

# HICKORY FIRE DEPARTMENT 2019-2024 STRATEGIC PLAN



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## Introduction

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The Hickory Fire Department (HFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Hickory. The HFD 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 and plan execution.

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

The city of “Hickory Tavern” was established in 1863 and was changed to the city of Hickory in 1873. What was once a small city known as a trading center on the Western North Carolina Railroad and a thriving twentieth-century manufacturing center for furniture, hosiery, and textiles is now a city that enjoys a strong future while continuing to honor its rich heritage. After World War II, Hickory continued growing and became a center for furniture factories, hosiery mills, and many other manufacturing industries.



Today, the city is still a key point for furniture production, although the market is not as strong as in the past. Technology has also become part of the area, with Hickory being home to large data centers for Apple and Google. The city boasts a growing economy and demographic within its 29.8 square miles.



The Hickory Fire Department has a vast history that has evolved into a career department that meets the needs within the community. Today, the Hickory Fire Department operates from 7 fire stations with 135 members. The service delivery of quality fire and life-safety programs is the cornerstone of the agency’s organizational practices. The department engages

members of the community in proactively ensuring Hickory is a safe place to raise a family and own a business, which is essential to the department’s community outreach. An established fire prevention program is in place providing educational opportunities and inspections to safeguard the community. The department embraces excellence in the other programs that provide for or support an all-hazards approach to a safe community to include, administration, fire suppression, private industry training, emergency medical services, community emergency response team (CERT) training, technical rescue response, hazardous materials operations, as well as other services.

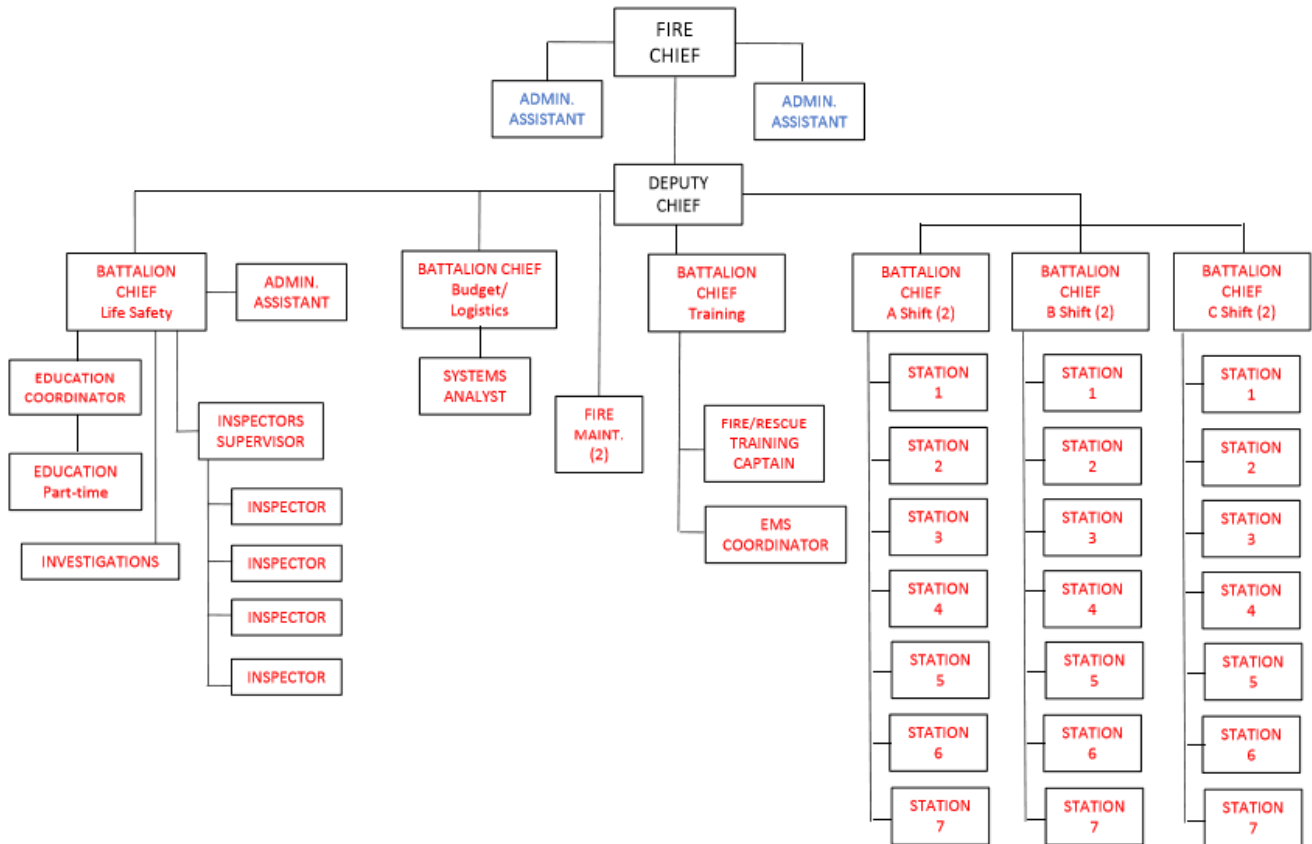




# HICKORY FIRE DEPARTMENT

## Organizational Structure

Hickory Fire Department  
Organizational Chart



# 2019-2024 STRATEGIC PLAN

## 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 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 defined 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 progression and success will be measured.



**Community Stakeholders Work Session**

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







# HICKORY FIRE DEPARTMENT

## 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.



Community Stakeholders Work Session





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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 Matthew Hutchinson and the team of professionals who participated for their leadership and commitment to this process.

Development of this strategic plan took place in April 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Hickory Fire Department's coverage area, and some who were recipients of HFD's service(s).

Hickory Fire Department Community Stakeholders			
Rick Beasley	David Christie	Arnita Dula	Ed Farthing
Yaidee Fox	Brian Frazier	Bryan Greene	Sarah Greene
Kevin Greer	Dana Kaminske	Anthony Laxton	Dave Leonetti
Joan Long	Claudia Main	Ted Manuel	Matthew Maulding
Cliff Moone	Jim Rogers	Reid Roper	Douglas Stewart
Robert Warmuth	Thurman Whisnant	Warren Wood	

## Community Group Findings

A key element of the Hickory Fire Department's 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 by the department. 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. Specific findings of the community stakeholders are 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. Additionally, the community stakeholders' feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.





# HICKORY FIRE DEPARTMENT

## Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Hickory Fire Department 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	159
Emergency Medical Services	2	157
Technical Rescue	3	106
Hazardous Materials Mitigation	4	92
Emergency Management	5	83
Fire Inspection/Plan Review	6	68
Fire Investigation	7	67
Public Fire and Life Safety Education	8	54
Aviation Rescue and Firefighting	9	42

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



# 2019-2024 STRATEGIC PLAN

## 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, focusing on the department’s mission, values, core programs, and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Hickory Fire Department Stakeholders			
Chris Allison <i>Captain</i>	Terri Byers <i>Fire Education Coordinator</i>	Phillip Cable <i>Fire Apparatus Operator</i>	Spencer Carpenter <i>Firefighter</i>
Brian Carswell <i>Battalion Chief</i>	Lucas Carter <i>Senior Firefighter</i>	Jordan Clark <i>Fire Apparatus Operator</i>	Robert Clontz <i>Firefighter</i>
Jason Drum <i>Captain</i>	Chad Fisher <i>Battalion Chief</i>	Karl Heffelfinger <i>Captain</i>	Jeffrey Hoyle <i>Fire Apparatus Operator</i>
Marty Kanupp <i>Senior Firefighter</i>	Jason Lowrance <i>Captain</i>	Brian Murray <i>Battalion Chief</i>	Joel Porter <i>Fire Apparatus Operator</i>
Matt Quarles <i>Senior Firefighter</i>	Thomas Raper <i>Interim Deputy Fire Marshal</i>	Stephen Romano <i>Captain</i>	Doug Ross <i>Fire Apparatus Operator</i>
Sean Ruddy <i>Fire Apparatus Operator</i>	Mervin Rueda <i>Firefighter</i>	Marc Scott <i>Firefighter</i>	Anthony Smith <i>Firefighter</i>
John Warren <i>Captain</i>	Derek Winters <i>Maintenance Supervisor</i>		



Department Stakeholders







# HICKORY FIRE DEPARTMENT

## 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:

**Hickory Fire Department's mission is to provide our community with quality life safety, incident stabilization, and property conservation through professionalism and the continual pursuit of excellence.**



**Department Stakeholders Work Session**





# 2019-2024 STRATEGIC PLAN

## 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:

Forward Thinking  
Integrity  
Resilience  
Excellence Through Service

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 Hickory Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

## 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 Hickory Fire Department		
Fire Suppression	Emergency Medical Services	Technical Rescue
Hazardous Material Mitigation	Emergency Management	Aviation Rescue and Firefighting
Fire Inspection/Plan Review	Fire Investigation	Public Fire and Life Safety Education



Department Stakeholders Work Session





# HICKORY FIRE DEPARTMENT

## SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record HFD's strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

*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](#)). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



# 2019-2024 STRATEGIC PLAN

## 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.

Hickory Fire Department's Strategic Initiatives			
Staffing	Organizational Practices		Health and Wellness
Technology	Succession Planning	Specialized Training	Community Outreach



Department Stakeholders Work Session





# HICKORY FIRE DEPARTMENT

## Goals and Objectives

To continuously achieve the mission of the Hickory Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve 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 reducing 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 HFD’s leadership.

<b>Goal 1</b>	<b>Build an assessment process that identifies staffing needs to ensure that emergency response and life safety requirements of the community are being met.</b>	
<b>Objective 1A</b>	<b>Analyze current staffing models as it relates to nationally recognized standards.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess current staffing levels of all divisions within the department.</li> <li>• Research all federal, state, and local standards that pertain to multi-hazard service agencies.</li> <li>• Benchmark staffing parity with department of similar size and scope.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1B</b>	<b>Complete a departmental needs assessment to ensure adequate staffing levels to safely perform life safety and emergency services.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess the community to determine needed services.</li> <li>• Ensure personnel levels mirror department services.</li> <li>• Assess the city’s and department’s policies regarding hiring processes.</li> <li>• Assess possible solutions to assist with the retention of our employees.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 1C</b>	<b>Attract qualified applicants that well represent our city and department.</b>	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Review the prerequisite certifications for the hiring process.</li> <li>• Pursue avenues to phase in a more all-inclusive recruit class format, to off-set prerequisite certification requirements.</li> <li>• Research marketing techniques to assist with recruitment to match demographics.</li> <li>• Utilize all forms of social media/social networking to market our mission.</li> <li>• Develop a career development plan to promote future advancement within the department.</li> <li>• Consider an incentive-based educational advancement to include degrees and certifications.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1D</b>	<b>Implement a training regimen to educate existing staff and new hires within the department.</b>	
<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Enhance training options that cater to non-certified applicants.</li> <li>• Consider implementing in-house EMT.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Implement as approved.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 1E</b>	<b>Evaluate staff and practices to determine effectiveness in relation to emergency response and life safety requirements.</b>	
<b>Timeframe</b>	6 months - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess the amount of non-retirement/health turnover in a given period.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Continue to monitor parity with like-size departments of size and scope.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Goal 2</b>	<b>Develop a system of organizational involvement through transparency and collaboration to provide excellence through service.</b>	
<b>Objective 2A</b>	<b>Identify all processes in the organization and conduct a needs analysis to determine its value in all divisions.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Form a committee of members from every division to identify all current processes.</li> <li>• Develop an analytical process to gather supporting data.</li> <li>• Develop a list of all data captured from the process.</li> <li>• Submit the data list to leadership team for future consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2B</b>	<b>Compile and prioritize the systems needed or that already exist in the organization that will move all divisions of the department forward.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate current programs that address the data captured from the needs analysis list.</li> <li>• Identify new processes needed to be developed in conjunction with existing programs.</li> <li>• Compile the data of programs necessary to address the needs in every division.</li> <li>• Develop a prioritized list that reflects the issues identified in the needs analysis data.</li> <li>• Submit the prioritized list to the leadership team for future consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2C</b>	<b>Build a proactive organization through research and development systems for future purchases and the continual needs of the department.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop committees to continually assess the viability and needs of the organization's programs.</li> <li>• Establish a research and development program to identify specific needs for future purchases.</li> <li>• Develop a feedback process to determine the effectiveness of the committees.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2D</b>	<b>Modify current processes based on a needs analysis to enhance internal stakeholders with involvement in departmental decisions.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop an organizational survey that identifies current processes that may need modification.</li> <li>• Compile data from survey results captured from all personnel.</li> <li>• Determine areas of modification identified from survey data to promote transparency.</li> <li>• Submit the identified data and recommendations to the leadership team for future consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Objective 2E</b>	<b>Develop programs through researching current trends in the fire service and leadership that unify an organization with multi-generational thinking.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a diverse committee to conduct research of current industry trends.</li> <li>• Compile consensus data from research and compare to existing organizational methods.</li> <li>• Present a report of recommendations to the leadership team of findings for future consideration and direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2F</b>	<b>Educate all members of the revised systems within the organization through collaboration and training that improves the inclusion of members.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Identify revised areas within the organization.</li> <li>• Determine effective media to communicate the organization’s revised collaborative programs and processes.</li> <li>• Conduct training sessions to deliver information for each revised system.</li> <li>• Provide documentation of delivery to all members of the revisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2G</b>	<b>Implement all approved and newly-developed programs to all divisions.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Prioritize the properly-applied programs developed for each division.</li> <li>• Adopt a reasonable timeline for changes to be implemented.</li> <li>• Conduct the implementation and monitor for any challenges.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 2H</b>	<b>Measure and revise all systems in all divisions of the organization to ensure the department is moving forward.</b>	
<b>Timeframe</b>	2 years, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate and measure all applicable feedback and results from the newly-revised programs.</li> <li>• Capture all measurable data and evaluate for revisions.</li> <li>• Propose revisions to the leadership team for consideration and direction.</li> <li>• Implement all approved revisions.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Goal 3</b>	<b>Implement an internal health and wellness risk management program to promote a healthy workforce and member longevity.</b>	
<b>Objective 3A</b>	<b>Form a health and wellness team to evaluate current procedures in place.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a health and wellness team led by the designated department Health and Safety Officer.</li> <li>• Establish guidelines and criteria to promote health and wellness throughout the organization.</li> <li>• Gauge interest for potential team members through a department survey.</li> <li>• Evaluate the survey results to determine team members and notify them of selection.</li> <li>• Have team members evaluate current procedures and carry out the remaining objectives of the health and wellness goal.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3B</b>	<b>Complete a gap analysis to identify areas of insufficiencies and prioritize areas of emphasis.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Process data of the current health and wellness procedures.</li> <li>• Identify the absence of elements within the health and wellness program.</li> <li>• Identify areas that require enhancement.</li> <li>• Prioritize the objectives of the gap analysis.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3C</b>	<b>Develop health and wellness programs as identified in the gap analysis – hearing, cancer, mental health, physical fitness, physicals, etc.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Distribute the gap analysis results.</li> <li>• Form a special interest subcommittee to focus on target risks.</li> <li>• Develop programs with consideration given to target areas which include, but are not limited to:               <ul style="list-style-type: none"> <li>- Hearing loss</li> <li>- Physicals</li> <li>- Mental health</li> <li>- Cancer – prevention and awareness</li> <li>- Physical fitness programs.</li> </ul> </li> <li>• Seek guidance from subject matter experts, non-profit organizations, and other external organizations.</li> <li>• Present the developed programs for approval and funding.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 3D</b>	<b>Revise policies and develop training sessions to educate members of new health and wellness programs.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Revise and publish policies based on identified programs.</li> <li>• Develop training exercises to educate members.</li> <li>• Coordinate with the training division for scheduling of applicable training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3E</b>	<b>Implement the approved health and wellness programs and communicate the programs details.</b>	
<b>Timeframe</b>	2 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct training to inform members of all new programs.</li> <li>• Put new policies into practice with insight/approval from human resources, if needed.</li> <li>• Develop motivational and informative literature.</li> <li>• Distribute the literature to inform and promote the programs.</li> <li>• Conduct the implementation as determined in the plan.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 3F</b>	<b>Upon implementation of the health and wellness programs, measure the success rates and evaluate areas to improve for the future.</b>	
<b>Timeframe</b>	2 years, ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine measure data points to obtain data on success rates and challenges.</li> <li>• Complete analyses to weigh new data against baselines statistics.</li> <li>• Use an evaluative approach to measure the programs successes.</li> <li>• Report the findings with an informative approach to change.</li> <li>• Revise the programs based on measurable data points.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Goal 4</b>	<b>Create innovative workflow and business processes that embrace a data driven approach to technology.</b>	
<b>Objective 4A</b>	<b>Organize a technology focus group to oversee the direction of the organization's technology needs.</b>	
<b>Timeframe</b>	3 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create an internal technology group that encompasses all areas of technology within the organization.</li> <li>• Identify external subject matter experts that contribute to the implementation of the strategic technology issues.</li> <li>• Establish rules and parameters by which work will be accomplished.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4B</b>	<b>Review and revise the current five-year capital improvement program.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilizing the internal focus group, review the five-year technology plan with each division.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Based off the needs of each division, amend five-year technology plan, as approved.</li> <li>• Evaluate annually for continual growth and technology improvements.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 4C</b>	<b>Implement the appropriate training classes that maximize the usage of current and future applications.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Disseminate the strategic direction of technology applications.</li> <li>• Explore external opportunities for training, relative to determined needs.</li> <li>• Develop internal curriculum addressing technology training.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Conduct training sessions and supporting documentation for all members to attend, as approved.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



# 2019-2024 STRATEGIC PLAN

<b>Objective 4D</b>	<b>Use an evaluative approach to create data points to measure the effectiveness of technology programs.</b>	
<b>Timeframe</b>	2 years - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Utilize incident reporting with positive quality assurance analysis.</li> <li>• Review the number of work orders to identify deficiencies due to hardware failure as an example of the evaluative approach. Add others as needed.</li> <li>• Conduct the analysis.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Disseminate appropriately throughout the department.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Goal 5</b>	<b>Establish a comprehensive plan for professional succession of department personnel to promote the ultimate productivity and seamless transitions during times of growth, promotion, and vacancies.</b>	
<b>Objective 5A</b>	<b>Assess the current succession plan for positions, department-wide.</b>	
<b>Timeframe</b>	2 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine which positions currently have no succession plan.</li> <li>• Review the positions that are addressed in the succession plan for validity and/or need for adjustment.</li> <li>• Review any applicable industry, state, and local standards.</li> <li>• Conduct a gap analysis to determine where any shortfalls exist relevant to the department.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5B</b>	<b>Identify all needs, for each specific position, and develop programs to fill any identified gaps.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a daily itinerary for job-specific functions for all current members.</li> <li>• Identify and develop a matrix for all formal education needs for each position, if applicable.</li> <li>• Compile a list of required job-specific certifications, credentials, and qualifications for each position.</li> <li>• Compile a list of needed interpersonal and communications skills for each position.</li> <li>• Determine an optional job shadowing timeline for specific positions, if applicable.</li> <li>• Based on all components, develop approved programs for specific positions, including all needed knowledge, skills, and abilities, and on-the-job training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# HICKORY FIRE DEPARTMENT

<b>Objective 5C</b>	<b>Implement any and all approved programs, prioritizing positions closer to vacancy, until a complete plan is in place, addressing each position.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a list of most-likely vacancies forecasted within the next five years.</li> <li>• Based on the forecast, implement programs specific to the forecast and prioritize for any projected vacancy.</li> <li>• Conduct educational and training sessions on the implemented programs, as approved and directed.</li> <li>• Create a cost, projected for each level of implementation, to seek further consideration and approval.</li> <li>• As approved, implement the programs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 5D</b>	<b>Monitor the success of each program to evaluate and address any needed changes.</b>	
<b>Timeframe</b>	15 months - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create evaluative parameters and the specific approach to be used.</li> <li>• Observe and evaluate the transitions based on the specified parameters.</li> <li>• Record the findings.</li> <li>• Develop a process for change to overcome any shortfalls found during the evaluation.</li> <li>• Apply the changes, as approved.</li> <li>• Continue to monitor for other change needs.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Goal 6</b>	<b>Develop and support a comprehensive training program that educates and equips personnel in fire suppression, specialized rescue, medical response, hazardous materials incidents, and risk reduction to create a multi-hazard service department.</b>	
<b>Objective 6A</b>	<b>Maintain current program to national, state, and local standards to continue fulfilling the needs of the community.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Research national, state, and local standards which govern emergency services.</li> <li>• Identify current training programs utilized by Hickory Fire Department to ensure they follow established standards.</li> <li>• Identify target audience for each area; senior firefighter, driver, officer, etc.</li> <li>• Analyze the effectiveness of each program.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Adjust each program to meet department needs.</li> <li>• Continue to support established service delivery.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 6B</b>	<b>Identify department needs to fulfill the demand for a multi-hazard service department.</b>	
<b>Timeframe</b>	3 years	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Conduct hazard risk assessment.</li> <li>• Research standards that govern each specialty area.</li> <li>• Identify the need for a specialty coordinator in each area of service.</li> <li>• Identify qualified/certified personnel needed for each service.</li> <li>• Identify the number of personnel who would be required for each area.</li> <li>• Identify required equipment needed to fulfill each service area.</li> <li>• Assign a committee to research equipment purchases.</li> <li>• Assess current equipment to evaluate the gap between what we have vs. standards.</li> <li>• Research the need and location for a dedicated training facility.</li> <li>• Identify the need for a specialty instructor to deliver additional specialized programs.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6C</b>	<b>Determine and procure equipment and logistical needs to meet demands of new service areas.</b>	
<b>Timeframe</b>	2 years - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Assess the cost of required equipment and training needed to successfully operate in each area of specialty.</li> <li>• Research available grants.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Develop a budget that reflects the need of funding to meet the department goals.</li> <li>• Meet with stakeholders to seek collaboration in services provided.</li> <li>• Secure funding to acquire the needed equipment and training.</li> <li>• Purchase needed equipment.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6D</b>	<b>Develop training programs to educate personnel on multi-hazard service delivery.</b>	
<b>Timeframe</b>	1 year - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine what organization will deliver the training.</li> <li>• Determine training courses needed for personnel.</li> <li>• Research current standards that govern each subject area.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Utilize the standards as a base to ensure the department meets standards.</li> <li>• Develop training programs for identified specialty areas.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 6E</b>	<b>Develop policies and procedures that guide the department and personnel as it relates to service delivery areas, ensuring the safety of personnel and our community.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Establish a committee to work in conjunction with the training division to identify, evaluate, adjust, eliminate, and write policies to support training in all service areas.</li> <li>• Identify and evaluate current relevant policies.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Adjust current policies to reflect established and changing service delivery.</li> <li>• Eliminate any redundancy or inconsistency between established and new policies.</li> <li>• Identify and analyze any issues that arise from expanding training programs.</li> <li>• Write polices that provide guidance and support for each new service area delivered.</li> <li>• Evaluate, legality and futurity of any relevant policies.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6F</b>	<b>Implement new programs that will provide expanded services to meet the community's ever-changing needs.</b>	
<b>Timeframe</b>	2 years - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine personnel to be training in each specialty area.</li> <li>• Determine the levels of any specialty areas needed.</li> <li>• Determine any costs and equipment needs.</li> <li>• Develop any needed training curriculum and provide the training.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Implement specialized training program, as approved.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 6G</b>	<b>Provide ongoing evaluation of training and service delivery programs to determine their effectiveness and adjust, as needed.</b>	
<b>Timeframe</b>	1 year - ongoing	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine program effectiveness by reviewing data from actual incidents and prior training scenarios.</li> <li>• Research new technology, techniques, and equipment that make service delivery safer and more effective.</li> <li>• Research new federal, state, and local standards to ensure compliance.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Develop any needed changes.</li> <li>• Implement identified changes through future training.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



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<b>Goal 7</b>	<b>Market and cultivate available resources to expand outreach in the community for the purpose of increasing knowledge and exposure.</b>	
<b>Objective 7A</b>	<b>Ensure education division generates comprehensive lists of current outreach and media outlets.</b>	
<b>Timeframe</b>	6 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Compile a list of community outreach opportunities – current and potential.</li> <li>• Update a list of current and potential media outlets.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Research and prioritize new platforms to see the best methods to reach a target market moving forward.</li> <li>• Perform a cost analysis for current and proposed outreach programs.</li> <li>• Create budget proposal.</li> <li>• Upon approval, implement and move to next objective.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7B</b>	<b>Establish a committee/team comprised of interested personnel from all divisions within the organization and include various external stakeholders.</b>	
<b>Timeframe</b>	12 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create a list of potential partners and other agencies.</li> <li>• Distribute an email to potential internal and external stakeholders explaining the scope of the committee.</li> <li>• Create a contact list for interested partners.</li> <li>• Establish meeting date, location, and time.</li> <li>• Meet and conduct questions and answers with potential partners.</li> <li>• Create a committee with potential partners of at least ten individuals.</li> <li>• Select leadership positions and an executive staff liaison for the committee.</li> <li>• Revise any operating guidelines and policies.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7C</b>	<b>Create research strategies for the development of new platforms to be used in conjunction with the comprehensive list.</b>	
<b>Timeframe</b>	1 year	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Brainstorm resources for vetting research on media platform usage pertaining to target audience.</li> <li>• Monitor growth, decline, or constant use of current methods and document findings.</li> <li>• Create a list of most productive current methods every six months, as well as the most productive new platforms according to research.</li> <li>• Perform cost analysis and present to fire administration.</li> <li>• Seek additional alternate funding sources including grants and partnerships.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• If granted, move to training mechanism. If not, make appropriate changes and resubmit.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





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<b>Objective 7D</b>	<b>Design and implement a training program to educate the committee/team to effectively meet the goal.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Reach out to tech savvy instructors for training on new platforms.</li> <li>• Work with communication department and legal department to ensure adherence to city concerns.</li> <li>• Offer seminars at a minimum of two different times.</li> <li>• Test efficiency of members with skill sets through posts with direct supervision of instructors until proficiency is realized.</li> <li>• After proficiency is obtained, grant administrative rights to group member(s).</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7E</b>	<b>Begin implementation through a minimum of the top five projected media delivery platforms.</b>	
<b>Timeframe</b>	18 months	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create home pages and accounts for platforms with algorithm settings to promote conversations and popularity.</li> <li>• Develop outreach calendar with user interface.</li> <li>• Begin media campaign to advertise new outreach platforms on fire department website, city website, other department's like size and scope department websites, and social media outlets to include radio show and TV marketing.</li> <li>• Increase outreach marketing presence in the community through various forms or interaction.</li> <li>• Monitor all platforms for effectiveness, quality control, and participation.</li> <li>• Adjust as needed for growth, replacement, and/or reevaluation.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
<b>Objective 7F</b>	<b>Evaluate and modify the effectiveness of the implemented programs.</b>	
<b>Timeframe</b>	6 months (on-going)	<b>Assigned to:</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Evaluate monthly and annual reports and modify as needed.</li> <li>• Post/publish surveys to public for feedback.</li> <li>• Reevaluate meeting schedule of the committee.</li> <li>• Report all findings, with recommendations, to the leadership team for consideration and future direction.</li> <li>• Make necessary changes as seen fit by the committee/team.</li> <li>• Continuously monitor and improve throughout.</li> </ul>	
<b>Funding Estimate</b>	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:





# 2019-2024 STRATEGIC PLAN

## 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.

**“Vision is knowing who you are, where you're going, and what will guide your journey”**

Ken Blanchard

## Hickory Fire Department's 2024 Vision

is to be widely known for always providing quality life safety, incident stabilization, and property conservation, while embodying all core values we will become a leader in the delivery of all-hazard responses and services. The futurity of our organization, this vision, will be a reality if we all endeavor to accomplish our goals. **We will become this future by...**

**F**ollowing opportunities to show we are forward thinking and being better positioned to answer the call for which we exist. As we embrace the greater exploration and use of technology, we will realize more efficient and effective ways to serve. By broadening our department's abilities with comprehensive specialized training, we will be prepared now and in the future for any challenges we may encounter. Through all of this, we will embrace the resulting innovation that continuously provides a return for all stakeholders.

**I**lluminating our commitment to integrity, as we work toward greater efficacy through enhanced organizational practices. Additionally, our initiatives in community outreach will bridge any gaps with our public, demonstrate our dedication, and further bolster our relationships.

**R**emembering our commitment to resilience as we invest in our most important asset, our members. With our emphasis on staffing and succession planning, we will ensure we remain mission-focused and resourced with a cadre of professionals now and tomorrow. By striving to invest in the health and wellness of our members, we will guarantee their longevity, while providing a return to our citizens. In the course of these efforts, Hickory will be a safer and better place to live, work, and play, while striving to be the best of the best.

**E**mbracing excellence through service and remembering our history, we will always be persevering for future change. With this focus, together we will unceasingly do what is best for our community in all that we do, while striving to bring this vision to fruition.





# HICKORY FIRE DEPARTMENT

## 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. 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 establish that 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

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



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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. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.<sup>3</sup>

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





# HICKORY FIRE DEPARTMENT

## 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>CFAI</b>	Commission on Fire Accreditation International
<b>CPSE</b>	Center for Public Safety Excellence
<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>CVCC</b>	Catawba Valley Community College
<b>Efficiency</b>	A performance indication where inputs are measured per unit of output (or vice versa).
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<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>FEMA</b>	Federal Emergency Management Agency
<b>FTE</b>	Full-Time Equivalent
<b>GPS</b>	Global Positioning System
<b>HPD</b>	Hickory Police Department
<b>ICS</b>	Incident Command System
<b>Input</b>	A performance indication where the value of resources is used to produce an output.
<b>ISO</b>	Insurance Services Office
<b>IT</b>	Information Technology
<b>KSA</b>	Knowledge, Skills, and Abilities
<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.
<b>NCDOT</b>	North Carolina Department of Transportation
<b>NFPA</b>	National Fire Protection Association
<b>OSHA</b>	Occupational Safety and Health Administration





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<b>OSFM</b>	Office of the State Fire Marshal
<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>PPC</b>	Public Protection Classification
<b>PPE</b>	Personal Protective Equipment
<b>PTSD</b>	Post-Traumatic Stress Disorder
<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 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.





# HICKORY FIRE DEPARTMENT

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# 2019-2024 STRATEGIC PLAN

## Appendix 1

### Community Expectations

Understanding what the community expects of its fire service 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 expectations they have for the Hickory 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 expectation responses of the community stakeholders:

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

1. Quick response to emergency. Prompt response times. Be there when I need them. To respond to emergencies in a timely and efficient manner. Get to my house quick. (80)
2. Help keep me safe, when performing required inspections or classes. Protect the community by saving lives first and foremost. Keep the community safe from fire and natural and man-made disasters. (38)
3. Employees well trained. Competent in all phases of fire/safety response. Training. (31)
4. Educate the community about fire safety. Educate the community about safety concerns. Community education for prevention. Community training. Reach out to the community to provide fire prevention education. (30)
5. Provide emergency response to medical events. High quality error free care. To provide and assist in EMT services at residences, businesses, and accidents. Provide quality initial medical care as first responders. (23)
6. Development aids/technology. Modern equipment and technology. State-of-the-art equipment. Well-equipped. (17)
7. Have rapport with community. To be friendly, it is difficult, but the fire department usually deals with people when they are having a bad day. (10)





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8. Professional response to issues. Conduct themselves in a professional manner. Overall professionalism. (10)
9. Put out fires as they arise in the community. Quality fire suppression. (9)
10. Eliminate communication barriers between departments and other entities that may hamper response and operations. Inclusion with all other professional organizations/departments. Work with volunteer sites (departments). Work in partnership with non-profits and other community organizations. (9)
11. All personnel to be safety first minded. Keep people and staff safe. (9)
12. Prepare employees to be positive stewards in customer service. To be good stewards of the city. Outstanding customer service training. Community/customer focus. (9)
13. Need to be visible. Continue to participate and promote your community involvement through public events. Get to know neighbors - community outreach. (5)
14. Care given to infrastructure. Maintenance of infrastructure, fire equipment, fire hydrants, etc. (5)
15. Provide adequate staffing and provide /maintain functioning equipment. (4)
16. Safety from gas line explosions or leaks. This is something an older city needs to stay on top of. (4)
17. To know the layout of our facility-locations of various areas by name-panel location. (3)
18. Keep me legal. Do the right thing so I am doing the right thing with my employees. (3)
19. Organized effort. (3)
20. Chemical explosion safety. Both at local factories and from transport trucks. (3)
21. Assistance during weather related events. (2)
22. Understand they work for the citizens of Hickory not their firefighters association. (1)
23. To look at process and strategies often to evaluate where they are lacking. (1)
24. Keeping up with changing needs - demographics etc., of the community served. (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 community stakeholders prioritized and weighted accordingly:

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

1. Proper training of personnel to protect and defend the infrastructure. Workforce training for entry-level personnel. Ability to train for new or unexpected hazards. Training for particular sites - hospitals, factories, chemical plants, high-rises. Is training up-to-date? Not trained in numerous technical rescue disciplines. Continue to grow firefighter training. (30)
2. Staffing retention. Ability to hire and retain qualified staff. Staffing levels. Is the department adequately staffed? Make sure staffing keeps up with city growth. Not enough personnel through the busy times of the day. (26)
3. Maintain adequate response times and service levels as the city continues to expand outward. New development and pace of city growth. The time it takes to reach the scene. Infrastructure improvements may slow response times. (24)
4. Aging equipment. Tools needed for ladder trucks, chemical plants, high-rises. Is equipment up-to-date? Better, more updated equipment. (20)
5. I don't want budget issues to dictate my level of safety and protection. Approach situations cost effectively - research purchases to be prudent. Cost. Adequate funding. (15)
6. Ability to efficiently get to emergencies - one-way streets are difficult and some streets are narrow. Do we need fire trucks so large? Can we make simple changes to our city to help them navigate? Is





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- the four-quadrant system (NE, NW, SE, SW) effective or confusing? Can they navigate Hickory addresses - where is, for example 6th Street Circle Court Place NW? Concerned that houses are not adequately marked to help the fire department find residences. (11)
7. Provision of rescue services as rescue organizations struggle and close. Entry into rescue. Water rescue/swift-water rescue ability. (11)
  8. Why do fire, police and other emergency all report at the same time? They are required to show up for all ambulance calls, whether needed or not. (10)
  9. Lack of public knowledge of the city's emergency management plan. Is community outreach effective? Reaching enough citizens and businesses to educate on fire safety. (9)
  10. Outreach to minority communities and recruitment of a diverse workforce. Ability to hire a diverse workforce. From a demographic perspective, the department has little diversity. (9)
  11. Organizational culture tends to be negative at times on the fire suppression side. There seems to be a negative culture that impacts new employees. (9)
  12. Some firefighters view their role as more important than many other city services. Sometimes the department seems to be an insular group. (8)
  13. Safety is always my first concern for staff - this includes making sure they have proper training and equipment. Suitability of firefighters' PPE. (7)
  14. Succession planning/leadership positions. Career development/succession planning for future leadership/command staff - at mid-management level now. (6)
  15. Possibility of fire sprinkler discharge in an electrical room. (5)
  16. I am concerned that the progressive advancement of legality issues may slow down your ability to act quickly to a situation. (5)
  17. Lines between the city and the county. (5)
  18. Enforcement of fire codes potentially hinder a business - particularly with older buildings. (5)
  19. Preparation to address suburban/woodland fire exposures. (5)
  20. What are the physical training requirements? (4)
  21. To know what kind of possible hazards may be in different areas. (4)
  22. Silos in city organization. (4)
  23. Look at alternative scheduling to meet demands of a modern-day fire department. Is the current schedule the best for staffing at peak times? (4)
  24. Does the fire department participate in the recycle drives? (3)



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25. After hours - if the staff at our facility is not familiar with the fire system, would they be comfortable with resetting or scrolling through the panel for data? (3)
26. Become more open to input from outside the fire service that you depend upon and share feedback with them also. (3)
27. Does the fire department work with developers to install safety in new construction - sprinklers, smoke/CO alarms? (2)
28. Location of fire stations - do we need more? (2)
29. Firefighters working to distance themselves from coworkers with benefits. (2)
30. Coordination with 911. (2)
31. City management takes all matters that are brought to them by the fire department seriously. (2)
32. Working as a team with entire organization, department, and other rescue agencies. (2)
33. Community's awareness of the needs of our fire department. (2)
34. What is the age requirement? (1)
35. Large-scale evacuation training - hospitals. (1)
36. Some seem to have more loyalty to the firefighters' association than to the city as a whole - very few firefighters even live in the city limits. (1)
37. Morale may be low for firefighters. (1)

## 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 Hickory Fire Department (verbatim, in no particular order)

- Community outreach is good – I see department at events.
- I see articles in the paper and on social media.
- I see what I assume are training runs – hilly streets are hard to navigate.
- Equipment appears well maintained.
- Have had no firsthand experience and hope to never need to call.





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- Have enough personnel to handle most situations.
- Have good equipment.
- They are excited about providing more rescue services.
- Strong record of longevity. Not a lot of turnover.
- I have experienced a call and the response was timely and professional.
- Firefighters in general care about the community and residents and visitors.
- Firefighters exhibit great pride in their training and professional ability.
- New leadership is open to change and collaboration.
- Very professional appearance.
- Team work.
- Organized.
- Friendly and caring.
- Conscientious employees.
- Most are hardworking people who are dedicated to serving the community.
- Good response times to fires and accidents, other medical emergencies.
- Community outreach and education.
- Extremely low number of fire fatalities.
- The leadership in our fire department is exceptional. I have the highest regard for the last three fire chiefs whom I have known personally.
- The department's prioritizing of training, education, and attitude of service.
- During city college, saw how effective and efficient our firefighters are.
- The Fire Departments broader involvement in the community.
- The accessibility of our firefighters to and for our community.
- New system for commercial business' that allows the Fire Department to be ready on the way to fire, rather than waiting.
- Community involvement.
- Take great care of equipment and property.
- Speedy response time for the area I work (NW 321).
- Keeping up to date with city happenings by being present at city council meetings.



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- Extremely professional and efficient in fire and medical response.
- Good use of innovative technology and equipment.
- Staff is motivated, and highly trained, and compassionate.
- Works well with other departments, both in and out of public safety.
- Fire inspections and fire education are both strength areas.
- Fire department has a lot of support from the citizens, government leaders, and visitors.
- Fire department is incredibly helpful and professional to citizens and visitors.
- Some businesses confuse county code enforcement rules with fire and planning codes and may have a negative perspective.
- The immediate response to and crisis with a well-trained and educated team like the fire department is appreciated.
- Sometimes organizational culture and department culture may not always align with some in fire department.
- Highest opinion of the professional character of Fire Department personnel.
- Interaction with the community while shopping for station supplies.
- Appropriately equipped for Hazmat and Chemical assessment.
- Cross training with EMT and police services.
- Communication and accessibility of staff.
- Fire education program (including education of children), car seats, and smoke detectors.
- Response times.
- Fire inspections and plans review staff.
- Our fire department is great at saving lives and protecting the community. Including fire inspections on the front end.
- Excellent education to the community with programs, public relations events, teaching, serving populations like the elderly or diverse cultures in the community.
- Most everyone I know/met in the fire department are trained well, have good outlook, engage with all departments, and care about their work.
- Staff are trained well. Impressive training.
- I see pride (in a good way) in your professionalism and you are always polite to me and my company in the times of interaction.







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- You are patient and understanding when we may have burnt popcorn and triggered our smoke alarm system. I've never seen you "lose it" or become short with those situations.
- Fire department is strong leadership, open to suggestions, reliable, progressive, and viewed as a positive organization in the community.
- The fire department seems well equipped to handle any emergency when they do have to respond.
- The fire inspectors work well with us in keeping us safe and compliant.
- They always seem courteous no matter how many false alarms we may have.
- Very responsive.
- Willingness to help.
- Knowledgeable.
- Concerned with safety for all.
- Staff preparedness.
- Equipment and staffing levels for fire suppression.
- Personable and professional fire safety and operating staff.
- Location of stations.
- Ability to be flexible.
- Always available to meet demands.
- Sense of urgency due to high reliability culture.
- Positive reputation in community.
- Continuous improvement with training and physical training.
- Aids are up to date.
- Professional approach throughout the division.
- Prompt response to situations.
- Command staff seeks to be part of the solution and a willingness to pull the curtain back.
- Look sharp at events.
- Positive perception in the community about quality of services.
- Visibility/involvement at community events.
- Education efforts with schools and children's programs.
- Locations throughout the city.



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- The Fire and Life Safety Division works extremely well with staff and citizens involved in the development process. They are responsive to public and internal queries.
- Fire department staff are not siloed from the rest of the city organization. They regularly work with staff from other departments to complete multi-disciplinary projects.
- Staff is always willing to work with youth and educational programs and tours.
- Strong leadership that are good communicators.
- Investment in technology- new data systems seem great.
- Easy to work with. Friendly and willing to help.
- Want to be part of the big picture and not on an island by themselves.
- Good to see the fire department have a visible presence – bring equipment through neighborhoods.
- What can fire department contribute to the recycle program?
- Does the fire department conduct/cooperate with Catawba Science Center in presenting programs?

## 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 Hickory Fire Department (verbatim, in no particular order)

- I love getting updated smoke and carbon monoxide alarms in my neighborhood – reminders on replacing batteries was helpful.
- Highly trained, competent, and capable personnel.
- The fire department has good people and good leadership on balance. They are also well funded by the city.
- Wish more firefighters lived in the community they serve (and are paid by).
- Commitment to the city organization.
- There should be standard signage on houses in the city to find the locations.
- One-way streets can be a challenge for the fire department.
- Dead-end streets which pick up later can be a challenge.
- I recently (for the first time in my life) had to call on the fire department. Their response time, professionalism was excellent. I so appreciate everything they did to serve us and care for us.





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- Just thank you for putting your lives on the line daily.
- The opportunity to participate in this exercise and stakeholder forum is appreciated. Thank you for risking your lives for so many each day.
- Fire department and public services should work together in addressing wood debris accumulation in the Parks following the October 2017 tornado and subsequent storms.
- The fire department needs to be thinking about Riverwalk and accessibility for extrication and response.
- So glad Matt Hutchinson is the fire chief!
- I work in Hickory and often hear your trucks roll for emergencies. Each time I think of the service you provide and am grateful. I would hope all would see beyond the trucks and sirens and realize we are indebted to you. Thank you.
- The fire department is and will continue to be the operational template within the firefighting community for all areas of emergency services.
- I really believe, overall that our fire department in Hickory is top-notch.
- Professional staff who represent the city with distinction. Always willing to assist all departments.
- Allow more community involvement and education – not only in schools but career industries.
- When I was in a car accident about a year and a half ago, the fireman that responded could not have been more helpful with making sure I and the other driver were okay and taking steps to clear the road.
- Always seem to be courteous, friendly and good to work with. They're a credit to the community.
- Does the fire Department operate drones for aiding emergency situations?
- Does the fire department check on GPS information and provide current accurate data?



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## Appendix 2

Supporting Services of the Hickory Fire Department		
Training	Emergency Dispatch	Vendors
NCDOT	City Administration	City Departments
Law Enforcement	Volunteer Organizations	State Emergency Management
School District	CPSE	Mutual Aid Partners
Hospitals	National Fire Academy	Utility Purveyors
State Agencies	Community Organizations	Homeland Security/FEMA
Office of the State Fire Marshal	Regional Hazmat	Professional Associations
Vehicle Maintenance	Honor Guard	Tax Payers
Administrative Support	Media	Local Universities
Railroad	Transportation entities	Federal Aviation Administration
Catawba County Firefighter's Association	Catawba Valley Community College	Catawba County Emergency Management
County EMS	Catawba County Agencies	





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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 Hickory Fire Department	
Chief Hutchinson vision and avenue for change	“Buy in” from majority of coworkers
Training Division (quality of training improvement)	Overtime availability/funding for special event standby opportunities
Data collection trend started	Morale improvement
Vehicle maintenance (97% front-line availability)	Quality front-line apparatus/equipment
Turnout gear < 5 years old	Diverse knowledge and skill set among personnel
Driver trainee/Senior Firefighter Program	City support of higher education
Allocation of department staffing – ladders and rescue at 4	Capital purchasing – quality focus (apparatus and equipment)
Working towards future service delivery (water rescue, confined space, hazmat, and trench)	Fire prevention inspections are high quality and the program is efficient
Fire Education Program (Terri’s work is tremendous/the amount and quality of education and student-contacts is exceptional)	Physical fitness is encouraged throughout the organization through processes and programs that are in place
Fire hydrant system (capacity and pressure improvements) in most areas of the city	Willingness to improve
Positive public relations	KSA of current employees
Administration assistant contributions	Technology use – tablets and preplans
Investigation taskforce (team of HFD/HPD) thorough scientific fire investigations	Age of department (younger, average age of personnel longevity)
Focus areas (core services) done well	Leadership “open door policy”





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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 Hickory Fire Department	
Uniformity – Lack of consistency between station, battalions, shifts	Fireground inexperience (young department and volume of incidents)
Untapped potential – large skill set not being used	Personnel retention
Succession planning – none	Low staffing – all divisions
Transparency of budget process	Lack of funding for core-service equipment
Compliance in standards (apparatus, equipment, PPE, NFPA, OSHA)	Reorganization/rebuilding in progress (growth slowed until complete)
Dependency on technology (phone use vs district knowledge)	Inability to provide services (confined space, etc.)
	Frequency of policy revision (too often)
Funds being used for things other than what they were originally specified for in the past (lack of budget planning)	Technology weaknesses in certain instances - no private network (technology infrastructure i.e. internet, intranet)
Lack of comprehensive policy on health and wellness (station conditions and decontamination)	Due to certain aircraft traffic, the department occasionally must supplement staffing and equipment at the airport station
Attrition (lack of incentive for recruitment and incentive)	Possible need of rescue coordinator (training division)
Aging stations (remodel or replace)	Station relocation needed
Elements of promotional processes need reviewed	Community involvement/engagement
Mental health awareness	Lack of a training facility
Decontamination policy and culture implementation	Pay and compression
Improvement needed in career development plan	No officer candidacy school
Low morale/attitude (complaining for the sake of complaining and how that effects younger members)	Not all personnel have two sets of PPE
	Need cross-training





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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 Hickory Fire Department	
Expansion of grant opportunities	Specialty training – state and federal
Outside funding via other agencies (confined space standby, etc.)	Emergency management training – ICS, mass casualty, hospitals, CVCC, mall, hotels
Vendor relationships	Tax-base growth through new buildings and development
Technological advancements	Marketing opportunities via social media
Training opportunities with local industry	Continuing/advanced education through accredited sources
Departmental growth as an industry leader	Nonprofit organizations and community networking
Legislative influence/opportunities	Involvement with multiple associations and committees
Cancer prevention program – state level	Elimination of boundary lines – “inside city only mentality”
Improve ISO inspection (PPC)	Health and wellness support program
PTSD part of workers compensation	Seeking accreditation
Reallocation of rescue tax and equipment	Industry/community partnerships for a training center
Local training facility development	Active/diverse recruitment
Sharing of resources and expertise	County engagement in response – utilize other agencies’ resources and training
Interagency training/interdepartmental training – public works, police department	Department should have input on certain airport development initiatives
Multi-agency networking (joint training and building relationships with other fire departments)	



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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 Hickory Fire Department	
Lack of qualified applicants	Fluctuating economy
Everchanging building techniques	Retention with private-sector strength
Certain city policies that limit growth and potential – 30-mile, anti-nepotism, pay, benefits	Lack of equipment to respond to certain types of disaster response (structural collapse, etc.)
Terrorist attack – building, roadway, railway, technology, infrastructure, water system, biological	Transportation hazards – railway cargo, HazMat transport on interstate highways, electric vehicles
Health risks – cancer (internal), exposures, mental, opioid dependency	Available time – maintain required training updates – OSFM, others
Aging infrastructure – gas lines, water lines	Local, state, and federal policies
Loss of interest in the firefighting profession	Lack of agency compatibility – training, knowledge
Service delivery expansion due to loss of volunteer agencies	Increased service delivery costs – equipment, apparatus, training
Annexation restrictions	IT/technology dependency
Generational ‘boundaries’	NFPA/industry standards constantly changing
Grants slowly shrinking	Funding for staff (reduction in FTEs)
Officers/personnel used for non-fire department related city errands – out of place for response	Lack of cooperation with other city departments
Potential emergencies not prepared for – lake, wildland, trails, etc.	“Eyes watching” from local politics – legislators who reside here
OSFM standards – keep changing	Falling number of volunteers – keeps declining
Height restriction (fifty feet residential and eighty feet industry) cap on structures	





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## Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p>Staffing</p> <ul style="list-style-type: none"> <li>○ Allocation</li> <li>○ Funding</li> <li>○ Retention/Recruitment</li> </ul> <p>Professionalism</p> <ul style="list-style-type: none"> <li>○ Positive Stewards in Customer Service</li> <li>○ Customer Service</li> <li>○ Internal professionalism</li> <li>○ Culture</li> <li>○ Reinforcing forward thinking</li> <li>○ Integrity</li> <li>○ Resilience</li> <li>○ Excellence through service</li> <li>○ Personal accountability</li> <li>○ Fidelity in reporting</li> <li>○ Consistent data-based decision making</li> </ul>	<p>Staffing</p> <ul style="list-style-type: none"> <li>○ City policy</li> <li>○ Funding</li> <li>○ Qualified applicants/diversity</li> <li>○ Benefits</li> </ul> <p>Management Practices</p> <ul style="list-style-type: none"> <li>○ Budget/Department members involvement</li> <li>○ Internal communications</li> <li>○ Research and development of all purchases</li> <li>○ Leadership</li> <li>○ Career Development</li> <li>○ Position knowledge</li> </ul>
<p>Transparency</p> <ul style="list-style-type: none"> <li>○ Succession training</li> <li>○ Budget</li> <li>○ Policy review</li> <li>○ Department “silos”</li> </ul>	<p>Training</p> <ul style="list-style-type: none"> <li>○ Lack of training center</li> <li>○ Certification process</li> <li>○ Succession training</li> <li>○ Adding of service</li> </ul>
<p>Specialized Training</p> <ul style="list-style-type: none"> <li>○ Funding</li> <li>○ Local facility</li> <li>○ Training gap between administration and responder</li> <li>○ “Buy-in” on all levels of training</li> <li>○ Equipment purchasing</li> <li>○ No officer candidate school</li> <li>○ Rescue Coordinator</li> </ul>	<p>Health and Wellness</p> <ul style="list-style-type: none"> <li>○ Bay exhaust systems</li> <li>○ Cancer screenings</li> <li>○ NFPA 1500 physicals</li> <li>○ Gear placement in stations</li> <li>○ Second set of gear</li> <li>○ Using outside facilities/pool, yoga, etc.,</li> </ul>
<p>Health and Wellness</p> <ul style="list-style-type: none"> <li>○ PTSD</li> <li>○ Mental health</li> <li>○ Cancer</li> <li>○ Physical fitness (update and replacement)</li> <li>○ Decontamination policy and culture implementation</li> </ul>	<p>Using Technology</p> <ul style="list-style-type: none"> <li>○ Knowledge of applications</li> <li>○ Sharing and updating information</li> <li>○ Network compatibility</li> <li>○ Funding</li> </ul>



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Critical and Service Gap Issues Identified by the Department Stakeholders (continued)	
Group 1	Group 2
<p>Outreach/Marketing</p> <ul style="list-style-type: none"> <li>○ Recruitment outreach</li> <li>○ Under-utilized media (social media, newspapers)</li> <li>○ Networking with other agencies</li> <li>○ Public image</li> <li>○ Community involvement/engagement</li> <li>○ Educational opportunities via social media</li> <li>○ Line of communication with other departments</li> <li>○ Cooperation with other departments</li> <li>○ Department Silos</li> <li>○ Grants</li> </ul>	<p>Services</p> <ul style="list-style-type: none"> <li>○ Staff placement</li> <li>○ Justification</li> <li>○ Lack of equipment</li> <li>○ Proper implementation</li> <li>○ Needs assessment</li> <li>○ Funding</li> </ul>
<p>Capital Improvement</p> <ul style="list-style-type: none"> <li>○ Capital replacement plan</li> <li>○ Station locations</li> <li>○ Station conditions</li> <li>○ Apparatus purchasing</li> <li>○ Equipment</li> <li>○ IT</li> <li>○ Education of city council/administration on capital purchasing and why replacement and maintenance is needed</li> <li>○ Matches city growth</li> <li>○ Utilize in put form assigned committees</li> </ul>	<p>Response Times</p> <ul style="list-style-type: none"> <li>○ Communication Center</li> <li>○ Turnout time</li> <li>○ Route planning</li> <li>○ Complacency</li> <li>○ Communication/other agencies</li> <li>○ Station layout</li> </ul>
<p>Interdepartmental</p> <ul style="list-style-type: none"> <li>○ Department “silos” (no collaboration or free service between the departments)</li> <li>○ Communications</li> <li>○ ARFF truck</li> <li>○ Airport subsidizing</li> </ul>	<p>Community Outreach</p> <ul style="list-style-type: none"> <li>○ Willingness</li> <li>○ Documentation</li> <li>○ Marketing/branding</li> <li>○ Support of administration</li> <li>○ Time management</li> <li>○ Locations for outreach</li> </ul>
<p>Inter-Agency</p> <ul style="list-style-type: none"> <li>○ Training with EMS</li> <li>○ Training with law enforcement</li> <li>○ Combability of equipment</li> </ul>	<p>Infrastructure</p> <ul style="list-style-type: none"> <li>○ Schedule replacements</li> <li>○ Include user/maintenance feedback in new purchases</li> <li>○ Proper station locations</li> <li>○ In house knowledge, skills and abilities</li> <li>○ Utilization of in-house resources</li> </ul>

