



TOWN of  
WAKE FOREST

# WAKE FOREST FIRE DEPARTMENT FEASIBILITY ANALYSIS

September, 2019



# Who Is EnviroSafe?

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- **North Carolina management consulting firm headquartered in Burlington since 1996.**
- **Focused on crisis, risk and fire management services for both government and industry.**
- **Approximately twenty full time staff, over 100 adjunct staff.**
- **Priority placed on relationships.**



- ***UNC System provider since 2010 for all 17 UNC campuses; NCICU provider for all 36 campuses.***
- ***NC League of Municipalities sole fire consulting services provider since December, 2018.***



# EnviroSafe is a North Carolina Full Service Fire Consulting Provider

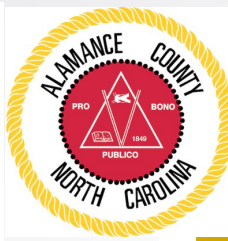
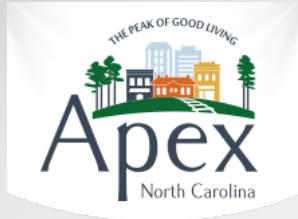
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Illustrative professional fire management services from EnviroSafe include:

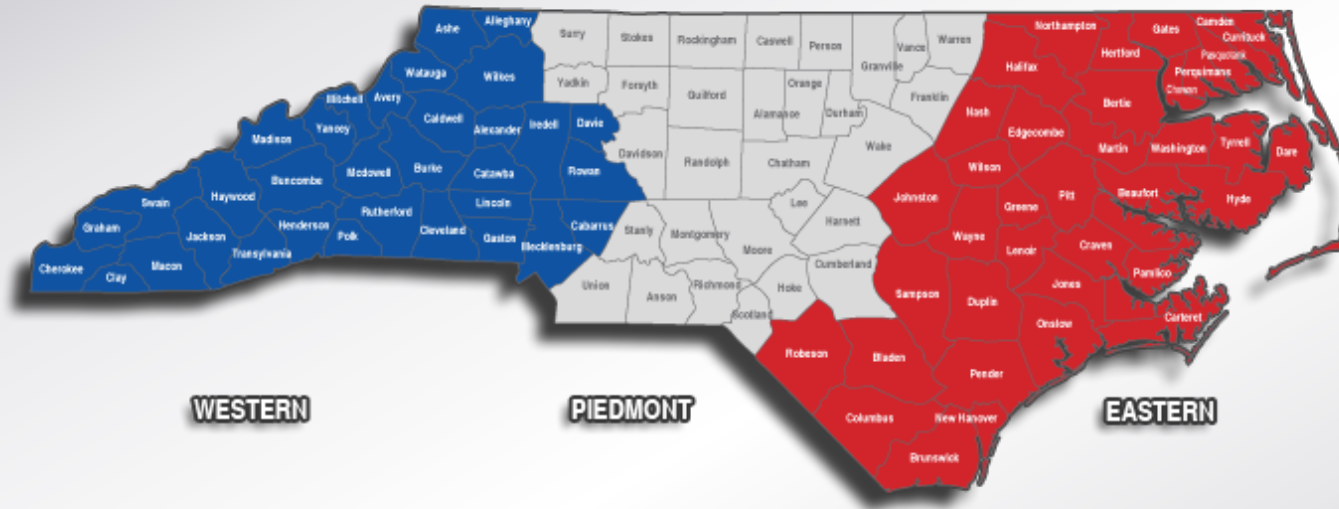
- Strategic Planning
- Service Delivery Needs Analysis
- Standards of Coverage Analysis
- Contract Development and Facilitation
- Fire District Transition
- Transition of Private, Non-Profit Fire Department to Municipal Fire Department
- Fire Station Placement
- Fire Chief Selection and Promotional Processes
- Human Resource Assistance
- Professional Development, Mentoring and Coaching
- Human Resource Based Causation Analysis
- Interim Chief Fire Officer Leadership
- Fire Apparatus Evaluation and Fire Station Facility Analysis
- Capital Improvement Plan Review and Analysis
- Emergency Operations Post Incident Analysis



# EnviroSafe Fire Management Assistance to North Carolina Local Governments



# Fire Management Core Team Capability



**David Bullins**



**Wes Greene**



**Mike Varnell**



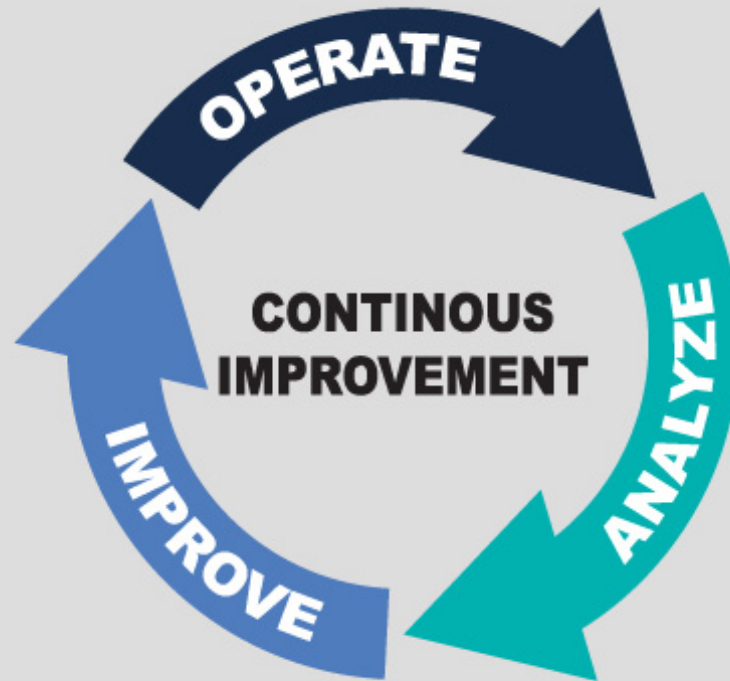
# Fire Management Adjunct Subject Matter Expert Staff for the Wake Forest Project

- **Human Resources** – Kristi Kjeldsen (Charlotte), Andy Sannipoli (Durham), Dr. Josh Smith (Statesville)
- **Capital Resources** – Ken Newell (Gastonia), Tommy Millikan (Greensboro), Tammy Isaacs (Snow Camp), Erica Gibbert (Charlotte)
- **Operational Impacts** – Ian Toms (Raleigh), Todd Tuttle (Stokesdale), Baxter Miller (Salisbury), Robert McNally (Charlotte), Jay Howell (Nahunta), AC Daniels (Castalia)
- **Fiscal Feasibility** – Nelsie Birch, Ben Durant (Durham)

**Also, we had great support from the professional staff of the Town of Wake Forest and the Wake Forest Fire Department.**

This work is based  
on an important concept...

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# Strategic Analysis is Dynamic



“Change is the law of life. Those who look only to the past or present are certain to miss the future.”

—PRESIDENT JOHN F. KENNEDY





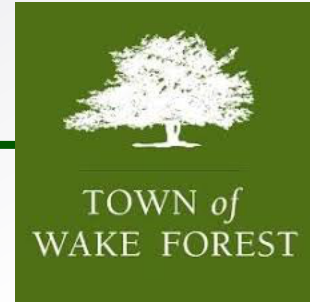
# Process and Goals

- **PROCESS:**
  - Third-Party, Independent Analysis.
  - Five Core Components:
    - Stakeholder, Human Resources, Capital, Operations, Financial
  - Collaboration between Town and fire department.
- **GOALS:**
  - Observations and Recommendations.
  - Identify essential steps for implementation.



# Purpose:

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- This **independent**, third party, comprehensive analysis of the Wake Forest Fire Department is designed to **empower** the Wake Forest Fire Department Board of Directors and the Town of Wake Forest elected officials with **information** to make **responsible, long-term decisions** that are in the best interest of **protecting and serving** the people of Wake Forest, North Carolina.



# Key Stakeholder Input:

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- **Town of Wake Forest Board of Commissioners**
- **Wake Forest Fire Department Board of Directors**
- **Wake Forest Career Firefighters**
- **Wake Forest Volunteer Firefighters**



# Stakeholder Input – Governing Boards

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## ❖ **STRENGTHS:**

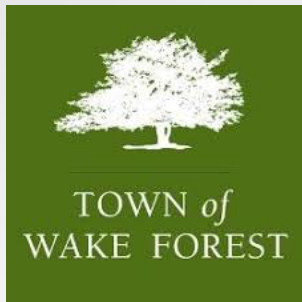
- High Service Level
- Professionalism
- Pride

## ❖ **GAPS:**

- Lack of participation in NCLGERS
- High turnover
- Lack of support staff
- Low levels of diversity

## ❖ **CONCERNS:**

- Costs of unification

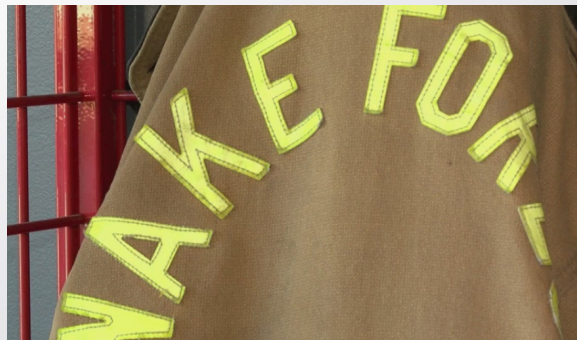


# Stakeholder Input - Firefighters

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## ❖ **STRENGTHS:**

- Quality of Personnel
- Family Culture
- Pride
- Commitment to Training
- Aggressive Firefighting Tactics
- Having Meaningful Input



## ❖ **GAPS:**

- Lack of Ability to participate in NCLGERS
- Recruitment and Retention
- Apparatus Maintenance
- Internal Communication
- Voids of Organizational Structure

## ❖ **CONCERNS:**

- Process
- Additional requirements and restrictions of municipality



# Human Resources:

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- **Step Pay Plan** – current and enhancement.
- **FLSA 7(k) Exemption** for Firefighters.
- Town's **Compensation Study** slated for fall, 2019.
- Analysis and alignment of **benefits** and incentives.
- Special **Separation Allowance** for Firefighters.
- North Carolina Local Government Employee Retirement System (**NCLGERS**):
  - State requires a minimum of five years of credible service in the system.
  - Awareness level training provided for Wake Forest Firefighters as part of this initiative.



# Human Resources - Crosswalk

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- For effective transition, EnviroSafe created a comprehensive employee **"Crosswalk"** for each employee to assess compensation, benefits between WFFD and TOWF as well as to use in constructing fiscal projections.



# Capital Resources:

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- **FACILITIES:**

- Specialized Architect, OSHA Specialist
- Overall, well maintained.
- Some modifications needed at Station 1.
- Concerns with Station 5.

- **APPARATUS:**

- Mechanical Specialist, Equipment Specialist
- 30% in Excellent Condition
- 39% in Good Condition
- 8% in Fair Condition
- 23% in Poor Condition





# Capital Resources - CIP

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- The Capital Improvement Plan would need to include:
  - Replacing a ladder truck (currently in progress)
  - Renovation/expansion to Fire Station 2 (in progress)
  - At least three (3) replacement fire engines
  - Replacement self-contained breathing apparatus (SCBA)





# Operational Considerations:

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- **Growth:**

- Strong growth in the Town is bolstering the workload for the fire department – **38% increase** in call volume from FY 13/14 through FY 17/18.

- **Current Standard of Coverage:**

- For **90%** of all typical residential structure fire incidents, the Wake Forest Fire Department is providing at least **one apparatus with at least four (4) adequately trained firefighters arriving within eight (8) minutes** total response time and is prepared to take immediate action in accordance with department protocols.

Wake Forest named top spot to retire by Where to Retire magazine



# Operational Considerations:

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- WFFD is confining the fire to the **room of origin** 60% of the time on structure fires. This is credible performance.
- **Staffing levels** need attention. A minimum of 17 firefighters is identified within national standards for a typical, single family, residential house fire.
  - Higher hazards, such as apartments identify a minimum of 27 firefighters.
- Recommend continuing to utilize **Station 5** as a volunteer station and re-deploying part-time personnel to other Wake Forest stations with concurrence from Wake County.



# Fiscal Analysis:

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- First, recognize that the realistic cost of **Firefighter turnover** is high.
  - **Recruitment and retention** are real issues to address for successful sustainability of the fire department.
  - Operating the fire department as a part of Town Government will be **more expensive**:
    - Firefighter pay scale and benefits
    - Apparatus maintenance and capital replacement
    - Support costs – estimated at \$359,535 over two fiscal years
    - Net projected increase of \$988,970 for FY 20-21
- Total impact on the Town budget would be approximately 3 cents on the Town tax rate.



# Next Steps:

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- **Recommendations for improvement** are provided in the report.
- The report is issued as a **final draft** to allow for review and minor clarification as necessary, with the final report issued before September 17, 2019.
- **Timing is of the essence** with only about nine (9) months until a FY 20-21 implementation.
- A joint, designated **transition team** will be important for the success of the initiative.





# Next Steps:

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- Presentation to both Boards – September 3, 2019 (tonight).
- Decision by the Fire Department Board of Directors.
- September 17 Follow Up with Town Board.
- If the decision is made to move forward – begin the transition team work in early October, 2019. Less than 9 months to implement many measures for a successful outcome.



# Questions:

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**Thank you** for the opportunity to serve the Town of Wake Forest!



# EnviroSafe Contact Information:

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