



FY22 ANNUAL REPORT

Concord Fire
Department

@ConcordNCFire



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 FY22 Annual Report. This report is designed to provide a snapshot of our year through highlighting some of the performance data, accomplishments and future plans.

Each and every day, the men and women of the Concord Fire Department fulfill the needs of our community. During the FY22 cycle, the Operations Division responded to over 15,000 emergency incidents, nearly 7,200 inspections were completed by our Prevention Division and over 60,000 hours of training was facilitated through the Training Division. Additionally, as we returned to more of a normal operating model in regards to COVID-19, our Fire Prevention Educators were able to make over 200,000 in-person contacts and reached over 300,000 "virtual" contacts through social media and other digital forums. Without our most valuable asset, our employees, none of this would be possible. Great job Team Concord!

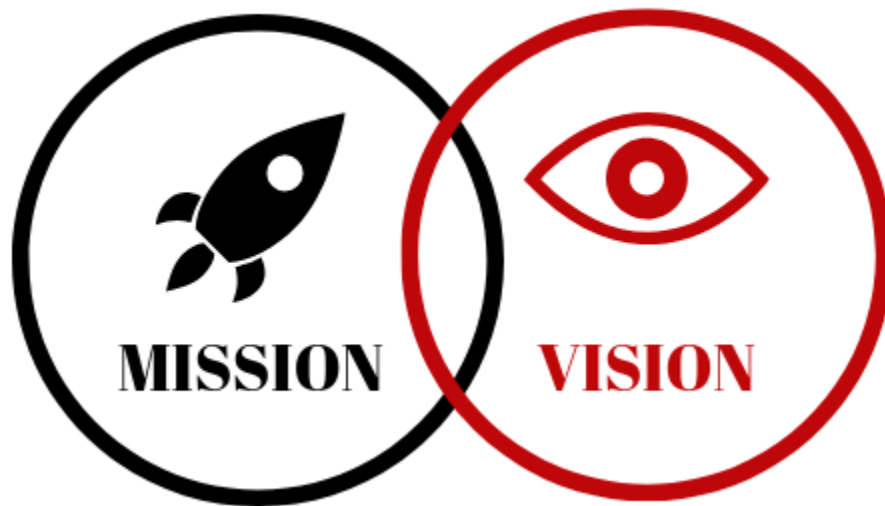
Additionally, I am proud to report that we were able to achieve many of our strategic initiatives that were identified through our strategic planning board which was established in 2020/21. Our core strategies of improving our capabilities, improving our resources and improving our people remain at the front and center of our vision. Moreover, this focus will continue to allow us to strengthen our mission and continue to provide the highest level of emergency services to our City.



Respectfully,

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

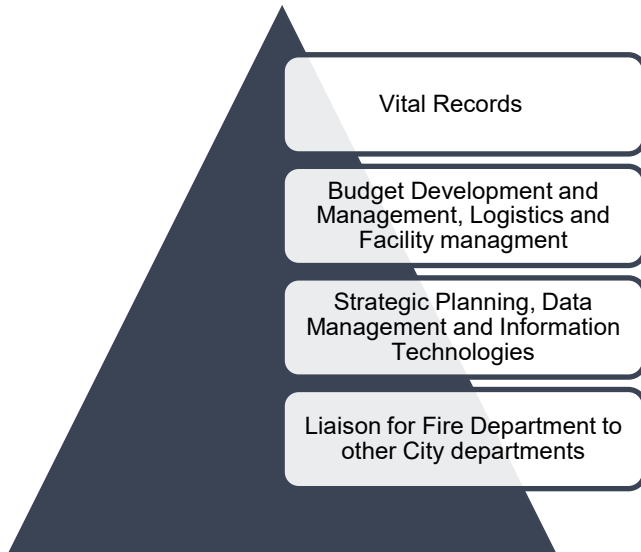
To meet the growing needs of our city, we will continuously improve our personnel, resources and capabilities through our strategic initiatives.



Major Services

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

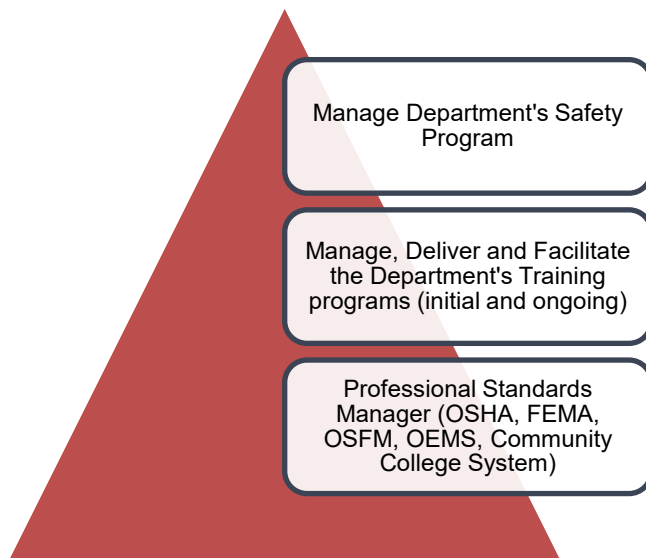
Administration Division Major Services



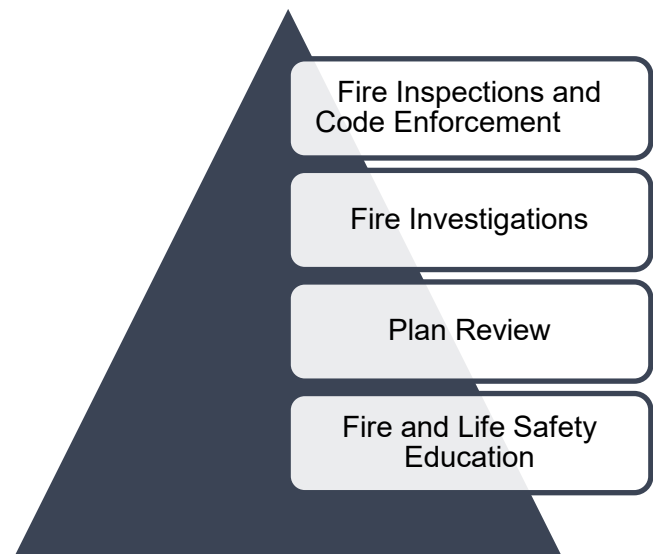
Operations Division Major Services



Training and Safety Major Services



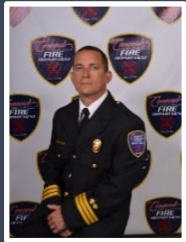
Fire Prevention and Education Major Services



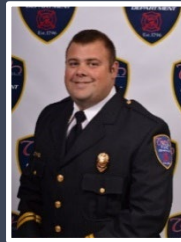
Executive Leadership Team



Fire Chief,
Jake Williams



Deputy Chief
Operations,
Thomas Knox



Deputy Chief
Administration,
Steven
McLendon

Division Leadership Team



Adam Ryerson

Fire Marshal



Josh Simpson

Training Chief



Mark Goodman

Division Chief - A Shift



Martin Harwood

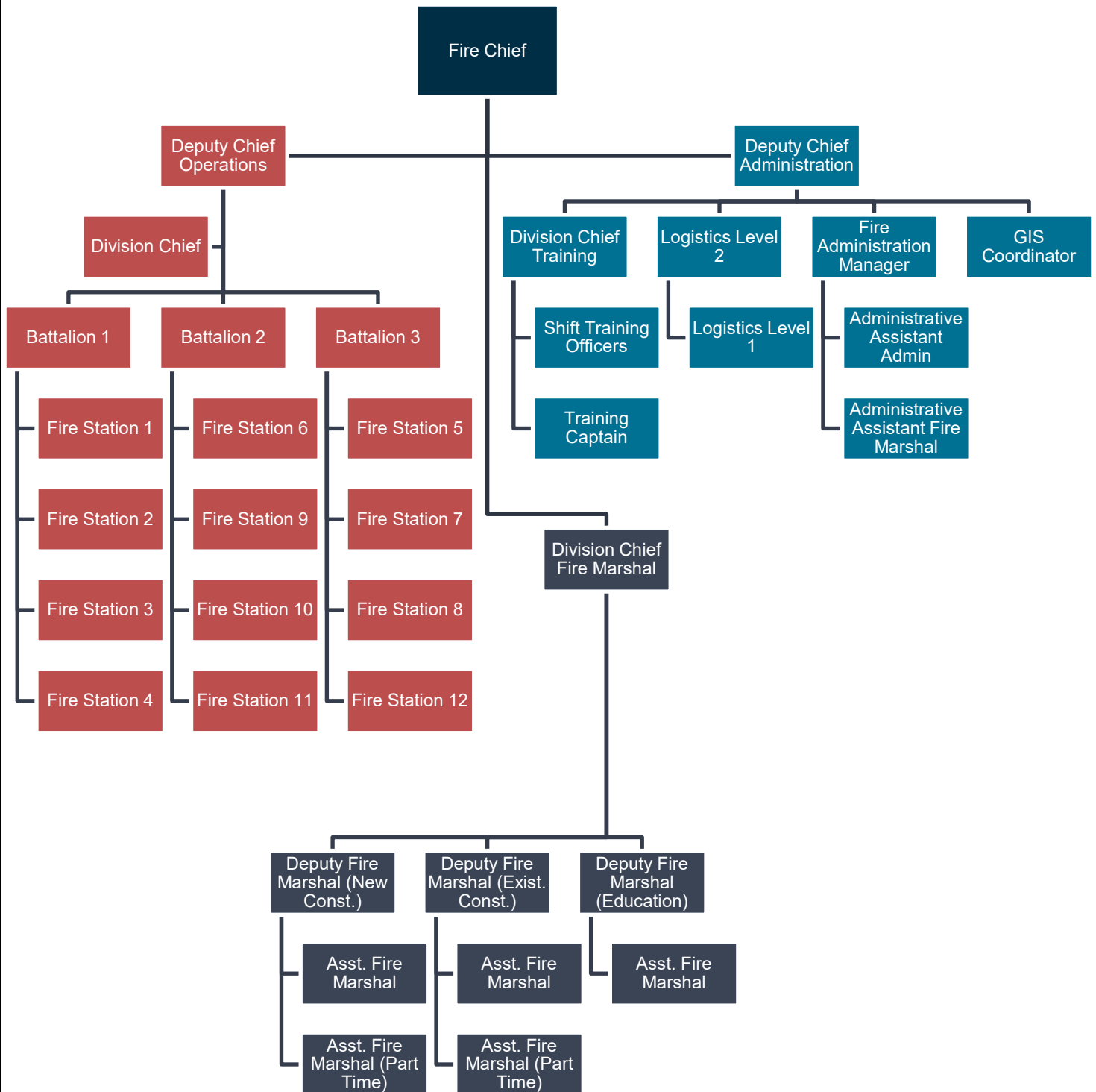
Division Chief - B Shift



Chad Sherill

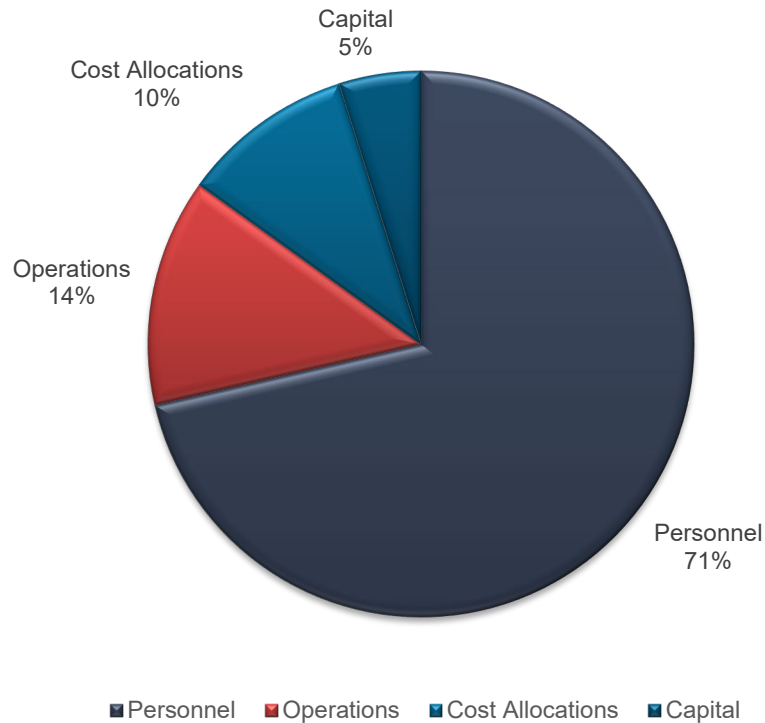
Division Chief - C Shift

Organizational Chart

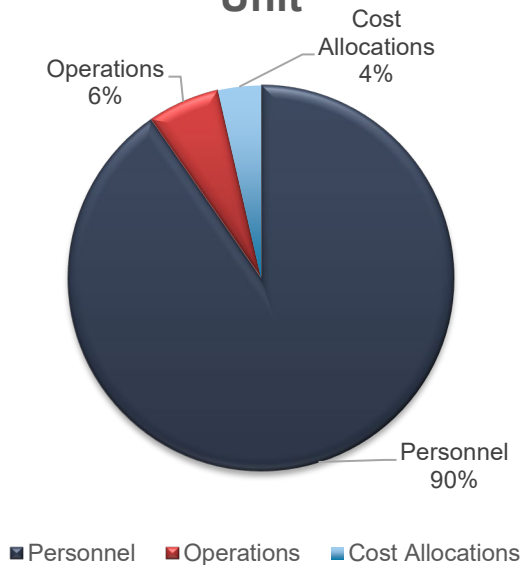


Budget Units

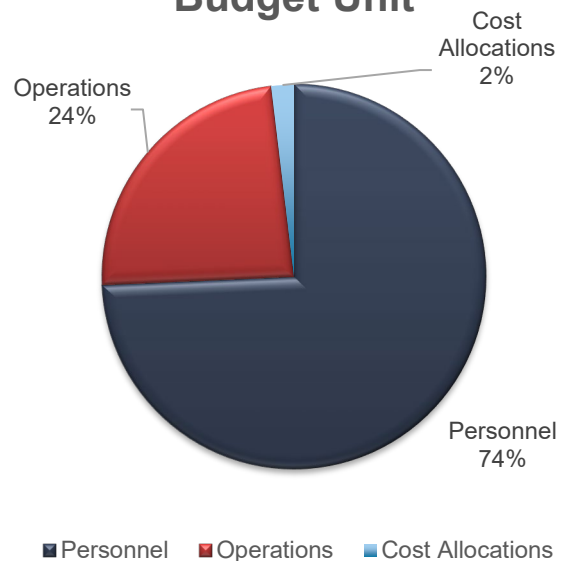
Operations Budget Unit



Fire Prevention Budget Unit

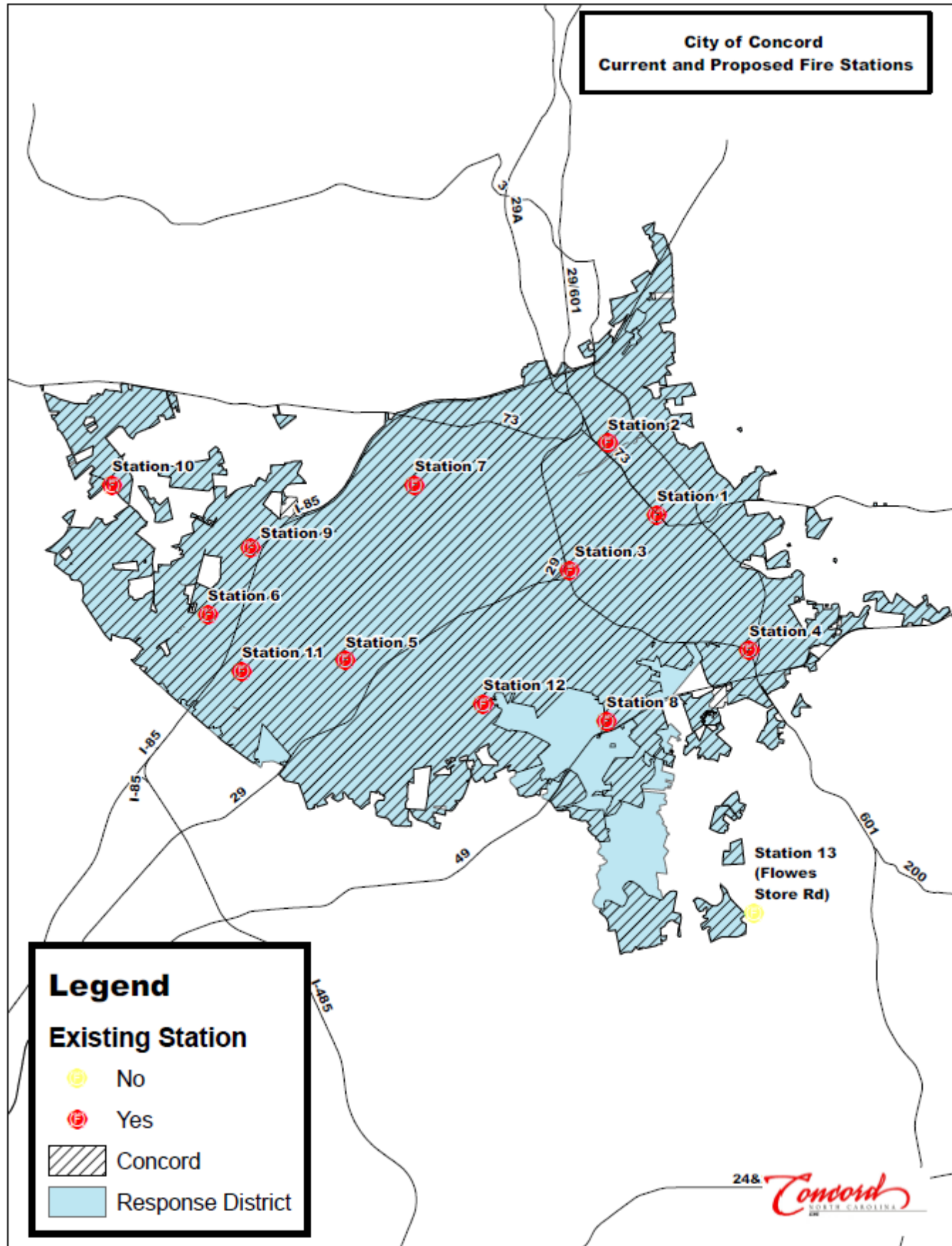


Training and Safety Budget Unit



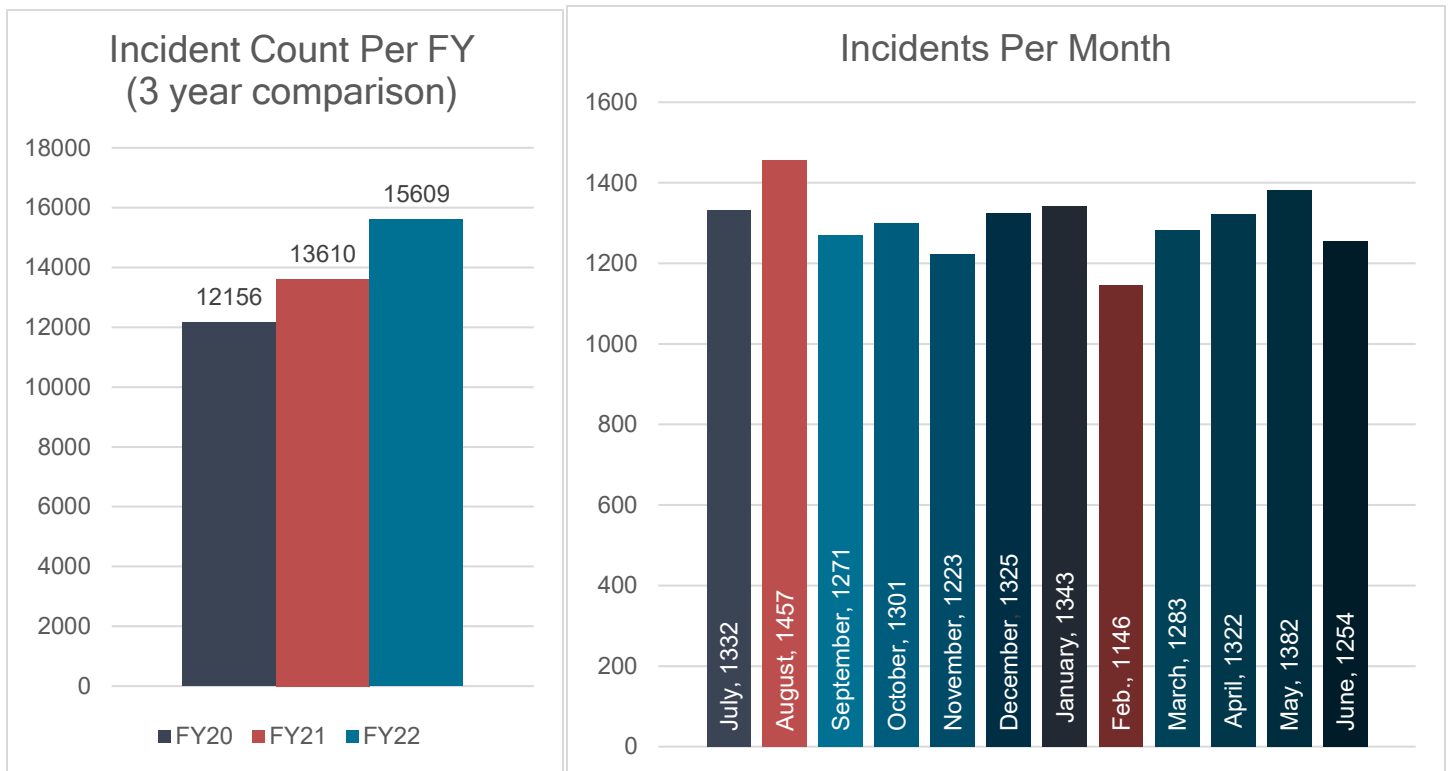
FY22 Total: \$29,930,989 (All Budget Units)

Fire Station Locations

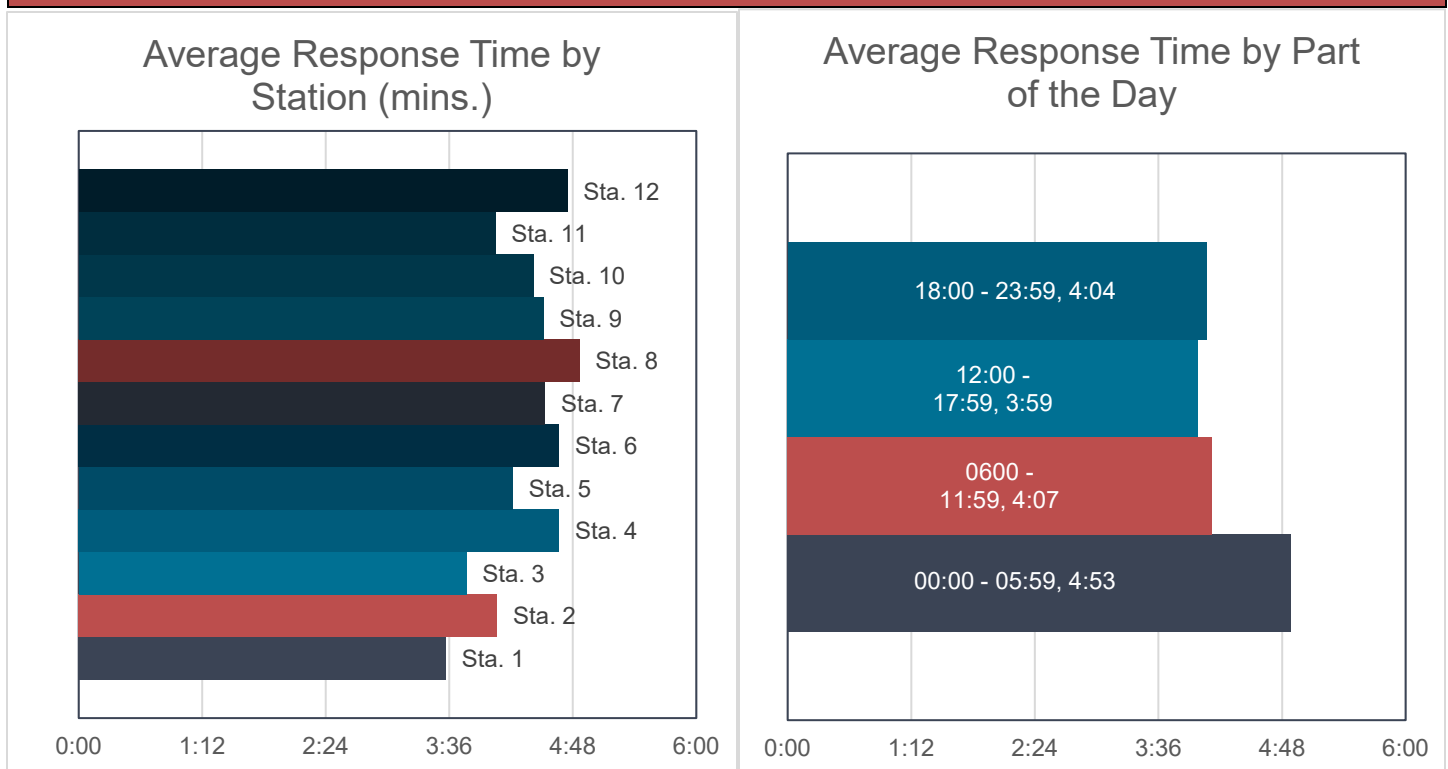


Statistical Summary – Operations Division

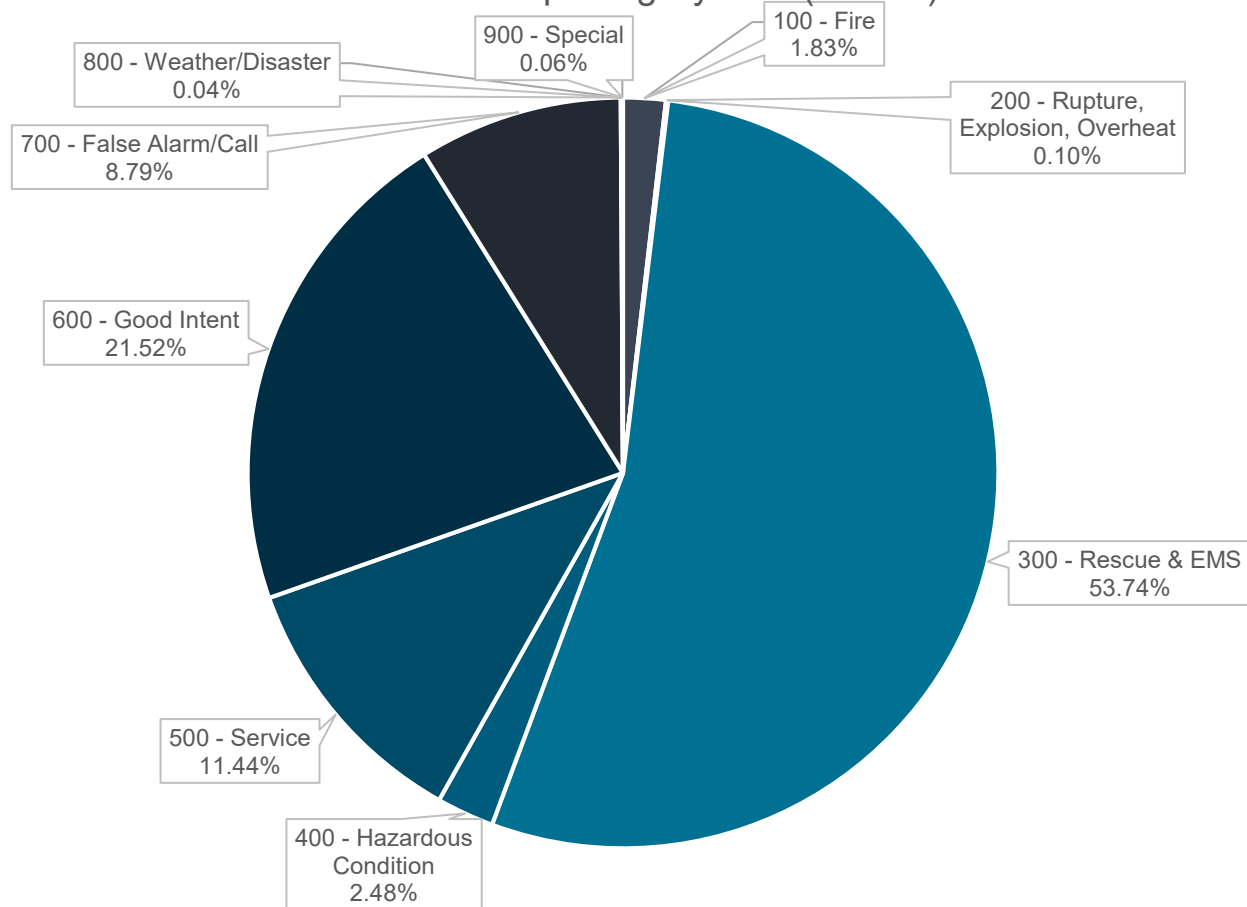
Statistical summaries are provided for various performance areas throughout the department.



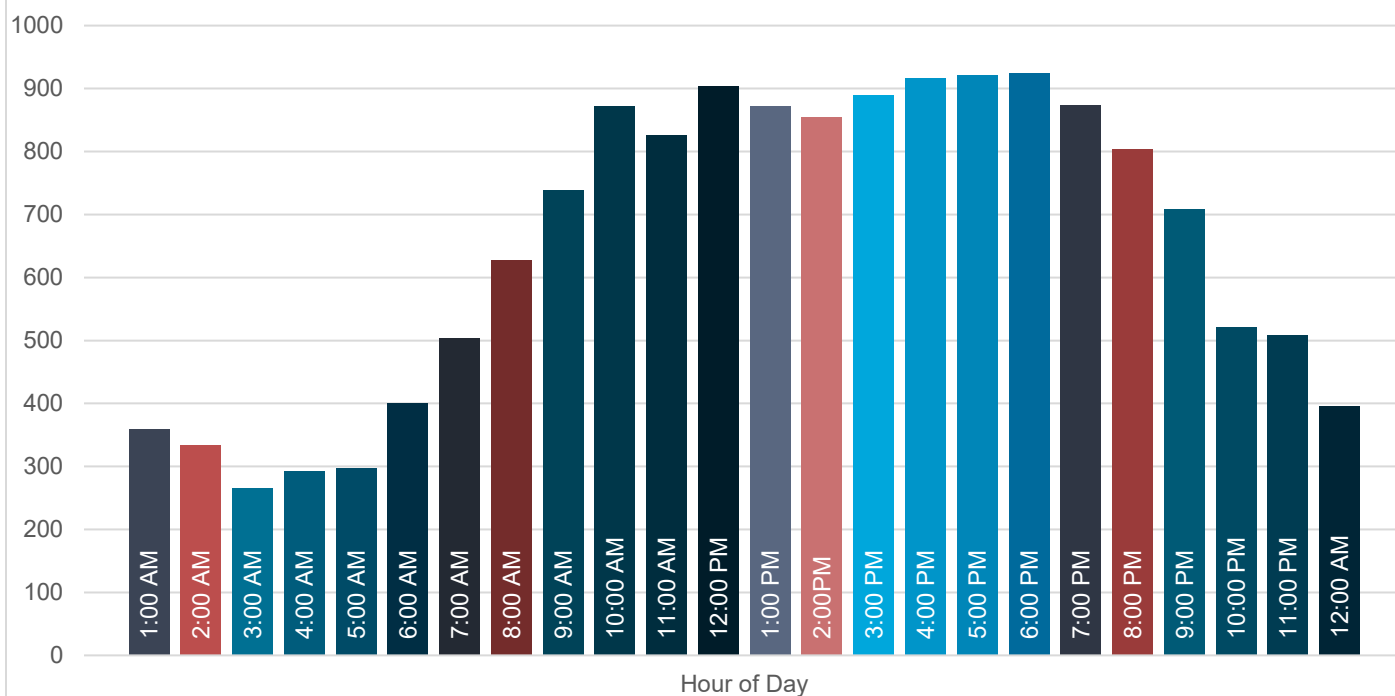
Key Performance Indicators (KPI's) and benchmarks to track/improve performance



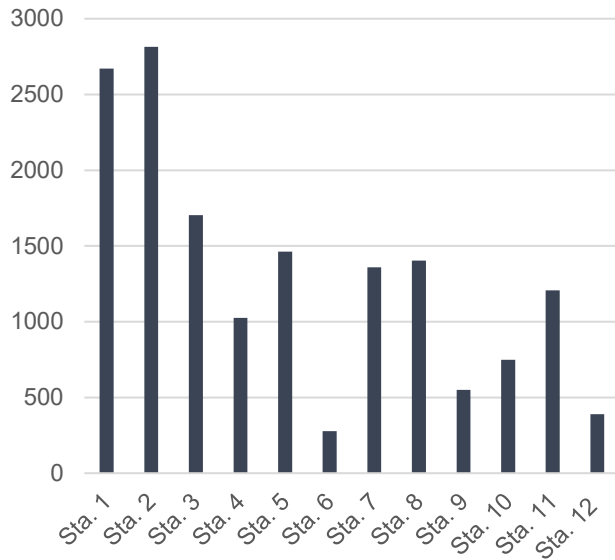
National Fire Incident Reporting System (NFIRS) Raw Data



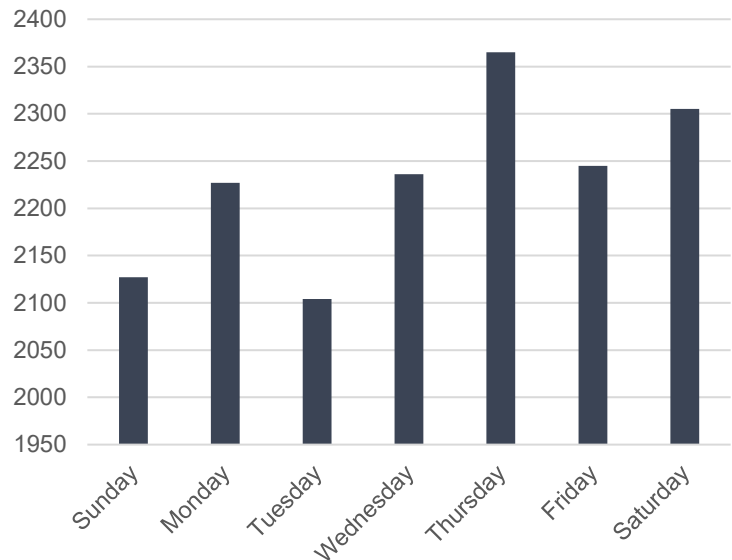
Number of Incidents Per Hour of Day



Responses by Station

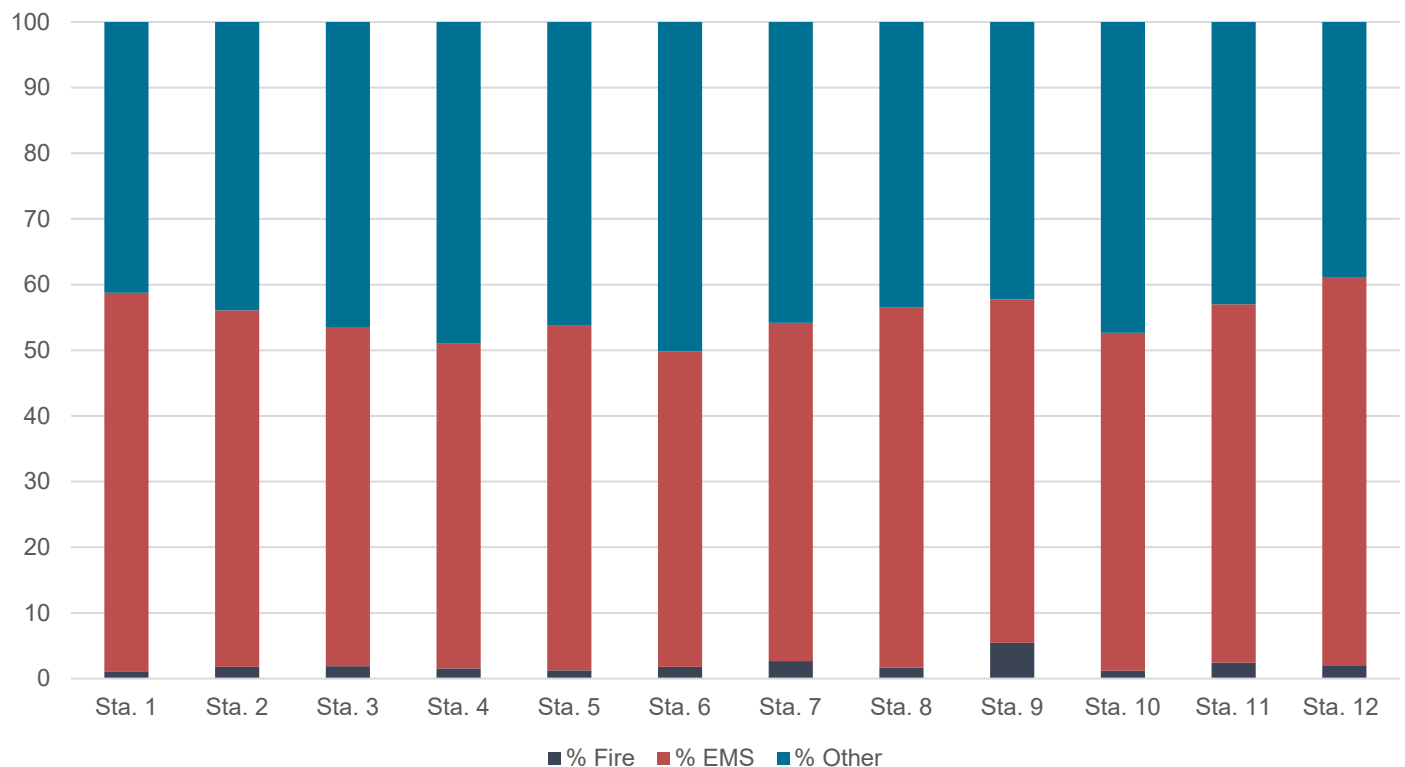


Incidents Per Day of Week



Monitor trends and manage expectations for our standards of services

% Call Type (NFIRS)



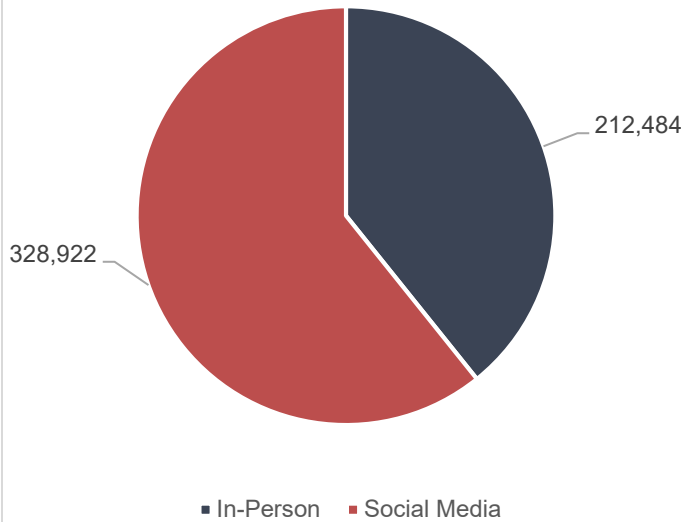
% Fire = NFIRS 100 Series

% EMS = NFIRS 300 Series

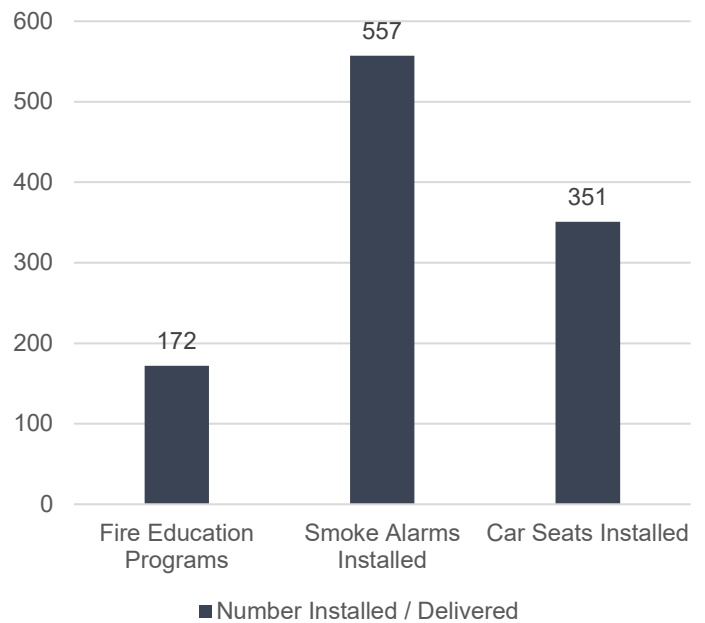
% Other = NFIRS 200,400,500-900

Statistical Summary – Fire Prevention Division

Fire Prevention and Education Contacts

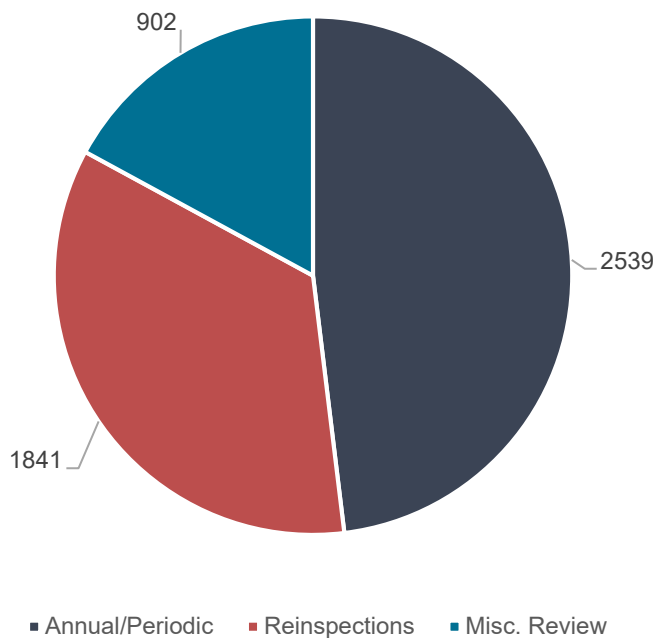


Fire Education Programs

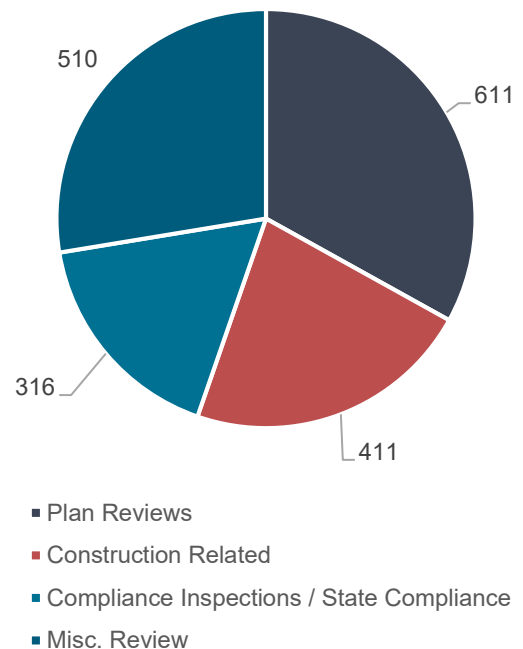


In FY22, a total of 7,130 inspection activities were conducted with an average of 40 minutes per inspection activity.

Fire Inspections (Existing Construction)



Fire Inspections (New Construction)



Prevention

Education

Inspection

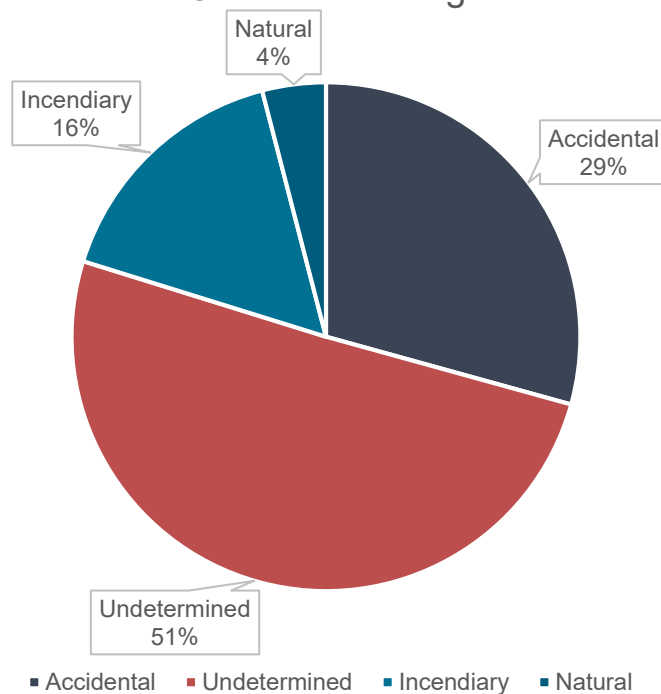
Investigation

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	319	356	335	94.1%
PRS - Plan Review Site	116	146	142	97.3%
PLP - Preliminary Plats	14	19	17	89.5%
RZC - Rezoning	18	22	20	92.3%
PRF - Plan Review Fire	70	73	65	89.0%
SUP - Special Use Permits	4	4	3	75.0%
Total	535	611	574	93.9%

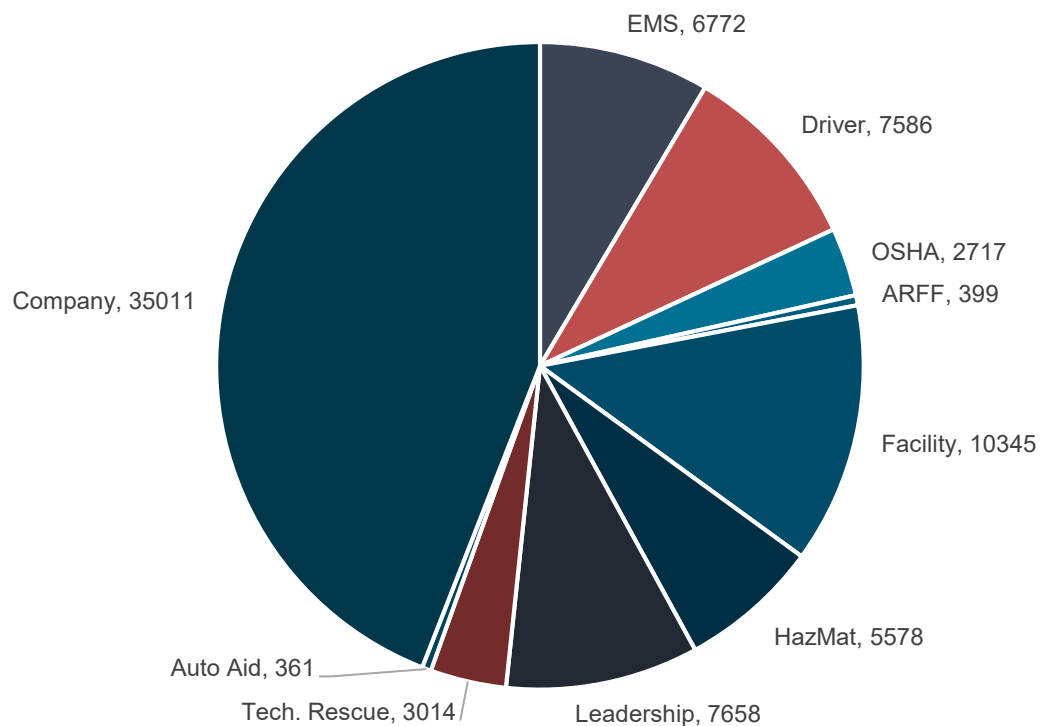
Approvals by submittal	# of cases	% of cases
1 st Submittal	473	88.6%
2 nd Submittal	52	9.7%
3 rd Submittal	7	1.3%
4 th Submittal	1	0.2%
5 th Submittal	1	0.2%
Total	534	100.0%

NFPA 921 Fire Investigations

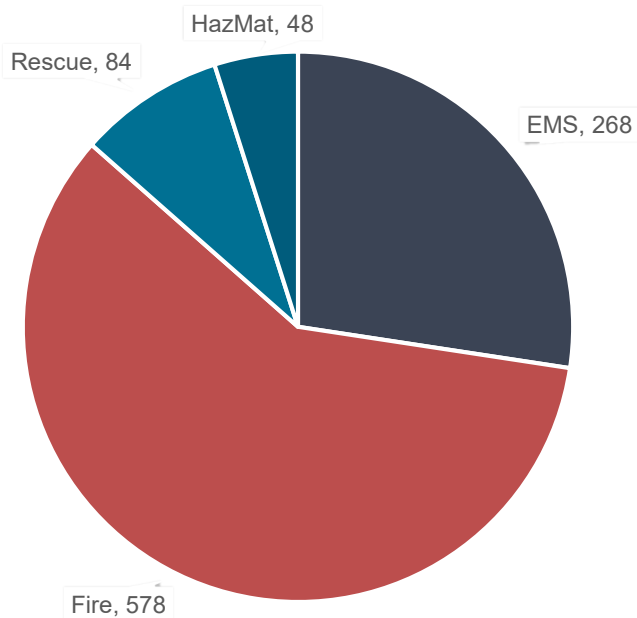


Statistical Summary – Training Division

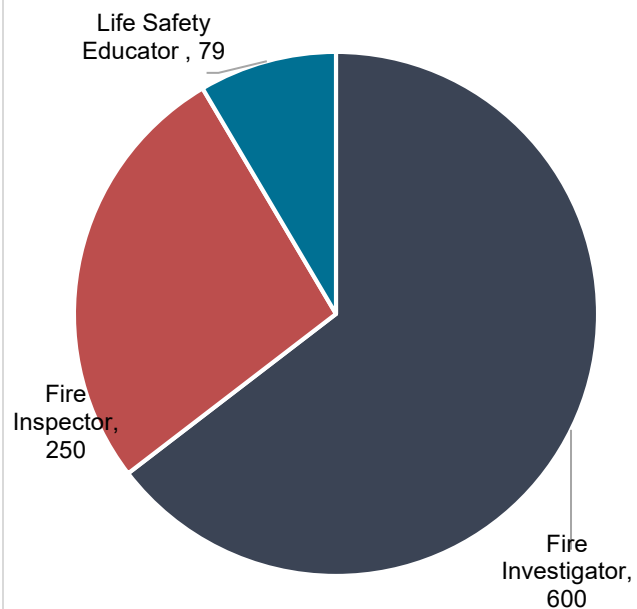
Operations Division Training Hours (Avg. 315.25 hours per employee)

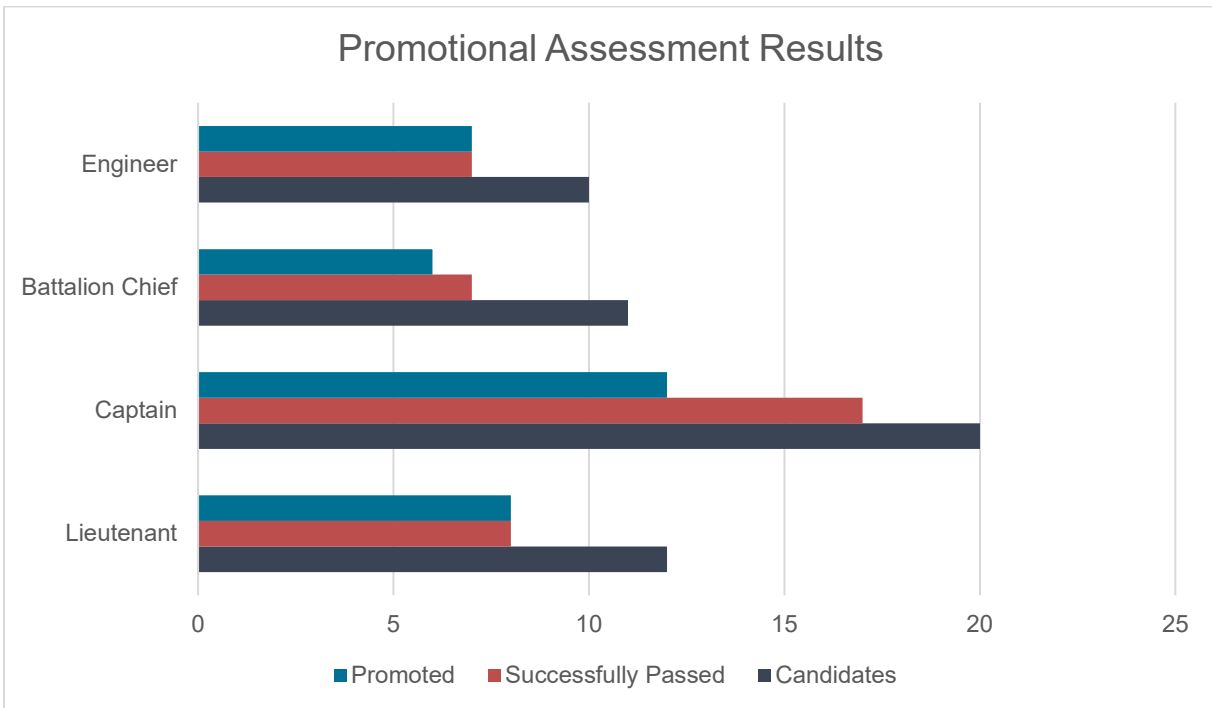


Recruit Training Hours (per class)

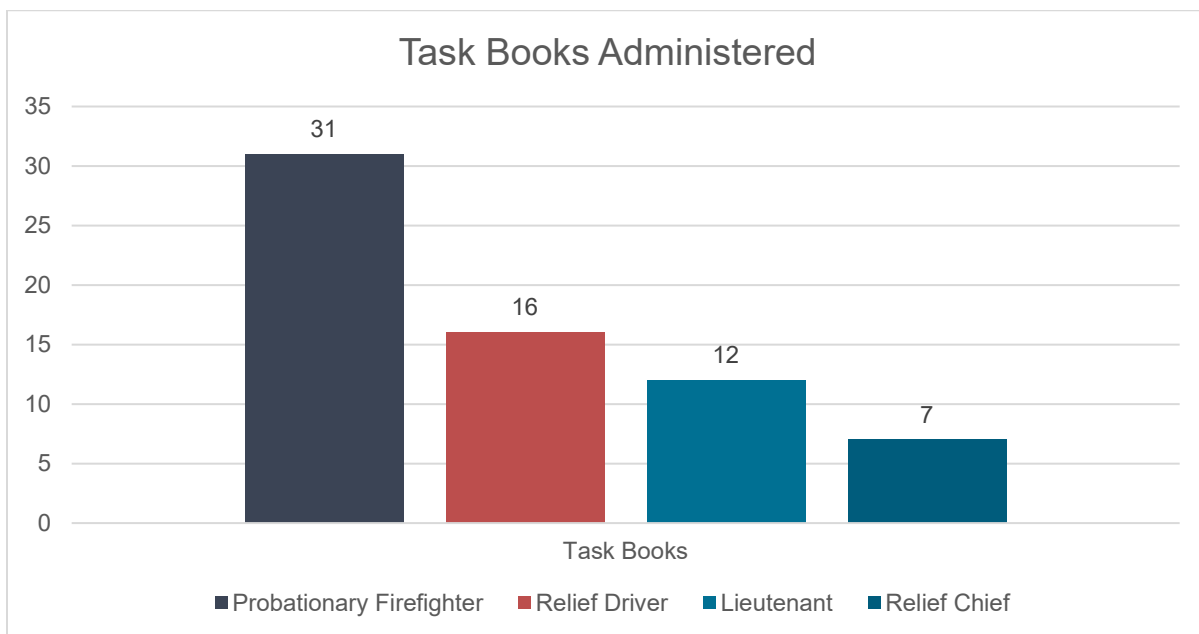


Fire Prevention Division Training Hours





**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
- Fire Officer 2
- NC Technical Rescuer
- NC Tower Rescue

Certification



- Leadership "Fully Involved Leadership" (Coaching/Mentoring)
- Sports Medicine / Athletic Trainer
- Officer Candidate School (OCS)
- Swiftwater / Flood Operations Training

Develop



- Shift Burns - 24 burns, 10 per shift (A, B and C)
- Company Evolutions - 2-3 evolutions per company, spring/fall
- EMS Technical Scope of Practice Assessments
- Rescue Task Force (RTF) joint Police Department training - 12 sessions

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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Fire Department Rating

The North Carolina Department of Insurance, Office of State Fire Marshal, conducts inspections of each fire department in the state based on the Fire Suppression Rating Schedule (FSRS) and then assigns a rating to the department. The rating is assigned through the Insurance Service Office (ISO) and results in a Public Protection Classification (PPC™) ranking on a scale of 1 – 10, with a Class 1 being the most superior service and a Class 10 being the lowest on the scale. The City of Concord Fire Department is a Class 1 Fire Department.

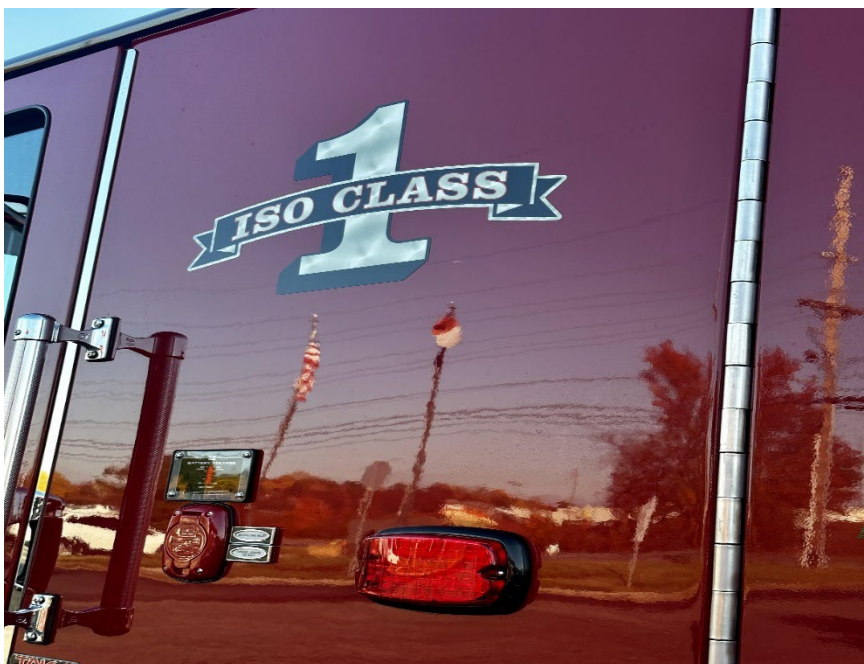
The benefits of improved PPC ratings for residents and businesses are as follows:

- PPC may affect the underwriting and pricing for a variety of personal and commercial insurance coverages, including homeowners, mobile home, fine arts floaters, and commercial property (including business interruption).
- Assuming all other factors are equal, the price of property insurance in a community with a good PPC (rating) is lower than in a community with a poor PPC (rating).

Public Protection Classification (PPC™) information plays an important part in the decision's insurers make affecting the underwriting and pricing of property insurance. In fact, most U.S. insurance companies — including the largest ones — use PPC information in one or more of the following ways:

- to identify opportunities for writing new business
- to review loss experience in various rating territories
- to offer coverages and establish deductibles for individual homes and businesses

“Achieving a Class 1 rating is a major accomplishment for the department. Our rating reflects the dedication and focus to providing the highest level of service to our community and also highlights the support from our city management and elected officials for their focus on providing the necessary funding, equipment, fire stations and personnel to achieve this rating” – Fire Chief, Jake Williams



There are 1,219 rated districts in the State of North Carolina. In 2022, Concord, along with 20 other departments, hold a rating of Class 1. This rating places Concord Fire Department in the top **1.6%** of all Fire Departments in the State.

Enhanced Performance

In the FY21 Annual Report, objectives were outlined for the FY22 cycle. The department is proud to report the following scorecards for objectives identified in FY21 and the accomplishments and forward progress made in the FY22 cycle.

Operations Division Goals

Goal	Implement Standard of Service
HOW WE WIN	Create workgroup
	Research deployment models, best practices and industry standards
	Implement and capture improvements

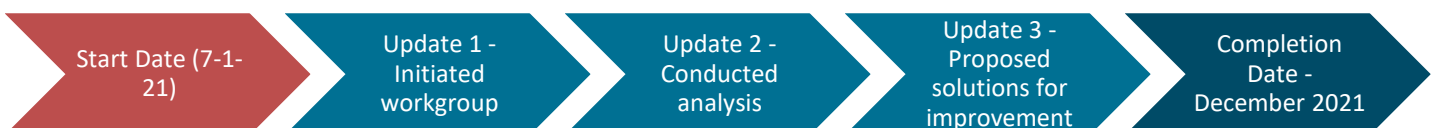


Goal	Evaluate deployment models and plan for future growth
HOW WE WIN	Create workgroup
	Research deployment models, best practices and industry standards
	Implement and capture improvements



Fire Prevention Goals

Goal	Evaluate workload analysis and inspector ratios in relation to occupancy fire code inspection schedules for ISO and State Code
HOW WE WIN	Create workgroup
	Conduct Analysis
	Implement FTE enhancements for increased efficiency to meet ISO / State Code Standards

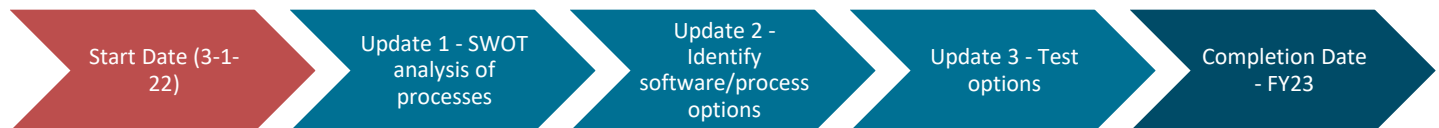


Goal	Expand Fire Safety Education Programs
HOW WE WIN	Identify opportunities for improvement
	Work with external stakeholders
	Deliver programs to schools, businesses and other groups within the City of Concord



Administration Division Goals

Goal	Expand administrative efficiencies
HOW WE WIN	Evaluate software solutions
	Explore work duty reassignments
	Test options and monitor outputs



Goal	Publish Strategic Plan
HOW WE WIN	Finalize document
	Management and Council approval
	Implement workstreams

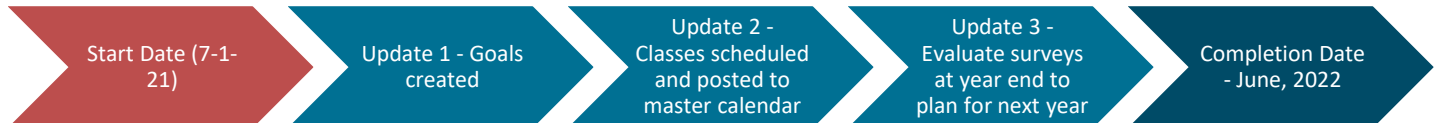


Goal	Revamp Internal and External Key Performance Indicators (KPIs) and Benchmarks
HOW WE WIN	Create workgroup
	Determine best measurements
	Implement and capture improvements

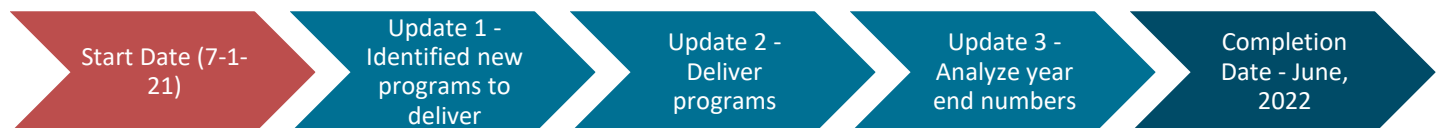


Training Division Goals

Goal	Continue to focus on leadership development
HOW WE WIN	Establish training goals
	Schedule training classes
	Collect post class surveys to evaluate instructors/class content



Goal	Increased efforts toward safety training to curtail accidents and reduce injuries
HOW WE WIN	Identify opportunities for improvement
	Create training programs focused on action items
	Monitor year end numbers and compare to prior years



Goal	Implement daytime Training Captain approved in FY22 Budget
HOW WE WIN	Post job opening
	Interview applicants, select candidate
	Assign duties to improve efficiencies within Training Division



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FY23 Focus

Moving into the FY23 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.

