



Selma Fire 2030



A Strategic Plan for the
Selma Fire Department
through the year 2030

SELMA FIRE 2030

A STRATEGIC PLAN FOR THE SELMA FIRE AND EMERGENCY SERVICE

Purpose of the plan: To lay out a road map for all decision making from now until 2030 and beyond.

To better visualize and communicate the resolve of the department to our customers.

Define winning

Vision of the Department:

We exist to ensure that all people that live, work, visit, or occupy any space in Selma, have a group of experts to respond, mitigate, or prevent, all types of emergencies that cause death, injury, loss, damage, or hazard.

Department Core Values.

Citizens First

Our most precious value are the citizens we respond to. We accept that we work safely in a dangerous job. We will risk a lot to save a lot. Because of our training, we will utilize aggressive tactical operations to do as much as responsibly possible to remove victims from danger or remove danger from victims. We shall treat our citizens as family.

Tactics

Big Water, Big Wins. We will over do everything. Big water fire attacks, aggressive searches, prepare for maydays, train hard.

Honesty

We should always be trusted by our community. Firefighters must be true to their word and be guided by moral decision making and self-discipline.

Initiative

We must always be willing to put forth "above and beyond" the normal level of service. Fixing small problems before they become large problems is our goal.

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Customer Service

Customers of the Selma Fire Department will be treated as family members. We define our customers as citizens, businesses, firefighters, vendors, instructors, and all individuals we encounter in our duties.

Creativity

Selma firefighters should always be looking at our functions and asking how we can make this better. We will strive to enhance our procedures, make our tasks more efficient, and reduce liability for ourselves and the Town of Selma.

Honor and Respect

We are a fire department family. We are committed and accountable to each other because our lives depend on it. We value the role staff plays in our organization. We respect those that came before us and will strive to make the organization better for those who follow. We will strive to support each other and push each other to be better.

Everyone Goes Home

Through our procedures, training, preparation, response, and actions, we will ensure that at the end of every task, every firefighter returns home to their family. We will strive to meet the 16 Life Safety Initiatives adopted by the National Fallen Firefighters Foundation.

Firefighters that do not instill the values of this Department shall be removed from duty.

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Mission Statement

The mission of the Selma Fire Department is to make our customers “Bad Days Better”.

Leadership Expectations

Leaders of our Department will use the following principles to guide their tactics and decisions:

- Be completely trustworthy.
- What is best for the citizens of Selma, the organization, and the Firefighter, in that order.
- Promote initiative (great change comes from the troops).
- Positive attitudes are contagious. Negativity kills morale.
- Be creative, ask why and explain why, but be open to why.
- Leaders must be good followers. Support the leadership of the Town and the Department but speak up. Support does not mean blind loyalty.
- Discipline is necessary but only for the purpose of aligning activities to the organizational goals.
- Stop unsafe acts and empower all of the organization to do the same.
- Empower staff to enhance the organization's operations.
- Set an example of excellence in all you encounter.

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Executive Summary

The process of this Strategic Plan has been attempted many times over the past ten years. The stars have finally aligned with the completion of this important document.

This document has highlighted the successes and shortcomings of this department. Our officers took an unopinionated hard look into the soul of our department. We have found a dedicated emergency service organization that has the priority focused on our citizens. The areas of improvement are highlighted throughout this document. All of this creates a road map for our future. Our goals and objectives are clearly stated with a priority order.

This document is not to be shelved, but an open book to guide all decisions for the department. With the growth and excellent leadership Selma is currently experiencing, it is imperative for the Fire Department to grow accordingly with the Town. This document is a tool for that smart growth.

I would like to thank all the people that helped create this document. Citizens, Elected Officials, staff members, and Firefighters from all levels of the Department played a part.

I look forward to acting on the outcomes of this Strategic Plan and I am excited to see where we are in 2030!

Phillip McDaniel

Town of Selma Fire Chief

10/31/2022



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SWOT Analysis

The Officers of the Fire Department completed a SWOT Analysis for the Department. This document looks at the current Strengths, Weaknesses, Opportunities, and Threats the Department is Facing.

Strengths

Operations:

- Aggressive fire attack with big water on the fire and keeping in line with current fire service "best practice" standards.
- Members share like tactical goals and love for the job.

Political Leadership:

- 100% support from our current Town Government.

Initiative:

- Our department is Growth Oriented. We do not say no, we look for ways "to make things happen".
- We operate on limited funding but get more done than better funded departments.

Delivery Agency

- Only Department in Johnston County that is its own delivery agency. This gives us a unique ability to offer Certification classes to our staff without the bureaucracy of the Community College System.

Community Service:

- Only entity in the County with a full Child Passenger Safety Program.
- Aggressive Smoke Alarm Program.
- Lead agency in many Town functions.

Leadership:

- From Mayor to Chief to Captain, our leadership is result oriented. No micromanagement, strong delegation of duties, and ownership instilled to all levels of the Department.

ISO Grade:

- In 2020 we improved our grade to a class 3.

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Weaknesses

Staffing:

- Average staffing of 3 personnel. The Ladder is only partially staffed with a Chief Officer or Volunteer.
- Volunteers willing to staff positions are dwindling.

Major Emergency Response:

- Although we have a superior response with our first due engine, we have no abilities beyond our initial response. Backup is provided by auto aid companies which are also poorly staffed.
- Volunteer response is dwindling.

Aging Facility:

- Our Fire Station was built in 1968 and remodeled twice in 1988 and 2011. The building is structurally sound but in no way built for today's fire service needs.

Training Facility:

- Our only option for use of a fixed training facility is out of district which leaves our district unprotected. To improve our ISO score we must conduct 18 hours of facility training with every firefighter annually.

Career advancement opportunity:

- With such a small staff, there are fewer promotional opportunities. This contributes to staff turnover and morale issues.

Salaries:

- Although strides have been made in the past few years, our salary and benefit package is well behind many of our competing neighbor departments.

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Opportunities

Grant Funding:

- We have had much success in the past with AFG and SAFER Grants. We need to continue to explore all grant funding opportunities.

Training Facility:

- Seek opportunities for a training facility located in the Selma Fire District.

Community Engagement

- Open Houses
- Citizen's activities
- Fire & Life Safety education events
- College and High School fire academies (recruitment)
- Children's activities
- Hispanic Community outreach

Volunteer Program

- Cadet program
- Revamp volunteer requirements, initial training.
- Seek and fund incentive programs.

Interagency Training

- Working with other Town Departments to ensure each other's needs are met
- Working with industry partners (terminals, transport companies, Baily's, SYSCO)

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Threats

Staffing

- We are understaffed currently. With the growth that is upon us and expected, we are on pace to be completely overwhelmed with call volume vs staffing capabilities.
- Dwindling qualified applicant pool.

Flammable Liquids Pipeline/Terminals/Transportation

- Our petroleum industry has our largest economic impact to our community. This industry is also our biggest target hazard.

Railroad

- We serve the intersection of NS and CSX Railroads. With thousands of train cars and vessels traveling through our town daily, a major event is very possible.

Interstates

- I-95 is a major interstate that has a history of major incidents that impact our town.
- I-42 is nearing completion that will transform the Current US 70 to a highspeed interstate that we expect to increase major incidents similar to I-95

Leadership Change

- The Current Fire Chief has the ability to retire in 2027.
- Political leadership may change through our election process every two years. We have seen the climate change from past elections.

Funding

- The Selma Fire Department has always been underfunded. Great strides have been made over the past two years.

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Community Survey

The Selma Fire Department Leadership distributed a survey to stakeholders to determine what is important to our customers. This documents results will guide us to establish our priorities. The survey looked at Department Capabilities, Staffing Levels, the Volunteer Program, and our Future Goals.

Department Capabilities

We will score this survey in order of three top priorities:

First Priority

Fire Suppression

Haz Mat Operations Response

Highway Emergency Response

Bulk Fuel Storage Response

Second Priority

Natural Disaster Response & Mitigation

Hydrant & Apparatus Maintenance

Fire Training

Third Priority

Medical Response

Technical Rescue Response

Fire Code Enforcement

Fire & Life Safety Education

Safety Program

Staffing Levels

The survey results showed that our stakeholders overwhelmingly expect our staffing levels to be 3 firefighters staffing one Engine and 2 Firefighters staffing one Ladder. Once a second station is opened then add a second Engine with 3 firefighters.

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Volunteer Program

Stakeholders expressed the wish for the Volunteer program to be a mix of support firefighters, as well as a training tool for future career firefighters.

Future Goals

Department Goals in order of priority

1. Establish a minimum staffing standard
2. Open and staff a second fire station
3. Retain Quality Personnel
4. Establish a capital & non-capital replacement schedule
5. Improve the Towns ISO grade
6. Update downtown fire station
7. Add a full time Assistant Chief position

The Plan

As Mayor McAllister has stated, "It is time to take the Selma Fire Department to the next level". Using the guidance received from the data collected from all stakeholders involved in creating this document, our plan will provide a road map to success. This plan shall create a path for leadership to make decisions that positively influence our Fire Department today as well as tomorrow.

The plan is to meet all goals and objectives in this document by 2028, establishing a successful, WINNING Department ready for the next decade.

Monthly, we will measure our performance against the established Goals, Objectives, and Measurement standards in this document.

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Goals & Objectives

Goal #1

Establish and maintain a minimum staffing standard

Justification:

- Currently no standard or funding exists.
- Imperative to provide appropriate manpower to all responses.

Objectives

- Develop a policy
- Secure funding
- Measure and report staffing levels monthly

Due July 1st 2023

Goal # 2

Open and staff a second Fire Station

Justification:

- The Selma Fire District is split by Railroad Tracks, which can hamper response times.
- An average of 16% of our calls are over-lapping
- Growth in the Eastfield area
- Need for additional career staff

Objectives

- | | |
|-------------------------------------|--------------|
| • Establish the plan | January 2023 |
| • Secure Land | June 2023 |
| • Request for Proposal for Engineer | Summer 2023 |
| • Architectural Drawings accepted | January 2024 |
| • Break Ground | Summer 2024 |
| • Order new Engine | Summer 2024 |
| • Ribbon Cutting | Spring 2025 |

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Due Spring 2025

Goal # 3

Retain Quality Personnel

Justification:

- We value experience, initiative, and loyalty to our trade, our Town, & our department
- We except the value in years of training and career development

Objectives

- Conduct an annual pay study
- Make recommendations to Council for salary adjustments.
- Conduct an annual Job Quality Survey.
- Develop an incentive plan.
- Ensure accountability and leadership is in place at every level

Ongoing due date

Goal # 4

Establish a replacement schedule for Capital Equipment

Justification:

- Our current rolling stock is aging, a replacement schedule will allow costs and large purchases to be better planned, without the sticker shock of one-time large purchases

Objectives:

- Establish a plan
- Present to Council for adoption
- Present with budget annually
- Reevaluate the plan annually

Ongoing Due Date

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Goal # 5

Improve ISO Grade

Justification:

- Although the North Carolina Response Rating System does not take into account the true successfulness of a department, we recognize the need to have an impressive grade.

Objectives:

- Improve the Towns water system
- Maximize training score
- Dismiss any personnel not committed to the plan

Due date 2025/26

Goal # 6

Improve Downtown Fire Station

Justification:

- The Selma Downtown Station is the headquarters of our operation and a backbone facility for our Town.
- Built in 1968, the cosmetic architecture is dated
- With the addition of career staff, the station has been outgrown.

Objectives:

- Design of improvements to the exterior of the Station.
- Expand living quarters into the current EMS Station next door.
- Expand the training room to accommodate all students.
- Double the training room into a functional Emergency Operations Center for the Town.
- House all rolling stock indoors.

Due date 2026

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Goal # 7

Expand the Command Staff of the Department

Justification:

- Since 2007, the career command staff has consisted of only the Fire Chief, as the Department has focused on growing our troop numbers.
- Adding to the command staff is crucial for succession planning for our department.

Objectives:

- Add an Assistant Fire Chief Career Position.

Due Date 2025

Measurement Standards (What is Winning)

1 minute turnout time 90%

5 minute on scene time 90%

15 Firefighters on scene of a structure fire within 10 minutes 90%

Overlapping calls answered by second unit within 2 minutes

Water marked on the fire/extrication began within 90 seconds of arrival 90%

18 hours of Facility Training for 100% of firefighters annually

240 hours of training annually for all Career Firefighters

100 Hours of training annually for all Volunteer Firefighters

5000 public contacts made per year

NC Fire Code Inspections meet or accede the NC Standard