

*Safety, Commitment, Excellence since 1890*



# High Point Fire Department

## STRATEGIC PLAN 2016

Stating the purpose and direction of the High Point Fire Department

City of High Point

434 S. Elm St. High Point, NC

336-883-3358



## Introduction

This document serves as the High Point Fire Department (HPFD) Strategic Plan. The strategic plan is an essential document of the department's strategic planning management process. This process enables proper direction through planning efforts set forth by Fire Department administrative staff, City Manager's Office, City Council leaders, input from key department personnel as well as the community and HPFD's customers.

The strategic plan outlines the direction of the department by focusing on input from the community, setting goals and objectives, outlining the mission, vision and values, as well as detailing the aspects of the vision that are deemed important to HPFD. This community driven and focus driven planning allows the department to make the appropriate steps in planning for the future of the department through regular meetings held throughout the year.

The strategic plan is a formal document that was reviewed by the Fire Chief, City Manager, department administrative staff and is made accessible to all members of the department as well as the public. This enables transparency on all levels of the Department so that future planning and the direction of the Department is accessible to all.

An internal stakeholder focus group was created that consists of fire chiefs, administrative staff, and department employees. An external stakeholder group was provided information and given an opportunity to provide input for the planning process. This group is comprised of residents, business owners and community leaders.

The input from both groups is essential to providing direction for the planning of all endeavors of the department. The strategic planning management process utilizes a community risk-based approach in order to plan for and ensure that essential services are appropriate and successful in serving the customers of the City of High Point (CoHP). The strategic planning management process will serve as the catalyst of HPFD to create an atmosphere of continuous improvement to foster an ongoing commitment to fire service excellence.

The mission of the HPFD is a driving force to ensure that all employees and internal stakeholders are in line with the current ideology of the Department. The Mission statement sets the stage for the Vision and Values of the Department, mentioned later in this document. These all work interchangeably to create a report, the Strategic Plan, which states the purpose and direction of the HPFD..

**Mission:**

The members of the High Point Fire Department are dedicated to providing the highest quality of professionalism, to protect the lives and property of the citizens and visitors of High Point through education, prevention and mitigation of emergencies.



*Training Center Dedication 2015*

**Completed for:**



## **Message from the Chief - Service Beyond Our Name**

As Fire Chief, I have the privilege to serve a great community and it is with great pride and enthusiasm that I lead the men and women of the High Point Fire Department. “The members of the High Point Fire Department are dedicated to providing the highest quality of professionalism, to protect the lives and property of the citizens and visitors of High Point through education, prevention and mitigation of emergencies”.

The greatest asset this department has is its personnel; the men and women that serve our citizens and visitors on a daily basis. In our continued quest for excellence, the last year has seen several significant changes that demonstrate our unwavering commitment in delivering services in a courteous, expedient and efficient manner. In April of 2015, High Point Fire Department was awarded a PPC ISO Class 1 Rating. This distinguished accomplishment makes us 1 of only 132 departments out of more than 48,000 rated fire departments across the United States to receive this classification. In June of 2015, it was our honor to dedicate a new 5-story training tower and upgraded training center to serve the fire department for years to come. In keeping with our mission, the High Point Fire Department’s focus and goals directly involve preserving life and property by providing services such as fire suppression, emergency medical response, hazardous materials intervention, technical rescue, water rescue , inspections, investigations, and emergency management. As you can see, on a daily basis we provide *service beyond our name*.

Saving lives and preserving property has been the main reason for the existence of the High Point Fire Department since being formally organized in 1890. October, 2015, will be our 125<sup>th</sup> year of service to this great city, and we ask that you join us to celebrate this milestone in our history. We welcome you to browse our website, Facebook or Twitter sites for more information. In closing, the fire department is constantly undergoing changes to improve our services, promote efficiency, and increase community and firefighter safety. Throughout these changes one thing that has remained constant is the High Point Fire and Rescue’s unwavering dedication and commitment to serving this great city and community. Our promise to you is that we will strive to always be prepared to respond to your needs at any time with professionalism and respect.

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*PPC ISO class 1 rating presentation April 2015*

### **City Manager's Office**

“Creating the most livable, safe and prosperous community in America” is the vision statement of the City of High Point. The City Manager is responsible to the Mayor and City Council for providing the executive leadership and organizational support necessary for achieving and realizing the vision.

The City Manager's Office consists of the City manager, Deputy City Manager, two assistant City Managers, Budget Office and the Public Information Director. The City's Economic Development Corporation is also part of the City Manager's Office.

The City Manager's Office also reviews and approves policy and program initiatives, departmental programs and budgets, makes recommendations on all matters to the Mayor and City Council, ensures that the Mayor's and City Council's policies are carried out, establishes standards and priorities of the Executive Team and staff, coordinates policies, programs and priorities of the City government, and manages and monitors the performance of the Executive Team and staff to ensure services are being provided in a sound, efficient and effective manner.

**City Manager**

**Greg Demko**

## **City of High Point Mission/Vision/Values**

### **Vision**

“Creating the single most Livable, Safe and Prosperous Community in America”

### **Mission**

The City will serve as the catalyst for bringing together the community’s human, economic and civic resources for the purpose of creating the single most livable, safe and prosperous community in America.

### **Organizational Values**

#### ***Integrity***

Saying what we mean and consistently doing what we say with no desire other than the good of the citizens that we serve. It means standing up for beliefs.

#### ***Creativity***

The commitment for developing new and effective ideas. It is an everyday practice involving the continual encouragement of creative, imaginative and innovative service alternatives involving the whole organization.

#### ***Helpfulness***

A passion for excellence in service quality as defined by the citizen. It means serving as a catalyst for bringing people and resources together to improve the quality and responsiveness of our services. We expect all employees to be helpful and willing to assist others in a timely, dependable and accurate manner.

#### ***Responsibility***

A continual process that emphasizes a high level of personal accountability by each member of the organization.

#### ***Partnership***

Adding competitive value and quality to the services provided to our residents, businesses and visitors through responsible fiscal stewardship, increased innovation, greater use of technology, and expanded civic, neighborhood and regional partnerships.

#### ***Balance***

Valuing a style of life that encourages the whole person, and a balance of time for self, family, community and work. Values, honors and respects community and work force diversity.

## HPFD History

The High Point Fire Department was officially organized in 1890 as a volunteer membership, which was the beginning of a long tradition of service for High Point. The first paid firefighters for High Point operated from a residence. Mrs. Fuller's residence on Trade Street was where the fire horse was kept and cared for.



*1890 Southside Company #2*

In 1915 the first motorized apparatus was purchased, a Studebaker hose wagon. This spurred great growth within HPFD, which rapidly continued to expand and grow. The Department is now 14 fire stations in size, employing 234 personnel, with more than 40 pieces of apparatus. Service to the city is the driving force of HPFD and the motto denotes this by saying, “*Safety, Commitment, Excellence since 1890*”.

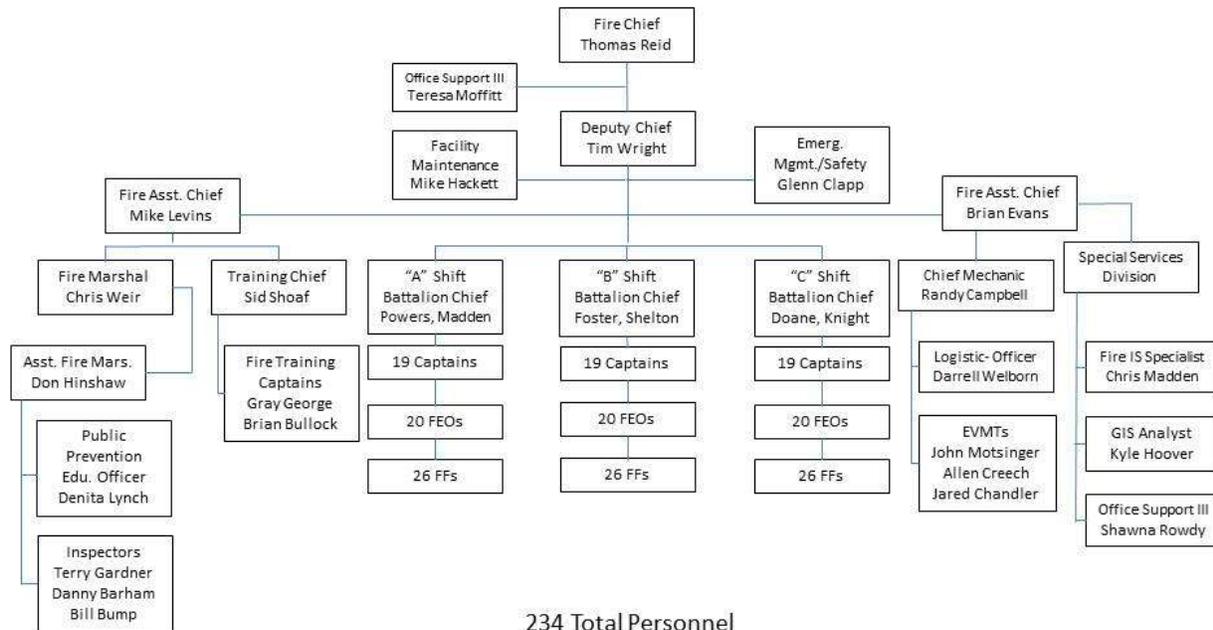


*1908 Northside Engine Company #1*

## Administration and Support Staffing

The administration of the High Point Fire Department is supervised by the Fire Chief who reports directly to the City Manager. The administration conducts business in accordance with CoHP policies, NFPA standards, State and Federal requirements. It is the duty of administrative staff to implement the policies that are created at the Fire Chief level. The staff provides technical and administrative support to all members of HPFD through administrative support, financial management, human resource management, facilities management, fleet services maintenance, training and education, code enforcement and investigation, and fire and rescue operations management.

### High Point Fire Department 2016



234 Total Personnel  
 210 Operations/Suppression Division  
 24 Administration/Inspections/Fleet/Support

## Community Driven Planning

High Point Fire Department is a customer driven organization, striving every day to uphold high standards set forth by HPFD, to ensure an ongoing exceptional level of service. Input from the community is of utmost importance and is in direct correlation to the rigorous level of planning that goes into a department of this size. Meeting with the public has brought issues to the forefront to help HPFD to create actionable goals and specific objectives. These objectives and feedback are what drives HPFD to deliver a prestigious level of service to our customers, while continuing to reach for excellence.



*High Point City Bus 2010*



*Training Center Dedication Ceremony 2015*

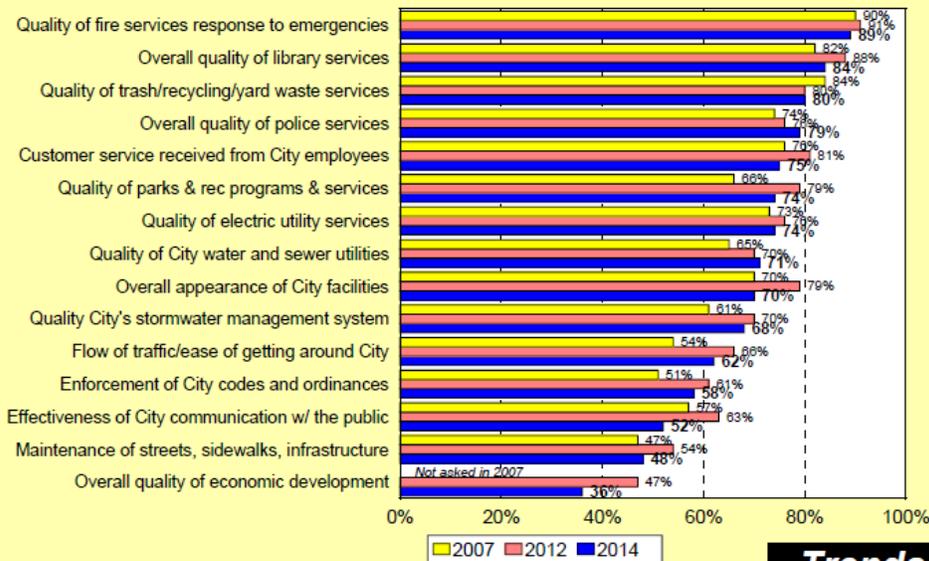
### **Citizen/Customer Survey**

Every year the City of High Point performs a citizen survey of the city, with an in-depth study for specific departments. HPFD is consistently reported to achieve better than average results. These following results are presented for the year 2014, this is showing that HPFD consistently rates in the top of High Point City departments. Continued emphasis will be placed on the continued exemplary service for its customers, the citizens and visitors of High Point.

*Survey conducted for City of High Point, NC by ETC Institute of Olathe, Kansas.*

## Q1. Overall Satisfaction With City Services by Major Category - 2007, 2012 and 2014

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)

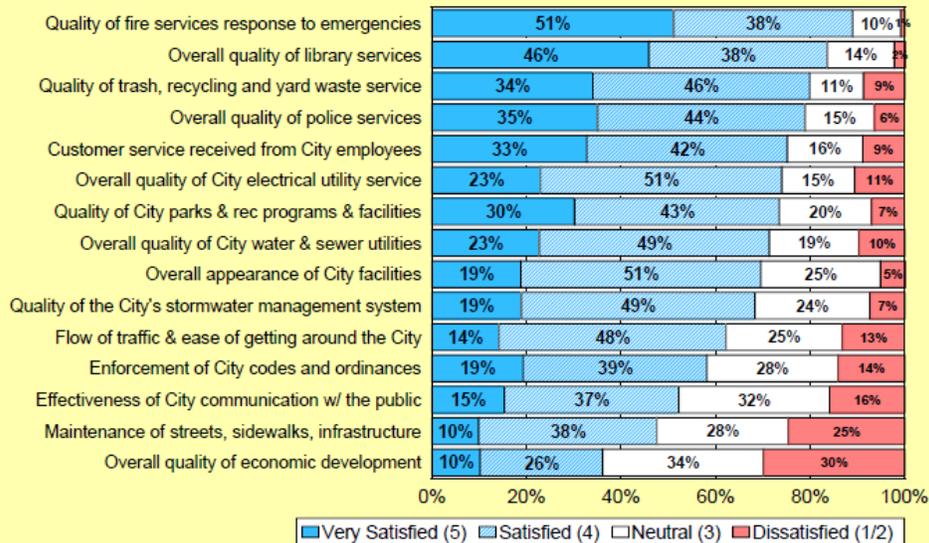


Source: ETC Institute DirectionFinder (2014 - High Point, NC)

**Trends**

## Q1. Overall Satisfaction With City Services by Major Category

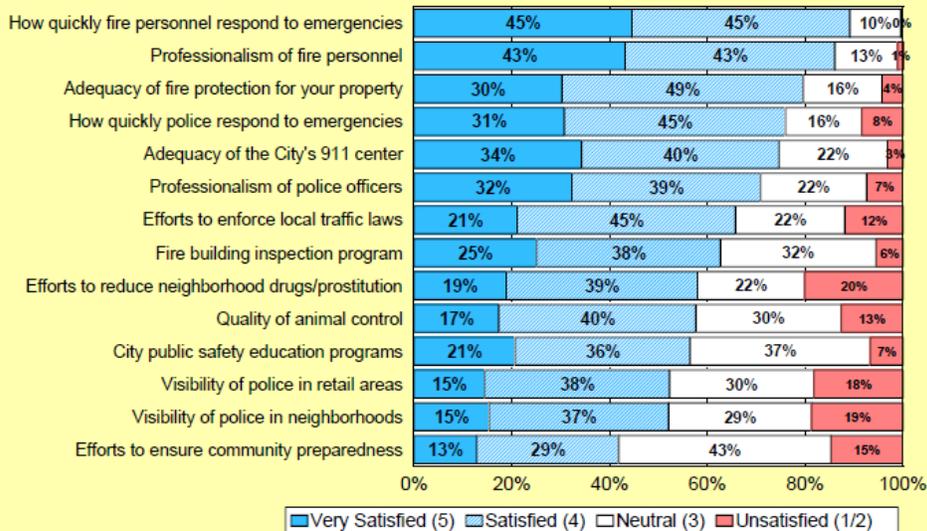
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - High Point, NC)

## Q4. Satisfaction with Public Safety and Emergency Services

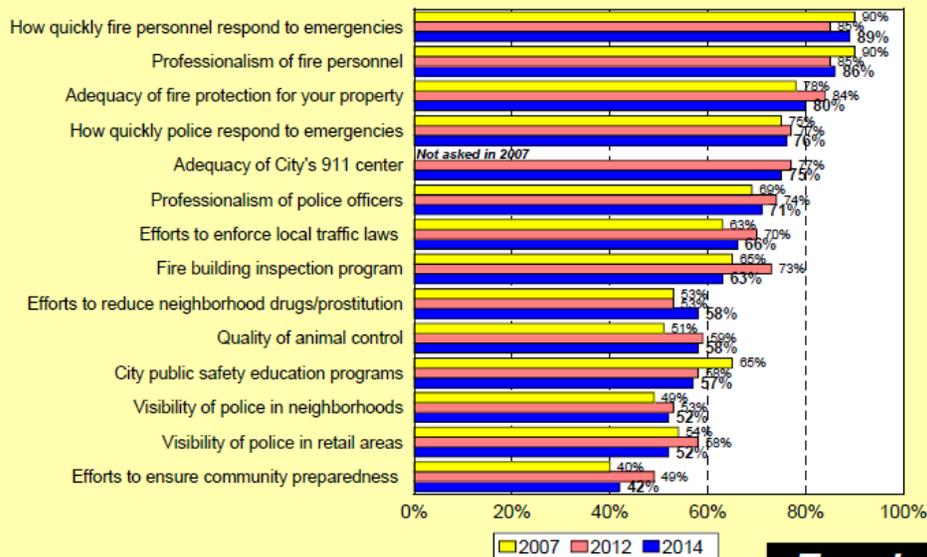
by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - High Point, NC)

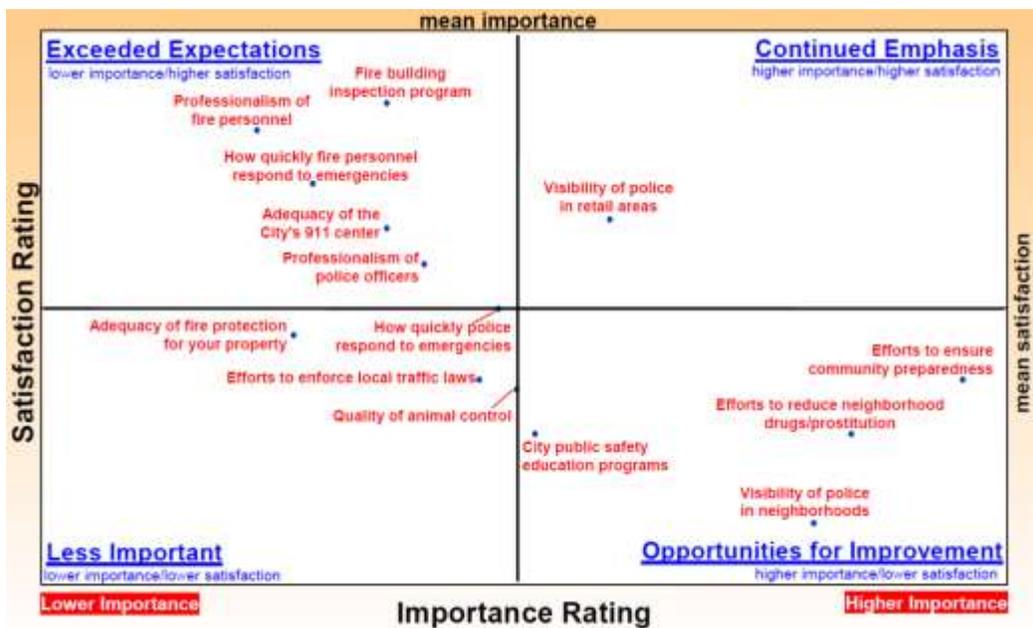
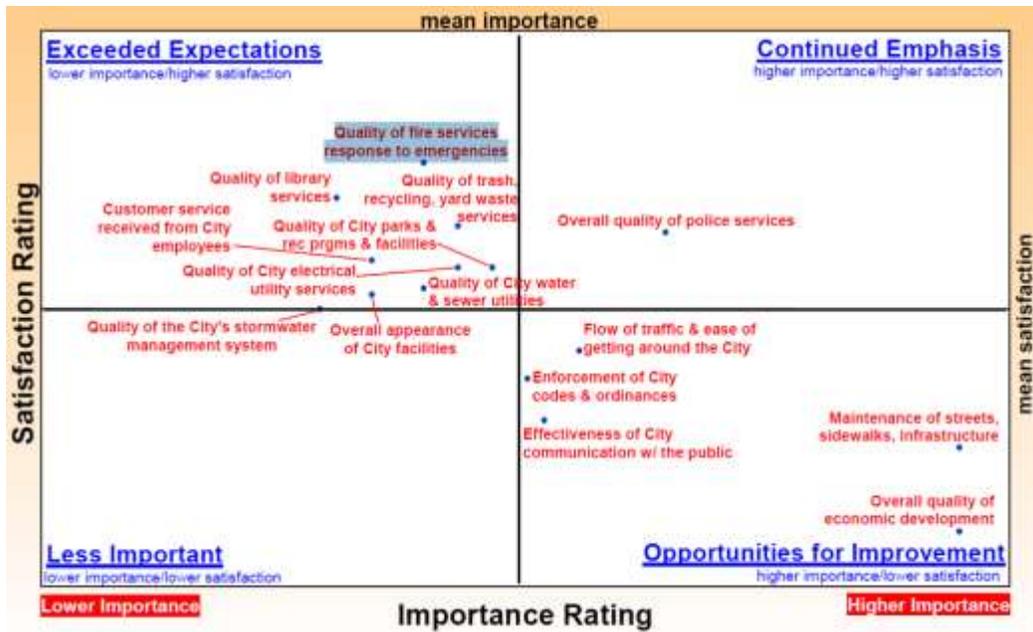
## Q4. Satisfaction with Public Safety and Emergency Services - 2007, 2012 and 2014

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute DirectionFinder (2014 - High Point, NC)

**Trends**



## External Stakeholder Group

In addition to the contracted survey, HPFD held an external stakeholder meeting on November 2<sup>nd</sup> 2015. Thirty invitations were sent with a total of 12 people attending. The department described the accreditation process, the 3 documents comprising the process and how the external stakeholders can provide input into the strategic plan. The external stakeholders expressed interest in the process and are in support of the department moving forward with the accreditation process.



*External Stakeholder Group 2015*

A community survey was sent to all external stakeholders for feedback through email format. The following questions were asked, requesting feedback from external stakeholders, with the answers below:

- Staff Professionalism
- Response Times
- Staff Knowledge
- Helpfulness
- Overall rating

<b>HPFD Services</b>	
Emergency	33.33%
Non-Emergency	33.33%
None	33.33%

<b>HPFD staff professional</b>	
Extremely	88.89%
Very	11.11%
Moderately	
Slightly	
Not at all	
N/A	

<b>HPFD knowledgeable staff</b>	
Extremely	88.89%
Very	11.11%
Moderately	
Slightly	
Not at all	
N/A	

<b>HPFD Helpful Staff</b>	
Extremely	88.89%
Very	11.11%
Moderately	
Slightly	
Not at all	
N/A	

<b>Quick HPFD response</b>	
Extremely	88.89%
Very	
Moderately	
Slightly	
Not at all	
N/A	11.11%

<b>Appealing HPFD service</b>	
Extremely	77.78%
Very	11.11%
Moderately	
Slightly	
Not at all	
N/A	11.11%

These answers are taken into account within the HPFD strategic planning management process and enables the Department to allow for customer input and provide direction moving forward. Customer Priorities from the External Stakeholder meeting (November 2<sup>nd</sup>, 2015). Below are concerns and top priorities that the external stakeholder group communicated to HPFD:

Service to CoHP
Effective and appropriate use of funding
Community service
Fast Response times
Knowledgeable staff
Well trained staff
Appropriate gear
Appropriate apparatus
Customer service oriented
Prompt service
Professional service
Courteous service
Knowledgeable personnel
Proactive personnel
Accessible staff
Respectful staff
Calm in high stress situations
Specific answers to fire and code related questions
Cooperation and assistance



*Internal Stakeholder Group Meeting 2015*

## **Internal Stakeholder Group**

An internal stakeholder group has been instrumental in helping the department to implement the strategic planning management process, determine the direction of the department as well as provide input for the SWOT analysis. The strategic planning management process will continue to be a driving force the HPFD will utilize in many aspects of planning and direction.

This internal stakeholder group was instrumental in providing input to the Fire Chief's Office to help determine the direction of the department and its programs. Below are the four main divisions of the department that direct the daily operations of HPFD.

- **Administration**
- **Operations**
- **Standards/Training**
- **Technical Services**

These following operations and programs fall under the four divisions and provide insight, planning and general directives for the department on a daily basis. The following programs are derived from the continuous planning that falls under the strategic planning management process.

- **Fire Suppression**
- **Emergency Medical Services**
- **Hazardous Materials/ WMD**
- **Technical Rescue**
- **Fire Investigation**
- **Fire Prevention**
- **Public Education**
- **Fire Training**
- **Technical Services**
- **Fire Apparatus Maintenance**

These divisions and programs are guided through the strategic planning management process and strive to make planning efforts, goals and objectives a reality in day to day operations. The allocation of funding to procure appropriate supplies, equipment, apparatus and facilities is a focus of the Administrative Division financial resources program. This program is guided by the City Managers Office and budget office, following policies and procedures, on an annual basis. This process follows in line the HPFD's goals and objectives.

Apparatus and facilities are planned for based on the HPFD budget and annual planning process with the City Managers Office. This ensures that the planning for apparatus and facilities is consistent with the department's goals and objectives. The apparatus and facilities all comply with NFPA guidelines and state mandates, to ensure that safety and compliance is met.

The department's integrated risk management analysis is discussed in detail within the HPFD standard of cover document. This document details the collection and analysis of geographical data, each Fire Demand Zone (FDZ) and the associated risks within each FDZ. Community economic data, water supply and fire flow needs information and the frequency of incidents are all accounted for in the risk study.

This information is utilized to determine the appropriate response types and Effective Response Force (ERF). Policies, procedures and general orders are in place to guide these responses, as well as agreements with outside and surrounding agencies. This allows HPFD to ensure complete and appropriate coverage of the CoHP to best protect it's citizens and visitors. The strategic planning management process will enable HPFD to revisit all planning aspects of the department, it's divisions and programs, to effectively plan for the future.

### **SWOT analysis**

A strengths, weaknesses, opportunities and threats (SWOT) analysis is a portion of the HPFD's strategic planning management process, that focuses on evaluating the characteristics of the department. This is offered through the strategic planning management process, by members of the strategic planning team or internal stakeholders, which include administrative staff and department firefighters. The SWOT topics are listed below, and will be reviewed by the department in future strategic planning management process meetings held at least quarterly.

**Strengths** (*Strengths are characteristics of the department that give it an advantage to move forward in a positive way*)

Forward thinkers	Support of other city divisions
Trusting	Support of council and city manager
Respectful	Response time
Risk takers	Maintenance facility
Facility upgrades	Apparatus
Quality of life	Service to the citizens/community
Experience level of personnel	Department training
Breadth of training of personnel	Social media
Attitude of “getting the job done”	Strong leadership team in place
Personnel	Equipment replacement (apparatus)
Equipment, PPE and apparatus	Service delivery
Salary and compensation	Hiring process
Leadership	Respect in community
PPC ISO class 1 rating	

**Weaknesses** (*Weaknesses are characteristics of the department that give it a disadvantage to move forward in a positive way*)

Number of personnel (staffing)	number of fire prevention bureau staff
Maintaining special operations equipment	SOG’s (location, format, update, etc.)
Chief officer preparation	Social media
Time management	Aging fleet
Physical fitness – not done by all companies	Aging and access to Station facilities
Recruitment- gender and ethnic diversity	Fire prevention ordinance
Succession planning	Standardization between battalions/shifts
User friendly RMS	
Inadequate number of administrative staff	

**Opportunities** (*Opportunities are characteristics of the department that could benefit the vision in a positive way*)

Physical fitness	RMS
Recruitment	Social media
Computer training/reporting	Regional training
Training/conducting exercises	Technology
Marketing the department	Public education within community
Expanding relationship news media	Citizen's academy
National fire academy	Accreditation
Grants	ISO maintenance/improvement

**Potential Threats** (*Potential Threats are characteristics of the department that could prove to be detrimental for the Department to move forward in a positive way*)

Diversity	Paradigm shift in the public
Slow movement unsafe structures	Staffing (3-man apparatus)
Loss of personnel retirement/turnover	Limited funding
Budget constraints	Council changes (nonsupport)
Maintaining service expanding territory	Growth of the CoHP
Perceptions	Aging fleet/facilities

HPFD will use these topics for discussion in future strategic planning management process meetings to ensure that the vision of the department is carried out in a positive manner. These SWOT analysis topics are discussion points to ensure that future growth and continued planning is accounted for, provided by employees and department leaders, to warrant proper planning and continued insight into the betterment of the department.

## **HPFD Mission/Vision/Values**

City of High Point publishes a mission statement through the City Manager's office. This provides direction and guidance for all departments, to ensure that the goals and objectives of the City of High Point are being met. HPFD issued a mission statement that follows the general direction of the City of High Point mission. HPFD is divided into 5 divisions which are administration, operations, fire prevention bureau, training, and technical services. Within these divisions, HPFD is able to accomplish the goals and objectives of the department. This ensures that we are completing the mission of the department.

### **Mission:**

The members of the High Point Fire Department are dedicated to providing the highest quality of professionalism, to protect the lives and property of the citizens and visitors of High Point through education, prevention and mitigation of emergencies.

### **Vision:**

To become an internationally accredited organization, dedicated to continuous improvement in all services provided.

### **Values:**

Service

Commitment

Excellence

Integrity

Honor

### **Motto:**

Safety, Commitment, Excellence since 1890

## **HPFD Goals and Objectives**

HPFD has followed a strategic planning management process that will, at a minimum, require a quarterly meeting. This will enable the department to focus on aspects of planning pertaining to ISO inspection, accreditation and all levels of response planning. Each HPFD division establishes goals and objectives that strictly align with the department's goals and objectives. These are reviewed and approved by the City Manager through continual meetings with the department.

### **Goals**

- I. Retain ISO 1 Rating
- II. Become Internationally Accredited
- III. Creation of a Departmental Business Plan
- IV. Creation and updating of Policies and Procedures

### **Objectives**

- I. HPFD will record performance measures and benchmarking data to provide continued data reporting, semi-annually. This will provide the basis for retaining as well as achieving additional points to elevate our ISO points rating.
- II. HPFD will complete the Self-Assessment process and submit documents by a March deadline to reach the goal of becoming Internationally Accredited within 2016.
- III. HPFD will work towards the creation of an all-encompassing business plan, which will highlight the total workload and procedures in a format easy to read and understand for all stakeholders and employees. The business plan will be completed by 2017.
- IV. HPFD will work towards completing final version of policies and procedures that will be in effect by 2017.

## **Fire Suppression**

### **Goals**

- I. Fleet replacement program
- II. Response assessment
- III. Equipment acquisitions
- IV. Maintain staffing at current levels and seek additional positions during budgetary requests
- V. Perform an internal annual review of ISO requirements for status update and make any adjustments deemed necessary.

### **Objectives**

- I. Continue with implementation and streamlining of the fleet replacement program to maintain apparatus that meet recommended national standards.
- II. Perform semi-annual response audits to assure we are meeting response goals pertaining to time, apparatus and manpower requirements.
- III. Seek and secure funding to make certain personnel are supplied with the most up to date equipment in order to allow safe and efficient functioning on emergency scenes.
- IV. Continue current minimum staffing levels and seek to increase those levels to a minimum of 4 per Ladder Truck and add a third Battalion Chief to each of the three rotating shifts.
- V. Periodically review our compliance with ISO to verify at a minimum all requirements continue to be met and all documentation is in order. Strive to improve any areas found to be deficient or needing improvement.

## Fire Prevention

### Goals

- I. Fire Prevention Bureau to conduct all state required inspections.
- II. Update City Fire Prevention Ordinances
- III. Update Public Fire Safety Education and Residential Fire Safety Programs.
- IV. IAAI certification of all Fire Investigators

### Objectives

- I. Analyze workload data for the division and obtain additional staffing and resources to conduct all inspections. Continue to provide continuing education to operations division inspectors to retain their certification and be used as a backup as necessary. This will consolidate training activities in code enforcement and assist in achieving additional points to increase our ISO points rating.
- II. Fire Prevention Division will rewrite the existing Fire Prevention Ordinance to conform to the requirements of ISO and meet the needs of the HPFD for code enforcement and fire prevention. The draft will be completed and coordinated with city staff and legal counsel will be completed in 2016.
- III. Fire Prevention Division will work towards revamping and updating our existing prevention programs to align with ISO requirements and be based on an analysis of community fire trends. The program will be completed in 2016.
- IV. Fire Prevention Division will work to obtain appropriate training and skills development for all assigned investigators to be eligible to obtain International Association of Arson Investigators Certified Fire Investigator (IAAI-CFI) credentials. This will maximize ISO points for training and certification of investigators.

## Training Division

### Goals

- I. Promotional exams for all ranks (practical skills examinations)
- II. Standardization of Emergency Scene Operation (NFPA 1410 drills)
- III. Officer Candidate School
- IV. Driver Operator School
- V. Operations Manual (General Orders, Rules and Regulations) update

### Objectives

- I. Review current promotional process
  - Evaluate validity of written exams for each rank
  - Evaluate validity of practical exams for each rank
- II. Continue to gather data of company performance
  - Evaluate results of that data
  - Compare local results to the national standard
  - Remedial training for sub-standard performance
- III. Deliver class to current officers
  - Evaluate and revise based on results of class
  - Evaluate effectiveness after a one (1) year period
- IV. Establish criteria based on NFPA 1002
  - Create class
  - Deliver class and evaluate results
- V. Establish a priority and timeline for updating Operations Manual
  - Standardized format
  - Accessible by hard copy and/ or electronically
  - Continue three (3) year review plan

## Technical Services

### Goals

- I. Perform preventive maintenance assessments
- II. Updating electronic maintenance record system
- III. Evaluate yearly testing of apparatus and equipment for NFPA and ISO
- IV. Technology upgrades on apparatus and equipment

### Objectives

- I. Look at the ways on preventive maintenance, through technology or other means to reduce down time on the apparatus
- II. Continue working with the electronic maintenance record system to improve accessibility to the department's maintenance records.
- III. Stay abreast of the latest requirements for the testing of the department's apparatus and equipment to meet ISO and NFPA.
- IV. Continue to research the latest technology for new and existing apparatus to make the vehicle more efficient on the fire ground.

## Emergency Management

### Goals

- I. To protect the citizens of and visitors to High Point and associated property through appropriate preparedness, response, and recovery activities.
- II. To lessen the likelihood of future harm to the citizens of and visitors to High Point and associated property through appropriate mitigation measures.

### Objectives

- I. Maintain and revise the City of High Point Emergency Operations Plan (EOP).  
Interact with Department Heads to ensure departmental emergency readiness and provide adequate information flow regarding emergency management information.  
Serve as liaison with Guilford County Emergency Management and other partnering agencies within the county and region (including Davidson, Forsyth, and Randolph County Emergency Management and partnering agencies), to include serving as a member of the Guilford County Local Emergency Planning Committee.  
Lead planning efforts for major events within the City (High Point Market, Fourth of July Celebration, etc.).  
Plan/conduct table top, functional, and full-scale exercises evaluating plans/readiness levels.  
Provide and/or coordinate all training related to emergency management for City Personnel, including ensuring compliance with NIMS.  
Conduct emergency preparedness outreach efforts to ensure resilience of citizens and facilities pertaining to natural and man-made hazards, including provisions of assistance for facility hazardous chemical reporting and the review of chemical reports submitted through E-Plan.  
Assist with relevant emergency management grant requests.  
Ensure operational readiness of the City Coordination Center.  
Coordinate response efforts at and recovery measures following major incidents by either responding to the scene, Command Post, or City Coordination Center as appropriate, including leading efforts in pursuit of disaster assistance funds following declared disasters.
- II. Pursue hazard mitigation funding.  
Participate in Guilford County Hazard Mitigation Plan updates.

## Safety

### Goals

- I. Provide a workplace environment for all employees that is as free as possible from hazards

### Objectives

1. Ensure High Point Fire Department compliance with applicable OSHA and NC Department of Labor regulations at all HPFD Facilities and HPFD activities.  
Manage the High Point Fire Department Respiratory Protection Program.  
Investigate any High Point Fire Department Injuries/Incidents/Accidents to determine cause and reduce future likelihood of same.  
Coordinate with City of High Point Safety Officer to ensure transfer of safety compliance information.  
Manage and lead the High Point Fire Department Safety Committee.  
Serve on the City of High Point Safety Committee.



*PPC ISO 1 Insurance Commissioner presentation, October 6<sup>th</sup> 2015*

## Financial Resources

### Goals

- I. Pursue/expand alternative funding sources.
- II. Strive to control program costs through management techniques while maintaining efficiency.
- III. Strive to improve communication throughout the organization including internal and external customers.
- IV. Evolve as an organization to continually meet the needs and demands of our community, citizens and visitors.

### Objectives

- I. Further develop our grants management system for coordinated grant identification, management and reporting to offset the cost of required equipment, apparatus, and facilities.
- II. Using RMS to project cost of ownership and manage inventory for budgetary predictions along with fiscal responsibility.
- III. a) Continue to enhance our web-based standardized information system.  
b) Implement administrative actions to improve and maintain timely and accurate communication.
- IV. Monitor trends within and throughout the fire service to improve efficiency and effectiveness.



*Pumper Training 2015*

## Critical Issues and Service Gaps

After review by the internal stakeholder group during various strategic planning management process meetings, the following issues and gaps in services are identified for continued improvement. These items need to be addressed in the future to be certain that HPFD can provide the appropriate levels of service for the City of High Point and its visitors. Focusing on improving these areas are the foundation for the goals and objectives set forth by each Division.

<b>Theme</b>	<b>Opportunity</b>
Budget	Continue to work with CoHP budget office.
Facilities	Repair existing, replace aging and match community growth with new facilities.
Fleet	Repair existing, replace aging and match community growth with new fleet.
Staffing	Training for existing staff, and match community growth with new employees.
Internal Comm.	Foster communication between department divisions.
Training	Increased type and degree of personnel training.
SOG's	Revise existing, create new, and update and renew policies and procedures.



*125th Anniversary Museum Community Display 2015*

## Strategic Plan Success

The continual self-assessment and self-improvement of HPFD begins with proper planning and goals for future growth set forth in the documents created and revised during the accreditation process. The strategic plan sets forth the community driven aspect of planning, and the standard of cover documents outlines the measurement of performance within the department. The combined strategic planning management process will enable the department to set realistic goals and measure these goals to ensure that self-assessment and self-improvement are a growth based continual process. Growth based goals and consistent measurement allow maintaining the best possible outcome of fire and rescue responses to the City of High Point. The strategic planning management process enables High Point Fire Department to:

- **identify goals and objectives**
- **determine what resources and/or budget is necessary**
- **measure and analyze performance data**
- **use of data to drive continuous self-assessment and self-improvement**



*PPC ISO 1 Insurance Commissioner presentation, October 6<sup>th</sup> 2015*