

# Raleigh Fire Department Strategic Plan

2015 – 2020



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## Document Control

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## Executive Summary

The Raleigh Fire Department Strategic Plan provides organizational direction, over the next five years, to ensure continuous capability improvement. This plan outlines priorities so intelligent business decisions can be made in alignment with our vision, mission and values. As the internal and external environment in which we operate changes, the strategic plan should remain a map for the Department's future.

Beginning in April 2015, a work group was established to begin the strategic planning process, seen on the following page, by revising the Raleigh Fire Department mission statement and creating a vision statement. The mission – Unselfish Dedicated Service – epitomizes our core being, and was created to be easily remembered by all. The Raleigh Fire Department contributes to a “Safe, Vibrant and Healthy Community” via a clear vision that embodies anticipating risks, preparing by continually enhancing our capabilities, growing as an organization to meet increased or changing public safety demands, and empowering internal and external stakeholders in all facets of our job.



*Photo courtesy of Mike Legeros – Lundy Drive 2014  
Graphic design by City Public Affairs Dept.*

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A survey was distributed in May 2015 to prepare stakeholders for a July 2015 strategic planning meeting that included analysis of the City’s current and forecasted future context, internal and external Departmental scan, and strategy formulation. Critical thinking and collaboration revealed positive forces that can be leveraged for capability sustainment and improvement, as well as potential risks or capability gaps that need to be addressed.



*RFD Strategic Planning Process*

The core values of the Raleigh Fire Department are generated on the premise that our work makes a difference in the quality of life in the City of Raleigh and greater metro area. Values are the essential and enduring tenets that guide personal actions; on and off duty.

**Professionalism** – We will treat our peers and the public with a positive and professional attitude consistently.

**Respect** – We will respect our personnel and hold the people we serve in high regard.

**Integrity** – We are honest, trustworthy and reliable.

**Dedication** – We expect our service to be worthy, vigorous, resourceful, and courteous.

**Excellence** – To demand the best of ourselves and to recruit/retain the best people, we believe we must maintain an environment that will support innovation, experimentation and taking of appropriate risks.

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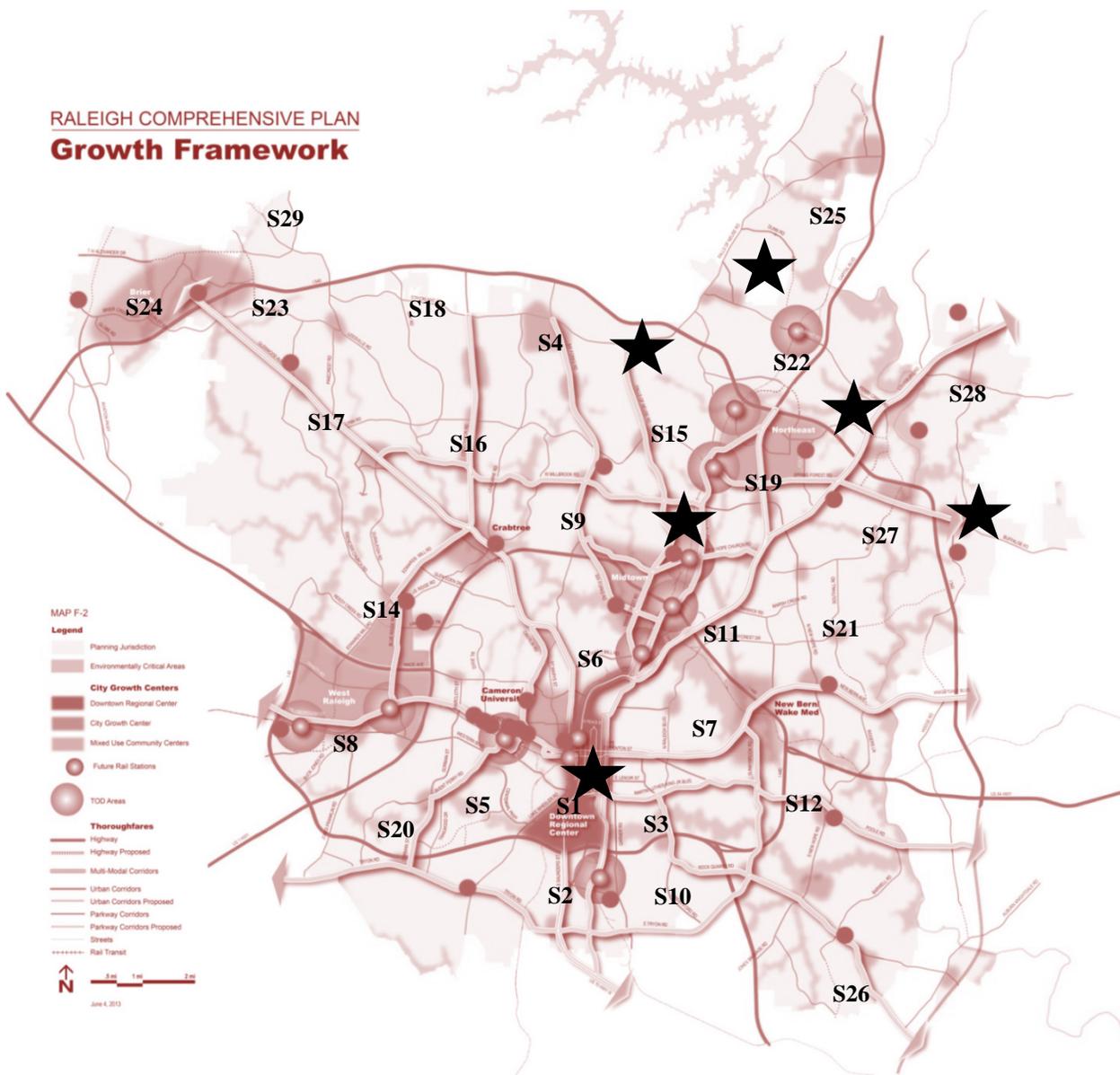
## City Attributes

Uncertainty, or risk, is ever present in a changing, modern world. Whether the risks are internal to the City, such as political issues and organizational capability gaps, or external, such as economic declines and man-made/natural hazards, the Department manages risk through identification, assessment, analysis and mitigation efforts. This strategy is designed to address the risks we face by focusing our attention on building and sustaining capabilities to create a safer and more resilient community.

### Risk Management Model



**RALEIGH COMPREHENSIVE PLAN**  
**Growth Framework**



★ RFD focus area for future resource placement and facilities

Risk trends and forecasted density of infrastructure and population will assist the Department in determining where to position resources, as well as add new or relocate existing facilities. The black stars represent current response coverage gaps in proximity to actual past development and growth centers that are intended to intelligently concentrate future development.

Outputs from the internal and external Departmental scan are located on the following page.

## Sustainment

## Risk

### Strengths:

- Our people: dedicated, committed
- Educated/trained workforce
- Operationally solid
- Effective and safe
- Equipment is top notch
- Work well with others
- Culture of safety
- Investment in personnel
- Investment in infrastructure
- Diversity of services for citizens
- Customer Service
- Adaptability to chaotic situations

### Weaknesses:

- Communication: internally, over communicate unimportant things, under communicate important, lack of consistency.
- High percent of promotable candidates not testing; responsibility adverse
- Technology integration
- Some processes are more reactionary than methodical
- Conflicts between taught managerial tactics and application
- Programmatic performance evaluation
- Staffing: supplemental operational staffing & lack of support staff
- Aging fleet, no funding model for apparatus replacement
- Information management/centralized scheduling
- Training center replacement
- Public education “community risk reduction enhancement”
- Lack of planning to address needs in Services, Training and Office of the Fire Marshal
- Retention: pay deficiencies

### Opportunities:

- Technology: Data management, divergence of systems, new tablets, Internet Protocol (IP) radios, Global Positioning Systems (GPS)
- Use of social media
- Collaboration/transparency
- Growth: attract and recruit; financial benefit; larger and more culturally rich pool of applicants to hire, train, and retain; increased tax base
- Expanding economy
- Marking buildings (physically) by risk level
- Transparency with stakeholders

### Threats:

- Security (cyber and physical)
- Changing community values
- Effects of economy
- How to address growth and increasing diverse groups
- Changing service needs as demographics change
- Social issues: resisting authority/social unrest, social narcissism
- Federal/state/international target hazards
- Funding sustainability
  - Weak infrastructure
  - Medical/health care
  - Regulatory changes

Internal

External

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## **The Plan: Goals, Objectives and Actions**

Operating in a dynamic environment requires adaptability to a future that predicts challenges and opportunities. Adaptability can only be achieved through deliberate planning and action. Each member of the Raleigh Fire Department plays a vital role in knowing our future direction, communicating consistently the plan to all stakeholders, and aiding in accomplishment of the Plan.

The Raleigh Fire Department has identified 5 goals to achieve continuous capability enhancement. In addition, objectives, outlining specific results necessary to achieve the goals, are listed in priority order. Each objective has sequential actions to enable the completion of the objective and ultimately the goal.

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**GOAL 1: Promote workforce excellence by providing the tools to create leaders in all members.**

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**GOAL 2: Adjust operational and support staffing levels commensurate with risk, standards and required capability.**

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**GOAL 3: Strengthen the functionality and physical condition of our facilities, apparatus and equipment.**

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**GOAL 4: Automate business systems through technology integration.**

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**GOAL 5: Prepare the people we serve by communicating our story.**

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**GOAL 1: Promote workforce excellence by providing the tools to create leaders in all members.**

**Outcome:** *The Raleigh Fire Department will be recognized as a high performing and adaptive team that fosters education, skill through practical training, mentorship, leadership development and continuity planning.*

**Objective 1.1: Implement and sustain an organization-wide Career Development Program.**

<b>Actions</b>	
1.1.1	Establish a Career Development Oversight Committee consisting of 2 Battalion Chiefs, 2 Captains, 2 Lieutenants, Career Development Coordinator and other City stakeholders (membership changes every 2 years) with the purpose of defining clear expectations for and measuring the outcomes of a formal Career Development Program.
1.1.2	Conduct research on progressive leadership styles, training opportunities and industry trends, and assess the necessity to incorporate priority components into the Career Development Program per rank.
1.1.3	Continuously update the Career Development Manual that outlines mandatory and recommended development components for each respective rank.
1.1.4	Build and publish an electronic, web-based dashboard that is the singular location for all Department employees to access updated career development resources, calendar, and announcements.
1.1.5	Ensure policies and procedures are in alignment with and there are promotional incentives to partake in the components identified in the Manual.
1.1.6	Write business cases for supplemental budget requests to implement new career development components in phases to lessen financial impact.
1.1.7	Implement an annual evaluation component to assure the effectiveness of the Career Development Program.

**Objective 1.2: Design career paths for all operational and administrative functions that support talent management.**

<b>Actions</b>	
1.2.1	Research the organizational structure, from a current and future needs perspective, and develop a career path matrix identifying and prioritizing each operational and administrative career path in the Department.
1.2.2	Create career maps (diagrams that outline common avenues for moving within and across jobs in ways that facilitate growth and career advancement) in priority order to show what each career path looks like in terms of sequential positions, roles, and stages that can be published and maintained.

1.2.3	Build, publish and maintain position profiles, by consulting subject-matter experts, interviewing functional leaders and/or conducting external industry assessment, that create distinctions among job roles in career paths by outlining core responsibilities, skills, technical training, licenses, and certifications for successful performance.
1.2.4	Identify core competencies and expected behaviors that serve as performance evaluation standards.
1.2.5	Link to and ensure career paths align with the Career Development Manual by prioritizing position profile characteristics and identifying key experiences that employees need to acquire along career paths.
1.2.6	Establish accountability mechanisms in the career pathing process to ensure Department employees support the process and that career paths adapt to changing business conditions.



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**Objective 1.3: Systematically increase the availability of experienced and capable leaders to assume key roles.**

**Actions**

- |       |  |
|-------|--|
| 1.3.1 | Assess the current and future needs of the Department based on the goals and objectives listed in the Strategic Plan, as well as the needs of priority operational programs.           |
| 1.3.2 | Analyze and match the outputs from the assessment to the capabilities of the existing workforce.   |
| 1.3.3 | Employees in critical roles create and maintain a succession plan that ensures potential successors gain the requisite skills and knowledge to expediently adapt and excel on the job. |

**Objective 1.4: Enhance annual continuing education completion reporting mechanisms and leverage external resources for diverse training perspectives.**

**Actions**

- |       |  |
|-------|--|
| 1.4.1 | Annually assess industry trends, compare trends to the Departments operating procedures, and look for training topics that could improve capabilities.   |
| 1.4.2 | Utilizing assessment findings, establish and maintain two pipelines for continuous education/training: <i>mandatory, monthly training</i> on essentials that meet minimum company standards for compliance with National Fire Protection Association (NFPA) standards and Insurance Services Office criteria, and <i>recommended, annual training</i> through external sources like colleges, seminars, and the National Fire Academy. |
| 1.4.3 | Reconfigure the continuous education/training data management system to be in alignment with minimum training requirements, i.e. State mandates, Career Development Program, NFPA standards, ISO, and improve the simplicity of data entry.  |
| 1.4.4 | Conduct a Department-wide audit annually to verify accurate documentation of each member's training logs, and implement corrective action as needed.   |

**GOAL 2: Adjust operational and support staffing levels commensurate with risk, standards and required capability.**

<b>Outcome:</b> <i>Optimal operational staffing levels will be met and sustained in varying economic conditions to maximize first responder effectiveness, perform duties safely, and steadfastly protect the community in times of varying risks.</i>	
<b>Objective 2.1: Recruit, hire, train, equip and manage the distribution of 20 firefighters per year from FY17 to FY21 to optimize supplemental staffing levels.</b>	
<b>Actions</b>	
2.1.1	Analyze trend data on staffing levels, call volume, dispatch type frequencies, leave frequencies and injury reports over the last 4 years, and compare the data to current and future community risk factors, NFPA 450/1710 and ISO outputs.
2.1.2	Using data analysis as an input, write and present a business case to all stakeholders supporting additional supplemental staffing, including characteristics of a modern, flexible staffing model that adapts to a changing operational environment.
2.1.3	Assuring alignment with the multi-year supplemental staffing business case, write and submit supplemental operating budget requests for the hiring and equipping of additional supplemental firefighters to decision makers.
2.1.4	Continue the pursuit of grant funds annually to mitigate the initial financial impact of additional operational staff.
2.1.5	Research and price successful, simplistic, web-based employee scheduling and workforce management systems that automate daily staffing solutions to improve productivity, track daily staffing levels for trend analysis, print reports, and improve management’s ability to make future scheduling decisions commensurate with predictive employee leave numbers and operational service requirements.
2.1.6	Acquire proposals, select vendor, contract and train all employees on the use of the operational staffing system. Integrate the system over a period of 12-18 months.
2.1.7	Monitor annually operational and administrative performance of the reconfigured, augmented staffing structure, using established key performance indicators, and promptly make necessary modifications.
<b>Objective 2.2: Align support staff levels with current and forecasted future operational demands of the Department.</b>	
<b>Actions</b>	
2.2.1	Across all elements of the Department, assess the primary support functions that are required, if the functions are adequately being met, if the demands will fluctuate, and if the demands exceed the time and resources currently available.
2.2.2	In coordination with all stakeholders, write and present a business case justifying additional support staffing.
2.2.3	Pursue grant funds annually to mitigate the initial financial impact.

2.2.4	Utilize talent acquisition resources to recruit candidates from all sectors.
2.2.5	Measure performance and promptly make necessary modifications.
<b>Objective 2.3: Automate the process for calling back employees to address supplemental staffing levels or emergency events.</b>	
<b>Actions</b>	
2.3.1	Analyze callback trend data and predict how additional supplemental staffing (output from Objective 2.1) will impact future callback levels.
2.3.2	Incorporate justification in the business case referenced in Action 2.1.2 for forecasted callback budgets for years 2016 – 2020 taking into account variable increases in supplemental staffing.
2.3.3	Edit and/or create new policies and any other Department documents to include procedures for emergency and daily overtime adjustments utilizing the workforce management system acquired through Action 2.1.6.
2.3.4	Leveraging the system vendor for technical expertise and maintaining transparency with the Emergency Communications Center (ECC), customize the workforce management system to mirror the staffing structure and callback procedures. Automate overtime hiring via the ability for employees to accept shifts via redundant communication methods; i.e. text message, phone call, mobile app, or web profile.
2.3.5	Train on the new system in phases (by battalion and by platoon) and implement as identified in Action 2.1.6.
2.3.6	Monitor annually operational and administrative performance of the reconfigured overtime hiring system, using established key performance indicators, and promptly make necessary modifications.

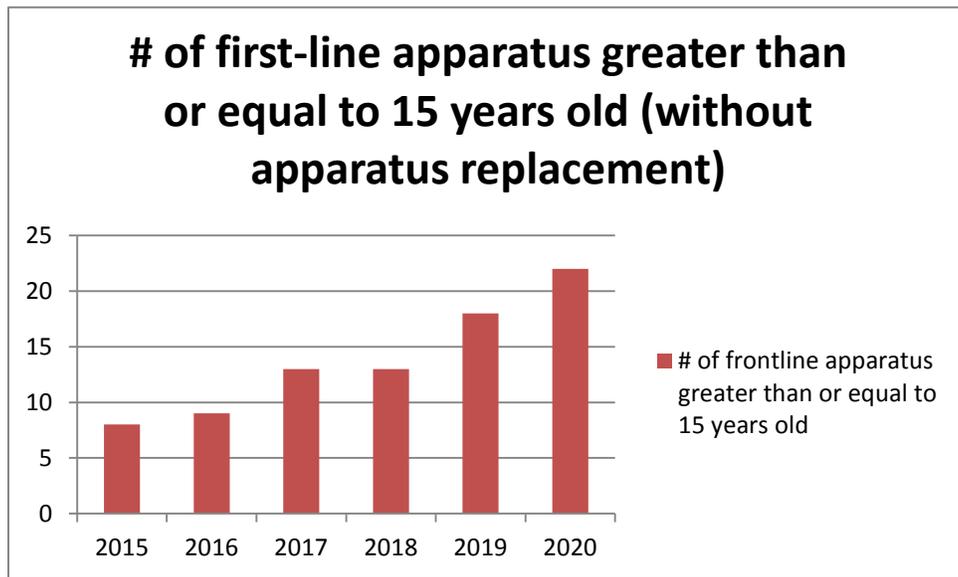


**GOAL 3: Strengthen the functionality and physical condition of our facilities, apparatus and equipment.**

**Outcome:** *The Department will have the resiliency, through its maintained and progressive assets, to meet forecasted growth demands and enrich our level of public safety service for all recipients.*

**Objective 3.1: Establish a fleet management program, including but not limited to baseline specifications in alignment with industry standards and a multi-year replacement schedule, to procure and maintain a fleet that meets the evolving needs of the Department.**

Actions	
3.1.1	Assess industry trends and national fleet management standards, as well as collaborate with internal and external stakeholders to establish best practices for apparatus acquisition, maintenance and reassignment.
3.1.2	Develop and annually revise a strategic fleet replacement plan that incorporates standardized and innovative vehicle and equipment specifications, a multi-year replacement schedule, preventative maintenance standards and data outputs, and reassignment (frontline to reserve) or disposal thresholds for each type of vehicle.
3.1.3	Continue long-term purchasing agreements, group purchasing and add-ons that aid in vehicle and equipment standardization and maximize returns on investment.
3.1.4	Utilize the fleet replacement plan as funding justification to establish a multi-year program budget.
3.1.5	Modify policies, procedures and the fleet data management solution to be in alignment with the fleet management program.
3.1.6	Evaluate annually the performance of the fleet management program and make corrective actions as needed.



**Objective 3.2: Phase the development of a training center with all necessary components, including emergency vehicle driving course, where firefighters can practice, maintain and increase capability.**

Actions	
3.2.1	Coordinate with internal City and external stakeholders to conduct a needs study that incorporates current/future training components (administration/support, indoor instructional, exterior practical exercise, infrastructure), functionality/physical condition of existing facilities and site acreage requirements.
3.2.2	Complete a business case that includes consideration of cost-saving opportunities, exploring various site layouts, development phasing, grant opportunities, viable alternatives for training props, and the retention or selling of the Keeter Training Center.
3.2.3	In collaboration with all stakeholders, present needs and cost-benefit study findings as funding justification to establish a multi-year project budget.
3.2.4	Leverage consultants to evaluate viable sites for development, and acquire land in alignment with the outputs from the needs study in Action 3.2.1.
3.2.5	Commence the design and construction process in prioritized project phases by contracting with vendors that perform master planning, training component design, construction document production, construction administration, and project closeout.
3.2.6	Leverage project management solutions to track, make adjustments and report project performance, including but not limited to actual to target schedule, expended costs, baseline scope alteration, and change orders.



**Objective 3.3: Improve the physical and functional condition of legacy Department facilities via a systematic process that utilizes a multi-year programmed capital budget.**

Actions	
3.3.1	Maintain a multi-year project plan that leverages the outputs from previous conditions assessments to prioritize the completion of facility renovations and communicate the plan to all stakeholders.
3.3.2	Contract design and construction services for multiple projects in phases so activities can be conducted simultaneously to complete renovations commensurate with the appropriated budget for each fiscal year.
3.3.3	Standardize the building layout and specifications of building systems and materials to maximize operational effectiveness and simplify future facility maintenance.
3.3.4	Conduct geographic system analysis of response times from temporary locations and coordinate the temporary relocation of companies during renovations based on analysis outputs.
3.3.5	Maintain transparency with the community by utilizing the appropriate Citizen Advisory Council (CAC) to communicate project goals and deliverables.
3.3.6	Leverage project management solutions to track project performance, including but not limited to actual to target schedule, expended costs, baseline scope alteration, and change orders.

Fiscal Year	Work	FY 16 Total	FY 17 Total	FY 18 Total	FY 19 Total	FY 20 Total	Budget Total
FY 16	Design (S5)	\$ 97,140.00					\$1,670,000.00
	Construction (S5)*	\$ 763,429.00					
	Design (S2)	\$ 114,190.00					
FY 17	Design (S10 & S15)		\$ 220,000.00				\$1,300,000.00
	Construction (S2)		\$ 978,848.00				
FY 18	Design (S8 & S16)			\$ 195,000.00			\$1,300,000.00
	Construction (S10 & S15)			\$1,105,000.00			
FY 19	Design (S9 & S17)				\$ 195,000.00		\$1,300,000.00
	Construction (S8 & S16)				\$1,105,000.00		
FY 20	Design (S18 & S19)					\$ 195,000.00	\$1,300,000.00
	Construction (S9 & S17)					\$1,105,000.00	
FY 21	Design (S4 & S20)						
	Construction (S18 & S19)						
FY 22	Design (S21 & S22)						
	Construction (S4 & S20)						
	<b>Actual Total</b>	<b>\$ 974,759.00</b>	<b>\$1,198,848.00</b>	<b>\$1,300,000.00</b>	<b>\$1,300,000.00</b>	<b>\$1,300,000.00</b>	<b>\$6,870,000.00</b>
	<b>Residual Funds</b>	<b>\$ 695,241.00</b>	<b>\$ 101,152.00</b>				

*Facility Renovation Project Management Plan – August 2015*

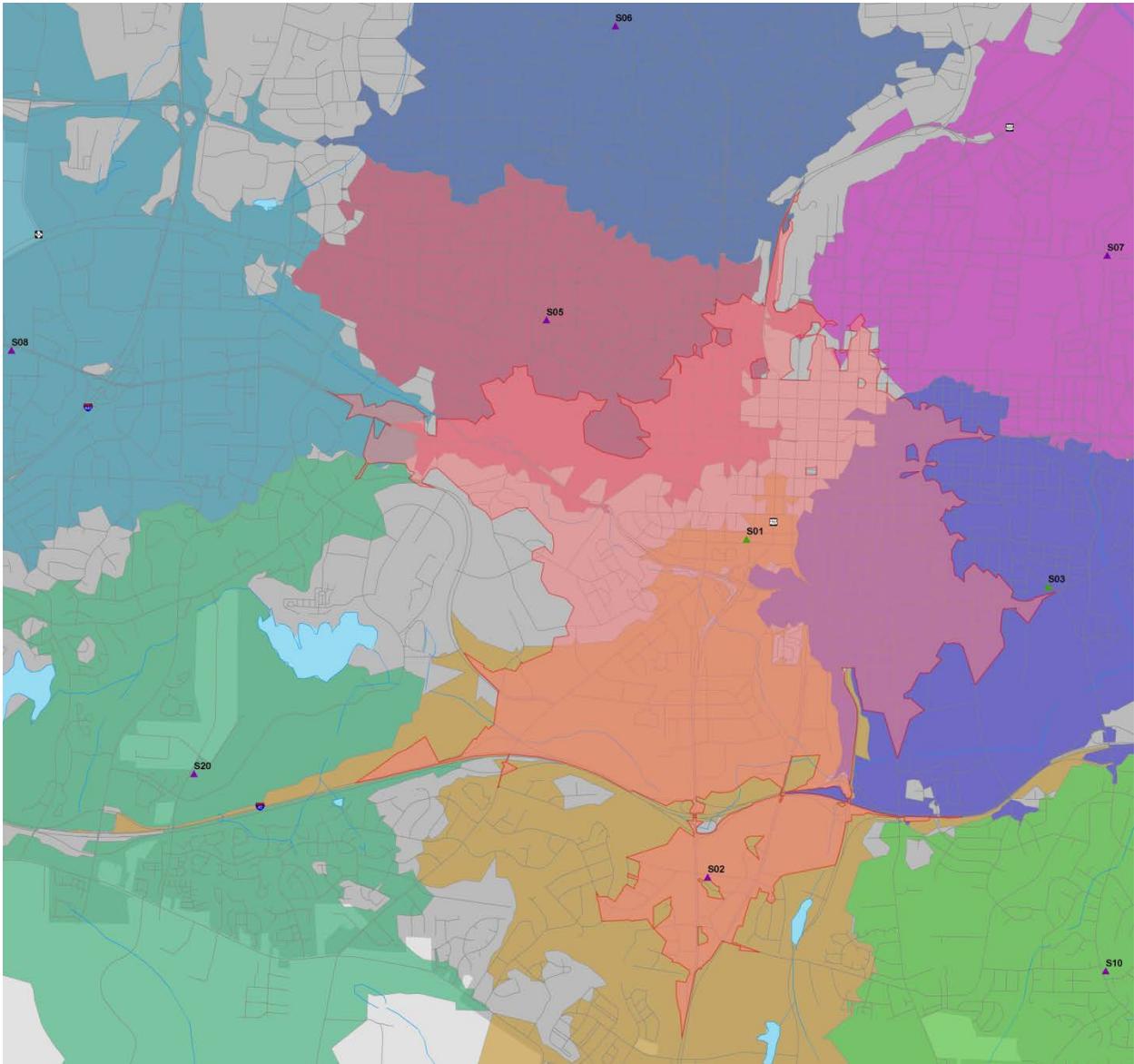
**Objective 3.4: Assess and make improvements to the facilities of the Services Division to ensure Department assets are properly maintained and public safety capabilities are maximized.**

<b>Actions</b>	
3.4.1	<p>Conduct a needs assessment, in coordination with all applicable stakeholders, that incorporates the following:</p> <ul style="list-style-type: none"> <li>• <i>Current/future Services Division components to meet future growth demands (apparatus maintenance bay space, apparatus equipment and parts storage space, uniform and personal protective equipment storage space, administrative spaces, infrastructure)</i></li> <li>• <i>Functionality/physical condition assessment of existing facilities</i></li> <li>• <i>Site acreage requirements for all identified Services Division components</i></li> </ul>
3.4.2	Develop a case for and present the cost vs. benefit of implementing various options to address the needs as funding justification to establish a multi-year capital project budget.
3.4.3	Contract with a consultant to evaluate viable sites prior to acquisition or design, and if needed, acquire land in alignment with the outputs from the needs study in Action 3.4.1.
3.4.4	Commence the design and construction process, via project phases, by contracting with vendors that perform design development, construction document production, construction administration, and project closeout.
3.4.5	Leverage project management solutions to track project performance, including but not limited to actual to target schedule, expended costs, baseline scope alteration, and change orders.

**Objective 3.5: Relocate Station 1/HQ, Station 3 and Station 23, plus add Station 30 that optimizes response coverage and establishes infrastructure for Department adaptation to a changing operational environment.**

<b>Actions</b>	
3.5.1	In collaboration with applicable stakeholders, complete a business case for each capital project that includes a problem statement, options to implement a solution, assumptions, cost impacts and final recommendation.
3.5.2	Present case findings as funding justification to establish a multi-year project budget (capital for infrastructure and operating for supplemental resource programming).
3.5.3	Utilize a geographic information system to visualize and analyze the optimal locations for future facilities and contract with a consultant to evaluate the development feasibility of viable sites, all of which can inform the land acquisition process.
3.5.4	Acquire and recombine, if needed, land in alignment with Action 3.5.1 and 3.5.3 outputs.

3.5.5	Complete the design and construction phases, ensuring standardization of building layout and specifications of building systems and materials to maximize operational effectiveness and simplify future facility maintenance.
3.5.6	Simultaneously with Action 3.5.5, communicate with the applicable CACs to establish a medium for citizen engagement and feedback.
3.5.7	Simultaneously with Action 3.5.5, implement processes to procure, hire, equip, train, and mobilize the resources to make the facilities operational.
3.5.8	Leverage project management solutions to track project performance, including but not limited to actual to target schedule, expended costs, baseline scope alteration, and change orders.



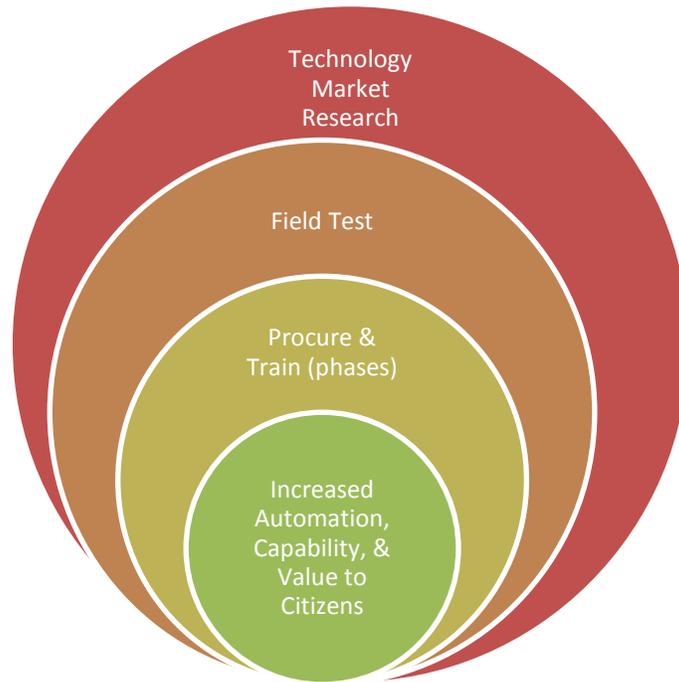
*Station 1 Relocation Assessment using ArcGIS Network Analyst – Prepared by Wake County GIS*

**GOAL 4: Automate business systems through technology integration.**

**Outcome:** *Processes will be in place to proactively integrate and the Department will embrace the use of innovative technology to enhance daily operations.*

**Objective 4.1: Formulate and maintain a technology integration governance structure.**

Actions	
4.1.1	Advertise for and select members to form a Department Technology Advisory Committee responsible for researching, coordinating the testing of, procuring, training on, and promoting progressive technologies.
4.1.2	Create, publish and maintain policies and procedures that outline the cyclical member selection process, roles and responsibilities of the Committee and integration with the Department organizational structure.
4.1.3	As part of the evaluation phase, develop a technology stakeholder survey to gather and analyze the feedback of internal and external stakeholders and use the survey outputs to formulate benchmarks for Committee research and testing opportunities.
4.1.4	Conduct an internal assessment of currently used technology, reference quantitative and qualitative research, and identify technologies to be sustained or enhanced.
4.1.5	Plan for and implement the technology integration phase (technology testing, procurement if applicable, training, and marketing) in alignment with the outputs from Actions 4.1.3 and 4.1.4.
4.1.6	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.



**Objective 4.2: Transition from legacy mobile data terminals (MDT) to hybrid tablets and cloud-based systems.**

<b>Actions</b>	
4.2.1	Beginning with the end in mind, determine operational functions the tablets and applications can perform or support.
4.2.2	Research, using the Technology Advisory Committee, and identify the following: <ul style="list-style-type: none"> <li>• <i>Knowledge of technology vendors the Department could be working with on projects</i></li> <li>• <i>Recommended type and model of device</i></li> <li>• <i>Applications needed to perform Department tasks</i></li> <li>• <i>Quality of the equipment</i></li> <li>• <i>Ability to upload and download applications &amp; data</i></li> <li>• <i>How the devices will be powered and display/docking in apparatus</i></li> <li>• <i>Technical support, repair/replacement rules, &amp; data security measures</i></li> </ul>
4.2.3	Procure and operationally test the technology prior to formulating justification for funding the project in phases.
4.2.4	Develop curriculum and train on the technology to ensure all staff become proficient in the use of and have a basic understanding of system functionality.
4.2.5	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.

**Objective 4.3: Improve data management through the implementation of a software solution that simplifies and maximizes business performance.**

<b>Actions</b>	
4.3.1	Study, using the Technology Advisory Committee, current and future business processes (how and where data flows) and identify operational activities where a progressive data management system could improve efficiency & capability.
4.3.2	Assess, using the Technology Advisory Committee, the limitations (opportunity to modify existing system or seek the acquisition of a new system) and benefits (sustainment opportunity) of FIREHOUSE Software® and collectiveFleet™ based on these characteristics: <ul style="list-style-type: none"> <li>• <i>Alignment with daily work flows to increase operational and strategic capability</i></li> <li>• <i>Simplicity when entering, reviewing and analyzing data + creating reports</i></li> <li>• <i>Alignment with security measures &amp; National Fire Incident Reporting System (NFIRS)</i></li> <li>• <i>Client customization preserved and is not affected by upgrades</i></li> <li>• <i>Adaptability with legacy and Next Generation Computer Aided Dispatch (CAD)</i></li> <li>• <i>Integration with existing backend server systems (redundancy)</i></li> <li>• <i>Adaptability with tablets, smartphones and cloud hosting</i></li> <li>• <i>Ability to interface with a dynamic dashboard of real-time or near real-time data feeds for display in an incident command post</i></li> </ul>
4.3.3	Compare and analyze the outputs from Action 4.3.1 with the outputs from Action 4.3.2.

4.3.4	Prepare a business case that provides a recommendation and can be used to justify the project and implement in phases.
4.3.5	Develop and rigidly adhere to data entry standards by ensuring policies and procedures are in place and maintained.
4.3.6	Develop curriculum and train on data entry <u>standards</u> , report generation, troubleshooting, and more.
4.3.7	Explore the use of a web service middleware to link public safety data layers, including data in the Department data management system, to a dynamic, situational awareness dashboard with true interoperability.
4.3.8	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.

**Common Operating Picture**

1. Agencies determine what information needs to be made available and prioritize by criticality.
2. Identify information systems which hold needed data and crosswalk commonalities.
3. Create adapters to extract data and push via web service middleware.
4. Publish Information Sharing Agreement which contains the definition of all data fields being accessed.
5. Subscribe to receive information from middleware.
6. Create adapters to pull data from core into City common operating picture (dashboard).
7. Customize, filter, and analyze real time and near real time information in the dashboard.

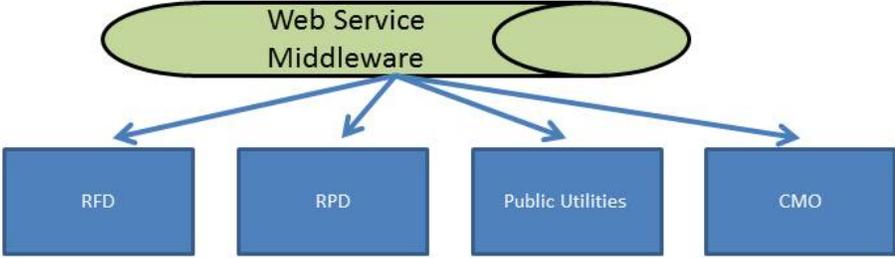
Firehouse	Apparatus GPS Tracking	City & Wake County GIS data	CAD
Traffic cameras & other IP surveillance systems	DHS Geospatial Information Infrastructure (GII)	National Op Center (NOC)	National Weather Service data

(Programming language)  
 SELECT tblFPTemplates.Name, tblFPTemplates.TaskPurpose  
 FROM dbo\_tblFPTemplates  
 ORDER BY dbo\_tblFPTemplates.Name;

Information Sharing Agreement

System Name:  
Data Format:

Field name	Definition

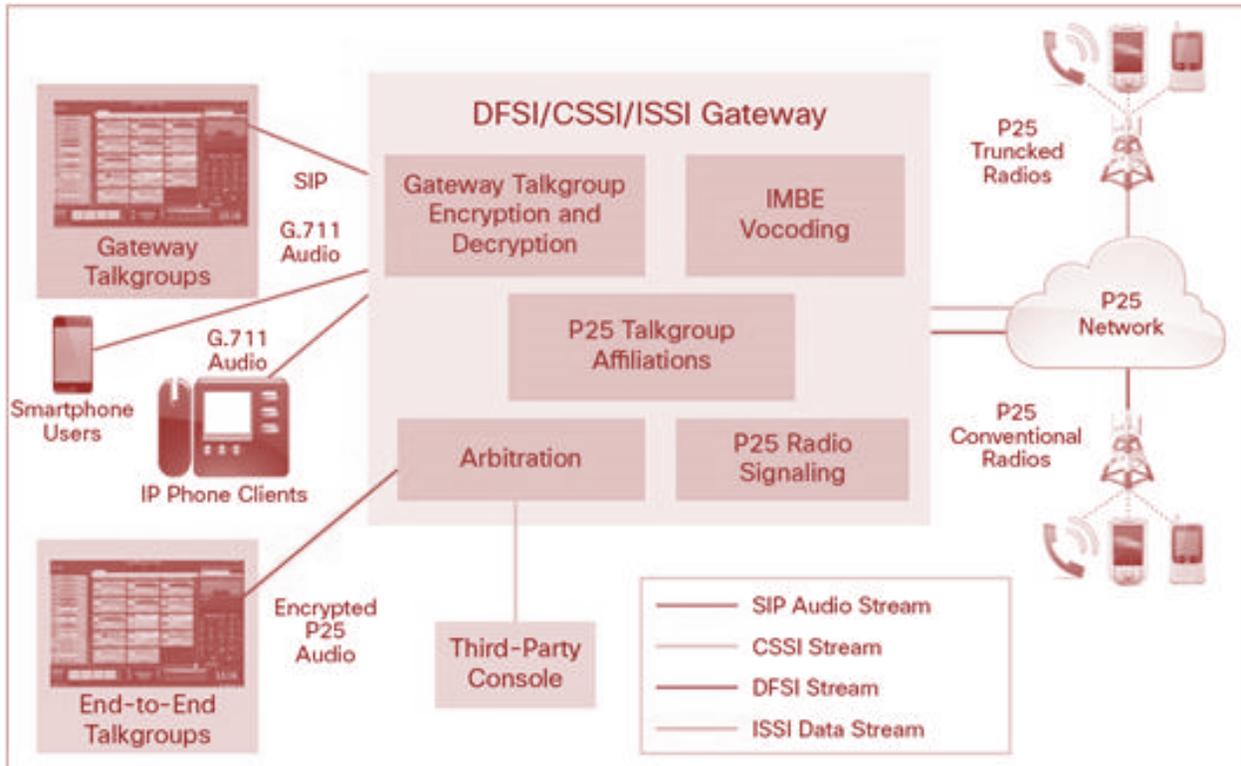


**Objective 4.4: Transition to a new computer-aided dispatch (CAD) that leverages next-generation communications in the public safety answering point (PSAP) with infrastructure that supports evolving communication standards and mobile capabilities.**

Actions	
4.4.1	Members of the Technology Advisory Committee collaborate with internal and external stakeholders to prepare for the implementation of next-generation communications.
4.4.2	Ensure new Department technology procurement initiatives are <u>compatible</u> with the next-generation infrastructure.
4.4.3	Assist in the development of custom tablet and smartphone end user interfaces that incorporates person-level tracking and support for files and multimedia attachments associated with an incident or event.
4.4.4	Develop curriculum and train on the technology to ensure all staff become proficient in the use of and have a basic understanding of system functionality.
4.4.5	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.

**Objective 4.5: Connect mobile devices, such as Apple iPhones or Android devices, with mission-critical users on the same Project 25 (P25) radio network.**

Actions	
4.5.1	Assess, using the Technology Advisory Committee, gateway solutions that include a direct Internet Protocol (IP) connection to P25 radio networks via standard Transmission Control Protocol (TCP)/IP communications.
4.5.2	Procure and operationally test the solution in an isolated fashion prior to formulating justification for funding.
4.5.3	Prepare a business case that provides a recommendation and can be used to justify the project and implement in phases.
4.5.4	Develop and rigidly adhere to standards by ensuring policies and procedures are in place and maintained.
4.5.5	Develop curriculum and train on the technology to ensure all staff become proficient in the use of and have a basic understanding of system functionality.
4.5.6	Track progress of technology integration (i.e. increased capability, reliability, end user simplicity, etc.) and provide a basis to evaluate and improve performance.



Cisco® Instant Connect Gateway Model

**Objective 4.6: Establish and improve physical at Department facilities and virtual (cyber) security measures.**

Actions	
4.6.1	<p>Define and implement physical and virtual security measures in line with business requirements and risk levels.</p> <ul style="list-style-type: none"> <li>• Roll out a Department-wide physical access control system (key fobs) vs. a traditional lock and key system</li> <li>• Introduce IP surveillance cameras at facilities</li> <li>• Establish policies for Internet and social media usage</li> <li>• Continue the use of Web-filtering systems</li> <li>• Archive critical data offline</li> </ul>
4.6.2	<p>Ensure security measures are standardized for ease of maintenance.</p>
4.6.3	<p>Leverage the Capital Improvement Program (CIP) project budget development and approval process for funding measures.</p>
4.6.4	<p>Track progress of risk reduction through security measures and provide a basis to evaluate and improve performance.</p>

**GOAL 5: Prepare the people we serve by communicating our story.**

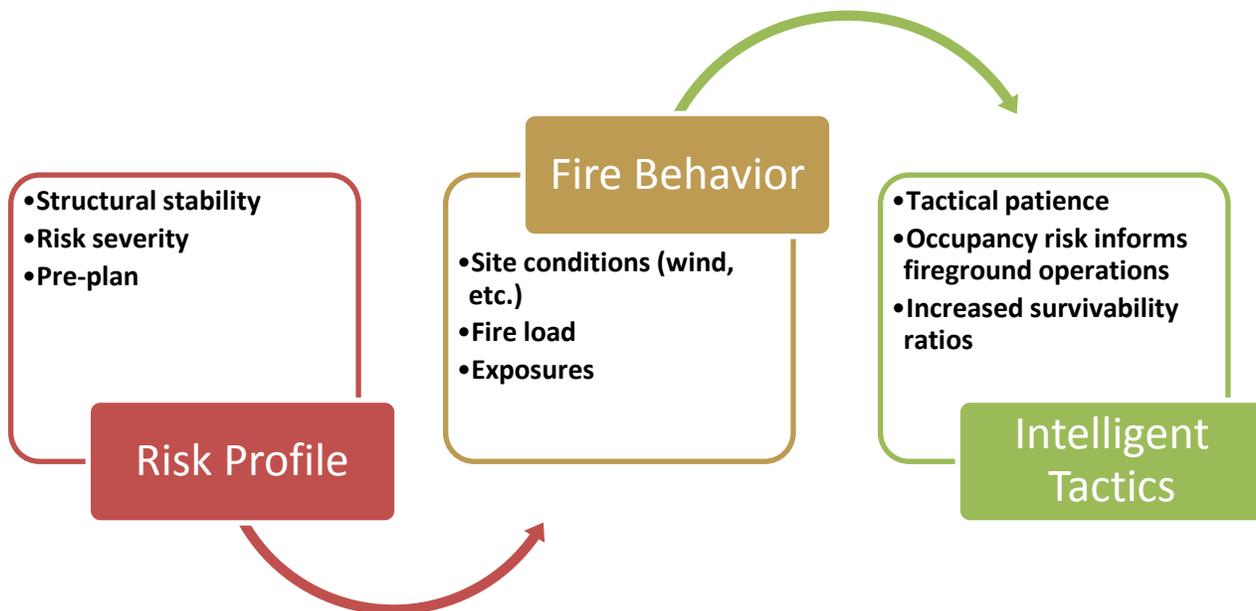
**Outcome:** *People are prepared for the risks we face and continuously aware of the Department's strategic and operational initiatives.*

**Objective 5.1: Pioneer an innovative Community Outreach Program that identifies a flexible system for public safety education, use of various communication mediums, and marketing.**

Actions	
5.1.1	Establish a strategic stakeholder team across varying ranks and platoons to provide vision, direction and support for the preparedness program.
5.1.2	Evaluate current community outreach, education and preparedness programs for effectiveness and value.
5.1.3	<p>Create, publish and annually update a Community Preparedness Plan that includes but is not limited to the following:</p> <ul style="list-style-type: none"> <li>• <i>Model for the delivery of monthly fire safety and emergency preparedness classes at fire stations or community facilities and performance reporting requirements</i></li> <li>• <i>Implementation of an interactive, Web-based community bulletin board to provide updates on new/seasonal preparedness notification, programs, and events</i></li> <li>• <i>Method and means to expedite information collection, validation and dissemination to the public via recommended communication channels, i.e. social media, etc.</i></li> </ul>
5.1.4	Develop a business case to justify the hiring of a full-time Public Information Officer (PIO) to lead the Community Outreach Program.
5.1.5	Coordinate with and leverage information sharing mechanisms established by the City Public Affairs Department.
5.1.6	Develop, publish, maintain and rigidly adhere to conduct standards and policies.
5.1.7	Track progress of the Community Outreach Program and provide a basis to evaluate and improve performance.

**Objective 5.2: Focus on operational structural stability and considerations related to occupancy risk.**

Actions	
5.2.1	As an output of the Community Outreach Program, create a building occupancy risk matrix, including risk severity (consequences) and operational probability of event (forecasted frequency of occurrence).
5.2.2	Research wind driven fires, extreme fire behavior, structural ability of engineered lumber systems, building construction and fire protection engineering trends and strategic operating profiles.
5.2.3	Assess occupancies in the City using the risk assessment matrix and outputs from Action 5.2.1 and 5.2.2. Combine, if possible, with pre-incident survey process.
5.2.4	Coordinate with stakeholders to form a statutory basis for an ordinance, draft a local ordinance that requires the physical marking of occupancies based on determined risk parameters, as well as obtain approval by the local assembly and promulgation by the mayor.
5.2.5	Align operational procedures and policies with occupancy <u>risks</u> versus occupancy type, also incorporating content on predicative strategic process, tactical deployment models that integrate structural anatomy and predictive occupancy profiling, and tactical patience.



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## **Future Organizational Expansion Plans**

### Operations Division

2nd Division: 3 Division Chiefs + Aides, 6<sup>th</sup> Battalion: 3 Battalion Chiefs

### Services Division

1 Division Chief, 1 Battalion Chief, 1 Emergency Fleet Parts Coordinator, 1 Fire Equipment Inventory Coordinator

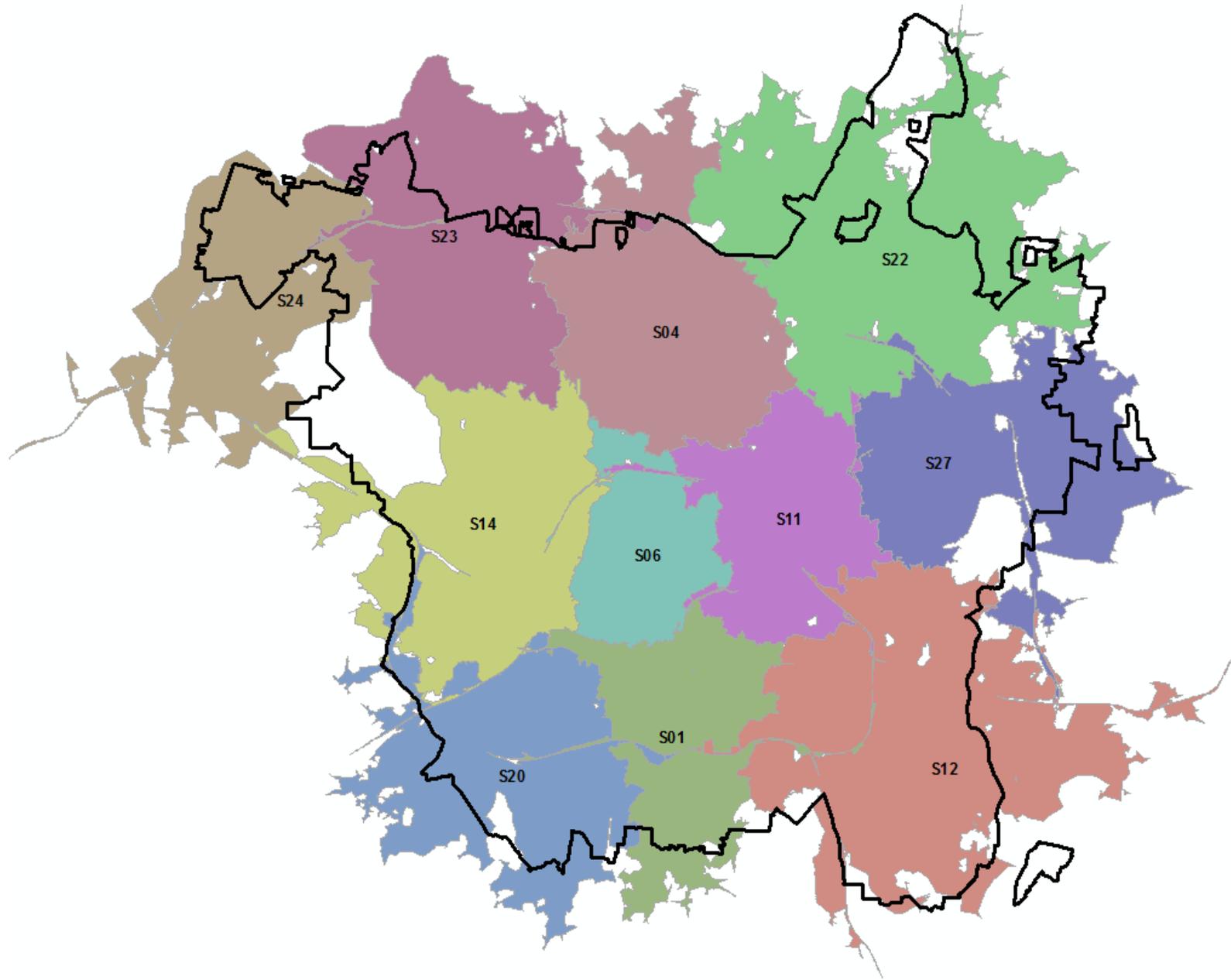
### Office of the Fire Marshal

1 Division Chief, 1 Public Information Officer (PIO), 3 Fire Educators, 4 Deputy Fire Marshals, 1 Training Officer

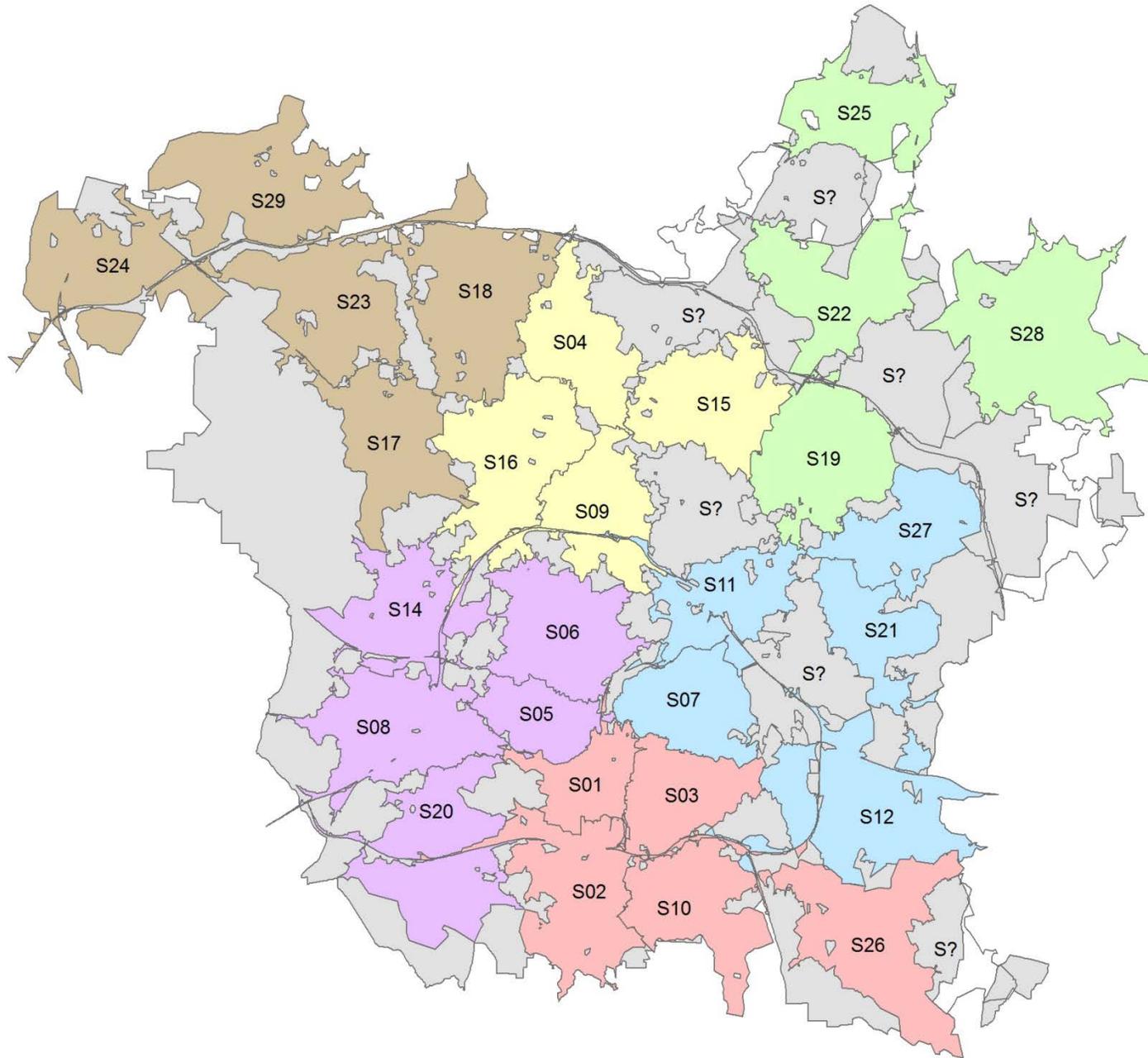
### Training Division

Assistant Career Development Coordinator (rank of Lieutenant), Fire Academy Training Officer (rank of Lieutenant)

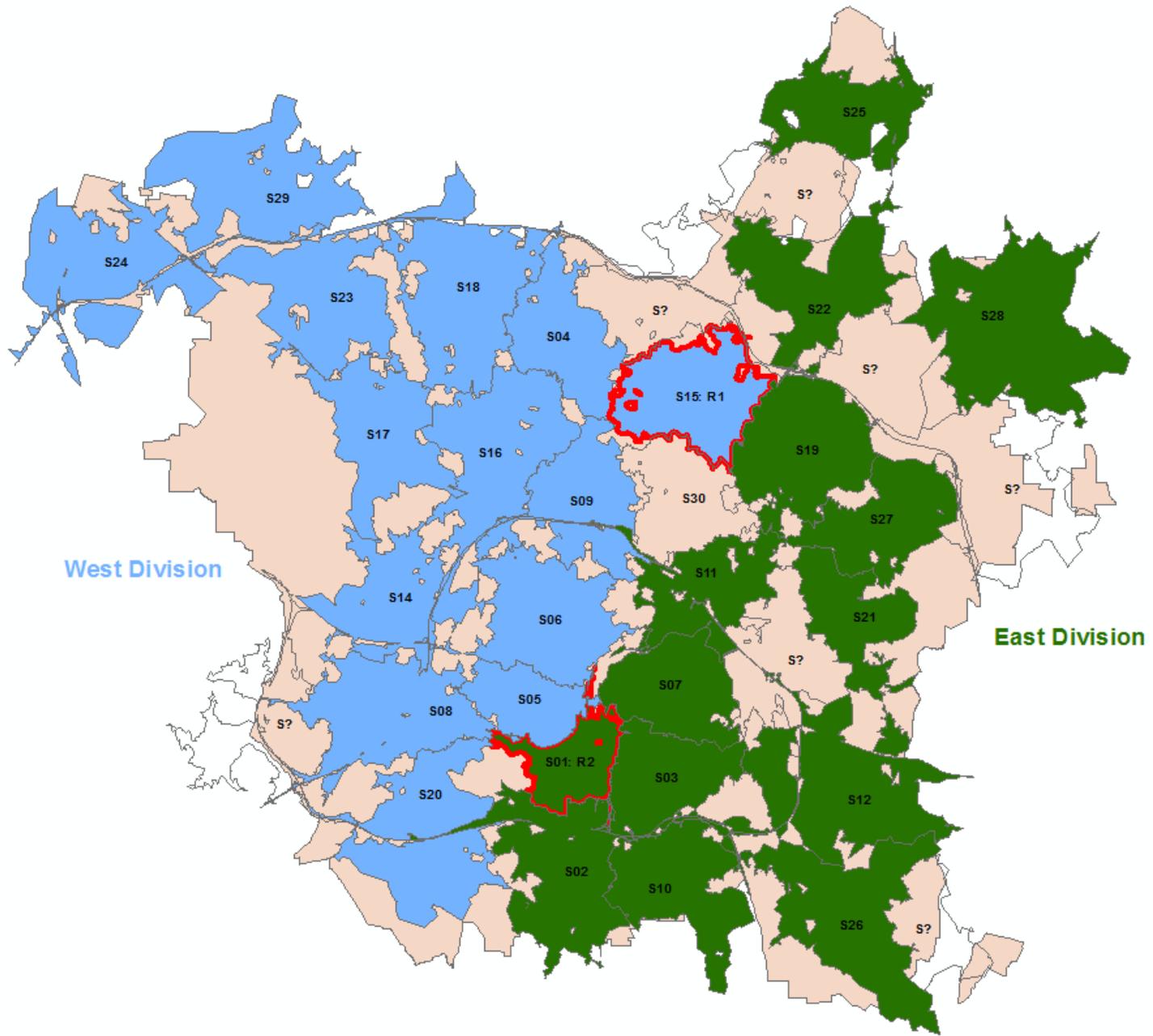
The above identified positions are second in priority to operational supplemental firefighter staffing, and can be used as a flexible planning benchmark to meet forecasted future public safety service requirements.



*Future positioning of aerial apparatus: Colored polygons represent 8 minute drive extents that maximize response coverage for 11 total ladder companies*



*Sixth Battalion Configuration: Clusters of colored polygons represent four minute drive extents that maximize response coverage for 29 engine companies*



*Second Division Configuration: Upon occupancy of S30, two Divisions provide adequate span-of-control to maintain a balanced operational posture*

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## Performance Management

Strategic performance management is a critical business function that is performed after the completion of a strategic plan to gauge the overall effectiveness and efficiency of an organization. Ultimately, performance management empowers the Department to proactively implement strategic actions that are necessary to achieve goals, but also continuously improve upon the Department's ability to provide the public safety services that are identified in our mission statement.



**Results indicators, identified and managed in the RFD Performance Assessment Tool, are intentionally specific, measurable, and time-sensitive, simplify and magnify the identification of the successes or shortcomings of actions in the pursuit of the accomplishment of objectives and goals, and are not to be confused with Department program performance measures.**

The strategy shall be continuously monitored and evaluated to ensure that its goals and actions remain aligned with the City's service requirements, as well as maintaining and exceeding standards. Performance management will include the following activities:

- 1) Members responsible for implementation of Department strategic actions complete, at the direction of the Office of the Fire Chief, a performance review every *12 months*
- 2) Based on the performance evaluation outputs, found in the RFD Performance Assessment Tool, members of the Department have the ability to make business decisions to sustain and/or improve performance

## Appendix A Stakeholder Survey Outputs



*The more prominent the words in the cloud above the more frequent the topics were identified during the stakeholder survey process.*

## Appendix B Public Protection Classification (PPC)

### Summary of City of Raleigh Assessment 2015

FSRS Item	Earned Credit	Credit Available
<b>Emergency Communications</b>		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	2.85	3
<b>440. Credit for Emergency Communications</b>	<b>9.85</b>	<b>10</b>
<b>Fire Department</b>		
513. Credit for Engine Companies	5.98	6
523. Credit for Reserve Pumpers	0.48	0.5
532. Credit for Pumper Capacity	3.00	3
<b>549. Credit for Ladder Service: Goal 3</b>	<b>3.16</b>	<b>4</b>
553. Credit for Reserve Ladder and Service Trucks	0.39	0.5
561. Credit for Deployment Analysis	9.22	10
<b>571. Credit for Company Personnel: Goal 2</b>	<b>9.46</b>	<b>15</b>
<b>581. Credit for Training: Goal 1</b>	<b>6.98</b>	<b>9</b>
730. Credit for Operational Considerations	2.00	2
<b>590. Credit for Fire Department</b>	<b>40.67</b>	<b>50</b>

<b>Water Supply</b>		
616. Credit for Supply System	28.88	30
621. Credit for Hydrants	3.00	3
631. Credit for Inspection and Flow Testing	6.40	7
<b>640. Credit for Water Supply</b>	<b>32.28</b>	<b>40</b>
<b>Divergence</b>	-2.87	-----
<b>1050. Community Risk Reduction: Goal 5</b>	<b>3.91</b>	<b>5.50</b>
<b>Total Credit</b>	<b>89.84</b>	<b>105.5</b>

*Areas in need of improvement highlighted. Goals identified that address the capability gap.*

The Insurance Services Office (ISO) collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The data is analyzed using the Fire Suppression Rating Schedule (FSRS) and then a Public Protection Classification (PPC) grade is assigned to the community. The surveys are conducted whenever it appears that there is a possibility of a PPC change. As such, the PPC program provides important, up-to-date information about fire protection services throughout the country.

ISO's PPC program evaluates communities according to a uniform set of criteria, incorporating nationally recognized standards developed by the National Fire Protection Association and the American Water Works Association. A community's PPC grade depends on:

- ❖ **Needed Fire Flows**, which are representative building locations used to determine the theoretical amount of water necessary for fire suppression purposes.
- ❖ **Emergency Communications**, including emergency reporting, telecommunicators, and dispatching systems.
- ❖ **Fire Department**, including equipment, staffing, training, geographic distribution of fire companies, operational considerations, and community risk reduction.
- ❖ **Water Supply**, including inspection and low testing of hydrants, alternative water supply operations, and a careful evaluation of the amount of available water compared with the amount needed to suppress fire up to 3,400 gpm.

## Appendix C

### Strategic Accomplishments 2010 to 2015

2010	2011	2012	2013	2014	2015
<ul style="list-style-type: none"> <li>• Fire Operations 101 initiated</li> <li>• Mobile, live-fire simulator grant</li> <li>• Platoon Fire Marshal created</li> <li>• Safety Officer Position added</li> </ul>	<ul style="list-style-type: none"> <li>• Adopted new fireground radio procedures</li> <li>• Dispatch protocols placed in service</li> <li>• Two Mechanic positions added</li> <li>• Hurricane Irene response</li> <li>• New Water Supply procedure</li> <li>• Plans review integration for life safety code with Development Services</li> <li>• Portable personal monitors purchased</li> <li>• Tornado coordinated response</li> </ul>	<ul style="list-style-type: none"> <li>• Haz-Mat program realigned</li> <li>• Hydrant inspection partnership with Public Utilities</li> <li>• Respiratory protection and air monitoring advancements</li> <li>• RFD Centennial</li> <li>• Special Operations Command created</li> </ul>	<ul style="list-style-type: none"> <li>• Fifth Battalion added</li> <li>• Heavy rescue and two Squads placed in service.</li> <li>• Mobile EMS simulator added.</li> <li>• Aide positions created for Division Chiefs.</li> <li>• Multi-year facility generator program concludes</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Station Renovation Program Funded</li> <li>• Installed breathing air refill stations at all Battalion HQs</li> <li>• Office of Fire Marshal Inspection District Regionalization Program</li> <li>• Replaced handheld Motorola radios</li> <li>• Respiratory protection and air monitoring advancements</li> <li>• Technical Rescue Program Realignment</li> </ul>	<ul style="list-style-type: none"> <li>• Extrication equipment upgrades</li> <li>• ISO PPC Class 2</li> <li>• Land acquisition for new Station 14</li> <li>• New mobile air unit in service</li> <li>• Station 29 project completed</li> <li>• Tablets acquired for field testing</li> <li>• Two recruit academies graduate in span of one year</li> </ul>

## Appendix D

### 2015 – 2020 Performance Assessment Tool

<b>Action 3.5.4 Acquire and recombine, if needed, land in alignment with Action 3.5.1 and 3.5.3.</b>	<b>Performance</b> (Insert actual and target performance, i.e. % complete, # of plans updated, # of exercises conducted, # of pieces of resources acquired, # of personnel trained, etc. Divide the two to identify overall performance)		<b>PMBOK Process</b> (Select current stage(s) of project activities)	<b>Milestone</b> (Insert target completion dates)	<b>Schedule</b> (Select current progress in relation to milestone, be sure to input a proposed new milestone if the original one cannot be met)	<b>Cost</b> (Input funds that have been allocated for the action, or funds that are still needed to complete the action)	<b>Date of Review</b> (Insert date of performance review)	<b>Primary POC</b> (Input person or persons responsible for action performance)
<b>Results Indicator 1</b> (What must be performed to accomplish Action 3.5.4?)	Actual Performance:	2		8/1/2016		Unallocated:	8/28/2015	Andrew Langan
Acquisition: Direct Real Estate on optimal sites to pursue (1), meet w/ Planning (2), obtain appraisals (3), obtain boundary survey/environmental assessments (4), negotiate & purchase (5)	Target Performance:	5	<input type="checkbox"/> Initiation		<input type="checkbox"/> Ahead	Allocated: \$4.4 Million		
	Total	40%	<input type="checkbox"/> Planning		<input checked="" type="checkbox"/> On Schedule			
			<input checked="" type="checkbox"/> Execution		<input type="checkbox"/> Behind			
			<input type="checkbox"/> Monitoring & Controlling		If behind, specify a new milestone: m/d/y			
			<input type="checkbox"/> Closing					
<b>Results Indicator 2</b>	Actual Performance:	0	<input checked="" type="checkbox"/> Initiation	1/1/2017		Unallocated:	8/28/2015	Andrew Langan
Recombination: Contract w/ surveyor to complete recombination dwgs (1), submit application/fee (2), Wake County records recombination (3)	Target Performance:	3	<input type="checkbox"/> Planning		<input type="checkbox"/> Ahead	Allocated: \$4,000		
	Total	0%	<input type="checkbox"/> Execution		<input checked="" type="checkbox"/> On Schedule			
			<input type="checkbox"/> Monitoring & Controlling		<input type="checkbox"/> Behind			
			<input type="checkbox"/> Closing		If behind, specify a new milestone: 12/1/2013			
<i>Insert additional results indicators below if necessary</i>								

*The screenshot of the RFD Performance Assessment Tool shows how strategic action performance will be managed.*

