




# 2025-2030 STRATEGIC PLAN



Morrisville  
Live connected. Live well.



Prepared by:  
Morrisville, NC  
Fire Department



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# MESSAGE FROM THE FIRE CHIEF

I am excited to present the Morrisville Fire Department's 2025-2030 Strategic Plan. This plan is our promise to the community and the members of the Morrisville Fire Department: staying committed to delivering and developing professional services that create positive outcomes for the community while creating a professional environment for our members to grow. To provide high quality emergency services to our community and partners, we must proactively respond to changes in the fire service, solve complex problems, and preserve a culture for our staff that is supportive, embraces new thinking, and captures all the best qualities of each individual to sustain one great fire department.

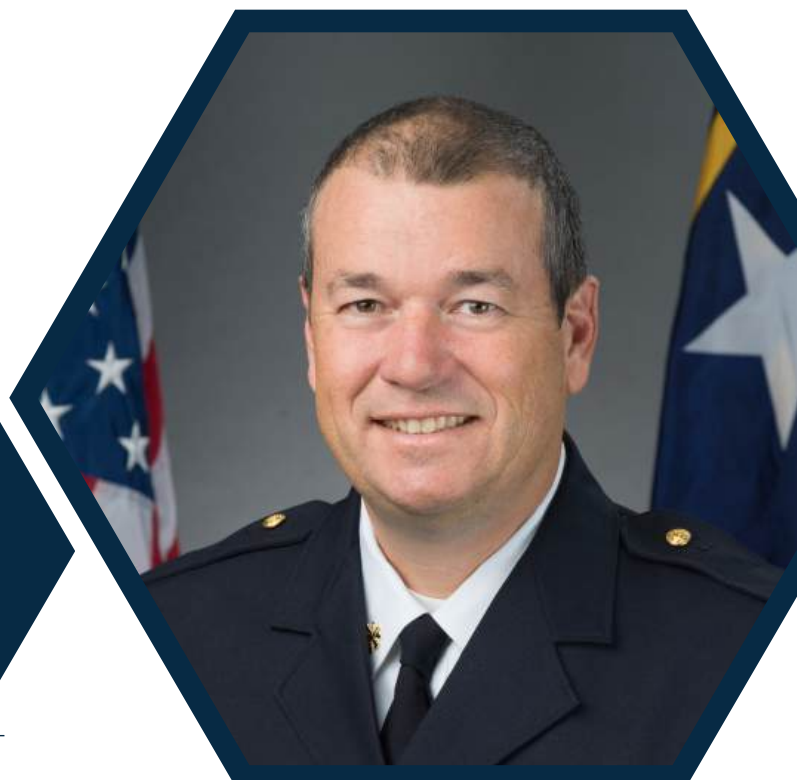
This Strategic Plan represents input from our Town Council, Public Safety Advisory Committee, Community Emergency Response Team, community stakeholders, and members of the Morrisville Fire Department. We sincerely appreciate the candor and the genuine thought-provoking conversations that developed throughout this process. The Strategic Plan takes all of us to make it more than just words on paper.

The goals and objectives were created through the direct input of the members of the Morrisville Fire Department and our community. Through several work sessions and many hours of collaboration, valuable insight was captured that will help us serve our community better and continue a culture of success and opportunity.

Our success requires organizational buy-in, health and wellness of our department, ongoing support from our Town Staff and Council, and the continued active engagement from the community we are honored to serve. We will move forward with purpose, embrace the future with positive energy, and commit to sharing our progress.

A sincere thank you to all that helped us develop our roadmap to an even greater department. We are all part of the Morrisville community.

Thomas Dooley Jr.  
Fire Chief





# EXECUTIVE SUMMARY



## INTRODUCTION

The Morrisville Fire Department (MFD) provides an all-hazards approach protecting the lives and property of the residents, businesses, and visitors of Morrisville, North Carolina. The following strategic plan was written under the guidelines outlined by the Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self-Assessment Manual 10th edition. It is revised every five years and is intended to be as resilient as the community we live and serve in. The current core values and mission statement were put on a whiteboard and evaluated by every member of the department. The question was asked, “do they still best represent the individuals and the whole of the department? Do they still connect us to our community?” Together, we identified enhancements to our core values and mission statement we believe does just that.

The feedback received by all stakeholders guided the creation of goals and objectives which will drive our department members to continuously seek self-improvement, provide a higher level of professionalism, and engage and listen to the needs of the community for the next five years and beyond. The Morrisville Fire Department will always put a high value on community engagement. Our passion is our service, and this process provided the department an opportunity for multiple internal and external stakeholders to participate in the development of our long-term direction and focus. We are very grateful to all of those that helped create our values and mission for the future.

## OVERVIEW

Today, the Town of Morrisville is a thriving community of over an estimated 32,000 that reside within its 9.8 square miles. Because of the Town’s location adjacent to the Research Triangle Park, the Raleigh-Durham International Airport, and Interstate 40, the area is rich in residences, offices, light industry, hotels, and continued growth; contributing to a variety of risks the fire department must consider.

Today the Department provides its services from three fire stations located strategically throughout the town. Staffed by 65 full-time professionals, the Department provides its various services and programs to continuously improve the quality of life for the residents, businesses, and visitors to the town. The MFD continues to remain mission-focused as evidenced by its international accredited status by CFAI and insurance rating of “1” from the North Carolina Office of the State Fire Marshal. The Department embraces excellence in all it does and continues to be dedicated to those it serves.



# VISION AND MISSION STATEMENTS, CORE VALUES, ORGANIZATIONAL CHART

## VISION STATEMENT

The Morrisville Fire Department will preserve a culture of continuous improvement focused on professional development while creating and encouraging a connection to the community.

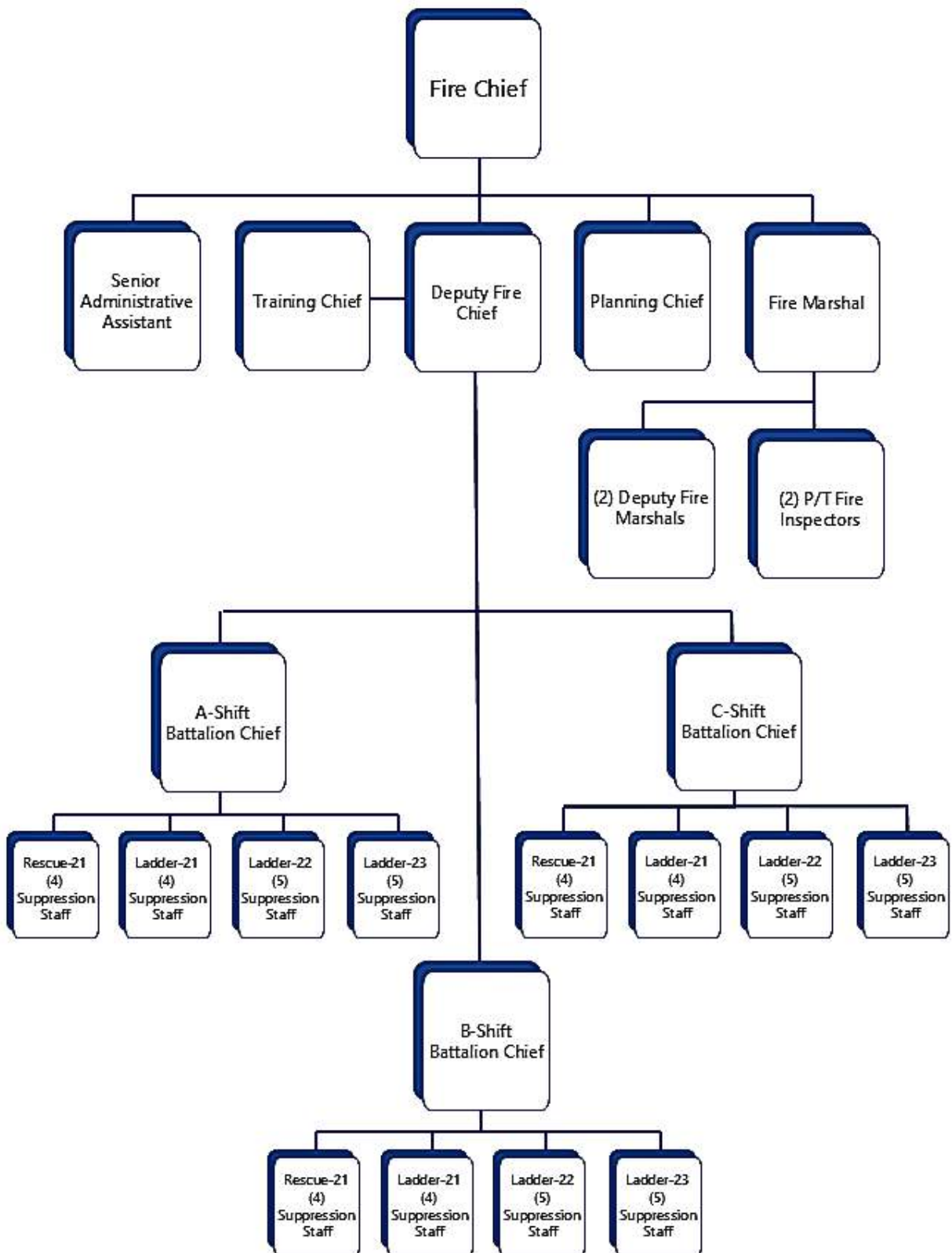
## MISSION STATEMENT

The Morrisville Fire Department is committed to delivering professional services by striving to create positive outcomes for the community.

## CORE VALUES

Integrity  
Commitment  
Compassion  
Pride  
Professionalism  
Inclusiveness

# ORGANIZATIONAL CHART





*Community Stakeholders Work Session*

## COMMUNITY-DRIVEN STRATEGIC PLANNING

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.

### PROCESS OUTLINE

The Center for Public Safety Excellence provided the following steps to creating a strategic plan for fire departments. Following these steps ensure we meet their accreditation model and is a plan that can be implemented.

1. Define the programs provided to the community.
2. Establish the community's service program priorities and expectations of the department.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization's critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.





*Community Stakeholders Work Session*

## COMMUNITY STAKEHOLDERS

Development of this plan began in January 2024 when the department identified community stakeholders to ensure broad representation in the process. The community stakeholders were comprised of some who reside or work within the Morrisville Fire Department's coverage area, community partners, and some who were recipients of MFD's service.

Community Stakeholders		
Sadaf Abbas Resident	Syed Abbas Resident	TJ Cawley Mayor
Michael Cooper Cary Fire Chief	Rose Cornelious Past President, Morrisville Chamber of Commerce	Satish Garimella Mayor Pro Tem
Tim Herman Apex Fire Chief	Matt Jacoby Cary Fire Department	Liz Johnson Town Council Member
Chris Parker Cary Fire Department	Steve Rao Town Council Member	Giselle Rodriguez Deputy Town Manager
Maharajan Shunmugam Resident	Joseph Vindigni Wake Co. Fire Services	Brandon Zuidema Town Manager



Community Stakeholders Work Session

## COMMUNITY STAKEHOLDERS FINDINGS

A key element of Morrisville Fire Department's organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the Department invited community representatives to provide feedback on services provided by the department. Respondents from Town Council, Town Departments, Advisory Boards, Wake County, Cary-Apex-Morrisville (CAM) partners, and residents were asked to provide feedback on services provided by the Department. The results ranked by priority are as follows:

Programs	Ranking
Fire Suppression	1
Emergency Medical Services	2
Community Risk Reduction	3
Emergency Management	4
Public Fire and Life Safety Education	5
Hazardous Materials Mitigation	6
Technical Rescue	7
Fire Investigation	8

See [Appendix 1 beginning on page 22](#) for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



*Department Stakeholders*

## DEPARTMENT STAKEHOLDERS

Internal development of this strategic plan began in November 2023, beginning with a Department stakeholders meeting to develop a mission statement and core values, followed by a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The Department stakeholder work sessions were conducted utilizing members across each shift and of various ranks. These sessions served to discuss the organization's approach to community-driven strategic planning, focusing on the Department's mission, values, core programs and support services.

Morrisville Fire Department Internal Stakeholders		
Tony Bethel Captain	Scott Criddle Battalion Chief	Tom Dooley Fire Chief
Dustin Dutton Master Firefighter	Charles Eldridge Fire Marshal	Spencer Fallin Firefighter
Nick Feamster Engineer	Bill Granger Sr. Admin Support	John Kauls Engineer
Todd Lewis Captain	Nathan Lozinsky Fire Chief, Retired	Jamie Lynn Engineer
Ben Oswald Deputy Fire Chief	Kamrin Papale Master Firefighter	Chris Salter Training Chief
Kevin Squires Engineer	Cole Vaughn Firefighter	Nick Young Engineer





*Department Stakeholders Work Sessions*

## SWOT ANALYSIS

Department stakeholder findings are represented through a SWOT analysis. A SWOT analysis allows an organization to clearly identify both its positive and negative attributes. It also offers an opportunity for the organization to assess its operating environment, highlighting areas for potential growth as well as those that may pose challenges. Stakeholders from the Department engaged in this activity to document MFD's strengths and weaknesses, along with possible opportunities and potential threats. [Appendix 2 \(beginning on page 28\)](#) consists of the complete SWOT data collected by Department stakeholders.

## STRATEGIC INITIATIVES

Following a SWOT analysis of the Department and receiving the community survey feedback, key themes were identified that related to significant issues and service gaps. The identified issues and gaps led to the creation of six strategic initiatives. These initiatives directed the formulation of goals, objectives, critical tasks, and timelines. The initiatives are listed as equal priorities.

**Succession  
Planning**

**Training**

**Deployment  
Model**

**Organizational  
Consistency**

**Fleet  
Reliability**

**Community  
Engagement**

# GOALS AND OBJECTIVES

## INTRODUCTION

To effectively achieve the mission of the Morrisville Fire Department, it is essential to establish realistic goals and objectives with clear timelines for completion. Furthermore, these goals should, where appropriate, align with the [Town's Connect Morrisville Strategic Plan](#). This alignment will enhance strengths, address identified weaknesses, provide clear direction, and respond to community needs.

These goals will be the primary focus of the Department's efforts, guiding the organization toward its desired future while minimizing obstacles and distractions. Department leadership will form work groups to meet regularly and manage progress toward these goals and objectives, adjusting timelines as necessary in response to changing needs and circumstances. Progress through various initiatives will be reported through quarterly and annual gap analysis reports to fire department staff, senior leadership, Town Council, and the community.





## GOALS

### #1 - Promote Effective Succession Planning and Develop Exceptional Staff

**OBJECTIVE 1A:** Maintain a sustainable workforce through professional and executive development.

**TIMEFRAME:**  
**18 months**

**CRITICAL TASKS:**

- Update the Professional Eligibility Guide
- Review and update the promotional testing process
- Implement, where needed, focused professional growth plans for staff
- Update current sources and offerings for conferences and leadership development courses

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 1B:** Implement a training development plan from Engineer to Captain.

**TIMEFRAME:**  
**24 months**

**CRITICAL TASKS:**

- Create a workgroup to assess the current needs and priorities of Engineers
- Implement an officer development program that addresses fire ground decisions and administrative responsibilities
- Identify a qualified instructor group to deliver the officer development program to staff
- Create a course framework for delivery in a classroom setting to Engineers

**ASSIGNED:**  
Deputy Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 1C:** Create an Instructor Development Committee.

**TIMEFRAME:**  
**36 months**

**CRITICAL TASKS:**

- Create a notification process for interest
- Determine categories of specialty
- Establish eligibility requirements
- Create mentorship opportunities

**ASSIGNED:**  
Training Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence



## Succession Planning

**OBJECTIVE 1D:** Create a formal Executive Leadership mentoring program.

**TIMEFRAME:**  
**24 months**

**CRITICAL TASKS:**

- Identify fire service mentoring programs that currently exist
- Identify growth opportunities that staff can elect to participate
- Create a process or procedure for the acting position
- Create work sessions led by the Training Chief intended to identify new to the department professorial growth training opportunities

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

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**OBJECTIVE 1E:** Create engagement that promotes an interest in an accreditation career path.

**TIMEFRAME:**  
**24 months**

**CRITICAL TASKS:**

- Staff a Planning Chief position and establish requirements for the position in the promotion eligibility guideline
- Identify and engage people with the skillset and interest for accreditation
- Re-establish accreditation committee meetings
- Establish training of new members in preparing documents for accreditation

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence





## Training

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### #2 - Modernize Training to Meet the Needs of a Progressive Fire Department

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**OBJECTIVE 2A:** Improve efficiency and accuracy through technology.

**TIMEFRAME:**  
**36 months**

**CRITICAL TASKS:**

- Assess the need for courses in Microsoft products
- Implement training on tablet use in the field for report writing, and using applications specifically designed for emergency responses
- Collaborate with IT and develop bi-annual training that enhances technology use with staff
- Evaluate the need for small group training in call report writing and reviews
- Conduct a training focused on radio and smart phone usage on an emergency scene

**ASSIGNED:**  
Deputy Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

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**OBJECTIVE 2B:** Stay current with new technology and challenges within our community.

**TIMEFRAME:**  
**48 months**

**CRITICAL TASKS:**

- Develop procedures and training for electric vehicle fires
- Conduct training for modern elevators
- Research proper technique for mitigating Lithium-Ion battery emergencies
- Adapt training to our changing built environment and emerging industries
- Develop training to build an understanding of new vehicle technology and ultra high-strength steel (UHSS) challenges

**ASSIGNED:**  
Training Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence



**OBJECTIVE 2C:** Utilize industry experts to provide technical training.

**TIMEFRAME:**  
48 months

**CRITICAL TASKS:**

- Collaborate with utility companies to provide training focused on gas and electric
- Bring in subject matter experts for train emergencies and procedures
- Seek opportunities for training in aircraft emergencies

**ASSIGNED:**  
Training Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 2D:** Provide focused technical rescue training.

**TIMEFRAME:**  
48 months

**CRITICAL TASKS:**

- Identify subject matter experts
- Create a rescue committee
- Collaborate with CAM partners for water rescue training
- Develop training that specifically focuses on technical rescue areas of confined space, structural collapse, and vehicle extrication

**ASSIGNED:**  
Training Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 2E:** Provide cultural and well-being training that improves service delivery to our community.

**TIMEFRAME:**  
36 months

**CRITICAL TASKS:**

- Provide cultural training delivered by local leaders in our community
- Establish a health and wellness committee
- Train on the use of near miss reporting, sharing lessons learned
- Identify and create procedure for the use of an incident safety officer

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence





### #3 - Implement a Traditional Deployment Model to Better Deliver Services to the Community

**OBJECTIVE 3A:** Review the Department's current deployment model philosophy and practice.

**TIMEFRAME:**  
24 months

**CRITICAL TASKS:**

- Create district analysis of built environment
- Through committee, build a fire engine specification that meets department and community needs
- Create a long term staffing projection that meets industry standards and CAM partners
- Create heat maps that show call volume and types to assist in proper placement of fire apparatus types and station location
- Update long term apparatus replacement plan

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence





## #4 - Improve Organizational Consistency

**OBJECTIVE 4A:** Identify gaps in communication.

**TIMEFRAME:**  
**36 months**

**CRITICAL TASKS:**

- Determine through department survey what gaps in communication exist
- Improve internal communication processes
- Enhance lines of communication between suppression, inspections, and administration
- Provide training opportunities in interpersonal communication skills for leadership

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 4B:** Improve consistency in policy and procedures.

**TIMEFRAME:**  
**60 months**

**CRITICAL TASKS:**

- Evaluate all Department guidelines
- Improve consistency of instruction of training to all three shifts
- Develop a consistent rotation of attendees to external training and conferences
- Meet with officer group and establish consistent messaging of best practices in the department
- Bring training in cultural understanding and personal growth opportunities

**ASSIGNED:**  
Deputy Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 4C:** Identify staffing improvements.

**TIMEFRAME:**  
**36 months**

**CRITICAL TASKS:**

- Analyze real staffing and consistent staffing gaps
- Increase minimum staffing to 4, reduce inconsistency of crews
- Create a long-range plan for fire administration to better align roles with tasks

**ASSIGNED:**  
Fire Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence



## Fleet Reliability

### #5 - Improve Reliability of Fire Apparatus Fleet

**OBJECTIVE 5A:** Improve apparatus effectiveness and sustainability.

**TIMEFRAME:**  
**36 months**

**CRITICAL TASKS:**

- Evaluate the current long range apparatus replacement plan to evaluate life cycle
- Implement new hose-loads and equipment layouts that improve effectiveness on emergency scenes
- Reduce ladder truck movements by implementing more engine responses to emergencies
- Analyze current routine maintenance schedules and repair procedures
- Track annual cost of labor for repairs to determine the need for an in-house mechanic

**ASSIGNED:**  
Deputy Fire  
Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

## #6 - Improve Community Engagement

**OBJECTIVE 6A:** Evaluate the current state of community risk reduction program delivery and efficacy.

**TIMEFRAME:**  
**12 months**

**CRITICAL TASKS:**

- Use geographic data on historic incidents and current risk reduction program offerings to determine efficacy of current programming
- Generate community profile data to determine gaps in fire and life safety in the Town of Morrisville
- Review community risk reduction plans for consistency and achievability

**ASSIGNED:**  
Planning Chief

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 6B:** Explore opportunities to expand community risk reduction activities.

**TIMEFRAME:**  
**24 months**

**CRITICAL TASKS:**

- Identify external partnerships to enhance integrated community risk reduction program delivery
- Research best practices in community risk reduction programming in the fire service
- Research electronic educational delivery methods related to fire and life safety
- Identify data-related gaps in program performance measurement; determine approaches to close gaps

**ASSIGNED:**  
Fire Marshal

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence

**OBJECTIVE 6C:** Revise/develop community risk reduction programming and supporting materials.

**TIMEFRAME:**  
**24 months**

**CRITICAL TASKS:**

- Develop new community risk reduction plan and record process(es)
- Intensify focus on CPR, CERT, and fire extinguisher training offerings for the community
- Translate vital documents to ensure broader community engagement
- Develop educational messaging for fireworks, apartment living, and senior living
- Develop educational messaging pertaining to fire response to enhance community members' understanding
- Utilize Town of Morrisville platforms to better communicate directly to the community

**ASSIGNED:**  
Fire Marshal

**Connect Morrisville:**  
Public Safety Readiness  
Operational Excellence



# APPENDICES



## 1 - COMMUNITY STAKEHOLDERS FINDINGS

### COMMUNITY EXPECTATIONS OF THE MORRISVILLE FIRE DEPARTMENT

#### RESPONSE TIMES:

- Quick response time to fires and 9-1-1 calls
- Immediate and rapid response to help
- Respond to 9-1-1 call in timely manner
- MFD will arrive promptly to incidents, secure the scene, and efficiently and effectively address issues present to quickly and safely preserve life and property
- Maintain response times and performance commensurate with community expectations
- Keep up with the response time, especially during rush hours now the Town is growing and traffic is significantly increased on Davis Drive and Highway 54
- During rush hours and school hours there is a back-to-back traffic that can impact response time

#### PROFESSIONALISM:

- Maintain a well-trained and professional work team capable of providing needed services
- Professionalism and expertise when you respond
- Professional staff
- All staff perform in a professional and courteous manner and resolve issue called out for
- Courtesy and understanding when dealing with general public during a response and in other situations
- Compassion when assisting on calls to help people who have fallen or other emergencies
- Strong leadership to make tough decisions
- Professionalism
- Customer service: over the past few years, I have seen our department get better in this area, focusing our best customer-facing approach to our residents
- Maintain accreditation status. Will ensure MFD is world-class and always improving

#### SERVICE DELIVERY:

- Service delivery at a high level
- I expect the MFD will respond to all emergencies with the highest level of efficiency and effectiveness possible. It's a high standard, but response with no room for error should be the standard
- Maintain ISO 1. Will ensure proper fire service operations will occur
- To provide quality service to the Town of Morrisville and surrounding communities
- Fire suppression and prevention
- MFD will maintain a level of training that exceeds the minimum acceptable standards. It's rigorous and real-world based that reflects many different types of calls and situations
- Continuous service-level improvements
- Continue to collaborate with stakeholders to provide the best service to citizens
- Continuous improvement! Continue to examine programs to provide the most effective and efficient service possible
- MFD gets the resources it needs to execute its strategy and be the best fire department in the area/state

- Continue with accreditation standards
- Maintain the necessary resources to effectively respond to emergencies
- Renovation for Fire Station 2 on NC 54
- As Morrisville is growing in population and developments, we may need to think about another fire station
- Competent

#### **PARTNERSHIPS:**

- Dedicated effort to the CAM (Cary-Apex-Morrisville) partnership
- Enhance communication with external partners. This includes CAM, local, regional, and State agencies
- Collaborate across the Town to support emergency preparedness
- Be the best CAM partner!
- Continuous and proactive collaboration with internal staff, community partners, and external agencies
- Strong relationship with open communication to external partners
- Continue to collaborate with Wake County and our surrounding jurisdictions to maximize the effectiveness and preparedness of the fire department
- To provide integration and interoperability as a CAM partner. Seamless operations
- Don't limit the agency with current boundaries. Explore and engage in thinking bigger and broader

#### **COMMUNITY RISK REDUCTION and COMMUNITY ENGAGEMENT:**

- We are getting the urban feel at our Town, but from the square foot we are still a small town. We hope to see more events for youth and elderly where fire department is given opportunity to meet the residents
- MFD will conduct extensive outreach to all parts of the community (single family homes, townhomes, HOAs (homeowner associations), multi-family dwellings, businesses large and small, schools, cultural and faith institutions) to inform and educate about health and safety by going "to where the people are" and using tools, methods, languages appropriate to their audiences
- Fire Chief dancing at Diwali! Community outreach - I think we should take more steps to educational programming to residents on fire safety. We can also do these events at Hindu temples, and also at different HOAs
- Providing current updates to the community
- Bring more awareness about community fire academy and other events conducted by fire departments
- Communications: I would like to see the department also start using our social media platforms to reach more residents. We can work with WhatsApp, a platform being used by more of the Indian community
- MFD continues to drive a deep connection with the community, maintaining constant outreach presence and involvement
- Education to not just public fire but also home and apartment and inside fires and seatbelt and child seat education are the do's and don'ts with respect to fire. During Diwali, people are getting prohibited firecrackers from South Carolina and bursting in Morrisville, which involves high risk. I expect our fire department to educate our residents
- Bringing back National Night Out to Morrisville communities to impact more with residents
- The MFD will continue to seek input/feedback from stakeholders both before and after incidents/hazards which may affect them. The periodic fire site inspection is a good example and increased promotion of the home fire safety inspection program is another opportunity through Public Safety Advisory Committee (PSAC) and Community Emergency Response Team (CERT) as a starting point
- Proactive on educating the residents and business community and empowering each to be a part of MFD success. Educating to prevent or lessen impact when MFD help is called



- Continue to provide programs supporting the community and be open to new ideas
- Identify opportunities to incorporate language access initiatives in the departments' operations and outreach

#### **RECRUITMENT AND RETENTION:**

- Diversity - Morrisville is over 40% Asian Indian. Our fire department should begin to reflect this incrementally with a goal (say in 8 years) of being 20% Asian Indian
- Recruiting and retaining the best employees for MFD
- Empowering culture and positive work environment
- The MFD will strive to recruit, train, and retain professional personnel who reflect the demographics of our diverse community
- Keep safety at the forefront for fire personnel in relation to cancer prevention
- Continue to develop the next generation of fire department and Town Leaders from within the department

#### **GROWTH OPPORTUNITIES:**

- Emergency Medical Services (EMS). While EMS is getting hard to expand as its Wake County, it's better to have our staff more Emergency Medical Technician (EMT) trained and get faster response
- Plan for the future needs of a town that is continually growing and growing more dense  
Proactively plan for both increased density and increased height of future development and what that means for a successful response
- Emergency management. Lead the efforts for any hurricanes or natural disasters
- Data and analytics: More data posted on our open data portal, which can better demonstrate real-time visibility of our response times in Morrisville and the types of hazards taking place. Can we use AI?
- Expectation is more towards Town Council to meet with the fire department team and understand their needs as they provide services to our town
- Since 2019, the Town has grown tremendously. Engagement. I noticed on the slide of goals and mission, engagement was missing. Fire departments react once the crisis has already occurred; however, it would be beneficial to give the fire department the approval during the planning phase to ensure approval of growth opportunities are only given once the Town is ready instead of getting fire department resourced after growth has occurred

### **AREAS OF COMMUNITY CONCERN**

#### **OPERATIONS, STAFFING, AND STATIONS:**

- With the growing Town needs, does the Town provide sufficient funds to the fire department to operate efficiently and have all current technological advances
- Rising costs of apparatus and equipment need by our firefighters to safely do their jobs
- Accelerate the effort to go away from the Quint concept. The benefit will be realized in service delivery
- Our ability to remain competitive in recruitment and retention of staff
- Station staffing - does Town have support from Town Finance department to staff each station appropriately
- Future stations to respond to growing community
- Are we staffed enough at adequate levels to respond to the needs of a growing community?
- Keep the staff
- I am concerned that MFR may be understaffed in regards to implementation of the quint model which was adopted/supported by Council

#### **INFRASTRUCTURE:**

- During rush hours if there is a crisis, how will fire department respond and be available on time if our traffic prohibits?

- Infrastructure is not setup to support high-rise buildings and their traffic patterns
- Get ahead of future re-development increasing density and height of buildings
- Transition of our community to taller and more complex structures
- The size of our coverage area seems excessive with the inclusion of Research Triangle Park (RTP). The future development and re-development discussions (e.g., allowing mixed use, multi-family dwelling, etc.) seem like it could be an overwhelming are in the next 5-10 years, even with solid CAM support
- The Town planning team working with fire department to plan Town roads more accessible to areas where the roads are narrow or less accessible
- Response time to neighborhoods off Morrisville Pkwy
- The rapid pace of growth and very large commercial and multi-family structures all over the area
- Future response time as we and everyone around us continues to grow. Traffic congestion and lack of road networks to allow for timely response
- Getting across to Preston community without going on 54
- With the changing business environment (biotech, biopharma...), the potential response to hazardous materials and changes in materials used in businesses over time. How does this affect the safety of the MFD staff?
- Response time to a call, which is not a current concern, but it is a part of any fire station

#### **EXTERNAL RELATIONSHIPS:**

- The durability of the CAM model regarding the commitment of Cary and Apex. They are clearly committed now and support it deeply. But is there a contingency plan if the cooperation level drops or one pulls out? It seems like we would be faced with a multi-year problem to build our own capacity
- Fire department has to be proactive and take standards to prevent any fire accident rather than waiting for an incident to happen. Best example is bursting firecrackers during Diwali. For 2024, fire department proactively create awareness
- How will we respond in case of a larger-scale fire? Do we have the capacity to handle? Do we have equipment and access to water supply in the residential areas more inside the rural part of town?
- Seek common ground to streamline and improve operations, policies, and procedures. I know work has begun and there is opportunity to increase the pace
- External pressure of forces that could affect the CAM model and relationships

#### **DIVERSITY:**

- More diversity in the department. All populations should more actively be recruited. There should be more discussions on how to recruit and maintain diverse people
- Promotions that disadvantage people of color and women. The department will need to be more intentional in its promotions. Needs to nurture and cultivate candidates to the next level
- With diversity, the art of educating the minority people or Indian population
- The fire department needs also to reflect more women in its ranks
- Do we have a diverse fire department that can reflect our diverse community?
- Cultural events: like community policing. I would like to see more community-based events attended by fire
- More racial bias training as a part of training (like police)

#### **MISCELLANEOUS:**

- The general feeling of craziness in society is concerning, and the safety of first responders: personal safety, on-scene safety, etc.
- More education on environmental threats. For instance, the train that goes through town: what does it carry, and if it wrecked would we be able to handle any evacuations, etc?
- Educating the public on reducing fires, falls, etc. I think more outreach could be done with seniors, mobile homeowners, and other high-risk populations
- I am concerned that MFD and MPD may not have enough support or authority to compel tow truck companies to adequately cleanup all debris from the scene of an incident. Accidents will happen but it is my hope that other than some suppressive sand or something a passerby will not be able to tell where an accident may have occurred



## POSITIVE COMMUNITY COMMENTS

- Department seems to have good rapport. That is important for success and stability
- Service delivery
- Preparedness to respond to emergencies and mitigate events
- The willingness to participate as a CAM partner is incredible. Celebrate this model of efficient service delivery. Not many places can execute a model like this.
- Effective leadership within the fire department
- Proactive operations
- Friendly
- Provide excellent service to the Town of Morrisville and surrounding communities
- Best leadership throughout department
- Our firefighter's dedication
- Proactive and supportive to the community
- Commitment is off the charts. I have never seen/heard anyone hesitate for a second to support the mission or any task.
- Very friendly and approachable fire department
- Responsiveness to the community and engaging community and the fire station activities
- Professionalism and expertise of MFD staff
- MFD is committed to continuous improvement and has demonstrated its willingness and ability to adapt by adopting best practices and creating innovative models (like CAM) to meet the unique challenges/opportunities of Western Wake County
- The department seems to be well-equipped
- The ability to work with CAM partners and maintain valued relationships
- Willingness to collaborate with external stakeholders to provide "best practice" service to citizens
- Continue to foster strong relationships with all partners
- Commitment to community safety and education
- Talented and dedicated staff
- Always ready to help
- Very supportive and collaborative in county initiatives. Active on committees and consistently provides positive feedback
- Great partnership within CAM and Wake County
- Resource availability
- Response time
- Competency - also super high. Very well trained and that's evident in every interaction.
- Department is very cordial to public. Very open to talking with Fire Chief
- Response time, which is awesome
- Community's view of MFD: well respected! The community has confidence in MFD and the ability to respond to calls
- Accreditation and best possible ISO rating
- Morrisville is kind of a sleepy town, so very few big fires or other notable incidents
- Staff/personnel
- Willingness of staff to adapt and do whatever is needed in support of one another, the Town, and our community
- Collaborative approach with internal staff, community and external partners
- Culture
- Fiscally responsible with funds
- Fire Chief
- Positive attitude
- Effectiveness - I really see all of these first 3 as equal. Not that this is really a #3. Clearly effective and very successful
- Chief Lozinsky is great! A very bold and positive leader

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- Working and supporting nearby towns and fire stations
  - Location of fire stations. Having station off McCrimmon to serve Breckenridge and neighborhoods west of railroad tracks
  - Ongoing education and engagement with our Town Council to help us understand the value of adequate investment of resources. Todd Wright took a long time to build fundamental support for Quint
  - Although we have not fully staffed it yet, that is due to exigent circumstances, not a lack of need
  - Keep informing us about cost of replacement equipment so we can plan ahead.
  - The department is well-placed throughout the community
  - Equipment and facilities
  - Ability to conduct extensive in-house training, both for recruits and existing staff
  - Up-to-date with industry trends, community needs, and management's expectations
  - Top ranked
  - Fire stations located in key areas to cover Morrisville with less separate time
  - Support to the Town Council and engagement via safety and other supportive committees.
  - Fire ride-alongs are great. I need to go on one soon. I have heard positive things from other Council members who attended
  - Positive attitude and respect to the community members
  - Investment in educational and leadership trainings in MFD
  - CERT and PSAC as resident engagement opportunities. Fire Safety Day, open houses, going to local schools, cultural halls etc. to engage children and families
  - The department has a good reputation
  - CAM model
  - Small district which helps to reduce response times
  - Analytic and data-driven team.
  - Very sensitive to the needs of a diverse culture.
  - Accreditation. Which is very valuable for Town and which will provide Town fire department more visibility overall
  - Culture of MFD - leadership and commitment to providing great service to community and valuing the employees
  - I like how MFD proactively seeks input after each incident

## **OTHER THOUGHTS AND COMMENTS**

- I think you should think "outside the box" when doing community outreach. Houses of faith could host informational forums and demonstrations, sororities and fraternities, and civic groups like the Rotary could host speakers on fire safety
- Cary's partnership with MFD is strong. We are able to provide a better service together than separate
- I appreciate the opportunity to provide input and feedback. You are a world-class agency and should be very proud. I am grateful for the friendship
- We need more interactive programs with community
- Thank you for all your support and hard work. Especially all the work you do to get the accreditations
- It speaks very highly of the MFD and its leadership that you take the time to go through this process and take it very seriously
- I continue to be pleased with the remarkable professionalism and dedicated service of our entire department, staff, firefighters, etc
- Thank you! You guys are awesome!
- Continue the educational programs MFD provides to the community. They are well received and appreciated by the community

- Todd Wright told me, "We are not lifeguards," meaning MFD is not sitting on a chair for a need. MFD spends hours each day and everyday training to be best prepared and address hazards and incidents in our community. Perhaps a "day in the life" video of a shift to help all our residents understand?
- Perhaps having on the website, a link to the department with informational videos (eg, how to put out a grease fire, grilling safety, avoiding the fall in your house, etc)
- Fire station tour for school students
- The open houses and fire safety day programs and bike rodeo programs are important and valued by the community
- I understand cultural awareness has grown in the department. Is there anything else Council can do to support this effort in the future?
- Like "Teen Morrisville 101", run a teen fire academy
- Using the fire station bays for community events allows MFD to continually be open and accessible to community. Thank you!
- Be part of next year's Dragon Boat Festival. Have a team in our adult basketball league
- Thanking the fire academy graduates help for volunteering

## 2 - DEPARTMENT STAKEHOLDERS FINDINGS

### STRENGTHS:


- Good Equipment; Budget, gym, tools
- Well-rounded firefighters
- ISO Rating/Accreditation
- Educated Firefighters
- Community relationships/involvement
- Progressive fire tactics
- Council support
- Commitment to improvement
- Shift Schedule
- Willingness to change
- Medical benefits
- Supportive Administration
- Ability for decision-making at all levels
- Direct delivery
- Adaptive firefighters
- Progressive technology
- Outside training opportunities
- Knowledge of NFPA codes & Standards
- Pre-planning; Software and timeline
- Fitness levels
- Trade times
- Quality of personnel
- Uniform availability
- Committee contributions
- Collaborative budget development
- Cary PSAP



- Quality instructors
- Department budget; Operations
- CPSE credentials on staff
- Customer service
- Openminded leadership
- DEI; increased diversity and cultural intelligence
- Professionalism
- Professional development opportunities
- Competitive pay
- Improving department culture
- Capital replacement plans
- Newer facilities
- Admin and Suppression communication
- CAM relationship
- Fire prevention
- Career Development plan
- Staff advanced level of training
- Organizational communication
- Continuous SWOT analysis
- Staff resourcefulness
- Support for college education
- Strong training division
- Transparency
- Paid holidays
- Admin support
- Community outreach

#### **WEAKNESSES:**

- Quint Concept
- Low staffing on apparatus
- Staff advancing quickly
- Personnel movements between crews
- Collaboration of committees
- Communication
- Officer consistency
- Company expectations
- Evaluation system; 3 level vs 5 level
- District knowledge in D/O training
- Truck maintenance
- Favoritism of employees
- CAM training; Need to train with adjoining districts
- Taking constructive criticism personally
- Secrets about moves
- Recruitment and outreach
- Impending retirement crisis
- pre-mature advancement of personnel
- Training: should be skills based leading to drills
- Diversity
- Newer employees feeling entitled
- No Fire Department HR
- No Master firefighter test for promotion
- Lack of understanding organizational needs; why moves are needed

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- Young personnel
  - Academy; Time to suppression
  - Officer development for newly promoted members
  - Language barriers with community
  - Outdated fire prevention material
  - Technology; Too much new stuff
  - Turnover due to retirement
  - Knox box program
  - Retirement time - 25 years
  - Station alerting system
  - 48/96
  - Staffing in training division
  - Better day-to-day planning
  - Understanding new construction systems
  - Apparatus downtime
  - Lack of public education
  - Training for special hazards
  - Aging district
  - MSA air packs
  - Holiday pay like Cary
  - Inconsistency in career development plan
  - Pump school availability/alternatives
  - Grey shirts
  - Difference in pay from CAM partners
  - Resistance to pre-plans
  - Lack of traditional firehouse culture
  - High rise/large area search training
  - Closer training center
  - Lack of rescue training
  - Lack of goals vision; moving out of quint concept timeline
  - Expected to be experts in all areas; no specialization
  - Not enough admin staff
  - Recognition on projects
  - Age of apparatus
  - Training facility location
  - Need a FD shop/mechanics
  - Expected to be SME in too many areas
  - Frequent radio traffic during response; dispatch
  - Structure fire coding; Smoke odor/electrical problem
  - Dispatch notification during incident upgrade
  - Communication from Admin to suppression staff
  - No engines
  - Movement/transfers
  - Medical coverage at retirement; 100% requires 33 years
  - Wellness program: only incentive is to pay less
  - Truck replacement plan is to long
  - Truck maintenance, taxed due to fleet age
  - Personnel turnover
  - Rank stagnation at higher ranks
  - Lack of growth opportunities for aging staff
  - Committee membership is not skill/knowledge based

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- Not enough command staff
  - No dedicated accreditation staff
  - Turnover; People leaving for higher pay
  - Consistency
  - Training - Alarm systems
  - Communication between code enforcement and suppression
  - Breadth of knowledge/skills
  - Inexperience
  - Staffing; 5.5 people per apparatus
  - Qualified instructors
  - In-house mechanic needs
  - Behind inflation on salaries
  - Low sick/vacation accrual
  - No retirement/pension education
  - No financial advisory annual visit
  - Lack of educational incentives
  - Training for promotional processes
  - Cultural training
  - Need a dedicated person for public education
  - Lack of development once in officer position
  - Need to reconsider time in grade
  - Challenges meeting turnout times
  - Juvenile fire setter program
  - Nutritional education
  - Amount of town events
  - Lack of riding assignments
  - Emergency trade/call out window
  - New employee training & expectations
  - Project work
  - Daily Quality training
  - Listed phone number
  - Lack of specialized training; extrication, confined space, rope, tower
  - Special ops training with Aid partners
  - Apparatus identity & Station identities

#### **OPPORTUNITIES:**

- Hydrant system - 100% coverage/pressure
- Affluent areas
- Generally supported Town Council and Admin
- Cary PSAP - Better than Raleigh/Wake
- CAM system - Training
- Town sustainability - eco-friendly
- Equipment funds - supported through budget, Council, Admin
- Growth in business population
- Traffic pre-emption
- Educational incentives through the town
- Road infrastructure
- In-house training with outside agencies; EMS, PD
- Community risk reduction; single point of contact
- Learning new construction and building layout
- Better apparatus selection to meet district needs

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- More outside advanced educational opportunities
  - Higher education in-house
  - Off-shift cohesiveness
  - Improve recruitment awareness
  - Educational opportunities
  - Training opportunities with newer construction
  - New communication technology; What three words, live video
  - Wellness fund to promote firefighter health and wellness
  - Joining statewide committees and groups
  - EV training and fire equipment possibilities
  - Recruiting opportunities from other fire academies
  - Relationships with colleges for recruitment
  - Vendor training on new equipment
  - Deployment model improvements
  - Consistency in CAM relationship
  - Station placement
  - Community involvement
  - Community outreach
  - Morrisville fire training center
  - Commercial & residential growth
  - Fire department overall budget
  - Training outside of CAM
  - Don't stay revenue neutral
  - New downtown
  - RTP partnership
  - High speed rail
  - International recruiting
  - 48/96 shifts
  - Cross staffing in CAM
  - More admin staff
  - Cultural training
  - Drone program
  - Improve station alerting
  - Improve IT equipment at stations
  - More comfortable toilet paper
  - Opportunities for growth outside of rank structure
  - In-house EMS unit
  - In town training facility
  - Host external organizations to teach classes
  - Build relationship with EMS
  - Mass drills with EMS, Fire, and Police
  - Improve dispatch model
  - Social media outreach
  - Department/Council relationship growth
  - RTP development
  - Relationships with High schools for recruitment opportunities
  - Grant opportunities

#### **THREATS:**

- Losing people to outside opportunities
- Other local departments pay
- Fire service struggling to hire

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- Losing experience due to retirements
  - Future growth, increased call volume
  - Cost of living/inflation
  - Increasing traffic/congestions
  - Electric vehicles
  - Continuity of SOG with Automatic Aid partners
  - Multi-generational housing
  - Training for new technology; battery plant in district
  - Cultural differences
  - Growing number of drug issues in town
  - Town citizens lack of understanding of FD and EMS
  - Lack of trust from Town demographics
  - Current Station 22 location
  - Biological threats
  - Staff health and wellness; Cancer, COPD, long-term illnesses
  - Post traumatic stress
  - Lack of interest in fire service careers
  - Inflation vs salaries
  - Low frequency of major events
  - Population increase
  - AI
  - Resistance to pre-planning from community
  - Raising cost of apparatus
  - Instructors for future classes
  - Global warming
  - Utility control
  - Mass-casualty potential - Town events
  - Town Council changes
  - Retirement turnover
  - Aging apparatus
  - Increased fire risk
  - Civil unrest
  - Lack of sufficient EMS resources in Wake County; high response times or no units available
  - Rapid development, dense population
  - New technology challenges; EV, Solar, Labs
  - Lack of infrastructure
  - Natural disasters
  - Airport emergencies
  - Train/railroad emergencies
  - Quint concept
  - Terrorism
  - Politics
  - High rise buildings, parking decks
  - Retention ponds limiting access
  - Losing members to other departments
  - Other departments with higher incentives
  - Lack of EMS resources
  - Fire admin staff; heavily tasked and understaffed
  - Road improvements and access/response; 54 widening, McCrimmon widening
  - No ARC-GIS person
  - No accreditation manager
  - Lack of educational opportunities to overcome cultural barriers
  - Communication - language barrier





<https://www.MorrisvilleNC.gov>

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