



NAGS HEAD FIRE RESCUE STRATEGIC PLAN 2021 - 2026



INTRODUCTION

Nags Head Fire Rescue (NHFR) provides fire, rescue, emergency medical first response, hazardous materials response, fire investigation, community risk reduction and public education services to the residents, businesses, and visitors of Nags Head, North Carolina. Nags Head Fire Rescue is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, so it has taken to develop a “Community-Driven Strategic Plan.” Using the framework from the guidelines set forth in the Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual 9th Ed., this document intends to guide the organization with established parameters set forth by the authority having jurisdiction.

The community-driven strategic planning process goes beyond the development of a document. It challenged the agency’s members to critically examine paradigms, values, philosophies, beliefs and desires, in addition to challenging individuals to work in the best interest of the “team.” It further provided the agency with an opportunity to participate in the development of their organization’s long-term direction and focus. Members of the organization’s external and internal stakeholders’ groups demonstrated commitment to this important project and remain committed to the document’s completion.



NAGS HEAD FIRE RESCUE STRATEGIC PLAN

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ORGANIZATIONAL BACKGROUND

The Town of Nags Head (Town) is a resort community of 6.6 square miles located in Dare County, North Carolina. The Town was officially incorporated in 1961 but its history goes back several hundred years. It received its name from the folklore of the “wreckers”; land pirates who would hang lights on mules or horses (nags) to trick ships into running aground. Around 1830 the Town became known as a resort area and remains so today. Nags Head is a thriving, ecofriendly beach community with a population of approximately 3,000 year-round residents. It welcomes 30,000 to 40,000 visitors per week during the summer months. These visitors are attracted to the 11 miles of family friendly Atlantic Ocean shoreline.

Nags Head Fire Rescue got its start prior to the Town’s formal incorporation. In August 1959, a few concerned citizens had a meeting to discuss the need for fire protection on the northern Outer Banks. After a lot of hard work, the Nags Head Volunteer Fire Department was chartered by the State on March 2, 1961. Nags Head Volunteer Fire Department began as a small department, covering most of the northern Outer Banks. As the service grew and the work demands increased, the Town of Nags Head decided to hire our first paid fire chief in December 1984. Shortly after that, the first paid firefighter was employed in January 1985.

Today, Nags Head Fire Rescue, comprised of Fire and Ocean Rescue divisions, is committed to service, protection and conservation, providing all-hazards mitigation from two fire stations located strategically within the town. A combination department with 27 uniformed career staff members and five volunteers, Nags Head Fire Rescue provides various services and programs to support a safe community. Nags Head Fire Rescue serves our community through our well-trained, progressive members.

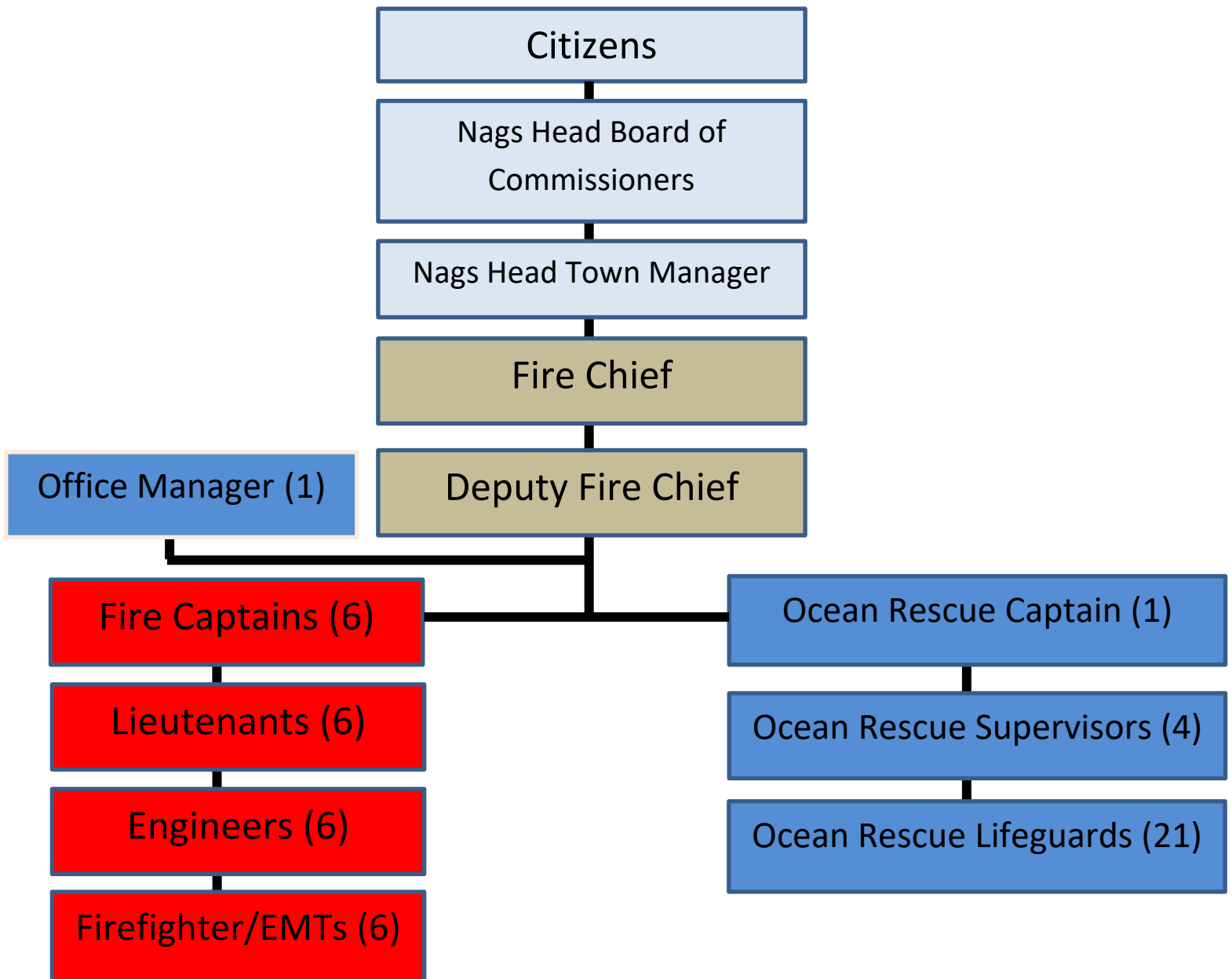




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ORGANIZATIONAL STRUCTURE





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PROCESS AND ACKNOWLEDGMENTS

Nags Head Fire Rescue acknowledges and thanks our external and internal stakeholders for their participation and input into this Community–Driven Strategic Planning process. Nags Head Fire Rescue wishes to thank the men and women of the strategic plan focus group for their leadership and commitment to this process.

THE COMMUNITY–DRIVEN STRATEGIC PLANNING PROCESS OUTLINE

- Define the programs provided to the community.
- Establish the community's service program priorities and expectations of the organization.
- Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
- Revisit the Mission Statement, giving careful attention to the services and programs currently provided, and which can logically be provided in the future.
- Revisit the values of the organization's membership.
- Identify the internal strengths and weaknesses of the organization.
- Identify areas of opportunity or potential threats to the organization.
- Identify the organization's critical issues and service gaps.
- Determine strategic initiatives for organizational improvement.
- Establish a realistic goal and objectives for each initiative.
- Identify implementation tasks for the accomplishment of each objective.
- Determine the vision of the future.
- Develop organizational and community commitment to accomplishing the plan.

Development of this strategic plan took place in June 2020, beginning with an online survey of external stakeholders. Input received from the survey revolved around community expectations and concerns, as well as comments about the organization. The results of this survey can be found in the Appendix.



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ONLINE SURVEY FINDINGS

A key element of the Fire and Ocean Rescue organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. The COVID-19 pandemic prevented the Department from hosting community stakeholder meetings. The Department's leadership opted to use an online survey to gather input from the public, therefore, social distancing was maintained. The agency invited community representatives to give feedback on services provided. During the 30 days the survey remained active we received 110 responses.

COMMUNITY PRIORITIES

To best dedicate time, energy, and resources to services most desired by its community, NHFR needs to understand what the customers consider to be their priorities. With that, the external stakeholders were asked to prioritize the programs offered by the agency through a process of direct comparison. The results were as follows:

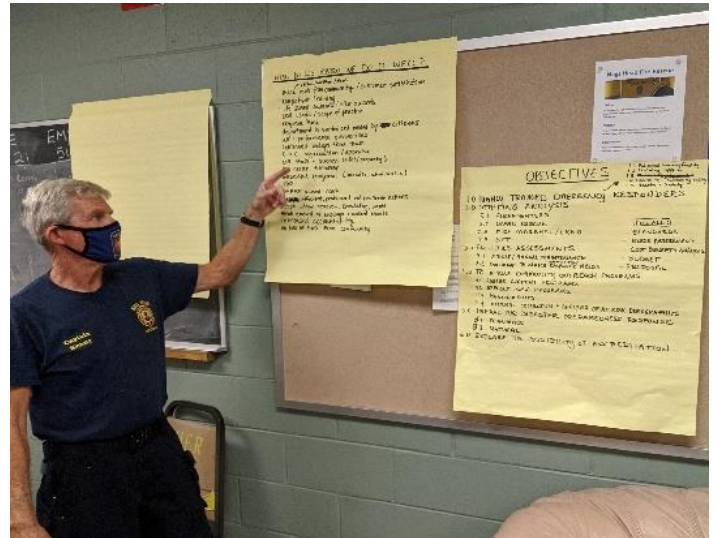
Programs	Ranking	Score
Fire Suppression	1	78
Emergency Medical Services	2	69.5
Rescue Basic and Technical	3	56.3
Fire Investigation	4	53
Hazardous Materials Mitigation	5	51
Domestic Preparedness	6	41
Wildland / Brush Fire	7	37
Public Education	8	25
Community Risk Reduction	9	24.4



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DEPARTMENT STAKEHOLDERS GROUP FINDINGS

Fire Rescue stakeholders work sessions were conducted over a period of two days. These sessions discussed the organization's approach to community-driven strategic planning, with the focus on the Mission, Vision, Values, and Supporting Services. They also provided a critical review of the organization's Strengths, Weaknesses, Opportunities and Threats. The work sessions involved participation from almost every level within the organization.



Nags Head Fire Rescue Department Stakeholders		
Skyla Lamberto-Egan <i>Firefighter</i>	Jackie Hart <i>Office Manager</i>	Shane Hite <i>Deputy Fire Chief</i>
Scott Hooper <i>Firefighter</i>	Rick Lawrenson <i>Chaplain/ Volunteer</i>	Tanner Mann <i>Lieutenant</i>
John Kenny <i>Fire Captain</i>	Chad Motz <i>Ocean Rescue Captain</i>	James Phillips <i>Firefighter</i>
Wayne Kidd <i>Fire Captain</i>	Randy Wells <i>Fire Chief</i>	



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MISSION

The purpose of the mission statement is to answer these questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup revisited the existing mission statement, ensuring it answered these questions. The following mission statement was created and accepted by the entire group:

We are Nags Head Fire Rescue. Our mission is to protect the people, property, and environment of Nags Head with courage, commitment and compassion.





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VALUES

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A work group met to revisit the existing values and proposed a revision that was discussed, enhanced further, and agreed upon by the entire group.

The Mission and Values are the foundation of this organization. Thus, we must make every effort to keep these current and meaningful so that they guide every member of the department during their daily tasks and objectives.

**Nags Head Fire Rescue
CORE values are to serve the
community through:**

Courage
Commitment
Compassion

VISION

Fire Rescue's current Vision is:

**To achieve the highest levels of community service and protection by
delivering outstanding customer service in all that we do.**





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PROGRAMS AND SERVICES

Nags Head Fire Rescue stakeholders identified the core programs provided to the community, as priorities to align ourselves with the community's expectations.

Core Programs of Nags Head Fire Rescue		
Emergency Medical Services	Fire Suppression	Rescue - Basic and Technical
Fire Investigation	Hazardous Materials Mitigation	Domestic Preparedness
Wildland / Brush Fire	Public Education	Community Risk Reduction

S.W.O.T. ANALYSIS

The Strengths, Weakness, Opportunity and Threats (SWOT) analysis is designed to have an organization candidly identify its positive and less than desirable attributes. Nags Head Fire Rescue stakeholders participated in an exercise to record their strengths, weaknesses, as well as the possible opportunities and potential threats. Information from this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gathered assists the agency in finding its broader critical issues and service gaps.

CRITICAL ISSUES AND SERVICE GAPS

Following the identification and review of Fire Rescue's SWOT, the internal stake holders met to identify the themes, primary critical issues, and service gaps. The critical issues and service gaps identified by the stakeholders provide further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of the goals, objectives, critical tasks and timelines. The internal stakeholders identified the following strategic initiatives, which we will analyze, prioritize, and improve our service delivery within the next five years.

Nags Head Fire Rescue Strategic Initiatives		
Staffing	Professional Development	Equipment
Technology	Community Outreach	Facilities



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GOALS AND OBJECTIVES

To continuously achieve the mission of Nags Head Fire Rescue, realistic goals and objectives, with timelines for completion, must be established to enhance strengths, address weaknesses, provide clear direction, and address the community's concerns. These should become the focus of Fire Rescues' efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as the needs and the environment change. Regular reports of progress shall be shared with Fire Rescue leadership.

Goal 1 Provide highly trained emergency responders to match the response needs of the community.

Objective 1A Analyze the needs of the organization related to training.

Timeframe

Assigned to:

Critical tasks

- Identify all career development required classes.
- Identify all current employee certifications held.
- Update all Standard Operating Guidelines to reflect current certifications.
- Analyze any specialized training needs.
- Clearly express all required mandated training for certification maintenance, regulatory requirements, and Insurance Services Organization.
- Report the findings to the leadership team for future action.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 1B Analyze the Department's current process for delivering training.

Timeframe

Assigned to:

Critical tasks

- Review classes offered over the prior 12-18 months.



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- Review employee training hours/elements and compare to expectations.
- Identify classes that were cancelled if applicable.
- Identify instructor capability, availability, and need.
- Identify training resources and facilities available and needed.
- Report the findings to the leadership team for future action.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1C Establish the Department's training needs.

Timeframe

Assigned to:

Critical tasks

- Collect the information and data reported in the previous objectives.
- Utilize the Community Risk Assessment to establish risks for which we must/should prepare.
- Identify the certificates held by current members.
- Identify any certification gaps.
- Identify the need for specialized services.
- Analyze any equipment and or facility needs and create a needs list.
- Report the findings to the leadership team for future action.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1D Develop a plan to deliver training that meets the Department's needs.

Timeframe

Assigned to:

Critical tasks

- Categorize any identified training needs.
- Prioritize the training categories.
- Coordinate the delivery agencies.
- Identify the training cycle.



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- Identify additional resources or facilities needed.
- Design training targeted to improve weaknesses.
- Ensure any outside classes are shared within the organization.
- Put the schedule out for feedback.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1E Implement the plan and carry out the training.

Timeframe	Assigned to:
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Critical tasks

- Identify and schedule needed instructors.
- Secure needed training facilities and equipment.
- Coordinate the training with coverage.
- Support the training classes as needed (ongoing).
- Begin offering training per the established plan and schedule.
- Manage the training plan to ensure that the plan is working.
- Constantly monitor for weaknesses and design training to address them, including drills.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 1F Evaluate the effectiveness of the new plan.

Timeframe	Assigned to:
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Critical tasks

- Develop a survey to determine effectiveness.
- Survey all identified employees on plan for effectiveness.
- Conduct data analysis with a focus on:
 - Training hours per employee, per shift
 - Department training hours



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- ISO breakdown
- Conduct a comparative analysis of employee certifications.
- Assess the number of employees who are prepared for promotional opportunities.
- Consider whether the department is required to go outside for positions.
- Report findings to the leadership team for future action.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 1G Revise the plan and repeat.

Timeframe

Assigned to:

Critical tasks

- Evaluate the employee survey results and make adjustments as warranted.
- Project the needs of the organization and adjust as necessary.
- Make identified plan adjustments.
- Implement the plan with the adjustments.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:





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Goal 2 Conduct a staffing analysis to establish a staffing model for Nags Head Fire Rescue

Objective 2A Evaluate current staffing model for effectiveness.

Timeframe

Assigned to:

Critical tasks

- Establish the evaluation process.
- Determine what resources are needed to properly evaluate staffing levels.
- Determine what standards may assist with a proper evaluation of staffing.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 2B Determine appropriate staffing levels for residential fire response.

Timeframe

Assigned to:

Critical tasks

- Consult National Fire Protection Association standards to determine recommended staffing.
- Evaluate methods to achieve the recommended staffing.
- Establish time constraints associated with effective response.
- Explore available methods for achieving the appropriate response.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 2C Determine appropriate staffing levels for water-related response.

Timeframe

Assigned to:

Critical tasks



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- Consult National Fire Protection Association standards to determine recommended staffing.
- Evaluate methods to achieve recommended staffing.
- Establish time constraints with effective response.
- Explore available methods for achieving the appropriate response.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 2D Determine appropriate staffing for the fire inspection process.

Timeframe

Assigned to:

Critical tasks

- Evaluate current North Carolina statutory requirements regarding the inspection process for commercial occupancies.
- Calculate the number of inspections within the town.
- Consider additional required inspections for new construction.
- Consider alternatives such as not performing inspections including the associated hazards.
- Compare fire inspection programs to those of other agencies with similar demographics.
- Develop possible alternatives to the current process.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:





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Objective 2E Develop appropriate staffing model to provide efficient services.

Critical tasks

- Consider proper coverage of all positions with properly trained staff.
- Consider proper coverage for water-based rescue and associated supervisory and logistics functions.
- Ensure staffing for the mandatory inspection process is sufficient.
- Recommend an implementation process for any new positions that may be needed.
- Seek additional funding methods for positions.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:





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Goal 3 Ensure the Department has the physical resources to meet the current and projected needs of the community.

Objective 3A Identify all current physical resources, including inventories of stations, apparatus, tools and equipment.

Timeframe

Assigned to:

Critical tasks

- Assign an inventory manager to identify all departmental resources and manage and maintain accountability of resources.
- Inventory manager to assign four inventory resource leaders over stations, apparatus, PPE, and tools and equipment.
- Each resource inventory leader to oversee the inventory of their assigned resource.
- Develop an inventory and evaluation form for each resource type.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 3B Evaluate all current Department stations.

Timeframe

Assigned to:

Critical tasks

- Establish the evaluation process, including the timeline to be used.
- Determine the personnel needed to complete the evaluation within the time parameters.
 - Location
 - Design
 - Condition
 - Age
 - Capabilities
 - Capacities
- Complete an assessment on current stations using the following parameters:
- Create a report of findings of the assessment and submit to the resource inventory manager overseeing stations.



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Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3C Evaluate all current apparatus.

Timeframe	Assigned to:
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Critical tasks

- Establish the evaluation process, including the timeline to be used.
- Determine the personnel needed to complete the evaluation within the time parameters.
- Complete an assessment on current apparatus using the following parameters
 - Age
 - Mileage/hours
 - Overall condition
 - Capabilities
 - Capacities
- Create a report of findings of the assessment and submit to department leadership.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3D Evaluate all current Personal Protective Equipment.

Timeframe	Assigned to:
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Critical tasks

- Establish the evaluation process, Including the timeline to be used.
- Determine the personnel needed to complete the evaluation within the time parameters.
- Complete an assessment on PPE using the following parameters.
 - Condition
 - Technology available
 - Current specifications



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- Current inventory standards
- Create a report of findings of the assessment and submit to the department leadership.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:

Objective 3E Evaluate all current tools and equipment.

Timeframe	Assigned to:
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Critical tasks

- Establish the evaluation process, including the timeline to be used.
- Determine the personnel needed to complete the evaluation within the time parameters.
- Complete an assessment of tools and equipment using the following parameters:
 - Age
 - Condition
 - Technology
 - Capabilities
 - Current industry standards
- Create a report of findings of the assessment and submit to department leadership.

Funding	Capital Costs:	Consumable Costs:
Estimate	Personnel Costs:	Contract Services Costs:





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Goal 4 Create a comprehensive community outreach program to better align our efforts with our citizens' expectations.

Objective 4A Evaluate our current programs for relevancy.

Timeframe

Assigned to:

Critical tasks

- Form a committee to evaluate the Department's community outreach.
- Identify what is working and what is not.
- Report findings and analysis to the leadership team for future action.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:

Objective 4B Identify the area(s) of need in the community and the Department, related to community outreach.

Timeframe

Assigned to:

Critical tasks

- Identify target programs.
- Identify the target audience(s) (age range, socio-economic, schools, etc.)
- Conduct a cost analysis to determine potential return on investment.
- Research and pursue any grant opportunities or other sources of alternative funding.
- Involve the community by asking for input on the desired programs.
- Report the findings to the leadership team for future action.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:



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Objective 4C Establish programs that enhance community engagement.

Timeframe

Assigned to:

Critical tasks

- Establish policies and procedures for identified programs.
- Establish and Manage social media platforms.
- Apply for any grant or alternative funding opportunities to help financially support identified programs.
- Pursue any community partnerships with community outreach in mind.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 4D Implement all programs as directed.

Timeframe

Assigned to:

Critical tasks

- Determine the target audience per program.
- Advertise through social media platforms in relation to the program.
- Provide outreach and solicit feedback.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 4E Conduct an evaluation of programs to determine if current resources are adequate to meet community's needs.

Timeframe

Assigned to:



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Critical tasks

- Evaluate each program's effectiveness.
- Based on findings, revise programs as needed.
- Apply revisions to the programs.
- Solicit feedback on revised programs.

Funding Capital Costs:
Estimate Personnel Costs:

Consumable Costs:
Contract Services Costs:





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Goal 5 Improve our disaster preparedness response.

Objective 5A Determine risks by conducting the Community Risk Assessment (CRA).

Timeframe

Assigned to:

Critical tasks

- Establish the Community Risk Assessment process.
- Assign personnel to complete the assessment.
- Educate the personnel on the proper assessment steps.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 5B Determine response needs based off Community Risk Assessment.

Timeframe

Assigned to:

Critical tasks

- Form a team to review the CRA.
- Review CRA for gaps in service.
- Compare current response capabilities with potential response gaps.
- Develop a plan to improve service delivery based on analysis.
- Implement necessary changes and review results.





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Goal 6 Explore the possibility of international accreditation.

Objective 6A Form committees as needed to pursue and maintain accreditation.

Timeframe

Assigned to:

Critical tasks

- Establish committee member criteria.
- Determine the composition of the committee.
- Develop and complete the selection process.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 6B Prepare a community driven strategic plan.

Timeframe

Assigned to:

Critical tasks

- Hold an external stakeholder meeting in which community members provide feedback on program priorities, service expectations, concerns and strengths perceived about NHFR.
- Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years.
- Determine a work plan for the accomplishment of each goal and implement the plan.
- Annually evaluate objectives accomplished with the plan.
- Report annual plan progress to internal and external stakeholders.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:



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Objective 6C Conduct a community hazards and risk assessment and publish a Community Risk and Standards of Cover document.

Timeframe

Assigned to:

Critical tasks

- Obtain instruction on hazard and risk assessment, and standards of cover preparation.
- Perform community hazards and risk assessment.
- Evaluate historical community emergency response performance and coverage.
- Establish benchmark and baseline emergency response performance objectives.
- Establish and publish Standards of Cover.
- Maintain, and annually update the Standards of Cover document.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:

Objective 6D Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.

Timeframe

Assigned to:

Critical tasks

- Obtain instruction on writing a Commission on Fire Accreditation International (CFAI) self-assessment manual.
- Assign self-assessment manual category and criterion writing to the agency accreditation committee/team members as appropriate.
- Review self-assessment and ensure all reference items are in order.

Funding Capital Costs:

Consumable Costs:

Estimate Personnel Costs:

Contract Services Costs:



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STRATEGIC PLAN VISION

On the final day of the process the focus group presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the Department's global vision but rather, to confirm the future of the work that was designed by the Department's stakeholders. This vision is intended as a target of excellence to strive toward and provide a basis for its goals and objectives.

Nags Head Fire Rescue's 2026 Vision

Never lose focus for what's best for our community. We will endeavor to provide the highest levels of customer service with an appropriately staffed organization that is trained and equipped to meet the challenging needs of those that live, work and play in our town.

Help our citizens and visitors with the highest standards of care we can provide. We will work to increase positive outcomes for those we serve.

Focus on the people while being data driven and results oriented: never losing our passion to serve.

Remember our history but staying focused on the future.

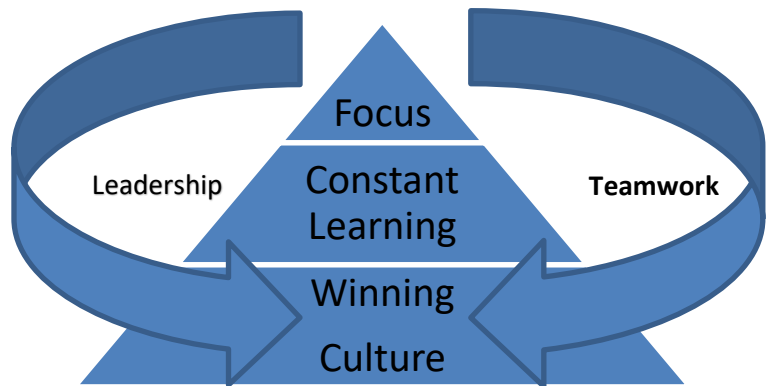


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HIGH PERFORMANCE ORGANIZATIONAL BLUEPRINT

There are many ways in which organizations become or maintain high performance. Nags Head Fire Rescue has chosen to follow the blueprint of the performance pyramid. This performance pyramid has its origins in Formula 1 racing teams. We believe that this model will provide us with the best chance of success to meet the demands of the community and to achieve our high-performance standards. At the top of the pyramid is Focus. For NHFR, our focus is clearly identified in our mission statement. The next level of the pyramid is Constant Learning. NHFR is committed to being a learning organization; dedicated to organizational and individual improvement. The base of the pyramid, a Winning Culture, is vital to the organization's success. Our culture will support the development of a high performing organization. To foster this winning culture, we will concentrate on four key areas; constant communication, no blame philosophy, one-team-one-mission mindset, and a long-term perspective. The development of this culture is central to our success.



PERFORMANCE MEASUREMENTS

To assess and ensure that Nags Head Fire Rescue is delivering on the promises made in the strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurements can be challenging, the organization must focus on the assessment process. The importance of the performance measurement is that it moves the organization away from reacting to the moment and puts the organization in position for long term growth and development. The Center of Public Safety Excellence (CPSE), from which most of this document was developed, argues that achieving results is based on four key bullet points:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of data to drive continuous improvement in the organization.

They reinforce these bullet points with a quote from Davis Osborne and Ted Gaebler, from their book *Reinventing Government*.



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- If you don't measure the results of your plan, you can't tell success from failure.
- If you can't see success, you can't reward it.
- If you can't reward success, you're probably rewarding failure.
- If you can't see success, you can't learn from it.
- If you can't recognize failure, you can't correct it.
- If you can demonstrate results, you can win public support.

For our performance to improve, we must utilize a system of improvement. The most successful organizations use a system of "plan, do, review". Data collection will be an important part of our performance improving process. We will collect inputs, outputs, and we will measure efficiency, service quality, and outcomes. To better understand why these are important, we should define them:

Inputs- what is taken in by any process or system.

Outputs- the action or process of producing something

Measure Efficiency- we will develop a set of key performance indicators and mindfully measure our success / failure on meeting them.

Service Quality- we will review our performance and ensure that we are meeting the community's needs while being economically efficient.

Outcomes- we will measure the consequences of our performance in a numerical and data driven manner.



THE SUCCESS OF THE STRATEGIC PLAN

The organization's success will hinge on its ability to adapt and change to its environment. The leadership of the department will foster a state of constant learning. We will adopt a no-blame philosophy, and we will develop a winning culture. The plans success will come with a one-team one-mission mindset. This plan's success will not come from the implementations of the goals and objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large. It is our hope that this plan goes a long way toward unifying the community's vision of its Fire/Rescue and how the organization will align itself with the community's expectations.



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GLOSSARY OF TERMS, ACRONYMS, AND INITIALISMS

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies to institutions or agencies and their programs or their services. Accreditations ensures a basic level of quality in the services received from an agency.
AED	Automatic External Defibrillator
CAD	Computer Aided Dispatch
CFAI	Commission on Fire Accreditation International
CPR	Cardiopulmonary Resuscitation
CPSE	Center for Public Safety Excellence
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of the process; or the person or entity directly served by the department or agency.
DOT	Department of Transportation
DMV	Department of Motor Vehicles
DHHS	Department of Health and Human Services
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EPCR	Electronic Patient Care Report
EVT	Emergency Vehicle Technician
HR	Human Resources
Input	A performance indicator that is taken in, operated on by any process or system.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it for, and how it does it.
NFPA	National Fire Protection Association
NREMT	National Registry of Emergency Medical Technicians



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OSHA	Occupational Safety and Health Administration
Outcome	A performance indication where qualitative consequences are associated with a program/ service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PPE	Personal Protective Equipment
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
SCBA	Self-Contained Breathing Apparatus
Stakeholder	Any person, group, or organization that can place a claim on, or influence the origination's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goals.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual operations plans.
Strategic Planning	The continuous and systemic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWOT	Strength, Weakness, Opportunities and Threats.
THIRA	Threat and Hazzard Identification and Risk Assessment
TIC	Thermal Imaging Camera
Vision	An idealized view of a desirable and potentially achievable future state-where or what an organization would like to be in the future.



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APPENDIX

Nags Head Fire Rescue conducted an online survey to gather the expectations, comments, and concerns of its fire and emergency services organization. This information is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to prioritize a list of services provided by the organization. The responses were analyzed and placed into topics and weighted. The weighted, prioritized responses were then placed into groups of similar services and then averaged. For example, Ocean Rescue was a high priority for the community, but Ocean Rescue is just one facet of rescue within the Fire Service. When placed in the category and weighted, it falls within the Basic and Technical Rescue group and was ranked third.

It is important to note that the use of the online survey did yield valuable data, but it limited our ability to dialog and interact with the citizens. During our next revision of the plan we hope to hold numerous small meetings and allow the community a direct way to express their concerns, expectations and overall view of the organization.

Q1 – How are you associated with the Town of Nags Head Fire Rescue?

ANSWER CHOICES	RESPONSES	
I own a home and reside year round in the town of Nags Head.	59.09%	65
I am a non-resident home owner.	16.36%	18
I rent a home and reside here, I have a driver's license and voter registration card associated with my address.	10.00%	11
I vacation in the town of Nags Head.	9.09%	10
I own and operate a business in the town of Nags Head.	5.45%	6
TOTAL		110



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Q2 – In the last 12 months, did you have an illness, injury, or emergency that required the services of Nags Head Fire Rescue?

ANSWER CHOICES	RESPONSES	
Yes	7.27%	8
No	92.73%	102
TOTAL		110

Q3 – If yes, was this experience positive or negative and please explain? (8 responses)

Here are the 8 responses we received, unedited.

1. "Love the nature of the ocean in Nags Head. Don't like too much government. Too many fees and taxes without taking care of flooding and just safety. Trim the fat of too many government employees and hoops to jump through."- 6/14/2020 9:44 PM
2. "Very positive. My father had a major stroke and could not move. NH fire department responded in a responsive and very compassionate manner."-6/8/2020 10:44 AM
3. "Positive. The crew is always helpful when we call. Had a small issue in the plaza for another business that had a planter fire and the responded and assisted the situation without causing a huge issue for other business in the plaza on a busy day."-6/4/2020 7:48 PM
4. "Extremely positive ! I had a tibial plateau fracture and nhfr carried me in and out of my home for several doctors appointments. So grateful for their help!" -6/4/2020 5:04 PM
5. "Positive. Fast response to a medical emergency. Firefighters did not speak to me and just stood back while EMS did what they needed to do." -5/27/2020 7:43 PM
6. "Positive. Everyone was very professional and caring. The response time was excellent." - 5/27/2020 5:46 PM
7. "Very positive. My wife fell and NHFD responded with Dare EMS. Very polite, very helpful Very skilled" -5/27/2020 5:35 PM
8. "Very positive answering a fire alarm"- 5/24/2020 11:37 AM



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Q4 – Please score how important it is to you for the fire department to provide these services.

Using a weighted average, here are the services prioritized by importance.

Programs	Ranking	Score
Fire Suppression	1	78
Emergency Medical Services	2	69.5
Rescue Basic and Technical	3	56.3
Fire Investigation	4	53
Hazardous Materials Mitigation	5	51
Domestic Preparedness	6	41
Wildland / Brush Fire	7	37
Public Education	8	25
Community Risk Reduction	9	24.4

** This table was constructed using the weighted averages from a list of 40 activities provided by Nags Head Fire Rescue. Like services were grouped and classified together. An example of this would be Rescue Basic and Technical. All forms of rescue including Ocean Rescue are included in this classification.

Q5 - Can you identify any other services that you feel Nags Head Fire Rescue should be providing to the citizens and visitors of the Town of Nags Head?

“No.” (9 responses)

“This is very comprehensive. They have a ton on their plate.” -6/18/2020 7:40 AM

“Nags Head Fire and Rescue should utilize the services of other town, county, state and federal agencies to protect the Town and should cooperate in helping others. Redundant equipment and services is a waste unless it fits into a larger plan.” - 6/16/2020 7:23 AM

“Modern equipment and the appropriate number of firefighters to rescue me and my family or neighbors.” - 6/9/2020 8:13 AM

“Juvenile Firestarter Prevention Program” -6/7/2020 12:37 PM



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"Diverse modalities for emergency response with flexible command allowing for variability in types of response to insure more scaled and appropriate emergent and non-emergent outreach"
- 6/7/2020 12:02 AM

"Cannot think of anything. Your list was pretty extensive." - 6/4/2020 7:48 PM

"Year-round lifeguard patrol"- 6/4/2020 3:05 PM

"One already in place also of utmost importance is patient assists" - 6/4/2020 8:42 AM

"Enhanced Fire Dept and Ocean Rescue cooperation" - 6/3/2020 1:39 PM

"Courtesy assistance to elderly/disabled/post-hospitalized folks to get in/out of their home." –
5/31/2020 12:07 PM

"Helping elderly and disabled to get into and out of their homes - courtesy calls." -5/31/2020
12:04 PM

"Citizen involvement such as shopping center demonstrations, speaking at non-profits and service clubs, special card needs such as Alzheimer's care"- 5/28/2020 12:47 PM

"Fast turnarounds" - 5/28/2020 12:23 PM

"Promote and teach Stop the Bleed and You are the Help Until Help Arrives programs - managed by DHS / FEMA." – 5/28/2020 8:49 AM

"That list is very comprehensive!!" – 5/28/2020 8:43 AM

"Some of the mentioned jobs seemed to be duplicate services of police, coast guard etc"-
5/28/2020 7:34 AM

"More CPR and defibrillator training classes for citizens of Nags Head." - 5/27/2020 9:49 PM

"No, I think the current service level is adequate." - 5/27/2020 8:03 PM

"Training with other agencies." 5/27/2020 7:43 PM

"Provide more public information about fire calls, rescues, inspections and investigations." -
5/27/2020 6:35 PM

"It's not listed above, but I think helping people with problems getting in or out of their house is an important service for residents. I have never used it, but my neighbors have" -5/27/2020 6:28 PM



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"No. They do an exceptional job as it is." -5/27/2020 6:16 PM

"Because you're not doing enough already?" - 5/27/2020 6:10 PM

"Identify reoccurring or high-risk residential fire causes and generate an inspection program to prevent fires." 9 -5/27/2020 6:01 PM

"Helping residents gain access and egress from their homes when they physically need help. This service helped my parents in their time of need when returning from health care facilities." - 5/25/2020 7:59 AM

Q6 - On a scale of 1 to 10 with 10 being Excellent, please rate how good you feel that the Town of Nags Head Fire Rescue engages and interacts with the citizens and visitors of our community? *Average from 109 responses was 8.83.*

Q7 - On a scale of 1 to 10 with 10 being Excellent, please rate how attentive you feel Nags Head Fire Rescue is to the needs of the community? *Average from 109 responses was 9.02.*

Q8 - On a scale of 1 to 10 with 10 being Excellent, please rate how satisfied you are with the overall services provided by the Town of Nags Head Fire Rescue. *Average from 108 responses was 9.14.*

Q9 - Please provide any additional comments and/or recommendations on how the Town of Nags Head Fire Rescue can improve our service to our community and business owners.

Here are the responses:

"I cannot think of any improvements since you all do a excellent job as it is!"

"None"

"The town of NHFD does an excellent job protecting and aiding our community. Keep up the great work!"

"What is a Trench Rescue. Dig the ditches and keep the water off the roads. Have the town open the gates to let water off roads instead of sending fire trucks around to evacuate people. It is a big disruption to business"

"I live on the north end of Nags Head and would like to see a fully staffed fire station closer to me."

"No recommendations. They do a superb job."



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"More lifeguards and personable lifeguards"

"Y'all are awesome"

"Thank you for all you do!"

"Doing a great job and we appreciate owning a business here. Anytime we have questions the department always helps."

"Thank you for all you do for our community!"

"Thank you for being proactive."

"Team is fantastic...THANK YOU!"

"You're doing a great job already"

"Community outreach and ENCOURAGEMENT of local citizens to volunteer and eliminate these barriers for entry"

"Really enjoy seeing the firefighters out in the community, eating or shopping at the local businesses."

"Keep it up. Over the years we have had a few late-night fire/smoke alarms that you've handled to include education. Just over a year ago fire & ems hauled me out and back twice during medical emergencies - couldn't ask for better."

"Thank you for all you do!"

"Proud to have NHFR in our small community - such an outstanding and professional organization. Thank you!"

"I think the Town of Nags Head Fire Rescue does an awesome job servicing the community. I would like to see more of an involvement with individual, year-round residents."

"More community classes being offered on fire safety in the home; CPR and defibrillator training; how to handle rip currents and other potential hazards in the ocean; etc."

"I have seen a few responses to events in my neighborhood. Each time, the Fire Rescue staff have been very quick to respond, professional, and efficient. I am impressed and proud to live here."

"Nags Head once had a vibrant volunteer fire department that complimented the career department. I'd like to see that initiative rebuilt."



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"All in a leadership position should have ongoing leadership training both individually and collectively as a team."

"Thank you for your services and compassion"

Q10 - What concerns do you have regarding Nags Head Fire Rescue and its programs and services?

Here are the responses.

- "None" (6 responses)
- "I have heard rumors of budget cuts. My concern with budget cuts is that the men and women in the NHFD have the training, skills and equipment they need to safely perform all job duties and responsibilities."
- "Have been booted from Driving for the Cure Cancer tournament twice for the Fire Dept. to show up at the end of tourney to say we couldn't go under the tent without a fire extinguisher or signs. Total nonsense. Just showing off or disregard for the largest cancer fundraiser in Dare Co."
- "More community inclusion"
- "None right now. Thank you for all you do!"
- "Fire department response during major sound side flooding events. Funding to the ocean rescue program being cut. Lifeguards in the offseason as our shoulder season continues to expand."
- "I heard lifeguards can't volunteer firefight??? How insane is that? That is a perfect pipeline into establishing a healthy volunteer dept and eventually paid professionals. My child works for a different town with a healthy volunteer department with many ocean rescue alumni. For whatever reason this is, you should seriously take a look into this and evaluate how that looks to the community"
- "The removing of lifeguard stands and cutting lifeguard staff!"
- "None at this point. Thanks for all you do and being there."
- "Dearth of Trained Volunteers that can get additional equipment to mutual aid calls without stripping stations or can respond to a second fire or other emergency"



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- “A few years ago, I witnessed a house burning down on South Oregon Inlet Road and had the fire department gotten to the house about 10-15 minutes faster and got set up to put out the fire immediately upon arrival, the fire would have likely been contained before tearing into the neighbor’s house too, however, it also burnt down.”
- “No concerns - there is very little room for improvement but glad to see the organization is constantly striving to better itself.”
- “Budget to Add additional EMT/Firefighters at each Station. Continue with plans to build Joint Station with KDH.”
- “That we continue to have people who are willing to serve especially with the complications of pandemics.”
- “Not well publicized”
- “None at this time”
- “There seems to be a high turnover rate at NHFR. That concerns me as a resident.”
- “Is there a volunteer fire service?”
- “The department must be accountable and transparent to ensure that the services are appropriate and that finances serve the public good.”
- “None, really.”
- “I spent 15 years as a very involved member in a busy all volunteer company in the Philly suburbs. I can't imagine all the challenges here, there's a little bit of everything and anything to deal with in this environment. While I hope the town budget supports you adequately, always fight for more money for personnel, training, equipment, young member recruitment, older volunteer support) recruitment, whatever you can do to stretch the budget and continue the excellent service. The survey is a great idea. Thank you for all you do and good luck.”
- “Adequacy and amount of lifeguards”
- “None, would like to become involved or volunteer as a new year-round resident”
- “None that I’m aware of”
- “Beach fire permit should be free to Nags Head residents”