TOWN OF SWANSBORO FIRE DEPARTMENT

2026 – 2031 STRATEGIC PLAN

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MESSAGE FROM THE FIRE CHIEF

I am proud to present the Swansboro Fire Department's updated 2026–2031 Strategic Plan. As Fire Chief, I have the privilege of leading an organization with a proud history of service, dedicated personnel, and a community that has continued to support us as we work to improve the services we provide. Over the past three years, we have experienced tremendous growth and made significant progress, and I could not be more proud of what we have accomplished together.

In 2023, we introduced our agency's first five-year strategic plan, establishing goals and objectives intended to strengthen our organization and better prepare us for the future. Through the hard work of our personnel and the continued support of our Town administration, Board of Commissioners, community partners, and, most importantly, the citizens we serve, we have successfully accomplished every objective established in that original plan. Reaching those milestones is something we should all be proud of, but it also presents us with an opportunity to look ahead and determine what comes next.

Over the last three years, we have made tremendous strides in improving our operations, strengthening our emergency response capabilities, investing in our personnel, and expanding the services we provide. Many of these accomplishments would not have been possible without the trust and support of those who believe in our agency and recognize the importance of investing in public safety. I am incredibly grateful for that support and recognize our responsibility to continue making the most of the resources entrusted to us.

As we began developing our updated strategic plan, we took the opportunity to reflect on our accomplishments, evaluate our current capabilities, and, perhaps most importantly, listen. Through community feedback, organizational assessments, and conversations with our personnel and community partners, we have gained a better understanding of what is working well, where opportunities for improvement exist, and what we will need to meet today's demands while preparing for the future. Those conversations and assessments have helped shape the priorities outlined in our November 2026–November 2031 Strategic Plan.

I have always believed that we should strive to be proactive rather than reactive. Waiting until a problem exists to begin searching for a solution does little to prepare us for the challenges ahead. Our community continues to grow, the needs of those we serve are changing, and the expectations placed upon emergency services are greater than ever. We owe it to our residents, visitors, neighboring agencies, and our own personnel to plan ahead, make informed decisions, and ensure we are prepared to meet those challenges.

Over the next five years, we will continue to strengthen our personnel, improve operational readiness, plan for future staffing and infrastructure needs, advance emergency medical services, and expand our community risk reduction efforts. We will

also continue evaluating our performance and holding ourselves accountable to the goals we establish. While these priorities matter to our agency's future, we must never lose sight of the reason behind them, providing the best possible service to the people who depend on us.

Swansboro is a special place, and one of the things I appreciate most about our community is the small-town atmosphere and the relationships that make it feel like home. As our Town continues to grow and evolve, we want to do our part to ensure it remains a safe, welcoming, and enjoyable place to live, work, and visit. Growth will undoubtedly bring new challenges, but it should never mean losing the traditions, community relationships, and friendly-town feel that have made Swansboro what it is today.

Our Agency's success is not measured solely by new equipment, facilities, or the number of goals we accomplish. It is reflected in the way we treat people, the pride we take in our work, the relationships we build, and our willingness to continually improve. Our people remain our greatest asset, and I am fortunate to work alongside individuals who care deeply about this agency and the community we serve.

As we move into the next five years, our strategic plan will remain a working document that guides our decisions, measures our progress, and keeps us focused on what matters. Over the past three years, we have shown what we can accomplish when we set clear expectations and work together toward a common goal. I am confident that, with the same commitment and support, we will continue building upon that success.

To our department personnel, Town administration, Board of Commissioners, neighboring emergency service partners, and the citizens of Swansboro, thank you. Your continued trust, encouragement, and willingness to support our efforts have played an important role in getting us to where we are today. I am grateful for the opportunity to serve as your Fire Chief, and I look forward to seeing what we can accomplish together in the years ahead.

We have come a long way since 2023, but our work is far from finished. I am excited about the opportunities ahead and remain committed to ensuring the Swansboro Fire Department continues to be an organization our personnel, our partners, and our community can be proud of.

Respectfully,



Jacob Randall

Fire Chief

FIRE DEPARTMENT HISTORY

December 26, 1783 – The Swansboro Fire Department was first established with the Town's municipal incorporation.

1942 – The department was officially chartered and established in 1942, relocating the fire station to 6th Street. The Town of Swansboro Public Works Department currently occupies the building today.

1944 – The first "fire truck", a 1943 Dodge Pickup, was acquired. The truck carried firefighting equipment and a small water tank.

April 3, 1946 – During the Town Council meeting, Councilmen Casper and Henry Tolson proposed a resolution to create a fire zone for the Town of Swansboro. The two councilmen and Fire Chief John Bell were tasked with defining the fire zone, known today as the Town of Swansboro's Primary Fire District.

> *"Fire Zone: All buildings and territory beginning at the Waterfront on Water Street, continuing down Water Street to Broad Street, Broad Street to the Waterfront at Casper's store, meandering the Waterfront to Cross Highway Bridge to the beginning of Waterfront at Water Street."*

May 1, 1946 – The sitting Board of Commissioners appointed Fire Chief John Bell as Fire Inspector to enforce the fire ordinances the State of North Carolina adopted.

August 1989 – The current Fire Station at 609 West Corbett Ave was constructed.

1990 – The department transitioned as an entity of the Town of Swansboro, though it remained the Swansboro Volunteer Fire Department.

2009 – The department hired the first paid personnel to provide coverage during normal workday hours and supplement the volunteer staff.

2017 – An addition to the current facility was constructed to provide sleeping quarters for personnel, allowing for 24-hour staffing.

2023 – The Department is a division of the Town of Swansboro, consisting of (3) Full-Time Command, (9) Full-Time Operational, (20) Part-Time, and (7) Volunteer personnel.

2024 – The Swansboro Fire Department was selected to participate in the Center for Public Safety Excellence (CPSE) Community Risk Assessment/Standards of Cover (CRA/SOC) Certificate Program. Swansboro was one of only 12 agencies selected

internationally, marking an important step toward stronger data-driven decision-making, better community risk evaluation, and advancing professional standards.

2025 – The department successfully completed the CPSE Community Risk Assessment/Standards of Cover Certificate Program, further strengthening its approach to community risk assessment, resource deployment, and operational performance.

March 13, 2025 – Swansboro Fire Department became a Registered Agency with CPSE to seek accreditation by the Commission on Fire Accreditation International (CFAI).

December 2025 - The Town of Swansboro also acquired property to develop a new Emergency Operations and Public Safety Facility. The planned facility will replace the existing 1989 fire station and provide a more centralized location within the fire district, improving the department's ability to deploy resources and accommodate future operational needs.

2026 – Design and planning for the new Emergency Operations and Public Safety Facility continued, including facility programming, site evaluations, and preliminary design development.

MISSION STATEMENT

The Compass

A mission statement serves as an organization's compass and foundation, encapsulating its purpose, values, and long-term objectives. It serves as a guiding light, steering decision-making and providing direction for both internal and external stakeholders. A well-crafted mission statement articulates the core identity of the Town of Swansboro Fire Department, fostering a common culture of purpose among personnel and aligning their efforts toward achieving goals. This statement is a crucial strategic tool that defines the purpose and reason for existence, shaping our culture, strategy, and impact on the community.

To protect life & property by delivering progressive, high-quality fire & emergency services grounded in Integrity, Innovation, & Continuous Improvement.

VISION STATEMENT

The Map

A Vision Statement ***charts*** an organization's objectives and long-term goals, illustrating a path to the future it envisions. It goes beyond the immediate objectives outlined in the Mission Statement, ***mapping*** a broader and more inspirational view of what the Town of Swansboro Fire Department hopes to achieve over time. The Vision Statement motivates stakeholders and guides strategic planning. It provides a clear image of success, aligning the Town of Swansboro Fire Department's efforts toward a shared and ambitious destination.

Advance service capabilities through strategic planning, enhanced training, and data-driven performance in partnership with our community.

VALUES

The Helm

Like the helm of a vessel, values represent the fundamental principles and beliefs that guide an organization's behavior, decisions, and culture. These values define the Town of Swansboro Fire Department's character and influence how individuals within our organization interact with each other and the community. Our values shape how personnel approach tasks that contribute to the overarching mission. Each reflects the Town of Swansboro Fire Department's commitment to ethical conduct, integrity, and our stakeholders' interests.

Using the acronym FIRST IN, Town of Swansboro Fire Department members identified the values that drive our passion, commitment, and dedication to excellence for the community, so we can remain first in all aspects.

Fortitude **I**ntegrity **R**eliable **S**elfless **T**actful

Inclusive **N**oble

DEPARTMENT OVERVIEW

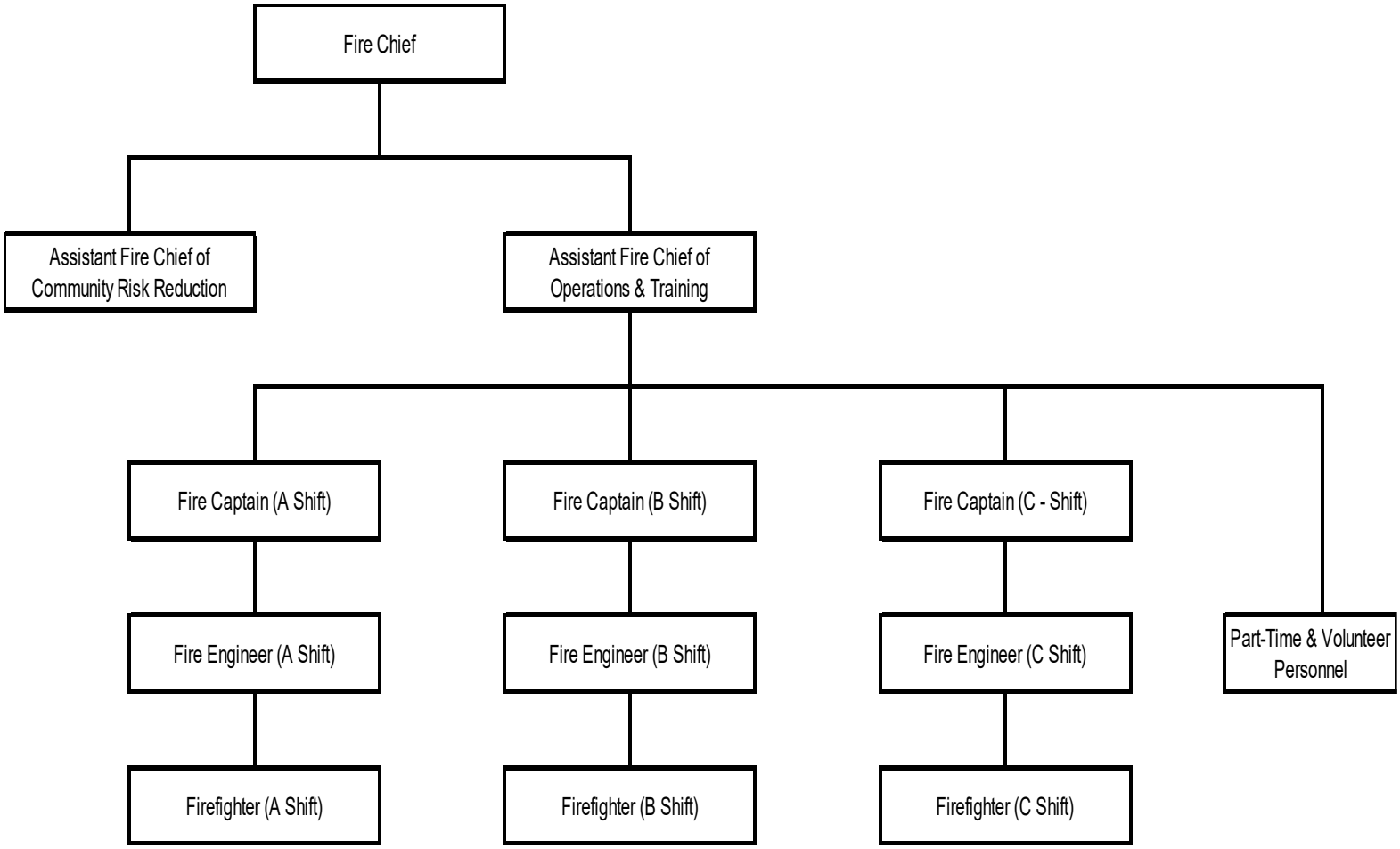
Organizational Background

Founded in 1783, the Town of Swansboro, known as the “Friendly City by the Sea,” is a small community alongside the White Oak River and Intracoastal Waterway in the Northeastern corner of Onslow County, North Carolina. The current incorporated city limits cover approximately 2.421 square miles, with a growing population of 4,273. Swansboro, while growing, retains our quiet appeal, picturesque waterfront, and hometown feel, enriched by historic colonial landmarks and natural resources.

While the original Swansboro Fire Department was established in the original Town Charter in 1783, the agency as defined today was established in 1942. The agency, which was solely volunteer, began transitioning into a town division in 1990 after completing the current fire station at 609 West Corbett Ave. In 2009, the Town hired the first paid personnel to supplement the volunteer members during normal business hours when they were not always available to answer calls. Over time, growth in district size, call volume, training standards, and technological advancements drove the need for more consistent staffing to maintain a standard level of coverage. As a result, the fire station was renovated to accommodate overnight shifts and full-time personnel. In 2017, the Town of Swansboro Fire Department began providing 24-hour, 365-day coverage to the citizens.

Today, the Town of Swansboro Fire Department is committed to refining the quality of life throughout the community by delivering an all-hazards approach. The agency serves a primary response district totaling 9.491 square miles, with a growing population of over 6,000 citizens. The district consists of the incorporated Town Limits of Swansboro (Swansboro Fire District) and the contracted unincorporated district of Onslow County (White Oak River Fire District). The department holds the Insurance Services Office (ISO) Public Protection Class (PPC) rating of 4/9e. With 32 personnel, the department provides numerous services and programs to help keep the community safer for citizens, businesses, and guests.

Organizational Structure



Services

The Town of Swansboro Fire Department is a multi-faceted organization that provides services in the core programs listed below.

Town of Swansboro Fire Department Services		
Fire Suppression	Emergency Medical Services (First Responder – EMT)	Community Risk Reduction (Public Education)
Fire Prevention Inspections	Emergency and Disaster Management	
Fire Investigations	Hazardous Materials (Responder)	Technical Rescuer (Vehicle Extrication)

Strategic Planning

Strengths, Weaknesses, Opportunities, and Challenges (SWOC Analysis)

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	C CHALLENGES
❖ Staff Interoperability ❖ Leadership Knowledge ❖ Professionalism ❖ Public Education ❖ Customer Service ❖ Growth ❖ Knowledge Base ❖ Staff Experience ❖ Progressive Mindset ❖ Redefined Culture ❖ Interoperability and Relationships with Mutual Aid ❖ Community Respect ❖ Supportive Town Administration ❖ Defined Plans & Initiatives ❖ Proactive Mindset ❖ Vision ❖ Data-Driven Decisions	❖ Ineffective Response Force ❖ Aging Equipment ❖ Time ❖ Expandability ❖ Resource & Personnel Strain ❖ Accessibility & Proximity to Resources ❖ Industry Requirements & Changes ❖ Services Knowledge & Understanding ❖ Succession Planning and Development ❖ Ability to Address Overlapping Incidents	❖ Growth ❖ Community Partnerships ❖ Agency Partnerships ❖ Proactive and Futuristic Vision ❖ Data-Informed Decisions ❖ Accreditation ❖ Effective Deployment of Resources ❖ Continue Training Partnerships ❖ Regional Partnerships	❖ Staffing Levels ❖ Ability to Catch Up ❖ Competitive Salaries ❖ Current Facility ❖ Aging Equipment ❖ Non-Existent Replacement Schedule ❖ Growth of Community ❖ Budgetary Constraints ❖ Economic Stability / Inflation ❖ Increasing Call Demand ❖ Strained Resources ❖ Increasing Overlapping Incident Percentage ❖ Communication & Response Development ❖ National Delays & Impacts

Critical Service Gaps and Action Items

After reviewing the agency's current status, we identified five (5) critical service gaps. These critical issues are and will remain detrimental to service performance and outcomes if action is not taken. The critical service gaps listed below establish the framework for the five (5) strategic action items supported by goals, objectives, and tasks.



Goals, Objectives, and Tasks

In conclusion, our commitment to the strategic plan is shown through the careful creation of Goals and Objectives, each supported by critical tasks and aligned with the SMART criteria—Specific, Measurable, Achievable, Relevant, and Time-bound. This deliberate approach ensures our organizational efforts align with our Mission Statement, Vision Statement, and core Values, while being clear, quantifiable, realistic, and time-sensitive. By adopting this SMART framework, we affirm our commitment to executing our strategic plan successfully and fostering a culture of accountability, innovation, and continuous improvement. This commitment positions us on a ***course*** for sustained success, where each task and objective contributes meaningfully to our overarching mission and vision.

Goal 1

Strengthening Administrative Leadership, Planning, and Organizational Sustainability

Goal 2

Enhance Operational Effectiveness, Interoperability, and Emergency Response Capabilities

Goal 3

Ensure Sustainable Logistics, Fleet Readiness, and Facility Infrastructure

Goal 4

Advance Training Excellence and Workforce Development

Goal 5

Expand Community Risk Reduction and Fire Prevention Impact

Goal 6

Strengthening Emergency Management, Resilience, and Disaster Preparedness

Goal 1: Strengthen Administrative Leadership, Planning, and Organizational Sustainability

- **Objective 1.1:** Develop and maintain a comprehensive long-range strategic plan aligned with community growth, risk trends, and service demand
- **Objective 1.2:** Implement a formal succession planning framework to ensure continuity of leadership and institutional knowledge across all ranks and divisions.
- **Objective 1.3:** Achieve and maintain successful accreditation through the Commission on Fire Accreditation International (CFAI) by aligning policies, performance measures, and documentation with best practices.
- **Objective 1.4:** Improve the Town's Insurance Services Office (ISO) Public Protection Classification through targeted improvements in training, water supply, communications, and fire suppression capabilities.
- **Objective 1.5:** Enhance fiscal planning and transparency through multi-year budgeting, capital improvement planning, and lifecycle cost analysis.
- **Objective 1.6:** Expand professional development opportunities for all personnel through credentialing, higher education, and leadership development pathways.
- **Objective 1.7:** Increase grant identification, application, and management capacity to support capital projects, staffing, training, and community risk reduction initiatives.

Objective 1.1: Develop and maintain a comprehensive long-range strategic plan aligned with community growth, risk trends, and service demand.

Assigned

Fire Chief / Assistant Fire Chief of CRR

Timeline

Ongoing; quarterly review; annual formal update

Implementation Tasks

i. Maintain the 2026-2031 strategic plan as the Department's implementation roadmap.
ii. Review goals, objectives, tasks, and performance measures quarterly with staff.
iii. Update the CRA/SOC annually and use findings to adjust priorities.
iv. Align departmental priorities with Town budget development and capital planning.

Anticipated Outcome

A current, measurable strategic plan that guides decisions, communicates priorities, and adapts to community risk and service demand.

Objective 1.2: Implement a formal succession planning framework to ensure continuity of leadership and institutional knowledge across all ranks and divisions.

Assigned	**Timeline**
Assistant Chief of Operations & Training	36 months

Implementation Tasks

i. Assess position requirements, promotional standards, and future leadership needs across all ranks.

ii. Develop succession pathways from firefighter through chief officer and administrative roles.

iii. Conduct at least one company-officer and one chief-officer development program annually.

iv. Establish mentoring and readiness-review processes for identified key positions.

Anticipated Outcome

A structured succession system that develops future leaders, preserves institutional knowledge, and supports organizational continuity.

Objective 1.3: Achieve and maintain successful accreditation through the Commission on Fire Accreditation International (CFAI) by aligning policies, performance measures, and documentation with best practices.

Assigned	**Timeline**
Fire Chief / Accreditation Manager	48-60 months; continuous thereafter

Implementation Tasks

i. Maintain CRA/SOC registration and complete required self-assessment activities.

ii. Establish an accreditation committee with operational and administrative representation.

iii. Meet at least bi-monthly to address CFAI model requirements and improvement items.

iv. Expand peer assessor participation and accreditation-related professional development.

v. Track compliance, performance measures, and improvement actions in a central system.

Anticipated Outcome

CFAI accreditation supported by a department-wide culture of continuous improvement and measurable performance.

Objective 1.4: Improve the Town's Insurance Services Office (ISO) Public Protection Classification through targeted improvements in training, water supply, communications, and fire suppression capabilities.

Assigned

Fire Chief / All Command Staff

Timeline

36-60 months

Implementation Tasks

i. Complete a detailed review of current ISO credit and identified deficiencies.
ii. Maximize training documentation and eligible training categories.
iii. Coordinate hydrant, water-supply, apparatus, staffing, and communications improvements.
iv. Maintain records in a format that supports future ISO evaluation.

Anticipated Outcome

Improved ISO performance through coordinated, documented improvements across training, water supply, communications, and suppression.

Objective 1.5: Enhance fiscal planning and transparency through multi-year budgeting, capital improvement planning, and lifecycle cost analysis.

Assigned

Fire Chief

Timeline

Continuous

Implementation Tasks

i. Integrate strategic priorities into annual operating and capital budget development.
ii. Maintain multi-year apparatus, facility, equipment, and technology replacement schedules.
iii. Use lifecycle cost and service-demand data to prioritize investments.
iv. Present major needs, funding gaps, and project status to Town leadership during budget planning.

Anticipated Outcome

A transparent, data-informed financial planning process that supports long-term sustainability and predictable capital investment.

Objective 1.6: Expand professional development opportunities for all personnel through credentialing, higher education, and leadership development pathways.

Assigned **Timeline**

Assistant Chief of Operations & Training 36 months; ongoing

Implementation Tasks

i. Identify credentialing, certification, and higher-education pathways by rank and assignment.

ii. Promote CPSE, fire officer, instructor, emergency management, and specialty credentials where applicable.

iii. Incorporate professional development expectations into task books and succession planning.

iv. Track participation and completion annually.

Anticipated Outcome

A workforce with defined professional development pathways that improve leadership capacity, technical competence, and retention.

Objective 1.7: Increase grant identification, application, and management capacity to support capital projects, staffing, training, and community risk reduction initiatives.

Assigned **Timeline**

Fire Chief / Assistant Chief of Operations 12-24 months; ongoing

Implementation Tasks

i. Maintain an annual grant calendar tied to strategic and capital priorities.

ii. Develop reusable project narratives, cost estimates, data, and supporting documentation.

iii. Track applications, awards, match requirements, reporting deadlines, and closeout activities.

iv. Coordinate with Town administration and external partners on state and federal funding opportunities.

Anticipated Outcome

A sustainable grant-management process that expands external funding and reduces pressure on local revenue for strategic priorities.

Goal 2: Enhance Operational Effectiveness, Interoperability, and Emergency Response Capabilities

- **Objective 2.1:** Maintain and advance fire suppression capabilities through staffing, apparatus placement, and deployment strategies aligned with identified community risks.
- **Objective 2.2:** Strengthen rescue and special operations capabilities through equipment readiness, training, and regional coordination.
- **Objective 2.3:** Improve interoperability with neighboring fire, EMS, law enforcement, and military partners through standardized procedures and joint operations.
- **Objective 2.4:** Develop and refine a communications framework that supports clear command, reduced radio congestion, and effective coordination during routine and complex incidents.
- **Objective 2.5:** Improve personnel safety, health, and operational readiness through comprehensive wellness and risk-reduction initiatives, including medical physicals, cancer prevention, exposure reduction, and fit-for-duty processes.

Objective 2.1: Maintain and advance fire suppression capabilities through staffing, apparatus placement, and deployment strategies aligned with identified community risks.

Assigned	**Timeline**
Fire Chief / Assistant Chief of Operations	36-48 months

Implementation Tasks

i. Analyze response data, simultaneous incidents, unit reliability, staffing, and community growth.

ii. Develop a phased staffing plan that improves daily staffing toward Department targets.

iii. Evaluate apparatus placement and move-up/coverage strategies during periods of high demand.

iv. Integrate staffing and deployment recommendations into annual budget development.

Anticipated Outcome

A risk-based deployment model that improves reliability, response effectiveness, and sustained coverage.

Objective 2.2: Strengthen rescue and special operations capabilities through equipment readiness, training, and regional coordination.

Assigned | **Timeline**

Assistant Chief of Operations & Training | 60 months

Implementation Tasks

i. Assess current and future rescue, waterway, technical rescue, wildland, and special-operations needs.
ii. Define equipment, staffing, training, certification, and maintenance requirements.
iii. Develop deployable capabilities that complement regional resources rather than duplicate them unnecessarily.
iv. Pursue funding and formalize response procedures with partner agencies.

Anticipated Outcome

Enhanced specialized response capability for complex, low-frequency/high-risk incidents.

Objective 2.3: Improve interoperability with neighboring fire, EMS, law enforcement, and military partners through standardized procedures and joint operations.

Assigned | **Timeline**

Assistant Chief of Operations | 24 months; ongoing

Implementation Tasks

i. Review automatic-aid and mutual-aid procedures with regional partners.
ii. Develop common command, staging, accountability, communications, and resource-request practices.
iii. Conduct recurring multi-agency exercises and after-action reviews.
iv. Update agreements and operational plans as service conditions change.

Anticipated Outcome

More consistent regional operations with improved coordination, safety, and incident outcomes.

Objective 2.4: Develop and refine a communications framework that supports clear command, reduced radio congestion, and effective coordination during routine and complex incidents.

Assigned	**Timeline**
Assistant Chief of Operations	18 months

Implementation Tasks

i. Assess operational radio practices and identify recurring communication gaps.
ii. Standardize command-channel, tactical-channel, staging, and resource-request practices.
iii. Train personnel on concise radio reports, command terminology, and communications discipline.
iv. Review communications performance through significant-incident after-action processes.

Anticipated Outcome

Clearer, more disciplined incident communications that support command and reduce unnecessary radio traffic.

Objective 2.5: Improve personnel safety, health, and operational readiness through comprehensive wellness and risk-reduction initiatives, including medical physicals, cancer prevention, exposure reduction, and fit-for-duty processes.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	18-24 months; ongoing

Implementation Tasks

i. Maintain NFPA-aligned annual medical evaluations and appropriate cancer-screening components.
ii. Strengthen contamination-control, gross-decontamination, PPE cleaning, and exposure documentation practices.
iii. Maintain physical fitness, behavioral health, peer support, and injury-prevention initiatives.
iv. Establish consistent fit-for-duty and return-to-duty processes with Town administration.
v. Track injuries, exposures, near misses, and wellness indicators for trend analysis.

Anticipated Outcome

A healthier and safer workforce with reduced preventable exposures, injuries, and readiness limitations.

Goal 3: Ensure Sustainable Logistics, Fleet Readiness, and Facility Infrastructure

- **Objective 3.1:** Enhance and maintain a comprehensive fleet management and replacement program, including successful integration of apparatus currently on order.
- **Objective 3.2:** Advance fixed-facility planning by completing the design and development of a new fire station and associated training center.
- **Objective 3.3:** Establish a standardized equipment replacement and lifecycle management program to ensure reliability, safety, and fiscal sustainability.
- **Objective 3.4:** Promote equipment longevity and readiness through preventative maintenance, inventory tracking, and timely replacement schedules.

Objective 3.1: Enhance and maintain a comprehensive fleet management and replacement program, including successful integration of apparatus currently on order.

Assigned	**Timeline**
Fire Chief	24-36 months; ongoing

Implementation Tasks

i. Track manufacturer milestones, inspections, delivery, acceptance testing, equipment mounting, training, and in-service dates for ordered apparatus.

ii. Maintain a fleet replacement schedule based on age, condition, maintenance cost, reliability, and operational need.

iii. Document annual maintenance cost and out-of-service time by unit.

iv. Incorporate future replacement needs into the Town CIP.

Anticipated Outcome

Reliable apparatus availability and predictable replacement planning with successful integration of new units.

Objective 3.2: Advance fixed-facility planning by completing the design and development of a new fire station and associated training center.

Assigned

Fire Chief / Town Project Team

Timeline

Through anticipated project completion; approximately 24 months

Implementation Tasks

i. Complete programming, design, cost validation, funding, permitting, and construction milestones for the new Emergency Operations Center.

ii. Ensure station design addresses current and future staffing, apparatus, cancer-reduction, emergency-management, and operational needs.

iii. Develop the associated regional training center with realistic scenario-based props and classroom capability.

iv. Coordinate stakeholder engagement and project oversight through occupancy and commissioning.

Anticipated Outcome

A modern fire/public-safety facility and training center that supports long-term operational readiness, workforce safety, and regional training.

Objective 3.3: Establish a standardized equipment replacement and lifecycle management program to ensure reliability, safety, and fiscal sustainability.

Assigned

Fire Chief / Assistant Chief of Operations

Timeline

18 months

Implementation Tasks

i. Identify major equipment and FF&E that require lifecycle tracking.

ii. Establish replacement intervals using manufacturer guidance, standards, condition, and operational history.

iii. Build a centralized asset register with acquisition date, cost, condition, inspection, and replacement year.

iv. Tie replacement forecasts to the annual budget and CIP.

Anticipated Outcome

A complete lifecycle-management program that reduces unexpected failures and supports predictable budgeting.

Objective 3.4: Promote equipment longevity and readiness through preventative maintenance, inventory tracking, and timely replacement schedules.

Assigned	**Timeline**
Assistant Chief of Operations / Company Officers	12 months; ongoing

Implementation Tasks

i. Standardize routine inspection and preventive-maintenance schedules.
ii. Assign accountability for equipment checks and inventory reconciliation.
iii. Track repairs, failures, warranties, and service intervals.
iv. Review high-cost or high-failure items annually for accelerated replacement.

Anticipated Outcome

Improved equipment reliability, reduced downtime, and better stewardship of Department assets.

Goal 4: Advance Training Excellence and Workforce Development

- **Objective 4.1:** Improve ISO Training Category performance to achieve maximum credit by optimizing documentation, frequency, and training quality.
- **Objective 4.2:** Increase annual contact hours for all personnel to exceed minimum standards and support operational readiness.
- **Objective 4.3:** Continue strengthening the Public Safety Academy (PSA) contract training program with Coastal Carolina Community College.
- **Objective 4.4:** Enhance the task book development and completion process to support position qualification and promotion readiness.
- **Objective 4.5:** Promote regional training initiatives and expand auto-aid training opportunities with partner agencies.
- **Objective 4.6:** Develop structured position-specific training programs to support career progression and leadership readiness.

Objective 4.1: Improve ISO Training Category performance to achieve maximum credit by optimizing documentation, frequency, and training quality.

Assigned	**Timeline**
Assistant Chief of Training/ Company Officers	18 months

Implementation Tasks

i. Audit ISO training requirements against current schedules and documentation.
ii. Build annual training calendars that intentionally capture eligible ISO categories.
iii. Standardize attendance, subject, duration, instructor, and performance documentation.
iv. Review ISO training credit quarterly and correct deficiencies.

Anticipated Outcome

Maximum practical ISO training credit supported by complete and defensible documentation.

Objective 4.2: Increase annual contact hours for all personnel to exceed minimum standards and support operational readiness.

Assigned **Timeline**

Assistant Chief of Training / Company Officers 12-18 months; annual

Implementation Tasks

i. Establish annual contact-hour targets by member type and position.
ii. Balance company-level, department-level, online, specialty, and regional training.
iii. Track individual progress monthly and address deficiencies before year-end.
iv. Use training needs assessments and incident lessons learned to guide content.

Anticipated Outcome

Consistently higher training participation and improved readiness across all personnel.

Objective 4.3: Continue strengthening the Public Safety Academy (PSA) contract training program with Coastal Carolina Community College.

Assigned **Timeline**

Fire Chief / Assistant Chief of Training 24 months; ongoing

Implementation Tasks

i. Review annual PSA scope, course offerings, instructor capacity, and student outcomes.
ii. Coordinate schedules and facilities with Coastal Carolina Community College.
iii. Expand offerings when they support Department and regional workforce needs.
iv. Measure participation, completion, and value to the Department annually.

Anticipated Outcome

A sustainable PSA partnership that expands accessible, high-quality public-safety training.

Objective 4.4: Enhance the task book development and completion process to support position qualification and promotion readiness.

Assigned **Timeline**

Assistant Chief of Training / Company Officers 18 months

Implementation Tasks

i. Review task books for firefighter, relief driver/engineer, officer, and specialty assignments.

ii. Define evaluators, completion standards, documentation, and quality-control expectations.

iii. Track completion status and identify barriers quarterly.

iv. Align task books with promotional eligibility and succession planning.

Anticipated Outcome

A consistent qualification system that improves competency and promotion readiness.

Objective 4.5: Promote regional training initiatives and expand auto-aid training opportunities with partner agencies.

Assigned **Timeline**

Fire Chief / Assistant Chief of Operations & Training 12 months; ongoing

Implementation Tasks

i. Develop a recurring regional training calendar with automatic-aid partners.

ii. Prioritize common command, water supply, communications, water rescue, high-hazard, and low-frequency/high-risk scenarios.

iii. Conduct multi-agency exercises and document after-action improvements.

iv. Rotate host locations and instructors to broaden participation.

Anticipated Outcome

Stronger interoperability and operational familiarity among regional response partners.

Objective 4.6: Develop structured position-specific training programs to support career progression and leadership readiness.

Assigned **Timeline**

Fire Chief / Assistant Chief of Training 24-36 months

Implementation Tasks

i. Define annual development tracks for firefighters, engineers, company officers, and chief officers.

ii. Incorporate technical, supervisory, administrative, communications, and decision-making competencies.

iii. Use mentoring, task books, formal courses, and scenario-based evaluation.

iv. Review program effectiveness annually and update based on organizational needs.

Anticipated Outcome

Clear position-specific development pathways that build depth, leadership readiness, and organizational resilience.

Goal 5: Expand Community Risk Reduction and Fire Prevention Impact

- **Objective 5.1:** Advance Wildland-Urban Interface (WUI) code adoption efforts and mitigation strategies to reduce wildfire risk.
- **Objective 5.2:** Increase community outreach and education programs focused on fire safety, preparedness, and risk awareness.
- **Objective 5.3:** Establish a Community and Citizens Fire Academy to enhance public understanding of emergency services and risk reduction; enhance Safety Town and expand regionally.
- **Objective 5.4:** Achieve 100% completion of target hazard and commercial occupancy pre-plans on an annual basis.
- **Objective 5.5:** Partner with occupancies to improve code compliance through education, with measurable reductions in repeat violations.
- **Objective 5.6:** Collaborate with ONWASA to improve fire protection infrastructure through hydrant installation, water line upsizing, and overall system enhancement across the primary response area.

Objective 5.1: Advance Wildland-Urban Interface (WUI) code adoption efforts and mitigation strategies to reduce wildfire risk.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	24-36 months

Implementation Tasks

i. Use local and regional risk data to identify WUI exposure and priority areas.

ii. Evaluate applicable WUI code and mitigation options for Town consideration.

iii. Expand public education on defensible space, access, vegetation, and wildfire preparedness.

iv. Coordinate mitigation and grant opportunities with local, county, and state partners.

Anticipated Outcome

Measurable reduction of WUI risk through policy, mitigation, education, and preparedness.

Objective 5.2: Increase community outreach and education programs focused on fire safety, preparedness, and risk awareness.

Assigned **Timeline**

Assistant Chief of CRR 12 months; ongoing

Implementation Tasks

i. Develop an annual outreach calendar based on identified community risks.
ii. Expand school, senior, business, smoke-alarm, severe-weather, and seasonal safety education.
iii. Use social media and community events to reinforce priority messages.
iv. Track contacts, program participation, and feedback.

Anticipated Outcome

Broader public engagement and improved community awareness of preventable risks and preparedness actions.

Objective 5.3: Establish a Community and Citizens Fire Academy to enhance public understanding of emergency services and risk reduction; enhance Safety Town and expand regionally.

Assigned **Timeline**

Assistant Chief of CRR 24 months

Implementation Tasks

i. Develop curriculum, schedule, application process, safety requirements, and staffing plan for a citizens academy.
ii. Use hands-on demonstrations to explain fire, EMS support, rescue, emergency management, prevention, and Department operations.
iii. Evaluate Safety Town programming and opportunities for regional participation.
iv. Collect participant feedback and refine programs annually.

Anticipated Outcome

Sustained public-engagement programs that build trust, understanding, and community preparedness.

Objective 5.4: Achieve 100% completion of target hazard and commercial occupancy pre-plans on an annual basis.

Assigned	**Timeline**
Assistant Chief of CRR / Company Officers	12 months; annual

Implementation Tasks

i. Inventory occupancies requiring pre-incident planning and assign them using a consistent risk-based method.

ii. Standardize required data, diagrams, hazards, access, utilities, water supply, and tactical considerations.

iii. Establish quality-control review and annual update expectations.

iv. Track completion monthly and report progress quarterly.

Anticipated Outcome

Complete, current, and operationally useful pre-incident plans for identified occupancies.

Objective 5.5: Partner with occupancies to improve code compliance through education, with measurable reductions in repeat violations.

Assigned	**Timeline**
Fire Chief/ Assistant Chief of CRR	24 months; ongoing

Implementation Tasks

i. Track inspection violations and identify repeat or high-risk trends.

ii. Provide clear educational guidance and reasonable compliance pathways during inspections.

iii. Develop targeted outreach for recurring violation categories.

iv. Measure repeat-violation rates and inspection outcomes annually.

Anticipated Outcome

Improved voluntary compliance and fewer recurring fire-code violations.

Objective 5.6: Collaborate with ONWASA to improve fire protection infrastructure through hydrant installation, water line upsizing, and overall system enhancement across the primary response area.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	36-60 months

Implementation Tasks

i. Maintain a current hydrant inventory, inspection record, and water-supply risk map.

ii. Identify priority gaps for new hydrants, replacement, line upsizing, looping, or pressure improvement.

iii. Develop a multi-year hydrant/fire-flow capital improvement plan with ONWASA and Town partners.

iv. Incorporate water-supply improvements into ISO and development planning.

Anticipated Outcome

Improved fire-flow reliability and expanded water-supply coverage in priority areas.

Objective 5.7: Expand high-hazard occupancy training for operational personnel to improve response safety and effectiveness.

Assigned	**Timeline**
Assistant Chief of CRR / Training Division	18 months; ongoing

Implementation Tasks

i. Identify target hazards and develop occupancy-specific familiarization and training.

ii. Integrate preplans, hazardous systems, access, construction, fire protection, and tactical considerations.

iii. Conduct site visits and scenario-based exercises with occupancy representatives when practical.

iv. Update training after significant changes, inspections, or incidents.

Anticipated Outcome

Improved responder familiarity, tactical decision-making, and safety at high-hazard occupancies.

Goal 6: Strengthen Emergency Management, Resilience, and Disaster Preparedness

- **Objective 6.1:** Identify, assess, and mitigate community hazards through data-driven risk analysis and planning.
- **Objective 6.2:** Maintain a comprehensive inventory of high-risk locations and critical infrastructure within the jurisdiction.
- **Objective 6.3:** Achieve alignment and compliance with the 2026-2030 Southeastern Regional Hazard Mitigation Plan tasks and strategies.
- **Objective 6.4:** Build deployable resource capability and improve disaster readiness through planning, training, and interagency coordination.
- **Objective 6.5:** Enhance emergency operations planning and continuity strategies to ensure sustained service delivery during large-scale incidents

Objective 6.1: Identify, assess, and mitigate community hazards through data-driven risk analysis and planning.

Assigned	**Timeline**
Fire Chief/ Assistant Fire Chief of CRR	12-24 months; annual

Implementation Tasks

i. Maintain a community hazard and vulnerability profile using incident, infrastructure, weather, growth, and partner data.

ii. Prioritize mitigation, preparedness, response, and recovery actions based on risk.

iii. Integrate findings into CRA/SOC, emergency plans, training, grants, and capital planning.

iv. Review risks annually and after major incidents.

Anticipated Outcome

A current, data-driven risk profile that directs preparedness and mitigation resources to the highest priorities.

Objective 6.2: Maintain a comprehensive inventory of high-risk locations and critical infrastructure within the jurisdiction.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	12 months; ongoing

Implementation Tasks

i. Create and maintain a central inventory of critical facilities, vulnerable populations, lifelines, target hazards, and key infrastructure.

ii. Document contacts, access, utilities, dependencies, backup capabilities, and emergency considerations.

iii. Coordinate data with preplanning and emergency-operations functions.

iv. Review and update at least annually.

Anticipated Outcome

A reliable critical-infrastructure inventory that improves planning, situational awareness, and disaster response.

Objective 6.3: Align and comply with the 2026-2030 Southeastern Regional Hazard Mitigation Plan tasks and strategies.

Assigned	**Timeline**
Fire Chief/ Town Administration	Through 2030

Implementation Tasks

i. Map Town and Department responsibilities to adopted regional mitigation actions.

ii. Track assigned projects, documentation, funding opportunities, and completion status.

iii. Incorporate mitigation priorities into grants, capital planning, and policy recommendations.

iv. Provide periodic status updates to Town leadership and regional partners.

Anticipated Outcome

Documented progress on applicable regional hazard-mitigation actions and stronger eligibility for mitigation funding.

Objective 6.4: Build deployable resource capability and improve disaster readiness through planning, training, and interagency coordination.

Assigned	**Timeline**
Fire Chief / Assistant Chief of Operations	36 months

Implementation Tasks

i. Define deployable command, communications, logistics, shelter/support, waterway, and response resource needs.

ii. Maintain resource inventories, deployment checklists, and mutual-aid request procedures.

iii. Conduct multi-agency disaster exercises and incorporate corrective actions.

iv. Pursue grants and partnerships to close identified capability gaps.

Anticipated Outcome

A more deployable, interoperable Department capable of sustaining operations during regional disasters.

Objective 6.5: Enhance emergency operations planning and continuity strategies to ensure sustained service delivery during large-scale incidents.

Assigned	**Timeline**
Fire Chief/Assistant Chief of Operations	24 months; annual review

Implementation Tasks

i. Review and update the Town/Department emergency operations and continuity procedures.

ii. Define essential functions, succession, alternate facilities, communications, staffing, fuel, supply, and IT contingencies.

iii. Exercise EOC and continuity procedures at least annually.

iv. Use after-action findings from exercises and real incidents to update plans.

Anticipated Outcome

Sustained emergency-service and Town-support capability during prolonged or complex incidents.

Continued Support and Success

The Swansboro Fire Department's 2026–2031 Strategic Plan reflects our continued commitment to improving the services we provide and preparing for our community's future needs. Building on the accomplishments of our previous strategic plan, we have established new goals and objectives that will guide our decisions, strengthen our organization, and help us remain proactive in addressing the challenges ahead.

While developing a strategic plan is an important step, its success will ultimately depend on the work we put into achieving the goals we have established. We recognize that meaningful progress requires more than identifying areas for improvement. It takes commitment, accountability, collaboration, and a willingness to continually evaluate how we do business. Our progress over the past three years has demonstrated what we can accomplish when we work together with a common purpose.

As we move forward, we remain committed to building on our successes, supporting our personnel, strengthening relationships with our community and emergency service partners, and making responsible decisions that support Swansboro's long-term needs. We recognize that our work is never truly finished, and opportunities to improve will always exist. With the continued support of our Town leadership, department personnel, and community, we look forward to the next five years and the progress we will make together.