

Many individuals contributed significantly to the development of this plan. The Durham Fire Department would like to take this opportunity to offer its utmost appreciation to those individuals who worked diligently and tirelessly on this endeavor.

Fire Chief Bruce Pagan and Deputy Fire Chief Barry Yeargan were the driving force behind this achievement.

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Thirty department members formed the Strategic Planning Committee. Each of these men and women provided invaluable input. A special thanks is offered to each:

Fire Chief Bruce Pagan	Captain Chris Iannuzzi
Deputy Chief Barry Yeargan	Captain Dan Cremeans
Fire Marshal Ken Crews	Captain Angelica Stroud
Assistant Chief Dan Curia	Captain Jeff Roberts
Assistant Chief Ernie Jannetta	Captain Richard Ray
Battalion Chief Willie Hall	Captain David Jacobs
Battalion Chief Jeff Bunnell	Inspector/Investigator Lennis Harris
Battalion Chief Bill Atkins	FT Travis Melvin
Battalion Chief Andy Sannipoli	FT Matt Abramson
Battalion Chief Craig Hoxie	FF Ken Smart
Battalion Chief Plummer Seward	FF Nate Taylor
Battalion Chief Randy Baker	FF Maria Ratliff
Battalion Chief Ernie Jannetta	FF Brandon Lee
Battalion Chief Scott Roberts	Administrative Officer Christel
Battalion Chief Thelbert Reams	Mangum
Captain Sean Boone	

A special thanks is also extended to each of the external stakeholders that provided input in the focus group meeting.

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Jim Soukup—Durham County Emergency Communications Center
Chris Boyer—General Services
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Wayne Thoman—Duke University
Matt Yarborough—Y and J Furniture
Jeff Batten—Durham County Fire Marshal
Mike Smith—Durham County Emergency Medical Services
Randy Tant—Durham Public Schools
Spencer Dempsey—Durham Chamber of Commerce



VISION STATEMENT

**The Durham Fire Department
aspires to be a regional leader in
performance, providing
proactive and efficient service
delivery in a diverse, trusting
environment.**

vision

vision



MISSION STATEMENT

**The Durham Fire Department strives
to enhance the quality of life for the
Citizens and Visitors of Durham
through the delivery of
comprehensive fire suppression,
prevention, training, and emergency
medical services.**

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2013

Strategic Plan

Durham Fire Department

The Durham Fire Department aspires to be a regional leader in performance, providing pro-active and efficient service delivery in a diverse, trusting environment.



The Durham Fire Department’s *first-ever* Strategic Plan is the result of many months of diligent research and assessment. It demonstrates the commitment of many individuals to one goal: service excellence.

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The City of Durham once responded to several of its citizens' life safety needs with one individual: the Public Safety Officer (PSO). PSOs, individuals serving as Police Officers and Firefighters simultaneously, served the City well for many years. By 1985, however, Durham had clearly outgrown this system. The two functions split; Durham Police Department and Durham Fire Department emerged. Each organization has since struggled to keep pace as the rapidly growing *City of Tobacco* transformed into the *City of Medicine* and became the #1 area for Tech Business according to the Silicon Valley Leadership Group's 2007 report.

For the Fire Department, duties grew to include not only fire suppression, building inspections, and code enforcement, but also emergency medical response, technical rescue, hazardous material incident stabilization, arson investigation, community education, and many other services. This was the development of the modern fire service, arriving in Durham as it traversed the nation. The number of calls for service increased dramatically in the early '90s. In response to the industry's evolution, national regulatory agencies instituted additional standards for performance and safety.

The Durham Fire Department, while trying to remain abreast of new standards, train personnel accordingly, and absorb the workload multiplying as a result of the additional services provided, was also dealing with the phenomenal growth of the City. Annexation, new construction, and extensive revitalization teamed with an expanding Research Triangle Park (RTP), Duke University, Duke Medical Center and North Carolina Central University causing the jurisdiction to grow as much in complexity as in size. In an effort to respond to the community's most immediate and pressing needs, comprehensive long-term planning was repeatedly relegated. So, more than twenty years after the split that yielded today's distinct organization, the Fire Department had never laid out a formal plan to address its service to the citizens and prepare for the future.

In February of 2008, the City of Durham Fire Department acknowledged the necessity of strategic planning. Fire Chief Bruce Pagan, Deputy Chief Barry Yeagan, and Assistant Chiefs Daniel Curia and Ernest Jannetta assembled a cross section of department employees with varying Division assignments, rank designations, and time within the organization.



Fire Chief Bruce Pagan (center) discusses planning priorities with Strategic Planning Committee members Fire Services Officer Christel Mangum, Battalion Chief Jeff Bunnell, Fire Technician Matt Abramson, and Battalion Chief Willie Hall.



The Strategic Planning Committee first gathered on March 27, 2008. The work day retreat, facilitated by the Office of Strategic Initiatives/City Manager's Office, resulted in the identification of the strategic priorities for the department's future. As the team collaborated, ideas and suggestions became fundamental concepts and sensible recommendations. Before the close of the session, the group designed long-range action plan proposals which would allow each identified priority to be addressed. The subsequent weeks were spent performing cost-to-benefit analyses on each of the action plans and modified proposals were developed in an effort to achieve the desired

outcome in the most efficient manner possible. The Strategic Planning Committee met again on April 29 and May 21, 2008 to review and discuss proposals in order to achieve a consensus course of action. Draft Mission and Vision statements were developed and a plan for soliciting external stakeholder input was crafted. On June 25, community groups and City officials attended focus groups, also facilitated by the Office of Strategic Initiatives/City Manager's Office, in response to the department's request for input for the further modification of the department's priorities and objectives. After significant deliberation, six strategic goals were selected to be included in the department's five-year plan. They are:

- ❖ Develop a Strategic Planning Methodology
- ❖ Enhance Recruitment, Retention, and Performance Improvement
- ❖ Improve Core Service Delivery
- ❖ Increase the Level of Emergency Medical Service Provided by the Organization
- ❖ Expand Fire Prevention and Community Education Programs
- ❖ Build an Adequate Training and Administration Facility



Firefighter Nathan Taylor, Deputy Chief Barry Yeargan, Captain Jeff Roberts, and Fire Marshal Ken Crews develop action plan proposals.
(Left to Right)



STRATEGIC PLANNING

THE DURHAM FIRE DEPARTMENT EXPECTS THAT SOUND PLANNING SHALL RESULT IN A MORE EFFICIENT USE OF RESOURCES, INCREASED PREPAREDNESS, AND BETTER CUSTOMER SERVICE.

As Durham’s population and area continue to increase, it is important that the department is able to anticipate the future requirements of the City. While physical and financial resources are vital to any growing community, they are often limited.

Therefore, it is the department’s obligation to be responsible stewards of those resources. Hence, thorough planning by reliable means is the foundation for not only a well-managed present, but a sound and successful future.



Assistant Chief Dan Curia (forward right), Battalion Chief Scott Roberts (rear center), and Captain Richard Ray (rear right) work to order lists of proposed departmental priorities.



✚ The Durham Fire Department will establish an Office of Strategic Planning. This Office will consist of a team of individuals committed to monitoring the department's delivery of core services, collaborating with City officials and other City and County departments, and developing/implementing short and long range plans to satisfy the community's needs and meet the standards of the modern fire service. Three primary objectives will be met:

- ❖ Use Systematic Analysis to Identify and Regularly Monitor the Department's Strengths and Weaknesses
- ❖ Anticipate the Community's Growth and Evolving Needs
- ❖ Formulate Proposals to Address Community Needs with Efficiency and Resourcefulness

The team shall include:

- An Assistant Chief of Planning and Administration
 - An Accreditation Manager
 - A Data Analyst/ Technology Solutions Liaison
 - A Communications Center (911) Liaison/ Response Plan Specialist
 - Field Personnel assigned to oversee special projects
-
- ❖ The Assistant Chief of Planning and Administration shall be responsible for data management and analysis, growth planning, compiling information for budget presentations, and overseeing Capital Improvement Plan (CIP) submissions and the Accreditation process.
 - ❖ The Accreditation Manager shall complete, submit, and maintain all paperwork and process material to the Commission on Fire Accreditation International (CFAI). Also, he/she shall compile the monthly and annual performance indicators, collect and organize data for all Operations Division heads, and collaborate with Technology Solutions to support, maintain, and administer the records management system and the data analysis system.

- ❖ A Data Analyst is needed to help process and organize the raw figures amassed by the Accreditation Manager. In most instances, the Accreditation Manager shall possess or be expected to acquire the skill set necessary to organize the information into accurate and meaningful assessments. However, some highly technical projects may require specialty software or custom programming.
- ❖ The Communications Center (911) Liaison/ Response Plan Specialist shall be responsible for implementing dispatch protocol in accordance with the Durham Fire Department's Standards of Response Coverage Document. He/She shall develop and monitor the response plan as well as adjust fire demand zones and response sequence accordingly. He/She shall also serve as the secondary departmental liaison to the Geographic Information Systems Department (GIS) and collaborate appropriately with the Command Staff.
- ❖ Additional personnel from the Operations Division may be solicited to participate in special projects to varying degrees. These individuals may do so with or without temporary re-assignment to the Administrative Division.

To establish the team, the Department will commit to the following actions:

1. **Create an Assistant Chief of Planning and Administration.** The department was unsuccessful in its pursuit of an additional approved position for an Assistant Chief in 2008-2009. To overcome this obstacle, the department will re-classify a sworn position within the Operations Division. **<Appendix includes a detailed job description and an organizational chart: P. i-vi >**
2. **Select an Accreditation Manager.** An individual with the appropriate qualifications shall be selected by the Fire Chief and the Assistant Chief of Planning and Administration. The primary needs for data analysis will also be met by this individual. **<Appendix includes a detailed job description: P. vii-viii>**
3. **Collaborate with the City's Technology Solutions Department (TS) to satisfy specialty needs regarding Information Technology.** A person from TS will be assigned to work with the fire department on highly technical projects. **<Appendix includes the Technology Solutions/Fire Department Service Agreement: P. ix-xiii>**

4. **Name a member from the Operations Division as the 911 Center Liaison/ Response Plan Specialist.** The responsibilities of this position shall be assumed in addition to the person's current job requirements for as long as reasonably possible. <Appendix includes a detailed job description: P. xiii-xiv>

5. **Have all members of the team, including field personnel serving on special projects, supervised by the Assistant Chief of Planning and Administration.** Once the team is in place, it will be constantly monitored and evaluated for efficiency/effectiveness by him/her as well as the full Command Staff. The team may need to be expanded or have roles assigned to Operations personnel evolve into additional employees.

Summary of Action Plan

Intended Outcome: Establish a Planning Team that helps the department plan for appropriate growth and service delivery.

Action:	Timeline:	Person(s) Responsible:
Appoint as Assistant Chief (reclassify a position from within the Operations Division)	January 2009	Fire Chief
Select an Accreditation Manager	March 2009	Fire Chief
Fill Technology Solutions position	March 2009	Technology Solutions Department
Develop a job description and compensation plan for the 911 Liaison/ Response Plan Specialist	December 2008	Assistant Chief of Operations

RECRUITMENT, RETENTION, AND PERFORMANCE IMPROVEMENT

DURHAM FIRE DEPARTMENT EXPECTS ITS CUSTOMER SERVICE TO IMPROVE AS THE KNOWLEDGE, SKILLS, AND ABILITIES OF ITS PERSONNEL IMPROVE.

Originally, all firefighters were community members who volunteered their time to provide this precious service. In many rural areas across the country, the service is still predominantly provided by volunteers. However, in most metropolitan areas, the call volume and call types have long exceeded the capabilities of volunteers. As a result, there are more fire departments and more career firefighters than ever before. Rather than being absorbed into the organization that happens to serve their residential community, skilled men and women seeking opportunities in the fire service now examine and compare several

departments. For example, potential applicants for the Durham Fire Department report that they are also considering Raleigh, Cary, Chapel Hill, Morrisville, Greensboro and/or Charlotte Fire Department(s). To ensure the best possible service to the citizens and visitors of Durham, it is essential that the Durham Fire Department recruit and retain the finest individuals possible. It will do so by ensuring that salaries are competitive with the market and by providing consistent, quality training that prepares employees to excel in their job performance as well as further their career development.



The recruits of Academy 18 learn the fundamentals of Trench Rescue.



✚ The Durham Fire Department will institute a formalized mentor and ascension program, implement a practical training program designed to foster job success and enhance customer service, and establish a pay plan board to oversee employee compensation. The Department will effectively modify elements of the recruitment process and the training program to realize three desired outcomes:

- ❖ Recruit the Most Qualified, Driven Applicants Possible
- ❖ Provide Support for Individuals in their Career Development Pursuits
- ❖ Afford Practical Training to all Personnel that Enhances Job Performance



Recruits acquire live fire experience during the Fire Training Academy.



The process shall entail:

- Launching Formal Mentoring and Ascension Programs
 - Providing Additional Practical Training Opportunities
 - Establishing a Pay Plan Board
-
- ❖ The department recognizes its obligation to provide training and support to all transitioning or newly promoted individuals. A formal mentoring program shall be instituted for Recruits transitioning to Assigned Firefighters. Ascension courses shall be created for Relief Drivers seeking promotion to the rank Fire Technician and for Fire Technicians seeking promotion to the rank of Company Officers.
 - ❖ Additional Training Opportunities shall be provided by supplementing the existing training calendar with a practical training evolution or class to be performed or attended by each fire company at least once each work cycle.
 - ❖ A Pay Plan Board led by the Deputy Chief or an Assistant Chief, and consisting of several personnel selected by the Deputy Chief, shall be responsible for market awareness and annual reports/recommendations regarding maintaining competitive salaries. The group will collaborate with the Human Resources Department to help shape goals into realistic objectives.

To achieve its goals, the Department will commit to the following actions:

1. **A Field Training Officer Mentor Program will be instituted for recruits graduating from the Fire Academy.** Field Training Officers (FTOs) shall be qualified Company Officers who have been selected for the status. The process used to identify individuals that qualify shall include job performance history, a minimum Time-in-Grade or Time-in-Department, a letter of recommendation by the supervisor, and an interview.¹ A recruit shall be assigned to a qualified FTO for no less than six

¹ The make-up of the entire crew will need to be considered also to ensure that recruits are placed into a high achieving work environment overall. A Company Officer may qualify to serve as an FTO, but his/her current crew and/or station situation could prohibit him/her from having a recruit assigned at that time.

months.² During that time there will be a variety of topics covered including, but not limited to:

- Firefighter Knowledge, Skills, and Abilities (especially as they pertain to functioning as a member of a specific crew)
- Grooming/Appearance, Uniform, and Professional Demeanor
- Tardiness/Attendance, Matrix/Roving, Mandatory Class Makeup, Vacation Selection
- Turnout Gear and General Equipment Maintenance, Care, and Reporting of Problems/Damage (e.g. Portable Radios, Forcible Entry Tools, etc.)
- Station Duties and Crew Dynamics
- Administrative Policies
- General Operating Guidelines
- Benefits (Retirement, Sick and other Leave)
- Time Trading
- Certifications, Career Development, Educational Opportunities and Incentives

Some topics will be covered via evolutions and traditional “check-off” methods, while other topics shall require journaling on the part of both recruit and FTO. Both tracking methods shall be accomplished via electronic files maintained throughout the six month assignment. A printed version will be added to the recruit’s training file upon completion. As an additional validation component, several elements accomplished via “check-off” methods shall require the presence of another Company Officer, Battalion Chief, Assistant Safety Officer, or Officer of the Training Division. <Appendix includes a Mentoring and Ascension Program Guide: P. xv>

2. **A Technician Preparedness Course shall be designed.** The Technician Preparedness Class shall include a minimum of the following topics:

- FirePoint Reporting and General Daily Use
- Paperwork (e.g. Daily/Monthly logs, SCBA logs, Risk Assessment/Pre-Fire, Monthly Planning Schedules)
- EMS Narrative Writing
- Fire Attack (Strategy/Tactics at both the Company level and Command level)
- Building Construction

² Upon the recommendation of the FTO, a recruit may exit the mentoring program early, have a probationary end interview, and be released to the Battalion Chief for long term assignment. However, the six month period to be spent on a busy unit should be fulfilled completely.

- Fire Technician Essentials
- Administrative Policies and General Operating Guidelines

3. **A Battalion Chief Ascension Class shall be created.** The Battalion Chief Ascension Class will include the following topics:

- National Incident Management System review
- Fireground Strategy and Tactics
- Microsoft Office Package including (Word, Outlook, and Excel)
- FirePoint review of differences at the Battalion Chief level
- Monthly Work Plan requirements
- City and Fire Department disciplinary processes (including grievance and complaint process)
- Comprehensive Benefits Review
- City and Fire Department policy review
- Effective Communications class
- Organizational Philosophies

4. **Practical training evolutions or classes will be delivered to each crew at least one time each month.**³ Operations Battalion Chiefs will provide input to the Assistant Chief of Special Operations regarding training needs. This input will include information from Incident Summaries and Structure Fire Critiques.⁴ The Training Division will take this input into account along with National Institute of Occupational Safety and Health findings in incidents with firefighter fatalities and/or injuries in order to design clear class outlines and learning objectives. For as long as reasonably possible, evolutions and classes will be given by members of the Operations Division. Battalion Chiefs will oversee the exercises and Assistant Safety Officers shall attend, assist with preparation/instruction as well as contribute by addressing special safety concerns. In situations where the evolution or class cannot be conducted by a member of the Operations Division, Officers of the Training Division shall be responsible for delivering the course.

³ This training shall be in addition to mandatory annual classes and scheduled continuing education courses.

⁴ Practical training evolutions should focus on nationally accepted firefighting standards as well as areas identified in fire critiques, and incident summaries.

5. **A Pay Plan Board, chaired by the Deputy Chief, shall be established.** The Deputy Chief shall select several members to collaboratively monitor regional markets for pertinent changes in salary, benefits, and/or status. This group shall work with the Human Resources Department, City Management, and elected officials to maintain competitive compensation for all Fire Department employees. The ultimate goal shall be to ensure a broad and appropriate applicant pool as well as retain skilled employees. Furthermore, this board shall serve a watchdog and advocacy group. They will have the responsibility of ensuring that employees are receiving salaries commensurate with their position within the pay structure. They will ensure that accurate employee salary information is available to all other Departments and/or Agencies with the need to utilize such information. <Appendix includes list of individuals serving on the Pay Plan Board 2008-2009: P. xvi>

Summary of Action Plan

Intended Outcome: Establish programs that better train employees, reduce attrition, and expand the recruit applicant pool.

Action	Timeline	Person Responsible
Implement an FTO program for recruits.	Develop 3/2009 Implement 5/2009	Chief of Special Operations
Implement a Fire Tech preparedness class	Develop 5/5009 Implement 6/2009	Chief of Special Operations
Implement a BC ascension class	Develop 7/2009 Deliver to all Co. Officers to ride as BCs 9/2009	Chief of Special Operations
Develop, Implement, and Schedule additional practical evolutions	October 2008	Chief of Operations
Establish a Pay Plan Board	November 2008	Deputy Fire Chief

ENHANCED CORE SERVICE DELIVERY

THE DEPARTMENT SEEKS TO BE SIMULTANEOUSLY TIMELY, EFFECTIVE, AND RELIABLE IN ITS RESPONSE.

Fire Suppression and Emergency Medical response are the core services of the Durham Fire Department. The Department proudly provides important auxiliary services such as effecting technical rescues, mitigating Hazardous Material incidents, offering fire safety instruction, and enforcing codes and ordinances which increase public safety. Each service merits attention and expansion, but the Department must adequately provide its core services first and foremost.

The National Fire Protection Association (NFPA) sets the bar for best practices in the modern fire service by establishing guidelines in all areas of fire protection. Its suggested response standard, 1710, addresses both response times and staffing.

The guideline was developed bearing in mind the urgency of fire and medical emergencies and the safety needs of both responders and victims. Tremendous scientific analysis and historical performance information contributed to the development of the guideline.

The Durham Fire Department seeks to follow this guideline as closely as possible. Currently, the Department lacks the physical and human resources necessary to match the standard. Nonetheless, it will utilize existing resources to achieve as close a match as possible. Furthermore, the Office of Strategic Planning and the Operations Division shall observe this standard when prioritizing future needs.



Firefighters extinguish a vehicle fire.



✚ The Durham Fire Department shall improve response times and pursue increased staffing in order to reach and maintain regional standards and national best practices. A Standards of Cover document shall clearly set forth performance objectives. Performance indicators will be monitored monthly and annually. Resource allocation decisions will be based on these indicators so that, as the jurisdiction grows, the Department can sustain the delivery standards for its core services: Fire and EMS. The Department will state a deployment and staffing philosophy, utilize statistical data in planning efforts, and allocate resources in order to accommodate three primary needs:

- ❖ Meet response time standards set forth by the organization
- ❖ Employ the best practices established by regulatory agencies and the modern fire service
- ❖ Provide appropriate staffing and support to maximize personnel and citizen safety

The process shall entail:

- Improve Ladder Company distribution by relocating existing apparatus/crews
- Thoroughly evaluate the Truck Company concept as a modification to the current deployment protocol
- Acquire three additional Ladder or Truck apparatus to obtain an appropriate Engine-Ladder/Truck ratio as well as meet response time objectives
- Pursue minimum staffing of four per unit

Durham Fire Department Deployment and Staffing Philosophy

The Durham Fire Department is committed to performing within its established response time standards⁵. The leadership believes that placing the appropriate apparatus and personnel on scene within minutes of dispatch will provide the greatest opportunity for citizen and firefighter safety and survival, as well as minimize the damage and/or loss of property. The proper allocation of resources provides adequate and equal service to all districts. Therefore, the Department's decisions regarding station locations and apparatus use and placement will be driven by the need to respond within set time frames with the utmost regard to safety. The Department has defined through task analysis a full effective force for residential structure fires and responds accordingly with a minimum of fourteen personnel and an incident commander.

Secondly, the Durham Fire Department seeks to increase the minimum number of responders per unit to four for Engine or Ladder Companies. The leadership acknowledges that increasing its minimum staffing will significantly improve the effectiveness of its on scene performance and the overall safety of its personnel. Current minimum staffing, three per Engine or Ladder Company, satisfies the most basic needs of all districts but often does not facilitate the most efficient means of accomplishing vital tasks. Therefore, the Department will seek to staff units with four at minimum in the following order: outlying engines, engines responding from single company stations, remaining engines, and then ladders.

This philosophy stems from two premises:

- Citizens in each district are entitled to standard or above standard response.
- The Durham Fire Department is obligated to do what is within its power to provide that response.

In the first quarter of 2008, one half of the City's districts were underserved. In effect, citizens residing within the City's core received excellent initial and full responses to both fire and EMS calls. However, citizens residing outside of the City's core were more likely to receive responses that did not meet established best practices within the region. Preliminary studies revealed that, with existing resources, the Department could significantly reduce those occurrences. Meanwhile, three-person minimum staffing, while not desirable, is acceptable by the current regional standard. Moreover, the Department cannot independently decide to increase staffing. The decision to fund additional employees belongs to local government. The Durham Fire Department will lobby for increased staffing.

Outlying engines were selected as first to receive more staffing because of their longer initial response times as well as the lag time between their arrival and the next arriving units. Engines responding from single company stations followed because engines housed with ladders and/or squads frequently arrived with one or both of those units directly behind, thereby providing additional personnel on the scene in a shorter timeframe. Ladders were deferred

⁵ The Statement of Response Time Standards is included in the Appendix: P. xvii.

despite the recognition that the numerous functions of Ladder Companies could best be addressed by crews of four or five. Leadership also acknowledges the vital role that ventilation plays in safety and survivability for both citizens and firefighters. However, due to the inadequate number of Ladder Companies, in 11 out of 15 districts the units arrive after the initial Engine Company has been on-scene for several critical minutes. Therefore, increasing the capabilities of those Engine Companies during those first critical minutes shall take precedence.

Using this philosophy to dictate tactics intended to bring the Department closer to meeting the NFPA 1710 standard, the Department shall execute the following course of action:

Stations are grouped according to geographic proximity (i.e. neighboring stations). They are listed in order of the district/region experiencing the greatest deficit.

1. A Rescue Truck Company concept will be thoroughly examined and considered.

Currently, the Department has three primary apparatus for response: Engine/Pumpers, Ladder/Quints, and Light-Duty Squads. Light-Duty Squads differ significantly from other units; lacking pumping capability and practically affording only a two man crew response option. Ladder/Quint apparatus all have some type of aerial device, but each can carry the equipment and personnel to perform either Engine Company functions or Ladder Company functions. (e.g. interior fire attack, ventilation and search; respectively) A medium duty apparatus could be integrated into the fleet, effectively replacing the current Squad companies. This apparatus, often termed a Rescue, Squad, or Truck unit would be a vehicle designed to transport at least four personnel and the equipment necessary for those individuals to perform ventilation, search, and rescue tasks. Like light duty squads, these apparatus would not have pumping capabilities. The units would be staffed with Rescue Companies; crews of no less than three individuals, led by a Company Officer. Ideally, the units would be distributed throughout the City to complement Ladder Companies.

The cost of these vehicles is significantly less than the cost of an aerial apparatus. Furthermore, by utilizing existing personnel (replacing squad crews with rescue crews) fewer additional staff would need to be acquired to implement this concept. (Compared to the number of staff needed to add additional Ladder Companies.) The Durham Fire Department would continue to pursue and utilize additional Ladder Companies (crews utilizing aerial devices). Rescue Companies would be an additional crew type.

2. Relocate the southwestern Ladder Company from Station 11 to Station 6.

Engine Districts 6, 12, 11, and 16 are all unable to meet full effective force response time objectives. This is primarily due to the extended response time of the second arriving Ladder Company. The location of Station 6, central to each of the suffering districts and much closer to each than Station 1, offers better multi-district access. (Markedly low incident frequency in District 11 further supports the relocation of the Ladder Company

currently servicing that area) <Appendix includes tables of structure fire response times and call volume by district: P. xviii>

3. **Create an additional Ladder or Rescue Truck Company to respond from Station 7.** Engine Districts 7, 10, and 14 are all unable to meet full effective force response time objectives. This is primarily due to the extended response time of the second arriving Ladder Company. The location of Station 7, central to all three suffering districts, and accessible to Engine District 11 as a secondary responder, offers better multi-district access.
4. **Create an additional Ladder Company to respond from Station 3.** No eastern Ladder Company exists to serve as primary for Engine Districts 8 and 13. Both areas are currently served by Bethesda 413, a Ladder Company from a neighboring department. Station 3 was selected over either 8 or 13 for three reasons: excellent access into both areas via Wake Forest Hwy and Miami Blvd, located in an area of high incident frequency, and located closer to the downtown (clustered high-risk) area.
5. **Create an additional Ladder or Rescue Truck Company to respond from Station 4.** This company will provide support for the southeastern area of the City, especially Engine Districts 13, 3, 4, and 12.
6. **Create an additional Ladder Company to respond from at Station 14.** No truly northern Ladder Company exists to serve as primary for Engine Districts 14 and 15 and secondary for the uppermost portions of Ladder Districts 7 and 1. A unit is necessary, but the location of future Station 15 prohibits a timely response from that Engine district into all of the aforementioned areas.
7. **An additional Ladder Company shall be pursued.** This will be the Department's eighth Ladder Company, fulfilling the desired 2:1 ratio. The Assistant Chief of Operations and the Assistant Chief of Planning and Administration shall decide the location of this unit based on the Deployment and Staffing Philosophy and response time data generated from the Office of Planning and Administration. This action may be altered if the Rescue Truck Company concept is successfully implemented. In that case, this company could be a Rescue, rather than a Ladder. An additional company dedicated to the performance of "Ladder" or "Truck" work is the intent of this action.
8. **Additional staffing shall be requested annually.** The department currently has 273 field positions. With the addition of the above units, 130 additional positions are required for four person minimum staffing. 15 people per new unit are typically requested. The total personnel to be requested with Station 15, the renovation of Station 9, and the additional Ladder Apparatus is 60, leaving 70 new personnel to be acquired for existing

units. To accomplish this staffing objective in five years, 14 personnel, in addition to those requested for new units, would have to be approved annually. To accomplish this staffing objective in 10 years, seven personnel, in addition to those requested for new units, would have to be approved annually, provided no new units are added between 2014 and 2019. Firefighter positions will be pursued until the staffing minimum reaches the desired level.

Summary of Action Plan

Specific timelines have not been included, but the Department seeks to achieve the items within the scope of this five-year plan

Intended Outcome: Address Response Time Deficits
Person Responsible: Assistant Chief of Operations

Present Information on the Rescue Truck Concept to Operations Personnel

House Ladder Company 11 at Station 6

Create a Rescue Truck Company for Station 7

Create a Ladder Company for Station 3

Create a Rescue Truck Company for Station 4

Create a Ladder Company for Station 14

Add an additional Ladder or Rescue Truck Company to the fleet

Request additional personnel

INCREASE THE LEVEL OF EMERGENCY MEDICAL SERVICE PROVIDED BY THE ORGANIZATION

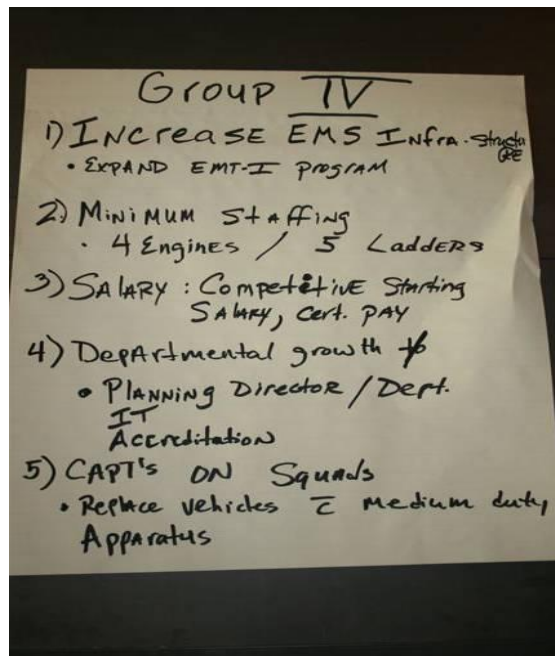
THE DURHAM FIRE DEPARTMENT SHALL STRIVE TO PROVIDE ALL CITIZENS AND VISITORS OF *THE CITY OF MEDICINE* WITH EXCEPTIONAL MEDICAL CARE IN THE PRE-HOSPITAL SETTING.


The City's fire stations were intended to be distributed throughout the community so that, from at least one station, a citizen's home or business could be reached within four to six minutes. This design made Durham firefighters the logical choice for a medical first response force greatly needed by the growing municipality. In the early 1990s, the Department added Emergency Medical Response as a core service and trained all firefighters to the Emergency Medical Technician—Basic level (EMT-B), including essential defibrillation for victims of cardiac arrest and critical assessment and treatment techniques needed for individuals with traumatic injuries. The benefit to the community has been significant. The addition of Fire Department personnel tripled the number of public servers trained to deal with medical emergencies.

Individual workloads have been reduced and citizens receive faster responses with more support and direction during the emergency due to the number of personnel made available to them. Most importantly, patients have been given the greatest possible chance for survival. By 2000, the Department had increased its service level, providing EMT-Intermediate level trained responders in several districts. The success of that upgrade drives the desire to extend the service city-wide.



There were 10,065 emergency medical calls in 2007 and EMS was consistently ranked among the top five priorities.



 The Durham Fire Department will supply the equipment and training necessary to make each Engine and Ladder Company capable of providing EMT-Intermediate care, as well as develop an infrastructure that will support three fundamental goals:

- ❖ Provide first responders certified as Emergency Medical Technician—Intermediate (EMT-I) to all districts

- ❖ Supply comprehensive training for all personnel

- ❖ Utilize a well-developed Quality Assurance Program to ensure the best possible patient outcomes

The process shall entail:

- Placing the necessary Intermediate-level equipment and medications on each unit. (Engines, Ladders, Squads)
 - Coordinating an EMT-I class to coincide with the end of each Fire Academy
 - Acquiring EMS Trainers/Quality Assurance Officers
-
- ❖ Specific equipment and medications are required for the performance of EMT-I level skills. Currently, that equipment is available only on Squads 1, 2, and 4 and Engines 3, 7, and 16. The number of trained and certified EMT-Intermediate personnel far exceeds the number of apparatus with the necessary equipment to function at the Intermediate level. Placing this equipment on each Engine or Ladder instantly enhances the service level possibility for every district.

- ❖ An EMT-I course will include the classroom hours, the hospital hours, and the ride-time necessary to take the North Carolina Certification Exam as well as function within the County of Durham.

- ❖ An EMS Trainer/ Quality Assurance Officer shall:
 - Deliver EMT-Basic level instruction to recruits in the Fire Academy
 - Deliver and/or oversee EMT-Intermediate level instruction given to department members in the course taught immediately following the Fire Academy
 - Deliver and/or oversee continuing education training for all Department members
 - Be responsible for updating staff certifications
 - Attend calls for service
 - Review patient care reports and provide direction to report authors
 - Prepare a monthly summary of findings to be used as a component of the EMS training curriculum as well as for service improvement
 - Collect empirical data and work with the EMS Coordinator to analyze that data

To implement the necessary changes the Department will commit to the following course of action:

1. **Place EMT-I equipment on each Engine or Ladder in the fleet.** Funds from the 2008-2009 operational budget shall be utilized to purchase the equipment. The cost per unit is approximately \$2000. 16 units need the equipment: E1, E2, E4, E5, E6, E8, E9, E10, E11, E12, E13, E14, L1, L2, L11, and L12. The estimated cost is \$32,000. That figure is remarkably low considering that it facilitates immediate service level enhancement city-wide.

2. **Provide an EMT-I course at the end of each Fire Academy.** The State of North Carolina minimum required classroom hours will require three to four weeks of consecutive daily instruction. When personnel attend these classes, a tremendous burden is placed on the Operations Division to find and fund additional personnel to ride units. At the conclusion of the Fire Academy, many recruits will come directly to the field. Assigned personnel, equal in number to the recruits entering the field, could attend the course, effectively replaced by the newcomers. Additional seats in the course will be provided also. By offering the course days consecutively and holding the class at the Fire Academy, two objectives are met: 1) The Operations Division experiences a heavy taxation of

resources for four or five weeks, rather than five or six months, and 2) Personnel are readily available to return immediately to service in the event of a major incident.

3. **Request three EMS Trainer/QA Officer positions in the 2009-2010 budget.**
<Appendix includes Job description/responsibilities: P. xix-xx>

Summary of Action Plan

Intended Outcome: Deliver EMT-I level care City-wide.

Action:	Timeline:	Person(s) Responsible:
Place EMT-I equipment and meds on all Engines and Ladders	January 2009	EMS Coordinator
Request 3 EMS Trainer/QA Officers	2009-2010	Fire Chief
Implement an EMT-I class to follow the Recruit Academy	TBD	Chief of Special Operations

EXPAND FIRE PREVENTION AND COMMUNITY EDUCATION PROGRAMS

FIRE PREVENTION AND COMMUNITY EDUCATION PROGRAMS GREATLY CONTRIBUTE TO THE DEPARTMENT'S OVERALL MISSION: ENHANCE THE QUALITY OF LIFE FOR CITIZENS AND VISITORS OF DURHAM.

The Department shall always strive to extinguish fires and mitigate other emergency incidents as a primary method of providing service to the City. Equally as important, the Department must ensure safe public areas and provide individuals with the knowledge required to reduce both the occurrence and severity of such incidences. Building inspections and Code enforcement are a major component of ensuring safe public areas. The Durham Fire Department must inspect not only existing businesses and other public areas, but new structures as well. Given the jurisdiction, which includes

the companies in Research Triangle Park, the laboratories of Duke Medical Center, and the sprawling campuses of Duke University and North Carolina Central University, this can be a challenging task. The Prevention Division is also responsible for arson investigation. Regarding public education, the Prevention Division must address the needs of special populations, such as young children and senior citizens, as well as disseminate a great quantity of fire safety and general health information to the whole jurisdiction. Additionally, the Department wants its education programs to serve as a multi-faceted resource for the community.



(Left to Right)

Firefighter Nathan Taylor, Fire Technician Todd Elliot, Fire Captain Brian Eaton, Fire Technician Jimmy Barrier, and Assistant Chief Dan Curia don pink fire gear in support of breast cancer research and treatment.



✚ The Durham Fire Department shall restructure its building inspection schedule and format, certify department members at higher levels, and develop new community safety and education programs. The Department shall modify existing systems and add additional programs that:

❖ Increase public safety and awareness

❖ Improve inter-Division operability

The process shall entail:

- Implementing the use of a new Building Inspections form
- Re-prioritizing businesses to be inspected
- Collaborating with Technology Solutions for database interface
- Pursuing 2 additional Fire Inspectors
- Training several members of the Operations Division to the Fire and Life Safety Certified Educator Level
- Host two major events to foster community interaction

To achieve these goals the Fire Department will commit to the following course of action.

1. **Operations and Prevention will collaborate on the development of a new building inspection form.** The form shall allow Inspectors to track information essential to Code Enforcement and pertinent to the Risk Assessment process. [<Appendix includes existing inspection form and risk assessment data form>](#)
2. **The order in which business inspections are completed shall be changed.** Currently, all Inspectors are assigned inspection districts or territories. They are required to inspect certain structures within their area but do not have a prescribed order in which inspections are to be completed. The new system, which complies with the State of North Carolina's recommended methodology, calls for structures to be inspected according to the risk they pose. Structures posing the highest risk are dealt with first. Ideally, the risk scoring of structures shall be in accordance with the Operations Division

risk assessment process. Changing this system requires the submission of information to local government. Therefore, full implementation could be achieved in 2009-2010.

3. **Operations and Prevention will collaborate with Technology Solutions to interface their databases.** Prevention anticipates the arrival of a new database system in 2008-2009. The system shall track inspections, violations, permits, and charges/fees. However, it will be relatively inaccessible to Operations personnel seeking information such as repeat violator addresses, structure size and construction type, facility use, etc. Meanwhile, the Operations Division is independently collecting such information with a database that is relatively inaccessible to Prevention personnel. Ideally, the two databases could be merged and shared in a way that protects the integrity of the information. After the arrival of the new system, assistance will be sought from the City's Technology Solutions department.
4. **Two additional Fire Inspectors will be requested.** Stations, apparatus, equipment, and additional staffing are all being sought by the Operations Division to deal with the growth of the City. Growth, of course, does not refer solely to the population. The number of structures, commercial and residential, is multiplying as well. Over the course of the next five years, the workload will far exceed the capabilities of the current staff. An additional inspector shall be requested in the 2010-2011 budget. Another inspector shall be requested in the 2011-2012 budget.
5. **Operations personnel shall receive Fire and Life Safety Educator Certifications.** The Operations Division assumes an enormous portion of the responsibility for delivering fire safety programs to the community. During Fire Safety week in October, at local health and safety fairs, and at the request of numerous groups, Operations personnel interact in an instructor's role. To improve the quality of these programs and to assist personnel with this responsibility, additional training and support shall be provided. Participation in the certification course shall be completely voluntary.
6. **The Department shall sponsor an annual Fire Safety Fair.** The fair shall be a large scale community education event. Each service, core or auxiliary, will be represented and demonstrated in some way. To accommodate an event of this magnitude, operations and prevention shall work together in all aspects of the planning phase. Operations will facilitate the staffing and apparatus/equipment availability necessary. **<Appendix includes an outlined scope of the event: P. xxiv>**
7. **The Department shall sponsor an annual Citizens Fire Academy.** The Department currently has a prototype curriculum for such a class. More consideration will be given to staffing and equipment needs. Prevention and Operations shall collaborate for effective advertising, and Operations will facilitate the staffing and apparatus/equipment availability necessary. **<Appendix includes an outlined scope of the course: P. xxv>**

Summary of Action Plan

Intended Outcome: The department will improve three things: 1) the building inspection methodology, 2) the interoperability between Prevention and Operations, and 3) its contact with citizens outside of emergency incidents.

Action:	Timeline:	Person(s) Responsible:
Develop a new building inspection form	January 2009	Fire Marshal
Re-prioritize building inspections (Model with the State recommendation)	2009-2010	Fire Marshal
Collaborate with Technology Solutions to consolidate databases	March 2009	Fire Marshal
Request an additional Fire Inspector	2010-2011	Fire Chief
Request an additional Fire Inspector	2011-2012	Fire Chief
First Annual Fire Safety Fair	Fall 2009 (kickoff to Fire Prevention Week)	Community Relations Coordinator
First Annual Citizens Fire Academy	May 2010	Community Relations Coordinator

BUILD ADEQUATE TRAINING AND ADMINISTRATION FACILITIES

IN THE FIRE SERVICE THERE IS AN ADAGE: TRAIN AS THOUGH YOUR LIFE DEPENDS ON IT; BECAUSE IT DOES.

The dangers of firefighting are rather obvious. The auxiliary services provided by the Durham Fire Department are equally dangerous: Hazardous Material response, Urban Search and Rescue after catastrophic events, High-Angle rescue, Confined Space rescue, Vehicle Extrication, Swiftwater Rescue and Recovery, etc. To safely and effectively deliver both the core services and the auxiliary services, personnel must have adequate and appropriate facilities for training. The current facility, designed prior to the addition/expansion of the auxiliary services, houses the Fire Academy, the Administration Division, the Prevention Division, and the training facilities for EMS and Fire continuing education. In short, it is overcrowded, undersized, and highly inadequate. There has been much discussion regarding what a new training facility might encompass, ranging from

water reclamation to a driving course. The most ideal situation would be a campus, where administration and prevention are housed in one building. Fire and EMS training classrooms and Fire Academy space, including showers, an exercise facility, and interior drill space, would exist within another freestanding structure. Separately, a drill tower, burn building, search maze, confined space prop, ventilation props, vehicle extrication space, and specialty team space, such as a USAR area and a HazMat area would also be a part of the campus. Clearly, the cost would be substantial. Furthermore, the Police Department is also in dire need of a comprehensive campus. Therefore, the Fire Department is currently collaborating with the Police Department to design a shared facility that could meet the needs of both agencies while reducing the overall cost to the City.

✚ The Durham Fire Department shall formulate a CIP proposal for a new Training facility. The proposal shall also include accommodations for the Administration and Prevention Divisions. The Department will plan the construction of a training facility that:

- ❖ Anticipates the Department's future needs so as to be Adequate and Appropriate for at least ten years

- ❖ Is Economical, efficiently satisfying departmental requirements and City responsibilities

The process shall entail:

A committee responsible for the full development of the proposal shall be formed. It shall be chaired by the Assistant Chief of Special Operations

The Special Operations Division shall complete a detailed assessment of training facility needs, including interior and exterior spatial requirements <Appendix includes the needs assessment: P. xxvi-xxviii>

The committee shall work with the Durham Police Department to develop the proposal and resolve the management issues of a shared facility

The committee shall regularly meet with the Executive Command Staff to share project developments

Summary of Action Plan		
Intended Outcome: The department will collaborate with other agencies and city government to design and construct adequate facilities for the Training, Administration, and Prevention Divisions.		
Action:	Timeline:	Person(s) Responsible:
Establish a committee to oversee research and development of the proposal	June 2008	Chief of Special Operations

Appendix

Strategic Plan—Informative Documents

City of Durham Fire Department



2008

Assistant Chief of Planning and Administration Job Responsibilities

Aide to the Fire Chief

- Acts as aide, advisor, and representative as assigned by the Fire Chief
- Serves as the Chief's liaison to the City Manager's Office and other Department Directors as assigned
- Provides strategic guidance and coordinates department efforts to achieve the Vision and Critical Goals
- Serves as the principle planner for the Department
- Conducts special projects as assigned by the Fire Chief

Strategic Planning

- Manage the strategic planning development, update, implementation, and reporting process
- Coordinate strategic planning activities among the divisions and subdivisions of the Department

Hazard and Threat Assessment

- Conduct ongoing assessments of the consequences of technological and natural disasters to population, resources, and infrastructure
- Maintain and update the Risk Assessment Analysis and Report

Growth Planning

- Utilize performance data to maintain a current growth management plan which maintains appropriate service and resource levels
- Develop and maintain a Capital Improvements Program recommendation for the Fire Department
- Actively collaborate with other City and County Departments to anticipate future community needs and plan for resources to meet those needs

Work Planning and Performance Measurements

- Consistently track performance measurements, draw reasonable conclusions from said data, and formulate proposals to improve service
- Conduct Analysis and produce annual Activity Report
- Develop, implement, and maintain a benchmarking program using internal and external measures

Contracted and Consolidated Fire Services

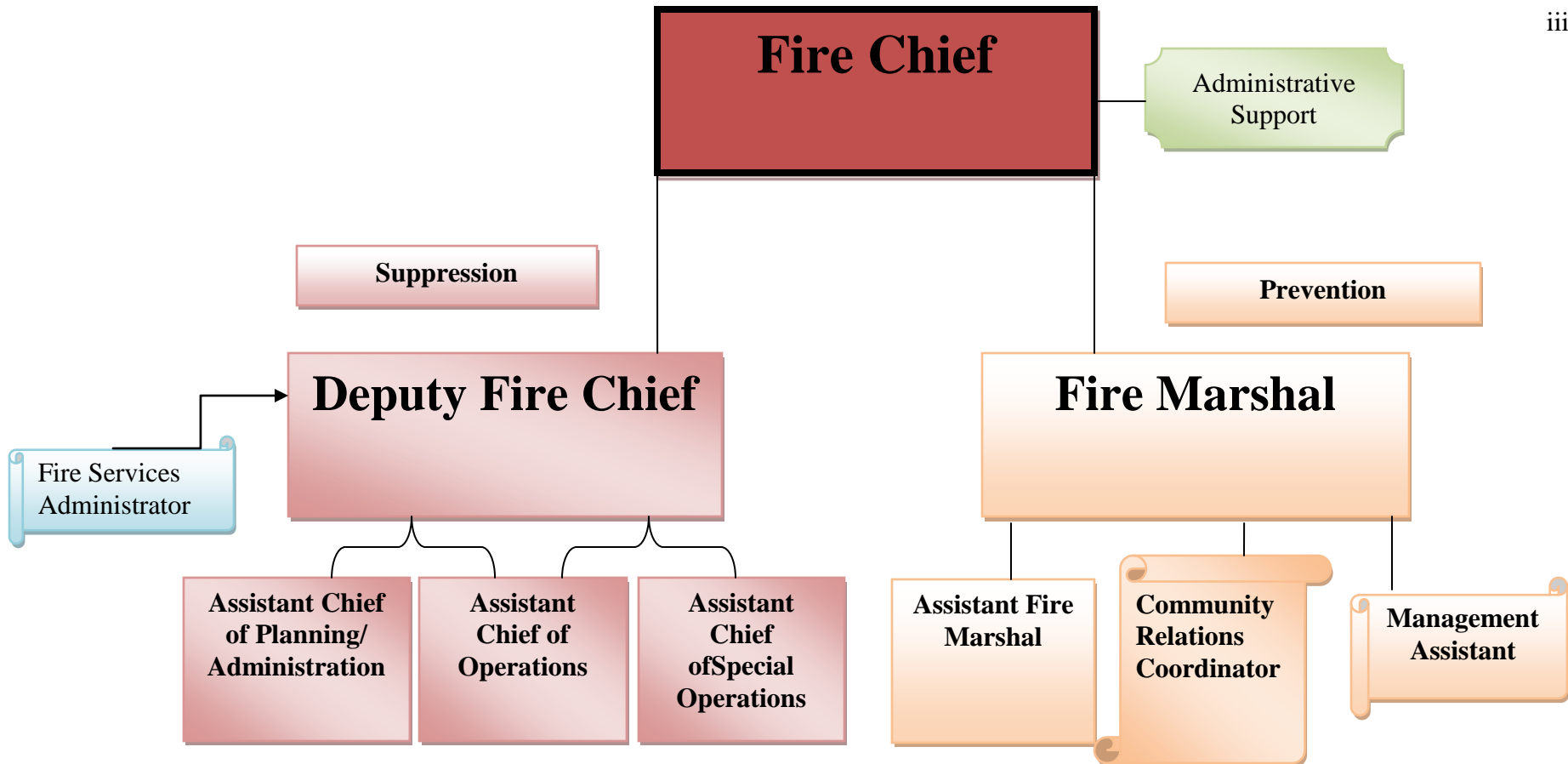
- Manage the development and maintenance of programs and agreements for contracted supplemental fire protection, mutual, and automatic aid.

Accreditation

- Coordinate annual updates to the Accreditation Manual
- Conduct on-going monitoring of Standards of Cover Performance
- Coordinate departmental efforts, both internally and externally, to improve Standards of Cover performance
- Submit Annual Compliance Reports
- Oversee the re-Accreditation process

ISO Coordination

- Coordinate departmental efforts to maintain and improve ISO Rating
- Serve as liaison to ISO for Fire Chief



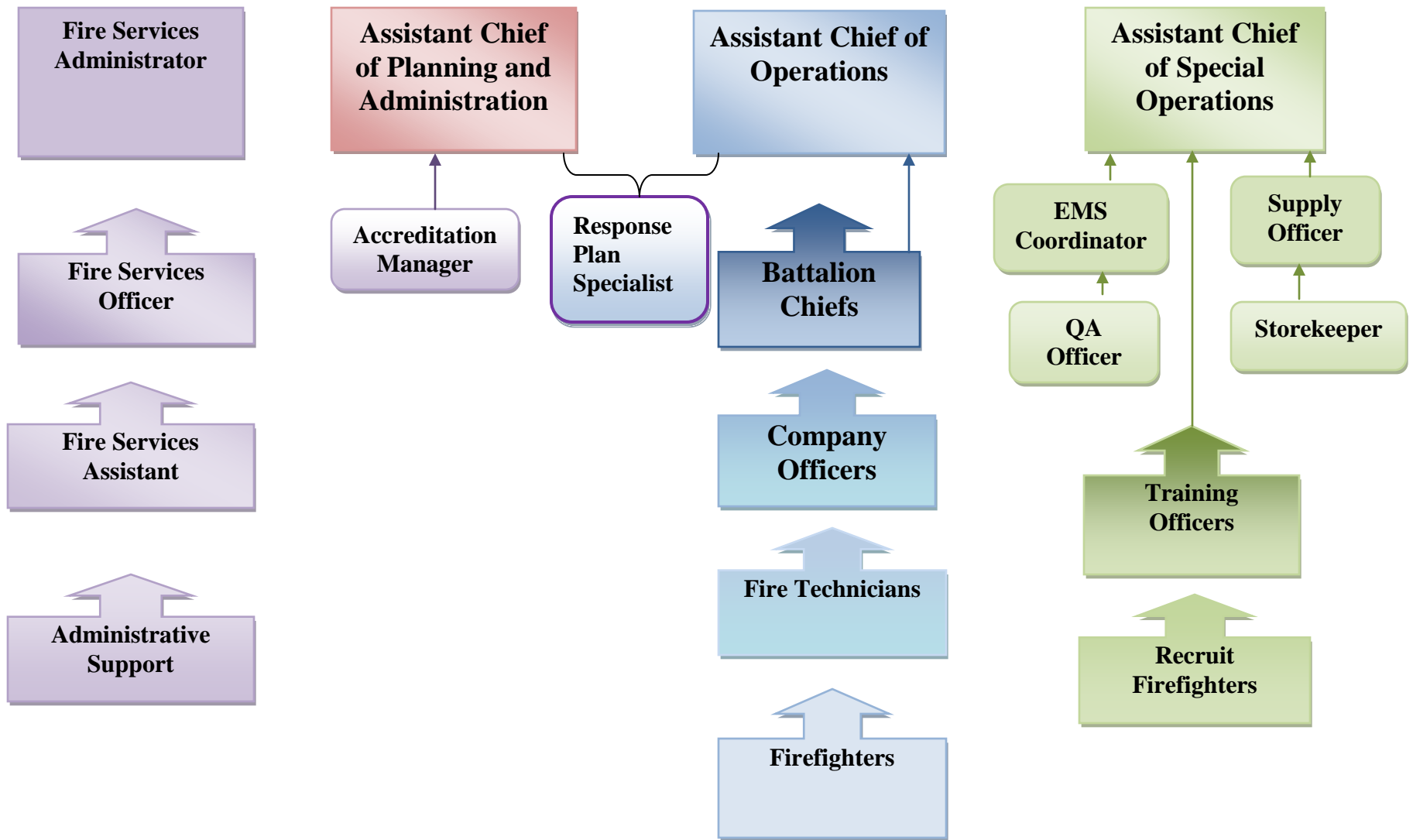
The **Fire Chief** serves as the Department Head and is responsible for comprehensive oversight and administration. An **administrative support** person providing assistance to the Fire Chief and performing other duties as assigned is tangent to the hierarchy.

The **Deputy Fire Chief** and the **Fire Marshal** head the Suppression and Prevention Divisions, respectively. Each is responsible for the specific oversight and administration of his/her Division. Suppression is further separated into four Divisions: Administration, Planning, Operations, and Special Operations. An Assistant Chief heads Planning, Operations, and Special Operations. He/she reports directly to the Deputy Chief. The **Fire Services Administrator** heads the Administration Division and he/she reports directly to the Deputy Chief.

The Fire Marshal supervises a **Management Assistant**, an administrative support position tangent to the hierarchy. The **Community Relations/ Public Information Officer** is also overseen by the Fire Marshal. He/She is responsible for the general oversight of fire safety education programs and serves as the department's public information officer.

An **Assistant Fire Marshal** reports directly to the Fire Marshal and provides direct oversight to Fire Inspectors and Arson Investigators.

Deputy Chief



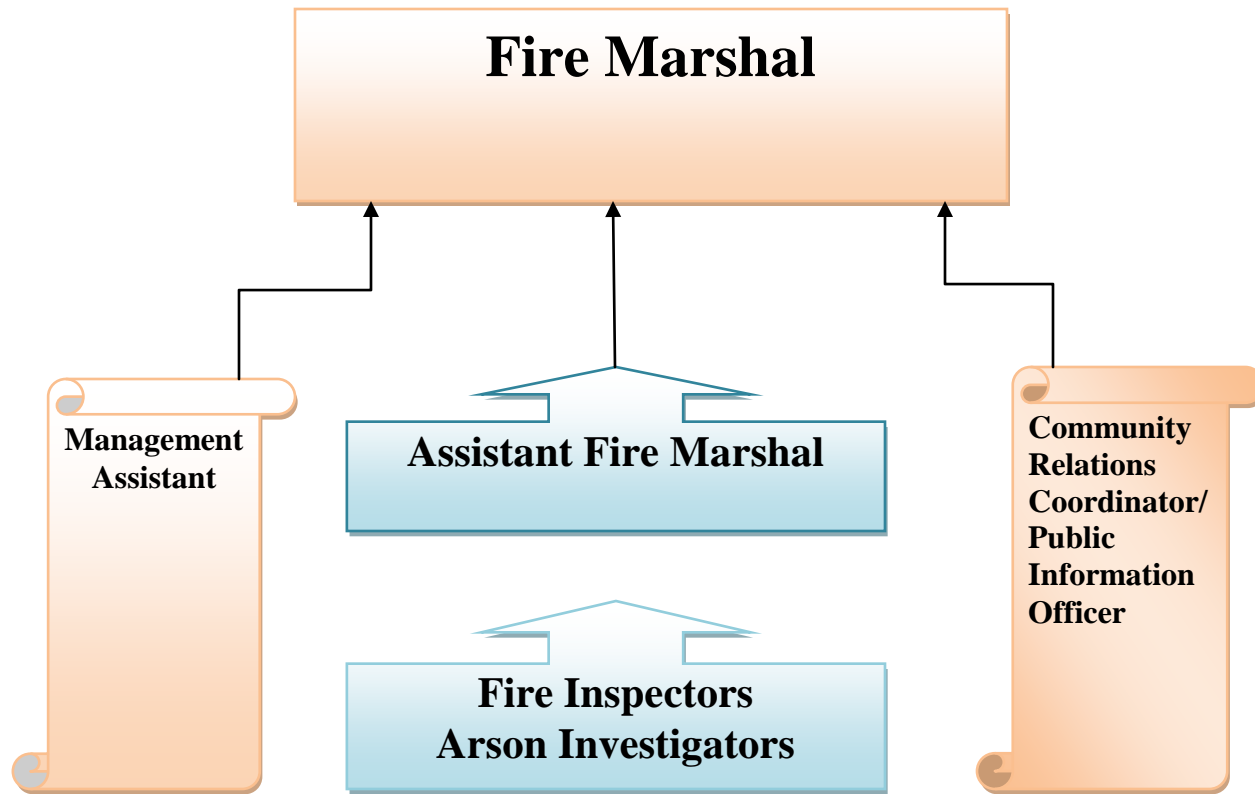
The **Fire Services Administrator** is responsible for the supervision of the Administrative Staff and oversees matters such as Budget Reporting, Grant and Resource Information, Capital Improvement Planning Reports, Requisitioning and Invoicing, Personnel records, etc.

The **Assistant Chief of Planning** is responsible for the supervision of the Accreditation Manager and the Response Plan Specialist. He/She oversees matters such as Growth Planning, Service/Aid agreements, Strategic Planning, Risk Assessments, Hydrants, ISO, Technology issues, and Service Delivery Standards.

The **Assistant Chief of Operations** is responsible for the supervision of the Operations Battalion Chiefs and the Response Plan Specialist. He/ She oversees Station Maintenance, ADA Compliance, Logistics, Equipment, Hose and Disciplinary Matters. He/She is also the liaison to the Radio Shop and the Transportation Department.

The **Assistant Chief of Special Operations** is responsible for the supervision of the EMS Coordinator, the Supply Officer, and the Training Staff. He/She oversees Safety, Training, Career Development, the Terrorism Task Force, Homeland Security awareness and Weapons of Mass Destruction preparedness, the Honor Guard, Vehicle Issues, Supply, Loss Prevention, and Special Operations such as Technical Rescue, the Hazardous Materials team, the USAR team, and Swiftwater rescue.

Within each chain of command, the responsibilities and duties of individuals within each rank or position become increasingly specific. The workload generated by the stated responsibilities of each Division Head is expected to be distributed throughout the positions within the Division.



Fire Inspectors are directly responsible for commercial property inspections and code enforcement. Each Inspector has an assigned territory of responsibility. The completion of the inspections required within that territory and the collection of fees associated with mandatory inspections serve, in part, as workload and performance indicators for this Division. In addition to the fees collected from annual inspections, the Division also generates revenue through the issuance of permits.

Fire Inspectors may serve as Arson Investigators. In this capacity, they respond to fire scenes and/or assume cases involving suspicious fires. They work in conjunction with the Durham Police Department to solve these cases. The successful resolution of these cases serves as one of several workload and performance indicators for this Division.

**City of Durham
Fire Department
Accreditation Manager**

Position Summary

Responsible for the technical work required to develop, monitor, and maintain the accreditation methods, procedures, record keeping, policies, and systems in accordance with the guidelines established by the Commission on Fire Accreditation International. Work is performed under the general supervision of the Fire Chief and Deputy Chief, with specific oversight provided by the Assistant Chief of Planning and Administration.

Position Accountabilities

The following are essential job accountabilities:

- Plans and manages all fire department functional areas of Fire Accreditation
- Serves as the department liaison to the Commission on Fire Accreditation International
- Plans and manages all functional areas of risk analysis
- Establishes and monitors the departments Standard of Coverage
- Coordinates the development and continual maintenance of the fire department's Accreditation Manual and assorted documentation
- Monitors accreditation procedural changes by the Commission on Fire Accreditation International
- Prepares and submits annual compliance reports to the Commission on Fire Accreditation International
- Prepares and submits monthly status and progress reports to the Assistant Chief
- Conducts periodic analysis of response data and submits summary reports to Assistant Chief
- Demonstrates the ability to effectively communicate system needs to department personnel and supports personnel through the completion of program/project tasks
- Demonstrates planning and development strategies to promote continual and effective service delivery growth
- Monitors projects/tasks effectively per City and Fire Department guidelines
- Performs follow-up, documents and reports conclusion of detected systemic problems to Assistant Chief
- Maintains strict confidentiality regarding professional matters that pertain to level of responsibility in the organization

Position Qualifications

Minimum Education:

- AAS Degree in Fire Science or High School Diploma and equivalent experience

Minimum Experience:

- 2-3 years of work in a related Fire, EMS, or Emergency Management field

Special Requirements:

- North Carolina Class “B” Driver’s License

Physical Requirements:

- Must be able to work effectively in an office and field environment
- No special physical requirements are necessary

Knowledge:

- Knowledge of the basic methods, practices, and objectives of a municipal fire department
- Research techniques and data collection
- Report preparation methods

Skills:

- Proficient in Microsoft Word, Excel, and Power Point
- Exceptional organizational and communication skills

Abilities:

- Must be able to present ideas effectively, either orally or in written form
- Ability to develop and use audiovisual materials
- Must be able to work independently and use independent judgment and initiative
- Must be able to prepare presentations and give speeches

FLSA Status: Non-Exempt

SERVICE LEVEL AGREEMENT

This is a service agreement between the Technology Solutions Department (TS) and the Fire Department (Fire) for the arrangement of the computer support and other technology needs of the aforementioned department. Hardware, software, networking, email, telephones, cell phones, pagers, Personal Data Assistants, and any other electronic related technology systems are covered by this agreement.

Definitions

Computer related technology: Including, but not limited to: mainframe computers; desktop personal computers; laptop, notebook, Mobile Data Computers (MDC), and tablet computers; personal data assistants; network servers, routers, switches, bridges, hubs, and transceivers; printers; tape backup units; hard disk drives; floppy disk drives; CD and DVD disk drives and other computer peripherals; application programs; web applications (internal and external); online forms; operating systems; databases; interfaces; and any other system that can be referred to as computer hardware or software.

Telephone related technology: telephone key systems; desktop telephone hand sets; PBX; Voice Over Internet Protocol (VOIP) equipment and software; Centranet or Centrex lines; cellular telephones; “Smart” phones; pagers; and any other related equipment that is associated with telephones.

Data communications related technology: Wide Area Network (WAN), Local Area Network (LAN) Communications, Fiber Optics, broadband or any other data line owned, operated, and or supported by the City or any other outside company.

Users: Departmental personnel that use the computer related and telephone related technologies within their department.

Purpose

The purpose of this agreement is to establish a level of service that is provided to Fire by TS which addresses staffing support, change control, and administration of the technology implemented within Fire. This agreement also outlines the responsibilities of Fire as it relates to the technology that is deployed within the department. The agreement is designed to improve communication with Fire, provide effective administration and technical standardization of systems within Fire and to deliver a higher level of service.

Administrative Consideration

1. Fire is designated as the “user” of the technology. The technology is a tool which is used and applied in the day-to-day operation of Fire.
2. TS is responsible for the overall administration, maintenance, support and management of computer related, Data communications related, and telephone related

technology that is used within the City of Durham. TS establishes technology standards to which all departments must adhere; maintains inventories of computer related and telephone related technology; administers procurement and support contracts for all computer related, Data communications related, and telephone related technology; creates RFP, RFQ, RFI, and other bid documents for the procurement of computer related, Data communications related, and telephone related technology; and establishes short and long range plans for all technologies in concert with the department.

3. TS will provide normal Help Desk service between the hours of 8:00 a.m. to 5:00 p.m. Monday through Friday. During normal business hours, all calls will come to the TS Help Desk for initial diagnoses and assignment. TS policy is to contact the customer within one hour after the call has been entered.
4. TS will provide an Emergency Information Services Coordinator (EISC) to serve as the primary support person for Fire. This person will be responsible for providing day-to-day operational support for all Fire systems. Additional personnel, including personnel with specialized skill sets, will also be available when needed to assist Fire in meeting their business needs.
5. TS will provide emergency after hours support for Fire. The EISC will be the primary contact for all after hour's service request for Fire Users. If a call is received after hours, the EISC will take the necessary actions to address the request. The EISC will strive to maintain the same response time for after hours calls as set forth in TS policy. TS will provide a list of on-call personnel to Fire to be used when the EISC is not available.
6. The Fire Department will designate the Fire Services Administrator to serve as the Fire Technology Liaison (Liaison) who will be required to attend all Information Technology Liaison Committee Meetings. If the meeting is cancelled or changed, the Liaison will be notified. .
7. The Liaison will be the departmental point of contact for:
 1. Ordering new computer equipment and software
 2. Equipment moves, adds, and changes (equipment includes personal computers, printers, and telephones)
8. For all calls received after hours, a status and/or follow-up report will be submitted to the Fire Services Administrator within 24 business hours.
9. The EISC will work out of the Fire Administration Building a minimum of two (2) days each week.

System Support

1. TS will provide the necessary support for all the technologies that are used within Fire. TS has well established customer service standards that apply to the daily support of technology in all areas of the organization.
2. TS will support Fire computer related, data communication related, and telephone related technologies as follows:
 - a. Help Desk support – Users in Fire will call, enter request using the web or email the Help Desk for all system support issues. If the request is for emergency after hours care, contact the EISC or the on call person, if the EISC is unavailable. All users must contact the Help Desk for ANY technology related request, including but not limited to moving computer equipment, installing or upgrading application programs, reassigning personnel to different computer related, data communication related, or telephone related technology, modifying or renovating work spaces, etc. These requests shall be recorded in the Help Desk system and handled by the appropriate TS personnel.
 - b. Computer related and telephone related system support and administration, including data backup.
 - c. Application program support
 - d. Client software installation.
 - e. GIS support.
 - f. Database Administration including database backup and recovery.
 - g. Network support.
 - h. TS will be responsible for managing all software licenses. All software licensing information must be forwarded to TS.
 - i. MDCs
 1. TS shall coordinate the replacement and available reserves for MDCs.
 2. TS shall ensure that at any given time at least one (1) MDC is available for the Operations Division in the case of a malfunction and/or repair situation.
 3. TS shall coordinate the repair for the damaged MDC and shall do so the next business day once an evaluation of repair has been completed.

Change Management

1. Fire must coordinate with TS whenever any changes are to be made to computer and telephone related technology. Changes include software upgrades, system or database configurations, system user addition/change/deletion, and other administrative procedures.
2. TS must be notified of all changes not previously approved immediately following the action.
3. The ESIC in TS will be involved with any operating system upgrades that include service packs, patches, and upgrades that affect Fire related applications.
4. This Service Level Agreement will be revisited after the first ninety (90) day period for evaluation and anytime thereafter as needed.

5. Either party may request this agreement be terminated as part of the annual budget process. The requesting department shall provide a written notice to the department director of the other party by the end of December so the change can be applied to the following budget year.

Technology Solutions

Fire Department

By _____
Director of Technology Solutions

By _____
Director of Fire Department

**City of Durham
Fire Department
Response Plan Specialist**

Position Summary

Responsible for the technical work required to develop, monitor, and maintain the response plan matrix, mapping, and computer aided dispatch in accordance with the guidelines established by the City of Durham and the City of Durham Fire Department. Work is performed under the general supervision of the Fire Chief and Deputy Fire Chief, with specific oversight provided by the Assistant Chiefs of Operations and Planning/Administration.

Position Accountabilities

The following are essential job accountabilities:

- Serves as a member of the fire department planning team.
- Serves as the fire department liaison to other city and county agencies in matters of dispatch protocols and mapping issues.
- Serves as a department liaison between the fire department and the transportation department.
- Serves as the central coordinator between the fire department and the Geographic Information Systems department.
- Responsible for the fire department interface with computer aided dispatch (CAD) to include general mapping features, specific address flagging, street and address updates, and ancillary information within CAD.
- Utilizes response data to ensure the Standard of Coverage is met in regards to apparatus response and fire station location.
- Works in conjunction with the fire department technology coordinator in matters of response, mapping, and dispatch as they relate to technology.
- Serves as central contact for 911 Emergency Communications Center during periods when CAD is off-line or not functioning.
- Coordinates emergency response protocols for new and existing fire districts with guidance from the Assistant Chief of Operations.
- Prepares and submits monthly status and progress reports to the Assistant Chief.
- Demonstrates the ability to effectively communicate system needs to department personnel and supports personnel through the completion of program/project tasks.
- Demonstrates planning and development strategies to promote continual and effective service delivery growth.
- Monitors projects/tasks effectively per City and Fire Department guidelines.
- Performs follow-up, documents and reports conclusion of detected systemic problems to the Assistant Chief.
- Maintains strict confidentiality regarding professional matters that pertain to level of responsibility in the organization.
- Acts as the department liaison for the 911 advisory committee, the CAD committee, and the 911 Emergency Communications Center.

Position Qualifications**Minimum Education:**

- AAS Degree in Fire Science or High School Diploma and equivalent experience

Minimum Experience:

- 2-3 years of work in a related Fire, EMS or Emergency Management field.

Special Requirements:

- North Carolina Class "C" Driver's License.

Physical Requirements

- Must be able to work effectively in an office and field environment.
- No special physical requirements are necessary.

Knowledge

- Knowledge of the basic methods, practices, and objectives of a municipal fire department.
- Research techniques and data collection
- Report preparation methods

Skills

- Proficient in Microsoft Word, Excel, Power Point, OSSI
- Exceptional organizational and communication skills.

Abilities

- Must be able to present ideas effectively, either orally or in written form.
- Ability to develop and use audiovisual materials.
- Must be able to work independently and use independent judgment and initiative.
- Must be able to prepare presentations and give speeches.

FLSA Status: Non-Exempt

SPECIAL OPERATIONS DIVISION

Mentoring and Ascension Programming

Rank Specific Preparedness Training

Durham Fire Department

2008

DURHAM, NORTH CAROLINA

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MENTORING AND ASCENSION: INTENDED OUTCOMES

The ultimate goal for a mentoring/ascension program is to create a formalized program which, by means of its structure, will provide baseline training and support for individuals at all ranks. “Formalized” and “By means of its structure” are terminology used to indicate a need for consistent and quality training delivered to all department members and not limited by the personal influence of any one or more superior ranking individuals. The term “Support” is used to acknowledge general commentary that individuals, upon accepting positions of higher rank, have not felt prepared to perform the auxiliary duties of that position. (E.g. Newly promoted technicians feel unprepared to ride as the Company Officer) Because daily operational needs will limit the *adjustment* time available for many newly promoted individuals, the organization prefers to institute preemptive measures, rather than impose inflexible probationary periods. (I.e. provide officer training to eligible Firefighters pursuing Technician status rather than state that no new Technician shall ride as the Company Officer for the first six months)

(Note: *The plan outlined here does not address the need for regular rank specific training or regular practical training. The proposed program for on-shift practical training consists of the following: one day out of each month, structured practical training should be given to each company. The schedule would be created using in-service con-ed groups, the instruction would be provided by on-shift Company Officers, the curriculum would be instituted by the Special Operations Division, and the direct oversight would be provided by the Battalion Chief.*)

There has been an Officer Development Course in place for some time. Additionally, the following transition periods have been identified as in need of mentoring or ascension programming:

Recruit to Assigned Firefighter Relief Driver to Technician Technician to Co. Officer
Company Officer to Battalion Chief

RECRUIT TO ASSIGNED FIREFIGHTER:

A Field Training Officer program shall be reinstated. Field Training Officers shall be qualified individuals who have applied for the status. Eligible individuals shall have been a Captain for at least two years and shall be selected by their Battalion Chief. These Captains shall attend a two day course in preparation for the assignment.¹

¹ (Note: *The make-up of the entire crew will need to be considered also to ensure that recruits are placed into a high-achieving work environment overall. A Company Officer may qualify to

A recruit shall be assigned to a qualified FTO for no less than twelve weeks.² During that time a variety of topics will be covered including, but not limited to:

FTO TOPICS

- Basic Firefighting (I and II knowledge, skills, and abilities; including Fireground Assignments)
- Grooming, Appearance/Uniform, Professional Demeanor
- Tardiness/Attendance, Matrix/Roving, Mandatory Class Makeup, Vacation Selection
- Turnout Gear and General Equipment Maintenance, Care, and Reporting of Problems/Damage (E.g. Portable Radios, Forcible Entry Tools, etc.)
- Station Duties and Crew Dynamics
- Administrative Policies
- Standard Operating Guidelines and Procedures
- Benefits, Retirement, Sick and other Leave, Time trading
- Certifications, Career Development, Educational Opportunities and Incentives

Some topics lend well to evolutions which can be tracked via traditional “check-off” methods, while other topics require journaling on the part of both recruit and FTO. Both tracking methods shall be accomplished via electronic files maintained throughout the twelve weeks. A printed version can be added to the recruit’s training file upon completion.

There has been a recent effort to place recruits at busier stations to afford them greater opportunities for call-based experience. FTOs, however, may not necessarily be assigned to a “busy” station. The program design shall be such that each recruit spends six months at a busy station and at least twelve weeks under the tutelage of an FTO, regardless of the station assignment. To accomplish these objectives, most recruits will require two assignments within the first year of field service. The Special Operations Division shall be responsible for ensuring that each recruit receives both sets of training opportunities. Training Officers shall be responsible for reviewing check-offs and journal entries upon completion of the field training, as well as conducting “probationary-end” interviews with each recruit.

The complete Field Training Program outline follows.

serve as an FTO, but his current crew and/or station situation could prohibit him/her from having a recruit assigned at that time.*)

² Upon the recommendation of the FTO, a recruit may exit the mentoring program early, have a probationary-end interview, and be released for long-term assignment. However, the six month period to be spent on a busy unit should be fulfilled completely.

FIELD TRAINING PROGRAM PROCEDURE

GENERAL

This program is designed to introduce new firefighters into the Durham Fire Department. The field-training program offers a structured program for the new firefighter that will ensure that knowledge and skills of basic firefighting and emergency medical treatment have been retained and can be effectively demonstrated.

DEFINITIONS

Objectives – specific knowledge and/or proficiency areas involving basic firefighting and emergency medical activities which are assigned to new firefighters during the field training program.

RESPONSIBILITIES

Assistant Chief of Special Operations – shall be responsible for the administration of this program.

Assistant Safety Officers – shall be responsible for supporting the activities of Field Training Officers.

Field Training Officer (Captain) – shall be responsible for the training and day-to-day supervision of the new firefighter. The shift Assistant Safety Officer will serve as the resource person to the Field Training Officer.

PROCEDURE

FIELD TRAINING OFFICER RESPONSIBILITIES

The Field Training Officer shall begin the first work period of a new firefighter with an orientation session. Topics for discussion shall include, but not be limited to, the following areas:

1. Introduction of the new firefighter to the entire crew.
2. Station orientation – Location of sleeping, personal storage areas, etc.
3. Field Training Officer expectations of the new firefighter within the guidelines of the job.
4. Apparatus orientation – Familiarize the firefighter with the assigned apparatus and all related equipment.
5. Explain what role the firefighter will have in any given emergency situation.
- 6.
7. Explain requirements concerning completing the Firefighter I and II knowledge and skill objectives.
8. Review of rules and regulations as well as safety policy.

KNOWLEDGE AND SKILL OBJECTIVES

Specific training objectives are assigned to each work period. The Field Training Officer will assign the new firefighter the objectives assigned.

1. It shall be the responsibility of the Field Training Officer to discuss each objective area to insure that the firefighter is familiar with all the skills and knowledge associated with that area.
2. The subject areas are listed as a general guideline for the Field Training Officer. In the event the new firefighter is able to progress at a more accelerated rate than is listed, the Field Training Officer may do so.
The Field Training program shall not last longer than twelve weeks due to slow progress of the new firefighter without prior approval of the Special Operations Division.

- Self Contained Breathing Apparatus
- Hose, Nozzles, and Appliances
- Ladders

- Basic Ropes/Knots/Equipment
- Fire Streams / Fire Suppression Techniques
- Safety, Policy Review
- Hydrants
- Sprinklers, High Rise Review
- Emergency Medical Service, Basic Review

3. Field Training Officer will administer a practical assessment for the skills listed above.

PRACTICAL SKILLS EVALUATION

The Field Training Officer will evaluate the new firefighter for practical skills in designated objective areas listed.

The new firefighter must perform all practical skills set forth in this manual satisfactorily.

1. The Field Training Officer must provide structured training sessions in the proper methods and procedures of each skill to be evaluated.
2. When the Field Training Officer is satisfied that adequate training has been provided, he/she will conduct an evaluation of the firefighter's proficiency.
3. New firefighters are rated either satisfactory or unsatisfactory. Firefighters in the Field Training program must receive a satisfactory rating to successfully meet each objective.
4. Satisfactory and Unsatisfactory ratings for evaluation area are defined as follows:
 - a. Satisfactory: Is able to complete all objectives; occasionally makes errors; but is able to make corrections after being shown the proper method.
 - b. Unsatisfactory: Is unable to complete all the objectives. Makes errors and is unable to make corrections after being shown the proper method of execution.
5. The results of the evaluation will be recorded on the Field Training Program Objectives Checklist.
6. The checklist will be retained by the Field Training Officer until the conclusion of the entire Field Training program. The checklists will be collected by the Assistant Chief of Special Operations for placement in the firefighter's training record.

UNSATISFACTORY PRACTICAL SKILLS EVALUATION

For an unsatisfactory performance in any practical skills area the Field Training Officer shall:

1. Advise the firefighter of failure.
2. Assist the firefighter in correctly performing any skill done incorrectly.
3. Counsel the firefighter with regards to the necessity of performing all skills and the consequences of failing to do so.
4. Provide the firefighter with adequate practice time to perform skills correctly.
5. Administer a re-evaluation of the unsatisfactory skills evaluation at any time prior to the end of the work period in which the evaluation was failed. The re-evaluation must be taken prior to the end of the second work period.
6. Notify the Assistant Chief of Special Operations in the event of any failed evaluation on the day of failure. A Training Officer may choose to be present on the date of re-evaluation.
7. Immediately notify the Assistant Chief of Special Operations if there is a failure on the second skills evaluation.
8. Failure to receive satisfactory on the second skills evaluation will result in termination.

DOCUMENTATION

Thorough documentation on the part of the Field Training Officer is important regarding the performance of the new firefighter.

1. Documentation should include, but not be limited to, the following information:
 - a. Amount of time spent with the firefighter on skills and knowledge training
 - b. Firefighter's willingness to participate in training sessions or private study sessions.

- c. Any recommendations made by the Field Training Officer concerning methods the firefighter may use to improve knowledge and/or skills.
- d. Any work the firefighter has accomplished beyond the structured sessions to improve performance.
- e. Any counseling sessions the Field Training Officer has conducted with the firefighter regarding skills performance.
 - 1) The Field Training Officer or the firefighter may request that a Training Officer be present at the time of the counseling session as a resource person.
 - 2) The Assistant Chief of Special Operations may choose to hold an additional counseling session with the firefighter and/or Field Training Officer at his/her discretion to ensure compliance with the program.

COMPLETION OF THE FTO PROGRAM

Upon completion of the FTO program, the Field Training Officer will summarize the new firefighter's performance and will make written recommendations to the Assistant Chief of Special Operations. The written recommendation shall include one of the following:

1. The new firefighter has successfully completed the FTO program.
2. Extension of the FTO program – this recommendation must be supported by documentation and specific reasons for extension of probationary status.
3. Termination – this recommendation must be supported by specific behaviors, poor performance areas, unsuccessful completion of job standards, two consecutive unsatisfactory evaluations in required skill areas.

RELIEF DRIVER TO TECHNICIAN:

Most concerns raised by Battalion Chiefs regarding this transition period were limited to the performance of Technician level tasks, such as Emergency Driving, Apparatus Placement, and Pump Operator knowledge, skills, actions, and responsibilities after the establishment of a water source. Recently promoted Technicians, however, expressed greater concern regarding their role as substitute Company Officers. The current program for relief driver certification allocates the responsibility for training to individual Company Officers and Technicians. The curriculum, though based on *The Relief Driver Manual*, is delivered ad libitum. Candidates submit to testing overseen by the Training Officers in the areas of General Pump Operations and Pumping Pressures, Apparatus Inventory, and non-Emergency driving.

Mentoring, in its most literal sense, is not an option for relief drivers accepting positions as Fire Technicians; the promotions are granted due to vacancies, thereby eliminating the opportunity to shadow a more experienced person. However, a Technician Preparedness Class, similar in format to the Officer Development class, shall be designed and implemented as a component of minimum eligibility to compete for Technician.

The class shall include, at least, the following topics:

Fire Technician Preparedness Course Topics

- FirePoint Reporting and General Daily Use
- Paperwork (e.g. Daily/Monthly logs, SCBA logs, Risk Assessment/Pre-Fire, Monthly Planning Schedules)
- Report Writing for both EMS and Fire
- Fire Attack (Strategy/Tactics at both the Company level and Command level)
- Fire Technician Essentials (Hydraulics Review/ Apparatus Placement Consideration Review/ High Rise Review/ 'After the Water Source' Review/ 'Crew Dynamics: 2nd due Technician responsibilities')
- Administrative Policies and Standard Operating Procedures and Guidelines

The specific curriculum and course schedule shall be designed by the Special Operations Division. The Special Operations Division shall also be responsible for ensuring sufficiently frequent course offerings. All firefighters shall be permitted to take the course, but preference will be given to relief drivers who meet, or by application deadline will meet, the minimum eligibility requirements to compete for promotion.

The Officer Development Class, an eligibility requirement to compete for promotion from the rank of Fire Technician to the rank of Fire Captain, will continue to include the following courses:

- ❖ Supervisory Skills
- ❖ Policy Review and Development
- ❖ Personnel Administration
- ❖ Building Construction
- ❖ Incident Occupational Safety and Safety policy review
- ❖ Instructional Skills for Company Officers
- ❖ Computer Class, basic computer skill review, Visio and Fire Point
- ❖ Officer Transition Class
- ❖ NIMS review

COMPANY OFFICER TO BATTALION CHIEF:

Historically, the development of company level officers has been dependent upon the desire of each Company Officer to assume the roles and responsibilities of a Battalion Chief. It is important to bear in mind that a Company Officer is responsible for *their* crew, while a Battalion Chief is responsible for many crews. Hence, the level of influence in the organization is multiplied. Sound reasoning dictates that a formal mentoring program would serve not only individuals promoted to the rank of Battalion Chief, but each peer and subordinate. Therefore, upon the promotion of an individual to the rank of Battalion Chief, the Assistant Chief of Operations and the Deputy Chief will appoint a mentor(s) from the existing Battalion Chiefs. The newly promoted Battalion Chief shall be assigned to one of the mentors for no less than a work period, to include a full work plan cycle. During this mentoring time the following topics will be covered:

- Staffing matrix familiarization, rosters and matrix distribution
- Training calendar, Preventative fleet schedule, AHS/RTOHS scheduling, Community service scheduling
- FirePoint review and report Quality Assurance
- Scene organization: Battalion Chief's role
- Disciplinary process and paperwork
- Risk Assessment Process
- Vacation selection process and policy
- Accreditation process and current status
- Random drug testing notification and requirements
- Time trade process and policy (notification, certifications, etc.)

Both the newly promoted Battalion Chief and the mentor shall document completion of each objective. The mentor will write a detailed synopsis of the candidate's level of competency. The synopsis shall be submitted to the Assistant Chief of Operations.

PAY PLAN BOARD MEMBERS
FY 2008-2009

Deputy Chief—Barry Yeargan
Asst. Chief of Operations—Dan Curia
Battalion Chief—Scott Roberts
Battalion Chief—Willie Hall
Captain—Chris Iannuzzi
Captain—Brian Eaton
Captain—Bill Towner
Captain—Angelica Stroud
Fire Technician—Tina Hamlin
Fire Technician—Touché Howard
Fire Inspector—Jody Morton
Fire Services Officer—LaTasha Horton-Bailey

Statement of Response Time Standards

The Durham Fire Department has numerous performance indicators. Some of these indicators are reported externally, to City Management or for Accreditation purposes, for example. Others are reviewed internally and used in planning efforts. Response time, for the purposes of internal reporting, shall be defined as the time that elapses between *Dispatch* and *Arrival*.¹

In the fire service, there are several other pertinent time frames. *Turnout* Time is the time that elapses between the dispatch of the call and responders reporting that they are beginning to travel toward the call address—that is, they are *en route*. The National Fire Protection Association (NFPA) recommends that one minute be allotted for this time period. Firefighters will use this one minute to don personal protective equipment, board the apparatus, secure their seatbelts, and determine the best route before beginning *Travel* Time. Travel Time is the time required to travel from the fire station, or the company's location at the time of call receipt, to the call address. NFPA recommends that at least one company be able to travel the distance to the call within four minutes.

Other times include *Call Processing* Time and *Total Response* Time. Call Processing time refers to the time that elapses between when the 911 Emergency Communications Center (ECC) receives a call for emergency response and when the appropriate response agency is notified of the call. The Commission of Fire Accreditation International (CFAI) recommends that this time frame be one minute. The Total Response Time is the sum of the Call Processing, Turnout, and Travel times. If each time were to meet its recommendation, the Total Response Time would be approximately six minutes for any first arriving unit. NFPA and CFAI recommend that this performance benchmark be set at 90%.

The benchmarks are as follows:

- An independent agency, ECC, oversees call taking and dispatch for all of the local emergency response agencies. Therefore, no benchmark has been set. To date, the average call processing time is approximately two minutes.
- DFD has set the Turnout Time benchmark at 2 minutes for 100% of incident occurrences. This was done to ensure personnel compliance with local seat belt laws and the Department's own seat belt policy.
- The Travel Time benchmark has been set at 4 minutes and 0 seconds for first arrivers in 85% of all incident occurrences.
- The Travel Time benchmark has been set at 8 minutes and 0 seconds for the balance of the full first alarm in 80% of all Structure Fire incidents.
- The Response Time benchmark has been set at 6 minutes and 0 seconds for first arrivers in 85% of all incident occurrences.
- The Response Time benchmark has been set at 10 minutes and 0 seconds for the balance of the full first alarm in 80% of all Structure Fire incidents.

¹ The Durham Fire Department (DFD) only uses response time as a performance indicator for incidents that are responded to with Code 3 emergency traffic—lights and sirens. Code 1 responses—non emergency traffic which requires neither lights nor sirens, are not considered in percentage calculations.

Response Times 2006

	First Arrivers	Full Response	Number of Calls	Percent of Total Call Volume
District 1	100.00%	87.80%	40	19.61%
District 2	100%	81.25%	16	7.84%
District 3	100%	77.50%	39	19.12%
District 4	95.24%	76.19%	21	10.29%
District 5	100%	87.50%	24	11.76%
District 6	62.50%	50.00%	8	3.92%
District 7	88.89%	44.44%	9	4.41%
District 8	100%	80%	5	2.45%
District 9	85.71%	78.57%	14	6.86%
District 10	85.71%	57.14%	7	3.43%
District 11	100%	50%	2	0.98%
District 12	77.78%	55.56%	9	4.41%
District 13	100%	83.33%	6	2.94%
District 14	75%	50%	4	1.96%
			204	100.00%

Response Times 2007

	First Arrivers	Full Response	Number of Calls	Percent of Call Volume
District 1	100.00%	95.70%	46	22.55%
District 2	100%	82.40%	17	8.33%
District 3	100%	89.20%	37	18.14%
District 4	100.00%	81.80%	22	10.78%
District 5	100%	86.70%	15	7.35%
District 6	66.70%	33.30%	6	2.94%
District 7	100.00%	75.00%	12	5.88%
District 8	67%	33%	3	1.47%
District 9	90.90%	81.80%	11	5.39%
District 10	100.00%	50.00%	4	1.96%
District 11	100%	60%	5	2.45%
District 12	83.30%	50.00%	12	5.88%
District 13	100%	33.30%	5	2.45%
District 14	75%	25%	4	1.96%
District 16	60%	0%	5	2.45%
			204	100.00%

**DURHAM FIRE DEPARTMENT
FIRE PREVENTION CUSTOMER
INFORMATION APPLICATION**

DATE: _____ REC'D BY: _____

ACCOUNT NUMBER: _____ PAY TYPE: _____ CG=Charge/CA=Cash

FACILITY NAME: _____

FACILITY LOCATION: _____

FMZ: _____ CITY, STATE, ZIP: _____

BILL TO: _____

ADDRESS 1: _____ ADDRESS 2: _____

CITY, STATE, & ZIP: _____ OWNER/AGENT: _____

PHONE: _____ EMERGENCY CONTACT: _____

PHONE: _____ TYPE OCCUPANCY: _____

SQUARE FEET: _____ CAPACITY: _____ HOOD SYSTEM: _____

FIRE INSPECTION FREQUENCY (DAYS): _____ PERMIT INSPECTION FREQUENCY (DAYS): _____

LOCK BOX KEY: YES NO STORM WATER: APPLICABLE NONAPPLICABLE

- Facility has petroleum products, hazardous materials, or hazardous wastes
 Facility has: Material Transfer Areas Manufacturing Areas
 Vehicle Maintenance Area Vehicle Fueling

*Industrial/Business
Inspection
City of Durham
Stormwater Services
101 City Hall Plaza
Durham, NC 27701
Phone: 919-560-4326*

DO YOU KNOW WHERE YOUR FLOOR DRAINS GO?
 YES NO UNSURE

RATE HOUSEKEEPING OF FACILITY: Bad/None Fair Poor
 Good Excellent

CITY OF DURHAM BUSINESS LICENSE CITATION

• BUSINESS LICENSE OFFICE • 101 CITY HALL PLAZA • DURHAM, NC 27701 • PHONE: 560-4700

Ext. 285

- Penalties within the City Ordinance:**
 _____ Displayed
 _____ Unsure
 _____ Article II Sec 3 + 4: Failure to have license
 _____ Sec 24: Failure to permit investigation
 _____ Sec 25: Duty to post license
 _____ Notice of Deficiency
 _____ Ordinance requiring Privilege License
 (Punishable by a fine of \$50.00 for each day
 of operation without a Privilege License)

Your business is in violation of the City of Durham Ordinance. You are being cited for not complying with one of the sections listed at the left. You have 72 hours or 3 days to correct this violation. Failure to comply will result in civil prosecution, confiscation of property to be sold, levy against property, or other penalties associated with the failure to procure license.

Business Owner or Agent

Inspector

Hazard Score:

Polygon #

Polygon Boundaries:

Shift:

Officer:

Apparatus:

Building Address:

Building Name:

Total Number of Floors:

Historical/ Cultural Location: Yes No

Life Exposure:

Occupant Mobility: Ambulatory
Non-Ambulatory

Building Length:

Building Width:

Hydrant 1 Pressure:

Hydrant No. _____

Location: _____

Hydrant 2 Pressure:

Hydrant No. _____

Location: _____

Detection System: Yes No

Suppression System: Yes No

Travel Time: _____

Fire Hazard:

Light Ordinary Extra

Life Hazard:

Mixed
Storage
Industrial
Business
Mercantile
Detention/Correction
Health Care
Residential
Educational
Assembly

Building Construction Type:

Fire Restrictive
Heavy Timber
Non-Combustible
Ordinary
Wood-Frame

Special Hazard Present?

Hazardous Material
Radiological Hazard
Confined Space
Technical Rescue
Water Rescue

City of Durham
Fire Department
EMS Trainer / Quality Assurance Officer

Position Summary

Under the direction of the EMS Coordinator, the EMS Trainer performs responsible technical medical work in the training of Fire Department personnel in the care and treatment of emergency medical patients and accident victims. He/She shall perform other tasks as requested, such as training class coordination or preparing quarterly tests.

Position Accountabilities:

- Assists in planning, directing, and the implementation of a training program for all of the following: EMT- Intermediates, EMT- Basics and recruits in the Fire Academy.
- Ensures compliance with the North Carolina and Durham County licensing and credentialing requirements.
- Evaluates practical clinical skill performance of all Operations and Special Operations Division personnel.
- Evaluates quality assurance by reviewing patient care reports and observing responders on-scene.
- Ensure that Operations Division and Special Operations Division personnel are in continuous compliance with all EMS protocols, licensing and credentialing requirements.
- Conducts monthly continuing education lectures and workshops.
- Participates in EMS public education.
- Presents programs to Administrative Staff and City Officials as needed.
- Attends departmental and hospital meetings as necessary or requested by the EMS Coordinator.

- Attends all audit and review, performance improvement, EMS Advisory Council and mobile intensive care unit meetings.

Position Qualifications:

Minimum Education:

- Completion of an approved EMT-Paramedic course.
- Must be a North Carolina Level Two Instructor or be in the process of obtaining certification.

Minimum Experience:

- Two (2) years of experience in both training and emergency medical care.

Special Requirements:

- Registration as a North Carolina EMT-Paramedic by the North Carolina Office of Emergency Medical Services.
- Must be able to travel and attend EMS conferences, classes and other EMS events as required.
- Must be willing to work shift work as needed or a traditional work-week schedule.
- North Carolina Class “B” Driver’s License

Must have or obtain the following certifications within one year:

- Advanced Cardiac Life Support
- Pre-hospital Trauma Support or Basic Trauma Life Support
- Advance Pediatric Life Support
- OSHA Bloodborne Pathogen certification for an Infection Control Officer.

Knowledge:

- Knowledge of emergency medical practices.
- Knowledge of the occupational hazards associated with emergency medical work.
- Knowledge of training and supervisory techniques used in the emergency medical field.
- Knowledge of controls and regulatory laws that affect emergency medical services including HIPPA laws.

Skills:

- Must skillfully perform techniques at the basic and advanced life support level.

Abilities:

- Ability to train and supervise subordinate personnel in a manner that is conducive to increasing the level of performance and moral.
- Analyze and act quickly, calmly, and accurately in emergency situations.

Proposed Annual Fire Safety Fair

Numerous organizations in the communities neighboring the City of Durham collaborate to host Health and/or Safety Fairs over the course of the calendar year. As a result, the citizens of these jurisdictions gain valuable knowledge and insight into the special services available within their community. The Durham Fire Department would like to provide a similar opportunity within its jurisdiction. The following is a proposal for the scope of an annual safety fair including potential partners, presentations, and activities.

The fair would be held in October of each year so as to coincide with National Fire Prevention month. A location within the city limits shall be selected with great consideration given to conveniences such as distance, bus routes, parking, handicap accessibility, etc. Live fire demonstrations and fire safety presentations will be delivered in a safe and fun atmosphere. Fire apparatus and equipment will be on display and firefighters will be on hand to answer questions, explain the uses of various pieces of equipment, and coordinate interactive activities for all ages. In addition to fire suppression operations, demonstrations of vehicle extrication operations, USAR or technical rescue operations, and EMS operations performed at the EMT-Intermediate level or above shall take place. Many other activities will focus on children.

The Fire Department also hopes to partner with Durham County EMS, the 911 Emergency Communications Center, Duke Hospital, Durham Police Department, Durham Parks and Recreation, and Durham Public Schools. Durham County EMS could provide blood pressure and blood glucose checks, answer questions about emergency medical services, as well as display apparatus and equipment. The 911 Emergency Communications Center could provide information about how calls for service are received and handled and provide opportunities for young children to practice placing a necessary emergency call. Duke Hospital could provide additional types of health screens as well as disseminate information about programs and services available to meet very specific needs. The Durham Police Department could share general safety information appropriate for various age groups as well as offer interactive games and activities that focus on steering young children away from drug use, gang involvement, etc. Both Durham Parks and Recreation and Durham Public Schools could share information about summer programs and year-round programs that provide safe, healthy environments for youth and seniors.

This one day event would take place on a weekend day during Fire Prevention Month. Planning for a fair in October 2009 should begin no later than February 2009.

Citizen's Fire Academy

The Citizen's Fire Academy is a public education program for anyone who lives or works in the City of Durham and is at least 18 years old. The six week program is designed for individuals with little or no background or experience with the fire service. The objective is to provide citizens with an increased understanding of the Fire and Emergency Medical Services provided by their fire department. Students meet one night each week to participate in activities including classroom instruction, live demonstrations, and hands on exercises that simulate the physical challenges met by firefighters. During the course, students are also provided with an opportunity to achieve a CPR certification.

The presentation of the curriculum will be as follows:

- History of the Fire Service
- Organization and Procedures
- Fire Science
- Fire Station Tour
- Portable Fire Extinguisher Training
- Emergency Apparatus and Equipment
- Personal Protective Equipment
- Self Contained Breathing Apparatus (SCBA)
- Fire Ground Operations
- Search and Rescue
- Vehicle Extrication
- Emergency Medical Services
- CPR Certification
- Hazardous Materials
- Fire and Building Codes
- Fire Prevention and Arson Investigation

Facility Needs for Fire Training Division of Special Operations

Interior Space:

Fire/EMS Library

Media Room

Auditorium: 500 attendees/tiered seating/extra-wide stadium seats without tabletops/elevated stage with curtain/sound distribution system

Gymnasium: group exercise classes or training session, mat exercises and training, recreational fitness, etc.

Exercise Center: space shall include treadmills, elliptical machines, free weight area, weight machine area, mat area, Smith® Machine or power cage, and shall accommodate 30 to 50 exercisers

Recruit Locker Room--Women: shower and toilet facilities/locker space/accommodates 50 recruits

Recruit Locker Room--Men: shower and toilet facilities/locker space/accommodates 50 recruits

Officer Locker Room--Women: shower and toilet facilities/locker space/accommodates 10

Officer Locker Room--Men: shower and toilet facilities/locker space/accommodates 10

Storage Room

Dining Room: full complement of kitchen appliances/tables and seating to accommodate 100

12 Offices

- 1) Assistant Chief Special Operations
- 2) Training Captain
- 3) Training Captain
- 4) Training Captain
- 5) Training Captain
- 6) EMS Coordinator
- 7) EMS Trainer/QA Officer

- 8) EMS Trainer/QA Officer
- 9) EMS Trainer/QA Officer
- 10) Fire Services Assistant
- 11) Administrative Support
- 12) Administrative Support

10 Classrooms

- 1) Primary Recruit Classroom: 50 to 70 students/tiered seating/elevated presentation platform
- 2) Secondary Recruit Classroom: 30 to 50 students/tiered seating
- 3) Continuing Education Classroom I: 70 to 90 students/tiered seating/elevated presentation platform
- 4) Continuing Education Classroom II: 50 to 70 students/table seating
- 5) Special Operations Classroom I: 40 to 60 students/ table seating/ extended floor space/partition allows for division of room into two separate areas/ two sinks/ two eye wash
- 6) Special Operations Classroom II: 30 to 50 students/tiered seating/elevated presentation platform/storage for specialized equipment/ sink/eye wash
- 7) Non-Fire Training Presentation Classroom (e.g. sexual harassment, ADA compliance): 70 to 90 attendees/table seating/partition allows for division of room into two separate areas
- 8) EMS Training Classroom I: 50 to 70 students/tiered seating/elevated presentation platform/secured storage for bulky items/secured storage for files
- 9) EMS Training Lab I: 40 to 60 students/table seating/secured storage for bulky items/ secured storage for medical supplies/secured storage for files/ two sinks/ eye wash
- 10) EMS Training Classroom II: 30 to 50 students/table seating/ elevated presentation platform/secured storage for bulky items/secured storage for files

3 Conference Rooms

- 1) Leadership Conference Room: 25-35 attendees/table seating
- 2) Committee Conference Room: 25-35 attendees/table seating
- 3) Presentation Conference Room: 25-35 attendees/stadium seats with attached writing desks/tiered seating/elevated presentation table accommodates 4 to 5 presenters

All classrooms, labs, and conference rooms shall be equipped with a television set of sufficient size such that it may be easily viewed by all students, a projector

screen, an overhead (hard-wired) four-head display projector, a microphone(s) for presenters, and four in-ceiling speakers for enhanced sound distribution. In the Special Operations Classroom I and Non-Fire Training Presentation Classroom, a second projector screen shall be installed as these rooms will often be divided into two separate areas. In rooms with **table seating**, four electrical outlets per table shall be located at floor level. In rooms with **tiered seating**, two electrical outlets shall be located at floor level every three to four seats and tabletops shall have a push-to-talk microphone every three to four seats. **In the event that a classroom wireless internet connection system proves impractical, each classroom, lab, and conference room shall provide floor level Ethernet receptacles.** The number of receptacles shall be equal to one-third of the intended class size. (i.e. EMS Training Classroom II shall have no fewer than 10 receptacles)

Exterior Space:

Secured storage building

Drill Tower

Burn Building

Maze/SCBA Training Course

Technical Rescue/USAR training area (fixed props)

Hazardous Materials Training area (fixed props)