



Fire Department Emergency Response (A2026-02)

ISSUED APRIL 2026

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Audit Report Summary

Issued April 2026

Why We Did This Audit:

The Fayetteville Fire Department provides lifesaving and critical response services to residents across a wide range of emergency situations. Ongoing training and structured career development are essential to ensuring firefighters maintain the skills, certification and operational readiness required to respond safely and effectively.

Accurate measurement and reporting of response times are equally important to demonstrate performance, support informed oversight by City Council, and maintain transparency and public trust.

Objectives:

Determine if:

1. The data for response times reported to City Council in the Fire Department's quarterly report are accurate and complete, and
2. The department is meeting internal policies on training and career development and maintaining complete and accurate records.

Scope:

- Response times reported in the October 27, 2025 City Council meeting.
- RMS training entered between January 1, 2024 and December 31, 2024.
- Career development records for a sample of firefighters based on their step as of December 8, 2025.



What We Did:

- Conducted process walkthroughs with Fire Department staff.
- Compared an ImageTrend Continuum report to the Fire Department's third quarter response times reported to City Council on October 27, 2025.
- Reviewed training records in the RMS (Records Management System).
- Followed progression of career development for a sample of employees.

What We Found:

- The response times in the ImageTrend Continuum report provided matched the Fire Department's third quarter response times reported to City Council on October 27, 2025. Internal Audit did not review the ImageTrend Continuum system configuration.
- Overall, the Department established guidelines to maintain skilled firefighters.

What We Recommended:

Although, there were no high-risk findings, Internal Audit suggested improvements in training documentation and policy clarity.

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The Office of Internal Audit has completed the audit of Fire Department Emergency Response as approved by the Audit Committee as part of the Fiscal Year 2026 Annual Audit Plan.

Objective and Scope

The objectives of this audit were to determine if:

- The data for response times reported to City Council in the Fire Department's quarterly report were accurate and complete; and
- The department was meeting internal policies on training and career development and maintaining complete and accurate records.

The scope of the audit included:

- Response times reported in the October 27, 2025 City Council meeting;
- Training records between January 1, 2024 and December 31, 2024, and
- Career development records for a sample of firefighters based on their step as of December 8, 2025.

To confirm accuracy of the data response times listed in the ImageTrend software, a review of the system configuration would be required. Internal Audit did not have the information technology knowledge required to examine the configuration; therefore, no additional testing was completed.

Background

Although, the Fayetteville Fire Department (FFD) responds to fires, medical emergencies, rescues, and hazardous materials incidents. Fire protection is the Department's primary function. Timely response and properly trained staff are critical to protecting lives, property and public trust.

To obtain and maintain the critical skills needed to carry out their duties, the Department established internal career development and training requirements. These included monthly training directories that outlined departmental training requirements for each month. When developing these guidelines, the Department incorporated the National Fire Protection Association (NFPA) standards and the Insurance Services Office (ISO) national rating system.

- The National Fire Protection Association (NFPA) establishes minimum standards for the organization and deployment of career fire departments, including response times, staffing and training.
- The Insurance Services Office (ISO) evaluated the Department's fire suppression capabilities using a national rating system. The evaluation considered emergency communications, fire department staffing and training, equipment and water supply. The evaluation concluded the City's ISO classification as Class 01/09¹, effective January 1, 2020, as shown in the PPC Summary Report created in September 2019. ISO ratings range from Class 1 (exemplary fire suppression program) to Class 10 (does not meet ISO's minimum criteria). According to this report, when all other factors are equal, the price of fire insurance in a community with a good PPC grade is substantially lower than in a community with a poor PPC grade.

¹ According to the Insurance Services Office, Inc. created September 2019, the split classification 01/09, the first number is the class for properties within 5 miles of the responding fire station and 1,000 feet of creditable water supply. The second number applies to properties within 5 miles of a fire station but beyond the 1,000 feet of creditable water supply.

Audit Methodology

The primary techniques used to review compliance and determine the level of internal controls included:

- **Walkthroughs:** Internal Audit conducted walkthroughs with Fire Department staff on response times and training records maintenance.
- **Documentation Review:** Internal Audit compared an ImageTrend Continuum report to the Fire Department's third quarter response times reported to City Council on October 27, 2025 to review accuracy. In addition, Internal Audit requested and reviewed documentation related to training and career development. The documentation was reviewed to determine compliance with Department policies and included but was not limited to Records Management System (RMS) training records, certifications and other personnel records.

Results

Based on the audit work performed, the Office of Internal Audit concluded the Fire Department was generally in compliance with applicable policies. There were no significant exceptions noted.

Conclusion

Internal Audit has concluded work on the Fire Emergency Response Audit. Although no significant exceptions were noted, Internal Audit made recommendations to Fire Department management on documentation and policy clarity.

Internal Audit would like to thank department personnel for their assistance and numerous courtesies extended during the completion of this audit.