



City of Concord Department of Fire & Life Safety *Annual Report* **FY 2011-2012**



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

Sonya Bost 704-920-55

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 Todd Eury 704-920-5520

Battalion 2

BC Jacob Williams BC Mike Carter BC Mark Goodman 704-920-5519

CONCORD DEPARTMENT OF FIRE & LIFE SAFETY
CHIEF OFFICERS AND STAFF

Training & Safety Division

Battalion Chief - Training Officer	Roger Cline	704-920-5535
Captain	Josh Simpson	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
A-Shift Inspector/Investigator	Robert Page	704-920-5517
B-Shift Inspector/Investigator	Mike Hill	704-920-5517
C-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 2011-2012 ACCOMPLISHMENTS

- « 10 Firefighter Recruits (9 Concord, 1 Salisbury FD) graduated from Recruit Class 18 on May 29, 2012.
- « Placed 1 new 1500 gpm Pumper in service for use as Engine 10 (FD-117). This pumper marks a change in the style of apparatus purchased which resulted in a savings of \$199,000 on the unit.
- « Performed 8065 code enforcement activities by the Fire Prevention Division.
- « Hosted North Carolina Association of Fire Chief's Mid-Winter Conference at the Concord Convention Center/Embassy Suites Hotel.
- « 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.)
- « Equipped and placed 1998 GMC City Delivery Box Truck (FD-512) in service for use by USAR Team.
- « 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.
- « Continued to administer Homeland Security SAFER Grant from 2009 for 12 personnel.
- « The Department hired its first Graduate of the Concord High School Fire Academy in Recruit Class 18.

FY 2011-2012 ACCOMPLISHMENTS (CON'T)

- « Entered into contract with Cabarrus County to provide fire protection to the Jackson Park Fire District which yielded \$97,071.00 for the fiscal year.
- « Sponsored NC OSFM Command and Control Class for 2011 including practical application at Charlotte Motor Speedway.
- « Relocated Fire Logistics warehouse from Kerr Street to the Brown Operations Center.
- « Placed defibrillators on all ladder companies and the rescue company.
- « Conducted Charlotte Motor Speedway drill to comply with requirements of a Homeland Security Grant to pay cost of conducting large scale drills.
- « Completed implementation of Homeland Security Fire Act Grant to place Automated Vehicle Locator (AVL) units on all fire apparatus as well as the purchase of 18 additional portable radios.
- « Received a FEMA Assistance to Firefighters Grant for Regional Departments with Concord's portion being \$ 570,566 with the department paying a match of \$114,113 to replace portable radios in order to become P-25 compliant as well as digital compatible.
- « 24 Personnel obtained Water Rescue Certification.
- « Hosted 10 year Anniversary 9-11 ceremony at Fire Station 8 for Cabarrus County Public Safety Agencies.
- « Participated in Department of Homeland Security sponsored precision personnel location workshop to develop technology for the public safety community.
- « Hosted VIP for VIP safe driving demonstration at Concord High School.
- « Began Peer Fitness program in Fall of 2011.
- « Buffer Zone Protection Plan Grant (cameras, satellite phone, and chemical analyzer) \$150,000.

FY 2011-2012 ACCOMPLISHMENTS (CON'T)



Fire Apparatus Maintenance Facility behind Fire Station 1. Operations moved to City Fleet Services at the Alfred Brown Operations Center effective 07/30/2012.



Fire Logistics was located in the old City of Concord Electric Operations building on Kerr Street. Operations moved to the City Warehouse at the Alfred Brown Operations Center effective 04/30/2012.



FACTS & STATISTICS SUMMARY

GEOGRAPHICAL INFORMATION

CITY LAND AREA	CITY / District POPULATION	COUNTY POPULATION	CITY TAX VALUE
62.032 square miles (City) 6.45 (Jackson Park Fire Dist)	82,825	181,468	\$ 9,953,592,028

CITY OPERATING BUDGET	FIRE DEPARTMENT OPERATING BUDGET	CAPITAL IMPROVEMENT PROJECTS
\$ 207,724,003	\$ 15,772,549	\$ 394,012 *

*Capital Improvement Projects included \$355,000 for vehicles.

FRONT LINE APPARATUS SUMMARY

EMERGENCY UNITS IN SERVICE

Busiest Companies in Fiscal Year 2011-2012

	<u>Designation</u>	<u>Total Responses</u>
9 Engines	Engine Co. 1	2,015
3 Ladders	Ladder Co. 1	952
1 Rescue	Rescue Co. 3	821
2 Battalion Chiefs	Battalion 1	362
1 Hazardous Materials Unit		
1 Decontamination Unit		
1 USAR Unit		
2 Blaze Units		
3 Special Duty Engines		

Total Personnel: 193

Sworn Personnel: 189

Civilian Personnel: 4

FOUR YEAR COMPARISONS

	11-12	10-11	09-10	08-09
Population	82,825	82,825	81,370	79,673
Square Miles	66.51	66.51	62.032	62.032
Fire Department Personnel Sworn/Civilian	193* Sworn:189 Civilian: 4 * Customer Care Center moved to Finance	200 Sworn:189 Civilian:11	200 Sworn: 189 Civilian: 11	188 Sworn: 177 Civilian: 11
Total Incidents	8,856	7,920	7,287	7,365
Fire Incidents	3,624	3,261	2,946	2,906
EMS Incidents	5,232	4,659	4,341	4,459
Civilian Fire Fatalities	0	0	0	0
Civilian Fire Injuries	8	5	5	3
Firefighter Fatalities	0	0	0	0
Firefighter Injuries	21	35	19	17
Fire Loss	\$1,580,725	\$2,844,,121	3,602,545	\$1,697,955
Property Saved Exposed to Fire	\$33,848,208	\$753,005,696	128,043,242	\$60,344,000
Total Budget	16,166,561	\$16,380,873	\$15,045,118	\$17,424,548
Operating Budget	15,772,549	15,488,873	14,325,990	\$16,216,548
Capital Budget	394,012	832,000	719,127	\$ 1,208,000
Total Fire Inspections	6,227	4,213	5,192	5,911
Total Plans Reviewed	402	452	362	526
Training Hours	66,548	68,193	62,333	72,027
Participants Served in Education Programs	33,308	21,350	23,347	23, 708
Programs Provided	446	516	668	492
Organizations Served by Education Programs	245	223	259	292

ENGINE AND LADDER COMPANY RESPONSES

Engine	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
1	174	170	179	162	170	152	171	154	160	153	184	186	2,015
2	142	157	172	155	122	146	144	128	156	140	162	153	1,777
3	112	116	139	112	112	94	112	118	131	120	115	125	1,406
4	52	52	44	69	56	46	45	57	59	38	54	52	624
5	122	105	120	86	108	117	123	83	103	99	123	104	1,293
7	74	87	92	78	62	93	73	51	77	70	70	69	896
8	77	82	97	91	82	82	101	76	109	94	96	71	1,058
9	90	95	124	70	82	81	103	74	105	78	85	81	1,068
10	36	40	26	29	32	24	30	33	34	34	36	31	385
Engine 91	0	0	0	2	1	0	0	0	0	0	3	0	6
Engine 92	0	0	0	0	0	0	0	0	0	0	0	0	0
Engine 93	0	0	0	0	0	0	0	0	0	0	0	0	0
Total													10,528
Per Day													28.76
Ladder	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
1	67	84	105	70	82	69	82	77	83	74	90	69	952
7	64	45	70	48	48	63	46	36	64	43	53	42	622
9	63	71	85	52	55	59	68	50	63	62	60	60	748
Ladder 81	0	0	0	0	0	0	0	0	0	0	1	0	1
Total													2,323
Per Day													6.35

OTHER COMPANY RESPONSES

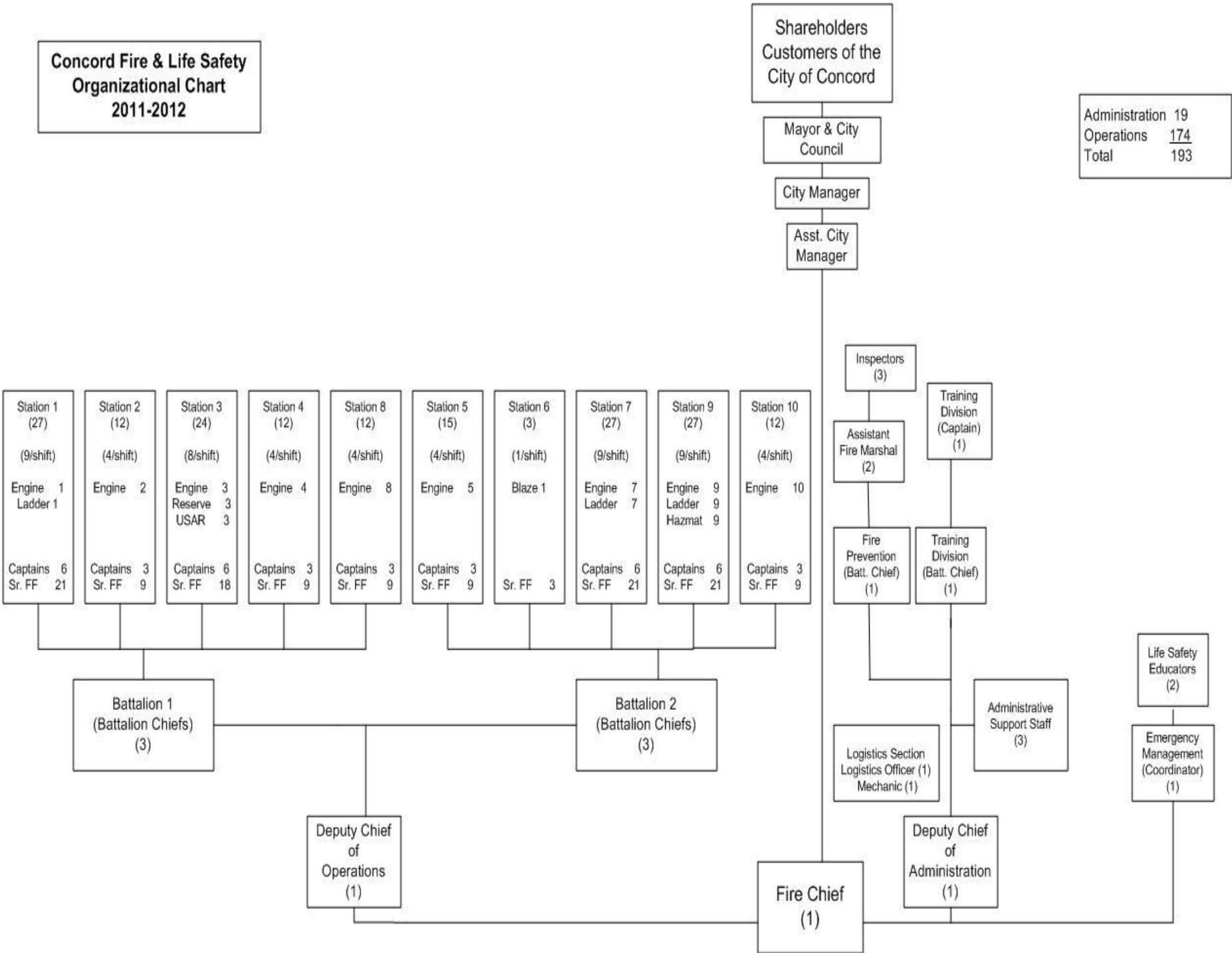
Company	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals
Rescue 3	67	72	94	63	67	61	58	58	76	54	81	70	821
Total													821
Per Day													2.24
Battalion 1	36	31	40	28	25	25	31	28	27	27	29	35	362
Battalion 2	32	35	38	16	25	31	28	26	31	29	31	25	347
Fire 2	1	0	1	0	0	0	0	0	0	3	0	1	6
Fire 3	1	3	3	1	5	2	1	3	2	0	4	4	29
Total													744
Per Day													2.03
Blaze 1	1	3	5	1	5	2	5	10	6	1	1	2	42
Blaze 2	0	0	0	1	0	1	2	0	0	0	0	0	3
Haz-Mat 9	17	15	16	12	9	13	11	9	9	8	5	8	132
Decon 9	13	14	12	12	9	9	7	9	8	8	4	8	113
USAR 3	1	1	1	1	0	0	0	1	2	2	1	1	11
Air Unit 3	0	0	0	0	1	0	0	0	0	0	0	0	1
Safety Off.	20	15	10	6	4	5	6	5	2	6	3	4	86
Investigator 8	26	18	22	17	19	14	24	16	21	21	23	14	235
Emergency Management	2	3	3	1	1	1	4	1	2	1	2	0	21
Mobile Command Post	0	0	0	0	0	0	0	0	3	0	0	0	3
Brush 1	1	0	0	6	0	0	1	0	0	0	6	1	15
Brush 5	0	1	0	0	1	0	0	2	0	1	2	0	7
Brush 7	0	0	0	0	0	0	0	1	1	0	1	1	4
Total													673
Per Day													1.84
Grand Total													15,089
Avg. Per Day													41.33

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

- 11/16/11** Structure fire 1051 NC Hwy 49 South. \$300,000 loss.
- 12/16/11** Structure fire 622 Sedgefield Street SW. \$60,000 loss.
- 02/07/12** Structure fire 265 Crowell Drive SW. \$59,000 loss.
- 02/22/12** Structure fire 1204 Cavalier Court NW. \$123,860 loss.
- 04/14/12** Structure fire 1099 Ivey Cline Road \$162,000 loss.
- 05/15/12** Structure fire 4040 Dearborn Place NW \$65,000 loss.
- 05/21/12** Structure fire 152 Freeze Avenue NW. \$50,600 loss.
- 05/31/12** Structure fire 265 Broad Drive SW. \$59,300 loss.
- 06/08/12** Structure fire 206 Fryling Ave SW. \$140,550 loss.



**Concord Fire & Life Safety
Organizational Chart
2011-2012**



Administration	19
Operations	174
Total	193

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 2011-2012 the Department of Fire & Life Safety's total budget as appropriated by City Council was \$16,166,561 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:	\$ 15,181,467
	Fire Prevention:	\$ 458,920
	Fire Training and Safety:	\$ 257,526
	Emergency Management:	\$ 268,648

GRANTS AND STATE / COUNTY FIRE DISTRICT REVENUE SUMMARY

Grant / District Name	Grant Source	Grant Amount	Local Match Requirement	Services Funded
SAFER Grant	US Department of Homeland Security	\$339,142	\$186,346	Funding for 12 Firefighter Positions funded in 2009-2010
Assistance to Firefighters Grant	US Department of Homeland Security	\$570,566.50	\$114,113.30	139 Replacement Radios (P-25 standard compliant)
North Carolina Governor's Highway Safety Program	NC Dept. of Insurance/ Office of State Fire Marshal and NC Governor's Highway Safety Program	\$1980.00	0.00	Procurement of a Vehicle Seat Simulator for Car Seat Safety Classes
Concord Rural Fire District Tax	Cabarrus County	\$9,194.00	0.00	Fire Protection provided to the Concord Rural Fire District
Sales Tax		\$1,804.95	0.00	
Jackson Park Fire District Tax	Cabarrus County	\$80,033.00	0.00	Fire Protection provided to the Jackson Park Fire District
Sales Tax		\$17,038.76	0.00	
Fire Protection of State Owned Property 2012	State of North Carolina Department of Insurance	\$11,533.00	\$0.00	Fire Protection of State Owned Property within the City of Concord /
Total		\$1,031,292.21	\$300,459.30	

ADMINISTRATION DIVISION

APPARATUS/VEHICLES PROCURED:

- « Received 1 2012 Pierce Saber 1500 gpm Pumper (FD-117) *New pumper for Engine Company 10.*
- « Received 1 2012 Ford F-150 (FD-721) *Assigned to Battalion 2.*



VEHICLES DECLARED SURPLUS:	SALE PRICE	NET REVENUE RETURNED TO GENERAL FUND
1996 Saulsbury/ Spartan / LTI 75' Ladder (FD-202)	\$ 125,000	\$ 4,634
2001 Freightliner/ American LaFrance Rescue (FD-302)	\$ 100,000	\$ 96,100



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 2011-2012 include:

- « Continued replacement of aging and defective hardware with 15 replacement tower units, 4 mobile data computers for apparatus, 8 replacement laptops, and 5 new tablet computers for the Fire Prevention Division.
- « Continued replacement of aging and defective hardware with 9 replacement printers which include scanning capability to replace fax machines and lines.
- « Added 3 new mobile routers for apparatus, upgraded ID badge software for accountability system, replaced camera for new ID badge software, upgraded MS Office software from 2003 to 2007/2010 on all computers, upgraded Firehouse Software to current V7.12.17, updated Netmotion server and client licenses to V9.23.

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-12, 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 215 co-workers which include 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 2011-2012 HIRING PROCESS:

Recruitment activities are coordinated by the Training & Safety Division with assistance from other members of the department. Interest cards, flyers, and brochures were distributed around the city and the state. Applications were accepted from July 20, 2011 – July 31, 2011. 355 applications were received. On August 13, 2011, 279 applicants assembled at the Concord Convention Center for the entrance examination with 166 passing. Interviews and background investigations were concluded in late November. This process resulted in a hiring eligibility list of 104 candidates which expires on December 2, 2012. Vacancies filled during the year included 2 from the 2010-2011 list and 8 from the 2011-2012 list based on when the vacancy occurred. The hiring involved replacements for 5 retirements and 4 resignations. Nine candidates were hired for Re-cruit 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.

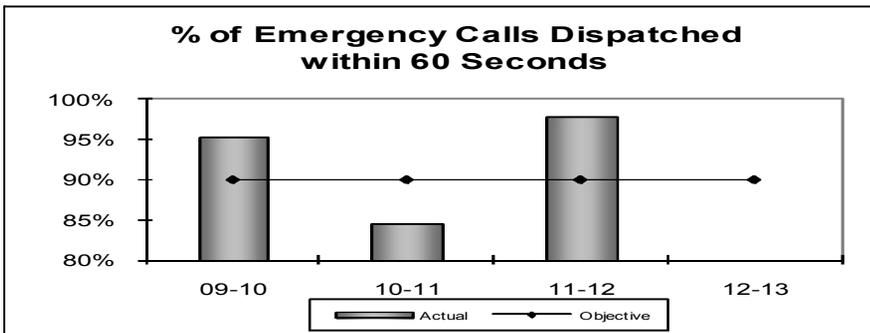
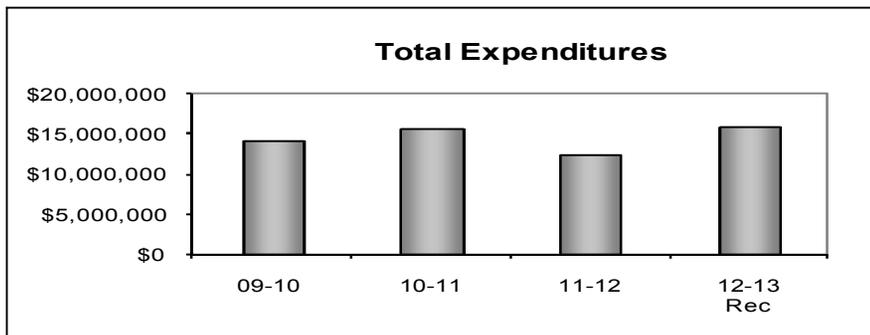
PROGRAM LOCATOR:

Fund: General Fund

Functional Area: Public Safety

Department: Fire & Life Safety

Division: **FIRE OPERATIONS**



MAJOR SERVICE(S) PROVIDED:

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

FY 2011-2012 MAJOR ACCOMPLISHMENTS:

- Preparation for Democratic National Convention activities in Concord.
- Preparation for Fire Protection (ISO) Rating by NC OSFM.
- Continued to assess needs and plan for additional fire & life safety services in the western and southern growth areas.
- 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-10) manufactured by Pierce Manufacturing.
- Continued to work on Fire Station 11 land acquisition.

FY 2012-2013 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Inspection by NC Office of State Fire Marshal for Fire Protection (ISO) Rating.
- Operations related to Democratic National Convention events in Concord.
- Design work for renovations of Fire Station 5.
- 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 in difficult economic period.

FIRE OPERATIONS

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.

BUDGET SUMMARY

Cost Center #: 4340	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Council Approved*	2011-2012 Actual Expenditures**	2012-2013 Manager Recommended	2012-2013 Council Approved
Personnel Services	\$ 10,637,917	\$ 11,544,361	\$ 11,576,026	\$ 11,598,603	\$ 11,244,959	\$ 11,244,959
Operations	\$ 1,265,029	\$ 1,435,995	\$ 2,004,121	\$ 1,799,667	\$ 1,935,577	\$ 1,935,577
Capital Outlay	\$ 600,114	\$ 826,024	\$ 405,359	\$ 372,419	\$ 464,347	\$ 464,347
Debt Service	\$ 340,168	\$ 331,569	\$ 232,403	\$ 974,061	\$ 855,649	\$ 855,649
Cost Allocations	\$ 616,168	\$ 806,022	\$ 541,879	\$ 496,724	\$ 496,883	\$ 496,883
Transfers	\$ 765,262	\$ 762,201	\$ 884,831	\$ 50,000	\$ 629,877	\$ 629,877
Total Expenditures	\$ 14,224,658	\$ 15,706,171	\$ 15,644,619	\$ 15,291,474	\$ 15,627,292	\$ 15,627,292
% budget change	-3%	10%				0%
Total Revenues	\$ 263,587	\$ 540,214	\$ 511,142	\$ 536,310	\$ 513,142	\$ 513,142
Net Costs	\$ 13,961,071	\$ 15,165,957	\$ 15,133,477	\$ 14,755,164	\$ 15,114,150	\$ 15,114,150
* as amended						
**as of August 8, 2012						
Authorized FTE	170.00	182.00	182.00	182.00	181.00	181.00

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY 10 Act	FY 11 Act	FY 12 Obj.	FY 12 Mid-Year	FY 13 Obj.	Benchmark Target
Fire	Percentage of fires confined to area(s) involved on arrival	Effectiveness	99%	94%	85%	95%	85%	90%
Fire	Transmit an "all clear" within 10 minutes	Effectiveness	82.6 %	81%	80%	78%	80%	90%
Fire	Transmittal of "under control" within 15 minutes	Effectiveness	86.9 %	88%	80%	89%	85%	90%
Fire / Special Operations	Property saved to loss ratio	Effectiveness	97.2 %	99%	98%	96%	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	4.0	4.2	<4.0	<3.9	<4	<4
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (supp.)	Effectiveness	75.3 %	85%	85%	80.9 %	85%	90%
Fire / Special Operations	Percentage of first unit arrivals within 4 minutes (EMS)	Effectiveness	59%	72%	85%	75%	85%	90%
Fire / Special Operations	Percentage for full assignment arrival within 8 minutes	Effectiveness	71.7 %	85%	85%	92%	85%	95%
Fire / Special Operations	Percentage of turnouts of less than 60 seconds (7:00am - 9:59pm) (0700-2200)	Effectiveness	93.1 %	92%	85%	93%	90%	90%
Fire / Special Operations	Percentage of turnouts of less than 90 seconds (10:00pm - 6:59am) (2201-0659)	Effectiveness	92.8 %	92%	89%	90%	90%	90%

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 66.51 square miles with a minimum daily staffing of 46 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

None for fiscal year.

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: 3.9 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.



CASCADE OF EVENTS ASSOCIATED WITH EMERGENCY OPERATIONS

In every emergency there is a sequence of events that are critical elements in respect to time and evaluation of the response system, known as the cascade of events and it occurs on every emergency call.

Cascade of Events Associated with Emergency Operations



The response performance continuum is composed of the following:

Event Initiation Point—The point at which factors occur that may ultimately result in activation of the emergency response system. Precipitating factors can occur seconds, minutes, hours, or even days before

the point of awareness is reached. An example is the patient who ignores chest discomfort for days until it reaches a critical point at which time he/she makes the decision to seek assistance.

Emergency Event Awareness—The point at which a human being or technologic sentinel (i.e., smoke alarm, infrared heat detector, etc.) becomes aware that conditions exist requiring activation of the emergency response system.

Alarm—The point at which awareness triggers notification of the emergency response system. An example of this time point is the transmittal of a local or central alarm to a public safety answering point

CASCADE OF EVENTS ASSOCIATED WITH EMERGENCY OPERATIONS CON'T.

Notification—The point at which an alarm is received by the PSAP. This transmittal may take the form of electronic or mechanical notification received and answered by the PSAP.

Alarm Processing Time—The time between the first ring of the 9-1-1 telephone at the dispatch center and the time the computer-aided dispatch (CAD) operator activates the station and/or company alerting devices.

Turnout Time—The interval between the activation of station and/or company alerting devices and the time when the responding crew is aboard the apparatus and the apparatus is beginning to roll toward the call as noted by the mobile computer terminal or notifies dispatch by voice that the company is responding. During the reflex interval, crews cease other activities, don appropriate protective clothing, determine the location of the call, board and start fire apparatus.

Travel Time—The point at which the responding apparatus signals the dispatch center that they are responding to the alarm and ends when the responding unit notifies the dispatcher of its arrival on scene (via voice or mobile computer terminal notification).

On-Scene Time—The point at which the responding unit arrives on the scene of the emergency.

Initiation of Action—The point at which operations to mitigate the event begin. This may include size-up, resource deployment, and patient intervention.

Termination of Incident—The point at which units have completed the assignment and are available to respond to another request for service.

Total Response Time—Alarm processing time plus turnout time plus travel time.

SERVICE LEVELS BASED ON POPULATION

Service Area/Population Density, Definition, and Response Benchmarks and Baselines

The following benchmark and baseline matrix is designed to provide a department with guidance on acceptable variations to travel time for response used in the self assessment process. The matrix draws on existing promulgated standards, particularly NFPA 1710 and 1720. The time ranges only relate to travel time; they do not include notification / alarm processing or turnout time. When an agency varies from the ranges provided, it should be prepared to explain such variances in order to assist in evaluating established standards of cover. For example, if in the risk assessment phase the agency determines that a response which does not include full lights and siren along with speed is the proper way to handle an incident, it should be prepared to state the reasons for this determination.

The Commission on Fire Accreditation International (CFAI) system encourages multiple levels of service within the following categories along with appropriate deployment of staffing and equipment. A dumpster fire in a remote location most likely will not require the same response as an occupied two story wood-frame apartment building. Agencies are encouraged to look at responses to various risks within the following matrix categories and build the deployment of resources to effectively manage the various associated risks. The end result should not be a “one size response” to fire and non-fire events in each of the population categories. Rather, different fire, haz-mat, confined space, high-angle rescue and other similar responses should be analyzed individually within each population category and the appropriate deployment designed.

Metropolitan- an incorporated or unincorporated area with a population of over 200,000 people and /or a population density over 3,000 per square mile.

	1 st Unit	2 nd Unit	Balance of 1 st Alarm	Performance
Benchmark	4 minutes	8 minutes	8 minutes	90%
Baseline	5 mins/12 sec	10 mins/24 sec	10 mins/24 sec	90%

Urban- an incorporated or unincorporated area with a population of over 30,000 people and /or a population density over 2,000 per square mile.

	1 st Unit	2 nd Unit	Balance of 1 st Alarm	Performance
Benchmark	4 minutes	8 minutes	8 minutes	90%
Baseline	5 mins/12 sec	10 mins/24 sec	10 mins/24 sec	90%

SERVICE LEVELS BASED ON POPULATION

Suburban- an incorporated or unincorporated area with a population of 10,000 to 29,999 people and /or any area with a population density of 1,000 to 2,000 people per square mile.

	1 st Unit	2 nd Unit	Balance of 1 st Alarm	Performance
Benchmark	5 minutes	8 minutes	10 minutes	90%
Baseline	6 mins/30 sec	10 mins/24 sec	13 mins/24 sec	90%

Rural- an incorporated or unincorporated area with a total population of less than 10,000 people or with a population density of less than 1,000 people per square mile.

	1 st Unit	2 nd Unit	Balance of 1 st Alarm	Performance
Benchmark	10 minutes	14 minutes	14 minutes	90%
Baseline-70%	13 minutes	18 mins/12sec	18 mins/12sec	90%

Wilderness-any rural area not readily accessible by public or private maintained road.

	1 st Unit	2 nd Unit	Balance of 1 st Alarm	Performance
Benchmark	N/A	N/A	N/A	90%
Baseline	N/A	N/A	N/A	90%

The criteria listed above provide a range of performance within each category from the target benchmark to a lesser baseline of 70% of the benchmark for time (Not to be confused with the performance percentage of 90%). For purposes of Fire Department Accreditation, fractal analysis developed in the three areas of call processing, turnout time, and travel time should demonstrate that the agency's own baseline performance falls within the ranges provided in the chart. If they do not, then is the baseline performance grossly deviating from the best practice? These baselines should be evaluated annually to determine quality of service. Strategies used to reduce each element may well be part of other accreditation criteria.

During the risk assessment process, an agency may find there is a mix of service areas, as described above, within the jurisdiction each requiring various deployments of resources. It is appropriate for an agency to have multiple standards of cover based upon the nature of the area. While a dumpster fire in a remote location most likely will not require the same response as an occupied two story wood-frame apartment building. A predominantly metropolitan community with a large population base may also have service areas that are rural in nature and population density. An agency deserving of accredited agency status would have created geographic planning zones, evaluated each zone for hazards and risks, and established appropriate response time and response standards in standards of cover objectives based upon the results. "One Size Fits All" does not apply to standards of cover.

SERVICE LEVELS BASED ON POPULATION

When making an analysis, a special note should be made if the agency has faster or slower times, or if there are alternatives used to modify the baseline conditions. Unusual statistical variances in the norms should be evaluated to determine if agency policy can reduce the element of time or whether the variance is infrequent enough to discount in establishing a baseline for the agency. For example, if in the risk assessment phase the agency determines that a response which does not include full lights and siren along with speed is the proper way to handle an incident, it should be prepared to state the reasons for this determination.

For the purpose of accreditation, an agency's actual baseline performance should fall within the ranges provided in the charts above. Deviations in one or more categories must be fully analyzed to explain the reasons for such deviation the impact to the affected planning zones, and a plan to bring the performance within the recommended ranges. It must be understood that gross deviations would result in a deferral or denial for the agency's accreditation status. Regardless of the effect on the agency's status, the agency should be commended for identifying and planning for improvement needs and accurately communicating service issues to the customer and authority having jurisdiction.

Based on the section *Service Area/Population Density, Definition, and Response Benchmarks and Baselines*, the Department of Fire and Life Safety has developed a map using information provided by the City's Business and Neighborhood Department and the GIS support group. This map has identified areas of the city which meet population ranges from metropolitan to wilderness in nature. Accordingly, this mapping will be used to create an adequate response for each area.

Population Density in City of Concord with 1.5 mile Engine Coverage

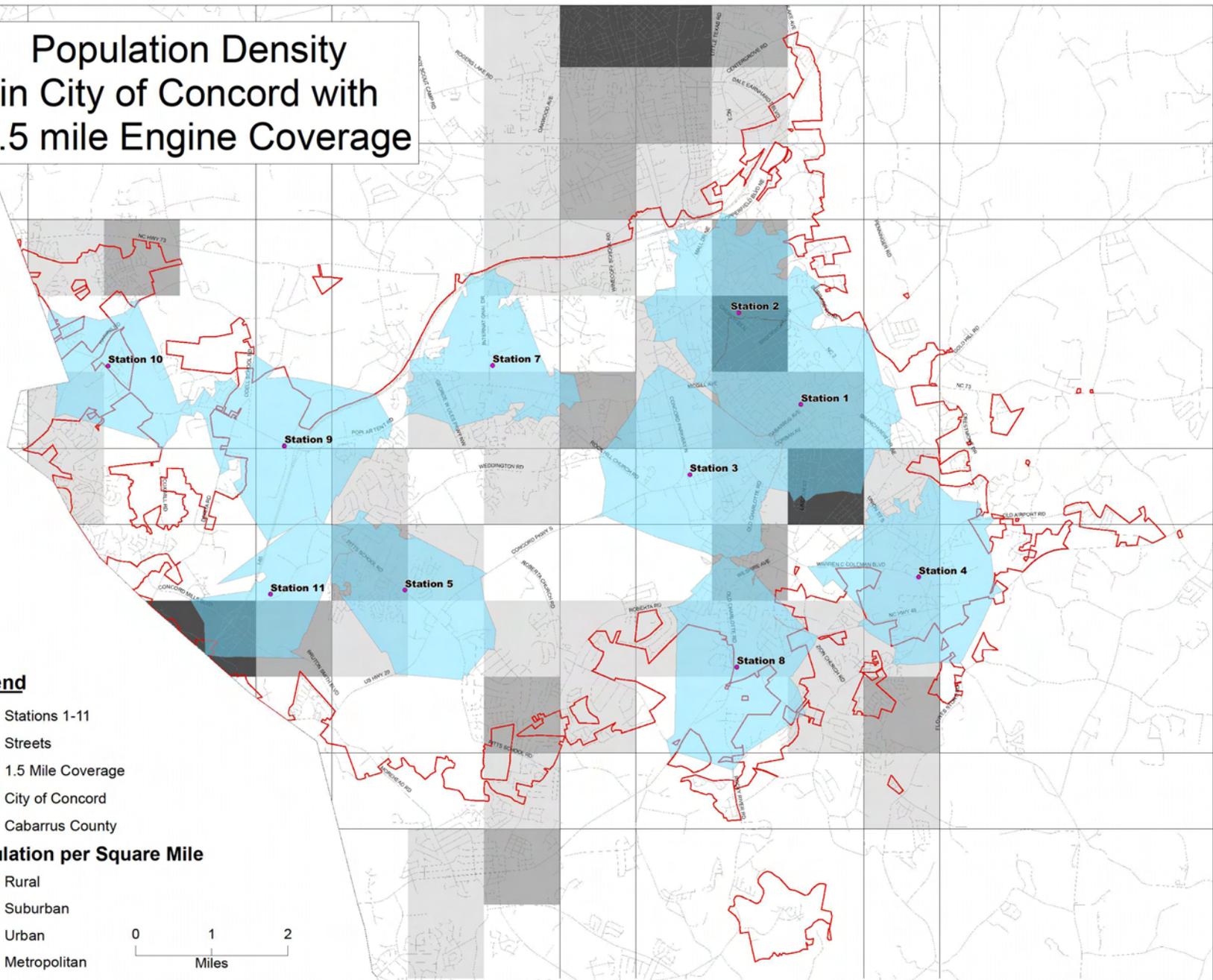
Legend

- Stations 1-11
- Streets
- 1.5 Mile Coverage
- City of Concord
- Cabarrus County

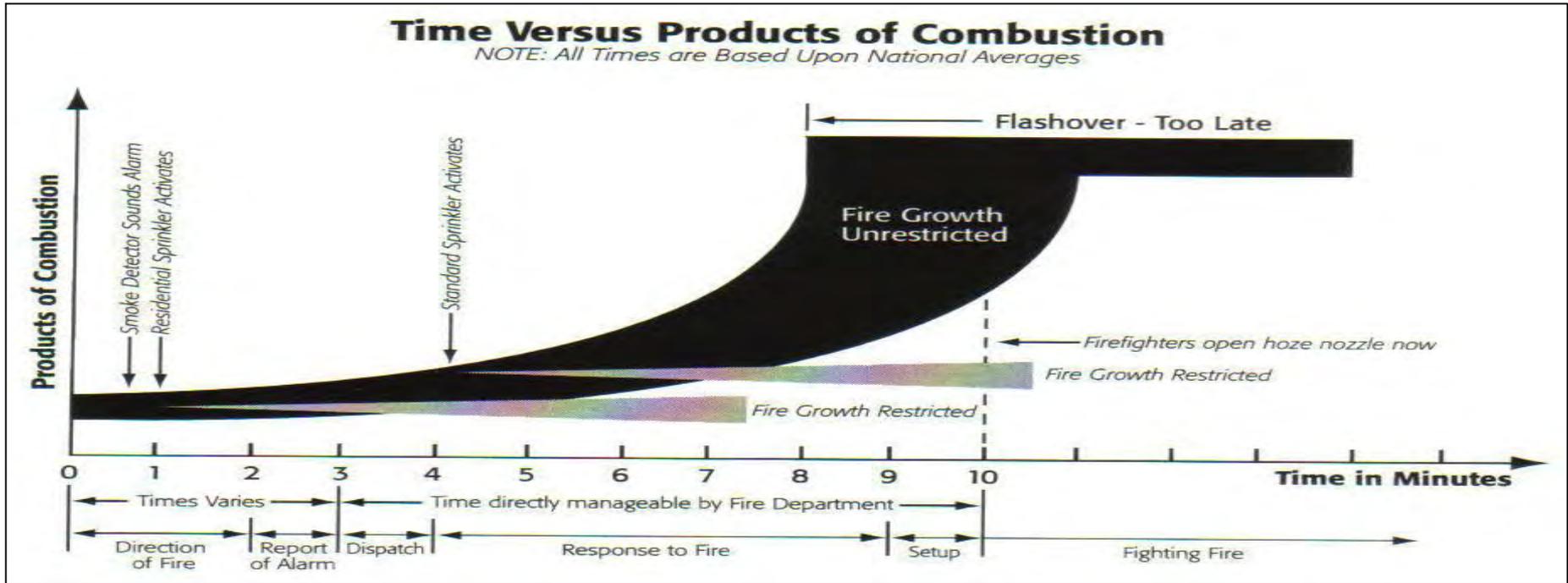
Population per Square Mile

- Rural
- Suburban
- Urban
- Metropolitan

0 1 2
Miles

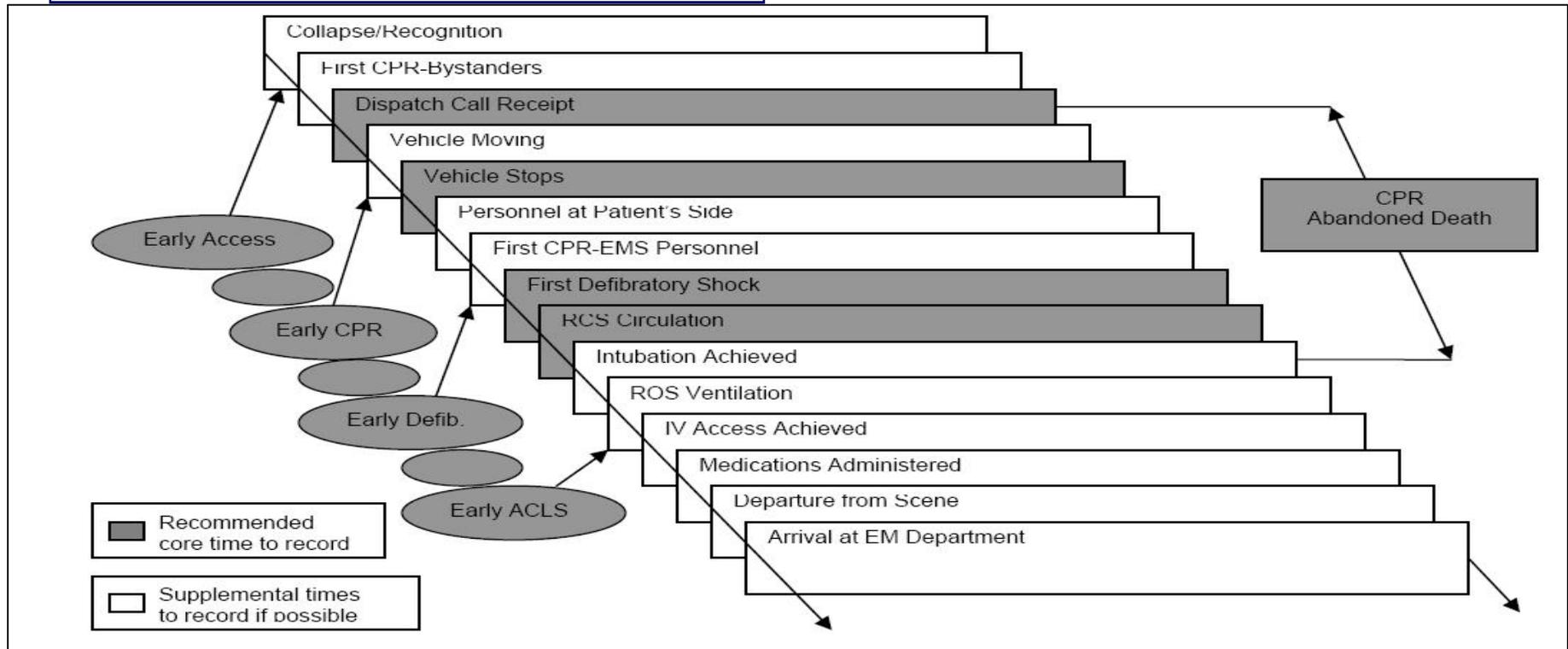


TIME VERSUS PRODUCTS OF COMBUSTION



Staffing and equipment needs, both can be reasonably predicted for different risk levels and fire stages. The correlation of staffing and equipment needs with fires according to their stage of growth is the basis for response coverage. The goal is to maintain and strategically locate enough firefighters and equipment so that a minimum acceptable response force can reach a reasonable number of potential fire scenes before flashover and intervene medially in critical medical emergencies. This goal is attainable, given timely notification of the emergency and dispatching of companies in less than 60 seconds.

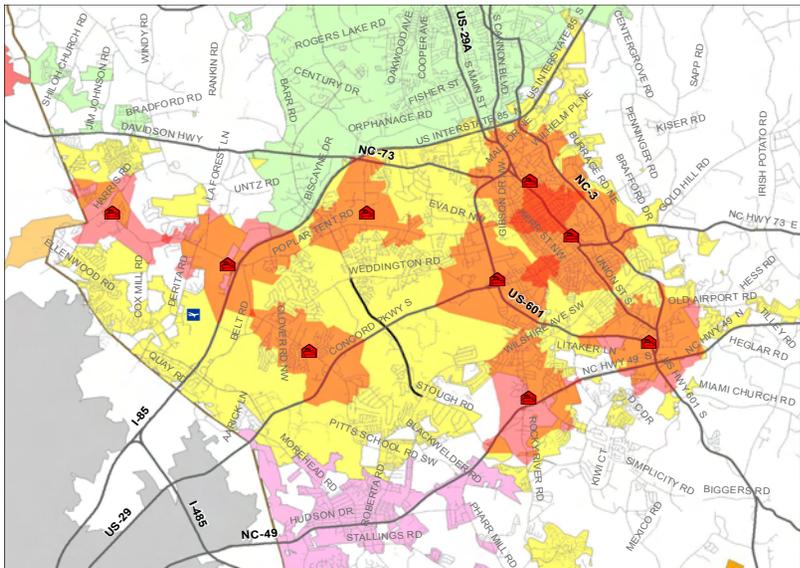
Events Associated with Cardiac Arrest Resuscitation



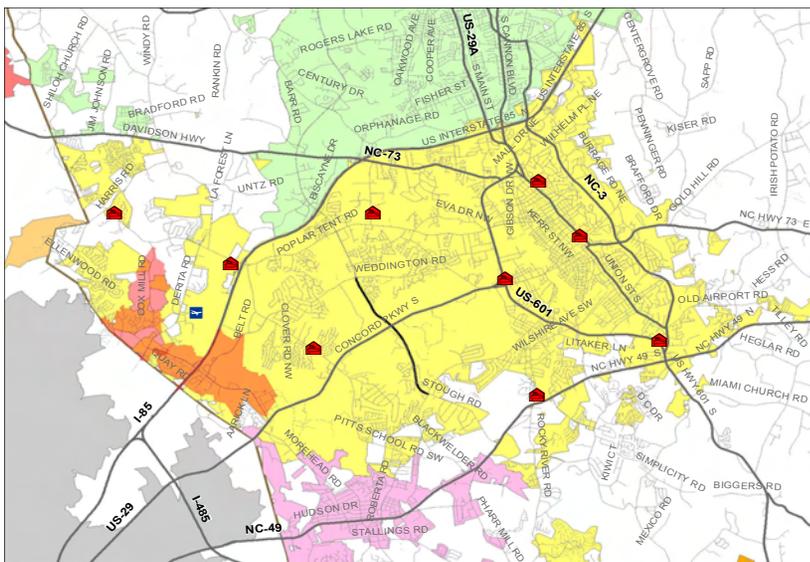
Early defibrillation is often called the critical link in the chain of survival because it is the only way to successfully treat most sudden cardiac arrests. When cardiac arrest occurs, the heart starts to beat chaotically (fibrillation) and can not pump blood efficiently. Time is critical. If a normal heart rhythm is not restored in minutes, the person will die. In fact, for every minute without defibrillation, the odds of survival drop seven to ten percent. A sudden cardiac arrest victim who is not defibrillated within eight to ten minutes has virtually no chance of survival.

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**..... 850 Warren C. Coleman Blvd.S.
- Fire Department Shop**..... 850 Warren C. Coleman Blvd.S.
- Fire Marshal's Office**..... 100 Warren C. Coleman Blvd. N.

- PROPOSED STATION AREAS**
- Station 11** Bruton Smith Blvd area
- Station 12** Area of Cox Mill Road @ Christenbury

STATIONS / APPARATUS LOCATIONS

BATTALION 1

<p>Station 1</p>		<p>31 Church Street NE 704-920-5501 1941</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 704-920-5502 1972</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 704-920-5503 1986</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 704-920-5504 1989</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 704-920-5508 2002</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 704-920-5505 1991</p>	<p>Engine 5 – 2004 Pierce Dash Pumper Engine 95 – 1992 Pierce Dash Pumper Brush 5 – 1985 Ford</p>
<p>Station 6</p>		<p>9101-B Aviation Blvd NW 1995</p>	<p>Blaze 1 – 1987 Oshkosh ARFF Unit Blaze 2 – 1995 Ford E-One ARFF Unit</p>
<p>Station 7</p>		<p>250 International Dr NW 704-920-5507 2001</p>	<p>Engine 7 – 2007 Pierce Dash Pumper Ladder 7 – 2005 Pierce Dash Platform 100' Brush 7 – 1994 Ford Rescue 71 – 1995 Saulsbury Rescue</p>
<p>Station 9</p>		<p>1020 Ivey Cline Road 704-920-5509 2008</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 704-920-5510 2010</p>	<p>Engine10 – 2012 Pierce Saber Pumper</p>
<p>Station 11</p>	<p>Future Station</p>	<p>Bruton Smith Blvd Area</p>	<p>Property negotiations (Spring 2012)</p>
<p>Station 12</p>	<p>Future Station</p>	<p>Area of Cox Mill Road at Christenbury 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 **68,928** training hours for the year FY 2011-2012. Suppression forces achieved a total of **59,059** training hours for the year. The administrative staff along with recruit classes # 18 (February 20, 2012– May 29, 2012) spent a total of **7,489** 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 2011-2012 was **21**. The goal of the training division is **zero** personal injuries and property damage.

Training Hours Reported FY 2011-2012

<u>SHIFT</u>	<u>HOURS COMPLETED</u>
A	20,643
B	19,803
C	18,613
Day Staff & and Recruit Classes	1,775 5,714
TOTAL HOURS	66,548

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 2011-2012 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 usually 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. For the Spring 2012 class, the department condensed the class to a 15 week period (which included a number of weekends), moving physical training to the end of the day, while not reducing the required hours for graduation.

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 90 which is an increase of 4 during the year. Of the 90 certified Haz-Mat Techs, 24 are Fire Captains or Battalion Captains.

TRAINING & SAFETY

- « USAR [Urban Search & Rescue] 13 personnel certified.
- « ARFF [Aircraft Rescue Firefighting] 30 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.
- « Fire Officer I Certification (1) 40-hour course taught.
- « Fire Officer II Certification (1) 32-hour course taught.
- « Swift Water Rescue Certification (1) 24 personnel certified.

LIVE BURNS

2011	September 6	7060 Belt Road	Ralph Bonds
2011	November 12	31 Wayne Court SE	Cold Water Baptist Church
2012	May 12	1032 Riding Trail Lane	David Benham



3 Total Structures

GENERAL TRAINING

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

Utilized 3 acquired structures, including single family residences and duplexes. All 3 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:

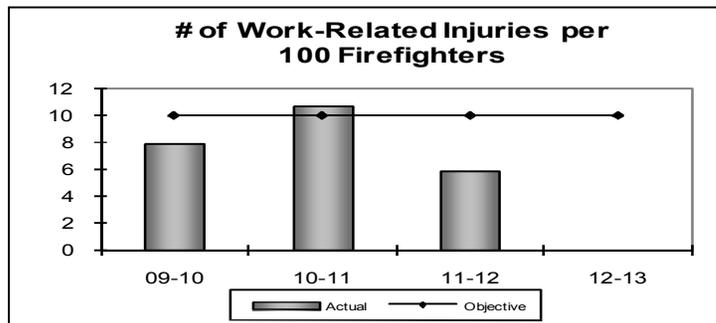
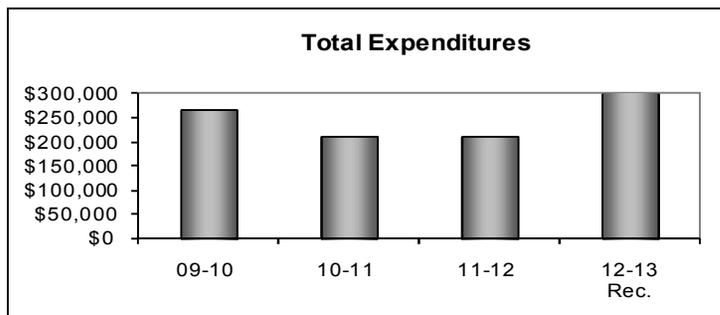
Fund: General Fund

Functional Area: Public Safety

Department: Fire & Life Safety

Division: **TRAINING**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

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

FY 2011-2012 MAJOR ACCOMPLISHMENTS:

- Recruit Class 18 Graduation
- Swift Water Rescue Course Completed
- Reserve Firefighter Program Training Conducted
- Placed Pump Cutaway Prop In-Service
- Conducted Fire Officer I Certification Class
- Conducted Fire Officer II Certification Class
- Conducted Fire Instructor I Certification Class
- Conducted Fire Instructor II Certification Class
- Child Passenger Safety Seat Program
- Life Safety Education
- Officer Candidate School-I Class 5 Graduation
- ARFF annual burn completed for Airport's FAA139 Certification.
- NCOSFM Driver Operator Courses presented.
- 2 Fire Instructor I Certification Courses presented.
- 1 Fire Instructor II Certification Courses presented.
- Conducted assessments for Battalion Chief, Battalion Captain, Captain, Specialist, Senior Firefighter, and Firefighter II.
- Safety device placed on all bay doors to reduce apparatus incidents involving damage to doors.
- New fitness assessment system implemented.

FY 2012-2013 MAJOR BUDGET CHANGES/ NEW REQUESTS /FOCUS AREAS:

- Inclusion of Life Safety Education in the Training and Safety Division.
- Conduct assessments for Battalion Chief, Battalion Captain, Captain, Specialist, Senior Firefighter, and Firefighter II.
- Provide Safety updates as needed through year.

STEPS/ PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Increased efforts toward safety training to curtail accidents and reduce injuries.
- Increased emphasis on wellness activities to increase number of personnel reaching acceptable level of fitness.
- Concerted effort toward specialty certification areas.
- Continue training program for Reserve Firefighters to reach goal of this pool providing supplemental staffing.

TRAINING & SAFETY

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.

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 accidents and injuries.

BUDGET SUMMARY

Cost Center #: 4342	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 191,637	\$ 145,217	\$ 184,671	\$ 152,862	\$ 299,067	\$ -
Operations	\$ 77,684	\$ 68,388	\$ 72,855	\$ 57,402	\$ 85,181	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 269,321	\$ 213,605	\$ 257,526	\$ 210,263	\$ 384,248	\$ -
% budget change	-0.1%	-21%	12%		49%	
* as amended						
**as of May 5, 2012						
Authorized FTE	2.00	2.00	2.00	2.00	4.00	

Major Service Area	Performance Indicator	Measure Type	FY 10 Act	FY 11 Act	FY 12 Obj.	FY 12 Mid-Year	FY 13 Obj.	Benchmark Target
Safety	% of department members scoring at or above 11 METS on the annual fitness evaluation	Effectiveness	N/A	N/A	N/A	N/A	90%	90%
Safety	% of department members, 40 years or older, will complete 25 push ups or more on the annual fitness evaluation	Effectiveness	N/A	N/A	N/A	N/A	75%	75%
Safety	% of department members, under the age of 40, will complete 30 push ups or more on the annual fitness evaluation	Effectiveness	N/A	N/A	N/A	N/A	75%	75%
Safety	% of department personnel will perform the static plank for at least 2 minutes during the annual fitness evaluation	Effectiveness	N/A	N/A	N/A	N/A	70%	70%
Safety	# of work-related injuries per 100 Fire-fighters	Effectiveness	8	10.8	10	6	10	7
Safety	# of vehicle and equipment accidents	Effectiveness	10.5	3.6	10	12	10	7
Training	% of personnel certified as Hazardous Material Technicians	Effectiveness	53%	55%	60%	54%	60%	60%
Training	% of personnel certified as USAR Technicians	Effectiveness	21%	21%	25%	26%	25%	25%
Training	% of personnel compliant with FAA 139 ARFF	Effectiveness	12%	13%	12%	12%	12%	25%
Life Safety Education	% of residential fires where the dwelling has no working smoke alarms	Effectiveness	6%	6%	<15%	<1%	<10%	0%
Life Safety Education	% of fires where juveniles are involved in ignition	Effectiveness	3%	5%	5%	<1%	5%	<2.5%

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

PROMOTIONS

« *BATTALION CHIEF* »

Battalion Captain Mike Carter promoted to Battalion Chief 01/23/2012

« *BATTALION CAPTAIN* »

Captain Mark Goss promoted to Battalion Captain 07/25/2011

Captain Shane Davis promoted to Battalion Captain 01/23/2012

Captain Thomas Knox promoted to Battalion Captain 01/23/2012

« *CAPTAIN* »

Senior Firefighter Scott Brantley promoted to Captain 01/23/2012

Specialist Lee Readling promoted to Captain 01/23/2012

Specialist Terry Page promoted to Captain 02/20/2012

« *SPECIALIST* »

Senior Firefighter Melanie Jordan promoted to Specialist 07/25/2011

Senior Firefighter Jimmy Morgan promoted to Specialist 07/25/2011

Senior Firefighter Andre' Bergeron promoted to Specialist 01/23/2012

Senior Firefighter James Gaydon promoted to Specialist 01/23/2012

« *SENIOR FIREFIGHTER* »

Firefighter II Robbie Boyd promoted to Senior Firefighter 10/31/2011

Firefighter II Justin Caldwell promoted to Senior Firefighter 10/31/2011

Firefighter II Tim McDonald promoted to Senior Firefighter 10/31/2011

Firefighter II Steven McLendon promoted to Senior Firefighter 10/31/2011

Firefighter II Jim Perusek promoted to Senior Firefighter 10/31/2011

Firefighter II Brent Seagraves promoted to Senior Firefighter 10/31/2011

Firefighter II Andrew Johnson promoted to Senior Firefighter 12/26/2011

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

PROMOTIONS

« SENIOR FIREFIGHTER «

Firefighter II William Dozier promoted to Senior Firefighter	04/30/2012
Firefighter II Matthew Hairfield promoted to Senior Firefighter	04/30/2012
Firefighter II Jeff Harper promoted to Senior Firefighter	04/30/2012
Firefighter II Joshua Hughes promoted to Senior Firefighter	04/30/2012
Firefighter II James Nichols promoted to Senior Firefighter	04/30/2012
Firefighter II Jason Cook promoted to Senior Firefighter	05/14/2012
Firefighter II Paul Cwynar promoted to Senior Firefighter	05/14/2012

« FIREFIGHTER II «

Firefighter I Isaac Bryant promoted to Firefighter II	10/31/2011
Firefighter I Robert Hagy promoted to Firefighter II	10/31/2011
Firefighter I Alex Howerton promoted to Firefighter II	10/31/2011
Firefighter I Phillip Jordan promoted to Firefighter II	10/31/2011
Firefighter I Benjamin Klauder promoted to Firefighter II	10/31/2011
Firefighter I Eric Liefert promoted to Firefighter II	10/31/2011
Firefighter I Jack Smith promoted to Firefighter II	10/31/2011
Firefighter I Steven Anderson promoted to Firefighter II	04/30/2012
Firefighter I David Autry promoted to Firefighter II	04/30/2012
Firefighter I Colton Edwards promoted to Firefighter II	04/30/2012
Firefighter I Brannan Henry promoted to Firefighter II	04/30/2012
Firefighter I Justin Knox promoted to Firefighter II	04/30/2012
Firefighter I Jody Mills promoted to Firefighter II	04/30/2012
Firefighter I Richard Moody promoted to Firefighter II	04/30/2012
Firefighter I Chad Rodgers promoted to Firefighter II	04/30/2012
Firefighter I Kyle Starling promoted to Firefighter II	04/30/2012
Firefighter I John Potts promoted to Firefighter II	05/28/2012

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

NEW HIRES

« ADMINISTRATIVE ASSISTANT «

Sonya Bost 09/04/2011

« RECRUIT FIREFIGHTER «

Jana C. Allee 02/20/2012
Nathaniel W. Bryant 02/20/2012
Matthew B. Cauble 02/20/2012
Nicholas L. Kluttz* Lateral Hire (Recruit Class 16) 02/20/2012
Randi L. Olson 02/20/2012
Desirae A. Tautges 02/20/2012
Eric L. Sager 02/20/2012
Rene A. Soriano 02/20/2012
Benjamin J. Endicott 03/19/2012
Timothy P. Barrier, Jr. 04/30/2012

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

RETIREMENTS

Captain James Preddy	01/01/2012
Battalion Chief Bruce Cress	01/01/2012
Battalion Chief Phil Bryant	01/01/2012
Captain Tim Untz	04/30/2012



CAPTAIN PREDDY AND
BATTALION CHIEF CRESS



BATTALION CHIEF BRYANT
CHIEF HOLLOWAY



CAPTAIN UNTZ AND
BATTALION CHIEF EURY

RESIGNATIONS / SEPERATIONS

Administrative Assistant Cindy Abernathy	07/15/2011
Firefighter II Joshua N. Simpson	10/27/2011
Firefighter II Brian Cranford	02/05/2012
Firefighter I Aaron Kopp	03/05/2012
Specialist Jody Hall	03/27/2012

DEPARTMENT AWARDS PROGRAM—DECEMBER 11, 2011



Left to Right: Deputy Chief Teague, Deputy Chief Allen, and Fire Chief Holloway present awards.



Captain Jim Preddy, Officer of the Year.



Firefighter Bruce Hodges, Firefighter of the Year.



Firefighter Kyle Starling, Rookie of the Year.



Administrative Assistant Kim Smith, Fire Department Employee of the Year.



This award is presented to an officer, Captain and above, who has displayed a commitment to his/her profession, organization; and community. The award exemplifies a high degree of leadership, motivation, supervisory skills, and superior job knowledge, and personal accomplishments.

This award is presented to a Specialist, Senior Firefighter, Firefighter II or Firefighter I, who has displayed a commitment to his or her profession, organization and community. The award exemplifies a high degree of motivation and leadership skills to his/her team or unit, the ability to be an effective team leader, superior job knowledge, and personal accomplishments.

This award is presented to the employee who best demonstrates their willingness and ability to assume the duties of a newly appointed firefighter with the department. Eligible employees shall have completed their probationary year during the calendar year of the award and be nominated by another member of the department.

This award is presented to an individual of the Fire Department (outside the Operations Division), who has displayed a total commitment to his/her profession, organization, and community. The award exemplifies an untiring and unselfish devotion to "one's-fellow-man".

Educational Achievement Award Level I: This award is presented to the individual who has obtained an Associate in Applied Science degree.

- James Gaydon
- Lee Cavin
- Alex Howerton
- Brian Cranford
- Michael Lunceford

Educational Achievement Award Level II: This award is presented to the individual who has obtained a Bachelors degree.

- Jacob Williams
- Ben Klauder

Special Operations: Issued to those personnel who have been assigned to a Special Operations team for at least one (1) continuous year.

- Hazardous Material:**
- Caleb Miller
 - Mark Mesimer

Fire Prevention / Emergency Management Award: This award will be for personnel who by their action have a positive affect on life safety to the public, either direct or indirect.

- Shane Bolick

Honor Guard Award: This award will be issued to those personnel who have been assigned to the Honor Guard for at least one (1) continuous year.

- Robbie Troutman- 47 years
- Ronnie Dale Blackwell- 37 years
- Ryan Lee
- Mark Brown
- Adam Ryerson

DEPARTMENT AWARDS PROGRAM—DECEMBER 11,2011

Life Saving – Medical: This citation is given to employees who save another’s life by the use of (primarily) medical skills, training and techniques. To qualify for this award, it must be shown that, without the effective use of medical skills, another human would have perished. For the purpose of this award, a save shall be defined as the restoration of the patient’s cardiac function and/or breathing; or there must be documented evidence that the patient’s medical condition presented the probability of eminent death without the medical intervention of department personnel.

January 8, 2010 10-0000153 Thomas Knox Rusty Starnes Chris McKinney	April 1, 2010 10-1001802 Capt. Josh Simpson Nick White Brian Jahant Josh Hughes Rick Gilleland Jason Dyer John Potts EMS- Adam Cooper EMS- Chris Mills	June 3, 2010 10-1003099 Capt. Shane Bolick Melanie Jordan Jeff Tracey	November 29, 2010 10-1006922 Capt. Mike Smith Charlie Wallace Aaron Drye Tim Jones	December 7, 2010 10-1007130 Capt. Brown Barnhardt Bret Leonard Jason Smith	December 28, 2010 10-1007629 Capt. Mark Goss Capt. Chris Price Jason Dyer Scott Payne Rick Gilleland Aaron Kopp	December 30, 2010 10-1007683 Capt. Mark Goss Capt. Chris Price Jason Dyer Scott Payne Rick Gilleland Aaron Kopp John Potts Jake Williams
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Fire Chief Award: This award is presented to the recruit who during his training period demonstrated academic excellence with the highest grade point average and superior practical skills.

Nick Zabel

Training Award: The training staff presents this award to the recruit who during his training period demonstrated superior leadership and practical skill performance.

Dustin Hooks



Education Specialist Norman Franklin

Franklin Named Coalition Member of the Year

During the 2012 North Carolina Safe Kids Coalition Conference, the Cabarrus County Safe Kids Coalition was named the Coalition of the Year and Concord Department of Fire and Life Safety Education Specialist Norman Franklin was named Coalition Member of the Year. Norman is well known for his work with child passenger safety seats, not only locally, but across the state. He began his career with Concord as a Firefighter in 1987 and has served as an Educator since 2002.

Programs offered by the Educators include fire safety, child passenger seat safety, disaster preparedness, bicycle safety, programs for seniors, and many more educational programs. North Carolina Safe Kids is one of more than 450 coalitions affiliated with Safe Kids Worldwide whose mission is to prevent accidental childhood injury. Childhood injuries are the leading killer of children age 14 and younger. The Cabarrus County Safe Kids Coalition is one of 38 coalitions in the state covering 66 of the 100 counties.

PROMOTIONS, RETIREMENTS, RECRUIT CLASSES & RESIGNATIONS

Recruit Class Recruit Class 18 Graduation May 29, 2012



Back Row: Nathaniel Bryant, Datwain Ship (Salisbury FD), Matthew Cauble, Timothy Barrier, Jr., Jana Allee

Front Row: Eric Sager, Desirae Tautges, Randi Olson, Benjamin Endicott, Rene Soriano

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.

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PROGRAM LOCATOR:

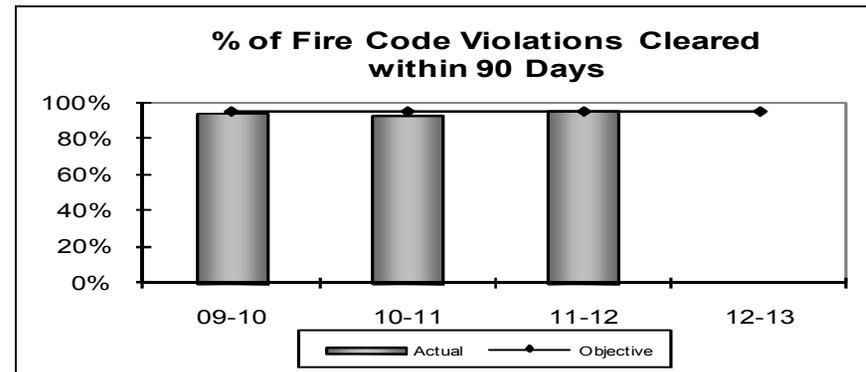
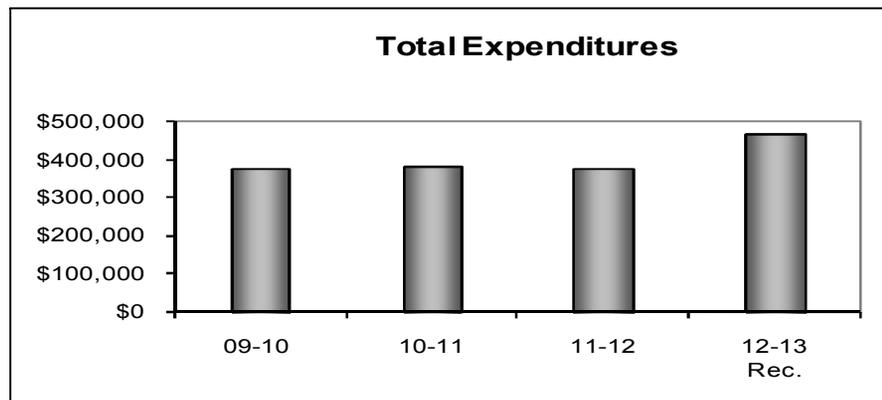
Fund: General Fund

Functional Area: Public Safety

Department: Fire & Life Safety

Division: **FIRE PREVENTION**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

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

FY 2011-2012 MAJOR ACCOMPLISHMENTS:

- Implemented Shift Inspector/Investigator/Safety Officer Program
- Division met State Inspection Schedule for FY-12.
- Division personnel completed various courses during the year in fire investigation and inspector upgrade classes to maintain NC Inspector Certifications.
- Continued to effectively use personnel from other departments to meet required inspections.
- Continued move toward paperless inspection format.

FY 2012-2013 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	FY 10 Act	FY 11 Act	FY 12 Obj	FY 12 Mid Year	FY 13 Obj	Benchmark Target
Fire Inspections	% of fire code violations cleared within 90 days	Effectiveness	94.5 %	93%	95%	96%	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	100 %	100 %	100 %	100 %	100 %	100%
Fire Invest.	% of fires with cause determined	Effectiveness	84%	92%	50%	82%	80%	50%

Cost Center #: 4341	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 368,907	\$ 376,009	\$ 440,904	\$ 370,208	\$ 451,932	\$ -
Operations	\$ 8,045	\$ 8,386	\$ 18,507	\$ 9,399	\$ 16,015	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 376,952	\$ 384,395	\$ 459,411	\$ 379,607	\$ 467,947	\$ -
% budget change	-12%	2%	10%		2%	
* as amended						
** as of May 5, 2012						
Authorized FTE	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:

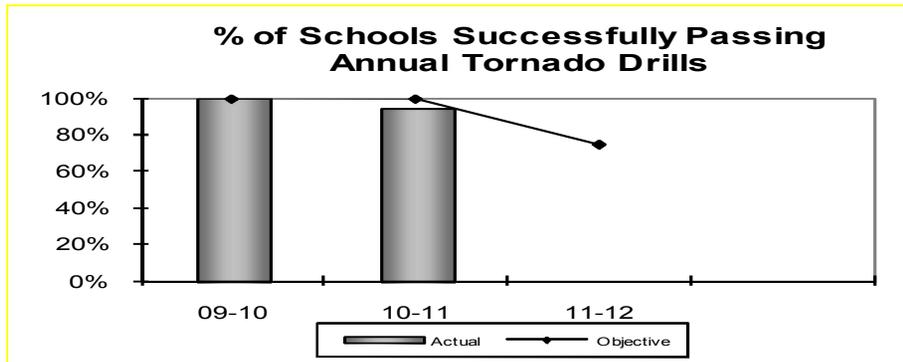
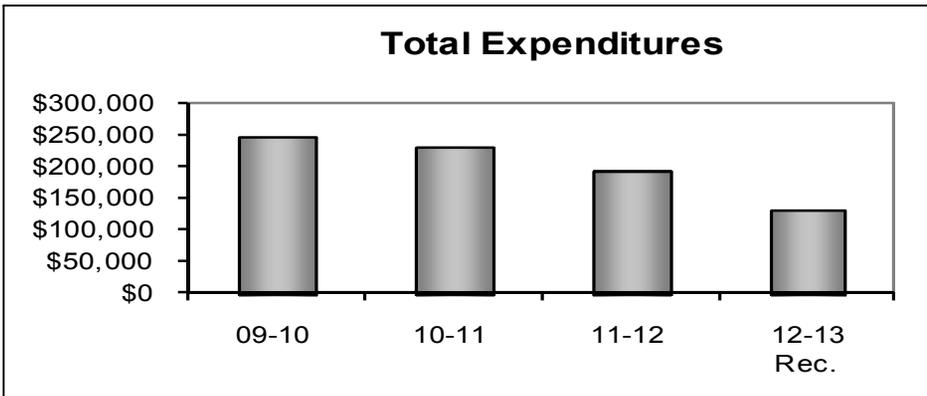
Fund: General Fund

Functional Area: Public Safety

Department: Fire & Life Safety

Division: **EMERGENCY MANAGEMENT**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Emergency Management function for the City including preparedness, response, recovery and mitigation
- Environmental response, inspection & follow-up
- Concord Citizen Corps and associated programs

FY 2011-2012 MAJOR ACCOMPLISHMENTS:

- Completed the 2012 Concord Regional Airport Emergency Operations Plan.
- The annual Ready Kids Camp was recognized as a "best practice" for NC and the program was presented at a FEMA Region IV Conference.
- Conducted a full scale exercise at Concord Regional Airport involving an active shooter and vehicle-borne improvised explosive device.
- 59% Hazmat response invoice recovery rate.
- Responded to several severe weather events including a downburst which damaged Concord Regional Airport, removed a portion of Bassett Furniture's Roof and toppled 15+ electrical poles on Concord Parkway.
- Completed the Concord Hazard Mitigation Plan.
- Developed a Debris Management Plan to increase the percentage of funding available for debris removal after a disaster.
- Provided hazardous materials assistance for Marshville, NC.
- Electric Utilities and Concord Fire provided mutual aide assistance for Hurricane Irene. Electric assisted in Farmville, Kinston, Rocky Mount and Tarboro with restoration of service. Concord Fire and Life Safety assisted an Engine Company in Hyde County.
- Addressed internal policy due to the State covering remediation of chemicals found in Meth labs.
- Completed the Lake Concord Dam Emergency Action Plan.
- The City was re-certified as a Storm Ready Community.
- Completed ten-year management of the Customer Care Center and transitioned its supervision to the City's Customer Service Manager.
- Installed 189 Child Passenger Safety Seats.
- Increased public education participants to 11,560.
- Implemented an evaluation program and school evacuation drills.

FY 2012-2013 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Transition the Call Center to Customer Service.
- Risk Management and Emergency Management will be combined under the Assistant City Manager to better coordinate and address municipal risks.

EMERGENCY MANAGEMENT

STEPS/PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Combination of Risk/Emergency Management.
- Evaluation of current committees to determine feasibility of combination of those with similar duties.

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.

BUDGET SUMMARY

Cost Center #: 4343	2009-2010		2010-2011		2011-2012		2011-2012		2012-2013		2012-2013	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved	Actual Expenditures**	Manager Recommended	Actual Expenditures**	Manager Recommended	Council Approved	Council Approved
Personnel Services	\$ 206,542	\$ 212,892	\$ 215,417	\$ 182,243	\$ 102,364	\$ -	\$ 182,243	\$ 102,364	\$ 215,417	\$ 102,364	\$ -	\$ -
Operations	\$ 43,485	\$ 18,687	\$ 53,270	\$ 13,390	\$ 27,271	\$ -	\$ 13,390	\$ 27,271	\$ 53,270	\$ 27,271	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 250,026	\$ 231,578	\$ 268,687	\$ 195,633	\$ 129,635	\$ -	\$ 195,633	\$ 129,635	\$ 268,687	\$ 129,635	\$ -	\$ -
% budget change	-17%	-7%	2%		-44%							
* as amended												
** as of May 5, 2012												
Authorized FTE	2.80	2.85	2.85	2.85	1.00							

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY 10 Actual	FY 11 Actual	FY 12 Obj.	FY 12 Mid-Year	FY 13 Obj.	Benchmark Target
Emergency Mgt.	% of schools in City that successfully pass annual tornado drills	Effectiveness	100%	95%	75%	NA		100%
Emergency Mgt./Life Safety	# of schools in City that successfully pass fire evacuation drills.	Effectiveness	*	*	75%	NA		100%
Emergency Mgt.	% of municipal departments passing annual safety drills (tornado, lockdown, fire)	Effectiveness	*	*	100%	NA		100%
Emergency Mgt./Finance	% of invoice response recovered	Efficiency	*	*	70%	59%		*
Emergency Mgt.	Increase the number of departments reporting Hazardous Materials storage	Workload	*	*	75%	NA		100%

* New measurement



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 moving all warehousing operations to the City of Concord's Brown Operations Center.

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.

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 40 sets of replacement turn-out and new sets of gear for recruits.
- « Issued 22 fire helmets.
- « Issued 25 sets of fire boots.
- « Issued 146 pairs of gloves.

UNIFORMS:

- « Outfitted 10 new fire recruits with uniforms and equipment as well as existing personnel.
- « Changed from Nomex® uniforms to 100% Fire Resistive Cotton NFPA Certified uniforms.

EQUIPMENT:

- « Purchased and issued equipment to outfit new pumper for Engine 10.
- « Purchased and issued 1,750 feet of 2-1/2" and 1,000 feet of 1" hose for fire companies.
- « Purchased and issued 4 Thermal imaging camera.

LOGISTICS

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.

REPAIRS DURING FY 2011-2012:

- « Replaced front pad concrete at Fire Station 1.
- « Installed safety eyes on all bay doors to prevent accidents.
- « Replaced one bay door at Fire Station 7.
- « Preliminary work to acquire land for Fire Station 11 began.

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.

NORTH CAROLINA MID-WINTER CHIEF'S CONFERENCE CONCORD



HONOR GUARD



The Honor Guard team was organized 15 years ago and currently consists of 8 members (6 current members and 2 retired members).

For the period of 07/01/2011 – 06/30/2012, the City of Concord Department of Fire & Life Safety, **HONOR GUARD** participated in a total 16 events.

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

« Asheville Fire Department Captain Bowen«

(4) MEMORIAL SERVICES:

« September 11th Memorial Service at Fire Station #8 «

« Charlotte Motor Speedway«

« Kingsway Baptist Church«

« Cabarrus County Firemen's Association«

(1) CDF&LS CEREMONIES:

« Recruit Class 18 graduation ceremony «

(3) PARADES:

« Concord Christmas Parade «

« Kannapolis Christmas Parade «

« Charlotte Motor Speedway Parade «

(7) COLOR POSTINGS/CEREMONIES

« Old Courthouse «

« Central Methodist Church «

« Piedmont Chour Association «

« Veterans Day Service at Brown Operations Center «

« NC Water Works Association Meeting «

« Mid-Winter Meeting of NC Association of Fire Chiefs«

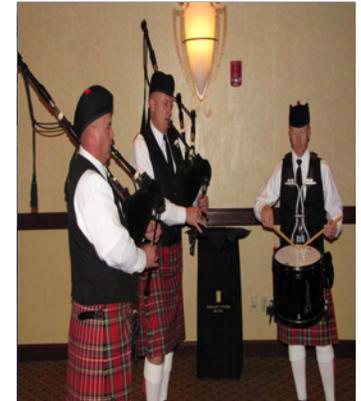
« NC Governor's Conference«

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 07/01/2011 – 06/30/2012, the City of Concord Department of Fire & Life Safety, **PIPES & DRUMS** participated in a total of 6 events.

- « Josh Earley 10 Year Memorial March 2012«
- « Recruit Graduation 18 «
- « NC Association of Fire Chiefs Mid-Winter Conference «
- « Concord Fire 9/11 Memorial «
- « Golf 4 Hospice, September 2011 «
- « Cabarrus County Firefighter Memorial 2011«

**Concord Department of Fire &
Life Safety**
100 Warren C. Coleman Blvd. N.
Concord, North Carolina 28027

