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Introduction

In February 2021, the Town of Hampton entered into an agreement with Stone Productions, LLC to evaluate the Hampton Fire Department. The purpose was to analyze the management, operation, and long-term needs of the fire-rescue department. Stone Productions tasked three fire service professionals to perform the work – Rich Marinucci, Greg Flynn, and Lisa Jones. Bios can be found in the appendix.

Our team gathered information through a site visit, phone and zoom calls, surveys, and review of fire department documents. Consideration was given to the personnel, leadership, training, policies and procedures, facilities, apparatus, and equipment. Nationally recognized standards from the NFPA, FEMA, and IAFF were used as resources.

Throughout the Department and community, there is a desire to have a high-quality organization, not just a department that meets minimum standards. In particular, members of the Department indicated a desire to have an exemplary department and be considered a leader in emergency services in New Hampshire.

It should be noted that after the site visit in April 2021, Fire Chief Jameson Ayotte resigned to pursue other opportunities in the fire service. Captain Michael McMahon was appointed Acting Fire Chief. It is expected that there will be a transition to a new fire chief at some point after this report is submitted. Regardless of this change, this report will stay focused on the original scope of work.

Executive Summary

According to the United States Fire Administration there are over 30,000 fire departments in the United States. Communities across this country provide fire protection and Emergency Medical Services (EMS) as determined by the local unit of government. Each community evaluates factors such as the type and number of emergency responses and the taxpayers' willingness to fund the fire department to meet the community's expectations. Fire protection and emergency medical services require people, leadership, training and education, and equipment commensurate with the expected service.

This report is reflective of the Town of Hampton's commitment to the evaluation of their fire and EMS services. The consultant team gathered information during a site visit, phone calls, and document review. The report was developed from this information, the experiences of the consultants, and nationally recognized standards. The three areas of focus were management, operations, and the future. The purpose of this report is to provide direction and stimulate conversation centered on the successful deployment of fire and EMS services in the Town of Hampton.

Fire service leaders across the country emphasize the importance of professional development of fire service staff. An engaged leadership team with continual professional growth throughout

the organization from the first day of employment until the last day of service is critical. Town leaders have the challenge of putting systems in place to support the Town's goals, and those leaders must periodically review if their expectations are being met. Fire officers need training to gain and maintain competence and prepare for the community's emerging needs. Firefighters require a specific program based upon their job responsibilities and an understanding of what is required to advance in the Department. Each position on the Department requires job descriptions commensurate with the position's responsibilities and the corresponding professional development.

Fire departments exist to respond to emergencies. Successful departments receive the necessary resources to respond to the emergency fast enough to routinely affect a positive outcome. The fire service continues to be challenged by an expanding role and limited resources. This complexity presents a challenge for communities that do not have the tax base to support the hazards present. The Town of Hampton has unique challenges in that the population base varies greatly based upon season, creating a much larger city for at least four months of the year. Providing the necessary fire and EMS staffing is important to maintaining a community that people will visit, and many will call home.

The number of calls for service of the Fire Department will continue to increase. Parts of the Town's infrastructure will continue to age, while other parts are built new and with larger square footage. Great organizations not only address the issues at hand but have a sound plan for the years to come. Current leadership must look at those things that can be done to gather more information that will assist in the planning process. Collaborating as a community team will have a positive effect on the ability of the Fire Department to respond to the ever-increasing needs of the community. A strategic approach and plan should be pursued to include a broad spectrum of stakeholders.

The Hampton Fire/Rescue Department has leveraged the resources provided with success. The commitment of its members to "just handle things" is to be commended. This report should serve as a catalyst to take action in an effort to reduce the risk to the community before hazards strike. The recommendations presented in this report are the opinion of the consultants after review of the information provided. The next steps are yours in a collaborative commitment to public service.

Overview of Town and Department

The Town of Hampton is located in the State of New Hampshire, which lies in the northeast section of the United States, bordered on the North by the Canadian Province of Quebec, on the east by Maine and the Atlantic Ocean, on the south by Massachusetts, and on the west by Vermont. The State is divided into ten counties and 234 incorporated cities and towns.

The Town of Hampton Fire and Rescue Department (HFR) is a Full-time Career Department located in Rockingham County. The total area of Hampton is 14.7 square miles of land area. The Town is governed by the Board of Selectmen and has a 2021 budget of \$29,125,194, which

does not include schools. The estimated population, based on the 2019 Census estimate, was 15,495. During May through September, the visitor population can swell to over 150 thousand people based upon estimates from road toll data, rooms and meals taxes, and room availability parking. The increased population creates a couple of challenges. First and most importantly, HFR is primarily staffed for the non-beach season. There is also great density and calls for service in the beach area for about four months.

The HFR provides emergency services from two facilities located within the jurisdiction, The Headquarters District and The Beach Station. The Department maintains a fleet of vehicles including four (4) fire engines, one (1) aerial truck, three (3) ambulances, five (5) specialty vehicle -- to include a utility vehicle, two command officer vehicles, an FPO vehicle, and an EMS officer vehicle -- and two boats, with two (2) fire engines in reserve. The Department's jurisdiction borders the Town of North Hampton to the North. The eastern border is the Atlantic Ocean, the western boundary is with the Town of Exeter, and the southern border is primarily with the Town of Hampton Falls and a tiny area with the Town of Seabrook.

The HFR has 46 positions, of which two are vacant. The two vacancies are for one deputy chief and one captain position. Since the site visit, we have been informed that the captain position has been filled and now there is a firefighter vacancy. The 46 positions include a Fire Chief, a Deputy Chief, four (4) Captains, four (4) Lieutenants, 28 Firefighters, an Emergency Medical Services (EMS) Officer, a Fire Prevention Officer (FPO), four (4) Fire Alarm Operators (FAO), full-time secretary, and a part-time secretary. Staffing coverage for emergency response is delivered through the full-time members or from personnel responding from home.

The Town of Hampton has two Collective Bargaining Agreements (CBA) with the International Association of Firefighters Local 2664, passed in March 2021 and runs from April 1, 2021, to March 31, 2024. Local 2664 represents all positions other than the Fire Chief. The firefighter contract covers firefighters and fire alarm operators. The second contract covers fire officers, including the deputy chief, captains, lieutenants, the EMSO, the FPO, the fire inspector (not filled), and secretaries. Provisions of the CBA's remain in force if the contract is not renewed before expiration.

Trends and Growth

In 2018, almost 89% drove alone to work, 4.7% carpooled, with a mean travel time of 25.7 minutes, and 4% worked at home. Regarding the percent of working residents, 59.7% commuted to another N.H. community, 20% works where they live, and 20.4% commuted from out-of-state. Per Data USA, the median property value is \$358,300. According to the American Community Survey (ACS), the per capita income in Hampton is \$69,789. The median household income is \$92,688, a 2.4% 1-year growth, and the median age is 49. Males make about 1.37 times more money than women at \$80,625, and the average annual income for females is \$65,547. As of 2018, 98.2% of Hampton residents were U.S. citizens, which is higher than the national average of 93.2%. In 2017, the rate of citizenship was 96.7%, indicating an increase in citizenship. There are 3.6% of the general population living under the

poverty level, and the unemployment rate is 2.9%. 94% of the population has health coverage, and the largest group of households have two cars, followed by the next group with three vehicles.

There are many buildings under construction which point to increased residents and visitors in the future. There are 11 major house projects in progress in the Beach Area. In addition, the following are significant projects in progress:

- 432 Ocean Boulevard – 23-unit commercial building
- 535 Ocean Boulevard – 30-unit commercial building
- Mary Batchelder Road – 46-unit stand-alone condominiums
- The intersection of High and Dearborn – Large mix-use project

Hazards

Hazard mitigation is defined as the effort to reduce loss of life and property by lessening the impacts of disasters. This involves actions or projects which reduce or eliminate long-term risk to hazards. Hazard mitigation aims to make communities safer and more resilient.

The Town of Hampton faces a wide array of risks, which may pose a significant threat to the population and property. As a result of the input from the State Hazard Mitigation Planning Committee and review of the State Hazard Mitigation Plan (SHMP) in 2018, ten hazards were added to make a total of 25 areas of concern for the Town of Hampton. These include natural, technological, and human-caused disasters or emergencies. The complete list is included here.

- **Natural** – Avalanche, Coastal Flooding, Inland Flooding, Drought, Earthquake, Extreme Temperatures, High Wind Events, Infectious Diseases, Landslide, Lightning, Severe Winter Weather, Solar Storm and Space, Weather, Tropical and Post Tropical Cyclones, Wildfire.
- **Technological Hazards** – Aging Infrastructure, Conflagration, Dam Failure, Hazardous Materials, Known and Emerging Contaminants, Long Term Utility Outage, Radiological.
- **Human-caused Hazards** – Cyber Event, Mass Casualty Incident, Terrorism/Violence, Transportation Accident.

Hazards such as the recent power outage across Texas, the cyber-attacks on the federal government, the wildfires of California, and school and workplace shootings are just a few examples that reinforce the need for best practices in emergency management to be understood and pursued.

Community Outreach/Programs

Due to Covid-19 restrictions, community educational events were limited. However, in 2019, the HFR served 782 students. Although HFR does not have a formal community engagement plan, they offer CPR classes, high school internship opportunities and respond to requests of the community on an ad hoc basis.

The Department utilized an "Explorer Program" when the Department was a volunteer department. Reinstating the Explorer program will allow members to demonstrate their intention to become full-time in the future, improve fire skills and department knowledge, connect and bond with other members, and provide a service to the community. This group could also assist with community education events and act as volunteers to support community education in the schools.

Leadership

Shortly after our site visit, the Fire Chief resigned to pursue other opportunities. We wish him well. He seemed to have strong support in the community and outside the Department. There appeared to be some challenges inside the organization, particularly dealing with the labor union. For the Town and Department to progress, it will need strong leadership from the next fire chief.

We suggest recruiting an individual who has strong communication skills, credibility in the industry, the capability to quickly gain the respect of subordinates, successful experience with labor relations, political acumen, and a willingness to commit the time expected of the position. The Town Manager has the ultimate authority to select the next chief and we believe he will do what is in the best interest of the Town and Department.

Emergency Response

Fire Operations

Fire departments exist to respond to emergencies and restore order when citizens and residents need instant service. In addition to hostile fires, fire departments respond to calls for emergency medical service and various other incidents. Communities are independent and elect the level of service and risk that they are willing to accept.

Regarding call volume, the HFR responded to numerous cooking fires, outside fires, vehicle fires, mulch fires, and several trash fires during 2020. The Department responded to six (6) water rescues, 35 motor vehicle accidents with injuries and provided mutual aid 57 times. The Department received Mutual Aid 52 times in 2020.

The Town of Hampton has some unique circumstances that challenge its ability to provide for the risks being faced. They also have commonalities with other communities. The major differences for Hampton are the dramatic change in population during the "beach season" and

the fire risk in the beach area compared to the rest of the Town. The uptick in people residing in Hampton in the summer months increases to over 150,000 from approximately 15,000. Just the sheer number of people will cause an increase in run volume, and the numbers provided by the fire department indicate that.

The beach area also is more densely populated, the buildings closer together and larger. The weather in the summer, particularly the breezes coming off the ocean, along with the density, creates a considerable risk for a significant conflagration should a fire not be controlled quickly. To do this, fire departments need to respond to the incident with the right resources in the moments that matter. It is in this area that the Hampton Fire/Rescue department faces its biggest challenge. It is not adequately staffed for this threat. This observation is based upon the experience of the writers of this report and nationally recognized standards, particularly NFPA 1710. That standard calls for a minimum response in a specific time – 16 people to arrive within 8 minutes (chapters 4 and 5 of the Standard). The Standard is considered a minimum response, understanding that additional resources are likely to be required when a fire is not quickly controlled. In addition, there are many occasions where responders cannot meet the minimum requirements of the OSHA respiratory standard (29CFR1910.134). While the consultant team is not naïve enough to disregard the financial implications of the staffing called for in the Standard, there needs to be a plan developed to address the risks presented, or the potential for a significant event will exist.

Part of the challenge for the Town is the differences presented between the "beach season" and the rest of the year. But the threat cannot be ignored. Some of the response is being addressed by mutual aid. Still, mutual aid does not resolve all of the problems as there are response time considerations and joint training, policies, and procedures that may not be synchronized. There are also separate alarm centers in each community. While systems are in place to accommodate, some issues make the use of mutual aid different than if a response were to come from one organization.

The alarm center will also be discussed in another section of this report. While staffing a fire department is as much a political and financial decision for a community, we are making the following recommendations based upon the threats and risks in the Town of Hampton based upon the population surge during the summer months and the density of structures in the beach area. While new construction and fire prevention efforts can help reduce the risk a bit, Hampton will probably become even more of a popular destination, and the crowds will continue to grow.

Recommendations:

1. Develop a plan to increase staffing to meet NFPA 1710. This can be done over time to minimize the impact on the Town.
2. Evaluate the fire department fleet to ensure adequate coverage with engine and truck companies. This includes the vehicles themselves and the personnel needed.

3. Investigate the option to "upstaff" in the summer months. It is our understanding that law enforcement does this. While not a common practice in the fire service, this could be an opportunity to look for creative solutions.
4. Consider assigning staff personnel (fire prevention and EMS) to line functions during the summer months.

Organizational Structure

The structure of HFR is clear and easy to understand. The organizational chart provides a clear chain of command. The Federal Emergency Management Administration (FEMA) defines the chain of command as the orderly line of authority within the ranks of the incident management organization. According to the HFR organizational chart, each ranking officer is responsible for a span of control of 3-5 staff. The span of control ratio conforms with the FEMA recommendation that a supervisor oversees five or fewer subordinates.

An often-overlooked sister term to the chain of command is the unity of command means that each individual only reports to one person. Unity of command should limit subordinates jumping to the command chair, bypassing their immediate supervisor. Chain of command and unity of command can take on their cultural nuances within an organization. During the interview process, a breakdown in both chains of command and unity of command was identified.

All of the senior officer positions alluded to some type of erosion of chain of command and unity of command best practices. Officers were frustrated by the chief taking on issues that were well within their responsibility, and the Chief was disappointed with officers not solving problems that he felt they should be responsible for. Much of the confusion in this area can be attributed to a lack of working knowledge of position-specific job descriptions and supervisors setting specific, measurable, attainable, reasonable, and timely expectations.

Expectations should be written and reviewed on a regular timeline. For example, when a new firefighter joins the group, their company officer should sit down with them and share a written copy of their expectations. The expectations should be written in a clear and concise manner that identifies the elements of the job, which are expected to have total competence and what to do should there be questions.

Facilities

The HFD utilizes three facilities; station 1, "Beach Station" located at 119 Brown Avenue, Station 2, "Headquarters" located at 140 Winnacunnet Road, and the Public Safety Pier at Hampton Harbor on Harbor Road.

The fire stations are in good condition. The 5.75-million-dollar investment in 2012 has positioned the community well. The fire stations will have some extensive capital maintenance in the next 5-10 years. These items, such as roof replacement, heating, cooling mechanicals, and parking lot replacements, are not explicitly called out in the CIP. While specific life cycle timelines and replacement costs are outside of the scope of this report, we

would recommend placeholders for these items in the CIP. In the most current CIP request from the fire chief dated April 29, 2020, the request was made for replacement furniture. We would recommend furniture items be budgeted annually for some replacement related to daily use.

Recommendations

1. Expand the capital improvements plan for the facilities to include larger maintenance items (i.e., a roof replacement)
2. Anticipate future needs based upon the growth of the community and Department and adjust the capital improvement plan accordingly. A review should take place annually.

Apparatus and Equipment

The Department has four fire engines. According to the proposed CIP, the Department has been advocating for an aerial platform since 2015. The two reserve engines are reaching their end of service life. A new engine and the aerial device should be budgeted as critical needs. Each piece of budgeted apparatus may take over 12 months to build from the time of commitment. Upon delivery of the new fire engine, both reserve engines should be retired. Once the aerial apparatus arrives, it can serve as an additional backup for the primary engines. This will maintain two pieces in reserve. The 2010 Pierce should be scheduled for replacement in 2029.

The damage sustained to Engine 2 (2000 Pierce) on May 6, 2021, demonstrates why multiple reserve units in the fleet are an industry best practice. Few departments can maintain a cache of secondary apparatus to address the multitude of reasons primary vehicles may be taken out-of-service. Based on the apparatus replacement schedule, internal maintenance management practices, and the 20-year life cycle of an engine, we recommend planning to purchase a new fire engine every five years.

The ambulance fleet has a shorter service life than a fire engine. Fortunately, an ambulance patient care area can be remounted on a new chassis at significant savings to the Town. Ambulance remounting is best accomplished by the original manufacturer. While national standards exist for remounting an ambulance, the State of New Hampshire may have specific limits or guidelines. The practice of alternating remounting and new purchases will help to extend the budget allocated to fleet replacement. Remounting also focuses directly on the parts of the ambulance that need replacement while maintaining the parts that have a remaining service life.

The fleet of other vehicles used by the Department should be more uniform. Since the fleet of ambulances is on Ford chassis, it may make sense to move fire department staff vehicles to an F-150 with caps over the beds. The pick-up truck approach allows for the separation of fire gear from the driver of the vehicle. The separation will prevent the driver from breathing gases emanating from fire gear. After a few years as a chief officer vehicle, the pick-up would move to another use in the Department until the end of life is reached at approximately 10-12 years. One pick-up should be purchased immediately to replace Car 1 and move the current Car 1 to

the FPO. The following year Car 2 should be replaced, and the current Car 2 should replace Utility 2. We recognize that the current Utility 2 is a bucket, but the need for a bucket of this type was not demonstrated. If additional information is available, this can be re-evaluated by the department.

The water fleet is reported to be in excellent condition. Like the rest of the fleet, these vehicles should be placed on the replacement schedule. The service life of watercraft is varied and is best addressed by local experts.

Recommendation

1. Create a process to log equipment issues, request repairs and maintenance, and track progress and completion. This information should be reported monthly to the Fire Chief and Town Manager and tracked annually.

Inventory and Replacement schedule (Capital Improvement Plan)

The capital improvement plan (CIP) letter dated April 29, 2020, outlines many of the large purchases the Department is expecting through 2026. While most purchases are apparatus, the self-contained breathing apparatus (SCBA) purchase should prioritize. The NFPA 1981 (2019) Open-Circuit Self-Contained Breathing Apparatus (SCBA) For Emergency Service should be consulted for the minimum requirements for the design, performance, testing, and certification of new SCBA. Multiple revisions have been made to the Standard since Hampton purchased SCBAs in 2007. Our interview revealed that no upgrades had been made to the SCBA since the purchase to bring them into compliance with the newer standards. Routine service to the SCBA can replace worn parts and assure proper operation. Another critical part of the SCBA is the air cylinder. Air cylinders typically have a life cycle of 15 years when a regular maintenance plan is followed.

Other high-cost items like cardiac monitors, thermal imaging cameras, and boat sonar are examples of technology that may remain in operation; however, they become outdated and nearly impossible to service. As a result, these items should be placed in a replacement schedule too.

Emergency Medical Services (EMS)

The Hampton Fire Rescue EMS Division is under the direction of EMS Officer Kate Meehan. The division was responsible for 3,137 calls for service in 2020 with 2,323 patient contacts. The annual increase for medical calls is below the NFPA average of 4.2 % for the last ten years of NFPA data. In 2020, there were 1,552 patient transports. The Electronic Patient Care Reporting (EPCR) System used by HFR to input and manage patient, treatment, and transportation information is NHTemsis, an ImageTrend product offered at no charge by the State of New Hampshire.

According to the Department's medical director, Dr. Harry Wallus, D.O., the EMS response model is similar to many departments in the area. Dr. Wallus highlighted the rich pre-hospital care history HFR helped write in the seacoast region. Dr. Wallus is a resource for the

Department's annual paramedic refresher program, and other E.R. physicians in the region assist with education year-round. Dr. Wallus is confident New Hampshire EMS continuing education requirements are being met by the Department. The division is responsible for revenue annually, though this team was unable to get the exact amount. An industry best practice is to update the EMS billing rate table on an annual basis. While the Town may not choose to take action for minimal increases in ambulance transport reimbursement, the increase should impact the rate tables every 2-3 years. Changes to the rate table should be coordinated with the vendor responsible for EMS billing, ComStar.

Advanced Life Support Services

In reviewing the Emergency Medical Services, the consultants evaluated the run volume, existing staffing, and percentage of calls for EMS. We recognize that the Town and its fire department have preferred the staffing of the fire engine be four (4) to comply with NFPA 1710, even though they strive to staff with three (3) as a matter of practicality. As the staffing is currently not in compliance with NFPA 1710 (addressed in another section of this report), it may be appropriate to consider staffing to provide service for the vast majority of calls received. With respect to NFPA 1710, there are a few issues to consider. First an engine and ambulance each staffed with 2 will meet the intent of the standard if they respond in tandem to both fire and EMS calls. Second, NFPA 1710 (Section 5.3.3.3.2 EMS System Function) states that there should be 2 basic EMTs and 2 paramedics dispatched to each Advanced Life Support (ALS) call. This can be achieved by sending an engine and ambulance, each this 2. The combined units also can respond to fires with 4 people. Section A.1.4 allows for "other systems, methods, or approaches" that meet the requirement. While not optimal, the recommendations made here are based upon the current staffing levels of HFD with the understanding that this can change as staffing changes.

Advanced life support services are appropriate for the community based on demographics, distance to definitive medical care, and surges in populations that can limit access and egress from parts of Town. Additionally, the community expects this premium service from the HFR, as revealed in the community survey. However, the current staffing model should be reviewed to address two issues. Two ambulances should be staffed according to a critical review of historical EMS calls for service data. The summer surge in population increases service demand and exposes the Town to an elevated risk of losing the only staffed ambulance. The industry belief of staffing ambulances solely on population density has shifted over the years and focuses more on demographic risk, age, and health factors. These metrics are better indicators of demand for service rather than simply using the total population. Deploying staff from other apparatus to staff two ambulances will also help address the second issue, EMS call back. The second issue is that EMS call back appears to be harming staff, is not a timely approach for consecutive calls for EMS and may not be the best utilization of town finances. Staffing for EMS can be more predictive and flexible to seasonal changes, community events, and training needs. The EMS Division is ripe for refinement that may boost morale, a more reliable cache of resources, and improved service to the Town.

Ambulance Fee Schedule

Medicare fee schedule for NH 2021

N.H. Medicare Fee Schedule	URBAN BASE RATE / URBAN MILEAGE	RURAL BASE RATE / RURAL MILEAGE	RURAL GROUND MILES 1-17*
Mileage	\$7.63	\$7.70	\$11.55
ALS Non-Emergency	\$292.07	\$294.94	n/a
ALS Emergency	\$462.45	\$466.99	n/a
BLS Non-Emergency	\$243.40	\$245.78	n/a
BLS Emergency	\$389.43	\$393.25	n/a
ALS II	\$669.34	\$675.90	n/a
SCT	\$791.03	\$798.79	n/a

Medicaid fee schedule for NH 2021

ALS Defib Supplies	\$23.38
ALS IV Drug Therapy Supplies	\$9.57
ALS ET Tube Supplies	\$23.38
Ambulance Waiting 1/2 hr	\$31.89
Mileage	\$2.76
ALS Emergency	\$186.02
BLS Emergency	\$154.13
ALS II	\$244.39
SCT	\$186.02
Ambulance Response/Treat	\$37.21
P1 Volunteer Ambulance Co.	\$244.39

Recommendations

1. Staff 2 ambulances June through September. Reassign staff to complete inspections from October through May.
2. Review the fee schedule, documentation of medical necessity, cost recovery rates, payer demographics, and next year's projections.
3. If the callback system continues to be utilized, the decision to backfill should be on the engine company, not the ambulance. The second ambulance should be ready to respond as soon as the first ambulance is dispatched in the event of another call.

Alarm center (Dispatch)

Hampton Fire Alarm is responsible for incoming phone and radio communication. The Records Management Software (RMS) System utilized is RedNMX. Fire Alarm Operators answered 21,612 phone calls in 2020. The center is considered a secondary PSAP as the initial calls are received by the State and transferred to the appropriate jurisdiction.

Currently, there are four (4) alarm operators, each working a 24-hour shift. This schedule is relatively unique in that most alarm centers do not schedule employees for 24 straight hours without a rest period. While some in the alarm center are content with the schedule, it may be prudent to evaluate this aspect of the job as increases in activities will place more stress on the employees. In addition, the usual backup for the alarm operators is a firefighter. This coverage method may be adequate today, but there will be less opportunity for firefighters to be utilized for this purpose as the run volume increases. Renegotiating shift schedules is an area that should be studied in anticipation of increased workloads. There are a few options to explore, including adding staff or potential regional approaches. Recognizing influences on decision making such as labor agreements, past practices, organizational culture, local politics, and financial issues, specifics of a plan will need to be further explored.

Recommendations

1. Evaluate the current schedule and practices and their impact on service and personnel.
2. Investigate other options for the alarm center, including adding personnel or a regional approach.

Mutual aid

The Town of Hampton is part of a solid mutual aid consortium called the Seacoast Chief Fire Officers Mutual Aid District. The District covers 35 towns in southeastern New Hampshire, six in northeastern Massachusetts, and seven in southwestern Maine. This is a necessary component of all communities that participate as none has the resources for significant incidents or cases where multiple calls tax one particular Department. The Fire Chiefs in the neighboring Department were complimentary of HFD and believe them to be an asset. There are a couple of issues to consider. First, primarily due to travel distance, mutual aid does not replace the Department's needs for an initial response to a reported structure fire. Second, mutual aid needs to be monitored to ensure it is fair and equitable to all participants. HFD should not overtax the system for routine responses, nor should they subsidize neighbors should they regularly and routinely make requests. This must be monitored and evaluated at least annually. Departments must also know the capabilities of the responding companies both for training levels and staffing. We recognize that there are minimum standards within the State of New Hampshire for firefighter training. But we also know that ongoing training is necessary to maintain competence and currency. The mutual aid pact must include minimum standards for training and expectations. The communities need to make informed decisions regarding mutual aid. It appears to be working now but should not be taken for granted in the future.

Recommendations

1. Review annually mutual aid statistics and inform management of the findings.
2. Review training standards for mutual aid companies.
3. Consider scheduling occasional joint training sessions.

Training

Fire & Rescue

Requisite knowledge in the skills for firefighting is essential to meeting the expectation of the community. National Fire Protection Association 1001 outlines the requisite knowledge and skills that all firefighters should demonstrate commensurate with their position in the Department. Specific skills are outlined as a job performance requirement (JPR) in NFPA standards. A detailed description of the components of a JPR is explained in NFPA 1001 Annex B. Job performance requirements are a reliable resource for developing training evolutions with clearly outlined expectations and defined outcomes. Oversight of training within a department is cited in the position description for fire chief, fire captain, and fire lieutenant. Training is only mentioned in the fire chief positions as a delegated task. According to the fire captain position description, the fire captain will: *Participates in the planning, development, and implementation of department-wide training programs; oversees the training and development of assigned company personnel to meet the goals and objectives of individuals and the overall goals of the Department.* The fire lieutenant position is responsible for evaluating the needs of firefighters and developing lesson plans for delivering training to personnel assigned to the officer.

The oversight of training should be assigned to an administrative position. As part of the oversight, the administrative officer would plan, schedule, support, and maintain the training records. Fire captains and lieutenants would still evaluate the needs of firefighters, develop lesson plans, and instruct training sessions. Creating a more comprehensive training plan will provide more cohesion between the workgroups. Additionally, the comprehensive training model will support a consistent operations model for all shifts regardless of the group working.

A review of the 2020 training record does reveal a mix of fire, rescue, and EMS training. Arriving at a number of training hours a firefighter should complete on an annual is dependent on the needs of the individual firefighter. Treating all firefighters the same regardless of experience can damage the effectiveness of a training program. While all members should participate in the training session, each member's role may vary based upon experience. Regardless, all members should be able to demonstrate successful completion of the JPR. The annual training schedule should include a variety of JPRs commensurate with the duties of the firefighters. Refinements to the schedule should be made at the company officer level based upon officer evaluation of individual firefighters at the training sessions. Officers should be encouraged to reasonably extend training sessions to assure firefighters can successfully demonstrate the JPR. Officers responsible for training development should be encouraged to attend the National Fire Academy *Fire and Emergency Services Training Program Management*.

Emergency Medical Services (EMS)

EMS education and training are focused on requisite knowledge in the skills for providing pre-hospital care. Additionally, the training is tailored to meet National Registry recertification requirements. The National Registry states, *the Paramedic National Continued Competency Program (NCCP) requires a total of 60 hours of continuing education to recertify. The model requires continuing education in three components: (1) a national component, (2) a local/state component, and (3) an individual component.* There are many options for providers to attend sessions virtually and in person. Our assessment did not reveal remarkable issues with EMS provider re-licensure. The department medical director and the Department EMSO have a sustainable plan for continuing medical education.

1. Determine a training officer and a co-training officer so that this area is always supported. Create a Training calendar and process to collect, categorize, and save training records. (Database should be electronic. Should be audit-proof)
2. Create a training document that includes the career path to all promotions to include the fire chief.

Health and Safety

The business of the fire service is very labor-intensive. Extinguishing fire and the other services provided require human intervention. As such, firefighters are the most valuable resource of the fire department. Organizations that believe this demonstrate it through health and safety programs intended to keep firefighters safe and capable of doing their job. This is not only about current job performance but also impacts the long-term health and wellbeing after firefighters retire from what can be an occupation that has health implications. For example, recent studies have shown firefighters more susceptible to certain cancers than the general population. Taking care of employees in the fire service has financial benefits in that fewer injuries and illnesses translates to fewer worker's compensation claims. It also minimizes the potential for overtime costs when firefighters cannot work due to injury or illness. But more importantly, it means that the resources needed to provide the service are available and in the best condition to render aid, regardless of whether or not it is a fire, EMS call, or other community need.

Two positions should be created in the organization – a health and safety officer (HSO) and Incident Safety Officer (ISO). The HSO would be responsible for the overall management of the programs that affect the wellness of firefighters. They also work towards compliance with OSHA standards and other regulatory issues. The position of ISO requires multiple members trained to function at the scene of an emergency. There are many resources available to provide information and training. The NFPA 1500 standard is the most comprehensive document available. There are other standards in the NFPA 1500 series that address virtually everything related to the health and wellness of firefighters (1521, 1561, 1581, 1582, etc.). The Department must research these documents, assign personnel, and work towards compliance with the Standard. Within the Standard is a requirement for a safety audit. This would be a good starting point to begin improving the work environment from a safety standpoint. The

department membership must take ownership of this with the support of management. As stated above, everyone benefits.

Recommendations

1. Designate a member of the Department to serve as the Health and Safety Officer (HSO)
2. Develop a plan to dispatch an Incident Safety Officer (ISO) to reported structure fires and other emergencies requiring a safety officer.
3. Train and educate HSO and ISO to recognized national standards and any applicable state requirements
4. Review existing department policies and procedures related to safety and update where needed.
5. Conduct an NFPA 1500 audit.
6. Develop a plan to comply with NFPA 1500, its related audit, and any applicable OSHA standards or other regulations.

Fire Prevention

The Fire Prevention Bureau (FPB) is very busy and is staffed by one Fire Prevention Officer (FPO). The FPO operates under the direction of the Fire Chief and serves as the primary cause and origin investigator for HFR, enforces fire prevention codes, laws, and standards through plan reviews, inspections, and code enforcement, and provides public fire safety education programs to the public.

The Job Description for the FPO dated April 1, 1983, with the latest revision in August 2009, was reviewed. What was included in the document was pretty standard; however, a schedule to review and update job descriptions should be established. Many things change after a decade, such as word choice and usage. An effective job description writes the perfect job posting. It identifies the best candidates, allows evaluations to run smoothly and performance goals to be created, and reveals who is likely to be ready for a promotion.

As mentioned earlier, there is a significant number of buildings under construction in the Town of Hampton. In 2019, 1,968 permits were issued with a construction value of \$41,343,876. In 2020, 1,901 were issued and 765 so far this year. The FPO reviewed 38 plans in 2019 and 55 plans in 2020. This new construction has increased the number of high occupancy buildings, and those same projects will increase the number of residents and visitors to the area in the future. This growth will impact the ability of the Fire Department to be effective with the resources currently allocated. A projection for future needs must be assessed, anticipated, and planned.

In our review, it appears that there is often only one candidate stepping forward during a promotional process. In the case of the FPO, the promotional process includes completing an application and being appointed by the Fire Chief when only one candidate is interested. This is based upon information provided to the consultants and may not reflect exactly the process

outlined in the labor agreement. Standardizing the interview process, to include a written test and a panel interview, are just two examples of creating a process where the best candidates move forward while also serving to insulate the Department and the Town from litigation based on potentially flawed hiring practices. Information provided after the site visit is that a written test is being utilized.

Recommendations

1. A small budget should be created to support community involvement/engagement efforts, including purchasing needed materials.
2. Reinstate the Explorer Program. This will allow members to demonstrate their intention to become full-time in the future, improve fire skills and department knowledge, connect and bond with other members, and provide a service to the community, all for the price of equipment and training.
3. Consider a more formal process to become an FPO. A written test to determine basic knowledge is standard practice.
4. Create a policy to review job description information regularly.

Emergency Management

Emergency Management (E.M.) roles and responsibilities are included in the Continuity of Operations Plan (COOP) written in March 2020. According to the plan, the Police Chief is designated as the Emergency Management Director and the Fire Chief as the Deputy Director. "By incorporating resources from the police, fire, public works, and other Town departments, the E.M. Director manages the Town's emergency preparedness and mitigation through a unified effort. This cooperative effort requires that everyone that may have a role in preparedness, mitigation, response, and recovery be trained in the National Incident Management System (NIMS) and the Incident Command System (ICS). In addition, mitigation and preparedness efforts are usually efforts that occur before the emergency. Response and Recovery efforts are critical and directly affect how soon the community can get back to normal.

These systems must be exercised to understand and accept their role and know what to do on a typical day and when a low-frequency, high-risk event occurs. NIMS is a national standard with prevalent training opportunities. ICS should be reinforced often given the use on the fire ground or significant EMS incidents. The Emergency Management Accreditation Program (EMAP) is a standard of excellence that can be pursued to help drive continuous improvement and readiness and evaluate disaster/emergency preparedness and response activities at the program level. It is based on the National Fire Protection Agency (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Programs. EMAP is a self-evaluation tool that "combines collaboratively developed national standards, self-assessment, documentation and independent peer-review to provide objective evaluation and a structure for continuous improvement." Towns the size of Hampton can benefit from understanding the industry's standards and the process of self-evaluation.

NIMS, ICS, and the EMAP represent opportunities to build a preparation culture and conform to industry best practices. The need for well-prepared emergency response agencies was never more evident than the recent Covid-19 Pandemic. When emergencies happen in small communities, especially severe or prolonged disasters, the demands on local response agencies and healthcare facilities can quickly consume available resources. Although FEMA supplemented HFR response by staffing an additional ambulance on this occasion, this support is not guaranteed, and communities must prepare to support and sustain the members of their community.

Recommendations

1. Ensure any Town of Hampton employee that has a role in responding to emergency events be trained in basic response principles by taking Incident Command System (ICS) 100, Introduction to the Incident Command System and Independent Study (I.S.)-700, NIMS, an Introduction.
2. Ensure that any individual that has a formal role in Response and Recovery complete the following:
 - a. ICS 100, Introduction to the Incident Command System
 - b. ICS 200, Basic Incident Command System for Initial Response
 - c. ICS 300, Intermediate ICS for Expanding Incidents
 - d. ICS 400, Advanced ICS
 - e. IS-800, National Response Framework, an Introduction
 - f. Position-specific training should be taken in addition to the courses above for those that may be called upon to provide specific support as an Incident Commander, Public Information Officer, Safety Officer, etc.
3. Personnel that would respond to the EOC for an event or incident should meet at least annually to review roles and responsibilities. This will allow roles to be transitioned and gaps to be filled when positions are vacated due to attrition.

Policies and Procedures

The creation and review dates for the SOPs range from 2009 to 2019. While the language appears to be standard throughout, it can be assumed that updates have not been made in a timely manner. Our recommendations include assigning the responsibility of the management to someone, ensuring that a review occurs every two years, confirm the SOPs are available to all members at all times, and that an online system with an evaluation feature is created.

Recommendations

1. SOP program monitoring and management should be given to the Fire Chief, who may delegate to another chief officer.
2. The program manager should review all SOPs at least once every two years to ensure that each SOP accurately describes the procedure in use. This review should be documented, and signature logs maintained in archive format. In addition, any change to a procedure or policy should be accurately reflected as an update in the SOPs.

3. Determined SOPs will be placed in binders to be found in a designated spot in each fire station.
4. All SOP programs should include an assessment feature that establishes a member's level of comprehension for any SOP. If an online-based evaluation program is utilized, the manager can respond quickly to any knowledge gaps identified.

Data

On January 1, 2020, the HFRD began utilizing the Alpine RedNMX Records Management Software to manage dispatch and related data. This system is FEMA approved, and NEMSIS Gold/HIPAA compliant, and therefore meets the current standard in the industry; however, it appears to have some limitations. While the software has some canned reports, creating reports for the Department's specific needs is challenging. Per employees, the system can be "clunky." Additionally, as the system is relatively new, members may not fully understand the system's capabilities and require additional training.

The Fire Chief reports service request (call) data to the Board of Selectmen every quarter. An annual report is also prepared and shared with the Board. These reports typically include information such as the number and type of calls, amount of mutual aid, number of fires, and calls handled by Fire Alarm. While this data provides a snapshot of basic outputs, there is an opportunity to discover the vital information for the Department and the Town to know that will measure outcomes.

Data-Driven decision-making is an important action of every fire department. Performance measures are imperative to support critical decisions regarding all facets of fire and emergency medical service operations. Data can dictate deployment changes and demonstrate how those changes might affect the safety of the community and department members. Performance measures can be used to inform, educate, and enhance fire department operations. Training opportunities can be learned by collecting, monitoring, and analyzing data. Performance measures can also be used to establish benchmarks and identify and promote best practices.

A priority of the Department should be to consider what is essential to the community, the Town, and the Department, and to develop performance measures based on this information. Each group will have different targets, and they can all be managed in a comprehensive and meaningful way. Data-driven analysis and Department metrics will allow HFR to make decisions that will enable the Department to deliver services most effectively and efficiently. Considering this area would be significant in that initiatives and priorities would be supported by data and evidence, not conjecture.

Recommendations

1. HFR should develop a more robust and automated data collection program that allows the Department to create a baseline for evaluating programs, increasing awareness, and setting priorities.

2. Performance Measures should be created and tracked based on what is important to the community, HFR, and the Town of Hampton. Outcomes should become the new measure of success, not outputs.
3. Benchmarks should be established, and data used to measure effectiveness.
4. Department members should be trained on how to enter information into the National Fire Incident Reporting System.
5. Department members should be trained on the RedNMX System so that all the system's capabilities can be utilized and the ability to create electronic reports directly from the system is improved.

Highlighted Recommendations

Labor/Management

The firefighter labor group is active and engaged in the HFR and the community. They have an interest in delivering quality service while representing their membership. They are more than willing to work with the administration and have much to offer. Building a bond between labor and management will benefit everyone. We strongly encourage working to strengthen the cooperation. This can be done through a commitment to a labor/management alliance.

Recommendations

1. Establish a labor/management committee to begin a more cooperative process to improve relationships. This meeting should meet as often as necessary and start with monthly meetings and then schedule quarterly or as needed.
2. Investigate the benefits of the labor/management program of the International Association of Fire Chiefs and the International Association of Fire Fighters to determine if it fits into the overall goals of HFR.

Communications

One significant issue we identified was that communications were not good and needed to be improved as soon as possible. This is not an unusual finding, but since our report was not due for a couple of months, we didn't think the following suggestions should have waited. One of our most significant findings was that the internal formal and informal communication lanes were closed or, at the very least, obstructed. We did not find consistency with meeting schedules between any department member, including all facets and areas of the Department. Department members related meetings to be impromptu, and that fire leadership managed by walking around (MBWA). This method was not effective due to the contentious relationship between the fire chief and the department members. One member shared that he perceived this communication method as a "nervous tick versus a sincere ask" and disingenuous and non-productive. Another member stated, "our communication is terrible! We don't meet; we don't have a plan; we don't bounce things off of each other. Our message and intention would get across better if we did." These comments indicate an awareness around the need to communicate, but the Department lacks a plan to execute a communication strategy.

With that in mind, we suggested the following be implemented as soon as possible.

1. Host a department-wide meeting, mandatory if possible. The Town Manager and the Chief should outline your short-term plans, and all members will hear right from the horse's mouths.
2. The Chief must implement regular and routine meetings with department staff, shift commanders, and the Union board. Each should have a consistent agenda, and minutes should be taken and posted to the entire Department. The staff meeting should be weekly, same date and time. This should be brief (1/2 hour or less) and held with the staff members working on the day of the meeting. This would be for the short-range items for the week and any planning for upcoming events that need to begin. The shift commanders should meet monthly. The staff on duty should be included along with off-duty captains. The captains would be expected to share the minutes of the meeting when they make their rounds. We recommend a meeting with the Union Board as soon as possible. Depending upon the issues raised, a regular schedule for future meetings should be established. The Town Manager should attend the first meeting of each group and outline his expectations. The Chief should do the same and indicate that he will improve his regular and routine communications.

A culture shift is needed to create new opportunities to develop trust within the Department. By culture shift we believe that the organization needs to improve communications and involve all personnel where applicable while allowing members to work within their job responsibilities. Creating a communication plan will assist with this issue. This is to support the above recommendations, which we believe were implemented. A communication plan will increase the likelihood that Fire Department messages are clear, consistent, timely, and accurate. An effective communication plan will allow members to see how they fit into the big picture, what is expected of them and what is expected of leadership. Clear lines of communication reinforce the chain of command and the mutual respect desired from all parties. Members feel valued when there is intentionality around communication.

Recommendations

1. Department leadership must initiate and develop a Communication Plan to guide and direct the daily, weekly, monthly, and annual communication priorities and practices.
2. The Fire Chief should communicate with the entire Department at least once a year and preferably twice a year.

Strategic Plan

Many interviewees expressed a lack of organizational trust and related a perceived lack of direction for the Department. Currently, the Department does not have a strategic plan or an agreed-upon strategy for a unified vision, mission, and values. The former Fire Chief created a draft strategic plan without feedback or contribution from other department directors, other department directors, or Town leadership in 2017 and 2020. On both occasions, the Chief attempted to share the drafts with members of the Department, including Union leadership. After this initial discussion, the decision was made to table the draft plan based on the

members' criticism regarding the plan. Interviewee feedback detailed low morale and concern that they were not allowed to participate in the process and did not support the plan. The most recent plan was delivered in December of 2020. Any potential progress slowed due to the Board of Selectmen commissioning this review of the organization.

Recommendation

1. The Department leadership must initiate and develop a strategic plan where input is requested and received from town leadership, Fire Dept members (all ranks), other departments, and other relevant community organizations that are stakeholders in the Fire Department's success. This plan would be a 3 to 5-year plan to include mission, vision, values/guiding principles, objectives, and goals. An annual review of the plan is recommended to ensure any cultural changes implemented are meeting expectations.

Succession Plan

One of the principal issues that hinder the full potential of any organization is the lack of fully qualified and developed personnel to fill critical positions that open each year through employee attrition. The best way to prepare the organization for these openings and ensure the success of those that will continue in the current position is through a comprehensive Succession Management Program, which includes planning, implementing, and tracking progress.

Recommendation

1. Department leadership must initiate and develop a Succession Plan to identify and develop future leaders.

Performance Review Program

A formal performance review program does not exist in HFR. This is highly problematic. 100% of the members of the HFR interviewed said that they never had a formal meeting to determine goals, ensure competency, determine training needs or desire, or generally to "check-in" to make sure members feel comfortable in their roles. One member shared that he had not received any feedback regarding his performance since 1997 when he was hired. A similar perspective was expressed by the former Fire Chief when he advised that he had not received an evaluation since he was hired in 2012. It was mentioned that the Department does not have a Human Resources role. This fact alone indicates an evaluation program is needed so the Fire Chief or designee can support their members to understand what is expected of them and protect the Town from potentially costly litigation based on employee behavior or actions.

A performance review program should be implemented immediately. There are many benefits of doing so. The first is that it would strengthen relationships between supervisors and their subordinates, a compelling issue based on our interviews. Clear expectations can be shared, and loyalty and trust gained when supervisors are trained to conduct these reviews. Short and long-term goals can be discussed that will benefit the member as well as the Department. Training needs can be identified and planned for, ensuring department training and messaging

are consistent. Allowing members to participate in the review would increase engagement and enable them to understand where they fit into the organization. It can identify members interested in promoting and allow for a targeted plan to be created for career development. Finally, if a discipline issue arises, action steps would be clear and consistent based on a baseline of expectations that have already been established.

Recommendations

1. Leadership must initiate and develop a performance review program where an annual evaluation process occurs between the employee and their supervisor where expectations from the supervisor are given, and a plan for goals and achievements are captured and documented.
2. Solicit and receive training on progressive discipline standards and ensure delivery of this training to all supervisory personnel in the Department.
3. Clear roles and responsibilities should be established for every member of the Department using current job descriptions. Job descriptions should be updated and utilized to create performance goals.

Diversity

As reported by Data USA in 2019, 95.8% of firefighters were male, and 79.9% were white and non-Hispanic. In Hampton, there is very little diversity in the community based on census data. According to the U.S. Census Bureau American Community Survey of data collected from 2015 to 2019 in Hampton, Whites make up 96% of the population, Asian 1%, LatinX 1%, and the remainder includes Blacks and individuals with more than one race.

Women make up 51% of the population of Hampton. According to the National Fire Protection Association (NFPA) in the 2018 U.S. Fire Department Profile Report, 4% of career firefighters are female, and departments across the country are working hard to raise this number. In HFR, there is one female firefighter, which represents 2.7% in a first responder, non-40-hour role. When the female EMSO is included, the female representation of sworn membership totals 38 is 5.2% percent. This is significantly lower than the national average and based upon the percentage of women in Hampton; an effort should be made to target this group.

While HFR reflects the community's diversity based on residential data, the area becomes more diverse during the summer months, and this change is not reflected in the workforce. A department that resembles its community is essential. Maintaining a diverse department benefits both the Department and the community by allowing more perspectives and experiences to be integrated and utilized in service delivery. HFR does not have a recruitment or marketing program, and it does not appear that efforts are made to recruit a more diverse workforce.

Recommendation

1. HFR should develop a recruitment program to increase the number of women in the Department.

2. An assessment of the diversity of the influx of the transient population, which occurs over the May to August months, should be implemented to determine if recruitment of other diverse groups is required.

Summary of Recommendations

1. Develop a plan to increase staffing to meet NFPA 1710. This can be done over time to minimize the impact on the Town.
2. Evaluate the fire department fleet to ensure adequate coverage with engine and truck companies. This includes the vehicles themselves and the personnel needed.
3. Investigate the option to "upstaff" in the summer months. It is our understanding that law enforcement does this. While not a common practice in the fire service, this could be an opportunity to look for creative solutions.
4. Consider assigning staff personnel (fire prevention and EMS) to line functions during the summer months.
5. Staff 2 ambulances June through September. Reassign staff to complete inspections from October through May.
6. Review the fee schedule, documentation of medical necessity, cost recovery rates, payer demographics, and next year's projections.
7. If the callback system continues to be utilized, the decision to backfill should be on the engine company, not the ambulance. The second ambulance should be ready to respond as soon as the first ambulance is dispatched in the event of another call.
8. Expand the capital improvements plan for the facilities to include larger maintenance items (i.e., a roof replacement)
9. Anticipate future needs based upon the growth of the community and Department and adjust the capital improvement plan accordingly. A review should take place annually.
10. Create a process to log equipment issues, request repairs and maintenance, and track progress and completion. This information should be reported at least monthly to the Fire Chief and Town Manager and tracked annually
11. Evaluate the current schedule and practices and their impact on service and personnel.
12. Investigate other options for the alarm center, including a regional approach or joint ventures with law enforcement
13. Review annually mutual aid statistics and inform management of the findings.
14. Review training standards for mutual aid companies.
15. Consider scheduling occasional joint training sessions
16. Determine a training officer and a co-training officer so that this area is always supported. Create a Training calendar and process to collect, categorize, and save training records. (Database should be electronic and audit-proof)
17. Create a training document that includes the career path to all promotions to include the fire chief.
18. Designate a member of the Department to serve as the Health and Safety Officer (HSO)
19. Develop a plan to dispatch an Incident Safety Officer (ISO) to reported structure fires and other emergencies requiring a safety officer.
20. Train and educate HSO and ISO to recognized national standards and any applicable state requirements
21. Review existing department policies and procedures related to safety and update where needed.

22. Conduct an NFPA 1500 audit.
23. Develop a plan to comply with NFPA 1500, its related audit, and any applicable OSHA standards or other regulations.
24. A small budget should be created to support community involvement/engagement efforts, including purchasing needed materials.
25. Reinstate the Explorer Program. This will allow members to demonstrate their intention to become full-time in the future, improve fire skills and department knowledge, connect and bond with other members, and provide a service to the community, all for the price of equipment and training.
26. Consider a more formal process to become an FPO. A written test to determine basic knowledge is standard practice.
27. Create a policy to review job description information regularly.
28. Ensure any Town of Hampton employee that has a role in responding to emergency events be trained in basic response principles by taking Incident Command System (ICS) 100, Introduction to the Incident Command System and Independent Study (I.S.)-700, NIMS, an Introduction.
29. Ensure that any individual that has a formal role in Response and Recovery complete the following:
 - a. ICS 100, Introduction to the Incident Command System
 - b. ICS 200, Basic Incident Command System for Initial Response
 - c. ICS 300, Intermediate ICS for Expanding Incidents
 - d. ICS 400, Advanced ICS
 - e. IS-800, National Response Framework, an Introduction
 - f. Position-specific training should be taken in addition to the courses above for those that may be called upon to provide specific support as an Incident Commander, Public Information Officer, Safety Officer, etc.
30. Personnel that would respond to the EOC for an event or incident should meet at least annually to review roles and responsibilities. This will allow roles to be transitioned and gaps to be filled when positions are vacated due to attrition.
31. SOP program monitoring and management should be given to the Fire Chief, who may delegate to another chief officer.
32. The program manager should review all SOPs at least once every two years to ensure that each SOP accurately describes the procedure in use. This review should be documented, and signature logs maintained in archive format. In addition, any change to a procedure or policy should be accurately reflected as an update in the SOPs.
33. Determined SOPs will be placed in binders to be found in a designated spot in each fire station.
34. All SOP programs should include an assessment feature that establishes a member's level of comprehension for any SOP. If an online-based evaluation program is utilized, the manager can respond quickly to any knowledge gaps identified.
35. HFR should develop a more robust and automated data collection program that allows the Department to create a baseline for evaluating programs, increasing awareness, and setting priorities.

36. Performance Measures should be created and tracked based on what is important to the community, HFR, and the Town of Hampton. Outcomes should become the new measure of success, not outputs.
37. Benchmarks should be established, and data used to measure effectiveness.
38. Department members should be trained on how to enter information into the National Fire Incident Reporting System.
39. Department members should be trained on the RedNMX System so that all of the system's capabilities can be utilized and the ability to create electronic reports directly from the system is improved.
40. Establish a labor/management committee to begin a more cooperative process to improve relationships. This meeting should meet as often as necessary and start with monthly meetings and then schedule quarterly or as needed.
41. Investigate the benefits of the labor/management program of the International Association of Fire Chiefs and the International Association of Fire Fighters to determine if it fits into the overall goals of HFR.
42. HFR should develop a recruitment program to increase the number of women in the Department. An assessment of the diversity of the influx of the transient population, which occurs over the May to August months, should be implemented to determine if recruitment of other diverse groups is required
43. The Department leadership must initiate and develop a strategic plan where input is requested and received from town leadership, Fire Dept members (all ranks), other departments, and other relevant community organizations that are stakeholders in the Fire Department's success. This plan would be a 3 to 5-year plan to include mission, vision, values/guiding principles, objectives, and goals. An annual review of the plan is recommended to ensure any cultural changes implemented are meeting expectations.
44. Department leadership must initiate and develop a Succession Plan to identify and develop future leaders.
45. Department leadership must initiate and develop a Communication Plan to guide and direct the daily, weekly, monthly, and annual communication priorities and practices.
46. The Fire Chief should communicate with the entire Department at least once a year and preferably twice a year.
47. Leadership must initiate and develop a performance review program where an annual evaluation process occurs between the employee and their supervisor where expectations from the supervisor are given, and a plan for goals and achievements are captured and documented.
48. Solicit and receive training on progressive discipline standards and ensure delivery of this training to all supervisory personnel in the Department.
49. Clear roles and responsibilities should be established for every member of the Department using current job descriptions. Job descriptions should be updated and utilized to create performance goals.
50. HFR should develop a recruitment program to increase the number of women in the Department.

51. An assessment of the diversity of the influx of the transient population, which occurs over the May to August months, should be implemented to determine if recruitment of other diverse groups is required.

Conclusion

The team from Stone Productions was honored to be a part of this evaluation of Hampton Fire/Rescue. For that, we thank you. There is evident pride in the organization and a strong desire to improve continually. This report outlines some options to consider. While the list may seem long, it should be viewed as a guide and become part of the overall planning process. We could not cover every detail but believe that this report provides a framework that will benefit the citizens of the Town of Hampton. We are available to answer any questions or provide further consultation should the need arise.

Appendices

Biographies

Richard A. Marinucci

Chief Richard Marinucci has over 44 years of experience in the fire service and served as Chief of Department for over 32 years in 3 departments – Farmington Hills, Northville Town, and White Lake Township.

Chief Marinucci is a Past President of the International Association of Fire Chiefs and served as Acting Chief Operating Officer of the U.S. Fire Administration while serving as Senior Advisor to the Federal Emergency Management Agency Director.

He currently serves as the Executive Director of the Fire Department Safety Officers Association. He was the national program manager for the Everyone Goes Home program of the National Fallen Firefighters Foundation from 2008 - 2011.

Chief Marinucci has authored the Fire Chief's Guide to Administration and Management. He is the editor of the 7th Edition of the Fire Chief Handbook.

Chief Marinucci served as Chairman of the first Commission of Professional Credentialing and was one of the first 15 Chief Fire Officers to be designated in 2000. He was awarded the Ronny Jack Coleman Leadership Legacy Award from the Center for Public Safety Excellence in 2013.

He has lectured across the United States and in Canada, Japan, Hong Kong, and Europe.

He has earned a Master of Science degree from Eastern Michigan University and Bachelor of Science degrees from Western Michigan University, Madonna University, and the University of Cincinnati.

Greg Flynn

Chief Flynn joined the West Bloomfield Fire Department (MI) in 1998. After serving the community as a firefighter/paramedic for 11 years, he was promoted to Captain and assigned oversight of the Emergency Medical Services Division. Six years later, he was appointed to the Assistant Chief position and finally to Fire Chief in April of 2015. Chief Flynn has a Bachelor of Applied Science in public safety studies, is a graduate of the National Fire Academy Executive Fire Officer Program, and has held positions on various local, regional, and State committees.

Lisa Jones

Chief Jones is the former Director of the City of Phoenix Office of Homeland Security and Emergency Management (OHSEM), a position she held for almost four years until retiring in December 2019. During her 26 years in public safety, she held the ranks of Firefighter, Engineer, Captain, Division Chief, and Deputy Chief with the Phoenix Fire Department (PFD) and various specialties to include Emergency Paramedic and Technical Rescue Technician.

Before she was appointed Director of OHSEM, she led the PFD's Emergency Medical Services Section and was responsible for the training and evaluating over 1600 EMTs and Paramedics.

As a PFD member, Chief Jones participated on the Phoenix Regional Public Safety Incident Management Teams (IMT) for Super Bowl XLIX in 2015, the National Football Championship in 2016, and the NCAA Men's Final Four of 2017. She was deployed to California on the Incident Management Team (IMT) to address the catastrophic wildfires of 2015. She led the Phoenix committee to plan for the 2019 National Homeland Security Conference and was the Incident Commander of the IMT designated for the event. She serves on the Federal Emergency Management Agency's (FEMA) National Advisory Council. She is a former member of the National Fire Protection Agency's (NFPA) First Responder Committee and was appointed by Governor Doug Ducey to the Arizona Homeland Security Senior Advisory Committee from 2016 to 2019.

Ms. Jones is the president and CEO of Peak Peril Management, LLC, which works with clients to prioritize, scope, and implement projects designed to mitigate risks.

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