



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!

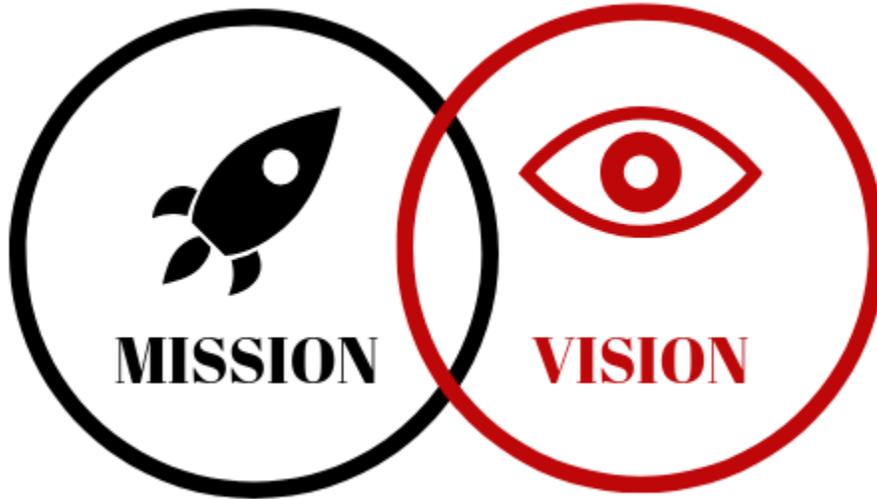


Additionally, I am proud to report that we were able to achieve many of our strategic initiatives that were identified through our strategic planning board which was established in 2020/21. Our core strategies of improving our capabilities, improving our resources and improving our people remain at the 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,

A handwritten signature in black ink that reads "Jake Williams". The signature is written in a cursive, flowing style.

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.

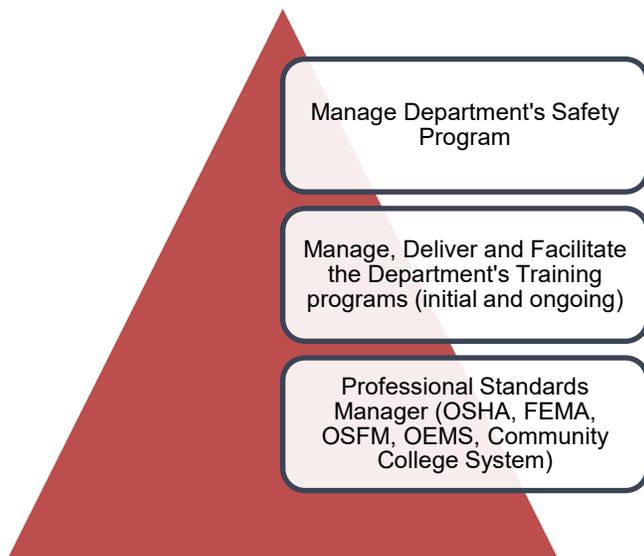
Administration Division Major Services



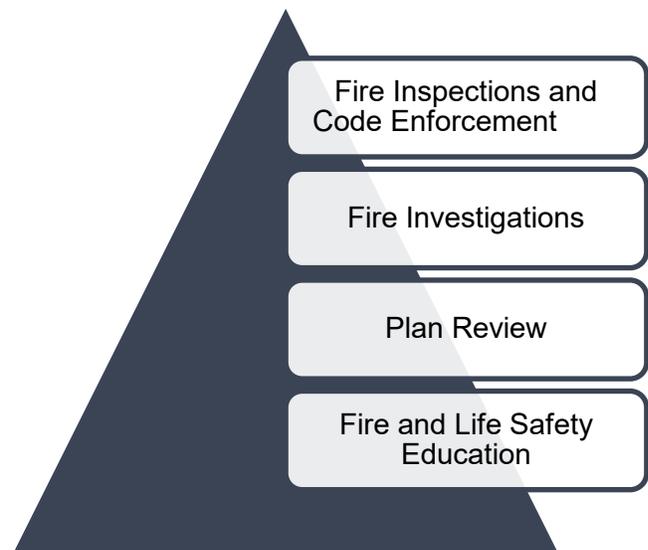
Operations Division Major Services



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

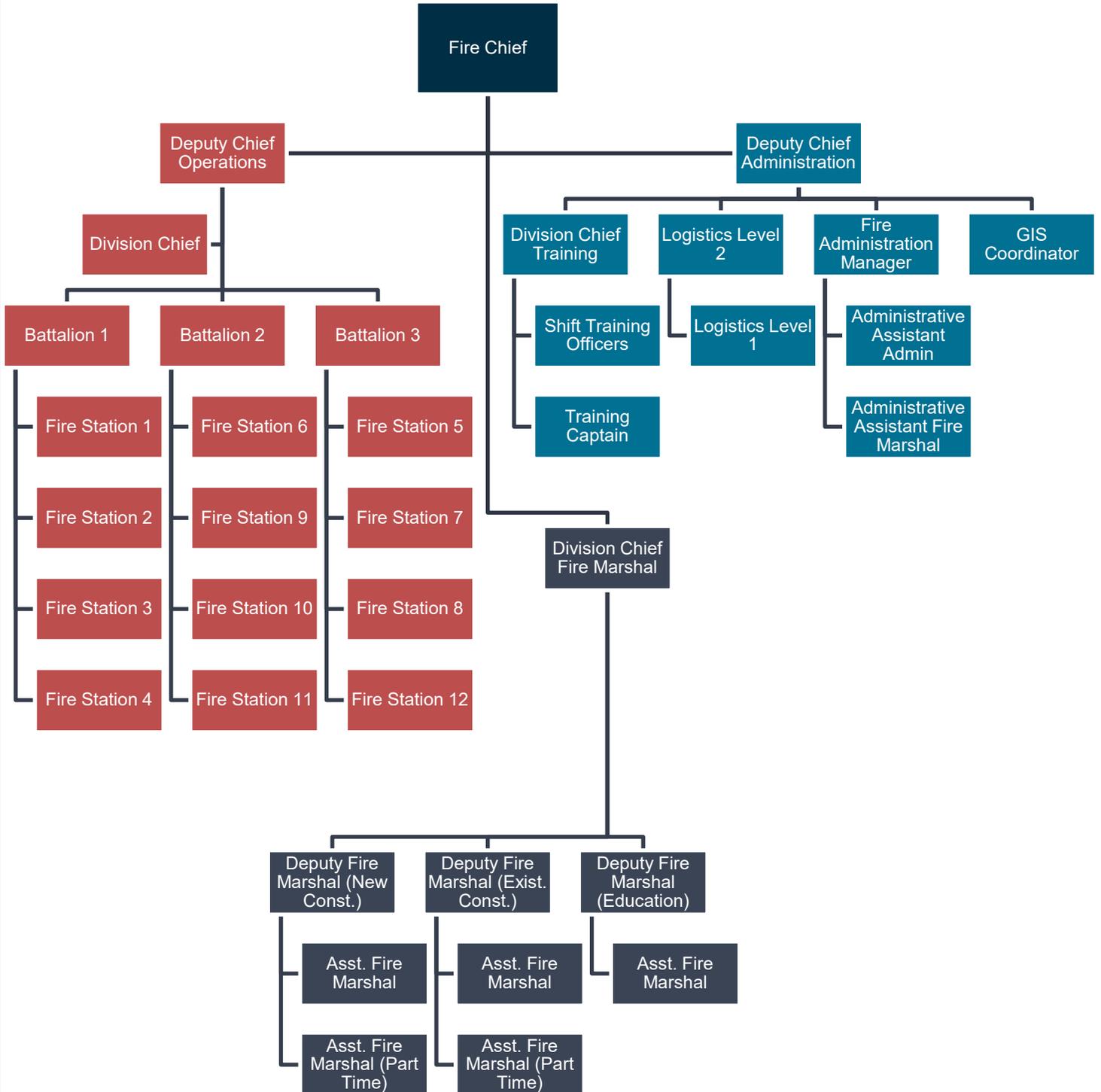
Division Chief - B Shift



Chad Sherill

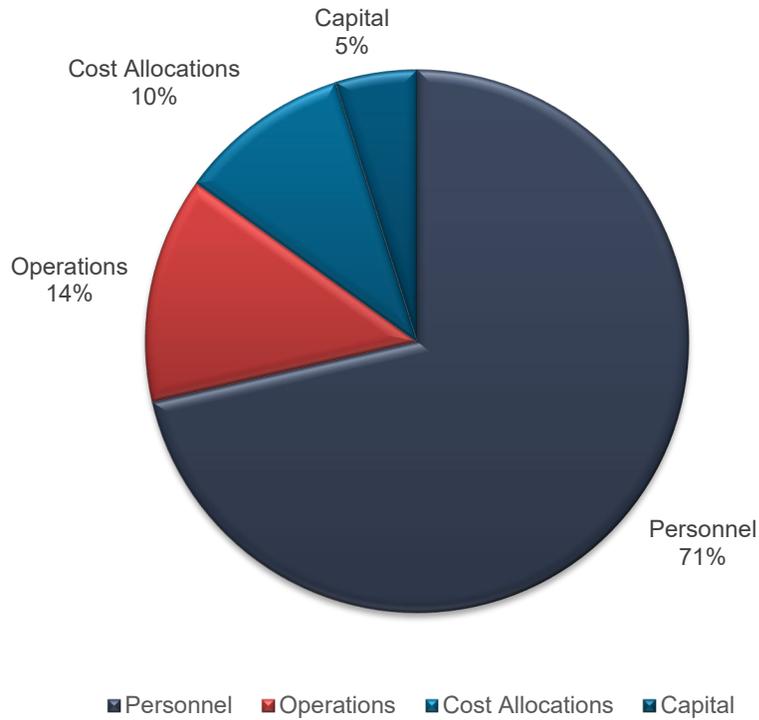
Division Chief - C Shift

Organizational Chart

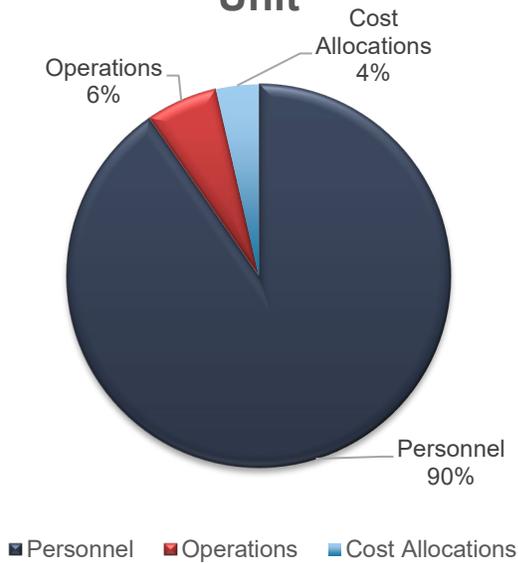


Budget Units

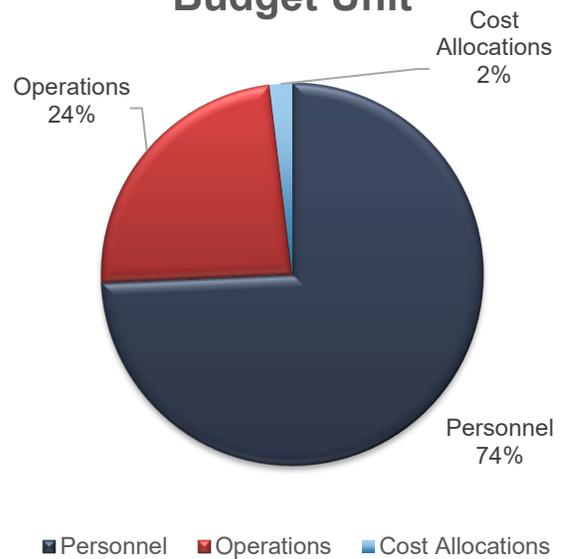
Operations Budget Unit



Fire Prevention Budget Unit

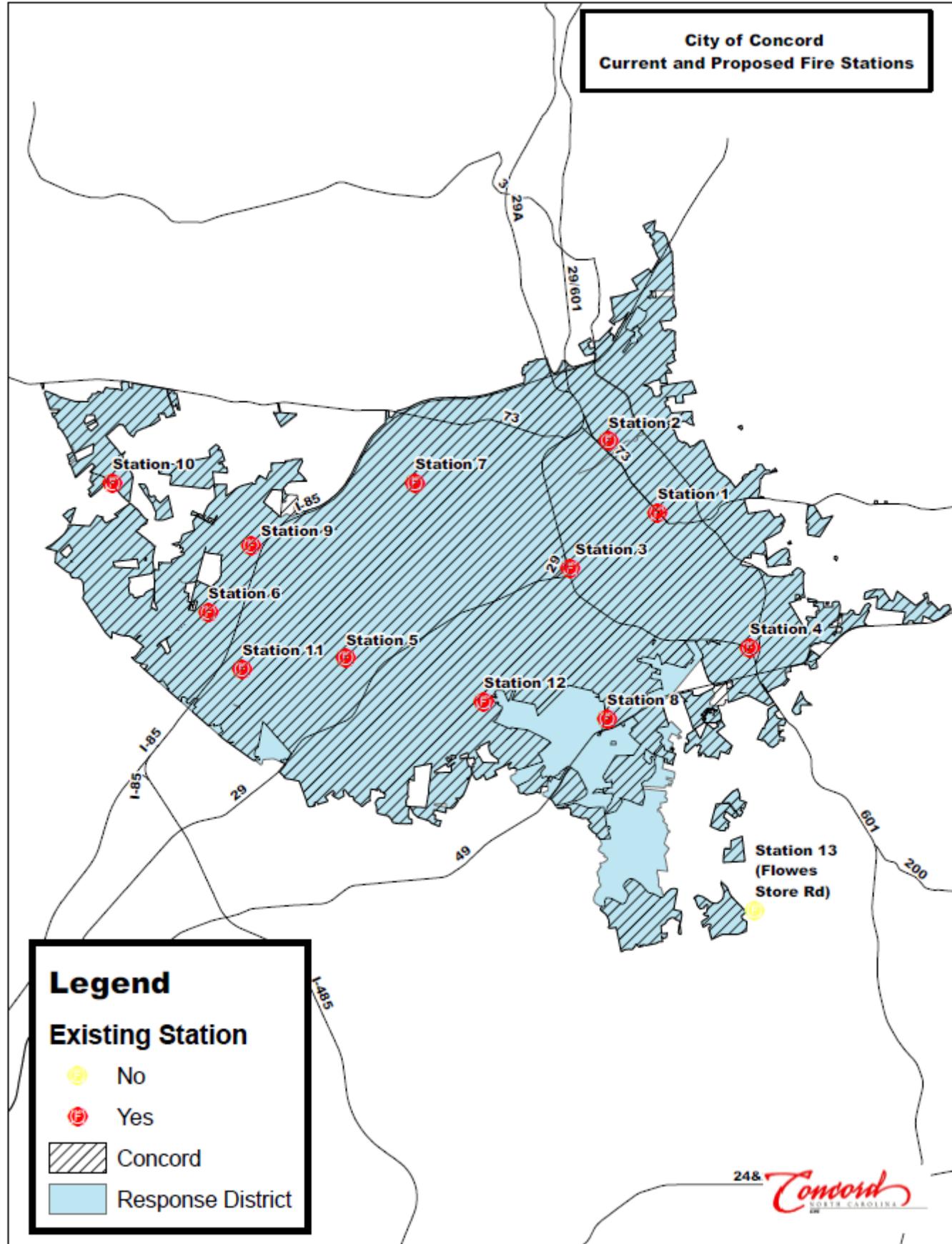


Training and Safety Budget Unit



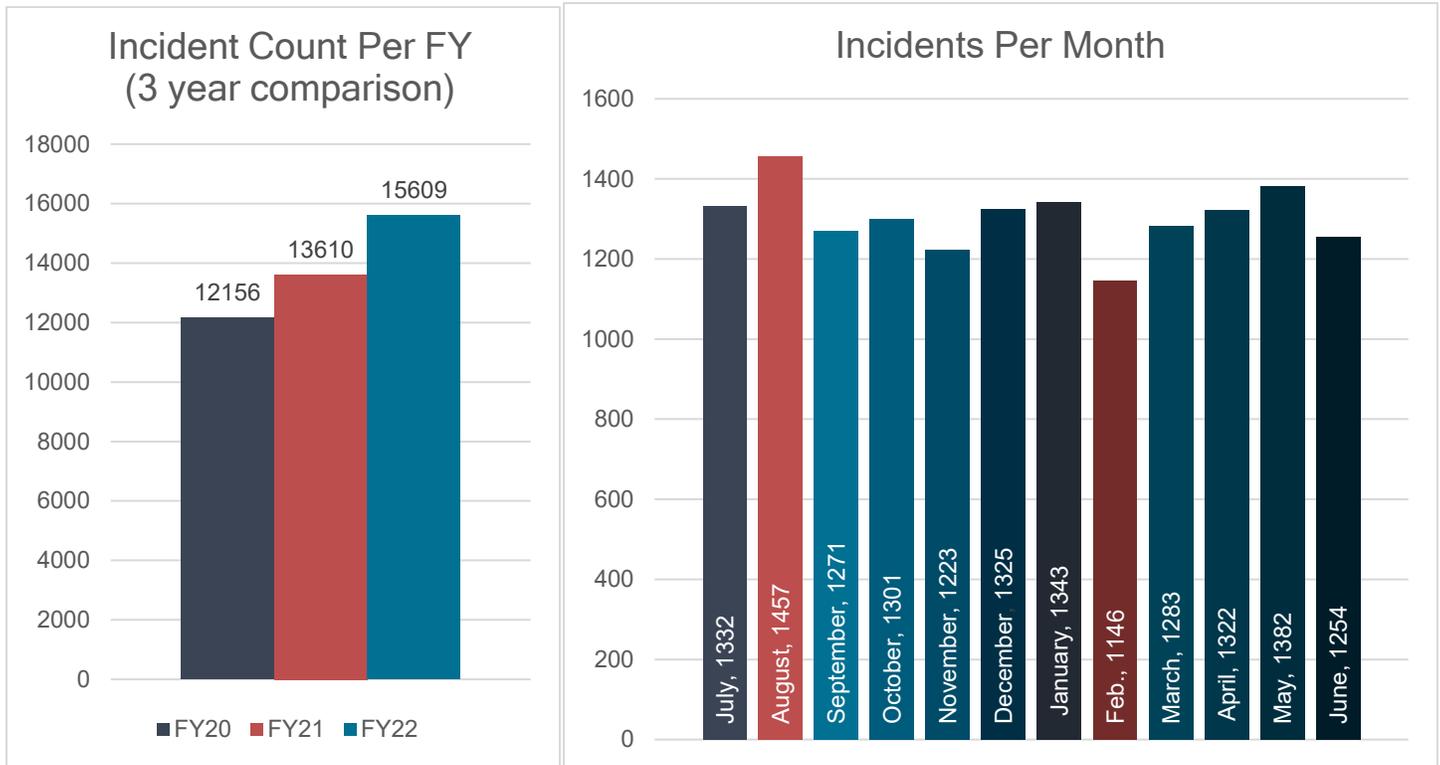
FY22 Total: \$29,930,989 (All Budget Units)

Fire Station Locations

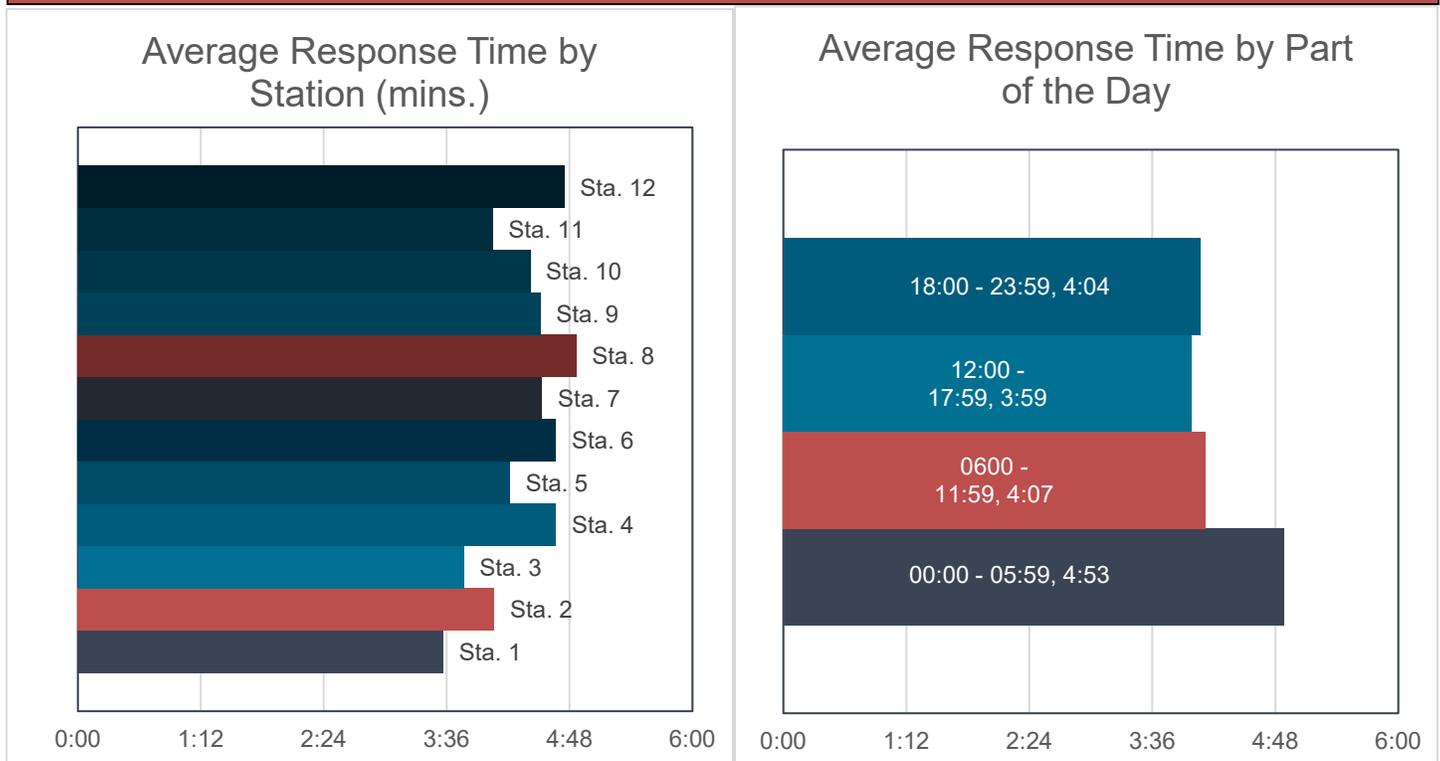


Statistical Summary – Operations Division

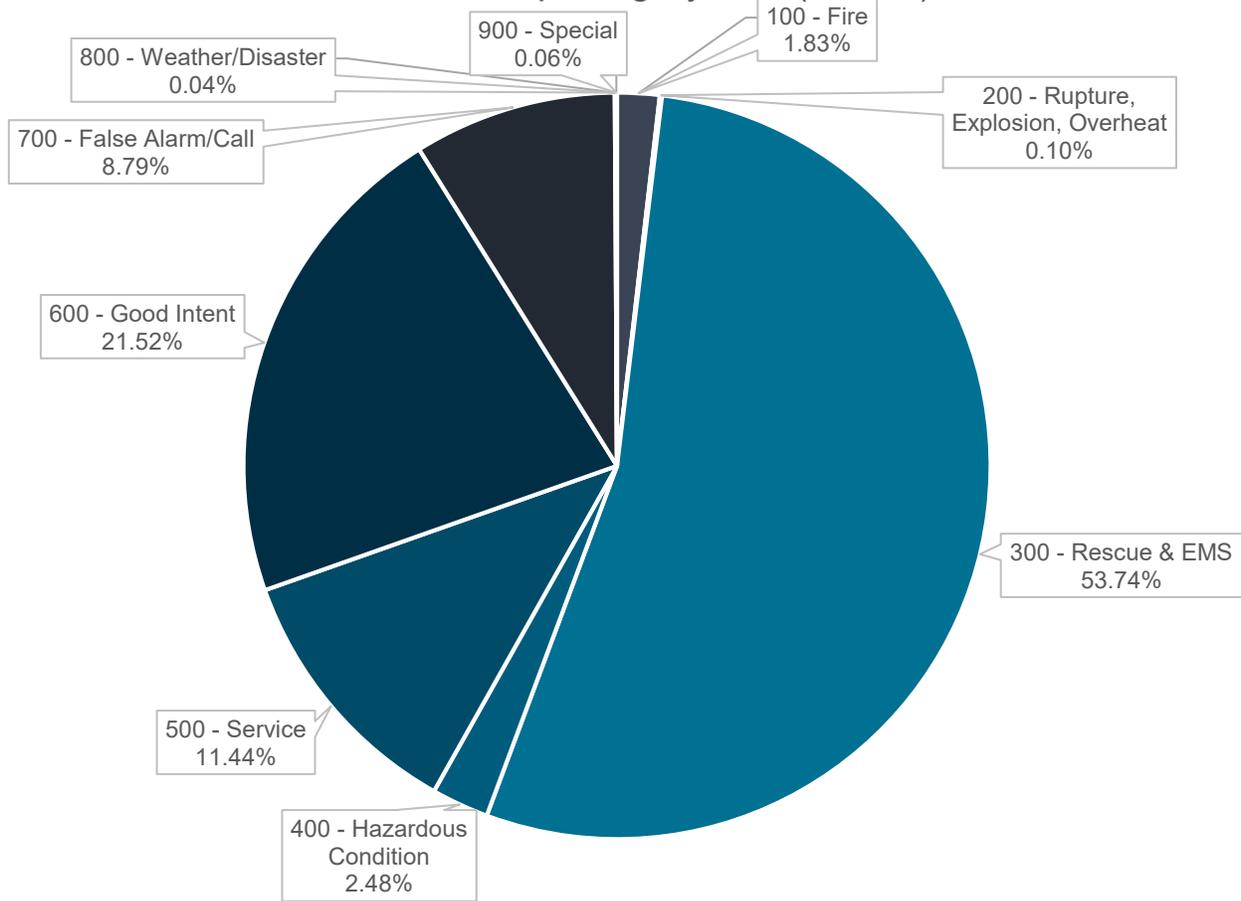
Statistical summaries are provided for various performance areas throughout the department.



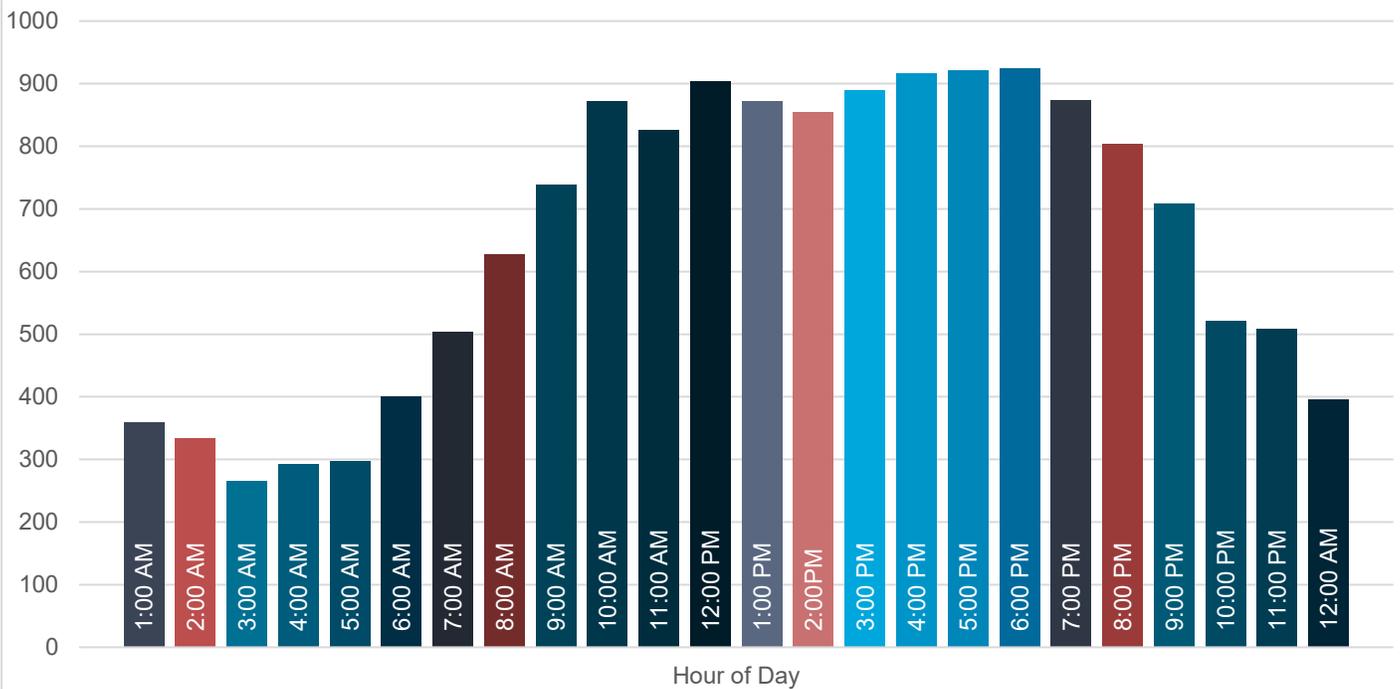
Key Performance Indicators (KPI's) and benchmarks to track/improve performance



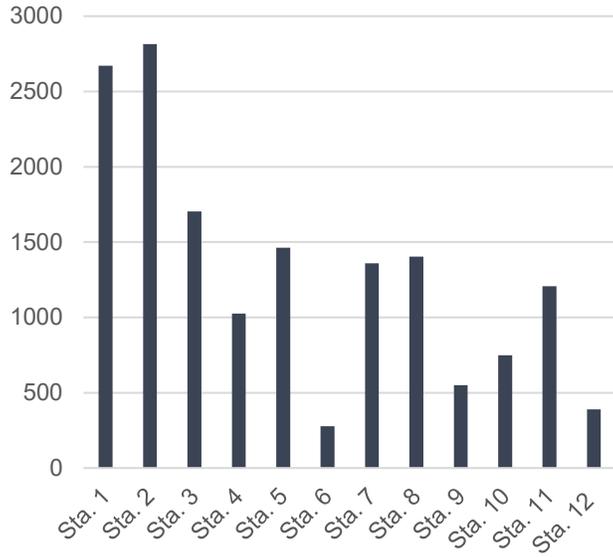
National Fire Incident Reporting System (NFIRS) Raw Data



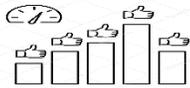
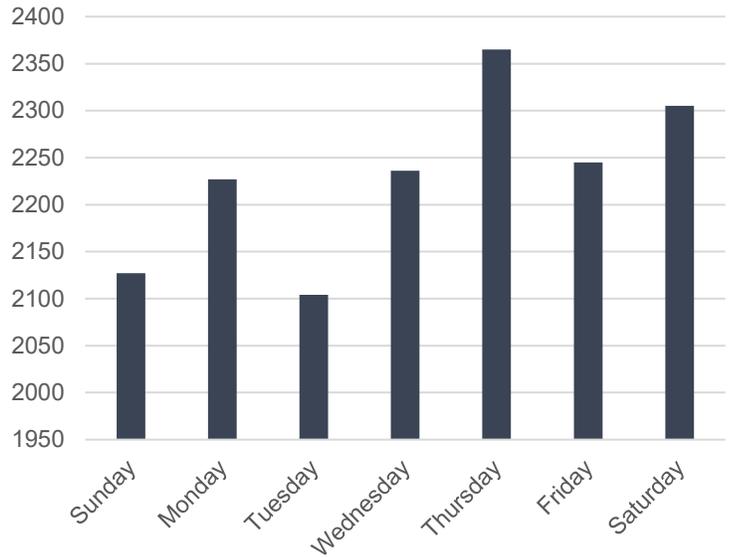
Number of Incidents Per Hour of Day



Responses by Station

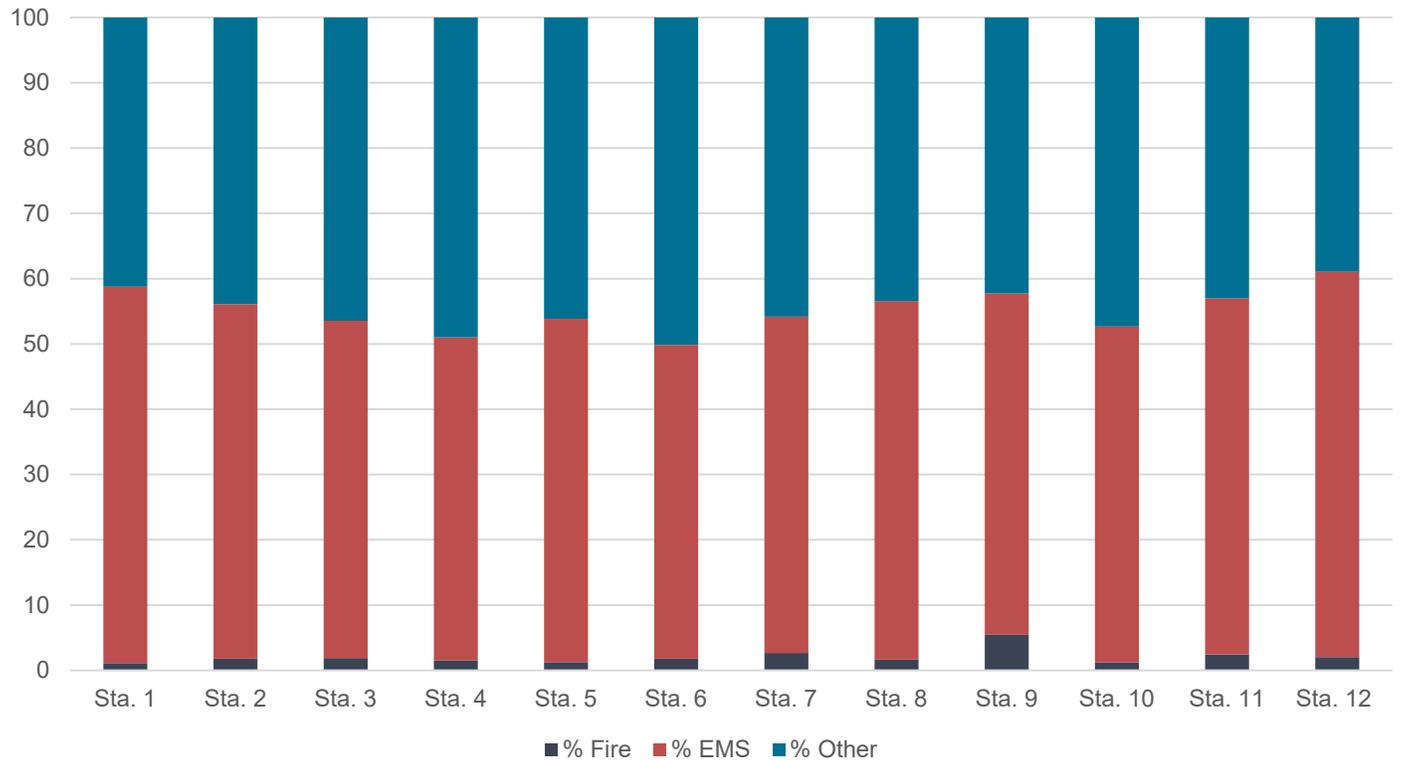


Incidents Per Day of Week



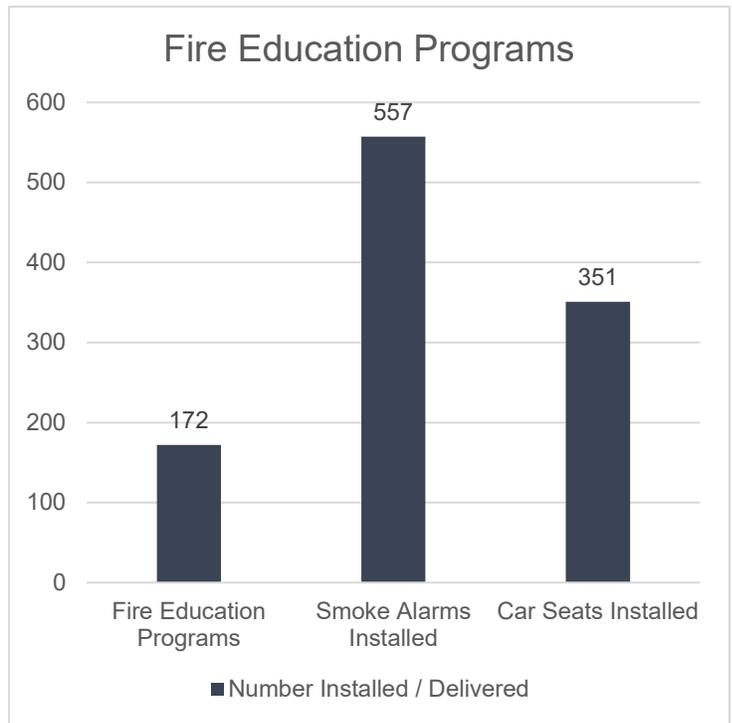
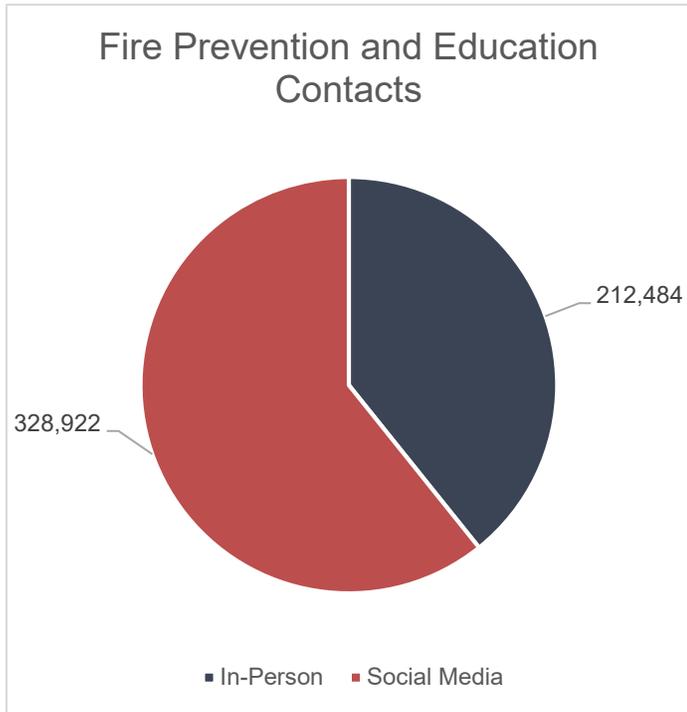
Monitor trends and manage expectations for our standards of services

% Call Type (NFIRS)

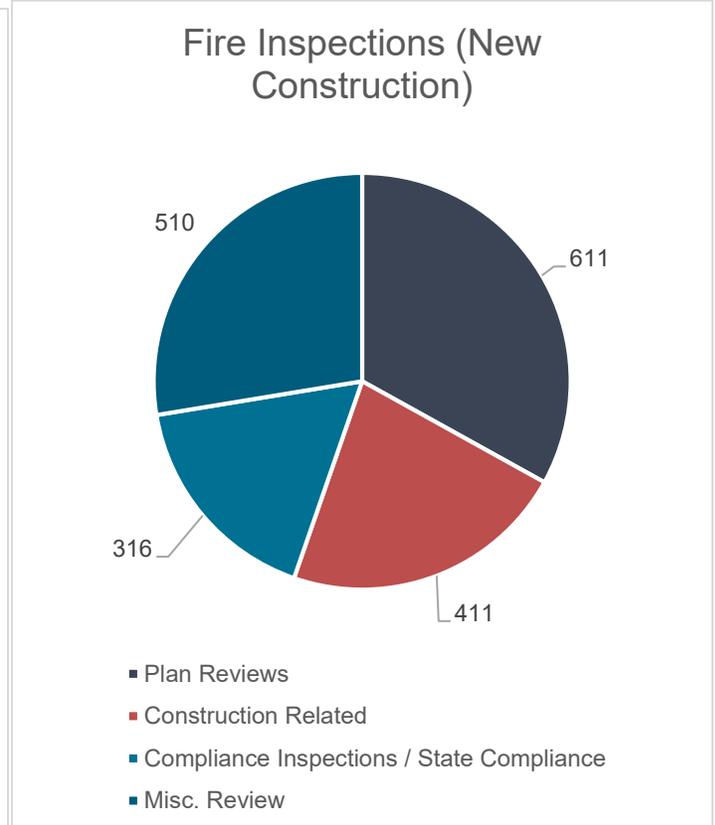
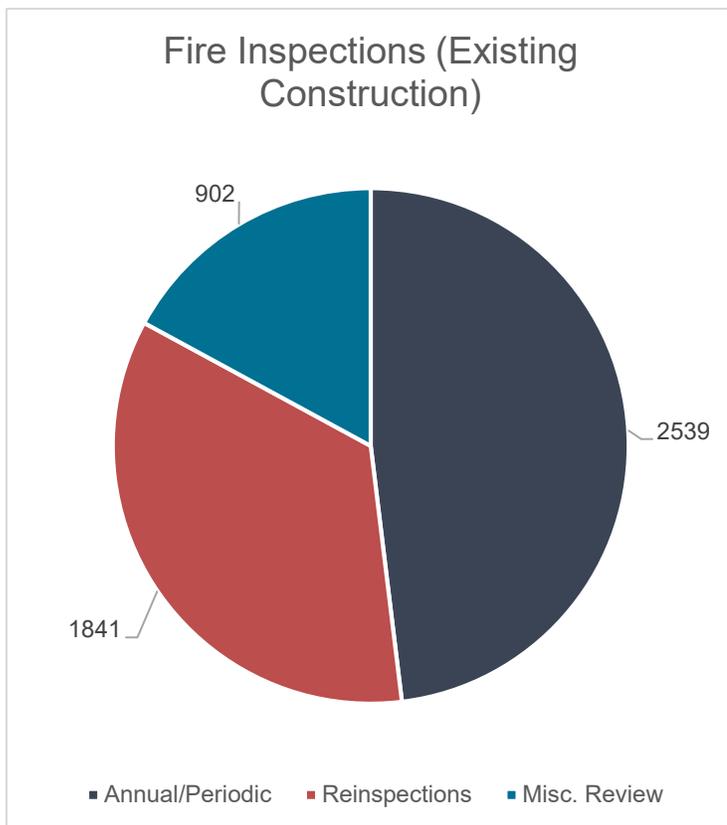


% Fire = NFIRS 100 Series % EMS = NFIRS 300 Series % Other = NFIRS 200,400,500-900

Statistical Summary – Fire Prevention Division



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

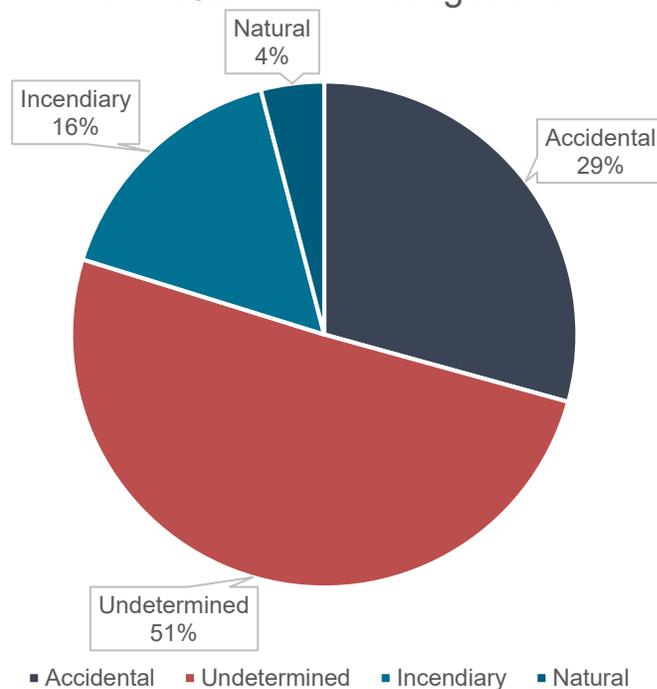


Information specific to Site, Building Preliminary Plat and Special Use Permits:

| Type | # of cases | # of review cycles | # on time | % on time |
|----------------------------|------------|--------------------|------------|--------------|
| PRB - Plan Review Building | 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% |

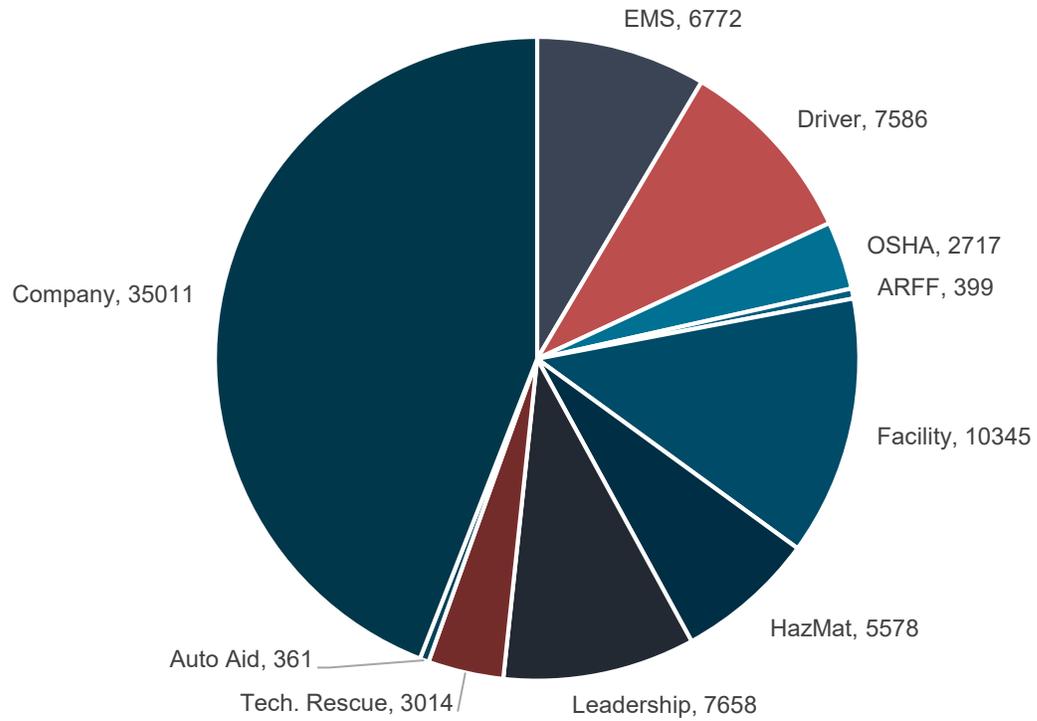
| Approvals by submittal | # of cases | % of cases |
|---------------------------|------------|---------------|
| 1 st Submittal | 473 | 88.6% |
| 2 nd Submittal | 52 | 9.7% |
| 3 rd Submittal | 7 | 1.3% |
| 4 th Submittal | 1 | 0.2% |
| 5 th Submittal | 1 | 0.2% |
| Total | 534 | 100.0% |

NFPA 921 Fire Investigations

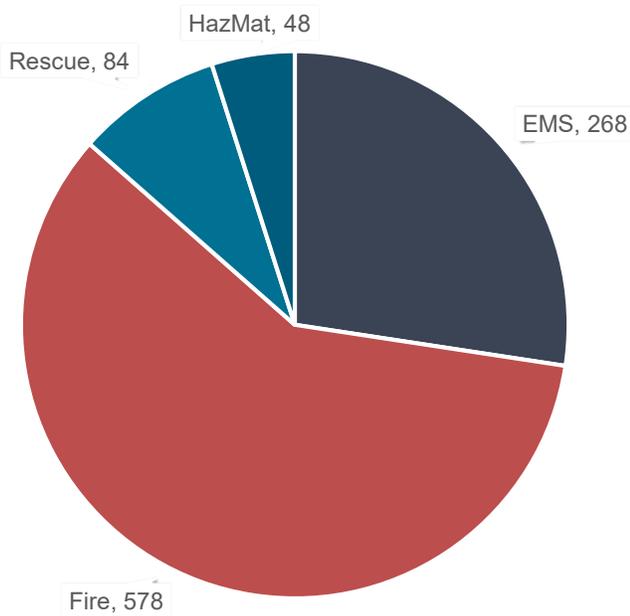


Statistical Summary – Training Division

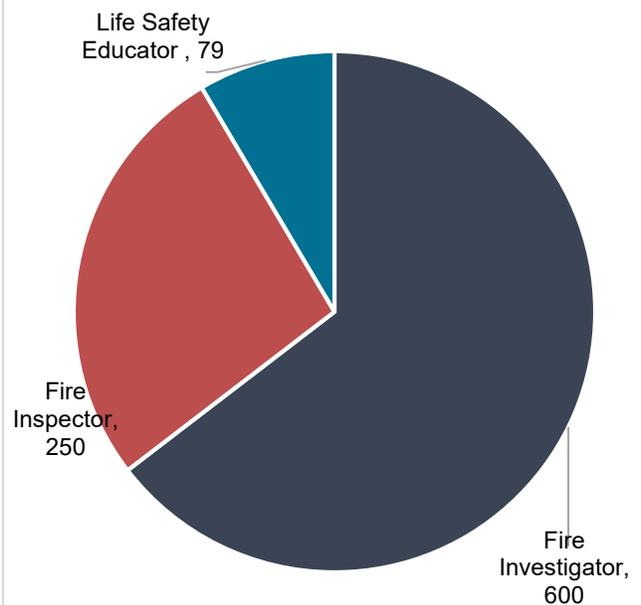
Operations Division Training Hours (Avg. 315.25 hours per employee)

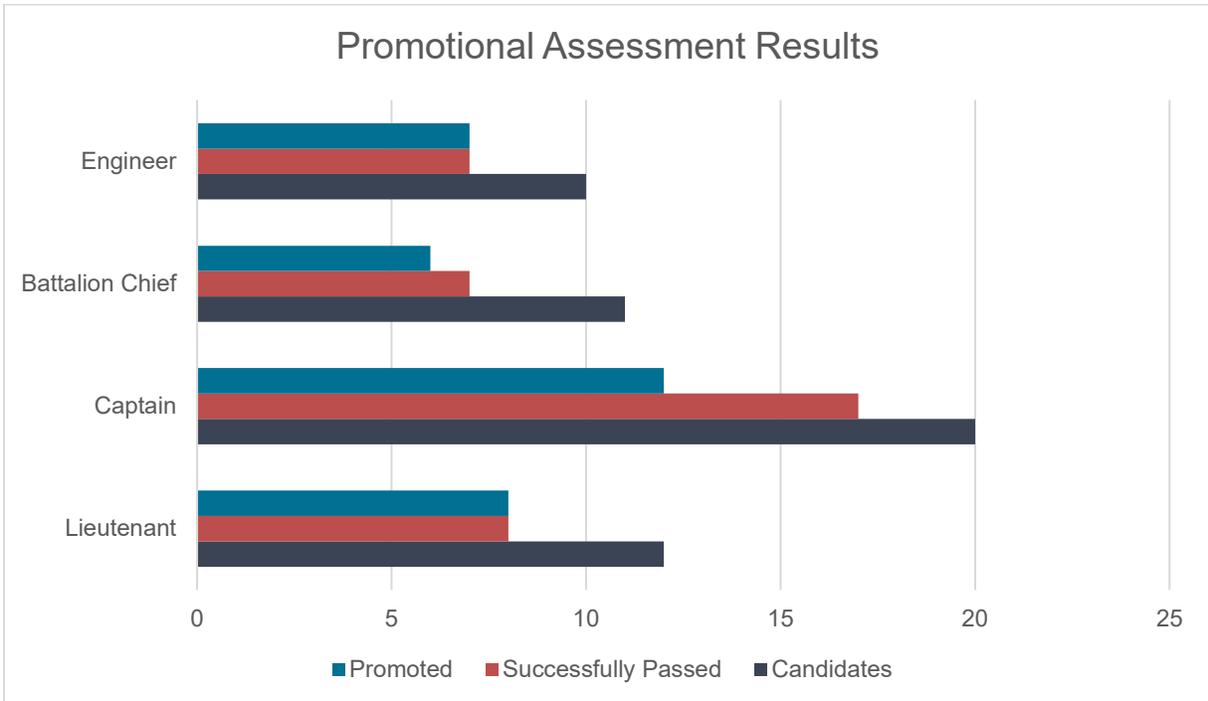


Recruit Training Hours (per class)

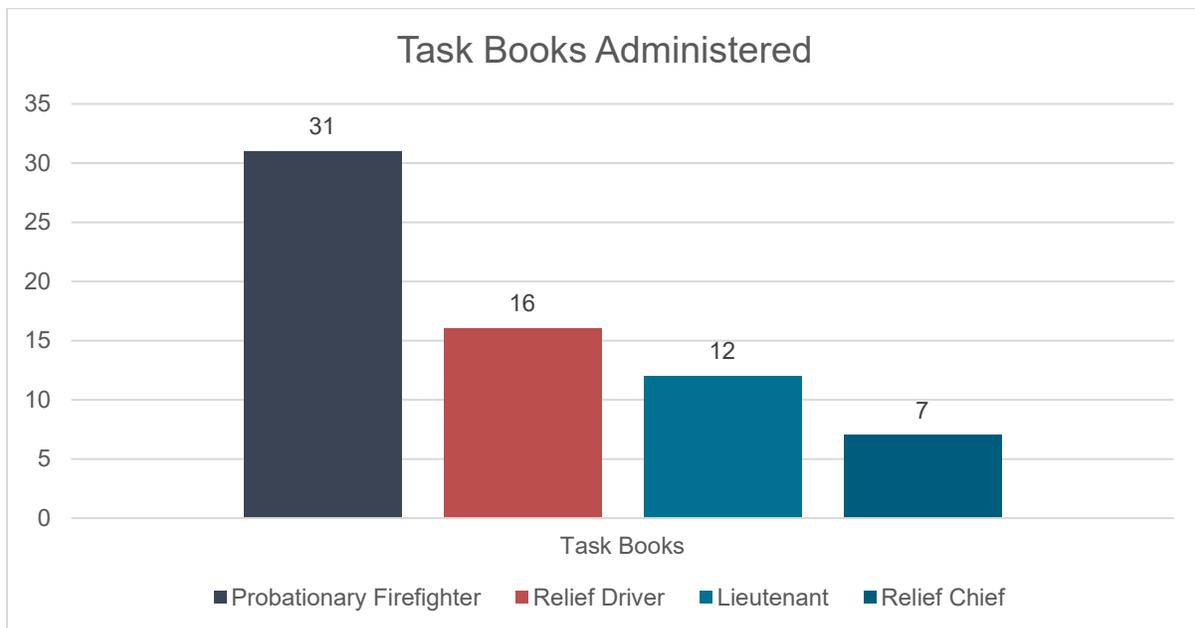


Fire Prevention Division Training Hours





**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 |

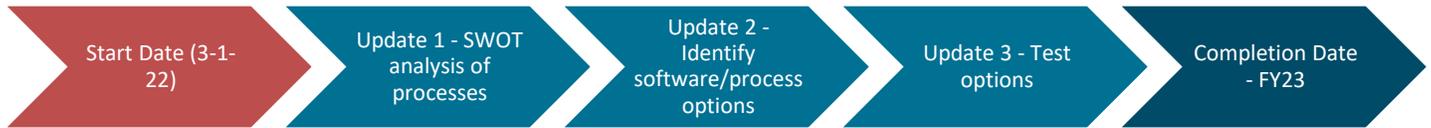


| | |
|-------------------|---|
| Goal | Expand Fire Safety Education Programs |
| HOW WE WIN | Identify opportunities for improvement |
| | Work with external stakeholders |
| | Deliver programs to schools, businesses and other groups within the City of Concord |



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 |

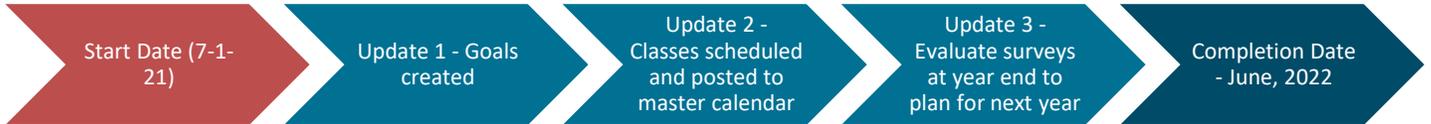


| | |
|-------------------|---|
| Goal | Revamp Internal and External Key Performance Indicators (KPIs) and Benchmarks |
| HOW WE WIN | Create workgroup |
| | Determine best measurements |
| | Implement and capture improvements |



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.

