FIRE PROTECTION SERVICE DELIVERY SYSTEM ANALYSIS



Surry County, North Carolina

February 2025

A Progressive North Carolina Local Government Initiative
Prepared and Presented By:

Table of Content

Table of Content 2
Table of Figures 6
Approved Scope of Work and Project Disclaimer 8
Project Executive Summary 15
SECTION I: STAKEHOLDER FEEDBACK SUMMARY 38
Surry County Fire Chiefs Feedback 39
Fire Chief Feedback Data: 41
Firefighter Feedback: 52
Community Resident Feedback: 92
Elected /Executive Officials Feedback: 137
SECTION 2: COMMUNITY RISK ANALYSIS 140
Surry County's Community Risk Assessment 141
Community Risk Assessment 142
Demographics of the Community 142
At-Risks Populations 143
Additional Demographics 145
Social Vulnerability Index 150
Housing Characteristics 151
Target Hazards 154
Land Use 154
Natural Hazards 155
Critical Infrastructure 157
Community Risk Reduction 161
SECTION 3: GEOGRAPHICAL INFORMATION SYSTEM (GIS) DATA ANALYSIS 164
GIS Analysis 165
SECTION 4: RESPONSE DATA ANALYSIS 182
Summary 183
Parameters and High Level Overview of Analysis 186
Preface 186
Data Specific to this Agency 186
Data Grouping 186
Demand Summary: 187

Response Times (Turnout and Travel) Summary: 187
No Response Incident Summary: 188
County-Wide Demand of Service 189
Demand by Alarm Hour 190
Demand by Nature Code 190
Demand by Geographical Area and Department 191
Demand by Priority and ProQA 192
Countywide Response Time Demonstrated Performance 194
Response Times 194
Response Time by Department First Due Area 196
Response Time by Nature Code 197
No Response Incidents 198
Total Response Time – Adding the Call Processing Time 202
Call Processing Time: 202
Individual Fire Department Demonstrated Performance 203
Ararat Fire Department (Station 63) 203
Bannertown Fire Department (Station 75) 204
CC Camp Fire Department (Station 65) 205
Central Surry Fire Department (Station 77) 206
Dobson Fire Department (Station 67) 207
Four Way Fire Department (Station 68) 208
Franklin Community Fire Department (Station 71) 209
Jot-Um-Down Fire Department (Station 66) 210
Mountain Park Fire Department (Station 69) 211
Pilot Knob Fire Department (Station 76) 212
Pine Ridge Fire Department (Station 64) 213
Shoals Fire Department (61) 214
Skull Camp Fire Department (Station 72) 215
South Surry Fire Department (Station 74) 216
State Road Fire Department (Station 79) 217
Westfield Fire Department (Station 73) 218
White Plains Fire Department 219
Squad 83 (Mountain Park Rescue) 220
Squad 84 (Elkin Rescue Squad) 221
Squad 85 (Mount Airy Rescue Squad) 222

Squad 86 (Pilot Mountain Rescue and EMS) 223
Squad 87 (Dobson Rescue Squad) 224

SECTION 5: CAPITAL RESOURCES ANALYSIS 225
Fire Apparatus Analysis 226
Fire Station Facility Analysis: 245
Facility Detailed Observations and Recommendations: 278

SECTION 6: FINANCIAL ANALYSIS 290
Financial Summary 291
Analysis and Methodology 295
Financial Summary 296
Detailed Fiscal Supporting Material: 331
Service Contract Review: 404
Surry County Asset Recommendations 409
Potential Overlay District Financials 410

SECTION 7: SERVICE DELIVERY SYSTEM CONSIDERATIONS MOVING FORWARD 413
Funding Needs 414
Strengthening Retention and Recruitment of Volunteers 420

SECTION 8: APPENDIX DOCUMENTS 426
Appendix A – Abbreviated Report Executive Summary: 427
Appendix B – Surry County Baseline Strategic Planning Document: 433
Appendix C – ISO Apparatus Need From an ISO Perspective for Future Capital Planning: 444
Appendix D – FY 23-24 Fire Service District and Rural Fire District Tax Rate Information for North Carolina: 462
Appendix E – Long-Term Fire Department Merger Considerations for Surry County Fire and Rescue Services: 463
Appendix F - NFPA 1720 Consensus Standard Summary: 466
Appendix G – Service Delivery Model Considerations 467
Appendix H – Two in – Two Out Firefighter Staffing Depiction 470
Appendix I – Firefighter Volunteerism Best Practices 471
Appendix J – Guilford County Firefighter Support Program Illustrative Example for Consideration: 487
Appendix K – Illustrative Service Contract Documents: 488
Appendix L – North Carolina Service District Process Illustrative Documents – Lee County Model: 540

Appendix M – Example of Municipal Resolution to Join a Service District 558
Appendix N – 21st Century Fire and Emergency Services 560
Appendix O – Select Fire Service Visual Data Points Applicable to the Surry County Analysis: 566
Appendix P – Project Staff 570

Table of Figures

Figure 1: Population Growth 2011–2023 142
Figure 2: Population Density 143
Figure 3: Age Risks 144
Figure 4: Surry County Age by Gender 145
Figure 5: Percentage of Households with a Disability 146
Figure 6: People Speaking English in the Home 147
Figure 7: Poverty Levels 148
Figure 8: Median Household Income 148
Figure 9: Surry County Education Levels 149
Figure 10: Population without Health Insurance 150
Figure 11: Surry County Vulnerability Index 151
Figure 12: Homeownership 152
Figure 13: Age of Housing 153
Figure 14:Housing Units per Building 153
Figure 15: Flooding Zones 155
Figure 16: Tropical Event Tracks 156
Figure 17: Winter Storm Federal Declarations 157
Figure 18: 2023 Annual Average Daily Traffic Count 158
Figure 19: Fire Hydrant Locations 159
Figure 20: Rail Crossings 160
FIGURE 21: Current Fire Stations 167
FIGURE 22: Fire Response Areas 168
FIGURE 23: Population Density 169
FIGURE 24: Land Use Risk 171
FIGURE 25: Travel Time Coverage 173
FIGURE 26: Coverage Overlaps 174
FIGURE 27: Service Demand Density 175
FIGURE 28: Closest County Fire Station Areas 177
FIGURE 29: Dobson Area Closest Response 179

FIGURE 30: Elkin Area Closest Response *180*
FIGURE 31: Mt. Airy Closest Response *180*
FIGURE 32: Surry County Hydrant and Water Point Distribution *181*
FIGURE 33: Demand by Fiscal Year *189*
FIGURE 34: Demand by Fiscal Year / Month *189*
FIGURE 35: Demand by Alarm Hour *190*
FIGURE 36: Demand by Nature Code (Top 20) *191*
FIGURE 37: Demand by Station's First Due Area *191*
FIGURE 38: Demand by Station/Resources *192*
FIGURE 39: Demand by Priority Code *192*
FIGURE 40: Demand by ProQA Codes *193*
FIGURE 41: Response Time by Fiscal Year *195*
FIGURE 42: Response Time by Fiscal Year-Month – Heat Chart *196*
FIGURE 43: Response Time by Department First Due *196*
FIGURE 44: Response Time – Turnout and Travel by Department *197*
FIGURE 45: Response Time by Nature Code (top 20) *198*
FIGURE 46: Non-Response Incidents by Priority *198*
FIGURE 47: Non-Response Incident by Department *199*
FIGURE 48: Non-Responses by Day and Hour *200*
FIGURE 49: Call Processing Time by Fiscal Year *202*
FIGURE 50: Total Response Time by Fiscal Year *202*

Approved Scope of Work and Project Disclaimer

NCFCC 2024-2025 Surry County Fire Protection Service Delivery System Analysis

Structured Communication with Surry County Project Team, Executive and Elected Officials:

a) Monthly virtual communication held over an approximate six-month period with the members of the Surry County Project Team to report on progress and gain direction on next steps in the process.
b) Establish a project Dropbox for all pertinent documents for the Surry County Project Team to use throughout the process to immediately always have up-to-date information. All posted work documents will be provided digitally to Surry County.
c) Provide virtual interviews with the County Manager and seven (7) county elected officials as stakeholders to gain perspective and understanding of the needs of the service delivery system into the future.
d) Provide a virtual draft presentation to the Project Team of the report findings, making modifications as necessary.
e) Provide an approximate one-hour presentation to the Surry County Board of Commissioners at the conclusion of the project, as scheduled by Surry County staff. This will include one hard copy report and PowerPoint presentation developed for this purpose.

Structured Communication with Surry County Fire Service Stakeholders:

a) Hold one fire chiefs group stakeholder session on site, in person at the onset of the project with the full fire chiefs' group to explain project plan, purpose, approach, provide some introductions and build rapport. NCFCC will develop and provide a PowerPoint presentation for use at this session. At least two (2) NCFCC consultants will attend in person.
b) Hold one stakeholder session on site, in person at the completion of the project, same as Commissioner meeting date or similar with the fire chiefs to deliver the presentation to them.
c) Hold individual virtual sessions with each of the twenty-two (22) provider fire chiefs and the Board of Director President if desired with a consultant to hear from each provider agency about key issues and concerns (SWOT format).
d) Hold an individual virtual session with the municipal fire chiefs to hear from them about key issues and concerns (SWOT format).
e) Subsequently, assemble and administer an electronic survey for all members of the twenty-two (22) contracting Surry County fire departments based upon the information received from the fire chiefs to gauge priority issues across the county with firefighters determining the priority needs/issues/concerns electronically and providing open feedback in the survey instrument as well.

NCFCC will provide a customized link and convey the information to fire chiefs via written format. NCFCC will provide a high-level summary of responses from the survey within the final report.

f) NCFCC will provide fire chiefs with periodic briefs as needed for components, such as directions for the surveys, information sought from the one-on-one sessions, etc. through the Association President and/or county staff.

Structured Communication with Surry County General Public:

a) NCFCC will assemble and administer an electronic survey for the public to provide input and feedback on their fire protection service delivery system. NCFCC will provide a customized link for Surry County and Surry County will be asked to distribute the link through their public information resources. The link would be valid for 3-4 weeks. NCFCC will provide a high-level summary of the responses within the final report.

GIS/RMS (Geographical Information System and Records Management System) Data Analysis of Demonstrated Performance in Surry County:

a) NCFCC will provide a GIS data needs analysis sheet that will allow us to provide needed data and create the necessary layers to conduct analysis.
b) Visually establish geographic response areas that reflect a closest station response area from all current ISO/NCOSFM recognized fire stations.
c) Identify areas of overlap in coverage utilizing the ISO and NFPA 1720 travel time standard.
d) Create ISO/NCOSFM travel distance maps with fire districts and fire stations.
e) To the extent possible, based upon data available from the County's computer aided dispatch (CAD) system, establish a first unit arrival standard of coverage (SOC) and compare that SOC to the NFPA 1720 standard for first unit arrival with available information.
f) Create maps depicting gaps and overlaps between existing fire stations.
g) Determine the overall system demand coverage percentage and depict those values visually.
h) Conduct a workload analysis with data provided by the County to the extent possible for the following components for each individual contracting fire department:
    - Workload history by year and type trends.
    - Workload by month and type trend analysis.
    - Workload by day/week type trend analysis.
    - Workload by hour and type trends.
    - Response time performance by call type.
    - Response time performance by hour of day compared to workload by hour.

- Conduct future deployment analysis for provided population projections at 5, 10 and 15 years.
- Conduct fire service workload projections at 5-, 10- and 15-year intervals.

i) Conduct an analysis of fire station locations additions, deletions, or relocations based on analysis of population, risk and demand coverage against modeled travel time and analyze any additional units that would be recommended, if needed.

j) Note that based upon initial research, NCFCC would need to extract data from the CAD system, by exporting from the CAD database. This will be a labor-intensive process and require NCFCC to build out a new data model for Surry County. However, the PowerPivot table that is built could continue to be used by Surry County into the future.

Fire Department Financial Analysis:

a) NCFCC will develop and provide a digital data collection spreadsheet for each contracting fire department in Surry County to complete which will capture fiscal data and capital equipment data. It will require attachments of the organization's federal 990 form (where applicable).

b) This review of available financial records of each contracting fire department will determine the following key elements over the most recent fiscal year period:

i. Outputs:
- Current annual capital funding/debt service obligations.
- Current total annual operating costs.
- Total dollars/percentage designated to personnel and benefits.

ii. Inputs:
- Municipal funding.
- Fundraising.
- Grants and other identified funding sources.

iii. Fund Balance:
- Designated and undesignated amounts.

c) NCFCC will also use the Surry County developed form to collect data to determine a staffing analysis, determining staffing by contracting fire departments based in relation to their workload analysis.

d) Fire apparatus data will also be collected by this instrument, capturing the age, pump capacity and tank capacity and other data for each fire department as well as other significant capital equipment.

e) This data will be reviewed and discussed during the one-on-one discussions with each fire department to ensure accuracy and resolve any questions that NCFCC may have related to the data. NCFCC can only work with the data that is provided by the Surry County contracting fire departments.

f) For joint operating municipal fire departments (Pilot Mountain), NCFCC will construct a viable conceptual cost-share city-county model as a North Carolina best practice for a fire department that serves both a municipality

and an unincorporated area using the following data points as provided by the County and other credible sources (as available):

i. Population.
ii. Property square footage.
iii. 9-1-1 dispatches.
iv. Square mileage.
v. Property valuation.

Surry County Fire Service Capital Assets:

a) Develop a listing of real property assets owned by contracting fire departments with approximate valuation.
b) Develop a listing of large fire apparatus owned by contracting fire departments and associated valuation of each piece of apparatus.
c) Develop a general inventory of high value loose equipment such as radios, self-contained breathing equipment, extrication equipment, etc.
d) Construct a projected capital replacement plan for capital assets based upon industry best practice in North Carolina with projections for life expectancy for both real property and apparatus.
e) With available data, project capital replacement costs in the next five (5) fiscal years beginning with FY 25-26 through FY 29-30.
f) Estimate the capital replacement costs for the following five fiscal years based on data submitted (10 years total).
g) Data used to determine the fire apparatus replacement costs will be through industry best practice.

Apparatus Mechanical Evaluation and Fire Facility Evaluation:

a) Physically conduct in-person, on-site a mechanical evaluation of each large fire apparatus, against the NFPA consensus standard. NCFCC will provide a rating for each apparatus and identify any significant issues that are apparent to the two (2) mechanical SMEs. This data will be reported in both chart and written form.
b) To operate as efficiently as possible, Surry County will need to coordinate these visits for NCFCC personnel such that each fire station can be visited in the most efficient manner. NCFCC will also need a digital or written document showing the most recent ISO report for each of the fire districts.
c) NCFCC will conduct an ISO comparison against the actual fire apparatus that is inspected against the ISO requirements related to providing the basic fire flow for the district. The outcome of that comparison will be reported in chart format. If there is a delta between needed in relation to basic fire flow and apparatus that the fire department actually operates, that will be reported.
d) During this same on-site, in-person visit, NCFCC will provide a third SME that will review and evaluate the fire station facility from a functional and safety

perspective. Key items of attention that are needed for consideration will be captured and reported upon. NCFCC will also provide some baseline facility observations and considerations.

Surry County Hydrant Review:

a) To the extent that information is available, Utilizing GIS, NCFCC will review the area of Surry County covered by hydrants, as defined by ISO, and identify areas of greatest need related to population density.

Surry County Service Contract Review and Automatic Aid Agreement Review:

a) Review Surry County's current service agreement with provider fire departments and provide observations and recommendations, presenting a best practice service district model contract/agreement between Surry County Government and contracting private non-profit corporation fire departments and/or municipalities for Surry County to consider that is in alignment with other actual experienced models within North Carolina. This document should be customized to meet the specific needs of Surry County.
b) NCFCC will also review current automatic aid agreement(s) and make recommendations for improvement in order to gain the most credit possible under the ISO system.

North Carolina Service District Analysis:

a) NCFCC will conduct an analysis of the current fire district funding system and structure and contrast opportunities with pros and cons to developing a unified county service district (NCGS Chapter 153A) as the primary funding structure for Surry County to use in the future. This analysis will review any municipal area that would need to be considered and provide a summary that outlines the essential elements that the Surry County Board of Commissioners must consider as specifically outlined in North Carolina General Statutes for Surry County to present any potential service district plan along with conversion of any existing service districts or rural fire tax districts (NCGS Chapter 69) to the countywide service district model.
b) Illustrative documents will be provided for Surry County, such as the resolution calling for a service district public hearing, the municipal resolution, the required NCGS plan that must be available to the public prior to the public hearing, the resolution adopting the service district, as well as an essential fiscal year timeline.

Surry County Hazard Risk Community Analysis:

- Integral to station location analysis is evaluating the risks within the community. We utilize the community risk reduction modeling that depicts the following attributes:
- Description of Community Served
- Population history if available
- At-risk populations
- Lands Use and growth patterns
- Target Hazards

a) Natural Hazards
   - Flooding, Storms, etc.

b) Critical Infrastructure
   - Roads, Communications, Water, etc.

c) Community Risk Reduction
   - Prevention and Mitigation
   - Code enforcement, prevention programs

Surry County Strategic Plan Formulation:

a) With a collective review and analysis of all the data outlined in sections 1-10 of this proposal, NCFCC will construct a strategic plan document of the key elements that Surry County should consider in response to the situation and conditions that NCFCC SMEs discover when conducting the work.
b) This strategic plan document will follow the general format of the Center for Public Safety (CPSE) standard and will demonstrate goals and objectives. Primary goals, supporting objectives, the timeframe for each objective, and critical tasks essential to accomplishing the objective will be outlined in the CPSE format.
c) This strategic plan will go through a Chief's roundtable team review process to produce the most comprehensive document possible that will be most usable for Surry County to determine what goals and objectives that are desired to be utilized and what timeline Surry County wants to assign to the identified critical tasks.
d) Where needed and appropriate, team observations and recommendations will be made for Surry County to consider within the next 5- and 10-year performance period.
e) Produce all the above in eleven (11) bound, hard copy as well as digital format.

Project Disclaimer:

This project has been conducted upon the written request of Surry County, North Carolina. The sole intent of this project is to improve, advance and strengthen the fire protection and rescue service delivery system in Surry County and the State of North Carolina. Persons involved in this report have contributed for the purposes of providing information, professional observations and recommendations to the county elected officials, management, and the fire service leadership. Recommendations included in this report are based upon professional experience and understanding of current fire and rescue service best practices. Examples and references in the document are for informational purposes only. Information contained within this document is not intended to be comprehensive, and recommendations are based on limited information available at this time. As with any project based on a snapshot in time, additional facts, local issues and/or changes in the facts could alter the conclusions and recommendations in this document. This document is solely to be utilized by local government and fire service officials for long-term planning purposes. It should not be utilized for any other purpose. No warranties or guarantees (express or implied) are provided. While this document will hopefully assist local officials in their deliberative and long-term planning process, it should be recognized that there are many local issues that may impact the ultimate decisions and what works for a particular jurisdiction. The ultimate decision-making lies with the appropriate local government and fire officials.

Project Executive Summary

Many dynamics are changing in the North Carolina fire service, primarily due to significant shifts in volunteerism coupled with major cost increases in fire apparatus, equipment and fire station facilities post pandemic. Surry County is aware of the current environment and the short-term impact and potential long-term impact. The county demonstrated a strong commitment to supporting the fire and rescue service by engaging an independent, third-party consulting team to evaluate the Surry County Fire Service Delivery System to better understand the overall needs and challenges in the foreseeable future. NC Fire Chief Consulting (NCFCC) was selected to provide this analysis for Surry County. NCFCC serves as both the NC League of Municipalities and the NC Association of County Commissioners exclusive fire consulting services provider and assists counties across North Carolina with similar professional assessments.

For many years, the people of Surry County have been greatly blessed by the volunteer firefighters within fire departments in the county. These volunteers continue to provide a tremendous level of essential, dedicated service to the people of Surry County. Surry County should continue to support and utilize the volunteer-based service delivery system as long as possible, recognizing that changing dynamics will impact the system. This report provides a "snapshot in time" of the current service delivery system. More importantly, the report includes a focus on methods to help sustain the volunteer system to the extent possible through presenting sustainable funding methods and models for Surry County to consider. Beyond that, the report also recognizes areas of transition that Surry County and fire service leadership will need to consider moving forward to maintain the delivery system with the many changing conditions that the fire service is currently facing.

<u>Methodology</u>

To conduct this comprehensive analysis, NCFCC utilized valuable feedback from fire service leadership in the county in one-on-one sessions capturing what each fire department identified as the greatest strengths, gaps, missed opportunities and perceived threats as well as recommendations for funding structures moving forward. Input from firefighters across the county also added a high degree of inclusion from those persons directly providing services. A community feedback survey was also conducted to provide additional indicators. In addition, a community hazard/risk analysis was conducted utilizing available data about the demographics of Surry County to depict information about the people that are served and protected in the county and how that demographic information could help better understand or explain some of the fire and rescue challenges that exist.

NCFCC utilized a geographic information system (GIS) analysis to evaluate the overall geographic coverage within Surry County, evaluating against the insurance rating standards and determining where any gaps existed and where any overlaps may occur as well as any potential opportunities to provide improved services from a geographic perspective. Fire hydrant information was also included in the work with GIS. Response data from the computer aided dispatch (CAD) system was analyzed and evaluated for six (6) full years to determine call volume, workload, demonstrated performance, approximate standard of coverage and response trends to help determine future needs.

A basic financial analysis was conducted with information provided by the fire departments in the county to evaluate baseline income and expenses of the departments and benchmark those against comparable fire departments across the state. A capital asset analysis including large fire apparatus and fire station facilities was also evaluated against the industry consensus standard to help determine how a long-range capital improvement plan for fire apparatus should be structured for Surry County. A review of the current service contract for fire and rescue services was also conducted.

From all the information above, the assessment team formed a set of observations and considerations for Surry County to review and evaluate regarding the service delivery system and future governance moving forward.

Fire Chief Feedback Summary

After meeting with the group collectively, the fire chiefs in Surry County provided feedback on the strengths, weaknesses, opportunities and threats (SWOT Analysis) for NCFCC through a simple survey. As strengths, teamwork through automatic and mutual aid, people stepping up and doing their best and relationships between fire departments topped the list. The gaps were highlighted by there being “have” and “have not” fire departments due to limited funding, not having the desired relationship between the county commissioners and the fire departments, and lack of training needed across the entire county. Leading the comments on primary concerns/worries was the need for more volunteer firefighters and the retention and recruitment work that is needed to have enough people to do the work. Also noted were fire departments not receiving adequate funding, especially with fire apparatus, which could lead fire departments to shut down in the future.

Subsequently, all fire chiefs who submitted financial data were met personally one-on-one and asked a series of questions to gain input and understanding. Regarding the question of what the chiefs saw as the key positives and what was working the best in the fire and rescue service delivery system in 2025 in Surry County, the top responses included 1) the people – both career and dedicated

volunteers that serve the people of Surry County, 2) the support from the communities that each department serves, and 3) the condition of the fire apparatus fleet and overall response equipment.

When asked about what is perceived as the greatest barriers for their fire department and what was holding their fire department back the most in 2025, the top responses included 1) the significant decline of volunteerism and the future financial burden that adding career firefighters to make up the gap will place on contracting fire departments, 2) the lack of consistent engagement with Surry County Commissioners and Government, and 3) the need for additional funding for infrastructure or capital purchases.

In response to what the fire chiefs would like to see Surry County do to best support firefighter volunteerism, the primary responses included 1) establish a high school fire program to get recruitment in public schools, 2) provide funding for volunteer incentives, and 3) for the county to provide more information about the fire service in the county on their web site and be stronger public advocates for the fire service in publicizing the need for volunteers.

In response to what the fire chiefs would like to see Surry County do to best support the fire departments that they are not already doing, most of the fire chiefs stated the need for better engagement and understanding between the county's fire departments and Surry County Government. Also, the need to develop a funding model that allows the Surry County fire departments to purchase needed infrastructure and capital was also noted multiple times.

The fire chiefs' responses to the current model of staffing assistance varied, only two chiefs felt like the existing model was working effectively. Several other chiefs were at best neutral to the current model of the county reimbursing departments for their personnel. Several of the chiefs questioned the sustainability of the current model and noted that the expense of adding staff at every department would be excessive. In discussing the current state of the fire service, several of the fire chiefs expressed the need for greater transparency with the county and the departments.

Most of the fire chiefs in Surry County expressed the need for greater volunteer recruitment and retention strategies. The chiefs mentioned developing some kind of incentives or mechanism to provide a stipend to volunteers for responses. Several chiefs expressed the need for a high school firefighter certification program that would help engage Junior Firefighters and provide for the next generation of firefighters in the area.

Fire Chiefs also shared additional items of interest that they had to improve the fire service in Surry County. There was a wide variety of topics noted in this section. Some of the topics mentioned are the duplication of services with the rescue squads in Surry County, the need for accountability of all departments, and the importance of lowering their department's insurance rating for their community. Several chiefs expressed the importance of ensuring their firefighters were operating safely and that there was a focus on training throughout the county. All the chiefs did express that they were supportive of greater involvement with the county fire marshal's office during complex or challenging responses.

Firefighter Feedback Summary

From the fire chief feedback, a survey was created specifically for Surry County firefighters to increase overall inclusiveness. Firefighters throughout Surry County were invited to provide their input to the strategic planning process. A total of 114 firefighters chose to respond to the survey that was provided. Each rank had representation within the survey, with 48% of respondents being firefighters.

Firefighters saw the strongest positives being 1) The automatic and mutual aid system and teamwork, 2) people stepping up and doing their very best, and 3) the relationships between the fire departments in the county. The larger survey generally mirrored the responses from the fire chiefs

The greatest barriers or gaps identified by firefighters included 1) the loss and decrease of volunteers, 2) Funding structures providing "have" and "have not" fire departments within Surry County, and 3) the need to strengthen relationships between the fire service in Surry County and the County Commissioners.

Firefighter's greatest concerns centered around 1) having enough firefighters to do the work and the need to strengthen retention and recruitment efforts, 2) Fire Departments not receiving enough funding, and 3) Some calls not receiving emergency responses within the county.

The firefighters identified establishing a high school fire program(s) in the county as being the best move that Surry County could make to strengthen volunteerism. This was closely followed by 2) better educating Surry County residents about the fire service needs and 3) asking state legislators to provide incentives to help volunteer firefighter recruitment and retention. Closely related to volunteerism, firefighters identified the following as the most important issues to them as 1) the significant need for firefighters in the county, especially during weekdays when volunteers are at the lowest availability, and 2) Improving communications between the fire departments and the county commissioners.

As indicators of internal perception, Firefighters were asked to choose three single words that best describe the fire protection service delivery system in 2025. Approximately 56% of the 311 total words used were associated with positive attributes, with approximately 44% associated with negative attributes. When asked about the overall quality of services currently provided by their fire department, approximately 60% of respondents stated that they were either satisfied or very satisfied. When asked about the overall effectiveness of the fire and rescue services, approximately 61% of respondents stated that they were either satisfied or very satisfied.

Community Survey Summary

The people that the fire departments in Surry County serve and protect were also given an opportunity to comment about fire department services and offer their feedback and input. A Surry County Resident Survey was distributed electronically by Surry County through its media outlets to all residents to provide input and give guidance to Surry County serving as one indicator of public perception. Keeping a pulse of the public that the fire department serves and protects is essential to being a strong and credible public servant agency and Surry County demonstrated stewardship in this effort. With 314 responses, persons who reside in each fire department district responded to the open survey. Approximately 33% of respondents had received fire department services in the past five years. Approximately 65% of residents reported that they were either satisfied or very satisfied with the quality of services provided by the fire departments in Surry County. 66% of residents reported that they were either satisfied or very satisfied with the overall effectiveness of services provided by the fire departments in Surry County. This is another indicator that the fire department is generally positively perceived within the community, but with room for improvement.

Elected and Executive Officials

NCFCC spoke with county officials as well as Surry County Commissioners to gain an understanding of issues and perspectives from their viewpoints.

Executive officials were primarily focused on establishing long-term plans for addressing pressing needs and utilizing methodologies to most responsibly address the concerns from the fire department provider agencies, while following best industry and local government practices.

County Commissioners expressed appreciation for the services that the contracting fire departments in Surry County provide the residents and businesses of the county. They recognize there are changing dynamics with volunteerism and that Surry County is not immune to those adverse impacts. The elected officials expressed concerns with the significant amount of public funding that is going to support the fire service and the varying levels of service, ISO ratings,

staffing levels, etc. across the fire service in the county. There was a strong desire to further evaluate the response and funding models and to establish long-term plans or courses of action that were sustainable for Surry County. This concern was especially pronounced regarding the annual grant program that Surry County recently set up utilizing the county General Fund to help support weekday firefighter staffing. Desires to operate more effectively and more efficiently with both fire and rescue services was also expressed by the elected officials.

Community Risk Analysis

Each community needs to closely evaluate the hazards and risks that exist and ensure that the proper levels of protection are in place to mitigate those risks. Within this detailed information, Surry County can better understand the needs of the people they serve and protect. Furthermore, the use of this data can assist Surry County in better prioritizing resources to mitigate risks. As trends evolve, this risk assessment data helps explain many of the "whys" for types of calls and the fire and rescue needs of Surry County.

A demographic analysis of fire protection related issues in Surry County demonstrates that Surry County's population has slightly decreased by almost 3% since 2011. The percentage of children less than 5 years old is about at the same percentage as the North Carolina average while the residents age 65+ and populations with a disability are higher in Surry County than the North Carolina state averages. Surry County has fewer persons speaking a language other than English than the North Carolina state average. These at-risk groups demand additional attention and outreach to mitigate fire and life safety issues.

Unfortunately, fire often follows poverty. In Surry County, approximately 16.7% of the population is in poverty, which is higher than the state average of 13.2%. Surry County median household income is approximately $56K, compared to the state average of almost $70K. Community education levels can also impact safety and the need for the fire department's community risk reduction programs. Also, Surry County is lower than the North Carolina state averages both with persons who are high school graduates and persons with a bachelor's degree. Surry County has a higher percentage of persons without health insurance than the North Carolina state average. Often, persons without health insurance use 9-1-1 when they have a medical need/emergency because they have no other course of action to take.

When assessing homeownership, Surry County also has a more stable population as the number of owner-occupied properties in Surry County is higher than the state average (73.3% versus 66.4%), and the number of renter-occupied homes in Surry County is somewhat lower than the North Carolina state average (26.7% versus 33.6%). Surry also has generally older homes (built before 1980) than the

state average (50.4% versus the state average at approximately 66%). Collectively, the above components help to "paint a clearer picture" of the fire and rescue needs and challenges for the Surry County Fire and Rescue Service Delivery System moving forward and to better understand how to prioritize community risk reduction services and programs for the people served.

GIS Analysis

The GIS system created a baseline map with all 26 contracting fire stations and municipalities across the 536 square mile area in Surry County. In addition, a six-mile distance coverage map consistent with ISO mileage and a travel time analysis was produced.

An analysis of the closest station response was conducted as well for the first arriving fire unit. Address points are used for this analysis representing homes or structures at an address that would require structural fire protection. Closest fire station response is a recognized best practice in the fire service due to minimizing overall response times. Many times, fire district areas are originally drawn for a variety of reasons such as tax revenue, existence before other districts were founded or before the existence of additional stations in a district. Sometimes, fire stations are relocated due to age or development incentive. Using the travel time model, given the fire station locations, and assumed availability, NCFCC utilized the geographic technology to develop a closest response area for each station. Although the GIS technology shows the adjustments that could be made, it is critical that leadership from the fire departments agree to the boundaries in terms of what makes the most sense, such as using an intersection, river or other physical indicator so that the district boundaries best fit the community. We do not recommend splitting a road down the center for district boundaries. That only leads to confusion and delay.

Opportunities exist to more closely align the primary fire district to the existing fire stations at varying levels. Analysis shows that area gains by some (non-municipal) primary fire district areas could range from a high of 47% (CC Camp) to a low of 1% (South Surry). Losses of current (non-municipal) fire district areas could range from a high of -39% (Mountain Park) to a low of -9% (Central Surry). Additional maps depicting municipal areas were also provided. However, additional considerations where municipal fire departments extend service into unincorporated areas require a deeper analysis of water supply/availability, extraterritorial jurisdictions, and others. The assessment team could not secure an ETJ map for Mount Airy. Throughout North Carolina, ETJ areas often represent reasonable and realistic boundaries for district considerations for municipal fire departments.

A population density map and analysis were performed. There are sparse urban areas (populations more than 1,000 people per square mile) of the county which are mostly areas within municipalities. On the other end of the spectrum, most of the geographic area of Surry County has less than 500 people per square mile, which is considered rural.

A risk analysis based upon land use and zoning was compiled, because some uses of land pose more risk to a community than others. A map of the hazards and risks was generated, depicting that the most significant hazards and risks generally fall within municipalities or near the major transportation corridors within the county.

Demand for services was also evaluated with actual response data. Response data was plotted to create a "heat map" of where incidents most frequently occurred. Demand for services generally follows areas of higher population, especially in and surrounding Mount Airy as well as arterial routes. Approximately 83% of all fire call incidents occurred within a six (6) minute travel time countywide. There are variances from a low in Westfield of 59% within 6 minutes of travel time to a high of 94% in Bannertown.

When evaluating reasonable and responsible response times for primarily volunteer fire departments in suburban areas (Between 500-1,000 people per square mile) and rural areas (Less than 500 people per square mile), it is considered best practice to utilize NFPA 1720 *"Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments"*. Within this standard, for suburban areas, fire departments should have a minimum of 10 firefighters arriving in 10 minutes or less 80% of the time. For rural areas, this standard relaxes to a minimum of 6 firefighters responding in 14 minutes, or less 80% of the time. The standard recognizes urban areas (more than 1,000 people per square mile) the same for career service or volunteer service, which is 15 firefighters arriving in 9 minutes or less 90% of the time.

Fire hydrants and water points in the unincorporated areas were evaluated as well. The GIS system calculated that approximately 15.7% of the county addresses were within 1,000 feet of a fire hydrant or water point. Training of personnel conducting hydrant flows will be an essential component moving forward.

Response Data Analysis

NCFCC analyzed response data received from the Surry County 911 Center: isolating data specific to Surry County Fire Departments for the timeframe of 07/01/2018 to 6/30/2024. This represented six (6) full years of data and yielded 51,107 total emergency incidents that are considered "Priority 1" incidents by

Surry County 9-1-1 This would include fire emergencies as well as "Charlie", "Delta" and "Echo" medical emergencies (or the more severe/acute calls). While CAD data is not ideal to analyze for demonstrated performance, the response performance in this report can be viewed as an indicator of performance. The data does correctly reflect the demand at the geographical area representing the fire district or department.

It must be noted that in Surry County, there are a significant number of incidents (36%) with no response, which is unusual contrasted with other North Carolina counties. During the analysis of the individual unit's responses, it was observed that many unit records had an arrival time to the exact second of the clear time. In many cases, the only unit that was dispatched had an identical on scene and scene clearance time. Furthermore, some response times on these records were extremely long and upward of 45 minutes. After consulting with Brent Roberson from Surry County 9-1-1 and reviewing the actual incidents in CAD, the analysis team determined these unit responses represent a no response from the fire department. These incidents will be excluded from the response time analysis.

Some valuable key takeaways for response data include the following:

Demand

- Countywide, demand averages 26 incidents per day.
- Since Fiscal Year 22/23, demand has remained steady with a small decrease annually.
- Fiscal Year 21/22 saw a 64% increase from the previous year, the ending of the COVID pandemic.
- Friday is the busiest day of the week for demand of services.
- 6 pm is the peak of demand. 2am has the lowest demand.
- Noon to 8pm is the highest 8-hour period of demand.
- 9am to 9pm is the highest 12-hour period of demand.
- The highest number (11.92%) of the 51,107 incident records were cardiac medical emergencies (CARDIAC D).
- There were 1,212 structure fires, which represented 2.3% of the total demand.
- Franklin Community Fire Department has more demand than any other county contracting fire department.
- Squad 85 (Mount Airy) has more demand than any other Rescue Squad.

Response Times (Turnout and Travel)

- Response Time (turnout and travel) at the 80th percentile, is 10 minutes and 19 seconds.
- 91.49% of priority 1 incidents, where there was a response, met the 14-minute goal established by NFPA 1720.
- Call Processing Time from the 911 center consumes 3 minutes 41 seconds, or

less, on 80% of incidents. This, in addition to the fire department responses time, extends the realistic total response time for residents to 14 minutes 31 seconds, or less, on 80% of incidents.

No Response Incidents

- Approximately 36% of incidents the fire and rescue departments were dispatched to, the data indicated that there was no response. Furthermore, the data indicated , in approximately 42% of the priority one nature codes, there was no response from the fire department. Most of these incidents were medical events.
- 48% of medical incidents have no response from the primary fire department within their first due area. It is anticipated that neighboring fire departments answered the remaining 6% delta of medical emergencies.
- Note that most of the 51,107 incident records, data shows that 30,773 of these incident records did not receive the emergency medical dispatch (ProQA) process.

To more accurately determine actual demonstrated performance by the fire and rescue providers in Surry County, filters were applied to the 51,107 incident records. This filtering yielded 15,064 incidents to be evaluated over the 6-year period.

The Surry County Fire Service Response Time Performance for priority one responses, where a response was initiated, was 10 minutes and 19 seconds, for the first arriving unit, over the 6-year period. The response time goal of 14 minutes was met on 91.49% of incidents for the first unit. This demonstrated performance measurement is compared to the national consensus standard for volunteer fire departments (NFPA 1720) for rural areas, which identifies that a minimum of 6 firefighters to be assembled in 14 minutes or less 80% of the time. Using CAD data, there is not a methodology in place to capture the time when at least 6 firefighters are assembled. Therefore, the assessment team could only measure the arrival of the first fire department unit communicating an arrival time. IF there were 6 firefighters on the first arriving fire apparatus (or arrived simultaneously), then Surry County's demonstrated performance is within parameters of the national consensus standard. However, qualitative feedback from fire chiefs and firefighters indicates that this is not usually the case.

Non-responses are significantly higher in Surry County than the assessment team has observed in other North Carolina counties. The percentage of incidents with no response varies by station from a low of 6.74% from Station 69 (Mountain Park) to a high of 68% from Station 71 (Franklin). As a system, of the total "no response" incident data, 7.15% of the calls were fire emergencies and 48.38% were medical

emergencies. Most non-responses were occurring during the daytime hours, particularly on Fridays and Saturdays, especially during the 5pm hour.

9-1-1 call processing time for Surry County is 3 minutes 41 seconds at the 80th percentile for priority 1 calls. This is the amount of time the 9-1-1 center uses to process the incident from the time it was received in the 9-1-1 center, until the fire department is dispatched. Call processing time would normally be measured at the 90th percentile but the team utilized the 80th percentile (as a lower standard) to maintain consistency in percentile evaluation across all time segments. This demonstrated call processing time performance would be more than triple compared to an NFPA 1225 standard of 60 seconds at the 90th percentile. When call processing time is added to response time for Surry County, the level of demonstrated service diminishes to 14 minutes, 31 seconds, or less, 80% of the time.

Individual fire department by fire department data was calculated so that each individual fire department, including the firefighters and the boards of directors can visually understand the fire department's individual performance over the six-year period and can develop realistic strategies to implement for improvement.

It must also be noted that the current five (5) rescue squads in Surry County also have a high number of non-responses that should be reviewed. Those are as follows:

- Squad 83 – Mountain Park Rescue – 1,290 incident count, 489 Priority 1 calls, 52.8% are non-responses.
- Squad 84 – Elkin Rescue Squad – 4,256 incident count, 2,238 Priority 1 calls, 40% are non-responses.
- Squad 85 – Mount Airy Rescue Squad – 10,608 incident count, 5,853 Priority 1 calls, 70.3% are non-responses.
- Squad 86 – Pilot Mountain Rescue and EMS – 4,386 incident count (in Surry County), 1,654 Priority 1 calls, 19.2% non-responses.
- Squad 87 – Dobson Rescue Squad – 4,975 incident count, 2,370 Priority 1 calls, 66.7% non-responses.

Capital Resource Analysis

Fire station facilities and fire apparatus are recognized as the highest cost capital resources for the fire service and generally fall just under personnel when evaluating cost centers. NCFCC conducted a mechanical analysis of forty-eight (48) fire apparatus in Surry County and visited twenty-five (25) fire station facilities.

The Surry County fleet of fire apparatus was overall evaluated as "Good" per the NFPA guidelines at the time of the apparatus mechanical inspection. Several

mechanical issues were identified and noted in detail on the Data Collection sheets which are included in the report. It is recommended that within the annual budgeting process, the County work toward implementing a vehicle replacement schedule to become more compliant with NFPA 1911 (Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles). Approximately one-third of the 72 fire engines and tankers that the assessment team reviewed were 25 years old or older. Many of the fire department vehicles had tires on emergency vehicles that were near or out of compliance with NFPA 1911 (maximum 7 years life). Additionally, there were several fire apparatuses with fluid leaks and maintenance needs.

The overall condition of current fire station facilities was "Good" at the time of the station facility review. Ten (10) fire stations rated as "Excellent" or "Very Good" There were five (5) stations that rated an overall "Fair", but no fire stations rated as "Poor". However, most facilities do not possess essential safety components or have the capability to accommodate response personnel for continuous (24-hour) staffing or shift work. Only about 15% of the current fire stations have individual sleeping rooms.

Financial Analysis

Each fire department throughout Surry County (except for Ararat) cooperatively participated in providing important financial information for the assessment team to review through data collection capturing volunteer and paid personnel in the department, department overall funding, grants and all other revenues, and other relevant data. NCFCC developed tools to analyze this data for Surry County and compare the fire departments across the county. In addition, data by individual fire districts, tax valuation, population, address points, road miles, area, parcels, historic (multi-year) response data and other dynamics was compiled to help better establish some of the hazard and risk within each of the individual districts.

The primary sixteen separate contracting fire departments within Surry County operate on budgets that are supported by taxes levied within their identified service district coverage areas. The differences among these fire departments are many and varied:

- The taxes levied in these areas vary from $0.037 to $0.111 per hundred-dollar valuation.
- The property valuation within the department districts ranges from a low of $104 million to a high of $1.13 billion.
- The coverage areas for these fire departments range from 2 to approximately 63 square miles.
- The populations protected range in size from 1,245 to 10,730 residents.

- While all fire departments within Surry County respond to fires and have varying levels of staffing; all the departments rely on volunteer firefighters to provide the bulk of their effective response forces.
- The administrative and financial burdens associated with fire departments have increased due to more complex regulations and training requirements.
- As with the fire service in the United States, the volunteer fire departments within Surry County have faced challenges in maintaining membership.

Service contracts are administered by Surry County to each of the provider fire departments for one fire protection service district and fifteen rural fire tax districts. Total income received by the sixteen contracting fire departments, as recorded on their fiscal year 2023 federal 990 forms averaged $472,204 with a high income reported of $1,465,309 and a low reported of $198,042.

The annual operating budgets for the thirteen reporting fire departments ranged from a high of $494,800 to a low of $107,320. When reviewing debt service payments, fifteen fire departments maintain an active debt service, totaling almost seven million dollars ($6,967,779), with an average department debt of approximately $464,519. The average annual debt service payment for the fire departments was $67,591.

Personnel costs are typically the highest single cost for fire departments. An analysis of the total budget dollars and percentage of total operating budget allocated to personnel costs was performed. Across the entire county, approximately 39 persons are identified as being paid in some manner, totaling nearly $509,807 annually. It should be noted that Surry County Government is currently providing approximately $250,000 of this amount through an annual grant program. Six fire departments report no funds going to paid personnel, while ten (10) report some level of funding. The Jot-Um-Down and Mountain Park Fire Departments had the lowest personnel to budget ratio with 1% and 2% respectively. The Skull Camp Fire Department reports 51% of their annual operating budget going to personnel costs.

The liquidity (Cash and Savings) of each of the non-profit departments were obtained by their submitted federal 990 submissions as of June 30, 2024. The range of resources is from $102,423 (Pilot Knob) to $910,247 (State Road). These cash or cash equivalent amounts are those funds available for use by the department for any purpose the Board of Directors approve and are not subject to donor or other contractual restrictions. Restricted fund amounts are those with legally binding restrictions on the use of the funds. For the ten departments for which 990 forms were available, there were no donor restricted amounts reported.

Real property (fire station facilities) was captured with the construction date(s), assessment value of each, amount of property and other attributes identified.

The contracting fire departments provided a listing of 75 large fire apparatus capital assets. These vehicles included engines (pumpers), an aerial (ladder truck), tankers, and combination vehicles (pumper/tankers, engine/rescues, etc.) The number of vehicles aged between 1 and five years was ten, with twelve vehicles ranging six to fourteen years old. There were eighteen vehicles aged fifteen years through twenty years old and thirty-five vehicles older than twenty years old. Forty-two of the apparatus were engines, with five additional vehicles being a combination engine/tanker. Tanker vehicles comprised twenty-five of the listed apparatus. There was one aerial vehicle listed by the Franklin Community Fire Department. There was one rescue-type vehicle reported. Replacement cost for all department large apparatus would conservatively be over sixty-four million dollars ($64.8 million).

For the purposes of this analysis, vehicles ten-years old or older were considered for replacement, to establish a generalized cost figure for a potential capital replacement five-year plan. There were eighteen vehicles less than ten-years old and fifty-seven vehicles ten-years or older, of which, three vehicles were listed as reserve apparatus and were not considered for replacement. The replacement cost for large apparatus, turning fifteen-years old within the next five years, is over $47.1 million. NCFCC provided an illustrative 5-year capital replacement plan for these apparatus.

Staffing Levels of the contracting fire departments were also evaluated. According to the submitted survey forms/NCSFA rosters, all the study departments utilize volunteer firefighters as most of their response force. Nine fire departments also indicated that they utilized paid firefighters (full or part-time) to staff their stations, with six fire departments indicating their use of some full-time personnel in station staffing. Of these nine fire departments, one department identified as having a full-time paid fire chief, and one fire department listed having a part-time (20 hour/week) chief officer to attend to administrative duties.

The departments utilized differing shift schedules and employed both full-time and part-time staffing. To simplify the staffing comparisons, each department's staffing hours were converted to 40-hour full-time equivalents (FTEs). As an example, a department scheduling a firefighter for eight hours five days a week would equal 1 FTE (40 hours /40 hours), while a department scheduling a firefighter for 24 hours seven days a week would equal 4.2 FTEs (168 hours/40 hours). FTE equivalency does not differentiate between full or part-time positions. As such, a part-time position scheduled for 60 hours per week would equal 1.5 FTEs. The cumulative total FTEs for the contracting fire departments in Surry County was approximately

18.7 with the mean average between those nine fire departments of 2.07 FTEs per fire department.

Volunteer staffing levels within Surry County fire departments are diminishing. Data indicates that Surry County has a net loss of volunteers at about 1.6% per year. While this is less than the statewide trend with a net loss of 3.5% per year, it should still be concerning for policy and decision makers. Since 2018, Surry County has experienced a net loss of approximately 46 firefighters according to records filed with the NC State Firefighter's Association.

Municipal cost share modeling was also evaluated for Pilot Knob, since it was the only municipality being duly served by a contracting fire department. This calculation determines a conceptual, equitable cost share between municipalities and unincorporated areas based upon several key indicators such as calls for service, area, population, valuation and building square footage. Ideally, there is an agreement for the percentage weight on all factors between the county and the municipality. However, for illustrative purposes only, an equal weight for each dynamic is presented.

NCFCC reviewed the current service contract that Surry County utilizes to establish contractual service with the private, nonprofit corporation fire departments. A list of observations and recommendations for improvement to this contract document was developed. Also, the current countywide mutual aid agreement was reviewed and recommendations for improvement developed. Specific items from the current service contract were identified as well as a comprehensive list of questions for Surry County to consider to be in stronger alignment with other North Carolina counties. The question areas include 1) Core Contract Language, 2) Fiscal Issues, 3) Insurance and Indemnification, 4) Fire Department Performance Standards, 5) Personnel and Compensation, and 6) Board of Directors.

Fire and Rescue Service Delivery System Observations and Recommendations for Consideration Moving Forward

1. Address Short-Term Challenges and Needs (Consider Beginning FY 25-26):

There are several short-term needs that are recommended to be addressed as soon as conditions allow. These short-term enhancements will bring greater clarity within the service delivery system and better position Surry County to move forward with longer-term enhancements.

A. Focus on 9-1-1 Call Processing/Dispatch Time for Fire.
Data indicates that the current call processing time for fire emergencies is approximately 3 minutes 41 seconds at the 80th percentile for priority 1 calls. The industry and insurance rating standard identifies 60 seconds at the 90th percentile for this component of the response continuum. Realistically, other North Carolina 9-1-1 centers have challenges with meeting the 60 second mark at the 90th percentile. Provided in the context of the report are illustrative examples to review. A concentrated focus on improving the call processing time will raise the overall level of service for ALL fire and rescue service delivery in Surry County. It is further recommended that Surry County 9-1-1 establish a fire users' group in collaboration with the Surry County Fire Chief's Association to create the overall most effective dispatch models throughout the county.

B. Establish Clear Expectations of Service Delivery Across All Contracting Fire Departments.
The current service contract that Surry County is using with fire departments is approximately 10 years old and it is recommended that the contract be updated. It is recommended to consider a 3 year, but no more than 5-year term for the service contracts to keep current with changing conditions. Provided in the content is a review of the Surry County contract as well as best practice illustrative examples within North Carolina.

The service contract can represent a shift in mindset from multiple fire departments operating independently within their primary fire districts into more of a countywide service delivery system that is provided by the independent fire departments. Some key issues that are recommended to be addressed within the revised service contract are:

- Expected level of service for fire responses, addressing what (if any) level of non-responses are acceptable. Typically, non-responses for fire emergencies are not embraced within a service contract. Data provided indicates fire non-responses at approximately 7.15%. At a

minimum, it is recommended that non-responses be reported regularly (monthly) and contracting fire departments demonstrate improvement in this level of service over the next year.

- Expected level of service for medical first responder responses. The current contract leaves the medical first responder initiative as voluntary, which will be Surry County's decision if that should change or not. However, if a contracting fire department does elect to provide medical first responder services, there should be consistency across the county in what calls are responded to and what level of service should be expected. This could include the times that the services are provided.

  It is best practice for fire departments who are medical first responders to only respond to the most acute medical emergencies – "Delta" and "Echo" level medical emergencies, such as cardiac arrests, choking, difficulty breathing, allergic reactions, seizures, severe trauma, etc. These are five medidal emergencies that involve the airway and would best benefit from rapid arrival and securing of an open airway and/or chest compressions. Consultation with the county's medical director should occur when reviewing this program to ensure that positive demonstrated outcomes are achieved from the medical first responder program.

- If Surry County is providing General Fund revenue to a fire department for supplemental firefighter staffing, it is recommended that the contracting fire department provide medical first responder services at least during the times that the paid personnel are on duty.

- Clarity of auditing requirements to ensure that all non-municipal fire departments that contract with Surry County are properly maintaining their status as a private, non-profit 501(c)(3) organization and filing the necessary paperwork to the IRS, such as annual 990 reports that are public record of incomes and expenditures for the organizations.

C. <u>Determine if Any Current Contracting Fire Departments Would be Willing to Combine/Consolidate/Merge and Evaluate the Feasibility of Those Potential Unifications.</u>

Given that Surry County has a large land mass and has mostly rural areas, it is recommended that Surry County invite contracting fire departments to consider any possible voluntary unifications that could potentially improve service levels by combining resources and operating under a single set of governance and guidance documents, such as standard operating guidelines or procedures. Should contracting fire departments be willing to

explore this option, it is recommended that it would be in Surry County's best interest to help facilitate those discussions.

The Town of Dobson and Central Surry Fire Department have already begun some initial work to consider such a unification. Additional fire departments may want to consider similar progressive approaches.

D. Establish a Countywide Firefighter Retention and Recruitment Program.
Fortunately, Surry County has not seen the amount of overall decrease in volunteer firefighters that other North Carolina counties have experienced. However, the Surry County numbers have decreased. It is recommended that Surry County establish an organized effort for firefighter retention and recruitment. To be most effective, it is recommended that a central person be identified to lead and coordinate this effort for the entire county. This could be a part-time effort (less than 1,000 hours annually) to start with and expand as future potential grant funding was available. There is value in focusing on the volunteerism effort for all contracting fire departments, while collaborating on other recruitment efforts that Surry County is involved with, especially with recruitment in the county's other public safety service areas.

E. Help Sustain the Volunteer Firefighter Operating System in Surry County by Re-Addressing the County's Weekday Staffing Funding Structures/Systems:
It is recommended that Surry County continue to utilize the volunteer-based service delivery system for as long as conditions will possibly allow. However, it is recognized that realistically the volunteer system does need some supplemental support moving forward. A funding structure or system is needed to best support firefighter staffing levels, especially during weekdays. It is recommended that Surry County consider a countywide "overlay" service district to 1) shift the current firefighter staffing grants from the County General Fund to the service district model and 2) to expand the funds for firefighter staffing to include more weekday firefighter staffing in one of several models:

- Continuing to provide funding directly to independent contracting fire departments in a similar manner to what is currently occurring.

- Establishing a consistent staffing squad of four (4) firefighters during weekday peak times to supplement the volunteer firefighters across Surry County and provide additional personnel on the scenes of fire emergencies. These personnel would be county employees and serve all the people of Surry County as needed and available. These personnel are recommended to operate in a service truck and

complement the volunteer personnel responding with fire engines/tankers, etc. This staffing concept could be expanded as future conditions dictate. It is critical to note that this model should only be considered as a supplement to the valuable services provided by the dedicated volunteer firefighters in the county during the most challenging time for staffing - weekdays. It is NOT being recommended to replace volunteer personnel in any way whatsoever, but rather supplement volunteer personnel.

F. To Enhance Communication and Understanding Between Fire Chiefs and County Commissioners, Designate Specific County Commissioner(s) to Serve as Liaisons.

There was a strong desire from fire chiefs across the county to strengthen and improve relationships and understanding of needs and issues from the fire service with county commissioners. A best practice that some counties utilize is to specifically name a county commissioner or county commissioners as the principal liaison with the county fire service to gain a deeper understanding of the service delivery system and to help fellow county commissioners understand needs and priorities. Some counties utilize the term "Fire Commissioner" and others simply use "Fire Service Liaison". Regardless, improved communication between groups will help fill needs and voids that exist and help better propel the fire service forward, especially with transitional needs and issues.

2. Address Mid-Term Challenges and Needs (Consider Beginning FY 26-27):

A. Transition Current Rural Fire Tax Districts to Fire Protection Service Districts.

Only Westfield is currently established as a fire protection service district in Surry County. The remaining fire districts were established as rural fire districts (under NCGS 69). Counties across North Carolina are predominantly working to move taxing structures under the service district model as provided for under North Carolina General Statutes. Both models have the same cap rate of $.15 per $100 valuation. However, the service district model would allow Surry County Government more flexibility in district modifications for closest fire station response and other dynamics and needs.

B. Determine the Future Funding System or Structure that Surry County Desires to Use in the Future with a Focus on Firefighter Staffing and Capital Needs.

A significant number of counties across North Carolina utilize a single fire tax structure. Long-term, implementing a single rate system will present some challenges to Surry County since the current tax rates of the current tax districts vary from $.037 to $.111 per $100 valuation. However, it is

recommended that Surry County consider the funding model that is desired long-term and begin making a strategic trek towards the long-term desired model that will best serve the people of Surry County into the future.

Information within the report outlines the options with pros and cons of each structure or system to consider for long-term application.

The greatest long-term financial needs identified currently are 1) firefighter staffing and 2) capital expenditures for fire apparatus and facilities.

With the current fire apparatus fleet and current costs of fire engines nearing $1 million each, additional funding will be needed for replacing necessary fire engines, tankers, brush units, etc. Fire apparatus has basically doubled in the past five years and delivery times are 2-3 years for new apparatus. A long-term capital improvement plan is recommended within the report over future years to maintain a capable fleet of fire apparatus.

Due to the dramatic cost increases for fire apparatus (and other essentials) some counties across North Carolina have shifted all purchasing of fire apparatus and capital purchases to county government rather than each individual fire department purchasing apparatus. This stance is taken so that the county can achieve the lowest interest rate possible on financing the fire apparatus, bringing consistency in equipment across the county and using group purchase programs, such as the Houston-Galveston Area Council (H-GAC), which is recognized as the lowest cost option for local governments to purchase fire apparatus nationally. This format would also allow Surry County to work with the contracting fire departments to determine the common needs in fire apparatus versus the wants. Developing a common fire apparatus layout can lead to higher efficiency and effectiveness.

Beyond fire apparatus, most of the essential equipment that firefighters must have to do their jobs has dramatically increased in the past five years as well, including breathing air equipment, personal protective equipment, radios and other essentials.

Additionally, there are fire station facilities within Surry County that will need expansion and enhancements in the future, especially as additional firefighters will be needed on a 24-hour basis in fire stations that do not have any living quarters. Cost of these needs will also be extensive.

C. Evaluate Models to Consolidate Rescue Squads in Surry County Where Possible and to Focus Rescue Squads on Specialized Rescue Services.

Surry County is somewhat unique to many counties to still be operating with rescue squads. The dedication and commitment of the volunteers operating these rescue squads is to be commended. Many NC counties have transitioned rescue services to the fire departments, but Surry County has an opportunity to focus the services of the rescue squads on higher acuity rescue incidents and enable fire departments to provide basic rescue services, such as routine vehicle extrications since fire departments will often already be responding to vehicle collisions. Although additional review would be needed, it is recommended to begin a transition to light duty rescue operations (as identified by the NC Association of Rescue and EMS, Inc.) with contracting fire departments throughout Surry County and focus the rescue squads in the county on medium rescue, heavy rescue and specialty rescue, such as confined space, high angle, mountain rescue, structural collapse, trench, water and wilderness land search and rescue.

D. Focus Efforts on Strengthening Insurance Services Office (ISO) Ratings.

Most of the fire departments in Surry County have made great strides in recent years improving the insurance ratings throughout Surry County. The savings to homeowners and business owners in insurance premiums due to the public protection classification ratings can be significant and insurance savings generally offset the costs paid for fire taxes. Returns to taxpayers overall represent a two to one ratio. For each dollar paid in fire taxes, two dollars is saved in insurance premiums. There are many factors to this calculation. However, the fact is that the insurance ratings are important to taxpayers and to Surry County.

It is recommended that the priority is to fully support the eleven (11) fire departments that have achieved lower rating levels to maintain and continue to improve these ratings (Bannertown, Franklin, Four Way, Westfield, Pine Ridge, Skull Camp, Pilot Knob, Central Surry, CC Camp, and South Surry).

An additional priority is to work to improve the remaining six (6) fire departments to a rating below “Class 9” (or Class 9E), which is the lowest recognized rating. (White Plains, State Road, Jot-Um-Down, Mountain Park, Shoals, and Ararat)

Note that the short-term and long-term strategies outlined above will translate into the long-term strategies that are most needed for Surry County in FY 27-28 forward. It is important to periodically update data, such as the incident response

data and all changes that are made to enable the Surry County Board of Commissioners as policy and decision makers to have the most current and up-to-date information available.

Appendix Documents

Within the appendix documents of this report, there are detailed documents that can assist Surry County in transitioning to a model with fewer service districts – either a single service district model or an overlay service district model if so desired. This includes a drafted NCGS report, county resolutions, municipal resolutions, and other models that Surry County will need to consider in the process of advancing to a service district model.

A core strategic plan document is provided to Surry County to begin to build from as decisions are made to sustain and enhance services. Also, significant materials and information regarding volunteer retention and recruitment have been offered to fire departments in Surry County to continue to work towards and advance the fire service. A depiction for the legally required "two in-two out" rule for entering structure fires is included along with a host of other visual representations that relate to the specific recommendations for Surry County in this report. An ISO analysis of needed fire apparatus is included. Important merger considerations and illustrative county service contracts are provided. Additional details on Guilford County's long-term supplemental firefighter staffing program are provided. Last, applicable excerpts from "21st Century Fire and Emergency Services" from ICMA and CPSE are included.

Next Steps:

The next steps for this process will be for Surry County to review the data and information contained within this report as well as the recommendations contained herein.

To increase the funding available for staffing, Surry County elected officials will need to determine which funding model change is most appropriate for Surry County. To implement a change on July 1, 2026, it will be necessary for that decision to be made no later than the November-December 2025 timeframe to develop the budget data and outline the process that will be needed to hold a public hearing, present a NCGS report and ensure that the adoption schedule meets North Carolina Statutes.

Surry County is encouraged to implement a volunteer fire retention and recruitment officer as soon as conditions will allow. This could begin with a part-time, dedicated person focused on building volunteerism in the FY 25-26 budget if so desired.

Further review and analysis of the rescue squads would be necessary to develop the most effective and efficient model for delivering resuce services in Surry County.

Given that this analysis depicts multiple components needed on the journey to improving the overall service delivery level (response data, fiscal data, community data, etc.), Surry County should conduct a periodic review of the analysis within this report and refresh the key data periodically to ensure that current and relevant data is being used by decision makers with the most up-to-date information available at the time.

The entire NCFCC team sincerely appreciates the opportunity to provide this vital information to Surry County. We are proud to have assisted in efficiently supporting Surry County in this critical endeavor. We humbly and sincerely thank everyone who supported this progressive initiative and genuinely express our honor to serve in this beneficial capacity of continuous improvement.

Section I: Stakeholder Feedback Summary

Surry County Fire Chiefs Feedback

After meeting with the group collectively, the fire chiefs in Surry County provided feedback on the strengths, weaknesses, opportunities and threats (SWOT Analysis) for NCFCC through a simple survey. As strengths, teamwork through automatic and mutual aid, people stepping up and doing their best and relationships between fire departments topped the list. The gaps were highlighted by there being "have" and "have not" fire departments due to limited funding, not having the desired relationship between the county commissioners and the fire departments, and lack of training needed across the entire county. Leading the comments on primary concerns/worries was the need for more volunteer firefighters and the retention and recruitment work that is needed to have enough people to do the work. Also noted were fire departments not receiving adequate funding, especially with fire apparatus, which could lead fire departments to shut down in the future.

Subsequently, all fire chiefs who submitted financial data were met personally one-on-one and asked a series of questions to gain input and understanding. Regarding the question of what the chiefs saw as the key positives and what was working the best in the fire and rescue service delivery system in 2025 in Surry County, the top responses included 1) the people – both career and dedicated volunteers that serve the people of Surry County, 2) the support from the communities that each department serves, and 3) the condition of the fire apparatus fleet and overall response equipment.

When asked about what is perceived as the greatest barriers for their fire department and what was holding their fire department back the most in 2025, the top responses included 1) the significant decline of volunteerism and the future financial burden that adding career firefighters to make up the gap will place on contracting fire departments, 2) the lack of consistent engagement with Surry County Commissioners and Government, and 3) the need for additional funding for infrastructure or capital purchases.

In response to what the fire chiefs would like to see Surry County do to best support firefighter volunteerism, the primary responses included 1) establish a high school fire program to get recruitment in public schools, 2) provide funding for volunteer incentives, and 3) for the county to provide more information about the fire service in the county on their web site and be stronger public advocates for the fire service in publicizing the need for volunteers.

In response to what the fire chiefs would like to see Surry County do to best support the fire departments that they are not already doing, most of the fire chiefs stated the need for better engagement and understanding between the county's fire

departments and Surry County Government. Also, the need to develop a funding model that allows the Surry County fire departments to purchase needed infrastructure and capital was also noted multiple times.

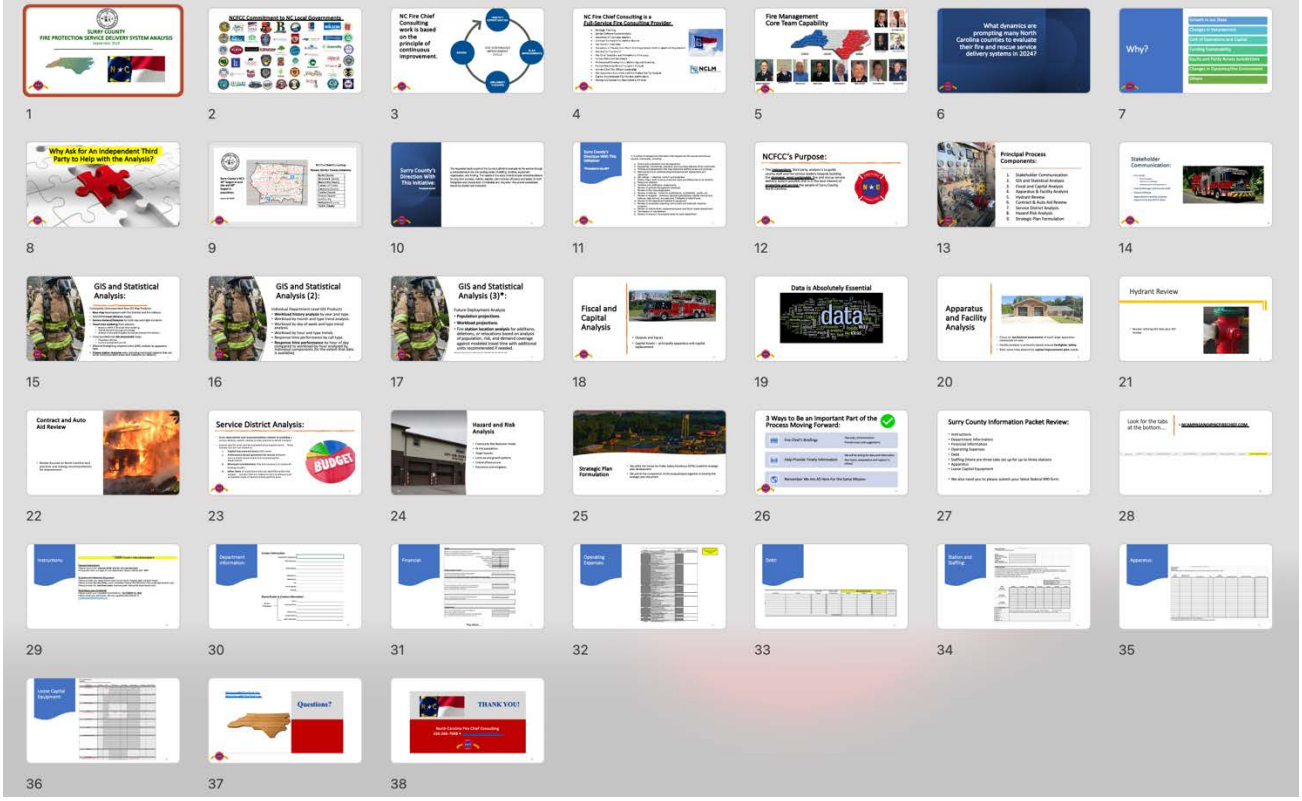
The fire chiefs' responses to the current model of staffing assistance through the annual grant from the general fund revenues varied, only two chiefs felt like the existing model was working effectively. Several other chiefs were at best neutral to the current model of the county reimbursing departments for their personnel. Several of the chiefs questioned the sustainability of the current model and noted that the expense of adding staff at every department would be excessive. In discussing the current state of the fire service, several of the fire chiefs expressed the need for greater transparency with the county and the departments.

Most of the fire chiefs in Surry County expressed the need for greater volunteer recruitment and retention strategies. The chiefs mentioned developing some kind of incentives or mechanism to provide a stipend to volunteers for responses. Several chiefs expressed the need for a high school firefighter certification program that would help engage Junior Firefighters and provide for the next generation of firefighters in the area.

Fire Chiefs also shared additional items of interest that they had to improve the fire service in Surry County. There was a wide variety of topics noted in this section. Some of the topics mentioned are the duplication of services with the rescue squads in Surry County, the need for accountability of all departments, and the importance of lowering their department's insurance rating for their community. Several chiefs expressed the importance of ensuring their firefighters were operating safely and that there was a focus on training throughout the county. All the chiefs did express that they were supportive of greater involvement with the county fire marshal's office during complex or challenging responses.

Fire Chief Feedback Data:

NCFCC held an initial meeting with the Surry County Fire Chiefs on September 10, 2024 which provided a project overview and review of the data collection form that was being requested from all Surry County fire departments which provides fiscal data and apparatus data.



After the session, a survey was utilized to collect what the fire chiefs identified as the key issues for the Surry County Fire Service. Below are the responses to that survey, that was completed by 15 of Surry County's fire chiefs.

SURVEY QUESTIONS

Question 1

Q1 As a SYSTEM (not individual fire departments), what do you believe the Surry County fire service is DOING REALLY WELL at this time? In other words, what are you most proud of when looking at all the fire departments across the county? (Name up to your top three.)

Answer: 15 Skipped: 0

Answer #1

- Willingness to step up for auto/Mutual aide.
- Working together on calls – Teamwork.
- Pushing for volunteers.
- Having the auto aide agreement in place.
- We are doing our best at providing fire service to Surry County.
- Automatic aid.
- Working together as one unit.
- Mutual aid response time.
- Most departments work well with each other on multi-company events.
- Good relationship between departments.
- Communication between departments (admin) is better now than ever in my 30 years.
- We are trying as hard as we can to get a truck out of the station each time we have a call. Most of the time it happens but there are a few times it does not.
- On average, as a system, we do really well at getting a response to most calls.
- Multi dispatch responding as one.
- Working on getting paid personnel in the volunteer departments.

Answered: 12 Skipped 3

Answer #2

- Willingness to “share” personnel.
- Relaying information/operational updates to all fire departments.
- Having updated apparatus.
- Most of us work hard to get our ISO rating down for our community.
- Teamwork between agencies.
- Departments working and training together more.
- County departments appear to strive when planning for future events.
- Willingness to help.

- To my knowledge, I believe most departments are up to date in regards to equipment when compared to surrounding counties.
- Each department sees that there are problems we work together to try and fix those problems throughout the county. We all work together on the scene of emergencies and we understand that we can count on one another to help out in situations.
- Mutual aid with the city department.
- Most fire departments in the county are rerating their ISO.

Answered: 8 Skipped: 7

Answer #3

- Multi company training events.
- Extend hydrant coverage in areas that only had rural water before.
- Getting the youth involved in the fire service.
- Desire to want to do better.
- Some departments have moved forward with various staffing options to better serve their communities.
- We have a strong Chefs council in Surry County.
- Help from other departments.
- Most fire departments have obtained the rescue certification.

Question 2

Q2: As a SYSTEM (not individual fire departments), what do you believe are the greatest GAPS currently in the fire service across Surry County? (Name up to your top three).

Answered: 15 Skipped: 0

Answer #1

- Chain of Command on scene not established properly.
- Decrease of volunteers.
- Dropped calls.
- Adequate staffing of the stations.
- Biggest gap is between county commissioners and the Surry County fire service.
- Communications.
- Personnel issues as far as number of members.
- Communication.
- Lack of sufficient funding to provide 24/7 fire coverage.
- Consistency among departments.

- Involvement from members. I believe most departments have a lot of "support" people but few "firefighters".
- Not enough firefighters to do all the jobs in the fire service. This does not include just firefighting. This includes running the station, keeping equipment up, keeping up ISO documents and equipment, training, maintenance on vehicles and equipment…etc. The volunteers that we do have are not wanting to take the time that it takes to do all of these items. If a department has a roster of 40 people, the department only has roughly 10 people that do most of the work. This is burning out people in the fire service.
- Poor disbursal of funding across the county. It is the Haves vs Have nots.
- County Commissioners.
- Some departments haven't been meeting the state requirements as far as testing and training.

Answered: 14 Skipped: 1

Answer #2

- Auto/Mutual aid training out of your own district.
- Lack of adequate funding.
- Equipment check offs.
- Training with auto aid departments.
- County Commissioners don't care about the fire departments until they need us.
- Funding.
- Funding.
- The emergency dispatch system should be updated to promote the same information to all responding agencies without having to jump channels.
- Strategy and tactics.
- Good ol' boy mentality at the Fire Chief level. Most do not seem to fully understand the role and responsibility.
- It is costing more and more money to run a department these days. Over the last 5 years, all types of equipment cost at least double than it used to. The departments are getting roughly the same amount of money to spend but have had to cut back due to everything costing so much. Departments are also having to sub out jobs that volunteers used to do for free. Example – work on vehicles, hose testing, financials, firefighting work, etc. There is not enough money generated to meet the demands of the fire service.
- Aging apparatus fleet across the board, wasting funding on rescue squads duplicating services that could be combined into fire/rescue departments.
- Fire Marshal's Office.
- Some departments need to work on their ISO.

Answered: 10 Skipped: 5

Answer #3

- Certified training opportunities for all departments. Across all areas of the county.
- Communication.
- Volunteering as a whole is down.
- County does not take time to learn about everything we have to do or the cost it takes for us to provide the good fire service we give.
- Equipment.
- Little trust between the County Commissioners and the Fire Service.
- The commissioners have an opinion of the fire service in Surry County. None of them are walking in the shoes of the fire chefs or any member in the departments. All they see is money being spent but do not understand why we have to spend the money to get the equipment that we have. There is a huge disconnect in what the commissioners see and what really happens in the fire service in Surry County.
- Inability to come together, acting as individuals instead of a unified group.
- Fire boundaries.
- Non responses from some departments have been a concern.

Question 3

Q3: If conditions don't change in the next five (5) years, what are you MOST WORRIED OR CONCERNED about the fire services of Surry County? (Name up to your top three.)

Answered: 15 Skipped: 0

Answer #1

- Lack of funding.
- Not enough volunteers to respond to any calls.
- Loss of interest in fire service.
- Firefighters injured or killed due to lack of staffing.
- First is we need county commissioners that don't take us for granted. They need to be educated about how the fire service has to work to maintain the service we provide. They put us on the back burner. Out of sight out of mind is how they look at us. So, if there is not a change in the no educated, don't care, not my problem attitudes on the part of the county then it will get worse over the next five years. It is hard to get an increase of tax dollars. We have been asking for 7 tenths of a cent for three years so we can do firefighter staffing 24 hours a day. Prices of trucks going up and all

equipment cost going up. We have good ideas but nobody listens in those higher seats.
- Recruitment.
- There will be no Volunteers to run departments.
- Members.
- Volunteer department rosters are continuing to decline at an unprecedented rate. Without a reversal in this trend, the numbers cannot sustain adequate staffing projections.
- Lack of volunteers.
- Service continues to become spotty at best
- There will not be enough volunteer firefighters to continue the fire service in the county. There will be additional calls being dropped and not ran. ISO levels will rise because there are not enough people that are taking care of all the parameters dealing with ISO. There will not be enough young people replacing the older generation in the fire service to continue running like we have in the past.
- A failure of some departments to continue to operate safely within regulations due to inadequate funding.
- Less volunteers.
- Non responses.

Answered: 11 Skipped: 4

Answer #2

- Lack of volunteers.
- Overall cost of equipment and fire apparatus creating financial stress for fire departments.
- No more volunteers.
- Civilians hurt or killed due to lack of staffing.
- Administrative overload.
- New Equipment.
- With limited volunteerism, local government will have to figure out how to increase funding. Without an increase in funding soon, volunteer departments will not be able to adequately respond to calls for service.
- Strategy and tactics.
- There will not be enough money to continue to grow the fire service in the county. Most departments that are growing, are having to spend a lot of money to provide the best services for their districts. Each year, money becomes harder and harder to find. Expenses continue to rise and the money coming in stays the same.
- Less new equipment.
- No membership.

Answer: 5 Skipped: 10

Answer #3

- Continued mandated requirements by the state will drive members away especially when there is no benefit to the member – only a certification.
- Fewer responses.
- I am afraid that there will be some departments in Surry County that will have to shut down due to the volunteerism and money situation at these departments.
- Maybe closing some fire depts.
- Department combining.

Question 4

Q4: Is there anything else you would like to share at this time?

Answered: 8 Skipped: 7

- More increased public transparency on the overall costs that the fire departments see/incur.
- We at the City of Mt Airy have a vested interest in our neighboring departments having high quality, trained personnel. We also would like to support seeing our county departments get increased staffing for not only us but the county as a whole. It's been needed for years
- Surry County fire fighters are very dedicated to serving our communities. We do a great job with the equipment we can afford and the money we have to operate on. I think with the info that you will be giving the county it will be an eye opening for them. Maybe hearing something from someone other than us vol. firefighters will help. So, thank your company for coming in and helping. Name is "X" with Franklin Community Vol. Fire Dept. I have been in fire service in Surry for 38 years and I have seen a lot about local government. Fire service has always been at the bottom of Surry County's list.
- After this week of another 9/11, I reflected on the state of fire service prior to that event, immediately after, and now. In the 90's my department and those around us didn't have as many members as we do now. But the expectation was different as well (Fires, wrecks, major medical) and a defensive op was accepted for a rural area. Then 9/11 happens, and the desire to serve spiked along with funding across the country. Also, the expectation moved from a narrow focus to an all-hazards approach. This began the strain placed on current volunteers. More training, more calls,

high expectations, but a servants' heart was common. Now 23 years later the impact of that day has declined and I believe those numbers are back to the 90's level of volunteers, but the expectation and workload has continued to expand. So, what's the final thought on this? We either have to realign our expectation of the services provided this county or search out more effective and efficient systems, whether that is incentives, part-timers, or full-time protection. Either way I think that choice is up to the taxpayers that we all serve.

- I look forward to your visit and I look forward to discussing everything that happens at Westfield Volunteer Fire Department and the services that we provide.
- Each department has the ability to set their own fire tax rate. This is nice because it allows a benefit to residing in certain areas. It is also a problem in that it leads to significant differences in annual budgets. Some areas have low income, low property values, large zoned agriculture districts, and even State Park land that generates no income to the department. Stokes County recognized this as an issue there and combatted it by placing a county wide flat fire tax rate. All fire tax revenue was put into one pot, and the funds then distributed by the fire commission to each department so as not to lead to million-dollar budgets by some and others left wondering how to keep trucks on the road. Surry does not do this. That is why some departments receive nearly $800,000 in tax revenue and others $100,000. For members of the departments not gifted with significant commercial properties in their area, it is a constant slap in the face and morale killer to not be able to afford new equipment. These departments struggle to keep apparatus on the road and the lights on at the station, forced to find alternative means to raise funds while other departments sit back with fat bank accounts, nice equipment, and complain that they have no money.

Subsequently, NCFCC provided outreach to each fire chief in Surry County one-on-one with individual meetings in November 2024 to hear feedback on specific questions related to the overall service delivery system in Surry County. Below are the questions that the consultant asked on site.

Part 1 – 15 fire chiefs responded to our survey to get a solid picture of where the fire service in Surry County is here today in 2024. How do you feel about the most common responses to these three questions?

Q1 As a SYSTEM (not individual fire departments), what do you believe the Surry County fire service is DOING REALLY WELL at this time? In other words,

what are you most proud of when looking at all the fire departments across the county?

- Automatic and Mutual Aid System.
- Relationships and teamwork between departments and fire chiefs.
- Getting responses out to most calls.

Q2: As a SYSTEM (not individual fire departments), what do you believe are the greatest GAPS currently in the fire service across Surry County?

- Lack of personnel necessary to do the jobs – especially volunteers – resulting in some non-responses.
- Lack of communication and relationship/understanding/trust with county commissioners.
- Lack of adequate funding to operate with.

Q3: If conditions don't change in the next five (5) years, what are you MOST WORRIED OR CONCERNED about the fire services of Surry County?

- Loss of volunteers.
- Lack of necessary personnel will result in loss of life, including firefighters.
- Some fire departments shutting down due to lack of necessary funding.

Part 2 – What are your thoughts on these questions about the future of the fire service in Surry County?

Q1 - Funding is a key issue for the fire service in Surry County. What type of funding system or model do you believe is the best next step for Surry County to consider in support your fire department

a. Nothing, the current tax model works well.
b. Do not change the model but increase the current fire tax rates.
c. Provide a countywide tax to support the fire service to better address the haves and have nots.

Q2 – What do you think is most important to consider to reflect the overall hazard and risk in your fire district? Top three please...

- Address Points – locations with addresses
- Area – square miles served
- Call Volume – total workload annually
- Parcels
- Population
- Road Miles
- Tax Valuation

Part 3 – Open Discussion - What have we not already talked about that you think that is important for us to know about as we look to help develop a strategic plan for the fire service in Surry County over the next few years?

Additional department specific questions were asked related to the financial form that the department submitted (All except Ararat).

The following were the key themes that were heard from the fire chiefs across Surry County.

<u>Key Central Themes from Qualitative Discussions with Fire Chiefs</u>

- The Surry County Fire Marshal's Office (FMO) should be allowed to help with large fires or incidents. (11)
- There is a significant need for firefighters at the fire departments, especially weekdays. It is the greatest need to help sustain fire departments as volunteerism changes. The current paid weekday firefighter program is working well and should be expanded. (10)
- There is a strong desire for more regular/structured communication/understanding of fire service needs with the Surry County Commissioners. (6)
- There is a need for the county to help fire departments with volunteer retention and recruitment. (4)
- There is a need for a volunteer firefighter incentive program to be established for Surry County. (3)
- There is a need for Surry County to help with the big-ticket items, such as replacing fire apparatus and facilities. (2)

- There is a need for Surry County to address weekday firefighter staffing – add to the existing program or change the structure to something else. (Fire departments were promised to add one person per year and provide more oversight and that has not happened). (2)
- Each of the following was noted at least once:
  - There is a duplication of work/services with Rescue.
  - Need county fairness across the board with fire departments.
  - Need for better use of the Incident Command System (ICS) in daily operations.
  - Need for fire department boards of directors to be from the community and not a majority composed of firefighters.
  - Need for the county to address fire departments that are not responding to calls.
  - Need for the county to help us with support services in addition to response – such as hose testing, hydrant testing, ladder testing, gear, etc.

OSFM

Surry County

Jimmy Nelson Ashburn
Fire Marshal
1218 State Street, Suite 600
Mount Airy, NC 27030
(336) 783-9040
email: ashburnji@co.surry.nc.us

Chris Knopf
Surry County Manager
P.O. Box 1467
Dobson, NC 27017

Fire Department / Rescue / EMS	Chief / Captain	Address	City / State / Zip	Phone No.	Email Address	FDID
Ararat Volunteer Fire Department, Incorporated	Shane M. Andrews	1415 Ararat Road	Ararat, NC 27007	(336) 374-4608	shane.andrews5055@gmail.com	08663
Bannertown Volunteer Fire Department, Inc.	Christopher Travis Baker	P.O. Box 1114	Mount Airy, NC 27030	(336) 786-4719	bakersangelwings@gmail.com	08675
C. C. Camp Volunteer Fire Department, Inc.	Isaac Dwayne Byrd	1971 CC Camp Road	Elkin, NC 28621	(336) 366-2828	i.byrdcccamp65@gmail.com	08665
Central Surry Volunteer Fire Department, Inc.	Matthew Hall	P.O. Box 85	Dobson, NC 27017	(336) 366-0785	centralsurry@gmail.com	08677
Dobson Fire Department	Michael Fahy	PO Box 351	Dobson, NC 27017	(336) 356-8812	dobsonfiredp@surry.net	08667
Dobson Rescue Squad, Inc.	Ryan Vestal Miller	PO Box 1117	Dobson, NC 27017	(336) 374-4100	rvmiller77@gmail.com	08651
Elkin Emergency Rescue Squad, inc.	Michael R Bovender	940 N. Bridge St	Elkin, NC 28621	(336) 835-4101	elkinrescue840@gmail.com	08652
Elkin Fire Department	Kevin Eugene Wilson	304 N. Front Street	Elkin, NC 28621	(336) 258-8921	kwilson@elkinnc.org	08616
Four-way Volunteer Fire Department, Inc.	William B Crigger	116 McBride Road	Mount Airy, NC 27030	(336) 789-1022	brucecrigger@ymail.com	08668
Franklin Community Volunteer Fire Department, Inc.	Johnny W Hiatt	2136 West Pine Street	Mount Airy, NC 27030	(336) 786-2213	franklinfirechief@gmail.com	08671
Jot-Um-Down Volunteer Fire Department	Nicholas A Miceli	1091 Dobbins Mill Road	Elkin, NC 28621	(336) 366-2820	jud66vfd2018@gmail.com	08666
Mount Airy Fire Department	Zane D Poindexter	PO Box 70	Mount Airy, NC 27030	(336) 786-3570	zpoindexter@mountairy.org	08610
Mount Airy Rescue Squad, Inc.	Nathanael B Webb	PO Box 1053	Mount Airy, NC 27030	(336) 786-6797	mountairyrescuesquad@gmail.com	08653
Mountain Park Rescue Squad, Inc.	Austin Curtis Love	1137 Zephyr Mountain Park Road	State Road, NC 28676	(336) 874-7911	alove@rescue83.org	08656
Mountain Park Volunteer Fire Department, Incorporated	Jeffery Wayne Gullatt	1137 Zephyr-Mountain Park Road	State Road, NC 28676	(336) 874-2241	mpvfdstation69@gmail.com	08669
Pilot Knob Volunteer Fire Department, Incorporated	Damion I. Richardson	PO Box 241	Pilot Mountain, NC 27041	(336) 368-4646	firefighter3.DR@gmail.com	08676
Pilot Mountain Rescue And E.M.S., Inc.	Elijah Timothy Childers	P.O. Box 743	Pilot Mountain, NC 27041	(336) 368-4280	squad86chief@gmail.com	08654
Pine Ridge Volunteer Fire Department, Incorporated	Chris Galyean	1892 Pine Ridge Road	Mount Airy, NC 27030	(336) 789-4490	cpgalyean@surry.net	08664
Shoals Volunteer Fire District, Inc.	Shellie Killgo	P.O. Box 540	Pinnacle, NC 27043	(336) 325-2463	shoals61@gmail.com	08661
Skull Camp Volunteer Fire Department, Incorporated	Brian Glenn Lowe	1215 Carson Creek Road	Lowgap, NC 27024	(336) 352-4902	brian.lowe72@gmail.com	08672
South Surry Volunteer Fire Dept., Inc.	Tony Tilley	123 Tilley Farm Ln	Ararat, NC 27007	(336) 374-5614	totilley@hotmail.com	08674
State Road Volunteer Fire Department, Inc.	Brad Spicer	P.O. Box 1	State Road, NC 28676	(336) 469-3248	bradleyspicer69@gmail.com	08679
Surry County E.M.S.	David Speight	1218 State Street Suite 500	Mount Airy, NC 27030	(336) 783-9000	speightd@co.surry.nc.us	08655
Westfield Volunteer Fire Department, Inc.	Jonathan C Sutphin	181 Bosea Way	Pilot Mountain, NC 27041	(336) 351-2576	sutphinjo@surry.k12.nc.us	08673
White Plains Volunteer Fire Department, Inc.	Grady Garth Badgett	P.O. Box 7010	Mount Airy, NC 27030	(336) 789-5311	badgetg@gmail.com	08678

Firefighter Feedback:

From the fire chief feedback, a survey was created specifically for Surry County firefighters to increase overall inclusiveness. Firefighters throughout Surry County were invited to provide their input to the strategic planning process. A total of 114 firefighters chose to respond to the survey that was provided. Each rank had representation within the survey, with 48% of respondents being firefighters.

Firefighters saw the strongest positives being 1) The automatic and mutual aid system and teamwork, 2) people stepping up and doing their very best, and 3) the relationships between the fire departments in the county. The larger survey generally mirrored the responses from the fire chiefs

The greatest barriers or gaps identified by firefighters included 1) the loss and decrease of volunteers, 2) Funding structures providing “have” and “have not” fire departments within Surry County, and 3) the need to strengthen relationships between the fire service in Surry County and the County Commissioners.

Firefighter’s greatest concerns centered around 1) having enough firefighters to do the work and the need to strengthen retention and recruitment efforts, 2) Fire Departments not receiving enough funding, and 3) Some calls not receiving emergency responses within the county.

The firefighters identified establishing a true high school fire program(s) in the county as being the best move that Surry County could make to strengthen volunteerism. This was closely followed by 2) better educating Surry County residents about the fire service needs and 3) asking state legislators to provide incentives to help volunteer firefighter recruitment and retention. Closely related to volunteerism, firefighters identified the following as the most important issues to them as 1) the significant need for firefighters in the county, especially during weekdays when volunteers are at the lowest availability, and 2) Improving communications between the fire departments and the county commissioners.

As indicators of internal perception, Firefighters were asked to choose three single words that best describe the fire protection service delivery system in 2025. Approximately 56% of the 311 total words used were associated with positive attributes, with approximately 44% associated with negative attributes. When asked about the overall quality of services currently provided by their fire department, approximately 60% of respondents stated that they were either satisfied or very satisfied. When asked about the overall effectiveness of the fire and rescue services, approximately 61% of respondents stated that they were either satisfied or very satisfied.

To gain a higher degree of inclusiveness, a survey was provided to all firefighters in Surry County. This additional perspective from firefighters who are answering the emergency calls is valuable when modeling systems for the future. The following is the invitation to participate and the results of the survey.

North Carolina Fire Chief Consulting
3140 Abingdon Place
Burlington, North Carolina 27215
(336) 266-7998
ggrayson@NCFireChief.com
www.NCFireChief.com

December 1, 2024

To: All Surry County Firefighters

THANKS to the fire chiefs in Surry County for working with us over recent weeks gathering information about the fire and rescue service delivery system in Surry County as we work to help provide a strategic plan for the fire service for the years ahead. We have received important information from the fire chiefs and now would like to extend the opportunity to all firefighters in Surry County to provide your valuable input about your perspective on what you see as the overall county fire service system's greatest strengths, gaps, and perceptions.

The fire chief's input has allowed us to assemble a survey to gage what the collective fire service sees as the highest priorities, which will help with the strategic plan for the next few years. We also want to make sure that everyone has an opportunity to give input. Please take a few minutes to participate in this survey with only ten (10) questions. It won't take much of your time, but your contribution will be most important to this process. Please complete this survey by **5pm Friday, December 20, 2024**. There is a QR code below that you may choose to use, or the link to this survey is:

https://www.surveymonkey.com/r/SurryCountyFirefighters

Please know that this survey is anonymous. We are an independent contractor and we are not tracking who responses come from. We are simply interested in collecting what you have to say and reporting the summaries of the responses. Thanks for your cooperation and support. More importantly, thank you for your dedicated service to the people of Surry County!

Sincerely,

Gregory H. Grayson
Chief Officer

"Strengthening fire and rescue service delivery systems through continuous improvement."

INTRODUCTION/OVERVIEW:

This report provides feedback on Surry County Firefighter's feedback on strategic planning. The feedback was collected from 114 Surry County Firefighters via Survey Monkey. This report will be a comprehensive overview of the firefighter's opinions. The survey consisted of 8 questions.

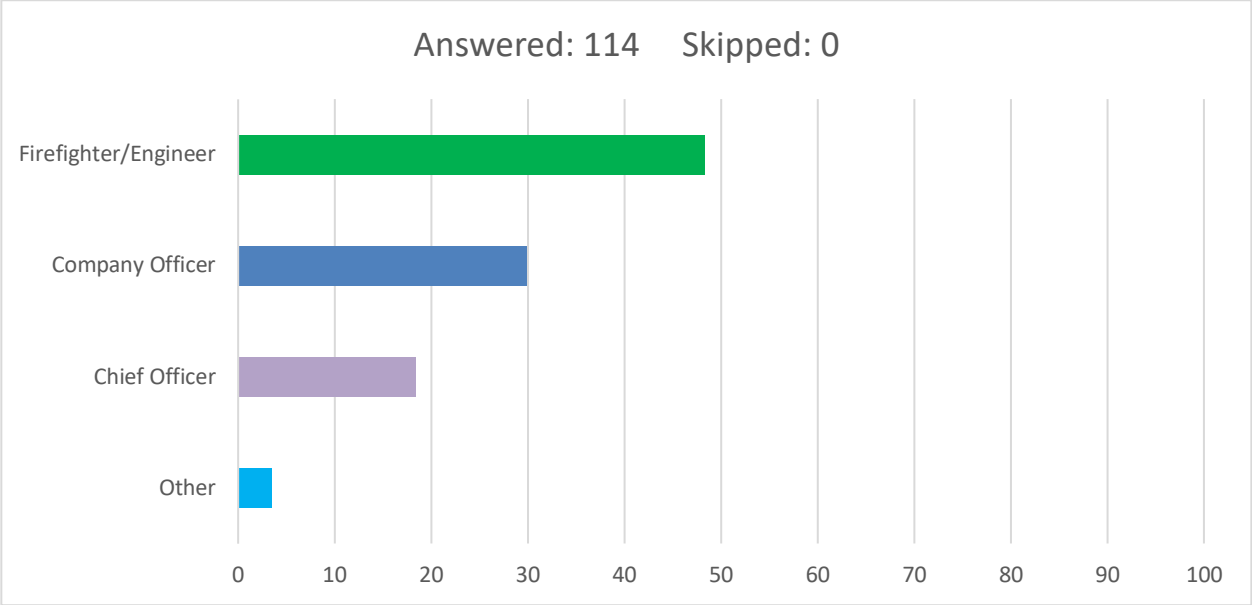
BREAKDOWN:

The report will examine the breakdown of the 10 questions.

SURVEY QUESTIONS

Question 1

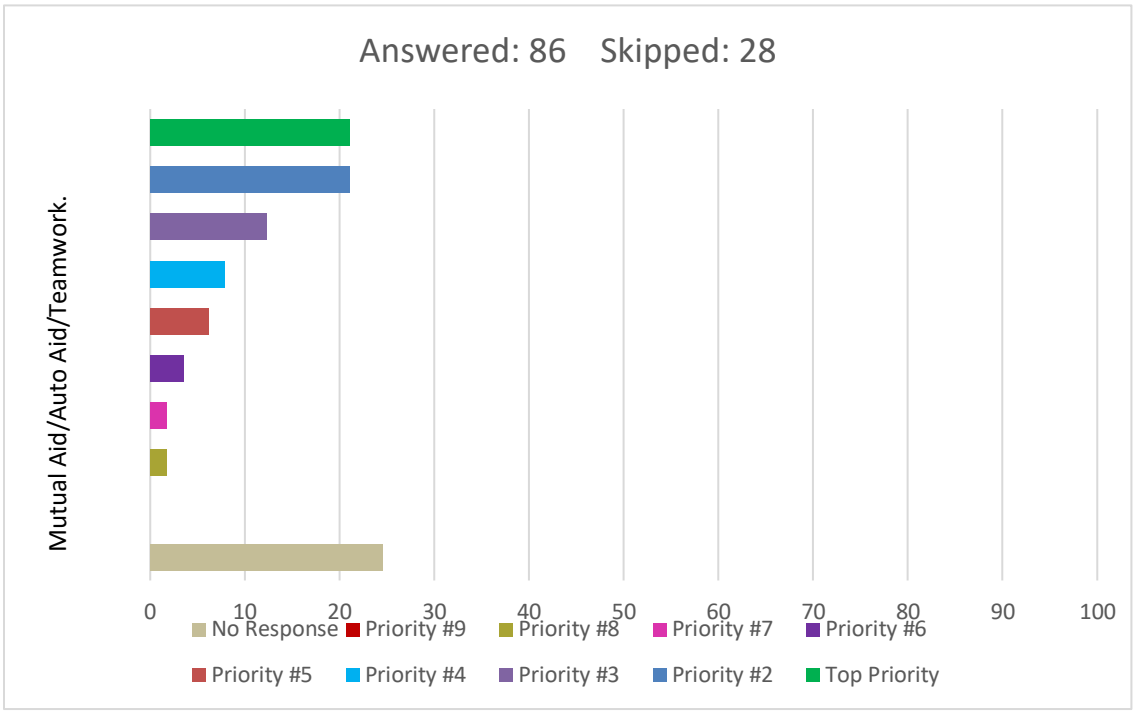
Q1 What rank best represents the rank that you currently hold?

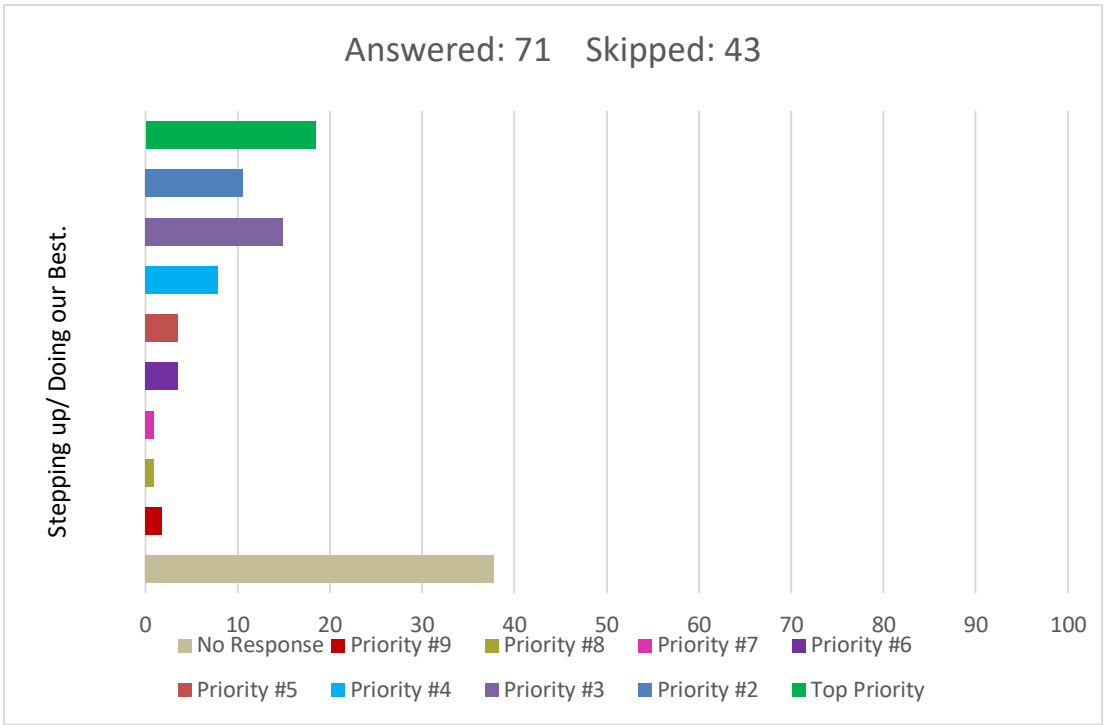


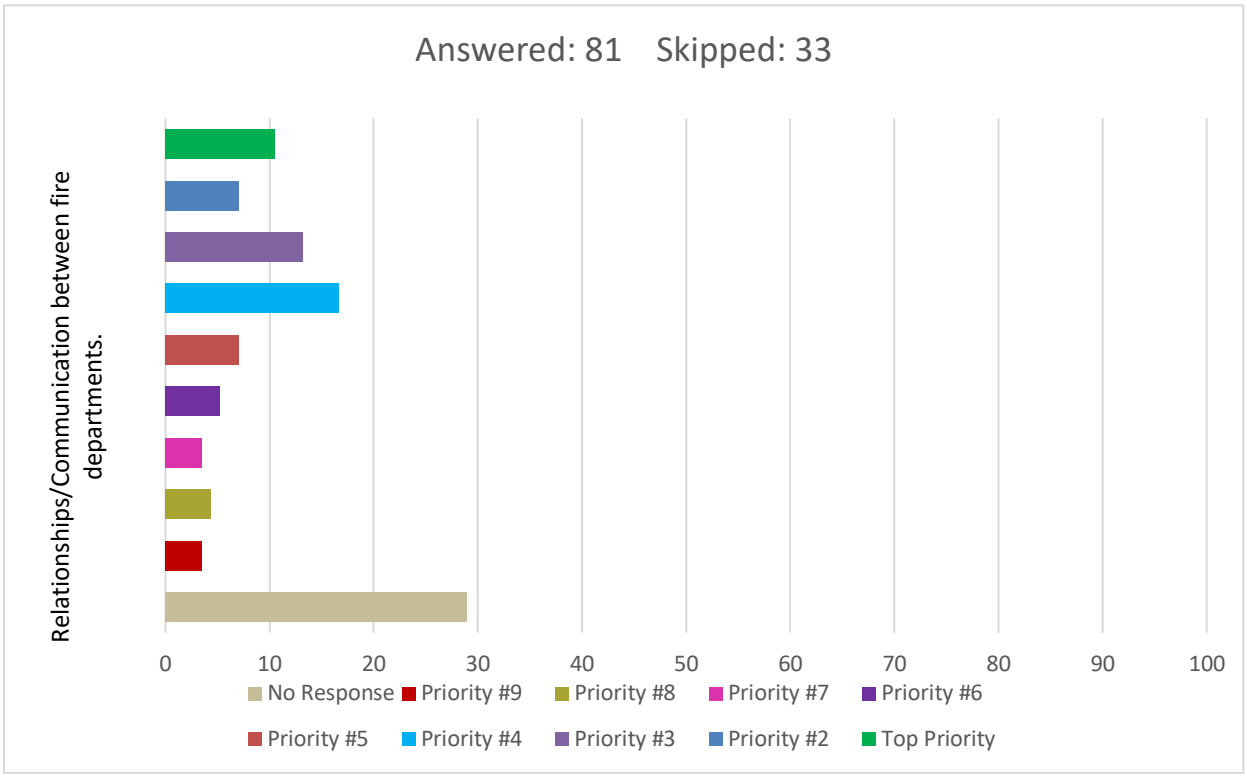
ANSWER CHOICES	RESPONSES	
Firefighter/Engineer	48.25%	55
Company Officer	29.82%	34
Chief Officer	18.42%	21
Other	3.51%	4
Total Respondents:		114

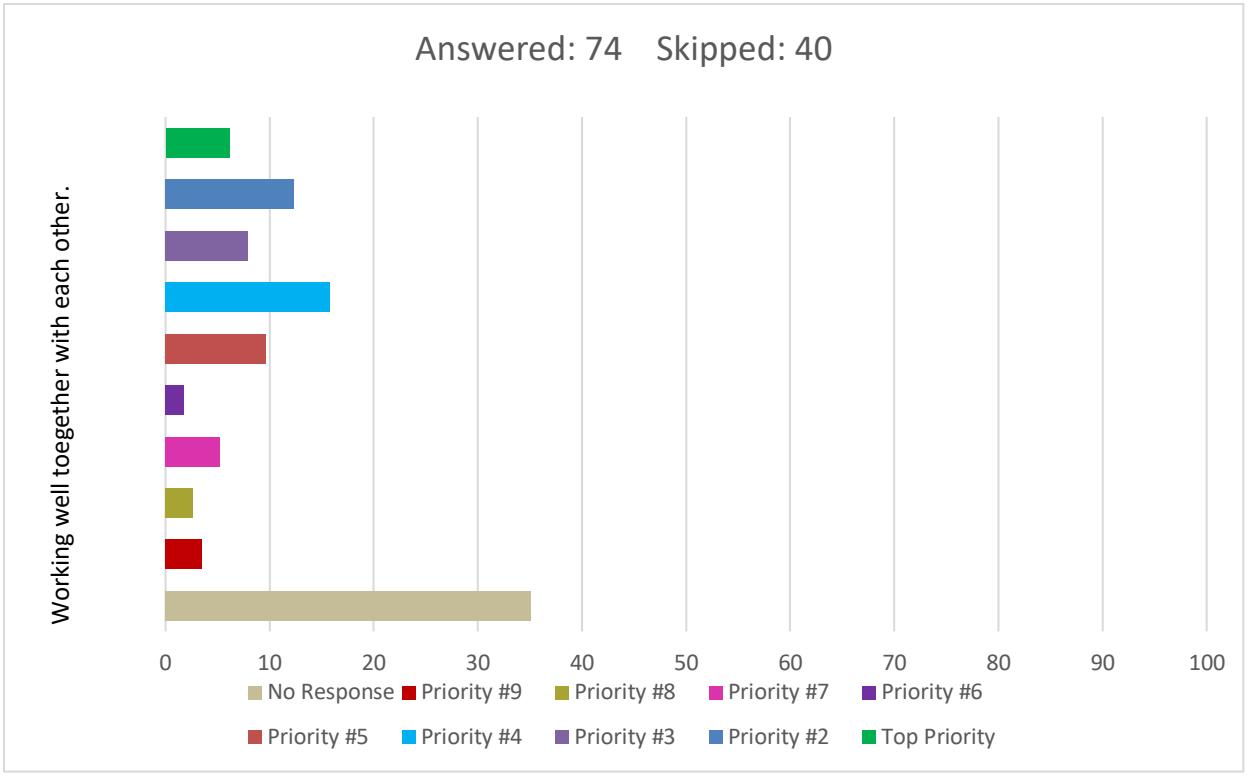
Question 2

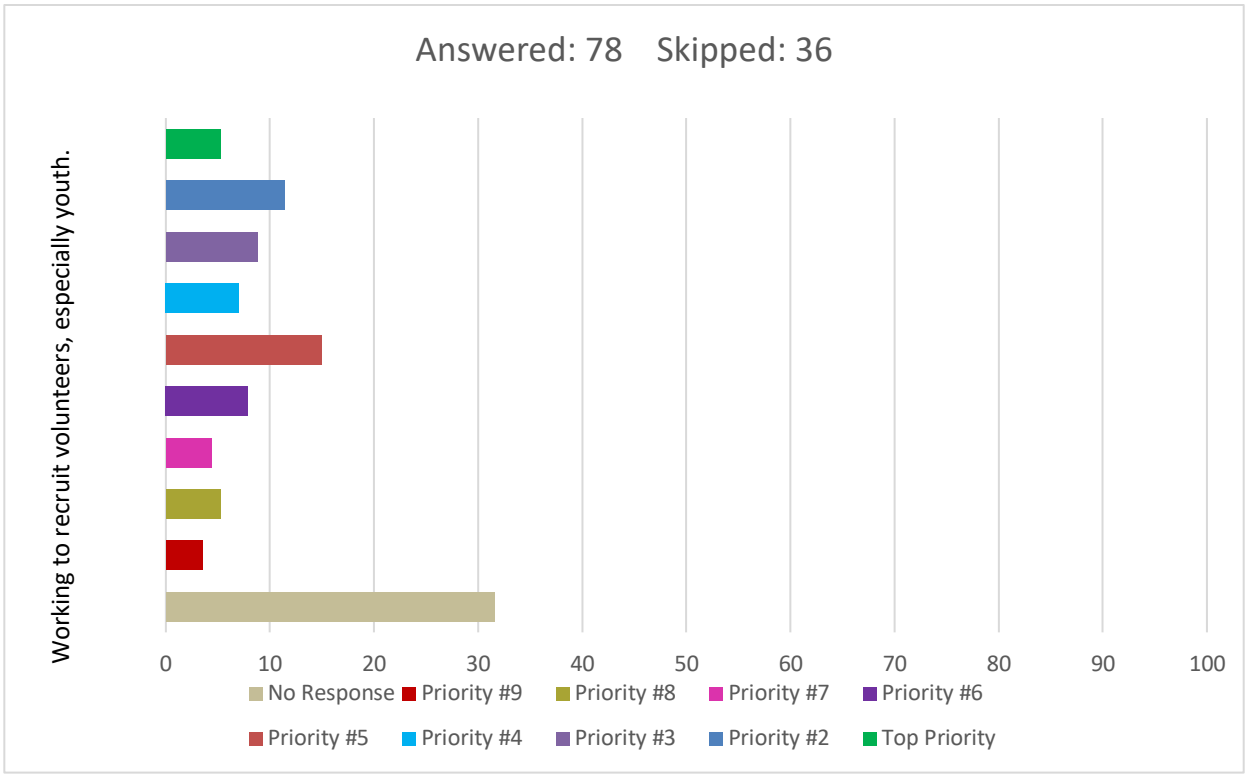
Q2 What do you identify as the greatest strength of the fire and rescue service delivery system in Surry County? What are you most proud of about the fire and rescue services provided by the fire departments throughout Surry County? Please place these in your priority order.

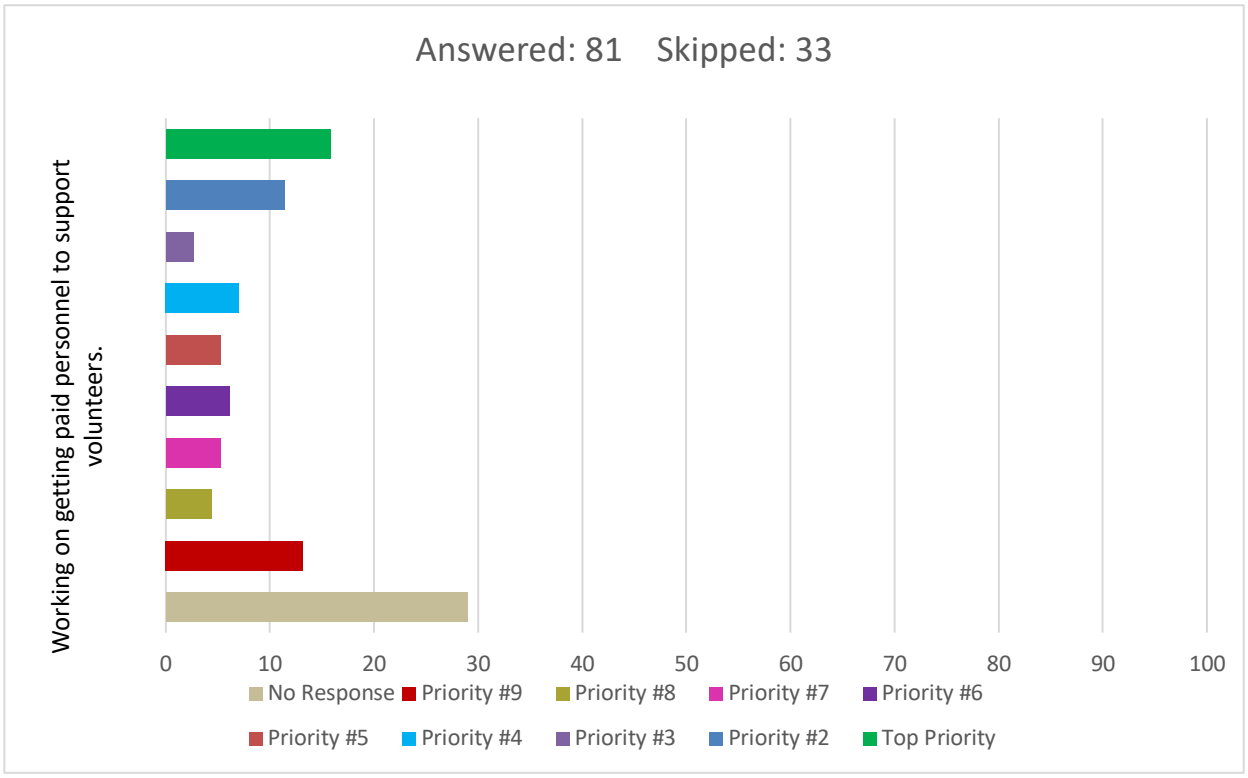


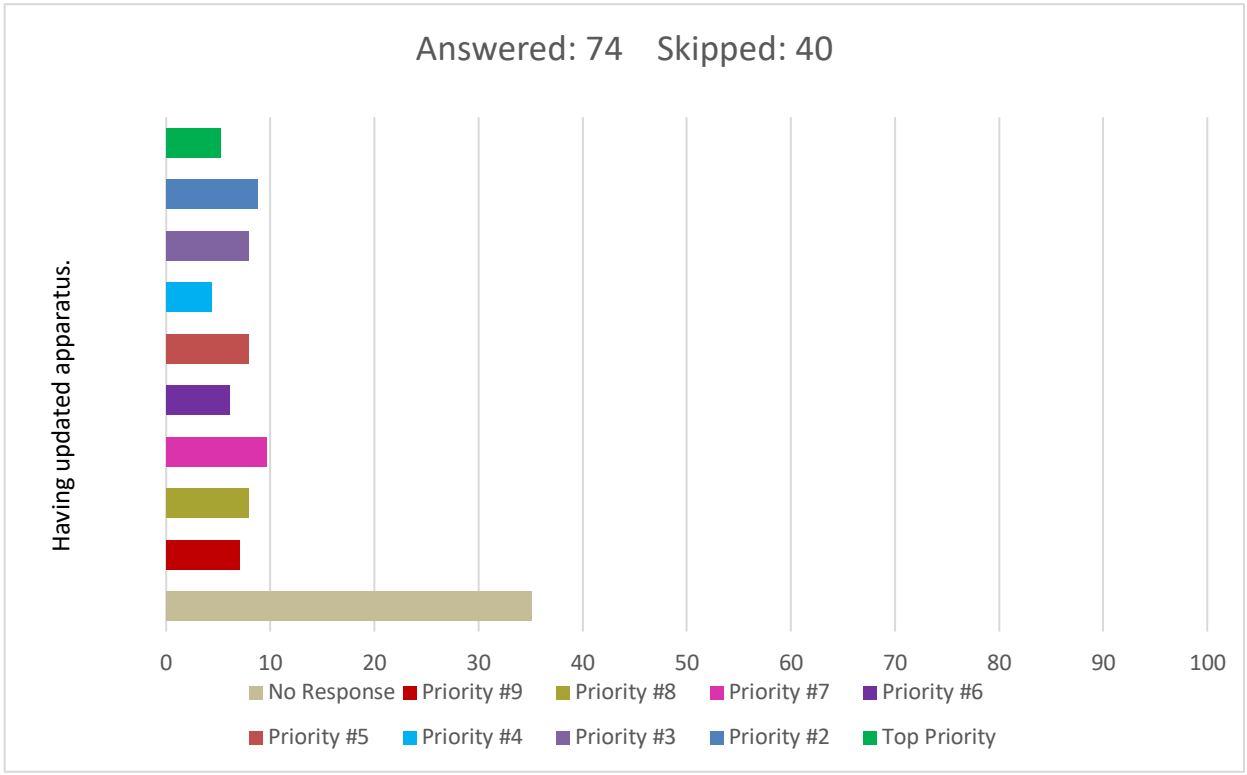


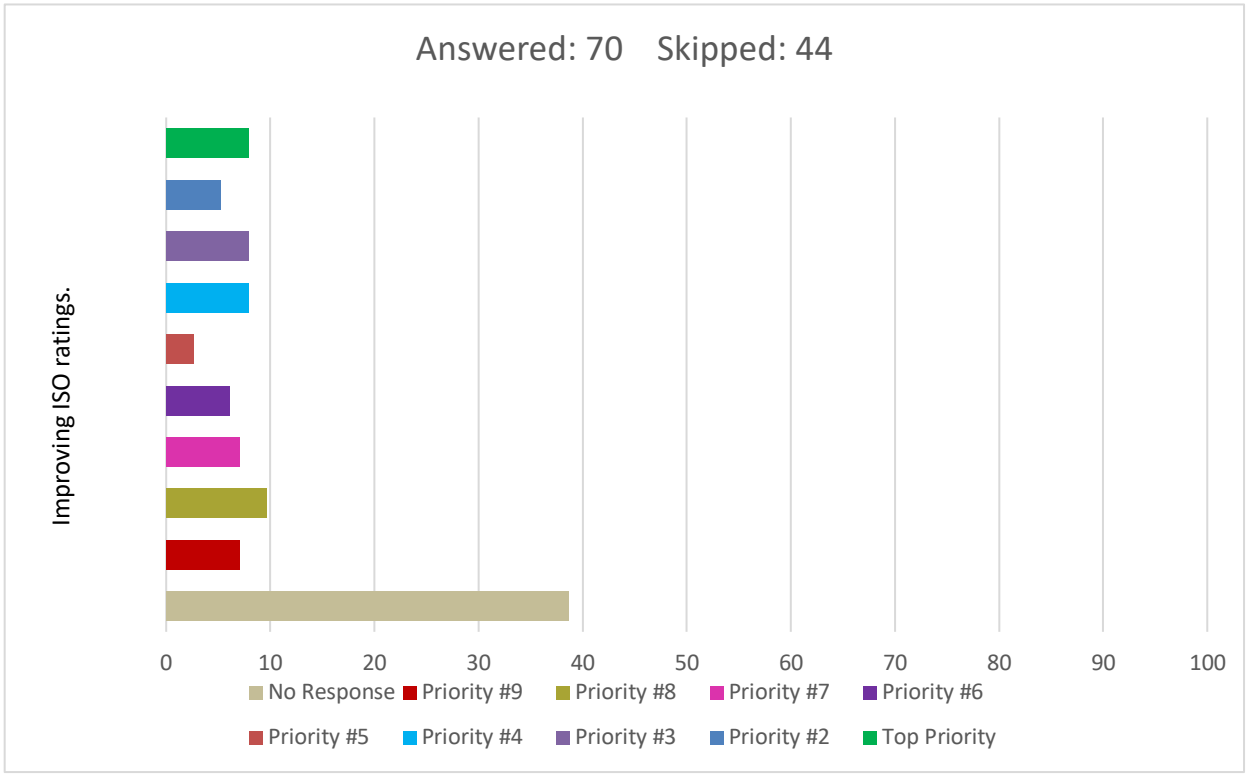

Answered: 81 Skipped: 33
Relationships/Communication between fire departments.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority

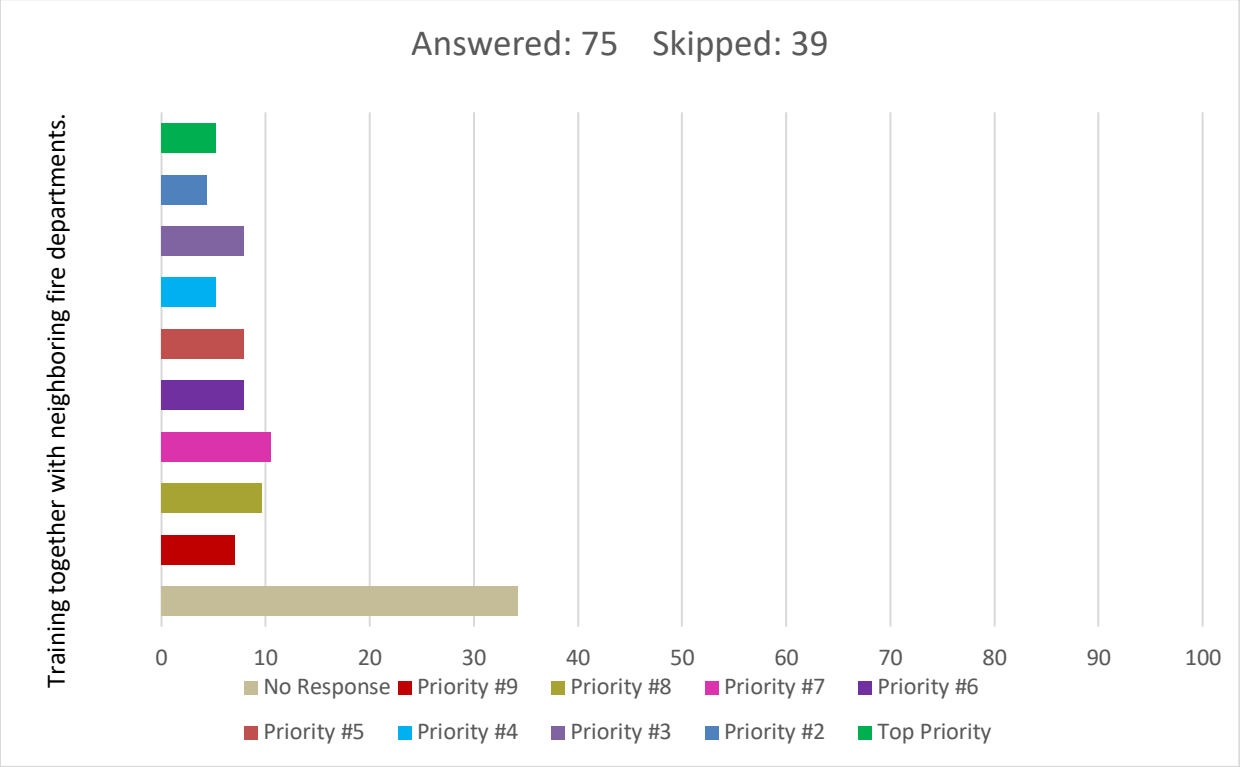

Answered: 74 Skipped: 40
Working well toegether with each other.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 78 Skipped: 36
Working to recruit volunteers, especially youth.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 81 Skipped: 33
Working on getting paid personnel to support volunteers.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 74 Skipped: 40
Having updated apparatus.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 70 Skipped: 44
Improving ISO ratings.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #9
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority



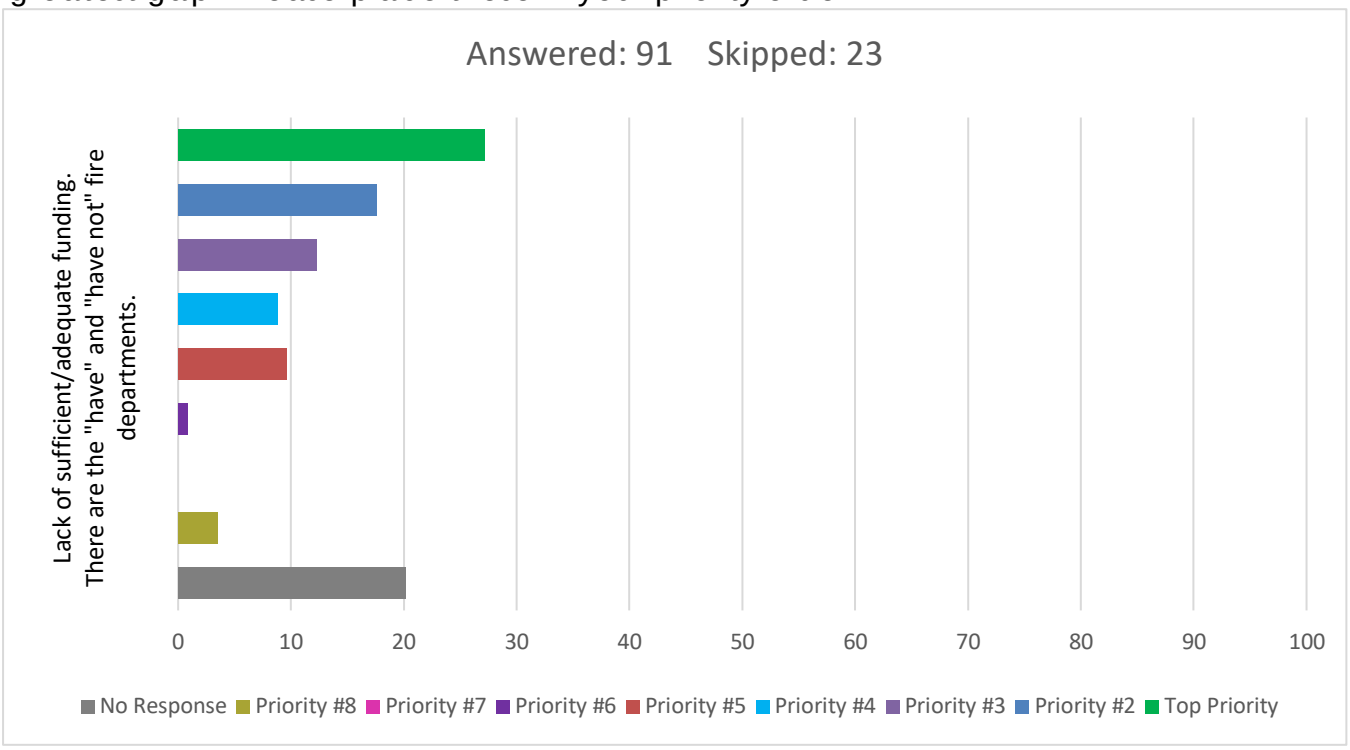
	TOP	#2	#3	#4	#5	#6	#7	#8	#9	No Resp	TOTAL
Mutual Aid/Auto Aid/Teamwork	21.05% 24	21.05% 24	12.28% 14	7.89% 9	6.14% 7	3.51% 4	1.75% 2	1.75% 2	0.00% 0	24.56 28	114
Stepping up/Doing our best.	18.42% 21	10.53% 12	14.91% 17	7.89% 9	3.51% 4	3.51% 4	0.88% 1	0.88% 1	1.75% 2	37.72% 43	114
Relationships/Communication between fire departments.	10.53% 12	7.01% 8	13.16% 15	16.67% 19	7.01% 8	5.26% 6	3.51% 4	4.39% 5	3.51% 4	28.95 33	114
Working well together with each other.	6.14% 7	12.28% 14	7.89% 9	15.79% 18	9.65% 11	1.75% 2	5.26% 6	2.63% 3	3.51% 4	35.09% 40	114
Working to recruit volunteers, especially youth.	5.26% 6	11.40% 13	8.77% 10	7.01% 8	14.91% 17	7.89% 9	4.39% 5	5.26% 6	3.51% 4	31.58% 36	114
Working on getting paid personnel to support volunteers.	15.79% 18	11.40% 13	2.63% 3	7.01% 8	5.26% 6	6.14% 7	5.26% 6	4.39% 5	13.15% 15	28.95% 33	114
Having updated apparatus.	5.26% 6	8.77% 10	7.89% 9	4.39% 5	7.89% 9	6.14% 7	9.65% 11	7.89% 9	7.01% 8	35.09% 40	114
Improving ISO Ratings	7.89% 9	5.26% 6	7.89% 9	7.89% 9	2.63% 3	6.14% 7	7.01% 8	9.65% 11	7.01% 8	38.60% 44	114
Training together with neighboring fire departments.	5.26% 6	4.39% 5	7.89% 9	5.26% 6	7.89% 9	7.89% 9	10.53% 12	9.65% 11	7.01% 8	34.21% 39	114

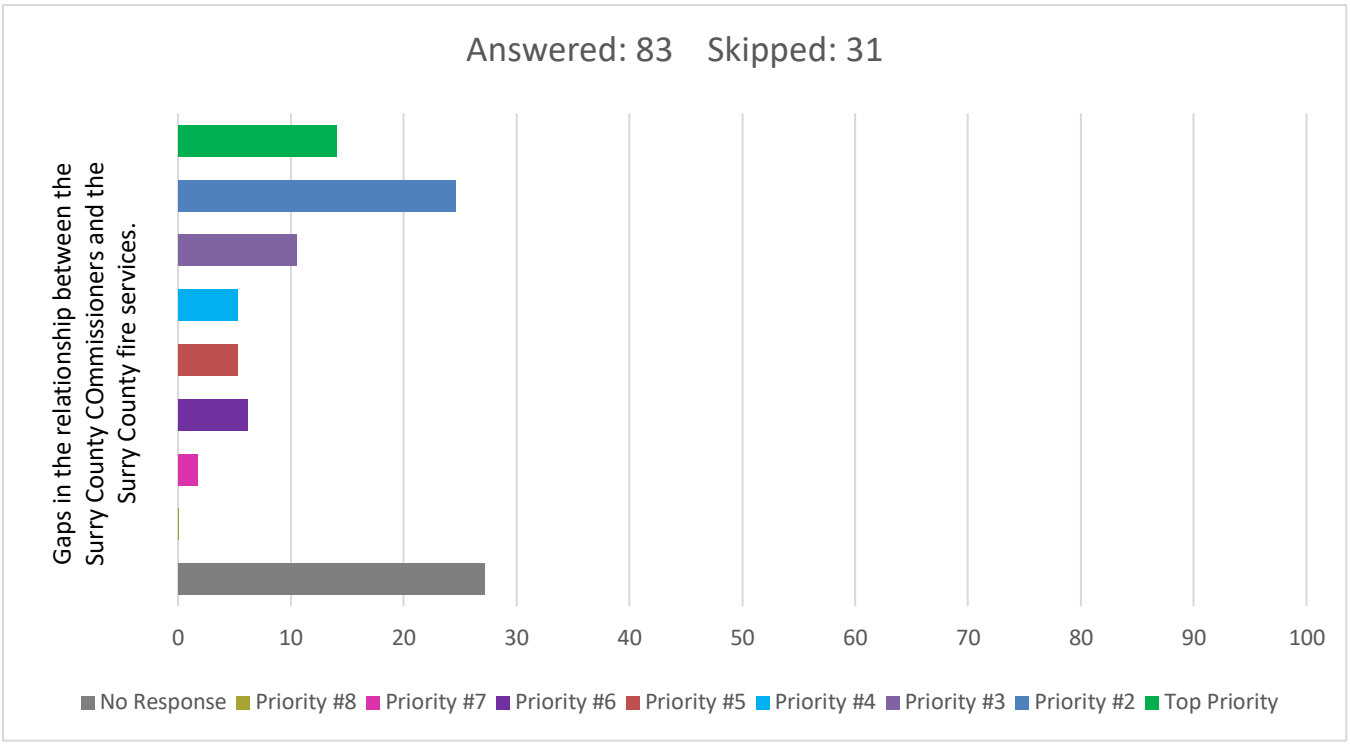
Question 2 Comments:

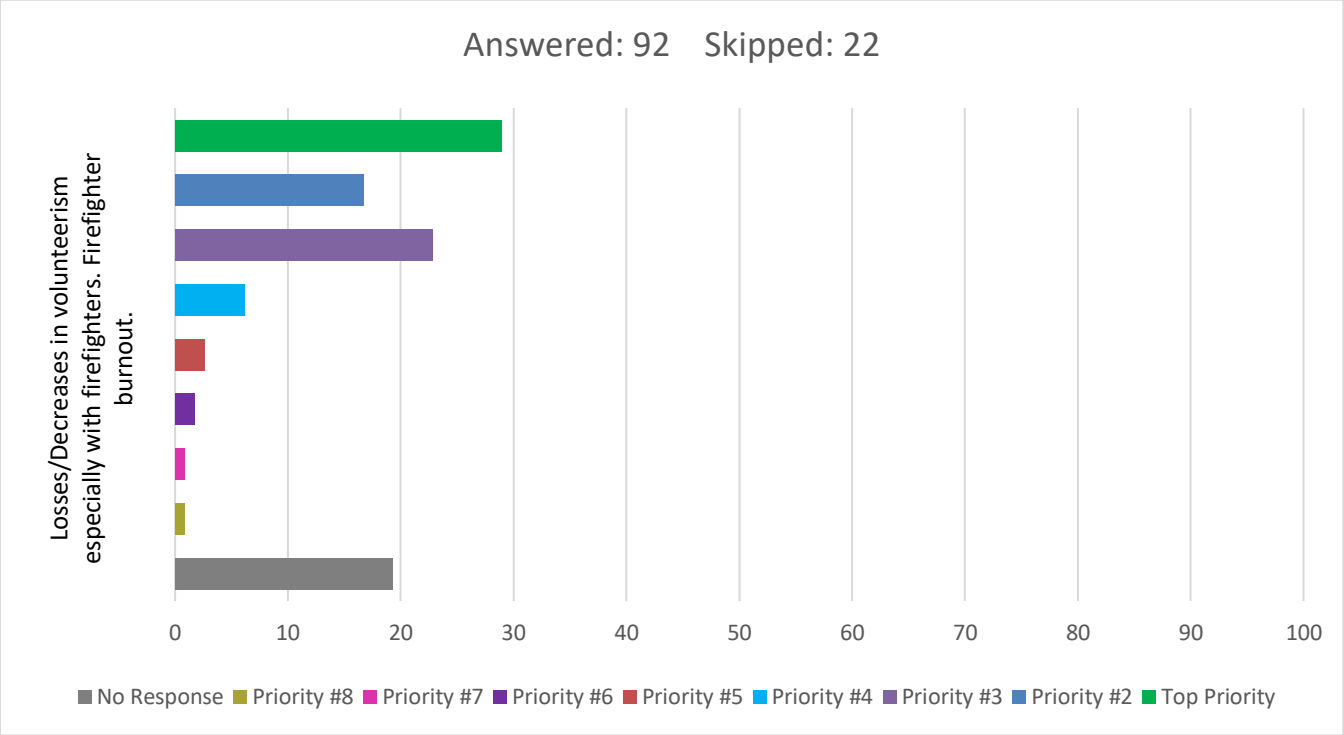
- The greatest strength is the older folks that still just want to help people and the community.
- Hard to get departments to work together and train together. It's like them vs us, not the same team aspect.
- Note: Most Surry County Fire Departments already have Updated Apparatus. Having adequately trained personnel to drive and operate the trucks is the most important issue nationwide! Due to the nature of volunteerism being a thing of the past and the lack of new volunteers entering the fire service is paramount.
- All need work.
- Better assistance with law on traffic control.
- 20 year veteran of the Surry County Fire service. None of these cover the real issues or what the majority of departments see as a "priority." Call me at "x" if you'd like more info.
- A combination of all. We are all trying to be the best we can be as a county and helping each other out anyway we can. By training mutual aid.
- Need to raise the pension.
- Community involvement!!!
- I don't think the fire department's focus is on what they need to focus on. They are all too busy building big trucks and working about who has the nicest stuff. They never train with neighboring departments or hardly train their own properly. The CHIEFS are too worried about not having all the power over their district, almost childish. They need to focus on recruiting, training and then trucks most departments have nice trucks.

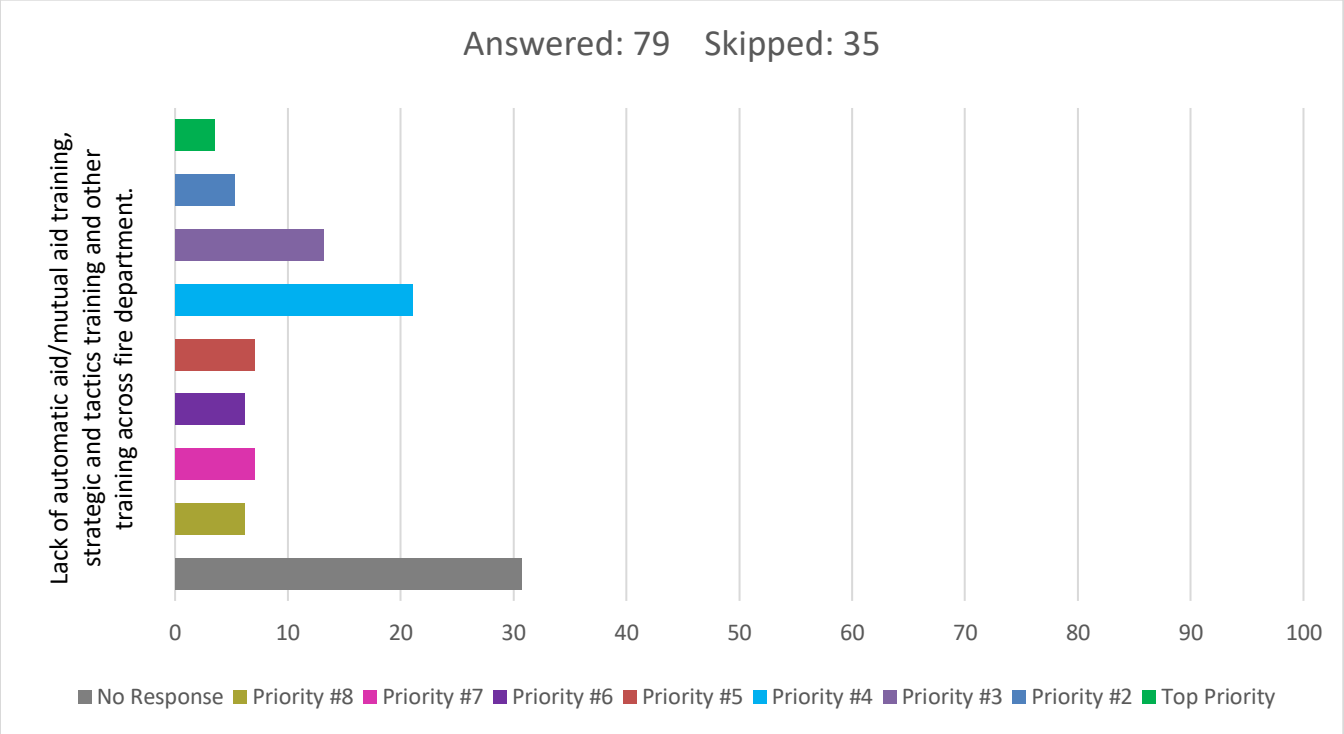
Question 3

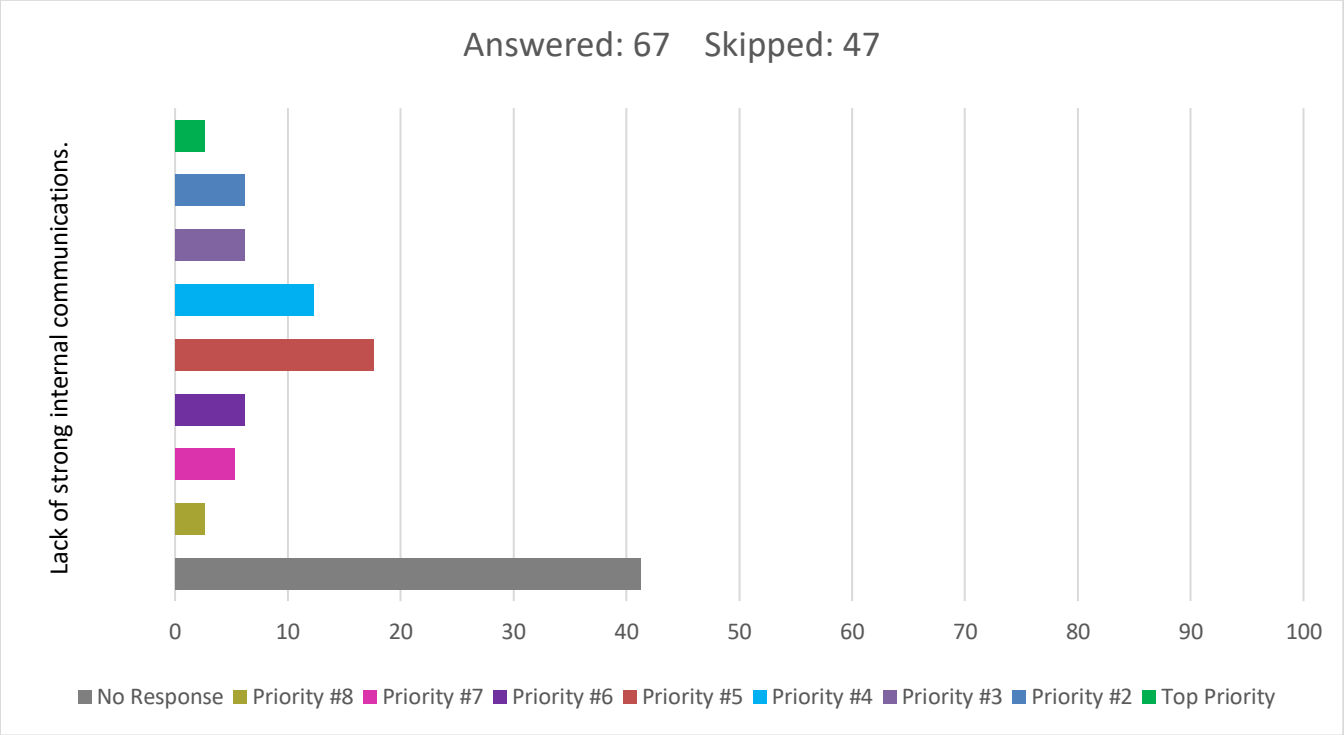
Q3: What do you identify as the greatest weaknesses needing the most attention within the fire and rescue service delivery system in Surry County? Where is the greatest gap? Please place these in your priority order.

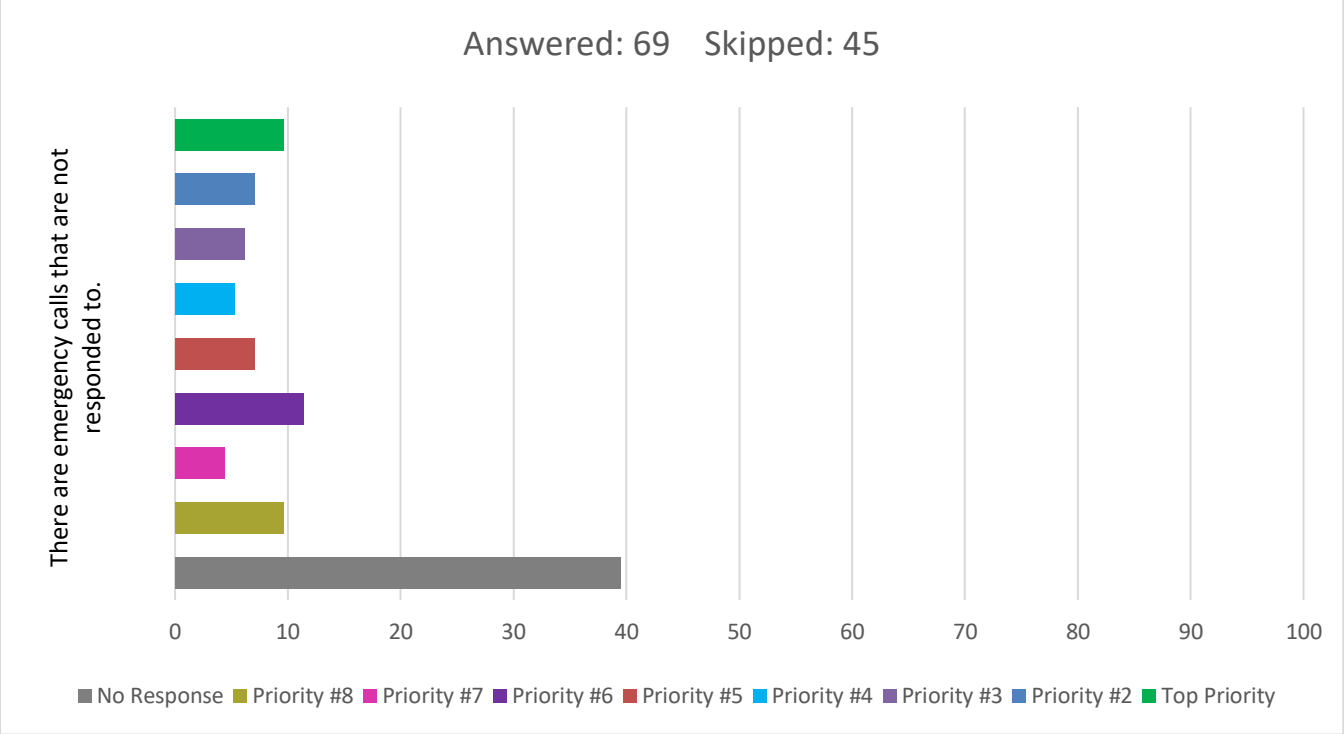


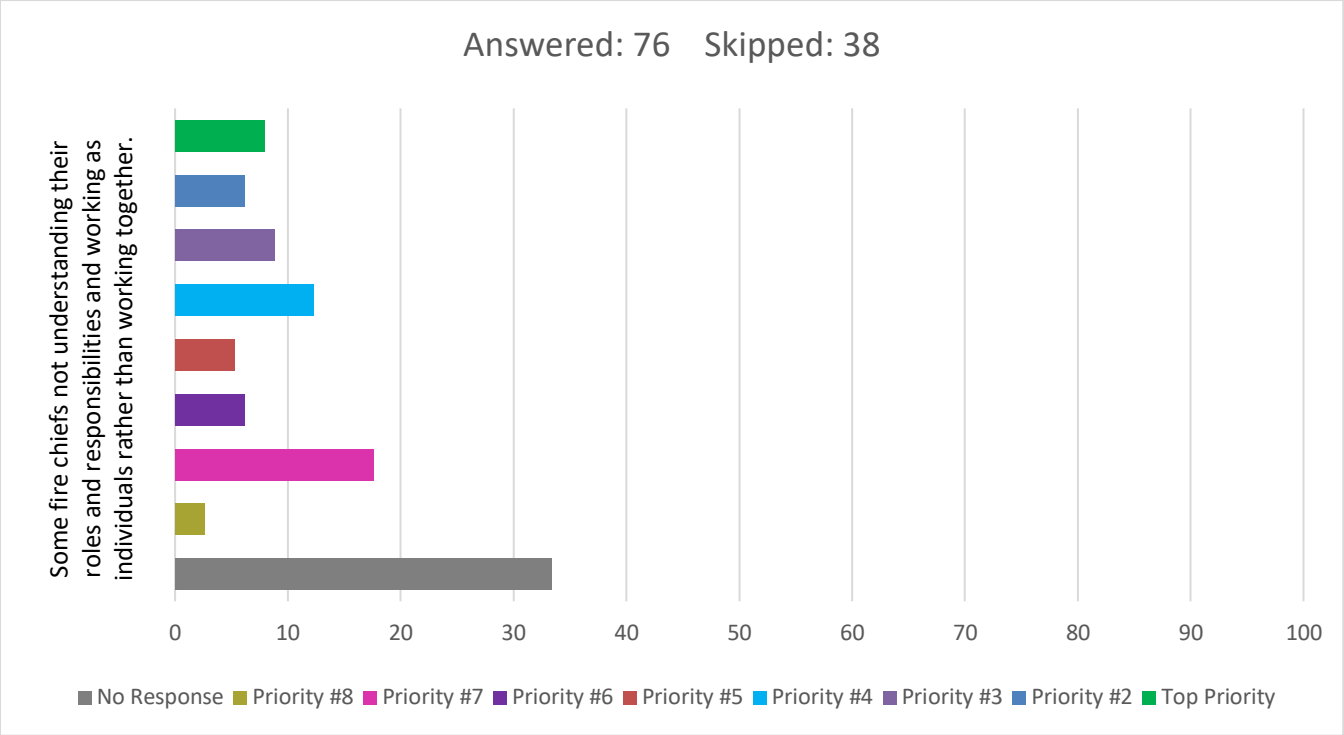


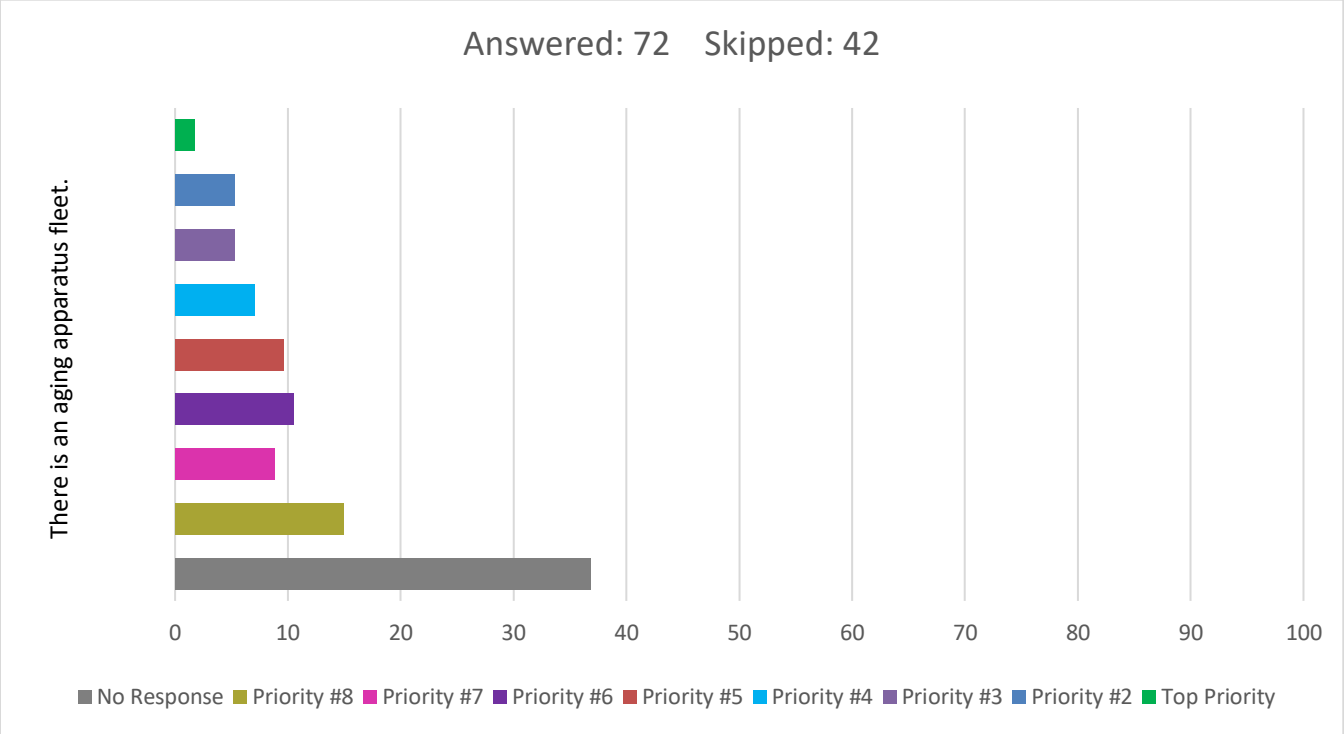

Answered: 92 Skipped: 22
Losses/Decreases in volunteerism especially with firefighters. Firefighter burnout.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 79 Skipped: 35
Lack of automatic aid/mutual aid training, strategic and tactics training and other training across fire department.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 67 Skipped: 47
Lack of strong internal communications.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 69 Skipped: 45
There are emergency calls that are not responded to.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 76 Skipped: 38
Some fire chiefs not understanding their roles and responsibilities and working as individuals rather than working together.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


Answered: 72 Skipped: 42
There is an aging apparatus fleet.
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #8
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority

	TOP	#2	#3	#4	#5	#6	#7	#8	No Resp	TOTAL
Lack of sufficient/adequate funding. There are the "have" and the "have not" fire departments.	27.19% 31	17.54% 20	12.28% 14	8.77% 10	9.65% 11	0.88% 1	0.00% 0	3.51% 4	20.18 23	114
Gaps in the relationship between the Surry County Commissioners and the Surry County fire service.	14.04% 16	24.56% 28	10.53% 12	5.26% 6	5.26% 6	6.14% 7	1.75% 1	5.26% 6	27.19% 31	114
Losses/Decreases in volunteerism, especially with firefighters. Firefighter burnout.	28.95% 33	16.67% 19	22.81% 26	6.14% 7	2.63% 3	1.75% 2	0.88% 1	0.88% 1	19.30% 22	114
Lack of automatic aid/mutual aid training, strategic and tactics training and other training across fire departments.	3.51% 4	5.26% 6	13.16% 15	21.05% 24	7.02% 8	6.14% 7	7.02% 8	6.14% 7	30.70% 35	114
Lack of strong internal communications.	2.63% 3	6.14% 7	6.14% 7	12.28% 14	17.54% 20	6.14% 7	5.26% 6	2.63% 3	41.23% 47	114
There are emergency calls that are not responded to.	9.65% 11	7.02% 8	6.14% 7	5.26% 6	7.02% 8	11.40% 13	4.39% 5	9.65% 11	39.47% 45	114
Some fire chiefs not understanding their roles and responsibilities and working as individuals rather than working together.	7.89% 9	6.14% 7	8.77% 10	12.28% 14	5.26% 6	6.14% 7	17.54% 20	2.63% 3	33.33% 38	114
There is an aging apparatus fleet.	1.75% 2	5.26% 6	5.26% 6	7.02% 8	9.65% 11	10.53% 12	8.77% 10	14.91% 17	36.84% 42	114

Question 3 Comments:

- Lack of paid staff.
- Lack of knowledge when purchasing equipment/apparatus. Buying what the department wants rather than what the citizens need.
- The biggest gap is the 911 center. Not giving info or getting it from the caller. The other big gap is the state!!! Demanding a lot from volunteers, here in our county we take pride in what we do and it is hard to do training and work a full-time job. The state does not have a clue what we do!!!!
- Lack of help from the fire marshal's office, no preplan info or hydrant flowing. Was given this info years ago but not now. No info shared from calls or pre plans. Also no help on calls like before.
- I feel that the county commissioners are not aware or ignore the fact of the need in the fire departments in the county. When we have emergency calls dispatched and no response from the primary agency and outside agencies have to respond and have increased response times. This is a "MAJOR" concern that needs to be taken seriously, paid staffing (part or

full time) would help with this issue. I do not think they realize the liability potential effects that this has on departments and county.

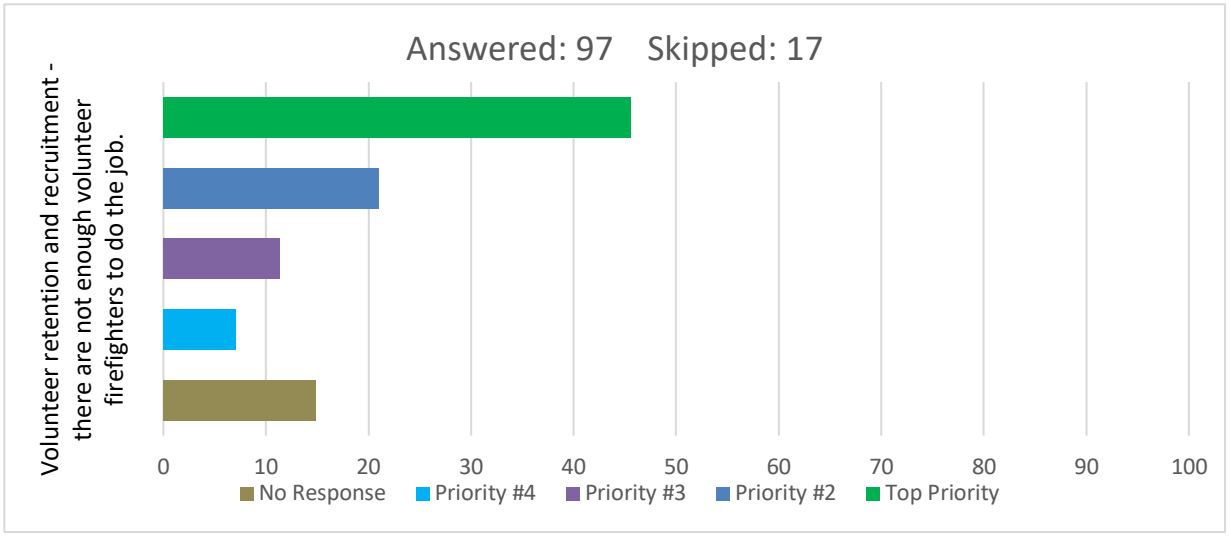
- Lack of volunteers and not enough funding for paid personnel. The current volunteers experiencing firefighter burn out due to the increase of calls. Example, I personally work 40 to 50 at my job, some nights getting in the bed late or getting woken up at 2 am going on a call then having to be to work at 7 am. The late 80's, my department ran approx. 60 to 80 fire calls per year, average responses were 15 to 20 responders. Current day, my department runs approx. 350 to 400 fire and medical calls per year, average response 2 to 9, according to the time of day.
- All fire chiefs should be required to be certified Firefighters and Fire Officer certified.
- Departments do not do trainings together as much as they should. Meet a minimum requirement for iso. The four times a year is not enough. We have departments that have multi million dollar departments and so many vehicles yet not enough people to fill all the seats in the apparatus.
- The Surry County Commissioners have an extremely difficult issue that they will have to face in the next two years. The issue of course is the lack of trained firefighters to answer fire calls. Once that number diminishes ALL ISO Fire Department Ratings will plummet and homeowner insurance rates will skyrocket. At that point the taxpayers probably won't be pointing their fingers at the volunteers but at the Surry County Commissioners. Paid Staffing – Surry County Paid Staffing will become a reality. Everyone should have seen this coming 10 years ago and now we are already having to dispatch 4 stations on structure fires and the SC Commissioners still are no closer to finding a fix to this problem than they were 5 years ago. Put paid staff in the departments with the highest risk hazards. An example of this is C.C. Camp VFD. They have 2 Rivers, 10.5 miles of interstate 77, Elkin Airport which is satellite annexed by Elkin but C.C. Camp is 30 seconds away and will always be there first), Duke Energy Substations, A G&B Energy Bulk Propane Storage Facility (With several 10,000 storage gallon tanks), Ultimate Raceway (Old Friendship Speedway), multiple churches and more industry than several of the other Surry County Volunteer Fire Departments put together. These include Weyerhaeuser, Two huge feed mills (Wayne/Sanderson and Pardue), Several poultry farms, Candle Corporation of America, East Coast Mill Work, Southern Railroad that runs parallel with the Yadkin River from the West Side of the County to the East Side of the County, and several other exposures. One example of poor planning was instead of placing the paid staff in high risk areas like the C.C. Camp Fire District that has hundreds of calls a year one was place at Jot-Um-Down which is a small department with low call volumes and minimal high risks areas or businesses. I'm not sure how that happened but that was

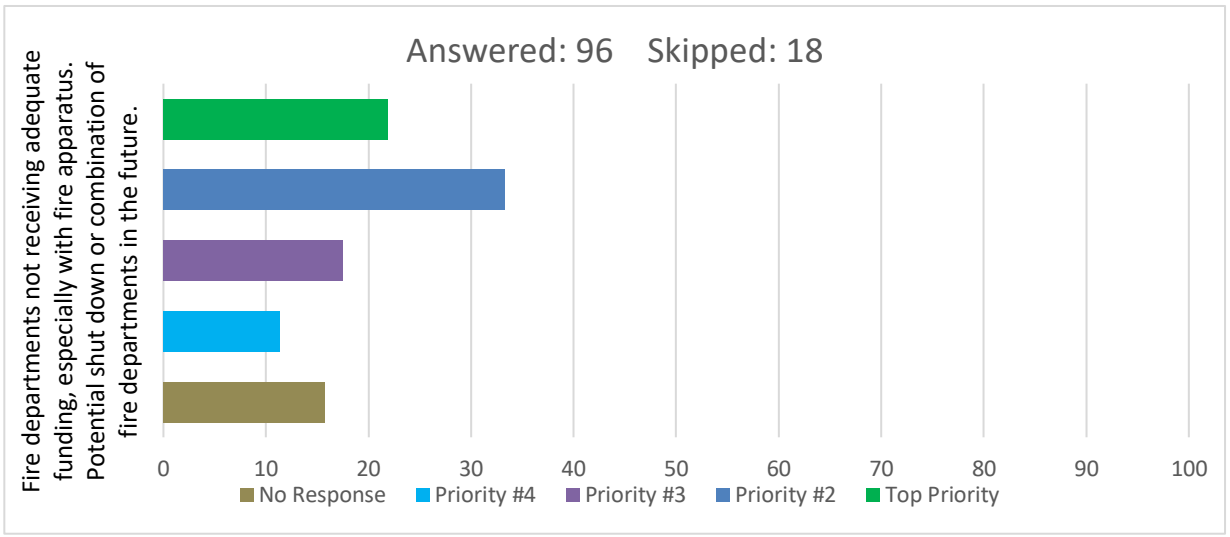
not the best utilization of the funds that were and are still being spent for that program that was stopped.

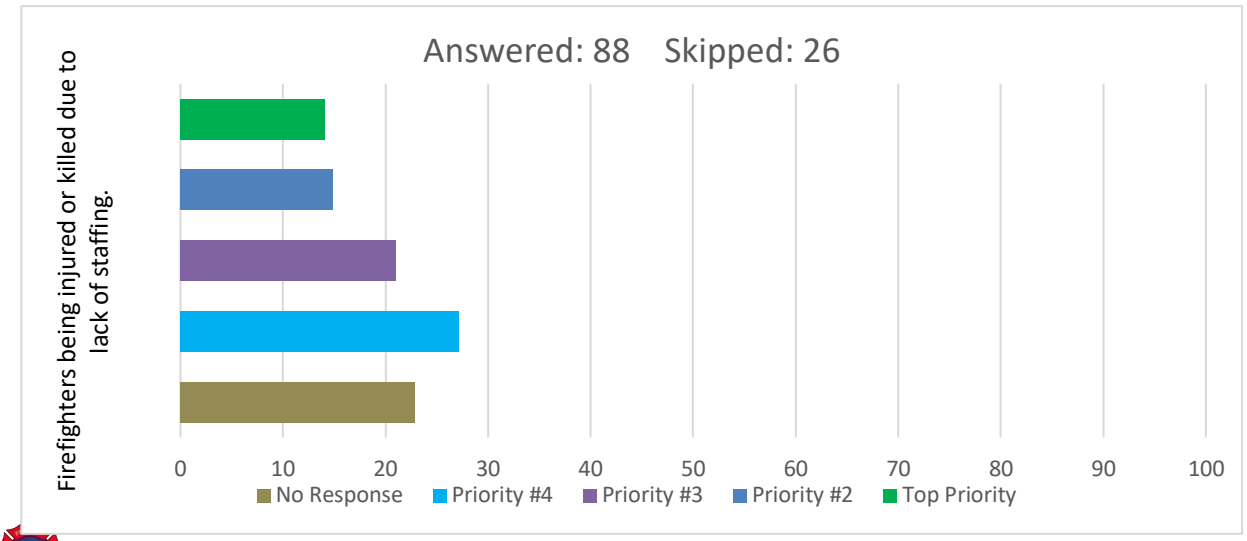
- Lack of checks and balances in some departments.
- Again call “x”.
- The greatest weakness is that the county commissioners don’t stand up and help that fire and reduce departments out and stand up for them. They just want to do what they want and get rid of what we do as volunteers.
- Need to raise the pension
- Chiefs family members being promoted to officers with fire training!!!!!!!
- Chiefs not trained and have a lack of knowledge of what the core mission of the Fire Service is. Wanting to do it “their way” and not wanting to be a team player and work together.

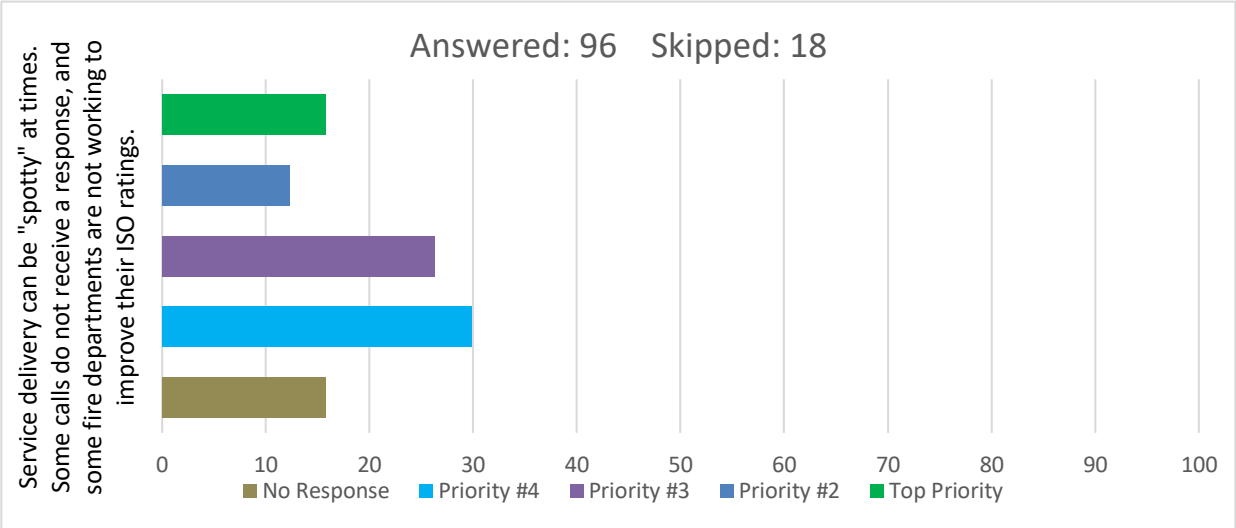
Question 4.

Q4: What do you identify as the greatest concerns that worry you the most about the Surry County fire and rescue service. Please place these in your priority order.









	TOP PRIORITY	PRIORITY #2	PRIORITY #3	PRIORITY #4	NO RESP.	TOTAL
Volunteer retention and recruitment – there are not enough volunteer firefighters to do the job.	45.61% 52	21.05% 24	11.40% 13	7.02% 8	14.91% 17	114
Fire departments not receiving adequate funding, especially with fire apparatus. Potential shut down or combination of fire departments in the future.	21.93% 25	33.33% 38	17.54% 20	11.40% 13	15.79% 18	114
Firefighters being injured or killed due to lack of staffing.	14.04% 16	14.91% 17	21.05% 24	27.19% 31	22.81% 26	114
Service delivery can be “spotty” at times. Some calls do not receive a response, and some fire departments are not working to improve their ISO ratings.	15.79% 18	12.28% 14	26.32 30	29.82% 34	15.79% 18	114

Question 4 Comments:

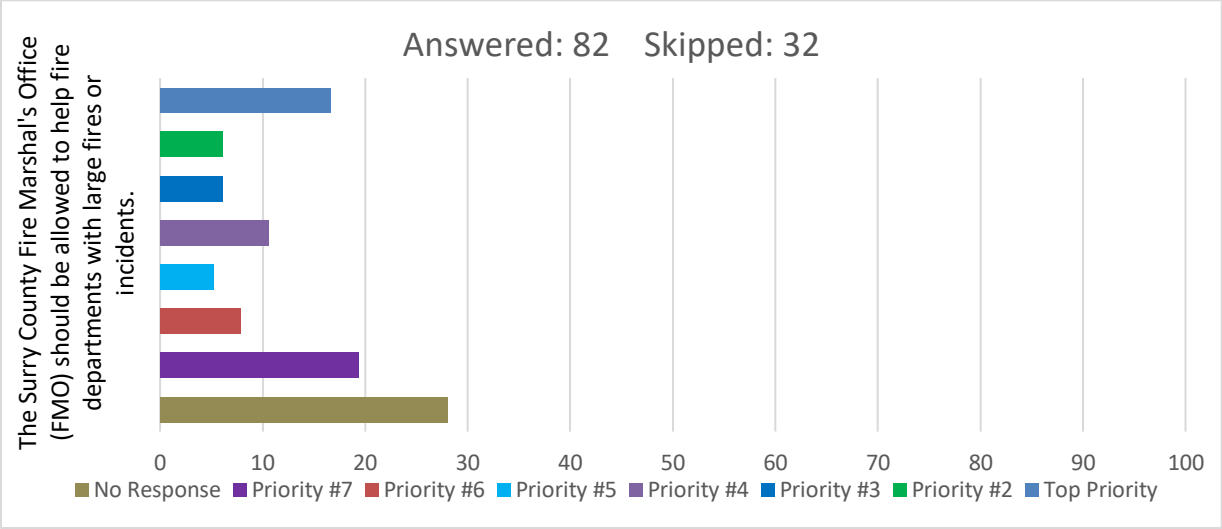
- The lack of knowledge and certified firemen that know the job and are properly trained. People in positions that could be detrimental to others if citizens and members if the job they might be tased with is not completed properly.
- Again the state is putting more and more on volunteers, not saying it is bad to train. Saying they are out of touch as always.
- County is always reactive and not proactive. No local rules to help prevent fires and injuries. No changes made in county after 4 fire fatalities in Dobson, but lawsuits paid out.
- All of the topics in this question would be considered top priority. I know staffing is by far an issue which goes hand in hand with recruitment and retention. Funding is a concern, but you can have all the funds available that you need and if the staffing is not available we are right back to square

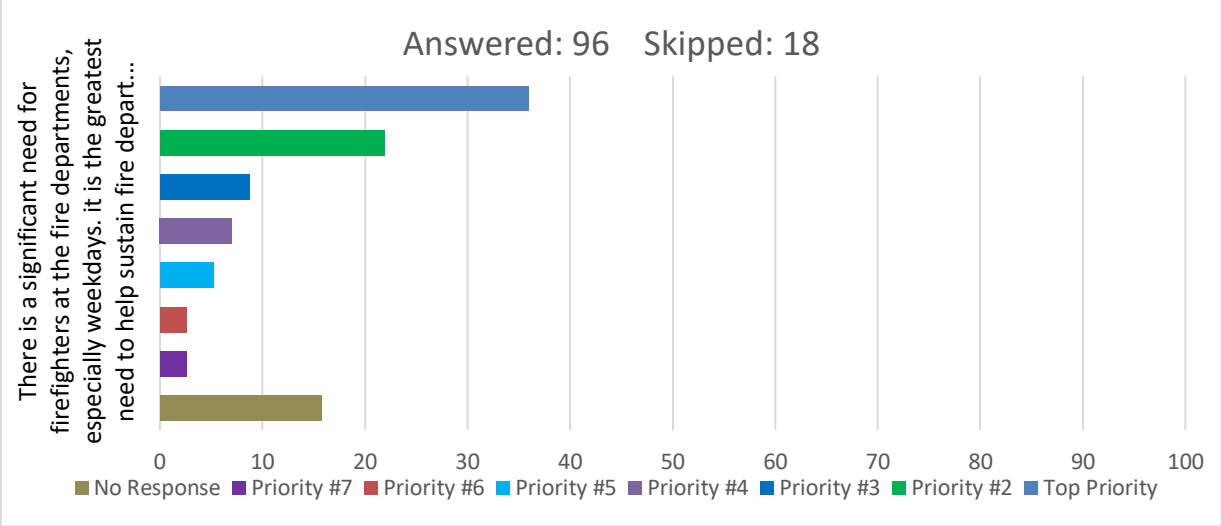
one. ISO is important to make sure you have the right equipment, deployment resources and training to reduce insurance rates and to show the community that they have a community fire department that is proactive and working to give them a sense of protection if they need help. Departments have harked on ISO for so long and trying to lower ratings that it is like beating a dead horse. So much funding has gone towards meeting the requirements that it is causing people to lose interest in becoming a member. I am not saying do away with it but at the same time more emphasis needs to be on recruitment and retention.

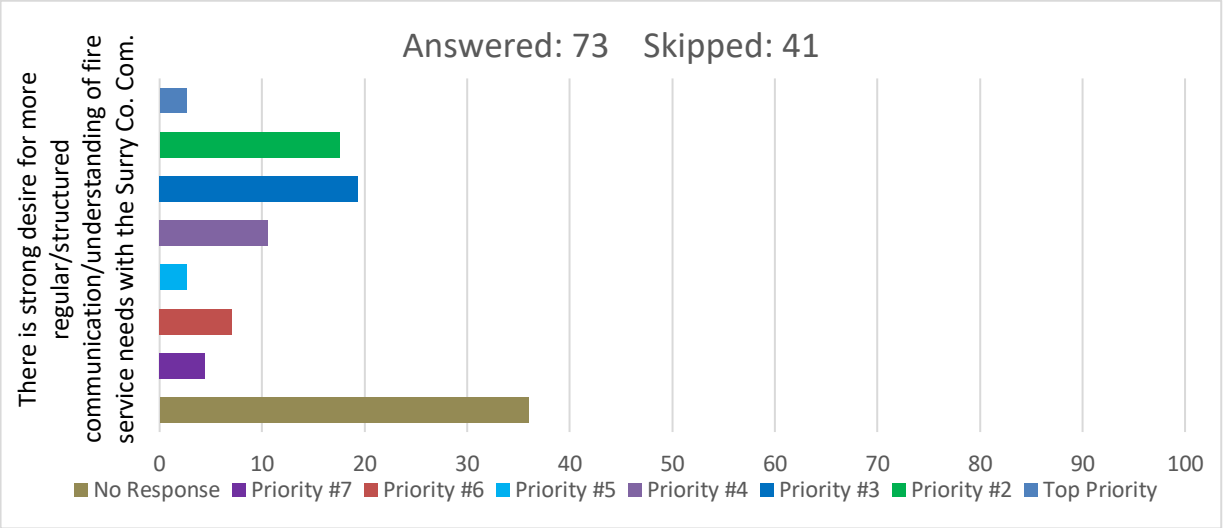
- Most Surry County Volunteer firefighters are getting up in age, young people are not being introduced to being a helpful resource for the community by our local or higher education school systems. Also, back in the early 90's folks worked near their community and could leave work to go and help in time of need. Now most employers do not allow folks to leave or some folks commute 30 to 60 minutes away for employment.
- Volunteering is dying. The majority of people do not want to work for free! Years ago we had a structure fire and it was a 3 dept dispatch. We had so many people on the scene we had more people that work. Fast forward to a few months ago we had a fire and the whole county was dispatched due to not having enough people on the initial 4 department dispatch.
- And the one I picked for fourth is only because we have been blessed that it hasn't happened yet. But it's coming.
- Not working together and the distance line.
- Trying to get rid of the smaller departments instead of stepping up and helping them out. Not helping with getting volunteers and keeping them. And showing how important volunteers are.
- Need to raise the pension.
- The biggest concern is some Fire Chief's not being willing to work together, and some think it is "their" department. I'm not complaining. I'm stating the facts. The Citizens deserve better than what they are getting, after all that is what the Fire Service is for, to help them.

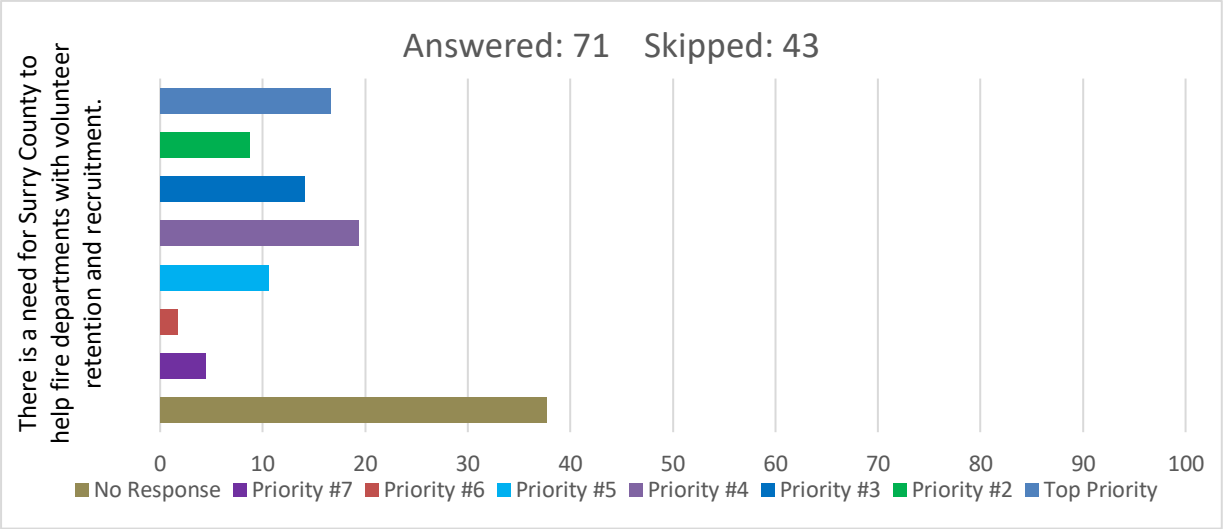
Question 5

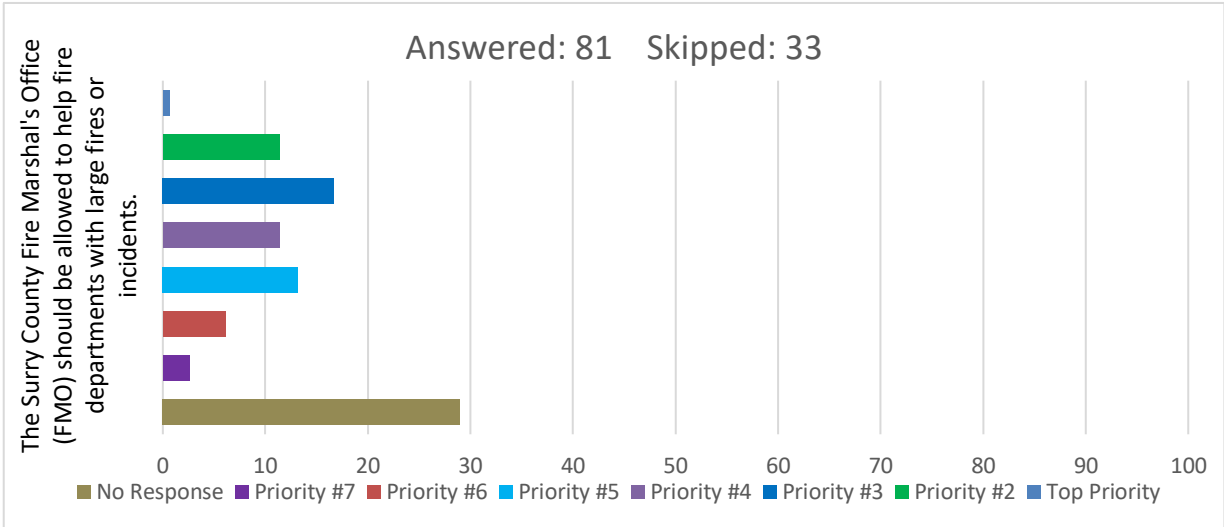
Q5: What are the most important issues to you regarding the Surry County fire and rescue services as a system? Please place these in your priority order. Please place these in your priority order.

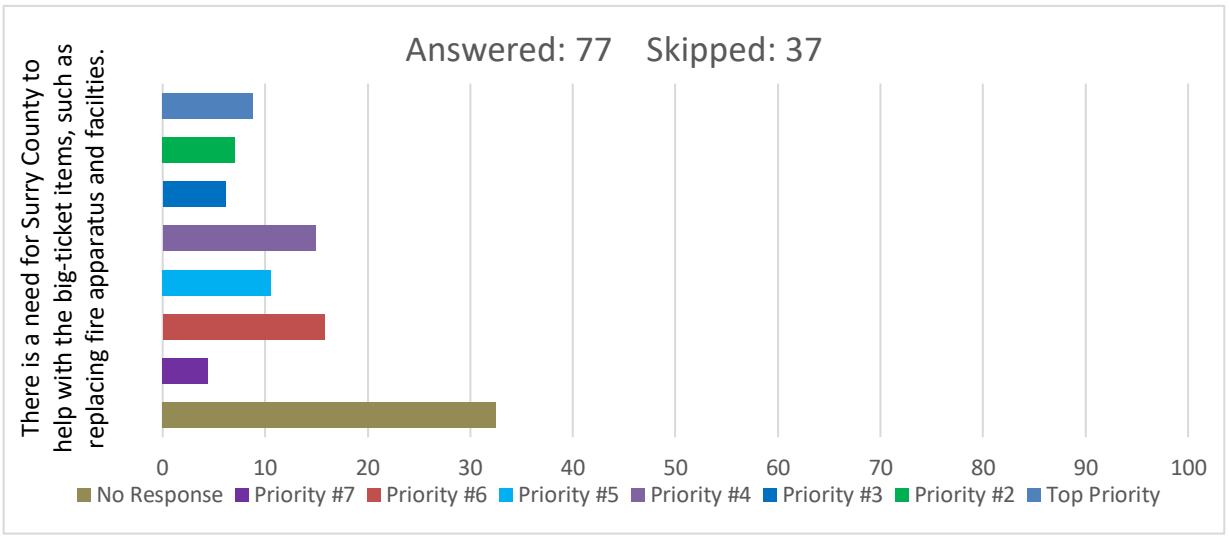


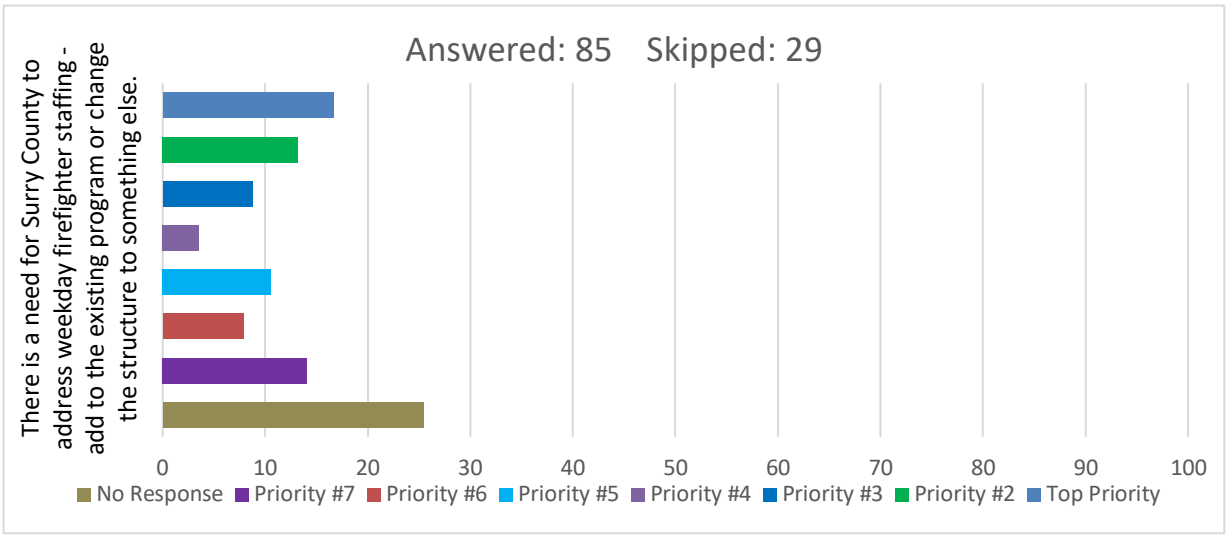



There is strong desire for more regular/structured communication/understanding of fire service needs with the Surry Co. Com.
Answered: 73 Skipped: 41
0 10 20 30 40 50 60 70 80 90 100
No Response Priority #7 Priority #6 Priority #5 Priority #4 Priority #3 Priority #2 Top Priority


There is a need for Surry County to help fire departments with volunteer retention and recruitment.
Answered: 71 Skipped: 43
0 10 20 30 40 50 60 70 80 90 100
No Response Priority #7 Priority #6 Priority #5 Priority #4 Priority #3 Priority #2 Top Priority


The Surry County Fire Marshal's Office (FMO) should be allowed to help fire departments with large fires or incidents.
Answered: 81 Skipped: 33
0 10 20 30 40 50 60 70 80 90 100
No Response Priority #7 Priority #6 Priority #5 Priority #4 Priority #3 Priority #2 Top Priority


There is a need for Surry County to help with the big-ticket items, such as replacing fire apparatus and facilties.
Answered: 77 Skipped: 37
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority


There is a need for Surry County to address weekday firefighter staffing - add to the existing program or change the structure to something else.
Answered: 85 Skipped: 29
0
10
20
30
40
50
60
70
80
90
100
No Response
Priority #7
Priority #6
Priority #5
Priority #4
Priority #3
Priority #2
Top Priority

	TOP PRIORITY	PRIORITY #2	PRIORITY #3	PRIORITY #4	PRIORITY #5	PRIORITY #6	PRIORITY #7	NO RESP.	TOTAL
The Surry County Fire Marshal's Office (FMO) should be allowed to help fire departments with large fires or incidents	16.67% 19	6.14% 7	6.14% 7	10.53% 12	5.26% 6	7.89% 9	19.30% 22	28.07% 32	114
There is a significant need for firefighters at the fire departments especially weekdays. It is the greatest need to help sustain fire departments as volunteerism changes. The current paid weekday firefighter program is working well and should be expanded.	35.96% 41	21.93% 25	8.77% 10	7.02% 8	5.26% 6	2.63% 3	2.63% 3	15.79% 18	114
There is a strong desire for more regular/structured communication/understanding of fire service needs with the Surry County Commissioners.	2.63% 3	17.54% 20	19.30% 22	10.53% 12	2.63% 3	7.02% 8	4.39% 5	35.96% 41	114
There is a need for Surry County to help fire departments with volunteer retention and recruitment.	3.51% 4	8.77% 10	14.04% 16	19.30% 22	10.53% 12	1.75% 2	4.39% 5	37.72% 43	114
There is a need for a volunteer firefighter incentive program to be established for Surry County.	9.64% 11	11.40% 13	16.67% 19	11.40% 13	13.16% 15	6.14% 7	2.63% 3	28.95% 33	114
There is a need for Surry County to help with the big-ticket items, such as replacing fire apparatus and facilities.	9.65% 10	7.02% 8	6.14% 7	14.91% 17	10.53% 12	15.79% 18	4.39% 5	32.46% 37	114
There is a need for Surry County to address weekday firefighter staffing – add to the existing program or change the structure to something else.	16.67% 19	13.16% 15	8.77% 10	3.51% 4	10.53% 12	7.89% 9	14.04% 16	26.32% 30	114

Question 5 Comments:

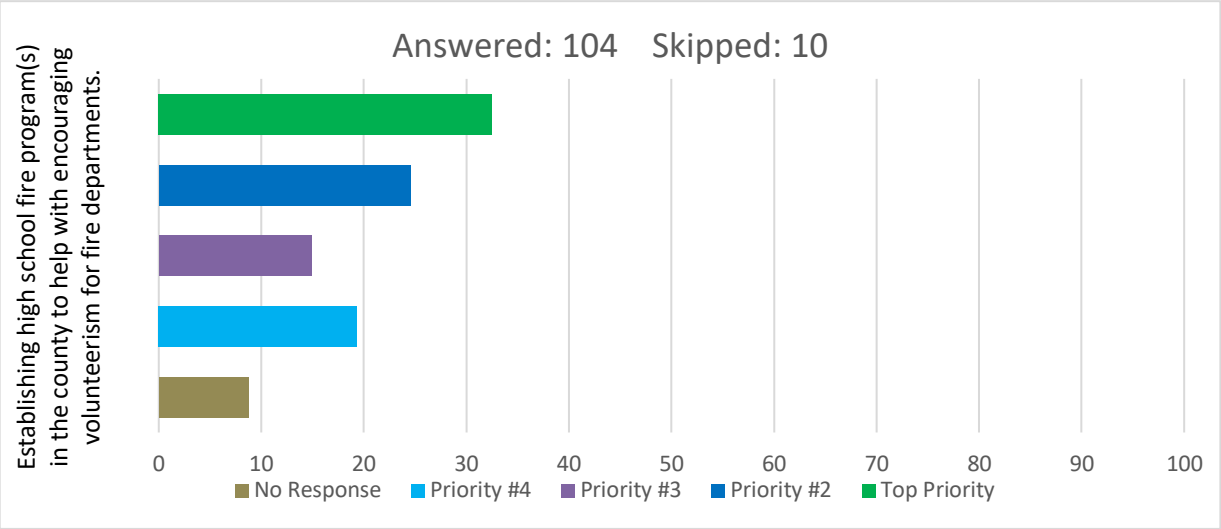
- Paid staffing would help the most since several members of departments in Surry County have to travel outside the county for work and most people are not able to leave work to run calls even if working in the district.
- Chiefs not equally trained or certified, still good Ole boy system. Also have chiefs that don't have a diploma or even convicted felons.
- I see the paid staff at participating dept not doing anything, riding the road while on duty with no one to hold them responsible. The volunteers are still doing the same amount of work and still getting the job done because the staff is not in the district.
- The FMO is a joke. The FM and AFM are not even medically able to fight fire. The hire inexperienced applicants over experienced applicants. They are the JOKE! There are county fire departments that don't want them to investigate a fire because they are such a JOKE! They won't determine the

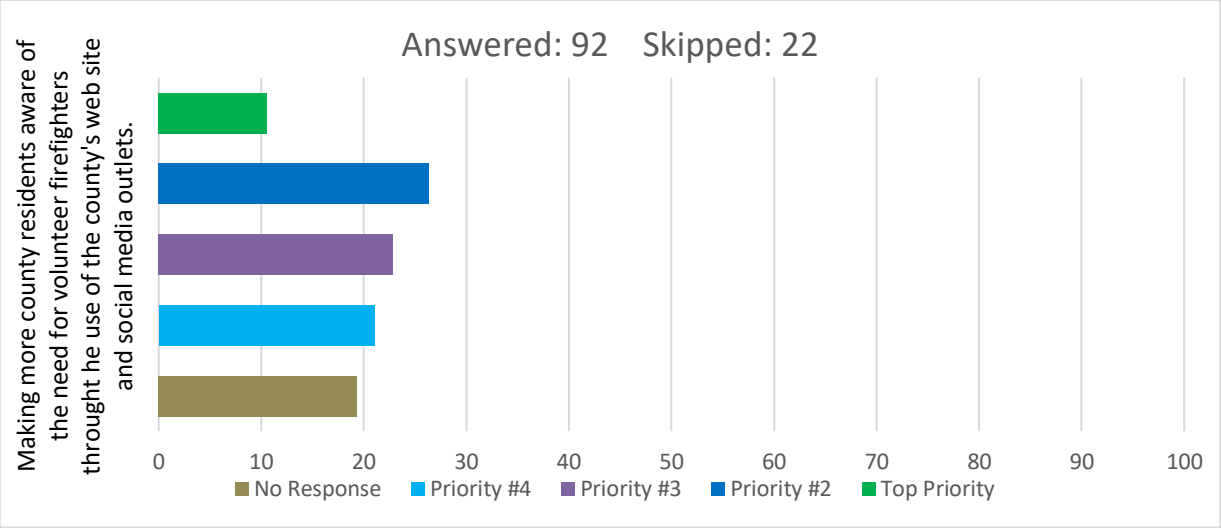
cause to be arson when it clearly is arson. Until there is a new FM and FMO, it will continue to be a JOKE!

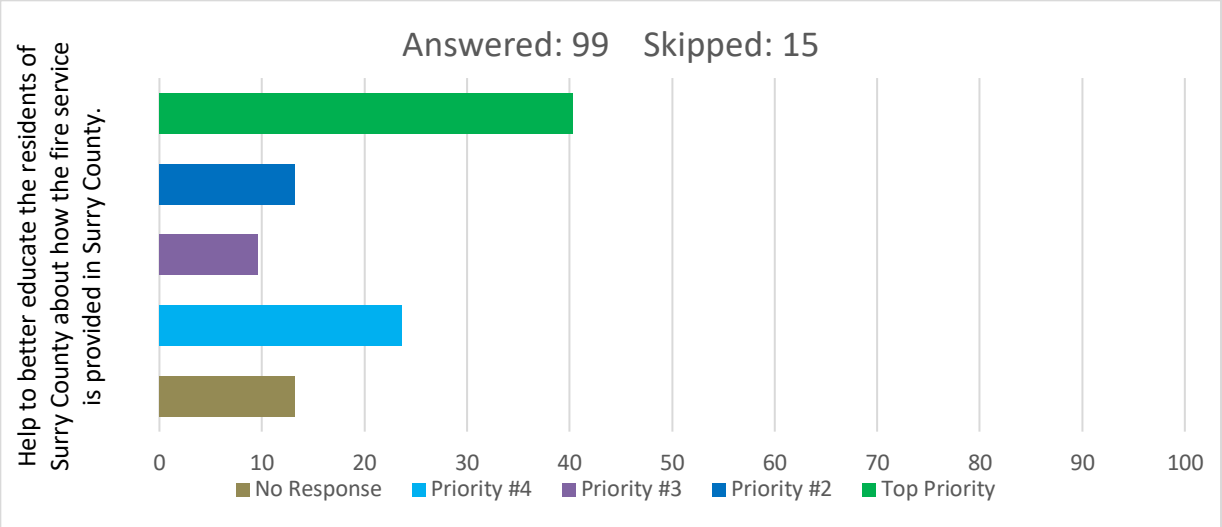
- Need incentives for current and old volunteers like reduced county taxes, vehicle taxes, or paying for cancer policies for all.
- It is obvious the elephant in the room is staffing. The county commissioner's need to be educated on the operation of the fire departments and the need they are facing as well. The county could step up to the plate and offer an incentive program to recruit community members as well as retaining our current members. Things like a reduced property and vehicle tax rate based off of requirements being set forth by the departments and the commissioners. Sometimes it is the little things that goes a long way.
- The fire marshal staff not being able to help fight fire is a huge disservice to the residents of Surry County and takes away trained personal that could help on low response calls.
- Fire Marshal Office is required to be firefighters first and should be respond to assist all departments.
- I feel like a county ran fire service would be the best. However if that is not in the cards then at least have the county provide at least one person M-F full time. At least then we will have four trained people on a fire.
- Lack of funding and placement.
- The county needs to address wasteful spending, duplication of services and the "sandbox" mentality in most of the county departments.
- Need to open up the gym for the volunteer fire departments.
- Need to raise the pension.
- Money is definitely not the heart of the issue, if the Commissioners would give the departments what they ask for. Politics should not be in play at all, but as we all know it always is.

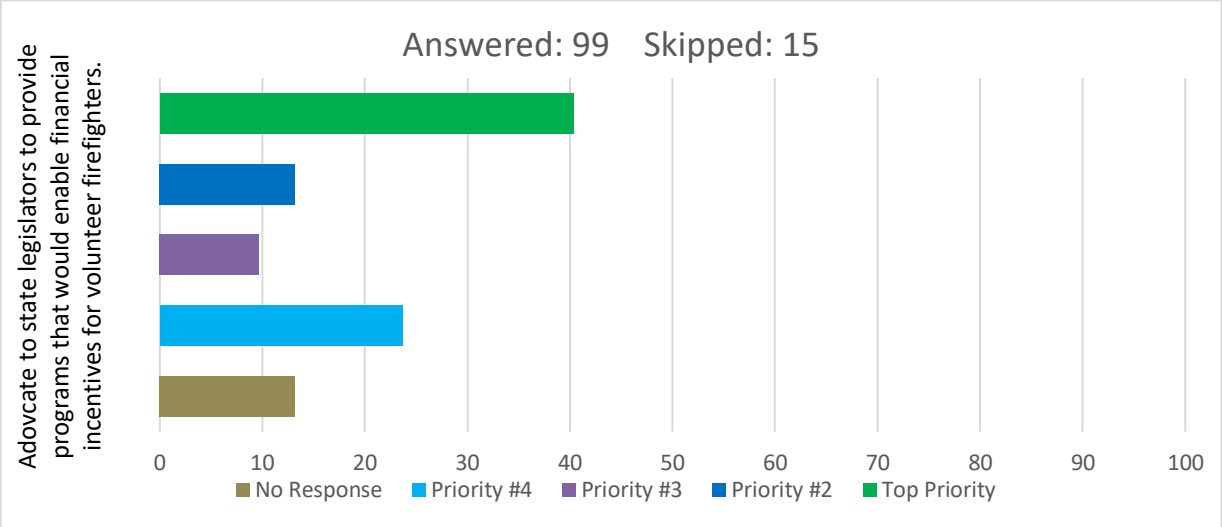
Question 6

Q6: Where do you believe Surry County Government could best be putting energy towards helping strengthen volunteerism in the Surry County Fire Service? Please place these in your priority order.









	TOP PRIORITY	PRIORITY #2	PRIORITY #3	PRIORITY #4	NO RESPONSE	TOTAL
Establishing high school fire program(s) in the county to help with encouraging volunteerism for fire departments.	32.46% 37	24.56% 28	14.91% 17	19.30% 22	8.77% 10	114
Make more county residents aware of the need for volunteer firefighters through the use of the county's website and social media outlets.	10.53% 12	26.32% 30	22.81% 26	21.05% 24	19.30% 22	114
Help to better educate the residents of Surry County about how the fire service is provided in Surry County.	14.04% 16	19.30% 22	35.96% 41	14.91% 17	15.79% 18	114
Advocate to state legislators to provide programs that would enable financial incentives for volunteer firefighters.	40.35% 46	13.16% 15	9.65% 11	23.68% 27	13.16% 15	114

Question 6 Comments:

- Tax breaks for volunteers local and state taxes.
- Stop depending on volunteers and staffing fire departments with qualified paid personnel.
- Money always talks, give the volunteers an incentive and you will be surprised what that will do.
- Being able to get the residents educated in the need for volunteers and why. Most folks did not understand that most firefighters in Surry County are volunteers and we have careers and other interest/hobbies outside of the fire service.
- The local communities know and understand the fire service better than some of our county officials do. Firefighter incentives for retaining existing firefighters and firefighter recruitment should be the counties first option. The county and state can afford incentives better than they can pay full time paid firefighters at 16 Surry County Volunteer Fire Departments. 16 Departments X %50,000 per year per firefighter would be $800,000 per year just for Surry County not counting the other 99 NC Counties. If Surry County was an average number of departments that could be used statewide that would equate to $80,000,000. However if the county incentivizes the 16 volunteer departments firefighters at a reasonable rate we might could salvage some of the firefighters that are leaving the fire service and possibly add some new firefighters.
- Funding.
- A restructuring of the county fire service. A better checks and balance of money being spent in these departments. Help with recruitment and retention. Incentives are nice but not a top priority.
- Need to raise the pension
- You want ppl to come back to the Fire departments? Step up and demote some of the chiefs who think they own the fire department, who allows/turns a blind eye to their family members who bully other members. This is why some FD cannot get new members, everyone in Surry County knows all too well of the backstabbing, favoring, and downright ugliness in the volunteer departments. This is why some parents don't want their kids involved. Figure out a way to combat this ppl will return!
- We all know that Volunteerism is and have been declining for the past 10 to 15 years and has drastically declined in the last 5 years. Our goal should be recruiting younger people who has a desire to help others and wants to make a difference in their life as well as improving living in our County. The way we do that is educate them when they are young, put the idea to them in elementary school, then have a plan for them when they get into grade school and carry it out as they enter high school. This is not a county problem this is a State problem and we should be looking to address it at

that level, or set a standard in this County and let other see how well it can be move that to the State.

Question 7

Q7: Please list up to three (3) single words that you believe best currently represent the fire service in Surry County in 2024-2025.

Answered: 114 Skipped: 0

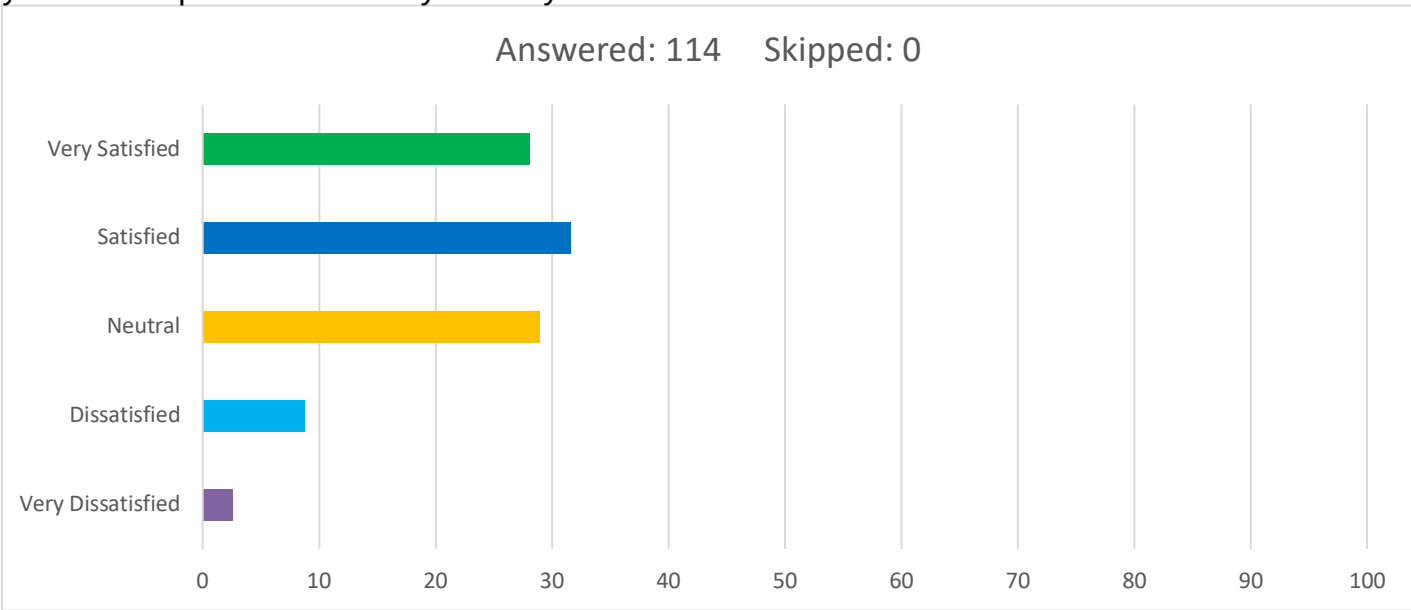
WORD 1	WORD 2	WORD 3
Lack	OF	Staffing
Traditional	Encouraging	Evolving
Unorganized	Unsound	Unhinged
Unequal	Untrained	Average
Dependable	Diligent	Underpaid
Underrepresented	Overworked	Undermanned
Misused	Uneducated	Taxed
Undervalued	Overworked	Disrespected
Neighbors	Friends	Loyalty
Teamwork	Prepared	Deremand
Struggling	Volunteering	Moving
Trying	Slow	Training
Communication	Recruiting	Knowing what up head
Fast acting	Getting information	Funding
Teamwork	Leadership	Responsive
Outdated	Knowledgeable	Volunteers
Teamwork	Honesty	Courage
Education	Good ole boy	Lacking
Strength	Struggling	Unstable
Out-dated	Discretionary spending	Unappreciated
Unequal	A	Priority
Understaffed	Effort	Team
Improve	Needs Improvement	Money
NOT	Divergent	Evolving
Fast	Average	Okay
Good	Antiquated	Fruitless
Outdated	Helpful	Deprived
Uneven	Giving	Dedicated
Lackadaisical	Understaffed	Stressed
Needed	Need	Help
Caring	Professional	Stretched
Aged	Commitment	Loyalty

We	Brotherhood	Independent
Dedicated	Reliable	Good
Inconsistent	Underappreciated	Divided
Dedication	Understaffed	Aging
Struggling	Na	Na
Dependable	Struggling	Disjointed
Unorganized	Declining	Failing
Unbalanced	Ol boy	System
n/a	Brave	Old
Dedicated	Unbalanced	Uneducated
Outdated	Nonprioritized	Understaffed
Good	Overworked	Burnt out
Dedicated	Struggling	Proud
Adequate	Resillant	Resilient
Weak	Insufficient	Central Surry
Trying	Central Surry	Central Surry
Dying	Central Surry	Great
Strong	Right	Caring
Difficulty	Changing	Caring
Central Surry	Diligent	Together
Central Surry	Strong	..
Decent	..	Underfunded
Efficient	Understaffed	Central Surry
Growing	Central Surry	Fighting
Dedicated	Behind	Strong
Brotherhood	Teamwork	Support
...	Family	Unsupported
Lacking	Unorganized	Volunteers
Slow	More	Hard working
Central Surry	Expanding	Appreciated
Unmotivated	Underfunded	Older
Pride	Short	Cluster
Brotherhood	Professional	Overworked
Chaotic	Underpaid	Family
Need	Understaffed	Needy
Decent	Older	Great people
Understaffed	Training opportunities	Underfunded
Lacking	Unappreciated	Over worked
Organization	Dedicated	Outdated
Understaffed	Frustrated	Training
Drama	Personal	Etc
Experienced	Adequate	Excellent
Great	Understaffed	Mutual aid

Dedication	Faire	Mutual Aid
Proud	Work good with everyone	Needed
Dedicated	Communication	Firefighters
Equipment	Work	Solutions
Fair	Paid	Creative
Underfunded	Integrity	Understaffed
Good	Brave	Dependability
Teamwork	Insufficient	Blessed
Teamwork	Funds	Improving
Improving	Overworked	Needed
Good	Good	Teaching
Need	Staff	Dedicated
Safety	Inclusive	Always prepared
Understaffed	Trained	Behind
Dedication	Underfunded	Needed
OK	Ignored by commissioners/lack of interest	Resultant
Lack of support	Unsupported	Resourceful
Understaffed	Stressed	Communication
Great	Trained	Understaffed
Pay	Changing	Change
Working	Budget	Education
Underfunded	Pathetic	Fulltime
Understaffed	Ignorant	Inefficient
Dedicated	Funding	Career
Uncontrolled	Paid	Behind
Underappreciated	Proud	Professional
Dedicated	Pay	Lacking
Evolving	Stuck	Disharmony
Volunteer	Trained	
Lacking	Tired	
Complacency	Strife	
Help		
Need		
Inexpensive		
Volunteers		
Manpower		
Stable		
Unappreciated		
Insufficient		

Question 8

Q8: How satisfied are you with the overall quality of services currently provided by your fire department in Surry County?



ANSWER CHOICES	RESPONSES	
Very Satisfied.	28.07%	32
Satisfied	31.58%	36
Neutral	28.95%	33
Dissatisfied	8.77%	10
Very Dissatisfied	2.63%	3
Total:		114

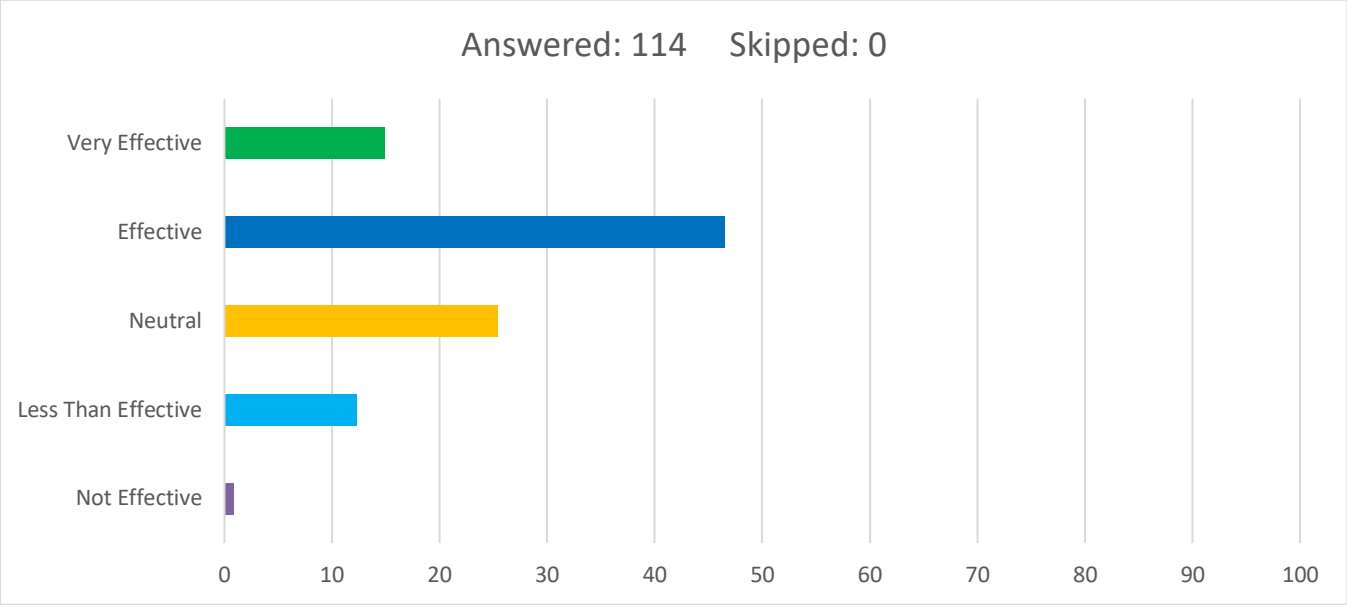
Question 8 Comments:

- Needs more improvement. Better access to training/certified training that works with work schedules. Several personnel have to use vacation time to take classes for training.
- Depends on the area.
- The funds in the county are not properly spent when purchasing apparatus or building buildings/substations. There are too many apparatus sitting in the county that are not properly used to best provide coverage for the citizens of Surry County.
- We do have split services.
- Until it becomes a priority for SC Commissioners so it will.
- At our best, I feel confident in our abilities. However, so many variables have to be considered when questioning this. Based on timing, there is a possibility that only 1 person or nobody will show up. No responses are not okay, citizens deserve timely, quality care and volunteers cannot cover everything.

- Chiefs, officers, Members not all trained or certified. Have chiefs that are criminals or felons, and in charge of money and people.
- I would say our departments provides the best service to the people of Surry County, but the real facts are it could be substantially improved in areas. We manage with what we have, and it is obvious that we could do more with more (volunteers). We respond to the calls and keep the equipment maintained and safe to our responders and community. I hope that we can get to the point that we have all members we need and equipment to make sure everyone goes home safe.
- We need younger firefighters to help with the interior firefighting as this is a growing issue as we have an aging list of responders. We do need to keep our equipment updated, but if we do not have people to use the equipment it is no good when a person or a family is in need of service and no one to respond or a lack of needed folks to respond the needed equipment.
- Fire departments should be medium rescue, there is no need for rescue squads in Surry County in 2024. Fire apparatus across the county could and should be a little more uniformed and not trying to one up the last apparatus ordered.
- We are one of the better departments bc we do have several members who are certified and who work in career departments. Other departments are not as fortunate in that aspect.
- Dissatisfied overall neutral is my own department.
- In the Westfield area, we offer Fire Services, a First Response Program, Medium Rescue program, and many firefighters have specialty certifications to help our citizens. We are needing people to help continue these programs and make sure calls are being ran. We need paid staff to make sure this is being done.
- We need more personnel to answer fire and medical calls.
- Central Surry.
- Need more help.
- Too many members will only show up on a call if there is some type of “glory” for them in it.
- Need more help though
- The abilities of responding personnel could be much better
- Need to raise the pension
- Very well Ran, Strong, Leadership, and Citizens needs are met!
- I said neutral because everyone can stand improvement, but what we need most is cleaning out those who want it for themselves, bring back caring and professionalism, and the want to help other attitude, not who was the prettiest truck or who has the most money. It’s about the citizens.
- I think it could be way better.

Question 9

Q9: How would you rate the overall effectiveness of fire and rescue services in Surry County against your personal expectations?



ANSWER CHOICES	RESPONSES	
Very Effective.	14.91%	17
Effective	46.49%	53
Neutral	25.44%	29
Less Than Effective	12.28%	14
Not Effective	0.88%	1
Total:		114

Question 9 Comments:

- Overall it works. It isn't easy, but it works. Managing home life and work life and fire service is tough especially with cost of living. Better incentives will help retention and recruitment.
- No required training for chief or officers.
- Work on 911 center and do away with rescue squad.
- This is not to say that generally, care provided and the work people are doing is less than effective. I don't believe that, I think volunteers work very hard and go through extensive training to do their jobs. People do as much as they can to the best of their abilities, but this situation is far beyond people's abilities. We need to have a goal of 24/7 staffing. The effectiveness of a fire dept is dependent on volunteers being in district and available to respond. People have other things going on sometimes and cannot respond. Mutual aid contracts are in place, which is great, but this

adds ~10 minutes more to a response. We need 24/7 staffing to ensure there are no "no responses" increase manpower and morale. One man in a truck on a fully involved structure fire is not effective fire protection.

- Need more training and regulations on chiefs and officers, no more good ol boy days.
- Departments are effective and get the job done but it would be nice to have more staffing to help with carrying out the responsibilities of the department.
- With the aged and lack of responders, this is a hindrance to some of the overall effectiveness of the fire and rescue services..
- Paid staff helps however the training especially in regard to vehicle extrication is lacking.
- Rescue needs to be incorporated into the Fire Department and the rescue squads need to be dissolved.
- Could be better.
- Again depends on where you are located and on what day you need us.
- There are many of the volunteers in the County that love to help other people. But many of these volunteers do not have the proper certification to do the things they are doing. The ones that have most of these certifications are getting burnt out or are burnt out due to having to carry the load for their departments. The call numbers are insane, and we only have so many people to run these calls that are trained.
- There are many firefighters in Surry County that do their very best to keep the fire service alive, but it will take work and financial sacrifice by the county to get the fire service overall back to very effective.
- Central Surry.
- We need help we're not getting younger.
- Effective considering the smaller departments don't get any help from the county commissioner.
- Terrible response times.
- Need to raise the pension
- New paramedics need to communicate more with first responders a stop acting like gods!!!!!
- Very effective for the amount of manpower as long as they call is after five
- They are effective, especially if you page enough, you will eventually get people there who care and get the problem resolved.
- Things could be made a lot better for all to much to ask to do for free need paid firefighters.

Question 10

Q10: If you could make only one change in the next year to improve the fire and rescue services in Surry County, what would that be?

Answered: 105 Skipped: 9

- BRING IN GOOD PEOPLE, DISMISS ALL THE BULLIES.
- At least 1-2 full time personnel. Calls during working hours have low personnel or delayed response. 1 person would help at least a truck en route with help coming to operate the scene. 2 would help have an earlier advantage on fighting a house fire to keep damage or loss to a minimum or be more successful/beneficial on medical care.
- Ensure that recruitment and retention efforts are coordinated and more focused on success. Limit the buddy system and ensure a higher level of open-minded thinking to expand the overall scope the county can provide!
- Chiefs need to regulate by county.
- More revenue from county and paid staff.
- Increased budget for low budget depts.
- Have the county step in and have a county wide service. Distribute the funding across the county equally. Buy engines that are similar, tankers, and service companies.
- Effective communication.
- C COM!!!!
- Better training.
- Funding for update equipment.
- Recruiting.
- To do a little better with Active 911 app.
- Ensuring at least some paid staff staff in each station.
- Staff each station with a fully certified person or 2 to be guaranteed a response to emergencies. By doing just that, they will in turn fix a lot of the internal fire department issues simply because of the daily jobs they would be doing (paperwork, record keeping, apparatus checks, cleaning apparatus, station work, maintenance, etc)
- More volunteers.
- Have more paid firefighters at all departments.
- Combine rescue squads with fire departments. It'll increase the volunteer response.
- Help departments with upgrading apparatus.
- Put more money in volunteer pockets. Instead of wasting it on items that are not needed, or paying paid staff to sit around that can bearly do the job. Volunteers leave their families after working a regular job to run calls

throughout the day and night and bad weather to get a shirt or a plaque to hang up.
- Better Mutual aid response.
- Do a thorough reorganization of the FMO.
- Attitude of some people.
- Tell the state to stay out of it.
- Make notable improvements to buy in from chiefs/boards/commissioners on a plan for staffing. Lack of manpower is our biggest problem. Citizens deserve much more and we need to be unified in making advancements to resolve.
- All chiefs to be certified and trained equally
- Not be complacent! We all know there is a staffing/funding issue. I think if we could have more transparency and communication with county leaders, we could come to a common ground on ways to fix the issues and it be cost effective. Let's be real - everything is about funding and where it would be most efficient. Keeping people in the county safe and making sure departments have what they need to accomplish this goal
- Offering more incentives to recruit new members and contain current members.
- Need more volunteers.
- Paid staff coverage 24 hours a day/7 day a week in every station, with a county firefighter employee.
- More help.
- Fire marshal office should have certified Firefighters respond to assist all departments.
- Add more full-time positions to the ones already in place.
- Add 1-2 personnel to the busier fire departments on a 9–12-hour shift. This allow an engine and tanker to ALL structure fire response whether it is in that stations area or a neighboring departments first in. Again, busier stations not ALL stations. The busier the department typically the better the equipment, better equipped, and better trained due to the call volume.
- Not sure.
- Involve more community members into the local fire departments at the board of directors level. Most Fire Departments are run by the firefighters and not the community. Get these business minded people in to provide feedback and run the finances, this would help.
- Provide an incentive to increase volunteerism in departments that do not have paid staffing.
- Equality of funding and resources among all departments, not just a few who feel they should keep getting more and bigger.
- Get more paid people to help run calls.
- Make the Fire Marshal the acting Fire Chief of the county or hire one that is qualified. One person makes the decision for the volunteer departments.

Right now we have 16 departments and 16 chiefs saying let's do it this way. Let's make 1 person telling 16 people we are going to do it this way. Let's divide money equally across the board so that on fire department doesn't have multimillion dollar station and multimillions worth of apparatus and other departments are struggling to do the bare minimum hose testing etc.

- Stop paying consultants.
- We as a county need to devise a plan and establish funding for increasing volunteers and the amount of high school students looking to establish a strong foothold in the fire service through a volunteer fire organization.
- For overall there needs to be system change. So each citizen gets the same care. I would never want to see my department changed to another system because we do well. But a better system would benefit the entire county including my department. However, it's go to take a lot of local government support and money to make this happen the correct way. It cannot be done halfway it has to be done from the get-go.
- Better communication among utilities.
- Have paid staff at each department. This would help in so many ways. Calls being ran; weekly checks; training others; paperwork; visibility to the community; ISO points; making sure equipment is ready to go in an emergency situation; weekly cleaning of equipment and station etc.
- Have our legislators to make more funding (FEMA or other) available to the volunteer fire departments and to have reasonable access to the funds.
- Paid staff in place in all Surry County fire departments. Better funding for the department, most departments in the county feel broke. Most departments have aging apparatus in need of replacement.
- Hire "X" from Central Surry to the county wide fire chief. Have an open forum with the leadership with Central Surry to hear the actual needs and concerns of the county. Model departments after central surry's operational standards.
- A county wide fire department with one fire chief ie "X".
- More departments offering jr programs.
- More departments offering jr programs.
- Smaller depts could benefit from daytime paid staff. More personnel and apparatus available during daytime if personnel are spread out across county instead of 2-3 at one station.
- Fire marshal run fire calls.
- More funding, it's difficult for departments to operate without the proper funding.
- More paid staff, whether that be like it is now but adding more departments or hiring a full crew with mini pumper.
- Funding sent to the lower income departments.

- Make “X” the county wide fire chief and structure all departments off of a Central Surry Fire model. Too many chiefs doing their own thing and wasting money on unnecessary items.
- An increase in tax money.
- More funding.
- For the county commissioner to stop spending money need for the fire departments on stupid stuff like paying for consulting agencies to come out instead of putting the money toward the fire departments that need it.
- Funding the volunteer fire department for better equipment to do their job.
- More rescue training.
- More funding to the smaller departments to help the bigger departments, and helping with replacing aging equipment.
- Communication.
- Additional paid staffing.
- To open the county gym back up to volunteers! We also need to be healthy and in shape as the job is very strenuous.!!
- Paid fire @ medical personal in each department to help run calls and our call volume has doubled in last couple years.
- More volunteers.
- Need more paid staff and volunteers.
- Funding for paid staff for all departments.
- Add paid personnel to ALL stations in Surry County staffing 24/7 to get manpower and units on scene in a timely manner
- More qualified paid but don’t forget the older volunteers that started the fire service also.
- Additional personnel.
- Work on volunteerism/staffing.
- The haves need to remember the have nots.
- Nothing.
- Nothing.
- Help the smaller fire departments get the resources they need without trying to take them over or merging with another department.
- Help from the county with paid staff.
- Need paid firefighters and also incentives for volunteer personnel on top of the above said paid firefighters.
- Raise the pension.
- Paid members at ALL Stations.
- Paid staffing at fire departments.
- More mandatory training, all responders need to be trained in rescue.
- Paid staff.
- A paid fireman in each department during the day hours while everyone is at work. That is what it seems like in our department anyway.
- Paid fire fighters in each department paid by the county.

- Put more staffing in rest of the departments.
- More funding.
- Require all County FD to become light/medium rescue certified to help current rescue squads with response/coverage. While merging FDs like Ararat FD, Jot-um-down FD, Pine Ridge FD, Shoals FD, State Road FD, & White Plains FD into other well established FDs. Then merge Rescue squads like Pilot Mountain & Mountain Park into Mount Airy RS and Elkin RS, thus creating/requiring these two agencies to be heavy/specialties rescue certified, as they can provide initial response to major events and backup coverage/assistance to the FDs. This transpired in Forsyth County years ago, and could save hundreds of thousands/millions of tax dollars.
- More people join volunteer departments.
- For the commissioners to listen to the volunteer and for the survey.
- Under on control.
- More weekday coverage & Incentives for volunteers.
- New engine and take for every volunteer department.
- Training.
- Monopoly.
- Departments need work with each to help the one goal of why we are here, which is for them. There are departments that are understaffed and some that are overpaid with their budgets.
- Start a program in the schools that educate them on what the Fire Service is and does and continue that into high schools with a firefighter program. Put chiefs in place who have the desire to serve the public not themselves. Educate the Commissioners on what the fire Service does and why the need for funding is being requested and get then to understand the need for paid personnel at each department to help with response, paperwork, and maintenance. Make an incentive program for the departments who work on lowering their ISO and get accredited. Have another incentive program for the Firefighters for completing the FF Certification. Recognize the volunteers who have went above and beyond at County Meetings. Setup a standard guideline for those who wish to become a volunteer and make them go through a regime or training prior to them being released. (Maybe finish and complete the NFPA 1403 standard). That may be asking too much but I would much rather have quality over quantity, (two educated can do much more than 4 uneducated) in the Fire Service. Have Guidelines for the Board of Directors for each Volunteer department specifically detailing the elements needed to be a Fire Chief and that they adhere to these. Have a guideline that each department will not have any member or Family member in charge of any finances, and they must seek out a reputable accountant for any and all monies.
- Full time paid firefighters.
- Paid staff.

- Paid personnel in the stations.
- Add response trucks that assist county wide on large incidents, fires, wrecks, cprs.
- More responses from people other than the same ones on every call.
- County wide paid department.

Community Resident Feedback:

INTRODUCTION/OVERVIEW

The people that the fire departments in Surry County serve and protect were also given an opportunity to comment about fire department services and offer their feedback and input. A Surry County Resident Survey was distributed electronically by Surry County through its media outlets to all residents to provide input and give guidance to Surry County serving as one indicator of public perception. Keeping a pulse for the public that the fire department serves and protects is essential to being a strong and credible public servant agency and Surry County demonstrated stewardship in this effort. With 314 responses, persons who reside in each fire department district responded to the open survey. Approximately 33% of respondents had received fire department services in the past five years. Approximately 65% of residents reported that they were either satisfied or very satisfied with the quality of services provided by the fire departments in Surry County. 66% of residents reported that they were either satisfied or very satisfied with the overall effectiveness of services provided by the fire departments in Surry County. This is another indicator that the fire department is generally positively perceived within the community, but with room for improvement.

This report provides feedback on Surry County Residents feedback related to Surry County's Fire and Rescue services. The feedback was collected from 314 Surry County Residents via Survey Monkey. This report will be a comprehensive overview of the resident's opinions. The survey consisted of 10 questions.

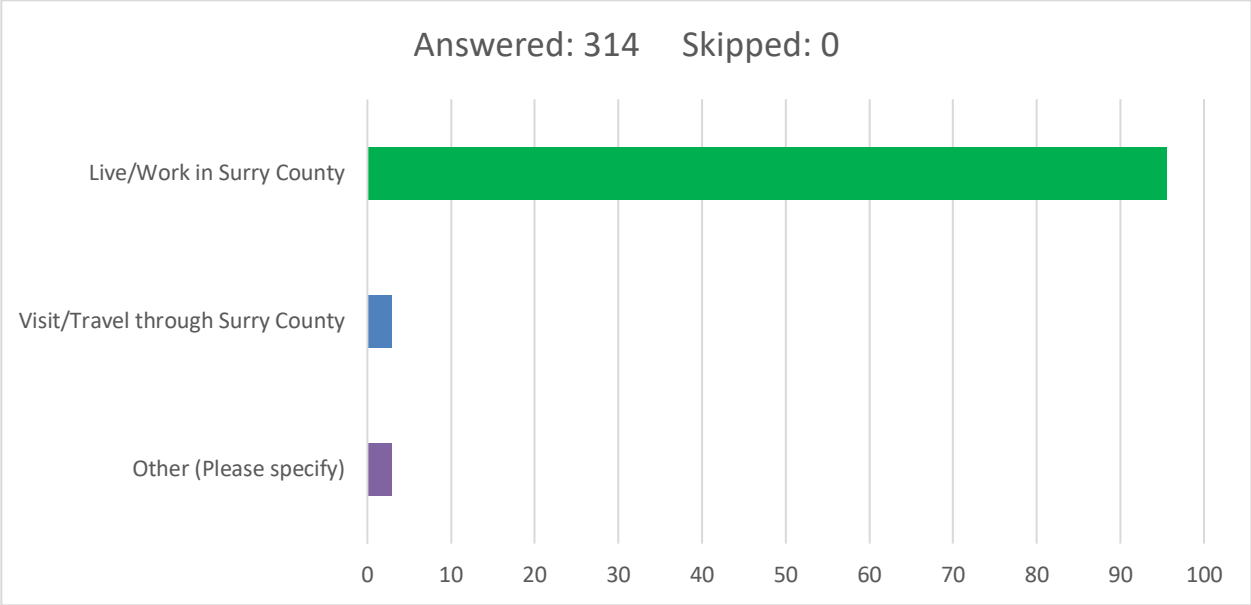
BREAKDOWN

The report will examine the breakdown of the 10 questions.

SURVEY QUESTIONS

Question 1

Q1 Which of the following options best describes you? (Check all that apply)



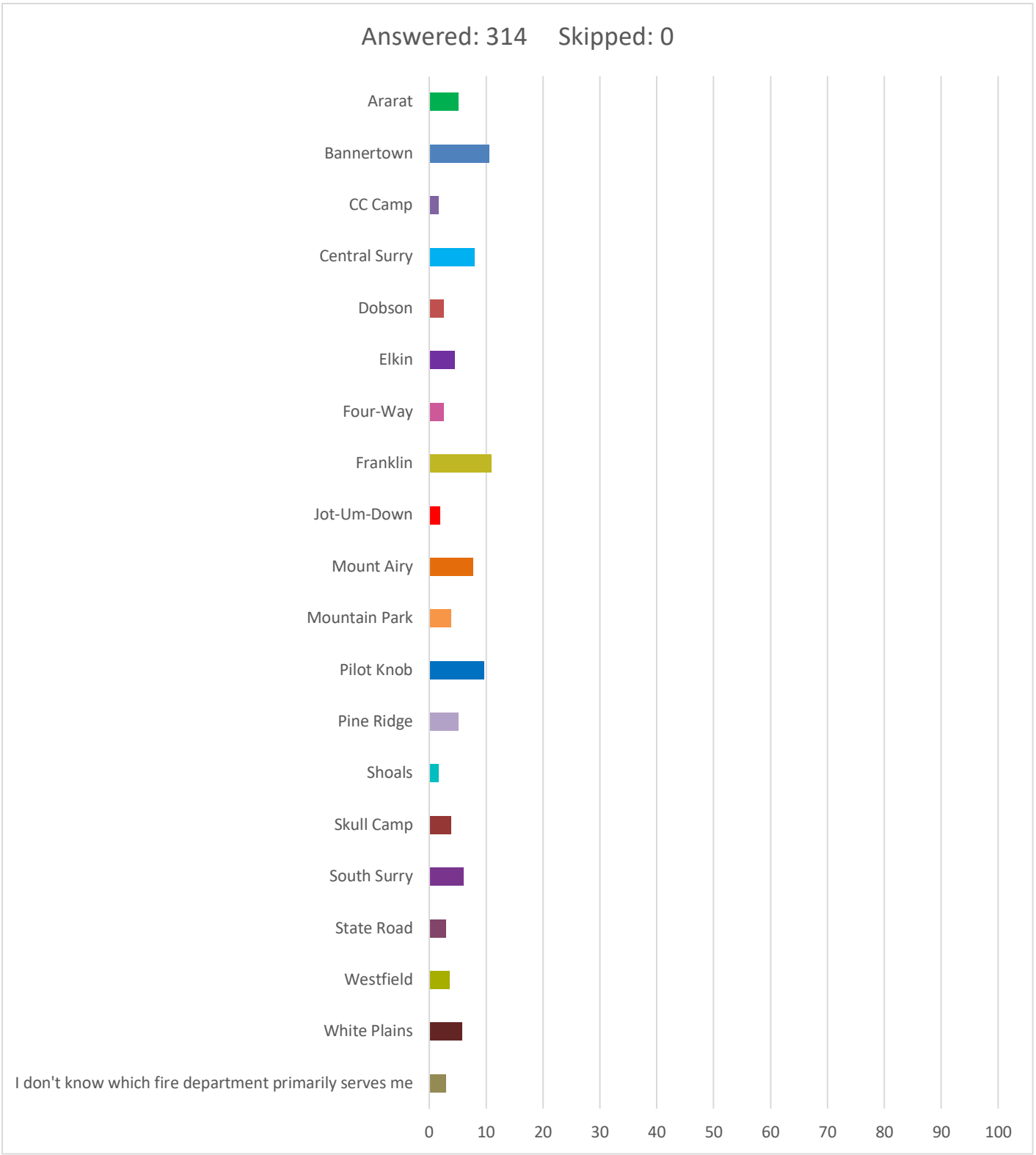
ANSWER CHOICES	RESPONSES	
Live/Work in Surry County	95.54%	300
Visit/Travel through Surry County	2.87%	9
Other (please specify)	2.87%	9
No Response	0.00%	0
Total Respondents:		314

Question 1 Comments:

- Live Surry work in Forsyth
- Live/Retired
- Currently helping my aged parents in Surry County
- Retired and live in Surry County
- I own property that I use for outdoor activities.
- Live in surry retired
- Resident of Surry
- Live in Surry County and I'm retired
- Retired/Live in Surry County

Question 2

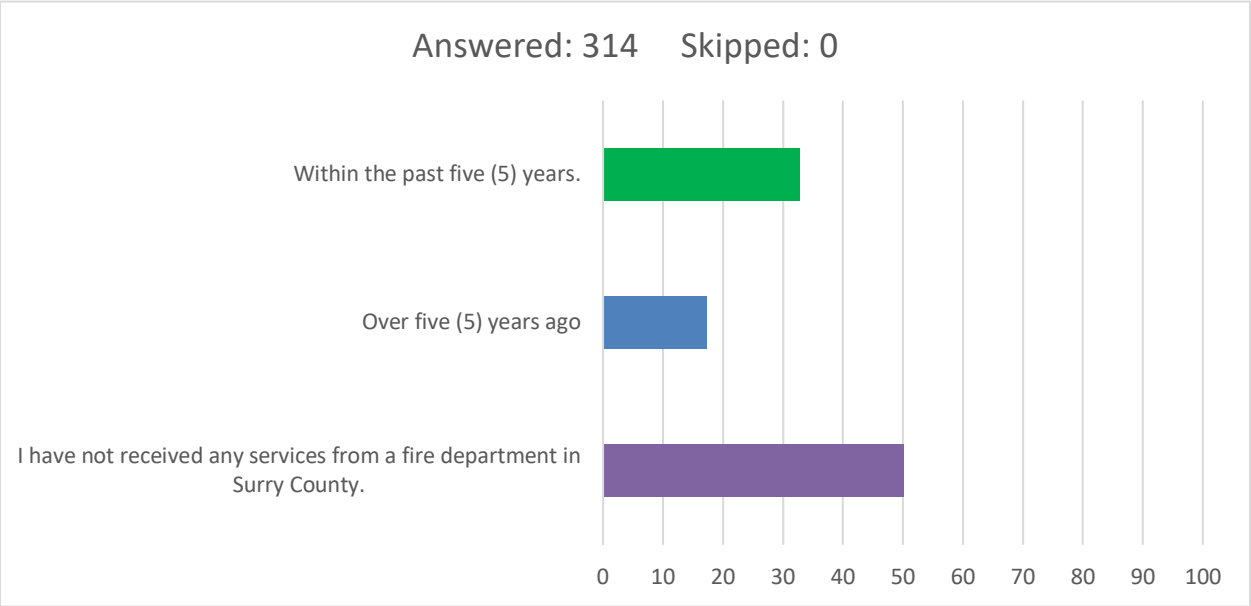
Q2: Do you know which fire department in Surry County primarily serves you?



ANSWER CHOICES	RESPONSES	
Ararat	5.10%	16
Bannertown	10.51%	33
CC Camp	1.59%	5
Central Surry	7.96%	25
Dobson	2.55%	8
Elkin	4.46%	14
Four-Way	2.55%	8
Franklin	10.83%	34
Jot-Um-Down	1.91%	6
Mount Airy	7.54%	24
Mountain Park	3.82%	12
Pilot Knob	9.55%	30
Pine Ridge	5.10%	16
Shoals	1.59%	5
Skull Camp	3.82%	12
South Surry	6.05%	19
State Road	2.87%	9
Westfield	3.50%	11
White Plains	5.73%	18
I don't know which fire department primarily serves me.	2.87%	9
No Response	0.00%	0
Total Respondents:		314

Question 3

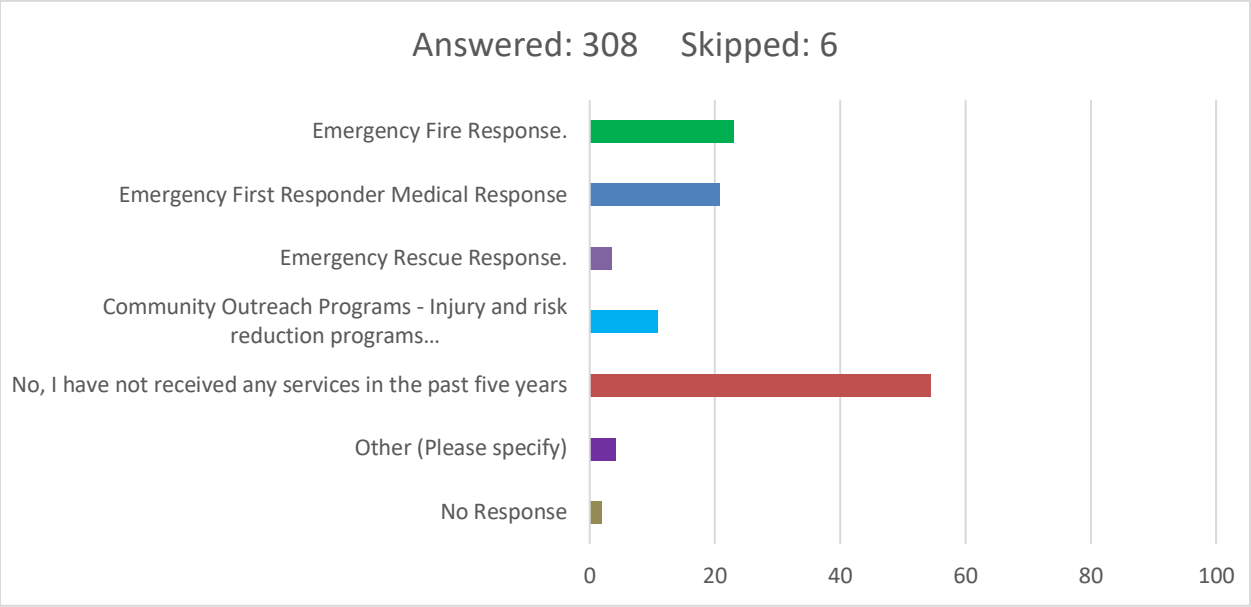
Q3: When did you last receive services from a Fire Department in Surry County?



ANSWER CHOICES	RESPONSES	
Within the past five (5) years.	32.80%	103
Over five (5) years ago.	17.20%	54
I have not received any services from a fire department in Surry County.	50.00%	157
No Response	0.00%	0
Total Respondents:		314

Question 4.

Q4: If services were received from a Fire Department in Surry County during the last five (5) years, please check all that apply.



ANSWER CHOICES	RESPONSES	
Emergency Fire Response.	22.93%	72
Emergency First Responder Medical Response.	20.70%	65
Emergency Rescue Response	3.50%	11
Community Outreach Programs – Injury and risk reduction programs such as fire prevention programs, displays interactive events, smoke alarm checks, etc.	10.83%	34
NO, I have not received any services in the past five years.	54.46%	171
Other (please specify)	4.14%	13
No Response	1.91%	6
Total Respondents:		314

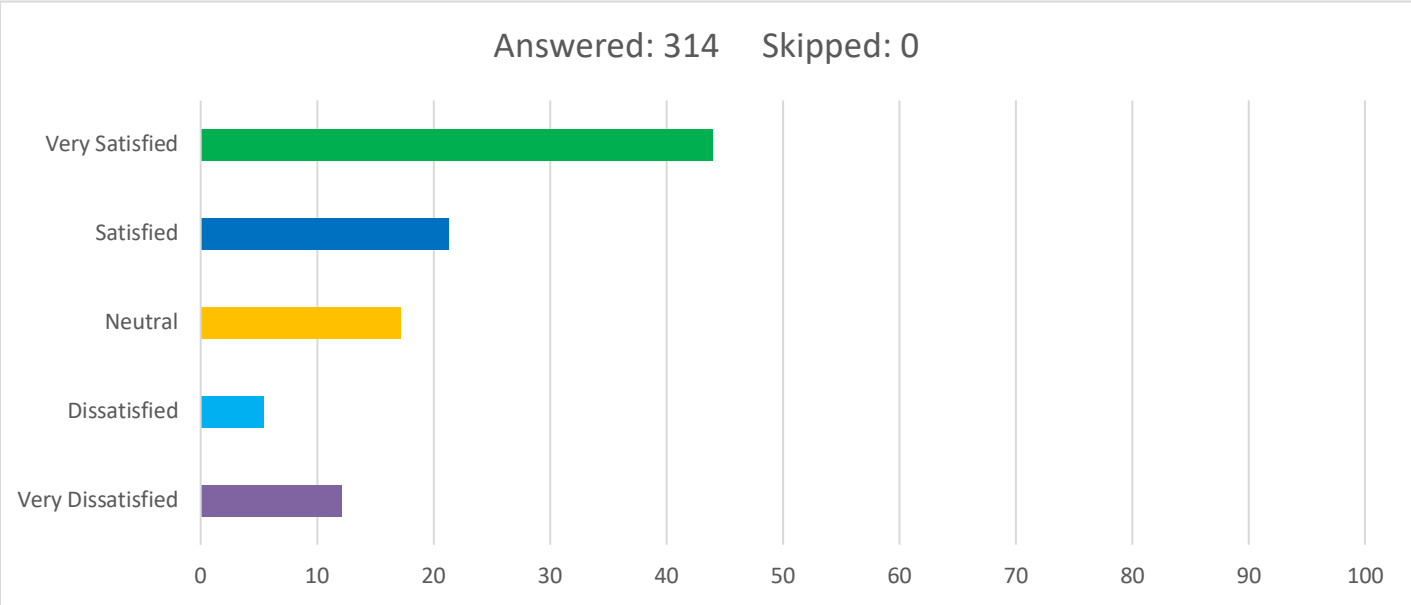
Question 4 Comments:

- Live Burn
- Fire prevention/other public service
- Smoke detectors being set off by smoke, no actual fire.
- Medical response was paged however I did not receive any responders. I only got ems.
- Power outage for neighborhood
- I work around them
- Smell of Gas
- Surry Co. EMS

- Smoke investigation
- They came out to check for a drug smell methamphetamine
- Inspections
- Possible carbon monoxide leak
- Cleared a tree out of the road after a storm

Question 5

Q5: How satisfied are you with the overall QUALITY of services provided by the Surry County fire department



ANSWER CHOICES	RESPONSES	
Very Satisfied.	43.95%	138
Satisfied	21.34%	67
Neutral	17.20%	54
Dissatisfied	5.41%	17
Very Dissatisfied	12.10%	38
Total:		314

Question 5 Comments:

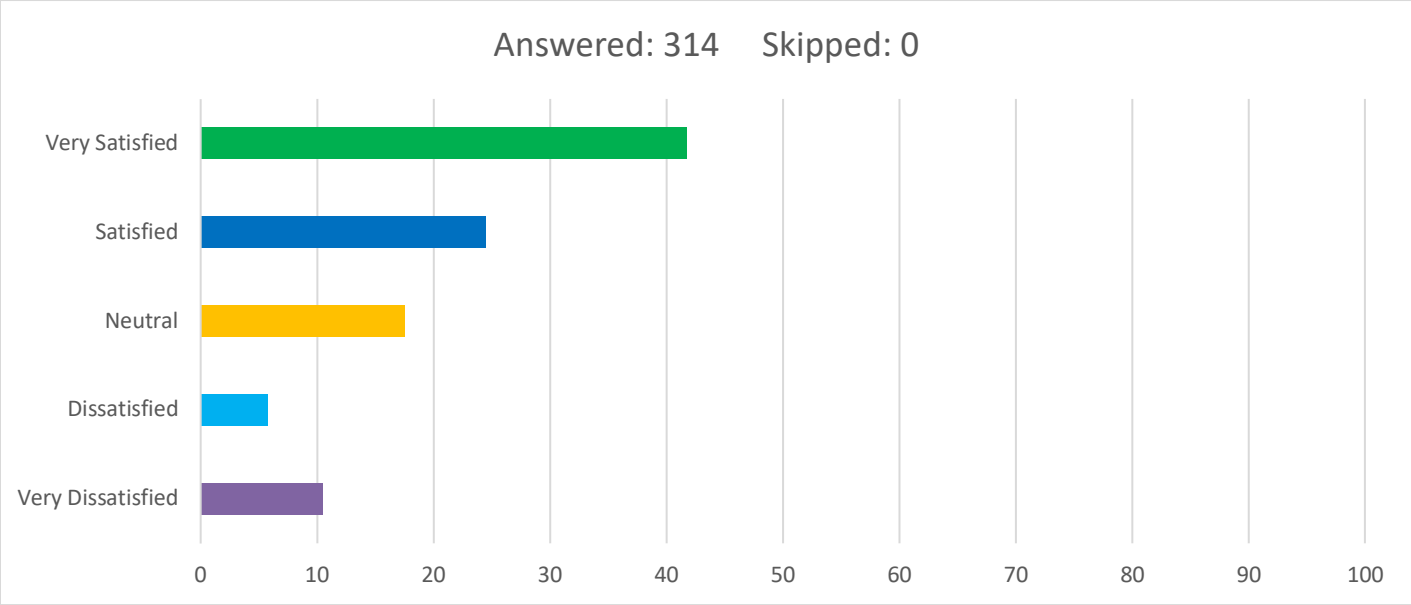
- Satisfied
- Have had no experience with them. Which is a good thing!
- N/A
- It frustrates me to no end that they are tax based and refuse to run assist pts. Or lower medical paged calls. In my opinion do not have them hold a medical credential if you do not want them to use it. I understand if they are on another higher level call but the citizens in the community need help. Especially the elderly and whom of which have probably lived in the

district for years and high means they have paid there dues for you to assist them if needed.
- Have not had to use the service.
- I work at a day program our individuals enjoy learning.
- "X" was let down by the system of Ararat RFD, thankfully other departments in area knew the value and dedication she brings to her job.
- They are always very nice and helpful!
- We are supposed to have full time firemen but often see them riding around in all parts of the county this uses a lot of needless fuel and takes them away from their duty station.
- The departments are not close to being equal in what they provide. Some are very professional, others are not so much.
- One of the best Chiefs Pilot knob had was forced out by popularity rather than competency. This was the down fall of Pilot Knob. Being a Chief is more than wearing a helmet it is being present and knowledgeable. I am a former member of the department I can honestly say the current Fire Chief has no business being Chief and is one incident away from someone getting hurt. A department looks to the Chief for guidance!
- N/A
- The fire service in Surry County is far from professional.
- While they have showed up for us before, during a grass fire, I've heard plenty of times where they fail to respond to their own district, causing their automatic aid neighbors to arrive before they ever do, IF they even show up to the call.
- The gentleman was nice.
- N/A
- Franklin is a joke. Hardly ever responds to emergency (1018) medical calls that they paged to even with a PAID firefighter there. Responders only respond to their volunteers homes it seems. COVID is over so Mr. Hiatt can stop using that as an excuse.
- Though I haven't had any encounters with the fire department at my own home, the place where I work, at the Shepherd's House, the F.D. Team has been FABULOUS and has always exceeded my expectations. I've always been very impressed with the F.D.
- Satisfied
- There the Best
- Fire departments don't run their 1st response calls. Dobson rescue has low to no responses. EMS has went from all paramedic to paramedic/EMT.
- No personal experience with these agencies but I am concerned about their competency and their abilities.
- South Surry has employed a full time fire fighter with health issues that should exclude him from driving any apparatus that are part of the fire departments throughout the county. I do not feel that our local fire services are in any way prepared to protect my life and/or property. The majority of the volunteers do NOT actively participate in mandatory training.

- Pine ridge is the best in the county.
- N/a
- Never used
- I am sure they are of high quality
- n/a never used services
- Very Satisfied.
- Couldn't tell you, because I haven't needed them.
- Very satisfied.
- Fire department vehicles being used as personal vehicles at their homes.
- I have a problem with the firemen using fire dept vehicles any time they wish to eat meals or run errands when they are not on their "weekend" duty and such and the chief using the suburban to drive all over the county.
- Satisfied.

Question 6

Q6: How satisfied are you with the overall EFFECTIVENESS of services provided by the Surry County fire department that serves you? (responsiveness, helpfulness, demonstrated outcomes, etc.)



ANSWER CHOICES	RESPONSES	
Very Satisfied.	41.72%	131
Satisfied	24.52%	77
Neutral	17.52%	55
Dissatisfied	5.73%	18
Very Dissatisfied	10.51%	33
Total:		314

Question 6 Comments:

- Satisfied
- I just feel neutral. No good or bad either way except I love the fact they are getting more young people involved.
- n/a
- Have not had to use their service.
- When our smoke detector kept being set off by the smallest things, we came up with a solution together!
- Most especially officers have little personality and act as if we own them something.

- They like the trauma/sentinel events, way too many hands on scene. We need them doing the patient assist calls so EMS is not tied up so much.
- The department has very little certified members. Every member should be certified regardless of their intentions. Safety and knowledge is key in this job, winging it is now going to cut it!
- N/A
- N/A
- NA
- The F.D. team has responded in a timely manner when called out to my place of work.
- There are paid personnel in the for department that services my home. But those paid personnel do not respond to medical calls. Part of their required training is to have at least their EMT. SOMo why are we paying them around $18.00 per hour to play checkers?
- Fortunate to have not needed
- There the best
- Central surry has quicker fire truck response
- Not sure which station serves my home.
- Please see previous comment.
- Pine ridge is the best
- N/A
- Never used
- They have done good work in local emergencies
- N/A never used
- Very satisfied
- Couldn’t tell you, haven’t needed them
- Very satisfied
- Turn away people applications, one was a retired fire fighter,
- Good
- I do not see services, per say. I see vehicles on the road and transit but no very little about the department or services.

Question 7

Q7: Please list up to three (3) single words that you believe best currently represents your current perception of the fire and rescue services in Surry County.

Answered: 281 Skipped: 33

WORD 1	WORD 2	WORD 3
Greatest	Bestest	Best
Unprofessional	Uneducated	Unrealiable
Competent	Effective	Skilled
Decaded	Hard working	Dependable
Committed	Volunteer	Responsive
Timely	Professional	Helpful
Strained	Burdened	Blessings
Honorable	Loyal	Pathetic
Sad	Sorry	Questions
Unknown	Unequal	Fire
Acceptable	Rescue	Volunteer
Volunteer	Volunteer	Speed demons
Unequal	Questionable	More reliable
Slow	Needs to be more dependable	Reluctantly
Laziness	Leadership	Community
Close	Neighbor	Caring
Well trained	Community support	Well trained
Helpful	Timely	Supportive
Professional	Qualified	Under funding for actual services needed
Quality	Dedicated	Effective
Knowledgeable	Lack adequate staffing	Compassionate
Fast	Underfunding	Trained
Efficient	Fast	Under appreciated
Caring	Professional	Patient
Misused	Overloaded	Non-cohesive
Great	Underpaid	Men
Understaffed	Lackluster	Idiot
Integrity	Caring	Prepared
Arrogant	Punks	Overpaid
Under appreciated	Dedicated	Lack of leadership
Reliable	Over funded	Lazy
Felons	Lazy	Motivation
Under staffed	Not happy	Wonderful
No respect	Entitled	Thrifty
Dedicated	Trustworthy	Understaffed
Safety	Satisfied	Vigilant
Professional	Compassion	Asset
Underpaided		

Helpful	Underrated	Professional
Volunteer	Eager	Responsive
Well-trained	Community-minded	Understaffed
Kind	Caring	Unfair
Volunteer	Quick	Efficient
Favoritism	Underpaid	Undertrained
Speedy	Smartass	Short staffed
Understaffed	Kind	Volunteer
Determined workers	Good ole boy system	Efficient
Important	Passionate volunteer	Rescue
Good guys	Needed	Helpful
Pride	Wasteful	Compassionate
Selfless	Fast	Friendly
Quality (at least at PKVFD)	Giving	Hero
	Diligent	Excellent
Arrogant	Compassionate	Volunteer
Social Clubs	Helpful	In need
Dedication	Effective	Idiots
Dedicated	Professional	Valuable
Volunteer	Knowledgeable	Volunteers
Unpaid	Efficient	Understaffed
Response	Punks	Professionalism
Prompt	Unsung heroes	Too much of a Family affair with decisions.
Committed	Skilled	
Have 2 full time firemen (one of those in the chief) and they are riding around even going way out of district, not a duty station.	Uneducated	Courteous
	Knowledge	Needed
	Reliable	Hard working
	Very wasteful with their spending, frivolous, unnecessary with an attitude of we have it let's spend it.	Unmotivated
		Effective
		Complacent
Professional		Untrained
Underfunded		Good
Volunteer	Well-trained	Timely
Ineffective	Valuable	Efficient
Grateful	Compassion	Caring
Professional	Unresponsive	Unprofessional
Short-staffed	Hero's	Bias
Dependable	Cost saving	Untrained
Helpful	Burnt out	Screwed
Effective	Behind	Trustworthy
Inadequate	Good	Loyal
Good	Respectful	Dysfunctional
Educated	Hard working	Friendly

Reliable	Professional	Fantastic
Ready	Egotistical	Safe
Nonexistent	Broke	Help
Lack of responders	Unprofessional	Caring
Absent in first response	Troubled	Undetermined
Responsive	Dedicated	Friendly
Sad	Dedicated	Grateful
Competent	Disorderly	Untrained
Compent	Helpful	Fast
Political	Professional	DID I MENTION A JOKE
Awesome	Responsive	Hard working
Security	Protection	Quick
Overworked	Professional	The assistant county manager is as well
Competent	Underpaid	
Understaffed	Quick acting	Dedicated
Understaffed	Respectful	Efficient
Knowledgeable	Unprofessional	Trained
Appreciative	Great response	Friendly
Incompetent	FIRE MARSHAL IS A JOKE	Empathic
Good	Helpful	Thankful
SCFMO IS A JOKE	Knowledgeable	Honest
Limited	The county manager is useless	Trained
The county commissioners do not care		Stretched
	Professional	Hard workers
Reliable	Fast	Under appreciated
Pride	Limited	Respectful
Limited	Ununified	Outdated
The county commissioners do not care	Dependable	Effective
	Trustworthy	Bias
	Urgent	Knowledgeable
Pride	Dieing	Undervalued
Specialty	Overworked	Necessary
Young	Trusting	Volunteers
Unorganized	Professional	Asset
Professional	Dedicated	Satisfied
Reliable	Brave	Duty
Professional	Community servants	Unpaid
Deteriorating	Involved	Professional
Understaffed	Unequal	Needs qualified officers
Understaffed	Underbanked	Under appreciated
Faithful	Knowledgeable	Caring
Reliable	Taxes	Prepared
	Community-minded	Unfair

Understaffed	Underpaid	Dedicated
Outstanding	Good ole boy system	Untrained
Well trained	Willingness	Motivation
Responsive	Effective	Friendly
Lacking	Understaffed	Paid
Understaffed	Needs paid personnel	Respect
Available	Awesome	Undervalued
Political	Overloaded	Outdated
Volunteer	Community support	Departments need extra money to operate due to rising costs
Overworked	Dedicated	
Great	Smartass	
Understaffed	Dedicated	In need of funding
Dedication	Volunteer	Servant
Good	Inexperienced	Responsible
Underbudget	Trustworthy	Caring
Brave	Outgoing	Lazy
Needs improving	Joke	Untrained
Misused	Efficient	Men
Well Trained	To b	Good
Under appreciated	People	Selfish
Favoritism	Understaffed	Good
Emergency	Disorganized	Professional
Understaffed	Burdened	compassionate
Dedicated	Departments need paid	Timely
Awesome	day time personnel	Knowledgeable
Wasteful	Unorganized	Budget
Professional	widespread	Favoritism
Needs	Professionalism	Community
Okay	Strong	Prideful
Underfunded	Well trained	Lack of leadership
Undertrained	Entitled	Favoritism
Strained	Wasteful	Prideful
Devoted	Caring	More reliable
Volunteers need to be compensated/paid for their services	Needed	Lack of leadership
	Social	Ok
	Resourceful	Effective
Dedicated	Educated	Supportive
Hero	Helpful	Compassionate
Professional	Efficient	Glory
Very great service	Neighbor	Well trained
Quick	Helpful	Under funding for actual services needed
Prompt	Improvement	
Honorable	Unhealthy	Responsible

Fast	Qualified	Unify system
Close	Honor	Non-cohesive
Dependable	Needs to be more dependable	Hard working
Fair	Not happy	Worker's
Unprofessional	Compassionate	Crisis responders
Professional	Underfunded	Thrifty
Understaffed	Dedicated	Knowledgeable
Slow	Fast	Friendly
Undertrained	Non-present	Eager
Loyal	Timely	Irresponsible
Fast	Lack adequate staffing	Helpful
Behind	Nice	Underfunded
Quality	No oversight	Divided
Available	Unknown	Aware
Efficient	Lackluster	Volunteer
Helpful	Dedicated	Egotistical
Knowledgeable	Professional	Underfunded
Overwhelmed	Awesome	Knowledgeable
Invested	Urgency	Short staffed
Wasteful spending	Compassion	Trustworthy
Neutral	Dedicated	Funding
Understaffed	Local	Helpful
Very Good	Preparedness	Rescue
Incompetent	Childlike	Dependable
Professional	Responsive	Disrespectful to family members
Wasteful	Responsive	Caring
Selfless	Dedicated	Community oriented
Dedicated	Stretched	Community
Professionalism	Committed	Rude
Trained	Wasteful	Trained
Great	Unprepared	Unwilling
Professionalism	Over stepping	Lazy
Well trained	Dedicated	Responsive
Competent	Over funded	Professional
Good guys	Needed	Pride
Dedication	Dependable	Neighbors
Reliable	Response time	Passive
Lost	Volunteer	Uncaring
IMPORTANT	Medical	Devoted
Competent	Professional	Trained
Incompetent	Hateful	Good job
Hard working	Professional	Questions
Incompetent		

No members	Dedicated volunteers	Caring
Dedicated	Monetary	Helpful
No members	Favorites	Passive
Competent	Awesome	Disband
Hardworking	Untrained	Good meals
Dedicated	Inept	Wonderful
Selfless	Quick	Reluctantly
Fire extinguishment	Reliable	Very much over
Dedicated	Stretched thin	compensated
Ok	Honest	Reliable
Judgemental (not all just	Unstaffed	Non-certified
shoals fire)	Unreliable	Unorganized/political
Good	Useless	Resilient
Clicky hierarchy	Caring	Jerks
Knowledge	Unequal	Professional
Corrupt	Quickly	Leaders
Hard work	Professional	Trained
Adequate	Resourceful	Under qualified
Incompetent	Squads	Blessings
Incompetent	Responsible	Not enough training
Kind	Satisfied	Pricey
Dedicated	Leadership	Dedicated
Volunteers	Dedicated	Parades
Volunteers	Abusers of tax payer	Knowledgeable
Unsafe	money	Hardworking
Untrained	Professional	Dangerous
Thorough	Willing	Caring
Community	Unaccountable	Short-term
Unknown	Wasteful	Heroic
Dedication	Professional	Bravery
Response's	Cocky	Volunteer
Knowledgeable	Caring	Overpaid
Prompt	Focused	Compassionated
Rural	Professional	Speed demons
Rescue	Loyal	Caring
Friendly	Somewhat nice	Separated
Safety	Understaffed	Complicated
Laziness	Outdated	Hard working
Staff	Understaffed	Professional
Believe they are beyond	Money	Integrity
reproach	Helpful	Wasteful
Adequate	Community service	Hardworking
Need help	Untrained	Fire

Underfunded	Reliable	Caring
Unresponsible	Inexperienced	Professional
Helpful	Brave	Unequal
Hardworking	Volunteer	Professional
Entitled	Compassionate	Community
Well-trained	Questionable	Fast
Dependable	Lazy	vigiliant
Caring	Equipped	
Good	Dedicated	
Lacking	Needs direction	
Honorable	Passionate	
Volunteers	Selfless service	
Need volunteers	Amazing	
Authoritative	Knowledgeable	
Overbearing	Unprofessional	
Efficient	Dependable	
Adequate	Rescue	
Volunteer	Quick	
Young	Fast	
Friendly	Department specific	
Devoted	Responsive	
Selfless	Involved	
Volunteer	Helpful eager	
Felons		
Dedicated		
Unequal		
Understaffed		
Not effectively managing money		
Needy		
Professional		
Great		
Courteous		
Fast		
Spendthrifts		
Acceptable		
Professional		
Kind		
Marginal		
Reliable		
Responsive		
Dedication		
Helpful		

Question 8

Q8: If you could make just one change to improve the fire and rescue service delivery system in Surry County, what would that be?

Answered: 277 Skipped: 37

- To figure out how to recruit new people I know a lot of good/knowledgeable people are aging out with no one to replace them. That is my concern.
- We need every station able to perform and perform correctly and also no have to have others show up and do their job.
- They were all paid so that we would have more people involved in the fire service.
- It would seem to be more efficient to reduce the amount of rescue squads but to pair rescue service delivery with the fire departments or increase EMS services instead.
- Nothing.
- To have more local business/large employers that are willing to let service members attend large calls without penalty on the job.
- More funds for them
- Have a different fire chief
- Equal out or fairness of departments, why some get so much money and others are low. Why certain departments get help from county and others not.
- Work together rather than against each other.
- More taxes to the volunteer department
- Fair funding, why does Bannertown need funding from county taxes when they collect the most money all fire departments? Why does chiefs not have to meet standard, some are felons and uneducated
- Better response. More training. Sometimes you need to look at the fire chief.
- Bring “X” back to chief of Pilot Knob before the ISO grade that was achieved by so many with so much hard work is lost.
- None
- The board of directors bother me sometimes. It’s not political. The Chief should be a leader and respected by all volunteers in every department.
- More monetary help.
- Don’t drive the vehicles into town to teat!
- Friendlier upper management
- Tax based support for the rescue squads similar to the fire departments.
- Additional personnel, maybe even one paid personnel per station since most are volunteer and those volunteers also work full time.
- More funding to allow full time staff at fire dept.
- No changes

- Better funding for paid personnel at each station during day hours when most volunteers are working
- Everyone stays in their lane.
- At least 1 paid person per shift at the fire house.
- Move from a volunteer based system to a paid system. There needs to be room for those who want to volunteer, but the volunteers should not have so many mandatory hours every month. It would be good to see one cohesive structure/organization. Applied across the county with a Chief (responsible member) and organized staff structure. Most importantly each of these positions should provide competitive, living wages, not bottom dollar position that do not attract quality candidates.
- They need at least 1 person full time.
- Get rid of the cocky attitudes.
- More paid FF
- Do away with paid chiefs and firemen in volunteer departments. Volunteers have responded for over 60 years.
- The first responder shouldn't drive a fire truck to a first responder call. I can see driving a suburban some areas doesn't have the room when they bring out the fire trucks.
- Better leadership.
- Set high standards
- They do an amazing job, give them more tax money.
- More full time fire fighters at the station to get out to calls faster during the day. These men need to get paid.
- Some ability for snow removal from rural roads as needed.
- Add paid firefighters
- County wide paid Fire Department
- Ensuring that paid services aren't "picking and choosing" the calls that they run.
- At least one paid person at every department. It is hard when individuals are responding on a volunteer basis. Members can't always get off work or leave obligation to run calls.
- I am not aware of anything unless you consider adding a substation closer to North Elkin.
- Full time paid department staffed 24/7/365. If I called 911 anytime I or my family should not have to wait for volunteers to respond either from home or respond to the station to retrieve apparatus.
- Satisfy the needs of departments versus the wants of the other departments. Who makes these monetary decisions? Some decisions doesn't seem fair.
- More people need to be involved only about three to five firefighters came out when the woods were on fire in our backyard which made it take longer to put out in my opinion

- I want to say switch to fully paid (which is impossible) to bring up the amount of “volunteers” however that not the problem. The problem is the good ole boy system and the certain toxic people with in the departments that are allowed to stay keeping others away. The drama and attitudes is why there aren't more people.
- Stop picking and choosing what calls they run and help everyone in need
- Have them appeal to more regular people. Training hours may have to be reduced in order to attract regular common sense people.
- I think central Surry is the best in the county. Having paid staff now guarantees someone responding during the day and great volunteers. Just keep supplying them with the right funds because they sure know what to do with it.
- Better service delivery
- Get rid of the cocky attitudes
- Training
- Some ability for snow removal from rural roads as needed.
- Equipment and what they need provided
- Way to get more volunteers
- Pay them all
- None
- Pay them
- Bannertown chief
- Rescue crews need to be payed day time like the firefighters
- The fire and rescue services are in desperate need of better funding from local government.
- The overall balance of funding provided to each department. Some departments get ridiculous amounts of money compared to others and they are no more or maybe less prepared than the less funded departments. They quite often just spend more money on things they don’t need. Rescue squads often have much higher call volumes and get very little money compared to most fire depts.
- Ensure paid staffing to cover volunteer shortages across multiple districts
- Paid staff for day time when most volunteers are at work.
- More paid staff for volunteer departments
- Implement a rescue tax. The fire department gets tax money now and have a ton of equipment and surplus of money, however, your local rescue squads are drying up and starving to death.
- Make sure all departments have a paid position for faster response.
- Incorporate into 1 county fire department instead of multiple department with qualified officers to provide direction and leadership that can be held responsibly accountable for the growth and expansion of the rural county fire service.
- Paid man.

- Have more volunteers which requires continuous recruiting and ongoing training.
- My tax money is going to Ararat fire dept and they would never come to my house if it was on fire! I am in south Surry district. This needs to corrected!!
- I wouldn't
- Make the PAID firemen run medical calls. Your citizens are paying for a service that does not get used as it should. Stop allowing Chiefs to have a take home vehicle. Bannertowns chief uses it as this personal vehicle.
- Better commissioners to support the fire service and funding.
- Increase training and further requirements for medical first response. Possible paid staff at the volunteer departments that will run first response calls.
- No clue
- Probably to give them some sort of pay for all the time that they volunteer. It adds up when you consider training. Time spent on calls, and time spent checking equipment and being sure that everything is working and ready to go.
- Add at least 2 paid personnel per dept.
- Paid staff
- Can't think of anything right now
- No change
- Paid firemen positions.
- More paid positions.
- Compete budget overhaul of each department and wants vs. needs evaluated to show what departments actually need vs what they want.
- Full-time staffing
- I want to say switch to fully paid (which is impossible) to bring up the amount of "volunteers" however that not the problem. The problem is the good ole boy system and the certain toxic people with in the departments that are allowed to stay keeping others away. The drama and attitudes is why there aren't more people.
- Everything needs to be looked at from the inside and outside. It's awfully easy to spend someone else's money and making crazy decisions buying stuff that will not benefit the department and also take care of the people that keep the department going. I had 38 years in the department with nothing ever paid towards my retirement. That is why I'm not there anymore…
- None
- That the community would have there addresses posted on mailboxes and there homes. Where is it able to be seen by ems, fire, any type of emergency situation also to make sure that your house is accessible by fire apparatus and ems units you never know when you or your family may have to have there help at any given day or time.

- Place well trained paid people on the first responding fire apparatus to respond to calls
- I don't know
- Hire a fire marshal that is not a snake. He is the biggest liar and narcissist ever.
- None
- To leave fire and rescue separate entities as they have been for years.
- Response times, upgraded equipment.
- The commissioners to understand what the citizens have voted to allow for fire tax to provide for their time of need.
- I think central surry is the best in the county. Having paid staff now guarantees someone responding during the day and great volunteers. Just keep supplying them with the right funds because they sure know what to do with it.
- Support the specialty rescue squads you already have.
- Chiefs not pencil whip there paper work and training and actually prove the training and check offs have been done. Showing up doesn't count as training.
- More paid staff less volunteer.
- For paid departments (partial or otherwise), allow for training and funding of new firefighters who want to become city firefighters. This will help attract new candidates and a younger generation of responsible adults to Mounty Airy and Surry County, NC
- Support rescue EMS squades more financially.
- Paid firemen 24-7 in Surry County. Just do away with volunteer FD and make them a Surry county department.
- Stop paying volunteers, or pay all of them!
- We need more firefighters
- Leadership
- More staff
- Have paid fire and rescue personnel at every station
- More paid staff.
- N/A
- Give equal amounts to all fire districts. Some districts receive almost a million dollars while others struggle to keep up with changes due to finding. Some departments are wasteful with their money.
- I'm not informed enough about their needs to answer this
- N/A
- Fire services wouldn't be treated better than rescue services
- None
- To staff ALL rescue squads and ALL fire departments with full time paid personnel
- Nothing

- On tax rate for all departments
- At least one paid person at every department. It is hard when individual are responding on a volunteer basis. Members can't always get off work or leave obligations to run calls.
- More support to them from government
- N/A
- Uniformity
- One main department with a paid chief that oversees all
- None
- Everyone stays in their lane
- The first responders shouldn't drive a fire truck to a first responder call. I can see driving a suburban some areas doesn't have the room when they bring out the fire trucks
- The board of directors bother me sometimes. It's not political. The chief should be a leader and respected by all volunteers in every department.
- Satisfy the needs of departments versus the wants of other departments. Who makes these monetary decisions? Some decisions doesn't seem fair
- No changes come to mind at this time
- More visible presence online about services that have been provided to the community
- Teamwork and working relationships between departments
- They do an amazing job, give them more tax money
- N/A
- Paid full time personal
- In Surry County I know that Elkin and Mount Airy are primarily the ones that are staffed 24/7. I would like to see other departments be staffed as well because the response times in the county are unreliable no one knows if we will get a response from these services or not since they are just volunteer or not my research I observed is that a few department in the county have staff Monday through Friday so after they leave if it's four or five emergencies don't happen then this is really concerning me on what the best route to take if my family who lives in CC camp or Jot Um Down district ask yourself can you guarantee me someone will show up I hope you who are looking at this survey takes this seriously bc what if this was your family.
- Have all departments become Surry Co. FD, equal staffing, pay, resources throughout the county.
- Structure across all departments and improved training
- To have more local businesses/large employers that are willing to let service members attend large call without penalty on the job.
- More help from Surry County.

- It all boils down to a general concept. Volunteers need to be compensated/paid for their services and departments need paid day time personnel.
- Unified
- Need more access to public water for more areas of the county which in turn would benefit not just residents but Fire Departments.
- Closer
- Set high standards
- Professionalism and accountability
- They need at least 1 person full time
- Combine fire and rescue depts
- Departments work together not against each other
- Continued support from the county, managing the budget
- Better response time
- Professionalism and accountability
- They need at least 1 person full time.
- Combine fire and rescue depts.
- Departments work together not against each other.
- Better response time
- County employed personal at each station, in the more populated regions of the county.
- Surry County should control the money in each department. Too much money spent on some departments when smaller departments do without.
- More volunteers
- NA
- NONE
- More training in other areas
- Better equal equipment for all
- Paid, well trained fire/rescue staff. We need to move away from the "good ol boy" way of doing things. We need career oriented professional staff to take care of people when they cannot take care of themselves, you cannot do that with a person that works 40 plus hours somewhere else and ask them to be a professional in the fire rescue world.
- Friendlier upper management
- Term limits of fire chief and the rules on how they can spend tax dollar money
- Better response. More training. Sometimes you need to look at the fire chief
- Don't drive the vehicles into town to eat!
- Nothing
- Full time fire chief's for each department would be a start. There needs to be someone to advise and advocate for each department other than 700 or 900
- Better leadership

- Elicit more volunteers
- More funding to allow full time staff at fire dept
- Tax based support for the rescue squads similar to the fire departments.
- No changes
- That they combine with rescue. (Take it over). It is strange to have both, Surry is unique in this regard. They need to run lower acuity calls and earn their keep. Not just show up on traumas or bad calls.
- Guarantee response 24:7
- More monetary help
- Additional personnel, maybe even one paid personnel per station since most are volunteer and those volunteers also work full time
- More funding
- Develop a county owned and managed fire department
- More awareness of who serves what area.
- Move from a volunteer based system to a paid system. There needs to be room for those who want to volunteer, but the volunteers should not have so many mandatory hours every month. It would be good to see one cohesive structure/organization applied across the county with a Chief (responsible member) and organized staff structure. More importantly each of these positions should provide competitive, living wages, not bottom dollar positions that do not attact quality candidates.
- None I'm aware of
- Give some compensation to those who give up so much of their time.
- Give them more money for equipment
- N/A
- Add paid firefighters
- Allocate more tax revenue to the volunteer rescue squads that do not receive a tax base like fire departments in Surry County, and mostly rely on volunteer fundraising and donations to supplement the tax subsidy that the county allocates.
- Guaranteed person on duty 24/7, you cannot always get in touch with someone when you call the fire station.
- I wish there was plenty of money to support them
- Let the citizens of each community represented sit on the board.
- More paid volunteer firemen/women
- More input into planning process for construction
- County needs to provide address markers for the homes in these rural area, along the road especially the back roads and along Route 89
- Have the county provide 24/7 paid fireperson positions staged in 2-3 strategic locations with a quick response pumper to support the volunteer fire departments without burdening volunteer fire departments with having to recruit and manage paid employees. Smaller department have neither

the funds or administrative staff to properly administer the accounting, tax, and managerial responsibilities of supporting paid employees.

- N/A
- Have them appeal to more regular people. Training hours may have to be reduced in order to attract regular common sense people.
- County wide FD
- Fire departments need to focus on Fire protection only first response need to be take away from them since most have elected not to run the calls and have used tax money to purchase items that only benefit first response also there are 6 rescue squads that have served the county for over 50 years each they are more than equipped to handle any rescue that may arise in the county so why are fire departments allocating funds that could be used on fire protection to buy trucks and equipment that are already available to the citizens. Duplication of services is a large waste of tax funds in this county.
- That more folks would volunteer
- More paid FF
- Stop picking and choosing what calls they run and help everyone in need.
- More paid members stationed at our volunteer departments
- Manpower
- Better service delivery
- Help them by encouraging recruitment, retention, and training. They do a wonderful job!
- When paged by 911 they need to respond, especially if the department has paid staff.
- Attitudes! I know being in the fire service is not easy on your mental and I get that but when you arrive to someone house arguing about who is talking on the radio, complaining about the family members standing around, and walking up in a house half naked I have a problem. Don't dare try to speak with the Chief about it either because he could care less. I WILL NEVER CALL 911 for Shoals every again! From now on I use just EMS which is AWESOME people!!!
- Get rid of the fire dept that serves me. Unorganized. Do not run calls especially first response, they do not know what they are doing.
- Acknowledge the volunteers that put their life on the line. Slandering volunteers bc the upper mgmt. of dept doesn't sit well with me. Best thing that happened to Ararat was Wes Key severing his ties with the dept. should have happened sooner.
- Funds used wisely
- Changed up the current people that are in charge of the departments. And the new paramedics coming in are rude.
- Local fire department to render both Fire and Rescue services to its area to allow for fastest response and smoother on scene operations.

- One paid person at all time.
- More staffing
- Mandatory physical participation in training with the ability to completely fulfill the tasks.
- Unify the volunteer departments under one umbrella to maximize buying power, reduce unnecessary spending, and have accountability. The chiefs in Surry County are out of control
- N
- Part time paid staff in every station, or at least half of the stations. I like knowing that I am guaranteed to get a response from at least one person who is designated to run calls during the hours where volunteers are least likely to be able to respond (work obligations, etc)
- Don't know of anything
- Countywide fire department
- Get new management at Fourway they only allow their friends in and run everyone else off and do not answer calls I made a call and nobody came until ambulance got here then the second emergency only one person showed up and that was the same time the ambulance got here never Noone to answer phone when you call up there to the department and if you are not a crigger or hawks or their friends you will not be welcome to join
- Give Pinnacle Fire Department their district back in my area due to they responded to this area more than shoals
- More funding
- I am not sure
- Equal out or fairness of departments, why some get so much money and others are low. Why certain departments get help from county and others not.
- None
- Need more literature information spread around for people awareness and knowledge
- Get rid of the rescue squads. Fire service is taking over the rescue world whether people like it or not.
- Provide us all with paid staff across the county.
- More full time fire fighters at the station to get out to calls faster during the day. These men need to get paid.
- Bring "X" back to chief of Pilot Knob before the ISO grade that was achieved by so many with so much hard work is lost.
- Find a way to reward volunteers more so maybe we can get more volunteers.
- Stop paying them especially the fire chiefs. Volunteer departments should be volunteer. Either pay everyone in the whole department or pay no one.
- Nothing comes to mind

- Tax the same across the county
- Come up with a better funding system that allows departments to function at a higher level all across the county
- Have someone that could oversee the financials for the fire department. So the Fire Department could stop the unnecessary spending of tax dollars.
- Fire departments are political nightmares within departments. Volunteers need to be trained on verbal communication skills with the citizens. Rescue/em's for surry county is worse. One of the top people for em's continually trespasses on my property, litters on it and tells my family he will do as he pleases cause of who he is in the ems department.
- For the county to suppor them as needed
- Fund the rescue squad in the place of so much FD money. They run 10x the calls and are trained professionals.
- I am not aware of anything unless you consider adding a substation closer to North Elkin
- Nothing that I know of, as of y et.
- Better funding for paid personnel at each station during day hours when most volunteers are working
- More funds for them
- All paid
- Remove politics. Look outside of Surry County at how other counties run effective programs and keep morale up to encourage volunteers. Not paid members.
- Staffing levels for the departments.
- Every fire department needs paid personnel and rescue squads need to be integrated – times have changed and it's time to grow!
- Let them have the money they need to hire and purchase what is best for them. Keep County Government out of it. Each department is a corporation, let them put Board members in place to properly run the daily ops of their department.
- More transparency in how the board works, hierarchy and transparency in spending
- Do not know
- Increase the tax revenue to these departments and start giving it to the rescue squads as well so that they may prepare themselves with the best, most up to date equipment to best serve the needs of the community that they cover.
- Give rescue squads a tax base not just as lump sum
- For them to have more help
- Go back to enabling certified training with instructors at each station to acquire better quality firefighters.
- New equipment and paid positions
- More taxes to the volunteer department

- None
- Fair funding, why does Bannertown need funding fro county taxes when they collect the most money all fire departments? Why does chiefs not have to meet standards, some are felons and uneducated.
- Do away with paid chiefs and firemen in volunteer departments. Volunteers have responded for over 60 years.
- When arriving to a wreck if multiple vehicles are involved they need to make sure they have checked on all vehicles. Not to realize there is another vehicle involved once Highway patrol arrives and Highway Patrol tells the fire department another vehicle was involved
- Staffing increase
- Combine the systems
- Needs based purchases; not what looks good!!!
- Recruit more volunteers.
- Full time paid staff at every station during the day when most volunteers are at work. We pay enough in taxes that the county should be able to afford this.
- Paid staff at all departments allowing for initial response to emergencies of lifesaving equipment to arrive in a timely manner.
- Paid fireman that are managed by the county, not the volunteer departments
- More members
- Work together rather than against each other
- More hydrants in the densely populated areas!
- Get rid of “X”
- Adopt a Horry county SC model. Make it where the whole county is uniform and equal service.
- More volunteers.
- Pay them
- Ensuring that paid services aren’t “picking and choosing” the calls that they run

Question 9

Q9: Please share any additional feedback that you believe would improve fire and rescue services in Surry County. Be as specific as possible.

Answered: 233 Skipped: 91

- We need to start recruiting our children through our school systems starting when they are in elementary school. The high school program is great but we must start recruiting them at an earlier age!!!
- Departments need more schooling and training
- It is getting harder to find volunteers to cover these jobs with the risk involved in being a part of the service.
- It would be interesting to explore potential partnerships with surrounding counties for collaboration, if there are any such possibilities.
- I have only heard good things
- NA
- Sad when fall creek and Boonville make it to a house fire before South Surry does, when South Surry first paged. Also said when you have to page South Surry 4 times for a medical call that need CPR and no one responds. That's life or death and the outcome could have been very different if they have someone respond in a timely manner. Also sad when you won't let someone join the fire department in their own district because he doesn't kiss up to others and is actually a good fireman and wants to help the community instead of being in it to just look cool.
- Make departments equal, and make sure people responding to calls are educated or training properly
- Add rescue to the areas that have high response times, but no double up in the areas that have equal response times.
- We need more volunteers. I've been a volunteer for 35 years.
- Need to make departments accountable for their spending, why do some departments have multiple trucks of same kind? Also chiefs need to be monitored by county. Have heard some are convicted felons, some never graduated school, and some are not trained to state standards.
- When they get a call the response needs to be a lot better. When you have to make 4 calls before anybody gets there for a person that is having seizure and then cardiac arrest. And when you send truck for a house fire and the fireman said he has to wait for somebody else to get there to operate the water. When two other county's fire department got there.
- Be more involved with issues within communication within the departments and within surrounding county's. have a care for the members you have and ask why members are leaving. It might enlighten the younger generation of leadership.
- Continuing education

- Help improve on training and help with better equipment
- Equal support to the rescue squads that fire departments receive. For example tax money and paid staff.
- Education, funding, outreach opportunities in classrooms
- None
- Grant money to keep trucks in good shape
- Better funding for training and equipment
- More appropriate funding for departments based off call volume and call response
- They need updated equipment.
- Currently there are fire departments that are managing their funds well and serving their communities well. Those departments should be ones that are reached out to and appreciated. Organizations like Franklin Fire that have multiple part time positions and have had for years can be an asset to a changing community. Some portions of the county may want to remain volunteer only, but is that really tenable? Most likely not.
- Supply them with the proper equipment to do their jobs.
- Get rid of the punks that make the departments look bad
- If depts are receiving more than $500K they should be required to have paid firefighters.
- To be run by the county instead of individuals. Divide money more fairly between all departments instead of two or three getting most of the money. Do away with paid fire chiefs. Get rid of felons in the departments.
- All chiefs in the fire department should be required to be first responder as well.
- People that wanna do it.
- Paying them. I feel if they was paid to run calls we would not have a shortage of personnel.
- More funding for the departments I am a retired firefighter.
- Combining Fire and Rescue in all areas of the county would better protect the people.
- Through experience, some volunteer departments run more calls than others. That is to be expected considering that they are volunteers. However, some departments have paid members there during weekdays. Departments such as central Surry for example have someon (paid) running every call possible in their area while on the clock. Other departments, Franklin for example, who also have a paid member there during the day, pick and choose the calls they want to run and will scarcely run EMS/first response calls unless they are of higher acuity or a rescue of some type. This I feel does a disservice to those in their coverage area.
- The people who do these jobs are amazing. They love their communities. Recruitment seems to be a problem these days. The county need to

develop a program for schools to introduce teenagers to the junior programs in departments to help with membership.

- Paid full time departments. Volunteers should be supplemental and not the primary response component. Raise fire taxes and provide my property with full time coverage.
- Put out a rescue/emergency care survey. This was geared more toward fire departments
- They don't decent, I'm not sure how many non responses from departments there are currently however I've also not needed them.
- Work together you all have the same end goal to help the one in need.
- Need to recruit people that work for themselves like chicken farmers/contractors.
- Help get more volunteers because that's what holds them together. Help advertise through the county.
- Consolidation of the duplication of service between the fire departments and rescue squads. Rescue squads are dying out quicker thank fire departments. Fire departments should be consolidated as well between county to county and county to city in my opinion. Westfield is a unique situation in your statistics and I'm sure data is missing from their neighboring departments and how they affect their service delivery coming into Surry County. Maybe Westfield should consolidate into Stokes County Department(s)? A real discussion should be held and not copy/paste.
- Paid staff member in each department.
- Publish scores for fire inspection just as if it were a health inspection for public buildings. Continue to inspect and post at least once a year.
- Uncertain.
- All too often the county looks to Fire Chiefs to make decisions and provide feedback that is the responsibility of the corporate officers and/or board of directors of volunteer fire departments. The county should strive to build better communication and relationships in this area.
- More staff
- Na
- To have addresses posted in homes and mailboxes like they should and access to your home by fire and ems apparatus. For whatever your emergency may be. You never know when you or a loved one may need to have that kinda of help or service provided that is taken for granted by so many.
- None
- I am very thankful for all that our rescue workers do to help our community. Everything from going to our schools to educate our children, going to the local day programs to educate our individuals with special needs, participating in parades, volunteering their time. Most of all saving people's lives, homes and vehicles.

- Fire and Rescue services are vital. Unfortunately volunteerism is not the same as when departments were started. Costs have risen to keep departments running. There must be a balance between the services and tax base of county which is becoming more difficult.
- More stringent background checks and pay for all.
- None
- Not so much family and friends on the Board of Directors.
- Rescue needs to be recognized for what they do they have specific training in rescue operations and services.
- The governing body could pay more attention to the effectiveness vs funding of individual departments instead of making decisions based on budgets of services as a whole. Cutting waste, saving money and providing better services can't be done effectively analyzing county budget line items. It should be done by cutting line items in less than effective department budgets. But the best choices often require more work than commissioners want to do so they go the easy route which often fails to deliver the desired results.
- County leadership to ensure each individual department is held to the same standards.
- Not all Volunteer Fire Departments in Surry County are as I have described. I have seen fire calls where other departments arrive first on the scene or complete the entire call for White Plains. I feel WPFD needs training, paid staff for daytime hours and motivation to help with improving their response for my community.
- Surry County needs a rescue tax. Or pay the Rescue Squad to have a paid staff member there. They run an enormous amount of calls, a ton of more calls in the FIRE service and don't get hardly any money for their efforts.
- Paid guys
- Fire chiefs should be a full time fire fighter in another department ie City of Kernersville or WSFD with leadership skills. Board members should be versed in day to day processes and requirements and allows the department to use their monies statically.
- n/a
- They're doing a great job.
- Distribute the money across the county that bannertown and Franklin get.
- None
- Elkin lost some good leaders due to small town bs
- More support from the local government And working together versus trying to create dissension. They're definitely seems to be a prejudice coming from the fire marshal's office toward the volunteer departments. From the outside, it does not appear to be a team effort of working toward the greater good of the community. The volunteer department is great.

- Provide living quarters for paid and volunteer personnel with the stipulation they respond to calls when available at night.
- Training
- Appreciate all of you
- None
- Schedule volunteers on call hours
- The department that serves our district #66. Needs an Outside firm to look into everything without giving any kind of notice. Show up and let's get started.
- To have addresses posted in homes and mailboxes like they should and access to your home by fire and EMS apparatus. For whatever your emergency may be. You never know when you or a loved one may need to have that kinda help or service provided that is taken for granted by so many.
- White Plains needs to be held accountable for their ineffectiveness. Other departments arrived first on their calls. Why does my tax money go to them?
- Fire the Fire Marshal
- I have had all positive experiences
- It needs to be revamped, no volunteers anymore so they need to adapt
- Looking to the commissioners and the fire tax board
- Help get more volunteers because that's what hold them together. Help advertise through the county.
- Fire should be fire and rescue should be rescue
- Do a better job collaborating with other Departments within the county. Its not a competition of who is better especially when a call requires different departments to the same scene. Make sure the less insubordination occurs. When the charge call the shots.
- I believe if the departments received more funding for better equipment/trucks also more funding for paid staff they could better serve the area, especially for during the 7-5 time frame.
- My home caught fire several years ago. They response was immediate and they saved my property.
- The only way to keep the vol Fire departments working is the proper funding for the department. We want reliable trucks and people to respond them.
- Stop watching TV and trying to copy it!
- Paid service
- Leadership
- Volunteers are hard to come by these days. The younger generation seems to have a what's in it for me mentality. Need more dedicated staff especially during daytime when most volunteers work.
- Give them the resources that they need. Not just there wants. We need paid people to get units to calls.
- n/a

- I have none
- n/a
- The leadership of the county needs to take a DEEP look into some of the fire departments that so easily give more money to
- This survey had no way to rate the rescue squad which I received services from. Only fire departments and their districts were mentioned.
- n/a
- Pay one member at each unit to be on duty 24 seven
- The people who do these jobs are amazing. They love their communities. Recruitment seems to be a problem these days. The county needs to develop a program for schools to introduce teenagers to the junior programs in departments to help with membership.
- Dispensing of equipment and trucks to other departments from departments that don't respond to calls like that should.
- None
- They don't decent, I'm not sure how many non responses from departments there are currently however I've also not needed them.
- None
- N/A
- Need better management
- More appropriate funding for departments based off call volume and call response
- Continuing education
- All chiefs in the fire department should be required to be first responder as well.
- Put out a rescue/emergency care survey. This was geared more toward fire departments.
- Uncertain.
- I thank every department should be held accountable for their services and those that have been doing such should be appreciated. Look at the departments ISO rating it should speak for itself.
- Distribution of funds equally. Start looking into some of the departments that are wasting money. Where is that money going, how is it being spent, do they really need that big of a truck that is not useful in most driveways, roads in the area, they don't need a truck with 6 seats when it rolls out of the station with 1 or 2 people on board 95% of the time. Fire chiefs and those in charge of the departments money should not be felons.
- Don't know where county would get enough firefighters to replace the free fire service we have now.
- Please make the change and getting these departments staffed
- All fire departments fully staffed and paid competitively. Dissolve rescue squads and have them absorbed by county fire department, all stations become capable of fire, rescue, and medical. Rescue squads can be

locations for specialty resources, but it should be part of surry couty fire rescue department. Continue to allow volunteers.

- We just need to remember that they are there when we call them most do not understand what they do weekend and week out there's a lot they have to do to be a part of the fire department as I was in for 27 years I know.
- Departments need paid day time personnel to cover volunteers that have day time jobs and volunteers themselves need to be paid/compensated for their services. Also, departments need extra funding due to rising costs in operations and the need of extra funding to help with recruitment/retention.
- There is a need for more paid Part-time and full-time positions for firefighters throughout the county. With numbers of people deciding to volunteer, this would help with keeping and growing services available to residents.
- The chief of Bannertown is a convicted felon and should not be allowed to serve as he has and has often been observed in various parts of the county in the FD vehicles and driving in a reckless manner even after warnings from law enforcement.
- Supply them with the proper equipment to do their jobs.
- Combine fire and rescue
- Not run county volunteer fire rescue like paid city departments (Forsyth, Yadkinville)
- Continuing the use of LOSAP, CONTINUEING SUPPORT FOR THE FIREFIGHTERS. PROMOTION OF VOLUNTEER FIRE SERVICES WITHIN THE COUNTY. BE PART OF A TEAM
- 24-7 paid personnel
- Paid fire chiefs should not be. A paid firefighter is ok for each department so someone will be on call, but no fire chief should be paid. The county of Surry should see that all departments get funds. Smaller departments need funding from the larger departments. Spread out the taxpayer funds equally. No more overfunding Bannertown and Franklin and leaving smaller departments without money. Change the way tax money is distributed to fire and rescue service.
- NA
- Training to benefit the community in natural disasters
- Na
- Refer back to number 8. You cannot rely on a volunteer to have the energy, time to dedicate to being the tip of the sword when someone life or property is in jeopardy. Why is it excepted to do it that way. Do you ask any other precession to have another job and then volunteer to be a on call doctor, lawyer, dentist, you put an profession name you want, that effects people's lives the way a fire, rescue EMS provider does. Ask yourself this, who do you want responding to your emergency, a equipped trained professional or a exhausted volunteer.

- When they get a call the response needs to be a lot better. When you have to make 4 calls before anybody gets there for a person that is having seizure and then cardiac arrest. And when you send truck for a house fire and the fireman said he has to wait for somebody else to get there to operate the water. When two other county's fire department got there.
- Someone needs to look into finances and how the department is run. A lot of shady things going on.
- Everyone just getting alone together.
- A county funded fire department with FULLTIME resources. That is specialized in the following: -trench -confined space – structural collapse -high angle -water Rescue squads are a thing of the past and are not running calls, look at the numbers! The only exception is Pilot Rescue Squad (they are a rare breed). Let the fire departments worry about wrecks and disperse the equipment. If the county is relying on volunteers for backup EMS then they should hire more employees to staff ambulances!
- People that wanna do it.
- None
- None
- Equal support to the rescue squads that fire departments receive. For example tax money and paid staff.
- Grant money to keep trucks in good shape.
- They need training on professionalism. They seem upset to be helping on anything other than the city burning down. Not all of course, although this the general community perception though when working with EMS.
- Holding county departments to better training. Monday night training once a month reviewing a PowerPoint or doing SCBA confidence does nothing when peoples lives are on the line in an IDLH atmosphere. I would also like to see a better response. Yes they are volunteers but if tax dollars are paying for a paid staff then they shouldn't have the choice to choose what calls they respond. Honestly the best thing to do would be to have a county wide fire department with standards on professionalism and training. Have a group of "chiefs" run the departments and hire qualified paid staff. These volunteer fire chiefs with no idea what to do at a fire isn't doing the county any good. Yes there are business decisions to be made, but when you look at saving lives and property you need to have a good understanding of tactics in the fire service.
- Help improve on training and help with better equipment
- Education, funding, outreach opportunities in classroom
- Manage the fire and rescue services like all other county provided services.
- Nothing at this time
- Currently there are fire departments that are managing their funds well and serving their communities well. Those departments should be ones that are reached out to and appreciated, Organizations like Franklin Fire that have

multiple part time positions and have had for years can be an asset to a changing community. Some portions of the county may want to remain volunteer only, but is that really tenable? Most likely not.

- None
- Help
- N/A
- More funding for the departments I am a retired firefighter
- The fire and rescue services certainly do not need to be turned over to the emergency services division or his designee. The department already sees an astronomical amount of turnover of employees and is haphazardly run from a management standpoint as it is. To trust the fire and rescue services to that county department would be disastrous to all involved and those that are served.
- N/A
- All too often the county looks to Fire Chiefs to make decisions and provide feedback that is the responsibility of the corporate officers and/or board of directors of volunteer fire departments. The county should strive to build better communication and relationships in this area.
- Need to recruit people that work for themselves like chicken farmers/contractors.
- No
- Fire Departments need to focus on Fire protection only first response need to be taken away from them since most have elected not to run the calls and have used tax money to purchase items that only benefit first response also there are 6 rescue squads that have served the county for over 50 years each they are more than equipped to handle any rescue that may arise in the county so why are fire departments allocating funds that could be used on fire protection to buy trucks and equipment that are already available to the citizens. Duplication of services is a large waste of tax funds in this county.
- Though I have not had to have either the Dobson or Central Surry departments for an emergency at my house, I have friends and neighbors that have been blessed with the quick response, hard work and expertise of our local volunteers.
- Not any
- If depts are receiving more than $500K they should be required to have paid firefighters.
- I think the blatant amount of money wasted by these fire departments is atrocious this is rural Surry County not FDNY. And correct me if I'm wrong but don't we already have rescue squads to Dobson, Elkin, Mt Airy, Pilot Mountain. If so why are we converting all the community volunteer fire departments to rescue. I have seen to many structures burn to the ground while some eat up chief is handing out orders and discussing a plan of

attack that when finished the house is on the ground. A good example would be a 450k truck with 4 doors that holds 450 gallons of water. If the fire departments weren't so concerned about what they posted on Facebook and a little more concerned about fighting fires and buying what they need and not what they want maybe would be a lot better off.

- Working together you all have the same end goal to help the one in need.
- None
- N/A
- Apply for grants, funding, or a small increase in county taxes to fund more paid members or our volunteer departments.
- Consolidation of the duplication of service between the fire departments and rescue squads. Rescue squads are dying out quicker than fire departments. Fire departments should be consolidated as well between county to county and county to city in my opinion. Westfield is a unique situation in your statistics and I'm sure data is missing from their neighboring departments and how they affect their service delivery coming into Surry County. Maybe Westfield should consolidate into Stokes County Department(s)? A real discussion should be held and not copy/paste.
- I think that the county could do something to acknowledge the hard work and dedication of the individuals who volunteer for these services!
- I have personally witnessed paid and non paid departments ignoring calls from 911 and they need to be held accountable. If they receive county tax money then they need to respond to calls.
- Be respectful of those that call you that may not understand what's going on with the love one.
- If the fire dept does not run first response they do not need a rescue truck. From rumors floating around the fire depts need to come together and work together.
- Be community oriented.
- Until people get rid of the ones that are allowed to run the departments as they wish with no repercussions how can you guy improve? There are family members that are put into positions and any time a member or a community member come in to say anything they are protected!
- Paid staff members in each department.
- More staff
- Please see previous comments
- Zero accountability. The fire departments resemble street gangs and lack professionalism. The county, and citizens, need to hold them accountable. I don't trust my fire department(s).
- I feel that community events like open houses at each station once a year would truly help the morale and perception of the community when it comes to how they view their volunteers. Franklin did a wonderful job of this at their anniversary celebration/open house, and I really appreciated

getting to see the resources that the county has on hand that I didn't know about. As someone who lives in white plains, I'd hope that being able to put faces to my service area volunteers would help build my faith in them more. I'd also hope that having them see WHO they serve would make them more likely to respond to more of their calls quicker.

- Na
- I feel unsafe with the current volunteer fire department not enough volunteers and I know for a fact they went to one field fire with no water in their truck……what was the purpose of that???? Several things burned that would have if they had had proper serviced trucks.
- Give Pinnacle Fire Department their district back in my area due to they responded to this area more than shoals.
- Continue fire safety drills with the schools; increase the community's knowledge and access to 911 home plans for those with special needs.
- Make departments equal, and make sure people responding to calls are educated or trained properly.
- None
- Have more classes and literature
- Fire departments don't seem to get much attention or support here, and admittedly I don't know much about how active they are. Do they do any fire prevention or education activities? Do they run ambulances?
- More funding for the fire departments
- We need staffing in each department ASAP
- Paying them. I feel if they was paid to run calls we would not have a shortage of personnel.
- Be more involved with issues within communication within the departments and within surrounding county's. Have a care for the members you have and ask why members are leaving. It might enlighten the younger generation of leadership.
- There is a lot of needless spending that goes on in most departments. Some of the departments barely receive enough money to make it through the year but some departments, like Bannertown, spend money just because they have it. When will the useless spending stop?!!
- We participated in the citizens fire Academy, and are very appreciative of the varied and important work that the Mount Airy fire department does.
- Standardize
- More school programs that would get kids interested in the fire service, not just the one program at the college.
- Being in Mountain Park I believe the Rescue squad could use more funding from the county. We are the only Squad that doesn't have city funding. They serve a huge area in our rural community.
- This county has a whole should be more responsible and more accountable for the finances that these Fire Department spend.

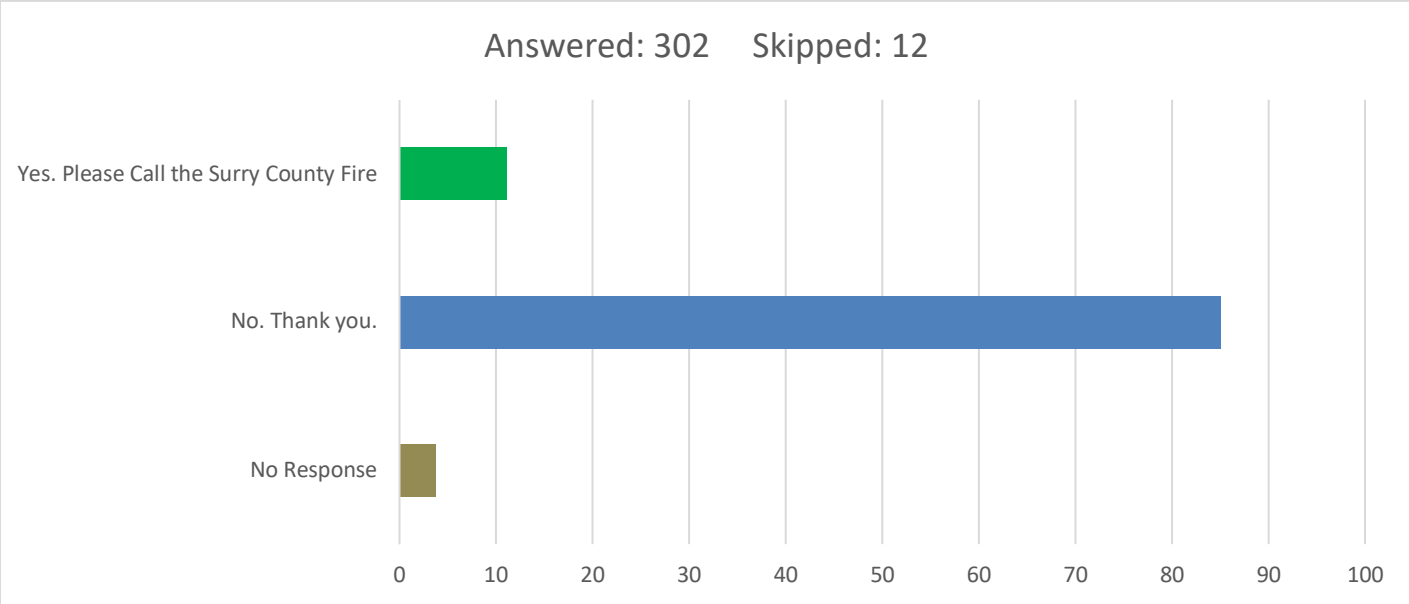
- Organization and closer monitoring, I was a member of a volunteer fire department and saw a lot of embezzlement and misuse of county property.
- I'm the future continue to avoid feeling complacent with your success.
- Better funding for training and equipment
- Go back to basics. Let chiefs have a say so in happens within a department.
- NA
- Mount Airy Fire Department who is a municipal fire department should be staffing more then 6 people per shift.
- Integrate fire and rescue services. Paying for separate services with some redundancy is costing us taxpayers too much money.
- Give squads a rescue tax base. Control fire departments with county over site. Create a central ordering hub so that buying in bulk can save money.
- NA
- Incentives needed to increase volunteerism.
- N/A
- I am very thankful for all that our rescue workers do to help our community. Everything from going to our schools to educate our children, going to the local day programs to educate our individuals with special needs, participating in parades, volunteering their time. Most of all saving people's lives, homes and vehicles.
- We need more volunteers. I've been a volunteer for 35 years.
- Need to make departments accountable for their spending, why do some departments have multiple trucks of same kind? Also chiefs need to be monitored by county. Have heard some are convicted felons, some never graduated school, and some are not trained to state standards.
- To be run by the county instead of individuals. Divide money more fairly between all departments instead of two or three getting most of the money. Do away with paid fire chiefs. Get rid of felons in the departments.
- More knowledge when arriving to the call and making sure to check on all vehicles involved.
- NA
- Cohesiveness!!
- I think the local fire departments do an amazing job considering that most of the personnel are volunteers and do it for free.
- Full time paid personnel during daytime hours.
- When decisions are made on our Fire and Rescue services in Surry County having competent people making the decisions. Do the Commissioners even know what the Fire and Rescue Services do? These citizens, mostly volunteers put their lives on the line, countless hours of training, time away from family. The Commissioners go home and get to stay in a warm bed at night while countless fire and rescue personnel go and serve. How has the

commissioners served its citizens? Each commissioner should have to be at a fire or rescue squad before a decision is made.

- Need more active members
- Equitable revenue from the county, eliminate the haves and have nots. Make sure volunteer department board of directors are not dominated by volunteer fireman which allows for no accountability. Hold the chiefs at Franklin and Bannertown accountable for their actions. A number of districts need to be merged.
- Add rescue to the areas that have high response times, but not double up in the areas that have equal response times.
- Someone at the fire department 24/7.
- They need more funding
- Look at calls paged vs calls actually responded to. Make all fire department's full time employees so that more uniform.
- None
- N/A
- Through experience, some volunteer departments run more calls than others. That is to be expected considering that they are volunteers. However, some departments have a paid member there during weekdays. Departments such as central Surry for example have someone (paid) running every call possible in their area while on the clock. Other departments, Franklin for example, who also have a paid member there during the day, pick and choose the calls they want to run and will scarcely run EMS/first response calls unless they are of higher acuity or a rescue of some type. This I feel does a disservice to those in their coverage area.

Question 10

Q10: Are you interested in learning about the fire and rescue services in Surry County?



ANSWER CHOICES	RESPONSES	
Yes. Please call the Surrey County Fire Marshal at 336.783.9040	11.15%	35
No. Thank you.	85.03%	267
No Response.	3.82%	12
Total:		314

Elected /Executive Officials Feedback:

With governance over the fire and rescue service delivery system by establishing the contract for service and setting all supporting tax rates, elected officials are an integral and critical component of the fire and rescue service system in Surry County.

In the fall of 2024, NCFCC individually interviewed the Surry County Commissioners regarding their thoughts on 1) their current perspective of service delivery along with 2) their perspectives on the service delivery system moving forward and 3) any concerns that they had about the fire and rescue service delivery system.

Executive officials were primarily focused on establishing long-term plans for addressing pressing needs and utilizing methodologies to most responsibly address the concerns from the fire department provider agencies, while following best industry and local government practices.

County Commissioners expressed appreciation for the services that the contracting fire departments in Surry County provide the residents and businesses of the county. They recognize there are changing dynamics with volunteerism and that Surry County is not immune to those adverse impacts. The elected officials expressed concerns with the significant amount of public funding that is going to support the fire service and the varying levels of service, ISO ratings, staffing levels, etc. across the fire service in the county. There was a strong desire to further evaluate the response and funding models and to establish long-term plans or courses of action that were sustainable for Surry County. This concern was especially pronounced regarding the annual grant program that Surry County recently set up utilizing the county General Fund to help support weekday firefighter staffing. Desires to operate more effectively and more efficiently with both fire and rescue services was also expressed by the elected officials.

<u>Surry County Commissioner Feedback</u>

- There have been many tax increase requests in the most recent 5-6 years. Some communities are strongly against tax increases.
- We must stay strongly focused that the fire service is here to serve the citizens in their time of need. We must take care of taxpayers.
- Many of the fire department regulations are overly constraining, such as gear, air pack, radios, etc. with respect to replacement schedules. Also, the state's training minimum requirements for volunteer firefighters are greater than most people can realistically achieve.

- We would like to see the fire departments in the county work together more as a system and less independent. There are a variety of collaboration levels among the fire chiefs in the county. Trust between some fire departments and between some fire chiefs could be stronger.
- Are the fire department requests what the community NEEDS (versus wants)? With the current cost of fire apparatus, is there a legitimate need for the fire apparatus that we have? Some trucks that have been purchased seem like they don't fit the community which they intended to serve in size and design.
- We are concerned about structure fires occurring in one district and the first units arriving on the scene are fire departments from the adjoining districts. Multiple fire departments are sent to fires, but those neighboring fire departments literally drive by the closest fire station and arrive before the responsible fire department ever leaves their fire station.
- We want safe fire protection, but we must be balanced and reasonable. Problematic non-responses across the county are growing with some of the fire departments.
- We appreciate the fire departments across the county working to lower the Insurance (ISO) rates. However, we still have about 5 fire departments with Class 9 ratings.
- ISO rates are important to our residents and businesses. Some fire departments have done well with ratings, but others have not. Some fire departments have not kept up with their ISO paperwork. We should look at where the unincorporated areas could be most efficiently/effectively be covered, possibly with fewer fire departments.
- The current system has some fire departments with many more resources than others, basically where some large commercial properties are located. Some fire departments have paid fire chiefs and others have no paid personnel.
- Surry County started providing five (5) $50K annual grants to contracting fire departments from the County General Fund to enable weekday firefighter staffing coverage in selected fire departments. More fire departments wanted to add personnel. However, we need a long-term plan and model before we consider increasing this grant funding.
- Fire trucks crossing all over the county responding to calls is felt like a misuse of public funding by some people.
- Some fire departments manage their resources much more than others.

- Pine Ridge was the last fire department to implement a rural fire tax district. They are behind others due to the delay in receiving fire tax funds.
- CC Camp is near being maxed out at the cap fire tax rate - $.15 per $100. We understand that they have debt in fire trucks.
- We have five rescue squads for this county that are funded through the county General Fund. Is there not some way that they could join forces? What are the best rescue roles for the fire departments and rescue squads moving forward?

Section 2: Community Risk Analysis

Surry County's Community Risk Assessment

Each community needs to closely evaluate the hazards and risks that exist and ensure that the proper levels of protection are in place to mitigate those risks. Within this detailed information, Surry County can better understand the needs of the people they serve and protect. Furthermore, the use of this data can assist Surry County in better prioritizing resources to mitigate risks. As trends evolve, this risk assessment data helps explain many of the "whys" for types of calls and the fire and rescue needs of Surry County.

A demographic analysis of fire protection related issues in Surry County demonstrates that Surry County's population has slightly decreased by almost 3% since 2011. The percentage of children less than 5 years old is about at the same percentage as the North Carolina average while the residents age 65+ and populations with a disability are higher in Surry County than the North Carolina state averages. Surry County has fewer persons speaking a language other than English than the North Carolina state average. These at-risk groups demand additional attention and outreach to mitigate fire and life safety issues.

Unfortunately, fire often follows poverty. In Surry County, approximately 16.7% of the population is in poverty, which is higher than the state average of 13.2%. Surry County median household income is approximately $56K, compared to the state average of almost $70K. Community education levels can also impact safety and the need for the fire department's community risk reduction programs. Also, Surry County is lower than the North Carolina state averages both with persons who are high school graduates and persons with a bachelor's degree. Surry County has a higher percentage of persons without health insurance than the North Carolina state average. Often, persons without health insurance use 9-1-1 when they have a medical need/emergency because they have no other course of action to take.

When assessing homeownership, Surry County also has a more stable population as the number of owner-occupied properties in Surry County is higher than the state average (73.3% versus 66.4%), and the number of renter-occupied homes in Surry County is somewhat lower than the North Carolina state average (26.7% versus 33.6%). Surry also has generally older homes (built before 1980) than the state average (50.4% versus the state average at approximately 66%). Collectively, the above components help to "paint a clearer picture" of the fire and rescue needs and challenges for the Surry County Fire and Rescue Service Delivery System moving forward and to better understand how to prioritize community risk reduction services and programs for the people served.

Community Risk Assessment

A risk assessment provides information to identify hazards that impact the community. The following is an overview of the Surry County response area risks. The following section describes the community, including those at highest risk, land use and future growth, and target hazards. The assessment reviews natural hazards, critical infrastructure, and community risk reduction. The demographic data is from the United States Census 2023 American Community Survey 5-year (ACS) estimates.[i]

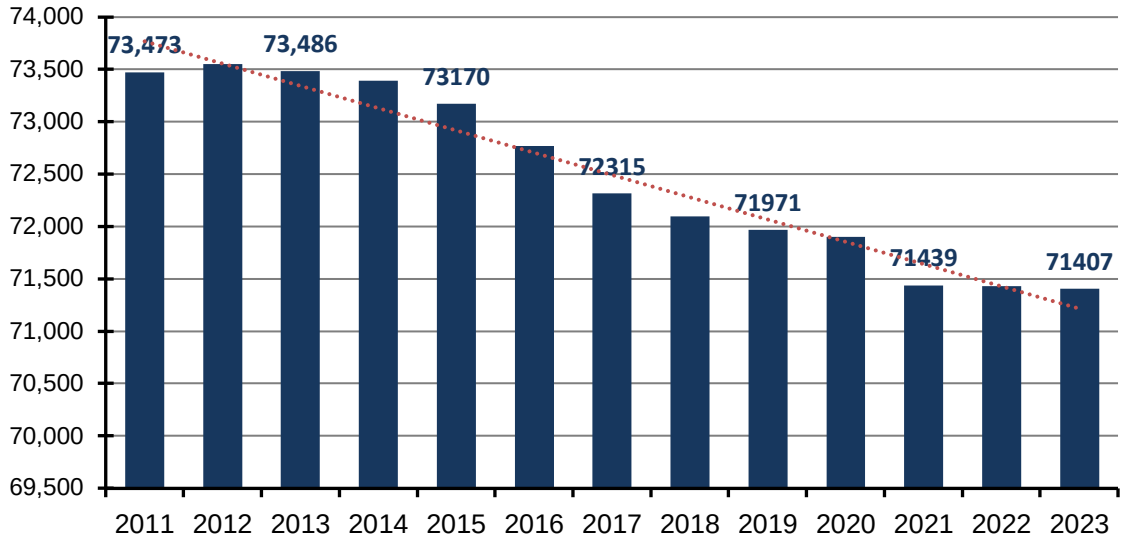
Demographics of the Community

Population

The population and demographics can influence the type of services provided in a community. Social conditions such as poverty, the locations of high-risk areas, and housing types can impact the service delivery provided by emergency services.

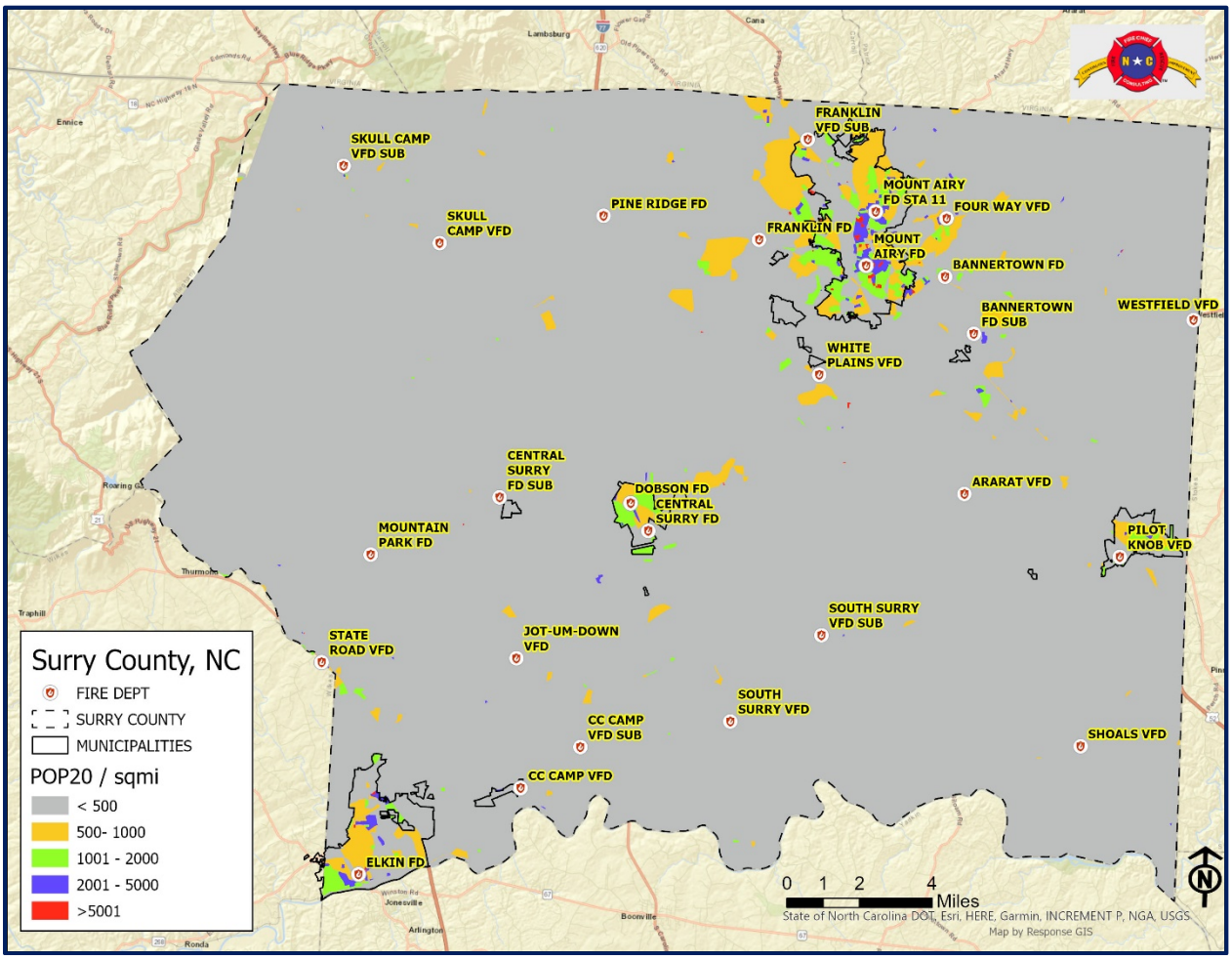
The County's population can directly affect the service delivered by the fire departments. Data from the U.S. Census American Community Survey 2023 5-year estimates show a population of 73,473 in 2011, decreasing to 71,407 in 2023, a 2.8% decrease, as shown in the following figure.

Figure 1: Population Growth 2011–2023



The following figure shows the population density for Surry County.

Figure 2: Population Density



At-Risks Populations

At-risk populations can place additional workloads on an organization, thus increasing service demands. The National Fire Data Center has identified the following groups as being at a higher risk of being injured or killed in a fire.[ii]

- Children under 5 years of age
- Adults over 55 years of age (adults over 85 are at the highest risk)
- Gender

Data from the 2023 ACS identified several groups in these categories that are more likely to need emergency services, specifically EMS, than other populations.[iii]

Age

A person's age in a high-risk population directly relates to an increase in unintentional injuries and death or injury from a fire. Adults over 65 are 2.6 times more likely to die in a fire than the overall United States population. These age risks increase service demand, specifically for older adults needing additional medical care.[iv]

Children under the age of five are at more risk because of their inability to care for themselves and their need for additional assistance during an emergency. Recent trend data (2018) from the U.S. Fire Administration indicates that this age group's relative risk of dying in a fire has dropped 30% in the last ten years and is credited to increased fire prevention and education.

The percentage of children under five in Surry County is 5.3%, compared to the state at 5.7%. The percentage of adults over 65 is 21%, which is higher than the state average at 16.9%. Those 85 and older comprise 2.6% higher than the state average at 1.7%.

The following figures show the percentage of residents under five years, 65 years and older, and those aged 85 and older, as well as the overall gender breakdown for the County.

Figure 3: Age Risks

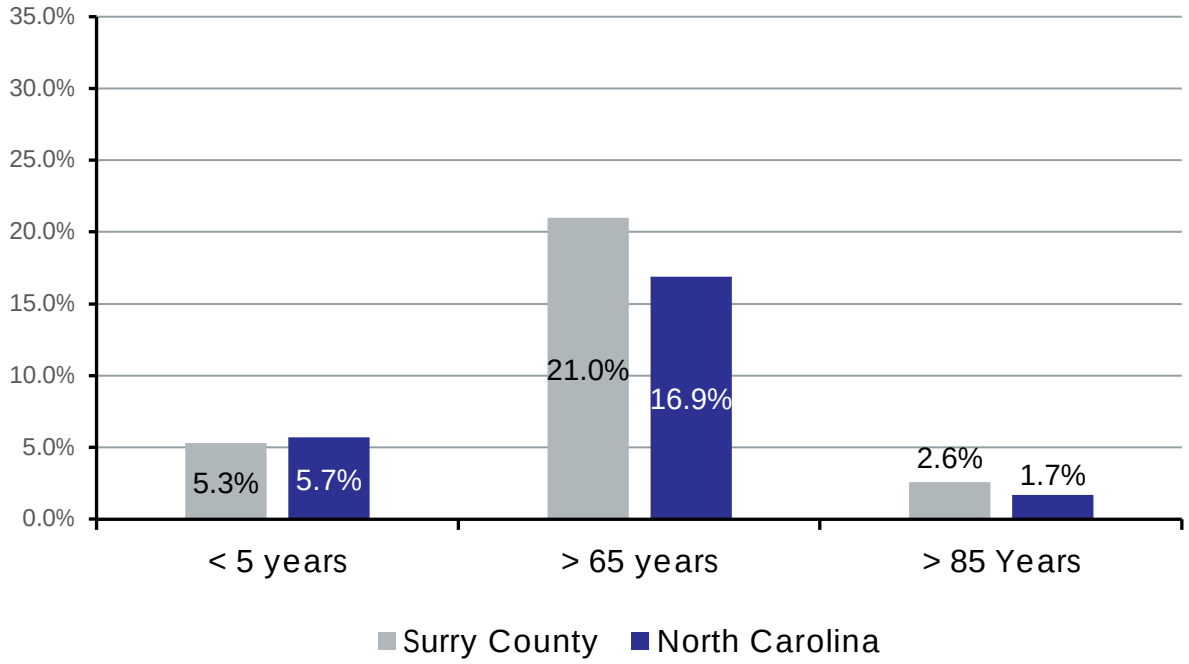


Figure 4: Surry County Age by Gender

Age Groups	Male	Female
Under 5 years	5.0%	5.6%
5 to 9 years	6.7%	6.2%
10 to 14 years	5.7%	3.9%
15 to 19 years	7.5%	3.7%
20 to 24 years	5.9%	6.7%
25 to 29 years	6.8%	5.7%
30 to 34 years	5.9%	6.3%
35 to 39 years	5.7%	5.4%
40 to 44 years	5.0%	6.0%
45 to 49 years	5.4%	5.2%
50 to 54 years	6.7%	6.8%
55 to 59 years	9.9%	5.5%
60 to 64 years	5.1%	9.5%
65 to 69 years	4.7%	6.6%
70 to 74 years	6.2%	5.9%
75 to 79 years	2.6%	4.7%
80 to 84 years	2.6%	3.3%
85 years and over	2.3%	2.9%

Additional Demographics

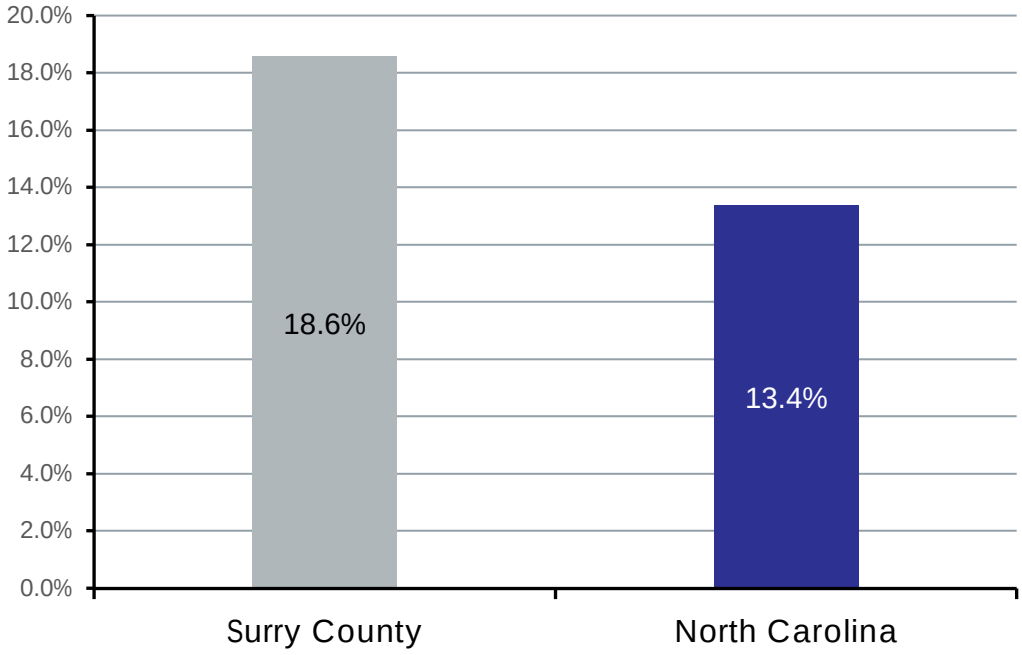
Other demographics provide additional information on people living in Surry County. Although these people do not fall into the NFPA high-risk populations, they can impact the community's risks.

Disabilities

The residential population with disabilities is 18.6% in Surry County compared to the state percentage of 13.4%. This population group may be unable to self-evacuate from a building during an emergency or need additional medical services because of their disability. This may create additional demand for medical services, specifically as they age.

The following figure depicts the percentage of households with a disability.

Figure 5: Percentage of Households with a Disability



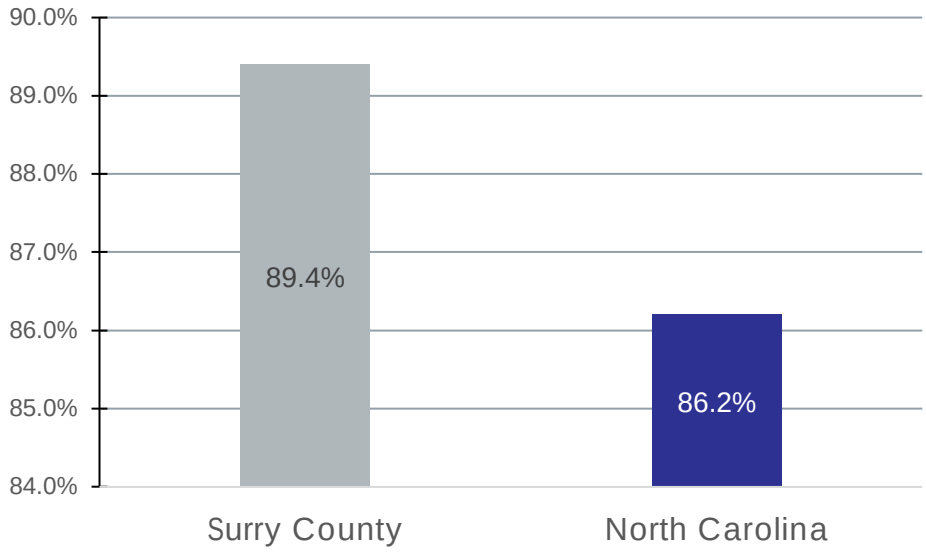
Language Barrier

Surry County responders may encounter someone who needs another type of communication, such as interpretation services. In Surry County, the number of people over five who speak English very well is approximately 89.4%, which is higher than the state's 86.2%. As such, this population may have difficulty understanding smoke alarm technology designed to provide early warning during a fire, increasing the risk of injuries or death in their home.

Although Surry County has a higher percentage of its population that speaks English very well, there is still a population who may be at an increased risk of injury or death in a fire as they may have difficulty understanding smoke alarm technology designed to provide an early warning during a fire. The contracting fire departments still have to account for this population.

The following figure provides the percentage of people who speak English very well.

Figure 6: People Speaking English in the Home



Poverty

Low wages or income create challenges in a community that can lead to poverty. Meeting a person's basic needs can reduce the risk of fires or medical incidents. People living below the poverty level are considered at the highest risk when combined with other factors such as education levels, disabilities, or ability to work. Low incomes impact families with children, lead to lower educational scores, and create mental health issues.

The COVID-19 pandemic has adversely affected these families because schools were closed, and childcare was unavailable. Low income can lead to higher mental health impacts in the community. A report from the World Economic Forum states that depression and anxiety are nearly three times as likely in people with low incomes.

In Surry County, 16.7% of the population is in poverty, higher than the state rate of 13.2%. The low poverty levels correspond with higher incomes, and Surry County's median household income of $56,095 is lower than the state at $69,904.

The following figures show the poverty levels and median household income.

Figure 7: Poverty Levels

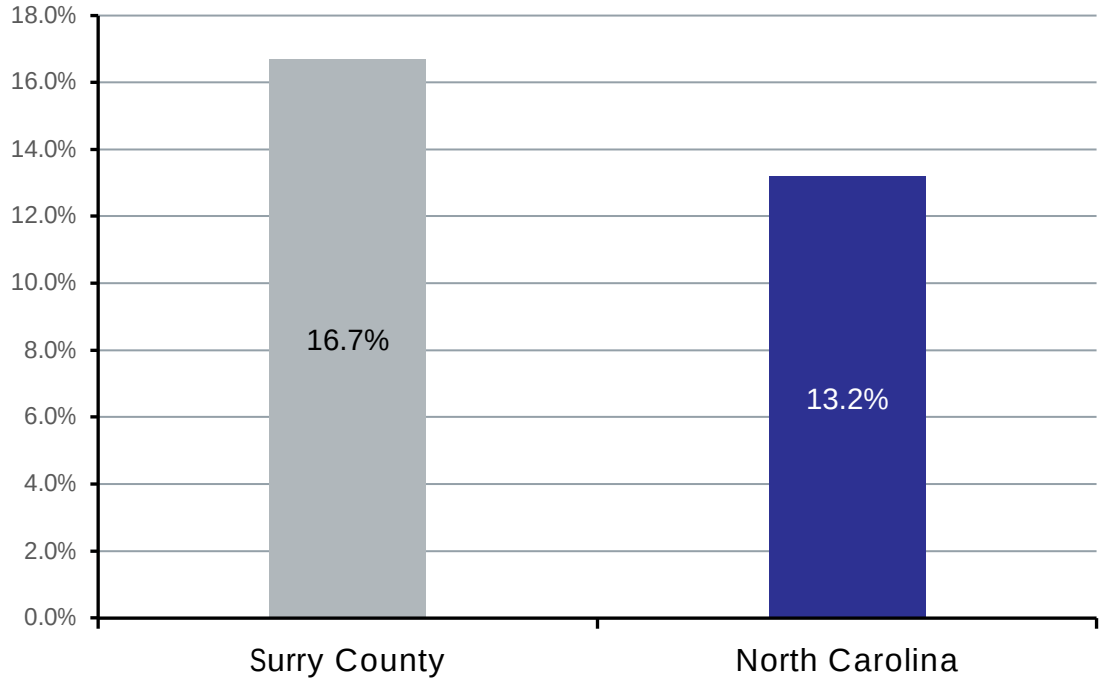
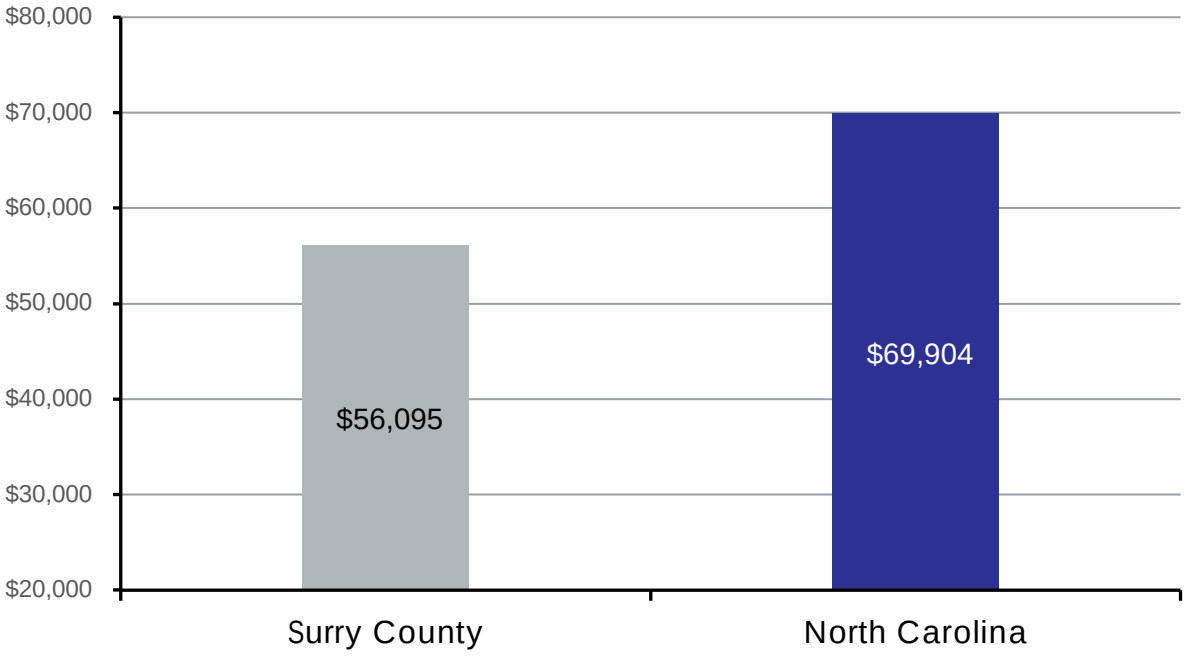


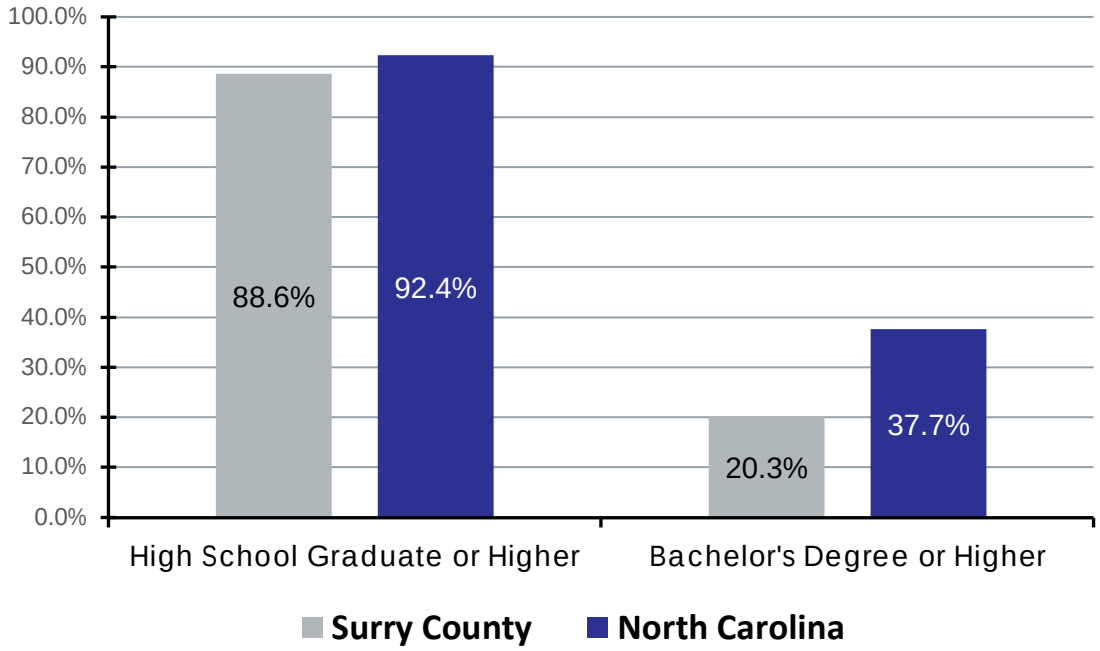
Figure 8: Median Household Income



Education Levels

According to the U.S. Bureau of Labor Statistics, the higher the educational levels obtained directly relate to higher wages. In 2023, the median weekly earnings with a high school diploma and no college education were $899, 40% less than someone with at least a bachelor's degree who earned $1,493. In Surry County, 88.6% of the population has a high school education, slightly less than the state at 92.4%. Residents with a bachelor's degree make up 20.3%, less than the state's 37.7%. The following figure shows only high school graduates and people with bachelor's degrees over age 25.

Figure 9: Surry County Education Levels

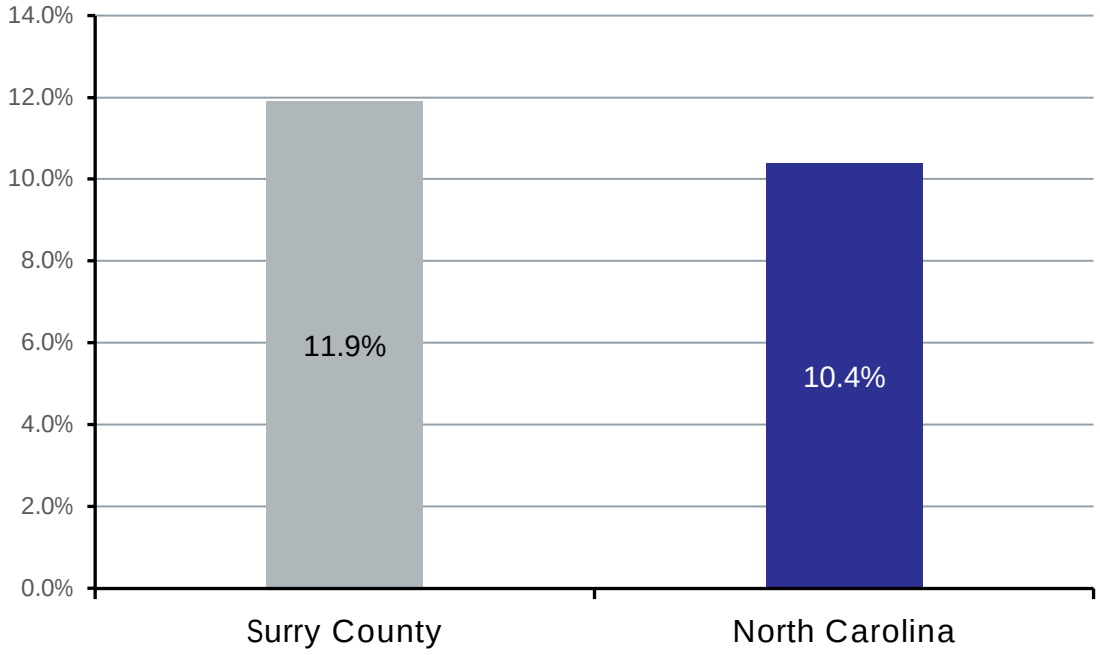


Health Insurance

Populations without adequate health care can increase service delivery and the rate of medical incidents. Lack of health insurance may affect lower-income populations at an increased rate since they cannot pay for medical visits. In Surry County, 11.9% of the population is without health insurance, higher than the state at 10.4%.

The following figure shows that Surry County's population without health insurance is 11.9%, compared to the state at 10.4%.

Figure 10: Population without Health Insurance



Social Vulnerability Index

The Centers for Disease Control (CDC) released a social vulnerability index that uses U.S. Census data to determine risks by census tract levels. The 2016–2020 ACS data combines the following information to determine the ranking. The higher the ranking, the higher the risk.

Socioeconomic
- Poverty
- Unemployed
- Per Capita Income
- No High School Diploma

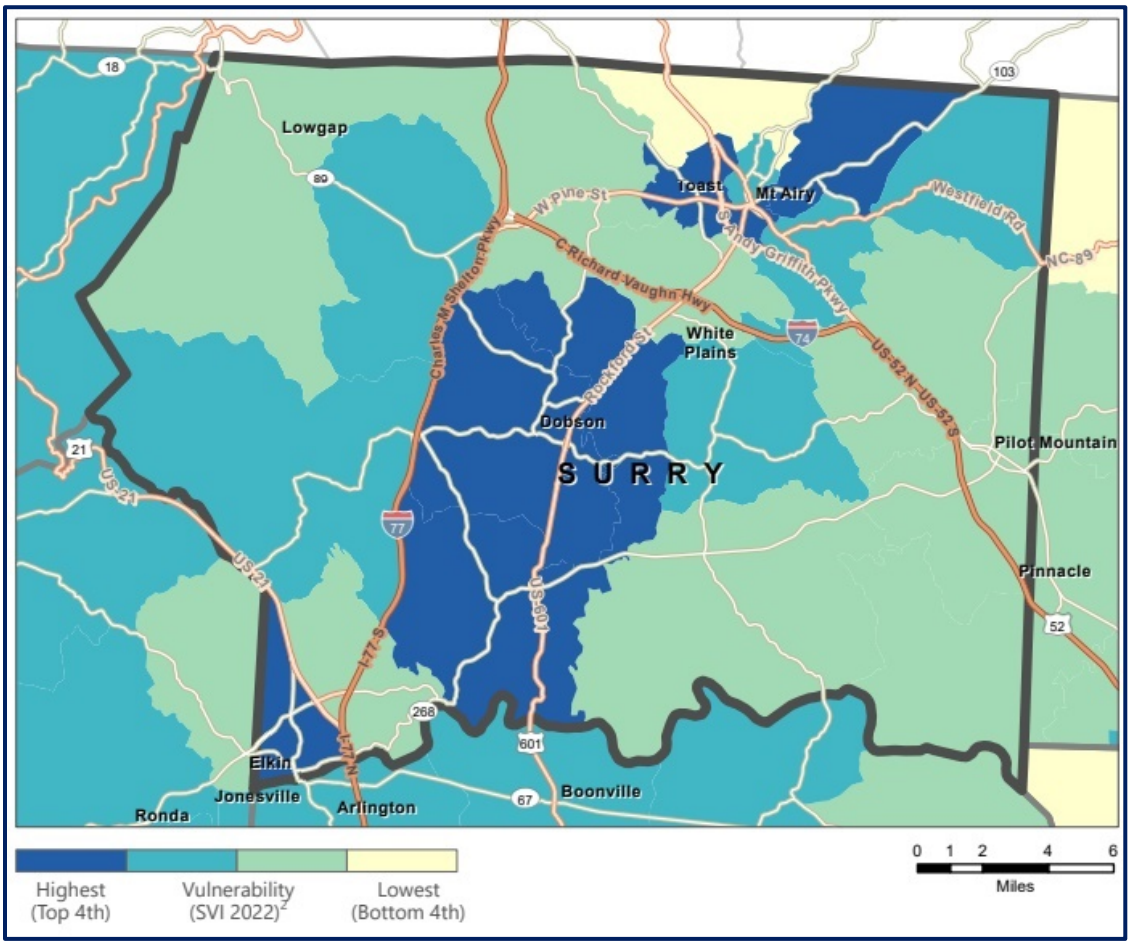
Household Composition/Disability
- Aged 65 and Over
- Aged 17 and Younger
- Single-parent Household
- Aged 5 and over with a Disability

Housing Type/Transportation
- Multi-unit
- Mobile Homes
- Crowding
- No Vehicle
- Group Quarters

Race/Ethnicity/Language
- Minority
- English Language Ability

The figure below shows the rankings for each census tract in Surry County, ranging from the highest to the lowest.

Figure 11: Surry County Vulnerability Index



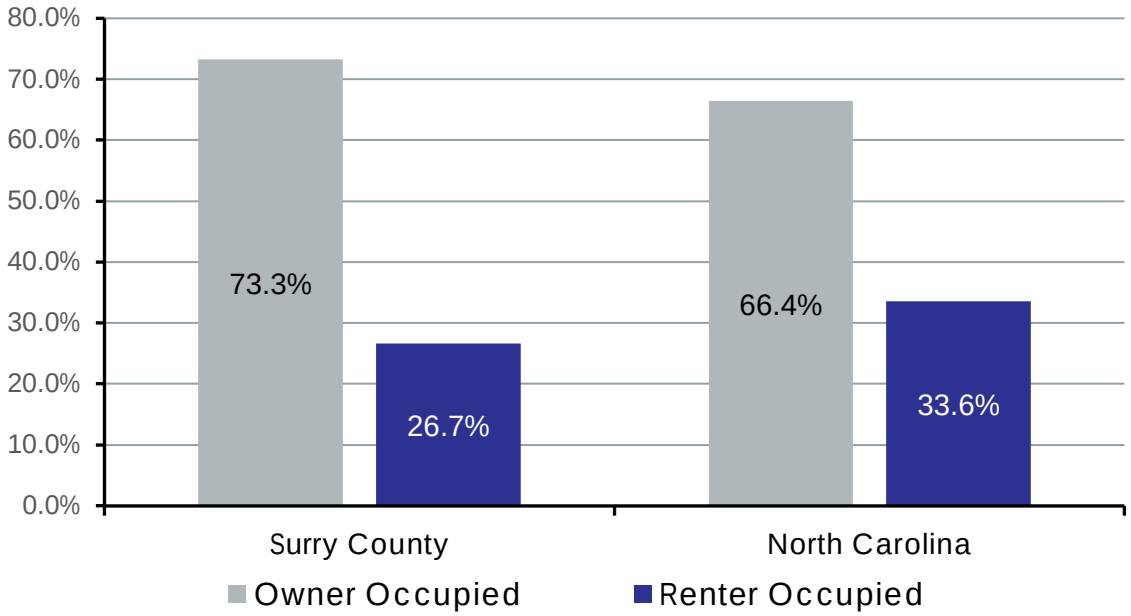
Housing Characteristics

The type of housing in a community varies and provides insight into ownership, the age of housing, and the number of units in a building. The 2023 ACS estimated 33,908 housing units, with 3,156 vacant. These vacant structures create additional problems for the community and the fire department. If these buildings are not maintained, the structural integrity will decrease and pose difficulties for responding personnel. If these buildings are not secured, the chance of vandalism may increase and create additional problems for the fire department and law enforcement.

Home Ownership

The homeownership rate in Surry County is 73.3%, which is slightly higher than the state at 66.4%. Renter-occupied housing may have a greater need for smoke alarm canvassing programs.

Figure 12: Homeownership

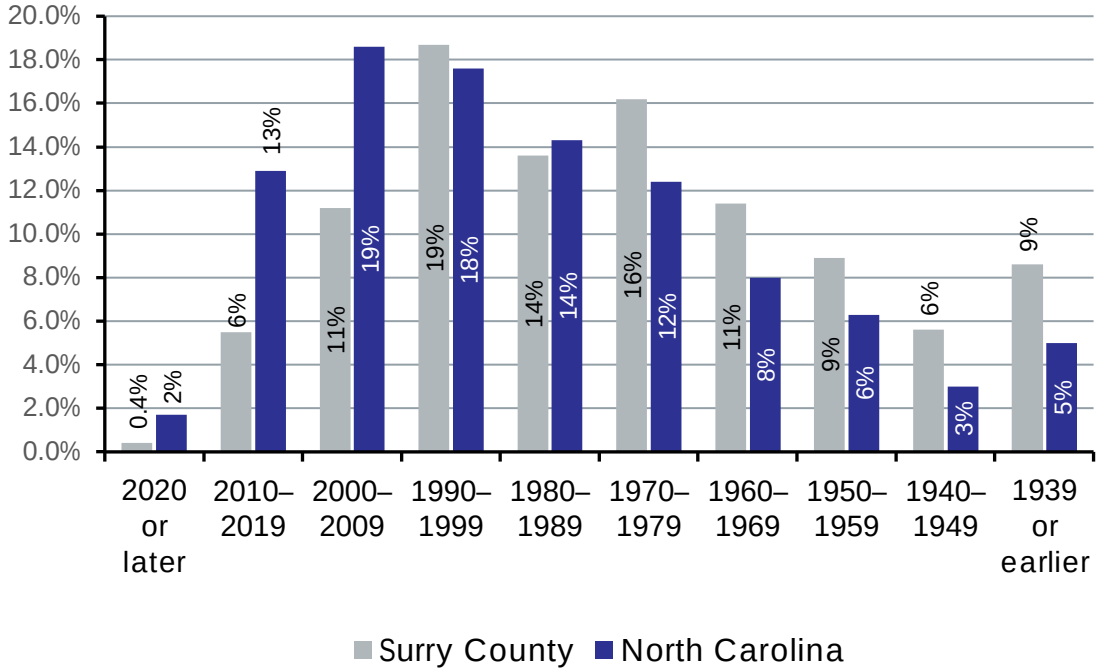


Age of Housing

As home ages, the maintenance needed to maintain the structure increases. If problems are not corrected, the home can become more hazardous to its inhabitants and emergency responders. Homes built before 1975 in North Carolina did not require smoke alarm installation during construction, thus potentially increasing the risk for the occupants.

The following figure shows that 51% of the housing was built before 1980.

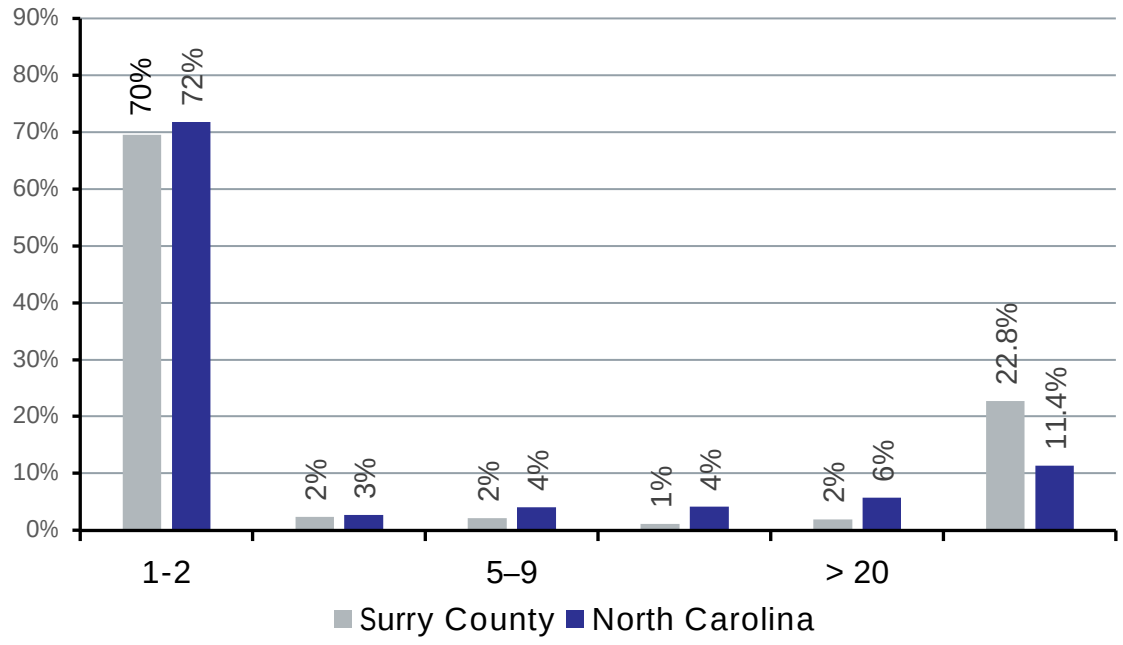
Figure 13: Age of Housing



Housing Units

Over seventy percent of the housing units in Surry County are one- or two-family dwellings, which is less than the state at 72%. Mobile homes are 22.8%, more than the state at 11.4% (about twice the percentage). The following figure shows the number of units per building.

Figure 14:Housing Units per Building



Target Hazards

Within the community, certain buildings are considered target hazards. These buildings or facilities typically present higher risks to people, property, or the environment. These may include buildings with a high occupancy rating, facilities where the occupants may need assistance during an evacuation, or locations where hazardous materials are present. These occupancies create special hazards for the occupants and emergency responders. Target hazards can also be considered significant or historic properties that are important community assets.

Public and private schools and preschools present an increased risk for the community and require additional assistance during an incident. Mass casualty events can easily overwhelm an agency, and outside assistance becomes necessary. These occupancies require up-to-date pre-incident plans so emergency responders become familiar with the building and surrounding area for site-specific hazards. The development and maintenance of these plans adds to the non-emergency workload of the fire departments and their volunteers.

Land Use

Land use regulation provides a jurisdiction a method to manage community growth and is defined by locally appointed or elected officials. Where land use regulations exist, they offer a way to determine if a development suits that area. Regulations may require minimum street widths, landscaping, and proper turning radius, potentially impacting fire service responses.

Surry County approved a new land use plan in November 2019. The Surry County Land Use Plan 2040, "is intended to provide structure and to state principles and goals shared by the County as a whole while considering the evolving dynamic of an interacting family of communities. It is normal and desirable that adopted plan elements are subject to review and occasional adjustment."[v] Most of the land in the County is undeveloped or agricultural or low-density residential.

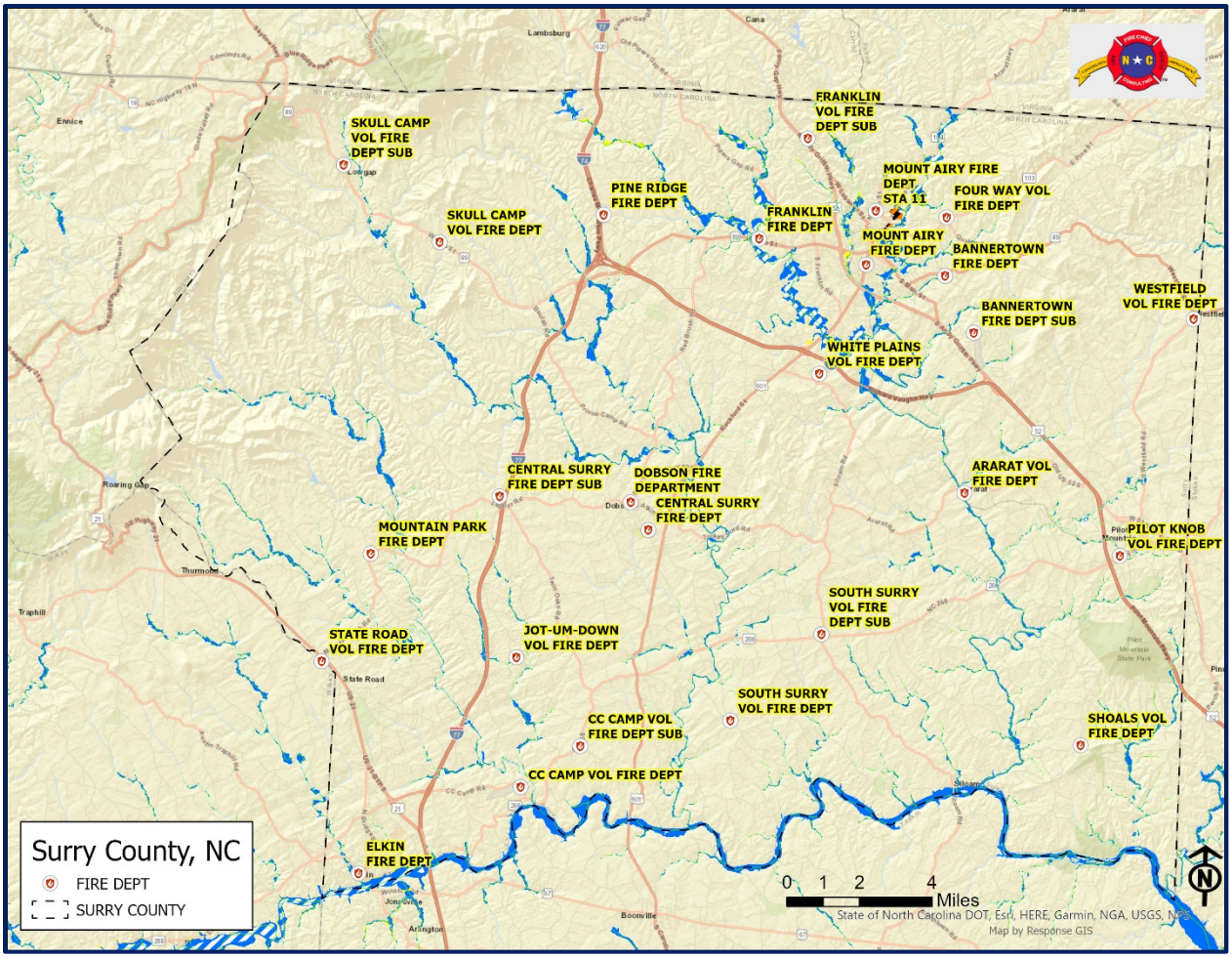
In October 2023, the Surry County Housing Study was released, and the need for additional housing was discussed. The County is expected to grow despite the decreasing population, although it has leveled off since 2020. The study discusses the lifestyle in the County, including revitalized downtowns, scenic recreation areas, the Yadkin County wine region, outstanding schools, good road networks, access to large airports, and availability of high-speed internet. Most areas of opportunity will occur around Elkin, Dobson, Mount Airy, and Pilot Mountain since they can provide water, sanitary sewer, and other amenities. The area around Pine Ridge is also seeing some growth and is in unincorporated Surry County.

Natural Hazards

Flooding

When flooding occurs, it can impede response by emergency responders and delay their arrival. There are areas in Surry County where a higher risk of flooding can happen. These areas, including Zone A (1% annual floodplain chance) and Zone AE (1% annual floodplain chance with elevations), are primarily tributaries for the Ararat River, Mitchell River, and Yadkin River. The overall risk of significant flooding in Surry County is low. There has been one historical flooding event that received a federal disaster declaration, which occurred in 1979. The following figure shows the flood zones in Surry County.

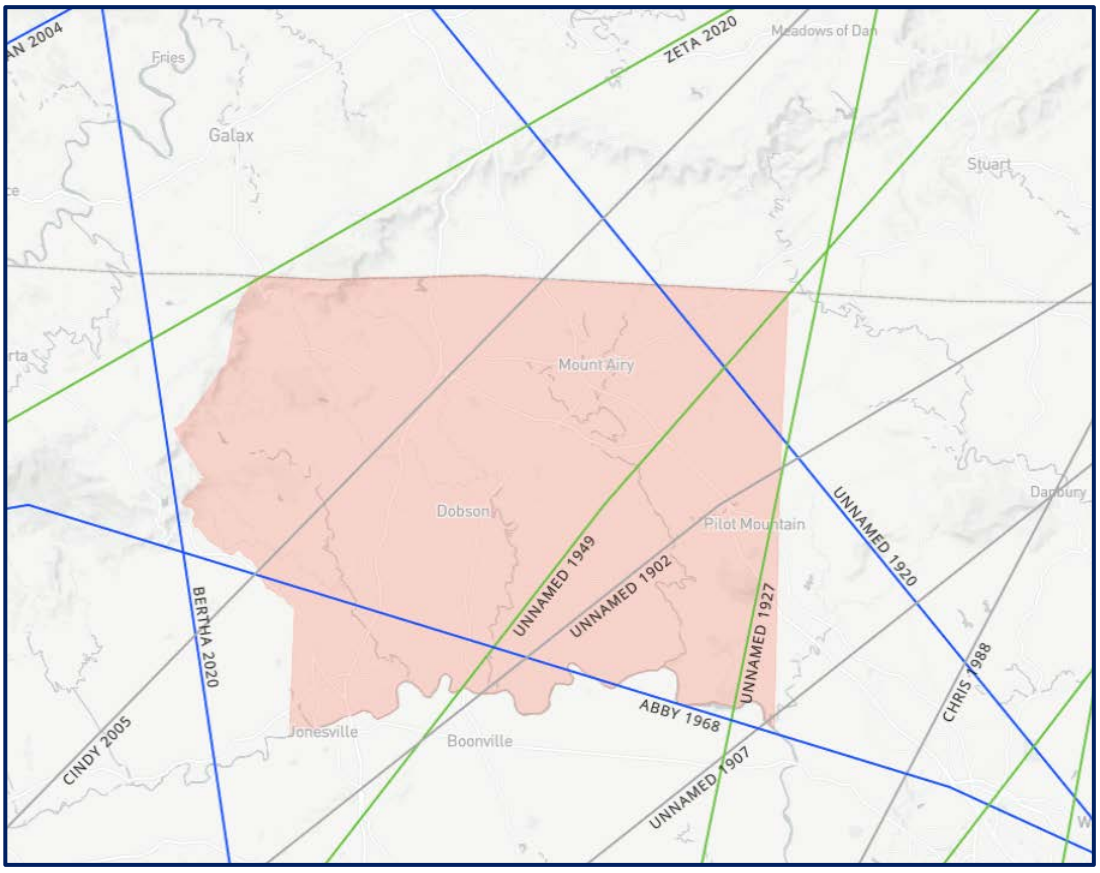
Figure 15: Flooding Zones



Hurricanes and Tropical Storms

Although the direct impact of a tropical storm or a hurricane in Surry County is low, the secondary effects, such as heavy rainfall, tornados, and high winds, can create numerous problems in the community. When exposed to falling trees or limbs, personnel risk increases during the storm, and extreme caution is necessary during a response. Response by emergency services may be delayed by down trees or power lines when they cannot reach the incident location. These events are among the top five hazards in the North Carolina Hazard Mitigation Plan Mountain 2 Region, which includes Surry County. The following figure shows the tracks of tropical events directly affecting Surry County.[vi]

Figure 16: Tropical Event Tracks



Winter Storms

When winter storms occur, a response by emergency personnel can be delayed because of road conditions. Severe winter weather is listed as a top hazard in the North Carolina Hazard Mitigation Plan for the Mountain 2 Region. The likelihood of severe winter weather events in Surry County is considered high, according to the HMP. These storms may occur each winter, but most are not significant enough

to receive a federal disaster declaration. Since 1977, four declarations have included Surry County, as shown in the following figure.

Figure 17: Winter Storm Federal Declarations

Type	Date
Drought & Freezing	March 1977
Severe Snowstorm	March 1993
Blizzard of 96	January 1996
Winter Storm	February 1996

Thunderstorms

The chance of a thunderstorm occurring in Surry County increases during the spring of each year and into the summer, much like the other areas in the southeastern United States. The HMP notes that these storms can include hail and tornados and increase property damage. The North Carolina State Hazard Mitigation Plan identifies a thunderstorm as one of the top five threats. These storms can strain local emergency services during these events, specifically during an electrical storm.

Critical Infrastructure

The Cybersecurity & Infrastructure Security Agency defines critical infrastructure as *sectors whose assets, systems, and networks, whether physical or virtual, are considered so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, national public health or safety, or any combination thereof.*[vii] The 16 sectors are in the following categories:

- Chemical
- Communications
- Dams
- Emergency Services
- Financial
- Government
- Information Technology
- Transportation
- Commercial Facilities
- Critical Manufacturing
- Defense Industrial Base
- Energy
- Food and Agriculture
- Healthcare and Public Health
- Nuclear Reactor, Materials & Waste
- Water and Wastewater systems

This study will only review the sectors that may affect emergency response.

Roads Highways

A network of streets and roads allows emergency responders to navigate the district quickly and efficiently for service delivery. Without a well-designed and developed highway system, it becomes difficult to respond promptly and safely.

Much of Surry County are rural roads, but Interstates 77 and 74 connect the County with larger metropolitan areas such as Winston-Salem and Statesville. I-77 continues into Virginia. Many local streets near the population centers in Surry County consist of subdivisions with interconnected streets and cul-de-sacs. Subdivisions with one access can create problems for emergency responders if downed trees block the street.

The following figure shows the traffic counts at selected intersections in Surry County.

Figure 18: 2023 Annual Average Daily Traffic Count[viii]

Location	Avg. Annual Daily Traffic - Vehicles
I-74 between Exits 11 and 13	21,000
I-77 between Exits 83 and 85	27,000
I-77 between Exits 101 and Virginia Line	42,000
US 601 S of Crutchfield Rd	3,700
US 52 north of Fancy Gap Rd	11,000

Communications

The Surry County 911 Center (SC911) provides dispatch services to the volunteer and municipal fire departments, EMS, animal control, emergency management, the Dobson, Pilot Mountain, and Surry Community College Police Departments, rescue squads, fire marshal, and the Surry County Sheriff's Department.

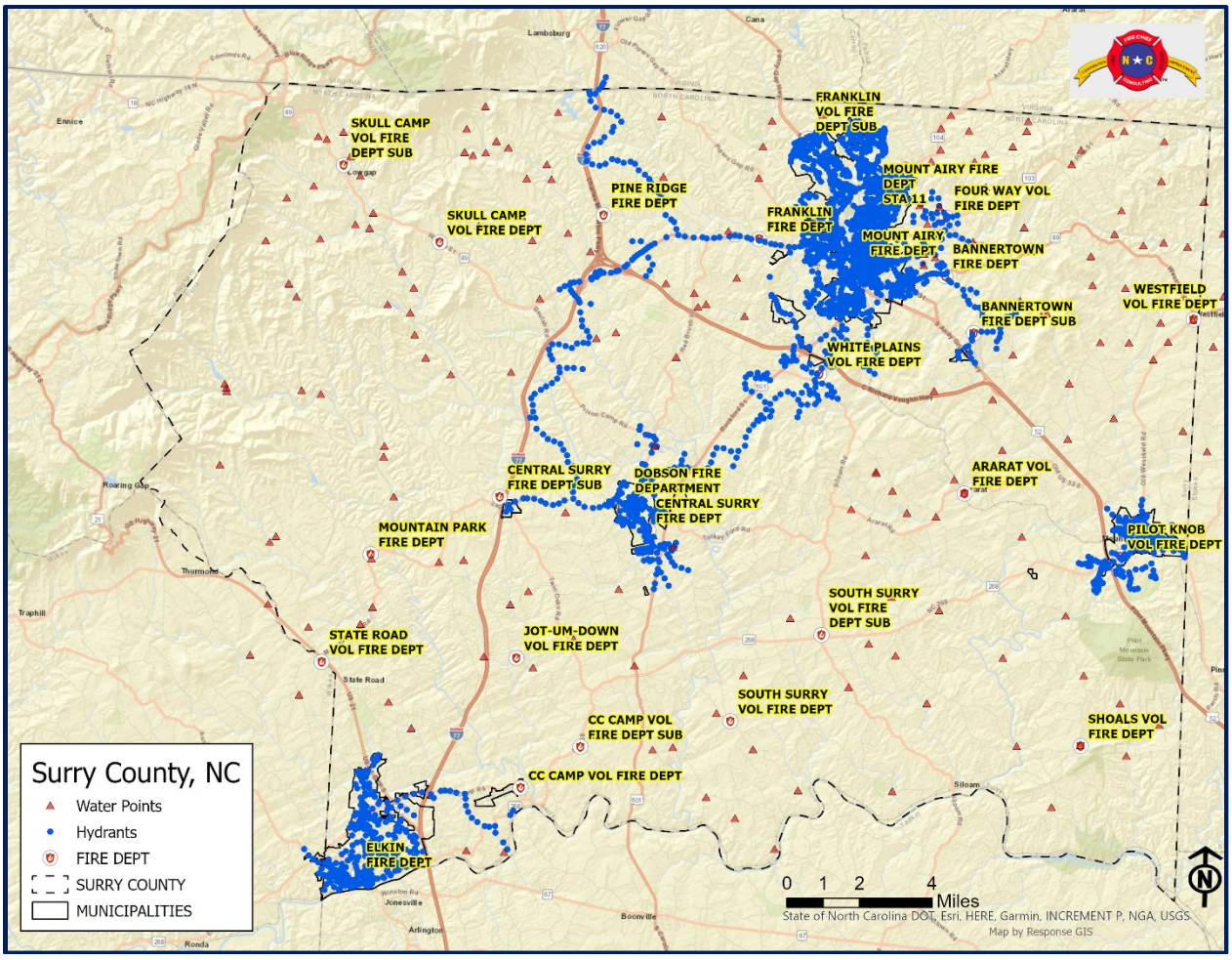
The SC911 operates four 12-hour shifts with four telecommunicators on duty. The shifts are between 6:00 am and 6:00 pm daily. If there is a failure of the 911 system or the building needs to be evacuated, all calls and employees can use a backup center in Stokes County. SC911 uses Southern Software for their computer aided dispatch that tracks incidents for the agencies it dispatches. The center uses emergency medical dispatch and emergency fire dispatch to screen calls for service to determine the level of response by EMS and fire departments.

Internet services are essential for the public, commercial establishments, and emergency services that conduct business daily. Other communications are vital to the community, such as cellular phones, Voice over Internet Protocol (VoIP) telephone systems, or transmission lines from the local telephone company. These systems allow the public to notify emergency services of an incident. When these essential communication systems fail, the community is impacted when an emergency occurs.

Water Resources

Controlling a fire becomes challenging without an adequate water supply and distribution system consisting of water storage, mains, and a fire hydrant system. A system of well-distributed hydrants and appropriately sized water mains are necessary to provide the required water for fireground use. There is no water system in Surry County except for the systems provided by the four municipalities. The following figure shows the location of fire hydrants and water points.

Figure 19: Fire Hydrant Locations

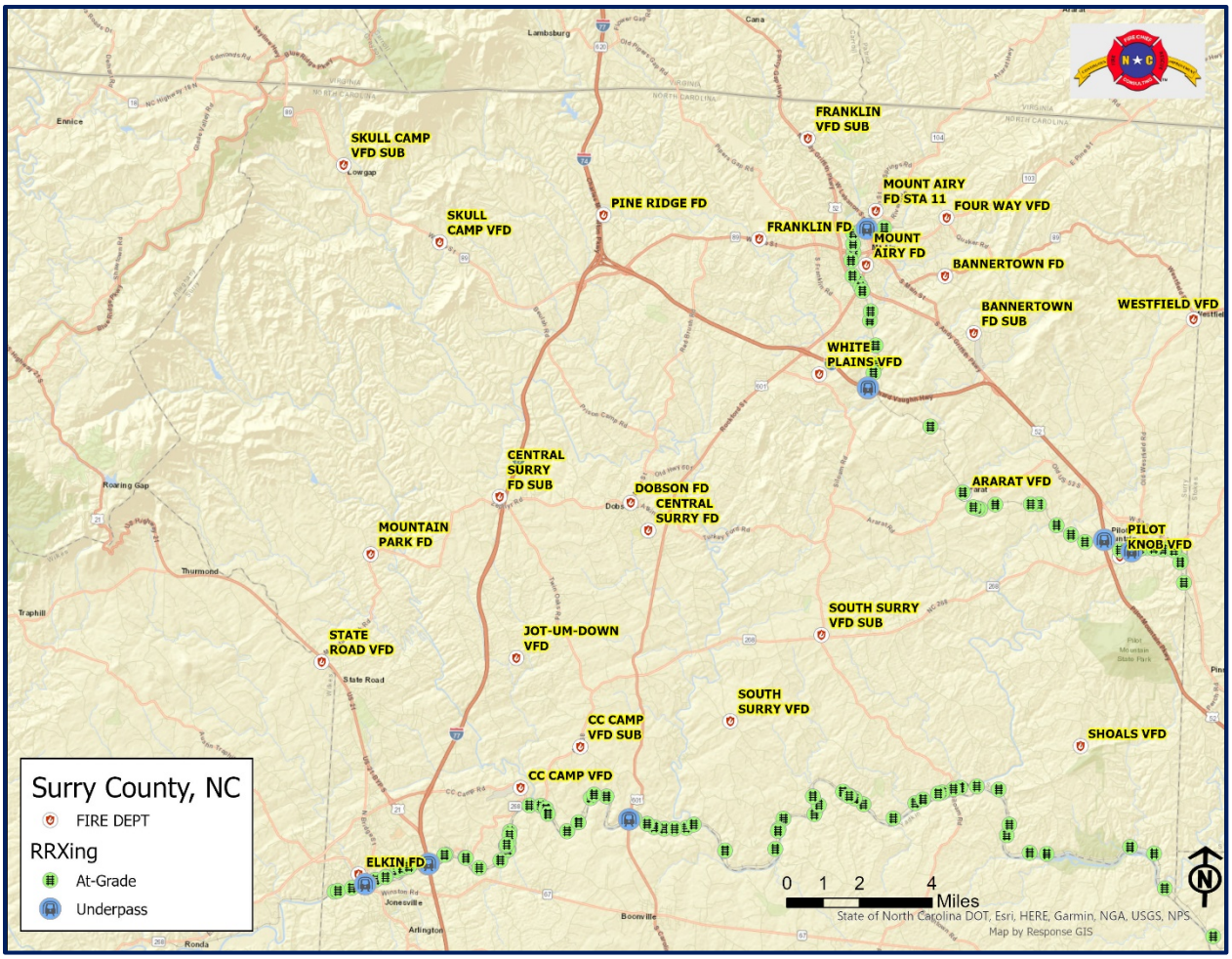


Rail

A Yadkin Valley Railroad (YVRR) operates two lines in the County. One line connects to Mount Airy, and the other follows the Yadkin River to Elkin and North Wilkesboro. The rail line to North Wilkesboro has the highest train volume, while the connection is lower and operates when needed. The YVRR connects to Norfolk Southern Railroad. Most crossings are not controlled and only have flashing lights or signs to notify motor vehicles of an approaching train. Trains traveling through the County can delay response from emergency services if the crossing is blocked during an incident. Uncontrolled locations present an increased risk if drivers are unaware of an approaching train. Derailment may occur in remote areas of the County and create problems accessing the location during an incident or availability of water during a fire. Creating contingency plans for these types of emergencies will assist in developing strategies and tactics for the incident.

The following figure shows the locations of rail lines in Surry County.

Figure 20: Rail Crossings



Community Risk Reduction

Fire Marshal's Office

The Surry County Fire Marshal's Office (SCFMO) enforces the North Carolina Fire Prevention Code (NCFPC) in the County, Dobson, and Pilot Mountain—with the three full-time inspectors, including the fire marshal. There are two part-time inspectors and an administrative assistant.

The fire department has approximately 1,474 properties identified for inspections. It can meet the state-mandated inspection schedule, which states that all commercial buildings be inspected at least every three years based on risk. The fire marshal meets monthly with the County's technical review committee to review new developments and determine if the plans meet the fire prevention code requirements before being released for construction. The SCFMO reviews all commercial permit applications submitted to the Surry County Inspection Department and uses its tracking system to sign off on the permit. Emergency Reporting, the SCFMO records management system, also tracks this information.

The County has adopted a fee schedule for plan reviews, operational permits, and periodic fire and life safety inspections. Some exempt occupancies include city, county, state, and federal agencies, public schools, churches, fire and rescue departments, nonprofit organizations, and special events sponsored by city and county governments and nonprofits.

Surry County conducts fire investigations when requested, and they partner with the Sheriff's Office if there is criminal intent. The North Carolina State Bureau of Investigation is requested if needed.

Station-Based Community Risk Reduction

Each of the following is part of an overall Community Risk Reduction (CRR) program, defined as "The identification and prioritization of risks followed by the integrated application of resources to improve public safety and reduce increasing call volumes."[ix] The goal is to incorporate emergency operations with fire department/station prevention efforts. The approach is preferred because risks vary from one station to another and even within a station's district. Ultimately, a CRR program examines problems and develops prevention or mitigation strategies to reduce risk and hazards.

Data collected for this master plan and continued analysis in the future creates an opportunity to determine if specific hazards are increasing or decreasing based on incident response. Risks may change as new developments or demographic changes occur in Surry County, impacting service delivery.

When developing strategies, they should include the use of the Five E's.

- Education – Will education help the public – who, where, when?
- Engineering – What engineering or technology is available to help?
- Enforcement – Is additional or more substantial enforcement needed?
- Economic Incentives – Could incentives increase compliance?
- Emergency Response – Would changes in response make a difference (personnel, training, etc.)?

Using the Five E's is to identify a strategy or, in many cases, multiple strategies to prevent or mitigate the risk from reoccurring.

When developing a CRR plan, Surry County must determine what strategies have already been implemented in the community to prevent duplication. Outside resources may be available through partnerships with many community organizations such as law enforcement, nonprofits, health departments, EMS, religious, and local businesses. These groups may offer a different perspective to provide staff and additional funding and resources because of limitations within the fire department.

Preparing a CRR plan should align with the department's mission and strategic plan. Creating a department/station-level plan allows personnel to engage the community they serve. It empowers personnel to interact, learn more about their community, and take ownership of the program. Personnel begin to understand the importance of collecting accurate data to support their plan, developing strategies using partnerships, gaining their input, soliciting feedback from the community, and ultimately deciding what risk to prioritize. The below figure is a basic methodology offered by Vision 20/20 to identify and analyze risks within a community. Vision 20/20 includes a coalition of national organizations and experts that exemplifies how collaboration, communication, and commitment to data-based solutions can save lives and properties.

Using the following process, the fire department should begin integrating CRR to address all risks in the community.

Community Risk Reduction Process



Summary

A risk assessment provides a community with information to respond to an incident appropriately. This allows the fire department to provide the proper event resources and prioritize prevention and mitigation programs to reduce risks in the community. The population in Surry County has decreased by 2.8% since the 2011 U.S. Census and is estimated at 71,407 in 2023.

A demographic analysis of Surry County shows that the population of less than five years of age is 5.3% compared to the state at 5.7%, while those older than 65 are 21%, greater than the state at 16.9%. The percentage of the population with a disability is 18.6%, greater than the state at 13.4%. The County has a higher percentage of people speaking a language other than English (89%) at home than the state (86%). Poverty is 16.7%, more than the state at 13.2%. Education levels are similar to those of the state, except for bachelor's degrees, where the district is at 20.3%, which is considerably lower than the state at 37.3%.

The Surry County Fire Marshal's Office can meet the state-mandated fire inspection schedule utilizing full-time and part-time staffing. They review all new site plans and conduct plan reviews for new buildings and existing occupancies through the Surry County Inspection Department. They use a fee schedule for conducting plan reviews, operational permits, and periodic inspections and assist in fire investigations when requested by the fire departments.

Section 3: Geographical Information System (GIS) Data Analysis

GIS Analysis

The GIS system created a baseline map with all 26 contracting fire stations and municipalities across the 536 square mile area in Surry County. In addition, a six-mile distance coverage map consistent with ISO mileage and a travel time analysis was produced.

An analysis of the closest station response was conducted as well for the first fire unit arrival. Address points are used for this analysis representing homes or structures at an address that would require structural fire protection. Closest fire station response is a recognized best practice in the fire service due to minimizing overall response times. Many times, fire district areas are originally drawn for a variety of reasons such as tax revenue, existence before other districts were founded or before the existence of additional stations in a district. Sometimes, fire stations are relocated due to age or development incentive. Using the travel time model, given the fire station locations, and assumed availability, NCFCC utilized the geographic technology to develop a closest response area for each station. Although the GIS technology shows the adjustments that could be made, it is critical that leadership from the fire departments agree to the boundaries in terms of what makes the most sense, such as using an intersection, river or other physical indicator so that the district boundaries best fit the community. We do not recommend splitting a road down the center for district boundaries. That only leads to confusion and delay.

Opportunities exist to more closely align the primary fire district to the existing fire stations at varying levels. Analysis shows that area gains by some (non-municipal) primary fire district areas could range from a high of 47% (CC Camp) to a low of 1% (South Surry). Losses of current (non-municipal) fire district areas could range from a high of -39% (Mountain Park) to a low of -9% (Central Surry). Additional maps depicting municipal areas were also provided. However, additional considerations where municipal fire departments extend service into unincorporated areas require a deeper analysis of water supply/availability, extraterritorial jurisdictions, and others. The assessment team could not secure an ETJ map for Mount Airy. Throughout North Carolina, ETJ areas often represent reasonable and realistic boundaries for district considerations for municipal fire departments.

A population density map and analysis were performed. There are sparse urban areas (populations more than 1,000 people per square mile) of the county which are mostly areas within municipalities. On the other end of the spectrum, most of the geographic area of Surry County has less than 500 people per square mile, which is considered rural.

A risk analysis based upon land use and zoning was compiled, because some uses of land pose more risk to a community than others. A map of the hazards and risks was generated, depicting that the most significant hazards and risks generally fall within municipalities or near the major transportation corridors within the county.

Demand for services was also evaluated with actual response data. Response data was plotted to create a "heat map" of where incidents most frequently occurred. Demand for services generally follows areas of higher population, especially in and surrounding Mount Airy as well as arterial routes. Approximately 83% of all fire call incidents occurred within a six (6) minute travel time countywide. There are variances from a low in Westfield of 59% within 6 minutes of travel time to a high of 94% in Bannertown.

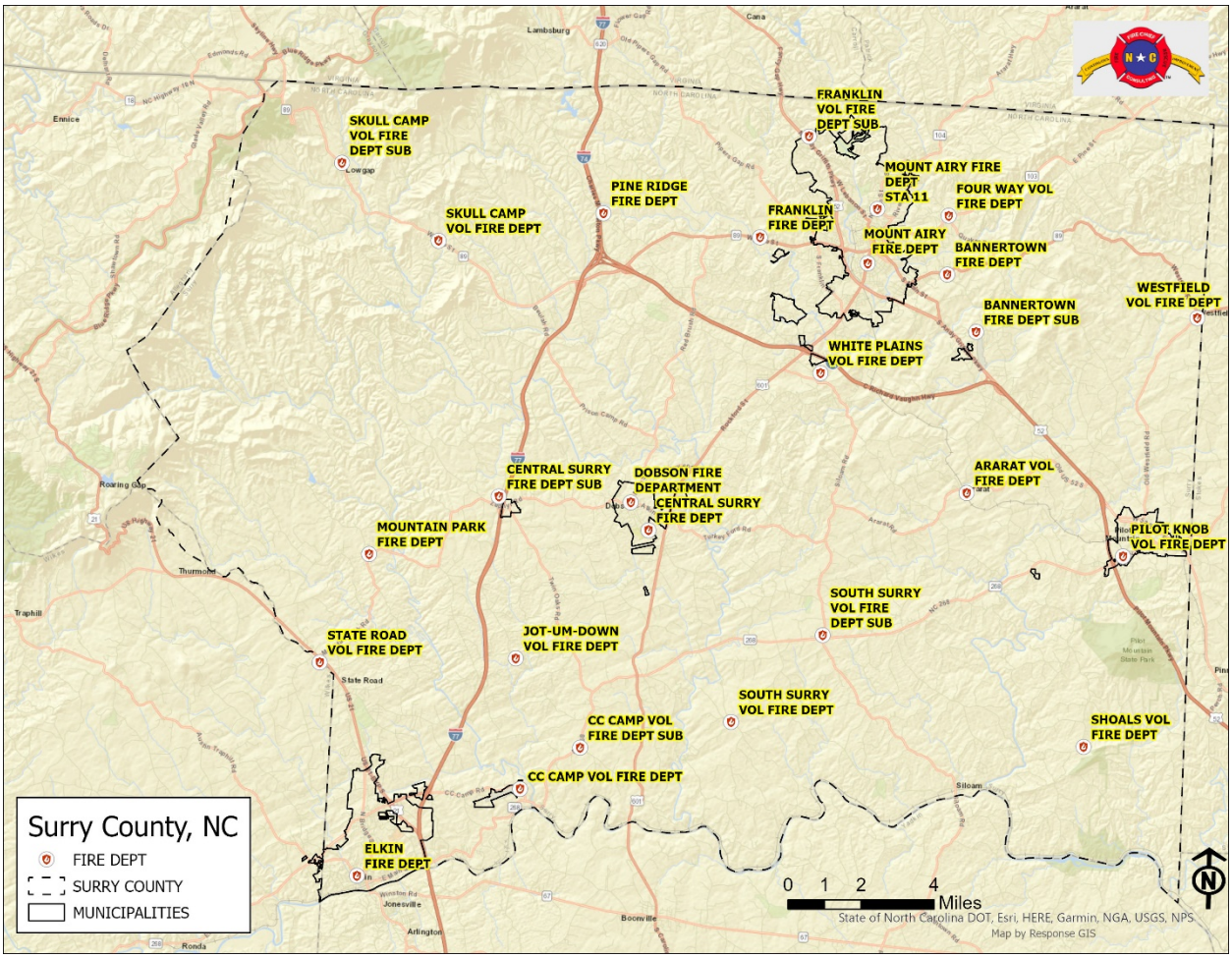
When evaluating reasonable and responsible response times for primarily volunteer fire departments in suburban areas (Between 500-1,000 people per square mile) and rural areas (Less than 500 people per square mile), it is considered best practice to utilize NFPA 1720 *"Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments"*. Within this standard, for suburban areas, fire departments should have a minimum of 10 firefighters arriving in 10 minutes or less 80% of the time. For rural areas, this standard relaxes to a minimum of 6 firefighters responding in 14 minutes, or less 80% of the time. The standard recognizes urban areas (more than 1,000 people per square mile) the same for career service or volunteer service, which is 15 firefighters arriving in 9 minutes or less 90% of the time.

Fire hydrants and water points in the unincorporated areas were evaluated as well. The GIS system calculated that approximately 15.7% of the county addresses were within 1,000 feet of a fire hydrant or water point. Training of personnel conducting hydrant flows will be an essential component moving forward.

Introduction

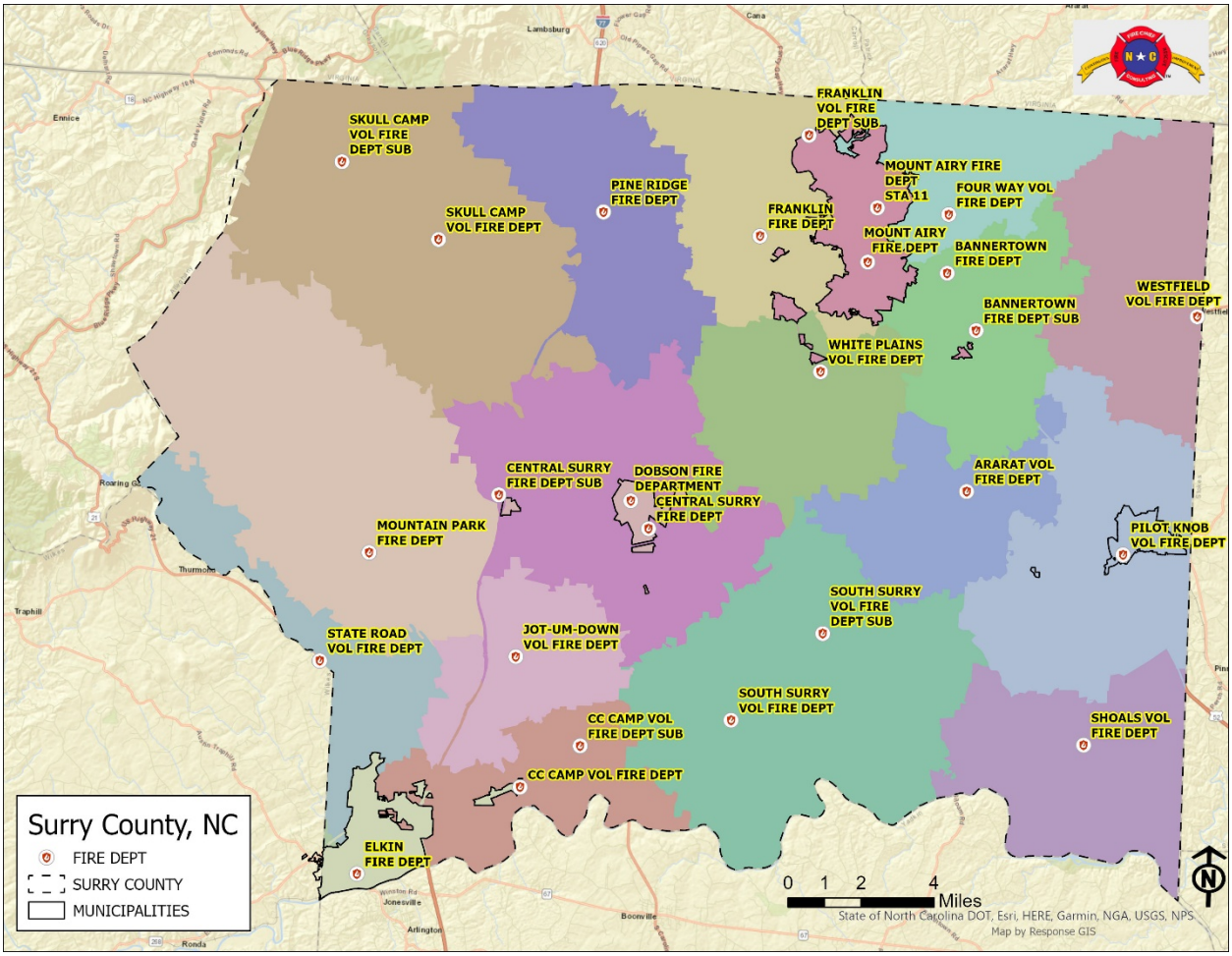
Surry County is located on the Virginia border just northwest of the City of Winston-Salem, North Carolina. Several arterial roadways (I-77 & US 52) traverse through. The fire departments operate from 26 stations across the 536 square mile area. The fire stations are seen in the following figure.

FIGURE 221: Current Fire Stations



Mt Airy, Dobson, and Elkin Fire departments operate within their city limits while Pilot Mountain covers the town and county areas. The following map shows the response areas for the fire stations.

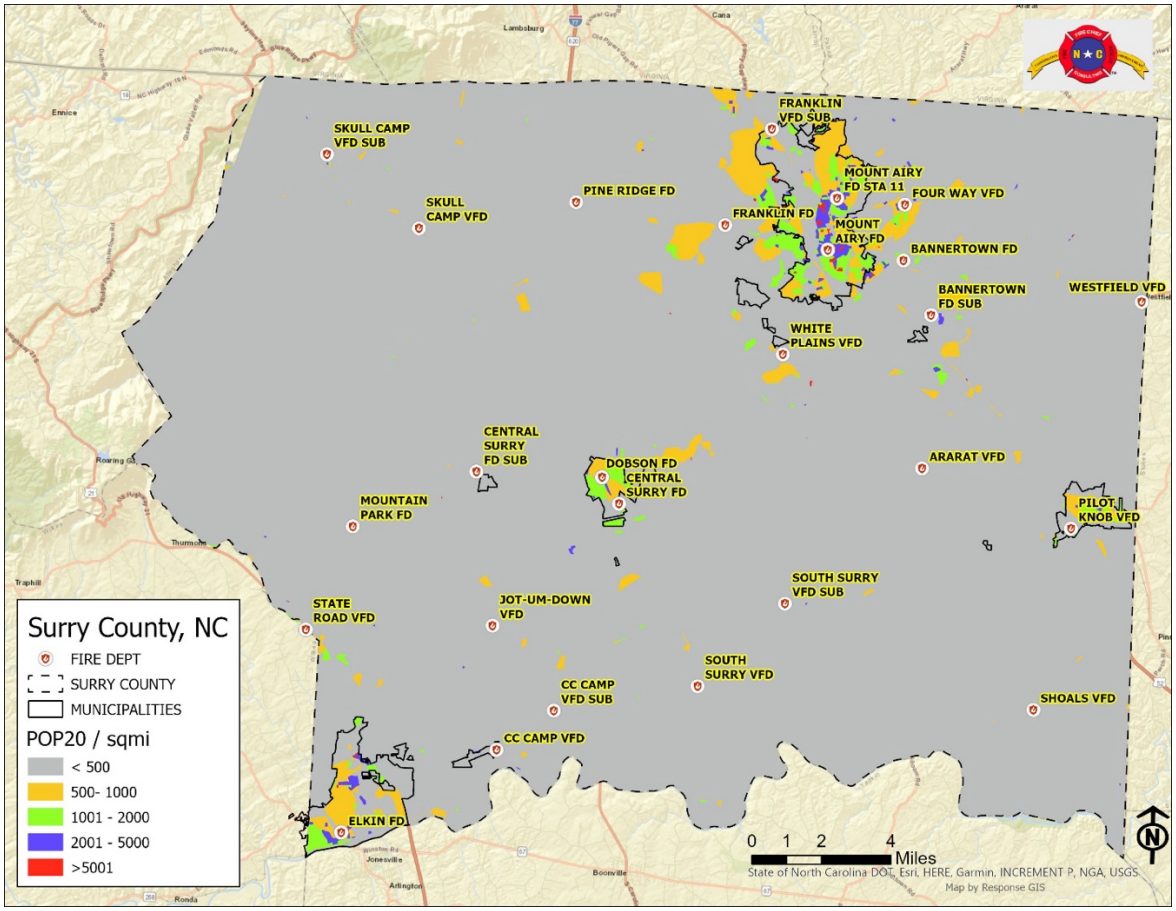
FIGURE 222: Fire Response Areas



Population

According to the US Census Bureau, 71,359 people resided in Surry County in 2020. The 2023 estimate is 71,492. This is less than 2010, when the census tabulated 73,673. The following map shows the population per square miles categorized according to NFPA 1720 guidelines that apply to volunteer fire districts.

FIGURE 223: Population Density



It can be seen that the county is generally rural with pockets of higher population densities scattered except for the incorporated municipalities.

The US Census from 2010 revealed a population of 73,673 in Surry County. In 2020 the US Census tabulated a population of 71,359 in Surry County, a decrease of 3%. The 2023 population estimate of 71,492 is a reversal of a steady decline and demonstrated slight population growth in Surry County.

The population density map above demonstrates the vast majority of Surry County meets the NFPA 1720 definition of rural, with several scattered pockets of suburban and urban densities. Although the majority of the urban density is in the

municipalities, there are also several pockets of urban density in areas of unincorporated Surry County.

Land Use Risk

The use of land related to the structures and stockpiles vary in size and type. Some uses of land pose more risk to a community than others, such as a single-family home versus a chemical storage facility. Because of the myriad of uses, a macro analysis of risk based upon current zoning in the Town and county is employed in the methodology.

The types of uses pose differing risks to a community. Some may be a point of public assembly; others may be a facility that contains hazardous materials for its processes. Others are homes, that if lost to a fire is tragic and a major loss to the owner and family, but is a minimal impact to the community. Whereas, the loss of a structure that employs 300 residents may have a low impact on an individual home owner, but a much larger impact on the whole community. The study team defines risk level as follows with some examples noted:

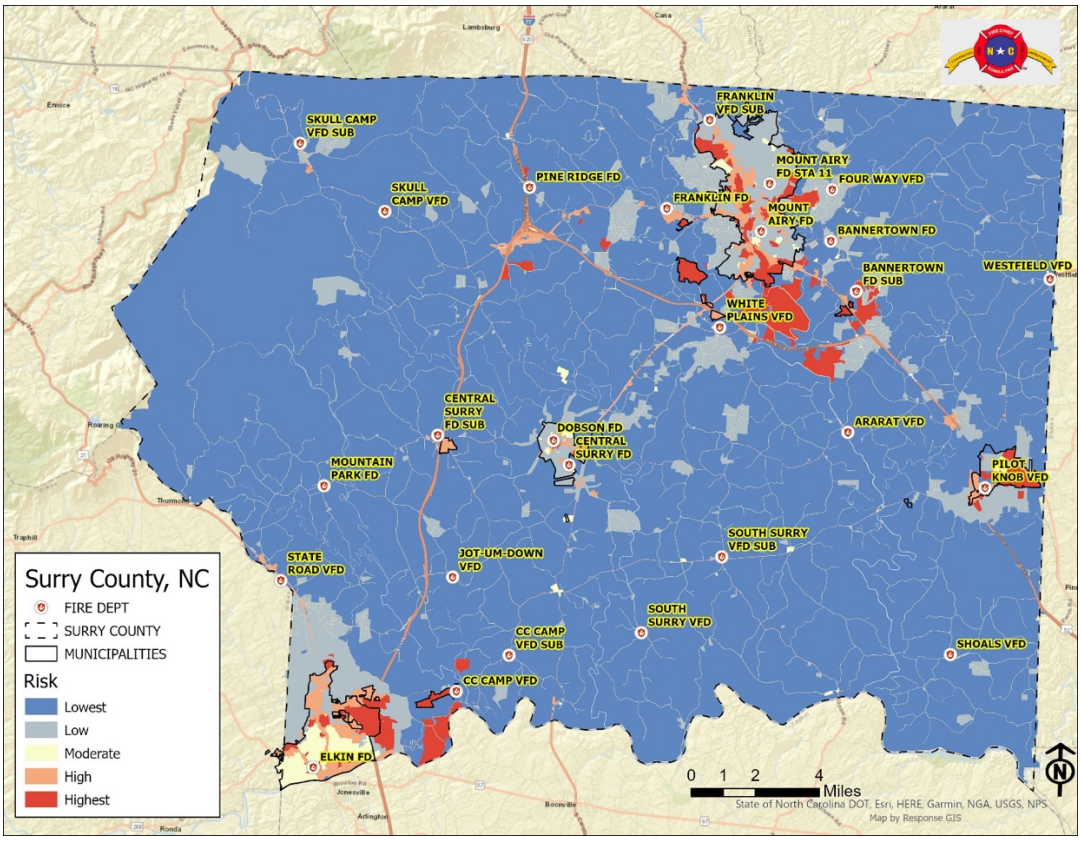
Risk Category Criteria

1. Lowest - Wide separation of single-family dwellings and farmland.
2. Low - Single-family dwellings with a separation of at least 100 feet between buildings.
3. Moderate - Commercial and light industrial facilities, small shopping centers, and high-density, low-rise residential buildings.
4. High - High-rise hotels and residential buildings, large shopping centers, and industrial complexes.
5. Highest - Refineries, large industry, lumber yards, and propane storage facilities.

These risk levels were applied to the zoning data provided in the resulting map.

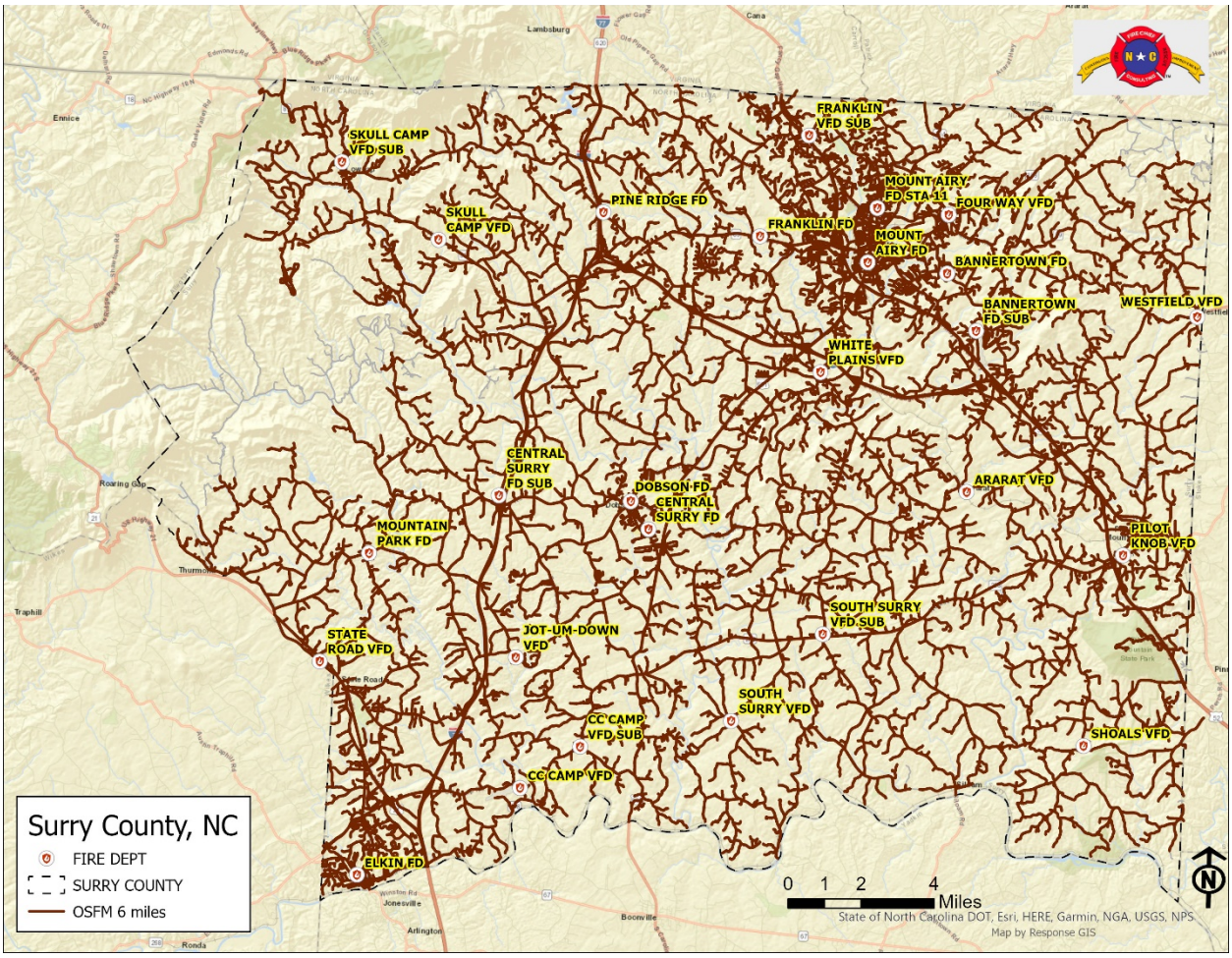
In contrast to the population density where the vast majority of urban density was in the incorporated municipalities, the high risk areas are nearly equal between incorporated municipalities and unincorporated Surry County.

FIGURE 224: Land Use Risk



Distance Coverage

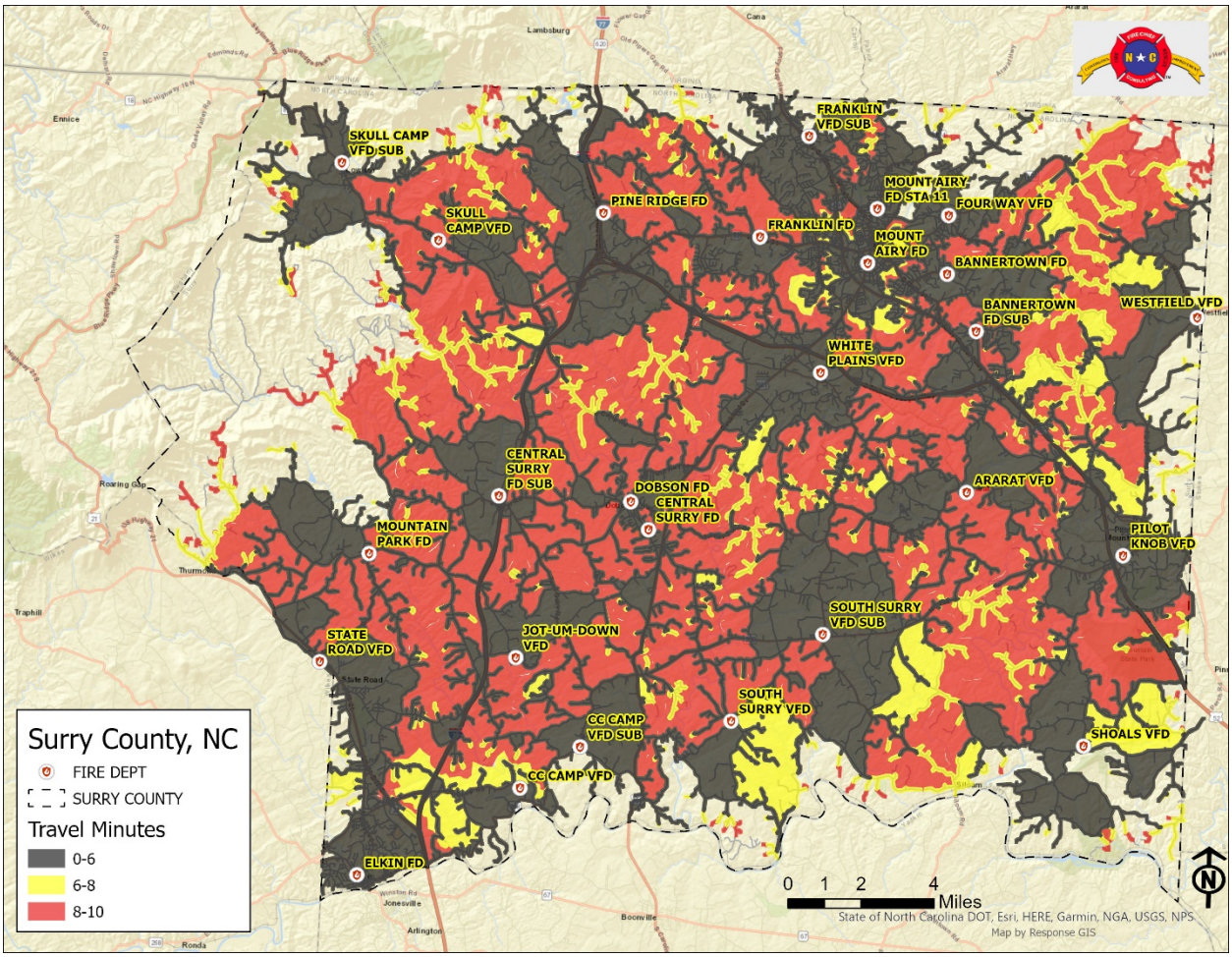
The Office of the State Fire Marshal (OSFM) considers a 6-mile distance for favorable rates in unincorporated areas. This is not an issue for the Surry County fire districts except as seen on the west side of the county.



Time Coverage

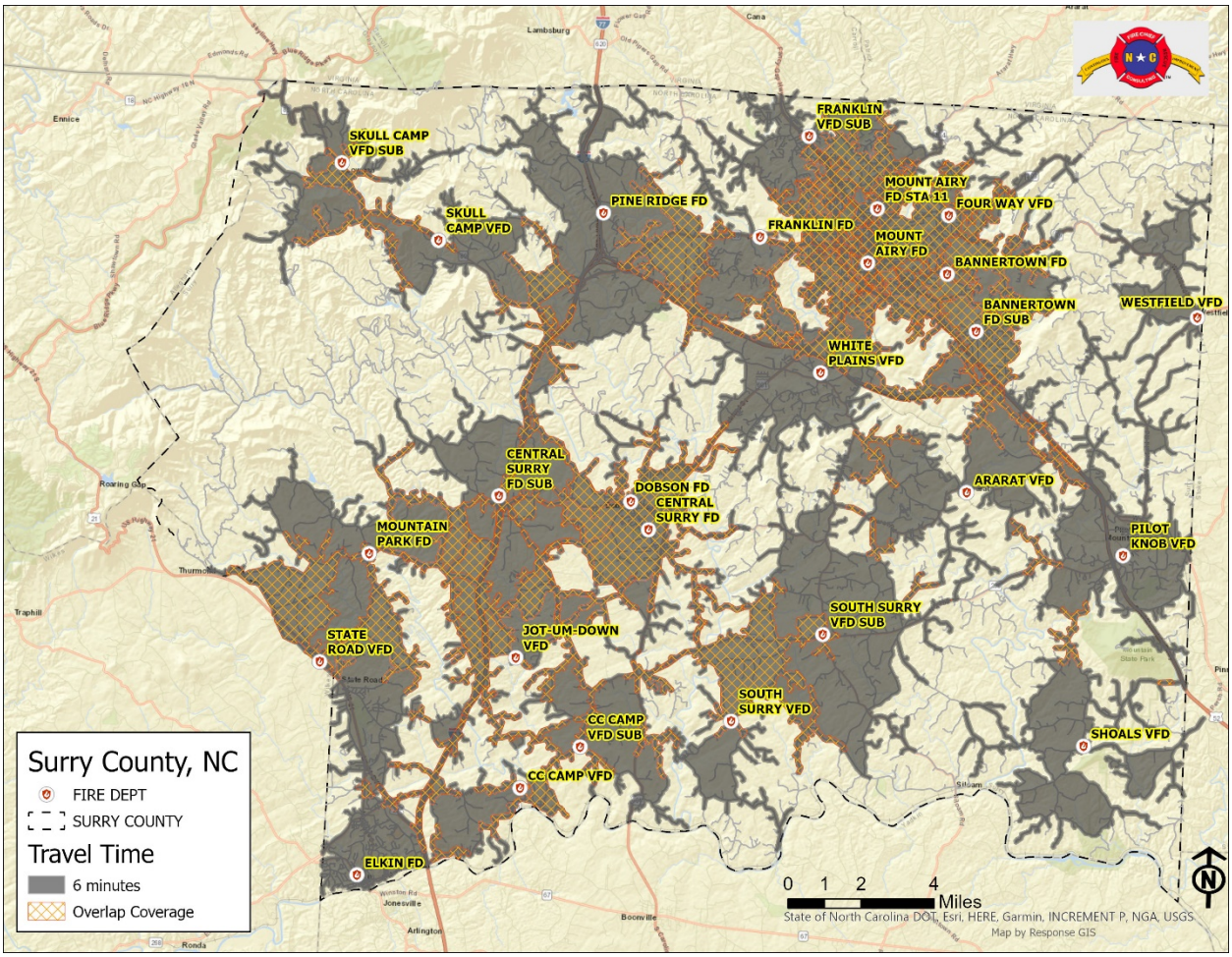
The most important element to the citizens is the time it takes to receive help in an emergency. The following map represents the extent of a modelled travel time using the street network, posted speed limits, and the restrictions in place, if any. While turns, intersection crossings such as traffic lights, and at-grade railroad crossings are time reduced, uncontrollable events such as weather, detours, and traffic congestion are not. The following map shows the extent of travel time from the county fire stations at different time lengths.

FIGURE 225: Travel Time Coverage



There are areas of overlap coverage between stations as seen in the following figure. This is not necessarily a negative as when a structure fire occurs multiple departments may respond so that the overlap becomes advantageous during these incident types.

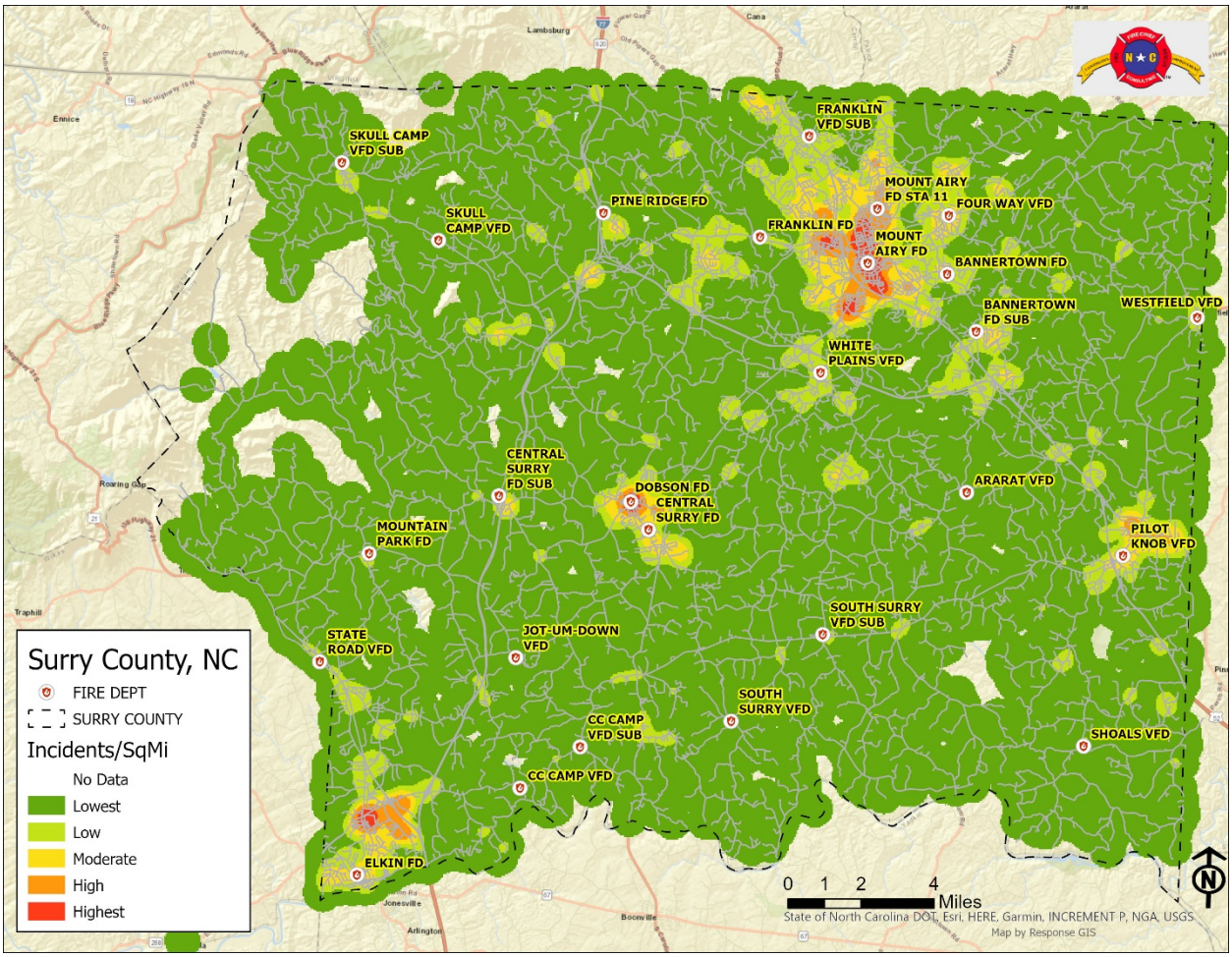
FIGURE 226: Coverage Overlaps



Demand for Services

The demand for services, although correlated with the higher population, can also be driven by non-residential commercial facilities like nursing homes, higher education, and public facilities such as airports, and transportation terminals. Highly congested and unimproved intersections can also drive service demand for the fire service. The following map demonstrates where the demand for services is the most intense based upon five years of raw incident data.

FIGURE 227: Service Demand Density



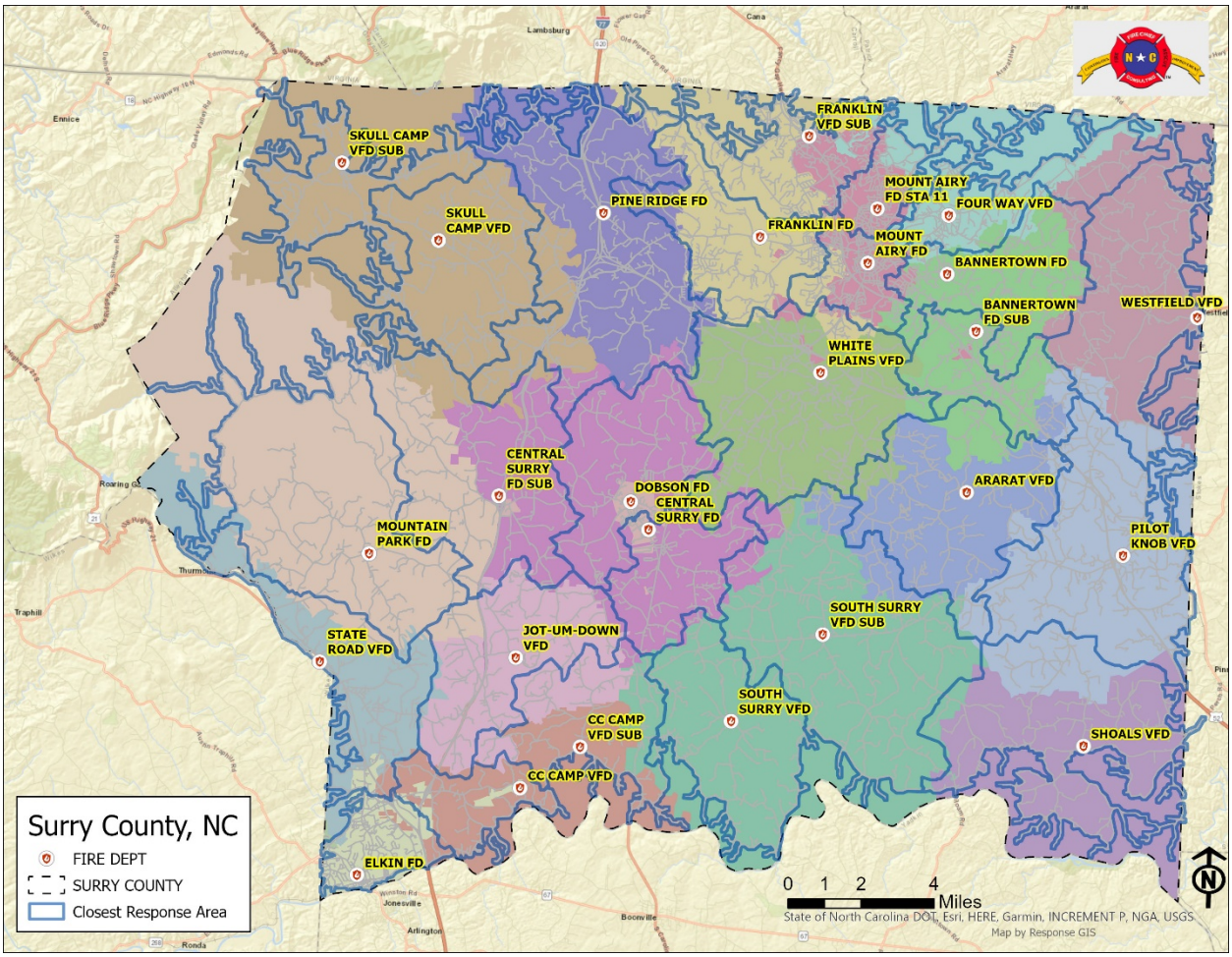
Much of the demand is concentrated where higher population density is located, arterial routes, and higher density planned developments. The following table details the incident density and travel time coverage for each fire district.

District	Stations	Incidents	District Square Miles (SqMi)	Incidents per SqMi	% of Total County Incidents	Travel Time Incident Coverage 6 minutes
Ararat	1	920	20.42	9.01	2%	80%
Bannertown	2	2825	23.42	24.12	6%	94%
CC Camp	2	1108	18.73	11.83	2%	72%
Central Surry	2	2570	41.79	12.30	6%	80%
Four Way	1	2160	19.47	22.19	5%	78%
Franklin	2	4158	26.22	31.72	9%	93%
Jot Um Down	1	864	19.10	9.05	2%	81%
Mount Airy	2	8427	11.92	141.39	18%	98%
Mountain Park	1	1207	63.36	3.81	3%	72%
Pilot Knob	1	3791	36.47	20.79	8%	85%
Pine Ridge	1	2068	30.41	13.60	5%	89%
Shoals	1	1217	28.66	8.49	3%	80%
Skull Camp	2	2186	57.70	7.58	5%	66%
South Surry	1	2459	56.72	8.67	5%	84%
State Road	1	1116	18.02	12.39	2%	89%
Elkin	1	3469	6.89	100.70	8%	92%
Dobson	1	1702	1.98	171.92	4%	98%
Westfield	1	1266	28.74	8.81	3%	59%
White Plains	1	2050	26.28	15.60	4%	90%
Totals:	26	45563	536.42	16.99	100%	***83%*** ^AVERAGE COUNTYWIDE^

Closest Response Areas

Many times, fire district areas are drawn for a variety of reasons such as tax revenue, existence before other districts were founded or before the existence of additional stations in a district. Sometimes, fire stations are relocated due to age or development incentive. Using the travel time model, given the station locations, and assumed availability, geographic technology drew a closest response area for each station.

FIGURE 228: Closest County Fire Station Areas



Some districts gain in certain areas while others have a net loss in the area. The following table details the structure coverage changes based upon the closest response areas.

Fire District	Current Address Points	Closest Address Points	Gain/Loss Count	Gain/Loss %
Ararat Volunteer	1,208	1,412	204	17%
Bannertown	2,619	2,972	353	13%
C.C. Camp	795	1,172	377	47%
Central Surry	2,080	1,883	(197)	-9%
Dobson	843	1,384	541	64%
Elkin	2,622	2,397	(225)	-9%
Four Way	2,163	1,669	(494)	-23%
Franklin	4,021	4,464	443	11%
Jot-Um-Down	877	708	(169)	-19%
Mount Airy	7,295	6,912	(383)	-5%
Mountain Park	1,336	819	(517)	-39%
Pilot Knob	3,125	2,611	(514)	-16%
Pine Ridge	1,662	2,079	417	25%
Shoals	1,071	1,235	164	15%
Skull Camp	2,250	1,647	(603)	-27%
South Surry	2,430	2,461	31	1%
State Road	1,210	1,498	288	24%
Westfield	1,345	1,220	(125)	-9%
White Plains	2,138	2,204	66	3%
				0.8% Margin of error

There can be opportunities for municipalities that do not provide services in the county to provide services since their stations are closer than the county stations and vice versa if reliable response can be assured. The closest stations are Dobson and one of the Central Surry Fire Stations. This may be an opportunity for consolidation.

The following are zoom area maps of the municipalities that show the municipal ETJ, the closest response area, and the current city limits. Pilot Mountain was not included since the fire department already covers unincorporated county areas.

FIGURE 229: Dobson Area Closest Response

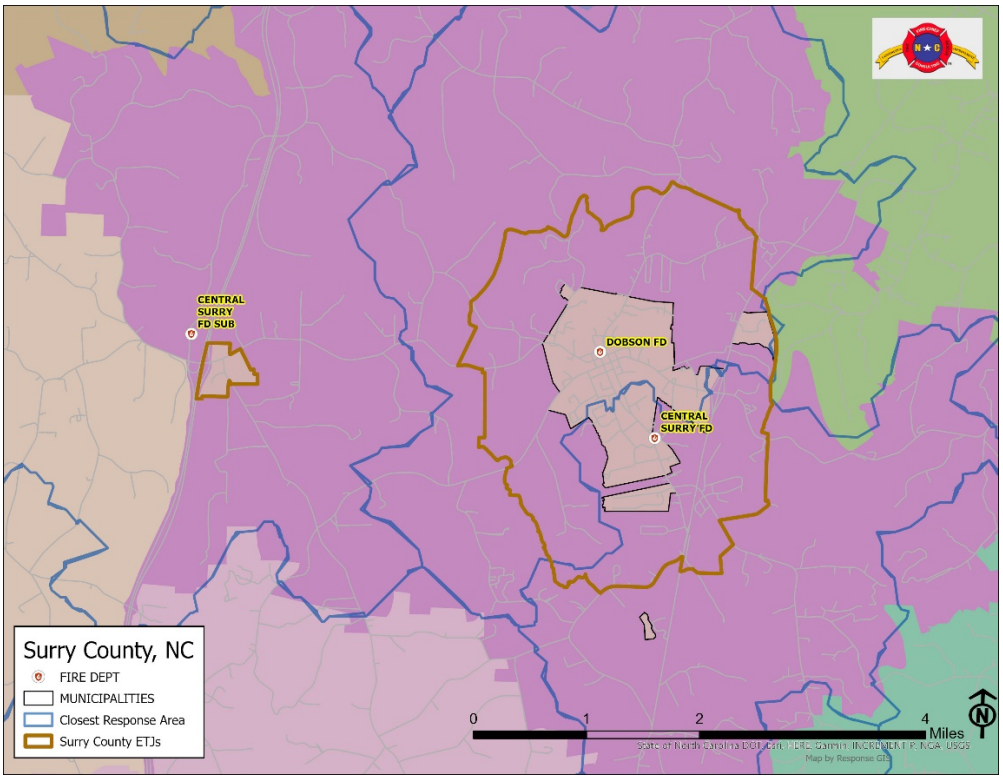


FIGURE 30: Elkin Area Closest Response

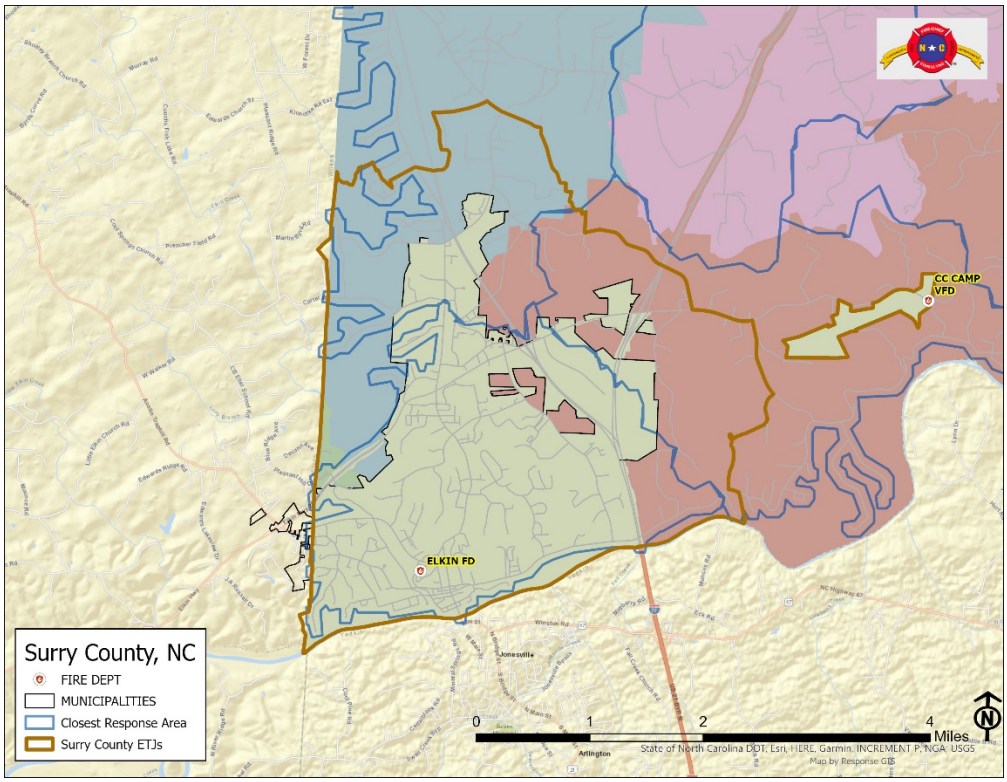
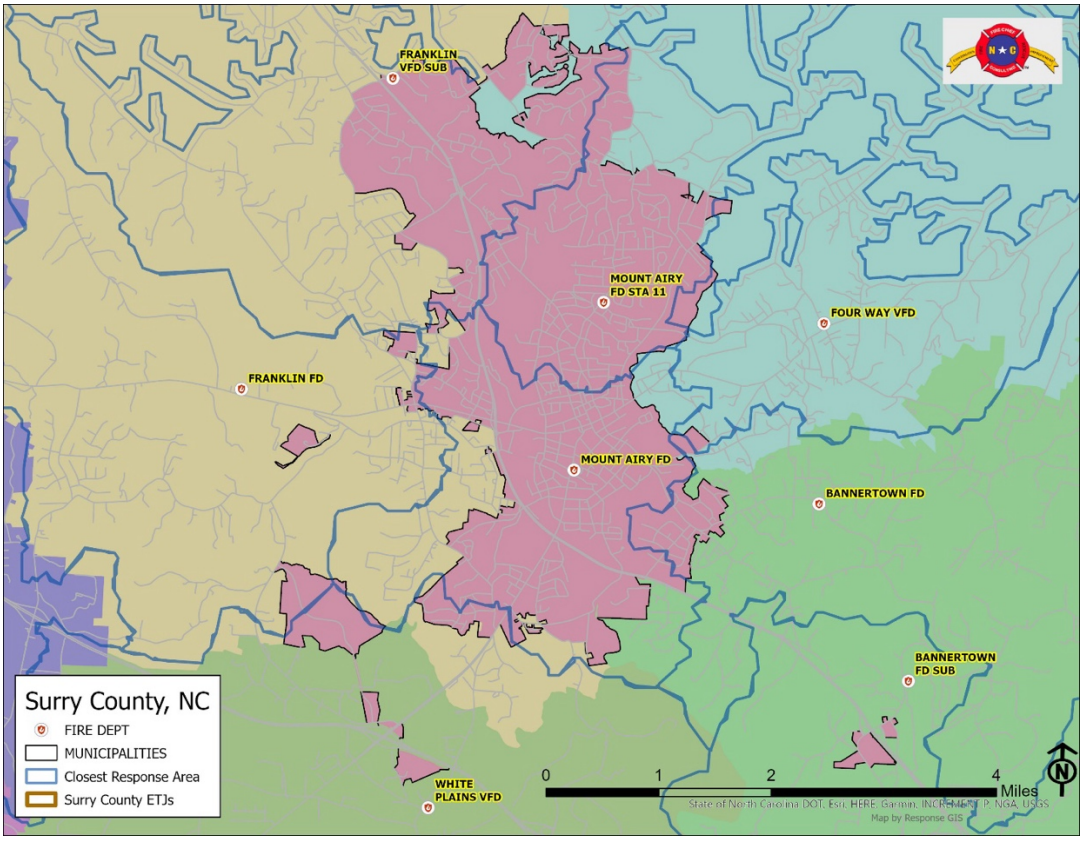


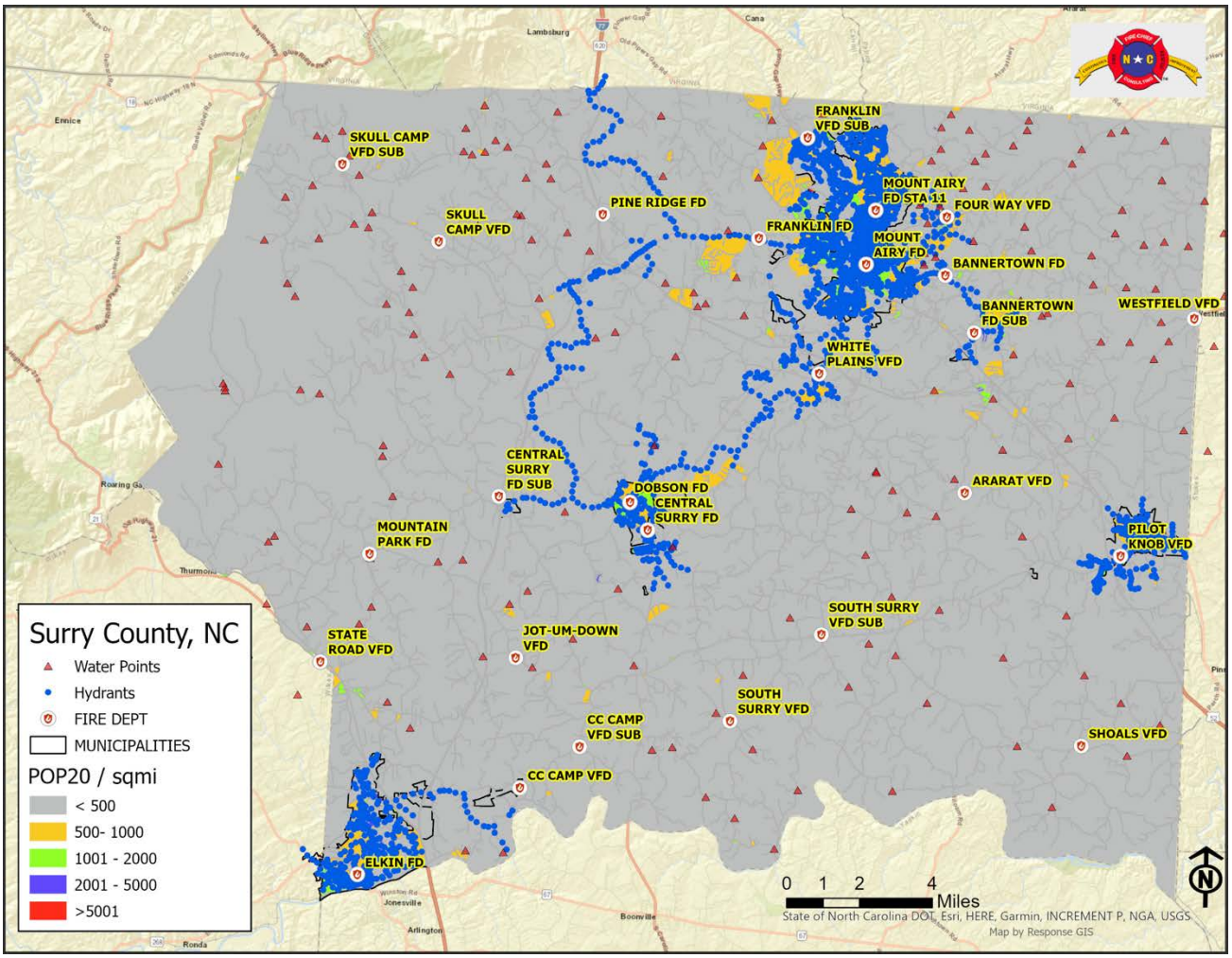
FIGURE 31: Mt. Airy Closest Response



Note that Mt Airy does not currently have an adopted ETJ area.

Fire hydrants and water points in the unincorporated areas were evaluated as well. The GIS system calculated that approximately 15.7% of the county addresses were within 1,000 feet of a fire hydrant or water point. Training of personnel conducting hydrant flows will be an essential component moving forward.

FIGURE 32: Surry County Hydrant and Water Point Distribution



Section 4: Response Data Analysis

Summary

NCFCC analyzed response data received from the Surry County 911 Center: isolating data specific to Surry County Fire Departments for the timeframe of 07/01/2018 to 6/30/2024. This represented six (6) full years of data and yielded 51,107 total emergency incidents that are considered "Priority 1" incidents by Surry County 9-1-1 This would include fire emergencies as well as "Charlie", "Delta" and "Echo" medical emergencies (or the more severe/acute calls). While CAD data is not ideal to analyze for demonstrated performance, the response performance in this report can be viewed as an indicator of performance. The data does correctly reflect the demand at the geographical area representing the fire district or department.

It must be noted that in Surry County, there are a significant number of incidents (36%) with no response, which is unusual contrasted with other North Carolina counties. During the analysis of the individual unit's responses, it was observed that no unit was without an arrival time. Furthermore, many unit records had an arrival time to the exact second of the clear time. In many cases, the only unit that was dispatched would have an arrival time and clear time the same. The response times on these records were extremely long and upward of 45 minutes. After consulting with Brent Roberson from Surry County 9-1-1 and reviewing the actual incidents in CAD, the analysis team determined these unit responses represent a no response from the fire department. These incidents will be excluded from the response time analysis.

Some valuable key take aways for response data include the following:

Demand

- Countywide, demand averages 26 incidents per day.
- Since Fiscal Year 21/22, demand has remained steady with a small decrease annually.
- Fiscal Year 21/22 saw a 64% increase from the previous year, the ending of the COVID pandemic.
- Friday is the busiest day of the week for demand of services.
- 6 pm is the peak of demand, with the hour of 2am has the lowest demand.
- Noon to 8pm is the highest 8-hour period of demand.
- 9am to 9am is the highest 12-hour period of demand.
- The highest number of the 51,107 incident records were cardiac medical emergencies (CARDIAC D) attributing 11.92% of all calls.
- There were 1,212 structure fires, which represented 2.3% of the total demand.
- Franklin Community Fire Department has more demand than any other county contracting fire department.
- Squad 85 (Mount Airy) has more demand than any other Rescue Squad.

Response Times (Turnout and Travel)
• Response Time (turnout and travel) at the 80th percentile, is 10 minutes and 19 seconds.
• 91.49% of priority 1 incidents, where there was a response, met the 14-minute goal established by NFPA 1720.
• Call Processing Time from the 911 center consumes 3 minutes 41 second or less on 80% of incidents. This, in addition to the fire department responses time, extends the realistic total response time for residents to 14 minutes 31 seconds, or less, on 80% of incidents.

No Response Incidents
• Approximately 36% of incidents the fire and rescue departments are dispatched on have no response. Furthermore, 42% of the priority one nature codes did not show that there was a response from the fire department.
• 42% of Priority 1 incidents have no response from the primary department, most of these are medical events.
• 48% of medical incidents have no response from the primary fire department within their first due area.
- Note that most of the 51,107 incident records, data shows that 30,773 of these incident records did not receive the emergency medical dispatch (ProQA) process.

To more accurately determine actual demonstrated performance by the fire and rescue providers in Surry County, filters were applied to the 51,107 incident records. This filtering yielded 15,064 incidents to be evaluated over the 6-year period.

The Surry County Fire Service Response Time Performance for priority one responses, where a response was initiated, was 10 minutes and 19 seconds, for the first arriving unit, over the 6-year period. The response time goal of 14 minutes was met on 91.49% of incidents for the first unit. This demonstrated performance measurement is against the national consensus standard for volunteer fire departments (NFPA 1720) for rural areas, which identifies that a minimum of 6 firefighters to be assembled in 14 minutes or less 80% of the time. Using CAD data, there is not a methodology in place to capture the time when at least 6 firefighters are assembled. Therefore, the assessment team could only measure the arrival of the first fire department unit communicating an arrival time. IF there were 6 firefighters on the first arriving fire apparatus (or arrived simultaneously), then Surry County's demonstrated performance is within parameters of the national consensus standard. However, qualitative feedback from fire chiefs and firefighters indicates that this is not usually the case.

Non-responses are significantly higher in Surry County than the assessment team has observed in other North Carolina counties. The percentage of incidents with no response varies by station from a low of 6.74% from Station 69 (Mountain Park) to a

high of 68% from Station 71 (Franklin). As a system, of the total "no response" incident data, 7.15% of the calls were fire emergencies and 48.38% were medical emergencies. Most non-responses were occurring during the daytime hours, particularly on Fridays and Saturdays, especially during the 5pm hour.

9-1-1 call processing time for Surry County is 3 minutes 41 seconds at the 80th percentile for priority 1 calls. This is the amount of time the 9-1-1 center uses to process the incident from the time it was received in the 9-1-1 center, until the fire department is dispatched. Call processing time would normally be measured at the 90th percentile but the team utilized the 80th percentile (as a lower standard) to maintain consentience in percentile evaluation across all time segments. This demonstrated call processing time performance would be considered high when compared to an NFPA 1225 standard of 60 seconds at the 90th percentile. When call processing time is added to response time for Surry County, the level of demonstrated service diminishes to 14 minutes, 31 seconds, or less 80% of the time.

Individual fire department by fire department data was calculated so that each individual fire department, including the firefighters and the boards of directors can visually understand the fire department's individual performance over the six-year period and can develop realistic strategies to implement for improvement.

It must also be noted that the current five (5) rescue squads in Surry County also have a high number of non-responses that should be reviewed. Those are as follows:

- Squad 83 – Mountain Park Rescue – 1,290 incident count, 489 Priority 1 calls, 52.8% are non-responses.
- Squad 84 – Elkin Rescue Squad – 4,256 incident count, 2,238 Priority 1 calls, 40% are non-responses.
- Squad 85 – Mount Airy Rescue Squad – 10,608 incident count, 5,853 Priority 1 calls, 70.3% are non-responses.
- Squad 86 – Pilot Mountain Rescue and EMS – 4,386 incident count (in Surry County), 1,654 Priority 1 calls, 19.2% non-responses.
- Squad 87 – Dobson Rescue Squad – 4,975 incident count, 2,370 Priority 1 calls, 66.7% non-responses.

Parameters and High Level Overview of Analysis

Preface

The demand and performance analysis contained in this document is the result of data collected from the Surry County 911 center's Computer Aided Dispatch (CAD) system, Southern Software, with data from 07/01/2018 to 06/30/2024 for a full 6 years of comparative data. The goal of this document is to summarize the demand for the Surry County FIRE system and evaluate response time performance demonstrated for responses.

Data Specific to this Agency

Data exported consisted of a single record for each fire department unit responding to an incident. The term unit in this CAD system for this county does not necessarily mean an apparatus responding from a Fire Station. "The agencies keep track of the first personnel to check Enroute and arrive on scene which is a unit in cad (station number followed by the letter P), all apparatus, etc.) FR stands for First Response", explains the 911 director. In some incidents, like medical assistance events, an apparatus from the station may have never responded and was managed by the volunteer personnel responding with gear in their privately owned vehicle (POV).

Each unit record contained information about their home station in addition to the service area they were responding to. This allows for filtering of response inside the department first due area as well as a demand account based on the other departments they assist.

Data Grouping

Incidents were grouped to allow response time evaluations to include only those incidents within the department's primary response area. This was an evaluation of the unit's station association to the "ESN Fire Tract" or fire district which represented the location of the incident.

Response Time Measures

Time segments, like call processing, turnout and travel time will be measured in the 80th percentile and shown in a hh:mm:ss format. This will illustrate what is done 'most of the time' rather than an average or approximately half the time.

The agency's CAD uses a priority value to indicate the severity of the incident in addition to a priority dispatch system to classify the response type as Alpha, Bravo, Charlie, Delta, Echo. All Priority '1' incidents contained the Charlie, Delta, and Echo responses. Only Priority '1' incidents will be evaluated for response time performance.

No Response Incidents

During the analysis of the individual unit's responses, it was observed that no unit was without an arrival time. Furthermore, many unit records had an arrival time to the exact second of the clear time. In many cases, the only unit that was dispatched would have an arrival time and clear time the same. The response times on these records were extremely long and upward of 45 minutes. After consulting with Brent Roberson from Surry County 911 and reviewing the actual incidents in CAD, it was determined these unit responses represent a no response from the fire department. These incidents will be excluded from the response time analysis.

Demand Summary:

- County wide, demand averages 26 incidents per day.
- Since Fiscal Year 21/22, demand has remained steady with a small decrease annually.
- Fiscal Year 21/22 saw a 64% increase from the previous year, the ending of the COVID pandemic.
- Friday is the busiest day of the week for demand of services.
- 6 pm is the peak of demand, the hour of 2am has the lowest demand.
- Noon to 8pm is the highest 8-hour period of demand.
- 9am to 9pm is the highest 12-hour period of demand.
- The nature code with the highest demand is the CARDIAC D.
- Franklin Community Fire Department has more demand than any other county department.
- Squad 85 has more demand than any other Rescue Squad.

Response Times (Turnout and Travel) Summary:

- Response Time (turnout and travel) at the 80th percentile, is 10 minutes and 19 seconds.
- 91.49% of priority 1 incidents, where there was a response, met the 14-minute goal established by NFPA 1720.
- Call Processing Time from the 911 center consumes 3 minutes 41 seconds, or less, on 80% of incidents. This, in addition to the fire department response time, extends the Total Response Time to 14 minutes 31 seconds, or less, on 80% of incidents.

No Response Incident Summary:

- Approximately 36% of incidents the departments are dispatched on have no response.
- 42% of Priority 1 incidents have no response from the primary department, most of these are medical events.
- 48% of medical incidents have no response from the primary fire department within their first due area.

County-Wide Demand of Service

The Surry County Fire service averages approximately 26 departmental incidents per day based on the last fiscal year of 23/24 data. After two years of decrease in demand, driven by the COVID pandemic and/or response changes because of the pandemic, FY21/22 increased some 64% over the previous year. Since that time, demand has remained relatively steady with a small annual decrease. These incidents occur within 17 county fire districts and 5 rescue squads as defined in the CAD system and total 51,107 incidents over the 6-year period. The primary demand is medical events assisting the EMS agency. Although 51k were dispatched, approximately 36% never had a response.

FIGURE 33: Demand by Fiscal Year

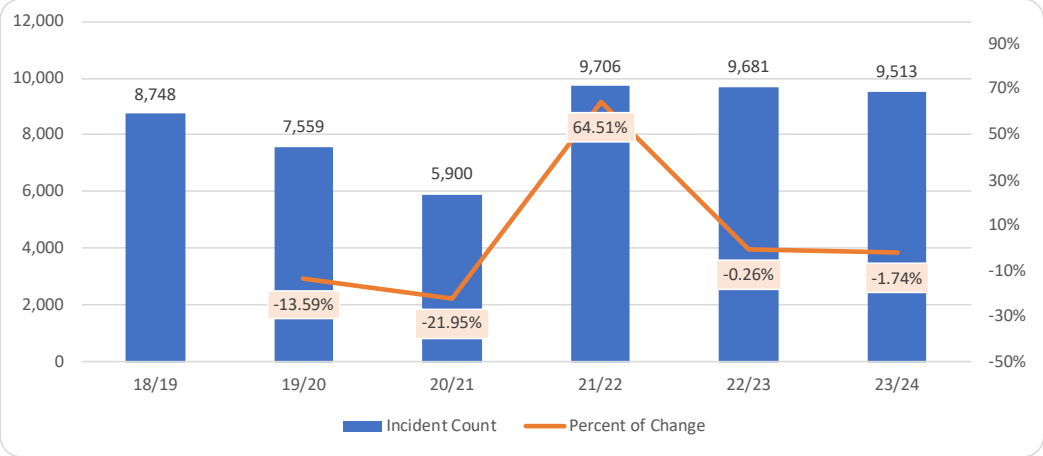
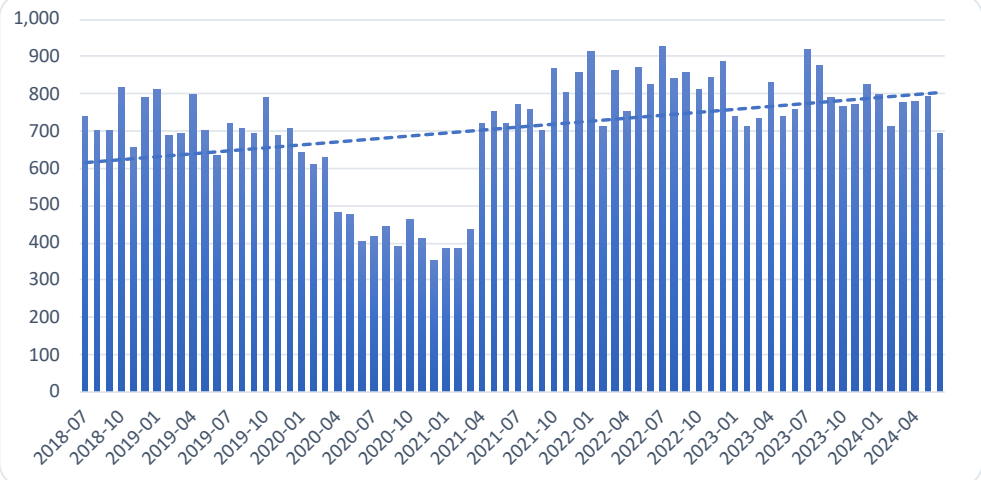


FIGURE 34: Demand by Fiscal Year / Month



Demand by Alarm Hour

Demand by alarm-hour follows the national trend, with 6 pm at the peak and 2am hour with the lowest demand. The highest 8-hour period of demand is between noon and 8 pm, the highest 12-hour period is between 9am and 9pm.

FIGURE 35: Demand by Alarm Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	200	157	172	167	131	152	156	1,135
1	157	144	137	115	128	177	152	1,010
2	136	128	140	132	98	120	147	901
3	130	149	124	123	133	130	145	934
4	123	147	123	124	115	143	149	924
5	157	176	145	153	149	148	135	1,063
6	187	226	191	213	197	183	165	1,362
7	224	265	244	279	277	253	312	1,854
8	271	316	286	294	301	330	329	2,127
9	334	376	315	365	379	358	375	2,502
10	311	415	366	391	438	386	382	2,689
11	323	392	384	359	421	408	388	2,675
12	380	427	392	381	426	424	412	2,842
13	400	403	375	424	454	429	399	2,884
14	401	388	383	417	428	434	449	2,900
15	411	425	402	447	434	424	461	3,004
16	390	416	482	433	458	471	439	3,089
17	410	454	426	453	422	532	507	3,204
18	355	495	434	425	548	567	465	3,289
19	355	473	419	350	405	475	420	2,897
20	348	349	334	286	370	369	388	2,444
21	293	254	275	292	327	329	404	2,174
22	215	223	244	230	265	264	297	1,738
23	187	213	173	199	211	242	241	1,466
Total	**6,698**	**7,411**	**6,966**	**7,052**	**7,515**	**7,748**	**7,717**	**51,107**

Demand by Nature Code

Each incident contained a Nature Code, which yielded 372 different codes. Many of these were very similar, suggesting a nature code change in the past. The top 20 codes, based on the sum of each, make up 61% of the total events for the entire data set. The "CARDIAC D" or 'cardiac delta response' nature code has the highest count of any other, at 11.92% of the total 51,107 records.

There were 1,212 Structure Fires, consisting of two different nature codes, which is 2.37% of the total demand for the county. In the chart below, changes in nature codes appear to happen in the 22/23 fiscal year.

FIGURE 36: Demand by Nature Code (Top 20)

CAD Nature Code	18/19	19/20	20/21	21/22	22/23	23/24	Grand Total
CARDIAC D	681	600	389	617	729	708	3,724
ASST PATIENT	542	560	461	690	573		2,826
WX TREE	709	339	294	409	543	485	2,779
ACCIDENT PI	407	394	430	514	454	558	2,757
RESP DIS D	545	431	185	655	459		2,275
FIRE ALARM	275	281	319	391	406	286	1,958
CVA D	224	227	209	284	309	296	1,549
FALL D	223	230	172	317	294	311	1,547
ALARM MEDICL	340	257	80	302	292		1,271
LIFELINE	225	236	88	285	245	149	1,228
SICK D	148	139	67	277	285	307	1,223
STANDBY	243	222	159	207	193	176	1,200
RESP DIS C	234	181	53	314	231		1,013
ASSIST PATIENT					169	800	969
SICK C	108	110	70	145	160	367	960
STRUC FIRE	169	156	186	242	144		897
UNRSPVE D	183	191	118	153	146		791
SEIZURE D	117	121	78	153	159	137	765
RESPIRATORY DISTRESS D					144	620	764
CARDIAC	137	112	63	171	143	111	737

Demand by Geographical Area and Department

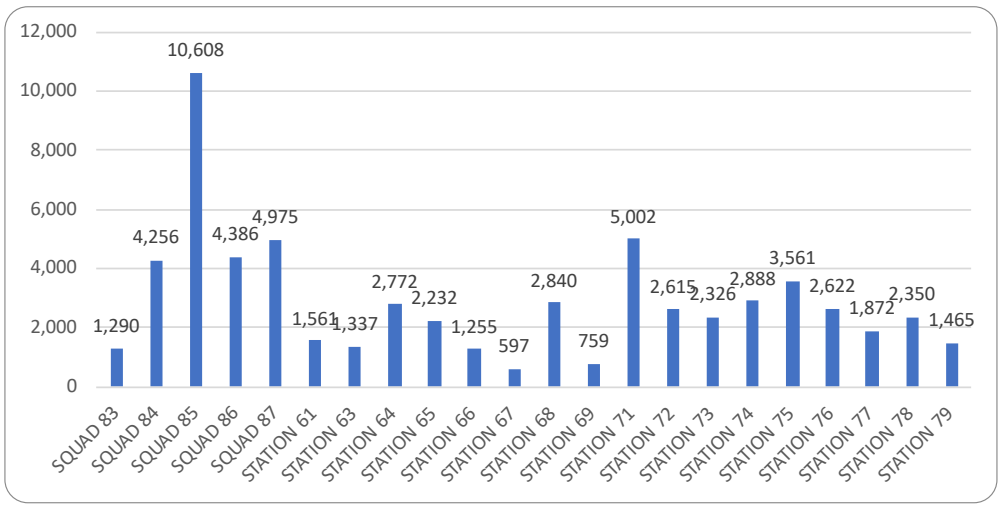
FIGURE 37: Demand by Station's First Due Area

Demand by ESN (First Due Area)	Count	%
(blank)	3,702	7.24%
Ararat Fire Department (63)	973	1.90%
Bannertown Fire Department (75)	2,758	5.40%
CC Camp Fire Department (65)	1,477	2.89%
Central Surry Fire Department (77)	2,722	5.33%
Dobson Fire Department (67)	1,898	3.71%
Elkin Fire Department (20)	3,395	6.64%
Four Way Fire Department (68)	2,243	4.39%
Franklin Community Fire Department (71)	4,316	8.45%
Jot-Um-Down Fire Department (66)	874	1.71%
Mount Airy Fire Department (10)	8,600	16.83%
Mountain Park Fire Department (69)	1,281	2.51%
Pilot Knob Fire Department (76)	4,142	8.10%
Pine Ridge Fire and Rescue (64)	2,100	4.11%
Pleasant Hill Fire Department (Wilkes County)	1	0.00%
Shoals Fire Department (61)	1,245	2.44%
Skull Camp Fire and Rescue (72)	2,299	4.50%
South Surry Fire Department (74)	2,551	4.99%
State Road Fire Department (79)	1,144	2.24%
Westfield Fire Department (73)	1,314	2.57%
White Plains Fire Department (78)	2,072	4.05%
Grand Total	**51,107**	**100.00%**

The table above (figure 5) reflects demand in a geographical area and is inclusive of multiple departments that may respond to this area for the same incident. The "blank" section is thought to be mutual and auto aid outside the county.

The chart below represents the demand for a station and its resources for incidents and is inclusive of mutual and auto aid assistance to other departments.

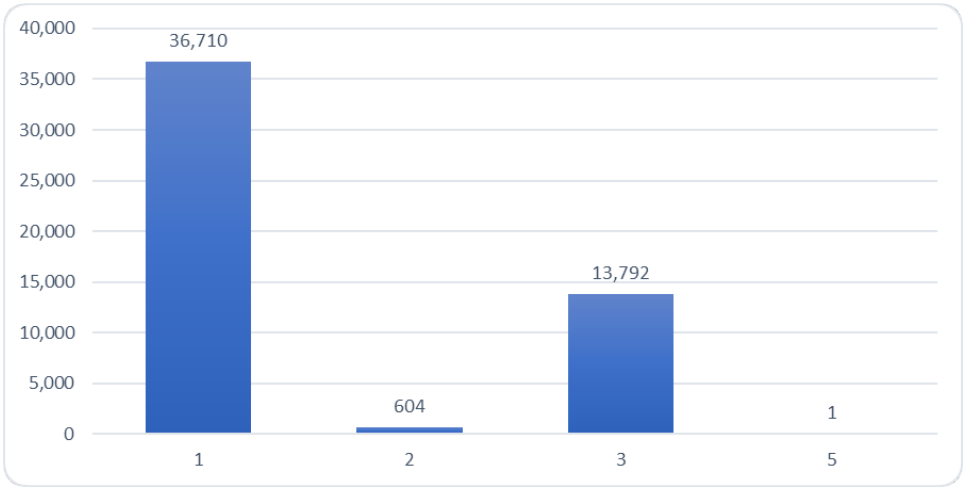
FIGURE 38: Demand by Station/Resources



Within CAD, each incident contained a value for priority with values of '1','2', 3', and '5'. Priority 1 records contained high acuity nature codes, and this will be used to filter response for these incidents only when evaluating response time performance.

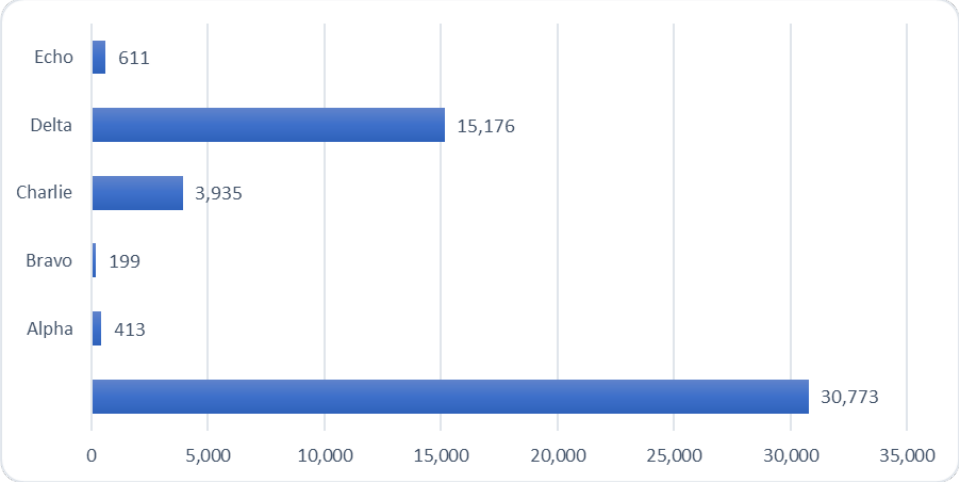
Demand by Priority and ProQA

FIGURE 39: Demand by Priority Code



In addition to priority, CAD data contained a ProQA code for certain medical events. Although this can be seen in records from the beginning (07/01/2018), there are many medical nature codes not using the ProQA code. It is not understood as to why this is. Of the 51,107 incidents, the following is how the ProQA codes were used.

FIGURE 40: Demand by ProQA Codes



Countywide Response Time Demonstrated Performance

Response Times

The term "Response Time" can be interpreted differently by many people. Within the public safety sector, time (related to a response) is broken into individual time segments allowing an evaluation of each segment and implementing strategies to improve. Those segments are listed below with a brief description of each.

Call Processing Time – the elapsed time from event receipt at the Public Safety Answering Point (PSAP) to the dispatching of the first unit.

Turnout Time – the elapsed time from notification of the fire department from the 911 center until a fire unit has forward moment (wheels turning).

Travel Time – the elapsed time from the unit's turnout to the arrival at the incident address (wheels stopped).

Response Time - the elapsed time from when a unit is dispatched until the first unit arrives. (Turnout + Travel)

Total Response Time – the time elapsed from receipt at the PSAP until arrival of the unit on scene. (Call Processing + Turnout + Travel)

Agencies will typically evaluate and focus on response time, since call processing time is normally the responsibility of the 911 center. Call processing is equally important because it plays a key role in the total response time and the outcome of those served and protected. Because of this, the agency should always analyze this information, if possible, and build relationships with the 911 center to develop a continuous improvement plan, using standards, best practices, or local approved goals as a benchmark for improvement.

Evaluation of response times should only evaluate those responses in the department's primary jurisdiction, excluding: those events where mutual/auto aid was given to other departments, non-emergency response, and justified outliers.

The following evaluates response time, which is the combination of turnout and travel times, and shows the 80th percentile in a hh:mm:ss format. These times indicate the agency is accomplishing this time, or less, on 80% of incidents.

These response times (turnout and travel) reflect all agencies/departments and all nature codes with a priority code of '1', where the ESN is not blank. It evaluated the first arriving unit only. Although some of these responses may have been non-

emergency, there is no clear way to filter these to show only emergency responses. Individual nature codes can be, and are, analyzed in the document below to get a better understanding of response time for higher acuity incidents. These filters yielded 15,064 incidents over the 6-year period.

DEMAND ZONE	DEMOGRAPHICS	MIN. STAFF TO RESPOND	RESPONSE TIME (MIN.)	OBJECTIVE MET %
Urban zone	Greater than 1,000 people/sq.-mi.	15	9	90%
Suburban zone	500-1,000 people/sq.-mi	10	10	80%
Rural area	Fewer than 500 people/sq.-mi.	6	14	80%
Remote area	Travel distancer greater than or equal to 8 mi.	4	Dependent on travel distance	90%
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

The National Fire Protection Association (NFPA) 1720 Standard for Volunteer Fire Departments has established benchmark response times and assembly of firefighters based on the population density. Surry County, in general, would be considered rural population density, required to assemble 6 firefighters within a 14-minute response time benchmark. Because the CAD data does not contain information about staffing, we can only measure the arrival of units.

The Surry County Fire Service Response Time Performance for priority one responses, where a response was initiated, was 10 minutes and 19 seconds, for the first arriving unit, over the 6-year period. The response time goal of 14 minutes was met on 91.49% of incidents for the first unit.

FIGURE 41: Response Time by Fiscal Year

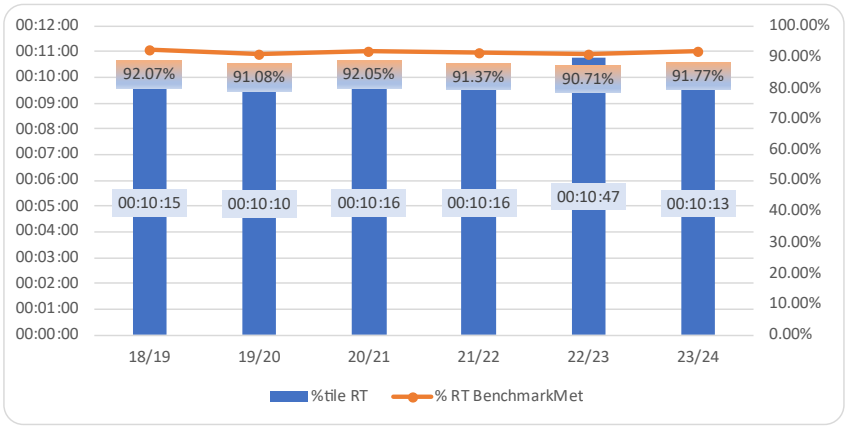


FIGURE 42: Response Time by Fiscal Year-Month – Heat Chart

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Grand Total
18/19	00:10:44	00:10:24	00:09:44	00:10:28	00:10:11	00:10:14	00:09:36	00:09:57	00:10:47	00:10:04	00:10:19	00:10:56	00:10:15
19/20	00:10:16	00:09:30	00:10:59	00:10:00	00:10:36	00:10:39	00:09:46	00:09:57	00:09:33	00:10:34	00:09:55	00:10:56	00:10:10
20/21	00:10:01	00:10:16	00:09:38	00:10:08	00:10:28	00:10:59	00:10:44	00:10:05	00:08:58	00:10:33	00:11:05	00:10:12	00:10:16
21/22	00:09:48	00:09:02	00:09:23	00:10:05	00:09:47	00:10:40	00:10:55	00:10:38	00:10:33	00:10:48	00:11:01	00:10:11	00:10:16
22/23	00:10:59	00:10:56	00:10:28	00:10:48	00:10:28	00:11:09	00:10:46	00:10:01	00:10:54	00:10:21	00:10:29	00:12:16	00:10:47
23/24	00:10:14	00:10:00	00:09:39	00:10:29	00:09:30	00:11:16	00:09:43	00:09:41	00:10:13	00:10:05	00:11:11	00:10:09	00:10:13
Grand Total	00:10:18	00:10:04	00:09:56	00:10:18	00:10:11	00:10:45	00:10:16	00:10:01	00:10:11	00:10:22	00:10:48	00:10:54	00:10:19

The heat table above reveals some improvements in the 23/24 fiscal year compared to the previous 4 years. It is unknown what internal processes have been focused on to yield these results, but the data suggest mid fiscal year 22/23 is when improvements start to occur.

Response Time by Department First Due Area

By looking at the ESN data in CAD, the department's first due area can be analyzed. Blank values were filtered out and considered mutual aid assistance outside the county. This leaves 20 areas of first due territory with responses to evaluate for response time of the first arriving unit. This includes two municipalities and the Wilkes County Department.

FIGURE 43: Response Time by Department First Due

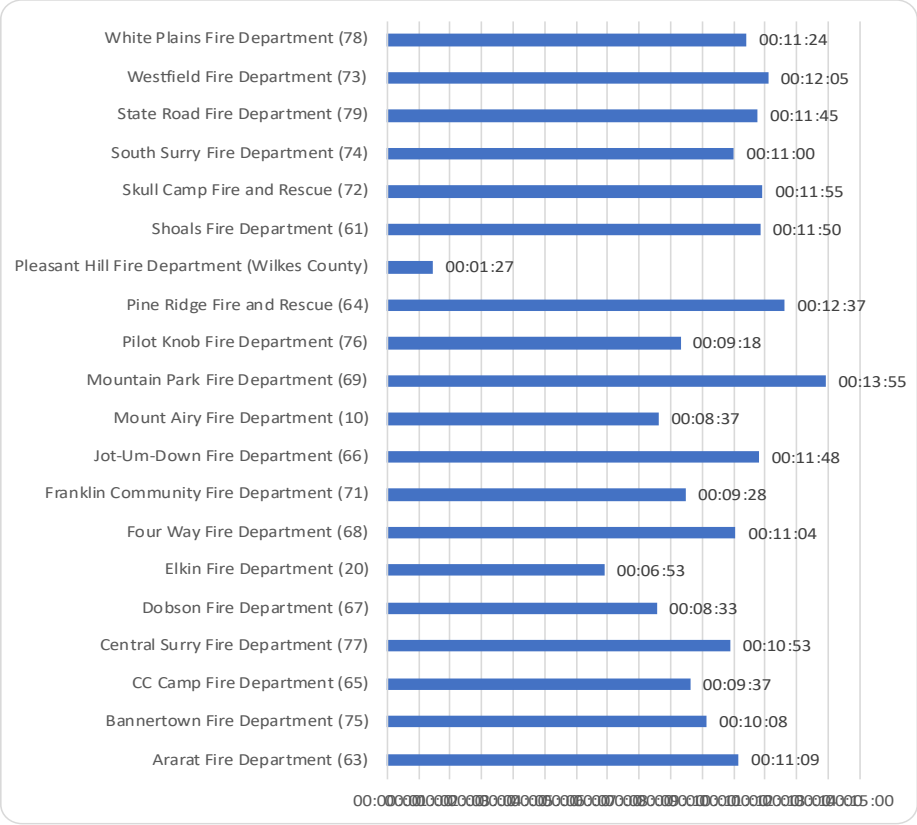


FIGURE 44: Response Time – Turnout and Travel by Department

First Due Area	Count	TO	Travel	RT
Ararat Fire Department (63)	412	00:03:23	00:08:21	00:11:09
Bannertown Fire Department (75)	1,197	00:02:50	00:07:40	00:10:08
CC Camp Fire Department (65)	521	00:01:54	00:07:52	00:09:37
Central Surry Fire Department (77)	623	00:02:35	00:08:55	00:10:53
Dobson Fire Department (67)	454	00:02:12	00:06:31	00:08:33
Elkin Fire Department (20)	1,324	00:02:02	00:05:14	00:06:53
Four Way Fire Department (68)	552	00:03:11	00:08:17	00:11:04
Franklin Community Fire Department	1,077	00:01:59	00:07:57	00:09:28
Jot-Um-Down Fire Department (66)	311	00:02:51	00:09:23	00:11:48
Mount Airy Fire Department (10)	1,702	00:01:55	00:06:59	00:08:37
Mountain Park Fire Department (69)	332	00:03:25	00:11:20	00:13:55
Pilot Knob Fire Department (76)	1,719	00:02:23	00:07:35	00:09:18
Pine Ridge Fire and Rescue (64)	755	00:03:08	00:10:14	00:12:37
Pleasant Hill Fire Department (Wilkes	1	00:01:04	00:00:23	00:01:27
Shoals Fire Department (61)	536	00:02:48	00:09:23	00:11:50
Skull Camp Fire and Rescue (72)	932	00:03:15	00:09:07	00:11:55
South Surry Fire Department (74)	1,048	00:02:15	00:09:05	00:11:00
State Road Fire Department (79)	484	00:03:24	00:08:47	00:11:45
Westfield Fire Department (73)	600	00:02:49	00:09:38	00:12:05
White Plains Fire Department (78)	484	00:02:36	00:09:16	00:11:24
Grand Total	**15,064**	**00:02:31**	**00:08:13**	**00:10:19**

In the table above, each department, by ESN, is listed with their count of incidents, two columns which break out the response time to show the turnout and travel times, each at the 80th percentile. This can give insight into the segment of time that may be causing longer response times.

Response Time by Nature Code

In most cases, higher acuity incidents will fall within the top 20 nature codes (by count) and allow a more granular look at the performance of a specific type of incident. The automobile accident (ACCIDENT PI) has a significantly better response than any of the other 19 on the chart. The Structure Fire nature code has a unit or staff member on scene with 8 minutes 29 seconds or less on 80% of incidents. The overdose nature code has the longest response time but may be due to staging and waiting for law enforcement arrival before arriving.

FIGURE 45: Response Time by Nature Code (top 20)

CAD Nature Code	Count	RT	Goal Met %
CARDIAC D	1,526	00:11:37	88.40%
ACCIDENT PI	1,117	00:06:43	98.21%
RESP DIS D	870	00:11:33	86.78%
CVA D	710	00:10:23	92.68%
FALL D	703	00:10:42	91.04%
FIRE ALARM	688	00:08:38	95.35%
SICK D	452	00:11:22	89.60%
UNRSPVE D	419	00:10:45	91.17%
LIFELINE	418	00:09:33	94.26%
SICK C	378	00:11:10	89.68%
RESP DIS C	370	00:11:37	88.65%
ALARM MEDICL	332	00:09:49	92.47%
CARD ARR E	315	00:10:29	89.21%
SEIZURE D	309	00:09:55	90.61%
STRUC FIRE	302	00:08:29	98.34%
RESPIRATORY DISTRESS D	263	00:11:29	88.21%
CARDIAC	261	00:10:02	93.10%
GRASS FIRE	237	00:08:33	97.05%
VEH FIRE	232	00:09:17	96.55%
OVERDOSE	205	00:12:20	84.88%

No Response Incidents

Within the dataset there were many incidents considered to be non-response incidents. This was determined when the only unit on the incident had an arrival time and clear time at the same exact time. Approximately 36% of incidents had no response from the department. 42% of priority one nature codes were without a response. This analysis looked at all nature codes within the department's first due area.

FIGURE 46: Non-Response Incidents by Priority

Priorty	Response count	No ResponseCount	NoResponse%
1	12,786	5,419	42.38%
2	274	52	18.98%
3	5,489	1,345	24.50%
5	1	0	0.00%
Grand Total	18,550	6,816	36.74%

When evaluating at the department level, some departments have a higher percentage of non-responses than others.

FIGURE 47: Non-Response Incident by Department

Station	No Response	Responded
STATION 61	12.58%	87.42%
STATION 63	24.76%	75.24%
STATION 64	39.29%	60.71%
STATION 65	21.43%	78.57%
STATION 66	40.64%	59.36%
STATION 67	8.37%	91.63%
STATION 68	58.54%	41.46%
STATION 69	6.74%	93.26%
STATION 71	68.21%	31.79%
STATION 72	25.67%	74.33%
STATION 73	18.52%	81.48%
STATION 74	26.17%	73.83%
STATION 75	32.63%	67.37%
STATION 76	8.80%	91.20%
STATION 77	8.25%	91.75%
STATION 78	56.71%	43.29%
STATION 79	21.93%	78.07%

Non responses are seen more during the day than night hours, and Fridays more than any other day, especially at the 5pm hour.

FIGURE 48: Non-Responses by Day and Hour

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0	30	33	35	32	25	29	37	221
1	30	35	31	27	21	54	42	240
2	36	25	36	37	20	35	38	227
3	27	37	27	39	41	35	36	242
4	36	36	29	35	24	36	29	225
5	39	35	31	30	35	38	24	232
6	36	41	37	31	34	36	28	243
7	30	40	41	38	40	29	33	251
8	40	48	40	37	40	49	44	298
9	49	40	31	59	40	48	49	316
10	40	45	47	38	54	25	53	302
11	47	51	37	41	44	42	42	304
12	50	51	46	46	31	36	50	310
13	39	35	34	43	46	35	48	280
14	30	39	34	38	37	34	53	265
15	32	36	40	43	44	42	51	288
16	40	53	64	35	62	65	56	375
17	49	51	43	43	47	75	74	382
18	42	54	57	52	39	71	68	383
19	42	51	56	53	50	47	59	358
20	34	28	53	50	47	44	60	316
21	40	40	27	42	39	40	48	276
22	27	21	36	44	37	27	41	233
23	35	31	41	42	30	31	39	249
Total	900	956	953	975	927	1,003	1,102	6,816

NC Fire Chief Consulting took each nature code and placed them into one of three categories: Fire, Medical, and Law. By evaluating these categories, it becomes evident that most non-responses are medical in nature by count.

Priorty	Response count	No ResponseCount	NoResponse%
⊞Fire	4,752	340	7.15%
⊞Law	616	98	15.91%
⊞Medical	13,182	6,378	48.38%
Grand Total	18,550	6,816	36.74%

The following table analyzes each station's response in their own first due area and shows the percentage of non-response by nature code category. This is for all priority levels.

Station	No Response	Responded
STATION 61		
Fire	3.93%	96.07%
Law	14.29%	85.71%
Medical	16.35%	83.65%
STATION 63		
Fire	8.13%	91.88%
Law	5.00%	95.00%
Medical	30.27%	69.73%
STATION 64		
Fire	7.42%	92.58%
Law	16.67%	83.33%
Medical	46.78%	53.22%
STATION 65		
Fire	7.22%	92.78%
Law	26.83%	73.17%
Medical	30.66%	69.34%
STATION 66		
Fire	6.00%	94.00%
Law	7.14%	92.86%
Medical	48.76%	51.24%
STATION 67		
Fire	7.10%	92.90%
Law	26.67%	73.33%
Medical	5.88%	94.12%
STATION 68		
Fire	7.96%	92.04%
Law	31.58%	68.42%
Medical	70.41%	29.59%
STATION 69		
Fire	7.32%	92.68%
Law	0.00%	100.00%
Medical	5.00%	95.00%
STATION 71		
Fire	8.16%	91.84%
Law	27.78%	72.22%
Medical	78.70%	21.30%
STATION 72		
Fire	6.23%	93.77%
Law	12.90%	87.10%
Medical	31.06%	68.94%
STATION 73		
Fire	5.06%	94.94%
Law	16.00%	84.00%
Medical	21.66%	78.34%
STATION 74		
Fire	6.69%	93.31%
Law	5.00%	95.00%
Medical	33.10%	66.90%
STATION 75		
Fire	7.49%	92.51%
Law	17.02%	82.98%
Medical	38.33%	61.67%
STATION 76		
Fire	7.00%	93.00%
Law	10.20%	89.80%
Medical	16.28%	83.72%
STATION 77		
Fire	7.67%	92.33%
Law	8.93%	91.07%
Medical	15.79%	84.21%
STATION 78		
Fire	9.12%	90.88%
Law	26.47%	73.53%
Medical	71.97%	28.03%
STATION 79		
Fire	7.88%	92.12%
Law	11.11%	88.89%
Medical	29.74%	70.26%

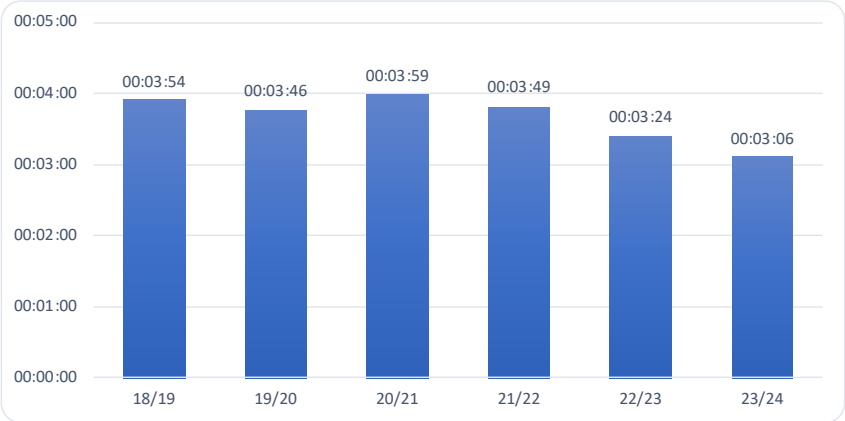
Total Response Time – Adding the Call Processing Time

This section will look at call processing time and analyze it with the department's response time to show Total Response Time. This is the amount of time a 911 caller would wait for a fire department unit to arrive from the time their 911 call is answered.

Call Processing Time:

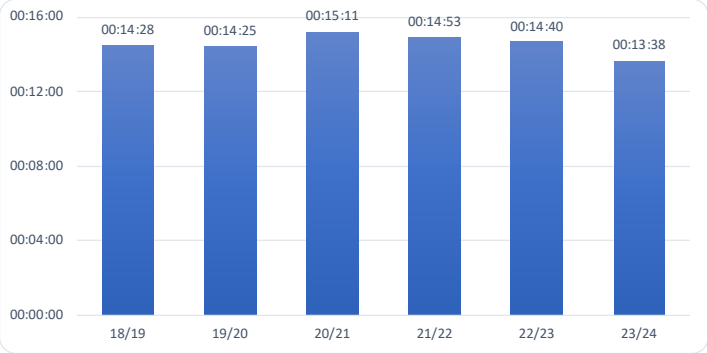
Overall, the 911 center has a Call Processing Time of 03 minutes, 41 seconds (03:41) at the 80th percentile for priority 1 calls. This is the amount of time the 911 center uses to process the incident from the time it was received in the 911 center, until the fire department is dispatched. Call processing time would normally be measured at the 90th percentile but is shown here at the 80th percentile to maintain consentience in percentile evaluation across all time segments. This demonstrated call processing time performance is high when compared to an NFPA 1225 standard of 60 seconds at the 90th percentile.

FIGURE 49: Call Processing Time by Fiscal Year



Call processing time, when added to response time is 14:31 at the 80th percentile.

FIGURE 50: Total Response Time by Fiscal Year



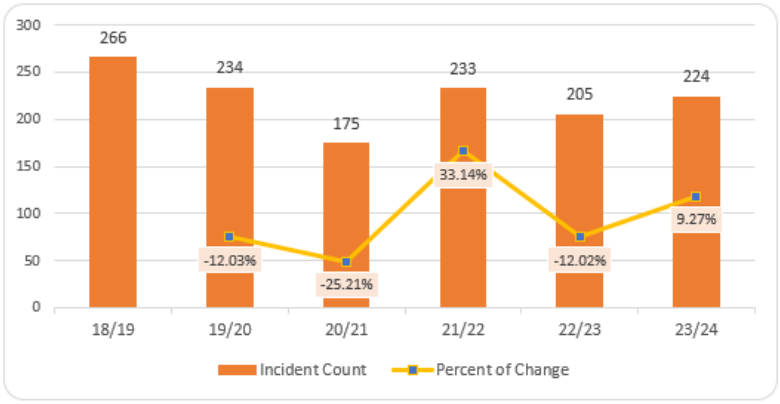
Individual Fire Department Demonstrated Performance

Ararat Fire Department (Station 63)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 28 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Areas

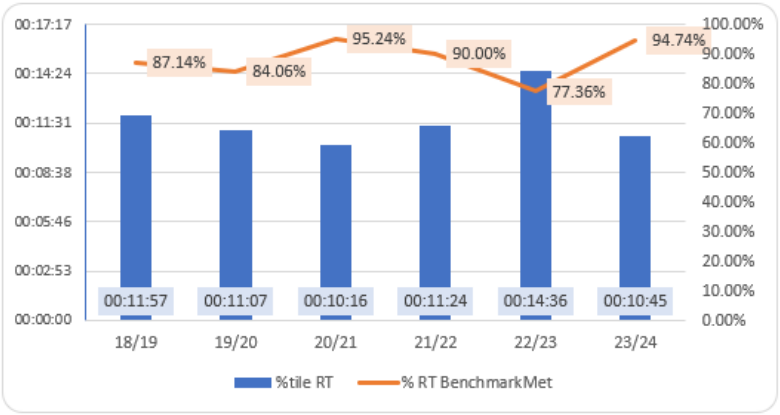
Incident Count	Daily Avg	Annual Average
1,337	0.61	223



Top 15 Response Locations	Count
Ararat Fire Department (63)	917
White Plains Fire Department (78)	96
Bannertown Fire Department (75)	96
Pilot Knob Fire Department (76)	74
South Surry Fire Department (74)	54
(blank)	48
Franklin Community Fire Department (71)	10
Central Surry Fire Department (77)	8
Dobson Fire Department (67)	7
Westfield Fire Department (73)	6
Mount Airy Fire Department (10)	4
Shoals Fire Department (61)	3
Jot-Um-Down Fire Department (66)	3
Skull Camp Fire and Rescue (72)	3
Mountain Park Fire Department (69)	3

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
484	371	00:11:28	87.87%	113(23.3%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	54	00:14:09
RESP DIS D	32	00:12:12
FALL D	24	00:11:20
CVA D	18	00:11:57
SICK D	15	00:11:36
RESP DIS C	12	00:08:37
CARD ARR E	10	00:09:53
RESPIRATORY DISTRESS D	9	00:12:12
SICK C	8	00:10:05
LIFELINE	8	00:10:05
UNRSPVE D	8	00:08:04
GRASS FIRE	8	00:05:56
OVERDOSE	8	00:12:20
SEIZURE C	7	00:09:29
ABD PAIN C	6	00:12:58

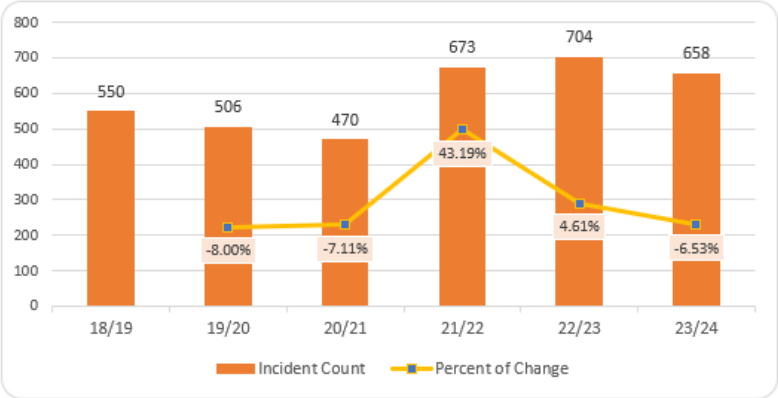
Of the 1,337 incidents, only 484 were Priorty 1 incidents. Of those, only 371 had a response. The remaining 113 or 23.35% had no response from the department after dispatch.

Bannertown Fire Department (Station 75)

Over a 6-year period, the department has demonstrated a Response Time Performance of 10 minutes and 10 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Areas

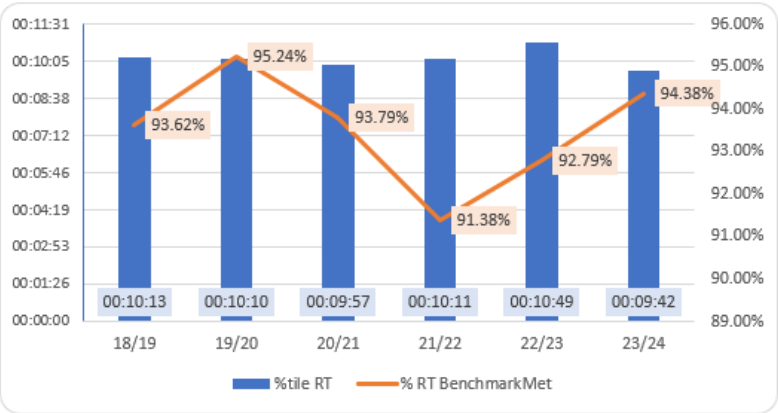
Incident Count	Daily Avg	Annual Average
3,561	1.63	594



Top 15 Response Locations	Count
Bannertown Fire Department (75)	2,648
(blank)	190
Pilot Knob Fire Department (76)	139
Four Way Fire Department (68)	127
Mount Airy Fire Department (10)	122
Franklin Community Fire Department (71)	108
White Plains Fire Department (78)	84
Westfield Fire Department (73)	81
Ararat Fire Department (63)	28
Central Surry Fire Department (77)	11
South Surry Fire Department (74)	7
Dobson Fire Department (67)	6
Skull Camp Fire and Rescue (72)	3
Elkin Fire Department (20)	2
Pine Ridge Fire and Rescue (64)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,618	1,146	00:10:10	93.72%	472(29.2%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	149	00:10:58
FALL D	70	00:11:06
RESP DIS D	64	00:11:04
CVA D	62	00:09:57
ACCIDENT PI	50	00:05:18
SICK D	38	00:11:22
FIRE ALARM	36	00:08:49
SICK C	34	00:09:56
ALARM MEDICL	34	00:11:39
SEIZURE D	32	00:09:29
RESPIRATORY DISTRESS D	30	00:09:21
UNRSPVE D	29	00:09:03
RESP DIS C	26	00:11:24
GRASS FIRE	23	00:06:39
LIFELINE	23	00:09:48

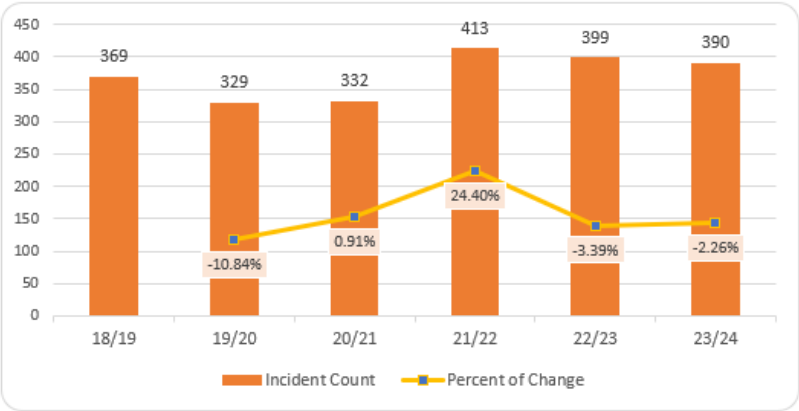
Of the 3,561 incidents, only 1618 were Priorty 1 incidents. Of those, only 1146 had a response. The remaining 472 or 29.17% had no response from the department after dispatch.

CC Camp Fire Department (Station 65)

Over a 6-year period, the department has demonstrated a Response Time Performance of 9 minutes and 56 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are increasing.

All Incidents - All Areas

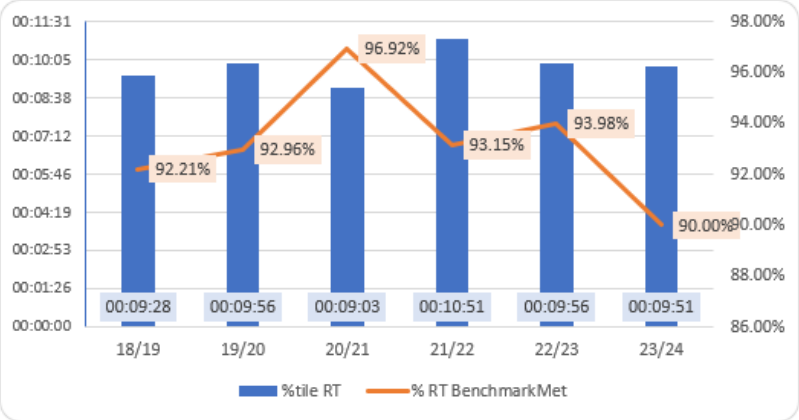
Incident Count	Daily Avg	Annual Average
2,232	1.02	372



Top 15 Response Locations	Count
CC Camp Fire Department (65)	1,261
Elkin Fire Department (20)	338
Central Surry Fire Department (77)	156
(blank)	138
South Surry Fire Department (74)	108
Jot-Um-Down Fire Department (66)	92
State Road Fire Department (79)	56
Mountain Park Fire Department (69)	36
Dobson Fire Department (67)	15
Mount Airy Fire Department (10)	7
Four Way Fire Department (68)	6
Franklin Community Fire Department (71)	5
Skull Camp Fire and Rescue (72)	3
Pilot Knob Fire Department (76)	3
Bannertown Fire Department (75)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
527	439	00:09:56	93.17%	88(16.7%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	49	00:10:51
ACCIDENT PI	42	00:07:17
RESP DIS D	20	00:11:28
CVA D	16	00:08:32
FALL D	16	00:08:47
UNRSPVE D	15	00:18:40
VEH FIRE	13	00:09:46
CARD ARR E	13	00:10:48
LIFELINE	13	00:09:37
GRASS FIRE	13	00:07:57
SICK D	12	00:09:23
STRUC FIRE	12	00:08:08
RESP DIS C	11	00:08:41
DIABETIC C	10	00:17:30
FIRE ALARM	10	00:09:05

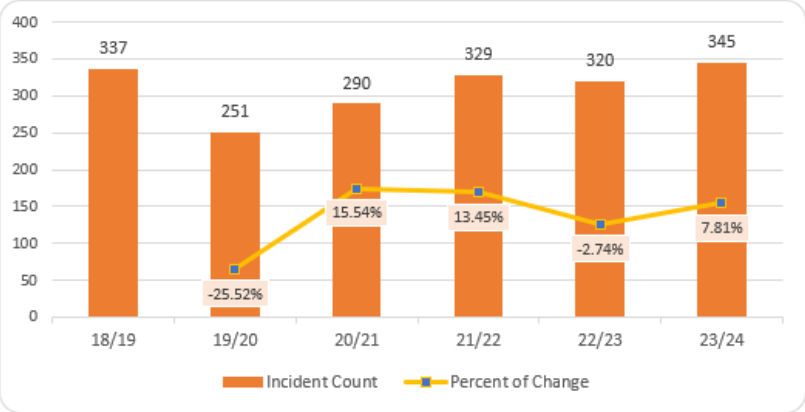
Of the 2,232 incidents, only 527 were Priorty 1 incidents. Of those, only 439 had a response. The remaining 88 or 16.70% had no response from the department after dispatch.

Central Surry Fire Department (Station 77)

Over a 6-year period, the department has demonstrated a Response Time Performance of 8 minutes and 47 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

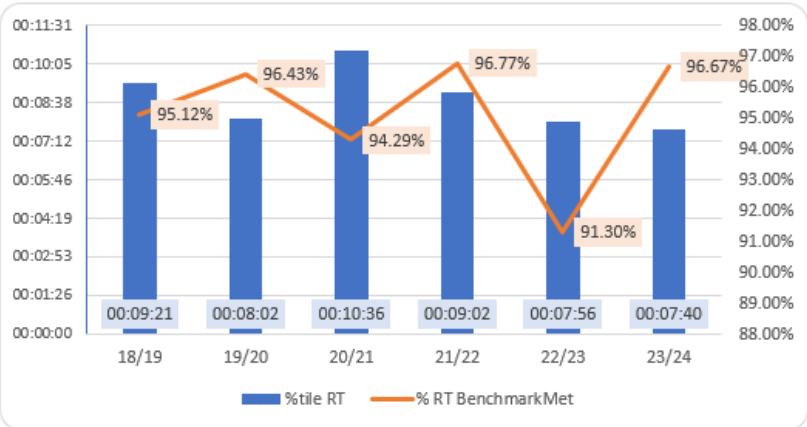
Incident Count	Daily Avg	Annual Average
1,872	0.85	312



Top 15 Response Locations	Count
Central Surry Fire Department (77)	932
Dobson Fire Department (67)	321
South Surry Fire Department (74)	93
CC Camp Fire Department (65)	83
(blank)	80
Skull Camp Fire and Rescue (72)	76
Mountain Park Fire Department (69)	72
White Plains Fire Department (78)	62
Pine Ridge Fire and Rescue (64)	62
Jot-Um-Down Fire Department (66)	58
Franklin Community Fire Department (71)	10
Ararat Fire Department (63)	5
Mount Airy Fire Department (10)	4
Four Way Fire Department (68)	3
Bannertown Fire Department (75)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
193	188	00:08:47	95.21%	5(02.6%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	47	00:07:13
FIRE ALARM	21	00:07:36
VEH FIRE	20	00:10:08
GRASS FIRE	17	00:09:10
STRUC FIRE	11	00:06:41
WX FIRE	8	00:09:55
SMOKE INVEST	7	00:09:43
ODOR INVEST	5	00:16:09
ACCIDENT F	4	00:11:18
UNKN FIRE	4	00:11:15
WOODS FIRE	3	00:07:25
SMOKE INVESTIGATION	3	00:15:26
ACCIDENT MOT	3	00:08:43
ACCIDENT TT	3	00:06:15
VEHICLE FIRE	3	00:14:12

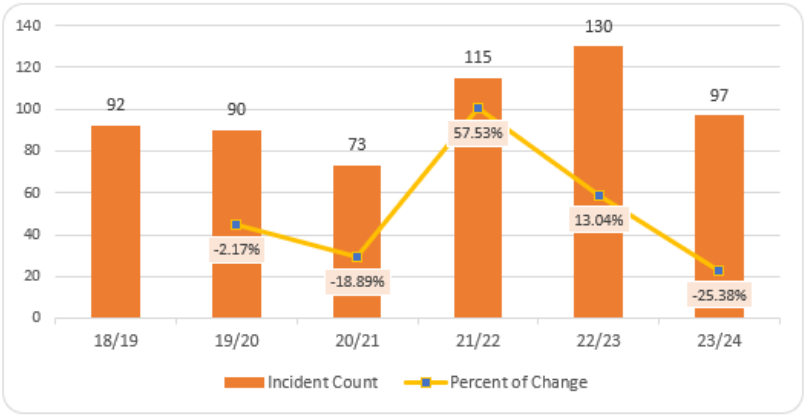
Of the 1,872 incidents, only 193 were Priorty 1 incidents. Of those, only 188 had a response. The remaining 5 or 2.59% had no response from the department after dispatch.

Dobson Fire Department (Station 67)

Over a 6-year period, the department has demonstrated a Response Time Performance of 6 minutes and 31 seconds or less for 80% of their responses, inside their first due territory. Demand is decreasing and response times are increasing.

All Incidents - All Areas

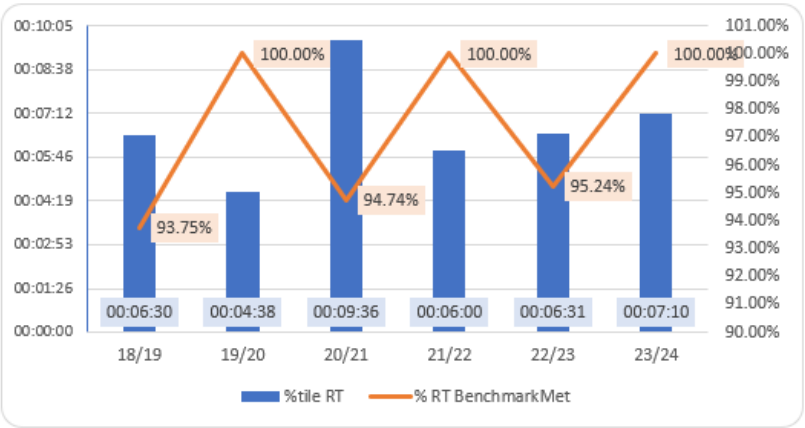
Incident Count	Daily Avg	Annual Average
597	0.27	100



Top 15 Response Locations	Count
Dobson Fire Department (67)	446
Central Surry Fire Department (77)	92
(blank)	33
Elkin Fire Department (20)	10
Mountain Park Fire Department (69)	4
Mount Airy Fire Department (10)	4
Jot-Um-Down Fire Department (66)	3
Pilot Knob Fire Department (76)	2
Westfield Fire Department (73)	1
White Plains Fire Department (78)	1
Skull Camp Fire and Rescue (72)	1

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
122	111	00:06:31	97.30%	11(09.0%)



Top 15 Nature Codes	Count	Resp Time
FIRE ALARM	58	00:07:21
ACCIDENT PI	12	00:03:25
VEH FIRE	4	00:02:59
ODOR INVEST	3	00:04:51
STRUC FIRE	3	00:04:12
GAS LEAK	3	00:09:36
GRASS FIRE	3	00:04:29
REKINDLE	2	00:04:57
MULCH FIRE	2	00:03:45
WX FIRE	2	00:06:31
FUEL SPILL	2	00:08:00
ODOR INVESTIGATION	2	00:20:25
ACCIDENT MOT	2	00:06:18
MISC FIRE	2	00:03:58
ACCIDENT PED	1	00:01:41

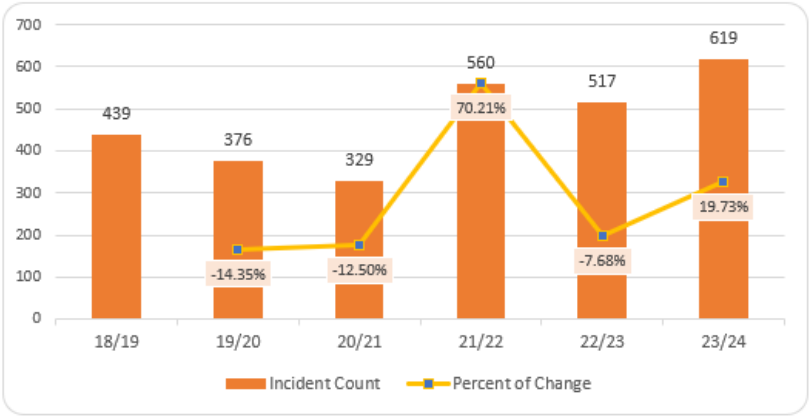
Of the 597 incidents, only 122 were Priorty 1 incidents. Of those, only 111 had a response. The remaining 11 or 9.02% had no response from the department after dispatch.

Four Way Fire Department (Station 68)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 05 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

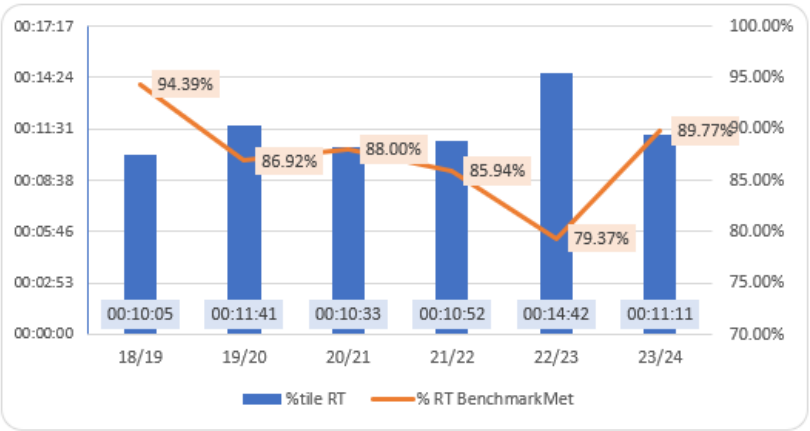
Incident Count	Daily Avg	Annual Average
2,840	1.30	473



Top 15 Response Locations	Count
Four Way Fire Department (68)	2,178
Bannertown Fire Department (75)	184
Mount Airy Fire Department (10)	138
Franklin Community Fire Department (71)	129
(blank)	119
Westfield Fire Department (73)	60
Pilot Knob Fire Department (76)	5
Ararat Fire Department (63)	5
Skull Camp Fire and Rescue (72)	4
Dobson Fire Department (67)	4
Mountain Park Fire Department (69)	4
White Plains Fire Department (78)	3
Pine Ridge Fire and Rescue (64)	2
Central Surry Fire Department (77)	2
South Surry Fire Department (74)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,187	504	00:11:05	88.10%	683(57.5%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	40	00:12:25
ACCIDENT PI	36	00:06:40
RESP DIS D	34	00:11:06
CVA D	25	00:08:08
CARD ARR E	22	00:14:47
SICK C	19	00:14:43
UNRSPVE D	19	00:11:18
LIFELINE	19	00:07:35
RESP DIS C	18	00:13:32
FALL D	15	00:09:52
SICK D	13	00:14:42
VEH FIRE	10	00:09:15
WOODS FIRE	9	00:13:48
OVERDOSE	9	00:14:58
OVERDOSE D	9	00:16:44

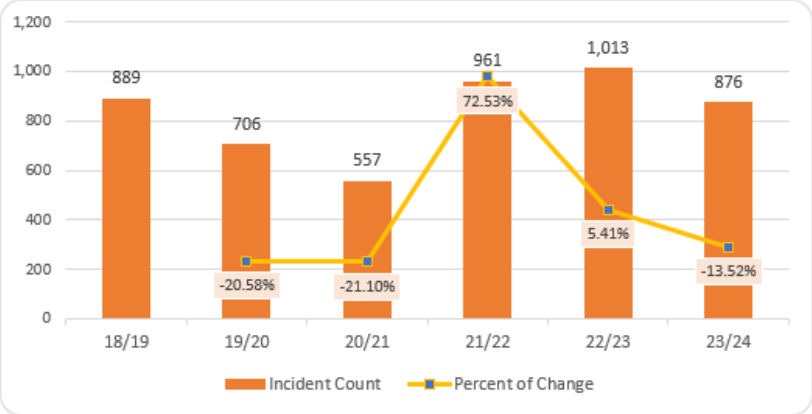
Of the 2,840 incidents, only 1187 were Priorty 1 incidents. Of those, only 504 had a response. The remaining 683 or 57.54% had no response from the department after dispatch.

Franklin Community Fire Department (Station 71)

Over a 6-year period, the department has demonstrated a Response Time Performance of 9 minutes and 44 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Areas

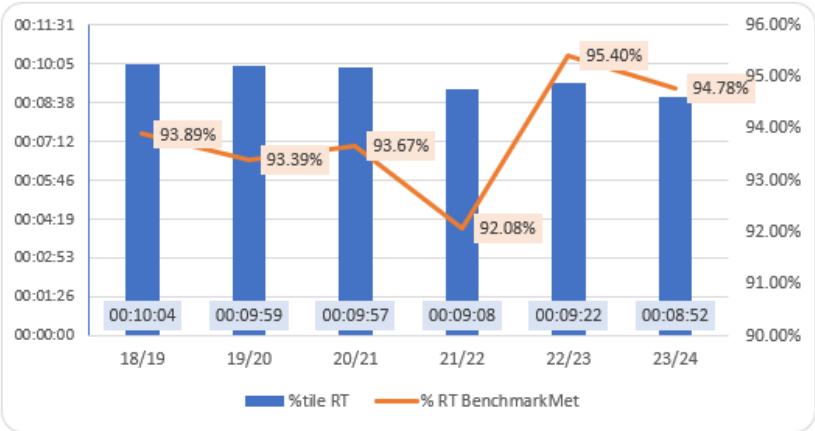
Incident Count	Daily Avg	Annual Average
5,002	2.28	834



Top 15 Response Locations	Count
Franklin Community Fire Department (71)	4,069
Mount Airy Fire Department (10)	367
(blank)	155
White Plains Fire Department (78)	86
Four Way Fire Department (68)	84
Pine Ridge Fire and Rescue (64)	77
Skull Camp Fire and Rescue (72)	68
Bannertown Fire Department (75)	51
South Surry Fire Department (74)	13
Central Surry Fire Department (77)	11
Dobson Fire Department (67)	4
Pilot Knob Fire Department (76)	3
State Road Fire Department (79)	3
Ararat Fire Department (63)	3
Mountain Park Fire Department (69)	3

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
2,423	969	00:09:44	93.81%	1454(60.0%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	97	00:09:44
RESP DIS D	65	00:10:58
FIRE ALARM	60	00:10:19
ACCIDENT PI	49	00:07:30
FALL D	48	00:10:25
CVA D	36	00:09:24
SICK D	31	00:10:01
LIFELINE	28	00:10:28
RESP DIS C	27	00:09:21
CARD ARR E	26	00:16:30
UNRSPVE D	25	00:09:31
STRUC FIRE	23	00:06:16
ALARM MEDICL	20	00:06:31
SICK C	20	00:13:39
SEIZURE D	19	00:10:52

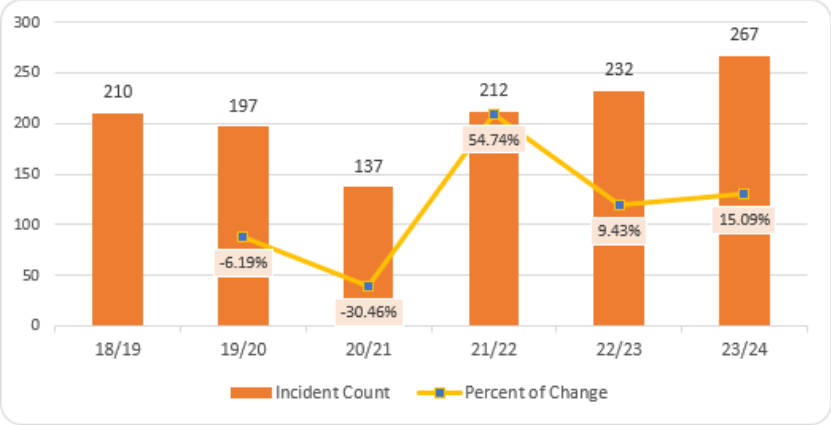
Of the 5,002 incidents, only 2423 were Priorty 1 incidents. Of those, only 969 had a response. The remaining 1454 or 60.01% had no response from the department after dispatch.

Jot-Um-Down Fire Department (Station 66)

Over a 6-year period, the department has demonstrated a Response Time Performance of 12 minutes and 23 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

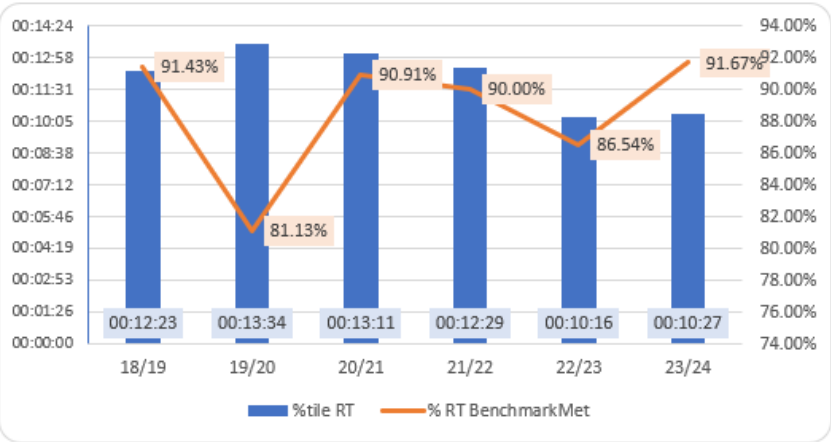
Incident Count	Daily Avg	Annual Average
1,255	0.57	209



Top 15 Response Locations	Count
Jot-Um-Down Fire Department (66)	816
Central Surry Fire Department (77)	112
Mountain Park Fire Department (69)	72
CC Camp Fire Department (65)	60
State Road Fire Department (79)	53
(blank)	46
Dobson Fire Department (67)	41
South Surry Fire Department (74)	39
Elkin Fire Department (20)	5
Skull Camp Fire and Rescue (72)	3
Pine Ridge Fire and Rescue (64)	2
Ararat Fire Department (63)	2
Mount Airy Fire Department (10)	1
Four Way Fire Department (68)	1
Pilot Knob Fire Department (76)	1

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
435	252	00:12:23	88.10%	183(42.1%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	32	00:13:02
CVA D	17	00:12:55
ALARM MEDICL	14	00:17:05
RESP DIS D	14	00:09:31
RESPIRATORY DISTRESS D	9	00:08:34
CARD ARR E	9	00:17:46
SICK D	8	00:08:54
UNRESPONSIVE	8	00:12:51
RESP DIS C	7	00:24:32
ACCIDENT PI	6	00:09:23
SICK C	6	00:10:47
ALARM MEDICAL	6	00:06:04
UNRSPVE D	6	00:11:39
FALL D	5	00:15:36
LIFELINE	5	00:20:10

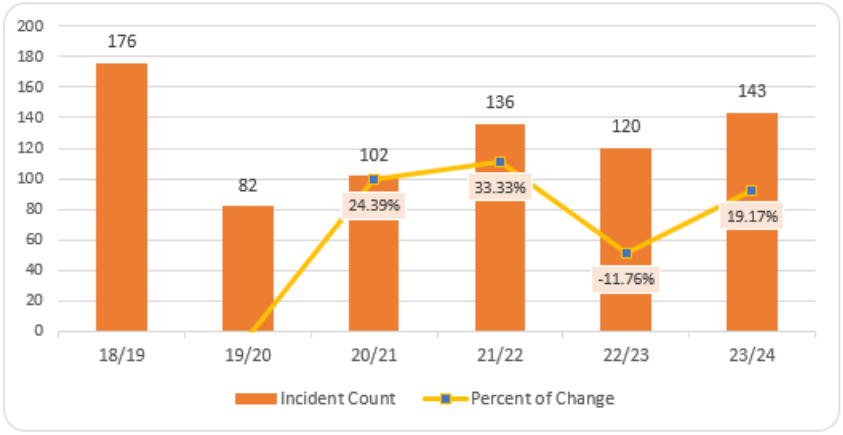
Of the 1,255 incidents, only 435 were Priorty 1 incidents. Of those, only 252 had a response. The remaining 183 or 42.07% had no response from the department after dispatch.

Mountain Park Fire Department (Station 69)

Over a 6-year period, the department has demonstrated a Response Time Performance of 9 minutes and 31 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

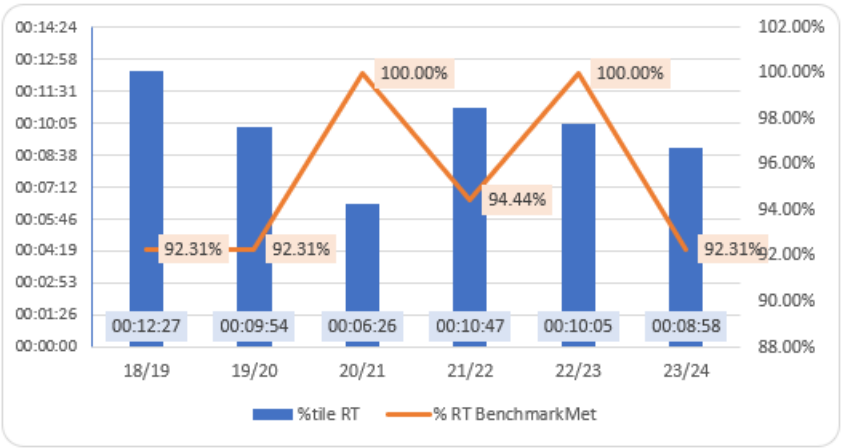
Incident Count	Daily Avg	Annual Average
759	0.35	127



Top 15 Response Locations	Count
Mountain Park Fire Department (69)	485
State Road Fire Department (79)	94
(blank)	62
Central Surry Fire Department (77)	46
Jot-Um-Down Fire Department (66)	30
Dobson Fire Department (67)	13
Skull Camp Fire and Rescue (72)	11
CC Camp Fire Department (65)	4
Elkin Fire Department (20)	4
Mount Airy Fire Department (10)	3
Franklin Community Fire Department (71)	1
Pilot Knob Fire Department (76)	1
Bannertown Fire Department (75)	1
Ararat Fire Department (63)	1
Four Way Fire Department (68)	1

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
87	83	00:09:31	95.18%	4(04.6%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	20	00:06:26
WOODS FIRE	12	00:13:07
STRUC FIRE	9	00:07:37
GRASS FIRE	9	00:12:34
WX FIRE	5	00:07:56
VEH FIRE	5	00:09:17
FIRE ALARM	4	00:20:54
REKINDLE	3	00:11:23
CHIMNEY FIRE	2	00:05:39
STRUCTURE FIRE	2	00:06:36
ACCIDENT MOT	2	00:05:11
ACCIDENT MOTORCYCLE	1	00:01:35
CARBON MONO	1	00:12:27
ATV ACC	1	00:06:17
ACCIDENT STRUCTURE	1	00:01:13

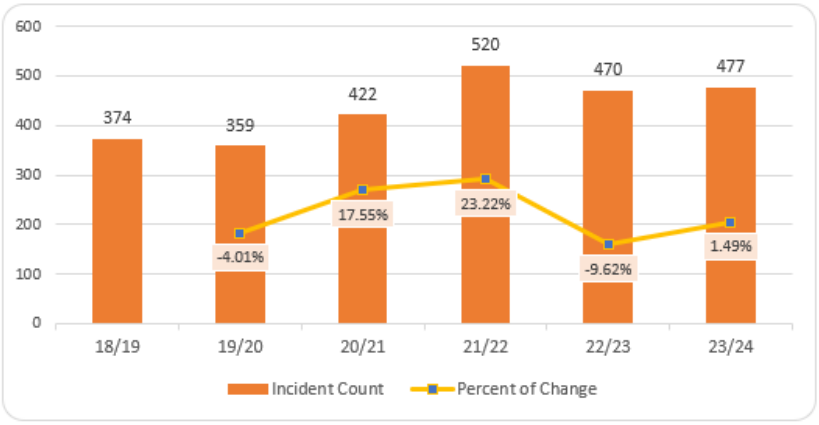
Of the 759 incidents, only 87 were Priorty 1 incidents. Of those, only 83 had a response. The remaining 4 or 4.60% had no response from the department after dispatch.

Pilot Knob Fire Department (Station 76)

Over a 6-year period, the department has demonstrated a Response Time Performance of 7 minutes and 36 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Areas

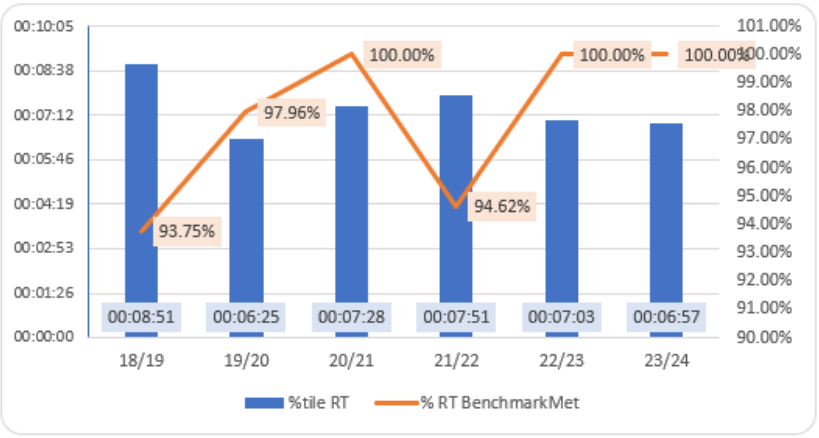
Incident Count	Daily Avg	Annual Average
2,622	1.20	437



Top 15 Response Locations	Count
Pilot Knob Fire Department (76)	1,534
(blank)	680
South Surry Fire Department (74)	89
Westfield Fire Department (73)	81
Bannertown Fire Department (75)	67
Shoals Fire Department (61)	61
Ararat Fire Department (63)	51
Mount Airy Fire Department (10)	14
Dobson Fire Department (67)	13
Central Surry Fire Department (77)	6
Franklin Community Fire Department (71)	6
White Plains Fire Department (78)	4
Elkin Fire Department (20)	4
Mountain Park Fire Department (69)	3
Skull Camp Fire and Rescue (72)	3

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
400	393	00:07:36	97.71%	7(01.8%)



Top 15 Nature Codes	Count	Resp Time
FIRE ALARM	151	00:07:36
ACCIDENT PI	48	00:06:26
GRASS FIRE	23	00:08:19
VEH FIRE	21	00:06:14
STRUC FIRE	16	00:05:13
SMOKE INVEST	16	00:08:16
WOODS FIRE	12	00:08:37
FUEL SPILL	11	00:04:40
ACCIDENT MOT	9	00:07:01
WX FIRE	8	00:11:38
CARBON MONO	7	00:08:51
ODOR INVEST	6	00:06:55
STRUCTURE FIRE	6	00:07:48
VEHICLE FIRE	5	00:10:09
TRANSFMR FIR	4	00:07:06

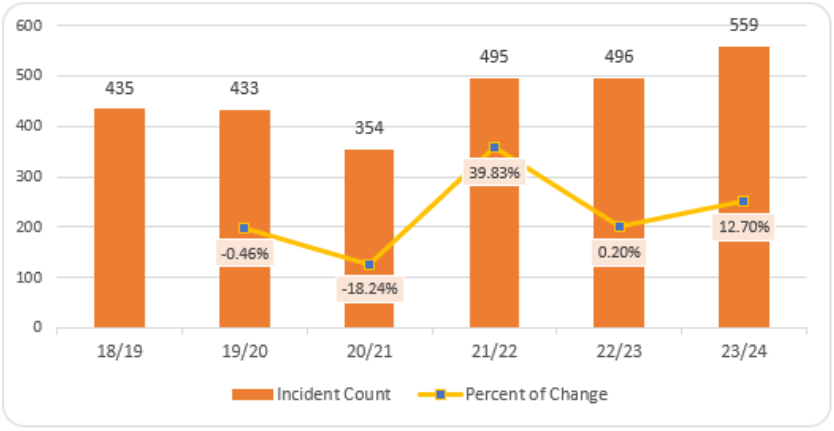
Of the 2,622 incidents, only 400 were Priorty 1 incidents. Of those, only 393 had a response. The remaining 7 or 1.75% had no response from the department after dispatch.

Pine Ridge Fire Department (Station 64)

Over a 6-year period, the department has demonstrated a Response Time Performance of 12 minutes and 50 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

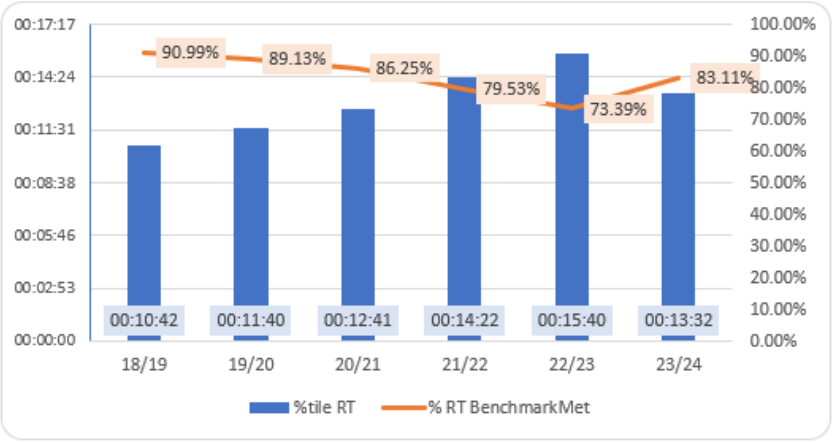
Incident Count	Daily Avg	Annual Average
2,772	1.27	462



Top 15 Response Locations	Count
Pine Ridge Fire and Rescue (64)	2,048
Franklin Community Fire Department (71)	200
Skull Camp Fire and Rescue (72)	191
(blank)	132
Central Surry Fire Department (77)	84
White Plains Fire Department (78)	41
Dobson Fire Department (67)	20
Mount Airy Fire Department (10)	10
Bannertown Fire Department (75)	8
CC Camp Fire Department (65)	7
Elkin Fire Department (20)	6
Mountain Park Fire Department (69)	6
Shoals Fire Department (61)	5
Ararat Fire Department (63)	4
Jot-Um-Down Fire Department (66)	3

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,138	713	00:12:50	83.73%	425(37.3%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	76	00:14:22
RESP DIS D	56	00:17:57
CVA D	42	00:11:38
ACCIDENT PI	40	00:07:24
VEH FIRE	39	00:13:03
LIFELINE	34	00:11:23
FALL D	31	00:11:57
SICK D	23	00:15:38
ALARM MEDICL	19	00:07:33
SICK C	18	00:13:20
CARD ARR E	17	00:10:47
SEIZURE D	16	00:11:29
FUEL SPILL	15	00:14:31
RESP DIS C	14	00:18:35
UNRSPVE D	14	00:13:16

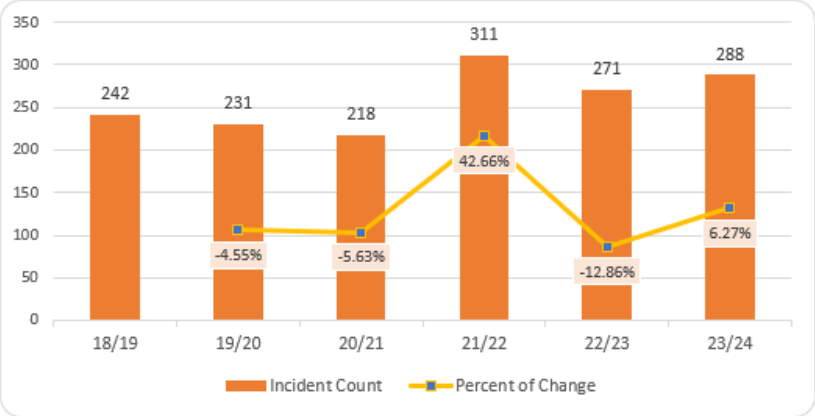
Of the 2,772 incidents, only 1138 were Priorty 1 incidents. Of those, only 713 had a response. The remaining 425 or 37.35% had no response from the department after dispatch.

Shoals Fire Department (61)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 50 seconds or less on 80% of their responses inside their first due territory. Demand is steady and response times are steady.

All Incidents - All Areas

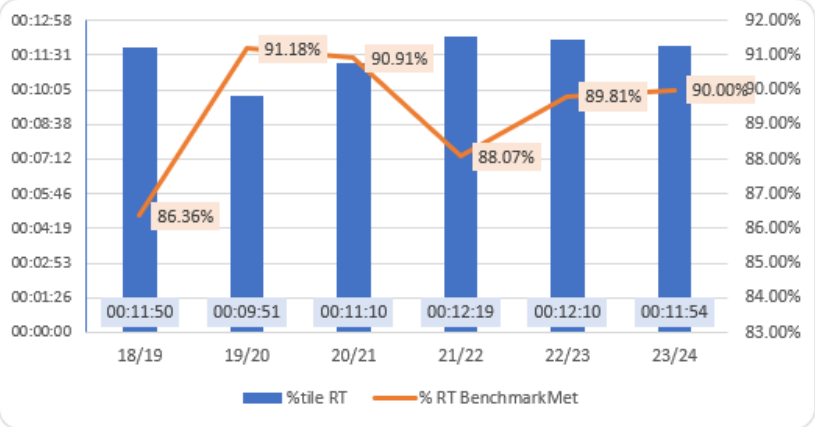
Incident Count	Daily Avg	Annual Average
1,561	0.71	260



Top 15 Response Locations	Count
Shoals Fire Department (61)	1,215
Pilot Knob Fire Department (76)	120
(blank)	111
South Surry Fire Department (74)	74
Ararat Fire Department (63)	10
Pine Ridge Fire and Rescue (64)	5
Dobson Fire Department (67)	5
Franklin Community Fire Department (71)	3
Skull Camp Fire and Rescue (72)	3
White Plains Fire Department (78)	3
Four Way Fire Department (68)	2
Elkin Fire Department (20)	2
Mount Airy Fire Department (10)	2
Jot-Um-Down Fire Department (66)	2
CC Camp Fire Department (65)	1

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
590	527	00:11:50	89.37%	63(10.7%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	70	00:12:51
RESP DIS D	43	00:12:37
CVA D	40	00:12:05
FIRE ALARM	32	00:10:56
FALL D	30	00:10:45
SICK D	20	00:13:47
SICK C	19	00:13:15
ACCIDENT PI	15	00:07:33
ALARM MEDICL	14	00:11:14
RESP DIS C	13	00:11:50
SEIZURE C	11	00:08:54
ABD PAIN C	11	00:08:57
LIFELINE	11	00:08:48
GRASS FIRE	11	00:07:19
OVERDOSE	10	00:19:03

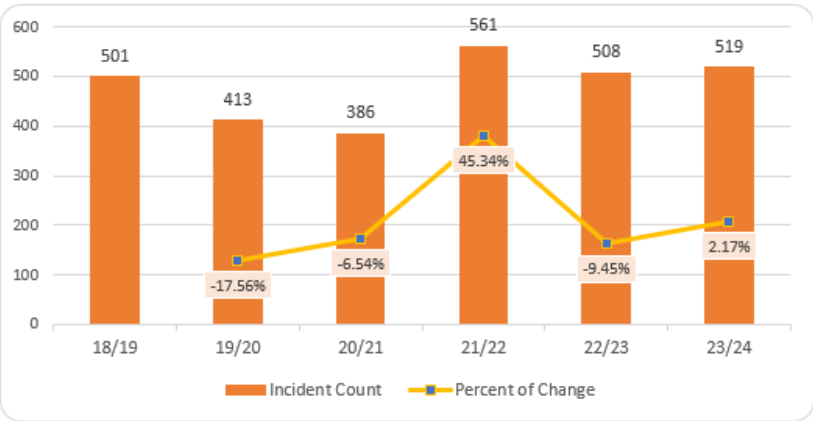
Of the 1,561 incidents, only 590 were Priorty 1 incidents. Of those, only 527 had a response. The remaining 63 or 10.68% had no response from the department after dispatch.

Skull Camp Fire Department (Station 72)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 04 seconds or less on 80% of their responses inside their first due territory. Demand is steady and response times are improving.

All Incidents - All Areas

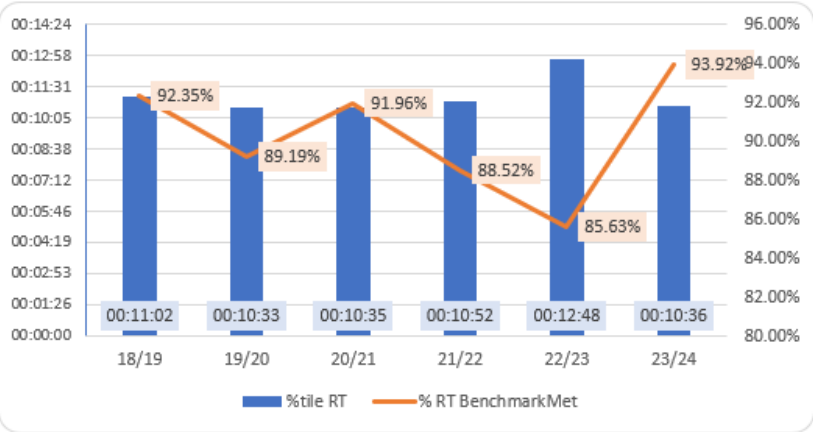
Incident Count	Daily Avg	Annual Average
2,888	1.32	481



Top 15 Response Locations	Count
South Surry Fire Department (74)	2,372
(blank)	98
Ararat Fire Department (63)	76
White Plains Fire Department (78)	65
Pilot Knob Fire Department (76)	56
Central Surry Fire Department (77)	54
CC Camp Fire Department (65)	45
Shoals Fire Department (61)	37
Dobson Fire Department (67)	29
Jot-Um-Down Fire Department (66)	26
Mount Airy Fire Department (10)	8
Bannertown Fire Department (75)	7
Skull Camp Fire and Rescue (72)	5
Elkin Fire Department (20)	4
Franklin Community Fire Department (71)	4

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,247	974	00:11:04	90.25%	273(21.9%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	100	00:12:21
RESP DIS D	68	00:12:48
ACCIDENT PI	63	00:09:53
CVA D	54	00:09:29
FALL D	54	00:11:50
LIFELINE	45	00:09:29
SICK D	39	00:12:00
UNRSPVE D	27	00:15:05
SICK C	27	00:10:36
ALARM MEDICL	22	00:09:06
RESP DIS C	22	00:11:37
CARDIAC	19	00:08:40
SEIZURE D	18	00:12:16
CARD ARR E	18	00:09:41
FIRE ALARM	18	00:16:27

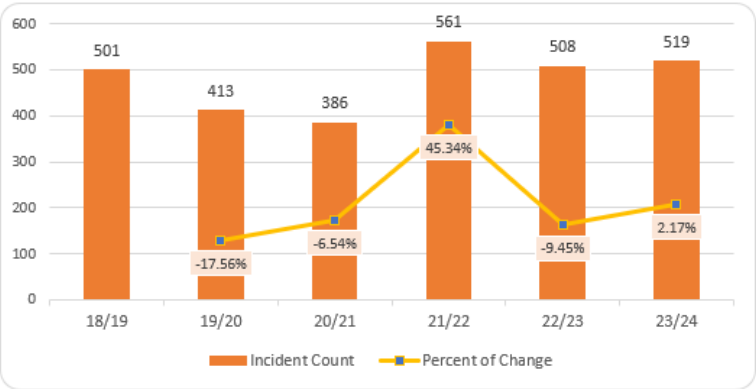
Of the 2,888 incidents, only 1247 were Priorty 1 incidents. Of those, only 974 had a response. The remaining 273 or 21.89% had no response from the department after dispatch.

South Surry Fire Department (Station 74)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 04 seconds or less on 80% of their responses inside their first due territory. Demand remains steady and response times are improving.

All Incidents - All Areas

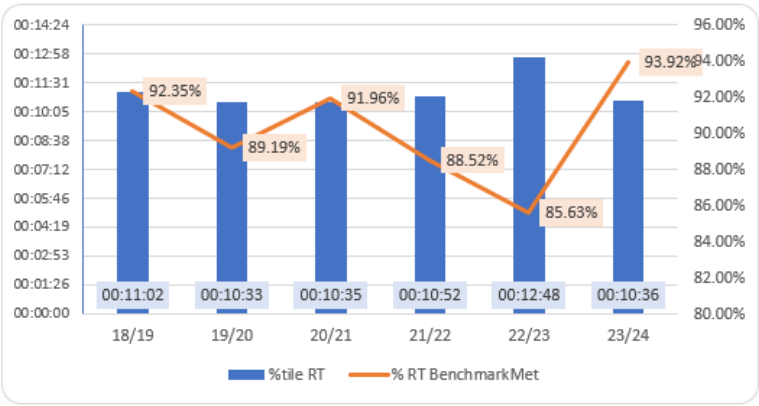
Incident Count	Daily Avg	Annual Average
2,888	1.32	481



Top 15 Response Locations	Count
South Surry Fire Department (74)	2,372
(blank)	98
Ararat Fire Department (63)	76
White Plains Fire Department (78)	65
Pilot Knob Fire Department (76)	56
Central Surry Fire Department (77)	54
CC Camp Fire Department (65)	45
Shoals Fire Department (61)	37
Dobson Fire Department (67)	29
Jot-Um-Down Fire Department (66)	26
Mount Airy Fire Department (10)	8
Bannertown Fire Department (75)	7
Skull Camp Fire and Rescue (72)	5
Elkin Fire Department (20)	4
Franklin Community Fire Department (71)	4

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,247	974	00:11:04	90.25%	273(21.9%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	100	00:12:21
RESP DIS D	68	00:12:48
ACCIDENT PI	63	00:09:53
CVA D	54	00:09:29
FALL D	54	00:11:50
LIFELINE	45	00:09:29
SICK D	39	00:12:00
UNRSPVE D	27	00:15:05
SICK C	27	00:10:36
ALARM MEDICL	22	00:09:06
RESP DIS C	22	00:11:37
CARDIAC	19	00:08:40
SEIZURE D	18	00:12:16
CARD ARR E	18	00:09:41
FIRE ALARM	18	00:16:27

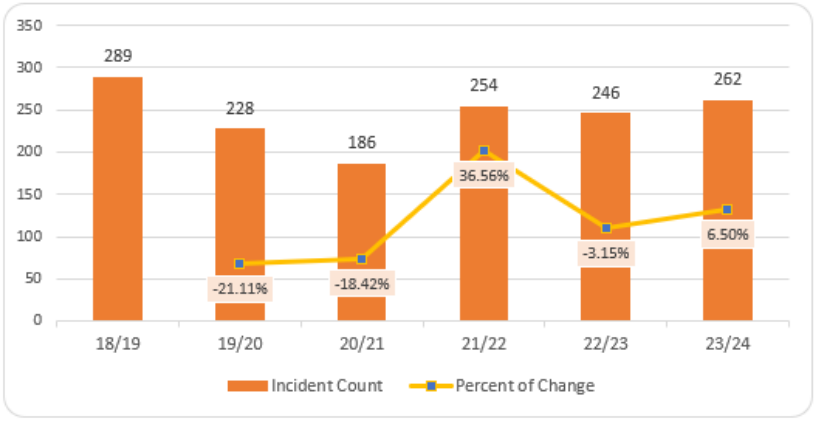
Of the 2,888 incidents, only 1247 were Priorty 1 incidents. Of those, only 974 had a response. The remaining 273 or 21.89% had no response from the department after dispatch.

State Road Fire Department (Station 79)

Over a 6-year period, the department has demonstrated a Response Time Performance of 12 minutes and 11 seconds or less on 80% of their responses inside their first due territory. Demand is steady and response times are increasing.

All Incidents - All Areas

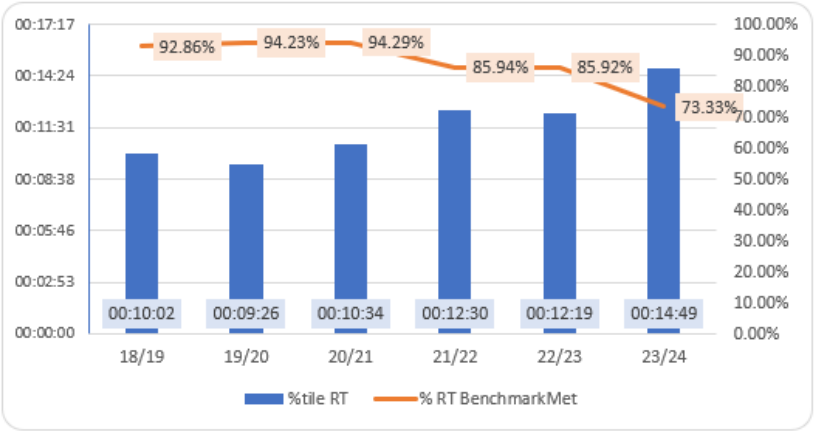
Incident Count	Daily Avg	Annual Average
1,465	0.67	244



Top 15 Response Locations	Count
State Road Fire Department (79)	1,091
Elkin Fire Department (20)	118
Mountain Park Fire Department (69)	98
(blank)	77
CC Camp Fire Department (65)	38
Jot-Um-Down Fire Department (66)	27
Central Surry Fire Department (77)	3
Dobson Fire Department (67)	3
Pilot Knob Fire Department (76)	3
Skull Camp Fire and Rescue (72)	2
Bannertown Fire Department (75)	1
Four Way Fire Department (68)	1
White Plains Fire Department (78)	1
Mount Airy Fire Department (10)	1
South Surry Fire Department (74)	1

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
490	367	00:12:11	86.65%	123(25.1%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	30	00:05:45
CARDIAC D	27	00:14:59
CVA D	25	00:12:11
FALL D	24	00:14:20
FIRE ALARM	17	00:09:49
RESP DIS D	16	00:11:25
SICK D	15	00:16:26
SICK C	12	00:15:26
RESPIRATORY DISTRESS D	10	00:15:39
UNRSPVE D	10	00:12:35
FALL	8	00:11:53
LIFELINE	8	00:15:58
VEH FIRE	8	00:09:59
CARD ARR E	8	00:08:20
GRASS FIRE	8	00:10:24

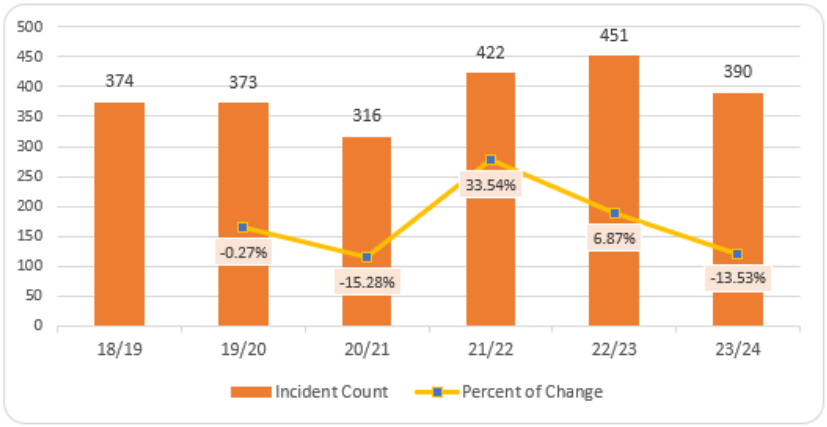
Of the 1,465 incidents, only 490 were Priorty 1 incidents. Of those, only 367 had a response. The remaining 123 or 25.10% had no response from the department after dispatch.

Westfield Fire Department (Station 73)

Over a 6-year period, the department has demonstrated a Response Time Performance of 12 minutes and 16 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are steady.

All Incidents - All Areas

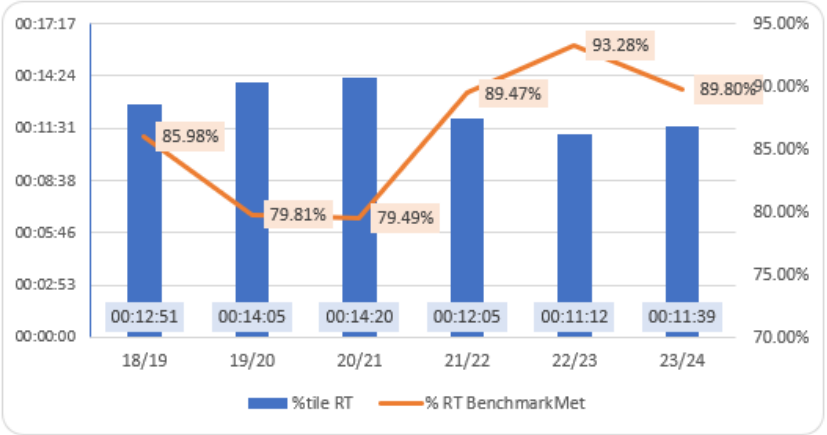
Incident Count	Daily Avg	Annual Average
2,326	1.06	388



Top 15 Response Locations	Count
Westfield Fire Department (73)	1,247
(blank)	888
Pilot Knob Fire Department (76)	90
Bannertown Fire Department (75)	31
Four Way Fire Department (68)	16
Mount Airy Fire Department (10)	14
Ararat Fire Department (63)	10
Skull Camp Fire and Rescue (72)	8
South Surry Fire Department (74)	5
Franklin Community Fire Department (71)	4
Elkin Fire Department (20)	3
White Plains Fire Department (78)	2
Central Surry Fire Department (77)	2
Dobson Fire Department (67)	2
Pine Ridge Fire and Rescue (64)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
672	577	00:12:16	87.35%	95(14.1%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	72	00:12:55
RESP DIS D	49	00:12:59
ALARM MEDICL	32	00:13:17
CVA D	32	00:10:46
SICK D	27	00:14:05
SICK C	25	00:14:35
FALL D	25	00:12:34
ACCIDENT PI	20	00:09:27
RESP DIS C	20	00:12:36
UNRSPVE D	17	00:11:41
RESPIRATORY DISTRESS D	15	00:12:27
SEIZURE D	14	00:11:35
WOODS FIRE	11	00:10:57
HEMRGE D	10	00:14:39
CARDIAC	8	00:15:05

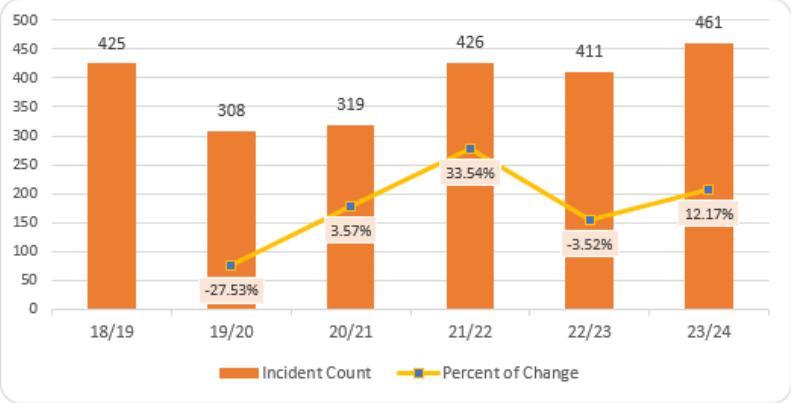
Of the 2,326 incidents, only 672 were Priorty 1 incidents. Of those, only 577 had a response. The remaining 95 or 14.14% had no response from the department after dispatch.

White Plains Fire Department

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 27 seconds or less on 80% of their responses inside their first due territory. Demand is increasing and response times are improving.

All Incidents - All Areas

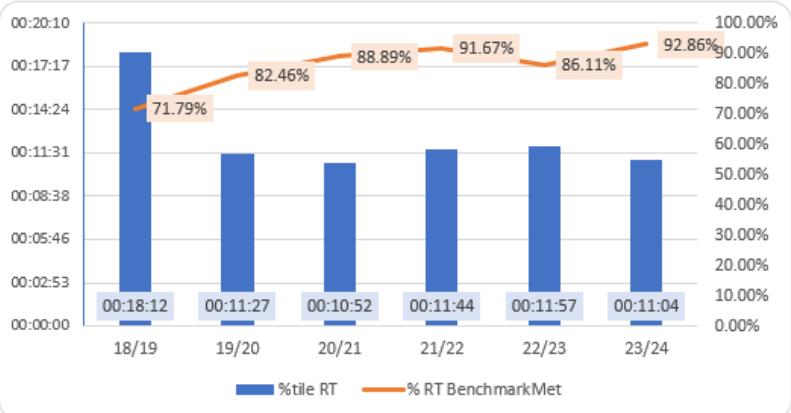
Incident Count	Daily Avg	Annual Average
2,350	1.07	392



Top 15 Response Locations	Count
White Plains Fire Department (78)	1,976
Franklin Community Fire Department (71)	61
Mount Airy Fire Department (10)	56
(blank)	54
Ararat Fire Department (63)	48
Central Surry Fire Department (77)	45
Bannertown Fire Department (75)	35
Pine Ridge Fire and Rescue (64)	21
Four Way Fire Department (68)	17
South Surry Fire Department (74)	9
Dobson Fire Department (67)	8
Pilot Knob Fire Department (76)	6
Skull Camp Fire and Rescue (72)	5
State Road Fire Department (79)	3
Jot-Um-Down Fire Department (66)	2

Priorty 1 incidents - First arriving unit within First Due Area

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
903	373	00:11:27	86.86%	530(58.7%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	49	00:07:33
FIRE ALARM	20	00:10:16
FALL D	20	00:12:03
VEH FIRE	17	00:10:52
CVA D	16	00:13:11
WOODS FIRE	15	00:11:44
CARDIAC D	14	00:16:05
RESP DIS D	12	00:13:07
GRASS FIRE	11	00:11:27
SICK D	10	00:35:05
STRUC FIRE	9	00:13:01
UNRSPVE D	9	00:18:12
LIFELINE	8	00:17:56
HEMRGE D	7	00:12:52
SEIZURE D	7	00:09:24

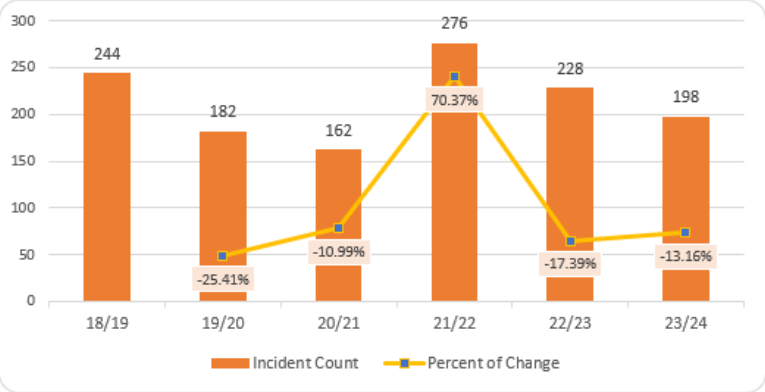
Of the 2,350 incidents, only 903 were Priorty 1 incidents. Of those, only 373 had a response. The remaining 530 or 58.69% had no response from the department after dispatch.

Squad 83 (Mountain Park Rescue)

Over a 6-year period, the department has demonstrated a Response Time Performance of 15 minutes and 28 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Response Areas

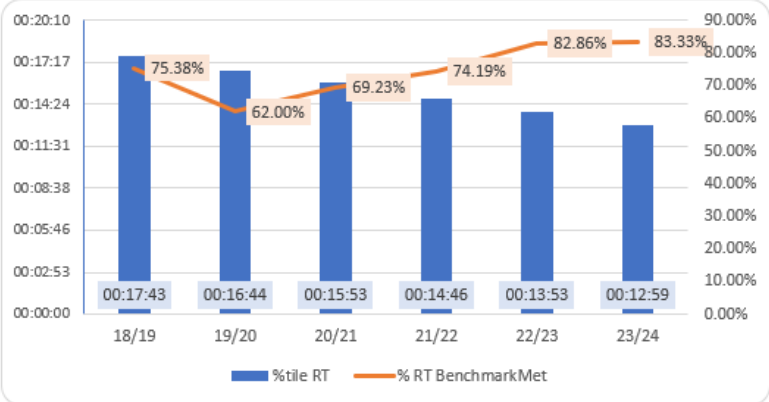
Incident Count	Daily Avg	Annual Average
1,290	0.59	215



Top 15 Response Locations	Count
Mountain Park Fire Department (69)	805
(blank)	365
State Road Fire Department (79)	37
Elkin Fire Department (20)	20
Central Surry Fire Department (77)	15
Skull Camp Fire and Rescue (72)	11
Jot-Um-Down Fire Department (66)	9
Dobson Fire Department (67)	8
Pilot Knob Fire Department (76)	5
Mount Airy Fire Department (10)	5
Westfield Fire Department (73)	3
CC Camp Fire Department (65)	3
Franklin Community Fire Department (71)	1
Pine Ridge Fire and Rescue (64)	1
South Surry Fire Department (74)	1

Priorty 1 incidents - First arriving unit

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
489	231	00:15:28	73.59%	258(52.8%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	32	00:15:53
RESP DIS D	29	00:16:04
CVA D	19	00:13:14
ALARM MEDICL	12	00:11:47
RESP DIS C	10	00:18:18
FALL D	10	00:13:53
LIFELINE	9	00:21:07
SICK C	8	00:14:24
SICK D	6	00:10:55
UNRSPVE D	6	00:11:00
DIABETIC C	5	00:17:34
ABD PAIN C	5	00:14:54
FALL	5	00:24:24
RESP DIS	5	00:24:24
HEMRGE D	5	00:18:07

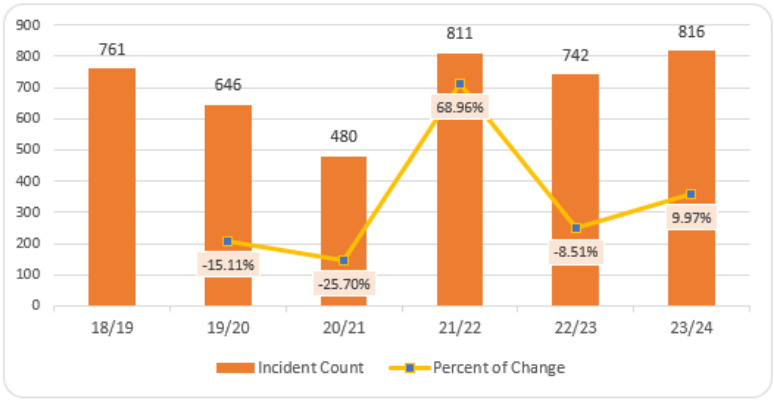
Of the 1,290 incidents, only 489 were Priorty 1 incidents. Of those, only 231 had a response. The remaining 258 or 52.76% had no response from the department after dispatch.

Squad 84 (Elkin Rescue Squad)

Over a 6-year period, the department has demonstrated a Response Time Performance of 7 minutes and 01 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Response Areas

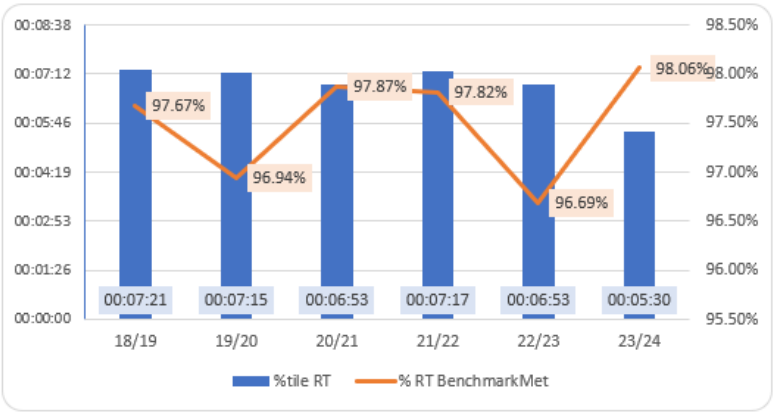
Incident Count	Daily Avg	Annual Average
4,256	1.94	709



Top 15 Response Locations	Count
Elkin Fire Department (20)	2,955
State Road Fire Department (79)	459
(blank)	404
CC Camp Fire Department (65)	311
Central Surry Fire Department (77)	61
Jot-Um-Down Fire Department (66)	19
Mount Airy Fire Department (10)	10
Pilot Knob Fire Department (76)	8
Pine Ridge Fire and Rescue (64)	5
South Surry Fire Department (74)	4
Mountain Park Fire Department (69)	4
Westfield Fire Department (73)	3
Dobson Fire Department (67)	3
Bannertown Fire Department (75)	3
Skull Camp Fire and Rescue (72)	3

Priorty 1 incidents - First arriving unit

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
2,238	1,342	00:07:01	97.54%	896(40.0%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	159	00:05:43
CARDIAC D	117	00:07:15
FALL D	83	00:06:44
CVA D	65	00:07:11
UNRSPVE D	61	00:07:38
RESP DIS D	60	00:07:03
CARDIAC	49	00:08:07
LIFELINE	49	00:07:47
SICK C	48	00:08:17
SICK D	46	00:05:54
FALL	44	00:06:27
ALARM MEDICL	41	00:06:04
SEIZURE D	35	00:06:30
UNRESPONSIVE	32	00:06:48
RESP DIS C	30	00:09:14

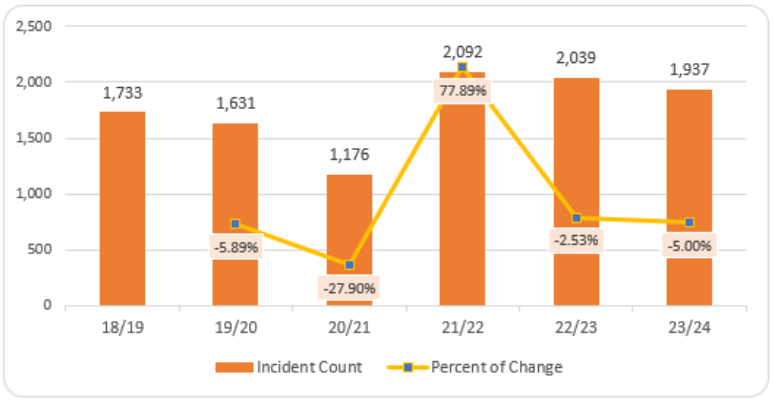
Of the 4,256 incidents, only 2238 were Priorty 1 incidents. Of those, only 1342 had a response. The remaining 896 or 40.04% had no response from the department after dispatch.

Squad 85 (Mount Airy Rescue Squad)

Over a 6-year period, the department has demonstrated a Response Time Performance of 8 minutes and 31 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are increasing.

All Incidents - All Response Areas

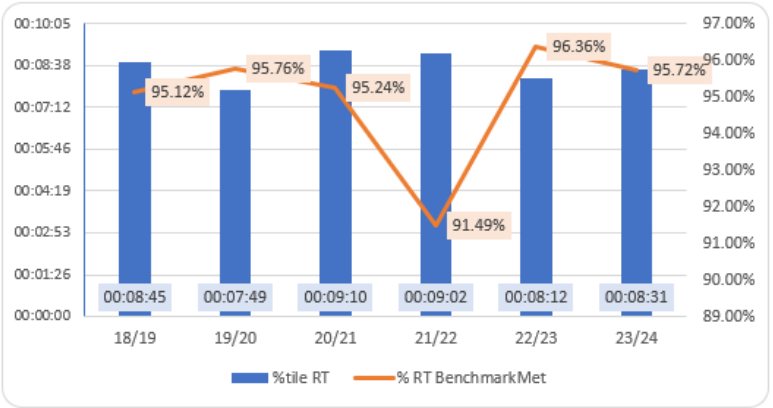
Incident Count	Daily Avg	Annual Average
10,608	4.84	1768



Top 15 Response Locations	Count
Mount Airy Fire Department (10)	8,069
(blank)	675
Franklin Community Fire Department (71)	516
Pine Ridge Fire and Rescue (64)	278
Bannertown Fire Department (75)	248
Four Way Fire Department (68)	237
White Plains Fire Department (78)	208
Skull Camp Fire and Rescue (72)	198
Pilot Knob Fire Department (76)	49
Central Surry Fire Department (77)	43
Westfield Fire Department (73)	37
Ararat Fire Department (63)	14
Elkin Fire Department (20)	12
South Surry Fire Department (74)	10
Dobson Fire Department (67)	9

Priorty 1 incidents - First arriving unit

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
5,853	1,737	00:08:31	94.76%	4116(70.3%)



Top 15 Nature Codes	Count	Resp Time
ACCIDENT PI	256	00:07:08
CARDIAC D	155	00:09:07
FALL D	91	00:08:29
RESP DIS D	77	00:09:54
LIFELINE	67	00:07:49
CVA D	66	00:08:32
UNRSPVE D	55	00:09:12
FALL	48	00:07:17
SEIZURE D	48	00:08:12
CARD ARR E	47	00:08:46
SICK D	41	00:09:55
RESP DIS C	41	00:10:01
OVERDOSE	40	00:11:20
UNRESPONSIVE	37	00:07:20
SICK C	34	00:12:26

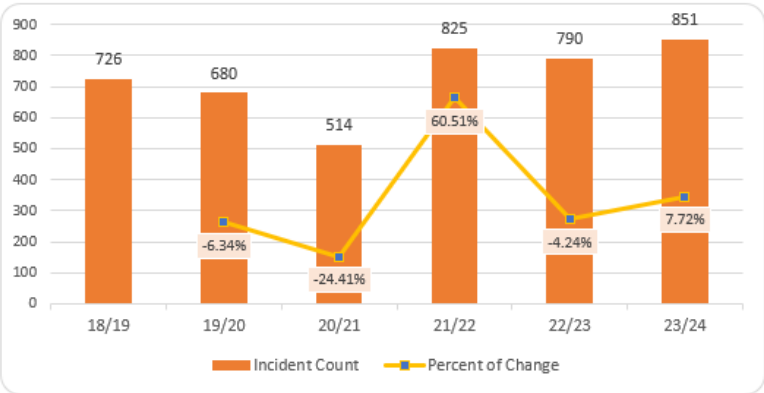
Of the 10,608 incidents, only 5853 were Priorty 1 incidents. Of those, only 1737 had a response. The remaining 4116 or 70.32% had no response from the department after dispatch.

Squad 86 (Pilot Mountain Rescue and EMS)

Over a 6-year period, the department has demonstrated a Response Time Performance of 9 minutes and 54 seconds or less on 80% of their responses inside their first due territory. Demand is decreasing and response times are improving.

All Incidents - All Response Areas

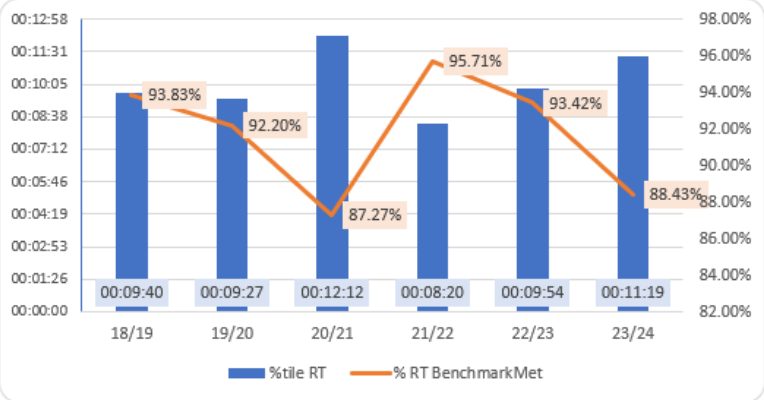
Incident Count	Daily Avg	Annual Average
4,386	2.00	731



Top 15 Response Locations	Count
Pilot Knob Fire Department (76)	2,810
(blank)	1,124
Westfield Fire Department (73)	123
South Surry Fire Department (74)	94
Ararat Fire Department (63)	61
Bannertown Fire Department (75)	53
Shoals Fire Department (61)	38
Mount Airy Fire Department (10)	32
White Plains Fire Department (78)	10
Central Surry Fire Department (77)	8
Four Way Fire Department (68)	7
Franklin Community Fire Department (71)	6
Elkin Fire Department (20)	5
Dobson Fire Department (67)	5
Pine Ridge Fire and Rescue (64)	4

Priorty 1 incidents - First arriving unit

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
1,654	1,336	00:09:54	92.37%	318(19.2%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	241	00:09:50
RESP DIS D	99	00:08:27
CVA D	80	00:09:51
FALL D	77	00:09:34
UNRSPVE D	48	00:09:19
LIFELINE	48	00:08:23
SICK D	46	00:09:00
RESP DIS C	44	00:10:45
RESPIRATORY DISTRESS D	43	00:12:10
SICK C	40	00:11:07
ACCIDENT PI	39	00:06:13
CARDIAC	36	00:09:25
SEIZURE D	32	00:08:59
ALARM MEDICL	28	00:06:08
OVERDOSE	26	00:12:12

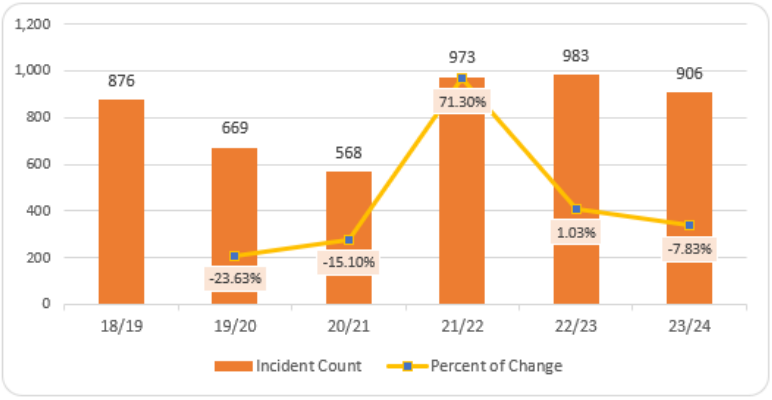
Of the 4,386 incidents, only 1654 were Priorty 1 incidents. Of those, only 1336 had a response. The remaining 318 or 19.23% had no response from the department after dispatch.

Squad 87 (Dobson Rescue Squad)

Over a 6-year period, the department has demonstrated a Response Time Performance of 11 minutes and 32 seconds or less on 80% of their responses inside their first due territory. Demand to Priority 1 calls is decreasing and response times are improving.

All Incidents - All Response Areas

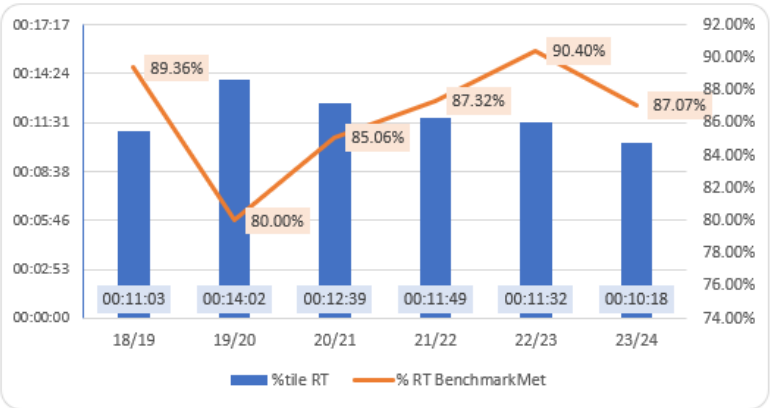
Incident Count	Daily Avg	Annual Average
4,975	2.27	829



Top 15 Response Locations	Count
Central Surry Fire Department (77)	1,941
Dobson Fire Department (67)	1,393
(blank)	470
White Plains Fire Department (78)	435
South Surry Fire Department (74)	314
CC Camp Fire Department (65)	102
Jot-Um-Down Fire Department (66)	97
Skull Camp Fire and Rescue (72)	53
Pine Ridge Fire and Rescue (64)	44
Mount Airy Fire Department (10)	36
Mountain Park Fire Department (69)	27
Elkin Fire Department (20)	17
Franklin Community Fire Department (71)	12
Pilot Knob Fire Department (76)	11
Ararat Fire Department (63)	8

Priorty 1 incidents - First arriving unit

Priorty 1 Count	Response Count	Resp Time	14 min Goal Met	No Response
2,370	790	00:11:32	87.47%	1580(66.7%)



Top 15 Nature Codes	Count	Resp Time
CARDIAC D	82	00:13:26
ACCIDENT PI	44	00:06:51
RESP DIS D	43	00:13:46
CVA D	42	00:12:24
FALL D	35	00:12:34
UNRSPVE D	31	00:11:30
CARDIAC	30	00:10:46
CARD ARR E	30	00:16:34
SICK D	27	00:09:19
SEIZURE D	26	00:09:25
SEIZURE	23	00:11:41
RESPIRATORY DISTRESS D	19	00:13:13
OVERDOSE	19	00:08:14
CVA	18	00:10:46
ALARM MEDICL	18	00:08:57

Of the 4,975 incidents, only 2370 were Priorty 1 incidents. Of those, only 790 had a response. The remaining 1580 or 66.67% had no response from the department after dispatch.

Section 5: Capital Resources Analysis

Fire Apparatus Analysis

The Surry County fleet of fire apparatus was overall evaluated as "Good" per the NFPA guidelines at the time of the apparatus mechanical inspection. Several mechanical issues were identified and noted in detail on the Data Collection sheets which are included in the report. It is recommended that within the annual budgeting process, the County work toward implementing a vehicle replacement schedule to become more compliant with NFPA 1911 (Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles). Approximately one-third of the 72 fire engines and tankers that the assessment team reviewed were 25 years old or older. Many of the fire department vehicles had tires on emergency vehicles that were near or out of compliance with NFPA 1911 (maximum 7 years life). Additionally, there were several fire apparatuses with fluid leaks and maintenance needs.

Apparatus Summary

NC Fire Chief Consulting (NCFCC) conducted an on-site vehicle assessment at the Surry County Fire Departments on October 21, 22, 25, and 28, 2024. The assessments were based on the mechanical attributes, roadworthiness, and safety-related issues of each emergency response apparatus (available on the dates of the evaluation) in each department. The assessments were performed by emergency apparatus subject matter experts, who have over 73 years of combined experience in the emergency services fleet industry.

Goal of Assessment

The goal of the vehicle assessment was to verify and validate the worthiness of the Surry County Fire Department's fleet in consideration of current value and long-term serviceability. The fleet was divided into multiple sections: fire engines/tankers, aerial apparatus, brush trucks, rescue vehicles, and other support/service vehicles. The report includes a fleet overview of each category, details for each unit, and recommendations for the overall improvement and safety of the fleet.

Rating

The National Fire Protection Association (NFPA) total life expectancy of a fire apparatus is twenty-five years, preferably fifteen as a frontline apparatus and five to ten years as a reserve unit, depending on its condition and situation. The assessment grades assigned to each apparatus were one of the following: excellent, good, fair, or poor.

Fleet Overview

NCFCC representatives visited (25) Twenty-Five facilities and identified/assessed (48) Forty-eight vehicles in the following categories:

- Engine/Tanker 67
- Aerial/Ladder 2
- Brush 24
- Rescue 4
- Equip/Other 25

Surry County consists of seventeen (17) fire departments. Some of the stations also have sub-stations to meet the geographical response needs.

- Ararat Fire Department (1 station)
- Bannertown Fire Department (2 stations)
- CC Camp Fire Department (2 stations)
- Central Surry Fire Department (2 stations)
- Four Way Fire Department (1 station)
- Franklin Community Fire Department (2 stations)
- Jot-Um-Down Fire Department (1 station)
- Mountain Park Fire Department (2 stations)
- Pilot Knob Fire Department (1 station)
- Pine Ridge Fire Department (1 station)
- Shoals Fire Department (1 station)
- Skull Camp Fire Department (3 stations)
- South Surry Fire Department (3 stations)
- State Road Fire Department (1 station)
- Westfield Fire Department (1 station)
- White Plains Fire Department (1 station)

Each department has an array of vehicles to respond to fires, rescue, medical, and other hazardous events in their assigned communities. Multiple departments are dispatched on structure fires, and there are county-wide collaborative agreements (automatic aid) for other service requests. The existing vehicles range in years from 1984 To 2024. The County does not have a vehicle replacement schedule in place. Routine maintenance beyond what is conducted in-house is contracted to various regional mechanic shops. The following were identified:

- Atlantic Emergency Solutions
- C.W. Williams Fire Equipment

The attached vehicle spreadsheet identifies the individual age, life expectancy, make/model, pump capacity, water tank size, road mileage, engine/pump hours, and specific repairs/maintenance needed. Note: For simplicity and consistency, only the engines and tankers are shown below within the charts. All other apparatus information is provided electronically.

Ararat Fire Department – Station 63

The fleet of apparatus includes three (3) engines/tankers, one (1) rescue/service truck, and two (2) brush trucks. Two (2) apparatus were identified as "Fair" per the NFPA guidelines, and one (1) was identified as "poor". Engine 2 was identified as having severe rust on the frame and cross members. Other issues identified included oil and transmission leaks, tires out of NFPA compliance, and missing bolts. At thirty-one (31) years, the tanker has exceeded the twenty-five (25) year life expectancy for a fire apparatus. Engine 2 is twenty (20) years old, and Engine 3 is twenty-three (23) years old. Firefighter Eric Lyons provided apparatus details on-site.

FIRE/RESCUE DEPARTMENT:	ARARAT											
DATE:	October 21, 2024						SURRY					
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	Ararat	E2	P	2004	20	5		KME	1500/1500	21,517	1,903		
			COMMENTS:	Severe rust on the frame and cross members. Class 1 oil leak. Discharge #3 leaking by and self charging.									
	Ararat	T1	F	1993	31	-6		GMC/3D	1250/1500	25,145			
			COMMENTS:	Class 3 leak on the transmission cooling lines. The front spring stops are worn out.									
	Ararat	E3	F	2001	23	2		Freightliner/ Pierce	1500/2000	20,458			
			COMMENTS:	The front tires are beyond NFPA's 7-year replacement. Rightside subframe botls are backing out.									

Bannertown Fire Department – Station 75

The fleet of apparatus includes five (5) engines/tankers, one (1) rescue truck, two (2) brush trucks, and three (3) quick response/support units. All apparatus were identified as "good" per NFPA guidelines. The department is working towards placing a new mini-pumper into service. The truck is a 2022 model and is still being equipped. Some of the issues noted were oil leaks and tires beyond the NFPA replacement cycle. One engine and the rescue truck are both beyond the 25-year service life. Chief Chris Baker provided apparatus information on-site.

FIRE/RESCUE DEPARTMENT: BANNERTOWN

DATE: OCTOBER 21, 2024 COUNTY: SURRY

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected Remaining Use	Model	Manufacturer	Pump/Tank/Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	Bannertown	Engine 1	G	2001	23	2	Navistart	International/ Pierce	1500/1000	21,002	1,476		$ 188,000
			COMMENTS:		Class 1 oil leak								
	Bannertown	Tanker 2	G	2013	11	14		Freightliner/Rosenbauer	750/1500	12,796			$ 250,000
			COMMENTS:		Tires beyond NFPA's 7-year replacement.								
	Hollysprings	Engine 2	G	1998	26	-1	Navistar	International/ KME	1250/1250	44,633	3,609		$ 176,000
			COMMENTS:										
	Hollysprings	Engine 3	G	2005	19	6		International/ Elite	1250/1100	24,570			$ 264,000
			COMMENTS:		The driver-side bottom support for crossplay is broken.								
	Hollysprings	Engine 4	G	2021	3	22		4 Guys	2000/2000	5,849	457		$ 700,000
			COMMENTS:										

CC Camp Fire Department – Station 65

The fleet of apparatus included five (5) engines/tankers, two (2) brush trucks, and two (2) quick response/support vehicles. Both tankers and Engine 2 rated "excellent/good" per NFPA guidelines. Engine 1 has excessive rust on the frame, and cross members rated "fair." Engine 3 is twenty-six (26) years old, exceeding the expected service life, and has a class three (3) leak in the rear end at the hog's head. The compartment doors are difficult to operate, and the engine is rated "poor" per NFPA guidelines. Information was provided on-site by firefighter Bruce Byrd.

FIRE/RESCUE DEPARTMENT:			CC CAMP										
DATE:	October 25, 2024						SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	Main	T1	E	2022	2	23		Ken Worth/ Pierce	1000/2000	5,603			
			COMMENTS:		SCBA Scott 1999								
	Main	E1	F	2001	23	2		Saulsbury/E1	1500/600	37,993			
			COMMENTS:		Excessive rust on frame cross memebers. Rusted battery boxes. SCBA Scott 2020								
	Main	E3	P	1998	26	-1		Saulsbury/ Spartan	1250/700/ 30foam	154,076	16,935		
			COMMENTS:		Class 3 leak in rear end at hogs head. Compartment doors are worn and difficult to operate. Front tires are beyond NFPA's 7-year replacement. SCBA Scott 2009								
	Substation	E2	G	2007	17	8		Freightliner/ Pierce	1500/1000/ 30foam	12,319			
			COMMENTS:		All tires are beyond NFPA's 7-year replacement. SCBA 2020								
	Substation	T2	E	2022	2	23		Kew Worth/ Pierce	1000/2000	4,468	232		
			COMMENTS:		SCBA 2009								

Central Surry Fire Department – Station 77

The fleet of apparatus includes five (5) engines/tankers, one (1) brush truck, and two (2) quick response/support vehicles. All apparatus rated "good" per NFPA guidelines, except for Engine 1, which rated "poor." Engine 1 is likely to leave the fleet soon. Some issues observed include tire rubbing due to under-inflation, worn torque-arm bushings, and tires beyond the NFPA 7-year replacement. Chief Matt Hall provided on-site information.

FIRE/RESCUE DEPARTMENT:	CENTRAL SURRY											
DATE: October 28, 2024					COUNTY: SURRY							
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected Remaining Service (years)	Model	Manufacturer	Pump/Tank/Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
	Main Street	77 E5	G	2007	17	8		International/ Pierce	1500/1100	25,308			
			COMMENTS:	Driver's side grab bar is loose. Under carriage is rusting. SCBA Scott 2012									
	Main Street	77 T3	G	2002	22	3		International/ 4 Guys	500/2200	23,666			
			COMMENTS:	Master drain bracket is bent. Large dent in rear of water tank. Torque arm bushing is worn.									
				The front tires are beyond NFPA's 7- year replacement. No SCBA.									
	White Dirt	77 T6	G	1995	29	-4		International/ 4 Guys	NA/3000	19,538	1,955		
			COMMENTS:	Gravity Dump. Class 2 oil leak. Rear tires are beyond NFPA's 7-year replacement.									

Four Way Fire Department – Station 68

The apparatus fleet includes five (5) engines/tankers, one (1) brush truck, and one (1) mini-pumper used for water supply. All apparatus rated "good" per NFPA guidelines, except Engine 3, which rated "poor," and Tanker 2, which rated "fair." Engine 3 is forty (40) years old and fifteen (15) years beyond service life expectancy. It suffers from a pump transmission leak, a class three (3) oil leak, and a water tank leak. Other issues observed were cracked pump gauges, cracked fan belts, oil leaks, rubber missing between body and frame, and tires beyond the NFPA 7-year replacement. Chief Bruce Crigger was on-site to provide information.

FIRE/RESCUE DEPARTMENT:	FOUR WAY												
DATE:	October 21, 2024					COUNTY:	SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Status	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
			COMMENTS:	The tires are in the final year of NFPA 7-year service life.										
	68	T1	G	2002	22	3	Frontline		Freightliner/ American La France	500/1840	16,745	NA	NA	
			COMMENTS:	The tires are beyond NFPA's 7-year replacement. Class 2 oil leak. The rubber between the frame rails and body has fallen out.										
	68	E1	G	2000	24	1	Frontline		Freightliner	1250/1000	23,829	NA	NA	
			COMMENTS:	Pump guage covers cracked. Tires beyond NFPA's 7-year service life. Class 1 oil leak. Fan belt significanly cracked.										
	68	E3	P	1984	40	-15			GMC/ Grumman	1000/1000	19,450	NA	NA	
			COMMENTS:	Water leak. Pump transmission leak. Class 3 oil leak. SCBA stored loose in the compartment.										
	68	T2	F	1992	32	-7			GMC/Dixie	250	1,200	NA	NA	
			COMMENTS:	Class 3 oil leak.										

Franklin Community Fire Department – Station 71

The fleet of apparatus includes six(6) engines/tankers, one (1) rescue, two (2) brush trucks, one (1) aerial, and three (3) quick response/support vehicles. All engines/tankers and the rescue rated "excellent/good" per NFPA guidelines. The aerial is rated "poor" and suffers severe rusting of the frame, undercarriage, and body, an antifreeze leak, a severe air leak, and a class three (3) oil leak. Per the chief, the apparatus had 700,000+ road miles when purchased. The right-side snow chains were in the deployed position and would not retract. Engine 2 has a class two (2) leak in the transmission case and an antifreeze leak. Engine 3 has a class two (2) oil leak in the front of the engine, and the tires are beyond the NFPA 7-year replacement. Tanker 1 rear brakes appear to need service. Tanker 2 tires are rubbing due to apparatus weight, and the tires are beyond the NFPA 7-year replacement. Tanker 3 tires are beyond the NFPA 7-year replacement. Assistant Chief Ricky Hiatt and Chief Johnny Hiatt provided on-site information.

FIRE/RESCUE DEPARTMENT: FRANKLIN COMMUNITY

DATE: OCTOBER 21, 2024 COUNTY:

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	West Pine	71 E1	E	2022	2	23		Spartan/ 4 Guys	2000/1000	7,946	504	NA	
			COMMENTS:		Right-side snow chains in the down position.								
	Greenhill	71 E2	G	2006	18	7		Spartan/ MW Fire	2000/1000	41,805	3,000	NA	
			COMMENTS:		There is an anitfreeze leak and transmission case has a class 2 leak.								
	West Pine	71 E3	G	1996	28	-3		International/ 4 Guys	1500/1000	35,664	2,939	NA	
			COMMENTS:		Class 2 oil leak front of engine. Rear tires beyond the NFPA 7 year replacement.								
	West Pine	71 T1	G	1994	30	-5		International/ 4 Guys	500/2500	27,661	3,304	NA	
			COMMENTS:		Rear brakes nearing end of service life.								
	Greenhhill	71 T2	G	2009	15	10		Kenworth/ 4 Guys	500/1800	15,856	1,349	NA	
			COMMENTS:		The rear tires are rubbing together due to the weight of the truck. The rear tires are beyond the NFPA 7-year replacement.								
	West Pine	71 T3	G	2015	9	16		Kenworth/ 4 Guys	500/1800	9,286	855	NA	
			COMMENTS:		Tires beyond the NFPA 7-year replacement.								

Jot-Um-Down Fire Department – Station 66

The fleet of apparatus includes three (3) engines/tankers, one (1) brush truck, and one (1) quick response/support vehicle. All the apparatus were rated "good" per NFPA guidelines. Observed issues included an air dryer spitting oil (E3), class one (1) oil leak, an inappropriately stowed drop tank, tires beyond the NFPA 7-year replacement (T2), and a broken bolt from the exhaust at the diffuser (E1). Tanker (T2) is four years beyond the 25-year service life. Chief Tony Miceli and Firefighter Michael Cross were on-site to answer questions and provide information.

FIRE/RESCUE DEPARTMENT:	JOT-UM-DOWN												
DATE: OCTOBER 28, 2024						COUNTY:	SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining service (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	66	E1	G	2019	5	20	Saber	Pierce	1250/1000	10,557			
			COMMENTS:	Bolt broken out of exhaust at the diffuser.					SCBA MSA 2016				
	66	E3	G	2006	18	7		International/ Pierce	1250/1200	16,656			
			COMMENTS:	Air dryer is spitting out oil. All tires are beyor					Fire extinguisher loose in the compartment.			SCBA MSA 2016	
				All tires are beyond NFPA's 7-year replacement.									
	66	T2	G	1995	29	-4		Freightliner/ EEI	750/1500	20,399	1,647		
			COMMENTS:	Class 1 oil leak. Driver seat worn. Drop tank hanging out of cradle, improperly stowed. SCBA MSA 2016									
				All tires are beyond NFPA's 7-year replacement.									
			COMMENTS:										
			COMMENTS:										

Mountain Park Fire Department – Station 69

The apparatus fleet includes four (4) engines/tankers, two (2) brush trucks, and one (1) quick response/support vehicle. All the engines/tankers were rated "good" per NFPA guidelines, except E3, which was rated as "fair." Observed conditions include power steering leak (T1), class three (3) oil leak and worn rear brakes (E2), and class three (3) oil leak (E3). Firefighters Adam Wilmoth and Mike Billings were on-site to provide information.

FIRE/RESCUE DEPARTMENT:	Mountain Park													
DATE:	October 22, 2024						COUNTY:	SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Status	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS														
	Zephyr	E1	G	2010	14	11			International/ KME	1500/1250	7,327			
			COMMENTS:											
	Zephyr	E2	G	1995	29	-4			Freightliner/ EEI	1500/1000	53,982	5,133		
			COMMENTS:			Class 3 oil leak. Rear brake shoes worn out.								
	Zephyr	T1	G	2006	18	7			International/O SCO	500/2000	91,199			
			COMMENTS:			Power steering leak.								
	Haystack Rd	E3	P	1986	38	-13		FireCat	GMC/ Grumman	1000/750	30,575			
			COMMENTS:			Class 3 oil leak. SCBA storage flat in compartment.								
			COMMENTS:											

Pilot Knob Fire Department – Station 76

The apparatus fleet includes four (4) engines/tankers, one (1) aerial, one (1) brush truck, and one (1) service truck. All apparatus rated "excellent/good" per NFPA guidelines. Observed issues include a class three (3) leak in the left cab cylinder lift and the radiator blocked with dirt and debris (E2), a class two (2) oil leak, tires beyond the NFPA 7-year replacement, worn driver's seat (aerial T3), a power steering fluid leak, class three (3) transmission coolant leak, cracked coupling in the transmission line at the radiator, class two (2) oil leak, and rear springs sagging (T4).

FIRE/RESCUE DEPARTMENT:	PILOT KNOB													
DATE:	October 21, 2024						COUNTY:	SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Status	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS														
	Pilot Knob	T5	G	2008	16	9		Workstar	International/ FIROVAC	750/2850	23,575			
			COMMENTS:											
	Pilot Knob	E1	E	2022	2	23			Spartan/ 4 Guys	1500/1000	7,577	642		
			COMMENTS:											
	Pilot Knob	E2	G	1995	29	-4		Saber	Pierce	1500/1000	60,229	4,680		
			COMMENTS:	Front of radiator needs cleaning. Class 3 leak in the left cab cylinder. Driver's seat is worn.										
			COMMENTS:											
			COMMENTS:											

Pine Ridge Fire Department – Station 64

The apparatus fleet includes four (4) engines/tankers, one (1) brush truck, and two (2) support vehicles. All apparatus rated "excellent/good" per NFPA guidelines, except Truck 2, rated "poor." Observed issues included the right rear inside tire rubbing the chain rail (T1), Class one (1) oil leak, body rust, peeling paint (Trk 2), and rivets broken on the drain manifold below the pump panel (T2). The department has a robust preventative maintenance program. The department refurbished its first engine, a 1957 Mack. Chief Chirs Galyean and Assistant Chief Christopher Galyean were on-site to provide assistance and information.

DATE: October 22, 2024 COUNTY: SURRY

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Status	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS														
	Pine Ridge	T1	G	2011	13	12			Ken Worth/ Fouts Bros	500/2000	14,897			
			COMMENTS:	Right rear inside tire rubbing chain rail.										
	Pine Ridge	Trk 2	P	1986	38	-13		Rough Neck	GMC/FMC	1000/750	34,627			
			COMMENTS:	Class 1 oil leak. Moderate body rust, compartment door damaged. Body paint peeling.										
	Pine Ridge	E2	G	2005	19	6			International/ E1	1250/1000	34,627			
			COMMENTS:											
	Pine Ridge	E1	G	2017	7	18			International/ Rosenbauer	1500/2000	8,130			
			COMMENTS:	Tires in last year of NFPA's 7-year replacement.										
	Pine Ridge	T2	E	2021	3	22			Ken Worth/ Fouts Bros	1000/3000	3,720			
			COMMENTS:	Rivets broken on drain manifold below pump panel step.										

Shoals Fire Department – Station 61

The apparatus fleet includes three (3) engines/tankers, one (1) brush truck, and two (2) quick response/support vehicles. Tanker 1 was out of the station for repairs and unavailable for review. Engine 1 and Engine 2 both rated "good" per NFPA guidelines. E1 was observed to have a class two (2) power steering leak and a class one (1) oil leak. The air regulator on the frame rail is missing a mounting bolt. E2 has a class two (2) oil leak, and the tires have cracks in the side walls. The front tires are beyond the NFPA 7-year replacement. The service life of the rear tires is unknown, and the manufacturer's date could not be located. Fire Chief Travis Sink was on-site to provide information and assistance.

FIRE/RESCUE DEPARTMENT:	SHOALS												
DATE: OCTOBER 28, 2024						COUNTY:	SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining service (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	61	61-E1	G	2006	18	7		International/ Pierce	1250/1000	17,197			
			COMMENTS:	Rear tires at the end of NFPA 7-year service. Class 2 power steering leak. Bolt missing from air regulator on frame rail mounting. Class 1 oil leak. SCBA Scott 2003									
	61	61-E2	G	1997	27	-2		Freightliner/ Pierce	1250/1000	23,840	1,656		
			COMMENTS:	The tires are beyond NFPA's 7-year replacement. Sidewalls on tires are cracking. Class 2 oil leak. SCBA Scott 2003									
	61	61-T1		2017	7	18	Vacuum Tanker	Kenworth/ E-One	750/3000				
			COMMENTS:	Unit was out for repairs and unavailable for inspection.									
			COMMENTS:										

Skull Camp Fire Department – Station 72

The apparatus fleet includes five (5) engines/tankers, one (1) brush truck, and one (1) rescue/service truck. All apparatus rated "excellent/good" per NFPA guidelines. Slight surface rust on the cross members was observed on E1. Tanker 1 has a class two (2) power steering leak and class 1 oil leak, and all tires are beyond the NFPA 7-year replacement. A class two (2) oil leak was noted in Engine 2, and holes in the exhaust pipe. Tanker 3 is a department-built apparatus on a Freightliner cab and chassis. The tanker is gravity operation only and has reached the end of the NFPA 25-year service life. Firefighter Mark Thornton (retired Master Sgt. USA) provided on-site information and assistance.

FIRE/RESCUE DEPARTMENT:	SKULL CAMP												
DATE: OCTOBER 22, 2024					COUNTY:	SURRY							
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	W Pine St 1	72 E1	G	2012	12	13	DuraStar	International/ Rosenbauer	1250/1000	27,464			
			COMMENTS:	Surface rust on frame cross members									
	W Pine St 2	72 E2	F	1998	26	-1		Freightliner/ 3D	1000/1000	37,736			
			COMMENTS:	Holes in exhaust pipe. Class 2 oil leak.									
	Woltz Atkins	72 E3	E	2020	4	21		Kenworth/ Deep South	1500/2000	7,295	454		
			COMMENTS:										
	W Pine St 1	72 T1	G	2006	18	7		International/ 4 Guys	1250/2100	30,096			
			COMMENTS:	Moderate powering steering leak. Class 1 oil leak at oil pan. Tires beyond NFPA's 7-year replacement.									
	W Pine St 2	72 T3	F	1999	25	0		Freightliner	1500gal	9,193	722		
			COMMENTS:	Department fabricated tanker. Gravity dump - no pump, One 2.5 inch fill hose. Minimal equipment.									

South Surry Fire Department – Station 74

The apparatus fleet includes six (6) engines/tankers, two (2) brush trucks, one (1) rescue, and three (3) quick response/support vehicles. All the apparatus rated "excellent/good" per NFPA guidelines. Tanker 1 was observed to have a class three (3) oil leak, compartment rusting, and a worn front seat. The rear brakes on Engine 3 are nearing replacement. Engine 2 has a class two (2) oil leak, and the rear brakes need replacement.

FIRE/RESCUE DEPARTMENT:	SOUTH SURRY												
DATE:	October 25, 2024						SURRY						
CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	74B	T1	G	1989	35	-10	Top Kick	GMC/ 3D	350/1400	17,207			
			COMMENTS:			Class 3 oil leak. Rust visible in compartments. Front seat is worn. SCBA Scott 2002							
	74B	E3	G	2000	24	1		Ken Worth/ Pierce	1250/1000	64,581	3,838		
			COMMENTS:			Rear brakes in need of service. SCBA Scott 2008							
	74	E1	G	1998	26	-1		Freightliner/ Pierce	1250/1000	21,426	1,523		
			COMMENTS:			Rear brakes in need of service. Class 2 oil leak. SCBA Scott 2010							
	74	T2	G	2015	9	16		Freightliner/ Pierce	1000/2000	11,571			
			COMMENTS:			SCBA Scott 2010							
	74A	T3	E	2015	9	16		Freightliner/ Pierce	1000/2000	8,200			
			COMMENTS:			SCBA Scott 2008							
	74A	E2	G	2003	21	4		International/ Pierce	1250/1000	7,726			
			COMMENTS:			SCBA Scott 2010							

State Road Fire Department – Station 79

The apparatus fleet includes five (5) engines/tankers, one (1) brush truck, and one (1) quick response/support vehicle. All apparatus rated "excellent/good" per NFPA guidelines. Engine 1 was observed to have a class one (1) power steering leak. Engine 2 has a class one (1) oil leak and Engine 3 has a class two (2) oil leak. Engine 4 is not yet in service and is being outfitted with equipment. Other observations include tires beyond NFPA's 7-year replacement. Assistant Chief Tim Snider provided assistance and information on-site.

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
		E1	G	2006	18	7		International/ Pierce	1500/1250	18,709			
			COMMENTS:		Class 1 power steering leak. SCBA Scott 2018								
		E2	G	2001	23	2		International/ Pierce	1500/1250	23,285			
			COMMENTS:		All tires beyond NFPA's 7-year replacement. Class 1 oil leak. SCBA Scott 2020								
		E3	G	1997	27	-2		International/ KME	1000/1000	25,997	2,314		
			COMMENTS:		All tires beyond NFPA/s 7-year replacement. Class 2 oil leak. SCBA Scott 2009 & 2012								
		E4	E	2023	1	24		Freightliner/ Rosenbauer	1500/1250	2,266			
			COMMENTS:		Unit is new and not in service. No SCBA equipment installed.								
		T1	G	2012	12	13		International/ Pierce	500/2000	5,619			
			COMMENTS:		All tires are beyond NFPA's 7-year replacement. SCBA Scott 2009								

Westfield Fire Department – Station 73

The apparatus fleet includes five (5) engines/tankers, one (1) rescue, one (1) brush truck, and two (2) quick response/support vehicles. All apparatus were rated "good" per NFPA guidelines, except Tanker 2, which was rated "fair." Engine 1 was observed to have a class one (1) leak at the pump transmission. Engine 2 has class one (1) oil leaks, worn driver's seat, and the front and rear brakes need service. Rescue 1 has a class three (3) transmission leak, and the driver's seat shows wear. Tanker 2 has moderate frame rust; the jockey pump is constantly running, and a class one (1) power steering leak. Tanker 1 tires are beyond NFPA's 7-year replacement. Engine 3 was out of the station for repairs and unavailable for review. The department operates at the medium rescue certification level. Kevin Nunn was on-site and provided assistance and information.

FIRE/RESCUE DEPARTMENT: WESTFIELD

DATE: OCTOBER 28, 2024 COUNTY: SURRY

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Projected remaining use (years)	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	73	73 E1	G	2006	18	7		International/ Ferrara	1250/1000	23,943			
			COMMENTS:	Class 1 leak at pump transmission. SCBA Scott 2022 & 1996.									
	73	73 E2	G	1991	33	-8	Fire Cat	International/ Grumman	1250/1000	40,631	2,484		
			COMMENTS:	Class 1 oil leaks. Front and rear brakes worn. Driver seat worn. SCBA Scott 2022									
	73	73 E3		2023	1	24	Ram 4500	Dodge/ Firematic	1250/300				
			COMMENTS:	Apparatus was out for repairs and unavailable for inspection.									
	73	73 T1	G	2015	9	16		International/ Ferrara	500/1550	9,013			
			COMMENTS:	All tires are beyond NFPA's 7-year replacement. SCBA Scott 1996.									
	73	73 T2	F	1999	25	0		International/ S & S Fire	500/1550	22,838	1,921		
			COMMENTS:	Jockey pump runs constantly. Class 1 power steering leak. Moderate frame rust. SCBA Scott 2022									

White Plains Fire Department – Station 78

The apparatus fleet includes four (4) engines/tankers, two (2) brush trucks, and two (2) quick response/support vehicles. All engines/tankers are rated "good" per NFPA guidelines. Water is leaking from the pump on Engine 2 onto the exhaust pipe, causing corrosion. Tanker 2 has a class one (1) oil leak, and the rear brakes need service. The tires are at the end of the 7-year service life. Engine 1's tires are beyond NFPA's 7-year replacement. Chief Garth Badget was on-site to provide assistance and information.

FIRE/RESCUE DEPARTMENT: WHITE PLAINS

DATE: OCTOBER 25, 2024 COUNTY: SURRY

CATEGORY	Assigned Station	Unit	Condition As Current E, G, F, P	Year	Age	Status	Model	Manufacturer	Pump/Tank/ Other2	Road Milage	Engine Hours	Pump Hours	Est.Current Value
ENGINES/ TANKERS													
	78	78 E1	G	1993	31	-6	Top Kick	GMC/EEI	1000/1200	20,473			
			COMMENTS:	All tires beyond NFPA's 7-year replacement. Air leak. SCBA Survivair NFPA 2002 edition.									
	78	78 E2	G	2006	18	7		International/ E One	1250/1200	22,724			
			COMMENTS:	Pump dripping on exhaust causing corrosion. SCBA Scott 2012 (steel bottles)									
	78	78 T1	G	2006	18	7		International/ E One	500/2000	13,014			
			COMMENTS:	SCBA Scott 2018									
	78	78 T2	G	1995	29	-4		Freightliner/ 3D	1000/2000	19,030	1,793		
			COMMENTS:										
			COMMENTS:										

Note that in all of the above charts for apparatus that engines and tankers are the focus, due to generally being the most expensive equipment and for consistency across the county. A full digital data sheet is provided electronically to Surry County of all apparatus that the NCFCC SMEs reviewed.

Radio Call Sign	Manufacturer	Yea	Assigned Stal	Pump/Tank/Other2	Department	Years of Age	2024 Age	2025 Age
Engine 1	Pierce	2001	Bannertown	1500/1000	Bannertown	24	23	24
Engine 2	KME	1999	Hollysprings	1250/1250	Bannertown	26	25	26
Engine 3	Elite	2006	Hollysprings	1250/1250	Bannertown	19	18	19
Engine 4	4 Guys	2020	Hollysprings	1500/2000	Bannertown	5	4	5
Tanker 2	Rosenbauer	2015	Bannertown	750/1500	Bannertown	10	9	10
Brush 1	Chevrolet	1986	Hollysprings		Bannertown	39	38	39
Brush 2	Ford	2008	Bannertown		Bannertown	17	16	17
Truck 2	4 Guys	2022	Bannertown	1500/300	Bannertown	3	2	3
Truck 1	Ford	1999	Hollysprings		Bannertown	26	25	26
Unit 1	Ford	2008	Bannertown		Bannertown	17	16	17
Unit 4	Chevrolet	2017	Bannertown		Bannertown	8	7	8
77 E1	GMC/ 3D	1993	Main Street	1250/1000	Central Surry	32	31	32
77 E2	Pierce	2018	White Dirt	1500/1000	Central Surry	7	6	7
77 E5	International/Pierce	2007	Main Street	1500/1100	Central Surry	18	17	18
77 T3	International/Pierce	2002	Main Street	500/2200	Central Surry	23	22	23
77 T6	International/4 guys	1995	White Dirt	N/A 3000	Central Surry	30	29	30
77 Trk 7	International/Pierce	2009	White Dirt		Central Surry	16	15	16
77 Trk 9	Ford	2017	Main Street	30 gal enforcer	Central Surry	8	7	8
77 B4	Ford	2001	White Dirt	250/250	Central Surry	24	23	24
71 Engine 1	Spartan/4 Guys	2022	West Pine	2000 Gpm, 1000 Gallon Tank	Franklin Comm.	3	2	3
71 Engine 2	Spartan/MW Fire	2006	Greenhill	2000 Gpm, 1000 Gallon Tank	Franklin Comm.	19	18	19
71 Engine 3	International/4 Guys	1996	West Pine	1500 Gpm, 1000 Gallon Tank	Franklin Comm.	29	28	29
71 Engine 4	International/KME	1991	West Pine	1250 Gpm, 1000 Gallon Tank	Franklin Comm.	34	33	34
71 Tanker 1	nternational/4 Guys	1994	West Pine	500 Gpm, 2500 Gallon Tank	Franklin Comm.	31	30	31
71 Tanker 2	Kenworth/MW Fire	2009	Greenhill	500 Gpm, 1800 Gallon Tank	Franklin Comm.	16	15	16
71 Tanker 3	Kenworth/4 Guys	2015	West Pine	500 Gpm, 1800 Gallon Tank	Franklin Comm.	10	9	10
71 Brush 2	Ford	1998	Greenhill	Brush Truck	Franklin Comm.	27	26	27
71 Brush 3	Ford/EVS	2013	West Pine	Brush Truck	Franklin Comm.	12	11	12
71 Pump Truck	Ford	2009	West Pine	Pump Truck/Brush Truck	Franklin Comm.	16	15	16
71 Unit 1	Ford	2015	Greenhill	Command Truck	Franklin Comm.	10	9	10
71 Unit 2	Ford	2008	West Pine	Medical Response Truck	Franklin Comm.	17	16	17
Ladder 71	E-One	1997	West Pine	Pumper/1500/220/95 ft	Franklin Comm.	28	27	28
661	Pierce	2019	1	1250gpm 1000gal	Jot-Um-Down	6	5	6
663	Pierce	2006	1	1250gpm, 1200gal	Jot-Um-Down	19	18	19
662	Freightliner	1995	1	750gpm, 1500gal	Jot-Um-Down	30	29	30
665	Ford	1999	1	300gal	Jot-Um-Down	26	25	26
667	Ford	2016	1	None	Jot-Um-Down	9	8	9
61 Engine 1	International / Pierce	2006	61	1250 Pump / 1000 gallons	Shoals	19	18	19
61 Engine 2	Freightliner / Pierce	1997	61	1250 Pump / 1000 gallons	Shoals	28	27	28
61 Tanker 1	Kenworth / E-One	2017	61	750 Pump / 3000 gallons	Shoals	8	7	8
61 Brush 1	Ford	2005	61	300 Pump / 300 gallons	Shoals	20	19	20
61 Unit 1	Chevrolet	2013	61		Shoals	12	11	12
61 Truck 1	Chevrolet	2001	61		Shoals	24	23	24
73 E1	Ferrara	2006	73	1250gpm / 1000Gal	Westfield	19	18	19
73 E2	Grumman	1991	73	1250gpm / 1000Gal	Westfield	34	33	34
73 E3	Firematic	2023	73	1250gpm / 300Gal	Westfield	2	1	2
73 T1	Ferrara	2015	73	500gpm / 1550Gal	Westfield	10	9	10
73 T2	S & S	1999	73	500gpm / 1550Gal	Westfield	26	25	26
73 B1	Ford	2015	73	250 Gallon tank	Westfield	10	9	10
73 R1	Pierce	1997	73		Westfield	28	27	28
73 S1	Dodge	2022	73		Westfield	3	2	3
78 Engine 1	GMC	1993	78	Pumper	White Plains	32	31	32
78 Engine 2	International	2006	78	Pumper	White Plains	19	18	19
78 Tanker 1	International	2006	78	Pumper Tanker	White Plains	19	18	19
78 Tanker 2	Freightliner	1995	78	Pumper Tanker	White Plains	30	29	30
78 Brush 1	Chevrolet	1999	78	Brush Truck	White Plains	26	25	26
78 Brush 2	Chevrolet	1998	78	Brush Truck	White Plains	27	26	27
78 Truck 1	Chevrolet	2004	78	Truck	White Plains	21	20	21
78 Truck 2	Chevrolet	2003	78	Truck	White Plains	22	21	22
72 Engine 1	Rosenbauer / Internationl	2013	Station 1	1250 gpm / 1000 gallons	Skull Camp	12	11	12
72 Engine 2	Frieghtliner	1998	Station 2	1250 gpm / 1000 gallons	Skull Camp	27	26	27
72 Engine 3	Deep South / Kenworth	2020	Station 3	1500 gpm / 2000 gallons	Skull Camp	5	4	5
72 Tanker 1	4 Guys / International	2006	Station 1	1250 gpm / 2000 gallons	Skull Camp	19	18	19
72 Tanker 3	Frieghtliner	2000	Station 2	NA / 1500 gallons	Skull Camp	25	24	25
72 Truck 6	Ford	2002	Station 1	NA	Skull Camp	23	22	23
72 Brush 1	Ford	2010	Station 1	N/A	Skull Camp	15	14	15
						19.07575758		
Westfield Trk 1 not on the spreadsheet.						Average Age		
						22 over 25		
						of 66		
						one third		

Fire Station Facility Analysis:

Scope

North Carolina Fire Chief Consulting (NCFCC) conducted an assessment of twenty-five fire facilities within Surry County, North Carolina. The assessment criteria were based on recognized standards and regulations, providing the Authority Having Jurisdiction (AHJ) with a comprehensive evaluation of each facility's suitability in terms of functionality and operational capacity to support personnel and equipment assets. All accessible areas were thoroughly assessed and photographed as needed in October 2024.

The overall condition of current fire station facilities was “Good” at the time of the station facility review. Ten (10) fire stations rated as “Excellent” or “Very Good” There were five (5) stations that rated an overall “Fair”, but no fire stations rated as “Poor”. However, most facilities do not possess essential safety components or have the capability to accommodate response personnel for continuous (24-hour) staffing or shift work. Only about 15% of the current fire stations have individual sleeping rooms.

The following metrics were used:

Station/Facility Rating

Facility rating based on compliance with the evaluation criteria listed in Appendix A.

Excellent

- A newly constructed fire station with state-of-the-art facilities.
- Features: Modern architecture and design, well-maintained equipment bays.
  Meets and exceeds all standards and expectations. Operates at optimal efficiency with no deficiencies.

Very Good

- A fire station that has served for over a decade and remains in exceptional condition.
- Features: Solid construction, regular maintenance.
  Meets all standards and expectations with minor issues that do not impact overall functionality.

Good

- A functional fire station that meets operational needs.
- Features: Adequate equipment storage, clean and well-organized facilities.

- Meets the majority of standards and expectations with a few notable deficiencies that require attention but are not critical.

Fair

- A station with some deficiencies but still operational.
- Features: Minor maintenance issues, acceptable infrastructure.
- Meets minimum standards and expectations. Adequate but with room for improvement.

Poor

- An outdated fire station in need of significant repairs.
- Features: Cracked walls, leaky roof, limited equipment storage.
- Falls short of several standards and expectations. Significant deficiencies need to be addressed to ensure proper functionality.

Franklin Community Volunteer Fire Department

The Franklin Community Volunteer Fire Department operates two fire facilities: Station 71 at 2136 W. Pine Street, Mt. Airy, NC 27030, and Sub Station 71 at 1889 Greenhill Road, Mt. Airy, NC 27030. Both facilities were evaluated on Monday, October 21, 2024.

Station 71

The facility, as per Surry County Tax Records, is situated on 8.11 acres and was built in 1987. It features a steel frame, a truss metal roof, and modular metal walls. The interior walls are made of masonry, and the floors are concrete. The facility is heated by a gas-forced air ducted system and cooled by central air conditioning. With a total floor area of 20,300 square feet, the apparatus bay floor alone covers approximately 15,360 square feet.

Assessment

A printed Emergency Evacuation Plan was not observed, and multiple water spots were noted on the ceiling tiles in the office area. The mezzanine level has a low-hanging structural steel beam, creating a safety concern at the mezzanine entryway. The facility lacks an apparatus exhaust/ventilation system, and there is excessive storage on the mezzanine level. Structural firefighter PPE is not protected from UV lighting. Wet floor mats were not observed at the water sinks in the Laundry Area. The facility does not have exercise equipment or a designated area for physical fitness. The designated locker room is being used as a uniform storage room. No wet floor mats were observed for the water sinks. There was no fire extinguisher on the mezzanine level of the facility. Carbon Monoxide Detectors were not observed. A written Hazardous Communications Program or Materials Safety Data Sheets were not observed. A Liquid Petroleum Gas (LPG) tank was attached to a grill stored on the apparatus bay floor. There was no Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower observed. The apparatus apron is in good condition, but the parking lot and driveway show signs of cracks, separation, and wear. The exterior is in good condition, and there are no external storage buildings. Chief Hiatt mentioned that there is sufficient space to expand the current facility. (See Appendix A)

Sub-Station 71

According to Surry County Tax Records, the facility is situated on 1.36 acres and was built in 1986. This facility features a pre-engineered steel structure with a tar and gravel roof. The interior walls are masonry, and the floors are concrete. It is heated by a gas-forced air ducted system and cooled by central air conditioning. The facility has a total area of 4,560 square feet, with the apparatus bay floor covering approximately 3,240 square feet.

Assessment

An Emergency Evacuation Plan was not observed to be posted. The work area around the antique fire truck was cluttered with excessive materials. The facility lacks an apparatus exhaust/ventilation system, and there is excessive storage on the mezzanine level. Structural firefighter PPE storage units were not present, and there was no laundry room or equipment available. The facility does not have sleeping quarters, lockers, exercise equipment, or a designated area for physical fitness. The kitchen and restrooms are compact, and there were no wet floor mats available for the sinks. In terms of fire protection systems, measures were limited to fire extinguishers. There were no Ground Fault Circuit Interrupter (GFCI) outlets within 6 feet of any water sinks, and access to the panel box was blocked by a television set. A written Hazardous Communications Program or Materials Safety Data Sheets were not observed. A Liquid Petroleum Gas (LPG) tank was attached to a grill stored on the apparatus bay floor. No Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The apparatus apron is in good condition, but the parking lot and driveway show signs of cracks, separation, and wear. The exterior is in good condition, with no external storage buildings or an electrical power generator. Chief Hiatt mentioned that there is sufficient space to expand the current facility. (See Appendix A)

Rating

The assessment of Station 71 reveals critical areas that need immediate improvement to ensure the safety and functionality of the facility. Implementing these changes will enhance the overall operational efficiency and safety. Station 71: Station/Facility Rating: Very Good (Appendix B). Overall, Sub-Station 71 current condition limits its ability to provide continuous operational functionality. Addressing the identified deficiencies and making the necessary improvements will enhance the safety and operational efficiency of the facility, ensuring better service and protection for the community. Station/Facility Rating: Good (Appendix B)

Fourway Volunteer Fire Department

The Fourway Volunteer Fire Department operates a single fire facility known as Station 68, located at 116 McBride Road, Mt. Airy, NC 27030. This facility assessment was conducted on Monday, October 21, 2024.

Station 68

According to Surry County Tax Records, the facility is situated on 1.12 acres and was built in 2006. This facility features a prefabricated steel structure with a gable metal roof and modular metal walls. The interior walls are plastered over masonry, and the floors are concrete. It is heated by an electric heat pump system and cooled by central air conditioning. The facility has a total area of 12,670 square feet, with the apparatus bay floor covering approximately 4,900 square feet. Additionally, this facility has a finished basement that is approximately 3,220 square feet.

Assessment

A printed Emergency Evacuation Plan was not observed. The facility lacks an apparatus exhaust/ventilation system. The storage for structural firefighter PPE does not offer protection from UV lighting. Excessive and cluttered storage was noted on the mezzanine level and the stairway leading to it. Wet floor mats were not available for the sinks. The facility lacks sleeping quarters, lockers, and a designated room or area for physical fitness, including equipment. No fire extinguishers were observed on the mezzanine level, in the office, or the meeting/training room. The last maintenance/inspection tag for the sprinkler system indicated October 2021. Smoke detectors or carbon monoxide detectors were not observed in the facility. No written Hazardous Communications Program or Materials Safety Data Sheets were observed. Additionally, no Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior is in exceptional condition, with no exterior storage buildings. However, Chief Crigger stated that there is no additional space to expand the current facility. (See Appendix A)
This facility could potentially offer continuous operational service after vital renovations.

Rating

Overall, while the facility has the potential to offer continuous operational service, it requires vital renovations to address the identified issues. The assessment rating for the facility is "Good," while the station/facility rating is "Very Good." Addressing these deficiencies will enhance the safety and operational efficiency of Station 68. Station/Facility Rating: Very Good (Appendix B)

Bannertown Volunteer Fire Department

The Bannertown Volunteer Fire Department manages two fire stations: Station 75, located at 124 Reeves Mill Road, Mt. Airy, NC 27030, and Sub Station 75, at 413 Holly Springs Road, Mt. Airy, NC 27030. Evaluations for both facilities were conducted on Monday, October 21, 2024.

Station 75

According to Surry County Tax Records, the facility is situated on 7 acres and was built in 2006, this facility comprises a wood frame structure with a gable metal roof and modular metal walls. The interior walls consist of drywall/sheetrock over masonry, and the floors are covered with sheet vinyl and carpet. The facility is heated by a gas-forced air ducted system and cooled by central air conditioning. The facility spans a total area of 10,336 square feet, with the apparatus bay floor covering approximately 5,440 square feet.

Assessment

An Emergency Evacuation Plan was not observed to be posted. There were missing ceiling tiles in the laundry room. The facility lacks an apparatus exhaust/ventilation system, and the storage for structural firefighter PPE does not offer protection from UV lighting. The storage on the mezzanine level and the stairway leading to it is excessive and cluttered. Wet floor mats were not available for the sinks. The facility lacks both the equipment and designated space for physical fitness. The last inspection/maintenance tag for the sprinkler system was dated June 5, 2020. Smoke detectors were not observed in the facility. Two electrical power strips were overloaded and daisy chained, and portable tables obstructed the electrical service panels. A written Hazardous Communications Program or Material Safety Data Sheets were not observed. Additionally, there was no Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower present. An LPG tank and grill were stored in the apparatus bay. The exterior is in excellent condition, with no external storage buildings. Chief Baker mentioned that there is sufficient space to expand the current facility. The asphalt parking lot shows signs of wear and cracks. Chief Baker also mentioned plans to resurface the parking lot and build an outside storage building. (See Appendix A)

Sub-Station 75

According to Surry County Tax Records, the facility is situated on 1.97 acres and was built in 2016. It features a pre-engineered steel structure with a wood truss and metal roofing, complemented by aluminum/vinyl siding. The interior walls are drywall/sheetrock, and the floors are concrete. The facility is heated by an electric heat pump and cooled by central air conditioning. It spans a total area of 4,800 square feet, with the apparatus bay floor covering approximately 3,200 square feet.

Assessment

An Emergency Evacuation Plan was not posted. The pallet of energy drinks needs to be repositioned to provide clear access to the exit door on the apparatus bay floor.

Hose storage racks were situated under the stairway leading to the mezzanine. The facility lacks an apparatus exhaust/ventilation system. Foam, SCBA air bottles, and flammable liquid gas cans are stored on the mezzanine level. No structural firefighter PPE storage units are present, and the facility lacks a laundry room and equipment. Additionally, the facility lacks sleeping quarters and lockers. There is no exercise equipment or designated area for physical fitness. The facility does not have a designated office area, only a compact day room. While there is no designated kitchen, a microwave and refrigerator are available in the day room. The restrooms are compact and lack showers. Wet floor mats were not available for the sinks. Fire protection measures at the facility were limited to fire extinguishers. There was no written Hazardous Communications Program or Material Safety Data Sheets observed. Flammable liquids, a gas can, and firefighting foam were stored on the mezzanine level. Additionally, a Liquid Petroleum Gas (LPG) tank was attached to a grill stored on the apparatus bay floor. No Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior is in excellent condition, with no external storage buildings. However, Chief Baker indicated that there is no available space to expand the current facility. (See Appendix A)

Rating

Overall, while the exterior condition of Station 75 is commendable, the facility requires vital renovations to address the identified deficiencies and enhance its operational efficiency and safety. With these improvements, Station 75 has the potential to offer continuous operational service.

Station/Facility Rating: Very Good (Appendix B). Overall, while the exterior condition of Sub-Station 75 is praiseworthy, significant renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. With these improvements, the facility has the potential to offer continuous operational service.
Station/Facility Rating: Excellent (Appendix B)

Ararat Volunteer Fire Department

The Ararat Volunteer Fire Department operates a single fire facility known as Station 63, located at 1415 Ararat Road, Ararat, NC 27007. This facility assessment was conducted on Monday, October 21, 2024.

Station 63

Surry County Tax Records indicate that the facility sits on 1.5 acres of land and was constructed in 1985. It features a masonry structure with a gable roof covered with asphalt shingles and concrete block walls. The interior comprises masonry walls and concrete floors. The building is equipped with an electric heat pump system for heating and central air conditioning for cooling. Spanning a total area of 6,560 square feet, the apparatus bay floor occupies approximately 3,920 square feet. The property representative stated that an addition was made in 1991.

Assessment

There was excessive, unsecured storage on the apparatus bay floor, raising personnel access concerns. Additionally, no printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust/ventilation system. There is no storage for structural firefighter PPE, and no laundry equipment or area was observed. The facility lacks sleeping quarters, lockers, and a designated room or area for physical fitness, including necessary equipment. Additionally, the meeting/training room was undergoing remodeling during the time of this assessment. The fire extinguisher in the kitchen was undersized (2A-40BC), and there was no ventilation hood for the stove/oven. Wet floor mats were not available for the sinks. The restroom floors show signs of surface damage. The only shower, situated close to the urinal in the men's restroom, does not comply with ADA regulations. The property representative noted a drainage issue. Fire protection measures at the facility were limited to fire extinguishers. There was only a single smoke detector located on the apparatus bay floor. There were no GFCI electrical outlets in the restrooms, and the breaker/panel boxes on the apparatus bay floor were blocked. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, unlabeled and loose chemical containers, as well as flammable liquid storage and an LPG tank attached to a grill, were found on the apparatus bay floor. No Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The asphalt parking lot displays signs of wear and cracks, with the apron showing similar cracking near the public roadway. The exterior remains in very good condition. According to the property representative, the current facility has the potential for expansion. (See Appendix A)

Rating

Overall, while the exterior condition of Station 63 is creditable, considerable renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. Implementing these improvements will ensure that

Station 63 can continue to provide effective and safe service to the community. Station/Facility Rating: Good (Appendix B)

Pilot Knob Volunteer Fire Department

The Pilot Knob Volunteer Fire Department operates a single fire facility known as Station 76, located at 683 S. Key Street, Pilot Mountain, NC 27041. This facility assessment was conducted on Monday, October 21, 2024.

Station 76

According to Surry County Tax Records, the facility sits on 1.06 acres of land, it was constructed in 1970, the facility features a masonry structure with a steel truss roof covered with asphalt shingles and face brick walls. The interior consists of sheetrock walls and concrete floors. The building is equipped with an electric heat pump system for heating and central air conditioning for cooling. The facility spans a total area of 8,260 square feet, with the apparatus bay floor covering approximately 5,798 square feet. A small portion of the building is leased to Surry County Emergency Medical Service (EMS) and was not assessed for this report.

Assessment

The work area was cluttered with unsecured storage. A majority of the ceiling tiles in the facility were missing, contributing to drooping insulation throughout the facility. Additionally, no printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust and ventilation system. Structural firefighter PPE storage does not provide protection from UV lighting, and the apparatus bay doors showed signs of damage. The facility lacks sleeping quarters, lockers, and a designated room or area for physical fitness, including necessary equipment. The kitchen did not have a fire extinguisher, and no wet floor mats were available for the sinks. The restrooms do not comply with ADA regulations, and there were no showers. Wet floor mats were also not available for the sinks. Fire protection measures at the facility were limited to fire extinguishers. There were no GFCI electrical outlets in the restrooms or the kitchen. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior remains in good condition, but the parking lot shows signs of wear and cracks, with the apron also displaying similar cracking near the public roadway. The rear of the facility is unpaved and consists of loose gravel. Behind the facility, there was a commercial trailer, abandoned appliances, large diameter hose, and a late model fire truck. According to the property representative, the current facility does not have the potential for expansion. (See Appendix A)

Rating

To summarize, while the exterior of Station 76 is well-maintained, substantial renovations are necessary to address internal deficiencies and improve the facility's operational efficiency and safety. Addressing these critical issues will enable Station 76 to provide better service and safety to the community. Station/Facility Rating: Good (Appendix B)

Mountain Park Volunteer Fire Department

The Mountain Park Volunteer Fire Department operates two fire facilities: Station 69 1137 Zephyr Mountain Park Road, State Rd., NC 28676, and Sub Station 69 7426 Haystack Road, Dobson, NC 27017. Both facilities were evaluated on Tuesday, October 22, 2024.

Station 69

According to Surry County Tax Records, the facility sits on 3.98 acres of land and was constructed in 1970. It features a wood frame structure with a wood truss roof covered with asphalt shingles and face-brick walls. The interior consists of masonry walls and concrete floors. The building is equipped with an electric heat pump system for heating and central air conditioning for cooling. The facility spans a total area of 9,070 square feet, with the apparatus bay floor covering approximately 6,854 square feet, and is heated with LPG Radiant Heaters.

Assessment

The work area was cluttered with unsecured storage, and the majority of the exit lights require new bulbs. Additionally, no printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust and ventilation system. Structural firefighter PPE storage does not provide protection from UV lighting. Furthermore, there was a significant amount of unsecured storage on the apparatus bay floor, including loose SCBA bottles. Access to the mezzanine level is provided by an A-frame ladder. This facility lacks both structural firefighting PPE extractor and dryer, as well as sleeping quarters, lockers, and a designated room or area for physical fitness, including necessary equipment. The kitchen did not have a fire extinguisher, and no wet floor mats were available for the sinks. The restrooms do not comply with ADA regulations, and the showers were in poor condition. Additionally, wet floor mats were not available for the sinks. Fire protection measures at the facility were limited to fire extinguishers, which need to be properly mounted in the apparatus bay. There were no GFCI electrical outlets in the restrooms or the kitchen. No written Hazardous Communications Program or Material Safety Data Sheets were observed. There were two LPG grills and multiple LPG tanks stored on the apparatus bay floor. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior remains in good condition, but the parking lot and apron exhibit signs of wear and cracks. The parking spaces and lines, including the bollards, require repainting. An abundance of spider webs was observed. According to Chief Gullatt, the facility has the potential for expansion. (See Appendix A)

Sub Station 69

According to Surry County Tax Records, the facility sits on 1.83 acres of land and was constructed in 2023. The facility features a masonry structure with a wood truss roof covered by metal roofing and concrete block walls. The interior comprises masonry walls and concrete floors. The building is equipped with an LPG gas-forced air ducted system for heating and central air conditioning for cooling. The facility spans

a total area of 3,000 square feet, with the apparatus bay floor covering most of the building's footprint and is heated with LPG Radiant Heaters.

Assessment

No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust and ventilation system, structural firefighter PPE storage, laundry equipment, and a structural firefighting PPE extractor and dryer. Additionally, this facility lacks sleeping quarters, lockers, and a designated room or area for physical fitness, including necessary equipment. The facility does not have a kitchen. There is a single restroom, which lacks a shower and does not have wet floor mats available for the sink. Fire protection measures at the facility were limited to fire extinguishers. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. Despite these issues, the exterior remains in excellent condition. The facility does not have a power generator, but according to Chief Gullatt, it has the potential for expansion. (See Appendix A)

Rating

The assessment of the Mountain Park Volunteer Fire Department's facilities, Station 69 and Sub Station 69, identified several critical areas that require immediate attention to ensure safety and operational efficiency. While both facilities have the potential to offer continuous operational service, significant renovations and additions are required to address the identified deficiencies. Station 69: Station/Facility Rating: Good (Appendix B). Sub-Station 69: Station/Facility Rating: Excellent (Appendix B).

Skull Camp Volunteer Fire Department

The Skull Camp Volunteer Fire Department manages three fire facilities: Station 72-1 at 7211 W. Pine Street, Lowgap, NC 27024; and Sub Station 72-2 at 9088 W. Pine Street, Lowgap, NC 27024; Sub Station 72-3 at 913 Woltz Atkins Road, Mt. Airy, NC 27030. Evaluations for all facilities were conducted on Tuesday, October 22, 2024.

Station 72-1

According to Surry County Tax Records, the facility sits on 0.96 acres of land, and was completed in 1977, the facility features a masonry frame structure with a wood truss roof covered by premium asphalt shingles and concrete walls clad in aluminum/vinyl siding. The interior comprises masonry walls and concrete floors. It is equipped with an electric heat pump system for heating and central air conditioning for cooling. The facility spans a total area of 4,416 square feet, with the apparatus bay floor covering approximately 3,456 square feet and heated by LPG radiant heaters.

Assessment

The facility lacks appropriate exit signs and emergency lighting, and no printed Emergency Evacuation Plan was observed. The passageway between the two apparatus bays has a significant drop, necessitating a warning sign. Additionally, the exterior exit door at the rear of the facility has no landing, resulting in a drop of at least four feet; a landing must be provided for this exit door. Ceiling tiles were missing in the office and day room. The facility lacks apparatus bay door sensors, and structural firefighter PPE storage does not protect against UV lighting. Additionally, the facility lacks a laundry room or equipment, including a structural firefighting PPE extractor and dryer. There is no designated area for physical fitness, including necessary equipment. The kitchen did not have a fire extinguisher, and no wet floor mats were available for the sinks. The restrooms do not comply with ADA regulations, and a single shower is located in the men's restroom. Wet floor mats were not available for the sinks. Fire protection measures at the facility were limited to fire extinguishers, smoke detectors, and a fire alarm system. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior remains in very good condition, but the parking lot shows signs of wear and cracks. The surrounding landscape wood is in poor condition, with deteriorated sections exposing nails. There is an abandoned car near the dumpster, and discarded materials are located at the rear and side of the facility. According to Chief Lowe, the facility has the potential for expansion. (See Appendix A)

Station 72-2

According to Surry County Tax Records, the facility sits on 0.97 acres of land and was completed in 1999. This facility features a masonry frame structure with a gable truss roof covered by a metal roof. The exterior walls are corrugated metal, while the interior comprises masonry walls and concrete floors. Equipped with an electric heat pump system for heating and central air conditioning for cooling, the facility spans a

total area of 3,500 square feet, with the apparatus bay floor covering approximately 2,500 square feet and heated by LPG ceiling heaters.

Assessment

Several areas of the facility's insulation had rips, tears, and holes. Additionally, no printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system and bay door sensors. The structural firefighter PPE storage does not protect against UV lighting, and the firefighting PPE extractor was not operational. This facility includes a single office but lacks sleeping quarters, lockers, and training or supplementary rooms. No wet floor mats were available for the sinks. In the restroom, the electrical outlets near the sinks were not GFCI, and there were no shower facilities in the building. Fire protection measures at the facility were limited to fire extinguishers only. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower were present. Two LPG grills/cookers with LPG tanks were stored in the apparatus bay. The exterior is in good condition, but the parking lot exhibits signs of wear and cracks. Discarded materials were noted at the rear of the facility. The exterior walls show signs of wear, discoloration, and moss. According to Chief Lowe, the facility cannot be expanded. (See Appendix A)

Station 72-3

According to Surry County Tax Records, the facility sits on 2.36 acres of land and was completed in 2019. This facility features a steel frame structure with a steel truss roof covered by a metal roof. The exterior walls are modular metal, while the interior comprises masonry walls and concrete floors. The building is equipped with an LPG ducted forced air system for heating and central air conditioning for cooling. The facility spans a total area of 3,100 square feet, with the apparatus bay floor covering approximately 1,900 square feet. The office and meeting rooms are located on the second story, which occupies 600 square feet.

Assessment

No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system, and the structural firefighter PPE storage does not protect against UV lighting. Additionally, the facility does not have a laundry room or equipment. This facility lacks sleeping quarters, lockers, and a designated area for physical fitness, including the necessary equipment.

The kitchen lacks a fire extinguisher, and no wet floor mats were available for the sinks. Fire protection measures at the facility were limited to fire extinguishers only. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower were present. An LPG grill with an LPG tank was stored in the apparatus bay. The exterior is in excellent condition. The facility lacks an emergency power generator, but according to Chief

Lowe, it can be expanded. Additionally, there is a separate building used for training located at the rear of the property, measuring approximately 900 square feet. (See Appendix A)

Rating

Overall, while the Skull Camp Volunteer Fire Department's facilities exhibit some structural strengths, significant renovations are necessary to address safety deficiencies and improve operational efficiency. Station 72-1: Station/Facility Rating: Good (Appendix B). Station 72-2: Station/Facility Rating: Good (Appendix B). Station 72-3: Station/Facility Rating: Excellent (Appendix B).

Pine Ridge Volunteer Fire Department

The Pine Ridge Volunteer Fire Department oversees a single fire facility, Station 64, located at 1892 Pine Ridge Road, Mt. Airy, NC 27030. The facility was evaluated on Tuesday, October 22, 2024.

Station 64

According to Surry County Tax Records, the facility sits on 1.51 acres of land and was constructed in 1982. This facility features a masonry frame structure with a gable roof covered by metal roofing and concrete walls with brick facing. The interior consists of masonry walls and concrete floors. The building is equipped with an LPG ducted forced air system for heating and central air conditioning for cooling. The facility spans a total area of 3,120 square feet, with the apparatus bay floor covering approximately 1,920 square feet and heated by LPG ceiling-mounted heaters.

Assessment

The facility lacks illuminated exit signs and emergency lighting, and no printed Emergency Evacuation Plan was observed. Additionally, excessive material storage on the apparatus bay floor creates diminished access between the vehicles. The facility lacks an apparatus exhaust ventilation system. The structural firefighter PPE storage does not protect against UV lighting. Additionally, the facility does not have a laundry room or equipment. This facility lacks sleeping quarters, lockers, and a designated area for physical fitness, including the necessary equipment.

In this facility, the kitchen, office, and meeting room are combined. The kitchen requires a proper fire extinguisher, and no wet floor mats were available for the sinks. The restrooms do not comply with ADA regulations, and the shower was being used for storage. Additionally, no wet floor mats were available for the sinks. Fire protection measures at the facility were limited to fire extinguishers. No GFCI electrical outlets were observed near the sinks in both the kitchen and restrooms. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The parking lot shows signs of wear and cracks. The surrounding landscape wood is in poor condition, with deteriorated sections exposing nails. The exterior shows signs of wear and peeling paint. The protective bollards should be repainted with a highly visible yellow or another appropriate color. A separate building on the property, approximately 2,400 square feet, was built between 1999 and 2002. This pre-engineered steel structure with metal walls and a concrete floor houses two pickup trucks and three apparatus, heated by an LPG heater. Within this building, there is a small storage room with additional storage above it. Adjacent to this building is a covered structure equipped with outdoor cooking apparatus. According to Chief Galyean, the facility has potential for expansion. (See Appendix A)

Rating

Overall, while Station 64 has potential, significant renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. By implementing these necessary improvements, the facility can continue to offer continuous operational service. Station/Facility Rating: Good (Appendix B).

State Road Volunteer Fire Department

The State Road Volunteer Fire Department oversees a single fire facility, Station 79, located at 1973 Old Highway 21, State Rd., NC 28676. The facility was evaluated on Friday, October 25, 2024.

Station 79

According to Surry County Tax Records, the facility sits on .875 acres of land and was constructed in 1961. This facility features a masonry frame structure with a gable roof covered by metal roofing. The exterior walls are brick. The interior consists of masonry walls with plywood paneling and concrete floors and tiles. The building is equipped with a natural gas ducted forced air system for heating and central air conditioning for cooling. The facility spans a total area of 3,758 square feet, with the apparatus bay floor covering approximately 2,016 square feet.

Assessment

The facility lacks illuminated exit signs and emergency lighting, and no printed Emergency Evacuation Plan was observed. Additionally, excessive material storage on the apparatus bay floor creates diminished access between the vehicles. The facility lacks apparatus bay door sensors, and the structural firefighter PPE storage does not protect against UV lighting. This facility lacks sleeping quarters, lockers, and a designated area for physical fitness, including the necessary equipment. The kitchen's cooking equipment, excluding the refrigerator, is outdated, and it lacks a proper fire extinguisher. Additionally, no wet floor mats were available for the sinks. The restrooms do not comply with ADA regulations. There are no showers, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers and smoke detectors. Additionally, the fire extinguisher in the office needs to be mounted. No GFCI electrical outlets were observed near the sinks in both the kitchen and restrooms. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior remains in very good condition, but the parking lot and apron show significant signs of wear, cracks, and sunken areas. A separate building on the property, approximately 2,204 square feet, was constructed in the early 1970s and appears structurally similar to the main building. This building houses additional vehicles and apparatus. Inside, there is a mezzanine storage area and excessive material storage, including flammable and combustible liquids. Adjacent to this building is a covered structure equipped with outdoor cooking apparatus and an awning where a pickup truck is housed. Significant discarded debris is present behind this building. According to Chief Spicer, the facility has no potential for expansion. (See Appendix A)

Rating

While the exterior condition of Station 79 is commendable, significant renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. Implementing these necessary improvements will enable the

facility to offer continuous operational service. Station/Facility Rating: Fair (Appendix B).

C. C. Camp Volunteer Fire Department

The C. C. Camp Volunteer Fire Department manages two fire facilities: Station 65, located at 1971 C.C. Camp Road, Elkin, NC 28621, and Sub Station 65 at 9259 NC 268, Elkin, NC 28621. Evaluations of both facilities were conducted on Friday, October 25, 2024.

Station 65

According to Surry County Tax Records, the facility sits on 1.6 acres of land and was constructed in 1982. This facility features a wood frame structure with a gable roof covered by architectural shingles. The exterior walls are brick, The interior consists of masonry walls with sheetrock covering and concrete floors and tiles. The building is equipped with an electric heat pump for heating and central air conditioning for cooling. The facility spans a total area of 4,000 square feet, with the apparatus bay floor covering approximately 2,400 square feet.

Assessment

In the training/day room, the exit door is obstructed by a desk, and the discharge for this door drops off at least 10 to 12 inches. All exits lack signage and emergency lighting, and no printed Emergency Evacuation Plan was observed. There is a visible hole and peeling paint in the ceiling of the apparatus bay area. The apparatus bay area and the basement have excessive loose and unsecured material storage. The facility lacks apparatus bay door sensors and an apparatus exhaust ventilation system. Additionally, the structural firefighter PPE storage does not protect against UV lighting. The front apparatus bay door is damaged, missing a panel. This facility lacks sleeping quarters and lockers. The kitchen lacks a proper fire extinguisher, and no wet floor mats were available for the sinks. The restrooms are being used to store chairs. The shower is designated as the "DECON" area, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers. Additionally, the fire extinguisher on the apparatus bay floor needs to be mounted. No GFCI electrical outlets were observed near the sinks in both the kitchen and restrooms. In the basement, there is exposed wiring, with a light fixture hanging by its wiring. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior remains in good condition, but the parking lot and aprons exhibit significant signs of wear and cracks, with some areas consisting of only damaged asphalt and gravel. The glass in the side personnel exit door has a significant crack. The bollards protecting the gas meter need to be repainted to a visible yellow or another appropriate color. The landscape brick wall is damaged, creating a pile of bricks near the station generator. The driveway to the basement is loose gravel with signs of vegetation growth. According to the property representative, the facility has the potential for expansion. (See Appendix A)

Sub Station 65

According to Surry County Tax Records, the facility sits on 1.5 acres of land and was constructed in 1997. This facility features a masonry frame structure with a gable roof covered by composition shingles. The exterior walls are brick, The interior consists of sheetrock covering and concrete floors.

The building is equipped with an LPG gas forced air system for heating and central air conditioning for cooling. The facility spans a total area of 2,800 square feet, with the apparatus bay floor covering approximately 2,000 square feet.

Assessment

All exits lack signage and emergency lighting. Although an emergency light exists on the apparatus bay floor, it is unplugged. Additionally, no printed Emergency Evacuation Plan was observed. The personnel exit door in the apparatus bay is obstructed by a battery charger, and the apparatus bay area contains excessive loose and unsecured material storage. The facility has a significant number of spider webs. Furthermore, the personnel areas on the second level have poor lighting conditions. The middle apparatus bay door lacks a safety sensor. Additionally, the facility is missing an apparatus exhaust ventilation system, structural firefighter PPE storage, and a laundry area or equipment. The second level of the facility includes a small supplementary room, approximately 400 square feet, which contains a microwave oven and a small couch. The facility lacks sleeping quarters, lockers, an exercise area and equipment, and a designated office. This facility lacks a designated kitchen. The exhaust fan in the women's restroom needs to be repaired or replaced. Additionally, this facility lacks a shower, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers. Notably, the fire extinguisher for the storage room is overdue for inspection, with the last inspection conducted in 2012. No GFCI electrical outlets were observed near the sinks in the restrooms. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed.

The exterior remains in good condition, but the asphalt driveway exhibits significant signs of wear and cracks, with vegetation growth present, and is bordered by worn-out wooden landscape timbers. The parking lot has limited parking spaces, and the lines need to be repainted. According to the property representative, the facility has the potential for expansion. (See Appendix A)

Rating

Overall, while both facilities show potential, substantial renovations are required to address the identified deficiencies and enhance their operational efficiency and safety. Implementing these necessary improvements will ensure continuous and effective service by the C. C. Camp Volunteer Fire Department. Station 65:

Station/Facility Rating: Fair (Appendix B). Sub Station 65: Station/Facility Rating: Fair (Appendix B).

South Surry Volunteer Fire Department

The South Surry Volunteer Fire Department manages three fire facilities: Station 74 at 3124 Rockford Road, Dobson, NC 27017; Station 74-A at 4056 Siloam Road, Dobson, NC 27017; and Station 74-B at 8455 US 601, Dobson, NC 27017. Evaluations for all facilities were conducted on Friday, October 25, 2024.

Station 74

According to Surry County Tax Records, the facility sits on 0.95 acres of land and was completed in 2012. It features a steel frame structure with a wood truss roof covered by metal roofing and commercial brick walls. The interior comprises custom masonry walls and concrete floors. The building is equipped with an electric heat pump system for heating and central air conditioning for cooling. Spanning a total area of 8,165 square feet, the apparatus bay floor covers approximately 4,800 square feet and is heated by LPG radiant heaters.

Assessment

No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system and appropriate fire extinguisher coverage, with fire extinguishers overdue for their annual inspection since August 2023. The structural firefighter PPE storage does not protect against UV lighting, and the facility lacks sleeping quarters, lockers, and an area for physical fitness, including necessary equipment. The kitchen lacks a fire extinguisher. There were no wet floor mats available for all sinks. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower were present. The exterior remains in very good condition; however, the parking lot shows signs of wear and cracks. According to Chief Tilley, the facility has potential for expansion. (See Appendix A)

Station 74-A

According to Surry County Tax Records, the facility is situated on 2.07 acres of land and was completed in 1983. It features a masonry frame structure with a gable truss roof covered by asphalt shingles. The exterior walls are made of concrete block, while the interior consists of masonry walls and concrete floors. The building is equipped with an electric forced air system for heating. The facility spans a total area of 4,744 square feet, with the apparatus bay floor covering approximately 2,720 square feet and heated by LPG ceiling heaters.

Assessment

Several areas within the facility showed signs of peeling paint, openings in the walls and ceilings, and evidence of water damage. Material storage was loose and unsecured. There were no exit signs in the office, kitchen, training room, and personnel exits on the apparatus bay floor area. No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system. Additionally, the structural firefighter PPE storage does not protect against UV

lighting, and no laundry area or equipment was observed. This facility lacks sleeping quarters, lockers, and an area for physical fitness, including the necessary equipment. The kitchen fire extinguisher is underrated, and no wet floor mats were available for any of the sinks. There are no shower facilities in the building. Fire protection measures at the facility are limited to fire extinguishers, all of which are overdue for their annual inspection (August 2023). There was limited access to the electrical shut-off behind the cascade system. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower were present. A grill with an LPG tank was stored in the apparatus bay. The exterior is in good condition, but the parking lot exhibits signs of wear and cracks, and discarded materials were noted at the rear of the facility. The exterior walls show signs of wear, discoloration, and moss. According to Chief Tilley, the facility cannot be expanded. (See Appendix A)

Station 74-B

According to Surry County Tax Records, the facility sits on 0.87 acres of land and was completed in 2019. This facility features a steel frame structure with a steel truss roof covered by a metal roof. The exterior walls are modular metal, while the interior comprises masonry walls and concrete floors. The building is equipped with a natural gas ducted forced air system for heating and central air conditioning for cooling. The facility spans a total area of 2,400 square feet, with the apparatus bay floor covering approximately 1,920 square feet.

Assessment

No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system and storage for structural firefighter PPE. Additionally, it does not have a laundry room or equipment. This facility lacks sleeping quarters, lockers, an office, training rooms, and a designated area for physical fitness, including the necessary equipment. It also lacks a kitchen. The facility has a single restroom, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers, all of which are overdue for their annual inspection (August 2023). No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable Storage Cabinets, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower were present. The exterior is in excellent condition. This facility lacks an emergency power generator, but according to Chief Tilley, it can be expanded. (See Appendix A)

Rating

While the South Surry Volunteer Fire Department's facilities are structurally sound, significant renovations are required to address the identified deficiencies and enhance operational efficiency and safety. Implementing these necessary improvements will ensure continuous and effective service. Station 74: Station/Facility

Rating: Very Good (Appendix B). Station 74-A:, Station/Facility Rating: Good (Appendix B). Station 74-B: Station/Facility Rating: Excellent (Appendix B).

White Plains Volunteer Fire Department

The White Plains Volunteer Fire Department operates a single fire facility known as Station 78, located at 801 Old US 601, Mt. Airy, NC 27030. This facility assessment was conducted on Friday, October 25, 2024.

Station 78

According to Surry County Tax Records, the facility is situated on 4.1 acres. Built in 2009, this facility features a steel structure with a wood truss covered by metal roofing. The exterior walls are commercial brick, and the interior comprises custom masonry walls and concrete floors. The facility is heated by an electric heat pump system and cooled by central air conditioning. Additionally, it is heated by LPG radiant heaters. The total area is 10,560 square feet, with the apparatus bay floor covering approximately 5,120 square feet. There is also an auxiliary storage area that is approximately 1,760 square feet.

Assessment

Several safety and compliance issues were noted at the facility. Multiple pneumatic air hoses lying on the apparatus bay floor created a tripping hazard. The auxiliary storage area had loose and abundant storage, raising movement access concerns. No printed Emergency Evacuation Plan was observed. The facility lacks apparatus bay door safety sensors, an apparatus exhaust/ventilation system, and storage for structural firefighter PPE. Additionally, there is no laundry area or equipment. The facility lacks sleeping quarters, lockers, and a designated room or area for physical fitness, including the necessary equipment. There was no ventilation hood for the stove/oven, and no wet floor mats were available for the kitchen and restroom sinks. Fire protection measures at the facility are limited to fire extinguishers and a fire alarm system with pull stations. All fire extinguishers are overdue for their annual inspection (June 2023). Storage and a ladder were obstructing the electrical panel box. No written Hazardous Communications Program or Materials Safety Data Sheets were observed. Additionally, a grill with an LPG tank was stored in the auxiliary storage area. No Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior is in excellent condition. There are no exterior storage buildings. According to Chief Crigger, there is no additional space to expand the current facility. (See Appendix A)

Rating

Overall, while the exterior condition of Station 78 is creditable, critical renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. Implementing these necessary improvements will ensure the facility can continue to offer continuous operational service. Station/Facility Rating: Very Good (Appendix B).

Westfield Volunteer Fire Department

The Westfield Volunteer Fire Department operates a single fire facility known as Station 73, located at 3386 Old Westfield Road, Westfield, NC 27053. This facility assessment was conducted on Monday, October 28, 2024.

Station 73

According to Surry County Tax Records, the facility is situated on 2.28 acres and was constructed in 1985, with an addition added in 2020. It features a steel structure with a steel truss covered by metal roofing. The exterior walls are modular metal, and the interior comprises masonry walls and concrete floors. The facility is heated by an electric heat pump system and cooled by central air conditioning. Additionally, the apparatus bays are heated by LPG ceiling-mounted heaters. The total area is 9,806 square feet, with two distinct apparatus bay areas: Bay #1 is 1,920 square feet, and Bay #2 is 2,730 square feet.

Assessment

No printed Emergency Evacuation Plan was observed. In Bay #1, the light bulbs for the exit lights are burnt out and need replacement. Additionally, in Bay #1, there were noticeable rips and cuts in the wall insulation. The mezzanine area in Bay #2 needs a fire extinguisher. The facility lacks an apparatus exhaust ventilation system, and the storage for structural firefighter PPE does not provide protection against UV lighting. No wet floor mats were available for the sink in the laundry room. This facility lacks personnel lockers and a designated room or area for physical fitness, including equipment. The individual sleeping quarters are currently used for storage. No wet floor mats were available for the kitchen sinks. There is a single shower located in the men's restroom. No wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers. There was a ladder in front of the electrical panel box and an unmounted electrical box hanging down with exposed wires. No written Hazardous Communications Program or Materials Safety Data Sheets were observed. Additionally, a grill with an LPG tank was stored in Bay #1. No Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior is in excellent condition. The facility features a diesel Above Ground Storage Tank (AGST) fill station located on the south side. It is recommended that a "No Smoking" sign and an appropriately rated fire extinguisher be installed at this location. According to the property representative, the facility has the potential for expansion. The concrete apron, where it connects to the public road, exhibits signs of cracks, damage, and loose rocks.
(See Appendix A)

Rating

Station 73 demonstrates potential for continuous operational service, but minor renovations are necessary to address the identified deficiencies and enhance its safety and operational efficiency. By implementing these improvements, the facility can maintain its functionality and service to the community. Station/Facility Rating: Very Good (Appendix B)

Shoals Volunteer Fire Department

The Shoals Volunteer Fire Department operates a single fire facility known as Station 61, located at 2964 Shoals Road, Pinnacle, NC 27043. This facility assessment was conducted on Monday, October 28, 2024.

Station 61

According to Surry County Tax Records, the facility is situated on 1.63 acres and was built in 1996. It features a steel structure covered by metal roofing, with exterior walls of brick and aluminum siding. The interior comprises custom masonry walls and concrete floors. Heating is provided by an electric heat pump system, while cooling is managed by central air conditioning. Additionally, the apparatus bays are heated by LPG radiant heaters. The total area of the facility is 8,540 square feet, with the apparatus bay covering 5,880 square feet.

Assessment

The storage room has loose, unsecured, and cluttered materials. The ceiling insulation in the apparatus bay shows signs of cracks and discoloration. No printed Emergency Evacuation Plan was observed. Not all apparatus bay doors are equipped with safety sensors. The facility lacks an apparatus exhaust ventilation system, and the storage for structural firefighter PPE does not provide protection against UV lighting. The concrete floor displays signs of discoloration, and multiple cracks have been observed. Additionally, SCBA bottles were not properly stored on the apparatus bay floor. This facility lacks personnel sleeping quarters, lockers, and a designated room or area for physical fitness, including equipment. No wet floor mats were available for the sinks.

The women's restroom is being used for storage. Fire protection measures at the facility are limited to fire extinguishers. There is a hood extinguisher system over the stove/oven in the kitchen. There are no GFCI electrical outlets in the women's restroom and at the sinks in the kitchen. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, four grills with four LPG tanks were stored in the apparatus bay. No Flammable/Combustible Storage Cabinet, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior of the facility is in excellent condition. The facility features a water Above Ground Storage Tank (AGST) located on the west side. Discarded materials are present outside the facility on the west side. The parking lot shows significant wear, with cracks, holes, and loose asphalt. The concrete apron, where it connects to the public road, exhibits signs of cracks and damage. According to Chief Killgo, the facility has the potential for expansion. (See Appendix A)

Rating

Overall, while the exterior situation of Station 61 is good, significant renovations are required to address the identified deficiencies and improve its operational effectiveness and safety. By implementing these necessary improvements, Station 61

has the potential to provide continuous operational service. Station/Facility Rating: Good (Appendix B)

Central Surry Volunteer Fire Department

The Central Surry Volunteer Fire Department manages two fire facilities: Station 77, located at 2325 White Dirt Road, Dobson, NC 27017, and Sub Station 77 at 611 S. Main Street, Dobson, NC 27017. Evaluations of both facilities were conducted on Friday, October 25, 2024.

Station 77

According to Surry County Tax Records, the facility is situated on 1.5 acres of land and was constructed in 1997. It features a steel frame structure with a steel truss roof covered by metal roofing. Both the exterior and interior walls are modular metal, and the facility has concrete floors throughout. The building is equipped with an electric heat pump for heating and central air conditioning for cooling. The total area of the facility is 5,800 square feet, with the apparatus bay floor covering approximately 2,800 square feet. Additionally, the apparatus bays are heated by LPG radiant heaters.

Assessment

The area under the stairs to the mezzanine contains excessive material storage, and the mezzanine level itself is cluttered. Significant storage was also observed on the apparatus bay floor, including improperly stored SCBA bottles. The apparatus bay floor shows signs of wear and peeling paint/covering. Additionally, no printed Emergency Evacuation Plan was observed. The facility lacks apparatus bay door sensors and an apparatus exhaust ventilation system. The structural firefighter PPE storage does not protect against UV lighting. This facility lacks personnel sleeping quarters, lockers, and a designated room or area for physical fitness, including equipment. The kitchen lacks a proper fire extinguisher, and no wet floor mats were available for the sinks. The facility lacks showers, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers. No GFCI electrical outlets were observed near the sinks in the kitchen, and the panel breaker box is blocked by material storage. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable/Combustible Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. A grill with an LPG tank was also stored in the apparatus bay.

The exterior remains in good condition, but the apron and parking lot are exhibiting significant signs of wear and cracks. The exterior of the building shows signs of paint peeling, and rust is forming near the natural gas line. There is discarded debris on the side of the building. The Handicap Parking sign needs to be replaced, as it is currently lying beside the building. According to Chief Hall, the facility has the potential for expansion. (See Appendix A)

Sub Station 77

According to Surry County Tax Records, the facility is situated on 2.4 acres of land and was constructed in 1990. This facility features a steel frame structure with a steel

truss roof covered by metal roofing. Both the exterior and interior walls are modular metal, and the facility has concrete floors throughout. The building is equipped with an electric heat pump for heating and central air conditioning for cooling. The total area of the facility is 3,200 square feet, with the apparatus bay floor covering approximately 1,296 square feet. Additionally, the apparatus bays are heated by LPG radiant heaters.

Assessment

The facility has non-lighted exit signs and lacks emergency lighting. Additionally, there are several holes, rips, and tears in the wall insulation, and the apparatus floor paint/covering is chipped. No printed Emergency Evacuation Plan was observed. The rear apparatus bay doors lack safety sensors, and there is no apparatus exhaust ventilation system in place. The storage for structural firefighter PPE does not offer protection against UV lighting. Furthermore, there is no designated laundry area or equipment available. The facility does not have sleeping quarters, lockers, an exercise area with equipment, or a designated office. There is a single room that serves as both the day room and the kitchen, which also includes a desk. The kitchen lacks a proper fire extinguisher, and no wet floor mats were available for the sinks. The men's restroom has a single shower that is currently being used for material storage, and no wet floor mats were available for the sinks. Fire protection measures at the facility are limited to fire extinguishers. There is exposed electrical wiring on the ceiling in the apparatus bay, and the electrical panel in the storage room is blocked. No written Hazardous Communications Program or Material Safety Data Sheets were observed. Additionally, no Flammable/Combustible Storage Cabinet, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The exterior of the facility remains in good condition. The asphalt driveway exhibits significant signs of wear and cracks, with vegetation growth present. The exterior of the building shows wear from the weather, particularly around the exhaust from the gas heater. Additionally, the facility lacks an electrical power generator. According to Chief Hall, the facility has the potential for expansion. (See Appendix A)

Rating

Both Station 77 and Sub Station 77 of the Central Surry Volunteer Fire Department require significant improvements to ensure safety and operational efficiency. While both facilities show potential, substantial renovations are required to address the identified deficiencies and enhance operational efficiency and safety. Implementing these improvements will ensure continuous and effective service by the Central Surry Volunteer Fire Department. Station 77: Station/Facility Rating: Fair (Appendix B). Sub Station 77: Station/Facility Rating: Fair (Appendix B).

Jot-Um-Down Volunteer Fire Department

The Jot-Um-Down Volunteer Fire Department operates a single fire facility known as Station 66, located at 1091 Dobbins Mill Road, Elkin, NC 28621. This facility assessment was conducted on Monday, October 28, 2024.

Station 66

According to Surry County Tax Records, the facility is situated on .58 acres, it was constructed in 1980, this facility features a masonry structure with a gable roof topped with asphalt shingles. The exterior walls are composed of masonry brick and aluminum siding. Inside, the facility is outfitted with custom masonry walls and concrete floors. Heating is provided by a natural gas forced air ducted system, and cooling is managed by central air conditioning. Additionally, the apparatus bays are heated by gas ceiling-mounted heaters. This multilevel facility has an apparatus bay on the lower level, occupying approximately 2,580 square feet. The total area of the facility is 5,876 square feet.

Assessment

The apparatus bays have loose, unsecured, and cluttered materials, which in some areas create diminished access between the apparatus. There is storage under the stairway from the training room to the apparatus bay, which also has inadequate lighting. A low-hanging structural beam in this area requires a high-visibility paint warning. The personnel exit doors in the apparatus bay need lighted exit signs and emergency lighting. The wooden sub-floor structure of the upper level is exposed and unprotected over the apparatus bay area. There are openings in the walls of the apparatus bay area, with the walls and floor showing signs of peeling paint/covering and discoloration. No printed Emergency Evacuation Plan was observed. The facility lacks an apparatus exhaust ventilation system, and the storage for structural firefighter PPE does not provide protection against UV lighting. The concrete floor displays signs of discoloration. Additionally, the facility does not have a laundry room or equipment. This facility lacks personnel sleeping quarters, lockers, and a designated room or area for physical fitness, including equipment. The kitchen lacks a proper fire extinguisher, and no wet floor mats were available for the sinks. No wet floor mats were available for the restroom sinks. Fire protection measures at the facility are currently limited to fire extinguishers and a single smoke detector located in the office. All fire extinguishers are past due for their annual inspection, which was due in July 2023.

There is exposed electrical wiring near the kitchen hood/stove and at the panel box in the apparatus bay. Additionally, the electrical panel in the apparatus bay is blocked. No written Hazardous Communications Program or Material Safety Data Sheets were observed. No Flammable/Combustible Storage Cabinet, Chemical Pesticide Storage Cabinet, Emergency Eye Wash Station, or Shower was observed. The facility gutters show signs of wear and are not properly attached, with indications of dripping water suggesting backup issues. The driveway on the south side and the parking lot exhibit significant wear, including cracks, holes, and loose asphalt. The

entry steps have disintegrated, and there is warning tape indicating the hazard. The concrete walkway is damaged, and there are signs of mold growth and discoloration on the exterior of the building. Additionally, the facility lacks an electrical power generator. According to Chief Micel, the facility has no potential for expansion. (Appendix A)

Rating

While Station 66 has the potential to provide continuous operational service, significant renovations are required to address the identified deficiencies and enhance its operational efficiency and safety. Station/Facility Rating: Good (Appendix B).

Visual Summary of Fire Station Facility Ratings:

NC FIRE CHIEF CONSULTING		
SURRY COUNTY FIRE STATIONS FY 24-25 EVALUATION		
Department	Station	Overall Rating
Bannertown	Sub 75	Excellent
Mountain Park	Sub 69	Excellent
Skull Camp	72-3	Excellent
South Surry	74-B	Excellent
Bannertown	75	Very Good
FourWay	68	Very Good
Franklin	71	Very Good
South Surry	74	Very Good
Westfield	73	Very Good
White Plains	78	Very Good
Ararat	63	Good
Franklin	Sub 71	Good
Jot-Um-Down	66	Good
Mountain Park	69	Good
Pilot Knob	76	Good
Pine Ridge	64	Good
Shoals	61	Good
Skull Camp	72-1	Good
Skull Camp	72-2	Good
South Surry	74-A	Good
CC Camp	65	Fair
CC Camp	Sub 65	Fair
Central Surry	77	Fair
Central Surry	Sub 77	Fair
State Road	79	Fair

Facility Detailed Observations and Recommendations:

Summary

In the recent assessment of twenty-five[1] fire facilities within Surry County, North Carolina, conducted by North Carolina Fire Chief Consulting (NCFCC), the facilities were evaluated based on their accessibility, maintenance condition, safety compliance, emergency preparedness, storage & organization, and environmental control. (See Facilities Appendix A) The evaluation criteria, derived from recognized standards and regulations, provided a comprehensive understanding of each facility's suitability to support personnel and equipment assets. The assessment revealed variations in performance across these criteria.

Common Deficiencies Identified

- Safety and Compliance Issues: Many facilities lack critical safety systems such as emergency exit signage, emergency lighting, apparatus exhaust/ventilation systems, and adequate fire protection measures including fire extinguishers and smoke detectors. Several facilities also lack ADA-compliant restrooms and proper GFCI electrical outlets.
- Structural and Maintenance Concerns: Issues such as cluttered and unsecured storage, discolored and cracked concrete floors, peeling paint, damaged insulation, and inadequate lighting were common. Some facilities have structural components, like beams and walls, that require high-visibility warnings or repairs.
- Operational Efficiency: A recurring issue is the lack of sleeping quarters, lockers, and designated areas for physical fitness, which are critical for the well-being of personnel. Additionally, many facilities lack proper laundry rooms and equipment for cleaning structural firefighter gear.
- Equipment and Storage: Inadequate storage for structural firefighter PPE, often without UV protection, and the absence of essential safety equipment like eyewash stations, flammable storage cabinets, and emergency showers were noted. Many facilities also have expired or improperly stored firefighting equipment and hazardous materials.
- Exterior Condition and Expansion: While some facilities have exteriors in good condition, many parking lots and aprons show signs of wear, cracks, and damage. There is often a lack of adequate signage, and discarded materials and debris can pose safety hazards. Expansion potential varies, with some facilities having no room for growth.

[1]This report includes twenty-six fire facilities. The Town of Dobson Fire Department assessment was conducted in September 2023. According to the Surry County Fire Marshal's Office, the facility remains unchanged with no improvements. The findings from that report have been integrated into this report.

Deficiencies Discoveries-Itemized

- Accessibility Assessment
    - Sleeping Dormitory: None of the facilities have dormitory-style sleeping areas. Sleeping Individual Rooms: Four facilities (15%) have individual sleeping rooms. The requirements for a sleeping room or area in a fire station occupancy can vary based on several factors, including the specific building code edition adopted by the local jurisdiction. Key factors include occupancy classification and type, emergency escape and rescue openings, smoke detectors and CO detectors, and sprinkler systems. These elements are essential for ensuring the safety and compliance of sleeping areas in fire stations.
    - Lockers: Five facilities (19%) have lockers.
    - Kitchen: Twenty-five facilities (96%) have an operating kitchen.
    - Exercise Equipment/Room: Three facilities (12%) have exercise equipment or a designated room. A Physical Fitness Room/Area in a fire station is essential for maintaining the health, strength, and overall well-being of firefighters. Here are some considerations and equipment recommendations: Cardio: Equipment such as treadmills, stationary bikes, and rowing machines can improve cardiovascular endurance, which is vital for firefighters who often perform physically demanding tasks. Strength: Free weights, weight machines, and resistance bands can help build and maintain muscle strength, which is crucial for lifting heavy equipment and performing rescues. Functional: Equipment like medicine balls, kettlebells, and balance boards can enhance functional fitness, improving firefighters' agility, coordination, and ability to handle real-life situations. Stretching: Yoga mats, foam rollers, and stretching bands can aid in flexibility and recovery, reducing the risk of injuries and ensuring firefighters are ready for action.
    - Laundry Room/Equipment: Thirteen facilities (50%) have laundry facilities. This equipment and capability are crucial for maintaining the safety and health of firefighters. Essential equipment options for fire stations include Commercial washer-extractors. Commercial dryers. Specialized gear extractors or washer-extractors designed to meet NFPA [10]1851 standards for cleaning firefighters' turnout gear (coats, pants, hoods). PPE drying cabinets, which are essential for drying turnout gear quickly and safely. Additionally, there should be an organized record-keeping system in place to monitor structural firefighting PPE.
    - Office Area: Twenty facilities (77%) have a designated office area. Training, Supplementary Rooms: Twenty-two facilities (85%) have training or supplementary rooms. Fire stations possess dual roles and should possess the ability to fulfill both internal operational requirements and those of the community.

  - Restrooms, Separate Facilities for All Sexes: Twenty-four facilities (92%) have separate facilities for all sexes. ADA Compliant: Twenty facilities (77%) comply with ADA requirements.
  - Handwashing Facilities: All twenty-six facilities (100%) have handwashing facilities. Shower Facilities: Sixteen facilities (62%) have shower facilities. The requirements for restrooms and bathing facilities are outlined in the 2018 North Carolina State Building Code. These requirements include general plumbing, sewage disposal systems, the minimum number of fixtures required, and the number of required fixtures for either male or female occupants. Additionally, the facilities must comply with the Americans with Disabilities Act Accessibility Guidelines (ADAAG).

- Maintenance Condition Assessment
  - Ceiling, Walls No Missing Tiles, Water Damaged, etc.: 15 facilities (58%) meet the requirements. Maintaining the condition of ceilings and walls is crucial to prevent potential hazards and ensure a safe environment for occupants.
  - All Work Area Clean, Orderly, Hazard Free: 12 facilities (46%) meet the requirements. Employers must ensure walking-working surfaces are inspected regularly and maintained in a safe condition.
  - Kitchen - Clean & Orderly: 23 facilities (88%) meet the requirements.
  - Restrooms - Clean & Orderly: 24 facilities (92%) meet the requirements.
  - Properly Protected, No Pinch Points, Sharp Edges: 26 facilities (100%) meet the requirements.
  - Mechanical Safeguards in Place & Working: 23 facilities (88%) meet the requirements.
  - Does The Building Have Any Expansion Space: 19 facilities (73%) have expansion space.
  - Exterior, Parking Lot, Apron Good Condition: 15 facilities (58%) meet the requirements.
  - Grounds/Yard/Shrubbery: 26 facilities (100%) are well-maintained.

- Safety Compliance-General
  - The assessment of fire facilities in Surry County included various parameters to ensure safety and compliance. These parameters were rated as follows:
  - 88% of facilities had proper and adequate apparatus bay doors with safety sensors. Ensuring safety in fire department apparatus bays is crucial for both personnel and equipment. While there isn't a specific standard that mandates safety sensors for bay doors, integrating these practices can significantly enhance safety in fire department facilities. Always consult local building codes and regulations to ensure compliance with safety requirements.
  - 68% of facilities had unobstructed and adequately signed exits.

- 80% of facilities had functional and properly displayed emergency exit signs.
- 96% of facilities had exits and stairways kept free of obstruction and not used for storage.
- 0% of facilities had adequate wet floor mats for sinks and water fountains.
- 20% of facilities had smoke detectors.
- 4% of facilities had carbon monoxide detectors.
- 0% of facilities had emergency eyewash/shower stations.
- 0% of facilities had cleaned and inspected eyewash/shower stations.
- 64% of facilities had adequate lighting in all work areas.
- These assessments highlighted significant areas for improvement, particularly in the presence of smoke and carbon monoxide detectors, wet floor mats, and emergency eyewash/shower stations. Maintaining these standards is essential for the safety and functionality of the fire facilities and the personnel working within them.

- Safety Compliance-Electrical
  - The majority of the fire facilities assessed followed electrical safety regulations and requirements except for the following:
  - GFCI Within 6' of All Sinks (Kitchen, Restrooms & Laundry): 58% compliance. This regulation is designed to enhance safety by reducing the risk of electrical shock.
  - All Switches / Breaker Boxes Unobstructed: 62% compliance. This regulation ensures that electrical panels, cabinets, and other equipment are easily accessible and safe to work on, reducing the risk of accidents and injuries.
  - No Exposed or Visible Wires: 81% compliance. This ensures that all wires and electrical components are properly insulated, guarded, or isolated to minimize the risk of electrical shock or injury.

- Emergency Preparedness-Emergency Plans & Systems
  - Emergency Evacuation Plan Displayed:
    No station (0%) has an emergency evacuation plan displayed.
  - Written Hazardous Communications Program:
    No station (0%) has a written hazardous communications program.
  - Materials Safety Data Sheets (MSDS) Available:
    No station (0%) has MSDS available.
  - Emergency Power (Generator)
    There were seventeen fire facilities (65%) that had a generator for emergency power. The specific fuel type is listed below:
    - Natural Gas: 6 stations (23%) have a natural gas generator.
    - LPG: 7 stations (27%) have an LPG generator.
    - Diesel: 4 stations (15%) have a diesel generator.

- Emergency Preparedness-Fire Protection
    - Fire Extinguishers: 25 facilities (96%) have fire extinguishers.
    - Fire Extinguishers Checked Monthly/Serviced Yearly: 19 facilities (73%) have fire extinguishers that are checked monthly and serviced yearly.
    - Fire Extinguishers Unobstructed (36"): 25 facilities (96%) have unobstructed fire extinguishers.
    - Fire protection requirements for kitchens require a K-Rated Fire Extinguisher or equivalent (3A-40BC).
        - 3A-40BC or Higher Fire Extinguisher: 2 facilities (8%) have 3A-40BC or higher-rated fire extinguishers.
        - K Fire Extinguisher: 5 facilities (19%) have K-rated fire extinguishers.
    - Fire Alarm System: 5 facilities (19%) have a fire alarm system.
    - Sprinkler System: 3 facilities (12%) have sprinkler systems.
    - Sprinkler/Hood Systems / In Date for Testing: 2 facilities (8%) have sprinkler or hood systems that are up to date for testing and free from obstructions.
    - Cooking Hood System: 2 facilities (8%) have a cooking hood system.

- Emergency Preparedness, Hazmat
    - Chemical Containers Stored & Labeled Properly: 8 out of 26 facilities (31%) meet the requirements.
    - Flammable/Combustible Liquids Storage Cabinets: 5 out of 26 facilities (19%) meet the requirements.
    - Limited Fuel Storage/Proper Containers (< 25 Gallons): 13 out of 26 facilities (50%) meet the requirements.
    - Chemical, Pesticide Storage Cabinets: 1 out of 26 facilities (4%) have this capability.

- Storage and Organization
    - Material Storage is Safe & Secured: 16 facilities (62%) meet the requirements.
    - Storage of LPG Within Buildings: 13 facilities (50%) have storage within their facility. Storage of LPG within buildings is prohibited.
    - Firefighting PPE Storage: 18 facilities (69%) have this capability.
    - PPE Storage with Adequate Ventilation/Protection from UV Lighting: 1 facility (4%) met the requirements.
    - Lawn and Outdoor Equipment Storage: 11 facilities (42%) have Lawn & Garden Equipment on site.
    - Storage Buildings/Unattached Structures: 6 facilities (23%) have additional storage/unattached buildings

- Environmental Control
    - Dryer Filters & Ducts Clean: 25 facilities (96%) have clean dryer filters and ducts.

- Apparatus Exhaust/Ventilation Systems: Only 2 facilities (8%) have functioning apparatus exhaust/ventilation systems.

Recommendations

- Accessibility Assessment
  Enhance the safety and compliance of individual sleeping rooms by ensuring they meet local building code requirements, including occupancy classification, emergency escape openings, smoke and CO detectors, and sprinkler systems. Increase the number of lockers in facilities to provide secure storage for firefighters' personal items. Equip designated exercise rooms with essential fitness equipment such as treadmills, weights, and stretching tools to support firefighters' physical health and readiness. Ensure all facilities are equipped with commercial-grade laundry equipment and PPE drying cabinets to maintain the safety and hygiene of firefighting gear. Improve accessibility by ensuring all facilities comply with ADA requirements and provide separate restroom facilities for all sexes. Upgrade restrooms and shower facilities to meet the 2018 North Carolina State Building Code and ADA guidelines.

- Maintenance Condition Assessment
  Address 42% of facilities with damaged ceilings and walls to prevent potential hazards. Implement regular inspections and maintenance to ensure all work areas are clean, orderly, and hazard-free. Identify and utilize expansion space in 73% of facilities that have it, to enhance operational capacity. Maintain the exterior, parking lots, and aprons in good condition to ensure safe and efficient operations.

- Safety Compliance
  General
  Integrate safety sensors in apparatus bay doors to enhance safety for personnel and equipment. Ensure all exits are unobstructed, adequately signed, and equipped with functional emergency exit signs. Install adequate wet floor mats, smoke detectors, and carbon monoxide detectors in all facilities. Install and regularly inspect emergency eyewash and shower stations to meet safety standards. Ensure adequate lighting in all work areas to improve visibility and safety.

  Electrical
  Install GFCI outlets within 6 feet of all sinks in kitchens, restrooms, and laundry areas to reduce the risk of electrical shock. Keep all switches and breaker boxes unobstructed to allow safe and easy access. Ensure all wires and electrical components are properly insulated and guarded to prevent electrical hazards.

- Emergency Preparedness and Systems
  Display emergency evacuation plans in all facilities. Develop and implement a written hazardous communications program and ensure MSDS are available. Ensure that all facilities have a reliable generator, with a preference for natural gas or LPG to ensure continuous operation during emergencies. Maintain fire extinguishers, alarms, and sprinkler systems in all facilities. Ensure kitchens have K-rated fire extinguishers or equivalents. Properly store and label all chemical containers to meet safety regulations. Store flammable liquids in approved cabinets and limit fuel storage to less than 25 gallons. Ensure facilities have designated storage cabinets for chemicals and pesticides.

- Storage and Organization
  Improve the safety and security of material storage in facilities. Relocate LPG storage outside of buildings to comply with safety regulations. Provide adequate ventilation and UV protection for PPE storage. Ensure safe storage for lawn and outdoor equipment.

- Environmental Control
  Regularly clean dryer filters and ducts to prevent fire hazards. Improve and maintain apparatus exhaust and ventilation systems in all facilities.

Facilites Appendix A

Accessibility Assessment

This assessment examines the ease of access for personnel and equipment within the facility, covering several key areas:

- Sleeping Quarters, Includes both dormitory-style accommodations and individual rooms.
- Lockers, Evaluates the availability and condition of lockers.
- Kitchen, The accessibility and functionality of the kitchen.
- Exercise Equipment/Room, Reviews designated areas and equipment for physical fitness.
- Laundry Room/Equipment, Assesses the presence and condition of laundry facilities and equipment.
- Office Area, Examines the accessibility and functionality of the office space.
- Training and Supplementary Rooms looks at the adequacy of rooms used for training and other supplementary purposes.
- Restrooms, Assesses compliance with ADA standards, the availability of handwashing facilities, shower facilities, and separate facilities for all sexes.

Maintenance Condition Assessment

The maintenance condition of the facility is evaluated based on the physical state and upkeep. This includes the following criteria:

- NCSBC[11] Section 703.1, Ceilings and walls must be in good condition, with no missing tiles, open holes, or water damage.
- OSHA[12] 1910.22(d)(i), All employment areas, passageways, sidewalks, parking lots, storerooms, service rooms, and walking-working surfaces must be kept clean, orderly, and sanitary. Floors should be clean and dry where feasible. Walking-working surfaces must be free of hazards like sharp objects, loose boards, corrosion, leaks, spills, snow, and ice, and are regularly inspected and maintained in a safe condition.
- OSHA 1910.141, Kitchens, breakrooms, and restrooms should be kept clean.
- OSHA 1910.305(a)(2)(x), Flexible cords and cables must be protected from accidental damage, such as sharp corners, projections, and doorways or other pinch points.
- OSHA 1910.212(a)(1), Mechanical Safeguards in Place and In Proper Working Order (I.E. Paper Cutter Guards, Grinder Guards, Etc.)

Additional areas assessed include:

- Expansion Space - evaluates whether the building has any space available for expansion.
- Facility Exterior, Parking Lot and Apron Condition, Examines the condition of the exterior of the facility. Assesses the condition of the parking lot and apparatus apron.
- Grounds/Yard/Shrubbery, Reviews the maintenance of the grounds, yard, and shrubbery around the facility.

Safety Compliance: Measures adherence to safety standards and regulations.

General

- OSHA 1910.36(g)(4), Facility Exits Are Proper, Adequate and Unobstructed
- OSHA 1910.37, Emergency Exit Signs Functioning & Properly Displayed
- OSHA 1910.37, Corridors and Stairways Kept Free of Obstruction / Not Used for Storage
- OSHA 1915.82, ANSI IESNA[13] RP-1-04, Ensure All Work Areas and Walkways Have Adequate Lighting When Employees Are Present.
- NCSBC Section 915, Adequate, And Functioning, CO And Smoke Detectors In The Sleeping Area
- OSHA 1910.151(c), Emergency Eyewash/Shower Station
- ANSI/ISEA Z358.1-2014, Eyewash Shower Station Cleaned & Inspected
- Apparatus Bay Doors/Safety Sensors

Electrical

- OSHA 1910.334(a)(2)(i) / (ii), Portable cord- and plug-connected equipment and extension cords must be visually inspected for external and internal defects before each shift. If they remain connected and undamaged, they don't need inspection until moved. Any defective or damaged items must be removed from service and repaired before use to ensure safety.
- OSHA 1910.303(b)(2), Listed or labeled equipment shall be installed and used in accordance with any instructions included in the listing or labeling.
- OSHA 1910.304(b)(3)(i), All 125-volt, single-phase, 15- and 20-ampere receptacles installed in bathrooms or on rooftops shall have ground-fault circuit-interrupter protection for personnel. 2023 NEC Requirements
- OSHA 1910.303(b)(7)(i), Unused openings in boxes, raceways, auxiliary gutters, cabinets, equipment cases, or housings shall be effectively closed to afford protection substantially equivalent to the wall of the equipment.
- OSHA 1910.303(f)(2), Services, feeders, and branch circuits. Each service, feeder, and branch circuit, at its disconnecting means or overcurrent device, shall be legibly marked to indicate its purpose, unless located and arranged so the purpose is evident.
- OSHA 1910.303(g)(1), Space about electric equipment. Sufficient access and working space shall be provided and maintained for all electric equipment to permit ready and safe operation and maintenance of such equipment.
- OSHA 1910.305(b)(2)(i), All pull boxes, junction boxes, and fittings shall be provided with covers identified for the purpose. If metal covers are used, they shall be grounded. In completed installations, each outlet box shall have a cover, faceplate, or fixture canopy. Covers of outlet boxes having holes through which flexible cord pendants pass shall be provided with bushings designed for the purpose or shall have smooth, well-rounded surfaces on which the cords may bear.
- OSHA 1910.305(a)(2)(ix), Lamp guards are protective covers designed to shield light bulbs from accidental contact or breakage. They are typically made from

materials like metal or plastic and come in various forms, such as wire cages or mesh covers.
- NFPA 70E, No Exposed or Visible Wires
- OSHA 1910.22(a), Wet Floor Mats in Place Where Needed-i.e. Water Fountains, Sinks, Etc.

Emergency Preparedness: Rates the presence and adequacy of emergency plans and safety equipment.

Emergency Plans & Systems
- OSHA 1910.38. 1910 Subpart E, an emergency action plan must be written, kept in the workplace, and available for employee review, though employers with 10 or fewer employees can communicate it orally. The plan should include procedures for reporting emergencies, evacuations, accounting for employee's post-evacuation, rescue or medical duties, and operating critical plant operations before evacuation. It must also list the contact information of employees who can provide more details or explain duties under the plan. Is the Emergency Evacuation Plan prominently displayed?
- OSHA 1910.1200(e)(1), Employers shall develop, implement, and maintain at each workplace a written hazard communication program.
- OSHA 1910.1200(g)(8), The employer shall maintain in the workplace copies of the required safety data sheets for each hazardous chemical and shall ensure that they are readily accessible during each work shift to employees when they are in their work area(s). (Electronic access and other alternatives to maintaining paper copies of the safety data sheets are permitted as long as no barriers to immediate employee access in each workplace are created by such options.)
- Station Generator, Examines accessibility type and functionality. Natural Gas, LPG, Diesel

Fire Protection
- NCSBC Section 906, Fire Extinguishers Required
- NCSBC Section 906, Kitchen has a Class K or 3A-60BC Fire Extinguisher
- OSHA 1910.157 (c) (4), Fire Extinguishers Inspected Monthly & Serviced Annually
- OSHA 1910.157 (c) (1), Fire Extinguishers Unobstructed 36"
- Fire Alarm System, Examines accessibility and functionality.
- OSHA 1910.37, Alarm System in Normal Operation, And Free of Faults Or Trouble Signals
- Sprinkler System, Examines accessibility and functionality.
- Kitchen Hood System, Examines accessibility and functionality.
- OSHA 1910.37, Sprinkler/Hoods Systems are in date for Testing, Sprinkler Head Obstructed, <18" Clearance.

Hazmat

- OSHA 1910.1200(f)(6), Workplace labeling. the employer shall ensure that each container of hazardous chemicals in the workplace is labeled, tagged or marked
- Flammable/Combustible Liquids Storage Cabinets, Examines accessibility and functionality.
- OSHA 1926.152(b)(2), Store up to 25 gallons of flammable liquids outside an approved cabinet; any excess must be stored in an approved cabinet.
- Chemical, Pesticide Storage Cabinets, Examines accessibility and functionality.
- OSHA 1910.1200(g)(2)(vii), All Chemical Stored Safely.

Storage and Organization: Looks at the arrangement and security of stored items.

- OSHA 1910.176, Material storage must not create hazards. Items stored in tiers should be stacked, blocked, interlocked, and limited in height to ensure stability and prevent sliding or collapse. Storage areas must be free from tripping, fire, explosion, or pest hazards, and vegetation control should be maintained as needed.
- OSHA 1926.153(j), Storage of LPG within buildings is prohibited.
- Firefighting PPE Storage, Examines accessibility and functionality.
- PPE storage has adequate Ventilation/Protection from UV Lighting
- Lawn and Outdoor Equipment, Examines accessibility and functionality.
- Storage Buildings / Unattached Structures, Examines accessibility and functionality.

Environmental Control: Reviews the effectiveness of heating, cooling, and ventilation systems.

- OSHA 1910.39(c)(2), Dryer Filters in Good Condition, Cleaned, Exhaust Vent and Duct Cleaned
- Apparatus Exhaust/Ventilation Systems, Examines accessibility and functionality.

Facilities Appendix B

Station/Facility Rating

Facility rating based on compliance with the evaluation criteria listed in Appendix A.

Excellent

- A newly constructed fire station with state-of-the-art facilities.
- Features: Modern architecture and design, well-maintained equipment bays.
- Meets and exceeds standards and expectations. Operates at optimal efficiency with no deficiencies.

Very Good

- A fire station that has served for over a decade and remains in exceptional condition.
- Features: Solid construction, regular maintenance.
- Meets standards and expectations with minor issues that do not impact overall functionality.

Good

- A functional fire station that meets operational needs.
- Features: Adequate equipment storage, clean and well-organized facilities.
- Meets the majority of standards and expectations with a few notable deficiencies that require attention but are not critical.

Fair

- A station with some deficiencies but still operational.
- Features: Minor maintenance issues, acceptable infrastructure.
- Meets minimum standards and expectations. Adequate but with room for improvement.

Poor

- An outdated fire station in need of significant repairs.
- Features: Cracked walls, leaky roof, limited equipment storage.
- Falls short of several standards and expectations. Significant deficiencies need to be addressed to ensure proper functionality.

Section 6: Financial Analysis

Financial Summary

Financial Analysis

Each fire department throughout Surry County (except for Ararat) cooperatively participated in providing important financial information for the assessment team to review through data collection capturing volunteer and paid personnel in the department, department overall funding, grants and all other revenues, and other relevant data. NCFCC developed tools to analyze this data for Surry County and compare the fire departments across the county. In addition, data by individual fire district, tax valuation, population, address points, road miles, area, parcels, historic (multi-year) response data and other dynamics were compiled to help better establish some of the hazard and risk within each of the individual districts.

The primary sixteen separate contracting fire departments within Surry County operate on budgets that are supported by taxes levied within their identified service district coverage areas. The differences among these fire departments are many and varied:

- The taxes levied in these areas vary from $0.037 to $0.111 per hundred-dollar valuation.
- The property valuation within the department districts ranges from a low of $104 million to a high of $1.13 billion.
- The coverage areas for these fire departments range from 2 to approximately 63 square miles.
- The populations protected range in size from 1,245 to 10,730 residents.
- While all fire departments within Surry County respond to fires and have varying levels of staffing; all the departments rely on volunteer firefighters to provide the bulk of their effective response forces.
- The administrative and financial burdens associated with fire departments have increased due to more complex regulations and training requirements.
- As with the fire service in the United States, the volunteer fire departments within Surry County have faced challenges in maintaining membership.

Service contracts are administered by Surry County to each of the provider fire departments for one fire protection service district and fifteen rural fire tax districts. Total income received by the sixteen contracting fire departments, as recorded on their fiscal year 2023 federal 990 forms averaged $472,204 with a high income reported of $1,465,309 and a low reported of $198,042.

The annual operating budgets for the thirteen reporting fire departments ranged from a high of $494,800 to a low of $107,320. When reviewing debt service payments, fifteen fire departments maintain an active debt service, totaling almost seven million dollars ($6,967,779), with an average department debt of approximately $464,519. The average annual debt service payment for the fire departments was $67,591.

Personnel costs are typically the highest single cost for fire departments. An analysis of the total budget dollars and percentage of total operating budget allocated to personnel costs was performed. Across the entire county, approximately 39 persons are identified as being paid in some manner, totaling nearly $509,807 annually. It should be noted that Surry County Government is currently providing approximately $250,000 of this amount through an annual grant program. Six fire departments report no funds going to paid personnel, while ten (10) report some level of funding. The Jot-Um-Down and Mountain Park Fire Departments had the lowest personnel to budget ratio with 1% and 2% respectively. The Skull Camp Fire Department reports 51% of their annual operating budget going to personnel costs.

The liquidity (Cash and Savings) of each of the non-profit departments were obtained by their submitted federal 990 submissions as of June 30, 2024. The range of resources is from $102,423 (Pilot Knob) to $910,247 (State Road). These cash or cash equivalent amounts are those funds available for use by the department for any purpose the Board of Directors approve and are not subject to donor or other contractual restrictions. Restricted fund amounts are those with legally binding restrictions on the use of the funds. For the ten departments for which 990 forms were available, there were no donor restricted amounts reported.

Real property (fire station facilities) was captured with the construction date(s), assessment value of each, amount of property and other attributes identified.

The contracting fire departments provided a listing of 75 large fire apparatus capital assets. These vehicles included engines (pumpers), an aerial (ladder truck), tankers, and combination vehicles (pumper/tankers, engine/rescues, etc.) The number of vehicles aged between 1 and five years was ten, with twelve vehicles ranging six to fourteen years old. There were eighteen vehicles aged fifteen years through twenty years old and thirty-five vehicles older than twenty years old. Forty-two of the apparatus were engines, with five additional vehicles being a combination engine/tanker. Tanker vehicles comprised twenty-five of the listed apparatus. There was one aerial vehicle listed by Franklin Fire Department. There was one rescue-type vehicle reported. Replacement cost for all department large apparatus would conservatively be over sixty-four million dollars ($64.8 million).

For the purposes of this analysis, vehicles ten-years old or older were considered for replacement, to establish a generalized cost figure for a potential capital replacement five-year plan. There were eighteen vehicles less than ten-years old and fifty-seven vehicles ten-years or older, of which, three vehicles were listed as reserve apparatus and were not considered for replacement. The replacement cost for large apparatus, turning fifteen-years old within the next five years, is over $47.1 million. NCFCC provided an illustrative 5-year capital replacement plan for this apparatus.

Staffing Levels of the contracting fire departments were also evaluated. According to the submitted survey forms/NCSFA rosters, all the study departments utilize volunteer firefighters as most of their response force. Nine fire departments also indicated that they utilized paid firefighters (full or part-time) to staff their stations, with six fire departments indicating their use of some full-time personnel in station staffing. Of these nine fire departments, one department identified as having a full-time paid fire chief, and one fire department listed having a part-time (20 hour/week) chief officer to attend to administrative duties.

The departments utilized differing shift schedules and employed both full-time and part-time staffing. To simplify the staffing comparisons, each department's staffing hours were converted to 40-hour full-time equivalents (FTEs). As an example, a department scheduling a firefighter for eight hours five days a week would equal 1 FTE (40 hours /40 hours), while a department scheduling a firefighter for 24 hours seven days a week would equal 4.2 FTEs (168 hours/40 hours). FTE equivalency does not differentiate between full or part-time positions. As such, a part-time position scheduled for 60 hours per week would equal 1.5 FTEs. The cumulative total FTEs for the contracting fire departments in Surry County was approximately 18.7 with the mean average between those nine fire departments of 2.07 FTEs per fire department.

Volunteer staffing levels within Surry County fire departments are diminishing. Data indicates that Surry County has a net loss of volunteers at about 1.6% per year. While this is less than the statewide trend with a net loss of 3.5% per year, it should still be concerning for policy and decision makers. Since 2018, Surry County has a net loss of approximately 46 firefighters according to records filed with the NC State Firefighter's Association.

Municipal cost share modeling was also evaluated for Pilot Knob, since it was the only municipality being duly served by a contracting fire department. This calculation determines a conceptual, equitable cost share between municipalities and unincorporated areas based upon several key indicators such as calls for service, area, population, valuation and building square footage. Ideally, there is an agreement for the percentage weight on all factors between the county and the municipality. However, for illustrative purposes only, an equal weight for each dynamic is presented.

NCFCC reviewed the current service contract that Surry County utilizes to establish contractual service with the private, nonprofit corporation fire departments. A list of observations and recommendations for improvement to this contract document was developed. Also, the current countywide mutual aid agreement was reviewed and recommendations for improvement developed. Specific items from the current service contract were identified as well as a comprehensive list of questions for Surry County to consider to be in stronger alignment with other North Carolina counties. The question areas include 1) Core Contract Language, 2) Fiscal Issues, 3) Insurance

and Indemnification, 4) Fire Department Performance Standards, 5) Personnel and Compensation, and 6) Board of Directors.

Analysis and Methodology

FINANCIAL

The financial analysis began with a request to all nineteen participating fire departments to provide a completed informational survey form, developed by NCFCC, three years company audit reports, their NCSFA roster, and their last three Federal Form 990 Returns. The financial records of each contracting fire department were reviewed to determine current capital funding/debt service obligations and current total annual operating costs. The funding of the contracted departments was analyzed by reviewing the total dollars/percentage of funding received through municipal funding, county funding, tax district funding, fundraising, grants, or other identified funding sources. The total dollars/percentage designated to personnel and benefits compared to total budget was also analyzed. Finally, the department fund balances were analyzed by both restricted and unrestricted funds.

CAPITAL ASSETS

Fire Chiefs were requested to provide information and listings of their stations, large apparatus, and loose capital equipment. Utilizing the data provided by the departments, NCFCC constructed a projected apparatus capital replacement plan based upon best practices in North Carolina with projections for life expectancy for apparatus. A projection of costs for the next five (5) fiscal years for apparatus capital replacement was developed. Recommendations for loose capital equipment were also provided.

DEPARTMENT STAFFING LEVELS

Fire chiefs were asked to provide a staffing matrix for each of their stations. These matrixes identified work shift schedules and the personnel working during those schedules. Personnel were further identified as either full-time, part-time, stipend, volunteer, or live-in. Ranking levels were also identified, such as driver, firefighter, lieutenant, captain, etc.

MUNICIPAL MODELING

For the departments which serves both a municipality (Mount Airy, Elkin, Dobson, and Pilot Mountain) and unincorporated fire districts, a basic comparison model was developed to illustrate a conceptual cost-share city-county model for those departments using five data elements:

1. Population
2. Property Square Footage
3. 9-1-1 dispatches (Calls for Service)
4. Square Mileage
5. Property Valuation

Financial Summary

Overview

The sixteen separate rural fire departments within Surry County operate on budgets that are supported by taxes levied within their identified coverage areas. The differences among these fire departments are many and varied:

- The taxes levied in these areas vary from $0.037 to $0.111 per hundred-dollar valuation.
- The property valuation within the department districts range from a low of $104 million to a high of $1.13 billion.
- The coverage areas for these fire departments range from 2 to approximately 63 square miles.
- The populations protected range in size from 1,245 to 10,730 residents.
- While all fire departments within Surry County respond to fires and have varying levels of staffing; the majority of the departments rely on volunteer firefighters to augment their response forces.
- The administrative and financial burdens associated with fire departments have increased due to more complex regulations and training requirements.
- As with the fire service in the United States, the volunteer fire departments within Surry County have faced challenges in maintaining membership.

The following are the current fire district tax rates:

Fire District	FY2024-2025 Rate
Ararat	$0.086
Bannertown	$0.067
C. C. Camp	$0.106
Central Surry	$0.082
Four Way	$0.111
Franklin Community	$0.093
Jot-Um-Down	$0.096
Mountain Park	$0.073
Pilot Knob	$0.037
Pine Ridge	$0.082
Shoals	$0.061
Skull Camp	$0.099
South Surry	$0.090
State Road	$0.048
Westfield	$0.098
White Plains	$0.065

FINANCIAL

The information received was compiled to provide a broad overview of the financial status of the sixteen departments. All Departments utilize a July 1st fiscal year.

Budgetary Controls:

Of the thirteen departments providing answers to this question, all but one department indicated that they had some form of payment control in place, with many departments either requiring two signatures for the issuance of a department check or limiting purchases to small monetary amounts. Other policies, such as, limiting credit cards to select members, i.e. department chiefs or board presidents and/or requiring large purchase approval by respective board of directors were reported. Some departments reported that they did not utilize cash in any fashion for their operations.

Purchasing

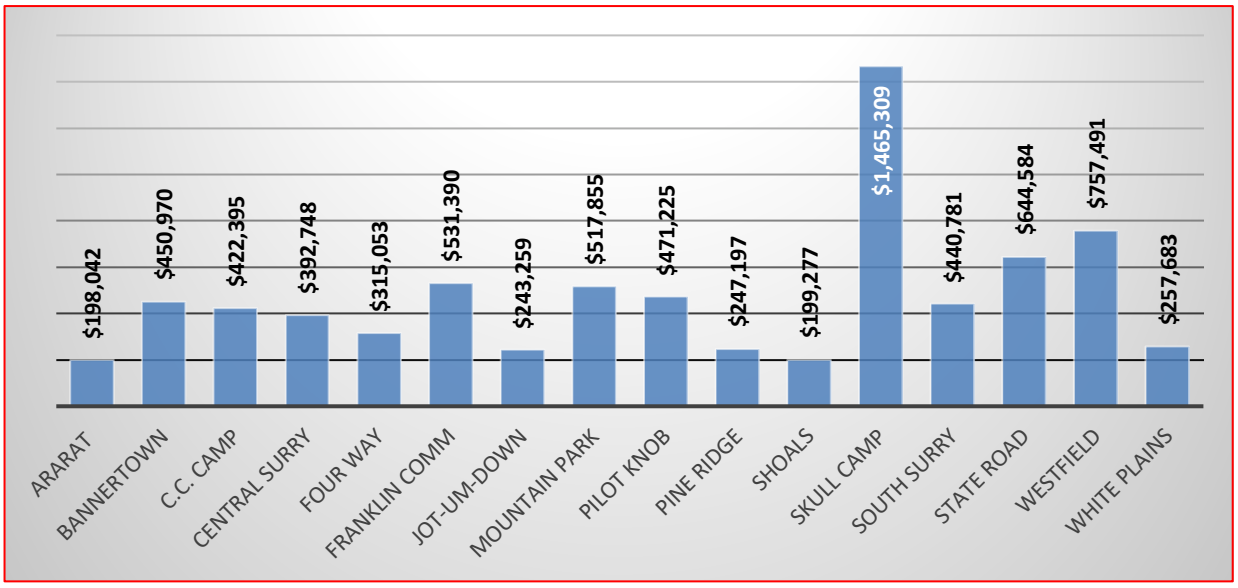
None of the departments reported utilizing a central supply/logistics type purchasing arrangement; however, three reporting departments indicated having participated in the past in joint purchases with others.

Inventory Control

Seven of the departments reported that they tracked departmental assets. Some of the departments utilize their fire reporting systems, i.e. Emergency Reporter, QuickBooks, etc., to track their assets, while others reported that they physically mark the asset and then enter the serial number of the asset into a dedicated data base.

Funding

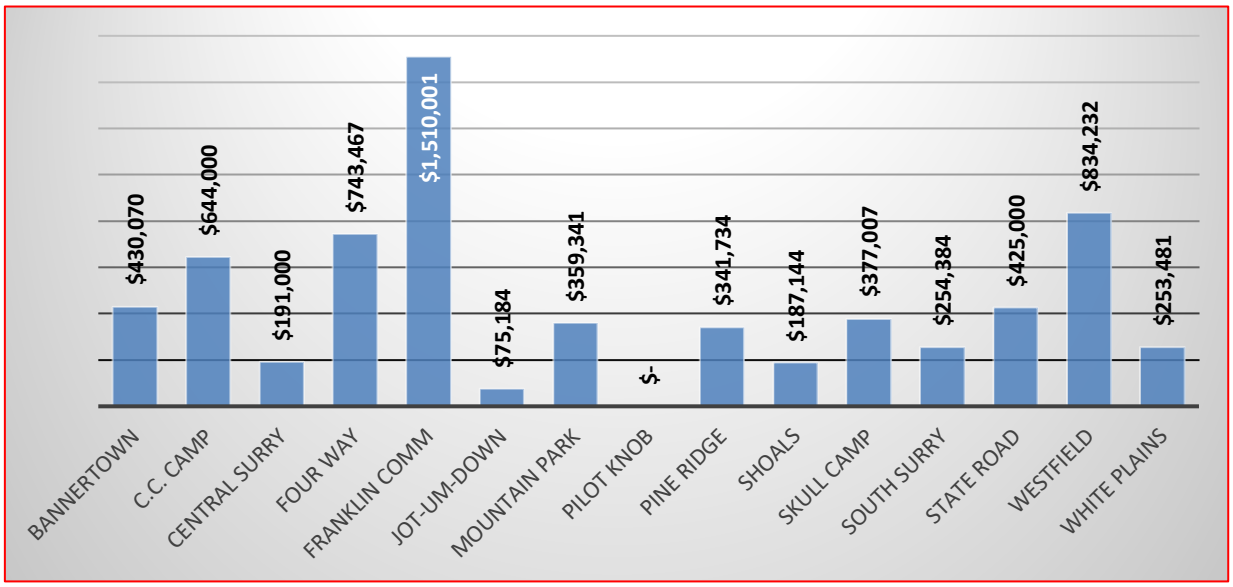
Total income received by the sixteen reporting departments, as recorded on their fiscal year 2023 Financial Statement averaged four hundred seventy-two thousand, two hundred four dollars ($472,204), with a high income reported of one-million four-hundred sixty-five thousand three-hundred nine dollars ($1,465,309) and a low reported of one hundred ninety-eight thousand forty-two dollars ($198,042).



Total Revenue Received (2023 Financial Statement)

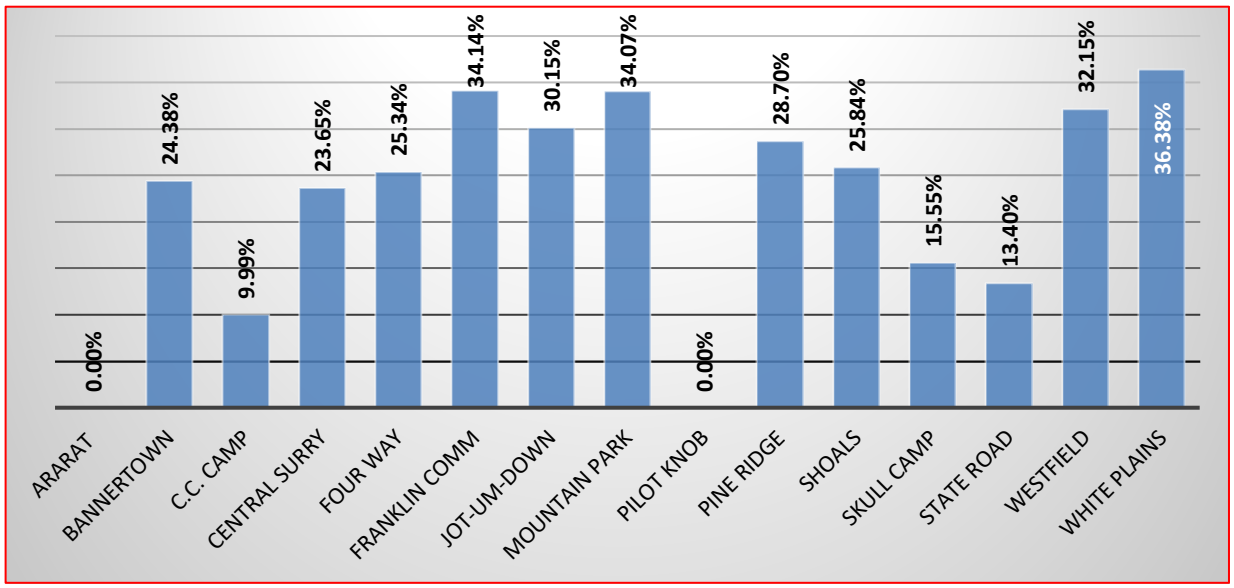
Debt

Looking at department debt, fifteen departments indicated maintaining an active debt service, totaling slightly less than seven million dollars ($6,967,779), with an average department debt of approximately four-hundred sixty-four thousand dollars ($464,519).



Total Debt as Reported by Department

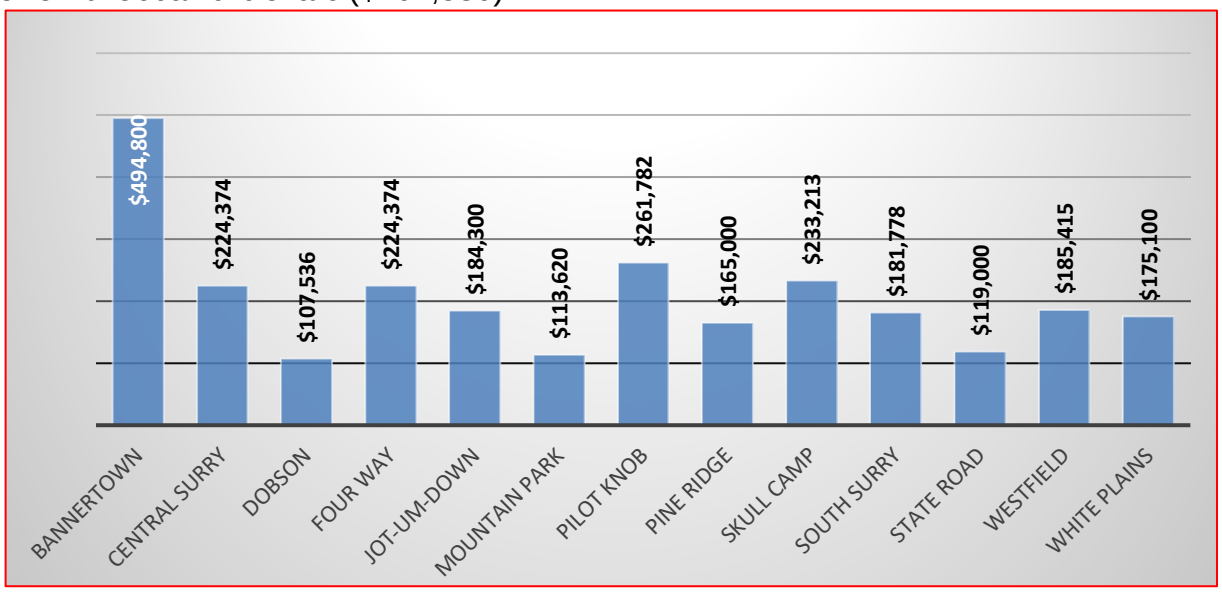
The average annual debt payment for the departments was approximately sixty-seven thousand five-hundred ninety-one dollars ($67,591). The following chart illustrates each department's annual debt payment to revenue ratio.



Annual Debt Payment to Total Revenue Ration (Financial Audit Reported Revenue)

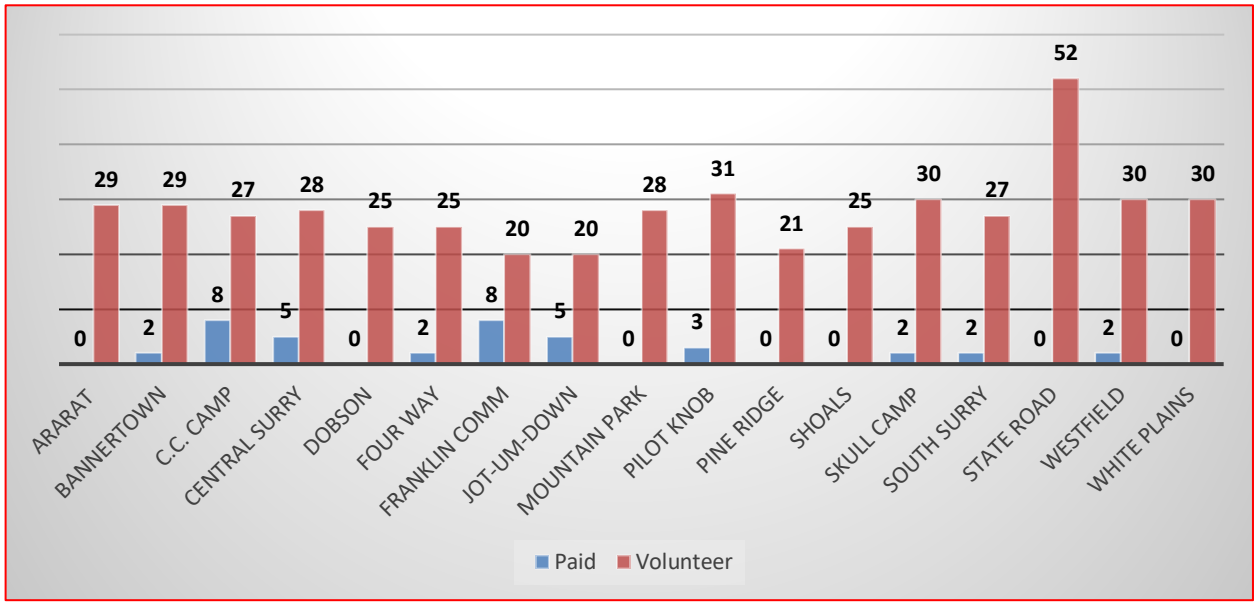
Budget Analysis

The annual operating budgets for the thirteen reporting departments ranged from a high of almost five hundred thousand dollars ($494,800) to a low of one hundred seven thousand dollars ($107,536).

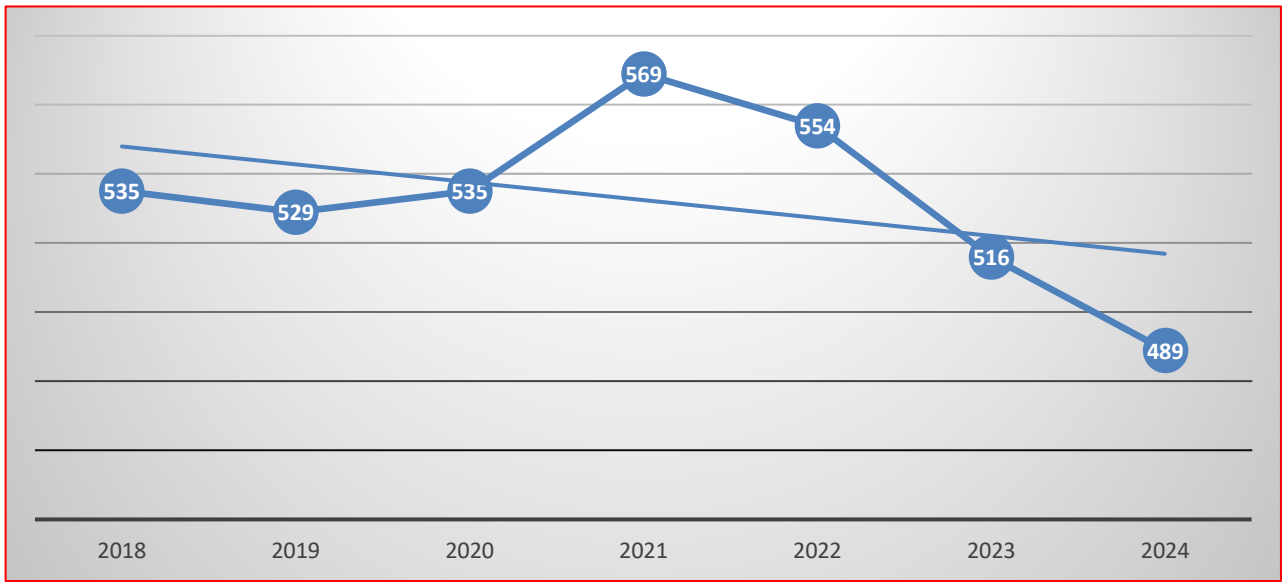


Annual Operating Budgets

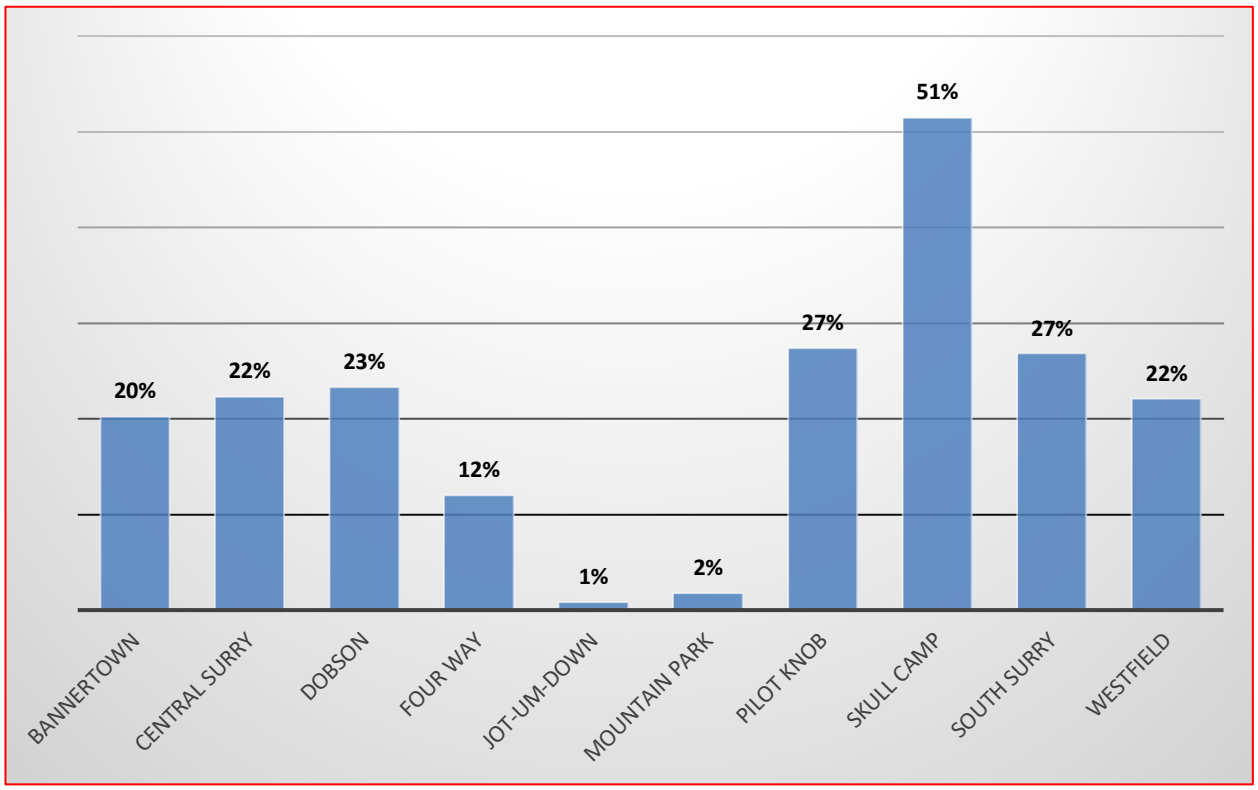
A review of the total budget dollars and percentage of total operating budget allocated to personnel costs was performed. The Jot-Um-Down Fire Department had the lowest personnel to budget ratio of the ten reporting fire departments at one percent (1%) with the Skull Camp Fire Department devoting fifty-one percent (51%) of their operating budget to personnel. The following three charts show the total paid versus volunteer staffing, the percentage of total budget allocated to personnel costs, and the annual dollars spent on personnel costs versus total budget dollars.



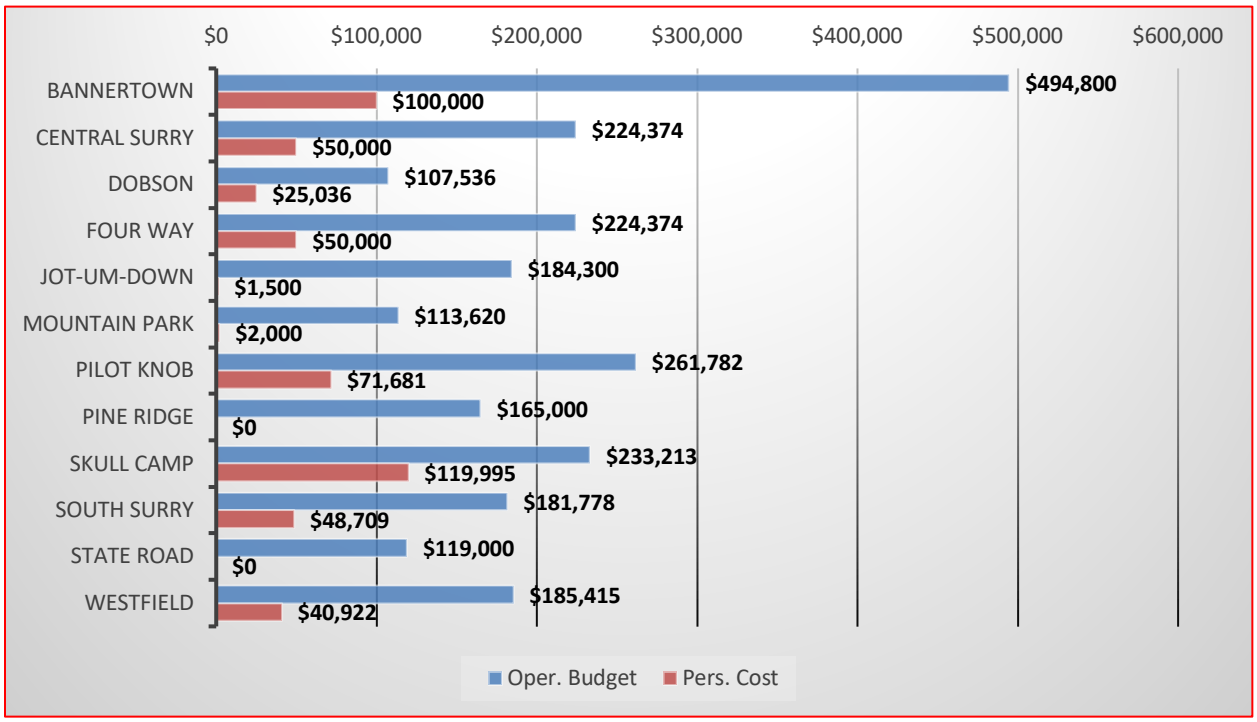
Paid versus Volunteer Members



Six Year County-Wide Volunteer Trends



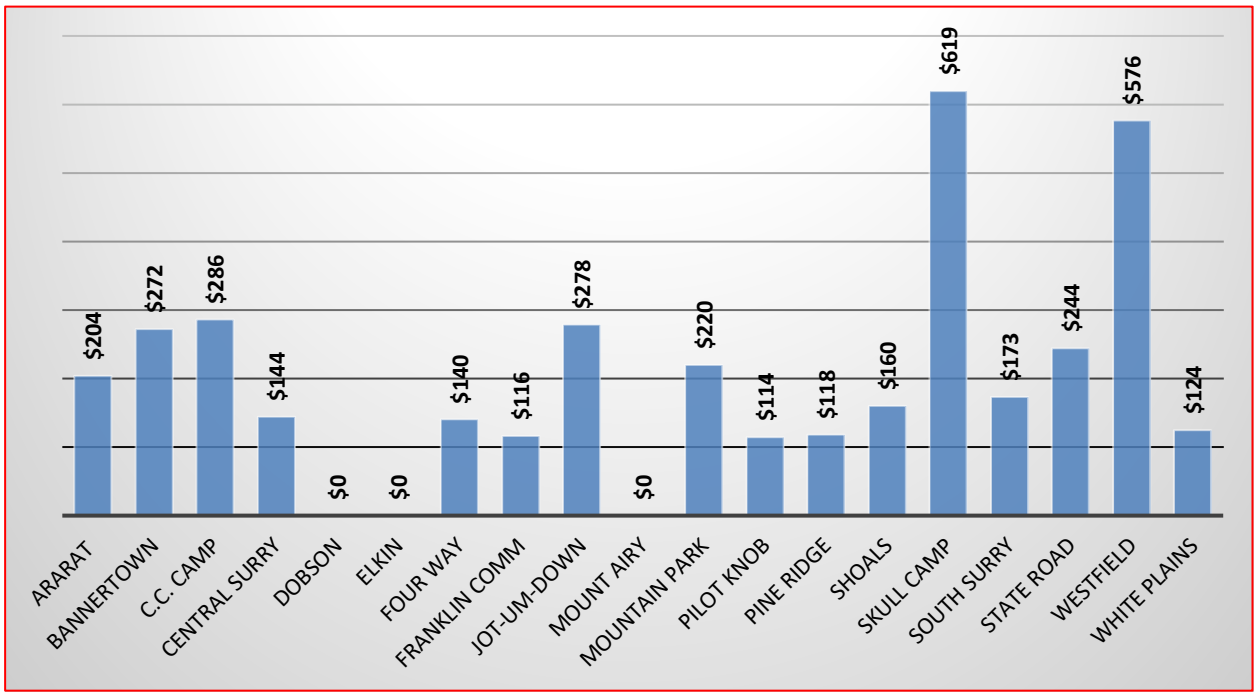
Percentage of Operating Budget Allocated to Personnel Costs



Operating Budgets versus Personnel Costs

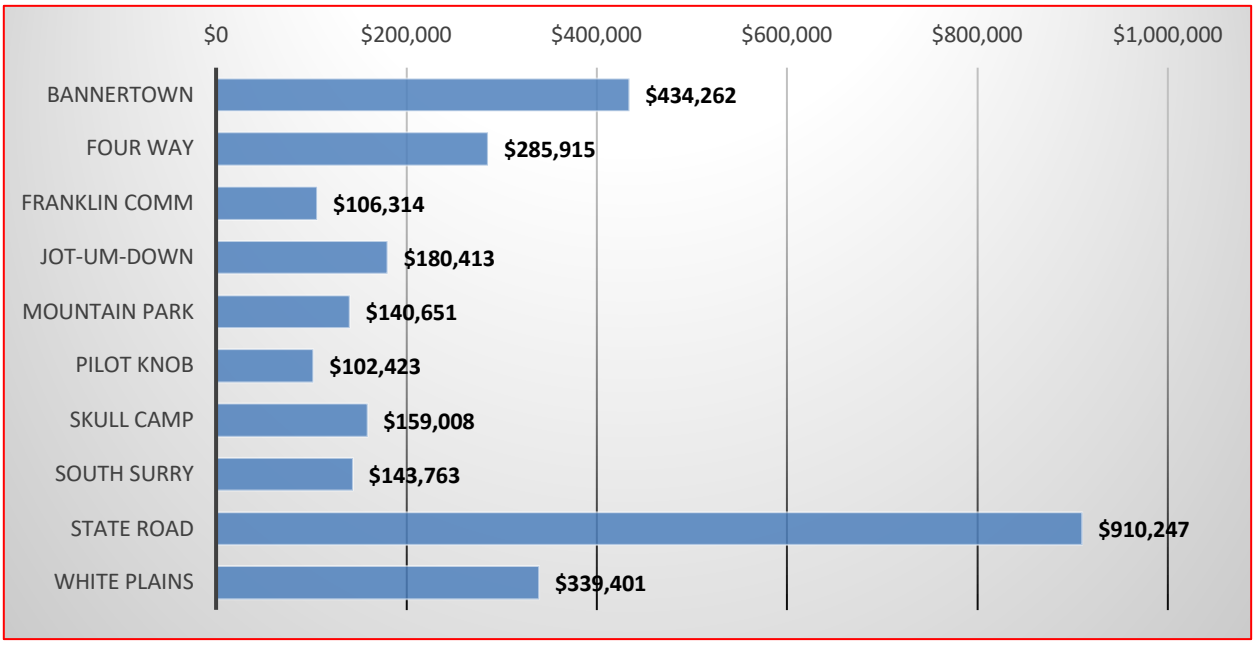
Individual department charts showing the percentage dollar amounts spent annually on "Personnel, Safety and Health", "Administrative", "PPE, Equipment and Training", "Vehicles", "Facilities, Utilities and Insurance", and "Miscellaneous" costs can be found in the department summary section.

Utilizing the provided financial statement revenues received from each department and the department's calls for service for the same period, a county "cost per call" comparison was developed. The following chart illustrates these comparisons.



Department "Cost per Call"

The liquidity (Cash and Savings) of each of the non-profit departments were obtained by their submitted federal 990 submissions as of June 30, 2024. These cash or cash equivalent amounts are those funds available for use by the department for any purpose the Board of Directors approve and are not subject to donor or other contractual restrictions. Restricted fund amounts are those with legally binding restrictions on the use of the funds. For the ten departments for which 990 forms were available, there were no donor restricted amounts reported.



Federal 990 Reported Cash and Savings at End of Reporting Year (2024)

Capital Assets

Stations



The Ararat Fire Department utilizes one station, Station 63, located at 1415 Ararat Road, Ararat, NC. This station is a 6,560 square foot facility with 3 apparatus bays and was built in 1985. The building sits upon one and one half-acre lot (1.5) and is currently assessed at $417,050.



The Bannertown Fire Department operates out of two stations. Station 75, which was built in 2006, is located at 124 Reeves Mill Road, Mt. Airy. This building is 10,336 square feet, has three apparatus bays and is currently appraised at $887,320. It sits on a seven-acre lot. Sub-station 75 is located at 413 Holly Springs Road, Mt. Airy and is a 4,800 square foot facility, which is sited on a 1.97-acre parcel. The station has three bays and was constructed in 2016. The present county assessment for this station is $505,190.



The C.C. Camp Fire Department operates out of two stations. Their Station 65 is a forty-three-year-old building of 4,000 square feet and has two apparatus bays. It is located at 1971 C.C. Camp Road, Elkin. The lot size is 1.6 acres in size, and it is currently assessed at $303,660.



Sub Station 65 is a 2,800 square foot facility with three apparatus bays and is located at 9259 NC 268, Elkin. This twenty-eight-year-old building is on a 1.5-acre site and is currently assessed at $294,490.



The Central Surry Fire Department's main station, Station 77, is a twenty-eight year old building of 5,800 square feet with two drive through apparatus bays. It is located at 2325 White Dirt Road, Dobson. The building's current assessment is $340,590 with a lot size of 1.5 acres.



Their second station (Sub Station 77) is located at 611 S. Main Street, Dobson and is a thirty-five-year-old structure. It is 3,200 square feet and has two apparatus bays. The lot size is 2.4 acres and the assessment of this building is $297,040



The Fourway Fire Department provides service with one fire station, Station 68, constructed in 2006, is currently assessed at $755,330. This station is located at 116 McBride Road, Mt. Airy. The station's lot size is 1.12 acreas and the building is 12,670 square feet with five drive-through apparatus bays.



The Franklin Community Fire Department operates two stations. Station 71 is a five bay 20,300 square foot building constructed in 1987. It sits on a 8.11 acre lot and is currently assessed at $1,563,100. It is located at 2136 W. Pine Street, Mt. Airy



Its second station, Sub Station 71, is located at 1889 Greenhill Road, Mt. Airy. It was constructed in 1986, has two apparatus bays and consists of 4,560 square feet. The lot it sits upon is 1.36 acres and its current assessed value is $346,850.



The Jot-Um-Down Fire Department operates out of one station. Station 66, located at 1091 Dobbins Mill Road, Elkin, is approximately 5,876 square feet and has four apparatus bays. It was constructed in 1980. The property size is .58 acre and has a current assessed value of $296,810.



The Mountain Park Fire Department's district is served by two fire stations. Station 69 is located at 1137 Zephyr Mountain Park Road, State Rd., and Sub Station 69 is located at 7426 Haystack Road, Dobson. Station 69 is approximately 9,070 square feet and was constructed in 1970. The building sits on a 3.98 acre lot, has seven apparatus bays and is currently Assessed at $279,310



Sub Station 69 is a 3,000 square foot facility and has three apparatus bays. The building was constructed in 2023 on a lot of 1.83 acres. The total current valuation for this facility is $291,000.



The Pilot Knob Department operates out of one station, Station 76, located at 683 S. Key Street, Pilot Mountain. This station is an 8,260 square foot facility with seven apparatus bays and was built in 1970. The building sits upon 1.06 acres and is currently assessed at $554,990.



The Pine Ridge Fire Department operates out of one station. Station 64, located at 1892 Pine Ridge Road, Mt. Airy, is approximately 3,120 square feet and has four apparatus bays. It was constructed in 1982. The property size is 1.51 acres and has a current assessed value of $235,470.



The Shoals Fire Department provides service with one fire station, Station 61, constructed in 1996, is currently assessed at $734,400. This station is located at 2964 Shoals Road, Pinnacle. The station's lot size is 1.63 acres and the building is 8,540 square feet with four apparatus bays.



The Skull Camp Fire Department's district is served by three fire stations. Station 72-1 is located at 7211 W. Pine Street, Lowgap, Station 72-2 at 9088 W. Pine Street, Lowgap, and Station 72-3 at 913 Woltz Atkins Road, Mt. Airy. Station 72-1 is approximately 4,416 square feet and was constructed in 1977. The building sits on a 0.96 acre lot, has five apparatus bays and is currently assessed at $131,890.



Station 72-2 was constructed in 1999 and is approximately 3,500 square feet in size. The lot size is 0.97 acres and the combined building/lot has a current assessment value of $209,760 . The station has three apparatus bays.



Station 72-3 is a 3,100 square foot building built in 2019. It is constructed on a 2.36 acre lot, has two apparatus bays and has an assessed value of $274,010.



The South Surry Fire Department provides service through three fire stations, Station 74, Station 74-A and Station 74-B. Station 74 is located at 3124 Rockford Road, Dobson and was constructed in 2012. It is an 8,165 square foot facility and has four apparatus bays. It sits upon a 0.95 acre lot and has an assessed value of $789,230.



Station 74-A, which is located at 4056 Siloam Road, Dobson, is a two-bay station approximately 4,744 square feet. The station's lot size is 2.07 acres with an assessed value of $341,620.



Station 74-B is 2,400 square feet in size and is located at 8455 US 601, Dobson. The building sits upon a 0.87 acre lot, has three bays and is assessed at $146,700.



The State Road Fire Department operates out of one station, Station 79, located at 1973 Old Highway 21, State Rd. This two-bay facility was constructed in 1961 and is 3,758 square feet in size. The building sits on a .875 acre parcel and is assessed at $226,890.



The Westfield Fire Department provides service to the residents of its district out of one fire station, Station 73. This building is an eight-bay facility, which was constructed on a 2.28 acre property. It is 9,806 square feet in size and was built in 1985. Its current assessed value is $ 758,680 and is located at 3386 Old Westfield Road, Westfield.



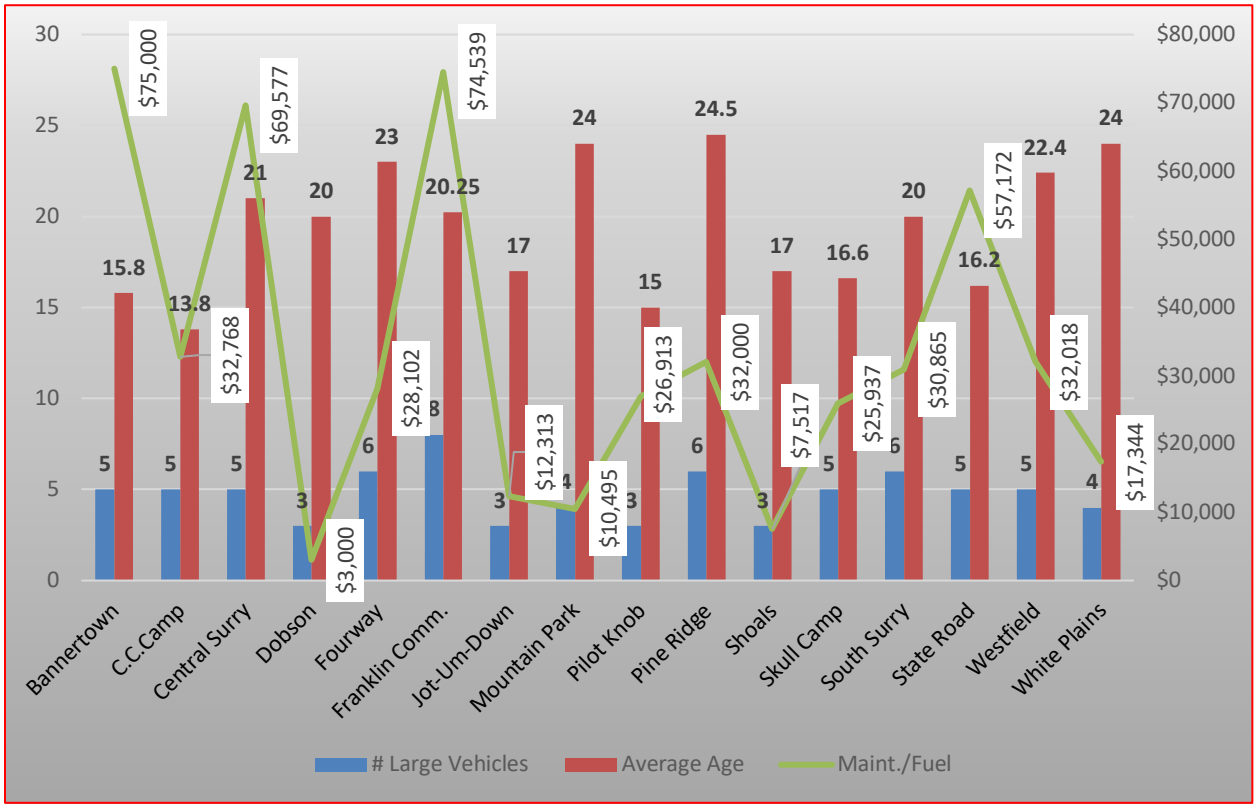
The White Plains Fire Department operates out of one station. Station 78, located at 801 Old US 601, Mt. Airy, is approximately 10,560 square feet and has four apparatus bays. It was constructed in 2009. The property size is 4.1 acres in size and has a current assessed value of $988,760.



APPARATUS

There were sixteen departments that provided a listing of seventy-five large apparatus capital assets. These vehicles included engines (pumpers), an aerial (ladder truck), tankers, and combination vehicles (pumper/tankers, engine/rescues, etc.) The number of vehicles aged between 1 and five years was ten (10), with twelve (12) vehicles ranging six to fourteen years old. There were eighteen (18) vehicles aged fifteen years through twenty years old and thirty-five (35) vehicles older than twenty years old. Forty-two (42) of the apparatus were engines, with five (5) additional vehicles being a combination engine/tanker. Tanker vehicles comprised twenty-five (25) of the listed apparatus. There were two (2) aerial vehicles, with one each being listed by the Dobson and Franklin Community Fire Departments. There was one (1) rescue-type vehicle reported. Replacement cost for all department large apparatus would conservatively be over sixty-four million dollars ($64.8 million).

The following chart illustrates the reported vehicle maintenance and fuel costs against the average age and number of department large apparatus fleets[2].



There are multiple considerations which go into determining when to replace fire department apparatus. The condition of the apparatus, ongoing maintenance/repair costs and the apparatus' continued ability to meet the

[2] Vehicle maintenance and fuel costs obtained from 2023 Financial Statement

department's needs are among those considerations. In the absence of these determining factors, this study has relied on a recognized national standard for suggested apparatus replacement scheduling. NFPA Standard 1901, *Standard for Motorized Fire Apparatus*, recommends replacement of fire apparatus when reaching an age of twenty-five years and movement of a vehicle into the reserve fleet at the fifteen-year mark. Whenever fifteen- to twenty-four-year-old vehicles are moved into the reserve fleet according to NFPA recommendations, there would need to be a front-line replacement apparatus purchased.

For the purposes of this study, vehicles ten years old or older were considered for replacement, to establish a generalized cost figure for a potential capital replacement five-year plan. There were eighteen (18) vehicles less than ten years old and fifty-seven (57) vehicles ten years or older, of which, three (3) vehicles were listed as reserve apparatus and were not considered for replacement. The replacement cost for large apparatus, turning fifteen-years old within the next five years, is over forty-seven million dollars ($47.1 million). A sample five-year replacement program for the submitted inventory of department large apparatus inventory is shown below[3].

5-Year Replacement	
Year 1	$9,150,000
Year 2	$9,800,000
Year 3	$9,450,000
Year 4	$9,450,000
Year 5	$9,300,000

As refurbishment of apparatus can be a very cost-effective method to prolong equipment life, it is recommended that apparatus refurbishment be considered as a part of the county's long range capital replacement program. NFPA Standard 1901 should be used as a guide to any refurbishment program. Cooperative purchase programs, such as the HGACBuy[4] Cooperative Purchasing Program, can also provide significant savings when purchasing new fire apparatus. Another consideration is the standardization of apparatus to minimize the customization of the apparatus. The less customization of an apparatus, the more likely it can be found as a stock apparatus, which could decrease the cost and reduce delivery time.

[3] Replacement and refurbishment costs shown are estimates only. Actual costs can vary greatly.
[4] **H**elping **G**overnments **A**cross the **C**ounty **Buy** Home | HGACBuy

Type	Department	Year	Age	Action	Cost	Refurbis	Replace
Engine	State Road	2024	0	No Action	$0	$585,000	$900,000
Engine	Pilot Knob	2023	1	No Action	$0	$585,000	$900,000
Tanker	CC Camp	2022	2	No Action	$0	$487,000	$750,000
Tanker	CC Camp	2022	2	No Action	$0	$487,000	$750,000
Engine	Franklin Comm.	2022	2	No Action	$0	$585,000	$900,000
Tanker	Pine Ridge	2021	3	No Action	$0	$487,000	$750,000
Engine/Tanker	Bannertown	2020	4	No Action	$0	$585,000	$900,000
Engine	Skull Camp	2020	4	No Action	$0	$585,000	$900,000
Engine	Four Way	2019	5	No Action	$0	$585,000	$900,000
Engine	Jot-Um-Down	2019	5	No Action	$0	$585,000	$900,000
Engine	Central Surry	2018	6	No Action	$0	$585,000	$900,000
Engine	Pine Ridge	2017	7	No Action	$0	$585,000	$900,000
Tanker	Shoals	2017	7	No Action	$0	$487,000	$750,000
Tanker	South Surry	2016	8	No Action	$0	$487,000	$750,000
Tanker	South Surry	2016	8	No Action	$0	$487,000	$750,000
Engine/Tanker	Bannertown	2015	9	No Action	$0	$585,000	$900,000
Tanker	Franklin Comm.	2015	9	No Action	$0	$487,000	$750,000
Tanker	Westfield	2015	9	No Action	$0	$487,000	$750,000
Engine	Skull Camp	2013	11	Replace	$900,000	$585,000	$900,000
Tanker	State Road	2012	12	Replace	$750,000	$487,000	$750,000
Tanker	Pine Ridge	2011	13	Replace	$750,000	$487,000	$750,000
Engine	Mountain Park	2010	14	Replace	$900,000	$585,000	$900,000
Tanker	Franklin Comm.	2009	15	Replace	$750,000	$487,000	$750,000
Tanker	Pilot Knob	2009	15	Replace	$750,000	$487,000	$750,000
Engine	CC Camp	2008	16	Replace	$900,000	$585,000	$900,000
Engine	Dobson	2008	16	Replace	$900,000	$585,000	$900,000
Engine	Dobson	2008	16	Replace	$900,000	$585,000	$900,000
Engine	Central Surry	2007	17	Replace	$900,000	$585,000	$900,000
Engine/Tanker	Four Way	2007	17	Replace	$900,000	$585,000	$900,000
Tanker	Mountain Park	2007	17	Replace	$750,000	$487,000	$750,000
Engine	Bannertown	2006	18	Replace	$900,000	$585,000	$900,000
Engine	Franklin Comm.	2006	18	Replace	$900,000	$585,000	$900,000
Engine	Jot-Um-Down	2006	18	Replace	$900,000	$585,000	$900,000
Engine	Shoals	2006	18	Replace	$900,000	$585,000	$900,000
Tanker	Skull Camp	2006	18	Replace	$750,000	$487,000	$750,000
Engine	Westfield	2006	18	Replace	$900,000	$585,000	$900,000
Engine	White Plains	2006	18	Replace	$900,000	$585,000	$900,000
Tanker	White Plains	2006	18	Replace	$750,000	$487,000	$750,000
Engine	Pine Ridge	2005	19	Replace	$900,000	$585,000	$900,000
Engine	State Road	2005	19	Replace	$900,000	$585,000	$900,000
Engine	South Surry	2003	21	Replace	$900,000	$585,000	$900,000
Tanker	Central Surry	2002	22	Replace	$750,000	$487,000	$750,000
Engine	Bannertown	2001	23	Replace	$900,000	$585,000	$900,000
Engine	CC Camp	2001	23	Replace	$900,000	$585,000	$900,000
Tanker	Four Way	2001	23	Replace	$750,000	$487,000	$750,000
Engine	State Road	2001	23	Replace	$900,000	$585,000	$900,000
Engine	Four Way	2000	24	Replace	$900,000	$585,000	$900,000
Tanker	Skull Camp	2000	24	Replace	$750,000	$487,000	$750,000
Engine	South Surry	2000	24	Replace	$900,000	$585,000	$900,000
Engine/Tanker	Bannertown	1999	25	Replace	$900,000	$585,000	$900,000
Engine	South Surry	1999	25	Replace	$900,000	$585,000	$900,000
Tanker	Westfield	1999	25	Replace	$750,000	$487,000	$750,000
Engine	CC Camp	1998	26	Replace	$900,000	$585,000	$900,000
Engine	Skull Camp	1998	26	Replace	$900,000	$585,000	$900,000
Ladder	Franklin Comm.	1997	27	Replace	$1,400,000	$910,000	$1,400,000
Engine	Shoals	1997	27	Replace	$900,000	$585,000	$900,000
Engine/Tanker	State Road	1997	27	Replace	$900,000	$585,000	$900,000
Rescue	Westfield	1997	27	Replace	$1,000,000	$650,000	$1,000,000
Ladder	Dobson	1996	28	Replace	$1,400,000	$910,000	$1,400,000
Engine	Franklin Comm.	1996	28	Replace	$900,000	$585,000	$900,000
Tanker	Central Surry	1995	29	Replace	$750,000	$487,000	$750,000
Tanker	Jot-Um-Down	1995	29	Replace	$750,000	$487,000	$750,000
Engine	Mountain Park	1995	29	Replace	$900,000	$585,000	$900,000
Engine	Pilot Knob	1995	29	Replace	$900,000	$585,000	$900,000
Tanker	White Plains	1995	29	Replace	$750,000	$487,000	$750,000
Tanker	Franklin Comm.	1994	30	Replace	$750,000	$487,000	$750,000
Engine	Central Surry	1993	31	No Action	$0	$585,000	$900,000
Tanker	Four Way	1993	31	Replace	$750,000	$487,000	$750,000
Engine	White Plains	1993	31	Replace	$900,000	$585,000	$900,000
Engine	Franklin Comm.	1991	33	No Action	$0	$585,000	$900,000
Engine	Westfield	1991	33	Replace	$900,000	$585,000	$900,000
Tanker	South Surry	1989	35	Replace	$750,000	$487,000	$750,000
Engine	Mountain Park	1986	38	Replace	$900,000	$585,000	$900,000
Engine	Pine Ridge	1986	38	No Action	$0	$585,000	$900,000
Engine	Four Way	1985	39	Replace	$900,000	$585,000	$900,000

DEPARTMENT LOOSE CAPITAL EQUIPMENT

Sixteen departments provided lists of their loose capital equipment for this study.

The departments were requested to provide basic information about their higher value capital equipment. The report form broke the equipment down into the following categories:

- Generators
- Thermal Imagers
- SCBA and associated equipment
- AEDs
- Extrication equipment
- Pagers
- Radio
- Turnout Gear (Personal Protective Equipment)

There were eighteen generator units listed between the twelve departments reporting this equipment. The average size of the generators was 10Kw. The average age of the units was 17 years old with the oldest unit being 39 years old and the newest unit being 1 year old. The equipment with approximate value listed has an estimated total value of $136,700[5]. The listing of these items can be found in the Appendix.

The inventory equipment list included thermal imaging cameras. Sixteen departments listed having such equipment. There were a total of seventy-six cameras among the departments, with all departments, with the exception of South Surry, having at least two such devices. South Surry reported owning one camera. The average age of the cameras was 8 years, with the newest unit listed at 1 year old and ten units were listed as being ten years old or older. The estimated value of this equipment was listed as nearly $115,186. The complete inventory of cameras can be found in the Appendix.

The SCBA category broke down the equipment into three subcategories; SCBA fill stations, SCBA, and RIT packs. Twelve departments listed SCBA fill stations as equipment their department owned, with each department listing owning one fill station. Two departments, Franklin Community and White Plains, listed their departments as not owning any units. Of the twelve fill stations listed, three units were listed as being over 20 years old. One unit was listed as being one year old, with the remaining units being five years or older. One unit was listed at 7,500 PSI, one each at 6,000, 5,500, and two units at 4,500 PSI. Fill station equipment with listed values was estimated to be valued at $173,300.

[5] As valued by respective fire chief estimates in their submitted NCFCC survey form.

The manufacture and use of self-contained breathing apparatus (SCBA) for the fire service is covered under NFPA 1981 *Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services*. There were fifteen departments providing a listing of their SCBA inventories. These totaled 434 air packs and was valued at approximately $1,017,500[6]. They were as follows:

Bannertown	Scott	28 Units	4,500 PSI
Central Surry	Honeywell	22 Units	4,500 PSI
Dobson	Honeywell	20 Units	4,500 PSI
Four Way	Scott	Not Listed	4,500 PSI
Franklin Comm	Scott	41 Units	4,500 PSI
Jot-Um-Down	MSA G1	14 Units	4,500 PSI
Mountain Park	Scott	18 Units	4,500 PSI
Pilot Knob	Scott	31 Units	4,500 PSI
Pine Ridge	Not Listed	72 Units	4,500 PSI
Shoals	Scott	19 Units	4,500 PSI
Skull Camp	Scott	20 Units	4,500 PSI
South Surry	Scott	26 Units	4,500 PSI
State Road	Scott	41 Units	4,500 PSI
Westfield	Scott	30 Units	4,500 PSI
White Plains	Scott	6 Units	4,500 PSI
White Plains	Survivair	6 Units	3,700 PSI

Industry standards recommend that self-contained breathing apparatus should be examined for replacement when units are more than two NFPA editions old. This is less a function of equipment condition as it is the evolution of air pack safety features, such as integrated PASS alarms, low air alarms, face piece improvements and emergency breathing safety systems, which were required by successive NFPA standards. SCBA manufacture is currently covered under the 2019 edition. The previous edition was released in 2013. There are eight departments utilizing SCBAs manufactured before the 2013 NFPA edition. Dobson has fourteen units manufactured under the 2007 edition. South Surry has eighteen units certified under the 2007 edition and four units under the 2002 edition. State Road has 10 units manufactured to the 2007 edition and 14 units certified to the 1981 edition. The White Plains Fire Department owns six units meeting the 2002 edition.

Although they did not identify their SCBA NFPA 1981 edition date, the Four Way, Franklin Community, Pine Ridge, and Shoals Fire Departments listed owning SCBA 12 years or older. Manufacturers typically begin selling SCBAs that meet a new NFPA standard after the certification process is completed and they receive approval from recognized testing organizations, such as NIOSH (National Institute for Occupational Safety and Health) and NFPA third-party certification bodies. As the effective date

[6] Five departments, Dobson, Four Way, Pine Ridge, Shoals and South Surry, did not provide estimated values.

of NFPA 1981, 2013 edition was September 2012, SCBA manufactured to that standard would not have been available for purchase until mid-2013 (11 years ago). SCBA aged 12 or more years old would have been manufactured under the 2007 or older edition.

New SCBA, which meets the current edition of NFPA 1981, can be priced at upwards of $8,000 or more per unit. A conservative cost estimate for replacement of the one hundred forty-eight older air packs could approach or exceed $1,184,000. It is recommended that when these departments replace their SCBA's, they purchase equipment similar to the other departments for interoperability purposes.

The last breathing air related equipment inventoried was Rapid Intervention Team (RIT) packs. Eleven departments providing inventories of their equipment indicated having this equipment. Six departments, Bannertown, Four Way, Franklin Community, Pilot Knob, and South Surry, and State Road, listed having two or more packs, with Jot-Um-Down, Mountain Park, Shoals, Skull Camp, and White Plains having one. The average age of the twelve units is eleven years, with the oldest units being 25 years old and the newest units being one year old. The RIT packs were valued at $73,900[7]. The complete listing of breathing air equipment, which was estimated to be valued at nearly $1,264,700, can be found in the Appendix.

Included in the capital equipment inventory form was automated cardiac defibrillators (AED). Fourteen departments reported owning at least two or more units[8]. There were a total of fifty AEDs listed with an average age of 10 years, with nineteen units being ten years old or older. The chiefs estimated their equipment at a total of $69,627. The listing of this equipment can be found in the Appendix.

The equipment inventory form requested information on department pagers. Fourteen departments indicated that they owned pagers for alerting their members. The total number of pagers were listed at four hundred twenty-nine and valued at nearly $177,978[9]. The age of pagers ranged from one to twenty plus years. A complete listing of the pager inventory can be found in the Appendix.

Radio communication equipment inventory was requested. The departments were requested to list information about their department's portable radios (handheld), mobile radios (installed in vehicles) and base station radios (utilized in a fixed location, such as a fire station). This equipment was listed with a total estimated value of $940,974[10]. The complete listing of this equipment can be found in the Appendix.

[7] Among the units where valuation was provided.
[8] The Four Way Fire Department did not list the number of AEDs owned.
[9] Of those departments providing age and valuation.
[10] Among the units where valuation was provided.

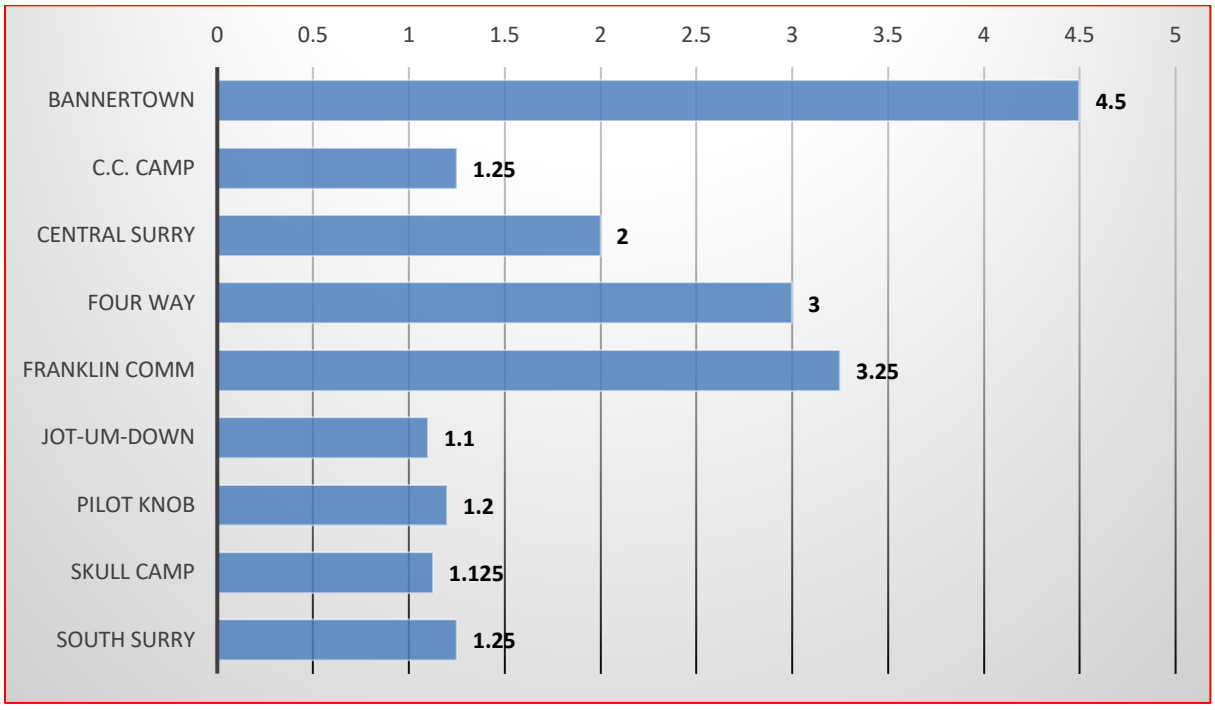
Extrication equipment was the next category of inventory, which for eleven departments provided listings, which were valued over $460,168. The average age of the equipment is approximately seven years, with some equipment listed as being thirty years old (5 units) and some as new as one year. There were thirteen pieces of extrication equipment listed as being ten years old or older. A full listing of this inventory has been included in the Appendix.

The final item included in the loose capital equipment inventory was firefighter turn-out equipment or personnel protective equipment (PPE). The fourteen reporting departments listed over 472 items of PPE. The list was adjusted for PPE sets where possible, which consists of a pair of trousers and jacket. The approximate value of the PPE inventory, as estimated by the departments submitting an estimate, is $723,291. Where the departments provided an age for their PPE, the average age of the PPE was five years, with approximately 31 sets over ten years of age. *The Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire* Fighting, NFPA 1851, provides guidance on the lifetime usage of turn out gear. Among the consensus standard recommendations is the retirement of structural turnout gear no more than ten years from manufacture (NFPA 1851 Section 10.1.2). Formal replacement programs for PPE should be included in department long range capital replacement plans. The listing of department PPE inventory is shown in the Appendix.

Department Staffing Levels

According to the submitted survey forms/NCSFA rosters, all of the sixteen study departments utilize volunteer firefighters as the majority of their response force. Nine departments also indicated that they utilized paid firefighters (full or part-time) to staff their stations, with six departments indicating their use of some full-time personnel in station manning[11]. Of these nine departments, one department listed having a full-time paid fire chief and one department listed having a part-time (20 hours per week) chief officer to attend to administrative duties.

The departments utilized differing shift schedules and employed both full-time and part-time staffing. To simplify the staffing comparisons, each department's staffing hours were converted to 40-hour full-time equivalents (FTEs). As an example, a department scheduling a firefighter for eight hours five days a week would equal 1 FTE (40 hours /40 hours), while a department scheduling a firefighter for 24 hours seven days a week would equal 4.2 FTEs (168 hours/40 hours). FTE equivalency does not differentiate between full or part-time positions. As such, a part-time position scheduled for 60 hours per week would equal 1.5 FTEs. The following chart illustrates the full-time equivalency of the study departments utilizing paid staffing.



The following charts compares the county emergency demand (day of week, hour of day)[12] to the overall county FTE assignments[13] during the same time periods.

[11] Only nine departments submitted staffing sheets
[12] Fire Responses Demand of Services and Demonstrated Performance, NCFCC, January 2025, Page 9
[13] Heat map limited to only nine reporting departments

Staffing Heat Map

	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
00	0	0	0	0	0	0	0
01	0	0	0	0	0	0	0
02	0	0	0	0	0	0	0
03	0	0	0	0	0	0	0
04	0	0	0	0	0	0	0
05	0	0	0	0	0	0	0
06	0	0	0	0	0	0	0
07	0	2	2	2	2	2	0
08	2	13	13	14	13	13	2
09	14	13	13	14	13	13	2
10	14	13	13	14	13	13	2
11	14	13	13	14	13	13	2
12	14	14	14	15	14	14	2
13	14	14	14	15	14	14	2
14	14	14	14	15	14	14	2
15	2	14	14	15	14	14	2
16	2	9	9	9	9	9	2
17	0	1	1	1	1	1	0
18	0	1	1	1	1	1	0
19	1	2	2	2	2	2	1
20	1	1	1	1	1	1	1
21	1	1	1	1	1	1	1
22	1	1	1	1	1	1	1
23	1	1	1	1	1	1	1

Demand Heat Map

	Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.
00	200	157	172	167	131	152	156
01	157	144	137	115	128	177	152
02	136	128	140	132	98	120	147
03	130	149	124	123	133	130	145
04	123	147	123	124	115	143	149
05	157	176	145	153	149	148	135
06	187	226	191	213	197	183	165
07	224	265	244	279	277	253	312
08	271	316	286	294	301	330	329
09	334	376	315	365	379	358	375
10	311	415	366	391	438	386	382
11	323	392	384	359	421	408	388
12	380	427	392	381	426	424	412
13	400	403	375	424	454	429	399
14	401	388	383	417	428	434	449
15	411	425	402	447	434	424	461
16	390	416	482	433	458	471	439
17	410	454	426	453	422	532	507
18	355	495	434	425	548	567	465
19	355	473	419	350	405	475	420
20	348	349	334	286	370	369	388
21	293	254	275	292	327	329	404
22	215	223	244	230	265	264	297
23	187	213	173	199	211	242	241

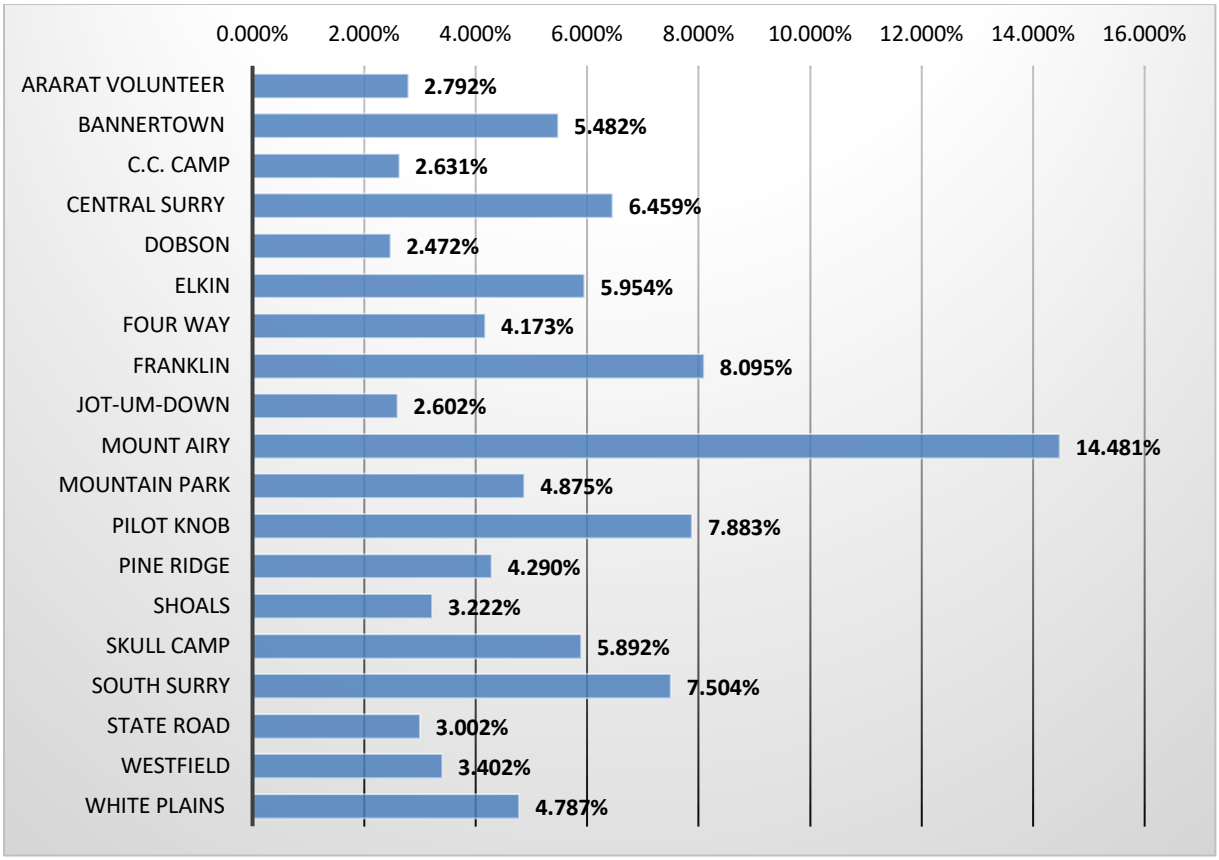
Changes in Volunteerism

Data from each fire department filed with the State of North Carolina indicates that Surry County has experienced an average net decrease of volunteer firefighters of 1.5% per year. Overall, the State of North Carolina has experienced an average net decrease of volunteer firefighters of approximately 3.5% per year. Therefore, Surry County's loss of volunteer firefighters is less than the state average.

Surry County, NC Changes in Firefighter Volunteerism in Recent Years										
As of January 8, 2025										
		Volunteers	Volunteers	Volunteers	Volunteers	Volunteers	Volunteers	Volunteers		
		on Roster	on Roster	on Roster	on Roster	on Roster	on Roster	on Roster		
Name of Department	FDID	2018	2019	2020	2021	2022	2023	2024		
Ararat	8663	31	27	25	24	28	29	29		
Bannertown	8675	30	39	45	45	47	30	29		
CC Camp	8665	35	31	30	30	30	33	39		
Central Surry	8677	41	32	33	34	28	30	29		
Dobson	8667	27	29	29	30	36	38	24		
Four Way	8668	27	25	30	35	25	23	25		
Franklin Community	8671	27	25	30	35	25	23	25		
Jot-Um-Down	8666	27	32	27	25	21	20	20		
Mountain Park	8669	37	34	31	29	28	30	28		
Pilot Knob	8676	34	45	41	47	50	33	32		
Pine Ridge	8664	24	22	23	22	22	24	21		
Shoals	8661	27	24	24	32	29	27	25		
Skull Camp	8672	39	35	39	45	48	43	30		
South Surry	8674	29	34	25	30	28	33	27		
State Road	8679	47	42	49	45	46	38	46		
Westfield	8673	25	24	25	29	31	32	30		
White Plains	8678	28	29	29	32	32	30	30		
		535	529	535	569	554	516	489		
			98.9%	101.1%	106.4%	97.4%	93.1%	94.8%		
			-1.1%	1.1%	6.4%	-2.6%	-6.9%	-5.2%	***-8.30%***	
									Average loss of 1.4% per year	

MUNICIPAL MODELING

There is one department, Pilot Knob, which serves both a municipal district and unincorporated county district area. A conceptual cost-share city-county model for this department was developed. In order to identify the relative workload between the Pilot municipal and Surry County responses, data was collected for the department's municipal response area and the department's county response area. The data was broken down into five elements, population served in each of the two areas, the geographic area (in square miles) of the areas, the total square footage of buildings within those areas, the property tax valuation of the areas, and the number of responses made by the department into the areas (three-year average). As an example, the following chart illustrates the "comparative" valuation of those five data elements when applied to all of the fire department's county response areas[14]. If one were to add up all of the departments' "work share", they would equal 100% of the total county.



This principle was applied to the Pilot Knob Fire Department so as to develop a relative "work share" within the municipality and the associated unincorporated district. As there are five data elements being used, each element was weighted

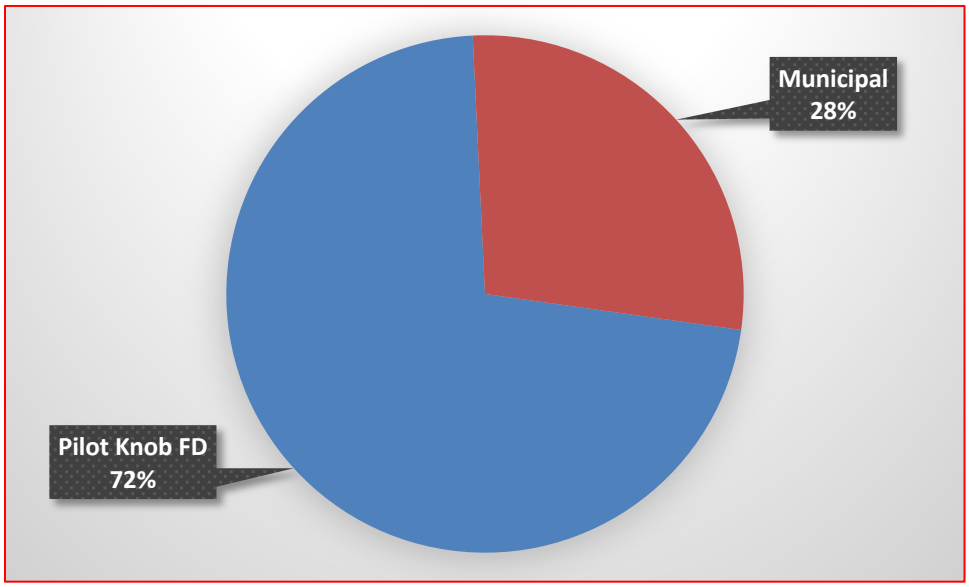
[14] The example uses only 2024 call volume numbers and includes exempt properties in valuation estimates

equally at 20%. The following are the specific category ratios and the "work share" breakdown for the department:

PILOT KNOB FIRE DEPARTMENT

	Municipal		
	%	Wgt.	Result
C.F.S.	42.14%	20.00%	8.43%
Area	5.65%	20.00%	1.13%
Pop.	27.77%	20.00%	5.55%
Valuation	31.04%	20.00%	6.21%
Bld. Sq '	33.28%	20.00%	6.66%
			27.98%

	District		
	%	Wgt.	Result
C.F.S.	57.86%	20.00%	11.57%
Area	94.35%	20.00%	18.87%
Pop.	72.23%	20.00%	14.45%
Valuation	68.96%	20.00%	13.79%
Bld. Sq '	66.72%	20.00%	13.34%
			72.02%



Detailed Fiscal Supporting Material:

Appendix[15]

Manufacturer	Age (Yrs)	Watts	Quantity	Department
Generators				
	20	3,500	1	Bannertown
Onboard	15	4,000	1	Bannertown
Onboard	20	4,000	1	Bannertown
Guardian	20		1	Central Sury
Unkown	22	5,000		Four Way
Honda	20	2,500		Four Way
Honda	18	7,000		Four Way
Honda EU 3000is	15	3,000	2	Franklin Comm.
Vanguard 5000	33	5,000	1	Franklin Comm.
Cummins Onan HR Cab-2010	2	8,000	1	Franklin Comm.
Cummins Onan 8.0 Commeric	27	8,000	1	Franklin Comm.
GBU 803 - Building Generator	10	28,800	1	Franklin Comm.
DIESEL GENERATOR	17	40,000		Mountain Park
Portable Generators	10		3	Pilot Knob
POWER GUARD	39	3,500	1	Pine Ridge
HONDA EM	20	5,000	1	Pine Ridge
Honda 1000			2	Shoals
Generac GP5500	11	5,500	1	Skull Camp
Generac Guardian	5	22kw	2	Skull Camp
			1	South Surry
Station Generator	25	60,000	1	Westfield
Portable Generator (73 E1)	3	2,000	1	Westfield
Stationary Generator (73 E2)	33	4,000	1	Westfield
Portable Generator (73 E3)	1	4,000	1	Westfield
Portable Generator (73 R1)	1	2,000	1	Westfield
Power Boss	22		1	White Plains
Honda Cyclo	19		1	White Plains
		Total	28	

[15] Cells highlighted in yellow indicates information not provided by department.

Manufacturer	Age (Yrs)	Quantity	Department
Thermal Imaging Cameras			
K55 Flir	2	5	Bannertown
TG267	1	12	Bannertown
Flir - K2			CC Camp
Flir - K2			CC Camp
3M Scott Sight			CC Camp
3M Scott Sight			CC Camp
Flir	4	3	Central Surry
Scott	10	1	Central Surry
FLIR K-Series 2004	12	1	Dobson
SEEK Reveal Fire Pro	5	7	Dobson
Flir	10		Four Way
Flir	5		Four Way
3M Scott	5	1	Franklin Comm
Scott	9	1	Franklin Comm
Scott	11	1	Franklin Comm
FLIR	4	3	Jot-Um-Down
Flir K2	5	1	Mountain Park
Flir K3	5	1	Mountain Park
Flir K4	5	1	Mountain Park
Flir K2	4	8	Pilot Knob
Flir	3	2	Pilot Knob
SEEK THERMAL	1	8	Pine Ridge
FIRE FLIR	15	1	Pine Ridge
SCOTT THERMAL	7	1	Pine Ridge
SCOTT THERMAL	3	1	Pine Ridge
Bullard NXT		1	Shoals
FireFlir	24	1	Shoals
FLIR K55	4	1	Skull Camp
Force Fire Bolometer	26	1	Skull Camp
Scott Eagal Attack	11	1	Skull Camp
Flir	3	1	South Surry
Flir K2	8	1	State Road
Flir	16	1	State Road
Hand Held	19	1	Westfield
Hand Held	5	4	Westfield
FLIR	2	4	White Plains
	Total	76	

Manufacturer	Age (Yrs)	PSI (SCBA)	Quantity	Department
SCBA Fill Stations				
Stallion Air	1	Any	1	Bannertown
Scott RevolveAir Charge Station				CC Camp
Resolve specialty solutions	15			Central Surry
Scott	15			Four Way
None				Franklin Community
None Listed	20		1	Jot-Um-Down
Stallion Cascade	15		1	Mountain Park
Centaur Cascade System			1	Pilot Knob
Eagle	27	4,500	1	Shoals
Bauer Mini Unicus	5	7,500	1	Skull Camp
Bauer	17	6,000	1	South Surry
Scott Resolve Air	9	5,500	1	State Road
Rescue 1	27	4,500	1	Westfield
None				White Plains
		Total	9	

16

[16] Dates highlighted in red indicate SCBA units manufactured prior to the NFPA 1981 Standard (2013 Edition)

Manufacturer	Age (Yrs)	NFPA edition	PSI (SCBA)	Quantity	Department
SCBA					
Scott	11		4,500	28	Bannertown
Honeywell	7		4,500	22	Central Surry
Honeywells Titans 2007	17	2007	4,500	14	Dobson
Honeywell Titans 2013	11	2013	4,500	6	Dobson
Scott	15				Four Way
Scott	22		4,500	34	Franklin Comm
Scott	3		4,500	6	Franklin Comm
Scott	10		4,500	1	Franklin Comm
MSA G1	6		4,500	14	Jot-Um-Down
Scott	7		4,500	6	Mountain Park
Scott	9		4,500	4	Mountain Park
Scott	8		4,500	8	Mountain Park
Scott			4,500	31	Pilot Knob
	16		4,500	29	Pine Ridge
	11		4,500	1	Pine Ridge
	6		4,500	2	Pine Ridge
	5		4,500	20	Pine Ridge
	4		4,500	20	Pine Ridge
Scott	22		4,500	12	Shoals
Scott	25		4,500	1	Shoals
Scott	27		4,500	6	Shoals
(Frames) Scott 4.5 (45 Min)	2	2018	4,500	20	Skull Camp
(Bottles) Scott 4.5 (45 Min)	2	2018	4,500	40	Skull Camp
Scott X-3 4.5	2	2018	4,500	4	South Surry
Scott AP 75 4.5	9	2007	4,500	18	South Surry
Scot AP 50 4.5	18	2002	4,500	4	South Surry
Scott X3 Pro	4	2018	4,500	2	State Road
Scott X3 Pro	5	2018	4,500	15	State Road
Scott 4.5 newer	4	2007	4,500	3	State Road
Scott 4.5	8	2007	4500	7	State Road
Scott 4.5 metal	32	1981	4500	3	State Road
Scott 4.5 metal	30	1981	4500	11	State Road
Scott 4500	2	2022	4,500	30	Westfield
Scott	2	2018	4,500	6	White Plains
Survivair	19	2002	3,700	6	White Plains
			Total	434	

Manufacturer	Age (Yrs)	NFPA edition	PSI (SCBA)	Quantity	Department
RIT Packs					
Scott	1			1	Bannertown
Scott	11			1	Bannertown
Scott	15			1	Bannertown
Scott	15				Fourway
Scott	3			1	Franklin Community
Scott	22			1	Franklin Community
MSA G1	6			1	Jot-Um-Down
Scott	1			1	Mountain Park
Scott				3	Pilot Knob
Scott	25			1	Shoals
Scott Rit Pak II	14			1	Skull Camp
Scott	15			2	South Surry
Scott RIT II	16			1	State Road
Scott RIT III	5			1	State Road
MFD	2			1	White Plains
			Total	17	

Manufacturer	Age (Yrs)	Quantity	Department
Cardiac Defibrillators			
Phillips	2	7	Bannertown
Lifepack	5	3	Central Surry
Life Pack	5		Four Way
LifePak 1000		1	Franklin Comm
LifePak 1000		1	Franklin Comm
MedTronics 500	18	1	Franklin Comm
LifePak 1000	1	1	Franklin Comm
LifePak 1000	1	1	Franklin Comm
Lifepak 1000	1	5	Jot-Um-Down
Lifepack 5	10	2	Mountain Park
Lifepack 5	10		Mountain Park
Physio Control Lifepack	3	2	Pilot Knob
LIKEPAK 1000	18		Pine Ridge
	19		Pine Ridge
	20		Pine Ridge
Lifepak 500	25	1	Shoals
Lifepak 500	18	1	Shoals
Lifepak 1000		2	Shoals
Life Pak 1000	11	2	Skull Camp
Life Pak 500	12	2	Skull Camp
Philips		1	South Surry
Physio Control		3	South Surry
Phillips	8	2	State Road
Lifepak 1000	2	4	State Road
New AEDs	1	2	Westfield
Older AEDs	10	3	Westfield
Physio Control LifePak 1000	17	1	White Plains
Physio Control LifePak 1000	16	1	White Plains
Physio Control LifePak 500	20	1	White Plains
	Total	50	

Manufacturer	Age (Yrs)	Radio Band(s)	Quantity	Department
Pagers				
Unication	New	Dual Dand	35	Bannertown
Motorola	45297		30	Central Surry
Motorola	20+ yrs		5	Dobson
Unications	6-10 YRS		19	Dobson
Motorola Minitor	35			Four Way
Unication G5	1	VHF/800 Mhz	32	Franklin Comm
Minitor VI	5 to 10	VHF	25	Jot-Um-Down
Motorola	15		10	Mountain Park
Unication	5		30	Mountain Park
Unication and Motorola	1 to 10	VHF	49	Pilot Knob
UNICATION G5	2	MULTI BAND	27	Pine Ridge
Motorola Minitor VI		VHF		Shoals
Unication		800		Shoals
Kenwood VHF	10	VHF	24	Skull Camp
Kenwood Dual Band	3	Dual Band	35	Skull Camp
Motorola Minitor 6			5	South Surry
Motorola Minitor 6			5	South Surry
Motorola Minitor 6			25	South Surry
Motorola VHF Minitor 6	10	143-174mhz	35	State Road
Motorola	10 plus	2	9	Westfield
Motorola	8	2	3	Westfield
Motorola	1	2	6	Westfield
Motorola	<1	2	5	Westfield
Unication	5	2	9	Westfield
Unication	6	2	6	Westfield
		Total	429	

Manufacturer	Age (Yrs)	Radio Band(s)	Quantity	Department
Portable Radios				
Kenwood	New	Dual Band	35	Bannertown
Kenwood	1	Dual band	56	Central Surry
Kenwood VHF		VHF	11	Dobson
Kenwood 800		800	18	Dobson
EF Johnson 800		800	2	Dobson
Illegible	4			Four Way
Illegible	2			Four Way
VHF	10			Four Way
Kenwood VP8000	1	VHF/800 Mhz	11	Franklin Comm
Kenwood VP8001	2	VHF/800 Mhz	14	Franklin Comm
Kenwood 800	5	800	15	Jot-Um-Down
Kenwood 800 Dualband	1		13	Mountain Park
Kenwood VHF	15		30	Mountain Park
Motorola and Kenwood	2 to 10	800 MHZ	41	Pilot Knob
		VHF	20	Pilot Knob
KENWOOD 8000	2023	MULTI BAND	10	Pine Ridge
HARRIS XL 200	2019	MULTI BAND	10	Pine Ridge
Kenwood TK-2312		VHF		Shoals
Kenwood Viking VP-900		Dual		Shoals
Kenwood VHF	10+	VHF	24	Skull Camp
Kenwood Dual Band	3	Dual Band	35	Skull Camp
	3		3	South Surry
	1			South Surry
Kenwood VHF	12 years	143-174mhz	15	State Road
Kenwood Dual Band VHF/800	9 years	143-174mhz, 800mhz	11	State Road
Kenwood Viking	1 year	143-174mhz, 800mhz	7	State Road
Straight 800	<8	Many	8	Westfield
Dual Bands 800 / VHF	<2	Many	19	Westfield
OLD VHF (Some work Some Don't)	>10	1	27	Westfield
Kenwood	1		20	White Plains
Motorola	5		1	White Plains
Kenwood	10		20	White Plains
		Total	476	

Manufacturer	Age (Yrs)	Radio Band(s)	Quantity	Department
Mobile Radios				
Kenwood	New	Dual Band	12	Bannertown
Kenwood	1	Dual band	9	Central Surry
Kenwood		VHF	4	Dobson
Kenwood P25		800	3	Dobson
4				Four Way
6				Four Way
Kenwood	1	VHF/800 Mhz	12	Franklin Comm
Kenwood	2	VHF/800 Mhz	1	Franklin Comm
Kenwood 800 3-6 years old		800/VHF	3	Jot-Um-Down
Kenwood VHF		VHF	2	Jot-Um-Down
Kenwood 800 Dualband	1		4	Mountain park
Motorola and Kenwood	2 to 10	VHF	8	Pilot Knob
		800 mhz	8	Pilot Knob
KENWOOD 7000	2023	MULTI BAND	13	Pine Ridge
Kenwood TK-5910		800	1	Shoals
Kenwood		800	6	Shoals
Kenwood Dual Band	3	Dual Band	6	Skull Camp
	1		8	South Surry
	3		4	South Surry
	20			South Surry
Kenwood VHF	12 years	143-174mhz	6	State Road
Kenwood Viking Mobile Dual Band	4 years	143-174mhz, 800mhz	4	State Road
Kenwood Dual Band VHF/800	2 years	143-174mhz, 800mhz	3	State Road
Dual Band 800 / VHF	<3	Many	4	Westfield
Straight 800	>8	Many	4	Westfield
Straight 800 (Spare)	>10	Many	4	Westfield
Kenwood	5		8	White Plains
		Total	137	

Manufacturer	Age (Yrs)	Radio Band(s)	Quantity	Department
Base Station				
Kenwood	New	Dual Band	2	Bannertown
Kenwood	1	Dual band	2	Central Surry
Kenwood	20	VHF	1	Dobson
Plectron	50	VHF	1	Dobson
	18			Fourway
Kenwood	1	VHF/800 Mhz	2	Franklin Comm
Kenwood	2	800/VHF	1	Jot-Um-Down
Kenwood	10		1	Mountain Park
Kenwood	1 to 5	800 mhz	1	Pilot Knob
KENWOOD TK 7150	2015	VHF	1	Pine Ridge
Station Base Radio	12 years	143-174mhz	1	State Road
Station Base Station	<5	Many	1	Westfield
		Total	14	

Manufacturer	Age (Yrs)	Quantity	Department
Extrication Equipment			
Holmatro Edrolic Combi Tools	2	2	Bannertown
Hurst Edrolic	2	1	Bannertown
Holmatro Hydrolic Combi Tools	10	1	Bannertown
Holmatro Hydrolic full set	10	1	Bannertown
Holmatro Large Edrolic Ram	2	1	Bannertown
GENESIS / C236-SL3 CUTTER			CC Camp
GENESIS / S49-SL3(28") SPREADER			CC Camp
Hurst spreader	3	2	Central Surry
Hurst cutter	3	1	Central Surry
Hurst ram	3	1	Central Surry
Rescue jacks	4	1	Central Surry
Hurst	4		Four Way
Hurst - Cutter	3	1	Franklin Community
Hurst - Spreader	3	1	Franklin Community
Hurst - Ram	3	1	Franklin Community
Hurst - Combi Tool	3	1	Franklin Community
Hurst - Battery		1	Franklin Community
Hurst Combi eDraulic	4	1	Jot-Um-Down
Hurst Ram eDraulic	4	1	Jot-Um-Down
Rescue 42	4	1	Jot-Um-Down
Hurst - Battery powered combi tool	1	1	Pilot Knob
HURST COMBI	4	1	Pine Ridge
THE RIPPER GLASS CUTTER	4	1	Pine Ridge
DEWALT PACKAGE	5	1	Pine Ridge
DEWALT PACKAGE	8	1	Pine Ridge
Holmatro Edraulic Spreaders	4	1	Skull Camp
Holmatro Edraulic Cutters	10	1	Skull Camp
Amkus Hydraulic Ram (E2)	10	1	Skull Camp
Amkus Hydraulic Spreaders (E2)	10	1	Skull Camp
Amkus Hydraulic Cutters (E2)	10	1	Skull Camp
Amkus Hydraulic Ram (E1)	12	1	Skull Camp
Amkus Hydraulic Spreaders (E1)	10	1	Skull Camp
Amkus Hydraulic Cutters (E1)	10	1	Skull Camp
Amkus Edraulic Ram	1	1	Skull Camp
Amkus Edraulic Spreaders	1	1	Skull Camp
Amkus Edraulicc Cutters	1	1	Skull Camp
Paratech Hydraulic Strut Set	4	1 set	Skull Camp
Paratech Air Bag System Set	9	1 set	Skull Camp
Hurst Spreaders	1	1	South Surry
Hurst Cutters	1	1	South Surry
Hurst Ram	1	1	South Surry
Battery Hurst Cutter	1	1	Westfield
Battery Hurst Spreader	1	1	Westfield
Battery Hurst Combo Tool	1	1	Westfield
Battery Hurst Ram	1	1	Westfield
Hydro Holmatro Cutter	30	1	Westfield
Hydro Holmatro Combo Tool	30	1	Westfield
Hydro Holmatro Ram	30	2	Westfield
Hydro Pump	30	1	Westfield
	Total	47	

Manufacturer	Age (Yrs)	Quantity	Department
Turn Out Gear (Coats/Trousers)			
	1	5	Bannertown
	1	5	Bannertown
	2	5	Bannertown
	3	5	Bannertown
	4	5	Bannertown
Honeywell	3 to 9	48	Central Surry
Firedex	2	12	Central Surry
Globe	1 to 2	20	Central Surry
Innotex	9	2	Central Surry
Innotex	1	8	Dobson
Innotex	3	4	Dobson
Innotex	6	3	Dobson
Innotex	7	4	Dobson
	1 to 4	16	Four Way
	5 to 10	10	Four Way
	10 +	10	Four Way
Globe Coat/Pants	1 to 10	32	Franklin Comm
Morning Pride	10 or less	30	Jot-Um-Down
Coats/Pants	5 average	35	Mountain park
Globe	5 to 9	19	Pilot Knob
Lion	1 to 5	20	Pilot Knob
Tech Gen	9	4	Pine Ridge
Tech Gen	8	3	Pine Ridge
Tech Gen	7	11	Pine Ridge
Tech Gen	4	3	Pine Ridge
Tech Gen	2	4	Pine Ridge
Tech Gen	1	1	Pine Ridge
Morning Pride	4 to 9		Shoals
FireDex	New to 4		Shoals
Coats/Pants	less than 10	44	Skull Camp
Coats/Pants	9	1	State Road
Coats/Pants	7	3	State Road
Coats/Pants	6	1	State Road
Coats/Pants	5	3	State Road
Coats/Pants	4	3	State Road
Coats/Pants	3	3	State Road
Coats/Pants	2	2	State Road
Coats/Pants	>10	21	Westfield
Coats/Pants	9	9	Westfield
Coats/Pants	8	3	Westfield
Coats/Pants	7	2	Westfield
Coats/Pants	6	2	Westfield
Coats/Pants	5	2	Westfield
Coats/Pants	3	3	Westfield
Coats/Pants	2	3	Westfield
Coats/Pants	1	3	Westfield
Morning Pride	4	40	White Plains
	Total sets	472	

Ararat Volunteer Fire Department, Inc.

Fire Department Summary

The Ararat Volunteer Fire Department (AVFD) serves the community of Ararat in Surry County, providing essential fire protection and emergency response services. Operating under the leadership of Fire Chief Shane Andrews, the department is located at 1415 Ararat Road, Ararat, NC, and holds an ISO rating of 9E.

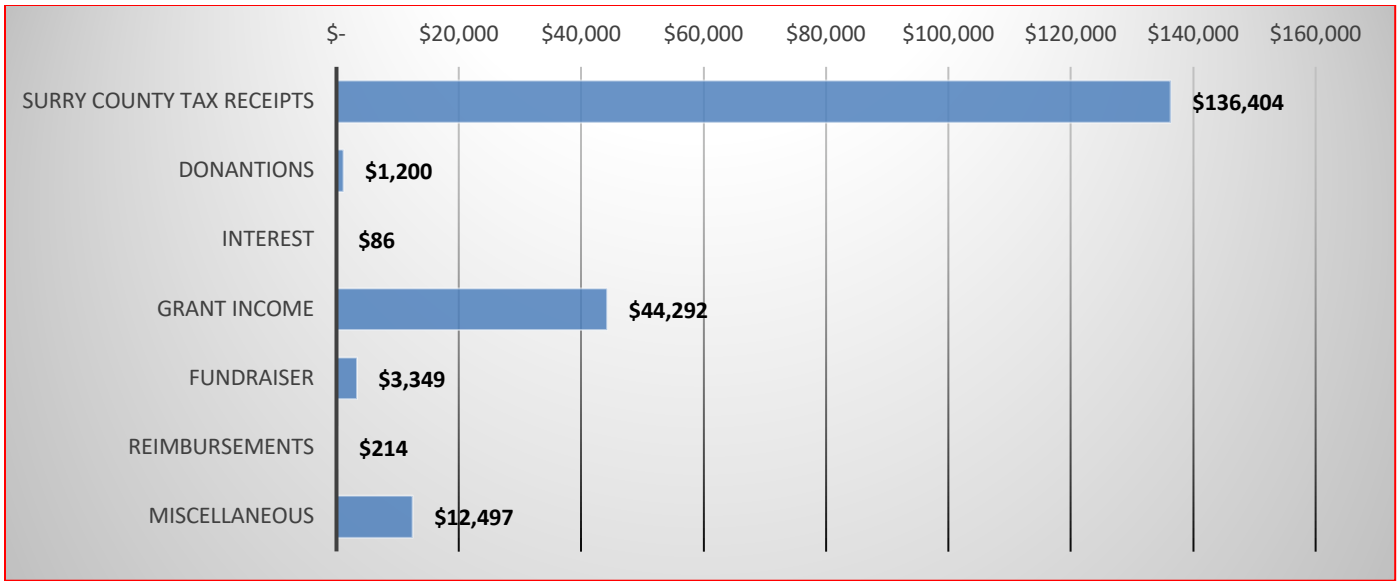
The department did not submit an NCFCC data survey form, so a budget breakdown chart could not be provided. However, the chart below illustrates the department's income sources based on their 2023 Financial Statement and Agreed Upon Procedures submission.

Using the department's financial statements from 2021 to 2023, a summary of the three-year total revenue is presented below. Additionally, a chart highlighting the department's three-year receipts, disbursements, and net changes is provided for review.

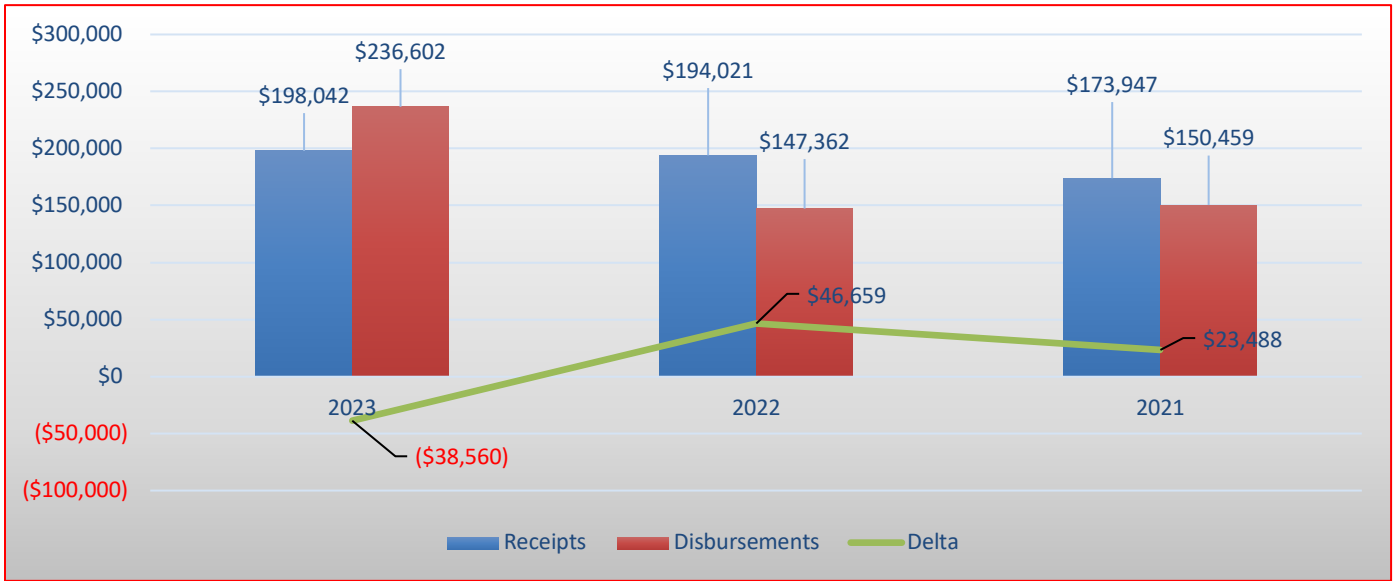
District Facts	
District Valuation	$135,000,000
Population	2,038
Area (Sq. Miles)	20.42
Calls for Service	205
Number of Stations	1
District Tax Rate	$0.086
FY 2025 Appropriation	$133,872
Cost Per Call	$966

In 2023, the department responded to 973 calls for service. The cost per call was calculated by dividing the total revenue reported in their 2023 financial statement by the number of calls, resulting in a cost per call of $204.

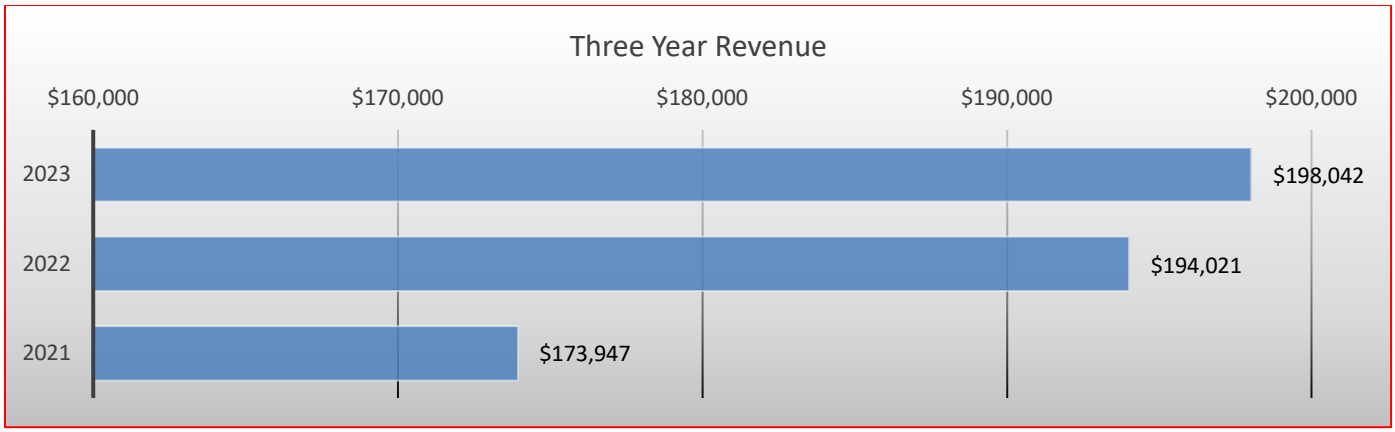
The department operates out of a single station, Station 63 located at 1415 Ararat Road, Ararat, NC, and has a response force of 29 volunteers. A six-year historical graph of the department's volunteer numbers is shown below.



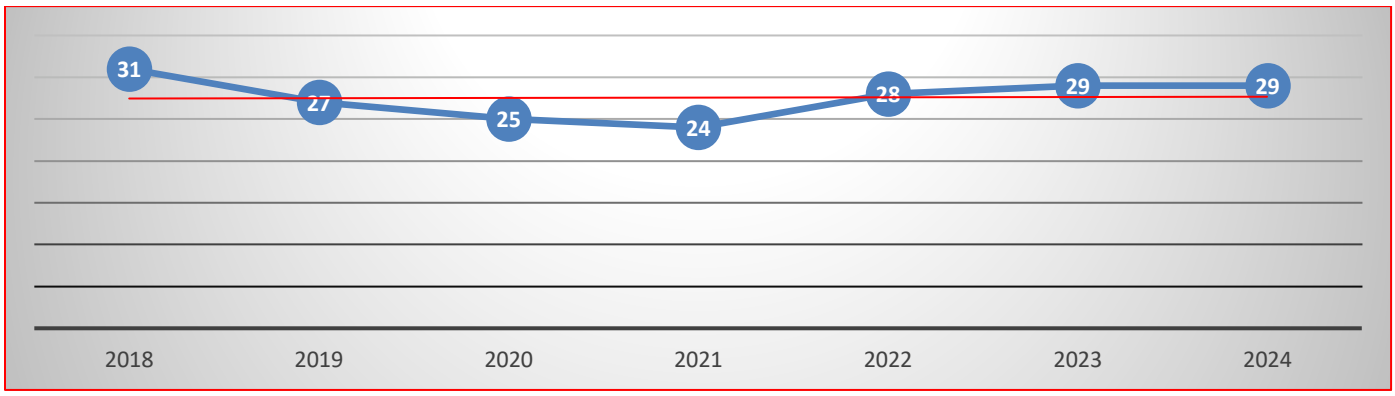
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

Bannertown Volunteer Fire Department, Inc.

Fire Department Summary

The Bannertown Volunteer Fire Department (BVFD) is a dedicated firefighting organization serving the Bannertown and Holly Springs communities in Surry County, North Carolina. For over 60 years, BVFD has been committed to protecting lives and property in the region. The department operates out of two stations: Station 75, located at 124 Reeves Mill Road, Mount Airy, and Substation 75, located at 413 Holly Springs Road, Mount Airy.

District Facts	
District Valuation	$1,134,000,000
Population	4,931
Area (Sq. Miles)	23.42
Calls for Service	704
Number of Stations	2
District Tax Rate	$0.067
FY 2025 Surry Appropriation	$781,343
Cost Per Call	$1,067

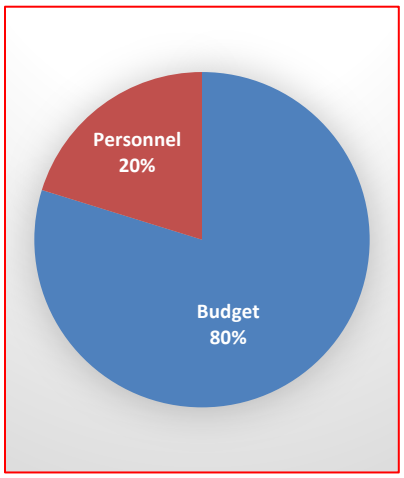
Under the leadership of Fire Chief Chris Baker, the department maintains an ISO rating of 3/9E, reflecting its strong capabilities and commitment to excellence. The BVFD's response force consists of 2 paid personnel and 29 dedicated volunteers, ensuring robust service coverage for the community.

The BVFD's financial details, based on submitted records, include:

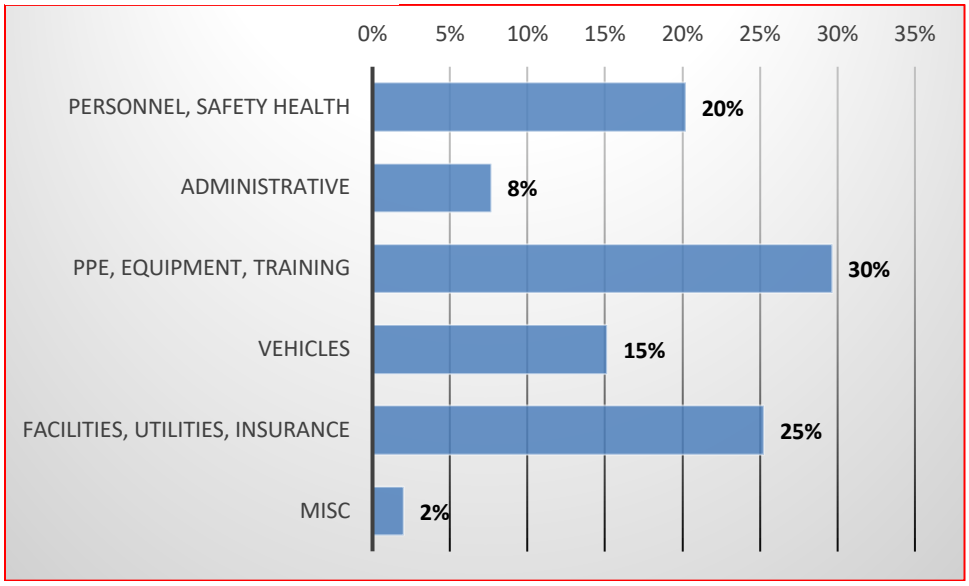
- Budget Breakdown: A chart detailing the department's budget allocation, as reported in their survey form, is provided below. Additionally, the budget-to-personnel ratio is included for reference.
- Income Sources: The department's 2023 income sources are outlined in its 2023 Financial Statement and Agreed Upon Procedures submission. A breakdown of these sources is displayed below.
- Revenue Overview: Utilizing the department's 2021–2023 financial statements, the total revenue over three years has been calculated. A chart comparing receipts, disbursements, and net changes during this period is also provided.

In 2023, the department responded to 2,758 calls for service. By dividing the total revenue reported in the 2023 financial statement by the number of calls, the cost per call was calculated at $272. This metric underscores the department's efficiency in utilizing its financial resources to deliver services.

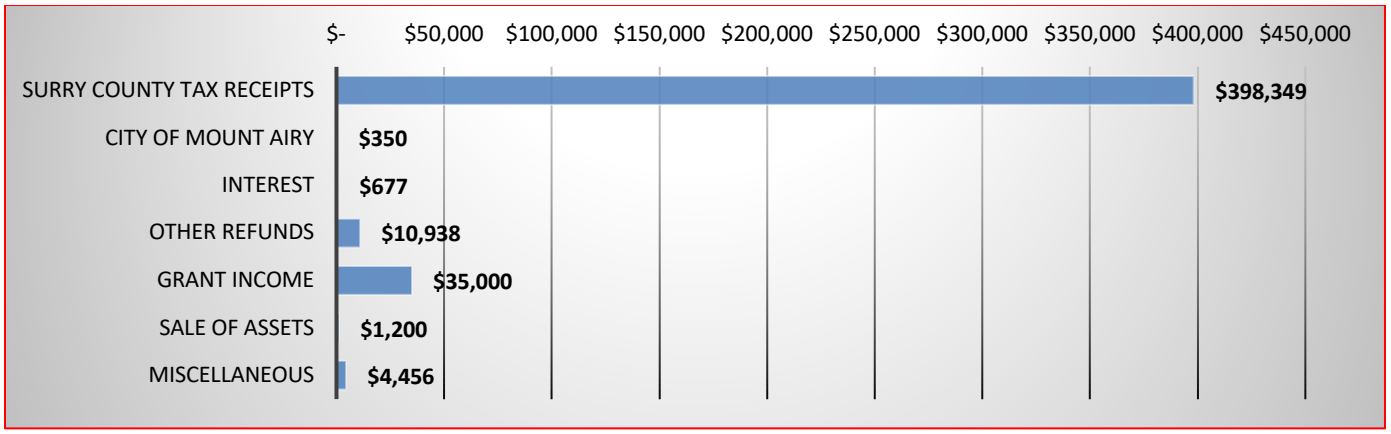
The BVFD relies on its team of committed volunteers. A six-year historical graph of the department's volunteer count is provided below, illustrating trends and highlighting the sustained efforts of this critical workforce.



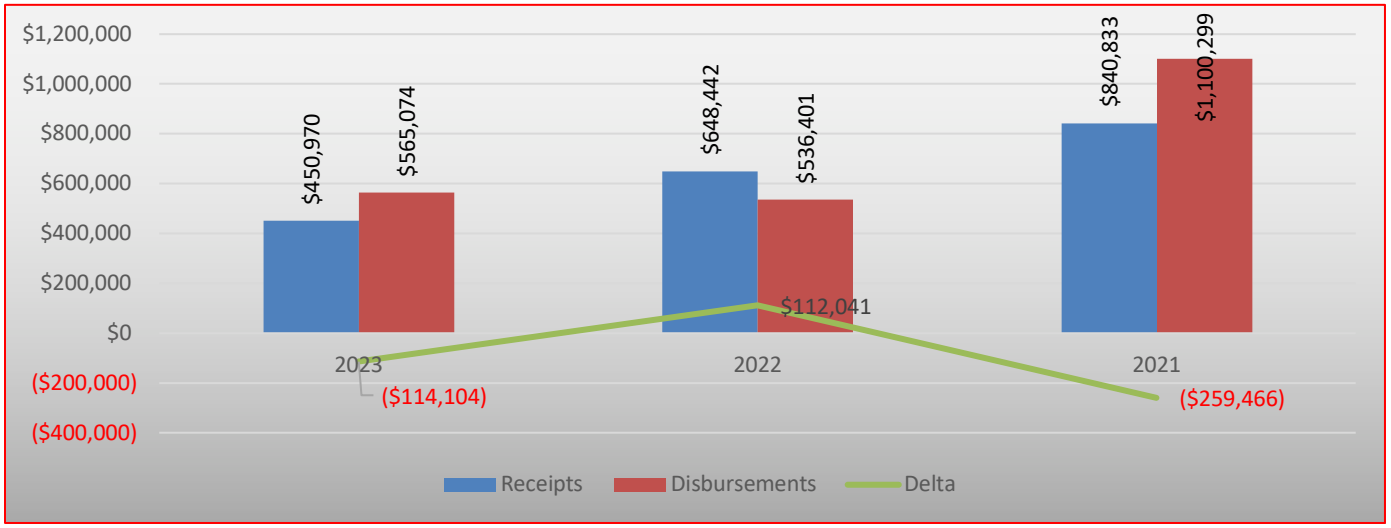
Budget to Personnel Ratio



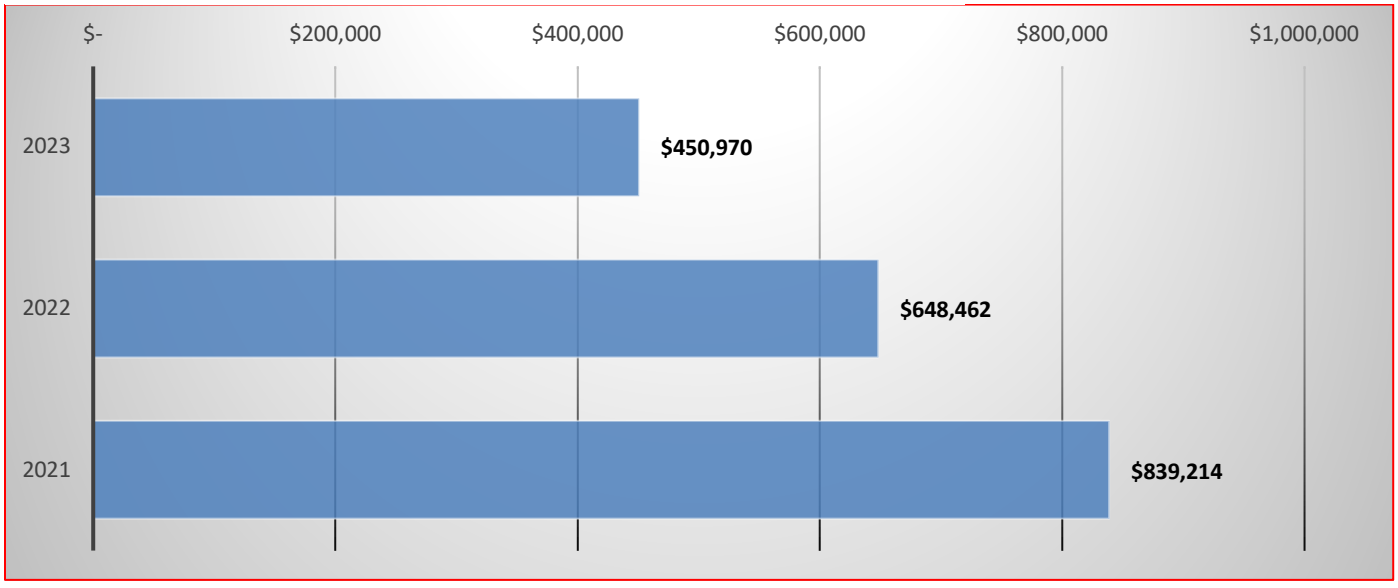
Operating Budget Breakdown



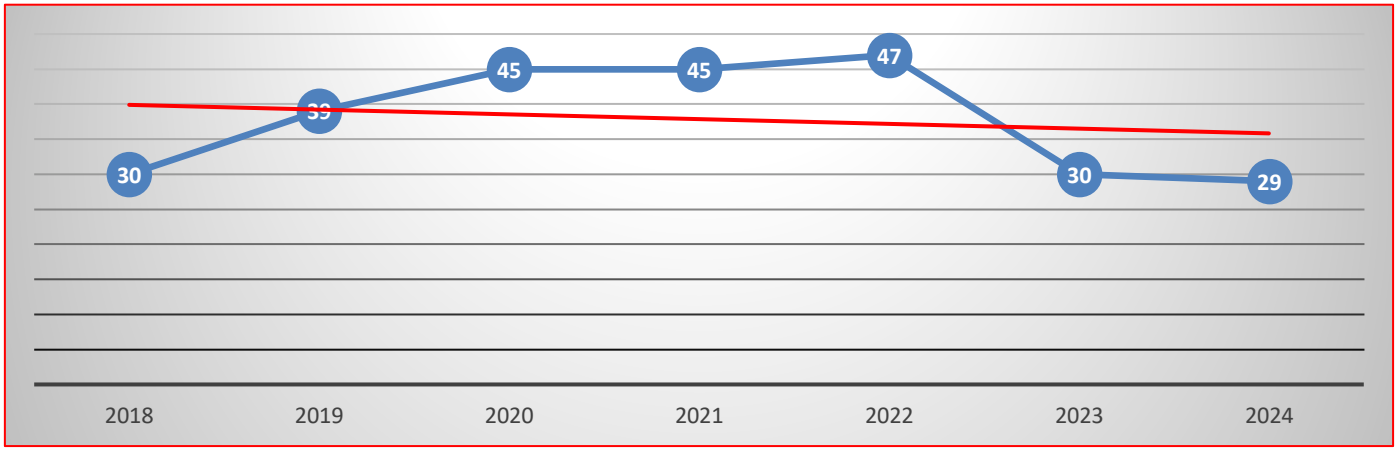
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

C.C. Camp Volunteer Fire Department, Inc.
Fire Department Summary

The C.C. Camp Volunteer Fire Department (CCCFD) is a mostly volunteer-driven organization located at 1971 C.C. Camp Road in Elkin, North Carolina. Under the leadership of Fire Chief Isaac Byrd, the department is dedicated to providing fire protection and emergency response services. The department holds an ISO rating of 6/9E, reflecting its commitment to service and community safety.

CCCFD operates out of two stations:

- Station 65: Located at 1971 C.C. Camp Road, Elkin, NC
- Substation 65: Located at 9259 NC 268, Elkin, NC

District Facts	
District Valuation	$254,000,000
Population	1,245
Area (Sq. Miles)	18.73
Calls for Service	399
Number of Stations	2
District Tax Rate	$0.106
FY 2025 Surry Appropriation	$280,267
Cost Per Call	$1,059

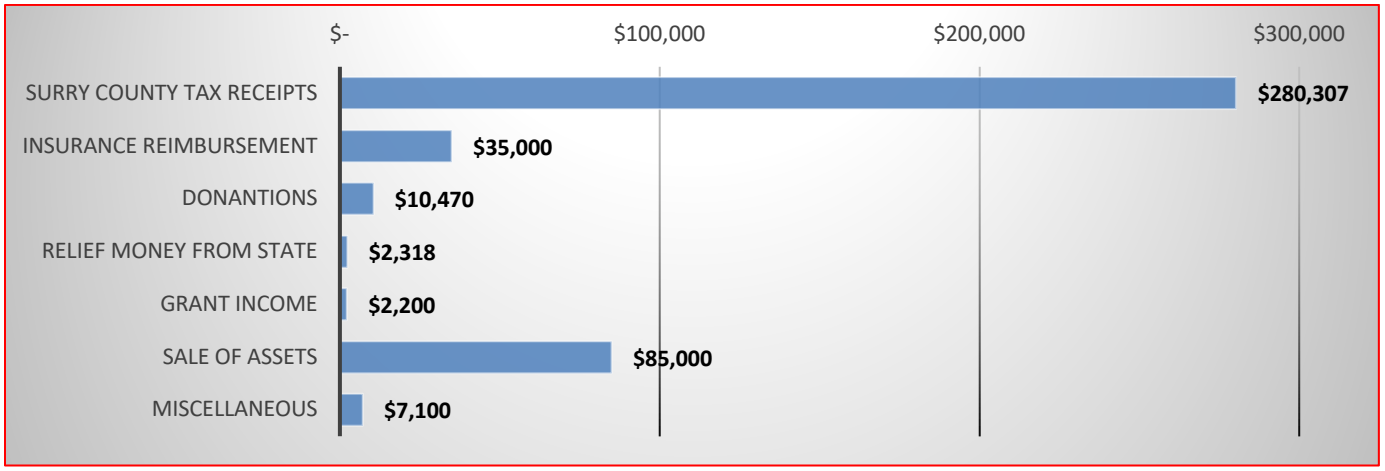
The department's response force is composed of 8 paid personnel and 27 dedicated volunteers, providing coverage for the community.

The department's financial details, as submitted in its records, include the following:

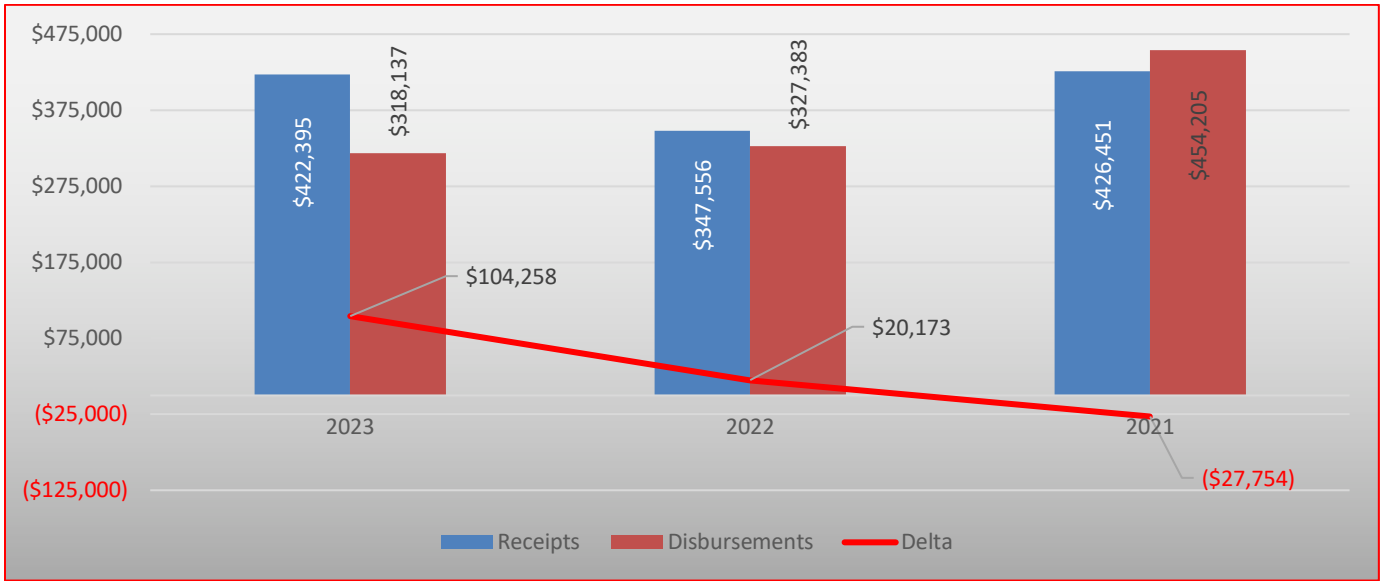
- Budget Breakdown: The department did not submit an NCFCC data survey form, so a budget breakdown chart could not be provided.
- Income Sources: The department's 2023 income sources are outlined in its 2023 Financial Statement and Agreed Upon Procedures submission. A breakdown of these sources is displayed below.
- Revenue Overview: Using financial statements from 2021–2023, a view of total revenue over three years is presented. A comparative chart highlighting receipts, disbursements, and net changes is included for analysis.

In 2023, CCCFD responded to 1,477 calls for service. The cost per call, calculated by dividing the total revenue reported in their 2023 financial statement by the number of calls, was $286. This calculation highlights the department's efficient use of financial resources to deliver critical services.

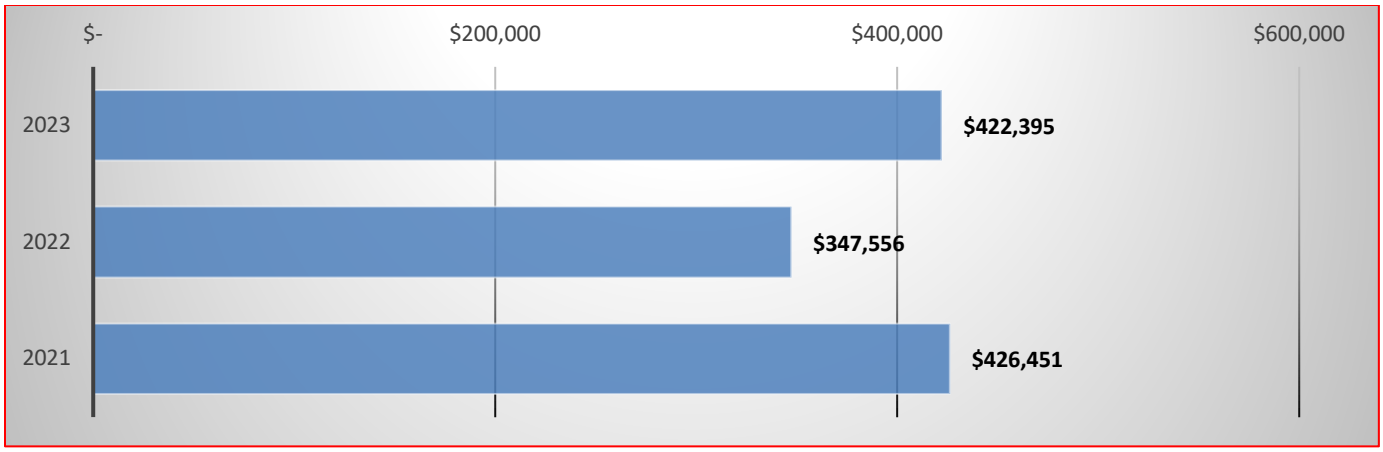
The CCCFD relies heavily on its team of dedicated volunteers. A six-year historical graph of volunteer numbers is provided below, illustrating trends and emphasizing the sustained commitment of this essential workforce.



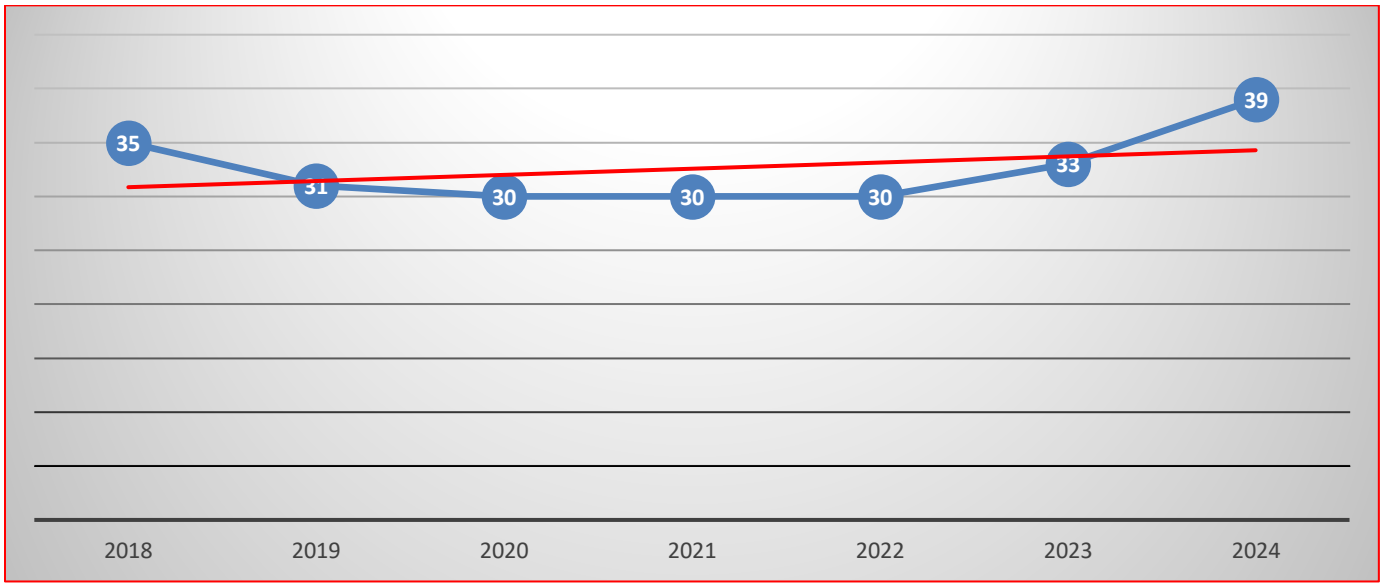
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

Central Surry Volunteer Fire Department, Inc.

Fire Department Summary

The Central Surry Volunteer Fire Department (CSVFD) is a dedicated volunteer-based organization serving the community of Dobson, North Carolina. Operating under the leadership of Fire Chief Matt Hall, the department is committed to providing effective fire protection and emergency response services.

District Facts	
District Valuation	$291,000,000
Population	4,274
Area (Sq. Miles)	41.79
Calls for Service	320
Number of Stations	2
District Tax Rate	$0.082
FY 2025 Surry Appropriation	$272,800
Cost Per Call	$1,227

ISO Rating: CSVFD maintains an ISO rating of 5/9E, reflecting its commitment to maintaining fire protection services.

Stations: The department operates from two stations:

- Station 77: Located at 2325 White Dirt Road, Dobson, NC
- Sub Station 77: Located at 611 South Main Street, Dobson, NC

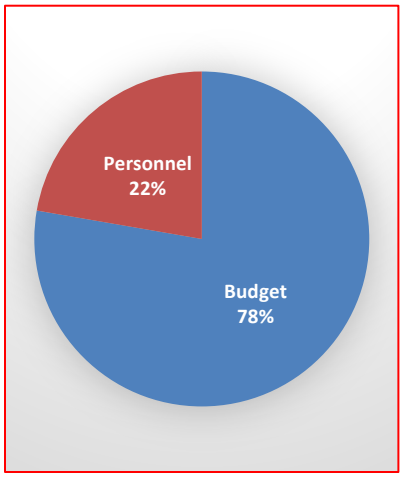
The CSVFD's financial details, based on submitted records, include:

- Budget Breakdown: A chart detailing the department's budget allocation, as reported in their survey form, is provided below. Additionally, the budget-to-personnel ratio is included for reference.
- Income Sources: The department's income sources for 2023 are outlined in their Federal 990 form for nonprofit organizations. A breakdown of these sources is displayed below.
- Revenue Overview: Utilizing the department's 2021–2023 financial statements, the total revenue over three years has been calculated. A chart comparing receipts, disbursements, and net changes during this period is also provided.

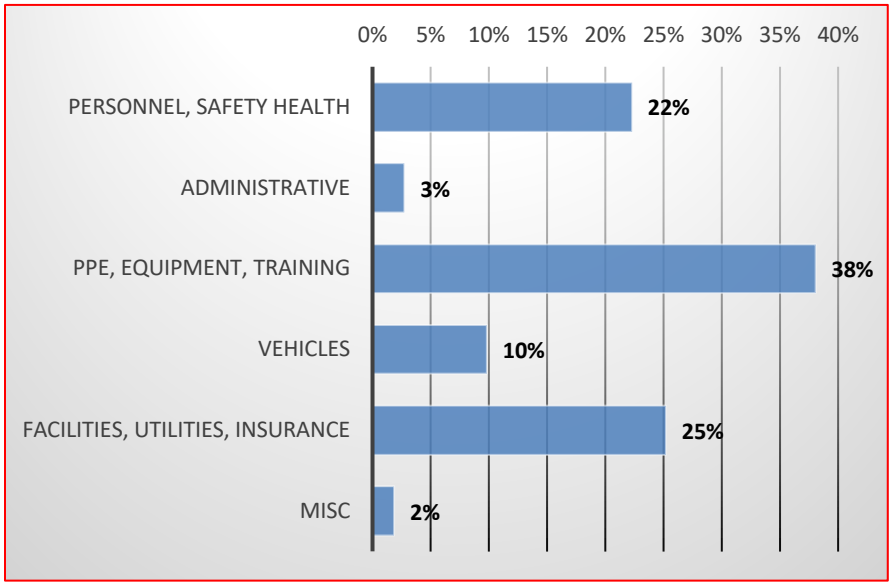
In 2023, the department responded to 2,722 calls for service. By dividing the total revenue reported in the 2023 financial statement by the number of calls, the cost per call was calculated at $144. This metric underscores the department's efficiency in utilizing its financial resources to deliver services.

The CSVFD operates with a team composed of five paid staff members and twenty-eight volunteers, all committed to delivering service to the community. A six-year

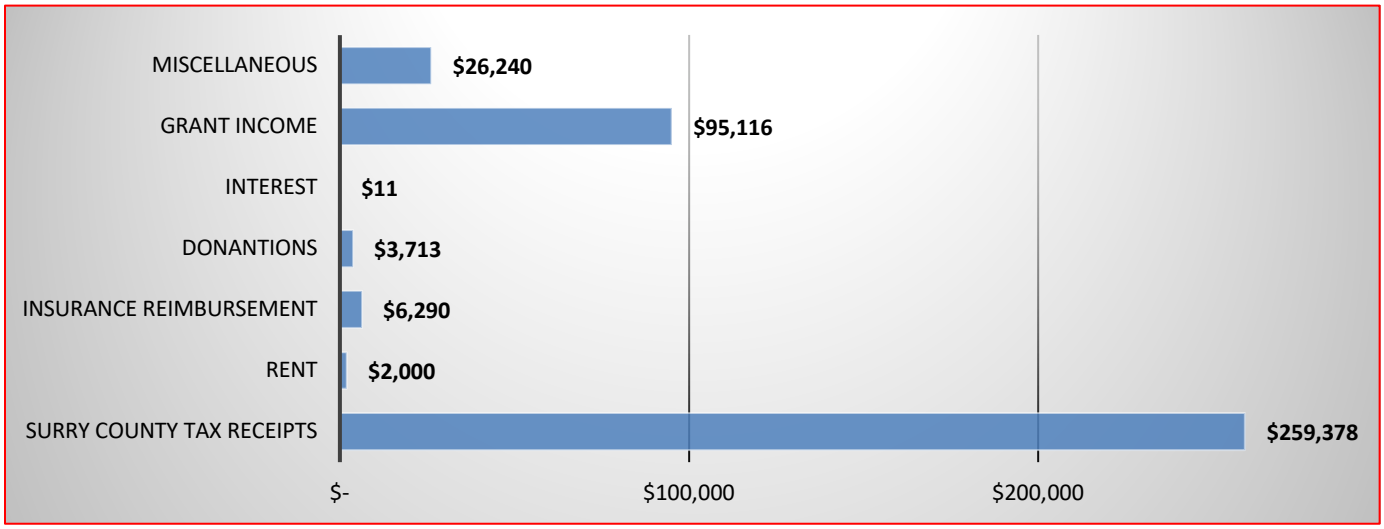
historical graph of the department's volunteer count is provided below, illustrating trends and highlighting the sustained efforts of this critical workforce.



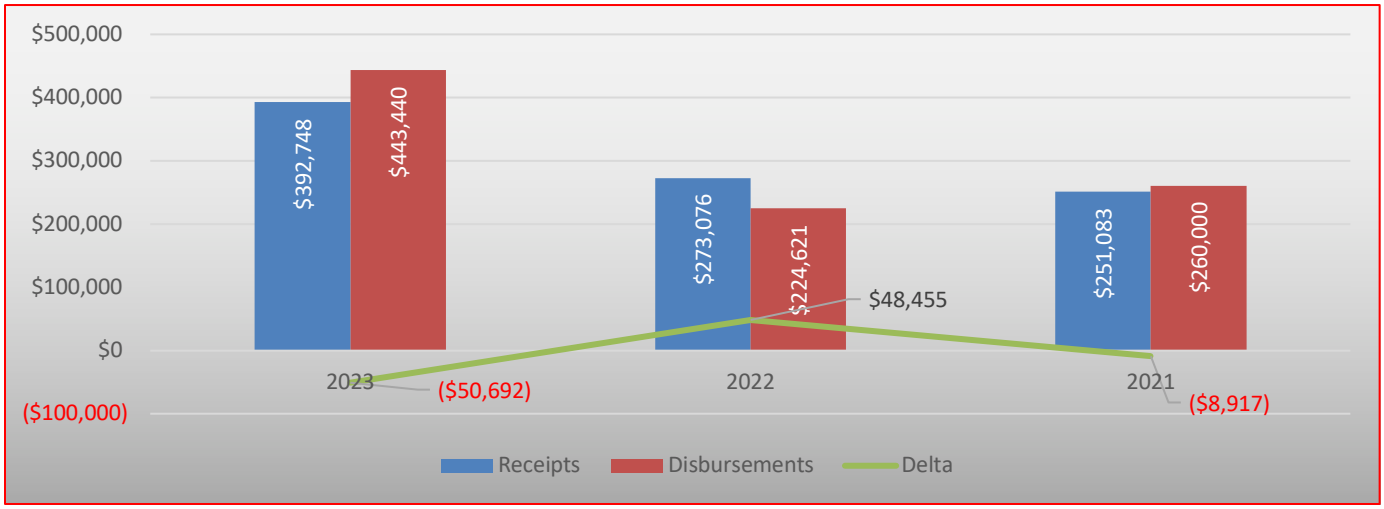
Budget to Personnel Ratio



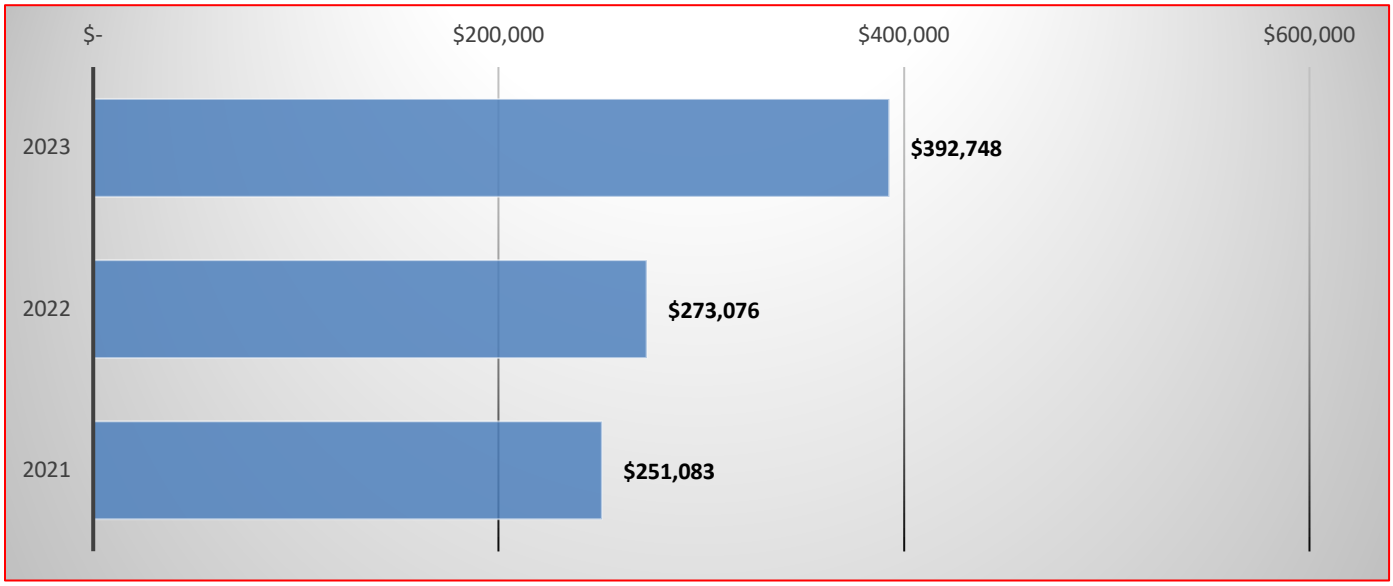
Operating Budget Breakdown



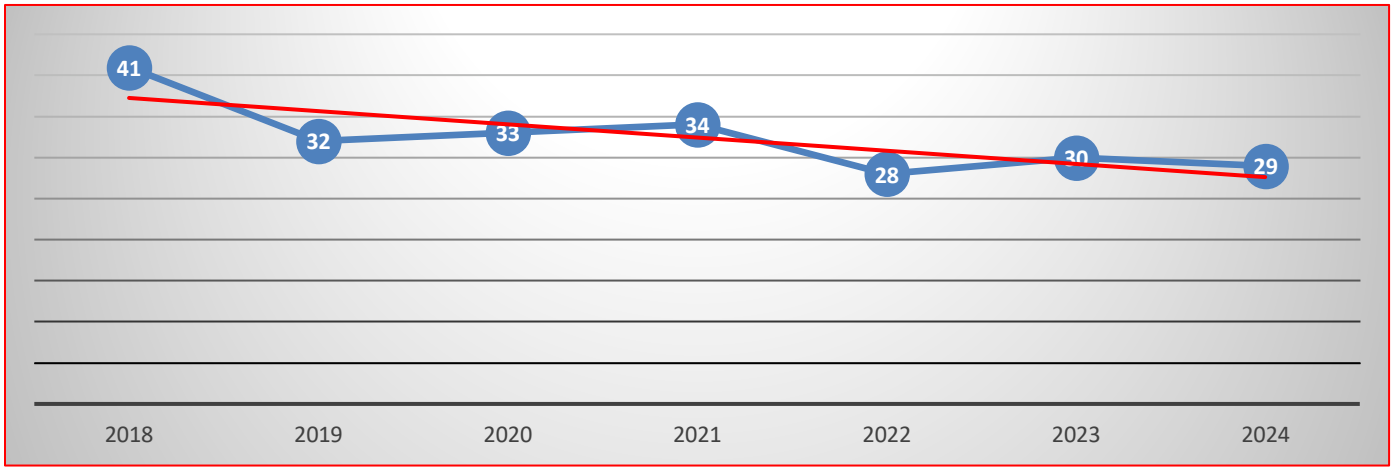
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Town of Dobson Fire Department, Inc.

Fire Department Summary

The Dobson Fire Department (DFD) is a volunteer fire service organization located at 212 N. Crutchfield Street, Dobson, North Carolina. Under the leadership of Fire Chief David Jenkins, DFD provides critical fire protection and emergency response services to the residents and businesses of Dobson and the surrounding areas.

District Facts	
Town Valuation	186,000,000
Population	1,462
Area (Sq. Miles)	1.98
Calls for Service	130
Number of Stations	1
Town Tax Rate	$0.430
FY 2025 TOD Appropriation	$159,536
Cost Per Call	$827

Operating from a single station, DFD is staffed by a team of 25 volunteer firefighters. Their responsibilities include fire suppression, rescue operations, and emergency services, ensuring the safety and well-being of the community. Beyond responding to emergencies, the department reports being actively engages in community outreach and fire safety education programs, promoting awareness and preparedness among residents.

The Dobson Fire Department maintains an ISO rating of 5, reflecting its commitment to fire suppression and community safety. This rating underscores the department's level of preparedness and ability to respond effectively to fire emergencies.

To ensure emergency response, DFD operates from one central station:

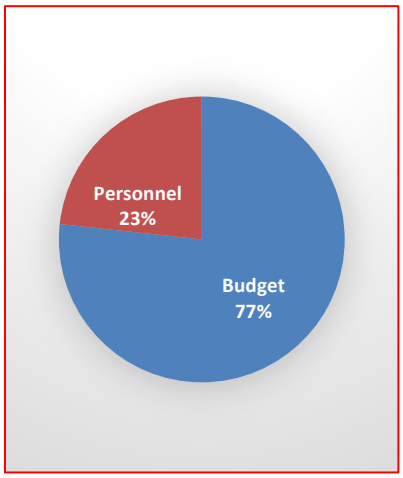
- Station 67: 212 N. Crutchfield Street, Dobson, NC

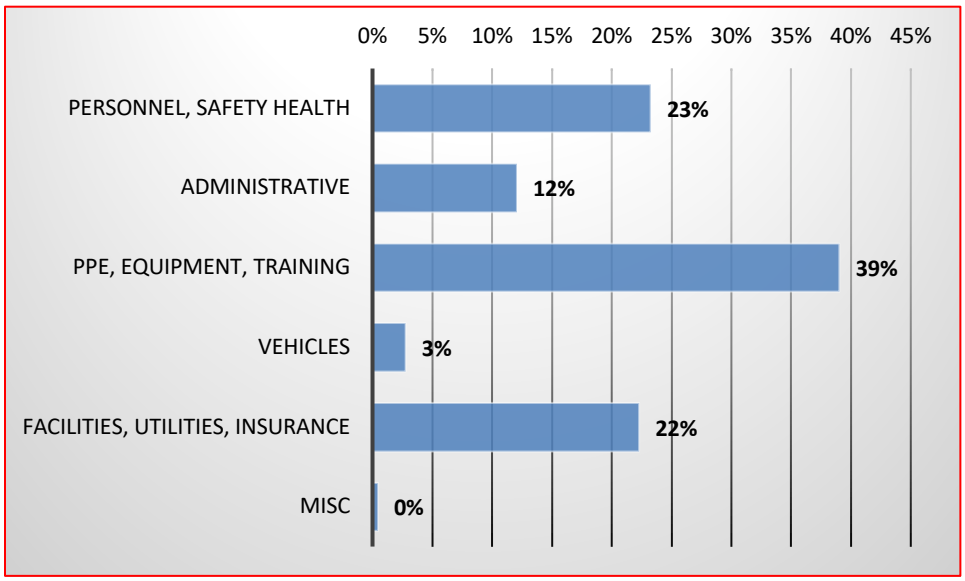
DFD prioritizes financial transparency and resource efficiency.

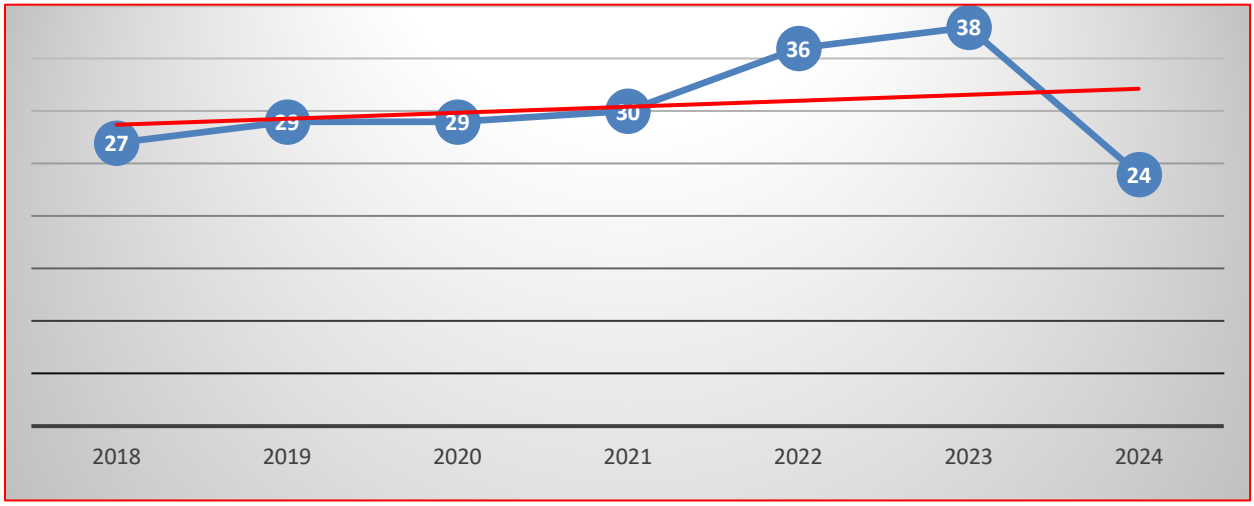
- Budget Allocation: The department's budget distribution and budget-to-personnel ratio highlight responsible and effective resource management.
- Income Sources: DFD's funding is provided entirely by the Town of Dobson, ensuring the department has the resources necessary to meet its operational needs.
- Revenue Trends: As a volunteer fire department under the Town of Dobson, detailed revenue trend data is not independently tracked.

In 2023, the Dobson Fire Department responded to 1,898 calls for service, underscoring its vital role in community safety. With a calculated cost per call of just $57, DFD demonstrates efficiency in delivering critical services.

At the heart of DFD's success is its team of volunteers. A six-year historical graph of volunteer participation highlights trends in recruitment and retention, showcasing the commitment of this essential workforce.






27
29
29
30
36
38
24
2018
2019
2020
2021
2022
2023
2024

The Four-Way Volunteer Fire Department, Inc.
Fire Department Summary

The Four-Way Volunteer Fire Department (FWVFD) is an organization dedicated to serving Mount Airy and the surrounding areas in Surry County, North Carolina. Located at 116 McBride Road, Mount Airy, NC 27030, the department operates under the leadership of Fire Chief Bruce Crigger.

FWVFD is committed to providing comprehensive fire protection and emergency response services. The department upholds standards in fire safety and preparedness, as evidenced by its ISO rating of 5/9E. This rating reflects its service to safeguard the community.

District Facts	
District Valuation	$203,000,000
Population	3,818
Area (Sq. Miles)	19.47
Calls for Service	517
Number of Stations	1
District Tax Rate	$0.111
FY 2025 Surry Appropriation	$261,914
Cost Per Call	$609

The department operates from a single station:

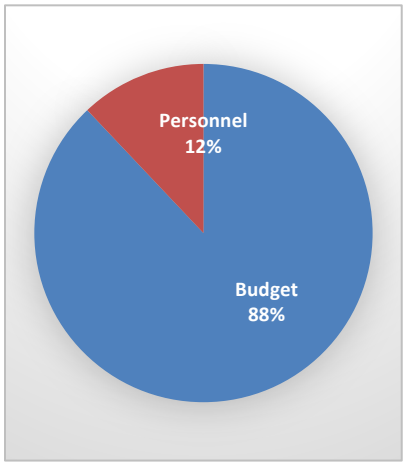
- Station 68: 116 McBride Road, Mount Airy, NC

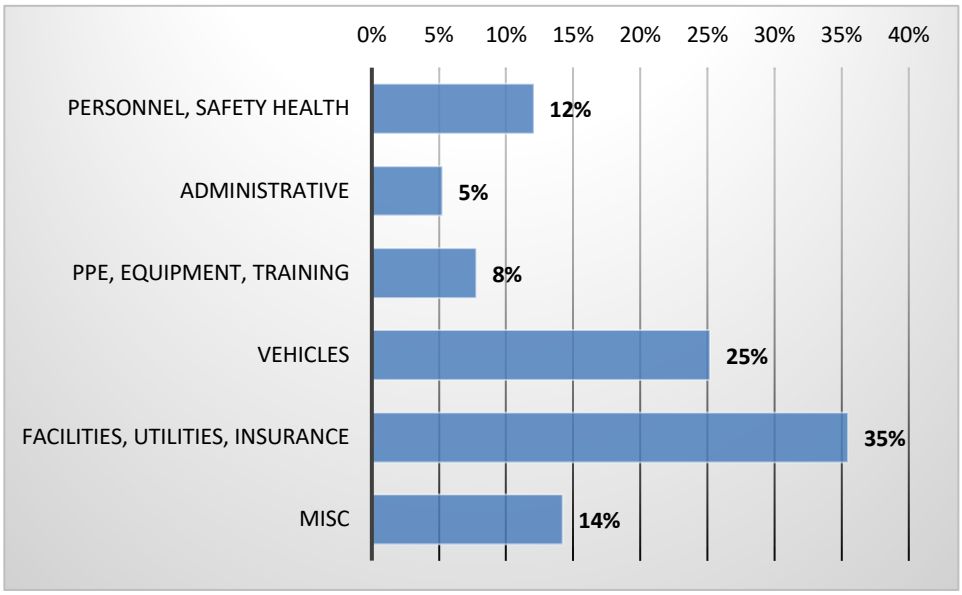
FWVFD's financial details, based on submitted records, include:

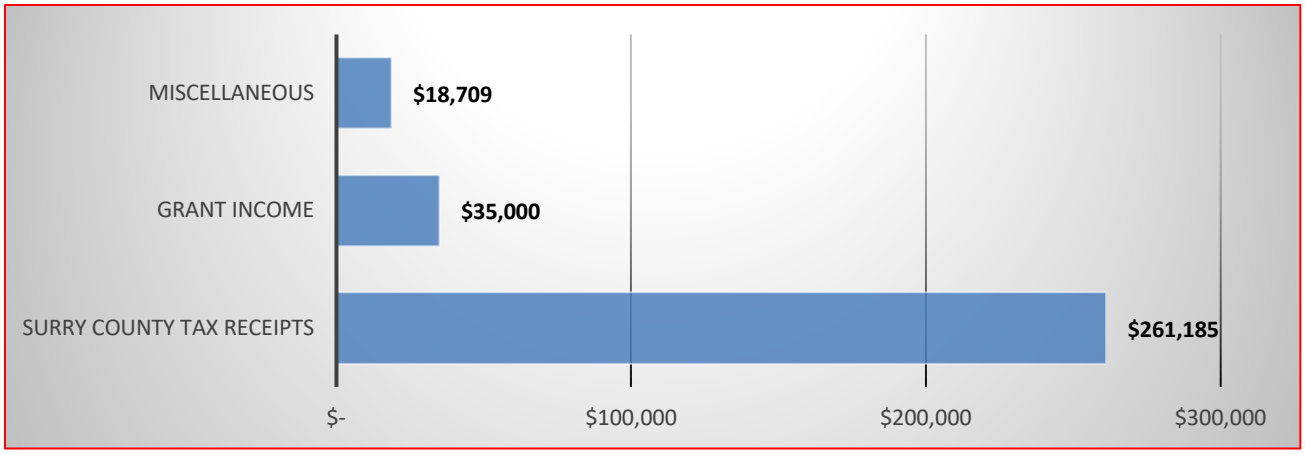
- Budget Breakdown: A chart detailing the department's budget allocation is provided below, along with the budget-to-personnel ratio for reference.
- Income Sources: The department's income sources for 2023 are outlined in its Financial Statement and Agreed-Upon Procedures submission. A breakdown of these sources is displayed below.
- Revenue Overview: Using financial statements from 2021–2023, the department's total revenue over three years has been calculated. A comparative chart showing receipts, disbursements, and net changes is provided for analysis.

In 2023, FWVFD responded to 2,243 calls for service. The cost per call was calculated at $140 by dividing the total revenue reported in the 2023 financial statement by the number of calls. This metric highlights the department's efficiency in utilizing its resources to deliver vital services.

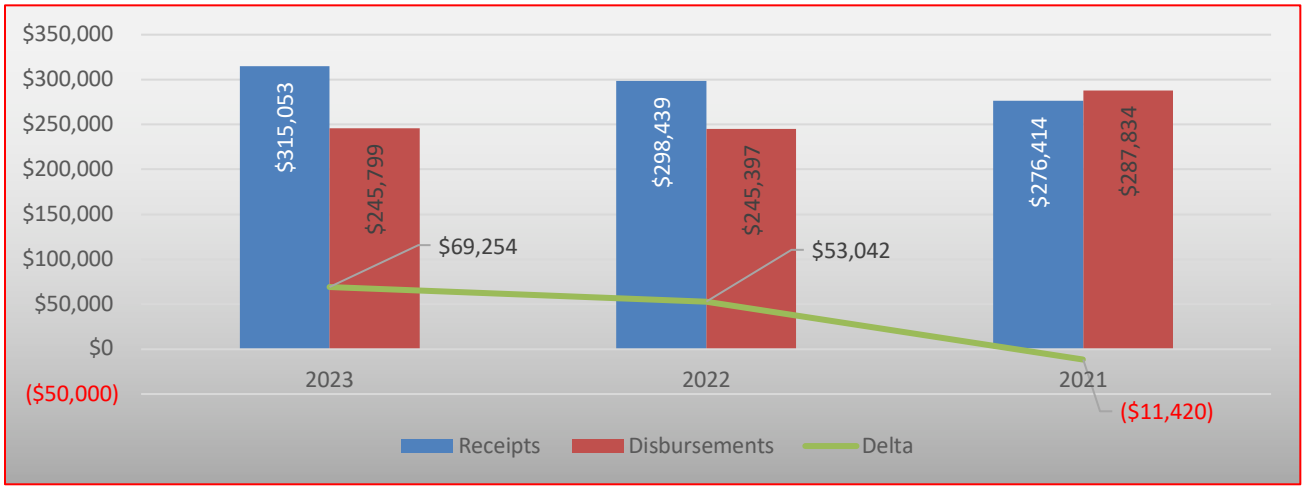
The department operates with a dedicated team of 25 volunteers and 2 paid staff members who work to ensure the safety and well-being of the community. A six-year historical graph of volunteer numbers is provided below, illustrating trends and underscoring the sustained dedication of this critical workforce.



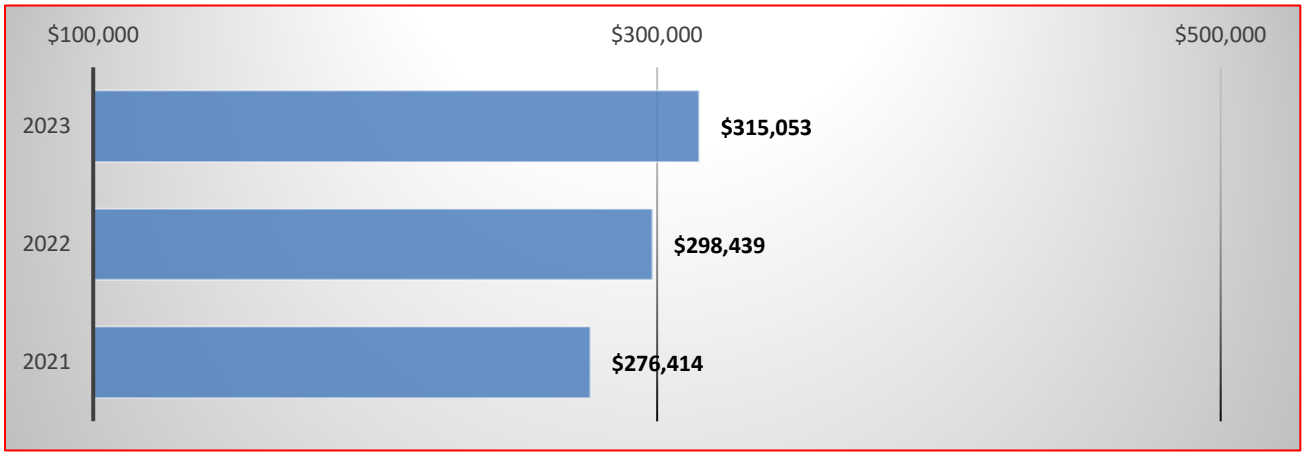




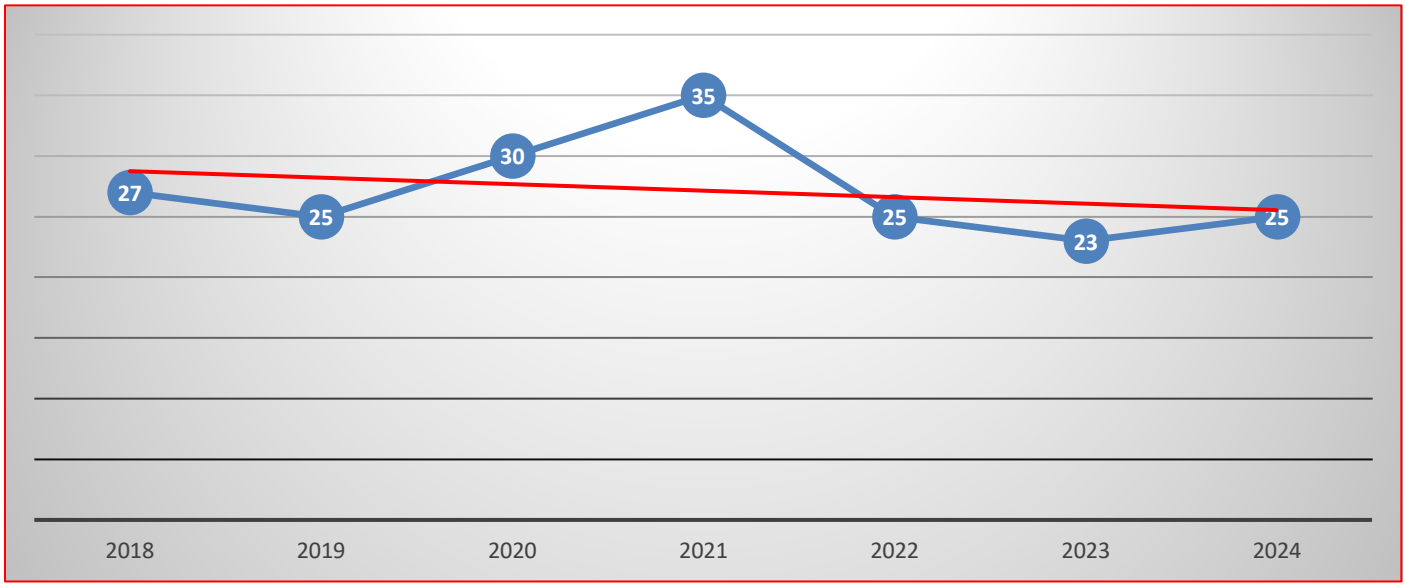
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Franklin Community Volunteer Fire Department, Inc.

Fire Department Summary

The Franklin Community Volunteer Fire Department (FCVFD) is an organization serving Mount Airy and the surrounding areas in Surry County, North Carolina. Operating under the leadership of Fire Chief Johnny Hiatt, the department is headquartered at 2136 West Pine Street, Mount Airy, NC, and has been committed to protecting the Franklin Fire District since its establishment in 1959.

FCVFD provides fire protection, medical first response, and fire prevention services, maintaining an ISO rating of 5/9E. This rating reflects the department's standards of preparedness and dedication to community safety.

District Facts	
District Valuation	$471,000,000
Population	7,737
Area (Sq. Miles)	26.22
Calls for Service	1,043
Number of Stations	2
District Tax Rate	$0.093
FY 2025 Surry Appropriation	$514,172
Cost Per Call	$481

In 2023, the department responded to 4,316 calls for service, underscoring its critical role in the community. With a team of 8 paid staff and 20 volunteers, FCVFD provides emergency responses. The department operates from two stations:

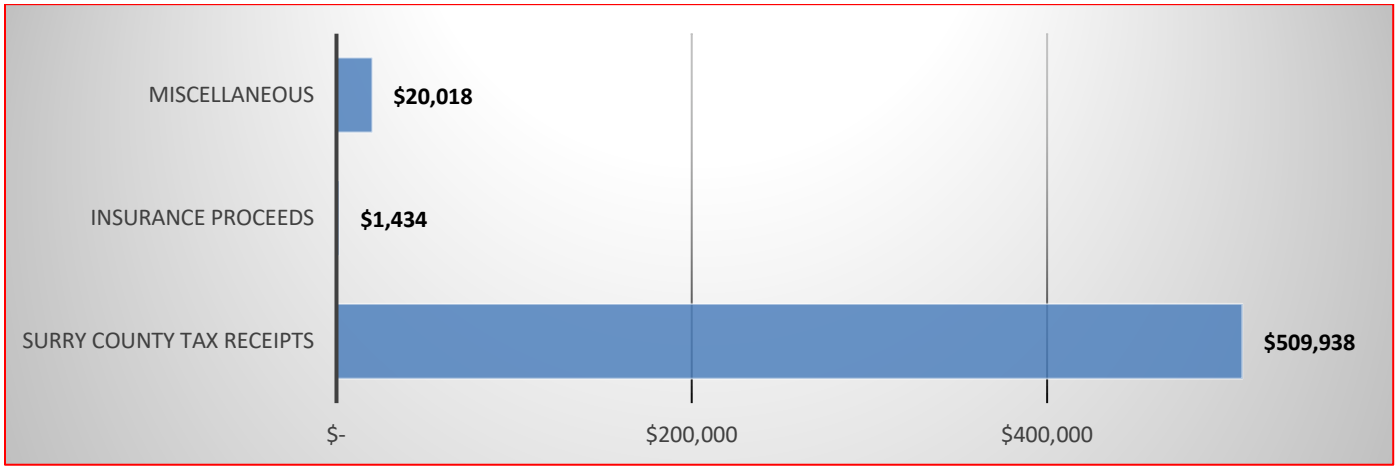
- Station 71: 2136 W. Pine Street, Mount Airy, NC
- Sub-Station 71: 1889 Greenhill Road, Mount Airy, NC

FCVFD's financial details, based on submitted records, include:

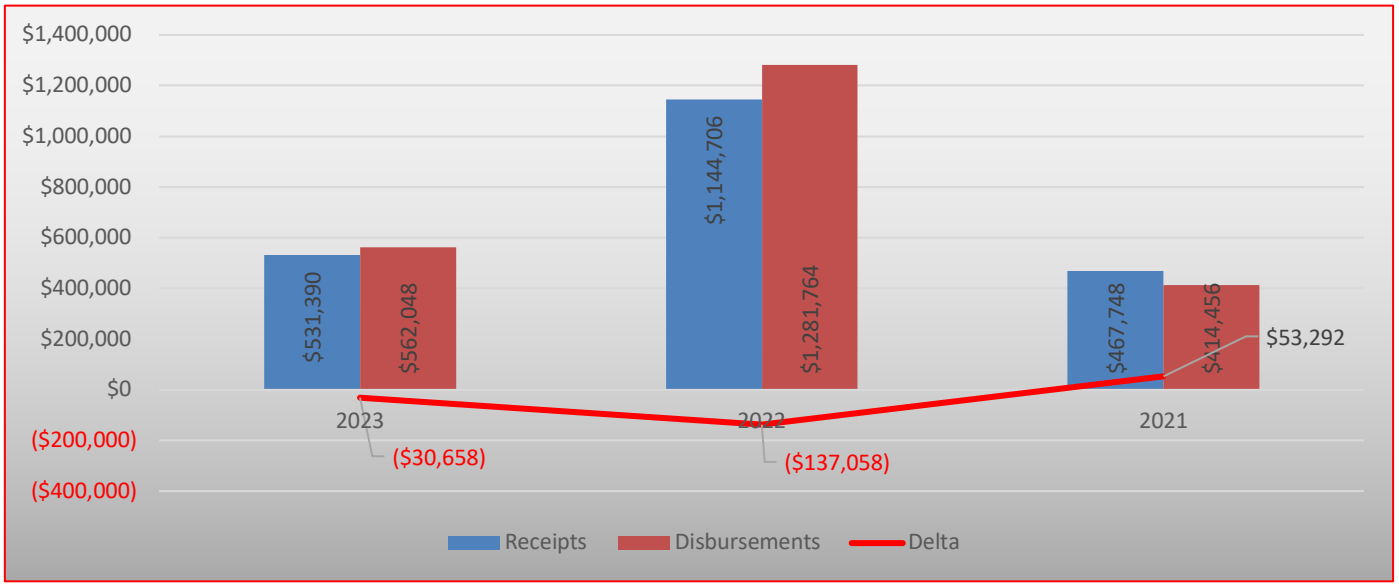
- Budget Breakdown: A budget breakdown chart is unavailable due to the absence of an NCFCC data survey form submission.
- Income Sources: Income sources for 2023 are detailed in the department's Financial Statement and Agreed-Upon Procedures submission, with a breakdown provided below.
- Revenue Analysis: From 2021–2023, the department's total revenue has been reviewed, with a comparative chart of receipts, disbursements, and net changes available for analysis.

In 2023, the cost per call was calculated at $116, reflecting the department's efficient utilization of resources to deliver essential services.

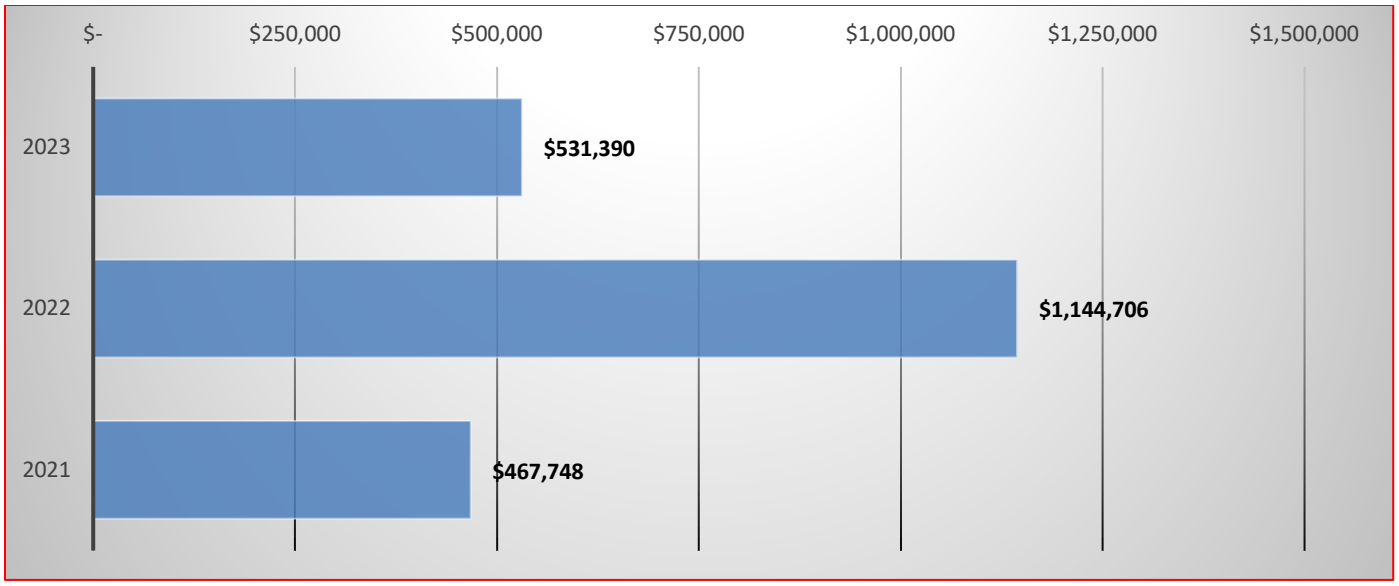
The department's team of volunteers and paid staff plays a pivotal role in maintaining community safety. A six-year historical graph of volunteer numbers illustrates trends and highlights the of this workforce.



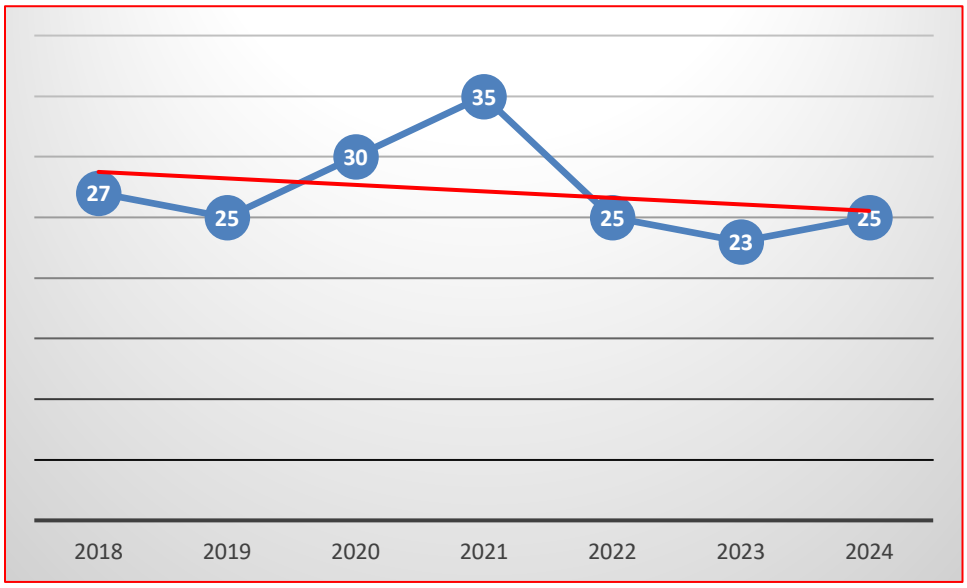
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Jot-Um-Down Volunteer Fire Department, Inc.
Fire Department Summary

The Jot-Um-Down Volunteer Fire Department (JUMVFD), established in 1980, is a volunteer-based organization located at 1091 Dobbins Mill Road in Elkin, North Carolina. The department plays a role in the community by providing essential services, including fire suppression, emergency medical care, and public education. It maintains an ISO rating of 9E.

In 2023, JUMVFD responded to 874 calls for service, reflecting its significant impact on the community. The department operates with a team of 5 paid staff members and 20 volunteers, to provide emergency responses.

District Facts	
District Valuation	$104,000,000
Population	1,950
Area (Sq. Miles)	19.1
Calls for Service	232
Number of Stations	1
District Tax Rate	$0.096
FY 2025 Surry Appropriation	$114,685
Cost Per Call	$1,048

JUMVFD functions out of a single station:

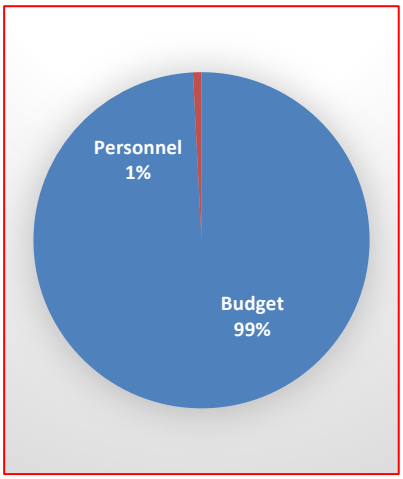
- Station 66: 1091 Dobbins Mill Road, Elkin, NC

JUMVFD's finances are managed with detailed records submitted annually. Key financial insights include:

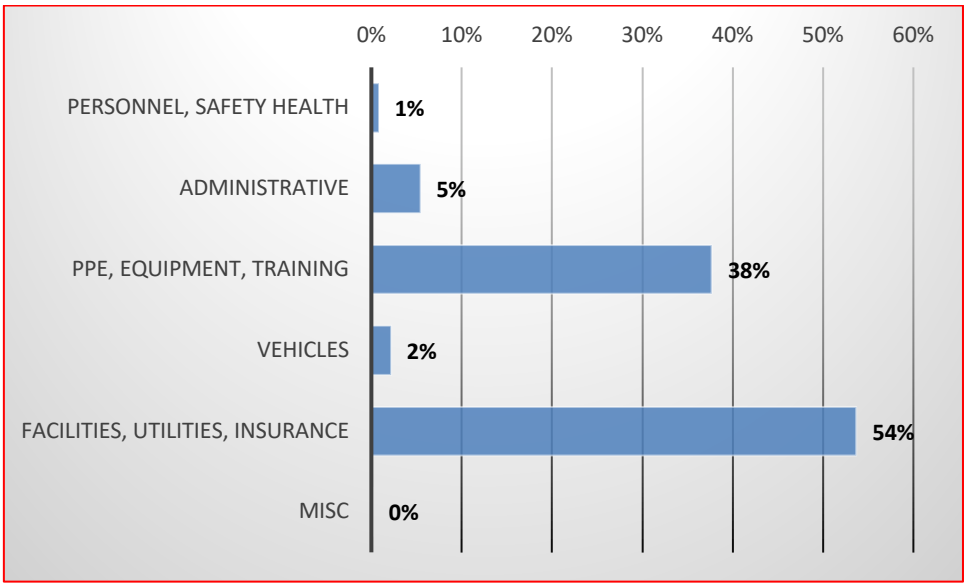
- Budget Breakdown: The department's budget allocation, along with a budget-to-personnel ratio, is presented in the accompanying chart.
- Income Sources: Income for 2023 is outlined in the Financial Statement and Agreed-Upon Procedures report, with a comprehensive breakdown included.
- Revenue Analysis: A comparative chart spanning 2021–2023 reviews total revenue, disbursements, and net changes, offering insight into financial trends.

The department's efficient resource management is evident in its 2023 cost-per-call calculation of $278, highlighting its ability to deliver critical services effectively.

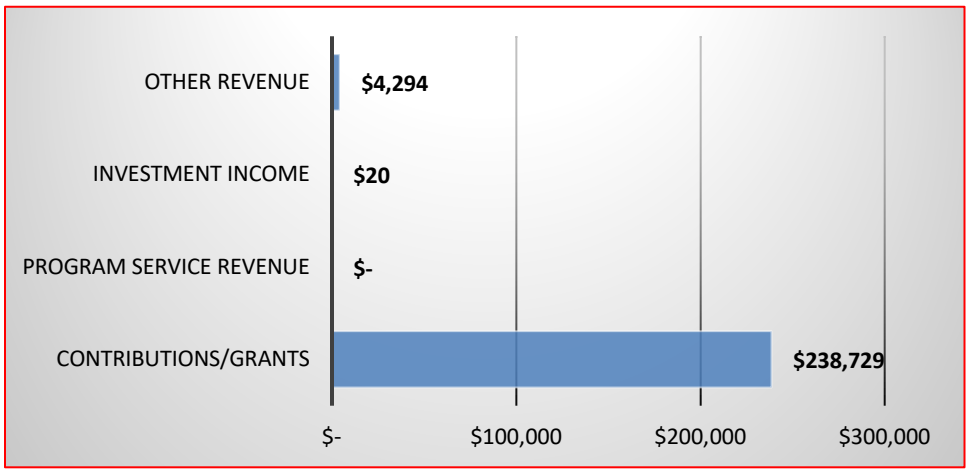
JUMVFD's dedicated workforce, comprising volunteers and paid staff, is essential to providing services. A six-year historical graph illustrates trends in volunteer numbers, showcasing the team's commitment to community safety.



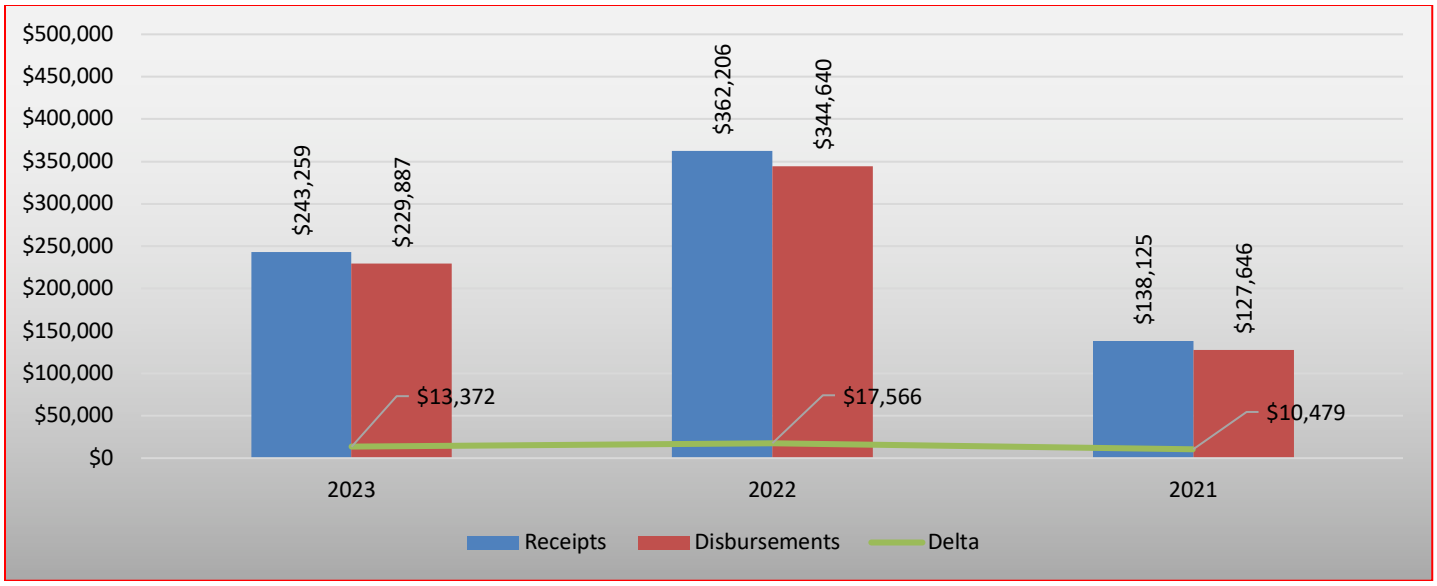
Budget to Personnel Ratio



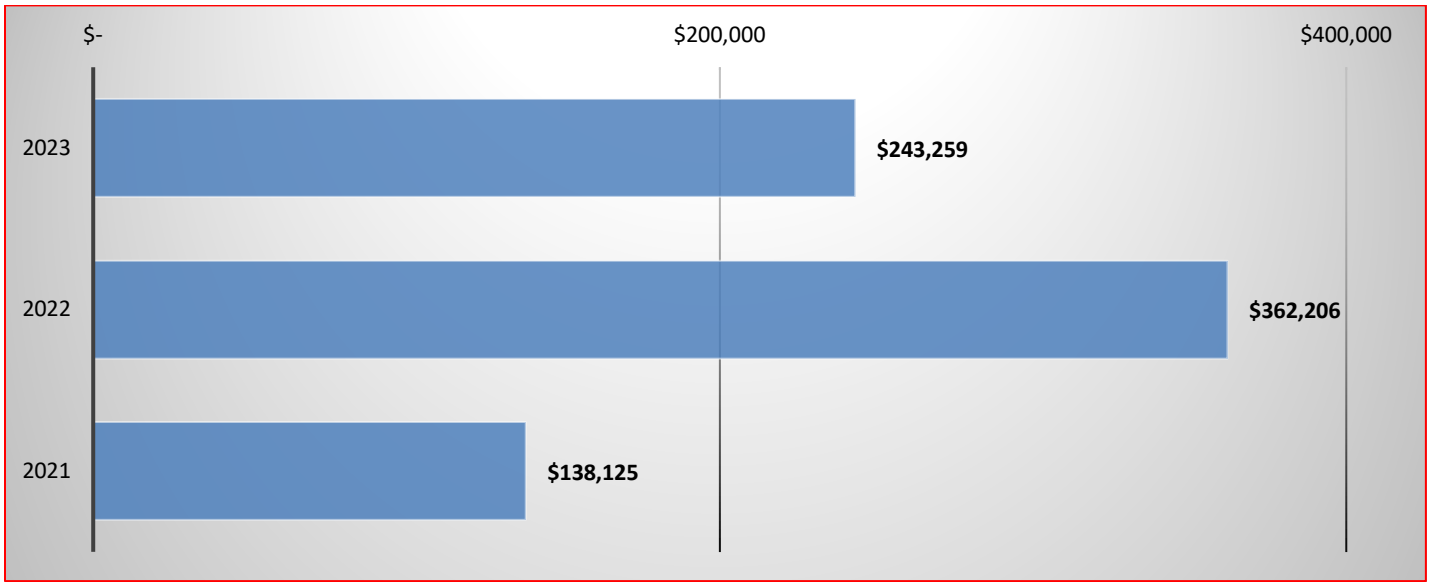
Operating Budget Breakdown



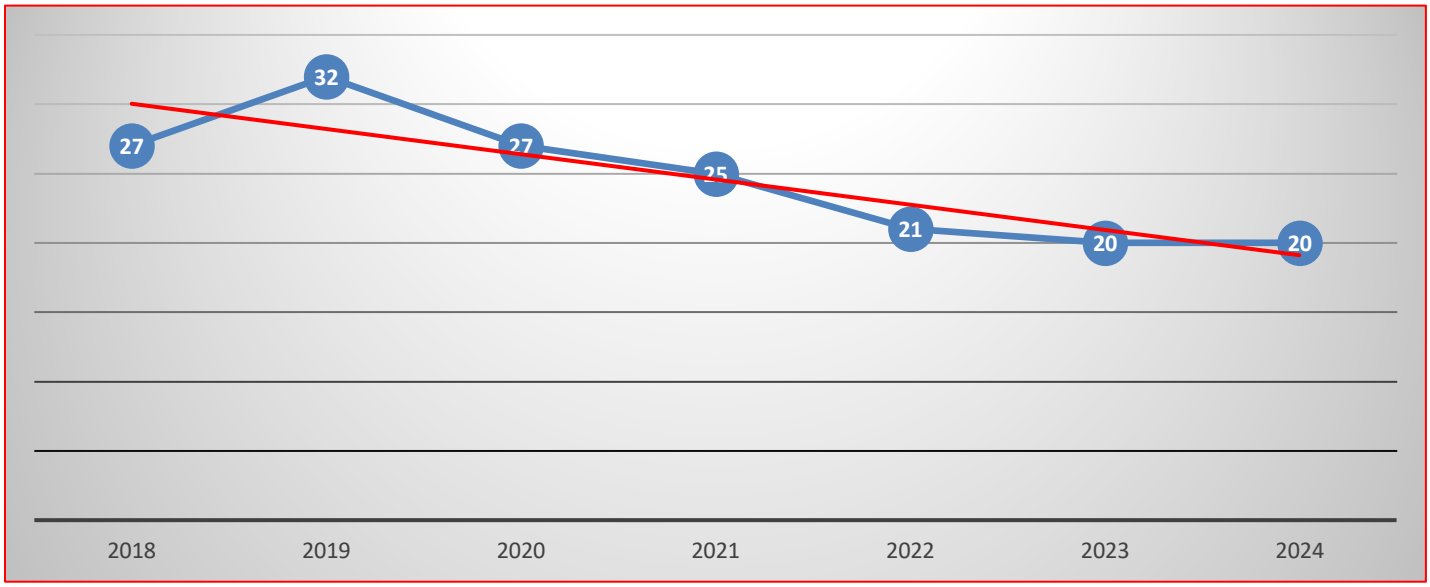
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Mountain Park Volunteer Fire Department, Inc.

Fire Department Summary

The Mountain Park Volunteer Fire Department (MPVFD) serves the Mountain Park community in Surry County, North Carolina. Situated at 1123 Zephyr Mountain Park Road, State Road, NC 28676, the department is under the leadership of Chief Jeff Gullatt.

MPVFD provides fire protection and prevention services, maintaining an ISO rating of 9E. This volunteer-driven organization depends on the dedication of its 28 volunteers, who play a critical role in delivering fire suppression and emergency response services to local residents.

District Facts	
District Valuation	$180,000,000
Population	1,946
Area (Sq. Miles)	63.36
Calls for Service	120
Number of Stations	2
District Tax Rate	$0.073
FY 2025 Surry Appropriation	$144,661
Cost Per Call	$2,348

In 2023, the department responded to 1,281 calls for service, underscoring its essential role in protecting the community. MPVFD operates out of two stations to ensure a swift and reliable response:

- Station 69: 1137 Zephyr Mountain Park Road, State Road
- Sub-Station 69: 7426 Haystack Road, Dobson

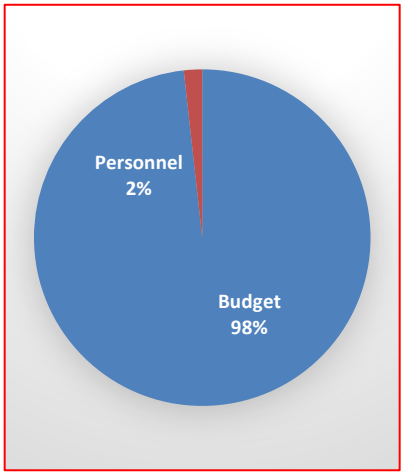
MPVFD highlights from the department's 2023 financial data include:

- Budget Allocation: A detailed budget-to-personnel ratio, presented in the accompanying chart.
- Income Sources: A breakdown of revenue streams from the 2023 Financial Statement and Agreed-Upon Procedures submission.
- Revenue Trends: A comparative analysis of total revenue, receipts, disbursements, and net changes from 2021–2023, illustrated in a chart for clarity.

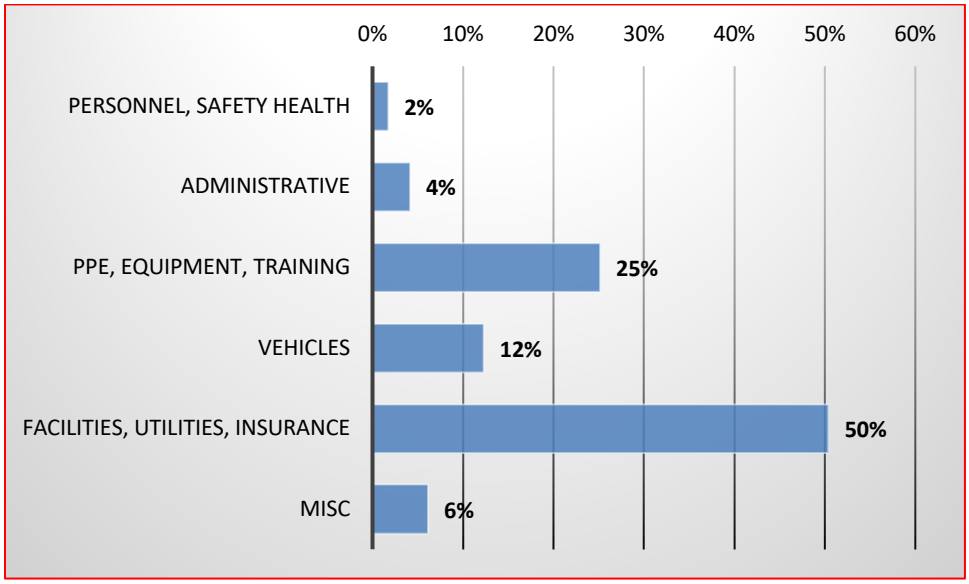
In 2023, the department achieved a cost-per-call of $220, showcasing its use of resources in delivering essential services to the community.

The MPVFD's team, consisting of volunteer staff, forms the backbone of its operations. A six-year historical graph highlights trends in volunteer participation, demonstrating the dedication of those who serve.

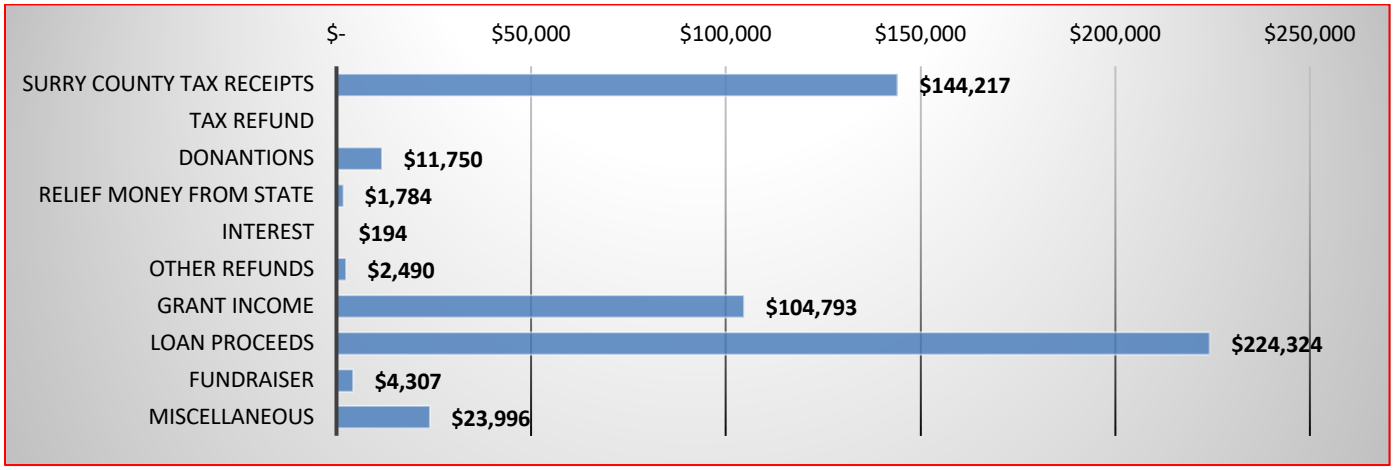
Through its infrastructure and committed workforce, the Mountain Park Volunteer Fire Department provides service to their community.



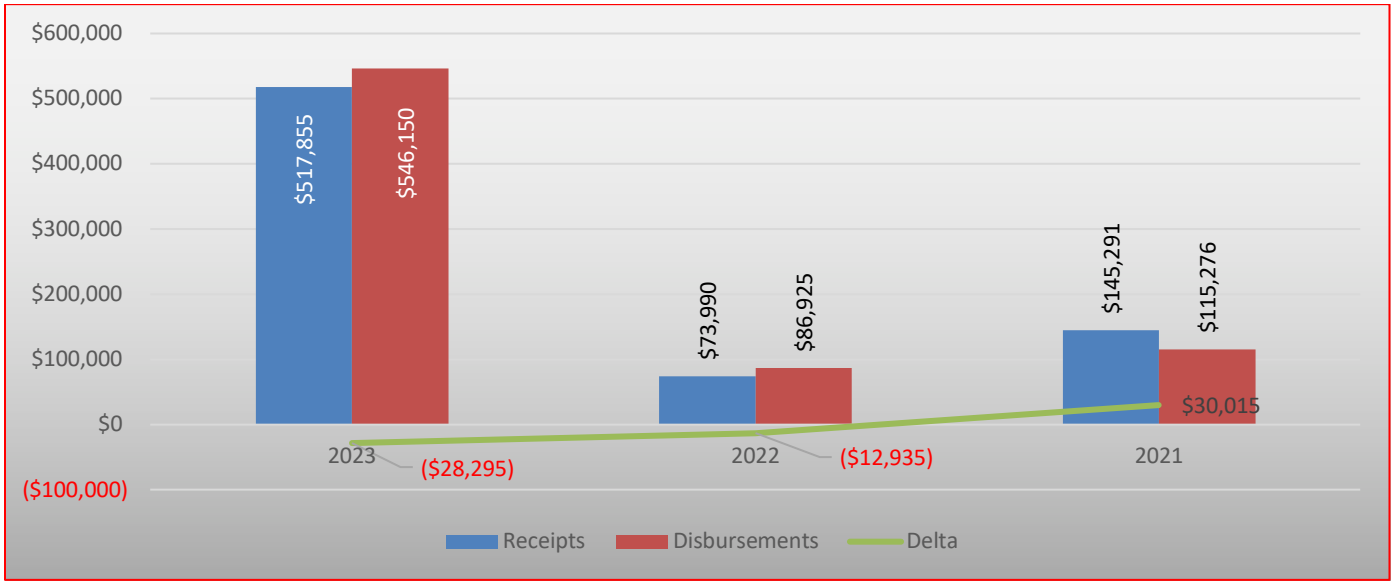
Budget to Personnel Ratio



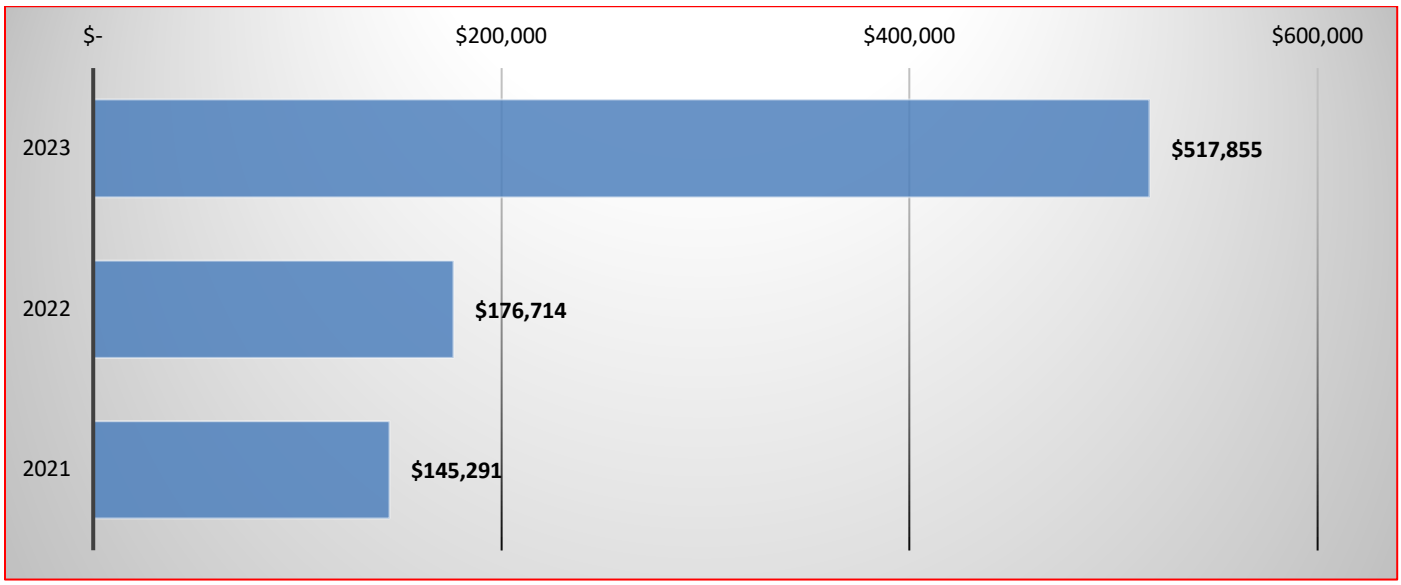
Operating Budget Breakdown



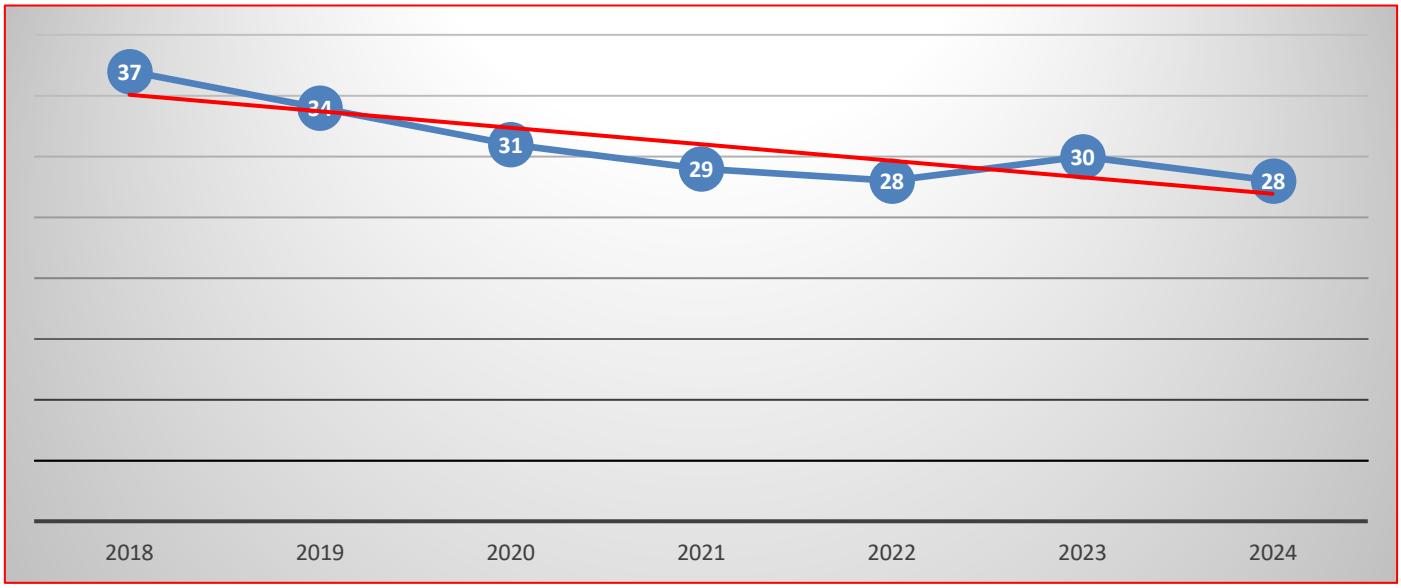
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Pilot Knob Fire Department, Inc.

Fire Department Summary

The Pilot Knob Volunteer Fire Department (PKVFD) is a volunteer fire service organization located at 683 South Key Street, Pilot Mountain, North Carolina 27041. Under the leadership of Fire Chief Austin Jones, PKVFD provides essential fire protection services to parts of Surry County, Stokes County, and the town of Pilot Mountain.

District Facts	
District Valuation	$565,000,000
Population	5,318
Area (Sq. Miles)	36.47
Calls for Service	470
Number of Stations	1
District Tax Rate	$0.037
FY 2025 Surry Appropriation	$231,271
Cost Per Call	$1,003

The department maintains an ISO rating of 5/9E, reflecting its commitment to fire suppression and community safety. Operating from a single station, PKVFD relies on a team of both volunteer and paid firefighters serving their community.

- Station 76: 683 South Key Street, Pilot Mountain, NC

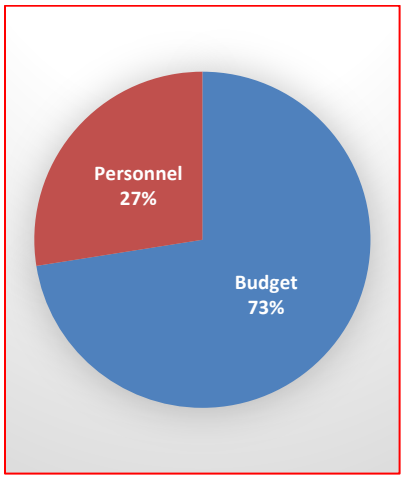
In 2023, PKVFD responded to 4,142 calls for service, reflecting its impact on the community. The department operates with a team of 3 paid staff members and 31 volunteers, providing emergency response.

PKVFD's finances are managed with detailed records submitted annually. Key financial insights include:

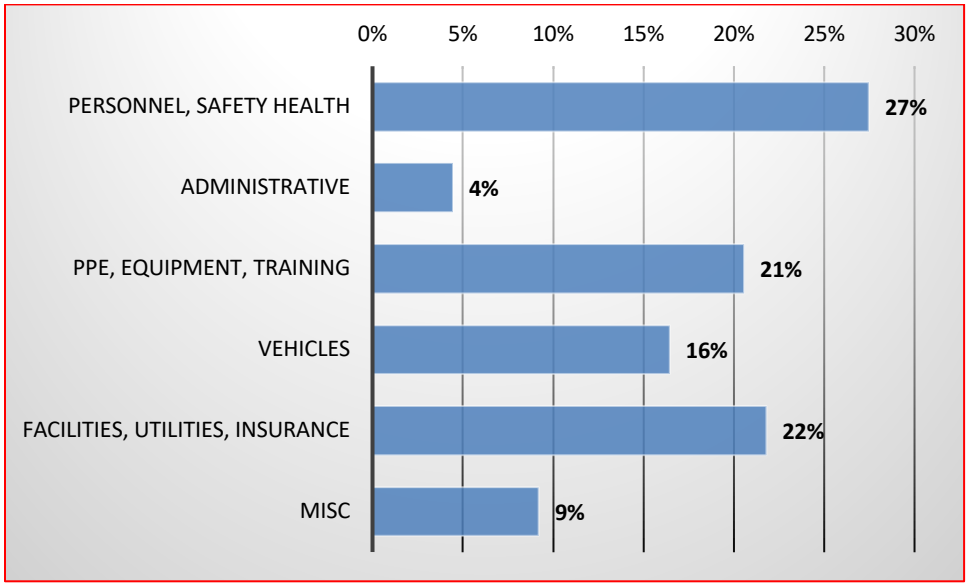
- Budget Breakdown: The department's budget allocation, along with a budget-to-personnel ratio, is presented in the accompanying chart.
- Income Sources: Income for 2023 is outlined in the Financial Statement and Agreed-Upon Procedures report, with a comprehensive breakdown included.
- Revenue Analysis: A comparative chart spanning 2021–2023 reviews total revenue, disbursements, and net changes, offering insight into financial trends.

The department's resource management is demonstrated in its 2023 cost-per-call calculation of $114, highlighting its ability to deliver critical services.

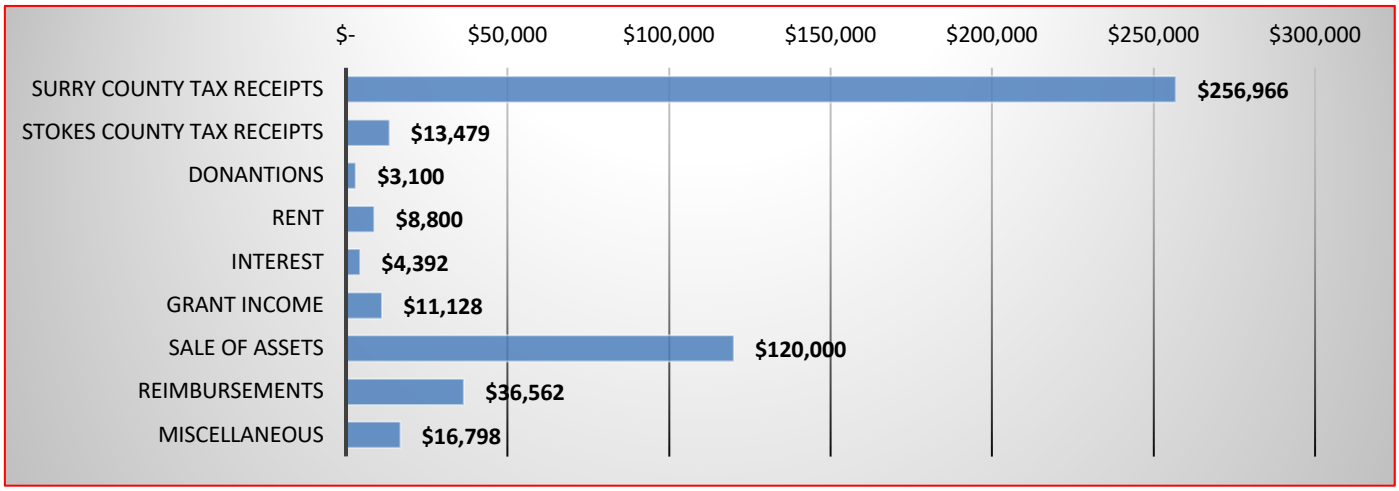
PKVFD's dedicated workforce, comprising volunteers and paid staff, is the backbone of its success. A six-year historical graph illustrates trends in volunteer numbers.



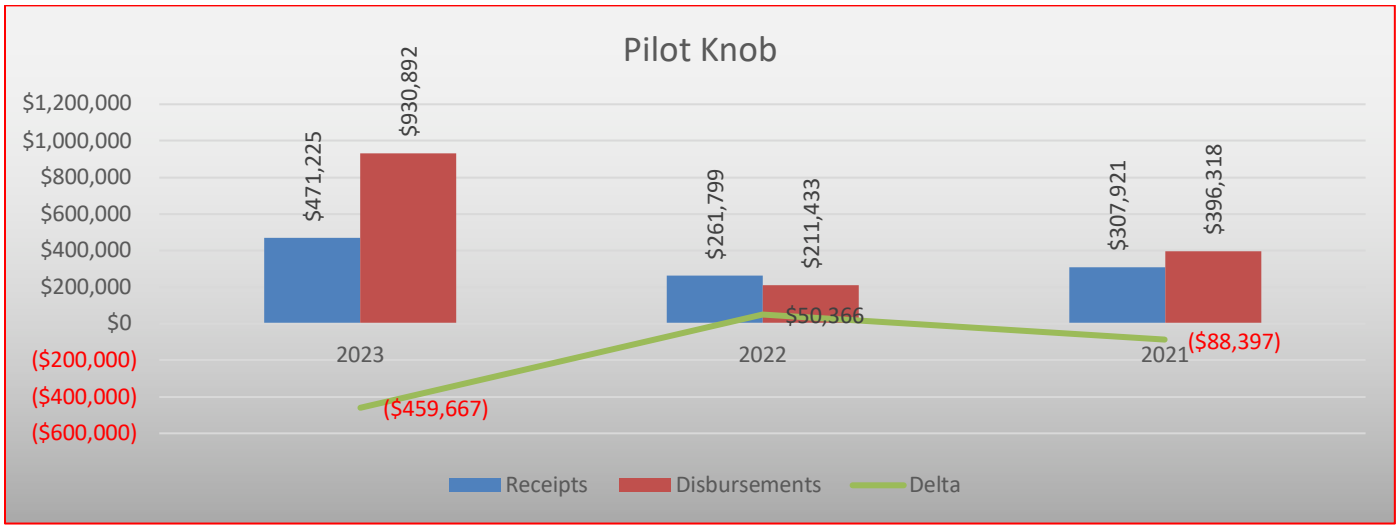
Budget to Personnel Ratio



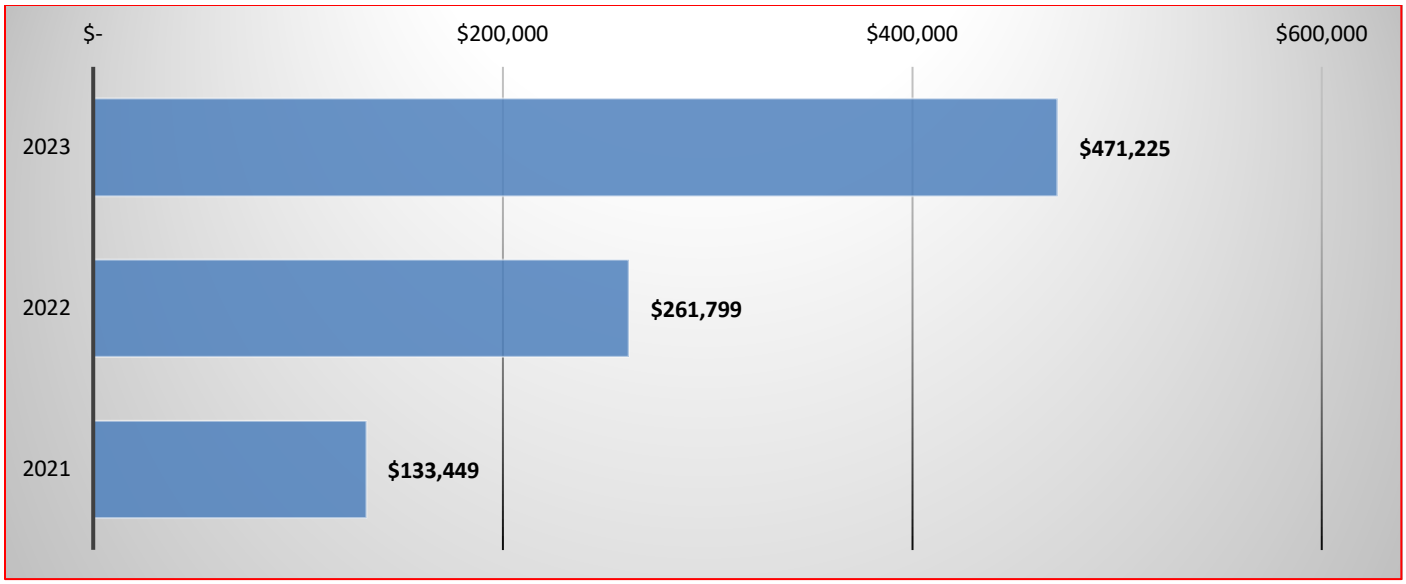
Operating Budget Breakdown



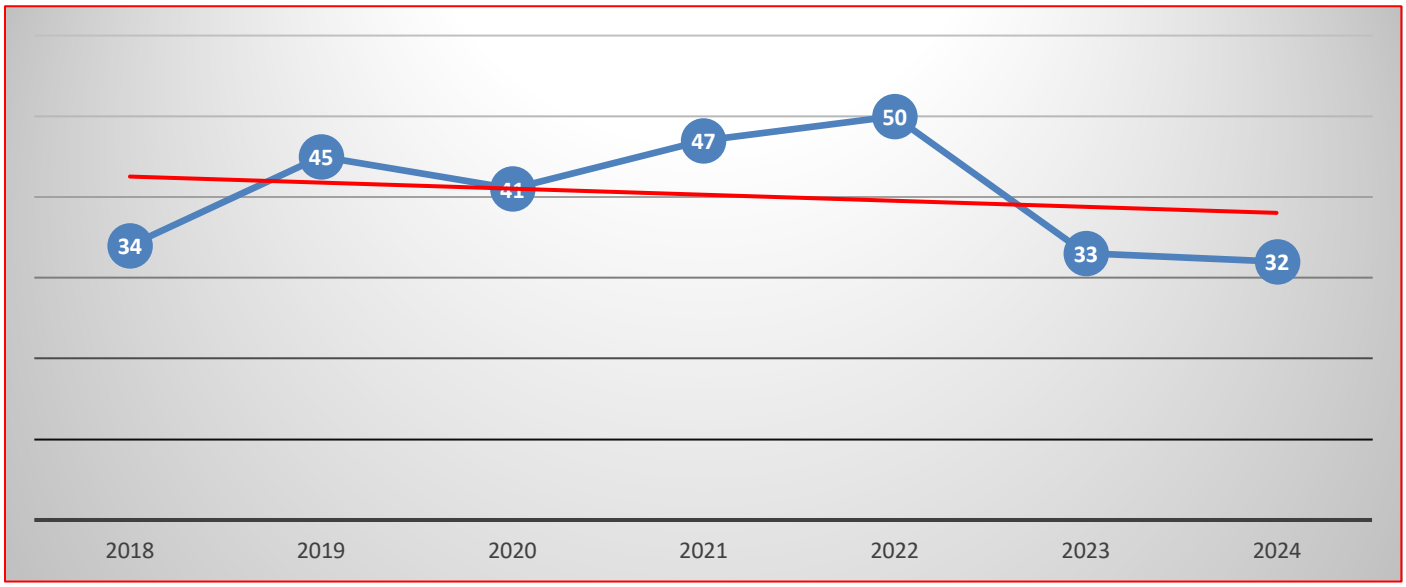
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Pine Ridge Fire Department, Inc.

Fire Department Summary

The Pine Ridge Volunteer Fire Department (PRVFD) is a volunteer fire service organization located at 1892 Pine Ridge Road, Mount Airy, North Carolina 27030. Under the leadership of Fire Chief Chris Galyean, PRVFD provides essential fire protection services to the local community.

PRVFD is committed to providing comprehensive fire protection and emergency response services. The department upholds standards in fire safety and preparedness, as evidenced by its ISO rating of 6/9E. This rating reflects its work in safeguarding the community.

District Facts	
District Valuation	$263,000,000
Population	3,030
Area (Sq. Miles)	30.41
Calls for Service	496
Number of Stations	1
District Tax Rate	$0.082
FY 2025 Surry Appropriation	$230,927
Cost Per Call	$498

Operating from a single station, PRVFD relies on a team of 21 volunteer firefighters serving their community.

The department operates from a single station:

- Station 64: 1892 Pine Ridge Road, Mt. Airy, NC

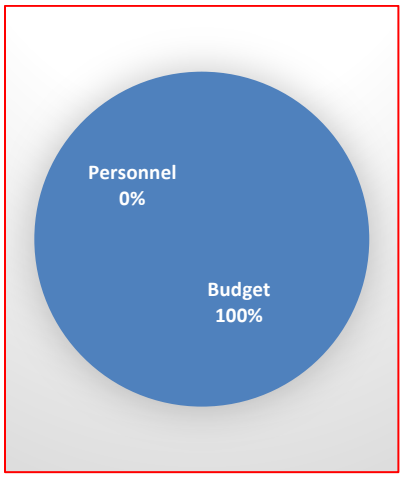
PRVFD's financial details, based on submitted records, include:

- Budget Breakdown: A chart detailing the department's budget allocation is provided below, along with the budget-to-personnel ratio for reference.
- Income Sources: The department's income sources for 2023 are outlined in its Financial Statement and Agreed-Upon Procedures submission. A breakdown of these sources is displayed below.
- Revenue Overview: Using financial statements from 2021–2023, the department's total revenue over three years has been calculated. A comparative chart showing receipts, disbursements, and net changes is provided for analysis.

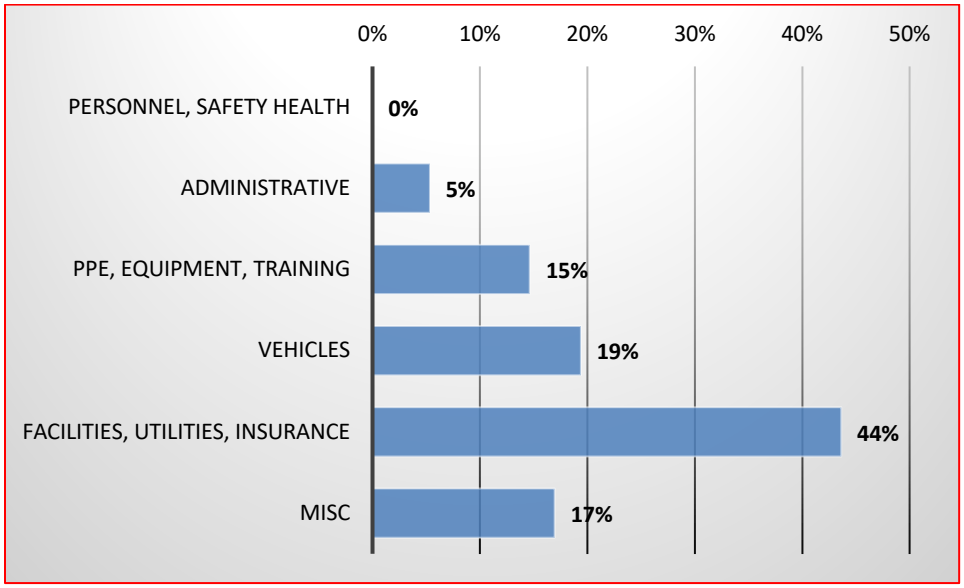
In 2023, PRVFD responded to 2,100 calls for service. The cost per call was calculated at $118 by dividing the total revenue reported in the 2023 financial statement by the

number of calls. This metric highlights the department's use of resources to deliver vital services.

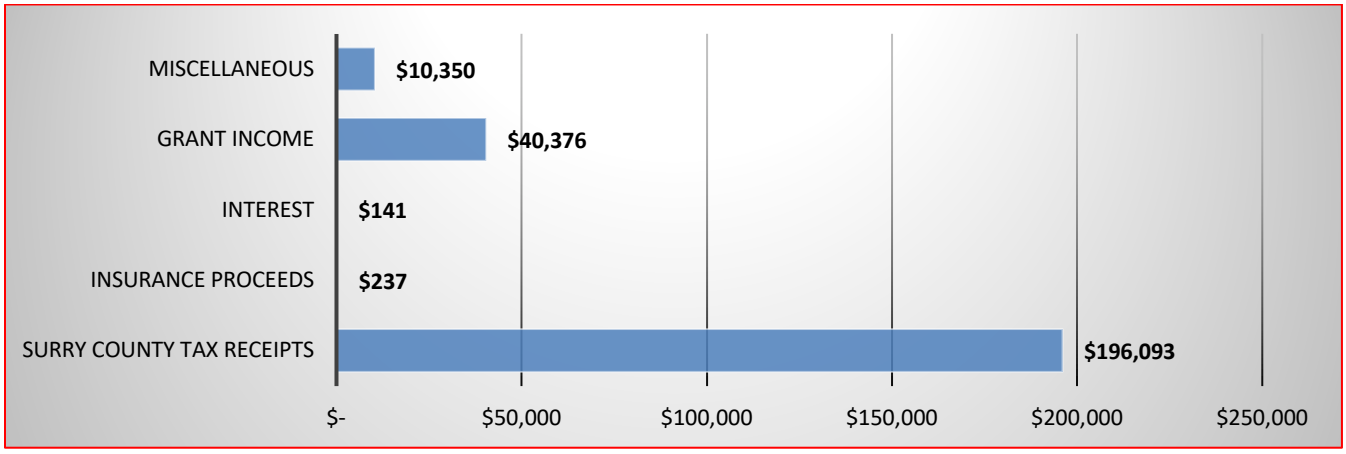
The department operates with a team of 21 volunteer members who work to ensure the safety and well-being of the community. A six-year historical graph of volunteer numbers is provided below, illustrating trends in the department's volunteerism.



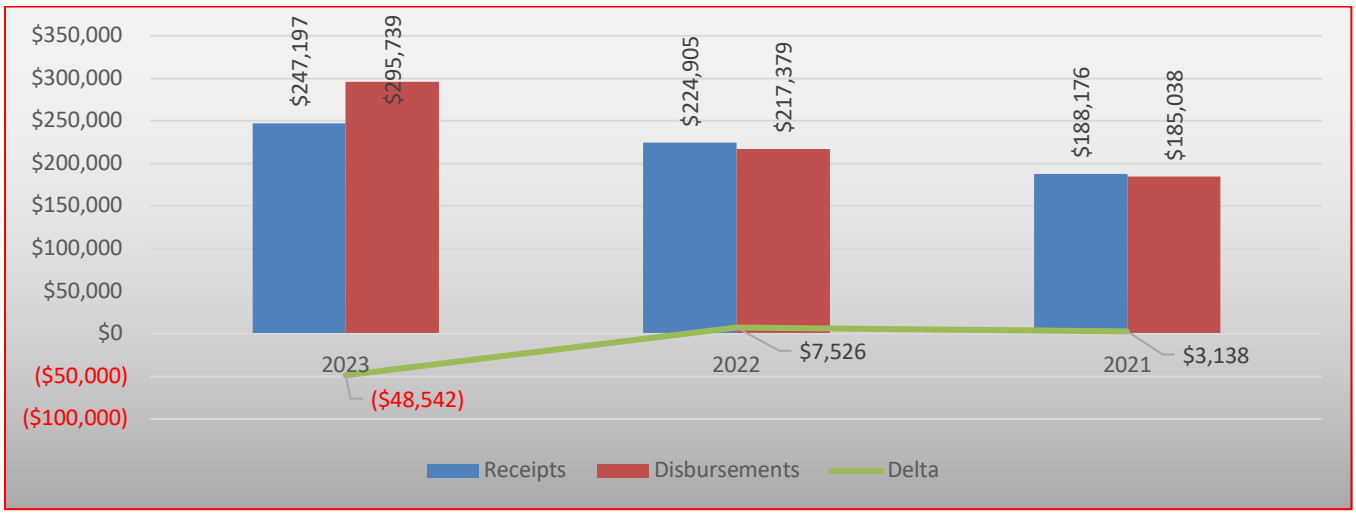
Budget to Personnel Ratio



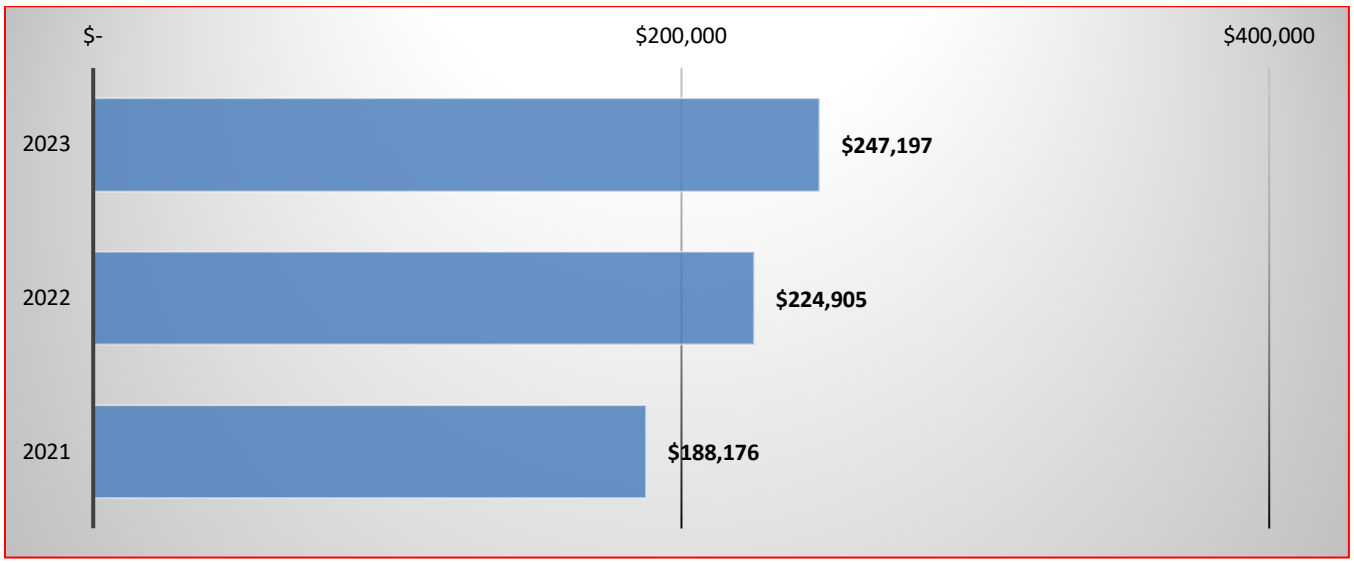
Operating Budget Breakdown



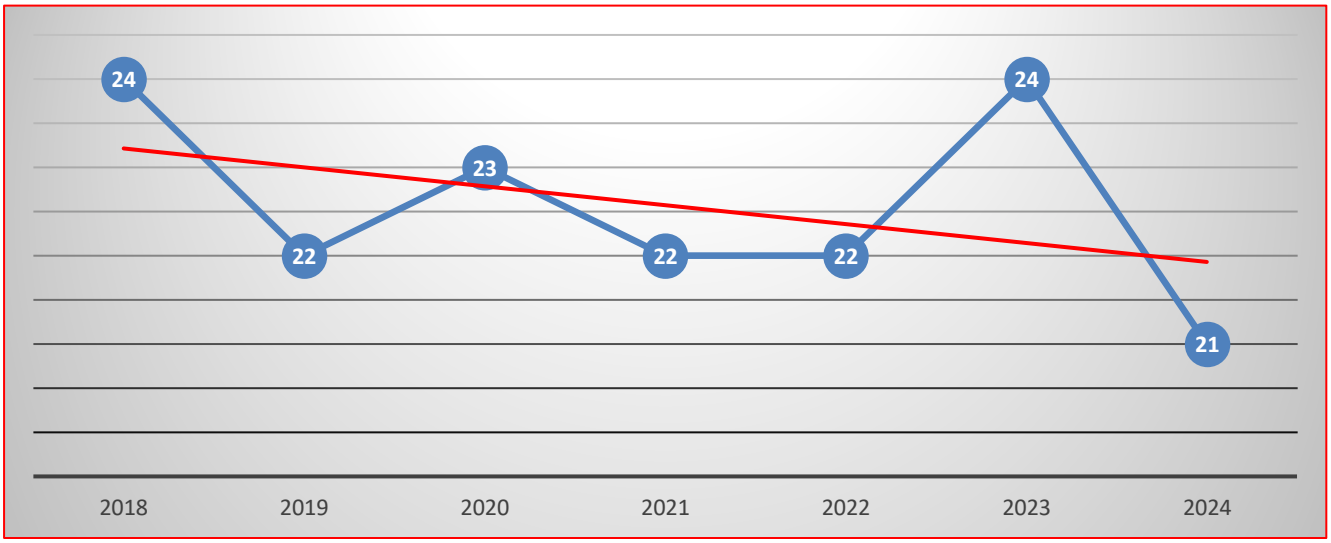
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

Shoals Fire Department, Inc.

Fire Department Summary

The Shoals Volunteer Fire Department (SVFD) is a volunteer fire service organization located at 2964 Shoals Road, Pinnacle, North Carolina. Under the leadership of Fire Chief Bubba Killgo, SVFD delivers fire protection and emergency response services to the local community, working to provide safety and well-being of its residents.

The department holds an ISO rating of 9E. Operating from a single station, SVFD relies on a team of 25 volunteer firefighters who serve their community:

- Station 61: 2964 Shoals Road, Pinnacle, NC

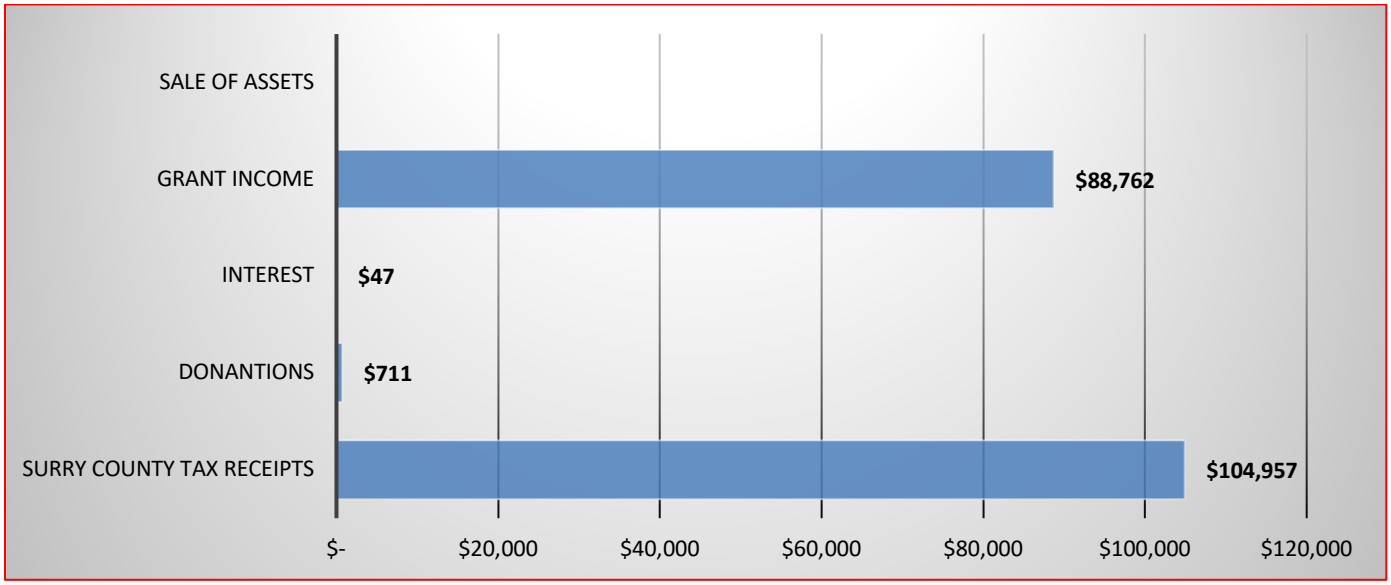
District Facts	
District Valuation	$155,000,000
Population	1,843
Area (Sq. Miles)	28.66
Calls for Service	271
Number of Stations	1
District Tax Rate	$0.061
FY 2025 Surry Appropriation	$104,458
Cost Per Call	$735

Key financial highlights include:

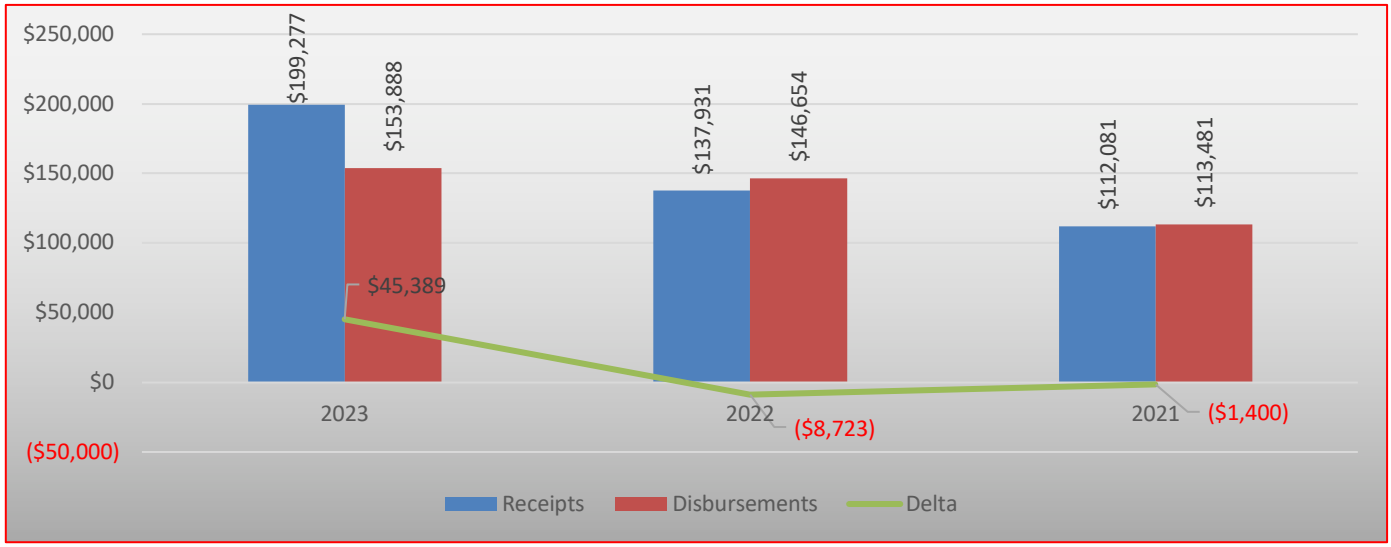
- Budget Allocation: The department did not submit an NCFCC data survey form, so a budget breakdown chart could not be provided.
- Income Sources: The department's 2023 income sources are outlined in its Financial Statement and Agreed-Upon Procedures submission, with a comprehensive breakdown available for review.
- Revenue Analysis: Financial records from 2021 to 2023 reveal trends in receipts, disbursements, and net changes, displayed in a comparative chart for analysis.

In 2023, SVFD responded to 1,245 calls for service, demonstrating its critical role in community safety. The cost per call was calculated at $160, reflecting the department's use of financial resources to deliver essential services.

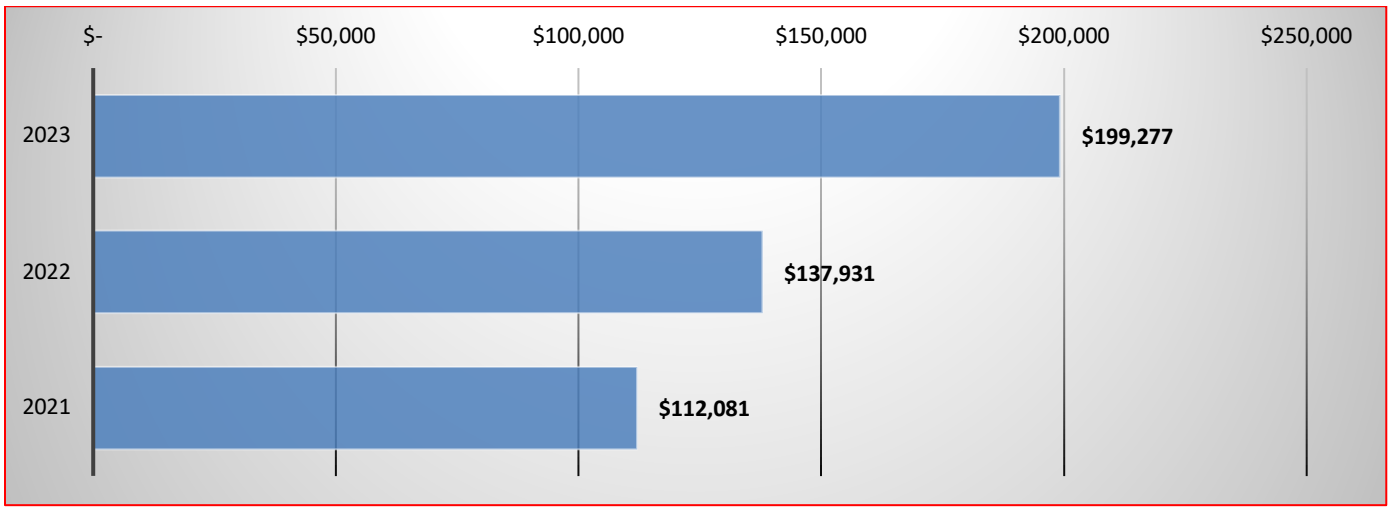
The backbone of SVFD is its team of 25 volunteers who work to protect the community. A six-year historical graph of volunteer participation highlights trends is provided.



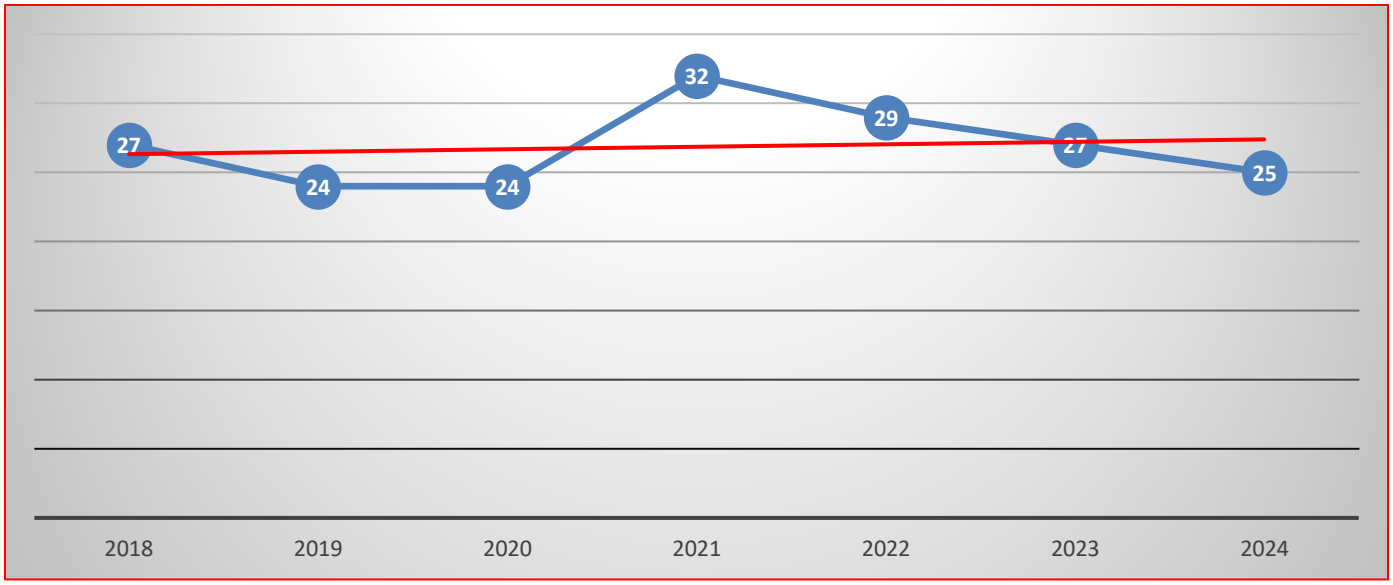
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The Skull Camp Fire Department, Inc.
Fire Department Summary

The Skull Camp Volunteer Fire Department (SCVFD) is a volunteer fire service organization based at 7211 W. Pine St., Lowgap, North Carolina. Serving the northwestern region of Surry County, SCVFD operates three stations to provide responses to emergencies within the Lowgap and Beulah communities:
Station 72-1: 7211 W. Pine Street, Lowgap
Station 72-2: 9088 W. Pine Street, Lowgap
Station 72-3: 913 Woltz Atkins Road, Mt. Airy

District Facts	
District Valuation	$246,000,000
Population	3,765
Area (Sq. Miles)	57.7
Calls for Service	508
Number of Stations	3
District Tax Rate	$0.099
FY 2025 Surry Appropriation	$276,087
Cost Per Call	$2,803

Under the leadership of Fire Chief Brian Lowe, SCVFD maintains an ISO rating of 5/9E, reflecting its commitment to fire suppression, emergency response, and community safety. The department depends on its team to provide a wide range of essential services, including fire suppression, rescue operations, and emergency medical responses.

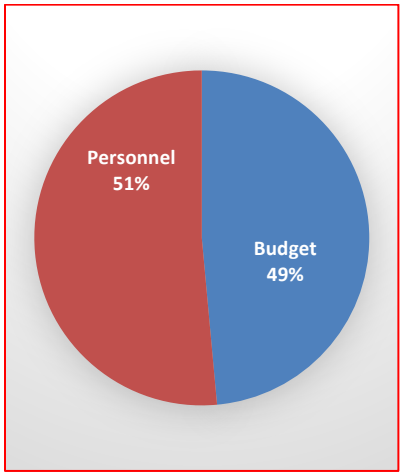
Beyond emergency response, SCVFD reports being an active participant in the community, offering safety education programs and public outreach initiatives designed to improve preparedness and resilience among residents.

SCVFD prioritizes financial accountability and resource management. Key highlights include:

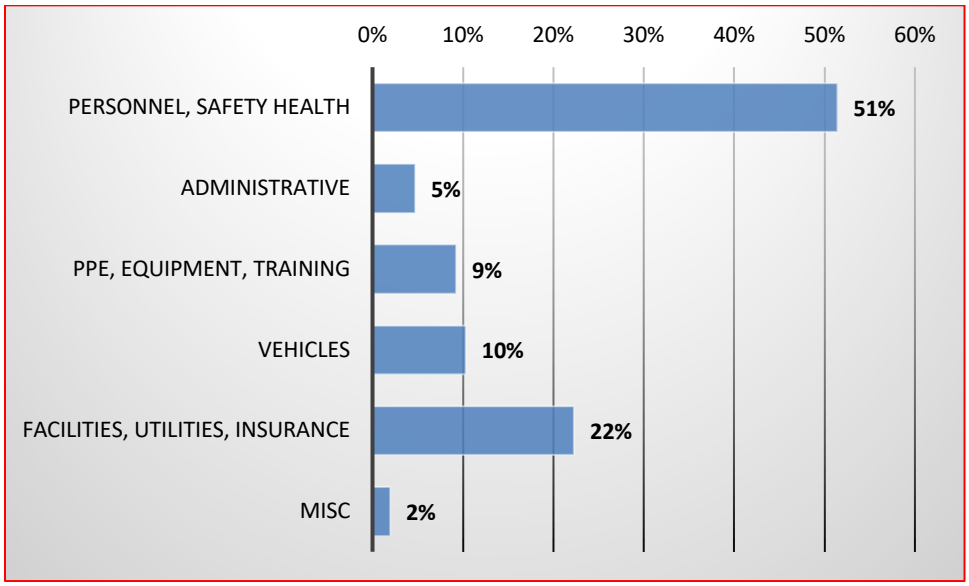
- Budget Allocation: A detailed chart outlining the department's budget distribution and budget-to-personnel ratio offers insight into how resources are utilized.
- Income Sources: The 2023 Financial Statement and Agreed-Upon Procedures submission provide a comprehensive breakdown of income sources.
- Revenue Trends: Financial records from 2021 to 2023 reveal patterns in receipts, disbursements, and net changes, displayed in an easy-to-analyze comparative chart.

In 2023, SCVFD responded to 2,295 calls for service, underscoring its role in the community. With a calculated cost per call of $619, the department demonstrates delivering critical services.

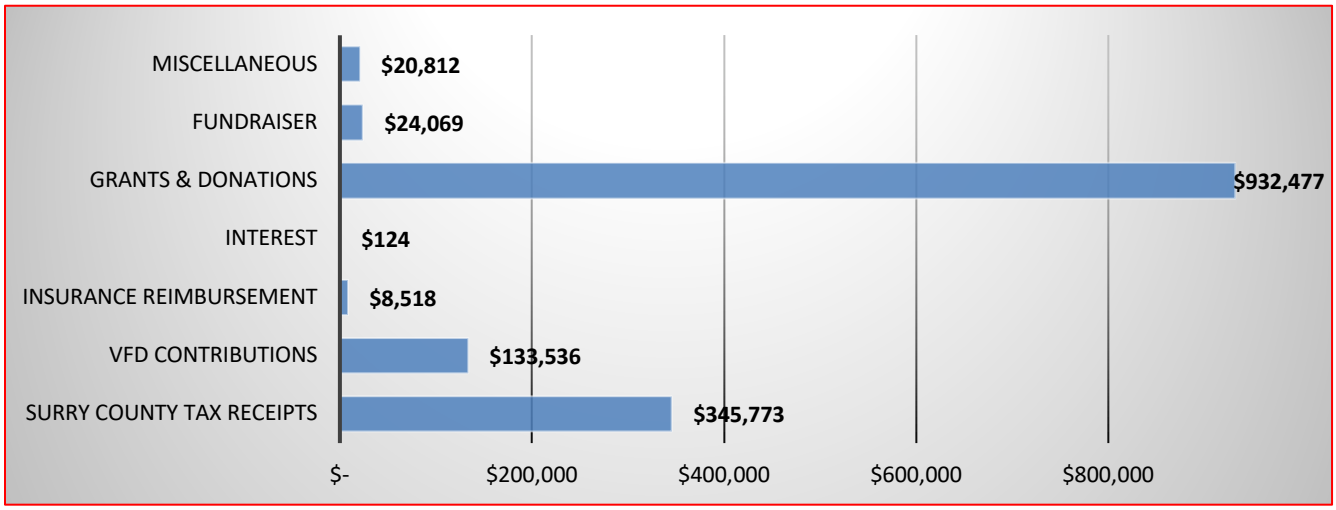
The strength of SCVFD lies in its workforce, which includes 2 paid staff members and 30 volunteers. A six-year historical graph illustrates trends in volunteer participation.



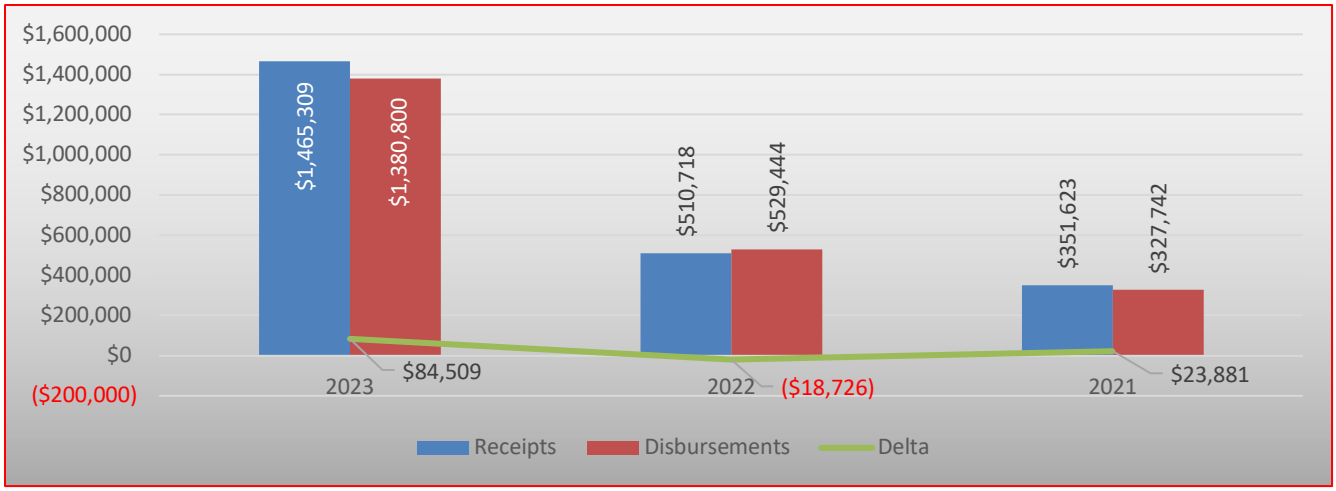
Budget to Personnel Ratio



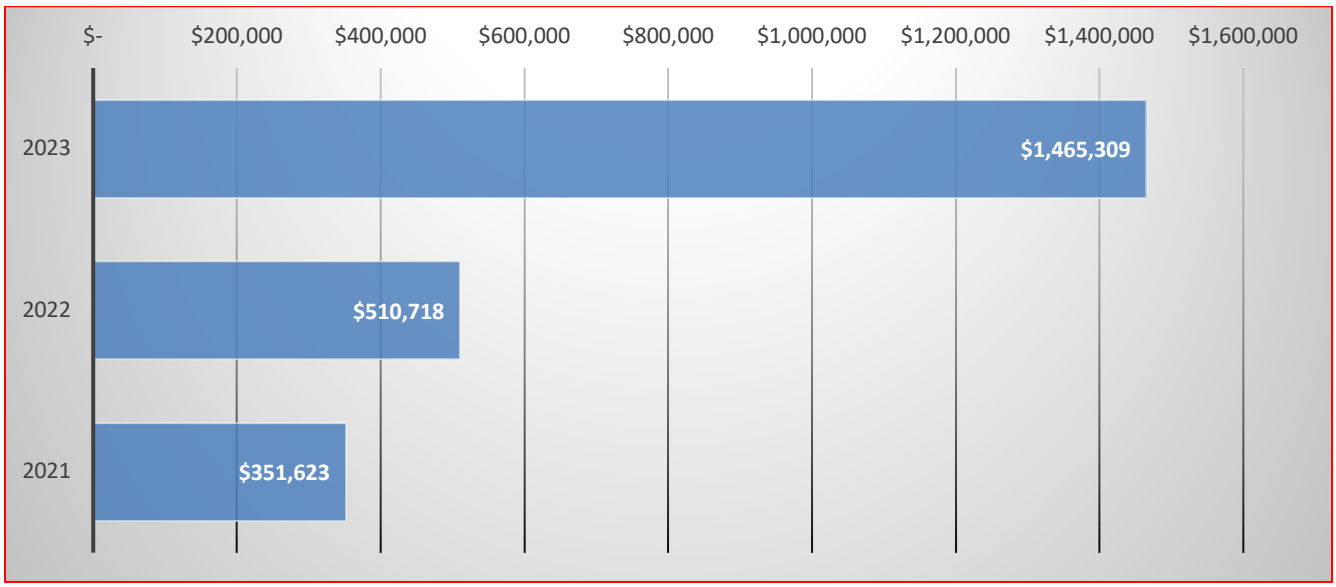
Operating Budget Breakdown



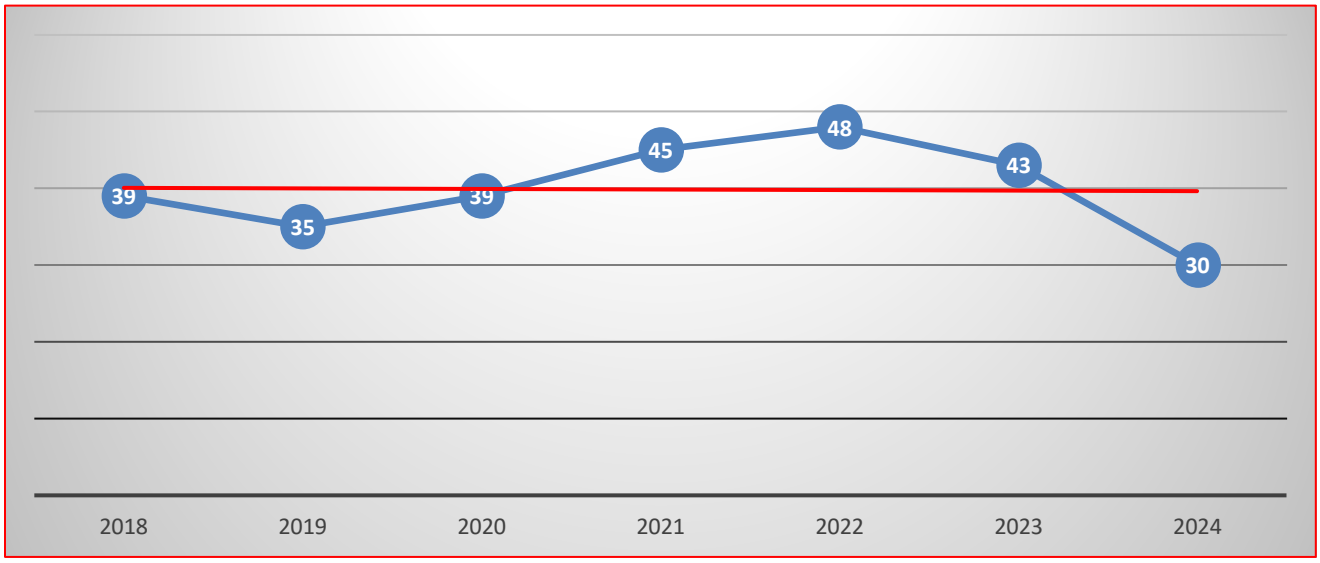
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The South Surry Fire Department, Inc.

Fire Department Summary

The South Surry Volunteer Fire Department (SSVFD) is an organization dedicated to serving the southern region of Surry County, North Carolina. With a mission to provide exceptional fire protection and emergency response services, the department plays an important with the safety and well-being of its community.

District Facts	
District Valuation	$332,000,000
Population	4,4,31
Area (Sq. Miles)	56.72
Calls for Service	508
Number of Stations	3
District Tax Rate	$0.090
FY 2025 Surry Appropriation	$335,664
Cost Per Call	$868

Under the leadership of Fire Chief Tony Tilley, the department maintains an ISO rating of 6/9E, reflecting its commitment to fire suppression and community safety. The SSVFD is supported by a team of 2 paid staff members and 27 volunteers, who work to respond to emergencies and support the surrounding area.

To ensure emergency response, SSVFD operates from three fire stations:

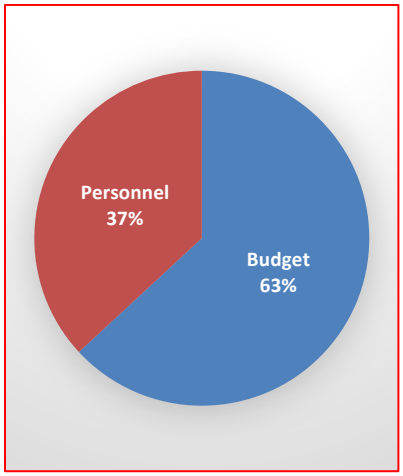
- Station 74: 3124 Rockford Road, Dobson, NC
- Station 74-A: 4056 Siloam Road, Dobson, NC
- Station 74-B: 8455 US 601, Dobson, NC

SSVFD works to manage its resources. Key financial highlights include:

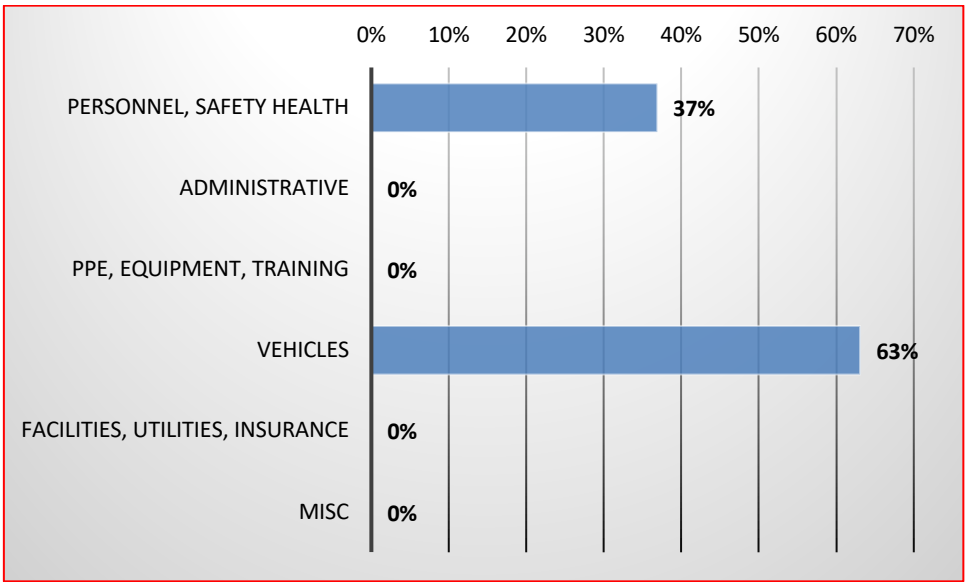
- Budget Allocation: A detailed chart outlining budget distribution and the budget-to-personnel ratio, showcasing prudent resource management.
- Income Sources: A comprehensive breakdown of income sources is available in the department's 2023 Financial Statement and Agreed-Upon Procedures submission.
- Revenue Trends: Financial data from 2021 to 2023 reveals patterns in receipts, disbursements, and net changes, illustrated in a comparative chart for clear analysis.

In 2023, the department responded to 2,551 calls for service, highlighting its role in protecting the community. With a calculated cost per call of $173, SSVFD demonstrates delivery of essential services.

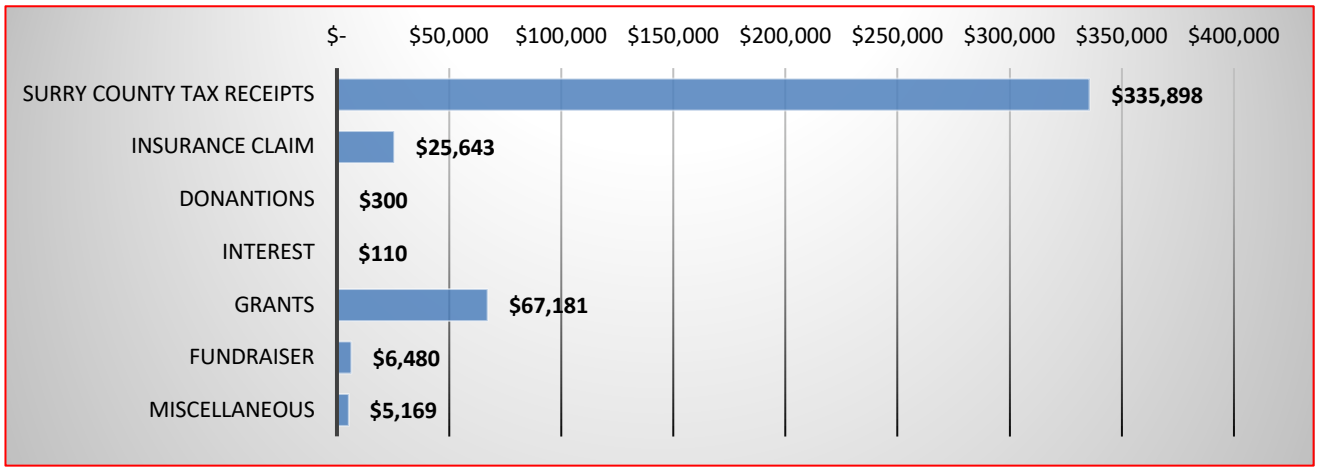
At the heart of SSVFD's success is its team of volunteers and staff. A six-year historical graph of volunteer membership illustrates trends in volunteer numbers.



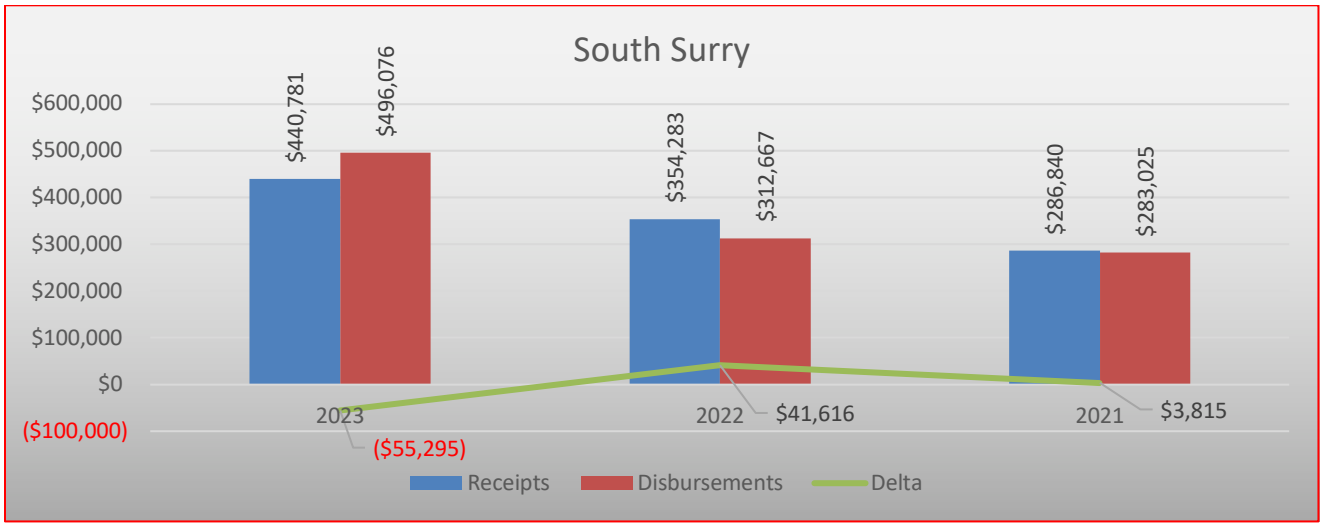
Budget to Personnel Ratio



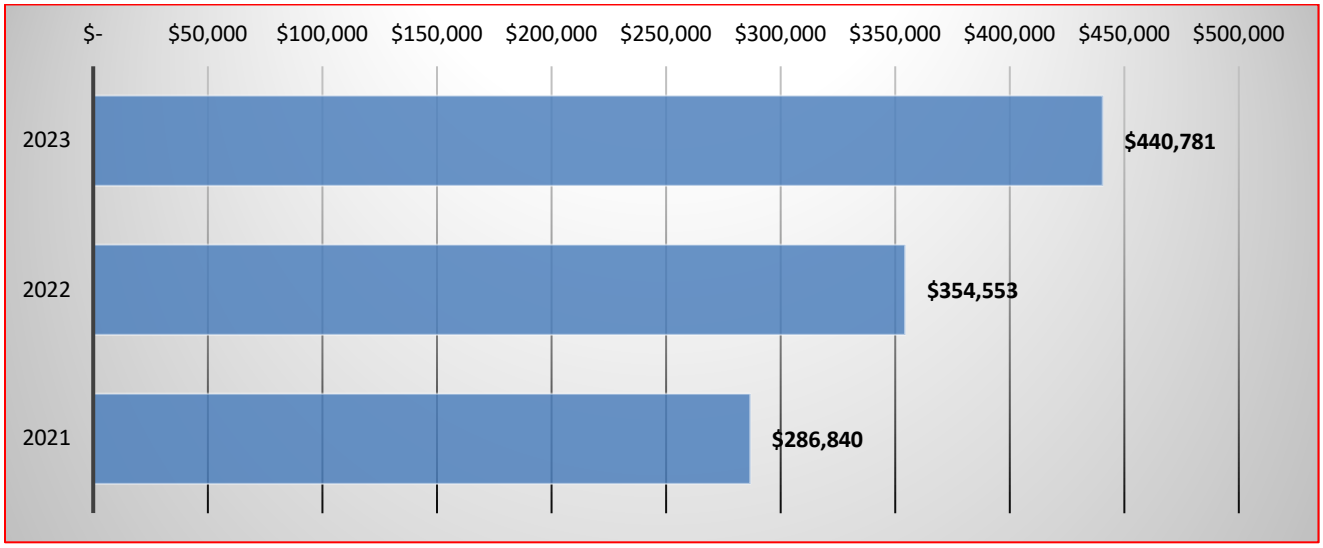
Operating Budget Breakdown



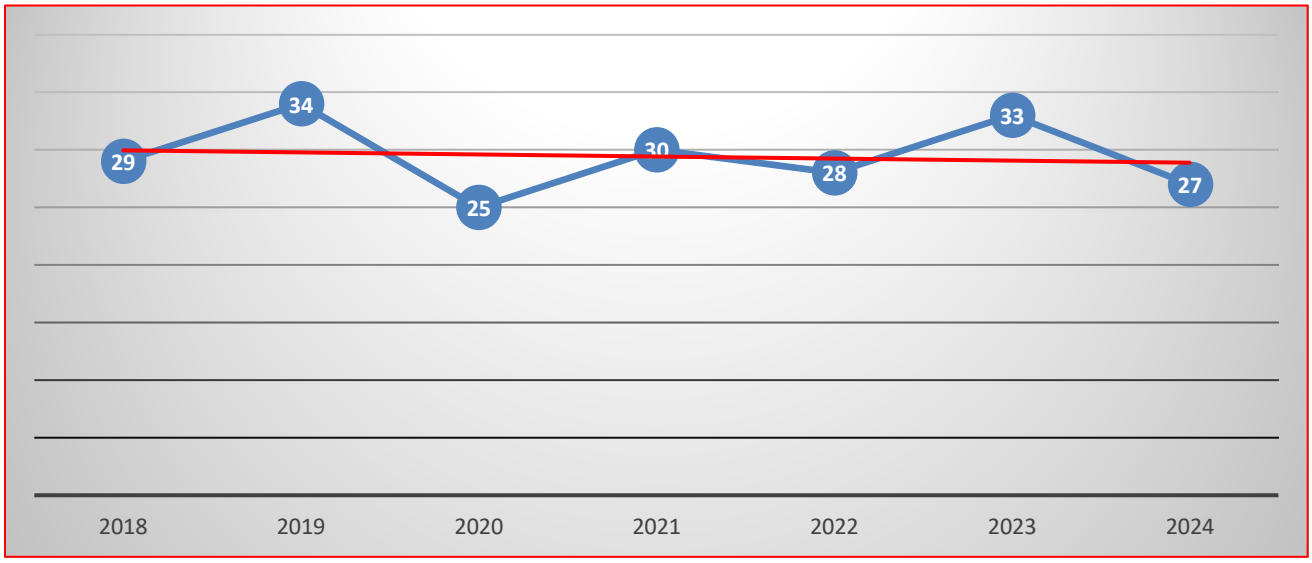
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

The State Road Fire Department, Inc.

Fire Department Summary

The State Road Volunteer Fire Department (SRVFD) is a fire service organization located at 1973 Old Highway 21, State Road, North Carolina. Serving the State Road community, SRVFD provides fire protection and emergency medical first response services, working to safeguard approximately 18 square miles.

Under the leadership of Fire Chief Brad Spicer, SRVFD upholds an ISO rating of 9E. The department relies on its team of volunteer firefighters to deliver critical services, including fire suppression, rescue operations, and emergency medical responses.

District Facts	
District Valuation	$190,000,000
Population	2,236
Area (Sq. Miles)	18.02
Calls for Service	246
Number of Stations	1
District Tax Rate	$0.048
FY 2025 Surry Appropriation	$102,397
Cost Per Call	$1,135

In addition to emergency services, SRVFD reports actively engaging the community through safety education programs and outreach initiatives, fostering preparedness and resilience among residents.

SRVFD operates out of one station, strategically located to ensure swift response times:

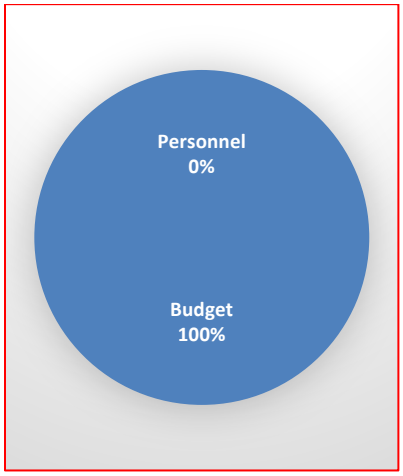
- Station 79: 1973 Old Highway 21, State Road, NC

The department prioritizes financial accountability and efficient resource utilization. Key financial highlights include:

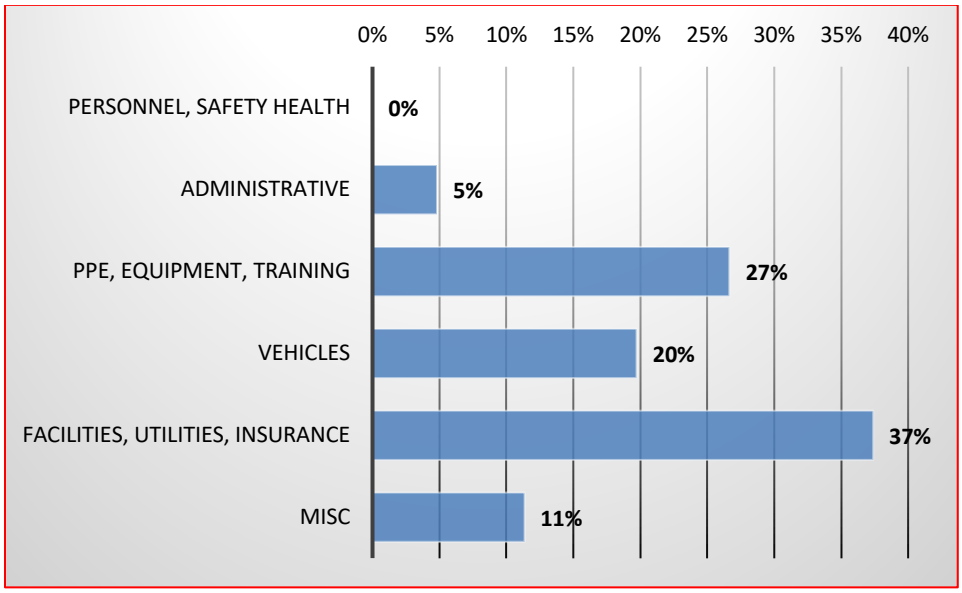
- Budget Allocation: A detailed chart of budget distribution, including the budget-to-personnel ratio, offers transparency in resource management.
- Income Sources: The 2023 Financial Statement and Agreed-Upon Procedures submission outlines a comprehensive breakdown of income sources.
- Revenue Trends: Financial data from 2021 to 2023 reveals trends in receipts, disbursements, and net changes, presented in a comparative chart for easy analysis.

In 2023, SRVFD responded to 1,144 calls for service, underscoring its role in community safety. With a calculated cost per call of $244, the department showcases its delivery of vital services.

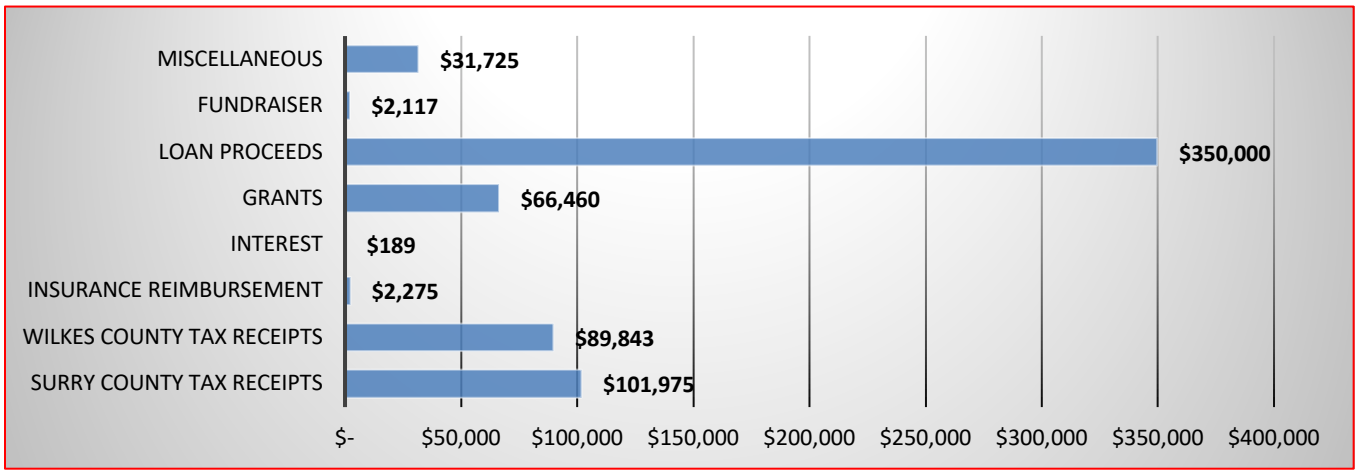
The backbone of SRVFD is its team of 52 volunteers, whose commitment provides enhanced safety and well-being of the community. A six-year historical graph of volunteer participation illustrates trends and highlights this essential workforce.



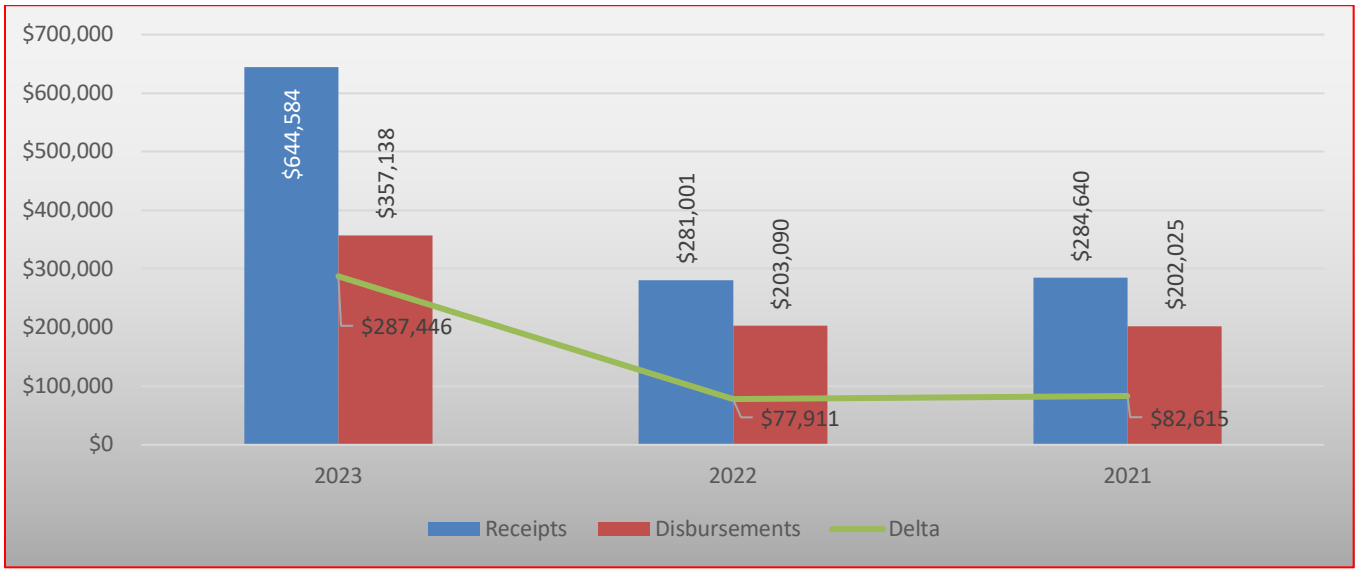
Budget to Personnel Ratio



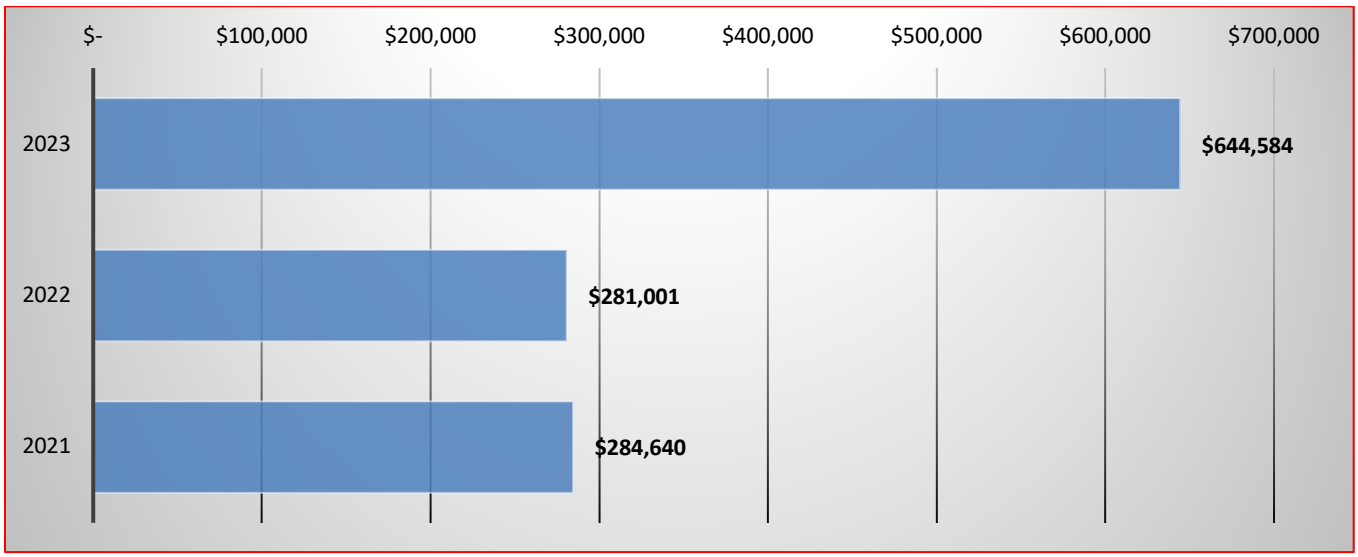
Operating Budget Breakdown



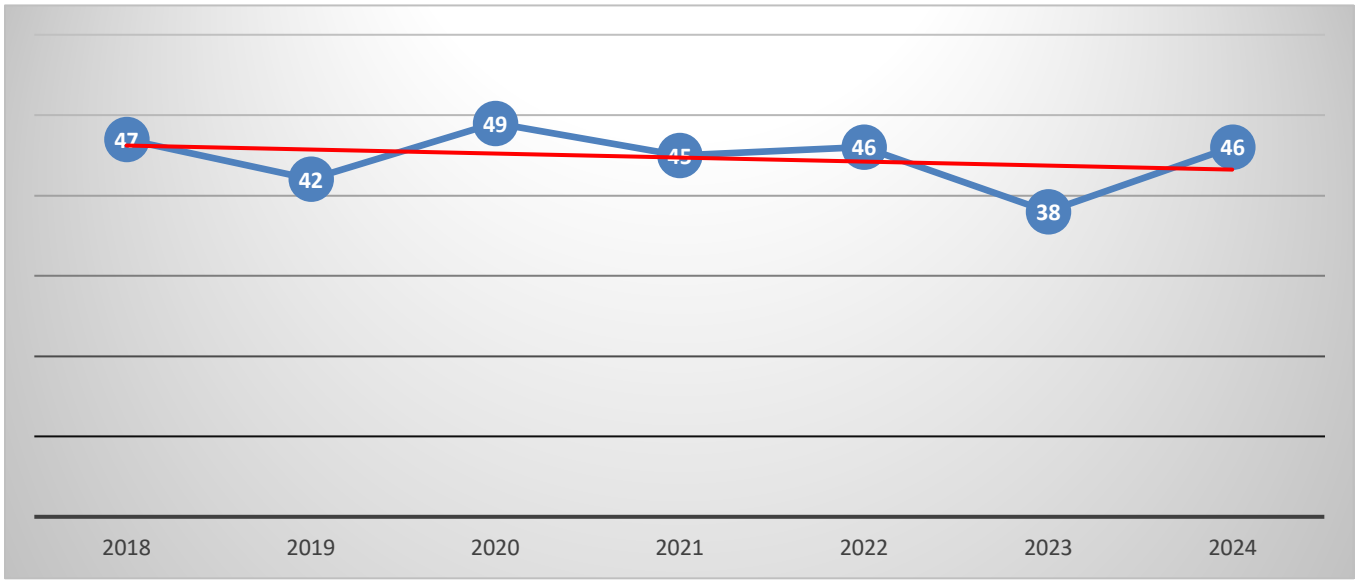
Breakdown of Revenue Sources



Receipts versus Disbursements and Net Change



Three Year Revenue



Six Year Volunteer Trends

Westfield Fire Department, Inc.
Fire Department Summary

The Westfield Volunteer Fire Department (WVFD) has served the Westfield community in Surry and Stokes Counties, North Carolina, for over 62 years. Operating from its sole fire station located at 3386 Old Westfield Road, Westfield, the department plays a role in ensuring public safety through fire suppression, rescue services, and first responder medical assistance.

- Station 73: 3386 Old Westfield Road, Westfield, NC

District Facts	
Town Valuation	156,000,000
Population	2,331
Area (Sq. Miles)	28.74
Calls for Service	451
Number of Stations	1
Service District Tax Rate	$0.098
FY 2025 TOD Appropriation	$172,841
Cost Per Call	$1,680

The WVFD's mission is centered on preventing fires and other emergencies, protecting life and property, and providing vital medical support. This vision is brought to life by a team of 30 volunteer firefighters and 2 paid staff members, demonstrating a commitment to the safety and well-being of the community.

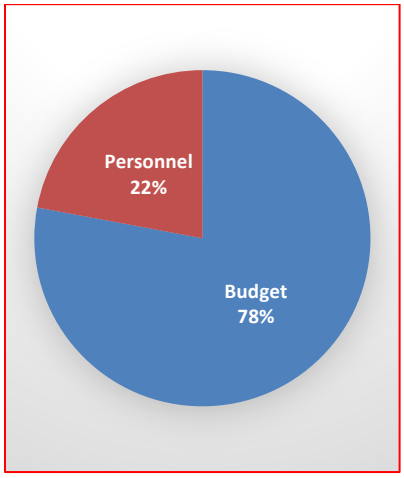
At the helm of the WVFD is Fire Chief Jonathan Sutphin, who oversees the department's operations and initiatives. Under his leadership, the department maintains an ISO rating of 4/9E, reflecting its effectiveness in emergency response.

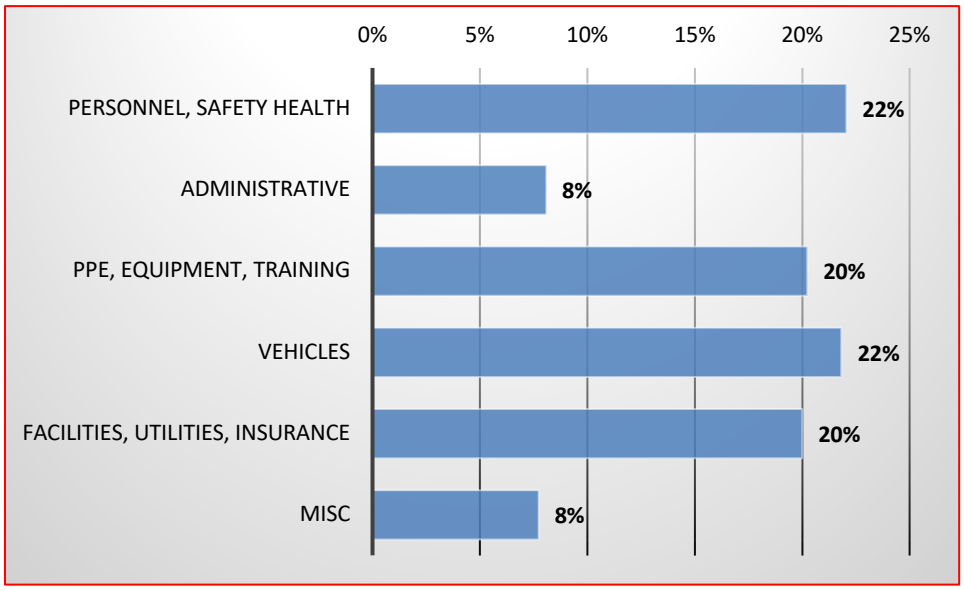
Highlights of the department's financial framework include:

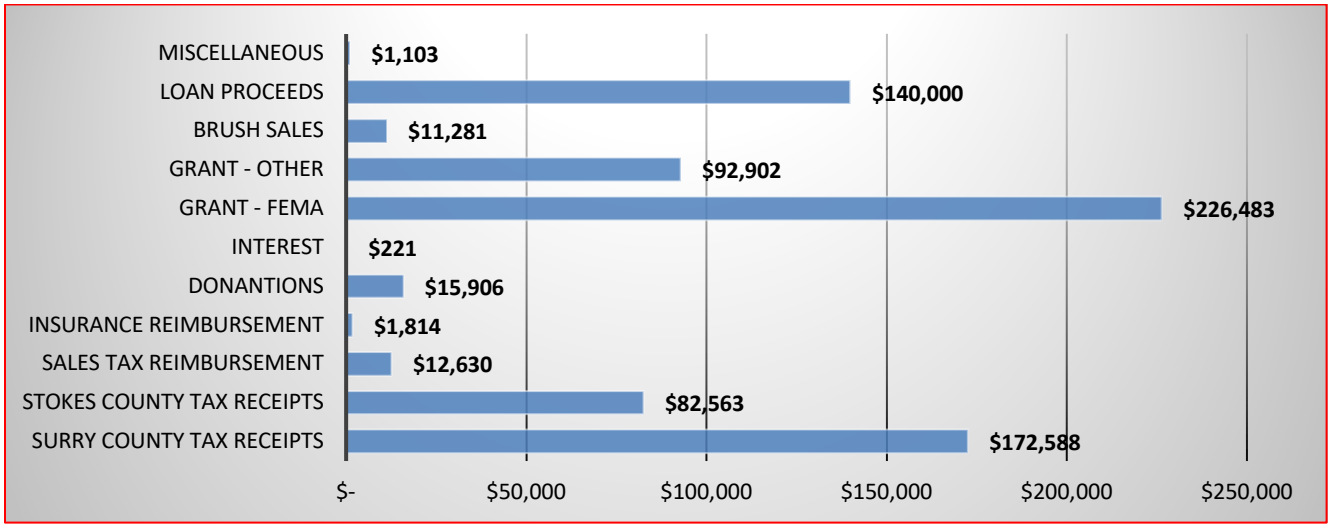
- Budget Allocation: A detailed chart illustrates how funds are distributed, providing a clear view of resource prioritization.
- Income Sources: The 2023 Financial Statement outlines the department's revenue streams, with a comprehensive breakdown provided for reference.
- Revenue Trends: A comparison of financial data from 2021 to 2023 showcases trends in receipts, disbursements, and net changes, underscoring financial stability and growth.

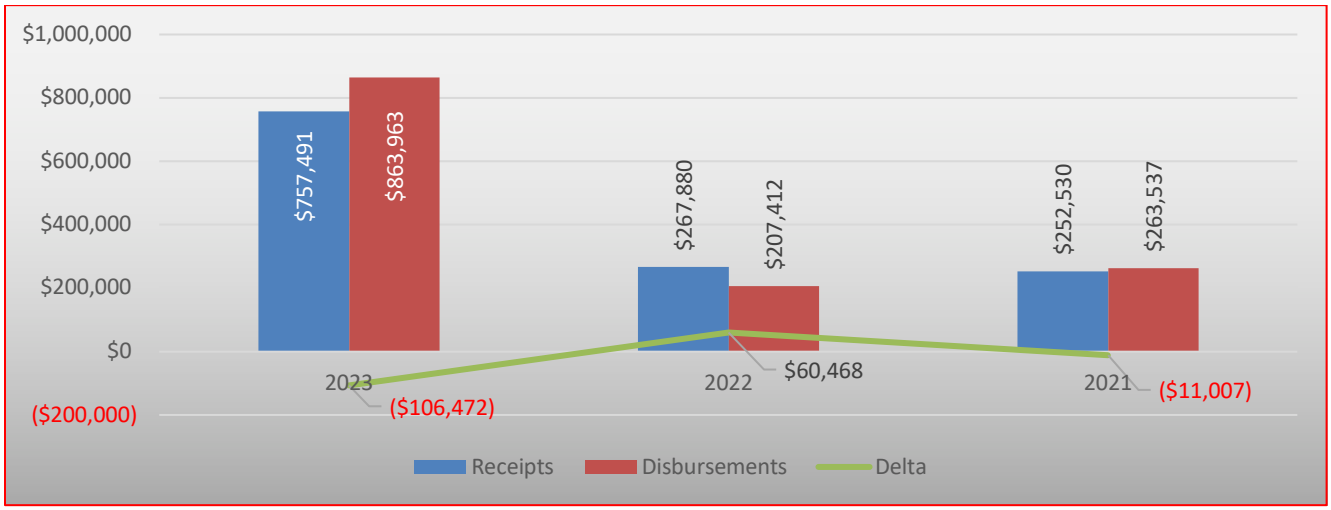
In 2023, WVFD responded to 1,314 calls for service. By dividing the total revenue reported in the 2023 financial statement by the number of calls, the cost per call was calculated at $576.

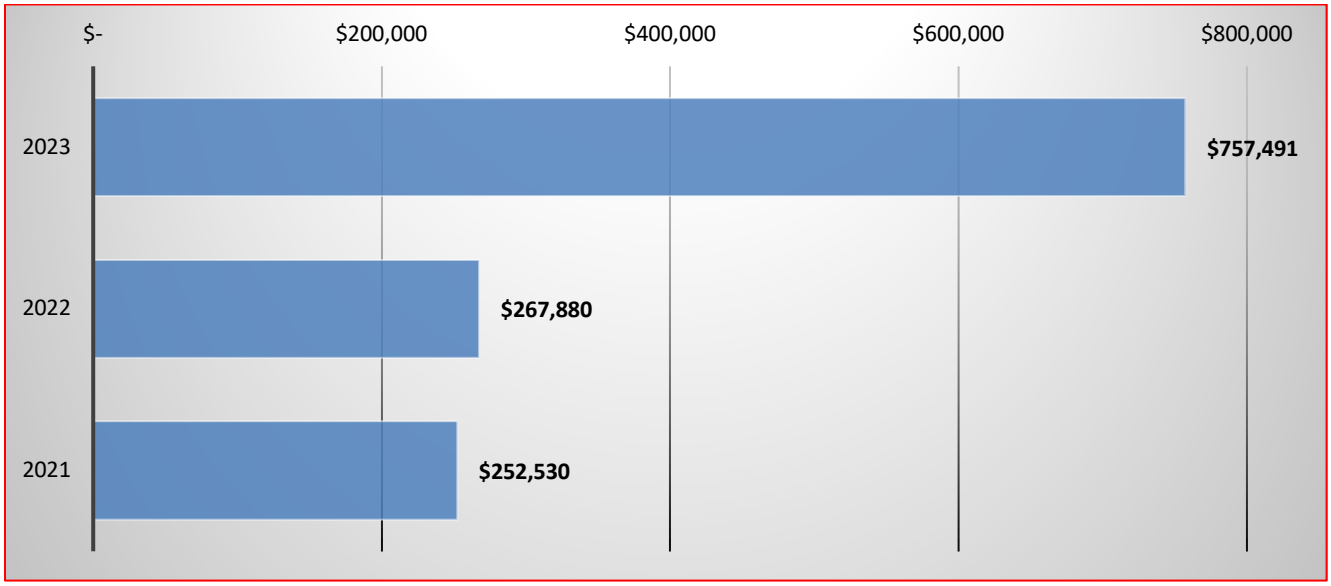
The WVFD is reliant on its team of volunteers, who form the backbone of its operations. A historical analysis of the volunteer workforce over the past six years reveals consistent efforts to sustain and grow this vital resource.

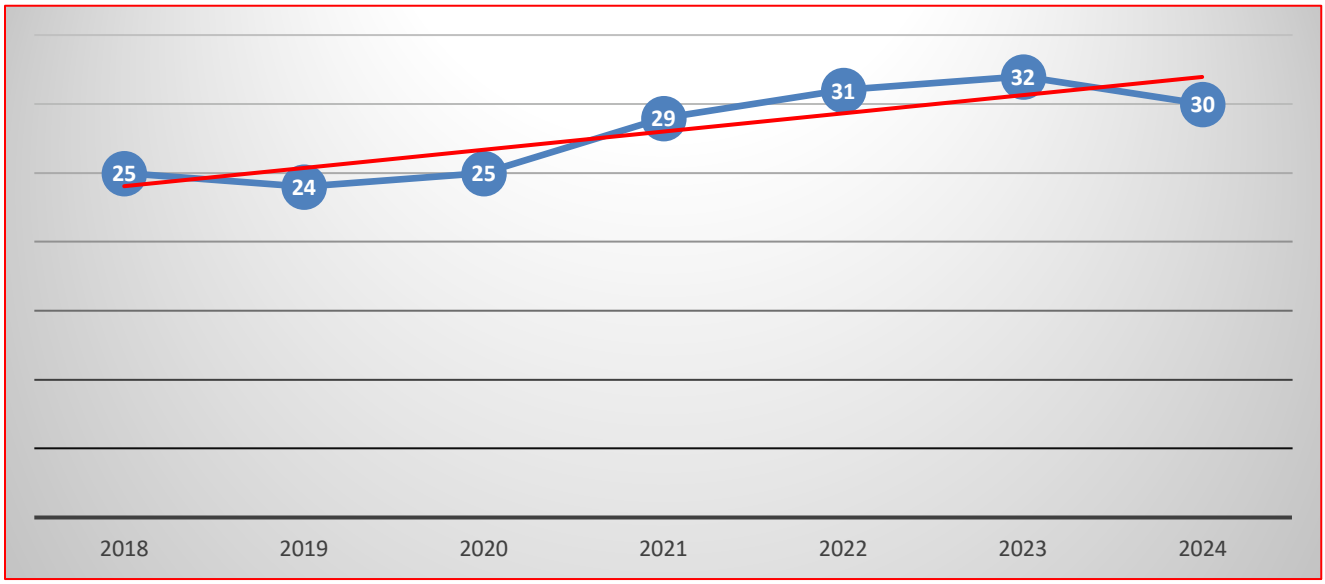





MISCELLANEOUS
$1,103
LOAN PROCEEDS
$140,000
BRUSH SALES
$11,281
GRANT - OTHER
$92,902
GRANT - FEMA
$226,483
INTEREST
$221
DONANTIONS
$15,906
INSURANCE REIMBURSEMENT
$1,814
SALES TAX REIMBURSEMENT
$12,630
STOKES COUNTY TAX RECEIPTS
$82,563
SURRY COUNTY TAX RECEIPTS
$172,588
$-
$50,000
$100,000
$150,000
$200,000
$250,000


$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
($200,000)
$757,491
$863,963
$267,880
$207,412
$252,530
$263,537
2023
($106,472)
2022
$60,468
2021
($11,007)
Receipts
Disbursements
Delta


$-
$200,000
$400,000
$600,000
$800,000
2023
$757,491
2022
$267,880
2021
$252,530


25
24
25
29
31
32
30
2018
2019
2020
2021
2022
2023
2024

The White Plains Department, Inc.

Fire Department Summary

The White Plains Volunteer Fire Department (WPVFD) serves the White Plains community in Surry County, North Carolina, operating from a single station located at 801 Old US 601, Mount Airy, NC. Staffed by a team of 30 volunteers, the department provides fire suppression, rescue operations, and first responder medical assistance, serving to provide safety and well-being of local residents.

- Station 78: 801 Old US 601, Mount Airy, NC

District Facts	
Town Valuation	$277,000,000
Population	4,187
Area (Sq. Miles)	26.28
Calls for Service	411
Number of Stations	1
District Tax Rate	$0.065
FY 2025 TOD Appropriation	$205,473
Cost Per Call	$627

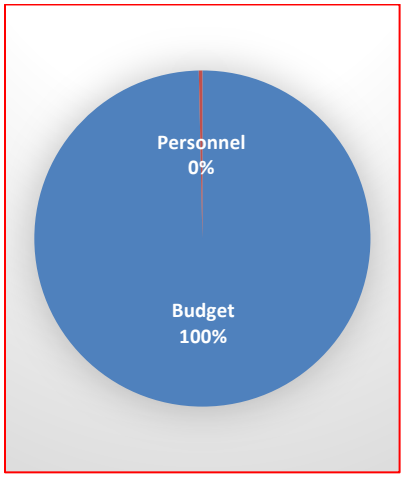
In 2023, WPVFD responded to 2,072 calls for service. With a cost per call of $124, the department demonstrates utilizing financial resources to deliver essential services.

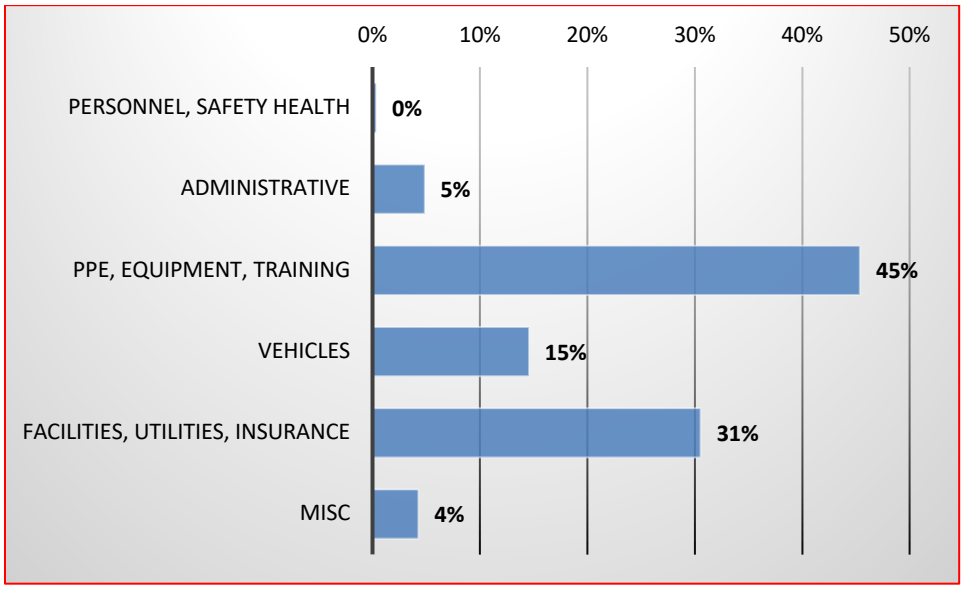
WPVFD holds an ISO rating of 9E. Beyond emergency response, WPVFD reports actively engaging in safety education and outreach programs to enhance preparedness and resilience among residents. These initiatives underscore the department's dedication to fostering a safer community.

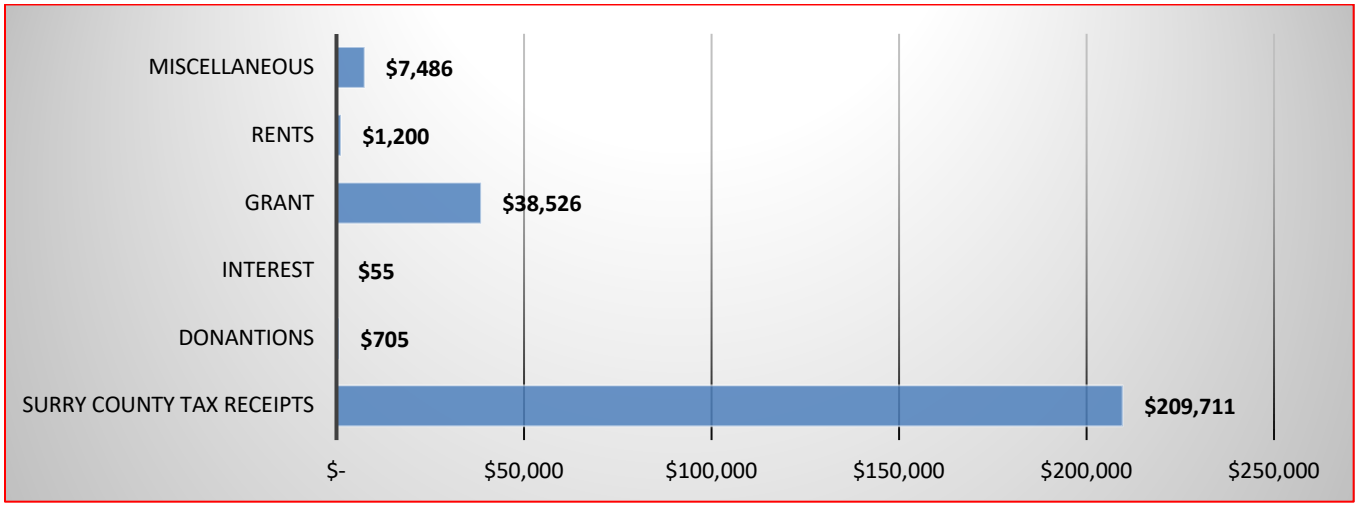
Key highlights of WPVFD's operations include:

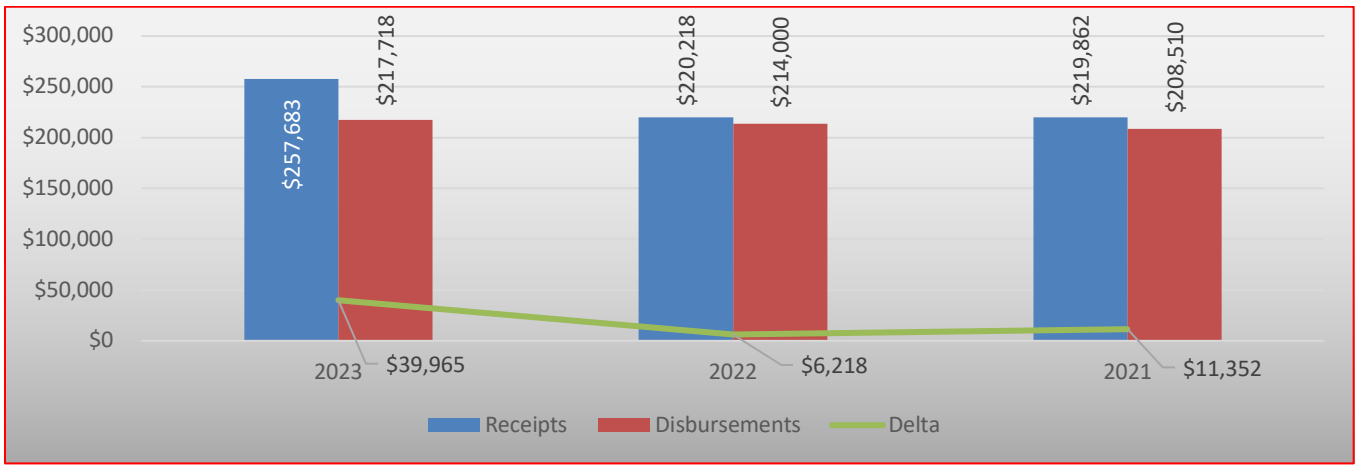
- Budget Allocation: A detailed breakdown of resource distribution ensures accountability and effective management.
- Income Sources: The department's 2023 Financial Statement outlines revenue streams, reflecting their funding structure.
- Revenue Trends: A comparative analysis of financial data from 2021 to 2023 illustrates trends in receipts, disbursements, and net changes, providing insight into fiscal health and growth.

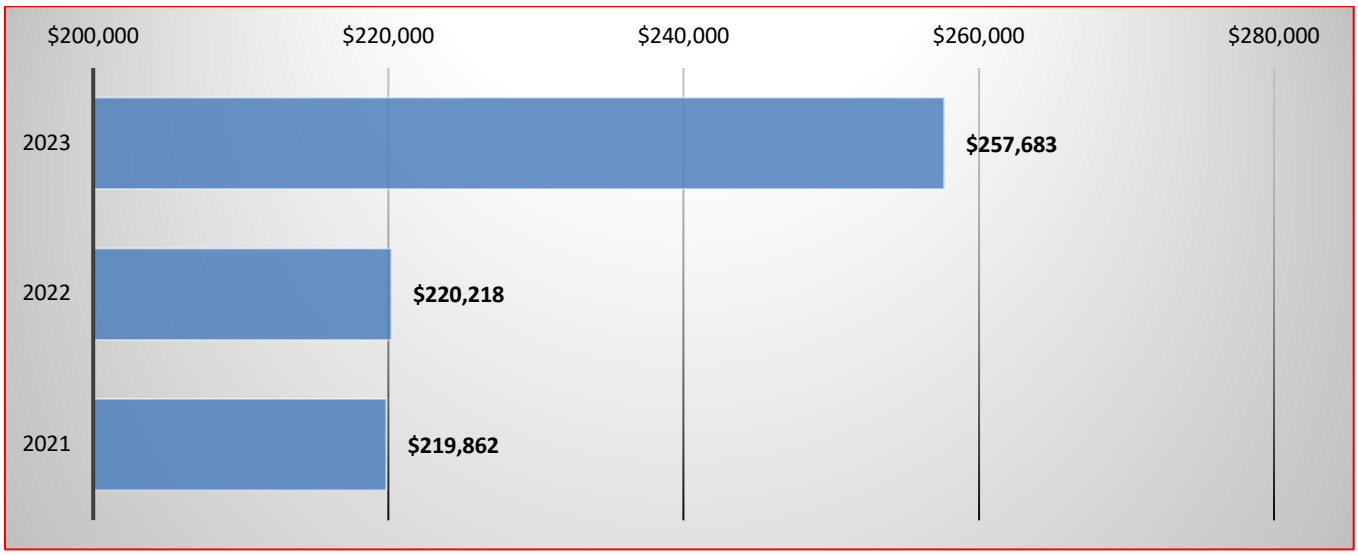
The backbone of WPVFD is its 30 volunteers. A historical analysis of volunteer participation over six years highlights the department's efforts to maintain and grow the vital workforce.

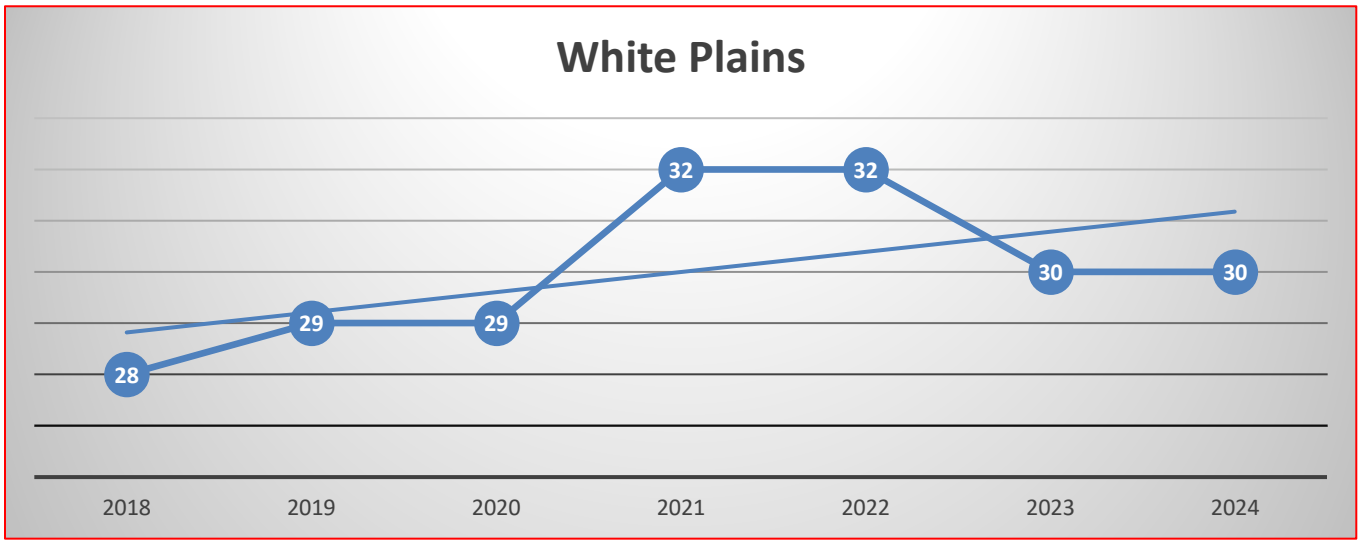

Personnel
0%
Budget
100%


0%
10%
20%
30%
40%
50%
PERSONNEL, SAFETY HEALTH
0%
ADMINISTRATIVE
5%
PPE, EQUIPMENT, TRAINING
45%
VEHICLES
15%
FACILITIES, UTILITIES, INSURANCE
31%
MISC
4%


MISCELLANEOUS
$7,486
RENTS
$1,200
GRANT
$38,526
INTEREST
$55
DONANTIONS
$705
SURRY COUNTY TAX RECEIPTS
$209,711
$-
$50,000
$100,000
$150,000
$200,000
$250,000


$300,000
$250,000
$200,000
$150,000
$100,000
$50,000
$0
$257,683
$217,718
$220,218
$214,000
$219,862
$208,510
2023
$39,965
2022
$6,218
2021
$11,352
Receipts
Disbursements
Delta


$200,000
$220,000
$240,000
$260,000
$280,000
2023
$257,683
2022
$220,218
2021
$219,862


White Plains
32
32
30
30
29
29
28
2018
2019
2020
2021
2022
2023
2024

Fire Departments Failing to Possess Current Federal 990 Forms:

Note that within the fiscal review work that was being conducted by NCFCC for this analysis, the assessment team became aware that many of the fire departments in Surry County did not have current Federal 990 forms filed. The Internal Revenue Service requires private, non-profit organizations to file 990 forms annually to maintain their non-profit, tax exempt status. Subsequently, Surry County legally needs to ensure that all fire departments that the county contracts with for fire protection are a municipal corporation or a bona fide private, non-profit organization. Upon bringing this matter to the attention of the Surry County Manager, he and the county attorney immediately addressed this issue and provided the following direction to all fire departments in Surry County to utilize from here forward.

CHRIS KNOPF
County Manager

HISTORIC COURTHOUSE
114 W. Atkins Street
Dobson, NC 27017

PHONE (336) 401-8201
FAX (336) 401-8201
knopfc@co.surry.nc.us

COUNTY OF SURRY

December 27, 2024

Attention All Surry County Volunteer Fire Departments:

NCGS § 69-25.5(1) limits the County's authority to contracting with volunteer or community fire departments to those that are incorporated as a nonprofit. In addition, the County's counsel has advised that under North Carolina case law, incorporation as a nonprofit is critical to maintaining a district.

It has come to our attention that many fire departments are not current with their IRS Form 990 filings. Failure to file IRS Form 990 can result in penalties and automatic revocation.

Form 990's must be filed yearly. Please provide the County with your current Form 990 filing. If you are not current, please provide the County with documentation that you are taking steps to address the same.

Finally, if you believe that you are exempt from filing a Form 990, please provide the County with documentation from the IRS from the last three years confirming the same. In this regard, please note that IRS Form 990 filing requirements have changed significantly over the years. So, if you do not have confirmation from the IRS within the last three years, please provide documentation that you are obtaining the same.

Thank you.

Respectfully,

CK

Chris Knopf
County Manager

Service Contract Review:

NCFCC was provided with a service contract document from 2015 and asked for recommendations to be considered to enhance the service contract utilizing North Carolina best practices. The following are items for initial consideration:

Additional contract considerations that may be considered by Surry County. The items below are considerations only and are not actual contract language. These items have appeared in other North Carolina fire service contracts:

1. Contract Language

    a. Notification to the county of changes in the Board of Directors, changes in key personnel, modifications to the use of funds provided through the contract, fines or judgements associated with an adverse finding against the department by any municipal, state, or federal agency.
    b. Non-compliance by the fire department: Describe the ramifications of the department's failure to abide by the contract. Will county funding be withheld? Will there be notice of non-compliance sent to the department (60, 90 120 days)?
    c. Relationship of parties: Describe each party's relationship to the other. i.e. Fire department employees, nor their agents, shall be deemed an officer or agent of the County.
    d. Termination: How and under what conditions can the contract be terminated. What is the notice period for termination?
    e. Reservation of rights: example: "Surry County reserves the right to provide the highest level of fire protection and emergency services possible, subject to the availability of funding".
    f. Amendments: Describe how any amendments to the contract are to be made, if proposed, during the life of the contract.
    g. No third-party beneficiaries: The contract benefits only the county and fire department. There are no other rights or obligations conferred to any other party.
    h. Entire agreement: The contract contains all agreed conditions between the county and fire department. No oral or written communications between the parties supersede the contract.
    i. Notices: How are notices between the county and fire department handled? Who are they delivered to and by what means (i.e. certified mail, hand delivered, etc.)
    j. Governing law: Acknowledgement that North Carolina shall govern the agreement.
    k. Severability: If any one part of the contract is determined by a court to be unenforceable, that determination will not affect the other provisions of the contract.

l. Counterparts: There may be multiple copies of the contract made, each carrying the validity of the original.
m. No waiver of sovereign immunity: The county does not waive any of its sovereign or governmental immunity.
n. Appendix: Is there an appendix which contains documents the department is required to provide to the county prior to approval of the contract? Such as (not all may apply):
    i. GIS map of Fire Insurance and Response District
    ii. Any non-county service agreements
    iii. Information for annual audit*
    iv. Board of Directors meeting notification
    v. Organization by-laws
    vi. County procurement policy
    vii. Mutual aid agreements
    viii. Auto aid agreements
    ix. First responder agreement
    x. Extrication services
    xi. Water rescue services
    xii. Specialized rescue services
    xiii. Specialized fire equipment services
    xiv. Technician level hazardous materials services
    xv. FEMA disaster services
    xvi. Contract amendments
    xvii. Other report forms as required by contract

2. Fiscal issues

a. Fiscal mismanagement by fire department: Describe the steps taken by the fire department/county if the department's financial records are determined to be un-auditable or a recent audit reveals evidence of reckless or willful financial mismanagement practices or intentional or criminal wrongdoing.
b. Are there requirements for the fire department to follow county procurement guidelines?
c. Depreciation: Are depreciation schedules required for all capital equipment over a set dollar value?
d. Fire station construction/renovations: Are there requirements to receive county approval for any new station construction or major renovation? Does the county have guidelines or requirements for the construction features of new facilities?
e. Fund balance requirements: Are departments required to maintain a minimum percentage of non-donor restricted funds (NDRF) in relation to their budget (i.e. 5%, 7% or 10%)? When NDRFs exceed the required amounts, are there restrictions in how those excess funds are utilized (i.e.

pay down current debt, one-time purchases of specific capital equipment)?

f. Fixed assets: Are there requirements to maintain accurate inventories of all loose capital equipment over a set dollar value?
g. Disposing of equipment: When equipment purchased through county funds have reached end-of-life are there restrictions on the disposal of such equipment?
h. Grants: Is the department required to receive county approval prior to the department applying for a state or federal grant which may commit the department to matching funds? Are there requirements to ensure any equipment purchased through the use of grants are compatible with legacy county-wide fire departments' equipment.

3. Insurance and Indemnification

    a. Are there requirements to acquire and maintain set insurance coverage for items such as:
        i. General Liability, including medical malpractice/Errors and omissions
        ii. Commercial auto liability
        iii. Auto physical damage coverage
        iv. Blanket portable equipment coverage
        v. Umbrella or excess liability
        vi. Fidelity/employee dishonesty coverage
        vii. Business auto policy
    b. Is the county included as additional insured on policies where the county has funds at risk?
    c. Is there an indemnification statement in the contract holding the county harmless from any and all liability and expenses (attorney and court fees) caused by negligence or willful misconduct of the fire department or its agents?

4. Fire Department Performance Standards

    a. Are there standards of performance the fire department must strive to maintain? Such as:
        i. Response times
        ii. Staffing on scene
        iii. Automatic aid agreements
        iv. Mutual aid agreements
    b. Training requirements: Does the contract require minimum training requirements for fire department personnel training to meet state or local requirements (i.e. hazardous materials, blood borne pathogens, incident command or NCOSFM requirements)?

c. Volunteers: Are the requirements for the fire department to track and report their volunteer recruitment and retention activities, periodic volunteer numbers, volunteer opportunity outreach activities?
d. Public fire education: Are there requirements for the fire department to have plans for providing public fire education outreach programs for schools, businesses and/or homes within their fire district?
e. Pre-fire incident surveys: Are there requirements for the fire department to become familiar with and develop written pre-fire plans for any business or high-hazard occupancy within their fire district.
f. Fire investigations: Does the contract spell out the fire investigation requirements of the department's company officers and the conditions where county or state resources are notified for assistance?
g. Post incident review: Are there parameters under which a formal fire department post incident review are to be conducted (i.e. fire loss exceeding a set dollar amount, civilian injury, or death, etc.)?
h. Fire hydrants: Are there requirements for fire hydrant/dry hydrant testing and/or maintenance?
i. Medical first responder: Does the county have a formal medical first responder program and if so, are there requirements outlined in the contract for program compliance? Are there any EMTs employed and operating in the department? If so, how does the fire department operate under county medical control?

5. Personnel and Compensation

a. Personnel: Are there requirements that the fire department complies with all FSLA regulations and other local, state, and federal laws?
b. Employment: Are background checks required for new employees of the fire department? Are there disqualifying offenses listed, which will prohibit the hire of an individual?
c. Driver's license checks: Does the contract require driver's license checks for all apparatus drivers to ensure the appropriate level and validity of the license?
d. Compensation guidelines: Does the county utilize standardized compensation guidelines for the payment levels and benefits of fire personnel by rank and years of service? If so, does the contract require adherence to those guidelines?
e. Verification of employee work authorization: Does the contract require compliance of the fire department with the E-Verify requirements of the North Carolina General Statutes?

6. Board of Directors

   a. Board Make-up: Does the contract describe the parameters for the make-up of the board of directors. (i.e. Can the fire chief serve on the board? Can compensated employees serve on the board? Can family members of the fire chief serve on the board?)
   b. Citizen representation: Is there a requirement for a percentage of community citizens to be board members (10, 15 20%)? Are the organization's by-laws required to be submitted with the contract?
   c. Meetings: Does the contract require the department to abide by NC open meeting laws? Are minutes of the meeting posted and/or available to the public for viewing? Are meeting dates available to the public on the department or county's web site calendar?

Within the appendix documents, illustrative county contracts are provided for Surry County to consider when updating the current ten (10) year old contract.

Grant Funding Program Recommendation:
Should Surry County desire to continue with the grant funding program for firefighter staffing in Surry County, it is strongly recommended that Surry County and the fire departments receiving the grant funding enter into a written contract that provides specifics required of each party and outlines the county's expectations in receiving the grant funding.

Surry County Asset Recommendations

1. It is recommended that standardization specifications be established across all departments for the purchase of specialized equipment such as extrication equipment, cardiac defibrillators, and thermal imaging cameras. The benefits of standardization will be potentially increased purchasing power through larger quantity reduced pricing and, more importantly, increased fireground safety through improved interoperability and familiarization of equipment.

2. NFPA 1851, *The Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting* recommends retiring personal protective equipment (PPE) no more than ten years from date of manufacture. This is effectively a ten percent (10%) replacement of inventory each year. There are a total of approximately 257 sets of turnout clothing (trousers and jackets) across the seven departments. The county/fire departments should explore cooperative purchasing of PPE each year to achieve a more competitive pricing schedule. As most departments purchase only two to four sets of PPE individually each year, collective purchasing of 26 or more sets per year will yield potential cost savings. This will require the departments developing common specifications for PPE when writing the annual request for proposals.

3. Acquisition of new fire apparatus can most effectively be achieved through the use of group purchasing programs, such as the Houston-Galveston Area Compact (or known as HGAC). Local governments need to be a member of the HGAC program to participate. However, when purchasing from this program, it is recognized that new fire apparatus cannot be purchased for less than what is identified through HGAC. The program provides many options for fire apparatus to meet the specific needs of the different fire departments in Surry County. However, the savings from using this program can be significant over fire departments going to a selected manufacturer and purchasing the fire apparatus individually. Most of the municipalities in North Carolina are HGAC members and purchase fire apparatus through the program, which saves significant tax dollars. In addition, the standardization of apparatus to minimize customization can reduce costs and delivery times.

Potential Overlay District Financials

When modeling financial information for a potential overlay district in Surry County, a calculation table was developed with each of the fire service tax districts and the municipalities that may or may not want to join the countywide service district that would be to support staffing countywide.

FY 24-25 tax valuation amounts were received from the Surry County Finance Office, assuming that tax valuation is included in the existing total tax valuation for each of the current service districts. Currently, the five firefighters that are funded by Surry County collectively add up to $250,000 annually. For comparison purposes, the living wage for one person in Surry County, North Carolina as determined by MIT for 2024 is $37,982 (this amount should be updated in spring of 2025). Typically, benefits costs increase salary approximately 35%. When performing this calculation using this data, the total cost of one firefighter would be $51,276. Using this methodology, those same five (5) firefighters with benefits would be $256,379 annually. There is gear and equipment that is also needed for firefighters, which is not included in the above number.

Obviously, many other variables exist in designing a viable funding structure/system for Surry County. However, these are presented for illustrative purposes. Regardless of what is used, we would strongly encourage Surry County to:

1. If for an overlay service district, determine the specific use of the funding such as staffing, capital or a combination of needs, or

2. If for a countywide service district, develop a three year rolling data model so that the distribution of funding is made based upon credible and reliable data. We also highly suggest a minimum funding baseline amount for each department.

NCFCC created fiscal models with the data and information provided to NCFCC to be used by Surry County if the county so desires to set up funding structures or systems to determine how to most equitably provide funding to contracting fire departments. The following three (3) illustrations below provide insight into this model built for Surry County to consider using in the future.

			County Limits				Fire Districts			
Dept	Tax Value	% of Tax value	Population	% pop.	Address Points	% Ad.pts	Road Miles	% Road Miles	Area (sqMi)	% Area
Ararat Volunteer	$135,183,310	3.40%	2,038	3.70%	1,208	3.98%	71.52	3.97%	20.42	3.96%
Bannertown	$300,528,550	7.56%	4,931	8.95%	2,619	8.64%	127.26	7.07%	23.42	4.54%
C.C. Camp	$120,816,410	3.04%	1,245	2.26%	795	2.62%	66.87	3.71%	18.73	3.63%
Central Surry	$294,819,210	7.42%	4,274	7.76%	2,080	6.86%	152.84	8.49%	41.79	8.11%
Dobson		0.00%		0.00%		0.00%		0.00%		0.00%
Elkin		0.00%		0.00%		0.00%		0.00%		0.00%
Four Way	$206,101,910	5.19%	3,818	6.93%	2,163	7.13%	83.35	4.63%	19.47	3.78%
Franklin	$513,807,070	12.93%	7,737	14.05%	4,021	13.26%	125.56	6.97%	26.22	5.09%
Jot-Um-Down	$100,924,720	2.54%	1,950	3.54%	877	2.89%	62.81	3.49%	19.1	3.71%
Mount Airy		0.00%		0.00%		0.00%		0.00%		0.00%
Mountain Park	$188,837,120	4.75%	1,946	3.53%	1,336	4.40%	130.16	7.23%	63.36	12.29%
Pilot Knob	$582,720,540	14.66%	5,318	9.66%	3,125	10.30%	152.11	8.45%	36.47	7.07%
Pine Ridge	$201,559,040	5.07%	3,030	5.50%	1,662	5.48%	133.79	7.43%	30.41	5.90%
Shoals	$170,691,450	4.29%	1,843	3.35%	1,071	3.53%	77.02	4.28%	28.66	5.56%
Skull Camp	$255,163,780	6.42%	3,765	6.84%	2,250	7.42%	168.88	9.38%	57.7	11.19%
South Surry	$302,176,810	7.60%	4,431	8.04%	2,430	8.01%	171.95	9.55%	56.72	11.00%
State Road	$191,173,350	4.81%	2,236	4.06%	1,210	3.99%	66.70	3.70%	18.02	3.50%
Westfield	$171,145,749	4.31%	2,331	4.23%	1,345	4.43%	90.57	5.03%	28.74	5.58%
White Plains	$239,068,560	6.01%	4,187	7.60%	2,138	7.05%	119.80	6.65%	26.28	5.10%
TOTALS	$3,974,717,579	100.0%	55,080	100.0%	30,330	100.0%	1801.20	100.0%	516	100.0%

Dept	# Parcels	% Parcels	Housing units	% Housing Units	Businesses	% Businesses	2024 Calls	2023 Calls	2022 Calls	2021 Calls	2020 Calls	5 yr average Call Volume	% Call Volume
Ararat Volunteer	1,327	3.74%	1	6.25%	1	6.25%	920					920	2.88%
Bannertown	2,899	8.17%	1	6.25%	1	6.25%	2,825					2825	8.84%
C.C. Camp	1,104	3.11%	1	6.25%	1	6.25%	1,108					1108	3.47%
Central Surry	2,519	7.10%	1	6.25%	1	6.25%	2,570					2570	8.04%
Dobson		0.00%		0.00%		0.00%							0.00%
Elkin		0.00%		0.00%		0.00%							0.00%
Four Way	2,502	7.05%	1	6.25%	1	6.25%	2,160					2160	6.76%
Franklin	4,452	12.55%	1	6.25%	1	6.25%	4,158					4158	13.01%
Jot-Um-Down	1,018	2.87%	1	6.25%	1	6.25%	864					864	2.70%
Mount Airy		0.00%		0.00%		0.00%							0.00%
Mountain Park	1,786	5.04%	1	6.25%	1	6.25%	1,207					1207	3.78%
Pilot Knob	3,567	10.06%	1	6.25%	1	6.25%	3,791					3791	11.86%
Pine Ridge	1,946	5.49%	1	6.25%	1	6.25%	2,068					2068	6.47%
Shoals	1,263	3.56%	1	6.25%	1	6.25%	1,217					1217	3.81%
Skull Camp	2,795	7.88%	1	6.25%	1	6.25%	2,186					2186	6.84%
South Surry	2,961	8.35%	1	6.25%	1	6.25%	2,459					2459	7.69%
State Road	1,457	4.11%	1	6.25%	1	6.25%	1,116					1116	3.49%
Westfield	1,581	4.46%	1	6.25%	1	6.25%	1,266					1266	3.96%
White Plains	2,289	6.45%	1	6.25%	1	6.25%	2,050					2050	6.41%
TOTALS	35,466	100.0%	16	100.0%	16	100.0%						31,965	100.0%

Dept	Sq. Footage	% Sq. Footage	Tax Value/SqMi	Population / SqMi	Address Points/SqMi	Road Miles/SqMi	Housing units/SqMi	Businesses/Sq Mi
Ararat Volunteer	4,456,803	3.99%	$6,620,142.51	99.80	59.16	3.50	0.05	0.05
Bannertown	7,266,311	6.50%	$14,717,362.88	241.48	128.26	6.23	0.05	0.05
C.C. Camp	5,113,277	4.58%	$5,916,572.48	60.97	38.93	3.27	0.05	0.05
Central Surry	11,718,085	10.49%	$14,437,767.38	209.30	101.86	7.48	0.05	0.05
Dobson		0.00%	$0.00	0.00	0.00	0.00	0.00	0.00
Elkin		0.00%	$0.00	0.00	0.00	0.00	0.00	0.00
Four Way	5,468,695	4.90%	$10,093,139.57	186.97	105.93	4.08	0.05	0.05
Franklin	10,431,006	9.34%	$25,161,952.50	378.89	196.91	6.15	0.05	0.05
Jot-Um-Down	4,616,696	4.13%	$4,942,444.66	95.49	42.95	3.08	0.05	0.05
Mount Airy		0.00%	$0.00	0.00	0.00	0.00	0.00	0.00
Mountain Park	5,950,496	5.33%	$9,247,655.24	95.30	65.43	6.37	0.05	0.05
Pilot Knob	10,555,415	9.45%	$28,536,755.14	260.43	153.04	7.45	0.05	0.05
Pine Ridge	5,365,972	4.80%	$9,870,667.97	148.38	81.39	6.55	0.05	0.05
Shoals	3,938,015	3.53%	$8,359,032.81	90.25	52.45	3.77	0.05	0.05
Skull Camp	6,453,692	5.78%	$12,495,777.67	184.38	110.19	8.27	0.05	0.05
South Surry	15,152,934	13.56%	$14,798,080.80	216.99	119.00	8.42	0.05	0.05
State Road	4,254,512	3.81%	$9,362,064.15	109.50	59.26	3.27	0.05	0.05
Westfield	4,066,012	3.64%	$8,381,280.56	114.15	65.87	4.44	0.05	0.05
White Plains	6,907,354	6.18%	$11,707,569.05	205.04	104.70	5.87	0.05	0.05
TOTALS	111,715,273	100.0%	$194,648,265.38	2697.36	1485.31	88.21	0.78	0.78

Section 7: Service Delivery System Considerations Moving Forward

Funding Needs

Fire and Rescue Service Delivery System Considerations Moving Forward

Operational Funding Needs:

Surry County is experiencing many of the stressors that most North Carolina counties are experiencing with providing fire and rescue services, including significant changing dynamics with volunteerism, the pronounced need for more focused work with volunteer retention and recruitment efforts and the implementation of additional volunteer incentives and programs. The demanding need for adding part-time or paid personnel to provide for minimum staffing, especially during weekday hours is also highlighted for many fire departments. Costs of providing protective clothing, gear, self-contained breathing equipment, radios and other essential firefighting equipment also tops challenges of most volunteer and combination fire departments. From the perspective of the fire chiefs across Surry County, operational funding is of high importance and concern to sustaining fire and rescue services. Simply stated, several fire chiefs believe there is currently not enough funding to provide additional paid firefighter staffing in Surry County, especially during the weekday periods.

Looking forward, the greatest projected increase in operational funding will be personnel. Currently, an average of approximately twenty percent (20%) of the total budgeted system funding goes to personnel. Career fire departments operate with approximately 85%-90% of total funding dedicated to providing personnel. Therefore, Surry County should invest now where and when possible, to support and sustain the primary volunteer-based system if it is feasible. The assessment team constructed recommendations to aid Surry County with this effort by identifying five (5) short term (1-3 years) recommendations, twelve (12) more intermediate recommendations and three (3) longer-term (3-5 years) practices that could be considered. Most notably, the team recommends that Surry County establish a retention and recruitment position that will serve all the county's contracting fire departments in a unified way as a service delivery system in attracting volunteer firefighters and work with all the fire departments in developing meaningful ways to retain the valuable volunteers that are within the system now. Other counties have found this approach helpful, and the position may be able to be funded through a federal grant program (SAFER) in the future. Until conditions will allow, the team recommends that the retention and recruitment position be established at least on a part-time (less than 1,000 hours/year) basis by Surry County.

Reviewing statewide data from across North Carolina over the past five years demonstrates that volunteer firefighter numbers have a NET decrease of approximately 3.5% on average per year. Using the state average for the next five-year period for Surry County, this data indicator could potentially mean the loss of

18% of Surry County's approximate 489 volunteer firefighters – or a net loss of 88 firefighters. Beyond the state average data, NCFCC specifically evaluated the data from Surry County firefighter rosters. Between 2018 and 2024 – a seven year period – Surry County has had a net loss of about 8.3% of volunteer firefighters – or about 1.4% per year, totaling 46 firefighters. Proactively pushing back on the volunteerism trends through specific and determined retention and recruitment efforts and targeted investments could reduce that potential loss for Surry County and help to better sustain the primarily volunteer service delivery system.

Principal Capital Funding Needs:

In the observation of the assessment team, a distinguishing and concerning capital cost for Surry County will be replacing fire apparatus. Replacing fire apparatus may be one significant looming cost that all key stakeholders will need to address in the more immediate future by developing a CIP and funding plan for fire apparatus.

Post-pandemic, fire engines are often in the $800K+ range and most often on a two-year plus delivery timeline. Used fire apparatus is also at a premium cost due to the high demand for used fire apparatus across the United States due to the high costs and significant production delays of new apparatus. With approximately 30 of the large fire apparatus in Surry County currently 20 years old or older, capital replacement of fire apparatus is an important issue for Surry County to prioritize.

Fortunately, the mechanical assessment NCFCC conducted of all fire apparatus within Surry County revealed, only about four (4) of the larger engines or tankers were in the "poor" condition status (Ararat, CC Camp, 4Way, and Mountain Park). However, this alone could accumulate to $4 million in need. It is recommended that all fire departments with older apparatus evaluate the necessity of replacing that apparatus and develop capital improvement plans for apparatus replacement. NCFCC has provided some guidance in the appendix documents to re-evaluate need for apparatus based upon the basic fire flow formula from ISO.

It is recommended that fire station facilities also be considered for capital funding. This is especially important where facilities are not property equipped to accommodate 24/7 firefighters with dorm facilities as plans are made long-term into the future. Expansion of facilities would be needed when 24/7 firefighters are needed in the future. However, outside of planning to accommodate 24/7 firefighters, there are numerous facility needs that demand attention. Five (5) of the fire stations reviewed were in "fair" condition (CC Camp, Central Surry and State Road). It is recommended that identified facility conditions be reviewed and a long-term plan be established for improvement.

Future Funding Models to Consider:

With the significant operating costs to consider in coming years coupled with the pending capital needs of fire apparatus and fire station facilities, it will be necessary to re-evaluate the funding models that Surry County will use moving forward to help achieve the necessary level of funding to support the delivery of fire and rescue services to the people of Surry County.

NCFCC developed four key considerations for Surry County to consider. Each consideration has pros and cons that will need further evaluation at the county level. The four identified options that were developed for consideration at this time include:

Keep Funding Structures Status Quo. *(Current Surry County model.)*
Using the one (1) existing service district and transitioning the current rural fire tax districts to service districts through the process available under North Carolina General Statute, continue to escalate the fire tax rates within those fire protection service districts upward to fund the credible needs presented and approved by the Board of Commissioners, up to the $.15 per $100 valuation maximum rate for fire protection per NCGS 153A.

Establish One Single Fire Protection Service District in All Unincorporated Areas of Surry County and in Municipalities that Elect to Participate in the Single Fire Protection Service District for Funding All Fire and Rescue Services. *(Model used by Bertie, Scotland, Bladen, Moore, Wake, Vance, Gaston, Iredell, Stokes, Person, Caswell, Cleveland, and Avery Counties.)*

Shifting the funding model to be fully dependent upon a single, uniform service district tax rate across most of the entire county, with all funds dedicated to delivery of fire and rescue services within the defined service district.

Establish A Fire Protection Service District in All Unincorporated Areas of Surry County and in Municipalities that Elect to Participate in A Single Fire Protection Service District for Funding Fire Service Staffing and/or Other Services, or "Overlay Service District". *(Forsyth County model).*

This type fire protection service district is principally considered due to the firefighter staffing needs that are a primary need in Surry County and relieving the current pull on the Surry County General Fund. An overlay service district is similar to option #2, but keeps all current service districts in place and adds an additional funding layer specifically dedicated for firefighter staffing (and/or other designated purposes). This model supports the operational funding needs of each department paired with an additional service district with a single tax rate across most of the county, most commonly known as an overlay service district, that may be dedicated to providing enhanced firefighter

staffing at all contracting fire departments initially focusing on peak call volumes.

Fire protection service districts, as enabled by NCGS 153A-301(a)(2) primarily follow the model of 1) an overall countywide single fire protection service district with some area(s) excluded, such as some municipalities, or 2) an "overlay" district which is in addition to existing individual service districts. The overlay service district simply is an additional layer on top of the other district(s) that are or may be in place.

Generally, overlay service districts are implemented to address needs that are necessary or beneficial for the entire service delivery system when it is desired for each geographic or regional area to keep the local service district . The process to establish an overlay service district is identical to the process required to establish a countywide single fire protection service district, with some area(s) excluded.

The "good for all" purposes that counties in North Carolina utilize overlay service districts to support fire protection vary. Some counties have a single, more focused purpose, such as to support staffing units within the county that aid and support contracting fire departments with supplemental firefighters on emergency scenes. In other counties, the overlay districts provide a variety of services and support functions for the contracting fire departments to help lessen burdens on their individual districts where the economies of scale or size make purchases more efficient, or management of processes more streamlined and fill system needs or voids.

As with any service district in North Carolina, the funds collected from the service district must only be used within that service district and must be used for the purposes of fire and rescue services, or however the service district structure is established. In the situation with Surry County, the principal need could be for dedicated peak time firefighter staffing for all contracting fire departments.

Utilize the Surry County General Fund to Provide Some Supplemental Firefighter Operational Funding for Contracting Fire Departments. *(Guilford, Cabarrus County Model.)*

Surry County is currently using this model of General Fund funding and is providing annual grants to five (5) fire departments. However, Surry County could transition a portion of the County's General Fund to provide supplemental firefighters operating as a "flying squad" of firefighters to respond to significant incidents throughout Surry County.

As an initial step to strengthen fire protection services throughout the County, Surry County could consider establishing at least one regional crew of four full-time career firefighters that would be regular County employees. Some jurisdictions that use this model refer to this model as a "flying squad" or a "task force" approach. This crew would be comprised of a Fire Captain, a Fire Engineer and two Firefighters who were highly trained in all aspects of fire service delivery. This initial crew would work under the direction of the County Fire Marshal on a weekday basis when volunteers are least available. They would be available countywide and could be based at a location that was statistically determined to be most optimal to have a positive impact on the structure fire responses in the County. If this resource were funded through the General Fund, the crew would respond into municipalities as well when requested or programmed.

With a total of 537 square miles in Surry County, one crew centrally positioned in the county would have limitations of effectiveness. However, it would enhance staffing beyond the current model and would provide a reasonable infrastructure to support all of the contracting fire departments countywide. Annual staffing expense for one crew is estimated at a minimum of $350,000, including a necessary staffing buffer to manage leave. In addition, a response vehicle as determined appropriate by the County would need to be purchased and maintained. It is recommended that a service truck, or similar be utilized in this model. In addition, there are also potentially costs for a facility either through partnership, agreement, lease, or eventually construction of a facility.

Although the county could consider contracting service for such regional crews with the City of Mount Airy, there would be certain advantages to consider in these personnel being county employees. In addition to response duties, this crew could assist all of the contracting fire departments in the County with maintenance type duties such as hose testing, ladder testing, training and other essential support functions, as would be requested by the contracting fire departments. They could also perform some limited fire code enforcement and prevention services under the direction of the County Fire Marshal if necessary.

It is critical to note that this model should only be considered as a supplement to the services provided by the volunteer firefighters in the county during the most challenging time for firefighter staffing – weekdays. It is NOT recommended to replace volunteer personnel in any way whatsoever.

As this pilot program operates over time, a more thorough analysis could be completed to determine if expansion of the program was appropriate and if so, how and where it would be most effective and most beneficial. Although

this initial one roving County crew will only make up a small contingent of the firefighters necessary on a fire scene, it would be a progressive effort towards strengthening service levels when volunteerism is at the weakest point – weekdays. Other NC Counties use similar models. An outline of the similar Guilford County model is found in the appendix. This program has operated successfully for many years and expanded in 2015.

Due to the significant amount of funds that are going to be necessary in the coming years to provide for personnel plus replacement of fire apparatus in Surry County coupled with the additional funds that are projected to support fire service operational needs, the NCFCC team recommends that at a minimum Surry County consider Option #3 (Overlay Service District) as a starting point to move the overall service delivery system funding progressively forward. Options #1 (keep the current system but increase the rates), #2 (create a single countywide service district) or #4 (use the county General Fund to support a county funded supplemental response unit) are all viable considerations as well. However, any of the options will require additional funding within the foreseeable future to adequately fund the needs identified for providing fire and rescue services in Surry County.

Strengthening Retention and Recruitment of Volunteers

Surry County is experiencing many of the stressors that most North Carolina counties are experiencing with providing fire and rescue services, including significant changing dynamics with volunteerism and the need for more work with volunteer recruitment and retention efforts and the implementation of additional volunteer incentives and programs. Costs of providing protective clothing, gear, self-contained breathing equipment and other firefighting equipment also tops challenges of most fire departments.

From the perspective of the fire chiefs across Surry County, the need for additional operational funding is of importance and concern to sustaining fire and rescue services and is the first focal area of interest. The greatest emerging operational funding need will most likely be related to providing personnel. Based upon fire service trends looking forward, more funding will be needed for personnel in some form – volunteer incentives, part-time paid personnel or career personnel. Continued concentrated efforts are needed for volunteer recruitment and retention to preserve the current delivery system as long as possible.

The Volunteer Recruitment and Retention Peer Review team, consisting of regional subject matter experts in the areas of recruitment and retention of volunteer firefighters, was tasked with providing tactics that can be implemented in Surry County to make the volunteer element stronger and more sustainable.

General Observations

1. The different contracting fire departments in Surry County have not yet embraced a single, unified recruitment and retention plan and have different levels of engagement and agreement within the system on identified weaknesses. All departments have a different culture and will need modified methods in the plan to apply in their geographic areas.

2. Recruitment and retention expectations need to be redefined and perhaps more focus placed on retention. The personal ask (one-on-one) is still considered to be one of the best recruitment tools and has a unifying effect.

3. The changing dynamics of volunteerism is recognized and there is a perceived fear that the current method of operation with all volunteers, or mostly volunteer combination fire departments may not be sustained in the long-term future.

4. The challenges and weaknesses in the system must be openly acknowledged by all departments and members to make improvements.

5. It is recommended that Surry County join other NC counties in participating in North Carolina's Volunteer Workforce Solutions program through the NC Association of Fire Chiefs. This grant funded program can provide resources to help Surry County attract new persons to the fire service.

6. The team understands that the Surry County School System is providing one central high school fire program currently at Surry Community College. However, this model presents some challenges with student transportation and other barriers. Most counties that have operated successful high school fire programs find that these work best when the program is present within the high school. It is recommended that Surry County collaborate with the Surry County School System to implement a high school fire program in Surry County within a selected high school to provide a meaningful avenue for interested persons to acquire training and skills to enable them to volunteer in their home communities. This approach has been very successful in other North Carolina communities and it should be in Surry County as well. The Cabarrus County High School model is a best practice model for consideration.

7. Incentives for volunteers are currently determined at the department level and may include pay-per call and others decided on an individual department level.

8. A higher level of importance for recruitment and retention buy-in, collaboration, and communication is needed across the board, including communication with the Surry County Board of County Commissioners.

9. As an overall system, volunteer departments are not consistently tracking recruitment contacts, onboarding, or retention of volunteer members. This information is vital to service delivery and appropriating reliable funding to support the combination system. This would be part of the role of the part-time recruiter that is recommended.

10. Research through the International Association of Fire Chiefs (IAFC) has shown that only 24% of people are willing to volunteer for some worthwhile cause and only 1% are willing to volunteer with Fire and Rescue agencies. That result is a very small number, so recruitment efforts must be very focused and intentional.

People who want to volunteer have many choices for areas other than fire and rescue services in Surry County.

Recommendations

Short Term 1 – 3 Years – More Immediate

1. Recommend all recruitment efforts have a centralized point of delivery to be most consistent and successful. Establish an identified countywide fire service volunteer recruiter/coordinator. This could be a part-time position initially. However, establishing a central person to uniformly work with all of Surry County's contracting fire departments to recruit volunteers and focus energy and attention on volunteer retention in the fire departments and rescue squad will be valuable. Seek to participate in the next available Volunteer Workforce Solutions grant program and apply in the next SAFER grant program cycle to fund this as a full-time position through the SAFER (Federal Staffing for Adequate Fire and Emergency Response) grant.

2. Establish a system-wide method to track volunteers – entering the system, activity while in the system, and conducting an exit interview when leaving the system.

3. Identify barriers and potential solutions to recruitment and retention of a diverse group of volunteers in Surry County.

4. Conduct a system-wide volunteer needs assessment – fire fighters, and leadership positions.

5. Work with the Surry County school system to develop and implement a high school fire program in Surry County. This has been one of the most successful volunteerism models in North Carolina.

6. Develop, for Board of Commissioner approval, a new volunteer incentive program that is tied to a member's activity.

Intermediate Steps

1. Recommend strengthening a cooperative relationship with each volunteer department one at the time to identify volunteer recruitment and retention common goals and get buy-in. This method will take longer to accomplish but will be more successful because of gained trust and influence.

2. Recommend focusing on strategies to improve and gain trust to find common ground (i.e., Surry County fire departments working together and collaborating at community events for recruitment). Also, training together also builds trust.

3. Recommend engaging the Surry County Fire Chiefs to identify common concerns and agree upon goals and mission together with the County Manager.

4. Recommend widening the recruitment scope to include support personnel along with interior firefighters. Not all volunteers need to be interior firefighters. Seeking persons who can perform administrative functions for fire departments is also valuable as a best practice.

5. A lot of effort, time, and money goes into getting firefighters on board, trained, and ready to deliver service. Recommend a stronger focus on retention efforts to keep trained and certified volunteers in the system and engaged.

6. Recommend researching and investing in all avenues of social media for recruitment campaigns. There are many successful campaigns in use around the country and these programs can be used in Surry County.

7. Recommend volunteer departments institute a training night approximately each month for new members to build buy in and morale among all members. It can be a simple and one-hour max drill to keep everyone practicing the basics. It will build confidence and consistency throughout the system.

8. Recommend volunteer departments participate in local events and/or host events at the fire stations for members and community outreach.

9. Recommend installing sign boards in front of fire stations (where they do not exist) to advertise the need for volunteers.

10. Recommend joining the National Recruitment Coordinator Network (no cost) and participate in bi-monthly roundtable discussions about recruitment and retention.

11. Recommend developing interest cards and flyers with department specific information to give to people interested in volunteering.

12. Consider a "county wide ride-a-long program" for interested volunteers.

Recommendations
Long Term 3 – 5 Years

1. Data is very important and objective. Collection of data is needed to measure performance and improve service delivery throughout the county. Recommend that the Fire Chiefs and Surry County staff create data points to track and frame it around successes not failures. Objective data will speak for itself and allow all to make more informed decisions.

2. Recommend the implementation of a tracking system for recruitment, retention, and trends for all Surry County Fire Departments. The system should produce a standardized monthly and quarterly report from each fire department that tracks all recruitment contacts, new members, resignations, ideas, and goals. The report would go to a coordinator over all recruitment & retention and be shared with the Fire Chiefs and County Manager. Volunteer Workforce Solutions specializes in such data collection methods and can aid Surry County with this work. The National Volunteer Fire Council (NVFC) has a portal program as well that can be beneficial to solicit interest in becoming a volunteer. This would be a great program for the county's fire volunteer coordinator to work with.

3. Recommend the development of a new volunteer orientation program to include subjects such as: Human Resource policies, Expectations, Standards of Cover, etc. Loudon County, Virginia uses such a program, and it has proven beneficial to retention of members.

Additional Volunteerism Enhancement Information:

Additional information on volunteerism is found within the Appendix section of this report.

Section 8: Appendix Documents

Appendix A – Abbreviated Report Executive Summary:

The provided information outlines the evaluation of the Surry County Fire Protection Service Delivery System, conducted by NC Fire Chief Consulting (NCFCC) in response to changing dynamics in the North Carolina fire service. Here's a detailed summary:

Overview:

- Surry County has witnessed significant shifts in volunteerism and increased costs in fire apparatus, equipment, and facilities post-pandemic.
- To address these challenges, Surry County engaged NCFCC to evaluate its Fire and Rescue Service Delivery System, aiming to understand current needs and potential long-term impacts.

Methodology:

- NCFCC utilized a comprehensive approach, gathering feedback from fire service leadership through one-on-one sessions and conducting community feedback surveys, interviews with key leaders, and hazard/risk analyses.
- Geographic Information System (GIS) analysis, response data evaluation, financial analysis, and capital asset assessment were also conducted to provide a holistic understanding.

Stakeholder Feedback:

Fire Chief Feedback Summary:

Strengths: Teamwork (through mutual aid), people stepping up, and good relationships between fire departments.

Weaknesses: Some fire departments lack funding, poor relations with county commissioners, and insufficient training.

Concerns: Need for more volunteer firefighters, issues with retention and recruitment, and inadequate funding for equipment (especially fire apparatus).

Key positives in 2025:

Dedicated volunteers and career firefighters.

Community support.

Good condition of equipment.

Key barriers:

Decline in volunteerism and the financial burden of adding career staff.

Poor engagement with county commissioners.

Need for more funding for infrastructure and equipment.

Suggestions for county support:

Start a high school fire program to recruit volunteers.

Provide funding for volunteer incentives.

Improve communication and relationships with county government.

Staffing model feedback: Only two chiefs were satisfied with the current model. Concerns about its sustainability, as adding more staff could be too expensive.
Other topics:
Need for better accountability and training.
Support for the county fire marshal's office during complex responses.

Firefighter Feedback Summary:
Strengths: Teamwork through mutual aid, people stepping up, and good inter-department relationships.
Barriers: Volunteer decline, funding inequalities, and need for better relationships with county commissioners.
Key concerns:
Lack of firefighters, especially during weekdays.
Insufficient funding.
Some calls not receiving timely emergency responses.
Suggestions for county support:
Establish high school fire programs.
Educate the public on fire service needs.
Ask state legislators for volunteer firefighter incentives.
Satisfaction:
60% satisfied with fire department services.
61% satisfied with overall fire and rescue services.
Community Survey Summary:
314 residents responded; 33% had used fire services in the last five years.
Satisfaction:
65% satisfied with service quality.
66% satisfied with overall effectiveness of fire services.
Elected and Executive Officials Feedback:
County officials are focused on long-term plans and ensuring responsible use of funds.

Commissioners value the fire departments' service but are concerned about:
The funding disparities across fire departments.
The sustainability of the county's firefighter staffing grants.
The need for more efficient fire and rescue services.
This feedback highlights the need for better funding, volunteer recruitment, and collaboration between fire departments and county officials.
Strengths of Surry County's fire service include equipment quality, strong relationships, and dedicated volunteers. However, challenges such as declining volunteerism and concerns about the 9-1-1 Emergency Communications Center were highlighted.
Fire chiefs emphasized the need for competitive pay, improved emergency communications, and funding for additional personnel. Firefighters identified

barriers including communication system inadequacies and staffing shortages.

Community Risk Overview:

- Population Trends: Surry County's population has decreased by 3% since 2011. It has a higher percentage of seniors (65+) and people with disabilities compared to the state average. It also has more people living in poverty (16.7%) than North Carolina's average (13.2%).
- Socioeconomic Factors: The median household income is lower than the state average, and education levels are below state averages, with fewer high school and college graduates. A higher percentage of residents lack health insurance, which can lead to increased use of emergency services.
- Housing: The county has a higher percentage of owner-occupied homes (73.3%) compared to the state average, but also more older homes (built before 1980). These factors affect the county's fire and rescue needs.

GIS Analysis:

- Fire Station Coverage: A map was created with 26 fire stations across the county, showing areas covered by each. The analysis revealed opportunities to improve fire district boundaries to align with the nearest fire stations.
- Population and Risk Analysis: Most of the population density is low, with rural areas having fewer than 500 people per square mile. Major risks are near municipalities and transportation corridors.
- Service Demand: The busiest areas for fire and rescue services are around Mount Airy and major roads, with 83% of calls within a 6-minute travel time from fire stations.

Response Data:

- Demand: Surry County sees an average of 26 emergency calls per day. Demand remains steady, with the highest call volume on Fridays at 6 p.m. Cardiac emergencies account for 11.92% of calls, and structure fires represent 2.3%.
- Response Times: Response times for priority 1 incidents (e.g., severe medical emergencies and fires) meet the NFPA 1720 standard 91.49% of the time, with a countywide response time of 10 minutes and 19 seconds at the 80th percentile. This is considered acceptable for rural and suburban areas. However, this analysis is unable to determine if the contracting fire departments are placing enough firefighters on scene to assemble an effective firefighting force.
- Non-Responses: A significant concern is that 36% of emergency incidents show no response from fire departments, particularly during peak times like Friday afternoons and weekends. This includes both medical and fire emergencies.

Key Findings and Concerns:

- Call Processing: The 911 call processing time is 3 minutes and 41 seconds, which is higher than the NFPA 1225 standard of 1 minute.
- Fire and Rescue Performance: For priority 1 calls, Surry County fire and rescue services meet the NFPA 1720 standards in response time. However, non-responses are notably high, especially for medical emergencies, and the situation varies by fire station.
- Rescue Squad Performance: The county's rescue squads also have a high number of non-responses, especially Mount Airy Rescue Squad (70.3%).

Capital Resource Analysis:

- Fire stations and fire apparatus are the highest capital costs for fire services, second only to personnel.
- A mechanical review of 48 fire apparatus and 25 fire stations found that most fire apparatus were in "Good" condition, but many were over 25 years old. Some vehicles had tire issues and fluid leaks.
- Around one-third of the fire engines and tankers reviewed were 25+ years old, with tires nearing the NFPA 1911 standard's limit.
- Fire station facilities were mostly rated as "Good," with 10 rated "Excellent" or "Very Good." However, many stations lack safety features and accommodations for 24-hour staffing (only 15% have individual sleeping rooms).

Financial Analysis:

- Surry County's fire departments receive funding from taxes within their districts, with income ranging from $198,042 to $1.47 million.
- The total budget for fire departments varies, with the highest at $494,800 and the lowest at $107,320.
- Fifteen fire departments carry a combined debt of nearly $7 million, with an average annual debt service payment of $67,591.
- Personnel costs are the largest expense, with approximately 39 paid personnel countywide, totaling about $509,807 annually.
- Some departments rely mainly on volunteers, while others have paid staff (e.g., full-time and part-time firefighters, including chiefs).
- Liquid resources (cash and savings) for fire departments range from $102,423 to $910,247.
- The fleet consists of 75 large apparatus, valued at over $64 million. Many vehicles are older than 10 years, with 57 vehicles older than 10 years and 35 over 20 years old.

Staffing Levels and Trends:

- Staffing in fire departments mainly relies on volunteers, with 9 departments using paid staff.

- Volunteer firefighter numbers are declining at about 1.6% per year, which is a concern for future staffing.
- The total full-time equivalent (FTE) staffing across departments is about 18.7, with an average of 2.07 FTEs per department.

Municipal Cost Share & Service Contract Review:

- For Pilot Knob, a model for equitable cost-sharing was suggested based on calls for service, area, population, and property value.
- Recommendations were made to improve the current service contract and mutual aid agreement, focusing on contract language, fiscal matters, fire department performance standards, insurance, and personnel compensation.

Short-Term Actions (FY 25-26):

1. Improve 9-1-1 Call Processing Time
   The average call processing time for fire emergencies is 3 minutes 41 seconds, which is below the industry standard of 60 seconds. It's recommended to focus on reducing this time and establish a fire users' group to enhance dispatch efficiency.

2. Update Fire Department Service Contracts
   The current contract is outdated, and it's recommended to revise it, focusing on clear service expectations, especially around fire and medical responses, non-responses, and financial accountability. Contracts should reflect a more integrated countywide service.

3. Evaluate Fire Department Mergers
   Surry County should encourage fire departments to consider voluntary mergers to combine resources, streamline operations, and improve service. A collaboration between Dobson and Central Surry Fire Departments is already in progress.

4. Firefighter Recruitment and Retention
   A countywide program should be implemented to recruit and retain volunteer firefighters, with a central coordinator to facilitate efforts and collaborate with other public safety sectors.

5. Support for Volunteer Firefighters
   Surry County should consider creating a funding structure, like a service district model, to supplement weekday staffing, ensuring additional support for volunteer firefighters during peak times.

6. Strengthen Communication with Fire Chiefs

To improve collaboration, a county commissioner should be designated as a liaison to fire chiefs, improving understanding and communication about fire service needs.

Mid-Term Actions (FY 26-27):

1. Transition to Fire Protection Service Districts
   Most fire districts should transition from rural fire districts to fire protection service districts, which offer greater flexibility and better support for fire response.

2. Future Funding Structure for Fire Services
   Surry County should plan for a long-term funding model to address firefighter staffing and capital needs, such as replacing expensive fire apparatus and expanding facilities.

3. Consolidate Rescue Squads
   Rescue services should be refocused on specialized tasks like heavy rescue and specialized operations, leaving basic rescue tasks to fire departments.

4. Improve ISO Ratings
   Enhancing fire department insurance ratings should remain a priority, as improved ratings can result in significant savings on insurance premiums for homeowners and businesses.

Long-Term Strategies (FY 27-28):
These short-term and mid-term actions will inform the long-term strategy, including updates to incident data, staffing models, and funding systems, ensuring the county's fire service remains effective and efficient in the future.

Appendix: Detailed resources and documents are provided to assist in transitioning to a service district model, including draft reports and resolutions.

Note - This illustrative summary is shortened by Artificial Intelligence (AI) from the full version within the report.

Appendix B – Surry County Baseline Strategic Planning Document:

Introduction

The Surry County Fire Departments provide fire suppression, emergency medical care, technical rescues, hazardous materials mitigation, fire and life safety education, and fire investigation to the residents, businesses, and visitors to Surry County through the efforts of seven distinct community fire districts.

As a fire service organization that strives to maintain the highest level of professionalism and efficiency, the departments within Surry County utilized the SWOT model of strategic planning to document the county's different fire department's path into the future. The following baseline strategic plan was written after the fire department members, and community residents provided input during facilitated feedback sessions and online surveys. It is intended to provide the Surry County Fire Departments and Surry County Government a beginning point for the enhancements and changes that will occur as the county grows.

The recent review process challenged the organization's members to critically examine paradigms, values, philosophies, and beliefs, and challenged individuals to work in the best interest of the "team." This provided the members of the county fire departments with an opportunity to participate in the development of its long-term direction and focus.

S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to allow an organization candidly to identify its positive and less-than-desirable attributes. Stakeholders from all Surry County fire departments and leadership from within Surry County Government participated in this activity to record their strengths and weaknesses, as well as opportunities and potential threats to the organization.

Critical Issues and Service Gaps

Upon compiling the information from the SWOT sessions, a work group of fire service professionals reviewed the themes found within the data collected by the department. This work group then provided several Peer Review Recommendations related to critical issues and service gaps that were identified in the stakeholder processes.

Strategic Initiatives

The input of the Peer Review Recommendations was then grouped into the following strategic initiatives as the foundation for the development of goals and objectives moving forward.

Surry County Fire Service Strategic Initiatives	
Resource Stewardship	Strategic Partnerships
Recruitment and Retention	Infrastructure Needs
Current Program Service Delivery	Engagement

Goals and Objectives

To continuously achieve the mission of the Surry County Fire Departments, realistic goals and objectives with timelines for completion must be established to enhance strengths, address weaknesses, provide a clear path forward, and address the expectations of the community. These should become a focus of the county's efforts, as they will direct the organization to its desired future state. It should also help reduce and predict obstacles that will occur along the way. Leadership established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the Surry County government, department and community leaders, and all fire department members.

Goal 1:	Surry County Fire Departments will wisely steward the resources provided by the community through transparency and seeking efficiency in all operations.
Objective 1A:	Evaluate all contractual agreements with fire departments and develop agreed upon expectations of performance.
Timeframe:	Short Term
Critical Tasks:	Review all contracts and current tax rates. Modify as needed to ensure all departments are adequately funded. Establish performance measures for all agencies contracting with Surry County. Ensure a culture of transparency in all contracting agencies. Determine feasibility of creation of fire service advisory committee or commission.
Objective 1B:	Develop and implement Service District Agreements in place of Fire Tax Districts.
Timeframe:	Short Term
Critical Tasks:	Review statutory requirements of Service District Agreements for Surry County. Determine appropriate tax rates for all Service Districts.
Objective 1C:	Determine if duplication of services exist within Surry County emergency services and look for opportunities to utilize economy of scale in delivering services to residents of Surry County.
Timeframe:	Mid-Range
Critical Tasks:	Identify areas where multiple agencies are providing services. Review community fire station locations and district boundaries to determine the most efficient response model for the community, including municipal departments. Evaluate response trends in affected areas. Identify opportunities for collaboration with other agencies.

Goal 2: Build, repair, and strengthen strategic partnerships within Surry County Emergency Services.

Objective 2A: Establish and maintain collaborative partnerships that capitalize on strengths and resources to enhance emergency response capabilities within Surry County.

Timeframe: Short Term

Critical Tasks: Determine representatives from Fire, EMS, and Law to work with the Surry County 911 Center user group.
Develop methods to provide information to all relevant stakeholders, including Surry County Management and Commission.

Objective 2B: Strengthen operational relationships within Surry County Emergency Services.

Timeframe: Short Term

Critical Tasks: Engage with neighboring departments to review all automatic and mutual aid agreements.
Conduct regular organization and joint training exercises to build relationships and coordinate response strategies between agencies.
Establish performance measures for Surry County 911 Center and Fire Department response.

Objective 2C: Determine the feasibility and impacts of consolidating agencies based upon closest response areas.

Timeframe: Mid-Range

Critical Tasks: Review response areas based upon travel time and station performance.
Determine community impacts.

Goal 3:	**Maintain and grow the culture of volunteerism within the Surry County Fire Departments.**
Objective 3A:	Review current strategies for recruitment and retention to identify areas for improvement.
Timeframe:	Mid-Range
Critical Tasks:	Assess current recruiting venues for effectiveness. Examine current practices and compare them to other fire departments within the region. Evaluate accessibility of volunteer application process.
Objective 3B:	Develop and implement strategies and processes to remedy identified gaps in recruitment and retention of members.
Timeframe:	Mid-Range
Critical Tasks:	Seek input from stakeholders Establish and staff Recruitment and Retention position within Surry County Establish multi-departmental workgroups to conduct research on industry best practices related to retention and recruitment. Determine methodologies to provide additional benefits to volunteer members throughout all Surry County fire departments.
Objective 3C:	Develop a focus on retention for fire department members based on clearly defined expectation of job qualifications, opportunities for personal development, and demonstrated performance.
Timeframe:	Mid-Range
Critical Tasks:	Assess promotional processes for each department. Develop support roles and responsibilities for volunteers not involved in emergency service delivery. Develop additional methods for personal development of members. Determine additional processes to display professionalism of all Surry County fire department members.

Goal 4: Develop an ongoing Capital Expenditure Plan that maintains current capabilities and provides for capabilities expansion in the future.

Objective 4A: Ongoing analysis of current infrastructure to include fixed facilities, apparatus, equipment, personal protective equipment, and all supporting resources, to identify shortfalls and opportunities to increase efficiency and improve service delivery.

Timeframe: Short Term

Critical Tasks: Document all of the current capabilities of fire departments within Surry County. Upon completion, use that list as the baseline service level in which to maintain and then build upon.

Objective 4B: Review the current level of support and revenue needed to maintain existing infrastructure and identify the levels needed to maintain and support proposed infrastructure changes or improvements, including but not limited to addressing areas of previously identified extended total response times.

Timeframe: Short Term

Critical tasks: Identify support gaps between expectations and current support levels

Ensure that changes to infrastructure are shared with all relevant stakeholders within Surry County and that an appropriate level of support is in place to facilitate these changes.

Objective 4C: Conduct a yearly review of current capital assets and ensure current plans address emerging needs of community

Timeframe: Annually ongoing

Critical Tasks: Executive team review of individual department needs assessment during annual budget process. Ensure that each review is in keeping with the individual department's desired growth in capability direction.

Objective 4D: Identify additional funding streams that can address the capital expenditure needs of Surry County fire departments.

Timeframe: Annually- ongoing

Critical Tasks: Annual strategic planning meeting of Surry County Fire Chiefs and Surry County Management for grant application approvals and department management of grants.

Management and tracking of all grants awarded to Surry County Fire Departments for efficiency and transparency.

Goal 5:	**Provide the highest quality of service in the most efficient manner in all fire and rescue programs and enhance capabilities for the future needs of Surry County.**
Objective 5A:	Review all current services/programs provided to the community to ensure alignment with community expectations.
Timeframe:	Short Term
Critical Tasks:	Review outcomes of current services to determine if measurements are comprehensive. Create a list of needed adjustments of the services which will be provided. Identify current funding gaps within established programs.
Objective 5B:	Determine the future service needs of the community.
Timeframe:	Mid-Range
Critical Tasks:	Review and analyze community and industry trends Review new and current legislation impacting service delivery Develop methodology for ongoing/annual stakeholder input into Surry County emergency services and seek opportunities for collaboration.
Objective 5C:	Perform an analysis of current program outcomes being measured to ensure accuracy, need, and appropriateness.
Timeframe:	Mid-Range
Critical Tasks:	Identify what is currently being measured Analyze methods to improve understanding and access to performance measures Determine other performance measures to be added to inventory.
Objective 5D:	Implement or modify services provided to meet the needs of the community.
Timeframe:	Long Range
Critical Tasks:	Develop an implementation plan. Ensure an adequate funding stream has been identified. Ensure implementation is created in accordance with all federal, state, and local regulations. Educate personnel and community. Ensure service delivery changes are aligned with the mission of Surry County Government and individual fire departments.

Execute implementation plan.
Develop a process to engage members for suggestions to improve service delivery.

Objective 5E:	Reassess service delivery model to ensure it meets needs of the community.
Timeframe:	Ongoing
Critical Tasks:	Perform continuous analysis to assess the impact of our actions. Share results of analysis with internal and external stakeholders. Perform modifications to programs as needed.

Goal 6:	Develop a culture of engagement within the Surry County Fire and Rescue Services that promotes empowerment, trust, and open communication.
Objective 6A:	Improve internal communication within all individual fire departments to maximize effective messaging in a safe and open environment.
Timeframe:	Short Term
Critical Tasks:	Identify and evaluate the effectiveness of current methods of internal communication. If needed, implement changes to existing systems. Train personnel on how to determine which method of communication is most appropriate for the subject matter and audience. Develop additional communications training and skills for the entire department.
Objective 6B:	Develop a communication delivery process for disseminating information to external customers to provide transparency and support.
Timeframe:	Short Term
Critical Tasks:	Develop a workgroup representing all departments and Surry County government to create a standardized way to deliver information to external stakeholders. Develop communication timelines and frequencies based upon prioritization of external stakeholders. Create an external stakeholder focus group to test system processes and gather feedback on effectiveness.

Objective 6C:	Identify methods to enhance collaboration among individual fire departments and within each department.
Timeframe:	Mid-Range
Critical Tasks:	Provide opportunities for personal development in project management and/or work teams or committees.

Objective 6D:	Explore differing approaches to communication, motivation, and training with newer/younger members.
Timeframe:	Mid-Range
Critical Tasks:	Research industry practices for emerging technologies and best practices for generations entering the workplace related to communications. Research emerging practices related to adult learning techniques. Convene younger volunteers/employees to provide better understanding of generational values.

Objective 6E:	Evaluate the flow of communication to the appropriate external stakeholders.
Timeframe:	Ongoing
Critical Tasks:	Identify community groups and organizations. Identify information that external stakeholders desire to receive. Evaluate response trends in affected areas. Identify opportunities for collaboration with other agencies.

Vision

The process of strategic planning would be incomplete if at the conclusion of the process there was not a shared vision. At the end of this process the Surry County Fire Chiefs, Fire Marshal's Office, and Surry County Government have been presented with a group of strategic initiatives and measurable objectives. The team now is being asked to develop a vision statement that articulates where the departments within Surry County will be when the plan is completed. This is not to override an individual fire department's overall strategic plan or vision, but to confirm to its members that the goals established through this process are part of the future of each fire department in Surry County.

(Potential prompts for writing a vision statement)

Surry County Fire Service Vision 2028
What will we be if: We deliver services even better? We focus on our people? We focus on the community?

Appendix C – ISO Apparatus Need From an ISO Perspective for Future Capital Planning:

Below is an analysis of fire apparatus from the study of the fire departments in Surry County. By department, this analysis captures the current ISO classification or class, the base fire flow, number of fire stations and ISO recommended fire apparatus including engines, tankers, ladders in order for an optimum ISO rating. This data is specific to each department and does not factor automatic or mutual aid, because each fire department should be able to stand on their own in this dynamic.

Each fire department should have the minimum capability of producing their base fire flow with their apparatus. The data in this appendix should be used to determine if large apparatus is necessary to be placed into the capital improvement plan for replacement apparatus. For many reasons, there are those cases where fire departments may keep more apparatus than is necessary. This may be because of historical value, unusual areas that are served that require that type specialty apparatus and others. However, in designing a capital improvement plan, decisions need to be made about what front line fire apparatus is essential and placed on the CIP as opposed to historic or specialty fire apparatus.

A listing of the apparatus is also included on each sheet carried over from the apparatus review that was conducted as part of this initiative. This data will be helpful as a planning tool for capital in the future.

Ararat Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 1
Tankers 1
Service 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E2	Engine	KME	2004	21	4	Poor
E3	Engine	Pierce/Freightliner	2001	24	1	Fair
T1	Tanker	3D/GMC	1993	32	-7	Fair

Note: Ararat Volunteer Fire Department did not submit apparatus information

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Bannertown Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 3/9E
Base Fire Flow ..... 2000 GPM
Fire Stations 2
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 2
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
Engine 1	Engine	Pierce	2001	23	2	Good
Engine 2	Engine/Tanker	KME	1999	25	0	Good
Engine 3	Engine	Elite	2006	18	7	Good
Engine 4	Engine/Tanker	4 Guys	2020	4	21	Good
Tanker 2	Engine/Tanker	Rosenbauer	2015	9	16	Good
Truck 1	Rescue	Ford	1999	25	0	Good
Truck 2	Mini Pumper	4 Guys	2022	3	22	Excellent

C.C. Camp Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 6/9E
Base Fire Flow ..... 2250 GPM
Fire Stations 2
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 1
Service Companies 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Pierce/Kenworth	2022	3	22	Fair
E2	Engine	Pierce/Freightliner	2007	18	7	Good
E3	Engine	Saulsbury/Spartan	1998	27	-2	Poor
T1	Tanker	Pierce/Kenworth	2022	3	22	Excellent
T2	Tanker	Pierce/Kenworth	2022	3	22	Excellent

Central Surry Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 5/9E
Base Fire Flow ..... 2250 GPM
Fire Stations 2
Required Apparatus:
Engines 2
Tankers 2
Service Companies 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	3D/GMC	1993	32	-7	Poor
E2	Engine	Pierce	2018	7	18	Good
E5	Engine	Pierce/International	2007	18	7	Good
T3	Tanker	4 Guys/International	2002	23	2	Good
T6	Tanker	4 Guys/International	1995	30	-5	Good
Trk 7	Service	Pierce/International	2009	16	9	Good

Town of Dobson Fire Department

ISO Public Protection Classification ..... Class 5
Base Fire Flow ..... 2500 GPM
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers .....
Ladder Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition

Four-Way Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 4/9E
Base Fire Flow ..... 2250 GPM
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Freightliner	2000	25	0	Good
E3	Engine	Grumman/GMC	1984	41	-16	Poor
T1	Tanker	American LaFrance/Freightliner	2002	23	2	Good
T2	Tanker	Dixie/GMC	1992	33	-8	Fair
Trk 1	Water Point Pumper	Sterling	2008	17	8	Good

Franklin Community Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 4/9E
Base Fire Flow ..... 2250 GPM
Fire Stations 2
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 2
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	4 Guys	2022	3	22	Excellent
E2	Engine	MW	2006	19	6	Good
E3	Engine	4 Guys	1996	29	-4	Good
E4	Engine	KME	1991	34	-9	Good
T1	Tank10er	4 Guys	1994	31	-6	Good
T2	Tanker	4 Guys	2009	16	9	Good
T3	Tanker	4 Guys	2015	10	15	Good
L71	Aerial Platform	E-One	1998	27	-2	Poor

Jot-Um-Down Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 1
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E130	Engine	Pierce	2019	6	19	Good
E3	Engine	Pierce	2006	19	6	Good
T2	Tanker	EEI	1995	30	-5	Good

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Mountain Park Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 2
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 2
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	KME	2010	15	10	Good
E2	Engine	EEI	1995	30	-5	Good
E3	Engine	Grumman	1986	39	-14	Poor
T1	Tanker	OSCO	2006	19	6	Good

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Pilot Knob Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 5/9E
Base Fire Flow ..... 2000 GPM
Fire Stations 1
Required Apparatus Required to Maintain Current ISO Rating:
Engines 2
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E117	Engine	4 Guys	2022	3	22	Excellent
E2	Engine	Pierce	1995	30	-5	Good
T5	Tanker	FIROVAC	2008	17	8	Good
T3	Aerial	Pierce	1998	27	-2	Good
T4	Service	E-One	1993	32	-7	Good

Pine Ridge Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 5/9E
Base Fire Flow ..... 3000 GPM
Fire Stations 1
Required Apparatus:
Engines 3
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Rosenbauer	2017	8	17	Good
E2	Engine	E1	2005	20	5	Good
T1	Tanker	Fouts Bros	2011	14	11	Good
T2	Tanker	Fouts Bros	2021	4	21	Good
Trk 2	Service	FMC	1986	39	-14	Poor

Shoals Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 1
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Pierce	2006	19	6	Good
E2	Engine	Pierce	1997	28	-3	Good
T1	Vacuum Tanker	E-One	2017	8	17	Good

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Skull Camp Fire & Rescue, Inc.

ISO Public Protection Classification ..... Class 5/9E
Base Fire Flow ..... 2250 GPM
Fire Stations 3
Required Apparatus to Maintain Current ISO Rating:
Engines 3
Tankers 3
Service Company 3
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Rosenbauer	2012	13	12	Good
E2	Engine	3D	1998	27	-2	Fair
E3	Engine	Deep South	2020	5	20	Excellent
T1	Tanker	4 Guys	2006	19	6	Good
T3	Gravity Tanker	Freightliner – owner-manufactured	1999	26	-1	Fair

South Surry Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 6/9E
Base Fire Flow ..... 2500 GPM
Fire Stations 3
Required Apparatus to Maintain Current ISO Rating:
Engines 3
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Pierce	1998	27	-2	Good
E2	Engine	Pierce	2003	22	3	Good
E3	Engine	Pierce	2000	25	0	Good
T1	Tanker	3D	1989	36	-11	Good
T2	Tanker	Pierce	2015	10	15	Good
T3	Tanker	Pierce	2015	10	15	Excellent
R1	Rescue	Anchor Richey EVS	2022	3	22	Excellent
U1	Service	Ford	2011	14	11	Good

State Road Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines..... 1
Tankers 1
Service Company..... 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Pierce	2006	19	6	Good
E2	Engine	Pierce	2001	24	1	Good
E3	Engine	KME	1997	28	-3	Good
E4	Engine	Rosenbauer	2023	2`	23	Excellent
T1	Tanker	Pierce	2012	13	12	Good

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Westfield Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 4/9E
Base Fire Flow ..... 1750 GPM
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines 2
Tankers 1
Service Company 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	Ferrara	2006	19	6	Good
E2	Engine	Grumman	1991	34	-9	Good
E3	Engine	Firematic	2023	2`	23	Excellent
T1	Tanker	Ferrara	2015	10	15	Good
T2	Tanker	1999	26	26	-1	Fair
R1	Rescue	Pierce	1997	28	-3	Good

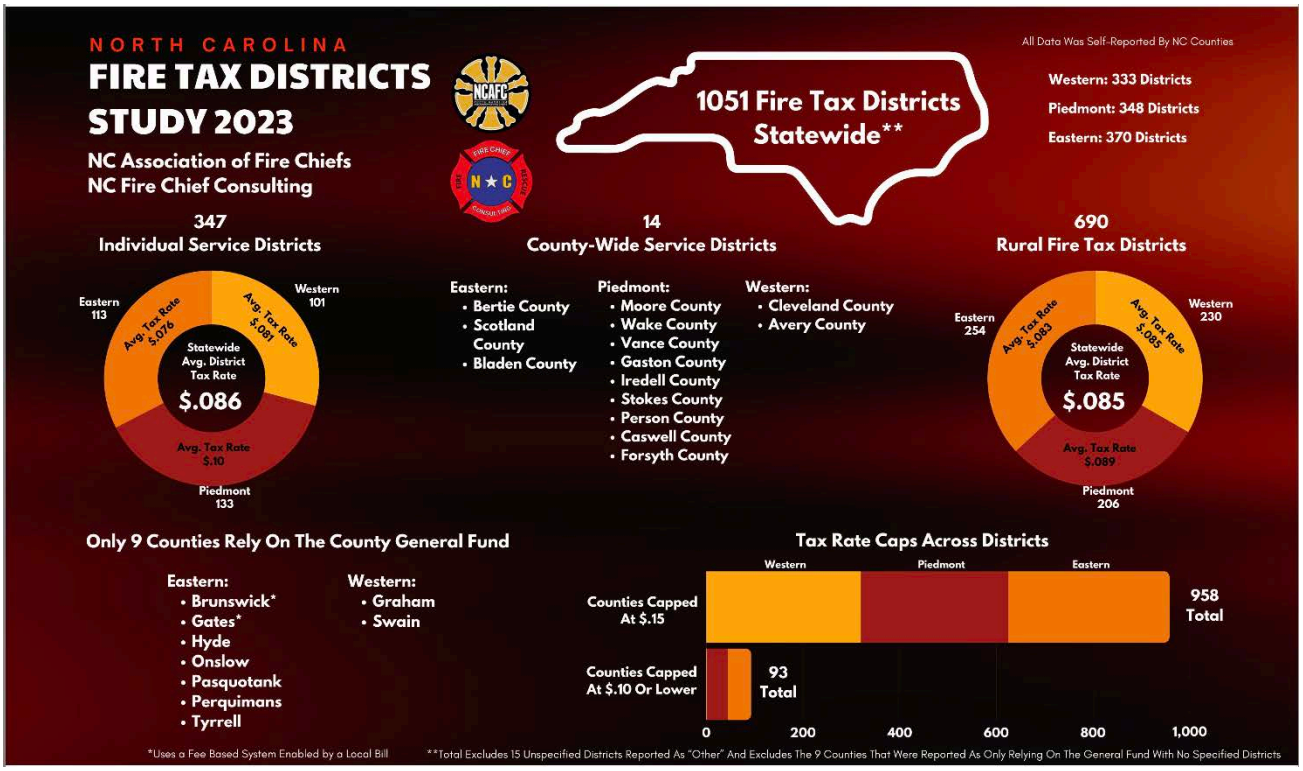
White Plains Volunteer Fire Department, Inc.

ISO Public Protection Classification ..... Class 9E
Base Fire Flow..... Class 9 - Not Provided
Fire Stations 1
Required Apparatus to Maintain Current ISO Rating:
Engines..... 1
Tankers 1
Service Company..... 1
Notes:

Call Sign	Type	Manufacturer	Year	Age	Projected Life	Condition
E1	Engine	EEI	1993	32	-7	Good
E2	Engine	E-One	2006	19	6	Good
T1	Tanker	E-One	2006	19	6	Good
T2	Tanker	3D	1995	30	-5	Good

As long as this fire department is only a class 9, they only need one engine per station. If this fire department plans to request an inspection to get a lower ISO grade, then they will need a minimum of two fire engines. If a fire department has a class 9 with two stations, then the two engines in the stations will cover the two engine need. The requirement for a fire department with a basic fire flow around 2,000 gpm is two engines. If the basic fire flow is around 3,000 gpm or higher, then the fire department will need three fire engines.

Appendix D – FY 23-24 Fire Service District and Rural Fire District Tax Rate Information for North Carolina:



Appendix E – Long-Term Fire Department Merger Considerations for Surry County Fire and Rescue Services:

Due to current geographic distributions of fire stations and historical demonstrated performance, recommendations within this report do not specifically recommend that any two fire departments immediately merge or consolidate. However, we do recommend that fire service leaders continuously look for opportunities where merger would be beneficial. As Surry County continues to grow, merger will be an important consideration, as it is for many fire departments throughout North Carolina in the future.

When dynamics change, such as the significant changes in volunteerism, the infrastructure and systems must enable and support essential functions. These "growing pains" are a natural progression of the maturity cycle of any local government unit and are not unique to Surry County.

Within this analysis for Surry County, some of the foundational work for potential future mergers has already been touched on. However, the situation should look even more in depth on the two fire departments deciding if merger is right for them. When the time is ripe for considering a potential fire department merger between two private, non-profit organizations, we would suggest the following steps be taken:

- Initiate a feasibility process to provide indicating data that should be considered by the two fire departments to consider a potential merger/unification to best continue serving their two communities and Surry County into the future.

- Qualitative and quantitative data should be collected from stakeholders who were willing to participate in discussions and surveys regarding a potential merger.

- A response data analysis of incident responses of the two fire departments should be analyzed to determine the current levels of service of both fire departments as well as evaluate some service improvement alternatives. In addition, a GIS analysis is needed to analyze the coverage area and evaluate growth potential.

- In addition, a human resource-based analysis should be completed that focuses primarily on the potential employee benefits and compensation transition should the departments decide to pursue a merger together.

- Capital assets of both department's, in particular fire apparatus must be evaluated for their current condition, mechanical attributes, and safety deficiencies. In addition, an overall fiscal analysis is needed for the departments to enable a clearer understanding of assets and liabilities.

- Stakeholder engagement is needed with firefighters and Boards from both fire departments. Typically, one-on-one interviews and surveys are collected from both groups. A consensus of concerns and problems is necessary to move forward. Greatest concerns and advantages of a potential merger is necessary to determine if there is organizational buy-in. Working with the two Boards of Directors, as decision makers and policy makers is essential to ensure that the respective boards are committed to the process.

- County Government input is necessary as well. It must be determined that a potential merger is agreeable and favorable to Surry County (or adjoining counties if there are fire departments coming together that cross county lines).

- A response data analysis is essential to establish a baseline performance for each fire department to determine compatibility and be able to measure performance in the future to determine if the merger improved service delivery for persons within the new district. Demand of services, response time performance and staffing are all essential in this element.

- A Geographic Information System (GIS) analysis is also important within merger considerations. Determining coverage and the efficiencies that can be achieved through merger is valuable. As an example, each individual fire department may not be able to support a Battalion Chief for their district. However, if two departments join or merge, that may now be feasible. Determining the travel distances and possibilities is yet another essential element. It is also important to assess future growth in the area to ensure that the new fire department can be supported financially into the foreseeable future.

- An analysis of capital resources is equally important. This would include fire apparatus (as was provided in this Surry County analysis) to determine any necessity of keeping apparatus or being able to consolidate fire apparatus in the merger of two fire departments.

- A human resource analysis is also necessary. Gathering information regarding employee benefits, employee compensation, and any related internal policies is needed. Identifying similarities and differences in both fire departments provides the ability to chart the changes that are necessary. This may include staff sizes, retirement programs, pay periods, longevity and specialty pay, overtime pay, holiday pay, callback, work substitution, medical,

dental, life insurance, family coverage, shift differential pay, tuition assistance, Health Care Savings Accounts, etc.

- A fiscal analysis is also needed. Understanding and acknowledging the fiscal aspects of the two departments is critical. Debt service, funding sources, total income, annual operating budgets, grants, staffing review in the context of full-time equivalents, a capital asset analysis with a focus on large fire apparatus capital assets, evaluation of loose equipment and total asset analysis is needed.

Additional Considerations:
An independent, third-party assessment team can develop appropriate and relevant observations and recommendations for both fire department boards to consider in their deliberations, including developing a draft of the initial resolution that both fire departments agree upon before going into extensive detail utilizing an implementation team made up of personnel from both fire departments.

Fire Department mergers most often succeed when key stakeholders can retroactively look back and see 1) tangible enhancements in service delivery, 2) strengthened retention and recruitment of personnel, 3) improvements in efficiencies occur and 4) there is continuity of fire departments that may not be sustainable over the years, with changing community dynamics.

Also, fire department mergers most often fail when 1) there are not cost savings, 2) service delivery did not improve, 3) different organizational cultures were not able to combine and become stronger, 4) when the fear of change was too great for stakeholders, and 5) when animosity between subgroups occurs within the merger process and persons begin to blame others for the situation not going the way they wanted it to go.

The fire departments involved in a merger must focus on building strong working relationships between the organizations in response and training. There must be positive engagement by stakeholders, especially within the fire department, to provide due consideration of the pros and cons of the potential merger.

However, for the potential merger to be successful, there must be a strong relationship and trust built between both fire departments. It takes a significant amount of work to move from the feasibility analysis to the binding legal agreement with an effective date. If all parties are not committed to the process, it is best to continue to work towards a merger long-term and not formally move forward until conditions are right to do so.

Appendix F - NFPA 1720 Consensus Standard Summary:

DEMAND ZONE	DEMOGRAPHICS	MIN. STAFF TO RESPOND	RESPONSE TIME (MIN.)	OBJECTIVE MET %
Urban zone	Greater than 1,000 people/sq.-mi.	15	9	90%
Suburban zone	500-1,000 people/sq.-mi	10	10	80%
Rural area	Fewer than 500 people/sq.-mi.	6	14	80%
Remote area	Travel distancer greater than or equal to 8 mi.	4	Dependent on travel distance	90%
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective
Urban Area	> 1,000 people/mi²	15	9	90%
Suburban Area	500–1,000 people/mi²	10	10	80%
Rural Area	< 500 people/mi²	6	14	80%
Remote Area	Travel distance ≥ 8 mi	4	Directly dependent on travel distance	90%
Special Risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90%

Appendix G – Service Delivery Model Considerations

NORTH CAROLINA COUNTY MANAGER GENERAL GUIDANCE ON DEVELOPING FIRE AND RESCUE SERVICE DELIVERY LEVELS

Performance Modeling for Typical Residential Structure Fire Response
Assistance to Local Jurisdictions in Establishing Their Desired Level of Service

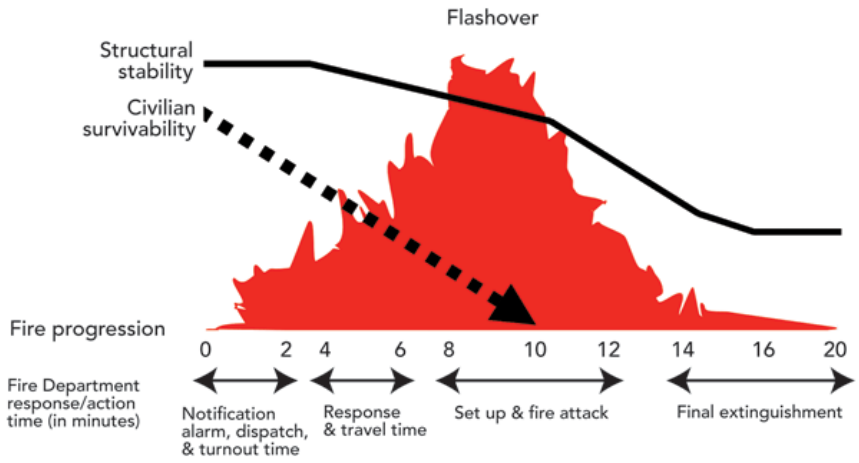
BACKGROUND:

Inputs influence outcomes. Within the effective delivery of fire and rescue services, response time elements are directly proportional to expected outcomes. In recent years, significant scientific research has substantiated the correlation of response times and number of trained firefighters necessary on the scene of structure fires to produce positive outcomes. Each local jurisdiction is encouraged to identify what specific hazards and risks exist in their individual communities. Also, local jurisdictions can evaluate their fire and rescue level of service or standard of cover for each type of service that they provide. From this collective information, progressive jurisdictions can effectively set a positive course for continuous improvement.

To strengthen fire protection service delivery systems and to empower local jurisdictions to determine more clearly what the appropriate level of response may be for their individual community's level of risk and clearly stated desired outcomes, the following illustrative models are offered to establish some basic, minimal framework for response to typical residential structure fires within a North Carolina rated fire insurance district.

Using dynamic indicators, these illustrative models are presented with the optimum desired outcome of confining and containing a typical (<2,000 square feet), occupied, residential structure fire to the room or area of origin when fire hydrants are available. Aligning North Carolina's growth patterns with national consensus standards and fire service industry best practices provided the foundation for these models. Also, it is important to note that times identified recognize total response time, beginning when the citizen first dials 9-1-1. These models for typical residential structures are only guidelines for evaluation and solely designed as a tool for use by local jurisdictions. Models for fire response to properties with higher risks demand more thorough analysis, more robust resources, and stronger performance measures.

Graphic Source: Fire Engineering



TYPICAL CASCADE OF EVENTS FOR A STRUCTURE FIRE:

Pre-Response:

Recognition of fire
Notification call made to 9-1-1

Total Response Time (measurable):

Receipt of call and dispatch of fire department(s) = approx. 60-90 seconds (NFPA)
Firefighter acknowledgement and fire equipment rolling adds 80+ seconds (NFPA)
Travel time – adds approximately 141 seconds per road mile (ISO)
Arrival at the fire scene

Post-Response:

Accessing, locating the fire, and taking necessary mitigating actions

TYPICAL RESIDENTIAL MODEL - FIRST ARRIVING FIRE APPARATUS:

For 90% of all typical residential structure fire incidents, at least one initial arriving fire apparatus and assembling at least four (4) adequately trained firefighters should arrive within ___ (*determined locally*) ___ minutes total response time and be prepared to take immediate action in accordance with department protocols.

Approximate Range of Credible Response Time Within State Rated Fire Insurance Districts

Area	Density per Sq. Mile	Fire Station	Prevalent ISO Rating	Total Response Time
URBAN	>2,000 people	within 2 miles	1-3	5-8 minutes
NON-URBAN	500-1999 people	within 4 miles	4-6	7-12 minutes
RURAL	500 people	within 6 miles	6-9	12-17 minutes

TYPICAL RESIDENTIAL MODEL - ARRIVAL OF EFFECTIVE RESPONSE FORCE:

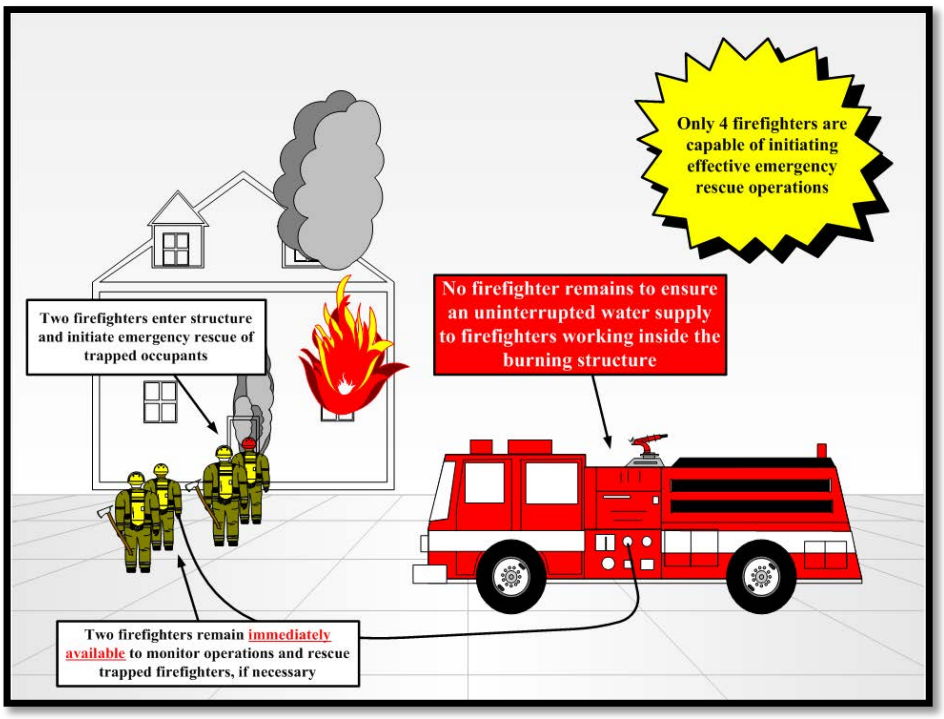
For 90% of all typical residential structure fire incidents, an effective force of at least seventeen (17) adequately trained firefighters *(including automatic aid responses)* should arrive within ___ (*determined locally)* ___ minutes total response time. The effective response force should be capable of establishing command, appointing a site safety officer, providing an uninterrupted water supply, advancing an attack line and back up line for fire control, complying with the OSHA requirements of two-in and two-out, completing forcible entry, searching, and rescuing at-risk victims, ventilating the structure, controlling utilities, and performing salvage and overhaul. These operations are done in accordance with department standard operating protocols while providing for the safety of responders and the general public.

Approximate Range of Credible Response Time Within State Rated Fire Insurance Districts

Area	Density per Sq. Mile	Fire Station	Prevalent ISO Rating	Total Response Time
URBAN	>2,000 people	within 2 miles	1-3	5-10 minutes
NON-URBAN	500-1999 people	within 4 miles	4-5	9-19 minutes
RURAL	<500 people	within 6 miles	6-9	19-29 minutes

Appendix H – Two in – Two Out Firefighter Staffing Depiction

Regarding the number of firefighters, federal law mandates that before firefighters can make an interior attack on a structure fire, that there must be a rescue crew established in case something goes wrong with the entry crew. The entry crew is going into an environment that is immediately dangerous to life and health (known as IDLH). Only when there is a known rescue are firefighters permitted by law to enter a structure fire without a rescue crew. This law is typically known as "Two In – Two Out" and applies to all fire service operations.

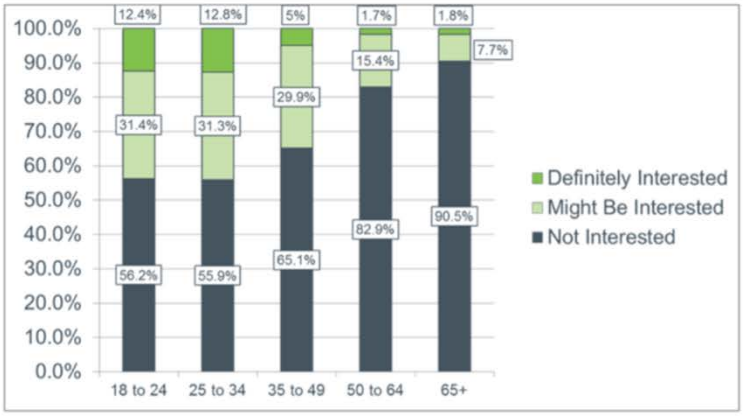


Appendix I – Firefighter Volunteerism Best Practices

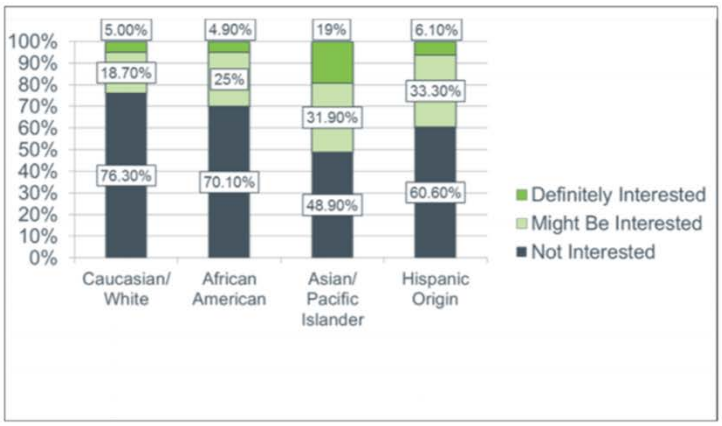
NVFC Guidance

The National Volunteer Fire Council (NVFC) provides many resources for volunteer fire departments related to recruiting and retaining volunteers. The following points are specifically selected for Surry County fire and rescue service leaders to review.

Age of Potential Volunteers



Ethnicity of Potential Volunteers



Women in the Fire Service

- 5.2% of women responded that they are definitely interested in volunteering as a first responder
- 21.6% of women responded that they might be interested in volunteering as a first responder
- Many women were also interested in volunteering to assist departments in non-operational roles



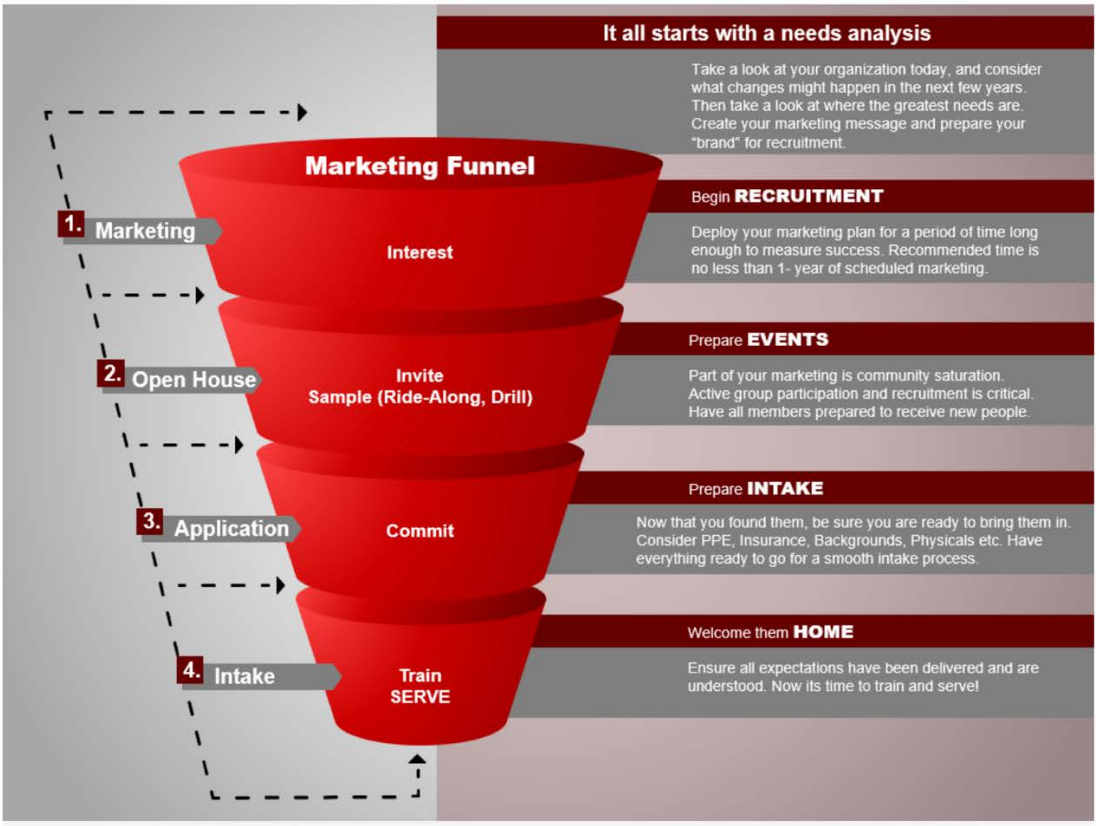
Helps new recruits commit to training or stay in training	Makes committing to training or completing it difficult
• Camaraderie and support from training with supportive peers. • Flexibility and convenience of online training and testing • **Surveys of participants** to generate ongoing improvements • **Other innovations** (boot camp, drill of the month, local biz tours, co-training with other depts., etc.)	• Can be very time consuming • Can be boring

Focus on the Universal Themes That Minimize Fear and Anxiety!

Minimize	Promote
• Fear of safety • Inadequacy (maybe I can't do this) • Overwhelmed (this takes too much time)	• Camaraderie • Meaning/relevance • Accomplishment • Pride

A Multistep Process

Finding and recruiting potential volunteers is a multistep process that requires dedication, follow-up, and follow through.



Concerns and Fears of Potential Volunteers

In general, those who are interested have not applied due to:

- Thinking they do not have the physical attributes of a volunteer firefighter
- Not able to be fully committed to the job
- Not having the right skill set
- Not having enough information about the job expectations and application process

Individuals' main fears included:

- Not being able to save a life
- Not being able to prevent destruction
- Not being able to perform under pressure
- Not knowing how they might react to trauma or violence
- Becoming sick or ill due to exposure (Cancer)
- Concerned they will respond to someone they know

How Can We Address the Concerns?

What makes it easier?	What makes it harder?
Family and friends within the department	Isolation
Mentorship through doubts, difficulties	Unmet expectations
Sense of belonging	Frustration with leadership
Flexibility in training schedule	Missing out on family and friend experiences
Personal commitment to others as part of a "new class"	Lack of support from family or employer
Consistent, fair, transparent leadership	
Respect from the community	

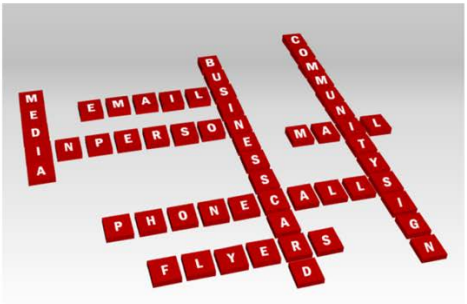
Common Reasons Community Members Do Not Volunteer:

- **Not enough time (juggling family, work, other volunteer activities)**
- **Poor leadership in the department**
- **They were not asked to volunteer**
- **Perceived work (either too challenging or not challenging enough)**
- **Too much cost associated with volunteering**
- **They were taken advantage of (guilt)**
- **Poor image of the organization**
- **Attitudes of existing personnel to newcomers (cliques)**
- **Fear of lawsuits**

How to Invite Recruits

Invite new recruits through:

- Personal conversations
- Emails
- Phone calls
- Customized flyers or mail pieces
- Business cards
- Information packets
- Social media
- Community signs



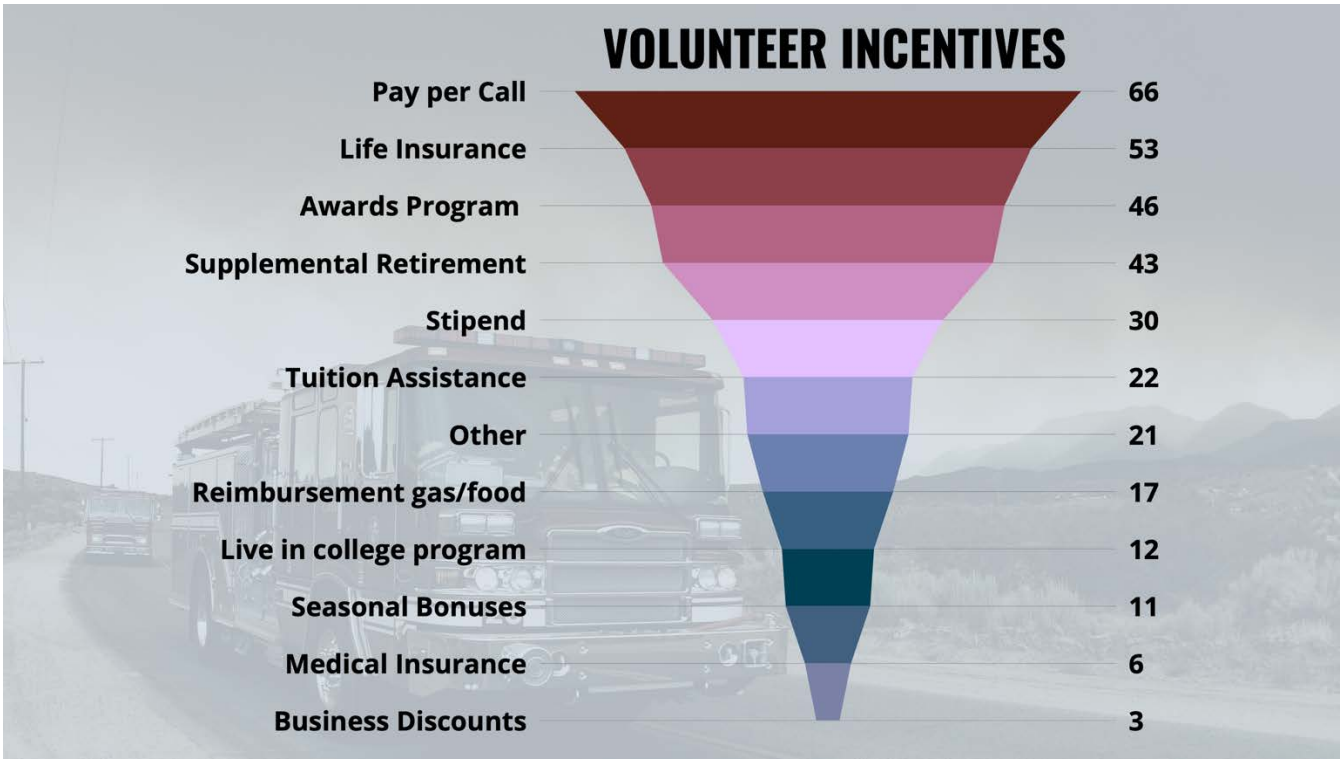
Follow Up!

- Application process
- Follow-up calls
- Tracking
- Introduction and integration

Potential recruits will appreciate a streamline application process and quick, professional follow-up



Volunteer Incentives Reported By North Carolina Fire Departments (NCAFC 2023)



The above volunteer incentives are administered in a variety of methods across North Carolina. In most cases, the individual fire department administers the program, but funding is provided by the local governments that are contracting for fire and rescue services. It is most effective when the programs are in alignment across the county and agreed to by the county fire chiefs association, or similar group. There is not a one size fits all. However, we would recommend that firefighter incentive programs across Surry County be as uniform in nature as possible.

Illustrative Volunteer Job Description
Firefighter

West Barnstable Fire Department
Position Description

CALL/VOLUNTEER FIREFIGHTER

GENERAL PURPOSE

Protects life and property by performing firefighting, emergency medical services, hazardous materials mitigation, rescue, public education and fire prevention duties. Maintains fire, EMS and rescue equipment, apparatus and facilities.

Firefighters are hired through the established hiring process and must successfully complete an initial training period as a Firefighter - Trainee. These are paid on-call or volunteer positions. Firefighters have the responsibility for the protection of life and property from the hazards of fire, accident, illness, or other hazardous environments.

All department members holding this position shall be ranked as and known as "Firefighter".

SUPERVISION RECEIVED:

Works under the supervision of a Company Officer (Captain or Lieutenant), Senior Private, Group Leader or another firefighter in accordance with department procedures.

SUPERVISION EXERCISED:

None (generally), except that firefighters may be assigned as a task leader for specific projects or may have command responsibilities in accordance with the National Incident Management System (NIMS), the Barnstable County Mutual Aid System and department polices.

ESSENTIAL EMERGENCY RESPONSE DUTIES AND RESPONSIBILITIES:

Universal:

Be a team player, as firefighting and EMS is a team effort. Work smoothly and professionally with others.

Be ready (properly trained, properly equipped) to respond to and mitigate all types of emergency incidents.

Maintain a comprehensive working knowledge of West Barnstable including, but not limited to streets, geography, buildings, suppression systems and target hazards.

Handle stressful situations, and be able to function calmly, coolly and collectedly under all types of stressful emergencies. Maintain composure at all times.

Get along well with diverse personalities. Establish and maintain professional working relations with coworkers and personnel from partner agencies.

Communicate with patients, the public and others with empathy and respect.

Create and maintain a positive and cooperative working environment.

Exercise sound judgement.

Analyze and interpret difficult and complex patient care, fires, rescues, hazmat and other emergency situations that may arise.

Anticipate problems and take action to prevent or correct them.

Understand and follow federal law, state law, local law and department procedures. Follow orders and policies.

Remember and apply training, concepts, knowledge and principles.

Fire Suppression:

Performs firefighting activities including, laying hose, and performing fire combat, containment and extinguishment tasks.

Performs emergency medical services activities to his or her level of training and certification (EMT, Intermediate, Paramedic or First Responder).

Performs salvage operations such as throwing salvage covers, sweeping water, and removal of debris.

Responds to fire alarms and extinguishes and controls fires as a member of a team under the supervision of an officer.

Selects, drags, lifts and carries hose and nozzle depending on the type of fire, and correctly applies a stream of water or foam solution onto the fire.

Positions and climbs ladders to gain access to upper levels of buildings or assist individuals out of a burning structure.

Creates openings in buildings for ventilation or entrance using appropriate and available power tools.

Uses power tools (electrical, gasoline and hydraulic powered) to cut or force entry into vehicles and buildings.

Protects property from smoke and water damage using positive pressure ventilation, salvage covers, smoke ejectors.

Wears appropriate protective clothing and equipment, including self-contained breathing apparatus.

Able to communicate with two-way communications systems.

Coordinates response, resources, updates and status with the dispatcher in accordance with department policies, the Barnstable County Mutual Aid System, the Barnstable County CMED System and the policies of the Barnstable County Sheriff's Office Dispatch Center.

Drives and operates fire apparatus in a safe and professional manner in accordance with all department policies, federal law, state law and local law.

Emergency Medical Services:

Provides basic and advanced life support to their level of licensure/certification to patients in a pre-hospital setting in accordance with the Massachusetts Statewide Treatment Protocols, federal, state and local laws, regulations and standards.

Assesses the nature and extent of injury or illness to establish and prioritize medical procedures to be followed.

Rescuing and extricating patients/victims of accidents, sudden illness or entrapment using appropriate rescue and medical techniques and tools.

Treating patients at the scene of their injury or illness and en route to the hospital.

Communicating face-to-face, by radio, by telephone and in writing, with professional medical personnel and treatment facilities to obtain instructions regarding patient treatment, and to arrange reception and transfer of patients to the appropriate medical facility.

Completing patient care reports, insurance forms, evaluation forms and all other forms and reports in a competent, accurate and timely manner.

Maintains order at scenes including, but not limited to, restraint or family and friends.

Protects the privacy of all patient information in accordance with the department's privacy policy, federal law and state law, and in accordance with the general principles of professionalism as a health care provider.

Drives an ambulance or first response vehicle in a safe and professional manner in accordance with all department policies, federal law, state law and local law.

Maintains all EMS related licenses and certifications.

Hazmat:

Provides hazardous materials mitigation at the Hazmat Operations Level.

PERIPHERAL STAFF DUTIES:

Participates in fire drills, attends classes in firefighting, rescue, EMS, hazardous materials and related subjects.

Attends regular and assigned training sessions to maintain and upgrade firefighting, rescue and EMS skills.

Participates in the inspection of buildings, hydrants, static water sources, and other structures and systems in fire prevention programs. Participates in preplanning of buildings and hazards as assigned.

Maintains fire equipment, EMS equipment, rescue equipment, apparatus and facilities.

Performs minor repairs to departmental equipment.

Checking, restocking, inventorying and cleaning of apparatus.

Performs general maintenance work in the upkeep of fire & rescue facilities; cleans and washes walls and floors; cares for grounds around station; makes minor repairs, washes and dries fire hose; washes, cleans, polishes, maintains and tests apparatus and equipment.

Presents programs to the community of safety, first aid, accident & illness prevention and fire prevention.

Maintains basic working knowledge of a Windows computer, and be able to enter data into a computer and communicate with the department by email.

MINIMUM REQUIREMENTS:

Educations & Experience:

A. Graduation from high school or GED equivalent with no specialized training.

B. Successful completion of department training.

C. Must possess and maintain a valid Massachusetts Driver's License without a record of suspension or revocation in any state.

D. No felony convictions.

E. No misdemeanor convictions within the past seven years.

F. Ability to read and write the English language.

G. Must live within a reasonable distance of the West Barnstable Fire Headquarters (5 road miles or closer is preferred).

Necessary Knowledge, Skills and Abilities:

A. Working knowledge of emergency vehicle operation and defensive driving.

B. Minimum EMS training to the First Responder Level (EMT-Basic or higher is preferred).

C. Massachusetts or National Certification at the Firefighter II level.

D. Ability to operate the department's tools and equipment; ability to apply standard firefighting, EMS, rescue and hazardous materials and fire prevention techniques; Ability to perform strenuous or peak physical effort during an emergency, training or station maintenance activities for prolonged periods of time under conditions of extreme heights, intense heat, cold or smoke; ability to act effectively in emergency and stressful situations; ability to follow verbal and written instructions; ability to communicate effectively orally and in writing; ability to establish and maintain effective working relationships with other fire department members, other agencies and the general public; ability to meet the special requirements listed below.

Special Requirements:

A. Ability to maintain a minimum department drill and department meeting attendance record of at least 55%.

B. Ability to participate in the Department Group/Company Coverage system as assigned by the Chief.

C. Authorized to drive R-293 and P-290 to emergency incidents (Driving all of the department's apparatus is preferred).

TOOLS AND EQUIPMENT USED

Emergency medical equipment at his/her level of training and certification, fire apparatus, fire pumps, hoses and nozzles, generators, power saws and other standard power equipment, electric & hydraulic extrication tools, air compressors, self-contained breathing apparatus, ladders, radios, pagers, personal computer, telephone, and hand tools.

PHYSICAL DEMANDS

The physical demands described here are representative of those a firefighter encounters while performing the essential functions of this job. Reasonable accommodations will be made to enable individuals with disabilities to perform the essential functions. (It is the responsibility of the firefighter to inform the department of any disabilities that might require accommodations.)

Work is performed primarily in office, vehicle and outdoor settings, in all weather conditions, including temperature extremes, wet and humid conditions, during storms and during night and day. Work is often performed in emergency and stressful situations. Individual is exposed to hazards associated with fighting fires, rendering emergency medical assistance, high voltage, vibrations, and mitigation of hazardous materials, including smoke, noxious odors, fumes and airborne particles, toxic chemicals, biological hazards, contagious and infectious disease, solvents, oils, and maritime hazards.

While performing the duties of this job, the firefighter is frequently required to stand, walk, use hands to finger, handle or operate objects, tools or controls; and reach with hands and arms. The firefighter is occasionally required to sit, climb or balance; stoop, kneel, crouch or crawl; talk or hear; and taste or smell.

The firefighter must frequently lift and or move up to 20 pounds and occasionally lift and/or move 100 pounds or more. Specific vision abilities required by this job include close vision, distant vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

The firefighter occasionally works near moving mechanical parts and in high, precarious places, as well as below grade. The firefighter occasionally works in confined spaces. The noise level in the work environment is usually quiet in office settings, and very loud at an emergency scene.

The firefighter must be able to maintain balance and strength in awkward positions.

The firefighter must be able to speak clearly and loudly in English.

SELECTION GUIDELINES

Successful completion of department training and satisfactory performance review by the Chief are necessary to be promoted from Firefighter-Trainee to Firefighter.

The examples of duties are intended only as an illustration of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

This job description does not constitute an employment contract between the West Barnstable Fire District/West Barnstable Fire Department and the firefighter, and is subject to change by the department as the needs of the department and the requirements of the job change.

Approved: _____
Joseph V. Maruca, Fire Chief

Effective Date: November 21, 2016

Illustrative Job Description – Louisa County, VA

Fire & EMS Recruitment and Retention Coordinator

Responsibilities

- This includes providing informational programs at community job fairs, service organization meetings, media outlets and through web-based sources and serving as point of contact for those interested in volunteer Fire & EMS positions.
- This position will be a direct point of contact for upcoming recruits and be responsible for Fire Class instruction at multiple levels.
- Work also involves tracking, analyzing, and presenting data on recruitment and retention trends and strategies used by organizations at the state and national level to enhance their recruitment and retention efforts.
- Reports to the Fire & EMS Chief.
- Provides informational programs and displays to various civic, business, church, school, and community groups explaining volunteer opportunities with the County's Fire & EMS agencies
- Serves as Fire and EMS Instructor/ mentor at various levels ranging from potential recruit, high school programs to include firefighter 1 and EMT classes, to current volunteer and employee classes.
- Serves as the instructor or assists with the instruction of the Firefighter and EMT High School program.
- Prepares recruitment materials, brochures, etc. in coordination with the County's volunteer Fire and EMS agencies – Louisa, Mineral, Bumpass, Holly Grove, Locust Creek and Trevilians Volunteer Fire Departments and Louisa, Lake Anna and Holly Grove Volunteer Rescue Squads.
- Administers the recruitment and retention budget in coordination with the Management Oversight Group (MOG) appointed recruitment and retention committee and departmental staff
- Serves as a point of contact for individuals interested in volunteer opportunities with the volunteer agencies.
- Prescreens volunteer candidates as directed and conducts reference and background checks
- Works with the MOG recruitment and retention committee to develop and conduct volunteer orientation programs.
- Provides tracking data to the volunteer agencies and department staff to assess progress against staffing goals.
- Provides data management system updates to include the addition of new volunteer members and elimination of past members from the data base.
- Presents reports to the MOG on the status of the Department's volunteer recruitment efforts, current trends and recruiting budget related information.
- Researches and presents reports to the MOG regarding the latest strategies being used for volunteer recruitment and retention at the state and national level.

- Participates in regional and state meetings on recruiting and retention of volunteer Fire and EMS personnel.
- Develops contacts with the Virginia Department of Fire Programs and Virginia Department of Emergency Medical Services to obtain the latest data on volunteerism and program materials for recruitment and retention.
- Assists the volunteer agencies with County funded incentive program data, annual certification information and record keeping functions.
- Attends MOG and volunteer agency meetings as requested by the agencies.
- Provides County photo identification cards for volunteer personnel.
- Performs related tasks as required.

Job Description

Under general supervision, this full-time position performs administrative and technical work recruiting and retaining candidates for volunteer positions with the County's volunteer Fire and EMS agencies. This includes providing informational programs at community job fairs, service organization meetings, media outlets and through web-based sources and serving as point of contact for those interested in volunteer Fire & EMS positions. This position will be a direct point of contact for upcoming recruits and be responsible for Fire Class instruction at multiple levels. Work also involves tracking, analyzing, and presenting data on recruitment and retention trends and strategies used by organizations at the state and national level to enhance their recruitment and retention efforts. Reports to the Fire & EMS Chief.

Special Duties and Responsibilities

- Provides informational programs and displays to various civic, business, church, school, and community groups explaining volunteer opportunities with the County's Fire & EMS agencies.
- Serves as Fire and EMS Instructor/ mentor at various levels ranging from potential recruit, high school programs to include firefighter 1 and EMT classes, to current volunteer and employee classes.
- Serves as the instructor or assists with the instruction of the Firefighter and EMT High School program.
- Prepares recruitment materials, brochures, etc. in coordination with the County's volunteer Fire and EMS agencies – Louisa, Mineral, Bumpass, Holly Grove, Locust Creek and Trevilians Volunteer Fire Departments and Louisa, Lake Anna and Holly Grove Volunteer Rescue Squads.
- Administers the recruitment and retention budget in coordination with the Management Oversight Group (MOG) appointed recruitment and retention committee and departmental staff.
- Serves as a point of contact for individuals interested in volunteer opportunities with the volunteer agencies.
- Prescreens volunteer candidates as directed and conducts reference and background checks.

- Works with the MOG recruitment and retention committee to develop and conduct volunteer orientation programs.
- Provides tracking data to the volunteer agencies and department staff to assess progress against staffing goals.
- Provides data management system updates to include the addition of new volunteer members and elimination of past members from the data base.
- Presents reports to the MOG on the status of the Department's volunteer recruitment efforts, current trends and recruiting budget related information.
- Researches and presents reports to the MOG regarding the latest strategies being used for volunteer recruitment and retention at the state and national level.
- Participates in regional and state meetings on recruiting and retention of volunteer Fire and EMS personnel.
- Develops contacts with the Virginia Department of Fire Programs and Virginia Department of Emergency Medical Services to obtain the latest data on volunteerism and program materials for recruitment and retention.
- Coordinates recruiting events with the volunteer agencies.
- Assists the volunteer agencies with County funded incentive program data, annual certification information and record keeping functions.
- Attends MOG and volunteer agency meetings as requested by the agencies.
- Provides County photo identification cards for volunteer personnel.
- Performs related tasks as required.

Minimum Training and Experience

Associate degree in management preferred with a minimum of two (2) years of experience in marketing and recruiting and retaining employees, or any equivalent combination of education, training and experience. Current or previous certification in Fire or EMS preferred. Education Coordinator Preferred. Fire Instructor 1 and 2 Preferred.

Appendix J – Guilford County Firefighter Support Program Illustrative Example for Consideration:

Guilford County Government operates a county owned and operated rescue company from a county owned fire station in Eastern Guilford County. This company is comprised of a minimum four person crew of firefighters, with one person at the rank of Fire Captain, one at the rank of Engineer and two at the rank of Firefighter. This crew operates on a 7/24/365 basis and responds to all structure fires that occur within the unincorporated areas of the County as well as into municipal areas when requested. The crew is trained in fire suppression, technical rescue, first responder, hazardous materials and other fire and rescue disciplines. In addition to emergency response, the crew assists contracting fire departments in the county with maintenance of specialized firefighting equipment such as ladders, air packs, etc. and provides training to firefighters throughout the County. The program is managed through the County Fire Marshal. This component of the County's operation requires 15 full time personnel and funding for part-time personnel to assist when needed to maintain minimum staffing. This team represents a county government core response on a 7/24/365 basis.

In addition, within the FY 2015-2016 budget, Guilford County implemented a second career crew on the western side of the county with the goal of supporting daytime operations when there are fewer volunteers available to serve. This crew operates with a minimum daily staffing of five persons working from 7am through 7pm seven days a week.

These two crews support the career, part-time and volunteer firefighters in the County, both from municipal fire departments and private non-profit fire departments.

Appendix K – Illustrative Service Contract Documents:

Two illustrative service contract documents are included. First is Yadkin County's version, representing a smaller NC county model. Second is Wake County's most current version, as a larger NC county model.

STATE OF NORTH CAROLINA

FIRE DEPARTMENT SERVICE AGREEMENT

YADKIN COUNTY

THIS AGREEMENT, is made and entered into this the ____ day of _____, 2025, by and between YADKIN COUNTY, hereinafter referred to as the "County," and _____, hereinafter referred to as the "Department." (Collectively, the "Parties" and individually as a "Party").

WITNESSETH:

WHEREAS, the Department in Yadkin County has a recognized history of dedicated service, having provided essential fire protection and other related emergency services to the citizens of Yadkin County for all of the years of its existence; and

WHEREAS, the County and Department desire to Contract with each other for the mutually-agreed and mutually-recognized goal of attempting to achieve the highest levels of protection to the persons who live, work and/or are otherwise present in the County; and

WHEREAS, North Carolina General Statutes Section 69-25.5 states that counties may provide for fire and rescue protection in a designated district by contracting with any incorporated nonprofit volunteer or municipal fire department; and

WHEREAS, this Agreement is authorized by North Carolina General Statutes Sections 153A-11 and 153A-13 and N.C.G.S. Chapter 153A, Article 11; and

WHEREAS, the Department is incorporated as an independent non-profit corporation under Chapter 55A of the North Carolina General Statutes and is operating as a non-profit volunteer fire department within Yadkin County, North Carolina; and

WHEREAS, the fire districts of Yadkin County shall have boundaries defined by descriptions on file in the Yadkin County Fire Marshal's Office; and

WHEREAS, the Department has secured equipment, land and buildings for the operation of the Department; and

WHEREAS, the County assists in the funding of the herein-described services by levying and collecting a fire district tax.

NOW, THEREFORE, in consideration of the mutual benefits insuring to the parties hereto, and based upon the mutual covenants contained herein and the considerations stated therein, the parties do hereby covenant and agree as follows:

SECTION 1 – DEFINITIONS

1. Agreed-Upon Procedure: Is an engagement in which an auditor is engaged to carry out those procedures of an audit nature to which the auditor and the entity and any appropriate third parties have agreed and to report on factual findings pursuant to that agreed upon procedure attached hereto as Exhibit "B."
2. Agreement: This Fire and Rescue Services Agreement, together with Exhibits "A", "B" and "C", each of which is incorporated herein by reference as an integral part of this Agreement.
3. Applicable Law: All laws, rules, regulations, ordinances, codes, standards, orders, and actions of any and all governmental bodies, agencies, authorities, and courts that may now or hereafter be applicable to the performance of duties under this Agreement.
4. Board of Commissioners: The Yadkin County Board of Commissioners.
5. Board or "Board of Directors": The Department's Board of Directors is the group of natural persons vested by the corporation with the management of the Department's affairs whether or not the group is designated as directors in the articles of incorporation or bylaws, pursuant to N.C.G.S. § 55A-1-40.
6. Capital Expenditure: All expenditures for or purchases of buildings, building additions, alterations, repairs or improvements and all expenditures for or purchases of additional or replacement furniture, machinery, vehicles or equipment, hardware or software, where the cost of such expenditure or purchase is five thousand dollars ($5,000.00) or more.
7. Capital Improvement Plan: (Program), or CIP, is a short-range plan, usually ten (10) years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.
8. Capital Item: The actual property which was purchased or otherwise received by the Department as a Capital Expenditure.
9. CPA: Certified Public Accountant.
10. District: The designated area that the Department is contracted to serve, which for purposes of this Agreement is the _____ Response District, as further described on the Fire Districts Map.
11. Effective Date: The effective date is July 1, 2023.
12. EMS: Yadkin County Emergency Medical Services.
13. Existing Debt: Any legally enforceable secured or unsecured obligation to pay money.
14. Fire Chief: The Chief of the Fire Department.
15. Fire Districts Map: The most current version of the Yadkin County Fire Insurance Districts Map on file in the office of the Fire Marshal.
16. Fire Marshal: The Yadkin County Fire Marshal.
17. Fiscal Year: July 1st through June 30th.
18. GAAP: Generally accepted accounting principles.

19. GAAS: Generally accepted auditing standards.
20. Services: Fire protection, emergency rescue, medical first responder, and associated emergency-related services, and those activities undertaken by the Department in furtherance of fulfilling the above.

SECTION 2 – PURPOSE

The purpose of this Agreement is to establish the terms and conditions under which the County will furnish financial assistance to the Department, to establish the standards of the Department for providing firefighting and fire prevention services and other emergency services during emergencies and disasters, and to provide for efficient firefighting and emergency services to the persons who live, work and/or are otherwise present in the County.

SECTION 3 – THE DEPARTMENT AGREES TO THE FOLLOWING:

The Department agrees to provide its Services throughout the District and elsewhere in accordance with the standards and other requirements in a manner that complies with all Applicable Law, including by illustration, but not limited to, those applicable rules and regulations of the North Carolina Department of Insurance and the Insurance Services Office, Inc. The Department further agrees to provide the Services to all persons and property present in its assigned District throughout the District in accordance with the standards and other requirements set forth in this Agreement in a professional, efficient, and workmanlike manner.

The Department agrees to provide the following services upon request during times of emergencies:

1) Adhere to all applicable North Carolina General Statutes, especially those required for fire protection services, operating vehicles and non-profit organizations.
2) Furnish and provide continuing fire protection service and other emergency services to all residents of the Fire District, to all persons present in the Fire District, and to all real and personal property lying within the boundaries of the Fire District and other areas of the County on the basis of automatic/mutual aid agreements with other fire departments within the County for the benefit of the residents of Yadkin County and for the benefit of other persons present in Yadkin County;
3) Not respond to calls after consuming alcohol or narcotics.
4) Endeavor in good faith and with due diligence to dispatch upon the call of any person within the district the equipment necessary to answer the call and adequate personnel to operate such equipment in the judgment of the Chief of the Department or his/her designee;
5) Provide rescue services, including medical response if the Department holds a certification through the North Carolina Association of Rescue and Emergency Medical Services. Such services shall be performed inside the scope of practice of the certification(s) to the County and within the Fire District and

other locations when called to provide those services by the County or other fire department(s) or rescue squad(s).

6) Provide lifesaving and property protection measures as necessary.
7) Provide search and rescue assistance as needed.
8) Perform evacuation assistance as needed.
9) Respond to motor vehicle accidents.
10) Perform annual hydrant flow and operational testing on the hydrants owned by the County and located within its fire district and the Department shall document any work to be done on the hydrants and turn the hydrant repair work orders into Yadkin County ORC and maintain the hydrants per standard schedule and to County standards.
11) Endeavor at all times and in good faith to respond to all emergency calls from the Communications Center, the Department Chief or his/her designee, or the County Fire Marshal when and where needed.
12) Provide Yadkin County EMS with monthly medical supplies inventory.
13) Provide support to the Fire Academy implemented by the Yadkin County Public Schools.
14) Provide current By-laws and Standard Operations Policies/Guides with this signed contract if not previously provided.
15) Provide Annual Board meeting minutes, amended Standard Operations Policies, amended By-Laws and amended Articles of Incorporation and IRS Form 990 annually as part of the budget process.
16) Utilize the Elite Reporting System provided by the County for all incident reporting.
17) Adhere to consistent county chief agreed upon helmet colors.
18) Adhere to consistent county chief agreed upon truck numbering system.

SECTION 4 - THE COUNTY AGREES TO THE FOLLOWING:

In accordance with this Agreement, and at the County's sole expense above and beyond those funds allocated to the Department pursuant to this Agreement, the County Agrees to furnish the following services to the Department:

1) 911 communications and dispatch.
2) Fire investigation services when requested by the incident commander after the preliminary investigation and in accordance with NCGS 58-79-1 and 906 Packet has been completed.
3) Emergency scene assistance services in support of the Department's efforts.
4) GIS determined 4-department dispatch per the closest 4 address points to improve communications to serve citizens.
5) Maintenance of the County radio system.
6) Assist the Department with fire prevention and community awareness programs within the Department district.
7) Provide a staffed EMS ambulance with certified Advanced Life Support (ALS) personnel at structure fires or other emergency scenes that have extended time periods for the medical monitoring of the firefighters and other

emergency workers on the scene. However, the ambulance may be dispatched to a medical emergency and will be replaced as soon as possible.

8) Provide a staffed EMS ambulance with certified Advanced Life Support (ALS) personnel on scene of any live fire training within the fire district if requested, with the Department giving thirty (30) days' notice to the County of such live burn and if an ambulance is available. However, the ambulance may be dispatched to a medical emergency and will be replaced as soon as possible.
9) The County shall also provide inspections of public buildings as set forth in the North Carolina Building Code and the North Carolina General Statutes as well as investigations of fires, arsons, fire deaths, and fire injuries.
10) Provide National Fire Protection Association resource materials on fire prevention, instructional or fire service standards that shall be made available through the Fire Marshal's office.
11) Replace disposable medical supplies, equipment, and/or medications when required under the medical protocols of Yadkin County Emergency Medical Services (EMS), as long as the department submits monthly medical supply inventory. If the department fails to submit the inventory monthly, EMS is not under any obligation to provide supplies.
12) Notify fire departments of change in equipment, supplies or protocol within 45 days prior to the change when feasible.
13) Include fire departments in Request for Proposals for the purchase of equipment or supplies that will impact the equipment or requirements of the fire departments.
14) Shall repair within thirty (30) days of being notified in writing of all fire hydrants the Department reports to the Yadkin County ORC as not working or needs maintenance.
15) Provide annual hose testing and ladder testing to the departments through one service contract that has been bid (individual departments will be responsible for any repairs or replacements).
16) Provide the Elite (Image Trend) incident reporting and when applicable and necessary, software updates and annual software support, with the accompanying mutual understanding that any and all information and data entered into such software shall be the sole and exclusive property of the Department.
17) Provide access to EMD and EFD protocol app.
18) Provide turnout gear or dual-band radio and website maintenance reimbursement based upon the County's reimbursement policy in effect during the term of this Agreement.
19) Provide PSAware Access provided the following conditions are met:
    a. Information from CAD or PSAware is NOT SHARED on any social media or in any capacity, and
    b. Log-in credentials WILL NOT be shared with anyone, and
    c. Unit numbers or truck numbers will be set by the Communications Director and

d. The Department shall submit annually to the Communications Director and the Fire Marshal a list of current Officers and within 48 hours of a member voluntarily or involuntarily leaving the Department so they can be removed from the system and
e. Communications will develop a SOG for status updates and

20) The County further agrees to furnish the Department with such additional services and support as are reasonably needed and as are mutually agreed upon between the County and the Department as circumstances may dictate from time to time.

SECTION 5 - DEPARTMENTS NON-PROFIT CORPORATION STATUS

The Department agrees to maintain its nonprofit corporation status pursuant to Applicable Law, including without limitations the United States Internal Revenue Service (IRS) regulations and Chapter 55A of the North Carolina General Statutes at all times during the term of this Agreement. The Board of Directors is governed by NCGS 55A-8-01. In the event that the Department loses its non-profit corporation status, by and through the IRS or the State of North Carolina, upon notice to the Department of the loss of its non-profit status the Department shall have a minimum of five (5) days to report the loss of the non-profit status to the County. If the Department loses the non-profit status, the County may terminate this Agreement in accordance with Section 28.

SECTION 6 - INSURANCE SERVICES OFFICE RATING

The Department agrees to engage at all times in such efforts as to achieve, maintain, or improve a rating of 7 as of the Effective Date of this Agreement with the North Carolina Department of Insurance and the Insurance Services Office, Inc., ("ISO") throughout the term of this Agreement. The Department agrees that in no event will it have an ISO rating worse than a 7 within five (5) road miles of the main station or substation(s), and 9E outside five (5) road miles but within six (6) miles of the main station or substation(s). If the Department has any district that lies further than six (6) road miles from their main station or substation and is classified as a Class 10 rated area, the Department shall endeavor in good faith and with due diligence to work with the County to eliminate such areas. In the event that the Department's ISO rating is lost solely by the Department's inability to meet the required ISO standards the County may terminate this contract in its entirety. If the Department is placed in non-compliance by the North Carolina Department of Insurance, the Department agrees immediately to undertake and to implement such reasonable actions as are necessary to attempt in good faith to improve and/or increase its ISO rating to a level reasonably achievable under the circumstances as they exist at that time and to prepare and submit a plan to the County which sets forth how it plans to become compliant within a six (6) month period. This plan should include specific steps to be taken to attain the previous ISO rating, including, without limitation, a project timeline and costs associated, if any, and the Department will accept other recommendations from the County for corrective action. If the Department does not

become compliant within the six (6) month period, the North Carolina Department of Insurance may place the Department on probation for an additional six (6) month period. The Department agrees to implement this plan, subject to availability of funds appropriated by the County under this Agreement. If at any time during the non-compliance or probationary period, the Department fails to comply with the plan or its District becomes unprotected (Class 10), the County may terminate this contract within its entirety.

In the event the County is found to be at fault either in whole or in part for the Department's loss of its ISO rating, the County shall devise a mutually agreed upon plan with the Department to restore the rating as soon as possible. For example: If the County's Communication Center or the County's water system receives a reduction of points from the ISO inspection, the County shall work with the Department to quickly improve their possible score related to the ISO rating.

SECTION 7 – RESPONSE TIMES

The Department and the County mutually-agree that emergency response times are an essential component to providing an acceptable level of service to the community and in accordance with NFPA 1720. The County and the Department agree to collaboratively monitor response times and develop strategies to address any response time concerns. Response time will be measured beginning with dispatch time as reported in the Computer Aided Dispatch ("CAD") Event Report and ending with the On-Scene Time as reported in the CAD Event Report. Emergency Incident on scene times will be measured when the first appropriate fire apparatus arrives on scene. If the Department does not meet a goal response time mutually agreed upon by the County and Department, it will not be considered a breach of this Agreement or the performance standards required hereunder; however, the County and the Department agree to work jointly to develop strategies to assist the Department in attempting to meet its response time goals.

SECTION 8 - PROCESS FOR FIRE DEPARTMENT FUNDING

In order to establish the amount of the County's annual appropriation to the Department for the provision of Services, the Department agrees to conform to the County's budget calendar and to participate in the County's budget process for adoption of the Fiscal Year budget. The Department understands and agrees that this includes the Department's submittal of a budget request to the County Manager based on the Department's estimated costs for provision of the Services in the Response / ISO District for the upcoming Fiscal Year. The Department agrees to provide in its budget submittal sufficient information, in a form specified by the County indicating source(s) and estimated amounts of all revenues anticipated by the Department for the coming Fiscal Year.

The County shall provide the Department with a budget package on or before March 1st each year and the Department agrees to submit its budget request broken

down into three (3) groups of expenditure categories: (i) personnel, (ii) operating, and (iii) capital to the County Manager's Office by March 31st of each year. The County recommends a meeting with the Fire Chief and the Department's Board President prior to submission of the Department's budget to the County. The Department may also bring their Board Treasurer to the meeting if they like. The County and the Department agree that funds appropriated to the Department in these expenditure categories may only be spent within the designated expenditure category, provided, the Department may internally and in conformity with its fiduciary responsibilities as imposed by law, reallocate its funds from one category to another. Provided, that no such internal reallocation undertaken by a Department in a given Fiscal Year shall affect any budgetary allocation request in the next Fiscal Year. Also, as part of the budget process set forth herein, the Department agrees to submit to the County a Capital Improvement Plan, which shall include a projected replacement schedule for all Capital Items in excess of $5,000, for example a Department apparatus.

In accordance with N.C.G.S. § 159-11, the County Manager, as the County's statutory budget officer, will make a budget recommendation to the Board of Commissioners. Pursuant to the budgetary authority set forth in N.C.G.S. § 159-13, the amount appropriated to the Department for Fiscal Year 2023-2024, and for any Fiscal Year thereafter that this Agreement remains in effect, is ultimately determined and adopted by the Board of Commissioners as deemed in the Board of Commissioners' discretion as sufficient and proper.

SECTION 9 - PAYMENT OF FUNDS TO THE FIRE DEPARTMENT

The County agrees to pay the Department $_____ as appropriated by the Board of Commissioners for the Fiscal Year. The County will remit payments electronically to the Department in four (4) equal payments no later than the 15th day of the first month in each quarter. The County agrees to disburse such appropriations by direct deposit into an account designated by the Department.

SECTION 10 - BOOKS AND RECORDS

The Department, as a self-standing non-profit corporation, agrees to generate and maintain all required records and data and shall maintain such records and data in accordance with Generally Accepted Accounting Principles (GAAP). The Department agrees that the County will have reasonable access to all books, records, and audit reports. The Department agrees to provide adequate documentation of all of its receipts and disbursements, including without limitation, those related to the expenditure of any funds appropriated and disbursed to the Department under this Agreement.

The Department agrees to allow the County, or its authorized agent, at the County's sole expense to inspect and examine all records described above on a date and at a time mutually agreed upon between the County and the Department, but in no

event, shall any such inspection and examination be undertaken on a date beyond thirty (30) days of the County's written request for such an inspection. The County, in turn, agrees that any and all records, data, receipts and other documents examined by the County pursuant to this Section are and will remain in the sole possession and ownership of the Department. No such records, data, receipts and other documents, or any copy or duplication or summation thereof shall be removed from the premises of the Department.

Nothing other than the Department's last five (5) years' IRS Form 990s, its annual audit, and the auditor's accompanying memorandum shall be subject to The Public Records Act.

SECTION 11 - YADKIN COUNTY VOLUNTEER FIRE & RESCUE ASSOCIATION

The Department, if a member, shall endeavor to meet the following objectives of the Yadkin County Volunteer Fire & Rescue Association:

i. To coordinate the efforts of the Fire Departments of Yadkin County
    1) To promote the exchange of information among all fire departments
    2) To assist in the training of all firefighters within Yadkin County
    3) To keep all fire departments informed of the quality and quantity of equipment being used among the fire departments in Yadkin County; and
    4) To keep all fire departments informed about new or existing equipment, standard operating guidelines (SOG's) and compliances that other organizations are using.

ii. To maintain a liaison with Yadkin County, the Fire Marshal's Office, Yadkin County Law Enforcement Agencies, the Board of County Commissioners of Yadkin County, and all other governmental agencies, which may be willing or able to assist in the promotion of fire protection; and

iii. To keep all fire departments within Yadkin County abreast of the benefits (local, state and federal) available for the benefit of the firefighters and their families in all Yadkin County Fire Departments.

SECTION 12 - INSURANCE REQUIREMENTS

The Department shall maintain insurance coverage as specified in Exhibit A. The Department may purchase such other coverages as it may deem appropriate for the protection of the Department, its employees, members, or personnel.

SECTION 13 - INDEPENDENT CONTRACTOR

The Department, including any board member, officer, employee, or agent of the Department, is an independent contractor of the County and none shall be considered employees of the County. The relationship between the parties shall be

limited to the performance of this Agreement in accordance with its terms. The County and the Department agree that the Department shall operate and act as an independent contractor in accordance with the standards set forth herein, and the County shall not be responsible for any of the Department's acts or omissions. No liability for benefits, including, without limitations, such benefits as pension rights, or other provisions shall arise out of or accrue to any party, its officers, agents, or employees as a result of this Agreement or performance thereof.

SECTION 14 - INDEMNIFICATION

The Fire Department agrees to protect, defend, indemnify and hold the County, its officers, employees and agents free and harmless from and against any and all losses, penalties, damages, settlements, costs, charges, professional fees or other expenses or liabilities of any kind and character arising out of or relating to any and all claims, liens, demands, obligations, actions, proceedings, or causes of action arising solely and singularly out of any act or act of omission giving rise to any of the above and attributable solely to the Fire Department in its capacity as a self-standing non-profit corporation, up to the limits of insurance as detailed herein.

SECTION 15 – FIRE, RESCUE AND MEDICAL REPORTS

The Department agrees to complete an incident report immediately, no later than 14 days following all fires and submit reports to the Office of State Fire Marshal within 120 days of the incident in compliance with 11 NCAC 05A.0910 and N.C.G.S. § 58-79-45.

The Fire Department also agrees to make medical reports available to the County's EMS provider. The disclosure of medical reports or other data pertaining to personally identifiable health information shall be made to the EMS provider in accordance with all Applicable Laws.

SECTION 16 - ANNUAL FINANCIAL AUDIT AND FINANCIAL INFORMATION

The Department may choose to perform and prepare an annual audit with an accompanying management letter by and through a CPA firm of the Departments choosing, so as it is not the same firm or person used by the Department in keeping the financial books and records of the Department, on or pursuant to that schedule attached hereto as Exhibit "B.".

The Department agrees to provide the auditor with access to all records needed to prepare the audit and its accompanying management letter in accordance with the Agreed-Upon Procedures. The audit will be complete by December 31st of the then current Fiscal Year, and the Department may provide the County a copy of such annual audit and accompanying management letter within thirty (30) days of completion.

The County and the Department mutually recognize, acknowledge, and agree that all documents and data owned by the Department and entrusted to the auditors shall remain private and confidential between the auditors and the Department.

Under no circumstance shall any documents and/or data owned by the Department as a self-standing non-profit corporation and used in any way by the Department's auditors to prepare the audit and memorandum be made a matter of public record.

In the event that the auditor identifies any deficiencies during the course of the Agreed-Upon Procedure, the Department shall provide to the County an explanation for any such deficiencies as well as a plan of corrective action including timeframes for correction as is mutually agreed upon in writing by both the Department and County. Should the Department be unwilling or unable to correct the deficiencies identified within the required timeframes, the County may terminate this contract in accordance with Section 28.

SECTION 17 - PUBLIC MEETINGS, RECORDS AND INPUT

Because the Department relies extensively on public funds appropriated by the County, the Department acknowledges that the citizens of the Fire District have a strong continuing interest in the Department's decision-making processes as related to decisions concerning the expenditure of those public funds.

To ensure the ability of the public to review the Department's decision-making processes and expenditure of public funds, the Department agrees (i) to undertake all reasonable and prudent measures to notify the public in advance of all regularly-scheduled, non-closed meetings of its Board of Directors, (ii) to take minutes of all such regular, non-closed meetings that would enable a person not in attendance to have a reasonable understanding of the general topic(s) addressed therein , and (iii) to provide, when requested by the County, the ability to view regular non-closed meeting minutes after such meeting minutes have been adopted formally by the Department's Board of Directors. The Department agrees herein that it shall endeavor in good faith to conduct its meetings in an open and public fashion and on a regular basis, but shall reserve for itself, as a private, non-profit corporation, all of the rights conferred upon it as a private entity to conduct such other non-public meetings as are required in the best interests of the entity.

Additionally, the Department agrees that its bylaws have reasonable provisions enabling citizens of the district to participate in the affairs of the Department, as determined necessary by the Board of Directors.

SECTION 18 - DEPARTMENT TRAINING

The Department agrees to adopt guidelines, no later than ninety (90) days from the Effective Date of this Agreement, which address appropriate initial training and continuing education of firefighters of the Fire Department. These guidelines will ensure that such initial training and continuing education strive in good faith to meet or exceed all requirements of the State of North Carolina, including, without limitation, a minimum standard of thirty-six (36) hours of fire training per Department member annually.

The Department shall also maintain training records for each volunteer or employee on its roster. Training records shall indicate the following, including but not limited to the following: courses that have been completed, time spent in training for each course, the course dates, instructors, and the place course was held.

Appropriate information shall be entered into the Emergency Reporting Data Base on all training held by the Department or attended by its volunteers and employees. Emergency Medical Education shall be coordinated with the Yadkin County EMS Training Officers, in accordance with the Yadkin County System plan.

SECTION 19 - NEW FIRE STATIONS AND SUB-STATIONS and APPARATUS

The Department and the County shall collaborate all construction of new facilities and / or remodeling with the Fire Marshal and the Yadkin County Manager, so that it best meets the needs for fire service for all Yadkin County citizens.

All considerations for new construction and / or remodeling should include future expansion of services such as 24-hour coverage, EMS and / or rescue squad.

New fire stations, sub-stations and replacement apparatus are costly and provide a financial strain on Departments. To ease the financial burden to Departments, effective July 1, 2023, the County will fund, construct and own all new Fire Stations and Sub-stations. Existing facilities and any remodeling/improvements will be the responsibility of the Departments.

The County will also be financially responsible for replacing apparatus, while the Department will be responsible for maintaining the apparatus.

SECTION 20 - DISASTER PLANNING

The County and the Department shall cooperate in establishing disaster plans and in conducting exercises pursuant to disaster plans administered by the Yadkin County Department of Emergency Management.

SECTION 21 - FIRE INVESTIGATIONS

The Department agrees to ensure that its officer in charge at all fire scenes attempts to determine the origin and cause of every fire. Further, the Department agrees to ensure that when such officer in charge cannot effectively determine the origin and cause of a fire, or if the cause is suspected to be incendiary in nature, such Department officer in charge shall request a representative from the Fire Marshal's Office investigate and provide scene security (if needed). The Department shall also ask for a response from the Fire Marshal's Office for all situations that include places of worship, schools or injuries or deaths involving fires, explosions, or burns. Investigations are to be conducted in accordance with NCGS 58-79-1.

All suspicious or incendiary woods, grass, or brush fires exceeding 100 ft. from a structure shall be reported immediately to the Yadkin County Forest Ranger and the fire scene secured until the arrival of the Forest Ranger. Any less than 100 ft. from the structure shall be reported to the Yadkin County Fire Marshal.

The Department agrees to provide whatever reasonable assistance is needed by the Fire Marshal's Office staff and/or Yadkin County Forest Ranger at the fire scene.

The County agrees, at the conclusion of the fire origin and cause determination, to complete the investigation module of the incident report in the County's records management system and to provide the Department with a copy of the County's incident report, in a timely manner for the Department's required entry into its fire reporting software.

SECTION 22 - NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

The National Incident Management System (NIMS) is a presidential directive that is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards—regardless of cause, size, location, or complexity—in order to reduce loss of life, property and harm to the environment. The Department shall use NIMS on all incidents.

SECTION 23 - FIRE DISTRICT

The Department has a primary Fire District and the property lying within the boundaries of the Fire District is identified in Exhibit C. The Department shall endeavor at all times and in good faith to respond to all emergency calls from the Communications Center, the Department Fire Chief or his/her designee, or the County Fire Marshal when and where needed, but the Fire District shall never be left unprotected.

SECTION 24 – AUTOMATIC / MUTUAL AID AGREEMENTS

N.C.G.S. § 58-83-1, authorize mutual aid assistance between fire departments whereby full authority may be exercised for fire departments to send firefighters and apparatus beyond the territorial limits which they normally serve.

The County by and through its Fire Marshal's Office shall be notified on all Automatic / Mutual Aid Agreements that the Department wishes to enact.

The Department agrees that the only involvement in the Mutual Aid Agreements is for the above reason and that the Mutual Aid Agreements will be between one (1) fire department and another as independent corporations and for this reason, the County shall be released from any liability coming from the Agreements between the two (2) independent departments.

SECTION 25 - GOVERNING LAW AND VENUE; MEDIATION

This Agreement shall be governed by and in accordance with the laws of the State of North Carolina without regard to its conflict of laws rules. All actions relating in any way to this Agreement shall be brought in the General Courts of Justice in Yadkin County, North Carolina.

The County and the Department recognize, acknowledge and agree that party's resort to formal legal proceedings shall constitute an endeavor of substantial expense to both parties. In recognition thereof, to the extent that either party fails to meet its contractual obligations as defined and described herein, the parties, prior to initiating any court action, mutually agreed to first engage in good faith negotiations through mediation, which, unless the parties mutually agree otherwise, shall be in accordance with the Rules Implementing Statewide Mediated Settlement Conferences in Superior Court Civil Actions adopted by the North Carolina Supreme Court and currently in effect. A request for mediation shall be filed in writing with the other party to this Agreement. The mediator must be certified by, and in good standing with, the North Carolina Dispute Resolution Commission. The parties agree to split the mediator's fee and any filing fees equally. The mediation shall be held in Yadkin County, North Carolina, unless another location is mutually agreed upon. The parties agree that if there is no resolution of a dispute satisfactory to both parties pursuant to the mediation procedure outlined in this Section, the next step in the dispute resolution process, and the binding method of dispute resolution, the parties shall continue through a second mediation. Litigation in a court of competent jurisdiction shall be attempted in good faith to be avoided.

SECTION 26 – AUTHORITY TO MAINTAIN DELIVERY OF SERVICES

In the event that the Department's Board of Directors determines that the Department is unable to reliably deliver the services described herein, for reasons including, but not limited to, resignation or withdrawal of volunteer, part-time or full-time members or other withdrawal or loss of ability to deliver services, the Department's Board of Directors shall immediately so notify the Yadkin County Manager or designee at which time the Department authorizes the County to suspend the quarterly payments to the Department and to use such Department's facilities and equipment as are necessary to maintain the delivery of fire services in the Department's primary service area, so that an interruption of the Department's ability to deliver the fire services will not interfere with the standards of fire protection services provided for in this Agreement.

Should such use become necessary, upon the request of the Department, the Yadkin County Board of County Commissioners and the Department's Board of Directors will jointly select an independent third-party trustee who will regularly evaluate the County's use of such Department's facilities, equipment and resources on behalf of the Department. During the time that the Department is unable to provide services, the Department's Board of Directors shall fully cooperate with Yadkin County. Yadkin

County shall determine if the Department is able to resume delivery of reliable services. In the event that the Department serves multiple local governments, Yadkin County will seek reasonable agreement from the other impacted local government units regarding the designation of the independent third-party trustee.

SECTION 27 - SEVERABILITY

The provisions hereof are severable, and should any provision be determined to be invalid, unlawful or otherwise null and void by any court of competent jurisdiction, the other provisions shall remain in full force and effect and shall not thereby be affected unless such ruling shall make further performance hereunder impossible or impose an unconscionable burden upon one of the parties. The parties shall endeavor in good faith to replace any invalid, illegal, or unenforceable provisions with a valid provision, the rights and obligations of which come as close as practicable to that of the invalid, illegal, or unenforceable provision.

SECTION 28 - TERM AND TERMINATION

28.1 Term: This Agreement shall commence on the July 1, 2023, and shall remain in full force and effect through June 30, 2024, unless earlier terminated as provided herein.

28.2 Termination: This Agreement may be terminated as follows:

28.2.1 For Cause: By either party hereto in the event the other party breaches any of its material obligations hereunder; provided, however, that the defaulting party shall have thirty (30) days to correct such breach after written notice is given by such non-breaching party specifying the alleged breach.

If at any time during a non-compliance or probationary period as determined by the North Carolina Department of Insurance, the Department fails to comply with the plan or its District becomes unprotected (Class 10), the County may terminate this contract within its entirety.

28.2.2 Non-renewal: The parties hereto may terminate this Agreement upon written notice to the other party no later than thirty (30) days prior to (a) the expiration of the term

28.2.3 Insolvency: By either party hereto in the event the other party (i) is adjudicated insolvent, under state and/or federal regulation, or makes an assignment for the benefit of creditors; (ii) files or has filed against it, or has an entry of an order for relief against it, in any voluntary or involuntary proceeding under any bankruptcy, insolvency, reorganization or receivership law, or seeks relief as therein allowed, which filing or order shall not have been vacated within sixty (60) calendar days from the entry thereof; (iii) has a receiver appointed for all or a substantial portion of its property and such appointment shall not be discharged or vacated within sixty (60) calendar days of the date thereof; (iv) is subject to custody, attachment or sequestration by a court of competent jurisdiction that has assumed of all or a significant portion of its property; or (v) ceases to do business or otherwise

terminates its business operations, is declared insolvent or seeks protection under any bankruptcy, receivership, trust deed, creditors arrangement or similar proceeding;

28.3 Notices: All notices required in this Section 29 shall be reasonably specific concerning the cause for termination and shall specify the effective date and time of termination.

28.4 Effect of Termination: Termination of this Agreement for any reason shall not release any party hereto from obligations incurred under this Agreement prior to the date of termination. All services required to be performed under the terms of this Agreement shall be provided through the effective date of termination.

SECTION 29 - NOTICES

All notices, reports, records, or other communications which are required or permitted to be given to the parties under this Agreement shall be sufficient in all respects if given in writing and delivered in person; by overnight courier; or by registered or certified mail, postage prepaid, return receipt requested, to the receiving party at the following addresses:

IF TO YADKIN COUNTY:

County Manager
P.O. Box 220
Yadkinville, NC 27055

IF TO FIRE DEPARTMENT:

_____
_____
_____

SECTION 30 – AMENDMENT/ASSIGNMENT

This Agreement may not be amended except in writing signed by the parties hereto. The parties also agree that this Agreement is not transferable or assignable by either party without the written consent of the other party to this Agreement which shall not be unreasonably withheld.

SECTION 31 - DISPOSITION OF ASSETS IN EVENT OF COMPLETE DISSOLUTION

In the event that the Department dissolves its corporate existence in accordance with N.C.G.S. 55A, Article 14 or ceases to provide the services contracted for under its Agreement, the Department hereby agrees that its assets shall be liquidated in conformity with N.C.G.S. § 55A, Chapter 12 to the extent necessary to pay off the entire Department's debt. All assets remaining after payment of all such debts shall be liquidated and/or otherwise distributed by the Department in conformity with N.C.G.S. § 55A, Chapter 14, but limited in geographic scope of such liquidation/distribution to other local nonprofit entities or government agencies

providing the same or similar services within the area that comprises the Department's currently existing Fire District.

In the event of a complete dissolution of the Department, the Department agrees to provide the County as much notice as possible, but in no event less than ninety (90) calendar days of the Department's date of intended dissolution. The complete dissolution of the Department shall be treated as a termination of the Agreement in accordance with Section 28.

SECTION 32 - DISPOSITION OF ASSETS IN EVENT OF A MERGER

If the Department is dissolving because of a merger with another non-profit fire department or rescue squad, the Department shall conform to N.C.G.S. § 55A, Article 11 with the merger. The Department then hereby agrees that its assets shall be liquidated in conformity with N.C.G.S. § 55A, Article 12 to the extent necessary to pay off the entire Department's debt prior to the merger or the Department's lending organization(s) allows for the transfer of debt to the other non-profit organization that it is merging with. All assets remaining after payment of all such debts or the transfer of debt shall be transferred to the other non-profit fire department or rescue squad with which the Department is merging.

In the event of merger of the Department, the Department agrees to provide the County as much notice as possible, but in no event less than ninety (90) calendar days of the Department's date of intended merger.

SECTION 33 - SALE OF FIRE DEPARTMENT PROPERTY

The Department agrees that it will not sell, donate, or otherwise transfer any rights in any equipment, apparatus, real property, or other property purchased with funds received from the County, which is titled to the Department, or in which the Department otherwise has an interest, without first offering to sell such property to the other fire departments located within Yadkin County prior to offering it for sale to any person or entity outside of Yadkin County. All of the Departments and Fire Marshal's Office shall be notified of such items by email.

SECTION 34 - E-VERIFY

Pursuant to N.C.G.S. § 143-133.3, the County is required to ensure entities with which it contracts, and the contractor's subcontractors, comply with Article 2 of Chapter 64 of the North Carolina General Statutes. These are requirements related to the use of E-Verify. E-Verify is the federal program operated by the United States Department of Homeland Security and other federal agencies, or any successor or equivalent program, used to verify the work authorization of newly hired employees pursuant to federal law. The Department agrees to ensure that the Department and any subcontractor performing work under this Agreement: (i) uses E-Verify if required to do so by North Carolina law; and (ii) otherwise complies with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes.

SECTION 35 - IRAN DIVESTMENT ACT

Pursuant to Article 6A of Chapter 143C of the North Carolina General Statutes, the County must require most entities with which it contracts, which would include the Department under this Agreement, to certify that the entity is not identified on a list created by the State Treasurer pursuant to N.C.G.S. § 143C-6A-4 (the "Final Divestment List"). This requirement is related to ensuring that entities with which local governments contract are not involved in investment activities in Iran. The Department certifies that: (i) it is not listed on the Final Divestment List, and (ii) it will not utilize any subcontractor performing work under this Agreement which is listed on the Final Divestment List.

SECTION 36 - NO WAIVER

Failure of a party to enforce any of the provisions of this Agreement at any time, or to request performance by the other party pursuant to any provision of this Agreement shall in no way be construed as a waiver of any such provision, nor in any way affect the validity of this Agreement, or any part thereof, or the right of the non-enforcing party to enforce each and every provision of this Agreement.

SECTION 37 - MUTUALLY-DRAFTED AGREEMENT

The Department and the County hereby acknowledge that each participated in the negotiation and drafting of this Agreement. Accordingly, the Department and the County agree that any rule of construction of contracts allowing for the interpretation of this Agreement to be construed against the drafting party is inapplicable to this Agreement.

SECTION 38 - HEADINGS

The Section headings used herein are for reference and convenience only and shall not enter into or affect the interpretation and enforcement of this Agreement by either party.

SECTION 39 - ENTIRE AGREEMENT; MERGER

The terms and provisions herein contained constitute the entire agreement by and between the County and the Department and shall supersede all previous communications, representations, or agreements, either oral or written, between the parties hereto with respect to the subject matter hereof; except, that this Agreement shall not be construed to supersede any existing and applicable Mutual Aid Agreements.

SECTION 40 - COUNTERPARTS

This Agreement may be executed in several counterparts, all of which shall constitute one agreement binding on all parties hereto, notwithstanding that all parties have not signed the same counterpart.

SECTION 41 - AUTHORIZATION

Each party warrants that it has the corporate or other organizational power and authority to execute, deliver and perform this Agreement. Each party further warrants that the execution, delivery and performance by it of the Agreement has been duly authorized and approved by all requisite action of the party's management and appropriate governing body.

IN WITNESS WHEREOF the Department, pursuant to a resolution duly adopted by its Board of Directors, has caused this instrument to be duly executed in its name by the President of its Board of Directors and attested by its Secretary and Chief, and the County has caused this instrument to be duly executed in its name by the County Manager, pursuant to a resolution duly adopted by the County Board of Commissioners, and attested by its Clerk.

This _____ day of _____, 2023.

YADKIN COUNTY
ATTEST:

_____ by: _____
Clerk to the County Board of Commissioners County Manager

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

_____
Yadkin County Finance Officer

_____FIRE DEPARTMENT
ATTEST:

_____ by: _____
Secretary, Board of Directors President/Chairperson, Board of Directors

_____
Chief of Department

Exhibit A - Insurance Requirements

The Fire Department shall obtain and keep in force during the term of this Agreement the following minimum insurance coverage, annually providing the County's Risk Manager with a Certificate of Insurance:

A. Workers' Compensation: Coverage of all volunteer firefighters and employees for statutory limits in compliance with applicable state and federal laws. Employer Liability limits shall have the following minimum limits:

   $100,000 Each Accident
   $100,000 Disease – Each Employee
   $500,000 Disease – Policy Limit

B. Comprehensive General Liability, Including Medical Malpractice and Professional Errors & Omissions: Coverage with minimum limits of $1,000,000 per occurrence combined single limit for bodily injury liability and property damage liability and $10,000,000 aggregate.

C. Business Auto Policy: Coverage with minimum limits of $1,000,000 per accident combined single limit for bodily injury liability and property damage liability. This shall include owned vehicles, hired and non-owned vehicles and employee non-ownership. Physical Damage coverage on owned Fire Department vehicles.

D. Management, Including Officers, and Directors: Coverage with minimum limits of $1,000,000 per claim and $3,000,000 aggregate.

E. Umbrella Liability (Excess Liability): Coverage with a minimum limit of $1,000,000 with underlying coverage of Comprehensive General Liability, Auto liability, Employer's Liability, and Management.

F. Fidelity Bonds: A blanket fidelity bond shall be purchased in the amount of not less than $100,000

G. Property Coverage:
   1. Fire Department insured on a guaranteed replacement cost basis.
   2. Personal Property insured on a replacement cost basis.
   3. Portable equipment insured on a guaranteed replacement cost basis

ADDITIONAL INSURANCE REQUIREMENTS

A. The Fire Department's General Liability policy shall be endorsed, specifically or generally, to include the following as Additional Insured:

   Yadkin County, its Officers, Agents, and Employees are included as Additional Insured with Respects to the General Liability Insurance Policy.

B. Before commencement of any work or event, the Department agrees to provide a Certificate of Insurance in satisfactory form as evidence of the insurances required above.

C. Notwithstanding the notification requirements of the Insurer, the Fire Department hereby agrees to notify the County's Risk Manager at P.O. Box 220 Yadkinville, NC 27055, of the cancellation or substantive change of any insurance policy set out herein.

D. Certificate Holder shall be listed as follows:

Yadkin County
Attention: Risk Manager
P.O. Box 220
Yadkinville, NC 27055

[Remainder of Page Intentionally Left Blank]

Exhibit B - Agreed Upon Procedure

In order to complete the agreed upon procedures in a timely and orderly manner, the Department's chosen CPA / auditor will need at a minimum the following items to be prepared and available for it for each Department.

1) Detailed trial balance or general ledger of all the accounts and their activity throughout the July - June fiscal year. Detailed report should list activity for each account (checks/deposits), date and amount of each transaction. In addition, each account within the detailed report should subtotal to a balance.

2) Bank Statements and Bank Reconciliations for all accounts for the months July – June of the fiscal year under review.

3) All invoices and supporting documentation for expenditures throughout the fiscal year (July - June).

4) All deposit slips and supporting documentation for revenues throughout the fiscal year (July - June).

5) Monthly and/or annual financial statements (if any) prepared by bookkeepers or other qualified persons.

[Remainder of Page Intentionally Left Blank]

Exhibit C - Fire District

NOT FOR PROFIT FIRE PROTECTION AGREEMENT

DEPARTMENT NAME HERE



FY 2023 – FY2025

Table of Appendices

Title	Appendix
Fire Insurance and Response District Map	A
Information for Annual Audit	B
Wake County Procurement Policy	C
Mutual Aid Agreement	D
FEMA Disaster Services	E
Automatic Aid Agreement	F
Business Associate Agreement	G
Contract Amendments	H

STATE OF NORTH CAROLINA
COUNTY OF WAKE

THIS AGREEMENT, made and entered into this the 7th day of, July 2022, by and between WAKE COUNTY, hereinafter referred to as the "County", and the NAME, hereinafter referred to as the "Fire Department";

RECITALS:

A. WHEREAS, North Carolina General Statutes §69-25.5 provides that the board of county commissioners may provide for fire protection in a fire protection district by contracting with any incorporated nonprofit volunteer or community fire department; and

B. WHEREAS, North Carolina General Statutes §153A-233 additionally provides that a county may contract for fire-fighting or prevention services with one or more incorporated volunteer fire departments, and may for these purposes appropriate funds not otherwise limited as to use by law;

C. WHEREAS, the NAME, Inc., Inc. agrees to contract with Wake County to provide fire protection services; and

D. WHEREAS, North Carolina General Statutes §159-13 et seq. provides that the county budget ordinance may be in any form that the Board of County Commissioners of any County deems most efficient in enabling it to make the fiscal policy decision embodied therein and provides for a fund for each special district whose taxes are collected by the county; and

E. WHEREAS, the Fire Department is a North Carolina nonprofit corporation organized and authorized to furnish fire protection services and other services authorized by its charter to the citizens of its district; and

F. WHEREAS, the NAME Fire Insurance and Response District(s) of Wake County have boundaries defined by the most current description on file maintained by the Wake County Geographic Information Services in the Department of Fire Services Office, as illustrated by the map contained in Appendix A; and

G. WHEREAS, the Fire Department has secured equipment, land and buildings for the operation of Fire Station(s); and

H. WHEREAS, Wake County presently levies and collects a special tax and is responsible for appropriating the funds derived there from for fire protection in Wake County; and

I. WHEREAS, the County and Fire Department desire to enter into this Agreement for the Fire Department to furnish fire protection for and within the described District.

AGREEMENT

USE AND AMOUNT OF SERVICE TAX LEVIED

Wake County agrees to make funds, equipment, facilities and/or personnel available to the NAME of Wake County, from the proceeds of the tax levied from the special fire protection service tax district. The amount of such service tax levy shall be determined by the Board of the County Commissioners from year to year. The County will collect the funds from the special tax as may be levied as provided by law. For each fiscal year, the funds provided from the service tax district shall be based on the needs projected in the budget request jointly submitted by the Fire Department and the County staff to the County Commissioners and as approved by and deemed necessary by the County Commissioners for furnishing fire protection and emergency services within the District.

Special fire district tax funds levied and collected by the County and paid to the Fire Department by the County to provide fire protection pursuant to G.S 69-25.5 shall be used solely for fire department operations, fire protection and emergency services in the NAME Insurance and Response Districts as shown in Appendix A and other areas of response as dispatched and to meet the standards established by this Agreement.

ACCOUNT MAINTAINED FOR RECEIPTS FROM SERVICE TAX

A separate account shall be maintained by the County for the receipts from the special tax levied for the service tax district. Out of this account:

The County will pay the retained fees for system-wide services provided in the unincorporated areas of the County, including forestry, fire training, communications (including WECO), computer-aided dispatch, 800 MHZ radio system and hazardous materials response, and any other fees that may be recommended by the Fire Commission and approved by the County.

The County will pay the approved total appropriations for the Fire Department in equal monthly payments to said Fire Department in the third week of each month, provided that prior to and as a condition of payment, the Fire Department has submitted such funding request to the Fire Commission in a line item budget format for the Fire Commission's review and recommendation, and the Board of Commissioners has reviewed and approved said funding.

SERVICE TAX REVENUES IN EXCESS OF APPROPRIATIONS

Any fire protection service tax district revenues collected annually in excess of the approved total appropriations and retained County fees shall be maintained in the separate account established by the County. The Wake County Fire Commission shall make recommendations to the County for distribution of these revenues. The Wake County Board of Commissioners will issue final approval of distribution.

SERVICES FURNISHED BY THE COUNTY

The County shall furnish the following services to the contracting Fire Department for the term of this Agreement:

such vaccinations as are deemed necessary for all full time, part time and volunteer members of the Fire Department by the County's medical director and fire protection needs analysis in order to maintain such fire protection throughout the County,fire investigation and emergency scene assistance services as requested, and annual Fitness for Duty medical examinations for fire department fire suppression personnel

Fitness for duty medical exams shall follow NFPA 1582 standards and evaluate the employee's physical ability to perform the essential functions of their job classification. Exams must conform to the examination guidelines as indicated on the latest Wake County Medical Exam Program document.

Departments shall have the option of obtaining fitness for duty medical exams for their fire suppression personnel through the department's own medical provider.

In such event, reimbursement shall not exceed the County designated reimbursement rate, as determined through procurement process.

Exams provided by Department's medical provider must conform to the examination guidelines.

To be eligible for reimbursement, Department shall follow Wake County Fire Tax District Medical Program guidelines as outlined.

SERVICES FURNISHED BY FIRE DEPARTMENT

The Fire Department will furnish fire protection, emergency medical first responder services, and other all hazards emergency services as recommended by the Wake County Fire Commission and approved by the Wake County Board of Commissioners or as contracted for by the Board of Commissioners within the District and shall provide the necessary equipment, personnel and those things necessary for

furnishing such protection in the District. The services shall be in accordance with minimum standards set forth in this Agreement. Special technical services not provided by the department shall be requested through Wake County Fire Services and Emergency Management. The Fire Department shall furnish said fire protection without charge to all persons and property located in the District in an efficient and workmanlike manner. This provision shall not prohibit the Fire Department from entering into contracts with the Federal, State or local governments, or utility companies for the provision of fire protection services exceeding the scope of this Agreement for a fee. The additional services identified in the contract shall not cause an additional obligation of county funds to complete services. A copy of all contracts shall be provided to Wake County Fire Services at time of contract renewals. Wake County Board of Commissioner approval is required to utilize County assets for the provision of fire protection services exceeding the scope of this Agreement. This requirement shall not prohibit the Fire Department from billing for certain services, including but not limited to inspection services, false alarm responses, and hazardous materials mitigation responses, based on a fee schedule or other cost recovery program, provided that such fee schedule has been approved by the Wake County Board of Commissioners.

BOOKS AND RECORDS

The County may inspect the financial books and records of the Fire Department at reasonable times during regular business hours of the County. The Fire Department agrees that it will supply such financial books, records, and information or verification as may be reasonably requested by the County. The Fire Department shall maintain a written accounting system which provides adequate documentation of all of its receipts and disbursements including, but not limited to, those related to the expenditure of funds subject to this Agreement.

QUARTERLY REPORT

The Fire Department shall provide to its Board of Directors and the Wake County Fire Services Department, at least quarterly, a financial report containing at a minimum 1) a Balance sheet 2) a Statement of Income and Expenses, and 3) a General Ledger detail for the reporting time period.

ANNUAL REPORT

The Fire Department shall provide the County with an annual audit of the Department's financial statements prepared in accordance with generally accepted accounting principles. The audit shall be conducted by independent certified public accountants in accordance with generally accepted auditing standards. The audit report and any accompanying management letters must be submitted to Wake County no later than 5:00 PM on the last working day of October

following the close of the fiscal year. A draft version of the audit report shall be submitted to Wake County Internal Audit Department for review prior to issuance of the final audit report. The Internal Audit Department will complete the review within five (5) to ten (10) business days. The primary purpose of this review is to encourage consistent reporting by all departments.

If the Fire Department elects to assume responsibility for its own audit, the financial records and data enumerated in Appendix "B" shall be presented to the Fire Department's auditor in the manner and condition described therein.

The County agrees, upon the timely written request of the Fire Department, to make available an audit conducted at Fire Department expense by an independent certified public accountant.

If the Fire Department elects to participate in the audit furnished by the County, then the Fire Department agrees to submit financial records and data to the County's auditor no later than 4:00 PM on the last business day of August of the current fiscal year. Such financial records and data shall include the records and documents enumerated in Appendix "B", "Information for Annual Audit", attached hereto and incorporated herein, and shall be presented in the manner and condition described therein.

In the event that the Fire Department does not have an independent annual audit performed, then and in that event, the Fire Department shall provide the County with its unaudited financial statements containing a detailed accounting of the Fire Department's budget and expenditures, no later than 5:00 p.m. on the last working day of September following the close of the fiscal year. The Department must provide any follow up documentation requested by County to support financial statement amounts, including but not limited to any of the financial records and data enumerated in Appendix "B", within 5-10 days of written request from the County. This option is required to comply with this section only if the Fire Department does not submit an independent audit.

In the event that the audit, management letter or self-reporting reveals any reportable and/or material issue(s) with regard to accounting processes; compliance with laws, regulations, or contract provisions; fraud or abuse; or other financial mismanagement, the Fire Department shall provide a written statement to the County that contains an explanation of each such issue and an action plan (with implementation timetable) for resolving each such issue, and shall provide periodic reports to the County on progress made in resolution of each issue. If resolution of such issues requires professional advice on the part of that Fire Department's (or County's) auditor, the Fire Department shall bear the cost of such advice.

Should the Fire Department fail to submit its audit report, unaudited financial statements, and/or any requested follow up documentation to the County within the above time period, the County may suspend all funds immediately until the audit, financial statements, or documentation is delivered as set forth above, except that the County's Director of Internal Audit may grant a reasonable submittal extension if the Department is unable to deliver the audit, financial statements or documentation for reasons beyond the control of the Fire Department or the Fire Department's auditor.

DECISION MAKING PROCESS OPEN TO PUBLIC

Because of the Fire Department's extensive reliance on public funds for its operations, the public has a continuing interest in the Fire Department's decision-making processes and decisions regarding the spending of those funds. The Fire Department agrees to the provisions of this Section, acknowledging that such provisions are required by this Agreement notwithstanding that such provisions are not required by statute.

To ensure public trust, the Fire Department agrees that its Board of Directors meetings will be open to the public.

To ensure the ability of the public to attend those meetings, the Fire Department agrees to provide public notice of such meetings to Wake County Fire Services at the beginning of each calendar year for publication on the Wake County Public Meeting Calendar. The notice shall include date, time and location of each meeting for the entire 12-month period. The Fire Department and the County agree that public notice of a Board of Directors meeting called in the midst of a declared disaster or emergency to make decisions required to respond to that disaster or emergency is not practical, and therefore not required.

To ensure the ability of the public to review the Fire Department's decision-making processes and spending decisions, the Fire Department agrees to take minutes of all meetings that would enable a person not in attendance to have a reasonable understanding of what happened, and to make minutes of those meetings available to the public by the time of the Fire Department Board of Directors' next meeting. An electronic version of the finalized meeting minutes shall be provided to the County Fire Services on a quarterly basis.

Notwithstanding the Fire Department's reliance on public funds, there are matters on which a Board of Directors must act that are non-public in nature. The County and the Fire Department agree that, in the course of a public

meeting, the Board of Directors may decide to close the meeting under the following circumstances:

To consult with an attorney (to preserve attorney-client privilege) for an actual claim, judicial action, mediation, arbitration, etc. (does not include closing a meeting for "legal advice" or general legal information);

To discuss purchase, exchange or lease of real property;

To discuss the terms of an actual or proposed employment contract;

To deal with personnel matters concerning a member and/or employee (does not include general personnel policy discussion/action);

To request (or hear a report on) an investigation of alleged criminal misconduct directly concerning the Fire Department, a member or employee;

To make decisions on matters other than those that directly or indirectly involves public funds;

The Fire Department agrees to keep an agenda and minutes for any closed meeting or part of a meeting, which shall be made available for public examination at the next Board of Directors meeting, except for minutes of closed sessions dealing with criminal matters, personnel matters, sessions concerning matters other than those that directly or indirectly involving public funds, and, unless the Board decides otherwise, matters of attorney-client privilege). The Department agrees that the agenda(s) and minutes of any closed meeting or part of a meeting shall meet the same standards as minutes of all public meetings and shall include a statement of the purpose of conducting the meeting in closed session.

The County and Fire Department further agree that a "meeting" exists for purposes of this section when a majority of Board members get together physically, or via conference call or other electronic means for the purpose of transacting business, and that a social gathering of Board members at which business is not (and will not be) transacted is not a "meeting" for purposes of this section.

Notwithstanding the provisions of this Section, the County shall have access to all meeting agenda(S) and minutes, including any closed meeting or part of a meeting, without exception, upon request.

NON-COMPLIANCE BY FIRE DEPARTMENT

If the County has a reasonable belief that the Fire Department has violated any provision of this Agreement, the County will provide the Fire Department written notice of the possible noncompliance and initiate an audit to verify compliance. If the County determines that the Fire Department has failed to render the fire protection and services as provided in this Agreement or has otherwise operated in a manner that violates the provisions of this Agreement, then the County shall give the Fire Department ninety (90) days advance written notice that the funds allocated are subject to suspension and shall additionally provide a list of the improvements needed for compliance. If during the said ninety (90) day period, the Fire Department makes improvements satisfactory to the County, no suspension shall occur. During the ninety (90) day period, the Fire Department is not relieved of their responsibility to provide fire protection and emergency services in a manner otherwise consistent with the terms of this Agreement. If after the ninety (90) period, the Fire Department has failed to make satisfactory improvements to comply with this Agreement, then the County may suspend any or all of the monthly payment of funds allocated to the Fire Department pursuant to Section 2 herein.

AUTHORITY TO MAINTAIN DELIVERY OF SERVICES

In the event that the Fire Department's Board of Directors determines that the Fire Department is unable to reliably deliver the services described herein, for reasons including, but not limited to, resignation or withdrawal of volunteer, part-time or full-time members or other withdrawal or loss of ability to deliver services, the Fire Department's Board of Directors shall immediately so notify the County, at which time the Fire Department authorizes the County or its agents to suspend the monthly payment to the Fire Department and to use such Department facilities and equipment as are necessary to maintain the delivery of fire services in the Fire Department's primary service area (to the extent the Fire Department exercises operational control and/or ownership interest over such facilities and equipment), so that an interruption of the Fire Department's ability to deliver fire services will not interfere with the standards of fire protection service provided for in this Agreement.

Should such use become necessary, upon the request of the Fire Department, the County and the Fire Department's Board will jointly select an independent third-party trustee who will regularly evaluate the County's use of such Fire Department facilities, equipment and resources on behalf of the Fire Department. The Wake County Fire Tax District will be responsible for paying the trustee fees associated with the study. During the time that the Fire Department is unable to provide services, the Board of Directors of the Fire Department shall cooperate with the Fire Commission. The Fire Commission shall determine if the Fire Department is able to resume delivery of reliable service.

FINANCIAL COMPLIANCE

The Fire Department agrees that if its financial records are judged to be un-auditable for purposes of audit or establishment of a budget by the County's Director of Internal Audit, or if a regular or special audit by a Certified Public Accountant reveals competent evidence of reckless or willful financial mismanagement practices or intentional or criminal wrongdoing, the Fire Department's Board of Directors will notify the County, at which time, the County and Board of Directors may jointly name a trustee who will assume responsibility for management and financial decision-making for the Fire Department until such time as the County and Fire Department's Board of Directors agree that the Fire Department's finances have been stabilized to the extent required to satisfy the financial management provisions of this Agreement.

COMPOSITION OF BOARD OF DIRECTORS

The Fire Department agrees that as long as this Agreement or subsequent renewals of an existing Agreement are in effect, the following restrictions shall apply to the Board of Directors:

If the fire chief of the Department serves as a member of the Department's Board of Directors, that fire chief shall serve as an ex officio member, without vote, of the Department's Board of Directors.

No compensated current employee of the Fire Department shall serve as a member of the Department's Board of Directors. "Compensated current employee" shall be defined as a current employee of the Fire Department paid a salary or hourly wage for services provided to the Fire Department. This shall not include volunteers who receive stipends or reimbursements; or employees paid an hourly wage pursuant to any contract with a duration of less than thirty (30) days per calendar year.

No family member of 1) the Fire Department's Chief Officers or 2) the President of Board of Directors shall serve as a member of the Department's Board of Directors. "Chief Officers" shall be defined as the persons designated by the Board as the Fire Chief of the Department or appointed by the Fire Chief to a chief officer rank. This designation shall not include other officers at or below the rank of Captain. "Family member" shall be defined as a parent, spouse, child, or sibling of the member, including a parent, child, or sibling of the member's spouse. If a family member as defined herein is a properly elected or appointed director at the time this Agreement is entered, then and in that event, the Board of Directors shall 1) request the resignation of such member or take any other action available under the current by-laws to insure that the family member does not serve as a director during the performance of this contract 2) change the by-laws at the next annual meeting to insure that no family member serves as a director during the performance of this contract.

Each Board of Directors shall have a minimum of twenty percent (20%) citizen membership, unless prohibited under the Fire Department's by-laws in effect. If the by-laws in effect do not permit such composition, then and in that event, the Fire Department shall make a good faith effort to promote citizen participation on the Board to the extent permitted and shall make an amendment to the by-laws to allow compliance with this Section.

The Fire Department's current By-Laws should be sent to Wake County Fire Services for electronic filing. Any subsequent updates or modifications to the Fire Department By-Laws shall be immediately sent to Wake Fire Services for electronic filing.

LIQUIDATION OR DISSOLUTION

In the event of liquidation or dissolution of the Fire Department, all equipment and assets will be distributed in accordance with the Fire Department's Charter or Articles of Incorporation and the North Carolina Non-Profit Corporation Act. All assets and equipment that have been acquired using County funds, other than those accounts maintained by the County as special rural fire district funds, shall be returned to the County.

Should such liquidation, dissolution, or termination of this Agreement pursuant to Section 24 occur while there remains an ongoing requirement for County provided fire protection in the Fire Department's primary service area, all required firefighting apparatus and equipment (excluding real property) shall be assigned or distributed by the dissolving Fire Department to its successor in fire protection within the Fire Department's primary service area. Real property owned by the Fire Department and not reasonably required by the County for the purpose of fire protection in the sole discretion of the County, or real property which is already being used by other governmental entities for fire protection is excluded. Such unallocated Real property will be returned to public service use in consultation with homeowners within the Fire Department's primary service area. If in the sole discretion of the County, the County or successor fire department appointed by the County reasonably requires the use of the Real property to provide fire protection within the Department's primary service area, the Fire Department shall lease such Real property through a leasing instrument which will insure maintenance of such property for the duration of need, but will not accrue revenue to the Fire Department above and beyond such maintenance. The County in its sole discretion may decline to exercise this provision and the Department shall have no right to compel the exercise of this provision.

MERGER

In the event of a merger between the Fire Department and another entity, all assets purchased by the Fire Department prior to the establishment of the Fire Protection Service Tax District will remain the property of the Fire Department; and all assets purchased by the Fire Department after the establishment of the Fire Protection Service Tax District will be distributed in accordance with Section 13 herein.

FIRE DEPARTMENT'S USE OF FUNDS

The Fire Department shall use the funds subject to this Agreement in accordance with the annual Department Budget. This budget may be amended by the Fire Department Board of Directors within the approved total appropriations made available by this Agreement provided that all appropriations must be used for furnishing fire protection within the district and amendments providing for any expenditure that establishes a new operating expense that will extend beyond the current fiscal year shall require the written consent of the Director of the Department of Fire Services and any amendment to the budget regardless of whether it extends beyond the current fiscal year shall be subject to the following provisions:

The Department shall notify the Director of the Department of Fire Services of addition or deletion of full- or part-time positions (defined here as positions budgeted at a pay rate equal to, or in excess of, the current federal minimum wage) not later than thirty (30) days after the change takes effect. Use of personnel funds for any purpose other than compensating persons occupying budgeted positions shall require the written approval of the Director of Fire Services. A decision of approval or disapproval shall be provided to the department from the Department of Fire Services within forty-eight (48) business hours of receipt of complete requested documentation.

The Department is required to notify the County in writing within thirty (30) calendar days of the following changes:

- changes in the board of directors;
- changes in key personnel, including, but not limited to: chief executive officer, president, executive director, finance director, or equivalent; or,
- any modification in the use of County funds provided through this Agreement.

The Fire Department agrees to follow the current Wake County Procurement policy, excluding Section IIB, Section IIC and Section IID, which is contained in Appendix C.

The Fire Department and the County agree that, in the event of a bona fide emergency, the Department may proceed with emergency purchases without seeking formal or informal bids as described herein.

The Department shall not enter into a financial transaction which shall require the Department to create a security interest in favor of a third party in real or personal property wholly or partially acquired with County funds without Wake County Board of Commissioners approval. Security interest shall be defined as any agreement or act that gives the beneficiary of the security interest preferential rights in the disposition of the secured asset, including but not limited to a mortgage, charge, pledge, or lien.

The County may request the Department, at any time during the fiscal year, to provide the County with satisfactory documentation that the funds are expended in an acceptable manner. County requests may include, but are not limited to, performance measures, financial statements, other funding agreements, and salaries and benefits information. Any request for information will be submitted in writing to the Department. The Department shall have up to thirty (30) calendar days from the date of written request to submit documentation.

The Department agrees that County funds shall not be requested or used to pay penalties or fines without County approval.

The Department certifies that, as of the date listed below, it is not on the Final Divestment List as created by the State Treasurer pursuant to N.C.G.S. Section 143-6A-4. In compliance with the requirements of the Iran Divestment Act and N.C.G.S. Section 143C-6A-5(b), Department shall not utilize any subcontractor in the performance of this Contract that is identified on the Final Divestment List.

FIRE DEPARTMENT'S BUDGET PREPARATION

The Fire Department agrees that it shall continue to use the County's electronic financial reporting system furnished by Wake County for budget preparation and presentation purposes only, based upon the County's "chart of accounts" which provides accurate documentation of all of its receipts and disbursements, including (but not limited to) those related to the funds subject to this agreement, and the Fire Department and County will use the product(s) of that reporting system in the development and analysis of the budget for FY 2003 and subsequent fiscal years. The Fire Department agrees that it will make these reports available to the public upon request.

As part of every annual budget submission, the Fire Department shall identify the name, rank and date of separation of each paid employee that leaves employment

with the Department and the name, rank and date of employment of each new hire employee. The modified budget form provided by the County shall incorporate a request for this information. Use of lapsed salary dollars shall conform to Section 15.1 of this agreement.

As part of every annual budget submission, the Department is required to disclose any existing debt of the Department and any arrangements for repayment (i.e., monthly payments, promissory note). "Existing Debt" shall be defined as any legally enforceable secured or unsecured obligation to pay money.

INSURANCE

Fire Department shall obtain and keep in force during the term of this Agreement and any subsequent renewals of this Agreement the following minimum insurance coverage, providing the Wake County Finance Department with a certificate of insurance upon each policy renewal. Insurance companies must be authorized to do business in North Carolina and have an AM Best rating of "A-/VII" or better; or have reasonable equivalent financial strength to the satisfaction of Wake County's Finance Department. Any request for consideration of alternate insurance coverage must be approved by Wake County PRIOR TO final execution of this Agreement.

Worker's Compensation, covering both regular employees and volunteers, with minimum limits for Coverage A: Statutory for State of North Carolina, and Coverage B – Employers Liability: $100,000 each accident/$100,000 disease each employee/$500,000 disease.

Commercial General Liability, Including Medical Malpractice/Errors and Omissions, with minimum limits of $1,000,000 per occurrence or incident, including contractual liability.

Commercial Auto Liability, with minimum limits of $1,000,000 per accident for bodily injury liability and property damage, including coverage for owned, hired, and non-owned vehicles.

Auto Physical Damage Coverage for any vehicle, including permanently attached equipment, listed by the Fire Department on the Fire Tax District replacement schedule, regardless of whether owned by County or Fire Department. Each vehicle shall be insured on an Agree Value basis. Values will be provided by Wake Fire Services at the end of each calendar year. Wake County shall be included as Loss Payee for any County-owned or leased vehicle used in the provision of agreement services; the certificate of insurance must list County-owned vehicles. For the purpose of this section, "Agreed Value" is the value agreed upon by the insured and the insurer at the beginning of the policy period but may be amended by endorsement.

Portable Equipment Coverage, valued on a guaranteed replacement cost basis, for any portable equipment used in the provision of agreement services.

Management/Public Officials Liability, with minimum limits of $1,000,000 per claim and $2,000,000 aggregate.

Umbrella or Excess Liability, with minimum limits of $2,000,000, extending coverage over the underlying Employer's Liability; General Liability including Medical Malpractice/Errors and Omissions Liability; Auto Liability; and Management/Public Officials Liability. There shall not be any "drop down deductibles" in areas where underlying coverage is not required but the Umbrella Policy provides coverage.

Fidelity/Employee Dishonesty Coverage, covering all employees and volunteers, with limits not less than $100,000.

Wake County shall be included as additional insured on the General Liability, including Medical Malpractice/Errors and Omissions; Auto Liability, Management/Public Officials Liability; Umbrella Liability; and loss payee on any policy covering vehicles or other property owned by Wake County or where Wake County has funds at risk.

Claims Made Coverage: Any claims made policy must include either 1. a retroactive date prior to or equal to the effective date of this agreement, or 2. full prior acts coverage. If any policy written on a claims made basis is canceled or non-renewed, it must be replaced with another claims made policy with the same retroactive date as the canceled or non-renewed policy. If this agreement is terminated and not renewed, extended reporting period ("tail") coverage must be purchased and maintained for a period of three years beyond the date of termination. The duty to provide extended coverage as set forth herein survives the effective dates of this Agreement.

INDEMNIFICATION

The Fire Department shall indemnify and save harmless Wake County from any and all liability and expenses including attorney's fees, court costs, and other costs incurred by Wake County which are caused by the negligence or willful misconduct of the Fire Department, its agents, or employees, provided that such liability arises out of acts for which any defense of governmental, statutory, or common law immunity is not available. The indemnification provided for herein shall not be construed as a waiver of any applicable defense of governmental, statutory, or common law immunity, and shall not prevent the Fire Department from asserting any defense of such immunity; provided that if a court of competent jurisdiction determines that no such immunity applies, then the indemnity provided for herein shall apply.

INSURANCE SERVICES OFFICE, INC. RATING

The Fire Department shall make a good faith effort to maintain its current rating, or better, with the North Carolina Department of Insurance, and Insurance Services Office (ISO), Inc., as well as its present nonprofit corporation status pursuant to Chapter 55A of the North Carolina General Statutes. The Fire Department shall continuously comply with all applicable laws, ordinances and regulations. The bylaws of the Fire Department shall have reasonable provisions enabling citizens of the District to participate in the affairs of the Fire Department, as determined necessary by the Fire Department Board of Directors. Cases in which a fire department loses or receives a reduced rating will be examined by the Wake County Department of Fire Services. The Wake County Director of Fire Services shall make a report to the Wake County Fire Commission containing recommendations for corrective action.

In the event that the Fire Department's ISO rating falls below a Class 6 public protection classification for fire insurance grading purposes, the Fire Department shall prepare and submit to the County a plan to obtain a minimum of a Class 6 public protection classification. If the Department has a public protection classification equal to or better than a Class 6, the Fire Department is not required to downgrade to a Class 6.

The Fire Department agrees to implement said plan after its completion subject to availability of funds as recommended by the Fire Commission and approved by the Board of Commissioners.

The Wake County Board of Commissioners reserves the right to alter or merge insurance district boundaries in their sole discretion. The Department of Fire Services will notify the Department when considering insurance district boundary changes. The Fire Department agrees to cooperate with Wake County Fire Services in developing and implementing any County Commission approved insurance and response district changes. Any changes which occur during the life of this agreement shall be identified in an amended insurance and response area map to be attached in Appendix A.

STANDARDS OF PERFORMANCE

The Fire Department shall furnish fire protection and emergency services in a professional, efficient and workmanlike manner, in particular so as to meet the requirements of and comply with rules and regulations of the North Carolina Department of Insurance, Insurance Services Office, Inc., Article 11, Chapter 153A of the North Carolina General Statutes, Article 14, Chapter 160A of the North Carolina General Statutes, and other pertinent federal, state and County laws, regulations and standards. The Fire Department agrees to participate jointly with the County in development and implementation of countywide fire service system performance

standards through the Fire Commission including (but not limited to) staffing, turnout time, response time, fire and emergency-event outcomes, customer satisfaction and dissatisfaction, documentation consistency and compliance with standard operating procedures.

The departments shall develop and initiate plans for Public Fire Education, Pre-Incident Surveys and ensure fire hydrants/water sources are maintained and documented in accordance with NCOSFM guidelines.

The following minimal performance standards are agreed to by the County and the Fire Department and are a part of this contract:

RESPONSE TIME: When 90 seconds elapses after dispatch of the Fire Department with no response, the Fire Department will be re-paged. After an additional 90 seconds (three minutes total) have elapsed, the next closest fire department will be dispatched.

STAFFING ON SCENE: The Fire Department shall make best efforts to ensure staffing is adequate for the type of incident and in accordance with the current Long Range Plan's identified effective response force.

AUTOMATIC AID AGREEMENTS: The Fire Department shall provide automatic aid service for all calls for service and respond with the dispatched unit per designated response plans in the current CAD. Each fire department will participate in the closest unit AVL dispatch as designated in the County areas. Fire stations that are not continuously staffed on a 24 hour a day / 7 day a week basis may or may not participate in quickest unit response inside a municipality's corporate limits. This agreement is Appendix F of this document.

MUTUAL AID AGREEMENTS: All Fire Departments shall cooperate and participate in the most current Wake County Mutual Aid system plan. The Wake County Emergency Communication Center will automatically dispatch the nearest mutual aid department after failure in three (3) minutes of the initially dispatched department to acknowledge the call. This shall apply to all calls. Wake County will supply the Fire Department with a copy of the officially adopted mutual aid system plan. The agreement can be found as Appendix D of this contract.

TRAINING: The Fire Department shall have formally adopted written guidelines for appropriate initial training of firefighters and continuing education of firefighters that meet or exceed all state requirements.

Initial firefighter training shall include education on hazardous materials responder, incident command system, and blood borne pathogens.

The Department shall annually conduct and/or participate in a minimum of one (1) live fire training exercise with the preferred location being at the Wake County Fire Training Center.

The Department shall annually participate in a minimum of one (1) multi-company and one (1) multi-department live fire training exercise.

No member of the Department shall engage in structural firefighting without having first completed the Wake County Essentials of Firefighting course or equivalent course as determined by the Department's Chief Officer.

VOLUNTEERS: Fire Department shall demonstrate a commitment to recruiting and retaining volunteers within their respective department.

Upon request the Fire Department shall complete and return to the County a semi-annual Volunteer Report form, which provides the following information: 1. Total number of volunteers as of report date, 2. Number of new volunteers joining the department since last semi-annual report, 3. Number of volunteers that have left the department since last semi-annual report, 4. Volunteer recruitment outreach events the Fire Department held or participated in that report period, 5. Volunteer participation rate for emergency responses during that report period, 6. Volunteer participation rate for department training events during that report period, 7. Volunteer participation rate for department duty crew shifts during that report period, 8. The full-time occupation of each volunteer.

DEPRECIATION: Each Fire Department shall have a depreciation schedule for equipment and property valued over $25,000.00.

FIRE STATION CONSTRUCTION/RENOVATION: The Wake County Fire Services, in conjunction with the Wake County Fire Commission, shall provide recommendations on new fire station locations and major renovations utilizing service tax district funds to the Wake County Fire Commission. Major renovations include renovations of existing fire stations which exceed $100,000.00 in total cost. All expenditures of service tax district funds for new fire stations and major renovations require approval of the Wake County Board of Commissioners.

FISCAL RESPONSIBILITY:

At a minimum, all nonprofit Fire Departments shall have on hand, as of the end of the fiscal year, Expendable Net Assets Without Donor Restrictions or Board Designations of at least 5% of their annual total expenses identified in their audited financial statements; and Liquidity of at least 10% of their annual total expenses identified in their annual audited financial statements. All Fire Departments will maintain the designated level of both expendable net assets without donor restrictions and liquidity as follows:

Expendable Net Assets Without Donor Restrictions or Board Designations is defined as Net Assets Without Donor Restrictions, less net investment in capital assets, less amounts designated for specific expenditures by the governing board. Net investment in capital assets is total property and equipment, net of accumulated depreciation, less debt owed on property and equipment. At year-end, this amount must be at least equal to 5% of the total annual expenses identified in the audited financial statements for that year.

Liquidity is defined as total financial assets available to meet cash needs for general expenditures within one year. This amount is total assets, less nonfinancial assets (e.g. property and equipment, inventory, prepaid amounts), less assets that are unavailable for general expenditures due to contractual or donor-imposed restrictions, less assets that are unavailable for general expenditures because they have been designated for other purposes by the governing board. This liquidity amount is the same as is required to be disclosed by professional accounting and reporting standards. At year-end, this amount must be at least equal to 10% of the total annual expenses identified in the audited financial statements for that year.

Fire Departments with Expendable Net Assets Without Donor Restrictions and Board Designations (as defined above) exceeding 15% of the department's total annual expenses shall notify County staff and the Fire Commission in writing of their intended use of excess funds. Use of the excess funds should be made in the following order:

Finance apparatus options, station improvements, or other capital needs that have been identified as priorities by the Fire Commission and County staff in the Long-Range Plan or CIP programs, Retire existing debt, One-time purchases, which include:

Emergency non-budgeted expenditures for unanticipated repair

Replacement of essential firefighting equipment one-time purchases for such equipment as SCBA and SCBA cylinders with specifications approved by Fire Commission

Another option approved by the Fire Commission, the Department of Fire Services Director and Budget Director.

After planned uses of the excess funds have been formally approved by the governing board, the amount of such funds should be reported as designations in the financial statements.

Should a department not choose from the options listed above, County staff and the Fire Commission will consider excess funds when determining the department's operating appropriation from the Fire Tax.

FIXED ASSETS: Each Fire Department shall maintain an accurate inventory of all equipment valued at $5,000.00 or more. This fixed asset list shall be kept for each Fire Department by station and be available for review at reasonable times during business hours of the County. The Fire Department agrees to cooperate with and participate in any Wake County inventory control systems.

FIRE INVESTIGATIONS: The Fire Department officer in charge at all fire scenes shall attempt to determine the origin and cause of every fire. When the officer in charge cannot determine the origin and cause OR if the cause is suspected to be incendiary in nature, the officer in charge shall request a representative from the Wake County Fire Services Department to assist. The Fire Department shall provide whatever assistance is needed by Wake County staff at the fire scene. The responsibilities under this section shall be in addition to, and not in replacement of the responsibilities outlined under subsection 20.12 "Post Incident Review".

POST INCIDENT REVIEW: In order to provide a systematic and consistent approach for reviewing and evaluating fire response, the Fire Department shall be required to conduct a post incident review for the following incidents occurring in the unincorporated areas of the county: fires resulting in fatalities, fires resulting in more than $400,000 property loss, fires resulting in civilian injury, fires resulting in firefighter injury, and any other incident as determined by the Fire Department. Post incident reviews will be facilitated by a fire service member that has completed a post-incident review training program approved by the Fire Commission, or equivalent training as determined by the Fire Commission.

MEDICAL FIRST RESPONDER: Each Fire Department shall participate in the Wake County Medical First Responder Program. Each fire department shall conform to the most current version of the Wake County Medical First Responder Policies and Procedures that can be found on the Wake County Fire Services website. Departments shall operate under the direction of the Wake County Medical Director and Emergency Medical Services Director. Each Fire Department shall have an adopted guideline that addresses the Medical First Responder Program and Operation.

EMERGENCY DISASTER RESPONSE: Each Fire Department shall follow the Wake County Emergency Operations Plan and all applicable appendices.

DISPOSING OF EQUIPMENT: The Fire Department shall offer equipment that they have deemed necessary to sell or donate to other Wake County Fire Departments prior to offering to outside agencies. All sold or donated items should be within their NFPA-specified service life, in serviceable condition, and retested or recertified by the manufacturer or certified third-party testing organization. The Fire Department shall not dispose of any County asset without the approval of the Director of Wake County Department of Fire Services and the Wake County Finance Director, and, if approval is received, shall follow all County guidelines taking into account any applicable statutory requirements for asset disposal.

PERSONNEL: The Department agrees to adopt and to initiate compliance with, and enforcement of personnel rules for compensated and volunteer members that are in compliance with FLSA and any other applicable federal or state law, and not substantially and materially different from, or inconsistent with the current Fire Compensation Administrative Guidelines adopted by the Fire Commission or within 30 (thirty) days of Fire Commission revision of such guidelines.

EMPLOYMENT: The Fire Department agrees to conduct a background-check for all “finalist” candidates for full-time and part-time employment and volunteer membership prior to hire or appointment.

No person with a felony or serious misdemeanor conviction(s) shall be hired or serve as a volunteer with the Fire Department. “Serious misdemeanor conviction(s) shall be defined to include offenses reflective of violent criminal behavior or dishonesty. If additional funding is required to perform the background checks, background checks will be done subject to availability of funds. Nothing herein shall be construed to prevent the Fire Department from hiring an individual who has an isolated misdemeanor conviction remote in time but has demonstrated a sustained record of responsible, lawful behavior and is otherwise fit for duty. A felony or serious

misdemeanor conviction received during employment or volunteer service shall be grounds for review of continued employment or service.

All paid and volunteer employees of the Fire Department shall be subject to, for cause and/or suspicion, drug testing at any time as deemed appropriate by the Fire Department.

DRIVER'S LICENSE CHECK: The Department agrees that it will conduct a driver license record review at least annually on each member and employee.

USE OF COUNTY-OWNED VEHICLES: The Department agrees that in the event it uses or leases County-owned vehicles in the performance of duties under this Agreement, the Department shall not make these vehicles available to individual employees or volunteers for personal use or other employment not provided for under the Fire Services Contract.

ADMINISTRATIVE AND OPERATIONAL PROCEDURES: The Department agrees to participate jointly with the County in development and implementation of countywide fire service standard administrative and operational procedures through the Fire Commission. Nothing in this section shall prohibit the Department from establishing or maintaining its own standard administrative and operational procedures provided they are not in conflict with County-wide procedures as described herein, or the County from issuance of County-wide emergency procedures in event of a declared disaster or emergency.

MEDICAL EXAM PROGRAM: The Department agree to comply with the latest version of the Wake County Fire Tax District Medical Exam Program. The latest version can be found on the Wake County Fire Services website.

FIRE COMPENSATION ADMINISTRATIVE GUIDELINES: The County and Fire Department agree to abide by the requirements contained in the Wake County Fire Compensation Administrative Guidelines as approved by the Wake County Board of Commissioners on October 20, 2003 and as they may be amended from time to time during the existence of the Agreement. The Department shall adopt the said Fire Compensation Administrative Guidelines and agree to operate their Department's pay and benefits system by the terms of said Fire Compensation Guidelines. The Department acknowledges review and acceptance of the most current Wake County Fire Compensation Administrative Guidelines originally effective July 1, 2003 as updated November 2020. The latest version can be located on the Wake County Fire Services website.

ADVERSE FINDINGS: The Fire Department agrees to notify the Wake County Department of Fire Services within 30 days of any adverse finding by any

Municipal, State or Federal agency against the Department, pertaining to employment practices, employee safety, environmental issues, etc.

EMERGENCY ALERTING: The Fire Department agrees to rely only on the countywide alphanumeric and tone/voice paging systems for emergency alerting and response purposes.

GRANTS: The Fire Department shall receive approval from the Wake County Department of Fire Services prior to making application for any grant funding for equipment, staffing or programs currently funded by the Fire Tax District which will require Fire Tax District matching funds. Grant funding requiring matching funds must be approved in the Wake County Budget ordinance or by resolution of the Wake County Board of Commissioners. Grant funding received by the department without approval will not be replaced by Fire Tax funding after the performance period of the grant or useful lifetime of grant-funded equipment. The Fire Department shall cooperate with and participate in regional grant applications which serve to maximize grant funding impact across Wake County.

WEAPONS: With the exception of sworn law enforcement officers, operating within their jurisdiction, no weapons of any sort are permitted to be carried by Department personnel while on duty within department vehicles or buildings, or while on calls for service. This applies to all weapons whether concealed or visible. This includes firearms, knives, conducted electrical weapons and chemical irritants, such as mace and pepper spray.

RELATIONSHIP OF PARTIES

The Department, including any officer, employee, or agent of the Department is an independent contractor of the County and none of these shall be considered employees of the County. The relationship between the parties shall be limited to the performance of this Agreement in accordance with its terms. County and the Fire Department agree that the Fire Department shall operate and act as an independent contractor in accordance with the standards set forth herein, and the County shall not be responsible for any of the Fire Department's acts or omissions. Neither the Department, any officer, employee, or agent of the Department shall be deemed an officer, employees, or agent of the County. No liability for benefits, such as workers compensation, pension rights, or other provisions shall arise out of or accrue to any party, its officers, agents, or employees as a result of this Agreement or performance thereof.

TERM OF AGREEMENT

The term of this agreement shall be for three years, beginning on July 1, 2022 and ending on June 30, 2025, unless earlier terminated by either party in accordance with Section 24 of this agreement. This term is subject to the continued legal existence of the District(s) and the Fire Department.

NON-ASSIGNABILITY

This agreement may not be transferred, assigned, or subcontracted by the Fire Department without the written consent of the County.

TERMINATION

This Contract may be terminated by either party with or without cause upon advance written notice to the other party, served upon the other party by certified mail at least ninety (90) days prior to termination. Failure of the County and the Fire Department to agree upon the amount of funding shall terminate this contract in accordance with this section of this Agreement.

RESERVATION OF RIGHTS

Wake County reserves the right to provide the highest level of fire protection and emergency services possible, subject to the availability of funding.

NO WAIVER

Failure of the County to enforce any of the provisions of this Agreement at any time, or to request performance by the Fire Department pursuant to any of the provisions of this Agreement at any time shall in no way be construed as a waiver of such provisions, nor in any way affect the validity of this Agreement, or any part thereof, or the right of the County to enforce each and every provision. In the event that there is disagreement between representatives of the County Department of Fire Services and the Department as to the meaning and/or applicability of any section of the Agreement, the County and the Fire Department shall endeavor in good faith to mediate the disagreement, and agree to select and share the cost (if any) of the services of a trained community mediator to mediate the disagreement. However, nothing herein shall be construed to prevent either party from seeking legal or equitable relief in a court of competent jurisdiction.

NO THIRD PARTY BENEFICIARIES

This contract is not intended for the benefit of any third party. The rights and obligations contained herein belong exclusively to the parties hereto, and shall not confer any rights or remedies upon any person or entity other than the parties hereto.

ENTIRE AGREEMENT

The terms and provisions herein contained constitute the entire agreement by and between the County and the Fire Department and shall supersede all previous communications, representation or agreement, either oral or written between the parties hereto with respect to the subject matter hereof; except, that this paragraph shall not be construed to supersede any existing and applicable Mutual Aid Agreements.

NOTICES

All notices, reports, records, or other communications which are required or permitted to be given to the parties under the terms of this Agreement shall be sufficient in all respects if given in writing and delivered in person, by confirmed facsimile transmission, by overnight courier, or by registered or certified mail, postage prepaid, return receipt requested, to the receiving party at the following address:
If to Wake County:

Mr. Darrell Alford
Wake County Department of Fire Services
P.O. Box 550
331 South McDowell Street
Raleigh, North Carolina

Telephone: (919) 856-6349
Facsimile: (919) 856-6236

If to Fire Department:
DEPARTMENT NAME
BOARD PRESIDENT
ADDRESS
ADDRESS

Telephone:
Email:

GOVERNING LAW

The Parties acknowledge that North Carolina law shall govern this Agreement.

SEVERABILITY

If any provision of this Agreement shall be determined to be unenforceable by a court of competent jurisdiction, such determination will not affect any other provision of this Agreement.

COUNTERPARTS

This Agreement may be executed in several counterparts, each of which shall be deemed an original.

NO WAIVER OF SOVEREIGN IMMUNITY

The County and the Fire Department agree that nothing herein shall be construed to mandate purchase of insurance by the County pursuant to N.C.G.S. 153A-435; or to be inconsistent with Wake County's "Resolution Regarding Limited Waiver of Sovereign Immunity" enacted October 6, 2003; or to in any other way waive the County's defense of sovereign or governmental immunity from any cause of action alleged or brought against the County for any reason if otherwise available as a matter of law.

VERIFICATION OF EMPLOYEE WORK AUTHORIZATION

To ensure compliance with the E-Verify requirements of the General Statutes of North Carolina, all contractors, including any subcontractors employed by the contract(s), by submitting a bid, proposal or any other response, or by providing any material, equipment, supplies, services, etc, attest and affirm that they are aware and in full compliance with Article 2 of Chapter 64, (NCGS 64-26(a)) relating to the E-Verify requirements.

NON-DISCRIMINATION. IN CONSIDERATION OF SIGNING THIS AGREEMENT, THE PARTIES HEREBY AGREE NOT TO DISCRIMINATE IN ANY MANNER ON THE BASIS OF RACE, NATURAL HAIR OR HAIRSTYLES, ETHNICITY, CREED, COLOR, SEX, PREGNANCY, MARITAL OR FAMILIAL STATUS, SEXUAL ORIENTATION, GENDER IDENTITY OR EXPRESSION, NATIONAL ORIGIN OR ANCESTRY, MARITAL OR FAMILIAL STATUS, PREGNANCY, NATIONAL GUARD OR VETERAN STATUS, RELIGIOUS BELIEF OR NON-BELIEF, AGE, OR DISABILITY WITH REFERENCE TO THE SUBJECT MATTER OF THIS CONTRACT. THE PARTIES AGREE TO COMPLY WITH THE PROVISIONS AND INTENT OF WAKE COUNTY ORDINANCE SL 2017-4. THIS PROVISION SHALL BE BINDING ON THE SUCCESSORS AND ASSIGNS OF THE PARTIES WITH REFERENCE TO THE SUBJECT MATTER OF THIS AGREEMENT.

EFFECTIVE DATE OF AGREEMENT

The effective date of this Agreement shall be the date upon which Wake County executes this agreement. This date shall be reflected in the first paragraph of this Agreement. The terms and conditions of this Agreement shall apply to the entire Term as set forth in Section 22 or as amended by the parties.

IN TESTIMONY WHEREOF, the County has caused this instrument to be executed by the Wake County Manager, and the Fire Department has caused this instrument to be signed in its name by its President, attested by its Secretary, and its corporate seal hereto affixed, all by authorization of its Board of Directors duly given.

This the _____day of _____, 20____.

WAKE COUNTY

BY: _____
David Ellis or designee
Wake County Manager

BY:_____
Darrell Alford
Wake County Fire Services Director

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

_____
Finance Director or designee

This person is responsible for monitoring the contract performance requirement is:

Darrell Alford _____ Department Head Initials

NAME

BY: _____
Board President

Appendix L – North Carolina Service District Process Illustrative Documents – Lee County Model:

LEE COUNTY PROTECTION SERVICE DISTRICT NCGS REPORT 2024

DIRECTORY:

A – Framework Notation
B – Background
C – Statutory Report – Standards
D – Statutory Report – Findings
E – Statutory Report – Base Report
F – Draft Resolution Calling for Public Hearing and Rate Cap
G – Draft Example of Public Notice
H – Disclaimer

Note that this document will need specific updates at the time of execution.

A. Framework Notation:

This written report below is positioned with the Lee County Board of Commissioners 1) adopting a resolution calling for a public hearing to consider adopting a fire protection service district and 2) also adopting a resolution enacting a provision in the North Carolina General Statutes declaring a rate cap for a fire protection service district.

B. Background:

As the cost of providing fire and rescue services within Lee County increases into the future, the Lee County Board of Commissioners will be considering creating a fire protection service district as the primary funding structure for the fire protection service delivery system within the unincorporated areas of Lee County. This service district will enable essential funding for the provision of fire and rescue services. This will be referred to as the Lee County Fire Protection Service District.

At the written request through adoption of individual municipal resolutions from the Town of Broadway, the municipal boundaries of Broadway is also being considered as integral components of the proposed Lee County Fire Protection Service District.

Consistent with North Carolina General Statutes (NCGS), the Lee County Board of Commissioners are positioned to hold a public hearing on November 1, 2025, to consider adoption of the fire protection service district for Lee County.

North Carolina General Statute 153A-302 requires that Lee County complete a written report prior to the Lee County Board of Commissioners holding a public hearing to consider adoption of such a unified service district. The NCGS requires that this report contain:

1. A map of the proposed district, showing its proposed boundaries.
2. A statement showing that the proposed district meets the standards set out in subsection (a) of NCGS 153A-302.
3. A plan for providing one or more of the services listed in NCGS 153A-301 to the district (which in this case is fire protection).

Furthermore, the NCGS requires that this report be available for public inspection in the office of the clerk to the board before the date of the public hearing.

C. Statutory Report - Standards:

For all areas of Lee County, North Carolina outside of municipal limits, NCGS 153A-301 would apply under provision (a) (2) Fire protection. To create such a service district, the Lee County Board of Commissioners must consider the following five (5) elements/standards:

1. The resident or seasonal population and the population density of the proposed district.

Within the proposed Lee County Fire Protection Service District, the Geographic Information System (GIS) projects the new service district to be composed of approximately 32,269 persons in unincorporated areas plus residents of Broadway with 1,318 people. There are approximately 228 cumulative square miles (total square miles of 258 excluding 30 square miles of the City of Sanford) and an average density of approximately 191 persons per square mile, which is primarily rural population density.

Unincorporated Area of Lee County	32,269
Town of Broadway	1,318
Approximate Total Persons	33,587

(Source: State of North Carolina Office of State Demographer 2022 Certified Population)

2. The appraised value of property subject to taxation in the proposed district.

According to the Lee County Tax Office, the projected appraised valuation of the property to be included in the Lee County Fire Protection Service District for all areas outside of the City of Sanford is approximately $4,710,662,000, which would be subject to taxation in the proposed new service district. This includes the unincorporated areas of Lee County and the municipal boundaries of Broadway.

3. The present tax rates of the county and any cities or special districts in which the district or any portion thereof is located.

Beyond Lee County's general tax rate and each of the participating municipality general tax rates, there are currently 8 fire protection service districts, each with a separate and individual rate. The mean average of the 8 protection service district rates is $.11425 per $100 valuation. There is a variance between $.082/$100 valuation (Tramway) to $.127 per $100 valuation (Cape Fear / Clearwater). The county's current FY 23-24 general tax rate is $.65 per $100 valuation, with a 98.850% collection rate.

Tramway:	$0.082
Deep River:	$0.108
Cape Fear:	$0.127
Clearwater:	$0.127
Northview:	$0.090
Lemon Springs:	$0.102
Carolina Trace:	$0.128
Pocket:	$0.150

4. The ability of the proposed district to sustain the additional taxes necessary to provide the services planned for the district.

The current tax rate levy for Lee County for FY 23-24 is $.65 per $100 of assessed valuation. The proposed service district tax will apply to all real and personal property in the service district that is subject to the county's general property tax(es). These taxes are subject to the state's general aggregate property tax limit of $1.50 per $100 valuation. The Lee County Board of Commissioners are positioned to voluntarily set a cap of $.15 per $100 valuation on the unified fire protection service district. Therefore, the county's current tax levy plus the maximum of the unified fire protection service district is under the state's maximum aggregate property tax limit. There is already a mean average of $.11425 per $100 valuation in place for the eight (8) existing fire protection service districts.

5. Any other matters that the commissioners believe to have a bearing on whether the district should be established.

Key dynamics are significantly changing in providing fire protection services in North Carolina, principally with shifts in volunteerism trends and with significantly increasing capital costs of providing fire protection and rescue services. Counties are seeking to utilize the most effective and efficient tools provided to them by North Carolina General Statutes to provide services to all residents in the unincorporated areas of the county, seeking to achieve the following goals:

- Establish sustainable funding long-term for the fire service in Lee County.
- Provide methods to increase funding needed for providing fire and rescue services. The current level of funding from Lee County plus additional contributions from some municipalities is not adequate to provide the essential tools, equipment, and necessary provisions to provide fire and rescue services to the people of Lee County into the future.
- Uniform inclusion and engagement by municipalities that choose to be a part of the unified service district across the county.
- Establish a more equitable level of dedicated fire service taxation across the unincorporated areas of Lee County to support these core, essential services.
- As an overall fire protection service delivery system in the Lee County jurisdiction, better meet the national service delivery standards for volunteer and combination fire departments.

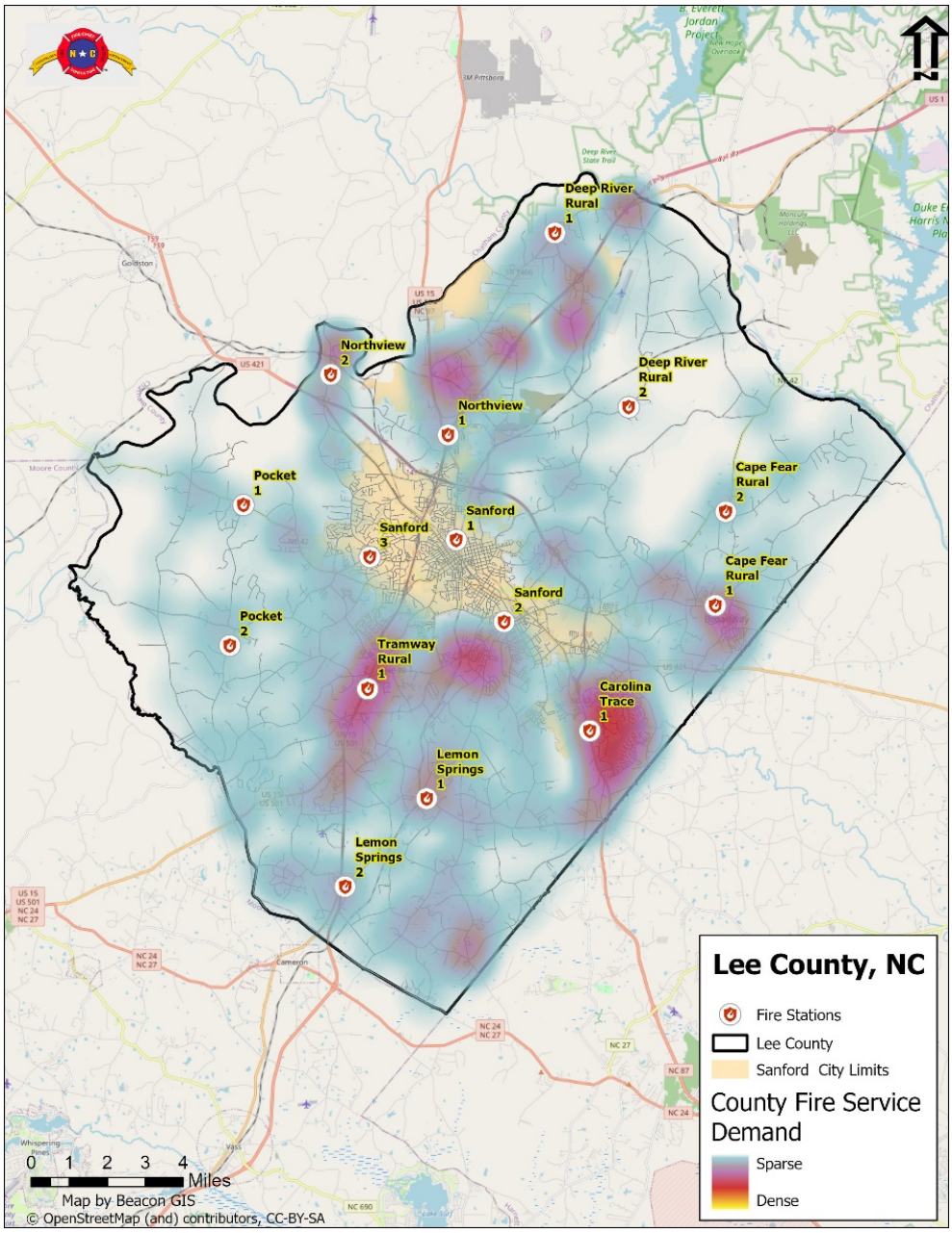
The most common method that many progressive North Carolina counties have and are shifting towards to accomplish the above tasks is a unified fire protection service district encompassing unincorporated areas of the county (and those municipalities that choose to join the service district).

D. Statutory Report - Findings:

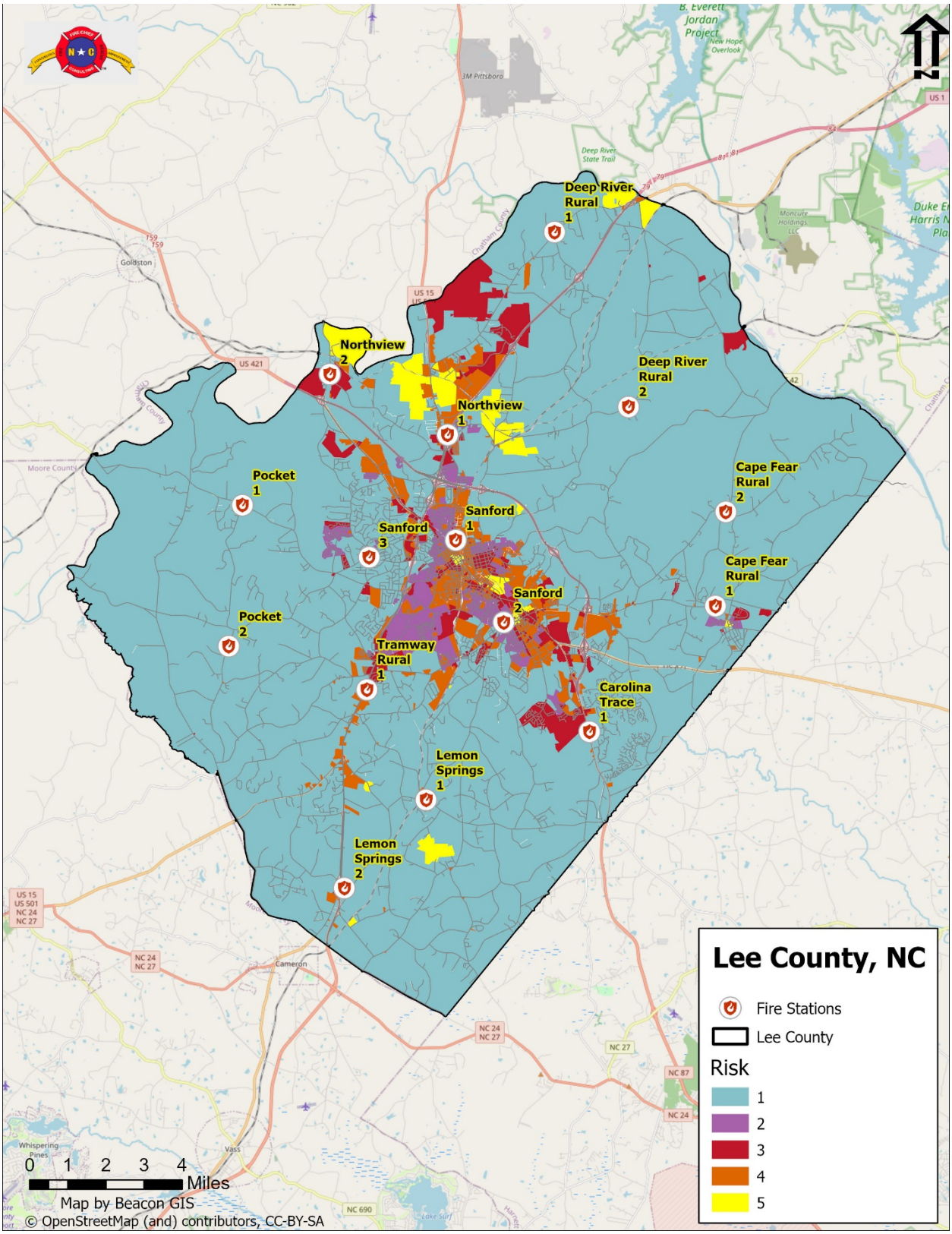
In reviewing the above five (5) items, the Lee County Commissioners must find that all the following four (4) conditions apply:

1. There is a demonstrable need for providing fire protection in the district.

Fire and rescue services are core, essential functions of local government in North Carolina. Lee County has traditionally contracted with private, non-profit corporation fire departments to provide fire protection and rescue services. Based upon the usage of these emergency services over a five-year study period of data, Lee County residents are very dependent upon the fire departments that serve and protect them. The graphic below depicts where emergency incidents are occurring in Lee County over a five-year review period.



Furthermore, Lee County has many high-risk properties, such as industrial and commercial properties, transportation corridors, and manufacturing facilities. Many of these high-risk properties fall outside of municipal boundaries as is evidenced by the graphic below, with high-risk locations located in most every fire district in Lee County. High-risk properties demand a high level of fire protection services to provide for public safety.


Deep River Rural 1
Northview 2
Deep River Rural 2
Northview 1
Pocket 1
Cape Fear Rural 2
Sanford 1
Sanford 3
Cape Fear Rural 1
Sanford 2
Pocket 2
Tramway Rural 1
Carolina Trace 1
Lemon Springs 1
Lemon Springs 2
Lee County, NC
Fire Stations
Lee County
Risk
1
2
3
4
5
0 1 2 3 4
Miles
Map by Beacon GIS
© OpenStreetMap (and) contributors, CC-BY-SA

Therefore, Lee County has a strong need for fire and rescue services and a demonstrated hazard and risk demanding that there be adequate fire and rescue services to provide essential public safety in the unincorporated areas of Lee County.

2. It is impossible or impracticable to provide those services on a countywide basis.

Because for decades Lee County Government has outsourced most of the fire and rescue response services through a service contract with private, non-profit corporation fire departments and municipalities, Lee County is not in a position of ownership of fire apparatus, or fire station facilities. Furthermore, firefighting is a very labor-intensive responsibility and requires many firefighters to provide these essential services. Currently, Lee County does not have the fire apparatus, the fire station facilities nor the firefighters to adequately perform fire protection and rescue services in the proposed fire protection service district. Therefore, it is Lee County's desire to contract with private non-profit corporation fire departments and certain municipalities to provide these essential services in the service district area moving forward.

Furthermore, it is impractical to provide these fire and rescue services on a countywide basis because the City of Sanford operates a separate municipal fire department.

Because of all these factors, it would be completely impractical for Lee County to operate countywide fire and rescue services in the foreseeable future.

3. It is economically feasible to provide the proposed services in the district without unreasonable or burdensome annual tax levies.

With a total collective tax valuation of approximately $4,710,662,000 for the area of consideration for the Lee County Fire Protection Service District, each cent of taxation will yield approximately $471,066, assuming a 98.85% collection rate.

Moving forward, contracting fire departments in Lee County absolutely cannot sustain credible provision of fire and rescue services operations at this current level of funding, prompting the necessity for evaluation of the implementation of a fire protection service district for supplemental funding.

Funding from the Lee County Fire Protection Service District may only be able to be used to provide fire and rescue services within the service district. Additional local government funding may come into the service district through General Fund appropriation. However, NCGS prohibits any funds collected from the fire protection service district to be used for any other purpose than to provide fire and rescue services within the service district.

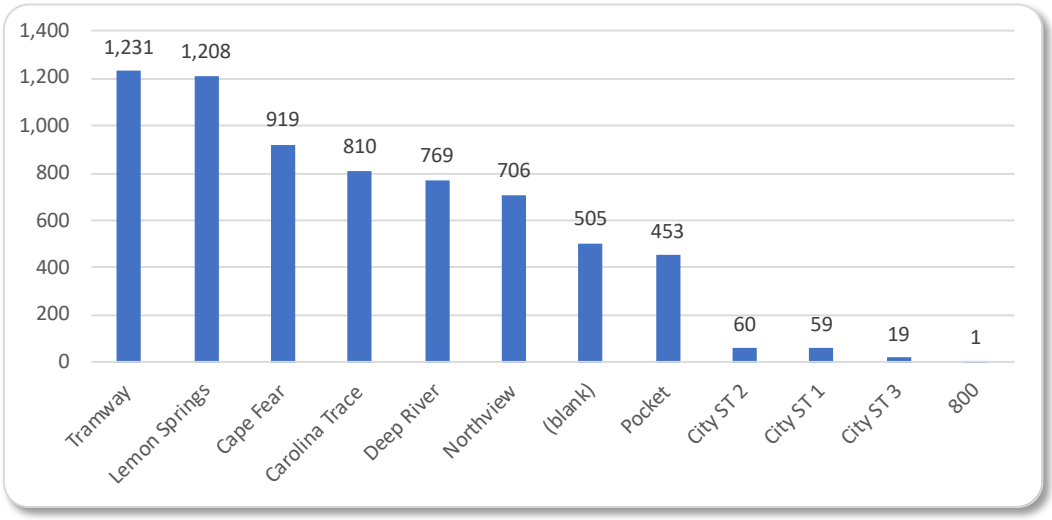
Current unmet needs in the Lee County fire protection service delivery system are many. Capital replacement of fire apparatus is currently needed within the service delivery system. Upgrade of fire apparatus, tools and equipment is needed in the system. Grant

match funding is needed. Volunteerism incentive and staffing programs are needed for Lee County. Updating station facilities is also needed, among others.

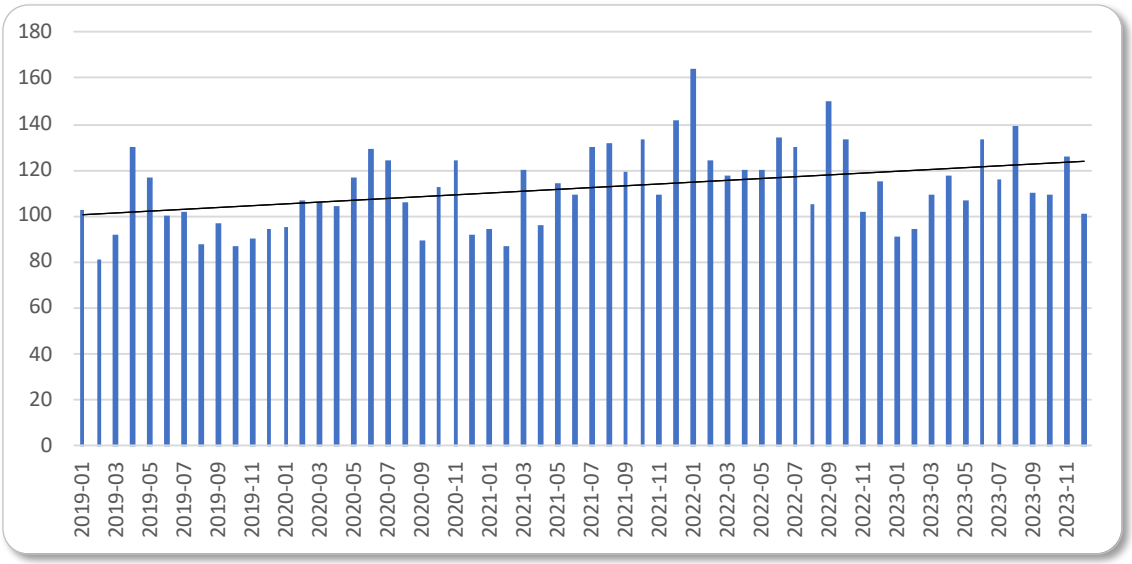
The Lee County Board of Commissioners are positioned to take a voluntary, proactive step in setting a cap on the rate of the new unified fire protection service district at this time of $.15 per $100 valuation. This cap, as permitted by North Carolina General Statute, will ensure that the tax rate for property owners in Lee County who are included in the Lee County Fire Protection Service District will not have rates beyond that amount.

4. There is demonstrable demand for the proposed services by persons residing in the district.

The demand for the proposed fire and rescue services in the proposed fire protection service district is best evidenced by the number of emergency calls for service that consistently occur from residents calling 9-1-1 for emergency assistance with fire, medical or other emergency situations. The chart below for a six year period illustrates that emergency call volume is both consistent and increasing. Excluding the City of Sanford, fire departments have responded to approximately 6,740 emergency events. This would indicate that an average annual workload of approximately 1,100 events occur annually outside of the City of Sanford.



Furthermore, data from the six year review period, evaluating over 6,740 emergency events, indicates that the current fire protection service delivery system in Lee County is consistently performing in response to the emergency calls that occur.



Response Time is defined as the elapsed time from the fire department dispatch of the incident to the arrival of the first fire department unit, response time represents the total amount of time fire departments have direct control: turnout time and travel time of fire apparatus. While each of the two can be evaluated individually, the response time will be shown below.

Evaluating only emergency response events for the entire county yields 6,740 emergency incidents. The response time is represented in decimal format at the 80th percentile. Overall, the Lee County Fire Departments have demonstrated their ability to provide a response time of 10.44 minutes (10 minutes 44 seconds) or less, on 80% of emergency incidents.

As noted earlier, consistent with North Carolina General Statutes, Lee County municipalities who desire to do so may adopt a resolution requesting Lee County to include that municipality within the new Lee County Fire Protection Service District.

If a municipality chooses to be a part of the fire protection service district, the municipal property owners will be taxed at the same rate as the property owners in the unincorporated areas of the service district. However, there are no prohibitions for a municipality to provide additional funding beyond service district funding from the municipal general fund to support fire and rescue services within the municipality if the municipality desires to do so.

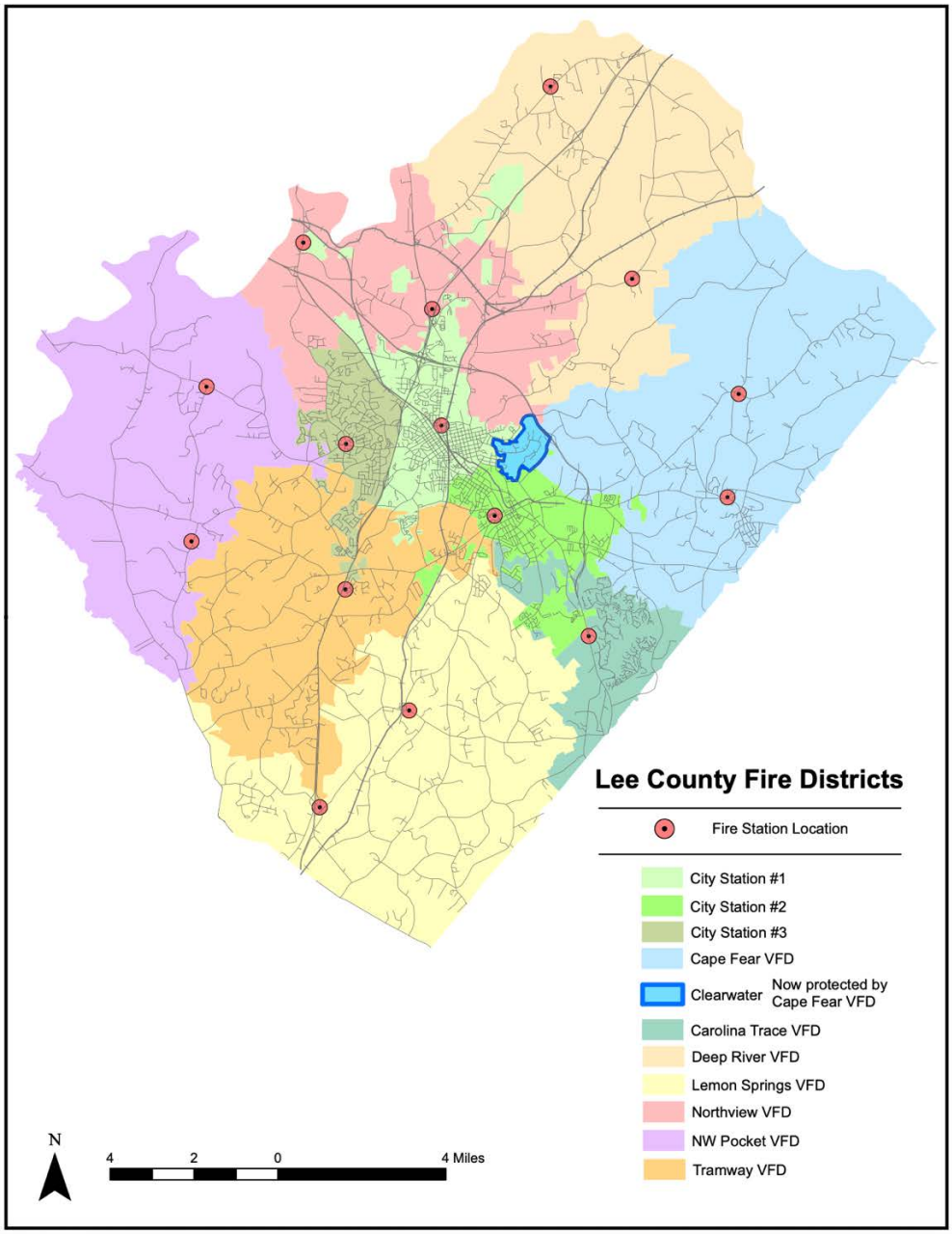
The one (1) Lee County municipalitiy (Broadway) that has requested to become part of the Lee County Fire Protection Service District would be fully integral to the service district in every way.

E. Statutory Report – Base Report:

To assist the Lee County Commissioners in making the above determination, a report is required to be generated addressing each of the above questions and providing relevant data. In addition, this report must also include the following three (3) components:

1. A map of the proposed district showing its proposed boundaries.

The proposed Lee County Fire Protection Service District will comprise all areas of Lee County outside of the following area: The City of Sanford.



2. A statement showing that the proposed fire protection service district meets the five (5) elements/standards as well as the four (4) key findings as outlined above.

The proposed Lee County Fire Protection Service District meets the five (5) elements/standards as defined in the North Carolina General Statutes in the following ways:

1) Within the proposed Lee County Fire Protection Service District, there are projected to be approximately 33,587 persons, approximately 228 square miles and an average density of approximately 191 persons per square mile. The service district will encompass the unincorporated area of Lee County as well as the Town of Broadway.

2) The projected appraised valuation of the property to be included in the Lee County Fire Protection Service District is approximately $4,710,662,000 which would be subject to taxation in the proposed district.

3) Lee County's general tax rate is $.454 per $100 valuation, without all current fire protection service districts currently in the county currently at an average of $.10 per $100 valuation.

4) The current tax rate levy for Lee County for FY 23-24 is $.65 cents per $100 of assessed valuation. The proposed service district tax will apply to all real and personal property in the district that is subject to the county's general property tax(es). These taxes are subject to the state's general aggregate property tax limit of $1.50 per $100 valuation. The Lee County Board of Commissioners is positioned to voluntarily set a cap of $.15 per $100 valuation on the fire protection service district. Therefore, the county's current tax levy plus the maximum of the fire protection service district is far under the state's maximum aggregate property tax limit.

5) Lee County desires to establish a fire protection service district to provide more sustainable funding long-term for dedicated funding to support delivery of fire and rescue services in Lee County. Key needs are to address volunteerism trend changes and cost of essential equipment needed to provide fire and rescue services.

The proposed Lee County Fire Protection Service District meets the four (4) key findings as defined in the North Carolina General Statutes in the following ways:

1) As a core and essential function of local government, there is a clear and demonstrable need for fire and rescue services to be provided in the proposed fire protection service district.

2) Because of Lee County's history of contracting with private, non-profit fire departments and municipalities to provide fire protection services, it is impossible and impractical for Lee County Government to provide these services directly. The county intends to continue a professional relationship with providers through a performance-based contract.

3) Given the comparable tax rates across North Carolina utilized for fire protection, coupled with the Lee County Board of Commissioners proactive, voluntary action to cap the rate of the unified fire protection service district at $.15 per $100 at this time, it is economically feasible to provide these essential services in the new unified fire protection service district. It is also possible to phase in the implementation of the tax rate for the service district.

4) With response to over 6,470 emergency calls for service over the past five (5) years, residents in Lee County have a clear need for fire and rescue emergency assistance. This level of service has been consistent and with long-term population growth projections, it is anticipated that the call demand for emergency response will only continue to increase moving forward.

3. A plan for providing fire protection services to the single unified fire protection district.

Lee County plans to develop a performance-based contract and execute that contract with private, non-profit fire departments and municipalities on an annual basis in Lee County and in immediately surrounding areas where necessary for the provision of fire and rescue services. The contract is planned to represent a best practice document in North Carolina and will reflect similar documents used in other North Carolina counties.

F. Drafted Resolution Calling for Public Hearing and Rate Cap:

RESOLUTION TITLE: CALLING A PUBLIC HEARING TO CONSIDER THE ESTABLISHMENT OF A FIRE PROTECTION SERVICE TAX DISTRICT FOR ALL UNINCORPORATED AREAS OF LEE COUNTY AND THE MUNICIPALITY OF BROADWAY AND TO ESTABLISH A RATE CAP

WHEREAS, fire and rescue service needs in the unincorporated areas of Lee County are growing and the costs of providing fire and rescue services are significantly increasing, especially considering personnel costs and capital expenses; and

WHEREAS, North Carolina General Statutes ("NCGS") § 153A-301 authorizes the Lee County Board of Commissioners (the "Board") to establish and define a service district in order to finance, provide, or maintain for the district certain services in addition to or to a greater extent than those financed, provided, or maintained for the entire County; and

WHEREAS, the Municipality of Broadway has been previously participating in earlier fire protection service districts and providing funding for fire and rescue services through their respective General Fund and each duly adopted independent resolutions, requesting the Lee County Board of Commissioners to include their respective municipal boundaries in the Lee County Fire Protection Service District for the purpose of providing fire and rescue services; and

WHEREAS, North Carolina General Statutes ("NCGS") § 153A-303 prescribes a process whereby municipalities may request the Lee County Board of Commissioners (the "Board") to consider including municipalities within the county's fire protection service district, which has been created in in order to finance, provide, or maintain certain services in addition to or to a greater extent than those financed, provided, or maintained for the entire County; and

WHEREAS, pursuant to NCGS 153A-302(b), the Board must cause a report containing certain specified information to be prepared and filed with the Clerk to the Board; and

WHEREAS, the Board is authorized by NCGS 153A-307 to levy additional taxes in a county service district to finance the level of service provided in the district that is not provided in the entire county; and

WHEREAS, NCGS 153A-309.2 provides specific provisions that counties may use in implementing fire protection service districts, and pursuant to that statute, the Board wishes to limit the amount of special taxes that may be levied in the proposed district; and

WHEREAS, the Board plans to hold a public hearing on November 1, 2025 to consider implementing a fire protection service district to improve the funding structure of the fire protection service delivery system in Lee County; and

WHEREAS, the Board will consider establishing a single, unified fire protection service district that will encompass all unincorporated areas of Lee County as well as the municipal boundaries of Broadway that will provide essential funding for the provision of fire and rescue services; and

WHEREAS, those statutes referenced above authorize the Board to adopt a resolution within ninety (90) days of a public hearing and prior to the first publication of notice that property taxes within a new fire protection service district will not exceed fifteen cents ($0.15) on each one hundred dollars ($100) of property subject to taxation; and

WHEREAS, adoption of this resolution providing a cap of $0.15 per $100 valuation for the proposed unified fire protection service district represents the maximum amount of taxation that property owners in the unincorporated areas of Lee County and the municipality of Broadway would experience if the fire protection service district were approved.

NOW THEREFORE, BE IT RESOLVED BY THE LEE COUNTY BOARD OF COMMISSIONERS:

The Lee County Board of Commissioners resolve to call for a public hearing on November 1, 2025, to consider the establishment of a single, unified fire protection service district for all unincorporated areas of Lee County consistent with North Carolina General Statutes and

The Lee County Board of Commissioners give notice consistent with the North Carolina General Statutes that, if adopted, the property taxes within the new proposed Lee County fire protection service district will not exceed $0.15 on each $100 of property subject to taxation; and

BE IT FURTHER RESOLVED BY THE LEE COUNTY BOARD OF COMMISSIONERS:

That the Clerk to the Board is hereby directed to make such publications of the notice of public hearing regarding the proposed new service district as set forth in NCGS § 153A-309.2(b); and

The County Manager or his designee is directed to prepare a map of the proposed district, prepare and file with the Clerk to the Board the report required by NCGS 153A-302(b).

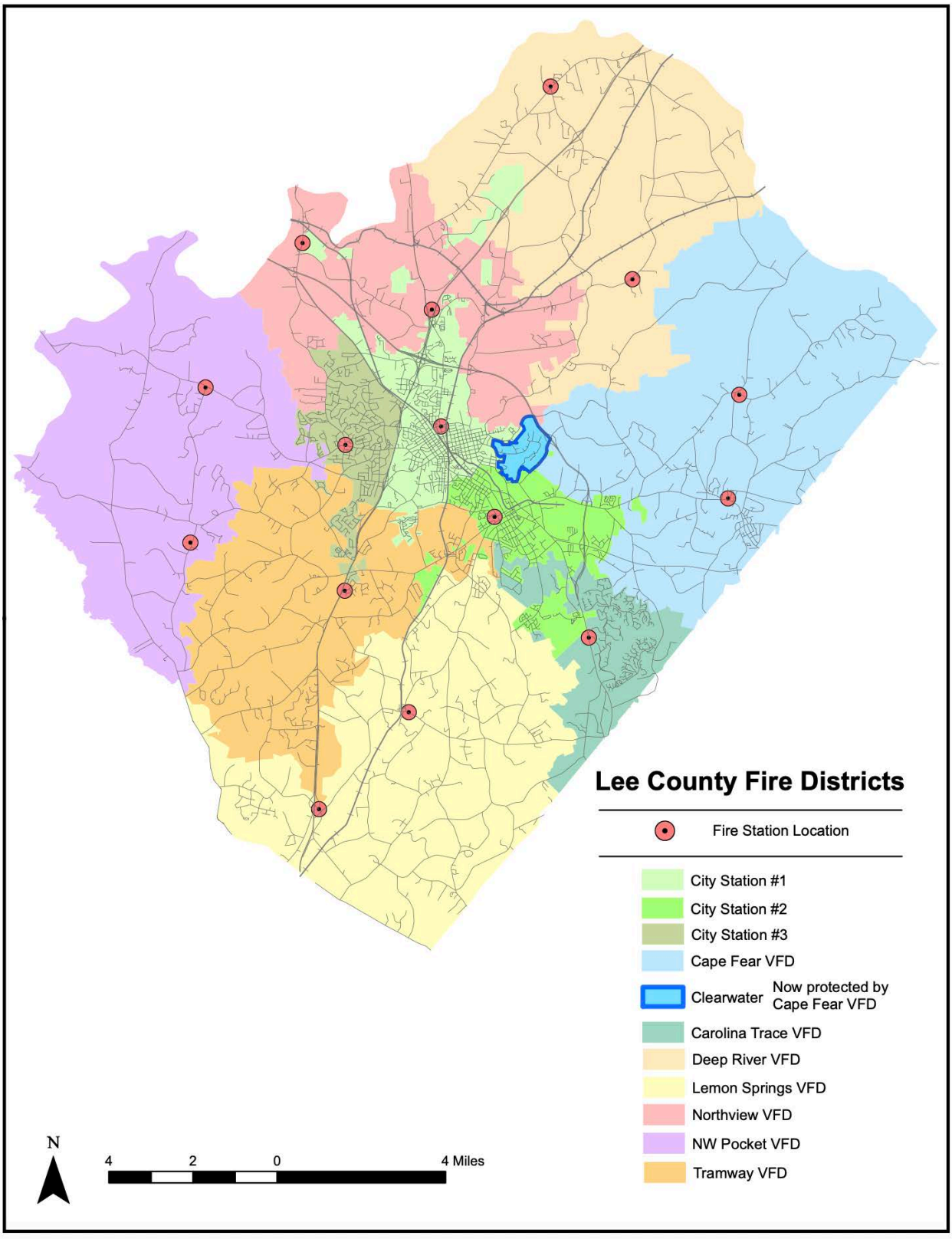
G. Drafted Example of Public Notice:

Lee County Board of Commissioners Public Notice

Notice is hereby given that, pursuant to the provisions of N.C.G.S. 153A-309.2, the Lee County Board of Commissioners will hold a public hearing during its regular Board Meeting on November 1, 2025 at 6:00pm at the Lee County Government Center, 106 Hillcrest Drive, Sanford, NC on a proposal to establish a unified fire protection service district in Lee County outside of municipal limits and within the municipal limits of Broadway for the purpose of funding fire and rescue services in the unincorporated areas of Lee County and said municipality. A map of the proposed service district is found below. A report as required by N.C.G.S. 153A-302(b) is available for public inspection in the office of the clerk to the board. Questions should be addressed to the Lee County Manager. Any person wishing to comment in writing, prior to the public hearing, may do so by forwarding comments to the Clerk to the Board of Commissioners Hailey Hall at hhall@leecountync.gov Lee County strives to ensure that people with disabilities have equal opportunity to access its programs, services, and activities. If you

will require assistance to participate in a meeting of the Lee County Board of Commissioners, we request that you contact the Clerk to the Board at least 5 business days before the event.

The proposed Lee County Fire Protection Service District is to include all unincorporated areas of Lee County and the municipality of Broadway. It does NOT include the City of Sanford.


Lee County Fire Districts
Fire Station Location
City Station #1
City Station #2
City Station #3
Cape Fear VFD
Clearwater
Now protected by Cape Fear VFD
Carolina Trace VFD
Deep River VFD
Lemon Springs VFD
Northview VFD
NW Pocket VFD
Tramway VFD
N
4
2
0
4 Miles

H. Disclaimer:

This project has been conducted by NC Fire Chief Consulting upon the written request of the Lee County, NC Government. The sole intent of this project is to improve, advance and strengthen the fire protection service delivery system in Lee County and the State of North Carolina. Persons involved in this report have contributed for the purposes of providing information, professional observations and recommendations to the county elected officials, management, and the fire service leadership. Recommendations included in this report are based upon professional experience and understanding of North Carolina state statute and current fire and rescue service best practices. Information contained within this document is not intended to be fully comprehensive, and recommendations are based on information available at this time. As with any project based on a snapshot in time, additional facts, local issues and/or changes in the facts could alter the conclusions and recommendations in this document. This document is solely to be utilized by local government and fire service officials for long-term decision making and planning purposes. It should not be utilized for any other purpose. No warranties or guarantees (express or implied) are provided. While this document will hopefully assist local officials in their deliberative and long-term planning process, it should be recognized that there are many local issues that may impact the ultimate decisions and what works for a particular jurisdiction. The ultimate decision-making lies with the appropriate local government officials.

Appendix M – Example of Municipal Resolution to Join a Service District

TOWN OF PILOT MOUNTAIN, NORTH CAROLINA
RESOLUTION INCLUDING THE TOWN OF PILOT MOUNTAIN WITHIN THE SURRY COUNTY FIRE PROTECTION SERVICE TAX DISTRICT
RESOLUTION NUMBER: _____

WHEREAS; the Surry County Board of Commissioners (Board) intend to create a county service tax district for the purpose of financing fire protection as authorized in G.S. 153A-301, and;

WHEREAS; the Board intends to establish such a district as outlined in G.S. 153A-302, and;

WHEREAS; pursuant to G.S. 153A-302(a) territory lying within the corporate limits of a municipality or sanitary district may not be included in a county service tax district unless the governing body of the municipality or sanitary district agrees by resolution to such inclusion, and;

WHERAS; expenses related to the provision of fire protection services are increasing due to increased fire facilities, staff, and apparatus required to maintain service levels, and;

WHEREAS, the Town of Pilot Mountain desires to be included in the Surry County Fire Protection Service Tax District, and

WHEREAS; Surry County will contract for fire protection services within the boundaries of the fire protection service tax district, and;

WHEREAS; all citizens within the corporate limits of Pilot Mountain will be taxed at a uniform rate established by the Surry County Board of Commissioners for the fire protection service tax district;

NOW THEREFORE BE IT RESOLVED; the Pilot Mountain Town Council hereby declare their desire to be included within the Surry County Fire Protection Service Tax District and authorize a limit in the rate of tax being levied to a maximum of fifteen cents ($0.15) on each one hundred dollars ($100.00) of property subject to taxation consistent with the limitations of G.S. 153A-307.

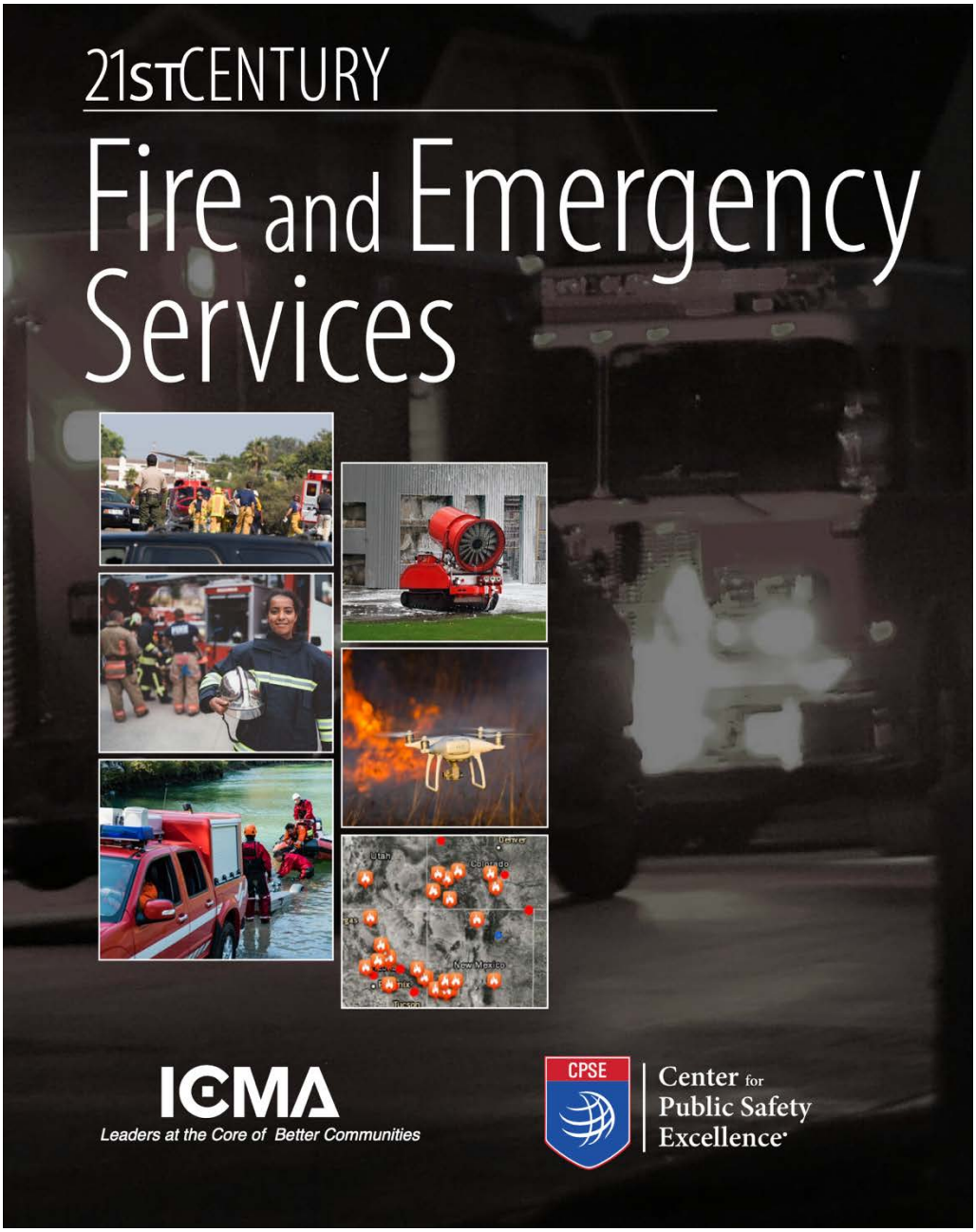
Adopted this _____, 2025 while in regular session.

ATTEST:

_____ Town Clerk _____
Mayor

Appendix N – 21st Century Fire and Emergency Services

Below are excerpts from the 21st Century Fire and Emergency Services that are relative to this review.



CRITICAL ISSUE E:
PARTNERSHIPS

A partnership is often thought to be a form of business, where two or more people come together to share ownership, responsibility, and profits from a given business venture. In every community across our nation, a partnership exists between the fire and emergency services and the general public that is built upon a shared commitment to the health and safety of its residents. The fire and emergency services are in an enviable position in communities, as they are well positioned to be the hub of service provision for many supporting services already found within their community, and that align with organization's core mission. The importance of this has been clearly proven during homeland security threats, through the interagency cooperation, intelligence sharing, and joint response to those events by law enforcement and the fire and emergency services. There are significant opportunities to create partnerships with allied health care, mental and behavioral health providers, and various social service agencies to leverage the talents of each agency with a focus on improving service to the community. Too often agencies respond multiple times to the same individual who calls 911 as their only known access for assistance, when the need is truly not an emergency, but could be met by another service provider in the community. Over the next 30 years, the fire and emergency services will need to partner with related service providers to create a local response network that can provide a host of services under the umbrella of a multifaceted organization, if it hopes to meet the needs of the community served.



Initiative 1: **Acknowledge the need to work with a wide range of partners to serve the community and develop local strategies to create new approaches to providing services more effectively.**

Strategies:

1. Inventory and leverage the allied services (law enforcement, health, social services, non-governmental organizations) in the community to provide more effective and efficient services.
2. Partner with insurers and health providers to innovate existing response strategies, improve patient outcomes, and reduce system costs.

Initiative 2: Promote a symbiotic relationship with other internal departments and outside agencies that are routinely allied responders to an incident.

Strategies:

1. Routinely meet, train, develop standardized operational response plans, and share real-time intelligence of what is happening in communities with allied responders to increase response capability and coordination during a homeland security event.
2. Develop goals and outcomes with a wide array of agency stakeholders, both internally and externally, to meet the objective of providing for a safe and healthy community.
3. Promote regular communication between all stakeholders on strategic issues, while continuing to handle operational issues through the established chain of command.
4. Develop opportunities for stakeholders to appreciate the roles and responsibilities of all other stakeholders toward better alignment of service delivery.

Initiative 3: Continue to expand community emergency response capabilities.

Strategies:

1. Promote individual and neighborhood self-sufficiency though existing programs (e.g. community emergency response teams, the radio amateur civil emergency service, volunteers in patrol, and senior Medicare patrol volunteers) to create greater resiliency in the community.
2. Focus on creating personal accountability in preparation for community-wide emergencies.
3. Identify and support community functions that are critical for recovering from and adapting to community-wide disasters.

CRITICAL ISSUE F:
SUSTAINABILITY

Sustainability is often defined as meeting the needs of the present without compromising the ability of future generations to meet their needs. The concept of sustainability has three pillars: economic, environmental, and social. If we look through the lens of local government today, there are reasons to be concerned that local government may not be sustainable in the future. Many agencies across the United States are struggling with the cost to provide services at the levels needed to meet a growing population, an aging population, and a population with changing service demands. Those cost pressures are exacerbated by unfunded pension costs along with and the cost to maintain and replace aging infrastructure and response vehicles. Shifting responsibilities from federal and state governments to the local level have forced many local governments to provide new services. These factors have placed tremendous strain on local government to balance ever growing service demands with funding available within their jurisdiction. This will be an on-going issue and will necessitate doing business differently in the future, not only in the fire and emergency services but throughout all services provided by local government as well.



The volunteer fire service has struggled in the last decade in many parts of the United States to recruit and retain enough volunteers to provide adequate services. With the mission of providing services to more than 70 percent of U.S. jurisdictions, volunteer recruitment and retention is becoming a national problem.

Today business, government, and society are learning from the science of change that they must recreate themselves even when they would like to believe the old way of business will go on forever. As Peter Drucker put it, "the best way to predict the future is to create it." The future of the fire and emergency services will rest upon those who are in it. If the fire and emergency services hope to sustain itself in the future, it must be willing to redesign itself and address the issues that are having a negative impact on the service today. Failure to address these issues will lead to what author Max Bazerman calls "predictable surprises." Predictable surprises are those events or outcomes that catch us by surprise, yet both were predictable and preventable. If this occurs, the fire and emergency services will be placed at risk to continue to be the community's safety net. Ultimately, local government will be faced with making difficult choices about how to provide the services needed and the level of services to be provided. That is why the issue of sustainability is so important and must be addressed now, rather than being left to the next generation of leaders to resolve.

Initiative 1: Address aging fire and emergency services vehicles and building structures.

Strategies:

1. Establish a comprehensive building renewal and replacement plan and provide the needed funding to address the short- and long-term community needs.
2. Urge the architectural profession and equipment manufacturing industry to anticipate and plan for the future designs needed by the fire and emergency services to address changes in response and deployment methods, building constructions, building densities, road infrastructure, and SMART cities and SMART building design.

Initiative 2: Reconsider and revamp current deployment methods.

Strategies:

1. Ensure response protocols and opportunities for consolidation are explored to ensure effectiveness of service delivery is balanced with cost efficiency.
2. Adopt staffing models based on statistically known call demand factors, such as time of day, special events, and seasonal changes while maintaining an adequate baseline deployment required to meet the health and safety needs of the community and employees.
3. Evaluate consolidation of seldom used specialty and single-purpose pieces of equipment to maintain effective cost management and capacity of those services for the threat environment that exists within the jurisdiction.
4. Develop a better understanding of community needs and their changing demands for services so as to modify the service delivery model(s) to meet them.

Initiative 3: Develop sustainable pension model.

Strategy:

1. Promote collaboration between labor groups, local government, and state government to ensure existing pension financial commitments are met while ensuring adequate service levels within the communities being served.

Initiative 4: Adopt and implement a community risk reduction strategy

Strategies:

1. Embrace a comprehensive strategy to minimize incidents and, if an incident does occur, to minimize the impact on the people, the community, and the emergency responder.
2. Adopt the concepts outlined in "Vision 20/20 – National Strategies for Fire Loss Prevention," and incorporate these recommendations into the daily agency operation to minimize the impacts to the community and emergency responders.
3. Develop strategies locally and nationally that reduce risk through proper vegetation management, designing new fixed fire protection systems that can be used in wildland urban interface, and zoning changes that prohibit building in the wildland urban interface.
4. Embrace the use of fire sprinkler technology in all buildings through the rapid adoption of codes and ordinances at the federal, state, and local government levels to dramatically reduce the incidence of deadly and costly fires. .
5. Urge the sprinkler industry to develop a more cost-effective means to retrofit existing buildings with sprinklers or other fire suppressant technology.
6. Develop standards and a tiered code methodology that would support a phased in retrofit plan for existing buildings.

Initiative 5: Improve resource allocation by focusing on the outcomes trying to be achieved.

Strategy:

1. Evaluate resource allocation using department response data.
2. Alter deployment methods to assure better outcomes and desired services levels for communities including EMS, community paramedicine, or increased prevention efforts.

Initiative 6: Examine fixed costs associated with current delivery models and associated contracts.

Strategy:

1. Negotiate labor contracts with the flexibility to promote innovation in service delivery and servicing models, while still providing a fair and equitable wage, benefit, and pension package for the workforce that is economically sustainable.

Initiative 7: Explore public/private partnership opportunities.

Strategies:

1. Solicit success stories and best practices of effective public/private partnerships related to capital investments and operating costs.
2. Create, maintain, and regularly update a national repository of best practices available to all agencies at no cost.

Initiative 8: Research strategies to assist communities in sustaining their volunteer fire and emergency services or, if needed, how to transition to a new model.

Strategy:

1. Champion the establishment of a federal commission to develop a national plan of action to ensure volunteer fire and emergency services agencies remain viable in the future.

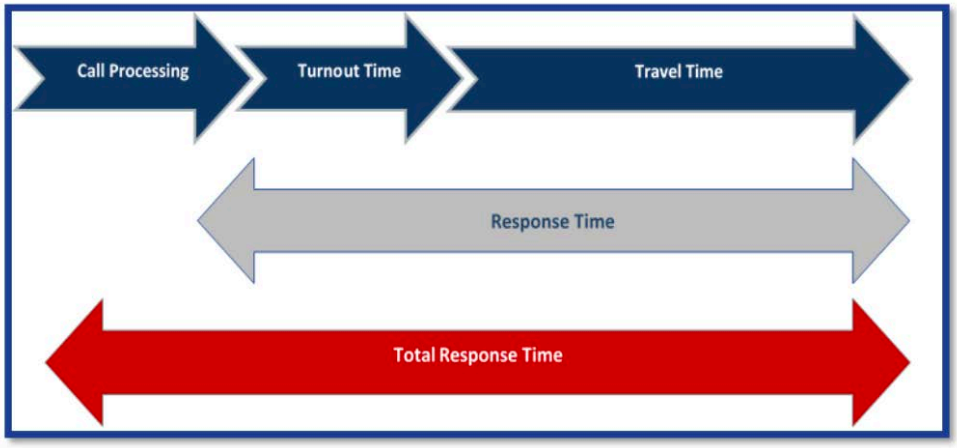
Initiative 9: Dramatically revamp the fire and emergency services education and training model to provide the needed skill sets, knowledge, and abilities required for the anticipated changes in the future and to remain current with the application of emerging technologies.

Strategy:

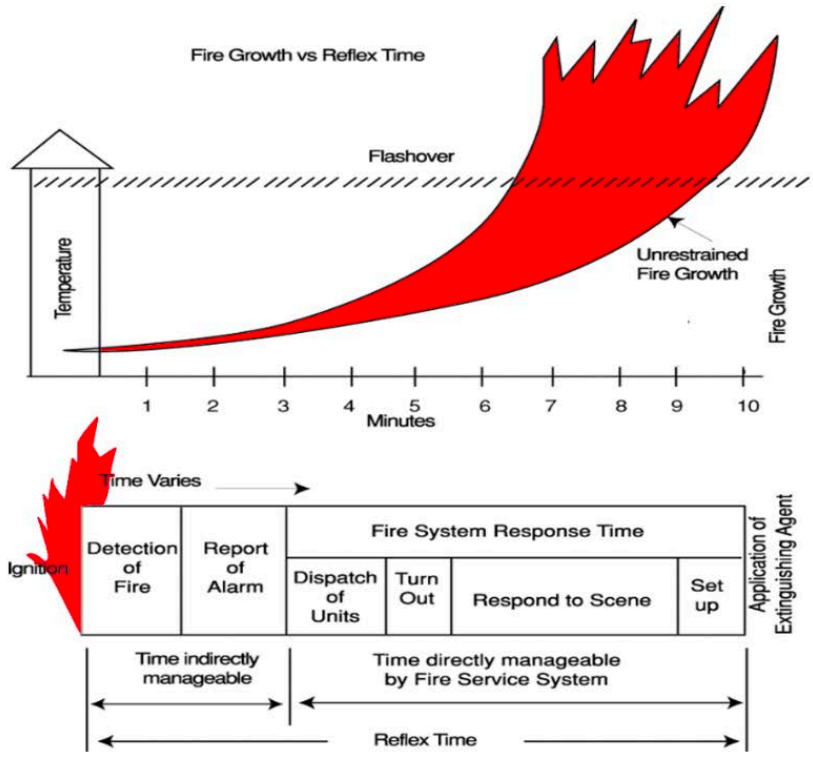
1. Urge academic institutions to develop the means to speed up their course development model and to be able to quickly adapt and develop new courses that will be required to sustain the needed workforce skill sets.
2. Encourage academia to use of state-of-the-art technology to meet the educational learning styles of future generations.

Appendix O – Select Fire Service Visual Data Points Applicable to the Surry County Analysis:

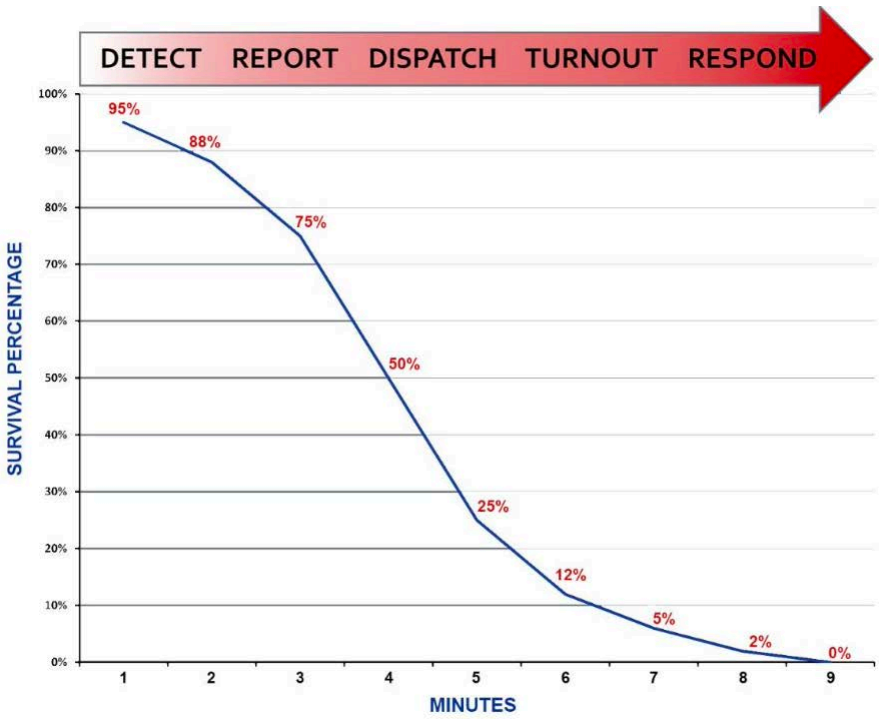
Total Response Time Continuum:



Fire Growth and Reflex Time:



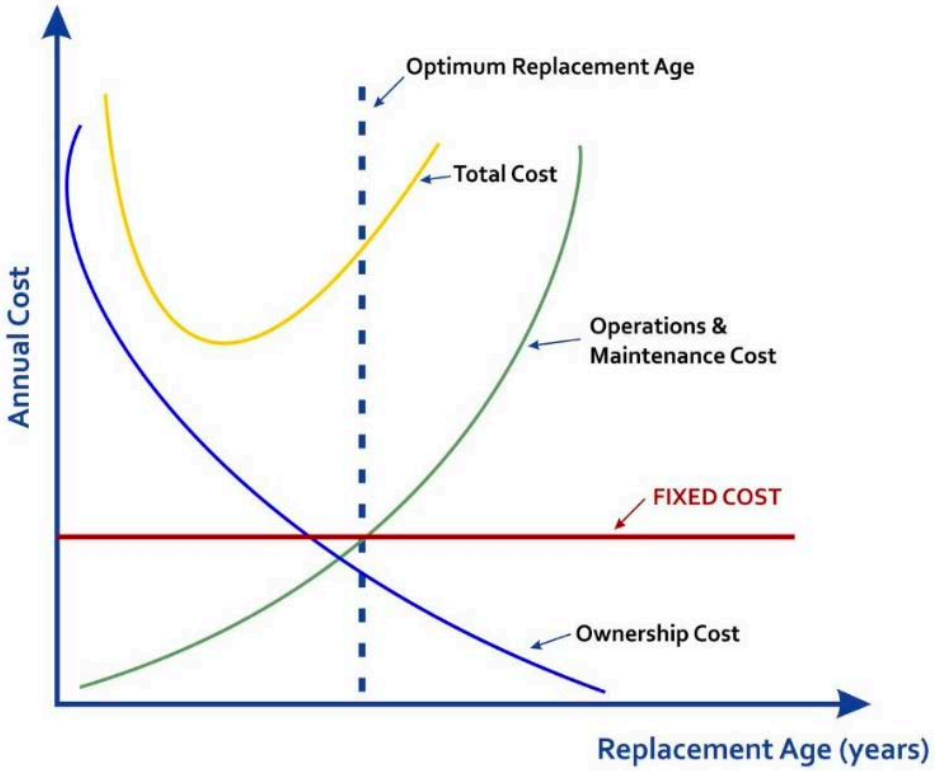
Cardiac Arrest Event Sequence:



NFPA 1710 Initial Full Alarm Assignments:

2,000 SF Residential Structure Fire		Open-Air Shopping Center (13,000 SF to 196,000 SF)		1,200 SF Apartment (3-story garden apartment)	
Incident Commander	1	Incident Commander	2	Incident Commander	2
Water Supply Operator	1	Water Supply Operators	2	Water Supply Operators	2
2 Application Hose Lines	4	3 Application Hose Lines	6	3 Application Hose Lines	6
1 Support Member per line	2	1 Support Member per line	3	1 Support Member per line	3
Victim Search and Rescue Team	2	Victim Search and Rescue Team	4	Victim Search and Rescue Team	4
Ground Ladder Deployment	2	Ground Ladder Deployment	4	Ground Ladder Deployment	4
Aerial Device Operator	1	Aerial Device Operator	1	Aerial Device Operator	1
Rapid Intervention Crew	4	Rapid Intervention Crew	4	Rapid Intervention Crew	4
		EMS Care	2	EMS Care Crew	2
Total	**17**	**Total**	**28**	**Total**	**28**

Economic Theory of Vehicle Replacement:


Optimum Replacement Age
Total Cost
Annual Cost
Operations &
Maintenance Cost
FIXED COST
Ownership Cost
Replacement Age (years)

Illustrative Evaluation Components and Points for Fire Apparatus Replacement:

Evaluation Components	Points Assignment Criteria
Age	One point for every year of chronological age, based on in-service date
Miles/Hours	One point for each 10,000 miles or 1,000 hours
Service	1 point for Light Duty use 3 points for Normal Duty use 5 points for Severe Duty use Example: Fire Pumpers are classified as severe duty service.
Condition	1 point: Excellent 2 points: Good 3 points: Fair 4 points: Poor 5 points: Severe accident or major component replacement This category takes into consideration body condition, interior condition, accident history, anticipated repairs, etc. The better the condition, the lower the points assignment.
Reliability	1 point: In the repair shop once every three months or less 3 points: In the repair shop once every month 5 points: In the repair shop two or more times per month

Point Ranges	Condition Rating	Condition Description
Under 18 points	Condition I	Excellent
18 to 22 points	Condition II	Good
23–27 points	Condition III	Consider Replacement
28 points or higher	Condition IV	Immediate Replacement

Appendix P – Project Staff

Gregory H. Grayson, Fire Chief (ret), City of Greensboro, NC
Greg Grayson has more than 42 years of progressive experience in the North Carolina fire and rescue service. His experience includes beginning public service as a volunteer firefighter and ascending the career ranks to become the Fire Marshal/Fire Rescue Director for Wake County, North Carolina. In the following seventeen years, he served as the fire chief for three North Carolina urban cities – Burlington, Asheville, and Greensboro. In these executive leadership capacities, he was responsible for comprehensive fire and rescue operations, prevention programs, training and career development, emergency management functions and specialized regional response teams. In Burlington, he effectively led positive organizational change and implemented an innovative reserve firefighter program. In Asheville, he commanded significant re-engineering throughout the fire department and led Asheville to become an accredited agency. In Greensboro, he led the department to maintaining both accreditation and ISO "Class1" status and navigated the department through difficult fiscal years and challenging large-scale emergencies. In 2015, his long-term, dedicated public service to the people of North Carolina was recognized by the Governor through the prestigious "Order of the Long Leaf Pine", the state's highest honor that can be awarded to a citizen.

Upon retiring from local government service, Chief Grayson was appointed by the State Fire Marshal in 2015 to proactively serve as the state's first and only public fire service management consultant, providing high level technical assistance to county and municipal managers - enabling them to better strengthen their jurisdiction's fire protection service delivery systems. He also managed statewide fire service advancement initiatives and led the Office of State Fire Marshal's Technical Services program.

Beyond extensive experience, Chief Grayson holds a Master of Public Administration, bachelor, and associate in fire protection. He holds numerous professional credentials including Chief Fire Officer (CFO), MIFireE from the Institution of Fire Protection Engineers and multiple other fire service certifications, including being North Carolina's first Advanced Firefighter. He is one of very few, if not the only, Fire Chief in the United States to also hold the Senior Professional in Human Resources (SPHR) and SHRM-SCP credentials. He is active in the North Carolina Association of Fire Chiefs and the IAFC Metropolitan Fire Chiefs organizations and continues to serve as a volunteer firefighter in his home community.

David Bullins, Fire Chief (ret), Statesville, NC
David Bullins has served the NC fire service since 1982. His career started as a volunteer in the rural Piedmont area and ended as a career municipal fire chief in the foothills of the state. Chief Bullins served the Summerfield Fire Department as a volunteer and was the first paid firefighter on their roster. His career continued with

the City of Greensboro Fire Department where he rose through the ranks serving as firefighter, captain, battalion chief, and planning & research officer. Part of his career with Greensboro Fire Department was that of Training Officer. Chief Bullins was appointed to the position of Fire Chief for the City of Statesville in 2007. After retiring in 2014 from the fire service, he continued his training and education goals by serving as the Fire and Emergency Management Department Chair for Guilford Technical Community College. He now serves as the Director of Public Safety for Mitchell Community College in Statesville, N.C. and teaches fire technology and emergency management throughout the state. Chief Bullins has a master's degree from Oklahoma State University in Fire & Emergency Management Administration, a bachelor's degree from the University of Cincinnati in Fire & Safety Engineering Technology, and associate of applied science degree from Guilford Technical Community College. He also is a graduate of the National Fire Academy Executive Fire Officer Program and is designated as a Chief Fire Officer (CFOD) from the Center for Public Safety and Excellence.

Todd Tuttle, Assistant Chief (ret), Greensboro NC
Chief Tuttle is a 33-year fire service veteran who also served as a paramedic. For the last half of his career, he managed the intricate records management systems for the City of Greensboro Fire Department, which is an accredited, ISO Class 1 city. These duties included CAD, mobile data, AVL, FireHouse, GIS technologies, Accreditation, performance management and many other related areas. Chief Tuttle is recognized throughout the state and nation as a technical expert on Firehouse records management systems as well as data analysis.

Barry Hendren, Assistant Chief (ret), City of Asheville, NC
Chief Hendren recently retired from Asheville Fire Department at the Assistant Chief level after more than 33 years of municipal fire protection experience. Chief Hendren was instrumental in developing and leading the department's training programs, accreditation efforts and served in a leadership capacity most of his career in Asheville. Chief Hendren was responsible for all shift operations, strategic planning, fire marshal's office and EMS program in his role.

Chief Hendren earned an associate degree in fire protection from Central Piedmont Community College and earned his Bachelor in Fire Protection Engineering Technology from UNC Charlotte. He has held the Chief Fire Officer Designation since 2008.

Wes Hutchins, Fire Chief (ret), Walkertown, NC
Chief Hutchins currently serves as the Executive Director of the North Carolina Association of Fire Chiefs. Previously, he served as the Dean of Emergency Services for Forsyth Technical Community College. He also served for near 44 years as Fire Chief for Walkertown Fire Department, where he now serves as a Town Council Member. He holds a master's in public administration Degree from Grand Canyon

University, a bachelor's from Gardner-Webb University and an Associate in Fire Protection from Guilford Technical Community College

Robert McNally, Beacon GIS Partner, Monroe, NC
A GIS Analyst/Planner with niche specialty and ground experience for Fire, Rescue, EMS, Public Safety, Emergency Management, and Homeland Security projects, Robert owns Beacon GIS, a first responder planning services firm. Robert brings 20 years of public safety experience as a responder, manager, and trainer. He has been awarded twice for his service to the community. He graduated magna cum laude with bachelor's degree in public administration, securing an honor scholarship while during his education. Robert also has a graduate degree in Urban and Regional Planning from the University of North Carolina at Charlotte. Robert McNally has spoken at several conferences about public safety and homeland security and Beacon GIS has been involved in over 180 projects for emergency services of various sizes across the United States & Canada.

Scott Burnette, Fire Chief (ret), City of Asheville, NC
Chief Burnette recently retired from Asheville Fire Department after more than 30 years of municipal fire protection experience, the last 14 as Fire Chief. Chief Burnette has also served as Fire Chief of the Mills River Fire Department in Henderson County. Chief Burnette led the Asheville Fire Department's initial accreditation effort as accreditation manager and continued to achieve accredited agency status for the department multiple times. He led the department through a tragic line-of-duty death in 2010. Chief Burnette implemented many innovative and progressive programs in his tenure in Asheville and led in the development and construction of Fire Station 13, increasing department staffing and opening a model regional fire training facility.

Chief Burnette has remained a certified and practicing North Carolina Paramedic and continues to serve with Henderson County EMS as a Paramedic responder. Chief Burnette has earned an associate degree in fire protection from Gaston College, was in the first graduating class of the University of North Carolina at Charlotte Fire Protection Engineering bachelor's degree program, graduating with honors, and received a master's degree in fire service leadership. He has held the Chief Fire Officer Designation since 2008.

Nick Campasano, Fire Services and Emergency Manager Director (ret.), Wake County, NC
Chief Campasano brings over 40 years of experience to the team of fire service leadership, most recently as the Director of Fire Services and Emergency Management for Wake County as they have progressed to a best practice fire service delivery model system in North Carolina. He began his fire service career in 1982 as a volunteer for the Goffstown, NH fire department. He began his full-time

career with the City of Manchester, NH in 1985 and served for thirty years, advancing through the ranks, and retiring as a Deputy Chief.

In addition to his fire service experience, Chief Campasano was elected to and served three terms as one of the five-member Board of Selectmen, the governing body for the Town of Goffstown, New Hampshire.

Educationally, he holds a Bachelor of Science degree in Human Services and a Master of Science degree in Organizational Management and Leadership, both from Springfield College. He also holds a Master of Arts degree in Homeland Security and Defense from the United States Naval Postgraduate School. In addition, Chief Campasano earned and holds the international professional designation of Chief Fire Officer by the Commission on Professional Credentialing, through the Center for Public Safety Excellence.

Frank Blackley, Assistant Fire Chief (ret), City of Wilmington, NC

Chief Frank Blackley recently retired as an Assistant Chief from the Wilmington, NC Fire Department after 35 years of service. He was previously Fire Marshal during which time he served two terms as president of the NC Fire Marshals Association. He was assigned as the Operations Chief for three years prior to his last position over Support Services where he supervised the training, fire and life safety, logistics, fSurryt maintenance divisions, and managed the department's annual budget. He previously worked for Wrightsville Beach Fire Department and New Hanover County Fire Rescue. In recent years he has taught nationally for Vision 20/20 and is one of their technical advisors for Community Risk Reduction. He is an adjunct instructor for the National Fire Academy and assisted in development of a class on community risk reduction at the station level and. He was heavily involved with the department's accreditation process and understands the need for accurate data. He is a graduate of the National Fire Academy's Executive Fire Officer's Program and has a master's in public administration.

AC Daniels, Program Manager (ret), NC Office of State Fire

Chief Daniels was responsible for the OSFM ISO program from initiation through 2016. He is recognized throughout North Carolina as a subject matter expert on all ISO issues. Work in this sector will also involve current NCOSFM staff when and where possible through Chief Daniels.

Tommy Millikan, Chief Mechanic (ret.), City of Greensboro, NC

Tommy Millikan brings over 40 years of extensive fire apparatus mechanical experience to the team. He served as Greensboro's chief mechanic for more than a decade and is recognized throughout North Carolina as a subject matter expert on all fire apparatus issues and needs.





North Carolina Fire Chief Consulting
www.NCFireChief.com
336-266-7998

[i] U.S. Census 2023 American Community Survey 5-Estimates.

[ii] United States Fire Administration, National Fire Data Center, Fire Risk in 2019.

[iii] U.S. Census Bureau.

[iv] U.S. Fire Administration website.

[v] Surry County Land Use Plan 2040.

[vi] National Oceanic and Atmospheric Administration, Historical Hurricane Tracks website, https://coast.noaa.gov/hurricanes/#map=4/32/-80.

[vii] U.S. Cybersecurity & Infrastructure Security Agency, https://www.cisa.gov/critical-infrastructure-sectors.

[viii] NC DOT Annaul Average Daily Traffic Mapping Application, https://connect.ncdot.gov/resources/State-Mapping/Pages/Traffic-Volume-Maps.aspx

[ix] Vision 20/20, Community Risk Assessment guide

[10] The National Fire Protection Association (NFPA) is a global nonprofit organization established in 1896. Its mission is to eliminate death, injury, property, and economic loss due to fire, electrical, and related hazards1. NFPA develops and maintains over 300 codes and standards that establish benchmarks for fire safety, prevention, and emergency response across various industries and settings1.

[11] The North Carolina State Building Code (NCSBC) is a set of regulations and standards designed to ensure the safety and integrity of buildings and structures within the state. It covers various aspects of construction, including Classifications of buildings and structures based on use and occupancy. General building restrictions regarding location, height, and floor areas. Rules for lighting and ventilation to ensure proper air quality and visibility. Requirements for means of egress and ingress to ensure safe entry and exit in emergencies. Construction rules and precautions to be taken during construction. Permissible materials, loads, and stresses to ensure structural integrity. Regulations for chimneys, heating appliances, elevators, and other facilities connected with buildings. Plumbing, heating, air conditioning, and electrical systems to ensure comfort and safety.

[12] OSHA stands for the Occupational Safety and Health Administration. It's a U.S. government agency created to ensure safe and healthy working conditions for workers by enforcing standards and providing workplace safety training, education, and assistance. OSHA aims to prevent work-related injuries, illnesses, and deaths. They set and enforce safety and health standards, and offer training, outreach, education, and assistance to workers and employers.

[13] ANSI/IESNA stands for American National Standards Institute/Illuminating Engineering Society of North America. It's a nonprofit organization that develops and publishes standards related to lighting1. These standards cover various aspects of lighting design, installation, and maintenance, ensuring quality and safety in lighting systems across North America.