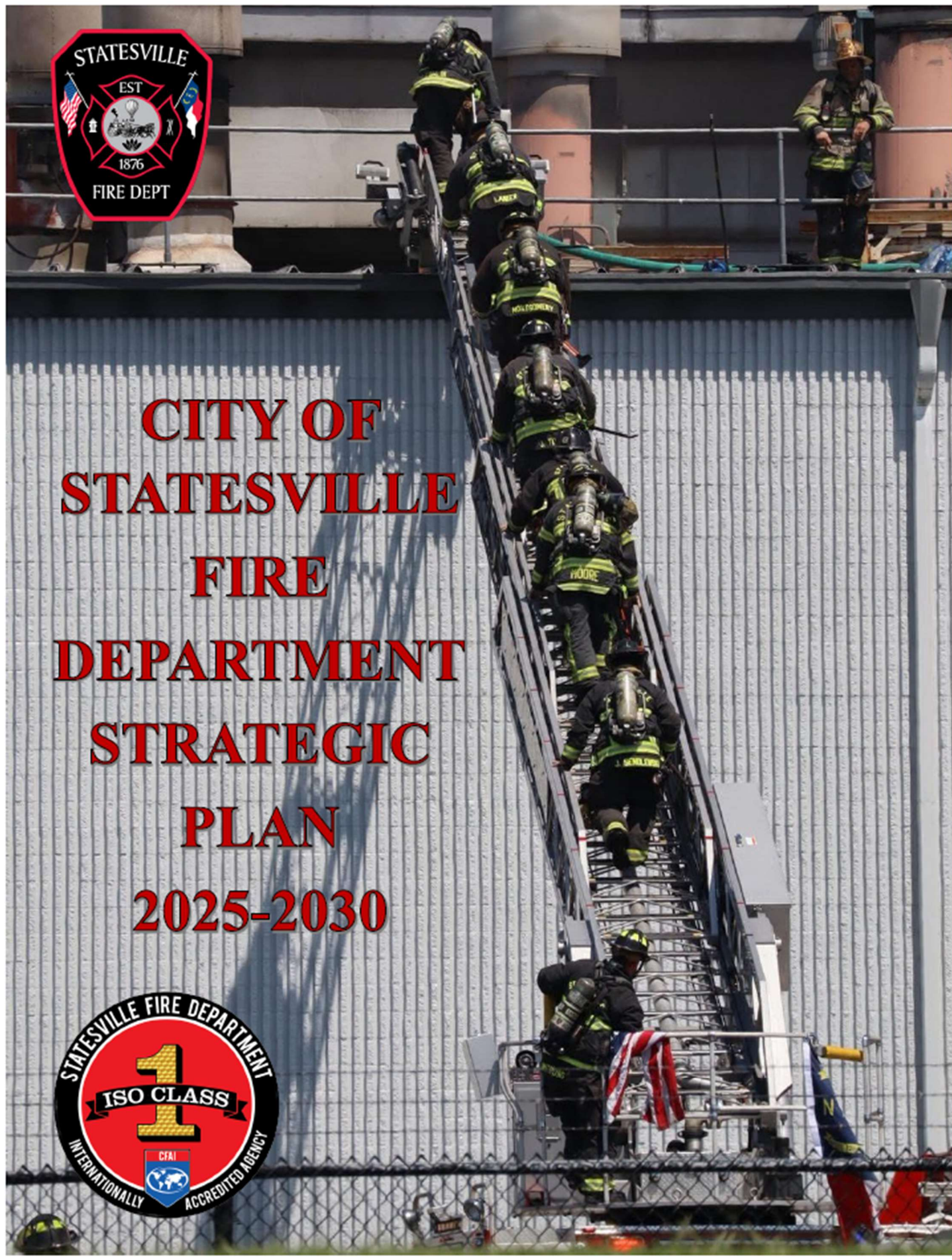




**CITY OF  
STATESVILLE  
FIRE  
DEPARTMENT  
STRATEGIC  
PLAN  
2025-2030**



# 2025-2030 Strategic Plan

## Introduction

The Statesville Fire Department (SFD) provides fire suppression, emergency medical services, technical rescue, hazardous materials mitigation, aircraft rescue and firefighting response, public fire & safety prevention education, fire inspections, plan reviews, fire investigations, and emergency preparedness coordination to 24.86 square miles within Iredell County, North Carolina. At times, these services extend outside city jurisdiction and provide automatic/mutual aid assistance to neighboring county jurisdictions. The SFD is a rapid response force committed to



protecting the safety and well-being of the community from all hazards. Our dedication to professionalism and efficiency is the foundation in which the SFD strives for continuous improvement.

A Community-Driven Strategic Planning process, in accordance with guidelines set forth in the Commission Fire Accreditation International (CFAI) *Fire & Emergency Service Self-Assessment Manual 10<sup>th</sup> Ed.*, was conducted to construct this revised edition of the SFD's Strategic Plan. Internal and external stakeholder involvement in this process provided a comprehensive look into the SFD's services provided, departmental efficiency and expectations, and gaps in service (strengths, weaknesses, opportunities, and challenges). Through this team effort, short and long-term direction was utilized to develop critical tasks to achieve the SFD's strategic initiatives, goals, and objectives.

This Strategic Plan is the driving force in achieving continuous improvement for the justifiable and sustainable future. It is the basis in which the SFD's Mission, Values, and Visions are established and maintained.

# 2025-2030 Strategic Plan



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# 2025-2030 Strategic Plan

## Executive Summary

The City of Statesville Fire Department (SFD) is pleased to present the 2025-2030 Strategic Plan. The Strategic Plan is developed to identify the department's goals and objectives for future years through careful evaluation of external and internal stakeholders' input, industry standards, and organizational values. Strategic planning is a continuous process; therefore, the strategic plan is a living document. First developed in 2008, the strategic plan is reviewed and updated annually to ensure the department continuously seeks improvement. The basic concept regarding strategic planning is that it allows the SFD to look at where it has been, where it is currently, and where it wants to go.



Planning is essential for the success of any public or private organization. Without a well-designed strategic plan, an organization may waste valuable resources operating on a day-to-day basis without achieving results. This plan is unique but in concert with current fire service trends. The strategic planning process revolved around the model set by the Center for Public Safety Excellence and the Commission for Fire Accreditation International. The strategic planning process was designed to begin with the customer in mind, and all subsequent planning elements were derived from the customer's perspective.

The Strategic Planning Committee re-affirmed the department's mission, vision, and core value statements which are the foundations of organizational purpose, direction, and character. The Strengths, Weaknesses, Opportunities and Challenges (S.W.O.C.) Analysis identified vital factors that affect organizational performance. Compared to core programs, this analysis identified critical issues and service gaps in department performance. SFD established six S.M.A.R.T. strategic initiatives/goals from this analysis with twenty corresponding S.M.A.R.T. objectives and 53 critical tasks.

The plan's success will not be measured strictly by implementing goals and objectives; instead, from realizing our vision and support received by the City of Statesville elected officials, city administration, members of the department, and the community. This support will come to fruition by plan adoption, the commitment of resources, department accountability, and continued community involvement. Vested interest will enable the department to execute this plan as it strives for organizational excellence.

The SFD has struggled for decades to provide measurable, logical, relatable outcomes to the external stakeholders and city officials we serve. It has been difficult for the external stakeholders and city officials to understand how the fire department operates. The same can be said from inside the fire department looking out,

# 2025-2030 Strategic Plan



as we have struggled to explain our value and purpose to the external stakeholders and city officials. The SFD seeks to foster stronger partnerships with community organizations, schools, and local government agencies to improve overall preparedness and resilience.

As SFD continues to execute the plan, our core values of professionalism, integrity, compassion, accountability, service excellence, and courtesy will guide our actions and decisions.

Any significant accomplishments from this point forward will only be possible through the combined efforts of all SFD employees, city staff, elected officials, and, most importantly, the external stakeholders. By focusing on operational efficiency, community engagement, and firefighter professional development. The department is well positioned to meet the community's needs and enhance its reputation as a leader in emergency response. On behalf of the Statesville Fire Department members, thank you for your support as we strive to serve the community effectively and efficiently.

Respectfully,

Glenn M. Kurfees II

Fire Chief

Statesville Fire Department

Office: 704-832-3866

Email: [gkurfees@statesvillenc.net](mailto:gkurfees@statesvillenc.net)

*“Every accomplishment starts with the decision to try”*

# 2025-2030 Strategic Plan



## Acknowledgements

The SFD would like to express its gratitude to City of Statesville leaders, the men and women of the SFD (internal stakeholders), and the external stakeholders for their participation in completing our 2025 Community-Driven Strategic Planning Process. The SFD would like to recognize our city leaders and the following participants:

City Leaders		
Costi Kutteh, Mayor		Ron Smith, City Manager
David Jones, Council Ward One – Mayor Pro Tem	Jap Johnson, Council Ward Two	Doris Allison, Council Ward Three
Amy Lawton, Council Ward Four	Joe Hudson, Council Ward Five	Lisa Pearson, Council Ward Six
Kimberly Wasson, Council At Large		Steve Johnson, Council At Large

Strategic Planning Committee		
Glenn Kurfees, Fire Chief		Kyle Bell, Deputy Fire Chief
Danny Nicholson, Assistant Chief of Training & Safety	Pete Morrison, Fire Marshal	Samantha Moose, Accreditation Manager
Aaron Kennedy, Battalion Chief	Brandon Wiggins, Acting Battalion Chief	Justin Elam, Captain
Jason Myrick, Captain	Franklin Goodin, Lieutenant	Jacob Belk, Senior Firefighter
Coty Brown, Senior Firefighter	Cameron Witherspoon, Senior Firefighter	William Akins, Firefighter I
Joseph Cook, Firefighter		

External Stakeholders	
Community Members	Downtown Statesville Development Cooperation
Iredell County Health Department- Safe Kids Coalition	Iredell County Partnership for Young Children
Iredell County Public Safety Division	J.C. Steele
JPS Composites	L. Gordon Iron & Metal Company
Mitchell Community College	Mountaire Farms
Pressly Development	Statesville ABC Board
Statesville Administration	Statesville Finance Department
Statesville Human Resources	Statesville Public Power
Statesville Regional Airport	Statesville Police Department

# 2025-2030 Strategic Plan

## Organizational Background



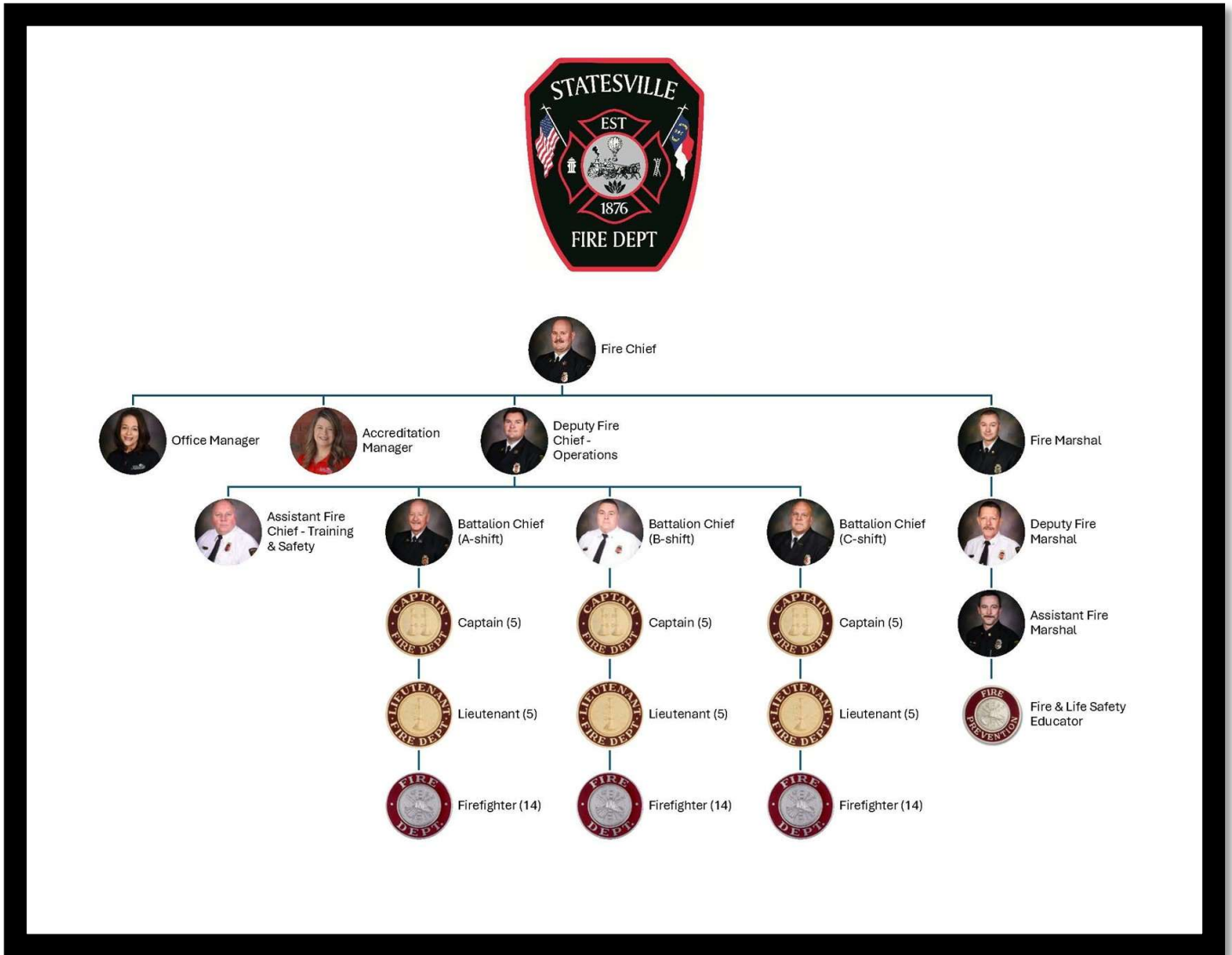
The City of Statesville Fire Department is an ISO Class 1, accredited agency with 75-line personnel operating on three 24/48 shifts and 9 staff members working a traditional 8-5 schedule. The Fire Marshal's Office staff are on call to assist with code violations and investigations, while Chief Officers are on call 24/7 to support shift personnel with emergencies or other issues. We provide professional fire, rescue, and emergency services to the community from four strategically located fire stations. Specialized capabilities include Hazardous Materials (cross-staffed at Station 4), Heavy Rescue, Swiftwater Rescue, Confined Space Rescue, Trench Rescue, Wilderness Search and Rescue, and Aircraft Rescue and Firefighting (ARFF).

The Operations Division is the front-line, protective component of the department, responsible for executing emergency responses and managing the day-to-day activities associated with firefighting and rescue operations, ensuring rapid, professional responses to fires, medical emergencies, hazardous materials incidents, and technical rescues while maintaining the highest level of public safety for the community. Operations strives to maintain a minimum staffing level of 21 personnel, with a target of 25 team members when fully staffed to meet the Effective Response Force (ERF) requirements. Each apparatus is staffed with at least 4 personnel.

The Fire Marshal's Division serves to preserve life and property from all hazards through prevention, life safety education, investigation and enforcement of fire codes. Services include but are not limited to fire and safety education, planning, fire inspection, fire investigations, code enforcement, plan review and permitting.

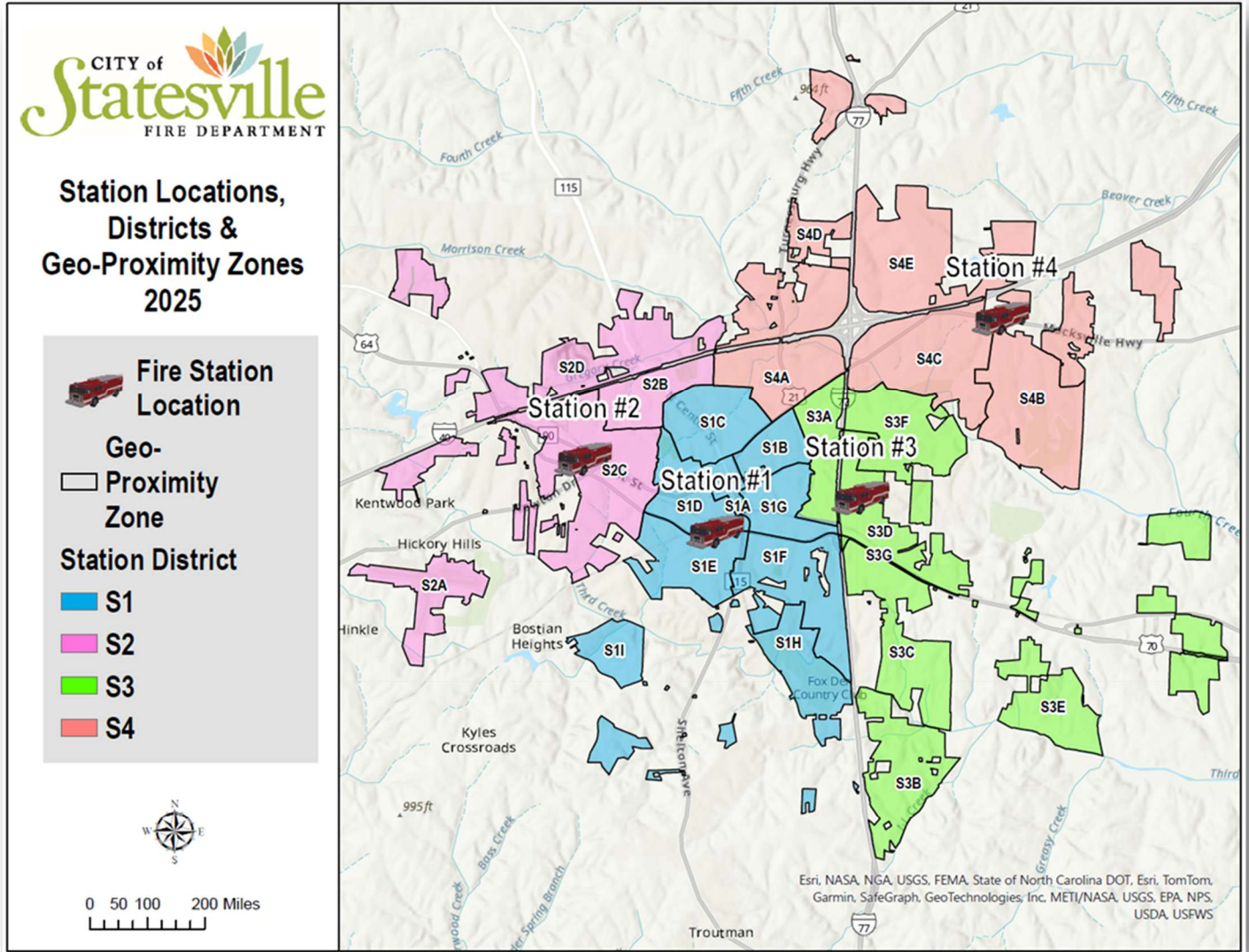
The Administrative Division manages the department's support functions, enabling efficient operations and strategic planning. Its responsibilities include budgeting, finance, personnel management, logistics, IT support, facility and fleet management, accreditation, public relations, communications, and partner coordination.

## Organizational Structure



# 2025-2030 Strategic Plan

## Station Location



## Mission, Vision, and Values Statements

### Our Mission Statement

*The City of Statesville  
Fire Department is a  
rapid response force  
committed to protecting  
the safety and well-being  
of the community from  
all hazards.*



*Statesville Fire Department, 1915*

A mission statement depicts why an organization exists. The purpose of a mission statement is to answer the following questions:

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

The SFD Strategic Planning Committee created the mission statement after much thought and discussion in 2024 and 2025.



## Our Vision Statement

*The City of Statesville Fire Department strives for progression in service capabilities by adapting to continuous growth and providing constant professionalism to meet the needs of the community and organization.*

A vision statement guides a Department as a beacon, describing its goals and aspirations for the future. The vision of the Department is aligned with the agency's core values. The 2024/2025 brainstorming meetings of the SFD Strategic Planning Committee formed the vision statement.



## Our Values

- 1. Professionalism:** Our core value of professionalism defines who we are. We believe our chosen career is an upstanding and sound service to the community we serve. We take our role seriously and do all that we can to be a positive role model to the future generation.
- 2. Integrity:** We believe in living by moral and ethical principles. We demonstrate our values by the way we live our lives in the public's eye and in the confines of the fire station walls.
- 3. Compassion:** We believe in caring for our community members who are suffering from tragic events in their lives and do all that is in our power to assist in stabilizing the situation with a merciful attitude.
- 4. Service Excellence:** We believe in providing the best possible service to the community when we live and work and do all we can to meet the needs of our neighbors through a humble, competent, and well trained, efficient team.
- 5. Courtesy:** We believe in being kind and polite to our fellow firefighters and the citizens we serve.
- 6. Accountability:** We accept responsibility for accomplishing our missions. We are transparent in our decision-making and expect to be held accountable for the actions we take.

# 2025-2030 Strategic Plan

## The Process

A strategy is a plan of action. The City of Statesville Fire Department works as a team to achieve continuous improvement in response operations, policies, community involvement, and personnel well-being.

The Department's revised, 2025-2030 Strategic Plan was developed by the City of Statesville Fire Department's Strategic Planning Committee. The plan has been formed by all Department personnel's input, via surveys and meetings. Ideas and feedback were sought out from the community through surveys, personal interactions, and a face-to-face external stakeholder meeting. A S.W.O.C. analysis was conducted by the Department's Strategic Planning Committee and through the Internal Stakeholders' survey. Industry standards and organizational values helped guide the process of revising the Strategic Plan. Quantitative and qualitative data was gathered, analyzed, discussed, and compiled with a specific focus in mind:

*What is the Statesville Fire Department's plan of action for continuous improvement?*

This Strategic Plan describes the workplan for the Department and includes specific, measurable, attainable, realistic, and timely (S.M.A.R.T.) goals, objectives, and tasks to enrich the Department's capabilities and better serve the City of Statesville.



# 2025-2030 Strategic Plan

## S.W.O.C Analysis

The Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis is designed to have an agency candidly identify its positive and less-than-desirable attributes. The SFD conducted an internal survey to record our strengths and weaknesses, as well as the possible opportunities and potential challenges.

### Strengths

It is important for any organization to identify its strengths to confirm that it is capable of providing the services requested by the community and to ensure that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths or the primary function of the organization should be seriously reviewed to evaluate the rate of return on staff time. The internal stakeholders identified the strengths of the SFD as follows:

17 Strengths		
“One Team” Approach	Firefighting Reputation	The Men & Women of SFD
Accountability from Top to Bottom	Capable & Steadfast Administration	Company Level Leadership
Strong Brotherhood	Versatile Incident Commanders	Community Programs
Aggressive Department	Crew Cohesion	Dedicated Employees
Ability to Mitigate Incidents	Family Oriented Department	Training Opportunities
Knowledge & Skills	Resourceful	



# 2025-2030 Strategic Plan



## Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization’s overall concerns, it is unusual for organizations to be able to identify and deal with these issues effectively on their own.

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the internal stakeholders as weaknesses:

18 Weaknesses		
Funding Instability	Lack of Personnel	Confidence in Rank
Lack of Training Facility	Lack of Growth	Consistency in Promotions
Lack of Training at Company Level	Employee Recruitment & Retention	Conflicting Service Priorities
Lack of communication between shifts	Lack of Experience; Young Department	Mutual Aid Agency Relationships
Need of additional Station	Not open to change	Fitness Training
Negative Outlook	Aging Facilities	Outdated Policies & Procedures

# 2025-2030 Strategic Plan

## Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The internal stakeholders identified the following potential opportunities:



15 Opportunities		
Citywide Growth	Increase Pay & Benefits	Training Facility
Improve Response Times	Strategic Plan	Promotions
Dedicated Rescue Company for City	Build better relationships with City Officials	Paid Insurance after Retirement
Increase Service Levels	Additional Fire Station	Additional Ladder Company
Enhance Leadership	Regional Response Team	Specialty Training



## Challenges

To bring the strengths and opportunities into perspective, challenges to the organization must be identified. Recognizing these possible challenges greatly reduces the potential for loss. These challenges are often not completely and/or directly controlled by the organization. This should be understood for a successful strategic plan. Some of the current and potential challenges identified by the internal stakeholders are as follows:

15 Challenges		
Recruitment & Retention	Communication	Increased Call Volume
Young Department	Cancer	Lack of additional Fire Stations
Lack of Support from City Leaders	Advancement of Opportunities aligning with Career Development	EMS & County Leaders dictate our Department
Mutual Aid Agreements	Salaries & Benefits	Respect for Authority & Rank
Hazards of Profession	Growth of City	ECOM

## External Stakeholder Meetings

The City of Statesville Fire Department hosted two external stakeholder, community meetings, on September 25, 2025, at 1130 hours and 1730 hours. The SFD Strategic Planning Committee planned and implemented the meetings. The 1130 meeting was invite only and focused on inviting the largest businesses in the City, council members, candidates for council, public and private entities including County government and schools, long term care facilities, and the hospital. There were 29 individuals from 12 different entities, and 4 City Council candidates were present. The 1730 meeting was open to all persons/agencies listed above and the public in general, no invite was required for the 1730 meeting. One candidate for City Council attended the evening session. The purpose of the meetings was to engage individuals outside of the Department to gather input on strategic plans, community needs, and departmental services.

All attendees were asked to sign in and enjoyed refreshments. This gave time for SFD to interact with the attendees in a more informal setting. The attendees then went to the training room and SFD designees conducted a presentation on the organizational structure, operations of the Department, and sparked conversation with the attendees regarding their thoughts, concerns and questions in respect to the Department. Participants were asked:

1. Define what “good service” from the Fire Department means to you?
2. What are your expectations of the Fire Department?

The stakeholders’ feedback included:

- The City of Statesville Fire Department does a lot more than they ever knew we did; based on the presentation given at the meeting.
- There was a discussion surrounding how ISO Ratings benefit insurance rates when it is a good rating
- There was a significant discussion around mutual aid departments and how there are benefits and challenges of mutual aid agencies’ responses.

The stakeholders were given the August 2025 Snap Shot and the January – August 2025 Year in Review handouts, along with information to complete the external stakeholder survey online.

# 2025-2030 Strategic Plan

## Critical Issues and Service Gaps

In conjunction with the identified strengths, weaknesses, opportunities, and threats presented to the SFD, the Strategic Planning Committee determined the following critical issues and service gaps were. These areas of improvement shaped the strategic initiatives and S.M.A.R.T goals and objectives of the Department.



### Critical Issues and Service Gaps

Young Agency
Dispatch/CAD Development
Rescue Program Service Delivery
Community Risk Reductions
Succession Planning
Communications with Emergency Communications
Growth of the City & Department
Public Education
Officer Development
Service Delivery from Mutual Aid Agreements
Support of City Council
Mental Health Wellness

# 2025-2030 Strategic Plan



## Strategic Initiatives

Below are the SFD's strategic initiatives as they relate to the critical issues and service gaps established within the Community-Driven Strategic Planning process. These strategic initiatives will guide the Department into the future with goals and objectives established to address the strengths, weaknesses, opportunities, and challenges of the SFD. The Strategic Plan is reviewed annually by the Strategic Planning Committee. The Accreditation Manager and leads for each S.M.A.R.T. goal track the progress and challenges of the Department accomplishing all tasks associated with each S.M.A.R.T. goal and objectives on a continuous basis to ensure the agency is striving for continuous improvement. An annual work plan document and monthly performance reports are also utilized to monitor progress of the strategic plan.

### Strategic Initiative 1: Department Growth with City Council Support

The City of Statesville is a growing suburban community. As the City grows, so does the need and demand for Fire Department services across the community to protect the safety and well-being of citizens and visitors. The Department's Strategic Planning Committee continuously reviews the Specific, Measurable, Achievable, Relevant, and Time-Bound (S.M.A.R.T.) goals and objectives of the Strategic Plan to ensure the Department is moving in the right direction to operate efficient fire and life safety services and achieve the mission of the Department. The strategies and tactics laid out in the Strategic Plan are not derived in a silo. Local, state, and national recommendations are incorporated into the Department's policies and procedures to guide decisions and management of operations. In addition, routine education and information sharing with the City of Statesville leaders and residents and solicitation for feedback from stakeholders about improving services are valued as essential components of the development and execution of the community driven Strategic Plan.

### Strategic Initiative 2: Pay & Benefits Enhancements

Recruitment and retainment of an exceptionally effective workforce is detrimental to the success of the Department's mission. The Fire Department, in collaboration with the City Human Resources Department, strives to be competitive in pay rates and benefits and regularly monitored promotion plans are in place. State certifications are encouraged for all levels in the organization to coincide with the City of Statesville Pay Plan. National training guidelines are followed, and performance-based skills evaluations are routinely conducted. The Fire Department works to provide many training opportunities and implements career development programs for all positions to build a team of well-trained, compensated personnel that can protect the community.

## Strategic Initiative 3: Communications & Service Delivery

Facilitating the exchange of critical information using reliable communication systems is vital for the safety and success of first responders. Current technology is being used by the Department to implement a quality fire records management system, EPR FireWorks. The Department has several internal and external operational systems in place that provide methods to meet the needs of the organization in an effective manner. Fire department personnel continue to partner with Iredell Emergency Communications Department (ECOM), Statesville Police Department, and other mutual aid agencies through formal agreements to effectively devise a crucial piece, communications, of the overall service delivery process. Shared computer server space and web space are used to provide information to all responding personnel in a timely manner. The Statesville Fire Department continues to progressively research and pursue new and improved technology for the safety and well-being of the City of Statesville.

## Strategic Initiative 4: Physical Health, Mental Health and Wellness Enrichments

Emergency scenes can be uncertain environments where safety is challenging. The City of Statesville Fire Department prioritizes safety of all personnel by following national fire service recommendations and enacting safety procedures. The physical health, mental health, and overall wellness of each team member is the foundation of fostering a robust Department to achieve the safest workplace possible in emergency response. The Health and Wellness Committee of Statesville Fire Department provides direction to the programs to ensure physical health, mental health, and overall wellness of all personnel is taken seriously to ensure the most capable rapid response force is serving the City.

## Strategic Initiative 5: Strengthening Community Risk Reduction & Public Education Efforts

There are many situations in life that involve exposure to danger, which are risks. The City of Statesville Fire Department accentuates the importance of prevention education, planning, inspection, and permitting to help the citizens of Statesville reduce their exposure to risks. Reducing the risks through knowledge and practice ultimately decreases occurrences of emergency incidents throughout the community. The Community Risk Reduction and Public Education Programs of the Department are data driven programs for all ages to promote behavior changes and implement preventative measures, thus protecting lives and property.

## Strategic Initiative 6: Technical Rescue Program Improvements

The Department responds to many different emergency incidents: fire, medical emergencies, hazardous materials incidents, technical rescues, aircraft emergencies, and other life safety situations to meet the critical needs of the citizens and visitors of Statesville. Emergency response continues to evolve into more specialty areas of responsibility regarding hazardous materials, technical rescue, aircraft crash and rescue and medical care capabilities. The Department reviews each response class on an ongoing basis to strive for continuous improvements in all areas. Due to an increase in technical rescue calls in the jurisdiction over the last five years and the amplified occurrences of natural and man-made disasters throughout the state, the Technical Rescue Committee of Statesville Fire Department is focusing on enhancing the technical rescue personnel and equipment capabilities to meet the demand of life saving services.

# 2025-2030 Strategic Plan



## Goals and Objectives

### S.M.A.R.T. GOAL #1

S.M.A.R.T. GOAL STATEMENT: The Statesville Fire Department, Strategic Planning Committee will revise the SFD Strategic Plan by December 2025 to plan for growth of the City, Department, and support of City Council.

### S.M.A.R.T. OBJECTIVE(S)

1. The SFD Strategic Planning Committee will revise all current Strategic Planning Initiatives, Goals, and Objectives to be S.M.A.R.T. goals and objectives by December 2025.
2. SFD Administration will survey and communicate with internal and external stakeholders to assist in revising the Strategic Plan S.M.A.R.T. goals and objectives by December 2025.
3. SFD Administration will provide transparency in operations to help inform City Council by sharing information through a Year in Review presentation and monthly Snapshots.

### ACTION PLAN #1

Tasks	Assigned To	Target Date
1. Review and revise the initiatives, goals, and objectives of the Strategic Plan	Strategic Planning Committee	5/9/25, 7/11/25, 9/12/25, 11/14/25
2. Plan the budget for operations and capital to be proactive in response to growth in the city	Chief Kurfees	Continuous
3. Internal stakeholder survey results and City employee survey results discussed with all personnel	Chief Kurfees	March/April 2025
4. External stakeholder survey revised	Strategic Planning Committee	4/1/2025
5. External stakeholder survey promoted/advertised	Department wide	4/1/2025
6. External stakeholder in person meeting	AM Moose	August 2025
7. Prepare and present Year in Review presentation	AM Moose & Chief Kurfees	December/January of each year
8. Prepare & distribute Monthly Snapshots	AM Moose	2 <sup>nd</sup> week of every month

# 2025-2030 Strategic Plan



## S.M.A.R.T. GOAL #2

S.M.A.R.T. GOAL STATEMENT: Statesville Fire Department Administration will work with City Administration to maintain a progressive pay and benefit program in order to recruit and retain an exceptionally effective workforce to forge the mission of the Fire Department.

## S.M.A.R.T. OBJECTIVE(S)

1. A budget timeline will be created by SFD Administration, including the Training Division, for the FY 26/27 and annually; taking into account growth in the Department and incentive pay for all Department personnel.
2. Comparable pay from surrounding Departments of comparable size will be reviewed by SFD Administration every other year with City Human Resources (HR) to strive and plan for competitive pay rates and benefits to reduce turnover and retain the SFD workforce.
3. SFD Administration will work with City Human Resources to develop and implement a career development program for Battalion Chiefs, Captains, Fire Marshals and three civilian positions by July 2026.

## ACTION PLAN #2

Tasks	Assigned To	Target Date
1. Promotion & Career Development Administrative Directive to be created	SFD Career Development Committee, Chief Kurfees, & City HR	April 2025
2. Promotion & Career Development Administrative Directive 1.2.1 to be implemented with the Department	SFD Career Development Committee, Chief Kurfees, & City HR	July 1, 2025
3. Review of the FY 25/26 budget, including what was and was not approved for July 1, 2025, in order to know what to move forward with in the next fiscal year budget	Chief Kurfees & DC Bell	October 2025
4. Establish a timeline for the FY 26/27 budget with items not approved from FY 25/26 budget	Chief Kurfees & DC Bel	October 2025 – January 2026
5. Review incentive pay in budget package	Chief Kurfees & DC Bell	October 2025 – January 2026
6. Review career development for Battalion Chiefs, Captains, Fire Marshals, and three civilian positions, including retirement supplements and incentive pay	Chief Kurfees, AC Nicholson, Career Development Committee & City HR	Annually
7. Work with City HR to compare pay and benefits to surrounding Fire Departments of comparable operational size and scope	Chief Kurfees & City HR	Every other year starting in 2026

# 2025-2030 Strategic Plan



## S.M.A.R.T. GOAL #3

**S.M.A.R.T. GOAL STATEMENT:** The City of Statesville Fire Department will maintain and continually improve the technological and human resource framework of communication systems in collaboration with partner agencies for the safety and wellbeing of the Department and the community.

## S.M.A.R.T. OBJECTIVE(S)

1. SFD Administration and/or designated personnel will meet with partnering first responder agencies in the City of Statesville and Iredell County at least quarterly to review technological systems and working relationships regarding operations, best practices, and areas of improvement.
2. The Department will work with Statesville Police Department (SPD) and Iredell County Emergency Communications (ECOM) to transition from ECOM dispatch to SPD dispatch, Central Square, by July 2026.
3. The Department will use the ArcGIS online 123 survey, SFD Radio Coverage, to test, review and evaluate radio coverage of the City radio system versus the VIPER radio system inside and outside structures to determine operational efficiency and safety of communications by May 2026.

## ACTION PLAN #3

Tasks	Assigned To	Target Date
1. Communications with: <ol style="list-style-type: none"> <li>a. Iredell Emergency Communications (ECOM)</li> <li>b. Iredell Emergency Medical Services (EMS)</li> <li>c. Iredell County Volunteer Fire agencies (Vol. FDs)</li> <li>d. Iredell County Rescue Squad (ICRS)</li> <li>e. Statesville Police Department (SPD)</li> </ol>	SFD Administration	At least once a quarter and on a continuous basis
2. Track meetings with partner agencies in FD Share spreadsheet	SFD personnel attending partner agency meetings	End of each month
3. Update SFD Administration with information regarding partner agencies	SFD personnel attending partner agency meetings	Within at least 3 business days from the meeting date
4. Work with SPD to build new layers in GIS system for Central Square transition	SPD Analyst & SFD Accreditation Manager with SPD & SFD Administration	September 2025 and continuous

# 2025-2030 Strategic Plan



<b>ACTION PLAN #3</b>		
<b>Tasks</b>	<b>Assigned To</b>	<b>Target Date</b>
5. Central Square CAD transition	SFD Administration with SPD	July 2026
6. Resource to time stamp apparatus from the apparatus	SFD Administration with SPD	July 2026
7. Participation in the Iredell County Fire Service Study	Chief Kurfees & NC Fire Chief Consulting	Currently and through completed study, goal for completion by June 2025
8. Conduct radio checks inside and outside buildings around the City of Statesville and document data in the ArcGIS online 123 survey, SFD Radio Coverage	SFD Fire Marshal's Division and SFD Administration	Started in 2023 and will continue
9. Create 6 maps, two (City Radio Checks & VIPER radio checks) for each year (23,24, & 25)	AM Moose	November 1, 2025
10. Review and evaluate the radio check results to determine operational efficiency and safety of communications	SFD Administration	December 1, 2025 and continuously

# 2025-2030 Strategic Plan



## S.M.A.R.T. GOAL #4

S.M.A.R.T. GOAL STATEMENT: The City of Statesville Fire Department (SFD) will strive to offer a total wellness program to all personnel.

## S.M.A.R.T. OBJECTIVE(S)

1. The SFD Health & Wellness Committee, SFD Administration, and the City of Statesville Human Resources Department will collaboratively review current policies and create additional policies and clauses in current policies as necessary to address the policy recommendations by the Center for Public Safety Excellence regarding Physical Health, Mental Health and Wellness by December 2026.
2. SFD Health & Wellness Committee will enhance the physical health and wellness program by implementing at least 18 trainings by December 2026.
3. SFD Health & Wellness Committee will work to increase and develop the resources available to improve personnels' physical health, mental health, and wellness by building 5 projects to offer to the Department by July 2027.
4. SFD will conduct a comprehensive assessment of the current Behavioral Health Services program annually and maintain a system to ensure that 100% of personnel have 24/7 access to clear and readily available information on how to seek mental health services.

## ACTION PLAN #4

Tasks	Assigned To	Target Date
1. Research and develop return to work policy to address employees absent due to behavioral health diagnosis	SFD Health & Wellness Committee, SFD Administration & CofS HR & Attorney	December 2026
2. Review Physical Health, Mental Health, and wellness policies, and incorporate religious exemption clauses in all related policies	SFD Health & Wellness Committee, SFD Administration & CofS HR & Attorney	December 2026

# 2025-2030 Strategic Plan



## ACTION PLAN #4

Tasks	Assigned To	Target Date
3. Offer financial wellness course	SFD Health & Wellness Committee & SFD Administration	December 2026
4. Offer nutritional training for all personnel	SFD Health & Wellness Committee & SFD Administration	December 2026
5. Get 2 Peer Fitness Trainers trained per shift, at a minimum for the Department	SFD Health & Wellness Committee & SFD Administration	July 2027
6. Research Sleep Health program	SFD Health & Wellness Committee	December 2026
7. Develop cookbook and share recipes with personnel via email and on Essential Personnel (EP) Health and Wellness resources page	SFD Health & Wellness Committee	Presently creating and sharing on a weekly basis, first edition to be completed by January 2026
8. Develop and implement work out plans for personnel, (individual and group work out plans) via email and on Essential Personnel (EP) Health and Wellness resources page	SFD Health & Wellness Committee	Presently creating and sharing via email & in EP on an every other month rotation
9. Assess needs for additional and replacement physical fitness equipment for each Station and future Station 5	SFD Health & Wellness Committee	July 2026
10. Research Firefighter Physical Ability Test (FPAT) for hiring process and for annual abilities test for the Department	SFD Health & Wellness Committee & SFD Administration	December 2026
11. Vet Behavioral Health Services against NFPA 1582, to ensure national standards are met	SFD Health & Wellness Committee, SFD Administration, & Atrium Health	December 2026

# 2025-2030 Strategic Plan



<b>ACTION PLAN #4</b>		
<b>Tasks</b>	<b>Assigned To</b>	<b>Target Date</b>
12. Evaluate Atrium Behavioral Health Services program to meet SFD needs	SFD Health & Wellness Committee & SFD Administration	December 2026
13. Research how Atrium Health keeps records of use of behavioral health resources confidential and get information in writing	SFD Health & Wellness Committee, SFD Administration & Atrium Health	December 2026
14. Ensure personnel have readily accessible information regarding what behavioral services are offered to them at all times	SFD Health & Wellness Committee, SFD Administration, & Atrium Health	December 2026

# 2025-2030 Strategic Plan



## S.M.A.R.T. GOAL #5

S.M.A.R.T. GOAL STATEMENT: The Statesville Fire Department (SFD) will strengthen the Community Risk Reduction Public Education program through a data driven methodology to prevent and reduce emergency incidents for all age groups in the community.

## S.M.A.R.T. OBJECTIVE(S)

1. The SFD Fire Marshal Division and Accreditation Program will develop a methodology to assess trends based on community data to guide at least two main focuses of the Community Risk Reduction Public Education program for 2026.
2. The Community Risk Reduction Public Education program will reach at least 13,500 people and conduct at least 175 educational programs in 2025 and will strive to increase the educational outreach by 3% annually.
3. The SFD Community Risk Reduction Educator will research and use the Department’s adopted methodology to create and conduct at least 2 data driven education programs in 2026, focusing on school aged children and senior citizens.
4. Starting in May 2026, the Community Risk Reduction Educator will create and implement a standardized evaluation form for all public education programs and collect feedback from at least 25% of program participants by year-end to assess knowledge retention and satisfaction.

## ACTION PLAN #5

Tasks	Assigned To	Target Date
1. Research new and improved community risk reduction programs to implement within the agency’s jurisdiction	FLSE Gessler	September 2025
2. Research and develop a fall reduction program with emphasis on senior citizen population	FLSE Gessler	May 2026
3. Implement a method of adapting the Department’s approach to community safety based on the trends and the successes as community risk data analysis pinpoints high-risk areas, behaviors, and the needs within each community	FLSE Gessler & AM Moose	December 2025
4. Division will continue to monitor and evaluate its public education program through monthly performance reporting	Fire Marshal Division	Ongoing and completed for each month by the last day of the month

# 2025-2030 Strategic Plan



<b>ACTION PLAN #5</b>		
<b>Tasks</b>	<b>Assigned To</b>	<b>Target Date</b>
5. Delivering fire safety education programs to various demographics such as public/private/charter schools, senior centers, community events, and vulnerable populations	FLSE Gessler & SFD personnel as assigned	Continuous, with numbers reported monthly and annually
6. Build relationships with community leaders and organizations to promote risk reduction initiatives	Fire Marshal Division	Ongoing
7. Explain building codes and fire safety regulations to residents and businesses	FLSE Gessler & SFD personnel as assigned	Ongoing
8. Create tailored educational materials and programs based on identified community risks	FLSE Gessler	May 2026
9. Statesville Fire Department will provide at least 40 Fire & Life Safety programs in schools as well as an additional 40 to the general public	FLSE Gessler & SFD personnel as assigned	January 2025 and annually
10. Create and implement an evaluation form for feedback regarding public education programs	FLSE Gessler	March 2025

# 2025-2030 Strategic Plan



## S.M.A.R.T. GOAL #6

S.M.A.R.T. GOAL STATEMENT: The City of Statesville Fire Department will improve the Technical Rescue response capabilities of the Department to better serve the community.

## S.M.A.R.T. OBJECTIVE(S)

1. SFD Rescue Committee, in collaboration with SFD Administration and the Training Committee, will lead the Department to have 100% of personnel trained to increase Department capabilities by December 2026 in NC Technical Rescuer General. Note, this is an ever-changing target date due to growth and turnover.
  - a. NC Technical Rescuer General (ERT, RT, TR-Ropes, or TR- General)-
    - i. Benchmark: 75 personnel, 100% of Suppression personnel
    - ii. 2024 Baseline: 70 personnel, 93% of Suppression personnel
2. SFD Rescue Committee, in collaboration with SFD Administration and the Training Committee, will lead the Department to have 100% of personnel trained to increase Department capabilities by December 2026 in Technical Rescue- Vehicle. Note, this is an ever-changing target date due to growth and turnover.
  - a. NC TR – Vehicle (TR-VMR, TR-Vehicle) –
    - i. Benchmark: 75 personnel, 100% of Suppression personnel
    - ii. 2024 Baseline: 63 personnel, 84% of Suppression personnel
3. As the amount of SFD personnel trained in Technical Rescue capabilities increases, the Rescue Committee and SFD Administration will annually assess, plan for, sustain and procure the necessary rescue equipment to have a safe and effective Technical Rescue program.

## ACTION PLAN #6

Tasks	Assigned To	Target Date
1. Implement NC Technical Rescuer training to meet the goal of 100% of all personnel being certified	AC Nicholson, Training Committee and Rescue Committee	December 2026
2. Implement NC TR – Vehicle training to meet the goal of 100% of all personnel being certified	AC Nicholson & Training Committee, and Rescue Committee	December 2026
3. Determine current and expected future equipment gaps for Technical Rescue operations	Rescue Committee	April 2026 & continuous

# 2025-2030 Strategic Plan



<b>ACTION PLAN #6</b>		
<b>Tasks</b>	<b>Assigned To</b>	<b>Target Date</b>
4. Create and implement an equipment spending plan for Technical Rescue operations	SFD Administration & Rescue Committee	April 2026

# 2025-2030 Strategic Plan



## Appendix A: Internal Stakeholder Survey & Results

Survey Question	Response/Response Percentage					1&2	4 & 5
	1	2	3	4	5		
1. I feel valued in my current position.	16 30%	30 56%	7 13%	1 2%	0 0%	46 85%	1 2%
2. I am satisfied with my opportunities for personal growth.	12 22%	28 52%	13 24%	1 2%	0 0%	40 74%	1 2%
3. I have a clear understanding of my career and/or promotional path.	20 37%	27 50%	7 13%	0 0%	0 0%	47 87%	4 0%
4. I receive adequate training to accomplish my career goals.	16 30%	28 52%	7 13%	3 6%	0 0%	44 81%	3 6%
5. I am pleased with the apparatus and equipment given to me.	9 17%	31 57%	10 19%	4 7%	0 0%	40 74%	4 7%
6. I am pleased with my work hours/schedule.	20 37%	22 41%	7 13%	3 6%	2 4%	42 78%	5 9%
7. I am pleased with our training/fitness schedule.	16 30%	29 54%	7 13%	1 2%	1 2%	45 83%	2 4%
8. I am satisfied with the personal protective equipment provided for me.	20 37%	27 50%	5 9%	2 4%	0 0%	47 87%	2 4%
9. I am satisfied with the uniforms provided for me.	10 19%	29 54%	9 17%	5 9%	1 2%	39 72%	6 11%
10. I foresee myself working here until retirement.	27 50%	19 35%	5 9%	1 2%	2 4%	46 85%	3 6%
12. I feel that my coworkers respect each other.	7 13%	28 52%	15 28%	3 6%	1 2%	35 65%	4 7%
13. I feel our leadership has integrity (doing the right thing, even when no one is looking).	19 35%	28 52%	7 13%	0 0%	0 0%	47 87%	0 0%
14. I feel that the administration handles day to day operations effectively.	12 22%	30 56%	11 20%	1 2%	0 0%	42 78%	1 2%
15. I am satisfied with communication within our department.	6 11%	30 56%	15 28%	2 4%	1 2%	36 67%	3 6%
16. The leaders at SFD are approachable.	21 39%	29 54%	3 6%	1 2%	0 0%	50 93%	1 2%
17. I am pleased with the evaluation process.	5 9%	28 52%	16 30%	4 7%	1 2%	33 61%	5 9%
18. I feel safe working at emergency incidents.	14 26%	33 61%	7 13%	0 0%	0 0%	47 87%	0 0%
19. I feel safe working at the fire station.	22 41%	29 54%	3 6%	0 0%	0 0%	51 94%	0 0%
20. I believe we have adequate training opportunities that prepare me for various aspects of my job.	17 31%	29 54%	7 13%	0 0%	1 2%	46 85%	1 2%
21. I believe that higher education is necessary for leadership.	6 11%	16 30%	17 31%	6 11%	9 17%	22 41%	15 28%
22. I believe that the hiring process is fair.	11 20%	31 57%	11 20%	1 2%	0 0%	42 78%	1 2%
23. I believe that the promotion process is fair.	9 17%	34 63%	9 17%	1 2%	1 2%	43 80%	2 4%
24. As a department we live by our organizational values.	6 11%	37 69%	10 19%	1 2%	0 0%	43 80%	1 2%
25. The mission statement is adequately reflected by the service we are providing.	8 15%	32 59%	13 24%	1 2%	0 0%	40 74%	1 2%
30. The SFD adequately assess my health and cancer risk?	16 30%	32 59%	5 9%	1 2%	0 0%	48 89%	1 2%
31. I feel assistance from mutual aid agencies such as Iredell Rescue is important to my safety.	0 0%	0 0%	16 30%	13 24%	25 46%	0 0%	38 70%
32. When responding to the county, I feel those departments are adequately staffed and our response is safe.	0 0%	3 6%	22 41%	18 33%	11 20%	3 6%	29 54%

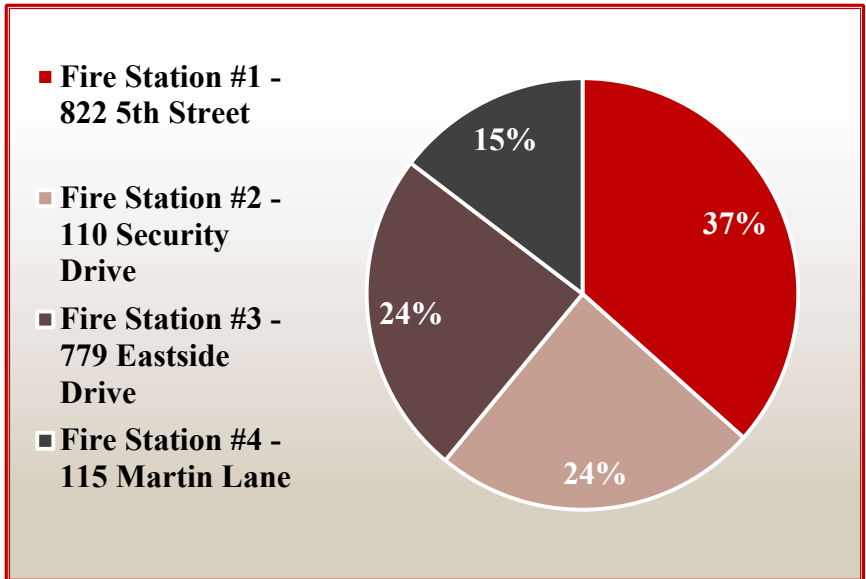
Note: Question 11 was mutual choice and questions 26-29 were fill in, so those responses were captured in a Word document.

1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly Disagree
	Top 5 Strengths
	Tied Top 5 Strengths
	Top 5 Improvements
	Tied Top 5 Improvements

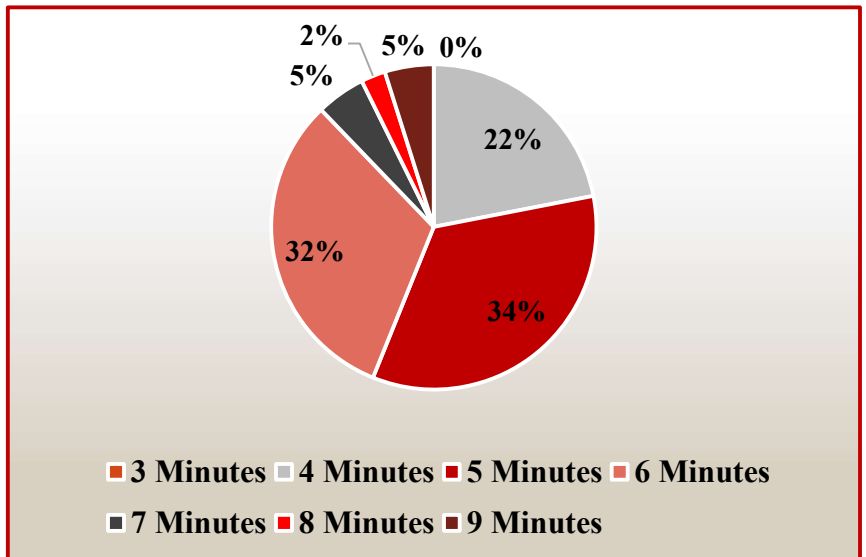
## Appendix B: External Stakeholder Survey & Results

The SFD Strategic Planning Committee created the survey questions and collected the data through a survey instrument called Survey Planet. The survey results were collected from April – October 2025 with 41 respondents. The SFD disseminated information to the community on postcards and fliers via social media, the City website, public education events, and community outreach. The Department intends to keep the survey open and will continue to use the survey as an avenue to gather feedback to continue to improve services in the community.

**Q1.** Please check the address of the Fire Station closest to you:

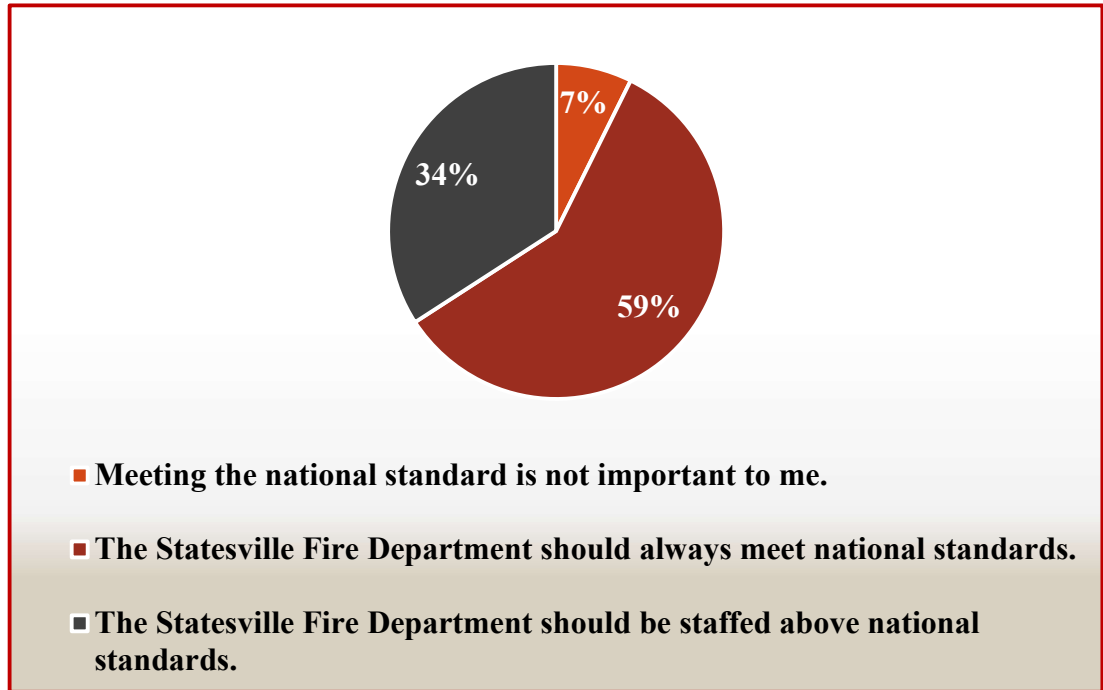


**Q2.** What do you feel is a good response time for Firefighters to an emergency for your home or business? The time begins when the 9-1-1 operator answers the phone. Currently, the national standard is 6 minutes.



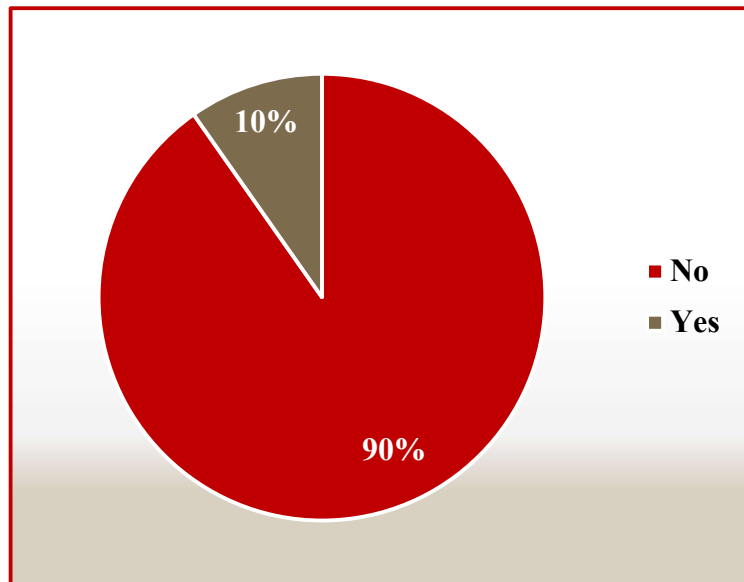
# 2025-2030 Strategic Plan

**Q3.** What do you feel is the right number of Firefighters needed to staff each fire engine? The national standard is 4 Firefighters.



**Q4.** Do you feel your neighborhood has a problem with fires or other emergencies?

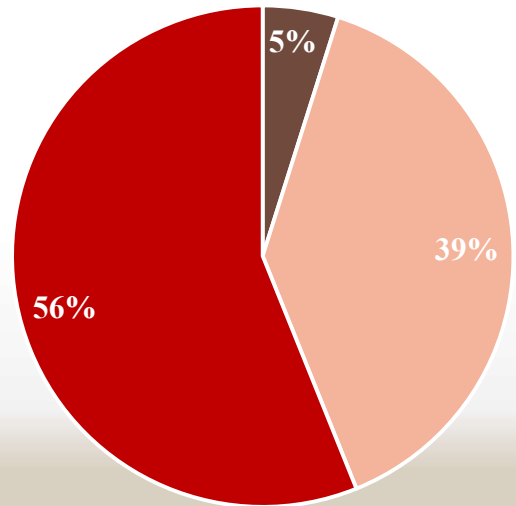
Additional Details
1. Our neighborhood should have more than 1 hydrant.
2. I feel the area has a problem with medical emergencies.
3. Mental health crisis and drug use
4. Older people live in this development.



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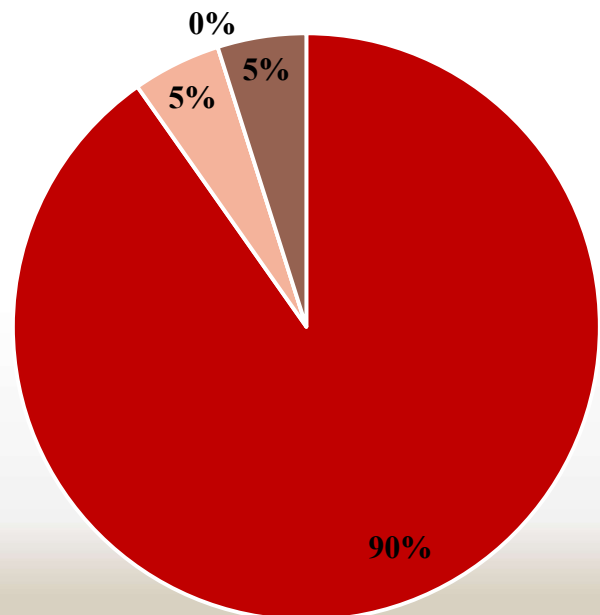
**Q5.** Do you feel the City of Statesville Fire Department does what they are supposed to do for the concerns of our community's fire and life safety problems?

- I think the department needs to do more.
- I think the concerns are addressed reasonably well.
- I think the concerns are addressed very well.



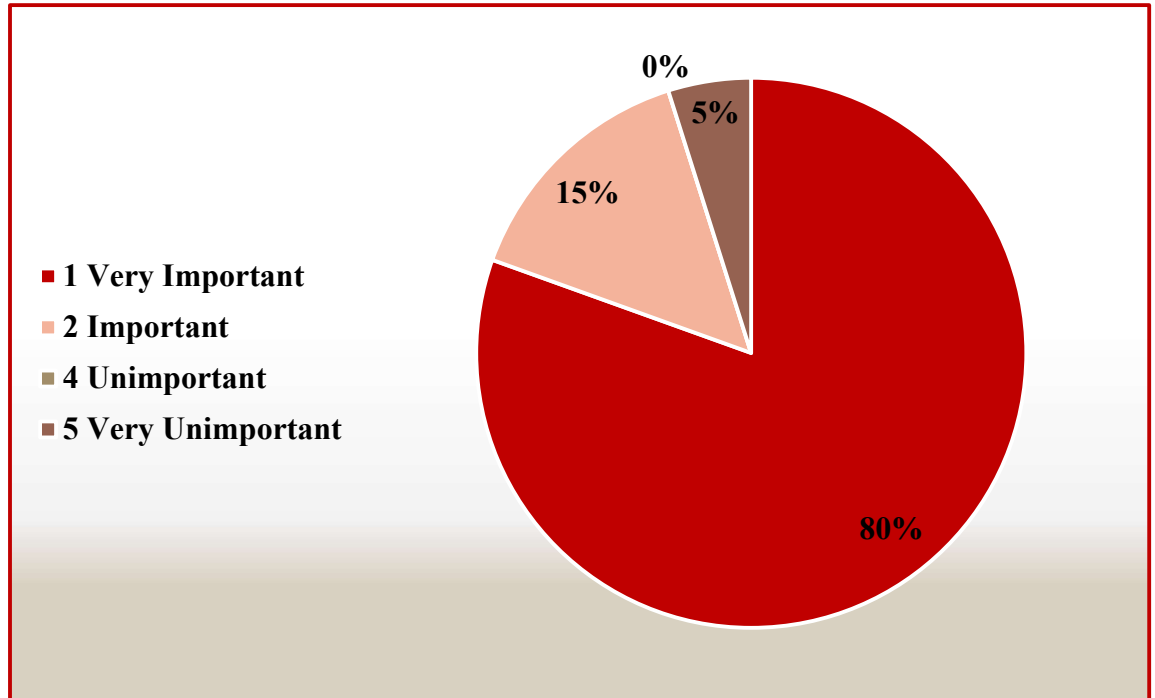
**Q6.** Please let us know how important, the response to Fire events, is to you:

- 1 Very Important
- 2 Important
- 4 Unimportant
- 5 Very Unimportant

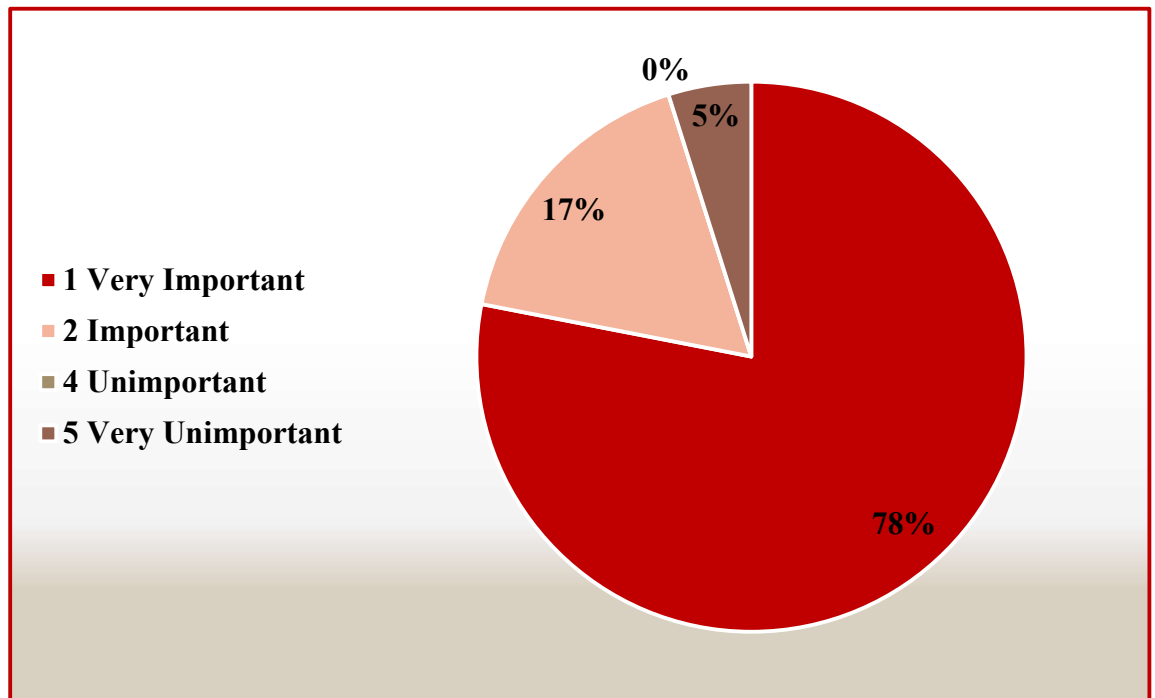


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**Q7.** Please let us know how important the response to Hazardous Material (HazMat) events, is to you:

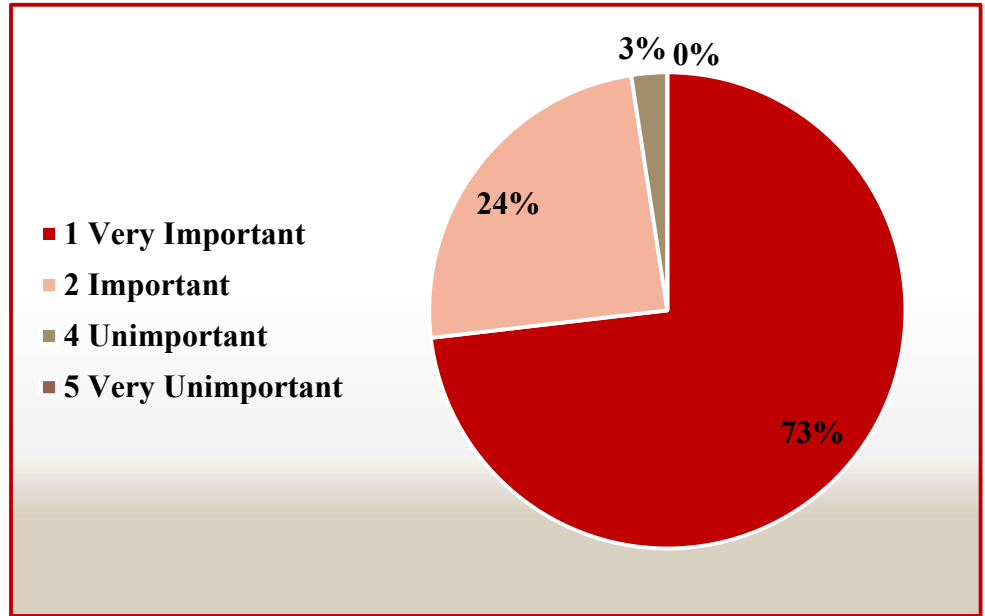


**Q8.** Please let us know how important, the response to Medical emergencies, is to you:

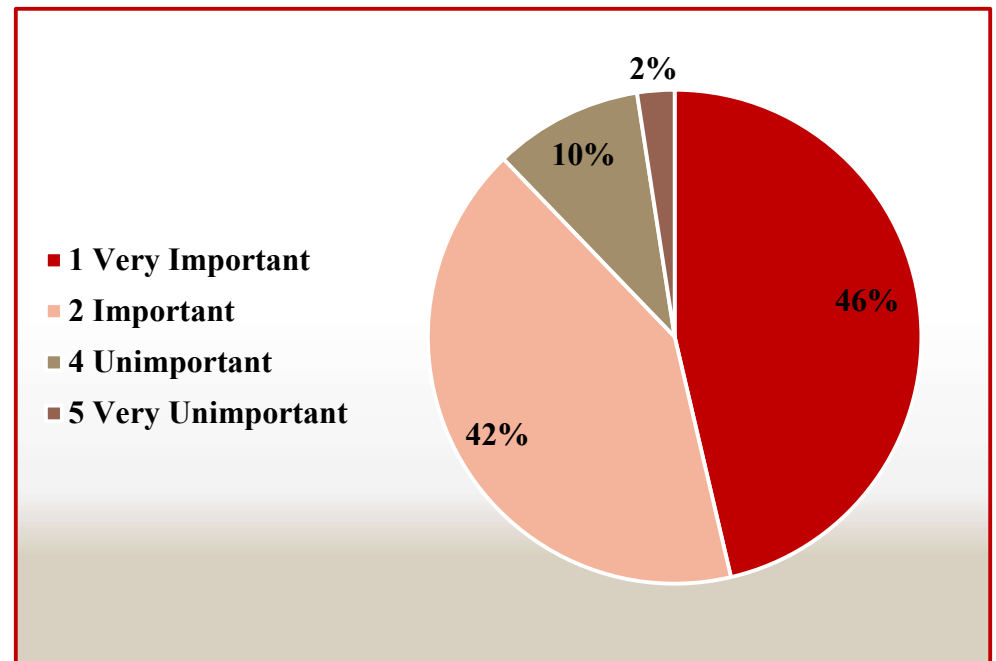


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**Q9.** Please let us know how important, the response to Technical Rescue emergencies, is to you:



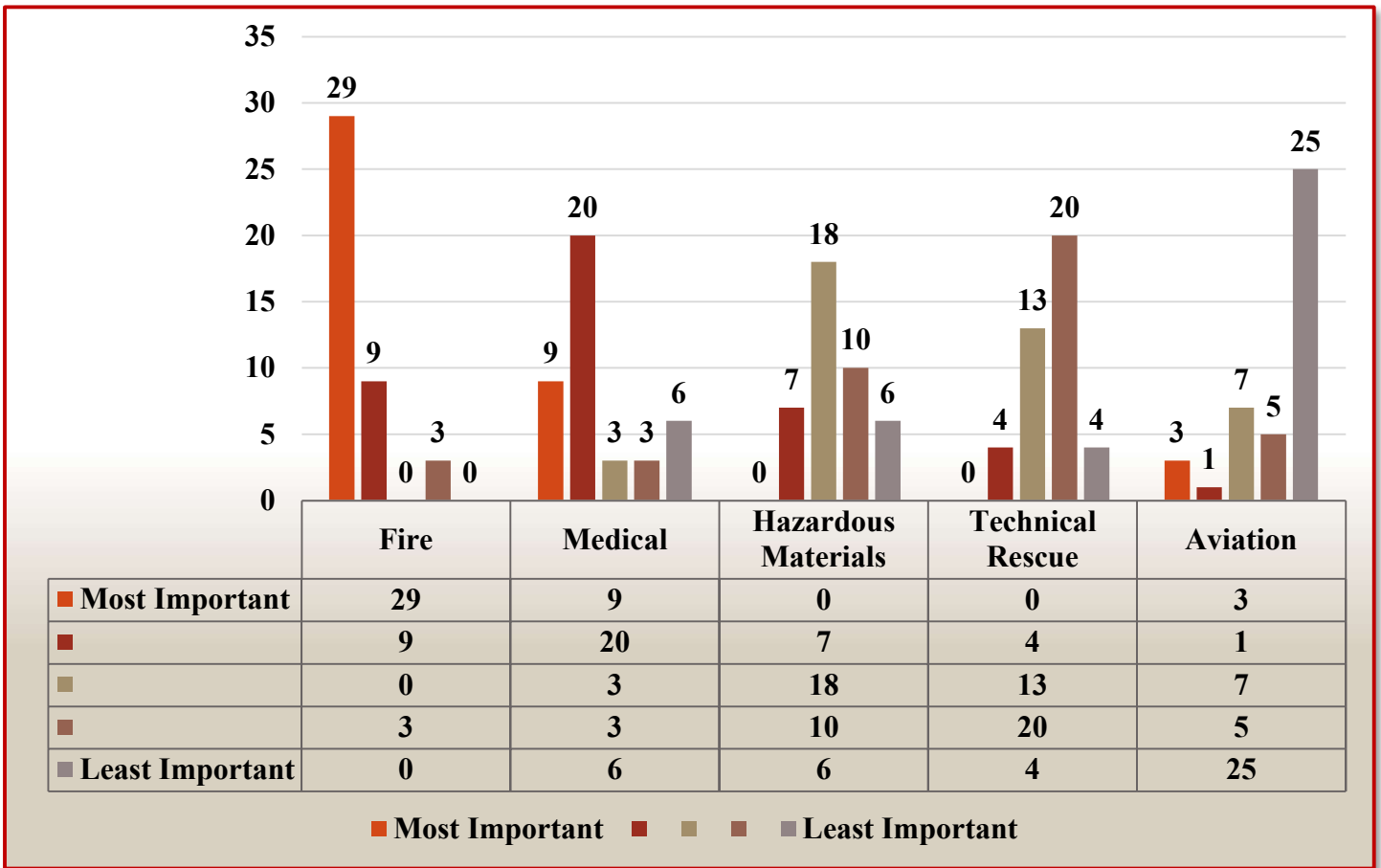
**Q10.** Please let us know how important, the response to Aviation Rescue and Firefighting (ARFF) emergencies, is to you:



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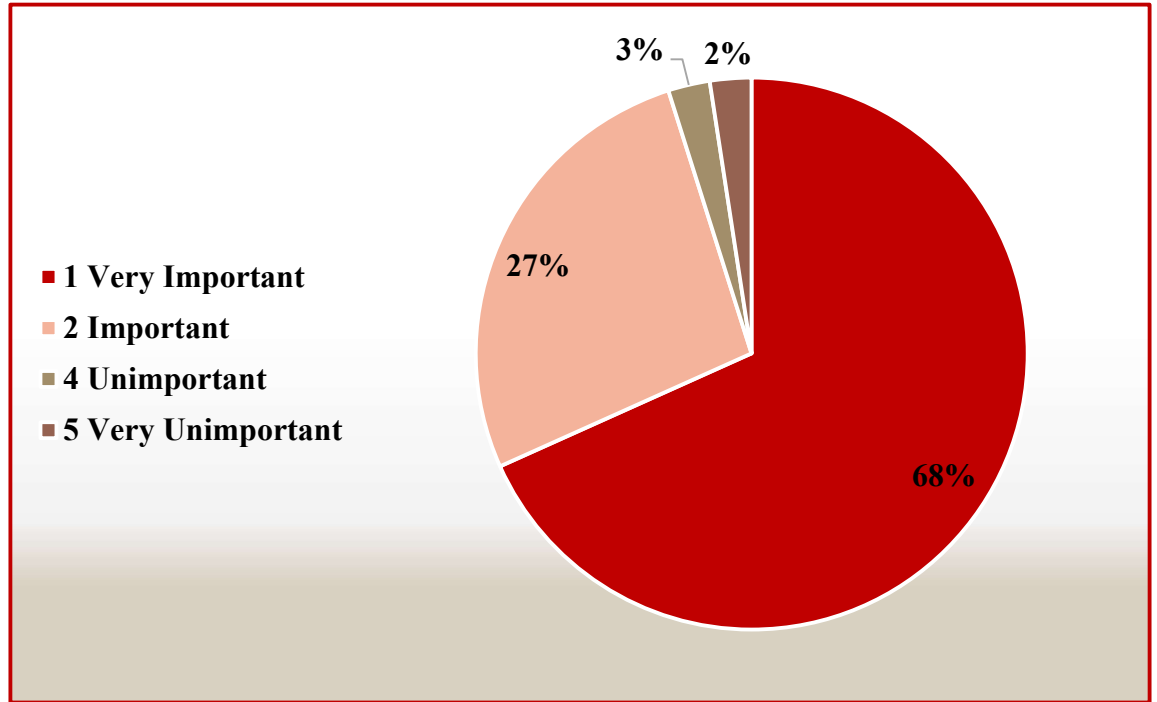


**Q11.** Please rank the order of importance for each response class, Fire, Medical, Hazardous Material, Technical Rescue and Aviation. 1 being the most important to you and 5 being the least important to you.

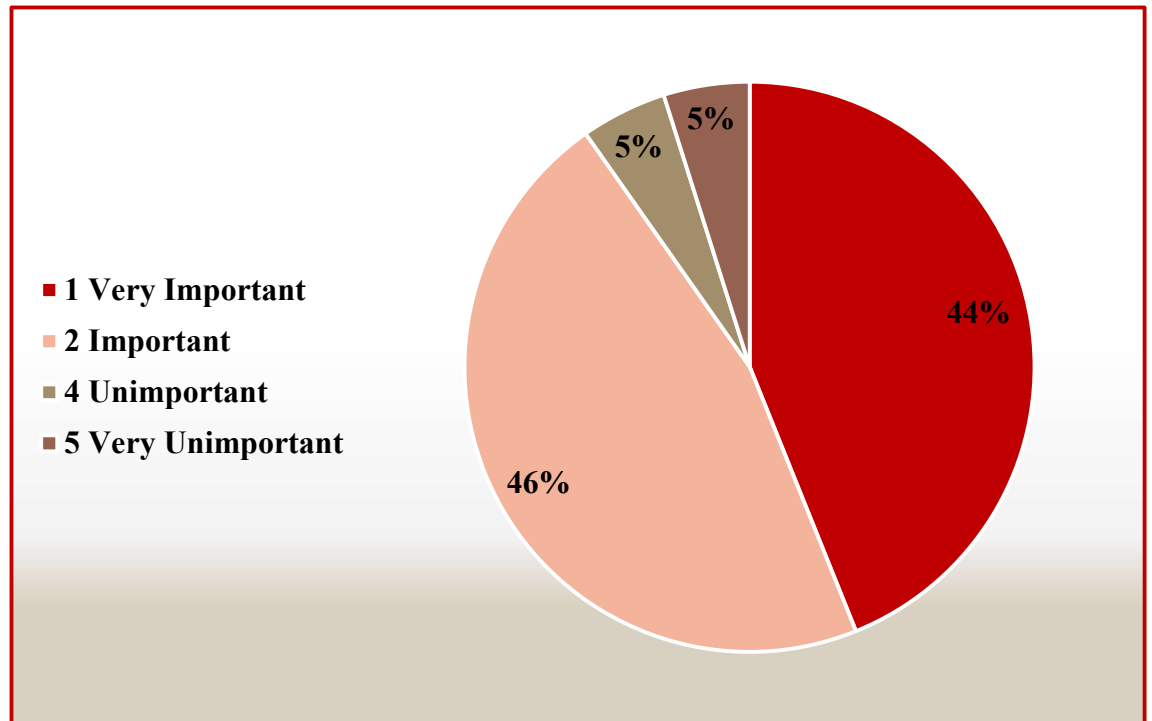


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**Q12.** Please let us know how important, fire hydrant maintenance is to you:

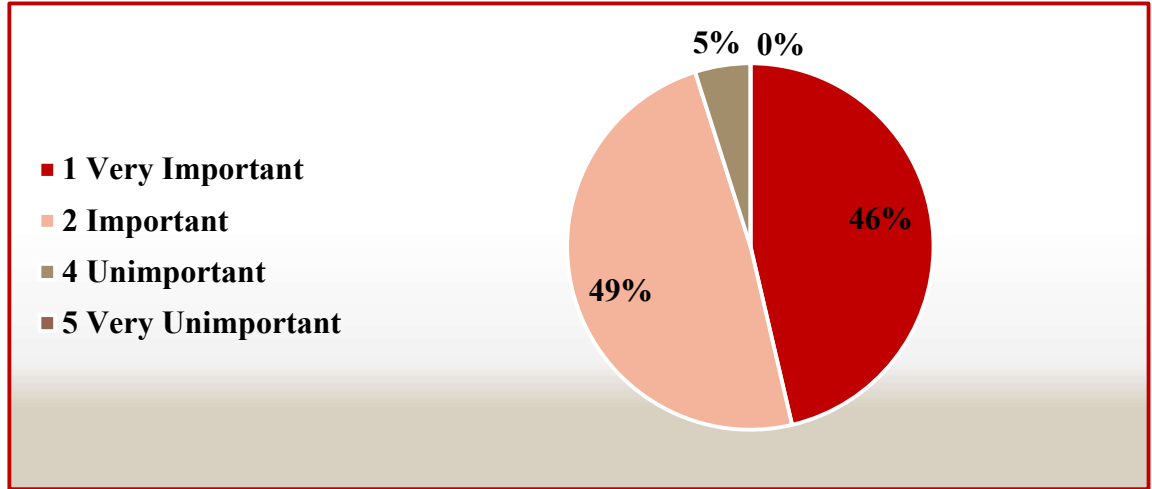


**Q13.** Please let us know how important, Fire and Life Safety Public Outreach and Education is to you:

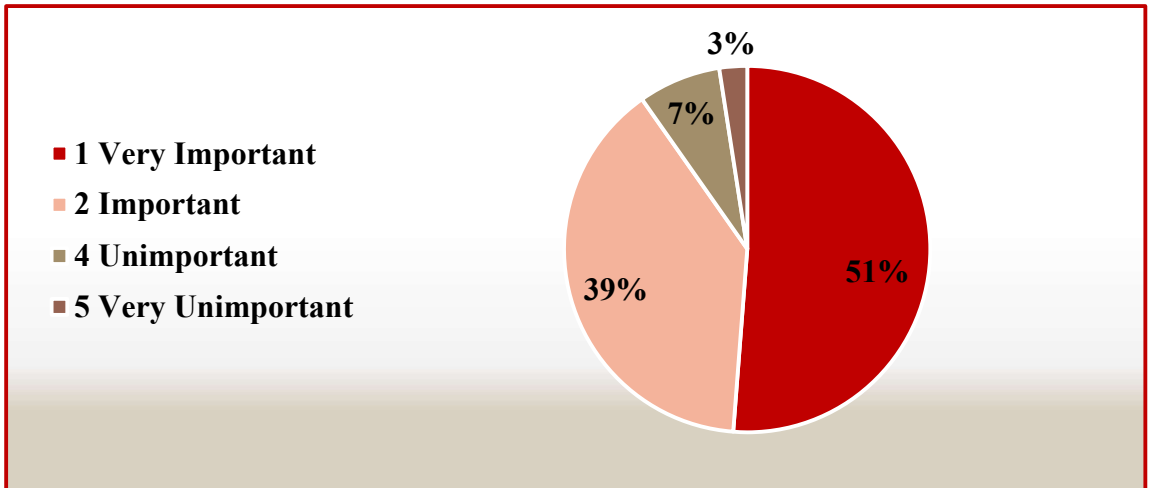


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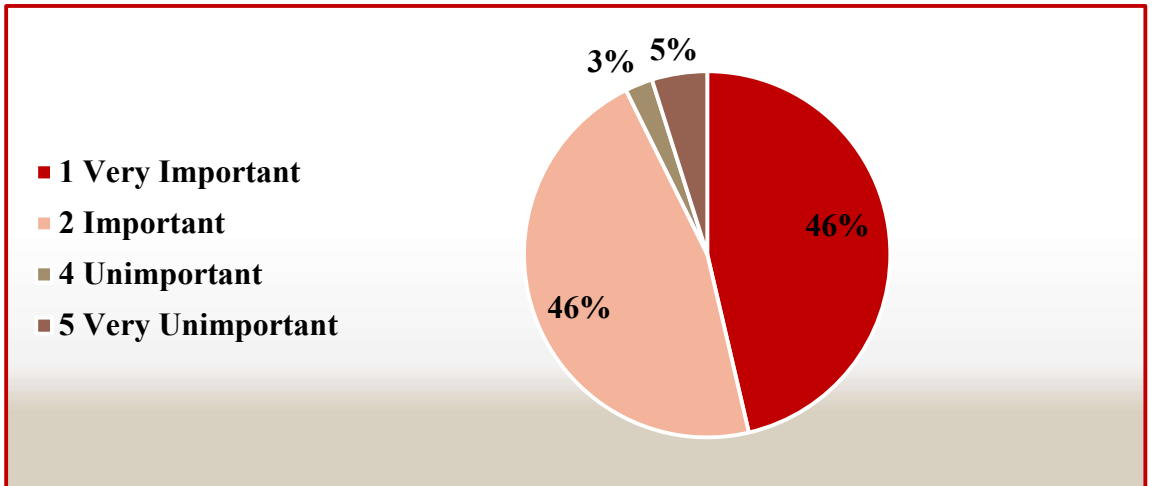
**Q14.** Please let us know how important, fire investigations are to you:



**Q15.** Please let us know how important, fire inspections are to you:



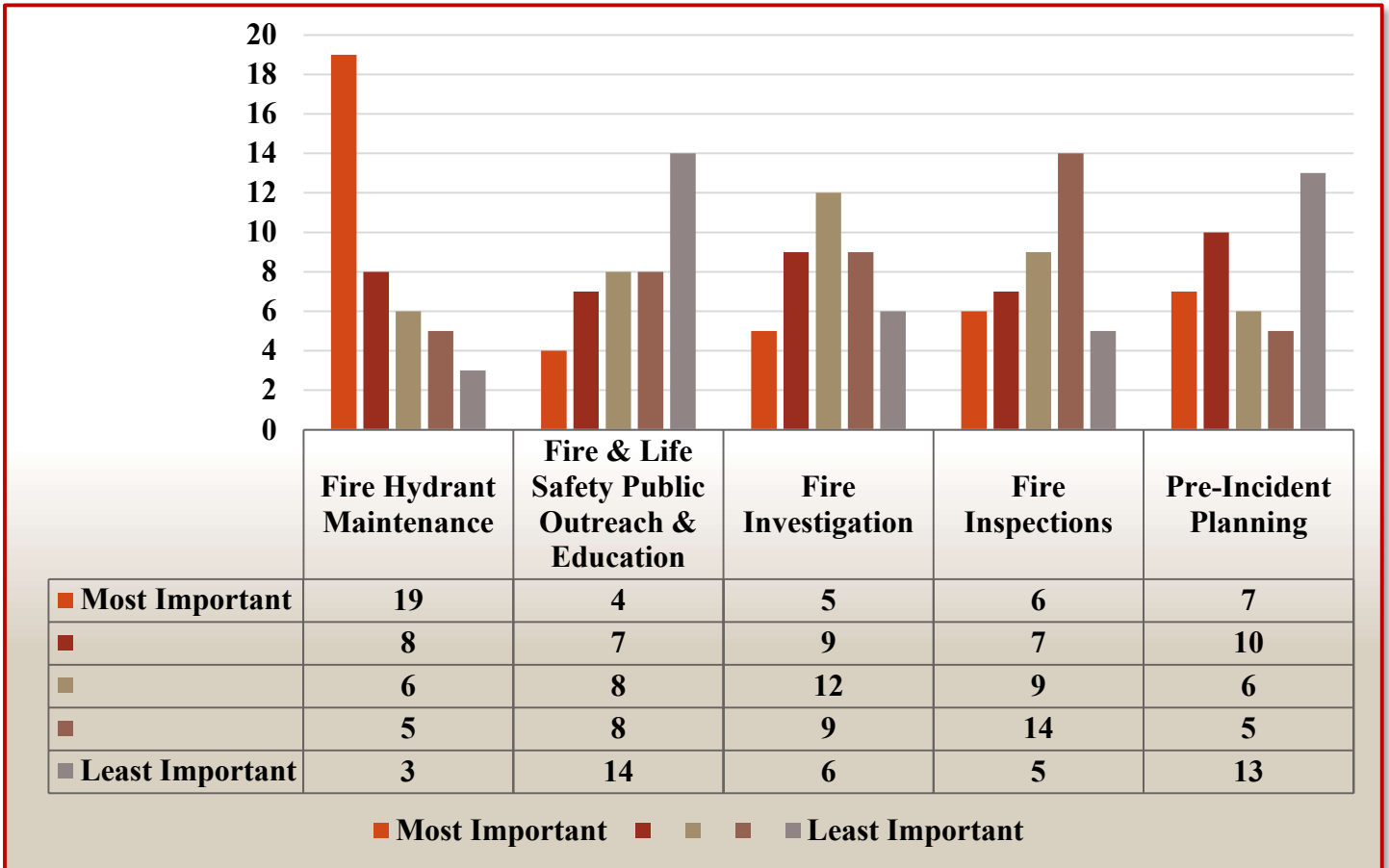
**Q16.** Please let us know how important, pre-incident planning is to you:



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**Q17.** Please rank the order of importance for each Community Risk Reduction Program. 1 being the most important to you and 5 being the least important to you.



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**Q18.** If there is any other information that you would like to share with us to improve our Fire Department operations, please list them below:

Responses
1. Again EMS can run most if not ALL medical calls. A firefighter should not have to be woke up for lifting assistance anything like that. The EMS has 2-3 people on a truck they can handle almost all the calls. The city is all about mental health but waking our men up 3-4 times a night for medical calls. That is not okay. Pay isn't the best so probably all the men have 2 jobs to provide for their family. These men deserve more.
2. Higher pay for firefighters.
3. Increase fire department employee pay.
4. Can you please review use of sirens in residential areas? I understand why they are needed, but how loud do they actually need to be? Really.
5. The fire trucks are big, I see them ride over curbs all the time which is dangerous and sometimes destructive. Can't we have smaller fire trucks for the city?
6. I live in Statesville, however, the Troutman Fire Station (Main St.) is much closer to our housing development. In our emergency Statesville FD was dispatched to our home. Troutman could've gotten to us in half the time.
7. The City of Statesville needs additional Fire Stations and personnel to cover the demand for growth of the city.
8. We have a great fire department. They should always continue to foster a culture of integrity, community engagement and respect. The fire department should continue to work on diversity within the department.
9. I would like to see a fire/ems station built on the north side of the city to better serve radio road area. I'm very proud that we are class 1 rated! Keep up the good work!
10. In a perfect world..... I would love to see more diversity of gender and race in our department.
11. Our fire department is very visible in our community. They have certifications that allow them to protect our citizens and help our neighbors. We need to stay on the cutting edge. Current leadership is doing a great job. We need to pay our firefighters more.
12. Why is it necessary to have both Fire Engine Personnel and EMTs respond to all calls?

# 2025-2030 Strategic Plan

**Q19.** Would you like to receive information via email, related to the City of Statesville Fire Department?

Those responding yes, receive the Monthly Snap Shot via email, were invited to the External Stakeholders' meeting and will receive the Year in Review document.

