needs
- Comply with NCOEMS direct delivery standards
- Identify and certify a minimum number of EMS instructors to support year-round delivery
- Secure EMS training equipment budget
- Incorporate case reviews, skill labs, and scenario-based assessments into all CE sessions
- Use data from Quality Management (QM) reviews to shape ongoing education priorities and establish a continuous feedback loop between operations staff, QM staff, and WCEMS staff to ensure clinical relevance

Measures:

- Complete NCOEMS process to become direct delivery agency by 2027
- Achieve minimum of two certified Level 1 instructors by 2027
- Achieve minimum of one certified Level 2 instructor by 2030
- 100% recertification rate for all operations personnel annually
- Overall reduction in QM issues reported annually

Objective 2D: Strengthen Leadership Capacity and Prepare Succession Planning at All Levels

Purpose: Develop and sustain a robust leadership pipeline through structured succession planning, targeted mentorship and coaching, competency-based evaluations, and comprehensive officer development programs to prepare personnel for both routine and complex events.

Initiatives:

- Identify succession gaps and prepare 1–4-year transition plans for any role/vacancy
- Establish mentoring & coaching programs and develop staff to deal with conflict resolution, operational readiness and succession planning
- Create assessment center prep for eligible personnel
- Develop an all-hazards incident command training program
- Develop a competency-based evaluation system for all company officers to assess decision making and crew management during high-risk, low-frequency events
- Create professional development plan (PDP) for each fire inspector
- Create mentorship program for new inspectors

Measures:

- 100% of identified succession plan gaps addressed by 2029
- Company Officer and Battalion Chief Academies fully operational by 2027
- Full development of All-Hazards IC training curriculum by January 2028
- 100% of all inspectors with completed PDP by 2027
- All professional development plans reviewed annually by Fire Marshal for all staff
- Inspector Mentorship Program drafted and ready for use by 2028

Objective 2E: Establish a Structured and Scalable Policy Management System to Support Organizational Consistency and Growth

Purpose: Enhance the consistency, clarity, and accessibility of department policies by implementing a formal oversight process for policy creation, revision, and deployment. This includes standardization of formatting, timelines, and developing a categorized system that can support growth of the AFD.

Initiatives:

- Create oversight process for policy revision and deployment
- Use of a standardized template with revision timelines
- Categorize and renumber policies for growth
- Establish need for policy management software

Measures:

- Oversight framework adopted and in use by Q2 2027
- 100% of policies reformatted by end of Q1 2028
- Classification system integrated by Q4 2027

Objective 2F: Achieve CFAI Accreditation to Advance Service Excellence, Accountability, and Continuous Improvement

Purpose: Position the AFD for international recognition and continuous department improvement by successfully completing the CFAI accreditation process under the 10th edition. This process aligns operations with the accreditation model and fosters a culture of data-informed decision making, transparency, and service delivery excellence.

Initiatives:

- Work towards achieving fire service accreditation through CFAI by 2027
- Transition documentation to 11th edition after initial accreditation
- Ensure annual appraisals are completed in a timely manner and process improvements are documented

Measures:

- Completion of documentation by Q1 2026
- # of process improvements or policy revisions logged annually
- Achieve initial accreditation by Q1 2027

Goal 3: Enhance AFD's Response Readiness and Maximize Operational Efficiency

Purpose: Ensure the AFD maintains a high state of readiness and delivers effective and efficient service by investing in personnel and equipment readiness, refining incident management processes, and continuously improving operational procedures.

Objective 3A: Strengthen Operational Readiness Through Performance Accountability, Response Time Analysis, and Resource Allocation

Objective 3B: Optimize Special Operations Readiness and Alignment with Statewide Deployment Standards

Objective 3A: Strengthen Operational Readiness Through Performance Accountability, Response Time Analysis, and Resource Allocation

Purpose: Enhance the AFD's operational readiness by expanding performance-based drills, implementing measurable crew and individual performance accountability systems, improving response time monitoring, enhancing significant activity reports (SARs), and evaluating staffing models to ensure consistent and equitable service delivery across the community.

Initiatives:

- Expand operational readiness evolutions (ORE) and develop method to evaluate and assess performance for individual/crew accountability
- Incorporate ORE performance into annual performance evaluations
- Consistent evaluation of response times to evaluate equitable service delivery throughout fire district
- Monitor and improve total emergency response times
- Assess current staffing model for both suppression and special operations to ensure adequate personnel for each shift

Objective 3A: Strengthen Operational Readiness Through Performance Accountability, Response Time Analysis, and Resource Allocation

Measures:

- 100% of ORE drills evaluated using a standardized scoring matrix by Q2 2026
- 10% improvement of ORE times annually across all crews
- 100% of unsatisfactory scores on ORE drills result in a follow-up action within 30 days of completion
- No more than 15% deviation in 90th percentile total response times between station districts for all emergency calls
- Monthly 90th percentile for the following: call processing for all calls, turnout time for all calls, 1st unit travel time for all emergency calls, and 1st unit total response time for all emergency calls
- 5% reduction in overall baseline by 2028
- 95% shift coverages at or above preferred minimum levels (29 personnel) evaluated monthly

Objective 3B: Optimize Special Operations Readiness and Alignment with Statewide Deployment Standards

Purpose: Evaluate and enhance the AFD's Special Operations program to improve operational efficiency, close training gaps, and ensure alignment with North Carolina's statewide deployment model.

Initiatives:

- Reassess current special operations program and deployment model for operational efficiency and training to address any gaps
- Align AFD Swiftwater program with state deployment model in both operations and to meet expectations set forth by the state
- Implement Memorandum of Understanding (MOU) and increase swift water training opportunities with Morrisville Fire/Rescue Department

Measures:

- Internal review of Special Operations Program completed by 2027
- Improvement plan drafted within 60 days of completed assessment
- 100% compliance of NC Type II deployment model by December 2026
- Minimum of 2 joint swift water trainings annually with Morrisville Fire/Rescue Department

Goal 4: Reinforce Department Infrastructure, Logistics, and Fleet Readiness to Support Operational Excellence

- **Purpose**: Ensure the AFD's facilities, equipment, and fleet are modern, reliable, and scalable to meet current demands and future growth. This includes proactive facility planning, streamlined logistics systems, and a lifecycle-based replacement strategy that enhances operational efficiency, firefighter safety, and service delivery.

Objective 4A: Expand and Modernize Fire Department Infrastructure to Meet Future Growth and Service Demands

Objective 4B: Ensure a Safe, Reliable, and Future-Ready Apparatus Fleet

Objective 4C: Improve Maintenance Communication and Vendor Efficiency through Process Optimization

Objective 4A: Expand and Modernize Fire Department Infrastructure to Meet Future Growth and Service Demands

Purpose: Plan, fund, and execute fire station development projects that support long-term operational needs, town growth, and strategic coverage. This includes station renovations, construction, partnerships, and expansion to ensure optimized response times and service readiness across all of Apex.

Initiatives:

- Renovate/expand Hunter St station; close Salem St station
- Complete design and construction of downtown private/public partnership for fire department presence
- Complete full build-out of Hunter St public safety campus, inclusive of administrative building and logistics storage space
- Build station that accompanies 2-companies and a battalion chief to western Apex station by 2030
- Start process to rebuild New Hill Holleman Rd station by 2030
- Acquire adjacent land and expand E Williams St. station to prepare for Veridea
- Evaluation of gaps on eastern HWY 64 corridor after Salem St station closes and new CAD implemented

Objective 4A: Expand and Modernize Fire Department Infrastructure to Meet Future Growth and Service Demands

Measures:

- Hunter St Renovation completed and Salem St station closed by 2028
- Property acquisition for E. Williams St station completed by 2027
- Site acquisition and station designed in western Apex finalized by 2026 and station operational by 2030
- Eastern Hwy 64 analysis completed one calendar year after Hunter St renovation completion

Objective 4B: Ensure a Safe, Reliable, and Future-Ready Apparatus Fleet

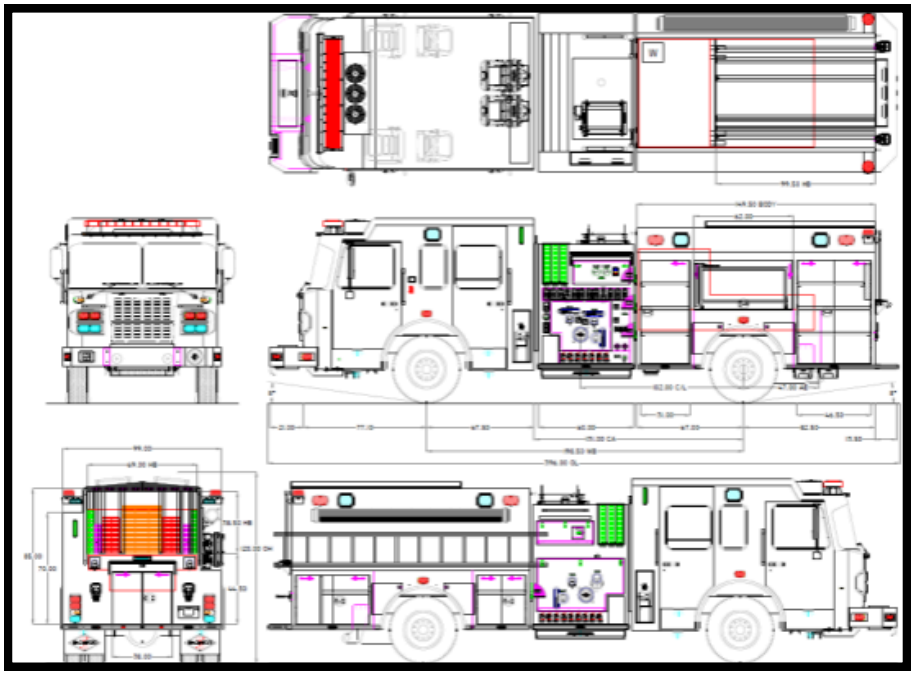
Purpose: Sustain and modernize the AFD's vehicle fleet through proactive lifecycle management, strategic expansion, and evaluation of technical rescue assets.

Initiatives:

- Maintain apparatus/vehicle replacement schedule
- Add additional heavy rescue unit to fleet by 2029
- Hire Emergency Vehicle Technician mechanic
- Evaluate tech rescue resources/vehicles

Measures:

- Units replaced on time in accordance with replacement schedule
- 95% of preventative maintenance tasks completed on time
- Evaluate need, hire, and onboard EVT by 2030
- Average number of days frontline apparatus are out of service <5 days per work order



Objective 4C: Improve Maintenance Communication and Vendor Efficiency through Process Optimization

Purpose: Enhance the efficiency and reliability of AFD logistics by analyzing and improving communication and reporting processes, and by evaluating town shop and vendor performance to ensure timely, cost-effective repairs.

Initiatives:

- Analyze communication and reporting procedures for maintenance.
- Establish communication flow between town fleet and third-party vendors
- Evaluate Town fleet shop and outside vendors for efficiency.

Measures:

- Complete audit of internal communication and report procedures by 2027
- 100% of maintenance requests logged and monitored through ESO by July 2026
- Average resolution time for building maintenance issues <5 business days

Goal 5: Strengthen Community Risk Reduction through Public Education, Code Compliance, and Technology-Driven Transparency

Purpose: Enhance public safety and community engagement by focusing on fire and life safety education, modernizing code enforcement practices, and leveraging technology to increase division transparency and improve access to services.

Objective 5A: Target Public Education and Outreach to Reduce Community Risk

Objective 5B: Solidify Risk Management Processes through Standardized Enforcement, Technological Integration, and Division Growth

Objective 5A: Target Public Education and Outreach to Reduce Community Risk

Purpose: Enhance public safety and risk reduction through proactive, data-informed outreach that includes quarterly fire safety campaigns, focused education for high-risk populations, streamlined data tracking, and increased personnel capacity to meet town growth needs.

Initiatives:

- Launch quarterly fire safety campaigns with media partners
- Educate high-risk groups using the safety trailer
- Streamline education request data
- Hire another full-time Community Risk Reduction Coordinator

Measures:

- # of people engaged annually through CRR classes, social platforms, and events
- # of education sessions hosted utilizing trailer > 2 quarterly
- New education request platform in service by 2027
- # of times events are scheduled within 2 business days of request
- New CRR position hired and onboarded by 2030

Objective 5B: Solidify Risk Management Processes through Standardized Enforcement, Technological Integration, and Division Growth

Purpose: Improve the effectiveness and consistency of fire code enforcement by standardized violation classifications and timelines, increasing inspection follow-up rates to ensure corrective action, and expanding staffing to meet projected service demands.

Initiatives:

- Standardize violation classifications and timelines.
- Increase inspection follow-up rates by 30% within 2 years.
- Hire two fire inspectors by FY27 to meet growth demand.
- Launch an online inspection request/permit portal by 2026.
- Publish an annual fire prevention report.

Measures:

- 100% completion of standardization system with follow-up and correction timelines (life safety vs. minor violations) by Q1 2027
- >90% compliance rate for violations repaired within timeframes
- 2 FTE inspectors hired and onboarded by Q3 2027
- Portal live and operational by Q4 2026
- Average processing time from digital request to submission average <4 business days
- First fire prevention report published by Q4 2026 and annually thereafter
- X amount of views/usage of portal and/or fire prevention report

Goal 6: Build Community Resilience and Town Emergency Preparedness through Coordinated Planning, Outreach, and Response Capabilities

Purpose: Enhance the Town of Apex's readiness to prevent, respond to, and recover from emergencies by advancing public preparedness education, refining emergency operations planning, improving internal communication and coordination, and investing in the infrastructure, training, and other systems needed to support effective emergency management.

Objective 6A: Increase Community Resilience through Public Awareness, Outreach to Vulnerable Populations, and Critical Infrastructure Coordination

Objective 6B: Strengthen Emergency Coordination through Updated Planning, Notification Systems, and ICS Integration

Objective 6C: Reinforce Emergency Planning and Town Operational Readiness for Effective Response and Recovery

Objective 6A: Increase Community Resilience through Public Awareness, Outreach to Vulnerable Populations, and Critical Infrastructure Coordination

Purpose: Empower residents, businesses, and vulnerable populations to prepare for emergencies by launching a sustained public awareness campaign, targeting outreach to at-risk groups, and maintaining accurate, up-to-date contact lists for critical infrastructure and key resources (CIKR) to support effective communication and coordination before, during, and after emergencies.

Initiatives:

- Develop and implement a public information campaign to increase self-awareness and self-sufficiency among residents, businesses, and vulnerable populations.
- Focus outreach on vulnerable populations (e.g., mobile homes, dialysis centers).
- Maintain and audit CIKR and contact lists.

Measures:

- # of people engaged annually through media, social platforms, and events for Emergency Management
- # of resources distributed annually
- Annual 85% accuracy rate during CIKR audit
- 1 full contact list emergency test completed annually with documented results

Objective 6B: Strengthen Emergency Coordination through Updated Planning, Notification Systems, and ICS Integration

Purpose: Enhance the Town of Apex's emergency management coordinator capabilities by revising the Emergency Operations Plan (EOP), implementing a staff-wide emergency notification system, formalizing mutual aid and incident command system (ICS) integration, and ensuring operational departments are trained and well-equipped to function within the ICS framework.

Initiatives:

- Revise the Emergency Operations Plan (EOP) to reflect current threats, organizational changes and best practices in emergency coordination and response for a municipal level.
- Document key Emergency Operations Center (EOC) roles and procedures/matrix with examples.
- Implement and launch emergency notification system for TOA staff (Everbridge)
- Formalize mutual aid and ICS integration in exercises. Develop matrix to maintain accountability of expiration dates, etc.
- Incorporate ICS principals and training into other town departments

Measures:

- Final EOP published and adopted by Q4 2026
- Everbridge Emergency Notification System operational by Q2 2026
- Completion of 2 full scale tests on Everbridge System annually after system operational
- Creation of matrix for mutual aid agreements, ICS training, and employee accountability by Q3 2026
- 100% compliance of all personnel for incident management roles for EOC staff by end of 2030 (ICS 100, 200, 700, 800)

Objective 6C: Reinforce Emergency Planning and Town Operational Readiness for Effective Response and Recovery

Purpose: Enhance the Town of Apex's ability to respond to and recover from emergencies by advancing planning, participating in community readiness efforts, expanding EOC communication capabilities, implementing a training and exercise program, and establishing dedicated funding for emergency management initiatives.

Initiatives:

- Participation in town's community readiness plan to identify priorities and determine future capability development and planning goals.
- Develop a training/exercise program to sustain current capabilities/operational plans.
- Expand the EOC's operational communication capabilities.
- Establish a separate budget category for EM expenses for the town.

Measures:

- Formal training and exercise plan finalized and adopted by Q1 2027
- # of exercises per year conducted by Emergency Management Coordinator
- Budget line established by FY 27

Process

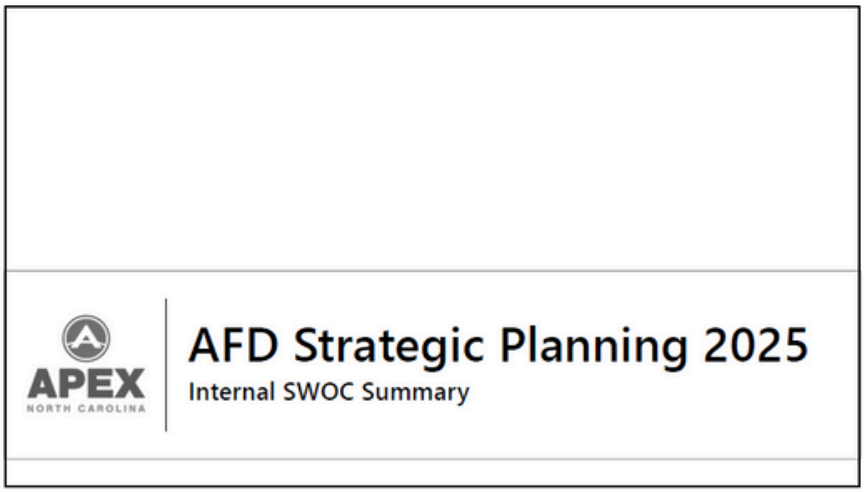
In order to develop this strategic plan, the AFD conducted several surveys in 2024 and 2025 to the Town of Apex Directors, department employees, and the community that we serve.

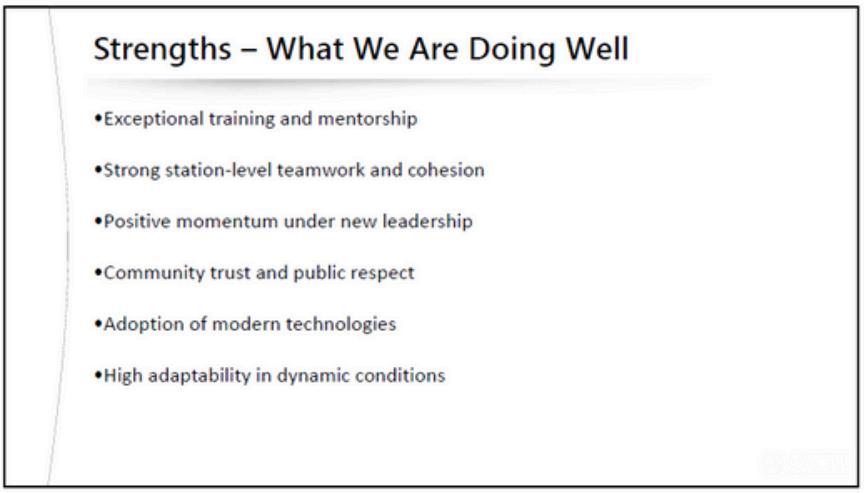
The surveys consisted of questions about priorities, expectations, concerns and strengths. All feedback was compiled and developed into the goals and objectives of this strategic plan. This strategic plan will serve as a roadmap for the department over the next 5 years.

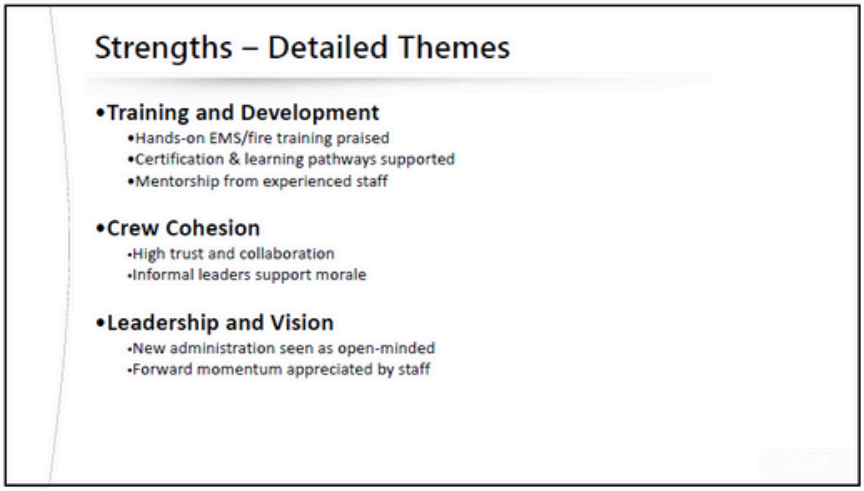
We at the AFD appreciate everyone who took the time to complete our surveys and provide us feedback. This strategic plan is a direct reflection of that feedback.

A special shout out to **Ms. Lisa Montoya** and the other community members who attended our in-person Public Engagement Meetings.

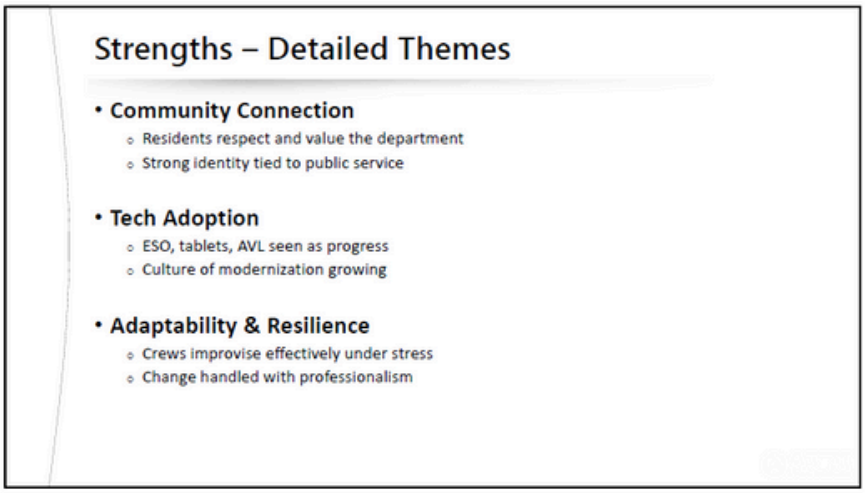
Appendix A - Internal SWOC Summary

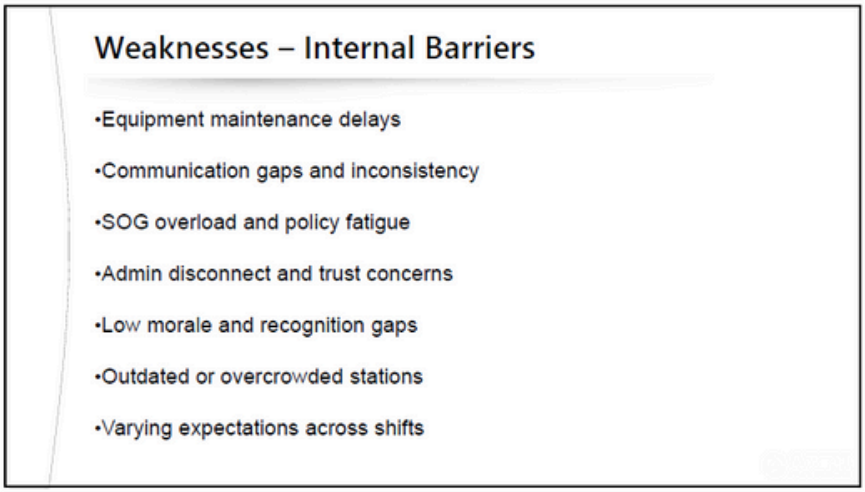


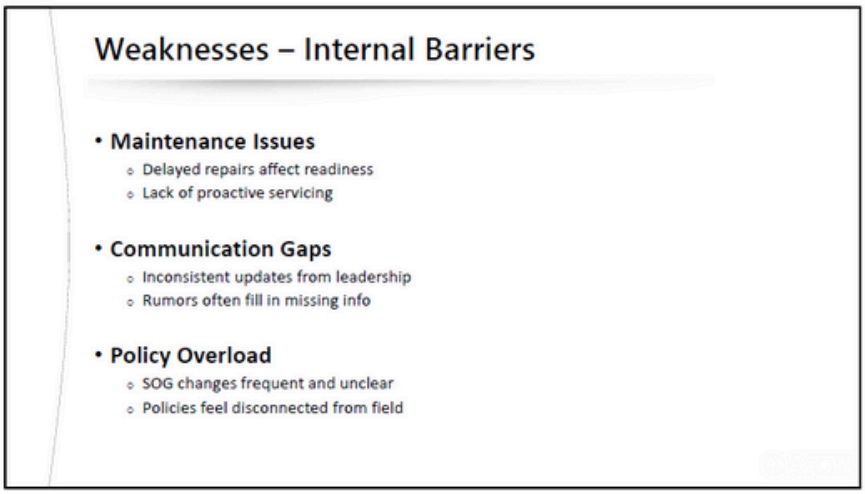




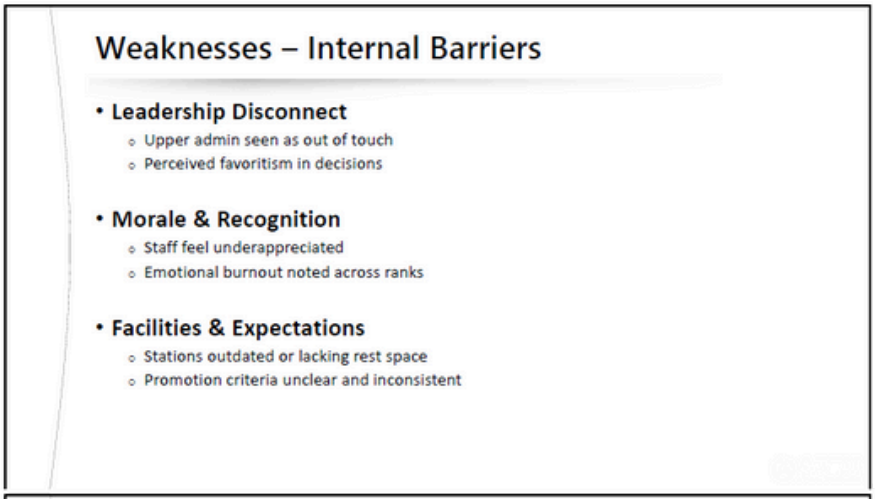
Appendix A - Internal SWOC Summary



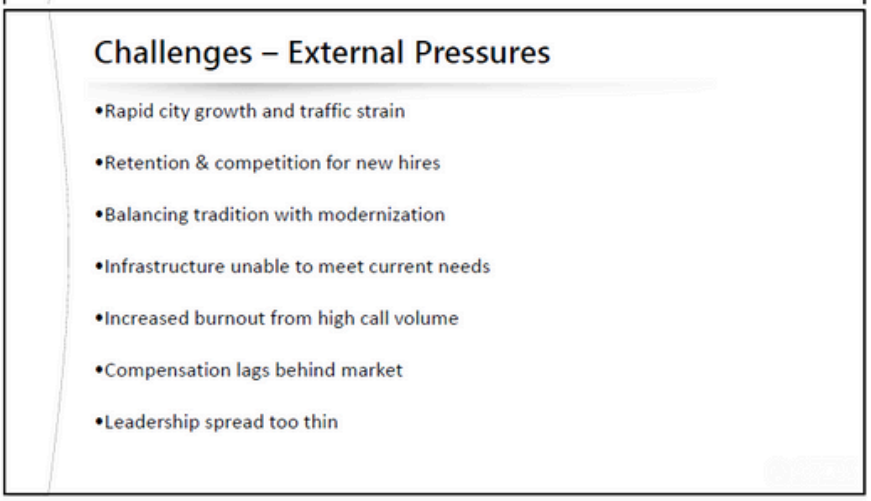


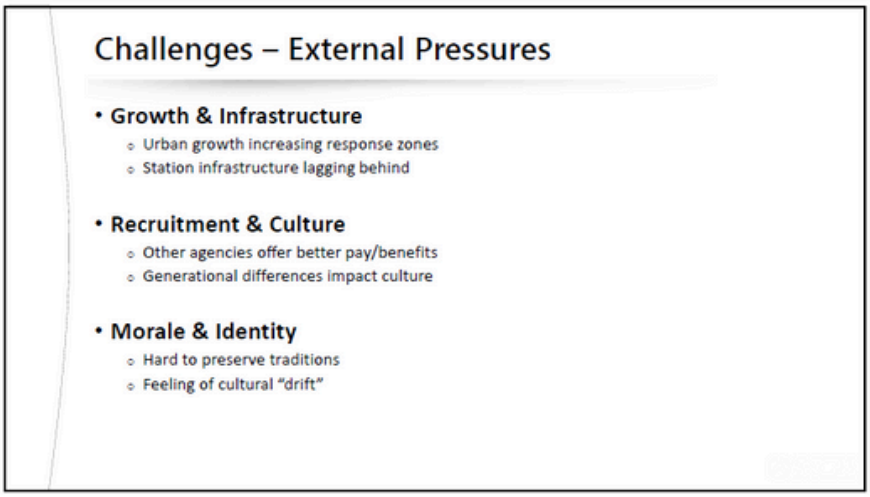


Appendix A - Internal SWOC Summary

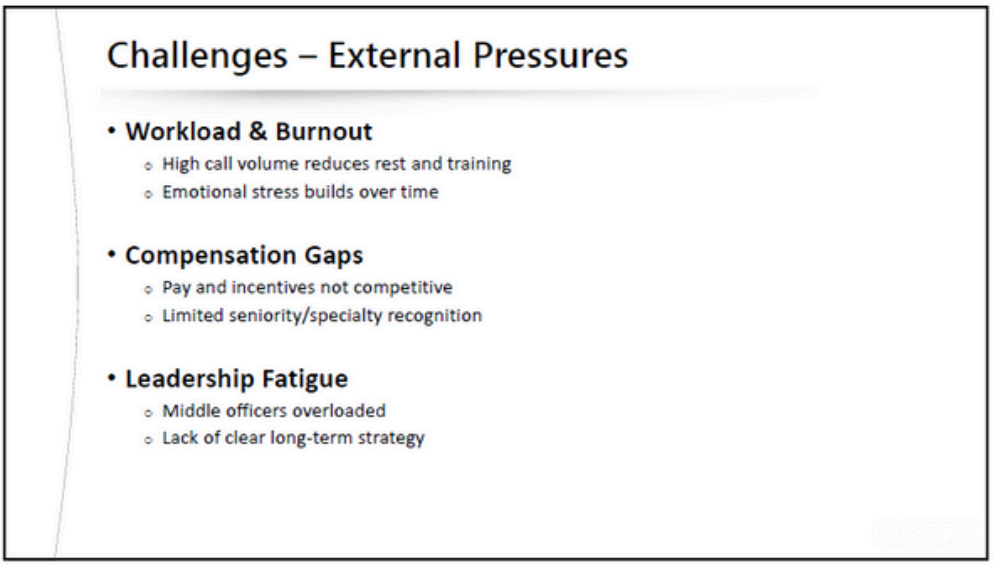


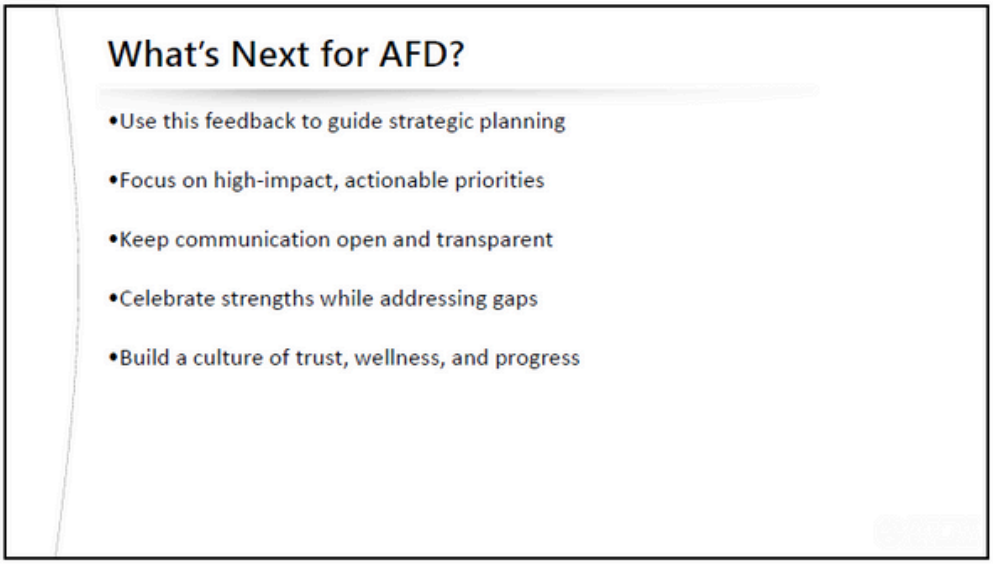
Appendix A - Internal SWOC Summary





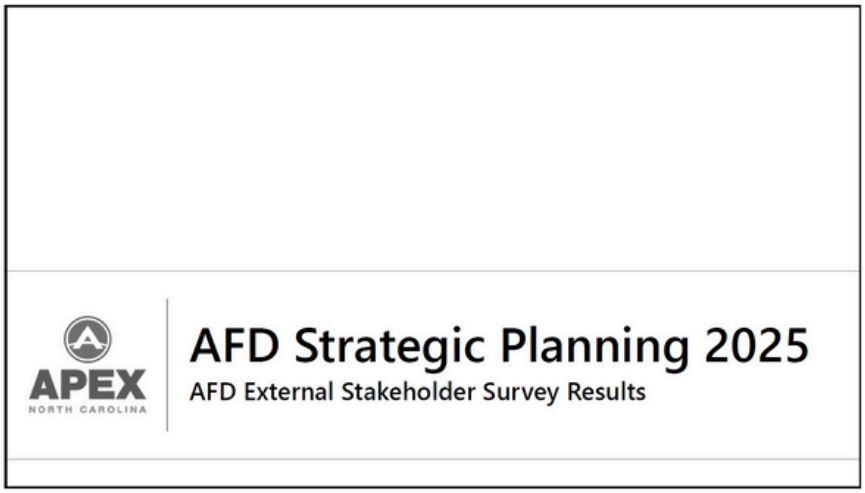
Appendix A - Internal SWOC Summary

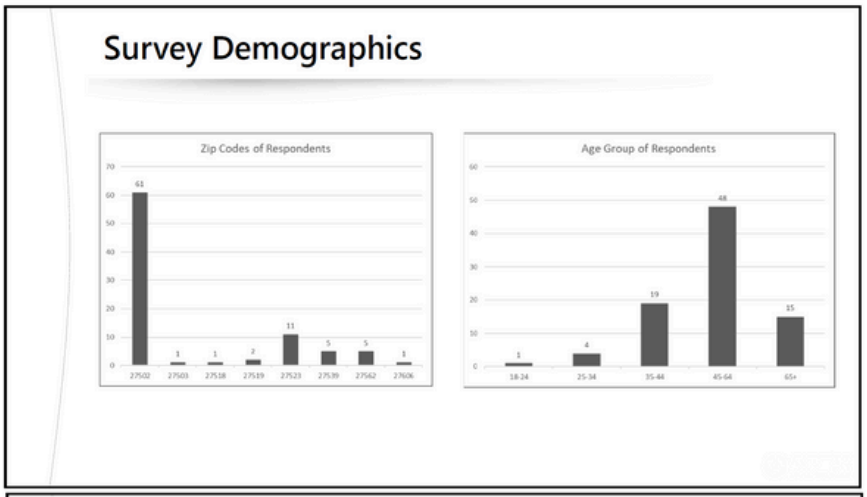


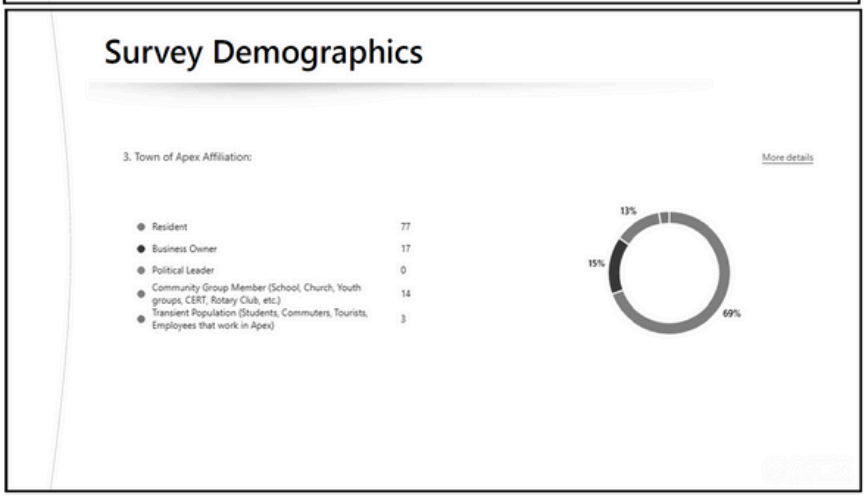


Strengths - What We Are Doing Well
Weaknesses - Internal Barriers
Opportunities - Areas to Expand & Improve
Challenges - External Pressures

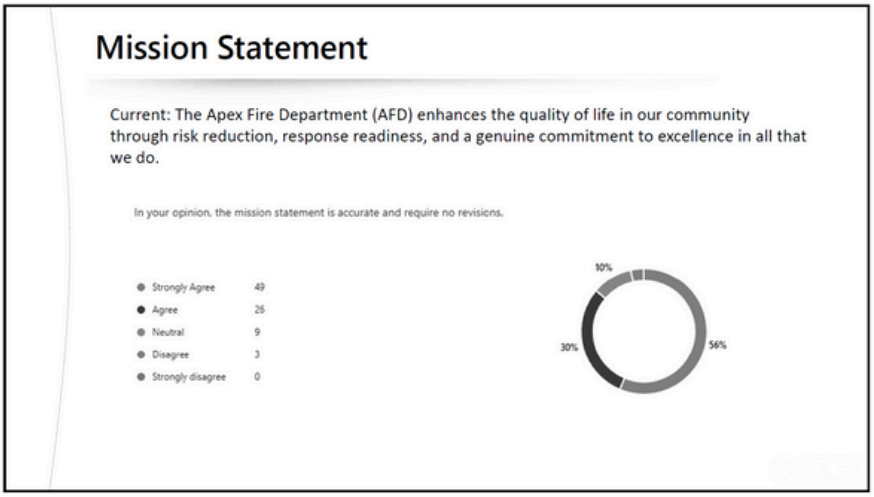
Appendix B -
External Survey Results

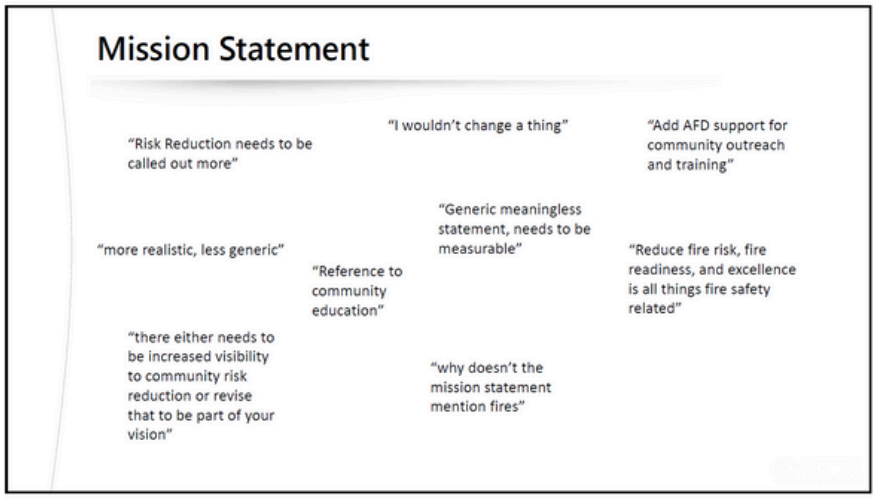


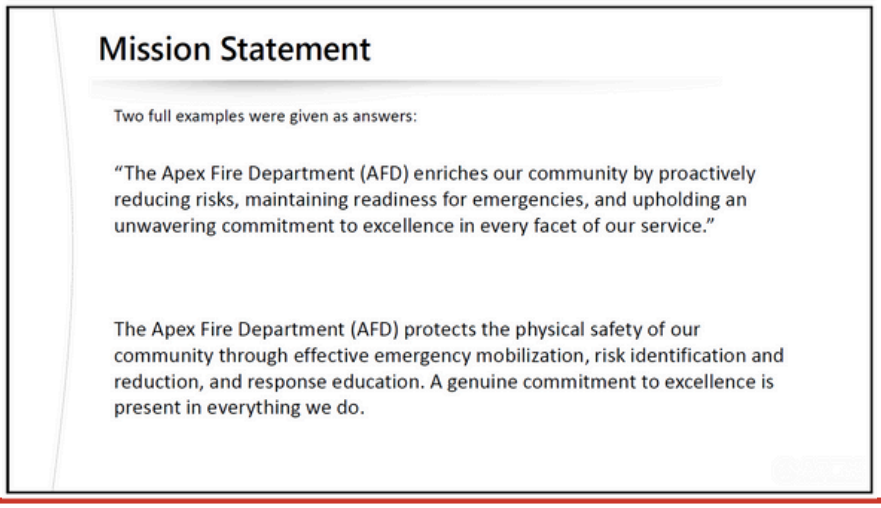




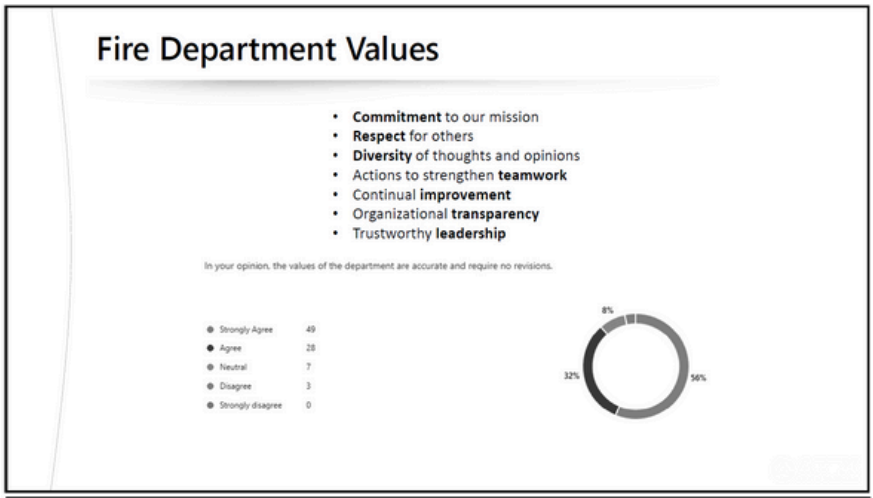
Appendix B - External Survey Results

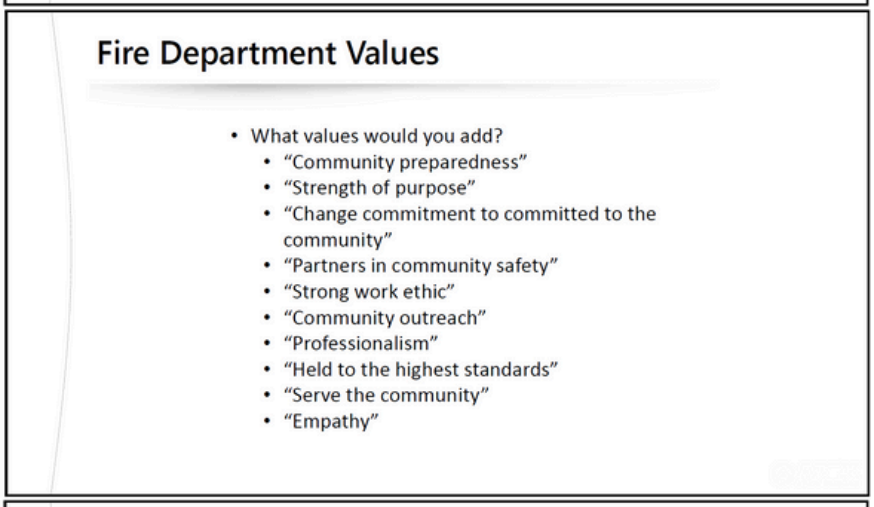


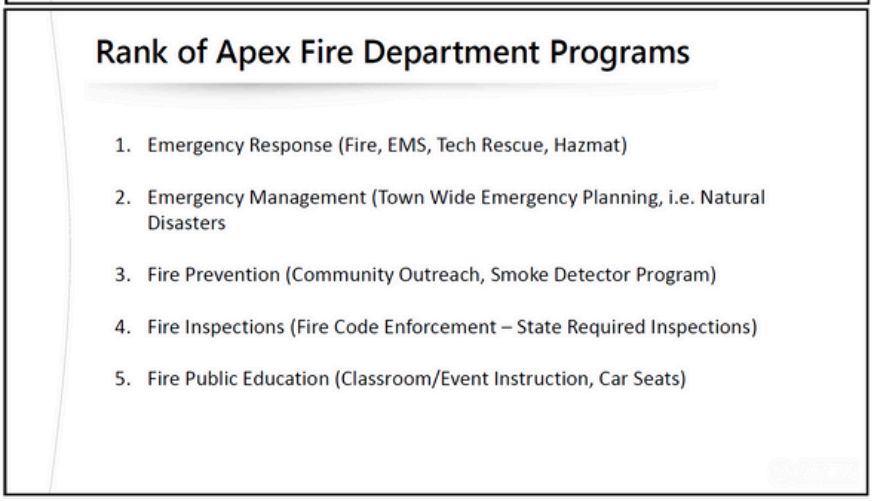




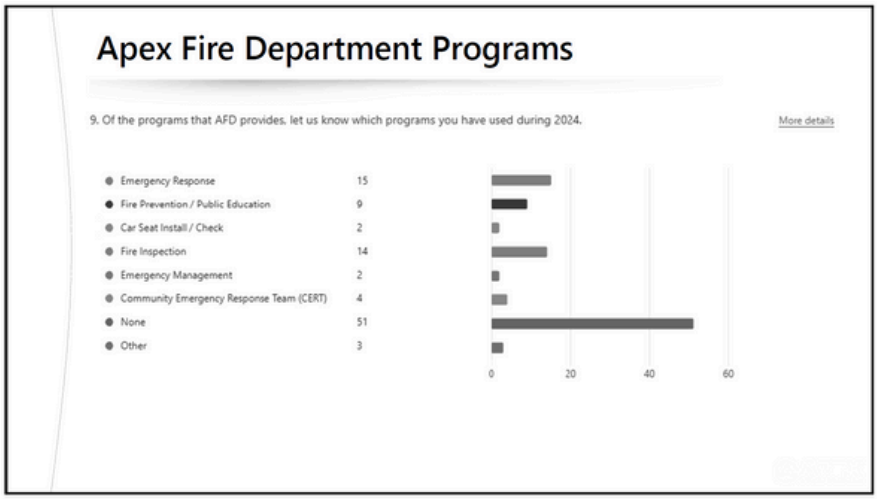
Appendix B -
External Survey Results

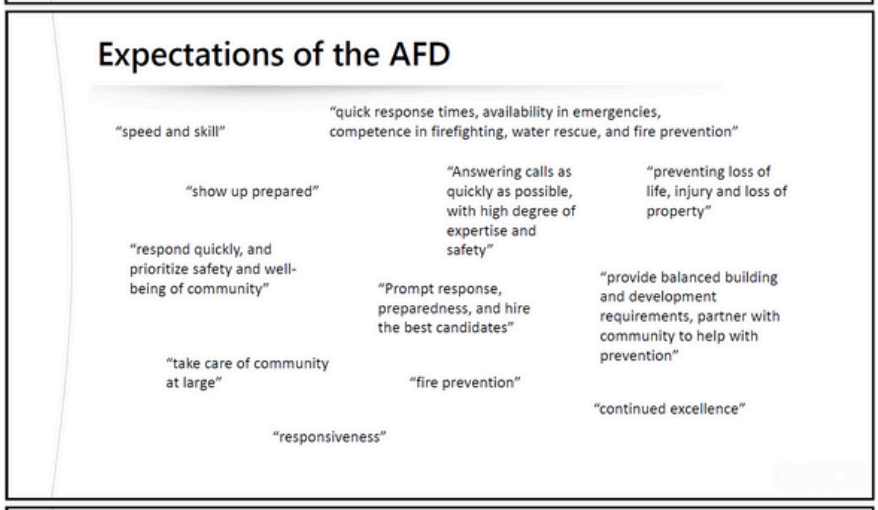


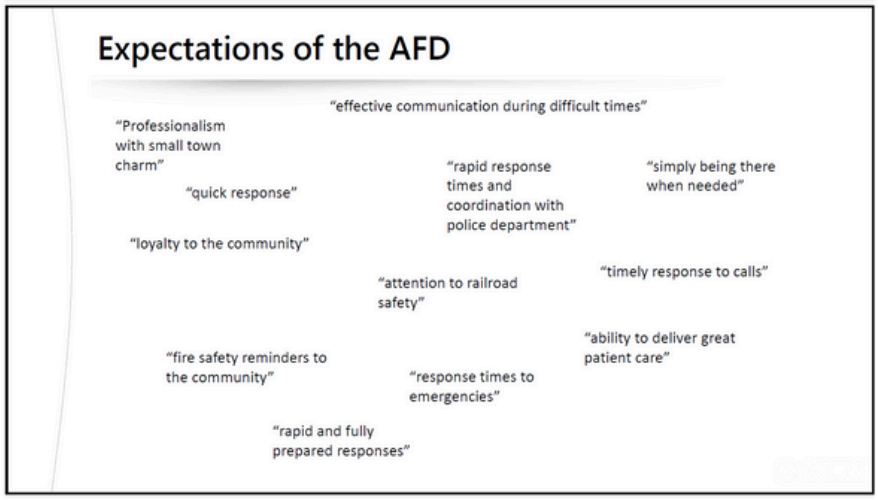




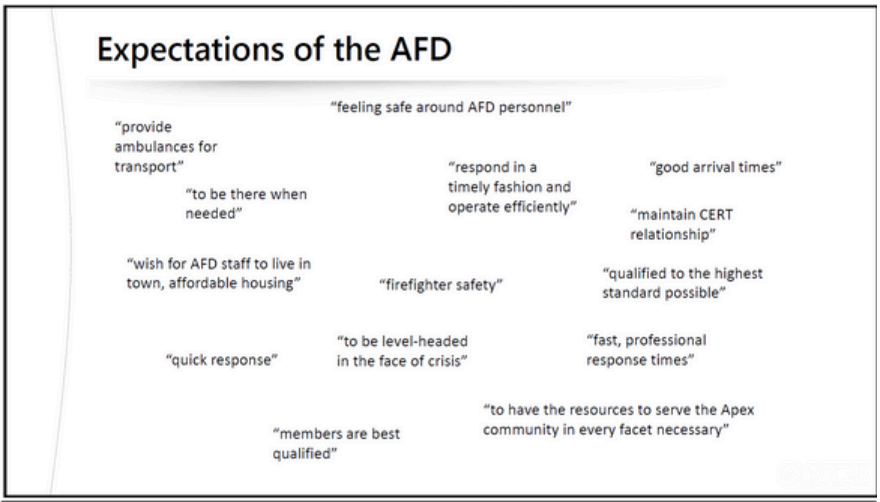
Appendix B -
External Survey Results

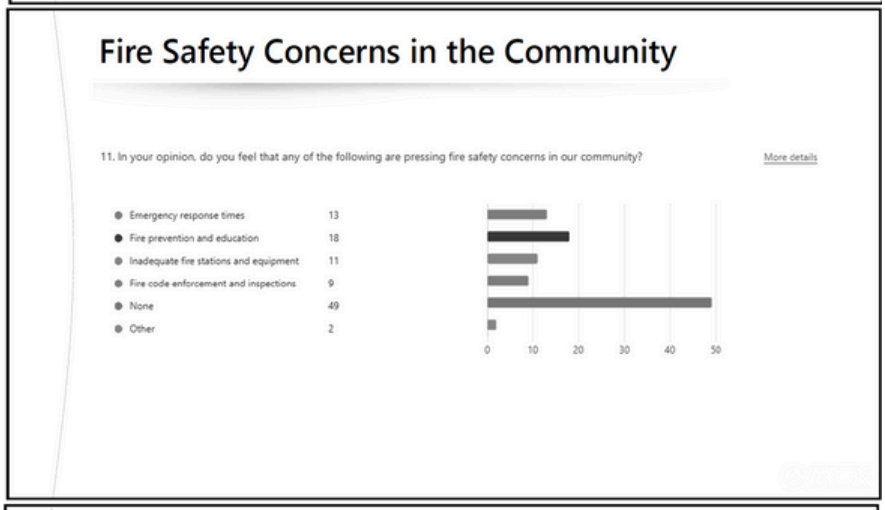


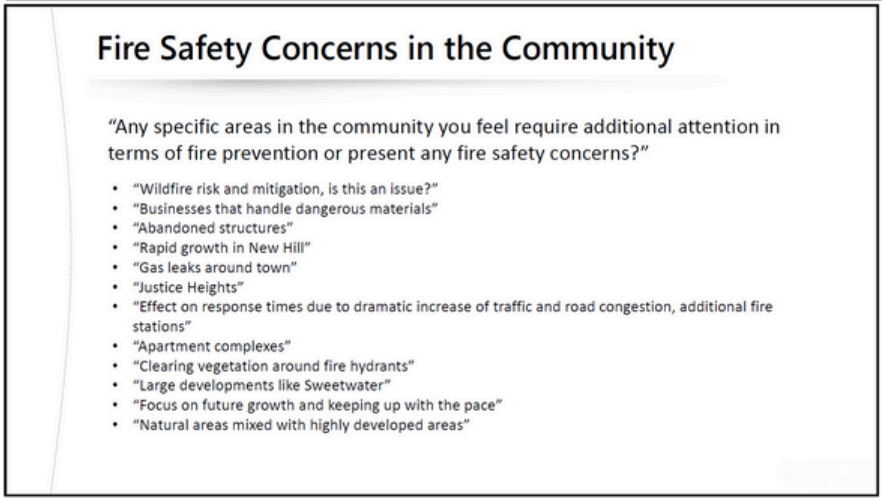




Appendix B - External Survey Results







Appendix B -
External Survey Results

Acceptable response times?

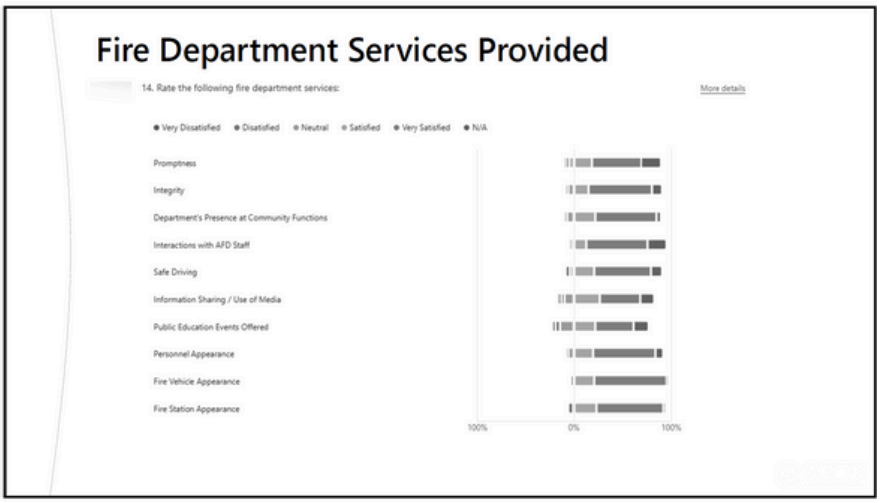
Out of 87 survey respondents, the average response time selected was 7 minutes and 30 seconds.

Currently AFD has the following response time goals:

- Call processing (Time starts when 911 dispatcher picks up phone until we are dispatched):
  - 1 minute and 30 seconds for calls, 90% of the time
- Turnout Time (Time starts when AFD unit is notified and when they start responding to the call):
  - 1 minute and 30 seconds for calls, 90% of the time
- Travel Time (Time starts when AFD unit starts responding and stops when they arrive to the scene):
  - 5 minutes and 0 seconds for calls in Apex's jurisdiction, emergency traffic responses only, 90% of the time
- Total Response Time (Call processing + turnout time + travel time):
  - 8 minutes and 0 seconds for calls in Apex's jurisdiction, emergency traffic responses only, 90% of the time

- Jan-March 2025: Travel time 90% of the time: 6 minutes and 51 seconds
- Jan-March 2025: Total response time 90% of the time: 8 minutes and 5 seconds

Fire Department Services Provided

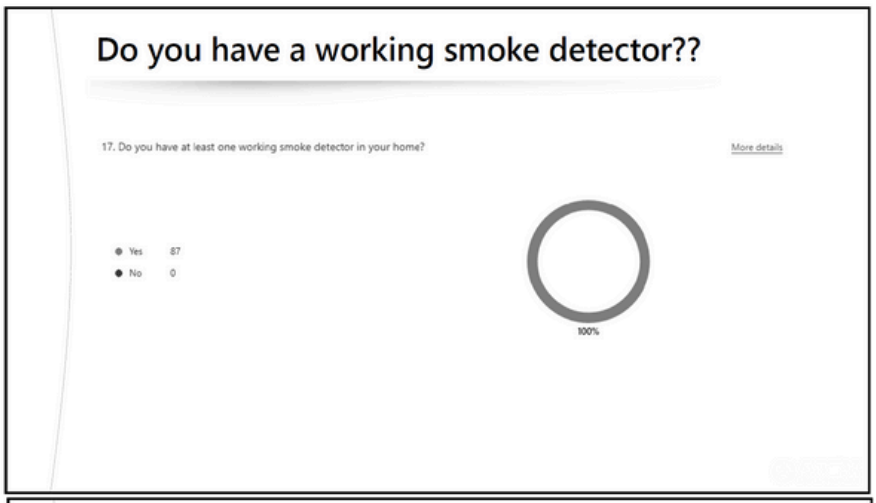


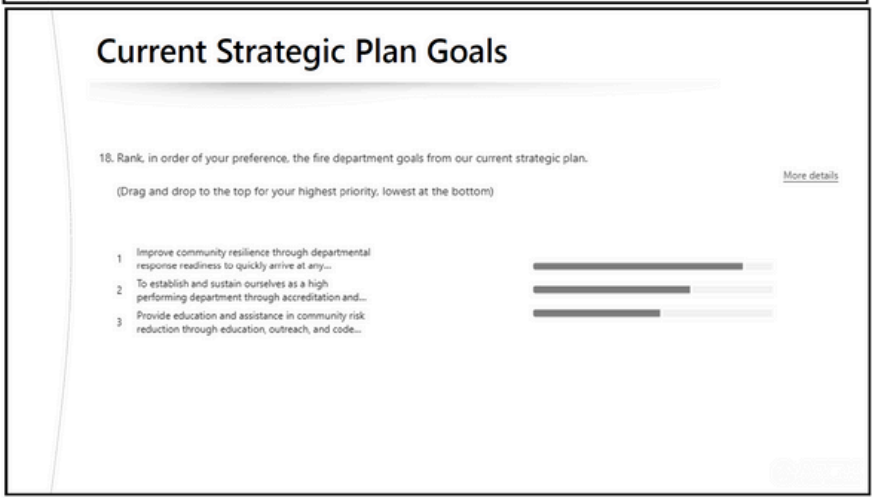
Fire Department Services Provided

Are there any specific areas of the department not included above that you believe are concerning and require attention?:

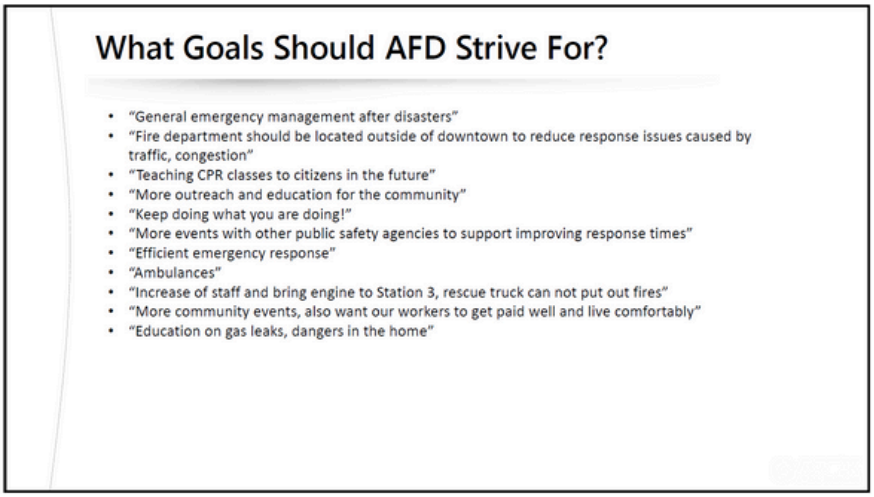
- "Fire marshal should take a more active position in the community providing new, safe, and affordable housing, updated codes vs. retrofit sprinkler systems"
- "Share with local news about budget, infrastructure needs for meeting growth in population"
- "Promptness from the ambulance service instead of fire trucks that can not transport"
- "Prevention/safety is important but no need to be heavy handed in disrupting business"
- "Information sharing could be improved, want to know response times for events in my area, fire extinguisher training to citizens during events"
- "Dislike of ghost graphics on vehicles in Apex, hard to identify during day"
- "More diverse platforms for media presence such as Bluesky or more active on town websites as people stop using social media"
- "Town needs to make sure pay and benefits for firefighters are equal to or above those in nearby communities"

Appendix B -
External Survey Results



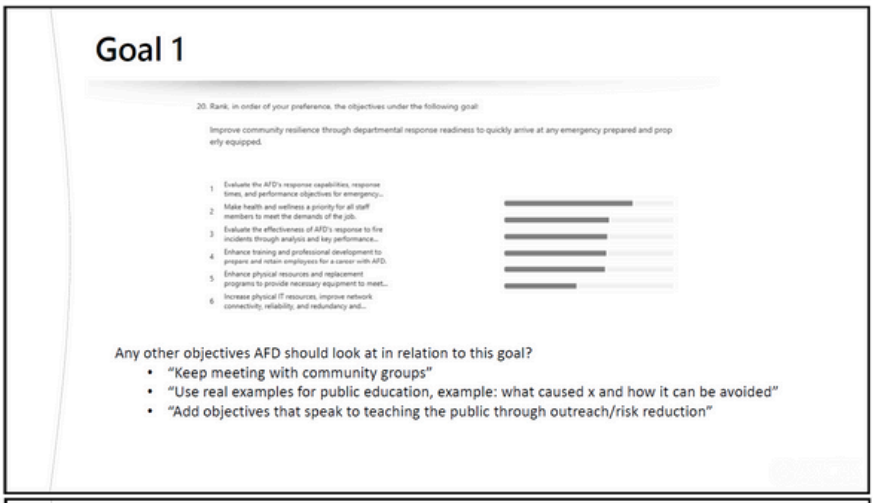


Appendix B -
External Survey Results



What Goals Should AFD Strive For?

- "General emergency management after disasters"
- "Fire department should be located outside of downtown to reduce response issues caused by traffic, congestion"
- "Teaching CPR classes to citizens in the future"
- "More outreach and education for the community"
- "Keep doing what you are doing!"
- "More events with other public safety agencies to support improving response times"
- "Efficient emergency response"
- "Ambulances"
- "Increase of staff and bring engine to Station 3, rescue truck can not put out fires"
- "More community events, also want our workers to get paid well and live comfortably"
- "Education on gas leaks, dangers in the home"



Goal 1

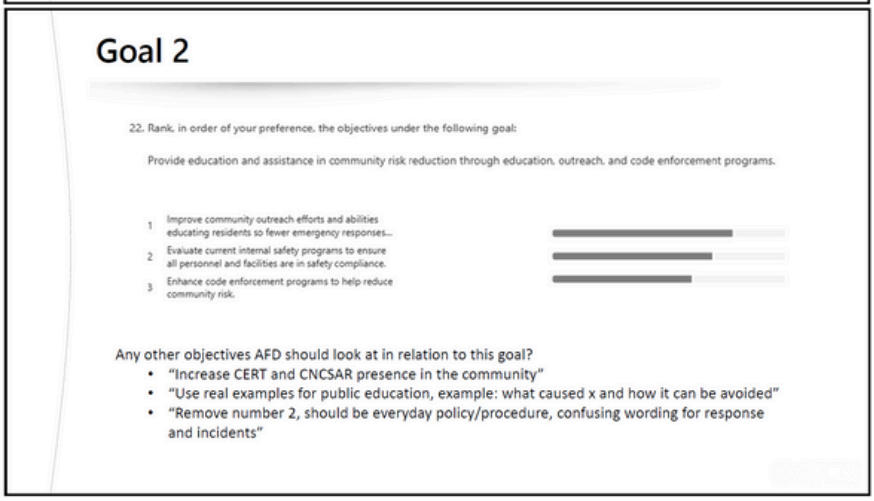
20. Rank, in order of your preference, the objectives under the following goal:

Improve community resilience through departmental response readiness to quickly arrive at any emergency prepared and properly equipped.

1 Evaluate the AFD's response capabilities, response times, and performance objectives for emergency...
2 Make health and wellness a priority for all staff members to meet the demands of the job.
3 Evaluate the effectiveness of AFD's response to fire incidents through analysis and key performance...
4 Enhance training and professional development to prepare and retain employees for a career with AFD.
5 Enhance physical resources and replacement programs to provide necessary equipment to meet...
6 Increase physical IT resources, improve network connectivity, reliability, and redundancy and...

Any other objectives AFD should look at in relation to this goal?

- "Keep meeting with community groups"
- "Use real examples for public education, example: what caused x and how it can be avoided"
- "Add objectives that speak to teaching the public through outreach/risk reduction"



Goal 2

22. Rank, in order of your preference, the objectives under the following goal:

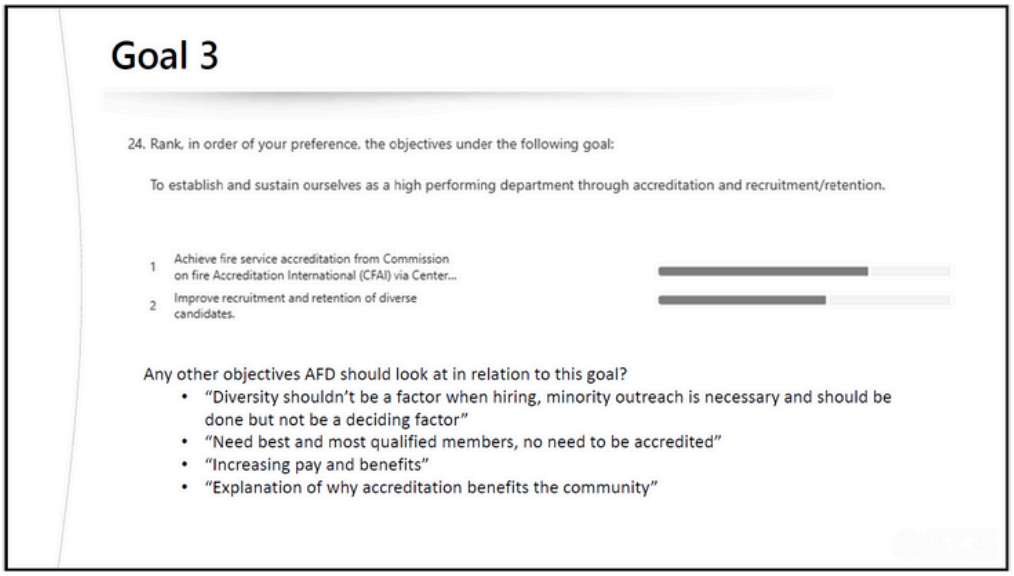
Provide education and assistance in community risk reduction through education, outreach, and code enforcement programs.

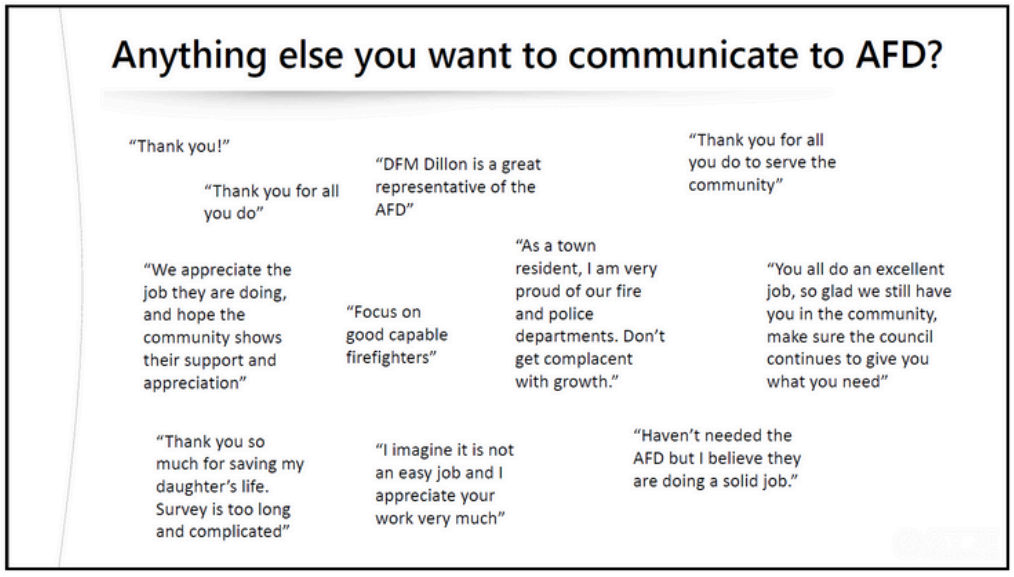
1 Improve community outreach efforts and abilities educating residents so fewer emergency responses...
2 Evaluate current internal safety programs to ensure all personnel and facilities are in safety compliance.
3 Enhance code enforcement programs to help reduce community risk.

Any other objectives AFD should look at in relation to this goal?

- "Increase CERT and CNCSAR presence in the community"
- "Use real examples for public education, example: what caused x and how it can be avoided"
- "Remove number 2, should be everyday policy/procedure, confusing wording for response and incidents"

Appendix B -
External Survey Results





AFD Customer
Service Survey

Please let us know
how we are doing!