

EMERGENCY SERVICES DEPARTMENTS

STRATEGIC PLAN ANALYSIS

2025



Forsyth County

North Carolina



A Progressive Local Government Initiative Compiled & Presented by NC Fire Chief Consulting



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1. Project Scope of Work and Disclaimer

FORSYTH COUNTY EMERGENCY SERVICES STAFF STRATEGIC PLANNING INITIATIVE

SCOPE OF WORK – APRIL 2025

<p>Review multiple years of Forsyth County EMS response/incident data from Forsyth County's computer aided dispatch system using a power pivot analysis to establish baseline demonstrated performance across the county. If access cannot be made to the CAD system, an export of data for time and demand analysis will be necessary. Importance is placed on all time-stamp data in CAD. Cooperation will be needed from Forsyth County 9-1-1.</p>
<p>NCFCC will conduct a GIS analysis of travel time from existing Forsyth County EMS bases and project needs where travel time exceeds the desired level of coverage, or NFPA 1720 if not specified. Conduct a visual demographic risk analysis, geographic display of call volume (heat map) and other related visual representations to depict the current service levels for EMS in Forsyth County.</p>
<p>NCFCC will conduct a benchmarking analysis of similar sized EMS agencies in North Carolina to present Forsyth County EMS' comparability within dynamics that are available to determine effectiveness and identify potential North Carolina best practices for further consideration of Forsyth EMS leadership.</p>
<p>NCFCC will visit each EMS station to review the facility and provide a general evaluation of each facility, with a focus on safety. A SME will be on-site, in-person and accompany an EMS leadership team member to each location.</p>
<p>NCFCC will conduct an on-site, physical review of facilities and operations with Forsyth 9-1-1 with two (2) subject matter experts, conferring with other discipline SMEs as needed.</p> <p>The team will meet with three distinct groups of employees from each shift to gather qualitative feedback. (B/D, A/C and Supervisors)</p> <p>The team will conduct an electronic survey of Forsyth 9-1-1 staff, gather quantitative feedback and produce a summary report of findings.</p> <p>Analyze data provided to the assessment team, subsequently developing strategic observations and recommendations consistent with NC best practice for similar 9-1-1 centers. Review these findings with the Forsyth County 9-1-1 Director.</p>



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NCFCC will conduct four separate on-site, in-person sessions with **Forsyth County Fire Department staff**, using a SWOT analysis format to collect issues and concerns with two (2) SMEs. The in-person session will be followed up by an electronic survey of personnel to capture key issues. Analyze data provided to the assessment team, subsequently developing strategic observations and recommendations consistent with NC best practice for similar county fire service operations. Review these findings with the Forsyth County Fire Services Director.

From these collective results, NCFCC will compile a **comprehensive written report**. A digital copy will be provided along with one hard copy, bound report.

Project Disclaimer:

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



2. Executive Summary Review of Strategic Plan Analysis for Forsyth County Emergency Services Departments

Public safety agencies across North Carolina are in a time of both growth and transition. Most urban areas, such as Winston-Salem and Forsyth County are growing, which changes community dynamics, such as volunteerism patterns and demands for emergency services. Within emergency services fields, there is also significant change with recruitment and retention of personnel and significantly rising costs of essential equipment. To mitigate challenges during this time of change, Forsyth County has progressively decided to place effort into creating some strategic plans for the county departments providing emergency services including Emergency Medical Services (EMS), 9-1-1 Emergency Communications and the Forsyth County Fire Department. This strategic plan analysis is one component of continuous improvement for Forsyth County Government.

NC Fire Chief Consulting (NCFCC) was selected to provide this analysis for Forsyth County. NCFCC serves as both the NC League of Municipalities and the NC Association of County Commissioners exclusive fire consulting services provider and assists counties across North Carolina with similar professional assessments.

Project Methodology:

NCFCC held feedback sessions with EMS, 9-1-1 Emergency Communications and Forsyth County Fire Department staff to gather input and identify key issues for each respective agency. Each of the feedback sessions were staffed with experienced public safety professionals who listened and captured the key issues that were provided.

NCFCC then constructed surveys for each of the three disciplines to collect additional information, determine the highest priorities and provide a means of inclusiveness for any persons that were unable to attend a session or who chose to not speak up during those sessions.

Key topics were reviewed and researched further for each discipline to better develop observations and recommendations by the subject matter experts from each focus area. This additional analysis included 1) records management system (RMS) analysis, 2) Analysis of the current EMS base facilities and 3) geographic information system (GIS) analysis work.



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Emergency Medical Services:

Within the feedback sessions and the subsequent survey, the employees of Forsyth County EMS expressed the most concerns about the department leadership at the time (early 2025). The most common stated **strength** was strong relationships between employees. Also noted was internal training, experience gained within the department and use of advanced protocols were outlined.

The most common stated **gaps** for EMS other than administration were the experience levels of new leaders and concerns about the fleet. Training, facilities, and equipment were the next most stated gaps.

The most common stated **missed opportunity** was peer support. Behavioral health, lack of IT support, and the use of lieutenants were the next most stated missed opportunities.

The common **vision** that was stated was being a destination agency. Feeling supported and having more logistics personnel were the next most common vision stated. Additionally, the **most important** items identified were becoming a destination agency, the need for peer support, and compensation.

When evaluating **demonstrated performance**, NCFCC conducted an analysis of EMS response data for six full years from 1-1-2019 through 12-31-2024. A PowerPivot analysis was conducted producing the ability to better evaluate and understand the demand on the agency, its trending change and to determine a baseline of performance related to response times. Response time focus was determined for the first arriving unit and evaluation of times the 911 call is answered in the 911 center until the first unit arrives.

The key findings of the EMS response data analysis for the evaluation time were:

- Annual demand averages 61,995 incidents over the last 6 years.
- 2024 had an increase of 5.95% over the previous year, the highest in the 6-year period. 2024 demand was 66,074 incidents.
- August and December have higher demand than any other month.
- Monday and Friday have more demand than any other day of the week.
- The highest 8-hour demand is between 10am and 6pm.
- The highest 10-hour demand is between 9am and 7pm.
- The Station 8 area has more demand than any other with 19% of the total incidents.
- The breathing difficulty is the leading nature of all others, followed by the unconscious subject.
- Measuring priority "P" incidents only, the following are the response time segments, measures at the 90th percentile.
 - Call Processing Time = 03 minutes 13 seconds
 - Turnout Time = 02 minutes 18 seconds



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- Travel Time = 14 minutes 05 seconds
- Response Time = 15 minutes 24 seconds
- Total Response Time = 17 minutes 56 seconds
- 70.64% of incidents result in transport.
- 50% of incidents result in a duration of 1 hour and 54 seconds.

For the 6-year period of this evaluation, totaling **240,021 priority incidents**, the first arriving EMS unit's Total Response Time at the 90th percentile is **17 minutes and 56 seconds**. Times have been improving in the last two years. Hence, true response time for Forsyth EMS from the perspective of "Ms. Smith" who is experiencing an emergency and calls 9-1-1 seeking medical assistance would be almost 18 minutes 90% of the time.

NCFCC provided an **analysis of all facilities that are currently utilized** by the Forsyth County EMS Department. This analysis is to determine the adequacy of the locations regarding both personnel and equipment. This analysis included an on-site visit to all locations to review living quarters, interior spaces, and apparatus bays. The facilities utilized by Forsyth County EMS range in age from over 50 years old to just over 5 years old. Currently Forsyth EMS responds from four locations that are not operated by Forsyth County EMS. Of those four facilities, two are municipal fire stations that are provided through MOUs. One EMS unit is located at Novant Healthcare's Critical Care transport facility, and the other is operated from a facility located on the campus of Forsyth Technical Community College's Automotive Technology program. The increasing demand for services as well as increased population throughout the county is placing a strain on the EMS department and its staff. All facilities reviewed have emergency generators to power the facility during power outages. The distribution of the facilities allows for Forsyth EMS to arrive to patients in a timely manner, but for the most part all the facilities are at or near capacity with no ability to expand. Only three of the seven facilities that Forsyth EMS responds from are operated directly by Forsyth EMS, and those facilities are at capacity in several ways.

NCFCC also conducted an analysis of the **EMS base locations and deployment system using geographic information system (GIS) technology**. Data demonstrated that within the six (6) EMS bases, there were 12 ambulances in service. Due to fiscal and staffing constraints, some ambulance locations have been consolidated. Also, because ambulances routinely deliver patients to the hospitals, when incident volume rises, these are often enroute point to new event assignments. The greatest concentration of incidents is in and immediately surrounding the municipalities of Winston-Salem, Kernersville and Clemmons within Forsyth County. When factoring in skilled nursing facilities and long-term care facilities, the data shifts somewhat.



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From the current EMS bases, assuming availability of an EMS unit, using the street network and speed capability, a travel time model was developed. This model shows the extent geographically that an available ambulance can reach from the stations. Turns and intersections are time penalized to account for loss in speed negotiating these areas. An analysis of a four (4) minute travel time (based upon the national consensus standard) as well as a nine (9) minute travel time (based upon the agency's identified standard) extent was conducted.

Based upon actual emergency calls over a six (6) year period, only **22%** were able to be reached within the **4-minute travel time**. When considering the entire 412 square mile area of the county, only **6%** were able to be reached within the 4-minute travel time.

Based upon actual emergency calls over a six (6) year period, **74%** were able to be reached within the **9-minute travel time**. When considering the entire 412 square mile area of the county, **51%** were able to be reached within the 4-minute travel time.

Therefore, the desired 90% of demand coverage is not achieved and only about half the county's geography can be reasonably covered. **This data indicates the need for geographic EMS unit positioning** to improve service delivery levels.

Multiple calls occurring simultaneously is another important aspect of managing staffing and deployment of EMS. When multiple calls occur at the same time, this can cause resource drawdown, make response times longer, and potentially creating situations when calls for service are held because no EMS units are available. Data reflects that multiple EMS calls occur 89% of the time and 21% of the time, exceed the daily available units of Forsyth County's 12 ambulances. **This data indicates the need for more available EMS units**. It should also be noted that a certain number of "ready and available" EMS units are needed to maintain geographic coverage integrity above the absolute workload volume occurring.

Forsyth County EMS reports an average of .63 of **Unit Hour Utilization (UHU)**, a common metric in the EMS industry that measures the time a unit is on call (from dispatched to clear scene/hospital) in a 24-hour period. What is not included in the UHU is travel time from the scene/hospital back to posting at a station (if it gets there). Also, additional paperwork, training, restocking, and administrative duties are also not included. This "work time" is lost in the UHU measure reporting.

To determine the number of units required to maintain this level of UHU given the peak load volume demonstrated in the data analysis section, the 2024 volume by day and hour were used against the .63 UHU. Data reflects that an average 12 ambulances per day is appropriate, but it does not consider the peaking volume during the day and the less volume overnight. At peak hours, 16 ambulances are



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needed for Forsyth County's workload. With shift scheduling, some excess ambulances overnight could be shifted to peak hours.

As stated, the UHU of .63 omits some non-tabulated work by the paramedics. It can be argued that a high UHU creates staff burnout, turnover, and increased response times from being out of geographic position, especially if waiting to unload at the hospitals. Some industry advocates postulate that a .50 UHU is the maximum for a high volume, higher performing EMS system. This would increase the work units needed naturally to 20 during peak hours. Hence, data demonstrates that **Forsyth County EMS is at least 8 units short during peak hours to be able to deliver paramedic level services closer to industry standards.**

Subsequently, the NCFCC assessment team developed the following twelve (12) recommendations and integrated those recommendations into a **written baseline strategic plan document** for Forsyth County to utilize in the years ahead as the county works to strengthen the EMS service delivery system.

1. It is recommended that **Forsyth County increase the number of paramedic ambulances in service during peak service delivery times.** The EMS system is currently overworked, and Forsyth County needs to expand the EMS department as soon as conditions will allow to bring a greater balance of the available EMS resources to the needed community demand. The UHU should be reduced, and the response time should be reduced. Data must continuously be evaluated to ensure that added resources are improving overall service delivery. It is recognized that this enhancement will take time and be incremental, but it should be a priority need for county government to place attention on. Adjusting or staggering shift schedules within FCEMS could be one method to evaluate enhancing response times during periods of high call volume, but additional ambulances and paramedics are also needed.
2. It is recommended that Forsyth County Government **keep the current organizational structure** with EMS as a stand-alone department and NOT return to the Emergency Services Department model in the foreseeable future. However, there are some proposed adjustments are designed to improve collaboration with the county manager's office and medical director, resolve systemic challenges, and drive Forsyth County EMS forward in a positive and constructive direction.
3. The Deputy Chief supervises a team of ten individuals, which includes an Assistant Chief, two Training Captains, five Battalion Chiefs, a data analyst serving in a paramedic position control number (PCN), and an Office Administrator. To address these challenges, **modifications to the current span of control** could streamline the reporting structure and distribute



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workloads more equitably. By reallocating responsibilities, such as moving the Training Captains under the supervision of Chief Gallimore and introducing a new Assistant Chief role, Forsyth County EMS could ensure that oversight is more manageable and specialized, fostering efficiency and focus within each operational area. The new Assistant Chief would oversee EMS Operations, supervise the EMS Battalion Chiefs and Special Operations, and assist in addressing service level changes and day-to-day personnel matters.

4. Data is essential to addressing the broader and long-term success of the agency. FCEMS currently has a paramedic managing their data system. Although, FCEMS requested a data analyst position earlier in the year, they were advised to wait until after the consultant's final review. An alternative solution could be creating a Battalion Chief position that supervises QM while also managing the data systems. **Securing a data analyst with an EMS background would provide significant advantages.** This role would report to the Assistant Chief overseeing support services. There is also an opportunity for personnel in this section to serve not only EMS but also serve staff in the Fire Department and 9-1-1 to an extent. **It is further recommended that Forsyth County strengthen the data analysis capabilities for Fire and EMS needs through this group.** GIS data analysis is an excellent example of a focus area for all the public safety delivery departments to have access to this important level of expertise. It is recommended that the personnel in this section be aware of and work towards the national industry consensus standard NFPA 1022, *"Standard for Fire and Emergency Services Analyst Professional Qualifications"* to be able to best serve the greater organization.
5. The assessment team also supports **development of Lieutenant positions within EMS.** As an EMS best practice in North Carolina, the Lieutenant rank serves as field training officers for paramedics, teaching essential skills and ensuring that new paramedics develop the essential skill set for the job. Additionally, experience of teaching, mentoring and working with paramedics in the field training officer capacity, ideally provides professional development for persons to become strong EMS Captains in the organization.

The position of FTO can play a critical role for Forsyth County EMS, providing direct instruction and guidance to Forsyth County paramedics, with a focus on new employees, teaching them on essential Paramedic skills and serving as mentors for new personnel. FTOs are responsible for orienting all new EMS personnel, providing daily performance feedback, identifying any



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performance deficits, and remediating and resolving training issues, while continuing to perform all duties of the paramedic position.

Typically, FTOs are selected through a competitive process and serve in a position that is considered a promotional opportunity and a step up from the paramedic role. Experience in other county EMS agencies in North Carolina demonstrate that employees who have served in the FTO role are much better prepared candidates for the rank of Captain due to their ability to teach, instruct, mentor and demonstrate coaching to Paramedics on a consistent basis. The FTO is a logical step in the ranks of progressively responsible roles in the organization. The Lieutenant steps up and fills in for the Captain rank when the Captain is out for further career development.

The FTO position requires significantly more experience, advanced education, and professional certifications than the Paramedic position. The requirements may include a minimum of 4 years of paramedic experience and prefer an associate's degree. Certifications for the position require CPR (BLS), ACLS, FTEP, CIT, and PALS instructor certifications, and ICS 200 within one year of promotion. Additionally, FTOs may also be Nationally Registered Paramedics.

There is typically a pay differential between Paramedic and Field Training Officer due to the advanced education, experience, professional certifications, and additional professional and managerial responsibilities required for a trainer. This could be accomplished by two options to create a new level of pay to recognize the differences and motivate more qualified individuals to become field training officers.

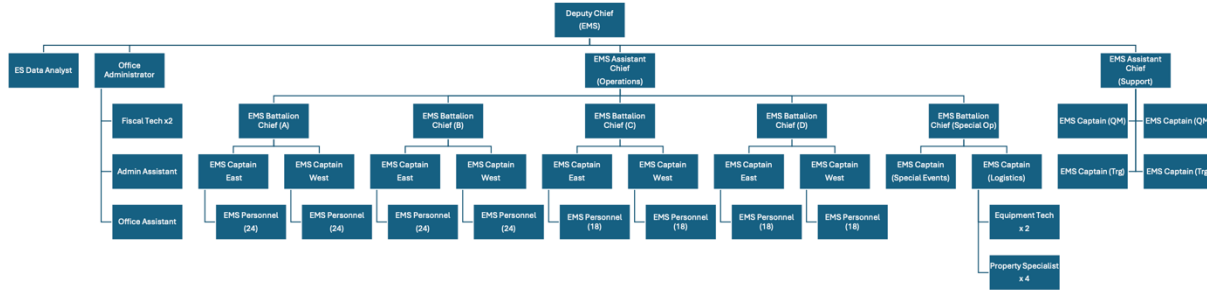
- 1) Add the rank of Lieutenant with field training responsibilities and the associated professional requirements. Classify the position at a higher pay grade than Paramedic with a minimum 5% salary increase. Among the job requirements listed for Captain, add service as an FTO as a preferred or required KSA (Knowledge, Skill or Ability) making the Lieutenant job a valued steppingstone for advancing through the agency ranks. FTOs commonly wear the Lieutenant rank in many EMS agencies, or
- 2) Offer temporary assignment pay (5% minimum) for the duration of the FTO assignment. This option requires more administrative tracking and payroll work as the incentive pay must be added and then removed from the employee's salary at the end of the assignment. Another drawback is employees get accustomed to the additional pay and it is sometimes difficult to give it up when the assignment concludes.



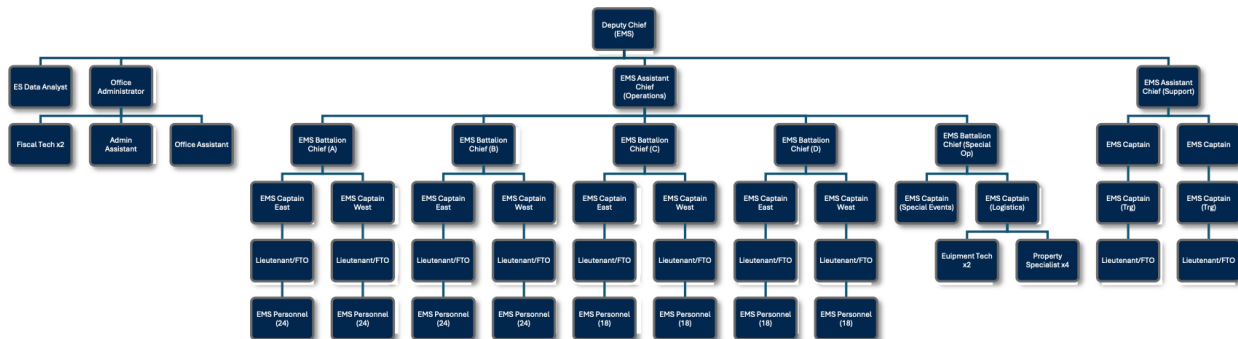
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A potential consideration utilizing the Lieutenant roles is provided illustratively below for a stronger conceptual understanding.

Current EMS Organizational Chart:



Proposed for Consideration EMS Organizational Chart with Lieutenants/FTOs:



- Eliminating the Emergency Services Director position could help Forsyth County better **address its administrative staffing needs**. Currently, the administrative team includes an Office Administrator, two fiscal technicians, one office assistant, and one administrative assistant. Each division would benefit from having dedicated administrative staff to manage their specific responsibilities effectively. It would be ideal for the fiscal technicians to fall under the supervision of EMS, while an office or administrative assistant could be stationed at the main office to welcome guests and customers. Additionally, a Business Manager position could also provide substantial advantages. This role would involve collaborating with each division on budgeting and contract matters, ensuring all divisions receive equal support and resources.



Additionally, it is recommended that the current EMS **administrative personnel that are currently housed in another building be re-located to the downtown EMS base as the EMS headquarters.**

7. **Facility modifications and improvements** are crucial to maintaining the workforce at Forsyth County EMS (FCEMS). Providing state-of-the-art facilities not only enhances operational efficiency but also ensures that staff feel valued and supported in their roles. Modern and well-maintained facilities contribute to employee morale and retention by creating a workplace environment that prioritizes safety, functionality, and comfort. Upgrading existing facilities to include training rooms equipped with advanced technology can ensure that EMS personnel are continually updated with the latest protocols and skills. Similarly, investing in ergonomic workspaces and rest areas for staff to recharge during long shifts can have a significant impact on their physical and mental well-being. Additionally, a key area for improvement is the implementation of dedicated spaces for data systems and analytics. With the growing reliance on data-driven decision-making, FCEMS needs facilities that support a seamless integration of data management tools and resources, ensuring the efficiency and accuracy of operations.
8. It is recommended that Forsyth County **re-evaluate the EMS base locations** throughout the county. Over the years, EMS Base locations have dropped from 12 to 6 as the county has grown and demand for services has grown. There are several large geographic areas of the county that are an extended distance from an EMS base location. In addition, data reflects that there are also areas distal from an EMS base that have high demand/call volume and have care facilities to serve as well. As a first step, it is recommended to place focus for adding EMS base facilities in at least two geographic areas – in the northwest quadrant of the county and in the northeast quadrant. The need of additional EMS bases is complementary to the recommendation that additional paramedic ambulances be added to the Forsyth County EMS service delivery system.

There are excellent models that Forsyth County should consider for **joint use, cost-share facilities for EMS bases** with private non-profit fire departments, municipal fire departments, hospitals or other opportunities. In the most optimum scenarios, Forsyth County and a municipality can cost share on the construction of a new facility based on the square footage of space needed for both groups, as well as ongoing operating costs for utilities and maintenance. Within the EMS section of this report, an illustrative example of such an agreement is provided.



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The GIS data analysis evaluating past EMS base facilities reflects priority areas for consideration to help strengthen the overall EMS deployment. As an example, the former Patterson Avenue facility between the current EMS Headquarters and Rural Hall would be one of the areas for further consideration for EMS station placement.

It is further recommended that Forsyth County conduct a comprehensive EMS base station location analysis to determine the most optimal locations where infrastructure and capital investment should occur.

9. **Addressing logistical challenges** such as parking for EMS vehicles, accessible decontamination areas, and storage for medical supplies will streamline day-to-day operations. These enhancements not only optimize response times but also reduce unnecessary stress for the workforce, allowing them to focus on delivering exceptional care to the community.
10. It is recommended to **assign a dedicated county maintenance mechanic specializing in ambulance and vehicle maintenance**. A quarterly maintenance check conducted by this specialist would ensure that all FCEMS ambulances and vehicles remain in more proper operating condition. This proactive approach would minimize unexpected breakdowns, enhance response reliability, and ultimately improve service delivery to the community.

The county's fleet maintenance division could be an appropriate home/work site for this mechanical specialist. However, the person should be trained and properly qualified as an emergency vehicle technician (EVT) to work on ambulances and other emergency response vehicles.

11. With information from this report coupled with the experience of the Forsyth County EMS team, it is recommended to develop a **written strategic plan document for the EMS department** and communicate that plan to the men and women of the agency, involving and engaging personnel wherever possible. Also, at least annually, update and revise the department's strategic plan.
12. It is recommended that Forsyth County EMS and Forsyth County 9-1-1 Emergency Communications jointly **re-evaluate the use of APCO International EMD Program** for determining medical priority versus the International Academies of Emergency Dispatch Medical Priority Dispatch System.



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9-1-1 Emergency Communications:

NCFCC conducted a series of sessions with 9-1-1 shift personnel and a session with supervisory personnel. Feedback from those sessions enabled a survey to be developed that was available for all 9-1-1 personnel to participate in. Some key take aways from this process include, but are not limited to:

Key strengths identified were 1) the current 9-1-1 Director and his dedication and commitment to the department, 2) that the department is functioning much better under the current leadership and organizational structure than in the previous model, and 3) how the 9-1-1 department is comprised of some very capable people, both full time and part-time.

Top gaps identified in the process were 1) recognition of distinctions needed for 9-1-1 staff related to work hours, vacation and sick leave hours earned, and the lack of on call compensation for personnel, 2) the current director needs administrative help/assistance, and 3) identified the need to update the department's training manual and process as well as the need to address the staffing levels within the department.

The greatest identified **missed opportunities** included 1) making station 9 the primary site for the public safety answering point (PSAP) as opposed to downtown, switching the alternate with the primary, therefore making the downtown site the backup location, 2) the need to provide more attention to discipline within the department post-COVID, and 3) the men and women of the department should conduct more ride along events with the providers that they serve, and providers should spend more time with telecommunicators to enhance learning and understanding from more dynamics.

Leading the list of **most important concerns** regarding Forsyth 9-1-1 were 1) consistently addressing the attendance policy and disciplinary issues, 2) strengthening the mental health support structure for telecommunicators beyond what is currently being provided, leaning more to a peer support model, and 3) generational differences seen in the workplace for call back and the gaps noted earlier with 9-1-1 staff not receiving compensation for call back and earning less time that was equitable for their work schedules.

Participants were asked to identify three words that **best represented Forsyth County 9-1-1 in 2025**. The general theme of the words provided reflect a 33% positive connotation and a 67% negative connotation. This is simply an indicator of the viewpoint of the personnel at the time. However, it provides an opportunity for leadership to work on the issues that are most concerning. When asked how satisfied personnel were with the **overall quality of services** currently provided by Forsyth 9-1-1, only about 39% indicated that they were either very satisfied or satisfied. When asked about how the participants would rate the **overall**



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effectiveness of the services that they provide against their personal expectations, only about 33% indicated that they thought that they were very effective or effective. All the above dynamics are simply indicators of the current temperament of the Forsyth County 9-1-1 staff.

Staffing related concerns were heard throughout discussions. It is the understanding of the assessment team that there are currently 34 full-time equivalent employees (FTEs) (8 on the floor, (1) Manager (1) CTO) assigned to Forsyth 9-1-1 communications. The staff explained that at one time the FTE count was 36 but some were converted to part-time positions as needed.

Within the EMS analysis component, the assessment team looked closely at **demonstrated performance in 9-1-1 call processing**. The 911 center has demonstrated their ability to process incidents (240,021) and alert the fire department within **03 minutes and 13 seconds**, or less, **on 90%** (90th percentile) of the incidents. The trend is increasing times with the exception to the few months. A goal of 1 minute was used as a benchmark and the current performance was compared to the benchmark. Overall, the goal of 1 minute call processing time **was met in a range of 17.84 to 20.87% annually**. The gap between the benchmark and the baseline is 2 minutes and 14 seconds. The most current NFPA 1710 requirements surrounding "Alarm Processing" or call processing time state the call should be processed within 64 seconds 95% of the time or 106 seconds 99% of the time. This document uses 90th percentile and 1 minute as a reference point for percentage of compliance. Using either time or percentages, the department's call processing time is significantly larger than the standard and appears to be for all event types. Many factors can impact call processing time. The total number of staff, call stacking (the waiting of one call to be dispatched before another can be dispatched), type of event, and callers' willingness to answer key questions, are all examples of these factors. Data reflects that both 6am and 6pm stand out as increased time of these priority calls compared to alarm hours before and after. These times represent shift change for the EMS staff where it was determined some non-emergency incidents were held for the oncoming shift.

In addition to the in-person, one-on-one interviews, the assessment team observed team members working within the communication center and reviewed all provided data and information. Collectively, the team developed a list of seven (7) recommendations for Forsyth County Government to consider moving forward for 9-1-1. These were:

1. Consider adding an **Assistant Director, and quality assurance positions**. The Director has already moved a telecommunicator into the quality assurance role due to backlog of call reviews.

Within the FY 25-26 budget process, the assessment team understood that the 9-1-1 Director requested an Assistant Chief of Comms Operations, (1)



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Office Assistant, (1) Full Time CAD Administrator. However, it was reported that only the CAD position was planned for FY 25-26. As soon as conditions allow, the additional 9-1-1 staffing needs should be addressed. The assessment team recommends that Forsyth County engage an Assistant Director (Assistant Chief) position as soon as conditions will allow. There needs to be additional attention to the administrative functions and administrative leadership that is currently required within the department.

2. Additionally, there is **need for additional training support** within the department and further work is needed to evaluate the Communications Training Officer (CTO) needs and challenges for the department. It is operationally important that the communications training manual be current and be applied across the department for all new and existing personnel to use.

In the short-term, it may be helpful for Forsyth County to consider pulling in **outside assistance** to update the training manual information in the timeliest manner possible while concurrently ensuring systems are put into place to maintain the manual moving forward.

3. It is recommended that Forsyth 9-1-1 leadership work with the Sheriff's Office on the **background checks** required for 9-1-1 Communications personnel to access the primary center at the public safety complex. It was mentioned that 5 new hires were not allowed to be employed due to not passing the background check; it is unknown what caused them to not pass the background check. It was also mentioned that a couple of employees were let go because of not passing a background check when Communications moved to the public safety complex (co-located with Sheriff's Office). It should be noted that badge access / restrictions are common in the industry to limit where personnel can go. However, making some changes in the background check process could help with the staffing issues the center is currently facing.
4. Consider **switching the primary / backup 9-1-1 center locations**. The staff the assessment team spoke with would prefer the current backup location to work from. This transition could be a morale builder without significant additional costs to Forsyth County. It should also be noted that co-locating two communications centers in the same building, on the same floor, could pose challenges if there was a threat or issue the building (planned, unplanned, natural or man-made).
5. It is recommended to **increase 9-1-1 staffing** to help with overtime / on-call shifts staff are mandated to work. Increasing staff will allow the shift to



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absorb 1 or 2 people calling out sick, without having to use the on-call person, or mandate overtime, which will also help with morale. Strengthening the 9-1-1 staffing is often seen as a strategy to raise the entire service delivery system for fire, EMS and law enforcement services. The demonstrated performance of the center should be regularly reported against the standard(s) to ensure that progress is being made as staffing levels are increased. The assessment team recommends establishing a **consistent number of telecommunicators of eight (8) per shift** and re-evaluating the demonstrated performance at that point. Additionally, it is a best practice if an academy training group is being hired to over hire when conditions will allow to maximize the efficiency of the academy effort.

6. It is further recommended that Forsyth 9-1-1 Center Leadership frequently (monthly) **evaluate demonstrated performance** of 9-1-1 staff for processing both fire and EMS dispatches separately against the national consensus standard (NFPA 1710 and 1720) and report that performance data to county leadership.
7. Also, it is recommended that Forsyth County **revisit the current county policies and procedures** related to earning annual leave and sick leave for the 9-1-1 staff, benchmarking with similar 9-1-1 centers in other counties. In addition, the “on call” policy that the 9-1-1 center is operating with should be revisited to ensure that it is consistent with other county operating departments and other comparable 9-1-1 centers. Some 9-1-1 staff express that the current policy is over burdensome, too restrictive and demanding without the county providing an on call pay or stipend in exchange for services. This aspect may help Forsyth County with retention of personnel and recruitment of new personnel.

Forsyth County Fire Department:

NCFCC conducted a series of sessions with Forsyth County Fire Department (FCFD) shift and fire marshal personnel and a session with supervisory personnel. Feedback from those sessions enabled a survey to be developed that was available for all fire department personnel to participate in. Some key take aways from this process include, but are not limited to:

Key strengths identified were 1) the recent organizational change pulling the FCFD back as a stand-alone department and no longer part of an emergency services department under the previous leadership, 2) that the department members are professional, multi-talented and can do most anything when they work together, and 3) the department’s current leadership will listen to personnel and they are flexible and open to new ideas.



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Top gaps identified by the process were 1) recognition of distinctions needed for fire department staff related to holiday, vacation and sick leave hours earned, and how that is adversely affecting retention and recruitment competitiveness, 2) recovering from the previous administration model and stabilizing the department under the new model, 3) the age and condition of the current trucks that firefighters operate and the need to use newer, safer and more reliable fire apparatus, and 4) the need for a full time fire investigator assigned per shift.

Leading the list of **most important concerns** regarding Forsyth County Fire Department personnel were 1) Forsyth County Government doing nothing with the information being provided through this analysis, 2) prioritization of improving staffing, training and fire apparatus, and 3) the need to establish more formal career succession planning for fire department personnel to be best able to navigate through projected retirements that are forthcoming.

Participants were asked to identify three words that **best represented Forsyth County Fire Department in 2025**. The general theme of the words provided reflect a 39% positive connotation and a 61% negative connotation. This is simply an indicator of the viewpoint of the personnel at the time. However, it provides an opportunity for leadership to work on the issues that are most concerning. When asked how satisfied personnel were with the **overall quality of services** currently provided by Forsyth County Fire Department, about 52% indicated that they were either very satisfied or satisfied. When asked about how the participants would rate the **overall effectiveness of the services that they provide** against their personal expectations, only about 48% indicated that they thought that they were very effective or effective. All the above dynamics are simply indicators of the current temperament of the Forsyth County Fire Department staff.

In addition to the in-person, one-on-one interviews, the assessment team interacted with staff and department leadership as well as coupled knowledge of counties that operate similar squad support programs. Collectively, the team developed a list of eight (8) plus recommendations for Forsyth County Government to consider moving forward to benefit the Forsyth County Fire Department. These were:

1. It is recommended that **Forsyth County re-assess the department's staffing program with the Vienna Fire Department** as soon as conditions will allow. This arrangement is unique not only in Forsyth County, but across the state. The North Carolina State Treasurer's Office has issued a written directive to all local governments about "loaning municipal/county employees" to private, non-profit fire departments (As found in this report in the FCFD section). Several pieces of the current practice concern the assessment team about Forsyth County's practice here. While it is valuable to the Vienna fire district, there are questions about the command and control of the personnel being split between direction from Vienna leadership (who



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are not county employees) and the firefighters assigned there not being clearly under the direction of the county manager. The staff members assigned to Vienna stated that they only saw their supervisor from Forsyth County maybe once a year. From the assessment team's perspective, Forsyth County legal should review the Treasurer's letter and re-evaluate the agreement that Forsyth County has with the Vienna Fire Department.

There are some strong positives that could come from such a collaboration, such as being able to provide career ladder(s) for personnel assigned to Vienna becoming eligible to become part of the county's Station 9 squad program. However, initial indicators give the assessment team pause.

2. It is recommended that **Forsyth County re-assess the current Station 9 squad program**. The assessment team observed several components that need more review. This includes, but is not limited to:
 - a. Squads are currently operating with **less than four persons** on the squad truck, often only two persons. There are some safety and effectiveness concerns with the current model that should be further reviewed. It is recommended that Forsyth County consider establishing minimum four person squads to assist the contracting fire departments in the county.
 - b. Squad personnel are currently **self-dispatching to emergency incidents** within the county as opposed to following established call criteria (type, location, etc.) dictating the response of squad units. Part of this concern is liability for the county. With the use of automatic vehicle location, 9-1-1 can send the closest squad unit.
 - c. OSFM's recent ruling for **ISO credit** for squad operations (which are also in place in Cabarrus and Guilford Counties and other counties considering those) being eliminated. We are recommending that responding Forsyth County personnel are listed on the roster for each fire department that they typically respond to. The recent OSFM notice is provided within this report.
 - d. The Squad 9 program has a history of leading training classes across Forsyth County. It is recommended that Forsyth County consider taking a lead with training of personnel and providing needed support to contracting fire departments in such potential areas as hose testing, ladder testing and other support functions where the personnel **add additional value in providing non-emergency services** as well as emergency response. Guilford County can provide some best practice examples of their squad program for review and additional information on the Guilford program is included in this report.
 - e. The **defined standard of coverage**, or level of service for the supplemental squad(s) should also be evaluated. This aspect will



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have an impact on the base or station locations that the response unit(s) respond from with travel time. It is recommended that this review be in collaboration with a designation of fire chiefs from the county fire chief's association, or equivalent to gain buy-in and support from the stakeholders that benefit the most from the squad program.

3. There is great frustration and concern within the department regarding the **earning and use of annual (vacation) leave, holiday time and sick time**. The FCFD personnel are FLSA 7(k) personnel and most local governments across North Carolina recognize that and provide a higher amount of leave for these personnel consistent with the different hours worked in the year. Whereas an administrative person in the county works 2,080 hours per year, shift firefighters work 2,912 hours per year. Benchmarking with other units of government will show that Forsyth County is below the norm in providing hours of leave for shift personnel. NCFCC can provide illustrative data as desired. Most typically, 24-hour shift firefighters earn 12 hours for a "day" as opposed to standard 40-hour employees having a day defined as 8 hours. This issue was identified as the number one retention and recruitment tool needed for the FCFD. It is recommended that Forsyth County address this issue as soon as conditions will allow to be more competitive and hopefully help retain the personnel that you have. There is a significant cost to employee/firefighter turnover that approaches approximately \$50,000 or more for each person replaced in training, process and equipment.
4. It is recommended that Forsyth County leadership work **designate the squad shift supervisor with a response vehicle separate from the squad**. This structure would allow the shift supervisor (Captain) to respond wherever needed within the county and be able to more clearly supervise the persons that he or she was responsible for. Currently, the shift supervisor is attached to one of the squads and report that they have little freedom of movement to remain in a designated response district or zone. It is important for all persons under the command of the shift supervisor to have two-way interaction, career development and other essential elements of the supervisor and crew member relationship. Further, it is reported that the current arrangement has a 1:8 staff ratio, which may not be sustainable, should also be re-evaluated.
5. It is recommended that Forsyth County conduct an external, third-party **workload evaluation of the Fire Marshal's Office** using the NFPA industry consensus standard to determine how the current staff is allocating work hours, how the state inspection schedule is being followed and where the gaps are with staffing allocations and resources. NCFCC has conducted several of this type of analysis for counties, and it has proven valuable for



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decision makers to best understand how the resources are being used and contrasting that data with the industry standards. From this evaluation and analysis, it is also possible to determine if Forsyth County's most efficient and effective fire investigation delivery system would be to **place a fire investigator on each shift**. Other NC counties have implemented this program and found it to be efficient and effective.

6. The **response vehicles for Forsyth County's squad program** are essential for your Squad 9 crews to be able to perform their jobs. Feedback received indicates that there have been gaps with replacing these vehicles in a timely manner in recent years and it is recommended that Forsyth County provide attention to these response vehicle needs and prioritize the replacement of current aged equipment. It is critical that emergency response equipment and vehicles be kept in top working condition as a core safety consideration. The age and condition of the county's (airport's) airport rescue and firefighting (ARFF) is poor. However, the assessment team understands that a replacement is ordered. Consideration could be given to maintaining a reserve ARFF truck when the new truck is placed in service. When the current ARFF trucks is out of service, the airport is no longer indexed (protected) under the FAA regulations. Note that staff reports that the incoming ARFF truck will not fit into the station, but the assessment team has not verified that.
7. It is recommended that the FCFD **re-evaluate the current internal training program**. This was an area of high interest with staff, especially given that many of the current personnel are comparatively early in their careers and need a strong training plan to better prepare them to take greater roles in the years to come through a career succession plan that is also needed for the department. Staffing in the training program should be evaluated and current staff included in the discussions of how to best re-shape and re-mold the program after separating from the former Emergency Services Department.
8. Within the fire service, it is a best practice to **establish career ladders** for personnel wherever possible. This seems to be a missed opportunity for Forsyth County. A Firefighter 1-2-3, or similar career ladder allows proactive and aggressive firefighters to advance within the career ladder when they achieve the specified or desired experience and credentials. The same can be established for the company officer level (Lieutenant/Captain) that would benefit the department and be a consideration in **developing a career succession plan** for the department. Related to this in addition is the need to revisit the incentives that are available to FCFD personnel. If achievements cannot be rewarded through the career ladder



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methodology, then separate professional credential recognition awards may be needed.

System Synergy:

As Forsyth County has evolved from the Emergency Services singular department into three operating departments – EMS, 9-1-1 and Fire, there are **several areas where attention is needed to finalize the organizational transition**. As an example, the administrative assistant in the fire department is still reporting to a person who is under the current EMS department. There is some clean up needed to ensure that reporting structures are where they need to be. After attention is given to these issues, there are also opportunities to strategically utilize some resources across EMS, 9-1-1 and Fire. These could include but is not limited to centralizing specialized public safety Geographical Information System (GIS), data analysis, equipment/logistics, fleet and others. Taking the consolidated, systematic approach across all three departments with data analysis is consistent with the NFPA 1022 consensus standard “*Standard for Fire and Emergency Services Analyst Professional Qualifications*”.

From all indicators observed, Forsyth County has made a positive progression organizationally by moving away from the Emergency Services model. The current three independent directors (EMS, 9-1-1, Fire) appear to be working well together, and they are well unified by all reporting to a central assistant county manager over public safety service delivery.

Next Steps:

The next steps for this process will be for Forsyth County to review the data and information contained within this report as well as the 27 plus recommendations contained herein (12 with EMS, 7 with 9-1-1 and 8 with Fire). Operating funding for additional staff as identified plus capital improvement funding will be needed when conditions will allow to move forward with strengthening the service delivery system.

With the current employment environment, it will take time to hire additional paramedics, get them trained and ready to be in service. Also, EMS base planning and construction will take significant time. Typically, similar facility construction processes take about two years, from initiation of the project to actual operation of the EMS base serving the community. Recent experience in North Carolina has shown that post-COVID, that facility construction timeline has extended by up to a year due to supply chain challenges and the labor market. Again, the facilities are an excellent opportunity for Forsyth County to seek effective and efficient cost-share modeling with fire departments or municipalities.



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Given the positive rate of significant growth in Forsyth County and that this analysis depicts multiple components needed on the journey to improving the overall service delivery level, Forsyth County should conduct a periodic review of the analysis within this report and periodically refresh the key data with each component to ensure that current and relevant data is being used by decision makers with the most up-to-date information available at the time.

The data within this comprehensive report will allow Forsyth County to advance the EMS strategic plan for the organization with the baseline strategic plan that is provided in the report. Additionally, similar strategic plans are recommended to be developed for the 9-1-1 Department and the Fire Department.

The entire NCFCC team sincerely appreciates the opportunity to provide this vital information to Forsyth County. We are proud to have assisted in efficiently supporting Forsyth EMS, 9-1-1 and Fire Department in this critical endeavor. We humbly and sincerely thank everyone who supported this progressive initiative and express our honor to serve in this beneficial capacity of continuous improvement.



3. Forsyth County EMS Review Documents

The following documents are included in this section reflective of the EMS Analysis for the strategic plan:

- a. Records Management System Analysis
- b. Facilities Evaluation
- c. Geographic Information System (GIS) Analysis
- d. EMS Strategic Plan Initiatives

A. Records Management System Analysis

Introduction

Data Source

The data contained in this report is the result of an export from the agency's Central Square One Solution Computer Aided Software (CAD). The origin of the export table is from main table of the SQL database where each record contains specific data about the incident. The agency was very helpful in collecting the required information and presenting it in the requested format to allow for an evaluation of demand and demonstrated performance related to response times. The records received are from 01/01/2019 to 12/31/2024 for a full six years of comparable data.

Purpose & Approach

The purpose is two-fold; to evaluate and understand the demand on the agency, its trending change and to determine a baseline of performance related to response times. Response Time focus will be on the first arriving unit and evaluation of different time from time the 911 call is answered in the 911 center until the first unit arrives.

Noted Errors & Omissions

The data received appears to be free of errors. Some records were filtered out to leave only true responses. Examples of those filtered would be DUP-duplication, CANC-cancelled event, CADP- CAD Problem, and the like. Forsyth County 911 help with direction on which should be eliminated.



Key Findings

Demand of Services

- Annual demand averages 61,995 incidents over the last 6 years.
- 2024 had an increase of 5.95% over the previous year, the highest in the 6-year period. 2024 demand was 66,074 incidents.
- August and December have higher demand than any other month.
- Monday and Friday have more demand than any other day of the week.
- The highest 8-hour demand is between 10am and 6pm.
- The highest 10-hour demand is between 9am and 7pm.
- The Station 8 area has more demand than any other with 19% of the total incidents.
- The breathing difficulty is the leading nature of all others, followed by the unconscious subject.

Response Time Performance

- Measuring priority “P” incidents only, the following are the response time segments, measures at the 90th percentile.
 - Call Processing Time = 03 minutes 13 seconds
 - Turnout Time = 02 minutes 18 seconds
 - Travel Time = 14 minutes 05 seconds
 - Response Time = 15 minutes 24 seconds
 - Total Response Time = 17 minutes 56 seconds
- 70.64% of incidents result in transport.
- 50% of incidents result in a duration of 1 hour and 54 seconds.

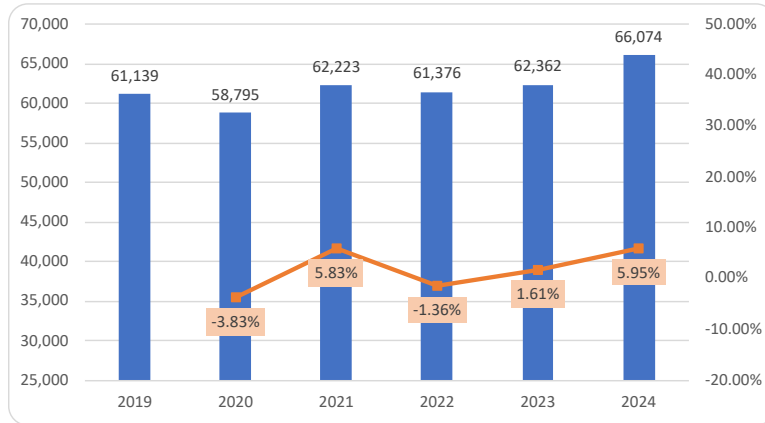


Demand for Services on the Department

Demand by Fiscal Year

Total incident demand on the EMS agency ranges between 60k and 70k annually with a 1% to 6% annual increase. The year 2020, like many agencies, saw a decrease in response due to the COVID pandemic. The most notable observation here is the increase between 2023 and 2024 with a substantial change compared to other years. All incident types of all priority are included in these numbers.

Figure 1: Demand by Year



Demand by Month

Monthly counts with color show higher and lower demand months with darker shades of green (lower) and red (higher). August and December stand out as high demand months. The reasons are unclear.

Figure 2: Demand by Month, by Year

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2019	5,050	4,832	5,201	5,024	5,316	4,864	5,088	5,109	5,249	5,229	4,895	5,282	61,139
2020	5,256	5,009	4,807	3,844	4,527	4,686	4,965	5,306	4,868	5,244	4,960	5,323	58,795
2021	5,196	4,478	5,129	5,087	5,150	5,132	5,447	5,908	5,280	5,264	4,961	5,191	62,223
2022	5,615	4,669	4,872	4,669	5,155	4,993	5,344	5,282	5,199	5,245	5,041	5,292	61,376
2023	5,281	4,689	5,051	4,898	5,251	5,087	5,215	5,544	5,087	5,355	5,157	5,747	62,362
2024	5,518	5,100	5,292	5,292	5,503	5,409	5,445	5,748	5,451	5,719	5,647	5,950	66,074
Grand Total	31,916	28,777	30,352	28,814	30,902	30,171	31,504	32,897	31,134	32,056	30,661	32,785	371,969



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Demand by Alarm Hour / Day of Week

The 8-hour peak demand for the agency is between 10am and 6pm, 10-hr peak is 9am to 7pm.

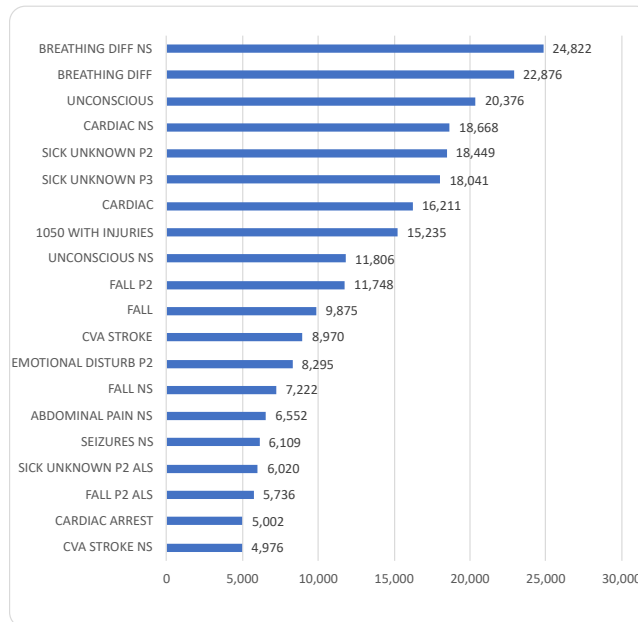
Figure 3: Demand by Alarm Hour

Alm Hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	1,777	1,524	1,472	1,425	1,424	1,555	1,688	10,865
01	1,645	1,351	1,321	1,338	1,349	1,334	1,736	10,074
02	1,467	1,193	1,222	1,186	1,236	1,253	1,492	9,049
03	1,343	1,112	1,150	1,057	1,147	1,136	1,359	8,304
04	1,212	1,100	1,037	1,092	1,006	1,031	1,243	7,721
05	1,141	1,072	1,132	1,101	1,109	1,073	1,159	7,787
06	1,290	1,403	1,345	1,258	1,312	1,321	1,239	9,168
07	1,595	1,869	1,837	1,795	1,776	1,785	1,648	12,305
08	1,906	2,579	2,433	2,404	2,402	2,390	1,898	16,012
09	2,168	2,946	2,786	2,859	2,851	2,799	2,319	18,728
10	2,324	3,296	3,056	3,099	3,089	3,073	2,492	20,429
11	2,379	3,127	3,160	3,244	3,206	3,103	2,604	20,823
12	2,472	3,234	3,215	3,163	3,186	2,967	2,737	20,974
13	2,554	3,126	3,146	3,020	3,089	3,057	2,716	20,708
14	2,519	3,153	3,105	3,111	3,080	3,124	2,673	20,765
15	2,489	3,113	3,080	3,135	3,067	2,969	2,754	20,607
16	2,414	2,986	3,027	2,956	3,005	3,022	2,711	20,121
17	2,543	2,888	2,861	2,861	2,917	3,044	2,802	19,916
18	2,511	2,714	2,702	2,803	2,822	2,890	2,750	19,192
19	2,486	2,590	2,615	2,536	2,590	2,616	2,643	18,076
20	2,438	2,480	2,360	2,507	2,461	2,579	2,517	17,342
21	2,272	2,183	2,168	2,256	2,278	2,433	2,396	15,986
22	2,035	1,997	2,012	2,067	1,966	2,225	2,229	14,531
23	1,739	1,665	1,678	1,771	1,693	1,910	2,030	12,486
Grand Total	48,719	54,701	53,920	54,044	54,061	54,689	51,835	371,969

Demand by Nature Code

The breathing difficulty is the highest demand of any other nature code. The agency has two different codes for the beathing difficulty, which rank first and second in the overall demand. The top 20 are shown below.

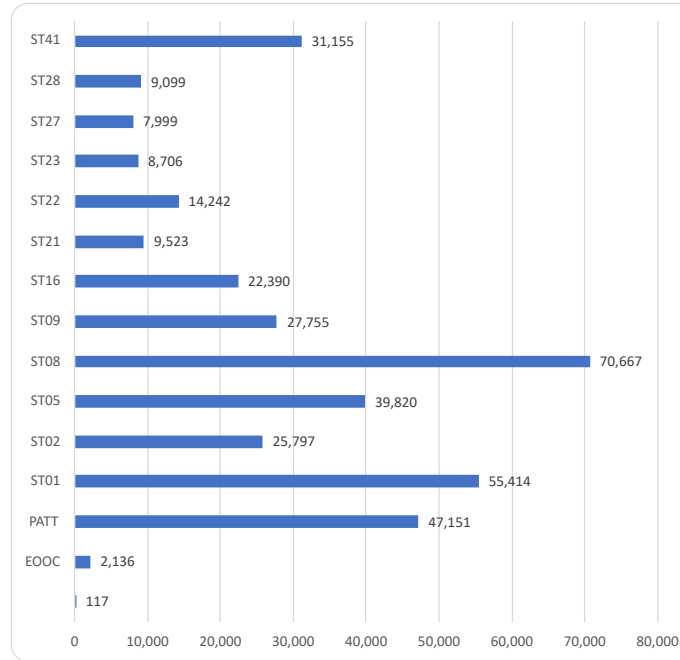
Figure 4: Demand by Nature code



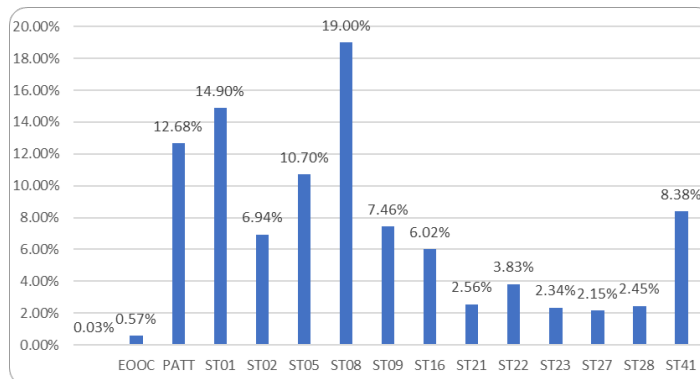
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Figure 5: Demand by Territory

Individual incidents in the data were shown to have a “statbeat” which mirrored the “gp”, indicating the geographical area the incident occurred. More incidents occur in the ST08 area than any other, a total of 19% of all incidents occur here.



The chart below shows the same data as above but in a percentage of total incidents by station area.



Response, based on time – The three time-segments.

Total Response Time is the duration of time, measured from the receipt of the 911 call in the Public Safety Answering Point (PSAP) until the first unit arrives on the scene of the incident. Total response time elements can be broken into the following segments.

Call Processing Time – the elapsed time from event receipt at the PSAP to the dispatching of the first unit.

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

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

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

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

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

Evaluation of response times should only evaluate those responses in the department's primary jurisdiction, excluding non-emergency response, and justified outliers.

For the Forsyth County EMS response time evaluation, only the priority level of "P" was used. This yielded 240,021 incident (64.53%) of the total demand on the agency. Although there is no data which proves the responding unit had an emergency response from dispatch to arrival, using the "P" priority only gave a higher % of incidents thought to be emergent in nature and thereby giving a better baseline of response time performance for emergency incidents.



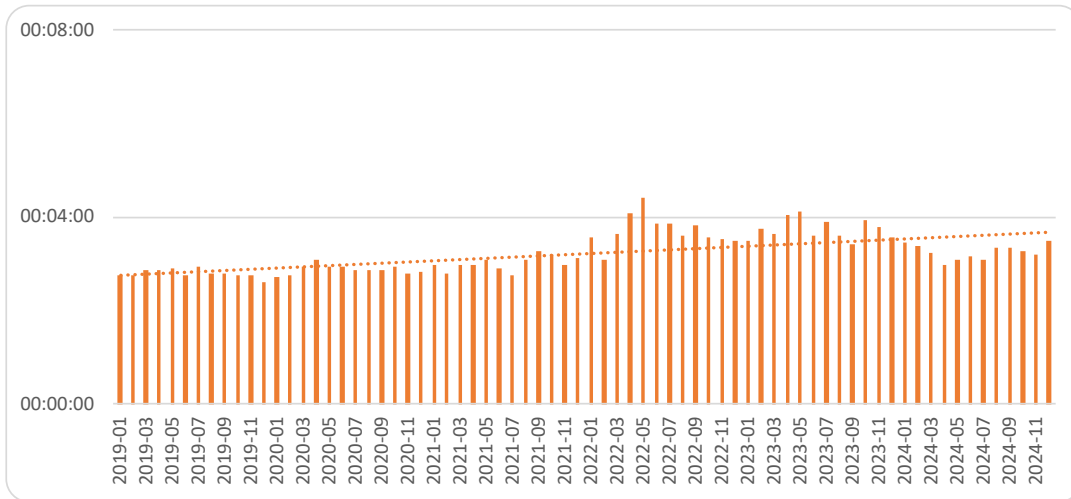
Call Processing Time – Segment One

The 911 center has demonstrated their ability to process incidents (240,021) and alert the fire department within **03 minutes and 13 seconds**, or less, **on 90%** (90th percentile) of the incidents. The trend is increasing times with the exception to the few months.

A goal of 1 minute was used as a benchmark and the current performance was compared to the benchmark. The percentage of incidents meeting that benchmark is shown in orange as a percentage of compliance. Overall, **the goal** of 1 minute call processing time **was met in a range of 17.84 to 20.87% annually**. The gap between the benchmark and the baseline is 2 minutes and 14 seconds.

The most current NFPA 1710 requirements surrounding “Alarm Processing” or call processing time state the call should be processed within 64 seconds 95% of the time or 106 seconds 99% of the time. This document uses 90th percentile and 1 minute as a reference point for percentage of compliance. Using either time or percentages, the department’s call processing time is significantly larger than the standard and appears to be for all event types.

Figure 6: Call Processing by Month



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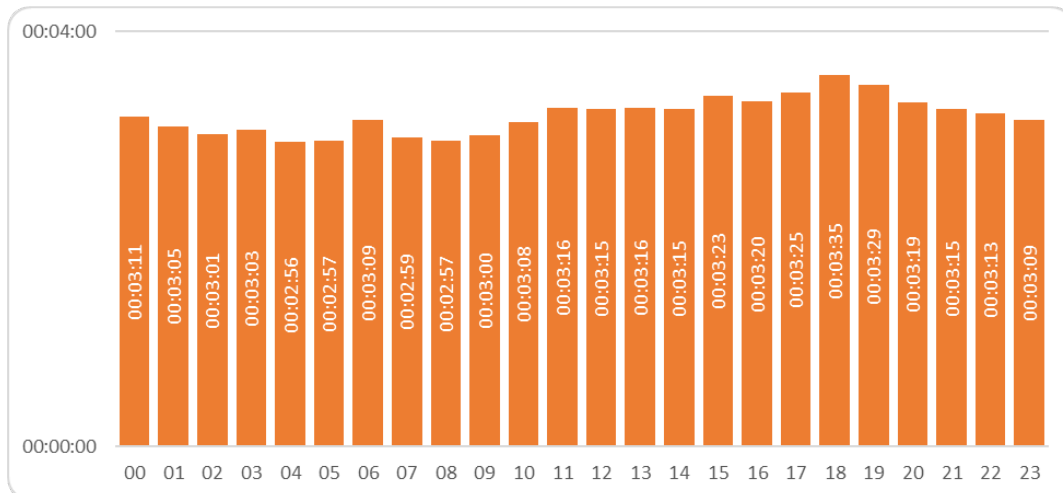
When applying color to each month, compared to other months in the range, it appears there were some significant changes in mid to late 2021 which increased the call processing times which remain today. During an onsite visit to the 911 center, it was discovered the trigger point in which dispatcher clicks the “dispatch” button (which end call processing time and starts the turnout time segment) changed during this. Furthermore, this trigger point today is different for EMS than FIRE.

CP@90th													
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2019	00:02:46	00:02:44	00:02:51	00:02:51	00:02:53	00:02:45	00:02:55	00:02:47	00:02:48	00:02:45	00:02:46	00:02:37	00:02:47
2020	00:02:43	00:02:44	00:02:55	00:03:05	00:02:55	00:02:55	00:02:51	00:02:51	00:02:52	00:02:56	00:02:48	00:02:50	00:02:52
2021	00:02:59	00:02:47	00:02:59	00:02:58	00:03:04	00:02:53	00:02:46	00:03:06	00:03:16	00:03:11	00:02:59	00:03:08	00:03:01
2022	00:03:33	00:03:06	00:03:39	00:04:05	00:04:25	00:03:52	00:03:51	00:03:36	00:03:49	00:03:34	00:03:32	00:03:29	00:03:43
2023	00:03:30	00:03:44	00:03:38	00:04:02	00:04:07	00:03:37	00:03:53	00:03:37	00:03:25	00:03:55	00:03:46	00:03:33	00:03:43
2024	00:03:28	00:03:22	00:03:13	00:02:59	00:03:04	00:03:09	00:03:05	00:03:20	00:03:21	00:03:16	00:03:12	00:03:30	00:03:15
Grand Tot	00:03:10	00:03:06	00:03:12	00:03:18	00:03:24	00:03:11	00:03:14	00:03:13	00:03:16	00:03:16	00:03:11	00:03:13	00:03:14

Call Processing by Alarm Hour

Many factors can impact call processing time. The total number of staff, call stacking (the waiting of one call to be dispatched before another can be dispatched), type of event, and callers' willingness to answer key questions, are all examples of these factors. 6am and 6pm both stand out on the chart as increased time of these priority calls compared to alarm hours before and after. These times represent shift change for the EMS staff where it was determined some non-emergency incidents were held for the oncoming shift.

Figure 7: Call Processing Time by Alarm Hour



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Evaluating across the day of week and the time of day, we can see the 6 pm time has an increase on most days of the week. Demand can also be a factor here, although the 6 pm hour was not found to be the highest demand hour in the previous demand section.

CP@90th								
Alarm Hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	00:03:14	00:03:04	00:03:15	00:03:09	00:03:14	00:03:09	00:03:02	00:03:11
01	00:03:10	00:03:11	00:03:00	00:03:04	00:03:00	00:03:10	00:03:04	00:03:05
02	00:03:15	00:03:02	00:02:46	00:03:00	00:03:08	00:02:59	00:02:58	00:03:01
03	00:03:15	00:02:59	00:02:58	00:02:52	00:03:09	00:02:55	00:03:06	00:03:03
04	00:03:08	00:02:54	00:02:50	00:02:56	00:02:52	00:02:50	00:03:12	00:02:56
05	00:02:59	00:02:50	00:02:51	00:02:59	00:02:52	00:03:06	00:02:57	00:02:57
06	00:03:07	00:03:14	00:03:19	00:03:05	00:03:10	00:03:13	00:02:58	00:03:09
07	00:03:03	00:02:59	00:02:58	00:02:54	00:02:58	00:03:05	00:02:55	00:02:59
08	00:02:49	00:03:03	00:02:56	00:02:54	00:03:05	00:03:00	00:02:58	00:02:57
09	00:02:49	00:03:04	00:03:01	00:03:09	00:03:06	00:02:56	00:02:52	00:03:00
10	00:02:55	00:03:14	00:03:01	00:03:02	00:03:15	00:03:20	00:03:06	00:03:08
11	00:03:10	00:03:29	00:03:22	00:03:11	00:03:20	00:03:16	00:03:03	00:03:16
12	00:03:07	00:03:20	00:03:15	00:03:28	00:03:16	00:03:16	00:03:04	00:03:15
13	00:03:07	00:03:16	00:03:12	00:03:26	00:03:16	00:03:22	00:03:08	00:03:16
14	00:03:18	00:03:14	00:03:16	00:03:23	00:03:11	00:03:18	00:03:02	00:03:15
15	00:03:10	00:03:29	00:03:24	00:03:29	00:03:29	00:03:21	00:03:15	00:03:23
16	00:03:15	00:03:27	00:03:22	00:03:16	00:03:19	00:03:20	00:03:14	00:03:20
17	00:03:15	00:03:33	00:03:30	00:03:25	00:03:24	00:03:31	00:03:15	00:03:25
18	00:03:35	00:03:27	00:03:29	00:03:43	00:03:39	00:03:31	00:03:42	00:03:35
19	00:03:16	00:03:28	00:03:29	00:03:27	00:03:36	00:03:32	00:03:34	00:03:29
20	00:03:16	00:03:19	00:03:18	00:03:24	00:03:21	00:03:11	00:03:29	00:03:19
21	00:03:19	00:03:10	00:03:04	00:03:10	00:03:22	00:03:17	00:03:19	00:03:15
22	00:03:08	00:03:09	00:03:15	00:03:09	00:03:13	00:03:24	00:03:19	00:03:13
23	00:03:09	00:03:17	00:03:13	00:03:05	00:03:07	00:03:12	00:03:04	00:03:09
Grand Total	00:03:10	00:03:16	00:03:13	00:03:14	00:03:16	00:03:15	00:03:10	00:03:14

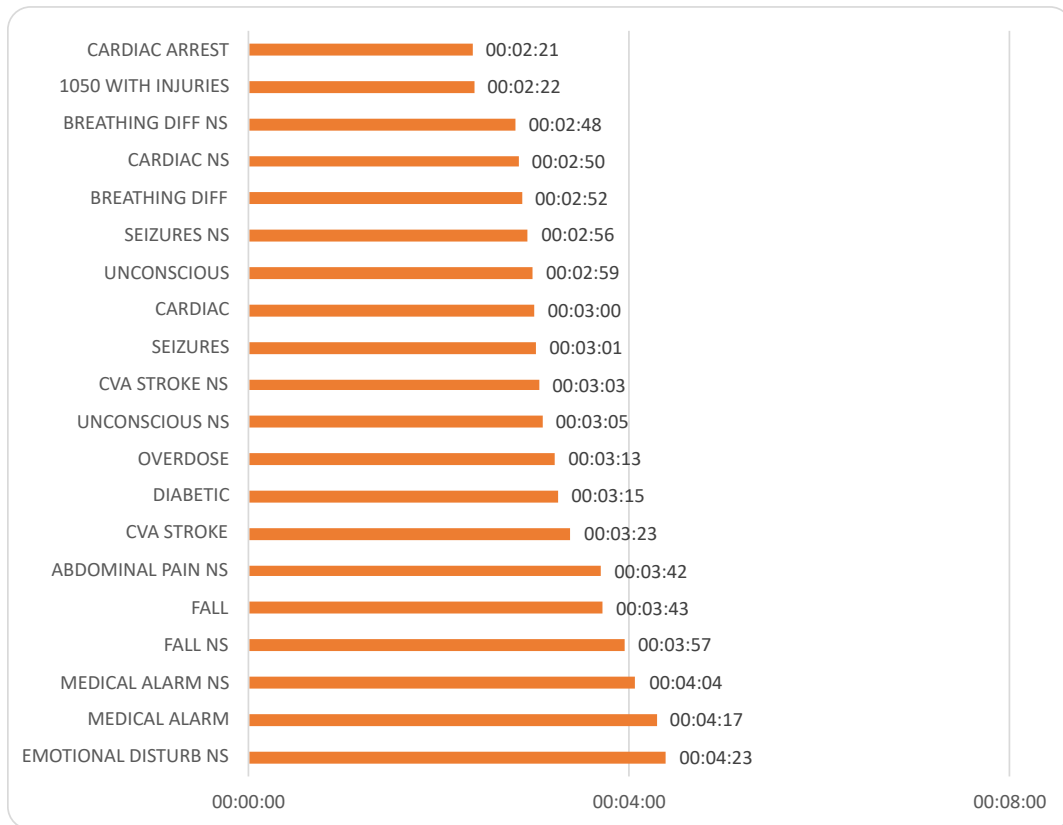


2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Call Processing by Nature Code

The chart below represents the top 20 nature codes based on demand count (seen previously). These are sorted based on the call processing time at the 90th percentile

Figure 8: Call Processing by Nature Code



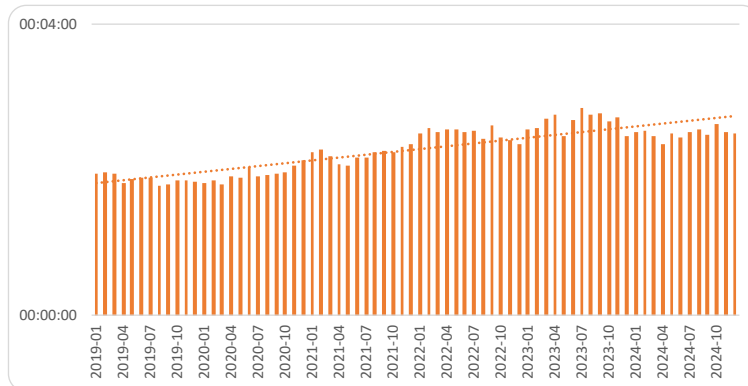
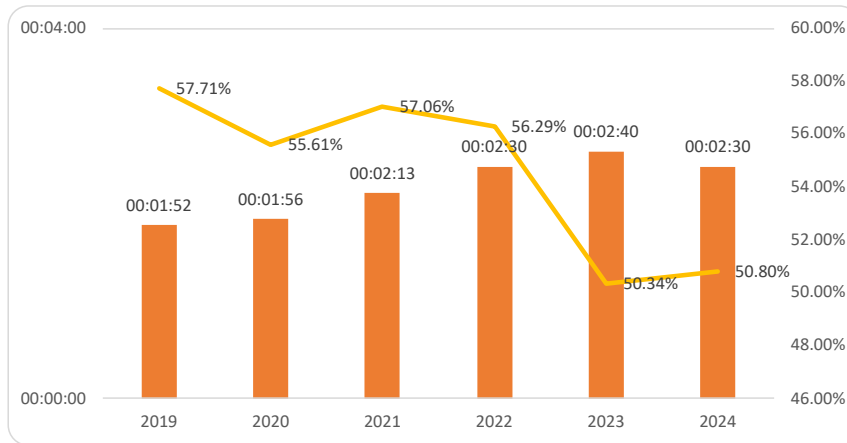
Turnout Time – Segment Two

Defined as the segment of time from dispatch to apparatus moving forward, turnout time represents the time segment from where the department has the most control for response time improvement, with the least cost. That said, departments relying on their staff and 911 staff to consistently timestamp the “enroute” timestamp at the same point in the response is the challenging part. Evaluating only the first arriving unit, on priority “P” incidents, the department has demonstrated a turnout time of **02 minute 18 seconds**, or less, on 90% of the incidents.

A goal of 1 minute 00 seconds was used as a benchmark and the current performance was compared to the benchmark. The percentage of incidents meeting that benchmark is shown in orange as a percentage of compliance. Overall, **the goal** of 1 minute turnout **ranges from 50.34 to 57.71 % annually**. The gap between the benchmark and the baseline is 01 minute 18 seconds. The trend is increasing turnout times.

Turnout Time by Year

Figure 9: Turnout Time – by Year

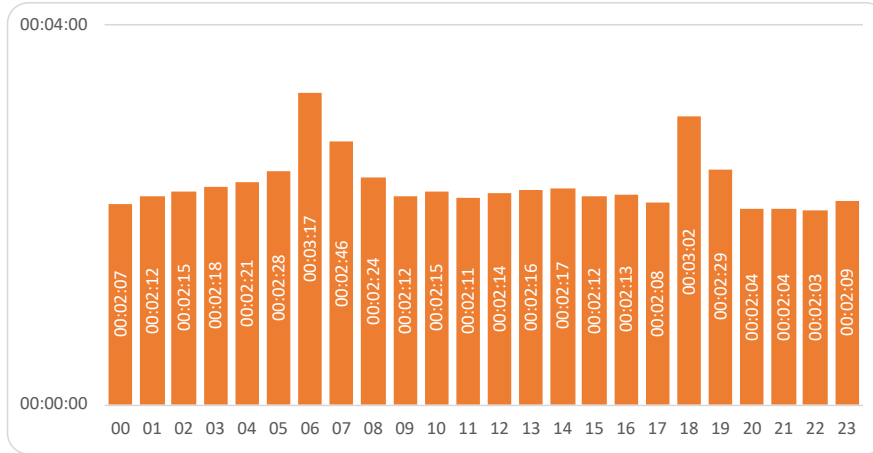


2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Turnout Time by Alarm Hour

The 6am and 6pm hours have a similar pattern as the call processing time. With these two segments of time elongated, so is the arrival of the EMS unit for these priority calls.

Figure 10: Turnout Time by Alarm Hour



TO@90th								
Alarm Hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	00:02:07	00:02:03	00:02:00	00:02:10	00:02:11	00:02:16	00:02:09	00:02:07
01	00:02:14	00:02:11	00:02:11	00:02:14	00:02:05	00:02:23	00:02:07	00:02:12
02	00:02:06	00:02:09	00:02:21	00:02:13	00:02:12	00:02:20	00:02:18	00:02:15
03	00:02:14	00:02:19	00:02:21	00:02:10	00:02:07	00:02:26	00:02:14	00:02:18
04	00:02:20	00:02:15	00:02:33	00:02:29	00:02:11	00:02:26	00:02:17	00:02:21
05	00:02:39	00:02:27	00:02:33	00:02:21	00:02:34	00:02:29	00:02:23	00:02:28
06	00:03:12	00:03:28	00:03:02	00:03:16	00:03:13	00:03:21	00:03:18	00:03:17
07	00:02:40	00:02:43	00:02:38	00:02:47	00:02:50	00:02:53	00:02:47	00:02:46
08	00:02:20	00:02:18	00:02:26	00:02:18	00:02:28	00:02:35	00:02:30	00:02:24
09	00:02:20	00:02:13	00:02:09	00:02:13	00:02:07	00:02:12	00:02:15	00:02:12
10	00:02:20	00:02:16	00:02:14	00:02:11	00:02:13	00:02:17	00:02:16	00:02:15
11	00:02:08	00:02:10	00:02:13	00:02:10	00:02:11	00:02:08	00:02:16	00:02:11
12	00:02:22	00:02:15	00:02:13	00:02:14	00:02:12	00:02:14	00:02:12	00:02:14
13	00:02:17	00:02:13	00:02:18	00:02:21	00:02:14	00:02:14	00:02:15	00:02:16
14	00:02:14	00:02:15	00:02:16	00:02:18	00:02:16	00:02:15	00:02:24	00:02:17
15	00:02:20	00:02:15	00:02:11	00:02:13	00:02:08	00:02:12	00:02:09	00:02:12
16	00:02:06	00:02:10	00:02:20	00:02:10	00:02:13	00:02:09	00:02:17	00:02:13
17	00:02:01	00:02:13	00:02:15	00:02:08	00:02:05	00:02:08	00:02:06	00:02:08
18	00:03:04	00:03:06	00:03:04	00:02:58	00:03:01	00:02:57	00:03:00	00:03:02
19	00:02:20	00:02:32	00:02:34	00:02:33	00:02:24	00:02:20	00:02:34	00:02:29
20	00:01:55	00:02:06	00:02:10	00:02:06	00:02:06	00:02:05	00:02:05	00:02:04
21	00:02:02	00:02:05	00:02:07	00:02:00	00:02:02	00:02:02	00:02:06	00:02:04
22	00:02:00	00:02:09	00:02:10	00:02:01	00:02:04	00:01:57	00:02:00	00:02:03
23	00:02:08	00:02:06	00:02:13	00:02:04	00:02:09	00:02:12	00:02:08	00:02:09
Grand Total	00:02:18	00:02:19	00:02:20	00:02:18	00:02:16	00:02:19	00:02:19	00:02:18



Turnout Time by Station Area (Geographical)

Figure 11: Turnout Time by Station Area



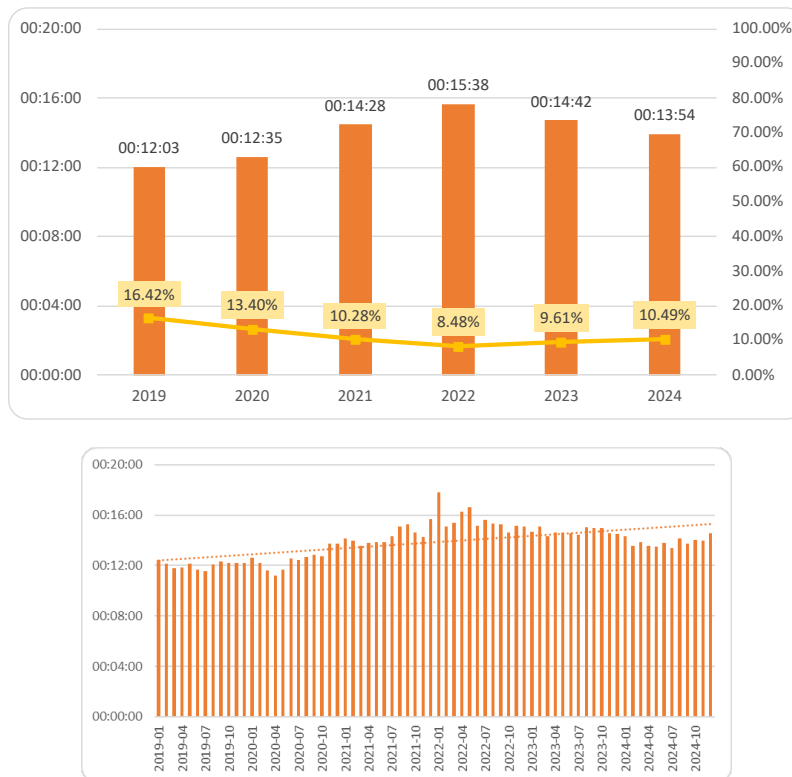
Travel Time – Segment Three

Defined as the segment of time from checking enroute (turnout) to the arrival at the dispatched address. Travel time can be affected by many factors such as distance, vehicle traffic, weather, street width and grade, signal and stop signs, to name a few. Travel time performance is a good indicator of proper station/unit placement and/or distribution and saturation of stations/units for those departments with more than one station. The Forsyth County EMS has demonstrated the ability to respond to 90% of priority incidents within **14 minutes and 05 seconds** or less. Travel times are trending upward over the 6-year period, but the last two years have seen some improvement.

A goal of 4 minutes was used as a benchmark and the current performance was compared to the benchmark. The percentage of incidents meeting that benchmark is shown in orange as a percentage of compliance. Overall, **the goal** of 4 minutes travel time was **met on a range of 8.48 to 16.42% annually**. The gap between the benchmark and the baseline is 10 minutes 05 seconds.

Travel Time by Year

Figure 12: Travel Time by Year



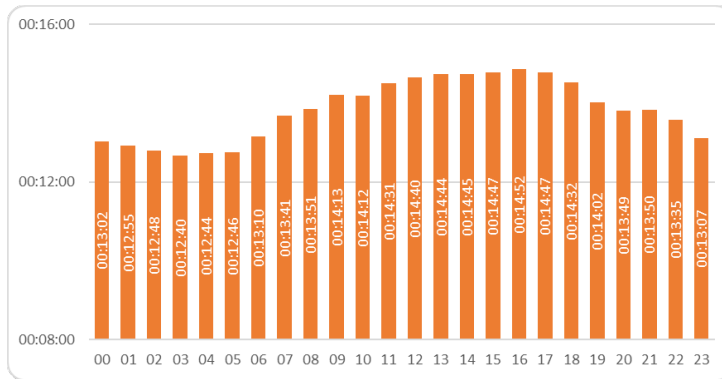
2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Changes are seen in 2020 where travel times increase and never return to the pre-2021 timeframe. This may be the result of pulling resources to a central location or a lack of resources or both.

Trv@90th													
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2019	00:12:26	00:12:08	00:11:49	00:11:52	00:12:10	00:11:40	00:11:34	00:12:05	00:12:20	00:12:11	00:12:11	00:12:12	00:12:03
2020	00:12:38	00:12:13	00:11:37	00:11:12	00:11:40	00:12:33	00:12:27	00:12:40	00:12:52	00:12:44	00:13:43	00:13:44	00:12:35
2021	00:14:08	00:13:57	00:13:34	00:13:47	00:13:52	00:13:52	00:14:19	00:15:04	00:15:16	00:14:39	00:14:15	00:15:40	00:14:28
2022	00:17:50	00:15:05	00:15:24	00:16:17	00:16:38	00:15:10	00:15:39	00:15:21	00:15:16	00:14:38	00:15:09	00:15:04	00:15:38
2023	00:14:42	00:15:06	00:14:19	00:14:37	00:14:39	00:14:32	00:14:28	00:15:02	00:15:00	00:14:59	00:14:32	00:14:31	00:14:42
2024	00:14:20	00:13:32	00:13:53	00:13:35	00:13:31	00:13:48	00:13:24	00:14:09	00:13:45	00:14:03	00:13:59	00:14:35	00:13:54
Grand Total	00:14:38	00:13:49	00:13:39	00:13:52	00:14:03	00:13:46	00:13:54	00:14:20	00:14:18	00:14:02	00:14:08	00:14:28	00:14:05

Travel Time by Alarm Hour

The increase in travel time follows the demand trend by alarm hour suggesting the reliability of strategically placed units may not be optimal causing units to travel from other areas in the county, elongating response.



Trv@90th								
Alarm Hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	00:13:20	00:13:15	00:12:55	00:13:09	00:12:54	00:12:42	00:12:59	00:13:02
01	00:13:20	00:13:04	00:12:41	00:13:14	00:12:45	00:12:45	00:12:47	00:12:55
02	00:12:58	00:12:48	00:13:19	00:12:19	00:12:38	00:12:54	00:12:54	00:12:48
03	00:12:33	00:13:28	00:12:58	00:12:06	00:12:26	00:12:12	00:12:41	00:12:40
04	00:13:02	00:12:34	00:12:38	00:12:13	00:12:44	00:12:34	00:12:50	00:12:44
05	00:12:52	00:12:41	00:12:45	00:12:46	00:12:48	00:12:36	00:12:45	00:12:46
06	00:13:14	00:13:56	00:13:11	00:13:08	00:13:20	00:12:58	00:12:46	00:13:10
07	00:12:53	00:14:06	00:13:34	00:13:36	00:13:41	00:14:07	00:13:29	00:13:41
08	00:13:19	00:14:35	00:13:32	00:13:58	00:13:55	00:13:54	00:13:18	00:13:51
09	00:13:35	00:14:45	00:13:59	00:14:18	00:14:43	00:13:41	00:14:03	00:14:13
10	00:13:34	00:14:28	00:14:07	00:14:41	00:14:08	00:14:21	00:14:06	00:14:12
11	00:14:22	00:14:26	00:14:03	00:14:29	00:14:52	00:14:30	00:14:40	00:14:31
12	00:14:35	00:15:20	00:14:18	00:14:53	00:14:21	00:14:43	00:14:06	00:14:40
13	00:14:44	00:14:45	00:14:54	00:14:14	00:15:07	00:14:39	00:14:39	00:14:44
14	00:14:36	00:15:03	00:14:33	00:14:50	00:14:58	00:14:51	00:14:33	00:14:45
15	00:14:23	00:14:46	00:14:34	00:15:04	00:15:00	00:15:12	00:14:16	00:14:47
16	00:14:04	00:14:59	00:15:02	00:15:14	00:14:55	00:15:26	00:14:01	00:14:52
17	00:14:23	00:15:30	00:14:58	00:14:55	00:14:15	00:15:04	00:14:10	00:14:47
18	00:13:51	00:15:05	00:14:19	00:14:50	00:14:50	00:14:18	00:14:33	00:14:32
19	00:14:00	00:13:55	00:14:31	00:13:58	00:14:15	00:13:44	00:13:54	00:14:02
20	00:14:05	00:13:22	00:13:06	00:13:36	00:14:30	00:14:10	00:14:04	00:13:49
21	00:13:46	00:13:22	00:14:02	00:13:30	00:13:26	00:14:09	00:14:02	00:13:50
22	00:13:59	00:13:30	00:13:32	00:13:19	00:13:43	00:13:25	00:13:35	00:13:35
23	00:13:05	00:12:51	00:12:50	00:12:31	00:13:07	00:13:12	00:13:44	00:13:07
Grand Total	00:13:50	00:14:20	00:14:00	00:14:08	00:14:13	00:14:07	00:13:53	00:14:05

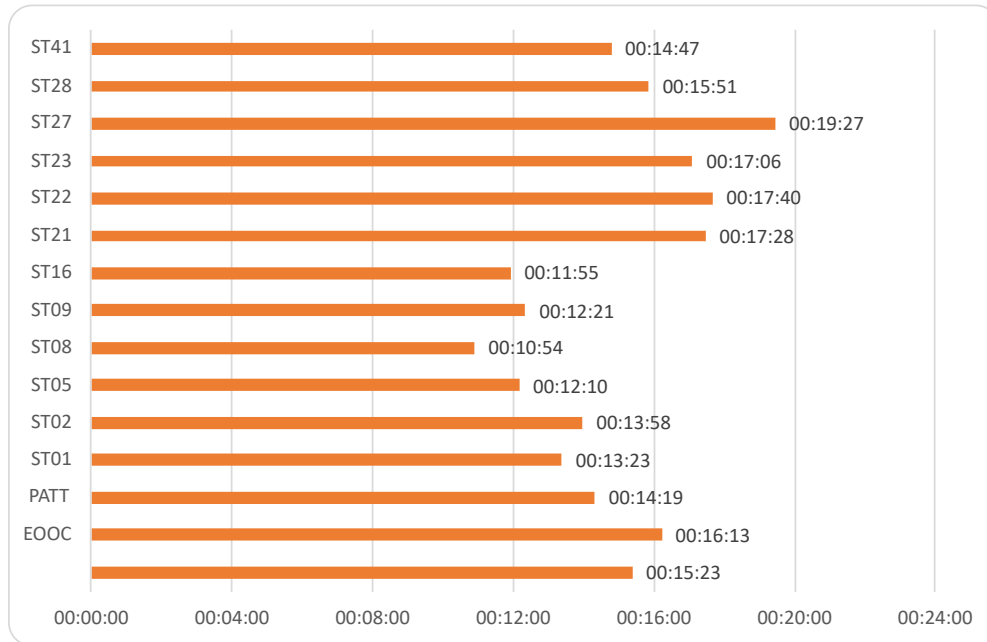


2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Travel Time by Station Area

Areas of the county distal to the center have higher travel times like the Station 27 (Donnaha) area.

Figure 13: Travel Time by Station Area



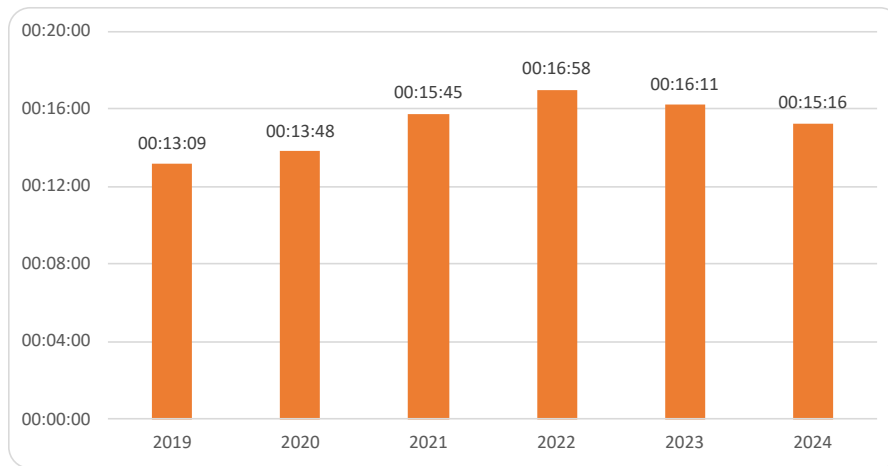
Response Time (Turnout and Travel)

The measurable time segments which the department can manage and make improvements are turnout and travel. Added together and called “response time”, the following presents response time, measured at the 90th percentile. The department has demonstrated their ability to respond within **15 minutes and 24 seconds** with the first arriving unit, on priority incidents.

Response Time by Year

Improvements can be seen since 2022.

Figure 14: Response Time by year



RT@90th													
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2019	00:13:33	00:13:20	00:13:01	00:12:56	00:13:07	00:12:48	00:12:42	00:13:14	00:13:25	00:13:21	00:13:17	00:13:15	00:13:09
2020	00:13:49	00:13:13	00:12:46	00:12:17	00:12:49	00:13:47	00:13:42	00:13:53	00:14:02	00:14:01	00:15:02	00:15:11	00:13:48
2021	00:15:23	00:15:10	00:14:51	00:15:06	00:15:05	00:15:07	00:15:33	00:16:24	00:16:36	00:15:50	00:15:50	00:16:49	00:15:45
2022	00:19:15	00:16:21	00:16:43	00:17:34	00:17:57	00:16:25	00:16:54	00:16:50	00:16:39	00:15:54	00:16:30	00:16:21	00:16:58
2023	00:16:08	00:16:25	00:16:02	00:16:05	00:16:05	00:15:57	00:16:11	00:16:37	00:16:22	00:16:30	00:15:55	00:16:02	00:16:11
2024	00:15:50	00:15:04	00:15:19	00:14:55	00:14:54	00:15:08	00:14:58	00:15:43	00:14:53	00:15:28	00:15:16	00:15:50	00:15:16
Grand Total	00:15:58	00:15:07	00:15:02	00:15:12	00:15:21	00:15:05	00:15:18	00:15:41	00:15:31	00:15:19	00:15:27	00:15:48	00:15:24



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

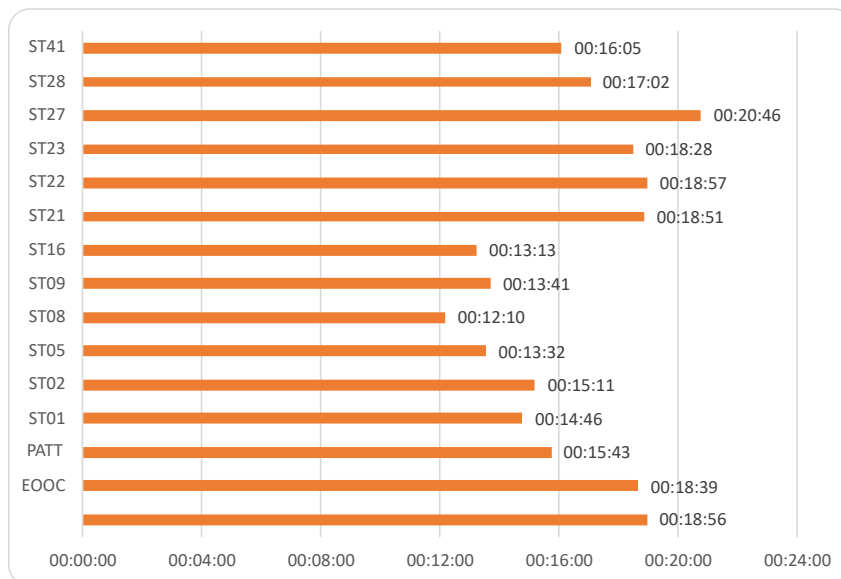
Response Time by Alarm Hour

Figure 15: Response Time by Alarm Hour

TRT@90th								
Alarm Hr	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	00:16:53	00:16:41	00:16:03	00:16:36	00:16:21	00:16:01	00:16:48	00:16:29
01	00:17:03	00:16:47	00:15:37	00:16:31	00:16:18	00:16:41	00:16:03	00:16:27
02	00:16:46	00:16:16	00:16:45	00:15:31	00:16:00	00:16:29	00:16:10	00:16:17
03	00:16:25	00:16:37	00:16:06	00:15:45	00:16:08	00:15:43	00:16:12	00:16:09
04	00:16:50	00:16:00	00:16:32	00:15:35	00:16:17	00:16:14	00:16:49	00:16:21
05	00:16:36	00:16:30	00:16:33	00:16:25	00:16:16	00:16:24	00:16:26	00:16:26
06	00:17:33	00:18:41	00:17:56	00:17:23	00:17:36	00:17:36	00:17:16	00:17:46
07	00:16:50	00:18:24	00:17:25	00:17:29	00:17:44	00:18:17	00:16:41	00:17:35
08	00:16:47	00:18:20	00:17:16	00:17:28	00:17:43	00:17:43	00:17:03	00:17:29
09	00:16:52	00:18:02	00:17:49	00:17:57	00:18:30	00:17:28	00:17:07	00:17:50
10	00:17:04	00:18:18	00:17:44	00:18:08	00:18:07	00:18:31	00:17:32	00:17:57
11	00:17:55	00:18:47	00:18:02	00:18:07	00:18:52	00:18:35	00:18:23	00:18:24
12	00:18:32	00:19:08	00:18:21	00:19:25	00:18:26	00:18:34	00:18:03	00:18:37
13	00:18:31	00:18:32	00:18:32	00:18:35	00:19:16	00:18:27	00:18:19	00:18:38
14	00:18:40	00:19:20	00:18:30	00:19:36	00:18:56	00:18:57	00:17:55	00:18:49
15	00:18:35	00:19:02	00:18:30	00:19:11	00:18:36	00:19:32	00:18:11	00:18:47
16	00:17:55	00:19:15	00:19:22	00:19:31	00:19:34	00:19:22	00:17:56	00:19:02
17	00:18:19	00:19:30	00:19:10	00:19:03	00:18:21	00:18:52	00:17:43	00:18:44
18	00:18:29	00:19:32	00:18:49	00:19:28	00:19:51	00:18:48	00:19:29	00:19:15
19	00:18:07	00:18:04	00:18:34	00:18:28	00:18:21	00:17:54	00:18:03	00:18:13
20	00:17:31	00:17:07	00:16:57	00:17:17	00:18:14	00:18:04	00:17:40	00:17:32
21	00:17:16	00:16:51	00:17:24	00:16:53	00:16:56	00:18:06	00:17:40	00:17:19
22	00:17:44	00:17:01	00:16:59	00:16:39	00:17:03	00:17:17	00:17:19	00:17:07
23	00:16:44	00:16:25	00:16:31	00:15:46	00:16:34	00:16:42	00:17:08	00:16:35
Grand Total	00:17:39	00:18:14	00:17:49	00:18:04	00:18:03	00:18:03	00:17:40	00:17:56

Response Times by Station Area

Figure 16: Response Time by Station Area

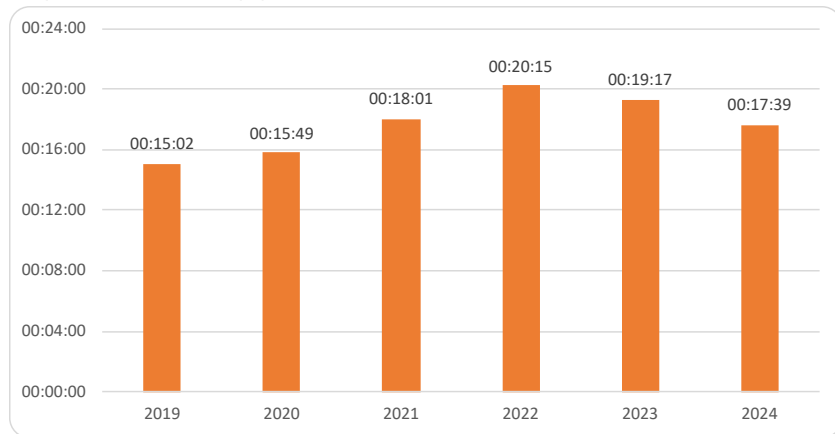


Total Response Time

This represents all three segments of time from the call received in the 911 center until the department arrives their first unit. It is also representation of the true time the caller must wait before help arrives. Although not a direct reflection of the department's response capabilities, it should give the department a more realistic perspective on the amount of time taken from receipt in the 911 to the arrival of the EMS unit. Also, it gives perspective on the possible cardiac downtime for cardiac arrest patients.

For the 6-year period of this evaluation, totaling **240,021 priority incidents**, the first arriving EMS unit's Total Response Time at the 90th percentile is **17 minutes and 56 seconds**. Times have been improving in the last two years.

Figure 17: Total Response Time – by year



TRT@90th	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Grand Total
00	00:16:53	00:16:41	00:16:03	00:16:36	00:16:21	00:16:01	00:16:48	00:16:29
01	00:17:03	00:16:47	00:15:37	00:16:31	00:16:18	00:16:41	00:16:03	00:16:27
02	00:16:46	00:16:16	00:16:45	00:15:31	00:16:00	00:16:29	00:16:10	00:16:17
03	00:16:25	00:16:37	00:16:06	00:15:45	00:16:08	00:15:43	00:16:12	00:16:09
04	00:16:50	00:16:00	00:16:32	00:15:35	00:16:17	00:16:14	00:16:49	00:16:21
05	00:16:36	00:16:30	00:16:33	00:16:25	00:16:16	00:16:24	00:16:26	00:16:26
06	00:17:33	00:18:41	00:17:56	00:17:23	00:17:36	00:17:36	00:17:16	00:17:46
07	00:16:50	00:18:24	00:17:25	00:17:29	00:17:44	00:18:17	00:16:41	00:17:35
08	00:16:47	00:18:20	00:17:16	00:17:28	00:17:43	00:17:43	00:17:03	00:17:29
09	00:16:52	00:18:02	00:17:49	00:17:57	00:18:30	00:17:28	00:17:07	00:17:50
10	00:17:04	00:18:18	00:17:44	00:18:08	00:18:07	00:18:31	00:17:32	00:17:57
11	00:17:55	00:18:47	00:18:02	00:18:07	00:18:52	00:18:35	00:18:23	00:18:24
12	00:18:32	00:19:08	00:18:21	00:19:25	00:18:26	00:18:34	00:18:03	00:18:37
13	00:18:31	00:18:32	00:18:32	00:18:35	00:19:16	00:18:27	00:18:19	00:18:38
14	00:18:40	00:19:20	00:18:30	00:19:36	00:18:56	00:18:57	00:17:55	00:18:49
15	00:18:35	00:19:02	00:18:30	00:19:11	00:18:36	00:19:32	00:18:11	00:18:47
16	00:17:55	00:19:15	00:19:22	00:19:31	00:19:34	00:19:22	00:17:56	00:19:02
17	00:18:19	00:19:30	00:19:10	00:19:03	00:18:21	00:18:52	00:17:43	00:18:44
18	00:18:29	00:19:32	00:18:49	00:19:28	00:19:51	00:18:48	00:19:29	00:19:15
19	00:18:07	00:18:04	00:18:34	00:18:28	00:18:21	00:17:54	00:18:03	00:18:13
20	00:17:31	00:17:07	00:16:57	00:17:17	00:18:14	00:18:04	00:17:40	00:17:32
21	00:17:16	00:16:51	00:17:24	00:16:53	00:16:56	00:18:06	00:17:40	00:17:19
22	00:17:44	00:17:01	00:16:59	00:16:39	00:17:03	00:17:17	00:17:19	00:17:07
23	00:16:44	00:16:25	00:16:31	00:15:46	00:16:34	00:16:42	00:17:08	00:16:35
Grand Total	00:17:39	00:18:14	00:17:49	00:18:04	00:18:03	00:18:03	00:17:40	00:17:56



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Figure 18: Time Segments by Station Beat

Station Beat	Call Process		% CP	Turnout	% TO	Travel	% Travel	Response	Total	50th% Incident	
	Count	@90th	Benchmark Met (01:00)	Time @90th	Benchmark Met (01:00)	Time @90th	Benchmark Met (04:00)	Time @90th	Response Time@90th		Transport%
EOOC	95	00:03:07	32.63%	00:02:04	54.74%	00:15:23	7.37%	00:18:56	00:22:00	35.79%	00:38:11
PATT	1,538	00:02:28	52.15%	00:02:19	20.61%	00:16:13	1.43%	00:18:39	00:20:20	7.54%	00:39:10
ST01	30,505	00:03:18	17.51%	00:02:20	56.95%	00:14:19	5.28%	00:15:43	00:18:24	71.07%	01:06:13
ST02	35,479	00:03:14	17.84%	00:02:14	58.00%	00:13:23	7.30%	00:14:46	00:17:13	72.20%	01:00:12
ST05	16,826	00:03:12	18.98%	00:02:14	49.24%	00:13:58	14.07%	00:15:11	00:17:40	72.77%	01:02:28
ST08	25,286	00:03:13	18.88%	00:02:18	58.13%	00:12:10	8.70%	00:13:32	00:16:04	70.61%	00:56:05
ST09	41,900	00:03:18	19.33%	00:02:23	53.18%	00:10:54	26.28%	00:12:10	00:14:50	73.18%	00:54:51
ST16	17,622	00:03:13	18.94%	00:02:22	54.53%	00:12:21	5.49%	00:13:41	00:16:14	71.46%	01:00:13
ST21	14,745	00:03:05	22.23%	00:02:18	49.62%	00:11:55	12.13%	00:13:13	00:15:37	70.16%	01:01:38
ST22	6,738	00:03:15	20.54%	00:02:19	51.35%	00:17:28	2.14%	00:18:51	00:21:07	65.35%	01:09:28
ST23	10,100	00:03:13	20.92%	00:02:19	54.80%	00:17:40	3.80%	00:18:57	00:21:23	66.98%	01:11:19
ST27	6,224	00:03:09	21.77%	00:02:16	55.00%	00:17:06	12.45%	00:18:28	00:20:49	65.91%	01:10:30
ST28	5,684	00:03:16	18.74%	00:02:19	55.54%	00:19:27	1.11%	00:20:46	00:23:20	68.24%	01:12:14
ST41	6,419	00:03:10	22.56%	00:02:18	50.82%	00:15:51	2.45%	00:17:02	00:19:31	65.12%	01:05:11
Grand	20,860	00:03:13	19.65%	00:02:14	54.76%	00:14:47	13.48%	00:16:05	00:18:37	72.33%	01:02:37
Grand	240,021	00:03:14	19.43%	00:02:18	54.48%	00:14:05	11.21%	00:15:24	00:17:56	70.64%	01:00:54



B. EMS Facilities Evaluation

NC Fire Chief Consulting was contracted to provide an analysis of all facilities that are currently utilized by the Forsyth County EMS Department. This analysis is to determine the adequacy of the locations regarding both personnel and equipment. This analysis included an on-site visit to all locations to review living quarters, interior spaces, and apparatus bays. This visit was completed on April 28, 2025, by NCFCC with EMS Director Andrew Davis escorting to all Forsyth County EMS facilities.

Executive Summary

The Forsyth County EMS system currently delivers services to the community from seven locations located throughout the county. The agency responded to over 66,000 calls for service in 2024 and it is anticipated that the service demand will continue to increase by 3-5% in 2025. Forsyth County is approximately 412 square miles and has a population of just under 393,000 residents. It is the fourth most populous county in North Carolina and is in the northwestern portion of the Piedmont region. The county's topography is generally rolling foothills. The City of Winston Salem is the county seat and the largest municipality in the county. Winston Salem and Forsyth County are the homes of two universities, Wake Forest University and Winston Salem State University. One of the major east west interstates in the US, Interstate 40, traverses Forsyth County. Also, several significant transportation corridors travel through Forsyth County including Interstate 74, Highway 52, and Highway 421. Forsyth County EMS faces challenges in delivering high-level EMS care to a rapidly growing community. The department staffs 10-14 ALS units 0800-2000 hours daily, during the night shift the county staffs at least 10 ALS units. Additionally, the department staffs 3 Paramedics in Quick Response Vehicles (QRV) that can respond to high acuity calls to assist either ALS staffed units or BLS staffed units that are provided to assist Forsyth County EMS by three private transport companies that focus on non-emergent transports between healthcare facilities. The facilities utilized by Forsyth County EMS range in age from over 50 years old to just over 5 years old. Currently Forsyth EMS responds from four locations that are not operated by Forsyth County EMS. Of those four facilities, two are municipal fire stations that are provided through MOUs. One EMS unit is located at Novant Healthcare's Critical Care transport facility, and the other is



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operated from a facility located on the campus of Forsyth Technical Community College's Automotive Technology program. Forsyth EMS is the primary provider for Special Operations within areas that are protected by municipal fire departments. The department also provides standbys to several festivals and sporting events such as college football games and weekly NASCAR races.

Forsyth County and Winston Salem in primarily an urban/suburban county and as is expected are seeing growth in population and the need for additional services. The increasing demand for services as well as increased population throughout the county is placing a strain on the EMS department and its staff. All facilities reviewed have emergency generators to power the facility during power outages. The distribution of the facilities allows for Forsyth EMS to arrive to patients in a timely manner, but for the most part all the facilities are at or near capacity with no ability to expand. Only three of the seven facilities that Forsyth EMS respond from are operated directly by Forsyth EMS, and those facilities are at capacity in several ways.

EMS Station 8

911 E. Fifth St. Winston Salem

Station 8 is the primary facility that is operated by Forsyth EMS. The station is in the eastern side of downtown Winston Salem. The station houses all the support functions of the agency as well as most of the ALS units staffed daily. The facility has a large training room and several conference spaces for the administrative staff. The facility also houses the Logistics Division that supports the department. This includes several staff dedicated to equipment repair and maintenance. The facility is a two-story structure that was constructed in 1990. The station has 10 back-in bays for ambulances and supervisory vehicles. There is not any kind of exhaust removal system in the station. Several of the bays that are on the "Highway 52" side of the structure have been converted into storage space for the Logistics Division. Forsyth EMS operates 4 distinct shifts of 12 hours and because of this staffing, the facility does not have any sleeping quarters for staff working overnights. The restrooms, kitchen, and dayroom are adequate, but small. The women's restroom/shower room is not as large as the male restroom/shower room and has exceeded capacity. The station also houses reserve ambulances and due to space limitations, those units are housed outside in the elements. The station has an additional storage building that is used for Special



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Operations/Festival/Events equipment that is at capacity and due to climate control needs several items cannot be stored. The facility also currently houses the Community Paramedic program that is primarily focused on behavioral health emergencies. This program is administered by Forsyth County Public Health Department. The program was formerly operated by Forsyth EMS and as such at least 5 offices within the facility are not available for EMS use. The administration of the department is also located in two separate facilities that can create challenges for staff.

Amp Drive Station

6311 Amp Dr. Clemmons

The Amp Dr. Station is located near Interstate 40 in the western portion of Forsyth County. The station is a converted single-family dwelling that was constructed in the mid 1960s. The facility has an additional single bay building that was constructed to house one ambulance. The facility is currently staffed with 2 EMS units and a shift supervisor for the western side of the county. The structure consists of a single unisex restroom/shower, kitchen, dayroom, and workspace for both the supervisor and crews. The station does not have any fire protection systems except for local smoke alarms. The station has some storage space for extra supplies that can be provided to personnel in the field so a trip to the main logistics facility is not required. The facility has limited parking and one of the assigned units are required to park outside in the elements. The parking challenges are particularly more apparent during shift changes as the number of needed spots are doubled. In the past a dental office across the street would allow employees to park in their lot, but that is no longer the case.

Triangle Station

3260 Kernersville Rd. Winston Salem

The Triangle EMS station is in the eastern part of Forsyth County in Winston Salem. The facility was originally a community fire station for the Triangle Volunteer Fire Department which was closed in 2004 after numerous annexations from Winston Salem and Kernersville. The station has been updated, with the kitchen/dayroom being modernized. The station has a single male and female restroom, with no showers. The station houses two EMS units and the shift supervisor for the eastern



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Forsyth units. The station has three back-in bays facing Kernersville Rd and another pull through bay in the rear. The rear bay houses a Mass Casualty bus that is operated by Forsyth EMS. The bay the bus utilizes is just big enough for the apparatus, with a clearance of only a few inches in the front and rear of the bus. The station does not have any kind of exhaust removal system. The station has good access suitable parking. The facility was originally built in 1962, and remodeling would likely be cost prohibitive, but the location may be suitable for a new facility in the future.

Patterson Ave. Station

4255 Patterson Ave. Winston Salem

The Patterson Avenue Station is a single bay pull through building that was constructed adjacent to the Automotive Technology Labs on Forsyth Technical Community College's Patterson Ave. Campus. The structure is relatively new and in good shape. The area that the crew utilizes is within the campus and has limited access due security practices. The college provides a limited number of electronic key cards to access the facility. As a result, the facility is not used every day. During the evaluation the crew area was not accessed due to this challenge. Also, there is significant construction on-going on the campus which makes access and egress difficult.

Rural Hall Fire Department

177 Rural Hall-Germanton Rd. Rural Hall

Forsyth EMS operates a single unit out of space provided to them by Rural Hall Fire Department in northern Forsyth County. The agreement to operate out of the community fire station is done so through a mutually agreed upon MOU. The current facility is scheduled for replacement in the summer of 2025 as Rural Hall Fire Department is currently constructing a new station adjacent to the current one. The current facility is limited in space and does not have an exhaust removal system.



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Kernersville Fire Station 42

1180 Highway 66 Kernersville

The Kernersville Fire Department provides a single bay for Forsyth EMS in the eastern portion of the county, near the Guilford County line. The station was constructed in 2019 and is modern throughout. The department provides a dedicated workspace for the crews and the kitchen and dayroom are both designed for emergency service workers. The station has exhaust removal connections for all vehicles in the bay. The facility has multiple unisex restroom/showers for staff on duty.

Novant Critical Care Transport

2420 W. Clemmons Rd. Winston Salem

Forsyth EMS operates a single unit out of the Novant Health Critical Care transport facility on Clemmons Road in the western part of Forsyth County. The facility is a large warehouse type structure that houses 8-10 transport units operated by the health system. The Forsyth EMS unit has a single bay within the structure and a small room with recliners and a refrigerator. The crew utilizes shared restrooms in the office area of the building. There was no dedicated workspace for the crew and there is not a vehicle exhaust removal system.

Facilities Next Steps:

It is recommended that Forsyth County **re-evaluate the EMS base locations** throughout the county. Over the years, EMS Base locations have dropped from 12 to 6 as the county has grown and demand for services has grown. There are several large geographic areas of the county that are an extended distance from an EMS base location. In addition, data reflects that there are also areas distal from an EMS base that have high demand/call volume and have care facilities to serve as well. As a first step, it is recommended to place focus for adding EMS base facilities in at least two geographic areas – in the northwest quadrant of the county and in the northeast quadrant. The need of additional EMS bases is complementary to the recommendation that additional paramedic ambulances be added to the Forsyth County EMS service delivery system.

There are excellent models that Forsyth County should consider for **joint use, cost-share facilities for EMS bases** with private non-profit fire departments, municipal



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fire departments, hospitals or other opportunities. In the most optimum scenarios, Forsyth County and a municipality can cost share on the construction of a new facility based on the square footage of space needed for both groups, as well as ongoing operating costs for utilities and maintenance.

Costs of facility construction has increased dramatically in recent years. The chart below tracks fire station costs per square foot, with the average annual cost increasing about 13% per year. The current cost per square foot is between \$650 and \$750 per square foot.

2007	5%	+/- increase	2015	3%	+/- increase
2008	12%	+/- increase	2015	18%	+/- increase
2009	16%	+/- increase	2016	22%	+/- increase
2010	9%	+/- increase	2017	20%	+/- increase
2011	5%	+/- increase	2018	8%	+/- increase
2012	11%	+/- increase	2019	14%	+/- increase
2013	7%	+/- increase	2020	21%	+/- increase
2014	21%	+/- increase	2022	20%	+/- increase
			2023	14%	+/- increase

The following is an illustrative best practice memorandum of understanding (MOU) that Forsyth County could utilize to form cost-share agreements with a municipality or a non-profit fire department.



Guilford County Joint Use Facility Cost Share Model Agreement for Consideration:

GUILFORD COUNTY CONTRACT #1390
SUMMERFIELD FIRE DISTRICT, INC.

NORTH CAROLINA COUNTY
OF GUILFORD

MEMORANDUM OF AGREEMENT
between
GUILFORD COUNTY
and
SUMMERFIELD FIRE DISTRICT, INC

AGENCIES:

THIS MEMORANDUM OF AGREEMENT, hereafter referred to as the "MOA," is hereby entered into and effective as of the 1st day of April, 2019 (the "Effective Date") by and between GUILFORD COUNTY, on behalf of its EMERGENCY SERVICES DEPARTMENT, hereinafter referred to as the "COUNTY," and the SUMMERFIELD FIRE DISTRICT, INC., hereinafter referred to as "SFD," and also collectively referred to as the "Parties."

BACKGROUND:

SUMMERFIELD FIRE DISTRICT owns and operates the SFD Station 39 located at 6214 Lake Brandt Rd, Summerfield, NC 27358. This facility is located within the Summerfield Fire District and is currently contracted with GUILFORD COUNTY. In an effort to enhance service to the fire districts through additional geographic resource placement and supplemental staffing, GUILFORD COUNTY EMERGENCY SERVICES desires to deploy apparatus from the SFD Station 39 Facility. The intent is to maintain daily operation of a single piece of apparatus from the COUNTY at the SFD Station 39 facility.

PURPOSE:

The purpose of this MOA is to establish guidelines and expectations between the COUNTY and the SUMMERFIELD FIRE DISTRICT (SFD) as it relates to the utilization of the SFD Station 39 Facility.

TERM OF SERVICES:

The term of this Contract shall be for one (1) year, with four (4) additional one (1) year renewals.

CONDITIONS:

All COUNTY and SFD personnel will follow the established guidelines and personnel regulations of their respective departments.

1. The SUMMERFIELD FIRE DISTRICT will provide the following:
 - a. One apparatus bay from which the COUNTY/GCES may operate apparatus;



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SUMMERFIELD FIRE DISTRICT, INC.

- b. Use of available support equipment, tools, etc., for care and maintenance of apparatus and equipment;
 - c. Living accommodations suitable for up to five (5) GCES Personnel on a twenty four(24) hours, seven (7) days, three hundred sixty five (365) days. Living accommodations must meet requirements of OSHA 1910 standards, and are subject to inspection by Guilford County officials.
 - d. The SFD shall have at all times, in force and effect, insurance coverage with a company acceptable to COUNTY. This coverage is to provide a minimum of General Liability coverage of three million dollars (\$3,000,000) combined single limit. Annually, the SFD will provide a certificate of insurance to the COUNTY for its records.
 - e. Work station area and IP access necessary to facilitate connections required to maintain GCES fire reporting and daily operations.
 - f. Access to the facility through the SFD access system and a door remote; and,
 - g. Due to the mutual benefit of the co-location, the SFD will not seek any remuneration for the housing of the COUNTY/GCES personnel, at present.
2. The COUNTY/GCES will provide the following:
- a. An updated monthly calendar of the scheduled hours of unit operation and personnel assigned to the station.
 - b. The COUNTY/GCES shall have at all times, in force and effect, maintain insurance coverage within the City/County self-funded funding program a minimum of:
 - i. Appropriate Statutory Workers' Compensation;
 - ii. Aggregate Liability (five million dollars (\$5,000,000.00) combined single limit);
 - c. The COUNTY/GCES shall provide to the SFD at inception of this Agreement, and annually thereafter notice that the COUNTY is self-insured and has enforce the above minimum limits as required.
 - d. The COUNTY/GCES will enforce annual criminal and driving histories on all personnel assigned to the facility, as required by the COUNTY and SFD.
3. The COUNTY/GCES further agrees to the following conditions:
- a. The SFD, at its sole right, reserves the authority to disallow any personnel from the property, if their performance represents an impairment to the safe and efficient operations of the facility or causes undue duress on SFD or COUNTY personnel. The SFD will make immediate notification of GCES staff of such an occurrence, and the parties will discuss the specifics prior to final resolution;



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- b. This facility is a SFD facility, and as such the employees and agents of the COUNTY/GCES are bound to the standards of conduct expected from COUNTY employees and in compliance with any SFD requirements. Specifically, all personnel shall conduct themselves in a professional and dignified manner at all times. Furthermore, personnel shall refrain from using language that is vulgar or contains personal attacks, profanity, insults, threats, discriminatory statements based on race, nationality, sex, disability, or other status. Additionally, language of a sexually suggestive nature will not be tolerated, nor will any physical contact be tolerated;
- c. The COUNTY is a drug and alcohol free workplace, and as such, GCES will not allow any members on site that are under the influence of impairing substances, and if suspected, will be subject to Guilford County's policies and procedures;
- d. The COUNTY personnel are expected to follow all County Personnel Rules and Regulations, as well as departmental general operating guidelines. A copy will be provided to the Chief of SFD;
- e. The COUNTY is not obligated, nor will they provide staffing, maintenance, or upkeep of SFD apparatus assigned to the SFD station 39 Facility;
- f. In order to accommodate IP access, GCES Personnel will agree to and follow established GUILFORD COUNTY DEPARTMENT of Information Services Appropriate Use Administrative Guideline. All personnel assigned to the facility will be required to sign the Agreement and will be given access to GCES computer equipment at the station, but will share the SFD bandwidth for access to Citrix applications, FireHouse and "Rip and Run" at no cost. No "generic" access will be provided, and the SFD provided equipment will not be used by COUNTY employees.
- g. Upon report of any damages associated with the SFD station 39 Facility involving GCES personnel and/or apparatus, representatives of both parties will inspect the facility and will note all damages incurred. Determination of cause will dictate who has the financial liability for repairs, and ALL repairs will be in contracted by SFD facilities personnel. The Party found to have cause is financially obligated for repair to the satisfaction of the SFD in toto;
- h. The COUNTY is not responsible for any damages incurred to SFD apparatus and/or equipment which only directly involve SFD personnel;
- i. The COUNTY has no obligation to the financial implications of staffing SFD apparatus;
- j- Nothing in this MOA shall limit further collaborative efforts between SFD or the COUNTY and other fire protection providers that may share an interest in collaborative deployment initiatives; and,



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SUMMERFIELD FIRE DISTRICT, INC.

k. The COUNTY and the SFD will provide a primary and secondary point of contact to coordinate any issues related to this Agreement. If it is determined that substantive changes are to occur, they are to only occur in writing and may result in amendment to this Agreement.

INDEMNITY:

Each Party agrees to be solely responsible for its own negligent acts or omissions and willful misconduct, and those of its employees, agents, and subcontractors, in the performance of services provided hereunder.

The COUNTY will indemnify and hold harmless the SFD and hereby agrees to be liable for any and all claims, costs, demands, causes of action (including reasonable attorney fees, if any), losses or damages that may be made against the SFD as a result of any negligent acts or omissions or willful misconduct on the part of the COUNTY, its employees or agents. The COUNTY shall be responsible for the negligence of its employees and agents to the extent of the North Carolina Tort Claims Act.

AMENDMENT:

The terms of this Agreement may only be amended with a written Contract Amendment executed by the Parties.

TERMINATION:

Either Party may terminate this Agreement for any reason and without penalty, upon ninety (90) days written notice to the other Party.

NOTICES:

All notices pursuant to this Agreement shall be in writing and delivered personally or mailed by certified mail, registered mail, postage prepaid, with return receipt requested, at the addresses appearing below, but each Party may change such address by written notice in accordance with this paragraph. Notices delivered personally will be deemed communicated as of actual receipt. Mailed notices will be deemed communicated as of three (3) days after mailing.

Marty Lawing, County Manager
GUILFORD COUNTY
301 West Market Street
Greensboro, NC 27402

Rod Brown, President
SUMMERFIELD FIRE DISTRICT, INC.
7400 Summerfield Rd
Summerfield, NC 27358



CONTRACT LANGUAGE:

Inclusion of titles of paragraphs or section headings, capitalization of certain words or phrases and/or bold face typestyle of certain words or phrases in this Contract are for convenience purposes only and shall not be used to interpret or construe the provisions of this Agreement. The terms "Contract" and "Agreement" and "Memorandum of Agreement" have the same meaning and may be used interchangeably throughout this document. The terms "Attachment", "Exhibit" and "Addendum" have the same meaning and may be used interchangeably throughout this document.

SEVERABILITY:

If any provision of this Contract is held unenforceable, then such provision will be modified in writing to reflect the Parties' intention. All remaining provisions of this Contract shall remain in full force and effect.

ENTIRE AGREEMENT:

This Contract, including the Exhibits and/or Attachments, if any, sets forth the entire Agreement between the Parties. Facsimile or electronic (e.g., pdf) versions of this Agreement shall have the same legal effect as originals, and all of which when fully executed, shall constitute one and the same instrument. All prior conversation or writings between the Parties hereto or their representatives are merged within and extinguished.

JURISDICTION:

The Parties agree that this Contract is subject to the jurisdiction and laws of the State of North Carolina. SFD will comply with bid restrictions, if any, and applicable laws, including N.C.G. S. §143-129U) regarding E-Verify. Any controversies arising out of this Contract shall be governed by and construed in accordance with the laws of the State of North Carolina.

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This Contract continues with signatures on the following page.)



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

GUILFORD COUNTY CONTRACT #1390
SUMMERFIELD FIRE DISTRICT, INC.

WITNESS the following signatures and seals all pursuant to authority duly granted, effective as of the day and year first above written.

GUILFORD COUNTY

DocuSigned by:
Marty K. Lawing 5/14/2019 | 11:52 AM PDT
5148C7EEF7AB48A...
Marty K. Lawing Date
Guilford County Manager

ATTEST:

DocuSigned by:
Robin B. Keller 5/17/2019 | 5:58 PM EDT
281BE04777AA4DA...
Robin Keller Date
Guilford County Clerk to Board

DocuSigned by:
James L. Albright 5/17/2019 | 8:11 PM EDT
1A17FD6046D14C9...
James L. Albright Date
Guilford County Emergency Services Director

DocuSigned by:
Stephen Thomas 5/22/2019 | 10:53 AM PDT
FD9F3CD39824494...
Stephen E. Thomas Date
Guilford County Fire Marshall

SUMMERFIELD FIRE DISTRICT, INC.

DocuSigned by:
Rod Brown 6/10/2019 | 8:47 AM PDT
046363998E249E...
Rod Brown Date
President, Board of Directors

ATTEST

Troy L. Stantley 6/11/19
Corporate Secretary Date
Printed Name: Troy L. Stantley

Chris Johnson 6/11/19
Chris Johnson Date
Summerfield Fire Chief

(CORPORATE SEAL)

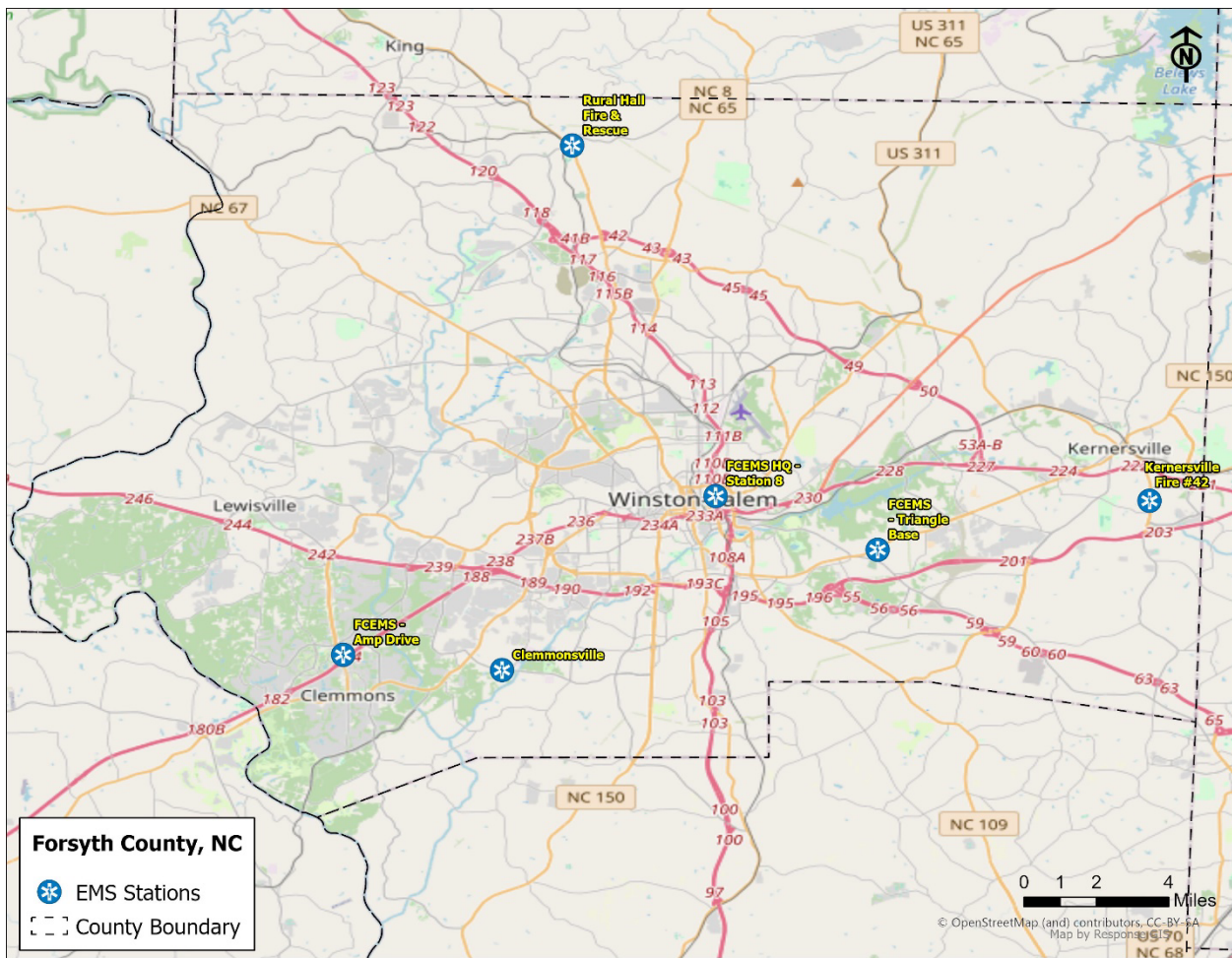


C. Geographic Information System (GIS) Analysis

Introduction:

Forsyth County, North Carolina is in the Carolina Piedmont and home to one of the state's largest cities, Winston-Salem. It encompasses 412 square miles with an estimated 392,921 residents (2023). The EMS service operates from 6 bases mostly in the southern region of the county which is the most populous. These are shown in the following map.

FIGURE 19: EMS Stations



Some stations have multiple units assigned as detailed in the following table. Currently, there are 12 ambulances on duty per day.

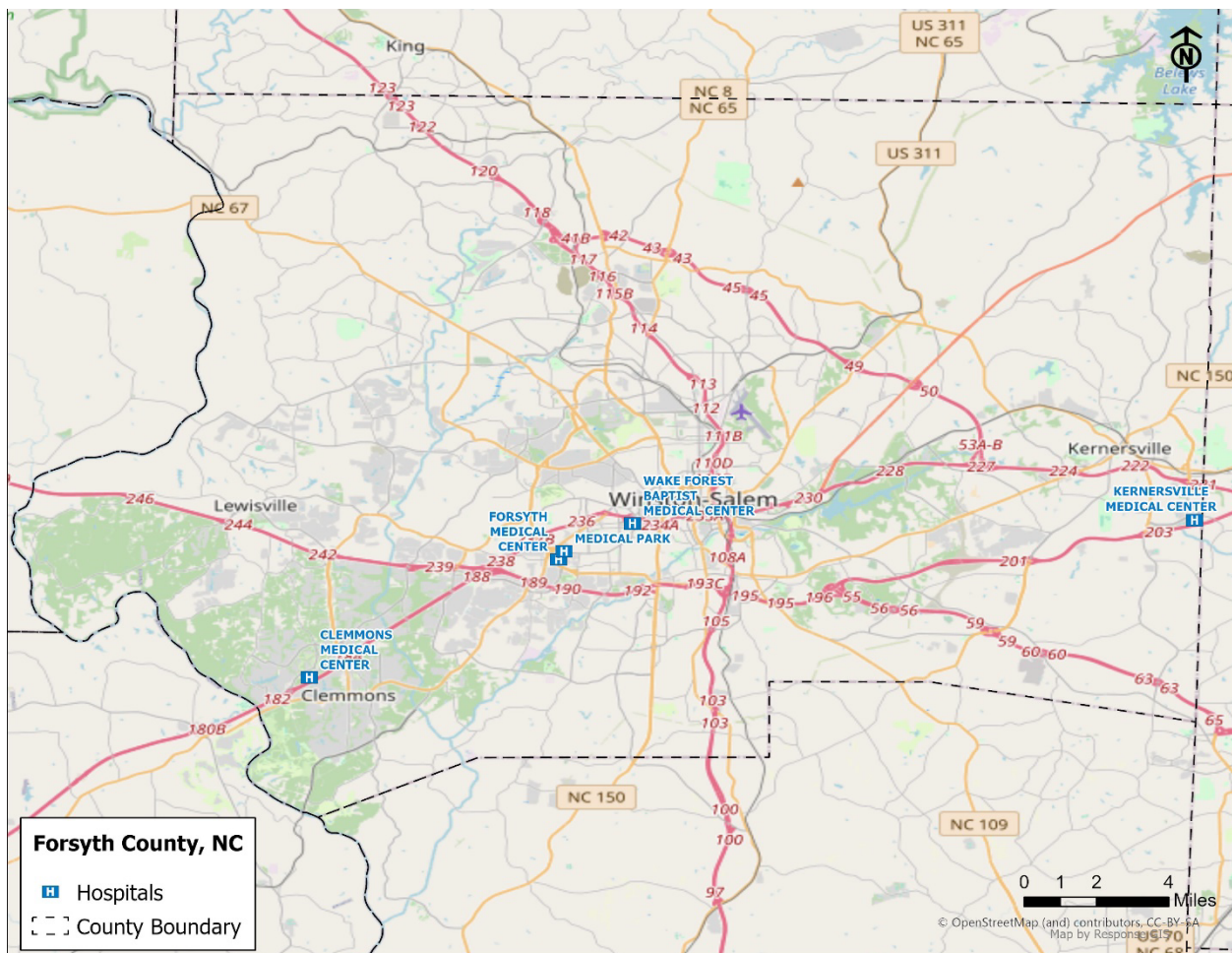


2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Kernersville #42	1 Ambulance
Rural Hall	1 Ambulance
Clemmons	1 Ambulance
AMP Drive	2 Ambulances
Triangle Base	2 Ambulances
HQ-Station 8	5 Ambulances

In the past, there were 12 stations scattered across the county using fire stations, street corners, and certain hospitals for available staging. Reportedly, due to fiscal and staffing constraints, the ambulance locations have been consolidated. Because ambulances routinely deliver patients to the hospitals, when incident volume rises, these are often enroute points to new event assignments. The following shows the hospitals serving Forsyth County.

FIGURE 20: Hospitals

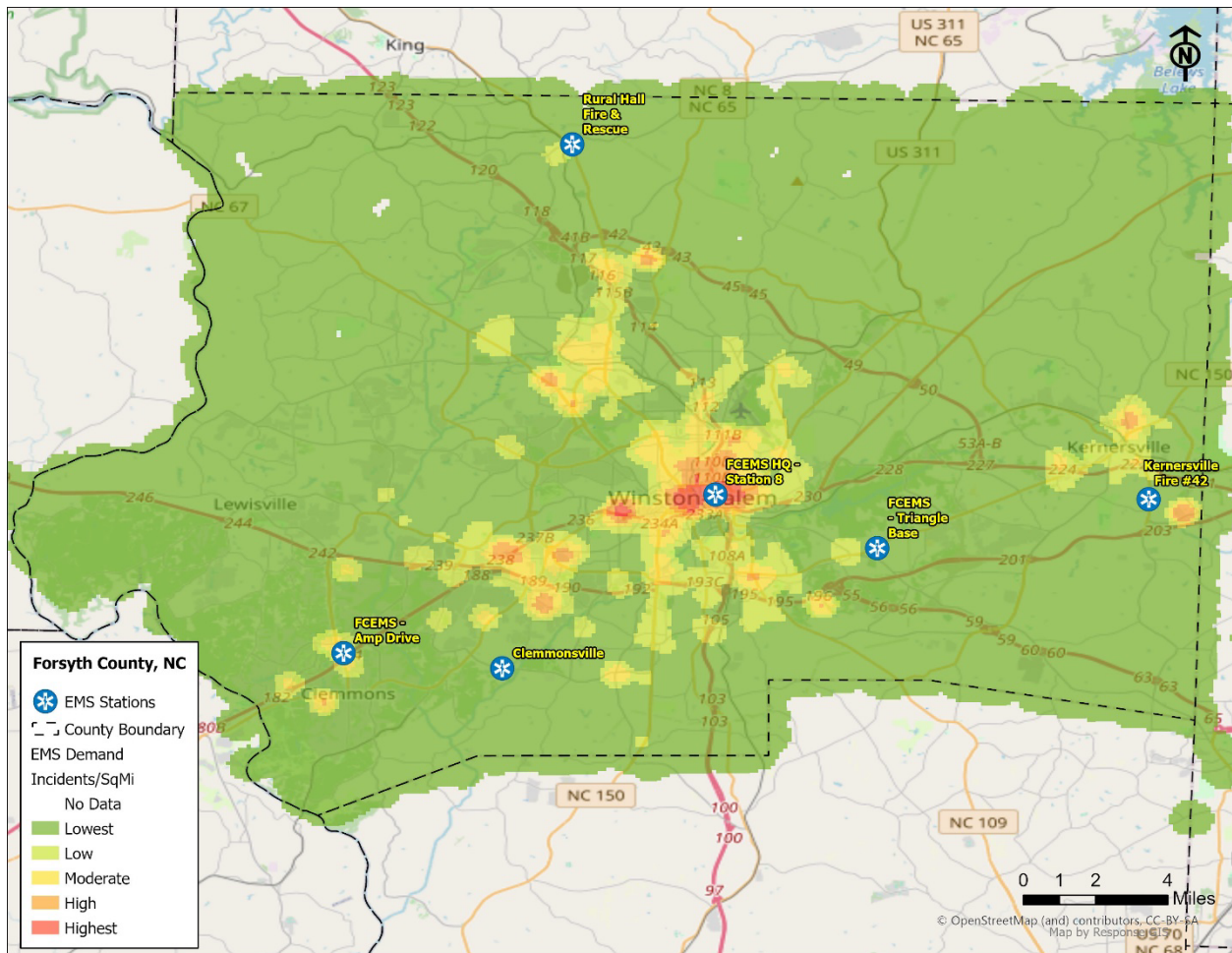


2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Demand for Services:

The demand for services from the incident data provided from 2019-2024 is mapped below with incidents per square mile. It shows areas that have higher concentrations of incidents primarily where the populations of the City of Winston-Salem, Kernersville, and Clemmons are located.

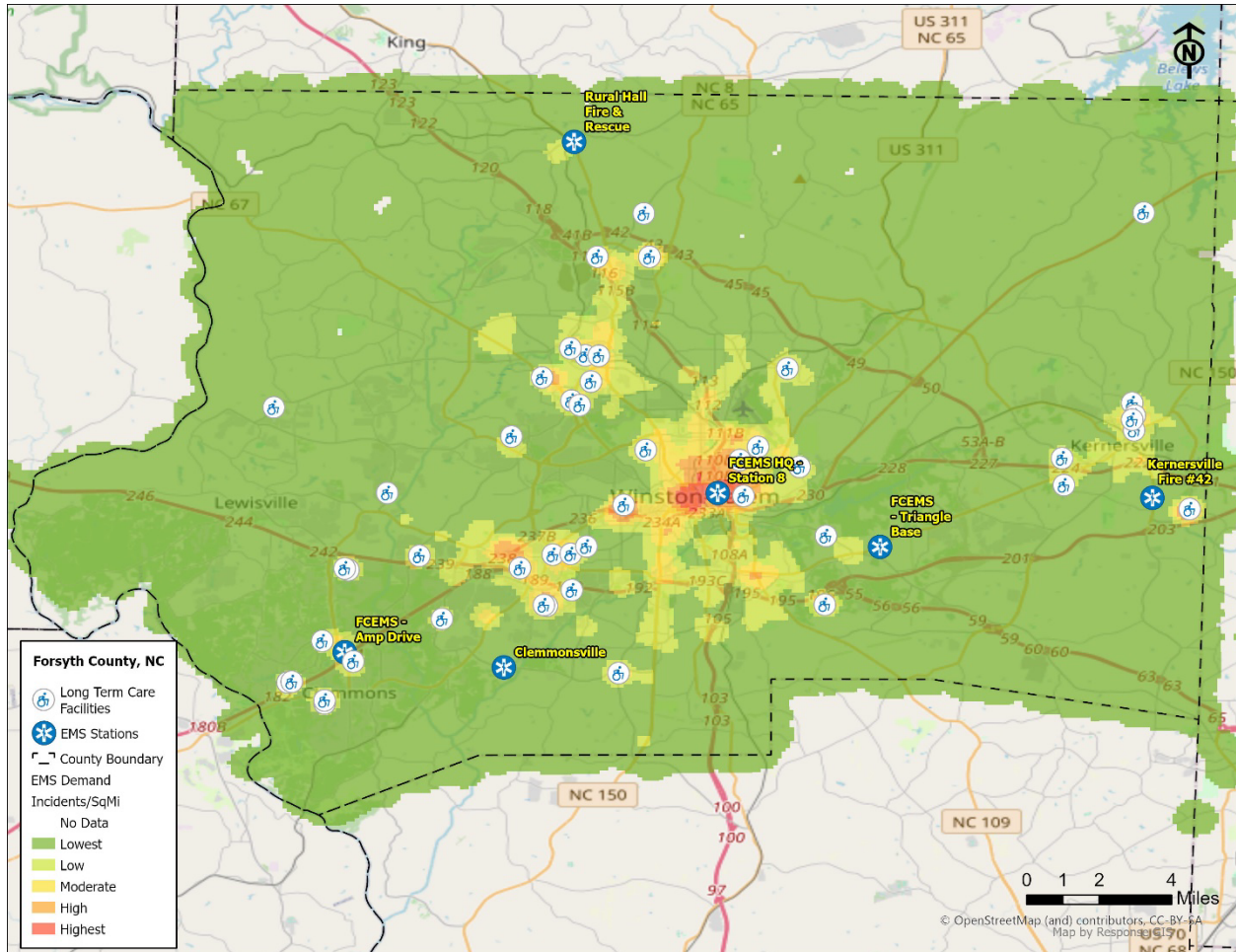
Figure 21: EMS Incident Density



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

However, when locations of Long-Term Care Facilities such as Skilled Nursing Homes, Assisted Living Centers, and Memory Care centers are overlaid, areas of High volume correspond to these locations as seen in the following figure.

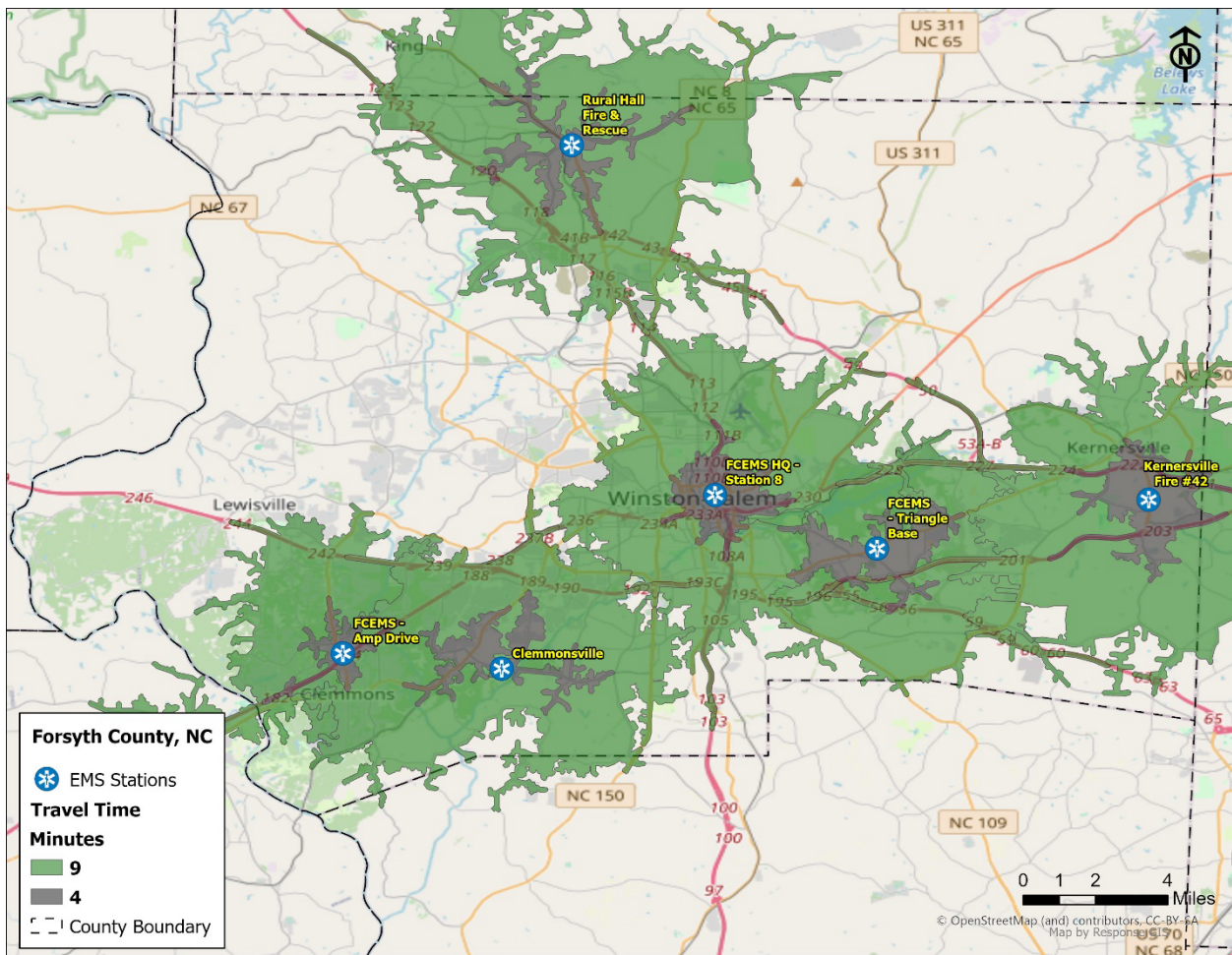
Figure 22: Long Term Care Facilities vs. EMS Incident Density



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Time and Area Coverage:

From the current stations, assuming availability of a unit, using the street network and speed capability, a travel time model was developed. This model shows the extent geographically that an available ambulance can reach from the stations. Turns and intersections are time penalized to account for loss in speed negotiating these areas. The following map shows the travel extent using a 4-minute travel time (The National Fire Protection Association's -NFPA 1710 guideline for critical events) and the 9-minute travel extent that was shown on the agency website (8:59) but is not currently adopted as a performance objective, according to agency officials.



The amount of geographic coverage is detailed by incidents and county area in the table below.



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Travel Time>	4:00	9:00	Count ALL
All	22%	74%	369,923
			Sq miles
AREA	6%	51%	412

90% of demand coverage is not achieved and only about half the county's geography is covered. **This indicates a need for more geographic unit positioning as was performed in the past.**

Concurrency:

When multiple calls occur at the same time, this can cause resource drawdown, make response times longer, and potentially create situations when calls for service are held because no units are available. The following table shows that multiple calls happen 89% of the time and 21% of the time, exceed the daily available units of 12 ambulances.

Simultaneous	Count	Pct%
1	7,284	11%
2	3,214	5%
3	3,698	6%
4	4,161	6%
5	4,524	7%
6	4,529	7%
7	4,685	7%
8	4,362	7%
9	4,398	7%
10	4,248	6%
11	3,842	6%
12	3,495	5%
13	3,271	5%
14	2,732	4%
15	2,300	3%
16	1,836	3%
17	1,456	2%
18	1,249	2%
19	935	1%



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This data indicates the need for more available units. Keep also in mind that a certain number of “ready and available” units are needed to maintain geographic coverage integrity above the absolute workload volume occurring. It should be at least one per EMS base operational currently at minimum.

The agency reports an average of .63 of Unit Hour Utilization (UHU), a common metric in the industry that measures the time a unit is on call (from dispatched to clear scene/hospital) in a 24-hour period. What is not included in the UHU is travel time from the scene/hospital back to posting at a station (if it gets there). Also, additional paperwork, training, restocking, and administrative duties are also not included. This “work time” is lost in the UHU measure reporting.

To determine the number of units required to maintain this level of UHU given the peak load volume demonstrated in the data analysis section, the 2024 volume by day and hour were used against the .63 UHU. The following table details that on average 12 ambulances per day is appropriate but it does not consider the peaking volume during the day and the less volume overnight.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Hour↓/Day→	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg Units
0	10	9	8	8	7	8	9	8
1	9	7	8	7	7	8	9	8
2	8	7	6	7	7	7	8	7
3	7	6	7	6	7	6	7	7
4	7	7	5	6	5	5	7	6
5	7	6	7	6	7	5	6	6
6	6	5	6	6	6	6	6	6
7	10	12	11	10	10	10	10	10
8	10	13	13	13	13	13	10	12
9	10	16	15	16	15	15	12	14
10	13	19	17	18	16	16	14	16
11	13	18	17	18	18	18	13	16
12	13	17	17	17	18	16	15	16
13	14	19	17	16	16	15	14	16
14	14	17	16	17	16	16	14	16
15	13	18	16	18	16	16	15	16
16	13	16	17	17	17	17	15	16
17	13	15	15	16	17	16	15	15
18	12	15	14	14	15	16	15	15
19	14	15	15	15	15	15	15	15
20	14	13	14	14	14	14	13	14
21	13	12	12	12	11	12	13	12
22	11	11	11	12	11	11	12	11
23	10	9	8	9	8	10	12	9
Avg Units	↓ 11	↑ 13	↔ 12	↑ 12	↑ 12	↑ 12	↘ 12	

At peak hours, 16 ambulances are needed for workload. With shift scheduling, some excess ambulances overnight could potentially be shifted to peak hours.



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As stated, the UHU of .63 omits some non-tabulated “work” by the paramedics. It can be argued that a high UHU creates staff burnout, turnover, and increased response times from being out of geographic position, especially if waiting to unload at the hospitals. Some industry advocates postulate that a .50 UHU is the maximum for a high volume, higher performing EMS system. This would increase the work units needed naturally to 20 during peak hours as shown in the following table.

Hour↕/Day→	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Avg Units
0	12	12	10	10	9	10	12	11
1	11	9	10	9	9	10	11	10
2	10	9	8	8	9	9	10	9
3	9	7	9	7	9	8	9	8
4	9	9	7	7	6	7	9	8
5	9	8	9	7	8	7	8	8
6	8	7	8	8	7	7	8	8
7	12	15	14	13	13	13	12	13
8	13	17	17	17	17	17	12	16
9	13	20	19	21	19	19	15	18
10	16	24	21	23	20	20	18	20
11	16	22	21	23	22	22	16	20
12	16	21	21	21	22	20	19	20
13	17	23	22	20	20	19	17	20
14	18	22	20	21	21	21	18	20
15	16	23	21	22	21	20	19	20
16	16	20	21	21	21	21	19	20
17	17	19	19	21	21	21	19	19
18	15	18	18	18	19	20	18	18
19	18	19	19	19	19	19	19	19
20	18	17	17	17	17	18	16	17
21	16	15	15	16	14	16	16	15
22	14	14	13	15	14	14	15	14
23	12	11	10	12	11	13	15	12
Avg Units	↓ 14	↑ 16	↑ 15	↑ 16	↑ 15	↑ 15	→ 15	

Summary:

FCEMS is lacking in geographic coverage and demand coverage to meet its 90th percentile performance measures. The agency would benefit from additional geographic stations, additional deployed units above the workload units determined here, and requisite staffing.



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An **additional analysis** was conducted to better determine where additional ambulances should be placed for improved service delivery. This was based on where EMS units had been placed in the past. It is recommended that EMS conduct a comprehensive EMS base location analysis for a more detailed needs analysis.

The following map shows the current and past EMS base station locations including the unit assigned to the Forsyth Medical Center.

Figure 23: Current & Past EMS Stations

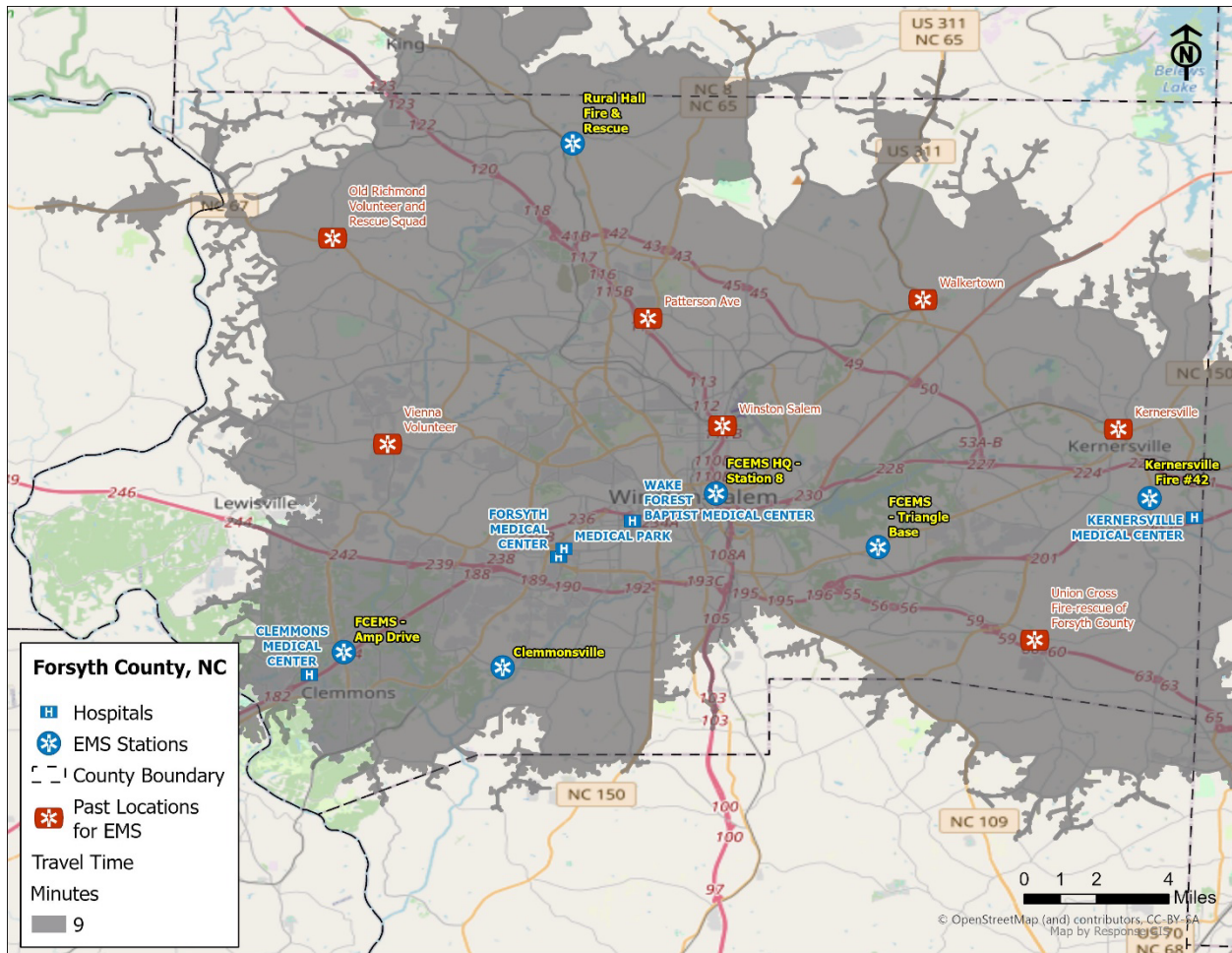


Using a 9-minute travel time, the following map shows the geographic coverage of the county. 98.3% of incidents were within the travel time of all stations modeled.



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Figure 24: All Stations Travel Time Extent



When the 2024 incidents are tabulated by each station's travel time extent that overlap each other, the following past stations can be considered for additional ambulance assignment. Note that this method will count calls without regard to the areas of travel time overlap of another station's travel time extent (calls can be counted more than once).

1. The **Winston Salem Fire Station** came in first, but it is very proximal to Station 8 which came second. This is not practical given the proximity.
2. Following Station 8 was the former **Patterson Avenue** station. This is situated between Station 8 and Rural Hall in an area that has higher demand levels due in part to skilled nursing facilities and within the current coverage between the two.
3. **Forsyth Medical Center** was next, but it may be difficult to obtain space.
4. **Kernersville' Bodenhamer St. station** but it too is very proximal to the current Kernersville EMS station; so not practical.



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5. Next was **Union Cross FD**.

Another method was conducted with the 2024 incidents tabulated by each station's travel time extent that DO NOT overlap each other, the following past stations can be considered for additional ambulance assignment. Note that this method will count calls that are closest to the stations, not counting calls that may still be reached by another station.

1. **Forsyth Medical Center** (Space?)
2. **Patterson Avenue**
3. **Winston-Salem** (Proximal to Station 8)
4. **Kernersville Bodenhamer St** (Proximal to Kernersville Stn 42)
5. **Vienna VFD**



D. EMS Strategic Plan Initiatives

Introduction:

The Forsyth County Emergency Medical Services (FCEMS) Department provides prehospital emergency medical care, non-emergency patient transports, and special event medical coverage to the residents, businesses, and visitors to Forsyth County through the efforts of its members. The department utilizes four distinct 12-hour shifts that respond from 7 strategically located stations or bases throughout the county. The department staffs at least 10 Advanced Life Support (ALS) units dedicated to emergency response 24 hours a day. During the "Day Shift" (0700-1900) up to an additional 4 ALS units are available for response. Additionally, the agency staffs 3 Quick Response Vehicles (QRV) with a single Paramedic that respond to high acuity calls to assist ALS units staffed by FCEMS or Basic Life Support (BLS) units that assist the county provided by three private transport companies that focus on non-emergent transports. The department is budgeted for 280 full time staff, and 15 part-time employees. The department delivers these services to approximately 393,000 residents within 412 square miles. In the 2024 calendar year Forsyth EMS answered over 66,000 calls for service. It is anticipated the demand for service will increase by 3-5% in 2025.

As an organization that strives to maintain the highest level of professionalism and efficiency, the members of Forsyth County EMS utilized the SWOT Model of strategic planning to document the department's current state and path into the future. The following strategic plan was written after the organization members and response partners provided input during facilitated feedback sessions and online surveys. Additionally, a GIS review of travel times from existing stations and an analysis of historical call data was included. It is intended to provide the Forsyth County EMS Department and Forsyth County Government a beginning point for the enhancements and changes that will occur as the county grows.

It challenged the organization's members to critically examine paradigms, values, philosophies, and beliefs, and challenged individuals to work in the best interest of the "team." Or stated differently, how can Forsyth EMS provide for the **best possible outcome** when someone has a medical emergency within Forsyth County? This provided the members of the EMS department with an opportunity to participate in the development of its long-term direction and focus.

S.W.O.T. Analysis:

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is designed to allow an organization candidly to identify its positive and less-than-desirable attributes. Department stakeholders participated in this activity to record their



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

strengths and weaknesses, as well as opportunities and potential threats to the organization.

Critical Issues and Service Gaps:

Upon compiling the information from the SWOT sessions, a work group of EMS professionals reviewed the themes found within the data collected by the department. This work group then provided several Peer Review Recommendations related to critical issues and service gaps the department has.

Strategic Initiatives:

The input of the Peer Review Recommendations was then grouped into the following strategic initiatives as the foundation for the development of goals and objectives moving forward.

Forsyth County EMS Strategic Initiatives	
Medic Quality of Life	Current Program Service Delivery
Internal Engagement	Health and Wellness
Infrastructure Needs	Succession Planning

Goals and Objectives:

To continuously achieve the mission of Forsyth EMS, realistic goals and objectives with timelines for completion must be established to enhance strengths, address weaknesses, provide a clear path forward, and address the expectations of the community. These should become a focus of the department's efforts, as they will direct the organization to its desired future state. It should also help reduce and predict obstacles that will occur along the way. Leadership established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the department's leaders and members.



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Goal 1: Ensure all Forsyth EMS members overall career satisfaction is being met and develop ongoing recruitment and retention strategies.

Objective 1A: Review current strategies for recruitment to identify areas for improvement.

Timeframe: 1 Year

Critical Tasks: Assess current recruiting venues for effectiveness.
Examine current pay scale relative to actual salaries of other EMS agencies within the region.
Evaluate accessibility of initial application process and candidate applicant testing.
Evaluate potential new recruiting avenues with the local school system(s).

Objective 1B: Develop and implement strategies and processes to remedy identified gaps in recruitment and retention of members.

Timeframe: 2 Years

Critical Tasks: Seek input from internal and external stakeholders.
Continue focusing on competitive compensation and benefits for members.
Develop strategies that enhance the work life balance and quality of life for department members.

Objective 1C: Pursue a more diverse and inclusive environment within Forsyth EMS.

Timeframe: 3 Years

Critical Tasks: Promote an organizational atmosphere where team members of varying background and beliefs come together to serve our community.
Ensure all team members feel welcome and valued.
Engage in community outreach to build partnerships and implement recruitment initiatives.



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Goal 2: Provide the highest quality of service in the most efficient manner of current departmental programs and enhance capabilities for the future needs of our community.

Objective 2A: Review all current services/programs provided to the community to ensure alignment with community expectations.

Timeframe: 1 Year- ongoing

Critical Tasks: Review current performance metrics utilized for modern outcome measurement.
Determine the current state of the department's demonstrated performance and establish benchmarks for outcome measurement performance for the department.
Create a list of needed adjustments of the services which will be provided.
Identify current funding gaps within established programs.

Objective 2B: Determine the future service needs of the community.

Timeframe: 18 Months- Annually thereafter

Critical Tasks: Review and analyze community and industry trends
Review new and current legislation impacting service delivery
Develop methodology for ongoing/annual stakeholder input into department programs and seek opportunities for collaboration.

Objective 2C: Perform an analysis of current program outcomes being measured to ensure accuracy, need, and appropriateness.

Timeframe: 1 Year

Critical Tasks: Identify what is currently being measured.
Analyze methods to improve understanding and access to performance measures and develop mechanisms to report outcomes to the community. *(Objective 2F)*
Determine other performance measures to be added to inventory.

Objective 2D: Strengthen operational relationships within Forsyth County Emergency Services.

Timeframe: 1-2 Years

Critical Tasks: Engage with Forsyth County fire departments to review all agreements.



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Conduct regular organization and joint training exercises to build relationships and coordinate response strategies between agencies.

Establish performance measures for Forsyth County 911 Center and ensure adequate training for all components of the prehospital care system

Objective 2E: Implement or modify services provided to meet the needs of the community.

Timeframe: 3 Years

Critical Tasks: Develop an implementation plan for any needed changes.
Ensure an adequate funding stream has been identified.
Ensure implementation is created in accordance with all federal, state, and local regulations.
Educate personnel and community.
Ensure service delivery changes are aligned with department mission.
Execute implementation plan.
Develop a process to engage members for suggestions to improve service delivery.

Objective 2F: Reassess service delivery model to ensure it meets needs of the community.

Timeframe: Ongoing

Critical Tasks: Perform continuous analysis to assess impact of our interventions.
Share results of analysis with internal and external stakeholders.
Perform modifications to programs as needed.



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Goal 3: Develop a culture of internal engagement within the department that promotes empowerment, trust, and open communication.

Objective 3A: Improve internal communication within the Forsyth EMS Department to maximize effective messaging in a safe and open environment.

Timeframe: 1 Year

Critical Tasks: Identify and evaluate the effectiveness of current methods of internal communication.
If needed, implement changes to existing systems.
Train personnel on how to determine which method of communication is most appropriate for the subject matter and audience.
Review and/or develop departmental Mission and Vision Statement(s) to provide agreed upon foundational culture of the department.
Develop additional communications training and skills for the entire department.

Objective 3B: Identify methods to enhance cross divisional collaboration within the department.

Timeframe: 1-2 Years

Critical Tasks: Determine feasibility of developing Senior Policy Group and/or Training Committee to develop and enhance departmental training program(s).
Provide opportunities for personal development in project management.

Objective 3C: Explore differing approaches to communication, motivation, and training with newer/younger members.

Timeframe: 2 Years

Critical Tasks: Research industry practices for emerging technologies and best practices for generations entering the workplace related to communications.
Research newer adult learning techniques.
Convene younger employees to provide better understanding of generational values.



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Objective 3D: Perform continual analysis of the department's internal engagement to assess effectiveness.

Timeframe: Ongoing

Critical Tasks: Establish a method for regular ongoing feedback from members.
Formalized surveys of membership bi-annually.
Modify plan as needed.

Goal 4: Develop, promote, and enhance the wellness of all Forsyth County EMS members to improve operational effectiveness and quality of life.

Objective 4A: Analyze current programs and available data to determine trends and effectiveness of current programs and gaps.

Timeframe: 12-18 Months

Critical Tasks: Benchmark against best practices.
Consolidate current data and provide accessibility for stakeholders.
Convene Wellness Committee and other key stakeholders to analyze current status.

Objective 4B: Establish a culture of personal and organizational accountability to health and wellness.

Timeframe: 2 Years-ongoing

Critical Tasks: Evaluate and enforce current policies related to medic health and wellness.
Development of training sessions on nutrition, fitness, behavioral health, and wellness.
Incorporate training and expectations into Personal Development Training.

Objective 4C: Enhance and improve current programs to address deficiencies.

Timeframe: 2-3 Years

Critical Tasks: Address gaps identified in Objective 4A.
Identify necessary resources (funding, locations, and staff).



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Objective 4D: Initiate and develop new programs to address departmental needs.

Timeframe: 3 Years

Critical Tasks: Address gaps identified in Objective 4A.
Identify needed resources.
Develop and deliver curriculum or educational needs to ensure an effective implementation.
Collect and analyze data from program implementation and adjust to meet departmental goals.

Objective 4E: Analyze effectiveness of the program annually.

Timeframe: 2 Years

Critical Tasks: Evaluate data relevant to programs and develop performance metrics.
Analyze feedback from internal stakeholders.
Update current programs and incorporate other avenues of wellness into plan.

Goal 5: Develop an ongoing Capital Expenditure Plan that maintains current capabilities and provides for capabilities expansion in the future.

Objective 5A: Ongoing analysis of current infrastructure to include fixed facilities, apparatus, equipment, personal protective equipment, and all supporting resources, to identify shortfalls and opportunities to increase efficiency and improve service delivery.

Timeframe: Annually- ongoing

Critical Tasks: Document all the current capabilities of the department. Once established, use that list as the baseline service level in which to maintain and then build upon.

Objective 5B: Review the current level of support needed to maintain existing infrastructure and identify the levels needed to maintain and support proposed infrastructure changes and/or improvements, including but not limited to addressing areas of previously identified response voids.

Timeframe: 1 year- ongoing



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Critical tasks: Identify support gaps between expectations and current support levels.

Ensure that changes to infrastructure are shared with all relevant stakeholders within Forsyth County and that an appropriate level of support is in place to facilitate these changes.

Objective 5C: Conduct a yearly review of current capital assets and ensure current plans address emerging needs of community

Timeframe: Annually ongoing

Critical Tasks: Executive team review of department needs assessment during annual budget process. Ensure that each review is in keeping with the program's desired maintenance and growth in capability direction.

Objective 5D: Identify additional funding streams that can address the capital expenditure needs of the department.

Timeframe: Annually- ongoing

Critical Tasks: Annual strategic planning meeting for grant applications and management.
Management and tracking of all grants for efficiency and transparency if awarded.

Goal 6: Ensure continuity of leadership by developing personnel to fill key roles as they become vacant maintaining organizational stability and institutional knowledge.

Objective 6A: Develop a focus on retention for department members based on clearly defined expectation of job qualifications, opportunities for personal development, and demonstrated performance.

Timeframe: 1 Year-ongoing

Critical Tasks: Assess training processes for ensuring member proficiency in various response disciplines.
Develop additional methods for personal development of members.
Determine additional processes to display professionalism of all department members.



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Objective 6B: Ensure career development opportunities provide for continuity of leadership at all levels of the department and members regularly seek to fill leadership roles.

Timeframe: 2-3 Years-ongoing.

Critical Tasks: Identify current programs used for succession planning/leadership growth.
Analyze current programs to determine applicability and utilization.
Research best practices within industry for leadership growth.

Objective 6C: Develop an equitable process for advancement for members of the department based on job qualifications, personal development, skills, and demonstrated performance. This includes providing clear feedback and opportunities for staff to develop skills required for advancement.

Timeframe: 1 Year

Critical Tasks: Determine feasibility for any changes to Career Ladder structure within department.
Evaluate competencies for each position within the department.
Develop additional methods for personal development of members.

Vision:

The process of strategic planning would be incomplete if at the conclusion of the process there was not a shared vision. At the end of this process the Forsyth County EMS department's executive team was presented with a group of strategic initiatives and measurable objectives. The team was then asked to help develop a vision statement that articulates where the department will be when the plan is completed. This is not to override the department's overall vision, but to confirm to its members that the goals established by the members are part of the future of the department.



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(Potential prompts for writing a vision statement)

Forsyth County EMS Vision 2029

What will we be if?

We deliver services even better?

We focus on our people?

We focus on the community?



4. Forsyth County 9-1-1 Communications Review Documents

The following documents are included in this section reflective of the Forsyth County 9-1-1 Emergency Communications Analysis for the strategic plan:

- a. Summary of key points from 9-1-1 Staff
- b. Summary of results from the 9-1-1 Staff Survey

A. Summary of Key Points from 9-1-1 Staff:

Forsyth County 9-1-1 Feedback Sessions

April 2025

Strengths: (3 primary)

- Strong leadership of Director Jamie Fore. He is accessible, very responsive, communicates and consistently demonstrates caring. (3)
- We are much better off not being under Emergency Services. Contributing efforts are received well now. (2)
- Department is comprised of some very capable people, both full-time and part-time, who are very dedicated and even train off-duty. (3)
- Fire dispatch has strong performance (106 seconds max).
- We have a backup center, and our center serves as the backup 9-1-1 Center for Charlotte Fire.
- Provider agencies may not recognize when the center is short-staffed.
- We support one another.
- We are encouraged to participate in continuing education.
- Success is measured as everyone gets home safe (internally and externally).
- Relationship with fire and EMS providers is strong.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Gaps: (10 primary)

- Director Jamie Fore needs some administrative assistance. He can't do it all. (2)
- Relationship with Winston-Salem Police is not strong or where it needs to be. Examples are requesting emergency response and receiving non-emergency, using patrol officers in the communications center, not wanting to change and more. Also, the city and county use different names of streets and highways, which leads to confusion, such as Salem Parkway, because they use a separate database. (3)
- Supervisors are not trained to be supervisors and leaders in 9-1-1. (2)
- The department's training manual is so out of date that much of it is not applicable anymore. Our academy does not provide our personnel the training that they need. Policies need more clarity. (3)
- Directives come from email. The director is so busy that he does not have time to put directives into policy and then people be trained on the policy. (3)
- The County Manager and Assistant County Manager need to come to 9-1-1 and see what happens at night. It is a different world at 9-1-1 at night versus days. (2)
- More communication is needed between 9-1-1 and our response partners. The Director is trying to do this and improve it. However, our provider agencies need to know when we are short-staffed. (2)
- Staffing levels – at times there are only three (3) telecommunicators working 4 or more channels. It is unsafe and unacceptable. The shortages create increased workloads and significant stress. (2)
- There are very slow responses from Forsyth County HR, such as changing to part-time, FMLA requests, not responding to email requests, excluding large groups of employees in initiatives that they sponsor. There is a significant lack of understanding of our business needs by HR. They will not own their mistakes. (2)
- We have several unfair work practices, such as we receive only 8 hours for leave when a “day” for us is 12 hours. Holidays are only provided at 8 hours, but we work 12 hours. Also, we are required to be “on-call” and limit our activities and be restricted, but we do not receive any “on call” pay, like other county departments provide their personnel. This makes it really tough managing family responsibilities. This practice is against the law. (2)



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

- Need for a new Motorola system, which is coming.
- EMS will not answer their radios when we call for them. We see them on AVL and they have MCTs but often will not answer us on the radio.
- The map in the CAD system is not very responsive.
- Paging is not integrated into the core console.
- Initial training for new telecommunicators is not consistent between classes and across different shifts.
- We are losing people because personnel are not receiving adequate training.
- There has been a gap of time since telecommunicators received a high level of training and that will haunt us for years to come.
- There is not strong HR support for payroll, timesheets, etc., which leads to confusion and delay.
- Department policies are out-of-date (maybe last updated in 2018?).
- In most cases, we are told what we are going to do as opposed to being included and given an opportunity for input and engagement.
- There is a major disconnect with county government understanding our shifts and our leave hours.
- Under the previous administration, we didn't feel that staff feedback was making it through the chain of command. Now our administration is trying so hard but have way too much to do.
- Starting pay is not competitive or equitable. There are no incentives for earning degrees. We do not receive compensation for training.
- We only have one training officer and there is a concern for burn out.
- We should have our own IT department and not be dependent upon the Sheriff's Department to fix our issues whenever they get to it.
- Security and CJIS restrictions in the downtown facility are limiting and cumbersome.
- Lack of consistency with different EMS Battalion Chiefs – changes made at EMS do not make it to 9-1-1.

Missed Opportunities: (3 primary)

- There is a lack of discipline for some people within the department. This is creating hardships for other personnel with persons working 14+ hours/day. It started back with COVID and has not corrected yet. (2)



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

- We should conduct more ride along for interagency training and building relationships. (2)
- We should make Station 9 our primary PSAP and make the downtown facility the backup facility (Flip/Flop). (2)
- Telecommunicators need training to better work with persons with special needs. In some cases, there is premise information. However, some special needs persons are disrespected.
- As a department, we did not promote telecommunicators week. We were told that we have no money and that we would have to pay to do that out of our own pockets.
- We need a stronger public education and outreach program. It would help us recruit new personnel.
- We need to form a stronger partnership with WSPD.
- We need to work together as ONE with EMS, with more communication and mutual respect.
- Focus on retention of personnel (pay, compensation, reduce burn out, stress, hours, leave, etc.)
- Form user groups with service providers in fire, EMS and Law Enforcement.
- Communicate with private EMS providers – Providence, Lifestar, etc.
- Supervisors and leaders need to conduct teambuilding.
- Do not leave CTO positions open – ever.
- Holding monthly supervisors' meetings with an agenda and held on a rotational balance for all shifts.

Other Concerns: (2 primary)

- Current personnel will not answer phones and will not come in on call without receiving on-call pay. This is different than previous work generations. Our attendance policy is not being enforced. There is no accountability or "teeth" in our disciplinary policies and there is inconsistency. (3)
- Mental health for our personnel needs attention. We used to have a CISM team. Chaplains are there, but they don't understand us and do not connect with many of our personnel. Peer support is needed, and it need to be easily accessible. (2)
- Personnel are not receiving any overtime compensation on the 36-hour week until we are over 40 hours for that week.



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- We feel our needs and challenges are not being heard or understood by the County Manager.
- There is favoritism occurring within the department, such as a person who flagrantly violated policy by making a tick tock about herself while wearing her department uniform, which is strictly prohibited. However, nothing has happened to this person.
- We have someone without EMD certification answering 9-1-1 calls and training others. This is not acceptable.
- We need to completely revamp our field training officer program, so that it is a concrete program that sets people up for success.
- We need to stop hiring people who are not “built” for this job.
- Don’t go back to the emergency services director model again.
- Chain-of-command is not understood or followed by the newest generation.
- How can we be “out of money” but EMS is paying retention bonuses for persons. Why does 9-1-1 not receive retention bonuses?
- People leave 9-1-1 because of all the (high school level) “drama” here. We are concerned that more of the experienced personnel will leave due to the drama.
- There are some people who used to be supervisors here and they still act like supervisors but no longer are. These people need to listen to their current supervisors.
- The number of people with 10+ years of experience is small and will be getting much smaller. We have a very young work force currently.



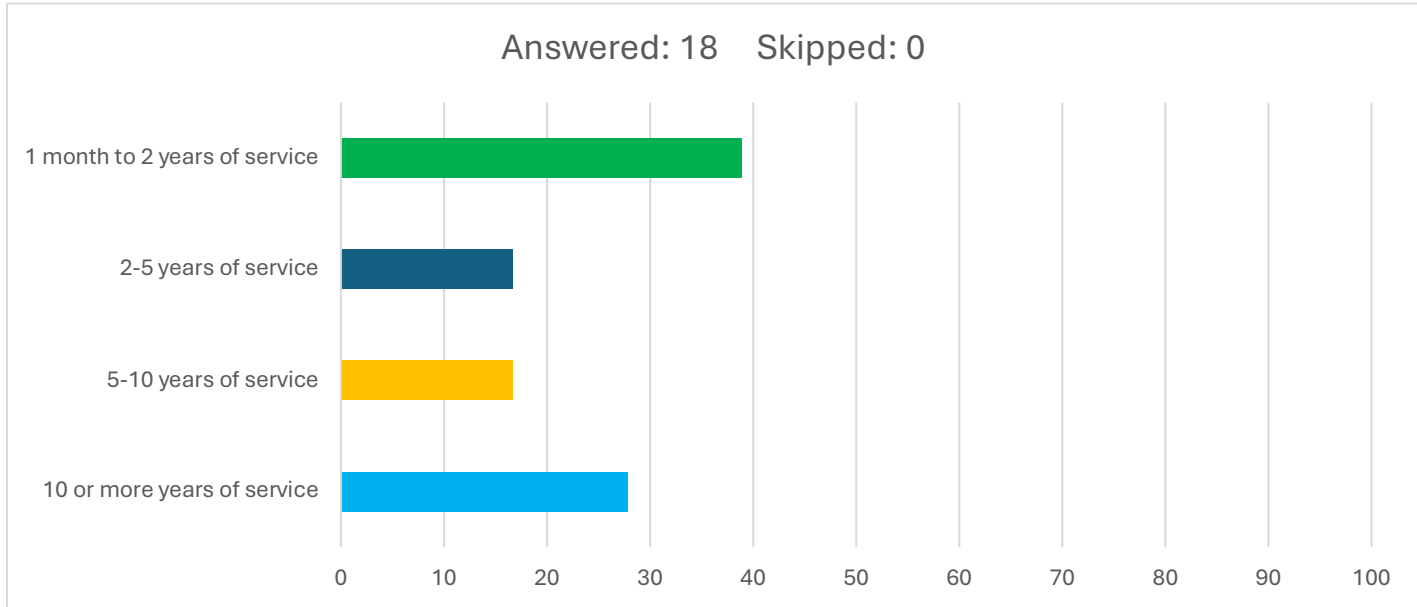
B. Summary of Survey Results from 9-1-1 Staff:

This report provides feedback from Forsyth County 9-1-1 Staff Feedback related to the 2025 Strategic Planning. The feedback was collected from 18 Forsyth County 9-1-1 Staff via Survey Monkey. This report will be a comprehensive overview of the 9-1-1 Staffs' opinions.



Question 1

1: What rank best represents the time range you have served at Forsyth County 9-1-1?

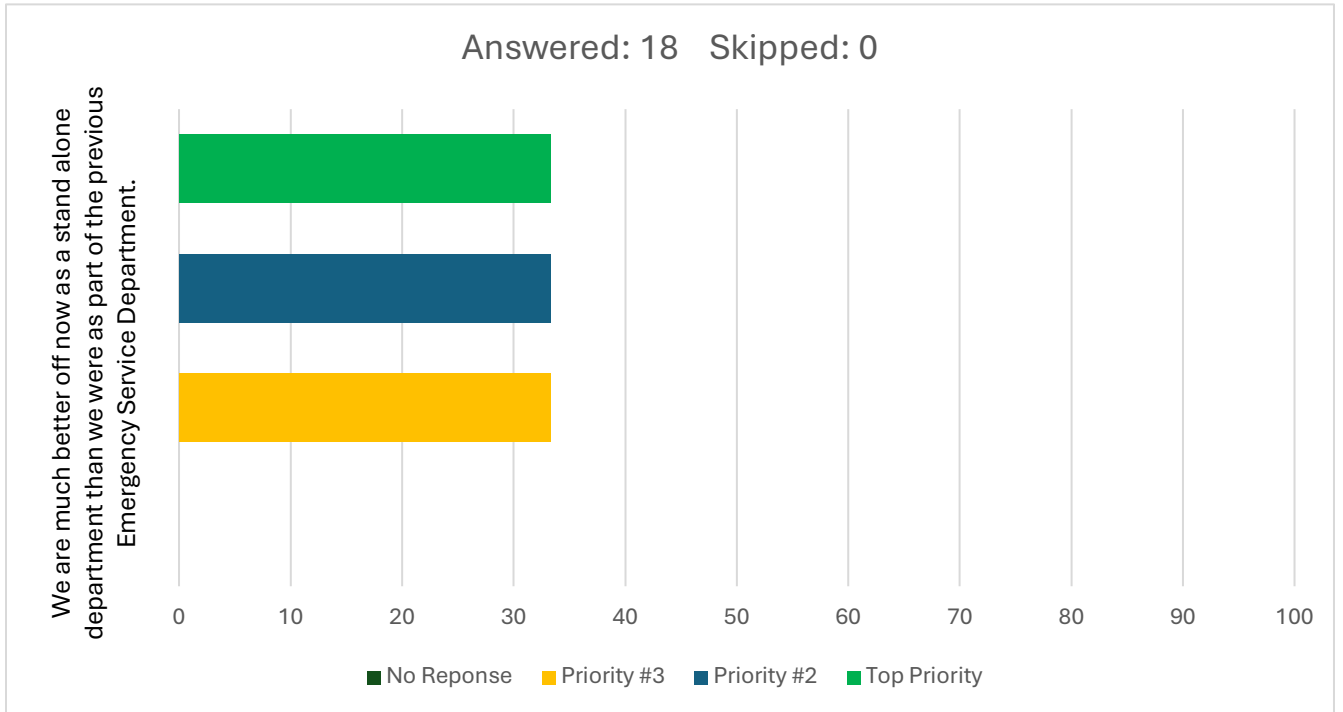
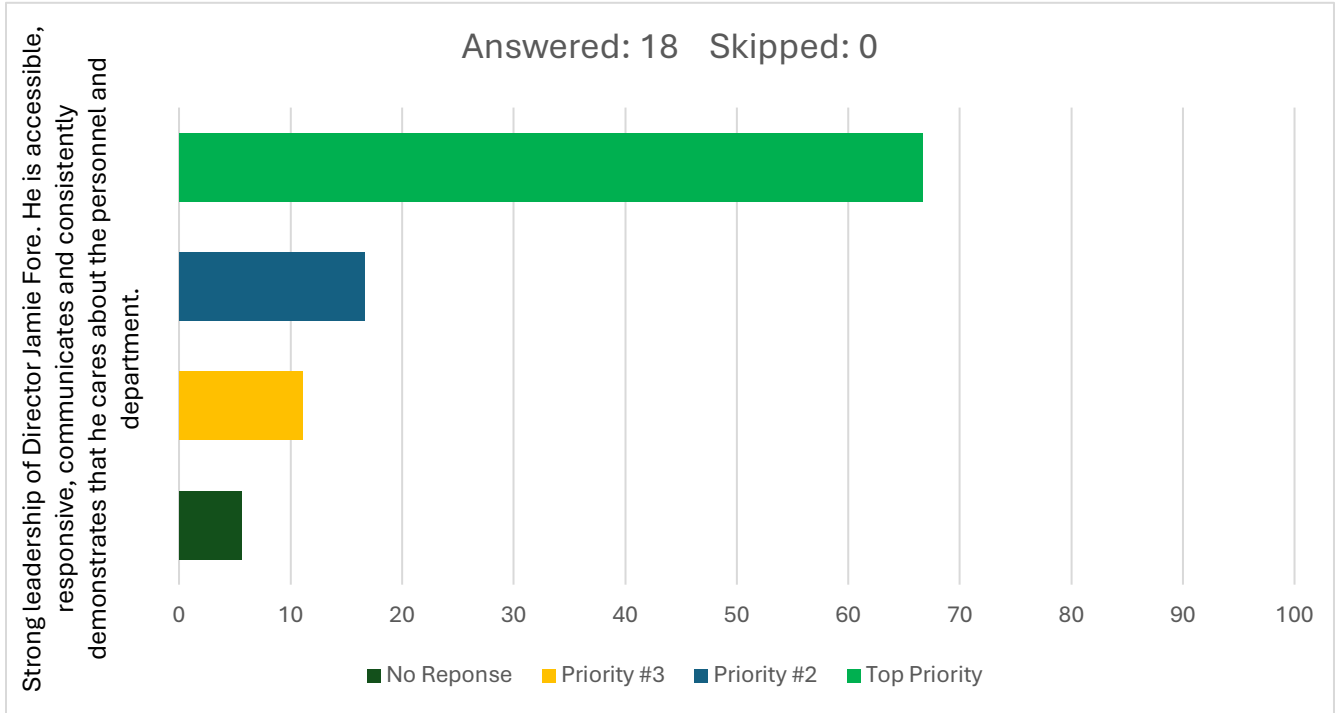


ANSWER CHOICES	RESPONSES	
1 month to 2 years of service	38.89%	7
2-5 years of service	16.67%	3
5-10 years of service	16.67%	3
10 or more years of service	27.78%	5
Total:		18

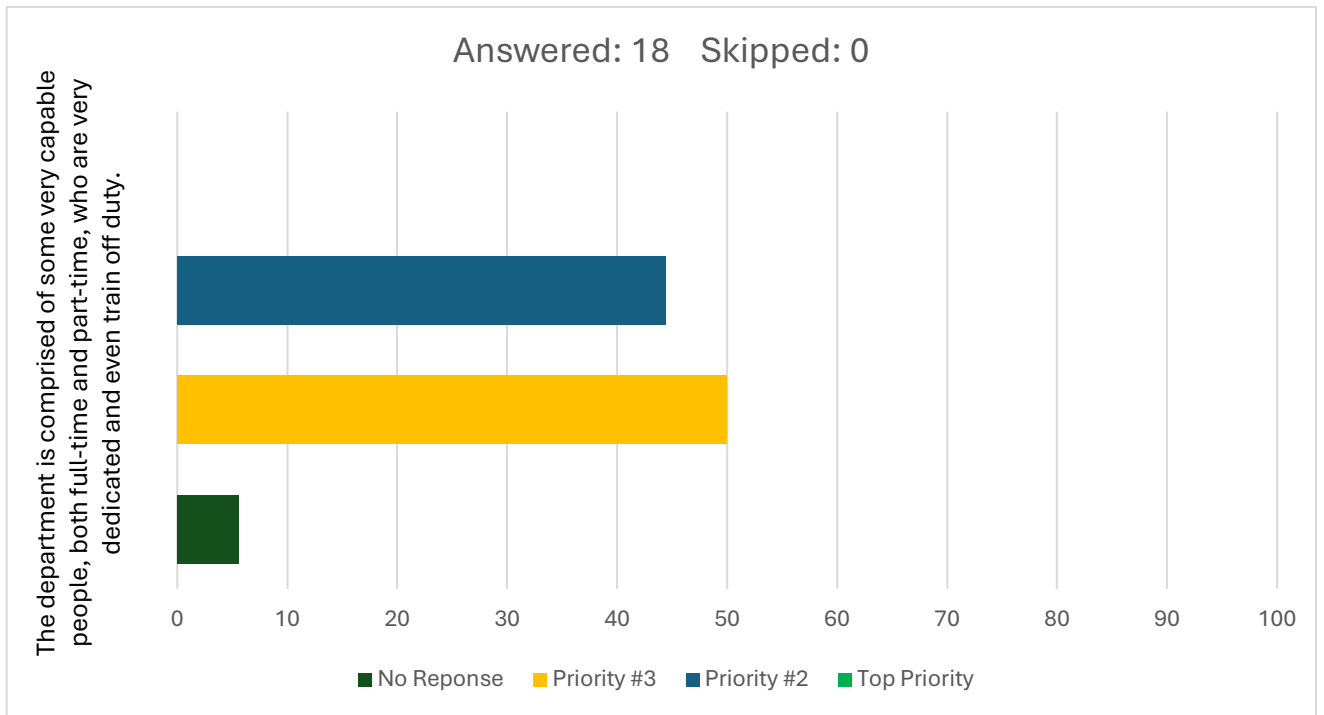


Question 2

Q2 What do you identify as the greatest strengths of the Forsyth County 9-1-1 Department? What are you most proud of about the 9-1-1 Department? Please place these in your priority order.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

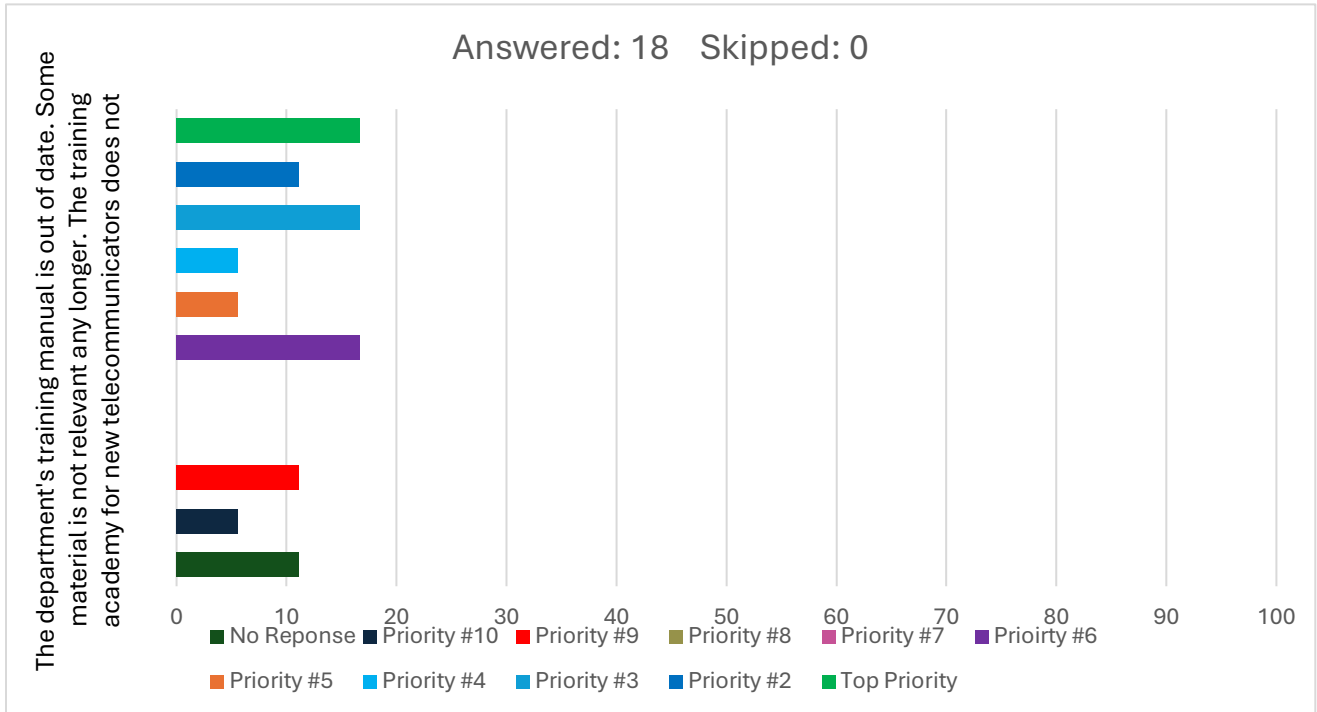
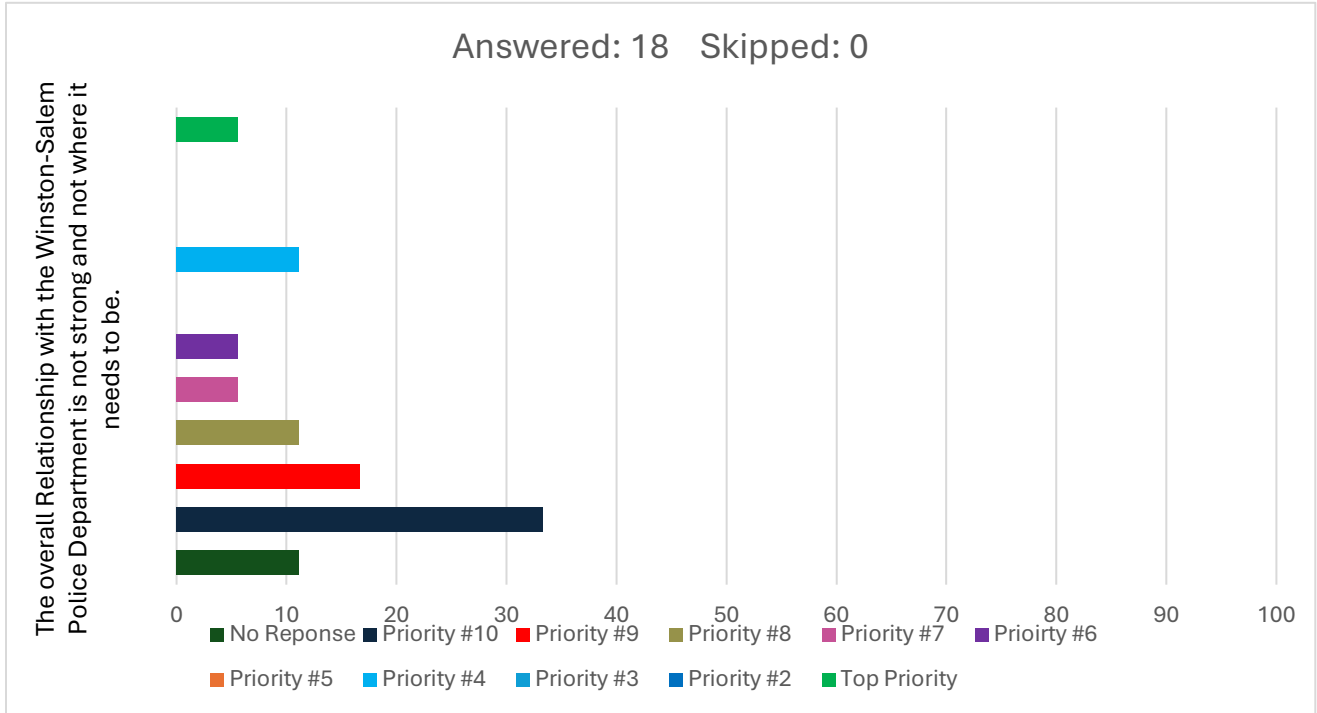


	TOP Priority	#2	#3	No Response.	TOTAL
Strong leadership of Director Jamie Fore. He is accessible, responsive, communicates and consistently demonstrates that he cares about the personnel and department	66.67% 12	16.67% 3	11.11% 2	5.56% 1	18
We are much better off now as a stand-alone department than we were as part of the previous Emergency Services department.	33.33% 6	33.33% 6	33.33% 6	0.00% 0	18
The department is comprised of some very capable people, both full time and part-time, who are very dedicated and even train off duty.	0.00% 0	44.44% 8	50.00% 9	5.56% 1	18

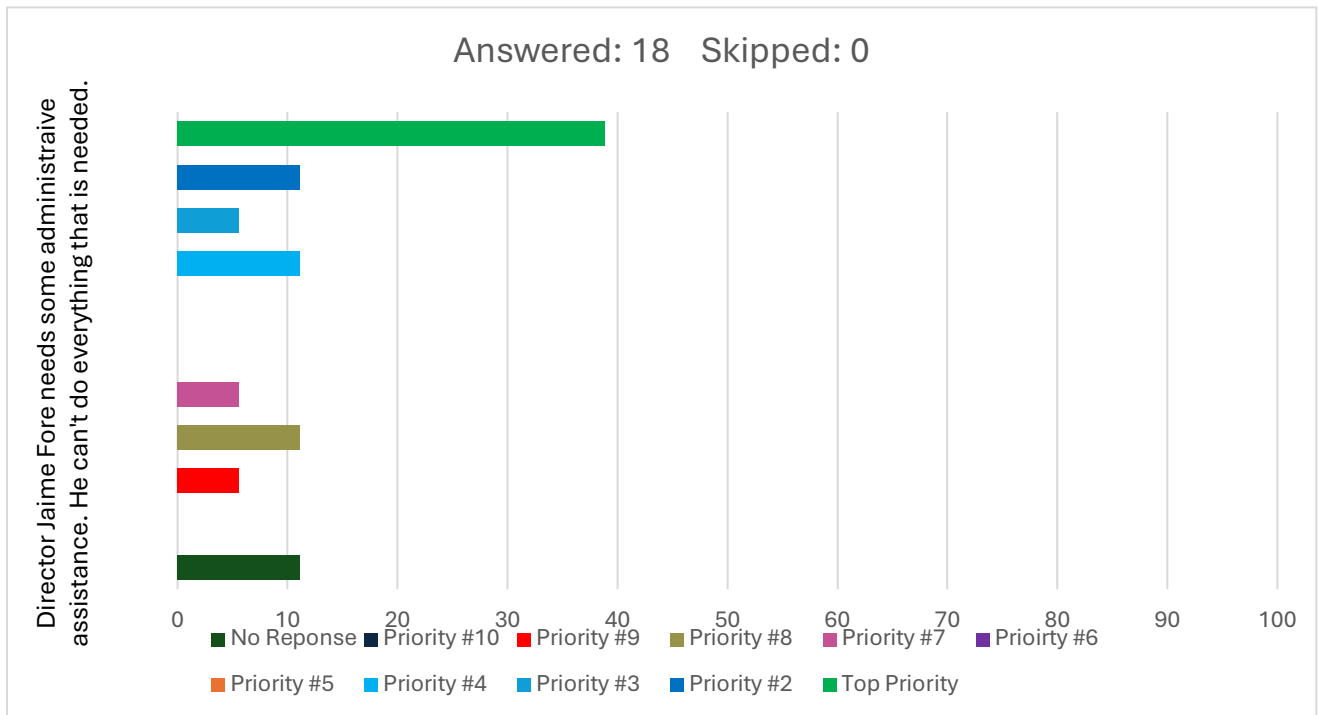
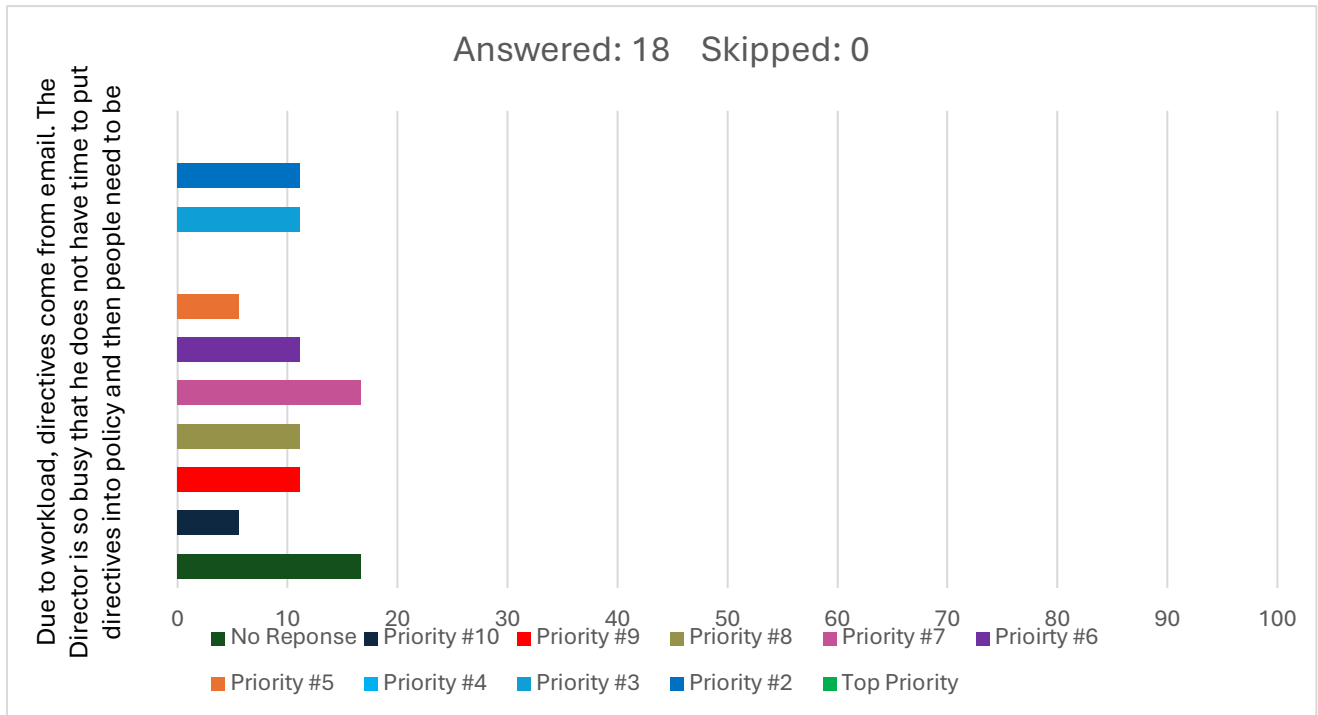


Question 3

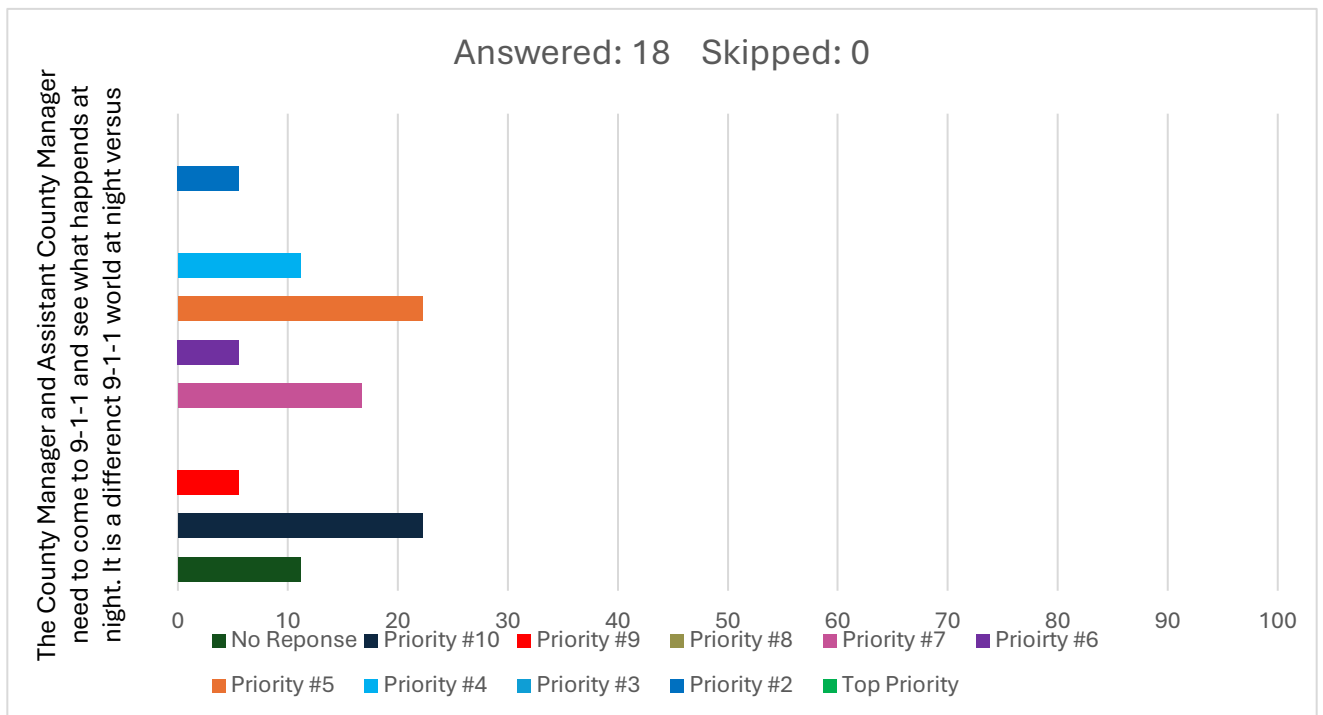
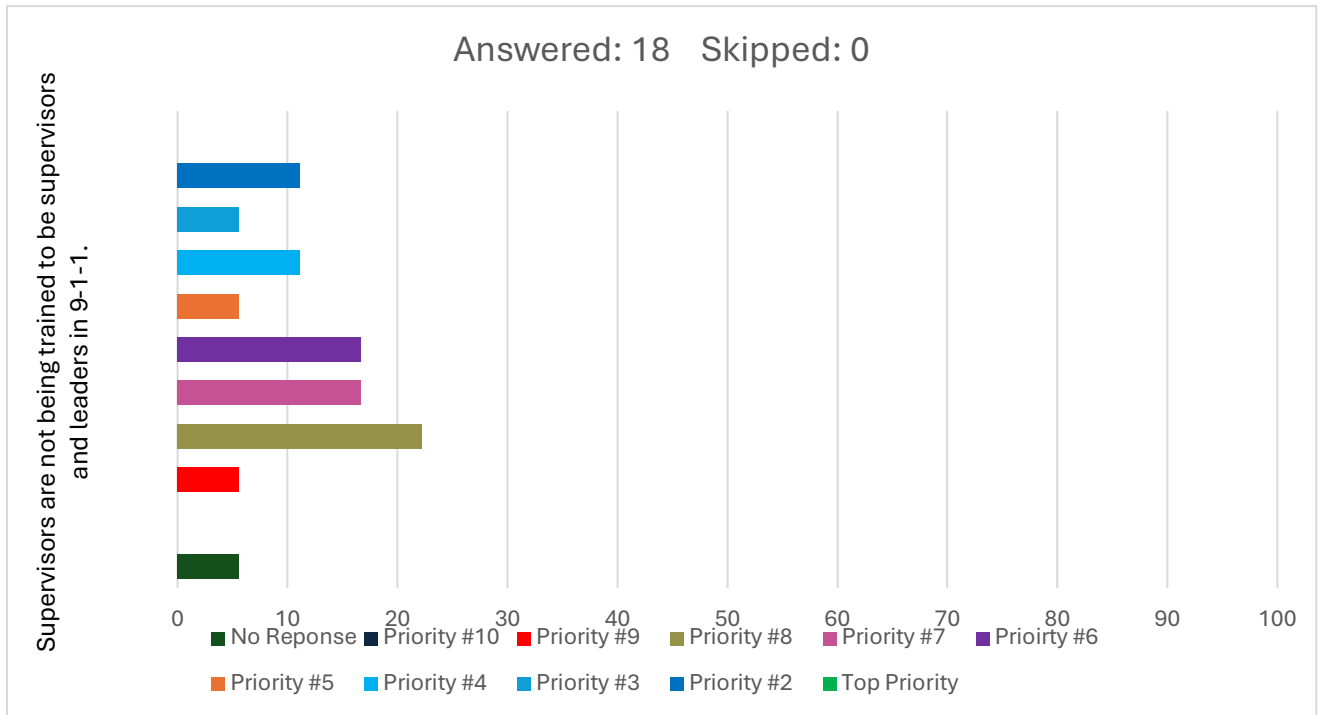
Q3: What do you identify as some of the greatest weaknesses that need the most attention within Forsyth County 9-1-1 Department? Where are the greatest gaps? Please place these in your priority order.



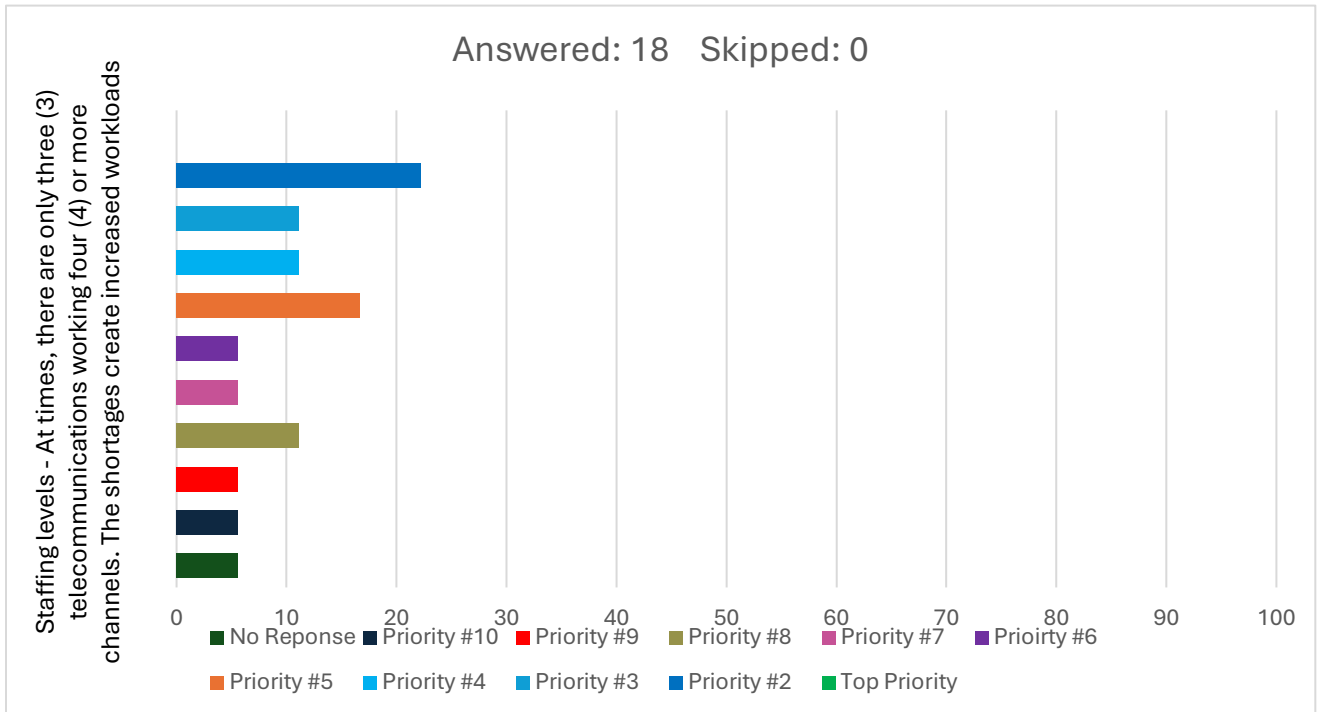
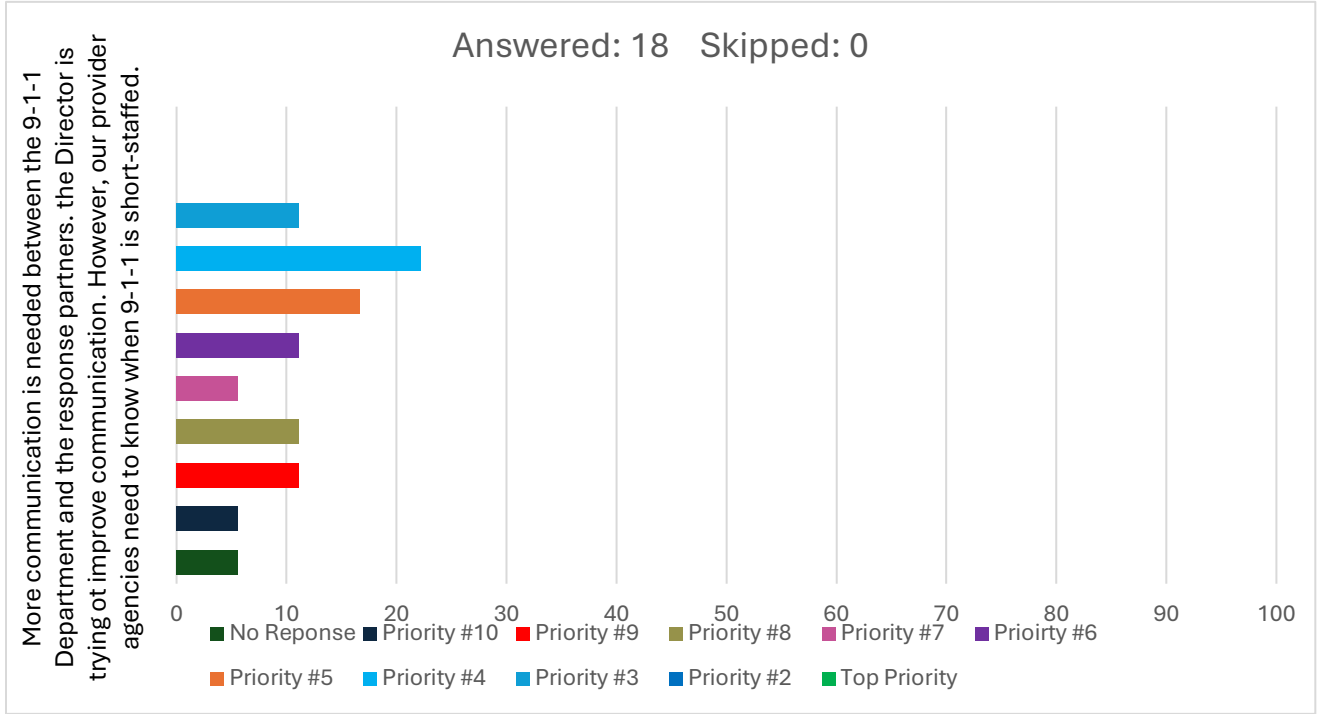
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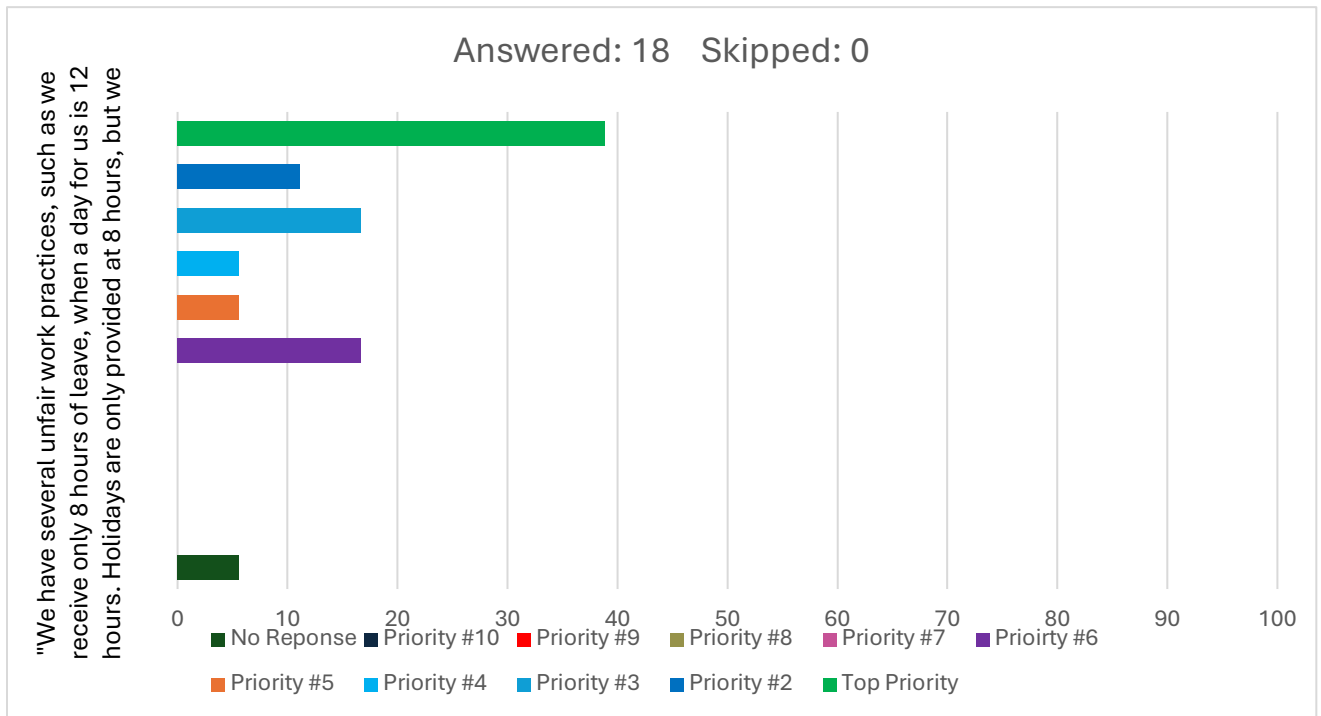
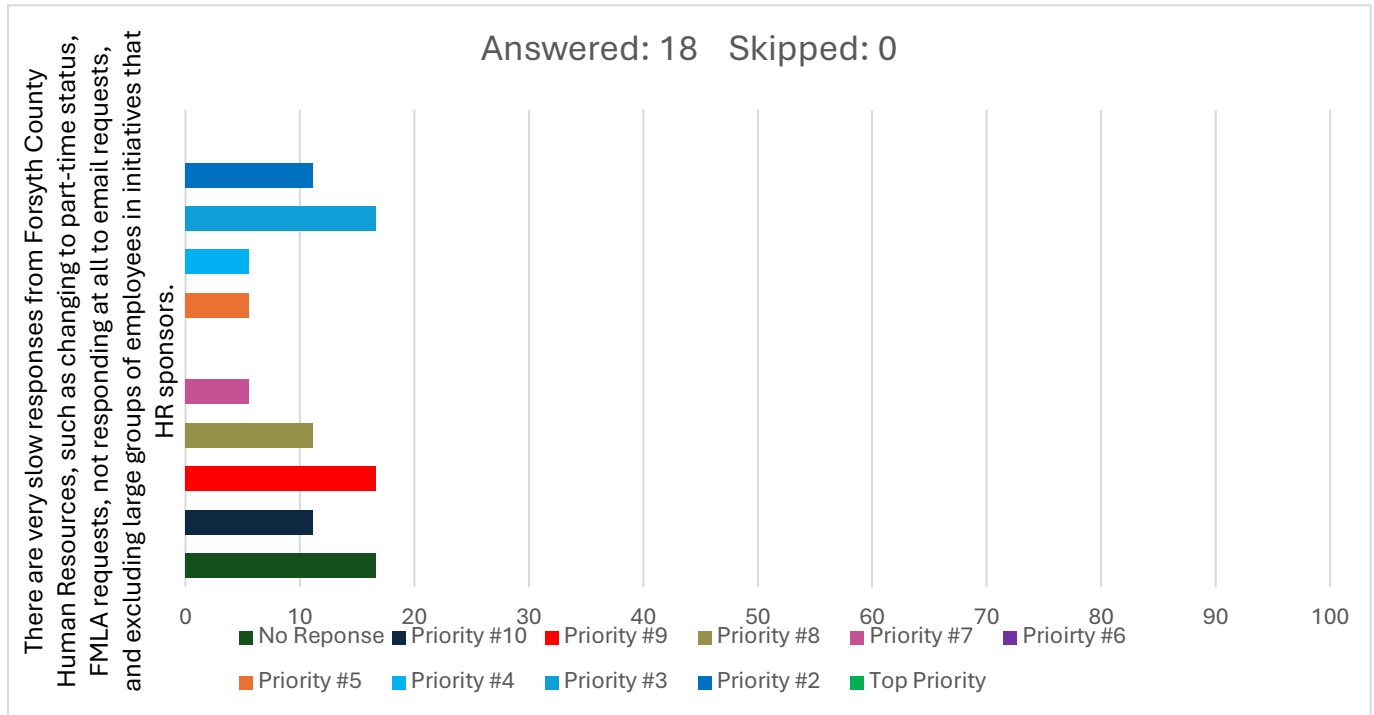
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	TP	#2	#3	#4	#5	#6	#7	#8	#9	#10	NR	TOTAL
The overall relationship with the Winston-Salem Police department is not strong and not where it needs to be.	5.56% 1	0.00% 0	0.00% 0	11.11% 2	0.00% 0	5.56% 1	5.56% 1	11.11% 2	16.67% 3	33.33% 6	11.11% 2	18
The department's training manual is out of date. Some material is not relevant any longer. The training academy for new telecommunicators does not provide personnel what they need to be successful.	16.67% 3	11.11% 2	16.67% 3	5.56% 1	5.56% 1	16.67% 3	0.00% 0	0.00% 0	11.11% 2	5.56% 1	11.11% 2	18
Due to workload, directors come from email. The Director is so busy that he does not have time to put directives into policy and then people need to be trained on the new/revised policy.	0.00% 0	11.11% 2	11.11% 2	0.00% 0	5.56% 1	11.11% 2	16.67% 3	11.11% 2	11.11% 2	5.56% 1	16.67% 3	18
Director Jaime Fore needs some administrative assistance. He can't do everything that is needed.	38.89% 7	11.11% 2	5.56% 1	11.11% 2	0.00% 0	0.00% 0	5.56% 1	11.11% 2	5.56% 1	0.00% 0	11.11% 2	18
Supervisors are not being trained to be supervisors and leaders in 9-1-1.	0.00% 0	11.11% 2	5.56% 1	11.11% 2	5.56% 1	16.67% 3	16.67% 3	22.22% 4	5.56% 1	0.00% 0	5.56% 1	18
The County Manager and Assistant County Manager need to come to 9-1-1 and see what happens at night. It is a different 9-1-1 world at night versus days.	0.00% 0	5.56% 1	0.00% 0	11.11% 2	22.22% 4	5.56% 1	16.67% 3	0.00% 0	5.56% 1	22.22% 4	11.11% 2	18
More communication is needed between the 9-1-1 Department and the response partners. The Director is trying to improve communication. However, our provider agencies need to know when 9-1-1 is short-staffed.	0.00% 0	0.00% 0	11.11% 2	22.22% 4	16.67% 3	11.11% 2	5.56% 1	11.11% 2	11.11% 2	5.56% 1	5.56% 1	18
Staffing levels – At times, there are only three (3) telecommunications	0.00% 0	22.22% 4	11.11% 2	11.11% 2	16.67% 3	5.56% 1	5.56% 1	11.11% 2	5.56% 1	5.56% 1	5.56% 1	18



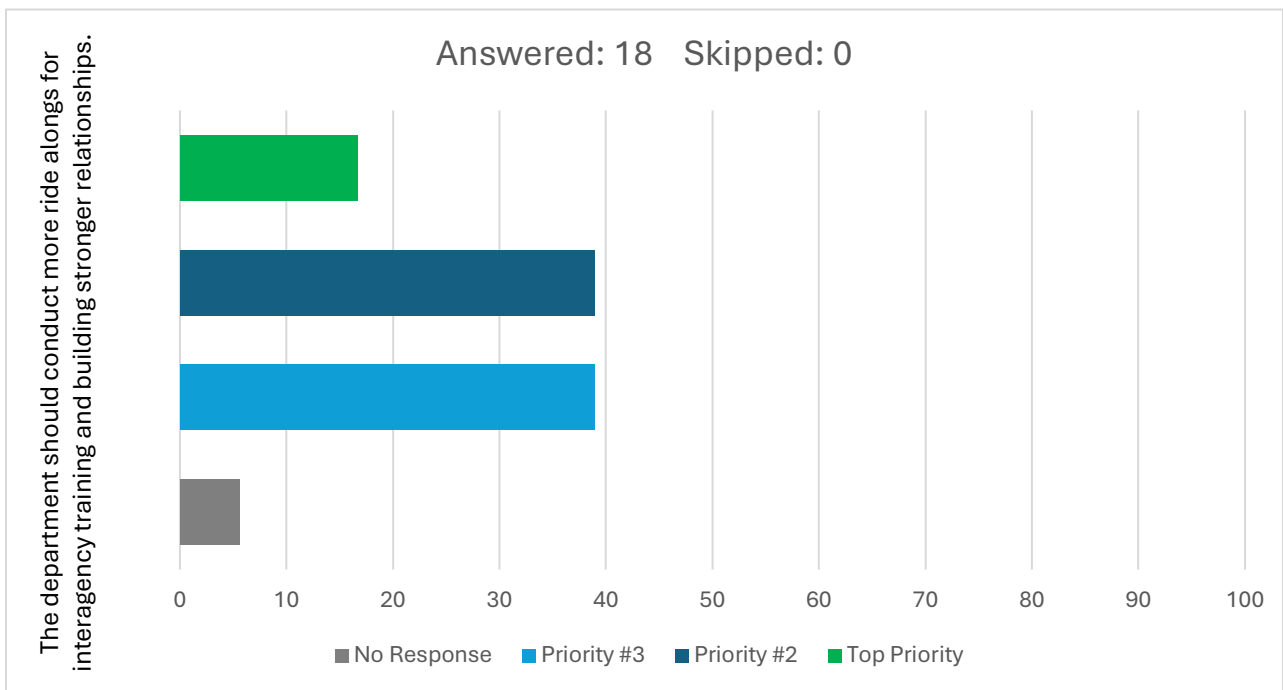
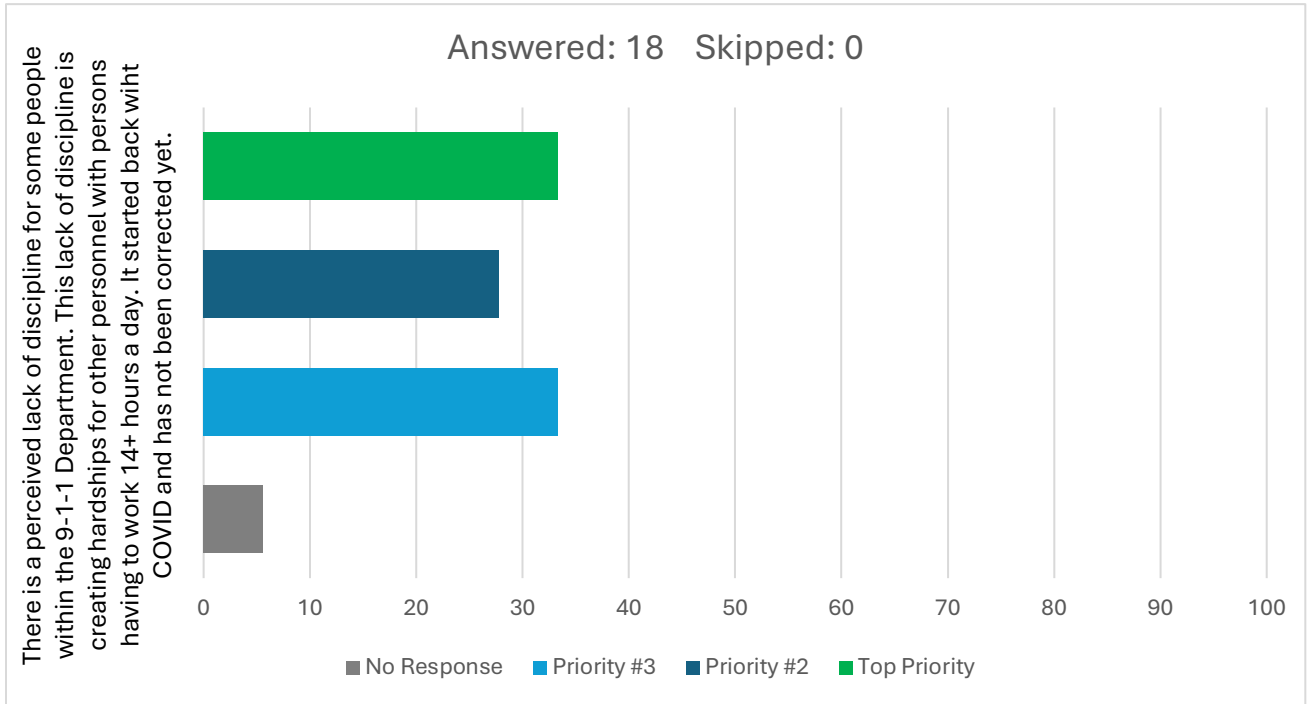
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working four (4) or more channels. The shortages create increased workloads and significant stress for other people.												
There are very slow responses from Forsyth County Human Resources, such as changing to part-time status, FMLA requests, not responding at all to email requests, and excluding large groups of employees in initiatives that HR sponsors. There is a significant lack of understanding of our business needs by county HR.	0.00% 0	11.11% 2	16.67% 3	5.56% 1	5.56% 1	0.00% 0	5.56% 1	11.11% 2	16.67% 3	11.11% 2	16.67% 3	18
We have several unfair work practices, such as we receive only 8 hours of leave, when a day for us is 12 hours. Holidays are only provided at 8 hours, but we work 12 hours. Also, we're required to be "on-call" and limit our activities and be restricted, but we do not receive any "on-call" pay, like other county departments provide their personnel. This makes it really tough managing family responsibilities and we believe this practice is against the law."	38.89% 7	11.11% 2	16.67% 3	5.56% 1	5.56% 1	16.67% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.56% 1	18

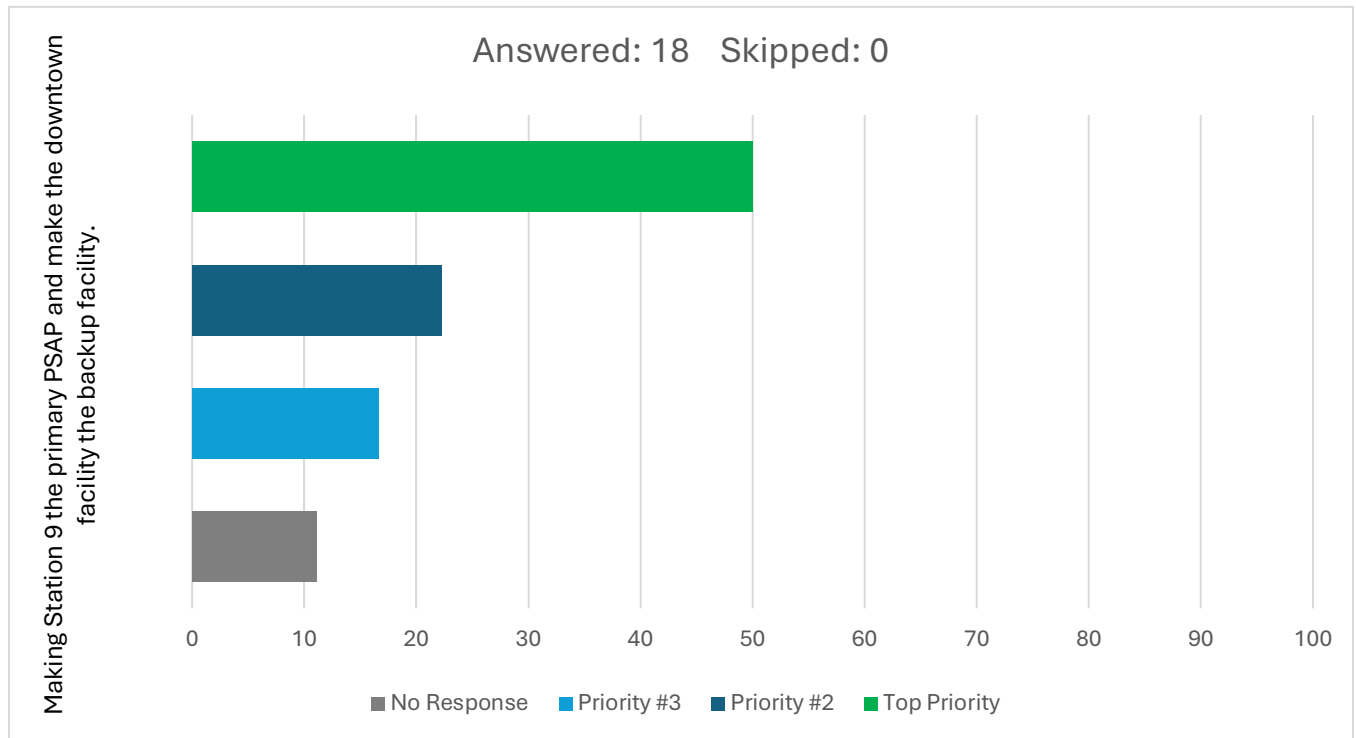


Question 4.

Q4: What do you identify as the greatest missed opportunities that Forsyth County 9-1-1 is not currently taking advantage of that could make the system/department better? Please place these in your priority order.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

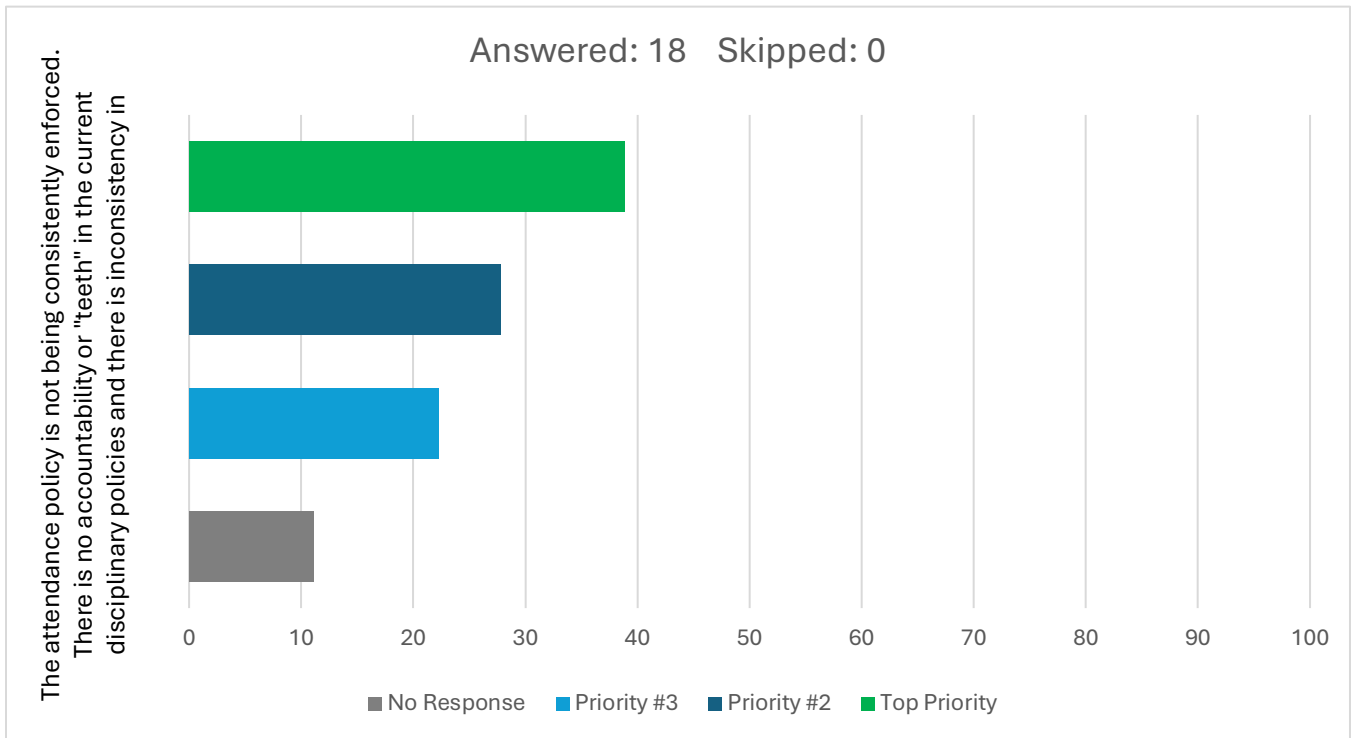
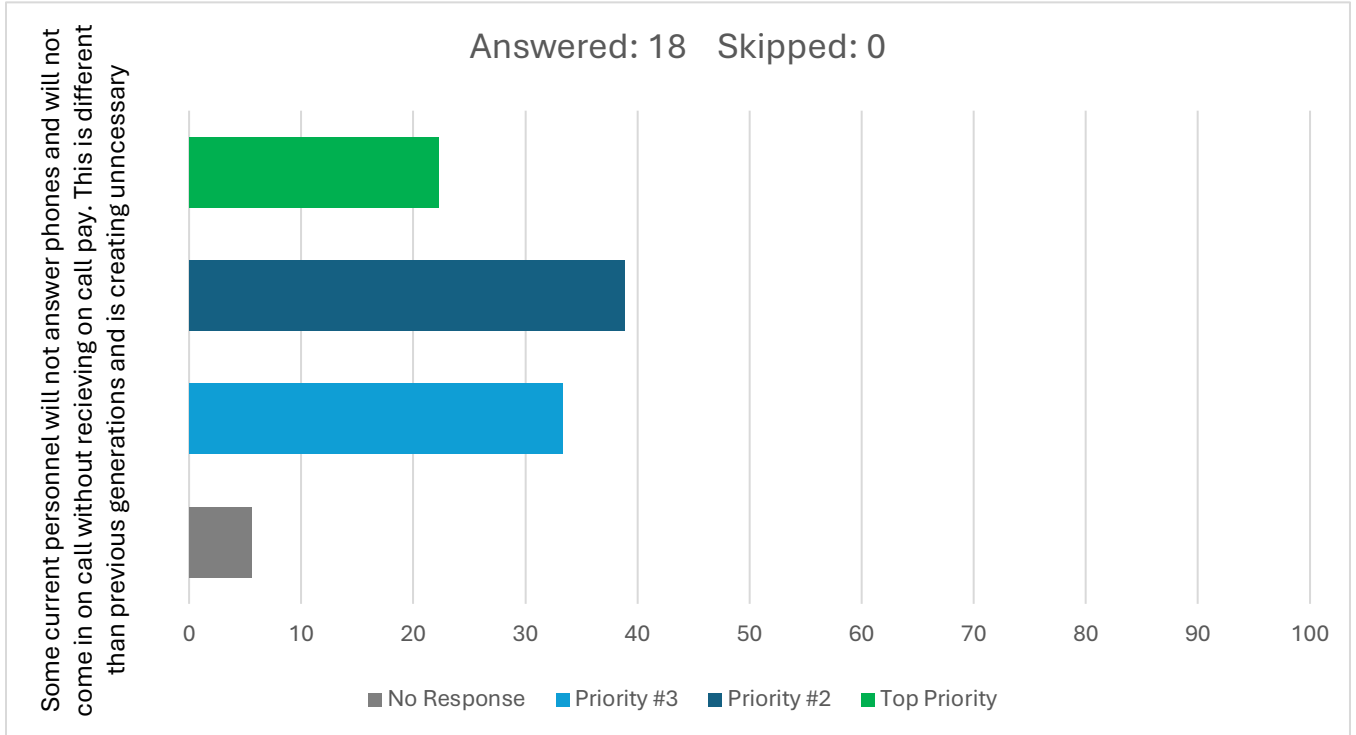


	TOP Priority	#2	#3	No Response	TOTAL
There is a perceived lack of discipline for some people within the 9-1-1 Department. This lack of discipline is creating hardships for other personnel with persons having to work 14+ hours a day. It started back with COVID and has not been corrected yet.	33.33% 6	27.78% 5	33.33% 6	5.56% 1	18
The department should conduct more ride alongs for interagency training and building stronger relationships.	16.67% 3	38.89% 7	38.89% 7	5.56% 1	18
Making Station 9 the primary PSAP and make the downtown facility the backup facility.	50.00% 9	22.22% 4	16.67% 3	11.11% 2	18

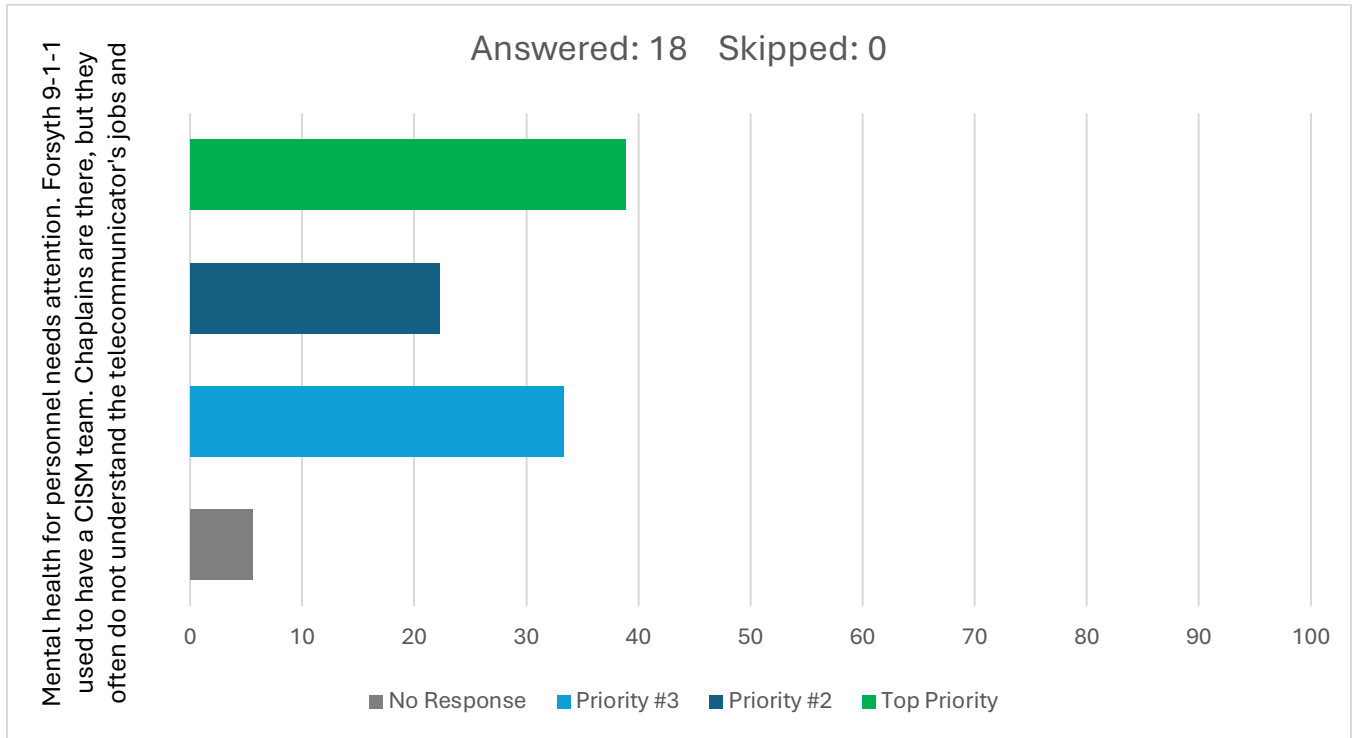


Question 5

Q5: What are the most important concerns for you regarding Forsyth County 9-1-1 at this time? Please place these in your priority order.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



	TOP Priority	#2	#3	No Response	TOTAL
Some current personnel will not answer phones and will not come in on call without receiving on call pay. This is different than previous generations and is creating unnecessary problems.	22.22% 4	38.89% 7	33.33% 6	5.56% 1	18
The attendance policy is not being consistently enforced. There is no accountability or "teeth" in the current disciplinary policies and there is inconsistency in application.	38.89% 7	27.78% 5	22.22% 4	11.11% 2	18
Mental Health for personnel needs attention. Forsyth 9-1-1 used to have a CISM team. Chaplains are there, but they often do not understand the telecommunicator's jobs and stresses and they do not connect well with many of personnel. Peer support is needed, and it needs to be easily accessible.	38.89% 7	22.22% 4	33.33% 6	5.56% 1	18



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Question 6

Q6: Please list up to three (3) single words that you believe best currently represents the Forsyth County 9-1-1 in 2025.

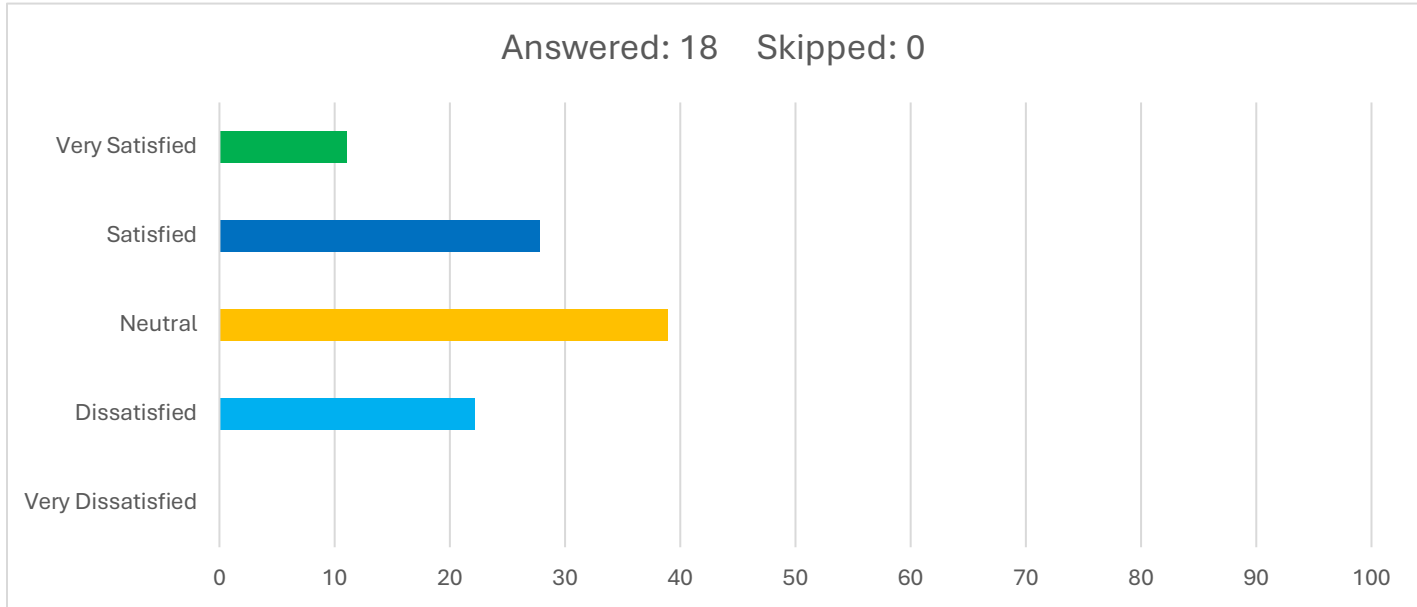
ANSWERED: 18 SKIPPED: 0

WORD 1	WORD 2	WORD 3
Underpaid	Overworked	Misunderstood
Poor	Unappreciated	Exhausted
Underpaid	Underrepresented	Overworked
Soulless	Stressful	Disheartening
Unorganized	Clicky	Immature
Resilient	Dedicated	Tired
Resilient	Team	Overworked
Underpaid	Stressful	Family
Progress	Future	Standards
Drama	Progressing	Needing
Strong	Improving	Under-disciplined
Understaffed	Under-trained	Fire & EMS
Important	Critical	Stagnant
Average	Unsustainable	Stressful
Deficient	Unstructured	Family
Chaotic	Undisciplined	Adaptability
Stressful	Dedication	
Professionalism		



Question 7

Q7: How satisfied are you with the overall quality of services currently provided by Forsyth County 9-1-1?

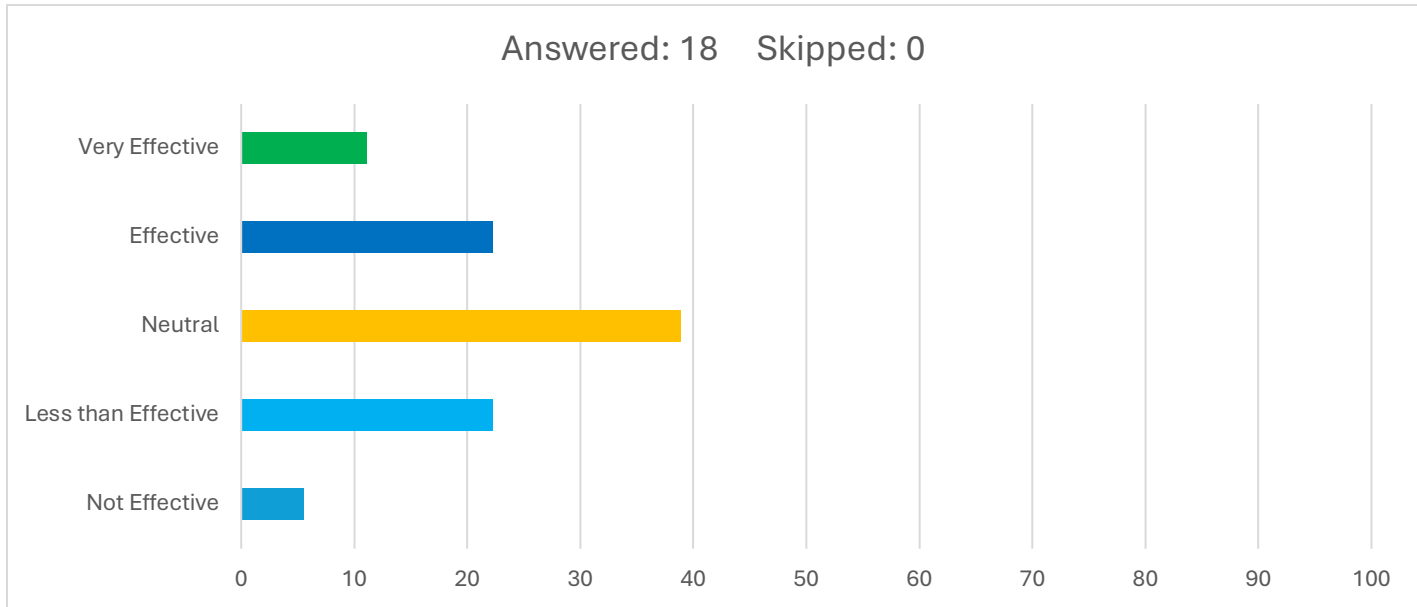


ANSWER CHOICES	RESPONSES	
Very Satisfied	11.11%	2
Satisfied	27.78%	5
Neutral	38.89%	7
Dissatisfied	22.22%	4
Very Dissatisfied	0.00%	0
Total:		18



Question 8

Q8: How would you rate EFFECTIVENESS of the services delivered by Forsyth County 9-1-1 against your personal expectations?



ANSWER CHOICES	RESPONSES	
Very Effective	11.11%	2
Effective	22.22%	4
Neutral	38.89%	7
Less than Effective	22.22%	4
Not Effective	5.56%	1
Total:		18



5. Forsyth County Fire Department Review Documents

The following documents are included in this section reflective of the Forsyth County Fire Department (FCFD) Analysis for the strategic plan:

- a. Summary of key points from FCFD Staff
- b. Summary of results from the FCFD Staff Survey

A. Summary of Key Points from FCFD Staff:

Forsyth County Fire Department – Feedback Summary

Date: April 16, 2025

Purpose: Shift-based engagement to gather unfiltered feedback from line personnel and administrative staff regarding the state of the department. Focus was placed on strengths, gaps, and missed opportunities.

STRENGTHS

- **Cohesion of Personnel:** Strong camaraderie and teamwork among the staff.
- **Clear Need for the Program:** Personnel recognize and support the importance of the County Fire Program and believe it is valuable if implemented effectively.
- **Improved County Engagement:** New county leadership is perceived as more involved and caring.
- **Strong Immediate Supervision:** Personnel are complimentary of their direct supervisors.
- **Autonomy from ES Director:** Continued affirmation that not being under an Emergency Services Director benefits the department.
- **EMS-Driven Leadership Model:** EMS-oriented direction is viewed as beneficial in the current structure.



IDENTIFIED GAPS

- **Trust and Expectations:**
 - Staff reported being **misled during hiring**, with promises of staffing models (e.g., Captain/Eng/FF on every 09 truck) that are not being met.
 - Vienna position **job titles and responsibilities remain unclear** and inconsistent with duties performed.
- **Apparatus Concerns:**
 - **Vehicles are too small** for current program needs—personnel believe a full-size rescue unit is needed.
 - Apparatus reliability is questionable:
 - Unit 209: Should have been retired 2–3 years ago; plagued by maintenance issues.
 - Unit 304: Too small to carry essential equipment.
 - Unit 409: Reserve unit with no equipment.
 - Unit 109: Not meeting operational or structural needs.
 - 2007 ARFF unit: Poorly maintained; hard to get parts; high cost of upkeep over the past year.
 - **New ARFF truck won't fit** in the current building.
- **Training Deficiencies:**
 - Training officer is perceived as **over-committed to taking classes** but not teaching.
 - Lack of access to **training opportunities and information**.
 - Need for a **dedicated, engaged Training Officer** who focuses solely on instruction (not split roles or Captain rank).
 - Orientation for new employees is **not thorough or structured**.
- **Supervision and Span of Control:**
 - Captains are overwhelmed, expected to **supervise too many personnel** while also operating apparatus.
 - Vienna personnel, in particular, operate with minimal oversight.
- **Turnover and Morale:**
 - High turnover has **lowered morale** and **reduced unit pride**.
 - Loss of experienced personnel strains operations and impacts consistency.
- **Outdated Evaluation and Incentive Structures:**
 - Performance evaluations are inconsistent and **do not allow for top scores**
 - Lack of advancement structure or incentives for performance or certification.
 - Certifications are required to be hired but **not recognized or rewarded** afterward.



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- **ARFF Operations Issues:**
 - Airport authority pays for maintenance but not included in County budget planning.
 - New ARFF units may require facility modifications.
 - **Staffing and Structure:**
 - Organizational structure does not align with operational demands at current call volumes.
 - **Need for re-evaluation** of needs at the 109 level to match today's workload.
 - **Leave and Compensation:**
 - Inconsistent holiday time and limited vacation accrual—some employees receive only 5 days/year.
-

MISSED OPPORTUNITIES

- **Community Engagement:**
 - Lack of structure or visibility in public engagement. Many citizens **don't know the department exists**.
 - Fire prevention and public education are not fully integrated into daily operations.
- **Training Collaboration:**
 - 109 truck is **not conducting training** with county stations, reducing visibility and inter-agency cooperation.
 - 09 unit used to **sponsor training** at local stations—seen as a best practice.
- **Response Capability:**
 - 209 unit responds to a wide range of incidents (fire alarms, MVA entrapments, cardiac, rescue) yet is under-equipped.
 - 09 unit was relocated from the west side of the county to Clemmons—staffing is better in Clemmons, but the **west side lost critical coverage**.
- **Resource Deployment:**
 - There is a **need for a fourth fully staffed truck** plus an assigned supervisor to ensure operational coverage and supervision.



Forsyth County Fire Department – Shift Engagement Summary

Date: April 14, 2025

Purpose: Engage with personnel to identify departmental strengths, gaps, missed opportunities, and specific concerns—especially regarding Vienna Fire Department staffing.

STRENGTHS

- **Organizational Autonomy:** The department is not under an Emergency Services Director model, which allows for focused fire leadership and adaptability.
 - **Multi-Divisional Leadership:** Strong cross-functional leadership with Fire, EMS, and 911 divisions.
 - **Positive Hiring Momentum:** Success in attracting talent, with flexibility and openness from command staff on policies and ideas.
 - **Diverse and Capable Workforce:**
 - Firefighters are mechanically skilled, cross-trained, and capable of handling a wide variety of tasks.
 - Personnel feel comfortable relying on each other for support in critical moments.
 - **Mental Health Investment:** Focus on Mental Health & Fitness Center.
 - **Professionalism and Knowledge:** Especially strong in the O9 program, with an emphasis on teamwork, training, and field readiness.
 - **Training Resourcefulness:** Plans to acquire a burn container and use of reserve units.
 - **Vienna Staff Contributions:** Though not formally recognized as Engineers, Vienna personnel demonstrate a broad skill set, including apparatus operation, incident command initiation, hydrant maintenance, SCBA repair, training coordination, and public education. Many are certified in technical rescue and would qualify as engineers elsewhere.
-

GAPS

- **Underrepresentation in Leadership Model:** Personnel feel disconnected from upper-level leadership, particularly under the broader Emergency Services structure.
- **Time Off & Pay Equity Issues:**
 - Long delays (up to 2.5 months) in receiving approved leave.
 - Holiday pay structure disadvantages 24-hour shift personnel.
- **High Turnover:** Significant losses to departments offering better pay and structured advancement (e.g., Kernersville, Wilkesboro, GSO).



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

- **Lack of Career Advancement:**
 - No defined career ladder or promotional pathway (1-2-3 structure needed).
 - **Vienna staff concerns:** Despite performing duties equivalent to Engineers (E/O), personnel are only recognized and paid as Firefighters. They are not given rank or pay parity and feel their workload is undervalued.
- **Apparatus and Equipment Misalignment:**
 - Outdated ARFF truck labeled "unrated" by FAA; causes safety concerns.
 - New apparatus not placed into frontline service.
 - Apparatus loading does not align with operational needs.
- **Supervision Challenges:**
 - Captains expected to operate apparatus and supervise large groups, creating gaps in leadership.
 - Vienna staff operate independently without in-house officers and limited observation or support.
- **Insufficient Training Resources:**
 - Only one Training Officer responsible for multiple divisions, limiting effectiveness.
 - Shift-wide training difficult due to dispersed personnel.
- **Inadequate Incentives:**
 - No specialty pay for certifications like ARFF, Inspector, CFI.
- **Recruitment and Retention Barriers:**
 - Personnel feel they are being trained only to leave for better opportunities.
 - Entry-level staff are performing duties well above their pay grade without formal recognition.
- **Poor Communication:**
 - Top-down communication is limited; staff learn about issues only through Captains.
- **Unstructured Onboarding:** New hires receive inconsistent orientation and mentorship.
- **Evaluation System Issues:** Current performance evaluation system rarely allows top ratings, limiting merit-based raises.

MISSED OPPORTUNITIES

- **Vienna Personnel Recognition:**
 - Staff perform Engineer-level duties but are not officially classified or compensated accordingly.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

- Duties include apparatus operation, scene size-up, incident command, equipment maintenance, SCBA servicing, hydrant mapping, cadet training, and community outreach.
 - Personnel have advanced certifications and function at or above standards of other departments' Engineers.
 - **Career Development & Ladder:** A well-defined promotional pathway (e.g., Firefighter → Engineer → Captain) would support both recruitment and retention.
 - **Training Division Support:**
 - The current Training Officer functions more as a logistics coordinator.
 - A second Training Officer is urgently needed.
 - **Vienna Personnel Development:** Shift members need ongoing leadership development, dedicated oversight, and performance feedback.
 - **Recognition of Specialization:** Personnel with ARFF, Inspector, or CFI certifications are not incentivized, which discourages professional growth.
 - **Public Engagement Gaps:** Personnel are ready and willing to conduct more public education (smoke alarms, hydrant maintenance, community outreach) but need structured support.
 - **Compensation Compression:** Staff in critical specialty roles are paid similarly to those without such responsibilities, discouraging advanced training and long-term retention.
-

PERSONNEL CONCERNS

- **Is the County Listening?** Personnel question whether leadership will act on their feedback.
- **Training Resources Have Declined:** Support roles have dropped from four to one, creating training and onboarding bottlenecks.
- **Succession Planning Lacking:** Many senior members are nearing retirement, with no clear replacement path in place.
- **Recruiting to O9 is Challenging:** High demands and limited compensation are discouraging new recruits.
- **Dedication vs. Market Pay:** Employees note that those with dedication remain, while others leave for better compensation elsewhere.
- **Incentive Mismatch:** Volunteers and dual-role personnel are not properly incentivized, even though many surpass job requirements.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Meeting Summary – Forsyth County Fire Department Shift Feedback Date: April 10, 2025

Met with C-Shift personnel of the Forsyth County Fire Department to gather input on the department's greatest strengths, identify gaps, and highlight missed opportunities. Additional meetings with the remaining shifts are scheduled for next week.

We opened with brief introductions and an explanation of the meeting's purpose, then transitioned into a collaborative discussion focused on candid feedback from the firefighters.

Strengths

- Not managed under Emergency Services: The department's autonomy from the Emergency Services Director model is seen as a strength.
 - Strong internal leadership and a team-oriented culture. Personnel feel they work well together, supporting one another when needs arise.
 - Progressive approach to mental health, including monthly group sessions with Atrium Health therapists and chaplains.
 - Flexible uniform policy.
 - Diverse mechanical abilities and problem-solving skills among personnel.
 - Effective collaboration and improved relationships with surrounding departments.
 - Personnel are multi-talented and capable of handling a variety of tasks.
 - Support for training opportunities provided by the county.
 - The department performs well despite limited resources.
 - Tight-knit teams—members know they can count on each other.
 - Rebuilt relationships in the fire service across the county.
 - The department maintains good camaraderie among crews and gets along well with others.
 - County-owned apparatus are maintained by outside vendors, which was noted positively (e.g., maintenance at \$88K for 24 pieces of apparatus).
-

Gaps

- Lack of fire service representation under the Emergency Services Director model.
- Time off is difficult to obtain, with requests sometimes taking 2.5 months for approval.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

- Holiday time is not fairly awarded—fire personnel are paid the same as 40-hour employees (8 hours), though they work 24-hour shifts.
- EMS personnel voted on holiday policy without input from fire personnel.
- Insurance switch from Blue Cross Blue Shield to Cigna (3–4 years ago) is widely viewed as negative.
- Captains supervise up to eight people, including some they rarely interact with (e.g., two stationed at Vienna FD).
- Outdated and misaligned apparatus—trucks are loaded with equipment that doesn't match operational needs. Some new trucks are not placed in frontline service.
- Airport fire protection is unreliable—when the ARFF truck is out of service, there is no coverage. The current truck is outdated, unreliable, and FAA-rated as "unimproved," potentially risking closures.
- Lack of ARFF certifications across personnel, with no incentive or requirement for advancement.
- ARFF/Vienna compartmentalization—Vienna reimburses the county for personnel, but policy and performance oversight are inconsistent.
- Supervisors cannot effectively observe performance of staff assigned to Vienna (20 minutes away), weakening accountability.
- Only one Training Officer for the entire department (3 days/week), who also handles logistics and EMS training.
- High turnover rate, with other agencies offering significantly more (e.g., Kernersville, GSO, Wilkesboro pay 5x holiday rate).
- 14-day cycle equals 106 hours worked, which is above average for similar roles (e.g., EMS 24-hour shifts = 72 hours biweekly).
- Supervisors are expected to both manage and operate trucks, creating a dual-role strain similar to a BC function.
- Communication breakdowns—firefighters often rely solely on what is passed down from their Captains and are not informed of top-level decisions.
- Lack of shift fire investigators and supervisory oversight for special teams.
- Employees must pay upfront for training, with reimbursement delayed or inconsistent.
- No extra work allowed with EMS/911 due to payroll complications.
- Tuition reimbursement is only \$500 per year, considered insufficient.
- Orientation and onboarding for new employees is lacking in structure and support.
- Only seven full-time equivalents (FTEs) are dedicated to Training and Support.

Top-Ranked Gaps Identified by Personnel:

1. Time Off
2. Aging Apparatus



3. Training

Missed Opportunities

- Incorporating incentive pay or built-in overtime compensation into job descriptions to assist with recruitment and retention.
- Joint EMT training with other county fire departments—currently underutilized.
- Strengthening internal and external communication, with better access to and understanding of county-wide initiatives and decisions.
- Training personnel together while on duty, rather than requiring off-duty attendance. Training is difficult due to crews being geographically dispersed across the county.
- Inconsistent training across shifts due to a lack of dedicated training officers.
- More investment in new hires and retention efforts—young staff could become seasoned if properly supported, building long-term trust and confidence.
- Job classifications should be reviewed to potentially include overtime and better reflect the actual work being performed.



Forsyth County Fire Department – Personnel Feedback and Needs Summary

Date: April 16, 2025

Purpose: Identify high-level administrative concerns, systemic needs, and long-term planning gaps across Forsyth County Fire Department operations.

Critical Needs Identified

Staffing and Organizational Structure

- **Decline in Staffing:** Workforce numbers have dropped significantly, forcing remaining personnel to do more with less.
 - **Inadequate Staffing on Prevention Side:** There is a shortage of personnel dedicated to fire prevention and education.
 - **Need for Dedicated Roles:**
 - Additional Training Officer is needed to support existing personnel.
 - 3 additional on-shift investigators and 3 Firefighters requested.
 - 1 full-time Fire Inspector requested.
 - **Captain Roles Need Independence:** Captains must be allowed to lead without conflicting or overlapping duties.
-

Vienna Fire Department Concerns

- **Job Classification Disparity:** Vienna staff perform engineer-level work but are compensated and titled as firefighters. These firefighters were given an opportunity to stay at the Engineer level if they were to obtain their Level 1 Inspector certification.
 - **HR Conflicts:** Personnel raised classification concerns with HR, but issues remain unresolved.
 - **VFD Influence Over Staffing:** Vienna has historically exerted strong control over its own staffing model, creating inconsistencies.
 - **Lack of Support from Manager's Office:** Administrative leadership support is needed to resolve staffing and structural challenges.
-



Training and Career Development

- **Training Infrastructure Deficient:**
 - Training Officer is focused on coursework rather than teaching.
 - Staff report limited to no access to available training.
 - Orientation is not standardized or detailed for new employees.
 - **Career Ladder Missing:** No defined path for advancement, particularly for personnel in specialized roles like ARFF, fire prevention, or technical rescue.
 - **Certifications & Incentives:**
 - Certifications required to be hired are not rewarded afterward.
 - No incentives exist for personnel who exceed certification expectations.
 - Performance evaluations are inconsistent and do not allow top scores (perfect score cannot be achieved).
-

Equipment, Procurement, and Budget

- **Apparatus Funding Constraints:** Only one division (EMS) receives consistent funding for equipment needs.
 - **Procurement Bottlenecks:**
 - Cooperative Purchasing Agreements are not always honored or efficient.
 - Delays in acquiring critical equipment (e.g., ARFF parts).
 - **ARFF Truck Challenges:**
 - 2007 truck is unreliable and costly to maintain.
 - Replacement is in progress but has infrastructure compatibility issues (new unit won't fit current bay).
 - Airport authority pays for maintenance but does not align with County budgeting.
-

Benefits and Compensation

- **Holiday Time Deficiency:** Current holiday policy is negatively affecting morale and retention. Exit interviews confirm dissatisfaction with time off.
- **Cigna Insurance Concerns:**
 - Viewed as inferior to previous Blue Cross Blue Shield coverage.
 - Despite the free clinic offering, many prefer the old system.
- **Open Engineer Vacancies:** Four open positions remain unfilled, putting added pressure on the current workforce.



Leadership, Communication, and Strategic Planning

- **Disconnect with HR and Leadership Support:**
 - Administrative leaders report frustration when seeking clarity or action on classification and staffing issues.
- **PIO / Public Education Role Missing:** A dedicated PIO or public educator is needed to assist with community engagement and outreach.
- **Communication System Barriers:**
 - Switch to SC Connect limits functionality across EMS, fire, and 911 divisions.
 - Creates silos between critical response teams.
- **Leadership Respect:** Personnel strongly feel their current leaders "know what they're talking about" and want their voices to be heard.
- **Strategic Planning Void:**
 - No long-term plan has been in place since 2009.
 - Employees want clear direction on what the department should look like in 5 to 10 years.



B. Summary of Survey Feedback from FCFD Staff:

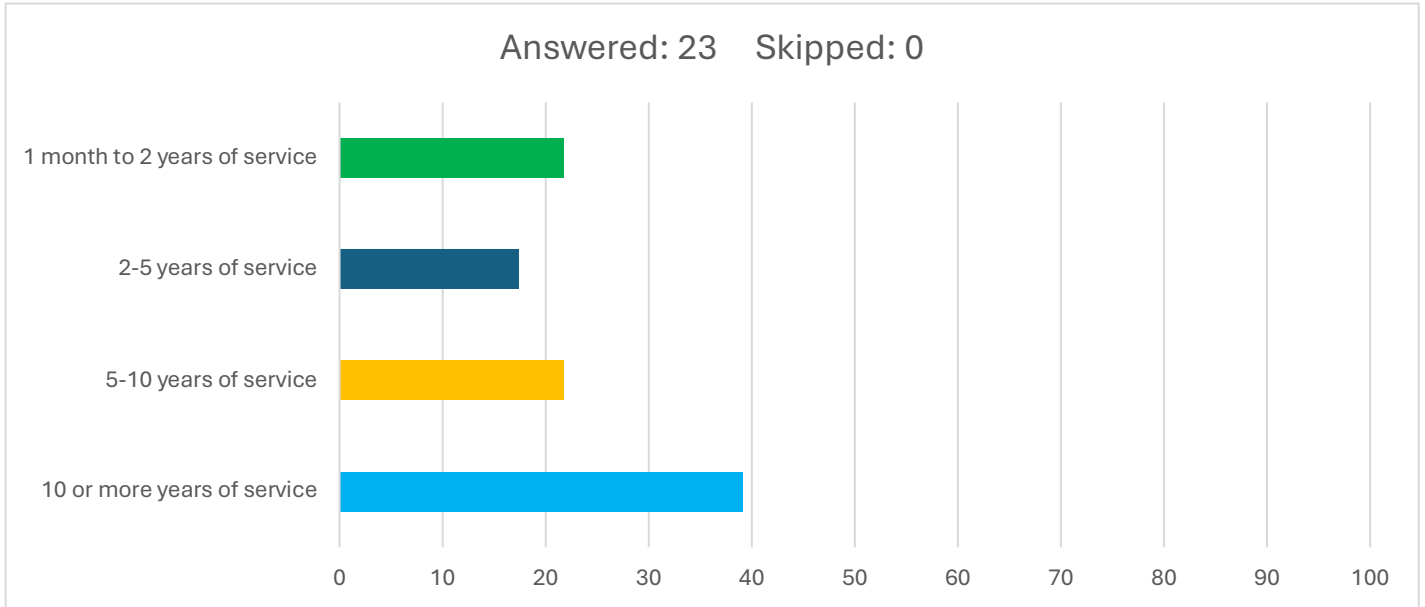
This report provides feedback from Forsyth County Fire Department Staff Feedback related to the 2025 Strategic Planning. The feedback was collected from 23 Forsyth County Fire Department Staff via Survey Monkey. This report will be a comprehensive overview of the Fire Department Staffs' opinions.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Question 1

Q1: What rank best represents the time range you have served at Forsyth County Fire Department?

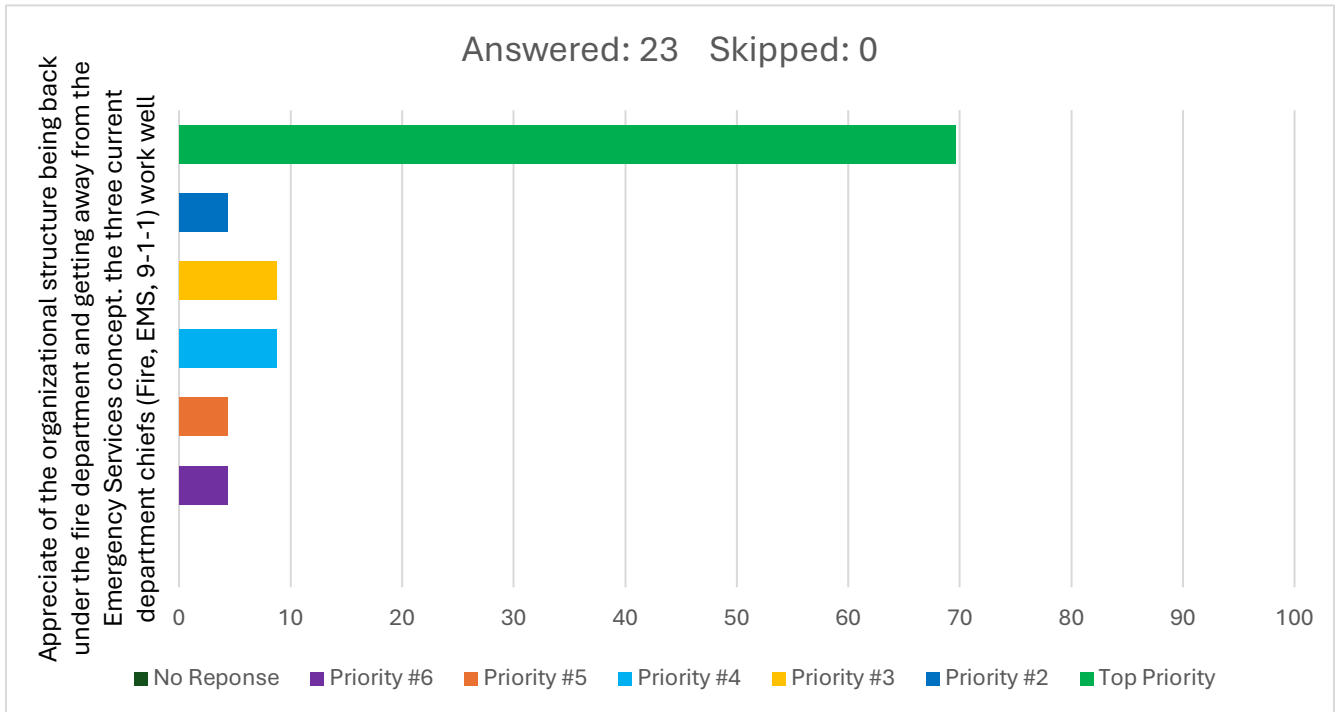
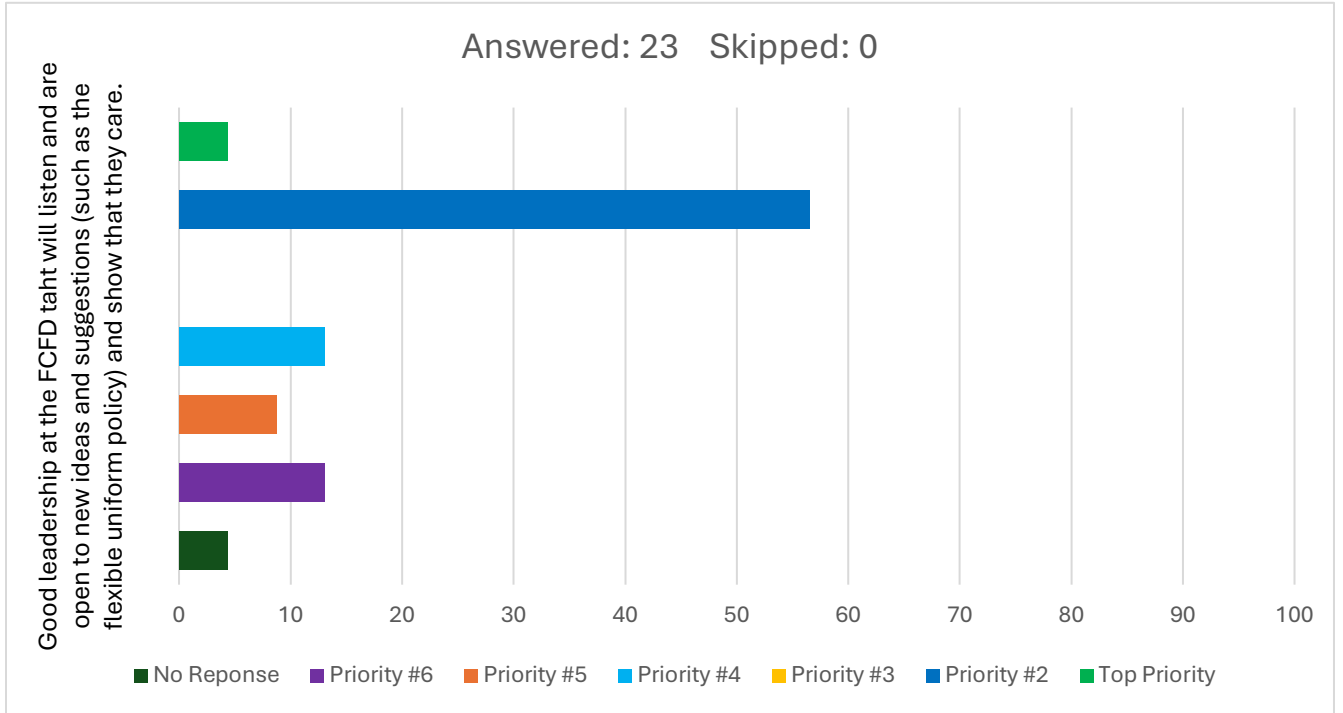


ANSWER CHOICES	RESPONSES	
1 month to 2 years of service	21.74%	5
2-5 years of service	17.39%	4
5-10 years of service	21.74%	5
10 or more years of service	39.13%	9
Total:		23

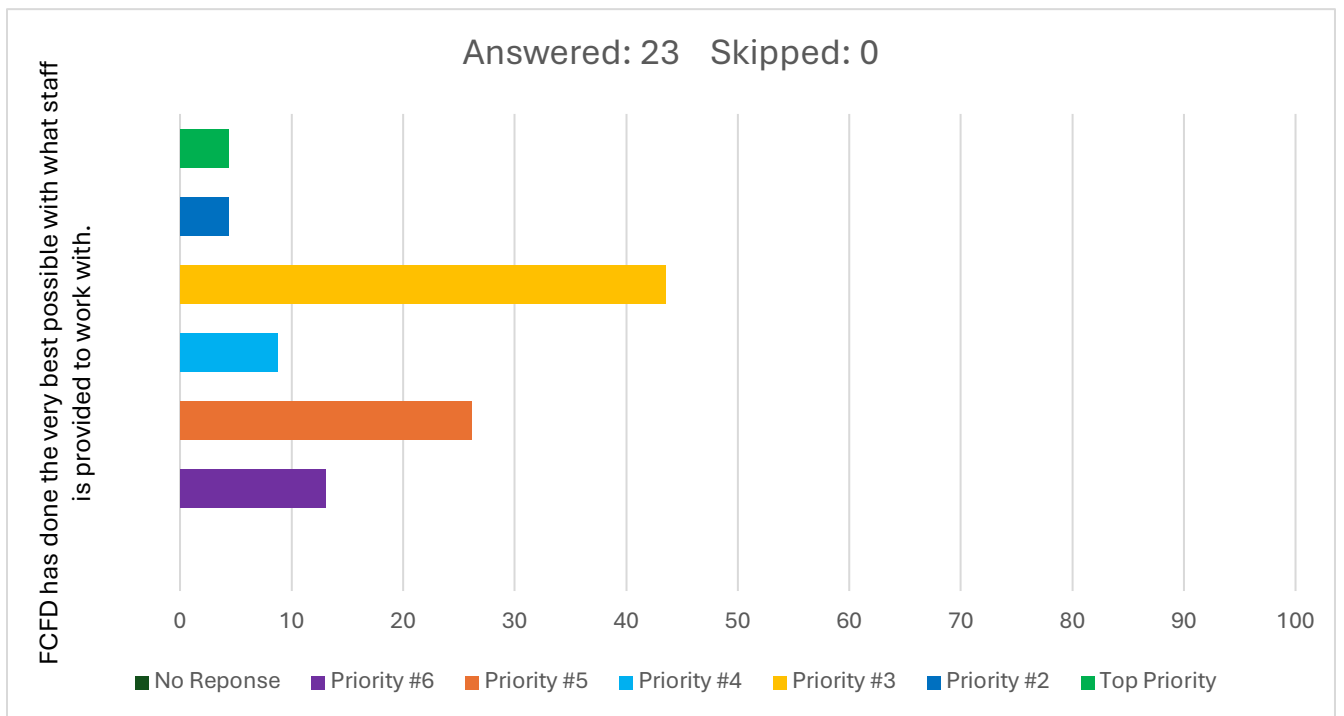
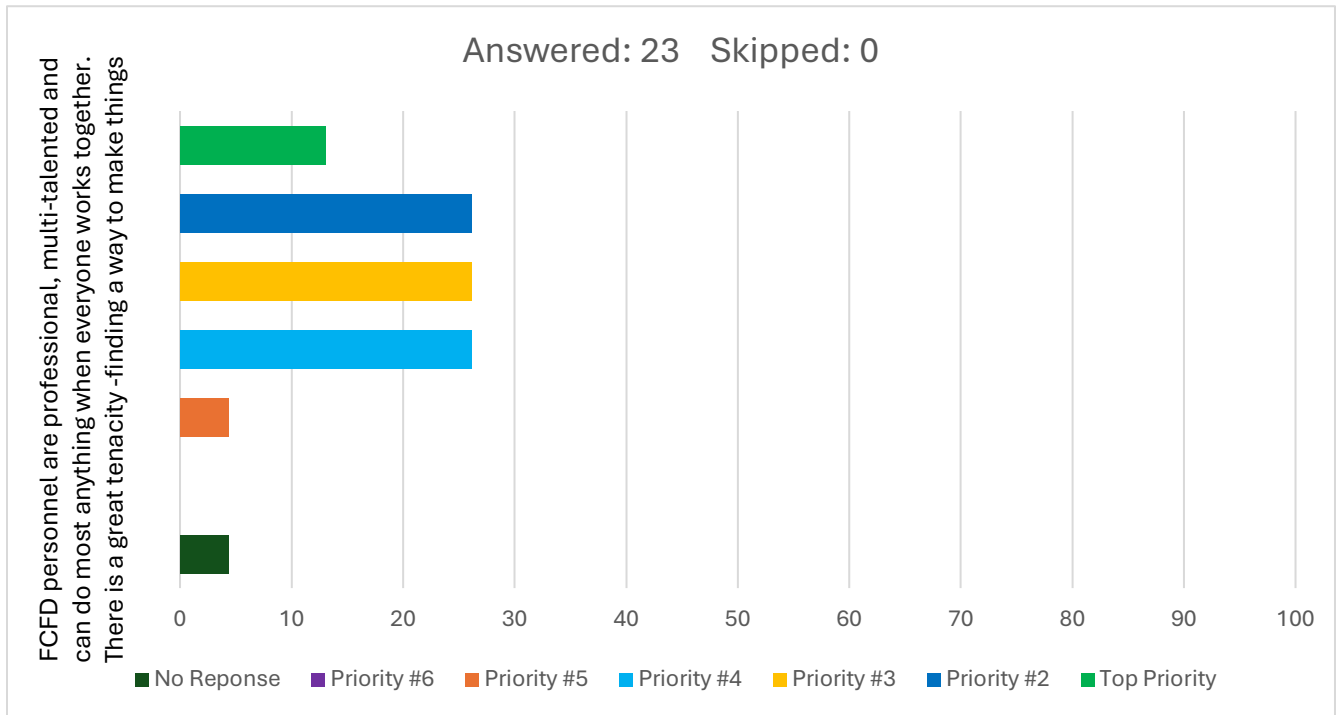


Question 2

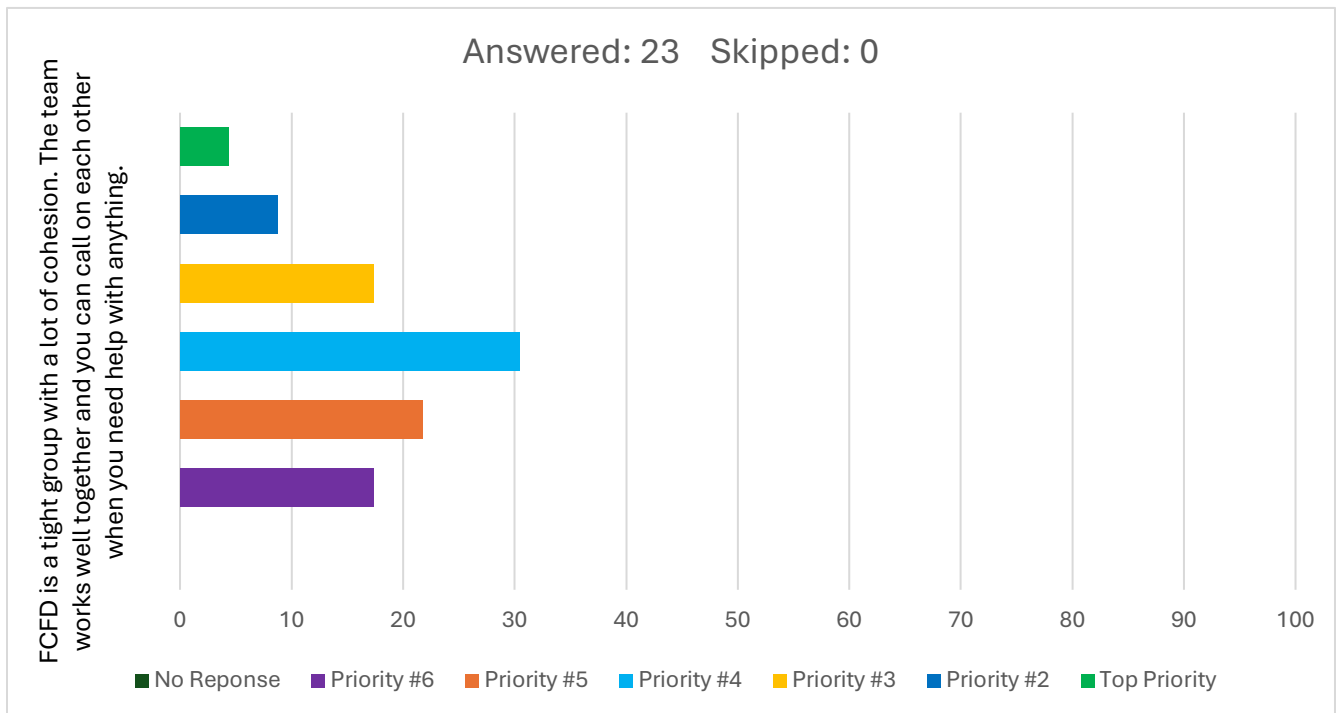
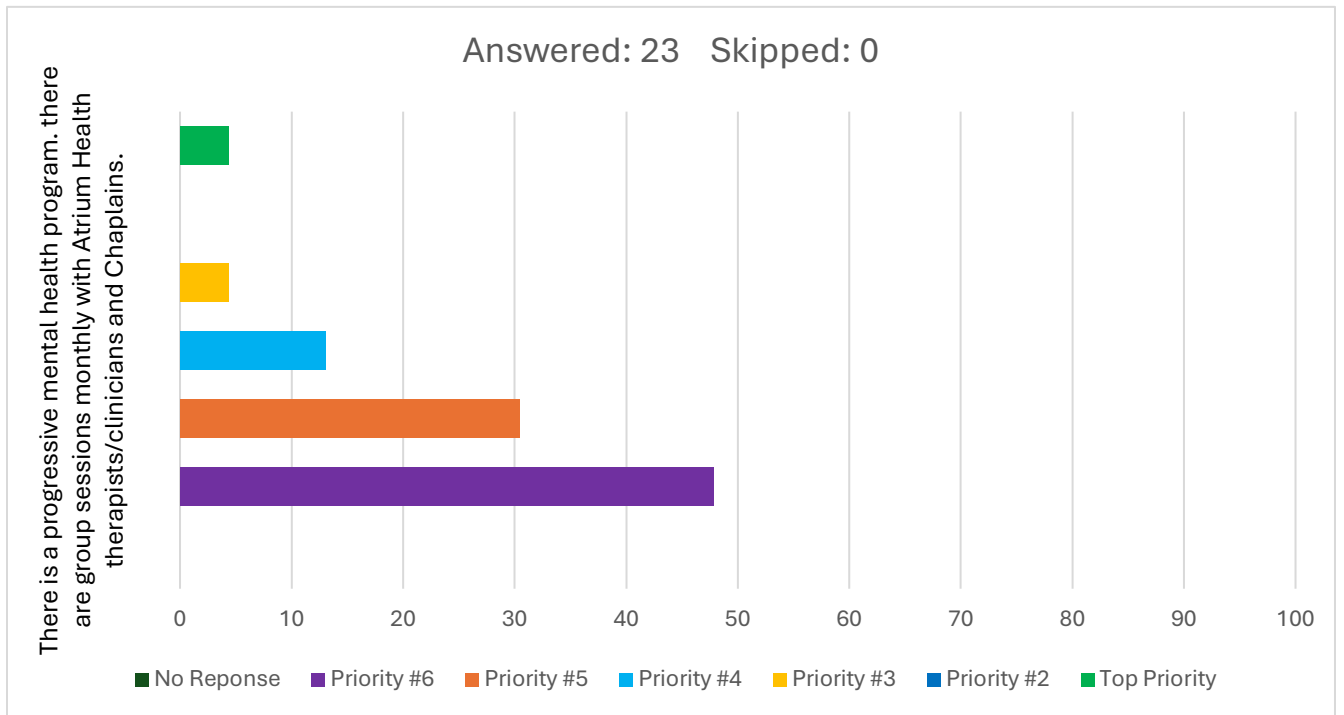
Q2 What do you identify as the greatest strengths of the Forsyth County Fire Department? What are you most proud of about the Fire Department? Please place these in your priority order.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



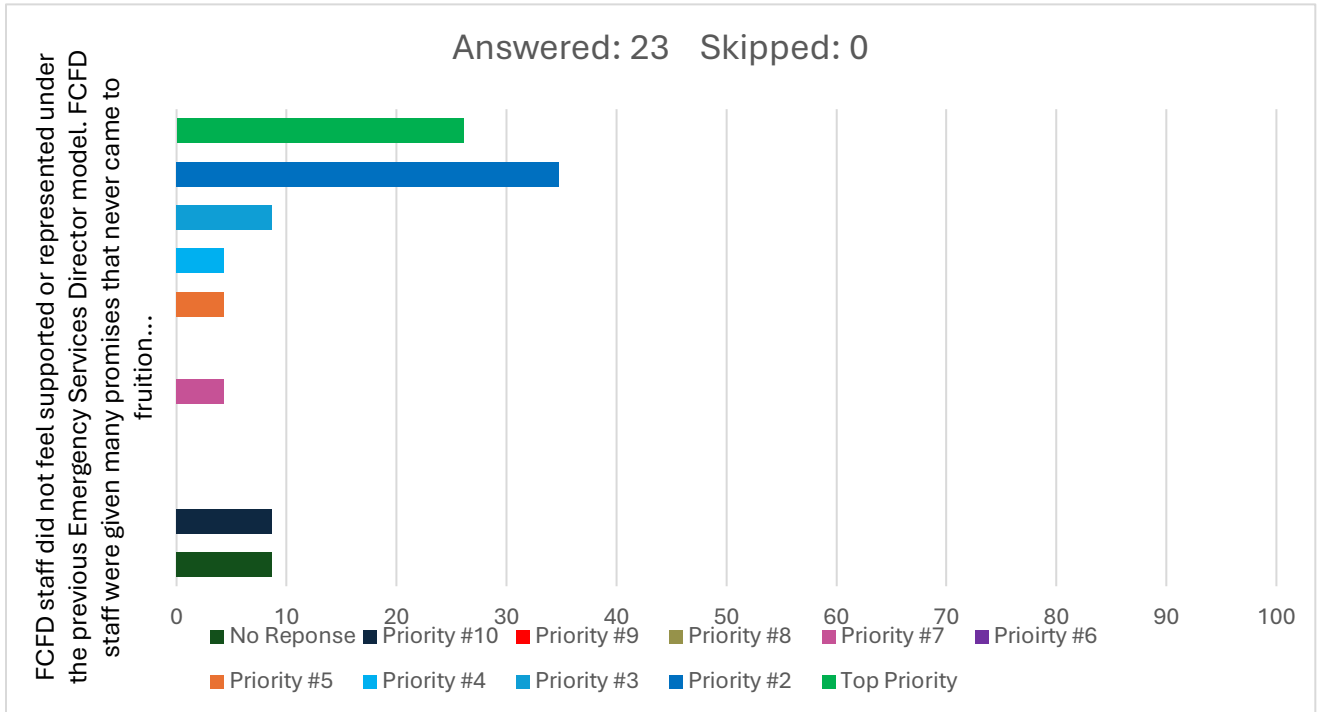
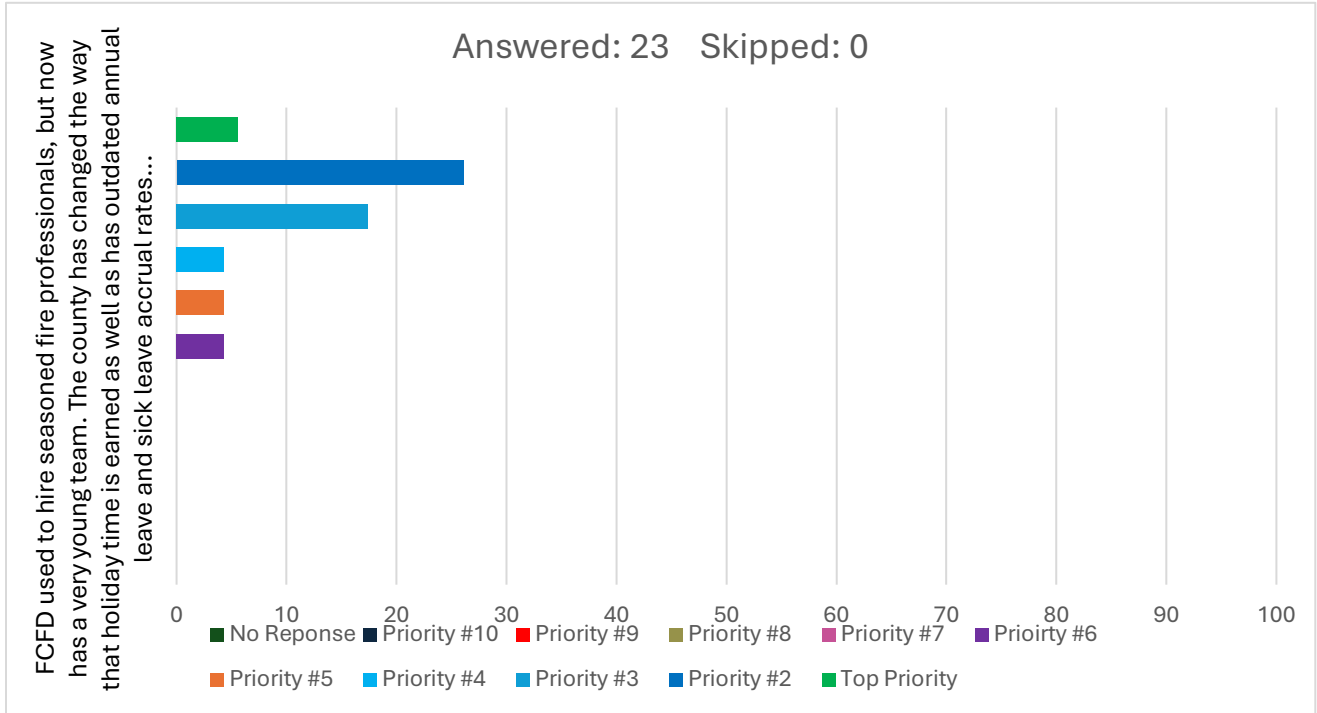
2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

	TOP Priority	#2	#3	#4	#5	#6	NR	TOTAL
Good Leadership at the FCFD that will listen and are open to new ideas and suggestions (such as the flexible uniform policy) and show that they care.	4.35% 1	56.52% 13	0.00% 0	13.04% 3	8.70% 2	13.04% 3	4.35% 1	23
Appreciative of the organizational structure being back under the fire department and getting away from the Emergency Services concept. The three current department chiefs (Fire, EMS, 9-1-1) work well together.	69.57% 16	4.35% 1	8.70% 2	8.70% 2	4.35% 1	4.35% 1	0.00% 0	23
FCFD personnel are professional, multi-talented and can do most anything when everyone works together. There is a great tenacity – finding a way to make things work.	13.04% 3	26.09% 6	26.09% 6	26.09% 6	4.35% 1	0.00% 0	4.35% 1	23
FCFD has done the very best possible with what staff is provided to work with.	4.35% 1	4.35% 1	43.48% 10	8.70% 2	26.09% 6	13.04% 3	0.00% 0	23
There is a progressive mental health program. There are group sessions monthly with Atrium Health therapists/clinicians and Chaplains.	4.35% 1	0.00% 0	4.35% 1	13.04% 3	30.43% 7	47.83% 11	0.00% 0	23
FCFD is a tight group with a lot of cohesion. The team works well together, and you can call on each other when you need help with anything.	4.35% 1	8.70% 2	17.39% 4	30.43% 7	21.74% 5	17.39% 4	0.00% 0	23

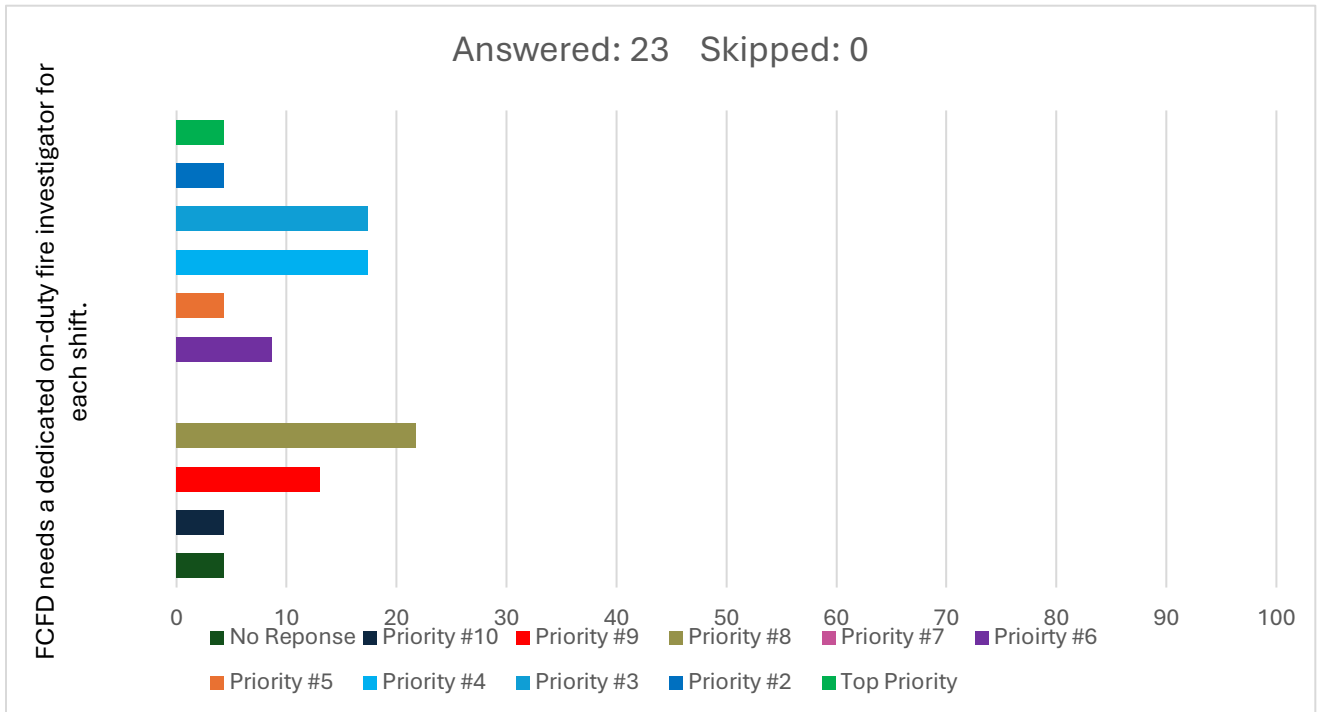
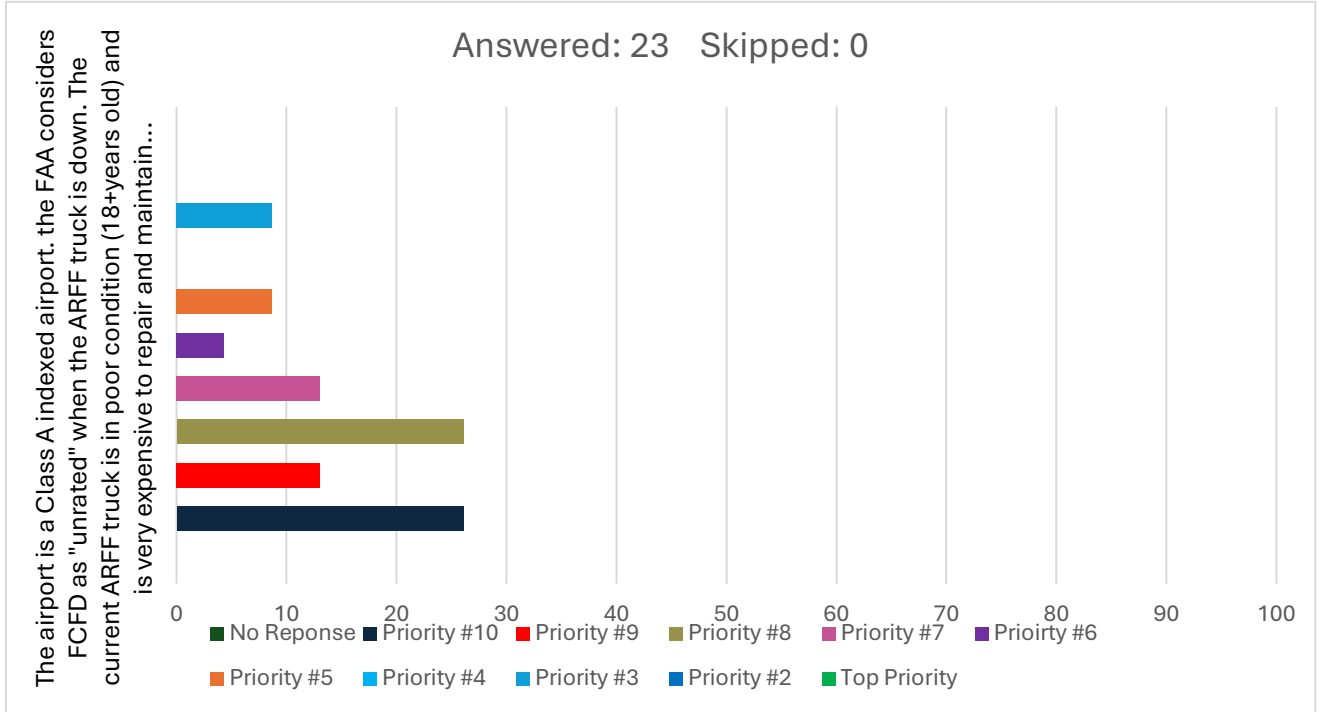


Question 3

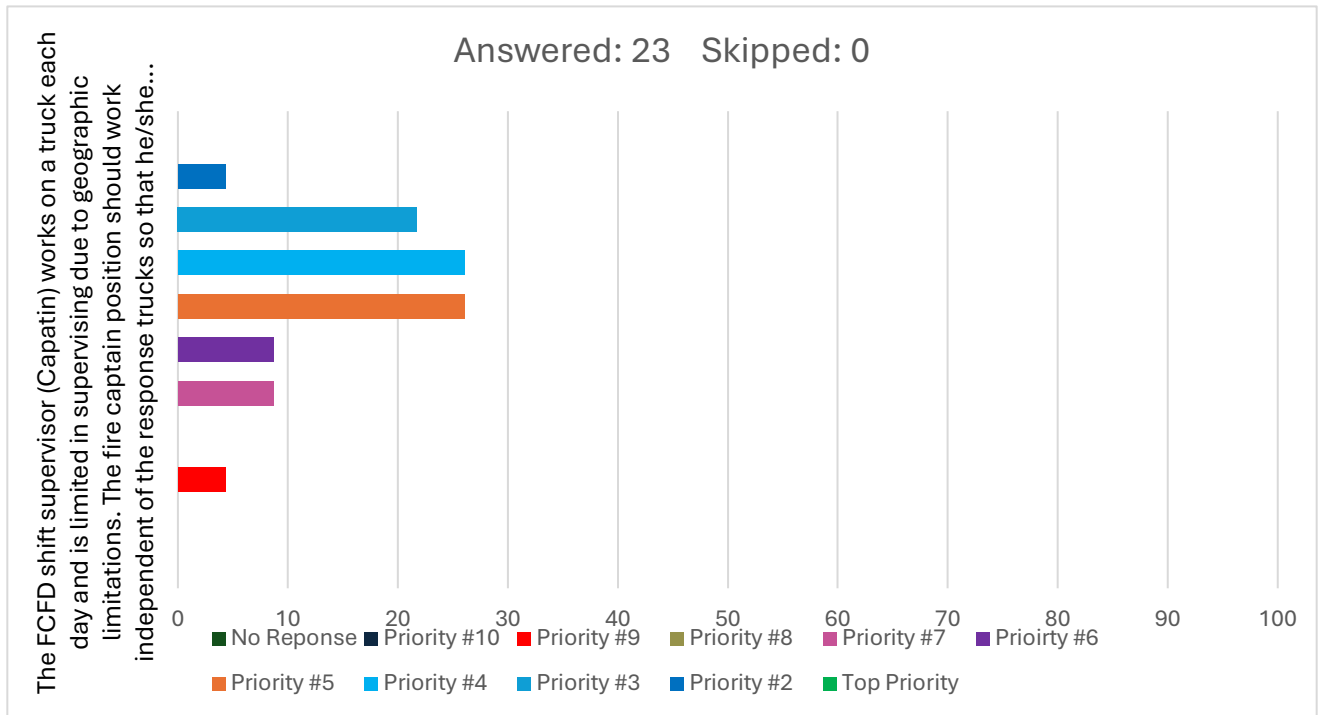
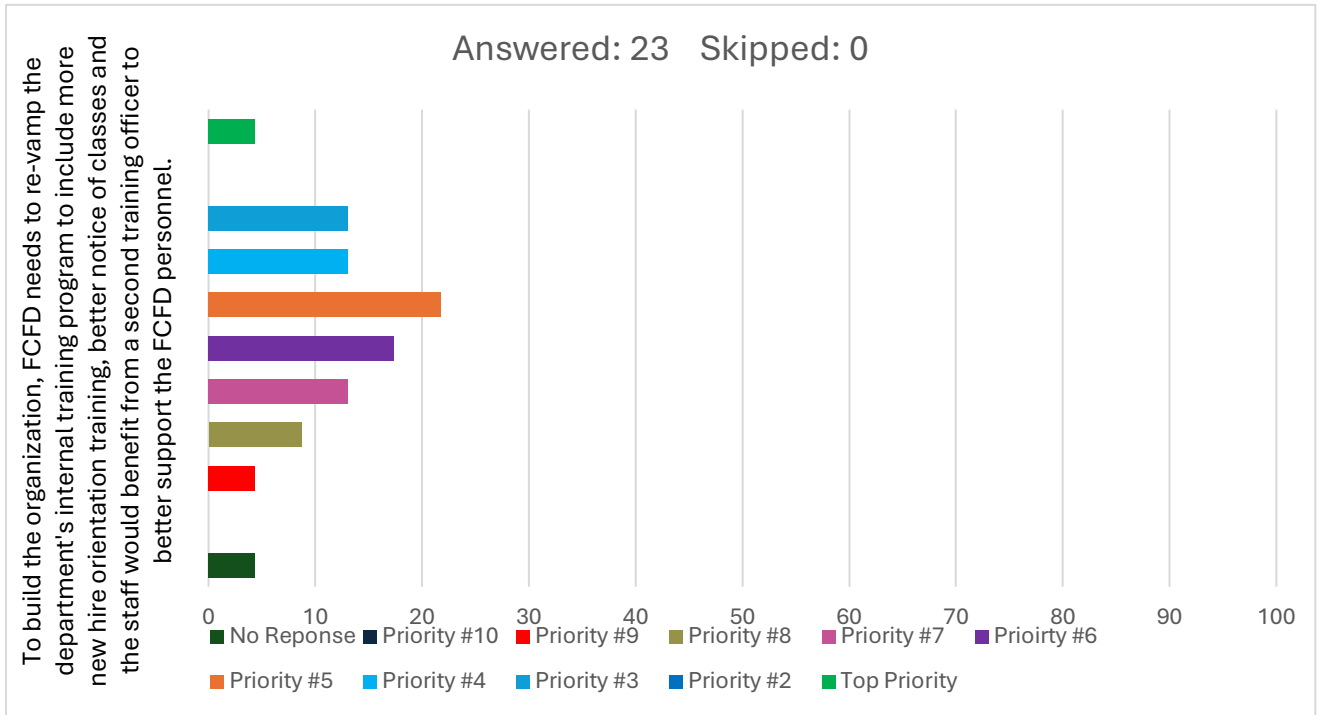
Q3: What do you identify as some of the greatest weaknesses that need the most attention within Forsyth County Fire Department? Where are the greatest gaps? Please place these in your priority order.



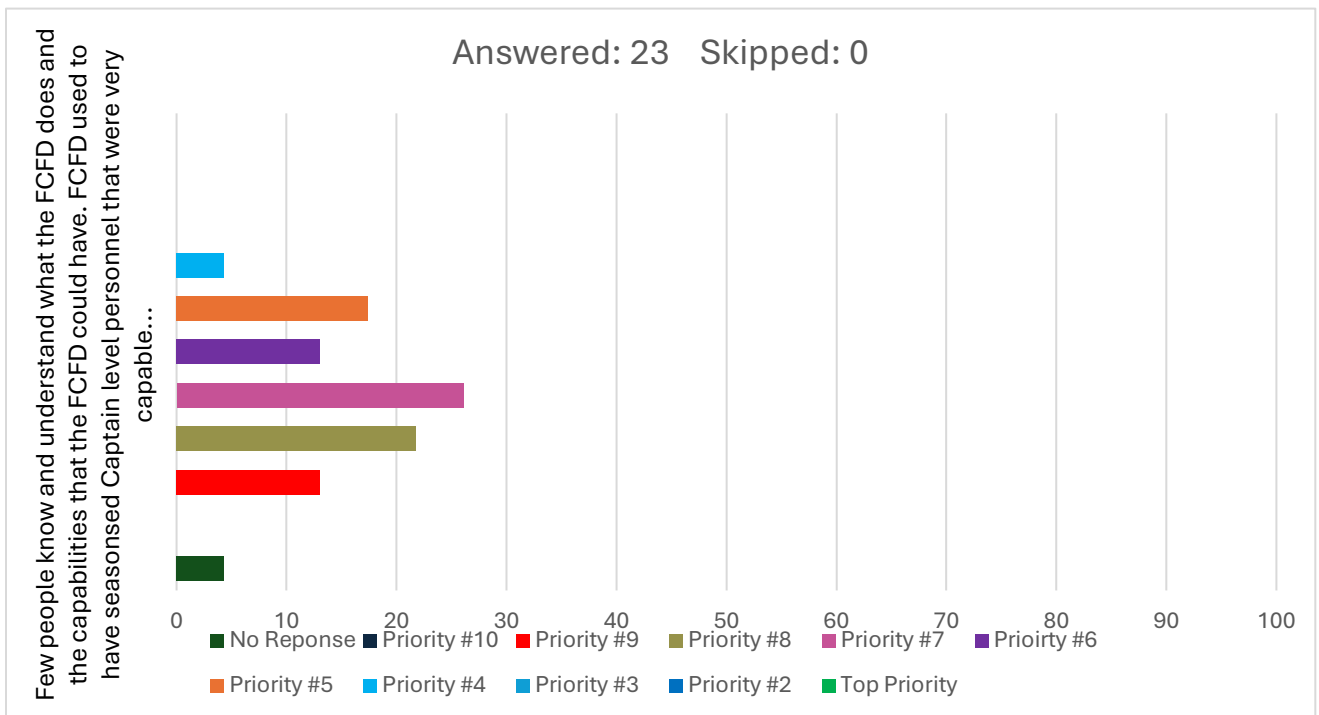
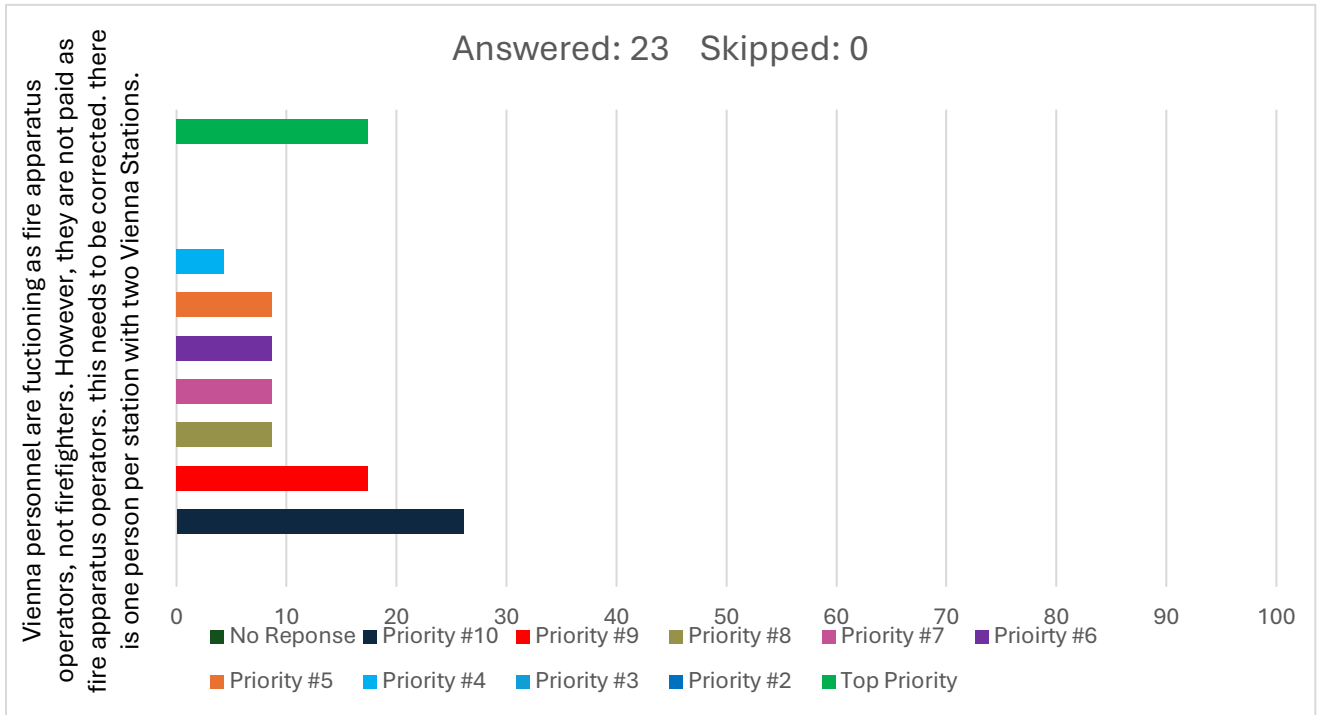
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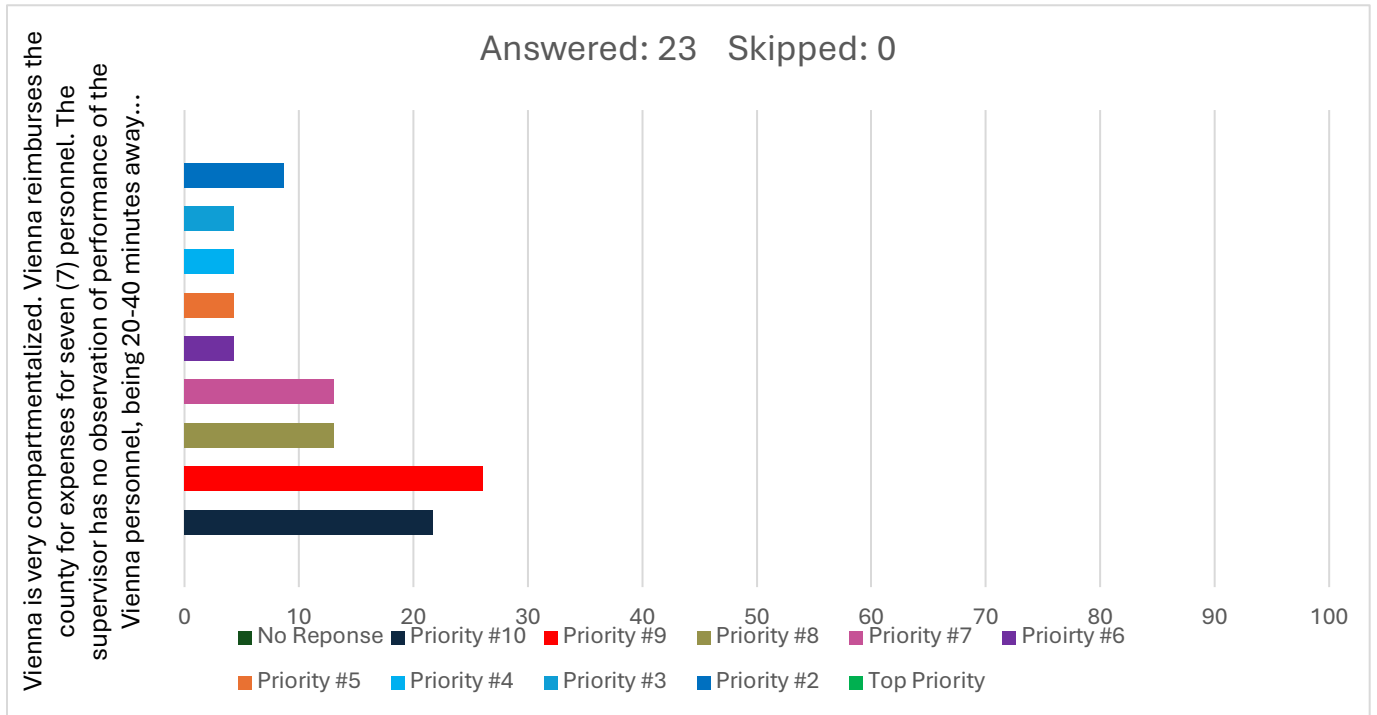
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2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

	TP	#2	#3	#4	#5	#6	#7	#8	#9	#10	NR	TOTAL
FCFD used to hire seasoned fire professionals but now has a very young team. The county has changed the way that holiday time is earned as well as has outdated annual leave and sick leave accrual rates. These practices dramatically hurt FCFD's ability to retain and recruit personnel, with other agencies providing twenty-one 24-hours of holiday pay for working holidays and they are considering going to a 24/72 schedule.	43.48% 10	26.09% 6	17.39% 4	4.35% 1	4.35% 1	4.35% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	23
FCFD Staff did not feel supported or represented under the previous Emergency services Director model. FCFD staff were given many promises that never came to fruition. Please do not go back to that model again!	26.09% 6	34.78% 8	8.70% 2	4.35% 1	4.35% 1	0.00% 0	4.35% 1	0.00% 0	0.00% 0	8.70% 2	8.70% 2	23
The FCFD trucks are old, worn out, undersized, and unsafe. FCFD needs to upgrade to the trucks that have been sitting out in the parking lot for more than a year. FCFD needs large, four-seater trucks that are large enough to do the job.	4.35% 1	21.74% 5	8.70% 2	17.39% 4	0.00% 0	21.74% 5	8.70% 2	0.00% 0	8.70% 2	8.70% 2	0.00% 0	23
The airport is a Class A indexed airport. The FAA considers FCFD as "unrated"	0.00% 0	0.00% 0	8.70% 2	0.00% 0	8.70% 2	4.35% 1	13.04% 3	26.09% 6	13.04% 3	26.09% 6	0.00% 0	23



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

when the ARFF truck is down. The current ARFF truck is in poor condition (18+years old) and is very expensive to repair and maintain. The on-duty ARFF specialist must work by themselves. Everyone in the FCFD is not ARFF certified/qualified.												
FCFD needs a dedicated on-duty fire investigator for each shift.	4.35% 1	4.35% 1	17.39% 4	17.39% 4	4.35% 1	8.70% 2	0.00% 0	21.74% 5	13.04% 3	4.35% 1	4.35% 1	23
To build the organization, FCFD needs to re-vamp the department's internal training program to include more new hire orientation training, better notice of classes and the staff would benefit from a second training officer to better support the FCFD personnel.	4.35% 1	0.00% 0	13.04% 3	13.04% 3	21.74% 5	17.39% 4	13.04% 3	8.70% 2	4.35% 1	0.00% 0	4.35% 1	23
The FCFD shift supervisor (Captain) works on a truck each day and is limited in supervising due to geographic limitations. The fire captain position should work independent of the response trucks so that he/she can go wherever needed within the county, functioning as the Battalion Chief on duty with 10 personnel working in 6 locations.	0.00% 0	4.35% 1	21.74% 5	26.09% 6	26.09% 6	8.70% 2	8.70% 2	0.00% 0	4.35% 1	0.00% 0	0.00% 0	23
Vienna personnel are functioning as fire apparatus operators, not firefighters. However, they are	17.39% 4	0.00% 0	0.00% 0	4.35% 1	8.70% 2	8.70% 2	8.70% 2	8.70% 2	17.39% 4	26.09% 6	0.00% 0	23



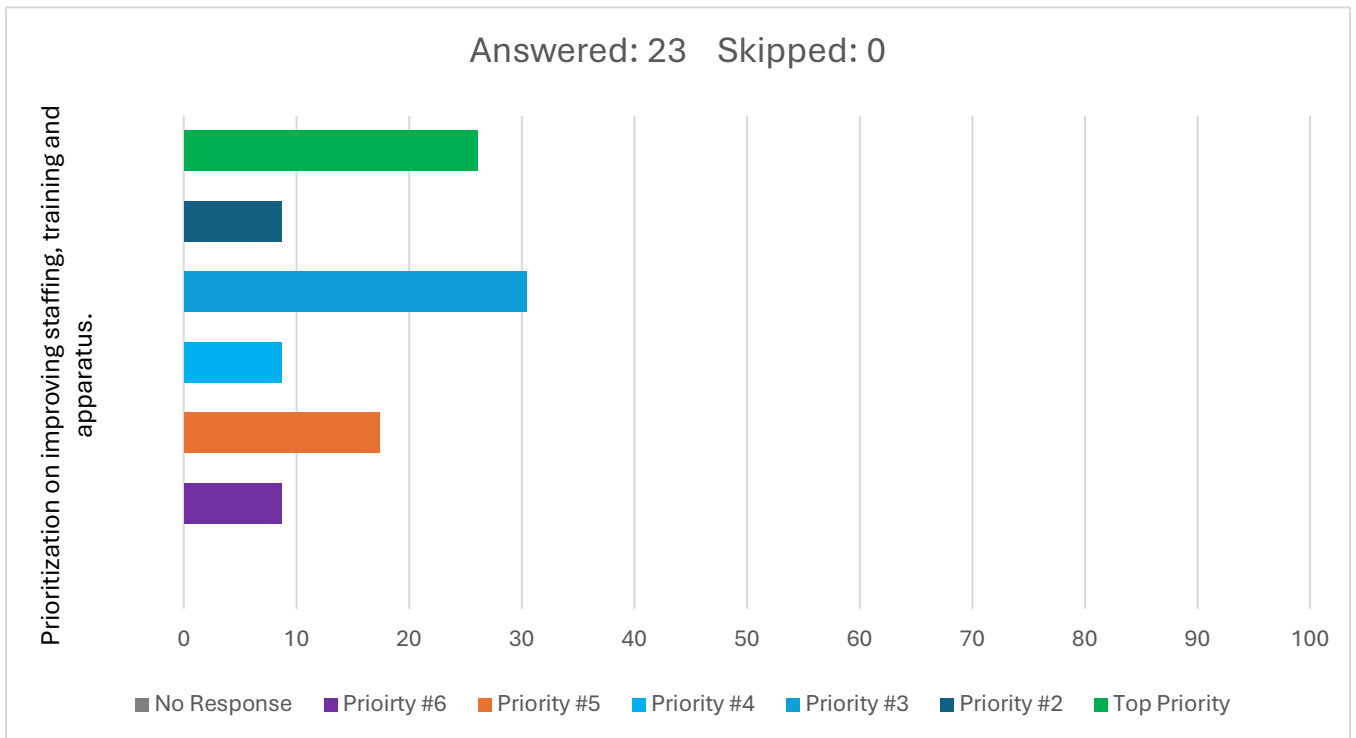
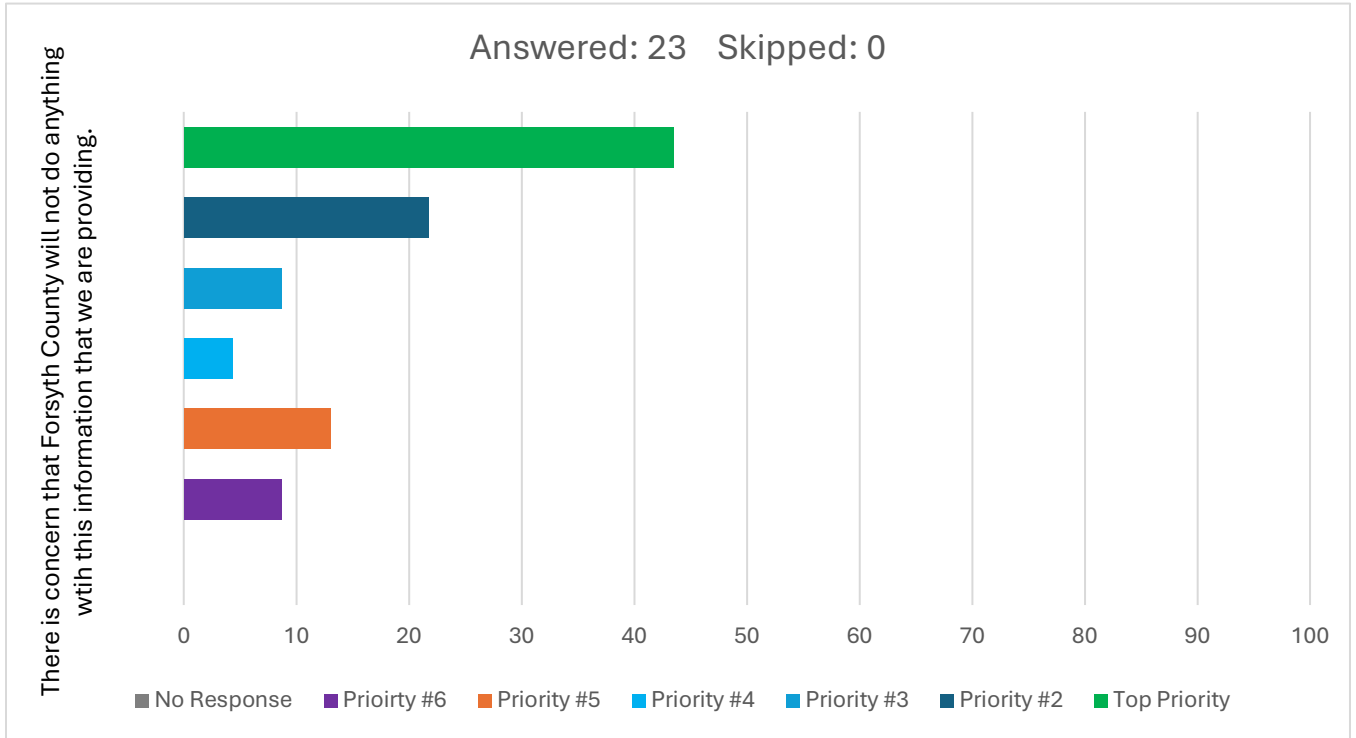
2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

not paid as fire apparatus operators. This needs to be corrected. There is one person per station with two Vienna stations.												
Few people know and understand what the FCFD does and the capabilities that the FCFD could have. FCFD used to have seasoned Captain level personnel that were very capable and well-versed. FCFD needs experienced (5+ years) personnel. FCFD's staffing needs are a top priority.	0.00% 0	0.00% 0	0.00% 0	4.35% 1	17.39% 4	13.04% 3	26.09% 6	21.74% 5	13.04% 3	0.00% 0	4.35% 1	23
Vienna is very compartmentalized. Vienna reimburses the county for expenses for seven (7) personnel. The supervisor has no observation of performance of the Vienna personnel, being 20-40 minutes away. Vienna personnel only see their supervisor infrequently.	0.00% 0	8.70% 2	4.35% 1	4.35% 1	4.35% 1	4.35% 1	13.04% 3	13.04% 3	26.09% 6	21.74% 5	0.00% 0	23

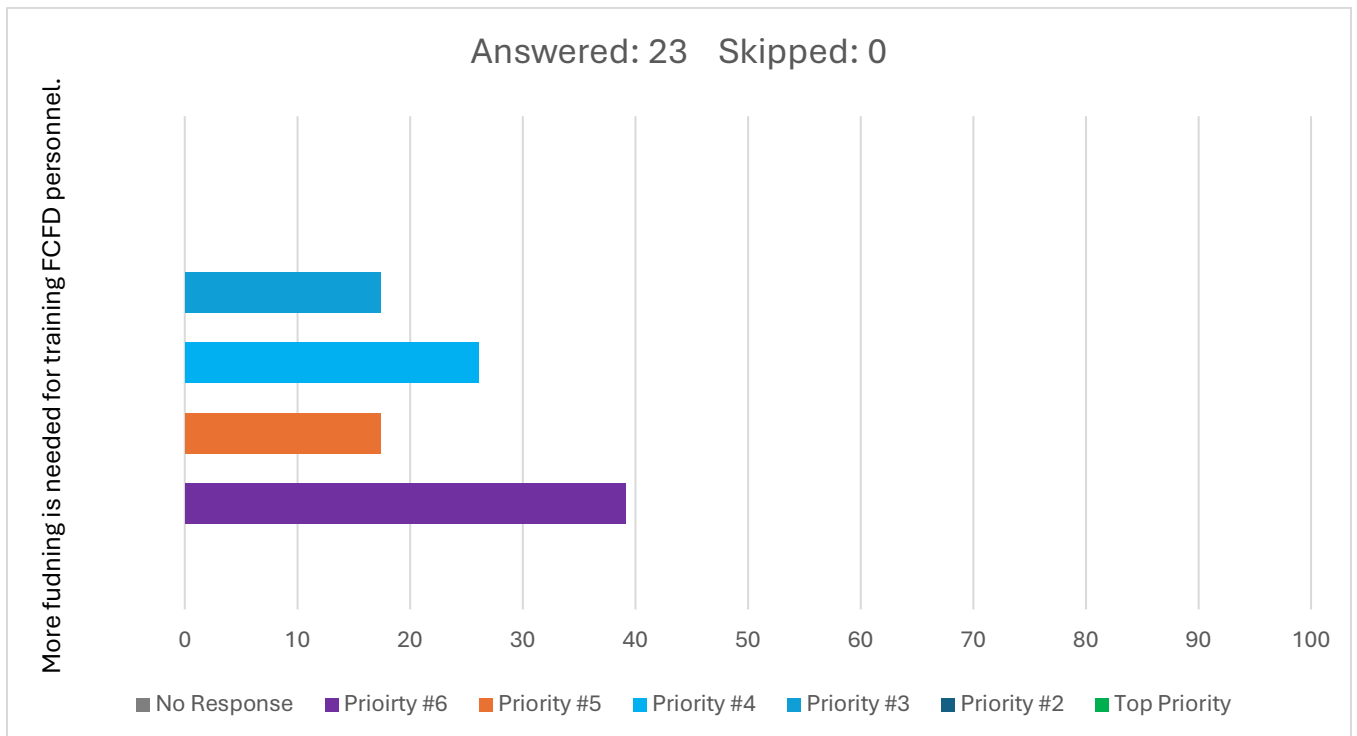
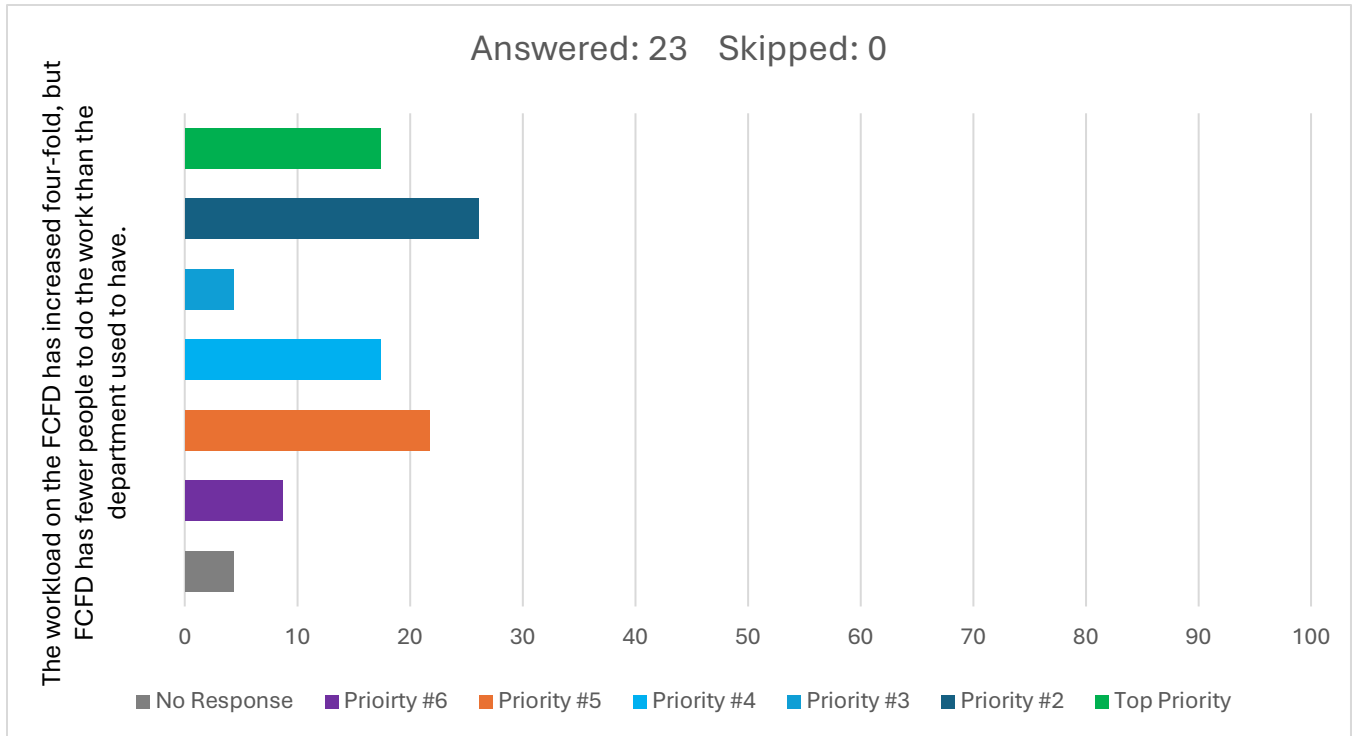


Question 4.

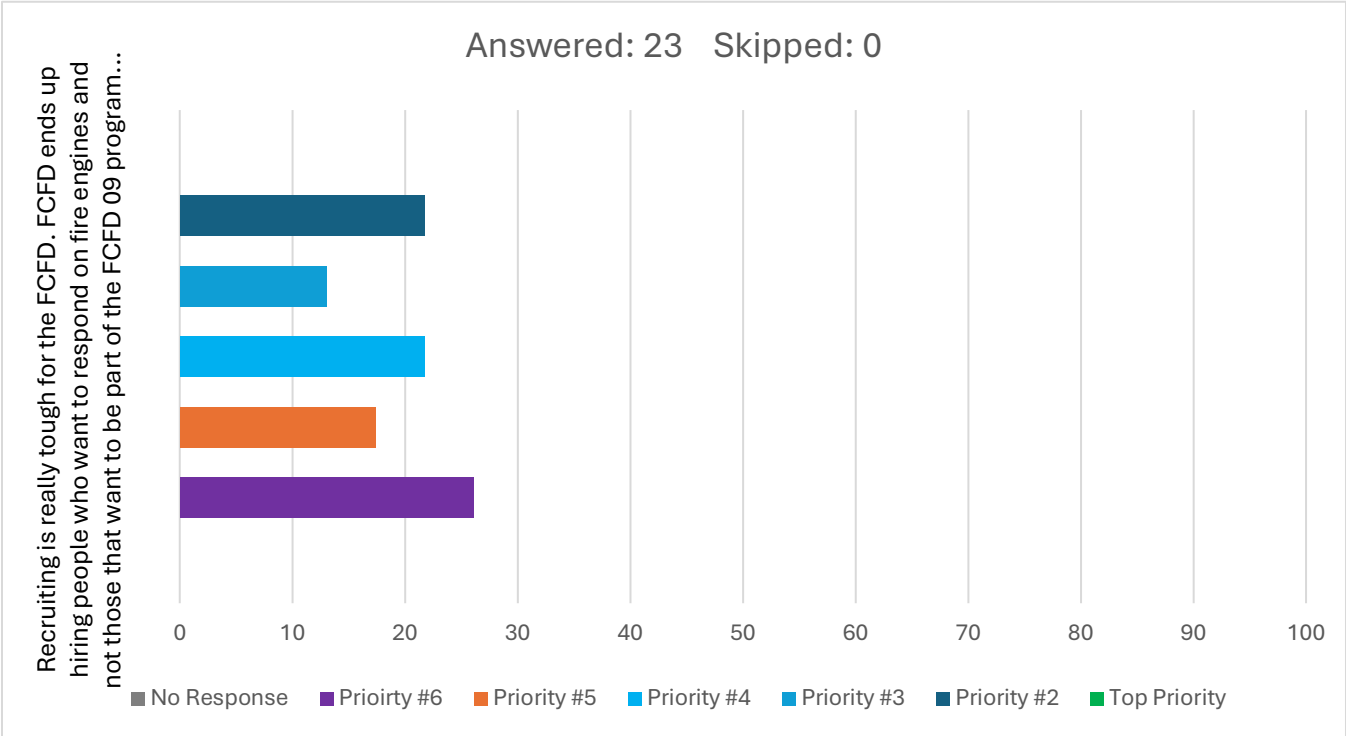
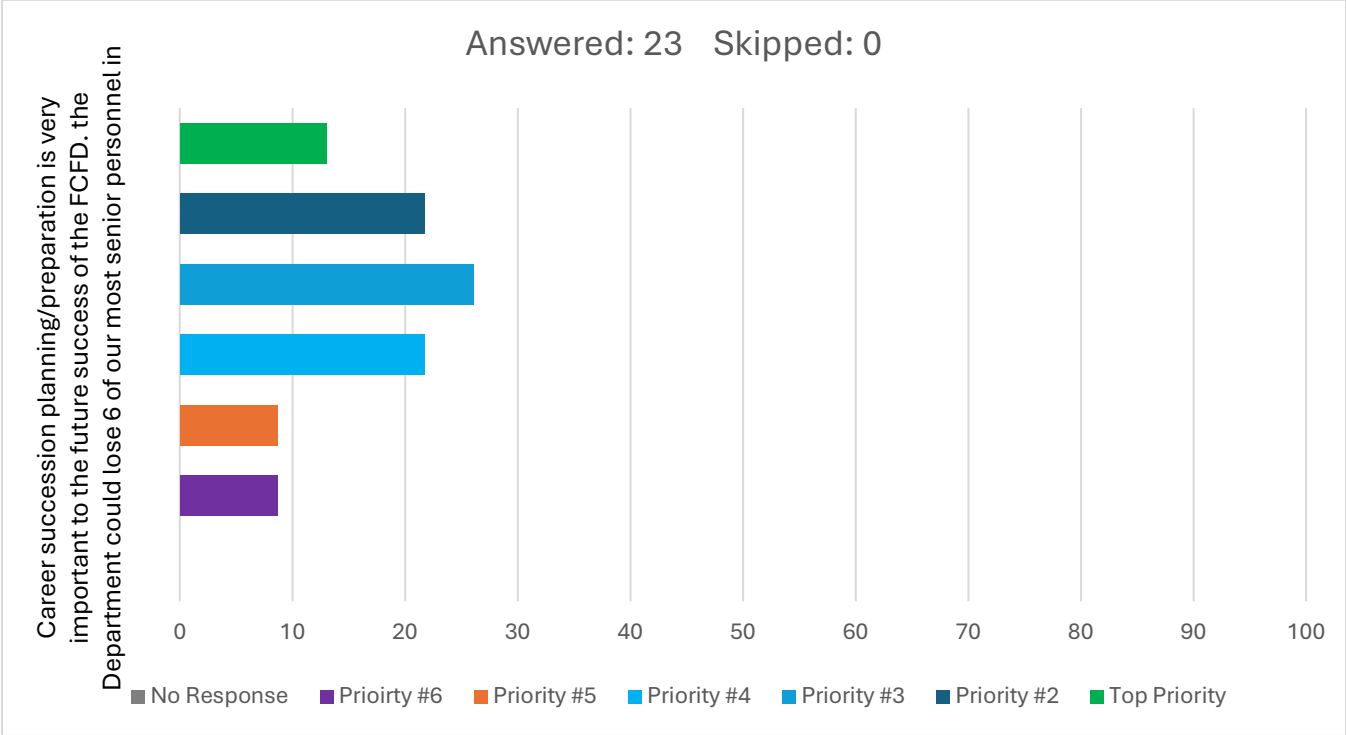
Q4: What are the most important concerns for you regarding Forsyth County Fire at this time? Please place these in your priority order.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

	TOP Priority	#2	#3	#4	#5	#6	No Response	TOTAL
There is concern that Forsyth County will not do anything with this information that we are providing.	43.48% 10	21.74% 5	8.70% 2	4.35% 1	13.04% 3	8.70% 2	0.00% 0	23
Prioritization on improving staffing, training and apparatus.	26.09% 6	8.70% 2	30.43% 7	8.70% 2	17.39% 4	8.70% 2	0.00% 0	23
The workload on the FCFD has increased four-fold, but FCFD has fewer people to do the work than the department used to have.	17.39% 4	26.09% 6	4.35% 1	17.39% 4	21.74% 5	8.70% 2	4.35% 1	23
More funding is needed for training FCFD personnel.	0.00% 0	0.00% 0	17.39% 4	26.09% 6	17.39% 4	39.13% 9	0.00% 0	23
Career succession planning/preparation is very important to the future success of the FCFD. The department could lose 6 of our most senior personnel in the next three years.	13.04% 3	21.74% 5	26.09% 6	21.74% 5	8.70% 2	8.70% 2	0.00% 0	23
Recruiting is tough for the FCFD. FCFD ends up hiring people who want to respond on fire engines and not those that want to be part of the FCFD 09 program, with the comprehensive services that FCFD provides. Therefore, FCFD is simply training people to go to other organizations under the current mode of operation.	0.00% 0	21.74% 5	13.04% 3	21.74% 5	17.39% 4	26.09% 6	0.00% 0	23



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Question 5

Q5: Please list up to three (3) single words that you believe best currently represents the Forsyth County Fire Department in 2025.

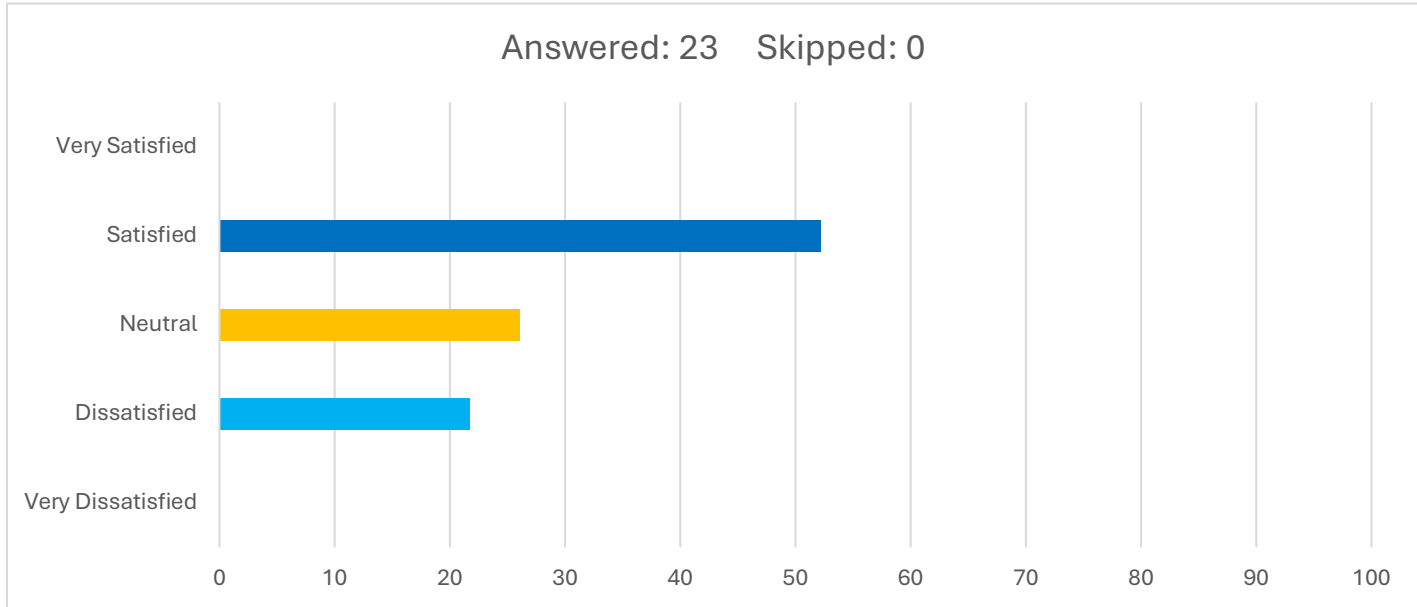
ANSWERED: 23 SKIPPED: 0

WORD 1	WORD 2	WORD 3
Difficulty	Forgotten	Struggling
Unaccountable	Reactive	Gatekeepers
Inexperienced	Pretentious	Stagnant
Shortsighted	Inflexible	Antiquated
Reactive	Dated	Inflexible
Resilient	Dedicated	Passionate
Understaffed	Underpaid	Potential
Cohesion	Dedicated	Young
Driven	Potential	Stressed
Progressing	Underpaid	Unorganized
Unfit job titles	Young	Dedicated
Hard working	Professionalism	Exhausted
Pride	Determined	Growing
Forgotten	Lost	Undesirable
Inconsistent	Honor	Optimistic
Compassion	Professional	Understaffed
Versatile	Violent	Orphans
Rebranding	Overlooked	Resourceful
Unappreciated	Under appreciated	Workhorse
Overworked	Undercompensated	Stress
Dedicated	Understaffed	Underpaid
Stressed	Willing	Capable
Supportive		



Question 6

Q6: How satisfied are you with the overall quality of services currently provided by Forsyth County Fire Department?

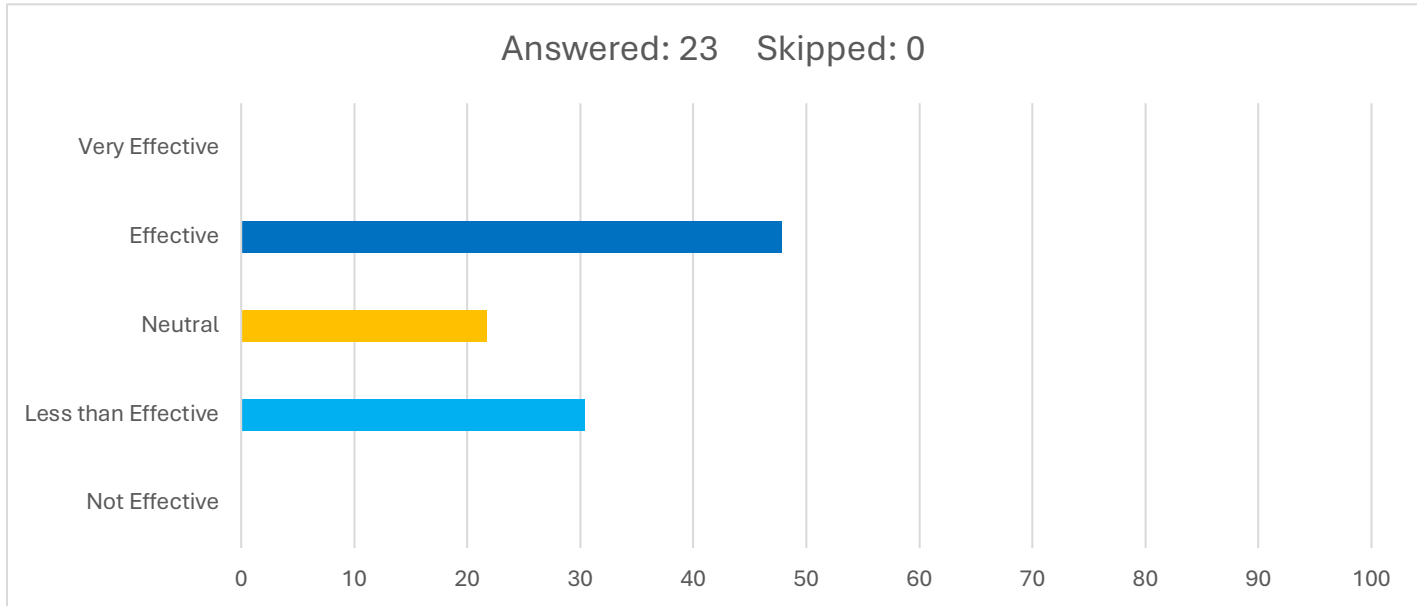


ANSWER CHOICES	RESPONSES	
Very Satisfied	0.00%	0
Satisfied	52.17%	12
Neutral	26.09%	6
Dissatisfied	21.74%	5
Very Dissatisfied	0.00%	0
Total:		23



Question 7

Q7: How would you rate the overall effectiveness of Forsyth County Fire Department against your personal expectations?



ANSWER CHOICES	RESPONSES	
Very Effective	0.00%	0
Effective	47.83%	11
Neutral	21.74%	5
Less than Effective	30.43%	7
Not Effective	0.00%	0
Total:		23



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



North Carolina
Total Retirement Plans



Dale R. Folwell, CPA
STATE TREASURER OF NORTH CAROLINA
DALE R. FOLWELL, CPA

TO: Employers in the Local Governmental Employees' Retirement System (LGERS)
FROM: N.C. Department of State Treasurer, Retirement Systems Division (RSD)
DATE: November 23, 2022
RE: "Leased Employee" Agreements with Nonprofit Incorporated Fire/Rescue Departments

Background

During 2022, RSD has become aware of instances where a municipality considers a "leased employee" arrangement with a nonprofit incorporated fire/rescue department ("department") providing services to the municipality. The details may differ by case, but the basic arrangement is typically as follows. The "leased employee" will be officially employed by the municipality, eligible for pay and benefits as a municipality employee. The department will reimburse the municipality for salary and benefit costs. The department hires the employee and directs their work.

Guidance

RSD urges municipalities who participate in LGERS, before entering into this type of "leased employee" arrangement, to review the attached legal analysis provided to RSD for its own purposes carefully. Municipalities must independently determine whether the "leased employees" will be eligible for membership in LGERS, and if so, whether as general employees, as opposed to firefighters or rescue squad workers.¹ In making this evaluation, RSD urges municipalities to bear in mind the following:

- It is each employer's responsibility to report its eligible employees to LGERS, and the regular reporting of that information "constitutes a certification of its accuracy." G.S. 128-30(g)(4).
- The attached legal memorandum outlines a history of federal and common law guidance on this topic that has sometimes varied and is not tailored to any municipality's specific facts and circumstances.
- In case of doubt, employers should understand the critical importance of protecting the "governmental" status of LGERS. While the municipality "leasing" the employee will make the decision as to whether the employee qualifies for LGERS membership, the consequences of an erroneous determination could affect all members and employing entities under LGERS.

¹ RSD does not provide legal advice to municipalities. Municipalities may not rely on the analysis of RSD's counsel and should conduct their own analysis and look to advice of their own counsel.

3200 ATLANTIC AVENUE, RALEIGH, NORTH CAROLINA 27604

Telephone (919) 814-4590 • Fax (919) 855-5800

www.myNCRetirement.com



Further Discussion

If the municipality is a participating employer in LGERS, this type of arrangement raises potential concerns about the administration of retirement benefits.

- On the one hand, the municipality is required to report its eligible employees for participation in LGERS. On the surface, this would seem to include the "leased employees" who are in positions requiring LGERS participation.
- On the other hand, LGERS is a governmental plan under the meaning of Section 414(d) of the Internal Revenue Code. All members of LGERS enjoy tax treatment based on this "governmental" status. One, but not the only, example is that in general, the contributions employees make to LGERS (6% of their pay) are not immediately subject to income tax. LGERS has always opposed policy recommendations, and avoided administrative decisions, that could jeopardize the system's tax status for the hundreds of thousands of individuals, and approximately 900 employing units, who participate. There is reasonable concern that accepting members who may be found to be "non-governmental" could jeopardize the tax status of LGERS. In fact, LGERS has in the past received at least one Private Letter Ruling from the Internal Revenue Service (in 2001) indicating that "deeming employees of a fire department which is not a department of a municipal government, a county government, or a sanitary district maintained by such government entity but which is incorporated as a nonprofit corporation under the law of [North Carolina] and is certified by the Commissioner of Insurance to be employees of the local county, incorporated city, or town unit for purposes of [LGERS], ... will adversely affect the status of [LGERS] as a governmental plan under section 414(d) of the Code."

Because of the importance of this question, RSD recently requested a legal memorandum on the topic from its tax counsel, Groom Law Group. A copy of the memorandum follows this memo. The memorandum states that subject to certain assumptions and limitations, there is a reasonable basis to conclude that the participation of these "leased employees" would not jeopardize the tax status of LGERS. Importantly, those assumptions and limitations depend on a case-by-case analysis of various issues. One issue is whether the department may be governmental in nature; another is whether the "leased employees" are common law employees of the municipality. The final portion of the memo points out that even if "leased employees" may be eligible for membership, their eligibility may be as general employees, rather than as firefighters or rescue squad workers.

Each municipality should conduct its own analysis and obtain advice of its own counsel in making a determination.

Attachment: Memorandum from Groom Law Group

Note: The full document is available upon request.



6. Appendix Documents

Appendix – Guilford County Firefighter Support Program Illustrative Example for Consideration:

Guilford County Government operates a county owned and operated rescue company from a county owned fire station in Eastern Guilford County. This company is comprised of a minimum four person crew of firefighters, with one person at the rank of Fire Captain, one at the rank of Engineer and two at the rank of Firefighter. This crew operates on a 7/24/365 basis and responds to all structure fires that occur within the unincorporated areas of the County as well as into municipal areas when requested. The crew is trained in fire suppression, technical rescue, first responder, hazardous materials and other fire and rescue disciplines. In addition to emergency response, the crew assists contracting fire departments in the county with maintenance of specialized firefighting equipment such as ladders, air packs, etc. and provides training to firefighters throughout the County. The program is managed through the County Fire Marshal. This component of the County's operation requires 15 full time personnel and funding for part-time personnel to assist when needed to maintain minimum staffing. This team represents a county government core response on a 7/24/365 basis.

In addition, within the FY 2015-2016 budget, Guilford County implemented a second career crew on the western side of the county with the goal of supporting daytime operations when there are fewer volunteers available to serve. This crew operates with a minimum daily staffing of five persons working from 7am through 7pm seven days a week.

These two crews support the career, part-time and volunteer firefighters in the County, both from municipal fire departments and private non-profit fire departments.



Appendix B: EMS Facility Data Sheets

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Station 8 Operations

Address of Location: 911 E. Fifth St. Winston Salem, NC 27101

Approximate Year of Construction: 1990

Size of Interior Space for Ambulances: 7 Back In bays (5th St) 4 Back in bays (52)

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Dayroom/Kitchen with dedicated workspace for crews.

Describe Toilet and Shower Arrangements (including Gender): Male 2 toilets/urinals 3 showers
Female 1 toilet 1 Shower

Describe Other Uses of Building Outside of EMS: MIH Community Paramedics occupy 5 offices
On first floor, no longer part of EMS, report to Public Health

Does the Building Have Any Expansion Space for EMS? No

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? Yes



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Parking at capacity, several spare units are required to park outside due to lack of bay space

Subjective Rating of the EMS Bay Area: Good

Subjective Rating of the EMS Living Areas: Fair

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: Special Operations equipment stored in outside storage building, not readily accessible

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
- Interior Ambulance Bay Space
- Bedroom Space
- Bathroom Area
- Others that deem necessity



Station 8 Operations



Fifth St. Bays



Female Restroom/Shower



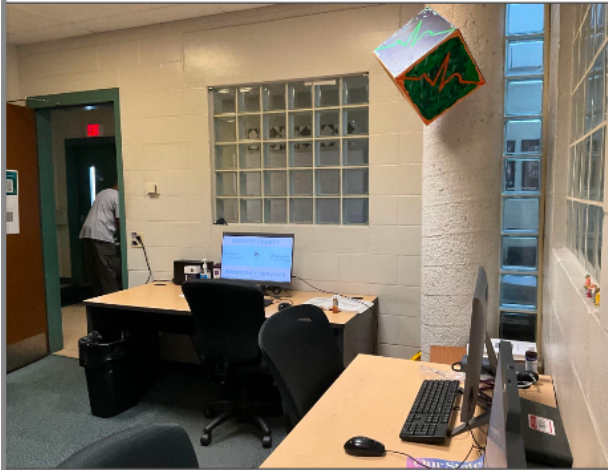
Male Restroom/Shower



Hwy. 52 Bays



Station 8 Operations



Crew Workspace



Dayroom



Kitchen



5th St. Interior View



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Station 8 Training & Support

Address of Location: 911 E. Fifth St. Winston Salem, NC 27101

Approximate Year of Construction: 1990

Size of Interior Space for Ambulances: N/A

Do Ambulances Have Vehicle Exhaust System(s): N/A

Total Size of Space for Sleeping Quarters: N/A

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Office space for Training, Quality Management, Logistics and part of Administration located in facility

Describe Toilet and Shower Arrangements (including Gender): Male and Female toilets

Describe Other Uses of Building Outside of EMS: None

Does the Building Have Any Expansion Space for EMS? No

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? Yes



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Parking available for staff

Subjective Rating of the EMS Bay Area: N/A

Subjective Rating of the EMS Living Areas: Fair

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: Support functions for organization are at space capacity. Administration

Is not in same building as rest of leadership which can create challenges. Logistics and equipment repair staff

have converted bay space on 1st floor into storage space.

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
- Interior Ambulance Bay Space
- Bedroom Space
- Bathroom Area
- Others that deem necessity



Station 8 Support



Converted Bay



Equipment Repair Area



Units Stored Outside



Special Ops. Storage



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Amp Dr.

Address of Location: 6311 Amp Dr. Clemmons, NC 27012

Approximate Year of Construction: 1963

Size of Interior Space for Ambulances: 1 pull through bay

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Dedicated workspace for staff and supervisor office

Describe Toilet and Shower Arrangements (including Gender): Unisex toilet and shower (1)

Describe Other Uses of Building Outside of EMS: N/A

Does the Building Have Any Expansion Space for EMS? No, currently at capacity

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? No



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Limited parking, one unit parked outside

Subjective Rating of the EMS Bay Area: Poor

Subjective Rating of the EMS Living Areas: Poor

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: 2 units and supervisor operate from station, limited parking, 1 unit must park outside in weather

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
 - Interior Ambulance Bay Space
 - Bedroom Space
 - Bathroom Area
 - Others that deem necessity
-



Amp Dr.



Crew Workspace



Dayroom



Kitchen



Single Bay



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Amp Dr.



Street View



Supervisor Parking



Unit Parking Outside



Interior of Bay



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Kernersville Fire Dept. Station 42

Address of Location: 1180 Highway 66 Kernersville NC 27284

Approximate Year of Construction: 2019

Size of Interior Space for Ambulances: 1 Back in bay

Do Ambulances Have Vehicle Exhaust System(s): Yes

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Dedicated workspace with multiple computer terminals and phones

Describe Toilet and Shower Arrangements (including Gender): 4 unisex toilet and shower rooms

Describe Other Uses of Building Outside of EMS: Kernersville Fire Station- space provided to FC EMS via MOU

Does the Building Have Any Expansion Space for EMS? No

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? Yes

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? Yes



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Newer facility plenty of parking, easy egress

Subjective Rating of the EMS Bay Area: Very Good

Subjective Rating of the EMS Living Areas: Very Good

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: KFD operates 2 fire companies from station, no additional space for EMS.

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
 - Interior Ambulance Bay Space
 - Bedroom Space
 - Bathroom Area
 - Others that deem necessity
-



KFD Station 42



Crew Workspace



Kitchen



Restroom/Shower



Bay Interior View



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Novant Health

Address of Location: 2420 West Clemmons Rd. Winston Salem NC 27127

Approximate Year of Construction: 1996

Size of Interior Space for Ambulances: 1 back in stall within warehouse facility

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: No dedicated workspace

Describe Toilet and Shower Arrangements (including Gender): Male and Female toilets only no showers

Describe Other Uses of Building Outside of EMS: Novant Health Critical Care transport facility, space provided via MOU

Does the Building Have Any Expansion Space for EMS? N/A

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? Yes

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? Yes



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Adequate parking, suitable egress to street

Subjective Rating of the EMS Bay Area: Good

Subjective Rating of the EMS Living Areas: Fair

Rating Guide

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- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: No work space, no showers, no kitchen. 1 unit operates from space

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
 - Interior Ambulance Bay Space
 - Bedroom Space
 - Bathroom Area
 - Others that deem necessity
-



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Novant Healthcare



Crew Workspace



EMS Bay



Shared Restroom



Additional Workspace
View



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Patterson Ave

Address of Location: 4255 N. Patterson Ave. Winston Salem, NC 27105

Approximate Year of Construction: Unknown, temporary structure constructed mid 2010s

Size of Interior Space for Ambulances: 1 pull through bay

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Unable to access

Describe Toilet and Shower Arrangements (including Gender): Unable to access

Describe Other Uses of Building Outside of EMS: Forsyth Tech Automotive Center

Does the Building Have Any Expansion Space for EMS? No

Is There an Emergency Generator Powering All the EMS Occupied Area? No

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? No



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Significant construction in area

Subjective Rating of the EMS Bay Area: Fair

Subjective Rating of the EMS Living Areas: N/A

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: Facility used when available, not staffed daily. Limited by security access

Crew space located within FCTC facility, single bay building only located in parking lot of facility.

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
 - Interior Ambulance Bay Space
 - Bedroom Space
 - Bathroom Area
 - Others that deem necessity
-



Patterson Ave.



Single Bay Structure



Construction around structure



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Rural Hall Fire Department

Address of Location: 177 Rural Hall-Germanton Rd Rural Hall, NC 27045

Approximate Year of Construction: Remodeled in 1988

Size of Interior Space for Ambulances: 1 Back in bay

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Dedicated workspace

Describe Toilet and Shower Arrangements (including Gender): Male and Female toilet and shower rooms, female smaller than male.

Describe Other Uses of Building Outside of EMS: Rural Hall Fire Department station

Does the Building Have Any Expansion Space for EMS? No

Is There An Emergency Generator Powering All the EMS Occupied Area? No

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? No



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: New station scheduled for completion in Summer 2025, will move into new station with fire department

Subjective Rating of the EMS Bay Area: Fair

Subjective Rating of the EMS Living Areas: Fair

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: _____

Collect Photos of the Following at Each Site/Location:

- Exterior Photo
- Interior Ambulance Bay Space
- Bedroom Space
- Bathroom Area
- Others that deem necessity



Rural Hall Fire Dept.



Crew Workspace



Dayroom/Kitchen



Restroom



Bay Interior View



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Date of Review: 4/28/2025 Name of Location: Triangle Station

Address of Location: 3260 Kernersville Rd. Winston Salem NC

Approximate Year of Construction: 1962

Size of Interior Space for Ambulances: 3 Back in bays and 1 pull through bay

Do Ambulances Have Vehicle Exhaust System(s): No

Total Size of Space for Sleeping Quarters: None

Describe Sleeping Quarter Arrangement: N/A

Describe Office and Work Space Arrangements: Work stations in Dayroom/Kitchen area

supervisor office is suitable

Describe Toilet and Shower Arrangements (including Gender): Male and Female toilets only, no

showers

Describe Other Uses of Building Outside of EMS: None

Does the Building Have Any Expansion Space for EMS? County owns property, current facility is

not suitable for expansion

Is There an Emergency Generator Powering All the EMS Occupied Area? Yes

Is All the EMS Area Protected by Automatic Fire Sprinklers? No

Is All the EMS Occupied Area Protected by an Automatic Fire Detection System? Yes



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

North Carolina Fire Chief Consulting
Forsyth County EMS Facility Survey

Evaluator: Barry Hendren



Observation of Outside Areas/Parking, Safety, etc.: Adequate parking and easy egress

Subjective Rating of the EMS Bay Area: Fair

Subjective Rating of the EMS Living Areas: Fair

Rating Guide

- Excellent = Relatively new and above average in construction, maintenance, and functionality.
- Very Good = In excellent condition with more than 10 years of service.
- Good = Useful and meets needs, is well maintained and is functional.
- Fair = Meets needs but has deficiencies that need attention.
- Poor = Old, needs maintenance, not useful as an EMS station in the current condition.

Additional Comments and Observations: Former volunteer fire station, no showers, small dayroom/kitchen area

2 units and supervisor operate from station, Medic Bus housed in station

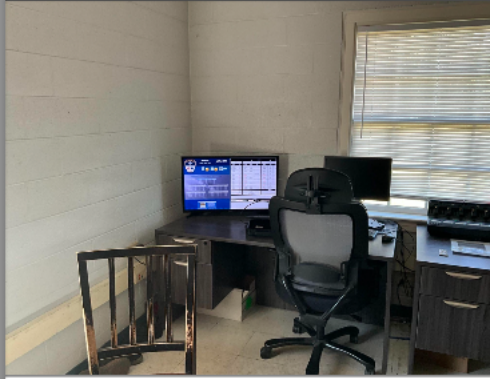
Collect Photos of the Following at Each Site/Location:

- Exterior Photo
 - Interior Ambulance Bay Space
 - Bedroom Space
 - Bathroom Area
 - Others that deem necessity
-



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Triangle Station



Crew Workspace



Dayroom



Kitchen



Street View



Triangle Station



Restroom



Interior Bays



Supervisor Workspace



Medic Bus Clearance



Appendix C: NCFCC Project Staff

Gregory H. Grayson, Fire Chief (ret), City of Greensboro, NC

Chief Greg Grayson has more than 42 years of progressive experience in the North Carolina fire and rescue service. His experience includes beginning public service as a volunteer firefighter and ascending the career ranks to become the Fire Marshal/Fire Rescue Director for Wake County, North Carolina. In the following seventeen years, he served as the fire chief for three North Carolina urban cities – Burlington, Asheville, and Greensboro. In these executive leadership capacities, he was responsible for comprehensive fire and rescue operations, prevention programs, training and career development, emergency management functions and specialized regional response teams. In Burlington, he effectively led positive organizational change and implemented an innovative reserve firefighter program. In Asheville, he commanded significant re-engineering throughout the fire department and led Asheville to become an accredited agency. In Greensboro, he led the department to maintaining both accreditation and ISO “Class1” status and navigated the department through difficult fiscal years and challenging large-scale emergencies. In 2015, his long-term, dedicated public service to the people of North Carolina was recognized by the Governor through the prestigious “Order of the Long Leaf Pine”, the state’s highest honor that can be awarded to a citizen.

Upon retiring from local government service, Chief Grayson was appointed by the State Fire Marshal in 2015 to proactively serve as the state's first and only public fire service management consultant, providing high level technical assistance to county and municipal managers - enabling them to better strengthen their jurisdiction's fire protection service delivery systems. He also managed statewide fire service advancement initiatives and led the Office of State Fire Marshal's Technical Services program.

Beyond extensive experience, Chief Grayson holds a Master of Public Administration, bachelor, and associate in fire protection. He holds numerous professional credentials including Chief Fire Officer (CFO), MIFireE from the Institution of Fire Protection Engineers and multiple other fire service certifications, including being North Carolina's first Advanced Firefighter. He is one of very few, if not the only, Fire Chief in the United States to also hold the Senior Professional in Human Resources (SPHR) and SHRM-SCP credentials. He is active in the North Carolina Association of Fire Chiefs and the IAFC Metropolitan Fire Chiefs organizations and continues to serve as a volunteer firefighter in his home community.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Scott Burnette, Fire Chief (ret), City of Asheville, NC

Chief Burnette recently retired from Asheville Fire Department after more than 30 years of municipal fire protection experience, the last 14 as Fire Chief. Chief Burnette has also served as Fire Chief of the Mills River Fire Department in Henderson County. Chief Burnette led the Asheville Fire Department's initial accreditation effort as accreditation manager and continued to achieve accredited agency status for the department multiple times. He led the department through a tragic line-of-duty death in 2010. Chief Burnette implemented many innovative and progressive programs in his tenure in Asheville and led in the development and construction of Fire Station 13, increasing department staffing and opening a model regional fire training facility.

Chief Burnette has remained a certified and practicing North Carolina Paramedic and continues to serve with Henderson County EMS as a Paramedic responder. Chief Burnette has earned an associate degree in fire protection from Gaston College, was in the first graduating class of the University of North Carolina at Charlotte Fire Protection Engineering bachelor's degree program, graduating with honors, and received a master's degree in fire service leadership. He has held the Chief Fire Officer Designation since 2008.

Regina Godette Crawford, Director/Chief (ret.) State of North Carolina Office of Emergency Medical Services

Chief Crawford led the NC Office of Emergency Medical Services (NCOEMS) for 8 years before retiring. She previously served as the Assistant Director of NCOEMS, before that as a Regional EMS Specialist. She holds a bachelor's degree from East Carolina University and a Master of Public Administration degree. Chief Crawford also served on the North Carolina Emergency Response Commission, named by the Governor representing all EMS agencies in North Carolina.

Todd Tuttle, Assistant Chief (ret), Greensboro NC

Chief Tuttle is a 33-year fire service veteran who also served as a paramedic. For the last half of his career, he managed the intricate records management systems for the City of Greensboro Fire Department, which is an accredited, ISO Class 1 city. These duties included CAD, mobile data, AVL, Fire House, GIS technologies, Accreditation, performance management and many other related areas. Chief Tuttle is recognized throughout the state and nation as a technical expert on RMS management systems as well as data analysis.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis

Robert McNally, Response GIS

A GIS Analyst/Planner with niche specialty and ground experience for Fire, Rescue, EMS, Public Safety, Emergency Management, and Homeland Security projects, Robert owns Beacon GIS, a first responder planning services firm. Robert brings 20 years of public safety experience as a responder, manager, and trainer. He has been awarded twice for his service to the community. He graduated magna cum laude with bachelor's degree in public administration, securing an honor scholarship amid his education. Robert also has a graduate degree in Urban and Regional Planning from the University of North Carolina at Charlotte. Robert McNally has spoken at several conferences about public safety and homeland security and Beacon GIS has been involved in over 180 projects for emergency services of various sizes across the United States & Canada.

Barry Hendren, Assistant Chief (ret), City of Asheville, NC

Chief Hendren recently retired from Asheville Fire Department at the Assistant Chief level after more than 33 years of municipal fire protection experience. Chief Hendren was instrumental in developing and leading the department's training programs, accreditation efforts and served in a leadership capacity most of his career in Asheville. Chief Hendren was responsible for all shift operations, strategic planning, fire marshal's office and EMS program in his role.

Dwayne Church, Deputy Chief, City of Greensboro, NC

Chief Church has served over 30 years with the City of Greensboro Fire Department where he now serves as Deputy Fire Chief responsible for all operations, consisting of approximately 600 firefighters.



2025 Forsyth County Emergency Services Departments Strategic Plan Analysis



North Carolina Fire Chief Consulting
www.NCFireChief.com
336-266-7998

