

# Performance and Cost Data

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## FIRE SERVICES

## PERFORMANCE MEASURES FOR FIRE SERVICES

### SERVICE DEFINITION

Fire Services refers to the activities and programs relating to the prevention and suppression of fires, responses to calls for service, rescue service (if provided), fire inspections (if provided), responses to hazardous materials calls (if provided), and fire education services. The services provided by fire departments vary from city to city, but the common goal remains the same: to protect the lives and property of the community served.

### NOTES ON PERFORMANCE MEASURES

#### 1. Number of Actual Fires per 1,000 Population

The total number of actual fires includes all types of fires, including structural fires.

#### 2. Fire Inspections Completed per 1,000 Population

Fire inspections include Level I, II, and III inspections.

#### 3. Number of Fire Department Responses per 1,000 Population

Responses include those to fires, medical emergencies, false alarms, and other types of situations that result in mobilization of fire equipment and personnel.

#### 4. Cost per Fire Department Response

The cost represents the total cost of fire services and is calculated using a full cost accounting model that captures direct, indirect, and capital costs. Response is as defined above.

#### 5. Number of Inspections Completed per Fire Inspector FTE

One full-time equivalent (FTE) position equals 2,080 hours of work per year. Any combination of employees providing 2,080 hours of work per year is counted as one FTE.

#### 6. Average Turnout and Travel Time for First Unit Dispatched under “Priority One” Situations

Fast response is a critical determinant in how successful fire responders will be. Response time is calculated by adding both the turnout time (the time the dispatch is received until the first unit is out the door) and the travel time (the time the first unit is out the door until the unit arrives on the scene).

#### 7. Percentage of Full Responses within Eight Minutes

The speed of fire department responses can be judged both for the first unit arriving and also for how long it takes a full complement of trucks and personnel to respond to an emergency. The percentage within eight minutes takes into account travel time.

### **8. Percentage of Fires Confined to Object or Room of Origin**

Containment of fires to as small an area as possible limits total damages. The degree of containment depends on how quickly the fire department is called but also is an effectiveness measure that is reported to the state.

### **9. Percentage of Fires for Which Cause Is Determined**

Investigation of the causes of fires can be an important part of prevention and suppression efforts. While the cause of all fires cannot always be determined, being able to identify causes is important if lessons are to be learned from the investigations.

### **10. Percentage of Fire Code Violations “Cleared” by Correction or Imposition of Penalty within Ninety Days**

Fire code violations are violations of state and local laws and regulations as found through fire inspections. The violators are given time to correct the violation before a penalty is imposed. This is an effectiveness measure that provides an indication of timeliness of follow-up.

### **11. Percentage of Cases with Lost Pulse Where Pulse Is Recovered at Time of Transfer for Transport**

Fire departments frequently are the first responders to medical calls, including cases where an individual has no pulse either at the time of arrival or during the response. This effectiveness measure reports the percentage of these cases where the patient has recovered a pulse by the time responsibility for care has been transferred to emergency responders who will transport the patient to a hospital. Many patients cannot be saved and recovery of pulse does not guarantee survival at the hospital.



# Fire Services

## *Summary of Key Dimensions of Service*

City or Town	Population Served	Land Area Served (in Square Miles)	Value of Property in Service Area (in Billions)	Total Number of Fire Department Responses	Fire Code Violations Found	Number of Community Fire Stations	Number of Fire Services FTEs	ISO Rating
Asheville	84,947	59.1	\$11.4	13,585	5,645	12	239	3
Burlington	52,457	25.1	\$4.1	7,117	2,406	5	92	3
Cary	148,698	55.3	\$20.6	6,887	4,305	7	211	3
Charlotte	711,349	299.0	\$77.1	93,139	27,916	40	1,144	3
Concord	81,848	60.6	\$10.8	7,286	1,656	9	180	3
Durham	234,140	105.6	\$22.3	18,512	2,849	16	300	3
Greensboro	279,753	143.4	\$25.3	29,225	40,183	23	502	1
Greenville	82,571	35.0	\$5.8	na	882	6	157	3
Hickory	46,509	42.9	\$5.2	6,081	4,268	6	137	3
High Point	111,744	67.0	\$10.1	11,029	2,799	14	224	2
Salisbury	32,263	21.9	\$2.9	4,097	2,002	4	77	2
Wilmington	102,207	51.5	\$14.1	9,401	2,804	11	220	2
Wilson	51,274	29.0	\$3.9	3,855	6,363	5	93	2
Winston-Salem	235,075	133.2	\$21.5	23,983	10,143	18	343	3

### EXPLANATORY FACTORS

*These are factors that the project found to affect fire services performance and cost in one or more of the municipalities:*

- Population and area served
- Value of property area protected in service area
- Number of engine companies
- Number of fire department responses
- Fire code violations
- ISO rating
- Age of housing stock

# Asheville

# Fire Services

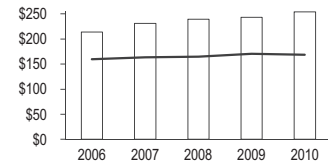
Key: Asheville ■

Benchmarking Average —

Fiscal Years 2006 through 2010

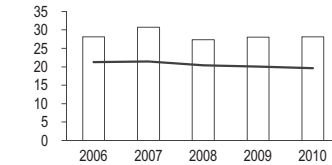
## RESOURCE Measures

**Fire Services Costs per Capita**



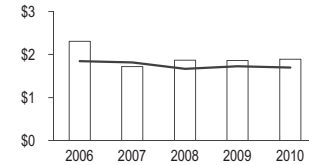
Year	2006	2007	2008	2009	2010
Asheville	\$214	\$231	\$240	\$243	\$254
Average	\$160	\$164	\$165	\$170	\$169

**Fire Services Total FTEs per 10,000 Population**



Year	2006	2007	2008	2009	2010
Asheville	28.1	30.7	27.3	28.0	28.1
Average	21.3	21.4	20.4	20.0	19.7

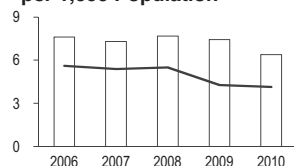
**Fire Services Cost per Thousand Dollars of Property Protected**



Year	2006	2007	2008	2009	2010
Asheville	\$2.31	\$1.72	\$1.87	\$1.86	\$1.89
Average	\$1.84	\$1.81	\$1.66	\$1.73	\$1.69

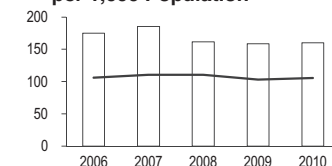
## WORKLOAD Measures

**Actual Fires per 1,000 Population**



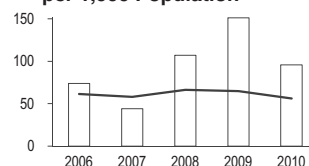
Year	2006	2007	2008	2009	2010
Asheville	7.60	7.29	7.67	7.42	6.38
Average	5.61	5.39	5.49	4.26	4.14

**Fire Department Responses per 1,000 Population**



Year	2006	2007	2008	2009	2010
Asheville	175	185	162	159	160
Average	106	110	110	103	105

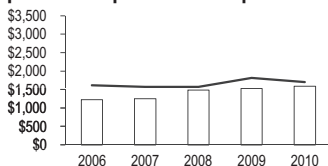
**Fire Inspections Completed per 1,000 Population**



Year	2006	2007	2008	2009	2010
Asheville	74	44	107	151	96
Average	61	58	66	65	56

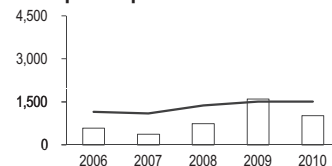
## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



Year	2006	2007	2008	2009	2010
Asheville	\$1,225	\$1,248	\$1,483	\$1,530	\$1,591
Average	\$1,618	\$1,573	\$1,573	\$1,818	\$1,700

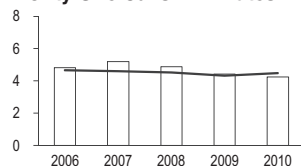
**Inspections Completed per Inspector FTE**



Year	2006	2007	2008	2009	2010
Asheville	580	366	742	1,593	1,018
Average	1,154	1,093	1,373	1,512	1,505

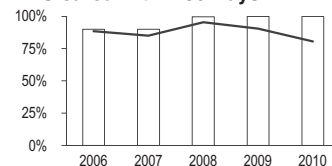
## EFFECTIVENESS Measures

**Average Response Time to Priority One Calls In Minutes**



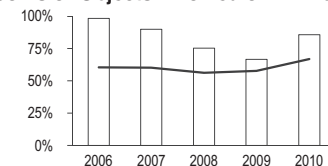
Year	2006	2007	2008	2009	2010
Asheville	4.8	5.2	4.9	4.4	4.3
Average	4.7	4.6	4.5	4.3	4.5

**Percentage of Fire Code Violations Cleared within 90 Days**



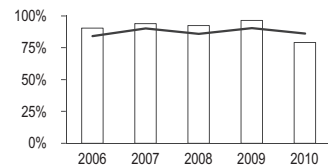
Year	2006	2007	2008	2009	2010
Asheville	90%	90%	100%	100%	100%
Average	89%	85%	95%	91%	81%

**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



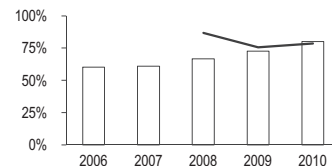
Year	2006	2007	2008	2009	2010
Asheville	98%	90%	75%	67%	86%
Average	61%	60%	56%	58%	67%

**Percentage of Fires for Which Cause Was Determined**



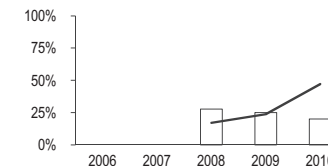
Year	2006	2007	2008	2009	2010
Asheville	90%	94%	93%	96%	79%
Average	84%	90%	86%	90%	86%

**Percentage of Full Response Within 8 Minutes Travel Time**



Year	2006	2007	2008	2009	2010
Asheville	60%	61%	67%	73%	80%
Average	87%	87%	87%	76%	79%

**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	2006	2007	2008	2009	2010
Asheville	27.8%	25.0%	20.0%	20.0%	20.0%
Average	17.2%	23.7%	23.7%	23.7%	47.1%

# Asheville

## Fire Services

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	84,947	<p><b>Service Level and Delivery</b> The mission of the Asheville Fire and Rescue Department is to protect the lives, property, and environment of all people within Asheville and the town of Biltmore Forest by preventing the occurrence and minimizing the adverse effects of fires, accidents, and all other emergencies.</p> <p>The fire department contained the following divisions: administration, emergency response, fire marshal's office, and professional standards.</p> <p>The fire department uses a modified shift schedule that includes twenty-four hours on duty and twenty-four hours off duty, averaging fifty-six hours per week. The work schedule is as follows: twenty-four hours on, twenty-four hours off; twenty-four hours on, forty-eight hours off; twenty-four hours on, twenty-four hours off; twenty-four hours on, ninety-six hours off. This works out to an average work week of fifty-six hours.</p> <p>The city has an ISO rating of 3.</p> <p>The Asheville Fire Department conducted 8,147 fire maintenance, construction, and reinspections during FY 2009–10. The fire marshal office is comprised of two sections. One section is responsible for existing construction and another for new construction. Deputy fire marshals (DFM) are responsible for conducting periodic fire prevention inspections inside the corporate limits of the City of Asheville as established by the N.C. Office of The State Fire Marshal. The Asheville city council adopted a fee schedule for periodic fire inspections. These fees are based on a cost recovery basis. Each deputy fire marshal conducts fire inspections of every commercial premise located within Asheville. Most personnel work a day shift while several work a twenty-four-hour shift. These DFM's are liaisons to the other divisions on matters regarding code enforcement, fire investigations, and pre-incident planning.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>Fire inspections in Asheville were down in FY 2009–10 due to the drop in new construction.</p>
Land Area Served (Square Miles)	59.1	
Persons Served per Square Mile	1,436	
Topography	Hills, mountains	
County	Buncombe	
Climate	Moderate; ice and snow	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	73.5%	
Operating Costs	15.5%	
Capital Costs	10.9%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 15,889,533	
Operating Costs	\$ 3,356,431	
Capital Costs	\$ 2,363,759	
TOTAL	\$ 21,609,723	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	219.0	
FTE Positions—Other	20.0	
Fire Stations	12	
First-Line Fire Apparatus		
Pumpers	9	
Aerial Trucks	4	
Quints	1	
Squads	2	
Rescue	1	
Other	0	
Fire Department Responses	13,585	
All Fire Responses	542	
Structural Fires Reported	120	
Estimated Fire Loss	\$3,446,255	
Amount of Property Protected	\$11,423,336,660	
Number of Fire Education Programs or Events	186	

# Burlington

# Fire Services

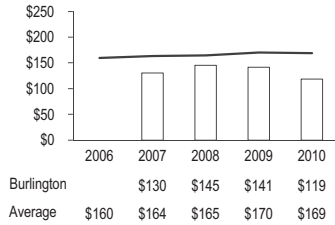
Key: Burlington ■

Benchmarking Average —

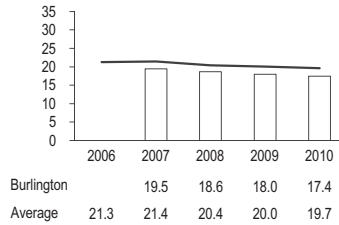
Fiscal Years 2006 through 2010

## RESOURCE Measures

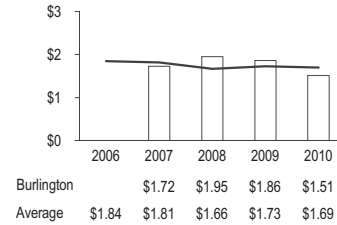
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

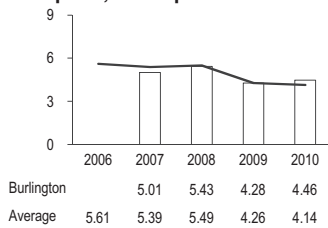


**Fire Services Cost per Thousand Dollars of Property Protected**

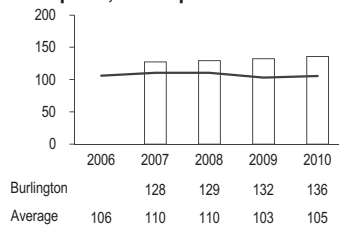


## WORKLOAD Measures

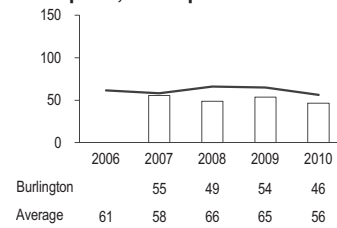
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

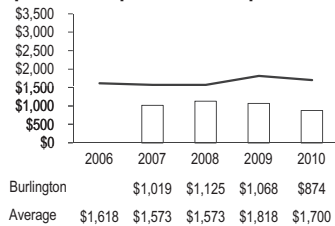


**Fire Inspections Completed per 1,000 Population**

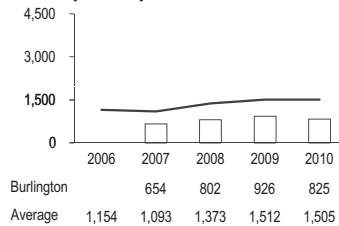


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

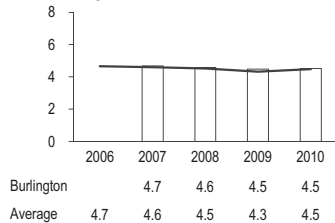


**Inspections Completed per Inspector FTE**

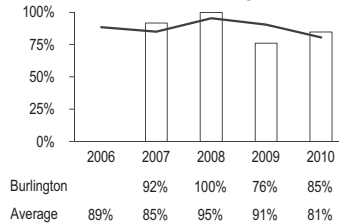


## EFFECTIVENESS Measures

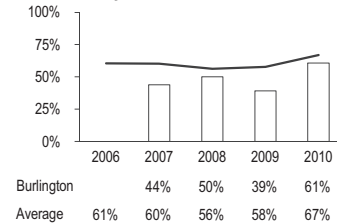
**Average Response Time to Priority One Calls In Minutes**



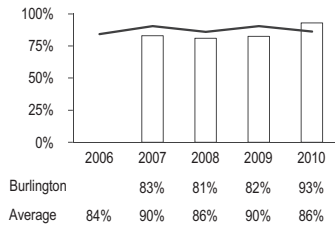
**Percentage of Fire Code Violations Cleared within 90 Days**



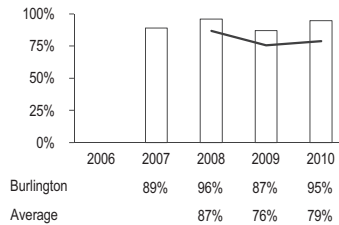
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



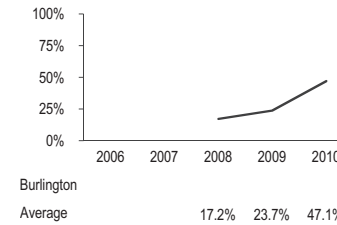
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**





# Burlington

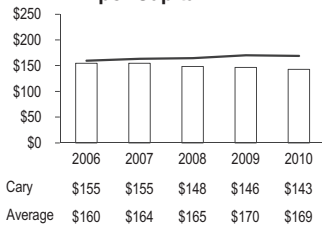
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	52,457	<p><b>Service Level and Delivery</b>                      The mission of the City of Burlington's Fire Department is to protect the lives, property, and environment of all people within Burlington by preventing the occurrence and minimizing the adverse effects of fires, accidents, and all other emergencies. The department is divided into three areas, including suppression, fire prevention, and training.</p> <p>Burlington uses three shifts for staffing fire houses. All shift personnel work on a rotating schedule, twenty-four hours on followed by forty-eight hours off.</p> <p>The city has an ISO rating of 3.</p> <p>The fire department conducted 2,434 fire maintenance, construction, and reinspections during FY 2009–10. The Fire Prevention Bureau personnel conduct general fire inspections as well as inspections for fireworks, blasting, tank installations/removals, and night inspections for overcrowding/exit obstructions for assembly occupancies. Apartment complexes generate one file.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>The City of Burlington began participation in the benchmarking project in 2007 with its first reporting data for FY 2006–07.</p>
Land Area Served (Square Miles)	25.1	
Persons Served per Square Mile	2,087	
Topography	Flat; gently rolling	
County	Alamance	
Climate	Mild; little ice or snow	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	76.2%	
Operating Costs	12.8%	
Capital Costs	10.9%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 4,740,782	
Operating Costs	\$ 797,785	
Capital Costs	\$ 679,066	
TOTAL	\$ 6,217,633	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	81.0	
FTE Positions—Other	10.5	
Fire Stations	5	
First-Line Fire Apparatus		
Pumpers	5	
Aerial Trucks	1	
Quints	0	
Squads	1	
Rescue	1	
Other	1	
Fire Department Responses	7,117	
All Fire Responses	234	
Structural Fires Reported	51	
Estimated Fire Loss	\$1,921,750	
Amount of Property Protected	\$4,127,151,835	
Number of Fire Education Programs or Events	375	

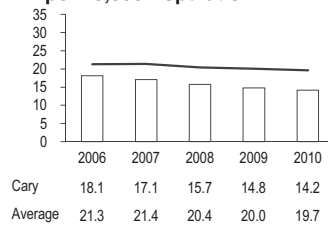
Key: Cary ■ Benchmarking Average — Fiscal Years 2006 through 2010

## RESOURCE Measures

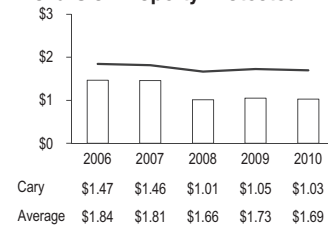
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

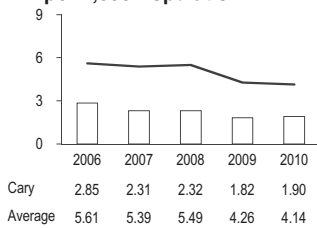


**Fire Services Cost per Thousand Dollars of Property Protected**

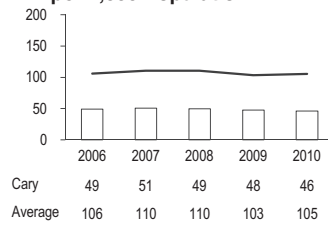


## WORKLOAD Measures

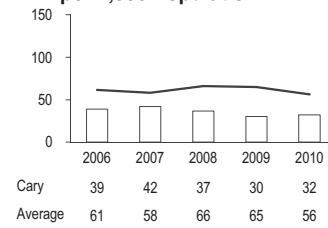
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

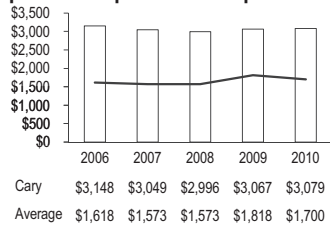


**Fire Inspections Completed per 1,000 Population**

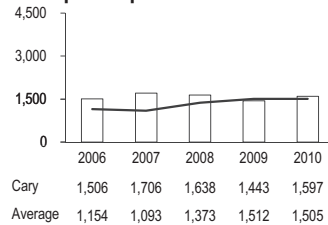


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

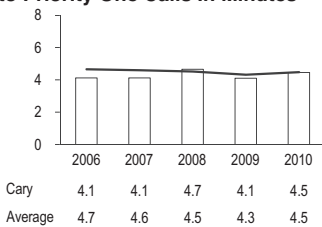


**Inspections Completed per Inspector FTE**

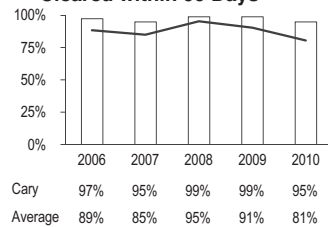


## EFFECTIVENESS Measures

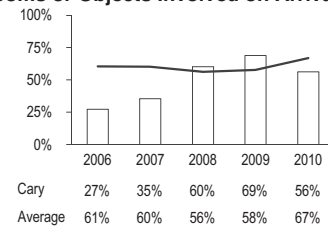
**Average Response Time to Priority One Calls In Minutes**



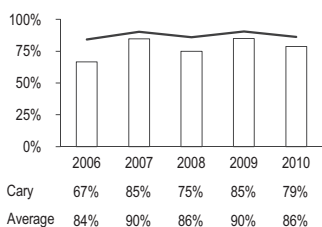
**Percentage of Fire Code Violations Cleared within 90 Days**



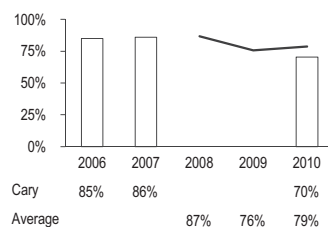
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



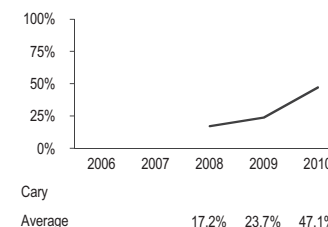
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Cary

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	148,698	<p><b>Service Level and Delivery</b> The Town of Cary Fire Department provides fire protection, emergency medical services (EMS), technical rescue (except hazmat technician and specialist level service), fire code enforcement services, and plans review.</p> <p>All emergency services (shift) personnel are trained and certified as NC FFII, EMT—with defibrillator, and rescue technicians. Emergency services staff members work from seven fire stations on three twenty-four-hour shifts. Each shift is divided into two battalions, each supervised by a battalion chief. Currently each battalion consists of three or four fire stations, each having an engine company and either a ladder truck or light rescue company.</p> <p>The town has an ISO rating of 3.</p> <p>The town conducted 4,791 fire maintenance, construction, and reinspections during FY 2009–10. The Cary Fire Department's Risk Management Division utilizes the state mandated one-, two-, and three-year inspection schedule as its goal for providing inspection services. It conducts inspections on all projects for which a permit is issued. For all violations found during routine inspections, follow-up inspections are used until the violation is resolved. For apartment complexes, each separate building that requires an inspection has a file for that particular building and each building is counted as one separate inspection. The Risk Management Division also conducts a follow-up inspection for all alarm malfunctions and false alarms in businesses. It issues the charges for permits outlined in the fire code and does charge a penalty/fine for alarm malfunctions and false alarms. During the year, one full-time fire inspector from the Town Inspections and Permits department was temporarily reassigned to assist with fire investigations.</p> <p>All risk management personnel are certified as Standard Level 3 inspectors. The fire marshal, who currently manages the division, reviews various site, building, and systems plans and serves as the direct supervisor for the inspection staff. In addition to plans review and code enforcement services, the division provides public education services through a public educator.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Land Area Served (Square Miles)	55.3	
Persons Served per Square Mile	2,687	
Topography	Flat; gently rolling	
County	Wake	
Climate	Mild; some ice	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	72.4%	
Operating Costs	19.8%	
Capital Costs	7.8%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 15,347,977	
Operating Costs	\$ 4,207,952	
Capital Costs	\$ 1,646,768	
TOTAL	\$ 21,202,697	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	189.0	
FTE Positions—Other	21.8	
Fire Stations	7	
First-Line Fire Apparatus		
Pumpers	7	
Aerial Trucks	4	
Quints	0	
Squads	0	
Rescue	3	
Other	9	
Fire Department Responses	6,887	
All Fire Responses	283	
Structural Fires Reported	55	
Estimated Fire Loss	\$1,901,248	
Amount of Property Protected	\$20,625,225,953	
Number of Fire Education Programs or Events	221	

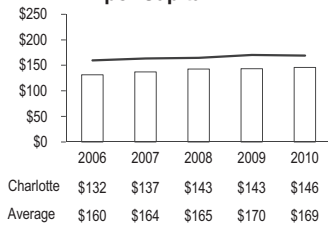
# Charlotte

# Fire Services

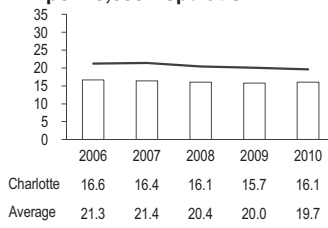
Key: Charlotte ■ Benchmarking Average — Fiscal Years 2006 through 2010

## RESOURCE Measures

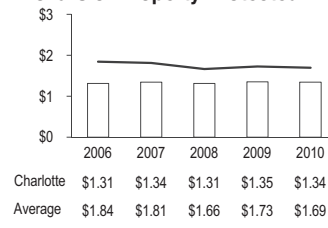
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

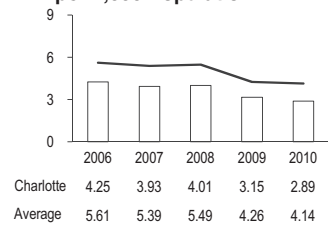


**Fire Services Cost per Thousand Dollars of Property Protected**

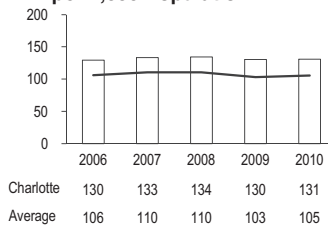


## WORKLOAD Measures

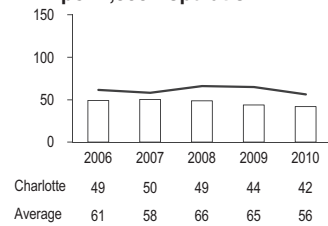
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

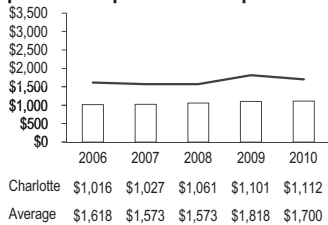


**Fire Inspections Completed per 1,000 Population**

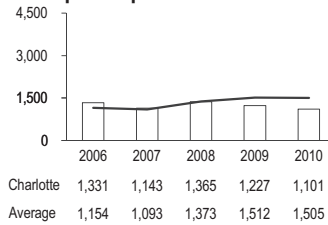


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

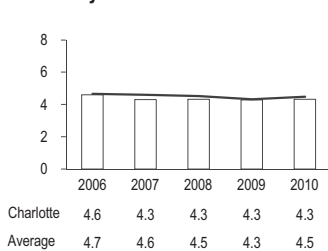


**Inspections Completed per Inspector FTE**

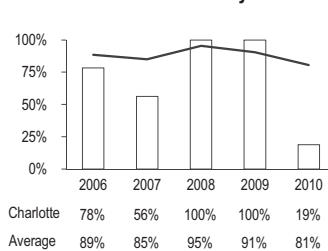


## EFFECTIVENESS Measures

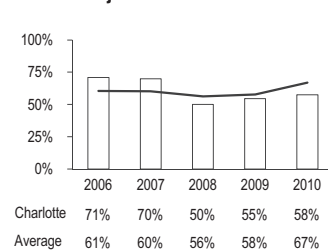
**Average Response Time to Priority One Calls In Minutes**



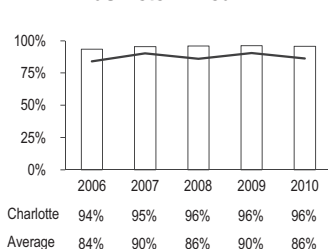
**Percentage of Fire Code Violations Cleared within 90 Days**



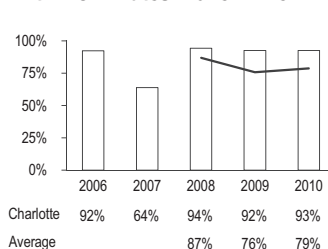
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



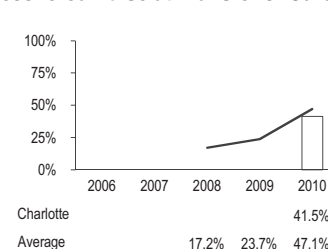
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Charlotte

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	711,349	<p><b>Service Level and Delivery</b>                      The mission of the Charlotte Fire Department is to minimize the risk of fire and other hazards to the life and property of the citizens of Charlotte. To accomplish this mission, the department provides response to and mitigation of fires, medical emergencies, hazardous materials incidents, aircraft emergencies, technical rescues, and other emergencies as they arise. These services are provided immediately to any person who has a need anywhere within the corporate limits of Charlotte.</p> <p>The divisions of the Charlotte Fire Department are operations (A, B, C), training, administration, communications, logistics, fire prevention, and fire investigation.</p> <p>The city uses a modified twenty-four-hour/forty-eight-hour shift schedule, using four twenty-four-hour shifts in a twelve-day cycle. The cycle is on one day, off one day, on one day, off two days, on one day, off one day, on one day, off four days. In addition, firefighters receive a Kelley day (ten hours) off and a Kelley night (fourteen hours) off every seven weeks to maintain the number of hours worked per week at fifty-two.</p> <p>The city has an ISO rating of 3.</p> <p>The fire department conducted 29,727 fire maintenance, construction, and reinspections during FY 2009–10. All inspections are performed by certified fire inspectors who are employees of the fire prevention bureau. The inspectors handle certificate of occupancy inspections, permit inspections and permit issuance, regular code enforcement inspections, and reinspections. The bureau currently uses separate inspections on each building of an apartment complex.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>One of the fire stations staffed by Charlotte is at the airport.</p>
Land Area Served (Square Miles)	299.0	
Persons Served per Square Mile	2,379	
Topography	Flat; gently rolling	
County	Mecklenburg	
Climate	Mild; some ice	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	81.1%	
Operating Costs	15.7%	
Capital Costs	3.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 84,033,398	
Operating Costs	\$ 16,226,976	
Capital Costs	\$ 3,354,983	
TOTAL	\$ 103,615,357	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	1014.0	
FTE Positions—Other	130.0	
Fire Stations	41	
First-Line Fire Apparatus		
Pumpers	41	
Aerial Trucks	0	
Quints	15	
Squads	0	
Rescue	2	
Other	48	
Fire Department Responses	93,139	
All Fire Responses	2,054	
Structural Fires Reported	499	
Estimated Fire Loss	\$17,909,160	
Amount of Property Protected	\$77,104,395,292	
Number of Fire Education Programs or Events	2650	

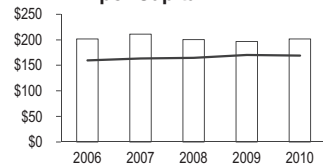
# Concord

# Fire Services

Key: Concord ■ Benchmarking Average — Fiscal Years 2006 through 2010

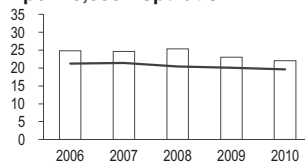
## RESOURCE Measures

**Fire Services Costs per Capita**



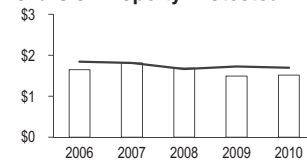
Year	Concord	Average
2006	\$201	\$160
2007	\$211	\$164
2008	\$200	\$165
2009	\$196	\$170
2010	\$201	\$169

**Fire Services Total FTEs per 10,000 Population**



Year	Concord	Average
2006	24.8	21.3
2007	24.6	21.4
2008	25.3	20.4
2009	23.1	20.0
2010	22.0	19.7

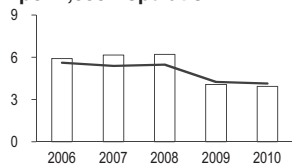
**Fire Services Cost per Thousand Dollars of Property Protected**



Year	Concord	Average
2006	\$1.65	\$1.84
2007	\$1.82	\$1.81
2008	\$1.69	\$1.66
2009	\$1.50	\$1.73
2010	\$1.52	\$1.69

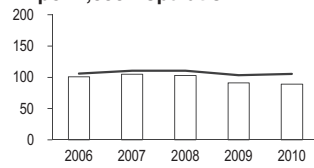
## WORKLOAD Measures

**Actual Fires per 1,000 Population**



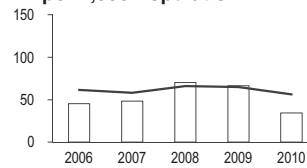
Year	Concord	Average
2006	5.91	5.61
2007	6.16	5.39
2008	6.21	5.49
2009	4.08	4.26
2010	3.93	4.14

**Fire Department Responses per 1,000 Population**



Year	Concord	Average
2006	101	106
2007	105	110
2008	103	110
2009	91	103
2010	89	105

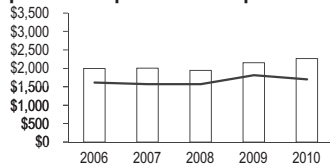
**Fire Inspections Completed per 1,000 Population**



Year	Concord	Average
2006	45	61
2007	48	58
2008	70	66
2009	66	65
2010	34	56

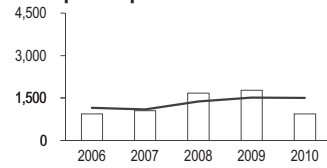
## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



Year	Concord	Average
2006	\$1,996	\$1,618
2007	\$2,007	\$1,573
2008	\$1,947	\$1,573
2009	\$2,149	\$1,818
2010	\$2,261	\$1,700

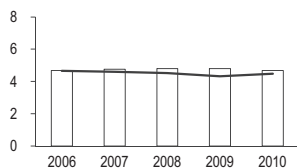
**Inspections Completed per Inspector FTE**



Year	Concord	Average
2006	938	1,154
2007	1,053	1,093
2008	1,674	1,373
2009	1,770	1,512
2010	934	1,505

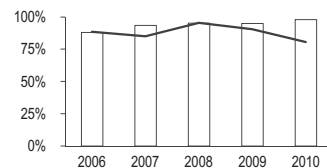
## EFFECTIVENESS Measures

**Average Response Time to Priority One Calls In Minutes**



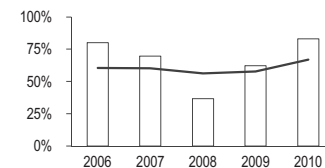
Year	Concord	Average
2006	4.7	4.7
2007	4.8	4.6
2008	4.8	4.5
2009	4.8	4.3
2010	4.7	4.5

**Percentage of Fire Code Violations Cleared within 90 Days**



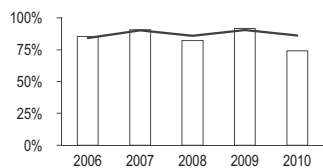
Year	Concord	Average
2006	88%	89%
2007	93%	85%
2008	95%	95%
2009	95%	91%
2010	98%	81%

**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



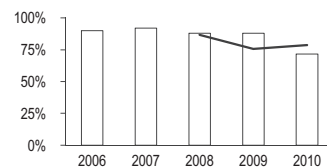
Year	Concord	Average
2006	80%	61%
2007	70%	60%
2008	37%	56%
2009	62%	58%
2010	83%	67%

**Percentage of Fires for Which Cause Was Determined**



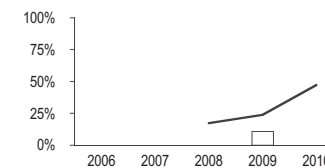
Year	Concord	Average
2006	85%	84%
2007	91%	90%
2008	82%	86%
2009	92%	90%
2010	74%	86%

**Percentage of Full Response Within 8 Minutes Travel Time**



Year	Concord	Average
2006	90%	87%
2007	92%	87%
2008	88%	76%
2009	88%	76%
2010	72%	79%

**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	Concord	Average
2006	0%	17.2%
2007	0%	23.7%
2008	0%	23.7%
2009	10.8%	23.7%
2010	47.1%	47.1%

# Concord

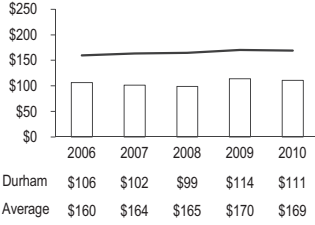
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	81,848	<p><b>Service Level and Delivery</b> The City of Concord's Fire Department is committed to providing a positive work environment to enable the department and personnel to strive for and achieve excellence in fire protection services.</p> <p>The department is committed to the following: providing leadership through a management/employee team organizational concept that is dedicated to modern-day management principles and practices; providing the citizens with the best possible modern-day fire protection and life safety services in a courteous, professional, and cost-effective manner; providing equal opportunity for all employees to excel in their job performance and career development; striving to continually increase the public's awareness through fire prevention activities, public education, and community-based services; maintaining and striving to improve on an open, informative flow of correct information so that all employees and employee teams reach their goals and objectives; subscribing to departmental values of honesty, professionalism, teamwork, loyalty, dedication, and commitment to serving the public; and excepting and planning for change to develop and prepare the department to always strive for excellence.</p> <p>The fire department in Concord contained the following divisions: administration, suppression, operations, training and career development, fire-risk management, and emergency management.</p> <p>The fire department utilizes a shift schedule that includes twenty-four hours on and forty-eight hours off.</p> <p>The city has an ISO rating of 3.</p> <p>The fire department conducted 2,803 fire maintenance, construction, and reinspections during FY 2009–10. Inspections are conducted by the fire-risk management division. Each inspector has an assigned area of the city and a specific number of inspections to complete. Each occupancy is counted separately in the inspections number. An apartment complex would be considered as one occupancy. Reinspections are conducted within forty-five days to confirm corrections.</p> <p><b>Conditions Affecting Service, Performance and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>One of the fire stations for Concord is at the airport.</p>
Land Area Served (Square Miles)	50.6	
Persons Served per Square Mile	1,618	
Topography	Flat; gently rolling	
County	Cabarrus	
Climate	Mild; some ice	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	68.7%	
Operating Costs	17.6%	
Capital Costs	13.6%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 11,327,856	
Operating Costs	\$ 2,904,397	
Capital Costs	\$ 2,244,761	
TOTAL	\$ 16,477,014	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	156.0	
FTE Positions—Other	24.0	
Fire Stations	10	
First-Line Fire Apparatus		
Pumpers	7	
Aerial Trucks	3	
Quints	2	
Squads	0	
Rescue	1	
Other	9	
Fire Department Responses	7,286	
All Fire Responses	322	
Structural Fires Reported	77	
Estimated Fire Loss	\$3,602,545	
Amount of Property Protected	\$10,837,985,324	
Number of Fire Education Programs or Events	668	

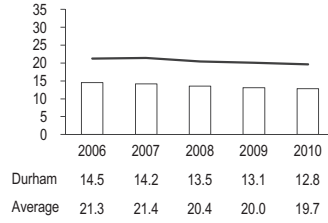
Key: Durham ■ Benchmarking Average — Fiscal Years 2006 through 2010

## RESOURCE Measures

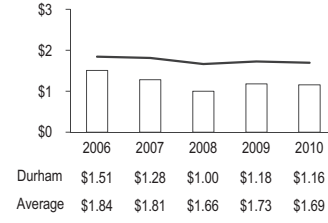
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

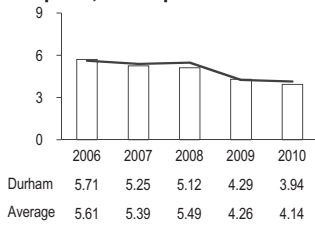


**Fire Services Cost per Thousand Dollars of Property Protected**

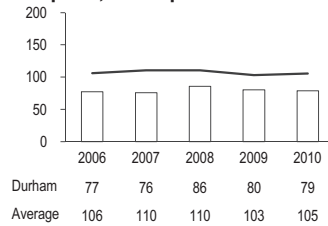


## WORKLOAD Measures

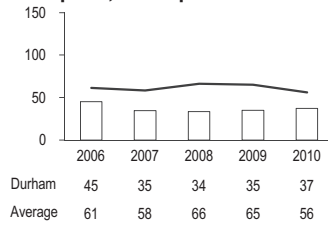
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

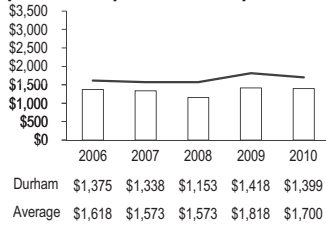


**Fire Inspections Completed per 1,000 Population**

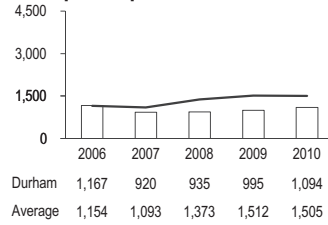


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

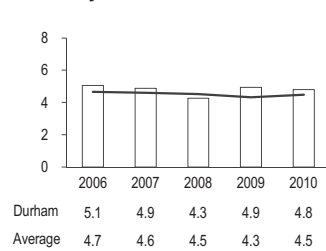


**Inspections Completed per Inspector FTE**

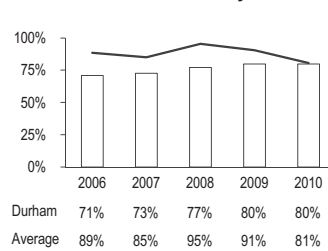


## EFFECTIVENESS Measures

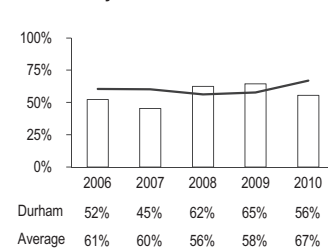
**Average Response Time to Priority One Calls In Minutes**



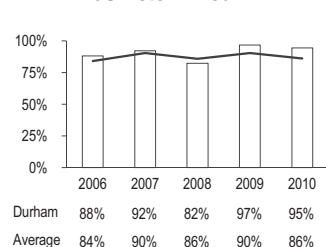
**Percentage of Fire Code Violations Cleared within 90 Days**



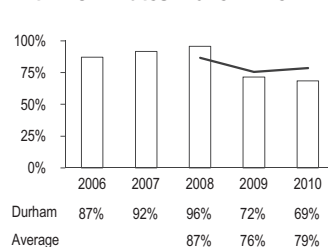
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



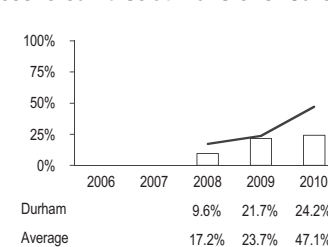
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**





# Durham

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	234,140	<p><b>Service Level and Delivery</b> The mission of the Durham Fire Department is to prevent harm, stay safe, and seek opportunities to provide quality service.</p> <p>The fire department contains units for fire protection, emergency medical services, hazardous materials, technical rescue, code enforcement and fire investigation, and public fire safety education.</p> <p>The city uses twenty-four-hour shifts that alternate days until five shifts have been completed. Six days off are then granted following the last day worked of the alternating five cycles. Then the cycle repeats itself so that over a fifteen-day period a firefighter completes 120 hours of work.</p>
Land Area Served (Square Miles)	105.6	
Persons Served per Square Mile	2,217	
Topography	Flat; gently rolling	
County	Durham	
Climate	Temperate; little ice and snow	
<b>FULL COST PROFILE</b>		<p>The city has an ISO rating of 3.</p> <p>The fire department conducted 9,517 fire maintenance inspections and reinspections during FY 2009–10. The fire prevention division handles fire inspections. Fire inspections are conducted on an annual basis, and each business is notified at least ten days prior to a fire inspection. A fee is assessed to each business for a permit. Each apartment complex is assigned one file number.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Cost Breakdown by Percentage		
Personal Services	78.5%	
Operating Costs	11.2%	
Capital Costs	10.3%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 20,337,075	
Operating Costs	\$ 2,890,951	
Capital Costs	\$ 2,676,164	
TOTAL	\$ 25,904,190	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	275.0	
FTE Positions—Other	25.0	
Fire Stations	16	
First-Line Fire Apparatus		
Pumpers	16	
Aerial Trucks	4	
Quints	0	
Squads	3	
Rescue	1	
Other	4	
Fire Department Responses	18,512	
All Fire Responses	923	
Structural Fires Reported	203	
Estimated Fire Loss	\$9,139,898	
Amount of Property Protected	\$22,336,156,191	
Number of Fire Education Programs or Events	381	

# Greensboro

# Fire Services

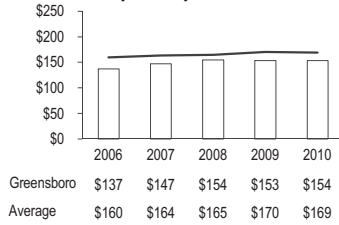
Key: Greensboro ■

Benchmarking Average —

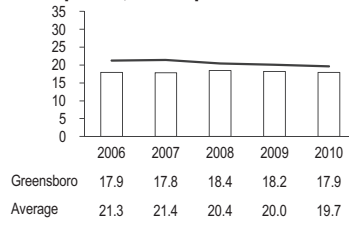
Fiscal Years 2006 through 2010

## RESOURCE Measures

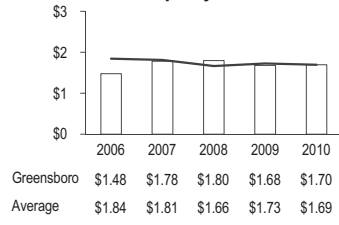
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

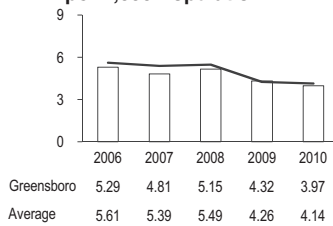


**Fire Services Cost per Thousand Dollars of Property Protected**

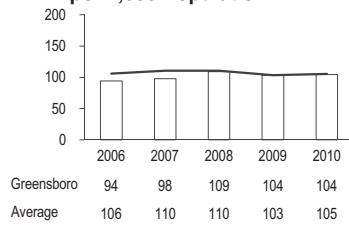


## WORKLOAD Measures

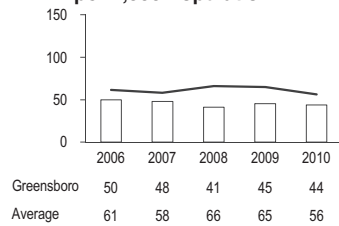
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

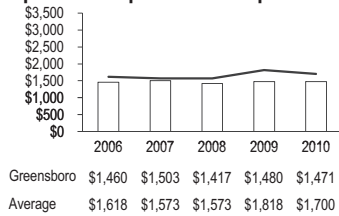


**Fire Inspections Completed per 1,000 Population**

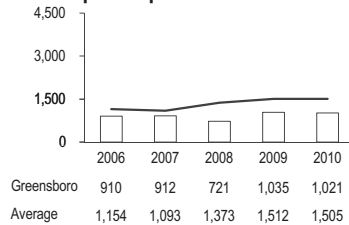


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

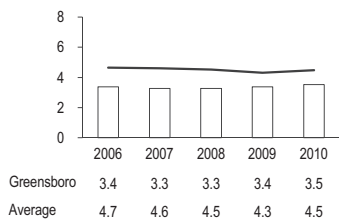


**Inspections Completed per Inspector FTE**

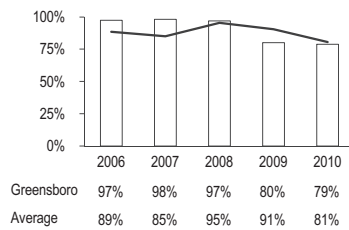


## EFFECTIVENESS Measures

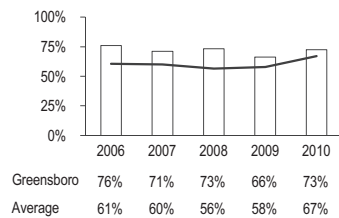
**Average Response Time to Priority One Calls In Minutes**



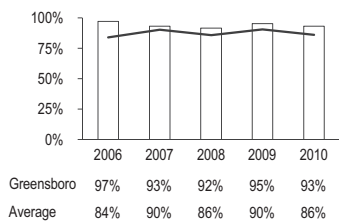
**Percentage of Fire Code Violations Cleared within 90 Days**



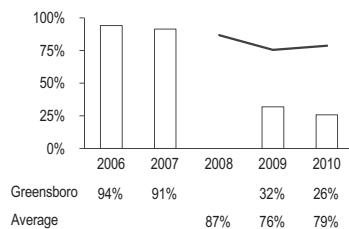
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



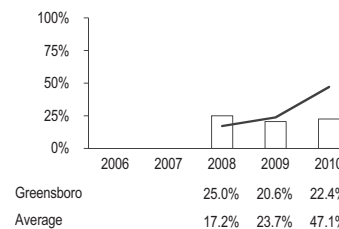
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Greensboro

Fiscal Year 2009–10

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population Served	279,753
Land Area Served (Square Miles)	143.4
Persons Served per Square Mile	1,951
Topography	Flat; gently rolling
County	Guilford
Climate	Temperate; some ice and snow
<b>FULL COST PROFILE</b>	
Cost Breakdown by Percentage	
Personal Services	75.9%
Operating Costs	24.1%
Capital Costs	0.0%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 32,617,865
Operating Costs	\$ 10,371,039
Capital Costs	\$ 6,931
<b>TOTAL</b>	<b>\$ 42,995,835</b>
<b>SERVICE PROFILE</b>	
FTE Positions—Firefighters	448.0
FTE Positions—Other	53.8
Fire Stations	23
First-Line Fire Apparatus	
Pumpers	22
Aerial Trucks	0
Quints	9
Squads	0
Rescue	1
Other	10
Fire Department Responses	29,225
All Fire Responses	1,112
Structural Fires Reported	255
Estimated Fire Loss	\$6,196,445
Amount of Property Protected	\$25,344,107,087
Number of Fire Education Programs or Events	1,186
	<p><b>Service Level and Delivery</b></p> <p>The mission of the Greensboro Fire Department is to provide the public the best possible service in a courteous, professional, and cost-effective manner; to provide leadership through a well-defined management team committed to the departmental management philosophy; to provide equal opportunity for all employees in job performance and career development; to enhance public awareness through education, activities, and services; to maintain an open, informative flow of information so that all municipal departments may reach their goals and objectives; and to subscribe to honesty, integrity, and fairness.</p> <p>The fire department contains the following divisions: administrative services, resource management, and emergency services.</p> <p>The fire department utilizes a shift schedule that includes twenty-four hours on and forty-eight hours off. For FLSA purposes, the department utilizes a twenty-seven-day cycle.</p> <p>The city has an ISO rating of 1, the highest rating possible to receive.</p> <p>The fire department in Greensboro conducted 12,257 fire maintenance, construction, and reinspections during FY 2009–10. General inspections are performed according to the mandated inspection schedule, which is based on occupancy type established in the International Fire Code. Complaints are addressed within twenty-four hours and are handled twenty-four hours a day as shift personnel are available. Inspectors generally work in districts and work in specialized areas, including educational, institutional, high rise, privilege licenses, and certificates of compliance. Apartment complexes are assigned one file number for the entire complex.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b></p> <p>The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>

# Greenville

# Fire Services

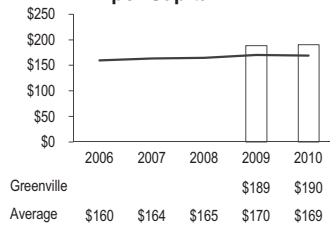
Key: Greenville ■

Benchmarking Average —

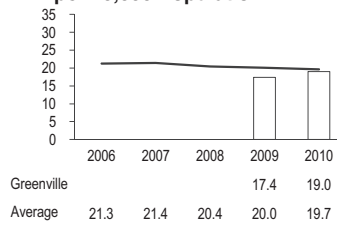
Fiscal Years 2006 through 2010

## RESOURCE Measures

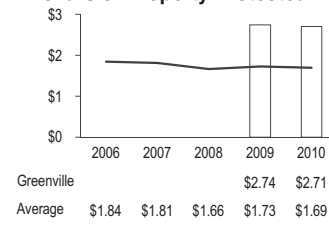
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

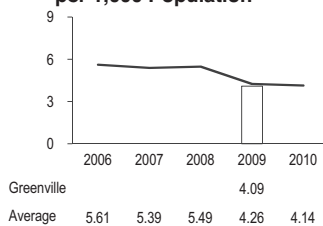


**Fire Services Cost per Thousand Dollars of Property Protected**

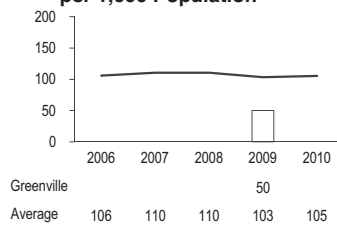


## WORKLOAD Measures

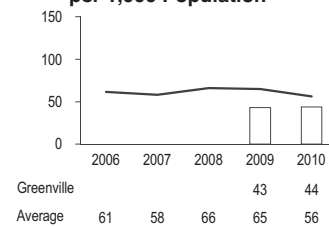
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

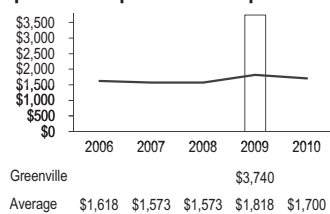


**Fire Inspections Completed per 1,000 Population**

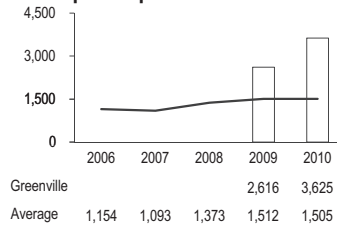


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

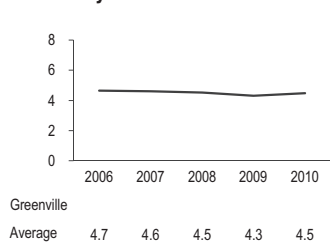


**Inspections Completed per Inspector FTE**

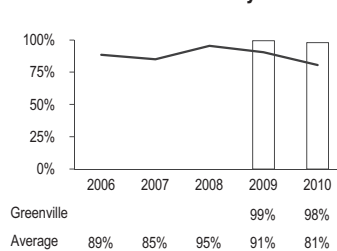


## EFFECTIVENESS Measures

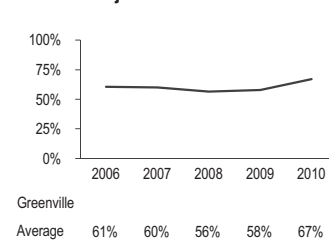
**Average Response Time to Priority One Calls In Minutes**



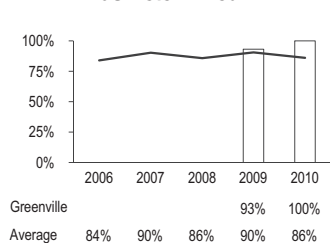
**Percentage of Fire Code Violations Cleared within 90 Days**



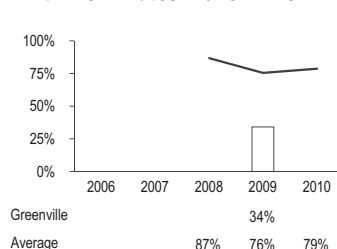
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



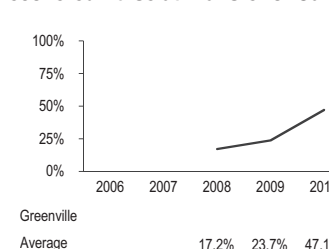
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Greenville

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	82,571	<p><b>Service Level and Delivery</b> The primary goals of the Greenville Fire and Rescue Department are to prevent fires and save lives and property by providing emergency response services for fires or medical emergencies.</p> <p>Emergency personnel work a 24.25-hour shift followed by 47.75 hours off.</p> <p>The city has an ISO rating of 3.</p> <p>The fire department in Greenville conducted 3,625 fire maintenance, construction, and reinspections during FY 2009–10. The Life Safety Services Division handles all inspection related matters following the International Fire Code.</p>
Land Area Served (Square Miles)	35.0	
Persons Served per Square Mile	2,359	
Topography	flat	
County	Pitt	
Climate	Mild; little ice and snow	
<b>FULL COST PROFILE</b>		<p><b>Conditions Affecting Service, Performance, and Costs</b> Greenville joined the project in 2009 with the first year of reporting for FY 2008–09.</p> <p>The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>Greenville is the only city in the benchmarking project which has Emergency Medical Services provided through the city fire department. In the other jurisdictions, EMS is provided by county departments.</p> <p>Complications with the data tracking prevented Greenville from being able to submit numbers on fire incidents and several other measures for the fiscal year.</p>
Cost Breakdown by Percentage		
Personal Services	69.2%	
Operating Costs	19.2%	
Capital Costs	11.7%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 10,870,524	
Operating Costs	\$ 3,009,234	
Capital Costs	\$ 1,832,234	
TOTAL	\$ 15,711,992	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	75.0	
FTE Positions—Other	82.0	
Fire Stations	6	
First-Line Fire Apparatus		
Pumpers	1	
Aerial Trucks	1	
Quints	5	
Squads	0	
Rescue	1	
Other	7	
Fire Department Responses	NA	
All Fire Responses	NA	
Structural Fires Reported	NA	
Estimated Fire Loss	\$3,067,962	
Amount of Property Protected	\$5,804,247,374	
Number of Fire Education Programs or Events	74	

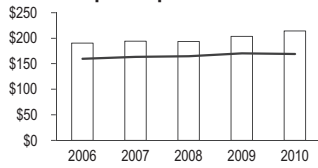
# Hickory

# Fire Services

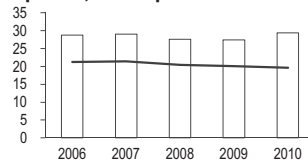
Key: Hickory ■ Benchmarking Average — Fiscal Years 2006 through 2010

## RESOURCE Measures

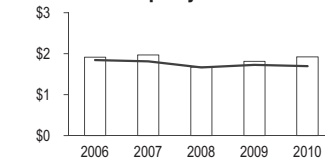
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**



**Fire Services Cost per Thousand Dollars of Property Protected**



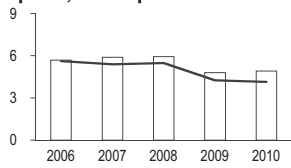
Year	2006	2007	2008	2009	2010
Hickory	\$190	\$194	\$193	\$203	\$214
Average	\$160	\$164	\$165	\$170	\$169

Year	2006	2007	2008	2009	2010
Hickory	28.8	29.0	27.6	27.4	29.3
Average	21.3	21.4	20.4	20.0	19.7

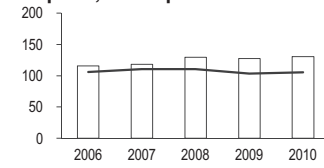
Year	2006	2007	2008	2009	2010
Hickory	\$1.91	\$1.97	\$1.68	\$1.81	\$1.92
Average	\$1.84	\$1.81	\$1.66	\$1.73	\$1.69

## WORKLOAD Measures

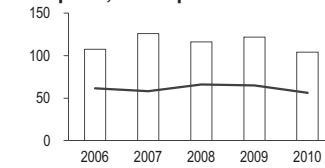
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**



**Fire Inspections Completed per 1,000 Population**



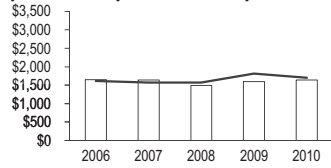
Year	2006	2007	2008	2009	2010
Hickory	5.68	5.90	5.93	4.80	4.90
Average	5.61	5.39	5.49	4.26	4.14

Year	2006	2007	2008	2009	2010
Hickory	116	118	130	127	131
Average	106	110	110	103	105

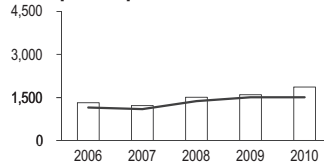
Year	2006	2007	2008	2009	2010
Hickory	107	126	116	122	104
Average	61	58	66	65	56

## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



**Inspections Completed per Inspector FTE**

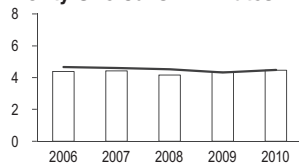


Year	2006	2007	2008	2009	2010
Hickory	\$1,645	\$1,642	\$1,491	\$1,597	\$1,639
Average	\$1,618	\$1,573	\$1,573	\$1,818	\$1,700

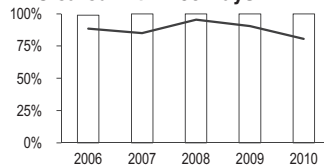
Year	2006	2007	2008	2009	2010
Hickory	1,322	1,215	1,512	1,593	1,863
Average	1,154	1,093	1,373	1,512	1,505

## EFFECTIVENESS Measures

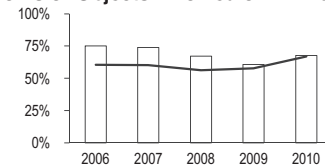
**Average Response Time to Priority One Calls In Minutes**



**Percentage of Fire Code Violations Cleared within 90 Days**



**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**

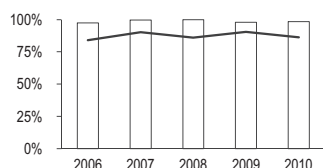


Year	2006	2007	2008	2009	2010
Hickory	4.4	4.4	4.2	4.4	4.5
Average	4.7	4.6	4.5	4.3	4.5

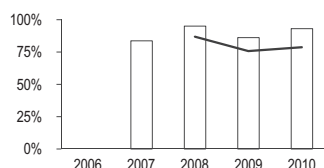
Year	2006	2007	2008	2009	2010
Hickory	99%	100%	100%	100%	100%
Average	89%	85%	95%	91%	81%

Year	2006	2007	2008	2009	2010
Hickory	75%	74%	67%	61%	68%
Average	61%	60%	56%	58%	67%

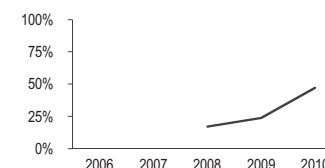
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	2006	2007	2008	2009	2010
Hickory	98%	100%	100%	98%	98%
Average	84%	90%	86%	90%	86%

Year	2006	2007	2008	2009	2010
Hickory	84%	95%	86%	93%	
Average	87%	76%	79%		

Year	2006	2007	2008	2009	2010
Hickory	17.2%	23.7%	47.1%		
Average	17.2%	23.7%	47.1%		

# Hickory

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	46,509	<p><b>Service Level and Delivery</b> The primary goals of the Hickory Fire Department are to prevent fires, save lives and property, and protect the environment by providing vast amounts of training and planning for the formulation of a successful fire service delivery system.</p> <p>The fire department contained the following divisions: administration, fire prevention, public education, training, maintenance, and fire suppression.</p> <p>Fire suppression personnel work a twenty-four-hour shift with forty-eight hours off between shifts. The twenty-four-hour shift begins at 8 a.m.</p> <p>The city has an ISO rating of 3.</p> <p>The fire department in Hickory conducted 4,845 fire maintenance, construction, and reinspections during FY 2009–10. Fire prevention inspectors are assigned Level I, Level II, and Level III inspections. They also review construction and fire protection plans and inspect the installation of fire protection systems. The inspectors also accompany building inspectors during certificate of occupancy inspections and are responsible for conducting fire investigations, fire hydrant flow tests, occupancy and site visits, and other activities as assigned.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p> <p>One of the fire stations staffed by Hickory is at the regional airport.</p>
Land Area Served (Square Miles)	42.9	
Persons Served per Square Mile	1,083	
Topography	gently rolling	
County	Catawba	
Climate	Moderate; some ice and snow	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	78.2%	
Operating Costs	17.0%	
Capital Costs	4.8%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 7,792,812	
Operating Costs	\$ 1,695,502	
Capital Costs	\$ 478,835	
TOTAL	\$ 9,967,149	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	117.0	
FTE Positions—Other	19.5	
Fire Stations	7	
First-Line Fire Apparatus		
Pumpers	6	
Aerial Trucks	2	
Quints	0	
Squads	0	
Rescue	1	
Other	3	
Fire Department Responses	6,081	
All Fire Responses	228	
Structural Fires Reported	65	
Estimated Fire Loss	\$732,870	
Amount of Property Protected	\$5,187,181,225	
Number of Fire Education Programs or Events	430	

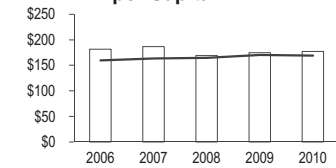
# High Point

# Fire Services

Key: High Point ■ Benchmarking Average — Fiscal Years 2006 through 2010

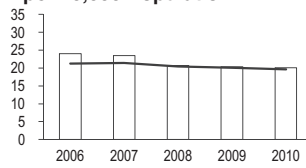
## RESOURCE Measures

**Fire Services Costs per Capita**



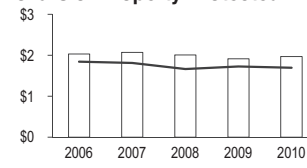
Year	High Point	Average
2006	\$182	\$160
2007	\$186	\$164
2008	\$169	\$165
2009	\$175	\$170
2010	\$177	\$169

**Fire Services Total FTEs per 10,000 Population**



Year	High Point	Average
2006	24.0	21.3
2007	23.4	21.4
2008	20.7	20.4
2009	20.4	20.0
2010	20.0	19.7

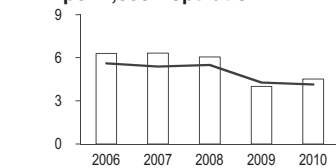
**Fire Services Cost per Thousand Dollars of Property Protected**



Year	High Point	Average
2006	\$2.03	\$1.84
2007	\$2.07	\$1.81
2008	\$2.00	\$1.66
2009	\$1.91	\$1.73
2010	\$1.97	\$1.69

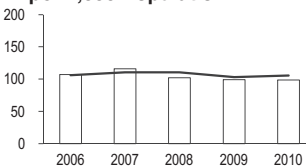
## WORKLOAD Measures

**Actual Fires per 1,000 Population**



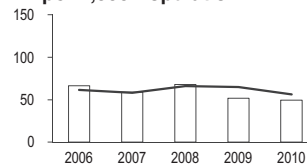
Year	High Point	Average
2006	6.29	5.61
2007	6.33	5.39
2008	6.04	5.49
2009	4.01	4.26
2010	4.51	4.14

**Fire Department Responses per 1,000 Population**



Year	High Point	Average
2006	107	106
2007	116	110
2008	102	110
2009	99	103
2010	99	105

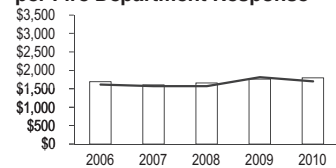
**Fire Inspections Completed per 1,000 Population**



Year	High Point	Average
2006	66	61
2007	59	58
2008	68	66
2009	52	65
2010	49	56

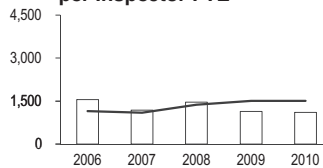
## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



Year	High Point	Average
2006	\$1,692	\$1,618
2007	\$1,610	\$1,573
2008	\$1,657	\$1,573
2009	\$1,762	\$1,818
2010	\$1,797	\$1,700

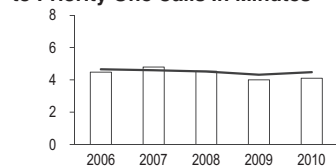
**Inspections Completed per Inspector FTE**



Year	High Point	Average
2006	1,552	1,154
2007	1,188	1,093
2008	1,465	1,373
2009	1,140	1,512
2010	1,105	1,505

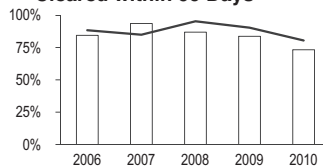
## EFFECTIVENESS Measures

**Average Response Time to Priority One Calls In Minutes**



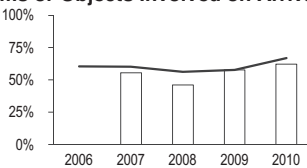
Year	High Point	Average
2006	4.5	4.7
2007	4.8	4.6
2008	4.6	4.5
2009	4.0	4.3
2010	4.1	4.5

**Percentage of Fire Code Violations Cleared within 90 Days**



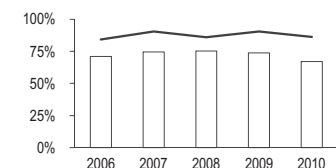
Year	High Point	Average
2006	84%	89%
2007	94%	85%
2008	87%	95%
2009	84%	91%
2010	73%	81%

**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



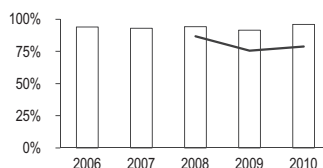
Year	High Point	Average
2006	56%	61%
2007	46%	60%
2008	58%	56%
2009	62%	58%
2010	62%	67%

**Percentage of Fires for Which Cause Was Determined**



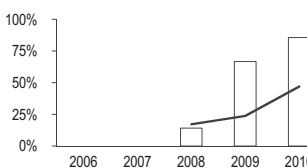
Year	High Point	Average
2006	71%	84%
2007	74%	90%
2008	75%	86%
2009	74%	90%
2010	67%	86%

**Percentage of Full Response Within 8 Minutes Travel Time**



Year	High Point	Average
2006	94%	87%
2007	93%	76%
2008	94%	87%
2009	91%	76%
2010	96%	79%

**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	High Point	Average
2006	14.3%	17.2%
2007	66.7%	23.7%
2008	85.7%	47.1%
2009	66.7%	23.7%
2010	85.7%	47.1%



# High Point

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	111,744	<p><b>Service Level and Delivery</b>                      The High Point Fire Department provides the following functions: firefighting, emergency medical response, rescue response, hazardous material technician response, inspection, fleet/vehicle maintenance, departmental technical services, and public life safety education and community relations.</p> <p>The fire department contained the following divisions: administration, operations, and technical services.</p> <p>Firefighters work twenty-four-hour shifts followed by forty-eight hours off. This cycle is repeated three times and is then followed by a four-day break, resulting in an average work week of fifty-six hours over a twenty-seven-day period.</p> <p>The city has an ISO rating of 2.</p> <p>The fire department in High Point conducted 5,525 fire maintenance, construction, and reinspections during FY 2009–10. All Level I inspections are conducted by fire suppression personnel. They are responsible for making the first inspection on an occupancy as well as conducting the first reinspection for that occupancy within thirty days. If code violations are not corrected, the case is turned over to fire prevention personnel for follow-up. All Level II and Level III inspections are conducted by fire prevention staff. All reinspections are conducted on thirty-day cycles.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Land Area Served (Square Miles)	67.0	
Persons Served per Square Mile	1,667	
Topography	Flat; gently rolling	
County	Guilford	
Climate	Temperate; some ice and snow	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	74.3%	
Operating Costs	15.8%	
Capital Costs	9.9%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 14,734,035	
Operating Costs	\$ 3,131,350	
Capital Costs	\$ 1,952,173	
TOTAL	\$ 19,817,558	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	201.0	
FTE Positions—Other	23.0	
Fire Stations	14	
First-Line Fire Apparatus		
Pumpers	13	
Aerial Trucks	3	
Quints	0	
Squads	3	
Rescue	0	
Other	9	
Fire Department Responses	11,029	
All Fire Responses	504	
Structural Fires Reported	143	
Estimated Fire Loss	\$3,134,015	
Amount of Property Protected	\$10,070,766,928	
Number of Fire Education Programs or Events	442	

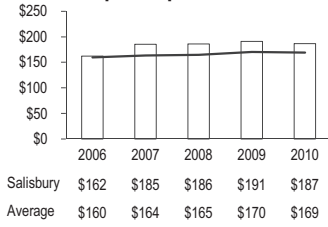
# Salisbury

# Fire Services

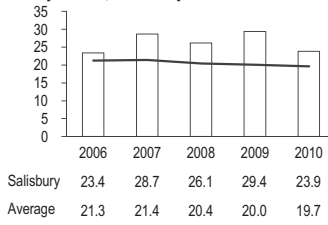
Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

## RESOURCE Measures

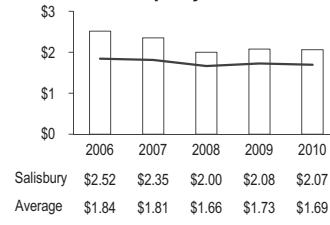
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

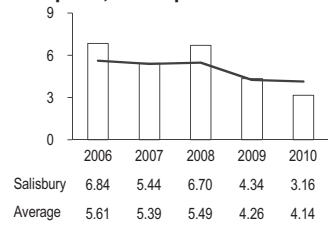


**Fire Services Cost per Thousand Dollars of Property Protected**

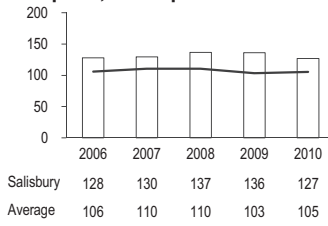


## WORKLOAD Measures

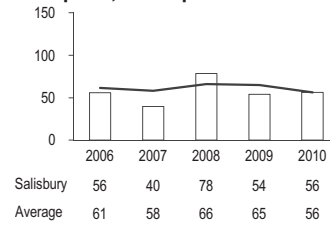
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

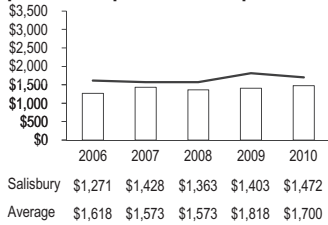


**Fire Inspections Completed per 1,000 Population**

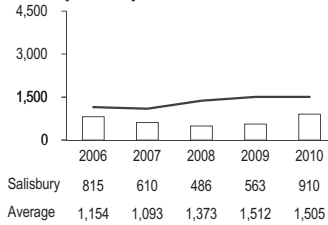


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

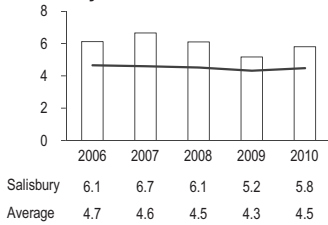


**Inspections Completed per Inspector FTE**

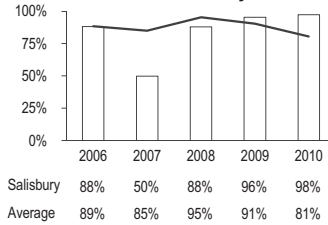


## EFFECTIVENESS Measures

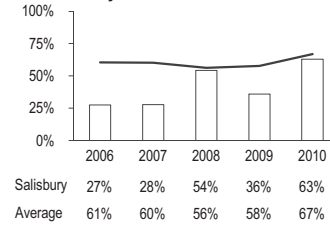
**Average Response Time to Priority One Calls In Minutes**



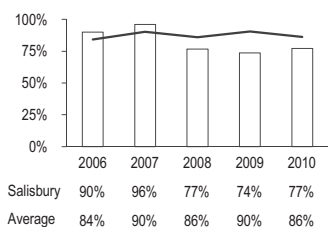
**Percentage of Fire Code Violations Cleared within 90 Days**



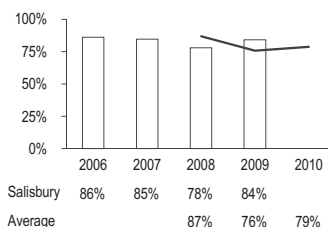
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



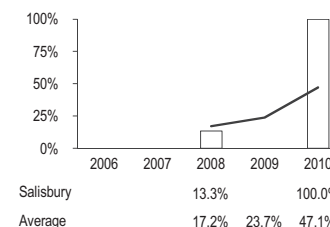
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Salisbury

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	32,263	<p><b>Service Level and Delivery</b>                      The statement of purpose for the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.</p>
Land Area Served (Square Miles)	21.9	
Persons Served per Square Mile	1,471	
Topography	Gently rolling	
County	Rowan	
Climate	Moderate; some ice and snow	
<b>FULL COST PROFILE</b>		<p>The fire department contained the following divisions: fire control, loss prevention, training, and logistics.</p> <p>The shift schedule for the fire department is twenty-four hours on and forty-eight hours off for three cycles. There are three shifts. Captains and firefighters get a twenty-four-hour Kelley day plus four hours off for any twenty-eight-day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.</p> <p>The city has an ISO rating of 2.</p> <p>The fire department in Salisbury reported 1,819 fire maintenance, construction, and reinspections conducted in FY 2009–10. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at thirty-day intervals. Fees are assessed at the third inspection.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Cost Breakdown by Percentage		
Personal Services	65.0%	
Operating Costs	22.6%	
Capital Costs	12.4%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 3,919,026	
Operating Costs	\$ 1,363,448	
Capital Costs	\$ 746,670	
TOTAL	\$ 6,029,144	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	69.0	
FTE Positions—Other	8.0	
Fire Stations	4	
First-Line Fire Apparatus		
Pumpers	0	
Aerial Trucks	0	
Quints	4	
Squads	1	
Rescue	1	
Other	2	
Fire Department Responses	4,097	
All Fire Responses	102	
Structural Fires Reported	32	
Estimated Fire Loss	\$521,600	
Amount of Property Protected	\$2,918,549,619	
Number of Fire Education Programs or Events	24	

# Wilmington

# Fire Services

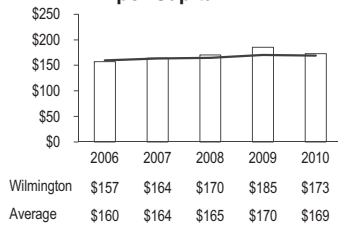
Key: Wilmington ■

Benchmarking Average —

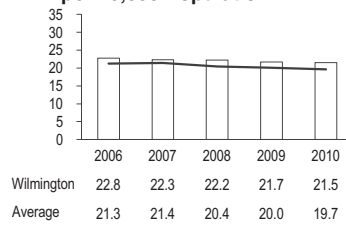
Fiscal Years 2006 through 2010

## RESOURCE Measures

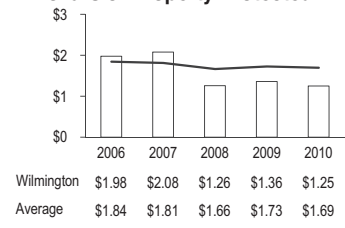
**Fire Services Costs per Capita**



**Fire Services Total FTEs per 10,000 Population**

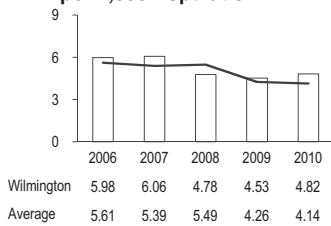


**Fire Services Cost per Thousand Dollars of Property Protected**

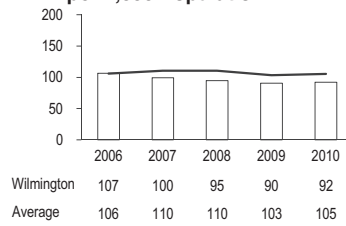


## WORKLOAD Measures

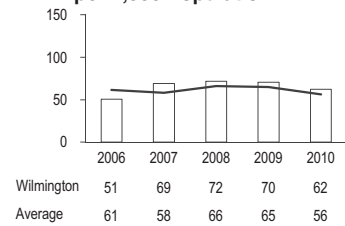
**Actual Fires per 1,000 Population**



**Fire Department Responses per 1,000 Population**

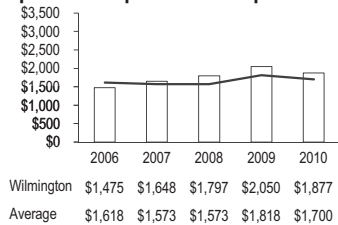


**Fire Inspections Completed per 1,000 Population**

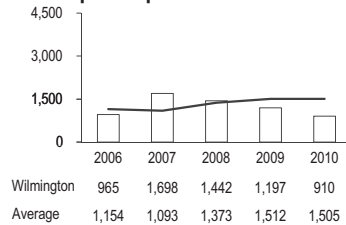


## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**

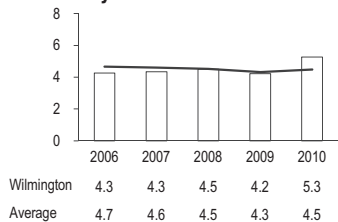


**Inspections Completed per Inspector FTE**

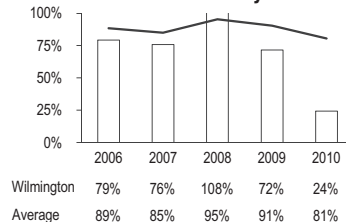


## EFFECTIVENESS Measures

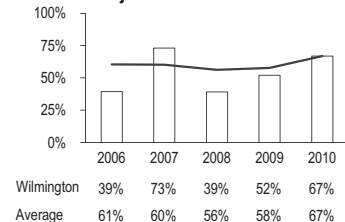
**Average Response Time to Priority One Calls In Minutes**



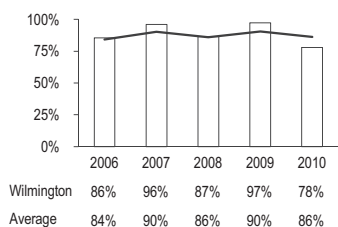
**Percentage of Fire Code Violations Cleared within 90 Days**



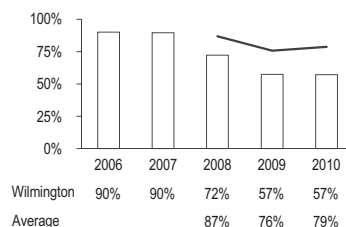
**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



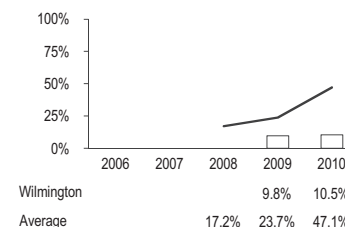
**Percentage of Fires for Which Cause Was Determined**



**Percentage of Full Response Within 8 Minutes Travel Time**



**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



# Wilmington

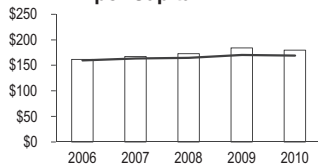
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	102,207	<p><b>Service Level and Delivery</b>                      The Wilmington Fire Department provides the following services in addition to fire suppression and fire prevention for the city of Wilmington: EMS/First Response, hazardous materials, high angle and confined rescue, scuba diving, and fire inspection.</p> <p>The fire department contained the following divisions: fire suppression, fire prevention, and support services.</p> <p>The city uses a rotating shift consisting of three shifts of twenty-four hours, with a day off between shifts. This is followed by four days off before the cycle repeats itself.</p> <p>The city has an ISO rating of 2.</p> <p>The fire department in Wilmington conducted 6,369 fire maintenance, construction, and reinspections during FY 2009–10. The Wilmington Fire Prevention Bureau follows the required inspection schedule for all occupancies within the corporate limits of the city. Each building in an apartment complex is counted as an inspection. Reinspections also are counted as inspections for tracking purposes.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b>                      The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08</p>
Land Area Served (Square Miles)	51.5	
Persons Served per Square Mile	1,983	
Topography	Flat; coastal plain	
County	New Hanover	
Climate	Mild	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	71.2%	
Operating Costs	18.0%	
Capital Costs	10.8%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 12,561,919	
Operating Costs	\$ 3,182,551	
Capital Costs	\$ 1,901,163	
TOTAL	\$ 17,645,633	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	189.0	
FTE Positions—Other	31.0	
Fire Stations	11	
First-Line Fire Apparatus		
Pumpers	11	
Aerial Trucks	2	
Quints	0	
Squads	0	
Rescue	3	
Other	12	
Fire Department Responses	9,401	
All Fire Responses	493	
Structural Fires Reported	104	
Estimated Fire Loss	\$8,712,063	
Amount of Property Protected	\$14,132,537,493	
Number of Fire Education Programs or Events	422	

Key: Wilson ■ Benchmarking Average — Fiscal Years 2006 through 2010

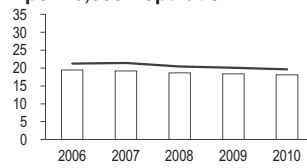
## RESOURCE Measures

**Fire Services Costs per Capita**



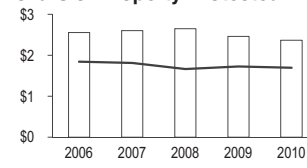
Year	Wilson	Average
2006	\$162	\$160
2007	\$167	\$164
2008	\$173	\$165
2009	\$184	\$170
2010	\$180	\$169

**Fire Services Total FTEs per 10,000 Population**



Year	Wilson	Average
2006	19.4	21.3
2007	19.2	21.4
2008	18.6	20.4
2009	18.4	20.0
2010	18.1	19.7

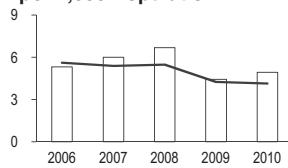
**Fire Services Cost per Thousand Dollars of Property Protected**



Year	Wilson	Average
2006	\$2.55	\$1.84
2007	\$2.60	\$1.81
2008	\$2.65	\$1.66
2009	\$2.46	\$1.73
2010	\$2.37	\$1.69

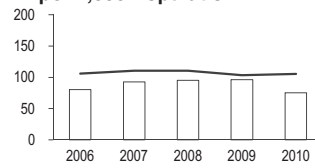
## WORKLOAD Measures

**Actual Fires per 1,000 Population**



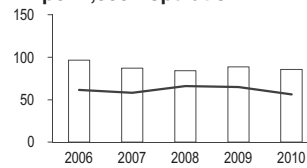
Year	Wilson	Average
2006	5.32	5.61
2007	5.99	5.39
2008	6.69	5.49
2009	4.42	4.26
2010	4.93	4.14

**Fire Department Responses per 1,000 Population**



Year	Wilson	Average
2006	80	106
2007	93	110
2008	95	110
2009	96	103
2010	75	105

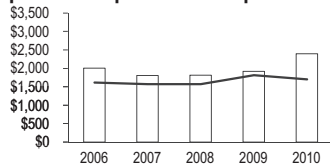
**Fire Inspections Completed per 1,000 Population**



Year	Wilson	Average
2006	96	61
2007	87	58
2008	84	66
2009	89	65
2010	86	56

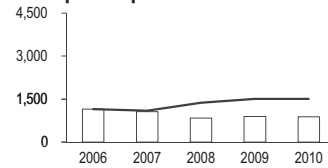
## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



Year	Wilson	Average
2006	\$2,009	\$1,618
2007	\$1,807	\$1,573
2008	\$1,814	\$1,573
2009	\$1,915	\$1,818
2010	\$2,391	\$1,700

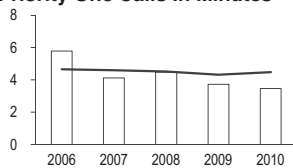
**Inspections Completed per Inspector FTE**



Year	Wilson	Average
2006	1,155	1,154
2007	1,056	1,093
2008	839	1,373
2009	899	1,512
2010	880	1,505

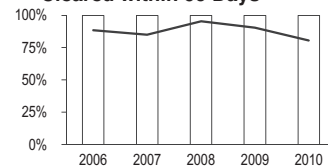
## EFFECTIVENESS Measures

**Average Response Time to Priority One Calls In Minutes**



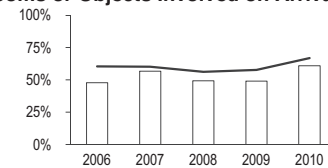
Year	Wilson	Average
2006	5.8	4.7
2007	4.1	4.6
2008	4.5	4.5
2009	3.7	4.3
2010	3.5	4.5

**Percentage of Fire Code Violations Cleared within 90 Days**



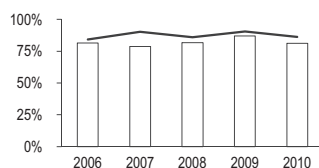
Year	Wilson	Average
2006	100%	89%
2007	100%	85%
2008	100%	95%
2009	100%	91%
2010	100%	81%

**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



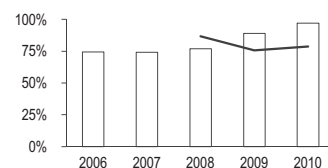
Year	Wilson	Average
2006	48%	61%
2007	57%	60%
2008	49%	56%
2009	49%	58%
2010	61%	67%

**Percentage of Fires for Which Cause Was Determined**



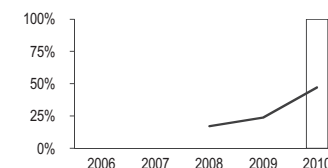
Year	Wilson	Average
2006	81%	84%
2007	79%	90%
2008	82%	86%
2009	87%	90%
2010	81%	86%

**Percentage of Full Response Within 8 Minutes Travel Time**



Year	Wilson	Average
2006	74%	87%
2007	74%	76%
2008	77%	87%
2009	89%	76%
2010	97%	79%

**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	Wilson	Average
2006	0%	17.2%
2007	0%	23.7%
2008	0%	47.1%
2009	0%	47.1%
2010	100.0%	47.1%

# Wilson

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population Served	51,274	<p><b>Service Level and Delivery</b> Wilson Fire/Rescue Services is a public safety organization whose mission is to assist the public in the protection of life and property by minimizing the impact of fire, medical emergencies, and potential disasters or events that affect the community and the environment.</p> <p>Wilson Fire/Rescue Services has two major divisions. Operations handles emergency responses and equipment maintenance. Support Services handles fire prevention and education, facility maintenance, IM/GIS, and budget.</p> <p>Firefighters work twenty-four hours on and twenty-four hours off. Each work cycle consists of three twenty-four shifts with a day off between shifts. A four-day break is then provided before the cycle repeats itself.</p> <p>The city has an ISO rating of 2.</p> <p>The fire department in Wilson conducted 4,398 fire maintenance, construction, and reinspections during FY 2009–10. Fire inspections are conducted by the fire prevention bureau on a daily basis. Inspectors are assigned a district to handle all inspections. A charge is made on the third reinspection.</p> <p><b>Conditions Affecting Service, Performance, and Costs</b> The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.</p>
Land Area Served (Square Miles)	29.0	
Persons Served per Square Mile	1,767	
Topography	Flat	
County	Wilson	
Climate	Mild; little ice and snow	
<b>FULL COST PROFILE</b>		
Cost Breakdown by Percentage		
Personal Services	69.6%	
Operating Costs	22.6%	
Capital Costs	7.9%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 6,413,884	
Operating Costs	\$ 2,078,535	
Capital Costs	\$ 724,566	
TOTAL	\$ 9,216,985	
<b>SERVICE PROFILE</b>		
FTE Positions—Firefighters	79.0	
FTE Positions—Other	14.0	
Fire Stations	5	
First-Line Fire Apparatus		
Pumpers	3	
Aerial Trucks	1	
Quints	2	
Squads	3	
Rescue	0	
Other	0	
Fire Department Responses	3,855	
All Fire Responses	253	
Structural Fires Reported	59	
Estimated Fire Loss	\$1,549,546	
Amount of Property Protected	\$3,888,698,042	
Number of Fire Education Programs or Events	355	

# Winston-Salem

# Fire Services

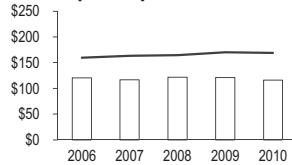
Key: Winston-Salem ■

Benchmarking Average —

Fiscal Years 2006 through 2010

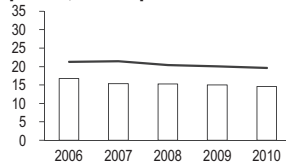
## RESOURCE Measures

**Fire Services Costs per Capita**



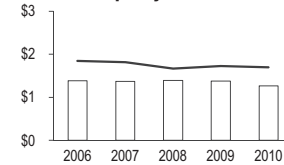
Year	2006	2007	2008	2009	2010
Winston-Salem	\$120	\$117	\$122	\$121	\$116
Average	\$160	\$164	\$165	\$170	\$169

**Fire Services Total FTEs per 10,000 Population**



Year	2006	2007	2008	2009	2010
Winston-Salem	16.8	15.4	15.3	15.0	14.6
Average	21.3	21.4	20.4	20.0	19.7

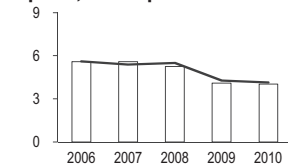
**Fire Services Cost per Thousand Dollars of Property Protected**



Year	2006	2007	2008	2009	2010
Winston-Salem	\$1.38	\$1.37	\$1.39	\$1.38	\$1.27
Average	\$1.84	\$1.81	\$1.66	\$1.73	\$1.69

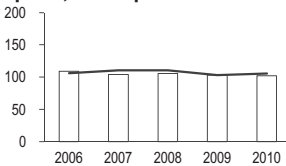
## WORKLOAD Measures

**Actual Fires per 1,000 Population**



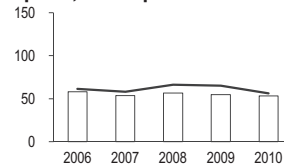
Year	2006	2007	2008	2009	2010
Winston-Salem	5.60	5.58	5.25	4.09	4.02
Average	5.61	5.39	5.49	4.26	4.14

**Fire Department Responses per 1,000 Population**



Year	2006	2007	2008	2009	2010
Winston-Salem	109	104	106	103	102
Average	106	110	110	103	105

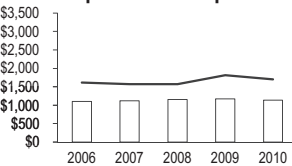
**Fire Inspections Completed per 1,000 Population**



Year	2006	2007	2008	2009	2010
Winston-Salem	58	53	56	55	53
Average	61	58	66	65	56

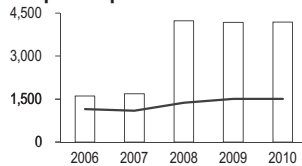
## EFFICIENCY Measures

**Fire Services Cost per Fire Department Response**



Year	2006	2007	2008	2009	2010
Winston-Salem	\$1,102	\$1,118	\$1,151	\$1,172	\$1,135
Average	\$1,618	\$1,573	\$1,573	\$1,818	\$1,700

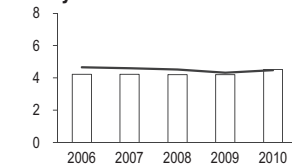
**Inspections Completed per Inspector FTE**



Year	2006	2007	2008	2009	2010
Winston-Salem	1,610	1,688	4,230	4,175	4,180
Average	1,154	1,093	1,373	1,512	1,505

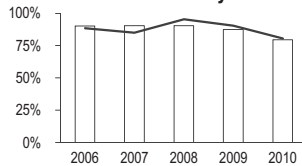
## EFFECTIVENESS Measures

**Average Response Time to Priority One Calls In Minutes**



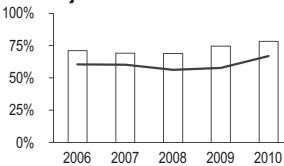
Year	2006	2007	2008	2009	2010
Winston-Salem	4.2	4.2	4.2	4.2	4.5
Average	4.7	4.6	4.5	4.3	4.5

**Percentage of Fire Code Violations Cleared within 90 Days**



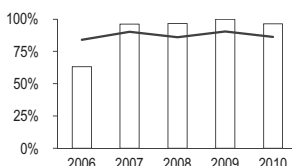
Year	2006	2007	2008	2009	2010
Winston-Salem	90%	90%	90%	88%	80%
Average	89%	85%	95%	91%	81%

**Percentage of Fires Confined to Rooms or Objects Involved on Arrival**



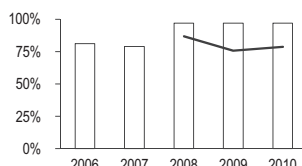
Year	2006	2007	2008	2009	2010
Winston-Salem	71%	69%	69%	75%	78%
Average	61%	60%	56%	58%	67%

**Percentage of Fires for Which Cause Was Determined**



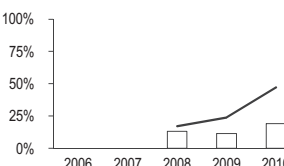
Year	2006	2007	2008	2009	2010
Winston-Salem	63%	96%	97%	100%	97%
Average	84%	90%	86%	90%	86%

**Percentage of Full Response Within 8 Minutes Travel Time**



Year	2006	2007	2008	2009	2010
Winston-Salem	81%	79%	97%	97%	97%
Average	87%	76%	87%	76%	79%

**Percentage of Lost Pulse Cases Recovered Pulse at Transfer of Care**



Year	2006	2007	2008
Winston-Salem	13.1%	11.3%	19.2%
Average	17.2%	23.7%	47.1%



# Winston-Salem

Fiscal Year 2009–10

MUNICIPAL PROFILE	EXPLANATORY INFORMATION
Population Served	235,075
Land Area Served (Square Miles)	133.2
Persons Served per Square Mile	1,765
Topography	Gently rolling
County	Forsyth
Climate	Moderate; some ice and snow
<b>FULL COST PROFILE</b>	
Cost Breakdown by Percentage	
Personal Services	78.8%
Operating Costs	14.7%
Capital Costs	6.6%
<b>TOTAL</b>	<b>100.0%</b>
Cost Breakdown in Dollars	
Personal Services	\$ 21,446,741
Operating Costs	\$ 3,995,385
Capital Costs	\$ 1,790,373
<b>TOTAL</b>	<b>\$ 27,232,499</b>
<b>SERVICE PROFILE</b>	
FTE Positions—Firefighters	316.0
FTE Positions—Other	27.0
Fire Stations	18
First-Line Fire Apparatus	
Pumpers	18
Aerial Trucks	5
Quints	0
Squads	0
Rescue	1
Other	13
Fire Department Responses	23,983
All Fire Responses	944
Structural Fires Reported	322
Estimated Fire Loss	\$10,498,765
Amount of Property Protected	\$21,496,313,797
Number of Fire Education Programs or Events	1302

**Service Level and Delivery**

The mission of the Winston-Salem Fire Department is to protect the lives and property of all people within Winston-Salem by reducing the occurrence and minimizing the effects of fires.

The Winston-Salem Fire Department contained the following six divisions: fire suppression, vehicle maintenance, planning, community education, fire prevention, and administration.

Fire suppression personnel work a twenty-one-day cycle with an average of fifty-six hours per week.

The city has an ISO rating of 3.

The fire department in Winston-Salem conducted 12,541 fire maintenance, construction, and reinspections during FY 2009–10. The fire department inspection program includes inspections that 1) ensure reasonable life safety conditions within a structure; 2) identify fire hazards; and 3) determine the proper installation, operation, and maintenance of fire protection features, systems, and appliances within buildings. The fire department inspection program involves both the fire prevention bureau and the fire engine companies. Similar to the fire prevention bureau, all fire stations have inspection responsibilities and conduct building inspections within their assigned territory. Each business within the city limits is inspected annually and receives as many return visits as necessary for fire code compliance.

**Conditions Affecting Service, Performance, and Costs**

The performance measure "percentage of full response within 8 minutes" was new as of FY 2005–06. The performance measure "percentage of lost pulse cases recovered pulse at transfer of care" is a new measure as of FY 2007–08.

Winston-Salem has a high number of inspections per inspector FTE when compared to the other jurisdictions. The city defines an inspection as a site interior and/or exterior survey of a building, operation, event, condition, and/or activity, for the purpose of verifying fire and building code compliance.

