#### Fire

Element	Summary Views	Detail Views
Scorecard	• Landing Page	
Objectives	Org Plan Obj Alignment	<ul> <li>1. Develop an environment to maintain a diverse and high-performing workforce.</li> <li>2. Enhance internal communication systems for greater consistency and to better meet the department's mission.</li> <li>3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.</li> <li>4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.</li> <li>5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.</li> <li>6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community</li> </ul>
Outcome Measures		<ul> <li>Limit employee turnover to =&lt;8%</li> <li>Review 90% of existing policies annually</li> <li>Distribute weekly Fire Department news email communications 90% on- time quarterly</li> </ul>
Initiatives	Department Initiatives	<ul> <li>1a. Enhance the career development guide to be attainable and sustainable to ensure an equitable promotional process.</li> <li>1b. Develop a recruitment and hiring process to obtain qualified talent that meets the need of the department and reflects a diverse workforce.</li> <li>1c. Evaluate and maintain a benefits package that allows the department to retain high-performing members.</li> <li>1d. Conduct a workforce study that evaluates if the department meets community needs by ensuring adequate staffing in all positions.</li> <li>1e. Evaluate retention issues within the department to reduce costs and increase longevity.</li> <li>2a. Enhance current procedures for policy and guidelines review, approval, and implementation to remain consistent throughout the department.</li> <li>2b. Enhance efficient and effective use of the chain-of-command to properly communicate information.</li> <li>2c. Evaluate, research, and analyze existing methods of disseminating</li> </ul>

- data and information to better communicate to the department.
- 2d. Improve methods of accessing collected data and information to better communicate to the department.
- 3a. Improve methods of selecting software systems to streamline operational utilization.
- 3b. Develop a comprehensive plan on implementation and use of department technology to better suit the needs of the department.
- 3c. Improve internal and external operability of technological needs to enhance department efficiency.
- 3d. Research and identify current and future technological needs to stay current with changing technology.
- 4a. Develop a progressive officer training program designed to prepare personnel for advancement.
- 4c. Develop a company-level training program to improve quality and consistency of delivery.
- 4b. Enhance participation in Cary-Apex-Morrisville (CAM) training to improve overall interoperability.
- 4d. Enhance the training library to ensure the accessibility to current and relevant materials.
- 4e. Encourage and support the participation in specialized, outside training to diversify the department's knowledge base.
- 5a. Establish a sustainable emergency management preparedness plan that addresses an all-hazard mitigation approach.
- 5b. Work to empower the department's diverse customers through improved public outreach and education.
- 5c. Establish and maintain a mutually beneficial relationship with a public service answering point (PSAP) that allows the agency to deliver timely services and remain accredited.
- 6a. Improve the MFRD apparatus maintenance program to improve apparatus reliability.
- 6b. Enhance the department's apparatus design and procurement program to maximize function and reliability.
- 6c. Develop a comprehensive program to optimize the overall design and function of current and future MFRD facilities.
- 6d. Evaluate and improve the efficacy and availability of current facilitybased training sites to ensure the long-term availability of safe and effective training facilities.



#### **Department Purpose Statement**

The Morrisville Fire/Rescue Department is committed to continuously improving the quality of life for our customers through prevention and emergency response.

#### **Department Measures**

ganizational Objective	Department Objective	Department Outcome Measure
Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	Develop an environment to maintain a diverse and high-performing workforce.	Limit employee turnover to =<8%
Obj. 4.2: Be operationally ready Morrisville		
Obj. 4.3 React responsively to the public safety needs of the community Morrisville		
Obj. 4.4 Meet demands for service Morrisville		
Obj. 5.3: Require the highest professional standards  Morrisville		
Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville		
Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	Review 90% of existing policies annually
Obj. 4.2: Be operationally ready Morrisville		Distribute weekly Fire Department news email communications 90% ontime quarterly
Obj. 4.4 Meet demands for service Morrisville		
Obj. 5.3: Require the highest professional standards  Morrisville		
Obj. 5.6: Leverage the use of technology to maximize results  Morrisville		
Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	Review 90% of existing policies annually
Obj. 5.5: Align priorities with resources  Morrisville		

Organizational Objective	Department Objective	Department Outcome Measure
Obj. 5.6: Leverage the use of technology to maximize results  Morrisville		
Obj. 6.3: Understand business needs in order to supply a ready workforce Morrisville		
Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	<b>↑</b> Limit employee turnover to =<8%
Obj. 4.2: Be operationally ready Morrisville		
Obj. 5.3: Require the highest professional standards  Morrisville		
Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville		
Obj 3.1 Offer events and programs that meet the needs and interests of the community  Morrisville	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	Distribute weekly Fire Department news email communications 90% ontime quarterly
Obj. 4.3 React responsively to the public safety needs of the community Morrisville		
Obj. 4.4 Meet demands for service Morrisville		
Obj. 5.2: Deliver customer-focused service Morrisville		
Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	Review 90% of existing policies annually
Obj. 4.2: Be operationally ready Morrisville		
Obj. 4.3 React responsively to the public safety needs of the community Morrisville		
Obj. 4.4 Meet demands for service Morrisville		
Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets  Morrisville		
Obj. 5.2: Deliver customer-focused service Morrisville		

#### **Department Initiatives**

#### **Objective Alignment Department Initiatives**





1a. Enhance the career development guide to be attainable and sustainable to ensure an equitable promotional process.

Objec	ctive Alignment	Department Initiatives
1	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 5.3: Require the highest professional standards  Morrisville	
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high- performing workforce.	
1	Obj. 4.2: Be operationally ready Morrisville	1b. Develop a recruitment and hiring process to obtain qualified talent that meets the need of the department and reflects a diverse workforce.
1	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.3: Require the highest professional standards  Morrisville	
<u></u>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high- performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	1c. Evaluate and maintain a benefits package that allows the department to retain high-performing members.
V	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high- performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	1d. Conduct a workforce study that evaluates if the department meets community needs by ensuring adequate staffing in all positions.
<b></b>	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high- performing workforce.	
1	Obj. 4.2: Be operationally ready Morrisville	1e. Evaluate retention issues within the department to reduce costs and increase longevity.
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
V	Develop an environment to maintain a diverse and high- performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	2a. Enhance current procedures for policy and guidelines review, approval, and implementation to remain consistent throughout the department.

Objective Alignment	Department Initiatives
Obj. 4.4 Meet demands for service  Morrisville	
Obj. 5.5: Align priorities with resources  Morrisville	
2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
Obj. 4.2: Be operationally ready Morrisville	2b. Enhance efficient and effective use of the chain-of-command to properly communicate information.
Obj. 4.4 Meet demands for service  Morrisville	
Obj. 5.3: Require the highest professional standards  Morrisville	
2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
Obj. 4.2: Be operationally ready  Morrisville	2c. Evaluate, research, and analyze existing methods of disseminating data and information to better communicate to the department.
Obj. 4.4 Meet demands for service  Morrisville	
Obj. 5.3: Require the highest professional standards  Morrisville	
Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
Obj. 4.2: Be operationally ready  Morrisville	2d. Improve methods of accessing collected data and information to better communicate to the department.
Obj. 4.4 Meet demands for service  Morrisville	
Obj. 5.2: Deliver customer-focused service  Morrisville	
Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
Obj. 4.2: Be operationally ready  Morrisville	3a. Improve methods of selecting software systems to streamline operational utilization.
Obj. 5.5: Align priorities with resources  Morrisville	
Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	
Obj. 4.2: Be operationally ready  Morrisville	3b. Develop a comprehensive plan on implementation and use of department technology to better suit the needs of the department.
Obj. 4.4 Meet demands for service  Morrisville	

Objec	tive Alignment	Department Initiatives
1	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
<b>V</b>	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	
<b>1</b>	Obj. 4.2: Be operationally ready Morrisville	3c. Improve internal and external operability of technological needs to enhance department efficiency.
<b>1</b>	<b>Obj. 4.4 Meet demands for service</b> Morrisville	
<b>1</b>	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
<b>V</b>	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	
<b>1</b>	Obj. 4.2: Be operationally ready Morrisville	3d. Research and identify current and future technological needs to stay current with changing technology.
<b>1</b>	<b>Obj. 4.4 Meet demands for service</b> Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
1	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
<b>V</b>	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4a. Develop a progressive officer training program designed to prepare personnel for advancement.
1	Obj. 4.2: Be operationally ready Morrisville	
<b>1</b>	<b>Obj. 5.3: Require the highest professional standards</b> Morrisville	
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4c. Develop a company-level training program to improve quality and consistency of delivery.
<b>1</b>	Obj. 4.2: Be operationally ready Morrisville	
<b>1</b>	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
<b>1</b>	Obj. 5.2: Deliver customer-focused service  Morrisville	

Obje	ctive Alignment	Department Initiatives
1	Obj. 5.3: Require the highest professional standards  Morrisville	
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4b. Enhance participation in Cary-Apex-Morrisville (CAM) training to improve overall interoperability.
1	Obj. 4.2: Be operationally ready Morrisville	
<b>1</b>	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
1	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4d. Enhance the training library to ensure the accessibility to current and relevant materials.
1	Obj. 4.2: Be operationally ready Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4e. Encourage and support the participation in specialized, outside training to diversify the department's knowledge base.
1	Obj. 4.2: Be operationally ready Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	5a. Establish a sustainable emergency management preparedness plan that addresses an all-hazard mitigation approach.
1	Obj. 4.2: Be operationally ready Morrisville	
<b>1</b>	Obj. 5.2: Deliver customer-focused service Morrisville	

bjed	ctive Alignment	Department Initiatives
•	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	5b. Work to empower the department's diverse customers through improved public outreach and education.
	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
•	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
	Obj. 4.2: Be operationally ready Morrisville	5c. Establish and maintain a mutually beneficial relationship with a public service answering point (PSAP) that allows the agency to deliver timely services and remain accredited.
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
•	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
ŀ	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6a. Improve the MFRD apparatus maintenance program to improve apparatus reliability.
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	
•	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
•	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
ŀ	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6b. Enhance the department's apparatus design and procurement program to maximize function and reliability.
•	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets  Morrisville	

Objective Alignment	Department Initiatives
Obj. 5.2: Deliver customer-focused service  Morrisville	
6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6c. Develop a comprehensive program to optimize the overall design and function of current and future MFRD facilities.
Obj. 4.2: Be operationally ready  Morrisville	
Obj. 4.4 Meet demands for service  Morrisville	
Obj. 5.5: Align priorities with resources  Morrisville	
6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	6d. Evaluate and improve the efficacy and availability of current facility-based training sites to ensure the long-term availability of safe and effective training facilities.
Obj. 4.2: Be operationally ready  Morrisville	
Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
Obj. 4.4 Meet demands for service  Morrisville	
6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	

<u>Orga</u>	nizational Objective	Department Objective	Department Outcome Measure
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	1. Develop an environment to maintain a diverse and high-performing workforce.	Limit employee turnover to =<8%
•	Obj. 4.2: Be operationally ready Morrisville		
<b>1</b>	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville		
•	<b>Obj. 4.4 Meet demands for service</b> Morrisville		
•	Obj. 5.3: Require the highest professional standards Morrisville		
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville		
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	Review 90% of existing policies annually
•	Obj. 4.2: Be operationally ready Morrisville		Distribute weekly Fire Department news email communications 90% on-time quarterly
•	<b>Obj. 4.4 Meet demands for service</b> Morrisville		
•	Obj. 5.3: Require the highest professional standards Morrisville		
•	Obj. 5.6: Leverage the use of technology to maximize results  Morrisville		
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	Review 90% of existing policies annually
<b>V</b>	Obj. 5.5: Align priorities with resources Morrisville		
•	Obj. 5.6: Leverage the use of technology to maximize results  Morrisville		
<b>V</b>	Obj. 6.3: Understand business needs in order to supply a ready workforce Morrisville		
<b></b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	<b>↑</b> Limit employee turnover to =<8%
1	Obj. 4.2: Be operationally ready Morrisville		
<b></b>	Obj. 5.3: Require the highest professional standards Morrisville		
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville		
<b>V</b>	Obj 3.1 Offer events and programs that meet the needs and interests of the community  Morrisville	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	Distribute weekly Fire Department news email communications 90% on-time quarterly

Orga	nizational Objective	Department Objective	Department Outcome Measure
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville		
1	<b>Obj. 4.4 Meet demands for service</b> Morrisville		
•	Obj. 5.2: Deliver customer-focused service Morrisville		
•	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	Review 90% of existing policies annually
1	Obj. 4.2: Be operationally ready Morrisville		
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville		
1	Obj. 4.4 Meet demands for service Morrisville		
•	Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets Morrisville		
•	Obj. 5.2: Deliver customer-focused service Morrisville		



# 1. Develop an environment to maintain a diverse and high-performing workforce.











#### Owner



#### **Analysis**

CY Q2-21

We continue to monitor our turnover rate. The department did turn some staff over this quarter. Most of our turnover was to other departments. We continue to tweek hiring practices to improve diversity and retention. We continue to work on rebranding to create an identity for the department that is attractive to staff. We also continue to evaluate ways to improve overall job satisfaction.

#### **Outcome Measures**

1

Limit employee turnover to =<8% Fire

#### Initiatives



**1a.** Enhance the career development guide to be at... Fire | 1/1/19 - 5/9/20



**1b.** Develop a recruitment and hiring process to obt.. Fire | 2/1/21 - 8/1/21



1c. Evaluate and maintain a benefits package that a.. Fire | 1/1/19 - 3/1/20



1d. Conduct a workforce study that evaluates if the... Fire | 8/1/22 - 8/1/23



**1e. Evaluate retention issues within the departmen...** Fire | 2/1/22 - 2/1/23



#### **Linked Objects**

1

Limit employee turnover to =<8%

1a. Enhance the career development guide to be. Fire | 1/1/19 - 5/9/20

1b. Develop a recruitment and hiring process to...
Fire | 2/1/21 - 8/1/21

1c. Evaluate and maintain a benefits package th...
Fire | 1/1/19 - 3/1/20

1d. Conduct a workforce study that evaluates if... Fire | 8/1/22 - 8/1/23

1e. Evaluate retention issues within the departm. Fire | 2/1/22 - 2/1/23

**1** Obj. 4.1: Provide educational opportunities and ... Morrisville

**d** Obj. 4.2: Be operationally ready Morrisville

Obj. 4.3 React responsively to the public safety n.

Morrisville

Obj. 4.4 Meet demands for service Morrisville

**1** Obj. 5.3: Require the highest professional stand...

Obj. 5.4: Attract, develop and retain a diverse, h...
Morrisville



2. Enhance internal communication systems for greater consistency and to better meet the department's mission.

**⋒** Home # Scorecard © Objectives Outcome Measures



#### Owner



#### **Analysis**

CY Q2-21

We have made significant advances with our new RMS that will improve internal communications and improve consistency. We are in the process of adding two new modules and an application programming interface that will give us access to the back side of our data for better analysis. The Wake County FY 22 budget included a program called First Due that will improve our crews access to preplans.

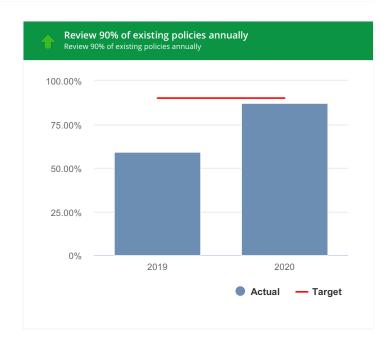
#### **Outcome Measures**

Rev

Review 90% of existing policies annually Fire

1

Distribute weekly Fire Department news email comm



#### Initiatives



2a. Enhance current procedures for policy and guid... Fire | 7/1/20 - 7/1/21



**2b.** Enhance efficient and effective use of the chain... Fire | 8/1/21 - 4/1/22



2c. Evaluate, research, and analyze existing method.. Fire | 3/1/22 - 2/1/24



2d. Improve methods of accessing collected data an.. Fire | 3/1/22 - 9/1/24

#### **Linked Objects**



<u>ail 4</u>

Distribute weekly Fire Department news email c..

4

2a. Enhance current procedures for policy and g.. Fire | 7/1/20 - 7/1/21

Fire | //1/20 - //1/21

**4** 

2b. Enhance efficient and effective use of the ch.. Fire | 8/1/21 - 4/1/22

4

2c. Evaluate, research, and analyze existing met...

Fire | 3/1/22 - 2/1/24

**4** 

**2d.** Improve methods of accessing collected dat... Fire | 3/1/22 - 9/1/24

1

Obj. 4.1: Provide educational opportunities and ... Morrisville

1 4

Obj. 4.2: Be operationally ready Morrisville

1 1

Obj. 4.4 Meet demands for service Morrisville

1 4

Obj. 5.3: Require the highest professional stand...

Morrisville



Obj. 5.6: Leverage the use of technology to max... Morrisville



3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.

Home

Scorecard

Objectives

Outcome Measures



#### Owner



#### **Analysis**

CY Q2-21

The department has made some improvements in computer software packages that it uses to do business. However we have not maximized the utility of either our software or technology and there is still much more that can be done with improvement of our technology needs. We will continue to work on this element of our operation.

#### **Outcome Measures**



Review 90% of existing policies annually

#### Initiatives



3a. Improve methods of selecting software systems... Fire | 1/1/20 - 4/1/20



3b. Develop a comprehensive plan on implementat... Fire | 6/1/20 - 6/1/24



3c. Improve internal and external operability of tec... Fire | 6/1/20 - 6/1/24



3d. Research and identify current and future techno. Fire | 6/1/20 - 6/1/24

#### **Linked Objects**

dil

Review 90% of existing policies annually



3a. Improve methods of selecting software syste. Fire | 1/1/20 - 4/1/20



3b. Develop a comprehensive plan on implemen. Fire | 6/1/20 - 6/1/24



3c. Improve internal and external operability of... Fire | 6/1/20 - 6/1/24





3d. Research and identify current and future tec... Fire | 6/1/20 - 6/1/24



Obj. 4.1: Provide educational opportunities and ... Morrisville



Obj. 5.5: Align priorities with resources



Obj. 5.6: Leverage the use of technology to max... Morrisville





Obj. 6.3: Understand business needs in order to...



# 4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.





**Objectives** 

Outcome Measures



#### Owner



#### **Analysis**

CY Q2-21

Training is another area where the department will likely never fully reach a status of completion. This quarter the department continued to host certification classes as a direct delivery agency. We trained and certified driver operators. We continue to improve our use of Target Solutions. And the department continues to participate in large scale real time evolutions with our aid partners Cary FD and Apex FD.

#### **Outcome Measures**



Limit employee turnover to =<8% Fire

#### Initiatives



4a. Develop a progressive officer training program d. Fire | 4/1/20 - 4/1/22



4c. Develop a company-level training program to im.. Fire | 7/1/20 - 7/1/21



**4d.** Enhance the training library to ensure the acces.. Fire | 7/1/21 - 1/1/22



4e. Encourage and support the participation in spec.. Fire | 7/1/19 - 7/1/20



**4b.** Enhance participation in Cary-Apex-Morrisville (... Fire | 7/1/20 - 10/1/20

#### **Linked Objects**

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Limit employee turnover to =<8%

4a. Develop a progressive officer training progra.. Fire | 4/1/20 - 4/1/22

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**4c.** Develop a company-level training program t... Fire | 7/1/20 - 7/1/21

lu 🛧

**4d.** Enhance the training library to ensure the ac.. Fire | 7/1/21 - 1/1/22

As Encourage and support the participation in s

4

4e. Encourage and support the participation in s.. Fire | 7/1/19 - 7/1/20

lu 📅

4b. Enhance participation in Cary-Apex-Morrisvi...
Fire | 7/1/20 - 10/1/20

**1** 

Obj. 4.1: Provide educational opportunities and ...

**1** •

Obj. 4.2: Be operationally ready Morrisville

**†** 4

Obj. 5.3: Require the highest professional stand...

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Obj. 5.4: Attract, develop and retain a diverse, h... Morrisville



5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.



Scorecard

© Objectives Outcome Measures



#### Owner



#### **Analysis**

CY Q2-21

The agency has recently entered into a new closest unit automatic aid agreement with Cary and Apex. The agency recently changed from Raleigh Wake Emergency Communications Center to Cary Emergency Communications Center for emergency communications and dispatch services. The department continues to develop deeper relationships in the county fire service with at least 5 subcommittee appointments.

#### **Outcome Measures**



Distribute weekly Fire Department news email comm

#### Initiatives



**5a.** Establish a sustainable emergency managemen... Fire | 1/1/21 - 1/1/23



**5b.** Work to empower the department's diverse cus.. Fire | 12/1/19 - 3/1/20



5c. Establish and maintain a mutually beneficial rela. Fire | 4/1/19 - 4/1/20

#### **Linked Objects**

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Distribute weekly Fire Department news email c..



**5a. Establish a sustainable emergency managem.** Fire | 1/1/21 - 1/1/23



**5b. Work to empower the department's diverse...** Fire | 12/1/19 - 3/1/20



5c. Establish and maintain a mutually beneficial...
Fire | 4/1/19 - 4/1/20



Obj 3.1 Offer events and programs that meet th..

Morrisville



Obj. 4.3 React responsively to the public safety n. Morrisville



Obj. 4.4 Meet demands for service Morrisville



Obj. 5.2: Deliver customer-focused service Morrisville



# 6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community

Home

Scorecard

**Objectives** 

Outcome Measures



Fire

#### Owner



#### Analysis

CY Q2-21

This quarter we continued to work on the purchase of a second piece of land for the eventual relocation of Fire Station 2. The Fire Department is also working with the Budget office to revise and verify the validity of our apparatus replacement schedule to make sure we are adequately planning for future large apparatus purchases. The Harris Mill fire station project is on track and shovel ready if the town's bond passed by voters in November.

#### **Outcome Measures**



Review 90% of existing policies annually

#### Initiatives



**6a.** Improve the MFRD apparatus maintenance prog. Fire | 1/1/21 - 1/1/23



**6b.** Enhance the department's apparatus design an... Fire | 1/1/20 - 1/1/21



6c. Develop a comprehensive program to optimize ... Fire | 6/1/20 - 6/1/21



**6d.** Evaluate and improve the efficacy and availabili... Fire | 7/1/19 - 1/1/24

#### **Linked Objects**

Review 90% of existing policies annually



6a. Improve the MFRD apparatus maintenance p. Fire | 1/1/21 - 1/1/23



6b. Enhance the department's apparatus design..
Fire | 1/1/20 - 1/1/21



**6c.** Develop a comprehensive program to optim... Fire | 6/1/20 - 6/1/21



6d. Evaluate and improve the efficacy and availa. Fire | 7/1/19 - 1/1/24



Obj. 3.3: Effectively maintain assets and make th. Morrisville



Obj. 4.2: Be operationally ready



..

Obj. 4.3 React responsively to the public safety n. Morrisville

**1** 

Obj. 4.4 Meet demands for service Morrisville

**4** 

Obj. 5.1: Promote financial integrity through effe. Morrisville



Obj. 5.2: Deliver customer-focused service

Morrisville







Outcome

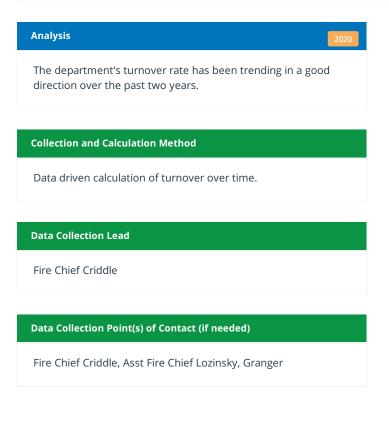


#### Description

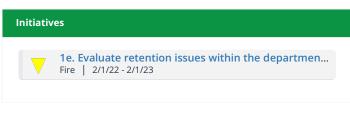
Turnover in a small fire department is to be expected to some degree. Smaller departments is often where a firefighter will get their start and all the while applying to larger departments with the expectation or desire to be involved in a larger organization with more growth potential, promotional opportunities, and a wider range of experience gained. To the largest degree possible this must be controlled. Hiring candidates who understand the job, and what it means to work for a smaller organization is key. But creating a solid reputation as a strong department who represents excellence is something we can control to some degree. The town for its part has made us competitive from a total compensation standpoint and that is another key consideration.

#### **Why It Matters**

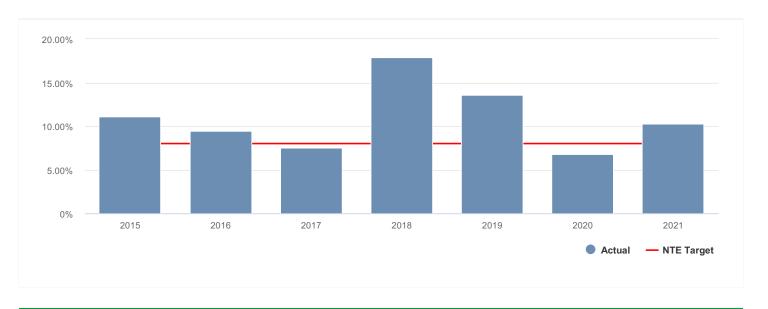
It is expensive to outfit a new firefighter. It is also expensive to train new firefighters. We would like to be the agency that gains the benefit of outfitting and training new firefighters.











Outcome Measure Data	Last Calculated 3 days ago

Period	_	Status	Actual	Target
2014	1	On Target	5.10%	8.00%
2015	+	Below Target	11.10%	8.00%
2016		Near Target	9.43%	8.00%
2017	+	Below Target	7.55%	8.00%
2018	+	Below Target	17.86%	8.00%
2019	$\overline{}$	Near Target	13.56%	8.00%
2020	1	On Target	6.78%	8.00%
2021	_	Not Defined	10.30%	8.00%







Outcome Measures

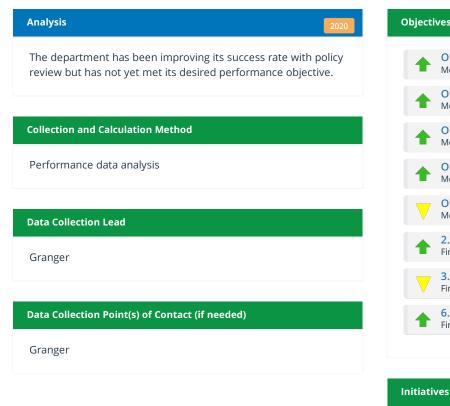


#### Description

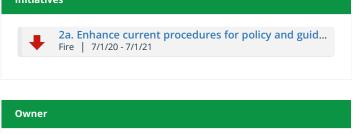
The previous policy was to review all policies every year and as we acquired more policies it became evident that practice was not necessary or practical. The new policy on policy review lays out what policies get reviewed on what schedule. All our policies are reviewed once per year, every other year, or every three years.

#### **Why It Matters**

As the Fire Service in general and the department evolve, also does what constitutes best practice. It is our obligation to assure that our policies reflect that evolution and provide solid guidance based on current best practice to the best of our ability, making training and service delivery more effective.

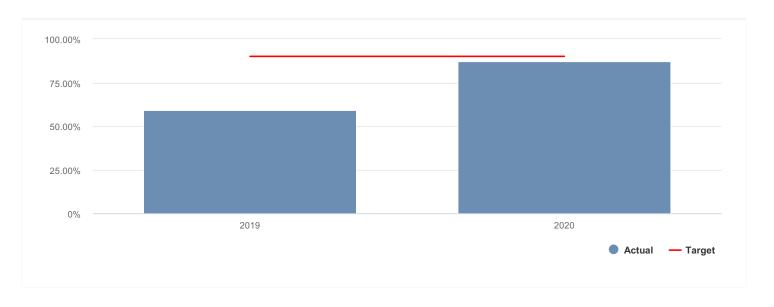






Scott Criddle





Outcome Measure Data		ata		Last Calculated 2 days ago
Period	-	Status	Actual	Target
2014		No Information		90.00%
2015		No Information		90.00%
2016		No Information		90.00%
2017		No Information		90.00%
2018		No Information		90.00%
2019		Below Target	59.26%	90.00%
2020	1	On Target	87.00%	90.00%

84.00%

90.00%

2021

Not Defined



# Distribute weekly Fire Department news email communications 90% on-time quarterly











#### Description

Fire Department uses a weekly FD News email to update all staff on the current events and initiatives as well as provide guidance and recognise outstanding performance in the organization. It is a good way for those who read the email to keep up with what is going on in the fire department.

#### **Why It Matters**

In a recent internal stakeholder input session one of the areas of opportunity identified by FD staff for improvement was overall organizational communications. It is critical that we communicate with all staff so that everyone has the ability to not only remain situationally aware but in many cases feed relevant information up to admin to improve the Chiefs' situational awareness. This is a critical piece of our overall communication improvement effort.

### Analysis CY Q2-21

The department has been successful in getting its weekly newsletter out on time. We will continue to improve our process of getting critical information out to the staff.

#### **Collection and Calculation Method**

We keep record of every weeks news that goes out. We are able to compare that to a calendar and measure our success rate definitively.

#### **Data Collection Lead**

Fire Chief Criddle

#### Data Collection Point(s) of Contact (if needed)

Fire Chief Criddle

#### Objectives

Obj. 4.1: Provide educational opportunities and enco..

Obj. 4.2: Be operationally ready
Morrisville

Obj. 4.4 Meet demands for service

Obj. 5.3: Require the highest professional standards

Morrisville

Obj. 5.6: Leverage the use of technology to maximize.

Obj. 6.3: Understand business needs in order to sup...

2. Enhance internal communication systems for grea..

5. Improve communication and ensure cooperation ...

#### Initiatives

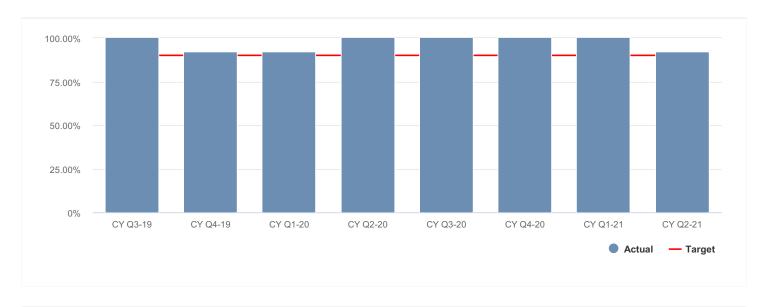
2c. Evaluate, research, and analyze existing method..

Fire | 3/1/22 - 2/1/24

#### Owner

Scott Criddle

Distribute weekly Fire Department News 90% on-time quarterly



Outcome Measure Data	Last Calculated 3 days ago

Period	_	Status	Actual	Target
CY Q1-19	1	On Target	100.00%	90.009
CY Q2-19	1	On Target	100.00%	90.00
CY Q3-19	1	On Target	100.00%	90.00
CY Q4-19	1	On Target	92.00%	90.00
CY Q1-20	1	On Target	92.00%	90.00
CY Q2-20	1	On Target	100.00%	90.00
CY Q3-20	1	On Target	100.00%	90.00
CY Q4-20	1	On Target	100.00%	90.00
CY Q1-21	1	On Target	100.00%	90.00
CY Q2-21	1	On Target	92.30%	90.00
CY Q3-21		Future Data		90.00
CY Q4-21		Future Data		90.00







Outcome Measures



Obje	ctive Alignment	Department Initiatives
1	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	1a. Enhance the career development guide to be attainable and sustainable to ensure an equitable promotional process.
1	Obj. 4.2: Be operationally ready Morrisville	
1	Obj. 5.3: Require the highest professional standards  Morrisville	
_	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville	
_	1. Develop an environment to maintain a diverse and high-performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	1b. Develop a recruitment and hiring process to obtain qualified talent that meets the need of the department and reflects a diverse workforce.
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.3: Require the highest professional standards  Morrisville	
_	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville	
_	1. Develop an environment to maintain a diverse and high-performing workforce.	
1	Obj. 4.2: Be operationally ready Morrisville	1c. Evaluate and maintain a benefits package that allows the department to retain high-performing members.
_	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high-performing workforce.	
1	Obj. 4.2: Be operationally ready Morrisville	1d. Conduct a workforce study that evaluates if the department meets community needs by ensuring adequate staffing in all positions.
1	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
<b>V</b>	Develop an environment to maintain a diverse and high-performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	1e. Evaluate retention issues within the department to reduce costs and increase longevity.
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce Morrisville	

Objec	ctive Alignment	Department Initiatives
<b>V</b>	Develop an environment to maintain a diverse and high-performing workforce.	
•	Obj. 4.2: Be operationally ready Morrisville	2a. Enhance current procedures for policy and guidelines review, approval, and implementation to remain consistent throughout the department.
•	Obj. 4.4 Meet demands for service Morrisville	
<b>V</b>	Obj. 5.5: Align priorities with resources  Morrisville	
•	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
1	Obj. 4.2: Be operationally ready Morrisville	2b. Enhance efficient and effective use of the chain-of-command to properly communicate information.
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.3: Require the highest professional standards  Morrisville	
•	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
•	Obj. 4.2: Be operationally ready Morrisville	2c. Evaluate, research, and analyze existing methods of disseminating data and information to better communicate to the department.
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.3: Require the highest professional standards  Morrisville	
•	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
1	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
1	Obj. 4.2: Be operationally ready Morrisville	2d. Improve methods of accessing collected data and information to better communicate to the department.
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.2: Deliver customer-focused service  Morrisville	
•	Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
•	2. Enhance internal communication systems for greater consistency and to better meet the department's mission.	
•	Obj. 4.2: Be operationally ready Morrisville	3a. Improve methods of selecting software systems to streamline operational utilization.
<b>V</b>	Obj. 5.5: Align priorities with resources  Morrisville	
•	Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
<u></u>	3. Evaluate all current and future needs of technology within the department to improve organizational efficiencies.	

<ul> <li>Obj. 4.2: Be operationally ready Morrisotte</li> <li>Obj. 4.4 Meet demands for service Morrisotte</li> <li>Obj. 5.5: Leverage the use of technology to maximize results Merinate</li> <li>Obj. 4.4 Meet demands for service Morrisotte</li> <li>Obj. 5.5: Leverage the use of technology within the department to improve organizational efficiencies.</li> <li>Obj. 5.6: Leverage the use of technology to maximize results Morrisotte</li> <li>Obj. 5.6: Leverage the use of technology to maximize results Morrisotte</li> <li>Obj. 4.2: Be operationally ready Morrisotte</li> <li>Obj. 4.2: Be operationally ready Morrisotte</li> <li>Obj. 4.2: Be operationally ready Morrisotte</li> <li>Obj. 4.4: Meet demands for service Morrisotte</li> <li>Obj. 5.2: Deliver customer focused service Morrisotte</li> <li>Obj. 4.2: Be operationally ready Morrisotte</li> <li>Obj. 4.2: Develop a companizational efficiencies.</li> <li>Obj. 4.2: Develop a companizational efficiencies.</li> <li>Obj. 4.2: Develop a progressive officer training program designe preparadess</li> <li>Obj. 5.2: Require the highest professional standards Morrisotte</li> <li>Obj. 5.3: Require the highest professional standards Morrisotte</li> <li>Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce</li> <li>Obj. 4.1: Provide educational opportunities and encourage preparadness</li> </ul>	
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preparedness v consistency of delivery.	
	quality and
Obj. 4.2: Be operationally ready  Morrisville	
Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	

Objec	ctive Alignment	Department Initiatives
1	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
1	Obj. 5.3: Require the highest professional standards  Morrisville	
_	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
1	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4b. Enhance participation in Cary-Apex-Morrisville (CAM) training to improve overall interoperability.
1	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
<b>1</b>	Obj. 5.6: Leverage the use of technology to maximize results  Morrisville	
•	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4d. Enhance the training library to ensure the accessibility to current and relevant materials.
<b></b>	Obj. 4.2: Be operationally ready Morrisville	
•	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
1	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	4e. Encourage and support the participation in specialized, outside training to diversify the department's knowledge base.
•	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.2: Deliver customer-focused service  Morrisville	
<b>V</b>	Obj. 5.4: Attract, develop and retain a diverse, high-performing workforce  Morrisville	
•	4. Develop a comprehensive training program to enhance the knowledge, skills, and abilities of all personnel.	
<b>1</b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	5a. Establish a sustainable emergency management preparedness plan that addresses an all-hazard mitigation approach.

Obje	ctive Alignment	Department Initiatives
•	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
•	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
•	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	5b. Work to empower the department's diverse customers through improved public outreach and education.
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
<b></b>	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
•	Obj. 4.2: Be operationally ready Morrisville	5c. Establish and maintain a mutually beneficial relationship with a public service answering point (PSAP) that allows the agency to deliver timely services and remain accredited.
•	Obj. 4.4 Meet demands for service Morrisville	
1	Obj. 5.2: Deliver customer-focused service Morrisville	
•	Obj. 5.6: Leverage the use of technology to maximize results Morrisville	
•	5. Improve communication and ensure cooperation with all external stakeholders to allow for the efficient operation and delivery of all services.	
•	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6a. Improve the MFRD apparatus maintenance program to improve apparatus reliability.
<b></b>	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	
1	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
1	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
•	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6b. Enhance the department's apparatus design and procurement program to maximize function and reliability.
1	Obj. 4.2: Be operationally ready Morrisville	
•	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
•	community	

Objec	ctive Alignment	Department Initiatives
1	Obj. 4.4 Meet demands for service Morrisville	
•	Obj. 5.1: Promote financial integrity through effectively and efficiently managing public assets  Morrisville	
•	Obj. 5.2: Deliver customer-focused service Morrisville	
1	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
•	Obj. 3.3: Effectively maintain assets and make the most of existing resources  Morrisville	6c. Develop a comprehensive program to optimize the overall design and function of current and future MFRD facilities.
1	Obj. 4.2: Be operationally ready Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
_	Obj. 5.5: Align priorities with resources  Morrisville	
1	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	
1	Obj. 4.1: Provide educational opportunities and encourage preparedness  Morrisville	6d. Evaluate and improve the efficacy and availability of current facility-based training sites to ensure the long-term availability of safe and effective training facilities.
1	Obj. 4.2: Be operationally ready Morrisville	
1	Obj. 4.3 React responsively to the public safety needs of the community  Morrisville	
1	Obj. 4.4 Meet demands for service Morrisville	
•	6. Develop a comprehensive physical resource management plan to meet the current and future needs of the community	



# 1a. Enhance the career development guide to be attainable and sustainable to ensure an equitable promotional process.







Ull Outcome Measures



. . . -

#### **Target**

Standardize career development in a manner that is attainable and sustainable, and ensures an equitable promotion process.

#### Description

The members of the department should know well in advance the certification and training requirements that will be expected for them to be eligible for promotion to any position in the organization to which they aspire. Any changes to this plan should be made far enough in advance to allow staff to make appropriate plans to attain any new certifications or credentials in a reasonable timeframe.

#### **Why It Matters**

Standardizing career development, while incentivizing skill and knowledge growth, also stabilizes long-term development in the agency and reduces employee turnover. Among the resulting effects are a motivated workforce and reduced turnover costs.

#### Analysis CY 02-21

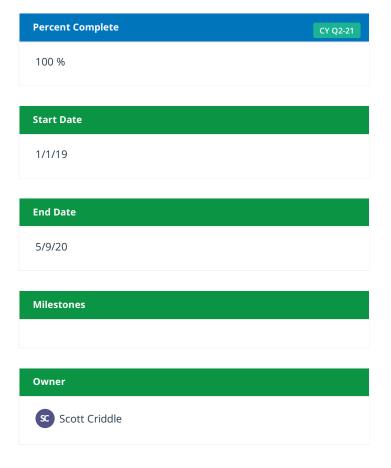
We have completed a revision of our career development guide and re named it promotional eligibility guideline. Mainly because our eligibility guideline is a minimum set of requirements and career development is never ending and should be based on continuous improvement.

# Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.2: Be operationally ready Morrisville Obj. 5.3: Require the highest professional standards Morrisville Obj. 5.4: Attract, develop and retain a diverse, high-p. Morrisville 1. Develop an environment to maintain a diverse an... Fire



#### Data Collection Point(s) of Contact (if needed)

Fire Chief Criddle, Asst Fire Chief Lozinsky



## Data Collection Lead

Asst Fire Chief Lozinsky

Gantt Chart					
	20	19		20	)20
Name	Q2 19	Q3 19	Q4 19	Q1 20	Q2 20
<b>∨</b> Fire					
1a. Enhance the career deve					



1b. Develop a recruitment and hiring process to obtain qualified talent that meets the need of the department and reflects a diverse workforce.



Scorecard

**Objectives** 

Outcome



LII

#### **Target**

As soon as practical, the agency (MFRD) will start hiring from a pool of untrained candidates in order to improve the potential diversity in the applicant pool.

#### Description

The agency currently recruits trained firefighters because we are short-staffed, and hiring trained firefighters is the fastest way to get trucks staffed. However, we've noticed hiring trained firefighters tends to lead to limited diversity in the applicant pool. As the agency expands and hires FTEs for newly awarded positions, opportunities to hire untrained applicants (and waiting on them to complete academy training) will significantly improve diversification initiatives.

#### **Why It Matters**

The agency would like its workforce to more closely represent the diversity of our community. Understanding that hiring for quality and retention are considerations in the recruiting process, the driving idea in recruiting will be to recruit for diversity and hire for quality. By making sure the applicant pool has as much diversity as possible, the better the chances of improving the department's overall diversity.

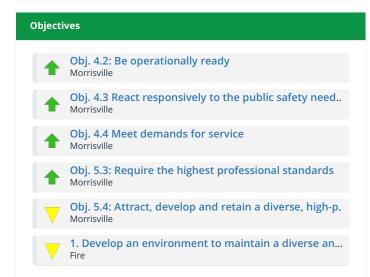
**End Date** 

8/1/21

#### Analysis CY Q2-21

We will continuously work on our hiring process. We must stay current with the market, and try to attract diversity in our applicants. Then hire those who are a good fit and are likely to stay with the department to improve retention and reduce the expense of hiring, training, and equipping new staff. We were authorized three new positions, one per shift. When we are expanding we take the opportunity to open to untrained candidates and that process will open mid July.

Percent Complete	CY Q2-21
90 %	
Start Date	
2/1/21	





Collection and Calculation Method
Data Collection Point(s) of Contact (if needed)
Asst Fire Chief Lozinsky
Data Collection Lead

#### **Gantt Chart**

Asst Fire Chief Lozinsky

	2021						
Name	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>∨</b> Fire							
1b. Develop a recruitment ar							



### 1c. Evaluate and maintain a benefits package that allows the department to retain high-performing members.











### **Target**

Perform a job study to be sure that our staff is compensated in a competitive way with neighboring departments.

### Description

Randy Billings completed a comprehensive pay study for all positions within the town on the same year in 2019 resulting in a pay scale increase, all fire staff moving up one step on the pay scale, and engineers moving up two steps. The resulting actions lead to salary increases that made the town more competitive locally.

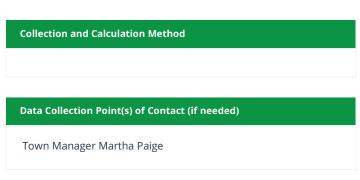
### **Why It Matters**

Competitive compensation is important to an agency that does not run high volume or high acuity incidents to provide additional job satisfaction and longevity.

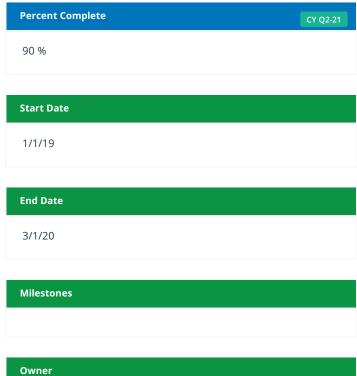
### Analysis CY Q2-21

The town has been working to create a competitive compensations and benefits package that will help the department retain high-performers. We are currently competitive and will monitor the market in an attempt to stay that way. This is an ongoing effort that will require constant monitoring.





**Data Collection Lead** 





### **Gantt Chart**

		20	)19		2020
Name	Q1 19	Q2 19	Q3 19	Q4 19	Q1 20
<b>∨</b> Fire					
1c. Evaluate and maintain a k					



1d. Conduct a workforce study that evaluates if the department meets community needs by ensuring adequate staffing in all positions.







Outcome Measures



Target

Ensure the agency (MFRD) is properly staffed in alignment with community needs.

### Description

The agency will initiate a manpower needs study to re-evaluate appropriate staffing requirements.

### **Why It Matters**

Re-evaluating community requirements of the agency will ensure effective use of taxpayer resources to meet public safety needs.

### Analysis

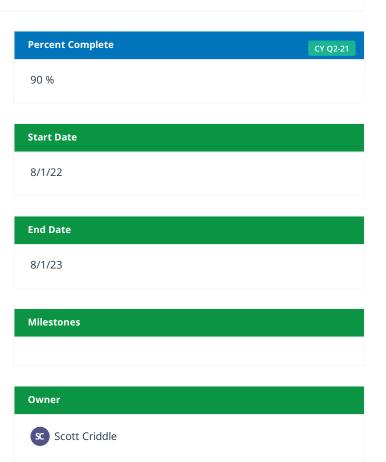
The department has just completed its newest revision of the Community Risk Assessment and Standards of Cover which will be used to set our performance level objectives which we will use to measure our performance. Our data will be analyzed frequently to continuously assess our staffing in all positions.

## Obj. 4.2: Be operationally ready Morrisville Obj. 4.3 React responsively to the public safety need.. Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.2: Deliver customer-focused service Morrisville 1. Develop an environment to maintain a diverse an... Fire



Data Collection Point(s) of Contact (if needed)

Fire Chief Criddle



Data Collection Lead	
Fire Chief Criddle	

Gantt Chart													
		2022					2023						
Name	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
<b>∨</b> Fire													
1d. Conduct a workforce	stu												



### 1e. Evaluate retention issues within the department to reduce costs and increase longevity.











### **Target**

The target is to hire the right staff who will spend their career with the department and maintain sufficient compensation and workforce satisfaction as to avoid any turnover. With that not likely or practical the department's current performance objective is to keep the turnover rate below 8%

### Description

Evaluate issues that are contributing to employee retention concerns and actively address them.

### **Why It Matters**

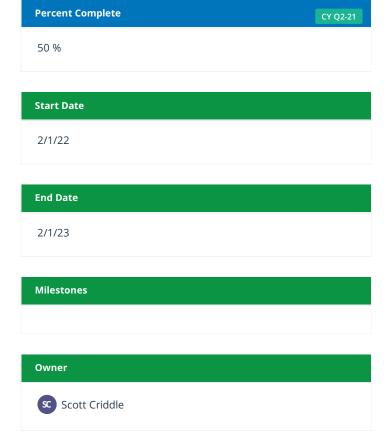
Often when an employee departs, not only is there extra expense in equipping and training their replacement. By retaining employees and increasing longevity, not only is there a reduction in turnover expense, there is also a retention of skill and knowledge that increases the agency's long-term efficacy.

### Analysis

CY Q2-21

The agency will place our progress here at 50% but that is because this work will never be done. The agency constantly looks to identify elements that are within the department's control that could contribute to job satisfaction and improve retention. The focus is currently on developing a culture that is desirable to the type of employee we wish to employ, enhance ownership of the department, and develop unit pride. The key here is to hire the best possible fits, attempt to communicate the expectations, and invest in the staff we hire. Despite the effort to create a hospitable environment, there are just some staff that will eventually leave our organization in favor of a larger department.

### Obj. 4.2: Be operationally ready Morrisville Obj. 5.4: Attract, develop and retain a diverse, high-p. Morrisville 1. Develop an environment to maintain a diverse an... Fire



Data Collection Point(s) of Contact (if needed)
Fire Chief Criddle
Data Collection Lead
Fire Chief Criddle

Gantt Chart													
						2022						20	23
Name	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>∨</b> Fire													
1e. Evaluate retention issues													



2a. Enhance current procedures for policy and guidelines review, approval, and implementation to remain consistent throughout the department.







Outcome



### Target

Create a process in which agency (MFRD) policies are reviewed on a schedule to assure they remain relevant and current. This process should utilize all staff who are interested or engaged, have input, and are informed of the change (upon approval). Also need to improve the accountability for knowing policies.

### **Description**

Some parts of this program are up and running effectively. We have a review schedule that is realistic and manageable. We also have a method to track the progress, and we use Target Solutions to circulate all reviewed policies requiring staff to check they have read the policy. Where we need improvement is in the area of employee engagement. Policies spend a month in department review but few participate. We must do a better job of alerting staff a policy is available for review to solicit feedback. The policy group that is supposed to conduct a separate review is underutilized and is also an area for improvement.

### **Why It Matters**

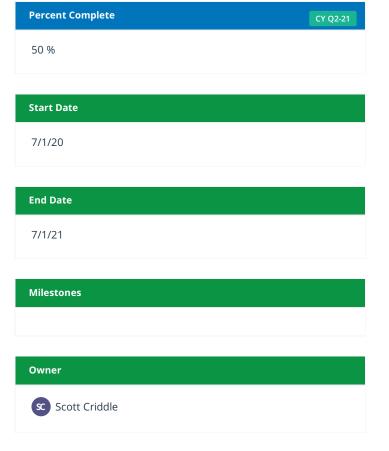
A motivated, highly-trained workforce is dependent on reliable guidance for defined standards. Regularly reviewing agency policy and the resulting changes (where applicable) is key to providing effective training and establishing clear employee expectations. Having input from employees during the review process should also improve "buy-in" and positively impact accountability for implementing policies.

### Analysis CY Q2-21

We have not been able to address known improvements we wish to make to this program. Our current program is meeting the department's needs, however there are improvements that we have identified that will make our policy program better that we simply have not been able to implement yet due to workload.







Data Collection Point(s) of Contact (if needed)
Captain Rackley
Data Collection Lead
Captain Rackley

	2020							2021					
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
			Jul Aug Sep	Jul Aug Sep Oct	Jul Aug Sep Oct Nov	Jul Aug Sep Oct Nov Dec	Jul Aug Sep Oct Nov Dec Jan	Jul Aug Sep Oct Nov Dec Jan Feb	Jul Aug Sep Oct Nov Dec Jan Feb Mar	Jul   Aug   Sep   Oct   Nov   Dec   Jan   Feb   Mar   Apr	Jul   Aug   Sep   Oct   Nov   Dec   Jan   Feb   Mar   Apr   May	Jul     Aug     Sep     Oct     Nov     Dec     Jan     Feb     Mar     Apr     May     Jun	



### 2b. Enhance efficient and effective use of the chain-ofcommand to properly communicate information.











### Target

Improve timeliness and consistency of internal agency (MFRD) communication, both up and down the chain-of-command.

### Description

Since the agency operates three-shift scheduling with minimal contact between shifts, gaps in communication become instantly magnified and can create unclear expectations for employees. Improving timeliness and consistency of chain-of-command communications will increase efficiency of the team by reducing unneeded efforts and focus team unity throughout the enterprise.

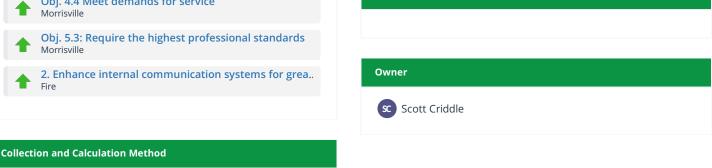
### **Why It Matters**

David Grossman reported in "The Cost of Poor Communications" that a survey of 400 companies with 100,000 employees each cited an average loss per company of \$62.4 million per year because of inadequate communication to and between employees. Debra Hamilton asserted, in her article "Top Ten Email Blunders that Cost Companies Money," that miscommunication cost even smaller companies of 100 employees an average of \$420,000 per year. And that's without the life-threatening situations our employees can find themselves in. Communication skills matter and are a soft-skill that can always be improved, both to the financial and efficacy benefit of the agency and the community.

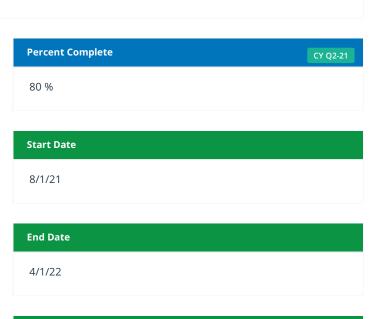
### Analysis CY Q2-21

The agency has improved its adherence to communicating through the chain of command, however we are still not perfect in this respect. The administrative chiefs are around and accessible and therefore some communication happens that is direct and surpasses the middle managers. The agency has improved its ability to know when this is happening and attempt to allow the communication and then bring those who missed out up to speed. Restoring the chain of command in the flow of critical information.

### Objectives Obj. 4.2: Be operationally ready Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.3: Require the highest professional standards 2. Enhance internal communication systems for grea...



Milestones



Data Collection Point(s) of Contact (if needed)
Asst Fire Chief Lozinsky
Data Collection Lead
Asst Fire Chief Lozinsky

		2021				20	)22	
Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
	Aug	Aug Sep						



2c. Evaluate, research, and analyze existing methods of disseminating data and information to better communicate to the department.







Outcome Measures



### **Target**

We want all staff to have access to all applicable information, improving situational awareness and institutional knowledge.

### Description

The Town provides a 'News and Notes' every two weeks. The agency (MFRD) produces 'FD News' once per week. In addition, we hold full staff meetings once a quarter, officer meetings once a quarter, and Chiefs meetings once a quarter. All of these efforts are designed to improve the flow of information.

### **Why It Matters**

Having all the information is the best way to help anyone in the organization make the best decisions possible on behalf of the organization. We want to empower our staff to make decisions. They cannot do so effectively if they don't have all the information.

### Analysis CY Q2-21

The agency communicates as needed with email, teams, and phone. The agency puts out a FD newsletter every friday to detail what is going on with the department to assure that as much information is being shared as widely as possible. The agency conducts quarterly staff meeting where all staff have the opportunity at two way communication with administrators. The administrative chiefs frequently visit stations and are around staff.

Percent Complete	CY Q2-21
100 %	
Start Date	
<b>Start Date</b> 3/1/22	

O	bjecti	ives
	1	Obj. 4.2: Be operationally ready Morrisville
	•	Obj. 4.4 Meet demands for service Morrisville
	1	Obj. 5.3: Require the highest professional standards Morrisville
	•	Obj. 5.6: Leverage the use of technology to maximize. Morrisville
	•	2. Enhance internal communication systems for grea Fire



Data Collection Point(s) of Contact (if needed)
Fire Chief Criddle
Data Collection Lead
Fire Chief Criddle

Gantt Chart									
	_	20	22			2024			
Name	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	Q1 24
<b>∨</b> Fire									
2c. Evaluate, research, and a									



### 2d. Improve methods of accessing collected data and information to better communicate to the department.











### **Target**

Reduce time and effort needed to collect required operational data, while improving access and availability to staff.

### Description

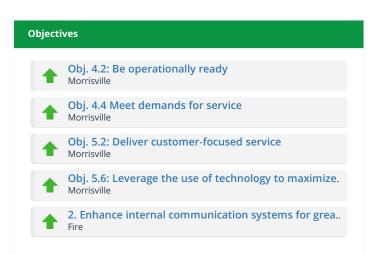
Operational data is currently gathered by a select few key staff members, and can be a time-consuming process. These staff members currently do these tasks as an additional duty because they understand the importance of data in the agency's decision-making process. The agency (MFRD) seeks to reduce the time and effort required to collect operational data, while re-programming these key members back to primary tasks and improving access/availability of said data across the department.

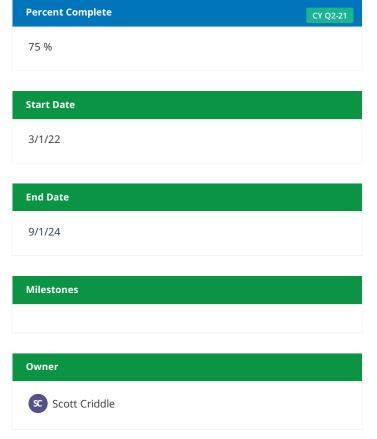
### Why It Matters

Before plotting a way forward with any initiatives, data should be gathered to aid in the analysis and identification of real (vs perceived) issues. This data should then be communicated to our staff to empower them to make decisions. They cannot do so effectively if they don't have all the information.

### Analysis CY Q2-21

The agency currently analyzes an extensive amount of data, however the vast majority of that analysis is manual, and cumbersome. This analysis also relies on few employees with requisite abilities to conduct the analysis. The agency recently sent two staff to Power BI classes given through the town's IT department and is our first step to gaining some data efficiencies. The agency just received a quote to establish a connection to the back side of our data base which could be used to connect power BI and automate our data analysis.





Data Collection Point(s) of Contact (if needed)
Lieutenant Hoffman
Data Collection Lead
Lieutenant Hoffman

	20	22			20	23	2024			
Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	Q1 24	Q2 24	Q3 24
		Q1 22 Q2 22		Q1 22						



### 3a. Improve methods of selecting software systems to streamline operational utilization.











### **Target**

Create a plan for recommending selection of software systems for agency (MFRD) use, while considering Town and external partner interoperability. Identify protocols/training for its implementation.

### Description

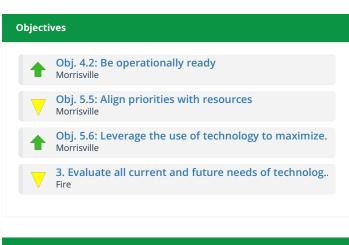
We went live with ESO as a new RMS platform, which effectively replaced FireHouse (which we were using for property inspections, preplans, hydrants, and activities), and HighPlains (which we were using for scheduling, training, and all call reporting).

### **Why It Matters**

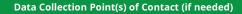
Using multiple RMS platforms added to the agency's cost, both in support and training. In addition, some information needed to be redundantly entered in each system, adding to inherent inefficiencies between multiple systems.

### Analysis CY Q2-21

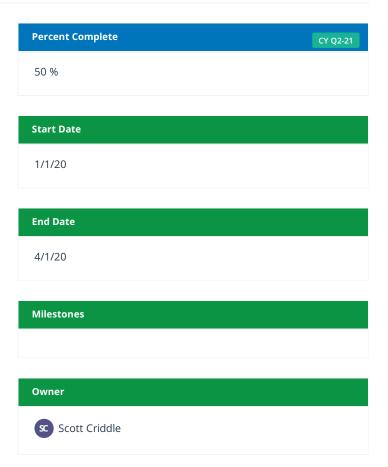
We have selected a software suite that effective consolidates many of the departments functions in a single software package. The package is the only software package that allowed us the possibility of receiving feedback on patient outcomes from the hospitals as they are the software used by not only the hospital but Wake EMS our ALS transport agency.



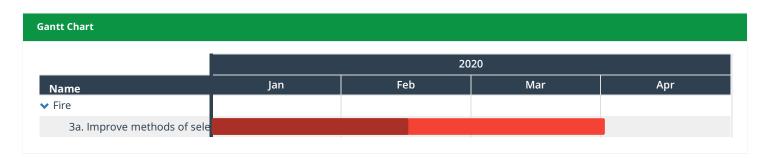




Fire Chief Criddle



Data Collection Lead	
Fire Chief Criddle	





3b. Develop a comprehensive plan on implementation and use of department technology to better suit the needs of the department.







Outcome Measures



FILE

### Target

Create a plan for implementing new technology within the department, ensuring maximum efficacy is achieved and all stakeholders are fully trained.

### Description

Through identifying subject-matter experts and impacted groups within the agency, a plan can be developed for deploying new technology. This plan will also include creation of training opportunities with stakeholders, ensuring use of the new technology is appropriate and maximized.

### **Why It Matters**

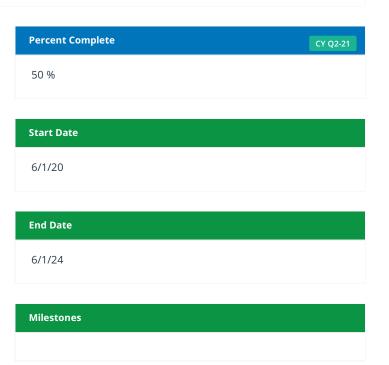
Ensuring required staff are trained on the operating capabilities of new technology maximizes the efficacy of the new technology, getting the best 'bang for the buck' for the agency.

Owner

Scott Criddle

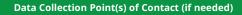
### Analysis CY Q2-21

We have made significant improvements in our software package, improving our ability to auto populate staff on apparatus on call reports transferred from our advanced scheduler. We also sent two staff to Power BI class which should help automate much of our data analysis. We also made some progress with ESO on getting access to the back side of our data base for all of our RMS data.









Asst Fire Chief Lozinsky

Data Collection Lead	
Asst Fire Chief Lozinsky	

Gantt Chart					
	2020	2021	2022	2023	2024
Name	Q2 20 Q3 20 Q4 20	Q1 21 Q2 21 Q3 21 Q4 21	Q1 22 Q2 22 Q3 22 Q4 22	Q1 23 Q2 23 Q3 23 Q4 23	Q1 24 Q2 2
<b>∨</b> Fire					
3b. Develop a comprehensiv					



### 3c. Improve internal and external operability of technological needs to enhance department efficiency.











### Target

Review existing technologies to determine if they are being used to their potential. Identify technologies that are outdated and remove as necessary. Research Cary-Apex-Morrisville (CAM) agencies for interoperability issues with technology, and determine best joint practices moving forward.

### **Description**

Regularly asking "why" can reap efficiency benefits, particularly when examining the continued use of technology. As the pace of technology accelerates, an item's usefulness to the agency can become quickly inefficient or outdated. With the implementation of CAM, interoperability opportunities and new best practices may have developed now we've gained a little hindsight on the partnership.

### **Why It Matters**

Technology can sit around for awhile unless regular action is taken to examine it's continued usefulness to the agency. "We've always done it that way" is not an acceptable response, and can lead to inefficiencies within the department. A regular review of existing technology can determine if the Town is getting a return on investment from it's tools.

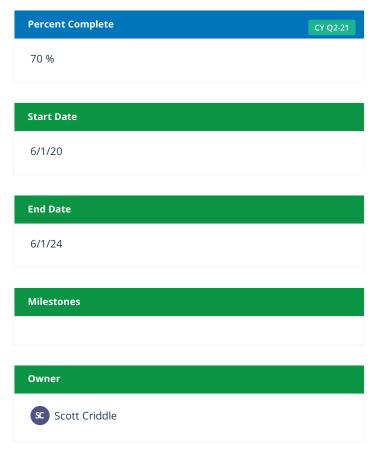
CY Q2-21

### Analysis

We have plans to improved external interoperability and Cary Fire is the process of moving to the same RMS we use and this will help. We have again made significant improvements with our RMS. We have also sent two of our staff to Power BI training provided by the Town's IT department. We are also working to get real time access to the back side of our data base which will help automate our data analysis. We have recently learned that ESO has developed their API and we have received a quote to begin our service.

## Obj. 4.2: Be operationally ready Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.6: Leverage the use of technology to maximize. Morrisville 3. Evaluate all current and future needs of technolog.. Fire





Data Collection Point(s) of Contact (if needed)
Asst Fire Chief Lozinsky
Data Collection Lead
Asst Fire Chief Lozinsky

2020	2021		2022		2023		2024	
3 20 Q4 20 C	Q1 21 Q2 21 Q	3 21 Q4 21	Q1 22 Q2	22 Q3 22 Q4 22	Q1 23 Q2 2	3 Q3 23 Q4 23	Q1 24 Q2 24	
							2021 2022 2023 3 20 Q4 20 Q1 21 Q2 21 Q3 21 Q4 21 Q1 22 Q2 22 Q3 22 Q4 22 Q1 23 Q2 23 Q3 23 Q4 23	



### 3d. Research and identify current and future technological needs to stay current with changing technology.

Home









Fire

### **Target**

Keep agency (MFRD) stakeholders astride with current and future technological developments.

### Description

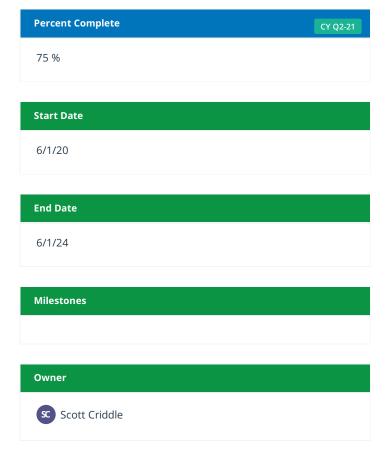
There remains a need for department personnel to attend expos, training opportunities, as well as local and national conferences to remain fluent with changing technology.

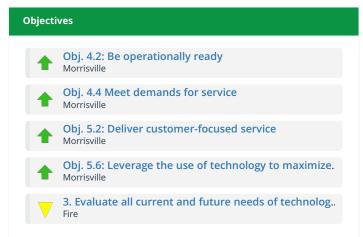
### **Why It Matters**

The continued gathering of new knowledge, particularly dealing with technology, is crucial because of the ever-increasing rate of change. The investment of resources to develop personnel is key to the department staying current with trends, identifying future needs, and improving best practices.

### Analysis

The Fire Department works continuously to make sure we are on the top of our technology game. We are currently working toward the implementation of a traffic preemption system that will reduce travel times to emergencies in town for both police and fire vehicles as well as provide information to motorists that will improve overall safety on our roads and at our intersections. In addition to the traffic preemption project we are also moving forward with implementation if First Due which is a state of the art pre-incident plan data collection program to maximize data available to responders in the field. Identifying future tech needs is constant and ongoing so we will never be 100% complete with this initiative.





Collection and Calculation Method
Data Collection Point(s) of Contact (if needed)
Asst Fire Chief Lozinsky
Data Collection Lead
Asst Fire Chief Lozinsky

Gantt Chart																	
		2020			20	21			20	22			20	23		202	24
Name	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	Q1 24	Q2 24
<b>∨</b> Fire																	
3d. Research and identify	cui																
,																	



### 4a. Develop a progressive officer training program designed to prepare personnel for advancement.











### **Target**

Standardize officer training as part of their career development.

### Description

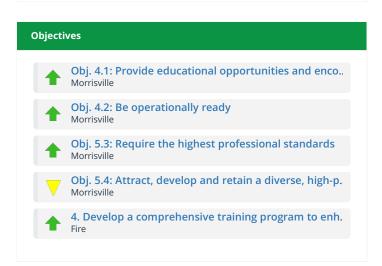
Define the required knowledge, skills, and abilities (KSAs) that comprise a successful officer. Research industry best practices and other similar agency programs. Identify gaps, conduct a cost analysis, create a plan, and seek consensus from the Town.

### **Why It Matters**

Standardizing officer training incentivizes skill and knowledge growth, and also stabilizes long-term development in the agency. It also ensures the required KSAs are in place to meet agency (MFRD) requirements.

### Analysis CY Q2-21

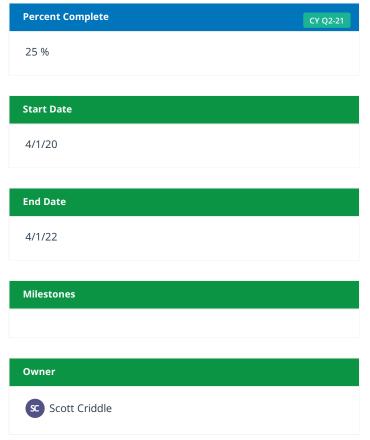
We have our first rough draft. This program will have a pilot program and be offered to all future and current officers to refresh the existing officer corps but to also look at the program and how it can be improved. Like our driver operator course this program will be constantly monitored and evaluated for opportunities to improve the content and delivery.



### **Collection and Calculation Method**

### Data Collection Point(s) of Contact (if needed)

Asst Fire Chief Lozinsky / Training Captain Salter



### **Data Collection Lead**

Asst Fire Chief Lozinsky / Training Captain Salter

Gantt Chart									
	_	2020			20	21		20	22
Name	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22
<b>∨</b> Fire									
4a. Develop a progressive of									



### 4c. Develop a company-level training program to improve quality and consistency of delivery.











### **Target**

Deliver quality, consistent training that meets the needs of the agency (MFRD) and the community.

### Description

Identify the current components of the agency training program, and the components of a successful company-level training program. Identify the gaps, and research industry best practices. Develop a plan for a company-level training plan to include guidelines and processes.

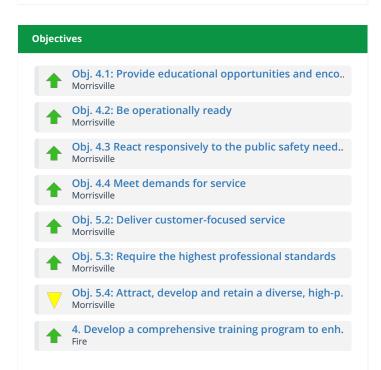
### **Why It Matters**

Having a successful training program for our staff ensures a consistent, quality level of service delivery to the community.

### Analysis CY Q2-21

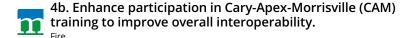
The department has 14 Performance Readiness Exercises (PRE) currently that come from 2 different program disciplines. The goal is to have a wide range of PREs from a all program areas and cover the majority of our basic skills. The plan is also to use data collected to develop focused company training as a result. The progress this quarter was 4 new exercises added bringing us from 10 to 14

Percent Complete	CY Q2-21
30 %	
Start Date	
7/1/20	
End Date	
7/1/21	
Milestones	
Owner	
Coatt Criddle	



Data Collection Point(s) of Contact (if needed)
Training Captain Salter
Data Collection Lead
Training Captain Salter

Gantt Chart													
			20	20						2021			
Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
<b>∨</b> Fire													
4c. Develop a company-leve													













### **Target**

Improve training interoperability with our CAM partners.

### Description

Identify agency lead for training program. Identify strengths of current training, and analyze practices to identify gaps in interoperability. Research successful elements of existing programs, and develop a coordinated training plan. Conduct a cost analysis, obtain consensus from CAM training committee.

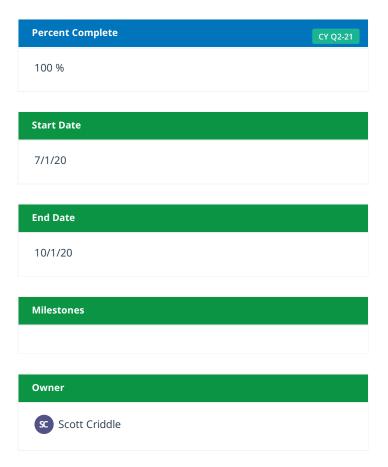
### **Why It Matters**

The agency (MFRD) frequently responds to emergencies with our CAM partners, and to ensure everyone is communicating and operating similarly requires a dedicated effort in our respective training programs.

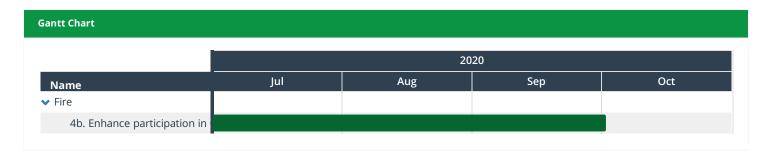
### Analysis CY Q2-21

Morrisville Fire/Rescue is very active in the CAM training. We clearly hold our share of the training and are heavily involved in the planning of scheduled training. Our CAM partners are all equally involved and engaged. The quality and frequency of our mutual aid training has never been this good.

# Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.2: Be operationally ready Morrisville Obj. 4.3 React responsively to the public safety need.. Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.2: Deliver customer-focused service Morrisville Obj. 5.6: Leverage the use of technology to maximize. Morrisville 4. Develop a comprehensive training program to enh. Fire



Data Collection Point(s) of Contact (if needed)
Training Captain Salter
Data Collection Lead
Training Captain Salter





4d. Enhance the training library to ensure the accessibility to current and relevant materials.











### **Target**

Improve overall staff knowledge, skill, and abilities, as well as maintain currency on relevant job-related tasks.

### Description

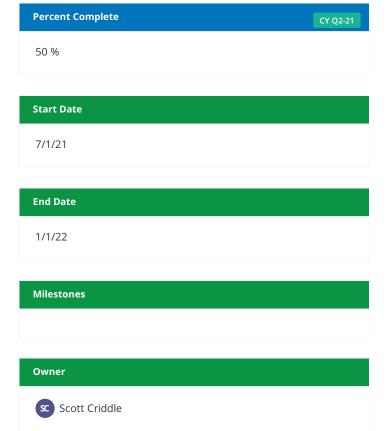
Inventory current agency (MFRD) training materials, and identify future needs. Analyze the gap, and research other available materials. Conduct a cost analysis before implementing.

### **Why It Matters**

The continued gathering of new training material is crucial because of the ever-increasing rate of change. The investment of resources to develop personnel is key to the department staying current and improving best practices.

### Analysis CY Q2-21

The department has identified critical texts and training materials that will always be maintained here and ordered updated versions of the most critical essential texts. The agency has an annual budget that will be used to its fullest potential to update our training library. The agency recently developed an inventory and a check in and check out tool on Sharepoint to assist with inventory management.



### Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.2: Be operationally ready Morrisville 4. Develop a comprehensive training program to enh. Fire

### **Collection and Calculation Method**

### Data Collection Point(s) of Contact (if needed)

Training Captain Salter / Engineer Whalen

### **Data Collection Lead**

Training Captain Salter / Engineer Whalen

Gantt Chart												
		2021										
Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan					
<b>∨</b> Fire												
4d. Enhance the training libra												



4e. Encourage and support the participation in specialized, outside training to diversify the department's knowledge base.







Outcome Measures



. . . .

### **Target**

Keep agency (MFRD) stakeholders astride with current and future job-related developments, enabling delivery of high-quality, consistent service to the community.

### **Description**

Analyze training historically attended by agency (MFRD) personnel, and research other relevant external training opportunities focused on staff professional development and service delivery. Analyze required costs, and secure approval and funding. Execute plans and have attendees share information gained upon return to MFRD.

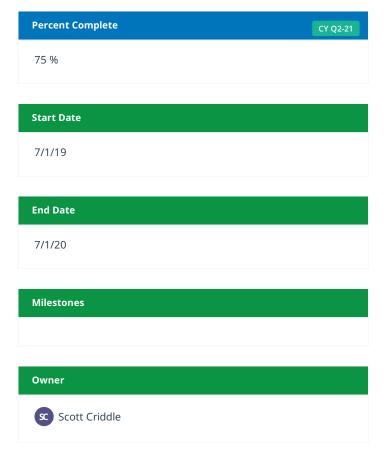
### **Why It Matters**

The continued participation in outside training is required to maintain and improve the knowledge, skills, and abilities of the staff. The investment of resources to develop personnel is crucial to the department staying current with trends, improve best practices, and deliver high-quality, consistent service to the community.

### Analysis CY Q2-21

The department is fortunate to have the support of the town in seeking training from outside our immediate area or region. The department has identified the highest quality training opportunities around the country and managed the training budget in a way that allows members from all ranks, shifts, and divisions of the department to attend the highest quality outside training opportunities on occasion. This quarter most of the COVID restrictions have been lifted and we are back at training to the extent possible by our staffing and budget.

# Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.2: Be operationally ready Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.2: Deliver customer-focused service Morrisville Obj. 5.4: Attract, develop and retain a diverse, high-p. Morrisville 4. Develop a comprehensive training program to enh. Fire



Collection and Calculation Method	

### Data Collection Point(s) of Contact (if needed)

Fire Chief Criddle / Asst Fire Chief Lozinsky

### **Data Collection Lead**

Fire Chief Criddle / Asst Fire Chief Lozinsky

### **Gantt Chart**

			20	19						2020			
Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
<b>∨</b> Fire													
4e. Encourage and support t													



5a. Establish a sustainable emergency management preparedness plan that addresses an all-hazard mitigation approach.











### Target

Have an effective Emergency Operations Plan that is interoperable with Wake County, and ensure agency (MFRD) staff is trained to implement.

### Description

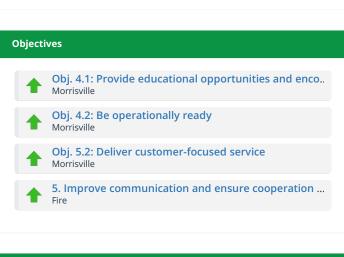
Evaluate the current Emergency Operations Plan to find areas of opportunity for improvement. Revise and update accordingly, and ensure the plan aligns with Wake County and the Town's current plan. Train staff on the revised plan.

### **Why It Matters**

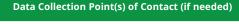
An effective Emergency Operations Plan moves through the stages of mitigation, preparedness, response, and recovery as smoothly as possible, reducing the potential stress and impact on the community.

### Analysis CY 02-21

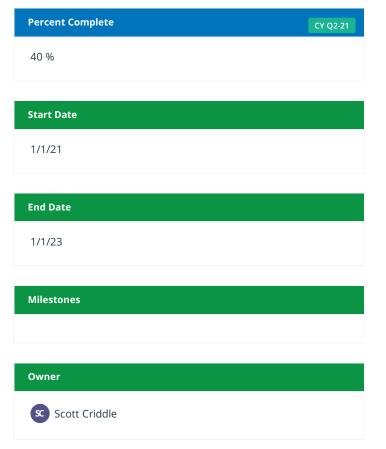
The town funded the effort to revise its Emergency Operations Plan (EOP) in FY 21. IEM has been selected to perform the update of our original EOP which IEM developed. The initial draft was delivered on time and was not accepted by the town. IEM has delivered a second draft and it is currently under review. It is scheduled to be complete by the end of August 2021.







Battalion Chief Cates



Data Collection Lead	
Battalion Chief Cates	

Gantt Chart									
		20	21			2023			
Name	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23
<b>∨</b> Fire									
5a. Establish a sustainable e	r								



5b. Work to empower the department's diverse customers through improved public outreach and education.



**Percent Complete** 

70 %

**Start Date** 









Fire

### Target

Serve all customers effectively through agency (MFRD) public outreach and education efforts.

### **Description**

Evaluate current prevention and education programs and identify areas of opportunity. Maximize participation with all community demographics in the development of a new plan to ensure there are no under-served populations. Develop a program that is outcome based. Educate agency staff for efficient and effective delivery.

### **Why It Matters**

Fire doesn't care about demographics. Agency public outreach and education efforts should maximize their effects for the entire community.

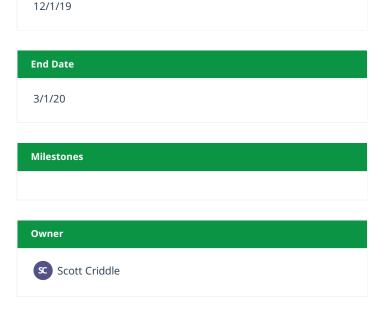
### Analysis

CY 02-

A comprehensive study of our efforts to reach underserved communities was conducted in 2018. The conclusion was that the agency has no major barriers to the delivery of its services and the services offered meet the communities needs. Many of our programs were slowed or stopped by COVID restrictions however this quarter saw some easing of many restrictions and allowed limited access to many of our best programs. In this quarter we were able to open our permanent checking stations for child safety seats. We have also held our first public event since COVID and our Bike Rodeo was successful. We are back to scheduling public education events as request come in.

### Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.3 React responsively to the public safety need.. Morrisville Obj. 5.2: Deliver customer-focused service Morrisville

5. Improve communication and ensure cooperation ...



Data Collection Point(s) of Contact (if needed)
Fire Chief Criddle
Data Collection Lead
Fire Chief Criddle





5c. Establish and maintain a mutually beneficial relationship with a public service answering point (PSAP) that allows the agency to deliver timely services and remain accredited.











Fire

### **Target**

Move the PSAP from Raleigh-Wake to Cary-Apex-Morrisville (CAM) to improve timely delivery of services and remain accredited.

### **Description**

Designate an agency (MFRD) team to facilitate the smooth transition from Raleigh-Wake to CAM. Align agency policies to allow for seamless interoperability, and educate staff on implementation.

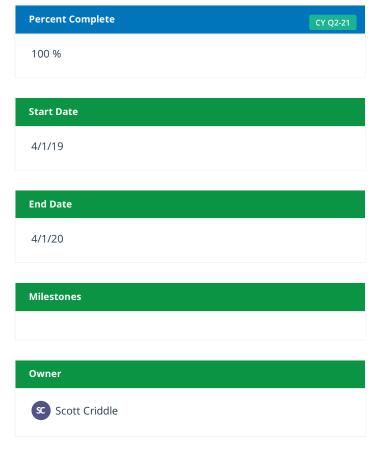
### **Why It Matters**

In an emergency seconds can matter. Reducing call processing time has the potential to positively impact the delivery of services.

### Analysis CY Q2-21

The agency has a new ILA with Cary Emergency
Communications Center who is our new PSAP and provide all
dispatch and emergency communications for the Morrisville
Fire/Rescue Department. With Raleigh Wake we were one of 32
agencies being dispatched by the PSAP and now we are one of 6
and we have more influence. Cary 911 was already answering
many of the cell phone calls for 911 within our district causing
transfer delays and those have been essentially eliminated and
our data shows that Cary 911 processes calls faster at the 90th
percentile.





Data Collection Point(s) of Contact (if needed)
Asst Fire Chief Lozinsky
Data Collection Lead
Asst Fire Chief Lozinsky

Gantt Chart													
					2019						20	20	
Name	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
<b>∨</b> Fire													
5c. Establish and maintain a													



### 6a. Improve the MFRD apparatus maintenance program to improve apparatus reliability.



**Percent Complete** 

70 %





Outcome Measures



### **Target**

Improve apparatus reliability while reducing overall costs.

### Description

Identify the components of the current apparatus maintenance program, and identify current reliability goals. Analyze the gaps, and research repair and maintenance options. Perform a cost benefit analysis. Determine which option best fits agency (MFRD) requirements. Seek administrative approval, and develop operational guidelines.

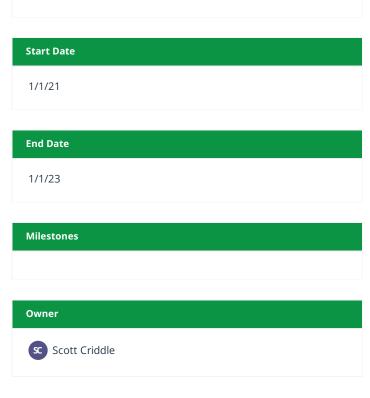
### **Why It Matters**

When apparatus are more reliable, they are more available for delivery of services.

### Analysis CY Q2-21

The fire department along with the Budget office have worked to revise the apparatus replacement plan to assure that it is adequate to meet the department's needs given the growing service demand and rising cost of large apparatus. The apparatus maintenance expenditures for this past FY were less than the Previous Year and this quarter we took delivery of a replacement platform that will improve our position with apparatus maintenance moving forward.





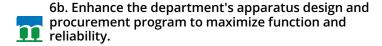
### Data Collection Point(s) of Contact (if needed)

Asst Fire Chief Lozinsky / Battalion Chief Dodson

### **Data Collection Lead**

Asst Fire Chief Lozinsky / Battalion Chief Dodson

Gantt Chart												
		2021 Q1 21				2022						
Name	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23			
<b>∨</b> Fire												
6a. Improve the MFRD appar												



**⋒** Home Scorecard

© Objectives Outcome Measures



### **Target**

Select future apparatus that maximizes function and reliable delivery of service to the community.

### Description

Form an apparatus committee and identify the current process for design and procurement. Analyze gaps and research industry best practices, to include reliability rates and life expectancy. Develop specifications for each type of apparatus. Perform a cost analysis and request adjustments (if applicable) within the capital improvement plan. Develop guidelines to keep the committee on schedule with apparatus procurement.

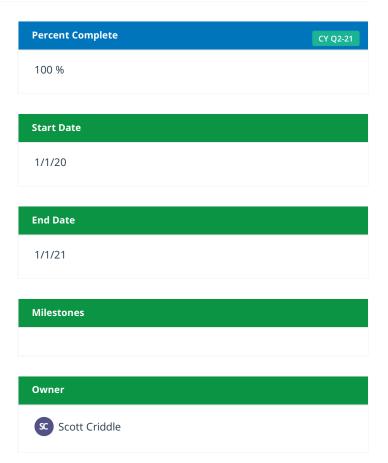
### **Why It Matters**

All apparatus do not serve the same purpose. A long-term plan for procurement will have the right combination of function and also focus on reliability to best serve community needs.

### Analysis CY Q2-21

The department feels that the complete overhaul of its apparatus committee was effective and that the most recent apparatus spec was done properly.

# Obj. 3.3: Effectively maintain assets and make the m.. Morrisville Obj. 4.2: Be operationally ready Morrisville Obj. 4.3 React responsively to the public safety need.. Morrisville Obj. 4.4 Meet demands for service Morrisville Obj. 5.1: Promote financial integrity through effectiv... Morrisville Obj. 5.2: Deliver customer-focused service Morrisville 6. Develop a comprehensive physical resource mana.. Fire



### Data Collection Point(s) of Contact (if needed)

Asst Fire Chief Lozinsky / Battalion Chief Dodson

### **Data Collection Lead**

Asst Fire Chief Lozinsky / Battalion Chief Dodson

Gantt Chart													
	2020								2021				
Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>∨</b> Fire													
6b. Enhance the department													



6c. Develop a comprehensive program to optimize the overall design and function of current and future MFRD facilities.



Scorecard

Objectives

Outcome



FILE

### **Target**

Optimize agency (MFRD) fixed facilities to best serve community needs.

### Description

Form a fixed facility committee and analyze the design and function of current fixed facilities, as well as identifying gaps in design and function. Research design elements and develop a minimum set of specifications for future fixed facilities. Develop a list of design options, and perform a cost benefit analysis.

### **Why It Matters**

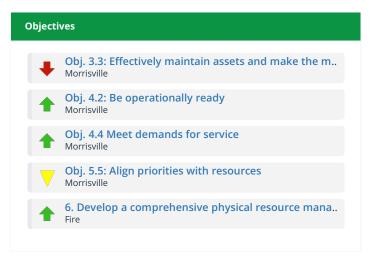
Fixed facilities can have a effect on the agency's ability to deliver timely and effective service. Improved planning and design can address these issues, separate the 'wants' from the 'needs', and allow the agency to better serve the community.

Milestones

### Analysis CY 02-21

The work load of designing future facilities has been addressed through a multi departmentmental group. The project management comes through Engineering, with logistic support from PW, and guidance from Planning and Inspections. The Fire Department, by committee, remains in charge of building programming, but the current plan is to build for total buildout of two apparatus staffed on all seating positions of 6. To reduce the current size of the building there are enough dorms for two companies of 4 and one battalion chief, with room and schematic design for adding 4 more dorms and one more bathroom. The plan currently is to use the same design for any future fire station. The design phase is closing out and the program budget is being finalized. The first location on Harris Mill is currently in site plan review.







Collection and Calculation Method					
Data Collection Point(s) of Contact (if needed)					
Fire Chief Criddle					
Data Collection Lead					
Fire Chief Criddle					

### **Gantt Chart** 2020 2021 Jul Aug May Feb Mar Name Jun Sep Oct Nov Dec Jan Apr Jun **∨** Fire 6c. Develop a comprehensiv



6d. Evaluate and improve the efficacy and availability of current facility-based training sites to ensure the long-term availability of safe and effective training facilities.











### Target

Have safe, effective training facilities available to the agency (MFRD) well into the future.

### **Description**

Identify existing available facility-based training sites, and analyze their safety, efficacy, and distance from town. Identify gaps from a desired end-state. Consider a study to provide further feedback and focus. Research options for improving effectiveness and availability of said facilities, and perform a cost benefit analysis of available options. Determine which option best meets the training needs of the agency.

### **Why It Matters**

Many skills and abilities required by our staff are perishable, and access to training facilities is necessary to maintaining those skills.

### Analysis Cy 02-21

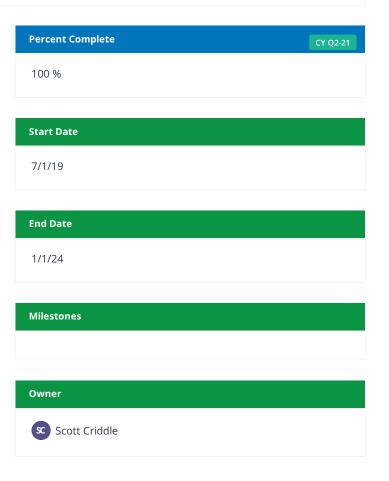
The agency has very recently completed agreements to allow the agency access to new fixed training facilities in Orange County, Sandhills Community College, in addition to our current facilities at WCFTC.

## Obj. 4.1: Provide educational opportunities and enco.. Morrisville Obj. 4.2: Be operationally ready Morrisville Obj. 4.3 React responsively to the public safety need.. Morrisville Obj. 4.4 Meet demands for service Morrisville 6. Develop a comprehensive physical resource mana.. Fire



### Data Collection Point(s) of Contact (if needed)

Asst Fire Chief Lozinsky / Training Captain Salter



### **Data Collection Lead**

Asst Fire Chief Lozinsky / Training Captain Salter

	2019	2020	2021	2022	2023	2024
Name	Q3 19Q4 19	Q1 2(Q2 2(Q3 2(Q4 2(	Q1 21Q2 21Q3 21Q4 21	Q1 22Q2 22Q3 22Q4 22	Q1 23Q2 23Q3 23Q4	23Q1 2
<b>∨</b> Fire						