

FY 24-25 ANNUAL REPORT

DURHAM COUNTY OFFICE OF
EMERGENCY SERVICES



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LETTER FROM THE DIRECTOR

On behalf of the Office of Emergency Services (OES), we are proud to present the Fiscal Year 2025 Annual Report, for the year ending June 30, 2025. This past year has been both demanding and rewarding, as our team continued advancing our mission to ensure the safety and well-being of Durham County residents. Throughout FY25, we achieved several key milestones:

Modernizing Our Fleet - We made significant progress in replacing aging vehicles, acquiring five new ambulances, three EMS quick response vehicles, two vehicles for the Fire Marshal's Office, one for Emergency Management, and our first fully electric vehicle - a Ford E-Transit delivery van for our logistics team.

Responding to a Growing Demand - Our EMS team responded to over 60,000 calls - an all-time high and a continuation of the 3 to 4% annual increase in call volume. We also supported 15 major events, including VIP visits related to the election, a large-scale power outage, protest events, and a hazardous materials incident. Additionally, we participated in 12 training exercises to strengthen our preparedness for evolving threats and hazards.

Enhancing Communications Infrastructure - In partnership with the Durham County Sheriff's Office, we led the replacement of public safety radios for multiple agencies, including OES, Public Health, Durham Public Schools, and Durham Technical Community College. This upgrade will ensure seamless communication across local, regional, and state partners. Deployment began in August 2025 and will continue through the end of the calendar year.

Expanding Our Team - In May, two full-time equivalent positions were reallocated to support the Fire Marshal's Office as Fire Inspector II roles. These additions will help us manage inspection and plan review demands more efficiently. Recruitment for these positions is currently underway.

While we celebrate these accomplishments, we continue to face challenges related to an aging fleet and EMS staffing shortages. We are actively enhancing our recruitment efforts and working to maintain competitive compensation and benefits. The lingering effects of the pandemic continue to impact ambulance manufacturing and EMS education pipelines, but we remain committed to addressing these issues head-on.

We are excited to celebrate the 50th anniversary of Durham County EMS starting in FY25 and continuing into FY26. You'll learn more about that anniversary within these pages. We invite you to explore this report and welcome any questions or feedback you may have. Thank you for your continued support of the Office of Emergency Services.

Sincerely,

Mark Lockhart, NRP
Director

BUSINESS OPERATIONS

FLEET

FLEET AVAILABILITY AND PERFORMANCE

For Fiscal Year 2025, the OES Fleet achieved an in-service rate of 82%, meaning that our vehicles were operational and available to respond to service needs for more than four-fifths of the year. The remaining 18% of the time was allocated to essential activities such as scheduled preventative maintenance (PM) and necessary repairs to ensure the fleet operates safely, efficiently, and in compliance with industry standards. This represents a 1.5% increase in availability compared to Fiscal Year 2024, marking a positive step toward our long-term goal of maximizing fleet uptime and readiness.



Preventative maintenance remains a cornerstone of our fleet management program, allowing us to identify and address potential issues before they lead to unplanned downtime. In addition to standard PM services, the most common repairs encountered in FY 2025 involved engine coolant systems, air conditioning systems, and technology-related components such as mobile internet connectivity and onboard computer systems. These repairs are critical, as they directly impact not only vehicle performance but also the ability of personnel to access operational tools and communicate effectively in the field.

The improvement in fleet availability reflects the dedication of the OES Fleet Services team to proactive scheduling, timely parts procurement, and effective coordination with service vendors. By continuing to refine our maintenance procedures, invest in diagnostic capabilities, and analyze recurring repair trends, we aim to further improve in-service time in the coming years. A reliable fleet is a vital component of our mission, enabling us to provide uninterrupted, high-quality service to the community whenever and wherever it is needed.



BUSINESS OPERATIONS

LOGISTICS

FY 2025 was a transformative year for OES Logistics, marked by significant upgrades to our emergency response fleet, sustainability initiatives, and operational process improvements. To enhance frontline service capability, OES placed five new Braun Liberty ambulances—our first built on the Ford F-550 chassis—into active service. These units feature idle mitigation and emission reduction technology designed to lower fuel consumption and reduce greenhouse gas emissions, contributing to both environmental stewardship and long-term operational savings.

Additionally, OES acquired three new SUVs for EMS, two SUVs for the Fire Marshal's Office, and one SUV for Emergency Management, strengthening response readiness across multiple areas.

Our commitment to sustainable operations was further advanced with the introduction of a Ford E-Transit delivery van, OES's first fully electric vehicle, dedicated to medical supply distribution. This zero-emission addition not only aligns with environmental goals but is projected to reduce annual fuel costs for delivery operations by an estimated 30–40%.

On the operational efficiency front, OES Logistics successfully transitioned the EMS uniform ordering process from a manual, email- and ticket-based workflow to a custom online uniform store. This automated platform allows staff to submit and track requests in real time, while supervisors approve orders with a single click. The change has eliminated paper-based tracking and centralized ordering into one reliable platform. In its first six months, the system processed 406 uniform requests — all of which previously required manual handling — freeing up administrative resources and improving order accuracy.

These strategic investments in fleet modernization, clean energy adoption, and process automation reflect OES Logistics' mission to improve reliability, reduce environmental impact, and streamline operations—ensuring that our support systems remain as responsive and resilient as the emergency service areas we serve.



BUSINESS OPERATIONS

HUMAN RESOURCES

OUR PEOPLE: THE HEART OF OUR PROGRESS



This year, our Business Operations Team proudly welcomed 29 exceptional professionals into the Office of Emergency Services family—21 dynamic new hires and 8 well-deserved internal promotions. Each brings unique skills, fresh perspectives, and a shared commitment to excellence, positioning our team for continued growth and success.

FY 24-25

	New Hires	Promotions	Total
Business Operations	1	1	2
Emergency Management	0	0	0
Emergency Medical Services	20	7	27
Fire Marshal	0	0	0

BUSINESS OPERATIONS

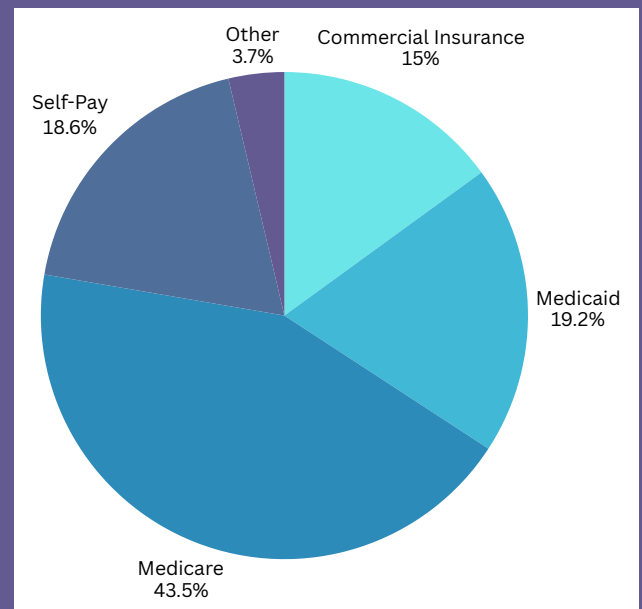
REVENUE

In FY25, the Business Operations Team continued to deliver exceptional results in managing all billing and invoicing functions for the Office of Emergency Services (OES).



EMERGENCY MEDICAL SERVICES

Within EMS, a total of 60,718 incidents were recorded, of which 35,743 trips were billable — resulting in \$15.9 million in patient revenue. The payor mix included 43.5% Medicare, 19.2% Medicaid, 15% Commercial Insurance, 18.6% Self-Pay, and 3.7% other.



EMERGENCY MANAGEMENT AND FIRE MARSHAL

We also delivered notable results with Fire Marshal (FM), invoicing 1,342 customers and collecting \$229,809 in revenue. In addition, 247 EM Tier II invoices generated an additional \$58,441 in revenue for Emergency Management.

OVERALL

OES achieved \$19.3 million in total revenue across all revenue generating areas, representing an impressive 89.36% collection rate. These results underscore our team's commitment to accuracy, timeliness, and fiscal responsibility—ensuring that the resources we manage directly support the mission of emergency services in our community.

EMERGENCY MANAGEMENT INCIDENTS



Throughout the year, Emergency Management supported a total of 15 incidents and events. This included activating the Emergency Operation Center (EOC) four times – Tropical Storm Debby, General Elections, and two winter weather events. The EOC served as the central point of coordination during these incidents and events, where information, resource requests, and documentation were managed.

Beyond these EOC activations, we responded to 11 additional incidents, providing coordination and operational support. These included the following:

OCTOBER 2024: VIP VISIT COORDINATION

NOVEMBER 2024: PROTEST COMMAND POST ACTIVATION

JANUARY 2025: NYE JAIL GATHERING

JANUARY 2025: JFK TOWERS POWER ISSUE

JANUARY 2025: PROTEST MONITORING

JANUARY 2025: PROTEST MONITORING

JANUARY 2025: COLONIAL PIPELINE MONITORING

JANUARY 2025: VIP VISIT AND HAZMAT INCIDENT

JANUARY 2025: WINTER WEATHER

APRIL 2025: GODURHAM ELECTRIC VEHICLE FIRE

The entire team also deployed to various communities in western North Carolina to support Hurricane Helene response operations.

EMERGENCY MANAGEMENT ACCOMPLISHMENTS



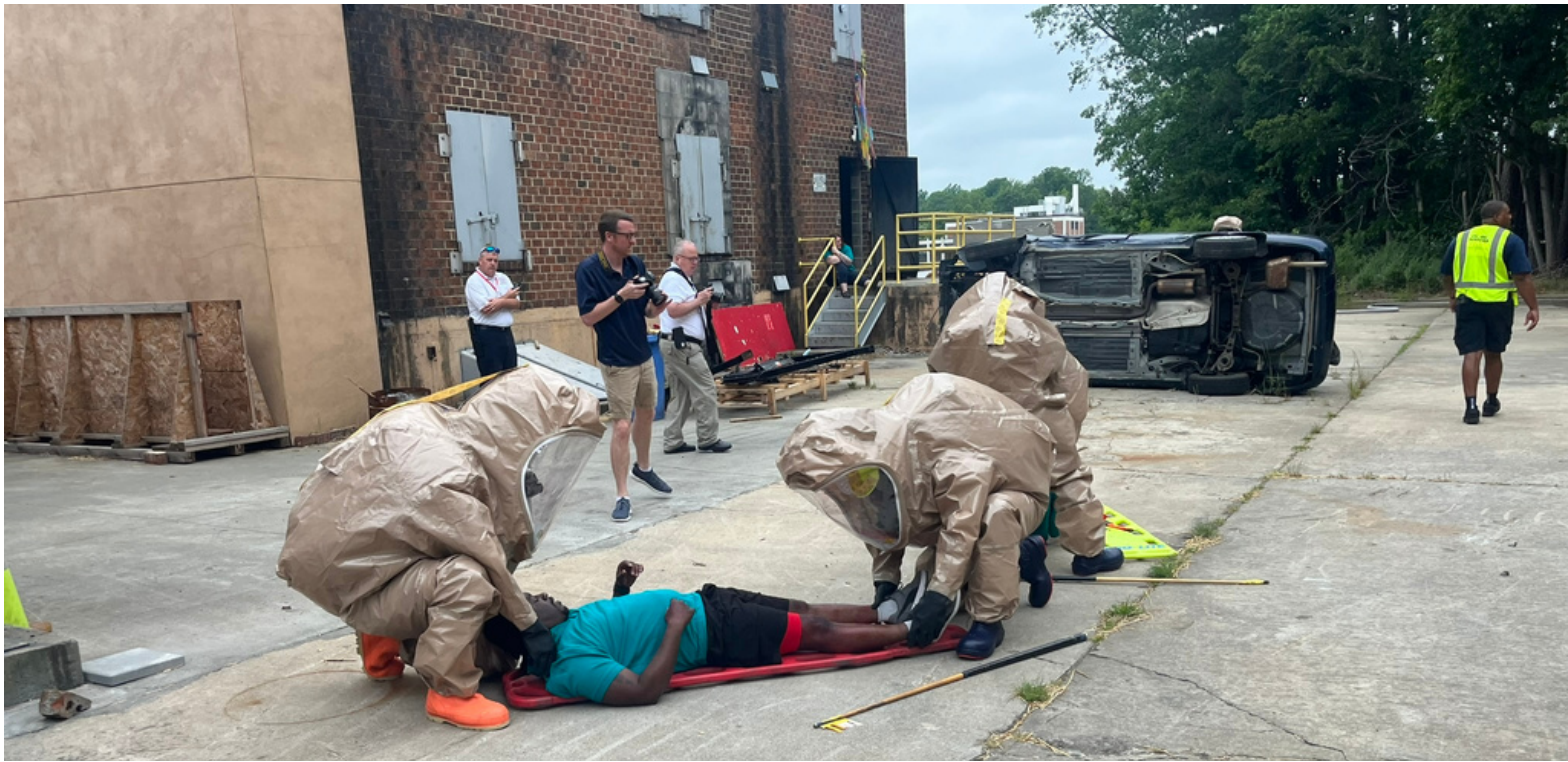
Emergency Management achieved several accomplishments that strengthened operations, recognized key personnel for their contributions and dedication to the field, and improved community preparedness. The updated Emergency Operations Plan (EOP) was formally approved. Critical agreements were revised and approved, including the Memorandum of Agreement (MOA) with Durham Public Schools for shelter operations and the Crisis Communications Interlocal Agreement (ILA).

Two team members earned their Certified Emergency Manager (CEM) credential through the International Association of Emergency Managers (IAEM), a nationally recognized achievement in the profession. We also played a leading role in driving changes to the local event permitting process.

Additional accomplishments included the reclassification of a Planner position to a Coordinator, hosting and surpassing the 50th ASHER (Active Shooter Hostile Environment Response) meeting, and achieving 100% Tier II compliance with a 4% increase in associated revenues.

EMERGENCY MANAGEMENT

EXERCISES AND TRAINING



The Emergency Management team participated in a wide range of preparedness activities, including exercises designed to test and validate capabilities, as well as identify any gaps. In addition, four training events were conducted to build and maintain existing skills. These trainings and exercises are a wonderful opportunity for us to collaborate with community partners, strengthen relationships, and proactively identify what is working and what is not before an incident occurs. They also help ensure that everyone understands core concepts and is familiar with the tools and resources that are available.

A total of 10 exercises were conducted this year by the Emergency Management team, including several tabletop exercises regarding mass care sheltering, continuity of operations plans for the city and County, a mass casualty incident, and a measles outbreak. We also participated in a EOC Operations functional exercise, two workshops, and one mass care full scale exercise.

EMERGENCY MANAGEMENT INITIATIVES

Several key initiatives aimed at enhancing communication, increasing public engagement, and improving operations continued throughout the year. Progress on the EOC project remained steady, with the team completing the Construction Manager at Risk, design and development, and commissioning phases. The County Radio Upgrade Project and the Joint Crisis Communications Plan development remain top priorities and work is continuing.



Logistics support efforts included assisting with the radio project, asset management tasks such as clearing out reefer trailers, coordinating the O'Connor Memorial Service, and filing resource requests for Wake, Chatham, Orange, Person, and Buncombe Counties.



EMERGENCY MANAGEMENT EDUCATION PRESENTATIONS

- AUGUST 2024:** EM BASICS FOR ADVANCED
LAW ENFORCEMENT
TRAINING (ALET)
- NOVEMBER 2024:** CITY COUNCIL SAFETY
TRAINING
- DECEMBER 2024:** OES PRESENTATION TO THE
BOARD OF COUNTY
COMMISSIONERS
PERFORMANCE LEARNING
CENTER
- FEBRUARY 2025:** EM BASICS FOR ALET
- APRIL 2025:** HOLTON CAREER AND
RESOURCE CENTER



COMMUNITY ENGAGEMENT AND OUTREACH



- JULY 2024:** LOCAL EMERGENCY
PLANNING COMMITTEE
MEETING
- OCTOBER 2024:** ACCELER8
TREATS AND FLEET
- NOVEMBER 2024:** BOY SCOUT PREPAREDNESS
DPS SENIOR RESOURCE FAIR
PARTNERS AGAINST CRIME -
DISTRICT 5 (PAC-5) MEETING
- APRIL 2025:** BIMBE FESTIVAL
- MAY 2025:** ORANGE COUNTY THIRA
PROCESS
- JUNE 2025:** PAC-5 SPRING FESTIVAL
NC EMERGENCY
MANAGEMENT EXPERIENCE

EMERGENCY MEDICAL SERVICES OPERATIONS



In Fiscal Year 2025, Durham County EMS achieved a record-breaking 60,718 emergency responses - an increase of 3.4% over the previous year - while maintaining an average response time of 8 minutes and 11 seconds. Our dedicated team of 178 certified professionals continues to deliver both Advanced Life Support (ALS) and Basic Life Support (BLS) services across the county.

To ensure optimal coverage and responsiveness, we employ a strategic staffing model that deploys 19 units during daytime and peak demand hours, and 10 units overnight. This deployment is supported by three district supervisors and a shift commander who oversee operations and maintain service continuity throughout the county.

Durham County EMS continues to meet the American Heart Association's standards for STEMI (ST-Elevation Myocardial Infarction) transfer times, underscoring our commitment to timely, evidence-based cardiac care. As a result, we were once again honored with the American Heart Association's Mission: Lifeline Gold Award.

In collaboration with Duke University Health System, our teams performed nearly 110,000 documented clinical interventions under protocols that are reviewed and updated annually to reflect the latest best practices and standards of care.

Beyond emergency response, Durham EMS provides a range of specialized services, including medical coverage for public events, tactical medical support for law enforcement operations, and a bicycle response team designed to enhance mobility in crowded or high-traffic environments.

Durham County EMS remains steadfast in its mission to deliver high-quality, efficient emergency medical services that ensure safety and well-being of our community.



EMERGENCY MEDICAL SERVICES

EDUCATION AND PROFESSIONAL DEVELOPMENT



During FY 2024, sixteen providers graduated into field training from academies 38 and 39. These graduates spent a total of 4096 hours training with EMS education staff.



We coordinated 15 off-site training exercises in FY25, focusing on mass casualty incidents, active assailant, vehicular trauma, cardiac arrest, behavioral crises, narcotics overdose, stroke, and many other 911 call types encountered by EMS.

Education and Professional Development provided 24 sessions totaling 4320 hours of continuing medical education for current Durham County EMS providers during FY25. One of our airway products was discontinued without much notice; this required Education and Professional Development to hold a last-minute in-service on an alternate device for the entire department. Driver training of the new Braun trucks was accomplished for all staff before the ambulances were released for street deployment.

Outreach education included hands-only CPR, AED, Stop the Bleed, and First Aid. In some cases, the sessions were conducted to Spanish-speaking only participants.

EMERGENCY MEDICAL SERVICES

COMMUNITY PARAMEDICS



Durham County Community Paramedics (CPs) provide a variety of services to the community including vaccinations for people who are homebound, support for familiar faces, and post-overdose response for opioids overdoses. We also participate in community events to provide awareness and education about the CP program and about naloxone use and overdose prevention. Approximately 65% of our work is for post-overdose response. We strive to engage every patient treated by EMS for an opioid overdose within 24 to 72 hours after a 911 call. During these follow-ups, CPs provide naloxone and a range of educational resources covering recovery, treatment options, housing, mental health services, and more. A key objective is to connect patients with Medication for Opioid Use Disorder (MOUD). When CPs are unavailable, EMS crews are equipped to administer MOUD medications during 911 responses.

In February 2025, our Community Paramedicine program doubled in size with the addition of two new CPs. The new CPs are active Durham County EMS paramedics who started a two-week training program in mid-February alongside the existing team members before transitioning to their full duties in early March. The addition of two CPs has significantly enhanced our outreach capacity. We have doubled the number of patients we see post-overdose, increasing our percentage of unique patients successfully contacted from 13% to 26%. We are committed to continuing this upward trend.

From July 2024 through March 2025, our team also included a Certified Peer Support Specialist (CPSS) with experience in opioid recovery. This position, funded through the EMS Bridge MAT grant, was unfortunately discontinued in March 2025 when grant funding was canceled. The CPSS played a vital role in building trust and connection with individuals with Opioid Use Disorder (OUD). We were granted funding through the Opioid Settlement Fund to reinstate this position and are currently beginning the process to hire a new CPSS.

EMERGENCY MEDICAL SERVICES

COMMUNITY PARAMEDICS



There is great strength in community partnerships. Our collaboration with Durham County Justice Services has helped clients after their release from incarceration to initiate or maintain treatment while awaiting prescriptions. We've also worked with the Durham Tech mobile medical van, the Durham NC Harm Reduction Coalition, and the Duke Outpatient Clinic to support patients between treatment visits. Additionally, the Duke Emergency Department has referred patients needing interim access to MOUD medications.

Perhaps most meaningful are the patients who return to us when they need support. One such case this year involved a patient we had previously referred to the Lincoln Community Health Center. Although he had paused his MOUD treatment, he had not returned to opioid use. We reconnected with him during a follow-up survey, and after a supportive conversation, helped him re-engage with care at Lincoln. This story exemplifies the trust our patients place in us to provide compassionate, nonjudgmental support when they need it most.

1882

Total unique patients managed

698

911 assists

707

Opioid follow-up attempts

67

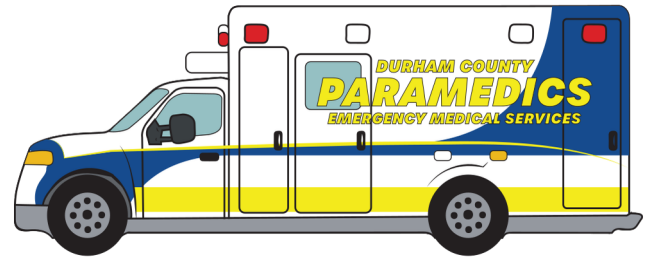
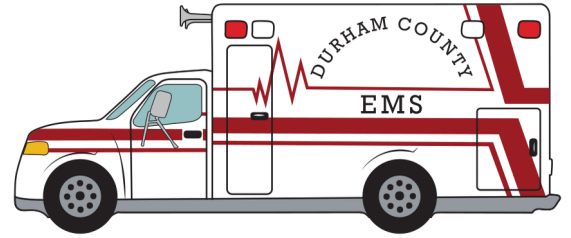
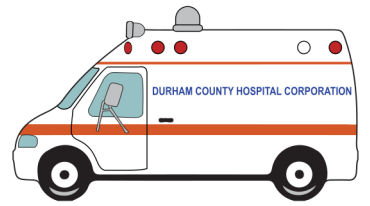
New MOUD inductions

EMERGENCY MEDICAL SERVICES

50TH ANNIVERSARY

HAPPY BIRTHDAY TO US

2025 is Durham County EMS's fiftieth anniversary! We were founded as the Durham Hospital Corporation in April 1975. Originally we ran four ambulances staffed by EMTs out of the old Watts Hospital and Lincoln Hospital. In 1998, control of Durham County EMS was transferred to the Durham County after Durham Regional Hospital was bought by Duke.



THE PARTY

We celebrated our anniversary at the annual EMS Week Cookout, held at EMS Station One on Stadium Drive. Many current and former employees were on hand to honor the occasion.



FIRE MARSHAL

PREVENTION AND EDUCATION

The Fire Prevention & Life Safety team (also known as the Fire Marshal's Office) consists of five dedicated fire safety professionals all committed to fire safety in Durham County. As the Authority Having Jurisdiction (AHJ) for Durham County, excluding the city limits of Durham, we are responsible for all fire safety related matters for commercial properties (defined as anything other than 1 & 2-family homes), public schools and new developments. Fire safety efforts are focused on four main tenets: education, prevention, enforcement and investigation.



Our team provides essential services such as public education, plan reviews, construction inspections, existing building inspections, fire investigations, and oversight of fire department contracts. The Fire Marshal team is tasked with upholding multiple standards to include the enforcement of North Carolina Fire Code and its applicable standards as prescribed by General Statute and Durham County Ordinance.



Our team members are certified Fire & Life Safety Educators. Education and training is available upon request. Common topics include general fire safety with age-appropriate information, workplace fire safety and fire extinguisher training. Educational information was delivered to 2,630 people in school and work settings. Efforts continue to expand our reach to those most at risk of fire.

FIRE MARSHAL

INVESTIGATIONS, INSPECTIONS AND PLAN REVIEW

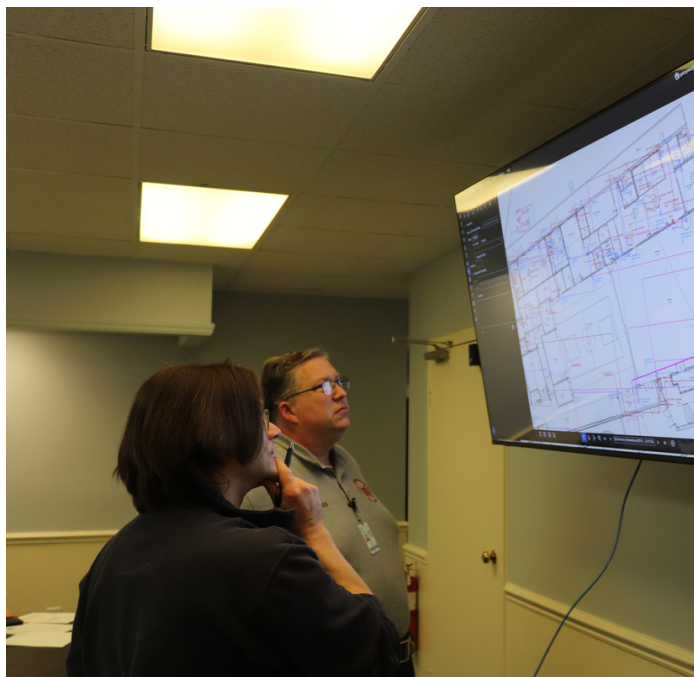
INSPECTIONS AND PLAN REVIEW

In FY 25, the team continued enhancing their existing building inspections program and improved responsiveness to construction projects and inspections. Existing building inspections were up substantially this year with our team conducting 567 routine inspections plus 118 operational permit inspections. Construction-related work was down a bit from the previous year, as we performed 335 plan and permit reviews and conducted 333 construction inspections.

INVESTIGATIONS

Fire investigations are conducted to determine origin and cause. Our team members are certified fire investigators and fire investigation technicians.

31 investigations were conducted in FY 25. Information gathered from investigations can be used to determine community risk, product safety, education needs and as evidence in criminal cases.



FIRE MARSHAL

VOLUNTEER FIRE DEPARTMENTS

BAHAMA VOLUNTEER FIRE DEPARTMENT

Bahama has had another successful year. The department responded to 826 calls, with 513 EMS incidents and 313 fire or service-related incidents. Bahama personnel participated in over 11,000 hours of training. Major accomplishments include full renovations of station 2 and the purchase of a brand-new fire engine with 1000 gallons of water and state-of-the-art rescue equipment. Additionally, the department established a drone team, partnering with our surrounding agencies and offering them help when needed. Bahama VFD received a state grant for smoke detectors, allowing them to distribute and install 35 brand new smoke detectors.

Bahama Fire Department continues to stay well involved in its community, attending and hosting safety events, fundraisers, and community events. They strive to always help others, even those outside of our community. Bahama deployed as one of the first units to Hurricane Helene related events, assisting the community of Flat Rock.



ENO VOLUNTEER FIRE DEPARTMENT

Eno Volunteer Fire Department, located in eastern Orange County, serves 2 square miles of western Durham County, providing fire, rescue, and emergency medical first response to 3,000 residents. The department is staffed by 26 paid part-time firefighters and 26 volunteers. In FY 25, Eno VFD was dispatched to 109 calls in Durham County, including 24 medical emergencies and 85 fire or other type incidents.

NEW HOPE VOLUNTEER FIRE DEPARTMENT

New Hope Volunteer Fire Department, located in eastern Orange County, serves 2 square miles of western Durham County, providing fire, rescue, and emergency medical first response to 3,000 residents. The department is staffed by 23 paid employees and 46 volunteers. In FY 25, New Hope VFD was dispatched to 98 calls in Durham County, including 31 medical emergencies and 67 fire or other type incidents.

FIRE MARSHAL

VOLUNTEER FIRE DEPARTMENTS



LEBANON VOLUNTEER FIRE DEPARTMENT

Lebanon Volunteer Fire Department, located in northwest Durham County, serves 25 square miles and operates out of two stations, providing fire, rescue, and emergency medical first response to 16,500 residents. The department is staffed by 17 paid employees, including both full- and part-time personnel, along with 20 volunteer firefighters. Staff work rotating shifts to ensure 24-hour coverage. The department recognized a staffing need and worked to add 4 people to their paid staff, which will result in 1 additional firefighter on each of the 3 shifts and one additional weekday firefighter in FY 26. In FY 25, Lebanon VFD responded to 1,269 calls, including 811 medical emergencies, 55 fires, and 403 service incidents.

REDWOOD VOLUNTEER FIRE DEPARTMENT

Redwood Volunteer Fire Department, located in eastern Durham County, serves 47 square miles and 10,600 residents. The department operates out of three stations, providing 24-hour coverage for fire, rescue, and emergency medical first response. The department is staffed by 45 paid part-time employees and 5 volunteers. In FY 25, Redwood VFD responded to 1,340 calls, including 786 medical emergencies, 86 fires, and 468 service incidents.

MORIAH VOLUNTEER FIRE DEPARTMENT

Moriah Volunteer Fire Department, a non-contracted department based in Person County, serves as the primary responder for approximately 4.5 square miles in the northeastern part of Durham County. It provides fire, rescue, and emergency medical first response to about 1,500 residents. The department is staffed weekdays by one of 7 paid part-time firefighters and 23 volunteers. Plans are in the work for a new substation that will enhance district coverage and lead to 24 hour staffing. In FY 25 Moriah VFD responded to 40 calls for service in Durham County. The department also had an improvement in their insurance classification to a 4/9s which may lead to lower rates on property insurance.



IN MEMORIAM



LIEUTENANT KEVIN O'CONNOR

**OCTOBER 25, 1969
- APRIL 28, 2025**

Lt. O'Connor joined Durham County EMS in 2000 and served faithfully for 25 years. He served as a paramedic, field training officer, tactical paramedic, and was a district supervisor at the time of his death.



PARAMEDIC WHITNEY RODGERS

**APRIL 10, 1985 -
JUNE 18, 2025**

Paramedic Rodgers joined Durham County EMS in 2020 and served faithfully for 5 years as a paramedic.

The Office of Emergency Services celebrates the service of Lt. O'Connor and Paramedic Rodgers to Durham County and our residents. We remember them and honor their memory by continuing to ensure the safety and well-being of Durham County in all that we do.