



FY20 ANNUAL REPORT

Concord Fire Department



@ConcordNCFire



TABLE OF CONTENTS

Mission	3
Administrative Division Major Services	4
Operation Division Major Services	4
Training and Safety Major Services	4
Fire Prevention and Education Major Services	4
Message from the Fire Chief	5
Highlights	6
Strategic Highlights	6
Administrative Highlights	6
Operating Highlights	6
Training Highlights	6
Fire Prevention Highlights	7
Fire Station Locations	8
Organizational Structure	9
Executive Leadership Team	10
Budget units	11
Statistical Summary	12
Operations Division	12
Fire Prevention Division	14
Training Division	16
COVID-19	18
Operations Division	18
Training Division	18
Fire Prevention Division	19
Enhanced performance	20
Operations Division Goals	20
Fire Prevention Goals	20
Training Division Goals	20

MISSION

The Concord Fire Department exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, emergency medical care, life safety education, fire inspections, code enforcement, fire investigations, hazardous materials response, and specialized rescue while maintaining a high level of training and personnel development.



Core Values

*As representatives of the City of Concord, we pledge to promote a **Culture of Excellence**, provide and expect **Accountability**, openly **Communicate**, protect our **Environment**, focus on **Safety**, and enhance public **Trust**.*

Our mission is achieved through our four functional divisions; Administration, Operations, Training/Safety and Fire Prevention and Education.

Administrative Division Major Services

- Vital records
- Budget management and procurement
- Strategic planning, data management and Information Technologies
- Liaison for Fire Department to other City departments

Operation Division Major Services

- Fire, Rescue and Medical Assistance Response
- Special Operations
 - Hazardous Materials
 - Urban Search and Rescue
 - Aircraft Rescue-Firefighting Protection

Training and Safety Major Services

- Manage Department Safety Program.
- Manage, Deliver and Facilitate the Departments Training, Recruitment and Developmental Programs (Continuing Education, Recruit Training Program, Specialized Training and Licensing).

Fire Prevention and Education Major Services

- Fire Inspections
- Fire Investigations
- Plan Review
- Fire and Life Safety Education
- Code Enforcement

MESSAGE FROM THE FIRE CHIEF

On behalf of the men and women of the Concord Fire Department, we are proud to present the Concord Fire Department's FY20 Annual Report. FY20 was a very exciting year for the department and this report has been prepared to provide a snapshot of our year through highlighting some of the significant events, accomplishments and future plans. During this cycle, we responded to over 12,000 emergency incidents, completed over 5,000 fire code inspections, made over 17,000 in-person fire education contacts and completed over 50,000 hours of training to ensure we are focusing on our continual development and prepared to mitigate any situation that we encounter.



As the City of Concord continues to evolve and transform over time, your fire department has undergone changes as well. During this cycle, Engine Company 11 was placed in service to increase our distribution and service delivery capabilities in the Concord Mills/Weddington Road corridors. We continue to monitor our performance and abilities with a laser focus of providing the highest levels of services to the customers, shareholders and visitors of the City of Concord. To this effect, we have implemented a strategic initiative focusing on our effectiveness and efficiency through innovation and ongoing analysis of our services.

Our success and initiatives would not be possible without our most valuable assets; our employees. Their dedication and work ethics, combined with the support from the City Managers Office and our Elected Officials, creates a cohesive environment where we all work together to achieve our goals.

Respectfully,

Jake Williams

Jake Williams, Fire Chief
Concord Fire Department

HIGHLIGHTS

Strategic Highlights

In the FY20 cycle, the department initiated a Strategic Planning and Master Planning Committee. This group, comprised of a diverse group of talented employees, started the framework for a comprehensive mid and long-term planning document.



Administrative Highlights

Implemented new management practices for performance measurements and benchmarking goals; Introduced new technology systems for virtual meetings and communications; published electronic Administrative Manual and worked to implement new administrative practices for increases in efficiency.

Operating Highlights

Implemented Engine Company 11; Began construction on Fire Station 10 (November 2020 completion date); Implemented new technology for fire units to utilize during emergency responses; Promoted 2 Battalion Chiefs, 5 Captains, 6 Lieutenants and 9 Engineers.

“Our success is achieved through our unity as a team and our focus on our mission. We are here to serve the community and will strive for excellence in every aspect” - Jake Williams, Fire Chief

Training Highlights

Hosted officer development training courses and specialty rescue certifications (Hazardous Materials, Confined Space and Water Rescue); Delivered and



facilitated over 900 hours of training for Recruit Class 30; Implemented new training programs to meet ISO training standards; Facilitated 5 promotional assessment centers and began working on mid-term and long-term planning initiatives for the future development of the organization.

Fire Prevention Highlights

Implemented pilot program for fire education in the 4th grade curriculum at Patriots Elementary; Expanded fire education outreach to older demographics in an effort to reach the most vulnerable population to accidental fire and household accidents; Purchased Bullex Digital Attack Fire Extinguisher Trainer to enhance fire prevention training programs; Received a grant from the Cannon Foundation for the purchase of

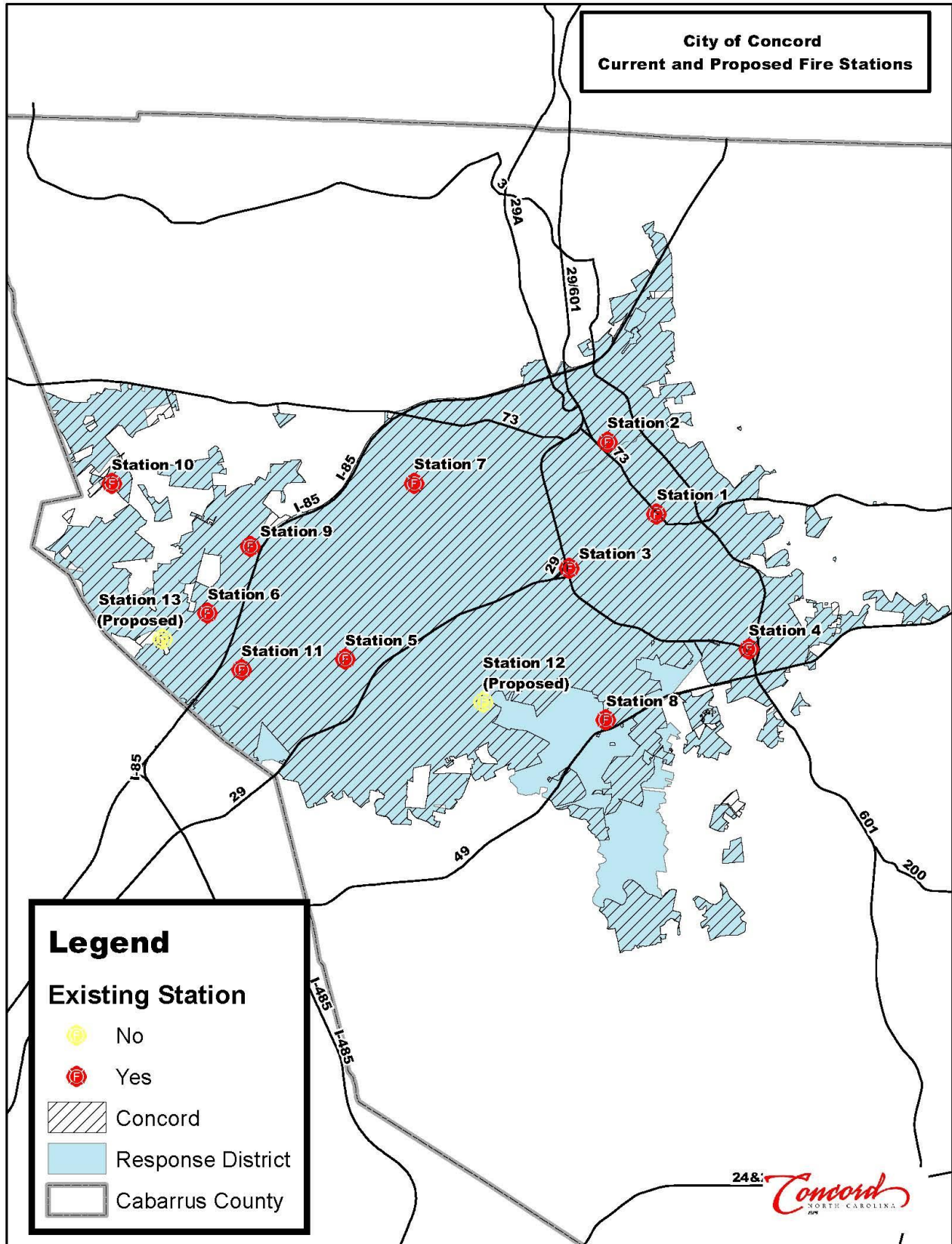


inflatable fire safety education props; Received a grant from the Cannon Foundation for the purchase of

inflatable fire safety education props; Continued to follow North Carolina Inspection schedule for plan review, inspections and code enforcement.



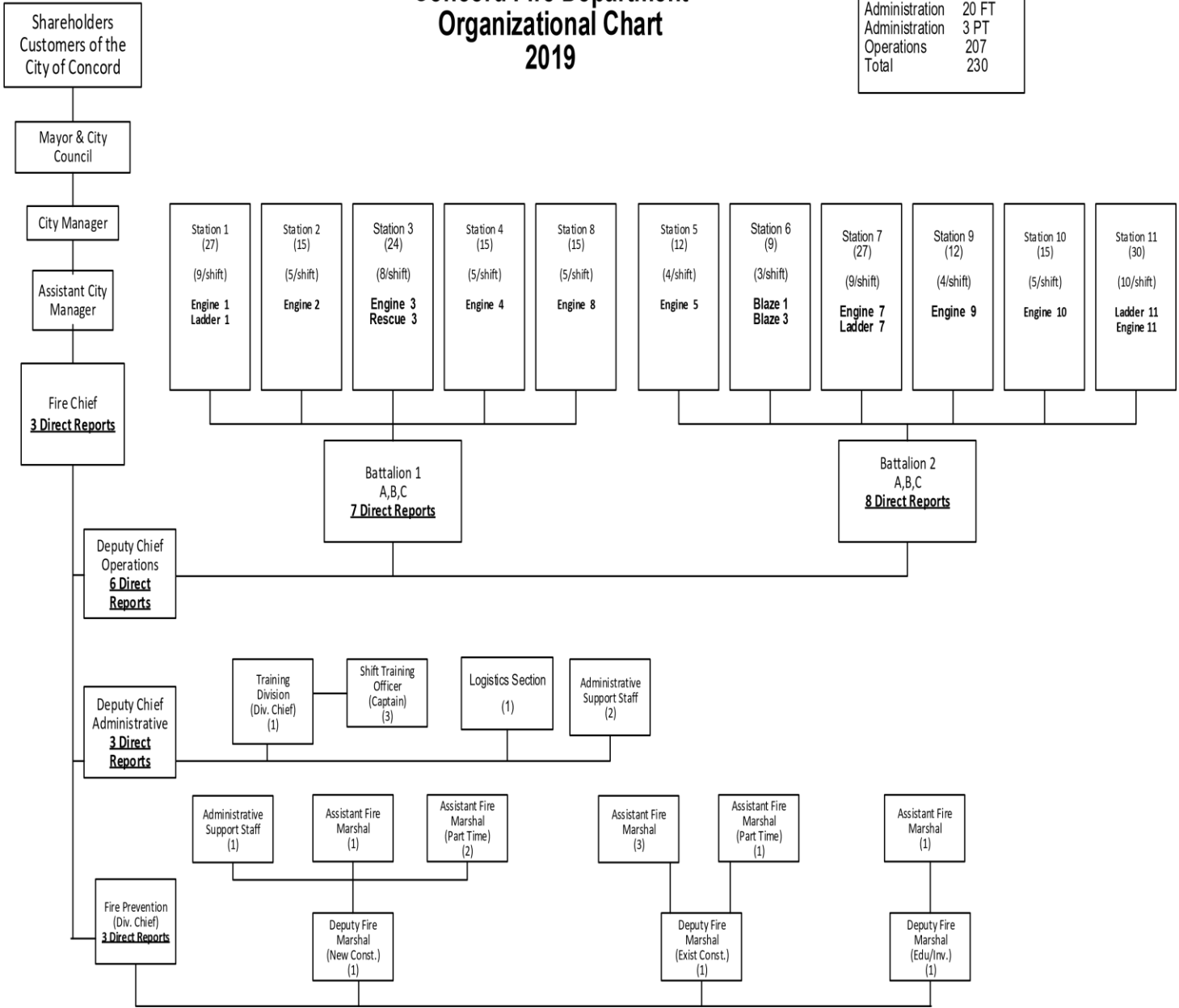
FIRE STATION LOCATIONS



ORGANIZATIONAL STRUCTURE

Concord Fire Department Organizational Chart 2019

Administration	20 FT
Administration	3 PT
Operations	207
Total	230



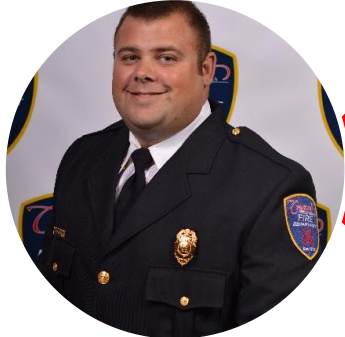
Executive Leadership Team



Fire Chief,
Jake Williams



Deputy Chief
Operations,
Thomas Knox

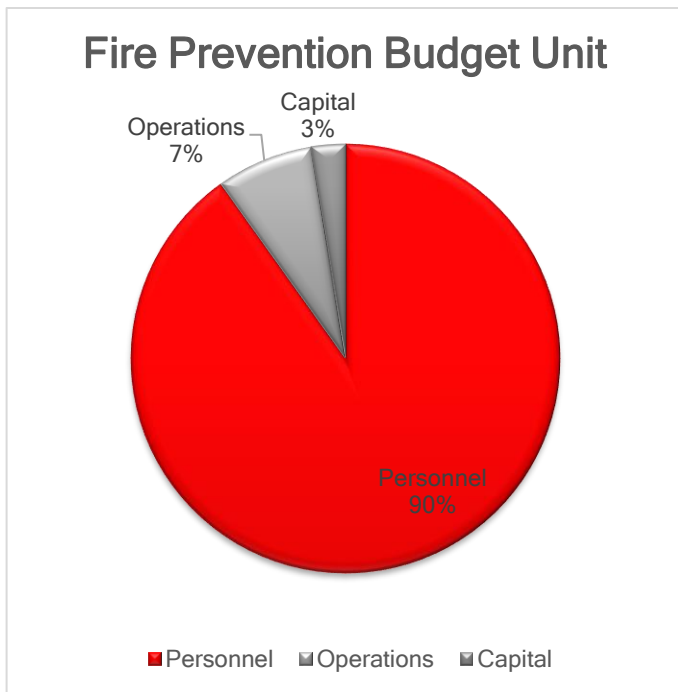
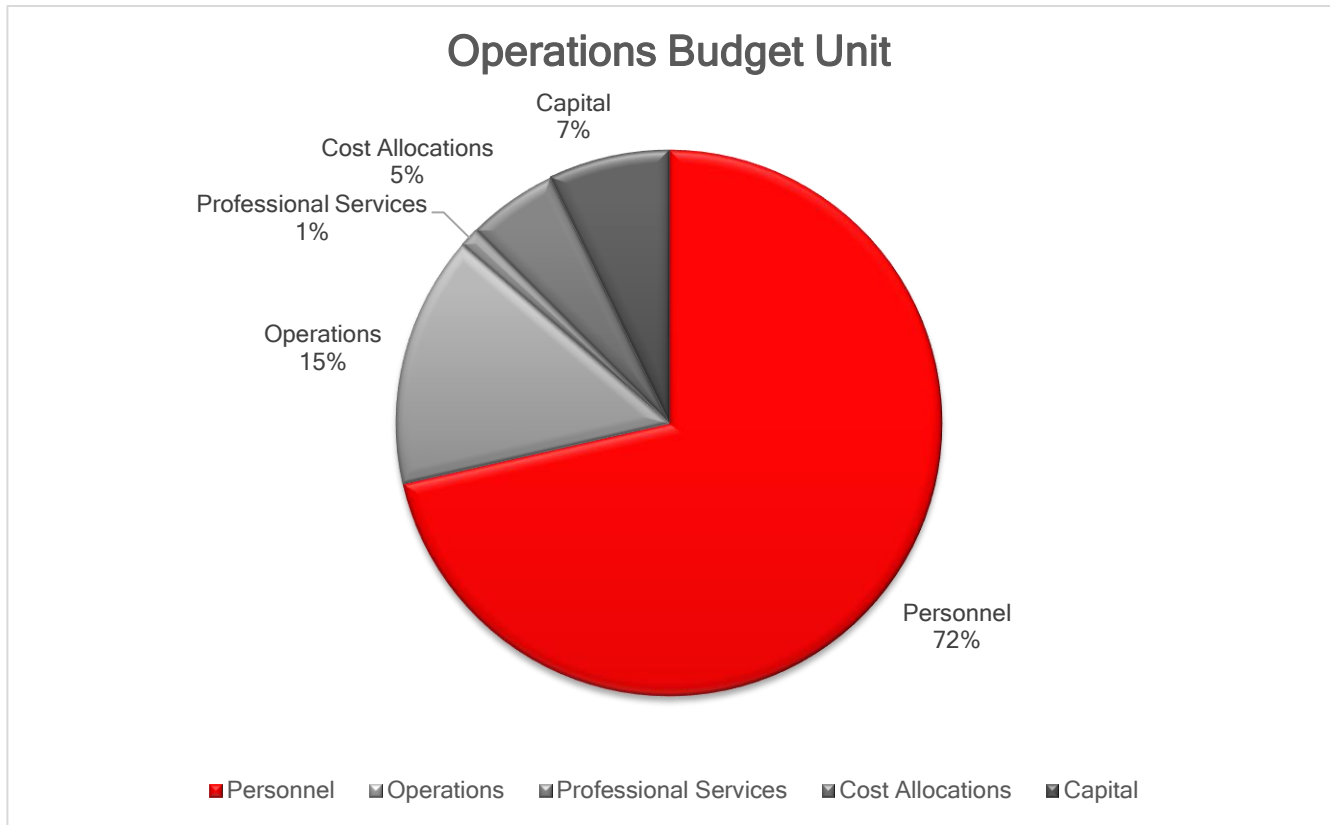


Deputy Chief
Administration,
Steven McLendon



Fire Marshal,
Adam Ryerson

BUDGET UNITS

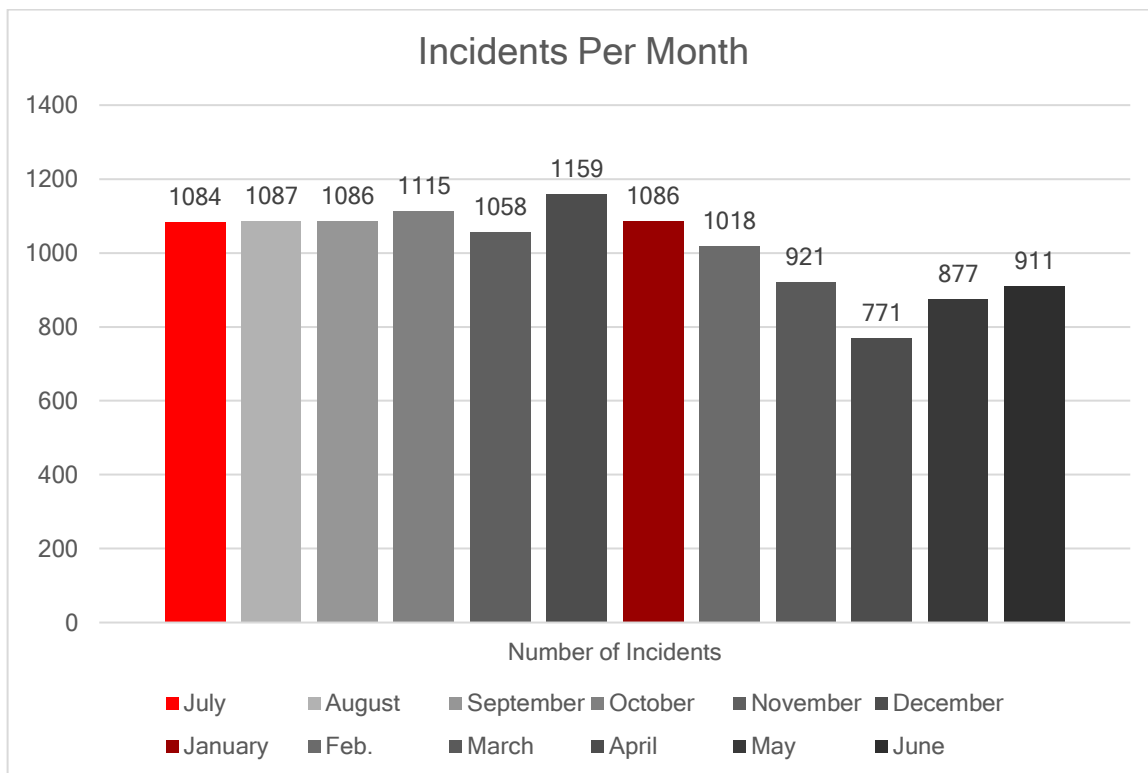
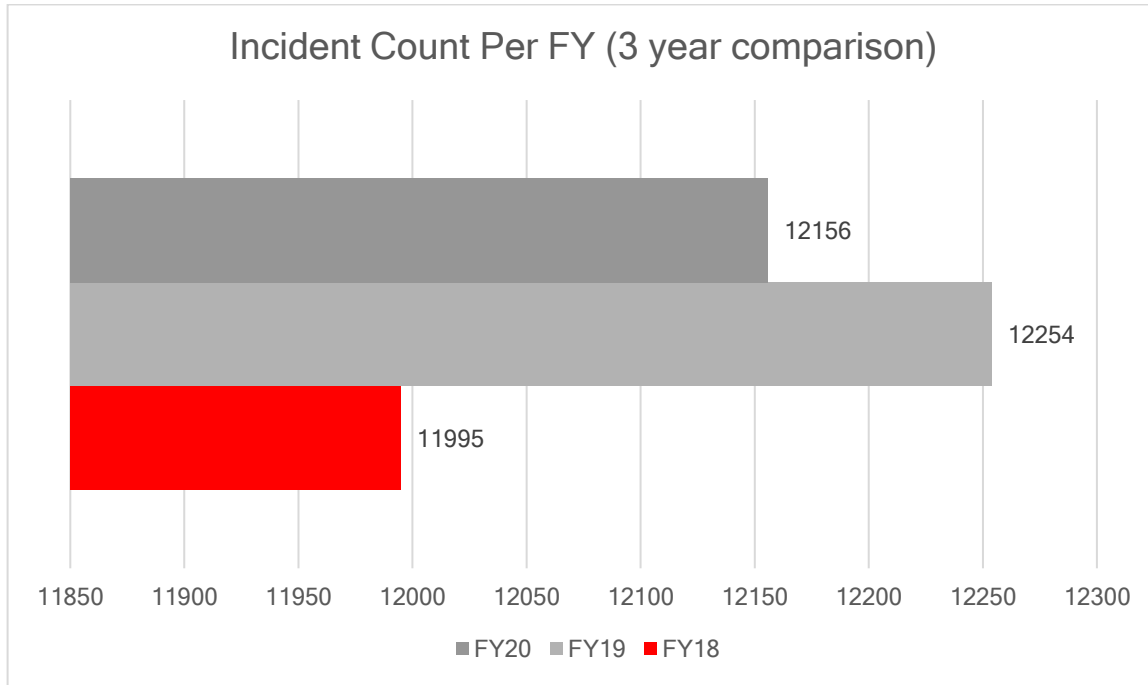


FY20 Total: \$23,940,000 (All Budget Units)

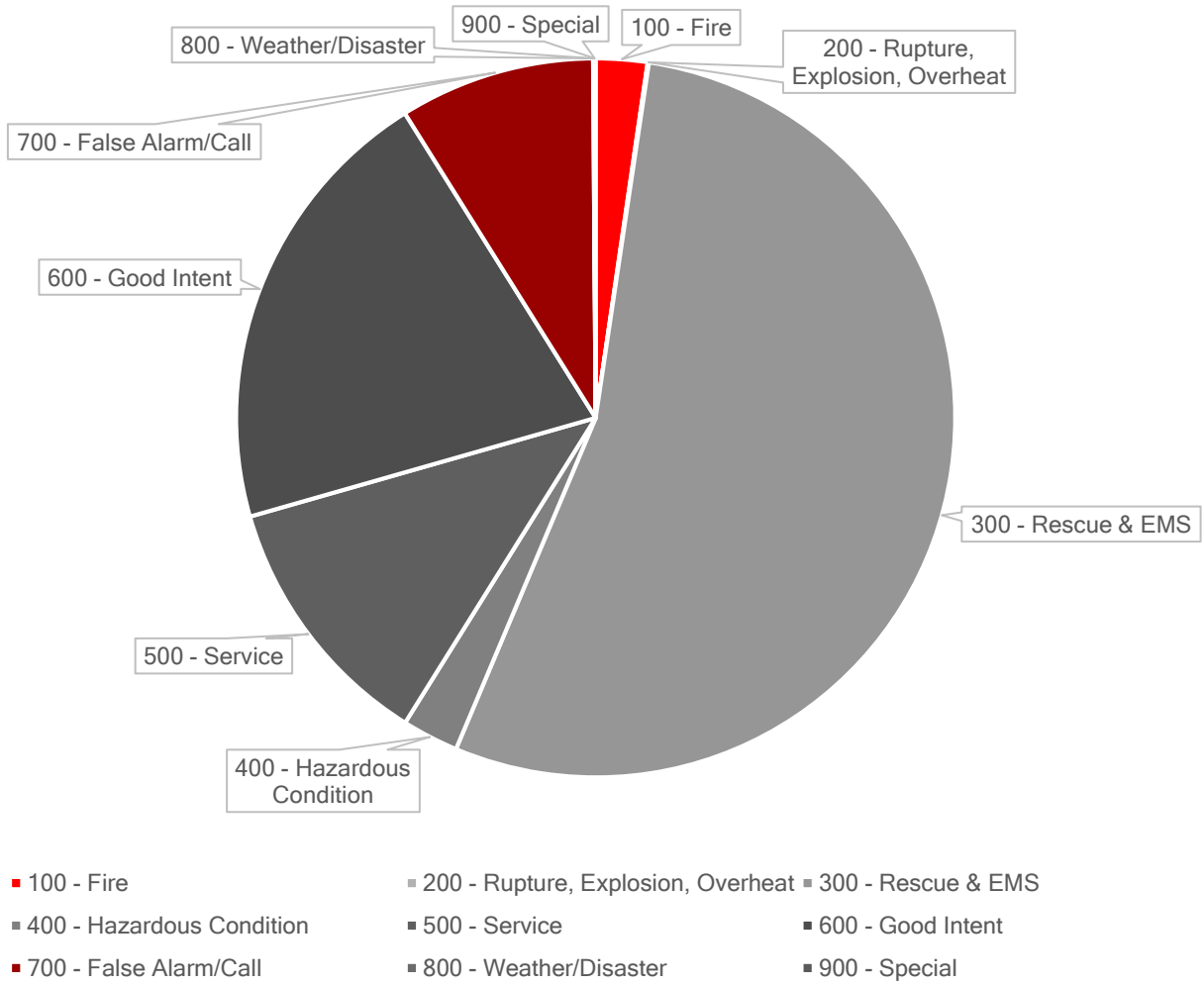
STATISTICAL SUMMARY

The statistical summary highlights various performance areas that are measured throughout the year in the Operations, Fire Prevention and Training Divisions.

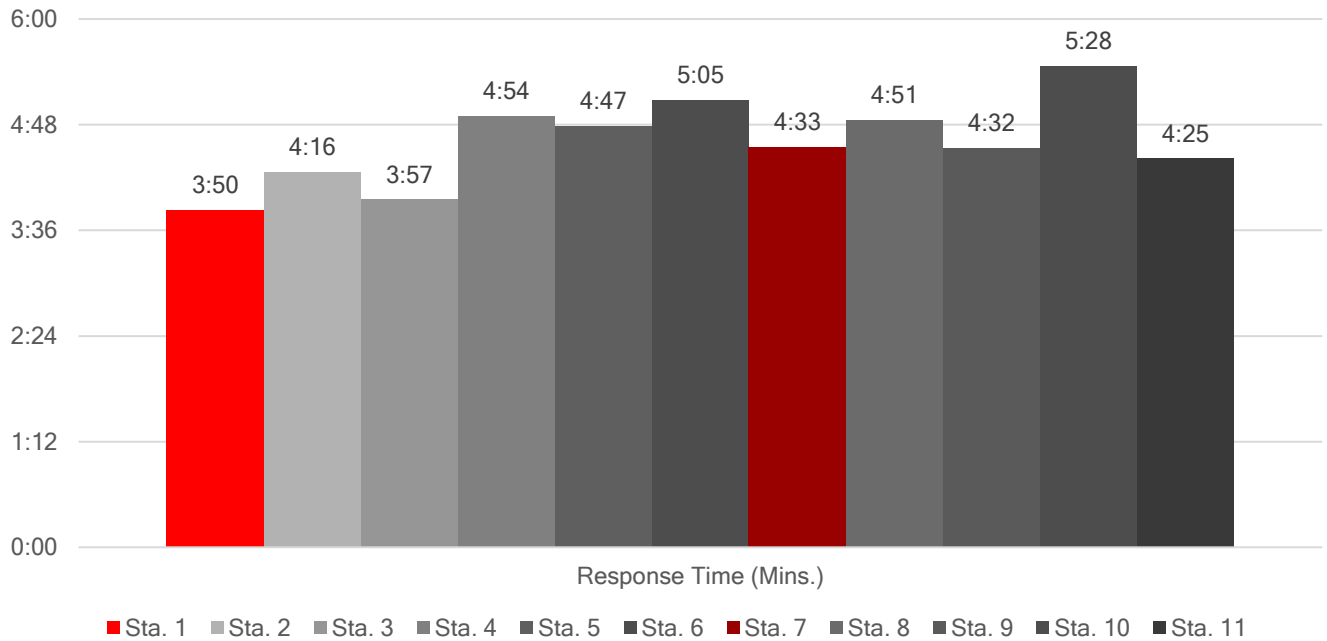
Operations Division



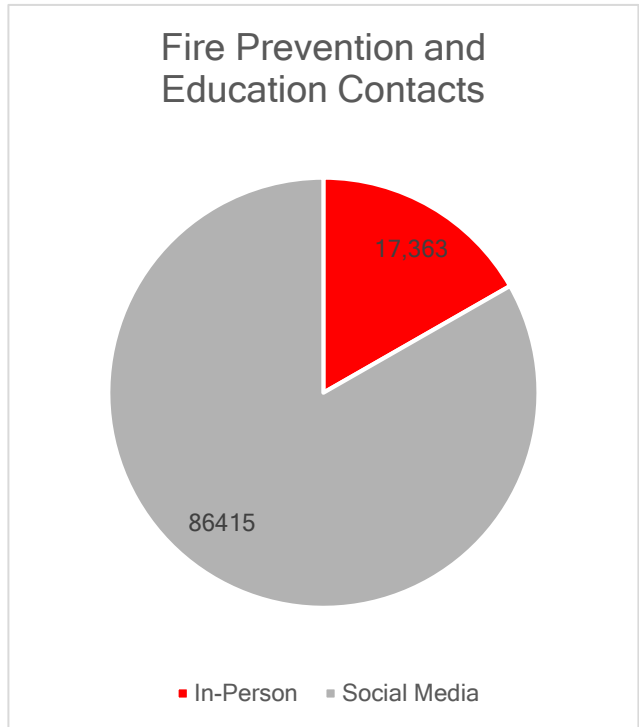
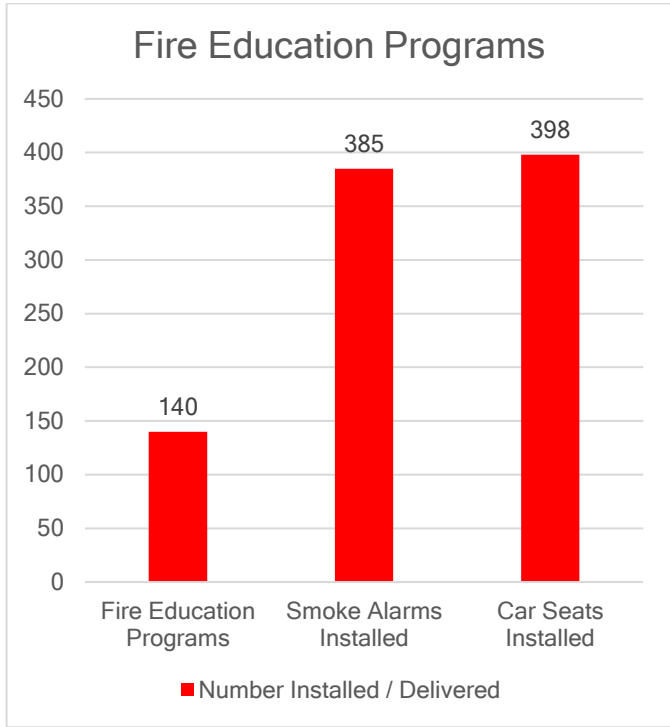
National Fire Incident Reporting System (NFIRS) Raw Data



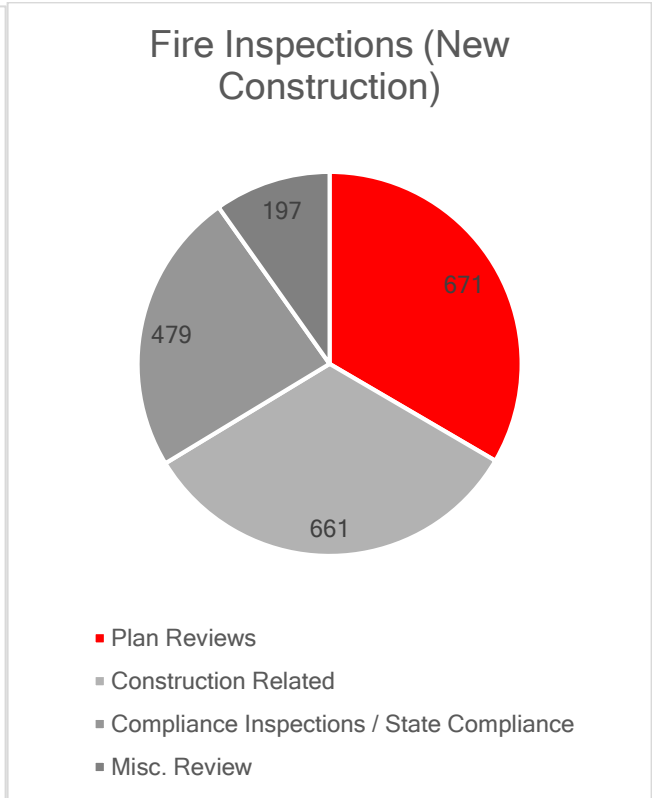
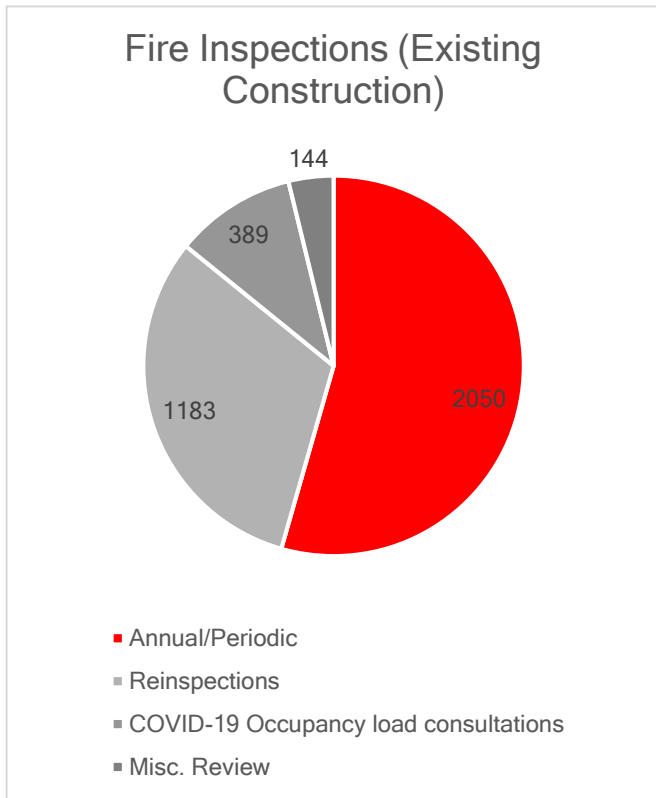
Average Response Time by Station



Fire Prevention Division



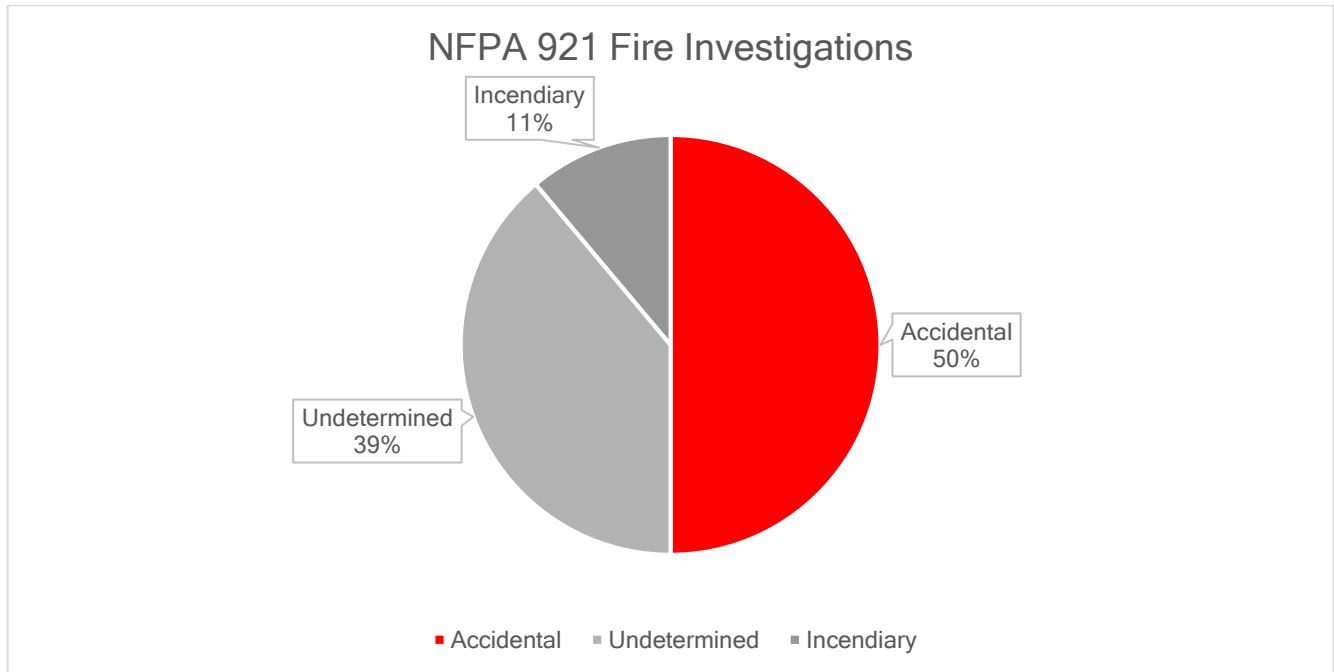
During the reporting cycle, a total of 5,774 inspection activities were conducted with an *average* of 37 minutes per inspection activity.



Information Specific to Site, Building Preliminary Plat and Special Use Permits:

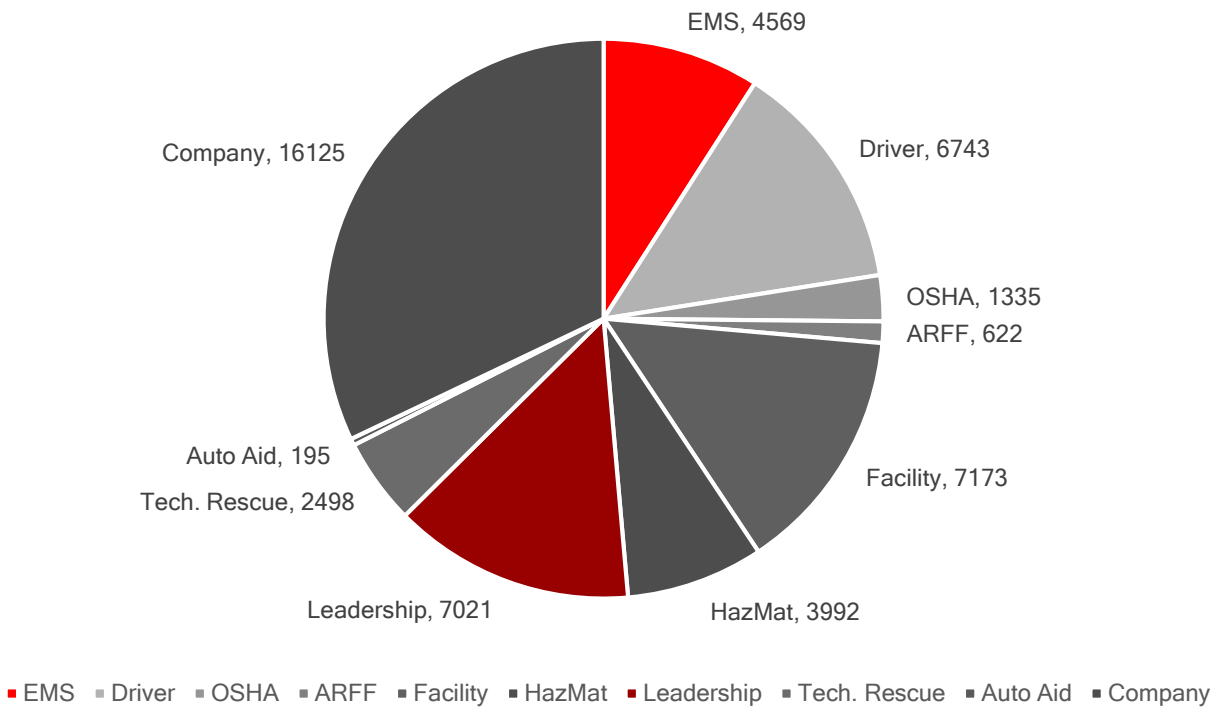
Type	# of cases	# of review cycles	# on time	% on time
PRB - Plan Review Building	356	441	399	90.5%
PRS - Plan Review Site	87	131	129	98.5%
PLP - Preliminary Plats	16	30	26	86.7%
RZC - Rezoning	5	11	10	90.9%
SUP - Special Use Permits	6	11	9	81.8%
Total	470	624	573	91.8%

Approvals by submittal	# of cases	% of cases
1 st Submittal	362	77.0%
2 nd Submittal	78	16.6%
3 rd Submittal	18	3.8%
4 th Submittal	11	2.3%
5 th Submittal	1	0.2%
Total	470	100.0%

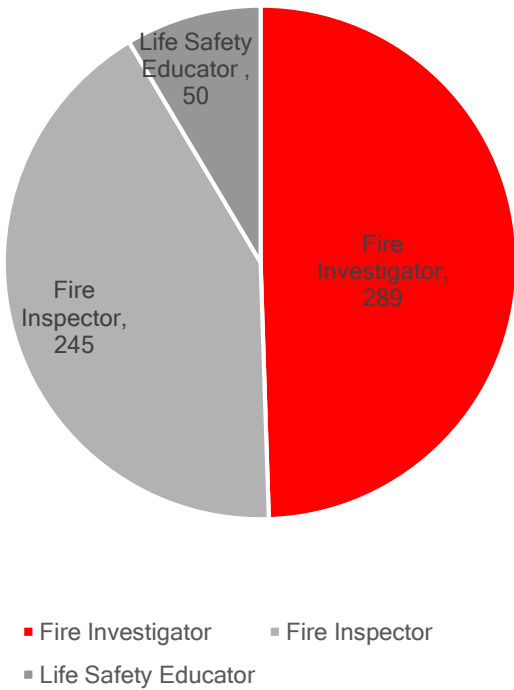


Training Division

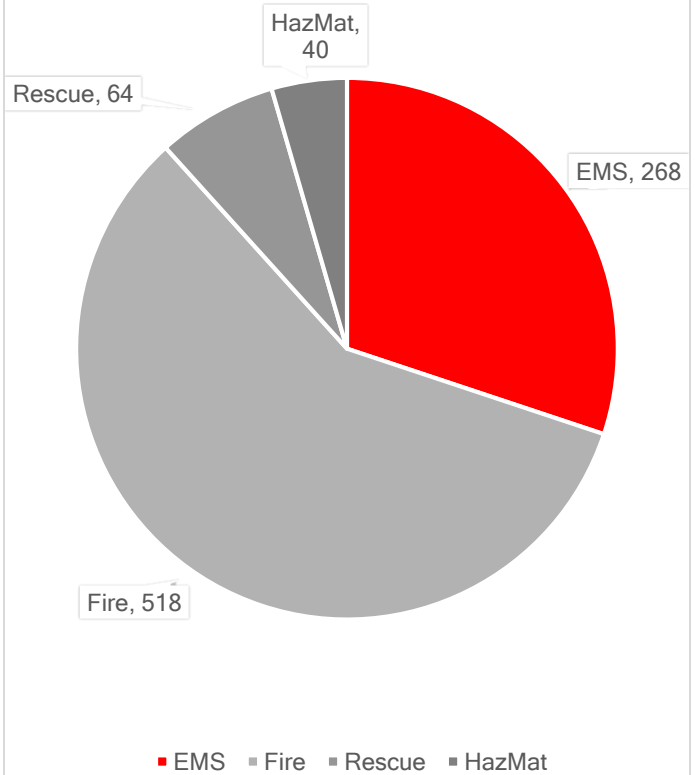
Operations Division Training Hours (Avg. 335 hours per employee)

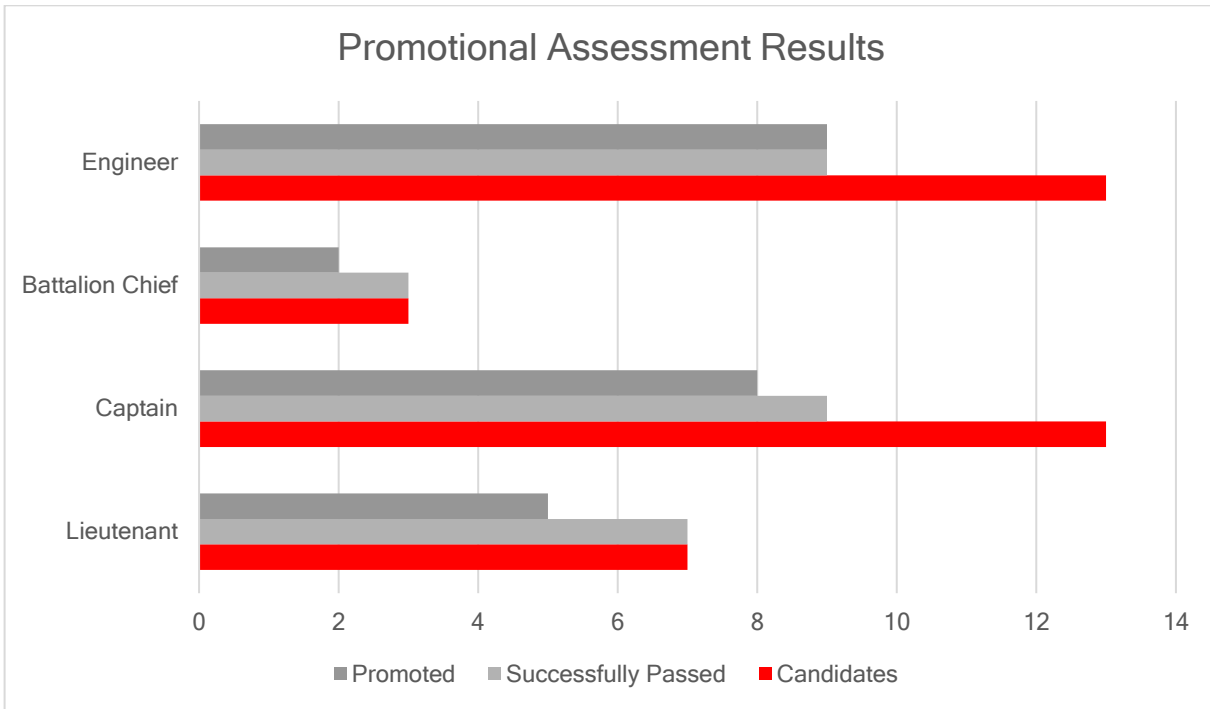


Fire Prevention Division Training Hours

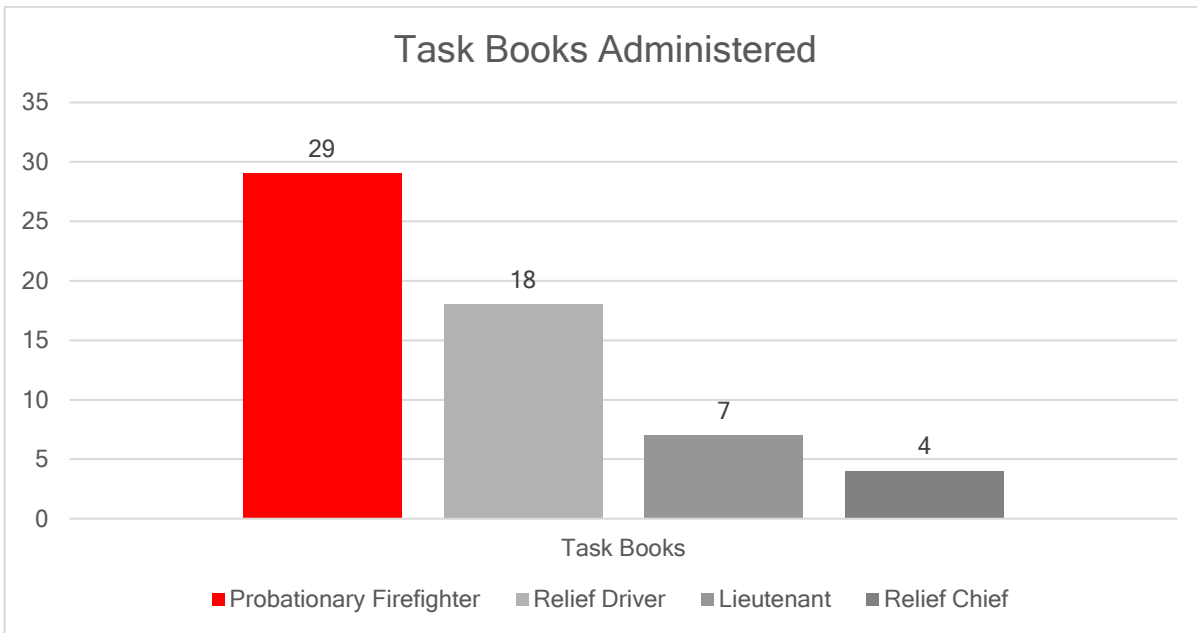


Recruit Training Hours (per class)





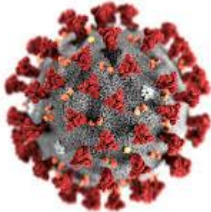
**Promoted data represents open positions available during the reporting period that were filled by candidates who successfully passed the promotional assessment process.*



** Task books are utilized as a career progression tool to prepare employees for future advancements. For example, aspiring Captains who wish to advance to Battalion Chief will be administered the Relief Chief Task Book, Firefighters aspiring to advance to Engineer are administered Relief Driver Task Book, and so on.*

COVID-19

During the COVID-19 pandemic, in our department, and across the world, emergency service providers implemented best practices and explored innovative solutions to support the mission. Below is an overview of action items, in each Division, which were implemented for COVID-19.



“During an unprecedented time, our team worked diligently to ensure there were no interruptions to our essential and core services as well as ensured that our employees were operating in the safest environment possible. - Jake Williams, Fire Chief”

Operations Division

- Implemented enhanced Personal Protective Equipment (PPE) policies for safety of employees.
- Procured PPE and needed supplies to ensure essential operations were not disrupted.
- Adjusted response matrix and dispatch matrix consistent with best practices to aid in risk reduction of exposures
- Implemented virtual technology systems for staff meetings and communications with personnel
- Started working on long-term planning for improvements in PPE standards, operational and administrative practices and other system wide management practices to ensure essential duties can be fulfilled into the future.

Training Division

- Implemented Personal Protective Equipment (PPE) enhancements for Recruit Training Program and adjusted classroom setting to comply with Executive Order and Social Distancing recommendations.
- Implemented Concord Fire Department COVID-19 Safety Policy
- Began exploring options on long-term planning and delivery of training courses/classes in consideration of social distancing, number of firefighters in one classroom/training session, hands on delivery methods and other related items.

Fire Prevention Division

- Met with over 300 occupancies to ensure compliance with Executive Order and Fire Code standards
- Working with large retail business on ingress / egress plans due to social distancing practices and compliance with Fire Code
- Verifying all restaurants have occupancy placards in compliance with Fire Code standards to aid in determining 50% occupancy load for Phase 2 of Executive Order.
- Assisted businesses with site visits who have requested guidance on “do’s and don’ts” in relation to Fire Code and Life Safety Standards.
- Implemented new fire safety education messages through social media and other electronic forums due to social distancing restrictions.

ENHANCED PERFORMANCE

Looking into FY21 and beyond, the department is proud to outline the steps and programs on the horizon which have been identified to enhance the overall performance and capabilities of the department. Although not all of these initiatives will be executed in one cycle, the department has a laser focus on continuous improvement, transparency and organizational accountability.

Operations Division Goals

- Complete the comprehensive strategic plan and master plan for the department.
- Implement technology proposals to aid in performance measurements and improve communications to all department employees.
- Implement personnel expansions to allow increases in efficiency and address and improve operational safety and bring supervisor to subordinate ratios into nationally recommended span of control.
- Focus on personnel development and mentorship to plan for future growth and development of employees.

Fire Prevention Goals

- Continue to evaluate performance measurements, workload analysis, and impacts of City growth and development in regards to occupancy / inspector ratios and fire prevention and education programs delivered in the City of Concord.
- Explore opportunities to partner with NGOs to expand fire education delivery within the City of Concord.

Training Division Goals

- Increased efforts toward safety training to curtail accidents and reduce injuries.
- Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- Design, implement, and deliver Officer Candidate and Driver Operator Candidate training programs.
- Deliver more company evolutions to improve deficiencies through the NIST critical fireground tasks analysis.