

# Center Harbor Fire Department

## **I. PURPOSE**

The Town of Center Harbor New Hampshire is seeking a study and subsequent report on operations of the fire department. The review will look back 3 to 5 years, look at current operations as well as projecting the community and department needs for the next five and ten years.

## **II. SCOPE OF WORK**

The goal of this study is to review and analyze the current resources and staffing, forecast future demands for service, and make recommendations regarding the future need of current resources, staffing, and rank structure to fulfil the department's mission and that of the expectations of the community as a whole. The selected vendor/contractor is expected to conduct a comprehensive analysis of the operation of the Center Harbor Fire Department with emphasis on the impact of current on-call response participation levels, demographics and projected growth within the response area. When practical all recommendations should include an approximate cost or budget amount.

This study shall include a review of all services provided, resources allocated to each service area, organizational structure, communications, proper staffing level.

The comprehensive study will be utilized to inform the Town of Center Harbor of realistic recommendations for managing and operating the Center Harbor Fire Department efficiently and effectively. At a minimum the following staffing and operational aspects will be addressed within this project:

1. Review of Fire & Rescue service data and operations including but not limited to response times, on call participation levels and organizational capabilities.
2. Review of Lakes Region Mutual Aid practices and compliance with NFPA 1720.
3. Identification of the current service level offered to the Town of Center Harbor.
4. Review of incident volumes & trends, community demographics & target hazards.
5. Review of Fire & Rescue best practices and how Center Harbor meets professional standards.
6. Review overall trends relative to on-call personnel availability in New Hampshire and the nation and this impact on the Center Harbor Fire Department.
7. Identification of recommended wage rates for on-call responders.

8. Develop a future staffing and transition plan necessary to augment on-call forces. Said plan shall include using a hybrid staffing pattern, improving on-call recruitment & retention efforts and suggesting strategies for successful integration of on-call & paid forces.
9. Recommend a future staffing plan with and without the Town providing first line emergency medical response based on a hybrid model as developed in #8 above versus solely full-time Fire & Rescue staffing from within the Center Harbor Fire Department.
10. Review current training programs, attendance and compare to state and national recognized standards.
11. A look at current and best practice of the delivery of an EMS system that may or may not consider a transport service provided by the town.
12. A review and recommendation of the type of services that should be studied and recommendations made for future collaborative services with neighboring communities.
13. Review of the current facilities including but not limited to the locations, office, storage, apparatus and operational square footage currently in service and recommendations for future considerations.
14. Review and make recommendations to obtain the needs and perceptions of the residents in the community.
15. A complete review of the current apparatus and equipment in service and projections for future needs. Recommendations shall include an approximate cost factor for consideration in the CIP.
16. The report will include comparisons to at least 4 (four) other similar community demographics and fire departments.
17. A review of Town ordinances related to fire and EMS services and are the ordinances being followed. Recommendations for specific future changes to be outlined.
18. Review of the current operating budget and capital plan.
19. Recommendations on how the department can be more cost-effective and deliver the desired level of service.
20. Review of current and recommendations for recruitment and retention methods for Fire and or EMS delivery models.
21. A review and projections on the cost of maintenance of apparatus and equipment.
22. Review Town Master Plan and align recommendations made to the plan.

**It should be clearly communicated and understood that the purpose of this study is to identify strategies to preserve a predominantly on-call organization and not to supplant the current role of on-call members.**

Most importantly, the study shall be an objective, unbiased assessment that is driven by data, national industry standards (e.g. NFPA, ISO, NIST, etc.), and best practices of the organization as it is currently, coupled with a future vision.

### **III. INFORMATION TO BE PROVIDED BY THE TOWN**

In an effort to help keep the project cost down the town will provide the data that is possible and reasonable for this project. As such, the Fire Chief's office will assign personnel to gather this information as necessary, at the request of the vendor/contractor.

Prior to the first field visit in the Town of Center Harbor, the following documents and information from the Town and its emergency service providers be developed and delivered to the project manager of the selected vendor/contractor.

1. A summary of demographic information regarding the population, employment and tax base for the Town, and contracted service areas (if any).
2. A map of the Town including a square mileage calculation.
3. A map of the Town identifying water supply infrastructure
4. The current Insurance Service Office (ISO) Public Protection Classification report and scoring sheet for the Town and the date that it was completed.
5. An organizational chart and mission statement for the department.
6. A department budget for the current fiscal year.
7. A listing of service demand (call volume) by type of event and the number of calls per year for the previous three to five years.
8. A listing of call volume by month for each study year.
9. A description of the role and volume that the Department provides in terms of first responder services.
10. An electronic (PDF) copy of related operational policies.
11. Capital improvement plan (if available)

12. A digital picture and description of each piece of fire apparatus, ambulance, or rescue vehicle and the facility.
13. A narrative that describes the current staffing pattern, the recall methodology, and the number of on-call/volunteer personnel that are active in the organization.
14. A listing of any calls where a response could not be generated in the Town and a mutual aid unit had to be requested as the first due unit.
15. The average number of staff responding to fire calls, EMS calls and the average certification level of the same.
16. A breakdown of calls (number of incidents) by weekday daytime, weekday nighttime, weekend daytime, and weekend nighttime.
17. One year of data that provides a monthly total of fire and first response average response times.
18. The average response time to the best 90% of all calls.
19. A description of mutual and automatic aid practices that are currently in place.
20. A roster of active personnel and their rank and certification level of all Fire and EMS staff (Firefighter I/II etc.....).
21. A copy of the Department's annual report, if any.

Note: When possible, all data will be transferred in an electronic format.

#### **IV. DELIVERABLES**

1. A electronic PDF file that will contain a minimum 60 page draft report will be provided to the Town, The Town will have a two-week technical comment period which will allow the Town to provide technical feedback in written form through a single source.
2. A electronic PDF File of the final report for internal and external distribution.
3. A final presentation (in person or remotely) will be presented through the use of technology.