

Below are the objectives of a comprehensive master plan of the Fire Service in Guilford County. They are organized into priority from RED being a high priority and YELLOW as a medium priority. Also, the County contracted with ESCI for a master plan in 2011 and it is attached for reference. The Goal of the Board of County Commissioners is to assess progress from the previous study and also to look at a comprehensive fiscal analysis of the current operations to create a short term and long term plan for independence of a sustainable, independent county fire system that is integrated with Guilford County government.

HIGH PRIORITY:

Objective No. 1: Risk Management Loss Potential

Elements in the communities of significant risk and affecting suppression capabilities will be reviewed, including but not be limited to:

1. Risk analysis, including relationships between personnel staffing levels (volunteer and paid), fire flows, equipment, training levels, capabilities, and response time
2. Water supply should be specifically evaluated and recommendations made regarding development ordinances and equipment typing (Water supply versus fire demand)
3. Construction trends in the communities, specifically focused on commercial properties, major subdivisions or multiple family dwelling
4. The presence or absence of automatic suppression and extinguishment systems
5. Natural and Man-Made Hazards
6. ISO rating versus insurance rates for commercial and residential coverage and development of an indices based on several carriers

Objective No. 2: Suppression/First Responder Delivery Systems

Review and make recommendations in areas specifically involved in or affecting service levels and performance. Areas to be reviewed shall include, but are not limited to:

1. Facility locations
2. Fire district areas to include current and possible future districts as they relate to response, taxation, insurance and rural protection and service districts.
3. Evaluation of Mutual Aid Agreements, as well as state of automatic and reciprocal aid.
4. Water supplies
5. First Responder
6. Projected community development and growth; Also to evaluate Greensboro, Burlington, Kernersville, and High Point annexation plans
7. Incident control and management
8. Traffic patterns, congestion and calming measures

Objective No. 3: Analysis of Calls for Service

Calls for service shall be documented for each agency for the most recent three calendar years. Key components include but are not limited to:

1. Analysis of the types of calls for service
2. Analysis of call responses within each agency's jurisdiction evaluating number of personnel, appropriate type and quantity of apparatus

3. Response times
4. Establishment of a standards of cover by urban, suburban, and rural as well as response time and manning requirements.
5. Communication/Dispatch delivery (municipal versus county operations)

Objective No. 4: Specialty Technical Rescue Services

1. Evaluation of current capability within the Fire Service for Technical Rescue, HazMat, and Search and Rescue. (NFPA 1006, NFPA 1670 used as standard, as well as compliance with the Guilford County Emergency Operations Plan [GCEOP])
2. Evaluation of current capability of response to WMD incident. (NFPA 1072 used as standard as well as GCEOP)
3. Analysis of the types of calls for service
4. Analysis of call responses within each agency's jurisdiction evaluating number of personnel, appropriate type and quantity of apparatus

Objective No. 5: Staffing (there has been a dramatic shift from volunteer to combination staffing in departments)

Review the career and volunteer staffing levels of the agencies. Areas to be considered include but are not limited to:

1. Administration, Operations and support staff
2. Utilization of career and volunteer company manning.
3. Analysis of personnel numbers within departments as compared to operational roster versus State Fireman's Association roster. (Capture dual rostered personnel)
4. Evaluate training and operational capability relative to certifications (FF1, FF2, MR, EMT, HM Responder Level)
5. Call analysis in relation to response of volunteer versus career.
6. Number of volunteers with interior firefighting credentials versus support personnel.
7. Analysis of volunteers versus retirees, residents/live-ins, paid on call, part time paid and Community College Academy student usage.
8. Responsibilities and activity levels of personnel
9. Volunteer Firefighter requirements (individual department and Countywide)
10. Daily staffing of paid personnel and schedules
11. Cultural diversity

Objective No. 6: Capital Improvement Plans

Identify current and future needs relative to the purchase of necessary capital improvement items including but are not limited to:

1. Definition of capital...from budget
2. Fire stations, training facilities and other structures
3. Apparatus (development of a minimum standard by apparatus type to ensure compatibility)
4. Protective equipment (turnout gear, SCBA, etc.)
5. Support equipment
6. Rescue equipment
7. Communications equipment
8. Purchase, maintenance, and ownership of capital equipment

9. Methods of financing capital needs

Objective No. 7: Apparatus and Equipment

Review and make recommendations in areas critical to apparatus and equipment. Items to be contained in the report include but are not be limited to:

1. Age, condition, serviceability and capacity (with a listing that can be imported into WebEOC)
2. Replacement schedule
3. Distribution and deployment
4. Compliance with Regulations/Standards
5. Recommended additions to facilities, apparatus, and equipment
6. Recommended reductions to facilities, apparatus and equipment
7. Maintenance of apparatus
8. Future needs projections.

Objective No. 8: Fiscal Analysis

Review and analyze each department's budgeting process to include revenues, expenditures, reserve funds, and long-term debt ratio to project future financial needs:

1. Review budget
2. Financial controls
3. Identify financial issues of consideration
4. Identify possible areas of short and long-term savings and costs
5. Identify each agency's revenue source(s) and describe impacts of each
6. Identify future financial funding models
 - a. Current funding models
 - b. Stagnation of tax values of county, relative city versus county
 - c. Tax rates relative to current fire service demands
 - d. Sales tax redistribution and future changes
 - e. BOC support for tax rates (Philosophy of incremental increases versus stepwise)
 - f. Capital versus operating
 - g. Capital funding mechanisms
 - h. Debt versus asset ratio
 - i. Radio replacement
7. Methods of consolidation to include but not limited to operational consolidation, administrative consolidation, financial consolidation, and/or merge

Objective No. 9: Planning For Fire Protection and Medical Response

The agencies planning process shall be identified. Key components shall include but are not limited to:

1. Review and evaluate the current planning process
2. Identifying critical issues and analyzing current and future services
3. Recommendations relative to future planning needs
4. GIS overview to include available data sources such as PTRC regional data center, County GIS, County Planning, Municipal GIS and Municipal Planning.

MEDIUM PRIORITY:

Objective No. 10: Organization Overview

An overview of the agencies shall be developed including but not limited to:

1. Responsibilities and lines of authority
2. Organizational structure/Chain of command
3. General description of each fire agency
4. Structure and operational functionality
5. Include the City of Greensboro, City of High Point, City of Burlington and City of Kernersville in relation to their coverage areas within Guilford County.

Objective No. 11: Personnel Management

The personnel management program for career and volunteer personnel shall be reviewed, focusing on:

1. Policies, rules, regulations, and operational guidelines
2. Compensation and benefits
3. Reporting criteria and records management and retention.
4. Analysis of effective fire force for structure fires within the county for host department versus mutual and automatic aid
 - a. Effective manning for :
 - i. Wrecks
 - ii. Med calls
 - iii. Gas leaks
 - iv. HazMat(NFPA 1710 and 1720 used as standard)
5. Establishment of time frames for effective fire force (Indicate information capture criteria and programs)
6. Disciplinary processes
7. Counseling services
8. Application and recruitment processes
9. Personnel retention programs and issues.
10. Promotional processes to include testing and measuring criteria.
11. Health and Safety programs.

Objective No. 12: Contract Administration

Review and make recommendations relative to contracts with other agencies, to include but not be limited to:

1. Availability, strengths, and weaknesses
2. Compensation (if applicable)
3. Alternatives to the agencies
4. Contract administration and renewal timelines
5. Mutual aid agreements
6. Reciprocal aid (As relates to municipal response into county and county response into municipal)
7. Automatic aid
8. Concurrency of response and calculations of aid given and aid received

9. District area alignment issues. (i.e.: primary response covered by mutual aid)
10. Does mutual aid address current issues

Objective No. 13: Plan for Implementation

A plan of implementation shall be developed as a product of the evaluation. This plan shall include but not be limited to:

1. Major and/or significant projects
2. Responsible parties
3. Schedule for completion
4. Method of evaluating results

Attachments:

- 2011 ESCI Fire Study
- Fire District map with current ratings
- Annexation map
- CIP info from GC Budget
- Equipment and Facility listing from ESCI study.....if separate?
- Proposed Standards of Cover?