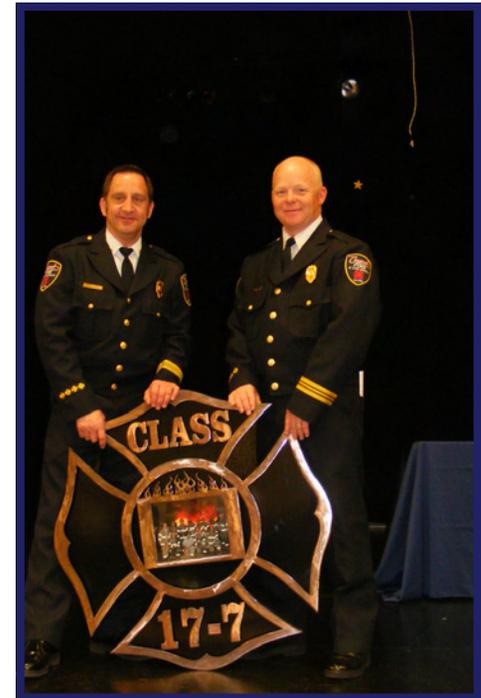


City of Concord Department of Fire & Life Safety *Annual Report*



FY 2010-2011



CITY OF CONCORD

CORE VALUES

ACCOUNTABILITY

We accept responsibility for our personal and organizational decisions and actions while delivering cost effective services with the objective of doing our work right the first time.

CONTINUOUS IMPROVEMENT

We provide the highest quality service with the resources available by promoting innovation and flexibility to meet the changing needs in the community.

ENVIRONMENT

We are concerned about our natural, historic, economic and aesthetic resources and endeavor to enhance their sustainability for future generations.

ETHICS

We set high standards for our personal, professional and organizational conduct and act with integrity as we strive to attain our mission.

RESPECT

We are honest and treat our co-workers and the public with courtesy and dignity.

SAFETY

We use education, prevention and enforcement methods to protect life and property in our business and residential neighborhoods, and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop and play.

TEAMWORK

We work together to plan, develop recommendations, deliver services and openly communicate with the public and each other by soliciting feedback and sharing information to achieve our goals.

TRUST

We realize the perception of our organization is dependent upon the public's confidence in our commitment to our core values and to meeting the goals set collectively by the Mayor and City Council.

CITY OF CONCORD
MAYOR & COUNCIL
MEMBERS

City of Concord
Mayor & Council Members



David Phillips
Mayor Pro-tem
Council Member
District 1



Mayor Scott Padgett



Jim Ramseur
Council Member
District 2



Ella Mae Small
Council Member
District 3



Alfred M. Brown, Jr.
Council Member
District 4



W. Lamar Barrier
Council Member
District 5



Hector H. Henry II
Council Member
District 6



John Sweat, Jr.
Council Member
District 7

W. Brian Hiatt
City Manager



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**MESSAGE FROM
FIRE CHIEF
T. R. HOLLOWAY**



The Concord Department of Fire & Life Safety continues to strive to provide the highest level of professional fire and life safety services to all shareholders and customers of the City of Concord. We are very proud of our history serving the City of Concord for over 100 years and we continue to build on that heritage to meet the future needs of our shareholders and customers through partnerships with the community and other City Departments.

The Department is continuing work on and update a comprehensive 20-year plan that will explore the potential redeployment of current resources and the maximum utilization of additional future resources to meet the ever expanding role of the Department. Our department continues to place a major emphasis on the development of our personnel to ensure a future pool of well-trained and educated leaders within the organization. Today's fire service operates in a challenging environment, and we meet the challenge every day - teaching fire safe behaviors to children, inspecting commercial properties, managing natural, technological, or intentional calamities that may affect our community and we meet it very well. This process requires a constant commitment and dedication to the task of providing high quality training that meets every need from basic firefighting skills to advanced rescue, hazardous materials, incident management, as well as strong leadership skills for aspiring and current officers.

The future continues to be very bright and exciting for this organization as we all work together as a Team, endeavoring to build the foundation to becoming the best Fire & Life Safety Department in the Nation.

Sincerely,

Terry R. Holloway, Fire Chief
Concord Department of Fire & Life Safety

MISSION STATEMENT

To provide the highest level of professional fire and life safety services to the shareholders and customers of the City through; fire suppression, emergency medical care, life safety education, fire inspections, code enforcement, fire investigations, hazardous materials response and personnel career development.

CONCORD DEPARTMENT OF FIRE & LIFE SAFETY
CHIEF OFFICERS AND STAFF

FIRE CHIEF

T. R. (Randy) Holloway 704-920-5522

Administration Division

Deputy Chief - Administration

Curtis Teague 704-920-5524

Executive Assistant

Deana Martin 704-920-5521

Administrative Assistant

Cindy Abernathy 704-920-5526

Administrative Assistant

Kim Smith 704-920-5523

Logistics Officer

Gerald Harris 704-920-5531

Fire Apparatus Mechanic

David Booth 704-782-9611

Operations Division

Deputy Chief-Operations

Ray Allen 704-920-5536

Battalion 1

BC James Isenhour BC Keith Fitch BC Bruce Cress 704-920-5520

Battalion 2

BC Jacob Williams BC Phil Bryant BC Mark Goodman 704-020-5519

CONCORD DEPARTMENT OF FIRE & LIFE SAFETY
CHIEF OFFICERS AND STAFF

Training & Safety Division

Battalion Chief - Training	Roger Cline	704-920-5535
Battalion Chief - Safety	Todd Eury	704-920-5534

Fire Prevention Division

Battalion Chief - Fire Prevention	Mark Brown	704-920-5525
Assistant Fire Marshal (Annual Insp.)	Adam Ryerson	704-920-5530
Assistant Fire Marshal (New Const.)	Archie Coble	704-920-5527
Shift Inspector/Investigator	Robert Page	704-920-5517
Shift Inspector/Investigator	Mike Hill	704-920-5517
Shift Inspector/Investigator	Richard Burgeron	704-920-5517

Emergency Management Division

Battalion Chief - Emergency Mgmt.	Jim Sells	704-920-5528
Life Safety Educator	Norman Franklin	704-920-5529
Life Safety Educator	Amanda Butler	704-920-5538

FY 2010-2011 ACCOMPLISHMENTS

- « 10 Firefighter Recruits (9 Concord, 1 Harrisburg) graduated from Recruit Class 17 on April 9, 2011.
- « Placed 1 new 105' Aerial Ladder Truck in service for use as Ladder 1 (FD-208).
- « Performed 6709 code enforcement activities by the Fire Prevention Division.
- « Continued the fire hydrant location program which assigns a number to each hydrant based on its unique global positioning system (GPS) location.
- « Continuing enhancements made to mobile data computer system for all front-line fire apparatus and primary reserve engine and ladders. (The mobile data computer system went into operation in June 2009.)
- « Obtained 1998 GMC City Delivery Box Truck for use by USAR Team. (Transferred from Fleet Services Department.)
- « Fire Stations No. 6 and 10 personnel completed annual recertification training at the North Carolina National Guard Training Center at Charlotte-Douglas Airport.
- « Maintained permanent Child Safety Seat Checking Station at Fire Station No. 3.
- « Returned Gamewell Diaphone Fire Horn to service at Fire Station 1 and effective January 14, 2011, the daily tradition of briefly sounding the diaphone will resume at noon Monday -Saturday and on special occasions.
- « Continued to administer Homeland Security SAFER Grant from 2009 for 12 personnel.
- « Completed implementation of Homeland Security Fire Act Grant to place Automated Vehicle Locator (AVL) units on all fire apparatus as well as the purchase 18 additional portable radios.
- « Conducted Charlotte Motor Speedway drill to comply with requirements of a Homeland Security Grant to pay cost of conducting large scale drills.
- « Open House at Fire Station 10 to welcome area residents: May 18, 2011

FACTS & STATISTICS SUMMARY

GEOGRAPHICAL INFORMATION

CITY LAND AREA	CITY POPULATION	COUNTY POPULATION	CITY TAX VALUE
60.06 square miles (City) 6.45 (Jackson Park Fire Dist)	81,370	178,011	\$ 10,241,817,189

CITY OPERATING BUDGET	FIRE DEPARTMENT OPERATING BUDGET	CAPITAL IMPROVEMENT PROJECTS
\$ 195,146,632	\$ 16,380,873	\$ 832,000 *

*Capital Improvement Projects included \$543,287 for vehicles.

FRONT LINE APPARATUS SUMMARY

EMERGENCY UNITS IN SERVICE

- 9 Engines
- 3 Ladders
- 1 Rescue
- 2 Battalion Chiefs
- 1 Hazardous Materials Unit
- 1 Decontamination Unit
- 1 USAR Unit
- 2 Blaze Units

Busiest Companies in Fiscal Year 2010-2011

<u>Designation</u>	<u>Total Responses</u>
Engine Co. 1	1,905
Ladder Co. 1	805
Rescue Co. 3	743
Battalion 1	372

Total Personnel: 200

Sworn Personnel: 189

Civilian Personnel: 11*

*Includes Customer Care Center (7)

FOUR YEAR COMPARISONS

	10-11	09-10	08-09	07-08
Population	82,825	81,370	79,673	71,071
Square Miles	66.51	62.032	62.032	59.62
Fire Department Personnel Sworn/Civilian	200 Sworn:189 Civilian:11	200 Sworn: 189 Civilian: 11	188 Sworn: 177 Civilian: 11	185 Sworn: 174 Civilian: 11
Total Incidents	7,920	7,287	7,365	7,394
Fire Incidents	3,261	2,946	2,906	2,946
EMS Incidents	4,659	4,341	4,459	4,448
Civilian Fire Fatalities	0	0	0	1
Civilian Fire Injuries	5	5	3	10
Firefighter Fatalities	0	0	0	0
Firefighter Injuries	35	19	17	29
Fire Loss	\$2,844,,121	3,602,545	\$1,697,955	\$4,192,054
Property Saved Exposed to Fire	\$753,005,696	128,043,242	\$60,344,000	\$974,160,599
Total Budget	\$16,380,873	\$15,045,118	\$17,424,548	\$14,370,931
Operating Budget	15,488,873	14,325,990	\$16,216,548	\$13,157,031
Capital Budget	832,000	719,127	\$ 1,208,000	\$ 1,213,900
Total Fire Inspections	4,1213	5,192	5,911	5,030
Total Plans Reviewed	452	362	526	534
Training Hours	68,193	62,333	72,027	76,088
Participants Served in Education Programs	21,350	23,347	23, 708	19,301
Programs Provided	516	668	492	389
Organizations Served by Education Programs	223	259	292	260

ENGINE COMPANY RESPONSES

Engine	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
1	166	157	165	167	150	156	163	146	152	151	163	169	1,905
2	130	112	121	116	135	177	120	116	144	132	133	133	1,569
3	127	117	102	113	127	123	122	110	111	102	119	135	1,408
4	43	39	46	51	68	52	53	47	49	43	56	51	598
5	76	98	72	102	92	116	87	101	98	98	114	100	1,154
6	52	62	47	23	N/A	184							
7	85	78	67	79	95	95	74	73	85	75	81	78	965
8	67	79	64	71	58	76	83	69	60	59	65	62	813
9	75	71	69	89	106	107	86	75	70	96	91	75	1,010
10	N/A	N/A	N/A	20	38	38	30	33	37	51	40	27	314
Engine 91	0	0	1	1	0	0	0	0	0	0	7	0	9
Engine 92	0	0	0	1	0	0	5	0	0	0	1	0	2
Engine 93	0	0	1	0	0	0	1	0	0	0	3	0	4
Total	821	813	755	833	869	940	824	770	806	807	873	830	9,941
Per Day	27.3	26.2	25.1	26.8	28.9	30.3	26.5	27.5	26.0	26.9	28.1	27.6	27.21
Ladder	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
1	80	60	62	60	90	66	73	56	61	55	68	74	805
7	67	61	49	54	56	48	46	45	51	37	53	36	603
9	53	55	43	61	62	82	47	48	39	53	70	45	658
Ladder 81	0	0	0	0	0	0	0	0	0	0	3	0	3
Total	200	176	154	175	208	196	166	149	151	145	194	155	2,069
Per Day	6.4	5.6	5.1	5.6	6.9	6.3	5.3	3.7	4.8	4.8	6.2	5.1	5.66

OTHER COMPANY RESPONSES

Company	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Rescue 3	78	74	69	69	65	59	57	56	47	36	66	67	743
Total	78	74	69	69	65	59	57	56	47	36	66	67	743
Per Day	2.2	1.7	1.5	1.5	1.6	2.0	1.9	1.7	1.5	1.4	2.0	2.1	2.0
Battalion 1	40	34	30	33	37	35	41	35	17	20	21	29	372
Battalion 2	22	24	22	21	31	27	18	31	22	18	24	18	278
Fire 2	1	3	0	0	1	5	0	1	1	1	1	1	15
Fire 3	0	4	4	2	6	6	2	3	2	1	0	2	32
Total	63	65	56	56	75	73	61	70	42	40	46	50	697
Per Day	2.0	2.0	1.8	1.8	2.5	2.3	1.9	2.5	1.3	1.3	1.4	1.6	1.9
Blaze 1	1	1	0	3	2	4	5	3	1	3	2	0	25
Blaze 2	0	0	0	0	0	1	1	0	0	2	1	0	5
Haz-Mat 9	12	10	11	12	12	13	7	8	4	9	12	7	117
Decon 9	9	6	9	8	8	11	5	6	3	6	9	6	86
USAR 3	2	0	1	3	4	1	4	0	0	2	1	0	18
Air Unit 3	0	0	0	0	2	1	1	0	1	0	0	1	6
Safety Off.	5	4	7	5	7	12	7	7	8	4	8	9	83
Investigator 8	13	11	14	10	7	13	5	15	10	13	17	24	154
Emergency Management	2	4	3	1	1	3	0	5	3	3	0	0	25
Mobile Command Post	0	0	0	0	1	0	0	0	3	0	0	0	1
Brush 1	0	0	0	3	1	0	23	2	1	0	8	1	39
Brush 5/6	0	1	0	0	0	0	8	5	0	1	2	0	17
Brush 7	0	0	2	2	0	0	10	0	0	0	3	1	18
Total	44	37	47	47	45	59	76	51	34	43	63	49	594
Per Day	1.4	1.1	1.5	1.5	1.5	1.9	2.4	1.8	1.0	1.4	2.0	1.6	1.6
Grand Total	1,206	1,165	1,081	1,180	1,262	1,327	1,184	1,096	1,080	1,071	1,242	1,151	14,045
Avg. Per Day	38.9	37.5	36.0	38.0	42.0	42.8	38.1	39.1	34.8	35.7	40.0	38.3	38.4

**SIGNIFICANT INCIDENTS
FIRE DAMAGE >\$50K AND
EOC >\$20K CLEAN-UP**

08/05/10 Structure fire 1214 Sandy Bottom Drive NW. \$80,000 loss.

08/27/10 Structure fire 449 Riverglen Drive NW. \$96,000 loss.

11/19/10 Landfill fire reported at 11:50 p.m. Fire Department responded and extinguished the visible fire and monitored the site and surrounding neighborhoods for hazardous conditions for several days.

12/04/10 Portable Building fire Sandusky Blvd. and Concord Parkway. \$75,000 loss.

12/15/10 Sprinkler Activation 7772 Gateway Lane NW. \$115,000 loss.

02/20/11 2nd Alarm Apartment fire 604 Summerlake Drive SW. \$118,312 loss.

03/21/11 Structure fire 2949 Deep Cove Drive. \$139,140 loss.

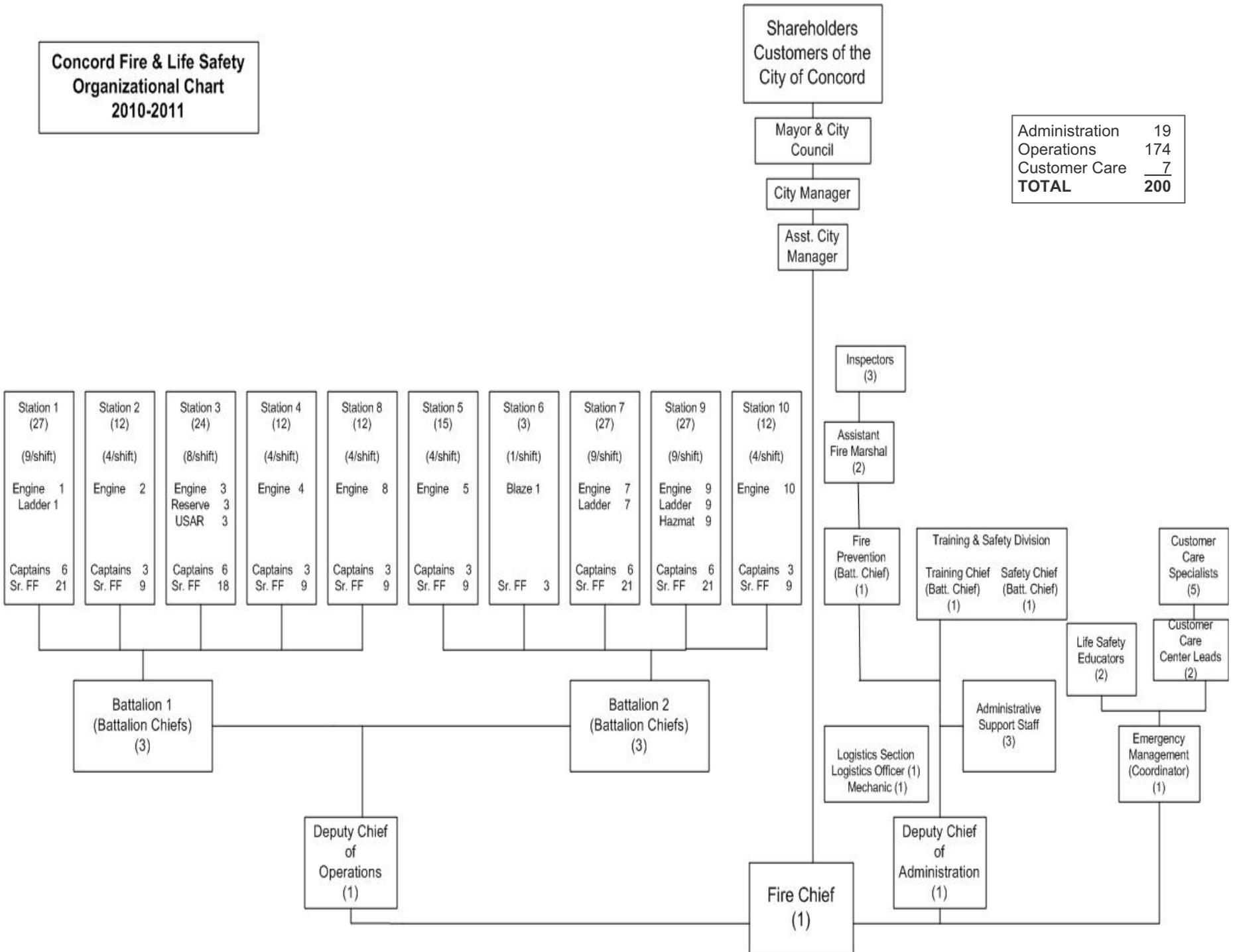
04/17/11 Sprinkler Activation 8500 Westmoreland Drive NW. \$1,315,000 loss.

06/16/11 Dryer fire 3072 Champion Lane SW. \$173,3470 loss.

06/20/11 Structure fire 1458 Kindred Circle NW. \$85,000 loss.



**Concord Fire & Life Safety
Organizational Chart
2010-2011**



Administration	19
Operations	174
Customer Care	<u>7</u>
TOTAL	200

ORGANIZATION MANAGEMENT DIVISIONS

The Department of Fire & Life Safety functions via two (2) major branches which operate under the direction of the Fire Chief to implement and manage departmental operations and programs.

* Administrative Services Branch

* Operations Service Branch

Each branch is headed by a Deputy Chief who answers directly to the Fire Chief. A brief description of each branch may be found below with major assigned duties. The duties listed are illustrative examples, other functions may be assigned to each branch or Deputy Chief.

ADMINISTRATIVE SERVICES BRANCH

Divisions: « Administration Division « Fire Prevention Division
 « Training & Safety Division « Logistics Section (Logistics and Fire Apparatus Maintenance)

Functions: Budget Administration, Capital Improvement & Projects, Human Resources, Investigations, EEO/AA Program, Engineering, Code Enforcement, Prevention Services, Fire Equipment Maintenance, Fire Apparatus Maintenance, Testing of Equipment, Facilities Management, Departmental Safety Program, Equipment Specification, Purchasing, Departmental Supply, OSHA Safety, Departmental Training Program, Strategic Master Planning, Planning & Research, Information System
Administration, RMS Management, and ISO Rating Maintenance.

OPERATIONS SERVICE BRANCH

Divisions: « Operations Division

Functions: Fire Emergency Response, Medical Emergency Assistance, Hazardous Materials Response, Special Response Teams, Emergency Scene Management, Homeland Security and Domestic Preparedness. Testing of Equipment include; Fire Apparatus, Ground Ladders, Fire Hose, and Fire Hydrants.

ADMINISTRATION DIVISION

The Administration Division provides overall direction, leadership and vision for the department. Divisional responsibilities include for providing administrative support for the Department of Fire & Life Safety including budget preparation and administration, payroll, purchasing, setting departmental goals and objectives planning/research, and information technology. A staff of five supports the activities of department as a whole and operate under the general direction of the Deputy Fire Chief of Administration, one Executive Assistant, two Administrative Assistants.

In today's ever changing environment and the demanding tasks assigned to members of the support staff continue to increase and differ greatly from the routine day-to-day clerical responsibilities found in offices a scant decade ago. The support staff assigned to the Administration Division also conducts research and data analysis that aids chief officers in making informed decisions and developing future plans.

CUSTOMER SERVICE

Customer service has been a hallmark of the Department of Fire & Life Safety since the late 1990's when it was first introduced and quickly embraced by the members of the organization. The Administration Division also takes pride in its customer service delivery. Our customer service contacts are both external as well as internal. In some cases, the support staff may be among the first people to come in contact with members of the public. Administration is also the focal point for questions and requests by department co-workers. With both types of contact, customer service is vitally important. Positive and effective communication skills are emphasized as a priority. These skills are put to use daily to ensure successful customer interactions.

All divisions and personnel in the department benefit from the timely, efficient, and professional performance of duties with the support staff working together and complementing each others talents.

BUDGET

Annually, operating and capital budgets for the Department of Fire & Life Safety are prepared. Each year the City of Concord prepares an annual budget to provide funding for fire, rescue, medical assistance, code enforcement, training & safety, life safety education, and emergency management services.

ADMINISTRATION DIVISION

- « Prepares status reports for the operating and capital budgets during the year and monitors the operating budget monthly.
- « The budget process consists of five stages: forecasting, requesting, reviewing, adopting and monitoring.
- « Financial management focuses on strategic resource allocation and management. It forges the link between budgeting and planning and ensures that funding decisions made with attention to cost and the appropriateness, efficiency and effectiveness of service delivery.
- « Financial analysis & projections include accounting for expenditures against state, federal and private funds; accessing federal grant funds and funding via interagency transfer; reporting expenditures against federal grants development of the financial portions of various federal grant applications.

BUDGET:

For Fiscal Year 2010-2011 the Department of Fire & Life Safety's total budget as appropriated by City Council was \$16,399,345 for fire protection and emergency services. The budget includes the following major categories: Personnel Services (salaries & benefits), Operating Costs, Capital Expenditures, Debt Service, Cost Allocations, and Transfers.

This total is subdivided into divisional budgets:	Fire Operations:	\$ 15,368,149
	Fire Prevention:	\$ 497,809
	Fire Training and Safety:	\$ 271,015
	Emergency Management:	\$ 262,372

GRANTS: [During Fiscal Year 2010-2011 the Department of Fire & Life Safety applied for 3 grants.]

- « Application submitted for 2010 Assistance to Firefighters Grant to fund vehicle exhaust systems for two fire stations. This grant was subsequently not approved by FEMA.
Application submitted for 2010 Fire Prevention Grant to fund electronic burn pan. This grant was subsequently not approved by FEMA.
Application submitted for 2010 Firehouse Subs Grant. This grant was subsequently not approved by Firehouse.
- « Application submitted for 2009 Assistance to Firefighters Grant to implement a mobile data computer system for all fire apparatus and purchase of portable radios. This grant was subsequently approved by FEMA.
- « The Application submitted for 2008 SAFER Grant to hire 12 personnel to increase staffing to better meet the NFPA 1710 response standard. This grant was originally denied by FEMA; however, it was approved in September 2009.

ADMINISTRATION DIVISION

APPARATUS/VEHICLES PROCURED:

- « Received 1 2011 Pierce Arrow XT 105' Aerial Ladder Truck (FD-208) *Replacement of FD-202*
- « Received 1 1998 GMC City Delivery Box Truck (FD-512) *Transfer from Fleet Department to Replace FD-505*



VEHICLES DECLARED SURPLUS:

1981 Chevrolet City Delivery Box Truck
USAR Support Unit (FD-505) Surplus

SALE PRICE

\$ 5,010
\$ 5,010

NET REVENUE RETURNED TO GENERAL FUND

\$ 4,634
\$ 4,634



ADMINISTRATION DIVISION

HUMAN RESOURCES / PAYROLL

The Concord Department of Fire & Life Safety has three employee categories: fire service non-exempt, regular non-exempt, and exempt. Fire service non-exempt employees are paid on a 56-hour workweek. Operations has a 28-day, three-platoon rotating cycle of 24-hour continuous tours of duty, with one pre-scheduled 12-hour holiday period off. Regular non-exempt employees are paid an hourly rate, with the rate based on the range established for a 40-hour workweek. Exempt employees work a schedule based on a 40-hour work week with other hours worked as needed to complete job requirements. Payroll periods are bi-weekly. Payroll functions are performed using the Jantek System.

- « Processes documents for transfers, leaves of absence, and reassignments.
- « Administers the department's Firefighter Recruitment Program, endeavoring to create a diverse workforce.
- « Assists in the development and administration of promotional processes.
- « Maintains information on the Family Medical Leave Act.
- « Maintains departmental personnel records.
- « Assists in administering and monitoring performance appraisal system.
- « Coordinates training for all newly promoted supervisors.
- « Assists Training & Safety Division in promotional testing.
- « Tuition Reimbursement for the Department.

ACCOUNTS PAYABLE

Accounts Payable is responsible for the management and processing of payments to vendors. Staff is responsible for following all purchasing guidelines for the procurement of materials, supplies, equipment and services to meet the operating requirements of the department in accordance with city policies and ordinances. Processing of vendor invoices includes fund coding, budget allocation with pay request being forwarded to the Finance Department for timely payment.

PLANNING & RESEARCH

- « Identifies new station locations.
- « Conducts planning, research, and analysis projects.
- « Manages the fire-rescue records management system.
- « Reviews documents submitted by volunteer fire departments affected by city initiated annexations.
- « Prepares the capital improvement budget.
- « Coordinates and maintains the data to support the city's performance measurement system.
- « Develops the departmental master plan, strategic plan, and business plan to continue to prepare for the future.

ADMINISTRATION DIVISION

INFORMATION TECHNOLOGY COORDINATION

Technologies Edge Inc. acts as the information technology provider for the Department of Fire & Life Safety with a full-time technician assigned to the department working out of Fire Administration. In conjunction with Fire Administration, Technologies Edge works cooperatively to develop plans to be put in place to deploy new hardware, software, repairs, and other forms of new technology. Accomplishments for 2010-2011 include:

- « Continued replacement of aging and defective hardware with 3 replacement tower units and 1 replacement laptop .
- « Continued replacement of aging and defective hardware with 9 replacement printers which include scanning capability to replace fax machines and lines.
- « Purchased and placed a new video bridge for Tanberg system.

INTRANET AND INTERNET WEB SITES

The department maintains both internal (Intranet) and external (Internet) web sites. The internal site provides information for all personnel through a combination of Informational Bulletins, Standard Operating Guidelines, posting of departmental forms, lists, and other various means. The external site provides information for shareholders, customers, and visitors to become more informed on the inter-workings of the department.

Fire Administration and Technologies Edge work in unison to ensure that the Department of Fire & Life Safety is active, participating members in the City's computer and information systems. To fulfill these tasks, the following activities are conducted:

- « Assists with specifications for new information technology systems.
- « Works with Technologies Edge (City of Concord IT Department) to Manage all IT projects and initiatives for the department.
- « Represents CDF&LS on all City-wide Technology Teams/Committees and Liaison with other City Departments.
- « Coordinates the maintenance of systems and administration.
- « Manages departmental hardware, software, and peripherals.
- « Represents CDF&LS on City GIS related committees to ensure data integrity is maintained for all City data that may be adapted or accessed for CDF&LS systems.
- « Provide quality, accurate, and adequate information in a timely manner.
- « Assist fire & life safety personnel to make the right decisions.
- « Assist in accomplishing departmental objectives.
- « Prepare fire & life safety personnel for future changes.
- « As of the end of FY-11, Ninety-three percent of the Department's forms are available on the intranet site.

ADMINISTRATION DIVISION

Information Technology system based at the Department of Fire & Life Safety supports the needs of 222 co-workers which include the City of Concord Customer Care Center and the Concord Communications Department.

RECORDS MANAGEMENT:

Records Management includes maintenance of the fire-rescue reports associated with the department's records management system (Firehouse Software). Distribution of incident report information and performance research of fire-rescue records is crucial for planning future public safety services.

False calls are smoke detectors or fire alarms that sound for non-fire related events. The City allows for three free calls in any consecutive 90-day period. The property owner is billed per call thereafter.

Other reports are generated to include average call response times, apparatus incidents, and statistical reports electronically submitted to the State of North Carolina.

RECRUITMENT FOR 2010-2011 HIRING PROCESS:

Recruitment activities are coordinated by the Training & Safety Division with assistance from other members of the department. Interest cards, flyers, brochures, and were distributed around the city and the state. Applications were accepted from July 20, 2010 – August 31, 2010. 458 applications were received. On August 14, 2010, 353 applicants assembled at the Concord Convention Center for the entrance examination with 159 passing. Interviews and background investigations were concluded in late November. This process resulted in a hiring eligibility list of 145 candidates which expires on December 2, 2011. Vacancies filled from this list included 1 Retirement and 8 resignations. Nine candidates were hired for Recruit class 17 from this list.

For information on the next testing process, individuals can go to the fire department's web site ([www.concordnc.gov /Fire](http://www.concordnc.gov/Fire)) and complete and submit an interest form. The Concord Department of Fire & Life Safety strives to be reflective of the community we serve.

FIRE OPERATIONS

MISSION: The Concord Department of Fire & Life Safety 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.

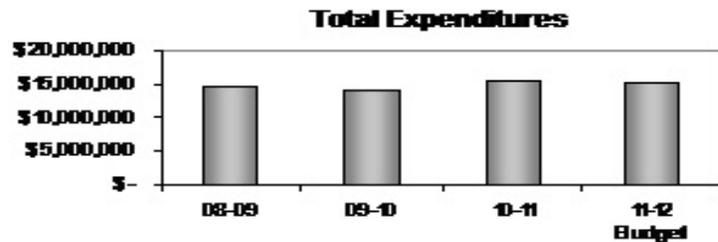
PROGRAM LOCATOR:

Fund: General Fund

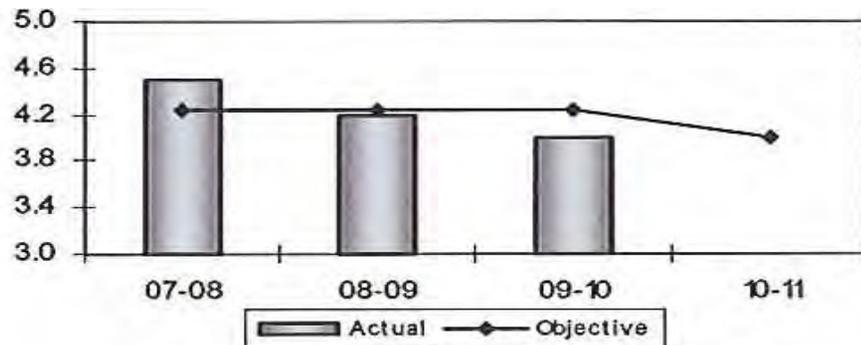
Functional Area: Public Safety

Department: Fire & Life Safety

Division: **FIRE OPERATIONS**



AVERAGE RESPONSE TIME TO PRIORITY 1 CALLS (IN MINUTES)



MAJOR SERVICE(S) PROVIDED:

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

FY 2010-2011 MAJOR ACCOMPLISHMENTS:

- « Continued to assess needs and plan for additional fire & Life safety services in the western and southern growth corridors
- « Continued to work on operational and capital needs to comply with the National Fire Protection Association Standard 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by a Career Fire Department.
- « Received and put into service one new triple combination pumper (E-4) , manufactured by Pierce Manufacturing.
- « Received and put into service one new 105' aerial ladder truck (L-1) manufactured by Pierce Manufacturing.
- « Fire Station 10 (temporary station) opened in January 2011.
- « Engine Co. 6 re-designated as Engine Co. 10 October 2010.
- « Ladder Co. 1 entered service as a result of Safer Grant personnel being assigned on shift.
- « Ladder Co. 3 re-designated as Ladder Co. 7 temporarily until Fire Station 11 is built.
- « Completed preliminary study of Fire Station 11 location.
- « Rotated Battalion Chiefs through the Training Division to provide exposure and insight into different aspects of the Department.
- « AVL placed on all front line companies.

FIRE OPERATIONS

FY 2011-2012 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS (CONTINUED):

- « Design work for renovations of Fire Station 5.
- « Purchase pumper to improve the reliability of fleet.
- « Construction of Fire Station 11 to serve the Bruton Smith / Concord Mills Blvd areas of the city.
- « Continue to provide basic fire/rescue services to the community during a difficult economic period.
- « Achieve Applicant Status with the Center for Public Safety Excellence for Fire Services Accreditation.
- « Reevaluation of ISO by NCOSFM.
- « Continue to assess needs and pain for increasing the level of fire & life safety services in the western growth area.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- « Review of Redeployment Plan (this plan provides a roadmap for distribution of fire companies in the future).
- « Continued provision of basic level services.
- « More emphasis on accountability at all levels of the Department.
- « Review of all programs and processes to improve operations.

PERFORMANCE GOALS:

Major Service Area: FIRE, RESCUE & MEDICAL ASSISTANCE RESPONSES

Goal: To provide effective and timely response to fire/rescue/medical assistance incidents within the City in order to minimize loss of life and destruction of personal property.

Major Service Area: SPECIAL OPERATIONS

Goal: To provide effective response to escalated hazards resulting from Hazardous Material releases, Collapse/Trench rescues and other specialized response incidents in order to minimize loss of life, destruction of personal property, and harm to the environment.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY09 Actual	FY10 Actual	FY11 Obj.	FY11 Actual	FY12 Obj.	Benchmark Target
Fire	Percentage of fires confined to area(s) involved on arrival	Effectiveness	83%	99%	85%	94%	85%	90%
Fire	Transmit an "all clear" within 10 minutes	Effectiveness	78.3%	82.6%	80%	81%	80%	90%
Fire	Transmittal of "under control" within 15 minutes	Effectiveness	86.9%	86.9%	80%	88%	80%	90%
Fire / Special Operations	Property saved to loss ratio	Effectiveness	97.2%	97.2%	98%	99%	98%	98%
Fire / Special Operations	Property protected to lost ratio	Effectiveness	99%	99%	99%	99%	99%	99%
Fire / Special Operations	Average travel time to priority 1 calls (in minutes)	Effectiveness	4.2	4.0	<4.0	4.2	<4.0	<4
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (supp.)	Effectiveness	77.1%	75.3%	85%	85%	85%	90%
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (EMS)	Effectiveness	85.5%	59%	85%	72%	85%	90%
Fire / Special Operations	Percentage for full assignment arrival within 8 minutes	Effectiveness	81.2%	71.7%	85%	85%	85%	95%
Fire / Special Operations	Percentage of turnouts of less than 60 seconds (7:00am - 9:59pm) (0700-2200)	Effectiveness	82.1%	93.1%	85%	92%	85%	90%
Fire / Special Operations	Percentage of turnouts of less than 90 seconds (10:00pm - 6:59am) (2201-0659)	Effectiveness	86.4%	92.8%	89%	92%	89%	90%

BUDGET SUMMARY

Cost Center #: 4340	2008-2009 Actual Expenditures	2009-2010 Actual Expenditures	2010-2011 Council Approved*	2010-2011 Actual Expenditures**	2011-2012 Manager Recommended	2011-2012 Council Approved
Personnel Services	\$ 9,809,913	\$ 10,637,921	\$ 11,009,252	\$ 11,544,365	\$ 11,179,926	\$ 11,179,926
Operations	\$ 1,651,220	\$ 1,265,041	\$ 1,496,706	\$ 1,435,670	\$ 1,998,416	\$ 1,998,416
Capital Outlay	\$ 1,262,612	\$ 600,115	\$ 815,812	\$ 826,024	\$ 394,012	\$ 394,012
Debt Service	\$ 1,252,028	\$ 1,105,430	\$ 1,233,074	\$ 1,084,741	\$ 1,067,234	\$ 1,067,234
Cost Allocations	\$ 610,843	\$ 616,170	\$ 804,272	\$ 639,829	\$ 541,879	\$ 541,879
Transfers	\$ 3,400	\$ -	\$ 9,030	\$ 9,030	\$ -	\$ -
Total Expenditures	\$ 14,590,016	\$ 14,224,677	\$ 15,368,146	\$ 15,539,659	\$ 15,181,467	\$ 15,181,467
% budget change	11%	-3%	7%			-1%
Total Revenues	\$ 274,866	\$ 263,587	\$ 594,657	\$ 540,214	\$ 511,142	\$ 511,142
Net Costs	\$ 14,315,150	\$ 13,961,090	\$ 14,773,489	\$ 14,999,445	\$ 14,670,325	\$ 14,670,325
* as amended						
**as of 8/1/2011, cost allocations incomplete						
Authorized FTE	173.30	170.00	182.00	182.00	182.00	182.00

OPERATIONS DIVISION

The Operations Division provides fire, rescue, and medical assistance, hazardous materials, collapse/trench, and aircraft rescue and firefighting service to a growing population in excess of 81,000 from ten strategically located fire stations staffed with full-time career personnel for emergency incidents. The division operates under the general supervision of the Deputy Fire Chief of Operations. A daily deployment of 9 engines, 1 ladder platform, 2 aerial ladders, 1 rescue company, and 2 battalion chiefs cover 62 square miles with a minimum daily staffing of 49 personnel.

The city is host to a variety of occupancies ranging from commercial / industrial complexes, food processing companies, various motor sports entities, high tech facilities, and shopping centers. Charlotte Motor Speedway, (producers of the largest sporting events in North Carolina), Concord Regional Airport (the fourth busiest airport in North Carolina), Concord Mills Mall (the number one tourist destination in North Carolina), Concord Convention Center, Cabarrus Arena & Events Center, Great Wolf Lodge Resort, and CMC-Northeast Medical Center and associated facilities are all within the city. Additionally, several major petroleum and natural gas transmission lines traverse the city. Interstate 85, US Highway 29, and NC Highways 3,49, & 73 bisect the city. Norfolk-Southern rail lines transverse the city, utilized for passenger as well as freight service, which creates the potential for a large-scale hazardous material accident and possible evacuation. The city also is host to several residential care facilities as well as nursing homes.

Through automatic aid agreements, Concord apparatus and personnel routinely provide additional resources to the City of Kannapolis, Town of Harrisburg, as well as various Cabarrus County rural fire districts.

FIRE COMPANIES COMMISSIONED OR DISBANDED

- Engine Co. 6 ○ Re-designated as Engine Co. 10
- Ladder Co. 3 = Re-designated as Ladder Co. 7
- Ladder Co. 1 = Commissioned Ladder Co. 1

COMMUNICATIONS

Communications for the department is handled through the City of Concord 911 center utilizing an 800 trunked radio system with computer-aided dispatch.

OPERATIONS DIVISION

ENGINE COMPANIES

Currently there are nine engine companies, one operated from each community fire station. An engine company consists of a piece of apparatus, which is capable of three functions; the unit has a water tank, hose and a fire pump with a captain and 2-3 other firefighters assigned per shift. On an incident scene, the engine company is responsible for the application of water upon a fire and ensuring that a sufficient water supply is established for the operation. Engine companies in Concord, as well as most cities, also respond to medical assist calls in their district. Engine companies are perfectly suited for this assignment as they are strategically located to respond within their first-due response territory generally within a target of four minutes. The four-minute target is critical for both fire and medical incidents. Minimum staffing is 3 for each engine company.

LADDER COMPANIES

Currently the department operates three ladder companies, which are located at Fire Stations 1, 7 & 9. A ladder company consists of a piece of apparatus, which is capable of five functions; a small capacity water tank, fire pump, hose, ground ladders and an aerial ladder device, with a captain and 2-3 other firefighters assigned per shift. On an incident scene, the ladder company is responsible for search and rescue of occupants, ventilation of the structure, salvage work, overhaul work, controlling utilities and high flow of water. The ladder company in Concord, like most other cities, is available for medical response in the event there is not an engine company available for rapid response to an emergency. Additionally, our ladder companies are also responsible for extrication services within the city. A ladder company, unlike the engine companies, is responsible for larger response territories; currently covering approximately one-third of the city. Minimum staffing is 4 for each ladder company.

RESCUE COMPANY

Currently there is one rescue company assigned to Fire Station 3. A rescue company consists of a piece of apparatus, which is not equipped with a fire pump. These units are specialized units equipped with rescue equipment to extricate injured or trapped persons from vehicles on an incident scene, the rescue squad is responsible for assisting fire companies in search & rescue as well as fire suppression activities. Minimum staffing is 4 for the rescue company.

SPECIALIZED OPERATIONS

- « Aircraft Rescue Firefighting
- « High Angle Rescue
- « Hazardous Materials Response Team
- « Confined Space Rescue
- « Structural Collapse / Trench Team

OPERATIONS DIVISION

AVERAGE RESPONSE TIME

The goal of the fire department is to have an average response time of four minutes or less to 90% of the emergency calls in the city. Response time is the time from dispatch of an incident to the first fire unit arriving on scene.

AVERAGE RESPONSE TIME: 4.2 MINUTES

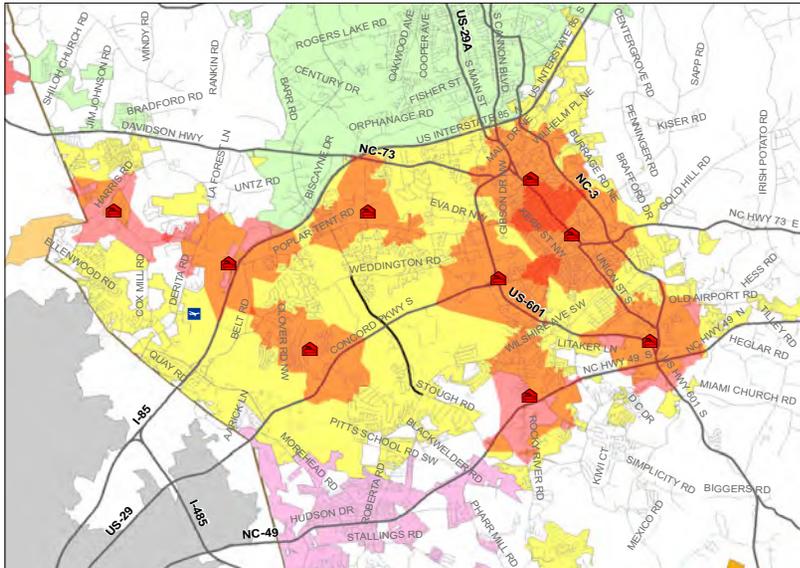
WORK SCHEDULE

Firefighters work a 56-hour week. The shift is a 24-hour on-duty and 48 hours off-duty rotation. Each firefighter reports to work at 8:00 a.m. and remains on duty until the following morning at 8:00 a.m.

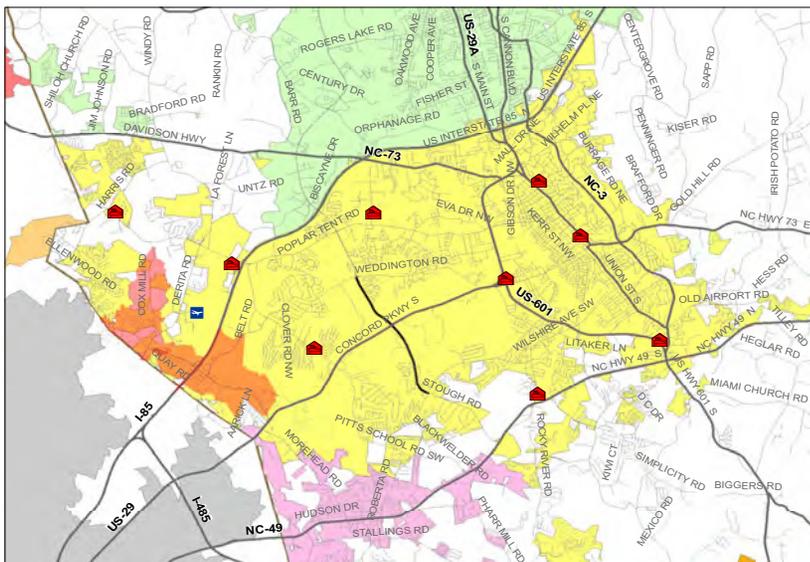


STATIONS / APPARATUS LOCATIONS

CURRENT LOCATIONS



PROPOSED LOCATIONS



- Station 1** 31 Church Street N.
- Station 2** 42 Palaside Drive NE
- Station 3** 100 Warren C. Coleman Blvd. N.
- Station 4** 1165 Warren C. Coleman Blvd. S.
- Station 5** 170 Pitts School Road N.
- Station 6** 9101-B Aviation Blvd. NW.
- Station 7** 250 International Drive NW.
- Station 8** 1485 Old Charlotte Road S.
- Station 9** 1020 Ivey Cline Road
- Station 10** 4895 Poplar Tent Road
- Logistics Warehouse**..... Kerr Street
- Fire Department Shop**..... 31 Church Street N.
- Fire Marshal's Office**..... 100 Warren C. Coleman Blvd. N.

- PROPOSED STATION LOCATIONS**
- Station 11** Bruton Smith Blvd area
- Station 12** Cox Mill Road @ Christenbury Develop.

STATIONS / APPARATUS LOCATIONS

BATTALION 1

<p>Station 1</p>		<p>31 Church Street NE</p>	<p>Engine 1 – 2006 Pierce Dash Pumper Ladder 1 – 2011 Pierce Dash 105' Ladder Battalion 1 – 2009 Ford F-150 Engine 91 – 1992 Pierce Dash Pumper Brush 1 – 1988 Chevrolet</p>
<p>Station 2</p>		<p>42 Palaside Drive NE</p>	<p>Engine 2 – 2009 Pierce Velocity Pumper Engine 92 – 1989 Pierce Arrow Pumper</p>
<p>Station 3</p>		<p>100 Warren C. Coleman N</p>	<p>Engine 3 – 2006 Pierce Dash Pumper Rescue 3 – 2009 Pierce Velocity Rescue Air Unit 3 – 2001 Freightliner / ALF USAR3 – 2005 Chevrolet Tractor / Trailer</p>
<p>Station 4</p>		<p>1165 Warren C. Coleman S</p>	<p>Engine 4 – 2010 Pierce Velocity Pumper Engine 94 – 1986 Pierce Arrow Pumper Rehab 3 – 1995 Ford / Thomas Bus</p>
<p>Station 8</p>		<p>1485 Old Charlotte Rd SW</p>	<p>Engine 8 – 1996 Saulsbury Quint Ladder 81 – 1996 Saulsbury Quint Command Post – 1996 Alegro Bus</p>

STATIONS / APPARATUS LOCATIONS

BATTALION 2

<p>Station 5</p>		<p>170 Pitts School Road</p>	<p>Engine 5 – 2004 Pierce Dash Pumper Engine 95 – 1986 Pierce Dash Pumper Brush 5 – 1985 Ford</p>
<p>Station 6</p>		<p>9101-B Aviation Blvd NW</p>	<p>Engine 6 – 1996 Saulsbury Quint Blaze 1 – 1987 Oshkosh ARFF Unit Blaze 2 – 1995 Ford E-One ARFF Unit</p>
<p>Station 7</p>		<p>250 International Dr NW</p>	<p>Engine 7 – 2007 Pierce Dash Pumper Ladder 7 – 2005 Pierce Dash Platform 100' Collapse 7 – 2005 Chevrolet Tractor/Trailer Brush 7 – 1994 Ford Rescue 71 – 1995 Saulsbury Rescue</p>
<p>Station 9</p>		<p>1020 Ivey Cline Road</p>	<p>Engine 9 – 2008 Pierce Velocity Pumper Ladder 9 – 2001 American LaFrance 75' Haz-Mat 9 – 2002 Freight Tractor/Trl Decon 9 – 2008 Sterling Tractor/Trailer Battalion 2 – 2007 Ford F-150</p>

STATIONS / APPARATUS LOCATIONS

BATTALION 2

<p>Station 10</p>		<p>Poplar Tent Road</p>	<p>Engine10 – 1992 Pierce Dash Pumper</p>
<p>Station 11</p>	<p>Future Station</p>	<p>Bruton Smith Blvd Area</p>	
<p>Station 12</p>	<p>Future Station</p>	<p>Cox Mill Road at Christen- bury Development</p>	

TRAINING & SAFETY

The Training & Safety Division provides educational services to assure that department personnel are provided with the knowledge and skills to fulfill the mission of the department. The Division develops and conducts many of the department's training programs covering four functional areas; In-Service Training, Recruit Training, Officer Development, and Occupational Safety & Health. Staffing for the division includes a Battalion Chief of Training and a Battalion Chief of Safety. Training programs are coordinated by the division with classes delivered through a combination of on-duty personnel as well as off-duty personnel contracted through Rowan Cabarrus Community College.

VIDEO CONFERENCING

The department has used a video conferencing system in all fire stations since 2003 to provide training and instruction for courses which do not require fire companies to travel to the Training Center for practical sessions. This system is also used for monthly meetings with the fire chief, meetings for shifts, and quick question/answer sessions. Video conferencing remote sites include the Concord Police Department, Concord City Hall, Concord Regional Airport, Concord's Brown Operations Center for public works, Cabarrus County Sheriff's Office, Cabarrus County Health Alliance, CMC-Northeast Hospital, Kannapolis Fire Stations, and Harrisburg Fire Stations.

System advantages have been demonstrated year after year in fuel consumption and fire companies are able to remain in their response areas rather than being at the Training Center for each course. It is believed that as fuel costs increase and budgets are strained the benefits of video conferencing will be realized by more users and those systems will see higher use.

TRAINING

The members of Concord Fire and Life Safety achieved a total of **68,971** training hours for the year FY 2010-2011. Suppression forces achieved a total of **59,777** training hours for the year. The administrative staff along with recruit classes # 17-7 (October 18, 2010– April 9, 2011) spent a total of **8,416** hours in training. These hours were achieved from the participation in company training; fire ground evolutions, state and local fire classes. There were a total of 73 outside schools offered to our personnel in addition to the classes taught within our department. The department participated in the Associate and Bachelor Degree programs for Fire Protection Technology from Central Piedmont Community College, the University of North Carolina at Charlotte, Coastal Carolina, and Fayetteville State University. Again this year, several personnel earned Associate degrees and Bachelor degrees. All Department Personnel maintained their current levels of certification and completed the number of training hours required by the Insurance Service Office (ISO) and the State of North Carolina.

SAFETY PROGRAM

The training division is responsible for reviewing all personal injuries and property damage incidents that occur. Our number of personal injuries was added to exposures for reporting purposes. The number of personal injuries for the year FY 2009-2010 was **19**. The goal of the training division is **zero** personal injuries and property damage.

Training Hours Reported FY 2010-2011

SHIFT	HOURS COMPLETED
A	21,916
B	19,526
C	18,334
Day Staff & and Recruit Classes	1,919 6,497
TOTAL HOURS	68,193

TRAINING & SAFETY

The safety of our employees is of the utmost importance. This division hopes to achieve this goal by working closely with the Training / Safety Team and Health / Wellness Team, during the next reporting period of 2010-2011 and providing a safety officer for all emergencies and training exercises.

EMERGENCY MEDICAL TECHNICIAN UPGRADE

Through a cooperative agreement with the Cabarrus County Emergency Medical Service, Rowan-Cabarrus Community College and the State of North Carolina Office of Emergency Medical Services, the Department was able to continue to sponsor EMS Upgrade classes for all our personnel. This allows for all certified EMT's to continue obtaining all necessary training for recertification as required by the State of North Carolina. This division is happy to mention that all members are in good standing with the N.C. Office of Emergency Medical Services. The North Carolina Department of Emergency Medical Service added additional responsibilities to EMS First Responders this year and training for those added responsibilities was given.

ISO COMPANY EVOLUTIONS

All companies conduct evolutions, as assigned by each shift Battalion Chief. These records indicate that all companies achieved the minimum number of ISO required evolutions. The department, as mentioned previously, fulfilled the required two hundred forty hours of training per firefighter per year.

RECRUIT TRAINING

Recruits attend 24 weeks of intensive fire, medical, and rescue training, which results in graduates obtaining North Carolina Firefighter I & II, North Carolina Technical Rescue, Rope Rescue, Hazardous Material Operations, National Incident Management System, and Emergency Medical Technician certifications.

Emergency Medical refresher training is conducted by Rowan Cabarrus Community College instructors in conjunction with the Training and Safety Division to maintain certifications through extensive refresher courses. Training provided meets the State of North Carolina continuing education standards. The department currently has 189 Emergency Medical Technicians.

HAZARDOUS MATERIAL TRAINING

The number of certified NC Hazardous Material Technicians is 94 which is an increase of 29 during the year. Of the 94 certified Haz-Mat Techs, 22 are Fire Captains or Battalion Captains.

TRAINING & SAFETY

- « USAR [Urban Search & Rescue] 13 personnel certified.
- « ARFF [Aircraft Rescue Firefighting] 29 personnel; FAA 139 certified.
- « Educational Methodology (1) 68-hour courses taught.
- « Fire Instructor I (1) 21-hour courses taught.
- « Fire Instructor II (1) 39-hour course taught.
- « OCS-II [Officer Candidate School-II (16) participants completed courses.
- « Fire Officer I Certification (1) 40-hour course taught.
- « Fire Officer II Certification (1) 32-hour course taught.

LIVE BURNS

2010	June 16	335 Fox Street SW	Code Enforcement
2011	January 22	596 Bruton Drive	Jill Herron
2011	February 17	84 Corban Avenue SE	Saint James Church
2011	February 18	88 Corban Avenue SE	Saint James Church
2011	June 24	2118 Kingsway Drive	Overcash Estate
2011	June 24	2124 Kingsway Drive	Overcash Estate
2011	June 25	2112 Kingsway Drive	Overcash Estate
2011	June 25	2130 Kingsway Drive	Overcash Estate



GENERAL TRAINING

No burning – Acquired from Code Enforcement for Other Evolutions.
None

8 Total Structures

Utilized 8 acquired structures, including single family residences and duplexes. All 8 were used in live fire training exercises. The structures were also used for training activities including ventilation, and forcible entry. Saving our own / Firefighter down Rapid Intervention Team training evolutions conducted at the Training Center.

OUT OF TOWN SCHOOL DEVELOPMENT

Out-of-town schools were also offered to our department personnel. This includes opportunities to attend Weekend Seminars, National Fire Academy, Fire Department Instructors Conference, Central Piedmont Community College Classes, Coastal Carolina, Fayetteville State University and the University of North Carolina at Charlotte.

TRAINING & SAFETY

MISSION: The Concord Department of Fire & Life Safety 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.

PROGRAM LOCATOR:

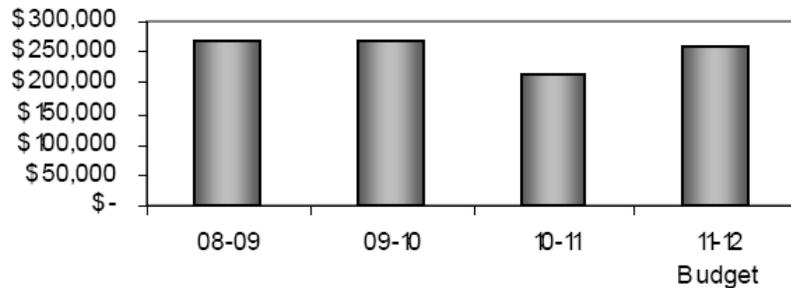
Fund: General Fund

Functional Area: Public Safety

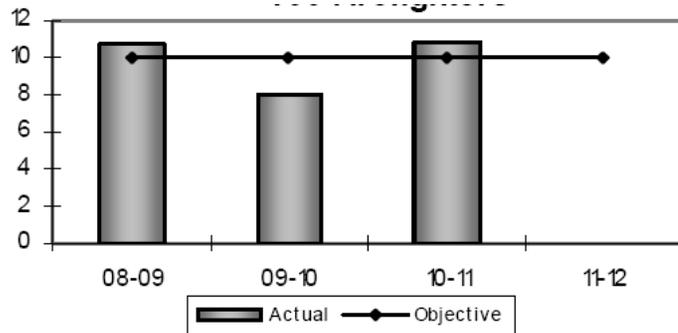
Department: Fire & Life Safety

Division: **TRAINING**

BUDGET & PERFORMANCE HIGHLIGHTS:



OF WORK-RELATED INJURIES PER 100 FIREFIGHTERS



MAJOR SERVICE(S) PROVIDED:

- « Manage Department Safety Program.
- « Manage Career Development Program, Continuing Education Program, Recruit Training Program and Specialized Training.

FY 2010-2011 MAJOR ACCOMPLISHMENTS:

- « Recruit Class 17 Graduation.
- « Officer Candidate School-II Class 1 Graduation.
- « ARFF Certification completed for Airport’s FAA139.
- « Expanded Urban Search and Rescue completed.
- « Testing completed of xxx applicants for position of firefighter.
- « NC OSFM Fire Officer I Class hosted by department.
- « NCOSFM Fire Officer II Class hosted by department.
- « NCOSFM Driver Operator Courses presented.
- « 2 Educational Methodology Certification Courses presented.
- « 1 Fire Instructor I Certification Courses presented.
- « Engine Company Operations class presented for all companies.
- « Ladder Company Operations class presented for all companies.
- « Officer Development course delivered.
- « IAFF Peer Fitness program hosted.

FY 2011-2012 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- « Weapons of Mass Destruction class for Haz-Mat & USAR Teams.
- « Provide courses to increase number of NCOSFM USAR Technicians.
- « Provide courses to increase number of NCOSFM/FAA ARFF certified personnel.
- « Provide courses in advanced high angle rescue and confined space.

TRAINING & SAFETY

- « Recruit class 18.
- « Conduct assessments for Battalion Chief, Battalion Captain, Captain, Specialist, Senior Firefighter, and Firefighter II.
- « Provide safety updates as needed during year.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- « Continue to convert current training groups to battalion style groups to accommodate growth of the department and city.
- « Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- « More asserted efforts toward safety training to curtail accidents and reduce injuries.
- « Concerted effort toward specialty certification areas.

PERFORMANCE GOALS:

Major Service Area: SAFETY

Goal: To provide and maintain a work environment that meets and exceeds all safety standards to include station safety, incident safety, employee health, apparatus, and equipment safety in order to ensure optimal physical fitness of Fire & Life Safety personnel.

Major Service Area: TRAINING

Goal: To provide comprehensive continuing education, recruit training, and specialized training to ensure personnel are prepared for incident response.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY09 Actual	FY10 Actual	FY11 Obj.	FY11 Actual	FY12 Obj.	Benchmark Target
Safety	% of operations personnel scoring acceptable on fitness test	Effectiveness	98%	92%	95%	89%	95%	95%
Safety	# of work-related injuries per 100 Firefighters	Effectiveness	10.73	8	10	10.8	10	7
Safety	# of vehicle and equipment accidents	Effectiveness	15	10.5	10	3.6	10	7
Training	% of personnel certified as Hazardous Material Technicians	Effectiveness	51%	53%	60%	55%	60%	60%
Training	% of personnel certified as USAR Technicians	Effectiveness	15%	21%	25%	21%	25%	25%
Training	% of personnel compliant with FAA 139 ARFF	Effectiveness	12%	12%	25%	13%	12%	25%

BUDGET SUMMARY

Cost Center #: 4342	2008-2009		2009-2010		2010-2011		2011-2012	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 180,324	\$ 191,639	\$ 198,163	\$ 145,220	\$ 184,671	\$ 184,671	\$ 184,671	\$ 184,671
Operations	\$ 67,970	\$ 77,687	\$ 72,852	\$ 68,391	\$ 72,855	\$ 72,855	\$ 72,855	\$ 72,855
Capital Outlay	\$ 21,201	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 269,495	\$ 269,326	\$ 271,015	\$ 213,611	\$ 257,526	\$ 257,526	\$ 257,526	\$ 257,526
% budget change	8%	-0.1%	0.6%					-5%
* as amended								
**as of 8/1/2011, cost allocations incomplete								
Authorized FTE	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

PROMOTIONS

« BATTALION CHIEF »

Battalion Captain Jacob Williams promoted to Battalion Chief	02/07/2011
Battalion Captain Mark Goodman promoted to Battalion Chief	04/04/2011

« BATTALION CAPTAIN »

Captain Chad Sherrill promoted to Battalion Captain	07/26/2010
Captain Richard Bergeron promoted to Battalion Captain	02/07/2010
Captain Archie Coble promoted to Battalion Captain	02/07/2010

« CAPTAIN »

Specialist Michael Lunceford promoted to Captain	02/07/2011
Specialist Brad Hunt promoted to Captain	02/07/2011
Specialist Jason Hudson promoted to Captain	02/07/2011
Specialist Duane Shinn promoted to Captain	03/07/2011
Specialist James Barbee promoted to Captain	04/04/2011

« ASSISTANT FIRE MARSHAL »

Inspector Adam Ryerson promoted to Assistant Fire Marshal	10/04/2010
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« SPECIALIST »

Senior Firefighter John Wayne promoted to Specialist	07/26/2010
Senior Firefighter Brad Hunt promoted to Specialist	07/26/2010
Senior Firefighter Jim Barbee promoted to Specialist	07/26/2010
Senior Firefighter Jody Hall promoted to Specialist	02/07/2011
Senior Firefighter Terry Page promoted to Specialist	02/07/2011

« SENIOR FIREFIGHTER »

Firefighter II Jason Dyer promoted to Senior Firefighter	11/01/2010
Firefighter II Renee Lutz promoted to Senior Firefighter	11/01/2010
Firefighter II Curtis Collins promoted to Senior Firefighter	11/01/2010

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

PROMOTIONS

« SENIOR FIREFIGHTER «

Firefighter II Scott Brantley promoted to Senior Firefighter	11/01/2010
Firefighter II Frank Poppiti promoted to Senior Firefighter	11/01/2010
Firefighter II Phillip Burris promoted to Senior Firefighter	11/01/2010
Firefighter II Eddie Pendergrass promoted to Senior Firefighter	12/13/2010
Firefighter II Matthew Boyd promoted to Senior Firefighter	05/02/2011
Firefighter II Jeffrey Luck promoted to Senior Firefighter	05/02/2011
Firefighter II Jeff Tracey promoted to Senior Firefighter	05/02/2011

« FIREFIGHTER II «

Firefighter I Paul Cwynar promoted to Firefighter II	11/01/2010
Firefighter I Richard Roy promoted to Firefighter II	11/01/2010
Firefighter I Steven McClendon promoted to Firefighter II	11/01/2010
Firefighter I Joshua N. Simpson promoted to Firefighter II	11/01/2010
Firefighter I Michael Nichols promoted to Firefighter II	11/01/2010
Firefighter I Matt Sellers promoted to Firefighter II	11/01/2010
Firefighter I Andrew Johnson promoted to Firefighter II	11/01/2010
Firefighter I Lee Cavin promoted to Firefighter II	11/01/2010
Firefighter I Nick White promoted to Firefighter II	11/01/2010
Firefighter I Justin Caldwell promoted to Firefighter II	11/01/2010
Firefighter I Brent Widenhouse promoted to Firefighter II	11/01/2010
Firefighter I Matthew Church promoted to Firefighter II	05/02/2011
Firefighter I Matt Floeter promoted to Firefighter II	05/02/2011
Firefighter I Matthew Hairfield promoted to Firefighter II	05/02/2011
Firefighter I Jeff Harper promoted to Firefighter II	05/02/2011
Firefighter I Brian Jahant promoted to Firefighter II	05/02/2011
Firefighter I Chris McKinney promoted to Firefighter II	05/02/2011
Firefighter I Jason Starr promoted to Firefighter II	05/02/2011

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

RETIREMENTS

Captain Joe Morely	01/01/2011
Battalion Chief Fidel Goodnight	04/01/2011

RESIGNATIONS / SEPERATIONS

Assistant Fire Marshal Dave Meyers	07/09/2010
Captain Bobby Byerly	07/01/2010
Senior Firefighter John Frame	07/01/2010
Firefighter II Don Peterson	10/13/2010
Senior Firefighter Alan Hicks	07/25/2010
Firefighter II Rusty Starnes	07/07/2010
Firefighter I Chance Branson	09/24/2010
Firefighter I Hunter Meadows	09/18/2010
Senior Firefighter John Hilfirty	11/01/2010

RECLASSIFICATIONS

Battalion Chief Lee Reading Reclassified to Senior Firefighter	07/22/2010
Captain Richard Bergeron Reclassified to Shift Inspector	03/07/2011

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

Recruit Classes Recruit Class 17-7, April 9, 2011



Back Row: Nick Zabel, Ben Wienecke, Jonathan Ryczek, Wayne Richards, David Towery (Harrisburg FD)

Front Row: Jason Dillon, Eddie Whitley, Dustin Hooks, Charles Parker

FIRE PREVENTION

The Fire Prevention Division provides fire mitigation services aimed at reducing the incidence of injury, death, and property loss attributable to fire. Those services are comprised of permitting, inspection, fire investigation, and special events staffing for residents, visitors, and businesses of the city.

The Fire Prevention Division issues permits to licensed pyrotechnic companies and personnel for special events. Inspectors review specifications of the type and size of the fireworks being used, visit the site, and issue permits in accordance to fire code requirements.

Fire Prevention Inspectors are assigned to inspect and monitor venues to ensure that safety considerations required by the North Carolina Fire Code are met. This includes concerts, exhibit shows, and sporting events such as race events at Charlotte Motor Speedway. These inspections are conducted in buildings and structures open to the public which may present problems with blocked or insufficient exits, non-compliance with no smoking regulations, illegal use of fireworks or open flames, or conditions that would pose a threat to the safety of persons attending the events.

New construction includes reviews of plans for all new buildings, installations, fire alarm systems, fire sprinkler systems, occupancy separations, and other plans that effect the life safety of occupants. During plan review, inspectors consult with design professionals, building owners, other City and County inspectors to ensure that projects meet code requirements and life safety requirements.

THIS DIVISION IS RESPONSIBLE FOR PERFORMING:

- « Building/Site Plan Review for all new commercial and residential development within the City's jurisdiction.
- « Issuing and collecting fees for all Fire and Special Use Permits.
- « Conduction of all fire inspections that pertain to an issued permit.
- « Enforcement of Fire Code and City Ordinances that pertain to minimum standards.
- « Performing Fire Inspections in Assembly, Business, Mercantile, Factory- Industrial, Hazardous, Daycare, Foster Care, Institutional, Educational and Custodial Care Facilities.
- « Conducting safety inspections of large spectator events.
- « Conduction of fire investigations to determine the origin and cause of fires and/or hazardous conditions and prosecution of suspects involved in Arson, Illegal Burning or Insurance Fraud crimes Issuing and collecting fees for all Fire and Special Use Permits.
- « Hazardous Materials Response Team.

FIRE PREVENTION

The Division is comprised of a Bureau Chief, two (2) Assistant Fire Marshals (Plans Review-New Construction and Existing Construction), and three (3) full-time inspectors. Effective March 2011, Inspectors were assigned to each shift on a 24-hour basis to provide inspections, investigations, as well as on-scene safety officer.

To ask a question, give a suggestion, or let us know how we are doing, you can call us directly at 704-920-5517 or e-mail us at fmo@concordnc.gov.

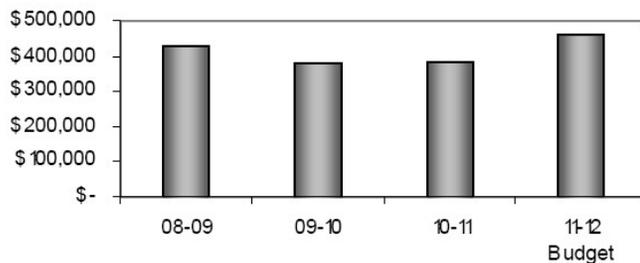
MISSION: The Concord Department of Fire & Life Safety exists to reduce the loss of life and property, and to prevent injury to all shareholders and customers of the City of Concord. The Department partners with each City department and the community to provide effective and efficient fire suppression, 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.

PROGRAM LOCATOR:

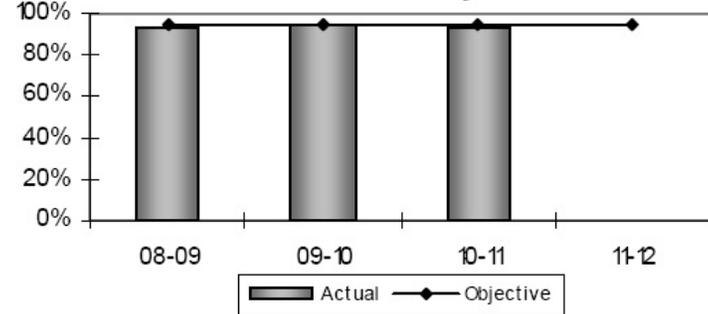
Fund: General Fund
 Functional Area: Public Safety
 Department: Fire & Life Safety
 Division: **FIRE PREVENTION**

BUDGET & PERFORMANCE HIGHLIGHTS:

TOTAL EXPENDITURES



% OF FIRE CODE VIOLATIONS CLEARED WITHIN 90 DAYS



MAJOR SERVICE(S) PROVIDED:

- « Fire Inspections
- « Fire Investigations
- « Plan Review
- « Code Enforcement

FY 2010-2011 MAJOR ACCOMPLISHMENTS:

- « Division met State Fire Inspection Schedule for FY11.
- « Revised Fire Investigation program to improve service.
- « Each inspector is fully entering inspection reports in the field.
- « Division met State Fire Inspection Schedule for FY11 in all levels.
- « Various division personnel completed courses including: IAAI Fire Investigation, Fire Prevention School, Officer Candidate School-II, Emergency Management Courses, and the FBI Basic Crime Scene Course. Shift Safety Officer/Inspector-Investigators deployed.
- « Continued to effectively use personnel from other departments to meet required inspections.

FY 2011-2012 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- « Continue to provide basic level inspection and investigation service to the community during current economic conditions.

FIRE PREVENTION

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- « Processes to be updated to take advantage of more efficient record entry by Fire Prevention Staff.
- « Continue to evaluate existing inspection districts and Reallocate inspection occupancy assignments due to realignment of functions in Fire Prevention to enhance efficiency.
- « Use of personnel from Development Services to augment the Fire Prevention staff to assist with inspections.

PERFORMANCE GOALS:

Major Service Area: FIRE INSPECTIONS

Goal: To provide and maintain a fire inspection and code enforcement program that meets all local, state, and federal requirements in order to reduce the potential for future fires.

Major Service Area: FIRE INVESTIGATIONS

Goal: To provide a system for fire cause determination in order to ensure timely indications of incendiary or malicious trends.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY09 Actual	FY10 Actual	FY11 Obj.	FY11 Actual	FY12 Obj.	Benchmark Target
Fire Inspections	% of fire code violations cleared within 90 days	Effectiveness	94%	94.5%	95%	93%	95%	95%
Fire Inspections	% of level three occupancies inspected per year	Effectiveness	100%	100%	100%	100%	100%	100%
Fire Inspections	% of level two occupancies inspected per year	Effectiveness	100%	100%	100%	100%	100%	100%
Fire Inspections	% of level one occupancies inspected per three years	Effectiveness	80%	100%	100%	100%	100%	100%
Fire Invest.	% of fires with cause determined	Effectiveness	50%	84%	50%	92%	50%	50%

BUDGET SUMMARY

Cost Center #: 4341	2008-2009		2009-2010		2010-2011		2010-2011		2011-2012		2011-2012	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved						
Personnel Services	\$ 416,459	\$ 368,911	\$ 479,692	\$ 376,012	\$ 440,904	\$ 440,904						
Operations	\$ 13,086	\$ 8,049	\$ 18,117	\$ 8,390	\$ 18,016	\$ 18,016						
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Total Expenditures	\$ 429,545	\$ 376,960	\$ 497,809	\$ 384,402	\$ 458,920	\$ 458,920						
% budget change	10%	-12%	3%			-8%						
* as amended												
** as of 8/1/2011, cost allocations incomplete												
Authorized FTE	6.00	6.00	6.00	6.00	6.00	6.00						

EMERGENCY MANAGEMENT

The Office of Emergency Management is composed of the emergency management coordinator and two life safety educators. The office provides life safety education, disaster response, hazardous materials support, fire and environmental investigations, and the City's emergency management functions of response, mitigation, preparedness and recovery.

The Office of Emergency Management is responsible for the preparation of various grant requests to the Federal and State of North Carolina governments as well as coordination with the State Office of Emergency Management and Cabarrus County Emergency Management.

Assistance is provided to all City Departments in areas of emergency planning and response and coordination of emergency services for special events held in the community including events at Charlotte Motor Speedway. Emergency Management acts as a liaison with various Federal and State agencies for special events and operations.

Organization and instruction of CERT (Citizen Emergency Response Teams) is coordinated by the Office of Emergency Management. To date, numerous courses have been conducted, not only for the City of Concord, but Cabarrus County as well as other areas of the state.

LIFE SAFETY EDUCATION

The life safety educators provide public safety education in a variety of topics including burn prevention, fire safety, disaster preparedness, and child safety seats. Formal education programs such as Risk Watch are active in all Cabarrus County Schools within the City of Concord as well as other programs for school children. Life safety education is not restricted to fire safety; rather it encompasses all areas of safety education from water safety to firearm safety.

The educators work closely with other organizations such as area fire departments, Northeast Medical Center, Safe Kids, Concord Police Department, Cabarrus County Sheriff's Office, Cabarrus County Department of Social Services, Cabarrus Health Alliance, and the North Carolina Highway Patrol in providing child safety seats to the public, not only through drive in clinics throughout the community, but also through a permanent checking station located at Fire Station No. 3.

The life safety educators assist the Emergency Management Coordinator with instruction for the CERT programs the division coordinates. Educators are also responsible for assisting with the counseling of suspected juvenile fire setters in conjunction with the fire investigators assigned to the Fire Prevention Division and Juvenile Justice, and preparation and submission of various Federal and State grant requests in the area of fire and life safety education programs and materials.



EMERGENCY MANAGEMENT

MISSION: The Concord Department of Fire & Life Safety 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.

PROGRAM LOCATOR:

Fund: General Fund

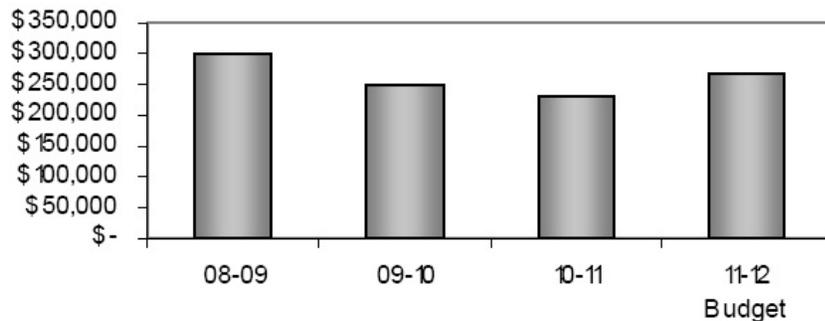
Functional Area: Public Safety

Department: Fire & Life Safety

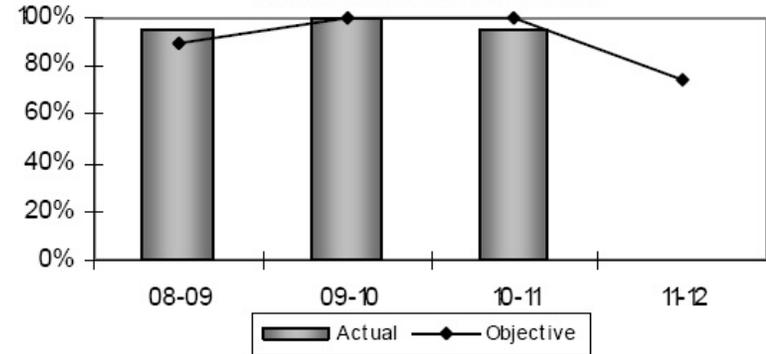
Division: **EMERGENCY MANAGEMENT**

BUDGET & PERFORMANCE HIGHLIGHTS:

TOTAL EXPENDITURES



% OF SCHOOLS SUCCESSFULLY PASSING ANNUAL TORNADO DRILLS



MAJOR SERVICE(S) PROVIDED:

- « Emergency Management function for the City including preparedness, response, recovery and mitigation
- « Environmental response, inspection and follow-up
- « Child Passenger Safety Seat Program
- « Concord Citizen Corps and associated programs
- « Life Safety Education

FY 2010-2011 MAJOR ACCOMPLISHMENTS:

- « Completed Hazard Mitigation Program Grant funding of \$524,708 for August 2008 flooding.
- « Completed the 2011 revision to the City’s Natural Hazard Mitigation Plan. Completed mutual-aid agreements with NCDOT and NC Water Warn. Established a web-based access for all mutual-aid agreements.
- « Conducted tabletop exercises at Concord Regional Airport and Charlotte Motor Speedway. The speedway exercise was the result of a \$50,000 grant from DHS.
- « Educators completed 507 programs for an average of 3.5 programs per day with 17,070 participants.
- « Haz-Mat reimbursement program has invoiced \$14,977 since July 2010.
- « Coordinated municipal preparations for potential response including the 2011 snow storm.

EMERGENCY MANAGEMENT

- « Responded to a severe thunderstorm which resulted in 7,700 Customers without power and 9 homes damaged (3 severe)
- « Completed review of Lake Fisher Dam Failure Plan.
- « Conducted 895 hours of life Safety Education
- « Adoption of 2011 Debris Management Plan.

FY 2011-2012 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

Continue to provide Emergency Management function for City of Concord.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- « Annual update of Concord Regional Airport EAO 2011, NIMS Typing, and City Emergency Operations Plan.
- « Conduct a full scale exercise at Concord Regional Airport.
- « Continue to seek State DOT permission to install river gages at Rocky River on Derita Road and Coddle Creek at Poplar Tent Road to provide early flood warning for downstream populations.
- « Complete revision and conduct a tabletop exercise for the Lake Fisher Dam.
Update Charlotte Motor Speedway EAP.
Begin preparations for 2012 DNC Convention.

PERFORMANCE GOALS:

Major Service Area: EMERGENCY MANAGEMENT

Goal: To promote public protective actions and domestic preparedness through a comprehensive and effective emergency management program in order to mitigate against, prepare for, respond to, and quickly recover from the multi-hazards that may impact the residents of the City of Concord.

Major Service Area: LIFE SAFETY EDUCATION

Goal: To provide educational programs to the community that stress total life safety in order to aid in the prevention of injuries.

EMERGENCY MANAGEMENT



PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY09 Actual	FY10 Actual	FY11 Obj.	FY11 Actual	FY12 Obj.	Benchmark Target
Emergency Mgt.	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	*	6%	<15%	6%	<15%	0%
Emergency Mgt.	% of schools in City that successfully pass annual tornado drills	Effectiveness	95%	100%	100%	95%	75%	100%
Emergency Mgt./Life Safety	# of schools in City that successfully pass fire evacuation drills.	Effectiveness	*	*	*	*	75%	100%
Emergency Mgt.	% of municipal departments passing annual safety drills (tornado, lockdown, fire)	Effectiveness	*	*	*	*	100%	100%
Life Safety Education	% of fires where juveniles are involved in ignition	Effectiveness	*	3%	5%	5%	5%	<2.5%
Life Safety Education	Increase in pre and post life safety education tests for LSE participants	Effectiveness	*	*	*	*	75%	100%
Emergency Mgt/Finance	% of invoice response recovered	Efficiency	*	*	*	*	70%	*
Emergency Mgt.	Increase the number of departments reporting Hazardous Materials storage	Workload	*	*	*	*	75%	100%

*New measures

BUDGET SUMMARY

Cost Center #: 4343	2008-2009	2009-2010	2010-2011	2010-2011	2011-2012	2011-2012
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 207,027	\$ 206,544	\$ 211,865	\$ 212,894	\$ 215,417	\$ 215,417
Operations	\$ 35,514	\$ 43,487	\$ 50,507	\$ 18,688	\$ 53,231	\$ 53,231
Capital Outlay	\$ 56,996	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 299,537	\$ 250,031	\$ 262,372	\$ 231,582	\$ 268,648	\$ 268,648
% budget change	28%	-17%	-10%			2%
* as amended						
** as of 8/1/2011, cost allocation incomplete						
Authorized FTE	2.80	2.80	2.85	2.85	2.85	2.85

LOGISTICS

The Logistics Section is responsible for much of the department's physical infrastructure. It assists the Apparatus Team with research, and acquisition, of apparatus and equipment. It is also charged with supplying equipment and supplies to all divisions of the department. Beginning in 2004, logistics transitioned to an expanded role as the department moved from a long standing tradition of having numerous personnel in the operations division order and issue various products to a program which was coordinated by logistics. The new program included establishment of a central warehouse and development of a delivery system using a trailer arrangement as a "warehouse on wheels" to restock neighborhood fire stations on a weekly basis. During this year the section was also responsible for completely outfitting new Fire Station 10 with furniture, appliances, equipment, and supplies. Purchased, warehoused, and distributed supplies and equipment to 10 fire stations, and the supporting divisions, sections, and office requirements.

SELF-CONTAINED BREATHING APPARATUS PROGRAM:

Completed the annual flow test for 135 SCBA's, performed annual face piece fit tests for all certified firefighters assigned face pieces. All fixed compressors and mobile cascade systems were maintained, tested, and repaired if necessary.

HYDRAULIC RESCUE TOOLS:

Hydraulic tools were assessed and redeployed during the year to accommodate a shift in operations from three 2-man squads to a single fully staffed rescue company. A breakdown of the hydraulic tool service and deployment follows:

« 11 Sets of hydraulic tools were serviced during the year (4 full sets and 7 small sets).

This provides a hydraulic rescue tool to be available on at least one front line apparatus in each station.

LOGISTICS

SUPPLIES:

- « Purchased, stored and distributed janitorial, office, kitchen, small tools, and miscellaneous supply items.
- « Purchased and distributed supplies and equipment to 10 fire stations and 4 divisions.

PERSONAL PROTECTIVE EQUIPMENT:

- « Purchased and issued 25 sets of replacement turn-out and new sets of gear for recruits.
- « Issued 20 fire helmets.
- « Issued 42 sets of fire boots.
- « Issued 123 pairs of gloves.

UNIFORMS:

- « Outfitted 9 new fire recruits with uniforms and equipment as well as existing personnel.

EQUIPMENT:

- « Purchased and issued equipment to outfit new aerial apparatus for Ladder 1.
- « Purchased and issued 800 feet of supply hose (5") for fire companies.
- « Purchased and issued 5 Automatic External Defibrillators.
- « Purchased and issued replacement rescue rope to replace worn rope.
- « Purchased and assigned 200 gallons of AFFF Class B fire fighting foam to foam supply.
- « Purchased and issued 1 Thermal imaging camera.

STATIONS:

- « Building maintenance is coordinated by Fire Logistics for repairs, remodeling, and preventative maintenance of buildings, equipment, and furnishings. Department buildings include fire stations, fire administration, the fire training facility, fire department shop, and logistics warehouse; for a total of 13 buildings or areas.
- « Maintenance generally consists of (but not limited to) coordination of the repair or replacement of heating and air conditioning equipment, 45 overhead doors, 7 vehicle exhaust systems (which include 17 vehicle drops), scheduling station painting, carpentry, plumbing, and electrical repairs or updates.

LOGISTICS

REPAIRS DURING FY 2009-2010:

- « Increased height of bay door opening at Fire Station 1 to accommodate ladder company.
- « Replaced 3 bay doors at Fire Station 1 with insulated doors custom built to match design from the 1940's to reduce heating cost.
- « **Temporary** Fire Station 10 was completed and dedicated on January 7, 2010.
- « Preliminary work to acquire land for Fire Station 11 began.
- « Replaced 3 bay doors at Fire Station 3 with insulated doors to reduce heating cost.
- « Repaired walls and repainted interior of Fire Station 6.
- « Installed shower for Battalion 1.

SELF-CONTAINED BREATHING APPARATUS PROGRAM:

- « Completed the annual flow test for all SCBA's, performed annual face piece fit tests for all certified firefighters assigned face pieces. All fixed compressors and mobile cascade systems were maintained, tested, and repaired if necessary.

HYDRAULIC RESCUE TOOLS:

- « All sets of hydraulic tools were serviced during the year.
- « 1 new full set of tools purchased and installed on Ladder 1.
- « 4 full sets of tools serviced.
- « 7 combi sets serviced .
- « 4 pumps repaired or calibrated.

At this time, every station has at least one front line company with a set of rescue tools.

HONOR GUARD



The Honor Guard team was organized 14 years ago and currently consists of 8 members (6 current members and 2 retired members).

For the period of 07/01/2010–06/30/2011, the City of Concord Department of Fire & Life Safety, **HONOR GUARD** participated in a total of 9 events.

(1) FUNERAL DETAILS FOR CDF&LS OR CITY REPRESENTATIVE MEMBERS:

« US Army Sergeant Donald Shue«

(4) MEMORIAL SERVICES:

- « September 11th Memorial Service at Fire Station #8 «
- « Cabarrus County Firefighters Association «
- « North Carolina Fallen Firefighter Service, Raleigh, NC «
- « Kingsway Baptist Church 9-11 Service, Concord«

(1) CDF&LS CEREMONIES:

« Recruit Class 17-7 graduation ceremony «

(1) PARADES:

« Concord Christmas Parade «

(9) COLOR POSTINGS/CEREMONIES

PIPES & DRUMS

The Pipes & Drums team started playing in April 2009 with 4 members of the Fire & Life Safety, 1 instructor, and 2 beginning players.

Imagine the sounds of bagpipes and drums playing as a group in traditional kilts and costumes marches by in a parade, event or performs during a special occasion. This is the sound of the Pipe & Drum Band developed by individuals in Concord's Fire & Life Safety and Police departments. Matt Sellers (Fire & Life Safety) and Robert Danner (Police) initiated the Pipe & Drum band to improve community outreach efforts of both departments. The members play for the pride of the two departments, the City, and camaraderie.

Members of this band practice and perform on their own time and receive no monies from the Police Department, Fire & Life Safety Department or the City of Concord for equipment, uniforms or instruments. As an incorporated nonprofit, they seek donations for funding.



For the period of 07/01/2010–06/30/2011, the City of Concord Department of Fire & Life Safety, **PIPES & DRUMS** participated in a total of 8 events.

- « David Carpenter Memorial-Kannapolis Fire Department «
 - « Recruit Graduation 17-7 «
- « NC Association of Fire Chiefs Mid-Winter Conference «
 - « Concord Fire 9/11 Memorial «
 - « ULBC Sunrise Service «
 - « Concord High School Football Game 9-11 «
 - « US Army Private Donald Shue Memorial «
 - « Catherine Pickler Memorial, Stanly County «

CONCORD HIGH SCHOOL FIRE ACADEMY PROGRAM

(The following article is reproduced from the Carolina Fire Rescue EMS Journal 10/14/2010)

The Concord High School Fire Academy dedicates newest member

Concord High School in Concord, North Carolina has a special program for its students interested in the fire service. The NC Dept. of Public Instruction and the Office of State Fire Marshal have joined forces to offer this program in the hope that it will permit students the opportunity to learn more about the fire service as well as providing the opportunity to receive certification as Firefighter I, II through the Office of the State Fire Marshal.

The Concord High School Fire Academy is lead by Chief David Barlow.

The requirements for the Certification include taking the class for three semesters and passing the written exams as well as completing all the Practical Skills. After graduation, the CHSFA, in partnership with Concord Fire Department, will offer a “Graduate Boot Camp” that will review, in a condensed time frame, many of the Practical Skills and prepare graduates to join either a volunteer fire department , The Concord Department of Fire and Life Safety Reserve Program, or go on to a full career in the Fire Service.

North Carolina has three other programs, E.E. Smith High School Fire Academy in Fayetteville, Dixon High School’s Public Safety Academy in Onslow County, and beginning January 2011, Hickory High School in Catawba County will begin its program.

The program at Concord High School resembles a JROTC program complete with an Honor Guard that presents the colors at school, civic, and other functions. During the past year the CHSFA Honor Guard presented the colors on several different occasions including: Open House, the National Technical Honor Society Induction, and Graduation, This year the Honor Guard will be presenting the colors at all home football games. The guard recently served as the Honor Guard for a military funeral procession, and have plans to participate in the Concord Christmas Parade in November.

CONCORD HIGH SCHOOL FIRE ACADEMY PROGRAM

On Friday, September 3, 2010, the Concord High School Fire Academy dedicated and took possession of a 1973 American La-France fire engine that was formerly used by the City of Concord Department of Fire and Life Safety. During the ceremony, the engine was officially named “The Black Widow” in honor of the school’s mascot—the spider.

Through a special agreement, the Cabarrus County Board of Education is leasing the equipment from the City of Concord for \$1 per year for five years. Previously, the fire department provided a reserve engine to the academy on a regular basis. Leasing the unit will provide the academy with an on-site educational and training tool without affecting the fire department. The school’s program, in its second year, has an enrollment of more than 120 students.

“The wet down ceremony is a tradition similar to the tradition of wetting a ship in the Navy” said Barlow. “The wetting down of the apparatus and crew symbolizes the protection from fire.”

“There was a lot of excitement over the truck by the whole school and now the academy will have its own unit on site for the skills portions of the fire science classes.” says Barlow.

Barlow says Concord’s program was one of three in the state and the only one to use a direct delivery approach , since his is certified and the school does not have to go through the community college for students to earn certain levels of certification.

Concord High School will have something special at their football games this season when they take “The Black Widow” on the field and run the sirens for every touchdown.



Concord Department of Fire & Life Safety

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