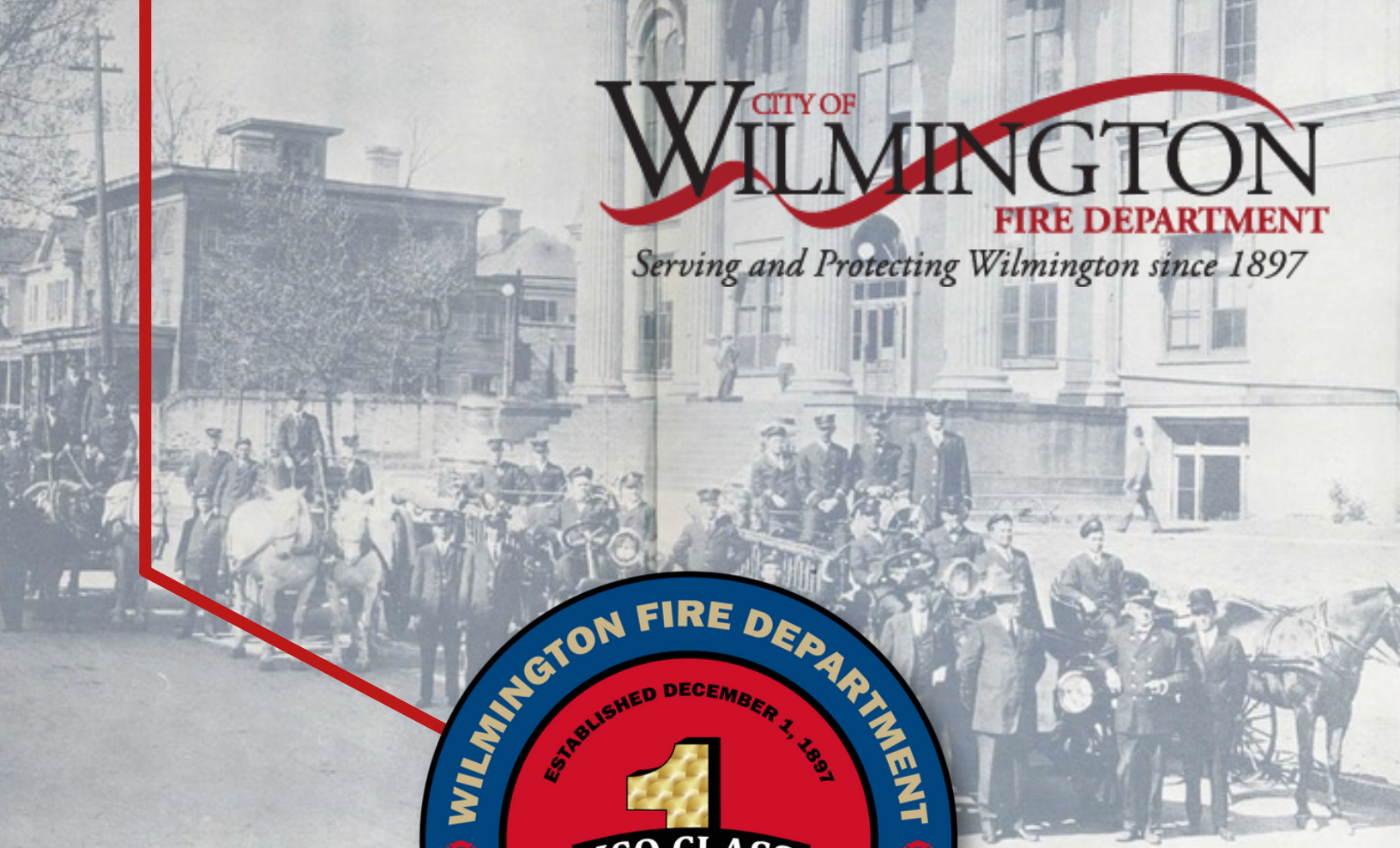


CITY OF WILMINGTON FIRE DEPARTMENT

Serving and Protecting Wilmington since 1897

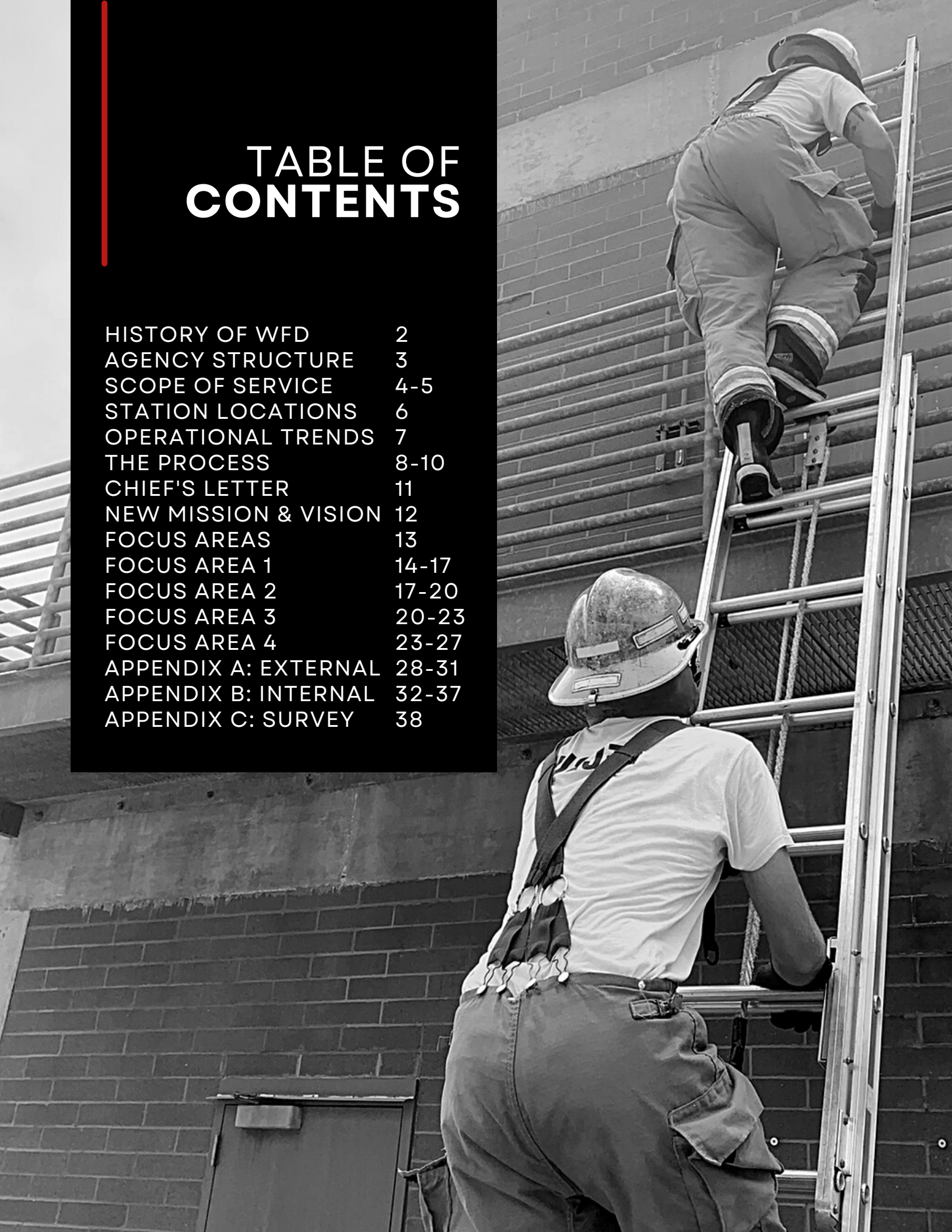


STRATEGIC BUSINESS PLAN

2023 - 2026

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HISTORY OF WFD

- **1791:** First incorporated fire company
- **1840:** Fire department reorganized, fire chief/assistant chief added
- **1856:** First black fire company
- **1897: Became a career department, integrated**
- **1912:** First motor apparatus
- **1914:** WFD places in service the first gasoline powered Fire Boat in the United States
- **1918:** Fleet fully motorized
- **1927:** First drill tower
- **1964:** First modern tiller, aerial ladder
- **1970:** First rescue truck
- **1978:** ISO Class 2 Designation
- **1983:** First female firefighter
- **1987:** Department HazMat Team created
- **2000:** WFD takes over Winter Park FD service area
- **2005:** WFD takes over Seagate FD service area
- **2009:** All firefighters became certified EMTs
- **2011:** First Citizens Fire Academy held
- **2012:** Fallen Firefighters Memorial opened at Station 2
- **2014:** Became accredited organization
- **2021:** First Junior Fire Academy held
- **2022:** ISO Class I Designation

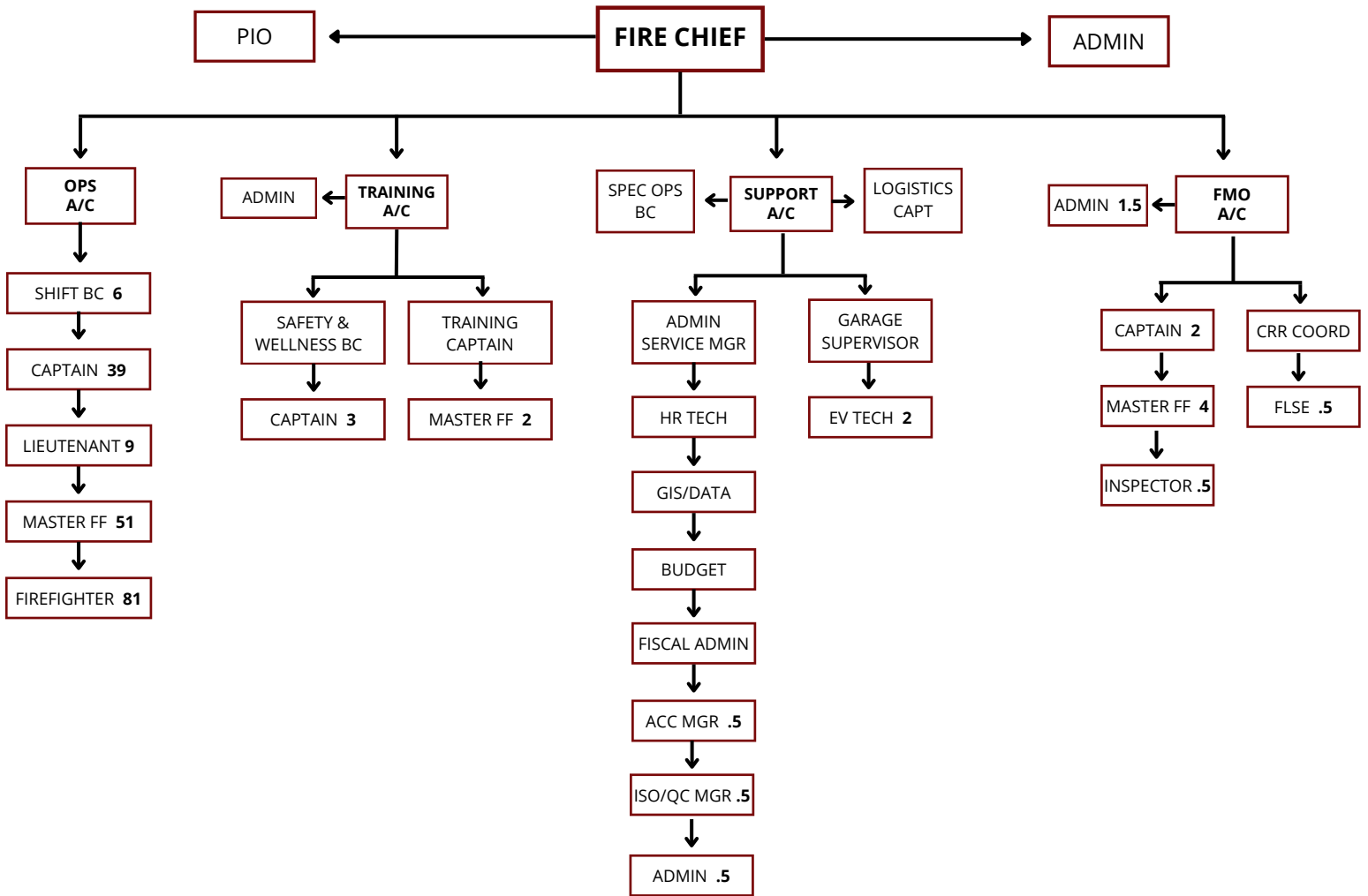


SERVICE AREA

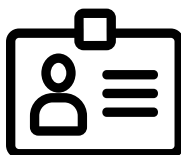
POPULATION: 123,744
AREA: 53 SQUARE MILES
ANNUAL BUDGET: \$22,838,770

The City of Wilmington, incorporated in 1739, is situated between the Cape Fear River and the Atlantic Ocean in Southeastern North Carolina. Wilmington is the county seat of New Hanover County. As the eighth largest city in the state, Wilmington has more than 123,000 residents and covers 53 square miles. Wilmington is an urban center with a thriving 50-block historical downtown district and is a terminus for Interstate 40 and other major roadways, contributing to additional non-resident traffic, business-related travel, or vacationers. Wilmington is also the home to the University of North Carolina at Wilmington, Novant Health with its medical center and hospital, and the North Carolina Ports. It's also important to note that Wilmington is home to a bustling film industry.

AGENCY STRUCTURE



19
CIVILIAN
POSITIONS



206
UNIFORMED
POSITIONS



TOTAL STRENGTH

ADMINISTRATION	17
FIRE MARSHAL	12
TRAINING	9
OPERATIONS	187

TOTAL PERSONNEL 225

SCOPE OF SERVICE

The Wilmington Fire Department is a full-service, high performance, emergency service agency.

Program	Details
Community Risk Reduction Program	A public education program is in place and directed toward reducing community risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover.
Domestic Preparedness and Response	The agency operates an all-hazards preparedness program that includes a coordinated multiagency response plan designed to provide the community preparedness and resiliency in response to terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.
Emergency Medical Services	The agency operates an EMS program with a designated level of out-of-hospital emergency medical care that protects the community from injury or death.
Fire Suppression	The agency operates an adequate, effective, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect the community from injury or death, and reduce property loss.
Hazardous Materials Mitigation	The agency operates an adequate, effective, efficient and safe hazardous materials program directed toward protecting the community from the hazards associated with the uncontrolled releases of hazardous and toxic materials.

SCOPE OF SERVICE

Program	Details
Inspection and Plan Review	The agency operates an adequate, effective and efficient program as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting and control of fire and non-fire risks.
Investigation, Origin and Cause Program	The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property to drive community risk reduction activities.
Marine/ Shipboard Rescue and Fire Fighting	The agency operates an adequate, effective, efficient and safe program directed toward protecting the community from a marine or shipboard fire or incident occurring at or in the immediate area.
Technical Rescue	The agency operates an adequate, effective, efficient and safe technical rescue program directed toward rescuing the community from any life-endangering causes (e.g., structural collapse, vehicle accidents, swift water or submersion, confined space, cave-in, trench collapse).

STATION LOCATIONS



LOCATIONS

Headquarters
801 Market St.

Station 2
3403 Park Ave.

Station 3
114 Cinema Dr.

Station 5
680 Shipyard Blvd.

Future Station 6
Riverlights Community

Station 7
3230 S College Rd.

Station 8
601 Eastwood Rd.

Station 9
1201 Military Cutoff Rd.

Station 10
6102 Oleander Dr.

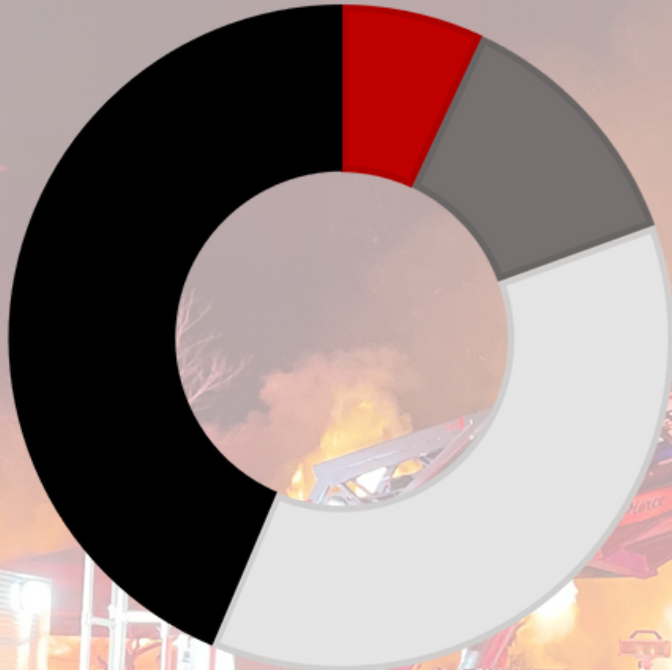
Station 15
3335 Masonboro Loop Rd.

Fire Marshal's Office
115 N Third St.

Training/Logistics
3100 Hurst St.

OPERATIONAL TRENDS

CALL VOLUME BY TOP INCIDENT TYPES



- FIRE
- MVC
- FIRE ALARMS/GOOD INTENT
- EMS

3
MINS

31
SECS

**AVERAGE
TRAVEL
TIME**

TOTAL CALL VOLUME BY YEAR



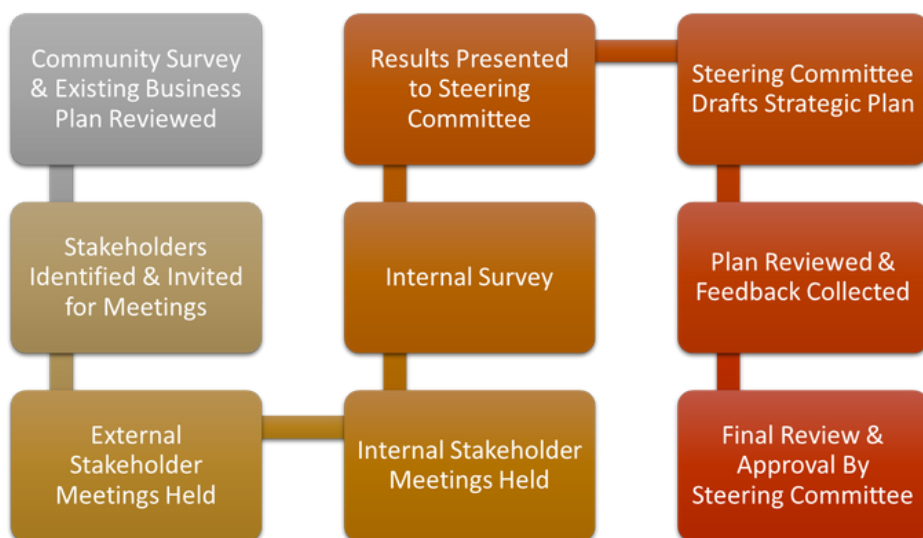
*All numbers reflect data from January 2020 - December 2022

THE PROCESS

While the fire service generally tends to focus on tradition and the successes of our past, the Wilmington Fire Department believes that its best accomplishments are still ahead. The department has faced extreme adversity in the past several years, including civil unrest, the devastating effects of Hurricane Florence, and the global pandemic and the economic wake that followed. As the dust settles, the department has emerged ready to deliver on its vision of “excellence through service”. To do this, the department required a plan, one with a scope large enough to encompass feedback from numerous external and internal stakeholders. A plan that would set a bold vision for the future. That ambitious plan is laid out in the pages of this document.

The development of the new strategic plan was initiated by newly appointed Fire Chief J. Steve Mason, who directed the Administrative Services Manager to begin the process in April of 2022. The process included external stakeholder input using focus group style meetings. Twenty-two external stakeholders attended meetings, and a total of twenty-six participated. Following those meetings, internal stakeholder meetings were held with three different groups of internal stakeholders. A total of twenty-six internal stakeholders participated in the focus groups. Using thematic analysis, themes were pulled from all the stakeholder input and used to create a department survey. The survey asked members about core values and 49 individually identified topics. Participants were also asked an open-ended question: "If they could change one thing in the department, what would it be?" More than 60% of the department took the survey. The results of the survey and stakeholder feedback were combined in a large report which was presented to the steering committee in a presentation as the launching point for the strategic plan.

The steering committee met several times as a group and individually with the Administrative Services Manager. They made several decisions on core values, establishing a new mission statement, and reaffirming their commitment to the existing vision statement. The steering committee completed a review of the survey data and selected the top 25 themes from the 49 in the survey to address in the strategic plan. Some reoccurring themes were also identified from the open-ended question at the end of the survey. This ensured the plan aligned with the priorities of the entire organization, not just the leadership. The committee identified four strategic focus areas with associated goals, objectives, and potential tactics for meeting those objectives. This was shared with the stakeholder groups for alignment checking, and then with the entire department. Feedback was collected and integrated into the plan again. Finally, the steering committee reviewed and approved the final draft of the plan in December of 2022.



EXTERNAL STAKEHOLDERS

External Stakeholders

Duke Energy
CFPUA
Wilmington Met. Planning Org.
Cape Fear Community College
NHC Schools
Piedmont Gas
Wrightsville Beach Fire
Town of Leland Fire/Rescue
NHC Fire Rescue
Wilmington Traffic/Engineering
Community Representative
UNCW
Chamber of Commerce
Novant EMS
NC Ports
Wilmington PD
NHC 911
NHC Senior Center
ILM Airport
Wilmington Reg. Film Comm.



ENVIRONMENTAL SCAN

Partnerships

Create new partnerships and strengthen those currently existing ones. Non-profits, public safety, public utilities, etc. Mock drills, interoperability exercises, etc.

Staffing

This was the paramount concern raised by the external stakeholders. We need to aggressively prepare for a changing labor market.



Response/Deployment

Are our response plans and deployment model keeping up with the needs of the community? Are we utilizing everything we have properly?

Growth

The second biggest concern raised was that of growth from every perspective imaginable. Is the department growing and adapting accordingly?

INTERNAL STAKEHOLDERS

Internal Stakeholders

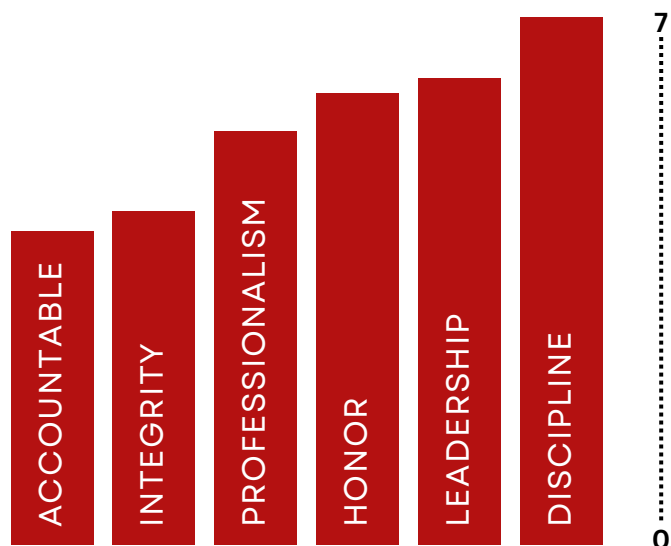
- 6 Administration
- 2 Battalion Chiefs
- 2 Captains
- 2 Lieutenants
- 3 Master Firefighters
- 3 Firefighters
- 1 Probationary Firefighters
- 2 Safety & Training Division
- 2 Fire Marshal's Office

Internal Survey Results*

- 49 Multiple choice questions
- Answers ranged from Strongly Agree to Strongly Disagree. Many also included no opinion.
- Used a seven-point Likert type scale for the highest accuracy
- 130 Participants (63% participation)

Average Ranked Order for Top 6 Core Values

Staff was asked to rank the following values as most aligned to least aligned, with 1 being the most. Those numbers were averages and are depicted here.



INTERNAL THEMES

Operational Execution

Be excellent at our trade. With proficiency drills, fitness requirements and defined remediation processes.

Recruitment & Retention

Be innovative and find ways to develop new pipelines for new hires, and provide new value to retain talent.



Total Rewards

Ensure compensation and benefits remain competitive and find new ways to reward talent and care for first responders.

Future Growth

City is growing quicker than fire department, need a plan for the future that city council will fulfill to meet the growth.

*Results of survey included in Appendix



FROM THE DESK OF THE **FIRE CHIEF**

On behalf of the members of the Wilmington Fire Department, I am honored to present to you the 2023-2026 Strategic Plan. This document is the result of a collaborative effort of internal and external stakeholders whose input and recommendations have enabled us to develop a path forward in our continued efforts to provide excellence through service. In the following pages, you will find our revised mission and core values, and a bold plan for the future of the Wilmington Fire Department. Each of the four strategic focus areas contain goals, objectives, and tactics that will guide our efforts to grow and develop current and future leaders in the organization, recruit and retain a professional, competent workforce, take care of our members, maintain a high level of operational effectiveness, and prepare the organization to meet the challenges of a growing, vibrant city.

The Wilmington Fire Department has proudly served the citizens of Wilmington for more than 125 years. It is a privilege for me to serve as your Fire Chief and lead the outstanding men and women of our organization into the future.

A special thanks to everyone who contributed to the development of this Strategic Plan. Your participation, input, time, and commitment to making the WFD the best it can be, is greatly appreciated. The development of this plan would not have been possible without you.



**J. STEVE MASON
FIRE CHIEF**

NEW MISSION & VALUES

MISSION

To provide the most talented and effective fire service organization to respond to the needs of our community through emergency services and proactive risk reduction.

VALUES

ACCOUNTABLE
HONORABLE
DISCIPLINED
UNIFIED

VISION

"Excellence through Service"



**CORE VALUES
OF THE CITY OF
WILMINGTON**

STRATEGIC FOCUS AREAS



STRATEGIC FOCUS AREA 1

Accountable, Unified, and Communicative Leadership

STRATEGIC FOCUS AREA 2

Human Capital Management and Organizational Development

STRATEGIC FOCUS AREA 3

Operational Excellence and Deployment Efficiency

STRATEGIC FOCUS AREA 4

Growth and Future-Focused Planning

STRATEGIC FOCUS AREA 1

GOAL 1.1	A transparent, informed, and communicative organization focused on providing clear expectations, responsibilities, and accountability.
Objective 1.1.1	Create more accurate, external/internal facing job descriptions with clearly stated responsibilities and appropriate job titles for every role in the department by July of 2024.
Critical Tasks	<ul style="list-style-type: none"> • 1.1.1.1: Perform a comprehensive job analysis of every position within the department and amend job descriptions as necessary in partnership with HR. • 1.1.1.2: Propose new job descriptions and titles as deemed necessary through the analysis to HR for formal consideration and approval. Ensure all job descriptions are written to be internal/external facing. • 1.1.1.3: Create an annual review process to ensure the accuracy of job descriptions, with many functions reviewing their own description for accuracy and suggesting edits as necessary. • 1.1.1.4: Evaluate the need for educational requirements versus experience for positions within the department and provide recommendations in new job descriptions following job analysis. • 1.1.1.5: Clearly identify which roles are responsible for which department work products and processes, such as internal processes like host testing and external products like Citizen Fire Academy.
Objective 1.1.2	All new and existing officers and managerial staff must receive training in disciplinary actions, processes, conflict resolution, and difficult conversations by January of 2024.
Critical Tasks	<ul style="list-style-type: none"> • 1.1.2.1: Partner with HR to create training within the managing officer academy and ongoing continuing education for existing officers on write up processes, disciplinary actions, conflict resolution, and having difficult conversations. • 1.1.2.2: Develop role-play scenarios that can be used to help develop officers and managers ability to handle an underperforming employee.
Objective 1.1.3	All officers and supervisors will have access to disciplinary process roadmaps and templates by January of 2024.
Critical Tasks	<ul style="list-style-type: none"> • 1.1.3.1: Create a process flow chart to clearly communicate the steps of disciplinary actions, from coaching and first reminder to performance improvement plans, demotion, suspension, and termination.

STRATEGIC FOCUS AREA 1, CONT'D

Critical Tasks	<ul style="list-style-type: none"> • 1.1.3.2: Create fire department specific templates for all communications within the disciplinary roadmap to assist officers and managers in completing these documents and to ensure they are available to them readily.
Objective 1.1.4	<p>Embody and operationalize our core values in all that we do, from policy positions to decision-making processes by November of 2023.</p>
Critical Tasks	<ul style="list-style-type: none"> • 1.1.4.1: Create Wilmington Way Handbook and an accompanying presentation and issue book to all personnel in physical form to instill the new core values, mission, and vision. • 1.1.4.2: Operationalize core values within the department so that practices are tied directly to the core values of the organization. • 1.1.4.3: Evaluate and implement policy changes to reflect core values and to establish the core values as department policy.
Objective 1.1.5	<p>Ensure all officers and supervisors comprehend performance improvement plans and how they can be used to improve performance by January of 2024.</p>
Critical Tasks	<ul style="list-style-type: none"> • 1.1.5.1: Create training in partnership with HR that focuses on department leadership and communicating the purpose of a PIP and how and when to use it.
GOAL 1.2	<p>A senior leadership team that openly confronts challenges, resolves conflict, and operates as a unified cohesive team.</p>
Objective 1.2.1	<p>Improve the effectiveness and efficiency of the organization by conducting a team building session that shows a positive statistically significant impact 90 days after the session with the senior leadership team by December of 2023.</p>
Critical Tasks	<ul style="list-style-type: none"> • 1.2.1.1: Develop a senior leadership team building training that ends in a commitment to the team over self and instills psychological safety as a foundational component of all team activities. • 1.2.1.2: Develop and administer a measure pre and post condition to measure effectiveness of the team building session. • 1.2.1.3: If the program was not effective, evaluate causes and re-approach within six months.

STRATEGIC FOCUS AREA 1, CONT'D

Objective 1.2.2	Provide the department with an open and transparent means of communication related to challenges, decisions, as well as collecting and answering feedback from staff by December of 2023.
Critical Tasks	<ul style="list-style-type: none"> • 1.2.2.1: Evaluate and determine the best way to obtain feedback from members on issues facing the department and allow for a transparent feedback process. • 1.2.2.2: Ensure members have access to information from senior staff meeting minutes to finances and budget documents as available and when in doubt, overcommunicate to staff.
GOAL 1.3	Ensure the safety and appropriateness of social media that is conveyed on behalf of the Fire Department and its members.
Objective 1.3.1	Identify a single point of contact for every social media page that is tied to the Wilmington Fire Department and ensure that individual has signed and agreed to the City's social media policy by December of 2023.
Critical Tasks	<ul style="list-style-type: none"> • 1.3.1.1: Partner with HR and City Communications to ensure alignment. • 1.3.1.2: Identify a single point of contact/employee who has social media access managing department-related social media accounts. • 1.3.1.3: Train those employees and have them read and sign the City's social media policy.

STRATEGIC FOCUS AREA 2

GOAL 2.1	Become a leading organization in the areas of assessment and measurement related to new hires, promotional testing, and performance management.
Objective 2.1.1	Examine the validity of all testing, physical assessment, and interview processes within the department, and if needed, modify or replace them with the most legally defensible, valid, and reliable practices over the next two years.
Critical Tasks	<ul style="list-style-type: none"> • 2.1.1.1: Evaluate replacement options for the new hire testing process and adopt the best option following evaluation.

STRATEGIC FOCUS AREA 2, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 2.1.1.2: Evaluate interviewing processes for hiring and promotional exams in the department and ensure valid and reliable structured interviews are in place based on job analysis. • 2.1.1.3: Evaluate job performance requirements in NFPA 1001 and other reference standards and compare them to the requirements of the WFD JPAT exam. • 2.1.1.4: Determine if there is a more valid option for testing new hires for physical ability in comparison to existing JPAT, implement improved process. • 2.1.1.5: Evaluate and determine if the JPAT is the best, most valid, and reliable measure for physical performance for annual requirements in the department, if not, enhance or modify as needed. • 2.1.1.6: Work to substitute seniority requirements within the department when necessary for organizational success with task books, credentials, related experience, and testing processes to drive promotional hirings.
<p>Objective 2.1.2</p>	<p>Continue to evaluate and modify the employee evaluation and goal setting process to achieve intended results and increase engagement and use by 50% by FY2025.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 2.1.2.1: Ensure proper use of NeoGov by training staff on using it for feedback, both constructive and positive, for peers, supervisors, and subordinates. • 2.1.2.2: Acknowledge and reward employees for the work that they do, candidly, timely, and commensurate with the activity. • 2.1.2.3: Find new, innovative, and engaging ways of rewarding and recognizing staff. • 2.1.2.4: Partner with HR to determine the best course moving forward in regard to ratings, employee evaluations, and merit-based pay increases, that ensures a balanced approach that is employee centric.
<p>Goal 2.2</p>	<p>Create an inclusive and equitable environment for all employees and potential employees through policy creation, modification, and training to become an employer of choice in emergency services.</p>
<p>Objective 2.2.1</p>	<p>Create and modify policies, pay structures, and provide training to all employees to ensure a most inclusive and equitable environment for all employees by July of 2024.</p>

STRATEGIC FOCUS AREA 2, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 2.2.1.1: Create a light duty policy in conjunction with HR to ensure job protection for pregnant employees beyond the legal requirements of FMLA. • 2.2.1.2: Provide training to all members of the department through the Chief Equity and Inclusion Officer on bias and inclusion. • 2.2.1.3: Ensure gendered terms are removed from all materials and there are no gender specific terms or gender discriminatory policies or practices in place in our SOGs and policies by completing a review looking specifically for these items. • 2.2.1.4: Evaluate the Fair Labor Standards Act (FLSA) classification status for the operational battalion chiefs' position to ensure equity.
<p>Objective 2.2.2</p>	<p>Address the profound pay scale compression and provide additional incentives for promoting to ensure financial compensation is commensurate with the level of added responsibility by July of 2025.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 2.2.2.1: Evaluate the need for additional promotional steps for the department between the position of recruit firefighter and assistant chief based on job analysis and operational need. • 2.2.2.2: Partner with HR to evaluate existing pay compression issues and propose a pay scale modification with HR to city to alleviate compression.
<p>Objective 2.2.3</p>	<p>Provide more meaningful incentives for individuals who bring special skills or talents to the department and who volunteer for additional responsibilities on special teams within the next three years.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 2.2.3.1: Create additional add pay categories to pay for talent and abilities that the department needs to provide necessary services to the community. • 2.2.3.2: Provide contract pay for members of the state hazardous materials team for deployments, and eliminate the time being subject to roll back. • 2.2.3.3: Enforce requirements for special team membership and increase incentives for those willing to stay on teams and do the extra work required.

STRATEGIC FOCUS AREA 2, CONT'D

Critical Tasks	<ul style="list-style-type: none">• 2.2.3.4: Evaluate and implement a change for several additional special teams or add pay categories and levels to reward employees for extra work and value they bring to the department for skills such as boat captains, drone pilots, dog handlers, bilingual, etc.
Objective 2.2.4	Become an employer of choice by caring for our employees' individual needs and providing enhanced benefits to firefighters in the areas of health, wellness, and safety by affecting actual policy change within the strategic planning period.
Critical Tasks	<ul style="list-style-type: none">• 2.2.4.1: Perform a study to determine the most feasible way to ensure all members have equal access to standardized, working, fitness equipment (Centralized or in each station, a list of x number appliances provided to each station). Implement a new program based on the study to ensure access to standardized fitness equipment by all personnel.• 2.2.4.2: Conduct an annual behavioral health survey to understand the needs, resistance, and progress of behavioral health programming.• 2.2.4.3: Create a mental health access pathway that is cost effective or free for the employees.• 2.2.4.4: Develop and implement proactive behavioral health education and training strategies to enhance program credibility and provide the best possible care of WFD personnel.• 2.2.4.5: Evaluate physical screening schedule to ensure adherence to NFPA 1582 and best practices as compared to other departments.• 2.2.4.6: Implement a new, evidence-based, health and wellness program to include education, advocacy, and case management that focuses on the needs of the department based on physical assessments and screening data.• 2.2.4.7: Define and evaluate the need for and consider creating a wellness coordinator position whose entire focus is on the wellness of staff within the department.• 2.2.4.8: Begin tracking and reporting on metrics within the department for safety, including lost time, OSHA recordable rate, and dart rate to establish lagging indicator benchmarks of department's safety performance.

STRATEGIC FOCUS AREA 2, CONT'D

Critical Tasks	<ul style="list-style-type: none">• 2.2.4.9: Conduct frequent educational sessions to ensure members are aware and educated in the benefits offered to them.• 2.2.4.10: Continue to enhance the <i>paws4people</i> program by identifying handlers and working closely with the organization to achieve department goals.
Goal 2.3	Establish a workplace culture of high performance, continuous improvement, and human-centered innovation that encourages employee growth and inclusive collaboration.
Objective 2.3.1	Create employee-centered and collaborative approaches to career development, succession planning, and innovation that drives continuous improvement through program development and implementation over the next three years.
Critical Tasks	<ul style="list-style-type: none">• 2.3.1.1: Create individual career planning pathways with staff to help employees meet their wants and needs in their career planning.• 2.3.1.2: Create a career development program to ensure continuity of leadership.• 2.3.1.3: Review the current promotional process, establish the application process, selection parameters, and feedback/evaluation.• 2.3.1.4: In conjunction with career development program, create a task book for each position and an outline of steps individuals can take to prepare for career advancement.• 2.3.1.5: Focus on succession planning for leadership and specialized roles in the department so that the department is not at risk with just one employee being capable of a specific job.

STRATEGIC FOCUS AREA 3

Goal 3.1	Enhance the department's training programs to better support employee development and ensure the needs of the community are met.
Objective 3.1.1	Provide varying levels of training to improve our ability to handle mental health emergencies both internally and externally by June of 2024.

STRATEGIC FOCUS AREA 3, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.1.1: Consider partnerships with Coastal Horizons, First Fruit Ministries, and Resiliency Task Force to provide training and courses to different positions within the department. • 3.1.1.2: Provide additional training to recognize mental health issues and how to approach individuals in crisis. • 3.1.1.3: Study and consider the possibility of adding mental health crisis workers in emergency response.
<p>Objective 3.1.2</p>	<p>Adhere to continuous improvement model by maintaining accreditation status and ISO Class 1 status through the planning period.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.2.1: Perform all necessary reporting and documentation to ensure reaccreditation occurs. • 3.1.2.2: Evaluate standards of cover and evaluated programs to ensure all programs are properly and adequately measured. • 3.1.2.3: Continue to enhance report out process and drill down on specifics to better measure program effectiveness. • 3.1.2.4: Increase participation in the accreditation process and ensure succession planning occurs to provide continuity.
<p>Objective 3.1.3</p>	<p>Create and implement a plan to deliver training that meets the needs of the department, individual employees, and our community by June of 2024.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.3.1: Identify required and mandated training for certification maintenance, regulatory requirements, and ISO. Create a plan and implement to ensure those programs are provided to staff. • 3.1.3.2: Review employee training hours and certifications, compared to expectations and needs of the department and community as part of report out process. • 3.1.3.3: Conduct a gap analysis based on the needs and expectations of employees and department instructors' capabilities. • 3.1.3.4: Develop consistent and on going training to develop services to vulnerable and historically marginalized communities. • 3.1.3.5: Develop a fireboat captain training program and recertification process. • 3.1.3.6: Create report writing training and expectations to improve reporting across all divisions, should coincide with launching new RMS and include MFF and up.

STRATEGIC FOCUS AREA 3, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.3.7: Create new partnerships and re-address old and existing partnerships to create mock drills and training exercises with neighboring agencies and public safety partners (public utilities, port, EMS, police, fire, coast guard, etc). • 3.1.3.8: Develop a department wide training calendar that communicates upcoming classes for members and communicates when members are already obligated to a program at a certain time. • 3.1.3.9: Find a learning management system and implement it to ensure availability of training resources to all department staff that meets the needs and requirements of staff and department. Determine who will be responsible for managing the LMS and if additional resources are required. • 3.1.3.10: Create measures, surveys, and testing methods to evaluate the effectiveness of the new training program that is built as a result of the above tactics.
<p>Objective 3.1.4</p>	<p>Standardize apparatus layouts and ensure standardized approaches to incident command (IC) are instituted in the department with a method for measuring incident command effectiveness by December of 2023.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.4.1: Compare WFD's implementation of Blue Card to other departments using it. • 3.1.4.2: Create a standardized IC/Blue Card approach to all incidents requiring that level of scene management. • 3.1.4.3: Create an IC evaluation for the purpose of comparing our use of incident command to our standard, in order to improve individual performance. • 3.1.4.4: Partner with NHC911 to increase awareness and understanding of each other's role and approach during an incident, including ride-alongs and cross-training. • 3.1.4.5: Create a standardized equipment layout for each apparatus and implement across the department with exceptions for specialized deployment needs.
<p>Objective 3.1.5</p>	<p>Achieve operational excellence by setting benchmarks based on national standard job performance requirements (JPR) and holding individuals accountable for their performance of these tasks with a fully established program by July of 2024.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 3.1.5.1: Proficiency drills and training are tailored to specific roles and are mandatory.

STRATEGIC FOCUS AREA 3, CONT'D

Critical Tasks	<ul style="list-style-type: none">• 3.1.5.2: Evaluate effectiveness of training using JPRs to evaluate fire department operational effectiveness and performance against benchmarks.• 3.1.5.3: Consider a field training officer pilot program to serve as a shift training officer or as a mentor.• 3.1.5.4: Develop a remedial policy/plan for those who are unable to successfully perform JPRs associated with the requirements of their position.• 3.1.5.5: Partner with HR on policy creation and to ensure accountability will be maintained if the department must place an individual on a PIP or potentially separate if an individual cannot perform a JPR after all efforts have been unsuccessful.
Objective 3.1.6	Develop and implement a personnel management system that tracks certifications held and skills of each member to assist operations and training in deploying human capital and tracking promotional readiness of department staff by June of 2024.
Critical Tasks	<ul style="list-style-type: none">• 3.1.6.1: Identify all current employee certifications held and additional skills that are pertinent to emergency services and have this data visible to operational leaders who may need certain qualified individuals for certain tasks/roles.• 3.1.6.2: Identify employees qualified for promotional opportunities, evaluate requirements, and prepare for vacancies with succession planning, and if necessary, make arrangements for external hires.• 3.1.6.3: Create and implement a professional development program/process that helps build confidence in individuals qualified for promotion.

STRATEGIC FOCUS AREA 4

Goal 4.1	Create future-focused plans that prepares the department for growth and adversity and make well-researched decisions that are consistent with the mission, values, and vision of the department.
Objective 4.1.1	Create and implement a hurricane response plan that is comprehensive to department operations in a hurricane and addresses all outstanding items from the Florence After Action Review by the end of 2023.

STRATEGIC FOCUS AREA 4, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.1.1: Obtain a portable generator for backup emergency power and ensure all existing station generators are ready for service through an established inspection, testing, and maintenance program in conjunction with buildings department. • 4.1.1.2: Create a hurricane response plan that outlines duties and responsibilities and establishes a communications plan for staffing and response. • 4.1.1.3: Obtain additional resources to respond to a flooding emergency including a highwater rescue vehicle and a shallow draft boat for water rescue capabilities and goods such as dry suits, boots, water rescue helmets, PFDs, and throw bags. • 4.1.1.4: Partner with public safety agencies to perform tabletop exercises and review available resources for hurricane responses.
<p>Objective 4.1.2</p>	<p>Create a plan for preparing the department for the rapid anticipated growth of the city between 2020 and 2040, and implement that plan by July of 2024, and continue to reevaluate through the strategic plan period.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.2.1: Create and begin implementation of a new deployment plan that keeps the fire department ahead of the growth coming to the city and maintains a Class 1 ISO Rating. • 4.1.2.2: Create a third district in the city and add a third battalion chief to maintain the span of control. • 4.1.2.3: Plan to add additional stations/companies to the city in order to achieve desired response times while population and traffic continue to increase. • 4.1.2.4: Evaluate and determine the appropriate apparatus to deploy to meet the needs of our department and the unique challenges presented throughout the city considering all possible options. • 4.1.2.5: Develop a plan for station replacements/rehabilitations over the next 20 years in partnership with internal stakeholders, buildings, and engineering. • 4.1.2.6: Create a plan for minor repairs and replacements to ensure stations can continue to function and extend the life of the stations. • 4.1.2.7: Create and implement a staffing plan that coincides with the new deployment model and maintains a safe span of control for all roles. • 4.1.2.8: In order to meet organizational and community growth, all divisions of the department will need to grow.

STRATEGIC FOCUS AREA 4, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.2.9: Advocate for more traffic preemption devices and work with highways and NCDOT to improve department access to roads and highways. • 4.1.2.10: Develop and implement traffic preemption training so users are familiar with the equipment. • 4.1.2.11: Partner with city stakeholders to create a plan to maintain traffic preemption.
<p>Objective 4.1.3</p>	<p>The department must create a bold plan for staffing the department and filling promotional vacancies in the first year of this strategic plan.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.3.1: Partner with local high schools to create bridge programs to hire recent high school graduates into the department who have completed public safety curriculum in the school system. • 4.1.3.2: Evaluate military hiring and employment practices with comparatives municipalities and identify areas for improvement to make WFD a military-friendly employer. • 4.1.3.3: In conjunction with HR initiatives, evaluate the potential of reducing educational requirements for company officers and replace with in-house educational offerings from Training Division and years of fire service experience. • 4.1.3.4: Evaluate the impact of reducing the time of the recruit onboarding process and the burden being placed on new hires with the number of certifications provided during the recruit academy. • 4.1.3.5: Study the possibility of eliminating the EMT training requirement for NC-EMT and National Registered EMTs already certified. • 4.1.3.6: Create an officer mentorship program, research mentorship programs, establish requirements for mentors, identify mentors, and design a program that can help grow FFs and MFFs into officers.
<p>Objective 4.1.4</p>	<p>Develop a plan for the fireboat use, maintenance, response, port security, and waterway/marine safety as needed based on risk analysis and community needs and plan for replacing the fireboat within the strategic planning period.</p>

STRATEGIC FOCUS AREA 4, CONT'D

<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.4.1: Develop a close working relationship with the Port Authority and commercial partners along the Cape Fear River. • 4.1.4.2: Study the risk, need, and potential uses of a fireboat on the Cape Fear River and ICW. • 4.1.4.3: Evaluate the need for a dive team and whether the dive team is a complimentary or competing interest with fireboat and marine operations. • 4.1.4.4: Work with partners and needs identified above to spec out a new fireboat and with support from all apply for a PSG to replace the fireboat with a new boat in 2024. • 4.1.4.5: Designate a specific company assigned to the fireboat and an individual position who is ultimately responsible for the operation and maintenance of the boat. • 4.1.4.6: Find a location in conjunction with the company responsible for the boat that is suitable for the department, as well as the risk and needs of the community. • 4.1.4.7: Provide a financial incentive to boat captains, promote the process, train, and educate new boat captains and create a recertification process on the boat. • 4.1.4.8: Explore a possible partnership with CFCC and their marine technology program for boat maintenance and ongoing support of both programs.
<p>Objective 4.1.5</p>	<p>Enhance department risk reduction programs through expansion and partnership aimed at reducing duplication of effort and improved working relationships by December of 2023.</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • 4.1.5.1: Create a public-facing community resource list for the public to easily find resources or partner with another group already working on creating a resource listing. • 4.1.5.2: Create a full-time educator position to meet the demands of our community in providing education to the public. • 4.1.5.3: Define the role of all members in the department in the community risk reduction program. • 4.1.5.5: Engage police and public safety partners by having more informal get-togethers (specific idea: hosting police over to FD for meals to foster fellowship between first responders). • 4.1.5.6: Partner with city Code Enforcement to identify blighted properties in the city that present a risk to firefighters and the community and make this information readily available.

STRATEGIC FOCUS AREA 4, CONT'D

Objective 4.1.6	Create and implement a plan that addresses the lack of adequate space available for training and operating a recruit academy by December of 2023 and ensure the Training Division has an adequate facility by July of 2026.
Critical Tasks	<ul style="list-style-type: none">• 4.1.6.1: Complete a feasibility study of Marstellar property and potential uses for training division and logistics or other uses for fire department.• 4.1.6.2: Complete a study on the feasibility of an independent department training center that is large enough to house Training Division staff and recruit academy program.• 4.1.6.3: The department must have a solution for a new training center within the next five years, consider repurposing areas of HQ, Marstellar, etc.• 4.1.6.4: Work towards centralizing fire department support services including logistics, training, administration, FMO.• 4.1.6.5: Consider the need for a regional training academy and seek out partners in a possible joint recruit training program venture with the WFD.

APPENDIX A: EXTERNAL

External Stakeholder Summary

Core Values

- Existing: Integrity, Respect, Honesty, Ethical
- Proposed: Accountability, Courage, Safety, Ingenuity, Resilience, Steadfast, Professionalism, Pride, Equity, Inclusion

General Feedback:

- Existing values seem to overlap, especially integrity, honesty, and ethical. Consider just keeping one, like integrity that sums it all up. Add something that focuses on standard of care and service.
- Where is safety? Safety is a critical aspect both internally and externally.
- Nothing here speaks to the core function of the fire department, one motto once observed was “we will come for you”. Where is that mentality in the core values?
- It should be a violation of policy to violate a core value.
- We focus on our safety a lot but not the community in the fire service, risk is about balance, firefighters signed up for that risk. Be the firefighter you would want to respond to your house or family emergency.
- Our 2-minute service to a member of the community could be flash for us but is a forever moment for the people we are serving.

Scans

Scans performed looked for possible issues facing the department from numerous directions, environmental, economic, customer driven, technological, legal/political, and so on. Nearly 100 thoughts were put into the scan from our stakeholders, these individual pieces of input were analyzed and organized into themes. The following became key areas identified through this analysis, those bolded are seen as the most significant factors that need to be focused on over the next strategic planning period.

- Create and Strengthen Partnerships
- Staffing
- Response Planning/Deployment Model
- Growth
- Fiscal Sustainability
- Alternative Funding
- Training
- Preparedness
- Technological Advances
- Environmental
- Policy

APPENDIX A: EXTERNAL

SWOT Analysis

Strengths

- Positive Relationships with public safety partners
- Age and condition of apparatus and equipment
- Proactive approach to development with FMO on TRC
- Positive and professional outward facing publications
- Haz-Mat/Fire Services from Station 5 near port and river front risks
- Good outcomes, fire department has a positive impact on community
- Community risk reduction and public education efforts
- Citizen and junior fire academy programs are great
- Joint chief's meetings, public safety leadership get together.

Weaknesses

- More positions exist than people, over taxing firefighters and more positions being added, no plan to fix shortcomings related to staffing.
- Need for succession planning, no feeder pipeline established to hire new firefighters.
- New hires leave because they don't know what the job really is about.
- Risks of firefighting, is the city doing all it can to protect firefighters long term?
- Majority of calls are EMS, but majority of response is handled by large vehicles over equipped for these calls.
- Span of control issues for operational battalion chiefs as org chart stands today.
- Infrastructure planning has not been future focused, still no station six despite building and residents residing there. Is department prepared for more growth, traffic, and density?
- Are we training for new technology and equipment and community needs?
- WFD is very diversified in services offered, are we great at everything we do? Jack of all trades, are we overextending, are there programs we need to reevaluate?
- FMO is removed from ops, should have more integration.
- FMO empowered to compromise with agencies w/ alternatives like fire watches.

Opportunities

- Lean on other agencies and their data to help enhance our CRR and outreach efforts.
- Leverage our data to help others, like 811 for utility hits.
- Partner with agencies for training opportunities like NCDOT and senior center.
- Partner with outside agencies for mock drills like Duke, Piedmont, CFPWA Schools, PD.
- Enhance training and response to better handle mental health needs of community.

APPENDIX A: EXTERNAL

Opportunities, Cont'd

- Rebuild relationship that existed prior to covid-19.
- New hire pipeline, work with NHC schools to hire certified graduates right into FD.
- Influx of military coming to Wilmington NC, focus on hiring and recruiting military.
- Shortened programs to hire certified FF and EMTs/Laterals/Pay incentives for certifications already obtained, points in testing process, or separate process, also develop clearer pathways for reciprocity for certifications
- More public and elected official education on what the department does.
- Public safety get-togethers, host police over for joint trainings, meals, conversation. More interaction with other fire departments, mutual training etc.
- New 911 software, Rapid SOS, what three words, additional Purvis equipment to fully integrate PSAP and FD.
- Call prediction software/AI, new technology, alternative fuels for response vehicles.

Threats

- Surging activity at Port from years past, capacity went from 350,000 TEUs to 1,000,000 with improvements over the past years, this will drive increased traffic on roads, rails, and water.
- Many threats along the river front that encompass much more than the Port of NC itself, must consider all the risks when assessing needs.
- Population growth, traffic, and population density increases more rapidly than local government can manage for public safety.
- Consistently more EMS calls, yet deployment is set out for firefighting response not EMS response. Still use mostly large vehicles to respond to EMS calls.
- Risk reduction works, reduced fire calls, is deployment model still practical with engines and ladder trucks?
- Expansive use and construction of multi-story apartment complexes with tight parking lots as population density continues to increase.
- With so many apartment complexes, are our ladder trucks the right vehicles and do we have enough of them to provide for quick rescues of occupants trapped by fire?
- News stories about the dangers of firefighting, long term effects, etc. How do we hire people given they know the health risks associated with the job?
- Blighted properties around Wilmington, risk to firefighters entering these structures looking for occupants. Homeless may be using these properties.
- Mental health crisis, firefighters are not trained to handle issues for themselves or mental health emergencies in community.
- Post pandemic job market, staffing threatens survival of fire department.

APPENDIX A: EXTERNAL

Threats, Cont'd

- Lights and sirens are not effective warning devices, with additional increase in traffic can we still get to scenes in proper amount of time?
- Increasing threat of large-scale natural disasters, in particular flooding. Department hasn't added capabilities for high water rescue since Florence like a high-water vehicle.

APPENDIX B: INTERNAL

Internal Stakeholder Summary

Core Values

- Existing: Integrity, Respect, Honesty, Ethical
- Proposed: Accountability, Professionalism, Discipline, Integrity, Honor, Safety, Equitable, Inclusive, Tenacity, Resilience, Passion, Collaborative, Pride, Leadership

General Feedback:

- Core values do not reflect our department, they must be changed and be in line with the younger generations.
- Ethical should be removed, it doesn't fit with the others, wrong version of word.
- Core values spell out the word "HIRE", was that done on purpose?
- Honesty and integrity are nearly the same, we should keep integrity but remove honesty.
- Core values are more than words, we want to see these values in action.
- Core values need to be defined, taught, and tied to policy. It should be a violation of the rules to break a core value.
- Respect is covered by professionalism if we include that instead, it is broader than just respect.
- The city has core values, do we need our own?

Mission and Vision Statement

- Existing Mission: Protecting, serving, and educating for the safest community.

Feedback:

- Mission statement is straightforward, simple, and comprehensive.
- We should move away from being called servants (public servants), or serving, it is degrading for the level of profession we are in.
- Consider: "Protecting lives and property by responding to and educating the community."
- Existing Vision: Excellence Through Service

Feedback:

- Are we really living up to our vision statement, excellence?
- What does the department's vision statement mean to us?
- It is a good statement, but we need to deploy it in all aspects.
- It is on everything; can we afford to change it?
- We should strive for excellence or like the Chief says, "pursue" excellence.
- Consider "Excellence in Public Safety"
- Consider "In constant pursuit of excellence through service."

APPENDIX B: INTERNAL

SWOT Analysis

Strengths

- Training and development of new hires and employees in the promotion pipeline.
- Community risk reduction efforts.
- Public engagement programs and social media presence.
- Fire department operations are tenacious and resilient.
- Intrinsically motivated workforce seeking continuous improvement.
- Positive public perception of the entire department.
- Internal improvements in budget and finance processes and transparency.
- Several avenues of internal communication including the command post.
- Openness to new ideas in the department.
- Equipment and apparatus.
- Data driven decision making.
- Safety and wellness initiatives, such as *paws4people*.
- Respected and competent fire marshals/inspectors.

Weaknesses

- Accountability avoidance.
- There is a lack of standardization in policies and procedures and how they are enforced.
- Promotional hesitation, a lack of incentives or reason to seek promotion within the department, especially MFF and Ops BC.
- The balance between responsibility and reward for the Master Firefighter position is drastically mismatched.
- More positions than people, trying to do more with less.
- Department infrastructure planning has not been future focused, not preparing for growth, reactive instead of proactive.
- CRR relies on operations to get things done, taking engines out of service.
- Some ladder trucks are in poor shape and being heavily used as a dual company.
- BC positions are not equitable between Staff BCs and Ops BCs.
- Officer onboarding needs to be standardized at all levels following promotion, officer training needs to be hands-on for processes, like NeoGov, Kronos, etc.
- Limited availability and access of mental health services for FFs and the stigma attached.
- Military policy of the city and department is not military friendly.
- People do not want to get stuck or moved to join a special team and \$100 a month isn't worth the effort.
- BCs need to be out in the field more meeting with company officers.
- Lack perspective and empathy for individuals and divisions within the department.

APPENDIX B: INTERNAL

Weaknesses, Cont'd

- Transparency in decision making and planning
- JPAT is not an adequate test. We need a minimum fitness requirement for firefighting personnel.
- We need to balance education and experience and the value they both bring.
- Pre-incident plans and business safety surveys are not useful in current Firehouse System.
- Need better communication between fire and other departments in the city and between divisions within the department.
- There are processes for everything, but they are not well known or explained.
- Our technology is outdated, we need to move department forward with new technology.
- Some data quality is bad, entered inaccurately, including PT hours.
- Blue card could be implemented differently, no one is running a scene the same way now and it creates too much radio traffic at the start of an incident.
- Fire critiques are not addressing issues and we are not fixing the issues brought up.
- Overtime process is not fair need to see and enforce a standard process.
- Delegation to committees without knowing who the committees are or what they are working on.
- No medical after retirement.
- Constantly changing, seems like knee-jerk reactions.
- Employee evaluations and goal setting.
- Authority in the department leadership, the leadership needs to provide a clear direction forward.
- We keep our apparatus too long for how hard we use them.
- Report writing.
- Too dependent on automatic aid.

Opportunities

- Make the Chief talks once a year, it's been great having Chief Mason meet with us.
- Increasing availability of mental health services and reducing the stigma of these services.
- Expanding the Safety Officer/Captain role to be more well-rounded for all health, wellness, and safety initiatives.
- Improve communications around decision making processes.
- Reward and promote physical fitness more.
- Provide peer fitness coaching and nutrition assistance to help firefighters.
- Hire certified EMTs and get them on the line quicker.
- Plan and take action to get ahead of the growth and utilize it to our advantage.
- Improving our relationship with public safety partners including the 911 center.

APPENDIX B: INTERNAL

Opportunities, Cont'd

- More family focused events and encourage family involvement in the department.
- Use CFA as a tool for us to build better relationships with community leaders.
- Provide department swag/department pride items as gifts to firefighters or stations.
- Create a timed standardized physical agility assessment with remediation process.
- Get Wendy more help and resources to expand and grow CRR.
- Expand fire boat operations and risk mitigation provided on the waterways.
- Consolidation of services provided to the community via partnerships with other public safety agencies.
- Computer and technology training for personnel.
- Assign personnel to a support division according to individualized career development plans.
- Evaluate all services and programs provided by the department, cost and benefit, consider expanding or reducing programs based on evaluation.
- Update response plan to include special teams and boat to increase the utilization.
- Need to leverage public support of the FD to get the things we need as a department from the city.
- Get better at partnerships and using resources in the community to help our department.

Threats

- EMS in the county could be at risk, should prepare for larger EMS role in future.
- Speed of local government prevents the department from adapting to growth.
- Changing values and focus of city leadership on other public safety aspects.
- Egos are tied to ownership of projects and processes; everything is taken personally.
- Mental health in the community and within the department, it's a crisis for us too.
- Working relationship with our city police department and access to their resources.
- Staffing, more tasks, more work, more population, same number of firefighters.
- Increasing population density and traffic on the roads, more lights, and more pedestrians, we cannot respond as quick as before.
- We are the Wilmington training department, just training firefighters for other departments.
- We are competing for talent like we never have before, and we are not competitive with any of our neighbors.
- Litigious society.

APPENDIX B: INTERNAL

Threats, Cont'd

- County fire is growing, becoming accredited, could hire personnel from our department despite tenure, a lot of our people are shopping around.
- Social media could ruin the entire department in one post, need social media policy enforced.
- Hurricanes are worsening and increasing in frequency, we are not prepared enough.

Strategic Focus Areas/Things Needed:

- We need to be focus on building each other up, making this place the best it can be.
- More fire stations, consider neighborhood fire stations, small single company stations to ensure arrival times with increasing traffic and density.
- A WFD training center, that is visible to public, not hidden, with space for all our needs.
- Leadership and accountability, beginning with clear expectations.
- Fireboat/marine/water operations; needs a company assigned to it and designated owner to maintain fireboat.
- Create a senior firefighter position for relief driver, another step between FF and MFF.
- Do not allow MFF to ride up for one year and create a mentorship program for MFF to get them ready to ride the officer seat.
- Eliminate riding up or if it continues people need to be paid for the position, they are riding in.
- Mandatory time in support divisions to create more well-rounded firefighters.
- Review and update all job descriptions to ensure accuracy.
- Getting people back together in one building as much as possible, FMO/Admin/Logistics etc.
- Have fire marshals on shift in addition to division staffing.
- Expand the use of PowerDMS to be used as a learning management system (LMS) to provide job aids for each position and task associated with it.
- Never take away apparatus, people on shift, or riding positions, only add to existing.
- Evaluate the LT process in an ongoing and transparent fashion, how is it going, does it need to be adjusted, same for squad program.
- All stations should be outfitted with standardized fitness equipment for a solid basic fitness program.
- Empower credible leaders that are trying to lead from the position they are in.
- Celebrate and praise our successes publicly and present awards at council meetings, the entire company should be awarded too, not just one or two members of it.

APPENDIX B: INTERNAL

Strategic Focus Areas/Things Needed:

- Standardize fire department operations.
- Fix the pay scale to address compression issues but also to incentivize promotions.
- Assign a reserve apparatus to CRR efforts to maintain front-line apparatus availability.

APPENDIX C: SURVEY

Internal Survey Results - Ranked Order

1. Mental Health Training to Firefighters
2. Department must take active role in supporting mental health of department
3. Medical benefits after retirement
4. Set clear expectations and hold individuals accountable
5. Fix the pay scale to address pay compression issues
6. Standardized way to provide feedback from line to senior leadership team
7. Address recruitment and retention by focusing on improving benefits beyond salary
8. Future focused planning needed to get department ahead of growth
9. New pipeline needed to hire more firefighters
10. Need hurricane response plan with enhanced water rescue and flood response capabilities
11. Mock drills and events with EMS, police, mutual, and other public safety partners
12. Provide more focused education and training to employees to prepare for positions (NeoGov/Kronos)
13. More incentives and fair incentives for special teams
14. More education to community on what we do as their fire department
15. A new WFD training center, operated exclusively by department
16. Standardized fitness equipment as allowed by the size of the station
17. Additional resources for employee recruitment and retention
18. Reduce office duties for operation BCs so they can be in the field meeting with companies
19. Update response plan to include and increase usage of special teams and fire boat
20. Review job descriptions and address issues found during that analysis

14 Core Values were presented to the department for ranking. Here are the results:

1. Accountability - 3.98
2. Integrity - 4.15
3. Professionalism - 4.76
4. Honor - 5.52
5. Leadership - 5.75
6. Discipline - 6.35
7. Pride - 7.05
8. Passion - 7.48
9. Safety - 7.54
10. Collaborative - 9.48
11. Resilience - 9.77
12. Equitable - 10.00
13. Inclusive - 10.34
14. Tenacity - 11.29



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