



Strategic Plan 2025-2030



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

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Foreword

The Fayetteville Fire Department (FFD) has developed a proud and longstanding history of providing efficient and effective service to this community. The FFD was chartered in 1791 by the North Carolina Legislature and since that time has built its reputation for innovative and progressive leadership and service delivery in the realm of emergency services. This reputation continues to be built upon by expanding into emergency preparedness, risk reduction, and recovery.

The FFD's short, mid, and long-term goals are focused on ensuring that Fayetteville is a safe and secure community that is resilient against all hazards. This includes identifying and reducing community risks, meeting customer expectations, addressing employee satisfaction, and honoring management directives. The FFD will continue its desire to represent the diversity of its community in its employee base and to develop, train, and enhance its workforce to their fullest potential. The FFD will also work to educate and protect its workforce from the recognized hazards associated with firefighting.

The FFD will continue to evaluate and assess the community's needs to shape its service delivery posture for maximum efficiency and effectiveness. The FFD is accountable to both internal and external stakeholders and remains dedicated to providing the highest quality preparatory, response, and recovery services.

Thank You,

Kevin Dove, Fire Chief



Executive Summary

The Fayetteville Fire Department (FFD) employs an all-hazards response model, addressing a comprehensive range of incidents, including various types of fires, medical emergencies, technical rescues, hazardous materials situations, and both natural and man-made disasters. The agency is dedicated to providing the highest standard of professional service across these diverse scenarios.

Central to the agency's operations is its commitment to the community risk reduction model, which seeks to enhance community safety through the prevention of incidents and the mitigation of their adverse effects. To uphold best business practices as outlined in the accreditation model, adherence to a community-based strategic plan is essential. This plan is constructed upon the agency's Mission Statement, Core Values, and Vision Statement, and is informed by extensive input from both external stakeholders (the community) and internal stakeholders (agency members and city government).

Community feedback is systematically gathered through biennial customer surveys, which are conducted at community events and through social media channels. Internal feedback is obtained by agency-wide surveys, the city of Fayetteville's Strategic Plan, city management expectations, and discussions during the agency's strategic planning retreat.

During the collection of internal feedback, a S.W.O.T. Analysis was carried out to identify the agency's Strengths, Weaknesses, Opportunities, and Threats. This analysis has highlighted areas where the agency can enhance service delivery as well as aspects that require improvement throughout the lifespan of the strategic plan.

The recent strategic planning retreat, held at the Fayetteville Airport Training Facility at 3065 Radar Road in Fayetteville, NC, was attended by 30 FFD members across all ranks and divisions, alongside two representatives from the Strategic Planning & Analyst Division of the City of Fayetteville. The focus of this retreat was the formulation of the agency's strategic goals. As a result, the agency established three primary strategic goals for the period of 2025-2030. These goals will guide agency operations over the next five years and ensure the continued delivery of the highest level of service to the community.



Strategic Goals 2025-2030

Goal #1: Ensure the provision of efficient and sustainable emergency service delivery.

Goal #2: Foster a high-performing organization through the strategic and effective management of human resources.

Goal #3: Cultivate a community that is well-prepared and resilient against all hazards.



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Organizational Chart 2025



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FAYETTEVILLE FIRE DEPARTMENT PROVIDED PROGRAMS AND SERVICES

Fire Suppression	Emergency Medical Care	Technical Rescue
NC Search & Rescue (TF9)	Hazardous Materials	NC Regional Hazmat (RRT3)
Aircraft Rescue Firefighter	Security	Domestic Preparedness
Public Information	Code Enforcement	Fire Investigation
Youth Fire Setter Program	Public Fire Education	Smoke/CO Alarm Installs
Home Safety Inspections	Car Safety Seat Installs	Hands-Only CPR



Mission Statement

The mission of the Fayetteville Fire Department is to prepare for, reduce, and mitigate all risks facing the city of Fayetteville while serving with R.E.S.P.E.C.T.



Core Values

Responsibility – We will accept our responsibilities and promote personal accountability.

Ethics – We will operate honestly and promote transparency of government.

Stewardship – We will operate in a cost-efficient manner and promote fiscal maturity.

Professionalism – We will operate with “best practices” in mind and promote competence.

Entrepreneurial Spirit – We will operate innovatively and promote creativity.

Commitment – We will operate with an understanding of stakeholder’s needs and promote loyalty.

Teamwork – We will operate as a group and promote cooperation.



Vision Statement

To realize a safe and secure community that is resilient against all-hazards.



1791 – Present & Future Advancement

The Fayetteville Fire Department (FFD) is a unique agency that is embodied with over 230 years of tradition, experience, leadership, and growth. It is one of the oldest organizations in the state of North Carolina. The agency was first chartered by the North Carolina Legislature in the year 1791. It mainly consisted of citizen fire brigades that had limited equipment, using only leather



buckets instead of fire hoses that modern firefighters use today. Just like many cities during this era, Fayetteville experienced a fire that nearly devastated the city. In the year 1831, over 600 stores, residences, and other buildings were lost to the flames. This outcome is what led to Fayetteville receiving our first ever hand powered engine by the gracious donation of the Boston Fire Department. It was donated in 1832, and designated "Union" Company #1.

In the year 1882, Fire Captain James D. McNeill was elected the city's first fire chief. During Chief McNeill's tenure, the agency experienced countless changes. The agency reorganized into a more manageable organization that included building actual fire stations and acquiring more apparatus. In 1885, the agency received delivery of a new Silsby Steamer along with 1,500 feet of new fire hose. In 1903, Chief McNeill stepped down as the fire chief of FFD. Upon the conclusion of his leadership, the agency had experienced significant growth. The membership had expanded to approximately 30 firefighters who were paid one dollar per alarm answered.



In 1908, Central Fire Station was opened and located at 123 Gillespie Street. Prior to this, the agency stored equipment in small residential houses across downtown. In 1914, the agency purchased its first motorized fire engine which was an American LaFrance. Over the following decade, motorized vehicles supplanted the previous hand powered and horse drawn equipment. In the year 1941, a second fire station was built on Haymount Hill that not only was a fire station but the residence of the fire chief. With this station still operational today, it is the city's oldest functional fire station. The agency's Silsby Steamer and American LaFrance have both been restored and are now on exhibit at The Fayetteville Area Transportation and Local History Museum.



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With the addition of a second station, Fayetteville began to make the transition from an all-volunteer agency to a career staffed agency. In the year 1947, the agency began staffing both stations on a 24-hour basis. In 1949, a new Central Fire Station was built replacing the previous one. This station would serve for over 50 years before being replaced with today's Fire Station 1 at 607 Person Street, which was put into service in 1998.



The FFD expanded marginally over the next several years. Additional stations opened adding additional apparatus and personnel to the city. In 1974, a third shift was established and the agency staffing strength grew to 156 employees. In the 1980's and 90's, North Carolina General Assembly relaxed rules, allowing municipalities to expand. During this time, the agency added a 2nd Battalion along with a Hazardous Materials Team available for local and regional needs.



In 2002, the agency took a stride toward becoming one of the premier agencies in North Carolina. The agency obtained an ISO rating of two (2), a feat that few departments in the state have accomplished. On June 30, 2004, the city initiated a significant annexation process where it looked to increase by an estimated 40,000 residents. In doing so the agency would increase by 3 stations and add a 3rd Battalion.

The FFD continues to strive, grow, and deliver quality services to its community on a professional basis. These efforts keep our service delivery and community involvement at a level of excellence. On August 25th, 2011, the FFD achieved accredited status from the Commission on Fire Accreditation International (CFAI), an entity of the Center for Public Safety Excellence (CPSE). Accredited status was again awarded to the agency on August 16th, 2016, and November 16th, 2021. The agency reached another milestone in March of 2015 when the results of an inspection from ISO were presented to Fire Chief Benjamin Major. Our commitment to providing excellent customer service and maintenance of necessary equipment allowed the



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agency to receive a class one (1) designation. As of 2024, our agency is one (1) of 121 fire departments worldwide that have achieved both Accreditation and ISO rating of one (1).

The FFD is taking commendable strides toward addressing the critical issue of occupational cancer among firefighters. The untimely passing of Battalion Chief John Bowen in 2022 serves as a reminder of the risks associated with this profession. Since 2017, the agency has implemented several initiatives aimed at cancer prevention, including the provision of two sets of turnout gear, on-scene decontamination equipment, and an internal cancer awareness program. For the fiscal year 2024-2025, the department has further committed to incorporating cancer screenings into the annual physicals for personnel. Additionally, firefighters have recently been issued a second particulate hood to enhance their protection. These measures represent a significant step forward in the agency's ongoing efforts to safeguard the health and well-being of its members.



In Memory of Battalion Chief John Bowen

(1987 – 2022)

"Courage is being scared to death but saddling up anyway" – John Wayne



Organization and Purpose

To enhance our agency's effectiveness, we must focus on supporting each team member, prioritizing their well-being, fostering their professional growth, and expanding our impact through community partnerships. Our approach will prioritize learning, safety, technology, and innovation. The agency will cultivate leadership at all levels by empowering staff to make informed decisions and actively participating in the decision-making process. To uphold our commitment to excellent service, we will align our recruitment practices with the needs of our community, the city's values, and the agency's mission.

Community Preparedness Branch

The Community Preparedness Branch is dedicated to maintaining the safety and security of the City of Fayetteville, ensuring resilience against all hazards. This branch is divided into three divisions: the Fire Marshal's Office, Emergency Management, and Security. The Deputy Chief of Community Preparedness leads the entire branch.

Fire Marshal's Office – The Fire Marshal's Office is responsible for fire code inspections, enforcement, and new construction. This division provides interventions that involve best practices guided by life safety codes, national/regional standards, and local needs. The Fire Marshal's Office consists of a Fire Marshal, a Deputy Fire Marshal, seven (7) Fire Inspectors, and an Office Assistant II.

Emergency Management - The Emergency Management Division is responsible for coordinating all activities and training related to domestic preparation in the City of Fayetteville. The Emergency Management Division collaborates with public and private stakeholder partners for hazard mitigation and emergency preparedness. The Emergency Management Division consists of the Deputy Chief of Community Preparedness and an Emergency Management Coordinator.

Security Office – The security office plays a vital role in ensuring a safe environment for employees and visitors by mitigating, preventing, and responding to potential security threats. The security office is operated by the Security Coordinator.



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Operations Branch

The Operations Branch is led by a Deputy Chief of Operations and is primarily responsible for emergency response and mitigation in the areas of fire suppression, emergency medical services (EMS), technical rescue, and hazardous materials. Additional responsibilities that fall within the Operations Branch include fire investigations and logistical support. The core of our programs is defined by the needs of our community.

Suppression Division – The Suppression Division is responsible for providing professional services to our external stakeholders through the programs provided by our organization. Such programs are fire suppression, emergency medical services (EMS), technical rescue, hazardous materials, fire investigations, and aircraft rescue firefighting. These programs are supported by 318 personnel assigned to 3 shifts and are managed by 3 Assistant Chiefs.

Fire Investigations – The Fire Investigations program is responsible for providing support in origin and cause determination, assisting law enforcement with investigations, and collecting data for reporting. The program is managed by a Fire Captain who is also responsible for developing and implementing prevention programs such as the Juvenile Fire Setter program.

Special Operations – Special Operations is a complex program within the Suppression Division, managed by two (2) Assistant Chiefs. This program encompasses the hazardous materials and technical rescue teams, including the North Carolina Hazmat Regional Response Team (RRT) 3 and the North Carolina Search & Rescue (NCSAR) Task Force 9.

Logistics Division - The Logistics Division oversees the maintenance and repair of the mobile fleet, equipment, and facilities. It also handles research and bid solicitation for purchases. The division is staffed by a Logistics Officer/Battalion Chief, an Assistant Logistics Officer/Lieutenant, and an Assistant Logistics Officer/Firefighter.



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Human Resources Branch

The Human Resources Branch is responsible for the sustainment of a high-performing organization through the effective management of human resources. The Human Resources Branch is led by the Deputy Chief of Human Resources and Training, with assistance from a Personnel Technician. The branch maintains two divisions for the management of all objectives assigned including the Training Division and Community Risk Reduction/Public Information.

Training Division - The Training Division is responsible for ensuring that the agency personnel are trained and educated to meet state and federal standards. The division serves to coordinate all training activities of the agency and to maintain all training records. The Training Division also coordinates professional development programs, collaboration with local community colleges, and internal promotional processes. The Training Division consists of a Training Officer/Captain and two (2) Assistant Training Officers/Lieutenants.

Community Risk Reduction/Public Information – The Community Risk Reduction/ Public Information Division is responsible for marketing, recruitment, and hiring processes for new firefighter candidates, the delivery of fire & life safety education, and public information. These programs explore multiple methods and venues to expand our community connection. The Community Risk Reduction / Public Information Division is managed by a Fire Captain/PIO and staffed with two (2) Community Risk Reduction Specialists.



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Strategic Planning & Accreditation Division

The Strategic Planning & Accreditation Division is responsible for accreditation, records management, data analytics, ISO compliance, strategic planning, program performance management, and all other related functions of the agency. The division reports directly to the Fire Chief. The Strategic Planning & Accreditation Division consists of a Battalion Chief/Accreditation Manager, a Planning and Research Captain, and an Accreditation Specialist.

Office Systems Division

The Office Systems Division is responsible for all administrative duties required to ensure that the normal business operations of the agency are adequate. The Office Systems Division consists of one (1) Fire Analyst.



City of Fayetteville's Strategic Goals

The elected officials of the city of Fayetteville base their policy decisions on an adopted strategic plan that sets goals extending beyond the scope of any single municipal department. While we recognize our specific role within the broader City of Fayetteville planning process, the agency is committed to contributing to the achievement of the city's goals.

Fayetteville's Goals 2022 - 2027

City Council identified six goals that it hopes to achieve in the future. These strategic goals focus on outcome-based objectives. They are the path that we will take to achieve the community's vision.



The City of Fayetteville will be a safe and secure community



The City of Fayetteville will have a Responsive City Government supporting a diverse and viable economy



The City of Fayetteville will be a city invested in Today and Tomorrow



The City of Fayetteville will be a highly desirable place to live, work, and recreate



The City of Fayetteville will be a financially sound city providing exemplary city service



The City of Fayetteville will continue to have a collaborative citizen and business engagement base



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Strategic planning is essential for agency success, as it involves creating and maintaining a clear vision, mission, and set of strategic goals. This process helps an agency pave its way to achieving the highest level of success. The City of Fayetteville's strategic planning process includes discussions with the City Council, staff, and residents to establish both short-term and long-term goals. This is achieved through staff strategic planning meetings, an annual City Council retreat, and periodic Café Conversations events with residents.

The strategic planning process unfolds in five phases. It begins with gathering input from both community stakeholders and staff. City staff engage residents through Café Conversations and surveys, while staff input is collected through senior leadership meetings, employee surveys, environmental scans, and the city's capital improvement and technology plan. This collected input informs the City Council retreat. Following the retreat, a draft of the strategic plan is created, and action plans are developed in conjunction with the city's annual budget process. The strategic plan is formally adopted by the City Council in June. The final phase involves implementing the plan and reporting on performance.

The city's strategic plan is built around key elements that reflect a commitment to serving the community: the vision for the community, the organizational mission, core values, five-year goals that support the city's long-term vision, performance measures that set annual targets, and the action agenda which outlines annual top policy priorities and corresponding action items, or Targets for Action (TFA), to drive progress toward these goals. This framework aligns city programs and expenditures with long-term objectives, highlights critical needs, and provides a clear roadmap for achieving success.

The Fayetteville Fire Department collaborates with the City Strategic Performance Analytics Department to develop and manage the strategic goals and priority actions outlined in the agency's strategic plan, aligning with the City's Strategic Plan Goal #1—The City of Fayetteville will be a safe and secure community. These goals and priority actions are tracked using Goal Tracker, which program managers manage progress data every quarter.



Community-Driven Strategic Planning

The Fayetteville Fire Department is dedicated to a community-driven strategic planning process. This approach involves incorporating community input into the development of goals, objectives, and services. By engaging both internal and external stakeholders, the process fosters collaboration and ensures that the strategic plan reflects the needs and expectations of the community and employees. External feedback is obtained through the biennial customer expectations survey, while internal feedback is gathered through surveys such as the S.W.O.T. Analysis and Core Values audit, as well as during the strategic planning retreat.

Strategic Planning Model



2023 Customer Expectations Survey

The Fayetteville Fire Department (FFD) conducted our biennial customer survey from September 30th, 2023 through November 30th, 2023. This survey was intended to gather vital information from our external customers about the services we provide. This information is important to our agency so we can evaluate the services we provide to ensure that we are meeting our customers' needs and expectations. The information gathered will be used to guide the agency's future through program evaluation and the strategic planning process.

This year we continued our distribution the same as in 2021, with the core of the 2023 customer surveys from a brochure that was distributed to the fire stations. Thirty surveys were distributed to each fire station for a total initial distribution of 510 surveys (30 surveys x 17 stations = 510). The fire companies were instructed to collect survey results at any opportunity that came available. Some examples of those opportunities were community watch meetings, public fire education events, station visitors, and other opportunities that presented themselves.

A total of 314 completed surveys were collected. Fire companies managed to gather 287 total surveys while 27 other surveys came from the online fillable form by QR code. This was an increase of 190% over the number of surveys that were collected in 2021 (165). The number of surveys completed is below our goal of 500 but the data collected shows the input was still gathered from a wide range of demographics. Out of the 314 respondents, 78% were Fayetteville residents. The data also shows which of the core services provided by the agency are utilized the most and the level of importance that the respondents associate with that service. The respondents rated their satisfaction with the agency based on their perception. The respondents were able to answer two open-ended questions, which allowed for direct feedback about their expectations for the agency and any other information that they thought would be helpful during the strategic planning process. Overall, the survey accomplished the goal of gathering feedback from the FFD's external customers and will be invaluable during the future strategic planning processes.



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2022 Incident totals	
Total Incidents	27,676
Fires	1,771
Overpressure Explosion	19
Rescue & EMS	18,607
Hazardous Conditions	756
Service Call	1,649
Good Intent Call	2,472
False Alarms & False Calls	2,359
Severe Weather	43

2022 Fire Statistics

- 371 Total Structure Fires
- 5 Civilian Fire Fatalities
- 15 Civilian Fire Injuries
- \$7,581,709.00 Total Fire Loss Value
- \$218,954,451.00 Total Property Value Saved
- 96.16% Dollar Save / Loss Ratio

Are you interested in becoming a Fayetteville Firefighter?

You can contact our recruiter, Captain Stephen Shakeshaft (910) 676-1716 stephenshakeshaft@fayettevillenc.gov

Go to www.bravethefire.com or follow the QR code below

Follow directions to subscribe to our **Firefighter job description** for notifications about employment opportunities.



What is your general impression of the Fayetteville Fire Department's effectiveness?

Least Effective Most Effective

1 2 3 4 5

If willing, please provide the zip code you are referencing in this survey.

What are some expectations you have for the Fire Department?

Please use this space below if needed to provide any additional information that may be used to guide our Strategic Plan development.



Internal Use Only (Company Officer please complete)

Shift: _____

Station: _____

Date: _____

FAYETTEVILLE FIRE DEPARTMENT

2023 CUSTOMER SURVEY

Thank you for sharing your time with us to complete this survey. Your input is essential for the development of our Strategic Plan, and we value your genuine concerns for the success of our service delivery. We invite you to visit our website; and follow our social media communications to keep informed of our services to the community, emergency / safety related information, and employment opportunities. Please keep safety in mind each and every day, as most emergency incidents are unexpected. If assistance is needed in an emergency, dial 911.

Questions or additional comments?
Tel: 910-433-1728





SURVEY QUESTIONS

Age Range?
(Circle range that applies)

18-30
31-40
41-50
51-60
61 & Over

City of Fayetteville Affiliation?
(Circle all that apply)

Resident
Business Owner
Civic Group Member
Political Leader
Media
Student
Military
Visitor
Other (Write in) _____

Do you have a working smoke alarm in your home? (Circle)

Yes No

What Programs or services that the Fayetteville Fire Department provides have you used in the last 12 months? (check all that apply)

Emergency Response (Fire Suppression, Emergency Medical, HazMat, Rescue, Etc.)
Public Safety Education (Fire Safety, Car Seat Installations, Smoke/CO Detector Installation, Home Safety Survey, Etc.)
Community Preparedness Planning (Emergency Management)
Public Information (Media Releases, Community Watch Meetings, Public Records Reports, Etc.)
Fire Code Enforcement

Rank the following Programs or services in order of importance to you: (#1 being most important / # 5 being the least important)

Emergency Response
Public Safety Education
Community Preparedness Planning
Public Information
Fire Code Enforcement

Rate your satisfaction of the following observations or performances:

Scale: 1 - Not Satisfied 5 - Very Satisfied

	1	2	3	4	5
Fire Station Appearances	1	2	3	4	5
Personnel Appearances	1	2	3	4	5
Professional Behavior	1	2	3	4	5
Safe Driving	1	2	3	4	5
Public Education Events	1	2	3	4	5
Recruiting Efforts	1	2	3	4	5
Information Sharing / Use of Media Outlets	1	2	3	4	5
Involvement in the Community	1	2	3	4	5

LOOK WHEN YOU COOK! WATCH YOUR PAN!

The leading cause of fires in the kitchen is unattended cooking!

- Be on alert! If you are sleepy or have consumed alcohol, don't use the stove or stovetop.
- Stay in the kitchen while you are frying, grilling or broiling food. If you leave the kitchen even for a short period of time, turn off the stove.
- Keep anything that can catch fire (oven mitts, wooden utensils, food packaging, towels or curtains) away from your stovetop.

Working Smoke Alarms SAVE LIVES
Test YOUR Alarms Monthly

FayettevilleNC.gov/smokedalarm

If you do not have a working smoke alarm in your home, please request one:





2024 Core Value Audit Summary

The 2024 Core Value Audit was conducted in conjunction with the start of the 2025-2030 Fayetteville Fire Department (FFD) Strategic Plan development. The Core Values Audit included six questions focused on gathering feedback from all FFD personnel related to their personal values. These questions allowed the participants to provide quantitative feedback by ranking values numerically and to provide qualitative input on their experiences working for the agency as well as the City of Fayetteville. This input is vital to ensure the agency understands the overall employee experience and will be used for the development of the agency's 2025-2030 Strategic Plan. The Core Values audit was conducted using Microsoft forms service. A total of 150 surveys were collected, which represented 42.5% of the 353 full-time employee positions.

Question 1 was directly related to Core Values (R.E.S.P.E.C.T.). The participants were asked to rank the provided values in order from highest ranking to lowest ranking on which was most important to them. A total of 92% (139) of participants answered this question.

Question 2 was an open-ended question asking if there was a Core Value that is important to you but wasn't listed in the previous question. The audit provided 18 commonly accepted values that were not part of question 1. A total of 55% (83) of participants answered question 2.

Question 3 was an open-ended question that asked the participants to express what they liked most about working for the agency. This question was left open-ended so that the participants could say anything that they felt was important. A total of 93% (140) of participants answered question 3.

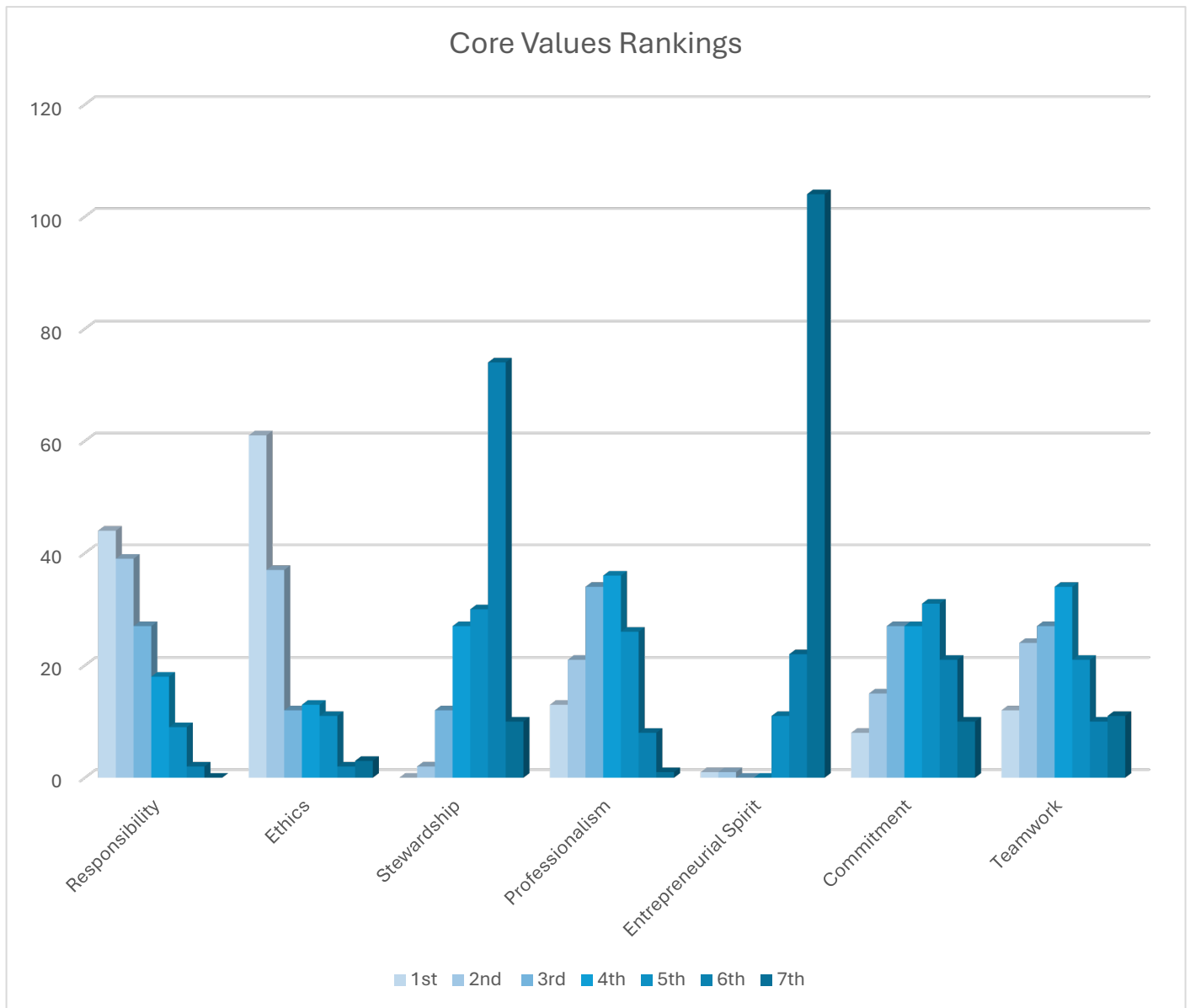
Question 4 was an open-ended question that asked the participants to express their opinion on what they would see changed about the agency. This question was left open-ended so that the participants could say anything that they felt they would like to see changed. A total of 91% (137) of participants answered question 4.



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Question 5 was an open-ended question that asked the participants to provide five goals that they would like to see the agency achieve in the next five years. A total of 88% (132) of participants provided at least one goal in question 5.

Question 6 was an open-ended question that allowed participants to provide any additional feedback they felt they wanted to provide. All answers were reported as written except when specific names were mentioned. Those names were redacted from the report. A total of 41% (62) of the participants provided feedback in question 6.



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Stakeholder Feedback from Core Value Survey Summary of Key Data

Feedback Themes	Key Takeaways
Core Values	➤ Highest scores: Honesty, Integrity, Loyalty, Accountable, Courage, Compassion, & Ownership ➤ Similar to R.E.S.P.E.C.T.
FFD Employment Likes (Based on reoccurring themes)	➤ Family/Brotherhood ➤ The Job/Experiences ➤ Impacting Individual's Lives ➤ Variety of Incidents
FFD Employment Dislikes (Based on reoccurring themes)	➤ Low Morale ➤ Pay & Benefits ➤ Staffing & Retention ➤ Department/City Acknowledgement

Stakeholder Feedback from Core Value Survey Summary of Key Data

Feedback Themes	Key Takeaways
Recommended Goals (Based on reoccurring themes)	➤ Pay & Benefits ➤ Retirement Benefits ➤ More Staffing ➤ Longevity ➤ Retention
Additional Feedback (Based on reoccurring themes)	➤ Thanks ➤ Happy to work here ➤ Succeed and Grow ➤ Hope Leadership can Thrive



S.W.O.T.

Strengths	Weaknesses
Community Involvement	Technology Support
Career Development	Funding for Training (Opportunities)
Equipment	Experience of Personnel
On-the-Job Work	Healthcare (Retirement)
	Long-term Retention (Recruitment)
	Succession Planning

Opportunities	Threats
Maintenance Availability	New Apparatus Wait Times
High School Fire Training Academy	Revenue Change (Taxes)
Better Succession Planning	Technology Failure
Better Retention	Youth Development (FFs/Officers)
Health/Wellness Increase	Population Growth (Unit Availability)
Digital Dispatching	Retention
Federal/State Grant Funding	Physical Fitness of Personnel
	Natural Disasters
	EV Batteries (Fires)



Strategic Planning Retreat

On October 7th, 2024, the Fayetteville Fire Department (FFD) conducted a strategic planning retreat at the Fayetteville Airport Training Facility located at 3065 Radar Road. The retreat was facilitated by Assistant Chief Michael Autry and Battalion Chief Jeremy Brigman from the Planning and Research Division of the FFD.

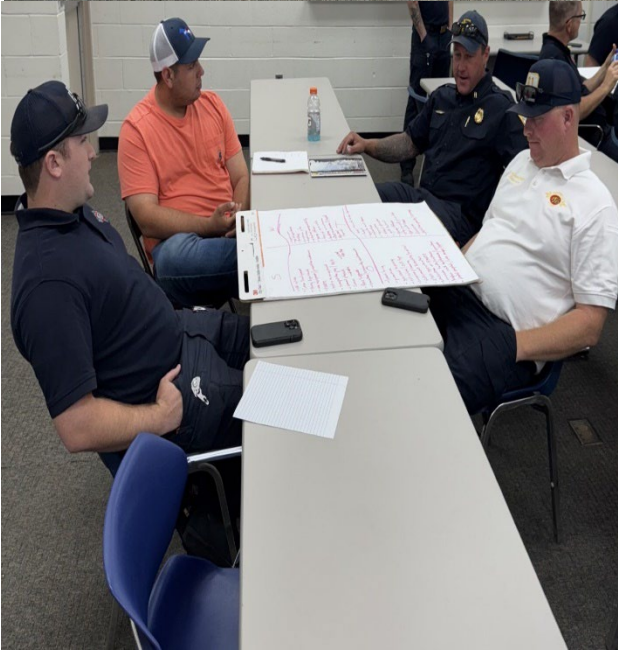
The strategic planning retreat involved a diverse group of participants from the agency, including representatives from all divisions and ranks, both sworn and non-sworn. Additionally, two employees from Fayetteville's Strategic & Performance Analytics Department joined to ensure alignment with the city's goals. These dedicated individuals collaborated extensively to develop the strategic plan.

FFD Strategic Planning Retreat Members

Kevin Dove <i>Fire Chief</i>	Ronnie Willet <i>Deputy Chief Training</i>	Moisbiell Alvarez <i>Deputy Chief Comm. Preparedness</i>	Adam Ferguson <i>Assistant Chief Rescue</i>	Daniel Maffia <i>Assistant Chief EMS</i>
Michael Autry <i>Assistant Chief Hazmat</i>	Jeremy Brigman <i>Battalion Chief Accreditation Manager</i>	Logan Herndon <i>Battalion Chief</i>	Johnny Deal III <i>Battalion Chief</i>	Jeremy Johnson <i>Captain P&R</i>
Geoffrey Kieser <i>Captain</i>	Carl Thomas <i>Captain</i>	Joshua Hagen <i>Captain</i>	Adam Horne <i>Lieutenant</i>	Justin Cain <i>Lieutenant</i>
Richard Thomas <i>Lieutenant</i>	Joshua Wilson <i>Lieutenant</i>	William Laurence <i>Lieutenant</i>	Patrick Bradley <i>Lieutenant Fire Inspector</i>	Daniel Hulon II <i>Lieutenant Fire Inspector</i>
Molly Banks <i>Firefighter</i>	Jeffrey Johnson <i>Firefighter</i>	Frank Nicholas <i>Firefighter</i>	Harlan Blauser <i>Firefighter</i>	Jody Conrad <i>Firefighter</i>
Colton Davis <i>Firefighter</i>	Andrew Johnson <i>Firefighter</i>	Christopher Hunsinger <i>Firefighter</i>	Allen Britt <i>Firefighter</i>	Laura Smith <i>Emergency Manager</i>
Chris Lowery <i>COF Performance Analyst Manager</i>	Andrew Brayboy <i>COF Performance Analyst</i>			



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2025 – 2030 Strategic Plan



Goal # 1

Ensure the provision of efficient and sustainable emergency service delivery.

Objective 1A	To ensure response to fire incidents is adequate and effective.
Key Performance Indicator	• Ensure 90% response performance complies with distribution/concentration of resources per Community Risk Assessment/Standard of Cover. • Verify and validate daily staffing minimums allow for critical tasks to be completed with initial Effective Response Force. • Monitor % of structure fires confined to room of origin. • Monitor dollar save/loss ratio.
Timeline	Annual
Personnel Assigned	Operations Deputy Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 1B	To maximize unit reliability for emergency response.
Key Performance Indicator	• Ensure unit availability meets or exceeds 90%. • % of utilization, average percentage of time units are unavailable for emergency response (in-service/out of service)
Timeline	Annual
Personnel Assigned	Operations Deputy Chief

Objective 1C	To ensure that adequate water supply for emergencies is available at all times.
Key Performance Indicator	• Review inventory of identified static water sources and update plan as needed. • # of hydrants with two (2) or more service records annually. • Maintain a hydrant inspection and maintenance program that meets ISO requirements. • # of training hours annually on water supply subject.
Timeline	Annual
Personnel Assigned	Operations Deputy Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 1D	To evaluate EMS program and determine if current response model is adequate and effective.
Key Performance Indicator	• Ensure 90% response performance complies with distribution/concentration of resources per Community Risk Assessment/Standard of Cover. • Verify and validate staffing minimums allowed for critical tasks to be completed with initial Effective Response Force. • Monitor the number/percentage of EMS calls. • Differentiate by percent basic life support vs advanced life support type calls. • Evaluate impact of patient outcomes.
Timeline	Annual
Personnel Assigned	EMS Assistant Chief

Objective 1E	To evaluate patient outcomes specific to cardiac arrest incidents.
Key Performance Indicator	• Evaluate total number of cardiac arrests annually. • % of total number of cardiac arrests and total number of saves verified by Cape Fear Valley EMS.
Timeline	Annual
Personnel Assigned	EMS Assistant Chief



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Objective 1F	To evaluate patient outcomes specific to drug overdose incidents.
Key Performance Indicator	• Monitor total number of overdose calls responded to annually. • Number of times Narcan was administered for overdose. • Evaluate the effectiveness of administering the drug Narcan/Naloxone by % of patient's conditions remaining the same vs improving.
Timeline	Annual
Personnel Assigned	EMS Assistant Chief

Objective 1G	To ensure haz-mat emergency response is adequate and effective.
Key Performance Indicator	• Ensure 90% response performance baseline for Total Response Time distribution of resources per Community Risk Assessment/Standard of Cover. • # of personnel assigned to hazmat response team. • # of hazmat assigned personnel trained at the technician level. • # of hazmat assigned personnel with one advanced certification. • # of hazmat assigned personnel with two advanced certifications. • # of community involvement/outreach events, meeting with external partners.
Timeline	Annual
Personnel Assigned	Hazmat Assistant Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 1H	To ensure technical rescue emergency response is adequate and effective.
Key Performance Indicator	• Ensure 90% response performance baseline for Total Response Time distribution of resources per Community Risk Assessment/Standard of Cover. • # of personnel assigned to rescue companies. • # of TR Water Rescue certified personnel assigned to rescue companies. • # of TR Trench Rescue certified personnel assigned to rescue companies. • # of TR Structural Collapse certified personnel assigned to rescue companies. • # of TR Confines Space Rescue certified personnel assigned to rescue companies. • # of USAR Team members certified as NC TR Water Rescue. • # of USAR Team members certified as NC Swift Water Boat Operators. • # of USAR Team member certified as Advanced Boat Operators. • Percentage of USAR Team members meeting annual training requirements.
Timeline	Annual
Personnel Assigned	Rescue Assistant Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

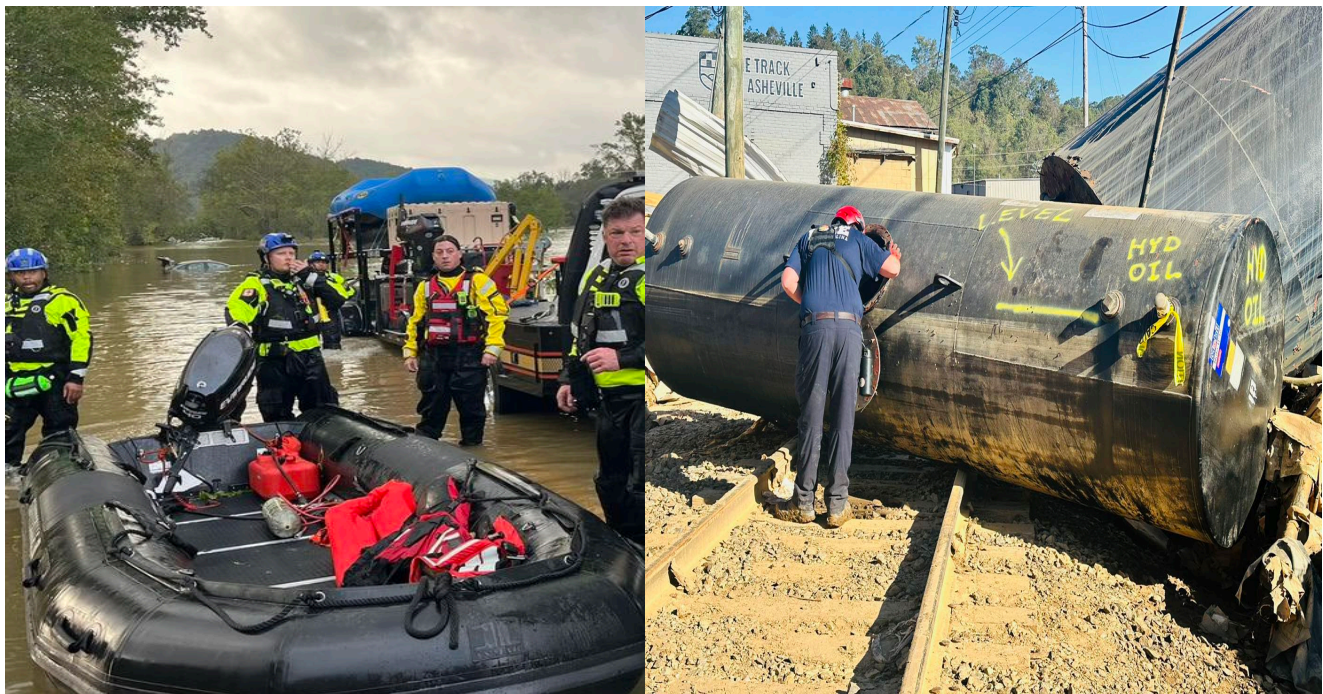
Objective 1I	To ensure facilities are maintained and operational.
Key Performance Indicator	• Complete station inspection reports per agency policy. • Work with staff to develop annual budgetary needs. • Verify building write-ups are being completed in a timely manner.
Timeline	Annual
Personnel Assigned	Logistics Battalion Chief

Objective 1J	Ensure all apparatus and vehicles are maintained and operational.
Key Performance Indicator	• Complete annual preventive maintenance on schedule. • Maintain replacement schedule as developed in collaboration with city fleet manager. • Ensure monthly station based preventive maintenance is completed. • Establish baseline for downtime of frontline apparatus and vehicles.
Timeline	Annual
Personnel Assigned	Logistics Battalion Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 1K	Manage and maintain agency small equipment to include personal protective equipment (PPE).
Key Performance Indicator	• Maintain two sets of structural firefighting gear for all certified employees. • Implement inventory control program for all agency equipment. • Work with committees to ensure equipment purchases are adequate for agency needs.
Timeline	Annual
Personnel Assigned	Logistics Battalion Chief



Goal # 2

Foster a high-performing organization through the strategic and effective management of human resources.

Objective 2A	Create, promote, and foster an organizational environment that values development, diversity and growth opportunities for all employees.
Key Performance Indicator	• Achieve and sustain 30% of minority staff members by December 31, 2030. • Achieve and sustain 10% female employee staff members by December 31, 2030.
Timeline	Annual
Personnel Assigned	Human Resources/Training Deputy Chief and Personnel Technician

Objective 2B	Enhance community relationships and improve agency diversity, through aggressive and targeted marketing and recruitment efforts.
Key Performance Indicator	• Achieve representation of recruit-hires from minority populations with a goal of 30% hiring process per recruit class. • # of recruitment committee meetings. • # local, regional, and national recruitment events targeting minority candidates.



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Timeline	Annual
Personnel Assigned	Recruiter

Objective 2C	Provide development and training opportunities designed to increase individual and agency performance.
Key Performance Indicator	• Ensure that 100% of new recruits receive a minimum of 240 hours of training annually, in compliance with ISO guidelines. • Provide 100% of required career development training and track tenured required training biennially. • Ensure that 100% of firefighting staff receive 18 hours of training facility use annually. • Support succession planning through the establishment of qualified promotional candidate lists for the positions of Fire Lieutenant, Fire Captain, and Fire Battalion Chief Officers, as needed.
Timeline	Annual
Personnel Assigned	Human Resources/Training Deputy Chief and Training Captain



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 2D	Demonstrate training program efficacy through individual and crew performance evaluation, utilizing evidence-based, validated measures.
Key Performance Indicator	- Quantify and demonstrate crew performance through the use of NFPA 1410 evolution data. - Establish an annual performance report, demonstrating performance improvements, and challenges empirically, through the use of baseline and benchmark evaluations.
Timeline	Annual
Personnel Assigned	Training Captain

Objective 2E	Enhance professional development opportunities for chief-level officers.
Key Performance Indicator	- Implement the use of professional credentialing models (CPSE) as a part of professional development and promotional opportunities, by July 1st, 2027. - Increase enrollment of chief-level officers into emergency management training programs, in support of the Department of Emergency Management-educational plan.
Timeline	Annual
Personnel Assigned	Human Resources/Training Deputy Chief, Training Captain, and Emergency Manager



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 2F	To promote a safe workplace for all employees.
Key Performance Indicator	• Offer 12 hours of safety training annually. • Reduce the number of workplace injuries and accidents by 3% annually. • Maintain Dart score below allowable limit set by OSHA which is 4.3 annually.
Timeline	Annual
Personnel Assigned	Operations Deputy Chief

Objective 2G	To focus on employee health and wellness.
Key Performance Indicator	• Establish peer support training goals by January 2026. • Establish tracking tool through Image Trend for exposures to potentially harmful substances by July 1st, 2026. • Leverage external partnerships to improve employee health and wellness.
Timeline	Annual
Personnel Assigned	Health & Wellness Assistant Chief



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 2H	To maintain a level of employee fitness to meet job demands.
Key Performance Indicator	• Revise incumbent annual fitness evaluation. • Increase availability of exercise equipment at fire stations. • Leverage external partnerships to improve employee fitness level.
Timeline	Annual
Personnel Assigned	Health & Wellness Assistant Chief



Goal # 3

Cultivate a community that is well-prepared and resilient against all hazards.

Objective 3A	To ensure a comprehensive fire code inspection program for all commercial and applicable residential occupancies by the North Carolina Fire and Building Code within the governing standard.
Key Performance Indicator	• # of initial maintenance inspections conducted. • # of state required maintenance inspections per State Statute. • # of full time employees (FTE) needed to meet the required inspection schedule. • # of current FTEs conducting the required maintenance inspections • Verify accuracy of occupancy records in the City of Fayetteville as needed.
Timeline	Annual
Personnel Assigned	Fire Marshal



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3B	To reduce number of fire code violations discovered in inspectable occupancies by 10% annually.
Key Performance Indicator	• # of fire code violations discovered during maintenance inspections. • # of fire incidents occurring in inspectable occupancies. • # of educational flyers distributed to inspectable occupancies.
Timeline	Annual
Personnel Assigned	Fire Marshal

Objective 3C	To reduce the occurrence of fire alarm activations by 5% annually.
Key Performance Indicator	• # of fire alarm activations. • # of false fire alarm activations. • # of plan reviews completed for fire alarm systems. • # of fire alarm finals completed • # of permits issued for fire alarm systems (new) • # of permits issued for fire alarm systems (retro)
Timeline	Annual
Personnel Assigned	Fire Marshal



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3D	To identify risks and deploy risk reduction programs for each community risk reduction (CRR) zone.
Key Performance Indicator	- Identify risks within community risk reduction (CRR) Zones based on Standards of Cover/Community Risk Assessment. - Develop risk reduction programs for CRR zones for identified leading risks per zone. - Evaluate effectiveness of programs annually.
Timeline	Annual
Personnel Assigned	Human Resources/Training Deputy Chief & Community Risk Reduction Specialists

Objective 3E	To reduce the occurrence of fire in residential structures by 10% annually.
Key Performance Indicator	# of fires in residential structures. # of fires originating in cooking areas. # of cooking fires confined to container. # of smoke alarms installed. # of fire related civilian casualties. # of fires where smoke alarms alerted occupants. # of home safety surveys. - Increase the number of outreach activities by 5% annually specific to residential fire prevention.
Timeline	Annual
Personnel Assigned	Human Resources/Training Deputy Chief & Community Risk Reduction Specialists



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3F	To reduce the occurrence of fires affecting the community by 10% annually.
Key Performance Indicator	• # incendiary structure fires. • # of incendiary fires other than structures. • # of juvenile-involved fire. • # of incidents of recidivism. • # of vacant structures involved in intentional fires. • Review Quality Improvement/Quality Assurance program for fire investigations as needed.
Timeline	Annual
Personnel Assigned	Operations Deputy Chief & Fire Investigations Captain

Objective 3G	To enhance the recovery efforts from fires and other disasters in the community.
Key Performance Indicator	• Develop and provide multi-lingual post-fire guidance documents for fire victims. • Increase participation with Community Emergency Response Team (CERT) for post-incident assistance. • Increase collaborative efforts with Non-Governmental Organizations (NGO).
Timeline	Annual
Personnel Assigned	Community Preparedness Deputy Chief and Emergency Manager



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3H	To ensure that an all-hazards Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) for the City of Fayetteville is maintained and reviewed at least annually.
Key Performance Indicator	• EOP is reviewed at least annually and updated as needed. • COOP is reviewed at least annually and updated as needed. • Reviewed EM ordinance annually.
Timeline	Annual
Personnel Assigned	Community Preparedness Deputy Chief and Emergency Manager

Objective 3I	To enhance a prepared and resilient City of Fayetteville workforce against all-hazards.
Key Performance Indicator	• % of employees who meet NIMS requirements for their position. • #of readiness exercises annually (Internally).
Timeline	Annual
Personnel Assigned	Emergency Manager



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3J	To work with internal and external partners to ensure a prepared and resilient community.
Key Performance Indicator	• Maintain Ever Bridge system for communicating with city employees and residents. • Identify critical infrastructure. • Coordinate with Cumberland County EM to ensure adequate number of emergency shelters and transportation are maintained. • # of community events with number of attendees. • # of Emergency Management exercises and drills conducted (external).
Timeline	Annual
Personnel Assigned	Emergency Manager

Objective 3K	To maintain accredited status through Fire Accreditation International (CFAI) and ISO Class 1 rating.
Key Performance Indicator	• Compliance with core competencies. • Completion of Annual Compliance Report. • Review of the strategic plan objectives and key performance identifiers (KPIs) annually. • Updated Community Risk Assessment Standards of Cover at least annually. • Secure (1) FTE as a Fire Data Manager by FY26. • Rewrite of the Fire and Emergency Self-Assessment Manual (FESSAM) by December 31, 2025.
Timeline	Annual
Personnel Assigned	Accreditation Manager



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030

Objective 3L	To conduct documented program appraisals for all programs to evaluate the program's effectiveness at least annually.
Key Performance Indicator	• Formal documented program appraisals for all service delivery programs as required by the Centers for Public Safety Excellence (CPSE) accreditation model by March 1 annually. • Formal documented program appraisals for all other programs not required by CPSE accreditation model by March 1 annually.
Timeline	Annual
Personnel Assigned	Accreditation Manager

Objective 3M	Verify that all city employees and visitors are safe and secure in all City of Fayetteville facilities.
Key Performance Indicator	• # of approved proxy card access forms completed/approved. • # of security incidents that resulted in damage, compromised, or loss to the organization or asset. • # of incidents referring to law enforcement action. • # of security incidents that exploited existing vulnerabilities with known solutions. • # of contraband items detected by x-ray machine or detection wand.
Timeline	Annual
Personnel Assigned	Security Coordinator



FAYETTEVILLE FIRE DEPARTMENT STRATEGIC PLAN 2025-2030



Acknowledgment and Acceptance

The Fayetteville Fire Department’s 2025-2030 Strategic Plan has been presented to and reviewed by the Authority Having Jurisdiction. This Strategic Plan is in line with the goals and objectives of the City of Fayetteville and has been adopted as a guiding document for the Fayetteville Fire Department over the life of the Strategic Plan.

X

Douglas J. Hewett
City Manager

X

Kevin Dove
Fire Chief

X	X	X
Moisbiell Alvarez Deputy Chief	David Richtmeyer Deputy Chief	Ronnie Willet Deputy Chief

X	X	X
Daniel Maffia Assistant Chief	Jonathan Ferguson Assistant Chief	Michael Autry Assistant Chief

