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Executive Summary

The RMFD continues to be a progressive and impactful public safety agency with a mission of serving the City of Rocky Mount by protecting lives and property through quality and excellence in service. Our personnel are highly talented and equipped with the guidance, training, apparatus, and equipment necessary to fulfill our mission. The annual report you have before you will provide a snapshot of the many accomplishments and positive impacts made by our department.

MISSION

To serve the City of Rocky Mount by protecting lives and property through quality and excellence in service.

VISION

To provide continuous improvement at a measured and focused pace driven by high professional standards, collaboration, and innovation.

VALUES

INTEGRITY

We value the trust placed in us by the public and our colleagues and understand that integrity is essential to the high calling of our duties as public safety professionals.

HONESTY

We value honesty from all department members and expect the highest level of trustworthiness in both spoken and written word.

RESPECT

We value respect for and from each person as an individual while openly recognizing the personal and professional worth of our members.

TEAMWORK

We value teamwork as we encourage and embrace each member’s capabilities to enhance our collective performance.

DEDICATION

We value dedication as a positive driving force to successfully utilize skills, knowledge, and capabilities to work through any challenge to fulfill the organization’s Mission.
**ADMINISTRATION**

The Administrative Division provides general department oversight, monitors effectiveness of current programs, determines future needs of the department, and develops plans of action to achieve departmental goals. This division consists of the Fire Chief, Assistant Fire Chief, Fire Captain / Logistics, Fire Captain/ Administration, Fire Information Systems Specialist, Administrative Assistant, Administrative Secretary / Logistics, and part-time Logistics Technician.

**Workforce Data**

The department is organized into three divisions (Administration, Life Safety & Training, and Operations) staffed by 147 fulltime positions along with a fluctuating number of part-time positions, usually between 5-10. The bar graph below shows the age of our personnel in one of three age groups.

![Bar graph showing the age distribution of the workforce.](image-url)
Employee Accomplishments/Milestones

The 2018 calendar year has been very active relative to hiring, retirements, and promotions. We had 23 of our personnel positively impacted by the events mentioned below. Most of these occurred late in the 2018 calendar year, so personnel will be recognized at our upcoming Employee Recognition Ceremony in the Spring of 2019.

➢ Retirements
  o 1 – Deputy Fire Marshal
  o 2 – Fire Captains

➢ Promotions
  o 1 – Fire Captain / Operations
  o 1 – Fire Engineer
  o 2 – Senior Firefighters

➢ New Hires
  o 1 – Fire Training/Recruitment Officer
  o 15 – Firefighters

Personnel Involvement

RMFD personnel contribute to the community and/or fire service through participation in a variety of organizations. Some include:

➢ Boys and Girls Club
➢ Commission on Fire Accreditation International (six serve as peer assessors)
➢ Eastern NC Firefighters Association
➢ Eastern Carolina Critical Incident Stress Management Association
➢ Edgecombe County Fireman’s Association
➢ International Association of Fire Chiefs
➢ International / NC Association of Arson Investigators
➢ Nash County Fireman’s Association

➢ National Fire Protection Association
➢ NC State Firefighters Association
➢ NC Accreditation Support Consortium
➢ NC Association of Fire Chiefs
➢ NC Emergency Management Association
➢ NC Fire Marshals Association
➢ NC Fire/Life Safety Educators Association
➢ Numerous serve as chiefs or officers in neighboring volunteer departments
➢ Partnership with NRMS Firefighter Certification Program
➢ United Way (several serve on impact teams)
➢ Williford Leadership Council
➢ Meals on Wheels Board Member

**Major Contributions / Support**

RMFD continues to engage in various activities and/or programs that support the development of our personnel and the needs of the community. Several significant highlights during the 2018 year include:

➢ Awarded two RMFD personnel scholarships from the John Sykes Scholarship fund to support their education efforts in June 2018. Firefighter Caylin Burrell and Fire Captain Randy Lanham were the 2018 recipients.
➢ RMFD donated the most of any city department to the city’s United Way Campaign which accounted for 23.6% of the city’s total.
➢ RMFD donated the most of any city department to the city’s Christmas Aid Campaign. RMFD donations accounted for 32.9% of the total given which helped assist 5 city employee families.
RMFD received Internationally Accredited Agency status with the Commission on Fire Accreditation for the fourth consecutive time. The accreditation model enables organizations to examine past, current, and future service levels and internal performance and compare them to current research and industry best practices. The process provides a model for continuous improvement through self-assessment and evaluating itself on 252 performance indicators. A team of peer assessors from other accredited agencies across the country visited the department in May 2018 to verify and validate the department’s documents by reviewing exhibits and conducting interviews with department personnel. There are currently only 258 agencies worldwide who have earned the coveted accredited agency status. The validation of excellence this award represents for our department members, city leaders, and the community is what is most important. The process confirms our fire department is a high-performing organization that positively impacts its community daily.

- RMFD Honor Guard presented colors at the city’s July 3rd celebration.
- Supported numerous North Carolina fire departments by sending assessors for promotional processes for chief level to driver positions.
- The RMFD Swiftwater Emergency Response Team was deployed to Eastern NC to assist with rescues during Hurricane Florence.
➢ RMFD retirees continue to support the department at their quarterly retiree breakfast held at Station 1. These gatherings provide today’s members with a valuable networking opportunity and look into the rich history that has formed our department.

➢ RMFD was a second-year recipient of the Gold Award from the NC Department of Labor at its annual Safety Awards Banquet.

➢ RMFD hosted Citizens’ Academy where participants learned about the department’s mission and services offered.

➢ RMFD was awarded a Certificate of Recognition from the East Tennessee Fire Historical Society Chapter of the Society for the Preservation and Appreciation of Antique Motor Fire Apparatus in America for the refurbishment of its 1970 Mack Fire Engine.
RMFD installed 209 smoke alarms and replaced 63 smoke alarm batteries in homes throughout the community all free of charge thanks to grant funding from the NC Department of Insurance Office of State Fire Marshal.

OPERATIONS DIVISION
The Operations Division is responsible for response to emergency incidents to minimize loss of lives and property through the efficient, effective, and timely response of personnel and equipment. During 2018, the Operations Division responded to a total of 10,851 calls for service with a response force of 127 personnel providing emergency services to the City. Personnel are divided into three shifts and seven stations to cover the entire City and consist of firefighters, senior firefighters, engineers, captains, battalion chiefs, and a division chief.
Incident Responses for 2018

In 2018, the fire department responded to 10,851 incidents with response times at the following levels, 90% of the time:

- Call Processing – 1:44 (Benchmark – 1:30)
- Turnout Time – 1:27 (Benchmark – 1:30)
- Travel Time – 5:46 (Benchmark – 4:00)
- Total Response Time – 8:06 (Benchmark – 7:00)

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<th>Source</th>
<th>2018</th>
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<th>2016</th>
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<tr>
<td>FIRES</td>
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<td>Building Fires</td>
<td>166</td>
<td>158</td>
<td>160</td>
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<td>Vehicle Fires</td>
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<td>Other Fires</td>
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<td>OVERPRESSURE RUPTURES</td>
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<td>RESCUE CALLS</td>
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<tr>
<td>All Other Rescues</td>
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<td>HAZARDOUS CONDITIONS</td>
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<td>SERVICE CALLS</td>
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<td>TOTAL CALLS</td>
<td>10,851</td>
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Fire-related Save/Loss Data

In 2018, there were a total of 158 emergency incidents involving fire which resulted in a 5.27% loss versus an 94.73% save percentage.
Special Team, Program, and Committee Reports

The department manages numerous special teams, programs, and committees which support the overall mission of the organization. Below is a snapshot of the various programs which contribute to the positive quality of life for our citizens.

➢ **Apparatus Spring Clean Process** Seventeen apparatus were completely stripped and cleaned as a part of this annual process.

➢ **Awards and Recognition Committee** – Held the annual Employee Recognition ceremony identifying outstanding RMFD employee achievements throughout the year. This committee also facilitates the Luncheon Lions F/F of the Year award and internal Employee of the Year awards. Battalion Chief Tim Turner was the 2018 Luncheon Lions Firefighter of the Year.

➢ **Community Hazards Analysis Program** This program is centered on risk reduction by identifying building hazards within the City. In 2018, the existing Visio drawings and fire flow/general information sheets for all CHAP sites were uploaded to Active 911 (geography based dispatch app). A CHAP representative was designated for each shift to assist with questions pertaining to site visits.

➢ **Dive Team** Conducted monthly training and the annual SCUBA skills reviews for all members. The Dive/SERT team was officially split into two separate specialized teams during 2018. As a result, seven new members were selected and approved to be added to the Dive Team. The team was requested to assist with vehicle recovery from area bodies of water on three occasions during the year.

➢ **Dispatch/CAD Program Fire Representative** Provided quarterly continuing education to dispatchers which focused on telecommunicator Emergency Fire Dispatch protocol compliance and performance improvement. Our representative was involved with weekly quality assurance compliance checks and subsequent performance measurement processes. The back up PSAP reached 90% completion by the end of 2018.
➢ **Emergency Medical Program** Of the 10,851 calls for service, 8900 calls in 2018 were emergency medical / rescue related. Employees participated in 24 hours of emergency medical continuing education training throughout the year. The implementation of Narcan into the EMS program resulted in 51 administrations during 2018. Of the 122 Cardiac Arrest incidents in 2018, 27 required shock to be delivered by our AED, 44 had the AED applied but no shock was needed, CPR was administered for 76, and there were 24 Confirmed Patient Saves at the time of transport. Respiratory Distress continues to be the leading cause of EMS responses with 881 administrations of oxygen being performed during 2018.

![Cardiac Arrest Rate of Pulse on Transport](chart.png)

➢ **Fire Extinguisher Program** This repair and service program is conducted at Fire Station 4. They completed annual inspection on all extinguishers within the Fire Department, servicing approximately 100 extinguishers including the required six year maintenance and hydrostatic testing. A new numbering system for all fire department extinguishers was researched and implemented to maintain accountability.

➢ **Fleet Planning Committee** Oversaw the design and purchase of two new fire engines. The two new engines were placed in service in December after several months of planning and construction.
➢ **Hazardous Materials Advisory Group** Conducted a Pipeline Emergency course for the entire department. HazMat kits and checklists were installed on all front-line apparatus. The team participated in monthly trainings including two trainings held in Aurora and Bertie, NC. The team was an integral part of the regional full-scale hazardous materials emergency preparedness drill that was held at the Rocky Mount Event Center in November. In addition, the team responded to 2 HazMat incidents in the city, assisted with a regional response in Scotland Neck, and had one team member deployed to assist the Regional Response Team 1 during Hurricane Florence.

➢ **Honor Guard** This is a voluntary member team that participated in 13 drills and 10 special events in 2018.

➢ **Hose Testing Program** Annual testing was conducted on all fire hose within the department. This equates to testing over 1,700 pieces of hose which takes several months of the year to accomplish.

➢ **Hydrant Program** Operations Division performed annual service to all 2,756 City hydrants and 258 private hydrants. Hydrant coordinator is continuing to gather hydrant flow information for every hydrant within the city limits to update the Active 911 app. Current and potential new private hydrant contracts are continually updated.

➢ **NC Helo Aquatic Rescue Team (NCHART)** RMFD has three certified technicians that participate in this statewide team. They participated in eight training sessions, rotating to all three regions of NC. One RMFD helo technician was deployed for five days to assist in hurricane efforts during September.

➢ **Radio Program** In late December of 2018 Nash County changed their radio system from a VHF system to a 800 VIPER system. RMFD was able to program all city radios with Nash Fire, EMS, and Sheriff Department channels eliminating the need for multiple style radios on each apparatus. These other organizations were also able to program our radio channels in their radios assisting with the interoperability plan between the two organizations.
➢ **Respiratory Protection Program** A maintenance program centered on maintaining air packs within the department. All SCBA and Fit Testing equipment was calibrated for the 2018 year. Two new Scott Technicians were certified. Mask-fit testing was completed on all RMFD, CRM Gas, Waste Water Treatment Plant (WWTP), Water Treatment Plant (WTP), and Police department employees. The program coordinator instructed CRM WWTP and WTP employees in their annual OSHA required SCBA training. Flow test on all RMFD and other city departments’ SCBA was completed and compressor maintenance on all RMFD breathing air compressors was performed.

➢ **Small Engine Maintenance Program** In-house program that performed annual service on all small engine equipment within the Fire Department.

➢ **Swift water Emergency Response Team** Conducted monthly training which included working with the 83rd Civil Affairs group from Fort Bragg for focused training on water safety. An active hurricane season resulted in the team being deployed in September to missions in New Bern and Jones County. The team was also activated as a precaution for Hurricane Michael in October.

➢ **Technical Emergency Rescue Team** Provided confined space standby for Edgecombe GENCO during outage periods throughout the year, provided monthly training to team members and members completed a Trench Rescue certification class, and updated the TERT trailer with LED scene lighting on outside of the trailer and a computer to allow access to important documents at the scene. One new team member was added and TERT shift leaders were identified. The team also built a new confined space training prop that will be utilized for trainings in 2019.
LIFE SAFETY & TRAINING
The Life Safety & Training Division is responsible for the department's fire prevention, public education, fire investigation, and safety & training programs. The division is organized into two sections, the Fire Marshal’s Office and Safety & Training. The division is managed by a division chief who also serves as the City’s emergency management coordinator.

Emergency Management
2018 brought the close of the Hazard Mitigation Program as a result of Hurricane Matthew in October of 2016. During 2018, extensive work was done to update the City’s Emergency Operations Plan and the Tar River Reservoir Dam Emergency Action Plan.

The City of Rocky Mount hosted a Hazardous Materials Emergency Preparedness (HMEP) Regional Full-scale Drill on Tuesday, Nov. 20, 2018, at the newly opened Rocky Mount Event Center (RMEC). The multi-agency training event included over 300 emergency responders, government leaders, and volunteers.

Planning began in January of 2018 when emergency management officials from Nash and Edgecombe counties and the City of Rocky Mount collaborated to develop a grant application for the exercise. A table-top exercise was held in October 2018 prior to the full-scale drill. The exercise drew resources from across the region and state as capabilities were tested in several areas including hazmat response, mass casualty response - triage, mass decontamination, mass evacuation, activation of secondary Emergency Operations Center (EOC) and relocation of the City's 911 Center.
Participating Agencies:

- Rocky Mount Fire Department
- Rocky Mount Police Department
- Nash County Emergency Management
- Edgecombe County Emergency Management
- North Carolina Emergency Management
- Wilson Fire /Rescue Services
- Nash County EMS
- Edgecombe County Rescue Squad
- Nash County Sheriff’s Office
- Edgecombe County Sheriff’s Office
- North Carolina Regional Response Team (RRT 1)
- North Carolina Highway Patrol
- UNC Nash Hospital
- Vidant Hospital
- Nash-Rocky Mount Public Schools
Below are some additional emergency management related accomplishments:

- Assisted with city facility security assessments as part of the Emergency Management Coordinating Committee (EMCC) Security Sub-committee
- Worked with Nash and Edgecombe County Local Emergency Planning Committees (LEPC) on several regional EM projects
- Active Assailant full-scale drills were conducted at two area high schools and a tabletop exercise was conducted at Life Care Hospital
- Joint military exercises Tar River Flood Assessment: EM and US Army Civil Affairs Unit, Fort Bragg
- Conducted City of Rocky Mount Emergency Operations Center orientation and a Hurricane Tabletop Exercise in May 2018

**Fire Marshal’s Office**

The Fire Marshal’s Office (FMO) has made great strides through consistent application in the areas of engineering, enforcement, and education. Below are numerous accomplishments for the 2018 year:

- Completed 1952 business inspections
- 1333 general inspections were completed
- $67,775.00 generated by inspections
- Approved and installed 31 new Knox box locations
- Implementation of Brycer- The Compliance Engine- identified a 4.5% improvement in one year for system deficiencies.
- Obtained or maintained Fire Inspector certification levels for 51 personnel:
  - Level 1 Standard – 38
  - Level 1 Probationary - 2
  - Level 2 Standard - 8
  - Level 2 Probationary - 6
  - Level 3 Standard -5
- The Fire Marshal’s Office reviewed 147 plans during 2018.
- RMFD fire inspectors had 359 combined hours of continuing education for 2018.

**Fire Investigation Team**

- Worked 74 fire scenes with the Fire Investigation Team with two convictions
- All but one member has completed the IAAI FIT Certification. The remaining member is scheduled to take the test in 2019.
- FIT Shift Leaders attended the IAAI Conference and reported updates to the team.
- A solid relationship has been established with RMPD to assist with scene investigation, evidence collection and submission, warrant requests, and feedback on outstanding cases.
➢ Members participated in in-house training to increase their knowledge of fire scene investigations.

➢ The FIT van was equipped with a 12,000 lumen light, heat sealer, and combustible gas detector.

Safety & Training

The Safety & Training Section made significant impacts in the 2018 year. Below is a snapshot of the total training hours participated in by the department along with numerous workshop and professional development accomplishments.

Training Hours

<table>
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<tr>
<th>Division</th>
<th>Total Hours</th>
<th>Average Hours Per Person</th>
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</thead>
<tbody>
<tr>
<td>Administration</td>
<td>538</td>
<td>67</td>
</tr>
<tr>
<td>Operations / Battalion Chiefs</td>
<td>1205</td>
<td>201</td>
</tr>
<tr>
<td>Operations Personnel / Fire Captain to Firefighter</td>
<td>30189</td>
<td>274</td>
</tr>
<tr>
<td>Life Safety and Training</td>
<td>2203</td>
<td>222</td>
</tr>
<tr>
<td>Total Department Hours</td>
<td>34135</td>
<td>256</td>
</tr>
</tbody>
</table>
Professional Development Highlights

**Code T.O.M. Firefighters Taking on Melanoma** During the month of March, all RMFD personnel attended training sessions by the Levine Cancer Institute on raising awareness about cancer risk factors, signs and symptoms of cancer, and early detection to prevent late-stage cancer among firefighters.

**Eastern North Carolina Senior Fire Officer Leadership Institute** The department has supported the attendance of command staff members in this program for the past four years with ten members completing the training. Battalion Chief Tracey Drewery and Captain Billy Baker graduated from the program in 2018.

➢ **National Fire Academy Courses** The department supported four command staff members attending courses for the Executive Fire Officer Program and three personnel attending resident courses for the North Carolina weekend.

➢ **North Carolina Breathing Equipment Firefighter Survival School** The department consistently sends four Operations Division personnel to this training per year. Courses are held in March and October of each year and offer advanced level training in self-contained breathing equipment use and firefighter survival techniques.

➢ **North Carolina Association of Fire Chiefs Training Manager Program** Battalion Chief of Safety and Training, Carl Moore, completed this program in October designed for individuals who have leadership, management, and supervisory responsibility for the organization’s training.