



2020-2025

Strategic Direction and Implementation Plan

Companion Document



Town of
KERNERSVILLE
Fire Rescue Department

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Introduction

This document is a companion document to the full 2020-2025 Kernersville Fire Rescue Department Strategic Direction and Implementation Plan, intended as a quick reference guide to the guiding strategic statements that provide direction to the culture and to internal decision making. It provides quick reference to the current implementation plan in support of current budget and work plan efforts. It also serves as a communications tool to share the guiding principles and current action plans for efforts by the Kernersville Fire Rescue Department in meeting the needs of the community which they serve.

The Kernersville Fire Rescue Department, under the leadership of Fire Chief Scott Alderman, has undertaken this process to write a new strategic plan. Key criterion for the process involved significant stakeholder engagement while maintaining synchronicity with town government. Two elements of the two year-long development process for this 2020-2025 plan were a general scan of environmental factors impacting future projections as well as a significant effort to involve stakeholders from the community not working within the fire department to add consumer or critical partner input.

The environmental scan analyzed four areas using community and nationally developed data to create an understanding of the current community profile and to provide a basis for unitizing trend and projection analysis tools to project near future changes that impact and illustrate the community's needs for fire and emergency services. The four areas were total population, total assessed valuation, service area size and service demand. In each area at least ten years of historical data was entered into models for trend analysis and then used to make projections for 2020-2025. Forecasting tools were used to provide the agency projections up to the year 2029 and these projections were left with the agency at the end of the project.

Engagement of community stakeholders involved two groups. The first consisted of elected officials and consumers of services external to the fire department. Fourteen people represented the local governing body, charitable and governmental human services providers, small and large business owners and administrators, and the healthcare industry. The second represented external stakeholders who are critical partners or are intra-dependent service providers. This group was comprised of twelve people representing neighboring fire services, public services, human resources, local law enforcement, Town of Kernersville administration, planning and development services.

A third group, consisting of internal stakeholders, spent two days together processing the external stakeholder feedback, conducting an organizational SWOT exercise and other exercises to identify and/or confirm mission, vision, values, critical issues, and strategic goals. A subgroup met at a later time to develop an appropriate implementation plan. A total of thirty-nine people from the community, partner organizations and internal emergency services personnel were engaged in the process, expending a total of more than 415 participant hours. Brooks Innovative Solutions was contracted to provide project management, session facilitation and plan drafts.

Acknowledgements

Special appreciation is extended to members of the community and partnering organizations who devoted their time, knowledge and experience in facilitated sessions providing feedback and input into the strategic planning process.

External Community Stakeholders

Jerry Blue	Novant Health
Bruce Boyer	Alderman, Town of Kernersville
Chris Comer	Kernersville Chamber of Commerce
Richard Davis	Omni Source
Jenny Fulton	Alderman, Town of Kernersville
Zack Gardner	Grass America, Inc.
Keith Hooker	Town Clerk, Town of Kernersville
Dawn Morgan	Mayor, Town of Kernersville
Lorne Pardue	Orano
Joe Pinnix	Alderman, Town of Kernersville
Mark Sapier	U.S. Department of Veteran Affairs
Aaron Saunders	Cone Health
Dean Shore	EHS Manager, Grass America, Inc.
Cindy Stewart	Citizen, Small Business Owner

External Partner Stakeholders

Jimmy Barrow	Fire Chief, Piney Grove Fire Department
Kimberly Dennings	Asst. Human Resource Director, Town of Kernersville
Andrew Gray	Firefighter, Beeson Crossroads Fire Department
Mike Horney	Development Services Manager, Town of Kernersville
Wesley Hutchens	Fire Chief, Walkertown Fire Department
Samuel Johnson	Accountant, Town of Kernersville
Doran Maltba	Public Services Director, Town of Kernersville
Damien Marotz	Lieutenant, Town of Kernersville Police Department
Michael Pearson	Sergeant, Town of Kernersville Police Department
Dennis Robinson	Fire Chief, Colfax Fire Department
Curtis Swisher	Town Manager, Town of Kernersville
Tim Whicker	Fire Chief, City View/Talley's Crossing Fire Department

Internal Stakeholders

Internal stakeholders played a critical role in processing external community and partner agency input, providing agency and community assessments, identifying critical issues and proposing the components for strategic direction which included the vision, mission, values and critical goals. All internal stakeholders are members of the Kernersville Fire Rescue Department.

Two Day Workgroup Members

R. Scott Alderman	Dustin King
David Bethard	Cody Matthews
Ronald Boles, Jr.	Brandon McBride
David Bowman	Barry McLean
Matthew Collins	Suzanne Murray
Brendan Donaldson	Matthew Robinson
Jacob Idol	Butch Sawtelle, Jr.
Jonathan Ingram	Travis Thompson
Brad Johnson	William Ward
Mitchell Johnson	Penny West
Christopher Kauffman	David Willard

Implementation Plan Workgroup

R. Scott Alderman
David Bethard
Ronald Boles, Jr.
Brian Creason
Barry McLean
Aaron Monroe
Suzanne Murray
Matt Robinson
David Willard

Brooks Innovative Solutions would like to thank Chief Alderman for his effort in local coordination and for providing raw data for analysis, locally generated studies and other plans used as references in this process.

Strategic Direction

The following strategic direction resulted from the work of each stakeholder group in facilitated sessions. A work group of nine internal stakeholders reviewed the strategic direction that included the fire department vision, mission, and values. This sub-group developed a strategic implementation plan based upon the strategic directions and critical issues identified during the feedback sessions.

Kernersville Fire Rescue Department Vision Statement

The Kernersville Fire Rescue Department will exemplify excellence in all-hazard response through education, courteous and professional service, prevention, strategic planning, community partnerships, and a diverse, well-trained workforce.

Kernersville Fire Rescue Department Mission Statement

The Kernersville Fire Rescue Department is an all-hazards organization dedicated to protecting life, property and the environment through prevention, education and mitigation of fire, medical and rescue risks for the citizens and visitors of the Town of Kernersville.

Value Statements

The Kernersville Fire Rescue Department values:

TEAMWORK - Confidence in our team to prevent harm and mentor others.

RESPECT - For ourselves guides our morals; for others guides our manners.

UNITY - We are committed and accountable to each other because our lives depend on it.

SERVICE - With commitment, bravery and integrity when called upon by our community to perform our duties.

TRADITION - Continue to honor our legacy while we prepare for our future.

Critical (Planning) Goals

1. Continually evaluate resource deployment and opportunities for improvements in efficiency and service delivery.
2. Complete the Safety/Training Captain staffing project in the 2020/2021 budget year.
3. Implement a comprehensive officer development program.
4. Achieve significant community risk reduction, cultivate positive cultural development both internally and externally through education and outreach.
5. Evaluate and advocate for improvements in compensation during the FY21 pay study.
6. Provide up-to-date logistics to include equipment, apparatus, SCBA, PPE and other essential needs while focusing on corresponding NFPA standards and industry guidelines.
7. Address Recruitment and Retention issues to meet the need for diversification in the workforce utilizing trending data and new ideas.

Strategic Implementation Plan

An additional workgroup determined the final list of goals, objectives and action plans. The following pages present the complete implementation plan, as guided by the strategic direction statements, for the next five-year period. This plan should be monitored for work assignments and achievements to track progress. The plan content should be dynamically evaluated, at least annually, to ensure the plan remains in sync with the strategic direction and changing community needs and developing environmental factors.

The supporting documentation and analysis for the strategic direction and current implementation plan are also presented in the full report titled *“2020-2025 Strategic Direction and Implementation Plan – Full Report Including Environmental Scan and Stakeholder Input.”*

STRATEGIC IMPLEMENTATION PLAN			
2020-2025			
GOAL #1:	Continually evaluate resource deployment for performance and opportunities for improvements in efficiency and service delivery.		
Objective #1A	Finalize an agreement with Besson Crossroads Volunteer Fire Department to remodel and co-locate Kernersville Engine 44 in the Besson Station. By co-locating into the Besson station we will address the need for two Kernersville fire stations and improve 4-minute first due response time coverage.		
Objective #1B	Work with the fire departments around the town to research and implement improvements in service delivery. This could include aid agreements, staffing and/or equipment support.		
Objective #1C	Conduct a data rich resource deployment study to determine and communicate current deployment model effectiveness and identify other opportunities.		
GOAL #2: Complete the Safety/Training Captain staffing project in the 2020-2021 budget year.			
Objective #2A	Secure funding for two additional firefighter positions and equivalent promotional funding for two current engineers promoting to Captain.		
Objective #2B	Review the current Safety/Training Captain job description and daily duties.		
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">Additional Tasks</td> <td> <ul style="list-style-type: none"> Make changes as needed to incorporate the following: Cancer Prevention, PTSD/Suicide Prevention, PPE Inspections, Safety Equipment Inventory, SCBA Fit Testing (OSHA), Facility Inspections (OSHA) and Accident and Injury Prevention and Investigation (Shift.) Adopt the National Fallen Firefighters Foundation's 16 Firefighter Life Safety Initiatives, the development with the FEMA Assistance to Firefighters, Fire Prevention and Safety Grants program. </td> </tr> </table>	Additional Tasks	<ul style="list-style-type: none"> Make changes as needed to incorporate the following: Cancer Prevention, PTSD/Suicide Prevention, PPE Inspections, Safety Equipment Inventory, SCBA Fit Testing (OSHA), Facility Inspections (OSHA) and Accident and Injury Prevention and Investigation (Shift.) Adopt the National Fallen Firefighters Foundation's 16 Firefighter Life Safety Initiatives, the development with the FEMA Assistance to Firefighters, Fire Prevention and Safety Grants program.
Additional Tasks	<ul style="list-style-type: none"> Make changes as needed to incorporate the following: Cancer Prevention, PTSD/Suicide Prevention, PPE Inspections, Safety Equipment Inventory, SCBA Fit Testing (OSHA), Facility Inspections (OSHA) and Accident and Injury Prevention and Investigation (Shift.) Adopt the National Fallen Firefighters Foundation's 16 Firefighter Life Safety Initiatives, the development with the FEMA Assistance to Firefighters, Fire Prevention and Safety Grants program. 		
Objective #2C	Advertise, Manage Hiring Process, Hire and train new firefighter to start full-time By December 1, 2021.		
Objective #2D	Recruit, evaluate and assign two Captains to move to new roles as Safety/Training Captains with a start date of January 1, 2022.		
Objective #2E	Promote two new Captains to fill vacancies resulting from move to Safety/Training Captain with a start date of January 1, 2022.		
Objective #2F	Promote two Engineers to fill positions vacated resulting from Captain promotions with a start date of January 1, 2022.		

GOAL #3:	Implement a Comprehensive Officer Development Program.
Objective #3A	Establish a mentoring program with an implementation completion date of July 1, 2021.
Objective #3B	Conduct an Officer Academy as needed.
Objective #3C	Create an Officer Development Matrix.
GOAL #4:	To achieve significant community risk reduction, cultivate positive cultural development both internally and externally through education and outreach.
Objective #4A	Develop internal education programs that focus on community target hazards and at-risk demographics with full implementation by July 1, 2021.
Objective #4B	Through community canvassing and data analysis, identify community needs.
Objective #4C	Implement Community Education Programs such as CPR Training, Smoke Alarm Installations, In home Safety Inspections beginning July 1, 2021.
Objective #4D	Establish justification for a full-time Community Risk Reduction Specialist through research and data collection from internal and external variables.
Objective #4E	Present Data to hire full-time Community risk Reduction Specialist in 2021-2022 Budget Development Process.
GOAL #5:	Evaluate and advocate for improvements in compensation during the FY21 pay study.
Objective #5A	Educate and advocate issues with pay grade overlap and its effect on promotions.
Objective #5B	Research types of incentives that aid in personal growth, service deliver and which promote interest in job assignments (High Angle Rescue, Instructor, Spanish Language Competencies.)
Objective #5C	Advocate for compensation throughout the department that is competitive to the Triad fire services market (Greensboro, High Point, Winston Salem.) The Triad Market includes our largest competitors for recruitment and retention of Kernersville Fire Rescue employees.

GOAL #6:	Provide up-to-date logistics to include equipment, apparatus, SCBA, PPE and other essential needs while focusing on corresponding NFPA standards and industry guidelines.	
Objective #6A	Develop a detailed Capital Improvement Plan to include facilities, fleet, and other large equipment for the 2021/2022 Budget Year.	
Objective #6B	Sustain usable equipment and equipment life through a formal periodic inspection and preventive maintenance program.	
Objective #6C	Separate the acquisition, issuance and maintenance of Uniforms from Person Protective Equipment.	
GOAL #7:	Address Recruitment and Retention issues to meet the need for diversification in the workforce utilizing trending data and new ideas.	
Objective #7A	Be more visible in locations and among populations not previously reached.	
Objective #7B	Increase marketing and recruitment of Fire Academy's in inner town areas.	
Objective #7C	Study and implement a Branding Program for the department to be utilized in recruitment, retention and other departmental programs.	
Objective #7D	Develop an assertive, organized media outreach program.	
Objective #7E	Hire a professional Public Information Officer.	
	Additional Tasks	<ul style="list-style-type: none"> • Coordinate with other town departments who may have a similar need. • Explore unique ideas for hiring persons without experience or certificates. • NOTE - How can we be seen as diverse when our own hiring numbers are so low?