

FIRE DEPARTMENT  
BUSINESS PLAN

2023



JULY 1, 2022 – JUNE 30, 2023  
TOWN OF CHAPEL HILL



# Letter from the Fire Chief, Vencelin Harris



*"Life's most persistent and urgent question is, 'What are you doing for others?'" Dr. Martin Luther King Jr.*

The Chapel Hill Fire Department's goal is to provide exceptional service to all who live, work, study, play, or pass through our community. To further develop the department and meet community needs, we have taken an inward look over the past year, so that we can continue to offer exceptional life-saving service to the Chapel Hill community. We have implemented strategies and systems to collect and analyze data, so that we may better meet community needs. The Chapel Hill Fire Department members are proud to serve the community and consistently demonstrate their commitment by researching and implementing new methods of providing the most efficient, effective, and professional life saving services to those who reside in, work in, or visit Chapel Hill.

The data we have gathered has driven how we respond and make decisions.

In FY 2022, the Fire Department celebrated several accomplishments. We completed our first CHFD-lead academy in 12 years. This academy saw the successful graduation of 10 recruit cadets into firefighters in December. Working with fleet services and BMD, the department ordered the replacement of two fire engines with delivery anticipated in summer of 2023. Our staff also completed a comprehensive station location and needs study in partnership with a consultant. This study serves as a guiding document as we continue to modernize and develop our department for the future. Finally, this spring we had our 5-year review by The North Carolina Office of the State Fire Marshal for our ISO Class rating. Key members of staff worked to compile the information and met with our reviewer over three days to tell the story of the Chapel Hill Fire Department. Thanks to this work, and the dedication of our member on a daily basis, we were not only able to maintain our ISO Class 2 rating but also increased our overall score from 84.50 to 88.67. We missed receiving an ISO Class 1 rating by 1.33 points. The Life Safety division successfully relocated staff to Business Development Services for enhanced collaboration and service delivery for internal and external stakeholders. This relocation has already proven to produce an enhanced customer service ability for our development community.

Finally, our emergency management division successfully created plans with key town departments, UNC, and Orange County partners that facilitated the safe and successful celebrations for the UNC men's basketball team run in the NCAA Tournament as well as Halloween 2021.

As we begin fiscal year 2023, my staff and I continue to work closely with Business Management Department staff to hone our focus on achieving our initiatives. One of my largest priorities as Chief is the status of our facilities. In the coming year, one of our most important initiatives is continuing to work closely with BMD, Public Works, Town Management, and more to address the status of our facilities. During fiscal year 2022, town staff and independent consultants completed an in-depth assessment of our facilities. This assessment made it clear that 3 of the 5 department operated facilities are at or beyond their usable life. This information, coupled with the work CHFD staff has done over the past few years, has been critical in the conversations with town leadership as we evaluate the need for new and additional facilities.

## Our department provides:

- Emergency Operations
- Code Enforcement
- Planning & Risk Reduction
- Fire Prevention and Safety Education
- First Responder Medical Services
- Urban Search and Rescue
- Skills Training and Professional Development

Chief Vencelin Harris

# Our Mission

## Vision Statement

A Safe Community Where People Can Thrive

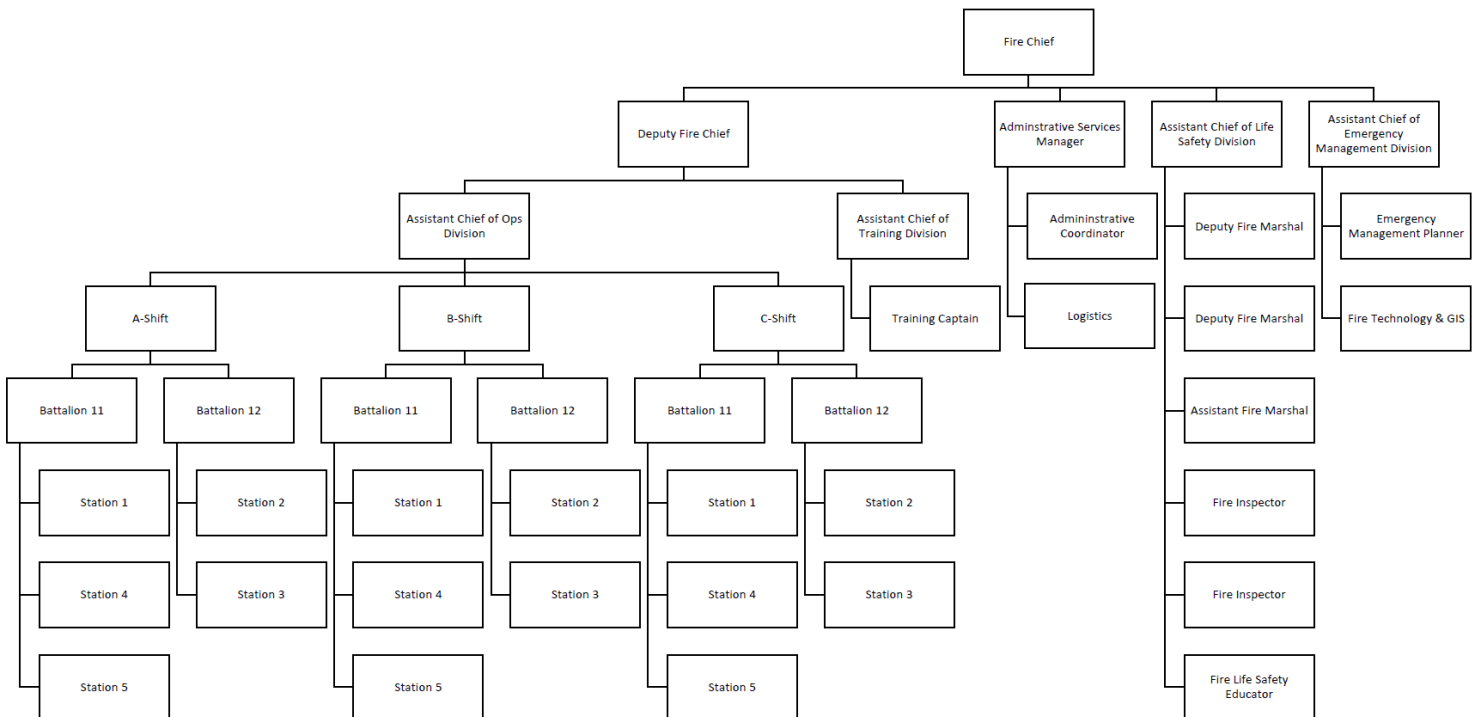
## Mission Statement

We Prepare, We Learn, We Train, We Engage

# Strategic Alignment

The Fire Department addresses the [Safe Community](#) Strategic Goal of the Town of Chapel Hill.

# Our Department



**Departmental Performance Measures Overview** (mark 'X' if performance from the most recent data collection period is at or above target)

Mission-level Measures		At or above target
1.	Percentage of non-medical emergency responses within 5 minutes from dispatch to the arrival of the first unit (78%)	<input type="checkbox"/>
2.	Complete 2000 routine inspections annually	<input type="checkbox"/>
4.	Combined audiences of public safety presentation, as a percentage of total population (10.0%)	<input type="checkbox"/>

Program-level Measures		
Program	Performance Measure	At or above target
Emergency Operations	Percentage of structure fire responses within 5 minutes from dispatch to the arrival of the first unit	<input type="checkbox"/>
Emergency Operations	Percentage of structure fire responses within NFPA 1710 standard of 8 minutes from dispatch to the arrival of the full alarm	<input type="checkbox"/>
Emergency Operations	Percentage of non-medical emergency responses within 5 minutes from dispatch to the arrival of the first unit.	<input type="checkbox"/>
Emergency Operations	Percentage of front-line apparatus with out-of-service time greater than 10%	<input type="checkbox"/>
Emergency Operations	Percentage of full alarm structure fire responses to high hazard occupancies within NFPA 1710 standard of 10 minutes and 10 seconds	<input type="checkbox"/>
Emergency Operations	CHFD response time to medical calls within 5 minutes from dispatch to arrival	<input type="checkbox"/>
Emergency Management	Percentage of Town employees that have participated in emergency management training plan over each fiscal (workshop, seminar, class, etc.)	<input type="checkbox"/>
Emergency Management	Percentage of incident corrective action items in after action reports successfully addressed	<input type="checkbox"/>
Emergency Management	Percentage of events/incidents that receive after action report	<input type="checkbox"/>
Emergency Management	Percentage of critical function responsibilities addressed in the Town's EOP	<input type="checkbox"/>
Emergency Management	Percentage of standard emergency management plans that have been created	<input type="checkbox"/>
Life Safety	Percentage of State required inspections completed	<input type="checkbox"/>
Life Safety	Combined audiences of public safety presentation, as a percentage of total population	<input type="checkbox"/>
Life Safety	Defining and conducting determinations on the risk as it relates to Community Risk Reduction	<input type="checkbox"/>
Training	Personnel completed company training (192 hours required)	<input type="checkbox"/>
Training	Personnel completed full officer training (12 hours required)	<input type="checkbox"/>
Training	Personnel completed existing driver operator training (12 hours required)	<input type="checkbox"/>
Training	Personnel completed hazardous material training (6 hours required).	<input type="checkbox"/>



# DEPARTMENTAL STRATEGIC INITIATIVES



## Initiative: Evaluate and formalize a town wide fire department facilities long-range plan

Project Manager(s): Deputy Fire Chief Stacey Graves

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Station Location Study	Facilitate the use of a consultant to complete an independent assessment of current fire department facilities. Additionally, create recommendations for future facilities needs and a timeline for implementation.	Completed in FY 22
Long Term Facilities Plan	Working with various town and county departments create an estimate for the cost of meeting the recommendations from the station location study.	FY23
Location and Funding Identification	Using the findings from the location study as well as the information gathered during the long-range planning process begin to identify locations and funding avenues to meet recommendations of the location study.	FY23

### Diversity, Equity, and Inclusion Lens

**How has your department considered a DEI Lens in this initiative?**

The Chapel Hill Fire Department uses a DEI lens in all initiatives in a variety of ways depending on the project. When evaluating fire station locations, it is imperative that each resident and visitor to the town receives equitable service. As the long-term facilities plan is created, staff will work with community groups to ensure feedback is received from a variety of perspectives and voices. As with all projects of this scope and size the fire department will work closely with DEI office staff to ensure coordinated efforts are taken throughout the process.

Initiative: Further develop the Emergency Management division and programming within the fire department.

Project Manager(s): Assistant Fire Chief Kelly Drayton

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Emergency Operations Plan	Work with a consultant to complete town wide emergency operations plan re-write	FY23
Staffing Collaboration	Collaborate with the CHPD to share staff resources between departments to increase EM planning capacity	Completed in FY22
After Action Reporting	Perform after action reports for every special event with an emergency operations center activation	Ongoing
Corrective Action Tracking	Consolidate and track all corrective actions associated with items identified in after actions reports	Ongoing
Emergency Management Standardized Plans	Create templated, standardized baseline templates for town departments to use	FY23
Data Visualization Tools	Finalize Emergency Operations Center data visualization tools	FY23

## Diversity, Equity, and Inclusion Lens

### How has your department considered a DEI Lens in this initiative?

The Chapel Hill Fire Departments Division of Emergency Management strives to use a DEI lens in all decision making. Through the completion of these deliverables the division will be able to use increased levels of disaggregated data to ensure each segment of the population is accurately captured in emergency plans pre disaster. By creating baseline templates and open access data visualization tools all community members will have equal access to information.

Initiative: Develop a fire department specific strategic plan that engages the public and aligns with the councils’ strategic priorities

Project Manager(s): Ryan Campbell

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Progress Tracking Dashboard	Creation of a dashboard for all stakeholders to track the progress of the creation of the department strategic plan.	FY23
Strategic Plan	Completion of the departmental strategic plan with adoption by town council	FY24

## Diversity, Equity, and Inclusion Lens

**How has your department considered a DEI Lens in this initiative?**

Utilizing an interdepartmental partnership with DEI will be a critical piece of the success of a department and community wide strategic plan. Chapel Hill Fire staff will work closely with DEI staff to ensure each segment of the population is accurately polled and communicated with during this process. The basis for a town wide departmental strategic plan is ensuring fair, equitable, and consistent service to each member of our community. DEI will remain front of mind during this plan’s development, creation, and dissemination.



Initiative: Improve Life Safety inspection and review process while also strengthening the community education program.

Project Manager(s): Assistant Chief Chris Wells

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

Increased Data Collection	Increased types and overall amounts of data collection to aid in strategic evaluation of departmental resources and commitments.	Ongoing
Increased focus on demographic driven education	Using additional data collection tools the division will be able to procure items needed and deliver more targeted information based on the	[Insert estimated due date here]

## Diversity, Equity, and Inclusion Lens

### How has your department considered a DEI Lens in this initiative?

DEI was one of the motivating factors for this initiative. Capturing additional information about the audience for our community education program is crucial to our department's success. As we understand more about who is attending and benefiting from these educational sessions, we can target those groups with focused materials on language and hazard. Additionally, we can see the groups we're not getting penetration into and develop targeted strategies to ensure each member of our community is able to benefit from our educational programs.