

WAKE COUNTY FIRE COMMISSION
Thursday, January 22, 2004
ADOPTED Minutes

(Audio Replays of the meeting are available upon request)

A regular meeting of the Wake County Fire Commission was held on Thursday, January 22, 2004, 7:00 PM in the Wake County EMS Training Facility, Lower Level of the Commons Building, Cary Drive, Raleigh, North Carolina. Mr. Raymond Echevarria presided as Facilitator and called the meeting to order.

CALL MEETING TO ORDER

The following members were present: Chief Mike Chambers, Chief Paul Dunwell, Mr. Jeff Frazier, Chief Scottie Harris, Commissioner Phil Jeffreys (alternate for Commissioner Harold Webb), Chief Tony Mauldin, Mr. Vernon Malone, Mr. Billy Myrick, Chief Rodney Privette, Ms. Ann Suggs, Chief Mike Cooper, Chief Scott McCollum, Mr. Lucius Jones, and Chief Tom Vaughn.

Members absent were: Mr. Cloyce Anders, Commissioner Harold Webb, and Chief Chris Wilson.

APPROVAL OF MINUTES

Upon motion of Ms. Ann Suggs, seconded by Mr. Billy Myrick, the Fire Commission unanimously approved the minutes of the November 20, 2003, regular meeting.

Upon motion of Mr. Billy Myrick, seconded by Ms. Ann Suggs, the Fire Commission unanimously approved the minutes of the January 8, 2004, Special Called Meeting.

BUDGET / FIRE TAX FINANCIAL REPORT

Mr. Ben Canada, Wake County Budget and Management Analyst, provided a brief report on the status of the fire tax fund. Ben gave report of budget committee recommendation to use small capital funds for second year of thermal imaging camera and defibrillator program. Ben encouraged all chiefs to apply for grant funds, and stated that FY 05 budget requests are due, via return e-mail, February 2nd, 2004.

UNFINISHED BUSINESS

STATION LOCATION / APPARATUS REPLACEMENT

Raymond Echevarria began discussion of TriData's final report of the Fire/EMS Capital Facility and Equipment Study.

Raymond Echevarria provided Study Team's report to the Fire Commission. The report is included as attachment A.

The Fire Commission began discussion of the report. Chief Scottie Harris guided comments by all Fire Commission members and persons in attendance.

Chief Tom Vaughn presented a series of questions and comments from fire chiefs and Fire Commission members. The questions and concerns are included as attachment B.

After discussion, Chief Vaughn motioned:

Do not recommend study to the Wake County Board of Commissioners since the study is based on inaccurate CAD data, is incomplete, and does not give specific information on how to accomplish the recommendations.

After second by Chief Harris, the motion passed unanimously.

HEERY REPORT – CIP PRIORITIZATION

Ray Echevarria provided an update on the HEERY project.

COMPENSATION STUDY

Ms. Catherine Clark opened discussion of the compensation study. The compensation study team was asked to look at four issues:

- New hire salaries
- 40 hour v. 56 hour employee pay rates
- Definition of part-time employee
- Reimbursement for training

The study team provided proposed interpretations on the four issues. Ms. Ann Suggs motioned to approve the study team's interpretations. Motion seconded by Chief Harris. After discussion, Ann Suggs amended her motion to approve items 1, 3 and 4, and for the study team to bring back further information on item 2. Amended motion seconded by Chief Harris. Motion passed unanimously.

OPEN BURNING

Raymond Echevarria provided an update on development of open burning rules, regulations and permitting system.

HOMELAND SECURITY GRANT INFORMATION

Chief A.C. Rich provided an update on homeland security grants.

STATION LOCATION / APPARATUS REPLACEMENT

Chief Cooper asked to revisit the TriData Fire/EMS Capital Facility and Equipment report. Chief Cooper offered the following motion:

Get a committee to address concerns and questions that have been posed, to fill in the holes, and follow up with no additional expense from TriData.

Ms. Ann Suggs seconded the motion. Motion passed unanimously.

NEW BUSINESS

800 MHZ RADIOS FOR REDS TEAM

The REDS team has requested Wake County provide 800 MHZ radios as part of the transition to the new 800 MHZ radio system. The REDS Team was part of the original project. The question to answer is whether REDS is a resource to Wake County fire departments and whether the County should provide them radios. Chief Harris motioned to not allow REDS on the 800 MHZ radio system. Chief Mauldin seconded the motion. Motion passed:

1 – abstain

2 – no

6 - yes

COMMUNAL PROPERTY USE GUIDELINES

Due to time limitations, this item was deferred.

CALENDAR YEAR 2004 MEETING TIMES

The Fire Commission directed to keep meeting times as currently scheduled.

COMMITTEE REPORTS

800 MHZ/CAD COMMITTEE

Due to time limitations, this item was deferred.

BUDGET COMMITTEE

Ben Canada provided budget committee report during budget report.

OTHER BUSINESS

None.

PUBLIC COMMENTS

None.

ADJOURNMENT

The next regular meeting of the Wake County Fire Commission is scheduled for Thursday, March 18, 2004, at 7:00 PM.

ATTACHMENT A

Wake County Fire/EMS Capital Facility and Equipment Study Matrix of Recommendations and Assessments

On June 17, 2002, the Wake County Board of Commissioners was presented with a recommendation from the County Manager and the Wake County Fire Commission that a consultant be hired to conduct a study of fire station and fire apparatus deployment in Wake County. The task of undertaking the same study of EMS station and vehicle deployment was added in the course of the budget process. The primary purpose of this study was to forecast demand for fire and EMS services through out the County, and plan for the future capital projections needed to meet that demand.

The proposed scope of work for the study was presented to both the Wake County Fire Commission and the Wake EMS/Rescue Chiefs Association for their review. The Fire Commission reviewed and approved the scope of work on July 22, 2002, and the EMS/Rescue Chiefs reviewed and approved the scope of work on November 2, 2002.

That scope of work included creation of a "study team," consisting of fire service representatives (selected by the Fire Commission), EMS representatives (selected by the EMS/Rescue Chiefs) and County staff representatives, to

- select a contractor with expertise in the fire/EMS service deployment to undertake the study
- make sure that the study's findings were supported by facts and data
- provide "from-the-ground-up" oversight of the study process
- based on this participation, analyze and make recommendations on the study's findings to the Fire Commission and to the EMS/Rescue Chiefs

This matrix contains those recommendations. On December 18, 2003, the study team unanimously adopted these recommendations. On January 20, 2004, the study team met again to review its recommendations in light of a presentation to the Fire Commission and EMS/Rescue Chiefs representatives by TriData CEO Phil Schaeffer on January 8, 2004, and unanimously reaffirmed its recommendations.

Members of TriData Study Team

- Mr. Glenn Blackley, Wake County GSA Director
- Mr. Phillip Stout, Director of Wake County Facilities and Construction
- Mr. John Rukavina, Wake County Public Safety Director
- Mr. Jon Olson, Wake County EMS
- Chief Tony Mauldin, Fuquay Varina Fire Department
- Mr. Billy Myrick, Wake County Fire Commission
- Chief Garland Tant, Zebulon EMS
- Chief Mike Chambers, Morrisville Fire Department
- Mr. Gary Kantner, Garner EMS
- Chief A.C. Rich, Stony Hill Fire Department
- Mr. Ben Canada, Wake County Budget and Management Analyst
- Mr. Raymond Echevarria, Wake County Fire/Rescue Director

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs’ Action	Fire Commission Action
Chapter I. Introduction				
1. The completion and quality of fire and EMS data should be improved countywide, for each department.	AGREE	AGREE. Particularly in area of getting EMS unit level dispatch information from all dispatch centers.	AGREE. Particularly in area of getting EMS unit level dispatch information from all dispatch centers.	
Chapter II. Demand and Population Projections				

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
2. Update the demand projections annually, and compare them to unit workloads and planned station locations.	AGREE	AGREE	AGREE	
Chapter III. Level of Service Targets				
3. Coverage goals in the future should be stated in terms of total response times, including call processing, turnout, and drive times.	AGREE	AGREE	AGREE	
4. County fire departments should improve their turnout times by implementing duty night programs to assure adequate volunteer staffing in station, or by other means.	AGREE (Understood that all fire stations will need sleeping quarters. Possible impact on CIP.)			
5. Efforts should be made to reduce call-	AGREE. Study Team recommends	AGREE. Study Team recommends	AGREE. Study Team	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
processing time to average no more than a minute.	call-processing performance measure of within 60 seconds, 90% of the time. This performance measure is consistent with NFPA 1221.	call-processing performance measure of within 60 seconds, 90% of the time. This performance measure is consistent with NFPA 1221.	recommends call-processing performance measure of within 60 seconds, 90% of the time. This performance measure is consistent with NFPA 1221.	
Chapter IV. Station Locations and Unit Redeployment				
<p><u>FIRE STATIONS (INCLUDING UNIT REDEPLOYMENT)</u></p> <p>A set of 18 fire station closures, relocations, and openings is recommended, as shown in Table 37 of the final report. There are slight variations presented as alternative scenarios in Chapter IV.</p> <p>The recommended station</p>	The Study Team is committed to efficient and effective fire protection service in Wake County. TriData offers the untested assertion that, in several service areas, a neighboring fire department will be able to offer the same (or better) service than a department presently delivering the service,			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs’ Action	Fire Commission Action
<p>closings, moves, new stations, and unit redeployments are an integrated set and need to be considered as a package. Elements can be changed, but the changes may require a related series of other changes (e.g., if a station recommended to be closed is not closed, its units obviously cannot be redeployed).</p>	<p>at a lower cost. We recommend that Wake County not support closure of any fire station until TriData’s assertions can be tested through negotiation and cost-benefits analysis, and the following conditions are confirmed during the process: that (a), there is a more effective and efficient alternative available for delivery of fire protection services in a given service area, and (b) the alternative fire department is ready and willing to negotiate an agreement with Wake County to do so. Wake County should begin the negotiation and cost-benefits analysis immediately, with the goal to present</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	<p>the results and any closure recommendations to the Wake County Board of Commissioners no later than December 31, 2004.</p> <p>For new fire station locations, it is understood that all proposed station locations are approximate (even when an exact address was indicated); and the locations can be fine-tuned based on land availability, cost, and other factors.</p> <p>For any recommended new fire station located inside a municipality, the Study Team recommendation does not imply a Wake County responsibility to share the cost of</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs’ Action	Fire Commission Action
	<p>addition, renovation or replacement of any fire station located in a municipality unless the addition, renovation or removal helps Wake County meet its service-level objectives in a response area where those objectives are not being met.</p>			
<p><u>ANOTHER FIRE STATION RECOMMENDATION</u></p>				
<p>6. The County should negotiate arrangements for municipalities to cover unincorporated areas near them when in the interests of the majority of citizens in the area.</p>	<p>The Study Team is committed to efficient and effective fire protection service in Wake County. TriData offers the untested assertion that, in several service areas, a neighboring fire department will be able to offer the same (or better) service than a department presently delivering the service,</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	<p>at a lower cost. We recommend that Wake County not support contracting with a municipality to provide fire protection in unincorporated areas near them until TriData's assertions can be tested through negotiation and cost-benefits analysis, and the following conditions are confirmed during the process: that (a), there is a more effective and efficient alternative available for delivery of fire protection services in a given service area, and (b) the alternative fire department is ready and willing to negotiate an agreement with Wake County to do so. Wake County should begin the negotiation</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	and cost-benefits analysis immediately, with the goal to present the results and any recommendation(s) to contract with a municipality to the Wake County Board of Commissioners no later than December 31, 2004.			
<p style="text-align: center;"><u>EMS STATIONS AND UNITS</u></p> <p>Changes recommended for EMS stations and unit redeployment are as follows. Some alternative scenarios are presented in Chapter IV.</p>				
<ul style="list-style-type: none"> • Relocate Cary EMS from its central station to Swift Creek Fire Station 1. • Relocate EMS 6 to Raleigh Fire Station 		The Study Team is committed to efficient and effective emergency medical service delivery in Wake County.	The Study Team is committed to efficient and effective emergency medical service	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
<p>24.</p> <ul style="list-style-type: none"> • Relocate EMS 13 to the projected new EMS/fire station on Durant Road and Koupela Road or to a new medical care facility proposed for that area by WakeMed. • Move EMS 12 to be co-located with fire units at Stony Hill Station 1. • Relocate Wendell EMS to be co-located with Wendell Fire Station 2. • Relocate one of the three staffed units from the Garner EMS headquarters station to Garner Fire Station 2, and a second unit to the Barwell Road/Rock Quarry 		<p>TriData proposes that some “second-duty” ambulances be relocated to areas where demand supports additional ambulance resources.</p> <p>The Study Team agrees with the areas identified with service deficiencies. The Team recommends not supporting the relocations until sufficient data is gathered and analyzed, and that analysis demonstrates response times can continue to be met in the affected service areas.</p>	<p>delivery in Wake County. TriData proposes that some “second-duty” ambulances be relocated to areas where demand supports additional ambulance resources.</p> <p>The Study Team agrees with the areas identified with service deficiencies. The Team recommends not supporting the relocations until sufficient data is gathered and analyzed, and that analysis demonstrates response times can continue to be met in the affected</p>	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
<p>Road area.</p> <ul style="list-style-type: none"> • Relocate a second-duty EMS unit with low utilization to the Wake EMS Station 5/Wake-New Hope Fire Station 1 area, where calls for service have expanded dramatically over the past three years. • Close EMS Station 1 and relocate its three units relocated to <ul style="list-style-type: none"> – A new station in the 400 block of Peace Street – Raleigh Station 2 – The former Wake-New Hope Station 1 • Consider relocating Knightdale and Zebulon second duty 			service areas.	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
units to other stations where the most first-due calls are missed (when data is available to do the analysis).				
7. Wake County should develop as soon as possible reliable data collection and analysis measures that support correction of in-depth EMS response (and other) problems—the number of units needed per station by time of day.		AGREE. Particularly in the area of EMS unit level data from all communications centers.	AGREE. Particularly in the area of EMS unit level data from all communications centers.	
8. All EMS units should be reliably staffed and thereby assignable by the new CAD system.		AGREE for all contracted EMS units and frontline Wake EMS units.	AGREE for all contracted EMS units and frontline Wake EMS units.	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
<p>9. Uncluster the EMS units. They have better impact on response times by being spread out.</p>		<p>The Study Team is committed to efficient and effective emergency medical service delivery in Wake County. TriData proposes that some “second-duty” ambulances be relocated to areas where demand supports additional ambulance resources.</p> <p>The Study Team agrees with the areas identified with service deficiencies. The Team recommends not supporting the relocations until sufficient data is gathered and analyzed, and that analysis demonstrates response times can</p>	<p>The Study Team is committed to efficient and effective emergency medical service delivery in Wake County. TriData proposes that some “second-duty” ambulances be relocated to areas where demand supports additional ambulance resources.</p> <p>The Study Team agrees with the areas identified with service deficiencies. The Team recommends not supporting the relocations until</p>	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
		continue to be met in the affected service areas.	sufficient data is gathered and analyzed, and that analysis demonstrates response times can continue to be met in the affected service areas.	
10. Monitor EMS call volume per unit at least annually.		AGREE	AGREE	
11. Consider adding a peak-load EMS unit when a unit is overloaded before adding a full-time unit.		AGREE	AGREE	
12. Consider declustering (i.e. redeploying) EMS units before adding new units.		AGREE. The Team recommends not supporting the declustering until sufficient data is gathered and analyzed, and that	AGREE. The Team recommends not supporting the declustering until sufficient data is gathered and	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
		analysis demonstrates response times can continue to be met in the affected service areas.	analyzed, and that analysis demonstrates response times can continue to be met in the affected service areas.	
<u>SPECIALTY UNITS</u>				
13. Going into the future, collect data on the location of calls requiring specialty units.	AGREE			
14. For hazmat and for technical rescue, have at least one highly trained unit of each type in the County, and then one or more satellite units trained to assist the main unit or handle simpler calls.	AGREE			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
Chapter V. Fire Vehicles				
<i>Overall</i>				
<p>15. At a minimum, every station (39 in total) should have at least one frontline engine. Eleven stations should have one aerial, and 26 stations should have at least one tanker (distributed as discussed in Chapter IV). Each EMS station (or fire station) where an EMS unit is based should have one frontline EMS unit unless demand is high enough and affects response times to warrant more.</p>	<p>AGREE ON ENGINES. Based upon the data and methodology used by TriData, the locations recommended for aerials and tankers are adequate.</p> <p>If the fire station closure process supported in the fire station location recommendations does not result in the closure of any fire station, it is understood that aerials and tankers recommended for redeployment will be need to be budgeted and purchased.</p>	<p>AGREE FOR AMBULANCES.</p>	<p>AGREE FOR AMBULANCES.</p>	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	<p>The study team support and recommendation does not imply a Wake County responsibility to share the cost of addition, refurbishment, or replacement of any fire apparatus located in a municipality unless the apparatus helps Wake County meet its service-level objectives in a response area where those objectives are not being met and adds to the cost for the municipality.</p> <p>It is understood that Wake County's responsibility to share the cost of addition, refurbishment, or replacement of any fire apparatus is</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	<p>linked directly with the outcome of the negotiation and cost-benefit analysis supported and recommended for new fire station locations. It is also understood that ownership of fire apparatus is an issue that needs to be negotiated before any fire apparatus owned by a private not-for-profit corporation or a municipality can be reassigned.</p>			
<p>16. The number of pumpers needed beyond one per station should be a function of the ability of the station to reliably turn out the first pumper with four staff, and the</p>	<p>AGREE</p>			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
reliability of the next two closest stations to do the same.				
<p>17. Fire departments should furnish—and Wake County staff must analyze—certain additional data to that now collected: the number of firefighters dispatched on the first, second, and third units per call in the station's first-due area that would comprise the first-alarm full assignment; the number of structure fires; the number of fires with spread beyond the room of origin; and the number of high risk structures requiring a fire flow (in gallons</p>	AGREE			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
per minute) greater than that required for a single-family dwelling.				
18. Wake County should develop and manage a coordinated, countywide approach to apparatus procurement and deployment.	AGREE	Agree to continue developing process of a coordinated countywide approach to EMS vehicle deployment.	Agree to continue developing process of a coordinated countywide approach to EMS vehicle deployment.	
19. Wake County should start to collect the vehicle maintenance data needed for better analysis of future vehicle replacement programs.	AGREE	AGREE	AGREE	
<i>Specifications</i>				
20. Wake County should study the potential cost effectiveness of new ambulances built on heavy-duty		AGREE	AGREE	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
commercial chassis as compared with chassis built on medium-duty chassis.				
21. Wake County should manage the development of performance-based fire apparatus specifications by vehicle class, e.g., pumper, pumper/tanker, rescue vehicle, aerial ladder.	AGREE			
22. Wake County should standardize apparatus designations by unit name, type, use, and numbering system.	AGREE	AGREE	AGREE	
23. Wake County should manage development of a standard set of specifications for the replacement of ambulances, fire apparatus, and other	AGREE	Agree that standard specifications need to be developed.	Agree that standard specifications need to be developed.	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
emergency vehicles.				
24. Wake County should collect the necessary data on hazmat and technical rescue incidents to support selection of the types of vehicles that will be needed in the future.	AGREE			
25. Wake County should purchase standard vehicles with commercial chassis for engine/pumpers, tanker/mobile water supply apparatus, heavy rescues/squads, and hazardous materials response units. Ladder units or quints should be custom vehicles	The Study Team recognizes there are differing views on the question of custom or commercial fire apparatus chassis. For pumpers and pumper/tankers, the Team recommends development of performance-based specifications using commercial chassis, with custom chassis bid as an alternate/option. The			

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
	<p>custom versus commercial purchase decision can then be based on a cost benefit (“business case”) analysis.</p> <p>The Study Team recommends the consideration of purchasing heavy rescue units on a custom chassis. Depending upon the configuration of a hazardous materials response unit, the Study Team recommends consideration of purchasing the hazardous materials response unit on a custom chassis.</p>			
<i>Procurement</i>				
26. Establish a county-	AGREE.	Continue	Continue	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
managed “lease-purchase” arrangement for buying new fire apparatus.		ambulance “lease-purchase” arrangement already in place for EMS vehicles.	ambulance “lease-purchase” arrangement already in place for EMS vehicles.	
<i>Maintenance</i>				
27. Wake County should establish a countywide fire vehicle maintenance program with written standards and SOPs.	AGREE	AGREE	AGREE	
28. Wake County should establish a formal apparatus replacement program with specific criteria for fire and EMS vehicle replacement (like Table 22, or the APWA Point System, or its GSA system).	AGREE	AGREE	AGREE	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
<i>Reserves</i>				
29. Wake County should establish standards for the size of its reserve apparatus fleet and manage that fleet.	AGREE FOR FIRE APPARATUS FLEET. The Study Team recommends a spare/reserve fleet program where the County owns the reserve apparatus, but the reserve apparatus are housed at key fire station locations throughout the County and are equipped and available for use by all County fire departments.	Agree the County should establish standards for the size of the reserve fleet.	Agree the County should establish standards for the size of the reserve fleet.	
30. Wake County should keep at least some reserve apparatus fully equipped so they would be immediately available to a department if a front-line vehicle	AGREE	AGREE	AGREE	

Recommendations	Study Team Recommendation – Fire	Study Team Recommendation – EMS	EMS/Rescue Chiefs' Action	Fire Commission Action
breaks down.				
<i>CIP</i>				
31. The county should ensure that the apparatus replacement program part of the Capital Improvement Program includes adequate funding for the replacement program it administers.	AGREE	AGREE	AGREE	

ATTACHMENT B

**Wake County Fire/EMS Capital Facility and Equipment Study
Matrix of Recommendations and Fire Commission/Fire Chief Questions and Comments**

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
Chapter I. Introduction		
32. The completion and quality of fire and EMS data should be improved countywide, for each department.	CURRENT FIRE DISPATCH (CAD) fire information time is not correct and incomplete.	
Chapter II. Demand and Population Projections		
33. Update the demand projections annually, and compare them to unit workloads and planned station locations.	Who will do this and who will review this information? Who will make recommendations on when changes are needed?	
Chapter III. Level of Service Targets		
34. Coverage goals in the future should be stated in terms of total response times, including call processing, turnout, and drive times.	How many stations are not staffed at night.	
35. County fire departments should improve their turnout times by implementing duty night programs to assure adequate volunteer staffing in station, or by other means.	Should fire depts. find it difficult to maintain volunteer staffing at night, the number budget priority should have to fund at least 2-24 hour. Full time FF per station to maintain coverage.	
36. Efforts should be made to reduce call-processing time to average no more than a minute.	Totally agree.	
Chapter IV. Station Locations and Unit Redeployment		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
<p><u>FIRE STATIONS (INCLUDING UNIT REDEPLOYMENT)</u></p> <p>A set of 18 fire station closures, relocations, and openings is recommended, as shown in Table 37 of the final report. There are slight variations presented as alternative scenarios in Chapter IV.</p> <p>The recommended station closings, moves, new stations, and unit redeployments are an integrated set and need to be considered as a package. Elements can be changed, but the changes may require a related series of other changes (e.g., if a station recommended to be closed is not closed, its units obviously cannot be redeployed).</p>	<p>Totally disagree: 90% projectile can be accomplished by reducing CAD time and providing 24 hr. coverage at each station.</p> <p>Do not agree to closing stations which are paid for and replacing with 1.5 to 2 million dollar stations. Waste of taxpayer money where not needed. Donut holes should be handled individually where municipalities agree to contract with Wake Co. at a price less expensive than what current costs are.</p>	
<p><u>ANOTHER FIRE STATION RECOMMENDATION</u></p>		
<p>37. The County should negotiate arrangements for municipalities to cover unincorporated areas near them when in the interests of the majority of citizens in the area.</p>	<p>SEE SECTION 5</p>	
<p><u>EMS STATIONS AND UNITS</u></p> <p>Changes recommended for EMS stations and unit redeployment are as follows.</p>		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
Some alternative scenarios are presented in Chapter IV.		
<ul style="list-style-type: none"> • Relocate Cary EMS from its central station to Swift Creek Fire Station 1. • Relocate EMS 6 to Raleigh Fire Station 24. • Relocate EMS 13 to the projected new EMS/fire station on Durant Road and Koupela Road or to a new medical care facility proposed for that area by WakeMed. • Move EMS 12 to be co-located with fire units at Stony Hill Station 1. • Relocate Wendell EMS to be co-located with Wendell Fire Station 2. • Relocate one of the three staffed units from the Garner EMS headquarters station to Garner Fire Station 2, and a second unit to the Barwell Road/Rock Quarry Road area. • Relocate a second-duty EMS unit with low utilization to the Wake EMS Station5/Wake-New Hope Fire Station 1 area, where calls for service have expanded dramatically over the past three years. 		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
<ul style="list-style-type: none"> • Close EMS Station 1 and relocate its three units relocated to <ul style="list-style-type: none"> – A new station in the 400 block of Peace Street – Raleigh Station 2 – The former Wake-New Hope Station 1 • Consider relocating Knightdale and Zebulon second duty units to other stations where the most first-due calls are missed (when data is available to do the analysis). 		
<p>38. Wake County should develop as soon as possible reliable data collection and analysis measures that support correction of in-depth EMS response (and other) problems—the number of units needed per station by time of day.</p>		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
39. All EMS units should be reliably staffed and thereby assignable by the new CAD system.		
40. Uncluster the EMS units. They have better impact on response times by being spread out.		
41. Monitor EMS call volume per unit at least annually.		
42. Consider adding a peak-load EMS unit when a unit is overloaded before adding a full-time unit.		
43. Consider declustering (i.e. redeploying) EMS units before adding new units.		
<u>SPECIALTY UNITS</u>		
44. Going into the future, collect data on the location of calls requiring specialty units.		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
<p>45. For hazmat and for technical rescue, have at least one highly trained unit of each type in the County, and then one or more satellite units trained to assist the main unit or handle simpler calls.</p>	<p>How does this apply to the current Wake Co. contracts for the two HAZMAT Teams?</p>	
<p>Chapter V. Fire Vehicles</p>		
<p><i>Overall</i></p>		
<p>46. At a minimum, every station (39 in total) should have at least one frontline engine. Eleven stations should have one aerial, and 26 stations should have at least one tanker (distributed as discussed in Chapter IV). Each EMS station (or fire station) where an EMS unit is based should have one frontline EMS unit unless demand is high enough and affects response times to warrant more.</p>	<p>How does this affect I.S.O. requirements and municipal coverage?</p>	
<p>47. The number of pumpers needed beyond one per station should be a function of the ability of the station to reliably turn out the first pumper with four staff, and the reliability of the next two closest stations to do the same.</p>	<p>How does this affect I.S.O. ratings? How does this affect municipal coverage?</p>	

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
<p>48. Fire departments should furnish—and Wake County staff must analyze—certain additional data to that now collected: the number of firefighters dispatched on the first, second, and third units per call in the station's first-due area that would comprise the first-alarm full assignment; the number of structure fires; the number of fires with spread beyond the room of origin; and the number of high risk structures requiring a fire flow (in gallons per minute) greater than that required for a single-family dwelling.</p>	<p>DISAGREE. Information exists already on State Fire Reporting Incident Reports.</p>	
<p>49. Wake County should develop and manage a coordinated, countywide approach to apparatus procurement and deployment.</p>	<p>DISAGREE. How does this affect municipal depts.? County funds a designated amount for each truck. Any additional funds should be raised by department.</p>	
<p>50. Wake County should start to collect the vehicle maintenance data needed for better analysis of future vehicle replacement programs.</p>	<p>QUESTION – Who is going to collect this data?</p>	
<p><i>Specifications</i></p>		
<p>51. Wake County should study the</p>		

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
potential cost effectiveness of new ambulances built on heavy-duty commercial chassis as compared with chassis built on medium-duty chassis.		
52. Wake County should manage the development of performance-based fire apparatus specifications by vehicle class, e.g., pumper, pumper/tanker, rescue vehicle, aerial ladder.	Who will make the final decision on these specifications?	
53. Wake County should standardize apparatus designations by unit name, type, use, and numbering system.	Isn't most of this already in place. New CAD has to be standardized? What is the necessity of standardized numbering system?	
54. Wake County should manage development of a standard set of specifications for the replacement of ambulances, fire apparatus, and other emergency vehicles.	Who will do this? See item 21	
55. Wake County should collect the necessary data on hazmat and technical rescue incidents to support selection of the types of vehicles that will be needed in the future.	AGREE	
56. Wake County should purchase standard	More Information needed.	

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
vehicles with commercial chassis for engine/pumpers, tanker/mobile water supply apparatus, heavy rescues/squads, and hazardous materials response units. Ladder units or quints should be custom vehicles		
<i>Procurement</i>		
57. Establish a county-managed "lease-purchase" arrangement for buying new fire apparatus.	What type of lease?	
<i>Maintenance</i>		
58. Wake County should establish a countywide fire vehicle maintenance program with written standards and SOPs.	DISAGREE – Dept. already has a vehicle maintenance program, Dept. does small maintenance in-house with volunteers/staff at supplies cost only. Can County do it at this price?	
59. Wake County should establish a formal apparatus replacement program with specific criteria for fire and EMS vehicle replacement (like Table 22, or the APWA Point System, or its GSA system).	More discussion needed.	

Recommendations	Fire Commission/Fire Chiefs' Questions/Comments	Response
<i>Reserves</i>		
60. Wake County should establish standards for the size of its reserve apparatus fleet and manage that fleet.	DISAGREE – Why can't FD loan each other equipment at no cost? This is already being done at no cost.	
61. Wake County should keep at least some reserve apparatus fully equipped so they would be immediately available to a department if a front-line vehicle breaks down.	DISAGREE – Already being done by dept. loaner program. I.S.O. gives credit for reserve equipment.	
<i>CIP</i>		
62. The county should ensure that the apparatus replacement program part of the Capital Improvement Program includes adequate funding for the replacement program it administers.	DISAGREE – How can you insure you have enough funds to accomplish this?	

