



CITY OF CONCORD

REPORT TO THE MAYOR AND CITY COUNCIL

FROM: Councilor Amanda Grady Sexton, Chair, Public Safety Board

DATE: March 28, 2016

SUBJECT: Report From The Public Safety Board On The State Of Public Safety In The City Of Concord

Recommendation

Accept this report from the Public Safety Board.

Background

In accordance with section 30-3-25(b) of the Code of Ordinances for the City of Concord, the Public Safety Board met on March 30, 2016 and reviewed reports from the Police Chief and the Fire Chief on the state of affairs in their respective departments.

The board heard testimony from Police Chief Brad Osgood and Fire Chief Daniel Andrus. The board voted unanimously to accept their reports and to transmit them to the City Council as written.



City of Concord, New Hampshire

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Bradley C. Osgood
Chief of Police

TO: Public Safety Committee

FROM: Bradley C. Osgood, Chief of Police

SUBJECT: 2015 – Annual Public Safety Report

DATE: March 21, 2016

At the request of the Chair, I respectfully submit this report to the Public Safety Committee detailing Public Safety-Police in the City of Concord at the close of 2015. This report will focus on four areas and will be based upon data as of December 31, 2015. The four areas will be Part I Crime, Part II Crime, Traffic Safety and the state of the Department.

Part I Crime*

Part I Crime, or index crime, by definition includes murder, forcible rape, robbery, aggravated assault, arson, burglary, motor vehicle theft, and larceny/theft. These eight offenses reflect the level of serious crime within a community. The City of Concord had 1,439 Part I Crimes reported in 2015. The following is a breakdown of those offenses:

<u>Part I Crime</u>	<u>2015 # of Offenses</u>	<u>2014 # of Offenses</u>
Murder/Manslaughter	0	0
Rape	33	26
Robbery	19	14
Aggravated Assault	89	54
Arson	6	9
Burglary	139	148
Motor Vehicle Theft	21	37
<u>Larceny</u>	<u>1,132</u>	<u>909</u>
TOTAL	1,439	1,197

Part I Crime increased 20.22% when compared to calendar year 2014.

Part I Crime is often reported as a crime rate per 100,000 people. Part I Crime rates are broken down into two categories: Violent Crime Rate (Murder/Manslaughter, Rape, Robbery, and Aggravated Assault) and Property Crime Rate (Burglary, Larceny, Motor Vehicle Theft, and Arson).

The Violent Crime Rate in the City of Concord for 2015 was 328 while it was 219 in 2014. For comparison purposes, the Violent Crime Rate in 2014 for select New Hampshire Cities was the following: Manchester – 617, Nashua – 231, Derry – 162, Rochester – 386, Dover – 134. (2014 was the most recent year that Uniform Crime Report (UCR) data is available.)

As of this report the Department's Clearance Rate for Violent Crime in 2015 is approximately 76%. However, several cases involving violent crime are still open and under investigation. The clearance rate for these offenses will be affected by the outcome of these open cases. Clearance rate refers to those offenses cleared by an arrest, exceptionally cleared, or classified as unfounded or no crime involved.

The Property Crime Rate in the City of Concord for 2015 was 3,024 while it was 2,570 in 2014. For comparison purposes, the Property Crime Rate in 2014 for select New Hampshire Cities was the following: Manchester – 3,626, Nashua – 2,125, Derry – 1,854, Rochester – 4,185, Dover – 1,504.

* Part I Crime statistics for 2015 are subject to change due to continued investigation and reclassification of offenses.

Part II Crime

Part II Crime by definition includes many of the crimes that are less serious than the Index Crimes. These include: simple assault, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy, and weapons offenses. The City of Concord had 4,783 Part II Crimes reported in 2015. This number is essentially the same as the year previous (4,611). The trend with Part II Crimes has remained relatively steady over the last 5 years.

The Police Department aggressively targets many areas measured in this category. We proactively take action in the area of domestic violence, have a comprehensive strategy to enforce DWI laws, and we pursue drug dealers within the community. As an overall measure, we arrested 2,699 different individuals for a total of 4,828 charges last year.

In August of 2014 the Department initiated a special assignment in response to numerous citizen and business owner complaints of disruptive properties, aggressive panhandling, loitering, disorderly conduct, and other quality of life issues. Two patrol officers were reassigned from the Patrol Division to focus their attentions on these matters. During 2015 this program continued and they were utilized during the months of June through October.

This specialized Problem Oriented Policing (POP) Unit proved to be highly successful during the assigned months. Extensive positive feedback regarding the POP Unit was received from members of the City Council, the Concord Coalition to End Homelessness, the Friendly Kitchen, the cold weather shelters and many other citizens and business owners.

The POP Unit was extremely active in the Downtown area conducting more than 150 Foot Patrols and 150 Directed Patrols. During the course of these assignments more than 68 traffic citations and 91 written warnings were issued. Additionally, 106 criminal arrests were initiated by members of this Unit. Perhaps the greatest success and accomplishment of the POP Unit has been the furtherance of community policing in the City of Concord. This assignment requires being able to identify and effectively and efficiently solve problems. Members of the POP Unit collaborate with various City Departments, State agencies, and other community stakeholders to solve identified problems. It is our intention to deploy the POP Unit in the upcoming months and we anticipate continued success in addressing the needs of the community.

During 2015 the Department utilized its Bicycle Unit to address neighborhood concerns. Bicycle patrols were conducted predominantly in the downtown and south end areas of the City due to the high nature of pedestrian and bike traffic in those areas. However, the patrols were also utilized as necessary throughout the City to address concerns based upon analysis of criminal activity that has been occurring within the City. The Bike Unit Commander compiles statistics on the Unit and utilizes department data in developing strategies to address neighborhood concerns. The Bicycle Unit played a crucial role in the Department's response to addressing homelessness issues in the downtown area and also has been very important in promoting the community policing philosophy of the Department.

The Domestic Violence Unit continues to be very successful in addressing domestic violence issues within the City. The officer assigned to this unit follows up on domestic related cases and also conducts training sessions on various domestic violence matters. In 2015, the Domestic Violence officer conducted training sessions on domestic violence procedures, trauma effects on the human brain, strangulation, and the Lethality Assessment Protocol for all Concord police officers as well as additional officers from other agencies. She provided training to new volunteers at the Crisis Center on police response to domestic violence and the lethality assessment protocol. She has conducted presentations at NHTI about domestic and sexual violence on campus. Additionally, the Domestic Violence officer has made presentations to classes at Concord High School on Healthy Relationships vs. Unhealthy Relationships, spoke with new Residents and Health Center Doctors at Concord Hospital about recognizing the signs of Domestic Violence, and conducted a presentation at New England College on Domestic Violence and Police Response.

The Domestic Violence Officer, in conjunction with the Merrimack County SART team, met with representatives of the Concord Fire Department to begin planning a program of training for First Responder / EMS Response to Sexual Assaults, and has also coordinated with the NH National Guard to present Domestic Violence/Sexual Assault Training for Military Personnel.

In addition to these activities, the Domestic Violence Unit officer actively worked with Victim Advocates and the Crisis Center to assist domestic violence victims in receiving any services or support that they may need.

The Domestic Violence officer also implemented the Hopeline Phone System which provides victims that may be in danger with cellular phones that can be used to contact the police, victim advocates, the court, doctors, or family members.

The Department continues with its Sex Offender Tracking Program (STOP) to monitor registered offenders. As of this report, there are approximately 250 registered sex offenders residing in Concord. During 2015, the Department conducted 1,089 registration events and also conducted 568 compliance checks under the Department's STOP Program to ensure that registered offenders are complying with all of the requirements of their registration.

The Department's Computer Crimes Unit continues to be at the forefront in the State in investigating computer related crimes including child pornography, fraud, and other offenses involving computers, smart phones, tablets etc. The Department's expertise and equipment is utilized not only by members of the Concord Police Department but also by investigators from other local, county, and state agencies.

Traffic Enforcement

The Department continues to make traffic safety one of its primary goals. Last year, the Department issued more than 4,300 traffic citations and 14,000 written warnings. 153 impaired drivers were arrested and removed from the City's roadways.

In 2015, there were 1,285 reportable traffic accidents in the community. These accidents resulted in injury to 253 individuals. There were 19 accidents involving a pedestrian and 17 involving a bicyclist. There were 2 fatal accidents that occurred in Concord in 2015 (traffic accidents covered by the NH State Police on the interstates that run through Concord are not included in these statistics.). The number of reportable traffic accidents occurring in the City rose by almost 180 accidents from the previous year.

The Department continues to have representatives active with the City Traffic Operations Committee as well as Safe Walks to School. The Department has enthusiastically participated in the statewide "Commute with Care – Operation Safe Commute" enforcement initiative. The Department participates in several grant funded initiatives including DWI Patrols, Downtown Pedestrian Safety Patrols, Loudon Road Safety Enforcement Patrols, and Seatbelt Enforcement Patrols. All of these activities are funded through the NH Highway Safety Agency.

During 2015, the Department continued with the use of the police motorcycles, to help address traffic safety concerns. During 2015 another motorcycle was added to the fleet. The Police Motorcycle Unit continues to be met with great success and support from both members of the Department and the community. Currently, six officers have been trained as motorcycle officers. One officer has been trained as a motorcycle instructor. This officer will be able to conduct in-service training and certify new operators. The Department's police motorcycles have also been present during numerous community based events including parades, road races, and National Night Out.

Overall, Police activity and participation in citywide traffic management planning and mitigation projects has been effective. Many neighborhood traffic issues have been resolved through a

multi-pronged approach involving education, engineering, and enforcement resulting in increased safety for all. The Police Department will continue to remain responsive to the concerns of the neighborhoods and will also continue to make traffic enforcement activities a priority in the coming year.

State of the Police Department

As of this report, the Concord Police Department had an authorized strength of 99.525 FTE staff members. Of this number, 84 are sworn Police Officers and the remainder are civilian support staff that includes Dispatchers, Records Professionals, and other part-time individuals.

The sworn staff consists of 1 Chief and 2 Deputy Chiefs, 8 Lieutenants, 9 Sergeants and 64 Officers. There are currently 7 sworn position vacancies in the Department. The Department currently has two police officers in field training and two police officers in training at the Police Academy.

At the end of the 2016 fiscal year (June 30, 2016), there will be 9 members eligible for retirement. They represent a significant number of the ranking officials of the Department and it will be very important to keep up a vigorous hiring program to fill vacant positions as they become open.

Currently there are 21 sworn members (officers and supervisors) and 1.5 civilian support staff assigned to the Criminal Investigations Division in 3 areas: Youth Services Unit (includes School Resource Officers), Criminal Investigations Unit and Drug Enforcement Unit.

The Police Communications Unit (Dispatch) is staffed by 1 Supervisor and 7 Dispatchers. The Patrol Division has 54 personnel assigned (44 patrol officers and 10 supervisors). Since fully trained and tenured officers are generally assigned to CID and other “specialty” posts, vacant positions are sometimes held in these assignments. Patrol will have newly hired officers assigned to it as this Division can absorb the staffing deficit while they are training. All assignments are done with an eye towards maximizing safe service delivery in a fiscally responsible manner.

During the spring of 2015 the Department underwent reorganization in the Administrative Bureau. A new Division, the Community Services Division, was formed and replaced the former Planning and Analysis Unit. The Community Services Division supervises the Community Recourses Unit, Domestic Violence Unit, Problem Oriented Policing Unit and Traffic Enforcement Unit. This Division was tasked with strengthening the organizational philosophy of “community policing.” The goal was to create a collaborative working relationship between the police and the community in an effort to solve community problems and improve quality of life issues. This Division is responsible for facilitating the spirit of cooperation between the public and the Department. This Division serves as the liaison between the citizens of Concord, businesses, social groups, schools, and the Police Department in ways that inform, educate and communicate information necessary for all parties.

The Community Services Division has organized many events throughout the City such as “Coffee with a Cop”, “Lunch with a Cop”, “Police Readers”, and National Night Out. The

Community Services Division has also put on many training sessions such as Active Shooter Education, Rape Aggression Defense courses, and bicycle safety events. Through these training and education sessions, the Department has been able to maintain open communication and foster a positive, cooperative relationship with the public.

The Department has recently assigned an additional investigator to the Drug Enforcement Unit in an effort to enhance the Department's response to the opioid abuse epidemic facing not only the City, but the entire State. During 2015, there were 10 overdose deaths in Concord attributed to Fentanyl/heroin overdoses. During the first two months of 2016, 5 overdose deaths have occurred in the City. The Department has placed a priority on addressing illegal drug activity in the City. In addition to enhanced enforcement efforts, the Department has been actively involved in multi-disciplinary discussions of alternate methods of addressing this crisis.

The Command Staff of the Police Department continuously assesses staffing levels and the assignment matrix to make appropriate adjustments in order for the Department to best meet the current needs of the community. We continuously evaluate crime and service trends and make adjustments accordingly.

An area of concern remains with the staffing level of non-sworn support staff, particularly in the Records Unit. Current staffing levels require that the Records Unit be closed to the public for periods of time during normal business hours. These take place during payroll processing and also at times when staff is using vacation or sick leave. Currently, the Records Unit has two daytime staff members. This staffing number had previously been at 5.5 FTE's in the 1990's. Although technology has allowed for a limited reduction in Records staff, the current staffing levels have dropped below a level which allows the Department to properly provide service to the public during normal business hours. The Department will be presenting a proposal to add another full time Records staff member to be included in the FY 2017 budget.

The Police Department has reviewed staffing levels in the uniformed Patrol Division, Administrative Support Units and Criminal Investigations Division. A proposal has been submitted as part of the FY 2017 budget to increase sworn personnel from 84 officers to 90. The increase in crime over the years and the complexities involved with investigations will require the PD to increase staffing levels in our Criminal Investigations Division by at least two officers. The Patrol Division continues to handle calls for service with staffing levels that are unchanged over the past 25 years. Additional personnel are needed to continue to meet the police services demands for the community. Lastly, the Police Department seeks to restore the Community Service Aide (CSA) position. A proposal has been submitted as part of the FY 2017 budget to include a 28 hour CSA position. The job duties of this employee are various and the goal is to reduce the administrative calls for service and very low priority calls of patrol officers. Examples of duties performed by the CSA include animal complaints, paperwork service, and traffic control at accident scenes.

CPD Special Events Billing

CHS Boys Hockey	12 games, 13 officers, 52 total hours	\$3,380.00
Bishop Brady Boys Hockey	11 games, 11 officers, 44 total hours	\$2,860.00
Bow Boys Hockey	8 games, 8 officers, 32 total hours	\$2,080.00
Black Ice Hockey	2 officers, 8 hours total	\$ 520.00
Milford & Co. Swap Meet	4 officers, 24 total hours	\$1,560.00
Spring Gun Show	6 officers, 49 total hours	\$3,185.00
Kiwanis Fair	9 officers, 50 total hours	\$3,250.00
Police Memorial	2 on-duty CPD and 2 MCSO on-duty	
UNH Law Graduation	1 officer, 4 total hours	\$ 260.00
Rock ‘n Race	21 officers, 84 total hours	\$5,460.00
NHTI Graduation	1 officer, 4 total hours	\$ 260.00
Memorial Day Parade	6 officers	\$ 652.32
Police and Fire Memorial	3 on-duty officers	
St. Paul’s School Graduation Weekend Activities	8 officers, 43 total hours	\$2,795.00
Walk for the Blind	2 officers, 8 total hours	\$ 520.00
Spring Girls on the Run 5K	5 CPD officers, 1 Canterbury officer total hours 20.75	\$1,348.75
MVHS Graduation	2 officers, 8 total hours	\$ 520.00
CHS Graduation	6 officers, 32 total hours	\$2,080.00
Granite State Music Festival	6 officers, 31 total hours	\$2,015.00
Market Days	15 officers, 100 total hours	\$6,500.00
July 4 th Fireworks	3 CPD officers, 3 Canterbury officers, 1 Boscawen officer, 2 on-duty CPD officers	\$1,706.06

NHMS July Race	3 officers, 11.25 total hours	\$1,280.00
Roller Derby	3 matches, 3 officers, 12 total hours	\$ 780.00
Bill Luti 5 Miler	2 officers, 8 hours	\$ 520.00
Triathlon	10 CPD officers, 3 MCSO deputies, 40 total hours	\$2,872.00
National Night Out	On-duty personnel	
Concord Criterium	1 officer, 10 total hours	\$ 650.00
Concord 250 Parade	3 officers, 12 total hours	\$ 780.00
Frank Monahan 5K	1 officer, 4 total hours	\$ 260.00
Bishop Brady Football	4 games, 4 officers, 16 total hours	\$1,040.00
Fall Gun Show	6 officers, 49 total hours	\$3,185.00
MVHS Football	4 games, 4 officers, 4 total hours	\$1,040.00
CHS Football	5 games, 11 officers, 44 total hours	\$2,860.00
NHMS September Race	3 officers, 21 total hours	\$1,603.00
Weekend on the Water	1 officer, 6 hours	\$ 390.00
Half Marathon	13 CPD officers, 2 outside officers, 65 total hours	\$4,225.00
NAMI Walk	1 officer, 4 hours	\$ 260.00
Making Strides	16 CPD officers, 4 outside officers, 56.5 total hours	\$3,672.50
Granite State Racing Team 10 miler	3 officers, 12 total hours	\$ 780.00
Halloween Howl	1 officer, 4.5 hours	\$ 292.50
Wicked Fit 5K	1 officer, 4 hours	\$ 260.00
Girls on the Run Fall 5K	7 officers, 28 total hours	\$2,024.00
Christmas Parade	4 officers, 1 PEO, 20 total hours	\$1,300.00
Galloping Gobbler 5K	1 officer, 4 hours	\$ 260.00
Midnight Merriment	1 officer, 4 hours	\$ 260.00

Jingle Bell Run	3 officers, 12 total hours	\$ 894.75
Christmas Tree Lighting	On-duty personnel, if available	



CITY OF CONCORD

REPORT TO THE PUBLIC SAFETY BOARD

FROM: Daniel L. Andrus, Fire Chief

DATE: March 16, 2016

SUBJECT: Report from the Fire Chief on the Fire Department for the Calendar Year 2015

I am very pleased to present this summary report on the activities of the Concord Fire Department for the year 2015. The report is divided into several sections. The first section is a statistical summary of the type and number of incidents to which the department responded during the year. It reports some key changes compared to 2014. The second section focuses on accomplishments during 2015. The final section provides information on recommendations for the Department.

Overview of Emergency Operations

The following table presents an overview of the Fire Department's emergency response activity for 2015 compared to 2014.

Type of Call	2014	2015	% Change
Fires*	173	185	6.94%
Overpressure, rupture, explosion, overheating	16	12	-25%
Rescue/emergency medical services incidents	5,048	5,421	7.39%
Hazardous condition (no fire)	238	191	-19.75%
Service calls	677	826	22.01%
Good intent calls	578	642	11.07%
False alarms	900	801	-11.00%
Severe weather/natural disasters	15	4	-73.33%
Special incident types	1	9	800.00%
Total	7,646	8,091	5.82%

*Building fires increased from 37 to 43.

2015 Accomplishments and Events

The year 2015 saw many accomplishments and events for the Concord Fire Department. Some of those accomplishments include:

1. Four members retired during the year: Battalion Chief Guy Newbery with 35 years of service, Battalion Chief Richard Whitney with 27 years of service, Captain Scott Anstey with 26 years of service and Firefighter John DeJoie with 20 years of service.
2. Firefighter Paramedic Chris Collins and Administrative Specialist Erin Newnan resigned during the year.
3. Bureau Chiefs Sean Brown and Aaron McIntire were promoted to the rank of Battalion Chief. Lieutenant Timothy Robinson was promoted to the rank of Captain. Firefighter Derek Martel was promoted to the rank of Lieutenant.
4. Three new employees were appointed to the Department: Firefighter Paramedic Nathan Martel, Firefighter Jeff Iadonisi, and Administrative Specialist II Melissa Keeler.
5. A multi-phase promotional process for the position of Fire Captain was completed and a two year eligibility roster adopted.
6. The self-contained breathing apparatus (SCBA) purchased with funds from the Assistance to Firefighters Grant Program were delivered in the spring, with extensive training being conducted in the old Employment Security Building prior to their being placed in service.
7. The Federal Emergency Management Agency awarded the City a grant of \$208,850 to fund the installation of fire sprinklers and the upgrade of fire alarm systems in three of the City's four fire stations.
8. The Capital Area Mutual Aid Fire Compact received grant funding of \$660,428 from the New Hampshire Department of Safety to complete significant upgrades to the regional communications system. Captain Ernest Petrin, Communications Supervisor, was largely responsible for the success of this project.
9. The Concord Regional Technical Center fire science program continued into its third year with 14 students. This is a partnership between the Concord School District, the Fire Department, and the New Hampshire Fire Academy.
10. The Concord Fire Explorer entered its sixth year of operation with bi monthly night meetings and training activities.
11. Several major incidents occurred, including a six alarm brush fire in West Concord on May 4th, a fatal fire in a rooming and lodging house on Rumford Street on December 4th, and significant house fires on Airport Road (June 12th), Silk Farm Road (December 5th), and Norwich Street (December 12th). The fire fatality was the first in the City in almost exactly a decade.
12. Firefighter Chris Dolloff was named the Firefighter of the Year and several other members received commendations and meritorious citations at the annual awards ceremony in April.

13. Nine officers completed the National Fire Academy's Incident Safety Officer class.
14. The Department hosted a regional drill for mutual aid departments on fire behavior and tactics in October.
15. Department members completed a total of 10,246.55 person hours of training.
16. Retired educator Gerald Bourgeois published his comprehensive history of the Department, *Wherever Flames May Rage*, after several years of research and writing.
17. The City's Local Emergency Operations Plan was completely revised by a team of City employees working with a consultant.
18. The Department was very pleased to be a partner with the Concord Police Department in National Night Out at Rollins Park, which has become the premier public safety education event for the year.
19. Members working in the Fire Prevention Bureau completed 1,041 safety inspections and 157 plan reviews.
20. The 24 hour shift schedule was permanently adopted after a year-long trial period. The schedule provides several benefits, including greater ability to conduct training, closer coordination between Headquarters staff and field units, and some cost savings in overtime expenses.
21. New or revised policies were issued for quick access plans, shift vacancies, overtime hiring, issuing commercial and industrial burn permits, vehicle pre trip inspections, response policy guidelines, glucometers, and the referral of fall patients to the Concord Visiting Regional Nurses Association.
22. The Concord Fire Officers Association and the Professional Firefighters of Concord sponsored several community benefit events during the year, including a fundraiser for Operation Warm to purchase coats for children in the community, the annual Boys and Girls Club auction, and a vehicle crash demonstration at the New Hampshire Technical Institute.
23. The Department made significant progress in integrating new technology into its operations. The FireHouse software system has been used as the records management system for over a decade and the year saw developments in using the FireHouse sketch programs for building preplans, FireHouse Scheduler for personnel assignments and, eventually, payroll applications, and FireHouse Mobile for in vehicle and field access to data.
24. The City and the Concord Fire Officers Association reached agreement on a new three year collective bargaining agreement.
25. The online burn permit system was fully implemented and approximately 156 permits were issued during the year through this site.
26. A Firefighter EMT process attracted 139 applicants.
27. The growing abuse of opioids has resulted in the number of calls for overdoses and intentional misuses of medication to rise from 35 in 2012 to 151 in 2015. While the trend is levelling off, this is still a significant increase. Department members continue to work

in a number of forums to raise awareness and to work with other government and community agencies to address the problem.

28. Another current problem is the growing number of active shooter events nationwide and the Department is preparing for this by working with the Concord Police Department and other partners, acquiring ballistic vests for responders, developing policies aligned with best practices guides issued by state and federal authorities, and planning a major exercise for the spring of 2016 at Concord Hospital.
29. The Department applied for \$16,666 in grant funding for critical infrastructure protection for enhanced access control and video monitoring of the Headquarters complex and regional communications center.
30. The Department continues to maintain an active presence in social media networks and traditional news outlets. The Department has 2,942 followers on its Facebook page and 691 followers on its Twitter account. In addition to print, radio, and television coverage of emergencies and other events, Concord News Radio WKXL hosts a weekly segment devoted to Fire Department activities.

Recommendations

As noted in the statistical section of the report, the Fire Department continues to experience increasing demand for emergency services. Several action items are needed for the Department to continue to provide high quality fire protection, emergency medical, and rescue services. Investing in prevention and training initiatives will continue to be sound practice

1. Planning for Current and Future Service Demand

The removal of Engine One from service in 2009 has produced many discussions about the need for that resource. The Heights Fire Station is almost 50 years old and decisions about continuing to invest in maintenance versus a new building at the same or a different location need to be made. The growing call volume for medical emergencies has prompted a review of whether or when an additional ambulance might be needed to meet service demand. The Fire Department has proposed a capital improvement project which will evaluate the current station network in light of present and projected future demands for service and provide recommendations on the optimal location of facilities. The project also includes a facilities needs assessment to assure that required maintenance is performed in a timely fashion to prevent emergency conditions which can disrupt service delivery and be costly.

2. Staffing in the Emergency Medical Services and Professional Standards Bureau and the Fire Prevention Bureau

The last several annual reports have included recommendations for enhanced staffing for the Emergency Medical Services and Professional Standards Bureau and the Fire Prevention Bureau. Recent retirements and promotions have created an opportunity for restructuring the Department to address those needs and the City Manager is considering a proposal for the Fiscal Year 2017 budget process.

3. Restoring the position of Fire Alarm and Traffic Technician to the Fire Alarm and Traffic Bureau

The elimination of the Fire Alarm and Traffic Technician position in 2009 has resulted in a substantial increase in the workload of the Fire Alarm and Traffic Supervisor. As a result, normal preventive maintenance is deferred in order to address urgent needs from repairs and from project work. The Fire Department generates revenues of approximately \$ 226,000 from fire alarm box connection fees. That revenue is intended to cover the costs of required maintenance for that system. Ideally, maintenance is performed every six months. That interval has recently been closer to once every eighteen months.

4. Increasing the minimum staffing of the ladder company

The minimum staffing on the ladder company is an officer and two firefighters. Many of the functions performed by the ladder company require that the crew be split. Nationally recognized safety practices dictate that firefighters operate in teams of at least two persons when performing hazardous work. Also, the work of the ladder company can be performed more quickly with an additional firefighter. Increasing the minimum staffing to four persons will permit safer and more effective ladder company operations.

Concord Fire Department Special Events - 2015			
Date	Event	Resources	Cost
3/15	Womenade Polar Plunge	1 person, 2.5 hours	151.23
5/21	Rock 'N Race	3 personnel, 3.5 hours @	635.15
5/22	Law Enforcement Memorial	2 personnel, 4 hours @	483.92
5/30	St. Paul's School Boat Races	2 personnel, 8.25 hours@	998.09
5/31	St. Paul's School Graduation	2 personnel, 7.5 hours@	907.35
6/5	Delta Dental Road Race	2 personnel, 4 hours @	483.92
6/7	Girls on the Run	2 personnel, 3.5 hours@	423.43
7/4	July 4 th celebration	3 personnel, 20.5 hours total	1,240.05
7/26	Capital City Triathlon	3 personnel, 5.5 hours@	998.09
8/23	Football game	1 person, 3.25 hours	196.59
9/13	Football games	1 person, 5 hours	302.45
9/19	Football games	1 person, 5.75 hours	347.82
9/26	Football game	1 person, 3 hours	181.47
9/27	Football games	1 person, 10 hours	604.90
10/4	Football games	1 person, 5 hours	302.45
10/4	Half marathon	8 personnel, 51 hours total	3,084.99
10/11	Football game	1 person, 3 hours	181.47
11/1	Football game	1 person, 2 hours	120.98
	Total for Fire/EMS standby work		\$11,644.35
2/10	Fireguard duty at 11 South Main St.	1 person, 2.5 hours	151.23
3/5	MVHS annual budget meeting	1 person, 4.5 hours	272.21
9/24	Capitol Center for the Arts	1 person, 6 hours	362.94
	Total for Fireguard duty		\$786.38