

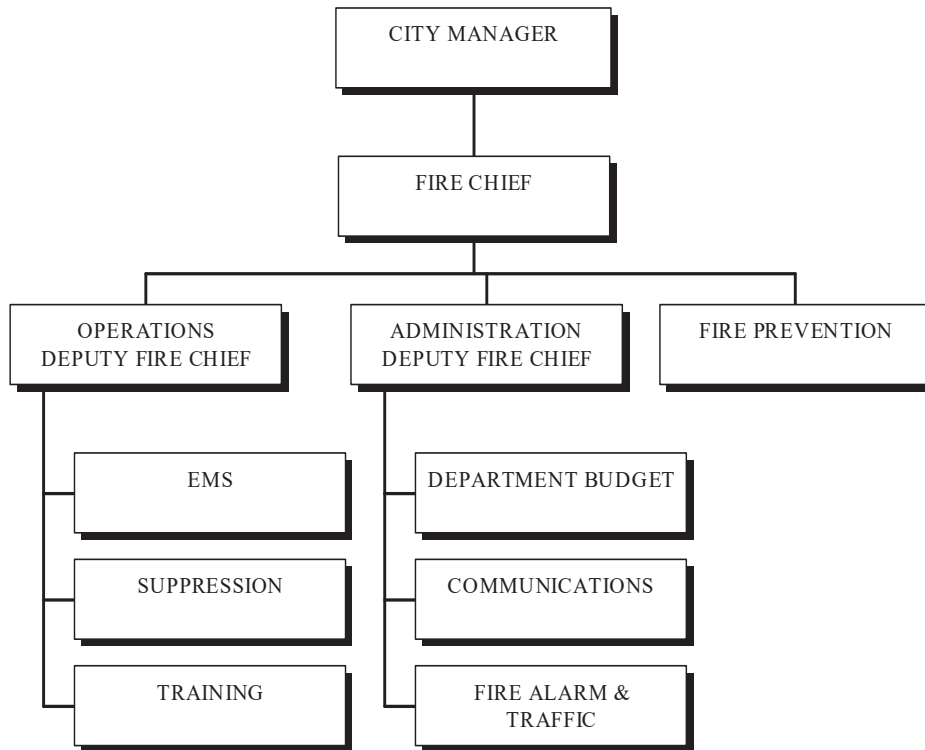
# Fire

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## Mission

To protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction, and education.

## FIRE DEPARTMENT ORGANIZATIONAL CHART



## Core Responsibilities

1. Protect the City from fires and other situations posing a threat to life, property, or the environment, through preparation and planning, prevention and community safety education, emergency response, rescue, and recovery support.
2. Provide Emergency Medical Services (EMS) care and transportation at the basic and advanced life support levels.
3. Maintain the City's fire alarm, traffic, and fiber infrastructure.
4. Coordinate the Emergency Management functions for the City. This includes planning, drills, EOC operations, and management of Public Assistance funds and various Emergency Management grants.
5. Provide emergency dispatch services for 24 towns over five counties and two additional EMS services. The communications center also serves as the State of New Hampshire's primary contact point for activation of the Statewide Fire Mobilization Plan.

## Fire

<u>Budget Detail</u>	<b>2025</b>	<b>2026</b>	<b>2026</b>	<b>2026</b>	<b>2027</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
False Alarm Penalties	\$5,210	\$3,500	\$3,500	\$3,500	\$4,000
Court Ordered Payments	\$0	\$100	\$100	\$0	\$0
Fire Prevention Permits	\$97,920	\$52,094	\$52,094	\$52,094	\$52,094
Application Fees	\$36,465	\$34,057	\$34,057	\$34,300	\$34,057
Special Duty Services	\$14,580	\$7,127	\$7,127	\$16,000	\$12,500
Ambulance Charges	\$3,346,257	\$3,485,000	\$3,485,000	\$3,485,000	\$3,620,000
Alarm Boxes	\$257,715	\$227,378	\$227,378	\$333,020	\$332,690
Rental Income	\$33,388	\$34,571	\$34,571	\$34,571	\$35,609
Other Revenue	\$62,938	\$93,000	\$93,000	\$62,000	\$93,000
Other Gov Agencies - Federal	\$43,063	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$132,628	\$125,000	\$125,000	\$125,000	\$125,000
Other Gov Agencies - Local	\$537,996	\$537,995	\$537,995	\$537,995	\$570,488
<b>Total Revenue</b>	<b>\$4,568,160</b>	<b>\$4,599,822</b>	<b>\$4,599,822</b>	<b>\$4,683,480</b>	<b>\$4,879,438</b>

Fire

	2025	2026	2026	2026	2027
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$7,622,304	\$8,213,827	\$8,365,979	\$8,146,970	\$8,972,715
Overtime	\$2,797,458	\$2,124,233	\$2,162,130	\$2,952,020	\$2,254,660
Holiday	\$382,848	\$371,010	\$380,041	\$556,130	\$464,851
Allowance	\$6,400	\$7,050	\$7,050	\$7,050	\$7,050
Retirement	\$3,110,292	\$2,953,032	\$3,011,064	\$3,237,380	\$3,219,714
FICA	\$209,219	\$213,656	\$216,543	\$228,880	\$240,829
Beneflex	\$2,838,393	\$3,056,298	\$3,056,298	\$2,885,910	\$3,274,576
Worker's Compensation	\$516,210	\$527,080	\$527,080	\$525,520	\$405,496
Unemployment Insurance	\$3,468	\$4,160	\$4,160	\$4,460	\$4,620
Professional Development	\$34,320	\$126,921	\$126,921	\$43,626	\$68,126
Repairs and Maintenance	\$128,064	\$110,315	\$110,315	\$113,130	\$111,115
Professional Services	\$224,005	\$246,265	\$246,265	\$245,345	\$251,428
Software/Hardware Maintenance	\$60,375	\$84,686	\$84,686	\$90,059	\$86,879
Communications	\$33,411	\$36,160	\$36,160	\$33,620	\$48,160
Postage	\$926	\$750	\$750	\$750	\$750
Office Supplies	\$11,727	\$14,275	\$14,275	\$14,125	\$14,275
Library Books and Materials	\$3,150	\$5,000	\$5,000	\$5,000	\$5,000
Departmental Supplies	\$167,735	\$167,525	\$167,525	\$168,890	\$135,060
Building Supplies	\$11,010	\$27,620	\$27,620	\$26,768	\$27,730
Uniforms	\$75,007	\$75,141	\$75,141	\$75,141	\$75,141
Chemicals	\$0	\$3,000	\$3,000	\$3,000	\$3,000
Vehicle Fuel	\$110,196	\$122,969	\$122,969	\$122,969	\$121,197
Electricity	\$142,660	\$148,650	\$148,650	\$139,480	\$153,920
Natural Gas and Propane	\$48,872	\$51,100	\$51,100	\$50,760	\$47,720
Water and Wastewater	\$23,098	\$25,490	\$25,490	\$23,930	\$27,470
Property and Auto Insurance	\$8,530	\$8,840	\$8,840	\$8,840	\$10,464
Liability Insurance	\$80,810	\$84,150	\$84,150	\$84,150	\$113,416
Capital Outlay - GL	\$3,866	\$7,500	\$7,500	\$7,500	\$7,500
<b>Total Expense</b>	<b>\$18,654,354</b>	<b>\$18,816,703</b>	<b>\$19,076,703</b>	<b>\$19,801,403</b>	<b>\$20,152,862</b>

## Fire

<u>Service Indicators</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Actual</u>	<u>2026</u> <u>Estimated</u>	<u>2027</u> <u>Projected</u>
1. Total Emergency Calls for Service	10,312	10,458	10,447	10,447
EMS Calls – Advanced Life Support (ALS) Intercepts	62	62	50	65
EMS Calls – Other EMS/Rescue Calls	7,415	7,325	7,200	7,400
Building Fires	38	52	70	65
Civilian Fire Deaths	1	0	1	0
2. Number of Patients Transported	6,127	6,034	6,044	6,044
3. Percent EMS Response within 5 minutes (BLS Standard)	60.4%	50.6%	48.9%	50.0%
4. Percent EMS Response within 9 minutes (ALS Standard)	93.7%	92.7%	91.9%	92.0%
5. Percent Fire Response within 5 minutes	48.5%	39.7%	37.8%	40.0%
6. Fire Safety Inspections Completed	1,066	930	1,050	1,050
7. Alarm Systems Monitored in Fire Alarm	641	690	690	700
8. Master Box plug in/plug out	2,378	3,898	4,627	5,300
9. Phone Calls Processed in Communications Center	64,971	*59,771	61,636	62,164
10. Incidents Dispatched by Communications Center	**30,112	29,832	30,572	31,100
11. Fire Investigations	21	27	30	30

Notes:

- \* NH 911 reduced the number of phone calls that 911 agents made to the Communications Center in cases where incidents had multiple reporting parties to 911.
- \*\* This is an estimate based on the sum of actual numbers after the implementation of a new CAD system on 10/31/2023 and an analysis of call volumes from the old CAD, which is no longer accessible.

## Fire

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### 2027 Goals

1. Develop and implement employee retention strategies to include a training and professional development focus.
2. Increase emergency response capacity to reflect call volume.
3. Review and update the entire Department policy framework to ensure relevance, address gaps, and promote consistency across the organization.
4. Increase community involvement and risk reduction programs.
5. Further implement existing software systems to increase employee efficiency and expand operational capacity.
6. Develop a growth model for the Fire Department's stations and staffing levels that considers factors affecting call demand, anticipated residential/commercial community growth, and desired service levels.

### 2026 Goals Status

1. Focus on new recruitment and retention strategies to fill all existing vacancies and retain current employees.  
9-Month Status: The strategy to fix recruitment was very successful. The Fire Department onboarded eight (8) new members in January 2026, which filled all of the Firefighter vacancies at that time. Since then, there has been one promotion of a Firefighter/EMT into the new Assistant Fire Marshal position, as well as a separation of another Firefighter/AEMT. Fire Administration is confident that these two positions will be filled in the upcoming recruitment process.

The Fire Department will now focus sharply on retention — through an increased commitment to training, professional development, and succession planning. The phased replacement of the four outdated Fire Stations will also play a large factor in morale and retention.

2. Reinstate staffing for Engine 1, to provide needed fire suppression capabilities to the Central District, as well as help handle the high call volume throughout the city and improve response profiles to Penacook.  
9-Month Status: Required funding was not included by City Administration and City Council in the FY 2026 budget. Without funding, it is not possible for the Fire Department to move this critical need for the community and Department forward. The Fire Department will continue to communicate this as a priority until the need is fulfilled.
3. Complete the required studies and site evaluation, design, and permitting for the new Central Fire Station / Headquarters facility (CIP #594).  
9-Month Status: This project has not been started due to turnover and vacancies within Fire Headquarters requiring a focus in other areas. Fire Administration hopes to start this in May 2026.
4. Increase Fire Department community outreach and involvement through public education, external committee involvement, and new programs.  
9-Month Status: With the onboarding of the new Assistant Fire Marshal position on February 1, 2026, the Fire Prevention Division will slowly reengage with community outreach and education. They have already met with teachers at Rundlett Middle School to plan a health curriculum where Fire Department members will teach a unit for all 6th grade students.
5. Develop a growth model for the Fire Department's stations and staffing levels that considers factors affecting call demand, anticipated residential & commercial community growth, and desired service levels.  
9-Month Status: A formal growth model has not yet been established. The Department has emphasized to the Public Safety Board the need for a City-supported model, and discussions about including a public safety growth and planning chapter in the upcoming Master Plan have been positive. The Department continues to optimize NERIS (fire) and NEMSIS 5.0 (EMS) reporting to support objective, data-driven decision making to support these efforts.