

**FAYETTEVILLE CITY COUNCIL
WORK SESSION AGENDA
OCTOBER 4, 2010
5:00 P.M.**

VISION STATEMENT

**The City of Fayetteville
is a GREAT PLACE TO LIVE with
a choice of DESIRABLE NEIGHBORHOODS,
LEISURE OPPORTUNITIES FOR ALL,
and BEAUTY BY DESIGN.**

**Our City has a VIBRANT DOWNTOWN,
the CAPE FEAR RIVER to ENJOY, and
a STRONG LOCAL ECONOMY.**

**Our City is a PARTNERSHIP of CITIZENS
with a DIVERSE CULTURE and RICH HERITAGE,
creating a SUSTAINABLE COMMUNITY.**



FAYETTEVILLE CITY COUNCIL
WORK SESSION AGENDA
OCTOBER 4, 2010
5:00 P.M.
City Hall Council Chamber

1.0 CALL TO ORDER

2.0 INVOCATION

3.0 APPROVAL OF AGENDA

4.0 OTHER ITEMS OF BUSINESS

4.1 Residential Rental Property Programs Update

Presenter: Doug Hewett, Assistant City Manager

4.2 Multi-family Recycling Program Update

Presenter: Jerry Dietzen, Environmental Services Director

4.3 RLS Presentation - City/County Consolidated Transportation Plan

Presenter: Rich Garrity, RLS & Associates

4.4 Fayetteville Fire/Emergency Management Strategic Plan

Presenter: Ben Nichols, Fire Chief

5.0 ADJOURNMENT

CLOSING REMARKS

POLICY REGARDING NON-PUBLIC HEARING AGENDA ITEMS

Anyone desiring to address the Council on an item that is not a public hearing must present a written request to the City Manager by 10:00 a.m. on the Wednesday preceding the Monday meeting date.

POLICY REGARDING PUBLIC HEARING AGENDA ITEMS

Individuals wishing to speak at a public hearing must register in advance with the City Clerk. The Clerk's Office is located in the Executive Offices, Second Floor, City Hall, 433 Hay Street, and is open during normal business hours. Citizens may also register to speak immediately before the public hearing by signing in with the City Clerk in the Council Chamber between 6:30 p.m. and 7:00 p.m.

POLICY REGARDING CITY COUNCIL MEETING PROCEDURES SPEAKING ON A PUBLIC AND NON-PUBLIC HEARING ITEM

Individuals who have not made a written request to speak on a nonpublic hearing item may submit written materials to the City Council on the subject matter by providing twenty (20) copies of the written materials to the Office of the City Manager before 5:00 p.m. on the day of the Council meeting at which the item is scheduled to be discussed.

Notice Under the Americans with Disabilities Act (ADA): The City of Fayetteville will not discriminate against qualified individuals with disabilities on the basis of disability in the City's services, programs, or activities. The City will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the City's programs, services, and activities. The City will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. Any person who requires an auxiliary aid or service for effective communications, or a modification of policies or procedures to participate in any City program, service, or activity, should contact the office of Ron McElrath, ADA Coordinator, at rmcelrath@ci.fay.nc.us, (910) 433-1696, or the office of Rita Perry, City Clerk at cityclerk@ci.fay.nc.us, (910) 433-1989, as soon as possible but no later than 72 hours before the scheduled event.

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: Doug Hewett, Assistant City Manager
DATE: October 4, 2010
RE: **Residential Rental Property Programs Update**

THE QUESTION:

Does this update on residential rental property programs, namely rental registration and probationary rental occupancy permits (PROP), meet City Council's interest?

RELATIONSHIP TO STRATEGIC PLAN:

FY 2011 Policy Agenda - Rental Registration & Probationary Rental Occupancy Permit
Goals 2015 - Growing City, Livable Neighborhoods, a Great Place to live

BACKGROUND:

On Aug. 6, 2007, the City Council directed staff to research the feasibility of creating a program to inspect rental housing units to ensure that these units met the standards of the City's minimum housing code.

On Dec. 3, 2007, the City Council adopted the Fayetteville Forward Pledge that included the following reference to consider a proposed rental inspection ordinance that focuses on compliance with the Minimum Housing Code to ensure dwelling units meet certain standards related to the basic life safety needs of residents of the city of Fayetteville (light, ventilation, occupancy limitation, plumbing, mechanical, electrical and fire safety requirements.)

Additionally, on March 3, 2008, the City Council directed staff to further refine the program for potential funding in the FY 2009 budget.

Staff presented a comprehensive action plan for the rental inspection program to the City Council on April 7, 2008. At which time, the Council voted to not pursue the program further.

Subsequently, former Council Member Charles Evans placed this issue for discussion at the City Council's Oct. 3, 2008 work session. Following discussion, the City Council directed staff to provide an update on the feasibility of such a program.

On Nov. 3, 2008, staff presented a rental inspections program action plan to the City Council. The consensus of City Council was for staff to report back on various models for rental inspections programs.

Staff presented the various models to the City Council on Sept. 8, 2009. Staff provided descriptions and cost analysis of the following programs: (1) Rental Registration Program; (2) Rental Inspection Program; and (3) Probationary Rental Occupancy Permit (PROP) program. Following discussion, the City Council directed staff to research rental registrations and a PROP program.

Consistent with City Council's direction, staff has continued to work on the development of a rental registration ordinance and PROP ordinance for City Council's review. Additionally, the City Council reaffirmed their interest in these programs by including them as part of their 100 day Goals/Fayetteville Forward Pledge.

Staff also provided an update to the City Council on March 21, 2010 that included feedback staff received from two community meetings held with community watch presidents and residential

rental property managers throughout the City. Two additional meetings were held on Tuesday, Aug. 31 and Wednesday, Sept. 8. Both meetings had approximately 100 citizens in attendance.

The majority of those in attendance were either property managers or rental property owners; most of them were opposed to both programs. There were also several community watch groups and renters in attendance; most of them were in support of the programs, especially the PROP program. The comments from those two meetings are attached.

ISSUES:

1. Are the Rental Registration and PROP programs the same thing? No. PROP and rental registration are two different programs. PROP applies to problem rental properties, while rental registration applies to all rental properties in Fayetteville.
2. Who will pay for these programs? Some of the property managers weren't in opposition to the programs, as much as they were in opposition to the fees that would be charged to support the program. City Council previously directed that any residential rental property programs would need to be self-supporting.
3. How much will be charged for the rental registration and PROP programs? Staff believes that we can implement the rental registration program for 1 to 9 dwelling units, \$15.00 per unit; 10 to 19 dwelling units, \$150.00 total; and 20+ dwelling units, \$300.00 total. Staff hasn't developed a possible cost for the PROP program at this time. However, Raleigh charges \$500 for their PROP program.
4. Will Rental Registration provide a direct benefit to the property owner? No. However, the program is designed to assist the City in quickly identifying the number and location of residential rental property, as well as providing a quick method for the City to notify the property owner/agent of issues at their property. The registration will also include a certification by the owner/agent that the property meets the City's minimum housing code standards.
5. Will the PROP program provide a direct benefit to the property owner? No. However, the program will benefit adjacent property owners who are negatively impacted by activities occurring on the rental property, as it requires the residential rental property owner/agent to work with the City to mitigate repeated violations of city code or criminal activity.
6. What is the intent of the programs? PROP ordinance is intended to address problem rental properties in established neighborhoods and is targeted toward rental properties where violations occur. The goal is that no PROP will ever be issued, because if that is the case it means that rental property owners throughout the city are ensuring that their properties are well kept, up to city code and are well monitored and their tenants are respectful of their neighbors.
7. Will the PROP program punish responsible property owners? No. The program is designed to address repeated and serious violations of City Code or criminal activity that leads to convictions.
8. Why doesn't the City enforce the current standards and ordinances? The City does enforce those ordinances. However, there is not a requirement that the property owner/agent work with the City to mitigate the negative impacts that occur on rental property by the tenants.
9. Can property owners/agents control the actions of their tenants? No. However, they can control to whom they rent their property. PROP is designed to ensure that property owners/agents who continuously rent property to tenants who negatively impact the quality of life of surrounding property owners work with the City to mitigate those effects.
10. Why aren't tenants held responsible? Ultimately, the condition of the rental property and the activities of the tenants must be closely monitored by the property owner. Property owners are expected to write clear expectations of tenant behavior relative to neighbors into leases, and take action to encourage tenants to comply with these expectations or seek evictions for problem tenants.
11. Will these programs impact military families who are stationed in other areas or deployed? Yes, in as much as the rental registration requires them to register the property annually and have a local agent/contact that can respond within 24 hours. Similarly, PROP could impact military families who currently reside outside of the area and have rental property in Fayetteville. If adopted, we would design the programs to be as web-based as possible; which would aid absentee owners.
12. Will these programs penalize property owners/agents who are actively working with the City

to address problems on their property? No. If adopted, staff will continue to work with property owners/agents who partner with the City to reduce crime and negative impacts associated with some residential rental property.

13. What is the timeline for these programs? If City Council so directs, staff could have the programs ready for City Council's consideration in December 2010 or January 2011. Following adoption, staff would recommend up to a 12-month delay in registration to provide time to ready the web-based registration program, provide information to residential rental property owners/agents, and hire/train staff. The PROP program could begin earlier, as it will deal with problem properties only. However, staff would still ask for a 6-month+ delay to ready the program and inform property owners/agents.

OPTIONS:

As this is an update, no action is required. However, given the overwhelming interest in these programs, staff is seeking City Council's direction as to how to proceed and what additional information is needed to advance these programs.

RECOMMENDED ACTION:

Ask questions and provide direction to staff as to City Council's continued interest in exploring these programs.

ATTACHMENTS:

Meeting Comments - August 31, 2010

Meeting Comments - September 8, 2010

Financial Model & Assumptions for Rental Registration Program

**RENTAL REGISTRATION PROGRAM MEETING
SPEAKERS' COMMENTS
AUGUST 31, 2010**

Disclaimer: The comments contained herein are provided as public information only. The comments are not verbatim and are not intended to serve as the official minutes of the meeting.

SPEAKER 1:

Property owners pay taxes not renters and taxes are used to provide law enforcement. If the tenant has a problem they contacted code enforcement who notifies me. In this program the conduct of the tenant becomes the problem of the landlord. We do not have the authority to enforce the law. What can we do? This program is very discriminatory against the landlord.

SPEAKER 2:

I am a tenant. Most landlords are good, responsible people. However, some are not. They are renting to people with no source of income. Where is the money coming from? Some landlords know what is going on at their properties. Something needs to be put in place to handle these problems. A reasonable landlord would not have a problem with this program.

SPEAKER 3:

As a realtor, we cannot evict people quickly. Rental registration is an encroachment. The City should tax people who have the out of state fights. If my property owners get a letter they are on me immediately. We do not get paid for this extra paperwork.

SPEAKER 4:

We try to do the right thing. All this is negative to us as a landlord.

SPEAKER 5:

I have rental houses. All this is an additional tax. This is going to raise rental rates. This will require us to hire a professional to change an outlet and will raise price. If my tenant has a problem they have no problem calling code enforcement. Why do we need more regulations? The City should use what we already have. The problem is not the landlord but the tenants.

SPEAKER 6:

Currently I am the only man still living from when Broadell Homes was first developed. My concerned is beautification. The deterioration of the neighborhood comes from rental properties.

SPEAKER 7:

I own a rental property. I am losing \$213 on the property from renovations. Raleigh has initiating this same program last year and \$900,000 – 1 million dollars has been recovered from the program.

SPEAKER 8:

I rent my property. For the past few months complaints have been made about rental properties in my neighbor – Gangs. Nobody has come to investigate. I called four times.

SPEAKER 9:

We fully support the PROP Program. We have certain streets that are being held hostage by property owners who do not cares. They are not doing background checks. 1900 block of Powell Street is a prime example. This program is the key to help with this problem. Contacted one property owner where 56 police calls were made to the address – the owner had no idea.

SPEAKER 10:

I own two properties in Boonie Doone. I call the police sometimes with no responses. The frequent caller would be penalized. I welcome police presents. I welcome a police substation.

SPEAKER 11:

Difference between property owner and property – owners are overseas.

SPEAKER 12:

The law is stacked against property owners. This is another fee. Most of us are pretty good landlords. I did not see any benefits for the landlord.

SPEAKER 13:

Get the bad landlords to put their feet to the fire. The City has laws on the books that will take care of these things. Inspectors can go into the property with a warrant, if given a higher level of authority. Identify landlords who are not doing background checks.

SPEAKER 14:

I am a tenant. This is another way for the City to get more money for nothing. I am not a bad tenant but I have to move. Now my landlord has to worry about the new tenant. Landlords should inspect their properties every four months, shame on you if you don't. It's up to the landlords to take care of their properties.

SPEAKER 15:

I am a realtor. This hurts the military families who have to rent their properties when they go overseas.

SPEAKER 16:

Responsibility is being placed on the wrong people. Garnish tenants' wages for property damages. I call the police about possible growth of marijuana in my property and the Police stated I needed proof. One man buried down my apartment

SPEAKER 17:

I am renter. The problem is the landlord. Big time realtors –

SPEAKER 18:

We can make a small adjustment to the tax records that shows the owners and owners' addresses. Bob Sullivan designed a program to identify all rental properties. I have had seven air conditioner units stolen. Last renter left a dead dog in the bathroom. Mr. Hewett attempted to help us. Police are paid out of the property taxes.

SPEAKER 19:

Every time electricity is turned on the property owner is identified. Use a working database to track rental properties. Turn the power off if the property is identified as a problem.

SPEAKER 20:

We try to take care of our property. Why are we being punished? What is the City doing for the landlord?

SPEAKER 21:

I have to call in once or twice a week to complain about renters not taking care of rental properties. Ask owner to make sure they require renter to take care of their properties.

SPEAKER 22:

I am a rental property owner. I have been reporting a guy for seven years and nothing has been done. We cannot go in there with a lot of hearsay. Somebody has to call the police. The manager is not going to watch the property. Have the City Attorney run this program by the Realtor Associations.

SPEAKER 23:

I am a prospective rental property owner. How is this program going to help property owners?

SPEAKER 24:

Are the properties not being maintained identified as bank owned or foreclosure properties? All properties should be identified.

SPEAKER 25:

We are fully behind the PROP Program. All five rental properties in our neighborhood have required the police to kick the doors down. I am a former soldier and turned my property over to a well established realtor and they did not check on my property. What is worst to a soldier, being taxed \$20 a year or to come back to a destroyed property?

SPEAKER 26:

Is there complaint data?

SPEAKER 27:

Why don't we have that information (Police, Code Enforcement, and Fire)?

SPEAKER 28:

The City is squeezing the wrong people.

SPEAKER 29:

This is just another tax.

SPEAKER 30:

I am in opposition. I do not have criminal problems.

SPEAKER 31:

Filed for eviction, the renters start tearing up my property. Called small claim.

SPEAKER 32:

We manage trailers. We were annexed. Trash collection was contracted to Waste Industries. Take 10% of salaries of the Police Chief, City Manager and Mayor. Balance needs to be equal. People need to vote.

SPEAKER 33:

This is nothing more than a tax. We can vote them out if they pass this program. Use the money the City has more efficiently by getting rid of the bad people.

SPEAKER 34:

This is something I brought to Council when I was on the Council. This was to help the property owners and the tenants who live in the properties. Some of the properties were not being taken care of and had holes in walls where you could see outside and no floors. This was to help properties owners as well as tenants. It is not fair to hold owners accountable for tenant's behavior. Landlords should rent decent properties.

SPEAKER 35:

Raleigh version is a disaster. The City should create a Task Force. Murray, Utah has the best program.

SPEAKER 36:

How can I be held accountable for others actions?

SPEAKER 37:

I do background check. The City should register the tenants.

SPEAKER 38:

I did not know who was in my trailer. The Police would not help us get into our property. The Health Department was contacted when the trailer was destroyed.

SPEAKER 39:

Is any consideration given to the number of units that this will apply?

SPEAKER 40:

I do not have enough information.

SPEAKER 41:

Use decals to identify property owners.

SPEAKER 42:

The City does need a Task Force and use the decals to identify property owner or management.

SPEAKER 43:

Fort Bragg initiated an inspection program requirement for E-5 and up. This should be required vice versa.

SPEAKER 44:

Use tax record bill to identify rental properties and add current email addresses of the property owners.

**RENTAL REGISTRATION PROGRAM MEETING
SPEAKERS' COMMENTS
SEPTEMBER 8, 2010**

Disclaimer: The comments contained herein are provided as public information only. The comments are not verbatim and are not intended to serve as the official minutes of the meeting.

SPEAKER 1:

I am member of the Massey Hill Community Watch. The City has done a good job is assisting Massey Hill. In our neighborhood rental property owners do not take care of the rental units in Massey Hill. They are absentee landlords. I support this program but have questions able implementation.

SPEAKER 2:

I am a realtor. This is penalizing the military. Most military people leave their property in our care. This is taxing the military. I rented to a lieutenant Colonel and he destroyed my property and we did a credit report on him.

SPEAKER 3:

I am a realtor and a former tenant. The City should create a bad tenant list and should not tax one segment of Fayetteville. If the landlords stereotype tenants we will be penalized. Increase property tax if more enforcement is needed.

SPEAKER 4:

I am a rental property owner. We are paying too much property tax. I do credit checks on tenants. How can we pay our mortgage? Why are we copying Raleigh? We take tenants to court and we still do not recoup our losses.

SPEAKER 5:

Why is this program needed? If everybody benefits than everybody should pay. I manage 52 rental units. I suggest a \$300 cap. The City needs to get rid of one of the Assistant City Manager.

SPEAKER 6:

I am a rental property owner. I commended the City for trying to rid the city of blight. What are you going to do with the bad landlords and tenants? They have to live somewhere. This will not get rid of the problem. An alternate is more law enforcement. When criminals go to jail they are out in a matter of weeks.

SPEAKER 7:

I manage 30,000 rentals. This discriminates against 95% of the landlords and affects the military. The programs in Raleigh, Greensboro, Winston Salem and High Point are all bad. In 1995 a problem tenant list was created and we faced lawsuits. In 1998, Chief Hansen started Safe Streets Now and the City inspectors helped. The Association paid \$650 to let property owners on B Street know about a meeting and one person showed. A Community Task Force is needed. Inspectors need a current record of rental properties. No realtors' ideas were looked at or requested.

SPEAKER 8:

I am in favor of cleaning up Fayetteville. This is an infringement of our rights. This is a tax against the select few landlords. PROP is asking us to police tenants. If the police cannot get them out then the City is going to stop my property from being rented in the future.

SPEAKER 9:

I am property owner and president of the J.B. Meyers Association. I am in favor of addressing absentee landlords that are not taking care of their properties. Savor Heights has a great amount of absentee landlords where properties are not being maintained. For one property I there have been 42 calls in two years. This has been an ongoing problem. Nuisance abatement addresses commercial properties.

SPEAKER 10:

The city wants to group all of the landlords and penalized us all. My properties are investment. I go through the system to get rid of bad tenants. The system is aiding and abetting the tenant and putting my property is danger. The tenants are the problems. Transferring a problem from one place to another will not fix the problem.

SPEAKER 11:

I have been in the business for 25 years and own 80 properties. What is the City going to do for the landlords? We do thorough check on everyone over 16 years old. I am tired of going to

court and getting nothing. – Stop them from getting drivers license from tenants who damages our properties.

SPEAKER 12:

I own rental properties in Fayetteville and Spring Lake. The problems are with police enforcement in Fayetteville. The courts let the problem tenants off the hook. I have stop renting trailers in Fayetteville.

SPEAKER 13:

I am a renter and a victim. I was robbed and became homeless. We I moved into an apartment building four of the six apartments had criminal activities and the landlord knew of the activities. We need to track renegade landlords.

SPEAKER 14:

I own a few rental houses. I have tenant that have rented from me for 35 year. I have a list of people who want to rent from us again. I completely do my houses to meet city codes. We take care of our renters. One Family lost their job and has not paid rent for six months and we did not put them out.

SPEAKER 15:

Minimal housing standards ensured properties are safe. What are minimal housing standards? We have are properties certified and the tenant does something that decertifies them, who is responsible? Failure to comply can result in revocation? Repeated violations- How many? What kind? We try to put criminal out and during that time they continue to create crime, what can I do? A program that identifies the tenants and the properties which has had numerous violations is needed. Out of state property owners – how will the city get them to register?

SPEAKER 16:

I own 35 rental properties and am against this program. The City should take care of the problems which already exist.

SPEAKER 17:

We need to upgrade keep Fayetteville beautiful – Murchison Road – Casper Street which has all rental properties. Wimble Street is still dirt. Orange Street has 7 empty houses where the grass has not been cut.

SPEAKER 18:

I live in Savoy Heights. There are landlords who take care of their properties and should not be penalized. Does this apply if renting with FHA, will the properties still need to be inspected.

SPEAKER 19:

I represent Evans Hill Windsor Terrace and I am in support of the program. My neighborhood has absentee landlords who do not fix the properties and they rent the properties cheap. I contacted a landlord and complaint – and was told to call the police – the landlord did not care until the tenant started tearing up the property

SPEAKER 20:

I am with the Cumberland County Apartment Association. The city has done a great job. This program is a stage in the wrong direction and the cost will be passed onto the military. I suggested a formation of a task force.

SPEAKER 23:

I am a realtor and rental property owner. The only reason I am a rental property owner is because I could not sell the property. Most of my clients are military. They cannot sell the properties. Other city help upgrade the Low income areas. What happens if the City does not do what they say they will do?

SPEAKER 25:

I am a property owner and landlord. The ordinances should be enforced before we moved on to charging landlords. The Housing Authority needs to be held accountable.

SPEAKER 26:

This program is not beneficial to landlords. I am surrounded by boarded up houses some with signs on the doors saying “Danger”. Since 1999 I have call everyone and nothing has been done. It takes 30 days to evict a tenant but they can tear up your property in 30 minutes.

Rental Registration Program Financial Assumptions

Estimated Costs:

- Approximately \$185,000 one time costs amortized over 4 years and includes: \$68K for software, \$30K for vehicle, \$20K for marketing/postage/advertising, office setup, 6 months of personnel related costs, and 5% contingency
- Estimated reoccurring annual personnel costs = \$143K and include full time inspector, part time paralegal and part time finance collector and indirect Development Services administration costs.
- Estimated reoccurring annual operating costs =\$54K and include software maintenance, advertising/printing, fuel, phone and indirect costs allocation.
- Total estimated annual costs with amortized start up costs and indirect cost allocation estimates = approximately \$244,000
- Some costs were indexed 3% per year during the 4 year period.

Estimated Revenues:

- Assumptions:
 - Housing stock percentages derived from Census Data set 2006-2008
 - 81,836 housing units and 42.2% of them are rentals.
 - Analysis was done to estimate:
 - Rentals in each fee category below
 - Participation (compliance) with program
 - Both of which impacts estimated revenue.
 - Fee Categories:
 - \$15 for single rental unit
 - \$150 for businesses with 10-19 units
 - \$ 300 for businesses with 20 or more units
- \$15 basis was recommended as it was the closest whole number fee that covered the total cost of program over a 4 year period.

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: Jerry Dietzen, Environmental Services Director
DATE: October 4, 2010
RE: **Multi-family Recycling Program Update**

THE QUESTION:

In what manner would the City Council wish to proceed with multi-family recycling collection.

RELATIONSHIP TO STRATEGIC PLAN:

City of Fayetteville Policy Agenda Top Priority Item:
Commercial, Town Homes, and Multifamily Recycling Program: Direction and Funding

BACKGROUND:

The City of Fayetteville began curbside recycling in July 2008 and the program has been very successful by annually diverting nearly 10,000 tons of municipal solid waste from the Cumberland County Landfill. Since the program began citizens living in multi-family complexes have requested the opportunity to take part in the program and it has been City Council's desire to provide that service to them.

The garbage collected at the curb for single family residences is collected by city forces and transported to the Cumberland County Landfill. The garbage collected from multi-family complexes is collected commercially and for the most part, transported to the Sampson County Landfill. Where single family curbside recycling extends the life of the Cumberland County Landfill, recycling at multi-family complexes will do the same for the privately owned Sampson County Landfill.

Typically where curbside single family recycling diversion rates are between 15 and 30 percent, multi-family recycling diversion rates are much lower. Educational and incentive programs can increase the diversion rates and success of multi-family recycling efforts.

In April 2010, City Council was updated on multi-family recycling. City Council directed staff to proceed with drafting a multi-family recycling ordinance and companion franchise agreement requiring solid waste collectors doing business in the City to provide recycling services to their multi-family clients, in addition to the standard garbage collection services.

ISSUES:

As requested from the previous update, staff has researched multi-family recycling ordinances from other cities in North Carolina and can share those with City Council. Staff has researched sample franchise agreements and can share pros and cons for exclusive and non-exclusive agreements and Purchasing has provided an estimated time line for the RFP process.

OPTIONS:

- City Council may direct City manager and staff to continue with the proposed franchise agreement method of collection for multi-family recycling.
- City Council may request staff to revisit other options for multi-family collection.
- City Council may decide to delay all actions on multi-family recycling.

RECOMMENDED ACTION:

Staff recommends Council direct City manager to have staff take the necessary time to complete the legal review of the franchise options, develop the necessary ordinances and prepare the RFP for bid.

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: Ron Macaluso, Transit Director
DATE: October 4, 2010
RE: **RLS Presentation - City/County Consolidated Transportation Plan**

THE QUESTION:

Does the update on the Joint City/County Consolidation Study meets Council's interest?

RELATIONSHIP TO STRATEGIC PLAN:

Continuing Priority - Transit Systems Improvements

BACKGROUND:

Phase 1 had designated liaisons, but Phase 2 did not. Phase 2 was to focus on the operational aspects of the County's transportation system and the City's transportation system, F.A.S.T. In Phase 2, RLS focused on the following three subtasks:

- (1) Five-Year Operating Budget
- (2) Five-Year Capital Plan
- (3) Urban/Rural Cost Allocation.

Two meetings were held with the City and County. After additional conversions between the County and RLS, Tech Memo #4 for Phase 2 was finalized in April 2010.

ISSUES:

With Phase 2 complete, the consultant will be seeking direction for Phase 3 for the implementation of the Interlocal Approach for Consolidated Transportation Plan.

OPTIONS:

Receive the report and provide direction to staff, or take no action.

RECOMMENDED ACTION:

Receive the report, conclude study and provide direction to staff.

ATTACHMENTS:

Introduction from Technical Memo #4

INTRODUCTION

Phase I of the Cumberland County Consolidated Transportation Plan that there were tangible benefits to be gained from the coordination of services between the City of Fayetteville. These benefits were focused in the areas of demand responsive transit operations; due to the nature and scope of County services, no tangible operational impacts on City fixed route services were projected. Nevertheless, coordination of demand response services would produce benefits to both the managing entities and consumers. Coordination of services will:

- Reduce the duplication of paratransit management functions now performed by both City and County entities;
- Result in better utilization of paratransit vehicles, yielding greater productivities and lower unit costs for all users;
- Create a more seamless experience for the consumer in seeking access to transit information and services;
- Create opportunities to increase the level of state financial assistance through award of incentive grants to fund one-time transitional activities; and
- Create opportunities to leverage additional Federal funding to support JARC or New Freedom projects by utilizing revenues earned by the provision of services under contract to match Federal transit funds thereby mitigating the need to use local funds for this purpose.

In the first technical memorandum developed in Phase II of this study, the administrative structure and organizational elements of a consolidated City/County transit program were developed. This coordination would be accomplished through the execution of an intergovernmental cooperative agreement as provided under N.C.G.S. § 160-A, Article 20.

A formal presentation of Technical Memorandum No. 3 was made before the Project Advisory Committee on September 24, 2009. At the request of local officials, a second meeting was held between the City and County local government managers and transit and planning officials on November 19, 2009. At that time, both City and County officials requested that all assumptions and computations/computation methods employed in the development of the five year budget be distributed to the City and County prior to the issuance of this technical memorandum. These documents were sent on January 6, 2010.

During the preparation of the five year budget computations, two issues are of note:

- The consultant sought and after some delay incorporated the most recent operation statistics reported by the County (FY 2009 OpStat Report);
- The City revised its approach to cost allocation between fixed route and demand response modes since the issuance of Technical Memorandum No. 3. This necessitated a re-computation of some of the administrative allocations for use in this memorandum and may result in inconsistencies with previously presented results.

Review comments from the City were received on January 19, 2010. As of this writing, no review comments have been received from Cumberland County.

Purpose of this Technical Memorandum

Based on the administrative arrangements detailed in the previous technical memorandum, a five-year administrative/operations budget was developed in this task. This task involved three (3) subtasks. The first step is to prepare the operating budget. Second, a capital budget was prepared. Finally, an urban/rural cost allocation methodology was developed to distribute costs between the Section 5307 and Section 5311 programs, pursuant to FTA Circular 9040.1F.

Five-Year Operating Budget

First, using previously projected service units and zero-based budgeting techniques, and taking into various assumptions (documented in the next section), the administrative, maintenance, and operating budgets were prepared. In this task, we utilize the four basic USOA function codes, reflecting expenses for operations, vehicle maintenance, non-vehicle maintenance, and general administration.

Five-Year Capital Plan

A capital plan that supports the services and implementation schedule was generated. To prepare this task, information from the City's own five-year TDP was used in combination with projected utilization in a consolidated plan.

Urban/Rural Cost Allocation Plan

Because the agreement entails consolidation of designation of a single entity to receive and administer both Federal and state transit funds, a cost allocation plan to assign costs equitably to the two respective programs is required. The Federal Transit Administration looks to the state, NCDOT, as the entity that must approve the cost allocation methodology.

CITY COUNCIL ACTION MEMO

TO: Mayor and Members of City Council
FROM: B.E. Nichols, Fire Chief
DATE: October 4, 2010
RE: **Fayetteville Fire/Emergency Management Strategic Plan**

THE QUESTION:

The Fayetteville Fire/Emergency Department are requesting Council to approve a resolution adopting the department's Strategic Plan and Standard of Coverage document.

RELATIONSHIP TO STRATEGIC PLAN:

The Fire/Emergency Management's Strategic Plan relates to:

- More Efficient City Government and Cost-Effective Service Delivery.
- Growing City, Livable Neighborhoods - A Great Place to Live
- Revitalized Downtown - A Community Focal Point
- More Attractive City - Clean and Beautiful
- Greater Community Unity - Pride in Fayetteville

BACKGROUND:

As a part of good business practices and a part of the department's Accreditation Process, the Fayetteville Fire/Emergency Department has developed a Strategic Plan and Standard of Coverage. The plan helps to guide the department towards goals and objectives and is in accordance with the City's overall Strategic Plan.

ISSUES:

There are no unresolved issues or other identified issues affecting this recommendation.

OPTIONS:

- Approve the resolution, adopting the Strategic Plan and Standard of Coverage
- Approve a resolution, adopting only Strategic Plan
- Approve a resolution, adopting only Standard of Coverage
- Disapprove the resolution and not adopt the Strategic Plan or Standard of Coverage

RECOMMENDED ACTION:

Approve the resolution, adopting the Strategic Plan.

ATTACHMENTS:

Resolution to Adopt FFD Strategic Plan and Standard of Coverage
FFD Strategic Plan Document
Measurements

RESOLUTION NO. 10-_____

RESOLUTION ADOPTING FAYETTEVILLE FIRE/EMERGENCY MANAGEMENT DEPARTMENT'S STRATEGIC PLAN AND STANDARD OF RESPONSE COVER.

WHEREAS, pursuant to N.C.G.S. 160A-291, the City of Fayetteville is authorized to establish, organize, equip and maintain a fire department; and

WHEREAS, Fayetteville Fire/Emergency Management Department (herein "FFD") developed a Strategic Plan and a Standard of Response Cover that consolidates FFD's service level objectives to guide its future planning and resource development; and

WHEREAS, the Commission on Fire Accreditation International (CFAI) requires that the governing body to officially adopt FFD's Strategic Plan and Standard of Response Cover by formal resolution;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FAYETTEVILLE THAT:

1. The City formally adopt FFD's Strategic Plan , dated July 1st, 2010
2. The City formally adopt FFD's Standard of Response Cover, dated July 1st, 2010.

Read, approved and adopted this the 4th day of October, 2010

City Clerk

Mayor

City Attorney

City Manager



“Strategic Plan”

2010-2015



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Foreword

The Department has a long and proud history of quality service to the citizens of this community. Since its charter by the North Carolina Legislature in 1791, the Department has built a reputation for diligence and progressive leadership in fire services, a reputation which continues to be demonstrated by local, state and national recognition.

The Department's long-term objectives are to provide excellent services to all citizens of Fayetteville. We want to be recognized as a leader in public safety services by helping our employees develop to their fullest potential. The Department can represent the diversity of the community in our employee base and also reduce bureaucracy and increase employee involvement.

The Fayetteville Fire Department continues to mold and shape our services to meet the changing needs of this community. The Department is accountable to our community for the highest quality safety services, including emergency response, emergency prevention and community education.

B.E. Nichols, Fire Chief



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Executive Summary

On January 1st 2009, the Fayetteville Fire/Emergency Management Department formally began working on achieving accredited status through the Commission on Fire Accreditation International. Specifically, initial steps were taken to formulate the department's first formally adopted Strategic Plan. In March 2009, all Command Staff members were provided training by the Organizational and Development Division of the City's Human Resources Department on strategic plan development. Two (2) all-day training sessions were held and many exercises were completed including a Challenges – Opportunities – Weaknesses – Threats (C.O.W.S.) assessment.

Following the training of the Command Staff, a Values Audit Survey was distributed to all Fire/Emergency Management Department employees. This allowed employees an opportunity to express their individual values and beliefs. It also provided the opportunity for employees to voice their likes/dislikes of the organization and chance to list strategic goals they would like to see us achieve. After tabulation of the survey results, the Planning and Research Division staff conducted focus group meetings with personnel for input on the survey results and to conduct additional organizational value exercises.

The Fire Chief appointed a Strategic Planning Team, which included a representative from all ranks and divisions, to draft the 2010-2015 Strategic Plan. The Planning Team met frequently beginning in May 2009 and completed the plan in June 2010. During these meetings, the planning team used the results of the Values Audit Survey, reports from the focus group meetings, and the C.O.W.S. assessment to revise the department's mission statement and list strategic goals and action items for the 2010-2015 Strategic Plan. Another component to mention is the solicitation of input from the community. A customer expectations survey was developed and distributed to the community during Citizens Academies and the public meetings such as Community Watch held at the fire stations. The community was given the opportunity prioritize the services we provide, list their expectations of the Fire/Emergency Management Department, list any concerns had with service delivery, and identify observed strengths.

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Eight (8) Strategic Goals were selected and priority actions for each goal were established. Critical tasks were identified to support achievement of each goal within specific target dates.

A procedure for Strategic Plan review will be implemented to track progress of stated goals and to incorporate new issues that need to be addressed. This is our proactive approach to improving the quality of life for the residents and visitors of the City of Fayetteville.

DRAFT

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Mission Statement

The Fayetteville Fire/Emergency Management Department is committed to the preservation of life, property, and the environment in our community through effective public education, fire code enforcement, and emergency response.

We are dedicated to achieving customer satisfaction while serving with R.E.S.P.E.C.T.

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Core Values

Responsibility – We will accept our responsibilities and promote personal accountability.

Ethics – We will operate honestly and promote transparency of government.

Stewardship – We will operate in a cost-efficient manner and promote fiscal maturity.

Professionalism- We will operate with “best-practices” in mind and promote competence.

Entrepreneurial Spirit – We will operate innovatively and promote creativity.

Commitment- We will operate with an understanding of stake holder’s needs and promote loyalty.

Teamwork- We will operate as a group and promote cooperation.

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Challenges, Opportunities, Weaknesses, and Strengths

Challenges

Economy
Growth Rate
Sick Leave
Personal Accountability
Morale

Opportunities

BRAC
Technology
Service Consolidation
Training Tower
Higher education

Weaknesses

Internal Communications
Dated Guidance Documents
Complacency
Personal accountability
Succession Planning

Strengths

Equipment
Training
Leadership
Community Support
Reputation

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Vision Statement

By utilizing the talents of diverse and dedicated workforce, the Fayetteville Fire/Emergency Management Department will be recognized as a regional leader acclaimed for our progressive nature and service attentiveness as we strive to improve the quality of life for the citizens and visitors of the City of Fayetteville.

We will consistently plan and make use of ever changing technology and state-of-the art equipment to be an organization to which all others will benchmark their efforts.

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1791- PRESENT AND LOOKING FORWARD

The Fayetteville Fire Department is a unique department that is embodied with over 220 years of tradition, experience, leadership and growth. It is one of the oldest organizations in the state. The department was first chartered by the North Carolina Legislature in the year 1791. It mainly consisted of citizen fire brigades that had limited equipment, using only leather buckets. Just as many cities during this era, Fayetteville experienced a fire that nearly devastated the city. In the year 1831, over 600 stores, residences, and other buildings burned to the ground. This outcome was what led up to the purchase of the city's first fire apparatus, a hand powered engine. It was purchased in 1832, and named the Yankee.



In the year 1882 Fire Captain James D. McNeill was elected the City's first Fire Chief. During Chief McNeill's tenure, the Fayetteville Fire Department experienced many changes. The department reorganized into a more manageable organization that included building actual fire stations and acquiring more fire apparatus. In 1884, the department received delivery of a new Silsby Steamer along with 1,500 feet of new fire hose. In 1903, Chief McNeill stepped down as Fire Chief. His time with the department included 40 years of service, 20 years serving as Fire Chief. At the end of his tenure, the department had blossomed. The membership was approximately 30 volunteers.

In 1908, the City opened Central Fire Station. Prior to this, the department stored equipment in smaller residential houses. In 1914, the department purchased its first motorized fire engine which was an American LaFrance. Over the next decade, motorized vehicles replaced the older hand powered and horse drawn equipment. In the year 1941, a second fire station was built on Haymount Hill. With this station still in operation today, it is the oldest working fire station in the city. It houses the department's history room. The fire department's Silsby Steamer and American LaFrance have both been restored and are on display there.

With the addition of a second station, Fayetteville began to make the transition from an all volunteer department to a paid staff department. In the year 1947, the department began staffing both stations on a 24 hour basis. In 1949, a new Central Fire

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Fayetteville Fire/Emergency Management Dept. Strategic Plan 2010-2015

Station was built replacing the older one. This station would see over 50 years of service, until being replaced with today's Central Fire Station, which was put into service in 1998.

Over the course of the next several years, the department experienced nominal growth. Additional stations opened adding additional apparatus and personnel to the city. In 1974, a third shift was added and the department staffing strength grew to 156 employees. In the 1980's and 90's, the state General Assembly loosened laws which allowed municipalities to grow. During this time, the department added a 2nd Battalion along with a Hazardous Materials Team available for local and regional needs.

In 2002, the department took a step to become one of the premier departments in North Carolina. The department received an ISO rating of "2", which is something that few departments in the state have achieved. On June 30, 2004, the City took on a very large annexation process where it looked to increase by an estimated 40,000 residents. In doing so the fire department would increase by 3 stations, and add a 3rd Battalion.

The department then looked in the direction, of education. Fire Chief B.E. Nichols coordinated with Fayetteville State University to establish a Fire Science Degree Program. This was Chief Nichols vision to bring the fire department into the next era. Through a partnership with F.S.U., fire station 14 was built on college grounds and the program received national recognition. Fire Station 14 was awarded the Combined Use Bronze Award by Fire Chief Magazine. The station and program opened in early 2005.

The Fayetteville Fire Department continues to strive, grow, and deliver services to its community on a professional basis. On July 1, 2009 the Fayetteville Fire Department entered into a restructuring phase where the department was divided into two separate districts. This change would allow for eight stations to be in each district with an Assistant Chief of Operations overseeing each of them. This change was brought about in order to prepare for future growth and expansion. As of July 2009, the department consists of 321 uniformed firefighters, 4 clerical staff and 1 Emergency Manager in 16 fire stations. The City of Fayetteville's Capital Improvement Plan lists one (1) new fire station, with additional staff, to be added every year for the next six (6) years. Over the years, the Fayetteville Fire Department has seen numerous changes to improve our levels of service. However, while we are always looking forward, we will never forget where we have been!



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Organization and Purpose

The Fayetteville Fire/Emergency Management Department is comprised of three (3) Branches; Administration, Support Services and Operations.

Administrative Branch

The Administrative Branch is dedicated to provide the administrative support necessary to meet the Fayetteville Fire/Emergency Management Department's overall goals through communication, coordination, and cooperation and to support the operational needs of each division through planning and research, Fire Prevention and Code Enforcement, Training and Clerical Services. The Administrative Branch is further divided into four (4) divisions. The Administrative Branch is headed by the Assistant Chief of Administration

Fire Prevention Division – The Fire Prevention Division is responsible for Fire Safety Inspections, Fire Code enforcement and the coordination of Public Fire Education programs. The Fire Prevention Division consist of a Fire Marshal (B/C position), Public Fire Educator (Captain position), and seven (7) Fire Inspectors.

Planning and Research Division - The Planning and Research Division is responsible for Accreditation, Records Management, Annexation Mapping, ISO compliance, service contracts, Telestaff and all other related functions of the department. The Planning and Research Division consist of one permanent and two temporary Planning/Research Officers (1 Captain and 2 Lieutenant positions)

Training Division - The Training Division serves to coordinate all training activities of the department and to maintain all training records. The Training Division also coordinates all affairs related to Human resources such as recruitment, hiring and promotional processes. The Training Division consist of a Training Officer (Captain position), and two (2) Assistant Training Officers (Lt position).

Office Systems Division – The Office Systems Division is responsible for all clerical duties required to ensure that the normal business operations of the department are adequate. The Office Systems Division consists of one (1) Office Supervisor and three (3) Office Assistants.

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Support Services Branch

The Support Services Branch is dedicated to provide the logistical support necessary to meet the Fayetteville Fire/Emergency Management Department's overall goals through communication, coordination, and cooperation and to support the operational needs of each division through special operations, emergency management and logistical support. The Support Services Branch is further divided into two (2) divisions. The Support Services Branch is headed by the Assistant Chief of Support services.

Special Operations – The Special Operations Division is responsible for coordinating the Hazardous Materials Program, CSAR (Collapse Search and Rescue) and Technical Rescue Program. The Special Operations Division also serves as the Emergency Management Coordinator. This includes responsibility for coordinating all activities related to domestic preparedness to include, but not be limited to, all hazards posed to the City of Fayetteville. The Special Operations Division consists of a single Battalion Commander with temporary assistance assigned as needed.

Logistics - The Logistics Division is responsible for managing the maintenance and repair of the mobile fleet, equipment and facilities. It is also the primary point for research and bid solicitation for purchases. The Logistics division is staffed by a single Logistics Officer (B/C position) along with temporary assistance assigned as needed.

Operations Branch

The Operations Branch is responsible Fire Suppression, EMS, Technical Rescue, Hazardous Materials Response, and all other Emergency Services provided by the Fayetteville Fire/Emergency Management Department. The Operations Division is separated into two (2) geographical districts managed by the Assistant Chief of Operations and nine (9) Battalion Commanders. The Operations Branch staffs sixteen fire stations with three (3) shifts of one hundred and two personnel (102) each.

District #1 – District #1 is comprised of an area of the City of Fayetteville that is considered North and East of an imaginary boundary formed by a transportation route that consist of Clinton Rd., Person St., Hay St., and Morganton Rd. District #1 is further divided into 1 and ½ Battalions. (Battalion #1 and ½ of Battalion #2).

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Fire Stations that are assigned under the purview of District #1 include Stations #1, #2, #3, #4, #7, #9, #14, and #19.

District #2 - District #2 is comprised of an area of the City of Fayetteville that is considered South and West of an imaginary boundary formed by a transportation route that consist of Clinton Rd., Person St., Hay St., and Morganton Rd. District #2 is further divided into 1 and ½ Battalions. (Battalion #1 and ½ of Battalion #2). Fire Stations that are assigned under the purview of District #2 include Stations #5, #6, #8, #10, #11, #12, #15, and #17.

Focused Objectives

- To offer excellent service for average cost
- To be recognized as a leader in the realm of public safety services
- To have employees developed to their fullest potential
- To represent the diversity of the community in our employee base
- To reduce bureaucracy and increase employee input

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Goals

Goal #1 – Safety

The goal of the Fayetteville Fire/Emergency Management Department is to provide the safest work environment possible for all employees through proactive actions.

Priority Action 1A <u>Area of Responsibility:</u> Support Services Operations	Implement a Wellness and Fitness program to provide knowledge of healthy lifestyles and fitness improvement with 100% participation by each company. Measurement of this goal will be through testing during the program and review of loss of duty days statistics and reduced sick day utilization.
Time Line	9/1/2010
Critical Tasks	<ul style="list-style-type: none"> • Conduct baseline and biannual medical screenings and fitness assessments. • Select and train Peer Fitness Trainers • Purchase Fitness equipment for each station • Design workout plans • Train personnel and implement program

Priority Action 1B <u>Area of Responsibility:</u> Administration Support Services Operations	Provide annual review of policies and programs to ensure they meet the most current life and safety standards established by OSHA, NFPA, and other federal agencies.
Time Line	On-going

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Critical Tasks	<ul style="list-style-type: none"> • Develop procedure for policy review • Identify and define standards to follow • Prioritize programs for review • Identify responsible persons for review
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<p>Priority Action 1C</p> <p><u>Area of Responsibility:</u> Support Services Operations</p>	Evaluate the need for equipment and facilities upgrades through annual reviews and inspections.
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Conduct safety grounds inspections at least annually of all fire/emergency management department facilities • Revise daily safety inspection procedures for apparatus • Conduct semi annual inspection of PPE • Appoint research teams to test new equipment

<p>Priority Action 1D</p> <p><u>Area of Responsibility:</u> Administration Operations</p>	Implement plan to identify and mark all vacant buildings deemed unsafe for interior firefighting operations.
Time Line	9/01/2010
Critical Tasks	<ul style="list-style-type: none"> • Develop SOG to guide selection and marking of unsafe buildings • Design and purchase hi-visibility marking signs • Develop procedures to communicate location of unsafe buildings to all firefighters and other City departments • Market program to the public

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Priority Action 1E <u>Area of Responsibility:</u> Operations	Develop Standard Operating Guideline to mandate consistent method of conducting After Action Reviews and Post Incident Critiques (PIC) following defined emergency responses
Time Line	1/31/2010
Critical Tasks	<ul style="list-style-type: none"> • Define which incidents require PIC • Develop SOG for conducting PIC • Identify external resources to assist with Critical Stress Debriefings and PIC

Goal #2 – Organizational Development

The goal of the Fayetteville Fire/Emergency Management Department is to ensure our department is constantly prepared to meet future operational needs.

Priority Action 2A <u>Area of Responsibility:</u> Administration Support Services Operations	Obtain accredited status as awarded by the Commission on Fire Accreditation International through department wide knowledge and participation
Time Line	03/31/2011
Critical Tasks	<ul style="list-style-type: none"> • Complete Self Assessment • Complete Risk Analysis • Establish Standard of Cover • Adopt Strategic Plan

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Priority Action 2B <u>Area of Responsibility:</u> Administration	Continually evaluate and revise Career Development Program to maximize the numbers of qualified candidates for promotional opportunities.
Time Line	1/01/2011
Critical Tasks	<ul style="list-style-type: none"> • Analyze current plan and validate current requirements • Identify new course curriculums • Place emphasis on higher education • Extend plan to Command Staff • Conduct financial impact analysis of CDP changes

Priority Action 2C <u>Area of Responsibility:</u> Administration	Continually evaluate the effectiveness of delivered training Programs through Career Development step and promotional testing seeking an increase in advancement rate.
Time Line	12/31/2010
Critical Tasks	<ul style="list-style-type: none"> • Identify areas of training deficiencies • Prioritize training based of job function • Explore becoming our own delivery agency • Host more multi-company drills

Priority Action 2D <u>Area of Responsibility:</u> Administration Support Services Operations	Promote periodic assignment rotations within the department for effective succession planning.
Time Line	On-going

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Critical Tasks	<ul style="list-style-type: none"> • Identify which positions may be rotated • Clearly define roles of different positions • Cross train all targeted employees • Establish calendar for assignment rotation
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<p>Priority Action 2E</p> <p><u>Area of Responsibility:</u> Administration Support Services Operations</p>	<p>Develop professional standards to be achieved by the Command Staff.</p>
Time Line	01/01/2012
Critical Tasks	<ul style="list-style-type: none"> • Research current qualifications from other departments • Establish minimum qualifications for Officers • Develop implementation plan for meeting professional standards

Goal #3 – Community Involvement

The goal of the Fayetteville Fire Emergency Management Department is to market our services through the operating philosophy that the fire station is the focal point of any neighborhood and the hub of all City services.

<p>Priority Action 3A</p> <p><u>Area of Responsibility:</u> Operations</p>	<p>Have all suppression companies participate in a community involvement program of their own design.</p>
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Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Suppression companies design project(s) • Develop approval process for projects • Document and track activities • Develop program to evaluate effectiveness

<p>Priority Action 3B</p> <p><u>Area of Responsibility:</u> Administration Operations</p>	<p>Ensure that a working smoke detector is present in every home located within the City by distributing at least 250 annually.</p>
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Secure funding to purchase smoke detectors • Evaluate and revise distribution program • Identify and target areas for distribution based on casualty statistics • Evaluate effectiveness of program

<p>Priority Action 3C</p> <p><u>Area of Responsibility:</u> Administration</p>	<p>Develop and continually review a marketing plan that includes updating the website weekly.</p>
Time Line	06/30/2011

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Critical Tasks	<ul style="list-style-type: none"> • Assign marketing committee • Research marketing plans of other departments • Assign website committee • Develop and implement marketing plan
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<p>Priority Action 3D</p> <p><u>Area of Responsibility:</u> Administration</p>	Develop a publication for public distribution that defines the department and outlines the various programs and services offered.
Time Line	06/30/2012
Critical Tasks	<ul style="list-style-type: none"> • Assign committee to collect information • Assign responsible party for publication production • Budget for printing cost • Develop process for distribution

<p>Priority Action 3E</p> <p><u>Area of Responsibility:</u> Operations</p>	Attend and participate in 80% of all established Community Watch Meetings.
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Maintain schedule of Community Watch Meetings • Develop uniform presentations to be delivered monthly • Document attendance in FireHouse RMS

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Goal #4 – Improved Communications

The goal of the City of Fayetteville Fire Department is to ensure the effective communication of goals and objectives throughout the organization.

Priority Action 4A <u>Area of Responsibility:</u> Administration Support Services Operations	Establish procedures for use of existing technology to disseminate information throughout the organization.
Time Line	7/01/2011
Critical Tasks	<ul style="list-style-type: none"> • Maintain V-Brick system w/service contract at all fire stations • Encourage use of email system • Install Mobile Data Terminals in all apparatus

Priority Action 4B <u>Area of Responsibility:</u> Administration	Revise Fire/Emergency Management Department website to be a “one-stop shop” to access all guidance documents, forms and informational publications.
Time Line	07/01/2011
Critical Tasks	<ul style="list-style-type: none"> • Revise and renumber all SOG’s • Revise and number all Fire Department Forms • Assign website team • Rebuild website and increase capabilities • Complete Operational Manual

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Priority Action 4C <u>Area of Responsibility:</u> Administration	Solicit feedback from external stakeholders
Time Line	Bi-annually
Critical Tasks	<ul style="list-style-type: none"> • Identify what information to capture • Research and develop survey methods • Budget for the process • Develop process for tabulating results • Evaluate results

Priority Action 4D <u>Area of Responsibility:</u> Administration Support Services Operations	Develop and maintain a yearly calendar that list target dates and responsible parties for specific projects and programs.
Time Line	Establish 12/31/2010, on-going
Critical Tasks	<ul style="list-style-type: none"> • Identify and prioritize annual tasks • Identify medium to communicate due dates • Identify responsible persons • Develop process to review and update calendar on a regular basis

Priority Action 4E <u>Area of Responsibility:</u> Administration Support Services Operations	Establish, by procedure, a yearly meeting schedule for planning and information distribution.
Time Line	1/01/2011

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Critical Tasks	<ul style="list-style-type: none"> • Develop policy/procedure • Publish meeting schedule • Define means to evaluate progress and plan compliance(survey)
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Goal # 5 – Evaluate and Upgrade Service Delivery

The goal of the City of Fayetteville Fire Department is to implement innovative ways to improve service delivery through annual review and revision of policies, procedures and established Standard of Coverage.

Priority Action 5A <u>Area of Responsibility:</u> Administration	Establish a “Standard of Response Coverage for each service provided by September 1 st , 2010.
Time Line	9/01/2010
Critical Tasks	<ul style="list-style-type: none"> • Complete Risk Analysis • Compile and analyze historical response data • Conduct equipment inventory • Complete Self-Assessment and service evaluation

Priority Action 5B <u>Area of Responsibility:</u> Administration	Install and utilize Mobile Computer Terminals (MCT) in all response vehicles.
Time Line	8/01/2010
Critical Tasks	<ul style="list-style-type: none"> • Equipment acquisition and installation • Training for all personnel • New CAD integration

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<p>Priority Action 5C</p> <p><u>Area of Responsibility:</u> Administration Support Services Operations</p>	<p>Seek and implement practices that place EMS patients into the hospital setting within thirty (30) minutes of a 911 call origination.</p>
<p>Time Line</p>	<p>1/01/2012</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • Support consolidation of Communication centers • House CCEMS transport units at City fire stations • Explore city provided EMS Transport

<p>Priority Action 5D</p> <p><u>Area of Responsibility:</u> Administration Operations</p>	<p>Initiate the process of a continuous “all-hazard” risk analysis.</p>
<p>Time Line</p>	<p>12/31/2010, on-going</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • Complete survey and hazard class assignment of all occupancies • Conduct incident statistic analysis • Conduct fire ground tasks analysis • Implement CAD Zone preplan program • Acquire GIS mapping software

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Goal #6 –Resource Management and Distribution

The goal of the City of Fayetteville Fire/Emergency Management Department is to ensure appropriate type and kinds of resources will be maintained and deployed to support response needs of the community based on City growth and hazard assessments.

<p>Priority Action 6A</p> <p><u>Area of Responsibility:</u> Support Services</p>	<p>Develop a program for managing currently assigned resources to include centralized storage, inventory management and expedient resource replacement.</p>
<p>Time Line</p>	<p>12/31/2010, on-going</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • Inventory and document current equipment • Develop standard inventory list to be maintained (small equipment, apparatus, PPE, personal equipment, etc.) • Utilize FireHouse RMS to track inventory, use and issuance of all equipment • Develop replacement and procurement process for new equipment

<p>Priority Action 6B</p> <p><u>Area of Responsibility:</u> Administration Support Services Operations</p>	<p>Evaluate response times, property loss, and fire casualty data annually and relocate or add resources accordingly</p>
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Time Line	12/31/2010, on-going
Critical Tasks	<ul style="list-style-type: none"> • Complete Risk Analysis • Inventory resources • Relocate resources where applicable • Revise Capital Improvement Plan • Budget for new resource acquisition

Priority Action 6C <u>Area of Responsibility:</u> Support Services	Review current procedures for fleet maintenance and repair and procure personnel dedicated for fire apparatus repair.
Time Line	01/01/2012
Critical Tasks	<ul style="list-style-type: none"> • Analyze current fleet maintenance cost • Compile and analyze data on apparatus frequency of repair and associated down time • Research alternative repair options • Budget for dedicated maintenance personnel • Develop policy on Operations level preventive maintenance and repair

Priority Action 6D <u>Area of Responsibility:</u> Administration Support Services Operations	Maintain current ISO Class "2" rating
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Maintain documentation of training records • Maintain documentation of hydrant records • Increase resources at a rate commensurate with City growth • Monitor CAD upgrades

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<p>Priority Action 6E</p> <p><u>Area of Responsibility:</u> Administration Support Services Operations</p>	<p>Increase numbers of support personnel in a manner commensurate with operational staffing levels</p>
<p>Time Line</p>	<p>On-going</p>
<p>Critical Tasks</p>	<ul style="list-style-type: none"> • Budget for Accreditation Manager • Budget for two (2) additional Training Staff • Budget for additional Assistant Chief • Budget for Budget Analyst • Add Fourth Battalion. Three (3) B/C's • Budget for Assistant Planning Officer

Goal #7 – Increase Efforts in Recruitment and Retention

The goal of the Fayetteville Fire/Emergency Management Department is to establish an effective recruiting and retention plan that ensures we maintain a highly qualified and diverse workforce.

<p>Priority Action 7A</p> <p><u>Area of Responsibility:</u> Administration Operations</p>	<p>Research and develop an alternative compensation plan that promotes morale and longevity.</p>
<p>Time Line</p>	<p>4/01/2011</p>

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Critical Tasks	<ul style="list-style-type: none"> • Survey other fire departments • Determine fair market rate through Human Resources Development Department • Revise Career Development Plan • Incorporate Education Pay • Eliminate Incentive pay, promote assignment pay
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<p>Priority Action 7B</p> <p><u>Area of Responsibility:</u> Operations</p>	<p>Establish a formal recognition program within the department to reward those individuals who continually excel within the department. This program should include all levels within the organization as well as outside agencies instrumental in the success of the organization.</p>
Time Line	1/01/2010
Critical Tasks	<ul style="list-style-type: none"> • Appoint committee to develop program • Assess budgetary impact • Define what is “expected” • Solicit input from all stakeholders

<p>Priority Action 7C</p> <p><u>Area of Responsibility:</u> Administration</p>	<p>Focus recruitment efforts in areas that more diversely aligns the demographics of the department with those of the community</p>
Time Line	1/01/2011
Critical Tasks	<ul style="list-style-type: none"> • Analyze demographics of the department and the community • Determine target audience for recruitment • Develop recruitment plan specific to target audience

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Priority Action 7D <u>Area of Responsibility:</u> Administration Operations	Expand the current partnership with Cumberland County School System pertaining to the Fire Department Career Program by extending program to all high schools
Time Line	1/01/2012
Critical Tasks	<ul style="list-style-type: none"> • Work with Cumberland County Schools to develop county-wide program • Involve Cumberland County Fire Service • Provide instructors to the program • Evaluate recruitment success

Priority Action 7E <u>Area of Responsibility:</u> Administration Support Services Operations	Promote an operational philosophy that maximizes employee input and maintains open bilateral communications within the department.
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Conduct annual survey of employees • Develop employee suggestion process on website • Advertise committee membership opportunities • Develop system to acknowledge “good ideas”

Goal #8 – Encourage Governmental Cooperation

The goal of the Fayetteville Fire/Emergency Management Department is to maximize efficiency by partnering with national, state, and local

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organizations and supporting each others efforts with common goals in mind.

Priority Action 8A <u>Area of Responsibility:</u> Administration	Participate in the planning and development for a centralized Public Safety Answering Point(PSAP) within Cumberland County with a goal of total consolidation
Time Line	1/01/2012
Critical Tasks	<ul style="list-style-type: none"> • Participate in E911 study group • Participate in City/County Task Force • Support OSSI CAD Migration • Advocate for implementation of Priority Dispatch Software
Priority Action 8B <u>Area of Responsibility:</u> Administration	Conduct annual reviews of all service, automatic, and mutual aid agreements with state and local agencies to ensure efficient service
Time Line	On-going
Critical Tasks	<ul style="list-style-type: none"> • Identify all agreements and contracts • Review all agreements and contracts for consistently • Revise agreements as needed • Establish annual calendar for renewal
Priority Action 8C <u>Area of Responsibility:</u> Administration Support Services Operations	Conduct annual review and comparison of Fire/Emergency Management's Strategic Plan with the City of Fayetteville's Strategic Plan
Time Line	On-going

Critical Tasks	<ul style="list-style-type: none"> • Maintain working relationship with City planners • Evaluate changes to City’s Strategic Plan and adjust Department’s plan accordingly • Inform City planners of Departmental plan accomplishments
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Strategic Goal Correlation Map

The elected officials of the City of Fayetteville continually work and base policy decisions from an adopted Strategic Plan that addresses goals beyond the reach of any individual municipal department. While we understand our limited role within the overall City of Fayetteville planning process, it is the interest of the Fayetteville Fire/Emergency Management Department to do our part is ensuring that the City of Fayetteville achieves its stated goals. The map below illustrates the connection that exists between the strategic goals of the City of Fayetteville and strategic goals of the Fire/Emergency Management Department.

Fayetteville Fire/Emergency Management Department Strategic Goals 2010-2015	City of Fayetteville Strategic Goals 2010-2015
Goal #1 Safety	More Efficient City Government/Cost-Effective Service Delivery

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Fayetteville Fire/Emergency Management Dept. Strategic Plan 2010-2015

Goal #2 Organizational Development	<p>More Efficient City Government/Cost-Effective Service Delivery</p> <p>Growing City, Livable Neighborhoods-A Great Place to Live</p>
Goal #3 Community Involvement	<p>Growing City, Livable Neighborhoods-A Great Place to Live</p> <p>Greater Community Unity-Pride in Fayetteville</p> <p>Revitalized Downtown-A Community Focal Point</p> <p>More Attractive City-Clean and Beautiful</p>
Goal #4 Improved Communications	<p>More Efficient City Government/Cost-Effective Service Delivery</p> <p>Greater Community Unity-Pride in Fayetteville</p>
Goal #5 Evaluate and Upgrade Service Delivery	<p>More Efficient City Government/Cost-Effective Service Delivery</p> <p>Growing City, Livable Neighborhoods-A Great Place to Live</p>
Goal #6 Resource Management and Distribution	<p>More Efficient City Government/Cost-Effective Service Delivery</p>
Goal #7 Increased Efforts in Recruitment and Retention	<p>Growing City, Livable Neighborhoods-A Great Place to Live</p> <p>Greater Community Unity-Pride in Fayetteville</p>
Goal #8 Encourage Governmental Cooperation	<p>More Efficient City Government/Cost-Effective</p>

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	Service Delivery Greater Tax Base Diversity- Strong Local Economy
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Component F. Performance Objectives and Performance Measures

Performance Goal:

The Fayetteville Fire/Emergency Management Department (FFD) shall limit the risk to our community and our citizens from injury, death, and property damage associated with fire incidents, accidents, illness, explosions, hazardous materials incidents, and other natural or manmade emergencies through prevention and response.

Performance Level Objectives are approved by the Fayetteville city council based on industry standards adopted from NFPA 1710 and outline the commitment of the city and the FFD to meet pre-established objectives regarding the timeliness of responses to specific risks. The following objectives are the result of a thorough evaluation and categorization of our risks. Specific performance measures have been established based on our analysis of response risks and our department's mission.

Performance Objective: **Baseline Incident Responses:**

FFD performance level baselines to emergency incidents were established for total response time utilizing three years of historical response data. Total baseline response times to emergency incidents within the department's jurisdiction include call processing/dispatch time, unit turnout time, and unit travel time. For all emergency incidents, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient resources to stop the escalation of fire, reduce life and property loss, and keep the fire to the area of involvement upon arrival. Initial response resources shall be capable of containing the fire, rescuing at risk victims, and performing salvage operations and all other actions defined within the critical tasking analysis while providing for the safety of the responders and general public.

Baseline Defined:

A baseline is defined as the current measurement of performance in an organizational context; a usually initial set of critical observations or data used for comparison or a control. This is derived by measuring activities that are currently in place to achieve the organization's emergency response goals and objectives. A baseline is more simply put as an evaluation of "where we are currently at".

Performance Objective: Fire Suppression **Baseline:**

Low Fire Risk **Baseline:** Single unit response such as brush fire, vehicle fire, rubbish fire, transformer fire, etc.

DISTRIBUTION STANDARD FOR LOW FIRE RISKS

For 90% of responses to LOW Fire Risks, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, an uninterrupted water supply, fire fighting and rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LOW FIRE RISKS

For 90% of responses to LOW Fire Risks, the effective response force staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, an uninterrupted water supply, fire fighting and rescue tactics while utilizing safe operational procedures.

Moderate Fire Risk **Baseline:** Multiple unit response such as single family dwelling, moderate level commercial < 25,000 sqft, etc.

DISTRIBUTION STANDARD FOR MODERATE FIRE RISKS

For 90% of responses to MODERATE Fire Risks, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, and initiating fire or rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR MODERATE FIRE RISKS

For 90% of responses to MODERATE Fire Risks, the effective response force staffed with a minimum of fifteen personnel shall arrive within fifteen minutes zero seconds total response time. These units shall be capable of establishing an uninterrupted water supply, fire fighting and rescue tactics as outlined in the critical task analysis while utilizing safe operational procedures.

High Fire Risk Baseline: Multiple unit response to High Risk residential or commercial structures such as high rise, > 25,000 sqft, > 100 occupants, Schools, Hospitals, Churches, etc..

DISTRIBUTION STANDARD FOR HIGH FIRE RISKS

For 90% of responses to HIGH Fire Risks, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, and initiating fire or rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR HIGH FIRE RISKS

For 90% of responses to HIGH Fire Risks, the effective response force staffed with a minimum of twenty four personnel shall arrive within twenty minutes zero seconds total response time. These units shall be capable of establishing an uninterrupted water supply, fire fighting and rescue tactics as outlined in the critical task analysis while utilizing safe operational procedures.

Performance Objective: Medical Responses **Baseline:**

For all medical incidents, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient resources and equipped personnel to provide medical services that will stabilize the situation, provide care and support to the victim, and reduce, reverse or eliminate the conditions that have caused the emergency while also providing safety for the responders and the general public.

Level I Medical **Baseline: Single unit response 1 patient with breathing verified.**

DISTRIBUTION STANDARD FOR **LEVEL I MEDICAL RESPONSES**

For 90% of responses to LEVEL I Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION METHOD FOR **LEVEL I MEDICAL RESPONSES**

For 90% of responses to LEVEL I Medical Incidents, the effective response force staffed with a minimum of two personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Level II Medical **Baseline: Multiple unit response to > 1 patient or breathing not verified.**

DISTRIBUTION STANDARD FOR **LEVEL II MEDICAL RESPONSES**

For 90% of responses to LEVEL II Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL II MEDICAL RESPONSES**

For 90% of responses to LEVEL II Medical Incidents, the effective response force staffed with a minimum of five personnel shall arrive within eleven minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Level III Medical Baseline: Multiple unit response to > 5 patients.

DISTRIBUTION STANDARD FOR LEVEL III MEDICAL RESPONSES

For 90% of responses to LEVEL III Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III MEDICAL RESPONSES - For 90% of responses to LEVEL III Medical Incidents, the effective response force staffed with a minimum of eight personnel shall arrive within twelve minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Performance Objective: Technical Rescue Responses **Baseline:**

For all incidents where technical rescue is required, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient personnel and equipment to safely stabilize the incident and extricate the patient(s) from the emergency situation or location without causing further harm to the patient, responders, citizens or the environment. These incident types include but are not limited to child lock in's, vehicle pin-ins, vehicle roll over's, entrapments, structural collapse events, confined space and trench rescue incidents.

Level I Rescue **Baseline: Single unit response such as lock-in/lock-out, elevator rescue, extremity entrapment, etc..**

DISTRIBUTION STANDARD FOR **LEVEL I RESCUE RESPONSES**

For 90% of responses to LEVEL I Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL I RESCUE RESPONSES**

For 90% of responses to LEVEL I Rescue Incidents, the effective response force staffed with a minimum of three personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

Level II Rescue Baseline: Multiple unit response such as MVA roll-over, pin-in, or entrapment, etc.

DISTRIBUTION STANDARD FOR LEVEL II RESCUE RESPONSES

For 90% of responses to LEVEL II Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL II RESCUE RESPONSES

For 90% of responses to LEVEL II Rescue Incidents, the effective response force staffed with a minimum of ten personnel shall arrive within thirteen minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing extrication equipment, remove patients from harm while following safe operational procedures.

Level III Rescue Baseline: Multiple unit response such as Trench, Confined Space, Structural Collapse, etc.

DISTRIBUTION STANDARD FOR LEVEL III RESCUE RESPONSES

For 90% of responses to LEVEL III Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within ten minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III RESCUE RESPONSES

For 90% of responses to LEVEL III Rescue Incidents, the effective response force staffed with a minimum of twenty four personnel shall arrive within twenty minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing extrication equipment, remove patients from harm while following safe operational procedures.

Performance Objective: Hazardous Materials Responses **Baseline:**

For all incidents where hazardous materials have been released that may pose a threat to citizens or the environment, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient personnel and equipment to isolate the incident, identify the product released, slow or stop the release of product(s), initiate an evacuation, rescue, or shelter in place procedures, contain spills, and conduct air monitoring while also providing safety for the responders and the general public.

Level I Hazardous Materials **Baseline: Single unit response such as small fluid spill, CO alarm investigation, odor in area, etc.**

DISTRIBUTION STANDARD FOR **LEVEL I HAZ-MAT RESPONSES**

For 90% of responses to LEVEL I Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL I HAZ-MAT RESPONSES**

For 90% of responses to LEVEL I Haz-Mat Incidents, the effective response force staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

Level II Hazardous Materials Baseline: Multiple unit response such as Level “B” entry, hydrocarbon spill/leak, etc.

DISTRIBUTION STANDARD FOR LEVEL II HAZ-MAT RESPONSES

For 90% of responses to LEVEL II Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL II HAZ-MAT RESPONSES

For 90% of responses to LEVEL II Rescue Incidents, the effective response force staffed with a minimum of eight personnel shall arrive within twenty minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, providing rescue procedures, controlling product release, providing air monitoring, and perform decontamination activities while utilizing safe operational procedures.

Level III Hazardous Materials Baseline: Multiple unit response such as Level “A” entry, toxic/poisonous substance leak/release, etc.

DISTRIBUTION STANDARD FOR LEVEL III HAZ-MAT RESPONSES

For 90% of responses to LEVEL III Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within nine minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III HAZ-MAT RESPONSES

For 90% of responses to LEVEL III Haz-Mat Incidents, the effective response force staffed with a minimum of eighteen personnel shall arrive within thirty minutes thirty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, providing rescue procedures, controlling product release, providing air monitoring, and perform decontamination activities while utilizing safe operational procedures.

Performance Objective: Benchmark Incident Responses:

Benchmark Defined:

A benchmark is defined as a standard from which something can be judged. Utilizing benchmark performance measuring tools and searching for best practice procedures will ultimately define superior performance. This Standards of Cover document uses a combination of standards from NFPA 1710, 1410, 1221, and the Insurance Services Office (ISO) grading schedule for determining response performance objectives to Fires, Emergency Medical Services, Technical Rescue, and Hazardous Materials responses. The Fayetteville Fire/Emergency Management Department utilizes historical response data to measure response performance and maintain set levels of service criteria. The benchmark (Goal) for total response time is composed of one minute for 911 emergency call processing, one minute twenty seconds for unit turnout time for (fire, technical rescue, hazmat) one minute (EMS) and four minutes travel time to the emergency incident.

Performance Objective: Fire Suppression Responses **Benchmark:**

Low Fire Risk Benchmark: Single unit response such as brush fire, vehicle fire, rubbish fire, transformer fire, etc.

DISTRIBUTION STANDARD FOR LOW FIRE RISKS

For 90% of responses to LOW Fire Risks, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, an uninterrupted water supply, fire fighting and rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LOW FIRE RISKS

For 90% of responses to LOW Fire Risks, the effective response force staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, an uninterrupted water supply, fire fighting and rescue tactics while utilizing safe operational procedures.

Moderate Fire Risk Benchmark: Multiple unit response such as single family dwelling, moderate level commercial < 25,000 sqft, etc.

DISTRIBUTION STANDARD FOR MODERATE FIRE RISKS

For 90% of responses to MODERATE Fire Risks, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, and initiating fire or rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR MODERATE FIRE RISKS

For 90% of responses to MODERATE Fire Risks, the effective response force staffed with a minimum of fifteen personnel shall arrive within ten minutes twenty seconds total response time. These units shall be capable of establishing an uninterrupted water supply, fire fighting and rescue tactics as outlined in the critical task analysis while utilizing safe operational procedures.

High Fire Risk Benchmark: Multiple unit response to High Risk residential or commercial structures such as high rise, > 25,000 sqft, > 100 occupants, Schools, Hospitals, Churches, etc..

DISTRIBUTION STANDARD FOR HIGH FIRE RISKS

For 90% of responses to HIGH Fire Risks, the first in Engine Company staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, and initiating fire or rescue tactics while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR HIGH FIRE RISKS

For 90% of responses to HIGH Fire Risks, the effective response force staffed with a minimum of twenty four personnel shall arrive within fifteen minutes twenty seconds total response time. These units shall be capable of establishing an uninterrupted water supply, fire fighting and rescue tactics as outlined in the critical task analysis while utilizing safe operational procedures.

Performance Objective: Medical Responses **Benchmark:**

For all medical incidents, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient resources and equipped personnel to provide medical services that will stabilize the situation, provide care and support to the victim, and reduce, reverse or eliminate the conditions that have caused the emergency while also providing safety for the responders and the general public.

Level I Medical Benchmark: Single unit response 1 patient with breathing verified.

DISTRIBUTION STANDARD FOR LEVEL I MEDICAL RESPONSES

For 90% of responses to LEVEL I Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within six minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION METHOD FOR LEVEL I MEDICAL RESPONSES

For 90% of responses to LEVEL I Medical Incidents, the effective response force staffed with a minimum of two personnel shall arrive within six minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Level II Medical Benchmark: Multiple unit response to > 1 patient or breathing not verified.

DISTRIBUTION STANDARD FOR LEVEL II MEDICAL RESPONSES

For 90% of responses to LEVEL II Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within six minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL II MEDICAL RESPONSES

For 90% of responses to LEVEL II Medical Incidents, the effective response force staffed with a minimum of five personnel shall arrive within seven minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Level III Medical Benchmark: unit response to > 5 patients.

DISTRIBUTION STANDARD FOR LEVEL III MEDICAL RESPONSES

For 90% of responses to LEVEL III Medical Incidents, the first due unit staffed with a minimum of two personnel shall arrive within six minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III MEDICAL RESPONSES - For 90% of responses to LEVEL III Medical Incidents, the effective response force staffed with a minimum of eight personnel shall arrive within eight minutes zero seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and assisting the county EMS units with patient care while utilizing safe operational procedures.

Performance Objective: Technical Rescue Responses **Benchmark:**

For all incidents where technical rescue is required, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient personnel and equipment to safely stabilize the incident and extricate the patient(s) from the emergency situation or location without causing further harm to the patient, responders, citizens or the environment. These incident types include but are not limited to child lock in's, vehicle pin-ins, vehicle roll over's, entrapments, structural collapse events, confined space and trench rescue incidents.

Level I Rescue **Benchmark: Single unit response such as lock-in/lock-out, elevator rescue, extremity entrapment, etc.**

DISTRIBUTION STANDARD FOR **LEVEL I RESCUE RESPONSES**

For 90% of responses to LEVEL I Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL I RESCUE RESPONSES**

For 90% of responses to LEVEL I Rescue Incidents, the effective response force staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

Level II Rescue **Benchmark: Multiple unit response such as MVA roll-over, pin-in, or entrapment, etc.**

DISTRIBUTION STANDARD FOR **LEVEL II RESCUE RESPONSES**

For 90% of responses to LEVEL II Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL II RESCUE RESPONSES**

For 90% of responses to LEVEL II Rescue Incidents, the effective response force staffed with a minimum of ten personnel shall arrive within ten minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing extrication equipment, remove patients from harm while following safe operational procedures.

Level III Rescue Benchmark: Multiple unit response such as Trench, Confined Space, Structural Collapse, etc.

DISTRIBUTION STANDARD FOR LEVEL III RESCUE RESPONSES

For 90% of responses to LEVEL III Rescue Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing tools and equipment, remove patients from harm while following safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III RESCUE RESPONSES

For 90% of responses to LEVEL III Rescue Incidents, the effective response force staffed with a minimum of twenty four personnel shall arrive within fifteen minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, providing basic life support with AED capabilities, and utilizing extrication equipment, remove patients from harm while following safe operational procedures.

Performance Objective: Hazardous Materials Responses **Benchmark:**

For all incidents where hazardous materials have been released that may pose a threat to citizens or the environment, the Fayetteville Fire/Emergency Management Department shall arrive in a timely manner with sufficient personnel and equipment to isolate the incident, identify the product released, slow or stop the release of product(s), initiate an evacuation, rescue, or shelter in place procedures, contain spills, and conduct air monitoring while also providing safety for the responders and the general public.

Level I Hazardous Materials **Benchmark: Single unit response such as small fluid spill, CO alarm investigation, odor in area, etc.**

DISTRIBUTION STANDARD FOR **LEVEL I HAZ-MAT RESPONSES**

For 90% of responses to LEVEL I Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary while utilizing safe operational procedures.

CONCENTRATION STANDARD FOR **LEVEL I HAZ-MAT RESPONSES**

For 90% of responses to LEVEL I Haz-Mat Incidents, the effective response force staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

Level II Hazardous Materials Benchmark: Multiple unit response such as Level “B” entry, hydrocarbon spill/leak, etc.

DISTRIBUTION STANDARD FOR LEVEL II HAZ-MAT RESPONSES

For 90% of responses to LEVEL II Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL II HAZ-MAT RESPONSES

For 90% of responses to LEVEL II Rescue Incidents, the effective response force staffed with a minimum of eight personnel shall arrive within fifteen minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, providing rescue procedures, controlling product release, providing air monitoring, and perform decontamination activities while utilizing safe operational procedures.

Level III Hazardous Materials Benchmark: Multiple unit response such as Level “A” entry, toxic/poisonous substance leak/release, etc.

DISTRIBUTION STANDARD FOR LEVEL III HAZ-MAT RESPONSES

For 90% of responses to LEVEL III Haz-Mat Incidents, the first due unit staffed with a minimum of three personnel shall arrive within six minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, identifying isolation zones, providing defensive operations, notifying additional resources when necessary and utilizing safe operational procedures.

CONCENTRATION STANDARD FOR LEVEL III HAZ-MAT RESPONSES

For 90% of responses to LEVEL III Haz-Mat Incidents, the effective response force staffed with a minimum of eighteen personnel shall arrive within twenty minutes twenty seconds total response time. These units shall be capable of establishing command, scene size up, identifying product(s) involved, providing rescue procedures, controlling product release, providing air monitoring, and perform decontamination activities while utilizing safe operational procedures.