

Educating Elected Officials on Services Provided by the Fire Department

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have use the language, ideas, expressions or writings of others.

Signed: James K Boggs

### Abstract

The problem was that the Greensboro Fire Department (GFD) did not have a consistent educational awareness program for elected officials to allow them to fully understand the scope of services provided for the citizens by the fire department. The purpose of this applied research project is to identify ways to provide an educational program for Greensboro's elected officials on the comprehensive services provided by the fire department. A descriptive method of research was utilized to guide this applied research project to answer the following research questions: a) What role do the elected officials in Greensboro serve in an emergency incident, disaster response or in emergency preparedness? b) In our Council-Manager form of government, who should be the primary focus of the educational program efforts? c) How do other departments and fire service agencies provide effective educational programs to elected officials? d) What are the desired essential educational and awareness program elements of the GFD Administrative Leadership Team? The results of the research were established by utilizing the procedures of interviews with fire department leadership, emergency management directors, public information officer, questionnaires distributed to fire departments and assessment of extensive research of fire and emergency services literature. The results of this research revealed a definitive need to provide a continual educational awareness program for the city's elected officials on the benefits that the fire department provides to the citizens of Greensboro. Recommendations included developing relationships with the city council members, maintaining consistent communications with the city manager's office, and implementing a hands-on, immersive experience educational program designed specifically for elected officials, members of the city manager's office and influential members of the media and business community.

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### Introduction

The problem is that the Greensboro Fire Department does not have an educational awareness program for elected officials to allow them to fully understand the scope of services provided for the citizens by the fire department. A Council-Manager form of government governs the City of Greensboro. The Council is the legislative body of City government and includes a Mayor and eight Council members. The Mayor and three of the Council members are elected at large while the remaining members are elected from the city's five districts. The elections are non-partisan; members serve a two year term and are held in odd years.

("Greensboro City Council," 2014, para. 1) The Council-Manager form of government is the most popular style in cities in the Southeast United States with populations over 10,000.

("Council-Manager," n.d., para. 2) Through the arrangement of this type of government, the Council members establish and direct policy regarding the operations of city government. The City Manager is the Chief Executive Officer of the City and is responsible for the execution of the Council policy and for the management of all City departments and services. ("Greensboro City Council," 2014, para. 3) The importance of not only recognizing the need to educate our elected officials, but to actually conduct an intentional, continual, and specifically designed program should become a priority and integral aspect of a comprehensive public education effort.

The purpose of this applied research project is to identify ways to provide an educational program for Greensboro's elected officials on the comprehensive services provided by the fire department. Effective communication of our overall mission, educating Council members on all the services the department provides citizens in their districts and the amount of training that is

demanded to be efficient in the delivery of these services is paramount in importance and is the overall guiding principle during this research.

The questions utilized to conduct the research are:

1. What role do the elected officials in Greensboro serve in an emergency incident, disaster response or in emergency preparedness?
2. In our Council-Manager form of government, who should be the primary focus of the educational program efforts?
3. How do other departments and fire service agencies provide effective educational programs to elected officials?
4. What are the desired essential educational and awareness program elements of the Administrative Leadership Team of the Greensboro Fire Department?

A descriptive method approach was utilized to conduct the research for this paper.

Interviews with fire department and emergency management officials, public information and planning officers, questionnaires distributed to fire departments and comprehensive review of fire service literature were conducted in research of this topic.

#### Background and Significance

The City of Greensboro, located in central piedmont of North Carolina, is the third largest city, with a population of 281, 038 residents, and covers a land area of 133 square miles. The fire department protects a total of 144 square miles and a daytime population in excess of 334,000 people. The GFD provides fire, medical, hazardous material, and technical rescue response within that geographic boundary. This service is provided by 578 people operating out of 25 strategically located fire stations. The department currently operates under a 47.3 million dollar budget, which was approved by the city manager's office. ("Fire Department Operations,"

2014, para. 2) Operating under a Council-Manager governing style, the knowledge of the council members is essential in our overall mission and in the services the fire department provides daily to the citizens that reside in their respective districts. With the City Manager controlling the annual fiscal budget and allocation of funds under the direction of the City Council, their belief in our positive contribution to the city is extremely important and vital to the success of our department. Every important decision that affects firefighters on the job starts with a political decision. John Ocegüera, a veteran of the fire service for well over two decades while also serving in the Nevada Assembly, stated, "One way or another, elected officials control much of what we do, from funding and approving our salaries to deciding when we can retire and how much of our salary we'll make as a pension." (Ocegüera, 2009, para. 1)

This study is significant to the GFD because, as our department strives for continuous improvement and maintain our status as an internationally accredited and ISO Class 1 department, we will rely on the decisions of our City Manager to allow us to keep fully staffed apparatus and provide competitive compensation packages to attract a professional hiring pool of credentialed applicants. In the Council-Manager form of government, the members of the City Council direct the actions and provide guidance to the City Manager. The citizens of Greensboro elect all nine of the City Council members. The Mayor and three council members are elected at-large while the remaining five council members are elected from districts. The mayor presides over the Council which is tasked with establishing and directing policy regarding the operations of the city government. The City Manager, then, is responsible for the execution of the policy that the Council has established and for managing all of the City's departments and services. ("Greensboro City Council," 2014, para. 3) In the history of the Greensboro City Council, each member serves two year terms. In November of 2017, the Council members will be elected for

four-year terms. Thus, the importance for these elected officials to be educated and informed of the services that fire department delivers has never been more important. To have members of the Council not appreciate nor fully comprehend the benefits the fire department provides to their district, or to the city, could have detrimental impacts for a period of at least four years, if not longer depending on re-elections. The fire service legitimately fears the political appointment of leaders who are not qualified to lead. Thus, each fire service member must understand the importance of properly using politics to attain and maintain the level of service and safety the community expects from the fire department. (Graner, 2008, para. 1)

This study relates to the United States Fire Academy (USFA) strategic goal to improve local planning and preparedness (United States Fire Academy website, n.d., p. 13). Increased education and awareness amongst the city council and city manager's office has the ability to produce positive results in our city's preparedness and planning for mitigating emergency incidents. When elected officials fully comprehend of the positive impact that fully staffed apparatus providing professional, efficient services for the citizens in a myriad of emergency incident types, the benefits of a better-prepared local response can be implemented in the planning phases of establishing strategic goals for the city. This study also relates to improving the fire and emergency services' professional status (United States Fire Academy website, n.d., p. 13). The increased awareness of our city's policy makers knowledge in the integral role that the fire department has within the community will enhance the level of informed governing, organizational planning and professional decision-making.

This study is related to the National Fire Academy's Executive Analysis of Fire Service Operations in Emergency Management through its challenge in educating the elected officials and leadership of the city to ensure that the senior staff officers are equipped and prepared to

lead their communities through any type of emergency incident, both small and large-scale (*Executive fire officer*, 2015, p. 9). In my current position as an Assistant Chief, serving as a Shift Commander in the Emergency Services Division, I am entrusted to lead 173 personnel on my shift. Ensuring that they are provided with adequate staffing, training and resources is paramount to equipping them with the ability to perform their job functions efficiently, professionally and safely. Searching for ways to educate and inform those officials, who control so much of what impacts the ability to perform our job functions at the highest level, is a huge responsibility that is inherent in my position.

### Literature Review

For this applied research project, the literature review consisted of resources that included journals, books, articles from websites, and personal interviews. The review began at the Learning Resource Center at the National Fire Academy and continued primarily at the GFD Public Safety Training Facility Library, searching Internet websites and relevant journals and magazines. The primary focus was anchored around what other fire departments were doing in the area of educating elected officials or keeping policy makers informed as well as what organizations that support the fire service provide in support of these efforts. While conducting the literature review, research revealed a common thread of effectively educating elected officials existed in numerous departments across the country. An overall perspective of educational efforts targeted towards elected officials was explored with the goal of acquiring an understanding of the complexities and subtleties of politics as it relates to the fire service.

This literature review was centered on the four research questions: a) what role do the elected officials in Greensboro serve in an emergency incident, disaster response or in emergency preparedness? b) In our Council-Manager form of government, who should be the

primary focus of the educational program efforts? c) How do other departments and fire service agencies provide educational programs to elected officials? d) what the desired essential educational and awareness program elements of the administrative leadership team?

Addressing the first research question concerning the role of elected officials in an emergency incident, disaster response or in emergency preparedness, the information was obtained with a personal interview with our city's former Emergency Management Director and current Deputy Chief of Emergency Services, Jim Robinson. In preparation for, and in support of, the personal interview, basic research was conducted in the chain of command in the city of Greensboro and in the GFD Standards of Cover document to establish a baseline of expected performance on emergency incidents. The GFD established benchmark fire response, emergency medical response, technical rescue response, and hazardous material response objectives. These benchmark and baseline objectives are based on industry standards and/or industry best practices as identified through an accreditation process every five years, as well as data collection of response times and outcomes within the city. The GFD has established a standards of cover baseline in the areas of alarm processing time utilizing the Emergency Fire Dispatch (EFD) and Emergency Medical Dispatch (EMD) protocol, turnout time, and total response time. In compliance with National Fire Protection Agency (NFPA) 1710 and with one of our departments operational priorities for continuous improvement, baseline times were established that were acceptable to have an adequate number of personnel on emergency scenes to effectively mitigate that specific incident (*Standards of cover*, 2017). The Performance and Accountability section of the GFD Planning Division collects data and provides reports on the performance of the departments responses in the following areas; low fire hazard response, moderate fire hazard response, special/high hazard response, emergency medical response,

technical rescue response, and hazardous materials response (Appendix A). When representing the fire department at the city manager's office or at city council meeting, this information is vital when requesting additional funding for adequate staffing, equipment, or facilities. Prior knowledge of our mission, vision, and values with our elected officials could prove extremely beneficial. If understanding is present of the reason for requests from the department, positive results are more probable. In the City Organization chart (Appendix B), our Chief of Department reports to an Assistant City Manager who reports directly to the City Manager. Again, in the Council-Manager government, the City Manager's actions are directed by the nine-member City Council. Our department does not have any direct reporting connection with the elected officials of the city council. With this baseline understanding of the department and city organizational structure and the goals of the department with regards to continuous improvement in overall response to mitigate emergency incidents, an appointment was established to discuss the role of the elected officials in Greensboro play in an emergency incident, disaster response, or emergency preparedness with the Deputy Chief of Emergency Services of the GFD, Jim Robinson. Chief Robinson is a twenty-three year veteran of the GFD and is in second year of his current position. He has served on the Hazardous Materials response team, Urban Search and Rescue team, Training Division, Special Operations Division, and has served as the City Emergency Management Director. It is for these professional credentials that he was sought to provide clarity to the first research question of this applied research project. During the personal meeting with Chief Robinson, he provided the following information on the role of elected officials in our departments response on emergency incidents, disaster response, and emergency preparedness:

Elected officials have a huge impact on our operations, however they are more indirect in nature than a direct. Obviously, they don't respond or any have influence how we manage an emergency scene or prepare for any type of disaster response, but, as you know, they have a huge influence on the direction they may give to the City Manager's Office. We try to provide each citizen in Greensboro with the same level of care and service. This is one of the reasons we capture so much data on response times and geographic placements of stations. If we can show data that we are not able to meet the criteria outlined by NFPA recommendations and our Standards of Cover, the request for a new fire station, for instance, can be made in order for a consistent level of service throughout the city. Without buy-in from the city manager and the city council, it wouldn't matter how much data we provided. It is all about our ability to demonstrate value and worth to those outside our department that have an influence over what we are trying to accomplish. One of the reasons, other than it is the right thing to do, that our Special Operations Division assists the city in establishing temporary homeless shelters during the winter months, is to demonstrate our ability to provide various levels of service to those most in need and our capabilities in the event of a disaster. So, in essence, elected officials do not play a direct role in our operations on any

emergency incident, but have a huge role in our ability to carry out our mission (J. Robinson, personal communication, June 26, 2017).

The second research question concerning who should be the primary focus of educational efforts with our Council-Manager form of government, was addressed first by researching the background and significance as it relates to our department of this style of governing followed by interviews with the department public information officer and the local union president. The study of our form of governing the city that is outlined in the Background and Significance section of this applied research project lead to the conclusion to conduct interviews with our Public Information Officer (PIO) and our Union president. These two individuals job responsibilities and roles within the organization lead this researcher to discover that their views on the topic covered in the second research question of this applied research project could provide valuable, expert perspectives. The GFD PIO is responsible for establishing and maintaining a good rapport and working relationship with members of the media and city (*PIO responsibilities*, 2016, figure 2.26). Assistant Chief Dwayne Church assumed the role of PIO in September 2016 while also serving as the Planning Division Chief. The twenty-four year veteran of the GFD response to the question of who should be the primary focus of educational efforts included the following during a personal interview:

Well, first of all, my primary focus as the PIO is to inform the media of events and any fire department involvement in newsworthy incidents. But, I do work in conjunction with the City Communications Director to ensure that the message of the fire department is communicated throughout the internal city website.

We definitely want the other city departments to be aware of what we are doing. With David Parrish (Assistant City Manager) providing direction to our Fire Chief and with the City Manager providing overall direction to him, those are the two people that need to fully understand our purpose, mission, goals and all that goes into providing excellent service to the citizens. In my opinion, if our Assistant City Manager over the fire department and the City Manager aren't aware and educated on the services we provide and the benefits we contribute to the city, then we will be destined to have a decline in improvement, and ultimately, a decline in service delivery (D. Church, personal communication, July 11, 2017).

The Local 947 Union president, Dave Coker, is a well-respected captain of one of the busiest engine companies in the GFD. He has a well-known history of establishing relationships with every member of the city council and active in promoting the department's virtues throughout the city. In a Right-to-Work state, the Local Union's do not have the power of collective bargaining. However, this Union president seems to understand the power of influence and relationships. A person interview was scheduled and conducted on the same day as the interview with the PIO from the GFD. The answer to the question of who should be the primary focus of our educational efforts predictably differed from the PIO's perspective.

Without a doubt, the nine elected officials that make-up our city council should be targeted with any educational program that we establish. As with any city policy in any department, the City

Manager gets directed by the City Council. If the members of our City Council are for our department, we have a better percentage chance to get approval from the city manager's office. It all boils down to value and worth. If the five city council members that represent a specific district understand the benefit we provide to the citizens that elected them, the better off we are. In fact, when all nine are fully aware, we have a good chances of them directing the Manager to conduct market studies for competitive compensation, capital improvement project approval, new facilities etc...The IAFF (International Association of Fire Fighters) actually has a program, Fire Ops 101, that is aimed at educated elected officials, decision makers, key community figures, and the media on the benefits the fire department provides to any community. If you can get the city council and the media understanding the multiple key roles the fire department plays in a successful community, the city manager's actions will be guided by their direction (D. Coker, personal communication, July 11, 2017).

The interviews with both Chief Church and Captain Coker lead this research in directions of discovering articles intertwining the fire service and politics and to the discovery of the Fire Ops 101 program produced by the IAFF. The findings from this research correlated with the research discoveries from the third question of this applied research project, how do

other departments and fire service agencies provide effective educational programs to elected officials.

The literature review for the third research question of this applied research project addressed how other departments and fire service agencies provide educational programs for elected officials. The research revealed that many departments offer educational academies, but they are for any citizen and not specifically targeted towards elected officials or policy makers. While there is definitely a place and value to a citizen's academy, it rarely attracts those individuals that have direct influence in the department.

In North Carolina, almost all the neighboring and area fire departments offer a version of a citizen's academy. The Hickory Fire Department offers a citizen's academy that is offered to employees of the City of Hickory or any resident within the city limits. It is a 10-week commitment that meets every Thursday night for three hours. Each class offers different topics related to the fire department as well as some hands-on activities and demonstrations. The marketing for this event is done through the City of Hickory website alone ("HFD Citizen Academy," 2017, para. 2). The Burlington Fire Department hosts a similar academy, meeting seven times for three-hour intervals aimed at educating citizens, albeit not targeted towards elected officials ("BFD citizens academy," 2017, para. 1). Another neighboring city, Winston-Salem, also offers an academy that is open to any citizen residing within the city limits, although an application is required. These applications are reviewed and selected by department officials. This selection process differs somewhat from others in our area due to all applications are accepted, but are admitted to the program based on the content of the application and not on a first-come first-serve basis ("WSFD citizen academy," 2017, para. 1).

Expanding the literature review revealed that departments outside of North Carolina did engage in educating elected officials. Humboldt Bay Fire hosted a “field day” at the Chris Kemp Training Center in Eureka, California, in April 2017. This program, organized and implemented strictly for elected officials and policy makers by the members of Humboldt Bay Fire Department, provided a glimpse into firefighters’ efforts in structure fires and vehicle extrications. Each of the officials were dressed out in proper personal protective clothing and were walked into a structure fire and provided hands-on experience in operating the jaws of life in a vehicle extrication scenario. Humboldt Bay Fire Chief Bill Gillespie expressed that he hoped a day with a fire crew would provide the elected officials a first-hand account of the firefighters’ responsibilities and commitment to the public (Araujo, 2017, p. 1).

The Ulster County Fire Chief’s Association, along with the Ulster County Office of Emergency Management, held a fire operations training session strictly for the elected officials of Ulster County, New York, in October of 2016. The day consisted of providing the group of seven elected officials a background of the challenges facing the department in regards to recruitment and retention, training, and budget concerns. Each of the participants learned to use a self-contained breathing apparatus (SCBA), don proper personal protective equipment (PPE), basic fire behavior, and fire extinguishment. They were also exposed to vehicle extrication and the importance of fully staffed crews in order to perform all the skills efficiently and safely (“Local politics,” 2016, para. 2). The supervisor of the Town of Marlborough, Al Lanzetta, expressed, “I now have a new appreciation for our firefighting force” (“Local politics,” 2016, para. 8).

While researching this third question, very few departments were discovered that organized and implemented their own unique program to educate elected officials specifically.

Most of the departments that this research discovered that implemented a targeted educational program for elected officials or policy makers utilized the Fire Ops 101 program. The IAFF created the Fire Ops 101 program to provide elected and appointed officials and the media with a hands-on opportunity to better understand the complexities of what firefighters do on a daily basis. It exposes participants to the smoke, the adrenaline rush, and the physical stress and strain fire fighters routinely address. Also, each participant will hopefully gain a better understanding of adequate and safe staffing, equipment, and the mental strength that is needed to endure the profession (“Fire Ops 101,” n.d., para. 1). The list of departments that have utilized this program since 2015, with success, include Des Moines, Miami Beach, Pasadena, the New York Professional Fire Fighters Association in Lathan, New Bedford, Fall River, and Washington D.C. (“Real events,” 2017, p. 1). With these departments, the Fire Ops 101 Toolkit was utilized to launch a successful educational program. The toolkit that is provided in the IAFF website can be downloaded and used as a planning and implementation guide for the entire program. The program offers a step-by-step guide through each phase of preparing to conduct the educational program that any department can utilize. The program can be specifically tailored to any fire department and to any form of governance in any city. It actually provides every form and template that an organizer would need to develop everything from an Incident Action Plan (IAP) to name badges to waiver and release forms. The checklist form provides any organizer with a guide to hosting a successful event (Appendix C). The planning guide provided by the IAFF for a Fire Ops 101 event can be customized to fit a specific audience, age bracket and demographic. A department can choose the hands-on activities that each elected official will participate in and what job functions that they will receive exposure. This program provides an opportunity for an immersive experience into the world of a fire fighter.

The departments that utilized the Fire Ops 101 program also extended invitations to their local media. At minimum, the departments created a press release to gain adequate coverage of the event. Due to the presence of the media, the message of the value and worth of the fire department to a community is communicated to those that chose not to attend or could not attend. As one of a dozen lawmakers at the Fire Ops 101 program at the Midwestern Legislative Conference in Des Moines, Iowa, state Representative John Forbes stated, “It’s a very difficult and painstaking job. It’s a job I have a lot more respect for. When I am looking at legislation that affects firefighters, I understand now what they’re going through and more able to understand the needs for their profession.” (“Media coverage,” 2017, para. 3).

The fourth research question addressed the desired essential educational and awareness program elements of the administrative leadership team for a program that is designed for elected officials. To be successful, each department must always compete politically with every other government department for a portion of the limited funds available from the taxpayers. The successful chief must always be building a nonpartisan constituency among the elected officials and in the public to ensure support for the roles of your department (Graner, 2008, para. 26). With this knowledge of the importance of being successful in the political environment for progress in the fire department, the research conducted amongst the administrative leadership team at the GFD revealed program elements viewed as essential to implement a successful educational program targeted towards elected officials and policymaking appointed officials. The GFD administrative leadership team is comprised of all personnel that are of the rank Assistant Chief, Deputy Chief, or Fire Chief. In our department, there are seven Assistant Chiefs, two Deputies, and one Fire Chief. The diversity of services provided by the GFD daily is paramount to the message to be delivered. The complexities of skills that are

needed to be successful in the job are integral to understanding the overall value of each firefighter. Just as in the Recruit Academy for newly hired fire fighters, any program that was introducing elected officials must adhere to emphasizing the basic fundamentals of the job. The fundamental aspects that were viewed as necessary were basic engine company operations, ladder company operations, rescue company operations, and emergency medical incidents. The engine company operations basics were hose deployment and stretching attack lines into a limited visibility, smoke filled environment. The ladder company basics to be included were listed as forcible entry, search and rescue, and ventilation. The rescue company operations expressed that should be a requirement is vehicle extrication. The emergency medical skills component listed was proper teamwork in assessing and performing proper cardio-pulmonary resuscitation (CPR). (Appendix D)

The sources referenced in this literature review identified ways to provide and educational program for Greensboro's elected officials on the services provided by the fire department. The research in this literature review revealed the role elected officials in Greensboro serve in emergency incidents and in emergency preparedness, who the primary focus of the educational program efforts should be, how other departments and fire service organizations provide educational programs to elected officials, and the desired essential program elements identified by the administrative leadership team of the GFD. At the conclusion of this literature review, it is evident that an educational program for elected officials in Greensboro could be extremely beneficial to the future success and growth of the department. The research revealed a model program and associated resources that could be utilized to benefit the service delivery of the GFD and, ultimately, the citizen's of Greensboro.

### Procedures

This Applied Research Project utilized a descriptive research approach to identify ways to provide an educational program for Greensboro's elected officials on the services provided by the fire department. Information was gathered from internal sources, other fire departments, fire service organizations, and personnel with expertise in dealing with elected officials and the media.

An in-person interview was conducted to address the first research question, discovering the role elected officials serve in Greensboro in an emergency incident, disaster response or in emergency preparedness. Personal knowledge of the subject of the interview, GFD Deputy Chief Jim Robinson, was the basis of the selection. His fire service career included significant time serving in various capacities that provided him the requisite insight to address the first research question of this applied research project. Utilizing the outlook calendar, I sent a meeting request to him for June 26, 2017, at 0900 hours. The purpose of the meeting request was stated in the request. During the interview, this researcher came prepared with the title of the applied research project, the first question that pertained to the purpose statement, and a pad and pencil. During this interview, no voice recordings occurred, only notes. The limitations of this method were that the question was posed and the interviewee was encouraged to provide any information or insight that was thought to pertain to the question. This researcher intended to gain valuable information that was obtained in private, closed door meetings that would illuminate the role of elected officials in the decision-making process that would affect our functions on emergency incident preparedness, but lacked the creative questioning that would lead to that outcome. This researcher relied on the Deputy Chief to offer information pertinent to the subject matter, which proved to possibly be a limitation in this approach. The experience and

knowledge gained from this research approach for this question proved to be a valuable foundation on which to build the remaining research to identify ways to provide an educational program for the elected officials of Greensboro on the services provided by the fire department.

To address the second research question, identifying whom the primary focus of the educational program should be, considering our Council-Manager form of government, two in-person interviews were conducted. After an initial literature review of materials discovered on the internet, this researcher determined that perspectives from sources familiar with the media and communications and with the political climate would prove beneficial to yielding productive results. The president of the Professional Fire Fighters of Greensboro Local 947, Captain Dave Coker, was sent a meeting request via outlook calendar, and provided the intent of the request. Captain Coker's active involvement in the Union and IAFF and his experience with communicating effectively with the local elected officials warranted the interview request. The interview was conducted at my office at GFD Headquarters on July 11, 2017, at 0900 hours. During this interview, the purpose of the research topic was provided and the reason for the request was stated. During this interview, only notes were taken, no audio was recorded. Assistant Chief of the Planning Division and department Public Information Officer, Dwayne Church, was requested for an interview in the same manner, same location and on the same day, but at 1330 hours. The knowledge of the importance of developing a relationship with the local media and the experience in the planning division of the GFD, closely working with members of the city manager's office, provided needed insight and proved invaluable to this research project. The limitations of this method were that this researcher has no formal experience in forming valid follow up questions to gain further insight. Another limitation was that each person gave only their personal view of the question asked and have no information of others in the industry

with similar experience. This researcher also has no formal training in conducting an interview and relied on the subjects interviewed to provide an adequate amount of information to answer the questions with appropriate reasoning.

In answering the third research question, identifying how other departments and fire service agencies provide educational programs to elected officials, questionnaires were distributed to eleven fire departments that research revealed had academies designed to educate citizens on fire department functions. In addition to research revealing the existence of a citizen academy or educational program component presence, the departments were selected based on local familiarity or knowledge of the department based off of personal prior knowledge. The departments were contacted via email, obtained through the department's website or through prior knowledge, and requested to send a copy of their program policy on educating the public and/or elected officials and fill out a brief questionnaire (Appendix E). The limitation to the questionnaire and method was the departments contacted might not be representative of the fire service in its entirety. Of the eleven questionnaires distributed, zero was returned. However, they did respond to the email with a reference page to the closest program available to the one requested. While 0% of the departments returned the questionnaire, 100% responded with guidance to their departments information that sufficed and was an ample supplement to the literature review data in order to gain insight to how other departments address educating elected officials.

To address the fourth research question, discovering the desired essential educational and awareness program elements of the administrative leadership team, questionnaires were distributed via email to the 10 existing members in the GFD. The questions formed for distribution requested each recipient to list the four main services the GFD provides

to the citizens that are most essential to include in an educational program targeted to elected officials. Limitations to this approach were that no guidelines were given with the exception that this program would be a hands-on-training experience and it was only distributed to a small segment of the fire department. These individuals were chosen due to the very nature of their job is to lead the departments direction, but only obtaining ten viewpoints of the essential program elements is a limitation to leading to effective, comprehensive research. 100% of the questionnaires were returned.

### Results

Interviews, questionnaires, literature reviews of other departments and fire service organizations were utilized to obtain the results to the research questions included in this applied research project.

What role do the elected officials in Greensboro serve in an emergency incident, disaster response or in emergency preparedness?

A literature review revealed the basic roles of elected officials in a Council-Manager form of governance and an interview was conducted with a fire service professional to gain further insight into first-hand knowledge of the roles that they play in an emergency incident, disaster response or in emergency preparedness. The person deemed to be a subject matter expert in this field is Deputy Chief of the Greensboro Fire Department, Jim Robinson. In his career, he has served in the following capacities: Hazardous Materials team, USAR and Technical team, Training Division captain, Emergency Management Coordinator, Special Operations Division Chief, and Deputy Chief of Emergency Services. His experience ranges from all emergency incident types, planning for deployments with both Hazardous Materials and USAR teams, operating with other local and state authorities as the Emergency Management Coordinator,

overseeing all aspects of the Special Operations Division and leading the entire Emergency Service Division of the GFD. Through the job functions and roles he has fulfilled, the knowledge he acquired would prove beneficial in establishing a baseline foundation for the development of this research project. The only question posed for this interview was what role do elected officials in Greensboro serve in an emergency incident, disaster response or in emergency preparedness. The subject matter expert was encouraged to provide as much information as deemed possible.

Personal interview – Deputy Chief Jim Robinson, GFD – Answer

Elected officials have a huge impact on our operations, however they are more indirect in nature than a direct. Obviously, they don't respond or any have influence how we manage an emergency scene or prepare for any type of disaster response, but, as you know, they have a huge influence on the direction they may give to the City Manager's Office. We try to provide each citizen in Greensboro with the same level of care and service. This is one of the reasons we capture so much data on response times and geographic placements of stations. If we can show data that we are not able to meet the criteria outlined by NFPA recommendations and our Standards of Cover, the request for a new fire station, for instance, can be made in order for a consistent level of service throughout the city. Without buy-in from the city manager and the city council, it wouldn't matter how much data we provided. It is all about our ability to demonstrate value and worth to those outside our department that have an influence over what we are trying to accomplish. One of the reasons, other than it is the right thing to do, that our Special Operations Division assists the city in establishing temporary homeless shelters during the winter months, is to demonstrate our ability to provide various levels of service to those most in need and our capabilities in the event of a disaster. So, in essence, elected officials do not play

a direct role in our operations on any emergency incident, but have a huge role in our ability to carry out our mission (J. Robinson, personal communication, June 26, 2017).

This one interview did not provide a wide range of differing point of views, but it did support the literature review findings of the role of elected officials in an emergency incident or emergency preparedness. The overall impression was definitely given that while elected officials do not have a direct influence on our strategy, tactics, or decision-making on any incident, they have a huge indirect influence in how this department can plan, prepare, and efficiently mitigate incidents with their control of budgets, staffing requirements, and general view of the importance of the services delivered by the fire department in conjunction with all other city services.

In our Council-Manager form of government, who should be the primary focus of the educational program efforts?

Interviews were conducted with two members of the fire service profession that would have distinctly different points-of-view on any involvement in the political arena and undertaking an educational program targeted at elected officials or appointed officials who have control of establishing policy or making decisions that involve the fire department. A simple questionnaire guided my discussion leading up the discovery of whom they thought should be the primary focus of the educational program efforts, considering the form of governance in Greensboro.

Personal Interview – Assistant Chief Dwayne Church, GFD – Answers

- 1) How many years have you been in the fire service? In the GFD? “24 years total, all with Greensboro”
- 2) What positions have you held since you were promoted to the rank of Chief Officer? “I served as a Battalion Chief in Emergency Services and in the

Training Division. I was promoted to Assistant Chief over the Training Division and now am an Assistant Chief in the Planning Division.”

- 3) Are there any other roles that you serve in that involve additional responsibilities? “Yes. I serve as the PIO for the department.”
- 4) In our Council-Manager form of government, who should be the primary focus of an educational program efforts, and do you think it will be beneficial?

Well, first of all, my primary focus as the PIO is to inform the media of events and any fire department involvement in newsworthy incidents. But, I do work in conjunction with the City Communications Director to ensure that the message of the fire department is communicated throughout the internal city website. We definitely want the other city departments to be aware of what we are doing. With David Parrish (Assistant City Manager) providing direction to our Fire Chief and with the City Manager providing overall direction to him, those are the two people that need to fully understand our purpose, mission, goals and all that goes into providing excellent service to the citizens. In my opinion, if our Assistant City Manager over the fire department and the City Manager aren't aware and educated on the services we provide and the benefits we contribute to the city, then we will be destined to have a decline in improvement, and ultimately, a decline in service delivery. There would definitely be some benefits to have some type of a program that targets our City Managers office (D. Church, personal communication, July 11, 2017).

Personal interview – Captain Dave Coker, GFD – Answers

- 1) How many years have you been in the fire service? In the GFD? “I have been with Greensboro my entire 12 year career”
- 2) What positions have you held since being promoted to rank of Captain? “I have been an Engine Company captain at Engine 41 and Engine 7 in my three years as a Company Officer”
- 3) Are there any roles that you serve in that involve additional responsibilities? “Yes. I have served as the President of the Professional Fire Fighters of Greensboro, Local 947, for seven years.”
- 4) In our Council-Manager form of government, who should be the primary focus of an educational program efforts, and do you think it will be beneficial?

Without a doubt, the nine elected officials that make-up our city council should be targeted with any educational program that we establish. As with any city policy in any department, the City Manager gets directed by the City Council. If the members of our City Council are for our department, we have a better percentage chance to get approval from the city manager’s office. It all boils down to value and worth. If the five city council members that represent a specific district understand the benefit we provide to the citizens that elected them, the better off we are. In fact, when all nine are fully aware, we have a good chances of them directing the Manager to conduct market studies for competitive compensation, capital improvement project approval, new facilities etc....The IAFF

(International Association of Fire Fighters) actually has a program, Fire Ops 101, that is aimed at educated elected officials, decision makers, key community figures, and the media on the benefits the fire department provides to any community. If you can get the city council and the media understanding the multiple key roles the fire department plays in a successful community, the city manager's actions will be guided by their direction (D. Coker, personal communication, July 11, 2017).

These two interviews provided valuable insight from two different perspectives on the importance of educating not only the elected officials, but the appointed officials as well. Effective communications of the departments mission, vision, and values, a collaborative demeanor, and clarity of message are paramount when developing relationships with both elected and appointed officials. This research revealed a definite need of both Labor and Management sides of the organization to unify in delivering a program that educates all those that have decision making power and influence on the people that comprise the GFD.

How do other departments and fire service agencies provide effective educational programs to elected officials?

A literature review was conducted and a questionnaire was developed to answer this research question. Eleven departments were contacted, after literature review determined that the department had a community based educational awareness program. The questions were basic, formed by the literature review to collect information on how departments educate their communities about the services provided by the fire department and their effectiveness. Included as a part of the email was a request to provide information on any policy, standard, program guideline that was utilized with success in their department (Appendix F). Zero of the

departments (0%) returned the actual questionnaire but all eleven of the departments or agencies (100%) provided some form of information requested or instructions on how to locate information from their departments websites. The three departments that were contacted locally in North Carolina only conducted educational programs that offered opportunities to any citizen that resides within the city limits and did not endeavor in any targeted education effort with elected nor appointed officials. The eight departments or agencies contacted nationally had developed or adopted educational programs that specifically were designed for elected officials.

The Hickory, Burlington, and Winston-Salem Fire Departments, all in North Carolina, only offer a basic citizens academy that is open to all residents of the city they serve. These three departments have slight variances in their delivery methods, but the essence of each program is similar. All conduct a program that meets on a certain day and time for a period of six to ten weeks. The content of the programs offer citizens that opportunity to be introduced to the services provided by the fire department and some basic experiential, hands-on, tactical functions integral to the job of a fire fighter. While these programs certainly have value in the community, it does not address the issue of educating elected policy makers.

One fire department and one fire service agency responded with programs they had developed and implemented in their jurisdiction. Humboldt Bay Fire hosted a “field day” at in Eureka, California, in April 2017. This program was organized and implemented strictly for elected officials and decision makers that dictate policy that affects operations in their fire district. These elected officials donned proper personal protective clothing, experienced the feel of an actual structure fire and were also provided hands-on training in operating hydraulic equipment for a vehicle extrication rescue. In conjunction with the Ulster County New York Office of Emergency Management, the Ulster County Fire Chief’s Association developed and

implemented a program strictly for the elected officials in October of 2016. This program emphasized providing the small group of elected officials with a background of the challenges facing the department in regards to recruitment and retention, training, and budget concerns. However, the participants still were exposed to the use a self-contained breathing apparatus (SCBA), don proper personal protective equipment (PPE), basic fire behavior, and fire extinguishment.

The majority of departments and agencies contacted implemented an educational program that was developed by the IAFF, Fire Ops 101. Des Moines, Miami Beach, Pasadena, New Bedford, Falls River, Washington D.C., and Chillicothe Fire Departments have conducted Fire Ops 101 in their respective communities, cities, towns, and fire districts. Each department or agency adapted the program to fit their specific community, but utilized the resources, guidelines, and tools provided by the IAFF and its program manager, Kevin Standbridge. The Fire Ops 101 program provides the complete framework, guidelines, and necessary paperwork formats for any department to adopt and customize to work in their community or city. Utilizing the time line and check-off sheet provided allows for department organizers to keep a group or committee on task in the preparation phase and promotes efficiency during an implementation phase. The program allows department officials to determine the best course of action of who to invite, but encourages a blend of elected officials, appointed policy makers, influential community leaders, and members of the media. This research resulted in discovering a more purposeful and effectively program than just a citizen's academy that does not target a select audience. Both programs have justified place on a list of activities to conduct, but the Fire Ops 101 has the potential to have long-lasting positive implications on the fire department.

What are the desired essential educational and awareness program elements of the administrative leadership team?

A questionnaire was developed and distributed to the administrative leadership team to answer this question. The administrative leadership team is comprised of ten chief officers; one fire chief, two deputy chiefs, and seven assistant chiefs. The group was requested to list the four most essential elements that should be included in a hands-on-training educational experience targeted at elected and appointed officials.

Answer Groups	Total Response
Emergency Medical training / CPR	10
Hose deployment/advancement	10
Search and Rescue	10
Forcible Entry	4
Vehicle Extrication	3
Ventilation	1
Aerial operation	1
Pump operations	1

The results of this simple questionnaire, or survey, demonstrates that recognition of what is valued in the department and could best illustrate the mental and physical stress that a fire fighter endures daily.

### Discussion

The purpose of this research is to identify ways to provide an educational program for Greensboro’s elected officials on the comprehensive services provided by the fire department. Four questions were researched to identify ways to provide an effective program

designed to educate Greensboro's elected officials on the beneficial services provided by the fire department. The literature review for this topic in correlation with the personal interviews conducted and questionnaires collected produced valuable results in the identification of ways to provide an educational program for Greensboro's elected officials on the comprehensive services provided by the fire department. This research produced significant findings that resulted in the discovery of a definite need to provide a specific program targeted at educating elected officials, appointed policy makers, and influential members of the city and media on the beneficial services provided routinely by the members of the Greensboro Fire Department to citizens they serve.

Why wouldn't we want to have a close relationship with the individuals who have so much power over our professional lives? (Oceguera, 2009, para. 6) This is the question that John Oceguera, former Assistant Chief of Operations with the North Las Vegas Fire Department, posed in 2009 and it still rings true to this day. With so much at stake in regards to our departments staffing and funding, close relationships and understanding are essential to the survivability of effective, professional fire departments. As Fire Chief Ron Graner illuminated, the fire service must understand and successfully manage the impact of local politics affecting the fire service's abilities (Graner, 2008, para. 2). The literature reviewed about the active role that the elected officials serve in an emergency incident or emergency preparedness suggest that active participation is not a factor. Rather, the indirect affect elected officials have greatly impact the strategies and tactics that can be utilized in preparing and mitigating emergency incidents. Confirming the impact that elected officials, especially local officials, was the result of the interview with a career fire service professional and subject matter expert. The results of this research agree with the theory of this applied research project because without elected

officials fully understanding the beneficial role the fire department serves in the city of Greensboro, the less informed they will be when essentially deciding the fate of our organization. The implications to the Greensboro Fire Department are that every member, from chief to recruit, needs to understand the role that elected officials have in our department's effectiveness.

Fire fighters often shy away from political involvement because they feel that it will too time-consuming or that the involvement will not make a real impact or difference. If the members of the department take the time to know our own councilperson or city manager, it could make a huge difference when an important issue arises (Oceguera, 2009, para. 11). Researching the Council-Manager style of governing a city and who the most influential members of that governing body provides direction and clarity of purpose in delivering the departments intended message. Interviewing fire service professionals who have knowledge of the government and it's chain of command, as well as chain of influence, revealed a need to provide education to both elected and appointed officials. Interviews conducted with a member of the department administration and a member of the department's labor contingency resulted in the realization that diversifying the audience to educate on the services provided to the citizens is the most effective. Assistant Chief Dwayne Church identified the key officials that need to be aware and supportive of fire department operations from his intimate knowledge in planning process for future growth and sustainability in all areas of the department. As the PIO for the department, he integrates the important role that the media plays in information sharing amongst the community and how it maintains engagement with the city officials. Captain Dave Coker, president of the Local 947 Union, illustrated how essential and vital influential power through relationship building is for the success of the organization. Educating and ensuring that they are aware of the dangers, challenges, and stresses that all fire fighters endure is paramount in

building those relationships and influencing decisions that have a positive impact on the department. The theory that the department should focus on decision and policy makers coincides with the results of the research and interviews conducted. The implications on my organization include moving away from a general citizen's academy and emphasizing a more results driven, purposeful educational program that has the objective of educating those individuals who have a direct influence over our department.

With the knowledge and understanding that are targeted audience should be identified and educated, identifying how other departments and fire service agencies provide educational programs for elected officials was researched. The literature review and research directly correlated with the premise that the GFD needs to identify ways to educate our local elected officials on the comprehensive services provided by the department and its members. The programs reviewed by the various departments in this region suggest that conducting a general citizen's academy has some inherent value and demonstrates good will within a community, it lacks in overall effectiveness and positive outcomes. Other departments researched and contacted provided a broader view of how to implement, and even develop, an influential and effective educational program that targets the decision makers that impact the mission of the department. Across the departments that responded and that were researched, the concepts, guidelines, and content of the Fire Ops 101 program from the IAFF proved reliable and effective.

Possessing the knowledge of whom to focus the attention of an educational program and becoming equipped with a program that has proven reliable and effective, identifying the desired essential educational program elements was addressed and researched. As with any fire service organization, the leadership team exists to provide direction, support,

guidance, and accountability. With this in mind, the administrative leadership team of the GFD, comprised of ten chief officers, was requested to identify the key components of the fire department services to include in an educational program aimed at making elected officials fully aware of the benefits of our department. The leaders of the department identified four key elements that should be included when introducing decision makers to the services provided by the fire department. Those four areas are; emergency medical responses involving CPR, engine company operations involving hose advancement, ladder company operations involving forcible entry and search and rescue, and rescue company operations in regards to vehicle extrication. This hands-on, total immersive, experience for elected and appointed officials directly aligns with the research of the Fire Ops 101 program and its key elements that lead to success. The implications to the GFD are in complete agreement with the theory of this research paper. Providing a hands-on, first-hand experience into the job functions, mental and physical stress, and technical skills that fire fighters provide daily could lead to increased positive relationships, more positive outcomes during budget allocations, and inclinations to increase salaries to ensure fire fighters are paid competitively in the market.

#### Recommendations

The Greensboro Fire Department has a history and tradition of active community involvement and an excellent level of service. The organization has received accreditation from the Center for Public Safety Excellence for twenty-five years and is currently an Insurance Services Organization Class 1 department. The department continues to lack in its efforts to inform and educate the members of the city council, city managers office, and the media in those accomplishments, what they actually mean, and in the overall services we provide and level of professionalism that they are delivered.

These are the following recommendations from the completed research.

1. Identify a team of personnel to form a Organizational Committee
2. Decide on the program essentials from the Fire Ops 101 toolkit
3. Create a targeted invitation list of local elected officials, state elected officials, city appointed officials, influential civic leaders, and members of the media.
4. Provide Chief of Department with the overall objective and invitation list for approval.
5. Select a date, time, and location for the event.
6. Delegate logistical items amongst team members.
7. Provide information about participants to Logistics to provide properly sized gear for the event prior to arrival.
8. Select members of the department to lead the participants in the tactics decided by the administrative team.
9. Select members of the department to serve as hosts for each group whose role is to facilitate involvement and handle the needs of the participants.
10. Provide all members volunteering with key educational talking points about the services provided by the fire department and the direct benefits that the citizens gain from the fire department.
11. Create an Incident Action Plan for the event and provide the Command Staff and to any volunteer assisting in the event.
12. Create a press release.
13. Create relationships with the members of the City Council.

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Appendix A

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# FIRE LOW FIRE RISK RESPONSE

Percentile: 90th

ERF Evaluated: 4th On-Scene

Response Plan: 1 Engine or 1 Ladder

NFIRS: 100 Series

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	01:16	01:23	01:09	01:09	01:13	01:46	01:31
<i>Turnout</i>	01:51	01:53	02:06	02:00	01:46	01:27	01:25
<i>Travel</i>	03:30	04:10	04:04	04:18	04:07	04:07	04:22
<i>Travel (ERF)</i>	03:34	04:10	04:04	04:20	04:06	04:06	04:22
<i>Response</i>	05:47	06:27	06:36	06:47	06:08	06:23	06:25
<i>Response (ERF)</i>	05:47	06:32	06:36	06:48	06:13	06:23	06:32
<i>Incidents</i>	37	2,612	583	515	501	513	500

**AUDIT**

Generated: 2017-07-26 15:02:22  
FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
Published by: TUTTLE, T. [401]

**PARAMETERS**

Rule(s):  
[1] Response Plan Code IN LIST: E1,Q1  
[2] NFIRS Series IS 1  
[3] Mutual Aid Flag IN LIST: 1,2,N  
[4] Response Code IS E

**REPORT**

Code: fire-low  
Method: Linear Interpolation (p.INC)  
Error: ±0.01%

Appendix A

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# FIRE MODERATE FIRE RISK RESPONSE

Percentile: 90th

ERF Evaluated: 17th On-Scene

Response Plan: 3 Engines | 2 Ladders | 1 Battalion Chief

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	00:56	01:34	01:11	01:06	01:12	01:59	01:50
<i>Turnout</i>	01:57	01:56	02:03	02:05	01:50	01:32	01:34
<i>Travel</i>	03:16	03:41	03:37	03:39	03:41	03:48	03:48
<i>Travel (ERF)</i>	06:10	07:03	06:25	06:58	07:00	07:25	07:30
<i>Response</i>	06:08	06:10	06:04	06:00	06:00	06:21	06:14
<i>Response (ERF)</i>	09:56	09:52	09:16	09:50	09:51	10:12	10:28
<i>Incidents</i>	45	4,088	802	808	773	864	841

**AUDIT**

Generated: 2017-07-26 15:02:22  
FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
Published by: TUTTLE, T. [401]

**PARAMETERS**

Rule(s):  
[1] Response Plan Code IS B1E3Q2  
[2] Mutual Aid Flag IN LIST: 1,2,N  
[3] Response Code IS E

**REPORT**

Code: fire-mod  
Method: Linear Interpolation (p,INC)  
Error: ±0.01%

Appendix A

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# FIRE HIGH FIRE RISK RESPONSE

Percentile: 90th

ERF Evaluated: 20th On-Scene

Response Plan: 3 Engines | 2 Ladders | 2 Battalion Chiefs | 1 Rescue

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	00:21	01:36	01:08	01:03	01:14	01:52	01:39
<i>Turnout</i>	01:46	01:53	02:09	02:01	01:59	01:39	01:35
<i>Travel</i>	02:32	03:18	03:17	03:12	03:36	03:30	02:30
<i>Travel (ERF)</i>	05:20	07:20	06:49	06:28	07:26	06:55	07:55
<i>Response</i>	05:42	05:43	05:46	05:36	05:39	05:54	05:15
<i>Response (ERF)</i>	07:58	09:57	09:47	09:14	09:57	10:22	10:33
<i>Incidents</i>	5	906	99	128	127	183	369

**AUDIT**

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FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
Published by: TUTTLE, T. [401]

**PARAMETERS**

Rule(s):  
[1] Response Plan Code IN LIST: B2E3Q2R1  
[2] Mutual Aid Flag IN LIST: 1,2,N  
[3] Response Code IS E

**REPORT**

Code: fire-high  
Method: Linear Interpolation (p,INC)  
Error: ±0.01%

Appendix A

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# MEDICAL MEDICAL RISK RESPONSE

Percentile: 90th

ERF Evaluated: 4th On-Scene

Response Plan: 1 Engine or 1 Ladder or 1 Rescue

NFIRS: 300 Series

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	02:44	02:53	02:41	02:37	02:47	03:11	03:04
<i>Turnout</i>	02:01	01:54	02:08	02:08	01:46	01:29	01:24
<i>Travel</i>	03:55	03:59	03:55	03:56	03:59	04:04	04:00
<i>Travel (ERF)</i>	03:57	03:58	03:56	03:56	03:57	04:02	03:58
<i>Response</i>	07:25	07:29	07:31	07:30	07:23	07:38	07:24
<i>Response (ERF)</i>	07:26	07:29	07:32	07:31	07:22	07:36	07:23
<i>Incidents</i>	1,536	114,288	25,026	24,060	21,939	21,615	21,648

**AUDIT**

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FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
Published by: TUTTLE, T. [401]

**PARAMETERS**

**Rule(s):**  
[1] Response Plan Code IN LIST: E1,Q1,R1  
[2] Mutual Aid Flag IN LIST: 1,2,N  
[3] NFIRS Series IS 3  
[4] Response Code IS E

**REPORT**

**Code:** med-low  
**Method:** Linear Interpolation (p,INC)  
**Error:** ±0.01%

Appendix A

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# RESCUE TECHNICAL RESCUE RISK RESPONSE

Percentile: 90th

ERF Evaluated: 10th On-Scene

Response Plan: 1 Engine | 1 Ladder | 1 Rescue | 1 Battalion Chief

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	01:23	03:06	02:32	02:17	02:29	03:06	03:32
<i>Turnout</i>	02:18	01:52	01:48	02:09	01:43	01:21	01:29
<i>Travel</i>	03:32	03:46	02:50	03:39	03:46	03:46	03:32
<i>Travel (ERF)</i>	06:51	05:41	04:14	04:54	04:50	06:22	05:43
<i>Response</i>	08:12	07:20	06:39	07:02	07:25	06:56	07:22
<i>Response (ERF)</i>	10:28	09:12	08:25	08:05	08:53	09:48	09:59
<i>Incidents</i>	3	344	43	56	68	92	85

**AUDIT**

Generated: 2017-07-26 15:02:22  
FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
Published by: TUTTLE, T. [401]

**PARAMETERS**

Rule(s):  
[1] Response Plan Code IS B1E1Q1R1  
[2] Mutual Aid Flag IN LIST: 1,2,N  
[3] Response Code IS E

**REPORT**

Code: rescue  
Method: Linear Interpolation (p,INC)  
Error: ±0.01%

Appendix A

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# HAZMAT

## HAZMAT RISK RESPONSE

Percentile: 90th

ERF Evaluated: 7th On-Scene

Response Plan: 1 Engine | 1 HazMat | 1 Battalion Chief

	FY17-18	Baseline	FY16-17	FY15-16	FY14-15	FY13-14	FY12-13
<i>Processing</i>	01:24	01:49	01:11	01:12	01:23	02:13	02:15
<i>Turnout</i>	02:25	02:04	02:18	02:17	02:05	01:35	01:37
<i>Travel</i>	03:19	03:57	03:52	04:00	04:12	03:58	03:47
<i>Travel (ERF)</i>	03:56	04:22	04:19	04:17	04:23	04:31	04:10
<i>Response</i>	07:50	06:38	06:27	06:41	06:27	06:48	06:36
<i>Response (ERF)</i>	07:52	07:13	06:58	07:18	06:36	07:27	06:58
<i>Incidents</i>	21	1,460	293	331	269	292	275

**AUDIT**

Generated: 2017-07-26 15:02:22  
FDID [GTID]: NC-04110 [570044]  
Agency/Division: Greensboro Fire Department  
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**PARAMETERS**

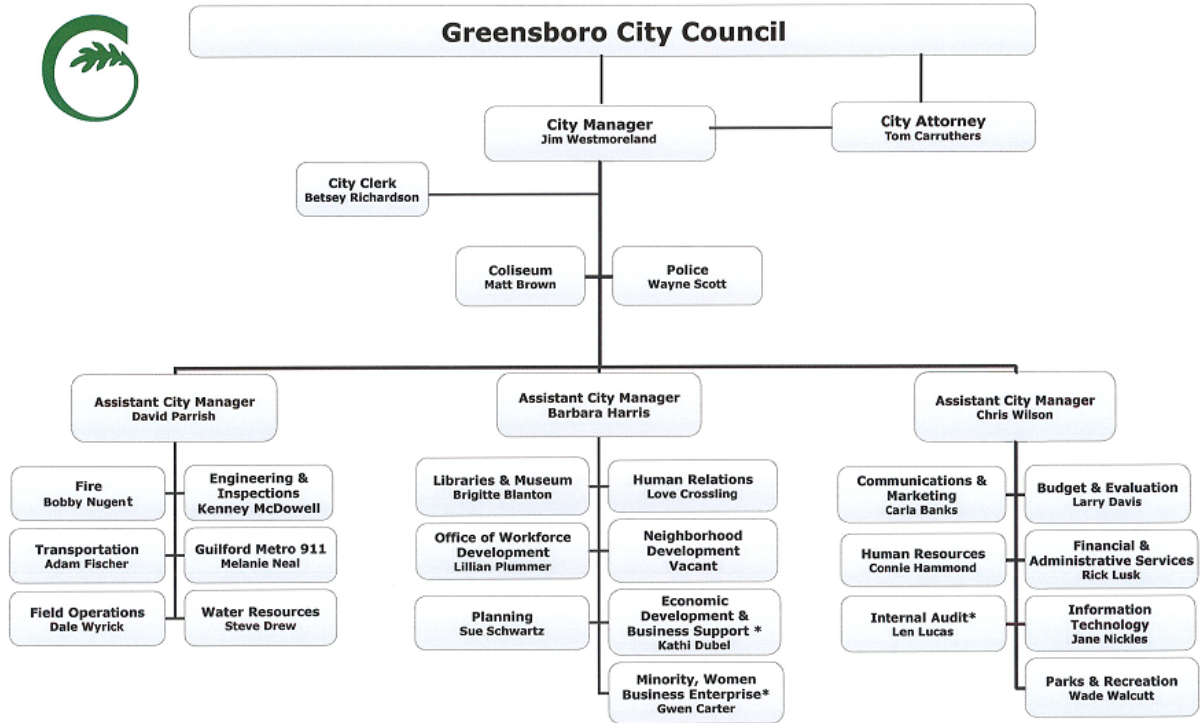
Rule(s):  
[1] Response Plan Code IS B1E1H1  
[2] Mutual Aid Flag IN LIST: 1,2,N  
[3] Response Code IS E

**REPORT**

Code: hazmat  
Method: Linear Interpolation (p,INC)  
Error: ±0.01%

Appendix B

City of Greensboro Organizational Chart



Appendix C



**FIRE OPS 101 Planning Checklist  
International Association of Fire Fighters**

- Choose date and location
- Gain approval from management
- Identify key decision makers to invite
- Hand deliver invitations to participants
- Send confirmation that includes event description and medical history form
- Follow up with participants in person to encourage participation
- Create a budget for the event
- Decide which scenarios to run
- Gather equipment for the scenarios and for participants
- Create an agenda for the day, include talking points for each scenario
- Discuss staffing (EMS, instructors, etc) with department
- Gather volunteer staff to work the event
- Market the event, contact media and create press passes
- Set up a Plan B in case inclement weather arises
- Decide which take-away items you will give away and place order
- Plan meals or hire caterer
- Meet with wranglers and instructors to discuss talking points
- Organize base camp staffing and supplies
- Purchase supplies for re-hydration stations
- Do a final run through and rehearsal the day before

**Event Location:** \_\_\_\_\_

**Event Date:** \_\_\_\_\_

## Appendix D

## Greensboro Fire Department Leadership Team Questionnaire/Survey

In an effort to develop, organize, and implement an educational program designed specifically for the City of Greensboro elected officials, appointed policy makers, influential members of the community, and members of the media, on the comprehensive services provided by the fire department, please assist me in identifying the key elements that you feel essential to a successful program. The objective of this program is to provide an experiential, impactful four to six hour training session designed to not only teach basic functions of our job, but to also experience some of the physical and mental stress that fire fighters endure.

Please list the four key elements that you feel are essential in educating our elected officials in a hands-on training and education experience.

1.

2.

3.

4.

Thanks for your time and input.

Jim

## Appendix E

To Whom It May Concern:

I am a current student enrolled in the Executive Fire Officer program at the National Fire Academy and in the process of gathering information for an applied research project. Your department's assistance in my efforts to improve my departments overall effectiveness and partnerships within the City of Greensboro, NC, would be greatly appreciated. I am inquiring if you have a policy, guideline, or program for executing an effective educational program designed to educate elected officials, appointed policy makers, influential community members, or the media. If an educational program exists similar to this in your department, I would be appreciative if you would share that with me.

If possible, thanks in advance for sending me a copy via email or directing me towards a link that could assist with my access to the content of your program.

Also, I have attached a short questionnaire that could prove very beneficial in the development of a program in Greensboro that could educate our elected officials of the numerous benefits provided to the city by the fire department. Thanks for taking the time to complete it and return it by saving it and replying to this email.

## Appendix F

## Fire Department Questionnaire Questions

- 1) What is the name of your department?
- 2) What is the city and state of your fire department?
- 3) What is the population that is served by your fire department?
- 4) How many sworn fire personnel are employed in your fire department?
- 5) What style of government does your city, town, or municipality use?
- 6) What level of involvement do elected officials have in hiring or promoting members of the fire department?
- 7) Who is the Chief of the Department's supervisor?
- 8) Do you have a program that educates the citizens in your community on the services provided by the fire department?
- 9) Do you have a program that specifically targets and educates elected or appointed officials in your city/town? If yes, what is the name of your program and did the program originate within your fire department?
- 10) Do you feel that a program targeting to educate elected officials on the fire department's comprehensive service and the benefits it provides to community would be beneficial in your city? Why or why not?