



Strategic Plan 2018

Prepared by: Jeff Cash, Fire Chief
January 2018

Executive Summary - Jeff Cash, Fire Chief

This report was prepared for the City of Cherryville elected officials and City Manager, City of Cherryville Fire Department, and the Citizens/Visitors of Cherryville. This also includes partnering organizations and agencies that help us accomplish our mission.

The proposed Cherryville Fire Department Strategic Plan lays a foundation of making informed decisions to meet the current and future needs benefiting the citizens and visitors of the City of Cherryville. The Strategic Plan represents a huge step forward in accountability and transparency for the Cherryville Fire Department as whole, operations within the Cherryville Fire Department, and for individual citizens and visitors. It identifies special projects and initiatives to be undertaken and the means needed to efficiently accomplish them. During each year of the plan, the Cherryville Fire Department staff will report on the progress that has been made. The Cherryville Fire Department is an incredibly resilient organization and a valuable asset to the City of Cherryville and its citizens and visitors.

The Strategic Planning Session for the Cherryville Fire Department was held on Saturday, December 16, 2017 at the Cherryville Fire Department. The session was facilitated by Chief Jeff Cash. This leadership opportunity gives staff and management a chance to reflect upon lessons learned from past experience, and plans for the Cherryville Fire Department's future direction. The following report documents the discussions, conclusions, and recommendations of the participants of the planning session.

The initial part of the strategic planning was spent identifying the strengths, weaknesses, opportunities, and threats (SWOT) that may help guide the leadership in their goal of becoming a responsible governing body. Building on past history, experience, and expertise, the board and staff will build on goals and critical tasks, including a SWOT analysis, which allows for achievable goals or critical tasks to be set for the Cherryville Fire Department, and identify specific parts of the plan to accomplish or refine.

Jeff Cash, Fire Chief
January 15, 2018

Vision Statement

"Integrity, Professionalism, and Dependability"

Mission Statement

"Safeguarding our Community through Exceptional Service"



Core Organizational Values

Core organizational values make up the primary mission of the Cherryville Fire Department. They represent those issues it believes lie at the core of our existence and are a continuing responsibility to the citizens we serve. They are:

- Integrity throughout our operational practices including inclusiveness, transparency, honesty, cooperation, respect, caring, and the highest level of citizen/customer service
- Provide the highest level possible of professionalism and citizen/customer service with a positive attitude
- Provide our citizens/customers and their families with quality emergency services and assistance
- Innovation for better solutions that meet new requirements or existing citizen needs, accomplished through more effective response, processes, services, technologies, or ideas and concepts to meet the needs of our citizens
- Aspire to foster and develop collaborations with other agencies and organizations that can enhance the goals of the Cherryville Fire Department; as well, as other collaborating partners
- Be an engaged member of our community

Organizational Strengths - (Build and Enhance)

- Employees/staff knowledge/technical expertise/experience
- Integrity/faith
- Leadership/management support (city)
- Leadership (staff)
- Safeguarding of members/employees
- Flexibility/quick decision making ability/vision
- Citizen/customer service attitude/priority
- Services provided/delivered
- Community involvement/outreach
- Reputation/ trust of the community/respect
- Facility/location/equipment
- Heart/passion/adaptability
- History
- Diversity
- Network (local/state/federal)
- NC Response Rating (2)

Organizational Weaknesses - (Resolve or Reduce)

- Resources/funding
 - Staffing (career)
 - Communications
 - Growth (lack)
 - Technology
 - Complacency/self motivation
 - NC Response Rating (2)
 - Branding
 - Training/education/career ladder
 - Geography
 - Culture
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Organizational Opportunities - (Exploit and Expand)

- New and/or enhanced technology
- Promotion (staff retirements)
- Junior firefighters
- Mentoring
- Collaboration
- Diversity
- Marketing /branding
- Staff suggestions/new suggestions
- NFIRS Data
- NC Response Rating – maintain a Class 2
- Adherence to national/state/local standards
- Education of employees, community, and citizens/customers
- Incentive Program
- Social Media

Organizational Threats - (Avoid and Thwart)

- Economy
- Community perception
- Communication
- Cultural shift
- Regulations/standards/unfunded mandates
- Loss of volunteers/career (retirements)
- Competition
- Technology
- Staffing Levels
- Reputation Risks
- Loss of Key Staff
- Promotions
- Social Media

Goals 2018

Item # 1

Enhance the overall response to emergency calls

Critical Tasks:

- A. Develop a recruitment campaign for delivery to middle schools, high schools, churches, and other civic organizations in the Cherryville area. Program needs to include and target diversity.
- B. Develop an overall marketing plan to highlight the Cherryville Fire Department including statistical data and reports.
- C. Work with local media to create awareness of volunteer firefighter opportunities.
- D. Develop a live-in program for potential membership opportunities.
- E. One-on-one challenge to existing members/employees to enhance response to calls and training sessions.

Responsibility:

- A. Assistant Chief, Part-time staff, and volunteers
- B. Assistant Chief and Captains
- C. Assistant Chief and Administrative Assistant
- D. Captains and Shift Personnel
- E. Fire Chief

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January – December). Monthly reports as related to task completion and status will be provided to the Fire Chief as needed or requested.

Item # 2

Develop and implement a physical fitness program

Critical Tasks:

- A. Solicit input from all employees: career, part-time and volunteer.
- B. Consult with Dr. T.R. White for guidelines and safety considerations.
- C. Develop a plan including education for all employees.
- D. Promote physical fitness through educational programs in conjunction with routine training sessions.
- E. Continue annual firefighter physicals.

Responsibility:

- A. Captain A Shift, Driver Engineer A Shift, Part-time Staff
- B. Assistant Chief, Captain A Shift, Driver Engineer A Shift, Part-time Staff
- C. Captain A Shift
- D. Assistant Chief, CFD Instructors
- E. Fire Chief

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January – December). Monthly reports as related to task completion and status will be provided to the Fire Chief as directed or needed.

Item # 3

Develop a career ladder program for fire department employees

Critical Tasks:

- A. Investigate other department plans which have proved successful.
- B. Solicit input from all members for expectations and buy-in.
- C. Develop a recruit training and orientation program to enhance the professionalism and confidence of all members, especially new recruits.
- D. Develop final written plans to present to Fire Chief.

Responsibility:

- A. All Full-Time and Part-Time Staff
- B. All Full-Time and Part-Time Staff
- C. All Full-Time and Part-Time Staff
- D. Assistant Chief and Administrative Assistant

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January – December). Monthly reports as related to task completion and status will be provided to the Fire Chief as directed or needed.

Item # 4

Enhance the overall operational effectiveness of the Cherryville Fire Department service delivery

Critical Tasks:

- A. Redesign the Cherryville Fire Department training program to enhance maximum point values related to the NC Response Rating Guide.
- B. Enhance existing pre-incident analysis program to target 100% facility coverage and focus on target hazards.
- C. Respond with a minimum of 14 personnel to all structures (fires, alarms) within 9 minutes of dispatch 90% of the time.
- D. Develop greater response data for reporting of all types of fire department response.
- E. Review and redesign necessary reports to meet maximum NC Response Rating guide point value through all operations of the fire department.
- F. Research and explore informational technology that will enhance operational service delivery and maximize the NC Rating Response guide.

Responsibility:

- A. Full-Time and Part-Time Staff
- B. Assistant Chief, All Full-Time and Part-Time Staff
- C. All CFD Employees
- D. Assistant Chief and Administrative Assistant
- E. Assistant Chief and Administrative Assistant
- F. Assistant Chief and Captains

Timeline:

Each of the above assigned critical tasks is to be completed within the next planning year cycle, (January – December). Monthly reports as related to task completion and status will be provided to the Fire Chief and management, as needed.

City of Cherryville Fire Department Retreat 2015 Attendees/Participants

Facilitator: Chief Jeff Cash

Chief, Jeff Cash
Assistant Chief, Jason Wofford
Administrative Assistant, Brittany Bingham
Captain A Shift, Trent Carpenter
Driver-Engineer A Shift, Colby Heffner
Captain B Shift, Wendell Poole
Driver-Engineer B Shift, Nathan Bowman
Captain C Shift, Chris Cash
Driver-Engineer C Shift, Barry Heavner
Driver-Engineer/PT Shift, Quentin Cash
Driver-Engineer/PT Shift, Kurt Black
Driver-Engineer/PT Shift, Jimmy Johnson



