



Category I: Governance and Administration

For purposes of this Category, Governance is defined as the recognition of the authority that allows an organization or agency to legally form and operate. In fulfilling this responsibility, the legal entity that oversees this formation process reflects the public interest, protects the agency from undesirable external interference, determines basic policies for providing services, and interprets the agency's activities to its constituency. Administration is defined as the activities that carry out the implementation of the policies established by the authority having jurisdiction. In fulfilling this responsibility, the agency or organization carries out the day-to-day operations.

The legal entity and governing authority define the duties and responsibilities of the agency in an official policy statement. An organization's charter or local or state/province general statutes likely contain an agency's official policy statement.

The chief executive or chief fire officer should provide staff leadership in developing policy proposals for the legal civil authority having jurisdiction so those officials can take action to implement public policy based upon knowledgeable input from public safety leadership. Keeping an elected governing board and/or high ranking individual informed on all matters affecting the agency and delivery of emergency services is the primary responsibility of agency leadership.

It must be recognized that other organizations participate in the governance of the agency, such as the state/provincial and federal governments through legislation, regulations, and funding procedures, and other organizations through associations and bargaining units. The governing board coordinates all of these diverse interests to set the direction of the agency.



The agency administration exercises responsibility for the quality of the agency through an organized system of planning, staffing, directing, coordinating, and evaluating. The agency administration is entrusted with the assets and is charged to uphold its mission and programs, to ensure compliance with laws and regulations, and to provide stability and continuity.

For many volunteer fire service organizations, the governing board is within the municipal or county government and is the executive/legislative body for municipal or county governance, some elected directly by the public, such as special districts. In the absence of a municipally appointed fire chief or chief executive officer, for purposes of accreditation, the duly elected or appointed volunteer fire chief shall be the individual responsible for the criteria and performance indicators.

In many city or county municipal organizations a separation of powers exists that give the governing body legislative responsibility while giving administrative responsibility to a strong mayor or city manager. The chief fire officer/chief executive officer in such organizations generally reports directly to the mayor, manager, or designee. It is vital that the leadership of every agency understand who actually sets policy for the government structure they are working in and their role in implementing that policy.



Criterion 1A: Governing Body

The governing body and/or agency manager is legally established to provide general policies to guide the agency, approved programs and services, and appropriated financial resources.

Summary:

The City of Shelby is a legally established municipality in the State of North Carolina as afforded under the General Statutes. The City's charter follows state regulations pertaining to the composition and function of the local government body. The *City of Shelby Code of Ordinances* outlines governmental function, provision of services, and local zoning and regulations. The City Council appoints a city manager to administer the overall operations of the city. The City Manager appoints all department directors including the fire chief with guidance from the Human Resources Department. The Fire Chief is the agency's chief executive officer and presides over the administration and operations of the Fire & Rescue Department. A budget outlining the expected personnel costs, operating costs and capital costs of the agency is submitted prior to the beginning of each fiscal year for approval by the City Manager, and the City Council. The agency is subject to all City of Shelby policies that preclude conflicts of interest with elected officials, administrative staff, and employees.



Performance Indicators:**CC 1A.1 The agency is legally established.****Description**

The City of Shelby is a legally chartered municipality in the State of North Carolina as provided in *North Carolina General Statute (NCGS) §160A Cities and Towns*. The scope and functions specifically delegated by the legislature to the local governing entity and the powers enumerated to the council are described in the city charter and the code of ordinances. The City of Shelby's authority to provide fire protection services can be found in *NCGS §160A Cities and Towns; Article 14, Fire Prevention and Protection*.

Appraisal

The City of Shelby has been legally established by an action of the North Carolina Legislature as afforded by statute. The fire department was formally organized as a city department on June 1, 1927 with the council appointment of a fire chief and established as a function of local government within the *City of Shelby Code of Ordinances. Chapter 18, Fire Protection and Prevention* outlines the authority, organization and responsibility of the agency. The city revises its code of ordinances from time to time to reflect changes in regulatory and local conditions, the most recent changes to Chapter 18 occurred in May of 2012.

Plan

The agency will continue to operate as a legally established agency under the immediate authority of the City of Shelby as afforded by statute.

References

- City of Shelby Code of Ordinances; City Charter and Related Laws*. City of Shelby. (Republication 2007). Municipal Code Corporation.
- City of Shelby Code of Ordinances; Chapter 18, Fire Protection and Prevention*. City of Shelby. (Republication 2007). Municipal Code Corporation.
- Minutes of the City of Shelby Board of Aldermen*. June 1, 1927. p 289. City of Shelby.
- North Carolina General Statute (NCGS); Chapter 160A Cities and Towns, Article 1*. State of North Carolina.



North Carolina General Statute (NCGS); Chapter 160A, Cities and Towns Article 2.
State of North Carolina.

North Carolina General Statute (NCGS); Chapter 160A, Cities and Towns Article 14.
State of North Carolina



CC 1A.2 The agency complies with legal requirements of local, state/provincial, and federal governments (i.e. inspection reports, regulatory references, meeting minutes, and legal opinions).

Description

The City of Shelby complies with applicable local, state, and federal legal requirements. Like other city departments, the Fire & Rescue Department is bound by the local ordinances adopted by the council and, adheres to state and federal regulations. Each city department is responsible for maintaining compliance within their respective discipline. The agency maintains its department specific responsibilities and collaborates with the Finance Department, Human Resources Department, the City Attorney's Office, the Purchasing Manager, and the Clerk's Office on inter-discipline compliance matters. The city and the department maintain association memberships as appropriate to ensure continued compliance as requirements change.

Appraisal

The City of Shelby has maintained ordinances, policies, and directives to facilitate consistent compliance with local, state, and federal regulations with relation to; employment law, financial practices and budgeting, capital procurement, workplace safety, and documents retention. The city has regularly utilized council from the city attorney's office, its membership in the *NC League of Municipalities (NCLM)*, and the resources from the *UNC School of Government (UNC-SOG)* to remain current on changes in state and federal regulations. The Fire & Rescue Department has consistently cited state and federal regulation as the basis for administrative and operational policy. The agency's practice of collaboration with other city departments has kept it current in areas such as budget and finance, and employment law. The agency's longstanding membership in the *North Carolina State Firefighter's Association (NCSFA)* has facilitated knowledge on emerging trends and changes in state and federal regulations affecting the fire service.



Plan

The Fire & Rescue Department will continue its practice of validating its policy's with state, and federal regulations as appropriate, and maintaining the necessary internal and external relationships to facilitate continued compliance.

References

- City of Shelby Safety Manual*. City of Shelby. Human Resources Department.
- Lawrence, D.M. & Millonzi, K.A. (current edition). *The Local Government Budget and Fiscal Control Act*. UNC School of Government. Chapel Hill, NC.
- Municipal Records Retention Schedule Amendment; Standard 6 Emergency Services and Fire Department Records*. (2012). North Carolina Department of Cultural Resources, Division of Archives and Records.
- Purchasing and Accounting Manual*. City of Shelby. Finance Department.
- Personnel Policy Manual; Section 2, Americans with Disabilities Act*. City of Shelby. Human Resources Department.
- Personnel Policy Manual; 12, Drug and Alcohol Testing*. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 18, Equal Employment Opportunity*. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 21, Family Medical Leave of Absence*. City of Shelby. Human Resources Department.
- Records Retention and Disposition Schedule-Municipal*. (current edition). North Carolina Department of Cultural Resources, Division of Archives and Records.
- Resolution 54-2016; A resolution amending the 2012 municipal records retention schedule as recommended by the North Carolina Department of Cultural Resources*. November 7, 2016. City of Shelby.



1A.3 The agency has a methodology to monitor and track applicable local, state/provincial, and federal requirement changes.

Description

The City of Shelby's Clerks Office is charged with monitoring and tracking applicable local, state and federal laws and requirements. Additionally the City Manager tasks the department directors with monitoring and tracking changes to applicable changes laws or requirements specifically affecting their department. The bi-weekly manager- department directors' meeting provides the forum for discussing pending or actual changes in legislation or regulation, the City Clerk is in attendance at the meetings. The city is a member of the *NCLM* which provides access to information and advocacy at the state and federal level. The Fire & Rescue Department reviews its policies at least on an annual basis for changes that specifically affect the fire service. The agency's is a member of the *NCSFA* which provides access to information and advocacy at State and Federal level to monitor and track changes in regulations that impact the fire and rescue service profession.

Appraisal

The City Clerk's Office has routinely provided council to the elected officials and professional staff related to changes in state and federal laws and regulations; particularly as it relates to the retention of official records. The city's practice of tasking department directors' with monitoring changes in regulatory or statutory requirements within their area of specialty has been successful toward helping the city maintaining overall compliance. The bi-weekly manager-director meetings have facilitated the open dialogue between directors regarding any legislative and regulatory changes, and has been especially valuable when changes have affected multiple city departments. Recent examples of collaboration include; the *Phase II Stormwater Regulation* implementation and the adoption of the 2015 NC Building Code. The *NCLM's League LINC* newsletter, the town hall day, and professional coursework have provided the city with relevant information regarding regulatory changes. The Fire & Rescue Department's annual review of policy has provided for updates in practice due to regulatory changes, and the



NCSFA's legislative advocacy initiatives have kept the department current on fire service specific legislation. The Fire Chief has specifically subscribed to the *NCLM* and the *NCSFA* electronic legislative newsletters to remain current in legal and governmental affairs.

Plan

The City of Shelby's department directors (including the fire chief) will continue to monitor for regulatory changes in their respective departments, and will continue collaborate with the City Clerk and one another on how those changes affect the overall operations of the city. The city and the agency will continue to maintain those government and fire service association memberships and take full advantage of the resources they provide.

References

- GOG 200.00 General Operating Guidelines*. (current edition). [Data file]. City of Shelby. Fire & Rescue Department.
- North Carolina League of Municipalities (NCLM), *Legislative Advocacy*. [Data file]. Available from NCLM website, <http://www.nclm.org/legislative-advocacy/involved/Pages/default.aspx>.
- North Carolina State Firefighters Association (NCSFA), *Legislative Updates*. [Data file]. Available from NCSFA website, <http://www.ncsfa.com/legislative-update>.
- Ordinance 64-2018, A proposal to amend the unified development ordinance of the City of Shelby*. [Data file]. City of Shelby. Clerks Office. Municodes Inc. Tallahassee, FL.



1A.4 The governing body of the agency periodically reviews and approves services and programs.

Description

The Fire Chief submits a budget for each fiscal year which includes the total number of full time and part time employees by title and assignment for review and approval by the City Manager. Once approved, the Fire & Rescue Department's organization chart is drafted and included into the proposed fiscal year's budget. The City Manager approves the budget and submits the recommendation to the City Council for their approval. An adopted budget for the coming fiscal year must be in place on or before the last day of June according to state statute.

Appraisal

The process in place has ensured that the governing body reviews and approves the administrative structure of the department on a regular recurring basis. The city council has never disapproved the organizational chart of the department.

Plan

The Fire & Rescue Department will continue to follow the annual budget development process as directed by the City Manager and the Finance Department.

References

City of Shelby Fiscal Year 2016-17 Budget Ordinance. Ordinance No. 31-2018.

June 16, 2016. City of Shelby.

City of Shelby Fiscal Year 2018-19 Supplemental Budget Ordinance.

Ordinance No. 32-2018. June 4, 2018. City of Shelby.

Organization Chart, 2016-17. City of Shelby. Fire & Rescue Department

Position and Salary Workbook, 2016-17. City of Shelby. Fire & Rescue Department



1A.5 The method used to select the agency's chief fire officer/chief executive officer includes evaluation of candidate qualifications and credentials.

Description

The Fire Chief is the chief executive officer of the Fire & Rescue Department and is one of eight department directors in the city administration serving at the direction and the pleasure of the City Manager. The Manager is tasked with the appointment of all non-elected officers as afforded in GS 160A-148 and referenced in the *City of Shelby Code of Ordinances*. The Human Resources Department maintains job descriptions for all city positions including that of the Fire Chief. The City Manager references the job description for the purpose of benchmarking and evaluating any candidate's qualifications and credentials to serve as the City of Shelby's chief executive officer of the Fire & Rescue Department.

Appraisal

The job description developed by the City of Shelby adequately defines the qualification and credentials required for the job of fire chief. The Human Resources Department evaluated and revised the fire chief job description in 2008 as part of a citywide performance pay and evaluation analysis. The job description serves as the City Managers guide in selecting a fire chief. The last selection process for the position was conducted in 2007 where the incumbent fire chief was selected.

Plan

The Fire & Rescue Department will continue to coordinate with the Human Resources Department to maintain a current job description for the department's chief executive officer.

References

Organization Chart, 2016-17. City of Shelby. Fire & Rescue Department
Position Description, Fire Chief. City of Shelby. Human Resources Department.



1A.6 The role and composition of various policy making, planning, and special purpose bodies are defined by the governing body in an organization chart.

Description

The role and composition of policy making, planning and special purpose bodies are regulated by the North Carolina General Assembly and administered by the Council as appropriate. A list of active boards and their membership rosters is maintained in the Clerk's Office. The *Firefighters Relief Fund Board of Trustee's*, is authorized by the legislature to provide financial assistance to injured or destitute firefighters, provide short term financial assistance for spouses and dependents of firefighters killed in the line of duty, provide supplemental retirement, or other certain defined benefits through funds derived from a portion of the gross premium tax on certain insurance policies. The local board consists of five members, two appointed by the council, two appointed by the fire department and one appointed by the state insurance commissioner.

Appraisal

The local relief fund board of trustees has continuously fulfilled its statutorily defined obligations. The board typically meets on a quarterly basis and at other times to conduct the business of the board. The board has provided fiscal oversight of an investment portfolio that funds a local supplemental retirement fund that currently provides benefits to twenty five (25) retired firefighters. The board has appointed the fire chief as an ex-officio member to act in an advisory role. The board has consistently filed its member roster and reports to the *North Carolina State Firefighters Association* and to the *North Carolina Insurance Commission* by their due date.



Plan

The local relief fund board of trustees will continue to perform its defined duties as directed by the North Carolina Legislature, and will continue responsible fiscal oversight of the supplemental retirement fund.

References

- North Carolina General Statute (NCGS); Chapter 58 Insurance.*
Article 84, Local Firefighters Relief Funds. State of North Carolina.
- North Carolina General Statute (NCGS). Chapter 58, Insurance.*
Article 85, Statewide Firefighters Relief Fund, State of North Carolina.
- Shelby Firefighters Local Relief Fund Board of Trustees Organization Chart.*
City of Shelby. Fire & Rescue Department.



1A.7 The governing body or designated authority approves the organizational structure that carries out the agency's mission.

Description

The Fire Chief submits a budget for each fiscal year which includes the total number of full time and part time employees by title and assignment for review and approval by the City Manager. Once approved, the Fire & Rescue Department's organization chart is drafted and included into the proposed fiscal year's budget. The City Manager approves the budget and submits the recommendation to the City Council for their approval. An adopted budget for the coming fiscal year must be in place on or before the last day of June according to state statute.

Appraisal

The process in place has ensured that the governing body reviews and approves the administrative structure of the department on a regular recurring basis. The city council has never disapproved the organizational chart of the department.

Plan

The Fire & Rescue Department will continue to follow the annual budget development process as directed by the City Manager and the Finance Department.

References

City of Shelby Fiscal Year 2018-19 Budget Ordinance. Ordinance No. 31-2018.
June 16, 2016. City of Shelby.

City of Shelby Fiscal Year 2018-19 Supplemental Budget Ordinance.
Ordinance No. 32-2018. June 4, 2018. City of Shelby.

Organization Chart, 2016-17. City of Shelby. Fire & Rescue Department

Position and Salary Workbook, 2018-19. City of Shelby. Fire & Rescue Department



1A.8 The governing body has policies to preclude individual participation of governing board members and staff in actions involving possible conflict of interest.

Description

The City of Shelby is subject to the Constitution and laws of the State of North Carolina and the United States regarding conflicts of interest for elected and non-elected government officials. The City has in place a council adopted conflict of interest policy for elected official as required by statute. The *City of Shelby Personnel Policy Manual* outlines matters of ethical behavior and political activity for non-elected officials and employees. The *Local Government Budget and Fiscal Control Act (LGBFCA)*, and the *City of Shelby Purchasing Manual*, act as policy for accounting and reporting of local government finances and conflicts of interest. Fire & Rescue Department staff members are subject to the provisions in the conflict of interest policy as appropriate.

Appraisal

The City of Shelby complies with North Carolina statutes and has set in place safeguards to guard and prevent situations of conflict of interest arising among its elected and non-elected government officials. The City has adopted specific policy and guidelines where required and needed and to guard against such behavior. Financial accounting is consistent with the *LGBFCA* and the accounting records are annually audited and certified by a third party accounting firm. The *purchasing manual* provides guidance to ensure financial decisions are consistent with state law, are ethical and do not encroach into conflicts of interest. The *personnel policy manual* references conflicts of interest throughout the document and specific policies are in place to ensure individual employee rights to political affiliation, membership in civic or fraternal organizations, or union activity are not infringed upon.



Plan

The Fire & Rescue Department will continue to follow the current state and local policies that preclude conflicts of interest among local government officials. Violations of policy within the agency will be reviewed by the Human Resources Director, the City Manager and the Fire Chief.

References

- Code of Ethics, Resolution 73-2010.* City of Shelby
- Lawrence, D.M. & Millonzi, K.A. (current edition). *The Local Government Budget and Fiscal Control Act.* UNC School of Government. Chapel Hill, NC.
- Municipal Records Retention Schedule Amendment; Standard 6 Emergency Services and Fire Department Records.* (2012). North Carolina Department of Cultural
- Purchasing and Accounting Manual.* City of Shelby. Finance Department.
- Personnel Policy Manual; Section 13, Duty to Report Violations.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 36, Political Activity.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 41; Secondary Employment.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 44, Statement on Unionization.* City of Shelby. Human Resources Department.
- Records Retention and Disposition Schedule-Municipal.* (current edition). North Carolina Department of Cultural Resources, Division of Archives and Records.
- Resolution 54-2016; A resolution amending the 2012 municipal records retention schedule as recommended by the North Carolina Department of Cultural Resources.* November 7, 2016. City of Shelby.



1A.9 A communication process is in place between the governing body and the administrative structure of the agency.

Description

The council-manager form of local government utilized by the city is permitted under statute in North Carolina, and is specifically designed to channel communication between the governing body and the administrative structure through one point of contact. The City Manager is the City's chief administrative officer and is the mediator of contact between the city council (governing body) and the department directors, commissions, and boards (administrative structure). The process directs council members and department directors and board members to communicate through and under the guidance of the City Manager. The City Manager meets collectively with department directors on a bi-weekly basis and represents all city departments, boards and employees before the council during their official proceedings. The Fire Chief regularly attends city council meetings and meets individually with the City Manager on matters of the Fire & Rescue Department.

Appraisal

The communication process between the governing body and the administrative structure has been frequent and well maintained. Specific to the Fire & Rescue Department, the city council has been consistently briefed regarding the services and operations of the department and informed on pertinent information regarding the department's activities. The Fire Chief has provided the City Manager with appropriate information through regularly scheduled meetings.

Plan

The Fire Chief will continue to regularly communicate with the City Manager on matters pertaining to the services and operations of the department to ensure that that the city council remains well informed on matters pertaining to the Fire & Rescue Department and the protection needs of the community.

References



Bluestein, F.S. (Ed.). (current edition). *County and Municipal Government in North Carolina*. (Ch 3 pp. 27-50). Chapel Hill NC: UNC School of Government.
City of Shelby, City Council Meeting Schedule.
City of Shelby, Minutes of City Council, (Sample).



1A.10 The governing body publishes a mission statement.

Description

The governing body has an adopted and published mission statement encompassing the range of services provided by The City of Shelby. The city council has created vision and mission statements, and a list of core values that are based on the priorities of the citizenry and the governing body. The vision, mission, and values of the city are published and reviewed by the council on an annual basis as part of the City Manager's Annual Report. Additionally, other mediums, such as the city web site are used to communicate those documents. In 2010, the Fire & Rescue Department developed an agency specific vision, mission statement, and corresponding core values that are in keeping with the overall expectations of service delivery in the city. In 2015 the agency revisited its mission and values during its strategic planning process for 2016-20.

Appraisal

The Fire & Rescue Department's vision and mission statements and core values accurately reflect on those established by the city council for the city as a whole, which together provide guidance for the delivery of responsible public government and services. The agency has communicated its vision and mission statements and core values by including them for publication in documents and presentations. The review in 2015 brought about some minor changes in language in the department mission statement. The city council adopted the 2016-20 strategic plan in May 2016.

Plan

The Fire & Rescue Department will continue to publicize its vision, mission and core values to its internal and external stakeholders through various publication mediums. The agency will post a downloadable copy of the current strategic plan and incorporate the mission and core values of the department within its section of the website. The Fire & Rescue Department submits its vision and mission statement, and core values to the City Manager for review by the City Council during the annual budget process.



References

- Fire & Rescue Department Budget Narrative.* City of Shelby. Fire & Rescue Department.
- Fire & Rescue Department Strategic Plan 2016-20.* p-17. City of Shelby. Fire & Rescue Department.
- Minutes of the regular meeting of the Shelby City Council.* May 16, 2016. p-108, p-114. City of Shelby. Office of the City Clerk.
- City of Shelby Mission Statement.* City of Shelby. www.cityofshelby.com/departments/administration.



Criterion 1B: Agency Administration

The organizational structure aligns with or supports the agency's mission, purposes, goals, strategies, and objectives.

Summary:

The fire chief is appointed by the City Manager at the direction of the city council and serves as the executive officer of the agency. The agency is divided into functional organizational sections of the Division of Operations and Personnel Services, and the Division of Logistics and Enforcement Services; and each is managed by a fire division chief that reports to the Fire Chief. The agency's budget is allocated and administered along the broad categories of personnel costs, operating costs, and capital costs and is reflective of the agency's overall mission. The agency references the City of Shelby personnel policies, code of ordinances, administrative policy manual, and agency specific operating guidelines as the basis for establishing procedures to ensure compliance with legal requirements.

Personnel roles and responsibilities for the agency are written in the form of job descriptions and are maintained by the Human Resources Department. The agency maintains an organization chart that is included in the governing body organization chart. Periodic budget reviews and reporting by administrative personnel ensure goals and objectives remain focused on customer needs. The current organizational structure of the agency is meeting the essential goals and objectives and provides a framework for achieving the mission; however the agency continues to evaluate the administrative structure for current and projected needs, especially in the area of administrative support. The structure of the Fire & Rescue Department will be reviewed annually during the budget process to monitor effectiveness.



Performance Indicators:

CC 1B.1 The administrative structure reflects the agency's mission, goals, objectives, size, and complexity.

Description

The Fire & Rescue Department is divided into two functional divisions; each under the direction of a fire division chief. The division of Personnel & Emergency Operations manages department level human resources, and oversees the day to day operations of Battalion 1. The division of Logistics and Enforcement Services manages the Fire & Rescue Department's fleet, facilities, and supply chain; and, oversees the Fire Marshal and Training Office bureau's. The Fire Chief is the chief executive officer and the department director reporting to the City Manager. The Fire & Rescue Department's organization chart provides clarity for the division of responsibility and services offered by the department and the chart highlights the chain of command, the number of staff members, and their rank. The department operates with the goal of meeting the standards set in the mission statement as stated in the Fire & Rescue Department 2016-20 Strategic Plan.

Appraisal

The Fire & Rescue Departments administrative structure is designed to meet the core administrative needs of the department consistent with the City's financial capability. The administrative structure is evaluated at least annually by the City Manager and the City Council.

Plan

The Fire & Rescue Department will annually evaluate the administrative structure to ensure that it is efficient relative to the size of the department, is effective with meeting the mission, goals and objectives and consistent with the financial health of the city.

References

Fire & Rescue Department Organization Chart. City of Shelby. Fire & Rescue Department.
2016-20 Fire & Rescue Department Strategic Plan. (2016). City of Shelby. Fire & Rescue Department.



1B.2 Financial, equipment, and personnel resource allocation reflects the agency's mission, goals, and objectives.

Description

The Fire & Rescue Departments annual overall budget is allocated into the categories of personnel costs (salaries, benefits), operating costs (day to day operations) and capital costs (significant and long term purchases). This allocation of resources reflects the agency's priority of providing responsible public safety services that are consistent with its mission, goals and objectives.

During the annual budget planning process, the Fire & Rescue Department develops its budget for the coming fiscal year according to its overall mission and to accomplish certain goals and objectives. A spending plan is developed and organized around those priorities. The Fire Chief submits a proposed budget to the City Manager for review. The review process benchmarks the proposal according to its alignment with city and agency strategic goals, immediate agency operational needs, and the city's overall fiscal capacity. The proposed budget is revised accordingly and is included in the City of Shelby Budget for approval by the City Council.

Appraisal

The funding and resource allocation of the Fire & Rescue Department as authorized by the City Council facilitates the accomplishment of the agency's overall stated mission. Within these parameters, the agency has historically been able to complete many of its goals and objectives. This is significant given the economic pressures the City has experienced over the last several years. Where some budget requests that support certain goals and objectives have been delayed out of fiscal concerns, it is notable that none have been summarily cancelled. In each case, the Fire Chief and City Manager collaborate on ways to fund those requests in the future budgets.



Plan

The Fire & Rescue Department will continue to submit an overall operating budget that supports the overall mission goals and objectives of the department.

References

City of Shelby Fiscal Year 2018-19 Budget Ordinance. Ordinance No. 31-2018.
June 16, 2016. City of Shelby.

City of Shelby Fiscal Year 2018-19 Supplemental Budget Ordinance . Ordinance No. 32-2018. June 4, 2018. City of Shelby.

Capital Improvement Plan (CIP) Workbook. City of Shelby. Fire & Rescue Department.
Fire & Rescue Department Strategic Plan 2016-20. City of Shelby. Fire & Rescue Department.



1B.3 Personnel functions, roles, and responsibilities are defined in writing and a current organization chart exists that includes the agency's relationship to the governing body.

Description

The City of Shelby's Human Resource Department maintains job descriptions for each authorized position or classification in the city. All job descriptions list the general definition of the job, the conditions of work, essential functions, knowledge, skills and abilities, education, experience, and special requirements that must be met by an incumbent in order to fill any position. The Human Resources Director collaborates with department directors to keep job descriptions in the city current and periodically conducts a job analysis of all positions. The Fire & Rescue Departments organization chart is consistent with its authorized positions, and the department's relationship to the overall local governing body is factored in the City of Shelby organization chart.

Appraisal

The authorized positions that appear in the Fire & Rescue Department organization chart include an associated written job description outlining the functions, roles and responsibilities. The City of Shelby Personnel Policy Manual outlines procedures for reviewing existing positions and identifying need for additional positions. A comprehensive city wide job and pay plan analysis of all positions including the Fire & Rescue Department was completed in 2018. The Fire & Rescue Department is factored in the City of Shelby organization chart which is published annually in the Comprehensive Annual Financial Report (CAFR).

Plan

The Fire & Rescue Department will continue to manage its authorized positions on an annual basis by maintaining current job descriptions and an organization chart. The Fire Chief, the City Manager and the Human Resources Director will collaborate accordingly on matters of personnel function, roles, and reasonability as outlined in policy.



References

- City of Shelby; *Comprehensive Annual Financial Report 2017*
City of Shelby; *Personnel Policy Manual, Section 25 Job Description and Analysis*
Fire & Rescue Department; *Organization Chart*
Fire & Rescue Department; *Fire Chief Job Description- 529*
Fire & Rescue Department; *Assistant Chief Job Description- 521*
Fire & Rescue Department; *Battalion Chief Job Description- 509*
Fire & Rescue Department; *Fire Marshal Job Description- 515*
Fire & Rescue Department; *Captain Job Description- 507*
Fire & Rescue Department; *Engineer Job Description- 502*
Fire & Rescue Department; *Inspector-Firefighter Job Description- 511*
Fire & Rescue Department; *Firefighter Job Description- 501*



Category II: Assessment and Planning

Assessment and planning are defined as the processes used to identify the community's fire protection and other emergency service needs to identify potential goals and objectives. All agencies should have a basic source of data and information to logically and rationally define the organization's mission. Assessment and planning is critical to the establishment of service level objectives, standards of cover, and ultimately, the quality of program outcomes.

The overall purpose of using these processes is to establish a long-range general strategy for the operation of the system.



Criterion 2A: Documentation of Area Characteristics

The agency collects and analyzes data specific to the distinct characteristics of its legally defined service area(s) and applies the findings to organizational services and services development.

Summary:

The geographic boundaries of the City of Shelby are well defined and developed using modern *Geographic Information Systems (GIS)* mapping tools and include a variety of information layers covering transportation routes, planning and zoning boundaries, utility infrastructure, and political and administrative jurisdictions. The agency further organizes the city into geographic planning zones to facilitate analysis of fire and rescue services in the community. The agency considers the community factors of relative population density, zoning and geography for the analysis of services and the development of local response standards. The agency's *records management system (RMS)* is used to collect data on property and life loss and injuries from incidents involving fires and other losses in the community. The *Fire Marshal's Office* is immediately tasked with the management and production of data. The City of Shelby Planning Services Department collects and maintains demographic and economic data on the City of Shelby. Data is readily available as GIS layers and in reports and documents produced by the department. The City of Shelby's water distribution system provides potable and fire flow water supply in the City. Comprehensive data covering the water system is maintained as GIS layers and developmental planning and review include the effect on the water distribution.



Performance Indicators:

2A.1 Service area boundaries for the agency are identified, documented, and legally adopted by the authority having jurisdiction.

Description

The service area boundaries of the City of Shelby are identified, documented, and legally adopted as set forth by provisions contained in the general statutes of North Carolina. The original articles of incorporation are codified in the city charter, and the current maps and zoning boundaries factually depict the city's existing boundaries. The Fire & Rescue Departments service area consists of the contiguous and satellite boundaries included in the City of Shelby.

Appraisal

The City of Shelby has grown significantly since its incorporation in 1843. Past city councils have continually followed general statutes (at the time) with regard to the annexation of territory. When changes in boundaries have occurred, revisions to boundary and zoning maps have been completed to reflect those changes. The city's Planning Department is responsible for ensuring other city departments and agencies are notified of any changes in boundaries, and that the changes are properly documented in the City Clerk's Office. The city's practices have been compliant with general statutes and all affected public safety agencies have consistently received notification regarding changes in service area boundaries.

Plan

The Fire & Rescue Department will continue to monitor for changes in the city boundaries which may affect the agency's delivery of services. The Chief and chief officers will routinely attend council meetings and review council proceedings to monitor for any pending changes in the service area boundaries of the City of Shelby.



References

- Code of Ordinances-City of Shelby*. (Republication 2007). Charter and Related Laws. Sec. 2: Corporate Limits. Municipal Code Corporation.
- Bluestein, F. Ed.: *County and Municipal Government in North Carolina*. (current edition). Chapter 2; Incorporation, annexation and city-county consolidation, p. 15-17. UNC School of Government.
- North Carolina General Statute (NCGS); Chapter 160A Cities and Towns, Article 4, Corporate Limits*. State of North Carolina.
- North Carolina General Statute (NCGS); Chapter 160A Cities and Towns, Article 4A-Article 7, Extension of Corporate limits*. State of North Carolina.
- Shelby City Limits & Extra Territorial Jurisdiction*. City of Shelby. Department of Geographic Information Systems.



2A.2 Boundaries for other service responsibility areas, such as automatic aid, mutual aid, and contract areas, are identified, documented, and appropriately approved by the authority having jurisdiction.

Description

The boundary areas for other service responsibility areas are properly documented and approved by the City Council. The city maintains an extra-territorial jurisdiction (ETJ) outside the corporate boundaries for planning purposes. The Fire & Rescue Department maintains automatic aid agreements with specific rural community fire departments and, participates in the county-wide mutual aid agreement.

Appraisal

The city has historically used its ETJ as a method to control and influence urbanization occurring just outside the corporate boundaries. The ETJ provides the Fire & Rescue Department the authority to enforce the *North Carolina Fire Prevention Code* in commercial properties within the defined boundary. The Planning Department has maintained current boundaries based on past city council action. The agency has entered into three specific automatic aid agreements that supplement the existing response of resources in certain situations, or in outlying areas of the city. The agreements have been adopted by City Council resolution have been reviewed at least on an annual basis. The county-wide reciprocal mutual-aid agreement has been in effect since 1975. This appraisal been found that the agreement still needs to be reviewed and updated.

Plan

The agency will continue to review its agreements at least on an annual basis to ensure they remain contemporary with existing conditions. The Fire Chief will consult with the City Manager and Planning Director for boundary changes in the ETJ. The Fire Chief will consult with the County Emergency Management Director to update the existing mutual aid agreement.



References

- Cleveland County Firefighters Association; Countywide mutual aid agreement.
Fire & Rescue Department; *Automatic-aid Agreement, Cleveland VFD.*
Fire & Rescue Department; *Automatic-aid Agreement, Number 7 VFD.*
Fire & Rescue Department; *Automatic-aid Agreement, Shanghai VFD.*
Fire & Rescue Automatic Aid Boundaries. City of Shelby. Department of Geographic Information Systems
North Carolina Association of Fire Chiefs; *Intra-state Mutual Aid Agreement.* Memorandum of Understanding.



CC 2A.3 The agency has a documented and adopted methodology for organizing the response area(s) into geographical planning zones.

Description

The Fire & Rescue Department has broken the city boundaries into sixty-seven geographic planning areas, called *risk hazard zones*, for the purpose of analyzing service provision. The contiguous city boundaries and the satellite incorporated areas are factored and are featured as a layer on the *Shelby GIS Interactive Web-map*. The considerations used to develop the *risk hazard zones* include; fire districts, mutual aid districts, zoning, satellite incorporations and the U.S. census data tracts. The risk hazard zones are incorporated into GIS mapping to analyze the factors of service provisions including; land use, population density, call history and response time analysis. The agency analyzes service provision by incorporating historical incident data into GIS by *risk hazard zone*.

Appraisal

The *risk hazard zone* map layer was created by the Utilities GIS Office and has been utilized effectively by the agency to analyze land use, population density and call history in the city to analyze the effectiveness of emergency services and begin to formulate potential future service needs. The map layer has been effective toward segmenting demographic, topographical, and response information so it can easily be understood by fire personnel, city management staff, and city council.

Plan

The agency will continue to use the *risk hazard zone* map and GIS layer for purposes of analyzing historical and current service provision by the agency. Adjustments to the map layer will be made as any changes to the city geography change.



References

Fire & Rescue Risk Hazard Zones. City of Shelby. Department of Geographic Information Systems.

Fire & Rescue Risk Hazard Zones w/ layers. City of Shelby. Department of Geographic Information Systems



CC 2A.4 The agency assesses the community by planning zone and considers the population density within planning zones and population areas, as applicable, for the purpose of developing total response time standards.

Description

For emergency response and planning purposes, the City of Shelby is divided into three response districts. The districts are further broken down into smaller areas, called risk hazard zones (RHZ) according to the factors of population density, zoning, and geography. There are a total of sixty eight (68) risk hazard areas. GIS mapping and historical call volume is used to chart and report baselines for total response analysis for emergency response in each response district. Total response time standards are established in *GOG 300.01 Service Delivery of Fire & Rescue Services*. The department evaluates population density and other relevant factors including industry best practices, road networks, to determine a benchmark for total response time. The department has determined the population and the ratio of firefighter to citizen in each district using data from the 2010 Census. The city covers approximately twenty square miles and has a population of 22,000 residents.

Appraisal

The Fire & Rescue Department has conducted analysis for the purpose of developing consistent and credible response time standards using data from the seventy two risk hazard areas to compile and study the data according to response district, population density, zoning and geography. The data has been used to for determining total response time standards for the department. The analysis of all of the data found that the city meets the criteria for a split classification between Suburban (1000-1099 persons per square mile) and Rural (0-999 persons per square mile) community classifications. The more urbanized portion of the city is classified as Suburban and the largely rural portion and satellite portions of the city are classified as Rural.



Plan

The Fire & Rescue Department will continue to analyze relevant data to include; response district, population density, zoning, and geography coupled with best industry practices in evaluating total response time standards.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. (current edition) [Data file]. pp. 31-35. City of Shelby. Fire & Rescue Department.

Fire & Rescue Risk Hazard Zones. City of Shelby. Department of Geographic Information Systems.



2A.5 Data that includes property, life, injury, environmental, and other associated losses, as well as the human and physical assets preserved and or saved, are recorded for a minimum of three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Fire & Rescue Department uses several means to rack data related to fire loss, injury and life loss, property loss and other associated losses. The primary means is through the *Fire Programs* records management system, which has capability to record emergency incidents, code enforcement records, and other aspects of departmental recordkeeping. The data inputs include incident reporting, fire investigations, occupancy data, fire inspections, staff information, training records, rosters / staffing, and daily journals. Secondly, the Fire Marshal's Office maintains data bases related to all life and property losses associated with fire. The historical data is retrievable for the immediate past five (5) years.

Appraisal

The *Fire Programs Records Management System* (RMS) has provided a method of data inputs and report outputs that meets some of the needs of the department. However, data extraction with the system is ineffective, thus the agency has continued to maintain its own comprehensive data bases for life, property and associated losses

Plan

The agency will continue collecting data using the current method while evaluating records management systems from a various providers that will better suit the agency's total needs. The agency will request funding through the budgetary process and migrate to a new system on approval.



References

- Fire & Rescue Department; *Fire Programs*, report analysis example
- Fire & Rescue Department: *Fire Prevention & Life Safety Annual Report*. Fire Marshal's Office.
- Fire & Rescue Department: *Public Education Annual Report*. Fire Marshal's Office.
- Fire & Rescue Department: *Fire Investigation Annual Report*. Fire Marshal's Office.



2A.6 The agency utilizes its adopted planning zone methodology to identify response area characteristics such as population, transportation systems, area land use, topography, geography, geology, physiography, climate, hazards and risks, and service provision capability demands.

Description

Demographic information is gathered, produced and maintained by the City of Shelby's Planning Services Department and the Utilities GIS Office. Data regarding topography, hydrology and zoning classifications are presented on the *Shelby Interactive GIS Webmap*. Comprehensive data regarding census, zoning and occupancy information is contained in the *City of Shelby Comprehensive Land-use Plan* and within the *Unified Development Ordinance* within the Shelby Code of Ordinances. The agency maintains occupancy group data for commercial building within the Fire & Rescue Department preplans.

Appraisal

Demographic information has been identified, documented, and readily available to the agency. The Planning Services Department and the Utilities GIS Office have collected, analyzed and presented data in graphic and report forms to formulate an analysis of the demographics of the City of Shelby. The available demographic data has shown to meet the program and service needs of the agency.

Plan

The Fire & Rescue Department will continue to have open dialogue with the Planning Services Department and the Utilities GIS Office on community demographics and will utilize collected data as appropriate in analyzing fire and rescue services. The agency will continue to maintain occupancy related data within its building preplans.



References

City of Shelby; *Comprehensive Land-use Plan*, Planning Services Department

City of Shelby: *Code of Ordinances, City of Shelby*, Appendix A: Unified Development Ordinance.

Integrated Risk Management Plan; community risk analysis & standards of cover.

(current edition) Appendix A [Data file]. City of Shelby. Fire & Rescue Department. Fire & Rescue Department.

Fire & Rescue Risk Hazard Zones. City of Shelby. Department of Geographic Information Systems.



2A.7 Significant socio-economic and demographic characteristics for the response area are identified, such as key employment types and centers, assessed values, blighted areas, and population earning characteristics.

Description

The City of Shelby uses economic indicators such as property values, local and regional economic factors, and the revenue stream available to the city in the planning process. This data is used as an indicator for determining short and long term funding of city operations such as fire and rescue services. The economic indicators are factored in the city's *Comprehensive Annual Fiscal Report (CAFR)*, which is published annually. Department Directors collaborate with the Finance Director, City Manager and the Council to evaluate and plan for future service needs. The Planning & Building Services Department compiles socio-economic and demographic data.

Appraisal

The City of Shelby has relied on the various economic indicators and revenue projections to determine overall economic conditions and the overall financial health of the city. The data has been useful for short term budget planning and determining service levels for city operations. The Fire & Rescue Department has been a participant in the process where applicable. The data shows the city has a significant lower socio-economic status and decrease in overall population over the last ten (10) years.

Plan

The Fire & Rescue Department will continue to contribute as a part of an overall effort to analyze local economic indicators and will factor this information within the agency's budgetary needs and will analyze the data collected by the Planning and Building Services Department.



References

Comprehensive Annual Financial Report (CAFR). City of Shelby. Finance Department. p 140.

Fiscal year 2018 Budget Ordinance. City of Shelby. Finance Department.

Fiscal year 2018 Supplemental Budget Ordinance. City of Shelby. Finance Department.

Integrated Risk Management Plan; community risk analysis & standards of cover.

(current edition). pp 11-14. [Data file]. City of Shelby. Fire & Rescue Department.

Fire & Rescue Department.

Comprehensive Socio-economic Indicators for Shelby NC. [Data File]. City of Shelby.

Planning & Building Services Department.



2A.8 The agency identifies and documents all safety and remediation programs, such as fire prevention, public education, injury prevention, public health, and other similar programs, currently active within the response area.

Description

The agency operates a full-service *Fire Marshal's Office* where delivery of fire code enforcement, public education programs, and investigative operations in the City of Shelby are coordinated. The office works closely with the city's Planning and Inspections department with building site plan reviews, construction site inspections, and occupancy and tenant change inspections.

Appraisal

Fire code enforcement, public education programs, and investigative operations under the agency's responsibility have been factored into community risk assessment document. The *Fire Marshal* submits an annual summary report of activities and reports monthly at chief officer meetings. These reports have provided updates on the effectiveness of programs. However, the agency has found that more data needs to be collected to analyze the coordinated work with the Planning and Inspection Department.

Plan

The agency will continue with its practice of monthly review and annual reporting and will begin collecting data on construction site, occupancy and tenant change inspections. This will occur when the code enforcement module in the records management system is operational. The fire chief will collaborate with the Director of Planning and Inspections on metrics of service delivery and outcomes in areas of safety and risk remediation where the two city departments directly collaborate.

References

Chief Officer Planning Meeting Agenda, (July 25, 2017). City of Shelby. Fire & Rescue Department.



Fire Prevention & Life Safety Annual Report, 2015-16. City of Shelby. Fire & Rescue Department.

Public Education Annual Report, 2016-17. City of Shelby. Fire & Rescue Department.

Fire Investigation Program Annual Report, 2017-18. City of Shelby. Fire & Rescue Department.

NFPA 1730; Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation and Public Education Operations to the Public. (proposed). National Fire Protection Association (NFPA). Quincy, MA.



2A.9 The agency identifies critical infrastructure within the planning zones.

Description

The city boundaries are broken into sixty eight (68) geographic planning areas called *risk hazard zones*, which are used by the agency for urban planning, service delivery analysis, and identification of infrastructure deemed critical to the community. The city street network, water system, electric system, natural gas system, government buildings and the primary and secondary fire limits are each factored.

Appraisal

The Fire & Rescue Departments *risk hazard zone* map has been included as an overlay map by the Utilities GIS Office and has been produced on the *Shelby GIS Interactive Web-map*. When using the map, the user has the ability to view; street network, water mains and storage, natural gas pipeline network, the primary fire limits, electric service lines and other features, by planning zone by toggling on or off the various layers of the map.

Plan

The agency will continue to utilize the *risk hazard zone* map and GIS layer for purposes of identifying and locating critical infrastructure in the city. Adjustments to the map layer will be changes in the city's geography occur. The layer shall be maintain by the Shelby Utilities GIS Office.

References

- Critical Infrastructure-Electric System*. City of Shelby. Department of Geographic Information Systems.
- Critical Infrastructure-Natural Gas System*. City of Shelby. Department of Geographic Information Systems.
- Critical Infrastructure-Street Network, Public Buildings & Uptown District*. City of Shelby. Department of Geographic Information Systems.
- Critical Infrastructure-Water System*. City of Shelby. Department of Geographic Information Systems.
- Critical Infrastructure-Waste water System*. City of Shelby. Department of Geographic Information Systems
- Fire & Rescue Risk Hazard Zones*. City of Shelby. Department of Geographic Information Systems.



Fire & Rescue Risk Hazard Zones w/layers. City of Shelby. Department of Geographic Information Systems.



Criterion 2B: All-Hazard Risk Assessment and Response Strategies

The agency identifies and assesses the nature and magnitude of all hazards and risks within its jurisdiction. Risk categorization and deployment impact considers such factors as cultural, economic, historical, and environmental values, and operational characteristics.

Summary:

The corporate limits of the City of Shelby constitutes the response area and is subdivided into sixty seven geographical zones called *risk hazard areas (RHA)* which have been developed according to the influences of fire & rescue response district, planning and zoning factors, census data tract and mutual-aid district. The *RHA's* serve as the tool to evaluate areas of the city for non-fire risk, demographics, economic indicators, historical non-fire loss data and topographic data to make determinations on system wide performance. Benchmarks and baseline performance are derived from recommendations contained within the *Fire and Emergency Service Self-Assessment Manual, 8th Edition*. The response coverage is classified as *Urban* or *Rural* according to the data in individual *RHA's*. The cascade of events time elements from notification to on-scene are utilized with for the purpose of evaluating actual performance in relation to baseline standard and benchmark statements to ninety percent (90%) for emergency incidents in *urban and rural* classified areas of the city. The ERF will be capable of initiating the various critical tasks identified in the SOC including establishing incident command, performing rescue interventions, medical treatment or other non-fire suppression tasks.

The data used in developing the standard of response coverage for agency is derived from statistical information from the agency's records management system, its data mining software, GIS data and local, state and national statistical data. The agency will continuously monitor its existing performance and progress toward meeting response time benchmarks in the standard of cover for non-fire risks.



Performance Indicators:

CC 2B.1 The agency has a documented and adopted methodology for identifying, assessing, categorizing, and classifying risks throughout the community or area of responsibility.

Description

The agency identifies, categorizes, and classifies overall risks to the community using its Risk Hazard Zone (RHZ) mapping, and the OVAP risk evaluation model, which is contained in the standard of cover document (SOC). The response district is sub-divided into sixty-seven statistically homogenous geographic RHZ's. The size and determination of each RHZ is influenced by response district, planning & zoning designation, census data tract, and mutual aid district criteria. Grouped by fire & rescue response districts there are 21 RHA's in District 1, 32 in District 2, and 14 RHA's in District 3. Risk is determined within each RHA based on occupancy type, zoning classification, OVAP scoring of target hazards, population density, overall land use, incident type, and historical data and compiled in the SOC document.

Appraisal

This methodology, originally developed in 2010, was specifically designed to meet reporting requirements for the accompanying standard of cover (SOC) document. In the current edition, the necessary data was collected, which yielded the information needed to identify, and evaluate risks and analyze the capability of the agency to mitigate those risks in the community. The current data set is from 2016 through 2018.

Plan

The agency will continue to use the existing method for gathering data for analysis and using the standard of cover document to summarize the community risk determine resource application consistent with the most current edition of the *Fire & Emergency Service Self-Assessment Manual*. The agency will update its RHZ mapping a changes in city boundaries, or service district occur.



References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file].
Appendix A. City of Shelby. Fire & Rescue Department
City of Shelby; *Shelby Risk Hazard Zone Map*



2B.2 The historical emergency and non-emergency service demands frequency for a minimum of three immediately previous years and the future probability of emergency and non-emergency service demands, by service type, have been identified and documented by planning zone.

Description

The agency gathers data on historic emergency and non-emergency service demand using the Stats-FD[®] analytics software. The program retrieves data from the Fire & Rescue Department's RMS, collates it by NFIRS code according to type of service rendered, and then catalogs the information consistent with the identified planning zone (RHZ). The immediate past three years of data are available.

Appraisal

The Fire & Rescue Department has collected the last three years of historical call data and documented it according to planning zone (RHZ). The information has provided has provided the agency the ability to analyze trends in actual service delivery in the community at the macro and micro levels. For future probability analysis, an average of the actual incidents by planning zone has been factored due to the relative short data set.

Plan

The agency will continue to utilize its analytics software program to gather data on service delivery demand by planning zone. As the historical data set grows, the agency will develop a more robust method for analyzing future demand for service by planning zone.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp 61-89, Appendix A p.136. City of Shelby. Fire & Rescue Department



2B.3 Event consequence loss and save data that includes property, life, injury, environmental, and other losses and saves are assessed for three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The agency uses its records management system (RMS) to track losses by property type which can be retrieved for any given span of time. The report queries data by incident number and then collates it by the NFIRS property type. The loss and save data is calculated by the data that is entered into the *property* and *contents* fields in the incident report. A similar report is generated to analyze loss of life.

Appraisal

The *dollar loss by property use*, and *life loss by property use* reports have provided a general representation of how life and property are lost in the community from a public safety perspective. However, it has been determined that accuracy of the reports is highly dependent on quality of data that is actually entered into the fields, and at best, represents a very rough estimate of actual losses in the community.

Plan

The Fire & Rescue Department will investigate methods for improving the validity of the data in the property and life loss reports. The executive chief officers will update policy and revise the RMS collection protocol to improve the content of the reports.

References

Incident Reports by Property Use vs Loss. City of Shelby. Fire & Rescue Department



CC 2B.4 The agency's risk identification, analysis, categorization, and classification methodology has been utilized to determine and document the different categories and classes of risks within each planning zone.

Description

The agency identifies, analyzes, categorizes, and classifies risk in the community using a *probability-consequence matrix* tool, which evaluates risk according to the possibility of occurrence and the significance of outcome. The process is completed for each planning zone (RHZ) for minimum, moderate, significant and maximum risk classes and, factors each of the Fire & Rescue Department's service delivery functions. The findings are published in the *standard of cover* document.

Appraisal

The community risk-analysis methodology has provided the agency with a tool to examine community risk from a service area, a response district, and a planning zone perspective. The findings have been updated for the current accreditation reporting period and compiled in the revised standard of cover document.

Plan

The Fire & Rescue Department will continue to utilize the *probability-consequence matrix tool* to conduct community risk analysis. The agency will review the data and update at least on an annual to reflect historical and demographic changes.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp- 43-59. City of Shelby. Fire & Rescue Department



2B.5 Fire protection and detection systems are incorporated into the risk analysis.

Description

The agency factors fire protection and detection systems in its analysis of community risk.

Occupancy pre-plans provide for the indication of fire sprinkler, standpipe systems and automatic detection systems. The pre-plans are scored using the OVAP tool which is included as part of the community risk reduction analysis.

Appraisal

All pre-planned occupancy's have been scored using the OVAP tool and that data has been included in the community's risk reduction profile. While the OVAP tool only specifically factors the presence of fire protection alarm-systems, buildings equipped with fire sprinklers must be equipped with an alarm system. Accounting for fire sprinkler systems in the plan could be improved.

Plan

The Fire & Rescue Department will investigate best industry practices in community risk analysis to improve its accounting of fire sprinkler protected properties. Responsibility for this task will be delegated to the Fire Marshal's Office for completion.

References

- Lowes Home Improvement, Earl Road.* Building Occupancy Pre-plan Sample. City of Shelby. Fire & Rescue Department. Fire Marshal's Office.
- OVAP Tool Score Development Worksheet.* City of Shelby, Fire & Rescue Department.
- Integrated Risk Management Plan; community risk analysis & standards of cover.* [Data file]. Appendix A. City of Shelby. Fire & Rescue Department.



2B.6 The agency assesses critical infrastructure within the planning zones for capabilities and capacities to meet the demands posed by the risks.

Description

The agency defines *critical infrastructure* as the resources essential to reaching, controlling and terminating the variety of fire & rescue incidents. Critical infrastructure includes; the street network, water supply system, electrical grid, municipal and county government buildings, and other facilities necessary to the delivery public safety services. The city's critical infrastructure is factored by planning zone using the *Shelby GIS Interactive Web-map* and in analysis contained in the standard of cover (SOC).

Appraisal

The online web-map tool has provided the Fire & Rescue Department a visual resource for continually assessing critical infrastructure. As improvements in the street network, water system and electrical grid have been made; staff-members have been able assess their affect by service area, district and planning zone. Additionally, critical infrastructure in factored in the *analysis of community risk from disaster* contained in the strategic plan.

Plan

The agency will continue to monitor for developments in changes to the city's critical infrastructure. The Fire Chief will collaborate with other city department directors through the bi-weekly department directors meeting

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp- 38-42. City of Shelby. Fire & Rescue Department.
City of Shelby; *Shelby GIS Interactive Web-map*, <http://cosgisweb/shelbygis/shelbygis.html#>



Criterion 2C: Current Deployment and Performance

The agency identifies and documents the nature and magnitude of the service and deployment demands within its jurisdiction. Based on risk categorization and service impact considerations, the agency's deployment practices are consistent jurisdictional expectations and with industry research. Efficiency and effectiveness are documented through quality response measurements that consider overall response, consistency, reliability, resiliency, and outcomes throughout all service areas. The agency develops procedures, practices, and programs to appropriately guide its resource deployment.

Summary:

The agency provides a consistent level of public safety services to the residents, businesses, and guests in the City of Shelby. The internal *general operating guidelines (GOG)* outline service delivery parameters and give staff-members direction on the tactical delivery of services and are based on the findings and data contained in the *community risk analysis & standard of cover (CRA-SOC)* and the *strategic plan*. The Fire & Rescue Department monitors its performance through a variety of means including; weekly summary reports, quarterly review of service disciplines, internal annual reporting, and the CFAI annual compliance report. Through the *CRA-SOC* process the agency has identified the total response time components across each service delivery function by planning zone, station district, and jurisdiction. A critical task analysis is included which identifies the required tasks, needed personnel, and time needed in order to successfully mitigate a variety of public safety emergencies. The data validates the department's delivery of consistent and reliable public safety services throughout the City of Shelby.



Performance Indicators:

CC 2C.1 Given the levels of risks, area of responsibility, demographics, and socio-economic factors, the agency has determined, documented, and adopted a methodology for the consistent provision of service levels in all service program areas through response coverage strategies.

Description

The agency delivers a consistent set of public safety services throughout the city within the program areas of structural fire suppression, technical rescue, pre-hospital emergency care, hazardous material mitigation, aviation firefighting & rescue, and urban-rural interface firefighting. The response strategy in each service program are based on minimal, moderate, significant and maximum risk metrics developed out of the community risk analysis and factor local demographics, socio economic conditions, industry best practice, and community input. The Fire & Rescue Department's response coverage strategies are codified in policy in section 300 of the *general operating guidelines*.

Appraisal

The Fire & Rescue Department has completed an in depth analysis of community dynamics in the development of its response strategies. During the last strategic planning process, the agency sought input to gain better understanding of the community's expectations for public safety services. A revision of the *standard of cover* document provides the most up to date demographics and highlights inherent community risks to direct overall strategy. The 300 series of *general operating guidelines (GOG's)* provide direction for service delivery and are reviewed at least annually. The agency has adopted new policies for *incident safety officer* and *division command officer* to enhance service delivery capability of the department.



Plan

The department will continue to utilize the CPSE strategic planning and community-risk reduction models to monitor its response coverage strategies. Documents will be reviewed at least annually or as significant changes occur in operating strategy.

References

- Integrated Risk Management Plan; community risk analysis & standards of cover.* [Data file]. pp. 15-24. City of Shelby. Fire & Rescue Department.
- Fire & Rescue Department Strategic Plan 2016-20.* p.17. City of Shelby. Fire & Rescue Department.
- General Operating Guidelines Section 300 General Fire & Rescue Operations.* [Data file]. 300.0 - 304.04. City of Shelby. Fire & Rescue Department.



CC 2C.2 The agency has a documented and adopted methodology for monitoring its quality of emergency response performance for each service type within each planning zone and total response area.

Description

Monitoring the agency's quality of service delivery performance is executed on a weekly basis through an automated reporting feature in the agency's records management system. An automated report is generated outlining turnout time by company and total travel time by station, which is sent as an email report to all chief officers, and reviewed by the executive chief officers during their regular briefing meeting. The agency conducts quarterly performance reviews of specific service disciplines in an open meeting format throughout the year, and an annual report summarizing the Fire & Rescue Departments performance by service discipline is completed to coincide with the fiscal year. Finally, program managers submit an annual report consistent with the fiscal year analyzing performance by service delivery discipline.

Appraisal

The auto-generated reports have proven valuable in providing the executive leadership a weekly snapshot of overall system performance. The quarterly meetings and annual reporting have provided more in-depth analysis of the agency's performance across service disciplines. However it is noted that the Fire & Rescue Departments reporting does not fully consider the planning zones.

Plan

The agency will seek to improve its methodology for monitoring the effectiveness of the delivery of the Fire & Rescue Departments service areas by factoring the specific planning zones into the reporting at the weekly, quarterly and annual levels.



References

- Fire & Rescue Department annual reports by program and fiscal year.* City of Shelby. Fire & Rescue Department.
- Response Time and Turnout Weekly Report.* (March 4, 2019) [auto-generated report]. City of Shelby. Fire & Rescue Department.
- City of Shelby Fire & Rescue, Annual Compliance Report.* (2018). For Center for Public Safety Excellence. City of Shelby. Fire & Rescue Department.



2C.3 Fire protection systems and detection systems are identified and considered in the development of appropriate response strategies.

Description

The agency factors fire protection and detection systems in its analysis of community risk. Occupancy pre-plans provide for the indication of fire sprinkler, standpipe systems and automatic detection systems. The pre-plans are scored using the OVAP tool which is included as part of the community risk reduction analysis. The agency's deployment strategy factors construction features and built protection systems in formulating response policy.

Appraisal

The agency has developed an appropriate response strategy to protected properties using the evaluation tools described. The Fire & Rescue Departments policy of adding an additional engine company to a confirmed structure fire in a commercial occupancy on the initial alarm assignment has proven tactically beneficial. The provision that provides the incident commander flexibility to modify response (such as automatic fire alarms) during concentrated periods of high call volume, which the Fire & Rescue Department greater reliability in situations such as tropical and winter storms.

Plan

The Fire & Rescue Department will continue to use its tiered deployment strategy to protected properties and will evaluate its response policies on at least an annual basis. Modifications to response strategies will be based upon identified needs.

References

GOG 300.01 Service Delivery. (current edition). [Data file]. City of Shelby Fire & Rescue Department.
GOG 302.01 Automatic Fire Alarm Response. (current edition). [Data file]. City of Shelby Fire & Rescue Department.
Fire & Rescue Department; Automatic-aid Agreement; Cleveland VFD. (current edition).



CC 2C.4 A critical task analysis of each risk category and risk class has been conducted to determine the first-due and effective response force capabilities, and a process is in place to validate and document the results.

Description

The agency conducts a critical task analysis based on the resource needs for a first-due company and an effective response force in each service delivery discipline. The results of the timed annual company drills for the last four cycles are contained in the *standard of cover*. The task analysis is validated against industry best practice.

Appraisal

The Fire & Rescue Department has categorized community risk using a probability consequence matrix. A matrix has been completed for each service discipline area, which factors the frequency and severity of particular incidents by program. The agency has conducted critical task analysis drills to validate that first due and effective response force for most common incidents encountered are within the agency's deployment capability and generally conform with industry practice.

Plan

The Fire & Rescue Department will maintain its critical task analysis within the *standard of cover* document and will continue to conduct annual company drills to validate capability. The results will be compiled in the SOC as the document is updated.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp. 43-59. City of Shelby. Fire & Rescue Department.



CC 2C.5 The agency has identified the total response time components for delivery of services in each service program area and found those services consistent and reliable within the entire response area.

Description

The agency identifies the total response time components to include call processing time, turnout time, and travel time for first due and an effective response force in the service program areas of structural fire suppression, technical rescue, pre-hospital emergency care, hazardous material mitigation, aviation firefighting & rescue, and urban-rural interface firefighting in minimal, moderate, significant and maximum types of risk. Actual performance as measured against established baseline and benchmarks criteria is consistent and reliable as outlined in standard of cover which factors critical tasking, recognized industry standards of practice and expectations of the local community.

Appraisal

The agency used data collected through its records management system (RMS) and the Stats-FD[®] data analytics program to determine consistency and reliability of its total response time. Data collected from 2015 through 2019 found the Fire & Rescue Department is consistent with established department baselines and industry best practices. The agency results have been published to the standard of cover document. Performance has been monitored on a weekly and quarterly basis and factored in annual reporting.

Plan

The Fire & Rescue Department will continue to collect and analyze total response time components to include call processing time, turnout time, and travel time for each of the agency's service program areas and publish those results as appropriate to the SOC. The will continue to monitor performance on a weekly, quarterly and annual basis.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp. 61-90, 98-121. City of Shelby. Fire & Rescue Department.



2C.6 The agency has identified the total response time components for delivery of services in each service program area and assessed those services in each planning zone.

Description

The agency identifies the total response time components to include call processing time, turnout time and travel time for each of its service program areas. Actual performance is measured against established baseline and benchmarks standards that are established using industry best practices and community expectations. The data is measured by service program in each planning zone.

Appraisal

The agency used data collected through its records management system (RMS) and the Stats-FD[®] data analytics program to determine consistency and reliability of its total response time by planning zone. Data collected from 2015 through 2019 found the Fire & Rescue Department is consistent with established department baselines and industry best practices and has been published to the SOC.

Plan

The Fire & Rescue Department will continue to collect and analyze total response time components to include call processing time, turnout time, and travel time for each of the agency's service program areas to each planning zone. Performance will be monitored performance on a weekly, quarterly and annual basis. and will be published to updates in the SOC as appropriate.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file]. pp. 61-89, 98-121. City of Shelby. Fire & Rescue Department.



CC 2C.7 The agency has identified efforts to maintain and improve its performance in the delivery of its emergency services for the past three (initial accreditation agencies) to five (currently accredited agencies) immediately previous years.

Description

The Fire & Rescue Departments monitors its performance in each service delivery area through its records management system (RMS) and the Stats-FD[®] data analytics program. The agency specifically evaluates turnout time, travel time and factors call processing for the last four years and including the current year. The agency identifies constant improvement methodologies in its standard of cover document, which factor the recommendations from the 2014 peer team accreditation report and updated standard of cover and strategic plan documents to improve outcomes in the delivery of program services.

Appraisal

The agency has monitored its service delivery performance during the 2014 through 2019 accreditation cycle. Areas of improvement have been identified and included in the standard of cover. The agency has worked to act on recommendations from the peer team site visit in 2014, and has included areas identified or continued in the current edition of the standard of cover.

Plan

The department will continue to monitor its actual performance in each of its service delivery disciplines and will work to take action on improvements recommended by the 2014 peer team, and will implement other improvements as identified when practical.

References

- Integrated Risk Management Plan; community risk analysis & standards of cover.* [Data file]. p. 122-123. City of Shelby. Fire & Rescue Department.
- Clow, J. Ed. *Shelby, NC Accreditation Report 14A-09.* (2014). pp 12-17. Center for Public Safety Excellence (CPSE).



2C.8 The agency's resiliency has been assessed through its deployment policies, procedures, and practices.

Description

The agency utilizes a standardized response of resources to emergencies which are scaled according to the risk and severity of the event as presented from the dispatch information. Deployment practices and procedures are contained in the general operating guidelines, and evaluated against community risk to ensure reliability. The community risk & standards of cover document highlights the agency's capacity to deliver a consistent set of identified public safety services to the community.

Appraisal

The Fire & Rescue Department has conducted a comprehensive risk analysis of the community to assess the level of deployment necessary to mitigate a variety of incidents, and performed timed trials of critical tasks by service delivery function on an annual basis. Data on reliability and resiliency has been collected within the records management system and has been monitored on a weekly basis. However, the agency has not performed a system wide stress test on deployment resiliency.

Plan

The agency will continue to utilize the community risk-assessment process to evaluate deployment policy and practice and will use the existing methodology to test for reliability and resiliency. The agency will incorporate a system-wide evaluation to assess capability of the department to handle major crisis or disaster situations.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file].
p. 45. City of Shelby. Fire & Rescue Department.



Criterion 2D: Plan for Maintaining and Improving Response Capabilities

The agency has assessed and provided evidence that its current deployment methods for emergency services appropriately address the risk in its service area. Its response strategy has evolved to ensure that its deployment practices have maintained and/or made continuous improvements in the effectiveness, efficiency, and safety of its operations, notwithstanding any outside influences beyond its control. The agency has identified the impacts of these outside influences to the authority having jurisdiction.

Summary:

The agency monitors its overall performance through its annual reporting, quarterly stat-meetings, and weekly reports generated through the records management system. The data is evaluated internally on a consistent basis to ensure it performing within expected parameters at any given time. The executive chief officer staff meet regularly in daily briefings, monthly staff meetings, and quarterly stats-meetings factors such as development, temporary or permanent conditions, or new risks can be discussed and factored into the agency's overall performance modeling. The agency analyzes for gaps in service delivery and reports them specifically through its *annual compliance report (ACR)* which is required submission to CFAI to maintain accredited status and is submitted to the *city manager* for review. The agency has a continuous improvement plan that is highlighted in the community risk assessment and *standards of cover (CRA-SOC)* document.



Performance Indicators:

CC 2D.1 The agency has documented and adopted methodology for assessing performance adequacies, consistencies, reliabilities, resiliencies, and opportunities for improvement for the total response area.

Description

The Fire & Rescue Departments primary means of assessing its performance adequacy, consistency, reliability and resiliency is through its records management system weekly reports. The series of automatically generated reports are electronically delivered to the executive chief officers for individual and group review. The reports provide data for turn-out time by each company, and turn-out time and response time by station for each incident for the immediate preceding week. The reports are reviewed by the executive chief officers. Where the report returns data outside of performance parameters for a given incident, the incident report is reviewed by the *Division Chief of Operations & Personnel* to determine the source of the issue. Additionally the agency evaluates specific programs during quarterly fire-stats meetings and through the annual program reports and the CFAI annual compliance report.

Appraisal

The agency has collected data on its service delivery performance to include call processing data, turnout time, and travel metrics in its various reporting methods. This has provided a means for staff members to examine the overall effectiveness of the department and identify areas of improvement for the agency.

Plan

The Fire & Rescue Department will continue to assess its service delivery performance through the weekly automated reports, the quarterly fire-stats meetings and annual reporting methods.



References

- Fire stats meeting agenda 1st quarter 2016.* City of Shelby. Fire & Rescue Department.
- Fire & Rescue Department Annual Reports.* Consolidated. City of Shelby.
Fire & Rescue Department.
- Incident Response Times by Station Weekly Report.* (July 1, 2017). City of Shelby.
Fire & Rescue Department. (Auto generated report).
- CFAI Annual compliance report.* 2018. City of Shelby. Fire & Rescue Department



2D.2 The agency continuously monitors, assesses, and internally reports, at least quarterly, on the ability of the existing delivery system to meet expected outcomes and identifies the remedial actions most in need of attention.

Description

The agency monitors the performance of the existing delivery system for meeting expected outcomes on a weekly basis. A set of reports is auto-generated in the records management system and is sent to the executive chief officers. The results are discussed in a weekly briefing meeting. Additionally, the City Manager receives a copy of the reports which are discussed as necessary during the monthly manager-chief briefing.

Appraisal

The Fire & Rescue Department has realized significant improvement in its ability to access data to measure outcomes in its delivery of services on a more consistent an ongoing basis. The reports extract data on call processing, turnout time and travel. Where excessive times have been identified, staff members have been able to examine the specific incidents to determine human or situational causes.

Plan

The agency will continue to utilize the automatic generated reports as the basis for monitoring the effectiveness of the service delivery system and will look for other reporting metrics within the records management system that can provide additional clarifying information.

References

Incident Response Times by Station Weekly Report. (July 1, 2017). City of Shelby.

Fire & Rescue Department. (Auto generated report).

Fire stats meeting agenda 2nd, 3rd quarter 2015. City of Shelby. Fire & Rescue Department

Fire stats meeting agenda 2nd, 3rd quarter 2017. City of Shelby. Fire & Rescue Department



CC 2D.3 The performance monitoring methodology identifies, at least annually, future external influences, altering conditions, growth and development trends, and new or changing risks, for purposes of analyzing the balance of service capabilities with new conditions or demands.

Description

The agency monitors for future external influences, altering local conditions, growth and development trends, and changes in the community risk profile which may have effect on the delivery of fire and rescue services through weekly executive chief officer's agency performance briefings, and quarterly *Fire-stats* meetings. Additionally, the chief officer staff meet on a bi-weekly basis with key personnel from the planning, and utilities departments to specifically discuss planned, pending, an ongoing development projects in the city.

Appraisal

The weekly agency performance briefing has provided the means for the executive chief officers to monitor for altering local conditions. The auto-generated performance reports have been used to evaluate for significant deviations in performance. The quarterly *Fire-Stats* meetings have provided a broad picture of capability by analyzing by service function and actual performance in a given quarter. Finally, the weekly development team meetings with department directors has provided an open forum to discuss development and utility projects and factor how they may temporarily or permanently affect fire and rescue services.

Plan

The Fire & Rescue Department will continue to use the combination of weekly briefings, the quarterly *Fire-Stats* meetings, and *development team meetings* to monitor for new conditions or demands that may affect the service delivery capability of the agency.



References

Incident Response Times by Station Weekly Report. (July 1, 2017). City of Shelby. Fire & Rescue Department. (Auto generated report).

Fire stats meeting agenda 2nd quarter 2019. City of Shelby. Fire & Rescue Department



2D.4 The performance monitoring methodology supports the annual assessment of the efficiency and effectiveness of each service program at least annually in relation to industry research.

Description

The battalion chiefs are tasked with planning oversight for at least two service delivery functions in the Fire & Rescue Department. Responsibilities include the compilation of an annual report for each service area. The reports evaluate the overall effectiveness of the program and are submitted to the Fire Chief to coincide with the city's fiscal year.

Appraisal

The annual reports have provided information on the efficiency and effectiveness of each service delivery function. The reports include a budget summary, personnel allocation, and calls for service related to the specific function. The agency needs to improve its data to include more comprehensive outcome based information.

Plan

As the agency realizes improvements its collection of information from the Stats FD[®] data management system, and the records management system (RMS), more outcome based analysis will be included in the annual reports. The report writers will be tasked with including specific information as it becomes available.

References

Fire & Rescue Department Annual Reports. Consolidated. City of Shelby.
Fire & Rescue Department.



2D.5 Impacts of incident mitigation program efforts, (such as community risk reduction, public education, and community service programs), are considered and assessed in the monitoring process.

Description

The Fire Marshal is tasked with planning oversight for all community risk related service delivery functions in the Fire & Rescue Department. Responsibilities include the compilation of an annual report for code enforcement, public education and fire investigation. The reports evaluate the overall effectiveness of the programs and are submitted to the Fire Chief to coincide with the city's fiscal year.

Appraisal

The annual reports have provided information on the efficiency and effectiveness of the community risk service delivery functions. The reports include a budget summary, personnel allocation, and activities performed. The agency needs to improve its data to include more comprehensive outcome based information.

Plan

As the agency realizes improvements its collection of information from the Stats FD[®] data management system, and the records management system (RMS), more outcome based analysis will be included in the annual reports. The Fire Marshal will be tasked with including specific information as it becomes available.

References

Community Risk Reduction Annual Reports. (consolidated). City of Shelby. Fire & Rescue Department. .



CC 2D.6 Performance gaps for the total response area, such as inadequacies, inconsistencies, and negative trends, are determined at least annually.

Description

The agency analyzes its performance to identify areas of inadequate or inconsistent performance and negative trends on a weekly basis. A set of reports highlighting turn out and travel time by company is auto-generated in the records management system and is sent to the executive chief officers. The results are discussed in a weekly briefing meeting. Additionally, the results are compiled and analyzed for negative or positive trending during the quarterly Fire Stats meetings. Findings are noted in the *accreditation annual compliance report (ACR)* which is submitted to the City Manager upon submission to CFAI for review and approval.

Appraisal

The Fire & Rescue Department has made significant improvements in its analysis of data as a result of the upgrades to the records management system and the acquisition of the Stats-FD[®] analytics program. Since then, the agency has been able to evaluate its performance on a weekly basis and make comparisons to overall performance from annual and quarterly performance. The reporting has been compiled and submitted using the ACR report.

Plan

The agency will continue to utilize the weekly report analysis format to monitor its overall performance for gaps in capability. The Fire Chief and the Division Chief of Operations will collaborate to determine additional data points that may need monitoring through the RMS or the data analytics software. The agency will continue to submit ACR reports to both the City Manager and the CFAI for review.



References

- CFAI Annual Compliance Report*. City of Shelby. Fire & Rescue Department.
- Fire stats meeting agenda 2nd quarter 2019*. City of Shelby. Fire & Rescue Department
- Incident Response Times by Station Weekly Report*. (July 1, 2017). City of Shelby. Fire & Rescue Department. (Auto generated report).



CC 2D.7 The agency has systematically developed a continuous improvement plan that details actions to be taken within an identified timeframe to address existing gaps and variations.

Description

The Fire & Rescue Department's *strategic plan* and *standard of cover* documents provide the foundation for organizational continuous improvement. The strategic plan outlines specific goals and objectives to be accomplished by the agency over a five year period and highlights a vision of where the agency can expect to be on completion of the goals at the end of the planning period. In contrast, the standard of cover examines the agency's service delivery system relative to the public safety risks in the community and provides performance based recommendations to guide the agency toward improvement in its programs. The goals, objectives, and recommendations from both documents are used by the chief officer staff to guide the continuation of the capital improvement plan and for the more immediate and short term development of an annual budget to address existing gaps or variations and improve overall service. The processes are monitored through monthly and quarterly meetings.

Appraisal

The Fire & Rescue Department standard of cover document has been revised significantly and the strategic plan underwent a complete rewrite in 2016. In both cases, gaps and variations in service delivery were outlined in the finished work to provide the department an organized strategy for improvement. The capital and operational budget since 2016 have included many of the critical needs that were identified in those strategic documents. The agency has monitored progress during its monthly chief officer and quarterly fire-stats meetings as appropriate.

Plan

The agency will continue to use its standard of cover and strategic planning documents to provide guidance on improving the quality and consistency its services to the community. The



agency will measure improvement by progress toward the completion of goals, objectives and service delivery metrics.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. (pp.122-123). [Data file].

City of Shelby. Fire & Rescue Department.

Fire & Rescue Department Strategic Plan 2016-20. (pp 19, 24). City of Shelby. Fire & Rescue Department.

Capital Improvement Plan (CIP). City of Shelby

Capital Improvement Plan Workbook-Fire & Rescue. City of Shelby. Fire & Rescue Department.

Fire Stats Quarterly Meeting. 2nd Quarter. (2019). City of Shelby. Fire & Rescue Department.

Meeting Notes 2nd Quarter Meeting. (2019). City of Shelby. Fire & Rescue Department.



2D.8 On at least an annual basis, the agency formally notifies the authority having jurisdiction (AHJ) of any gaps in the operational capabilities and capacity of its current delivery system to mitigate the identified risks within its service area, as identified in its standards of cover.

Description

The agency uses the *CFAI annual compliance report (ACR)* as the method to provide the AHJ status of the overall capability and capacity of the Fire & Rescue Department. The Fire Chief forwards a copy of the report to the City Manager upon submission to CFAI for review. Additionally, the chief and the city manager meet on a monthly basis to discuss department operations, and the chief is required to immediately notify the manager of any critical failures or crisis situations that would adversely affect the Fire & Rescue Department's short or long term capability to provide service.

Appraisal

The agency has submitted an ACR to CFAI as required in each year during the five year accreditation period. The Fire Chief has provided a copy to the City Manager upon submission of the document. The chief and the manager have continued to meet on a monthly basis to brief on the capabilities and capacities, and discuss existing or projected gaps in the service delivery system. It is noted that because of scheduling conflicts, the chief and the manager have not always been able to maintain a strict monthly meeting schedule.

Plan

The agency will continue to submit its ACR in July of each year and provide a copy to the City Manager. The chief and the manager will coordinate scheduling of meetings to better reflect a monthly schedule.



References

- CFAI Annual Compliance Report.* (2015). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2016). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2017). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2018). [Data file]. City of Shelby. Fire & Rescue Department.
- Meetings with City Manager.* Outlook Calendar View. City of Shelby. Fire & Rescue Department.



2D.9 On at least an annual basis, the agency formally notifies the AHJ of any gaps between current capabilities, capacity, and the level of service approved by the AHJ.

Description

The agency uses the *CFAI annual compliance report* as the method to provide the AHJ status of the overall capability and capacity of the Fire & Rescue Department. The Fire Chief forwards a copy of the report to the City Manager upon submission to CFAI for review. Additionally, the chief and the city manager meet on a monthly basis to discuss department operations, and the chief is required to immediately notify the manager of any critical failures or crisis situations that would adversely affect the Fire & Rescue Department's short or long term capability to provide service.

Appraisal

The agency has submitted an ACR to CFAI as required in each year during the five year accreditation period. The Fire Chief has provided a copy to the City Manager upon submission of the document. The chief and the manager have continued to meet on a monthly basis to brief on the capabilities and capacities, and discuss existing or projected gaps in the service delivery system. It is noted that because of scheduling conflicts, the chief and the manager have not always been able to maintain a strict monthly meeting schedule.

Plan

The agency will continue to submit its ACR in July of each year and provide a copy to the City Manager. The chief and the manager will coordinate scheduling of meetings to better reflect a monthly schedule.



References

- CFAI Annual Compliance Report.* (2015). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2016). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2017). [Data file]. City of Shelby. Fire & Rescue Department.
- CFAI Annual Compliance Report.* (2018). [Data file]. City of Shelby. Fire & Rescue Department.



2D.10 The agency interacts with external stakeholders and the AHJ at least once every three years, to determine the stakeholders' and AHJ's expectations for types and levels of services provided by the agency.

Description

The Fire & Rescue Department's primary method for interacting with external stakeholders is through its strategic planning process which is conducted for a five year period. The planning process is consistent with CPSE guidelines and includes an external stakeholder's workshop where members from the community are invited to express their expectations for services and discuss any concerns they may have with the department.

Appraisal

The agency's *community driven* strategic plan was developed in 2016 and included a one-day workshop of external stakeholders to include city management and elected officials. Participants were engaged on their level of satisfaction of the existing services and methods for the organization to improve in the coming years. As of this writing, the department identified that additional interaction with stakeholders needs to occur within five year planning period.

Plan

The executive chief officers will investigate possible methods to provide some form of formalized interaction with stakeholders during a given five-year planning period, and will seek to implement a solution prior to the current planning period's conclusion in 2020.

References

Fire & Rescue Department Strategic Plan 2016-20. pp 6, 15. City of Shelby. Fire & Rescue Department.



Category III: Goals and Objectives

Agencies should establish general organizational goals designed to implement their assigned mission and short-range plans. Additionally, agencies should establish goals and objectives to direct the priorities of operational programs (to include at least those outlined in Category V) and support services. All goals and objectives should be developed consistent with the elements of the published Strategic and Capital Improvement Plans.

Objectives are specific statements designed to document the steps necessary to achieve the agency's goal statements and apply to a specific time period. For purposes of accreditation, objectives should be consistent with the elements of the acronym "S.M.A.R.T."

Specific

Measurable

Attainable

Realistic

Time-bound



Criterion 3A: Strategic Planning

A strategic plan (3 [initial accreditation candidates] to 5 [currently accredited agencies] years in the future) is in place, and along with the budget is guiding the activities of the agency. The plan is submitted to the appropriate authority having jurisdiction (AHJ).

Summary:

The agency has a comprehensive set of organization goals publishes which are published within the *2016-20 Strategic Plan*. The goals and objectives contained in the document are internally developed with community input. Each goal contains a number of related specific and measurable objectives that facilitate completion of a given goal. The strategic plan is community driven and accurately represents the purpose and mission of the organization as identified by the external and internal stakeholders. The goals and objectives are reviewed by the City Manager and the Council.



Performance Indicators:

CC 3A.1 The fire service agency has a published strategic plan.

Description

The agency's published document is the *Shelby Fire & Rescue Department 2016-20 Strategic Plan*. The document contains a background of the organization, provides context to the mission and values of the organization, explains the community driven strategic planning process, highlights the findings of the external stakeholders input, and summarizes findings of the internal stakeholders input. The document sets forth an organizational strategic plan based on a SWOT analysis and identifies critical organizational issues, service gaps, and strategic initiatives. The document sets forth (5) organizational level SMART goals for the department to accomplish during the planning period. The finished document is published to the city website.

Appraisal

The Fire & Rescue Department utilized the services of the *CPSE Technical Assistance Program (TAP)* to facilitate the strategic planning process. It is important to note it is the second time the department utilized TAP for strategic plan development. The process was successful in bringing internal and external stakeholder input together to identify challenges the organization facing in the coming years. The document is designed for a variety of readers and is professionally produced. However, the goals set forth in the document are not structural in nature, rather than strategic and seem disconnected from the challenges and strategic initiative identified during the process.

Plan

The agency will conduct a review in 2018 of the current strategic plan goals with the intent of modifying or adding goals that will give the department more strategic direction ahead of its next strategic planning period.

References

Fire & Rescue Department-2016-20 Strategic Plan, City of Shelby. Fire & Rescue Department.



3A.2 The strategic plan is approved within the agency and submitted to the governing body or administrative officer with responsibility over the fire agency and to whom the chief fire officer/chief executive officer reports.

Description

The *Fire & Rescue Department- 2016-20 Strategic Plan* is approved through resolution by City Council. The strategic plan has approval from the City Manager and is approved and used by the agency to provide direction for the department with regard to policy, goals, and objectives.

Appraisal

The current strategic plan was submitted to the City Manager for review on April 28, 2016 for placement on a City Council meeting agenda. It was included on the May 16, 2016 City Council regular meeting. A presentation outlining the strategic plan was made to council by the Fire Chief, and the resolution for adoption was included on the consent agenda. The resolution passed unanimously.

Plan

The existing strategic plan will remain in effect through the 2016-20 planning period. The City Council will be provided updates at least annually or as any significant changes are made to the plan. The council will take action as deemed appropriate in light of any changes to the plan.

References

Minutes of the regular meeting of the Shelby City Council. May 16, 2016. p-108, p-114.

City of Shelby. Office of the City Clerk.

A Resolution Adopting the Shelby Fire & Rescue Department 2016-20 Strategic Plan, Resolution No. 24-2016. City of Shelby. Office of the City Clerk.

Memorandum: City Council Agenda Item; Shelby Fire & Rescue Department Strategic Plan. April 28, 2016. City of Shelby. Fire & Rescue Department. William P. Hunt.



Criterion 3B: Goals and Objectives

The agency's general goals and specific objectives direct its priorities in a manner consistent with its mission and are appropriate for the community it serves.

Summary:

The agency's goals and objectives are conceptualized, developed and implemented within the framework of a management process using the *2016-20 Strategic Plan*. Goals and objectives within the plan are time delineated and are periodically reviewed to ensure the Fire & Rescue Department is consistent with priorities and checkpoints within the plan, and that the goals and objectives are meeting needs of the agency and continue to be relevant to the overall vision of the City of Shelby. The plan is critically reviewed and analyzed annually during the Fire & Rescue Department Officer Retreat. The strategic plan is published to the city network and in hardcopy and all staff members have ready access to the document. The goals and objectives are approved by the fire chief, City Manager and City Council.



Performance Indicators:

CC 3B.1 The agency publishes general organizational goals directed toward achieving its long-range plans. The agency publishes corresponding specific objectives to implement these goals and incorporate the measurable elements of time, quantity, and quality.

Description

The agency has published goals and objectives in the 2016-20 Strategic Plan. The document provides short-term direction, builds a shared vision, sets goals, objectives, and optimizes use of resources. The strategic plan is available to all members in printed form at each fire station and also on the department's intranet server. The agency participates in a Capital Improvement Plan (CIP) which is administered by the city Finance Department. The Fire & Rescue Departments portion of the plan is updated annually by the leadership team under the direction of the fire chief during the budget process. The fire chief includes specific departmental goals as a part of the budgetary packet process annually.

Appraisal

The agency has a published strategic plan which outlines the short and long term goals and related objectives of the department. The agency routinely uses this document in the day to day operations of the department. The document has been presented to the City Manager and is formally adopted by the Shelby City Council. The agency is a part of and contributes in the city Capital Improvement Plan (CIP) each year and those documents assist the agency in accomplishing long term goals.

Plan

The agency will continue to utilize the Strategic Plan to facilitate completion and communication the stated goals and objectives of the department. The document will continue to be published digitally and in hardcopy form, and available to staff members, elected officials and community



stakeholders. The agency will continue to participate in the city Capital Improvement Plan for the purpose of planning for significant purchases.

References

- Fire & Rescue Department, *2016-20 Strategic Plan*, Goals and Objectives, pp-25-30.
Fire & Rescue Department, *Capital improvement plan workbook*. City of Shelby. Fire & Rescue Department.
City of Shelby; *Shelby Capital Improvement Plan (CIP)*. City of Shelby.



3B.2 The agency assesses its current status when establishing goals and objectives.

Description

The Fire & Rescue Department's strategic plan includes an overall assessment of the organization's status that provides context for the established goals and objectives for the planning period. The assessment includes internal and external stakeholder findings, review of organizational purpose, mission and values, SWOT analysis, and identification of critical issues and service gaps.

Appraisal

The strategic plan was compiled in November 2015 and included a fairly in-depth analysis of the overall condition of the department with which to base the establishment of goals and objectives for the planning period (2016-20) and included internal and external input. Unfortunately, there is a disconnection between the stated goals and the agency analysis that was conducted during the strategic planning process. Additionally, the department leadership has identified that some form of process needs to be implemented to allow for revision of goals and objectives as environmental conditions change.

Plan

The agency will continue to use the adopted strategic plan for planning purposes during the planning period. The agency will incorporate an evaluation of the goals and objectives in its regular planning meetings.

References

Fire & Rescue Department, *2016-20 Strategic Plan*, SWOT Analysis, pp-19-22.



3B.3 The agency invites internal and external stakeholder participation in the development, implementation, and evaluation of the agency's goals and objectives.

Description

The Fire & Rescue Department's strategic plan includes a section that compiles the findings from the community external stakeholders workshop session conducted during the strategic plan process. A second section compiles the findings from the three-day internal stakeholder's work sessions.

Appraisal

The external stakeholders consisted of a cross-section of city residents, business and industry representatives and community service organizations. Invitations were sent to over seventy-five (75) people; and twenty-six (26) people actually attended and participated in the workshop. The internal stakeholders consisted of department staff members from all ranks, with various lengths of tenure and representing all three operational platoons. The external stakeholder workshop was conducted separate and the findings were used in internal stakeholder's work sessions to guide in identifying critical issues and service gaps and aligning strategic initiatives, goals and objectives with the public safety priorities of the community.

Plan

The Fire & Rescue Department will continue to follow the community driven strategic plan model and will keep the existing plan contemporary by reviewing the plan on at least an annual basis.

References

Fire & Rescue Department, *2016-20 Strategic Plan*, Community Group Findings, pp-6-16.
Fire & Rescue Department, *2016-20 Strategic Plan*, Internal Stakeholder Group Finding, pp-16-22.



3B.4 Published materials accurately portray the agency's goals and objectives as well as mission, vision, and values in context.

Description

The Fire & Rescue Department publishes its mission and vision statements, and core values within its *2016-20 Strategic Plan*. Goals and objectives related to direct service delivery response are contained within the *Integrated Risk Management; Standards of Cover*. The goals and objectives outlined by the department are identified in the documents and are complimentary to the stated mission and services the department provides to the community.

Appraisal

The published documents have ensured that the stated goals and objectives are consistent with the mission and values of the Fire & Rescue Department and are in overall context with the mission of the City of Shelby. The documents are current and are reviewed periodically for relevancy and accuracy.

Plan

The Fire & Rescue Department will continue to utilize its current strategic plan and the standard of cover documents to ensure goals and objectives are in keeping with the mission, vision and values of the department and the city.

References

Fire & Rescue Department; *2016-20 strategic plan*. City of Shelby. Fire & Rescue Department.
Fire & Rescue Department; *Integrated risk management, standards of cover*. City of Shelby.
Fire & Rescue Department.



3B.5 The governing body responsible for establishing policy reviews the agency's goals and objectives.

Description

The City Council is responsible for establishing the policies and charting the overall direction of the City of Shelby. The council reviews department specific goals and objectives upon their adoption. The council receives regular status updates by the City Manager and the department head on goals and objectives during the annual fiscal budget planning process and regular city council meetings.

Appraisal

The City Council reviewed the Fire & Rescue Departments goals and objectives during the adoption of the strategic plan document. The document was included in its entirety in the council agenda packet and the Fire Chief presented a summary presentation. The City Manager has consulted with the Fire Chief during the budget process regarding the departments goals and objectives.

Plan

The Fire Chief will continue to provide the City Manager updates on goals and objectives during the annual fiscal year budget planning process and provide City Council with briefing updates.

References

Fire & Rescue Department, *2016-20 Strategic Plan*, Goals and Objectives, pp-25-30.
Minutes of the regular meeting of the Shelby City Council. May 16, 2016. p-108, p-114.
City of Shelby. Office of the City Clerk.



3B.6 When developing organizational values, the agency consults its members.

Description

The Fire & Rescue Department uses the *CPSE community driven strategic planning* model for the development of its long range strategic plan. The agency adopted the methodology in 2010 and used it in the development of the 2016-20 plan. An integral part of the model is the involvement of staff members throughout the process.

Appraisal

The development of the 2016-20 Strategic Plan drew on a cross section of the agency's staff members. During the internal stakeholder's work sessions, the staff participants reviewed the existing organizational values (originally created by staff during the last planning process) for accuracy and relevancy to the organization. The participating staff members provided minor updates to the organizational values and approved them for publication in the current plan.

Plan

The agency will continue to use the CPSE community driven strategic planning model to drive its future planning process which will ensure staff members are consulted in the development and revision of organizational values. The next five-year planning period is slated to begin in 2021.

References

Fire & Rescue Department, *2016-20 Strategic Plan*, Values, p 17.



Criterion 3C: Implementation of Goals and Objectives

The agency uses a management process to implement its goals and objectives.

Summary:

The agency has created a community driven strategic plan in which the purpose, mission and values are established, and critical issues and service gaps are identified. The strategic plan is formally examined yearly and then informally through the year to track the progress on established goals and objectives, and ensure they continue to compliment the mission of the Fire & Rescue Department.



Performance Indicators:

CC 3C.1 Some form of organizational management process is identified and used to track progress and results of agency goals and objectives relating to general organizational and operational programs.

Description

The agency uses a management methodology to track progress and completion of adopted goals and objectives. The departments community driven five year strategic planning process is used to identify long term goals, develop manageable objectives and tasks, and track them to completion using the formally adopted and published document. General time-lines for each goal are established within the plan help guide staff in the completion of goals and objectives. The Chief is tasked with the administration and implementation of the strategic plan. Specific objectives and tasks are assigned to chief officers to oversee through to completion. The strategic plan is periodically reviewed overall to measure progress and ensure it continues to remain in accordance with the vision and priority needs of the department and the City. Progress on objectives and tasks are monitored on a monthly basis as an agenda item on the Chief Officers Staff Meeting.

Appraisal

The Strategic Plan has been reviewed during annual officer retreats and specific goals, objectives and tasks have been tracked and reviewed during monthly chief officer meetings. The department has made consistent progress in this area as evidenced by successful completion of several strategic plan goals.

Plan

The agency will continue to use its format of consistent monthly officer review of objectives and tasks that are in the process of completion. A review of the plan as a whole will continue to be conducted during officer retreat.



References

Fire & Rescue Department; *2016-20 Strategic Plan*

Fire & Rescue Department; *Chief Officer Planning Meeting Agenda*, January 31, 2017.

Fire & Rescue Department; *Chief Officer Planning Meeting*. Notes example. October 17, 2017.



CC 3C.2 The agency designates personnel to lead the implementation of respective goals and objectives.

Description

The Fire Chief is responsible for the implementation of the agency's goals and objectives contained in the strategic plan. The goals and objectives are categorized according to their organizational function and assigned to either the Operations and Personnel Division, or the Logistics and Enforcement Division, to be coordinated by the respective assistant-division chief. A specific goal may have a project manager or a committee assigned to carry out the various objectives and tasks.

Appraisal

Categorizing the broad goals contained in the strategic plan according to division responsibility to manage the progress of goal implementation has proven to be successful as significant work has been completed in a number of the goals. The strategy has provided opportunities for staff members from all ranks the opportunity to have a hand in strategically moving the agency forward. However, it is to be noted that the agency did not implement this strategy until 2017 and as such missed opportunities to engage the staff as well as make progress within the strategic plan.

Plan

The agency will continue to utilize the strategy of categorizing goals according to functional division in the organization and assigning program managers and committees with carrying out outlined objectives and tasks. The agency will monitor the success of the strategy by evaluating specific progress completion of goals by measuring the completion of certain objectives and tasks. This will occur during monthly chief officer staff meetings and at quarterly Fire Stat meegingsmeetings.

Referenees-References



Fire & Rescue Department; *2016-20 Strategic Plan*. Goals and Objectives. p 25-30.

Fire & Rescue Department; *Strategic goals progress chart*.

[Fire & Rescue Department; *Accountability System Committee Roster*](#).

[Fire & Rescue Department; *Accountability System Committee Recommendation Report*](#).

[Fire & Rescue Department; *Awards Committee 2016-18*](#).

[Fire & Rescue Department; *Awards Committee 2019-20*](#).

[Fire & Rescue Department; *Retention and Recruitment Committee*](#).

3C.3 All members receive information explaining the agency's goals and objectives.

Description

The agency's goals and objectives are contained and explained in the *2016-20 Strategic Plan*, which is published in hardcopy form. All chief officers are issued a print copy of the strategic plan, and additional copies are maintained in the libraries at each firehouse. Additionally, the plan is published digitally and is available on the city employee intranet, and from the Fire & Rescue Department's section on the city's website. Fire & Rescue Department staff members get updated information on the agency goals and objectives during monthly shift meetings and the more formally at the quarterly Fire-Stats meeting.

Appraisal

It has been discovered that while the structure and resources are in place to provide staff members with necessary information to remain current with the agency goals and objectives, a disconnection with the overall mission, values and goals of the organization exists. The reasons for the disconnection have been rooted in that chief officers are not emphasizing the overall mission and goals of during monthly meetings, and that the resources placed in the firehouses are not being utilized by staff members.

Plan

The agency will take specific measures to highlight the goals and objectives contained in the strategic plan. This will occur on a monthly basis in chief officer staff meetings, quarterly during the Fire-Stat meetings, and annually during the officer retreat. The agency will use coaching feedback from *Professional Management Coaching* in its officer coaching workshops.



References

Fire & Rescue Department; *2016-20 Strategic Plan*.

Fire & Rescue Department; *Fire-stats meeting agenda sample*.



3C.4 The agency, when necessary, identifies outside resources that can be consulted in regards to accomplishing an agency's goals and objectives.

Description

To assist in developing and accomplishing the agency's goals and objective, the Fire & Rescue Department consults with outside resources to facilitate the process- most notably the professional services from the *Center for Public Safety Excellence's Technical Assistance Program (TAP)*, and the officer development program through *Professional Management Coaching Incorporated (PMCI)* are consulted with on a recurring basis.

Appraisal

The *2016-20 Strategic Plan* was facilitated through *CFAI*. The process assisted the agency with establishing goals and objectives, and provided the department with a document to serve as a reference in order to manage the planning period. A significant part of the *PMCI's* officer development program is to help connect line and executive leaders with the goals and objectives of the organization. During coaching sessions in 2016-17 it was found that most of the officers were disconnected from the organizational goals and objectives. Upon advisement of the problem, management implemented a plan to reorient and connect back to the strategic plan.

Plan

The agency will take specific measures to highlight the goals and objectives contained in the strategic plan. This will occur on a monthly basis in chief officer staff meetings, quarterly during the Fire-Stat meetings, and annually during the officer retreat. The agency will use coaching feedback to *PMCI* to gauge ongoing success.

References

Fire & Rescue Department; *2016-20 Strategic Plan*. Introduction, p.i.



Criterion 3D: Measurement of Organizational Progress

Processes are in place to measure and evaluate progress towards completion of specific objectives and overall system performance. The goals and objectives are re-examined and modified periodically.

Summary:

The agency has used the CPSE's community driven strategic planning model since 2010 to develop and goals and objectives and measure performance. In 2016 the Fire & Rescue Department conducted a strategic plan workshop that examined the progress made since 2010 and to develop a set of goals and objectives for the next planning period. The agency examines its goals and objectives throughout the year to ensure that they remain contemporary and evaluate for progress. This occurs during regular monthly and quarterly meetings. During the self-assessment process, the agency discovered gaps in analysis and communication of performance toward completion of goals objectives and tasks. The agency highlights methods that are being taken to alleviate the problem.



Performance Indicators:

CC 3D.1 The agency's goals and objectives are examined and modified at least annually for quality and to ensure they remain current and consistent with the agency's mission, vision, and long range plan(s).

Description

The agency's current goals and objectives developed during its last strategic planning process are contained in the *Fire & Rescue Department 2016-20 Strategic Plan*. The agency builds in opportunities to review the goals and objectives at monthly chief officer meetings, the quarterly *Fire-Stat* meetings, and during the annual officer's retreat.

Appraisal

While the agency has put the mechanisms in place to examine the goals and objectives, the self-assessment process has revealed, to this point, the department has spent very little time reconnecting with its strategic plan and actually examining the vision, mission and long range plans of the organization.

Plan

Beginning with the fiscal year 2017-18 officer retreat, the agency will reengage with its mission and vision by specifically examining the goals and objectives contained in the strategic plan for relevancy to current conditions, and update them accordingly. The Fire Chief will be responsible for developing and leading the meeting agendas to ensure this takes place.

References

Begin here by double clicking paragraph and entering titles, date and Location using tab key to format.

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby. Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. March 2, 2016. City of Shelby. Fire & Rescue Department.

Shelby Strategic Plan Workflow Sheet. (2015). Center for Public Safety Excellence.



CC 3D.2 The agency evaluates administrative and operational processes to determine improvements in efficiency and execution in pursuing organizational objectives.

Description

The Fire & Rescue Department evaluates its administrative and operational processes using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. Additionally, the CFAI annual compliance report serves as a tool for evaluating administrative and operational processes and is submitted annually to the City Manager. This provides for a routine examination of the efficiency and effectiveness of the agency.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its administrative and operational processes throughout the year. The analysis has taken place the monthly chief officer staff meeting and on a quarterly basis where individual categories and specific program areas are examined more in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature. The annual compliance report (ACR) has been submitted to the City Manager in conjunction with submittal to CFAI in each year during the accreditation cycle. The agency needs to include more statistical hard data in its analysis to provide better evidence of overall effectiveness at a given time.

Plan

Beginning in the 2017-18 fiscal year, the agency will include more hard data in its analysis of administrative and operational processes. The specific program managers in the affected categories will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The Assistant-Division Chief of Operations and Personnel will be responsible for providing proper in-service training to the program managers to allow them to collect the data. The fire chief will continue to submit and review the annual compliance report with the City Manager in consistent with the submission to CFAI.



References

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby. Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. April 5, 2016. City of Shelby. Fire & Rescue Department.

CFAI Annual Compliance Report 2018. City of Shelby. Fire & Rescue Department.

E911 Consolidation Memorandum. (April 10, 2018). Memorandum to City Manager. City of Shelby. Fire & Rescue Department.

Heavy Rescue Group Purchase Review. (September 15, 2017). Memorandum to City Manager. City of Shelby. Fire & Rescue Department.

SCBA Purchasing Funding Options. (March 15, 2019). Memorandum to City Manager. City of Shelby. Fire & Rescue Department.

Fire Marshal's Office Reorganization. (July 14, 2015). Memorandum to City Manger. City of Shelby. Fire & Rescue Department.



3D.3 The agency provides progress updates to the governing body, its members, and the public regarding goals and objectives.

Description

The agency reserves an agenda item in its monthly chief officer meetings and the quarterly Fire Stats meetings to provide update to staff members on goals and objectives. The Fire Chief meets with the City Manager on a monthly basis to provide a briefing on matters related to the Fire & Rescue Department including goals and objectives, and presents an update to City Council on an annual basis. The current strategic plan is published to the city website.

Appraisal

Although the agency has specifically reserved time on its meeting agendas, providing specific updates on the progress toward completing goals, objectives, and tasks has been sporadic. Additionally, other than publishing the strategic plan, the agency has not been determined in sharing with the community its progress or lack thereof.

Plan

The agency will begin to provide more specific and deliberate updates during its monthly and quarterly meetings. This will be tasked to the Fire Chief to lead and will begin with the June 2017 monthly meetings. The agency will look for methods to connect better with the community to raise awareness of the department's progress with goals and objectives. The agency will begin to open its quarterly Fire Stats meetings to the public. The dates will be announced on the city website.

References

Meeting Notes with City Manager. August 13, 2018. City of Shelby. Fire & Rescue Department.
Fire-stats meeting 2nd & 3rd Quarter 2017. December 21, 2017. City of Shelby. Fire & Rescue Department.



Category IV: Financial Resources

This category evaluates an agency's financial condition to determine its ability to fund operational priorities and its prognosis for long-range quality of service given what can be a dynamic and adverse fiscal environment. Resources must be adequate to maintain the various programs to which an agency made a commitment. Whether the agency is public or private, stability of revenues (demonstrated by a consistent history through at least the past three years) is fundamental.

The chief fire officer or chief executive officer, professional staff, and governing board share responsibility for planning, management, and stability of financial resources. The chief fire officer and administrative staff have the ultimate responsibility of budget preparation. Since the budget is the financial expression of agency programs and priorities, it should be developed through appropriate consultation with the governing board of the authority having jurisdiction (AHJ), departments, divisions, and other units.

Financial policies covering financial planning, revenue, and expenditures should be developed by the professional staff and adopted by the governing board. Financial policies shall be reviewed and revised on at least an annual basis to ensure continued relevance and address any gaps.

In approving the budget, the governing board approves the acquisition and allocation of resources consistent with agency goals, objectives, and stated priorities.

NOTE: An agency that received the Distinguished Budget Presentation and Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) of the United States and Canada for their Budget and Comprehensive Annual Financial Report (CAFR) may submit those certificates and their Budget



and Comprehensive Annual Financial Reports as prima facie compliance with criterion 4B and therefore does not need to address performance indicators 4B.1 through 4B.10.



Criterion 4A: Financial Planning

Agency planning involving broad staff participation activates financial planning and resource allocation. The agency's plan for financing shall reflect sound strategic planning and a commitment to its stated goals and objectives. The agency must deem financial support for programs and services adequate to maintain the number and quality of personnel and other operational costs.

Summary:

A proposed annual budget is prepared by the Fire & Rescue Department chief officer staff and presented to the City of Shelby's budget officer (City Manager) as directed by North Carolina financial law and local government officials. Elements of this budget request include operational expenses, capital improvement requests, and equipment needs to maintain or enhance our service to the citizens of Shelby. The chief officer staff assembles a yearly budget request with input from operations personnel as all evaluate the department's goals and objectives and determine funding needs to accomplish them.

As the city expands geographically and in terms of service rendered, the Fire & Rescue Department, city staff, and ultimately the City Council evaluate changes to the budget and the capital improvement plan to fund service needs of the community.

The City of Shelby completed a *Strategic Growth Plan (SGP)* in 2005 and was later adopted by City Council in 2006. The plan identifies key quality of life issues focusing in the areas of community appearance, economic development, infrastructure, and public safety. The plan provides direction for the city council and staff for financial and project planning purposes. The goals and objectives in the *SGP* have financial components and timelines that assist in determining budget priorities in a given fiscal year. Projects directly tied to one or more goals or objectives in the *SGP* are given higher consideration for funding.



Performance Indicators:

4A.1 The governing body and regulatory agencies give the agency appropriate direction in budget and planning matters within their scope of services.

Description

The City of Shelby follows North Carolina General Statute (NCGS), *Chapter 159 Local Government Finance Act* defining the responsibilities of local government officials in preparing budgets. All Shelby city department heads including the fire chief are directed by the city manager to submit preliminary budget requests and revenue estimates for the upcoming fiscal year during the budget preparation process.

As directed by the above North Carolina General Statute; *“the budget, together with a budget message, shall be submitted to the governing board not later than June 1.”* The City Manager creates a schedule and timeline for department heads to prepare and discuss budget preparation. Budget preparation began with notification from the City Manager containing departmental budget schedule deadlines and budget preparation guidelines.

Budget review meetings are held between the City of Shelby’s City Manager, Finance Director and department heads to reconcile budget requests with available revenues. A final budget is then presented to the city council for adoption prior to the statutorily required deadline each year.

Appraisal

The guidelines set forth by the City Manager along with the Finance Director have proven to be an effective method for the implementation of the Fire & Rescue Department budget. The process begins with a council planning retreat and a city manager review that both involve participation by the Fire Chief, and provides the opportunity for justification and prioritizing of the Fire & Rescue Department goals and objectives.



Plan

As each new budget request is prepared, the Fire & Rescue Department will follow the timelines and processes outlined in communications with the City of Shelby's City Manager office.

References

Administrative and Financial Laws for Local Government in North Carolina, Chapter 159. Local Government Finance Act. .(2008-2009). The University of North Carolina at Chapel Hill; School of Government.



CC 4A.2 Policies, guidelines and processes for developing the annual budget are defined and followed.

Description

North Carolina State Law establishes the legal requirements for budgetary planning of local government. These requirements are outlined in North Carolina General Statute *Chapter 159 - Local Government Finance, Article 3 - The Local Government Budget and Fiscal Control Act*. In addition, the city council, city financial staff and the City Manager provide direction to department heads as they develop each new budget through tools such as the departmental budget schedule. Budget preparation for will began with an e-mail from the City Manager containing departmental budget schedule deadlines and a guideline.

Appraisal

The City of Shelby's budget preparation policies in place have been conducted in accordance with the provisions of the *Local Government Budget and Fiscal Control Act*" (LGBFCA) which provides extensive budgetary controls. The object of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. The City also maintains an encumbrance accounting system as one method to maintain budgetary control in departmental budget lines.

Plan

Fire & Rescue Department will continue to follow guidelines and processes for future budget development.

References

Administrative and Financial Laws For Local Government in North Carolina, Chapter 159. Local Government Finance Act .(2008-2009). The University of North Carolina at Chapel Hill; School of Government.
Budget Calendar (2018-2019). City of Shelby



4A.3 The financial planning/budget adoption process provides transparency for all expenditures and revenues for the agency.

Description

The budget along with the budget message is delivered to city council no later than June 1st of each year. Along with delivering the budget to the governing board, the budget is also filed with the Clerk who makes it available for both the public and all the news media outlets within the county. The budget will also include the time and place for a public hearing on the proposed budget to ensure there is complete transparency and everyone has equal opportunity to access the proposal before the adoption of the budget takes place.

Appraisal

The City of Shelby, in accordance with NC General Statutes, operates its financial systems under an act known as the “Local Government Budget and Fiscal Control Act” (LGBFCA) which provides extensive budgetary controls and ensures transparency at all times. The Fire & Rescue

Department budget preparation process goes into detail with regard to planned expenditures giving very detailed line item explanations. The Fire & Rescue Department meets weekly to review each line item of the agency’s budget and produces a report on the server for all staff to monitor at any time to maintain the highest levels of accountability and transparency.

Plan

Fire & Rescue Department will continue to follow the LGBFCA guidelines and processes for future budget development. The Fire & Rescue Department will continue with its weekly administrative budget reviews as well as posting weekly budget reports for all SF&R staff to review.



References

Administrative and Financial Laws For Local Government in North Carolina, Chapter 159. Local Government Finance Act .(2008-2009). The University of North Carolina at Chapel Hill; School of Government.

Weekly Budget Review Document. [Data File] Shelby Fire & Rescue



4A.4 The budget process involves input from appropriate persons or groups, including staff officers and other agency members.

Description

The agency's Fire Chief is one of eleven (11) department directors in the city government and is factored in the city organization structure. The chief officer staff-members in the Fire & Rescue department have budget responsibilities assigned to them and share in the overall annual budget preparation process. The last Tuesday of each month is dedicated for a *chief officer planning meeting* that occurs at City Hall and includes all chief level officers. As a part of the meeting agenda, each officer provide review of their respective budgetary line item responsibilities by program area. During the line item presentation, staff officers have the opportunity to also present budget or purchase request that have been forwarded to them through the means of the *Budget Request & Justification* form that staff members use for requests. The form is located on a computer server dedicated to the Fire & Rescue Department.

Appraisal

The current process has demonstrated the opportunity for input on budget requests from personnel within all levels of the agency. Having input from both administrative on broader issues and input from operations staff on more specific technical items has worked well to capture a wide range of budgetary items. We will continue to evaluate specific budgetary requests within the department as well as continuing to monitor broad budgetary goals.

Plan

The agency will continue seeking input on future budget requests from all levels of the organization through the Budget Request & Justification procedure along with daily and monthly staff meetings.



References

Chief Officer Planning Meeting Agenda (April 23, 2018) Fire & Rescue Department
Chief Officer Budget Responsibilities [Data file]. City of Shelby. Fire & Rescue Department
Budget Request & Justification Document. [Data file]. City of Shelby. Fire & Rescue Department



4A.5 The annual budget, short and long-range financial planning, and capital expenditures are consistent with agency priorities and support achievement of the agency's strategic plan and goals and objectives.

Description

Fire & Rescue Department's annual budget, and its strategic plan, effectively supports the operational activities which advance the organizational goals and objectives.

The City of Shelby annual budget process is a cooperative multi-department project that addresses City-wide financial resources. The annual budget is centered on agency services and programs which is a direct result from assessment of demands in growth and services. Capital improvements reflect the long-range needs that are considered in long-range financial planning. Goals and Objectives for the fiscal year which best support the community's fire service needs and the agency's plans and priorities.

Appraisal

Plans and priorities provide the base for annual budget development with the budget reflecting activities for the agency. The strategic plan allows for financial planning for major expenditures (facilities, apparatus, and tools and equipment). The plan properly ensures that capital improvements such as facilities, apparatus and vehicles, and equipment are provided for in the budget.

Plan

The agency will continue with financial planning strategies consistent with the long and short-range plans and goals of the City of Shelby.

References

Capital Improvement Plan CIP. City of Shelby. Fire & Rescue Department
Fire & Rescue Department Budget 2018-19. City of Shelby. Fire & Rescue Department
2016-2020 Fire & Rescue Department Strategic Plan. [Data file]. City of Shelby.
Fire & Rescue Department



4A.6 Budgeted expenditures are consistent with projected financial resources.

Description

Local governments are required by North Carolina General Statute to operate with annual balanced budgets. NCGS 159-8 requires that each local government operate under an annual balanced budget ordinance. The Fire & Rescue is a Department is a function of the local government in Shelby, NC, and must therefore reconcile budget requests with available funding. The budget discussions held each year with department directors are an exercise to reconcile each department's requests with the available revenue.

The North Carolina Treasurer's Office requires all municipalities in North Carolina to maintain a minimum of an eight (8%) budget reserve fund which represents approximately three (3) months operating capital.

Appraisal

A review of the *Comprehensive Annual Financial Report (CAFR)* for the Fiscal Year ended June 30, 2018 indicates the City of Shelby has maintained balanced expenditures with revenue for the past ten (14) years. In Fiscal Year 2017 the *general fund available fund balance* was 17.4% of total General Fund expenditures and transfers out for the fiscal year.

Plan

The City of Shelby will continue to operate within state statute as directed by Chapter 159, the *Local Government Finance Act* and the City of Shelby's financial practice requiring balanced expenditures and revenues. The agency will continue to follow expenditure procedures and practices under the direction of the Finance Department.



References

Administrative and Financial Laws For Local Government in North Carolina. (2008-09).
Chapter 159, Local Government Finance Act. The NC School of Government.
The University of North Carolina at Chapel Hill.
The City of Shelby's Comprehensive Annual Financial Report for the Fiscal Year 2017



Criterion 4B: Financial Practices

Financial management of the agency exhibits sound budgeting and control, proper recording, reporting, and auditing.

NOTE: An agency that has already received the Certificate of Achievement for Excellence in Financial Reporting (Certificate) from the Government Finance Officers Association (GFOA) for their Comprehensive Annual Financial Report (CAFR) may submit that certificate and their Comprehensive Annual Financial Report as prima facie compliance with this criterion. (The agency need not address performance indicators 4B.1 – 4B.10). Reciprocity for this is acknowledged by review of the GFOA's process for reviewing CAFRs submitted to its Certificate Program.

Summary:

North Carolina General Statute, Chapter 159, "Local Government Finance" requires that all municipal governments publish a complete set of financial statements presented in conformity with generally accepted accounting principles and audited in accordance with generally accepted auditing standards by a firm of licensed Certified Public Accountants (CPA) for each fiscal year. The City of Shelby acknowledges this requirement and demonstrates compliance with this requirement by publishing the required financial statements which are annually audited by licensed CPA's.

The City of Shelby prepares a CAFR and submits it to the GFOA each year for review.

The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Shelby for its CAFR for the fiscal year ending June 30, 2017, the last year for which the GFOA has completed reports. The City of Shelby will continue to submit for CAFR each year after the fiscal year has ended.

This certificate of achievement shall serve as prima facie evidence for compliance with this criterion.



Government Finance Officers Association

**Certificate of
Achievement
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Presented to

**City of Shelby
North Carolina**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2017

Christopher P. Morill

Executive Director/CEO



Criterion 4C: Resource Allocation

Appropriately allocated financial resources support the established organizational mission, the stated long-term plan, goals and objectives, maintain the quality of programs, and services.

Financial stability is a fundamental aspect of an agency's integrity. The agency must ensure that programs and services provided can be supported by the necessary fiscal resources using sound budgetary practices.

Summary:

The City of Shelby's City Council allocates funds to support the operations of the Fire & Rescue Department through city's General Fund. From time to time the agency may receive limited funding through local, state, or federal grants.

When preparing the Fire & Rescue Department's annual budget request for funding, the department's chief officer staff ensures the budget supports the Fire & Rescue Department's mission, goals and objectives. Annual budget requests are submitted to the City's Manager and presented along with funding requests from other city departments.

When considering these budget requests, the City Council evaluates the requests and prioritizes the fire department's budget requests to determine the level of funding from available sourced including property taxes, sales taxes, and fees.



Performance Indicators:

CC 4C.1 Given current and anticipated revenues, the agency can maintain adopted levels of service.

Description

The Fire & Rescue Department receives funding for its ongoing personnel and general operating expenses from the City of Shelby's *general fund*. These revenues come from ad valorem taxes, sales tax, investment revenues, and service and inspection fees. Where the agency is approved for large capital purchases within the *capital improvement plan*, such as apparatus or facilities, additional funding through the *general fund* or municipal bonds are designated. The *general fund budget* is updated annually as part of the fiscal year budgeting process and the *capital improvement plan* is updated annually and provides for planning for projects, buildings and vehicles in a five (5) year window.

Appraisal

The City of Shelby has rebounded significantly over the last six years from the previous economic recession. During that period the city council adopted a very conservative financial approach which limited capital improvement and employee compensation. Since 2014, the city council has approved several capital projects related to fleet replacement for the Fire & Rescue Department, and adopted a city-wide pay and compensation plan which culminated in the first of a three-year pay raise plan in the 2018-2019 fiscal budget. The city The Fire & Rescue Department has continued to account for fleet replacement as well as monitoring all budgetary accounts on a weekly basis.

Plan

Fire & Rescue Department will continue to present budget requests with funding sufficient to maintain and improve current levels of service as identified in the City of Shelby & Fire & Rescue Strategic Plan.



References

The City of Shelby's Comprehensive Annual Financial Report for the Fiscal Year 2017
Fire & Rescue Department Budget 2018-19. City of Shelby. Fire & Rescue Department
2016-2020 Fire & Rescue Department Strategic Plan. [Data file]. 2010. City of Shelby.
Fire & Rescue Department
Weekly Budget Review Document. [Data File] Shelby Fire & Rescue



4C.2 The governing body has an investment policy.

Description

North Carolina State Law establishes the legal requirements for budgetary control of local government. These requirements are outlined in North Carolina General Statute Chapter 159 – Local Government Finance, Article 3 - The Local Government Budget and Fiscal Control Act. In addition, Shelby’s City Council, city financial staff and the City Manager provide direction to department heads as they develop each new budget through tools such as the Departmental Budget Schedule.

Appraisal

The City, in accordance with NC General Statutes, operates its financial systems under an act known as the “Local Government Budget and Fiscal Control Act” (LGBFCA) which provides extensive budgetary controls. The object of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. The City also maintains an encumbrance accounting system as one method to maintain budgetary control. There are numerous internal preventative controls in place that ensure the Fire & Rescue Department operates as transparent as possible and is good stewards of budgetary funds.

Plan

Fire & Rescue Department will continue to follow guidelines and processes to ensure we are being good stewards of budgetary funds as well as continue with weekly monitoring of accounts and keeping all preventative control methods in place.

References

- Administrative and Financial Laws For Local Government in North Carolina, Chapter NCGS 159-30 and 159-31.*
- Local Government Finance Act .(2008-2009).* The University of North Carolina at Chapel Hill; School of Government.
- Weekly Budget Review Document.* [Data File] Shelby Fire & Rescue
- City of Shelby North Carolina Comprehensive Annual Financial Report (CAFR).* (2018). City of Shelby, 31, 39-40



4C.3 Policies, guidelines, and processes exist for procurement practices within the agency.

Description

Local governments are required by North Carolina (NC) State law to operate within the guidelines laid out for procurement practices. NC General Statute 159-8 requires that each local government operate under the budget & finance ordinance. The Fire & Rescue is a Department is a function of the local government in Shelby, NC, and must therefore operate and adhere to all procurement guidelines set forth by the state.

Appraisal

The City of Shelby Fire & Rescue department operates within the guidelines set forth by the NC General Statue for local government finance.

Plan

The City of Shelby Fire & Rescue department will continue to operate within the local government financial guidelines and ensure a legal transparent bidding and procurement process is maintained.

References

Administrative and Financial Laws For Local Government in North Carolina. (2008-09).
Chapter 159, Local Government Finance Act. The NC School of Government.
The University of North Carolina at Chapel Hill.



4C.4 Plans exist for the payment of long-term liabilities and debts.

Description

The City of Shelby's financial practices include plans for the payment of long-term liabilities and debts. Current operating revenues are sufficient to support current operating expenditures. Debt or bond financing is not used to finance existing expenditures. The Fire & Rescue Department updates its five-year capital improvement plan, which details each capital project, the estimated cost, description, and its funding source. The city's annual fiscal year budget Operating expenditures are used to maintain the Capital Improvements Program and provide all salaries. Capital projects and equipment financed through the issuance of bonds and/or installment purchases are financed for a period not to exceed the expected useful life of the project and/or equipment.

Appraisal

A review of the city's *Comprehensive Annual Financial Report* for 2017 indicates the City of Shelby has been able to maintain an available fund balance well above the recommended eight (8%) of the next year's budget for the past three fiscal years. *Moody's Investors Service Report* for the City of Shelby, NC has assigned a rating of *A3* to the City of Shelby's Combined Utility Enterprise System Revenue Bonds. Standard and Poor's rating for the City of Shelby's Combined Utility Enterprise Revenue Bonds is *A*.

Plan

Current financial policy has met the requirements of these criteria. The City of Shelby will continue current financial policy regarding incursion and payment of liabilities and debt.

References

City of Shelby North Carolina Comprehensive Annual Financial Report (CAFR). (2018). City of Shelby.
Moody's Investors Service Report (2015). City of Shelby, NC.
Standard & Poor's Report (2015). City of Shelby, NC.



4C.5 The agency projects future asset maintenance costs are projected with related funding plans.

Description

The City of Shelby addresses future maintenance cost projections through the annual budget. The budget provides funding for adequate maintenance and orderly replacement of capital infrastructure and equipment. The Fire & Rescue Department budget contains line items for maintenance such as; *equipment maintenance contract*”, *equipment repairs*, *auto repairs*, and *building repairs*. These budget account line items describe the reserved funds for repairs to apparatus, equipment, and assets.

Appraisal

The Fire & Rescue Department Budget Preparation Worksheets contain the requested, adopted, and actual funding levels for maintenance. Review of these funding levels has indicated an adequate funding of maintenance costs.

Plan

The agency will review historical maintenance costs to project future maintenance funding needs. Apparatus maintenance costs will be estimated in consultation with fleet maintenance personnel to ensure adequate reserves are maintained.

References

Fire & Rescue Department Budget FY 2018-19. City of Shelby. Fire & Rescue Department.



4C.6 Financial plans avoid the use of one-time funding sources to cover ongoing costs unless plans are provided to ensure a means of continuity for personnel resources and capital assets.

Description

The City of Shelby annually reviews the use of one-time funding sources to cover ongoing costs of operations. One-time revenue sources will generally be used only for one-time expenditures or contributions to capital reserves. Potential grants are carefully examined for matching requirements (both dollar and level-of-effort).

Appraisal

The Fire & Rescue Department has not used one-time funding sources for operational expenses.

Previous grants or donations have been reviewed to insure that one-time funding sources do not fund ongoing costs or become an operational expense prior to application or acceptance.

Plan

The current practice will be followed for future consideration of one-time funding opportunities. The City's General Fund is used as the source for on-going operational expenses. The city will avoid dependence on temporary revenues to fund mainstream municipal services.

References

City of Shelby North Carolina Comprehensive Annual Financial Report (CAFR). (2018).
City of Shelby.(1), 4



4C.7 The governing body has adopted a general fund reserve policy and established a time frame to meet established reserve fund levels. Operating revenues or expenditures should be established as the basis of the fund policy.

Description

The City of Shelby addresses reserve cost projections for both fleet and operations through the annual budget. The Fire & Rescue Department budget contains reserve line items such as; *overtime, equipment repairs, auto repairs, and building repairs*. These budget account line items describe the reserved funds for operational continuity, repairs to apparatus, equipment, and assets. The North Carolina Treasurer's Office requires all municipalities in North Carolina to maintain a minimum of an eight (8%) budget reserve fund which represents approximately three (3) months operating capital.

Appraisal

A review of the *Comprehensive Annual Financial Report (CAFR)* for the Fiscal Year ended June 30, 2018 indicates the City of Shelby has maintained balanced expenditures with revenue for the past ten (10) years. In Fiscal Year 2018 the *general fund available fund balance* was 21.8% of total General Fund expenditures and transfers out for the fiscal year. This is well above the North Carolina minimum general fund reserve of 8% as outlined by the North Carolina department of Treasurer's rules and regulations. The department also operates an overtime budget account to ensure operational revenue through minimum staffing levels in emergency situations.

Plan

The City of Shelby will continue to operate within state statute as directed by Chapter 159, the *Local Government Finance Act* and the City of Shelby's financial practice requiring balanced expenditures and revenues. The agency will continue monitoring reserve fund usage and future projection costs.



References

City of Shelby North Carolina Comprehensive Annual Financial Report (CAFR). (2018).

City of Shelby. (1), 4

Fire & Rescue Department Budget 2018-19. City of Shelby. Fire & Rescue Department.

Local Government Rules & Regulations. (2018) North Carolina Department of State Treasurer



4C.8 The agency maintains contingency funds in accordance with generally accepted accounting practices (GAAP) recommendations and anticipate budgetary restrictions and or shortfalls.

Description

The City of Shelby maintains an undesignated fund balance sufficient to adhere to GAAP recommendations and the NC State Treasurer's recommendations. The fund balance is maintained in order to provide the required resources to meet operating cost needs, allow for unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from fluctuations of revenue sources.

Appraisal

The City of Shelby has maintained a balance of more than twenty percent (20%) of its annual operating budget in the undesignated fund balance for more than three previous fiscal years for the purpose of covering unanticipated shortfalls or budgetary restrictions.

Plan

The City of Shelby will maintain or exceed the North Carolina Treasurer's office required minimum of eight percent (8%) in Undesignated Fund Balance.

References

City of Shelby North Carolina Comprehensive Annual Financial Report (CAFR). (2018).
City of Shelby, 4.



Category V: Programs

This category is defined as the agency services, activities, and responses provided for the community or facility that are designed, organized, and operated in compliance with the agency's mission, goals, and objectives. Category VIII – Training and Competency, however, appraises the level of proficiency with which personnel actually perform within these programs.

The key elements used to evaluate these services are: adequacy, deficiency, effectiveness, methods, and results of programs. For purposes of accreditation, these terms are defined within the glossary.

The agency's mission, goals, and objectives should determine the applicability of all the listed programs. The agency should decide the relevancy of each criterion in their self-assessment manual. For criteria in Category V "Programs" that are not applicable to the agency, the agency should briefly explain why it does not provide this program.



Category V

Criterion 5A: Community Risk Reduction Program

The agency operates an adequate, effective, and efficient program to manage community risks as identified in the community risk assessment and standards of cover. The approach is comprehensive and includes both prevention and mitigation strategies such as life safety, hazard risk reduction, plan review, code compliance, and the detection, reporting, and control of fires. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific community risk reduction program.

Summary:

The *Community Risk Reduction Program* is coordinated through the *Division of Logistics & Enforcement Services in the Fire Marshal's Office*. Staffing for the office is provided by a full-time Fire Marshal position, and three *inspector-investigators*. These staff members hold appropriate code official certification by the North Carolina *Office of the State Fire Marshal (OSFM)*. Additional operational support is provided by officer level staff members in the Operations Division that also hold appropriate certification. All credential holding staff members attend annual continuing education as directed by *OSFM*. The Fire Marshal's Office uses the current edition(s) of the North Carolina State Building Code: Volume 5 Fire Prevention Code, applicable NFPA Standards, the City of Shelby's Code of Ordinances, and the North Carolina General Statutes to guide its risk reduction activities. Compliance and enforcement inspections are conducted in conformity with the schedule outlined in the North Carolina State Building Code; Fire Prevention Code 2012. The office collaborates with the city's *Planning and Building Inspections Department* to complete review of construction plans. The Fire & Rescue Department uses a data base module in its *records management system (RMS)* to manage compliance and enforcement inspections. The program is routinely evaluated during monthly chief officer meetings, and annually in the first quarter *Fire-Stats* meeting. An annual report is compiled consistent with the fiscal year.



Performance Indicators:

CC 5A.1 The authority having jurisdiction has an adopted fire prevention and building code(s).

Description

The various volumes of the *North Carolina State Building Code* is the adopted statewide building code for North Carolina. The state code consists of the *International Code Council's (ICC)* codes along with specific state legislative amendments; and is adopted by the *Shelby City Council*. The agency uses the 2012 edition of *Volume 5; North Carolina Fire Prevention Code* to measure compliance and enforcement of the code. Copies are maintained in the *Fire Marshal's Office* and on file in the *City Clerk's Office*. Additionally, all credentialed code officials are provided copies for their official use. The general building code, technical trades including; electrical, and mechanical codes are used during the plans review process along with the fire code, and are enforced by the *Fire Marshal's Office* where they are referenced in the Fire Prevention Code. The general building code and trades are enforced by the city's Building Inspections Department. The North Carolina Fire Prevention Code ordinances are locally enforced through the City of Shelby's *Code of Ordinances: Chapter 18-Fire Prevention and Protection*.

Appraisal

The agency has consistently utilized the duly adopted edition of the state fire prevention code to measure compliance with and enforcement of the code. The 2012 edition of the North Carolina Fire Prevention Code, amendments, and appendices was adopted by the *Shelby City Council* December 3rd, 2012, and amended into to the to the City of Shelby's *Code of Ordinances: Chapter 18-Fire Prevention and Protection*.



Plan

The agency will continue to utilize the appropriate edition of the North Carolina Fire Prevention Code as provided by the *North Carolina Legislature* to measure compliance with and enforcement of the code. The agency will implement any code changes, amendments, or updates consistent with the legislature's schedule of implementation.

References

City of Shelby; *Code of Ordinances: Chapter 18-Fire Prevention and Protection*

National Fire Protection Association; *NFPA 1: Fire Code*

North Carolina State Building Code; *Fire Prevention Code 2012 Edition*. International Code Council.

North Carolina General Statute; *GS 143-138: North Carolina State Building Code*

Add the ordinance for December 3, 2012 adopting the code.



CC 5A.2 The code enforcement program ensures compliance with applicable fire protection law(s), local jurisdiction, hazard abatement, and agency objectives as defined in the community risk assessment and standards of cover.

Description

The Fire & Rescue Department is tasked with the enforcement of *Volume 5: Fire Prevention of the North Carolina State Building Code* within the city limits and in a one mile extra-territorial jurisdiction surrounding the city. The agency enforces the fire code in accordance to occupancy classification guidelines and conducts compliance and enforcement inspections consistent with the schedule found in *Section 106 of the current NC Fire Prevention Code*. Where non-compliance with the code is noted during an inspection, it is recorded and the property representative is notified of non-compliance. Code officials provide follow-up to ensure compliance with the code within a designated time. The Fire Marshal's Office is authorized to levy fines for non-compliance, issue stop orders, and obtain search warrants in accordance with the *City of Shelby Code of Ordinances* and the current edition of the *North Carolina Administrative and Enforcement Requirements Code*.

Appraisal

The agency has successfully ensured compliance with fire protection law's and local ordinances through the *Fire Marshal's Office*. The bureau has consistently enforced *NC Fire Prevention Code* and applicable local ordinances with properly credentialed code officials consistent with state statutes.

Plan

The agency will continue to analyze the effectiveness of the fire code enforcement program and administer appropriate resources as necessary to confirm compliance in ongoing efforts to reduce the community's threat from fire and to control factors and conditions in an ever increasing complicated world that poses risk for the public and responders.



References

- City of Shelby; *Code of Ordinances: Chapter 18-Fire Prevention and Protection*
Fire & Rescue Department; *Fire Code Citation*
Fire & Rescue Department; *Fire Code Violation Notice*
Fire & Rescue Department; *Fire & Rescue Roster*
Fire & Rescue Department; *Fire Inspection Report*
North Carolina Code Officials Qualification Board; *NC Code Enforcement Officer List*
North Carolina State Building Code; *Fire Prevention Code 2012 Edition*.
Section 106- Frequency Schedule. International Code Council.
Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file].
p. 4-6, 22-24. City of Shelby. Fire & Rescue Department



CC 5A.3 The program has sufficient staff with specific expertise to meet the community risk reduction program goals, objectives and identified community risks.

Description

The agency is allocated an appropriate amount of staff with proper credentialing to meet the agency's fire prevention goals and objectives of completing compliance inspections in 75% of applicable commercial and residential properties within the jurisdiction. The *Division of Logistics & Enforcement Services* manages the community risk reduction program through the *Fire Marshal's Office*. The bureau consists of four (4) full-time employees (FTE's) and includes a *Fire Marshal* and three (3) *inspectors-investigators*. The inspector-investigators work a twenty-four (24) shift schedule consistent with the Operations Division. Additionally, all officer positions in the Fire & Rescue Department require some level of credentialing as a fire code official which provides the bureau with routine operational support. The state of North Carolina administers code enforcement credentialing through the *Office of the State Fire Marshal (OSFM) Engineering and Codes Division*. The *Code Qualification Board* issues three (3) levels of code official credentialing. All code officials are tasked with enforcing the fire code consistent with their level of certification as afforded in *Section 106-Inspection Frequency Schedule* of the North Carolina Fire Prevention Code

Appraisal

The agency has maintained a sufficient pool of code officials to meet program goals and objectives. In 2016, the incumbent Fire Marshal retired from the Fire & Rescue Department and the position has remained open until late 2018. The *Division Chief; Logistics & Enforcement* assumed the role of fire marshal with assistance from the executive chief officers during the vacancy. During an analysis of staffing in the bureau in 2015, it was determined that the *inspectors-investigators* were not being effectively utilized in the Fire Marshal's Office due their primary assignment to the Operations Division. These FTE's were reclassified to be under the full oversight of the Fire Marshal while retaining their platoon work schedule

Plan



The agency will continue to implement recommendations of the Fire Marshal's Office realignment memorandum and classify the FTE *inspectors-investigator* FTE's fully under the supervision of the Fire Marshal's Office as the remaining vacancies are filled. The agency will seek qualified persons to fill the remaining *inspector-investigator* positions.

References

- Fire Marshal's Office Realignment*. July 14, 2015. City of Shelby. Fire & Rescue Department.
- North Carolina Code Officials Qualification Board; *NC Code Enforcement Officer List*
- North Carolina State Building Code; *Fire Prevention Code 2012 Edition*.
International Code Council.
- North Carolina State Building Code; *Fire Prevention Code 2012 Edition*.
Section 106- Frequency Schedule. International Code Council.



5A.4 A plan review process ensures that adopted codes and ordinances determine the construction of buildings and infrastructure (such as hydrants, access, street width).

Description

The *City of Shelby's* plan review process coordinates the efforts of the *Fire & Rescue Department*, the *Building and Zoning Department*, *Water & Sewer Department*, the *Energy Services Department*, and applicable departments in *Cleveland County* government. A technical plan review is required for residential subdivision plot plans, multi-family residential construction plans, commercial building construction plans, and fire protection equipment drawings for new and existing development projects in the city and the extra territorial jurisdiction. Applicant plans are submitted to the *Building and Zoning Department* and then coordinated with the appropriate departments using the city's community development and infrastructure software platform. The *Fire & Rescue Department* delegates its plan review responsibility to the *Fire Marshal's Office* for completion. Credentialed staff members in the bureau provide technical review and comment on applicable occupancy building plans, fire protection system plans, and sub-division plats; and provide ongoing technical assistance throughout the life of the project. The *Fire Marshal*, or other representatives attend the city wide bi-monthly *development review team*, and *technical review committee (TRC)* meetings which are chaired and scheduled by the *Building and Zoning Department*.

Appraisal

The city's unified approach to the plan review process has proven to be an effective and efficient method of ensuring buildings and infrastructure projects are constructed according to adopted codes and ordinances. The software platform has streamlined the review process by providing the ability of multiple staff members to review and comment on submitted plans simultaneously. Most plan reviews have been completed within ten (10) to fourteen (14) days of receipt. The monthly technical review committee meetings have facilitated a collaborative environment among the various city departments in which to discuss project specific matters and issues.



Plan

The agency will continue to coordinate its plan review responsibilities through the *Fire Marshal's Office*. The bureau will provide technical review of submitted plans according to the projects time table and, will attend related technical review and project meetings as scheduled by the *Building and Zoning Department*.

References

North Carolina State Building Code; *Fire Prevention Code 2012 Edition*. Section 106-Frequency Schedule. International Code Council.
City of Shelby Code of Ordinances. Appendix A-Unified Development Ordinance. Sec. 4-3 Permit Applications and Plans. City of Shelby. Office of the City Clerk.



CC 5A.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the community risk reduction program and its efforts in risk reduction based on the community risk assessment, standards of cover, and measures performance against adopted loss reduction goals.

Description

The Fire & Rescue Department evaluates its community risk reduction program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the first quarter *Fire-Stats* meeting where community risk reduction is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. Further, the agency has never formalized a standard policy to benchmark outcomes in loss reduction. The Fire Marshal's Office has historically completed some form of annual report. The agency adopted a schedule consistent with the city's fiscal year and its CFAI accreditation cycle in 2017.

Plan

The agency will continue to include more hard data in its analysis of its community risk reduction program. The Fire Marshal will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. *The Division Chief of Operations and Personnel* will be responsible for providing proper in-service training to the program managers to allow them to collect the data. The Fire Marshal, the *Division Chief of Logistics and Enforcement Services*, and



the Fire Chief will collaborate together to develop a set of formalized community risk reduction goals for the agency to be included *GOG 801.01. Fire Code Enforcement Protocol*. Further, during the 2020-24 accreditation cycle the agency will develop specific sections in both its *strategic plan* and *standard of cover* documents that highlight goals and outcomes in the community risk reduction program.

References

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby. Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. November 28, 2017. City of Shelby. Fire & Rescue Department.

Annual Report Fire Prevention & Life Safety. (2016). City of Shelby. Fire & Rescue Department.



5A.6 The community risk reduction program identifies the frequency that occupancies are inspected.

Description

The *North Carolina General Assembly* directs the frequency of code enforcement inspections through legislation, which is administered through the *NC Administrative Code and Polices*, and the *NC Fire Prevention Code*. A three-year fire inspection schedule tiered according to occupancy type is set as the minimum frequency to be followed by local inspection departments. However, local jurisdictions are permitted to adopt a more stringent schedule. The City of Shelby's local ordinance provides for annual inspections of all applicable occupancies in the city's jurisdiction by the *Fire & Rescue Department* for compliance with the fire code.

Appraisal

The agency has delegated fire code enforcement to the *Fire Marshal's Office* and the bureau has maintained an annual schedule for compliance inspections. Where a compliance inspection remains open at the end of the inspection cycle, it front loaded to the next cycle for completion. An analysis of the *Fire Marshal's Office* found that the *inspector-investigator* FTE's were being underutilized and has implemented a realignment strategy to more effectively utilize their skill set. Additionally the agency has found that revisions to data reporting methodologies are needed.

Plan

The agency will continue to conduct compliance fire inspections according to the local schedule while it completes its reorganization plan for the Fire Marshal's Office. The agency will evaluate its reporting methods for fire code enforcement to make necessary changes and will complete the recommendations of the staff realignment in the Fire Marshal's Office as the remaining vacancies are filled.



References

City of Shelby; *Code of Ordinances: Chapter 18-Fire Prevention and Protection, section 18-6 fire hazards.*

North Carolina State Building Code; *Fire Prevention Code 2012 Edition.* Section 106-Inspections. International Code Council.

North Carolina State Building Code; *Administrative Code and Policies. 2012 Edition.* Section 107-Inspections. International Code Council.



5A.7 The agency sets specific, targeted, and achievable annual loss reduction benchmarks for fire incidents and fire casualties based upon the community risk assessment and baseline performance.

Description

To gain a thorough perspective of risk in the city, the assessment is performed at four levels. First, the *incident level* looks at risk from the perspective of the event itself. Secondly the *property level* examines the relative risk to life and property in specific occupancies. Next, risk is examined at the level of a *planning area* or *zone*, where the jurisdiction is divided into smaller defined areas. Finally, it is examined holistically at the *community level* where property and planning areas are aggregated. The analysis considers the factors of; population demographics, types of risk, historical mapping of incidents, and the OVAP scoring of target occupancies. The agency further factors the North Carolina Forest Service Wild Fire Protection Plan, and the North Carolina Flood Mapping Program in its evaluation.

Appraisal

The agency has completed an assessment of risk in the community by service delivery function which is published in the *Integrated Risk Management Plan*. Initially completed in 2013, the plan has been reviewed and updated accordingly in preparation for the 2019-24 accreditation cycle. However, the Fire & Rescue Department has not developed specific loss reduction benchmarks related to community risk reduction.

Plan

The agency will develop specific and targeted loss reduction benchmarks tailored to community risk reduction for inclusion in the 2019-24 edition of the *Integrated Risk Management Plan*, and shall be developed by the Fire Marshal's Office with approval from the executive officer staff.

References

Integrated Risk Management Plan; community risk analysis & standards of cover. [Data file].
Appendix C. City of Shelby. Fire & Rescue Department



5A.8 Fire inspection personnel should receive annual continuing education to maintain proficiency.

Description

The *OSFM's Engineering and Codes Division* requires annual renewal of code official credentials which stipulates; an official holding a standard certificate at any level must obtain six (6) hours of approved continuing education content in a fiscal year. Code officials are required to obtain the requisite credit hours using the OSFM's online library, or through content delivery by approved contract instructors in site based or online settings. Record of completion is maintained by OSFM. Code officials must complete requisite training prior to the renewal of their credentials.

Appraisal

The agency has tasked its staff-members holding code official credentialing with obtaining the annual continuing education requirements to maintain certification. The *Training Bureau* has maintained record of credentialed staff-members for the purpose of renewal. The Fire & Rescue Department has renewed credentials of code officials that have been approved by OSFM by June 30 of a given fiscal year.

Plan

The Fire & Rescue Department will continue to require its staff members holding standard fire code certificates to complete the requisite annual continuing education requirements will renew approved credentials each fiscal according consistent with OSFM requirements.

References

North Carolina Administrative Code (NCAC). Chapter 8; Engineering and Building Codes Division. Section .0500-Qualification Board-Limited Certificate; 11 NCAC 08.0713 Continuing education requirements, 11 NCAC 08.0714 Inactive code officials. 11 NCAC 08.0715 Failure to complete continuing education.

North Carolina Code Officials Qualification Board. Shelby Continuing Education 2018. March 23, 2018.

North Carolina Code Enforcement Official Continuing Education Transcript. Fiscal Year 2018



Category V

Criterion 5B: Public Education Program

A public education program is in place and directed toward reducing specific risks in a manner consistent with the agency's mission and as identified within the community risk assessment and standards of cover. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for a specific public education program.

Summary:

The *Public Education Program* is coordinated through the *Division of Logistics & Enforcement Services in the Fire Marshal's Office*. Staffing for the office is provided by a full-time Fire Marshal position, and three *inspector-investigators*. These staff members hold appropriate certification as *Fire & Life Safety Educator's* through the North Carolina *Office of the State Fire Marshal (OSFM)*. Additional staff members in the Operations Division hold fire and life safety certification and routinely participate in the delivery of education and life safety programs. Programs are designed to reach a variety of targeted audiences with regard to community risk. The agency maintains life safety partnerships in order to leverage its reach of safety education in the community, most notably with *Atrium Health-Safe Kids Cleveland County, Cleveland County Health Department* and the *City of Shelby Police Department*. The fire prevention and life safety program is routinely evaluated during monthly chief officer meetings, and annually in the 2nd quarter *Fire-Stats* meeting. An annual report is compiled consistent with the fiscal year.



Performance Indicators:

CC 5B.1 The public education program (such as development and delivery) targets specific risks, behaviors, and audiences identified through incident, demographic, program data analysis, community risk assessment, and standards of cover.

Description

The agency's public education program is managed through its *Fire Marshal's Office*. The development and delivery of programs are targeted toward the significant population of low socio-economic status residents residing in the city. Staff members provide on-site content delivery in the school system's title 1 schools, area child and adult care facilities, social service providers, and local businesses as requested. The agency routinely attends the various local street festivals, citizen group meetings, and other public events to provide safety awareness themed content to attendees. Each year, the Fire & Rescue Department participates in the *National Fire Protection Association's (NFPA) fire prevention month* in October, and delivers the NFPA themed message into the schools to reach the target audience demographic. The agency partners with *Atrium Health Cleveland* in programs such as the *Safe-Kids* car safety seat inspection/installation program, and with the *Cleveland County Health Department* during the annual household hazardous material collection and the prescription medicine drop events. The city maintains a fairly aggressive program of mitigating issues surrounding dilapidated or sub-standard housing stock through the Building and Planning Services Department.

Appraisal

The agency has been responsive to all requests for programming, particularly within the local schools. However, while the department has identified the groups within its target audience, it still lacks data linking program content delivery to fire and life safety outcomes. Additionally, the department needs to re-engage with its existing public education partners and develop stronger relationships with the city Police Department, and Building and Planning Departments.



Plan

The agency will continue to coordinate its public education programs through the Fire Marshal's Office. The department will develop a statistical analysis tool linking program delivery with life safety outcomes, and the data will become a part of the programs annual report. The Fire Marshal's Office will seek to re-engage with existing partnerships and invest in new relationships through meetings targeted toward leveraging shared interests and outcomes. The Fire Marshal will principally be tasked with leading and directing these initiatives.

References

Fire Programs incident reporting system
Safe Kids Cleveland County. Buckle-up NC safety seat location certification.



CC 5B.2 The program has sufficient staff with specific expertise to meet the public education program goals, objectives, and identified community risks.

Description

The agency has allocated an appropriate amount of staff with the proper credentials to meet the agency's public education goals and objectives. The *Division of Logistics & Enforcement Services* manages public education initiatives through the *Fire Marshal's Office*. The bureau consists of four (4) full-time employees (FTE's) and includes a *Fire Marshal* and three (3) *inspectors-investigators*. The *inspectors-investigators* work a twenty-four (24) hour schedule consistent with the Operations Division. These staff members are certified as *North Carolina Fire & Life Safety Educators*. Additionally, the Operations Division provides the bureau with routine operational support with public education initiatives and several staff members are life safety educator certified. The state of North Carolina administers life-safety educator curriculum through the *Department of Insurance* and the *Office of the State Fire Marshal*, and issues three (3) levels of fire & life safety educator certification.

Appraisal

The agency has maintained a sufficient pool of staff to meet program goals and objectives. In 2016, the incumbent Fire Marshal retired from the Fire & Rescue Department and the position has remained open until late 2018. The *Division Chief; Logistics & Enforcement* assumed the role of fire marshal with assistance from the executive chief officers during the vacancy. During an analysis of staffing in the bureau in 2015, it was determined that the *inspectors-investigators* were not being effectively utilized in the Fire Marshal's Office due their primary assignment to the Operations Division. These FTE's were reclassified to be under the full oversight of the Fire Marshal while retaining their platoon work schedule.



Plan

The agency will continue to implement recommendations of the Fire Marshal's Office realignment memorandum and classify the FTE *inspectors-investigator* FTE's fully under the supervision of the Fire Marshal's Office as the remaining vacancies are filled. The agency will seek qualified persons to fill the remaining *inspector-investigator* positions

References

GOG- 202.03; Certification, Continuing Education & Professional Development. City of Shelby Fire & Rescue Department.

Fire Inspector-Investigator Job Description. (2017) City of Shelby. Springsted Public Sector Advisors.

Fire Marshal Job Description. (2017). City of Shelby. Springsted Public Sector Advisors.



CC 5B.3 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the public education program and its efforts in risk reduction based on community assessment, standards of cover, and measures performance.

Description

The Fire & Rescue Department evaluates public education program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and at the second quarter *Fire-Stats* meeting where public education programs are specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The Fire Marshal's Office has historically completed some form of annual report. The agency has adopted an annual reporting schedule consistent with the fiscal year and its CFAI accreditation cycle.

Plan

The agency will continue to include more hard data in its analysis of its public education program. The Fire Marshal will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The *Division Chief of Operations and Personnel* will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby. Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. March 2, 2016. City of Shelby. Fire & Rescue Department.

Fire-stats meeting 2nd Quarter 2019. January 2, 2019. City of Shelby. Fire & Rescue

Meeting Notes Quarter 2 2018-2019



5B.4 There are programs in place that identify large loss potential or high risk audiences (such as low socio-economic status, age, cultural/ethnic differences where appropriate), forge partnerships with those who serve those constituencies, and enable specified programs to mitigate fires and other emergency incidents (such as home safety visits, smoke alarm installations, free bicycle helmet programs, falls prevention programs, etc.).

Description

The agency's method for identifying high risk audiences and significant life loss potential in the city is derived using demographic and historical data from the *City of Shelby Planning and Building Services Department*. Shelby's principal risk of accidental injury or death comes from its significant population of residents of low socio-economic status across demographic factors, coupled with concentrations of older sub-standard housing stock in many neighborhoods. The department partners with the *Cleveland County School System* and the *Cleveland County Safe-Kids/Safe Neighborhoods Coalition* to deliver fire prevention and accident mitigation programs and; the city's planning and building inspections department is tasked with the remediation of sub-standard buildings and housing.

Appraisal

The Fire & Rescue Department has partnered with the local schools to deliver *hands-on* fire prevention programs for elementary grades, and distribution of printed materials for middle school grades during fire prevention week and at other times as requested. Through its partnership with the safe-kids coalition, city fire stations have served as car safety seat inspection/installation locations with the goal of reducing injury and death from vehicle crashes. The city has experienced success in demolishing derelict properties and encouraging reinvestment in challenged neighborhoods. However, it is recognized that the agency needs to be more specific in its targeted interventions with its partners.



Plan

The agency will continue its partnership with the school system and the safe-kids coalition collaborating with them on reaching a wider audience of lower socio-economic demographic with appropriate fire and life safety education. Further, the department will seek a more collaborative role with the city planning and building inspections department in remediating derelict properties, specifically investigating the potential of utilizing the fire inspectors to assist the building inspectors tasked with the enforcement the state minimum housing code.

References

Insert reference showing challenged neighborhoods

Demographic charts or graphs for Shelby

City of Shelby; *Code of Ordinances: Chapter 18-Fire Prevention and Protection.*

City of Shelby; *Code of Ordinances: Chapter 24-Housing.* Sections: 24-37, Duties of building inspector; 24-39, Procedures for enforcement, 24-50; Restrictions on employees.

Fire prevention week schedule; screen shot

Fire Programs; *Risk Reduction Report – Summary 2018*



5B.5 The agency should evaluate the juvenile fire-setter intervention program. This program should refer all juveniles identified as involved in fire-play or fire setting behavior for educational intervention or other intervention services.

Description

The agency conducts a cause and origin investigation of any fire where a juvenile (under the age of eighteen), is suspected to be involved with its setting consistent with *GOG 801.01 Fire Investigation Protocol*. *Juvenile fire-setter intervention* is coordinated through the *Cleveland County District Attorney's Office* where offenders may be referred to appropriate public safety agencies for educational intervention. Key staff members in the *Fire & Rescue Department* receive a unit of instruction as part of certification as a *Fire & Life-Safety Educator*.

Additionally, the department retains a part-time chaplain that is available to provide after action counseling and support services for staff-members and affected citizens.

Appraisal

The agency has thirteen (13) staff members certified at various the levels of *Fire & Life Safety Educator* curriculum, and those personnel have received limited instruction related to juvenile fire-setting consistent with their certification level. The *Fire & Rescue Department* has traditionally partnered with the city Police Department in cases involving juvenile fire-setting intervention. It is important to note that the DA's Office has not referred any cases to the department in the last five (5) years.

Plan

The *Fire & Rescue Department* will improve its service capability in juvenile fire-setter intervention by identifying, and tasking, key staff members with obtaining specialty certification, credentialing, or training consistent with the criteria set forth in the *Youth Fire setter Intervention Specialist* section of *NFPA 1035*. Responsibility for ensuring completion will tasked to the *Division Chief; Logistics & Enforcement Services* and completed during the 2018-19 fiscal year.



References

- Chaplain Job Description*. (2017). City of Shelby. Springsted Public Sector Advisors.
- GOG 802.01 Fire Investigation Protocol*. [Data file]. (current edition). City of Shelby Fire & Rescue Department.
- NPFA 1035 Standard on Fire and Life Safety Educator, Public Information Officer, Youth Fire-setter Intervention Specialist, and Youth Fire-setter Program Manager Professional Qualifications*. (current edition). Chapter 8; Youth Fire-setter Program. National Fire Protection Association, Quincy, MA.



Category V

Criterion 5C: Fire Investigation, Origin, and Cause Program

The agency operates an adequate, effective, and efficient program directed toward origin and cause investigation and subsequent classification of fires, explosions, and other emergency situations that endanger life or property. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for fire investigation program.

Summary:

The *Fire Investigation, Origin and Cause Program* is coordinated through the *Division of Logistics & Enforcement Services in the Fire Marshal's Office*. Staffing for the office is provided by a full-time Fire Marshal position, and three *inspector-investigators*. These staff members hold appropriate certification or credentialing through the North Carolina *Office of the State Fire Marshal (OSFM)*, or the *International Association of Arson Investigators (IAAI)*. Additional operational support is provided by officer level staff members holding appropriate certification. The Fire Marshal's Office uses the current edition of the *NFPA 921 Guide for Fire & Explosion Investigations*, the City of Shelby's Code of Ordinances, and the North Carolina General Statutes to guide its fire investigation activities. Cause and origin fire investigations are conducted using a scientific methodology, and the Fire Marshal's office collaborates with the *Office of the State Fire Marshal (OSFM)*, as well as local, state and federal law enforcement agencies as appropriate. The program is routinely evaluated during monthly chief officer meetings, and annually in the third quarter *Fire-Stats* meeting. An annual report is compiled consistent with the fiscal year.



Performance Indicators:

CC 5C.1 The agency's fire investigation, origin, and cause program is authorized by adopted statute, code, or ordinance.

Description

The agency's fire investigation, origin, and cause program is authorized by ordinance in the City of Shelby Code of Ordinances in conjunction with North Carolina General Statute, and appropriate sections of the North Carolina State Building Code. The Fire & Rescue Department is designated as the lead local agency in the investigation of fires. The *Fire Marshal's Office* is tasked with conducting an investigation into the cause and origin of any fire that occurs within the city limits.

Appraisal

The fire investigation program has been duly authorized by state statute, supplemented by local ordinance; and the fire chief has vested the *Fire Marshal* with the authority to conduct cause and origin investigations. The *Fire Marshal's Office* has operated as a bureau within the *Logistics and Enforcement Division* since a reorganization of the department in 2015.

Plan

The *Fire Marshal's Office* will continue to operate as a bureau within the *Logistics and Enforcement Division* authorized to conduct investigations into the cause of any fire occurring in the city consistent with North Carolina General Statute and the *City of Shelby* code of ordinances. The agency will remain current with state statute or local ordinance to ensure that investigations into the cause and origin of fires are pursued in an ethical and legal manner.

References

North Carolina General Statute. Chapter 58 Insurance, section 58-79-1.
City of Shelby Code of Ordinances. Chapter 18 Fire Prevention. City of Shelby.
North Carolina State Building Code; *Fire Prevention Code 2012 Edition*. Chapter 1, section 104.3. International Code Council.



CC 5C.2 The agency uses a consistent approach to the scientific method which is utilized to investigate and determine the origin and cause of all fires and explosions.

Description

The agency uses the scientific method as outlined in *NFPA 921 Guide for Fire & Explosion Investigations* as its standard of practice for the investigation into the cause and origin of fires and explosions. The *Fire Marshal's Office* is tasked with ensuring that an appropriate investigation is conducted. The *Fire Marshal* acts as the chief investigator, provides supervision and advisory support for investigators and supporting staff, and serves as the liaison to other agencies that may be assisting in an investigation. The scientific method is used to guide the investigator(s) toward drawing logical conclusions. Standardized field worksheets are provided for use by investigators to guide information gathering, along with a *scientific model flow chart* to aid consistency. It is important to note that the agency routinely collaborates with the *Criminal Investigation Division (CID)* of the *City of Shelby Police Department* in the parallel criminal investigation of fires and explosions.

Appraisal

The agency has consistently used the scientific method as outlined in *NFPA 921* as its practice for investigating the cause and origin of fires and explosions. The *Fire Marshal's Office* has demonstrated a regular practice of providing consistent and competent investigative services, and cooperation with law enforcement agencies in the criminal aspects of fire investigations.

Plan

The Fire & Rescue Department will continue to utilize a consistent and scientific method in conducting investigations into the cause and origin of fires and explosions that is consistent with the most up to date edition of *NFPA 921 Guide for Fire & Explosion Investigations*. The agency will update its policies, practices, and forms accordingly as the standard is updated.



References

GOG 802.01 Fire Investigation Protocol. (current edition). City of Shelby. Fire & Rescue Department.

NFPA 921 Guide for Fire and Explosion Investigations. (current edition). Chapter 4. National Fire Protection Association. Quincy MA.

Fire Investigation Field Worksheets. City of Shelby. Fire & Rescue Department. Fire Marshal's Office.



CC 5C.3 The program has sufficient staff with specific expertise to meet the fire investigation, origin, and cause program goals, objectives, and identified community risks.

Description

The agency has allocated an appropriate amount of staff with the proper credentials to meet the agency's fire investigation goals and objectives. The *Division of Logistics & Enforcement Services* manages the fire investigation program through the *Fire Marshal's Office*. The bureau consists of four (4) full-time employees (FTE's) and includes a *Fire Marshal* and three (3) *inspectors-investigators*. The inspector-investigators work a twenty-four (24) schedule consistent with the Operations Division. These staff members receive additional investigator credentialing through the *International Association of Arson Investigators (IAAI)*, and through the *Office of the State Fire Marshal (OSFM)*. The Operations Division provides the bureau with routine investigative support with cause and determination investigations and several additional staff members possess arson investigation credentialing.

Appraisal

The agency has maintained a sufficient pool of staff members to meet program goals and objectives. In 2016, the incumbent Fire Marshal retired from the Fire & Rescue Department and the position has remained open until filled late 2018. The *Division Chief; Logistics & Enforcement* assumed the role of fire marshal with assistance from the executive chief officers during the vacancy. During an analysis of staffing in the bureau in 2015, it was determined that the *inspectors-investigators* were not being effectively utilized in the Fire Marshal's Office due their primary assignment to the Operations Division. These FTE's were reclassified to be under the full oversight of the Fire Marshal while retaining their platoon work schedule.



Plan

The agency will continue to implement recommendations of the Fire Marshal's Office realignment memorandum and classify the FTE *inspectors-investigator* FTE's fully under the supervision of the Fire Marshal's Office as the remaining vacancies are filled. The agency will seek qualified persons to fill the remaining *inspector-investigator* positions.

References

- Position Description-Fire Marshal*. City of Shelby. Human Resources Department
- Position Description-Inspector-Firefighter*. City of Shelby. Human Resources Department.
- GOG-200.01 Leave Management*. (current edition). [Data file]. City of Shelby. Fire & Rescue Department.
- GOG-202.03 Certification Continuing Education & Development*. . (current edition). [Data file]. City of Shelby. Fire & Rescue Department.
- Fire Marshal's Office Realignment Proposal*. (Memorandum to Rick Howell January 21, 2015). City of Shelby. Fire & Rescue Department.



5C.4 The agency has established written agreements and procedures, that are reviewed and revised at least annually, with relevant local, regional, state/provincial, and federal fire investigation agencies to ensure appropriate and consistent scene processing, evidence collection, and information sharing.

Description

The agency's principal support in the investigation of fires or explosions comes internally from the *Criminal Investigations Division (CID)* in the Shelby Police Department, and the City of Shelby *Planning & Building Inspections Department*. These relationships are outlined in city ordinance, and the procedures outlining scene processing, evidence collection, and information sharing are contained in *GOG 802.01 Fire Investigation Protocol*. North Carolina General Statute codifies the investigation of fires and explosions in municipalities, towns and counties. State level agency support is provided by the *OSFM Fire Investigation Unit*, and the *North Carolina State Bureau of Investigations (NCSBI)*.

Appraisal

The *City Manager* fosters an open relationship among departments consistent with city ordinance, and the directors representing Fire & Rescue, Police, and Planning & Inspections departments have had a history of mutual collaboration. However, this analysis has found that some form of interdepartmental agreement would be beneficial to guide future directors. The agency has consistently followed city ordinance and state statutes covering fire investigation and has routinely utilized the services and resources of the NCSBI including its testing laboratory. The *OSFM Fire Investigation Unit* is a new initiative by the state and as of this writing has not been utilized by the department.



Plan

The agency will continue to follow state statutes and local ordinances as they apply to the investigation of fires and explosions, and utilize the services and resources available according to the needs of a particular fire investigation. The *Fire Chief* will initiate development of an interdepartmental agreement between the Police and Planning & Inspections departments to provide direction for each department on their roles and responsibilities in the investigation of fire and explosions.

References

- City of Shelby Code of Ordinances*. Chapter 2 Administration, section 2-91 Duties; Chapter 18 Fire Prevention, section 18-84 Fire Investigation. City of Shelby.
- GOG 802.01 Fire Investigation Protocol*. [Data file]. (current edition). City of Shelby Fire & Rescue Department.
- North Carolina General Statute. Chapter 58 Insurance, section 58-79-1; fires investigated, reports, & records.
- OSFM Fire Investigative Unit*. (Memorandum from Brian Taylor December 13, 2017). North Carolina Office of the State Fire Marshal.
- OSFM Fire Investigative Unit Statewide Response Map*. (Memorandum from Brian Taylor December 13, 2017). North Carolina Office of the State Fire Marshal.
- GOG 507.01 Explosives Incendiary Device WMD* [Data file]. (current edition). City of Shelby Fire & Rescue Department.



CC 5C.5 The agency conducts a formal and documented appraisal, at least annually, to determine the impacts of the fire investigation, origin, and cause program and its efforts to reduce fires based on community assessment, standards of cover, and measures performance.

Description

The Fire & Rescue Department evaluates fire investigation, origin and cause using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the third quarter *Fire-Stats* meeting where fire investigation, cause and origin is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The Fire Marshal's Office has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its *CFAI* accreditation cycle.

Plan

The agency will include more hard data in its analysis of its community risk reduction program. The *Fire Marshal* will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The *Division Chief of Operations and Personnel* will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby. Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. October 30, 2018. City of Shelby. Fire & Rescue Department.

Annual Report Fire Investigation. (2016). City of Shelby. Fire & Rescue Department.

Annual Report Fire Investigation. (2018). City of Shelby. Fire & Rescue Department.



Category V

Criterion 5D: Domestic Preparedness, Planning, and Response

The agency operates an all-hazards preparedness program that includes a coordinated multi-agency response plan designed to protect the community from terrorist threats or attacks, major disasters, and other large-scale emergencies occurring at or in the immediate area.

Summary:

The City of Shelby developed an all-hazards plan for domestic preparedness, planning, and response in 2001 after the September 11th terrorist attacks. The *Multi-Hazards Disaster Plan* lays the foundation for operations of all City departments in the event of a major emergency situation whether natural or man-made. The plan is based on modern emergency management concepts setting up an Emergency Operations Center as the source leadership point of disaster management. Cleveland County also created an all-hazards plan, the *Emergency Operations Multi Hazard Plan* in 2001. The *Emergency Operations Multi Hazard Plan* works in conjunction with the City's *Multi-Hazards Disaster Plan* to form the groundwork and coordination of all mutual aid and assistance throughout the city and the county in a major crisis or disaster event. Both plans are still current used today, and it will continue to be the framework for future planning, training and response.

The Fire and Rescue Department utilizes both the *Multi-Hazards Disaster Plan* and the *Emergency Operations Multi Hazard Plan* and has additional response parameters contained in internal General Operating Guidelines (GOGs). The internal guidelines are complimentary to city and county plans and provide the agency further direction in domestic preparedness, planning and response. The State of North Carolina, Cleveland County, and other surrounding counties have mutual aid agreements in place to manage large scale disasters.

The Fire and Rescue Department has guidelines in place to ensure interoperability among mutual aid departments, other public safety agencies and other city departments. Utilizing the *National Response Plan (NRP)*, the agency follows the principals of the *National Incident Management*



System (NIMS) to maintain command and control emergencies, crisis and disasters regardless of their scale. *NIMS* provides for a unified command framework to allow agencies from different disciplines and jurisdictions to work together to achieve mutually common goals. The agency's communications are channeled through a county-wide interoperable public safety radio communications system.



Performance Indicators:

CC 5D.1 The agency publishes an all-hazards plan that defines roles and responsibilities of all participating departments and/or external agencies. The agency identifies and authorizes an appropriate multi-agency organizational structure to carry out the all-hazards plan predetermined functions and duties.

Description

Since the creation of the *National Response Plan (NPR)* in 2004, the City of Shelby operates under the *National Incident Management System (NIMS)* as its endorsed practice for all calls for service. The City of Shelby *Multi-Hazards Disaster Plan*, first published in 2001 for all departments and employees, outlines the functions and responsibilities during an emergency event, and it works in conjunction with *GOG 300.01 Service Delivery* and *GOG 301.01 Incident Management*. The City Council authorizes the City Manager to oversee and make modifications to the plan as needed. The *Multi-Hazards Disaster Plan* assigns the Fire Chief to provide a liaison to and assist in coordination of the Utilities Operations Center as the Emergency Operations Center for the City. The agency also establishes a chief officer staff position that manages and oversees the functions of emergency management and the provisions set forth in *GOG 600.01 Severe Weather-Hurricane Operations* and *GOG 600.02-Winter Storm Operations*. The *Multi-Hazards Disaster Plan* also establishes an appropriate multi-organizational structure designed to be consistent with North Carolina's *Statewide Emergency Management Mutual Aid and Assistance Agreement* and Cleveland County's *Emergency Operations Multi Hazard Plan* defining the roles and duties of mutual aid agencies.

Appraisal

The *Multi-Hazards Disaster Plan* has been adequate in defining the roles and duties for the other city departments. The plan has also been efficient in setting up and providing personnel for an emergency operations center when it is activated which is located at the Shelby Police



Department. A back-up to the emergency operations center located at the Grover Street Firehouse has been utilized periodically for small scale incidents. The *Multi-Hazards Disaster Plan* has been activated a number of times for small scale land searches and more recently during snow storms of 2011, Party Rock forest fire 2017 and latest Hurricane Florence 2018. The plan is under revision to reflect current city operational practices and the most current job titles. This analysis found discrepancies in actual operations from descriptions in the *Multi-Hazards Disaster Plan* that need correction. The North Carolina *Statewide Emergency Management Mutual Aid and Assistance Agreement* and Cleveland County's *Emergency Operations Multi Hazard Plan* have proven successful in helping to manage emergency operations where multiple public safety agencies are involved.

Plan

The City of Shelby and the Fire and Rescue Department will continue to utilize the *Multi-Hazards Disaster Plan* for multi-departmental operations. The *Multi-Hazards Disaster Plan* is currently being revised for the Fire and Rescue Department section to include the most current operational practices including job titles and location of the emergency operation center. The revised section is expected to be available for review in August of 2019 for subsequent approval by city council. The Fire and Rescue Department will take a leadership role working with the City's Safety and Risk Management Coordinator to make necessary changes to the *Multi-Hazards Disaster Plan*. The agency will continue to train new employees upon hiring in predetermined functions and duties based on departmental general operating guidelines. In addition, the agency will revise and train members on a continual basis to operate under the parameters of North Carolina *Statewide Emergency Management Mutual Aid and Assistance Agreement* and Cleveland County's *Emergency Operations Multi Hazard Plan*.



References

City of Shelby; *City of Shelby Multi-Hazards Disaster Plan*
Cleveland County; *Emergency Operations Multi Hazard Plan*
Fire & Rescue Department; *GOG 300.01-Service Delivery of Fire & Rescue Services*
Fire & Rescue Department; *GOG 301.01-Incident Management*
Fire & Rescue Department; *GOG 600.01-Severe Weather-Hurricane Operations*
Fire & Rescue Department; *GOG 600.02-Winter Storm Operations*
State of North Carolina; *Statewide Emergency Management Mutual Aid and Assistance Agreement*



5D.2 The agency complies with the National Incident Management System (NIMS), or appropriate incident management system, and its operational methods are compatible with all external response agencies.

Description

The City of Shelby operates under the *National Incident Management System (NIMS)* as its approved practice for incident management applications. The agency officially adopted *NIMS* with the creation of *GOG 301.01-Incident Management* in 2007. Mutual aid responses are managed in conjunction with the *North Carolina Statewide Emergency Management Mutual Aid and Assistance Agreement*, the *Cleveland County Emergency Operations Multi Hazard Plan*, and the *City of Shelby Multi-Hazards Plan* and *Policy 1910.38-Emergency Action Plan*. The members of the department use *NIMS* on a daily basis for emergent and non-emergent calls for service and are trained to the appropriate *NIMS* level as required by *GOG 202.03-Certification, Continuing Education & Professional Development*.

Appraisal

Training and implementation requirements of *NIMS* have been completed by the staff-members of the agency. The utilization of *NIMS* and *ICS* exhibits the practices the department has instilled for interoperability among outside agencies. *NIMS* training was originally delivered to staff members via a classroom setting offered through Cleveland Community College and is now delivered through online content through the Federal Emergency Management Agency resources. New employees have been tasked with obtaining the requisite training during the first six (6) months of employment.

Plan

The agency will continue to advocate and adapt to the principals of *NIMS* and cultivate conformity with external response agencies. Existing staff members will obtain additional training when additional training is required, and new employees will obtain the requisite training upon initial employment during the first six (6) months. In addition, the Fire Chief will work in



conjunction with the City's Safety and Risk Management Coordinator to update the *Multi-Hazards Plan* and to locate and train other essential city employees that may play a role in emergency, crisis or disaster operations. City of Shelby *Multi-Hazards Plan* is currently under review and a revised edition is expected to be submitted for approval by city council in early 2019.

References

City of Shelby Multi-Hazards Plan.

City of Shelby Safety and Health Policy and Procedure Manual; Policy 1910.38-Emergency Action Plan. City of Shelby. Human Resources Department.

Cleveland County; Emergency Operations Multi Hazard Plan. Cleveland County, Emergency Management.

Fire & Rescue Department; GOG 202.03-Certification, Continuing Education & Professional Development

Fire & Rescue Department; GOG 300.01-Service Delivery of Fire & Rescue Services. City of Shelby. Fire & Rescue Department.

Fire & Rescue Department; GOG 301.01-Incident Management. City of Shelby. Fire & Rescue Department.

State of North Carolina; Statewide Emergency Management Mutual Aid and Assistance Agreement. North Carolina Office of Emergency Management.



5D.3 **The agency identifies and documents outside agency support.**

Description

The agency has identified and documented outside support from numerous different agencies. The department has received assistance from other city departments as defined in the City of Shelby *Multi-Hazards Plan*. The plan clearly states the duties and assignments city staff members for activation of the Emergency Operations Center (EOC) or when other support is needed. The City of Shelby maintains an emergency operations center that has been updated to the new Police Department for incidents primarily affecting the city. Where a widespread crisis or disaster event exceeds the capabilities and/or the territory of the city, the Cleveland County Emergency Management Director is activated and acts as the point for command and control. Within the Cleveland County *Emergency Multi Hazard Plan* is the framework for the duties of The American Red Cross, the Cleveland County Department of Social Services, and the Cleveland County Health Department, among others. The department also has documented role and responsibilities for mutual aid from Cleveland Volunteer Fire Department, Number 7 Volunteer Fire Department and Shanghai Volunteer Fire Department with *GOG 300.01-Service Delivery of Fire & Rescue Services*, *301.01-Incident Management*, and *GOG 505.01-Shelby-Cleveland County Regional Airport*. Alternate forms of outside reinforcements include assorted mutual aid agreements with the State of North Carolina *Statewide Emergency Management Mutual Aid and Assistance Agreement*, Cleveland County's *Emergency Multi Hazard Plan*, and the Fire & Rescue Department's *GOG 300.02 Mutual-aid Response Protocol*



Appraisal

The City of Shelby *Multi-Hazards Plan* has served to define the roles and responsibilities of supporting departments for emergency operations. The county manager completes an annual review of the Cleveland County Emergency Operations Multi Hazard Plan, and the plan has been exercised every five-years in accordance with FEMA regulations. The State of North Carolina last reviewed the *Statewide Emergency Management Mutual Aid and Assistance Agreement* in September of 2016.

Plan

The City and Fire and Rescue Department will maintain the existing relationships with all outside agencies as well as identify partnerships with others as needs arise. Plans to revise the Multi-Hazards Plan were initiated in July of 2018 with the completion of the Fire and Rescue section scheduled by the end of the current fiscal year for review by city manager and plan approval by city council. The plan will then have an annual schedule of review by department director and the city manager. The agency will implement a schedule to review all agreements with outside entities to ensure proper support and precision.

References

City of Shelby; *City of Shelby Multi-Hazards Plan*
Cleveland County; *Emergency Operations Multi Hazard Plan*
Fire & Rescue Department; *GOG 300.01-Service Delivery of Fire & Rescue Services*
Fire & Rescue Department; *GOG 301.01-Incident Management*
Fire & Rescue Department; *GOG 300.02 Mutual-aid Response Protocol*
Fire & Rescue Department; *GOG 505.01-Shelby-Cleveland County Regional Airport*
State of North Carolina; *Statewide Emergency Management Mutual Aid and Assistance Agreement 2016*



5D.4 The agency has processes to record information and provide data on needed resources, scope, nature of the event, and field resources deployed to local, state/provincial, and federal agencies.

Description

The agency uses Incident Command System forms and tactical benchmark worksheets to record information and provide data on needed resources, scope, nature of event, and field resources deployment for emergency incidents, and for multi-hazards as in defined the *City of Shelby Multi-Hazards Plan*. Some of the most common Incident Command System forms the department uses are specified in *GOG 600.01 Severe Weather Hurricane Operations* and *GOG 600.02 Winter Storm Operations* located on the City of Shelby computer server system. The policies are accessible from any computer able to connect to the city network. On emergency operations the department can access the Incident Command System forms in the command vehicle via hard copy or on the command vehicle laptop. Incident Commanders also use hard copy tactical benchmarks worksheets to develop incident action plans for needed resources on emergencies found in the command vehicle guided by *GOG 301.01 Incident Management*.

Appraisal

The agency has a history of using proper Incident Command System forms and tactical benchmark worksheets during emergency operations and multi-hazard incidents. The department has used the Incident Command System forms during winter storm 2011, Party Rock forest fire 2017, and Hurricane Florence deployment 2018. The tactical benchmark worksheets have been used by Incident Commanders on numerous different structure fires. The forms have also been reviewed once a year while reviewing *GOG 600.01 Severe Weather Hurricane Operations* and *GOG 600.02 Winter Storm Operations* following *GOG 200.00 Policy Development and Administration*.



Plan

The department will continue to utilize, train yearly, and stay abreast of changes to the Incident Command System forms provided by the Federal Emergency Management Agency. The department will also continue to use the tactical benchmark worksheets to develop incident action plans and needed resources for smaller scale incidents.

References

City of Shelby; *City of Shelby Multi-Hazards Plan*
Fire & Rescue Department; Screenshot of ICS Forms Folder
Fire & Rescue Department; *GOG 200.00-Policy Development and Administration*
Fire & Rescue Department; *GOG 301.01-Incident Management*
Fire & Rescue Department; *GOG 600.01-Severe Hurricane Operations*
Fire & Rescue Department; *GOG 600.02-Winter Storm Operations*



5D.5 The agency, at least annually, conducts tests of and evaluates the all-hazards plan and domestic preparedness, planning, and response program.

Description

The agency conducts operational tests of the *City of Shelby Multi-Hazards Plan* at least twice a year. The all-hazards plan is tested yearly following the specifications set in *GOG 600.01 Severe Weather Hurricane Operations* and *GOG 600.02 Winter Storm Operations*, and those policies are reviewed annually as provided by *GOG 200.00-Policy Development and Administration*. Additionally, the agency conducts an annual exercises in conjunction with other city department during the hazardous materials program critical tasking exercises. The Fire & Rescue Department also participates in multi-jurisdictional exercises consistent with the Cleveland County *Emergency Operations Multi Hazard Plan* on a yearly basis.

Appraisal

The City of Shelby and the Fire and Rescue Department have proper policies and procedures to direct an all hazard incident, and the Fire and Rescue Department conducts annual tests and reviews of the plan. While the city does not specify a timeframe for conducting operational tests of the city multi-hazard plan or the emergency action plan, the Fire & Rescue Department has completed multi-jurisdictional exercise simulations with the City of Shelby Water & Sewer Department and the Cleveland County Hazardous Materials Response Team (CCHMRT) which have served as a methodology to jointly test both city and county operational plans. Additionally, the agency has participated in the annual active shooter exercises with city and county law enforcement agencies. Cleveland County performs an annual operational test of its *Emergency Operations Multi Hazard Plan*, but the plan is only required to be reevaluated every five years. The annual test of the plan for the last three years has been a release of hazardous materials at the City of Shelby Water Treatment Plant.



Plan

The Fire and Rescue Department will continue testing the *City of Shelby Multi-Hazards Plan* and *Safety and Health Policy and Procedure Manual; Policy 1910.38-Emergency Action Plan* on a yearly basis and will ensure that other pertinent city departments are included as appropriate for the exercise. The Fire and Rescue Department will also take the lead role in working with the City's Safety and Risk Management Coordinator to review, evaluate and revise the *City of Shelby Multi-Hazards Plan and the Safety and Health Policy Procedure Manual; Policy 1910.38-Emergency Action Plan* as needed on a yearly basis. Finally the Fire and Rescue Department collaborate with Cleveland County Emergency Management to review, evaluate, and revise Cleveland County's emergency operations plan and continue to participate in annual multi-jurisdictional exercises.

References

City of Shelby; *City of Shelby Multi-Hazards Plan*

City of Shelby; *Safety and Health Policy and Procedure Manual; Policy 1910.38-Emergency Action Plan*

Cleveland County; *Emergency Operations Multi Hazard Plan*

Fire & Rescue Department; *GOG 200.00 Policy Development and Administration*

Fire & Rescue Department; *GOG 600.01 Severe Weather Hurricane Operations*

Fire & Rescue Department; *GOG 600.02 Winter Storm Operations*

Fire & Rescue Department & Cleveland County Hazardous Material Team: *Screen Shot Target Solutions March 2017*



5D.6 The agency conducts and documents a vulnerability assessment and has operational plans to protect the agency's specific critical infrastructure, including but not limited to materials, supplies, apparatus, facilities security, fuel, and information systems.

Description

The agency has two major means of assessing vulnerable critical infrastructure. The first assessment is the establishment of risk hazard zones throughout the City of Shelby. The risk hazard zones assist in defining the mutual aid response found in *GOG 300.02 Mutual-aid Response Protocol*, and *Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage*. The department has a second means of assessing critical infrastructure during emergencies and disasters found in *GOG 600.01 Severe Weather Hurricane Operations* and *GOG 600.02 Winter Storm Operations*. The agency also has security measures in place for critical infrastructure specific to the Fire & Rescue Department. All city firehouses are secured with locks and keypad entry locks for security. The facilities have a video monitoring system at multiple outside locations as well. The supplies and equipment are stored in a specific area in each building and remain secure. Computers in the fire station are on the City's network maintained internally by the office of Information Systems. Each employee has a user profile that requires a password for use. From the City's standpoint, through a federal mandate issued in the wake of the terrorist attacks of September 11, 2001, the City Water Department completed a water system vulnerability assessment in 2004, and it cannot be released by law. Water lines and natural gas pipelines are mapped in GIS to identify critical control valves that can be opened or closed remotely to control flow as needed. The City has proprietary fuel dispensing facilities located at a secured site on West Grover Street. The fueling station has a self-closing gate with keypad entry, and the pumps are controlled requiring a key and pin code. The computer automated fuel pump system was installed by Veeder-Root Systems and monitored in house by the office of Information Systems.



Appraisal

The department has conducted some vulnerability assessment using hazard risk zones and operational plans regarding the security of the department's critical infrastructure as found in *GOG 300.02 Shelby Mutual Aid Box Alarm*, *GOG 600.01 Severe Weather Hurricane Operations*, and *GOG 600.02 Winter Storm Operations*. However, the agency has not performed a formal vulnerability assessment and put operational plans in place for critical infrastructure. Each city department is tasked with completing a vulnerability assessment of their section of the plan.

Plan

The department will take a lead role to work with the City to develop a more comprehensive vulnerability assessment and operational plan to protect secure the department's specific critical infrastructure, as well as other critical City infrastructure including but not limited to equipment, fuel, supplies, apparatus, and facilities. The assessments and operational plans will then be added into the *City of Shelby Multi-Hazards Plan*. The department will also work with Cleveland County to assist in developing the assessments and continue with damage assessment operations found in Cleveland County's *Emergency Operations Multi Hazard Plan*.

References

City of Shelby; *City of Shelby Multi-Hazards Plan*

Cleveland County; *Emergency Operations Multi Hazard Plan*

Fire & Rescue Department; *Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage*. (Appendix C). City of Shelby. Fire & Rescue Department.

Fire & Rescue Department; *GOG 300.02 Mutual-aid Response Protocol*

Fire & Rescue Department; *GOG 600.01 Severe Weather Hurricane Operations*

Fire & Rescue Department; *GOG 600.02 Winter Storm Operations*



5D.7 The agency has a documented Continuity of Operations Plan (COOP), that is reviewed and updated at least every 5 years, to ensure essential operations are maintained.

Description

The Fire & Rescue Department has provisions in place to provide for the continuous operation of the agency. *GOG 200.07 Continuity of Operations and Emergency Order of Succession* provides guidance for an organized and logical order of succession of department leadership in routine and emergency circumstances to ensure a continuous provision of fire and rescue public safety services. The policy works in conjunction with agency's leave management policy, the city personnel policy and safety manuals, and city and county multi-hazard plans.

Appraisal

The continuity of operations policy was put into effect in 2017 which codified what had been previous past practice in the Fire & Rescue Department. The provisions of the policy have been frequently utilized for routine acting officer appointments. For instance, the fire chief has appointed one of the division chiefs as acting chief in situations where he has been out of town, and most recently the *Division Chief; Logistics & Enforcement Services* served as the interim fire marshal until that position was filled. The provisions within the *emergency order of succession* section have not had the occasion to be put into effect since the adoption of the policy.

Plan

The agency will comply with the provisions of the policy for routine and emergency appointments of acting or interim officers to maintain seamless delivery of fire and rescue public safety services and will review and review and update the policy on an annual basis to ensure consistency with other policies, organizational practices or changes in state or federal regulations.



References

City of Shelby; *City of Shelby Multi-Hazards Plan*

City of Shelby; *Safety and Health Policy and Procedure Manual; Policy 1910.38-Emergency Action Plan*

Cleveland County; *Emergency Operations Multi Hazard Plan*

Fire & Rescue Department; *GOG 200.00 Policy Development and Administration*

Fire & Rescue Department; *GOG 200.07 Continuity of Operations, and Emergency Order of Succession in the Fire & Rescue Department.*

Fire & Rescue Department; *GOG 300.01 Service Delivery of Fire & Rescue Services*



5D.8 The agency has processes in place for intelligence sharing with other public safety agencies.

Description

The agency participates in a collaborative effort of sharing information and intelligence with local and state public safety agencies. Key staff from the Fire & Rescue Department are members of the *Local Emergency Planning Committee (LEPC)* which brings representatives from county emergency management, local emergency responders, the public health system, non-profit disaster relief agencies, and local industry together on a quarterly basis to share information related to a variety of crisis, disaster, and public health related issues and topics of concern to the region. The department is a member of the *Cleveland County Firefighters Association (CCFA)* which meets quarterly for the purpose of collaboration among the fifteen (15) fire departments in the county; the fire chief is a member of the executive board. The agency is an active member of the *Western North Carolina Association of Firefighters (WNCAFF)* which represents over three-hundred (300) fire departments in western North Carolina. The *WNCAFF* meets quarterly across the region bringing member departments together along with state agencies such *NC Emergency Management, Forest Service, and Office of the State Fire Marshal (OSFM)* to collaborate and share critical information. The *WNCAFF* is the regional liaison to both the *North Carolina State Firefighters Association (NCSFA)* and the *North Carolina Association of Fire Chiefs (NCAFC)*, and the agency is an active member in both of the associations. Additionally, all Cleveland County public safety agencies have capacity to directly communicate with each other in real time during a crisis or disaster incident using the unified 800mhz digital communications system. The system also provides connectivity to the *North Carolina VIPER* statewide communications network.

Appraisal

The *Training & Emergency Management Officer* has served as the agency's principal representative to the *LEPC* for the last three (3) years and has regularly attended the quarterly meetings along with other key staff members. The Fire & Rescue Department has been



represented at all CCFA board and general meetings. The agency has sent representatives to the quarterly regional association meetings and the annual state conferences and two staff-members from the Fire & Rescue Department currently serve on the executive boards. Participation in the boards and associations has provided the agency with critical information that affect the delivery of public safety services. The communications system has provided for a standardized and cohesive method to communicate with other local public safety agencies during multi discipline or cross jurisdictional operations.

Plan

The agency will continue to attend meetings and conferences at the local, regional and state level for the purpose of collaboration and sharing of intelligence across local and state public safety service providers, and will seek opportunity to continue its long standing practice of promoting agency representatives to serve on various executive boards as those opportunities arise.

References

Cleveland County; *Emergency Operations Multi Hazard Plan*
Fire & Rescue Department; *GOG 300.04 Radio System, Communications & Equipment*
Cleveland County Local Emergency Planning Committee Meeting minutes.
Cleveland County Firefighters Association. Meeting minutes.



Category V

Criterion 5E: Fire Suppression

The agency operates an adequate, effective, efficient, and safe fire suppression program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific fire suppression programs.

Summary:

The agency manages an adequate, effective, and efficient fire suppression program aimed towards the containment and extinguishment of various types of fires. Life safety and fire suppression are priorities clearly covered in the agency's mission statement. The agency is devoted towards being the guardians of life, safety, and property by administering a competent and capable fire suppression program for residents, visitors, and commerce in the city. The agency organizes the delivery of the fire suppression program service from (3) three strategically located firehouses which include four (4) staffed fire companies. The agency operates two (2) engine companies, (1) squad company (a quint apparatus operated primarily as an engine), one (1) ladder/heavy rescue company, one (1) battalion chief. Additionally the Fire & Rescue Department maintains two (2) pieces of reserve apparatus, one (1) brush truck, and support and administrative vehicles.

General Operating Guidelines (GOG) instruct and govern agency members on fire suppression activities. GOGs help to cultivate consistency and stability in fire suppression across the three platoons in the Operations Division. For incident operations management and accountability of personnel and resources, the agency follows the principals set forth by the National Incident Management System (NIMS). The agency also completes comprehensive incident response



plans to assure appropriate allocation and distribution of resources throughout the coverage areas.

The effectiveness of the agency is performed through analysis from quarterly *Fire-Stats Meetings* and monthly *Chief Officer Planning Meetings*. Moreover, the administration division of the agency evaluates the efficiency and effectiveness through the annual budgeting process where appropriate modifications and adjustments occur as needed.



Performance Indicators:

CC 5E.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of fire suppression incident(s).

Description

The agency meets its stated staffing requirements, response times, pumping capacity, apparatus and equipment deployment objectives for fire suppression program incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned platoon duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. Additional chief officer operational support is outlined *GOG 301.05-Division Command Officer* and *GOG 301.06 Incident Safety Officer* where deployment of an additional chief officer and/or safety is factored in circumstances of confirmed building fires.

The agency's apparatus are purchased meeting the requirements of the National Fire Protection Association (*NFPA*) *1901: Standard for Automotive Fire Apparatus*. The inventory of equipment on apparatus meet the requirement of the *North Carolina Rating & Response System (NCRRS)*



for fire suppression activities. The apparatus and associated equipment are inspected by the apparatus operator on a daily basis following *SF&R Inventory Check Sheet*. Next, routine maintenance and inspection of the apparatus is performed weekly utilizing the *SF&R Apparatus and Equipment Check Sheet*. The agency's class A pumping capacity is 9,000gpm and a capacity of 6,000gpm is delivered to moderate risk structure fires. The deployment of apparatus and equipment can be found in the agency's *GOG 300.01-Service Delivery* and the *Standard of Cover (SOC)* document which outlines established baseline standards and benchmark statements for response to structural fire emergencies for *minimal*, *moderate*, *significant* and *maximum* type incidents. The agency's actual performance relative to the baselines and benchmark for structural fire suppression is consistent with the established baseline standards and benchmark statements contained in the agency's standard of cover and is consistent with industry standards.

Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for *minimal* and *moderate* type fire suppression program incidents; and supplemented by personnel under automatic or mutual aid agreements for *significant* or *maximum* risk incidents. The agency has provided for an additional chief officer and/or a safety officer in addition to the ERF response compliment at structure fires of moderate or higher risk.

The Fire & Rescue Department has maintained its fleet and equipment consistent with the requirements of the NCRRS and recognized industry standards. In 2016 the agency improved its overall class A pumping capacity from 8,750gpm to 9,000gpm where a new quint apparatus was



purchased and an aging reserve engine was retired from service. The agency's practice of daily and weekly inventory of equipment and apparatus maintenance has served to maintain the apparatus in a high state of operational readiness and has met the requirements for the NCRRS.

The agency's actual performance relative to the baselines and benchmarks for structural fire suppression is consistent where the agency has established an *ERF* to *minimal* risk incidents with up to two (2) pieces of apparatus (1,500-3,000gpm) with a compliment of three (3) to nine (9) personnel, and to *moderate* risk incidents with four (4) pieces of apparatus (6,000gpm) with between fourteen (14) and (16) personnel. During the 2014-2019 accreditation cycle, the department has consistently exceeded its baseline response times in both urbanized and rural-non urban areas, and the agency has also met or exceeded its benchmark response times in all areas except travel time for first due unit missing it by an average of only two (2) seconds. The agency met its travel time for the first unit benchmark in rural-non urban all five years and in the urban classification two out of the five years for all *minimal* and *moderate* risks. For *significant* risk incidents the agency has added an additional engine (1,500gpm) to the *moderate ERF* resources through specific automatic aid agreements with a compliment of three (3) to (4) personnel, and relied on the county-wide mutual aid agreement for *maximum* risk incidents which can bring an additional three (3) pieces of apparatus (4,500gpm) and generally nine (9) to twelve (12) firefighting personnel.

Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy. The Fire & Rescue Department will evaluate methods that will permit the agency to report actual performance to *urban* criteria for the fire suppression program by the next accreditation site visit in 2024.

References

GOG 200.01 Leave Management. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.



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- GOG 200.04 Emergency Notification and Recall to Duty.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 204.01 Relief Staff Program.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.01 Service Delivery of Fire and Rescue Service.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.02 Shelby Mutual Aid Resource Deployment.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.05 Division Command Officer.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.06 Incident Safety Officer.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage. Section E, Section F, Appendix D.* [Data File]. City of Shelby. Fire & Rescue Department.
- NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments – Chapter 5* (2016 edition). [Data File]. National Fire Protection Agency.
- NFPA 1901: Standard for Fire Automotive Apparatus* (2016 edition). [Data File]. National Fire Protection Agency.
- North Carolina Rating Response Schedule Exhibit 2 Apparatus Sheets.* (2017). [Data File]. North Carolina Department of Insurance. Office of the State Fire Marshal.
- Shelby Fire and Rescue Apparatus and Equipment Check Sheet.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Engine 31 Inventory Check Sheet.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Operations Report.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.



CC 5E.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The Fire & Rescue Department uses the *National Incident Management Systems (NIMS)* to maintain and manage assignments and resources for all emergency and non-emergency incidents. *NIMS* uses the *Incident Command System* to expand or contract to fulfill the management needs of every call for service from single unit responses to multi-jurisdictional emergencies. *GOG 301.01 Incident Management* and *GOG 300.03 Fire & Rescue Resource Identification Protocol* outline the expected use of *ICS* and official terminology for all agency members. The agency trains all personnel to a minimum *ICS* level found in *GOG 202.03 Certification Containing Education and Development*, of *ICS* 100, 200, 700 and 800, and all company officers and higher must obtain *ICS* 300 and 400 certifications. The agency also holds at least one annual refresher training and policy review on *NIMS/ICS* to ensure members are conditioned for proficiency in all incident command practices. Over this accreditation cycle, two additional policies were added to clarify to all members where the increase staff of Chief Officers falls in the *ICS* structure upon arrival with *GOG 301.05 Division Command Officer* and *GOG 301.06 Incident Safety Officer*.

Appraisal

The incident management/command system utilized by the agency has been used on all emergency incidents since the creation of *GOG 301.01 Incident Management*. The framework established by the principals of *NIMS* has allowed for a smooth transition of command when working with mutual aid companies or responding to outside agencies calls for service. Annual refresher training also provided for a seamless transition into the an established *ICS* set-up over the past accreditation cycle with staff members assisting in the response to wildfires western North Carolina at the Party Rock and McDowell County Fire and recent deployment of resources to the coastal region of the state in 2018 during Hurricane Florence. Besides emergency response, *ICS* has successfully functioned in annual local and national events in the City



including the American Legion World Series and the 7th Inning Stretch concerts, the Cleveland County Fair, and the Music, Mush & Mutts Festival.

Plan

The agency will continue to operate under the framework provided by *NIMS* and *ICS* on emergent and non-emergent incidents and will stay abreast of any changes to *NIMS* to adapt as necessary. The Fire Suppression Program Manager (battalion chief), in conjunction with the Training and Emergency Management Chief, will be responsible for ensuring proper in-service training to all members for annual refresher training, as well as training all new staff members and newly appointed Officers in the minimum requirements stated in *GOG 202.03 Certification Continuing Education and Development*.

References

- GOG 202.03 Certification, Continuing Education and Professional Development*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.03 Fire & Resource Identification Protocol*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.01 Incident Management*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.05 Division Command Officer*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.06 Incident Safety Officer*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Lake Lure Deployment 11-15-16*. (2016). [Data File]. City of Shelby. Fire & Rescue Department.
- Training Sign-In Sheet NIMS/ICS Refresher*. (2018). [Data File]. City of Shelby Fire & Rescue Department.
- Target Solutions Report NIMS-ICS Credentials*. (2018). [Data File]. Target Solutions.



CC 5E.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the fire suppression program and its impact on meeting the agency's goals and objectives.

Description

The Fire & Rescue Department evaluates its Fire Suppression program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the third quarter *Fire-Stats* meeting where the Fire Suppression program is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The program manager for the Fire Suppression program has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its CFAI accreditation cycle in 2017.

Plan

Beginning in the 2019-2020 fiscal year, the agency will include more hard data in its analysis of its Fire Suppression program with more focus on the separation of urban and rural data. The Fire Suppression program manager will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The Division Chief of Operations and Personnel will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

- Shelby Fire and Rescue Annual Report 2015-2016 Fire Suppression Program.* (October 11, 2016). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Annual Report 2016-2017 Fire Suppression Program.* (July 5, 2017). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Annual Report 2017-2018 Fire Suppression Program.* (July 12, 2018). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Calendar Snapshot Fire-stats meeting 3rd Quarter 2019.* (April 5, 2019). [Image File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Chief Officer Planning Meeting Agenda.* (November 27, 2018). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Program Assignments Chief Officers.* (April 20, 2018). [Data File]. City of Shelby. Fire & Rescue Department.



Category V

Criterion 5F: Emergency Medical Services (EMS)

The agency operates an EMS program that provides the community with a designated level of out-of-hospital emergency medical care.

NOTE: EMS is a major element of many fire service agencies. Fire service personnel are frequently the first responder to medical emergencies. For that reason, emergency medical response can be organizationally integrated with fire suppression activity. Care should be exercised not to create a priority or resource allocation conflict between the two program activities. Agencies that only provide first responder services must also complete this criterion.

Summary:

The *Cleveland County Emergency Medical Service (CCEMS)* is the primary provider of basic and advanced pre-hospital emergency care and transport in the county and is under the authority of Cleveland County government. The *Shelby Rescue Squad Incorporated (SRS)* is a supporting agency providing basic pre-hospital emergency care and transport in Shelby and portions of Cleveland County. The Fire & Rescue Department is a supporting agency providing basic *non-transport* pre-hospital emergency care within the city limits of Shelby. All agencies operate under a system of medical direction and control through *Atrium Health-Cleveland* which owns and operates Cleveland County's two hospitals. Both supporting agencies operate under the umbrella of CCEMS's supervision and protocols. The Fire & Rescue Department is responsible for responding to those medical emergencies defined as *Delta* level incidents in the city and is primarily tasked with providing basic life support and medical intervention in advance of the arrival of, and/or in direct support of CCEMS and SRS operations. A response assignment by the agency to a medical emergency consists of at least one engine company with a compliment of at least three firefighters, equipped with a compliment of basic-life life support medical equipment, an automatic external defibrillator (AED), and a suction unit. The agency has established baseline and benchmark total travel time *urban* and *rural* classified areas of the city.



Under the supervision of CCEMS, the agency follows the *North Carolina College of Emergency Physicians* protocols and staff members are required to be credentialed as North Carolina *Emergency Medical Technician-Basic (EMT-B)* within thirty-six months of employment with the Fire & Rescue Department. The agency participates in CCEMS's *quality improvement (QI)* program where incidents are audited and reviewed by a committee to analyze the overall effectiveness of the pre-hospital medical service delivery system in Cleveland County. Fire & Rescue staff members are required to maintain ninety-six (96) hours of *continuing education units (CEU's)* during the four (4) year certification period to maintain current as an EMT-B. The training is sourced through the *Cleveland Community College* and is taught in intervals of four (4) hours every other month by qualified instructors. The continuing education provides recurring training in medical procedures and interventions, legal and privacy issues, and changes in local and state emergency medical protocols

As the lead agency, the *Cleveland County Emergency Medical Service* collects and stores *patient care records (PCR)* including medical history, personal data and insurance information falling under the *Health Insurance & Portability Act of 1996 (HIPPA)*. Where the *Shelby Rescue Squad* is the transporting agency, it collects HIPPA related data for the PCR and enters it into the data collection system. All patient care related data is stored and maintained by *CCEMS* within their records management system. The Fire & Rescue Department's data collection is limited to satisfying reporting criteria for NFIRS such as such as complainant name, location of the incident, and general incident coding.



Performance Indicators:

CC 5F.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of emergency medical incident(s).

Description

The agency meets its stated staffing requirements, response times, apparatus, and equipment deployment objectives for emergency medical program incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned platoon duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief and each carry a compliment of medical equipment and supplies. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. The agency's apparatus and equipment deployment objectives for its emergency medical services program are achieved with the daily compliment of personnel and equipment on the apparatus. The agency provides emergency medical services in conjunction with the *Cleveland County Emergency Medical Services* which acts as the primary provider. The agency's *standard of cover (SOC)* document outlines established baseline standards and benchmark statements for response to emergency medical incidents. Service delivery for emergency medical services is outlined in *GOG 300.01-Service Delivery*.



Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for emergency medical services related incidents. The apparatus and staffing assignments have provided the agency the capacity to service up to four (4) emergency medical service type incidents simultaneously.

The agency's actual performance relative to the baselines and benchmarks for emergency medical services is consistent where the agency has established an *ERF* to *minimal, moderate, significant, and maximum* risk incidents with up to two (2) pieces of apparatus with a compliment of three (3) to four (4) personnel. During the accreditation period, the agency responded to those medical emergencies classified in the SOC as *significant* risks.

Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy.

References

- North Carolina Office of Emergency Services (2016, November 21). Emergency Medical Technician (EMT) Education. from http://www.ncdhhs.gov/dhsr/EMS/pdf/emt_1100.pdf
- Shelby Fire and Rescue. (2013). *GOG 300.01 Service Delivery of Fire & Rescue Services*.
- Shelby Fire and Rescue. (2012). *GOG 202.03 Certification, Continuing Education & Professional Development*.
- Shelby Fire and Rescue. (2015). *GOG 200.01 Leave Management*.
- Shelby Fire and Rescue. (2014). *GOG 204.01 Relief Staff Program*.



Fire & Rescue Department. (2017) 2019-24 *Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage*. Section B, Section C, Section D, Section E, Section F.



CC 5F.2 The agency has standing orders/protocols in place to direct EMS response activities to meet the stated level of EMS response.

Description

The Fire & Rescue Department follows the *North Carolina College of Emergency Physicians (NCCEP)* protocols with certain local option drug interventions and equipment provisions as specified. The protocols are administered locally through medical control by the *Atrium Health System* in the county's hospitals, and implemented by *Cleveland County Emergency Medical Service (CCEMS)*. The agency operates at the North Carolina EMT-B level and is under the general field supervision of CCEMS during emergency medical operations. The continuing education program includes recurring training on existing and revisions to protocols and staff members have ready access to editions of the protocols in the field.

Appraisal

The last significant revision of the medical protocols was conducted and approved in 2018. The continuing education program administered by the *Cleveland County Community College* has provided regular training on updates and revisions to ensure staff members remain current with all state protocols and to remain consistent with certification requirements. An edition of the local NCCEP protocols has been placed in the cab of each online apparatus operated by the agency.

Plan

The agency will continue follow the locally administered NCCEP protocols under the field supervision of CCEMS. The agency will continue to ensure that regular continuing education is provided to keep certified staff member's current with changes in emergency medical practice and procedures in pre-hospital emergency care.



References

Cleveland County Emergency Medical Services. (2018). NCCEP Protocols 2018. Cleveland County
GOG 300.01 Service Delivery of Fire & Rescue Services. City of Shelby. Fire & Rescue Department.

North Carolina Office of Emergency Services (2016, November 21). Emergency Medical Technician (EMT) Curricula Education. from http://www.ncdhhs.gov/dhsr/EMS/pdf/emt_1100.pdf.



CC 5F.3 The agency has online and offline medical control.

Description

The *Cleveland County Emergency Medical Services (CCEMS)* coordinates all online medical control in the field. CCEMS communicates with medical control physicians by radio or mobile telephone. The Fire & Rescue Department operates in the field under the general supervision of CCEMS and does not utilize online medical control procedures. In situations where the agency is operating outside of direct supervision of CCEMS, the agency follows the offline protocols. Offline medical control is available to the agency by the published medical protocols references within internal policy and local *North Carolina Emergency Physicians (NCCEP)* protocol's. A copy is located on each front line fire company. The agency's policies are published to a local intranet site.

Appraisal

Online medical control has been exclusively coordinated between CCEMS and the medical control physicians at the county hospitals. The agency has operated under the supervision of CCEMS for online medical control. The agency has had access to offline medical control consisting of standing order protocols on EMS scenes when operating independent of CCEMS supervision. The offline medical control has consisted of standing orders and procedures contained within the local NCCEP protocol.

Plan

The agency will continue to operate directly under the supervision of CCEMS for online medical control and utilize standing orders and protocols for offline medical control in circumstances where the Fire & Rescue Department is operating outside of direct supervision. The agency will ensure current editions of local NCCEP protocols are accessible to staff members in the field.

References

Cleveland County Emergency Medical Services. (2018). NCCEP Protocols 2018.
Cleveland County, NC.



CC 5F.4 The agency creates and maintains a patient care record, hard copy or electronic, for each patient encountered. This report contains provider impression, patient history, data regarding treatment rendered, and the patient disposition recorded. The agency must make reasonable efforts to protect reports from public access and maintain them as per local, state/provincial, and federal records retention requirements.

Description

The *Cleveland Emergency Medical Services (CCEMS)* is the lead pre-hospital care provider in Cleveland County and maintains relevant patient information including history, treatment(s) rendered and disposition of the incident in its patient care report (PCR). All patient information covered under the *Health Care Protection and Portability Act of 1996 (HIPPA)* is maintained by CCEMS. Reporting by the agency is limited to collecting non-treatment data for reporting to the *National Fire Incident Reporting System (NFIRS)*. The agency's records management system is password encrypted and the programming and data is stored on dedicated secured servers on the City of Shelby intranet system.

Appraisal

The collection, reporting and storage of patient care related data and information has been under the authority of the CCEMS. The agency's data collection for medical related incidents has been limited specifically to non-patient related data for NFIRS reporting.

Plan

The Fire & Rescue Department will continue to collect NFIRS specific data for reporting on the medical related incidents in the city it responds and defer all patient care specific collection, reporting and data storage to the CCEMS as outlined in local NCCEP protocols.



References

- Cleveland County Emergency Medical Services. (2018). NCCEP Policies 2018. Cleveland County
- Shelby Fire and Rescue. (2013). *GOG 300.01 Service Delivery of Fire & Rescue Services*.



CC 5F.5 The agency has a Health Insurance Portability and Accountability Act (HIPAA) or equivalent (e.g., Freedom of Information and Protection of Privacy [FOIP] for Canada) compliance program in place for the EMS program that meets federal and state/provincial guidelines, and all personnel are properly trained in HIPAA/FOIP regulations and procedures.

Description

The *Health Care Protection and Portability Act of 1996 (HIPPA)* compliance program is contained in EMT-B initial training and continuing education programs administered by the *Cleveland Community College*. Fire & Rescue Department staff members receive initial training and then regular continuing education training concerning patient's rights under HIPAA and personal and agency responsibility with protecting the privacy of the persons under their care in a pre-hospital medical setting.

Appraisal

Fire & Rescue Department staff-members have received training in patient rights under HIPPA regulations as a part of coursework for initial certification as an EMT-B. Once certified, staff members receive annual HIPPA refresher training through the EMT in service training administered by the Cleveland Community College Emergency Training Center. The compliance program methodology has worked successfully to provide compliance training to all certified staff members.

Plan

The agency will continue using the EMT-B continuing education program as its HIPPA compliance program to ensure all certified personnel receive initial and continuing training on HIPPA regulations and procedures.



References

North Carolina Office of Emergency Medical Services. (2016, November 21). Emergency Medical Technician Curriculum. from <http://cccfirtraining.com/emtcurri.pdf>

North Carolina Office of Emergency Services (2016, November 21). Emergency Medical Services.

Cleveland County Emergency Medical Services. (2018). NCCEP Policies 2018. Cleveland County.



5F.6 The agency has a quality improvement/quality assurance program (QI/QA) in place to improve system performance and patient outcomes.

Description

There are both quality improvement and quality assurance programs in place within the emergency medical services system. The quality assurance program for all pre-hospital medical care consists of an audit review panel of twelve paramedics and the EMS Training Officer from *Cleveland County Emergency Medical Service (CCEMS)* along with an advisory board of physicians and nurses from the local hospitals in the Atrium Health System serving Cleveland County and representatives from each of the prehospital care providers that operate in the system. The agency is under the supervision of the quality management committee. *Patient Care Record's (PCR)* are randomly sampled for review by the panel. Additionally, PCR's may be specifically submitted for review due to unusual circumstances surrounding the medical incident. Analysis by the review panel is incorporated into continuing education to improve the pre-hospital medical delivery system. Where negligence or misapplied protocols are performed by Fire & Rescue Department personnel it is noted by the audit review panel; and the CCEMS Director or the training officer contact the Fire Chief for appropriate personnel action to be taken. The quality assurance committee meets bi-monthly under normal conditions.

Formal review of PCR's also occurs on a monthly basis by the CCEMS quality improvement committee which consists of CCEMS Field Training Officers, the CCEMS Training Officer, EMS Director, Medical Director along with representatives from each prehospital care provider in the system and Cleveland County Communications. The review process is much the same as that of the quality assurance program, but with more of the emphasis on the training aspect of the system. The quality improvement committee meets on a monthly basis.



Appraisal

The audit review panel has met at least quarterly to complete reviews of selected PCR's. The medical control and CCEMS controls and enforces all reviews from medical calls. In 2015 the agency established representation on the quality improvement committee and has maintained regular attendance since. In 2018 the agency established representation on the quality assurance committee.

Plan

The agency will continue to submit to the QI and audit reviews as configured. The agency plans to continue to provide representation to both of the review committees.

References

- Cleveland County EMS. (2018). *EMS Quality Assurance Committee 2018*.
- Cleveland County EMS. (2018). *QI Membership List 2018*
- Cleveland County EMS. (2018). *QI monthly meeting minutes*



CC 5F.7 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the Emergency Medical Services program and its impact on meeting the agency's goals and objectives.

Description

The Fire & Rescue Department evaluates its Emergency Medical Services program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its Emergency Medical Services program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the first quarter *Fire-Stats* meeting where the Emergency Medical Services program is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The Emergency Medical Services program manager has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its CFAI accreditation cycle in 2017.

Plan

Beginning in the 2017-18 fiscal year, the agency will include more hard data in its analysis of its Emergency Medical Services program. The program manager of the Emergency Medical Services program will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The Division Chief of Operations and Personnel will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

Fire-stats meeting schedule and assignments. City of Shelby. Fire & Rescue Department.
Chief Officer Planning Meeting Agenda. October 30, 2018. City of Shelby. Fire & Rescue Department.



5F.8 The agency has developed a plan or has already implemented a cardio pulmonary resuscitation (CPR) and public access defibrillation program for the community.

Description

The agency partners with Cleveland County Emergency Medical Services (CCEMS) to participate in a program provided by CCEMS, that places AED's in emergency vehicles throughout Cleveland County. This program makes AED's more readily available over a wide geographic area. The agency also participates in a City of Shelby safety program that places AED's in all city owned public buildings. In addition to AED accessibility each member of the agency is required to obtain and maintain the American Heart Association's CPR Certification.

Appraisal

The program partnership with CCEMS originally used grant money to place AED's on frontline emergency apparatus. The program has altered over time to provide annual maintenance, updates and replacement of AED's purchased by the agency which are now in place on all of the agencies frontline apparatus as well as assigned support vehicles. The program has placed approximately 80 AED's in emergency vehicles throughout Cleveland County in fire departments, rescue squads, and law enforcement vehicles. With the addition of five (5) new AED's in 2018 that were placed in support vehicles, the agency now has twelve (12) AED's in the program. In 2018 the City of Shelby implemented a safety program which placed an AED in each city owned public building. Each of the agencies three (3) facilities were equipped with an AED through this program. The agencies employees are certified in CPR through the American Heart Association during obtaining the NC EMT Basic certification. Annual renewal is required as part of the NC EMT certification renewal requirements and is administered annually through the agencies EMT in-service training program by Cleveland Community College and the American Heart Association.



Plan

The agency plans to continue to participate in current programs and practices that make AED's and cardio pulmonary resuscitation readily available to the community which it serves. The agency also plans to take advantage of any future opportunities to increase the number of AED's that are readily available to the public. The agency will continue to partner with Cleveland Community College and the American Heart Association for training and upgrades as needed.

References

- Cleveland County Emergency Medical Services. (2018). NCCEP Protocols 2018. Cleveland County
- North Carolina Office of Emergency Services (2016, November 21). Emergency Medical Technician (EMT) Curricula Education. from http://www.ncdhhs.gov/dhsr/EMS/pdf/emt_1100.pdf
- Cleveland Community College (2019) Shelby Fire and Rescue 2019 EMT Inservice Training Schedule.



Category V

Criterion 5G: Technical Rescue

The agency operates an adequate, effective, efficient, and safe program directed toward rescuing trapped or endangered persons from any life-endangering cause (e.g., structural collapse, motor vehicle extrication, swift & still water, confined space, trench collapse, machinery entanglement and low & high angle). The agency must conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific technical rescue programs. Agencies that only provide first responder services must also complete this criterion.

Summary:

The agency responds to a variety of technical rescue incidents within the city. Staff members are required to have North Carolina Rescue Technician certification within thirty-six (36) months of employment and the agency requires additional certification in at least one specialty rescue certification (high angle, low angle, structure collapse, swift water, etc.). All operating companies are capable of delivering technical rescue services. The engines are equipped with hydraulic spreaders, rams and a compliment of basic equipment. The agency's ladder and heavy rescue apparatus are equipped with the majority of the department's low and high angle rope rescue equipment, extensive extrication equipment, cribbing and various other specialty rescue tools and equipment. The staff members assigned to the Ladder Company are tasked with deploying those resources and assumes the primary role as the rescue company during a technical rescue type emergency. Mitigation of rescue incidents can range from a single company to a first alarm assignment.

The Fire & Rescue Department is a partnering agency with Cleveland County in an *Urban Search and Rescue (CCUSAR)* team to provide additional equipment, resources and expertise in specialized rescue situations such as swift & still water, confined space, and structural collapse. Equipment and resources are staged on specialized trailers located in the city and in the county to respond to emergency incidents as needed. Specially trained personnel are sourced from city and



county public safety agencies. The agency does not provide advanced rescue service in dive, mine/tunnel, or wilderness rescue and will rely on mutual aid resources to provide those services.



CC 5G.1 Given the agency's standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and level of risk of a technical rescue incident(s).

Performance Indicators:

Description

The agency meets its stated staffing requirements, response times, apparatus, and equipment deployment objectives for technical rescue program incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned platoon duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. Staff members are required hold *NC Rescue Technician* certification and then obtain various specialty rescue certifications. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members.. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. Additional chief officer operational support is outlined *GOG 301.05-Division Command Officer* and *GOG 301.06 Incident Safety Officer* where deployment of an additional chief officer and/or safety is factored in circumstances of significant technical rescue incidents.

The agency's apparatus are specified to meet the requirements of the National Fire Protection Association (*NFPA 1901: Standard for Automotive Fire Apparatus*). The inventory of equipment



on the apparatus meet the requirement of the *North Carolina Rating & Response System (NCRRS)* and the *North Carolina Association of Rescue and Emergency Medical Services (NCR-EMS)*. The agency is credentialed as a *heavy rescue service provider*. The apparatus and associated equipment are inspected by the apparatus operator on a daily basis following the *SF&R Inventory Check Sheet*. Next, routine maintenance and inspection of the apparatus is performed weekly utilizing the *SF&R Apparatus and Equipment Check Sheet*. The deployment of apparatus and equipment can be found in the agency's *GOG 300.01-Service Delivery* and the *Standard of Cover (SOC)* document which outlines established baseline standards and benchmark statements for response to technical rescue operations for *minimal, moderate, significant* and *maximum* type incidents. The agency's actual performance relative to the baselines and benchmark for technical rescue services is consistent with the established baseline standards and benchmark statements contained in the agency's standard of cover and is consistent with industry standards.

Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for *minimal moderate, and significant* type technical rescue program incidents; supplemented by the resources from the *CCUSAR* for *maximum* incidents. The agency has provided for an additional chief officer and/or a safety officer in addition to the ERF response compliment at technical rescue incidents of *significant* or higher risk.



The Fire & Rescue Department has maintained its fleet and equipment consistent with the requirements of the *NCRRS*, the *NCR-EMS* and recognized industry standards. In 2017-18 the agency replaced its existing rescue apparatus, purchased additional technical rescue related equipment, and received credentialing as a heavy rescue provider by rescue association. The agency's practice of daily and weekly inventory of equipment and apparatus maintenance has served to maintain the apparatus in a high state of operational readiness and has met the requirements for the *NCRRS* and *NCR-EMS*.

The agency's actual performance relative to the baselines and benchmarks for technical rescue is consistent where the agency has established an *ERF* to *minimal* risk incidents with up to two (2) pieces of apparatus with a compliment of three (3) to nine (9) personnel, and to *moderate*, *significant*, and *maximum* risk incidents with four (4) pieces of apparatus with between fourteen (14) and (16) personnel. For *maximum* risk incidents the agency has relied on the availability of the *CCUSAR* to supplement the compliment of resources with specialty rescue equipment and expertise which brings an additional three (3) to twelve (12) personnel depending on the incident.

Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy. The Fire & Rescue Department will evaluate methods that will permit the agency to report actual performance to *urban* criteria for technical rescue emergency incidents by its next accreditation site visit in 2024.

References

Fire & Rescue Department; *GOG -200.01: Leave Management*
Fire & Rescue Department; *GOG-300.01: Service Delivery*
Fire & Rescue Department; *Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage*. Section E, Section F, Appendix D.
SF&R Apparatus and Equipment Check Sheet. SF&R Inventory Check Sheet.



5G.2 The agency establishes minimum training and operational standards; compliant with local, state/provincial, and national standards, and that all personnel who function in the technical rescue program meet training and operational standards.

Description

All staff members are required to be certified North Carolina Technical Rescuer within thirty-six months of employment. The agency also encourages staff members to certify in at least one (1) rescue specialty. (Swift water, high angle, confined space, trench, etc.). Staff members regularly participate in basic level refresher training in each rescue discipline the Fire & Rescue Department provides on at least an annual basis. This training allows for firefighters not certified in special certification to still play an active support role on the emergency scene. The agency also has cooperative policies with the *Cleveland County Urban Search & Rescue (CCUSAR)* that dictate how technical rescue operations are to be managed.

Appraisal

The agency has required and provided the technical initial and continuing training needed to provide competent technical rescue services. General operating guidelines are in place through the partnership with *CCUSAR* that lay the ground work for technical rescue operations. Since technical rescue operations are a key component of the agency it is essential that the necessary training be in place to keep staff member efficient on these incidents when they occur.

Plan

The agency has required and provided the technical initial and continuing training needed to provide competent technical rescue services. General operating guidelines are in place through the partnership with Cleveland County USAR that lay the ground work for technical rescue operations. Since technical rescue operations are a key component of the agency it is essential that the necessary training be in place to keep staff member efficient on these incidents when they occur.



References

- Fire & Rescue Department; *GOG 300.01-Service Delivery*
- Fire & Rescue Department; *GOG 501.01- Structural Collapse*
- Fire & Rescue Department; *GOG 502.01- Trench Rescue*
- Fire & Rescue Department; *GOG 503.01- Confined Space Rescue*
- Fire & Rescue Department; *GOG 504.01- Water Rescue*



CC 5G.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the technical rescue program and its impact on meeting the agency's goals and objectives. This appraisal must include a full-scale evaluation of the response components, including mutual aid, when part of the deployment model.

Description

The Fire & Rescue Department evaluates its Technical Rescue program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formula contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its Technical Rescue program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the second quarter *Fire-Stats* meeting where the Technical Rescue program is specifically examined in-depth. The analysis provided during the meetings has historically been broad in nature and additional statistical data needs to be provided. The Technical Rescue program manager has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its CFAI accreditation cycle.

Plan

Beginning in the 2017-18 fiscal year, the agency will include more hard data in its analysis of its Technical Rescue program. The Technical Rescue program manager will be responsible for collecting and presenting relevant information and data at monthly and quarterly meetings. The



Division Chief of Operations and Personnel will be responsible for providing proper training to the responsible parties to allow them to collect the data.

References

Fire Programs operations manual

Target Solutions operations manual

Technical Rescue Annual Report. (consolidated). City of Shelby. Fire & Rescue Department.



Category V

Criterion 5H: Hazardous Materials (Hazmat)

The agency operates an adequate, effective, and efficient hazardous materials program directed toward protecting the community from the hazards associated with fires and uncontrolled releases of hazardous and toxic materials.

NOTE: Hazardous material emergencies, spills, releases, or accidents have become a major function of fire service agency activity. Hazardous materials response is a complex undertaking, and considerable knowledge and resources are required to cope with these types of emergencies. Such incidents may require the integration or coordination of several agencies. The local fire agency has generally become the lead agency during the destabilized emergency portion of the incident.

Summary:

The agency responds to a variety of hazardous material incidents within Shelby. Staff members are required to be credentialed as *North Carolina Hazardous Materials Responder-Operations Level* at, or within 36 months of employment. Twenty-five (25) staff members are specialty certified to *Hazardous Materials Responder-Technician Level* and they are distributed among the three (3) platoons. All operating companies are capable of delivering hazardous material services to the *operations level* and online fire apparatus are equipped with a hazardous gas monitor, reference materials, basic protective equipment and a compliment of basic tools. Mitigation of hazardous materials type incidents can range from a single company to a first alarm assignment. The Fire & Rescue Department has the capability to deploy an initial response of resources and equipment to mitigate an *operations level* incident.

The Fire & Rescue Department is a partnering agency with Cleveland County in a hazardous materials (haz-mat) response team that provides additional equipment, resources, and expertise up to the *technician level* for hazardous material emergencies in the county. Haz-mat team



members are trained to the *technician level* and are sourced from the county's various public safety agencies including the Fire & Rescue Department. Since 2015 the agency has extensively increased the number of members on the *Cleveland County Hazardous Materials Response Team (CCHMRT)* and strengthened its relationship with the team through joint training and representation. Specialized tools and equipment are staged in dedicated trailers located at the *Cleveland County Law Enforcement Center* in Shelby which are readily deployable by team members. Once co-joined with these resources, the agency has the capability of functioning up to the *technician level*. Additionally, Cleveland County is served *North Carolina Regional Response Team's (RRT)* located in Charlotte (NC) and Asheville (NC). The agency has established baseline and benchmark total travel time to hazardous material incidents in *urban* and *rural* classified areas of the city.



Performance Indicators:

CC 5H.1 Given the agency's standards of response coverage and emergency deployment objectives, the agency meets its staffing, response time, apparatus and equipment deployment objectives for each type and magnitude of hazardous materials emergency incidents.

Description

The agency meets its stated staffing requirements, response times, apparatus, and equipment deployment objectives for hazardous material program incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned platoon duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. Staff members are required hold *NC Hazardous Material Responder* certification at or within thirty-six months of employment and many staff-members hold certification at the technician level. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. Additional chief officer operational support is outlined *GOG 301.05-Division Command Officer* and *GOG 301.06 Incident Safety Officer* where deployment of an additional chief officer and/or safety is factored to hazardous material incident of operational significance.



Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for *minimal moderate*, and *significant type hazardous material* program incidents; supplemented by the resources from the *CCHMRT* for *maximum* incidents. The agency has provided for an additional chief officer and/or a safety officer in addition to the ERF response compliment at hazardous material incidents of *significant* or higher risk.

The Fire & Rescue Department has maintained its fleet and equipment consistent with the requirements of the *NCRRS* and recognized industry standards. In 2017-18 the agency replaced its existing rescue apparatus which offered the capacity to store additional hazardous material program related tools and equipment to enhance the delivery of services. The agency's practice of daily and weekly inventory of equipment and apparatus maintenance has served to maintain the apparatus in a high state of operational readiness and has met the requirements for the *NCRRS*.

The agency's actual performance relative to the baselines and benchmarks for hazardous materials is consistent where the agency has established an *ERF* to *minimal* risk incidents with up to two (2) pieces of apparatus with a compliment of three (3) to nine (9) personnel, and to *moderate, significant, and maximum* risk incidents with four (4) pieces of apparatus with between fourteen (14) and (16) personnel. For *maximum* risk incidents the agency has relied on the availability of the *CCHMRT* to supplement the compliment of resources with specialty



hazardous material related tools, monitoring equipment, supplies and expertise which brings an additional six (6) to twelve (12) personnel depending on the incident.

Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy. The Fire & Rescue Department will evaluate methods that will permit the agency to report actual performance to *urban* criteria for hazardous material emergency incidents by its next accreditation site visit in 2024. Additionally, the agency will continue to collaborate with *City of Shelby Utilities-Storm-water Division* to source program related tools, equipment and supplies for ready deployment on the heavy rescue apparatus to further improve delivery of services in the hazardous material program.

References

- Shelby Fire and Rescue. (2013). *GOG 300.01 Service Delivery of Fire & Rescue Services*.
- Shelby Fire and Rescue. (2012). *GOG 202.03 Certification, Continuing Education & Professional Development*.
- Shelby Fire and Rescue. (2015). *GOG 200.01 Leave Management*.
- Shelby Fire and Rescue. (2014). *GOG 204.01 Relief Staff Program*.
- Fire & Rescue Department. (2017) *2019-24 Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage*. Section B, Section C, Section D, Section E, Section F.
- Cleveland County Hazardous Materials Response Team 2017 Roster
- Shelby Fire and Rescue Department Hazardous Materials Technician Distribution
- Shelby Fire and Rescue Department Daily Equipment Checklist, Heavy Rescue 28



5H.2 The agency maintains appropriate training, operations policies, and documentation that response personnel are compliant with all applicable hazardous materials regulations and laws.

Description

The minimum training and operational standards are established by the *North Carolina Office of the State Fire Marshal Training Division* and are in accordance with OSHA CRF 29-1910.120 and NFPA 472. The agency requires that all members obtain the 38 hour Hazardous Materials Operations Certification as part of department policy *GOG 202.03 Certification, Continuing Education and Development*. The *Cleveland County Hazardous Materials Response Team (CCHMRT)* requires the 80 hour Hazardous Material Technician certification at the technician level on the team. An ongoing training schedule coordinated with all participating team agencies and the CCHMRT coordinator. The agency maintains internal training documentation within the Target Solutions platform. At hazardous materials emergencies the agency operates under the Cleveland County Multi-hazard plan. This plan ensures compliance with OSHA CFR 29-1910.120 for both on scene operations and continuing training.

Appraisal

The operations and technician level training have sufficiently met the needs of the agency. The agencies operational guidelines along with the Cleveland County Multi-hazard Plan have been effective in ensuring appropriate operational principals and hazardous materials response.

Plan

The agency will continue to schedule and obtain the required hours of training in order to maintain certifications at both levels of hazardous materials response. The agency will continue to follow all agency operational guidelines and the *Cleveland County Multi-hazard Plan* to ensure operational regulations are followed. The current version of the Multi-hazard Plan is under revision and scheduled to take effect in 2020, at that time the agency will follow the guidelines set forth within the revised edition of the plan.



References

Shelby Fire and Rescue. (2012). *GOG 202.03 Certification, Continuing Education & Professional Development*.

Cleveland County Multi-Hazard Response Plan

Shelby Fire and Rescue Department. 2015-18 Target Solutions Haz-Mat Training Summary



CC 5H.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the Hazardous Materials program and its impact on meeting the agency's goals and objectives.

Description

The Fire & Rescue Department evaluates its Hazardous Materials program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the first quarter *Fire-Stats* meeting where the Hazardous Materials program is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The Battalion Chief over the Hazardous Materials program has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its CFAI accreditation cycle in 2017.

Plan

Beginning in the 2018-19 fiscal year, the agency will include more hard data in its analysis of its Hazardous Materials program. The Battalion Chief over the Hazardous Materials program will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The Assistant Chief of Operations and Personnel will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

Fire-stats meeting 2nd & 3rd Quarter 2016. December 6, 2016. City of Shelby Fire & Rescue Department.

Chief Officer Planning Meeting Agenda. March 2, 2016. City of Shelby Fire & Rescue Department.

Hazardous Materials Operations Annual Report, 2017-18. City of Shelby Fire and Rescue Department.



5H.4 The agency complies with all aspects of applicable hazardous material regulations such as, annual refresher training, medical monitoring of response personnel, annual physical examinations as applicable per standards, and exposure record retention.

Description

The agency conducts annual refresher training that meets the requirements of the North Carolina Office of State Fire Marshal (NCOSFM) Insurance Services Office (ISO). The *CCHMRT* requires all members to complete annual training to meet the requirements of OSHA CFR 29-1910, 120 and NFPA 472 as outlined in the Cleveland County Multi-hazard plan, pages 84-90. The *Cleveland County EMS* responds to all incidents that require the response of the *CCHMRT* to perform pre-entry and post-entry medical monitoring of all response personnel. In order to meet the requirements of OSHA CFR 29-1910, 120 both the agency and the *CCHMRT* require that each member pass an annual physical examination, administered by an approved medical provider. Both the agency and the *Cleveland County Hazardous Materials Response Team* maintain records of responder exposure for any hazardous substance. These exposure records are maintained for the lifetime of the individual.

Appraisal

The agency's methods of complying with hazardous materials regulations have been effective. Records have been maintained for annual refresher training and physical examinations. Medical monitoring has been insured by adherence to the *Cleveland County Communications* response protocol. Annual Hazardous Materials Technician level and Operations level refresher training has been scheduled through the agencies training division and the *CCHMRT* coordinator to meet requirements to maintain certification levels. Pre-entry and post-entry medical monitoring has been sufficient to monitor the physical condition of personnel at incident scenes.



Annual physical examinations scheduled and coordinated by the Fire & Rescue Department have served as an effective method of monitoring the medical condition of responders associated with the agency. Exposure record retention serves as effective method of maintaining a historical record of responder exposure should the need arise.

Plan

The agency will continue to schedule and meet the required hours of training to maintain certification in all levels. Medical monitoring will continue to be performed upon each entry that requires the response of the hazardous materials response team. Annual physicals will continue to be scheduled each year by the Operations Division. The exposure record retention system will continue to be maintained as needed by both the agency and the Cleveland County Hazardous materials response team.

References

Cleveland County Multi-Hazard Response Plan



Category V

Criterion 5I: Aviation Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward an aviation accident or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide aircraft crash/rescue protection on airfields or that have identified an aircraft emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific aviation rescue and firefighting services program. Simply because aircraft fly over the jurisdiction is not reason enough to require this criterion be completed.

If it determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The Fire & Rescue Department provides emergency services to the Shelby-Cleveland County Regional airport. The 5002 feet long runway is operated by the City of Shelby and regularly experiences corporate and general aviation type air traffic. The department is responsible for responding to and mitigating emergencies all emergencies occurring on airport property. Aircraft crashes, in-flight emergencies, fuel spills, hydraulic landing gear failures, smoke or fire aboard inflight aircraft, are examples of the types of aviation type emergencies the Fire and Rescue is prepared to mitigate.

The agency also responds to incidents involving Med-Center Air, the transport rotary wing unit of the *Atrium Health System* which serves the *Atrium Health-Cleveland Medical Center*. This risk is largely limited to the property and immediate area of the medical center campus.



Incidents involving distressed or aircraft receive the full response capabilities of the Shelby Fire and Rescue Department. In the event of a downed aircraft the Fire and Rescue Department receives automatic aid from the Shanghai Volunteer Fire Dept. The airport is not 14 CFR part 139 certified thus specialized ARFF response vehicles are not required. The staff of the Fire & Rescue Department are trained and certified to North Carolina Aircraft, Crash, Fire & Rescue standards. It is important to note the agency provides service using structural firefighting apparatus and equipment.



Performance Indicators:

CC 5I.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agent requirements, apparatus, and equipment deployment objectives for each type and magnitude of aviation incident.

Description

The agency meets its stated staffing requirements, pumping capacities, and apparatus deployment objectives for *aviation rescue & firefighting (ARFF)* emergency incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned platoon duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. Staff members hold *NC Aircraft Crash Fire & Rescue* certification. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. Additional chief officer operational support is outlined *GOG 301.05-Division Command Officer* and *GOG 301.06 Incident Safety Officer* where deployment of an additional chief officer and/or safety is factored in circumstances of confirmed aircraft crashes.

The agency's apparatus are purchased meeting the requirements of the National Fire Protection Association (*NFPA*) *1901: Standard for Automotive Fire Apparatus*. The inventory of equipment



on apparatus meet the requirement of the *North Carolina Rating & Response System (NCRRS)* for fire suppression activities. The apparatus and associated equipment are inspected by the apparatus operator on a daily basis following *SF&R Inventory Check Sheet*. Next, routine maintenance and inspection of the apparatus is performed weekly utilizing the *SF&R Apparatus and Equipment Check Sheet*. The agency's Class A pumping capacity is 9,000gpm with a capacity of 6,000gpm delivered to *moderate risk*, and 7,500gpm delivered to *significant risk* aviation type emergencies. The deployment of apparatus and equipment can be found in the agency's *GOG 300.01-Service Delivery* and the *Standard of Cover (SOC)* document which outlines established baseline standards and benchmark statements for response to aviation type emergencies for *minimal, moderate, significant* and *maximum* type incidents. The agency's actual performance relative to the baselines and benchmark for ARFF fire suppression is consistent with the established baseline standards and benchmark statements contained in the agency's standard of cover and is consistent with industry standards

Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for *minimal* and *moderate* type *ARFF* program incidents; and supplemented by personnel under automatic or mutual aid agreements for *significant* or *maximum* risk incidents. The agency has provided for an additional chief officer and/or a safety officer in addition to the ERF response compliment at structure fires of moderate or higher risk.



The Fire & Rescue Department has maintained its fleet and equipment consistent with the requirements of the NCRRS and recognized industry standards. In 2016 the agency improved its overall Class A pumping capacity from 8,750gpm to 9,000gpm where a new quint apparatus was purchased and an aging reserve engine was retired from service. The agency's practice of daily and weekly inventory of equipment and apparatus maintenance has served to maintain the apparatus in a high state of operational readiness and has met the requirements for the NCRRS.

The agency's actual performance relative to the baselines and benchmarks for *ARFF* is consistent where the agency has established an *ERF* to *minimal* risk incidents with up to two (2) pieces of apparatus (1,500-3,000gpm) with a compliment of three (3) to nine (9) personnel, and to *moderate* risk incidents with four (4) pieces of apparatus (6,000gpm) with between fourteen (14) and (16) personnel. For *significant* risk incidents the agency has added an additional engine (1,500gpm) to the *moderate ERF* resources through specific automatic aid agreements with a compliment of three (3) to (4) personnel, and relied on the county-wide mutual aid agreement for *maximum* risk incidents which can bring an additional three (3) pieces of apparatus (4,500gpm) and generally nine (9) to twelve (12) firefighting personnel.

Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy. The Fire & Rescue Department will evaluate possible methods that will permit the agency to report actual performance to *suburban* criteria by its next accreditation site visit in 2024.

References

Shelby Fire & Rescue GOG 505.01; Shelby- Cleveland County Regional Airport
Shelby Fire & Rescue GOG 300.01; Service Delivery
Rules and Regulations of the Shelby- Cleveland County Regional Airport
Fire & Rescue Department; Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage. Section B



CC 5I.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the aviation rescue and firefighting services program and meeting the agency's goals and objectives.

Description

The agency appraises the aviation firefighting and rescue program effectiveness through the department's annual report and by reviewing policy and procedures associated with aviation firefighting and rescue response (*GOG-505.01*). Any additions or modifications to policy made are communicated to the department through electronic email. Response time goals are detailed by policy. The department responds to very few incidents each year.

Appraisal

The appraisal process is limited due to the infrequent number of incidents occurring at the airport. The department will incorporate the current post-incident review process used for structure fires into a method to review aviation firefighting and rescue incidents as seen in *GOG-203.01; Post Incident Review*.

Plan

The agency will research expanding the post incident review process to include evaluating the effectiveness of the aviation firefighting and rescue program.

References

Fire & Rescue Department. (2010). *GOG- 505.01; Shelby-Cleveland County Regional Airport*
Fire & Rescue Department. (2009). *GOG-203.01; Post Incident Review*



Category V

Criterion 5J: Marine and Shipboard Rescue and Fire Fighting Services

The agency operates an adequate, effective, efficient, and safe program directed toward a marine or shipboard fire or incident occurring at or in the immediate area.

This criterion report should be completed by agencies that have direct responsibility for operating programs that provide marine and shipboard firefighting and/or rescue services or that has identified a marine emergency in the immediate area as a highly probable hazard in Category II to determine the need for specific marine and shipboard rescue and firefighting services program.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The agency does not identify marine emergencies as a highly probable hazard in the City of Shelby. The geographical location and topography of the response area within the city limits does not require the department to be responsible for marine and/or shipboard firefighting emergency activities, and there are no navigable bodies of water located in or around the city that would require these efforts. Therefore, this performance indicator does not apply to the Fire and Rescue Department.



Performance Indicators:

CC 5J.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), extinguishing agency requirements, apparatus, and equipment deployment objectives for each type and magnitude of marine and shipboard incident.

Description

Due to the coverage area of the Fire and Rescue Department not including navigable bodies of water to require these efforts, no special considerations have been given to marine and shipboard incidents. These competencies are not applicable to the Fire and Rescue Department.

Appraisal

Plan

References



CC 5J.2 The agency conducts a formal and documented appraisal, at least annually, that includes an analysis of response procedures, equipment, training, and after action reports to determine the effectiveness of the marine and shipboard rescue and firefighting services program and meeting the agency's goals and objectives.

Description

Due to the coverage area of the Fire and Rescue Department not including navigable bodies of water to require these efforts, no special considerations have been given to marine and shipboard incidents. So there is no need for a formal and documented appraisal of marine and shipboard rescue and firefighting services program. These competencies are not applicable to the Fire and Rescue Department.

Appraisal

Plan

References



Category V

Criterion 5K: Wildland Fire Services

The agency operates an adequate, effective, and efficient program directed toward a wildland fire.

This criterion report applies to agencies that have direct responsibility for operating programs that provide wildland firefighting. The agency should address this criterion if there is an identified wildland risk in the risk-assessment commensurate with Category II, and/or if there are apparatus in service which directly support wildland fire services, which may include suppression, mitigation, and educational components.

If the agency determines this criterion is not applicable, the agency should still provide a brief explanation of why it does not provide this program.

Summary:

The agency does not identify a direct wildland risk in the assessment of risk commensurate with Category II. There is not a high probability hazard in the City that is specific to wildland firefighting services or the required equipment and training to specifically include it as program area in Category 5. The agency does identify an *urban rural interface firefighting program* which is accounted for in Criterion 5L. The urban rural interface program encompasses non-structural fires to include; grass, brush and woods, rubbish and trash, dumpster containers, and motor vehicles. In the case of any major wildland type fire impacting the city, the resources of the North Carolina Forestry Services would be utilized. Therefore, this performance indicator does not apply to the Fire and Rescue Department.



Performance Indicators:

CC 5K.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), apparatus, and equipment deployment objectives for each type and magnitude of wildland fire services incident.

Description

Due to the coverage area of the Fire and Rescue Department, the agency does not possess the need or have special consideration specifically devoted to wildland firefighting services. The small number of annual brush or grass fires are factored in *Criterion 5L Urban-Rural Interface Firefighting Program*. This core competency is not applicable to the Fire and Rescue Department.

Appraisal

Plan

References



CC 5K.2 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the wildland fire services program, to include suppression, mitigation, educational activities, and its impact on meeting the agency's goals and objectives.

Description

Due to the coverage area of the Fire and Rescue Department, the agency does not possess the need or have special consideration specifically devoted to wildland firefighting services. The small number of annual brush or grass fires are factored in *Criterion 5L Urban-Rural Interface Firefighting Program*. As such a formal and documented appraisal of a wildland firefighting service program is not warranted. This core competency is not applicable to the Fire and Rescue Department.

Appraisal

Plan

References



5K.3 The agency has developed a wildland risk assessment including: a fuel management plan, fire adaptive communities plan, and an inspection and code enforcement program.

Description

Due to the coverage area of the City of Shelby, the agency does not possess the need or have special consideration devoted to wildland firefighting services. The grass, brush and woodland fires that do occur are factored in *Criterion 5L Urban-Rural Interface Firefighting Program*. While the agency has not been required to specifically complete the noted plans, a Community Wildfire Protection Plan for Cleveland County has been completed by the North Carolina Forest Service which includes the incorporated boundaries of Shelby. This competency is not applicable to the Fire and Rescue Department.

Appraisal

Plan

References

Shelby Fire Department Community Wildfire Protection Plan (2010). [Data File]. State of North Carolina. North Carolina Forestry Service.



CC 5K.4 The agency conducts or participates in a wildland fire training and certification/qualification program that meets wildland fire services operational needs and complies with local, state/provincial, and national/international standards.

Description

Due to the coverage area of the Fire and Rescue Department, the agency does not possess the need or have special consideration specifically devoted to wildland firefighting services. The small number of annual brush or grass fires are factored in *Criterion 5L Urban-Rural Interface Firefighting Program*. The training and certifications applicable to brush and grass fires are included within *the urban and rural interface program*. This core competency is not applicable to the Fire and Rescue Department.

Appraisal

Plan

References



Category V

Criterion 5L: Urban-Rural Interface

The agency operates an adequate, effective, efficient, and urban-rural interface program directed toward controlling and/or extinguishing fires to protect people from injury or death and reduce property loss. If identified risks are outside the scope of the agency's capabilities, Category X performance indicators should address the agency's ability to receive aid from mutual aid partners in those areas. The agency should conduct a thorough risk-analysis as part of activities in Category II to determine the need for specific urban-rural interface programs.

Summary:

The agency manages an urban-rural interface firefighting program aimed towards the containment and extinguishment of various types of urban-rural interface fires occurring in the city to include motorized vehicles. Life safety and fire suppression are priorities clearly covered in the agency's mission statement. The agency is devoted towards being the guardians of life, safety, and property by administering a competent and capable urban-rural interface firefighting program for residents, visitors, and commerce in the city. The agency organizes the delivery of the urban-rural interface program service from (3) three strategically located firehouses which include four (4) staffed fire companies. The agency operates two (2) engine companies, (1) squad company (a quint apparatus operated primarily as an engine), one (1) ladder/heavy rescue company, one (1) battalion chief. Additionally the Fire & Rescue Department maintains two (2) pieces of reserve apparatus, one (1) brush truck, and support and administrative vehicles.

General Operating Guidelines (GOG) instruct and govern agency members on urban-rural interface activities. GOGs help to cultivate consistency and stability in the urban-rural interface program across the three platoons in the Operations Division. For incident operations management and accountability of personnel and resources, the agency follows the principals set forth by the National Incident Management System (NIMS). The agency also completes



comprehensive incident response plans to assure appropriate allocation and distribution of resources throughout the coverage areas.

The effectiveness of the agency is performed through analysis from quarterly *Fire-Stats Meetings* and monthly *Chief Officer Planning Meetings*. Moreover, the administration division of the agency evaluates the efficiency and effectiveness through the annual budgeting process where appropriate modifications and adjustments occur as needed.



Performance Indicators:

CC 5L.1 Given its standards of cover and emergency deployment objectives, the agency meets its staffing, response time, station(s), pumping capacity, apparatus, and equipment deployment objectives for each type and magnitude of urban-rural interface incident(s).

Description

The agency meets its stated staffing requirements, response times, pumping capacities, and apparatus and equipment deployment objectives for urban-rural interface program incidents. Of the agency's sixty-three (63) staff members, forty-eight (48) full-time staff members are assigned duties in the Operations Division, and nine (9) part-time staff members are assigned as needed to help backfill routine and unplanned staff vacancies among the three platoons. All staff members hold *NC Firefighter* certification and many hold specialty wild land fire suppression training from the *NC Forest Service*. The Fire & Rescue Department operates a single battalion consisting of two (2) engine companies, one (1) squad company (a quint apparatus primarily operated as an engine), one (1) ladder/heavy rescue company, and a battalion chief. A specialty brush truck is a readily deployable resource. All online companies maintain a staffing pattern of three (3) or four (4) firefighters; where an engine or squad company may be staffed with between three (3) or four (4) staff-members, and the ladder/heavy rescue company maintains a consistent staffing pattern of four (4) staff-members. The staffing on a platoon on a given day is between fourteen (14) and sixteen (16) on-duty staff members in the operations division, with the minimum threshold set at fourteen (14) staff members. The agency's staffing protocols are outlined in *GOG 200.01-Leave Management*, and in *GOG 204.01-Relief Staff Program*. Additional chief officer operational support is outlined *GOG 301.05-Division Command Officer* and *GOG 301.06 Incident Safety Officer* where deployment of an additional chief officer and/or safety is factored in circumstances of confirmed large scale urban-rural interface fires.



The agency's apparatus are purchased meeting the requirements of the National Fire Protection Association (*NFPA 1901: Standard for Automotive Fire Apparatus*). The inventory of equipment on apparatus meet the requirement of the *North Carolina Rating & Response System (NCRRS)* for fire suppression activities. The apparatus and associated equipment are inspected by the apparatus operator on a daily basis following *SF&R Inventory Check Sheet*. Next, routine maintenance and inspection of the apparatus is performed weekly utilizing the *SF&R Apparatus and Equipment Check Sheet*. The staff members assigned to the engine company at the *Grover Firehouse Fire Station 1* typically deploy the brush truck as found in *GOG 304.02-Brush Truck Deployment Protocol*. The agency's total class A pumping capacity is 9,000gpm with an additional 300gpm available with the brush truck. The deployment of apparatus and equipment can be found in the agency's *GOG 300.01-Service Delivery* and the *Standard of Cover (SOC)* document which outlines established baseline standards and benchmark statements for response to urban-rural interface firefighting emergencies for *minimal, moderate, significant* and *maximum* type incidents. The agency's actual performance relative to the baselines and benchmark for urban-rural interface firefighting is consistent with the established baseline standards and benchmark statements contained in the agency's standard of cover and is consistent with industry standards. The agency uses its community wildfire protection plan to provide guidance in the urban-rural interface program.

Appraisal

In 2014 the agency improved its minimum staffing threshold from thirteen (13) to fourteen (14) actual on-duty staff members in the Operations Division and enhanced its utilization of part-time and recalled full-time staff to better reflect *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. This has provided for an enhanced staffing pattern of between fourteen (14) and sixteen (16) actual on duty firefighters in the division and has met the *effective response force (ERF)* staffing requirements for *minimal* and *moderate* type urban-rural interface program incidents, and supplemented by personnel under



automatic or mutual aid agreements for *significant* or *maximum* risk incidents. The agency has provisions for an additional chief officer and/or a safety officer in addition to the ERF response compliment to urban-rural interface events of moderate or higher risk.

The Fire & Rescue Department has maintained its fleet and equipment consistent with the requirements of the NCRRS and recognized industry standards. In 2016 the agency improved its overall class A pumping capacity from 8,750gpm to 9,000gpm where a new quint apparatus was purchased and an aging reserve engine was retired from service. This brought the total pumping capacity to 9,300gpm when factoring the brush truck. Over the last several budget cycles, the department has made significant investments in wildland and interface related firefighting equipment. The agency's practice of daily and weekly inventory of equipment and apparatus maintenance has served to maintain the apparatus in a high state of operational readiness and has met the requirements for the NCRRS.

The agency's actual performance relative to the baselines and benchmarks for urban-rural interface is consistent where the agency has established an *ERF* to *minimal* risk incidents with up to three (3) pieces of apparatus consisting of up to two (2) engine companies and (1) brush truck (1,500 to 3,300gpm) with a compliment of three (3) to nine (9) personnel, and to *moderate* risk incidents with six (6) pieces of apparatus including the brush truck (6,300gpm) with between fourteen (14) and (16) personnel. For *significant* risk incidents the agency adds an additional engine, (1,500gpm) or a specialty apparatus to the *moderate ERF* resources through specific automatic aid agreements with a compliment of three (3) to (4) personnel; and relied on the county-wide mutual aid agreement for *maximum* risk incidents which can bring an additional three (3) pieces of apparatus (4,500gpm) and generally nine (9) to twelve (12) firefighting personnel. The agency may also request personnel and resources from the *NC Forest Service* through county emergency management under local or statewide mutual aid agreements.



Plan

The agency will monitor its actual performance relative to stated baselines and benchmarks consistent with its compliance verification strategy. The Fire & Rescue Department will evaluate methods that will permit the agency to report actual performance to *urban* criteria for the urban-rural interface program by the next accreditation site visit in 2024.

References

- GOG 200.01 Leave Management.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 200.04 Emergency Notification and Recall to Duty.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 204.01 Relief Staff Program.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.01 Service Delivery of Fire and Rescue Service.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.02 Shelby Mutual Aid Resource Deployment.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.05 Division Command Officer.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.06 Incident Safety Officer.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 304.02 Brush Truck Deployment Protocol.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Integrated Risk Management Plan: Community Risk Analysis & Standards of Coverage. Section E, Section F, Appendix D.* [Data File]. City of Shelby. Fire & Rescue Department.
- NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments – Chapter 5* (2016 edition). [Data File]. National Fire Protection Agency.
- NFPA 1901: Standard for Fire Automotive Apparatus* (2016 edition). [Data File]. National Fire Protection Agency.
- North Carolina Rating Response Schedule Exhibit 2 Apparatus Sheets.* (2017). [Data File].
- North Carolina Rating Response Schedule Exhibit 2 Apparatus Sheets – Engine 31.* (January 2019). [Data File]. North Carolina Department of Insurance. Office of the State Fire Marshal.
- Shelby Fire Department Community Wildfire Protection Plan* (2019). [Data File]. State of North Carolina. North Carolina Forestry Service.



- Shelby Fire and Rescue Apparatus and Equipment Check Sheet.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Apparatus and Equipment Check Sheet – Ladder 25.* (March 21, 2019). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Brush 37 Inventory Check Sheet.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Engine 31 Inventory Check Sheet.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Engine 32 Inventory Check Sheet (Completed).* (March 7, 2019). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Operations Report.* (current edition). [Data File]. City of Shelby. Fire & Rescue Department.



CC 5L.2 The agency uses a standardized incident command/management system, which is supported by agency policy and training programs.

Description

The Fire & Rescue Department uses the *National Incident Management Systems (NIMS)* to maintain and manage assignments and resources for all emergency and non-emergency incidents. *NIMS* uses the *Incident Command System* to expand or contract to fulfill the management needs of every call for service from single unit responses to multi-jurisdictional emergencies. *GOG 301.01 Incident Management* and *GOG 300.03 Fire & Rescue Resource Identification Protocol* outline the expected use of *ICS* and official terminology for all agency members. The agency trains all personnel to a minimum *ICS* level found in *GOG 202.03 Certification Containing Education and Development of ICS 100 and 200* and all company officers and higher to obtain *ICS 300* and *400* certifications. All agency members have also completed *IS 700* and *800* training. The agency also holds at least one annual refresher training and policy review on *NIMS/ICS* to ensure members are conditioned for proficiency in all incident command practices. Over this accreditation cycle, two additional policies were added to clarify to all members where the increase staff of Chief Officers falls in the *ICS* structure upon arrival with *GOG 301.05 Division Command Officer* and *GOG 301.06 Incident Safety Officer*.

Appraisal

The incident management/command system utilized by the agency has been used on all emergency incidents since the creation of *GOG 301.01 Incident Management*. The framework established by the principals of *NIMS* has allowed for a smooth transition of command when working with mutual aid companies or responding to outside agencies calls for service. Annual refresher training also provided for a seamless transition into the an established *ICS* set-up over the past accreditation cycle with staff members assisting in the response to wildfires western North Carolina at the Party Rock and McDowell County Fire and recent deployment of resources to the coastal region of the state in 2018 during Hurricane Florence. Besides emergency response, *ICS* has successfully functioned in annual local and national events in the City



including the American Legion World Series and the 7th Inning Stretch concerts, the Cleveland County Fair, and the Music, Mush & Mutts Festival.

Plan

The agency will continue to operate under the framework provided by *NIMS* and *ICS* on emergent and non-emergent incidents and will stay abreast of any changes to *NIMS* to adapt as necessary. The Urban-rural Interface Program Manager (battalion chief), in conjunction with the Training and Emergency Management Chief will be responsible for ensuring proper in-service training to all members for annual refresher training, as well as training all new staff members and newly appointed Officers in the minimum requirements stated in *GOG 202.03 Certification Continuing Education and Development*.

References

- GOG 202.03 Certification, Continuing Education and Professional Development*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 300.03 Fire & Resource Identification Protocol*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.01 Incident Management*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.05 Division Command Officer*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- GOG 301.06 Incident Safety Officer*. (current edition). [Data File]. City of Shelby. Fire & Rescue Department.
- Lake Lure Deployment 11-15-16*. (2016). [Data File]. City of Shelby. Fire & Rescue Department.
- Training Sign-In Sheet NIMS/ICS Refresher*. (2018). [Data File]. City of Shelby. Fire & Rescue Department.
- Target Solutions Report NIMS-ICS Annual Refresher Training*. (2019). [Data File]. Target Solutions.
- Target Solutions Report NIMS-ICS Credentials*. (2018). [Data File]. Target Solutions.



CC 5L.3 The agency conducts a formal and documented appraisal, at least annually, to determine the effectiveness of the urban-rural interface program and its impact on meeting the agency's goals and objectives.

Description

The Fire & Rescue Department evaluates its urban-rural interface firefighting program using the *CFAI self-assessment* format. The agency's monthly and quarterly meeting agendas follow the category and programming formulation contained in the *FESSAM* manual. This provides for a routine examination of the efficiency and effectiveness of the agency. An annual report of the program is compiled consistent with the fiscal year.

Appraisal

The meeting agenda format has provided the mechanism for the agency to analyze the effectiveness of its community risk reduction program throughout the year. The analysis has taken place during monthly chief officer staff meeting, and in the first quarter *Fire-Stats* meeting where the Urban-rural Interface program is specifically examined in-depth. However, the analysis provided during the meetings has historically been more anecdotal in nature and additional statistical hard data needs to be provided. The program manager for the Urban-rural Interface program has historically completed some form of annual report. The agency has adopted a schedule consistent with the fiscal year and its CFAI accreditation cycle in 2017.

Plan

Beginning in the 2017-18 fiscal year, the agency will include more hard data in its analysis of its urban-rural interface program. The program manager for the Urban-rural Interface firefighting program will be responsible for collecting and presenting relevant data at monthly and quarterly meetings. The Division Chief of Operations and Personnel will be responsible for providing proper in-service training to the program managers to allow them to collect the data.



References

- Shelby Fire and Rescue Annual Report 2015-2016 Urban-rural Interface Program.* (December 12, 2016). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Annual Report 2016-2017 Urban-rural Interface Program.* (July 5, 2017). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Annual Report 2017-2018 Urban-rural Interface Program.* (July 12, 2018). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Calendar Snapshot Fire-stats meeting 1st Quarter 2018.* (October 5, 2018). [Image File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Chief Officer Planning Meeting Agenda.* (November 27, 2018). [Data File]. City of Shelby. Fire & Rescue Department.
- Shelby Fire and Rescue Program Assignments Chief Officers.* (April 20, 2018). [Data File]. City of Shelby. Fire & Rescue Department.



Category VI: Physical Resources

Physical resources are defined as fire stations, training facilities, fire apparatus, and other capital expenditures and outlays that make up the property assets of an agency. Special attention is required to obtain and maintain appropriate quality physical resources.

Facilities that are leased and/or jointly operated may also be considered for agency use if this is accomplished in accordance with properly adopted and clearly established policies.

If work is contracted outside the agency and/or to another department within the parent agency, it is incumbent on the agency to ensure that facilities, equipment, staff, record keeping, and procedures are consistent with the performance indicators and core competencies listed herein.



Criterion 6A: Physical Resources Plan

Development and use of physical resources is consistent with the agency's established plans. A systematic and planned approach to the future development of facilities is in place.

Summary:

The Fire & Rescue Department works within the framework of adopted city plans, the agency's strategic plan, the city's *capital improvement plan (CIP)*, and the annual fiscal budget to ensure that existing and planned physical resources are able to meet the agency's service delivery needs and meet the community expectations. The agency currently operates out of three (3) firehouses to deliver fire and rescue services to the community. The location of facilities has historically been determined by actual or expected growth of the city.

The agency operates under the direction of a *council-manager* form of government and the fire chief is one of eight department directors reporting to the *city manager*. The chief meets with agency personnel to determine the direction and needs of the agency. The agency provides for staff member input through budget request forms for items needed related to equipment, facilities and fleet.



Performance Indicators:

6A.1 The development, construction, or purchase of physical resources is consistent with the agency's goals and strategic plan.

Description

The Fire & Rescue Department works within the framework of adopted city plans, the agency's strategic plan, the *capital improvement plan (CIP)*, and its annual fiscal budget to ensure that existing and future physical resources meet the needs of the agency and are consistent with community expectations. The *CIP* is used by all city departments for long range planning of capital items such as buildings, vehicles and large scale projects.

Appraisal

The agency has been involved in planning, development, design, and construction of physical resources. The agency's has worked to replace its fire apparatus and vehicles consistent with the schedule in the *CIP*. The siting of the city's firehouses has traditionally been determined by the growth of the city at the time of their construction.

Plan

The agency will continue to use the *CIP* process and replacement schedule to guide the purchase of fire apparatus and vehicles. The agency will review and evaluate its needs on all physical assets (buildings) to include facility renovation, relocation or additions which will be factored as appropriate in the *CIP* planning documents.

References

Fire & Rescue Department. *Capital Improvement Plan Workbook*.
Fire & Rescue Department. *2016-2020 Strategic Plan*
Shelby City Council Budget Meeting Minutes
Fire & Rescue Department; Email to staff requesting input
Fire & Rescue Department; Email of budget needs
Fire & Rescue Department Chief Officer Staff meeting Agenda





CC 6A.2 The governing body, administration, and staff are involved in the planning for physical facilities.

Description

The agency operates under a council-manager form of government. The agency's chief is one of eleven department directors reporting to the *City Manager* and represents the agency in all city budget and capital planning meetings. The agency's chief meets with the chief officers to determine the asset needs of the Fire & Rescue Department. The agency provides a means for staff members to submit budget request forms for items needed for physical facilities. The *capital improvement plan (CIP)* is the planning document for all major physical asset needs.

Appraisal

The agency's capital budget line items have provided for all physical facilities needs over the past years. The *Fire Chief* has served the agency as representative for the agency needs in city capital planning. The agency has followed the guidelines and schedule in the *CIP*.

Plan

The agency will continue to submit budget request forms for facility needs. The chief will represent the agency in strategic planning and budget sessions to determine physical asset needs of the Fire & Rescue Department. The agency will work within the *CIP* process and the annual fiscal year budget process to plan for future asset needs.

References

Fire & Rescue Department. *Capital Improvement Plan Manual*
Fire & Rescue Department. *Budget Request Form*
Shelby City Council Budget Meeting Minutes
Fire & Rescue Department; Email to staff requesting input
Fire & Rescue Department; Email of budget needs
Fire & Rescue Department Chief Officer Staff meeting Agenda





Criterion 6B: Fixed Facilities

The agency designs, maintains, and manages fixed facility resources that meet the agency's goals and objectives.

Summary:

The agency covers 22-square miles and over 20,000 citizens and currently operates out of three (3) firehouses. Each facility houses an engine company with the *Grover Street Firehouse* being the battalion house; housing the ladder-heavy rescue company, the battalion chief, the *Fire Marshal's Office* and administration. The existing facilities provide for current service delivery needs but do not provide for opportunity for expansion or service enhancements. An ALS ambulance from the *Cleveland County EMS (CCEMS)* is co-located at each firehouse and a Shelby Fire Inspector/Investigator is sited at the *Kings Road Firehouse*.

The agency routinely maintains its facilities. Daily station duties begin at 0800 or the start of the tour of duty. Thursdays are dedicated days to the upkeep of grounds. Fridays are dedicated to thoroughly cleaning the stations. Each platoon is responsible for certain quarterly maintenance tasks. Minor repairs to the facilities are handled by staff personnel. Major repairs are contracted to third party contractors. The Division Chief of Logistics and Enforcement is tasked with coordinating the agency's supply chain and repairs to facilities and grounds.

The agency has established baseline and benchmark standards of response based upon the population density in the city and it is meeting its baseline statements. As matter of practice, the agency's facilities are well kept and are keeping with codes and regulations. Facilities have been compliant at the time of their construction and brought up to current standards and codes as required when renovations or upgrades have been completed. The *capital improvement plan (CIP)* is the planning documents used to guide facility construction, renovation or replacement and functions within confines of the fiscal budget process. Facilities are subject to code enforcement inspections by the Fire Marshal's Office and the city safety committee performs monthly safety audits to ensure facilities are safe and remain current with the building code. The



agency has full use of the *Brown Emergency Training Center at Cleveland Community College (CCC)*.



Performance Indicators:

6B.1 Each function or program has adequate facilities and storage space. (e.g., operations, community risk reduction, training, support services, and administration).

Description

The Fire & Rescue Department's operations, code enforcement, training, support services and administration are coordinated from three firehouses located throughout the city. The *Grover Street Firehouse (1975)* is the agency's *battalion house* housing an engine company, the ladder company, the battalion chief, all code enforcement, administration and support services. The *Charles Road Firehouse (1979)* and the *Kings Road Firehouse (2000)* each house an engine company and resources supporting the agency's technical rescue services. An ALS ambulance from the *Cleveland County EMS* is based out of each facility, and a Shelby Fire Department Inspector/Investigator is located in the *Kings Road Firehouse*. The *Cleveland Community College's Brown Emergency Training Center* is located next door to the *Kings Road Firehouse*, and the agency has full access to those assets for training. Strategic assessments of the agency's current and future facility needs have been completed.

Appraisal

In 2009 a citywide space needs assessment was performed by an outside consulting group to analyze existing facilities, evaluate current and future needs and make recommendations. In the analysis of the Fire & Rescue Department's facilities, it was determined that while the existing facilities were meeting the current basic service needs, they offered the agency no ability to improve existing service delivery, nor opportunity for future growth. The report made recommendations for refurbishing, realigning and additional facilities to meet existing and future service delivery needs. An internal analysis performed by the agency in 2018 based on industry standards of response supported the recommendations of the consulting group. There have been no significant plans put into place based out of the reports.



Plan

The Fire Chief, the City Manager and the Finance Director will collaborate through the *capital improvement plan (CIP)* to develop an action plan to implement recommendations as they are financially attainable and approved by the city council.

References

- Analysis of Facilities and Resources*. [Data file]. (2010). City of Shelby. Fire & Rescue Department.
- Facilities Space Needs Assessment and Fire Station Location Study for Shelby North Carolina*. (2009). Solutions for Government, Incorporated. Charlotte, NC.
- Fire Station Location Executive Summary. (2018) Fire Chief William Hunt
- Cleveland County. 2013. *GIS Department (Fire & EMS Station 1)*. Retrieved November 17, 2013, from <http://arcims.webgis.net/linkedfiles/nc/cleveland/cards/18893.htm>
- Cleveland County. 2013. *GIS Department (Fire Station 2)*. Retrieved November 17, 2013, from <http://arcims.webgis.net/linkedfiles/nc/cleveland/cards/20385.htm>
- Cleveland County. 2013. *GIS Department (Fire Station 3)*. Retrieved November 17, 2013, from <http://arcims.webgis.net/linkedfiles/nc/cleveland/cards/53642.htm>
- Shelby Fire and Rescue: *Integrated Risk Management Plan: Standard of Cover*



6B.2 Buildings and outbuildings are clean and in good repair, and the surrounding grounds are well kept. Maintenance is conducted in a systematic and planned manner.

Description

The agency uses a schedule of routine maintenance to keep facilities clean and in good repair. Daily station duties start by 08:00 at the beginning of the duty day, and are maintained throughout the duration of the tour of duty by on duty staff members. Each Thursday of the week is dedicated to the upkeep of grounds. Each Friday of the week is dedicated to a thorough cleaning of each firehouse. Additionally, each platoon is assigned set of monthly maintenance duties on a quarterly basis. All firehouses are stocked with cleaning supplies and tools that are sourced from the city warehouse. The Division Chief of Logistics and Enforcement provides oversight of the supply chain and the maintenance and repairs for the Fire & Rescue Department's building and grounds.

Appraisal

The schedule of routine maintenance has provided staff members the ability to maintain the Fire & Rescue Departments facilities in a clean, attractive, and a well maintained state. Routine cleaning and minor repairs are often handled by staff members, while significant or specialized repairs have typically been outsourced to third party providers. The Division Chief of Logistics and Enforcement has provided constant oversight and managed related operating budget accounts. Cleaning supplies, small tools, and equipment have been sourced from the *city warehouse* and adequate on hand supplies have been kept on hand at each firehouse.

Plan

The agency will continue to use the existing schedule of routine maintenance and repair of buildings and grounds.



References

Fire & Rescue Department; *Daily Station Duties*.
Fire & Rescue Department; *Monthly Crew Duty Assignments*.
Fire & Rescue Department; Line Item Budget Sheet
Fire & Rescue Department; Building Repair Invoices



CC 6B.3 Facilities comply with federal, state/provincial, and local codes and regulations at the time of construction, required upgrades for safety are identified, and where resources allow, addressed. For those items that warrant further attention, a plan for implementation is identified in the agency's long term capital improvement plan (i.e. fire alarm systems, sprinkler system, seismic, vehicle exhaust system, asbestos abatement, etc.).

Description

The agency is compliant with local ordinances, the *North Carolina Building Code* and with federal regulations and agencies such the *American Disability Act (ADA)* and the *Occupational Safety and Health Administration (OSHA)*. The city utilizes a monthly and yearly safety audit at each firehouse to monitor compliance. An annual code enforcement inspection is performed by the Fire Marshal's Office and monthly safety audits are performed by the safety committee led by the city safety coordinator. The Fire Marshal is a member of the safety committee.

Appraisal

The agency's facilities complied with *American Disability Act (ADA)* and *Occupational Safety and Health Administration (OSHA)* and the *North Carolina Building Code* regulations at the time of construction. Since their construction, monthly safety audits have been performed by agency personnel with copies of reports retained by the *occupational safety and health coordinator*. An annual safety audit has been conducted by the *occupational safety and health coordinator* and the safety committee members. Safety concerns are noted and fixed in a timely manner. All firehouses have been inspected for fire code compliance on an annual basis.

Plan

The agency will continue to comply with *OSHA*, *ADA*, *North Carolina Building Code*, and local ordinances. The *Fire Marshal's Office* will continue to perform annual fire inspections on all fire stations. The agency will continue to self-audit on a monthly basis to monitor effectiveness and repair safety issues that arise.



References

City of Shelby. Monthly Facility Audit Form.

North Carolina Department of Insurance. *Engineering and codes*. Office of the State Fire Marshall. Retrieved May 6, 2013 from http://www.ncdoi.com/osfm/Engineering_and_Codes/Default.aspx?field1=State_Building_Codes_USER&user=State_Building_Codes July, 2004. United States Department of Justice & United States Department of Transportation.

ADA accessibility Guidelines for Buildings & Facilities (ADDAG). Retrieved May 6, 2013 from <http://www.access-board.gov/adaag/html/adaag.htm>

United States Department of Labor. *OSHA Law & Regulations*. Retrieved May 6, 2013 from <http://www.osha.gov/law-regs.html>

Shelby Fire & Rescue; Fire Inspection Reports

Shelby Fire & Rescue; Monthly Facilities Audit

Shelby Fire & Rescue; Budget Amendment Form

Shelby Fire & Rescue; Safety Committee yearly Audit Email

Shelby Fire & Rescue; OSHA Safety Items Email

Shelby Fire & Rescue; OSHA Safety Items Invoice

Shelby Fire & Rescue; Annual Fire Extinguisher Inspection Schedule

Shelby Fire & Rescue; Annual Fire Extinguisher Inspection Invoice



Criterion 6C: Apparatus and Vehicles

Apparatus resources are designed, purchased, and maintained to adequately meet the agency's goals and objectives.

Summary:

The Fire & Rescue Department apparatus are strategically located in firehouses throughout the city to provide effective delivery protective public safety services. The type and configuration of apparatus, and their location, is consistent with the infrastructure and demographics of the City of Shelby. The agency's fire apparatus have an expected service life of twenty years and are replaced according to a *capital improvement plan (CIP)* within the annual financial budgeting process. The agency's process for specifying apparatus includes a technical advisory committee consisting of staff members of varying expertise that assist with the planning and purchasing of fire apparatus for the agency.



Performance Indicators:

CC 6C.1 Apparatus types are appropriate for the functions served (e.g., operations, staff support services, specialized services, and administration).

Description

The agency's operates five Class A pumpers. Two are quints and three are engines. The pump capacities for all units are 1500gpm. The department also operates one ninety-five foot (95ft) aerial ladder platform apparatus with a 1500 gpm pump and 300 gallons of water. The two quints have 75' aerial ladders and carry 500 gallons of water. The engines carry a minimum of 750 gallons of water. All the apparatus are equipped at a level that meet or exceed ISO standards. The department's specialty apparatus consist of one heavy rescue apparatus with breathing air, one brush truck, two station trucks, ATV, and a portable light unit.

The on-duty battalion chief operates from a full-size pickup truck with cargo bed storage, The Fire Prevention Division staff operates from one car and one utility van. The Training Division operates out of a car. The Chief and two Division Chiefs all have SUVs. The Division Chief of Logistics and Enforcement oversees the maintance, speiation and replacement schedule of apparatus. The Fleet manager maintains the apparatus replacement schedule while coordinating with the maintance garage for service and repair. The agency's fleet is distributed among the three (3) city firehouses. The *Grover Street Firehouse Station 1* houses a fire engine, the aerial ladder platform, the heavy rescue, and the battalion chief truck. The *Charles Road Firehouse Station 2* houses a fire engine and one (reserve) aerial ladder. The *Charles Road Firehouse Station 3* houses one aerial ladder quint and a (reserve) fire engine. Specialized trailers that support technical rescue operations are also housed by the agency. All fleet vehicles for the agency meet and or exceed the requirements set forth by the *Insurance Service Office (ISO)*.

Appraisal

The Fire & Rescue Department's existing fleet of apparatus supports the delivery of services in the community including the support of emergency operations, staff support services, specialized



services and administration .In 2015 the department received delivery of a Pierce 75 aerial quint and recently received delivery of a 2018 Pierce Heavy Rescue company as part of the apparatus replacement plan. The department is in the process of designing a new engine and aerial apparatus. The department has an apparatus replacement plan for rotating apparatus based on age, mileage and mechanical history. The aforementioned apparatus being replace are examples of this replacement plan. All apparatus are being replaced because of their age and mechanical history. Aerial ladder replacements at times tend to be extended out 1-3 years based on budget cycles and available funding.

Plan

The Fire and Rescue Department will continue to maintain vehicles and apparatus for the functions served and make changes to fit the future needs and requirements of the city and agency in conjunction with the *capital improvement plan (CIP)* and the annual fiscal budget.



References

Fire & Rescue Department; *Shelby Fire & Rescue Department Standards of Coverage*
Fire & Rescue Department; *300.01- Service Delivery of Fire and Rescue Services*
Insurance Services Office; *ISO Equipment List of Existing Engine and Ladder Companies*
Fire & Rescue Department; Email to apparatus committee



6C.2 A current replacement schedule exists for all apparatus and support vehicles based on current federal and state/provincial recognized standards, vehicle condition, department needs, and requirements.

Description

The *2015-2022 Vehicle/Equipment Replacement Schedule* within the *capital improvement plan (CIP)* outlines a schedule for replacement of all vehicles including fire apparatus vehicles. The plan is utilized for long range planning for anticipating replacement of vehicles and establishing an expected service life. The agency has established have an expected service life of twenty (20) years for fire apparatus type vehicles which is based upon guidelines in *NFPA 1901 Annex D, Guidelines for First-line and Reserve Fire Apparatus*.

Appraisal

It is the standard practice of the City of Shelby as well as the Fire & Rescue Department to maintain a CIP that is reviewed and revised every 5 years.

Plan

The Fire & Rescue Department will continue to use the *CIP* for long range planning for vehicle replacement and for tracking the service life of in service fire apparatus.

References

City of Shelby Capital Improvement Plan FY 2015-2022 Vehicle/Equipment Replacement Schedule
NFPA 1901 Annex D Guidelines for First- line and Reserve Fire Apparatus
NFPA 1911 Standard for the Inspection, Maintenance, Testing, and Retirement of In- service Automotive Fire Apparatus.



6C.3 A process is in place for writing apparatus replacement specifications that allows for employee input.

Description

The process used by the Fire and Rescue Department for developing apparatus specifications provides for employee input. The Division Chief of Logistics and Enforcement manages an apparatus replacement committee when specifications are being developed. The committee consists of staff members of the Fire & Rescue Department and is derived from selected members of the agency that bring operational experience to the process. The committee members share and gather information from the organization to provide staff member input apparatus specification process.

Appraisal

The agency's apparatus specification committee has allowed for member input from all three platoons, and has comprised staff members of different ranks with varying degree of technical expertise. The specification committee was last used in 2017 as a cooperative group that worked to develop a specification document for the replacement of a Rescue Truck.

Plan

The Fire & Rescue Department will continue to seek staff member input in developing specifications for fire apparatus specifications. The agency expects to establish a committee to plan for an expected apparatus replacement in fiscal year 2018-19.

References

Shelby Fire & Rescue Department Custom Pumper Specifications.V1 1-2-2019PDF.

Shelby Fire & Rescue Department Custom Heavy Rescue Specifications.3-3-2017PDF. Fire & Rescue Department; Email to apparatus committee





Criterion 6D: Apparatus Maintenance

The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus are well established and meet the emergency apparatus service and reliability needs.

Summary:

The Fire and Rescue Department utilizes the City of Shelby's *Garage & Service Center* for repair and preventative maintenance of all non-fire apparatus vehicles, and for the minor repair and servicing of fire apparatus. Complex repairs and annual preventative maintenance (PM) of the agency's fire apparatus are performed by factory service centers or qualified third party vendors. The agency maintains its fire apparatus to factory specifications by employing the use of daily, weekly and yearly apparatus inventory and maintenance appraisals. The agency uses national standards as guidelines for the management of its rolling fleet. The Division Chief of Logistics and Enforcement is assigned the management of all fleet services.



Performance Indicators:

CC 6D.1 An apparatus maintenance program is established. Apparatus maintenance, preventative maintenance, inspection, testing, and emergency repair is conducted by trained and certified technicians in accordance with the manufacturer's recommendations, and federal and/or state/provincial regulations. Attention is given to the safety, health, and security aspects of equipment operation and maintenance.

Description

The Fire and Rescue Department's assigns the Division Chief of Logistics and Enforcement as the manager of all fleet services and coordinates all fleet maintenance and repair with the *City of Shelby Garage & Service Center*, factory service centers and third party vendors. The agency utilizes manufacturer specifications as well as industry standards as the foundation for maintenance schedules. The City of Shelby *Garage & Service Center* maintains a service report for that and documents the past services that they have performed and the date of the next required service. Complex repairs and maintenance are performed by factory service centers or third party vendors. An annual *preventative maintenance (PM)* is performed on all fire apparatus to manufacturer's specification by a third party vendor.

Appraisal

The agency's existing practice of vesting the Division Chief of Logistics and Enforcement with oversight of the maintenance schedule has proven to be effective providing structured management of the maintenance program for the apparatus. This has provided for maintenance and repair to be completed in a coordinated fashion. The implementation of the *PM* program has assisted the agency identifying mechanical issues and correcting them prior to a failure of a component or the vehicle.



Plan

The Fire and Rescue Department will continue to use the current maintenance plans and schedules to maintain its apparatus within manufacturer's specifications. The agency will use the City of Shelby *Service Center and Garage*, factory service centers and third party vendors for maintenance. The agency will subject all apparatus to an annual *preventative maintenance (PM)* that will be conducted by a third party vendor. The agency will examine its existing management oversight of its fleet maintenance.

References

City of Shelby Service Center and Garage- 2013 Service Report. Pg. 1

City of Shelby Capital Improvement Workbook, Vehicle/Equipment Replacement Schedule

City of Shelby Garage Service reports documenting repairs

Fire & Rescue Department; Manufacturer Service Center Warranty Invoice

Fire & Rescue Department; Third Party Vendor Repair Invoice

Fire & Rescue Department; GOG-701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair policy

Fire & Rescue Department; Third Party Vendor PM Check List

Fire & Rescue Department; Third Party Vendor PM Invoices



6D.2 The maintenance and repair facility is provided with sufficient space and equipped with appropriate tools.

Description

The city's *Service Center and Garage* has the authority to supply preventative maintenance and general repairs to the entire city owned vehicle fleet and equipment including but not limited to all of the fire apparatus. The layout of the maintenance and repair facility is able to provide basic service maintenance and general repairs to the agency's fleet of apparatus and vehicles.

However, the design of the facility along with the capability of service technicians limits the ability to accommodate the agency for complex or long term repairs of fire apparatus. The city maintenance and repair facility staff are trained and supplied with adequate equipment and tools to perform basic maintenance and servicing needs of the agency. The agency uses factory service centers or third party vendors for complex repairs and maintenance of fire apparatus that is outside the scope of the city's facility.

Appraisal

The city maintenance and repair facility has proven to be able to complete for most basic maintenance and services, and repairs for the agency's fleet. The factory service centers and third party vendors that the agency conducts business have had sufficient space and equipment to meet more complex repair and service needs.

Plan

The agency will continue using the city maintenance and repair facility to facilitate performance in regards to basic preventative maintenance and repairs of fire apparatus that is within the scope of the *Service Center and Garage* capability. The agency will continue to use factory service centers and third party vendors as needed for maintenance and repair of fire apparatus.

References

Fire & Rescue Department; *City of Shelby Garage Floor Plan*



6D.3 An adequate number of trained and certified maintenance personnel are available to meet the program needs.

Description

The *Garage & Service Center* does not require its staff to hold credentialing such as *Automotive Service Excellence (ASE)* certification or *Emergency Vehicle Technician (EVT)* as noted in National Fire Protection Agency's *NFPA 1071: Standard for Emergency Vehicle Technician Professional Qualifications*. The city's repair facility is limited to general service and small repairs. The agency utilizes factory authorized factory service centers and third party vendors for the majority of repair and maintenance of fire apparatus vehicles, and these firms retain qualified and certified personnel. *NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus (Chapter 4-General Requirements)* is the agency's guiding document.

Appraisal

The agency's regular past practice has been to the city's repair facility for minor repairs and service of apparatus. For significant repairs or maintenance of apparatus the agency has outsourced to a factory service center or third party vendor. The city repair facility has been adequate for the service and repair of non-fire apparatus vehicles.

Plan

The agency plans to continue to use the city's repair facility for service and repair of non-fire apparatus vehicles. Repairs and maintenance of fire apparatus outside the scope of the city garage will continue to be outsourced to factory service centers or qualified third party vendors with *ASE* and *EVT* certifications as appropriate. The agency will source an annual *preventative maintenance (PM)* of all apparatus through a qualified third party provider.

References

Carolina Cat; Service Check List
City of Shelby; Repair Facility List of North Carolina State Inspection Certified Mechanics



National Fire Protection Agency; *NFPA 1071: Standard for Emergency Vehicle Technician Professional Qualifications*

National Fire Protection Agency; *NFPA 1911: Standard for the Inspection, Maintenance, Testing, and Retirement of In-Service Automotive Fire Apparatus (Chapter 4-General Requirements)*



6D.4 The level of supervision is adequate to manage the program.

Description

The supervision of the fleet maintenance program is internally managed by the Division Chief of Logistics and Enforcement. The designated fleet manager manages and administers all aspects of the Fire & Rescue Departments rolling fleet and coordinates closely with the *Garage & Service Center* manager and representatives from factory service centers and third party vendors.

Appraisal

The Division Chief of Logistics and Enforcement has provided adequate supervision of the maintenance of the agency's rolling fleet by ensuring that the apparatus maintenance and repairs have followed GOG-701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair and are completed in a timely manner and the work has been completed in accordance with manufacture's recommendations.

Plan

The agency will continue to use its current method of fleet management to ensure that all apparatus are maintained properly. The Department will continue to maintain relationships and collaboration with the City Garage staff and third party vendors.

References

Fire & Rescue Department; Monthly Shop Maintenance Report
Fire & Rescue Department; GOG-701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair



6D.5 The reserve vehicle fleet is adequate or a documented contingency plan is in place for the event that apparatus must be taken out of service.

Description

The agency's reserve fleet is comprised of two class A pumpers; one housed at the *Charles Road Firehouse*, and the other at the *Kings Road Firehouse*. The apparatus are held to the same operational readiness standards as front line fleet with daily equipment checks and weekly operability checks to be performed. The number of reserve apparatus the agency may retain is limited by the space provided in its buildings. The apparatus are fully equipped to be functionally operational. In situations where the ladder truck is taken out of service, the reserve engine-quint is used as its replacement.

Appraisal

The existing reserve apparatus the agency retains in its fleet has proven to be adequate for substituting front-line apparatus in times of maintenance. Substituting the engine-quint when the ladder truck is out of service has also proven adequate. The agency has not experienced a situation where it does not have an adequate number of apparatus to support emergency operations at a given time. The agency has identified one reserve engine that is in need of retirement and has planned for in the *capital improvement plan (CIP)*.

Plan

The agency will continue to use the *CIP* as its guide for tracking the service life of its fleet. This process of continual improvement that the agency plans to continue to follow in the future is to insure that the Fire & Rescue Department maintains an adequate reserve apparatus to support the front line apparatus.

References

Fire & Rescue Department; Daily and Weekly Inventory Check
City of Shelby Capital Improvement Workbook; *Vehicle/Equipment Replacement Schedule*



CC 6D.6 The inspection, testing, preventive maintenance, replacement schedule, and emergency repair of all apparatus is well established and meets the emergency apparatus service and reliability of the agency.

Description

The Fire and Rescue Department uses NFPA 1911 *Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus* and also NFPA 1915 *Standard for Fire Apparatus Preventative Maintenance* to guide inspection, testing, preventative maintenance and emergency repairs. The department apparatus maintenance and repairs follows Fire & Rescue Department GOG- 701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair policy. The agency uses a system of daily and weekly apparatus inspection, and associated forms to guide and track the process. The agency maintains an itemized listing of all inventory and mechanical check points that require attention both daily and weekly inspection. The engineer documents the findings of the appraisal and appropriate action is taken when maintenance is found to be of need. Engineers are tasked with taking action to make small corrective repairs, refer repairs outside their scope, or remove apparatus from service as appropriate.

The Division Chief of Logistics and Enforcement coordinates maintenance with the City of Shelby *Garage & Service Center*. The *Garage & Service Center* maintains a service report forms that tracks and documents maintenance as well as establishes and records when service will be due again. Annually a third party contractor performs testing and maintenance of all aerial ladder devices, in order to maintain NFPA compliance. The Fleet Manager schedules annual fire pump service testing, which is conducted by qualified third party vendor, in order to maintain NFPA compliance. All fire apparatus receive an annual *preventative maintenance (PM)* according to NFPA standards. The agency sources fuel city fueling station which is accessible twenty-four hours a day through the usage of a secured key fob system.

Appraisal

The current system has been in place since 2014. It has proven to be effective in recording all maintenance needs of the Fire & Rescue Departments apparatus. The Division Chief of



Logistics and Enforcement has provided oversight and coordinated with the *Garage & Service Center* for the maintenance, repair and inspection of apparatus and vehicles.

Plan

The Fire & Rescue Department will establish supporting operating guidelines to reinforce the system which is already in place. The Fire and Rescue Department will also continue to use a third party contractor, along with the city garage to adhere to NFPA 1915 *Standard for Fire Apparatus Preventative Maintenance*, as well as NFPA 1911 *Standard for the Inspection, Maintenance, Testing and Retirement of In- Service Automotive Fire Apparatus* as best as possible.

References

National Fire Protection Agency: 1911: Standard for the Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus
National Fire Protection Agency: 1914: Standard for Testing Fire Department Aerial Devices
National Fire Protection Agency: 1915: Standard for Fire Apparatus Preventative Maintenance
Fire and Rescue Department – Weekly Inventory Check
Fire and Rescue Department – Maintenance Request Form
 Fire & Rescue Department; GOG- 701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair
 City of Shelby Garage Service reports documenting repairs
 Fire & Rescue Department; Manufacturer Service Center Warranty Invoice
 Fire & Rescue Department; Third Party Vendor Repair Invoice
 Fire & Rescue Department; GOG-701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair policy
 Fire & Rescue Department; Third Party Vendor PM Check List
 Fire & Rescue Department; Third Party Vendor PM Invoices
 Fire & Rescue Department; Third Party Vendor Aerial Ladder Testing Sheets
 Fire & Rescue Department; Third Party Vendor Pump Test Sheets



Criterion 6E: Tools and Small Equipment

Equipment and supplies are adequate and designed to meet the agencies goals and objectives.

Summary:

The agency provides its personnel and apparatus with tools and small equipment that are designed in a fashion making them adequate in assisting the Fire and Rescue Department operations. The agency's tools and small equipment are maintained such that they are ready to use. The agency performs a variety of inventory and performance checks and repairs within its scope of capability. The *Garage & Service Center*, and other third party providers perform repairs and maintenance outside the agency's capability.



Performance Indicators:

6E.1 Tools and equipment are distributed appropriately, are in sufficient quantities, and meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.).

Description

Each individual company's tools and equipment are dispersed to the engine and ladder companies in compliance with the *Insurance Services Offices (ISO)* requirements. Each company is supplied an inventory list of equipment that is unique to that individual company and is to be completed every morning by the assigned personnel. The company officer is responsible for assigning personnel to be accountable for equipment and make sure their apparatus is fully equipped and in compliance with *ISO*. These checks are mandatory and are done daily as well as weekly to ensure the proper equipment is present and in working order. The equipment list is thoroughly covered and signed by the person checking the equipment; missing equipment is documented inside the inventory check list, reported to the company officer and forwarded to the Division Chief of Logistics and Enforcement for replacement. Damaged equipment is recorded using a tag system and placed out of service. A maintenance request form is filled out for the item and forwarded through the chain of command to the Division Chief of Logistics and Enforcement.

Appraisal

The current procedure has proven to be adequate for maintaining adequate levels of mission critical equipment on each company. The present method of equipment accountability has provided oversight in tracking missing or damaged equipment, and to continue compliance with *ISO* standards.

Plan

The agency will continue to update and revise the individual equipment list of inventory for each company as the situations dictate. A system with the use of an apparatus numbered color coded



stickers is used to track equipment and keep it paired with its individual company. The will maintain the required equipment list prescribed by ISO on each frontline and reserve apparatus. The repair process will remain in its current state.

References

Fire & Rescue Department; *Daily and Weekly Equipment check sheet (Engine 31)*
North Carolina Department of Insurance/Office of State Fire Marshall North Carolina Response Rating System; *Apparatus and Equipment Form*
Fire & Rescue Department; *Maintenance Request Form*



6E.2 Tools and equipment replacement is scheduled, budgeted, implemented, and is adequate to meet the agency's needs.

Description

The Fire and Rescue Department equips all apparatus with a full complement of tools and equipment appropriate to the task of that apparatus as outlined in *NFPA 1901: Standard for Automotive Fire Apparatus*. The agency utilizes a repair, maintenance, and replacement program for all portable equipment including; small gas powered equipment as well as for all hydraulically-operated tools and equipment and all hand tools. The agency uses third party providers to perform maintenance, testing, and repair for some equipment such as areal ladders and ground ladders etc. The Fire and Rescue Department maintains an account that is used for the maintenance, testing, repair, and replacement of all tools and small equipment.

Appraisal

The agency has maintained a program for the repair, maintenance, and replacement of tools and small equipment. This program has proven effective in managing our tools and small equipment and the budget maintained in a manner allowing all apparatus and equipment to be equipped appropriately. The agency operates under GOG-701.04 Maintenance and Repair Protocol for Hand Tools, Equipment, and Power Equipment guideline for the repair, maintenance, and replacement of all tools and small equipment.

Plan

The Fire and Rescue Department will continue evaluate tools and equipment and include them in the annual budget process. Small equipment replacements are evaluated annually and included in the budget when warranted. This process has worked well and the department plans to continue using this method.

References

NFPA 1901: Standard for Automotive Fire Apparatus



*Fire & Rescue Department GOG-701.04 Maintenance and Repair Protocol for Hand Tools,
Equipment, and Power Equipment*
Fire and Rescue Department – Maintenance Request Form
Fire and Rescue Department – Daily Inventory Check
Fire and Rescue Department – Weekly Inventory Check



CC 6E.3 Equipment maintenance, testing, and inspections are conducted by qualified personnel, following manufacturer's recommended schedules.

Description

On a weekly basis the agency operates and performs maintenance and inspection on all equipment including but not limited to power tools, generators, pneumatic tools, and hydraulic tools. This weekly maintenance is recorded electronically alongside of the daily equipment inspection and corresponds to a specific company. Outside companies are contracted to complete the maintenance and inspection of *self-contained breathing apparatus (SCBA)* and the breathing air cascade compressor, aerial and ground ladders, and facility emergency backup generators. By following the manufacturer recommendations, these inspections are in compliance with best industry practices and standards. All apparatus maintenance is performed by the city garage within their scope of practice; more complex maintenance performed by authorized factory service centers and third party vendors. The records are managed by the Division Chief of Logistics and Enforcement. Qualified staff members are responsible for calibrating the four-gas monitors and company engineers are charged with calibrating them once a week and the calibration records are electronically documented for later review if needed.

Appraisal

The agency has used in house qualified personnel to complete inspection and maintenance while compiling records to account for the maintenance performed. Any inspection or maintenance that has fallen outside the scope of internal staff members has been referred to *City Garage & Service Center* or to a third party provider.

Plan

The agency plans to continue to use qualified staff members to complete general maintenance, testing and inspection of tools and equipment that is within the agency's scope of care. Complex repair and maintenance will be referred to the *Garage & Service Center* qualified third party providers.



References

Carolina Cat; Service Check List

Fire & Rescue Department; Apparatus Service Purchase Order

Fire & Rescue Department; Breathing Air Quality Monitoring & Testing Purchase Order

Fire & Rescue Department; SCBA Annual Certification and Testing Purchase Order

Fire & Rescue Department; Ladder Test Records Example

Fire & Rescue Department; *Apparatus Weekly Check Sheet*

Fire & Rescue Department; Hydraulic Annual PM and Pressure test sheet



6E.4 An inventory control and maintenance tracking system is in place and current.

Description

In attempting to keep all apparatus equipment in operable condition and keeping a physical track on missing and damaged equipment, a system of daily and weekly apparatus inventory checks is performed to confirm that all equipment is present on the apparatus and that it is in proper working condition. The agency has tracked inventory and status of *Self-Contained Breathing Apparatus (SCBA)* on a weekly basis to ensure operability. *SCBA* maintenance records have been filed and maintained by the staff member that is designated the *respiratory protection program manager*.

Appraisal

The use of daily and weekly apparatus equipment checks has been useful and sufficient in the control of equipment maintenance and tracking. Daily equipment check sheets prove have been effective primarily in tracking equipment that has been moved to reserve apparatus. *SCBA* checks and records have been used to discover problems such as worn low pressure hoses and failing batteries. The inventory control system used by the agency has been effective in maintaining the agency's tools and equipment in a constant state of readiness and revealing equipment that is in need of repair, maintenance or replacement.

Plan

Future improvements to the agencies current process will surely ensue, as for the time being the current method functions adequately to fulfill the needs. Continual improvement will be considered to assist staff members in remaining vigilant in the operational readiness of all tools and equipment.

References

Fire & Rescue Department; Daily Inventory Check Sheet
Fire & Rescue Department; Weekly Apparatus Check Sheet
Fire & Rescue Department; Annual SCBA Fit Testing 2018



6E.5 Supplies and materials allocation is based on established objectives and appropriate to meet the operational needs of the specific functional area or program (e.g., fire suppression, community risk reduction, investigations, hazmat, etc.), and is compliant with local, state/provincial, and national standards.

Description

The department maintains some supplies and materials that are appropriate to meeting the operational needs of the department. The Division Chief of Logistics and Enforcement maintains supplies such as extra firefighting hose, SCBA supplies, foam, spare portable radios and batteries, EMS supplies, offices supplies, spare parts for fire apparatus equipment (scene light bulbs, emergency lighting, nozzles and adapters). The Division Chief of Personnel and Emergency Services maintains duty uniforms, boots, turnout gear and other PPE. The Fire Marshal maintains public education supplies, fire investigation supplies, and code enforcement reference material. The Training Management Officer maintains reference materials and various equipment and training props.

Appraisal

The department has been consistent with maintain certain supplies within available storage parameters and budget allotments. Most replacement supplies and materials have been readily available at the city warehouse or by local vendors and are able to be replenished quickly.

Plan

The department will continue to follow the current procedures leaving opportunity for revising and updating when needed.

References

Fire & Rescue Department Fire hose test sheet

Fire & Rescue Department; GOG700.01 Respiratory Protection

Fire & Rescue Department; GOG- 700.02: Personal Protective Equipment



Fire & Rescue Department; GOG- 701.03 Automotive Vehicle & Fire Apparatus Maintenance and Repair

Fire & Rescue Department; GOG- 701.04 Maintenance and Repair Protocol for Hand Tools, Equipment, and Power Equipment

Fire & Rescue Department; Division Chief of Logistics & Enforcement Job Description

Fire & Rescue Department; Division Chief of Personnel and Emergency Operations Job Description



Criterion 6F: Safety Equipment

Safety equipment is adequate and designed to meet agency goals and objectives. For the purposes of this criterion, safety equipment includes personal protective equipment (PPE) and related equipment (e.g., self-contained breathing apparatus).

Summary:

The agency provides each employee with full ensemble of *personal protective equipment (PPE)* and station duty wear. Staff members are issued turnout pants, turnout coats, helmet, nomex hood, gloves, boots, safety glasses, *self-contained breathing apparatus (SCBA)* face pieces, ANSI Z87.1 compliant safety glasses, hearing protection, and duty steel-toed footwear. All company level staff members assigned to the Operations Division are issues a second set of turnout pants and coat. The agency provides additional safety equipment in the inventory of tools and equipment which includes SCBAs, flashlights, portable radios, medical gloves, and safety traffic vests. The agency's safety equipment is *OSHA and NFPA* compliant as appropriate.

The Division Chief of Personnel and Emergency Services administers and manages the care maintenance and distribution of all personal protective safety equipment. Spare *PPE* and equipment is kept in inventory for emergency use. All equipment provided is sufficient for the functions of the agency.

The agency will work within its budget to provide all necessary safety equipment. The agency is proactive to replace worn-out, damaged, or outdated equipment. The agency maintains a life of ten years for *PPE* clothing components. The agency tracks, inspects, and monitors all PPE on a yearly basis. It is the responsibility of the each employee to inspect their gear before tour of duty. SCBAs are replaced based on the hydro static testing.

The Division Chief of Personnel and Emergency Services or his trained designee inspects and records all testing of safety equipment. Staff members perform maintenance and repairs within their scope of capability and qualified third party vendors perform more complex maintenance or repairs. All staff members must submit to a SCBA face piece quantitative fit test, and an annual



inspection of all *PPE* components is completed on an annual basis. *PPE* components are cleaned as needed to ensure proper usefulness. Daily and weekly inspections will continue as the primary means for maintenance needs.

The Division Chief of Personnel and Emergency Services maintains inventory for all PPE and station duty wear. The Division Chief of Personnel and Emergency Services is responsible for scheduling maintenance on equipment. Agency personnel are responsible for checking safety all equipment and the records are retained in the Division Chief's office. The agency will continue to provide, inspect, inventory, order, and track all safety equipment. The Division Chief of Personnel and Emergency Services will continue to provide administration and oversight.



Performance Indicators:

CC 6F.1 Safety equipment is identified and distributed to appropriate personnel.

Description

The Fire & Rescue Department provides each employee with the following items: helmet, turnout coat, turnout pants, hood, gloves, boots, safety glasses and an SCBA face piece. Additionally, all full-time staff members assigned to the Operations Division are issued an additional turnout coat and pant ensemble. The agency provides other safety equipment at the riding position on each company. These items are SCBA, flashlight, personal portable radio, radio strap, medical gloves, and traffic vest. The agency also supplies all members with station safety wear that includes: ANSI Z87.1 safety glasses, hearing protection, and duty steel-toed boots.

Appraisal

All structural firefighting gear that is distributed to the members of the agency meets or exceeds *NFPA 1971 - Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*. Members are fit-tested annually for their SCBA face pieces and all SCBAs meet *NFPA 1981 - Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services*. The agency issues standard work uniform and fitness clothing to all personnel.

Plan

The agency will continue to provide firefighting equipment that is NFPA compliant and will make efforts to become NFPA compliant concerning uniform station wear.

References

- NFPA 1971. *Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*
- NFPA 1981. *Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services*
- NFPA 1975. *Standard on Station/Work Uniforms for Emergency Services*.
- Fire & Rescue Department. *GOG 201.01_Uniforms and Dress Code*.



Fire & Rescue Department. *GOG 700.01_Respiratory Protection.*
Fire & Rescue Department. *GOG 700.02_Personal Protective Equipment.*
Fire & Rescue Department, *PPE Distribution Form*



6F.2 Distributed safety equipment is sufficient for the functions performed.

Description

Personal protective equipment (PPE) and safety equipment meet applicable NFPA and OSHA standards at the time of their manufacture. The agency supplies all *PPE* to meet agency needs and objectives for structural firefighting, medical response, motor vehicle accidents, and other public safety emergency operations. The agency maintains an inventory of *PPE* and safety equipment.

Appraisal

The agency provides equipment that is sufficient for the functions performed by the department. All equipment distributed to employees has met NFPA and OSHA standards or replaced immediately. Staff members are not permitted to work without proper *PPE* or safety equipment.

Plan

The agency will monitor, provide, make changes, add additions, and strive for up-to-date safety equipment. The agency will meet all safety requirements set forth by NFPA and OSHA concerning personnel safety, agency needs, and agency objectives. Industry best practices and safety standards will guide potential changes to current practices.

References

- NFPA 1500. *Fire Department Occupational and Health Programs*
- NFPA 1851. *Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*
- NFPA 1971. *Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting*
- NFPA 1999. *Protective Clothing for Emergency Medical Operations*
- Fire & Rescue Department.
- GOG700.01 *Respiratory Protection* .(current edition). City of Shelby. Fire & Rescue Department.
- GOG 700.02 *Personal Protective Equipment*. (current edition). City of Shelby. Fire & Rescue Department
- OSHA 29 CFR 1910.132. *Personal Protective Equipment*.
- Fire & Rescue Department, *Monthly Gear Inspection Form*.



6F.3 Safety equipment replacement is scheduled, budgeted, implemented, and adequate to meet the agency's needs.

Description

The agency works within its annual budget to maintain a proper inventory of safety equipment to meet its needs. The agency is proactive in replacing equipment that is obsolete, worn or damaged. The agency schedules replacement of *PPE* components based on a ten year service life and specific wear factors. The agency inspects and tracks all *PPE* gear on an annual basis. Staff members are responsible for inspecting their issued *PPE* components daily or after extreme use in hazardous environments for wear and damage factors.

Appraisal

The agency has maintained an appropriate line item budget account areas for replacing and repairing *PPE and* safety equipment to meets agency's objectives. The agency has regularly replaced and removed from service all *PPE* that approaches a service life of ten years, or based on other wear factors on a case by case basis. SCBAs are replaced based on the pass/fail rating of a five (5) year hydro static testing.

Plan

The agency will continue to replace or repair safety equipment as needed within its annual budget. The annual budget will fund *PPE* and safety equipment replacement so that the agency remains compliant with NFPA and OSHA standards. The agency will perform annual and periodic inspections and evaluations of *PPE* and safety equipment.

References

Fire & Rescue Department, *SCBA Repair Form*.
Fire & Rescue Department, *Budget Request Form*.
Fire & Rescue Department, *Radio Repair Form*.
Fire & Rescue Department, *Uniform Request Form*.
Fire & Rescue Department. *GOG 700.01_Respiratory Protection*
Fire & Rescue Department. *GOG 700.02_Personal Protective Equipment*
Fire & Rescue Department, *Maintenance Request Form*.



*Fire & Rescue Department, Monthly Gear Inspection Form.
Fiscal Year 2018-19 Budget for the City of Shelby. Fire & Rescue Department, 40.701 Uniforms
and Accessories*



6F.4 Safety equipment maintenance, testing, and inspections are conducted by trained and qualified personnel, and appropriate records are kept.

Description

The agency tasks all staff members with ensuring that *personal protective equipment (PPE)* and safety equipment in their possession is serviceable at the beginning of each tour of duty. Staff members are required to notify their immediate supervisor when equipment is damaged or otherwise unserviceable. All *PPE* and *SCBA* are maintained in accordance with manufacturer's specifications. The Division Chief of Personnel and Emergency Services administers and manages *PPE*, safety equipment and station duty wear and designates specific personnel monitor and perform inspection and testing. The Division Chief of Logistics and Enforcement manages all components of the *SCBA* programs. *SCBA* face-piece "fit" testing records are the responsibility of the *respiratory protection officer*. In addition to being inspected at the beginning of each tour of duty, *PPE* ensembles and *SCBA* are subject to weekly and after use inspections. Annual testing to manufacturers' specifications is performed on *PPE* components and *SCBA* equipment. The *Charles Road Firehouse* houses an air compressor for refilling *SCBA* air bottles. The agency quarterly monitors the air quality of this compressor).

Appraisal

The agency has maintained its *personal protective equipment (PPE)* and *self-contained breathing apparatus (SCBA)* on an annual basis within manufacturer's specifications and according to NFPA standards. The agency has repaired or replaced worn or damaged equipment. In 2011, the agency purchased a Safe Air Systems air compressor for refilling *SCBA* air bottles.

Plan

The agency will continue to maintain, test, inspect, and record all safety equipment as a priority. Personnel will receive training annually on inspection and proper use of *PPE* and other safety equipment. The agency will utilize forms by email to communicate inspection, testing, and maintenance needs. Daily and weekly inspection will continue as the primary means for maintenance needs.



References

- NFPA 1581. *Fire Department Infection Control Program*
- NFPA 1851. *Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.*
- NFPA 1971. *Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.*
- NFPA 1404. *Fire Service Respiratory Protection Training.*
- Fire & Rescue Department, *SCBA Hydro & Flow Test Report*
- Fire & Rescue Department, *"FIT" Test Report*
- Fire & Rescue Department. *GOG 700.01_Respiratory Protection*
- Fire & Rescue Department. *GOG 700.02_Personal Protective Equipment*
- Safe Air Systems, *Quarterly Air Quality Report*
- PPE Advance Cleaning and Advanced Inspection Certificate for SF& R Personnel*



6F.5 A safety equipment inventory control and maintenance tracking system is in place and current.

Description

The Division Chief of Personnel and Emergency Services maintains inventory for all PPE and station duty wear. The Division Chief of Personnel and Emergency Services assigns designees to be responsible for other safety equipment. These designees are responsible for scheduling maintenance of equipment that cannot be repaired internally. Agency personnel are responsible for maintaining all safety equipment they are issued in a constant state of readiness.

Appraisal

When equipment needs replacing, a maintenance form is filled out and emailed to immediate supervisor and the Division Chief of Personnel and Emergency Services or his designee. The records are maintained by the Division Chief of Personnel and Emergency Services. All of this information is kept in our records management system and is easily assessable.

Plan

The agency will continue to utilize the maintenance repair and uniform request forms, emailed to the appropriate personnel. The Division Chief of Personnel and Emergency Services will continue to inventory, order, and track PPE and station duty wear. His designees will continue to inventory, order, and track their respective equipment assigned to them. All records will be kept in the Division Chief's office. We will continue to evaluate these processes and make any needed changes.

References

Fire & Rescue Department. *GOG 700.02_Personal Protective Equipment*
Fire & Rescue Department, *Maintenance Request Form*
Fire & Rescue Department, *Uniform Request Form*



Category VII: Human Resources

Human resources are defined as all aspects of personnel administration, except those of training and competency, which are addressed in Category VIII. The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.



Criterion 7A: Human Resources Administration

General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.

Summary:

All aspects of human resources in the City of Shelby are coordinated through the *Human Resources (HR) Department*. The city employs a *human resources director* that is part of the city's management team and reports to and serves at the pleasure of the City Manager. The *HR Department* staff includes a *benefits coordinator* and a *safety and health coordinator*. The department administers all personnel policies and ensures they are consistent with local, state and federal requirements and comply with the provisions of the *Equal Employment Opportunity Commission*. Internal Fire & Rescue Department policy is consistent with city policy.



Performance Indicators:

CC 7A.1 A human resources manager is designated.

Description

The City of Shelby has a designated manager that is tasked with providing oversight of employment, benefits, and occupational health and safety related functions for all city departments through the Human Resources Department. The *director of human resources* is one of eleven (11) department directors appointed by the *City Manager* and is a part of the management team of the city. The city's organizational chart includes the *human resources director* position. The *Human Resources Department (HR)* maintains a current job description defining the credentials and qualifications for the director's position.

Appraisal

The city manager has designated a *director of human resources*, and the incumbent has served in the position since 2008. The *HR Department* has maintained a current job description for the director's position and it has been properly factored in the city's organizational chart. The director has provided administrative guidance and oversight of all employment, benefits, and occupational health and safety related matters for city departments including the Fire & Rescue Department.

Plan

The City of Shelby will continue to employ a director of human resources selected by and serving at the pleasure and supervision of the City Manager.

References

Position Description- Human Resources Director. City of Shelby. Human Resources Department.
City of Shelby. [Organization Chart].2018. City of Shelby. Finance Department.



7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.

Description

The *Human Resources Department* consists of a department director, an employment benefits manager and an occupational safety specialist. These full-time positions are factored in the city's organizational chart. Each city department has appointed appropriate staff to serve as liaison(s) for department specific human resource related matters. The staffing level is adequate to accomplish the human resource administrative functions for the city.

Appraisal

The staffing in the *Human Resources Department* has consistently been able to accomplish its objectives in managing employment, benefits, and occupational safety and health for all city employees. The Fire & Rescue Department has designated the *Division Chief; Operations & Personnel* chief as its liaison to the Human Resources Department.

Plan

The organization and staffing of the *Human Resources Department* is meeting the existing needs and requirements of the city's departments and its employees. The *City Manager* and the *director of human resources* will monitor current and expected trends in human resource management to determine program and related staffing needs.

References

Position Description- Human Resources Director. City of Shelby. Human Resources Department.

Position Description- Benefits Coordinator. City of Shelby. Human Resources Department.

Position Description- Safety Coordinator. City of Shelby. Human Resources Department.



7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial, and federal requirements. The policies are reviewed annually and updated as needed.

Description

The *City Manager* and the director of *human resources (HR)* are responsible for the establishment, administration and direction of the personnel policy and program. The City of Shelby maintains a personnel policy manual that is consistent with local, state and federal requirements. Personnel policies and any changes to policies are approved by the director of *human resources* and *city manager*, and reviewed by the *city attorney*. Department directors are consulted and provide consultation on human resource policy. HR staff remains current on changes with human resource policy and employment law by receiving email correspondence from *Equal Employment Opportunity Commission (EEOC)*, contracted vendors, and professional memberships. The personnel policy and program is adopted by resolution by the city council.

Appraisal

The *Human Resources Department* has established a fair and uniform system of personnel administration for all employees of the city through its policies. The *City Manager* and the director of human resources have provided oversight of policy with consultation from the department directors. The city's policy and procedures have been effective in establishing and directing administrative employment practices. The City of Shelby regularly updates its employee manual to be consistent with current state and federal employment laws.

Plan

The department will continue to abide by and enforce city policy. The HR Department will continue to follow local, state, and federal requirements when performing administrative practices such as establishing policies. This will be accomplished through e-mails, trade



magazines, and department memberships. Employees will continue to have access to the policy and procedures manual both in hard copy and through the city's shared network drive.

References

- City of Shelby, *A resolution revising and amending the personnel policies of the City of Shelby to provide for an updated personnel policy and procedure manual*. #63-2011. (2009) [Data file] City of Shelby. Clerks Office.
- City of Shelby, *A resolution revising and amending the personnel policies of the City of Shelby to provide for an updated personnel policy and procedure manual*. #10-2011. (2011) [Data file] City of Shelby. Clerks Office.
- City of Shelby, *A resolution revising and amending the personnel policies of the City of Shelby to provide for an updated personnel policy and procedure manual*. #80-2009. (2009) [Data file] City of Shelby. Clerks Office.
- City of Shelby, *A resolution revising and amending the personnel policies of the City of Shelby to provide for an updated personnel policy and procedure manual*. #49-2009. (2009) [Data file] City of Shelby. Clerks Office.
- Personnel Policy Manual*. (2009). City of Shelby. Human Resources Department



Criterion 7B: Recruitment, Selection, Retention and Promotion

Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.

Summary:

The *Human Resources (HR) Department* coordinates the processes for all entry level, lateral and promotional job opportunities across all city departments. The mechanisms that guide the identification and announcement of open positions are contained in the *Personnel Policy Manual* and are administered by the *HR Department*. The Fire & Rescue Department maintains specific internal policy and collaborates with the *HR Director* to fill entry and promotional positions. The agency's staff members are a part of the recruitment process of attracting and evaluating candidates for employment for open positions in the agency. The Fire & Rescue Department's assessments and screenings are job related and comply with local, state and federal requirements. The City of Shelby is an Equal Opportunity Employer and strives to attract, employ and promote well qualified individuals without bias. While the *HR Department* and the agency seek to attract a diverse pool of *job ready* candidates, the current workforce composition of the Fire & Rescue Department is not reflective of the general population of Shelby. Upon successful hire, all city employees participate in an orientation process that is led by the *HR Department* to introduce city policy, workplace rules, city benefits and insurance programs. New employees in the Fire & Rescue Department undergo an additional thirty-six (36) hour process that is supervised by the Training & Emergency Management Chief. Newly hired or promoted staff members serve a supervised probationary period of six (6) months, or one-thousand (1,000) hours for part-time staff, which is considered a continuation of the selection process. The City and the agency seek to retain a tenured workforce. Full time employees receive a compensation package including; health care plan, local government employee retirement plan, supplemental retirement, paid vacation and credit union membership. The city encourages the recognition of employees through its employee of the quarter/year and the agency maintains an internal recognition program. The *HR Department* is tasked with workforce assessment and evaluating the



competiveness of salary, benefits and working conditions. Employees that separate from the city are invited to attend an exit interview with the *Human Resources Director*.



Performance Indicators:

7B.1 A mechanism is in place to identify and announce potential entry level, lateral, and promotional positions.

Description

The mechanisms for the identification and announcement of entry level, lateral and promotional positions in the Fire & Rescue Department are outlined by the agency in *GOG 202.01 Career Opportunity and Advancement*, outlining candidate eligibility, applicant selection process and the assessment methodology. The *City of Shelby Personnel Policy Manual; Section 16, Employee Status; Section 17, Employment and Placement, and; Section 37, Recruitment*, outline general procedures for the classification of employees, the methodology for filling authorized positions, and the process for recruiting internal and external candidates for open positions in the city. All employment related functions are centrally administered by the *Human Resources Department* and the agency assists human resource department staff with internal and external publication of open positions in the Fire & Rescue Department. Under the advisement of the agency, the *Human Resources Department* is responsible for internal and external publication of employment opportunities in the Fire & Rescue Department. All position openings are posted internally at all firehouses and at City Hall. Outside advertisement for employment opportunities is through, local newspapers, the City of Shelby website, local community colleges and other methods as deemed appropriate by the *Human Resources Director* and/or the Fire Chief. The City of Shelby maintains an open application process for future employment whether or not specific positions are actually open. Electronic applications are provided on the city website and submitted applications are kept on file in the *Human Resources Department* until positions come open. Applicants with applications on file are notified when the position applied for comes open.



Appraisal

The collaboration between the Fire & Rescue Department and the *Human Resources Department* in the identification and announcement of entry level, lateral and promotional positions has met expectations and has been effective toward informing existing staff members and the general public of career opportunities within the Fire & Rescue Department. The agency's recruitment processes have continuously attracted sufficient quantities of qualified candidates for employment or promotion for open positions in the Fire & Rescue Department.

Plan

The *Human Resources Department* will continue to administer all employment related functions in the City of Shelby and the Fire & Rescue Department will continue its role in providing technical assistance. The agency will follow the existing process for the announcement of potential entry-level and promotional positions, and any revisions to policy and procedure will be at the direction of the *Human Resources Department* reflecting any future changes in employment law.

References

- Personnel Policy Manual; Section 16, Employment Status.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 17 Employment and Placement.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 37, Recruitment.* City of Shelby. Human Resources Department.
- City of Shelby Salary Schedule-revised 2018.* City of Shelby. Human Resources Department.
- City of Shelby GOG 202.01 Career Opportunity and Advancement.* City of Shelby. Fire & Rescue Department



7B.2 The agency administration and its members are part of the recruiting process.

Description

The agency's staff members are part of the recruiting process of attracting and evaluating candidates for employment with the Fire & Rescue Department. Staff members represent the agency at job fairs, career day events at local schools and fire safety events. The Fire Chief and the *Human Resources Director* specifically solicit recruitment twice a year from the *Cleveland County Community College's (CCC) Firefighter Academy* class. The agency uses internal assessors for its assessment center for the firefighter position. Staff members conduct all phases of the process including conducting interviews, administering written exams and evaluating the physical ability test. During the assessment center, an incumbent firefighter presents a *realistic job preview (RJP)* to all candidates participating in the process.

Appraisal

The agency has adequately utilized staff members at all levels within the agency for recruiting potential and actual candidates for employment with the Fire & Rescue Department. During assessment centers for external candidates' chief level officers have conducted the interview portions and other company level personnel have evaluated the physical ability portion of the assessment. The recruitment initiatives directed at the *CCC Firefighter Recruit Academy* has yielded candidates for employment that are job ready, or significantly thereof, upon hire.

Plan

The agency will continue to utilize a cross section of staff members in its recruiting efforts.

References

Cleveland Community College (CCC). *CCC Career Day Announcement*. [Brochure]
Shelby, NC: Author.
Personnel Policy Manual; Section 37, Recruitment. City of Shelby. Human
Resources Department.



CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral, and promotional candidates are job related and comply with all local, state/provincial, and federal requirements, including equal opportunity and discrimination statutes.

Description

The City of Shelby is an Equal Opportunity Employer and strives to attract, employ and promote well qualified persons through a structured process, without bias. The *Human Resources Department (HR)* ensures that the employment processes and screenings and qualification devices are job-related across all city departments and are consistent with requirements set forth in various sections of the *City of Shelby Personnel Policy Manual*. The HR department provides consistent oversight to ensure employment processes within the various city departments comply with local, state and federal requirements; and meet specific equal employment opportunity statutes. Applications for open internal and external recruitment career opportunities in the Fire & Rescue Department are submitted and filed with HR and kept on file until such time vacancies occur. The agency's specific policies are contained in *GOG 202.01 Employment and Promotion Policy* and *GOG Certification, Continuing Education and Promotion* and are consistent with the city policy. The agency utilizes a system of *pre-screenings* and an *assessment centers* for all entry and promotional opportunities through assistant chief. The processes are administered by the agency in consultation with HR. Components of an assessment center may include; job related simulations, job related task performance, structured interviews, written examinations, behavioral and psychological tests and physical ability tests as circumstances warrant. The Fire Chief selects candidates to fill vacant positions in the Fire & Rescue Department based on the outcomes of the assessment center and in consultation with the *Human Resources Director* and the *City Manager*.



Appraisal

Through the oversight of the *Human Resources Department*, the agency's recruitment, selection and promotional processes, including applications, assessment center modules, physical exams, background checks and other screening devices, have remained job-related, and meet current *legal* requirements.

Plan

The agency will continue work under the oversight of the *Human Resources Department* for employment and personnel functions including recruitment, selection and hiring of internal and external candidates. The Fire Chief and Human Resources Director will maintain open and constant dialogue and the agency's human resource related policies will be updated as legal requirements of state and federal employment law change and require changes to city and department specific policy.

References

- GOG 202.01 Employment and Promotion Policy*. [Data file]. City of Shelby. Fire & Rescue Department
- GOG 202.03 Certification, Continuing Education and Promotion*. [Data file]. City of Shelby. Fire & Rescue Department.
- Personnel Policy Manual; Section 16, Employment Status*. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 17 Employment and Placement*. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 37, Recruitment*. City of Shelby. Human Resources Department.



7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.

Description

The Fire & Rescue Departments recruitment efforts are specifically targeted to the *Cleveland Community College's (CCC) Firefighter Recruit Academy* to attract job ready (or significantly thereof) women and ethnic minorities to pursue employment opportunities with the agency. The academy holds two recruit classes annually and the Fire Chief and the *Human Resources Director* make recruitment presentations to both classes each year. The agency participates in annual job fairs conducted by the *Cleveland County School (CCS)* system and CCC.

Appraisal

The agency has experienced difficulty in building a workforce composition that is reflective of the population it serves. The majority of applicants and successful candidates for openings in the Fire & Rescue Department have continued to be white and male. The agency has attracted few applications by women or ethnic minorities, and of those applications, most do not successfully complete some phase of the hiring process, or ultimately do not accept an offer of employment. It is important to note that the agency historically has been at a competitive disadvantage with other fire departments in the region in terms of pay and benefits. A compounding factor concerning the agency's demographics has been the majority of its existing minority staff members have retired over the last four years. However, the agency has seen some recent success with the hiring of a two female, one African American and one Hispanic male staff members to its workforce; three of the four were graduates of the *CCC Firefighter Recruit Academy*. One of the department's goals from the latest strategic plan was to assemble a recruitment and retention committee. This committee has been formed and has been purposefully staffed with three of the department's minorities. The committee was formed in 2017 and the department has budgeted for recruitment items based on the committee's recommendations. Cleveland Community College requested permission to utilize one of the



department's female employees as a success story in pamphlets and on the college website that they also are using for recruitment advertising into the CCC *Firefighter Recruit Academy*.

Plan

The agency will continue its recruitment efforts through the *CCC Firefighter Recruit Academy* to reach job ready women and ethnic minorities seeking careers in the fire service, and participate in the job fair events through CCS and CCC. The agency will continue its efforts with the recruitment and retention committee. The agency will work with the *Human Resources Department* in moving forward to participate recruitment events such as show events at the *LeGrand Conference Center*.

References

Personnel Policy Manual; Section 37, Recruitment. 2009. City of Shelby. Human Resources Department.

Fire & Rescue Department 2016-20 Strategic Plan. p. 28. City of Shelby. Fire & Rescue Department.

CCC Success Story. Cleveland Community College. Brown Emergency Training Center.

Fire Chief Lunch with Staff. 2019. City of Shelby. Fire & Rescue Department.

City Manager Lunch with Staff. 2019. City of Shelby. Fire & Rescue Department.

SF&R Demographic Report; 2019. City of Shelby. Human Resources Department.



7B.5 A new member orientation program is in place.

Description

All newly hired employees with the City of Shelby participate in an orientation process conducted by the *Human Resources Department (HR)*. The purpose of the four-hour (4) orientation is to introduce city policies, explain general work rules, city benefits and insurance programs, and finalize all employment related forms and paperwork. All newly hired Fire & Rescue Department staff-members undergo an additional sixty-hour (60) orientation session prior assuming any work duties where they are issued uniforms and personal protective equipment, receive instruction on agency specific policy, and an overview of fire & rescue operations. The orientation is supervised by the Division Chief of Operations and conducted by Training Chief with assistance from the battalion chiefs over training and operations division staff members.

Appraisal

The sixty orientation process conducted jointly by the HR Department and the Fire & Rescue Department has historically provided newly hired staff members the necessary initial awareness, training, and resources necessary to become oriented with the City of Shelby in general and the agency in particular.

Plan

The Fire & Rescue Department will continue to follow the direction and guidance of HR on the processing the orientation of new employees

References

Personnel Policy Manual; Section 28, New Employee Processing. City of Shelby. Human Resources Department.
New Firefighter Orientation Agenda. 2018. City of Shelby. Fire & Rescue Department



CC 7B.6 A supervised probationary process is used to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills, and abilities.

Description

All newly hired full-time or promoted employees with the City of Shelby serve a probationary period of six (6) months as set forth in the *Personnel Policy Manual*. All newly hired part-time staff members hired into the Fire & Rescue Department serve a probationary period consisting of one-thousand (1,000) working hours. The probationary period for new full-time and promoted employees is supervised by the immediate supervisor. For part-time employees the period is supervised by the *Training & Emergency Management Officer*. During the probationary period, staff members are evaluated to ensure they possess the core required knowledge, skills and abilities for the particular position. Probationary staff members receive feedback concerning their progress and a performance evaluation is conducted at the end of the period for recommendation to regular status as a city employee. The probationary period is considered a continuation of the selection process. In 2018 the department implemented a new Firefighter workbook that each new member receives and covers all aspects of the department and key dimensions of the job over a six-month probationary period.

Appraisal

The probationary period has proven to be adequate for ensuring new or promoted staff members possess the core requisite knowledge, skills and abilities for a particular position. The performance evaluation completed by the supervisor has been the tool used to measure recommendation to regular status. For evaluating part-time staff members, the supervisors work report has given the Training Chief the resources in completing an evaluation. As a result of this analysis, the agency found that ongoing feedback has not been consistently monitored for promoted staff members.



Plan

The agency will continue the supervised probation program and the performance evaluation as the measurement for individual employee progress. The agency will explore methods to track incremental progress of the probation period up to the performance evaluation and recommendation for regular status. The new Firefighter workbook appears to be working very well and will continue to be evaluate for revisions.

References

Personnel Policy Manual; Section 36, Probationary Period. City of Shelby. Human Resources Department.

GOG 204.01 Relief Staff Program. [Data file]. City of Shelby. Fire & Rescue Department.

Firefighter Probationary Period Work Book. City of Shelby. Fire & Rescue Department



7B.7 The agency has an employee/member recognition program.

Description

The City of Shelby has recognition program consisting of an employee of the quarter and an employee of the year. The program is administered through the *Human Resources Department (HR)*. Nomination forms are distributed to the departments for the quarterly award and can be submitted for consideration by any employee. All city employees except department directors are eligible for the award. A standing committee representing all city departments make the final decision based the strength of the submitted applications. The committee selects the employee of the year from the winners of the quarterly award. The Fire & Rescue Department maintains a recognition program recognizing staff members for specialty credentialing, years of service and special circumstances and acts in the line of duty. A standing committee of staff members from each platoon considers and approves submissions for consideration.

Appraisal

The City of Shelby has recognized an employee each quarter and an employee of the year since the inception of the program. The Fire & Rescue Department has historically been well represented having three staff members recognized as employee of the quarter. A Fire & Rescue Department employee was selected as the 2013 City of Shelby Employee of the Year. The agency has annually recognized staff members at an annual awards banquet for attainment of specialty credentials, service and acts in the line of duty.

Plan

The agency will continue to encourage staff members to submit their peers for consideration for the employee of the quarter award. The agency will continue its specific recognition program. To enhance individual participation, the agency plans to revise its recognition program in 2014 to provide a luncheon held on each platoon in lieu of the banquet event.



References

- Personnel Policy Manual; Section 14, Employee Awards & Recognition.* 2011. City of Shelby. Human Resources Department.
- GOG 201.03 Honors, Awards & Recognition.* [Data file]. City of Shelby. Fire & Rescue Department
- GOG 206.02 Retirement Ceremonies Protocol.* [Data file]. City of Shelby. Fire & Rescue Department.
- Fire & Rescue Department Annual Awards Banquet Flyer.* City of Shelby. Fire & Rescue Department.



7B.8 The agency's working conditions and environment attract, diverse and qualified applicants, and retains a tenured workforce.

Description

The City of Shelby offers a competitive compensation package for full-time employees that includes salary, a comprehensive health-care plan, enrollment in the local government retirement system, 5% employer 401K contribution, longevity pay, paid vacation and sick leave, and membership in the Local Government Federal Credit Union (LGFCU). All city employees receive an annual performance evaluation and are eligible for performance pay increases when they are funded. The Fire & Rescue Department maintains a work environment that lends to attracting and retaining qualified persons. The agency offers its staff members ample opportunity for career growth and progression, has well maintained facilities, and possesses adequate resources and equipment to accomplish its service delivery priorities. The agency operates under the guidance of a mission statement and associated set of core value developed by staff members that emphasizes positive working conditions and environment.

Appraisal

The agency has experienced an increase in attrition in the last several years. Contributing factors include those leaving for other opportunities and normal turnover due to retirement. It is important to note that even with the increase, the attrition represents less than 3% of the agency's workforce. The agency has experienced challenges retaining staff members at the five (5) year tenure mark.

Plan

The Fire Chief will work the Human Resources Director, other department directors and administration to develop short and long term strategies to improve the competitiveness of the city's compensation package in order to retain its workforce.



References

Personnel Policy Manual; Section 6, Benefits and Services. City of Shelby. Human Resources Department.

City of Shelby Employee Benefits Manual. Mark III Employee Benefits. Charlotte, NC.

City of Shelby Annual Labor Force Stability Report. City of Shelby. Human Resources Department.



7B.9 The agency conducts exit interviews or periodic employee surveys or other mechanisms are used to acquire feedback and improve policies and procedures.

Description

The City of Shelby conducts exit interviews of all employees upon their separation of employment with the City. Exit interviews are on a voluntary basis and the *Human Resources Department (HR)* conducts the interviews in person or by phone. The results of the interviews are shared with the department director and the City Manager as feedback. The *City Manager* holds a quarterly luncheon with randomly selected employees citywide to gather input on various topics. The Fire Chief conducts a similar luncheon with staff members of the Fire & Rescue Department.

Appraisal

The HR Department has conducted exit interviews of all willing separating employees, including those from the Fire & Rescue Department, for the purpose of determining the nature and background causes for the separation. The interviews have given employees a forum to discuss their reason(s) for leaving, and to address concerns or any contributing problems experienced during their employment. Since 2010, the agency's turnover has been at 9.52% and all have occurred in the battalion operations division.

Plan

The HR Department will continue to conduct exit interviews of separating employees and share feedback with department directors and the City Manager. The overall findings of the exit interviews will be used to develop strategies for the elected officials to implement to retain a qualified workforce. The Fire Chief will be an active contributor in the process.



References

City of Shelby Annual Labor Force Stability Report. (2012). City of Shelby. Human Resources Department.

Exit Interview Form. City of Shelby. Human Resources Department.

Personnel Policy Manual; Section 45, Termination of Employment. (2011). City of Shelby Human Resources Department.



7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees/members.

Description

The *Human Resources (HR) Department* coordinates workforce planning and retention initiatives for all city departments. The *HR Department* performs analysis to consider job design, compensation, working conditions and benefits. Workforce assessment is occasionally performed citywide to address needs across all city departments, and more often as needs arise in specific city departments. The *Human Resources Director* consults with department heads on specific needs and provides regular workforce assessment updates to the *City Manager*. The *Personnel Policy Manual* provides guidance for workforce assessment.

Appraisal

The agency has coordinated its workforce planning and retention efforts through the *HR Department*. The last citywide analysis was performed in 2017-18 and included significant redesign of jobs in the City of Shelby and the introduction of a new performance pay system. Subsequently, the agency has consulted with *HR Department* on job design and workforce assessment in specific situations. Within the past five years the Fire & Rescue Department has had two major restructuring requests approved. The department restructured the headquarters division by adding an additional administration level chief officer and reassignment of the shift inspectors by moving their primary responsibilities from operations to code enforcement.

Plan

The agency will continue to consult with the *HR Department* in areas of workforce assessment specifically affecting the Fire & Rescue Department and propose changes in organizational structure, job design or classification as existing working conditions dictate. The agency will



collaborate with the *HR Department* and other city departments on workforce assessment on matters of compensation and benefits.

References

- Personnel Policy Manual; Section 25, Job Description and Analysis.* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 31, Performance Evaluation..* City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 39, Salary Administration Policy.* (2011). City of Shelby. Human Resources Department.
- Performance Review and Development Program, City of Shelby.* 2007. North Carolina League of Municipalities. Raleigh, NC 27602



Criterion 7C: Personnel Policies and Procedures

Personnel policies and procedures are in place, documented, and guiding both administrative and personnel behavior.

Summary:

The City of Shelby's personnel policies are current, written and communicated to all employees through the *Human Resources (HR) Department*. The Fire & Rescue Department maintains current internal policies that compliment city policy and are reviewed at least annually. The City of Shelby maintains specific policy prohibiting sexual, racial, disability, or other forms of bias or unlawful discrimination. All city employees receive diversity training continuing education every twenty-four months. A disciplinary system is in place and was last revised in 2008. Ethics and conflicts of interest are covered in the *Personnel Policy Manual* and apply to all employees in areas of receiving gifts or services, secondary employment or political activity, and all Fire & Rescue Department staff members are sworn-in by the City Clerk upon hire or promotion. City employees have access to a grievance system that provides for a mechanism of appeal of disciplinary actions. The grievance process is administered by the *HR Department*.



Performance Indicators:

CC 7C.1 Personnel policies, procedures, and rules are current, written, and communicated to all personnel.

Description

The City of Shelby policies, procedures, and rules are written and current with contemporary practice. The policies are consolidated within the *Personnel Policy Manual* and are communicated to all employees. Upon initial employment, the manual is introduced to the employees and specific policies are covered as part of the city orientation process. At the Fire & Rescue Department staff members have access to hard copy versions of the manual at each firehouse location. Changes in personnel policies, procedures and rules are communicated to department directors during staff meetings. Department directors coordinate with the *Human Resources (HR) Department* to ensure changes are properly communicated within each city department. In some cases, the *HR Department* will actually communicate changes in personnel policy, procedures or rules.

Appraisal

The *Human Resources Department* and the agency have been effective in ensuring new and existing employees are aware of the City of Shelby's personnel, policies, rules and regulations

The *Personnel Policy Manual* has been maintained in written form, communicated to all city employees and revised accordingly. The last major revision of the policy manual occurred in 2009. Updates of specific policy have occurred as changes in policy occurred. The Fire & Rescue Department has maintained hard copy manuals in each of its three firehouses. The agency maintains an electronic copy on file on its intranet site.



Plan

The *HR Department* will continue to monitor its personnel policies, rules and regulations are consistent with state and federal regulations and communicate policy changes to department directors in a timely manner. The Fire & Rescue Department will continue to communicate changes to its staff members according to direction by HR.

References

GOG 200.00 General Operating Guidelines. [Data file]. City of Shelby. Fire & Rescue Department

Personnel Policy Manual. City of Shelby. Human Resources Department.

Personnel Policy Manual; Section 28, New Employee Processing. City of Shelby. Human Resources Department.



CC 7C.2 The agency has a policy that defines and prohibits sexual, racial, disability, or other forms of harassment, bias, and unlawful discrimination of employees/members and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.

Description

The City of Shelby's *Personnel Policy Manual* outlines policy in defining and prohibiting harassment, bias, and unlawful discrimination of any kind and describing the appropriate method for reporting offenses. The provisions of the policy are communicated as part of the orientation to all employees upon employment. The *Human Resources (HR) Department* provides diversity training at least every twenty-four months to all city employees. The training includes all areas of diversity including unlawful discrimination, harassment, bias, and equal employment. All staff-members in the Fire & Rescue Department receive initial training upon employment and then continuing education thereafter.

Appraisal

The policy in place has clearly defined the expectations of all city employees as it relates to harassment, bias, and unlawful discrimination. The *HR Department* has maintained a practice of keeping its policy current and communicating any changes to department directors. All existing Fire & Rescue Department staff members have received training in harassment during new employee orientation or through continuing education.

Plan

The *City of Shelby* will continue to comply with federal regulations regarding discrimination in the workplace. The *HR Department* will continue to provide oversight of all city departments in areas of harassment, bias unlawful discrimination and provide all employees initial and regular recurring training. The agency will continue to work with the *HR Department* and continuously monitor its workplace.



References

- Personnel Policy Manual; Section 10, Disciplinary Action Grid.* 2009. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 23, Harassment.* 2009. City of Shelby. Human Resources Department.



7C.3 A disciplinary system is in place and enforced.

Description

The *City of Shelby* has specific policy covering disciplinary action within the *Personnel Policy Manual* that is applicable to all city departments and employees. The policy outlines general purpose of the policy, responsibility of supervisors, forms of discipline and guidelines for administering discipline. A complimentary policy outlining common offenses and the general actions to be taken to correct employee behavior is provided to offer supervisors guidance for disciplinary actions. The city uses a progressive discipline model where action may progress from an oral warning, written reprimand, suspension or termination. An offense may start on any of the continuum of options depending on severity and then progress for subsequent offenses.

Appraisal

The city's disciplinary system was last revised in 2008 during revisions of the *Personnel Policy Manual*. The agency has consistently applied the disciplinary system as outlined in its internal disciplinary matters. All staff members have received training on city's disciplinary policies.

Plan

The Fire & Rescue Department will continue to apply disciplinary actions consistent with the policy outlined in the *Personnel Policy Manual*. The *HR Department* will continue to maintain the policy and provide revisions as employment conditions change. The *HR Department* will continue to provide employee training on the policy as a part of the orientation process.

References

- Personnel Policy Manual; Section 9, Disciplinary Action.* 2009. City of Shelby. Human Resources Department.
- Personnel Policy Manual; Section 10, Disciplinary Action Grid.* 2009. City of Shelby. Human Resources Department.



7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members.

Description

The City of Shelby communicates its expectations for all employees with regard to ethical behavior and conflicts of interest within referenced policies in the *Personnel Policy Manual*. Specifically, city employees may not accept gifts, favors or other things of value in exchange for city services or preferential treatment under city codes or ordinances. Employees may not engage in secondary employment or enterprises that may be in conflict with responsible city services. Additional provisions apply to all employees that enforce the North Carolina Building Code. Staff members of the Fire & Rescue Department are sworn by the City Clerk to uphold the interests of the city and refrain from unethical behavior, and is conducted upon successful completion of the initial employment probationary period and upon promotion thereafter.

Appraisal

The City of Shelby has communicated the expectations of ethical behavior and conflicts of interest to employees during the new employee orientation process where referenced policies are explained. The City Clerk has sworn all Fire & Rescue Department staff members since 2010. All staff members that enforce the North Carolina Building Code have been sworn specifically for their official capacity as a code enforcement officer.

Plan

The agency will continue to follow the provisions set forth in the *Personnel Policy Manual*. However, the agency will give consideration to developing a specific internal conflict of interest and ethics policy that is in keeping with overall stated outcomes of the City.

References

GOG 206.01 Oath and Pinning Ceremony. [Data file]. City of Shelby. Fire & Rescue Department
Personnel Policy Manual; Section 7, Conditions of Employment. City of Shelby. Human Resources Department.



Personnel Policy Manual; Section 13, Duty to Report Violations. City of Shelby.
Human Resources Department.

Personnel Policy Manual; Section 35, Political Activity. City of Shelby. Human
Resources Department.

Personnel Policy Manual; Section 40, Secondary Employment. City of Shelby. Human
Resources Department.

Personnel Policy Manual; Section 43, Statement on Unionization. City of Shelby.
Human Resources Department.

North Carolina General Statutes: Code of Ethics, Section 153A-355.
North Carolina General Statutes. 2017



7C.5 A [grievance/complaint procedure](#) is published and communicated to employees/members.

Description

The *City of Shelby* has specific policy detailing an employee's rights to grieve an issue, steps on how to file a grievance, expected timelines for responses and resolutions within the *Personnel Policy Manual* that is applicable to all city departments and employees. The policy outlines the responsibilities of the employee and city officials in resolving grievances. The policy is managed by the *HR Department*. Current, or former, city employee has the right to appeal job actions using the *Grievance Procedure* policy.

Appraisal

The city's grievance procedure was last revised in 2008 during revisions of the *Personnel Policy Manual*. The policy has been adequate and communicated to all employees. Previous appeals have been resolved according to the established policy.

Plan

The Fire & Rescue Department will continue to follow the of the grievance policy as outlined in the *Personnel Policy Manual*. The *HR Department* will continue to maintain the policy and provide revisions as employment conditions change. The *HR Department* will continue to provide employee training on the policy as a part of the orientation process.

References

Personnel Policy Manual; Section 22, Grievance Procedure. City of Shelby. Human Resources Department.



Criterion 7D: Use of Human Resources

Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.

Summary:

The City of Shelby maintains a position classification system that is administered and managed by the *Human Resources (HR) Department*. All positions have an associated job description and pay classification. Job descriptions are evaluated periodically as outlined in the *Personnel Policy Manual*. The city maintains an appraisal system where all city employees are evaluated at least annually in a *pay for performance system*. The Fire & Rescue Department maintains a current list of special knowledge, skills and abilities for all positions within the agency as outlined in professional standards and the agency has a career development program. The city encourages employee input on city service delivery through its *Bright Idea's Program*. The agency specifically solicits input from its staff members through the quarterly luncheon with the chief.



Performance Indicators:

CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.

Description

The City of Shelby lists all full and part-time job positions in the city according to classification, pay grade, and title. All positions have an associated job description outlining the requisite skills, knowledge, responsibilities and the associated tasks an incumbent can be expected to perform. The *Human Resources Department* manages the position classification system and reviews as modifies specific positions as warranted in consultation with the department director. The last comprehensive audit of the position classification system occurred in 2008 when the existing system was put into place.

Appraisal

The latest position classification system update was completed in 2018 with some major revisions to the system occurring. The City hired a professional third party company called Spring Stead to conduct the pay and classification evaluation and update. All staff members contributed to the evaluation at different levels but no less than an electronic position survey. In the years leading up to the classification study the Fire Chief and the *Human Resources Director* have audited specific jobs within the Fire & Rescue Department, the most recent occurring as the agency proposed changes in its rank structure.

Plan

The City of Shelby will take the recommendation of Spring Stead to review and evaluation all positions no less than every three years. The agency will continue to audit its positions to ensure they remain relevant.

References

Personnel Manual; Section 25, Job Analysis. City of Shelby. Human Resources Department.



7D.2 Current written job descriptions exist for all positions, and incumbent personnel have input into revisions.

Description

Current and written job descriptions exist for all positions in the City of Shelby including the Fire & Rescue Department. Job descriptions are administered through the *Human Resources (HR) Department* and the mechanisms (policy) are in place to provide incumbent personnel input in the development and revision of the descriptions.

Appraisal

The Fire & Rescue Department has current and written job descriptions for all authorized position classifications. *Section 25; Job Description & Analysis of the Personnel Policy Manual* provide guidance for the development or revision of job descriptions. The agency's practice has been to revise its job descriptions on a case by case basis. The last major revision of the agency's job descriptions occurred in 2008 as part of a city-wide job classification and compensation analysis.

Plan

The agency will take the recommendation of Spring Stead that conducted the most recent pay and classification study to start reviewing and evaluating each position no less than every three years. The agency will continue to coordinate with the *HR Department* and follow existing policy relating to the development and revision of job descriptions.

References

Personnel Policy Manual; Section 25, Job Descriptions & Analysis. City of Shelby.
Human Resources Department.
Firefighter Job Description. City of Shelby. Human Resources Department.



7D.3 A personnel appraisal system is in place.

Description

The City of Shelby utilizes a performance based evaluation system to analyze the work performance of its employees. Employee evaluations are conducted at least annually and the results determine any advancement within the established salary range. The process is outlined in the *City of Shelby Personnel Policy Manual*. Managers and supervisors evaluate employees under their direct supervision using appraisal documents developed for each job classification. The city utilizes a *no surprises* approach to employee evaluations which encourages regular and consistent feedback during the evaluation period. The personnel appraisal system is administered by the *Human Resources Department*.

Appraisal

The agency has utilized the city's appraisal system to evaluate its staff members on annual basis. Specific appraisal documents have been developed that factor the unique working conditions encountered in fire and rescue services for the job classifications within the Fire & Rescue Department.

Plan

The Fire & Rescue Department will continue to follow the protocol of the existing personnel appraisal system under the guidance of the *HR Department*.

References

- Personnel Policy Manual; Section 31, Performance Evaluation*. City of Shelby. Human Resources Department.
- Performance Review Form-Firefighter*. City of Shelby. Human Resources Department.
- Performance Review Form-Inspector Standards*. City of Shelby. Human Resources Department.
- Performance Review Form-Supervisor Supplement*. City of Shelby. Human Resources Department.



7D.4 Methods for employee/member input or a suggestion program are in place.

Description

The City of Shelby encourages and actively seeks input from its employees through its *Employee Bright Ideas Program* and its city manager luncheon. The *Employee Bright Ideas Program* encourages employees from all departments to identify more effective, efficient and/or safer methods to carry out the business of the city. The program is incentivized with cash awards for ideas that are implemented. The Human Resources Department coordinates the program. On a quarterly basis, selected employees from the various city departments have lunch with the city manager. This casual event offers an opportunity to discuss a variety of city matters and gain input from the employees. The Fire Chief conducts a similar luncheon format for selected staff members in the Fire & Rescue Department.

Appraisal

The *Employee Bright Ideas Program* has been in place since 2011 and numerous suggestions proposed by employees have been implemented by the City. An employee from the Fire & Rescue Department received the first bright idea award for transitioning employee evaluations and forms into a form-fillable digital format. The City Manager has regularly met with small groups of city employees over lunch to gather input and discuss matters with the employees. Staff members from the Fire & Rescue Department have been regularly attended the luncheon. The Fire Chief has consistently (typically quarterly) met with small groups of staff members for an informal lunch to gather feedback specific to the Fire & Rescue Department.

Plan

The agency plans to continue participation in the city wide employee input initiatives and to continue its internal practice of lunch with the fire chief on a quarterly basis.



References

- City of Shelby Bright Ideas Program.* (2011). City of Shelby. Human Resources Department.
- City Manager Luncheon Invitation.* (2018). City of Shelby. City Managers Office.
- Chief's Luncheon Appointment.* Retrieved from: Outlook Calendar.



7D.5 Career and professional development programs are in place for all members.

Description

The Fire & Rescue Department has a written policy guideline for career development covering all position classifications through battalion chief. The policy highlights the skill sets needed for entry into a particular job classification, provides guidance for acquiring necessary skills, knowledge and abilities to become *job ready* within the classification, and offers direction to staff members that wish to promote to a higher job classification. The policy works in conjunction with other department and city policies related to career enhancement and promotion.

Appraisal

A policy addressing career development was developed directly from a goal included in the agency's *2010-2015 Strategic Plan* and was adopted in 2012. The policy (GOG 202.03) has worked to codify what had essentially practice of the agency. The policy has proven to be effective in providing staff members the necessary information for short and long term career planning purposes. The policy outlines required coursework and conditions for employee reimbursement of expenses.

Plan

The agency will review the existing policy on at least an annual basis and make necessary revisions as changes in coursework or certification requirements occur, or in response to changes in the structure of the Fire & Rescue Department.

References

- GOG 202.01 Employment and Placement*. [Data file]. City of Shelby. Fire& Rescue Department.
- GOG 202.03 Certification, Continuing Education & Development*. [Data file]. City of Shelby. Fire& Rescue Department.
- Personnel Policy Manual; Section 46, Transfers, Promotions, Demotions & Reclassifications*. City of Shelby. Human Resources Department.



7D.6 The agency has a leadership development program and/or succession plan.

Description

The departments leadership staff (Captain and above) have numerous processes in place that ensure succession planning and avoiding any silos of information.

Appraisal

There is written policy in place that outlines leadership training and certifications per position, this is outlined in GOG 203.03 *Certification, Continuing Education & Development*. The department ensures that both the operations and prevention side are cross trained and routinely fill in both roles. All company officers are required to be at least level I code enforcement officials and Inspectors are required to have operational experience, training, and certifications.

The department is working to implement promotional workbooks for each position that formally outline needed leadership training and benchmarks that ensures adequate succession planning throughout the department.

Plan

The department will continue providing consistent leadership training to ensure adequate succession planning throughout the department. The department will continue gauging the effectiveness of the promotional workbooks and make updates as needed. The department will continue building, implementing, and updating promotional workbooks for each position.

References

GOG 202.03 Certification, Continuing Education & Development. [Data file]. 2012. City of Shelby. Fire & Rescue Department.
Promotional Firefighter Workbook. 2018. City of Shelby. Fire & Rescue Department



Criterion 7E: Personnel Compensation

A system and practices for providing employee/member compensation are in place.

Summary:

The City of Shelby's rates of pay, benefits are published and administered by the *Human Resources (HR) Department* and are readily accessible to city employees. The *HR Department* publishes an employee benefits handbook that is updated annually consistent with any changes to the benefits package.



Performance Indicators:

CC 7E.1 Rates of pay and compensation are published and available to all employees/members.

Description

The City of Shelby's rates of pay and compensation are published and readily available to all employees through the *Human Resources (HR) Department*. Job descriptions for all classifications state the current salary range. Fire & Rescue Department staff members have unimpeded access to the services of the *HR Department* for all employment related matters.

Appraisal

The *HR Department* has consistently managed rates of pay and compensation schedules annually as part of the fiscal year budget and has communicated any changes that have occurred during the year to all employees as appropriate. Staff members in the Fire & Rescue Department have historically made regular use of human resource services.

Plan

The *HR Department* will continue to manage rates of pay and compensation schedules on an annual basis and communicate changes as appropriate to all city employees.

References

Personnel Policy Manual; Section 39, Salary Administration Policy. City of Shelby. Human Resources Department.
City of Shelby Salary Schedule-revised 2018. City of Shelby. Human Resources Department.



7E.2 Member benefits are defined, published, and communicated to all employees/members.

Description

The City of Shelby's employee benefits are defined, published and readily available to all employees through the *Human Resources (HR) Department*. Employee benefits are published in the *Personnel Policy Manual* and in the *Employee Benefits Handbook*. All city employees receive a copy of the handbook during initial orientation and then annually thereafter. Fire & Rescue Department staff members have unimpeded access to the services of the *HR Department* for all employment related matters.

Appraisal

The *HR Department* has consistently managed the city's benefits package annually as part of the fiscal year budget and has communicated any changes occurring during the year to all employees as appropriate. Staff members in the Fire & Rescue Department have historically made regular use of human resource services.

Plan

The *HR Department* will continue to manage the city benefits package on an annual basis and communicate changes as appropriate to all city employees

References

Personnel Policy Manual; Section 6, Employee Benefits & Services.. City of Shelby.
Human Resources Department.

City of Shelby Employee Benefits Manual. Mark III Employee Benefits. Charlotte, NC.



Criterion 7F: Occupational Health and Safety and Risk Management

The agency's occupational health, safety, and risk management programs protect the organization and personnel from unnecessary injuries or losses from accidents or liability.

Summary:

The City of Shelby employs a *Safety and Health Coordinator* in the *Human Resources (HR) Department* that works under the supervision of the *Human Resources Director*. The incumbent coordinates all occupational health and safety, and risk management programs across all city departments. There are policies in place for reporting injuries and accidents that occur in the workplace and the *Safety Committee* routinely evaluates the workplace for hazards and opportunities for risk reduction. The city has an occupational health and safety training program for all city employees. The Fire & Rescue Department conducts specific risk and hazard reduction training tailored to emergency operations and maintains policy complimentary to the city policy. The Fire & Rescue Department provides technical expertise for the occupational health and safety program by providing courses of instruction. The agency records accidents and injuries as outlined in the *Personnel Policy Manual* and reports near miss incidents. All accidents and injuries are thoroughly investigated to determine cause and evaluate for risk reduction measures.



Performance Indicators:

7F.1 A specific person or persons are assigned responsibility for implementing the occupational health, safety, and risk management programs.

Description

The City of Shelby employs a full-time occupational safety, health and risk coordinator within the *Human Resources (HR) Department* that is tasked with the supervision and administration of safety and risk programs. The agency's *Training & Emergency Management Officer* is a department liaison to the coordinator and serves on the City of Shelby Safety Committee.

Appraisal

The occupational safety, health and risk coordinator has been a full-time position in the city since 2008 with the current incumbent serving since 2018. The incumbent training officer has been the agency's safety representative since 2015. Both positions have been instrumental in implementing safety and risk programs within the agency and throughout the city.

Plan

The agency will maintain representation on the City of Shelby Safety Committee and work with occupational safety, health and risk coordinator to maintain and improve a safe work environment in the Fire & Rescue Department.

References

Position Description- Safety & Risk Management Coordinator. 2008. City of Shelby. Human Resources Department.



7F.2 The agency's policies and procedures report, evaluate, address, and communicate workplace hazards as well as unsafe/unhealthy conditions and work practices.

Description

The City of Shelby *Personnel Policy Manual* provides guidance for reporting, addressing and communicating workplace hazards and accidents. The policy outlines procedures to be taken for life threatening and non-life threatening injuries in the workplace. The *Safety Committee* routinely performs safety audits of city facilities to evaluate and address workplace hazards and conditions.

Appraisal

The city's policy and related forms for reporting accidents and injuries has proven to be an effective method to document an actual occurrence of an accident or injury and for addressing workplace hazards or unsafe conditions in the workplace. The agency has followed this protocol for reporting employee injuries and damages involving city property. The *safety committee* has regularly audited city facilities, including its firehouses, to mitigate hazards before accidents occur.

Plan

The agency will continue to follow the city policy as outlined and consult with the *safety and health coordinator* to continuously evaluate the workplace for hazards and communicate improvements to staff members.

References

Personnel Policy Manual; Section 1, Accident & Injury Reporting. City of Shelby.
Human Resources Department.

Fire Department Monthly Safety Audit. City of Shelby. Human Resources Department.



7F.3 The agency documents steps taken to implement risk reduction and address identified workplace hazards.

Description

The City of Shelby operates under a culture of risk reduction and constantly seeks methods to reduce workplace hazards. The city employs a *safety and risk management coordinator* to initiate and supervise risk reduction initiatives. The incumbent chairs the safety committee, supervises safety audits of facilities, tracks injuries and accidents, and coordinates safety training for all city departments. The agency operates under specific policies designed to reduce risk in fire & rescue workplace operations.

Appraisal

The *safety and risk management coordinator* has effectively managed the risk reduction programs in the City. The safety committee has regularly met to address safety issues and city facilities are regularly audited for workplace hazards. The *Fire Marshal* has conducted an annual inspection of all city facilities for compliance with the fire code. The agency has continued to operate under the guidelines set forth in the *General Operating Guide; Section 700, Safety & Health*. The policies are reviewed on an annual basis.

Plan

The agency will continue to collaborate with the *safety and risk management coordinator* on risk reduction initiatives. The *Fire Marshal* will continue to inspect all city facilities for compliance with the fire code on an annual basis. The agency will review its policies directed toward risk reduction on an annual basis and recommend revisions or additional policy as changes in workplace conditions occur.

References

GOG 700.01 Respiratory Protection. [Data file]. (2008). City of Shelby. Fire & Rescue Department.

GOG 700.02 Personal Protective Equipment. [Data file]. (2011). City of Shelby. Fire & Rescue Department.



- GOG 700.03 Physical Fitness Program.* [Data file]. (2011). City of Shelby. Fire & Rescue Department.
- GOG 701.01 Motorized Vehicle Operations.* [Data file]. (2008). City of Shelby. Fire & Rescue Department.
- GOG 700.02 Qualification for the Operation of Emergency Vehicles.* [Data file]. (2010). City of Shelby. Fire & Rescue Department.
- GOG 702.01 Controlled Burn Demolition and Live Fire Training in Vacant, Abandoned or Dilapidated Structures.* [Data file]. (2011). City of Shelby. Fire & Rescue Department.
- Safety Audits
Fire Marshal Inspection Firehouses



7F.4 Procedures are established and communicated specific to minimizing occupational exposure to communicable diseases or chemicals.

Description

The procedures for minimizing exposure to communicable disease or chemicals are administered through the *Human Resources Department* by the *safety and risk management coordinator* through certain policy and programs that cover all city departments. The agency maintains specific policy and procedure covering exposure to chemicals or communicable disease. Additionally, the agency is subject to certain procedures outlined in EMS protocols.

Appraisal

The Fire & Rescue Department has consistently adhered to agency, city procedures and followed the protocol as outlined in the *Cleveland County EMS Protocols* with regard to the minimization of occupational exposure to communicable disease or chemicals and has been subject to regular and recurring continuing education.

Plan

The agency will continue to maintain compliance with hazardous exposure policy and programs. The agency will continue to adhere to EMS protocols and will continue to review its specific policies directed an annual basis and recommend revisions or additional policy as changes in workplace conditions occur. -

References

- Safety & Health Policy and Procedures Manual; Bloodborne Pathogens.* (nd). City of Shelby. Human Resources Department.
- Safety & Health Policy and Procedures Manual; Hazard Communication (Hazcom) Program.* (nd). City of Shelby. Human Resources Department.
- GOG 700.01 Respiratory Protection.* [Data file]. City of Shelby. Fire & Rescue Department.
- GOG 700.02 Personal Protective Equipment.* [Data file]. City of Shelby. Fire & Rescue Department.



CC 7F.5 The agency's occupational health and safety training program instruct the workforce in general safe work practices, from point of initial employment through each job assignment and/or whenever new substances, new processes, procedures, or equipment are introduced. It provides specific instructions on operations and hazards specific to the agency.

Description

The City of Shelby has an Occupational Health & Safety program providing instruction in general safe work practices for all city employees. An employee receives initial training upon hire during the orientation process and thereafter through a continuing education program on a regular recurring basis throughout the year. It is important to note that the Fire & Rescue Department provides much of the instruction. Additionally, city departments are tasked with providing their employees more comprehensive training depending on job design and function, and the working conditions encountered. The Fire & Rescue Department's occupational health and safety program is integrated into the agency's continuing education and training program. Staff members receive regular recurring training throughout the year. Certain core subjects are specifically taught annually as mandated by state or federal law.

Appraisal

Fire & Rescue Department staff members have been provided initial training and instruction in occupational safety and health as part of the city employee orientation process. The agency has provided a consistent recurring program of training for all staff members as part of its continuing education and training program. Core subjects including; respiratory protection, personal protective equipment, and vehicle operations have been taught annually. As a result of this research the agency found no overall administrative policy governing occupational safety and health programs in place in the city.



Plan

All city employees will continue to receive initial training in occupational health and safety as part of the new employee orientation process and instructors from the agency will provide continuing education to a cross section of city employees. The Fire & Rescue Department will continue to specifically provide staff members with regular occupational health and safety training within its continuing education and training program and adjust instruction as job design, function or workplace conditions change. The agency will make recommendation to the *Human Resources Department* to develop an administrative policy for occupational health and safety to ensure consistency and help guide the more specific policies already in place.

References

- GOG 700.01 Respiratory Protection*. [Data file]. (2008). City of Shelby. Fire & Rescue Department.
- GOG 700.02 Personal Protective Equipment*. [Data file]. (2011). City of Shelby. Fire & Rescue Department.
- Completed Training Curriculum*. [Data file]. 2018. Target Solutions Training Software



7F.6 The agency uses near miss reporting to elevate the level of situational awareness in an effort to teach and share lessons learned from events that, except for a fortunate break in the chain of events, could have resulted in a fatality, injury, or property damage.

Description

The agency conducts a review of tactical operations of applicable incidents as outlined in *GOG 203.01 Post Incident Review*. Occasionally, *near-miss situations* are identified by those members with personal involvement. Other times, a reportable situation may arise out of other routine operations. Where a *near miss* is discovered, the members involved complete a *Near Miss Injury/Accident Analysis* form which is forwarded to the *Safety & Risk Management Coordinator*. The form is available on the Fire & Rescue Department's forms folder on the shared drive. In the past the agency has reported to the *National Firefighter Near-miss Reporting Database*.

Appraisal

The agency has not fully utilized the *near miss reporting* system in the city. While situations are occasionally reported by staff members, it is reliable that far more situations do not get reported. Accident and injury reports occurring within the agency often recount a past history of trigger circumstances occurring prior to the actual accident or injury. The agency does not collect information on internal reporting to the *National Firefighter Near-miss Reporting Database*.

Plan

The agency will collaborate with the *Safety & Risk Management Coordinator* to develop methods to encourage staff members to identify and report near miss situations. Specifically, the agency will internally publicize the *National Firefighter Near-miss Reporting Database* and factor *near-miss situations* in its *after action reporting*. These changes have gone into effect and the department continues to properly document any near miss incidents.



References

GOG 203.01 Post Incident Review. [Data file]. City of Shelby. Fire & Rescue Department.

Near Miss/Accident Analysis Form. City of Shelby. Human Resources Department.



7F.7 The agency has a process in place to investigate and document accidents, injuries, legal actions, etc. The agency's information management system supports this process.

Description

The Fire & Rescue Department follows the procedures for reporting, investigating and documenting accidents and injuries as outlined in the *Personnel Policy Manual*. Staff members are directed to report personal injuries or damages to property to their immediate supervisor. Supervisors are responsible for beginning initial investigations of accidents and ensuring proper documentation of an incident is completed. Reports are forwarded through chain of command to the *Safety & Health Coordinator* for further investigation. The *North Carolina League of Municipalities (NCLM)* is the city's worker's compensation and liability insurance provider and investigates all worker's compensation and liability claims involving the City of Shelby. The *Human Resources (HR) Department* compiles all data regarding accidents, injuries, legal actions involving city employees, equipment and property.

Appraisal

The existing process for reporting, investigating and documenting accidents and injuries has been effective for the agency. The *Safety & Health Coordinator* has provided feedback (at least annually) on injury and accident statistics that has been helpful to the Fire & Rescue Department in identifying trends. All statistical analysis is collected and compiled by the *Human Resources Department*.

Plan

The agency will continue to collaborate with the *Safety & Health Coordinator* and report injuries and accidents as outlined in the *Personnel Policy Manual*.



References

Personnel Policy Manual; Section 1, Accident/Injury Reporting. City of Shelby. Human Resources Department.

Accident/Injury Report Form. City of Shelby. Human Resources Department.



7F.8 The agency incorporates risk management practices to increase the level of decision making and the ability to identify unsafe conditions and practices during emergency operations.

Description

The department has written policies in place to both increase the level of decision making and lower unsafe practices during any emergency operations.

Appraisal

Policy GOG 202.03 *Certification Continuing Education & Development* outlines the required entry level, job ready, and job development courses for each position. Each position within the department has NIMS ICS level certifications that are required for job entry based off of level of responsibility on emergency scenes. All Captains are required to have NIMS ICS 300, Battalion Chief's, NIMS ICS 400, and Firefighters NIMS ICS 100. The department incorporates a safety officer per policy on any emergency scene as outlined in GOG 301.06 *Incident Safety Officer*. The safety officer is dedicated to solely monitoring and gauging the safe or unsafe conditions of the emergency and is not included with any operational support so they can focus on firefighter safety. The department has a post incident review policy in place: GOG 203.01 *Post Incident Review* that documents any risk management practice issues or potential proposed changes. The department has also received multiple *Gold Safety Awards* from the NC department of labor for providing safe working conditions.

Plan

The department plans to continue having a dedicated safety officer on all emergency operation scenes. The department will continue utilizing a post incident review process that clearly outline any safety related issues and all department administration view the reports for potential operational / policy updates. The department will continue ensuring all staff are adequately trained in risk management practices.



References

GOG 202.03 Certification Education & Development. [Data file]. (2009). City of Shelby. Fire & Rescue

GOG 301.06 Incident Safety Officer. [Data file]. (2009). City of Shelby. Fire & Rescue Department.

GOG 203.01 Post Incident Review. [Data file]. (2009). City of Shelby. Fire & Rescue. Department.

Fourth-year Gold Safety Award. North Carolina Department of Labor (NCDOL).

Fifth-year Gold Safety Award. North Carolina Department of Labor (NCDOL).



Criterion 7G: Wellness/Fitness Programs

The agency has a wellness/fitness program for recruit and incumbent personnel. The agency specifies and communicates the provisions if employees/members do not comply with the wellness/fitness program.

Summary:

The Fire and Rescue Department aims to toward presenting staff members that are capable for duty by providing a work environment that maintains a primary goal of providing wellness, health, and safety. The agency fosters the duty environment with a number of initiatives found in *GOG: 700.03-Physical Fitness Training* providing guidance for an on-duty physical fitness regimen for operations staff, encourage staff members to maintain themselves in a state of health and physical conditioning compatible with the rigors of fire and rescue operations, assisting staff members with maintaining improving muscular strength and endurance, assisting staff members with maintaining and improving flexibility and cardiovascular strength, reducing occupational risks associated with death and injury among firefighters, and enhancing public confidence of the agency by presenting an image of good health and fitness to citizens.

The agency provides physical fitness workout facilities of various sizes at all three city firehouses with various exercise equipment for members to use while on-duty. Staff members are also allotted during a tour of duty where they can perform a wellness and fitness routine. The agency is not only concerned with physical fitness, as it also provides an initial and annual comprehensive medical exam by a third party provider adhering to National Fire Protection Association (*NFPA*) 1582: *Standard on Occupational Medical Evaluation of Members*. The City of Shelby also provides for fire and rescue members by testing for substance abuse, providing Employee Assistance Programs, and establishing a City Wellness Committee.

The overall health, wellness, and physical fitness will always remain a top priority in the Shelby Fire and Rescue Department.



Performance Indicators:

CC 7G.1 **The agency provides for initial, regular, and rehabilitative medical, and fitness evaluations.**

Description

The agency requires a pre-employment medical and physical fitness evaluations and substance screenings to candidates who have successfully completed pre-employment testing requirements and interview evaluations to prove they are fit for duty as set forth in Occupational Safety Health Administration (*OSHA*) 1910.134: *Respiratory Protection*, *OSHA* 1910.156: *Fire Brigades*, National Fire Protection Association (*NFPA*) 1582: *Standard on Occupational Medical Evaluation of Members*, General Operating Guideline *GOG: 700.01-Respiratory Protection*. The agency also requires substance screenings at random and for reasonable suspicion for all the safety sensitive members, set forth in City of Shelby; *Personnel Policy and Procedure Manual; Section 12: Drug and Alcohol Testing*. Last, the agency requires an annual medical and fitness evaluation following *OSHA* 1910.134, *OSHA* 1910.156, and *NFPA* 1982. Members have the option of using the agency's qualified third party provider or a provider of their own choosing should that provider meet the minimum requirements.

Appraisal

The agency has addressed the medical and fitness wellness of all members in the past through the guidelines previously established by federal guidelines, national standards, and City policies through a certified third party provider. The program has been overseen by the Assistant Fire Chief.

Plan

The agency will continue to require initial and annual medical evaluations of all members to prove fit for duty by December 31 of each year. The agency will also continue to perform random and reasonable suspicion substance testing to assure medical and fitness wellness.



References

- Personnel Policy Manual; Section 12: Drug and Alcohol Testing.* City of Shelby. Human Resources Department.
- GOG: 700.01-Respiratory Protection.* [Data file]. 2008. City of Shelby. Fire & Rescue Department.
- National Fire Protection Association (NFPA); *NFPA 1582: Standard on Occupational Medical Evaluation of Members.* Quincy, MA.
- Occupational Safety Health Administration (OSHA); *OSHA 1910.134: Respiratory Protection*
- Occupational Safety Health Administration (OSHA); *OSHA 1910.156: Fire Brigades*



7G.2 The agency provides personnel with access to fitness facilities and equipment.

Description

The agency offers physical fitness equipment for all members to help keep physically fit to the degree they desire for a state of health and physical conditioning for operational readiness at each station with provision set forth in National Fire Protection Association (*NFPA*) 1583: *Standard on Health Related Fitness Programs for Firefighters*. Members are encouraged to engage in physically stimulating training on-duty that challenges and enhances overall physical wellness for a minimum of thirty minutes as set forth in *GOG: 700.03-Physical Fitness Training*. The amount of space and pieces of fitness equipment are different among each station, but at a minimum, each station has one cardio machine and strength training item. Members are also allowed to exercise on or in the immediate vicinity of firehouse property as long as they can adequately respond to emergency calls for service. Physical fitness instruction is offered to employees through our yearly medical evaluations by provided through a third party provider and a Wellness Committee that has been established through the City's Human Resource Department.

Appraisal

The agency has provided a facility and various types of physical fitness equipment in all three fire stations. The department has also always given firefighters the option to exercise during each shift at the time discretion of company officers. The department has also provided fitness and exercise instruction through the City of Shelby's Wellness Committee.

Plan

The agency will continue to endorse and advocate physical fitness regimen by providing the chance to access adequate fitness equipment and instructional guidance to all members.



References

City of Shelby; *Minutes from Wellness Committee Meeting XX/XX/XXXX*.

GOG: 700.03-Physical Fitness Training. [Data file]. 2011. City of Shelby. Fire & Rescue Department

National Fire Protection Association (NFPA); *NFPA 1583: Standard on Health Related Fitness Programs for Firefighters*. Quincy, MA.



7G.3 The agency provides wellness/fitness training to all employees/members.

Description

The agency offers wellness and fitness education to members through a number of different channels inside and outside of the department. First, members are required to pass a physical upon initial employment provided in *GOG: 700.01-Respiratory Protection* where education is first provided and a physician evaluates an employee's ability to perform. *GOG: 700.01-Respiratory Protection* also requires yearly medical evaluations including stress and breathing test, chest x-rays, and blood work. Members also receive wellness and fitness education information from the City's Wellness Committee. They annually hold health screenings, through a third party provider, and a health and safety fair. The health screenings come with computer access to an education program called Professional Health Services' Custom Program Design. The programs provided by the Wellness Committee and through the third party provider have a number of wellness and fitness opportunities. The City also renders Employee Assistance Programs for mental wellness and education. The agency also has external access to programs like Smoking Cessation and Heart Healthy Firefighter through the National Volunteer Fire Council.

Appraisal

The agency has provided wellness and fitness educational access to all members through the different programs listed above. Although the health screenings and computer programs are relatively new programs in the City, they have proven successful to provide a jumpstart towards the overall health and fitness of the members.

Plan

The agency will continue to endorse and advocate wellness and fitness education programs internally, through the City's Wellness Committee and the fire department *GOG: 700.01-*



Respiratory Protection and *GOG: 700.03-Physical Fitness Training*, and externally through any channels that can provide up-to-date and useful information.

References

City of Shelby; *Minutes from Wellness Committee Meeting XX/XX/XXXX*.

GOG: 700.01-Respiratory Protection. [Data file]. City of Shelby. Fire & Rescue Department

GOG: 700.03-Physical Fitness Training. [Data file]. City of Shelby. Fire & Rescue Department



7G.4 The agency provides an employee/member assistance program with timely access to critical incident stress debriefing and behavioral counseling resources.

Description

The agency offers a member assistance program for behavioral counseling services. The Employee Assistance Program (EAP) services are offered through the City and come as a free of charge benefit to all members. Members can obtain assistance from EAP services at any time on their own, through a supervisor, or through the Human Resources Department who handles that scheduling found in City of Shelby's *Personnel Policy and Procedure Manual*. EAP services can be used for a number of behavioral and counseling services to address personal or behavioral issues that negatively or might negatively affect job performances, and they are completely confidential. The EAP services offered through the City are not in place for critical incident stress debriefings (CISD). The agency has a post incident review in place following *GOG: 203.01-Post Incident Review* that can help identify the need for debriefing or diffusion. The members have access to a Fire Chaplain, an ordained minister, who will provide behavioral and counseling services twenty-four hours a day. The Fire Chaplain is trained in CISB by the International Critical Incident Stress Foundation, and is the first contact for internal debriefings. CISDs for major events are handled and routed through Cleveland County EMS. The Cleveland County EMS director works in conjunction with personnel from all entities involved to find an appropriate time and place for CISDs. The CISDs are not mandatory, but are effective in assisting members with stress.

Appraisal

The agency has participated in critical incident stress debriefings internally from the Fire Chaplain and externally in conjunction with Cleveland County EMS on a number of different occasions, but has no set policy on where, when, or how long CISDs take place. The City's EAP services have provided consultation to employees to help them deal with stress and mental wellness issues. All members have had access to the EAP services, but the EAP services have not been included on critical incident stress debriefing.



Plan

The agency will continue to perform Post Incident Reviews and work with our Fire Chaplain and Cleveland County EMS to start off critical incident stress debriefings, and they will also continue to work in conjunction with the City in allowing employee access to EAP services. Last, the agency will work on the brining the City's EAP services in on the critical incident stress debriefings through possibly general operating guidelines.

References

City of Shelby; *Personnel Policy and Procedure Manual Table of Contents*
GOG: 203.01-Post Incident Review. [Data file]. City of Shelby. Fire
& Rescue Department



7G.5 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the wellness/fitness programs and its impact on meeting the agency's goals and objectives.

Description

The agency has current general operating guidelines in place directing the on-duty wellness and fitness program found in General Operating Guideline *GOG: 700.03-Physical Fitness Training*. The guideline encourages members to maintain themselves in a state of physical conditioning compatible with the rigors of fire and rescue operations, assists with improving muscular strength and endurance, and assists with maintaining/improving flexibility and cardiovascular strength. The guideline continues further to work towards reducing occupational risks of death and injury among firefighters and enhancing public confidence by presenting an image of fitness that implies the ability to perform operations. The guideline works towards compliance with National Fire Protection Association *NFPA 1500: Standard on Occupational Safety and Health Program* and *NFPA 1583: Standard on Health Related Fitness Programs for Firefighters*.

Appraisal

The agency's general operating guidelines for a wellness and fitness program have been in place since 2011 to provide guidance on what is expected on physical fitness for duty. Although the wellness and fitness guidelines haven't been in place long, the agency has been proactive in wellness and fitness program in the past ensuring members are striving for fitness.

Plan

The agency will continue to maintain a progressive routine of reviewing, revising, and creating new general operating guidelines directing wellness and fitness activities for members annually, as required in *GOG 200.00 Policy Development and Administration*.



References

- GOG 200.00-Policy Development and Administration*. 2010. City of Shelby. Fire & Rescue Department
- GOG: 700.03-Physical Fitness Training*. 2011. [Data file]. City of Shelby. Fire & Rescue Department
- National Fire Protection Association (NFPA); *NFPA 1500: Standard on Occupational Safety and Health Program*. Quincy, MA.
- National Fire Protection Association (NFPA); *NFPA 1583: Standard on Health Related Fitness Programs for Firefighters*. Quincy, MA.



Category VIII: Training and Competency

Training and educational resource programs express the philosophy of the organization they serve and are central to its mission. Learning resources should include a library, other collections of materials that support teaching and learning, instructional methodologies and technologies, support services, distribution and maintenance systems for equipment and materials, instructional information systems, such as computers and software, telecommunications, other audio visual media, and the facilities to utilize such equipment and services.

Central to success of the training and educational process is a learning resources organizational structure and a technically proficient support staff. The training staff should provide services that encourage and stimulate competency, innovation, and increased effectiveness. The agency or system should provide those learning resources necessary to support quality training. The agency should depict their approach to recognized state/provincial and national fire service professional standards programs within their written responses to the performance indicators in this section as adherence to those programs will be considered as *prima facie* compliance with the intent of this section.



Criterion 8A: Training and Education Program Requirements

A training and education program is established to support the agency's needs.

Summary:

The Fire & Rescue Department has assigned a battalion chief to act as the agency's training officer managing its training and education programs. *GOG: 202.02-Fire & Rescue Training Administration* outlines the essential responsibilities and functions:

- Develop, analyze and administer the Fire & Rescue Department's training, continuing education and professional development programs.
- Conduct research; identify needs and opportunities with regards to training and personnel development.
- Coordinate resources, facilities and equipment devoted to training and personnel development.
- Administer budget line items related to training.
- Coordinate and/or deliver instruction to staff.
- Serve as a liaison to the Cleveland County Community College.

Supplemental to the above essential job functions, *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 202.03-Certification, Continuing Education and Professional Development* aid in describing the purpose and establishing minimum levels of required training, continuing education, drills, and assessment for all positions in the Fire & Rescue Department. The training and emergency management officers establishes and executes the training plan based on recommendations from staff members, staff instructors, community college staff and the chief. An annual training plan is posted on the city's computer network that is readily accessed by all staff members.



Performance Indicators:

CC 8A.1 The organization has a process in place to identify training needs. The process identifies the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions.

Description

The chief of training and emergency management serves as the agency's training officer is responsible for developing the yearly training needs of members. The training officer follows the guidelines in *GOG: 202.02-Fire & Rescue Training Administration* to develop, analyze, and administer the agency's training, continuing education and professional development programs, as well as, conduct research identify needs and opportunities with regards to training and personnel development to identify the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergencies. *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 202.03-Certification, Continuing Education, & Professional Development* provide administrative guidance in setting the training requirements to meet all applicable laws and standards, and to allow members to keep current state required certifications through continuing education. These guidelines also allow for captains and battalion chiefs, at their own discretion, to train at the company and platoon level for deficiencies and needs operational needs indicate. For the purpose of identifying specialty training, the agency uses post incident reviews guided by *GOG: 203.01-Post Incident Review* to identify where future training needs may exist. The training calendar is located on the City's computer network system, and it is accessible to all employees.

Appraisal

The existing procedure the agency has in place has been efficient in identifying the tasks, activities, knowledge, skills, and abilities required to deal with anticipated emergency conditions in the training plan. The scheduling has become more efficient and reliable using the City's computer network so members can see daily, monthly, and annual training events. The use of



allowing input through certified instructors and through emailed requests to all members, has given options for the training and emergency management officer in managing the training program.

Plan

The agency will continue to use the present method in place using a monthly and annual training plan. The agency will continue to make use of suggestions by staff members and certified instructors and post incident reviews as a means of identifying the training needs.

References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*

Fire & Rescue Department; *GOG: 203.01-Post Incident Review*

Fire & Rescue Department; *October 2017 Training Calendar Screen Shot*



8A.2 The agency's training program is consistent with the mission statement, goals and objectives and meets its needs.

Description

The agency's mission statement and published goals and objectives are the guiding principles in setting forth the annual training needs and requirements of the agency. A strategic plan, *2016-20 Strategic Plan*, directs the mission, purpose, core values, and goals. The strategic plan addresses the needs of implementing and stressing ownership of the mission, purpose, and values, as well as, developing a work force plan and comprehensive training program. The needs are address with the creation of *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 2002.03-Certification, Continuing Education & Professional Development*. These guidelines set forth the requirement of 240 hours of structured in-service training between the department, platoon, and company level. The guidelines also require that training be completed in eight categories including fire company training, officer development, driver operator, new driver operator, hazardous materials and radiological training, new recruit training, pre-fire planning inspections, and special operations.

The training attributes emphasizes the mission of being guardians of life, property, and safety by delivering emergency service response. Professional development addresses not only the emergency services needs of the city, but also the fire and life safety component within the mission statement's stance on fire code enforcement, safety and education programs, and arson investigation by requiring some members to obtain certification as Fire Life Safety Educator and/or Fire Code Enforcement.

Appraisal

The agency's continuing training program has proven successful in corroborating mission statement, needs, and the delivery of comprehensive emergency services to protect the City. The agency's training program, which is scheduled annually, provides staff member's effective training opportunities that complement the agency's purpose, mission and essential core values.



Plan

The agency and training and emergency management officer will continue to tailor its continuing education, certification, and professional development that are in accordance with the agency's purpose, mission and core values.

References

Fire & Rescue Department; *2016-20 Strategic Plan*

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*



8A.3 The training program is consistent with legal requirements for performing mandatory training.

Description

The agency's training program is consistent with the legal requirements and state mandates for performing mandatory training and retaining certifications. The training program has set requirements for each member and position is found in *GOG: 202.02-Fire & Rescue Training Administration*. The guideline sets the minimum number of in-service training and continuing education hours at the department, platoon, and company level. The in-service training requirement categories found in *GOG: 2002.03-Certification, Continuing Education & Professional Development* are consistent with the legal mandated state training requirements of Insurance Services Office (ISO) and the North Carolina Response Rating System (NCRRS).

The agency complies with the federal regulations found in CFR 1910.120, HAZWOPER, requiring all employees to be trained to the Hazardous Material Operations Level with annual in-service training hours. The agency meets CFR 1910.130, Blood Borne Pathogens, receiving initial training and yearly in-service updates. The agency also meets the legal requirements of CFR 1910.134, Respiratory Protection, by having a comprehensive self-contained breathing apparatus (SCBA) found in *GOG: 700.01-Respiratory Protection* and personal protective equipment training every year including physicals, quantitative FIT testing, and yearly in-service SCBA training.

The agency's training program is delivered through numerous qualified internal instructors, the North Carolina Community College system, and the North Carolina Office of the State Fire Marshal.



Appraisal

The agency meets or exceeds the legal requirements for performing mandatory training with a combination of internal and external training resources. The agency also assures the retention of certifications in all discipline areas through Target Solutions, a computer records management system (RMS), overseen by the training officer (battalion chief).

Plan

The agency will continue to use its annual training program to meet all mandatory training requirements. The training and emergency management officer will continue to develop, analyze, and administer training while conducting research to identify needs and opportunities of new legal requirements, incorporate them into the training schedule, and maintain the records in the RMS.

References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*

Fire & Rescue Department; *GOG: 700.01-Respiratory Protection*

North Carolina Department of Insurance: Office of the State Fire Marshal; *Requirements to Meet the 9S Rating for Initial Certification/Re-Inspection of Fire Departments in North Carolina*, pg. 3-4.

Target Solutions; *Screen Shot*



8A.4 The agency identifies minimum levels of training required for all positions in the organization.

Description

The agency has identified minimum levels of training required for all positions in the organization as set forth in *GOG: 202.03-Certification, Continuing Education & Professional Development*. The guideline sets the minimum training and certifications for each position in the agency. As a staff member progresses, each position has minimum requirements outlined in the job description and *GOG: 202.03-Certification, Continuing Education & Professional Development*, excluding the Fire Chief. The guideline also has a professional development program that outlines not only minimum job entry requirements, but job ready, and job development requirements as well. A staff member is eligible for promotion upon satisfying job ready requirements in current position and completing the job entry requirements for a specific position.

Appraisal

The North Carolina Fire and Rescue Commission (NCFRC) has set minimum levels of training required for all positions. The minimum levels of training set by the agency have met or exceeded those certification guidelines.

Plan

The agency will continue to monitor minimum training levels from NCFRC for all members and continue to make opportunities available for further training certifications and professional development.

References

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*



8A.5 A command and staff development program is in place that encourages pursuit of professional credentialing.

Description

The agency has a command and staff development program in place found in *GOG: 202.03-Certification, Continuing Education & Professional Development*. The general operating guideline sets a number of training, certification, and educational requirements for the career development of all staff members, excluding the Fire Chief. The requirements set job entry, job ready, and job development training courses needed for each job classification. It also encourages members to consult the Fire and Emergency Services Higher Education (FESHE) model curriculum from the United States Fire Administration (USFA) for guidance on maximizing higher education and professional training opportunities for career development.

The agency has written job descriptions in place for each position that outlined job requirements and provides encouragement for officers to attend programs for command staff functions offered externally including the Chief Fire Officer Designation program through the Commission on Fire Accreditation International (CFAI), and the Executive Fire Officer Program from the National Fire Academy (NFA) with the Fire Chief holding both certifications. The agency also promotes the North Carolina Association of Fire Chief's Chief Officer Executive Development program offered at the University of North Carolina at Charlotte (UNCC), a class which a number of entry and mi-level officers hold certification.

Appraisal

The agency has identified a need for more a more structured command and control training component for aspiring, entry, and incumbent officers and has intention of implementing the Blue Card Officer Development program as a component of its officer development and training. Members now have access on the city's computer network to the classes, training, and certifications that provide for career enhancement. The the agency has three Chief Fire Officer Designees, one NFA Executive Fire Officer and one currently enrolled. *GOG: 202.03-*



Certification, Continuing Education & Professional Development has provided staff member direction with regard to coursework and education needed to meet the minimum requirements for those designations and with regard preparing individuals for future promotion within the organization.

Plan

The agency will continue to utilize *GOG: 202.03-Certification, Continuing Education & Professional Development* for command and staff development for all members. The guideline will also be reviewed yearly for further additions to make agency members stronger. The training officer will attend the Blue Card certification and trainer course in February 2019. Last the agency will continue to utilize the outside coursework and resources provided by the CFAI, USFA, NFA, and UNCC for continuous development of commanding and chief officers, as well as possibly adding these classes into *GOG: 202.03-Certification, Continuing Education & Professional Development*.

References

Center on Fire Accreditation International; *CFO Designation Program Overview*
Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*
National Fire Academy; *Executive Fire Officer Program*
North Carolina Association of Fire Chiefs; *2013 Chief Officers Executive Development Program*
United States Fire Administration; *Fire and Emergency Services Higher Education (FESHE) Model Curriculum*
Blue Card Command Training: *Command and Fire Officer Training*



Criterion 8B: Training and Education Program Performance

Training and education programs are provided to support the agency's needs.

Summary:

The Fire and Rescue Department has training and educational programs that support the mission of the agency and ensure that members are trained to the appropriate needs of the City. *General Operating Guideline (GOG): 202.02-Fire & Rescue Training Administration* and *GOG: 202.03-Certification, Continuing Education and Professional Development* outlines the relevant and recommended training for all agency members. The training and emergency management officer works with officers, certified instructors and staff to confirm members are following the monthly and yearly training schedule and documenting training and educational endeavors. The training officer also works with the officers, certified instructors and staff to establish performance-based training requirements for members including assessments and evaluations of knowledge, skills, and abilities using timed critical tasking, online computer based classes from a records management system, performance appraisals, and post incident reviews. All records are kept electronically and can be accessed by staff members in order to track their progress and by the officers to provide for evaluation and feedback for individuals, companies and platoons. The agency uses the external resources for certifications and promotional exams for all positions.



Performance Indicators:

8B.1 A process is in place to ensure that personnel are appropriately trained.

Description

The agency ensures that all members are appropriately trained to perform their designated job functions. The agency ensures the appropriate training through three routes. The first route is ensuring all members meet the legal mandated state training requirements of Insurance Services Office (ISO) and the North Carolina Response Rating System (NCRRS). These are the minimum requirements to perform in related emergency services roles. The second route to ensure appropriate training is through *GOG: 202.03-Certification, Continuing Education & Professional Development*. The guideline sets the minimum classes, certifications, and education requirements for each job position in the agency. A staff member cannot progress in rank without meeting minimum requirements for the job under consideration. The final route to confirm pertinent training compliance is through the annual training program which includes the staff, company, platoon, and departmental training specifications found in *GOG: 202.02-Fire & Rescue Training Administration*. The guideline also sets the documenting and reporting all training events in the records management system, Target Solutions.

Appraisal

The annual training program has proven satisfactory to meet the agency's present needs of ensuring all members are trained to the appropriate level using *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 202.03-Certification, Continuing Education & Professional Development* to establish minimum training needs and documentation.

Plan

The agency will continue to monitor training requirements from the NC Fire and Rescue Commission, and adapt the training program and general operating guidelines appropriately as needed to ensure personnel are appropriately trained.



References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*

North Carolina Department of Insurance: Office of the State Fire Marshal; *Requirements to Meet the 9S Rating for Initial Certification/Re-Inspection of Fire Departments in North Carolina*, pg. 3-4.

Target Solutions; *Screen Shot*



8B.2 The agency provides a training schedule that meets the organization's needs.

Description

The training and emergency management officer provides both a short and long range training schedule for the agency. The short term training schedule is located at the Grover Street Firehouse on a dry erase calendar that is updated monthly. The long-range schedule, as well as the short term, is located on the City's computer network system. The schedule is available to all staff members twenty-four hours a day with internet access. The long-term training schedule is made a year in advance by the training officer with consultation from staff members, the community college, instructors and officers. Both the short and long-range schedules list the time, duration, and location of all agency training. The agency also has access to a short term training schedule that is sent out via email from Cleveland Community College on the first Monday of every month and posted at the Grover Street Firehouse. The monthly schedule also includes a list of all the specialty certification courses offered throughout the year. The schedule from Cleveland Community College is available for members to seek state certifications and training that are not offered in house or for classes and certifications to improve job related performance, knowledge, and abilities.

Appraisal

The short term and long-range training calendars have been effective in providing members information on what training opportunities are coming up in the agency. The addition of Cleveland Community College's monthly training schedule has proven to be efficient for members to plan and obtain outside training.

Plan

The agency plans to continue to utilize the current method of posting schedules, internally and externally, to assure that members are obtaining the appropriate and required training.



References

Cleveland Community College; *Cleveland Community College Fire/Rescue Training*
Fire & Rescue Department; *November 2017 Training Calendar Screen Shot*



CC 8B.3 The agency evaluates individual and crew performance through validated and documented performance-based measurements.

Description

The agency has established a procedure for developing performance-based measurements for the foundation of the training program. The procedure involves the training and emergency management officer and selected officers and certified instructors to make drills, skill tests, and assessments that will appropriately test the training of members following the recommendations of *NFPA 1410-Standard on Training for Initial Emergency Scene Operations*. This helps in establishing our times for critical task training, and the standards set by the North Carolina Office of the State Fire Marshal and North Carolina Office of Emergency Services. The performance-based measures use a variety of knowledge, skill, and abilities checks to measure individual, crew, and multi-company performance. The evaluations are stored in the computer records based management system Target Solutions. Target Solutions also externally develops and maintains computer examinations on the majority of classes it offers online. The performance-based tests require members to achieve a passing grade before completion. Last, the agency uses assessment centers for all promotional opportunities. The testing and evaluation is completed by external assessors and evaluation methods. The results of all assessment centers are recorded and filed in personnel records and stored at the Human Resources Department.

Appraisal

The agency has established methods for developing performance-based measurements of staff member training. The agency has been successful in implementing the performance-based measurements into the yearly training program with addition of Target Solutions and timed critical task training in 2017. *GOG: 202.02-Fire & Rescue Training Administration* needs to be updated to reflect critical task training to ensure that it is completed on a yearly basis. Promotional assessment centers that have been described above have helped to validate qualifications and requirement needs for specific organization positions.



Plan

The agency will continue using the current methods of developing performance based measurements to ensure members, crews, and multi-companies are being trained and educated to meet the agency mission. The educational and training performance objectives will be reviewed and changed, as necessary, depending on the future changes in national, state, and local standards. The agency will update policy accordingly to reflect actual practice.

References

Fire & Rescue Department; *Critical Task Training 2017*

Fire & Rescue Department; *GOG 202.02-Fire & Rescue Training Administration*

National Fire Protection Association; *NFPA 1410: Standard on Training for Initial Emergency Scene Operations*



8B.4 The agency analyzes student evaluations to determine reliability of training conducted.

Description

The agency performs a variety of different evaluations for individual members, crews, and multi-companies through performance based measures. On the individual level, the agency requires the certifications and training found in *GOG: 202.03-Certification, Continuing Education & Professional Development* as a prerequisite of knowledge, skills, and abilities. Members are required to retain these tested certifications by recertifying when required by the North Carolina Office of the State Fire Marshal and North Carolina Office of Emergency Services. Individual skill testing is also required in the form of street tests, relief engineer tests, promotional tests, and individual yearly performance appraisals of all members. Crew and multi-company training is performed in three ways, the first is utilizing the computer records management system called Target Solutions. Target Solutions has training classes that can be assigned by officer to members. The majority of these assigned training classes have a test that members must pass ensuring they completed the class. The agency also uses *GOG: 203.01-Post Incident Review* as training to critique actual crew performance during certain working emergencies and training evolutions. Last, performance is assessed using critical task training based on the information found in *NFPA 1410: Standard on Training for Initial Emergency Scene Operation*. Critical initial emergency service functions are timed to ensure companies and crews are meeting expected goals safely and effectively

Appraisal

The agency has always provided for the evaluation of individual, crew, and multi-company training to judge performance. Agency members have kept certifications up-to-date, and completed other forms of individual competency testing. Company and multi-company assessments have not been documented well in the past, but the introduction of Target Solutions, written post incident reviews, and timed critical task training has assisted in documentation and analysis of crew and multi-company training.



Plan

The agency will continue its current practice of using individual performance measures, testing, and yearly evaluation for assessing individuals. The agency will also continue using the testing associated with Target Solutions classes, post incident reviews, and timed critical task training to ensure crew and multi-companies are appraised yearly.

References

- Fire & Rescue Department; *Critical Task Training 2013*
- Fire & Rescue Department; *GOG 202.03-Certification, Continuing Education & Professional Development*
- Fire & Rescue Department; *GOG 203.01-Post Incident Review*
- Fire & Rescue Department; *Performance Evaluation Standards-Firefighter*
- Fire & Rescue Department; *Post Incident Review*
- National Fire Protection Association; *NFPA 1410: Standard on Training for Initial Emergency Scene Operations*



8B.5 The agency maintains a training records management system that meets recognized standards.

Description

The agency maintains a computer *records management information system (RMS)* called *Target Solutions* that allows the agency to document staff member training. Previously the agency administered training records in another RMS program called Fire Programs. Target Solutions is cloud based program that available to all members via any internet connection. The program stores records online and secured through password protection. All officers have access to document training hours for members, and all training and continuing education must be documented in accordance with *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 202.03-Certification, Continuing Education & Professional Development*. The training and emergency management officer develops, analyzes, and administers training and continuing education. The training officer can access, view, and print data records and analysis reports, as needed from Target Solutions.

Appraisal

Fire Programs version 10.3, a *RMS*, was used by the agency from 2008 until 2012 to record member training. The agency then implemented its current *RMS* software, Target Solutions, for all training documentation including training, continuing education, and specialty certification in 2013. Target Solution has proven successful for easier access and more efficient use to documentation and analysis without problems to meet the record management needs of the agency. Target Solutions continuously does updates and adds new classes to the program and allows the agency to add and modify training as needed.

Plan

The agency will continue to use Target Solutions software as a records database for the maintenance of training records for each member. The *RMS* will also continue to allow members to view individual records for personal analysis.



References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*

Target Solutions; *Screen Shot*



Criterion 8C: Training and Education Resources

Training and education resources, printed and non-printed library materials, media equipment, facilities, and staff are available in sufficient quantity, relevancy, and diversity, and are current.

Summary:

The Fire and Rescue Department has access to training facilities, equipment, publications, media equipment, and qualified staff that are in sufficient quantity, relevancy. The agency routinely provides continuing education and professional development to accomplish service delivery consistent with its stated purpose and mission.

The agency maintains classroom facilities at the Grover Street Firehouse. Each firehouse has access to libraries that hold current educational material and resources such as NFPA codes, IFSTA manuals, and fire service periodical subscriptions. The agency provided access to city's computer network for internet access by all members to numerous fire service websites and to the agency's training and records management system Target Solutions. The program is a source to an abundance of training materials, resources, and instructional classes.

Although the agency does not maintain a dedicated training center, the agency has access to Cleveland Community College's *Brown Emergency Training Center (BETC)* located adjacent to the *Kings Road Firehouse*. The agency routinely makes use of this resource. The BETC has various options for training including a two-story residential burn building, a four-story fifty-four-foot training tower, draft tank, burn pits, structural collapse/confined space course, flashover simulator, an aircraft rescue simulator, a roof ventilation simulator, hazmat simulation areas, and four multi-purpose classrooms. The BETC has an inventory of publications, equipment, and accessories that is readily available to the agency and its staff members. The agency uses the front-out and reserves apparatus for all training functions for budgetary reasons and it helps for realistic operations for members during training.



The agency has access to number of instructors that are certified through the North Carolina Office of the State Fire Marshal (NCOSFM) to deliver a variety of specialty training. Many of these instructors are members of the agency. A prerequisite for promotion to captain is incumbents must certify to *North Carolina Instructor Level I*. Officers are expected to deliver drills and company level training on a routine basis. Instruction staff is also available to members from the staff of the BETC. The training and educational materials given to state certified instructors are current and provided through the NCOSFM.

All agency training is overseen by the training officer (battalion chief). The training officer prepares the yearly training schedule based on the needs of the agency members, budget, and ensuring certifications are maintained and current. The training officer gets input from all staff members of the agency in needed training classes and drills and heavily relies on input from all certified instructors. The training officer uses the training records management system to aid in setting the training agenda.



Performance Indicators:

CC 8C.1 Facilities and apparatus are provided to support the agency's all-hazards training needs. The agency has plans addressing any facilities and apparatus not available internally to complete training activities.

Description

The agency maintains and has access to training facilities and apparatus to support the training needs of members. The agency maintains a training classroom at the Grover Street Firehouse with accommodations to host on-duty members. The agency has routine access to the *Cleveland Community College's (CCC) Brown Emergency Training Center (BETC)* for hands on training evolutions. The BETC is located adjacent to the Kings Road Firehouse. The BETC has numerous training options at the agency's disposal including a two story residential burn building, a four story, fifty four foot training tower, draft tank, burn pits, structural collapse/confined space course, flashover simulator, an aircraft rescue simulator, a roof ventilation simulator, hazmat simulation areas, and four multi-purpose classrooms. The Training and emergency management officer has the responsibility of scheduling training at the BETC as the liaison to CCC found in *GOG: 202.02-Fire & Rescue Training Administration*. The agency uses both front-line and reserve apparatus to conduct training activities. The majority of training is done utilizing front-line apparatus since it will be the most realistic for everyday emergency calls for service for members. These apparatus are available at all times for members training needs.

Appraisal

The agency's facilities and the extensive resources at the BETC have been more than sufficient to support the training requirements of the realm of emergency services the agency provides to the City. The agency has never had a problem with scheduling any activities and training at the BETC, because the regular interaction of the training and emergency management officer with the BETC program coordinator. Using the agency's front line and reserve apparatus for training



is efficient and effective because it is always available and allows members to train more towards everyday use.

Plan

The facilities and apparatus at the Grover Street Firehouse and BETC will continuously be evaluated for the capability to sustain the current and future training needs of the agency and adapted as needed. The training and emergency management officer will continue to foster communication as liaison to the program director at the BETC.

References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*



CC 8C.2 The agency has instructional personnel with teaching qualifications and expertise to meet its needs.

Description

The agency has three means of providing instructional personnel to meet the needed training demands required of the members. First, the agency requires all employees applying for promotion to company officer (captain) to be certified as an *Instructor Level 1* through the North Carolina Office of the State Fire Marshal (NCOSFM) as found in *GOG: 202.02-Fire & Rescue Training Administration* and *GOG: 202.033-Certification, Continuing Education & Professional Development*. The certification is IFSAC accredited. The company officers are responsible for administering a program of regular in-service training tailored for on-duty delivery to members to meet the annual training requirements for the *North Carolina Response Rating System (NCRRS)*. The second instructional option is through the North Carolina Community College System. *Cleveland Community College (CCC)* provides job readiness, certification and continuing education programs through the *Brown Emergency Training Center (BETC)*. The community college coordinates certifications through NCOSFM. Lastly, is through Target Solutions, the agency's records management information system (*RMS*) for training programs. Target Solutions features an online database of classes that the training officer or other officers can assign to members. Target Solutions also gives members the options of self-assigning training to help aid in meeting their yearly required goals. Target Solutions training classes, whether assigned from the company officer or self-assigned, are tested to provide validity to the training.

Appraisal

The agency has found that the members have access to numerous adequate instructional personnel internally through the agency or externally through Cleveland Community College or Target Solutions. The instruction provided by these three means has proven successful in allowing members to meet NCRRS requirements as well as obtaining continuing education and



specialty certification beyond the minimum standards. The combination of instruction has allowed all members to obtain the 240 hours of structured in-service training through the department, battalion, and platoon level found in *GOG: 202.02-Fire & Rescue Training Administration*.

Plan

The agency will continue to require company officers to obtain their Fire Instructor I from the NCOSFM for instructing, on-duty single and multi-company drills for continuing education requirements. The agency will also continue to utilize Cleveland Community College for credit for specialized training and certification classes.

References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Fire & Rescue Department; *GOG: 202.03-Certification, Continuing Education & Professional Development*

North Carolina Response Rating System; *Requirements to Meet the 9S Rating for Initial Certification/Re-Inspection of Fire Departments in North Carolina*



8C.3 Instructional materials are current, support the training program, and are easily accessible.

Description

The agency has numerous different instructional materials that are accessible to all staff members and support the overall training program. *GOG: 202.02-Fire & Rescue Training Administration* provides the training and emergency management officer to oversee the relevancy of all instructional materials. First, the agency possesses a small library of current publications that are distributed among the three fire houses and in the office of the training officer. Instructional materials consist of IFSTA manuals, NFPA standards, and fire service industry periodicals for use by members when on-duty. The second method is through an online subscription to NFPA codes and standards the agency maintains. Staff members can access and research the current edition of codes and standards wherever they have access to an internet connection. The final method the agency uses is the computer records management system, Target Solutions. Target Solutions is an abundant source of current instructional materials that aid the agency's training program; staff members have access to a large database of online courses, live evolution resources and continuing education content. Further the program allows for staff member members to upload their own resource content for their use and collaboration with others. Target Solutions is cloud based and is available to staff members anywhere they have access to the internet.

Appraisal

Adequate instructional materials have been obtainable for member's disposal for training and educational purposes. The materials have been updated, as needed by the training officer to ensure they are useful and current. The implementation of Target Solutions has proved to be a major asset to the agency for instructional materials and content delivery. Target Solutions has provided access to instructional materials and training ideas quicker than the agency had access to in the past.



Plan

The agency will continue to house a library of instructional material used to support the training program all three stations that are easily accessible. The agency will continue to push members towards using Target Solutions for instructional materials and training ideas that support our mission and services.

References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*
Target Solutions; *Community Resources Page Snap Shot*



8C.4 The agency has a process for purchasing, developing, or modifying existing curriculum to meet its needs.

Description

The agency's training materials are being evaluated and being updated on the basis to reflect current practices. The primary responsibility of the program is under the direction of the training and emergency management officer to evaluate training materials and ensuring they represent present practices as directed in *GOG: 202.02-Fire & Rescue Training Administration*. One of the six major priorities of the training officer is to conduct research and identify the needs and opportunities concerning training and personnel development. The training and emergency management officer gathers information from all members of the agency, relying heavily on the certified instructors whom assist with new and improved materials that are available. The agency also confirms that appropriate materials are selected based on subscriptions to National Fire Protection Association's online standards, suggestions from fire service periodicals, recommendations from fire and emergency services conferences and trade shows. We also rely on Target Solutions as another source of updated material that they publish in the resource area of the program. This area is consistence with update of new equipment and training ideas that can assist in purchasing new material or equipment.

Appraisal

The agency's has established procedures to allow the training and emergency management officer to maintain a current and up to date training materials and educational resources. This has been done with the purchase of the latest in publications from IFSTA (Fire Officer III, Fire and Emergency Service Company Officer fifth edition, Hazardous Material for First Responder fifth edition, Fire and Emergency Service Instructors, etc.). The department also has purchased a test program iSpring Quiz Maker 9 that allows building test banks. The agency has implemented a new check off program for new drivers (Back-Up Drivers). We use a standard sheet for all new drivers to have completed for their driving time and driving cone test.



Plan

The training and emergency management officer will insure that the recommendations for new material and resources are documented for the budget process. This will allow the purchase of new and updated materials each budget year. In addition, this will allow the agency to further purchase subscription from outside agencies like the NFPA and Target Solutions.

References

National Fire Protection Association

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*

Target Solutions; *Community Resources Page Snap Shot*

iSpring Quiz Maker 9; Screen Shot

EVDT Cone Course

Street Highway Driving Evaluation Emergency

Street Highway Driving Evaluation Non-Emergency



8C.5 Equipment utilized for training are properly maintained in accordance with the agency's operational procedures. The agency makes training equipment readily accessible to instructional personnel.

Description

The agency does not have any apparatus that is specifically dedicated for use in training. The agency uses both its front-line and reserve apparatus to conduct training activities. The majority of training is done utilizing front-line apparatus since it will be the most realistic for everyday emergency calls for service for members. Further, the agency tends to utilize the resources of the *Brown Emergency Training Center (BETC)* and as such does not have a need to maintain a large inventory of training equipment. The agency uses its front-line and reserve apparatus and equipment in conjunction with the resources of the BETC to facilitate training of staff members. The apparatus and equipment are maintained through the daily and weekly checks discussed in criterion 6D and 6E. The BETC's apparatus and equipment including all training props and other equipment used for training activities, including, but not limited to ground ladders, rope, ventilation simulator, flashover simulator, aircraft rescue simulator, a two story residential burn building, a four story, fifty four foot training tower, draft tank, burn pits, structural collapse/confined space course, flashover simulator, aircraft rescue simulator, roof ventilation simulator, hazmat simulation areas, forcible entry props, rescue mannequins, and apparatus are maintained by Cleveland Community College. The instructors at the BETC maintain an inventory checklist *BETC Equipment List*, and these items are accessible whenever needed with approval from the BETC program coordinator.

Appraisal

The agency's daily check sheets, weekly check sheets, and maintain request forms have proven adequate to ensure all training apparatus and equipment are maintained appropriately and easily accessible for member use. The agency and Cleveland Community College have an excellent working relationship. Kings Road Firehouse and the BETC are located next to each other and



share resources. The agency has found no deficiencies in the training equipment supplied at the BETC.

Plan

The agency will continue to monitor all equipment used for training, whether it is front-line or reserve equipment, utilizing daily check sheets to assure an updated and maintained inventory. The agency will also continue to foster its relationship with Cleveland Community College and monitor equipment from the BETC to ensure it is adequate for training use.

References

Cleveland Community College; *BETC Equipment List*
Fire & Rescue Department; *Engine 31 Daily Inventory Sheet*
Fire & Rescue Department; *Weekly Apparatus and Equipment Check Sheet-Engine 31*
Fire & Rescue Department; *Maintenance Request Form*



8C.6 The agency maintains a current inventory of all training equipment and resources.

Description

The agency does not utilize separate equipment and resources for training needs. Training activities are performed using front-line and reserve apparatus and equipment. The agency tends to utilize the resources of the BETC and as such does not have the need to maintain a large resource of dedicated training equipment. The BETC has an abundance of adequate training equipment and resources at the agency's disposal for training needs. The BETC does maintain a current inventory of all training equipment and resources utilizing the daily inventory sheets checked at the beginning of each shift of all apparatus to ensure current inventory. The apparatus and equipment from BETC is checked on a weekly basis by a combination of the coordinator and staff/instructors following *BETC Equipment List*. The BETC has an inventory list to ensure all resources are accounted for and are in usable condition.

Appraisal

The agency has consistently maintained its inventory of front line apparatus and equipment. The agency instituted using the current daily inventory check sheets in 2011 to track apparatus and equipment. The daily inventory sheets have proven successful in keeping all equipment in the appropriate condition and place. In addition, the agency has never had trouble acquiring equipment or props to use for training from the BETC. The BETC consistently maintains its inventory of training equipment and resources.

Plan

The agency will continue to utilize the daily inventory truck check sheets to ensure an inventory of the equipment used in training activities. The agency will also ensure any training equipment and props will also be returned and checked into the BETC after use.



References

Cleveland Community College; *BETC Equipment List*
Fire & Rescue Department; *Engine 31 Daily Inventory Sheet*



8C.7 A selection process is in place for training and educational resource materials.

Description

The training and emergency management officer bears the primary responsibility of all training program administration guided by *GOG: 202.02-Fire & Rescue Training Administration* including the selection of all training and educational resources and materials in the agency. The training officer evaluates and selects resources by soliciting input from members of the agency, through direct discussion and email requests. The agency ensure that appropriate materials are selected based on subscriptions to National Fire Protection Association's online standards, suggestions from fire service magazines including Fire House and Fire Engineering, recommendations from fire and emergency services conferences and trade shows, and from classes available online through the record management system Target Solutions. All of these resources factor in with the endorsements from agency members to provide the training and emergency management officer an adequate supply of training and education resource materials to opt for based on budgetary restraints.

Appraisal

The agency's established procedures to select training and educational resource materials are effective. The utilization of all members to have input in the selection process, as well as using outside agency guidance has achieved better training results and aided in career development.

Plan

The agency will continue to utilize direct officer recommendations and email to gain endorsements from all members on selection of training and educational resource materials. In addition, the agency will further supplement member ideas with the outside agencies like the NFPA and Target Solutions for expanded recommendations.



References

Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*



CC 8C.8 Training materials are evaluated at least annually, to reflect current practices and meet the needs of the agency.

Description

The agency's training materials are evaluated on a continuing basis and reflect current practices. The primary responsibility of evaluating training materials and ensuring they represent present practices is issued to the training and emergency management officer as directed in *GOG: 202.02-Fire & Rescue Training Administration*. One of the six major priorities of the training officer (is to conduct research and identify the needs and opportunities with regards to training and personnel development. The training officer gathers input from all members of the agency, relying heavily on the certified instructors to confirm the training offered to members is efficient and up to date. This is accomplished using an evaluation form furnished by Cleveland Community College to survey training materials. The agency also confirms that appropriate materials are selected based on subscriptions to National Fire Protection Association's online standards, suggestions from fire service periodicals, recommendations from fire and emergency services conferences and trade shows. Last, the agency uses evaluations found through the record management system Target Solutions. After members complete a class through Target Solutions, an evaluation is filled out similar to the form Cleveland Community College. The two evaluations, along with endorsements from agency members and instructors, factor in to provide the training officer a consistent method to evaluate training materials.

Appraisal

The agency's established procedures to evaluate training materials and educational resources and ensure they are current are sufficient. The utilization of evaluations, input from members and certified instructors, and guidance from outside agencies has been successful for the training and emergency management officer in keeping training materials assessed and updated.



Plan

The training and emergency management officer will continue to utilize direct member recommendations and evaluations to evaluate existing training materials and educational resources. In addition, the agency will further supplement member ideas with the outside agencies like the NFPA and Target Solutions for more comprehensive analysis.

References

Cleveland Community College; *Course and Instructor Evaluation*
Fire & Rescue Department; *GOG: 202.02-Fire & Rescue Training Administration*
Target Solutions; *Community Resources Page Snap Shot*



Category IX: Essential Resources

Essential resources are defined as those mandatory services or systems required for the agency's operational programs to function. They should be given the same value of importance as a primary program. Appropriate adjustments may be necessary in the self-analysis to adapt the typical components listed below to the local situation. For example, when reviewing a water supply system, the evaluation may not be limited to conventional resources such as water lines and hydrants, but may include alternative resources, such as tankers (tenders), ponds, streams, lakes, cisterns, etc.



Criterion 9A: Water Supply

The water supply resources are reliable and capable of distributing adequate volumes of water and pressures to all areas of agency responsibility. All areas meet fire flow requirements in accordance with applicable fire flow criteria.

Summary:

The agency utilizes the North Carolina Fire Code for references for obtaining minimum fire flow requirements. Section 507.3 states that fire flow requirements are to be determined by an approved method. The agency adopts the North Carolina Fire Code Appendix B to determine required fire flows.

The City of Shelby uses a dual-purpose system, which supplies water for public consumption and fire protection. The agency uses mutual aid with county volunteer fire departments for the use of water tankers (tenders). The tanker apparatus have a minimum capacity of 1,000 gallons. The rural community fire departments use drop tanks with their tenders as an additional static water supply. Portions of the city are served by the *Cleveland County Water District (CCW)*. There are fifty-seven (57) fire hydrants on the CCW system within the city limits.

The agency's *Fire Marshal's Office* is responsible for reviewing all plans submitted for construction or alteration which include water flow requirements. The fire marshal and the city building inspection office approve these requirements.

The agency utilizes the City of Shelby *Water & Sewer Department's* infrastructure as its primary water source. The City's water department is manned twenty-four (24) hours a day seven (7) days a week. The department can increase hydrant flow if requested by fire command in the event of a fire. The agency utilizes some county hydrants within its coverage area. The county water district is manned twenty-four hours for seven days a week.

The agency has access to maps from the city GIS department. The agency has copies of the county water lines within the city limits. These maps include county hydrants.



The agency has 1396 city hydrants within its coverage area. The agency also has 57 county hydrants within the coverage area. The majority of hydrants are within 1000 feet apart. Both city and county hydrants operate off of a minimum of a six inch (6") water main. Most of the hydrants that the agency uses have a five inch (5") steamer opening and two-two and half (2-2.5") openings.

The agency paints city hydrants for visibility and fire flow. The agency only paints fire hydrants operating off of the city water department. The color scheme is blue, green, yellow, and red. The agency utilizes the color scheme for basing each hydrant flow rate: blue represents 1,500 or greater gpm, green for 1,000-1,499 gpm, yellow for 500-999 gpm, and red for 499 or less gpm. The agency paints all hydrants in the same manner: waterous hydrants – caps and base are gray, ring is white, and bonnet is flow rate color; all other hydrants – caps and bonnet are flow rate color, base is gray, and ring is white. County hydrants are visible, but have no paint scheme.

The city contracts an outside testing agency to test all city hydrants every two (2) years. The agency is responsible for inspecting and maintaining these fire hydrants. The agency and city water department work together to ensure hydrants are properly functioning and ready for use. The Cleveland County water district is responsible of the upkeep of county hydrants within the city.

The City of Shelby's primary water source comes from the First Broad River. The city water department has an eight million gallon clear well for storing water. In the event of an interruption of service from the main primary water source, the city maintains a thirty (30) inch main from the Broad River to serve as a secondary source.

The agency uses a minimum of three engines (pumpers) and one ladder companies for all structure fires. The agency must obtain a water supply at all structure fires. According to agency policy, the first due engine shall deploy with regard to establishing an uninterrupted water supply. Hydrants are the preferred source for water supply.



Performance Indicators:

CC 9A.1 The agency establishes minimum fire flow requirements for new development in accordance with nationally and internationally recognized standards. This information should be included in the fire risk evaluation and pre-fire planning process.

Description

The agency utilizes the North Carolina Fire Code for references for obtaining minimum fire flow requirements. Section 507.3 states that fire flow requirements are to be determined by an approved method. The agency adopts the North Carolina Fire Code Appendix B to determine required fire flows. According to City Code, the fire prevention division is responsible for reviewing all new construction and preplanning for all existing structures. The prevention division determines the meeting of fire flow requirements. Fire flow credits are given to any structure equipped with an automatic sprinkler system.

Appraisal

The city's water system has continually met minimum fire flow requirements for the buildings served. During periods of water conservation, the city has implemented water restrictions to reduce the demand on the water system and reduced the likelihood of water availability problems. In these situations, the city has back-up water sources available to maintain minimum fire flow requirements. The agency adopted the NC Fire Code, which requires a minimum of 1,000 GPM for all one or two family dwellings less than 3,600 square feet without an automatic sprinkler system.

Plan

The agency will continue to evaluate minimum fire flows for all structures. The agency will continue to use the NC Fire Code to establish its fire flow requirements.



References

City of Shelby Code of Ordinances; *Chapter 8, Building and Building Regulations*

City of Shelby Code of Ordinances; *Chapter 18, Fire Protection and Prevention*

City of Shelby Code of Ordinances; *Chapter 44, Utilities*

International Fire Code Book/North Carolina State Building Code. 2012 *Fire Prevention Code: Appendix B, Fire-Flow Requirements for Buildings*

International Fire Code Book/North Carolina State Building Code. 2012 *Fire Prevention Code: Appendix C, Fire Hydrant Locations and Distribution.*

City Of Shelby EnerGov Building Inspection workflow system screenshots

City of Shelby Raw Water Line Map

Fire Hydrant District Maps



CC 9A.2 An adequate and reliable water supply is available for firefighting purposes for identified risks. The identified water supply sources are sufficient in volume and pressure, based on nationally and internationally recognized standards, to control and extinguish fires.

Description

The City of Shelby uses a dual-purpose system, which supplies water for public consumption and fire protection. The water system consists of more than 218 miles of water lines and four above ground storage tanks. There is one main pumping station, an emergency back-up station, and an emergency inter-connection with the City of Kings Mountain's water system. The system is capable of pumping 12 million gallons a day of water. The agency is currently an ISO (Insurance Services Office) Class 4 rating for insurance purposes, with an ISO Class 2 rating for water supply. The agency is currently in the process of an ISO Rating Inspection by NC Office of the State Fire Marshal.

City hydrants are typically spaced one thousand (1,000ft) feet apart. There are 1396 fire hydrants on the city maintained system. Each hydrant is visually inspected annually and flow tested bi-annually. The water system is physically staffed and monitored at all times at the water treatment center and by other staff via remote connections. Water plant personnel have the ability increase pressure and supply when necessary in order to maintain adequate fire flow.

The agency relies on mutual aid with the surrounding rural community volunteer fire departments for portable static water supply. These departments deploy water tanker (tender) apparatus which have minimum capacity of at least 1,000 gallons water. The apparatus are equipped with portable drop tanks which are used to establish a stable portable water source. A water tanker operation may be utilized in situations where the water system is compromised or additional fire flow is needed.

Additionally the agency utilizes hydrants on the Cleveland County Water District system (CCWD). The water system serves a population in Cleveland County 57,212 with 1,100 miles of



waterlines. There are fifty seven (57) district system hydrants located within the city limits that serve residential customers. A member of the CCWD is on call 24 hours a day and seven days a week. The county water district cannot boost the pressure of their lines. These water lines are fed by a hydraulic pump for pressure boost.

Appraisal

The City of Shelby Water Resources Department is responsible for providing water supply and maintenance. The Existing water system has proven in several major fires that is adequate and reliable without any major issues. The agency has used the ISO grading for the evaluation of the city's water system. During the last evaluation in 2008, the city received a total rating of 32.16 out of a possible 40 points in water supply. The evaluation rated the city water supply with a classification of 2. The evaluation graded the water system (supply works, main capacity, and hydrant distribution) with 29.04 out of 35.00 points. Credit of hydrants was graded 1.54 out of 2.00 points. Credit for hydrant inspection and condition was graded 1.58 out of 3.00 points.

All city hydrants are flow tested every other year, by an outside contractor. This outside contractor tests one half of the hydrants one year, then the other half the following year. Each city hydrant is inspected yearly by the agency or city water department personnel. All hydrant problems are fixed by the city water department. During the testing and inspection, there have been rare failures with the system. This program has been positive for the department by detecting hydrant issues that prevents water reliability issues, keeping updated flows which keeps the fire department from having to go out and perform hydrant test for a developers or contractors.

The agency has worked with the local rural community fire departments for access to additional mobile and static water resources. Mobile water resources are considered water tankers (tenders) with a minimum capacity of 1,000 gallons, while static resources are considered drop tanks.



For county hydrants within the city, the county water district has the responsibility for inspection and maintenance.

Plan

The city water department is planning on upgrading all hydrants to a 6” barrel configuration as budget allows. The agency will utilize the upgrading of city hydrants to increase its ISO rating. The agency will strive for better communication with the county water district for inspection, maintenance, and flow-testing of their hydrants within the agency’s district.

References

Fire & Rescue Department; *Mutual-aid Agreement, Cleveland County Fire Departments.*
North Carolina Department of Insurance, Office of State Fire Marshal. *ISO Rating Schedule.*
Fire & Rescue Department; 2008 ISO Inspection Sheets
Hydrant GIS Website screenshots
Fire & Rescue Department; Hydrant Flow test results
City of Shelby GIS Link; <http://cosgisweb/gisviewer/>
Hydrant Issues spread sheet



9A.3 The agency maintains regular contact with the managers of public and private water systems to stay informed about available water supplies.

Description

The agency utilizes the City of Shelby water department for its primary water system. The City's water department is manned twenty-four (24) hours a day for seven (7) days a week. The water department can increase hydrant flow if requested by fire command in the event of a fire. The water department and the agency work well to determine when a hydrant will be shut down due to maintenance. The agency utilizes some county hydrants within its coverage area.

Appraisal

The agency has cooperative working relationship with the city water department. A phone call to the water department is made during fire operations in the event that water pressure needs to be increased. The agency utilizes electronic mail to inform the water department of hydrants that need maintenance. The water department notifies the on duty battalion chief and the hydrant contact officer by electronic mail of a hydrant being shut down for maintenance. Also, the water department informs the agency's administration of system outages, which are then communicated to each fire station and noted on the dry erase board at each firehouse. The on duty crew notifies the outlining stations of all out of service hydrants or mains. Communication with the county water district is minimal. The county water district notifies the local fire district by phone when a hydrant is shut down.

Plan

The agency will strive to continue to work with the city water department. The use of electronic mail and phone calls will be the means of communication between the two agencies. The agency has recognized a shortage in communication with the county water department. The agency will strive for better communication with the County Water Department.

References

Chad Hubbard (personal emails reference to City Hydrants being placed out of service)
Shelby Water Department Hydrant problem list



Shelby Fire & Rescue. Hydrant Form.



9A.4 The agency maintains copies of current water supply sources and hydrant maps for its service area.

Description

The agency has access to maps from the city GIS department. All hydrants are divided into the corresponding areas consistent with the agency's districts. Each platoon is responsible for one third (1/3) of the inspection of the fire hydrants in the city. The agency has copies of the county water lines within the city limits. These maps include county hydrants located in the city limits.

Appraisal

Hydrant maps are located at each station for the hydrants located in their respected district. The agency can access the city GIS department on the city server for current water and hydrant maps. The agency can also access hydrant information on all city hydrants through the online Shelby GIS Viewer. The agency has coordinated with the county water district to obtain maps of county water lines and county hydrants utilized within its coverage area.

Plan

The agency will work with the city GIS department to continue to stay current on water supply and hydrants. The agency will continue to receive maps from the GIS department to post at each station. The agency will continue to work with Cleveland County for receiving maps.

References

City of Shelby. *GIS Department*. Retrieved from <http://cosgisweb/gisviewer/>
Gis Hydrant Site Screen Shots
Hydrant District maps
Cleveland County Hydrant Map
Online Hydrant Flow form retrieved from <http://cosgisweb/gisviewer/>



9A.5 Hydrant adequacy and placement reflect the locality's known hazards and the agency's needs for dealing with those hazards. Hydrant placement is based on nationally and internationally recognized standards.

Description

The agency has 1396 city hydrants within its coverage area. The agency also has 57 county hydrants within the coverage area. The majority of hydrants are within 1000 feet apart. Both city and county hydrants operate off of a minimum of a six inch (6") water main. Most of the hydrants that the agency uses have a five inch (5") steamer opening and two-two and half (2-2.5") openings.

Appraisal

The current water system has been a sufficient and reliable source of water for the Fire & Rescue Department. The 2008 ISO inspection report graded the agency with a class two (2) water supply. The overall water supply was thirty-two and sixteen hundredths percent (32.16%) out of forty percent (40%).

Water supply received twenty-nine and four hundredths percent (29.04%), while hydrant type was one and fifty-four hundredths percent (1.54%), and inspection and condition of hydrants credited for one and fifty-eight hundredths percent (1.58%).

Plan

The agency will continue to work with the city water department on maintaining hydrant efficiency. Adequate numbers and placement will be a goal of the agency's prevention division. The city water department is phasing all hydrants to the five inch steamer and two-two and half openings as budget requires.

References

North Carolina Department of Insurance, Office of State Fire Marshal. *ISO Rating*



9A.6 Fire hydrants are located so that each is visible and accessible at all times.

Description

The agency paints city hydrants for visibility and fire flow. The agency only paints fire hydrants operating off of the city water system. The color scheme is blue, green, yellow, and red. The agency utilizes the color scheme for basing each hydrant flow rate: blue represents 1500 or greater gpm, green for 1000-1499 gpm, yellow for 500-999 gpm, and red for 499 or less gpm. The agency paints all hydrants in the same manner: waterous hydrants – caps and base are gray, ring is white, and bonnet is flow rate color; all other hydrants – caps and bonnet are flow rate color, base is gray, and ring is white. The agency works with the city water department for maintenance and accessibility of use. The agency informs the water department of any hydrant that is not accessible for proper use. The agency works with the city water department for the upkeep of accessibility of hydrants. The city GIS department provides maps of city hydrants. Cleveland County Communications has locations of the hydrants within the CAD (Computer-Aided Dispatch).

The agency has 57 county hydrants within its coverage. These hydrants are visible, but are not color coded according to fire flow rating.

Appraisal

Hydrant color scheme and painting is based on NFPA 291 recommendations. County fire hydrants within the agency's district are red and not painted to the agency's standards. The agency and city water department have been successful at working together to keep hydrants visible and accessible. Maps are utilized to help identify locations of fire hydrants. Locations of closest hydrants are dispatched to the agency for water supply operations from Cleveland County Communications at time of original dispatch.

Plan

The agency and the city water department will continue to work together to located, maintain, and keep hydrants visible and accessible. The agency will continue to use NFPA



recommendations for hydrant painting. Hydrant location, visibility, and accessibility will be priority for water supply operations. The agency will work with Cleveland County Communications on establishing all hydrant locations into the CAD for better assisting with water supply operations. The agency will work on a paint scheme to identify county hydrants and their flow-rates.

References

City of Shelby. Hydrant Maps
City of Shelby. Pictures of Hydrant Paint Scheme
Cleveland County Water Department. Hydrant Maps
NC Fire Code Section 507 Hydrant Clearances
NFPA 291. *Recommended Practice for Fire Flow Testing and Marking of Hydrants*



9A.7 Public fire hydrants are inspected, tested, and maintained in accordance with nationally and internationally recognized standards. The agency's fire protection related processes are evaluated, at least annually, to ensure adequate and readily available public or private water.

Description

The city contracts an outside testing agency to the fire hydrants on its system every two (2) years. The agency is responsible for inspecting and maintaining these fire hydrants. The agency paints all city owned hydrants. Each platoon is responsible for one third (1/3) of the city-owned hydrants. The agency and city water department work together to ensure hydrants are properly functioning and ready for use. When a hydrant is out of service, the water department notifies the agency of such hydrant, location, and estimated duration it will be out of service. The agency notifies the city water department when a hydrant needs repairs or replacement.

The Cleveland County Water District is responsible of the upkeep of its systems hydrants that are located within the city. The agency is not responsible for inspection, painting, and flow-testing of these hydrants. The county will assist if needed in flow-testing.

Appraisal

The city has contracted with a third party to flow test city-owned and operated fire hydrants. The agency has inspected and painted all city-owned hydrants. Each platoon painted and inspected one third (1/3) of the city hydrants in each of the three station districts. The city water department has properly maintained all these hydrants.

The county hydrants have not been painted, and these hydrants are solid red. These hydrants are maintained by the county water department. Lack of communication between the agency and the county water district has led to the failure of flow testing the 57 county hydrants within the agency's district. The agency does not have a paint scheme for these county hydrants.

Plan



The city plans on continuing to use outside agencies to flow test all its hydrants. The agency will work with the city water department to ensure that hydrants are maintained, inspected, flowed, and working properly for service. The agency will strive to work on its communications with the county water department. The agency will flow-test those county hydrants, and work on a paint scheme to identify the county hydrant flow rates.

References

City of Shelby. Hydrant Inspection Form.
City of Shelby. Hydrant Maps
Cleveland County Water Department. Hydrant Maps
Shelby Fire & Rescue. Hydrant Form.



9A.8 The agency identifies and plans for alternate sources of water supply for those areas without hydrants, where hydrant flows are insufficient, or in the event of a major disruption in public water supply capabilities.

Description

The city's primary water source comes from the First Broad River. The city water department maintains four 500,000 to 750,000gal elevated water tanks for immediate supply, and an eight (8) million gallon clear well for storing water for emergency use. In the event of a major or long term interruption of service, a back-up water supply consisting of a thirty (30) inch main is sourced from the Broad River can be put into service. Additionally, the City of Shelby maintains system interconnections with the City of Kings Mountain and the Cleveland County Water District. The agency may request water supply resources from the rural community in the form of water tankers (tenders) and drop tanks through mutual aid. Finally the department can request a boost of water pressure in specific situations where the water supply system output is not supporting the fire flow needed.

Appraisal

After a major drought in 2002, the City of Shelby determined a dedicated alternate, emergency water supply was needed. During those emergency times, the city has an emergency pump stationed at the Broad River for emergency raw water to be pumped in a thirty (30) inch main to the water treatment plant. The water department will periodically test this line when rainfall levels are low and drought condition are possible. This process consist of renting pumps to place at the intake, hooking the pumps to the intake piping , and starting the pumping process for approximately 48 to 60 hours to check piping and flow into the water plant. Through this testing process the water department has seen that this process would provide adequate supply to the plant. The agency has a mutual aid agreement with the rural community fire departments for use of resources. County volunteer fire departments are dispatched when requested by the agency for use of tankers during low, no, or poor water supply. Both the city and county water departments are operated twenty-four (24) hours a day for seven (7) days a week.



Plan

The city will continue to work with county volunteer fire departments for use of resources as needed. The agency and the water departments will continue to work to ensure quality water supply during times of emergency.

References

City of Shelby Annual Water Quality Report.
Fire & Rescue Department; Mutual-aid Agreement, Cleveland County Fire Departments.
City of Shelby Water Distribution System Raw Water Line Map.



9A.9 The agency has operational procedures in place outlining the available water supply.

Description

The agency deploys a compliment of apparatus capable of delivering a minimum total flow of 9,300gpm to a structural fire incident. The agency must obtain a water supply at all structure fires. According to agency policy, the first due engine shall deploy with regard to establishing an uninterrupted water supply. Hydrants are the preferred source for water supply.

Appraisal

The agency policies are provided to give adequate guidelines for the agency’s use of establishing a water supply on fire scenes.

Plan

The agency will evaluate operational procedures for establishing water supply. Feedback from agency personnel will aid in evaluation of operational procedures through post-incident reviews.

References

- Shelby Fire and Rescue. *GOG 300.01 Service Delivery of Fire & Rescue Services*.
- Shelby Fire and Rescue. *GOG 203.01 Post-Incident Review*.
- Shelby Fire and Rescue. *Post-Incident Review Questionnaire*



Criterion 9B: Communication Systems

The public and the agency have an adequate, effective, and efficient emergency communications system. The system is reliable and able to meet the demands of major operations, including command and control within fire/rescue services during emergency operations, and meets the needs of other public safety agencies having the need for distribution of information.

Summary:

The Cleveland County Communications Center is the primary dispatching agency and serves as one of the Public Safety Answering Points for the City of Shelby Fire & Rescue Department. There are 18 full-time, 8 part-time tele-communicators and 2 administrative staff members. The Cleveland County Communications handles 44,851 emergency calls annually. Communications transitioned from a VHF/UHF conventional system to an all-digital trunked 800MHz radio system in 2008. Communications currently maintains the VHF/UHF radio system for paging purposes.

Calls originating in the Shelby city limits for Fire/EMS are transferred to Cleveland County Communications by one button transfer capabilities.



Performance Indicators:

CC 9B.1 A system is in place to ensure communications with portable, mobile, and fixed communications systems in the field. When an area is identified as not being capable of adequate emergency scene communications, such as inside buildings or below grade level, an operational plan is written.

Description

The department communicates in the field using a digital 800MHz trunked radio system that is interoperable with all other public safety agencies in the City of Shelby and Cleveland County. Currently, the department's 800MHz radio inventory provides one (1) mobile radio in each apparatus and one (1) portable radio for each riding position on the front line apparatus. UHF pagers are assigned to all full-time and part-time personnel. The department assigns cell phones to the fire chief, division fire chiefs, fire marshal, chief training officer, and the on duty battalion chief. The battalion chief vehicle is equipped with one (1) 800MHz mobile radio and one (1) VHF mobile radio. There are three (3) battalion chief positions, each with a personally assigned 800MHz portable radio. There are twelve (12) captain positions, each with a personally assigned 800MHz portable radio. Each fire station is equipped with one (1) 800MHz mobile radio. In the event of a catastrophic radio system failure with Cleveland County infrastructure, the department has the ability to operate on North Carolina's Voice Interoperability Plan for Emergency Responders (VIPER) 800MHz radio system. This system operates from separate infrastructure than Cleveland County towers and has a redundant back-up system. The agency is currently in process to update mobile and portable radios to the VIPER Version 2.

The battalion chief vehicle is equipped with a laptop computer connected by a modem which has access to the internet through a cellular signal. This computer is primarily used to access departmental pre-plans and the City of Shelby GIS via the internet connection.



Appraisal

The current radio system in place has worked well, since 2008, to ensure communications with portable, mobile, and fixed communication systems in the field. Also, current non-radio communication systems such as cell phones, pagers, and mobile computers have worked well to communicate information in emergent and non-emergent conditions.

Plan

The agency will continue to provide portable radios for each riding position. The department will continue to provide cell phones to key personnel within the organization.

References

Shelby Fire & Rescue, *800MHz portable radio inventory*
State of North Carolina, *Voice Interoperability Plan for Emergency Responders (VIPER)*
Fire & Rescue Department; 300.04 Radio System Communications & Equipment Policy



9B.2 The emergency communications system is capable of receiving automatic and/or manual early warning and other emergency reporting signals.

Description

Communications receives natural disaster notifications and weather updates from the North Carolina Division of Criminal Information (CJIN) and the National Weather Service's weather alerting system. The center is equipped with a NOAA weather alert station. In the event of an emergency evacuation, Communications can relocate its operations and personnel to Shelby Police Department at 130 West Warren St., Shelby.

The Fire & Rescue Department 800MHz portable radios have active emergency distress buttons. This emergency button activation gives priority to establish direct communication with a firefighter in distress and Communications.

Appraisal

The communications center in Cleveland County is capable of receiving automatic and manual early warning signals.

Plan

The Fire & Rescue Department through Communications will continue to maintain a system capable of receiving automatic and manual early warning signals.

References

Shelby Fire & Rescue GOG 300.04 *Radio System, Communications & Equipment*



9B.3 The agency's communications center(s) is/are adequately equipped and designed, (e.g., security, telephones, radios, equipment status, alarm devices, computers, address files, dispatching circuits, playback devices, recording systems, printers, consoles, desks, chairs, lighting, and map displays).

Description

The communications center is located in a secure facility in the Law Enforcement Center (100 Justice Pl., Shelby). The communications center is adequately equipped and designed. The communications center is compliant with the current applicable building and fire code. The building is equipped with a standpipe system throughout. There are five (5) positions which consist of five (5) stand-alone consoles. Each position starts with Watson line ergonomic furniture, Knoll seating, and has a computer aided dispatch (CAD) workstation, phone workstation, and radio dispatch console with workstation, and a mapping workstation. CAD software is provided by One Solution CAD by Central Square.

Appraisal

The communications center has been adequately designed and equipped to meet the department's needs. Contracts have been maintained for software upgrades and maintenance to the equipment in the communications center (see references below). The communications center equipment was most recently updated in 2008.

Plan

The Fire & Rescue Department through Cleveland County Communications will continue to monitor the communications system for adequacy of equipment and design.

References

Cleveland County Communications Center, *Floor Plan*



9B.4 The uninterrupted electrical power supply for the primary communications equipment in the communications center is reliable and has automatic backup capability.

Description

The Cleveland County Government Center building is equipped with a Caterpillar generator with 500kW that services the entire Cleveland County Government Center, especially the Communications Center. There is also a back-up Caterpillar 350kW generator on site in the event the main unit fails. These units are serviced annually and tested weekly. The UPS is a dedicated unit specifically for the Communications Center. It is a Best Power 20kW unit that covers all power usage for the Communication Center and is rated for a minimum of three (3) hours. Each unit has an independent shut off and power transfer switch.

Each of the five (5) radio towers is equipped with a generator and UPS. Each unit is set to run on generator under full load weekly. The generators at the tower sites are Generac SD100's, 100 kW, 60Hz rating with automatic transfer switch, 750 gallon diesel tank. Each tower is equipped with an Eaton Powerware 9170 UPS that is rated for one (1) hour of operation time. These units are exercised under full load on a weekly basis. Maintenance Inspections are conducted quarterly.

Appraisal

Generators have been placed at the Cleveland County Government Center and at each of the five tower sites. The generator in the Government Center has been serviced annually and tested bi-weekly. The generators at the tower sites have been run weekly and maintenance inspections have been conducted quarterly.

Plan

Cleveland County Maintenance and Cleveland County Radio Maintenance along with the Cleveland County Communications Center will continue to monitor the backup capabilities and maintenance of the generator and uninterrupted electrical supply for adequacy.



References

Cleveland County Maintenance Department, LEC Generator Maintenance Log
Cleveland County Maintenance Department, Tower Generator Maintenance Log
Cleveland County Maintenance Department, Generator Run Time Log
Rutherford Electric Tower Premises Lease
OSFM Pre Survey Request for Communications Centers



9B.5 Adequate numbers of fire or emergency dispatchers, supervisors, and management personnel are on duty to handle the anticipated call volume.

Description

The full allotment for staffing Cleveland County Communications is 20 full-time positions and 8 part-time positions. Communications currently employs 2 administrators, 18 full-time tele-communicators and 8 part-time tele-communicators. Communications operates with a minimum of 3 tele-communicators, and can have as many as 5 scheduled during the highest call volume periods. One person on each shift is designated as a shift-supervisor. The 911 Director and Assistant Director oversee operations and are fully capable of working in the communications center when needed.

Appraisal

Cleveland County Communications in 2015 updated the minimum staffing policy to insure staffing levels remain consistent in the Communication Center. The North Carolina Office of State Fire Marshal Insurance Services Office (ISO) in 2008 graded the category of receiving and handling alarms. Specifically, credit for operators received a grade classification of two. Communications has staffing to include minimum of 3 tele-communicators on shift at all times, and has a swing shift to make 4-5 tele-communicators during peak hours.

Plan

The department will continue to use Cleveland County Communications for dispatching purposes. Also, the department will continue to work with communications to ensure dispatching needs are met. Communications will continue with the current staffing level. Evaluation of needs will be made on a continuous basis.



References

Cleveland County Communications Center, *Duty Roster*

Cleveland County Communications Center, *Organizational Chart*

Cleveland County Communications Center, *Minimum Staffing Policy*



9B.6 A maintenance program is in place with regularly scheduled system tests.

Description

Cleveland County Communications Center retains Carolina Recording Company for the maintenance of the recording system and Cleveland County Electronic Maintenance for all radio systems including consoles, switches and server's maintenance and repairs. This includes system inspections and preventative maintenance every six months or as needed. This includes one annual preventative maintenance check along with as needed maintenance. Testing procedures for the generators and UPS devices are conducted bi-weekly. The 800 MHz and conventional radio systems and recording systems are tested annually.

Appraisal

The 800 MHz and conventional radio systems and recording systems are tested annually. Through regular maintenance of all systems, the needs of Cleveland County Communications and The Fire & Rescue Department are being met.

Plan

The Cleveland County Communications Center will continue to use procedures in place to ensure maintenance and testing of radio equipment. Also, Communications will continue to use Cleveland County Electronic Maintenance to service equipment that includes routine preventative maintenance and testing. As equipment is updated, maintenance techniques and testing procedures will be updated.

References

Cleveland County Communications Center, SOGs
Cleveland County Radio Maintenance, *Maintenance Schedule*
NC Statewide Communications Interoperability Plan
Carolina Recording Company Service Ticket



9B.7 The agency has established time-based performance objectives for alarm handling. These objectives are formally communicated to communications center managers through direct report, contracts, service level agreements, memorandums of agreement, etc.

Description

The Shelby Fire & Rescue Department has time based objectives for alarm handling performance based on NFPA 1221 (2016 edition). This includes a benchmark goal of alarm processing times of 90 seconds or less , 90 % of the time for all emergent calls for service to the 911 center.

Appraisal

The Shelby Fire & Rescue Department has closely monitored time-based performance for alarm handling .The department has previously discussed performance with the Cleveland County Communication Director. The department does not have formal response time performance agreements, contracts etc. in place.

Plan

The department will continue to monitor time-based performance for alarm handling. The department will continue to have discussions with Cleveland County Communications concerning alarm handling performance.

References

NFPA 1221. Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems
Fire & Rescue Department; Stats Review Emails
Fire & Rescue Department; Fire Stats Base Line Performance Report



9B.8 Communications training programs for emergency dispatchers and emergency response personnel ensure adequate, timely, and reliable agency emergency response.

Description

Cleveland County Communications has a comprehensive training program for new employees. The Communications Training Program consists of up to 400 hours of training per employee. Each new employee is issued a training manual and SOP manual. Also, each new employee is assigned to a training officer. The communications training officer is assigned to the new employee throughout training. Topics in the training manual include orientation and evaluation; call processing, radio use and dispatching. Performance evaluations are given to assess a new employee's completion of the training program. Certifications include Division of Criminal Operation Operator, Emergency Medical Dispatcher, and CPR. Communications also has a Continuing Dispatch Education (CDE) program in place to maintain certifications once received.

Appraisal

Cleveland County Communications has maintained a training program that ensures adequate, timely, and reliable emergency response. In addition, all employees. Have completed annual training requirements through the CDE program to maintain certification. Communications personnel have completed a combined total of 861 hours of training on various topics from 01-01-2018 through 11-30-2018.

Plan

Cleveland County Communications will continue to provide a communications training program that ensures adequate, timely and reliable fire agency response.

References

Cleveland County Communications Center, *Training Hours*
Cleveland County Communications Center, *Training Manual*
Cleveland County Communications Center, SOGs





9B.9 The interoperability of the communications system is evaluated and documented. The agency has processes in place to provide for interoperability with other public safety agencies in the field including: portable, mobile, and fixed communications systems, tools, and equipment.

Description

Cleveland County Communications operates both an 800MHz and conventional radio system for daily communications. The radios are programmed to comply with The North Carolina Statewide Communication Interoperability Plan with regional and statewide talk groups that provide for communication when Cleveland County units are responding outside the area or on a state level.

Appraisal

The current radio system in place has worked well, since 2008, to ensure interoperable communications with portable, mobile, and fixed communication systems in the field.

Plan

The interoperability of the communications systems will continue to be monitored and evaluated.

References

Cleveland County Communications Center, *SOG Manual*
North Carolina Statewide Communication Interoperability Plan
Fire & Rescue Department; Multi Agency Post Incident Review
Fire & Rescue Department; Policy 300.04



CC 9B.10 A formal and documented appraisal is conducted, at least annually, to determine the effectiveness of the emergency communications system and its impact of meeting the agency's goals and objectives.

Description

The Cleveland County Communications Center uses a variety of metrics monthly to ensure the effectiveness of the center and its personnel. The Director and Assistant Director are in charge of providing the monthly reports to shift supervisors for discussion, documentation, and remediation when necessary to ensure that departmental goals and objectives are being met and adhered to. The Assistant Director is also in charge of training and will adjust training staff as needed.

Appraisal

These measures were put into place in 2014 and since then, the Communications Center has been able to improve their call ring time by employee, and call answer time to meet the standard of 90% of calls answered in less than 10 seconds. They have also have been able to improve and increase their 911 Evaluation Scores by employee, from a 70% passing rate to an 80% passing rate.

Plan

The Fire & Rescue Department will continue to work with the Cleveland County Communications Center as it relates to maintaining and improving their effectiveness in emergency communications. The department will work in conjunction with the Communication Director to ensure that the communications center remains effective for the operations of Shelby Fire & Rescue.

References

Cleveland County Communications Full Time On-Call Policy

Cleveland County Communication Minimum Staffing Policy



Cleveland County Communication New Hire Manual

Cleveland County Communication Call Evaluation Sheets

Cleveland County Communication SOPs

Cleveland County Communication Emergency Backup Plan

Cleveland County Communication Emergency Plan Review

Cleveland County Communication Emergency Backup Live Situation

Cleveland County Communication Evaluation Scores Report

Cleveland County Communication Monthly Ring Time Report

Cleveland County Communication Agent Speed of Answer Report

9B.11 The dispatch process utilizes a formal and recognized Emergency Medical Dispatch (EMD) system that allows for pre-arrival instructions and adequate triaging of medical calls for service.

Description

The Cleveland County Communications Center personnel are certified through the International Academies of Emergency Dispatch (IAED). The IAED program includes the emergency medical



dispatch protocols to aid in determining appropriate resources, response, and pre-arrival instruction's on medical calls.

Appraisal

CAD reports and recorded audio are used in monthly QA to determine outliers in particular areas, problematic protocols, trends in nature types, and protocol compliance. Meeting minutes are available for viewing from the Director of Emergency Medical Services.

Plan

The Department will continue to work with The Cleveland County Communication Center in the use of the EMD Program.

References

International Academies of Emergency Dispatching Recertification



9B.12 The agency has a system in place for the recall of off-duty personnel for incidents of significance.

Description

The Cleveland County Communication Center has policy in place for recalling off-duty personnel to ensure minimum staffing levels are maintained. The Assistant Director plans at least three months in advance for the on-call staffing process.

Appraisal

The policy has worked well since updated in 2015. Each shift supervisor has been able to maintain minimum staffing levels by following the On-Call Policy. While the on-call policy has not been used for and incident or significant, administration does schedule additional staffing for planned incidents and at least one administrator is always available to report for TC duty in the case of emergency for unplanned incidents. Cleveland County Communications is currently hindered by a lack of space for additional space or workstations when all six positions are in use.

Plan

Cleveland County Communication supervisors will continue to follow the on-call requirement policy to ensure minimum staffing levels are maintained.

References

Cleveland County Communications Full Time On-Call Policy

Cleveland County Communications Minimum Staffing Policy



Criterion 9C: Administrative Support Services and Office Systems

Administrative support services and general office systems are in place with adequate staff to efficiently and effectively conduct and manage the agency's administrative functions, such as organizational planning and assessment, resource coordination, data analysis/research, records keeping, reporting, business communications, public interaction, and purchasing.

Summary:

The fire chief is the executive officer of the agency and is responsible and accountable for oversight and administration of all aspects of its operations. The functional divisions of the agency are directed and supervised by the fire chief who reports to the city manager. The fire chief is tasked with making policy decisions based on input from the leadership team.

Administrative and support functions are consolidated and carried out at its physical location at the Grover Street Firehouse. The agency's technology is up-to-date and adequate to serve the needs of the Fire & Rescue Department. Forms are available on the dedicated network directory on the City of Shelby server network system.



Performance Indicators:

CC 9C.1 The administrative support services are appropriate for the agency's size, function, complexity, and mission, and are adequately staffed and managed.

Description

The Headquarters Division functions as the administration arm of the Fire & Rescue Department and is tasked with overall management of departmental affairs. Administration functions encompass financial management, human resource management, facilities management, fleet services maintenance, training and education, code enforcement and investigation, and fire and rescue operations. The fire chief is the executive officer of the department as designated by the City Manager. The chief is tasked with organizing the department and delegating administrative responsibility as appropriate to other chief officers to maintain an effective span of control, and collaborating regularly with the City Manager and other city department directors in the affairs of the city.. The administration division is delineated the Fire & Rescue Department's organization chart.

Appraisal

The agency has continuously evaluated the effectiveness of its administration during this accreditation cycle in order to ensure support services continue to support the mission and are adequately managed and staffed. In 2015 the Fire & Rescue Department completed a reorganization of its executive staff where an additional *assistant chief* position and a *training and emergency management officer* position were created in order to better manage span of control of administrative services. The *assistant chiefs* were subsequently retitled to *fire division chief* in 2018 during the city-wide pay and classification study. In 2016 a similar reorganization was conducted for the *Fire Marshal's Office* where the *inspector-firefighters* were reassigned from the *Operations Division* to the *Fire Marshal's Office* in order to more effectively utilize those particular staff-members. As of this writing, there is one (1) *inspector-firefighterfirefighters* vacancy. In both cases, the agency realized the objectives of the



reorganization proposals. The agency has relied heavily on technology and automation for many administrative functions and has identified where it could benefit from an additional full-time position as an administrative support employee in the Fire & Rescue Department.

Plan

The agency will continue its recruitment efforts for the *inspector-firefighter* vacancy, filling the position upon recruiting a viable qualified candidate. The Fire Chief will consult with the Human Resources Director to conduct a needs assessment for a full-time administrative assistant to be included in budget planning for fiscal year 2020-21 pending the results of the assessment.

References

- Fire & Rescue Department; *Shelby Fire & Rescue Organization Chart*
Fire & Rescue Department. *Realignment Proposal for Fire Marshal's Office*. (July 14, 2015).
Memorandum to Rick Howell.
- Fire & Rescue Department. *Strategic Realignment of the Fire & Rescue Department*.
(February 2, 2013).Memorandum to Rick Howell.



9C.2 Sufficient general office equipment, supplies, and resources are in place to support agency needs.

Description

The Fire & Rescue Department's general office equipment, supplies and resources are sufficient to meet the agency's current need and is factored within the departments operating budget. Office equipment, supplies and resources are maintained throughout the fiscal year to ensure consistent work flow. General oversight and procurement of office equipment, supplies and resources is tasked to the Division Chief of Logistics and Enforcement.

Appraisal

The agency has budgeted its general office equipment, supplies and resources in several line item accounts within the operating budget. This has provided a mechanism to plan for equipment and supply for the department, and to monitor spending activity in the accounts during the fiscal year. The practice of placing oversight of budget and procurement of general office equipment, supplies and resources under the responsibility of the Division Chief of Logistics and Enforcement has proven an effective means of meeting the needs of the agency.

Plan

The agency will continue to use the annual budget process and the dedicated line item accounts in its operating budget to support its office equipment, supplies and resources. This will continue to be under the oversight of the Division Chief of Logistics and Enforcement.

References

City of Shelby, 2019 *Annual Budget Projection, Fire & Rescue Department*



9C.3 Technological resources (e.g., telecommunications equipment, computer systems, general business software) and the information management system are appropriate to support the agency's need. Access is available to technical support personnel with expertise in the systems deployed by the agency. Documentation and analysis of data (e.g., formative, process, impact, and outcome measurement) are accessible to the agency.

Description

The technical infrastructure serving the City of Shelby includes a wide area fiber based network using star architecture that is based in City Hall. All Fire & Rescue Department Stations access the network using fiber optic connections. The City of Shelby uses a voice over internet protocol (VOIP) central telephone system which links all city departments and is served by Windstream Communications. The city's wireless voice and data communication services are provided by Verizon Wireless. City departments use a variety of network programs such as Microsoft Office Server Suite and Tyler Technologies Munis Financial Systems. All network systems, computer hardware and software, and communications systems are maintained and supported in the Finance Department through the Information Technology Division.

The Fire & Rescue Department has complete access to all of the systems described. Specifically the department has workstations, printers and fax machines distributed among the firehouses. The department uses a networked document management and publishing system that can be accessed from any workstation, the unit is located at the Grover Street Firehouse. All chief officer level staff members are issued smart phones which are fully network capable. The software systems specific to the agency include *Fire Programs*, the agency's records management system. It is server based and accessible from any workstation. The Division Chief of Logistics and Enforcement Services acts as the department liaison to Information Technologies for technical and resource support.



Appraisal

The current technology and information management systems utilized by the City of Shelby has proven adequate to support the department's needs. The technology is up-to-date and the information system is efficient and secure.

Plan

The agency will continue to consult with Information Technologies to ensure that network resources, hardware and software and information management systems continue to support the operational needs of the agency.

References

City of Shelby; *Comprehensive Annual Financial Report (CAFR)*, organization chart viii



9C.4 Public reception and public information (i.e. public information officer) components support the customer service needs of the agency.

Description

Public information and customer assistance needs are delivered to the citizens and guests in Shelby based on their needs. All of the city's firehouses have public reception areas and as a matter of practice are open to the public at any time. The agency maintains regular business hours Monday through Friday from 8:00AM to 5:00PM at the Grover Street Firehouse. Typical business conducted by the public includes obtaining certain documents and permits, administrative business, and child car safety seat inspection. To facilitate business conducted by telephone, the department utilizes an automated point of answer telephone system which assists the caller to direct their call according to their need by department services, facility location, or operational function. Calls are routed directly to office and house extensions for direct answer by staff members. Missed calls are sent to voicemail to be returned in a timely manner.

The City of Shelby maintains a public access city government website spanning all city services and departments, a section is dedicated to the Fire & Rescue Department. In the agency's information of interest to the public is provided such as the department mission statement and core values, department services and basic statistical information. A contact list of facilities and staff is posted for public reference. Informational notices and employment opportunities are posted elsewhere on the site. The agency has a public information policy and uses a *joint information system* to disseminate public information.

Appraisal

The public reception and public information delivery in place in the Fire & Rescue Department has been based on public input sought during the external stakeholders meetings in the strategic planning process conducted in 2016. In general the agency supports the public's customer service needs in person, by phone or on the web. The department receives the most direct customer complaints from its automated telephone system.



Plan

The Fire & Rescue Department will continue its current public reception and public information practices that support the organization and community needs. The agency will seek methods to streamline and improve its automated telephone system to offer customers a better experience. The agency will improve its presence on the internet through the city website, and social media outlets.

References

Fire & Rescue Department; *GOG 900.02 Media Relations*,
Fire & Rescue Department; *2016-2020 Strategic Plan*, pp 6-15.



CC 9C.5 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.

Description

The agency maintains current organizational documents, forms and manuals. Most documents and forms and manuals are available on the City of Shelby network and are accessed from network drives dedicated to the agency. All firehouses have access to the city network via computer workstations. The agency manages hard copies of forms, documents and manuals where needed maintaining at least one copy available at each at each firehouse. The agency's operating guidelines are stored digitally on a dedicated network drive that is accessible from each firehouse. The Shelby Personnel Policy Manual is in hard copy form and placed in each firehouse and an employee hand book is available on the network drive. Organizational documents and manuals are maintained and current.

Appraisal

The Fire & Rescue Department's documents, forms, and manuals have been maintained and most have been migrated to digital format and have been located to one of several network drives in the City of Shelby network.

The agency has periodically evaluated its forms and documents for relevancy and accuracy. Specifically, the agency reviews all general operating guidelines at least annually.

Plan

The agency will continue to maintain current organizational documents, forms, and manuals. The agency will work with Information Technology on the technical issues that are impeding the migration of forms, documents and manuals to digital format. The agency will continue to review forms and documents and manuals periodically and will review general operating guidelines at least annually as addressed in specific policy.



References

Fire & Rescue Department; *GOG 200.00 Policy Development & Administration*

City of Shelby; 2018 *Personnel Policy Manual*

Fire & Rescue Department; Policy Revision and Review Memo Screen Shot

Fire & Rescue Department; Target Solutions Policy Review Assignment Memo Screen Shot

City of Shelby; New Employee Orientation Email

City of Shelby; City Policy update Email from HR Director

City of Shelby; Personnel Policy Table of Contents

Fire & Rescue Department; Target Solutions Policy Review Assignment Completion verification Screen Shot



9C.6 Administrative support staff members have adequate training and education in order to perform their roles and responsibilities.

Description

Administrative support staff have adequate training and education to perform their job. Each position has a job description that details the general definition, conditions of work, essential functions/task, knowledge, skills, abilities and education, experience required and special requirements.

Appraisal

The fire department administrative staff have met all the requirements for their position described in their job description.

Plan

The department will continue to hire administrative staff members that have adequate training and education to perform their roles and responsibilities.

References

- Fire Chief -7290 Job Description
- Fire Division Chief-Personnel & Emergency Services -7220 Job Description
- Fire Division Chief-Logistics & Enforcement Services-7230 Job Description
- Fire Marshal-7150 Job Description
- Fire Training & Emergency Management Officer – 7040 Job Description



9C.7 Public records are maintained, available, and disposed of in accordance with local, state/provincial, and federal legal mandates. Record retention and destruction are documented in accordance with an adopted procedure.

Description

The City of Shelby through resolution No. 62-2012 adopted the North Carolina Municipal Records and Retention and Disposition Schedule as adopted by the North Carolina Department of Cultural Resources in accordance with the provisions of Chapters 121 and 132 of the general statutes of North Carolina on October 15th 2012. The City of Shelby Personnel Policy Manual addresses what is considered public information in relationship to personnel and how records should be disposed of.

Appraisal

The department has followed Resolution No. 62-2012 and The City of Shelby Personnel Policy Manual since 2012.

Plan

The department will continue to follow Resolution No. 62-2012 and The City of Shelby Personnel Policy Manual since 2012.

References

City of Shelby Personnel Policy Manual
City of Shelby Resolution No.62-2012



CFAI Self-Assessment, 9th Edition

Category X: External Systems Relationships

An agency's external relationships are defined as those relationships which serve to integrate the performance of one system with another. The increased use of multi-unit systems and the increase of interagency agreements between various types of government entities necessitates regular attention to these relationships and the agreements between autonomous operating units. Agreements must be legally adopted, current, monitored, and updated within the accrediting period. Programs which rely on support from external system relationships to meet agency expectations must be referenced in the agreement.



Criterion 10A: External Agency Relationships

The agency's operations and planning efforts include relationships with external agencies and operational systems that affect or may influence its mission, operations, and/or cost effectiveness.

Summary:

The agency has developed and maintains a variety of outside relationships at the local and state level that support providing cost effective public safety services. Local relationships include mutual aid agreements, service partnerships and automatic aid agreements with specific rural community fire departments. Relationships with state agencies include those with the North Carolina Emergency Management (NCEM), and the North Carolina State Bureau of Investigation (SBI) and state mutual-aid agreements. The agency's strategic plan references the external agency and system relationships and factors how they further the mission of the Fire & Rescue Department. Contracts, agreements and memorandums of understanding are vetted by the City Attorney through the City Manager's Office and mechanisms are in place for conflict resolution.



Performance Indicators:

CC 10A.1 The agency develops and maintains outside relationships that support its mission, operations, and/or cost effectiveness.

Description

The Fire & Rescue Department maintains a number of relationships with other agencies that are mutually beneficial to the mission of the parties involved. As a part of the Cleveland County Firefighters Association, the department participates in a mutual aid agreement among the fifteen member agencies in Cleveland County. The department maintains relationship with Cleveland County in the delivery of specialized public safety services. The department is a participating agency in the *Cleveland County Hazardous Materials Response Team (CCHMR)* and the *Cleveland County Urban Search and Rescue Team (CCUSAR)*. Further, the agency maintains separate automatic-aid agreements with specific rural community fire departments for response to certain areas of the city.

At the state level, the department maintains relationships with *North Carolina Emergency Management (NCEM)* and the *State Bureau of Investigation (SBI)*. Through its membership in the *North Carolina Association of Fire Chiefs*, the agency participates in the *North Carolina Intra-State Mutual Aid Plan* which coordinates mutual-aid fire resource support from agencies across North Carolina. These relationships support agency's mission, its operations, and lend to overall cost effectiveness for the city.

Appraisal

The Fire & Rescue Department has maintained and utilized its outside relationships effectively. The department has given and received mutual aid resources from the rural community fire departments in Cleveland County as a matter of routine for a variety of emergency incidents. The department has utilized its automatic-aid agreements with specific agencies to supplement and enhance the response of resources from the department. All automatic aid contracts are reviewed no less than annually during the budget planning process. The Fire & Rescue



Department has fulfilled its commitment to support agencies statewide, specifically during the deployment of resources to Hyde County, North Carolina during Hurricane Irene and most recently the department maintained an Engine company by rotating crews for over two weeks to Lake Lure, NC during the Party Rock wildfire in 2016. The department continues to evaluate the effectiveness and appropriateness of its outside agency relationships.

Plan

The Fire & Rescue Department will continue to maintain mutually beneficial and relevant external relationships with local and state agencies to ensure continued support for the mission, operations and cost effectiveness of the organization.

References

Fire & Rescue Department; *Automatic-aid Agreement. Cleveland VFD*
Fire & Rescue Department; *Automatic-aid Agreement, Number 7 VFD*
Fire & Rescue Department; *Automatic-aid Agreement, Shanghai VFD*
North Carolina Association of Fire Chiefs; *Intra-state Mutual Aid MOU*
Fire & Rescue Department; *Hurricane Irene Reimbursement request*
Fire & Rescue Department; *Party Rock Reimbursement request*



10A.2 The agency's strategic plan identifies relationships with external agencies/systems and their anticipated impact or benefit to the agency's mission, operations, or cost effectiveness.

Description

The 2016-2020 Strategic Plan identifies support programs, groups, and agencies which complement the core services of the Fire & Rescue Department by providing assistance, resources and operational support. These relationships contribute to the agency's accomplishment of its overall mission of delivering emergency response services, code enforcement, community education and arson investigation. Relationships include both local and statewide mutual aid contracts as well as a collaborative relationship with our County EMS providing EMT-Basic life support within the city. The department also benefits from formal automatic aid contracts that specifically help support reaching the department's defined effective response force and / or allowing an additional unit to be available for other calls for service.

Appraisal

The relationships the Fire & Rescue Department maintains with external agencies and systems that have been developed and maintained contribute to the department delivering services in a cost effective manner consistent with its mission. The automatic aid contracts are a direct benefit to the department by providing additional resources that help obtain effective response forces while also being a cost effective method to reach those goals. The automatic aid contracts specially address response to the city airport, confirmed commercial structures / apartment complexes, and to commercial properties on the west side of the city that would otherwise have an extended travel time. The mutual aid relationship has proven to be mutually beneficial for both the municipal department and surrounding county departments.

Plan



The Fire & Rescue Department will continue to develop, support and maintain relationships with the external agencies identified in the strategic plan through open lines of communication in an effort to benefit the mission or cost effectiveness of the department.

References

- Fire & Rescue Department; *2016-2020 Strategic Plan*, p17-18
- Fire & Rescue Department; *Agreement of understanding, CCEMS*



10A.3 The agency researches, analyzes, and gives consideration to all types of functional relationships that may aid in the achievement of its goals and objectives.

Description

The 2016-2020 S.W.O.T. analysis conducted during the most recent strategic planning process identifies numerous functional relationships that aids in achievement of the departments goals and objectives. Relationships include: the local chapter of the American Red Cross, Cleveland County EMS, law enforcement agencies, local and state Emergency Management, and the local rural community fire departments.

Appraisal

The relationships the Fire & Rescue Department maintains with external agencies and systems that have been developed and maintained have contributed to the department delivering services in a cost effective manner consistent with its mission. The department has a history of maintaining numerous relationships both on a local level and state level that aid in the achievement of departments goals. Additionally, the department maintains representation on multiple committees within these organizations in order to remain current with any policies changes and also helps maintain another layer of integrated relationships. Some examples are personnel on the local emergency planning committee, county EMS review panel, hazardous materials team, and various boards.

Plan

The Fire & Rescue Department will continue to develop, support and maintain relationships with the external agencies identified in the strategic plan through open lines of communication in an effort to benefit the mission or cost effectiveness of the department.

References

Fire & Rescue Department; *2016-2020 Strategic Plan*, p17-22



10A.4 A conflict resolution process exists between all external organizations with whom the agency has a defined relationship.

Description

The Fire & Rescue Department maintains some form of conflict resolution process with the external agencies it has partnered within a defined relationship. The agency is a participant in multi-agency policy and planning committees that are designed to help the participating agency's work through competing priorities. The agency's automatic aid agreements provide a mechanism of conflict resolution within each contract. The agency is consistent with North Carolina General Statutes regarding conflicts of interest.

Appraisal

The agency maintains representation with the Cleveland County Firefighters Association, County EMS, Local Emergency Planning Committee, and the Cleveland County 800 Radio Committee and has included conflict language within all of the contracts.

Plan

The Fire & Rescue Department will continue to use open lines of communication to mediate any conflicts between the department and external agencies through regular committee and association meetings. The agency will include conflict resolution language in all formal contracts and agreements and will consider other avenues for conflict resolution in the event of a breakdown in communications between agencies.

References

Fire & Rescue Department; *Automatic-aid Agreement, Cleveland VFD*
Fire & Rescue Department; *Automatic-aid Agreement, Number 7 VFD*
Fire & Rescue Department; *Automatic-aid Agreement, Shanghai VFD*
Fire & Rescue Department; *Chief Officer Program Assignments*



Criterion 10B: External Agency Agreements

The agency maintains current agreements with those external agencies which support the identified programs. All external agency agreements required to be maintained in support of any program must be current, reviewed, and/or updated within the accreditation period and adopted by the appropriate governing bodies. All agreements should support the agency's effort to take advantage of any operational and cost effective benefits. Data reports, at least annually, should reflect the impact of each agreement on the agency.

Summary:

The agency's external agency agreements are current and support the mission and objectives of the Fire & Rescue Department. As a part of the standard of cover process, it was found that some long standing agreements had not been reviewed or updated in a number of years. Those agreements have subsequently been reviewed and revised accordingly to make them current with contemporary conditions. The agency has a consistent practice of considering formal agreements where there is a public safety benefit and is mutually beneficial for the parties involved. Agreements and contracts initiated by the City of Shelby specifically outline a process for periodic review and revision.



Performance Indicators:

CC 10B.1 External agency agreements are reviewed on an annual basis and revised as necessary to meet objectives.

Description

The Fire & Rescue Department reviews automatic aid contracts no less than annually during the budget planning process. The department also has a process in place of continually reviewing and measuring external agency performance and related contracts during the quarterly *Fire-stats* meetings.

Appraisal

The external agency agreements are reviewed no less than on a quarterly basis when the department meets for the quarterly *Fire-stats* meeting. During that meeting the external agreements are discussed for efficiency and effectiveness. Automatic aid contracts are also reviewed annually in more detail after the start of each fiscal year when the agreements are set to be renewed. Other relationships such as Emergency Medical Response are discussed and monitored on a monthly basis during quality control and improvement meetings. Any significant call for service, including calls involving an agency agreement are reviewed during the post incident review and the full documentation is submitted to the administrative staff for review.

Plan

The Fire & Rescue Department will continue its practice of both quarterly discussion and annually reviewing the automatic aid agreements during the city budget review process. The department will also continue to participate in EMS quality control as well as perform post incident reviews involving external agencies and ensure objectives are being met.

References

Fire & Rescue Department; *Chief Officer Program Assignments*
Fire & Rescue Department; *Post Incident Review; Clearwater Paper*



10B.2 The agency has a process by which their agreements are managed, reviewed, and revised.

Description

The Fire & Rescue Department's automatic aid agreements with the local rural community fire departments are managed, reviewed and revised as a part of the budget process. The agency's is a member of the NCSFA which provides access to information and advocacy at State and Federal level to monitor and track changes in regulations that impact the fire and rescue service profession. In addition, the City Manager tasks the department directors with monitoring and tracking changes to applicable changes laws or requirements specifically affecting their department and established external agreements.

Appraisal

The Fire & Rescue Department reviews its automatic aid agreements with the local rural community fire departments at least annually during the development of the city fiscal budget process. Contract agreements provide for a ninety-day termination notice given by either party or the agreements can be amended at any time during the contract period. Automatic aid agreements are annually renewed for a five (5) year period. Other agreements are managed, reviewed and revised on an as needed basis and has historically been led by the Fire Chief. Any significant call for service involving an agency agreement are reviewed during the post incident review and the full documentation is submitted to the administrative staff for review and for a potential agreement revision discussion if deemed appropriate.

Plan

The Fire & Rescue Department will continue its practice of annually reviewing the automatic aid agreements during the city budget review process. The agency will continue evaluating all external agency performance to ensure objectives are adequately being met.

References

Fire & Rescue Department; *Automatic-aid Agreement, Cleveland VFD*
Fire & Rescue Department; *Automatic-aid Agreement, Number 7 VFD*



Fire & Rescue Department; *Automatic-aid Agreement, Shanghai VFD*
North Carolina Association of Fire Chiefs; *Intra-state Mutual Aid MOU*
Cleveland County Mutual Aid Agreement
Fire & Rescue Department; *Post Incident Review; Clearwater Paper*