Pete Parnian
Mayor

Pamala Hall
Mayor Pro-Tem

Greg Hines
Councilmember

Phil Misciagno
Councilmember

Josh Patti
Councilmember

Brandon Longo
Councilmember

Town of Holly Ridge

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Heather Reynolds, CMC, NCCMC
Town Manager

Margaret Stiltner-Richmond
Town Clerk

HOLLY RIDGE TOWN COUNCIL
WORK SESSION AGENDA
January 22nd, 2026
2:00 P.M.

1. **Call to Order**

2. **Invocation**

3. **Pledge of Allegiance**

4. **Introduction & Welcome**

5. **Adoption of the Agenda**

6. **Town Council Work Session Items**

   A. **Presentation & Demonstration of New Website to Mayor and Town Council**
   Action to be Requested: Developers to Present Website and Functions and Receive Feedback

   B. **Updates to the Strategic Plan**
   Action to be Requested: Town Council to discuss proposed changes and updates to the Strategic Plan. Provide any amendment ideas or requests for additions.

   C. **Fire Department Consultant**
   Action to be Requested: Discuss the Holly Ridge Volunteer Fire Department's Strategic Documents, Discussion of Independent Consultant and How Best to Move Forward.

D. **Funding Projects**
Action to be Requested: Discussion of possible projects for USDA Funding, EDA Funding, Golden Leaf Grant, and Direct Allocations.

E. **Onslow County Schools Update**
Action to be Requested: For Information.

F. **Proposed Water Tower Project Update**
Action to be Requested: For Information.

7. Adjournment

Holly Ridge Strategic Plan
2025-2030

Overview

Comments and Changes

Holly Ridge Strategic Framework

Vision

As a town anchored in its military and coastal history, we commit to the ideals of our small-town culture and quality of life as we successfully grow as a vibrant community."

Mission

"Always strive to deliver quality services and responsive local governance to our residents and businesses in maintaining a thriving, close-knit town whose attributes are cherished."

Focus Areas:

- ## Safe, Vibrant, and Healthy Community
  - Promote an environment where our residents feel safe and enjoy access to community Opportunities and amenities

- ## Organizational Excellence
  - Maintain a government organization that is responsive to our citizens and provides a high quality level of service consistent with expectations and external guidelines

- ## Economic Development
  - Maintain a government organization that is responsive and fostering economic growth, support new business and residential growth

- ## Economic Health
  - Promote a healthy, sustainable economy that allows for responsible growth reflecting community values

- ## Revitalize Town Infrastructure
  - Promote a healthy, sustainable economy that allows for for responsible growth and support the infrastructure needs for a growing community

Focus Area 1: Safe, Vibrant, and Healthy Community
Objective 1 : **Support an active lifestyle for our residents by providing vital Parks & Recreational opportunities.**
Initiative 1.1.1

- Complete and approved master municipal park plan for desired projects and identify or seek funding options, including government and private grants, sponsorship, and volunteer efforts completed according to phases defined beginning of fiscal year 2025/2026

- Project Examples and Status
  - Phase I development plan
  - Expansion of the community center
  - Prioritize subsequent phases feature
  - Funding applications

Focus Area 1: Safe, Vibrant, and Healthy Community
Objective 2: **Provide highly responsive public services and facilities that responds effectively to emergencies and foster a sense of safety within the community**
Initiative 1.2.1

- Town council to approve documented community policing style initiatives including completed and future plans which emphasize citizen interaction and participation in problem solving

- Project Examples and Status
  - Defining community policing approach
  - Create a community workgroup/advisors
  - Identify successful approaches in other municipalities

Focus Area 1: Safe, Vibrant, and Healthy Community

Objective 2: **Provide highly responsive public services and facilities that responds effectively to emergencies and foster a sense of safety within the community**

Initiative 1.2.2

- Develop a concept plan and a course of action for a new municipal complex with potential to incorporate Fire. Police and EMS

- Project Examples and Status
  - Define ideal and feasible integrated facility requirements
  - Seek funding for the municipal facility
  - Incorporate plan for migration to a municipal fire and ems service
  - Work with the county as a part of county strategic plan

Focus Area 1: Safe, Vibrant, and Healthy Community
Objective 2: **Provide highly responsive public services and facilities that responds effectively to emergencies and foster a sense of safety within the community**
Initiative 1.2.3

- Develop a feasibility study relating to potential migration to Municipal Fire Department

- Project Examples and Status
    - Develop a migration time line
    - Define investment requirements and time frame
    - Hire a consultant to define parameters and approcah

Focus Area 1: Safe, Vibrant, and Healthy Community
Objective 3: **Be prepared for emergency situations through maintenance of plans that are up-to-date and well publicized**
Initiative 1.3.1

- Update existing formal emergency management plan for the town that covers both natural and other disasters that the town is vulnerable to

- Project Examples and Status
    - Evaluate the current emergency management plan and the change requirements
    - Assign changes required and assign responsible individuals
    - Public meeting to receive feedback

Focus Area 2: Organizational Excellence
Objective 1: **Provide effective and efficient "town hall" services to the customers in facilities that are adequate for current and anticipated staffing levels and include quality technologies**
Initiative 2.1.1

- Evaluate and pursue improvements to current townhall facilities to improved customer experience, deal with overcrowding, ensure secure workspace for town employees, and provide quality internet and phone service

- Project Examples and Status
  - J&J Acquisition project, architectural design, USDA application
  - Modification of the old council chambers (back up plan)
  - Internet and Phone back up system such as skylink

Focus Area 2: Organizational Excellence
Objective 1: **Provide Effective and Efficient "Town Hall" Services to Customers within Facilities that Are Adequate for Current and Anticipated Staffing Levels and Include Quality Technology Systems.**
Initiative 2.1.2

- Analyze the projected growth for the Town to identify staffing requirements.

- Project Examples and Status
  - New website services and training
  - Staffing projections based on anticipated growth
  - Define a to-be organization chart

Focus Area 2: Organizational Excellence
Objective 2: **Increase Citizen Support and engagement in town council meetings and activities**
Initiative 2.2.1

- Live Stream Town Council meetings, Hold bi-annual town halls and business leaders luncheon, move meetings to the community center to accommodate increase in attendance

- Project Examples and Status
  - Develop long term schedule of townhalls – Published
  - Establish SOP for prep and and disassemble of the council set up
  - Website sign in sheet for meetings

Focus Area 2: Organizational Excellence
Objective 3: **Enhance Current Communication Methods to Provide Regular Information on Services and Activities in the Community.**
Initiative 2.3.1

- Update and Refresh the Town's Website to Include Current News Highlights and a Regularly Updated Calendar of Events.

- Project Examples and Status
  - Implement the new web site
  - Develop a plan for additional modules and associated time line
  - Develop a public Information dissemination plan
  - Plan for a conversation BOT plan for Holly Ridge citizens
  - Survey citizens regarding the new web site

Focus Area 3: Economic Development
Objective 1: **Provide a Vibrant Downtown that is Attractive and Welcoming, Promoting a Feeling That You Have Arrived at a Special Destination.**
Initiative 3.1.1

- Pursue the NC Main Street qualifications and identify concept options in building local capacity for downtown revitalization, small business development, and rehabilitation efforts.

- Project Examples and Status
  - Create and publicize the downtown working group
  - Solicit development plans for a downtown area
  - Finalize legal issues
  - Solicit citizens for ideas

Focus Area 3: Economic Development
Objective 2: **Enhance Town Governance Efforts in Planning For and Guiding the Town in Attracting Economic Development Opportunities**
Initiative 3.2.1

- Update Internal processes that will maintain the integrity of the Holly Ridge Land Use Plan

- Project Examples and Status
  - Develop SOPs for each department
  - Develop Roles and Responsibilities for each Department Director
  - Develop organization structure in preparation for growth

Focus Area 3: Economic Development
Objective 2: **Enhance Town Governance Efforts in Planning For and Guiding the Town in Attracting Economic Development Opportunities**
Initiative 3.2.2

- Transition to a Unified Development Ordinance (UDO) process that establishes standards and specifics for attracting business and management growth

- Project Examples and Status
  - Develop marketing and branding plans for attracting businesses
  - Develop incentive plans for new businesses
  - Work with developers to support new businesses in Holly Ridge

Focus Area 3: Economic Development
Objective 2: **Enhance Town Governance Efforts in Planning For and Guiding the Town in Attracting Economic Development Opportunities**
Initiative 3.2.3

- Approve documentation of Roles and Responsibilities of the Town Council and Town Staff to improve efficiency of work.

- Project Examples and Status
  - Review Roles and Responsibilities for the council, mayor and town manager and get legal approval
  - Develop roles and responsibilities of each entity to support growth
  - Develop business opportunity brochures

Focus Area 3: Economic Development
Objective 3: **Identify and Prioritize Needed Infrastructure Improvements that Support Economic Development Goals**
Initiative 3.3.1

- Complete development of the entrance to the Industrial Park on Drag Strip Road
- Project Examples and Status
  - Finalize traffic signals plans and timeline
  - Develop final expansion plan for drag strip road
  - Finalize legal issues with condemned properties

Focus Area 3: Economic Development
Objective 3: **Identify and Prioritize Needed Infrastructure Improvements that Support Economic Development Goals**
Initiative 3.3.2

- Develop a plan to incentivize Annexation

- Project Examples and Status
  - Develop a standard incentive package for annexation requests
  - Plans and sequence for potential annexations
  - Establish the public hearing SOP for annexation requests

Focus Area 3: Economic Development
Objective 4: **Improve economic development through community outreach**
Initiative 3.4.1

- Improve Marketing and Branding for the Town through the Marketing and Branding Committee in collaboration with Town Staff

- Project Examples and Status
  - Solicit new members of the Marketing and Branding Committee
  - Develop new Roles and responsibilities of the committee
  - Develop the activity plan to be revised on semi-annual basis
  - Develop milestones for the committee activities

Focus Area 3: Economic Development
Objective 4: **Improve economic development through community outreach**
Initiative 3.4.2

- Improve the Political connections of the Town through collaboration with volunteers and Town Staff working with County, State and Federal entities.

- Project Examples and Status
  - Solicit new members of the Political Connection Committee
  - Develop new Roles and responsibilities of the committee
  - Develop the activity plan to be revised on semi-annual basis
  - Develop milestones for the committee activities

Focus Area 4: Economic Health
Objective 1: **Anticipate New Population Growth and Plan for its Impacts on Town Services and Facility Needs.**
Initiative 4.1.1

- Communicate and publicize the Town's 5-year Strategic Plan and build support and community assistance efforts in pursuing Plan actions of the town.

- Project Examples and Status
  - Create a public presentation to the public
  - Develop a schedule semi annual update
  - Get departmental directors update and change requests
  - Develop a schedule for semi-annual strategic plan update

Focus Area 4: Economic Health
Objective 1: **Anticipate New Population Growth and Plan for its Impacts on Town Services and Facility Needs.**
Initiative 4.1.2

- Work with both the business community and community leaders in visioning the needs and opportunities associated with new growth levels for the town.

- Project Examples and Status
  - Conduct business leaders town hall schedule
  - Work with the Chamber to develop a business growth plan
  - Select business leaders representative for the marketing and branding committee

Focus Area 4: Economic Health

Objective 2: **Develop and Monitor public and private partnership opportunities to provide program and available facilities for the community's use**

Initiative 4.2.1

- Work with both business community and community leaders in visioning the needs and opportunities associated with new growth levels for the town

- Project Examples and Status
  - Develop a list of business partners
  - Develop a partnership development and growth SOP
  - Share growth plans for holly ridge development partners

Focus Area 4: Economic Health
Objective 3: **Promote strong communication in utility discussion and plans that the town has adequate future capacity**
Initiative 4.3.1

- Initiate capital Improvement Plan to begin budget year 2026/2027

- Project Examples and Status
  - Update CIP document
  - Work with ONWASA on their strategic plan
  - Ensure ONWASA plans are shared with the community and get feedback

Focus Area 4: Economic Health
Objective 4: **Promote strong communication in utility discussion and plans that the town has adequate future capacity**
Initiative 4.4.1

- Onwasa performance agreement requiring properties requesting sewer service to be annexed into the town's corporate limits receive an allocation

- Project Examples and Status
  - 1
  - 2
  - 3

Focus Area 5: REVITALIZED TOWN INFRASTRUCTURE
Objective 1: **Identify Funding Options for Town Revitalization Efforts from Private and Public Sources.**
Initiative 5.1.1

- Develop a comprehensive grants management program that explores federal, state and private grant funding and identifies grant opportunities and accurately accounts for all activities.

- Project Examples and Status
  - Present the grant program to the council
  - Develop Grant sources and application Schedule
  - Prioritize Grant sources based on Potential awards

Focus Area 5: REVITALIZED TOWN INFRASTRUCTURE
Objective 2: **Improve Conditions on Existing Town Streets and Pedestrian Areas.**
Initiative 5.2.1

- Develop multi-year budget projections and create a street specific capital improvement plan that addresses both operational and capital improvement needs.

- Project Examples and Status
  - Review long term budget with council
  - Update CIP 2026-2030

# New Recommended Areas

- New Focus Areas
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- New Objectives in Fosus areas
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- New Initiatives
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FOCUS AREA 1 - SAFE, VIBRANT, AND HEALTHILY COMMUNITY

	OBJECTIVE 1	**Support an Active Lifestyle for Our Residents by Providing Vital Parks and Recreational Opportunities**			
	1.1.1	Complete and Approve Master Municipal Park Plan for Desired Projects and Identify or Seek Funding Options, Including Governmental and Private Grants, Sponsorship, and Volunteer Efforts Completed According to Phases defined in Beginning of Year 2025/2026	In Progress	Manager Park Liaison	Define features by Phase Review with Council Apply for Grants 5/1/2026
	OBJECTIVE 2	**Provide Highly Responsive Public Services and Facilities that Respond Effectively to Emergencies, and Foster a Sense of Safety Within the Community**			
	1.2.1	Town Council to Approve Documented Community Policing Policy Initiatives including Completed and Future Plans Which Emphasize Citizen Interaction and Participation in Problem Solving	Not Started	Chief	Draft Plan 3/1/2026
	1.2.2	Develop a Concept Plan and Course of Action for a New Municipal Complex with Potential to Incorporate Fire, Police, and EMS	Not Started	Manager, Mayor	Draft Plan 4/1/2026
	1.2.3	Develop a Feasibility study relating to potential migration to Municipal Fire Department	Not Started	Manager, Mayor	Grant Application Initial Plan 5/1/2026
	OBJECTIVE 3	**Be Prepared for Emergency Preparedness Situations Through Maintenance of Plans that Are Up-To-Date and Well Publicized**			
	1.3.1	Update existing formal Emergency Management Plan for the Town that covers both natural and other disasters that the Town is vulnerable to	Not Started	Manager	Updated Draft

FOCUS AREA 2 - ORGANIZATIONAL EXCELLENCE

	OBJECTIVE 1	**Provide Effective and Efficient "Town Hall" Services to Customers within Facilities that Are Adequate for Current and Anticipated Staffing Levels and Include Quality Technology Systems.**			
	2.1.1	Evaluate and pursue improvements to current Town Hall facilities to improve customer experiences, deal with overcrowding, ensure secure workspace for Town employees, and provide quality internet and phone service.	In Progress	Manager, Mayor	Website Release 2/1/2026
	2.1.2	Analyze the projected growth for the Town to identify staffing requirements.	In progress	Mayor	Annexation Plan Projection Update 3/1/2026
	OBJECTIVE 2	**Increase Citizen Support and engagement in town council meetings and activities**			
	2.2.1	Live Stream Town Council meetings, Hold b-annual town halls and business leaders luncheon, move meetings to the community center to accommodate increase in attendance	In Progress, On going	Manager, Mayor	Establish schedule 3/1/2026
	OBJECTIVE 3	**Enhance Current Communication Methods to Provide Regular Information on Services and Activities in the Community.**			
	2.3.1	Update and Refresh the Town's Website to Include Current News Highlights and a Regularly Updated Calendar of Events.	In Progress	Manager	Release Version 1 2/1/2026 Continuous update plan

FOCUS AREA 3 - ECONOMIC DEVELOPMENT

	OBJECTIVE 1	**Provide a Vibrant Downtown that is Attractive and Welcoming, Promoting a Feeling That You Have Arrived at a Special Destination.**			
	3.1.1	Pursue the NC Main Street qualifications and identify concept options in building local capacity for downtown revitalization, small business development, and rehabilitation efforts.	In Progress	Mayor	Establish working Group 2/1/2026

	OBJECTIVE 2	**Enhance Town Governance Efforts in Planning For and Guiding the Town in Attracting Economic Development Opportunities**			
	3.2.1	Update Internal processes that will maintain the integrity of the Holly Ridge Land Use Plan	Initial Completion, Published	Manager Planning Director	Continuous semi annual update
	3.2.2	Transition to a Unified Development Ordinance (UDO) process that establishes standards and specifics for attracting business and management growth	In Progress	Manager	Publish Plan/Process 4/1/2026
	3.2.3	Approve documentation of Roles and Responsibilities of the Town Council and Town Staff to improve efficiency of work.	In Progress Being reviewed by attorney	Manager, attorney	Publish first draft 4/1/2026
	OBJECTIVE 3	**Identify and Prioritize Needed Infrastructure Improvements that Support Economic Development Goals**			
	3.3.1	Complete development of the entrance to the Industrial Park on Drag Strip Road	In Progress Light, Plan Phase II	Manager, Mayor	Implementation Design 3/30/2026 Plan Phase II 6/1/2026
	3.3.2	Develop a plan to incentivize Annexation	No Started	Manager, Council	Comprehensive Plan 5/1/2026
	OBJECTIVE 4	**Improve economic development through community outreach**			
	3.4.1	Improve Marketing and Branding for the Town through the Marketing and Branding Committee in collaboration with Town Staff	No Started	Mayor	Reengage team 3/1/2026
	3.4.2	Improve the Political connections of the Town through collaboration with volunteers and Town Staff working with County, State and Federal entities.	No Started	Mayor	Reengage team 3/1/2027
FOCUS AREA 4 - ECONOMIC HEALTH					
	OBJECTIVE 1	**Anticipate New Population Growth and Plan for its Impacts on Town Services and Facility Needs.**			
	4.1.1	Communicate and publicize the Town's 5-year Strategic Plan and build support and community assistance efforts in pursuing Plan actions of the town.	Completed the plan Strategic Plan Town Hall	Mayor	Publicize and Feedback 4/1/2026
	4.1.2	Work with both the business community and community leaders in visioning the needs and opportunities associated with new growth levels for the town.	Not Started	Manager, Mayor	Semi Annual Meeting 3/1/2026 Conoslidate Feedback 6/1/2026
	OBJECTIVE 2	**Develop and Monitor public and privacy partnership opportunities to provide program and available facilities for the community's use**			
	4.2.1	Work with both business community and community leaders in visioning the need and opportunities associated with new growth levels for the town	Not Started	Manager, Mayor	Semi Annual Meeting 3/1/2026 Conoslidate Feedback 6/1/2026
	OBJECTIVE 3	**Update the Town's Budget Development Process in Preparing for Increased Service levels with Moderate Costs to the Citizens.**			
	4.3.1	Initiate capital Improvement Plan to begin budget year 2026/2027	Not Started	Mayor, Manager, CFO	Develop Draft Budget 4/1/2026 Initial Budget meeting 4/1/2026
	OBJECTIVE 4	**Promote strong communication in utility discussion and plans that the town has adequate future capacity**			
	4.4.1	Onwasa performance agreement requiring properties requesting sewer service to be annexed into the town's corporate limits receive an allocation	In Progress	Manager	Quarterly Meeting with Onwasa Work with Liaison to define 4/1/2026
FOCUS AREA 5 - REVITALIZED TOWN INFRASTRUCTURE					
	OBJECTIVE 1	**Identify Funding Options for Town Revitalization Efforts from Private and Public Sources.**			
	5.1.1	Develop a comprehensive grants management program that explores federal, state and private grant funding and identifies grant opportunities and accurately accounts for all activities.	In Progress	Mayor, Manager	Review program Brief Council Implement Plan 4/1/2026
	OBJECTIVE 2	**Improve Conditions on Existing Town Streets and Pedestrian Areas.**			
	5.2.1	Develop multi-year budget projections and create a street specific capital improvement plan that addresses both operational and capital improvement needs.	In Progress	Manager, CFO, Mayor	Share 1st draft with Council Update based on Feedback 4/1/2026

HOLLY RIDGE
VOL. FIRE DEPT. & RESCUE SQUAD
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EST. 1959
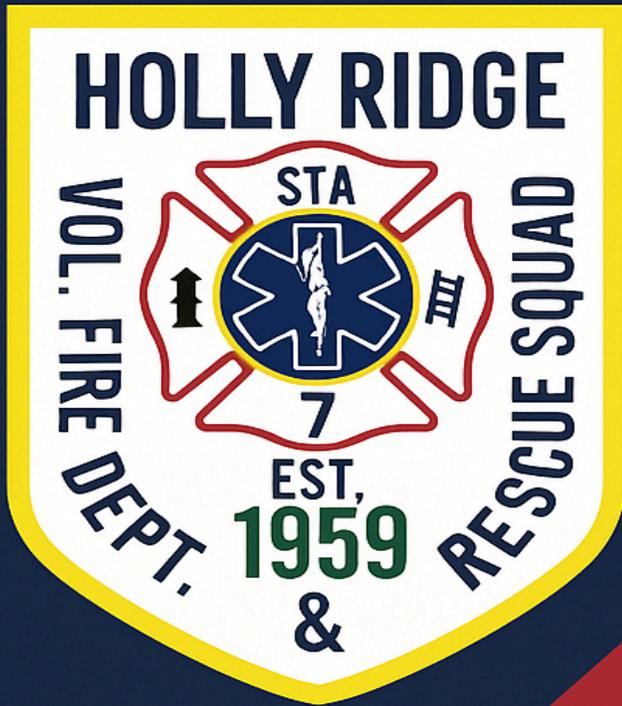
STRATEGIC PLAN

2025–2030

Holly Ridge Fire & Rescue

Strategic Plan: 2025–2030

Table of Contents

1. Executive Summary

This Strategic Plan outlines Holly Ridge Fire & Rescue's roadmap from 2025 through 2030, focusing first on infrastructure expansion in response to annexation and regional growth. With a rising call volume and expanding population base, station replacement and the addition of a substation are critical to ensure timely service, ISO compliance, and community safety. The plan also addresses staffing, apparatus needs, risk reduction, and fiscal resilience.

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2. Mission, Vision & Values

At present, Holly Ridge Fire & Rescue has not formally adopted a departmental Mission Statement, Vision Statement, or Core Values. These foundational elements are critical for aligning personnel, guiding decision-making, and communicating the department's purpose both internally and to the public. As part of this Strategic Plan, it is recommended that the department undertake a collaborative process—led by leadership and inclusive of career staff, volunteers, and community stakeholders—to develop and adopt these guiding principles. The following are offered as examples to assist in this process:

Mission (Sample):
 To protect life, property, and the environment through exceptional emergency service, prevention, and public education.

Vision (Sample):
 To be a forward-thinking fire department known for service excellence, innovation, and strong community ties.

Core Values (Sample):

- **Service**

- **Integrity**

- **Excellence**

- **Teamwork**

- **Accountability**

These examples reflect industry best practices and can serve as a starting point for structured discussion and consensus-building among department members. Formal adoption of these elements will help shape the culture and strategic direction of Holly Ridge Fire & Rescue moving forward and should include stakeholder input.

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3. Community Overview

Holly Ridge, North Carolina, has experienced significant growth in recent years, with its population increasing by over 36% since the 2020 census, reaching an estimated 5,787 residents in 2025. This rapid expansion is driven by residential and commercial development, annexation, and its strategic location along U.S. Highway 17. The town's proximity to Camp Lejeune, a major Marine Corps base approximately 20 minutes away, contributes to its appeal for military families and supports a steady influx of residents. Additionally, Holly Ridge borders Pender County, one of North Carolina's fastest-growing counties, which has seen a population increase of over 31% since 2010. The region's humid subtropical climate, characterized by hot, humid summers with average highs of 87°F in July and mild winters with average highs of 56°F in January, further enhances its attractiveness. This sustained growth necessitates expanded infrastructure, additional personnel, and strategic resource allocation to meet the evolving needs of the community

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4. Department Overview

Holly Ridge Fire & Rescue operates under a combination volunteer-career staffing model, a structure that aligns with many departments serving rapidly growing

communities. The department is led by Fire Chief Brandon Longo and Deputy Chief Heather Szymanik, with support from both career and volunteer Captains and Lieutenants. This leadership framework enables a flexible operational approach while leveraging the dedication and capabilities of a mixed workforce.

The department currently operates with seven primary response vehicles and one Quick Response Vehicle (QRV), allowing for a wide range of fire suppression, emergency medical, wildland, and support responses. However, as call volume increases and community expectations evolve, continued reliance on a primarily volunteer base presents challenges in sustaining consistent coverage and meeting growing service demands.

While Holly Ridge Fire & Rescue demonstrates a stronger organizational structure than many volunteer-based nonprofit fire departments, it is essential to recognize that evolving to a 24/7 staffing model—consistent with national best practices outlined by NFPA and the International Association of Fire Chiefs—requires not only personnel but also the infrastructure to support them. The current station lacks critical features such as bunkrooms, dedicated workspaces, gear decontamination areas, and administrative facilities, all of which are necessary to support a professionalized, full-time workforce.

To ensure long-term sustainability and service readiness, it is recommended that Holly Ridge Fire & Rescue continue developing its leadership and staffing capabilities while simultaneously investing in the infrastructure required to support those personnel. Modern facilities, combined with robust staffing and leadership development, will position the department to meet future demands and align with industry standards.

5. Strategic Goals & Recommendations

Goal 1: Station Replacement & Substation Development

Justification:

- The current station lacks room for future expansion and adequate firefighter accommodations, as well as future staffing needs.
- The current station is provides inadequate space for the current apparatus design across the apparatus industry as well as future growth needs
- Significant concerns regarding the current structural integrity of the station
- Increased response distances due to annexation warrant a second facility for better coverage and ISO scoring.

Recommendations:

- Complete a facilities needs study to identify if a single or multi-station concept is best suited for the town end of 2026
- Consider the design/acquisition of properties in 2027
- Contractor selection/permitting 2028
- Construction 2029

Goal 2: Enhance Staffing Capabilities

- Conduct staffing analysis - 2026
    - This should be multifaceted
    - Should include projected growth
    - Existing demand for services
    - Engage stakeholders on funding feasibility
    - Coordinate possible grant opportunities

- Implement "On Duty" system -2027
  - This would be coordinated with volunteers as a phased-in approach to the long-range plan of 24 hr staffing
- Implement 24 hr staffing post facilities completion - 2030

Goal 3: Replace and Standardize Apparatus

- Develop a vehicle replacement plan
  - Consideration should be given for other CIP items such as self-contained breathing apparatus (SCBAs), extrication equipment, portable and fixed radios, etc.
  - Based on the aforementioned staffing and facilities plan, consideration should be made based on the capacity/quantity of the current fleet, the age of the fleet, and calls for service projections
  - Fleet should maintain its current standardization to ensure consistency as staffing and demands for service increase

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Goal 4: Expand Training and Certification Programs

- Develop a consistent firefighter handbook for internal use to credential all positions within the department
- Consider methods of better tracking and notifying the membership of hours earned and class opportunities
- Develop systems for additional training opportunities

Goal 5: Strengthen Community Risk Reduction & Public Education

- Formalize a data-driven CRR plan
  - Implement systems for tracking and reporting public education programs
  - Identify community stakeholders to partner with for programs

Goal 6: Improve ISO Compliance and Class Rating

- Based on the station study, prepare for the substation
    - Identify locations for future stations
- Improve training documentation, pre-incident planning, and hydrant testing
    - develop policies, practices, and measurement tools to ensure these functions are being completed
- Evaluate response protocols and automatic aide capabilities to ensure needed fire flows for large flow properties are maintained while growth increases demand on an already limited water supply system for fire protection.

6. Current and Future Facilities

The current Holly Ridge Fire & Rescue station, built in 1972, no longer meets the operational, safety, or logistical needs of a modern fire service. The facility includes six apparatus bays along the front and one at the rear, as well as a stand-alone, unheated storage building. Bay doors are undersized by today's standards, limiting the types of apparatus that can be housed safely inside. Compounding this issue, the building is not designed with drive-through access, requiring all apparatus to be backed into place—a process that increases risk and delays during emergency operations.

The station offers inadequate space for current apparatus storage, with minimal clearance, tight maneuvering space, and no designated areas for equipment maintenance. As a result, personnel are frequently required to perform vehicle

maintenance or inspections outside, often directly adjacent to an open public roadway, creating both safety hazards and inefficiencies. Structural wear is also evident, with visible cracks along brick mortar and interior walls, and the building's rear grading appears to allow water intrusion into the facility, raising further concerns about the long-term integrity of the structure and the safety of housed equipment.

Although the building received limited rehabilitation in the early 2000s, it still lacks essential features such as sleeping quarters, gear decontamination areas, gender-inclusive facilities, and proper HVAC systems.

These deficiencies limit the department's ability to transition to a 24/7 staffing model, reduce firefighter health and safety, and hinder compliance with NFPA and other industry best practices.

In light of these conditions, **it is strongly recommended that Holly Ridge commission a comprehensive Facilities Needs Assessment and Feasibility Study.** This study should evaluate current and future operational needs, ISO impacts, structural and site limitations, environmental factors, and provide clear recommendations for station replacement or expansion. Investing in modern, functional facilities is essential to supporting the department's mission and ensuring the safety and effectiveness of fire and rescue operations.

7. Staffing Plan

As Holly Ridge continues to experience significant residential and commercial growth, the demands on emergency services have increased proportionally.

Simultaneously, national and regional trends indicate a decline in volunteerism within the fire service, placing additional pressure on departments that rely heavily on volunteer staffing. To sustain effective service delivery, Holly Ridge Fire & Rescue must take proactive steps to strengthen its staffing model while preparing for long-term transitions aligned with industry best practices.

In Goal #2 i**t is recommended that in 2026, the department should conduct a comprehensive, multi-faceted staffing analysis.** This study will incorporate projected population growth, historical and current call volume data, and response time metrics to assess present and future service demand.

Additionally, it will evaluate the current capabilities and availability of volunteer personnel and identify operational gaps that could impact service levels.

The staffing analysis will also include stakeholder engagement, including town officials, community members, and identify potential funding partners, to explore the financial feasibility of different staffing models. A key component of this process will be identifying low-cost or phased-in alternatives, such as duty crews, stipended volunteer shifts, or regional cooperative models that maintain high levels of service without requiring immediate full-time staffing expansion. Opportunities for state and federal grants (e.g., SAFER, AFG) will also be researched and incorporated into funding strategies. The output of this study would allow the following actions:

In 2027, the department should plan to implement a coordinated "on-duty" system in partnership with its volunteer members. This phased approach would schedule set hours of in-station coverage and formalize shift structures to improve reliability and response time, laying the groundwork for the eventual transition to 24-hour staffing.

By 2030, following the completion of new station infrastructure, Holly Ridge Fire & Rescue will implement a full 24-hour staffing model. This long-range staffing plan ensures that the department is equipped to meet growing service demands, maintain public safety, and align with national standards for combination departments. Through thoughtful planning, collaboration, and phased implementation, the department will position itself for operational excellence in a growing region.

8. Apparatus & Equipment Replacement Plan

To ensure continued reliability, safety, and efficiency in emergency response, Holly Ridge Fire & Rescue is recommended in Goal #3 to implement a comprehensive **Vehicle and Equipment Replacement Plan** as part of its broader capital improvement strategy. This plan should align with NFPA standards for apparatus lifecycle management and reflect the department's ongoing evolution in staffing, service area, and call volume.

As part of this initiative, the department will conduct a thorough assessment of the current fleet, evaluating each vehicle's **age, mileage, maintenance history, and operational role**. Special attention will be given to analyzing **calls for service projections**, staffing trends, and anticipated facility upgrades to determine whether the current number and type of apparatus are adequate. In addition to assessing traditional apparatus like engines and tankers, the study will explore **alternative response vehicle models**—including quick response vehicles (QRVs), multi-role utility units, and smaller, more cost-effective apparatus for non-fire emergencies—to improve deployment flexibility and control operational costs.

While fleet size and functionality are critical, the department recognizes the importance of **standardization**. Maintaining a consistent fleet model ensures familiarity for operators, simplifies training and maintenance, and improves operational efficiency as staffing

increases. Any new acquisitions will be selected to align with this standardization approach.

Beyond fire apparatus, this plan will incorporate **other capital improvement items** essential to safe and effective service delivery, such as **self-contained breathing apparatus (SCBAs), extrication tools, portable and fixed radios, thermal imaging cameras, and turnout gear**. These critical assets must be upgraded and replaced on a planned, rotating basis to meet modern performance and safety standards.

This comprehensive approach to fleet and equipment planning ensures that Holly Ridge Fire & Rescue remains equipped to handle growing service demands while maximizing value, minimizing downtime, and supporting the department's future staffing and facility goals.

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9. Training & Education

To support a capable, credentialed, and high-performing fire service workforce, Holly Ridge Fire & Rescue should prioritize the development of a comprehensive and standardized training and credentialing program that aligns with national standards and supports both operational excellence and improved ISO performance. This initiative ensures that all personnel—career and volunteer—receive consistent, high-quality training and are equipped to respond effectively in a variety of emergency scenarios.

A cornerstone of this goal is the development of a **Promotional Handbook**, which will clearly define credentialing requirements, core competencies, training benchmarks, and promotion pathways for all departmental roles.

This internal guide will establish expectations across all ranks and support transparent professional development for every member of the organization.

To meet and exceed the department's **the department should strive to ensure all "on duty" staff exceed the maximum 192 hours of company training hours**. Holly Ridge Fire & Rescue should implement a system to track training hours, notify personnel of upcoming classes, and record certifications. Utilizing digital tools will help streamline communication, documentation, and reporting, while also contributing directly to improved ISO training credit scores.

The department should broaden and increase its training offerings to include cross-training in EMS, fire suppression, hazardous materials, and wildland operations, along with driver-operator and Incident Command System (ICS) courses to prepare members for leadership roles. These core programs will not only enhance emergency readiness but also align with ISO standards that require regular and documented training in specific subject areas.

Additionally, Holly Ridge Fire & Rescue should increase engagement in **regional joint drills and tabletop exercises**, improving operational coordination with mutual-aid partners. These collaborative efforts will strengthen tactical readiness and may also positively impact ISO ratings under credit for inter-agency training and preparedness.

As part of the department's facilities plan, training spaces, both current and planned, should be considered to maximize **ISO credit for training facility usage**, including dedicated classrooms, practical training areas, and the potential for live fire or simulation-based exercises. Currently, the department is extremely limited in its ability to get this credit because of its distance to an "approved" facility.

By institutionalizing its training framework, enhancing record-keeping systems, and aligning with ISO guidelines, the department will improve operational effectiveness, strengthen firefighter development, and secure critical points in future ISO evaluations.

10. Community Risk Reduction

Holly Ridge Fire & Rescue should develop a comprehensive, data-driven Community Risk Reduction (CRR) plan that aligns with best practices established by the U.S. Fire Administration (USFA), National Fire Protection Association (NFPA 1300), and ISO. This plan should utilize local demographic data to identify and prioritize risks, ensuring that prevention and education efforts are tailored to the specific needs of the community.

According to the 2023 American Community Survey, Holly Ridge has a median age of 35.8 years, with approximately 21.5% of the population under 18 and 10% aged 65 and over. This age distribution indicates a significant portion of the population includes young families and seniors, both of which are demographics that benefit from targeted fire and life safety education. Implementing programs such as child safety seat checks, senior fall prevention workshops, and home fire safety inspections can address the specific risks faced by these groups.

To effectively manage and evaluate public education initiatives, the department should implement systems for tracking and reporting program activities. This includes documenting the number of events held, attendance figures, topics covered, and outcomes achieved. Such data collection not only facilitates continuous improvement of programs but also contributes to ISO credit under the community risk reduction component.

Engaging community stakeholders is essential for the success of CRR efforts. Holly Ridge Fire & Rescue should identify and collaborate with local schools, healthcare providers, senior centers, businesses, and civic organizations to expand the reach and impact of public education programs. These partnerships can provide additional resources, venues, and audiences for safety initiatives, fostering a community-wide culture of preparedness and resilience.

By formalizing a CRR plan that incorporates demographic insights, robust tracking systems, and community partnerships, Holly Ridge Fire & Rescue can enhance its public education efforts, reduce risks, and improve overall community safety in alignment with national standards and ISO requirements.

11. Financial Strategy

Financial Planning and Sustainability

To ensure long-term operational effectiveness and financial stability, Holly Ridge Fire & Rescue should adopt a proactive, transparent financial strategy that aligns with best practices for nonprofit organizations, North Carolina local government guidelines, and fire service standards outlined by the National Fire Protection Association (NFPA).

Central to this strategy should be the establishment of a **10-year Capital Improvement Plan (CIP)**. This CIP should identify anticipated needs for facilities, apparatus, equipment, and technology, and be updated regularly to reflect changes in service demand, growth projections, and available resources. It should serve as a guiding document to prioritize investments and forecast long-term funding requirements.

Annual operating budget requests should be explicitly tied to strategic goals, ensuring that funding allocations are mission-driven and support measurable improvements in service delivery, training, community risk reduction, and infrastructure. This alignment promotes fiscal responsibility, transparency, and accountability—core principles of nonprofit and public-sector financial stewardship.

Holly Ridge Fire & Rescue should also aggressively pursue supplemental funding through federal and state grants, including the FEMA Assistance to Firefighters Grant (AFG), Staffing for Adequate Fire and Emergency Response (SAFER) Grant, and the North Carolina Department of Insurance's Volunteer Fire Department Fund. Dedicated effort toward identifying, writing, and managing these grants is essential to support both capital and operational priorities.

To expand funding capacity, the department should **explore public-private partnerships,** particularly for projects such as substation development. Collaborations with local developers, utility providers, or corporate sponsors can reduce public financial burden while supporting strategic infrastructure goals.

Current funding sources include Onslow County, the Town of Holly Ridge, state and federal grants, community fundraising, and the North Carolina State Fire Protection Fund. A diversified funding model not only promotes resilience but ensures that the department remains responsive to evolving community needs while maintaining compliance with North Carolina's financial and operational standards for emergency services.

12. ISO Rating & Standards Compliance

To strengthen service capabilities and prepare for future ISO re-evaluation, Holly Ridge Fire & Rescue should complete goal #6 of preparing for a formal **ISO inspection within 12 to 24 months** of this report's release, and again within **12 months of completing the new station and substation (if completed)**. These evaluations will help measure progress toward operational benchmarks and support improved community insurance ratings.

Key action items supporting this goal include:

- **Implement items found in the detailed ISO review document**
- **Increasing daily staffing** to meet NFPA-compliant engine company minimums, particularly as the department transitions to 24-hour coverage.
- **Enhancing water supply availability** to increase the availability of needed fire flow
- **Increasing the functionality of departments in pre-incident planning**

These efforts, combined with the department's broader strategic initiatives, will ensure Holly Ridge Fire & Rescue remains aligned with national best practices while delivering high-quality, data-driven emergency services.

13. Implementation Timeline

The findings and recommendations outlined in this Strategic Plan represent a comprehensive roadmap for the growth, modernization, and continued excellence of Holly Ridge Fire & Rescue. Over the next five years, the department should systematically implement the strategies identified across all major focus areas—including facilities expansion, staffing, apparatus replacement, training and credentialing, community risk reduction, financial planning, and ISO preparedness.

Successful implementation will require close collaboration among department leadership, Town of Holly Ridge officials, Onslow County representatives, community stakeholders, and funding partners. Each recommendation is grounded in nationally recognized best practices from the NFPA, USFA, ISO, and North Carolina fire service standards, but must be tailored to the department's evolving needs, financial realities, and community growth.

This plan is not a static document, but rather a living framework that should be revisited annually to assess progress, make adjustments, and align future decisions with current conditions. Through disciplined planning, stakeholder engagement, and phased execution, Holly Ridge Fire & Rescue can strengthen its operational capacity, enhance service delivery, and ensure it remains a trusted, resilient, and mission-ready organization for the growing community it proudly serves.

14. Stakeholder Survey Results

The survey conducted for the Holly Ridge Fire Rescue Strategic Plan received a limited number of responses; however, the data collected offers meaningful insight into the department's current environment. Although the sample size was small, the resulting percentages reflect a marginal yet relevant cross-section of perspectives. It is important to note that the survey was not distributed to the

general public, but rather to a select group of individuals, including town staff, elected officials, Holly Ridge firefighters, and representatives from automatic aid fire departments. Despite its limited scope, the feedback gathered serves as a valuable starting point for identifying priorities and shaping the department's strategic direction.
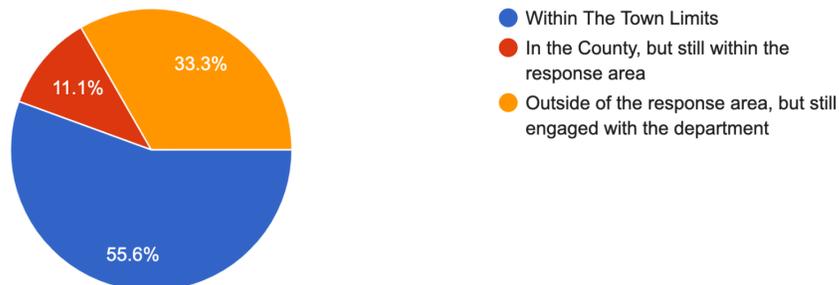
Individuals served: The first graph provides insight into the demographics of those who responded to the survey request.

Are you a:
9 responses

- Resident
- Business Owner
- Property Owner
- Firefighter
- Elected Offical

33.3%
44.4%
22.2%
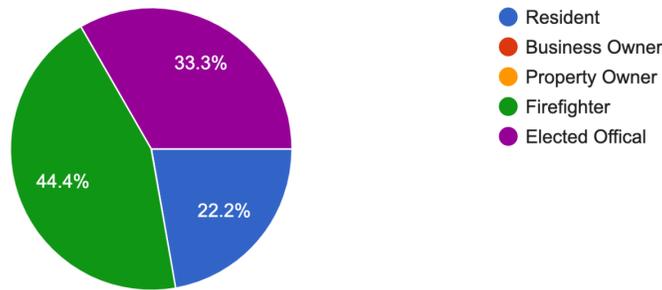
Location of Services: Next, we requested to know what area of the community and the surrounding communities HRFR provides services to.

What area of Holly Ridge do you live or operate in?
9 responses

- Within The Town Limits
- In the County, but still within the response area
- Outside of the response area, but still engaged with the department

11.1%
33.3%
55.6%

Satisfaction of Services: Using a 1 to 5 scale, with 1 being very dissatisfied, and 5 being very satisfied, no individuals felt services were below satisfactory levels.

How satisfied are you with the current fire and emergency services provided in Holly Ridge?
9 responses
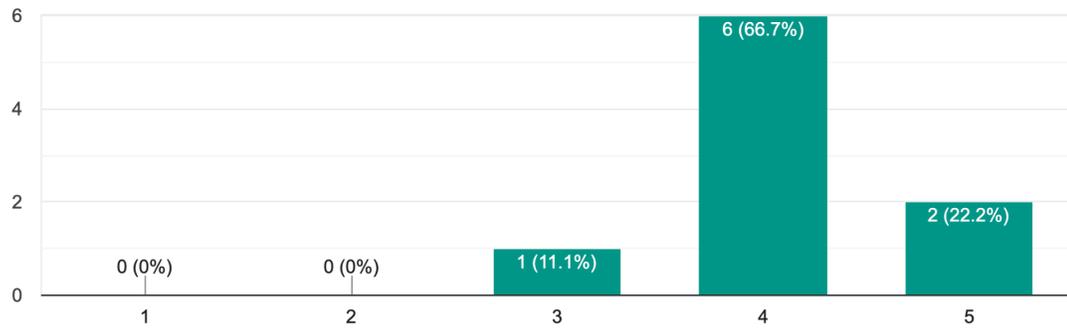
Services Received: Only 2 of the individuals who provided responses have ever had to utilize direct emergency services from HRFR. It should be noted that others, mostly firefighters, would utilize services in another capacity, such as providing and/or receiving assistance..

Have you or your household ever required assistance from the fire department (fire, medical, vehicle crash, etc.)?
9 responses
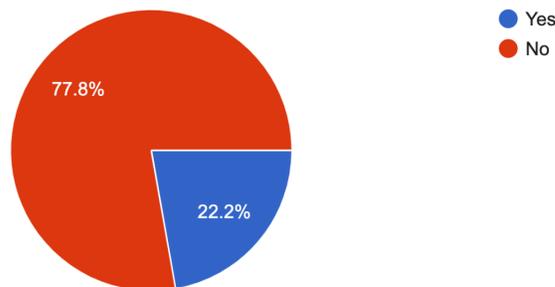
Priorities for Services: The Need to validate who and how services are received is important with regard to the following question: "What services should be a priority for Holly Ridge Fire Rescue?". This will ensure that we have clarity on who feels that services are important. It should be noted that individuals could select 1 or all of the provided prompts. Consistently, operational needs ranked highest. **The top 3 services, as recommended by all individuals surveyed, are supported in the goals identified in this strategic plan.**

What services do you believe should be a priority for Holly Ridge Fire & Rescue?
9 responses

Service	Count (%)
Faster Emergency Response Times	4 (44.4%)
New or updated fire stations	4 (44.4%)
Increased staffing	4 (44.4%)
Focused fire and life safety programs	3 (33.3%)
Emergency planning and disaster readiness	1 (11.1%)
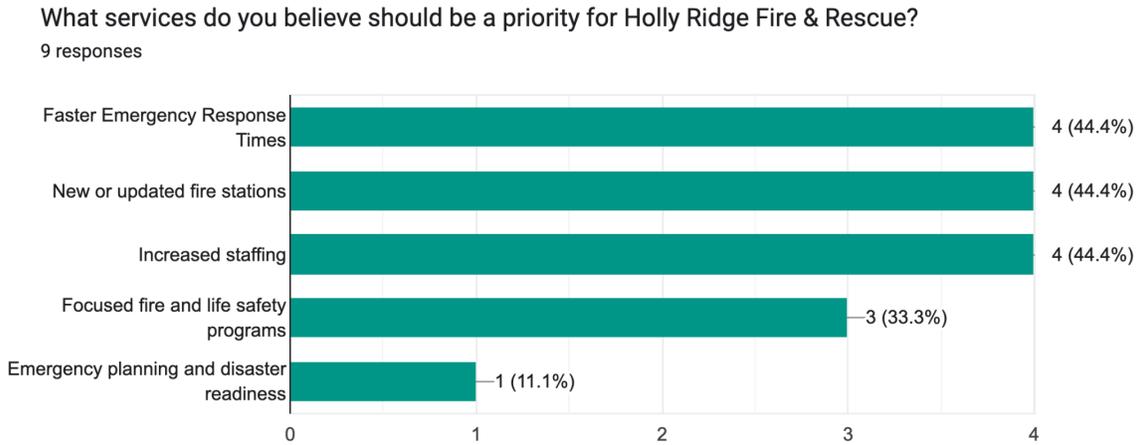
Facilities: With regards to new and/or additional facilities, 7 out of the 9 said yes, and the others a "maybe". Goal 1 supports both the concerns of the 2 individuals as well as is the first step for the 7 that supported the replacement of the existing facilities.

Do you support investment in new fire stations or substations to meet growing service demands?
9 responses

- Yes — 77.8%
- No
- Maybe — 22.2%
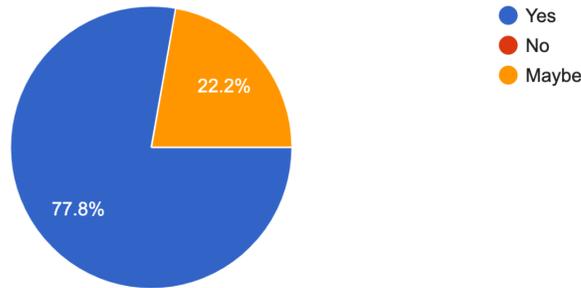
Staffing: When asked about staffing, one of the top 3 priorities, all 9 ranked it as either important or very important to begin focusing on 24/7 staffing.

How important is it to you that Holly Ridge Fire & Rescue transitions to 24/7 full-time staffing?

9 responses

- Very Important
- Important
- Not Important

55.6%
44.4%
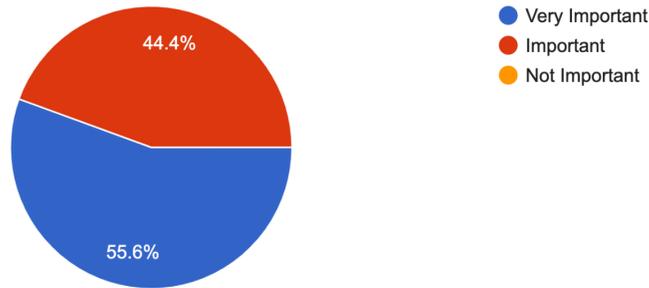
Compliance with National Standards: If HRFR were to transition to a staffing model that was "on duty", of the individuals who responded, we asked them to provide insight into how important it was to meet the national standard for having 6 firefighters on scene within 6 minutes 80% of the time. Only 1 individual stated it was "important", while all 8 stated it was "very important."

How important is it to you that Holly Ridge Fire & Rescue respond based on the National Fire Protection Association (NFPA) 1720 standard of at ...ters on scene within 14 minutes, 80% of the time.

9 responses

- Very Important
- Important
- Not Important

88.9%
11.1%
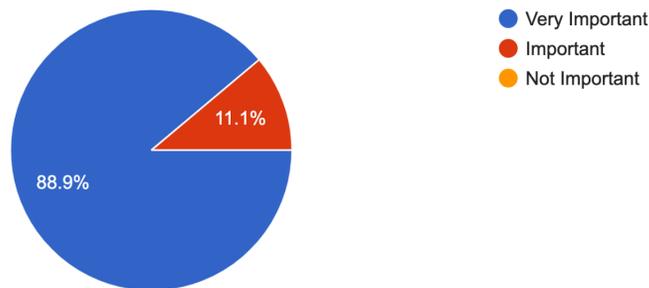
Open Comments: The open-ended responses to the question, *"In your opinion, what is the most important fire service need in Holly Ridge right now?"* reveal several recurring priorities among stakeholders. The most frequently mentioned needs include increased staffing—particularly more paid personnel and paramedics—and improved training opportunities. Several respondents highlighted the need for upgraded or expanded facilities, including a new main station and a substation to meet the town's growing demands. Additionally, specialized equipment such as a ladder truck was identified as critical for preparing for multi-story structure fires. While one respondent noted that current resources appear adequate and another listed "N/A," the overall feedback points to a clear emphasis on personnel, infrastructure, and operational readiness as the most pressing needs for Holly Ridge Fire Rescue.

Furthermore, the responses to the question, *"Do you have any suggestions, concerns, or ideas you would like to share with the department?"* reflect a focus

on both community engagement and future growth. Suggestions included implementing a Fire Kids Academy program to strengthen community outreach and education, establishing a substation to enhance coverage, and working collaboratively with the town to explore the development of a municipal fire department by leveraging existing staff. While one respondent had no additional input, the overall feedback emphasizes the importance of proactive planning, community involvement, and strategic partnerships to support the department's long-term success.

15. Summation

This Strategic Plan for Holly Ridge Fire & Rescue (2025–2030) is intended as a flexible planning framework, developed using the best available data and national fire service best practices at the time of publication, as well as documents produced along side of this document including, the annual report, and ISO review. Specifically, these documents should be jointly reviewed as supplemental

and supportive in nature to provide full clarity. This document is intended to offer recommendations to guide decision-making, but it is not a final operational plan.

The contents of this report may need to be adapted over time based on factors such as funding availability, community growth, economic conditions, and evolving local priorities. Implementation will require additional work, collaboration, and input from department leadership, town officials, and other key stakeholders.

This plan was prepared by Kelly F.E.S.C. LLC to support long-term planning efforts. It is meant to be a helpful guide and does not guarantee outcomes. Holly Ridge Fire & Rescue and its partners understand that Kelly F.E.S.C. is not responsible for how the plan is used or for changes that may be made after its delivery.

HOLLY RIDGE
FIRE AND RESCUE

2024
ANNUAL REPORT

FOR MORE INFO

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📍 109 Holly St. Holly Ridge, NC

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Table of Contents:

Introduction:

Welcome to the 2024 Annual Report of Holly Ridge Fire Rescue. This report showcases the accomplishments, challenges, and efforts of our devoted team, who proudly and tirelessly serve our community.

Chief's Message:

Dear Community Members,

As we reflect on the past year, I am honored to present the 2024 Annual Report of Holly Ridge Fire and Rescue—our first annual report. This document highlights a year of unwavering dedication to protecting lives and property within our community.

Throughout 2024, our department responded to a wide range of emergencies, including residential fires, medical incidents, vehicle accidents, and hazardous material situations. Our highly trained personnel worked tirelessly, often sacrificing personal time and comfort, to ensure the safety and well-being of our neighbors.

Beyond emergency response, we placed a strong emphasis on community outreach and education. Through fire safety presentations and participation in local events, we aimed to equip residents with the knowledge and skills necessary to prevent emergencies and respond effectively when needed.

Our accomplishments would not have been possible without the steadfast support of our volunteers, the residents of Holly Ridge, the Town of Holly Ridge, and the Onslow County Government. Your dedication, whether through service, funding, or encouragement, has been instrumental in our success. We extend our sincere gratitude for your continued trust and partnership.

Looking ahead, we remain committed to enhancing our capabilities, improving our services, and strengthening the safety and resilience of our community. As we continue to grow, your ongoing support will be invaluable in helping us face new challenges and opportunities. Together, we will work to ensure that Holly Ridge remains a safer and stronger place for all.

Sincerely,
Brandon Longo

Fire Chief,

Holly Ridge Fire and Rescue

3. Department Overview:

The Holly Ridge Fire and Rescue Department operates under a single leadership model. The Fire Chief and the Deputy Chief work closely with officers of the department to ensure that all aspects of the fire department are managed smoothly and efficiently. Please find the basic organizational chart showing the makeup of the department for 2025.

Fire Chief
Brandon Longo

Deputy Chief
Heather Szymanik

EMS Capt. Terry Smith	Vol. Capt. Joseph Lamb	Paid Capt Kevin Hollis

Vol. Lt.
Scott Longo
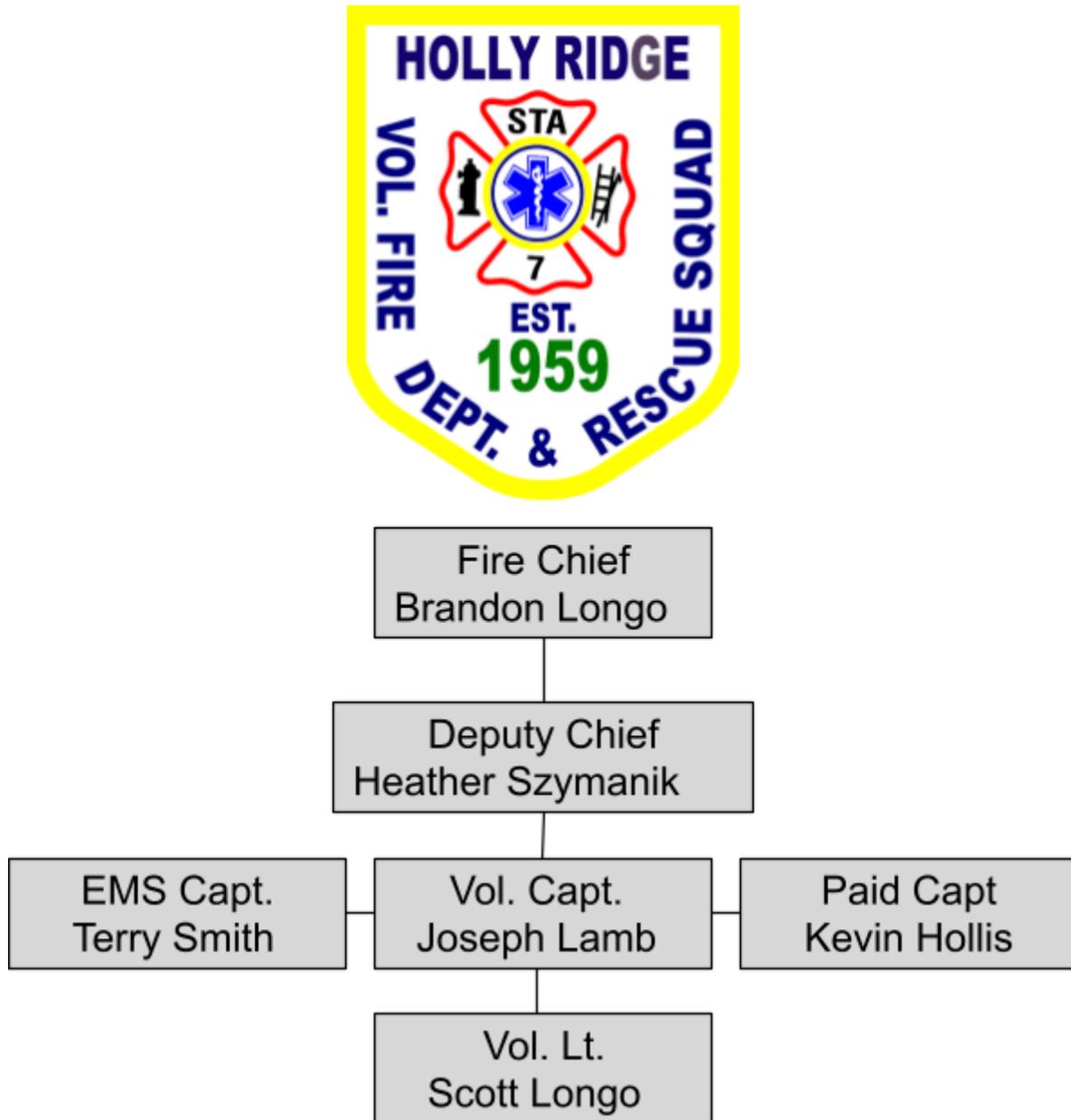
4. Response Statistics:

Every organization should prioritize measuring key aspects of its essential functions. For volunteer fire departments, response data is invaluable, providing critical insights into operational efficiency, resource allocation, and community safety.

By monitoring key metrics such as response times, call volume, incident types, and outcomes, volunteer departments can identify areas for improvement, optimize deployment strategies, and enhance overall performance. These data points play a crucial role in assessing departmental capabilities, determining training needs, and supporting budget planning.

Analyzing response statistics not only helps departments refine their operations but also highlights their impact to the community and stakeholders, promoting transparency and accountability. At Holly Ridge Fire and Rescue, we rely on response data to continuously evaluate and improve our services, ensuring we remain prepared to protect lives and property effectively.

The following chart illustrates the calls for service our department has received over the past ten years, offering a deeper insight into our operations.

Total Annual Call Volume
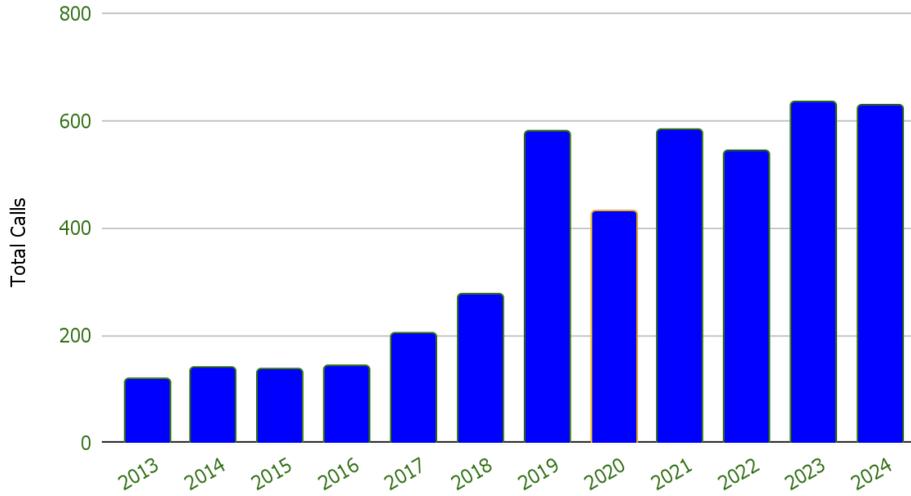
Series Background:

The following charts illustrate the historical call data for HRFRD, categorized by type. While call volumes fluctuate depending on the type of incident and the year, the overall trend shows an increase in calls during the post-COVID years.

Incident Response Data:

The following chart indicates all fire-related responses. Fire call levels have trended upward, with the highest volume appearing in 2022, decreasing to more normal levels in 2023.

Fire Related Calls

The following chart illustrates our response to explosions and equipment overheating.

Explosion/Over Heating
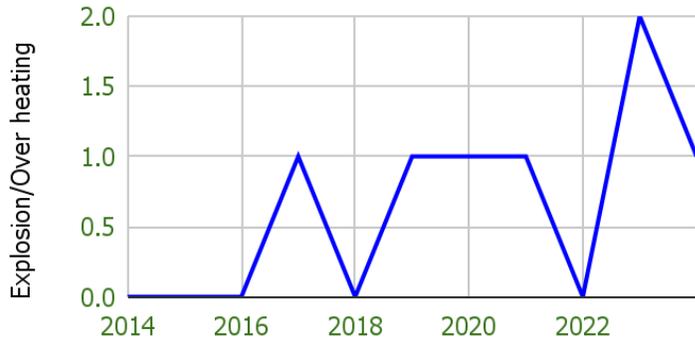
The following chart indicates our response to EMS-related incidents, including vehicle accidents and CPR-related calls. It should be noted that this call type, with the exclusion of COVID year (2020) has resulted in a continual increase in responses. Also, only 5 years of valid data are available due to changes in reporting systems.

Rescue and EMS

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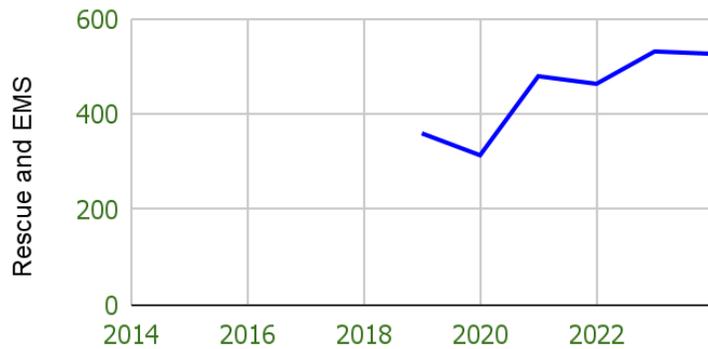
The following chart indicates responses to hazardous materials-related incidents, vehicle accidents with general clean-ups, and downed electrical wiring.

Hazardous Con. (No Fires)
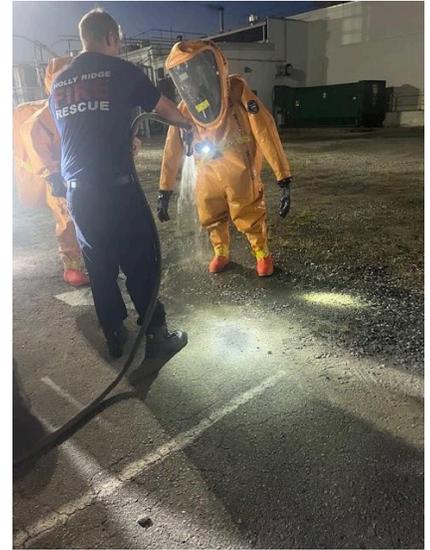
The following chart provides insight into the service calls we responded to. These calls include responses such as unauthorized burns, animal-related incidents, or assisting with smoke evacuation, where no property damage occurred.

Service Calls
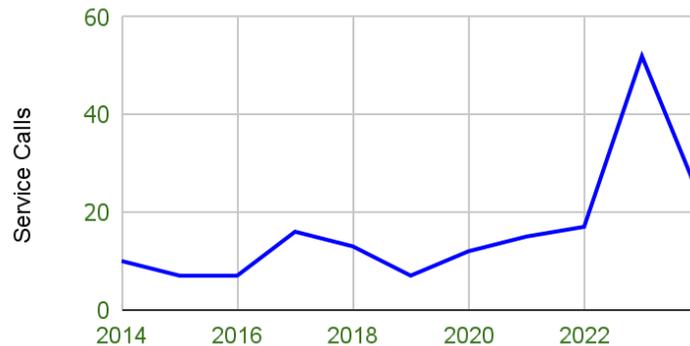
While similar to service calls, the next series of calls document what is referred to as "Good Intent" related calls. These types of calls occur when the fire department responded (with good intent) but was canceled before arriving at the scene of the call, was dispatched to the wrong location, and/or was an approved control burn, etc.

Good Intent
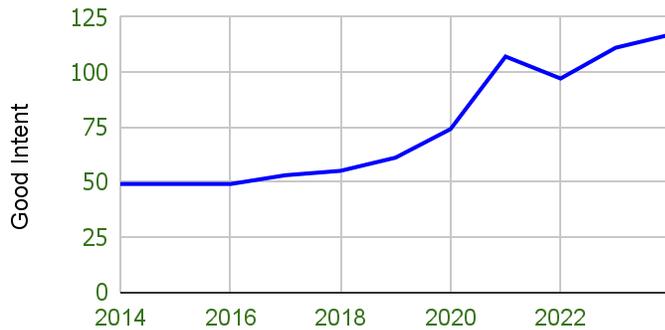
The following chart shows the number of fire alarms and false alarms HRFRD responded to. Should this have been a "true fire" it would have been coded differently.

False Alarms
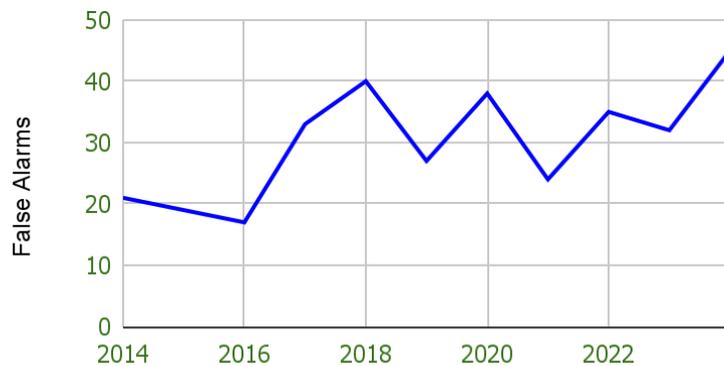
AID Related Data:

More than a decade ago, "automatic" aid protocols were established for incidents such as structure fires. The data below highlights the effectiveness of these protocols. While the statistics indicate that Holly Ridge Fire and Rescue provides assistance to neighboring agencies more often than it receives aid from partner departments, this pattern aligns with response protocols specific to our region. For example, in the case of a structure fire, these protocols automatically dispatch a minimum of

four stations to ensure adequate personnel and water supply are available to handle the emergency effectively.

The following charts illustrate the number of times Holly Ridge Fire and Rescue has responded to assist another agency or received assistance from them. This mutual support occurs through both pre-established automatic aid agreements and on-demand requests.

The data also highlights how frequently, under automatic aid protocols, our department has either responded to incidents in other jurisdictions or received aid in our service area. Given the structure of these response protocols, it is expected that we provide assistance more often than we receive it.

## Automatic Aid Received & Automatic Aid Given
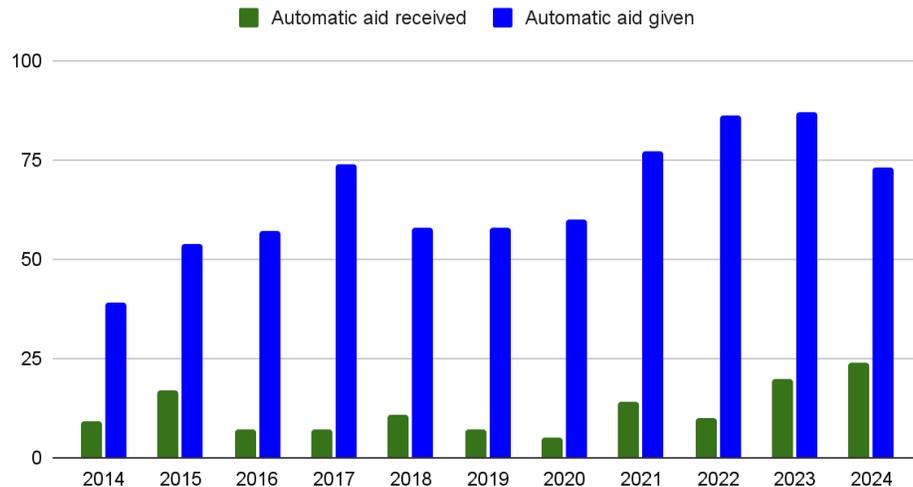
The following table provides the number of times requests were made to or from our agency from another VFD, or governmental agency such as law enforcement, DOT or emergency management.

## Mutual Aid Received & Mutual Aid Given
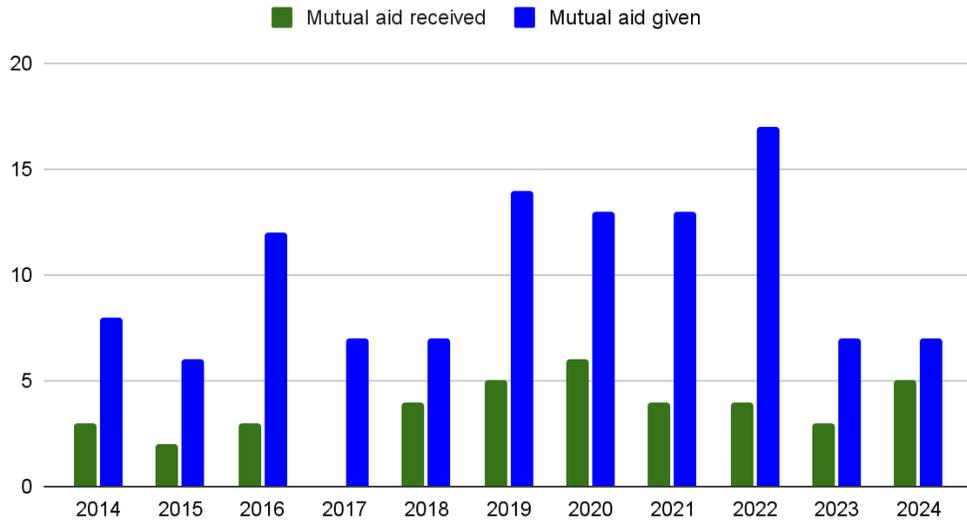
The following table provides insight into the type of response areas where HRFR responds as the primary agency. Due to the methods of documentation, 6 years of quality data were able to be used.

HR- County , HR Town and Mutual Aid
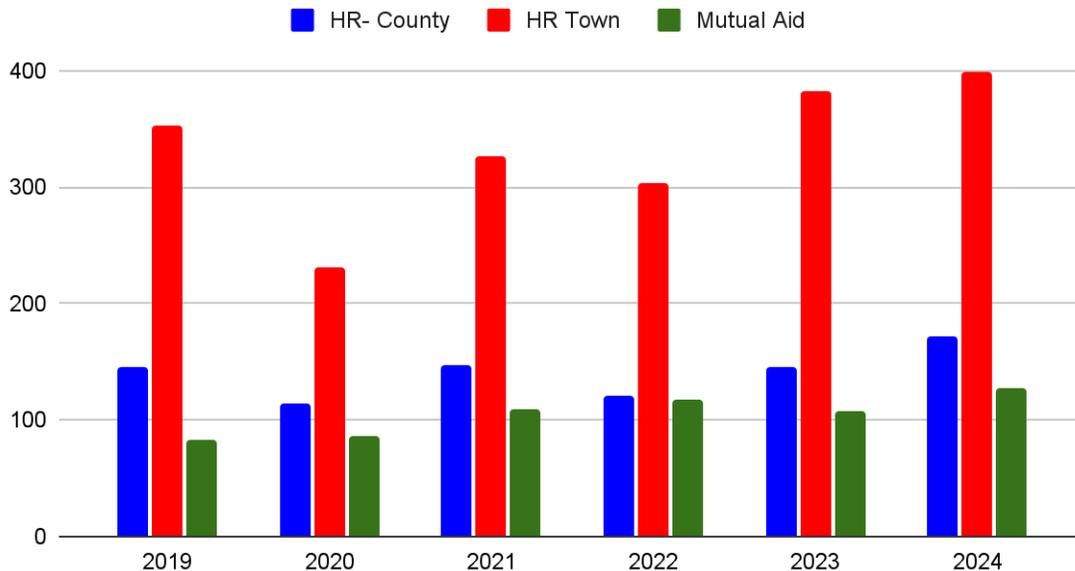
The following response maps provide insight into the geographical areas of the zones listed in the table above.
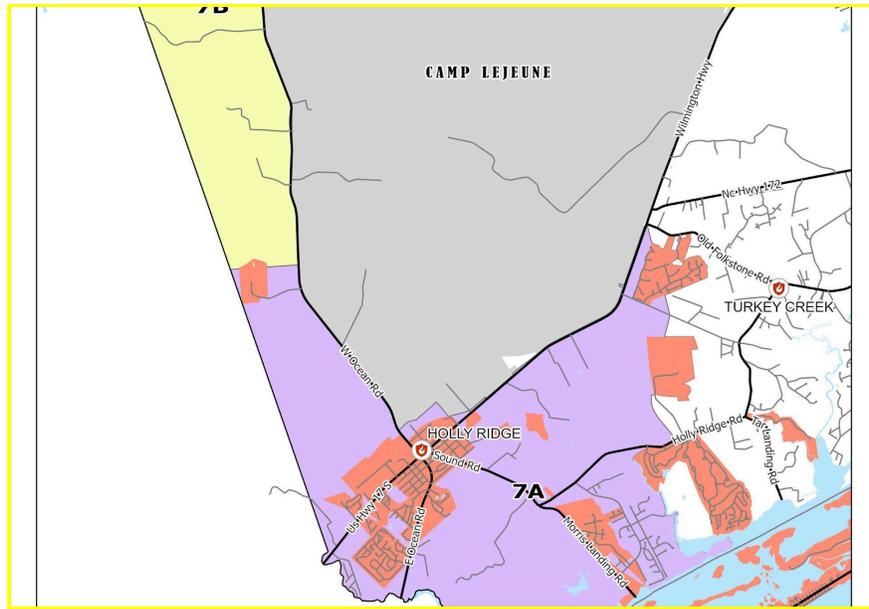
5. Training and Education:

Training and education are essential for fire departments, ensuring that firefighters remain prepared, skilled, and safe when responding to emergencies. With volunteers coming from diverse backgrounds and varying levels of experience, consistent and comprehensive training programs are crucial for standardizing procedures, sharpening skills, and fostering teamwork.

Firefighters must be proficient in a broad range of responsibilities, including fire suppression, search and rescue, medical response, and hazardous materials management. Regular training not only strengthens individual capabilities but also enhances camaraderie and coordination within the department. Additionally, ongoing education keeps volunteers up to date on advancements in

firefighting technology, safety protocols, and regulatory changes, allowing them to adapt to evolving challenges effectively.

Investing in training and education not only improves operational efficiency but also ensures the safety of both firefighters and the communities they serve.

The members of HRFR completed 432 total hours of training in 2024. It should be noted that is a significant decrease in the documented training. While we believe the same amount of training occurred, the amount of documented training did not occur due to a new records management system being deployed. This is to be expected due to the establishment of protocols and systems for establishing training standards.

Total Hours of Training
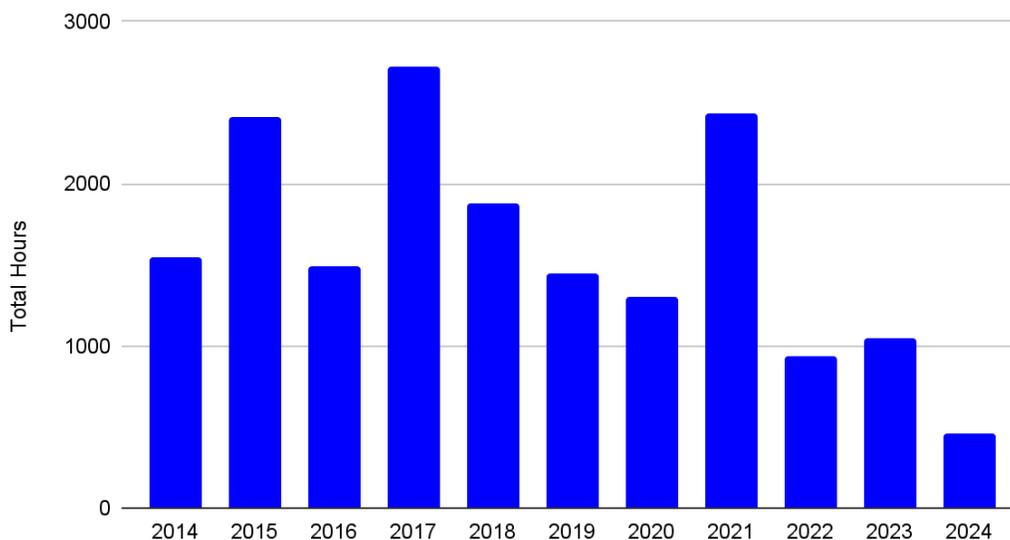
6. Community Outreach:

Community education and outreach are vital to the mission of a fire department, strengthening relationships, raising public safety awareness, and fostering trust within the community. Through programs such as fire prevention initiatives and safety demonstrations, volunteer fire departments empower residents with the knowledge and skills needed to prevent emergencies and respond effectively when they occur.

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These efforts also provide valuable opportunities for firefighters to engage with community members, build rapport, and gain a deeper understanding of local needs and concerns. Additionally, they promote a culture of preparedness and resilience, encouraging collaboration between residents and firefighters to create safer neighborhoods.

At Holly Ridge Fire and Rescue, prioritizing community education and outreach not only upholds our mission to protect lives and property but also reinforces the bond between our department and the community we proudly serve.

In 2024, our department dedicated over 486 man-hours to engage with more than 2,000 members of our community. We are proud to have educated them on fire and life safety prevention, aiming to prevent future loss of life and property.

We are also proud to say that we assist in educating the parents of **38** children on how to properly restrain their children in their child passenger seat as part of our permanent check-in station.

7. Equipment and Apparatus:

Reliable equipment and apparatus are vital for a fire department to effectively safeguard lives and property. Holly Ridge Fire and Rescue is committed to maintaining its resources in alignment with National Fire Protection Association (NFPA) standards to ensure both operational efficiency and firefighter safety.

Regular maintenance is crucial to keeping emergency response vehicles in top condition, ensuring they are always prepared to respond swiftly and reliably. Routine inspections, servicing, and repairs help prevent mechanical failures, minimizing response delays and reducing risks to both firefighters and the community.

Adhering to NFPA standards for vehicle maintenance reflects our dedication to professionalism, accountability, and industry best practices. By prioritizing the upkeep of our fleet, Holly Ridge Fire and Rescue remains steadfast in its mission to provide timely,

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effective emergency services while protecting both our personnel and the residents we serve. We take pride in responsibly managing our resources to best serve our community.

	Engine 704: 2012	Replacement year: 2042 Purpose: primary response to all emergencies.
	Engine 705: 2022	Replacement Year: 2052 Purpose: secondary response to all emergencies in the district. (Second fire engine required for insurance grading purposes)
	Tanker/Pumper 707: 2003	Replacement Year: 2032 Purpose: responds with additional water supply when fire hydrants are absent, and/or when flows are low.
	Service 712: 2007	Replacement Year: 2037 Purpose: Respond with the necessary additional equipment to all emergency types. **(heavily weighted vehicle in insurance grading process)**
	Brush 709: 2024	Replacement Year: 2039 Purpose: Responds to brush, field, and woods fires

|	Brush 710: 2014	Replacement Year: 2029 Purpose: Responds to brush, field, and woods fires
	QRV 76: 2019	Replacement Year: 2029 Quick response vehicle for firefighter paramedic to use while responding to medical emergencies.

8. Financial Summary:

Financial stewardship and strategic planning are crucial for Holly Ridge Fire and Rescue's long-term success and effective service. As a volunteer-based organization, the department relies on limited resources such as donations, grants, and community support to fund its operations.

By managing finances wisely, the department ensures that funds are allocated to essential areas, including equipment maintenance, training, and safety programs. Thoughtful financial planning enables the department to prepare for future expenses, reduce risks, and make investments that enhance its capabilities and resilience.

Transparent financial management builds trust and credibility with stakeholders, including donors, community members, and regulatory bodies. Through fiscal responsibility and forward-thinking planning, Holly Ridge Fire and Rescue ensures its continued sustainability while fulfilling its mission to protect lives and property in our community.

The following graph provides insights into the history of funding source methods.

Onslow, Holly Ridge, Grants, Fundraising/Other and State Fire Protection
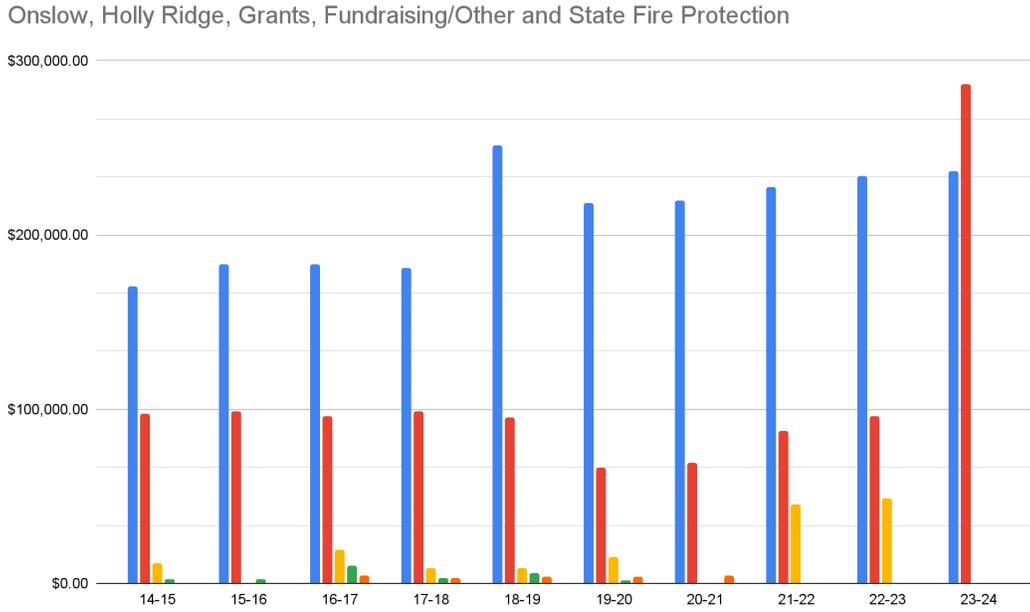
* Color legend: Blue - County, Red- Town, Yellow- Grants, Green- Fundraising,

Orange- State Fire Protection

The following graph shows the amount of revenue vs expenses over the same period

Operating Expenses vs. Total Revenue
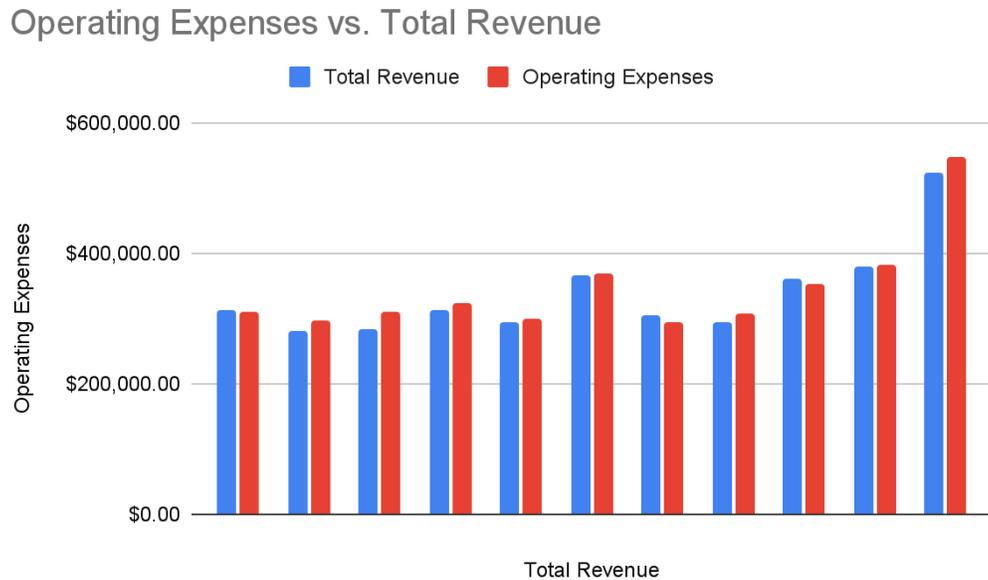
* The graphs above do NOT highlight additional funding such as large apparatus funds, but do include single-vehicle purchases.

9. Acknowledgments:

On behalf of Holly Ridge Fire and Rescue, we extend our heartfelt thanks to our dedicated volunteers, committed staff, and invaluable community partners and supporters for their unwavering dedication throughout 2024. Your selfless contributions and tireless efforts have been essential to our mission of safeguarding lives and property within our community.

Your generosity, cooperation, and collaborative spirit have made a significant impact, and we are deeply grateful for your continued support as we work together to ensure the safety and well-being of all. Thank you for your exceptional service and steadfast commitment to Holly Ridge Fire and Rescue.
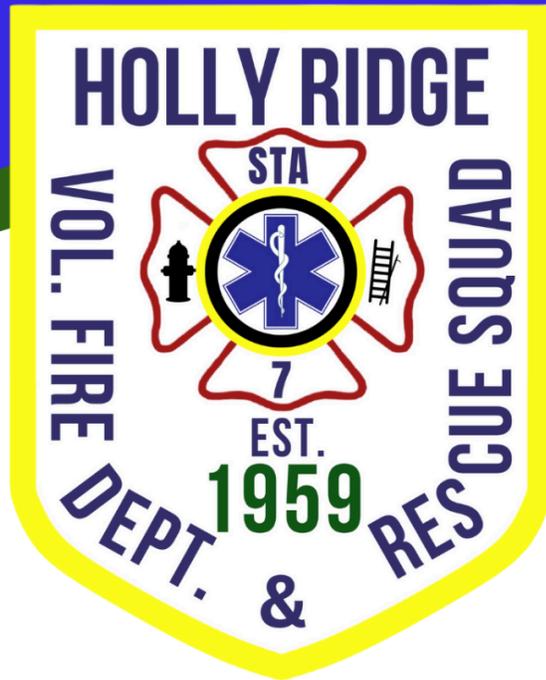
This document was co-produced in partnership with Kelly F.E.S.C. LLC

10. Contact Information:

The following table provides insight into the methods of connecting with the board members of Holly Ridge Fire Rescue:

Name	Title	Phone Number
Brandon Longo	Fire Chief	910-329-5101
Heather Szymanik	Deputy Chief	910-329-5101

2025
ISO EVALUATION REVIEW & RECOMMENDATIONS

Report Prepared By:

Index

Holly Ridge Fire & Rescue ISO Evaluation Review and Recommendations

Prepared for: Holly Ridge Fire & Rescue, Holly Ridge, NC

Prepared by: Kelly F.E.S.C. LLC

Date: June 2025

Introduction

This ISO review document provides a comprehensive evaluation of two distinct service areas: the *Town of Holly Ridge Fire District* and the *South Onslow Fire District*. Each district has been individually assessed using the criteria outlined by the Insurance Services Office (ISO) Fire Suppression Rating Schedule (FSRS). The review identifies the strengths, challenges, and opportunities within each district's fire protection capabilities, staffing, water supply, emergency communications, and community risk reduction efforts.

Following the individual assessments, this document offers tailored recommendations aimed at improving ISO classification scores within each jurisdiction. A comparative analysis is then presented to highlight differences in service delivery, resource allocation, and infrastructure, offering strategic insights into potential areas for regional alignment or shared improvement. This side-by-side comparison supports decision-making for leadership and stakeholders seeking to enhance fire protection services and overall public safety outcomes for the communities served.

South Onslow Fire District Overview

In 2022, Holly Ridge Fire & Rescue (HRFR) underwent a Public Protection Classification (PPC) evaluation conducted by the North Carolina Office of State Fire Marshal (OSFM), resulting in a split classification of **Class 04/09**. The PPC score totaled **67.96 out of a possible 105.5 points**, narrowly missing a Class 3 rating. This document outlines a detailed analysis and actionable recommendations based on the ISO inspection report.

1. Fire Department (29.03 / 50 Points)

A. Increase Staffing & Response Strength (7.18 / 15)

- Implement duty crews or scheduled volunteer shifts.

- Offer incentives: stipends, paid per call. Quarterly prizes etc.

- Strengthen automatic aid agreements.

- Explore part-time or paid-on-call staff during peak periods.

B. Improve Deployment Analysis (2.19 / 10)

- Add substations or reposition apparatus for better area coverage.

- Analyze GIS/CAD data to match NFPA 1710 time constraints.

C. Enhance Training Program (6.09 / 9)

- Achieve 216+ hours of firefighter training annually per NFPA 1001.

- Prioritize driver/operator, officer development, and hazmat training.

- Implement digital offerings for training, and maximize training documented

D. Equipment Upgrades

- Acquire/allocate at least one reserve pumper and one reserve service truck.

- Equip a ladder truck meeting NFPA 1901 specs (this should only be after staffing is completed).

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2. Emergency Communications (9.34 / 10 Points)

- Maintain NFPA 1221 compliance.

- Continue performance monitoring and dispatcher QA/QI.

- Ensure redundancy and AVL/GIS capability in dispatch systems.

---

3. Water Supply (26.25 / 40 Points)

A. Improve Supply System (17.00 / 30)

- Collaborate with ONWASA to evaluate and upsize water mains when feasible and as part of the roadway/project improvements.

- Document static and alternative water supplies for ISO credit.

- Develop ISO-compliant tanker shuttle operations.

B. Hydrant Upgrades (2.25 / 3)

- Replace hydrants with compliant models: 6" lateral, pumper outlet.

- Track hydrant specs via GIS.

- Advocate for an ordinance requiring ISO-compliant hydrants in new developments.

C. Flow Testing & Inspection (7.00 / 7)

- Continue annual inspections and five-year flow testing.

- Maintain full documentation using digital records.

Additional Enhancements:

- Assign a Water Officer to oversee ISO scoring areas.

- Formalize tanker task forces with neighboring departments.

- Invest in portable drop tanks (3,000+ gallons).

---

4. Community Risk Reduction (CRR) (4.85 / 5.5 Points)

A. Fire Prevention & Code Enforcement (1.74 / 2.2)

- Increase certified fire inspector staffing (NFPA 1031 or NC Q-board).

- Adopt and enforce the latest NC Fire Code.

- Improve recordkeeping for inspections, reviews, and consultations.

B. Public Fire Safety Education (2.09 / 2.2)

- Maintain outreach records (topics, audience, outcomes).

- Expand outreach to seniors, renters, and limited-English speakers.

- Ensure educator certification (NFPA 1035/1030).

C. Fire Investigations (1.02 / 1.1)

- Ensure investigators are certified (NFPA 1033 or equivalent).

- Coordinate complex investigations with the county Fire Marshal.

- Maintain full NFIRS compliance.

---

5. Strategic Impact & Next Steps

Improving water supply, staffing, deployment, training, and CRR practices could increase the total ISO score from **67.96** to over **73–75**, resulting in a possible **Class 3** designation. This change would reduce insurance rates and demonstrate excellence in fire protection.

Next Steps:

- Use this report to guide capital planning and grant applications.

- Prioritize achievable upgrades within the current town budget cycles.

- Seek assistance from NC OSFM and FEMA for funding equipment or staffing.

Town Evaluation:

Town of Holly Ridge Fire District ISO Evaluation Review and Recommendations

Prepared for: Town of Holly Ridge

Prepared by: Brian Kelly, Kelly F.E.S.C.

Date: June 2025

Overview

In 2022, the Town of Holly Ridge Fire District received a Public Protection Classification (PPC) of Class 4 based on the North Carolina OSFM's ISO evaluation. The total score was 68.56 out of 105.5 possible points, slightly above the South Onslow district and within reach of achieving a Class 3 rating. This report outlines the current scoring and provides recommendations to help the Town improve its classification.

1. Fire Department (34.24 / 50 Points)

A. Staffing & Response (8.04 / 15)

- Increase on-duty or call-back strength to average closer to 10-12 per structure fire.

- Implement duty crew model or paid-on-call incentives.

- Recruit volunteers with guaranteed turnout plans.

B. Deployment (6.54 / 10)

- Strategically relocate or pre-position apparatus to improve coverage.

- Use CAD/GIS modeling to simulate compliance with NFPA 1710.

C. Engine & Ladder Companies

- 2 engines in service (good), but no reserve pumper (0.00 / 0.5).

- No ladder truck; 1 service company credited (3.64 / 4).

- Add 1 reserve service truck or develop a regional sharing agreement.

D. Training (6.09 / 9)

- Ensure all members meet 18+ hours/month of NFPA 1001-based training.

- Expand officer development (NFPA 1021), hazmat training, and driver/operator hours.

- Improve the recruit program to exceed 240 hours/year.

E. Operational Considerations (2.00 / 2)

- Maintain SOPs and Incident Management System (NFPA 1561 compliance).

---

2. Water Supply (22.55 / 40 Points)

A. Supply System (13.30 / 30)

- A moderate score suggests limited hydrant spacing or undersized mains.

- Work with ONWASA to upgrade key trunk lines.

- Consider adding dry hydrants or cisterns in low-pressure areas.

B. Hydrant Credit (2.25 / 3)

- All 267 hydrants lack a 6" branch and pumper outlet; this is a key limitation.

- Upgrade key hydrants (or require in new development) with proper spec.

Color	Gallons per minute	Evaluation
Blue	1,500	Very good flow
Green	1,000	Good for residential areas
Orange	500-999	Marginally adequate
Red	Below 500	Inadequate

C. Flow Testing (7.00 / 7)

- Full credit; continue annual inspections and 5-year test cycles with documentation.

Divergence Penalty (-2.42)

- Caused by an imbalance between strong fire department and weaker water system.

- Improving water system would significantly reduce this deduction.

---

3. Emergency Communications (9.34 / 10 Points)

- Maximize by maintaining compliance with NFPA 1221.

- Ensure quality assurance on call times, and AVL/GIS integration.

---

4. Community Risk Reduction (4.85 / 5.5 Points)

A. Fire Prevention (1.74 / 2.2)

- Formalize inspections and plan reviews.

- Assign or contract a certified code official (NFPA 1031).

B. Public Education (2.09 / 2.2)

- Maintain outreach to schools, senior centers, and underserved populations.

- Track activities in NFIRS or public safety CRM software.

C. Investigations (1.02 / 1.1)

- Ensure investigators are trained to NFPA 1033.

- Fully document all origin/cause investigations with supporting NFIRS reports.

Strategic Outlook

The Town's PPC score is only 1.5 points away from a Class 3 classification.

Key Gains to Target:

- Water system improvements (5–8 points possible)

- Reserve apparatus and staffing (2–4 points possible)

- Deploying resources better (1–2 points possible)

Recommended Next Steps:

1. Collaborate with ONWASA for hydrant and main upgrades.

2. Establish a plan for reserve apparatus acquisition or sharing.

3. Maintain high training and CRR scores with regular documentation.

Comparison Findings

Comparative ISO Report Analysis: Holly Ridge Fire District vs. South Onslow Fire District

Prepared for: Holly Ridge Fire & Rescue and the Town of Holly Ridge
Prepared by: Brian Kelly, Kelly F.E.S.C.
Date: June 2025

Executive Summary

This comparative analysis evaluates the ISO Public Protection Classification (PPC) reports for the Town of Holly Ridge Fire District and South Onslow Fire District, both of which received a Class 4 rating. Despite having the same classification, their performance in ISO scoring categories reveals strengths, weaknesses, and improvement opportunities unique to each district.

ISO Point Score Comparison

ISO Category	Holly Ridge	South Onslow	Difference
Emergency Communications	9.34 / 10	9.34 / 10	Equal
Fire Department	34.24 / 50	29.03 / 50	+5.21 HR
Water Supply	22.55 / 40	26.25 / 40	+3.70 SO
Divergence	-2.42	-2.51	Slightly better HR
Community Risk Reduction	4.85 / 5.5	4.85 / 5.5	Equal
Total ISO Score	68.56	67.96	+0.60 HR

Key Similarities

- Emergency Communications: Both districts scored 9.34 / 10, indicating well-equipped and compliant dispatch centers with enhanced 911, CAD, GIS/AVL, and trained telecommunicators.

- Community Risk Reduction (CRR): Both scored 4.85 / 5.5, reflecting solid programs in code enforcement, education, and investigation.

- Divergence Factor: Both districts had deductions due to a mismatch between fire department capabilities and water supply strength.

Key Differences

1. Fire Department Strength

- **Holly Ridge outscored South Onslow by 5.21 points**

  - Greater pump and ladder service credits

  - Better deployment coverage

  - Higher average staffing and training levels

2. Water Supply

- **South Onslow outscored Holly Ridge by 3.70 points**

  - Better credit for water distribution and available fire flow

  - Possibly more compliant hydrants or supplemental water sources

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Similar Recommendations for Both Districts

- Hydrant Upgrades: No hydrants in either area have compliant 6" branches with pumper outlets. Both should prioritize hydrant retrofits.

- Reserve Apparatus: A reserve pumper or ladder/service is needed to maximize reserve credit.

- Staffing: Both need to boost daily firefighter response via duty crews, incentives, or part-time staff.

- Training: Improve training documentation, NFPA 1001 compliance, officer development, and hazmat training.

- CRR Documentation: Continue tracking inspections, fire safety outreach, and investigations in detail.

Differing Recommendations

Town of Holly Ridge

- **Focus on Fire Department Resources:**

  - Strengthen minimum staffing and consider a paid-on-call hybrid model.

  - Build a plan to acquire a ladder truck or enhance service company tools.

- **Improve Water Distribution:**

  - Coordinate with ONWASA to upgrade trunk lines when possible.

South Onslow

- **Focus on Deployment & Training:**

  - Improve apparatus positioning to close deployment coverage gaps.

  - Increase officer training, recruit education, and driver/operator hours.

- **Maximize Tanker Shuttle Operations:**

○ Develop an ISO compliant rural water shuttle program to maintain 2250 gpm fire flow.

Final Observations & Recommendations:

Both districts are within 1–2 points of earning a Class 3 PPC rating. Strategic investments in hydrants, staffing, and apparatus tailored to each district's weaknesses could result in measurable improvements in fire protection and insurance rate reductions.

Among the recommendations outlined in this review, **staffing and training** represent the two most impactful areas for enhancing both community service delivery and maximizing ISO scoring potential. According to the ISO Fire Suppression Rating Schedule (FSRS), staffing accounts for a substantial portion of the total score under the Fire Department section, with full credit awarded only when at least four firefighters respond to all first-alarm structure fires. Increasing daily firefighter availability through duty crews, part-time personnel, or incentive-based staffing not only improves turnout time and initial response effectiveness but also directly contributes to improved public safety outcomes. NFPA 1710 (for career departments) and NFPA 1720 (for volunteer or combination departments) both emphasize the importance of adequate staffing to meet effective response force requirements. NFPA data shows that departments meeting these staffing benchmarks experience significantly lower civilian injury and property loss rates. While staffing improvements may require investment, the return, both in community impact and ISO point gain,is among the highest of all scoring areas.

Equally critical is the department's approach to **training**, which also carries substantial ISO weight and serves as a cornerstone of operational readiness. ISO awards credit based on documented annual training hours, officer development, driver/operator instruction, and compliance with recognized certification levels such as NFPA 1001: *Standard for Fire Fighter Professional Qualifications*. Ensuring firefighters meet and maintain NFPA 1001 standards, as well as incorporating regular hazardous

materials and officer-level development training, strengthens the department's operational integrity and ensures alignment with national best practices. Notably, NFPA reports that departments with strong training programs experience fewer firefighter injuries and more efficient incident mitigation. Many training improvements, particularly in documentation and on-duty curriculum, can be implemented at little to no cost, making them a high-value, low-cost opportunity. Finally, it must be noted that the **ISO divergence scoring system**, which compares fire suppression capabilities with the available water supply, can significantly reduce total credit if discrepancies exist. A well-developed and documented water supply plan is essential to maintaining alignment and ensuring the department receives the full value of earned points across all scoring sections.

Disclaimer

This document is intended to serve as a strategic guide to assist the Holly Ridge Fire & Rescue Department in maximizing available ISO credit under the current Fire Suppression Rating Schedule. While every effort has been made to identify opportunities for improvement and recommend best practices, it is understood that resource limitations and operational priorities may influence the implementation of certain recommendations.

The department retains full discretion in determining which improvements to prioritize based on community needs, operational feasibility, and long-term strategic goals. The recommendations provided herein are intended to support, not dictate, departmental decision-making, with the shared goal of enhancing fire protection services and achieving the highest possible ISO rating.

Prepared by:

Brian Kelly
Kelly F.E.S.C. – Fire & Emergency Services Consulting

PROPOSAL

PROPOSAL FOR:

Needs Assessment, Gap Analysis, and Organizational Structure Review

SUBMITTED BY:

Berry, Dunn, McNeil & Parker, LLC

2211 Congress Street, Portland, ME 04102

Doug Rowe
Principal | Berry, Dunn, McNeil & Parker, LLC
drowe@berrydunn.com

Michele Weinzetl
Engagement Manager | Berry, Dunn, McNeil & Parker, LLC
mweinzetl@berrydunn.com

Proposal Submitted On:
August 1, 2025

berrydunn.com

![BerryDunn]

August 1, 2025

Heather Reynolds - Town Manager
Town of Holly Ridge
PO BOX 145
Holly Ridge, NC 28445
Sent via email to manager@hollyridgenc.org

Dear Ms. Reynolds:

On behalf of BerryDunn McNeil & Parker, LLC (BerryDunn), we are pleased to submit this Letter of Engagement (LOE) as a formal proposal per our ongoing discussions. In the pages that follow, we offer our approach to conducting a needs assessment, gap analysis, and organizational structure review of the Holly Ridge Fire Department (HRFD), This document also includes a brief description of our proposed team members and their qualifications, and our fees for this service.

Should you have any questions regarding our services or wish to discuss your goals and objectives with us in more detail, please feel free to contact us. We look forward to learning more about how we can help the Town of Holly Ridge achieve its goals and objectives for this important initiative.

Thank you for the opportunity to provide you with this additional information. As the principal of BerryDunn's Justice and Public Safety Practice, I am authorized to bind BerryDunn to the commitments made herein. Our proposal and price quote is valid for 90 days from the submission date of August 1, 2025.

Sincerely,

Doug Rowe, PMP®, ITIL
Principal
t: 207-541-2330
e: drowe@berrydunn.com

Michele Weinzetl, Ed.D., Prosci® CCP
Senior Manager
t: 763-286-5623
e: mweinzetl@berrydunn.com

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1. Project Understanding

In initial conversations with the Town of Holly Ridge (Town) Administration, BerryDunn learned that there have been ongoing discussions regarding the current and future staffing model for the Holly Ridge Fire Department (HRFD), and there is a desire to evolve those discussions into an actionable plan. BerryDunn understands that the HRFD has previously used a volunteer staffing model, but that in recent years, some paid positions have been added. Additionally, BerryDunn understands that the Town and HRFD have developed a plan previously (about five years ago), however, there is a need to conduct additional review and to develop an updated plan and approach.

To conduct this work, BerryDunn is proposing to conduct a Needs Assessment and Gap Analysis of the HRFD. Following and through that analysis, BerryDunn will develop a report that outlines key observations and possible needs and gaps, along with possible future staffing models, including estimated costs and pros and cons for each possible model. The information below briefly describes BerryDunn's background and experience, along with the proposed approach to this project.

2. BerryDunn's Justice and Public Safety Practice

BerryDunn is a nationally recognized independent management and IT consulting firm focused on inspiring organizations to transform and innovate. As a Limited Liability Company formed in 1974 with 65 principals, 34 owners, and eight office locations, we have experienced sustained growth throughout our 50-year history.

As the Town knows, BerryDunn's Justice and Public Safety Practice brings extensive experience from the entire industry spectrum, as illustrated below.

| Courts | Departments of Motor Vehicles | Dispatch and Communications | Jail and Corrections | Law Enforcement and Fire | Probation / Parole | Prosecution |

We have worked with police, fire, courts, corrections, dispatch, prosecutors, and IT departments in coordinating legacy systems and thus bring a strong understanding of public safety processes and their supporting technologies. Having experience across the full justice spectrum—from initial justice involvement to adjudication and management of offenders—we bring a broad yet deep understanding of public safety and the ways each stakeholder interacts and relies on another.

Conducting operational and staffing studies that identify opportunities for improvement is a core service of our Public Safety Practice.

Our engagement manager, Michele Weinzetl, has been conducting public safety operational studies for ten years. Our team has a successful track record of working with police, fire, and sheriff's departments nationwide to evaluate internal processes, examine organizational and operational data, conduct individual interviews, facilitate internal and external group discussions, and identify and assess community expectations. In our experience, assessments of this nature have helped maximize the elements noted in Figure 1.

Figure 1: Observed Benefits of Public Safety Agency Organizational Assessments

We provide recommendations to our public safety departments that are valid (supported by data) and actionable (achievable for the organization) and that also meet or exceed best practices within the public safety industry. Our team members have decades of public safety and service experience and have a deep understanding of the public safety environment. They possess rich experience in each of the core competencies and analytical concentrations valuable to this project. These include but are not limited to:

- Community engagement
- Data and technical equipment
- Dispatch interaction and protocols
- Diversity, equity, and inclusion
- Education and training
- Emergency management
- Emergency Medical Services (EMS)

- Facility and space requirements
- The fire service environment
- Fleet management
- Investigations
- Job Task Analysis – Full-time Equivalent (FTE) Determination
- Operations and staffing
- Organizational leadership and culture

- Organizational structure
- Patrol services
- Personnel deployments
- Professional standards in Internal Affairs
- Recruitment/retention
- Strategic Planning
- Technology evaluation
- The policing environment

Recognition

Our team is not just interested in getting the job done; we care about how we get the job done— something we believe is reflected in the fact that our public safety departments regularly invite us back to conduct more work with them. We invest time and energy in building trust and credibility with staff and stakeholders.

While our project references in Section 6 provide a snapshot of the meaningful work our team conducts on a day-to-day basis, the following page highlights testimonials from projects that involve a similar level of detailed analysis. We believe these words speak to the quality of our work, as well as the industry experience, innovation, and dedication we bring to each project.

" *It was a pleasure working with BerryDunn and Michele Weinzetl on our staff and operations study.*

*The BerryDunn team is knowledgeable and professional and **took the time to understand our department's needs and consistently provided valuable insight.** Their assessment exceeded our expectations and their recommendations provided a roadmap for future development and improvement.*"

Rob Burdess, Chief of Police
City of Newton, Iowa

" *I recommend that all new chiefs and sheriffs have an outside entity to assess their department operations.*

***BerryDunn exceeded the expectations that I had,** which is a testament to the knowledge and professionalism of the staff. Working with Michele Weinzetl on this project was a pleasure due to her expertise and experience in helping organizations grow and develop.*"

Mike Persley, Chief of Police
City of Albany, Georgia

" *Working with BerryDunn on our efficiency study has been a transformative experience for our department. Their thorough analysis and insightful recommendations have provided us with **a clear roadmap to enhance our operations and better serve our community.** We highly appreciate their professionalism and dedication in delivering an excellent report.*"

Mike Carlson, Chief of Police
Dunwoody Police Department

" *Michele Weinzetl and the team at BerryDunn performed a Key Staffing and Operational Review for our department, which helped us determine our optimal staffing levels and personnel deployment. **The team was responsive, and the review was comprehensive.** It included benchmarking, which helped us identify where our department shined and areas for improvement. BerryDunn gave us the data to support our long-term strategic plan for growth.*"

Wendi Steinbronn, Chief of Police
Washougal Police Department

" *BerryDunn is highly collaborative and was quick to establish rapport with City Staff and Council. The recommendations synthesized were **uniquely tailored** to meet the equally unique needs of our community.*"

Kristie Hammitt, Assistant City Manager

Jeremy Cleversey, Project Manager
City of Eugene, Oregon

" *When the issue of assigning take-home vehicles to officers came up, we knew that we did not have the time, expertise, or experience to write such a report. Even if we had the time, we knew we needed a complete report from an independent expert. We want to thank BerryDunn for working with us to create a very **detailed and accurate report on the cost and feasibility** of such a project.*"

Ed Posey, Associate Director
University of Florida Police Department

3. Project Resources

The team members introduced below and on the following pages have decades of executive and operational public safety experience and a deep understanding of the public safety environment.

This experience is strengthened by many years of independent mentoring, executive training, research and publishing, and consulting experience.

PROJECT PRINCIPAL

As project principal, Doug maintains overall responsibility for maintaining BerryDunn's agreement with the Town. When appropriate, Doug will also reach into BerryDunn's bench of consultants and pull in specialized resources to meet project needs.

Doug Rowe, ITIL(F), PMP®

Principal | BerryDunn, McNeil & Parker, LLC | 14 years

Doug is principal of BerryDunn's Justice and Public Safety Practice, bringing over 40 years of industry experience—20 of which have been spent working with justice and public safety agencies. Doug's focus is on recommending actionable improvements for his clients. He has an in-depth understanding of the justice and public safety operating and technical environments and leverages this knowledge to develop recommendations that align with operational goals and objectives. His clients include police agencies, courts, sheriff's offices, prosecutors, departments of corrections, and fire departments, among others.

ENGAGEMENT MANAGER

As engagement manager, Michele will be directly involved with the project and will work with the project manager to monitor the progress of the project, track the initiation and completion of tasks and milestones, and oversee the work of our project team. She reviews and approves all project deliverables to help ensure we meet the Town's needs and our internal quality standards.

Michele Weinzetl, Ed.D., Prosci® CCP, LSSGB

Senior Manager | BerryDunn, McNeil & Parker, LLC | 7 years

Michele is a senior manager in BerryDunn's Justice and Public Safety Practice and leads the Public Safety section. Michele has over 37 years of public safety experience, including more than ten years conducting operations, management, and technical assistance projects across the country. Michele served over 27 years in her policing career, 17 of which were spent as chief of police for three Minnesota cities. Prior to BerryDunn, Michele worked for the International Association of Chiefs of Police (IACP), evaluating police departments' operations, management, and staffing capabilities, and conducting technical assistance and strategic planning projects for agencies across the country—ranging from 50 to 2,000-plus officers. She is the former president of the Minnesota Chiefs of Police Association (MCPA), holds a Master Chief of Police Certification from the MCPA, and formerly managed the Public Safety Executive Leadership master's program at St. Cloud State University. Michele is a Lean Six Sigma® Certified Green Belt (LSSGB) and expert in 21st Century Policing and industry best practices and brings extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills.

PROJECT MANAGER

Kristen will serve as the primary point of contact with the Town, monitor the progress of the project, track the initiation and completion of tasks and milestones, and oversee the work of our project team. She will also facilitate our information gathering activities and lead the development of project deliverables. She will work in collaboration with all team members to facilitate fact-finding meetings, conduct research, and analyze the

Town's needs.

Kristen Fleming

Consultant | BerryDunn, McNeil & Parker, LLC | Senior Consultant

Kristen joins the firm after 25 years of experience in the public safety field, spending 18 years working in public safety communications centers in Southern Maine. During that time, she served as communications officer and supervisor and was the Manager of the Maine Turnpike Authority Traffic Management and Communications Center. She has extensive administrative experience in the fire, police, and corrections fields in the states of Maine and Nevada where she developed budgets and capital improvement plans, procured equipment, worked in payroll and grant writing, and managed OSHA-required safety programs. She was also responsible for the successful completion of several projects, including implementation of police CAD/records management system (RMS), fire RMS, relocating a police department division to a new facility, re-opening a corrections facility, and implementation of a new radio system.

TECHNICAL SUBJECT MATTER EXPERT

As a subject matter expert, Tony will support the project manager in the facilitation of meetings, the preparation of status reports, operational and data analysis, and to help ensure the timely completion of all project deliverables.

Tony Tull, CGCIO, ITIL | Manager

Tony is a senior consultant with six years of experience serving as an IT Manager with the North Central Texas Council of Governments and has successfully implemented multiple system projects. He brings key experience in the public sector, having also served as the Chief Information Officer for the City of Granbury, Texas, for 15 years, during which he served as the project manager for multiple IT projects, including a joint city/county CAD/RMS modernization initiative that included a Jail Management System integration. Tony is also a former firefighter of eight years, holding the rank of captain for two of those years. His work has given him a deep understanding of the tools, trends, and management approaches needed to successfully support large, enterprise-wide technology initiatives, especially in the public safety space.

4. Project Approach Overview

BerryDunn will request data from the HRFD, emanating from multiple sources, such as:

› Direct interviews
› Surveys
› Worksheets
› Existing operational data
› Existing policy, procedural, and labor data
› New operational data, generated from existing data sources
› New workload data, generated from data collection instruments

BerryDunn will engage a mixed-method, research-based analysis of the data and information received. This will include a quantitative analysis of all data that can be numerically defined, and a qualitative analysis that examines operational duties and responsibilities that are not fully

measurable numerically. Based on the collection and analysis of these data, BerryDunn will develop the project deliverables, including the final report.

5. Detailed Project Work Plan

We understand that no two projects are exactly alike, and we believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs. Therefore, we welcome any discussion pertaining to adapting the following tasks. The overarching benefits the Town can expect of our approach include:

› A methodology based on our extensive experience conducting similar projects
› Quality assurance processes that incorporate the Town's review and approval of all deliverables and key milestones
› Built-in project management and change management best practices—focused on keeping the project on time and on budget, and progressing at a healthy pace

In the pages that follow, we provide an overview of our work plan intended to achieve the goals and objectives of the Town's initiative. We provide both a phase summary and a high-level overview of the tasks to provide more context for deeper understanding. We strive to be flexible when it comes to development and execution of an effective work plan. We look forward to finalizing our work plan upon project initiation with the Town.

Phase 1
Project Planning

This phase will involve refining and finalizing the project scope, schedule, and the processes BerryDunn will engage in for the work. BerryDunn will work with the Town to adjust any areas and will develop a formal document that outlines these details.

BerryDunn will begin by holding a project planning meeting between key BerryDunn and Town resources. During the meeting we will review and discuss the following:

» A document request list (DRL) that asks the Town to provide BerryDunn with existing documents that will help us begin to understand the HRFD's operations, staffing model, and key tasks and stakeholders
» A list of project roles and responsibilities for BerryDunn, the Town, and other relevant stakeholders
» A project schedule with start and finish dates for all project tasks to be completed by BerryDunn and/or the Town.

After receiving feedback from the Town on the above-listed items, we will finalize the items and develop a detailed schedule for all stakeholder interviews and working sessions. The schedule will include:

» Selected stakeholder participant names and groups for key public safety personnel and other system users
» Session times and videoconference links
» Processes to be documented and topics to be discussed

Task	Description
1.1	Develop project planning artifacts
1.2	Conduct a project planning meeting to review project scope and schedule, and methodology
1.3	Incorporate the Town's feedback into the planning document(s), then send the final version(s) to the Town
1.4	BerryDunn will work with the Town to identify key staff and other interested individuals, for inclusion in the interview process.
D.1	◢ *Deliverable: Project Schedule and Milestones*

Phase 2
Data Collection and Review

This phase will review and examine the current conditions of the HRFD, and the current and future needs of the Town and the surrounding area, for public safety services related to fire and EMS. BerryDunn's review of the processes in this phase will help identify possible current or future operational gaps, and/or opportunities for operational adjustment that could help the Town improve and sustain strong public safety services in the future. This phase will also include a review of operational processes that could be done more efficiently or effectively.

Task	Description
2.1	BerryDunn will send interview session invitations and corresponding messaging to HRFD and other identified interested persons.
2.2	BerryDunn will conduct on-site interview sessions with selected participants to document current and future operational needs, and opportunities for improvement for the HRFD, consistent with the Town's vision for public safety services in the future.
2.3	BerryDunn will analyze the documentation and data collected, along with and in comparison, to the information gathered through individual interviews. Based on this analysis, BerryDunn will develop a Current State and Gap Analysis Report. BerryDunn will submit this section to the Town for review and feedback.
2.4	BerryDunn will consider the current and future staffing needs of the HRFD and examine various staffing models for the future of the HRFD.
2.5	BerryDunn will update the Needs Assessment and Gap Analysis Report, based on the Town's review and feedback.
D.2	◢ *Current State and Gap Analysis Report*

Phase 3
Recommendations and Final Report

This phase will include identifying solutions to observed processes and other operational gaps and developing recommendations to address them. This will be a collaborative process with Town and HRFD officials and will include a discussion on possible future staff deployment models.

Task	Description
	Future State Visioning
3.1	Conduct visioning sessions with key leaders associated with gap areas
3.2	Identify possible solutions
3.3	Develop recommendations
D.3	◢ *Deliverable: Future State and Recommendations Report*

6. Client References

Below and on the following pages, we provide three client references for projects that demonstrate our capability and expertise in providing staffing analyses. Each of these projects were led by our proposed engagement manager, Michele Weinzetl.

We encourage the Town to contact the references provided, as client experiences and feedback are ultimately the best representation of the quality of our work, and we take pride in the great relationships we have built over the years.

Alabama Emergency Management Agency (AEMA)

Client Contact Information:

William Overby, EM Program Coordinator, Executive Division

5898 Co Rd 41

Clanton, AL 35046

250.280.2262

william.overby@ema.alabama.gov

Project Dates:

10/2024 to 6/2025

Budget:

$125,900

PROJECT BACKGROUND/OVERVIEW: AEMA partnered with BerryDunn to lead it through its five-year strategic planning process. AEMA wished to focus on its current operations, strategic positioning, environment, stakeholder analysis, leadership challenges, risk management, and short-term goals, long-term goals, and metrics.

BERRYDUNN'S SOLUTION: BerryDunn is guiding AEMA through a four-phase strategic plan development process to initiate, define, develop, and produce a strategic plan consistent with standard best practices that are tailored to its unique needs. We began by building a solid project foundation during project initiation and planning where we developed project documents and identified stakeholders. BerryDunn developed, conducted, analyzed, and presented the results of strengths, weaknesses, opportunities, threats (SWOT) surveys sent to local, county, and state agencies, as well as to as the Federal Emergency Management Agency (FEMA) Region IV. We also lead AEMA through a series of strategic planning exercises and discussions to help develop its vision, mission, and values statements to create a balanced strategic plan.

PROJECT OUTCOMES: BerryDunn guided AEMA through initial development of the mission, vision, and values for the organization, and the high-level themes and goals and objectives for the strategic plan. The final stages of action plan development, relative to goals and objectives, occurred in March 2025.

KEY STAFF: Kristen Fleming, Fred Fletcher, Doug Rowe, Michele Weinzetl, Karen Whichard, Chris Williams

Gresham, Oregon Police Department Organizational Review

Client Contact Information:

Travis Gullberg, Chief of Police

1333 NW Eastman Parkway

Gresham, OR 97030

travis.gullberg@greshamoregon.gov

503.201.6212

Project Dates:

11/2021 to 08/2022

Budget:

$96,885

PROJECT BACKGROUND/OVERVIEW: In November of 2021, the City of Gresham contracted with BerryDunn to conduct a systematic and thorough study of its police services, including core business practices and functions, culture, and workloads and associated duties.

BERRYDUNN'S SOLUTION: Our initial findings, based on a review of various organizational data and on-site interviews with Gresham Police Department (GPD) staff and other key holders during the first six weeks of this project, identified several areas requiring prompt attention.

The GPD re-contracted with our team to provide the following additional services:

- Essential calls for service evaluation
- Leadership readiness and development
- Recommendation implementation and organizational change management
- Strategic plan development

The GPD had a pressing need to evaluate the traditional police service delivery model. BerryDunn is now exploring if certain calls for service might be better addressed through non-traditional methods, and/or through other units, personnel, or organizations. We are leveraging our collaborative calls for service evaluation process. This process, which engages the police department, government leaders, professional service providers and partners, and the community as a whole, helps identify essential versus non-essential police services. It also provides an opportunity for determining whether a shift to the traditional service delivery model is appropriate, and if so, it helps determine which resource is best fit to respond to certain calls for service categories.

PROJECT OUTCOMES: BerryDunn delivered the final report to the GPD in August of 2022. The report included findings from the full operational study and provided guidance and recommendations on next steps for adjusting the response model for the City and the GPD.

KEY STAFF: Fred Fletcher, Carole Ann Guay, Doug Rowe, Michele Weinzetl

Number of Client Employees: 155

Bloomington, Minnesota Police Department Records Management System Assessment

Client Contact Information:

Laurene Draper, Support Services Manager

Bloomington Police Department

1800 W. Old Shakopee Rd

Bloomington, MN 55431

952.563.8864

ldraper@bloomingtonmn.gov

Project Dates:

06/2024 to 10/2024

Budget:

$48,000

PROJECT BACKGROUND/OVERVIEW: The Bloomington Police Department's (BPD) records department struggled with volume and a reporting backlog. During our initial inquiries, BerryDunn identified opportunities for review and possible process revision that would benefit the BPD and ultimately, the Records Department. BerryDunn offered an approach to conduct a BPD records department review, including a JTA and assessment of the key functions affecting the efficiency and effectiveness of the records department.

BERRYDUNN'S SOLUTION: BerryDunn engaged a mixed-method, research-based analysis. We conducted a JTA that documented each unit's purpose, the work performed in that unit, and which positions were responsible for certain tasks. We then examined CFS-related business processes which included case reviews, on-site interviews, and a field technology review. We then isolated the actual time staff that each position has available to perform the requisite work, then evaluated the volume of work for each position. From this data, we developed FTE requirements for each position within the support services unit.

PROJECT OUTCOMES: BerryDunn presented our final recommendations report, which included future state visioning and process improvements. Our analysis involved shifting work to more appropriate units, eliminating redundant work, evaluating the efficiency of specific tasks, and considering the skill level required for tasks.

KEY STAFF: Carolyn Del Vecchio, Michele Weinzetl

7. Cost Proposal and Project Schedule

In this section, BerryDunn presents our costs and the proposed schedule for the requested project. We have developed our costs based on the following factors:

» Our detailed work plan narrative presented in this proposal

> » Our staffing plan and resource allocation, which provides the Town with the appropriate number of resources and a level of expertise to complete the described tasks
>
> » Our experience conducting projects of similar scope and size

BerryDunn does not charge for time spent traveling so these costs are reflective of the time we will be working on the Town's project. We are proposing a fixed price project, including fixed costs for each of three deliverables. BerryDunn will submit a deliverable acceptance form for each deliverable. BerryDunn will use progress billing for each deliverable, with Town approval triggering final invoicing for each deliverable. Table 1 includes the deliverables and associated costs (note, there is no additional cost to the Town/HRPD) for travel.

Table 1: Project Deliverable Costs

No.	Deliverable	Cost
1	Project Schedule and Milestones	$ 5,500
2	Current State and Gap Analysis Report	$14,500
3	Future State and Recommendations Report	$25,000
	Total	$45,000

In Table 2 below, we have provided a high-level schedule for this project.

Table 2: Project Schedule

Activity	Month 1	Months 2-3	Months 3-4
Project Planning and Startup			
Data Collection and Review			
Recommendations and Final Report			

BerryDunn is happy to discuss any aspects of this proposal, and we can provide any additional details as requested.

8. Assumptions

- BerryDunn expects two onsite visits for this project. One trip will be for fact-finding and the other will be for the future visioning portion of the project.
- BerryDunn anticipates delivery of the final report via videoconference, but is prepared to deliver the report in person, if requested. If this occurs, BerryDunn would ask the Town to cover reasonable travel expenses.
- BerryDunn will require access to various personnel and data, some of which involve HRFD personnel and data possessed by HRFD. BerryDunn expects that the Town will facilitate delivery of such data for the project, along with participation of key individuals within the HRFD.

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