



FY21 ANNUAL REPORT

Concord Fire
Department



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 FY21 Annual Report. As the FY21 cycle ends, this report has been prepared to provide a snapshot of our year through highlighting some of the significant events, accomplishments and future plans.

Like many others, FY21 presented many challenges and obstacles for our department as we worked through COVID-19. However, despite these challenges, our team of dedicated employees worked each day to ensure that our core services were delivered and we continued to meet the service delivery of our customers, shareholders and visitors.



During the FY21 cycle, the Operations Division responded to 13,610 calls for service, our Training Division facilitated over 60,000 hours of initial and ongoing training and our Prevention Division completed over 4,400 inspection activities and made nearly 10,000 in-person fire education contacts. Moreover, we maintained a laser focus on paving the way for the future through our strategic planning process which focuses on three core strategies of improving our capabilities, improving our resources and improving our people. Through these core strategies, we will continue to focus on innovation and continuous improvement.

Lastly, our adaptability and successes would not be possible without our most valuable assets; our employees. As a public service organization, our core focus is to deliver the highest level of services to our customers. The dedication and work ethic of our employees is second to none and I am extremely honored to lead such a talented and focused group of employees. Without their commitments, our department would not be what it is today.

Respectfully,

A handwritten signature in cursive script that reads "Jake Williams".

Jake Williams, Fire Chief
Concord Fire Department

**Mission Statement**

Support high performance living to our customers and shareholders through preparation, prevention, education and emergency response.

Vision Statement

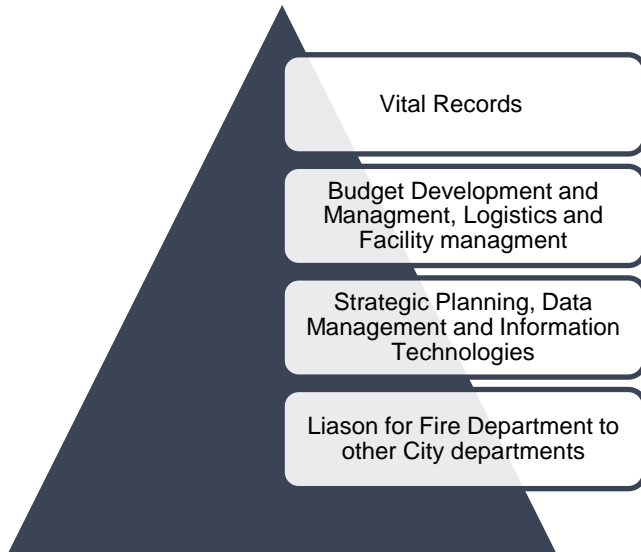
To meet the growing needs of our city, we will continuously improve our personnel, resources and capabilities through our strategic initiatives.



Major Services

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

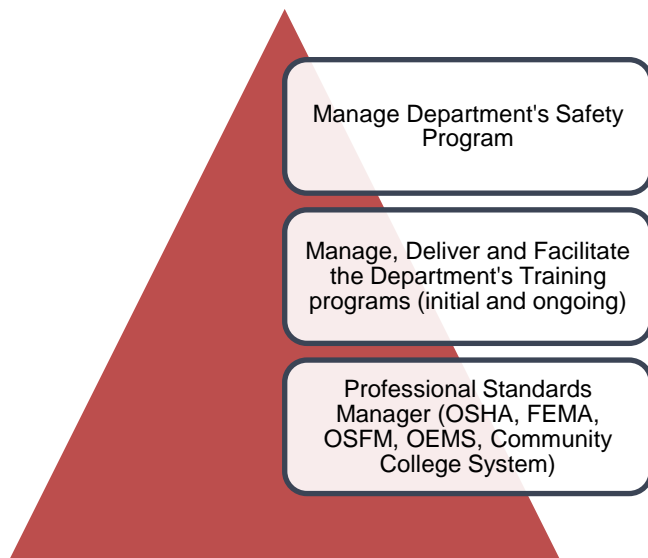
Administration Division Major Services



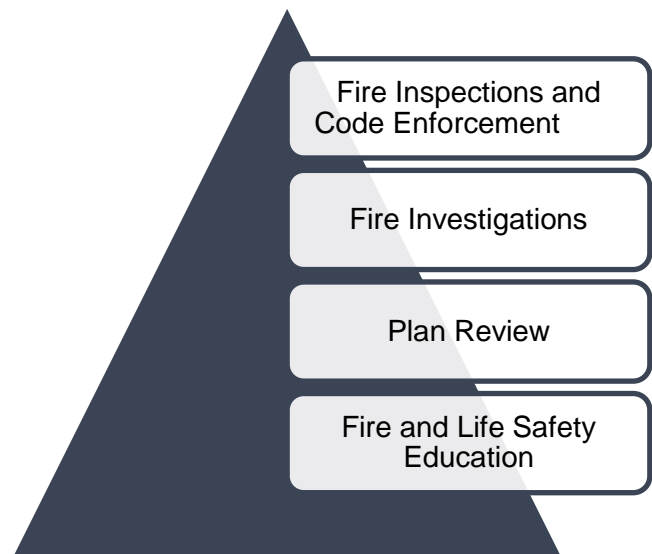
Operations Division Major Services



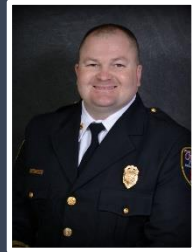
Training and Safety Major Services



Fire Prevention and Education Major Services



Executive Leadership Team



Fire Chief,
Jake Williams



Deputy Chief
Operations,
Thomas Knox



Deputy Chief
Administration,
Steven
McLendon

Division Leadership Team

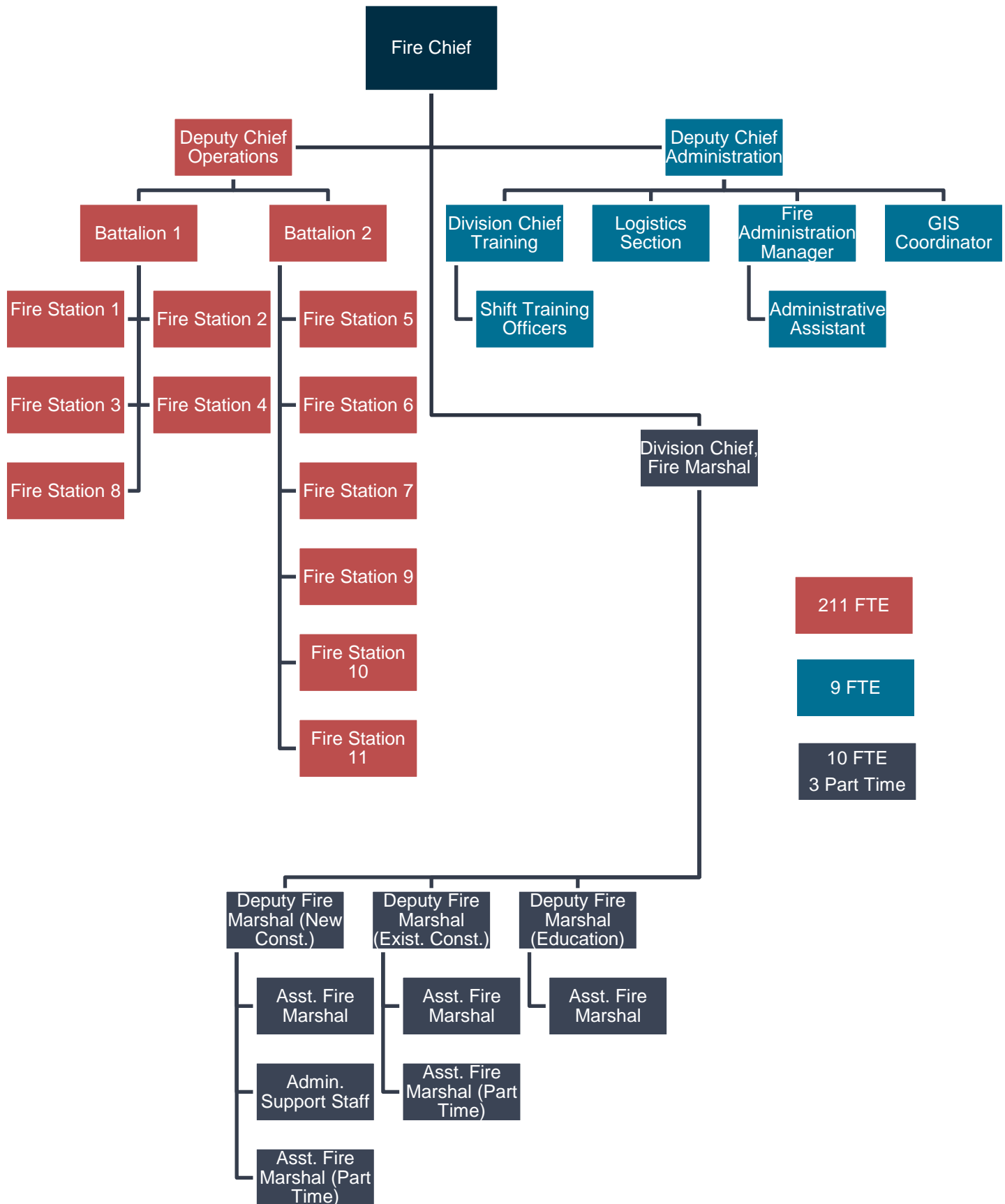


Division Chief,
Fire Marshal,
Adam Ryerson



Training
Division
Chief, Josh
Simpson

Organizational Chart



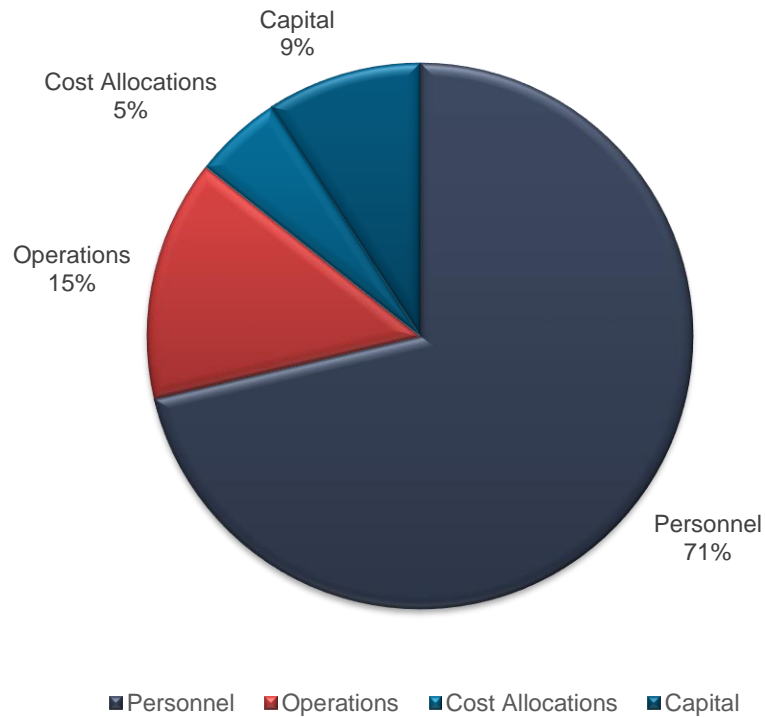
211 FTE

9 FTE

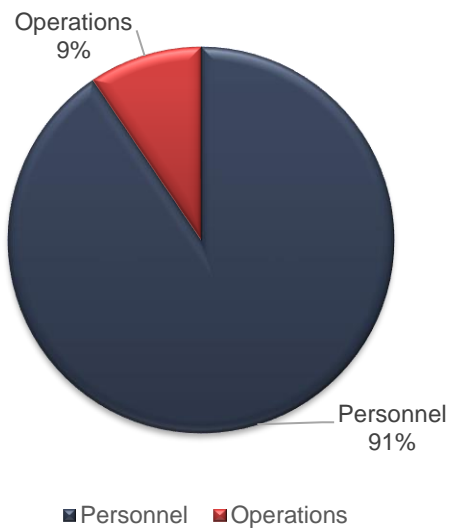
10 FTE
3 Part Time

Budget Units

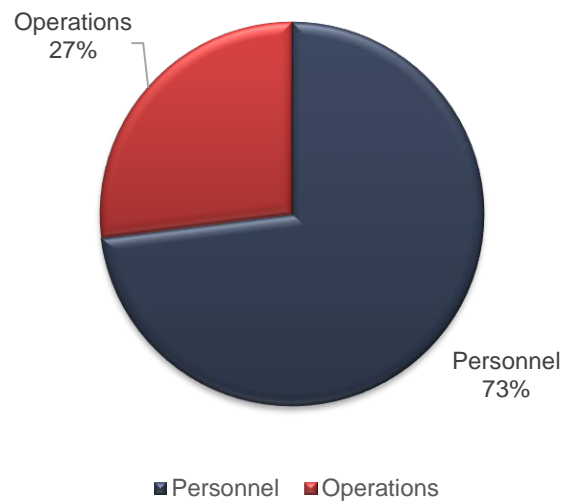
Operations Budget Unit



Fire Prevention Budget Unit

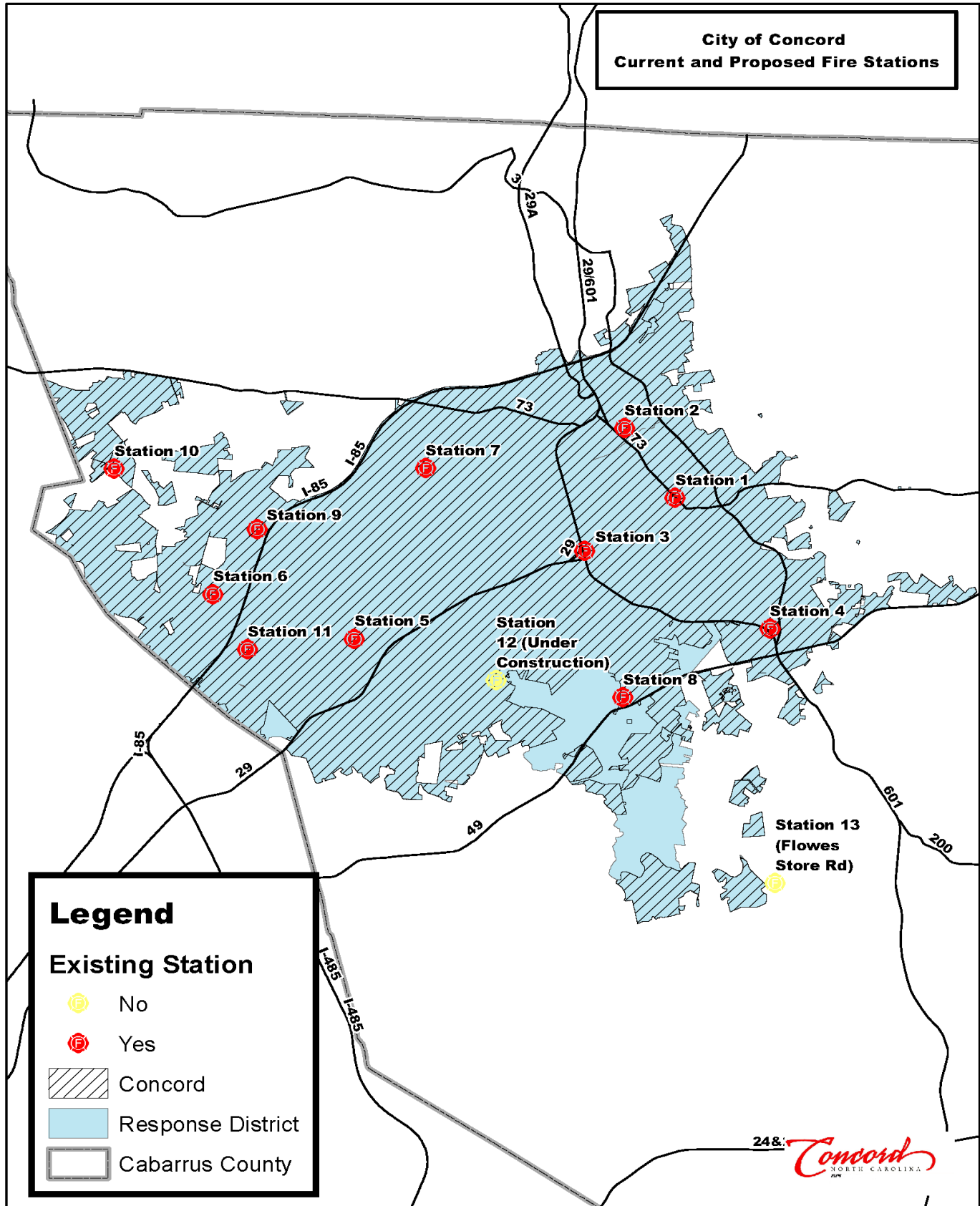


Training and Safety Budget Unit



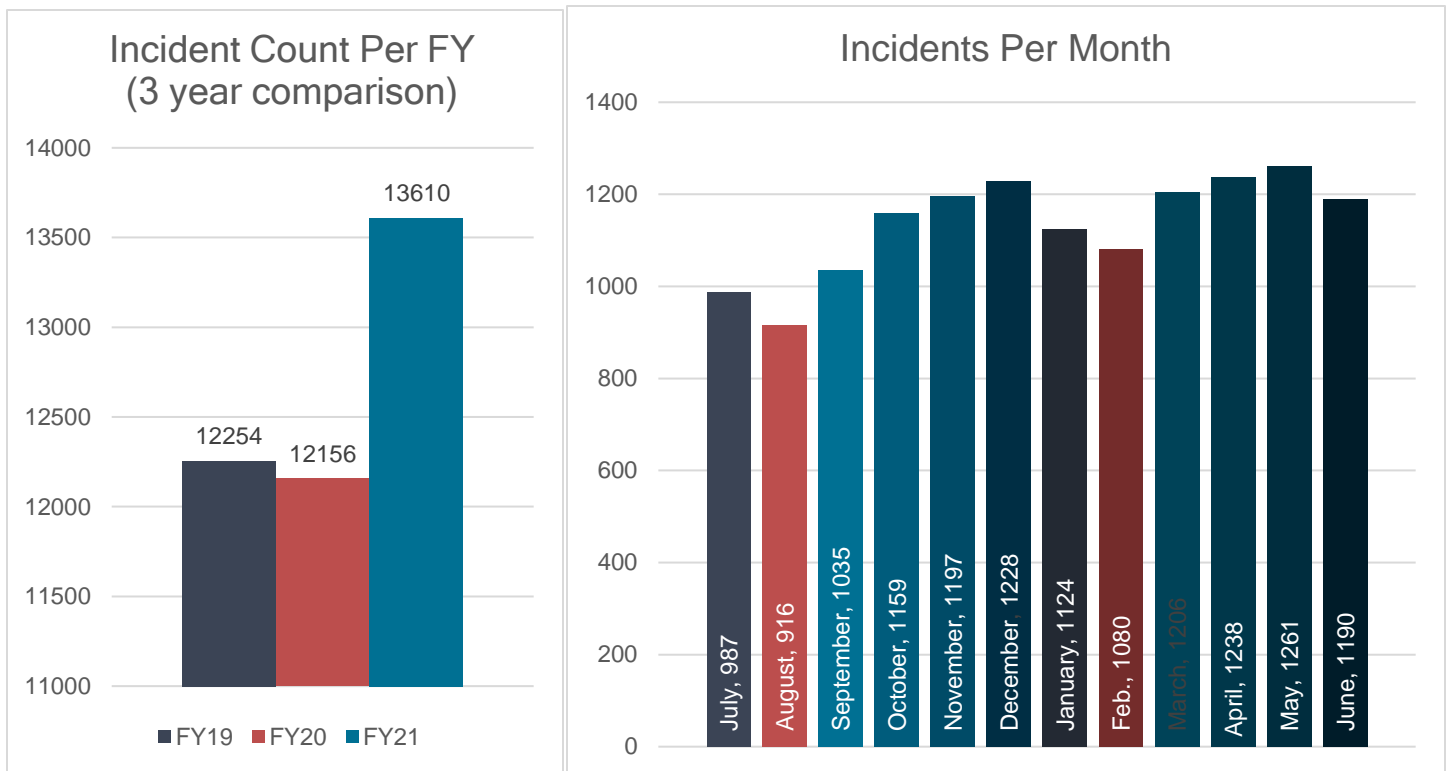
FY21 Total: \$26,675,675 (All Budget Units)

Fire Station Locations

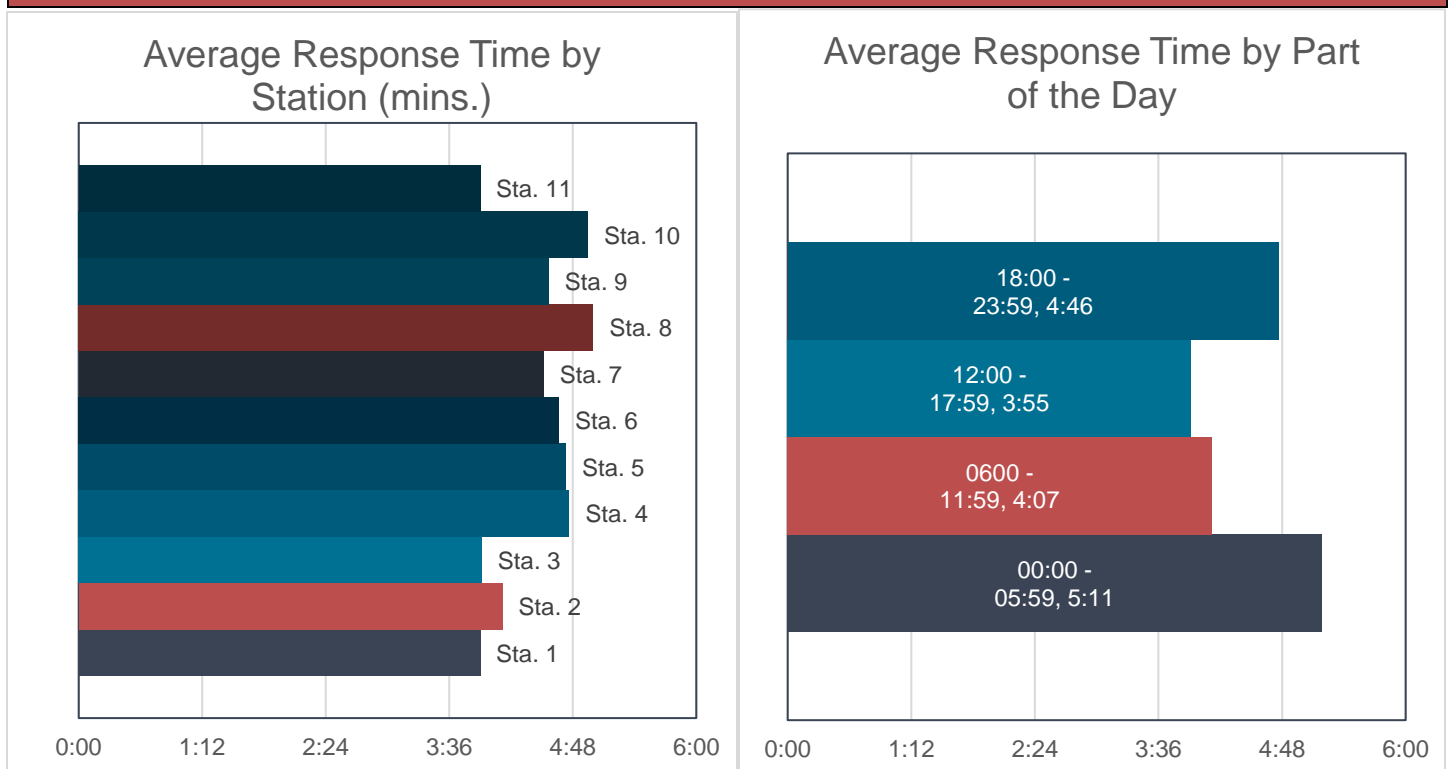


Statistical Summary – Operations Division

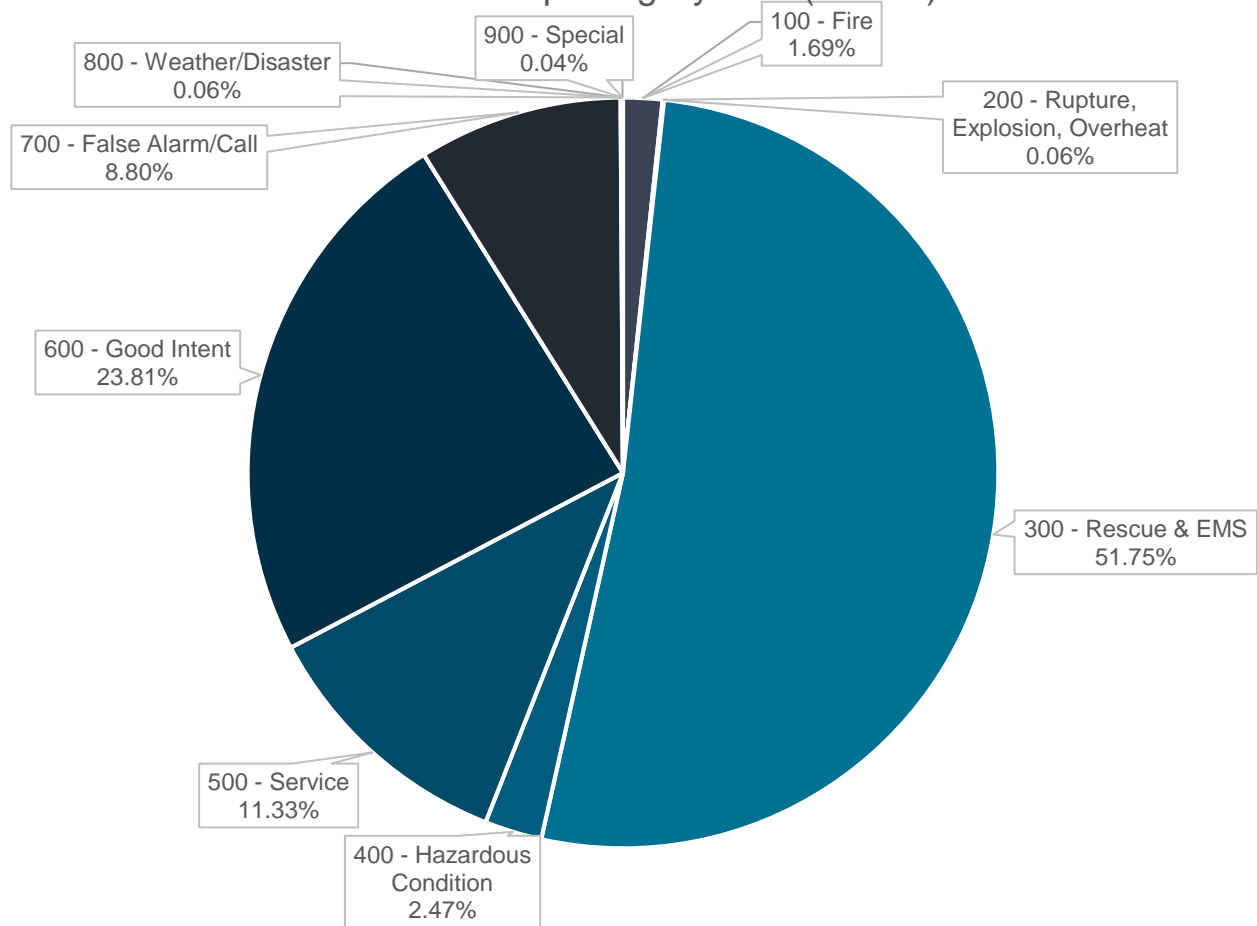
Statistical summaries are provided for various performance areas throughout the department.



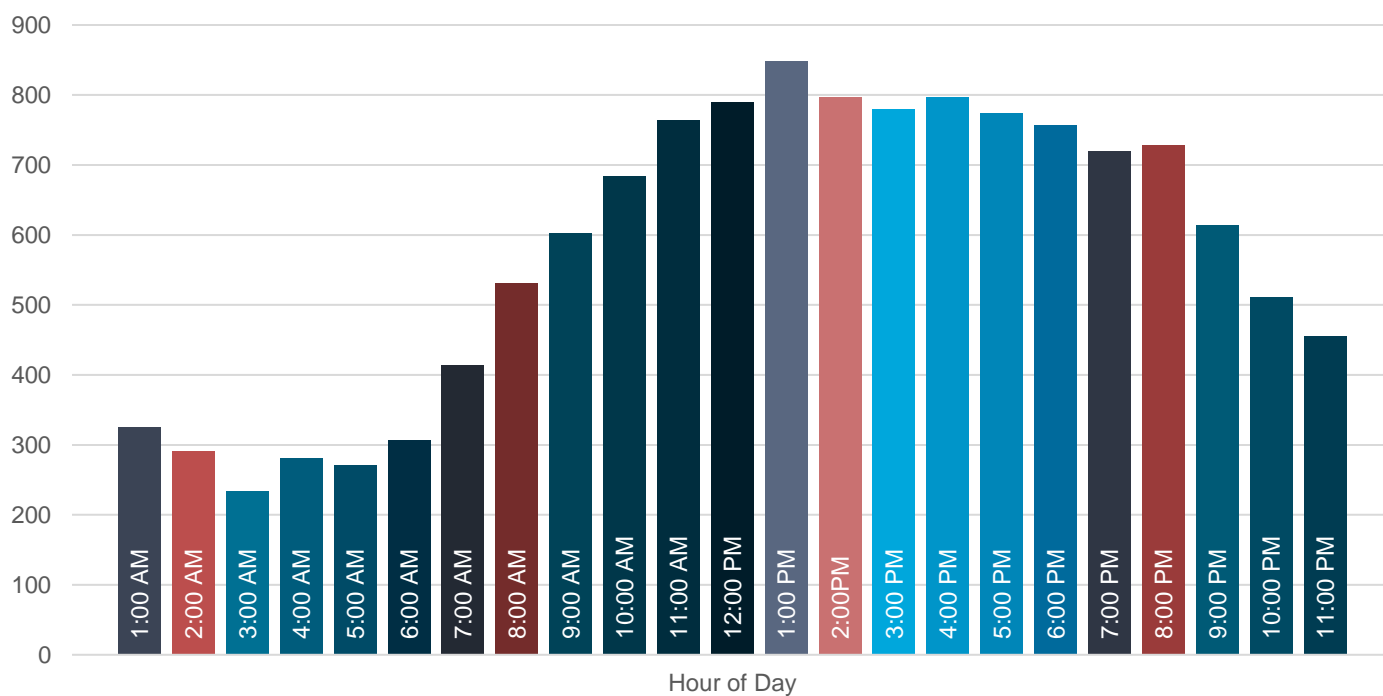
Key Performance Indicators (KPI's) and benchmarks to track/improve performance



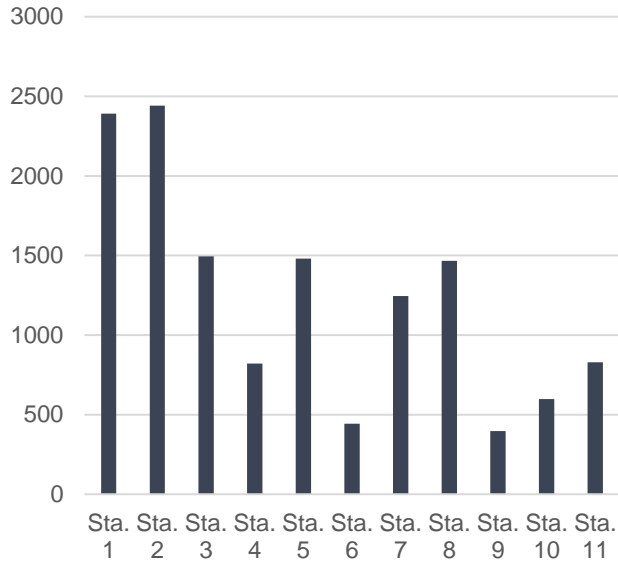
National Fire Incident Reporting System (NFIRS) Raw Data



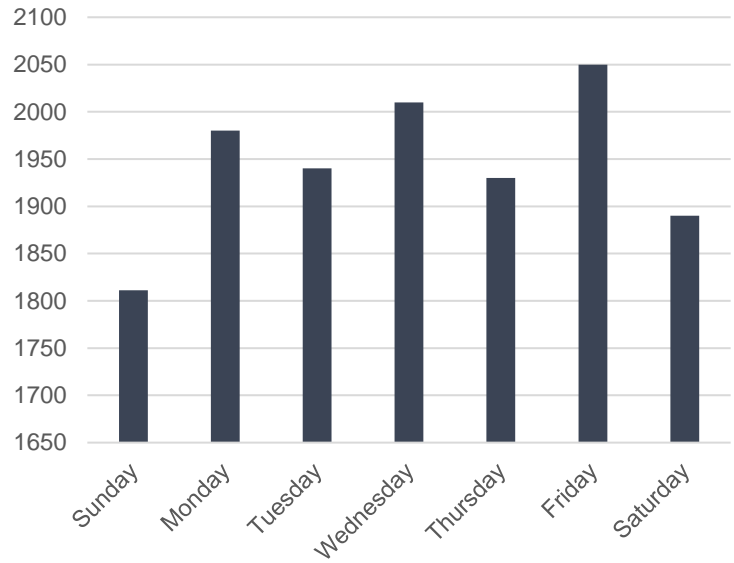
Incidents Per Hour of Day



Responses by Station

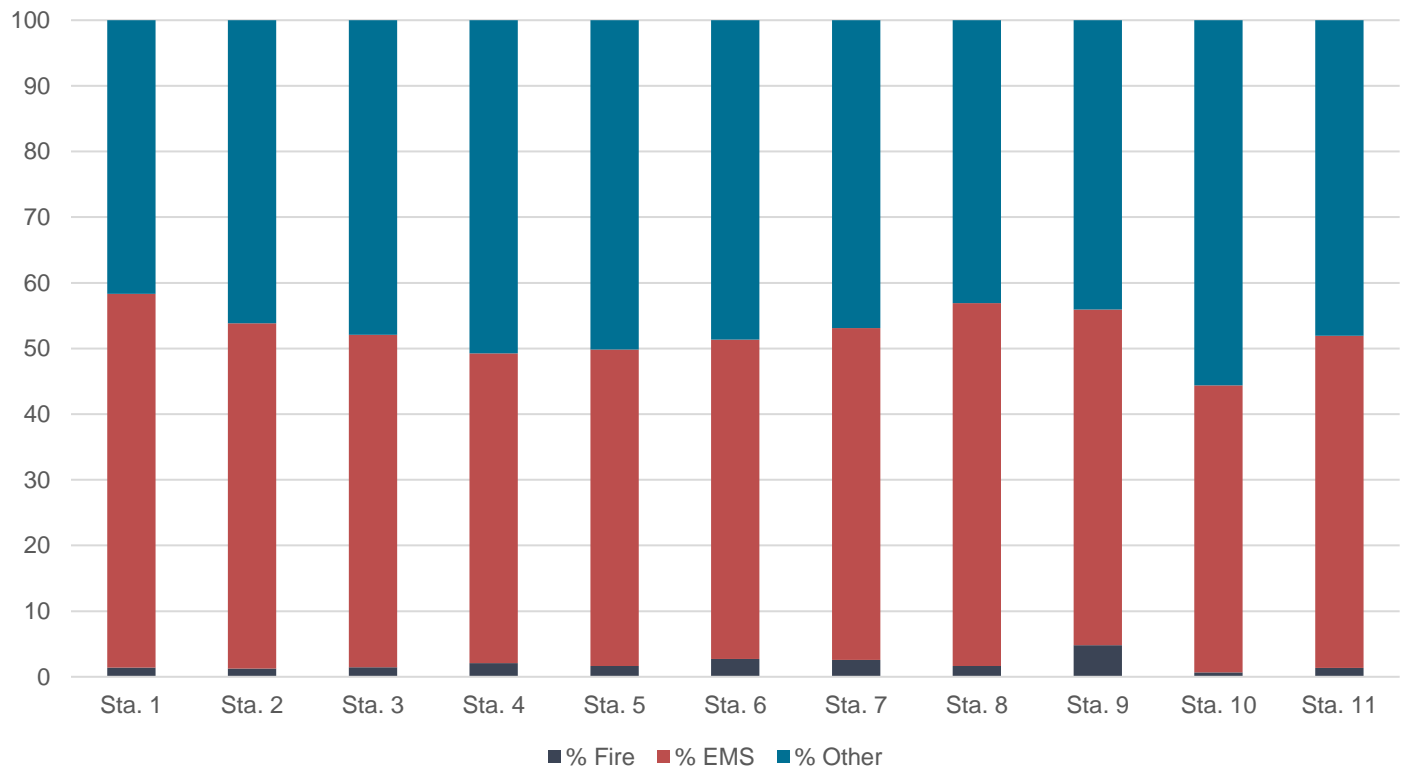


Incidents Per Day of Week



Monitor trends and manage expectations for our standards of services

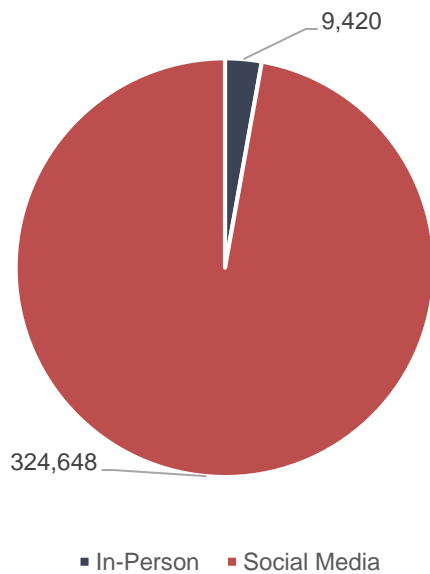
% Call Type (NFIRS)



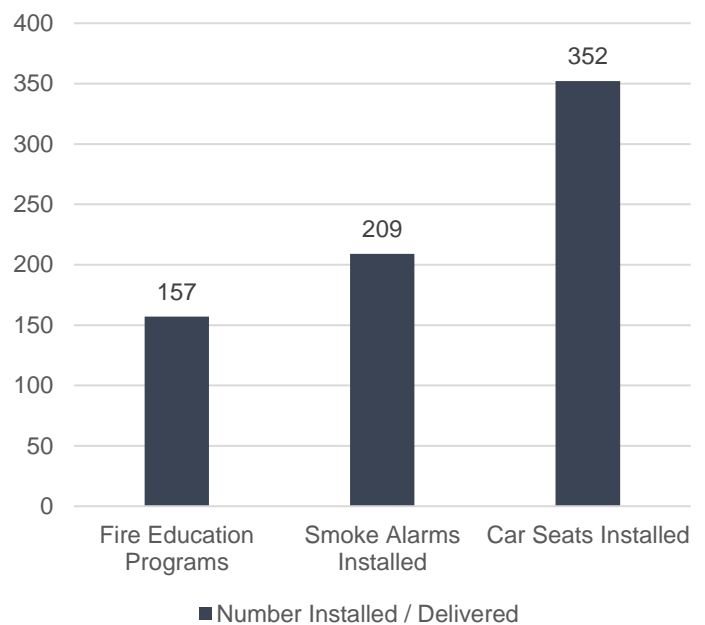
% Fire = NFIRS 100 Series % EMS = NFIRS 300 Series % Other = NFIRS 200,400,500-900

Statistical Summary – Fire Prevention Division

Fire Prevention and Education Contacts

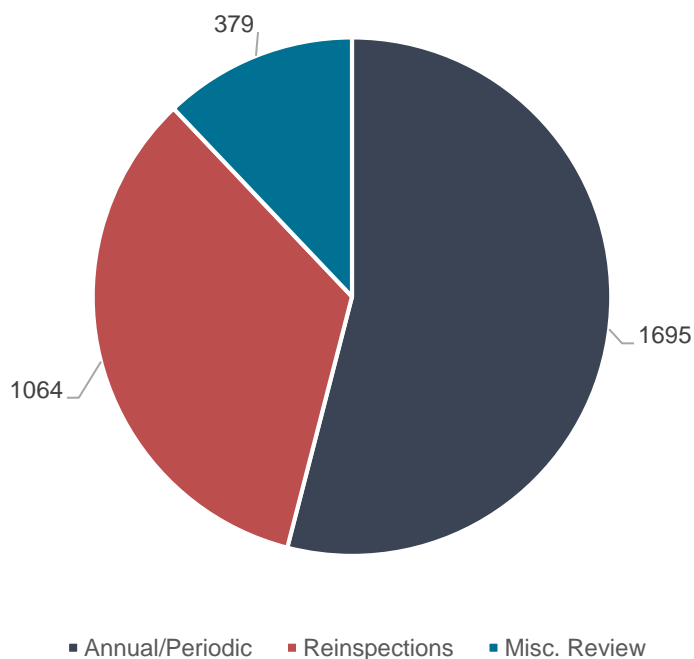


Fire Education Programs

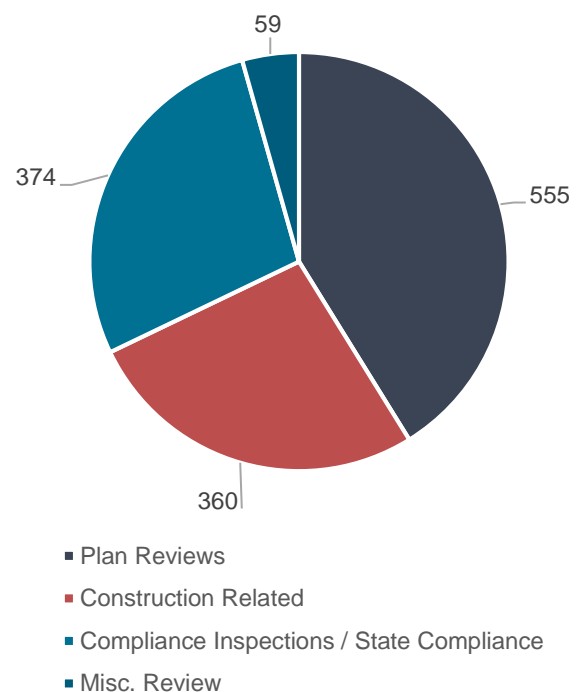


In FY21, a total of 4,486 inspection activities were conducted with an average of 37 minutes per inspection activity.

Fire Inspections (Existing Construction)



Fire Inspections (New Construction)



Prevention

Education

Inspection

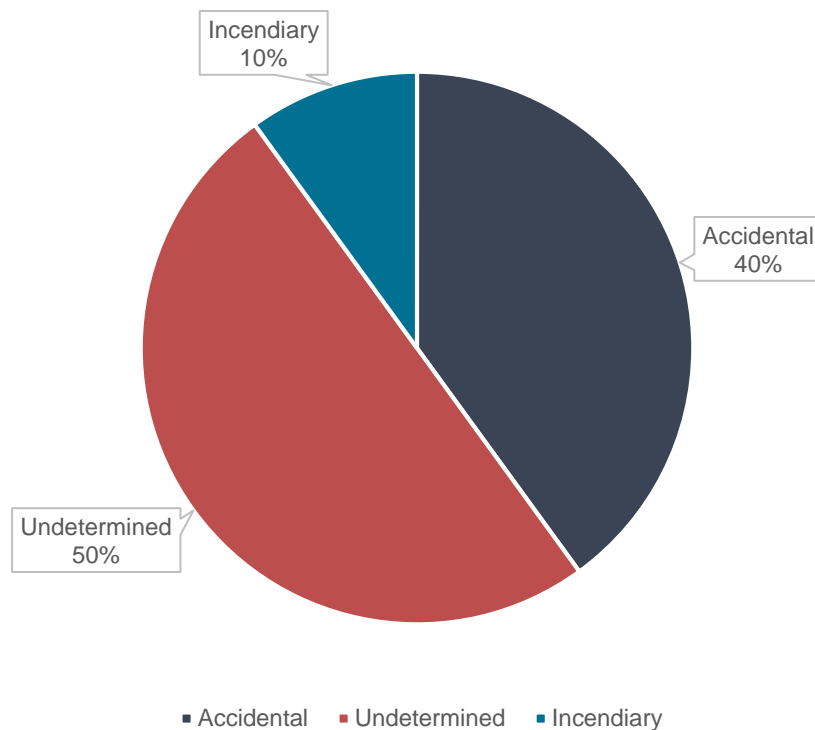
Investigation

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	312	383	356	93%
PRS - Plan Review Site	79	125	122	97.6%
PLP - Preliminary Plats	17	23	21	91.3%
RZC - Rezoning	18	22	20	90.9%
SUP - Special Use Permits	2	2	1	50%
Total	428	555	520	93.7%

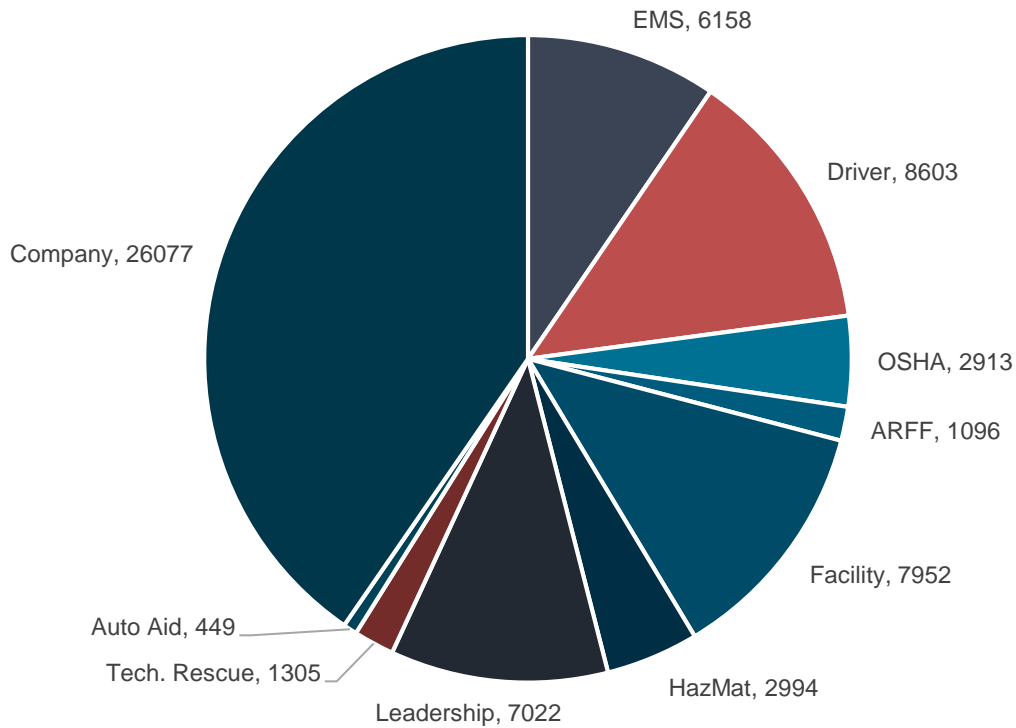
Approvals by submittal	# of cases	% of cases
1 st Submittal	329	76.9%
2 nd Submittal	79	18.5%
3 rd Submittal	15	3.5%
4 th Submittal	2	0.5%
5 th Submittal	3	0.6%
Total	428	100.0%

NFPA 921 Fire Investigations

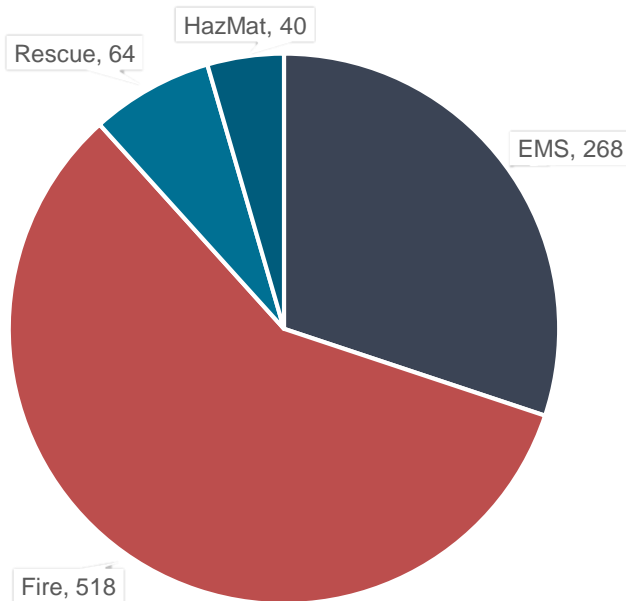


Statistical Summary – Training Division

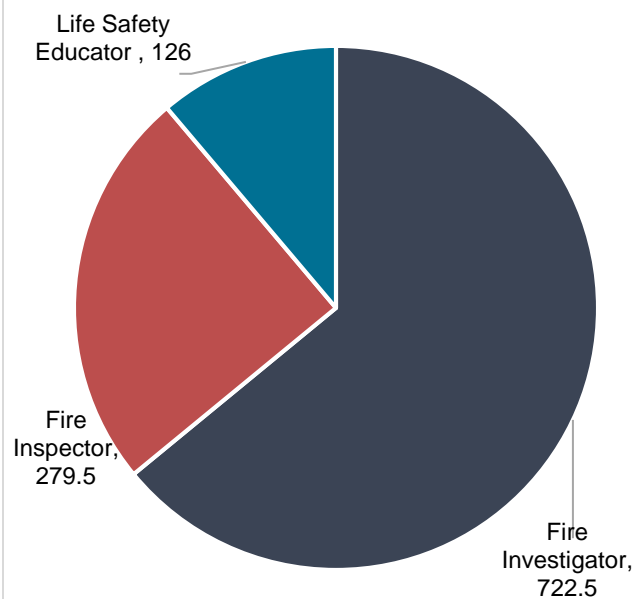
Operations Division Training Hours (Avg. 267 hours per employee)

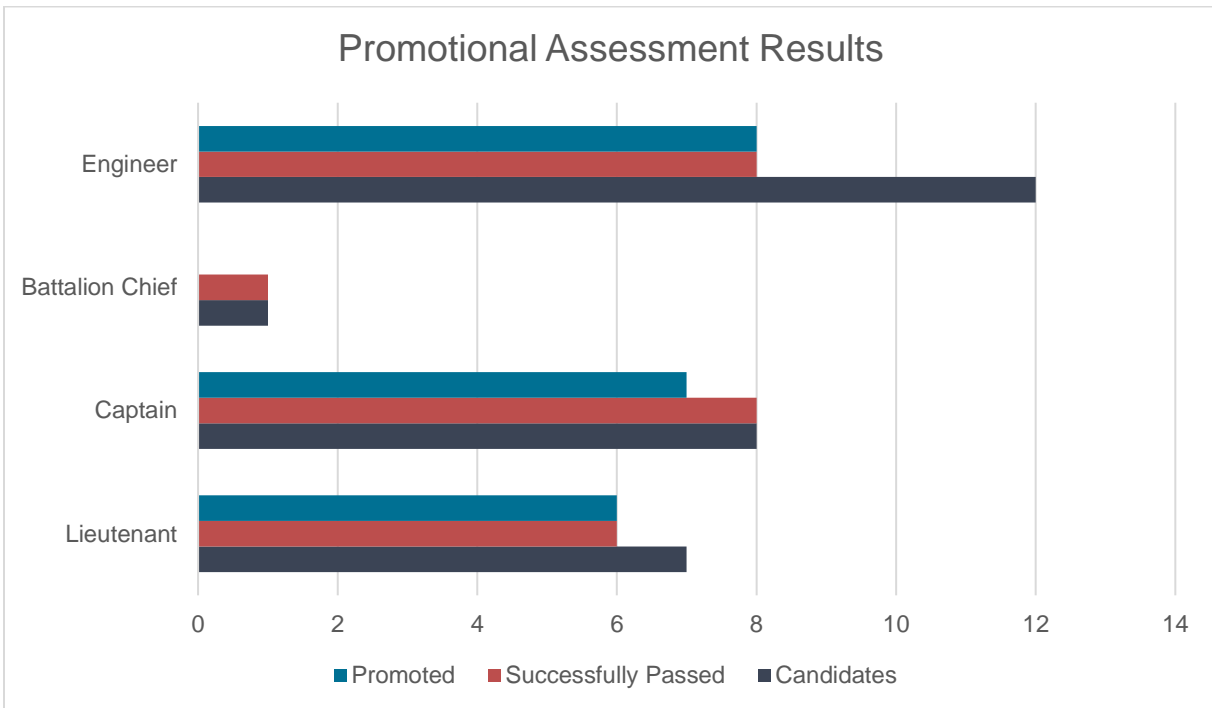


Recruit Training Hours (per class)

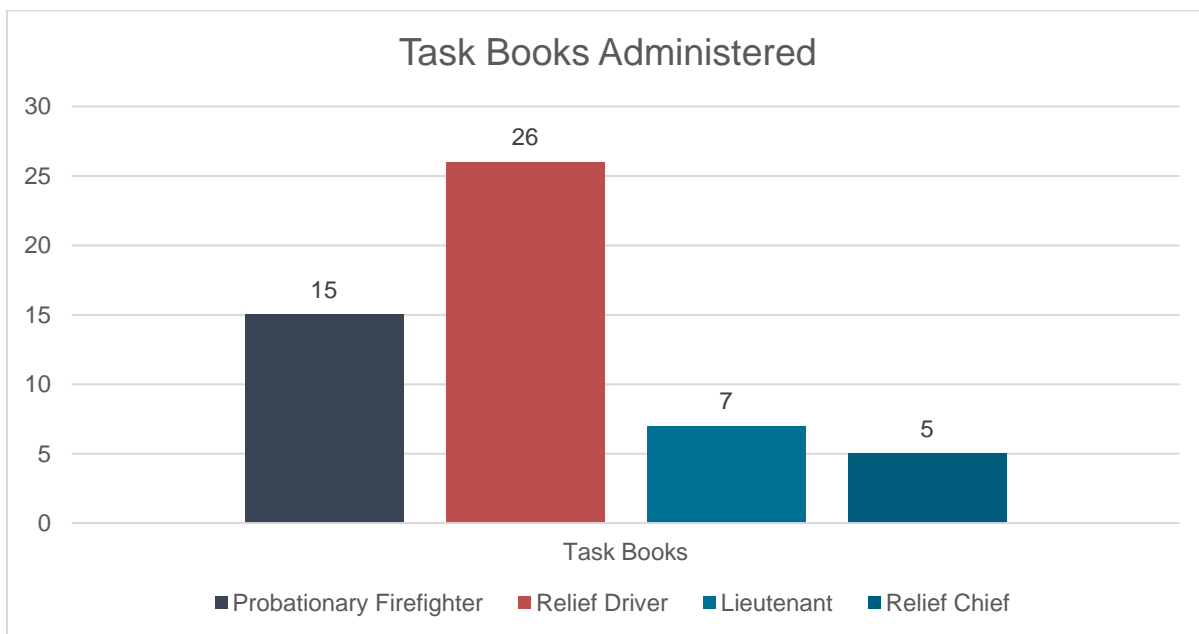


Fire Prevention Division Training Hours





**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.*

During this cycle, the Training Division launched the Annual Training Framework concept which focused on three concentration areas; certification, developmental and competency. Below is a brief summary of the deliverables for these areas.

- Driver Operator Pumps
- Driver Operator Mobile Water Supply
- Driver Operator Aerial
- Instructor 1
- Fire Officer 1
- NC Tree Rescue

Certification



- Leadership Compass & Crew Resource Management
- National Forensics of Fire Investigation
- Sports Medicine / Athletic Trainer
- Officer Candidate School (OCS)
- Swiftwater / Flood Operations Training

Develop



- Shift Burns - 24 burns, 8 per shift (A, B and C)
- Company Evolutions - 2-3 evolutions per company, spring/fall

Competency



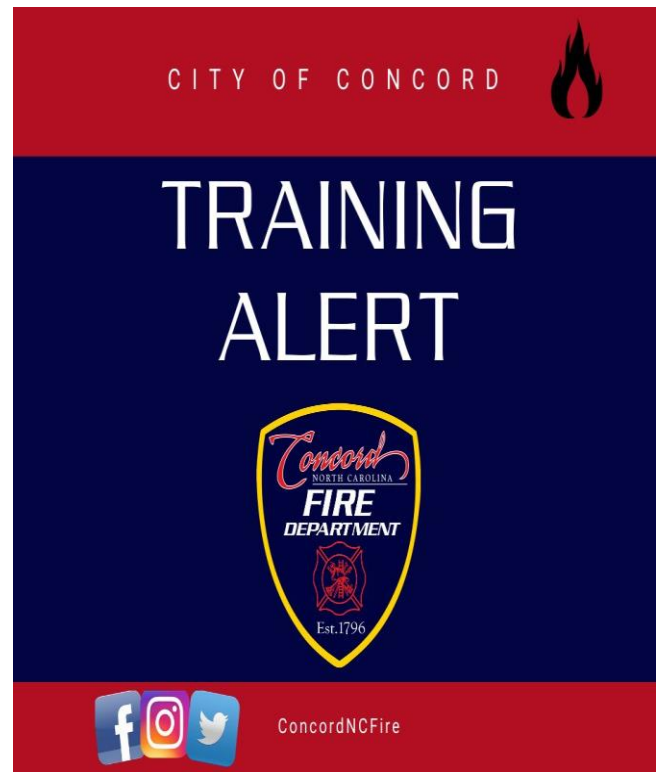
Certification is initial training that meets accepted standard by accredited body



Training focused on developing employees and enhancing their skills, knowledge and capabilities



Competency training relates to maintaining and improving previously acquired skills



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Enhanced Performance

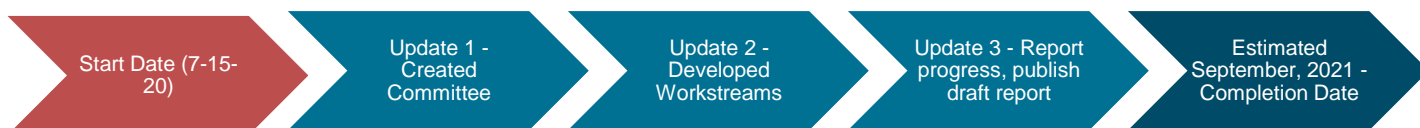
In the FY20 Annual Report, objectives were outlined for the FY21 cycle. The department is proud to report the following scorecards for objectives identified in FY20 and the accomplishments and forward progress made in the FY21 cycle.

Operations Division Goals

Goal	Implement technology to aid in performance measurements and improve communications to all employees
HOW WE WIN	Identify vendors for technology systems
	Purchase and install infrastructure
	Utilize systems and capture improvements



Goal	Complete a comprehensive strategic plan and master plan for the department
HOW WE WIN	Create Strategic Planning Committee
	Develop Workstreams to track and record progress
	Report progress and publish report with short, mid and long-term goals

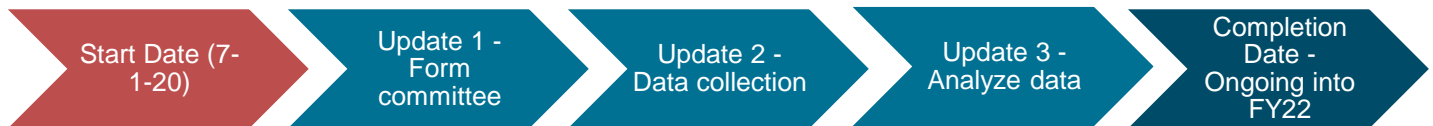


Goal	Implement personnel expansions to allow increases in efficiency and address and improve operational safety and bring supervisor to subordinate ratios into nationally recommended span of control.
HOW WE WIN	Propose Change Request in FY21 Budget
	Hire, train and promote new positions
	Implement new organizational chart with improved span of control and direct report ratios



Fire Prevention Goals

Goal	Evaluate performance measurements, workload analysis related to occupancy / inspector ratios and prevention and education programs
HOW WE WIN	Create committee to focus on goal
	Gather and analyze trending and historical data
	Make recommendations to Strategic Planning Committee



Goal	Explore opportunities to partner with NGOs to expand fire education delivery within the City of Concord
HOW WE WIN	Identify NGOs
	Meet and network with NGOs



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Training Division Goals

Goal	Deliver company evolutions to improve deficiencies through the NIST critical fireground tasks analysis.
HOW WE WIN	Develop evaluation standards
	Beta test evolutions
	Deliver evolutions system wide
	Evaluate results



Goal	Design, implement, and deliver Officer Candidate and Driver Operator Candidate training programs.
HOW WE WIN	Develop programs
	Schedule programs
	Deliver programs
	Evaluate completion and pass rate



Goal	Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness
HOW WE WIN	Define baseline
	Measure current results vs baseline
	Implement control measures (new equipment, etc.)
	Evaluate effectiveness



FY22 Focus

Moving into the FY22 cycle, we have identified the following focus items which are targeted on our efforts of continuous improvement, support our strategic initiatives and build upon the vision of the City Manager and City Councils adopted 2020-2023 plan.

