

Fire Department Evaluation

Alton, New Hampshire

September 2023







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Executive Summary

Background

On June 8, 2023, the Town of Alton contracted Dynamix Consulting Group to conduct a Fire Department Evaluation. The purpose of the study was threefold:

1. Evaluate current operational service delivery.
2. Identify future service delivery needs.
3. Provide recommendations for operational service delivery.

Summary Findings

This Fire Department Evaluation includes a thorough review of the current performance of the Alton Fire Department. The men and women of the Fire Department have consistently provided the highest possible level of emergency services to the community. Dynamix Consulting Group's in-person meetings with elected and appointed officials indicated the Alton Fire Department is comprised of members who not only serve but genuinely care for their community.

In recent years, population growth and development have begun to change the character of the Town of Alton. These changes have resulted in an increasing demand for fire, rescue, and emergency medical services (EMS) at a time when fire departments across the country, the Alton Fire Department included, are seeing decreased activity from On-Call and Per-Diem Firefighters.

The combination of these factors, coupled with the Town of Alton currently having the opportunity to search for a new Fire Chief, makes this the perfect time for the Town of Alton to identify the level of service that residents and business owners desire and are willing to pay for, to establish associated performance objectives for fire department service delivery, and to intentionally seek to hire a Fire Chief with the necessary administrative and leadership skills to achieve the specified performance objectives.

Priority Issue: Staffing

The Fire Department expended its entire annual overtime budget during the first two months of the current fiscal year. For this reason, the staffing model of the Alton Fire Department is the priority issue identified in this Fire Department Evaluation. Dynamix Consulting Group offers for consideration the following three models to staff the Alton Fire Department. Other staffing models may also be effective, but these options provide realistic scenarios for different staffing options and the associated costs.

Alton Fire Department Staffing Options

Staffing Option	Summary	Estimated Annual Cost
<p>1. Status Quo</p> <p>It is always an option for a community to maintain the status quo.</p> <p>Presently, the Alton Department endeavors to staff three cross-trained fire and EMS personnel (not including the Fire Chief) per shift with a minimum of 2 EMS trained personnel.</p> <p>Five full-time employees staff the current model, with the remaining shifts filled by per-diem employees.</p>	<p>Although the scope of work for this project did not include soliciting community input on fire department performance, Dynamix Consulting Group's interviews with elected and appointed Town officials did not reveal any evidence of community dissatisfaction with the fire department's current performance. The Status Quo would sustain a model that appears to satisfy the community.</p> <p>The Alton Fire Department has found it increasingly difficult to recruit, retain, and consistently staff shifts with per-diem firefighters. This is a challenge across the state and nation. In 2021, there was a net loss of nearly 200 New Hampshire EMTs and paramedics – more than twice as many as in 2020.¹ The overall shortage of firefighters has provided ample opportunity for those per-diem firefighters who wish to work full-time to secure such jobs, thus further reducing the pool of available per-diem firefighters.</p> <p>When per-diem employees are unavailable to work shifts in Alton, the department hires full-time employees to work at their overtime rate at one and one-half their regular pay. This is an expensive way to staff, and Alton now relies on overtime for staffing more frequently than in the past.</p> <p>The heavy reliance on staffing shifts with full-time firefighters on overtime increases the risk of burning out the full-time employees by asking them to work too many hours. It can be expected that as full-time firefighters get tired of working overtime, they will begin to turn down shifts, thereby leaving the Alton Fire Department either understaffed or unstaffed and likely creating additional stress on those employees who are working.</p>	<p>The department budgeted \$609,000 for 2023 full-time firefighters (salary + fringe); however, the Town incurred significant additional overtime costs.</p> <p>This number does not include the Chief's salary.</p>

¹ <https://www.dos.nh.gov/news-and-media/newly-formed-recruitment-and-retention-workgroup-aims-analyze-shortage-firefighter#:~:text=Concord%2C%20NH%20%E2%80%93%20New%20Hampshire%20Department%20of%20Safety,retain%20firefighters%20and%20EMS%20providers%20throughout%20the%20state.>

Staffing Option	Summary	Estimated Annual Cost
<p>2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees</p> <p>Instead of relying on a combination of Full-Time and Per-Diem Firefighters to staff shifts, the Alton Fire Department should hire sufficient Full-Time Firefighters to staff all shifts at the desired staffing level.</p>	<p>Presently, Alton Fire Department staffing includes a total of six full-time employees: the Fire Chief and five additional full-time responders.</p> <p><u>Three shifts of Firefighters</u> who work 24 hours and then are off for 48 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require three additional full-time firefighters to bring the total number of Full-Time Firefighters to nine; Two firefighters per shift: this would require one additional Full-Time Firefighter to bring the total number of full-time firefighters to six; <p><u>Four shifts of Firefighters</u> who work 24 hours and then are off for 72 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require seven additional full-time firefighters to bring the total number of full-time firefighters; Two firefighters per shift: this would require three additional full-time firefighters, bringing the total number of full-time firefighters to eight to staff two firefighters per shift. <p>Per-Diem firefighters would still be available to fill shift vacancies created when Full-Time Firefighters are off from work, but with more employees and fewer overtime opportunities, this model will decrease the reliance on the Per-Diem Staffing Model.</p> <p>Staffing three firefighters per weekday shift would allow the Alton Fire Department to immediately deploy two ambulances simultaneously when the Fire Chief can serve as the second crew member on the ambulance.</p>	<p>Estimated cost of a new Firefighter (salary + fringe): \$86,489/year</p> <p>Estimates include the cost of existing salaries plus new firefighters.</p> <p>3 Shifts – 24/48</p> <p>3 FFs per shift: \$954,956/year</p> <p>2 FFs per shift: \$695,489/year</p> <p>4 Shifts – 24/72</p> <p>3 FFs per shift: \$1,214,423 / year</p> <p>2 FFs per shift: \$868,467/year</p>

Staffing Option	Summary	Estimated Annual Cost																																																
<div>3. Contract a Third-Party Ambulance Provider</div> <div>EMS calls could be handled without around-the-clock staffing by contracting a third-party ambulance service to respond to EMS calls.</div> <div>The Town of Alton will still need staffing for fire and rescue services.</div>	<p>The majority of calls for service in Alton are EMS in nature. During 2022, medical incidents represented 70.8% (766.76) of the total call volume, with 1,083 responses. Contracting a third party to respond to EMS Calls would leave approximately 317 non-EMS calls per year to be handled by fire department personnel. This is a manageable workload for a limited number of staff members.</p> <p>Contracting a Third-Party Ambulance Contractor will relieve the Alton Fire Department of the EMS workload but will also reduce the direct control the Town of Alton currently has by staffing EMS with employees who report directly to the Town. A third-party ambulance service will retain supervisory responsibility for its employees.</p> <p>Alton could investigate options to incorporate into this model, including the fire department providing first responder EMS care or staffing a fire department ambulance to provide an ambulance for situations where the third-party EMS provider's resources are unavailable. Deploying the fire department for first responder EMS care will ensure a timely response to patients while putting Town of Alton employees on medical calls for quality assurance.</p> <p>Should the Town of Alton choose to pursue this model, Dynamix Consulting Group suggests a total of four full-time employees could manage the fire department's workload. The employees would all work 8-hour shifts, with only two employees scheduled for Thursdays, as Alton historically sees the least demand for service on Thursdays. Due to the reduced Fire Department workload, the full-time fire department employees could all be trained to perform Fire Prevention and Code Enforcement, thus increasing public outreach efforts and ensuring the availability of a Code Enforcement Official seven days a week.</p> <p>This model utilizes the Captain as the second-in-charge of the Fire Department and schedules the Captain on weekends when the Chief is not scheduled, thus ensuring an officer on every shift.</p> <div><p>Sample Work Schedule: Four Full-Time Employees</p><table><tr><th></th><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th><th>Saturday</th><th>Sunday</th></tr><tr><td>Chief</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td></td><td></td></tr><tr><td>Captain</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td><td>8</td></tr><tr><td>FF1</td><td>8</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td></tr><tr><td>FF2</td><td></td><td></td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td></tr><tr><td>Total Staffing</td><td>3</td><td>3</td><td>3</td><td>2</td><td>3</td><td>3</td><td>3</td></tr></table></div>		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Chief	8	8	8	8	8			Captain	8	8			8	8	8	FF1	8	8	8			8	8	FF2			8	8	8	8	8	Total Staffing	3	3	3	2	3	3	3	<div>3rd Party EMS Contract to staff two advanced life support (ALS) ambulances: estimated at \$900,000 / yr. (with annual increases)</div> <div>Total cost for staffing for 4 full-time fire department members: \$412,313</div>
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday																																											
Chief	8	8	8	8	8																																													
Captain	8	8			8	8	8																																											
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FF2			8	8	8	8	8																																											
Total Staffing	3	3	3	2	3	3	3																																											

Staffing Option	Summary	Estimated Annual Cost
<p>4. Investigate the feasibility of Regional Partnerships.</p> <p>Municipalities across New Hampshire are facing the same Fire and EMS staffing challenges as the Town of Alton.</p>	<p>The Town of Alton may consider exploring the possibility of regional collaborations with neighboring communities. Benefits could include:</p> <ul style="list-style-type: none"> ❗ Ambulances without boundaries: The closest available ambulance within the established service area could respond regardless of municipal boundaries. ❗ A shared staffing pool could allow for the upstaffing of one ambulance per shift to create a staffing factor that enables the system to absorb two staff member absences per shift, thus reducing overtime. The expense of upstaffing, if shared by two or more municipalities, is often more cost-effective than staffing one member on overtime for every absence. ❗ A regional system comprised of multiple municipalities will result in a larger system with more promotional opportunities than any single municipality. This may assist in recruiting and retaining staff members in a competitive hiring market. ❗ A regional system comprised of multiple municipalities could realize operational efficiencies such as purchasing and training. 	<p>Costs would depend entirely on the number of partnering municipalities and the desired level of service provided.</p>

Cost Comparison of Options

Staffing Option	Cost	Net Change from Estimated 2023 Costs
1. Status Quo	\$609,000*	No Change
2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees	\$695,489 - \$1,214,423	\$86,489 – \$605,423
3. Modify the Staffing Model	\$1,312,343	\$703,343
4. Investigate the Feasibility of Regional Partnerships	Unknown	Unknown

*Budgeted Cost: Does not include overtime

Next Steps

Dynamix Consulting Group recognizes that this report contains a multitude of recommendations that the Town of Alton cannot implement simultaneously. The Town of Alton should facilitate a Strategic Plan to consider, prioritize, and implement the goals and objectives recommended in this Fire Department Evaluation. The strategic planning process would ideally result in a three-to-five-year work plan that will guide the work effort of the entire organization toward a common set of goals and objectives. The process should include representation from every major interest group in the organization.

A successful strategic planning process will result in a plan for the Alton Fire Department to systematically implement the recommendations in this report. Internal or outside facilitators can assist in the strategic planning process. Organizations not engaging in strategic planning often fail to benefit from the evaluation and planning process. The recommendations within this Fire Department Evaluation will do little more than exist in the report if not prioritized, assigned to specific individuals for oversight, and then implemented.

Acknowledgments

Town of Alton

Dynamix Consulting Group would like to thank the elected and appointed officials of the Town of Alton, the members of the Alton Fire Department, and, specifically, Town Administrator Ryan Heath, Finance / Human Resource Manager Laura Parker, and Interim Fire Chief Deborah Pendergast for their assistance with this project. The Alton Fire Department Evaluation would not have been possible without their cooperation and support.

Dynamix Consulting Group

The Dynamix Consulting Group Project Team for the Alton Fire Department Evaluation was:

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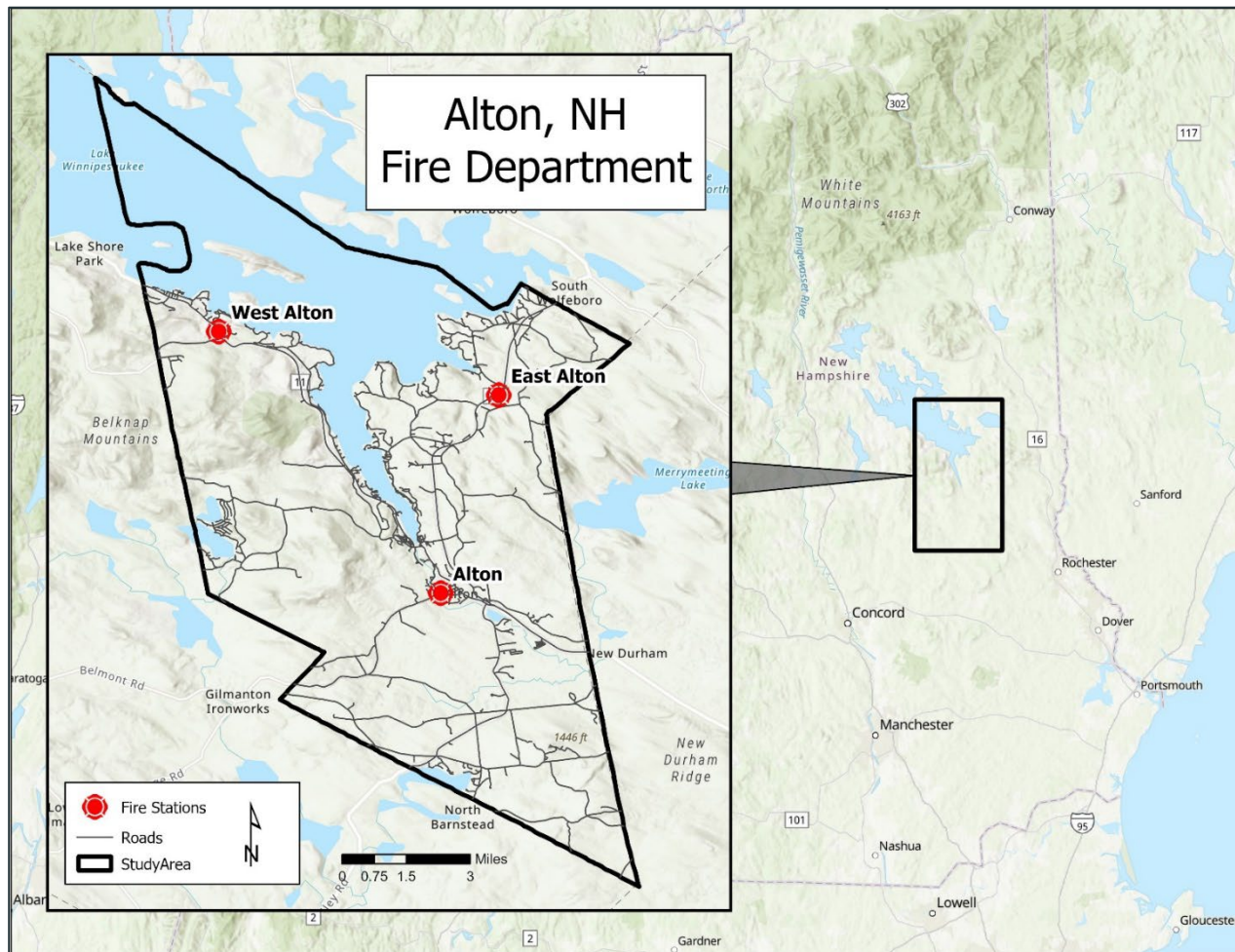
Community Profile

Service Area

Alton is a Town in Belknap County at the southern end of Lake Winnepesaukee in central New Hampshire. The Town comprises 83.2 square miles, centered at the junction of New Hampshire Routes 11 and 140. Alton's boundary envelopes the five-mile-long Alton Bay, the southeastern point of Lake Winnepesaukee, and includes the southern side of Wolfeboro Harbor and all the largest islands in the lake's southeast end. Alton's 19.3 square miles of inland water area is the highest among the cities and towns in New Hampshire.

The following map shows three fire stations. The Bay Station is located in the Central Fire District at Alton Bay and houses the backup ambulance. As it does not provide a fire response, the station is not included in the mapping for this project, but it is included in the Capital Facilities Evaluation as the building provides storage and requires renovations,

Alton, New Hampshire



Land Use

There are five distinct areas within the Town of Alton, each with its own character and land use.

Land Use in Alton

Area	Location	Distinguishing Characteristics	Land Use	Notes
Alton Village	Center of Alton	<ul style="list-style-type: none"> Town Hall Gilman Library Gilman Museum Alton Central School Police Station Central Fire Station 	<ul style="list-style-type: none"> Retail Shops Restaurants Single and Multi-Family Year-Round Homes Church Professional Offices 	Most of the businesses in the village are located on Main Street and operate out of converted old colonial and cape houses, creating the village center character.
Alton Bay	Southern Tip of Lake Winnepesaukee	<ul style="list-style-type: none"> Post Office Public Lake Access Seasonal Homes Alton Bay Christian Conference and Retreat Center 	<ul style="list-style-type: none"> Seasonal Homes Two Marinas Town Boardwalk Public Boat Docks Town Beach Lodging Restaurants 	<p>Alton Bay has always been the focus of tourism in Alton.</p> <p>Many existing homes and structures in the Bay are seasonal and were constructed on substandard lots.</p> <p>Alton Bay is home to the only Federal Aviation Administration (FAA) certified ice runway within the lower 48 states. The runway is a state-owned, public-use general aviation airport at 46 Mount Major Highway. The New Hampshire Department of Transportation Bureau of Aeronautics manages it. The runway operates from January to March as long as the ice is at least 12 inches thick. The runway is 100 feet wide and varies from 2,300 to 2,900 feet depending on the ice condition.</p>

Area	Location	Distinguishing Characteristics	Land Use	Notes
Lake Winnepesaukee Shorelands	Northwest and northeast of the Alton Bay village area	Several large landholdings that were summer camps were subdivided for residential use. The conversion and increased development have changed the character of this area from family summer getaways to exclusive neighborhoods.	<ul style="list-style-type: none"> Two Marinas Campgrounds Small Cottages Year-Round Homes Roadside Businesses 	<p>Most existing lots located along the Lake in West Alton were created before zoning ordinances and are undersized and irregularly shaped.</p> <p>Many seasonal homes are now used year-round; some have been replaced with larger structures. These conversions have increased the value of the lakeshore tax base.</p>
Winnepesaukee Islands	Lake Winnepesaukee	<p>11 Named Islands:</p> <ol style="list-style-type: none"> 1. Rattlesnake 2. Sleepers 3. Treasure (Redhead) 4. Cub 5. Barndoor 6. Little Barndoor 7. Ship 8. Moose 9. Little Mark 10. Woodman Cove Islands 11. Plum <p>Numerous named and unnamed small rock islands</p>	<ul style="list-style-type: none"> Seasonal Homes 	<p>The majority of buildable land available on these islands has been subdivided, with building lots along the shore and common land in the middle.</p> <p>The largest island is Rattlesnake Island, which has 191 homes on it.</p>
Alton Lakeshores	Hills Pond and Sunset Lake near the Alton-Gilmanton border	600-lot small-lot subdivision situated	<ul style="list-style-type: none"> Seasonal Homes Year-Round Homes Summer Camp 	<p>Narrow, substandard dirt roadways serve the vast majority of seasonal and year-round homes in the Alton Shores area.</p> <p>The construction of larger, more valuable homes is occurring on the shores of these smaller lakes and ponds. The many smaller structures without shorefront access to the water are being purchased and remodeled as year-round primary residences.</p>

Population and Demographics





Current Demographics

Unless otherwise noted, all population and demographic information is from the Environmental Systems Research Institute (ESRI).

Various factors can influence the need for fire and EMS within the Town of Alton.

- Age:** Generally, as populations age, their need for emergency services increases. Older adults are more likely than younger populations to have chronic illnesses, functional limitations, and physical, sensory, and cognitive disabilities.
- People with Disabilities:** People with disabilities often struggle to identify or escape hazardous situations. Disabilities can relate to physical mobility, sensory, intellectual, developmental, cognitive, or mental challenges. The Federal Emergency Management Agency (FEMA) has expanded the term "disability" to include "people with disabilities and others with access and functional needs." This expanded definition of disability includes people who may or may not fall within the definitions of civil rights laws and encompasses cross-disability issues.
- Lack of Access to a Personal Vehicle:** These individuals rely on public transportation daily for work, school, worship, and leisure. These individuals will likely need transportation assistance in an emergency requiring evacuation.
- Poverty:** People living in poverty experience increased risk from fire and medical emergencies due to the age and condition of their housing, inability to pay for routine medical care, lack of medical insurance, and general health conditions.

It is important to regularly evaluate these demographics for changes that may increase demand for fire and EMS.

	1,466	Population 65+
	661	Households with Disability
	28	Households without a Vehicle
	68	Households Below Poverty Level



Total Population: 6,029
Daytime Population: 4,546
Median Age: 50.7

Population



Number of Households: 2,522
Average Household Size: 2.39

Households



No High School Diploma: 4%
High School Graduate: 28%
Some College: 37%
Bachelor's/Graduate/Professional Degree: 30%

Education



228 Businesses
1,728 Employees

Economy



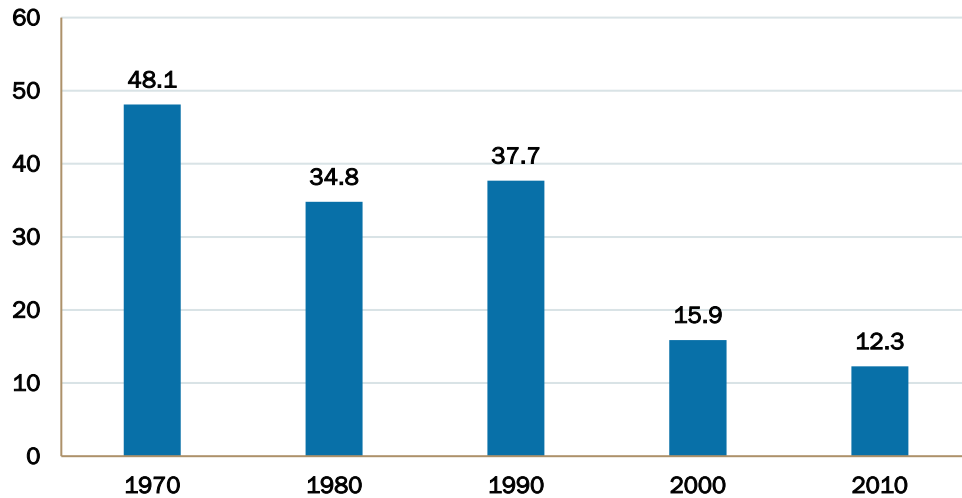
White Collar: 60.8%
Blue Collar: 11.1%
Service Industry: 28.1%
Unemployed: 2.5%

Employment

Demographic Trends

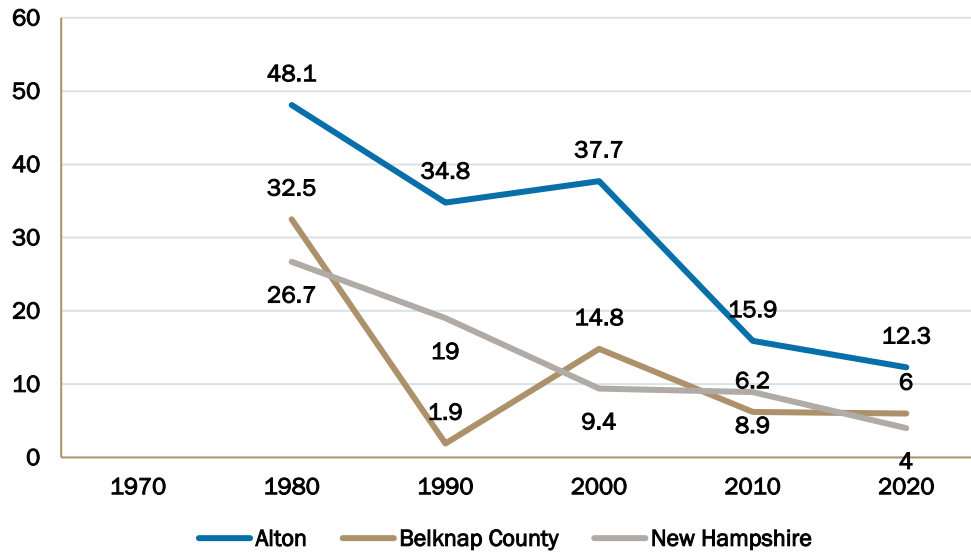
Alton's population's population increased 266% between 1970 and 2020.²

Alton Population 1970-2020



Alton's population has consistently increased at a rate higher than Belknap County and the State of New Hampshire.

**Population % Increase:
Alton, Belknap County and New Hampshire**



² Source: US Census

Governance and Lines of Authority

A five-member elected Board of Selectmen governs the Town of Alton. The Board of Selectmen meets on the 2nd and 4th Tuesday of each month at 6:00 p.m. in the Town Hall second-floor meeting room. These meetings are open to the public and recorded and published on the Town's Website.

The Board of Selectman appoints the Town Administrator and a full-time staff member managing the Alton Administrative Offices. The Administrative Offices include the Selectmen's Office, Town Administrator, Welfare, Finance, Human Resources, and Information Technology. The Alton Fire Chief is a full-time staff member who reports directly to the Town Administrator and indirectly to the Town Selectmen.

Fire Department Service Delivery Infrastructure

The Alton Fire Department is a hybrid department comprising fire services and EMS housed under one roof and funded with two distinct budgets. Fire services and EMS share staffing, training, equipment, and supply resources. While the Town of Alton funds fire services, EMS is entirely self-funded.

The Alton Fire Department operates four fire stations with a combination of full-time, part-time, per-diem, and on-call members. At least two staff members staff the Central Fire Station around the clock.

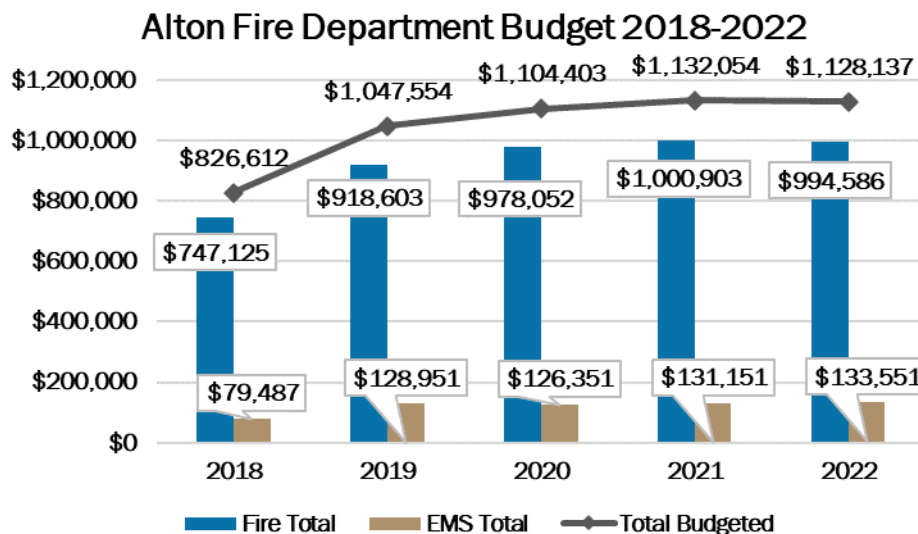
Operating Budget and Financial Resources

The financial health of the Alton Fire Department is critical to ensure the department continues to provide fire services at an acceptable level to the community. An overview of the historically approved budgets, expenditures, and associated trends assists the department in determining how its financial policies have impacted its financial stability. In this section, background information provided by the Town of Alton offers a multi-year historical review of the fire department's finances. This analysis relies solely on the financial documentation provided by the Town of Alton for budget years 2018–2022.

Historical Budget

The Town's General Fund provides funding for the Alton Fire Department. The primary funding source is property taxes, followed by motor vehicle revenues. The department maintains two accounts for the provision of services, a fire account and an EMS account with their associated budgets. The EMS account, which bills for services provided, was initially intended to be self-funding, with the fire budget supported via the General Fund.

The Town experienced recent growth related to the COVID-19 pandemic as people sought to live in less congested and densely populated communities. Due to a lack of volunteer firefighters within the community, full-time staff members were introduced in 2021 with the hiring of a Fire Captain and a plan of adding two full-time firefighters per year over six years, ultimately resulting in a staff of 12 full-time firefighters. Before this time, a full-time Fire Chief, a full-time Administrative Assistant, and a part-time Fire Marshal staffed the fire department. The Alton Fire Department's budget remained consistent over the last several years in both fire and EMS budgets.

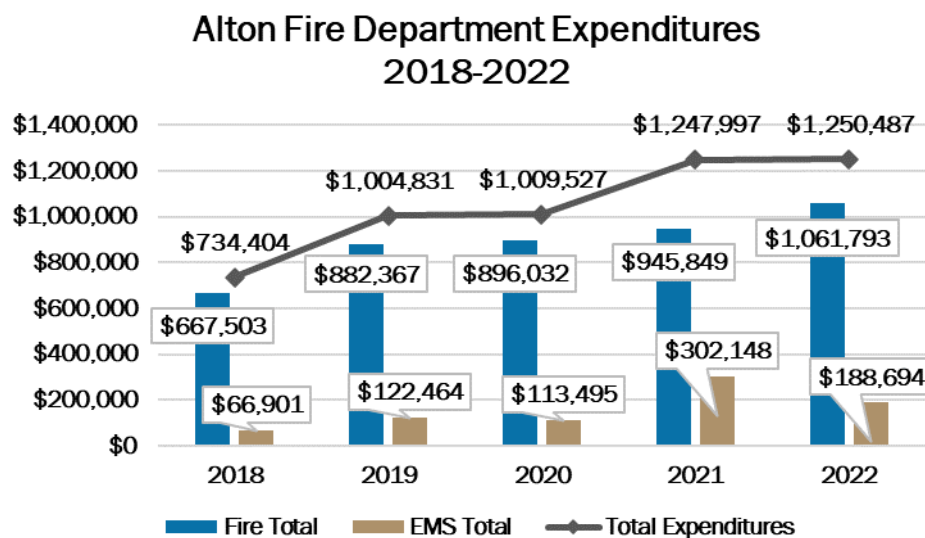


Expenditures

During the annual budget process, staff from each department and Administration and Finance assemble the next year's budget requests based on past expenses and anticipated needs or requested items. A seven-member Budget committee approves or modifies the budget requests. The five-member Board of Selectmen then approves the budget proposal during a public meeting.

Once the Board of Selectmen approves the annual budget, each department head is responsible for the fiduciary responsibility to use funds available appropriately and responsibly within their respective budgets to operate each Town department. The Town Administrator retains the ultimate responsibility to appropriate taxpayer revenue according to the direction of the Board of Selectmen.

The following chart shows the annual Fire and EMS Expenditures from 2018 through 2022.

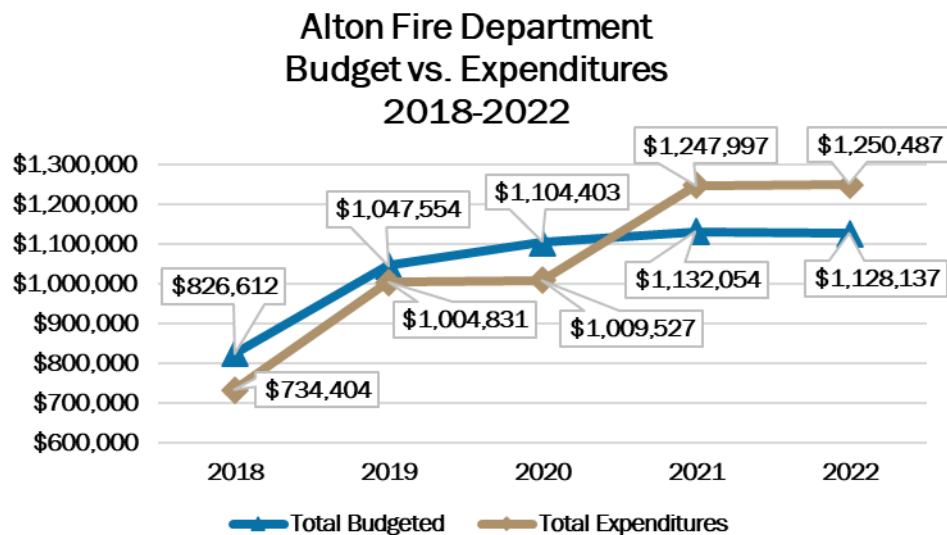


While budgetary totals remained consistent year over year, the actual expenditures within the fire department fluctuated wildly, particularly within the EMS account. For the last two fiscal years, the EMS account exceeded the budget by 130.4% and 41.3% for 2021 and 2022, respectively. The fire account exceeded the budget allocation by 6.8% in 2022.

The excess spending within the EMS account is troubling for the Town as the account was designed to be self-sustaining, and because the account has no line items for personnel costs, typically the most expensive items within a fund. When viewed as a single budget, in 2021 and 2022, the fire department exceeded budgeted amounts by 10.2% and 10.8%, respectively.

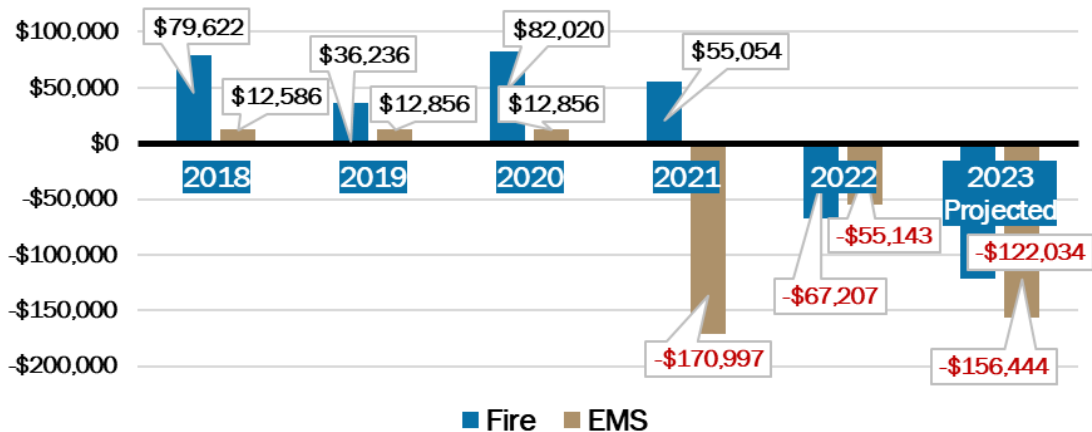
The Town of Alton contracts with Comstar to perform billing and collection for ambulance services. Comstar does not guarantee payment to the Town but instead agrees to set up procedures necessary to collect funds due to the Town in connection with ambulance services provided to its patients. The Town entered a three-year contract that began on July 1, 2021, ending on June 30, 2024. After that, the agreement shall renew automatically for successive one-year terms unless either party gives notice to terminate by April 30th of a given year. The Town of Alton pays Comstar 5% of actual receipts received by the town in connection with its ambulance services.

As it pertains to Town of Alton residents who are transported by ambulance, Comstar invoices their insurance, and then the patient is billed for any balance not covered by insurance. Residents are sent three letters from Comstar for the balance; then, according to Town of Alton Fire Department SOG 1000-025: Ambulance Service Billing Policy for Residents, the Town should send the resident a donation request letter. Recent practice is that the Town has not been sending out the requests for donations, and therefore, some balances are not collected. While some residents have applied for and been granted hardship waivers, other balances are eventually written off by the Town. This is an added expense to the Town and could provide an opportunity to place controls on expenses. Town of Alton Fire Department SOG 1000-025: Ambulance Service Billing Policy for Residents and Town of Alton Fire Department SOG 1000-026: Ambulance Service Billing Policy for Non-Residents appear in Appendices A and B later in the report.

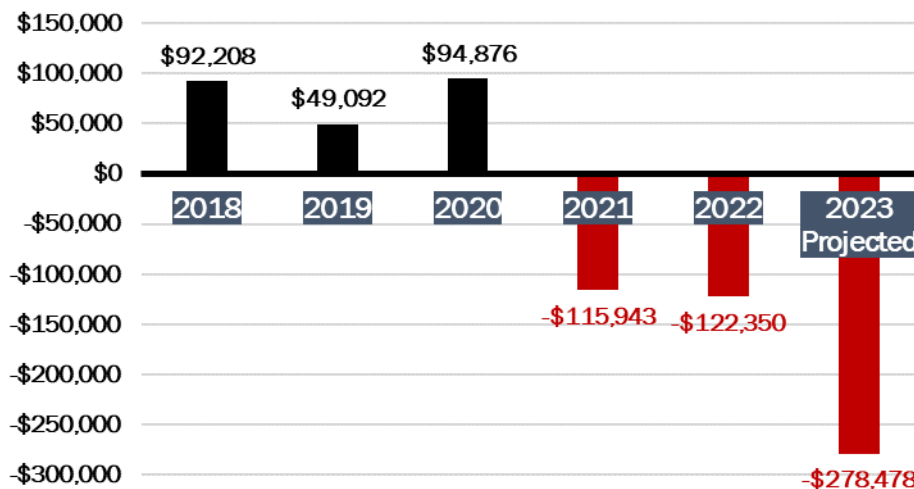


Finally, the fire department's year-end balances for the fire and EMS accounts and the fire department's total year-end balances for the last five calendar years are illustrated, along with projections for 2023 year-end balances based upon spending that had occurred between January and June 2023. While it is understood that some expenses are one-time purchases that may have occurred earlier in the year and that these figures could likely be greater than what the Town may experience, the trajectory of this spending is consistent with the prior two years' spending.

End of Year Balance for Fire and EMS 2018-2023



Total End of Year Balance 2018-2023



As shown in the figures, fire department spending exceeded the budgeted amount approved for the past two years and is on track to more than double the overage by year's end if this trend continues. Additionally, while it is conceivable new equipment purchases may have driven the budgeted amount seen in EMS in 2021 and 2022, trends within the EMS account's 2023 expenditures year to date indicate that this may not necessarily be the case as by June 2023, average daily spending will set this account overbudget by \$156,444 by year's end.

Stakeholder Input

Stakeholder Interviews

Dynamix Consulting Group conducted more than a dozen virtual and in-person interviews, meetings, and facility tours to gather information from key stakeholders to provide context for the recommendations identified within this study. These interviews aimed to understand the current issues, concerns, and opinions about the Alton Fire Department's service delivery system. General topics discussed during each interview included:

- Perceived strengths and weaknesses of the current system
- Identified strengths and weaknesses of the current system
- Opportunities for enhancements to the current system
- Future challenges that may warrant attention

Dynamix Consulting Group's stakeholder interviews included a cross-section of Elected Officials, Town Hall Employees, and full-time, part-time, per-diem, and on-call fire department members. The meetings with the fire department members included representation from every level, from new firefighters to command staff, including both sworn and civilian personnel, to provide qualitative data for this project.

Stakeholder Surveys

Dynamix Consulting Group solicited input from all Alton Fire Department members using a 23-question online survey. The survey was open for participation from July 7 through July 28, 2023. The Fire Department shared the survey link with its members and encouraged their participation. Fifteen members completed this survey, 50% of the department's 30 members.

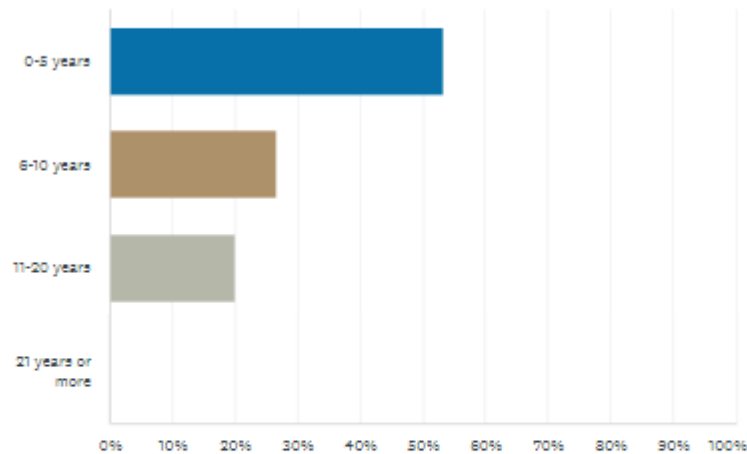
The following are the results of the online internal survey. As a result of rounding the numbers to a single decimal place, not all the percentages will total exactly 100%.

More than half of the survey participants – 53.33% - have been members of the Alton Fire Department for five or fewer years, while slightly more than one-quarter – 26.67% - have been members for 6-10 years, and 20% have been members for 11-20 years.

1.

Please identify your number of years of service to the Alton Fire Department.

Answered: 15 Skipped: 0



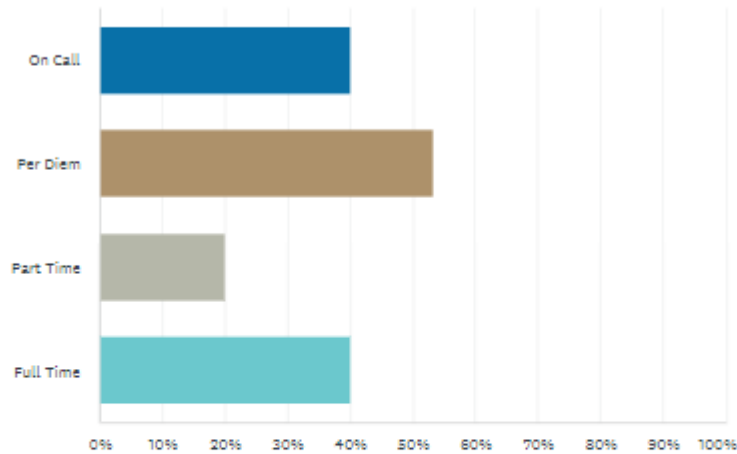
ANSWER CHOICES	RESPONSES	
▼ 0-5 years	53.33%	8
▼ 6-10 years	26.67%	4
▼ 11-20 years	20.00%	3
▼ 21 years or more	0.00%	0
TOTAL		15

On-Call, Per-Diem, Part-Time, and Full-Time Members of the Fire Department participated in the survey.

2.

What is your current position? (Check all that apply)

Answered: 15 Skipped: 0



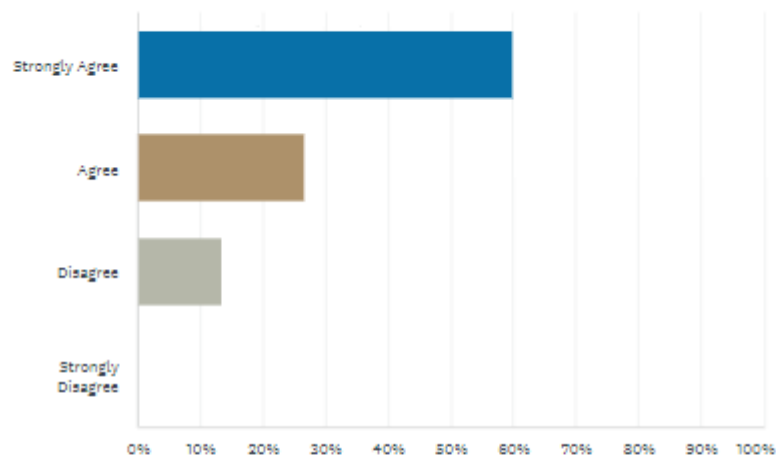
ANSWER CHOICES	RESPONSES	
▼ On Call	40.00%	6
▼ Per Diem	53.33%	8
▼ Part Time	20.00%	3
▼ Full Time	40.00%	6
Total Respondents: 15		

Most survey participants – 86.67% - either strongly agreed or agreed with the statement, “I am proud to tell other people that I work for the Alton Fire Department.

3.

I am proud to tell other people that I work for the Alton Fire Department.

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	60.00%	9
Agree	26.67%	4
Disagree	13.33%	2
Strongly Disagree	0.00%	0
TOTAL		15

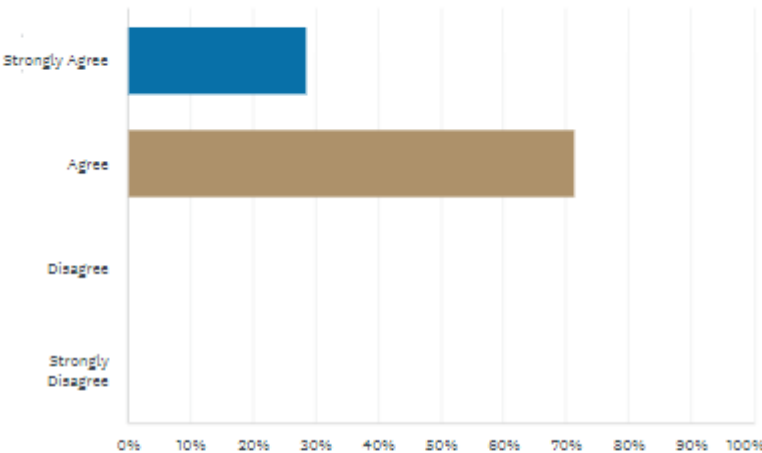
Comments (4)

All survey participants either strongly agreed or agreed with the statement, “The Alton Fire Department is respected by the community it serves.”

4.

The Alton Fire Department is respected by the community that it serves.

Answered: 14 Skipped: 1



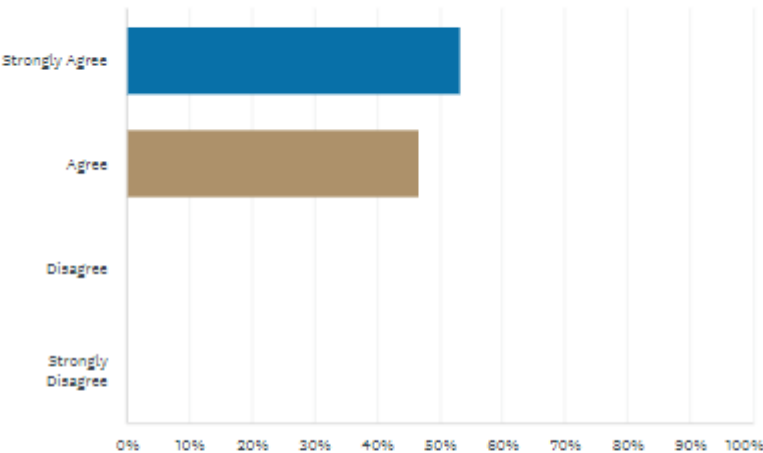
ANSWER CHOICES	RESPONSES	
Strongly Agree	28.57%	4
Agree	71.43%	10
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		14

All survey participants either strongly agreed or agreed with the statement, “The Alton Fire Department provides me with the appropriate personal protective equipment to do my job safely and efficiently.

5.

The Alton Fire Department provides me with the appropriate personal protective equipment to do my job safely and efficiently.

Answered: 15 Skipped: 0



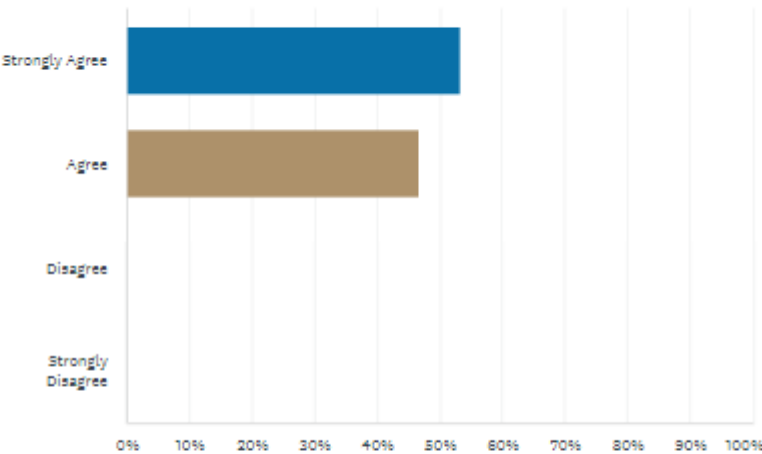
ANSWER CHOICES	RESPONSES	
Strongly Agree	53.33%	8
Agree	46.67%	7
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		15

All survey participants either strongly agreed or agreed with the statement, “The Alton Fire Department provides me with the appropriate equipment and tools to do my job safely and efficiently.”

6.

The Alton Fire Department provides me with the appropriate equipment and tools to do my job safely and efficiently.

Answered: 15 Skipped: 0



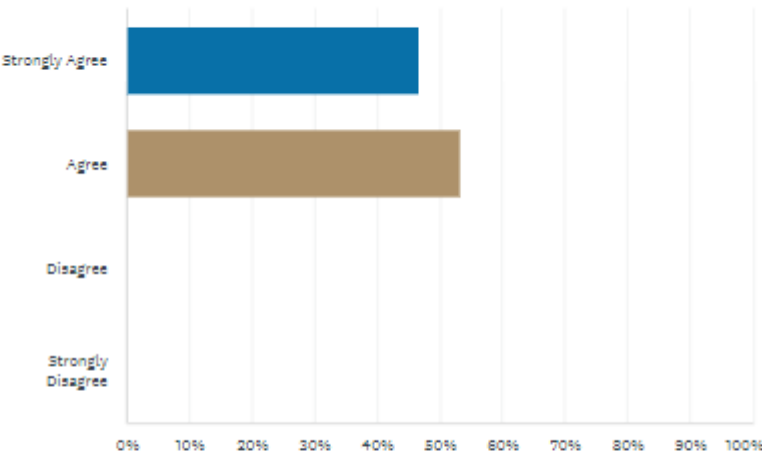
ANSWER CHOICES	RESPONSES	
Strongly Agree	53.33%	8
Agree	46.67%	7
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		15

All survey participants either strongly agreed or agreed with the statement, “The Alton Fire Department provides me with the appropriate apparatus/vehicles to do my job safely and efficiently.

7.

The Alton Fire Department provides me with the appropriate apparatus/vehicles to do my job safely and efficiently.

Answered: 15 Skipped: 0



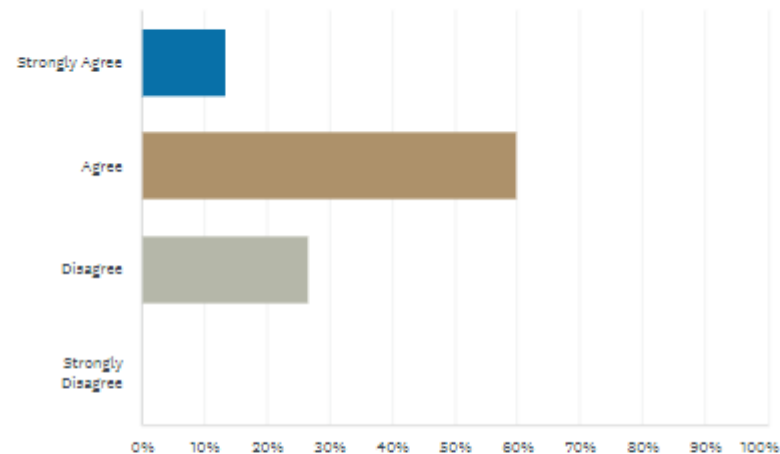
ANSWER CHOICES	RESPONSES
Strongly Agree	46.67% 7
Agree	53.33% 8
Disagree	0.00% 0
Strongly Disagree	0.00% 0
TOTAL	15

The majority – 73.3% - of the survey participants strongly agreed or agreed with the statement, “The Alton Fire Department provides me with the appropriate type and number of training hours to do my job safely and efficiently.” More than a quarter - 26.67% - of the survey participants disagreed with this statement.

8.

The Alton Fire Department provides me with the appropriate type and number of training hours to do my job safely and efficiently.

Answered: 15 Skipped: 0



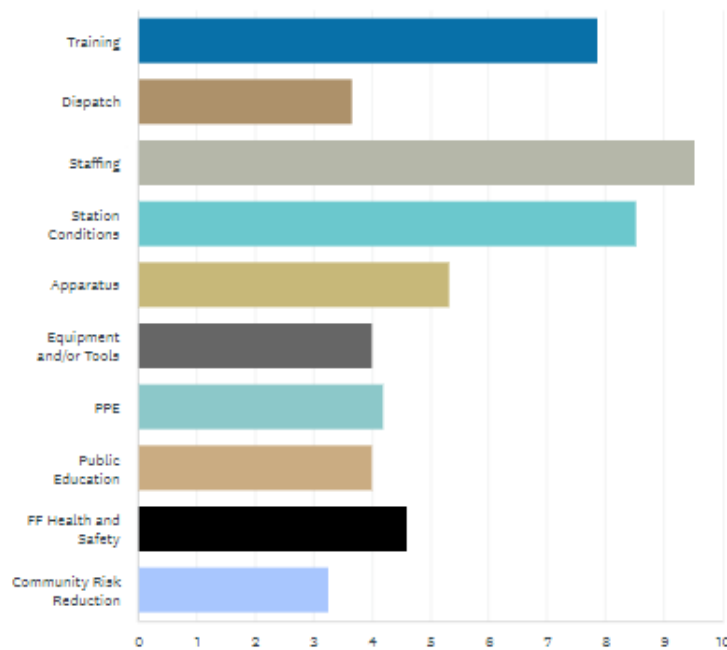
ANSWER CHOICES	RESPONSES	
Strongly Agree	13.33%	2
Agree	60.00%	9
Disagree	26.67%	4
Strongly Disagree	0.00%	0
TOTAL		15

The top three priorities members felt would benefit the Alton Fire Department were Staffing, Station Conditions, and Training.

9.

Please use the arrows below to put in order of priority the following items that you feel would benefit the Alton Fire Department the most with 1 being your first priority and 10 being the opportunity you feel would benefit the Alton Fire Department the least.

Answered: 15 Skipped: 0



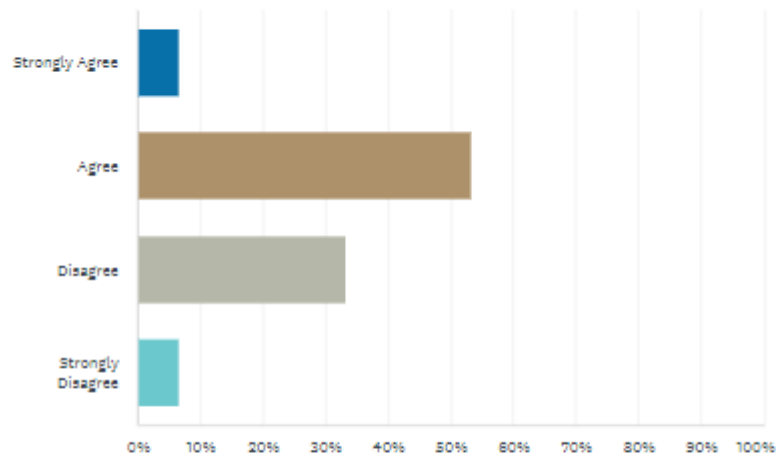
	1	2	3	4	5	6	7	8	9	10	TOTAL	SCORE
▼ Training	6.67% 1	26.67% 4	33.33% 5	20.00% 3	6.67% 1	6.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16	7.87
▼ Dispatch	0.00% 0	6.67% 1	0.00% 0	13.33% 2	6.67% 1	13.33% 2	6.67% 1	13.33% 2	0.00% 0	40.00% 6	16	3.67
▼ Staffing	73.33% 11	13.33% 2	6.67% 1	6.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16	9.53
▼ Station Conditions	20.00% 3	53.33% 8	6.67% 1	6.67% 1	6.67% 1	6.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16	8.53
▼ Apparatus	0.00% 0	0.00% 0	6.67% 1	13.33% 2	26.67% 4	33.33% 5	13.33% 2	0.00% 0	0.00% 0	6.67% 1	16	6.33
▼ Equipment and/or Tools	0.00% 0	0.00% 0	0.00% 0	13.33% 2	13.33% 2	13.33% 2	20.00% 3	6.67% 1	26.67% 4	6.67% 1	16	4.00
▼ PPE	0.00% 0	0.00% 0	6.67% 1	6.67% 1	13.33% 2	6.67% 1	26.67% 4	26.67% 4	6.67% 1	6.67% 1	16	4.20
▼ Public Education	0.00% 0	0.00% 0	13.33% 2	6.67% 1	0.00% 0	0.00% 0	20.00% 3	46.67% 7	13.33% 2	0.00% 0	16	4.00
▼ FF Health and Safety	0.00% 0	0.00% 0	26.67% 4	0.00% 0	6.67% 1	13.33% 2	13.33% 2	6.67% 1	33.33% 5	0.00% 0	16	4.60
▼ Community Risk Reduction	0.00% 0	0.00% 0	0.00% 0	13.33% 2	20.00% 3	6.67% 1	0.00% 0	0.00% 0	20.00% 3	40.00% 6	16	3.27

The survey participants were divided about the statement “I have adequate time and resources to engage with the community and provide public education,” with 60% either strongly agreeing or agreeing with the statement and 40% either disagreeing or strongly disagreeing with the statement.

10.

I have adequate time and resources to engage with the community and provide public education.

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Agree	6.67%	1
Agree	53.33%	8
Disagree	33.33%	5
Strongly Disagree	6.67%	1
TOTAL		15

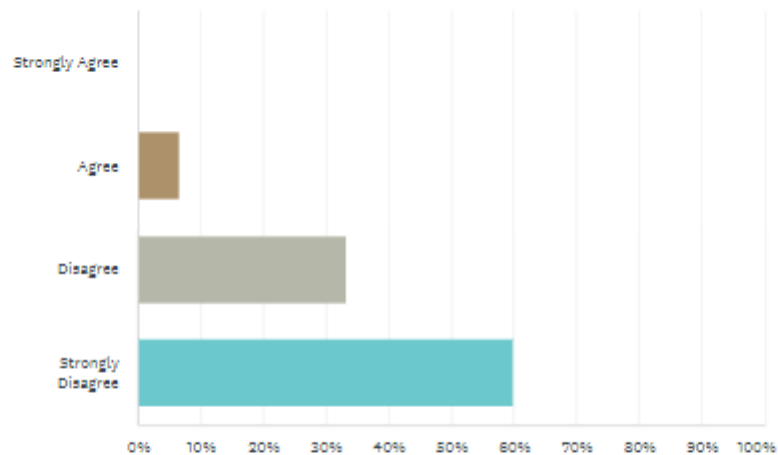
[Comments \(5\)](#)

Most survey participants – 93.33% - either disagreed or strongly disagreed with the statement, “The Alton Fire Department staffs all its front-line apparatus with the appropriate number of personnel.

11.

The Alton Fire Department staffs all its front-line apparatus with the appropriate number of personnel.

Answered: 15 Skipped: 0



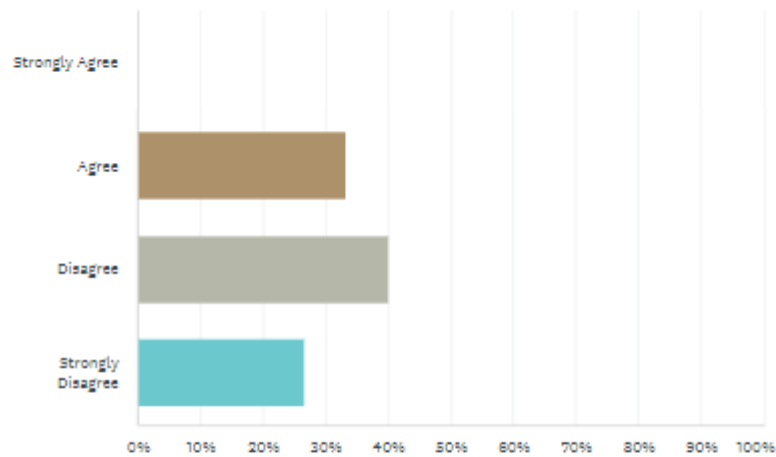
ANSWER CHOICES	RESPONSES	
Strongly Agree	0.00%	0
Agree	6.67%	1
Disagree	33.33%	5
Strongly Disagree	60.00%	9
TOTAL		15

Most survey participants – 66.67% - either disagreed or strongly disagreed with the statement, “The Alton Fire Department fire stations are well maintained.

12.

The Alton Fire Department fire stations are well maintained.

Answered: 15 Skipped: 0



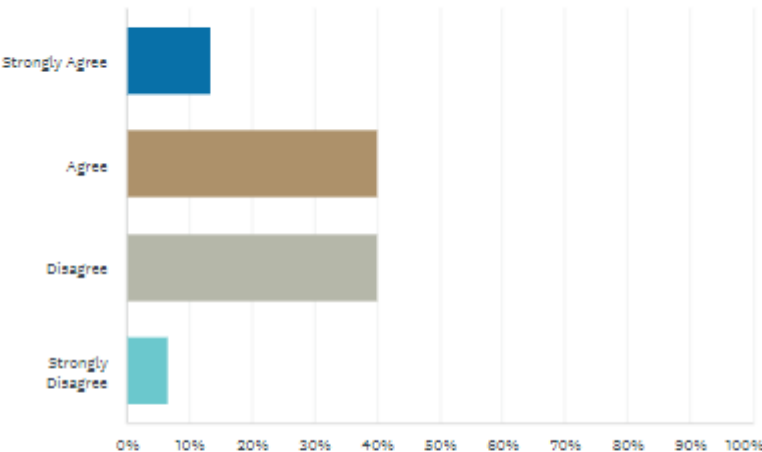
ANSWER CHOICES	RESPONSES	
Strongly Agree	0.00%	0
Agree	33.33%	5
Disagree	40.00%	6
Strongly Disagree	26.67%	4
TOTAL		15

Survey participants were divided about the statement “The Alton Fire Department provides me with up to date-measures to address cancer reduction amongst its personnel,” with 53.33% either strongly agreeing or agreeing with the statement and 46.67% either disagreeing or strongly disagreeing with the statement.

13.

The Alton Fire Department provides the most up-to-date measures to address cancer reduction amongst its personnel.

Answered: 15 Skipped: 0



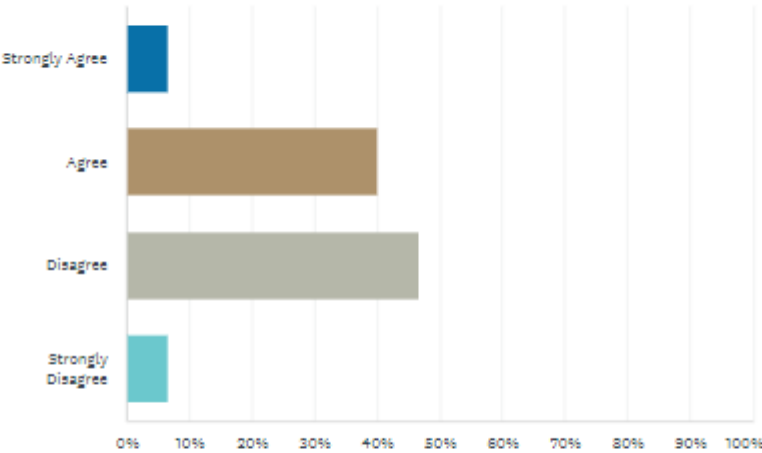
ANSWER CHOICES	RESPONSES	
Strongly Agree	13.33%	2
Agree	40.00%	6
Disagree	40.00%	6
Strongly Disagree	6.67%	1
TOTAL		15

Survey participants were divided about the statement “The Alton Fire Department provides the most up-to-date measures to provide mental wellness training and access to resources amongst its personnel,” with 46.67% either strongly agreeing or agreeing with the statement and 53.34% either disagreeing or strongly disagreeing with the statement.

14.

The Alton Fire Department provides the most up-to-date measures to provide mental wellness training and access to resources amongst its personnel.

Answered: 15 Skipped: 0



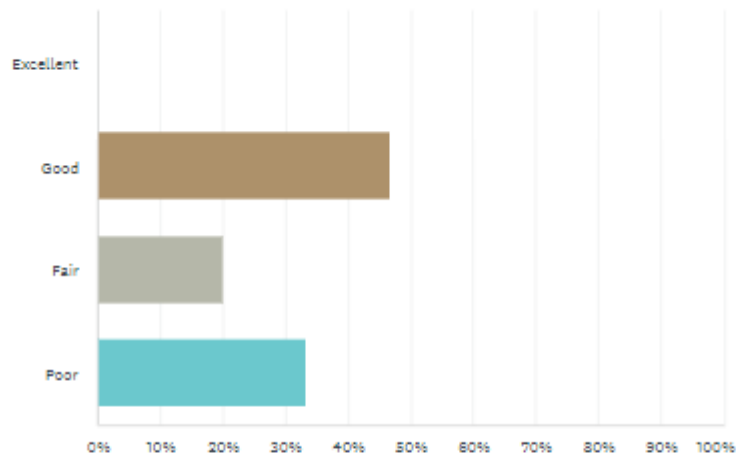
ANSWER CHOICES	RESPONSES	
Strongly Agree	6.67%	1
Agree	40.00%	6
Disagree	46.67%	7
Strongly Disagree	6.67%	1
TOTAL		15

Members were divided, with 46.67% of survey participants rating morale as good within the Alton Fire Department, while 20% rated it fair, and 33.33% rated it as poor.

15.

Morale among Alton Fire Department personnel is:

Answered: 15 Skipped: 0



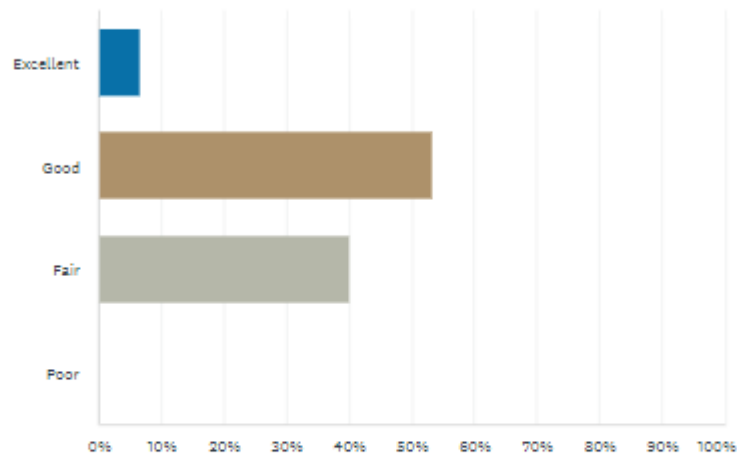
ANSWER CHOICES	RESPONSES	
▼ Excellent	0.00%	0
▼ Good	46.67%	7
▼ Fair	20.00%	3
▼ Poor	33.33%	5
TOTAL		15

The majority of survey participants – 53.33% - rated their work environment as good, while 6.67% rated it as excellent and 40% rated it fair.

16.

I would describe my work environment as:

Answered: 15 Skipped: 0



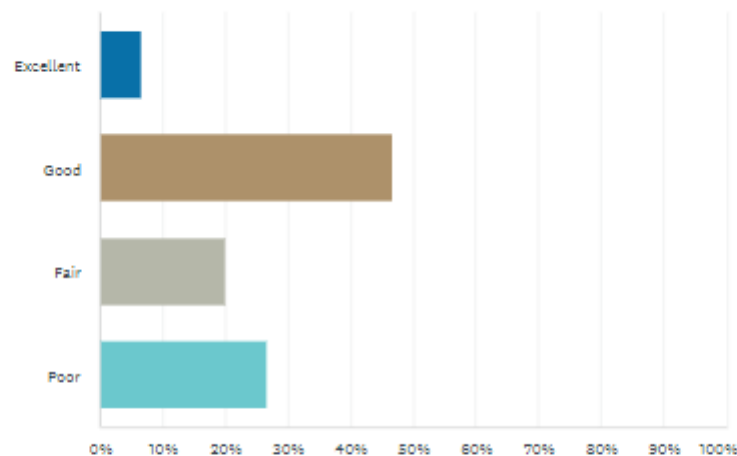
ANSWER CHOICES	RESPONSES	
▼ Excellent	6.67%	1
▼ Good	53.33%	8
▼ Fair	40.00%	6
▼ Poor	0.00%	0
TOTAL		15

Survey participants were divided about the statement “How would you rate communication within the Alton Fire Department?” with 53.34% rating it excellent or good and 46.67% rating it as fair or poor.

17.

How would you rate communication within the Alton Fire Department?

Answered: 15 Skipped: 0



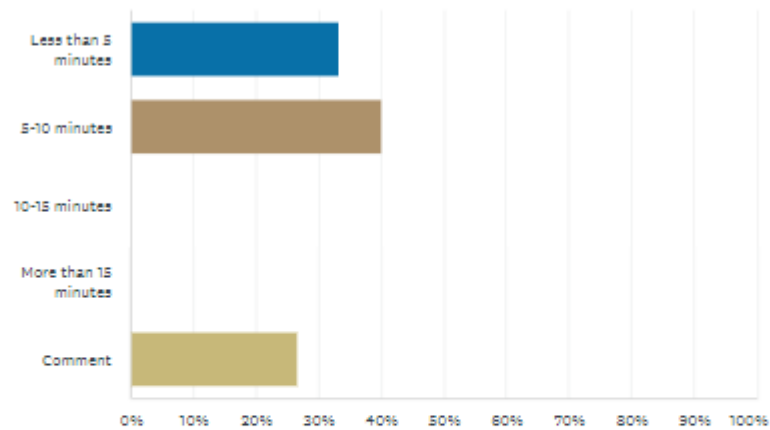
ANSWER CHOICES	RESPONSES	
Excellent	6.67%	1
Good	46.67%	7
Fair	20.00%	3
Poor	26.67%	4
TOTAL		15

Most survey participants – 73.33% - felt that the acceptable time from when someone calls 9-1-1 is 10 minutes or less.

18.

What do you consider to be an acceptable amount of time from when someone calls 9-1-1 until the arrival of the fire department at an emergency?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Less than 5 minutes	33.33%	5
▼ 5-10 minutes	40.00%	6
▼ 10-15 minutes	0.00%	0
▼ More than 15 minutes	0.00%	0
▼ Comment	Responses 26.67%	4
TOTAL		15

Survey participants identified doing good work as the greatest strength of the Alton Fire Department.

19.

The greatest strength of the Alton Fire Department is:

Answered: 13 Skipped: 2

members
best work town
people dedication



Survey participants identified staffing as the greatest weakness of the Alton Fire Department.

20.

The greatest weakness of the Alton Fire Department is:

Answered: 13 Skipped: 2

Town find
Staffing
 people offers work

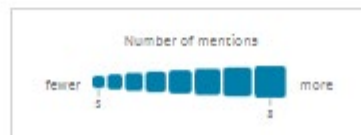


Survey participants identified staffing as the greatest future opportunity for the Alton Fire Department.

21.

The greatest future opportunity for the Alton Fire Department is:

Answered: 12 Skipped: 3



Survey participants identified staffing as the greatest future challenge for the Alton Fire Department.

22.

The greatest future challenge for the Alton Fire Department is:

Answered: 13 Skipped: 2

staffing
department Town



Survey participants again identified staffing as a critical issue for the Alton Fire Department when they were given the opportunity to share any additional comments.

23.

Other comments you would like to share about the Alton Fire Department or explanations for your replies to any of the above questions:

Answered: 5 Skipped: 10

fire department
station
Alton Fire staffing
years study



Planning for Fire Protection and Emergency Medical Services

An organization's mission creates focus, the vision provides direction, and the values define the expected behavior of the organization's members.

Mission Statement

A mission statement is an explanation of the organization's reason for existence. The mission statement supports the vision and communicates purpose and direction to employees, customers, and other stakeholders. The mission statement should answer the questions "What is our organization's purpose?" and "Why does our organization exist?"

According to the Lucas Group³, there are three key areas where mission statements really help to transform the employee experience and ultimately drive productivity⁴:

Clarity in organizational values helps employees prioritize better.

When the entire organization aligns with a clear set of written objectives visible to everyone, employees make the right decisions about allocating their time and effort. A clearly articulated mission statement also helps employees to know what *not* to do because all potential activities can be evaluated based on whether they support the mission.

Mission statements help employees find meaning in their work.

A good mission statement shows employees how their work will improve the lives of their customers, their community, and even the world. An example is the clothing manufacturer Patagonia's mission statement: *"Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis."* Basic human nature is to want to be part of something bigger than oneself. When employees understand how their work contributes toward a larger goal, they find meaning in their work. This creates a sense of ownership, which leads to a more substantial commitment to the work and improved productivity.

A strong mission statement helps employees become ambassadors.

A great mission statement defines a company's existence and what differentiates it from every other organization. When employees can articulate why the company is the best, they become more passionate about being part of the organization. This makes them effective brand ambassadors.

³ The Lucas Group is rated in the top 10 by Forbes as both one of America's Best Professional Recruiting Firms and one of America's Best Executive Recruiting Firms

⁴ <https://www.lucasgroup.com/your-career-intel/mission-statements-matter/>

The Alton Fire Department's mission statement is as follows:

The mission of the Alton Fire and Rescue is to provide high-quality Fire, Rescue, Medical, and Environmental hazard mitigation to the citizens and visitors of the Town of Alton. This mission will be accomplished through staffing, training, and public education.

Future Considerations

Dynamix Consulting Group suggests the only thing more important than having a solid mission statement is to reevaluate this mission statement regularly. The changing needs of communities, evident during the global COVID-19 Pandemic, have placed changing demands on the fire service. While the fire service nationally has risen to the occasion, it is essential to pause in the organization to realign the mission with its services and then communicate this information verbally and in writing to every organization member. This keeps the entire organization focused and working together to achieve the same goals and objectives.

When done correctly, reevaluating a fire department mission statement will create buy-in—bringing together a cross-section of the fire department members to discuss the mission and potentially how it has or needs to change, which shows that the department values input from its members. Adopting an updated mission statement based on this input further reaffirms that the department values the member's input.

The Alton Fire Department should reevaluate and update its mission statement and then communicate this updated mission statement both verbally and in writing to all members of the organization. The updated mission statement should be visible to all organization members during work hours. Every member of the Fire Department must understand the mission and priorities so decisions at all levels of the organization focus on the same priorities.

Vision Statement

A vision statement establishes the ideal image that the organization wishes to achieve. The vision statement should answer the questions “Where are we headed?” and “If we achieved all strategic goals, what would we look like ten years from now?”

Dynamix Consulting Group found no evidence of a vision statement for the Alton Fire Department.

Future Considerations

The Alton Fire Department should solicit stakeholder input and establish a vision statement. Provided below is a sample vision statement.

Sample Vision Statement

To be our region's premier emergency services provider, constantly striving for excellence in service delivery through education, innovation, teamwork, and collaboration.

Organizational Values Statement

An organizational values statement includes the core principles that guide the organization and its culture. In a values-led organization, the values guide decision-making and establish a standard against which one can assess actions. The Organizational Values statement should answer the questions “What values should guide our organization?” and “What conduct should our employees uphold?”

Dynamix Consulting Group found no evidence of an organizational values statement for the Alton Fire Department.

Future Considerations

The Alton Fire Department should solicit stakeholder input and establish an organizational values statement. Provided below is a sample Organizational Values Statement.

Sample Organizational Values

Our core values are driven by:

Accountability	Personal, to each other and our community
Compassion	We demonstrate kindness and empathy
Dedication	We are committed to our organization and community
Ethics	We will consistently strive to always do the right thing
Honesty	Truth and fairness in endeavors large and small
Integrity	We adhere to sound moral principals

Master Planning

Master or long-range planning is preparation for the Alton Fire Department's future service delivery effectiveness based on future service delivery environment projections. This long-range master plan focuses on the big-picture perspective and distant future needs of the fire department and community. Fire service organizations that engage in a long-range master planning process will be able to utilize this valuable information to answer the following three questions:

- ❏ Where is the organization today?
- ❏ Where will the organization need to be in the future?
- ❏ How will this organization get there?

The Town of Alton contracted Dynamix Consulting Group to conduct a Fire Department Evaluation. This evaluation will provide the Town with a clear picture of the current conditions of the fire department based on an in-depth evaluation. The Fire Department Evaluation will also project some of the future fire services needs of the Alton Fire Department, along with providing strategies to meet them.

Future Considerations

Dynamix Consulting Group notes the scope of work for a master plan is more comprehensive than that of a Fire Department Evaluation. The master plan traditionally includes a full community risk assessment of the emergency service's environment and provides a deeper analysis of an organization's details than existing within an agency evaluation. The evaluation provided by Dynamix Consulting Group will provide a strong foundation for a master plan should the Town of Alton choose to engage in the master planning process either internally or with outside assistance. Master Plans typically include a 10-15-year planning period.

Strategic Planning

Strategic planning supports the organization's mission and sets and prioritizes short-term internal goals. A strategic plan typically involves a three-to-five-year planning window. Community involvement in the process is critical, as the strategic plan should be customer-oriented while accomplishing the following:

- The development of a mission statement carefully addresses the services currently provided and potentially provided in the future
- Development of a vision statement for the agency moving forward
- Establish the values of the members of the agency
- Identification of the strengths, weaknesses, opportunities, and challenges of the agency
- Determination of the community's service priorities
- Understanding the community's expectations of the agency
- Establishment of realistic goals and objectives for the future
- Identification of implementation tasks for each objective
- Definition of service outcomes in the form of measurable performance objectives and targets
- Identification of personnel in charge of each objective and associated work timelines

At the time of this report, there was no current strategic plan for the Alton Fire Department. The last plan provided to Dynamix Consulting Group for review was developed in 2011 for 2011-2016.

Future Considerations

Dynamix Consulting Group notes the New Hampshire Local Government Center conducted a Fire Service Operational / Risk Analysis for the Alton Fire Department in 2008. The report identified, "Inadequate communication seems to be clouding forward progress. Change is difficult and, if not presented and communicated appropriately or phased in gradually, is hard to accept. Collectively, the Board of Selectman, the Town Administrator, and the Fire Administration must agree upon a clear direction for the department to move forward."

Fifteen years have passed since the completion of the 2008 report. Dynamix Consulting Group also identified these issues during the June 2023 site visit. Dynamix Consulting Group believes these issues will continue to plague until the Alton Fire Department and the Town of Alton commit the necessary resources to address these problems.

Ideally, the leadership of the Town of Alton will adopt the Fire Department Evaluation or some variation of the study. The recommendations, guidance for changes, and new initiatives detailed within the Fire Department Evaluation will provide direction for developing a strategic plan. This is the most effective way to prioritize and plan for the implementation of the Fire Department Evaluation findings. The strategic planning process would ideally result in a three-to-five-year work plan intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process should include representation from every major interest group in the organization. Each firefighter should feel that someone represents their interests through attendance on the planning team.

Staffing

The Alton Fire Department is a combination department staffed by four categories of employees:

1. **Full-Time:** 42 hours per week except for the Chief and Administrative Assistant, who are scheduled to work 40 hours per week.
2. **Part-Time:** Fewer than 30 hours per week
3. **Per-Diem:** Scheduled for shifts as needed
4. **On-Call:** Responds to emergency calls as dispatched when available

Once staffed entirely by volunteer firefighters, there are no longer any volunteer firefighters in the Town of Alton. The fire department presently has just seven paid-per-call firefighters on its roster and has had to increase the number of per-diem and full-time firefighters to manage the current workload.

The challenge of adequately staffing volunteer and paid-per-call positions is not unique to the Alton Fire Department. In September 2022, the National Fire Protection Association (NFPA) published its 2020 U.S. Fire Department Profile report.⁵ Based on data collected via a national survey of fire departments, the report estimated 676,900 volunteer firefighters in the United States in 2020, a 12.92% decrease from 2000.

Volunteer Firefighters in the U.S., 2000-2020

Year	# Volunteer Firefighters in the U.S.	Change from Previously Reported Year (%) in the U.S.
2000	777,350	-
2010	768,150	-1.18
2015	814,850	6.07
2016	729,000	-10.54
2017	682,600	-6.36
2018	745,000	9.14
2019	722,800	-2.98
2020	676,900	-6.35
2000 Compared to 2020		-12.92%

Additionally, the number of all-career or mostly-career fire departments increased from 3,043 in 1986 to 5,244 in 2020, an increase of 72%, while the number of all-volunteer or mostly-volunteer departments decreased from 26,797 in 1986 to 24,208 in 2020, a decrease of 10%.

⁵ www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osfdprofile.pdf

The Alton Fire Department currently recognizes ten positions within the four employment categories. In some cases, multiple people in the same position have different employment categories. For example, there are full-time, per-diem, and on-call firefighters within the Alton Fire Department.

The following is a summary of the ten positions recognized by the Alton Fire Department as established in the March 21, 2018, job descriptions issued as Standard Operating Guidelines 1.0.3.1 through 1.0.3.10.

Alton Fire Department Job Descriptions

Position / Schedule	Job Summary	Qualifications
1. Fire Chief Schedule: Forty (40) hours per week performing all aspects to accomplish the job requirements of the position. General schedule requirements, call volume, or other departmental needs may require additional hours each week. This is an exempt, salaried position. Residency or nearby residency preferred.	<p>Performs a variety of technical, administrative, and supervisory work in assisting the planning, organizing, directing, and implementing fire prevention, suppression, and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions. Oversees all department operations. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> Five (5) years of supervisory duties which must have the equivalent to Fire Captain or higher. Three (3) years of municipal-type budgetary experience. Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. Associates Degree in Fire Science or related field required. Bachelor's Degree in Fire Science or related field preferred. Successfully complete a medical evaluation for fit for duty. Complete the CPAT test, if required, or provide a waiver from the Director of the New Hampshire Fire Academy. Valid NH Operator Driver's License without record of suspension or revocation. Valid NH CDL B required with tank/air brake endorsement preferred. Firefighter I & II required. Firefighter III, preferred. Fire Inspector I, preferred. Emergency Medical Technician license required.

Position / Schedule	Job Summary	Qualifications
<p>2. Deputy Chief</p> <p>Schedule: The Deputy Fire Chief works twenty hours per week performing office work, plans reviews, and inspections to complete work as required.</p>	<p>Performs a variety of technical, administrative, and supervisory work in assisting the planning, organizing, directing, and implementing fire prevention, suppression, and emergency medical services to prevent or minimize the loss of life and property by fire and emergency medical conditions. Performs fire and emergency medical services and is the head of training, fire prevention, inspection, and suppression services. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> ❏ Graduation from high school or GED equivalent. ❏ Five (5) years prior work experience as a firefighter and/or firefighter/EMT ❏ Two (2) years of supervisory duties which must have been equivalent to Fire Lieutenant or higher. ❏ Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. ❏ Must be 18 years of age. ❏ High school graduate or GED equivalent. ❏ Successfully pass a background investigation. ❏ Successfully complete a medical evaluation for fit for duty. ❏ Successfully pass a drug screen. ❏ Complete the CPAT test, if required. ❏ Valid NH Operator Driver's License without record of suspension or revocation. ❏ Valid NH CDL B Tank/Air Brakes Preferred, without record of suspension or revocation. ❏ Firefighter I & II Required. ❏ Fire Inspector I Required, Fire Inspector II (Must obtain within one year of employment). ❏ Emergency Medical Technician, Preferred. ❏ Associates in Science Degree in Fire Prevention/Fire Inspection, Preferred.

Position / Schedule	Job Summary	Qualifications
3. Captain Schedule: A full-time Captain works (4) 12-hour day shifts as needed, or may fill empty shifts in the schedule. A non-fulltime Captain may work per-diem shifts, or respond to calls as needed.	<p>Performs a variety of technical, administrative, and supervisory work in assisting the planning, organizing, directing, and implementing the fire, rescue, emergency medical services, and hazardous material response and training to prevent or minimize the loss of life and property by fire and emergency medical conditions. Carries out duties in conformance with Federal, State, County, and City laws and ordinances. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> ❏ Graduation from high school or GED equivalent. ❏ Three (3) years prior work experience as a firefighter and/or firefighter/EMT ❏ Two (2) years of supervisory duties which must have been equivalent to Fire Lieutenant or higher. ❏ Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. ❏ Must be 18 years of age. ❏ High school graduate or GED equivalent. ❏ Successfully pass a background investigation. ❏ Successfully complete a medical evaluation for fit for duty. ❏ Successfully pass a drug screen. ❏ Complete the CPAT test, if required. ❏ Valid NH Operator Driver's License without record of suspension or revocation. ❏ Valid NH CDL B Tank/Air Brakes Preferred, without record of suspension or revocation. ❏ Firefighter I & II. Firefighter II must be obtained within one year of promotion. ❏ Fire Officer I preferred. Must be obtained within one year of promotion. ❏ Fire Officer II preferred. Must be obtained within one year of Fire Officer I. ❏ Emergency Medical Technician, Preferred.

Position / Schedule	Job Summary	Qualifications
4. Lieutenant Schedule: A Lieutenant can work as an on-call fire officer. This includes Per-Diem shifts, and projects as needed. A full-time Lieutenant will work a 1 on, 1 off, 1 on, 5 off schedule.	<p>Performs a variety of technical, administrative, and supervisory work in assisting the planning, organizing, directing, and implementing the fire, rescue, emergency medical services, and hazardous material response and training to prevent or minimize the loss of life and property by fire and emergency medical conditions. Carries out duties in conformance with Federal, State, County, and City laws and ordinances. This job is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> Two (2) years prior work experience as a firefighter and/or firefighter/EMT Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. Must be 18 years of age. High school graduate or GED equivalent. Successfully pass a background investigation. Successfully complete a medical evaluation for fit for duty. Successfully pass a drug screen. Complete the CPAT test, if required. Valid NH Operator Driver's License without record of suspension or revocation. Valid NH CDL B Tank/Air Brakes preferred, without record of suspension or revocation. Firefighter I. Firefighter II. Must be obtained within one year of promotion. Fire Officer I, preferred. Must be obtained within one year of promotion. Fire Officer II, preferred. Must be obtained within one year of Fire Officer I. Emergency Medical Technician, Preferred.

Position / Schedule	Job Summary	Qualifications
5. Firefighter Schedule: The Firefighter works as an on-call firefighter, filling Per-Diem shifts as applicable. A full-time firefighter will work a 1 on, 1 off, 1 on, 5 off rotation	Protects life and property by performing firefighting, rescue operations, emergency medical aid, hazardous materials mitigation, and fire prevention duties to the extent of their training, qualifications, and certification. Carries out duties in conformance with Federal, State, County and City laws and ordinances. This job is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.	<ul style="list-style-type: none"> ❏ Completion of Fire Fighter Level I within 18 months of hire date. Existing department members whom do not have Firefighter I, prior to January 1, 2017 will have 18 months to complete Firefighter I. ❏ Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. ❏ Must be 18 years of age. ❏ High school graduate or GED equivalent. ❏ Successfully pass a background investigation. ❏ Successfully complete a medical evaluation for fit for duty. ❏ Successfully pass a drug screen. ❏ Complete the CPAT test, if required. ❏ Valid NH Operator Driver's License without record of suspension or revocation. ❏ Valid NH CDL B Tank/Air Brakes preferred, without record of suspension or revocation.
6. Paramedic Schedule: Paramedics work as an on-call Paramedic. Paramedics can work Per-Diem schedule as allowed. Full-time paramedics work a 1 on, 1 off, 1 on, 5 off rotation	Protects life by rescue operations, emergency medical aid, to the extent of their training, qualifications, and certification. Performs required job functions per New Hampshire EMS Protocols. Carries out duties in conformance with Federal, State, County and City laws and ordinances. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.	<ul style="list-style-type: none"> ❏ One (1) year prior work experience as a firefighter and/or firefighter/EMT, Preferred. ❏ Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. ❏ Must be 18 years of age. ❏ High school graduate or GED equivalent. ❏ Successfully pass a background investigation. ❏ Successfully complete a medical evaluation for fit for duty. ❏ Successfully pass a drug screen. ❏ Complete the CPAT test, if required. ❏ Valid NH Operator Driver's License without record of suspension or revocation. ❏ State of NH, Emergency Medical Technician Paramedic License. ❏ PALS & ACLS, Required.

Position / Schedule	Job Summary	Qualifications
<p>7. Advanced Emergency Medical Technician</p> <p>Schedule: Advanced EMT's work as on-call AEMT's. AEMT's can work Per-Diem schedule as allowed. Full-time AEMT's work a 1 on, 1 off, 1 on, 5 off rotation</p>	<p>Protects life and property by performing firefighting, rescue operations, emergency medical aid, hazardous materials mitigation, and fire prevention duties to the extent of their training, qualifications, and certification. Performs required job functions per New Hampshire EMS Protocols. Carries out duties in conformance with Federal, State, County and City laws and ordinances. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> Graduation from high school or GED equivalent. One (1) year prior work experience as a firefighter and/or firefighter/EMT, preferred. Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. Must be 18 years of age. High school graduate or GED equivalent. Successfully pass a background investigation. Successfully complete a medical evaluation for fit for duty. Successfully pass a drug screen. Complete the CPAT test, if required. Valid NH Operator Driver's License without record of suspension or revocation. State of NH Advanced Emergency Medical Technician License.

Position / Schedule	Job Summary	Qualifications
<p>8. Emergency Medical Technician</p> <p>Schedule: EMT's work as an on-call EMT's. EMT's can work Per-Diem schedule as allowed.</p> <p>Full-time EMT's work a 1 on, 1 off, 1 on, 5 off rotation</p>	<p>Protects life and property by performing firefighting, rescue operations, emergency medical aid, hazardous materials mitigation, and fire prevention duties to the extent of their training, qualifications, and certification.</p> <p>Performs required job functions per New Hampshire EMS Protocols. Carries out duties in conformance with Federal, State, County, and City laws and ordinances. This job is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> Graduation from high school or GED equivalent. One (1) year prior work experience as a firefighter and/or firefighter/EMT, preferred. Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. Must be 18 years of age. High school graduate or GED equivalent. Successfully pass a background investigation. Successfully complete a medical evaluation for fit for duty. Successfully pass a drug screen. Complete the CPAT test, if required. Valid NH Operator Driver's License without record of suspension or revocation. State of NH, Emergency Medical Technician License.

Position / Schedule	Job Summary	Qualifications
<p>9. Intern Firefighter</p> <p>Schedule: The Student Intern Firefighter works as an on-call fire firefighter.</p>	<p>Interns are students at Lakes Region Community College (LRCC). Interns always work under the direction of senior member of the fire department or a fire officer. Interns are under the direct supervision of a student coordinator and will maintain discipline, grades, and general conduct as is described in the Intern Manual. Protects life and property by performing firefighting, rescue operations, emergency medical aid, hazardous materials mitigation, and fire prevention duties to the extent of their training, qualifications, and certification. Carries out duties in conformance with Federal, State, County, and City laws and ordinances. This job is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.</p>	<ul style="list-style-type: none"> Must be 18 years of age. High school graduate or GED equivalent. Successfully pass a background investigation. Cost incurred by the student. Successfully complete a medical evaluation for fit for duty. Cost incurred by the student. Successfully pass a drug screen. Cost incurred by the student. Complete the CPAT test, if required. Cost incurred by the student. Valid NH Operator Driver's License, without record of suspension or revocation.

Position / Schedule	Job Summary	Qualifications
10. Secretary Schedule: Monday through Friday, 8:00 am – 4:30 pm. Possible overtime when needed or required and approved.	The primary duty of the fire department secretary is to answer phone calls and communicate with customers at the department and to assist in the day-to-day operation of the business office. This job description is meant to be illustrative and is in no way all-inclusive. It shall be used as a tool or guide in the job performance of the employee it applies to.	<ul style="list-style-type: none"> Working knowledge and experience with computers, including Word, Excel, and internet search engines. Experience with secretarial and clerical duties, including filing, billing, ordering supplies, etc. Proven ability to communicate effectively with the public and other employees. Any equivalent combination of education and experience, which demonstrates possession of the required knowledge, skills, and abilities. Must be 18 years of age. High school graduate or GED equivalent. Valid NH Operator Driver's License. Successfully pass a background investigation.

Organizational Structure

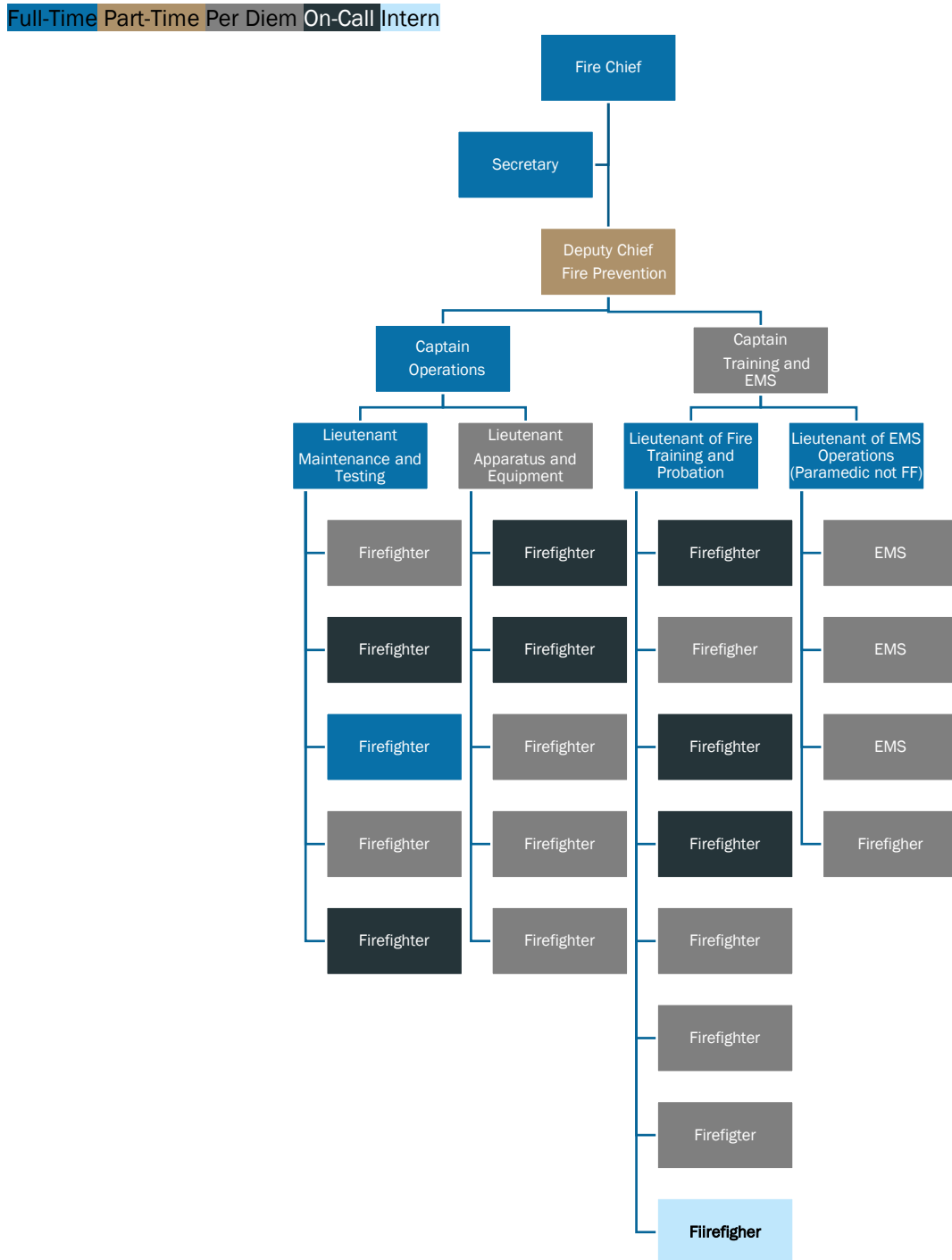
The organizational structure is the method by which work should flow through the organization. The chain of command refers to the line of authority within that organizational structure. When appropriately deployed, an effective organizational structure combined with a well-defined chain of command establishes accountability, lines of authority, and decision-making power. An effective chain of command ensures that every task, job position, and division has one person responsible for performance.⁶

According to the 2017 National Incident Management System, “The optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident command personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or Emergency Operations Center activation.”

⁶ <https://smallbusiness.chron.com/chain-command-organizational-structure-59110.html>

The current organizational structure for the Alton Fire Department at the time of the Dynamix Consulting Group site visit in June 2023 was as follows.

Alton Fire Department Organizational Chart



Administration

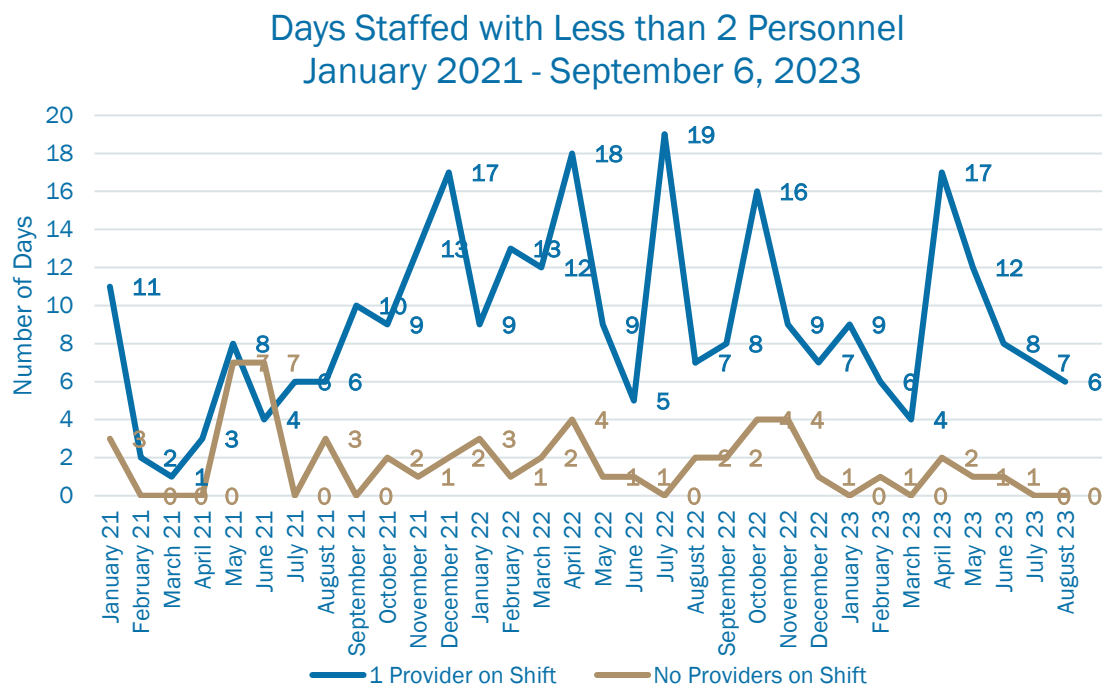
One of the primary responsibilities of the administrative team is to ensure that the operations segment of the organization has the ability and means to respond to and mitigate emergencies safely and efficiently. An effective administration system is critical to the success of the fire department.

Typical responsibilities of the administrative staff include planning, organizing, directing, coordinating, and evaluating the various programs within the Alton Fire Department. Support staff provides training, facility, and vehicle maintenance, among other services. This list of functions is not exhaustive; the list can expand with other functions as necessary. It is also essential to understand these functions do not occur linearly and can more often occur simultaneously. This requires the Fire Chief, administrative staff, and support staff to focus on various areas concurrently. The administrative staff for the Alton Fire Department is comprised of a full-time fire chief and a full-time secretary.

Operations

Operational staff are the individuals who provide fire and EMS services to the community. The Alton Fire Department endeavors to staff three staff members at the Central Fire Station who are cross-trained as both firefighters and EMS responders 24 hours a day, seven days a week. Staffing has become a challenge recently, so this is not always possible. The minimum shift staffing is two members who, at a minimum, possess a State of New Hampshire Bureau of EMS ambulance license.

The following chart shows the Alton Fire Department has not been able to staff all the shifts in a single month with at least two people any month since January 2021. This is troublesome because two personnel are required to staff an ambulance. In July 2022, 19 of the 31 days (61.2%) were staffed with only one staff member, followed by 18 days with only one staff member on shift in April 2022 and 17 days in December 2021 and April 2023. In total, 298 days were staffed with only one person during the last 32 months. During that same period, there were 55 days when no one was on shift.



Apparatus and Staff Response to Emergencies

Emergency Medical Services

For EMS calls, the fire department recognizes four categories of calls:

<i>Categories of EMS Calls</i>		
Type	Level of Care	Response Priority
Omega	Basic Life Support Likely No Transport	Non-Emergency
Alpha	Basic Life Support	Non-Emergency
Bravo	Basic Life Support	Emergency
Charlie	Advanced Life Support	Non-Emergency
Delta	Advanced Life Support	Emergency
Echo	Advanced Life Support	Emergency with Exigency

Alton Fire Department Standard Operating Guideline 1.1.1.1, *Apparatus and Staff Response Sequence*, established the following response requirements:

- ❏ The ambulance should respond with two members for Alpha/Omega level calls; the shift officer may stay behind for additional calls if appropriate.
- ❏ The ambulance should respond with two members for Bravo-Level calls; the shift officer may stay behind or respond with utility or engine at their discretion.
- ❏ The ambulance should respond with two members for Charlie-Level calls, and the shift officer should respond with utility or engine.
- ❏ If applicable, the ambulance should respond with all three members for Delta/Echo-Level calls.

For Motor Vehicle Collisions or Mountain Rescue-Related calls:

- ❏ The ambulance should respond with two personnel, the third to respond with the rescue; staff members are directed to consider waiting for a re-tone for on-call members.

Fire Responses

For Fire related incidents, Standard Operating Guideline 1.1.1.1 specifies:

- ❏ All three members should respond with the 1st due truck.

For Service calls, wires down, or trees down:

- ❏ Only two members should respond with the first due apparatus.

For Mutual Aid:

- ❏ For fire-related incidents, three members should respond with the apparatus requested, providing the following has been considered:
 1. There are no on-call members enroute.
 2. All three members are certified for the type of incident they are responding to.
 3. When possible, leave the station staffed with at least one person while sending a minimum of three out of Town.
 4. Recall for station coverage.

NFPA Requirements

NFPA 1710, Standard for Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments addresses apparatus staffing, response time, and the effective firefighting force (also referred to as the effective response force), which is the minimum number of firefighters to carry out essential fire ground tasks. NFPA 1710 defines a “Career Fire Department” as “A fire department that utilizes full-time or full-time-equivalent (FTE) station-based personnel immediately available to comprise at least 50 percent of an initial first alarm assignment.”⁷

The number and types of tasks needing simultaneous action dictate the minimum number of firefighters required to combat different types of fires. Without adequate personnel to perform concurrent action, the commanding officer must prioritize the tasks and complete some in chronological order rather than concurrently. These tasks include:

- | | |
|---------------------|------------------------------|
| ■ Command | ■ Water supply |
| ■ Scene safety | ■ Pump operation |
| ■ Search and rescue | ■ Ventilation |
| ■ Fire attack | ■ Back-up/rapid intervention |

While the community served must establish the levels of fire and rescue services provided, considerable debate surrounds the matter of firefighter staffing. Frequently, this discussion is set in the context of firefighter safety. The 2020 Edition of NFPA 1710 specifies the number of firefighters assigned to a particular response apparatus, often characterized as a “minimum of four personnel per engine company.”

Dynamix Consulting Group notes that the more critical issue is the number of firefighters assembled at the scene of an incident in conjunction with the scope and magnitude of the expected job tasks, regardless of the type or number of vehicles that arrive. Setting staffing levels is determined at the community level based on risk, capability, citizen expectations, and willingness/ability to fund. There are no mandated requirements that fit all situations, although NFPA 1710 has objectives to meet regarding the number required for some typical scenarios.

Some terms are used nearly interchangeably, such as the assembly of firefighters on an incident, which may be called the “Initial Full Alarm Assignment,” the “Effective Firefighting Force” (EFF), or the “Effective Response Force” (ERF). Dynamix Consulting Group outlines the NFPA 1710 levels for this effective response force for three scenarios in the following figures.

The following figure describes initial full alarm assignments for a residential structure fire, an open-air shopping center fire, and an apartment fire. All three types of occupancies are common throughout the Town of Alton. These are generalizations representative of different structures and risks. Each department may handle these types of fires with fewer or more personnel; however, this describes the work functions that must take place to handle a fire.

⁷ NFPA 1710 3.3.13

NFPA 1710 states that in response zones with high-number incidents, geographical restrictions, geographical isolations, or urban areas, the engine and truck staffing should be increased to five, while in response zones with tactical hazards, high-hazard occupancies, or dense urban areas, the staffing should be increased to six. The standard defines geographical isolation as areas where over 80% of the response area is outside of a 10-minute response of the next closest fire suppression unit and geographical restriction where there are predictable response delays.

NFPA 1710 Initial Full Alarm Assignments

2,000 SF Residential Structure Fire		Open-Air Shopping Center (13,000 SF to 196,000 SF)		1,200 SF Apartment (3-story garden apartment)	
Incident Commander	1	Incident Commander	2	Incident Commander	2
Water Supply Operator	1	Water Supply Operators	2	Water Supply Operators	2
2 Application Hose Lines	4	3 Application Hose Lines	6	3 Application Hose Lines	6
1 Support Member per line	2	1 Support Member per line	3	1 Support Member per line	3
Victim Search and Rescue Team	2	Victim Search and Rescue Team	4	Victim Search and Rescue Team	4
Ground Ladder Deployment	2	Ground Ladder Deployment	4	Ground Ladder Deployment	4
Aerial Device Operator	1	Aerial Device Operator	1	Aerial Device Operator	1
Rapid Intervention Crew	4	Rapid Intervention Crew	4	Rapid Intervention Crew	4
		EMS Care	2	EMS Care Crew	2
Total	17	Total	28	Total	28

The minimum response to the benchmark structures is 17 firefighters for a residential structure, 28 for an open-air shopping center, and 28 for an apartment. The previous standard was 15 members. The two additional positions required in the 2020 standard result from an increase in the recommended size of the rapid intervention crew (RIC). As previously noted, both NFPA 1500 and OSHA 29 CFR 1910.134(g)(4) require a minimum of a team with at least two members located outside an immediately dangerous to life and health (IDLH) atmosphere to monitor and provide emergency rescue for responders until a more formalized rapid intervention crew is created; this is generally referred to as “two-in/two-out.” The four-person RIC outlined in the revised standard must consist of an officer and three firefighters.

Full staffing for the Alton Fire Department is three firefighters per shift, which is 14 firefighters fewer than the recommended 17 firefighters for a single-family residential structure and 25 firefighters fewer than what is recommended for a fire in an open-air shopping center or garden apartment.

Additionally, there are shifts when the department is staffed with fewer than three firefighters, and even when the department is fully staffed, there are often multiple emergency calls that occur simultaneously, thus dividing the available number of personnel. For this reason, the Alton Fire Department must develop plans to immediately dispatch mutual aid companies to reported structure fires to assemble sufficient personnel to mitigate the situation.

Special Events

Appendix C of this evaluation is the Town of Alton Special Events Policy. The stated purpose of this policy is to regulate special events held in the Town of Alton so that such events can occur with the safety and health of the participants in mind, the protection of public property considered, and the impact of the event on non-participating citizens in mind. A corollary purpose of this policy is to ensure that those who benefit from the event bear the cost of the event.

Future Considerations

Staffing Model

Fire Department overtime costs have skyrocketed, as demonstrated in this report's Operating Budget and Financial Resources section. Dynamix Consulting Group offers the following three staffing options for consideration. Dynamix Consulting Group notes that other staffing models may also be effective, but these options provide realistic scenarios for different staffing options.

Alton Fire Department Staffing Options

Staffing Option	Summary	Estimated Annual Cost
<p>1. Status Quo</p> <p>It is always an option for a community to maintain the status quo.</p> <p>Presently, the Alton Department endeavors to staff three cross-trained fire and EMS personnel (not including the Fire Chief) per shift with a minimum of 2 EMS trained personnel.</p> <p>Five full-time employees staff the current model, with the remaining shifts filled by per-diem employees.</p>	<p>Although the scope of work for this project did not include soliciting community input on fire department performance, Dynamix Consulting Group's interviews with elected and appointed Town officials did not reveal any evidence of community dissatisfaction with the fire department's current performance. The Status Quo would sustain a model that appears to satisfy the community.</p> <p>The Alton Fire Department has found it increasingly difficult to recruit, retain, and consistently staff shifts with per-diem firefighters. This is a challenge across the state and nation. In 2021, there was a net loss of nearly 200 New Hampshire EMTs and paramedics – more than twice as many as in 2020.⁸ The overall shortage of firefighters has provided ample opportunity for those per-diem firefighters who wish to work full-time to secure such jobs, thus further reducing the pool of available per-diem firefighters.</p> <p>When per-diem employees are unavailable to work shifts in Alton, the department hires full-time employees to work at their overtime rate at one and one-half their regular pay. This is an expensive way to staff, and Alton now relies on overtime for staffing more frequently than in the past.</p> <p>The heavy reliance on staffing shifts with full-time firefighters on overtime increases the risk of burning out the full-time employees by asking them to work too many hours. It can be expected that as full-time firefighters get tired of working overtime, they will begin to turn down shifts, thereby leaving the Alton Fire Department either understaffed or unstaffed and likely creating additional stress on those employees who are working.</p>	<p>The department budgeted \$609,000 for 2023 full-time firefighters (salary + fringe); however, the Town incurred significant additional overtime costs.</p> <p>This number does not include the Chief's salary.</p>

⁸ <https://www.dos.nh.gov/news-and-media/newly-formed-recruitment-and-retention-workgroup-aims-analyze-shortage-firefighter#:~:text=Concord%2C%20NH%20%E2%80%93%20New%20Hampshire%20Department%20of%20Safety,retain%20firefighters%20and%20EMS%20providers%20throughout%20the%20state.>

Staffing Option	Summary	Estimated Annual Cost
<p>2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees</p> <p>Instead of relying on a combination of Full-Time and Per-Diem Firefighters to staff shifts, the Alton Fire Department should hire sufficient Full-Time Firefighters to staff all shifts at the desired staffing level.</p>	<p>Presently, Alton Fire Department staffing includes a total of six full-time employees: the Fire Chief and five additional full-time responders.</p> <p><u>Three shifts of Firefighters</u> who work 24 hours and then are off for 48 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require three additional full-time firefighters to bring the total number of Full-Time Firefighters to nine; Two firefighters per shift: this would require one additional Full-Time Firefighter to bring the total number of full-time firefighters to six; <p><u>Four shifts of Firefighters</u> who work 24 hours and then are off for 72 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require seven additional full-time firefighters to bring the total number of full-time firefighters; Two firefighters per shift: this would require three additional full-time firefighters, bringing the total number of full-time firefighters to eight to staff two firefighters per shift. <p>Per-Diem firefighters would still be available to fill shift vacancies created when Full-Time Firefighters are off from work, but with more employees and fewer overtime opportunities, this model will decrease the reliance on the Per-Diem Staffing Model.</p> <p>Staffing three firefighters per weekday shift would allow the Alton Fire Department to immediately deploy two ambulances simultaneously when the Fire Chief can serve as the second crew member on the ambulance.</p>	<p>Estimated cost of a new Firefighter (salary + fringe): \$86,489/year</p> <p>Estimates include the cost of existing salaries plus new firefighters.</p> <p>3 Shifts – 24/48</p> <p>3 FFs per shift: \$954,956/year</p> <p>2 FFs per shift: \$695,489/year</p> <p>4 Shifts – 24/72</p> <p>3 FFs per shift: \$1,214,423 / year</p> <p>2 FFs per shift: \$868,467/year</p>

Staffing Option	Summary	Estimated Annual Cost																																																
<p>3. Contract a Third-Party Ambulance Provider</p> <p>EMS calls could be handled without around-the-clock staffing by contracting a third-party ambulance service to respond to EMS calls.</p> <p>The Town of Alton will still need staffing for fire and rescue services.</p>	<p>The majority of calls for service in Alton are EMS in nature. During 2022, medical incidents represented 70.8% (766.76) of the total call volume, with 1,083 responses. Contracting a third party to respond to EMS Calls would leave approximately 317 non-EMS calls per year to be handled by fire department personnel. This is a manageable workload for a limited number of staff members.</p> <p>Contracting a Third-Party Ambulance Contractor will relieve the Alton Fire Department of the EMS workload but will also reduce the direct control the Town of Alton currently has by staffing EMS with employees who report directly to the Town. A third-party ambulance service will retain supervisory responsibility for its employees.</p> <p>Alton could investigate options to incorporate into this model, including the fire department providing first responder EMS care or staffing a fire department ambulance to provide an ambulance for situations where the third-party EMS provider's resources are unavailable. Deploying the fire department for first responder EMS care will ensure a timely response to patients while putting Town of Alton employees on medical calls for quality assurance.</p> <p>Should the Town of Alton choose to pursue this model, Dynamix Consulting Group suggests a total of four full-time employees could manage the fire department's workload. The employees would all work 8-hour shifts, with only two employees scheduled for Thursdays, as Alton historically sees the least demand for service on Thursdays. Due to the reduced Fire Department workload, the full-time fire department employees could all be trained to perform Fire Prevention and Code Enforcement, thus increasing public outreach efforts and ensuring the availability of a Code Enforcement Official seven days a week.</p> <p>This model utilizes the Captain as the second-in-charge of the Fire Department and schedules the Captain on weekends when the Chief is not scheduled, thus ensuring an officer on every shift.</p> <div><p>Sample Work Schedule: Four Full-Time Employees</p><table><tr><th></th><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th><th>Saturday</th><th>Sunday</th></tr><tr><td>Chief</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td></td><td></td></tr><tr><td>Captain</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td><td>8</td></tr><tr><td>FF1</td><td>8</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td></tr><tr><td>FF2</td><td></td><td></td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td></tr><tr><td>Total Staffing</td><td>3</td><td>3</td><td>3</td><td>2</td><td>3</td><td>3</td><td>3</td></tr></table></div>		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Chief	8	8	8	8	8			Captain	8	8			8	8	8	FF1	8	8	8			8	8	FF2			8	8	8	8	8	Total Staffing	3	3	3	2	3	3	3	<p>3rd Party EMS Contract to staff two advanced life support (ALS) ambulances: estimated at \$900,000 / yr. (with annual increases)</p> <p>Total cost for staffing for 4 full-time fire department members: \$412,313</p>
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday																																											
Chief	8	8	8	8	8																																													
Captain	8	8			8	8	8																																											
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Total Staffing	3	3	3	2	3	3	3																																											

Staffing Option	Summary	Estimated Annual Cost
<p>4. Investigate the feasibility of Regional Partnerships.</p> <p>Municipalities across New Hampshire are facing the same Fire and EMS staffing challenges as the Town of Alton.</p>	<p>The Town of Alton may consider exploring the possibility of regional collaborations with neighboring communities. Benefits could include:</p> <ul style="list-style-type: none"> ❏ Ambulances without boundaries: The closest available ambulance within the established service area could respond regardless of municipal boundaries. ❏ A shared staffing pool could allow for the upstaffing of one ambulance per shift to create a staffing factor that enables the system to absorb two staff member absences per shift, thus reducing overtime. The expense of upstaffing, if shared by two or more municipalities, is often more cost-effective than staffing one member on overtime for every absence. ❏ A regional system comprised of multiple municipalities will result in a larger system with more promotional opportunities than any single municipality. This may assist in recruiting and retaining staff members in a competitive hiring market. ❏ A regional system comprised of multiple municipalities could realize operational efficiencies such as purchasing and training. 	<p>Costs would depend entirely on the number of partnering municipalities and the desired level of service provided.</p>

Cost Comparison of Options

Staffing Option	Cost	Net Change from Estimated 2023 Costs
1. Status Quo	\$609,000*	No Change
2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees	\$695,489 - \$1,214,423	\$86,489 – \$605,423
3. Modify the Staffing Model	\$1,312,343	\$703,343
4. Investigate the Feasibility of Regional Partnerships	Unknown	Unknown

*Budgeted Cost: Does not include overtime

Considerations for Modifying the Staffing Model

Regarding Option 3, Modifying the Staffing Model, the State of New Hampshire is committed to providing efficient and lifesaving emergency medical and trauma services to those in need. This involves ensuring trained professionals are promptly dispatched to attend to injured or sick persons and safely transport them to the most appropriate treatment center. Various vehicles, including fly cars and ambulances, provide supportive care and maintain communication with medical facilities.

The state recognizes the seriousness of traumatic injury as a health issue that can result in avoidable deaths. Therefore, it emphasizes the importance of having a well-organized trauma care delivery system with adequately trained personnel to efficiently treat and transport trauma victims, especially those in rural and wilderness areas. By creating a statewide trauma and injury prevention system, New Hampshire seeks to reduce traumatic injuries and minimize suffering and disability among residents and visitors⁹.

Emergency medical and trauma services are a long-standing tradition of mutual assistance among neighbors, which the general court has valued. It is essential to ensure that individual emergency medical care providers are an integral part of the comprehensive care delivery system that caters to the unique needs and capacities of different communities and regions within the state. Collaboration among emergency medical care providers is crucial in delivering adequate pre-hospital care, and this is highly encouraged by the general court. Providers are advised to collaborate and follow the guidance of the medical resource hospital associated with each emergency medical service unit. Volunteer participation is also highly valued, and the minimum certification training levels should continue to allow volunteers to participate in the future¹⁰.

Emergency medical services in New Hampshire receive oversight from 22 Emergency Medical and Trauma Services Coordinating Board members. The board has several essential responsibilities related to emergency medical services in the state. They are responsible for developing and updating an emergency medical services operation plan considering each municipality's needs. They also assess the delivery of emergency medical services to ensure that the quality and availability of care are up to standard. The board reviews and offers comments on recommendations for rules required to carry out the rules proposed by the commissioner. They also designate emergency medical services regions and districts, approve statewide trauma policies and procedures, and establish minimum standards for system performance and patient care. The board coordinates interstate cooperation and delivery of emergency medical and trauma services. Before any final vote, they provide notice, allow for 60 days for written comments, and hold public hearings to maximize input from fire and emergency medical service members.

To provide emergency medical services or transport patients on public ways in the state of New Hampshire, a license issued by the commissioner is required. The commissioner must also license emergency medical service vehicles. However, out-of-state emergency medical service units providing backup services to New Hampshire units via mutual aid agreements are exempt from licensing requirements. During mass casualty incidents, the licensing provisions of this chapter are not required for the incident period if licensed vehicles are insufficient. In case of any change of ownership of a licensed emergency medical service vehicle or business, the license becomes invalid. However, non-resident-owned emergency medical service vehicles licensed in other states do not require a license in New Hampshire when transporting patients picked up out of state to treatment centers in this state. In case of hardship due to unusual circumstances, an applicant may apply to the commissioner for a temporary waiver of the licensing provisions, which may be granted for good cause.

⁹ Title XII Public Safety and Welfare. Chapter 153A Emergency Medical and Trauma Services, Coordinating Board.

¹⁰ Title XII Public Safety and Welfare. Chapter 153A Emergency Medical and Trauma Services, Licensure of Providers.

While the State of New Hampshire Department of Safety provides oversight and support to every municipality, it is up to each town and city to decide what level of care they can support for their citizens. The Town of Alton currently funds an ambulance that can staff two people at the advanced life support level. This type of care is considered a best practice for most of the United States as it allows for much more medical/trauma care. Alton stakeholders must determine the taxpayers' expectations and how to support those expectancies so that the fire department can properly outfit apparatus and employ the correct staff for the mission. Decisions made by Alton today are not carved in stone. They can be revisited when the Fire Chief, Town Administrator, and elected officials feel appropriate. Using data, patient feedback, and interviewing citizens will allow the Town to readjust services so that the EMS operations and expectations are not stale but more aligned with current residents and best practices. For these reasons, should the Town choose to pursue this option, initiating the Strategic Planning Process would be the recommended next step to solicit the necessary input.

Organizational Structure

The Staffing Model of the Alton Fire Department has changed in recent years with the addition of full-time firefighters, but instead of realigning the Organizational Structure, individuals were allowed to keep their existing rank. This has created an organizational structure with full-time, part-time, per-diem, and on-call members randomly distributed through all ranks of the Alton Fire Department.

Dynamix Consulting Group offers the following recommendations to better align the Organizational Chart with the current needs of the Alton Fire Department. As the Staffing Model changes, the Organizational Structure should also be re-evaluated.

- ❏ The current Organizational Structure of the Alton Fire Department includes 30 people, eight of whom are officers. Dynamix Consulting Group suggests one officer for every 2.75 firefighters is top-heavy.
- ❏ The current staffing of the Deputy Chief Position as part-time with a focus on fire code enforcement does not lend itself to this position being well-suited to being a reliable second in command of the fire department and should instead report only to the Chief.
- ❏ Leadership positions should be assigned to full-time employees who work for the fire department 40 hours per week to ensure they have adequate time to handle their assigned responsibilities.

Dynamix Consulting Group has provided a sample Organizational Structure that satisfies these recommendations. For this illustration, the title and location of some positions have changed. Depending on which Staffing Model the Town of Alton chooses to implement, the Organizational Structure must be adjusted accordingly. Dynamix Consulting Group notes that various other arrangements may also prove effective.

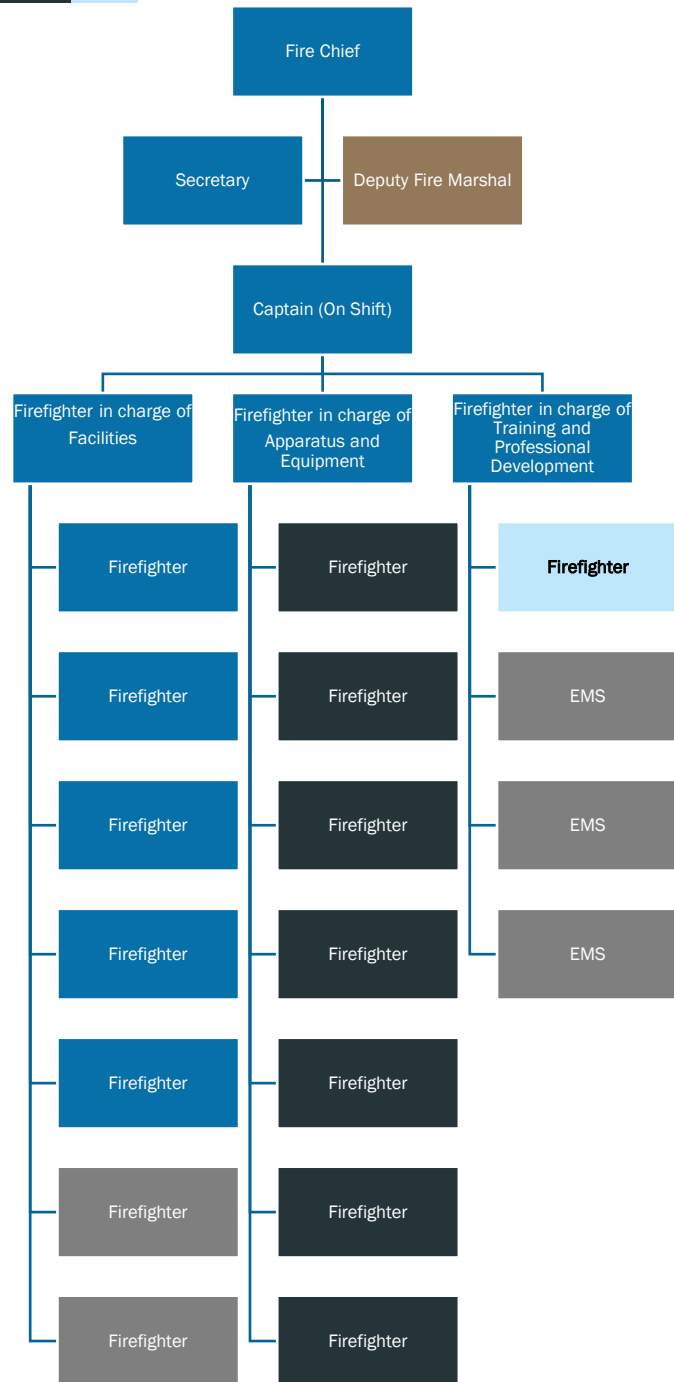
Changing the Organizational Structure is a significant undertaking and should include stakeholder input from all levels of the organization. An effective chain of command does not happen by accident.

Special Events

Dynamix Consulting Group recommends the Town of Alton review the Alton Special Events Policy to ensure that those who benefit from the events in town bear the cost of fire and EMS service. Special details such as EMS Standbys at road races should be considered special events. Recent past practice has been to pay for such associated overtime out of the fire budget.

Sample Alton Fire Department Organizational Chart with Three Shifts of Three Full-Time Firefighters/Captain

Full-Time Part-Time Per Diem On-Call Intern



Training

The Alton Department moved away from Tuesday night fire and EMS training in 2019 because the training sessions were not well-attended. The department conducted a survey and determined that with a cadre of predominately per-diem staff members, they would prefer to complete their training during their scheduled work hours. The current Alton Fire Department Training Program consists of:

- Training is posted every Monday for each shift to complete. On-call members are encouraged to work with a duty crew to complete the training.
- Quarterly eight-hour training sessions are scheduled for combined operations and live fire training.
- For EMS continuing education, the Alton Fire Department has partnered with Prodigy for online recorded and live EMS continuing education, which satisfies the requirements for National Registry Emergency Medical Technician and provides flexibility for staff to complete the training at their convenience.
- The Alton Fire Department encourages all members to participate in the wide variety of EMS continuing education and leadership programs offered by the State of New Hampshire.
- Members meet once a month on the first Tuesday for a department meeting where significant incidents and monthly training are reviewed, any pressing issues addressed, and general updates provided to members.

Training Records and Record-Keeping

NFPA 1401: *Recommended Practice for Fire Service Training Reports and Records* is the minimum national standard for departments to maintain training records. The Alton Fire Department tracks training through Imagetrend Software. The program has been set up to track both NFPA and ISO training to ease report generation. Individual certifications and courses are tracked via Excel spreadsheets.

Training Facilities

Alton's lack of a training facility poses significant challenges for the Alton Fire Department. Firefighters must travel approximately 30 minutes without a nearby training facility to find a suitable burn building for live fire training exercises. This consumes valuable time and incurs additional costs and logistical complications. All personnel and apparatus must be transported to the training site, which can strain resources and impact fire protection capabilities within the Town.

The absence of a training facility directly affects the frequency and accessibility of live fire training for Alton firefighters. Ideally, fire departments should have regular access to training facilities to conduct realistic and effective drills to enhance their skills and prepare for real-life emergencies. Traveling twice a year, in the fall and spring, for live fire training may not be sufficient to maintain the level of proficiency needed for the department to respond to various incidents effectively. The absence of a local training facility also impacts the Department's ability to train recruits efficiently. For entry-level firefighters, hands-on training is crucial to hone their firefighting skills, understand equipment operation, and develop teamwork and communication abilities. Traveling to distant locations for training may hinder the integration of new members into the department and delay their preparedness for emergency responses.

Future Considerations

Training Budget

The current training budget is approximately \$17,000. This funding is for course tuition and training equipment. The budget does not include a specific line item to pay firefighters while in training. While the Alton Fire Department appears to meet the minimum training requirements for fire and EMS, Dynamix Consulting Group suggests the Alton Fire Department should consider developing a Professional Development Program for all positions within the department. The International Association of Fire Chiefs developed the Officer Development Handbook, intended to be the foundation for any organization's Professional Development Program. The handbook provides a foundation and explanation of the basic tenets of a Professional Development Program upon which an organization can build and customize to meet its own needs.

Professional Development

As part of the Professional Development Program, Dynamix Consulting Group suggests that understanding the increasingly complex demands placed upon the leaders of today's fire service, the Alton Fire Department recognizes and considers training its officers to the appropriate levels of Fire Officer Certifications that exist within NFPA 1021, *Standard for Fire Officer Professional Qualifications* for midlevel and chief officers.

NFPA 1021 Fire Officer Levels

Level	Description
Fire Officer I	First-line supervisory officer who has met all the job performance and certification requirements of Firefighter II as defined in NFPA 1001: Standard for Firefighter Professional Qualifications and Fire Instructor I as defined in NFPA 1041: Standard for Fire Service Instructor Professional Qualifications.
Fire Officer II	Mid-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer I as defined in NFPA 1021.
Fire Officer III	Mid-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer II as defined in NFPA 1021: Standard for Fire Officer Professional Qualifications.
Fire Officer IV	Upper-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer III as defined in NFPA 1021.

The Alton Fire Department should also consider building National Fire Academy Classes into its Professional Development Program. Active fire or emergency management organization members are eligible for a stipend reimbursement to attend the National Fire Academy in Emmitsburg, Maryland. The US Fire Administration provides all tuition, instruction, and course materials for National Fire Academy courses at no cost. All active fire and emergency management organization members are eligible for stipend reimbursement once every fiscal year.

The National Fire Academy's Managing Officer Program is a multi-year curriculum that introduces emerging emergency services leaders to personal and professional skills in change management, risk reduction, and adaptive leadership. This program is ideal for captains and those who aspire to those ranks.

The Executive Fire Officer Program (EFOP) is the flagship program of the National Fire Academy. It gives senior fire officers a broad perspective on various facets of fire and emergency medical services administration. The courses and accompanying research examine how to exercise leadership when dealing with complex or unique problems within communities. This program is ideal for the Alton Fire Department's Fire Chief and those who aspire to those ranks.

Training Facility

The Alton Fire Department should explore the feasibility of building a training facility in Town. Alternatively, other options for firefighter training in Alton could include leveraging existing structures, collaborating with neighboring fire departments to share training resources, or investing in simulation-based training programs and props.

Personnel Management

Communications

The New Hampshire Local Government Center conducted a Fire Service Operational / Risk Analysis for the Alton Fire Department in 2008. The report noted, "Inadequate communication seems to be clouding forward progress. Change is difficult and, if not presented/communicated appropriately or phased in gradually, is hard to accept. Collectively, the Board of Selectman, the Town Administrator, and the Fire Administration must agree upon a clear direction for the Department to move forward."

- ❏ Dynamix Consulting Group notes that 15 years after that report was issued, the communication issue continues to be a weakness for the Alton Department.

Future Considerations

Internal communications were repeatedly identified as a significant deficiency within the Alton Fire Department. As the Town of Alton is in the process of searching for a new Fire Chief, Dynamix Consulting Group suggests an immediate first step toward improving communications within the Alton Fire Department would be for the Town to make it a priority to hire someone with a proven track record of solid leadership and excellent communication skills. Once hired, the Fire Chief should be charged with, among other things, the creation of a Fire Department Communication Plan. The plan must identify the information to share with various and specific ranks of personnel within the fire services and by what means.

The Communication Plan must then be implemented and consistently followed. Implementing a Communications Plan manages the expectations of the membership within the Alton Fire Department as it relates to the type and quantity of information personnel will receive. This allows personnel to know where to direct questions related to programs, policies, or other events within the Alton Fire Department.

Financial Controls

The Alton Fire Department has over-expended its budget in recent years. Dynamix Consulting Group's review of the financial controls in the fire department revealed that the Fire Chief did not have a process to track expenditures in real-time.

Future Considerations

Dynamix Consulting Group recommends the Town of Alton require the new Fire Chief to operate within the budget allocations approved by the Board of Selectmen. To that end, the Town should either provide the Fire Chief with access to the Town's financial and accounting system to monitor the fire department's budget in real-time or work with the new Fire Chief to set up line-item tracking of all fire department expenditures to ensure that spending does not exceed budget allocations.

Standard Operating Guidelines

The Alton Fire Department Standard Operating Guidelines (SOGs) provided to Dynamix Consulting Group for review were divided into three categories – In Progress, Updated, and SOGs. Dynamix Consulting Group found these SOGs disorganized and, in some cases, incomplete or outdated. For instance:

- ❏ All the SOGs in the "In Progress" category were listed as being revised in 2023.
- ❏ Many of the SOGS in the "Updated" Category dated back to 2006 and did not appear to be updated.
- ❏ Within the SOG Folder, many of the SOGs were incomplete. Some had issue dates but no SOG language. Others didn't have issue dates, and others dated back to 2005. Formatting was inconsistent, and in some cases, there were errors where the name of the SOG didn't match the language in the SOG.

Future Considerations

The Alton Fire Department's SOGs require a complete review. Following a complete review and update of all SOGS, the new Fire Chief should establish a review schedule to review and update every policy no less than every three years. This review should also include an annual gap analysis to identify the need for new rules and regulations.

Health and Wellness Programs

Safety Committee

The Alton Fire Department did not have a formal functioning Safety Committee during the Dynamix Consulting Group site visit.

Future Considerations

NFPA 1500: *Standard on Fire Department Occupational Safety and Health Program* is the industry standard for developing and administering a fire department safety program. Dynamix Consulting Group strongly encourages the Alton Fire Department to establish a Safety Committee and ensure all safety committee activities align with Chapter 4 of NFPA 1500. To be effective, safety committees must be diverse in their representation from across the department, ensuring representation by shift, rank, function, and interest, and including representation from non-uniformed staff members as well.

The safety committee should meet monthly and include in its mission the raising of awareness and modifying member behaviors that will result in a safe work environment. Additionally, the committee should review all accidents, injuries, near-miss incidents, and workplace safety suggestions. The committee should analyze the information and report its findings to the Fire Chief. In contrast to being reactionary through the development of additional rules, Dynamix Consulting Group recommends the committee should work to implement member safety education programs and encourage members' safety self-awareness. The committee should maintain regular and open meeting times and locations and record minutes of the meetings for posting for all members to review.

Wellness Committee

The Town of Alton has a Wellness Committee that hosts various wellness-related events for its employees. In recent years, the Fire Department has chosen not to participate in the Town's wellness program.

Future Considerations

Dynamix Consulting Group recommends the fire department's members re-incorporate into the Town Hall's Wellness Program. The benefits of this are two-fold: participating in this program will provide members of the fire department with additional resources beyond those that exist within the fire department, and the regular interaction between members of the fire department and Town Hall employees will foster closer relationships between the fire department and Town Hall.

Job Descriptions

Dynamix Consulting Group provided a complete summary of the Alton Fire Department job descriptions in the Staffing section of this Evaluation. All job descriptions were last updated in 2018.

Future Considerations

The Alton Fire Department recognizes ten positions. One of those positions is a secretary; the other nine are operational. Dynamix Consulting Group reviewed all job descriptions and noted four positions supervised, developed reports, and handled grievances. In comparison, five positions were charged to "Protect life and property by performing firefighting and support activities on the fire ground and during training." These five positions include Firefighter, Paramedic, AEMT, EMT, and Intern.

Currently, 22 individuals are responsible for the fire and EMS front-line provision in the Alton Fire Department. In comparison, eight individuals have Job Descriptions that charge them primarily with administrative and supervisory responsibilities. The job descriptions for all eight individuals specifically task them to "Respond to multiple alarm fire as needed; assume command in the absence of a superior officer."

Dynamix Consulting Group suggests all Alton Fire Department Employees' primary role should be providing fire and EMS to the community. As Alton staffs a small fire department, the Fire Chief should be considered a "working Fire Chief" whose job includes response to fire and EMS calls. The department is not large enough to warrant multiple staff positions responsible for administration or supervision. The Staffing section of this report recommends reducing the number of officer positions in the fire department and offers a sample Organizational Structure to accomplish that recommendation. Once the Town of Alton determines how the fire department will be staffed, the job descriptions should be updated accordingly.

Capital Assets

Facilities

The Alton Fire Department utilizes four fire stations to provide services to the community. These strategically placed stations have served Alton for several decades but require improvements. Dynamix Consulting Group visited each of the fire stations in June 2023, examined past reports addressing building conditions and space needs, and then conducted a gap analysis using industry best practices and recommendations from the National Fire Protection Association (NFPA)¹¹, the United States Fire Administration¹², and the International Association of Firefighters¹³.

Dynamix Consulting Group visited each of the facilities in June 2023 and categorized them according to the following criteria:

Fire Station Condition Classifications

Excellent	Like new conditions. No visible structural defects. The facility is clean and well-maintained. The interior layout is conducive to function with no unnecessary impediments to the apparatus bays or offices. No significant defect history. Building design and construction match the building's purposes. Age is typically less than ten years.
Good	The exterior has a good appearance with minor or no defects. Clean lines, good workflow design, and only minor wear on the building interior. The roof and apparatus apron are in good working order, absent any significant full-thickness cracks, crumbling of the apron surface, or visible roof patches or leaks. Building design and construction match the building's purposes. Age is typically less than 20 years.
Fair	The building appears structurally sound with a weathered appearance and minor to moderate non-structural defects. The interior condition shows normal wear and tear but flows effectively to the apparatus bay or offices. Mechanical systems are in working order. Building design and construction may not match the building's purposes well. Shows increasing age-related maintenance but with no critical defects. Age is typically 30 years or more.
Poor	The building appears cosmetically weathered and worn with potential structural defects, although not imminently dangerous or unsafe. Large, multiple full-thickness cracks and crumbling concrete on the apron may exist. The roof has evidence of leaking or multiple repairs. The interior is poorly maintained or shows signs of advanced deterioration with moderate to significant non-structural defects. Problematic age-related maintenance or major defects are evident. It may not be well suited to its intended purpose. Age is typically greater than 40 years.



¹¹ <https://www.nfpa.org/codes-and-standards/all-codes-and-standards/list-of-codes-and-standards/detail?code=1500>

¹² https://www.usfa.fema.gov/downloads/pdf/publications/design_of_fire_ems_stations.pdf

¹³ https://www.iaff.org/wp-content/uploads/FFCancer_FireStationDesign.pdf

Alton Fire Stations

Station	Picture	Condition	Notes
Central Station		Poor	<ul style="list-style-type: none"> No sprinklers No electronic access No cancer prevention engineering Back-in bays Within the 100-year flood zone Water enters the building through overhead doors and floor cracks Inadequate bay space – 4 units parked outside, little clearance Inadequate office space Inadequate storage space Inadequate training room Shared bunkrooms Only one shower No separate men's and women's bathrooms Inadequate parking
East Station		Poor	<ul style="list-style-type: none"> No sprinklers No electronic access No cancer prevention engineering Back-in bays No generator No showers No bunkrooms There is no separation between the desk workspace and the vehicle exhaust Entry doors rusted through, creating gaping holes to the outdoors

Station	Picture	Condition	Notes
West Station		Poor	<ul style="list-style-type: none"> No sprinklers No electronic access No cancer prevention engineering Back-in bays Poor line of sight from the station for oncoming traffic Bays are narrow and short Inadequate storage The second floor is not able to be used as a hall because of code violations No bunkrooms No separate male and female working bathrooms No working showers No office space
Bay Station		Poor	<ul style="list-style-type: none"> No sprinklers No electronic access No cancer prevention engineering Back-in bays The building lacks insulation and is costly to heat Water enters the building through cracks in the walls and under the overhead door Inadequate storage No bathrooms No showers No sink No bunkrooms Inadequate bay space Inadequate parking

Future Facilities Considerations

The Alton Fire Department facility infrastructure will require significant financial investment in the coming years. All four of the fire stations are in poor condition. Dynamix Consulting further notes that many of the fire stations have outlived their useful life and that some stations are no longer in the optimal location to meet the current service demands in Alton. The Town of Alton should consider relocating some or all fire stations rather than renovating them. GIS Models for Fire Station Optimization are included in *the Service Delivery* section of this plan.

Automatic Sprinkler Protection

As noted above, none of the fire stations are sprinkled. NFPA 1: *Fire Code* requires “New buildings housing emergency fire, rescue, or ambulance services shall be protected throughout by approved supervised automatic sprinkler systems.” The requirement for sprinkler protection protects the emergency services personnel occupying the facility and reduces the risk of disrupting the provision of emergency services to the community because of a fire. While not required by the code for existing buildings, Dynamix Consulting Group recommends the Town consider installing fire sprinkler systems in all existing fire stations for the safety of the firefighters who occupy the stations and to demonstrate to the community the importance of automatic fire sprinkler systems.

Access Control

Fire stations were historically places where residents and visitors from the community accessed any part of a fire station with very few limitations. Unfortunately, the current social environment requires emergency service providers to implement specific security measures limiting and controlling access to fire rescue facilities. The need to protect firefighters drives the control of limited access, installation of expensive equipment, and protection of sensitive data from access by individuals desiring to harm the community. Presently, fire station access in Alton is by keys or key codes. This is unreliable for securing buildings, as members can copy keys or share access codes. The Town should consider installing electronic access control systems that monitor who enters and exits the buildings and allow the Town to turn off access to individuals as needed in all facilities.

Cancer Prevention Engineering

Firefighting is an occupation with higher rates and varieties of cancer than many other occupations. Regrettably, exposure to cancer-causing agents (carcinogens) does not end with fire extinguishment. Exposure for firefighters continues when returning to the fire station until gear, equipment, and the firefighters themselves become “clean” of the carcinogens from the smoke and other products of the fire through decontamination efforts. Until this time, the risk of continued cross-contamination remains for the firefighters.

Within the Alton Fire Department, there are cancer prevention policies in place. Firefighters have received training protocols for both cancer prevention and decontamination. To limit or reduce firefighter exposure to toxic products of combustion that occur *after the fire*, firefighters must store turnout gear in well-ventilated rooms to prevent additional firefighter exposure to off-gassing chemicals absorbed into turnout gear during a fire. To that end, the Town should protect firefighters from cancer, including pressurizing corridors to help keep contaminants out of designated clean areas, private showers, and a second set of turnout gear or access to a second set for all firefighters.

Back in Bays

All four fire stations have “back-in bays.” The lack of drive-throughs at these facilities constitutes a safety concern, as many firefighter injuries and accidents occur when backing emergency vehicles into the bays. Dynamix Consulting Group notes that all stations use “back in” procedures; however, drive-through bays are the recommended configuration. For all future buildings that will house apparatus, the Town should consider a design that allows for drive-through bays that are large enough to accommodate all frontline and reserve apparatus.

Apparatus

Dynamix Consulting Group observed the Alton Fire Department’s vehicles to be well maintained and generally in fair to good condition. The units range in age from a high of 24 to a low of less than a year. By averaging the entire apparatus list (excluding boats), Dynamix Consulting Group calculates an overall combined average of 11 years.

Alton Fire Apparatus

Apparatus	Year	Manufacturer/Model	Purchase Price	Age in 2023
Ambulance 1	2016	Ford E450	\$189,776	7
Ambulance 2	2018	Dodge F4500	\$220,068	5
Command 1	2019	Chevy Tahoe	\$56,000	4
Engine 1	2007	Emergency One	\$384,129	16
Engine 2	2004	Emergency One	\$384,129	19
Engine 3	1996	Ford F800	\$55,000	27
Engine 4	2020	Emergency One	\$517,099	3
Ladder 1	1999	Luverne Spartan	\$75,000	24
Forestry 1	2018	Dodge Forestry	\$46,164	5
Rescue 1	2005	Emergency One	\$50,700	18
Utility 1	2023	Chevy Silverado	\$60,000	0
Utility 2	2019	CanAm Defender	\$18,560	4
Boat 1	2023	Eastern Seaway	\$350,825	0
Boat 2	2002	Alumitech	Donation	21

Future Considerations

Apparatus Replacement

In the United States, fire departments generally categorize fire apparatus as frontline or reserve. Frontline apparatus are typically more dependable and newer and are used by the department daily to respond to various emergencies and transport various equipment. Reserve apparatus are kept on standby for regular maintenance and repairs on frontline vehicles and may be used for extended periods if a frontline vehicle is involved in a major accident or has an equipment failure. Regardless of the reason, reserve vehicles must be able to operate in the same situations as the frontline vehicles they are replacing.

NFPA 1900, Standard for Aircraft Rescue and Firefighting Vehicles, Automotive Fire Apparatus, Wildland Fire Apparatus, and Automotive Ambulances (2024) Annex F recommends:

To maximize firefighter capabilities and minimize the risk of injuries, a fire apparatus must be equipped with the latest safety features and operating capabilities. In the last 10 to 15 years, much progress has been made in upgrading functional capabilities and improving the safety features of fire apparatus. Apparatus over 15 years old might include only a few of the safety upgrades required by recent editions of the NFPA fire department apparatus standards or the equivalent Underwriters Laboratories of Canada standards.

It is recommended that apparatus over 15 years old that have been properly maintained and still in serviceable condition be placed in reserve status; be upgraded per NFPA 1910; and incorporate as many features as possible of the current fire apparatus standard. Apparatus not manufactured to the applicable NFPA fire apparatus standards or over 25 years old should be replaced.

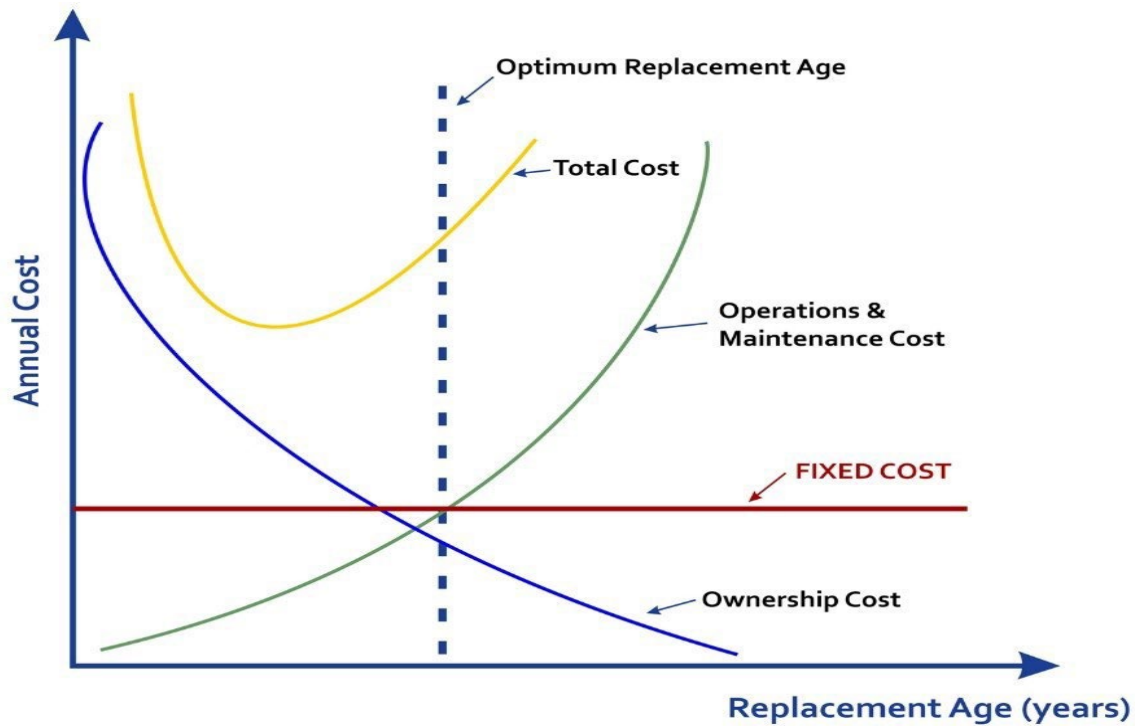
This recommendation from the NFPA is general and suggests more criteria when evaluating the service life of fire apparatus. The service life considerations listed below are from NFPA 1900 (2024):

- 🔧 Vehicle road mileage
- 🔧 Engine operating hours
- 🔧 Replacement parts availability and supply chain reliability
- 🔧 Quality of work from the original manufacturer
- 🔧 Design and dependability of the department's preventive maintenance program
- 🔧 Value of components used during the apparatus build

An apparatus replacement plan is a structured approach to systematically replace aging apparatus in a fire department. This plan is essential to maintain the fire department's peak efficiency, minimize apparatus downtime, and reduce the risk of equipment failure during emergency operations. Maintaining and replacing equipment as needed through an ongoing apparatus replacement plan is crucial to ensure that lifesaving operations are not hindered.

Fire service leadership can also utilize the Economic Theory of Vehicle Replacement as a conceptual model to aid in planning and procuring apparatus. The theory illustrates that as the apparatus ages, capital costs decrease while operating expenses such as repairs and downtime increase. Using this model, one can determine the ideal time to purchase new apparatus when operating costs surpass capital costs. This optimal time may not be a specific point but a range over time.

Economic Theory of Vehicle Replacement



Dynamix Consulting Group recommends the Alton Fire Department complete an apparatus replacement plan and update it annually. The following figure is one example of criteria for determining apparatus replacement based on a points system. The method examines not only the age of the apparatus but also apparatus mileage or hours, service, condition, and general reliability. Consider these factors when developing an apparatus replacement plan for the Alton Fire Department.

Criteria & Method for Determining Apparatus Replacement

Evaluation Components	Points Assignment Criteria	
Age:	One point for every year of chronological age, based on in-service date.	
Miles/Hours:	One point for every 10,000 miles or 1,000 hours	
Service:	1, 3, or 5 points are assigned based on the service type received (e.g., a pumper would receive a 5 since it is classified as severe duty service).	
Condition:	This category takes into consideration body condition, rust interior condition, accident history, and anticipated repairs. The better the condition, the lower the assignment of points.	
Reliability:	Points are assigned as 1, 3, or 5, depending on the frequency a vehicle is in for repair (e.g., a vehicle in the shop two or more times per month on average would receive a 5, while a vehicle in the shop an average of once every three months or less would receive a 1).	
Point Ranges	Condition Rating	Condition Description
Under 18 points	Condition I	Excellent
18–22 points	Condition II	Good
23–27 points	Condition III	Consider Replacement
28 points or higher	Condition IV	Immediate Replacement

Number of Types of Apparatus

Dynamix Consulting Group noted the Alton Fire Department is heavy on apparatus when comparing the number of firefighters on duty and those who actively respond as paid-per-call members to the number of apparatus.

The cost of maintaining apparatus does place a significant burden on a fire department's operating budget in addition to the burden that replacement costs incurred on the capital budget. Dynamix Consulting Group recommends a department-wide evaluation of all the apparatus in the fleet to eliminate apparatus that does not see regular use and does not serve a specific and necessary need.

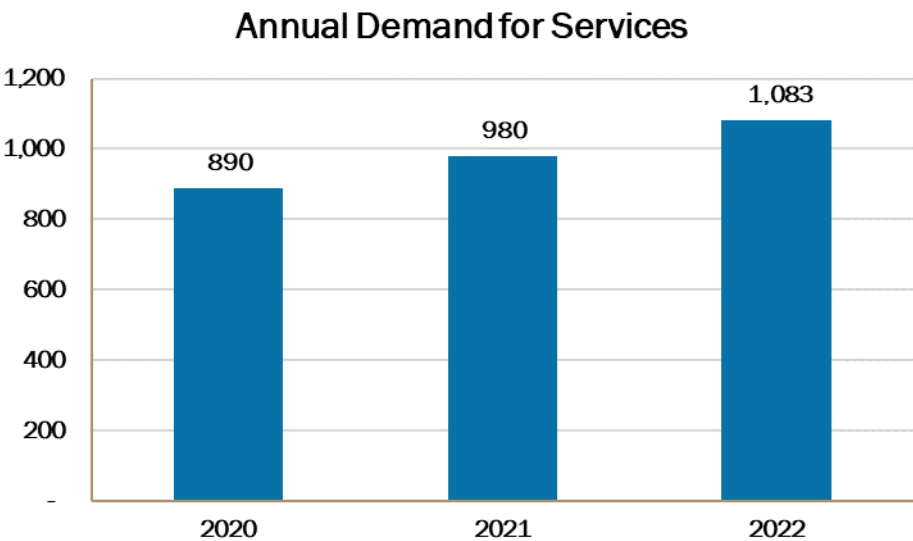
Apparatus Repair and Maintenance

During the site visits, Dynamix Consulting Group became aware that several firefighters are performing repairs and maintenance on the Town of Alton fire apparatus. While firefighters have traditionally been expected to maintain and perform minor services such as replacing lightbulbs or topping off fluids, Dynamix Consulting Group cautions that best practices include having repair work performed by a certified Emergency Vehicle Technician (EVT). NFPA 1910 is the *Standard for the Inspection, Maintenance, Refurbishment, Testing, and Retirement of In-Service Emergency Vehicles and Marine Firefighting Vessels*. Section 49.1.2.6* of the 2024 edition specifies that "EVTs who perform or support duties and responsibilities relating to emergency vehicle maintenance and repair shall remain current with required knowledge, required skills, and individual Job Performance Requirements addressed for each level or position qualification to maintain proficiency and competency with the JPRs covered in this standard.

The Town of Alton should consider sending one of the Town's mechanics to become a certified EVT or have fire apparatus repaired by a private contractor with EVT Certification.

Service Demand Study

As a service-providing organization, the Alton Fire Department’s most visible aspect is the prompt and effective delivery of services. Using incident data provided by the fire department, this section provides a cross-section of metrics intended to assist the fire department and Town management in identifying gaps in service delivery, trends related to the delivery of services, and areas of success and potential improvement. This data can provide insights into how service demand may change year to year and within the incident type categories. Knowing when high-demand periods occur will assist the Alton Fire Department in determining whether staffing levels are sufficient for that demand.



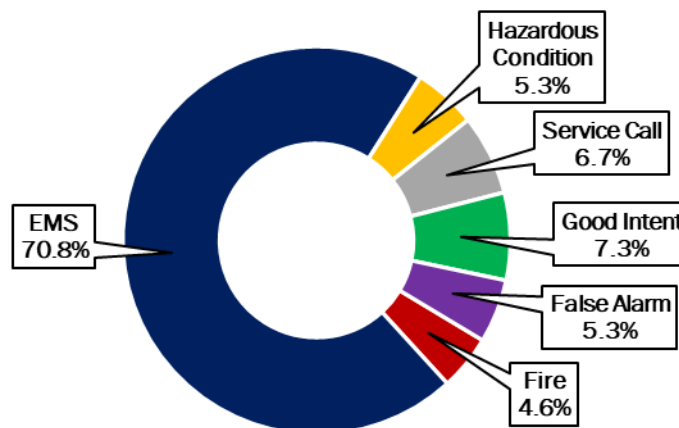
Annual demands for service tended to increase year over year, with an average yearly increase of 10.3% from 2020 to 2022; however, the impact of this increase on the Alton Fire Department’s daily operations results in an average increase of 0.25 responses per day. While this has a relatively low impact on daily operations, the ability of the Town of Alton to quickly assemble a response force of any size to mitigate a moderate to a high-risk emergency, such as a structure fire, is limited, and focus should be placed on identifying partnerships to assist during low frequency, high-risk events.

While annual incident totals can provide a perspective on how the community's dependence upon the fire and emergency medical services fluctuates year over year, understanding the types of incidents and their relative frequency is equally essential to the Town's deployment model and associated services. Categories used in this analysis are based on the National Fire Incident Reporting System (NFIRS) guidelines for grouping incident types. Within the NFIRS classifications, the following incident types are grouped within the corresponding series:

- 100 Fire - Includes fires out on arrival and gas vapor explosions (with extremely rapid combustion)
- 200 Overheat/Overpressure - Rupture, Explosion, Overheat (No Fire). Excludes steam mistaken for smoke
- 300 EMS - Rescue and Emergency Medical Service Incident
- 400 Hazardous Condition - (No Fire)
- 500 Service Call - Nonemergent assistance provided
- 600 Good Intent - No incident found
- 700 False Alarm - Unintentional system activation
- 800 Severe Weather/Natural Disaster - Incidents involving weather-related risks
- 900 Special Incident - Special event or complaint investigation

The majority of responses for the Alton Fire Department are EMS in nature. Good intent calls represent 7.3% of demand, with Service calls representing 6.7%. False Alarms were the next most common category at 5.3%, and Hazardous Conditions at 5.3%. Fires are the lowest percentage of incidents, 4.6%, that the Alton Fire and Rescue Department responded to; however, these are often the most labor-intensive, time-consuming, and impactful incidents to the citizens of Alton. Over the three years of data analysis, the Alton Fire Department did not respond to incidents related to overheated/overpressured vessels, severe weather, or any special incident.

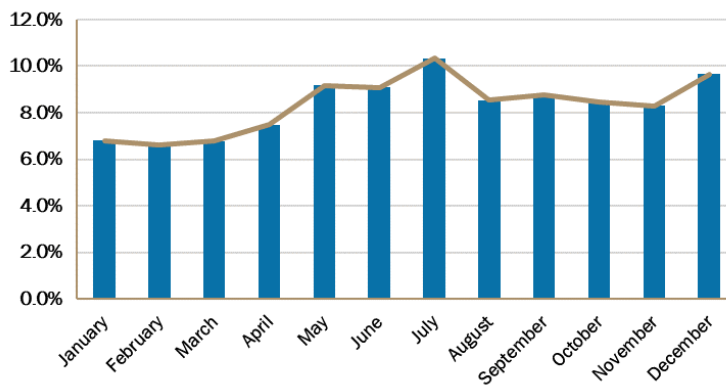
Demand by Incident Frequency 2020-2022



Temporal Variation

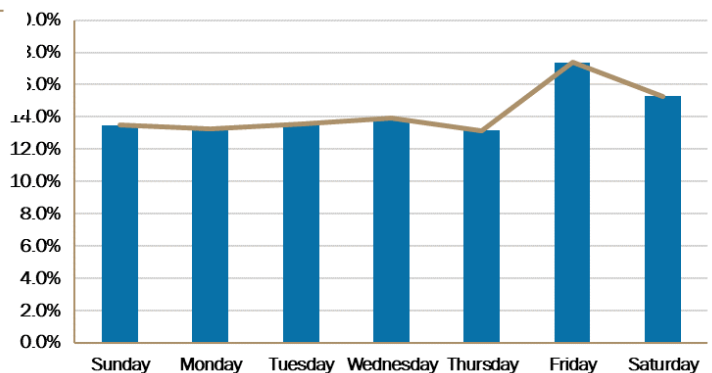
Temporal variation describes the patterns that occur over time. When analyzed and tracked over time, these patterns provide valuable insight into when demand is highest and lowest. Using these patterns, the Alton Fire Department can determine which periods most likely require additional resources.

Demand by Month 2020-2022



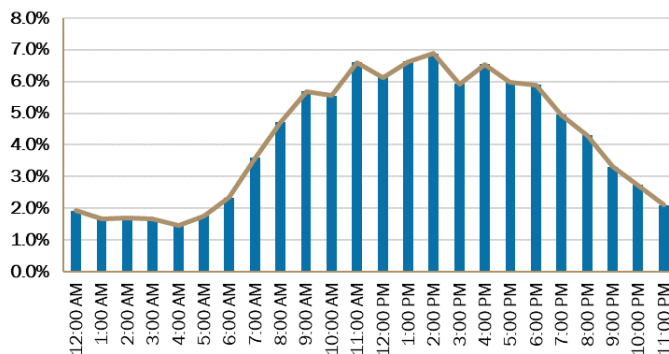
Demand for services by month follows a typical pattern, with demand increasing from May through July with the rise in outdoor activity and the seasonal population that declines during the winter; however, there is an additional spike in December, which is the second highest month for demand, 9.7%.

Demand by Day 2020-2022



Service demand relating to days of the week shows the Alton Fire Department experiences the greatest demands for service on Fridays, 17.4%, and on Saturdays, 15.3%. The remaining five days have consistent daily demand and have less than a 1% difference from the lowest day, Thursday, at 13.1%, and the

Demand by Hour 2020-2022



highest weekday, Wednesday, at 13.9%.

Finally, temporal variation is displayed by the hour of the day. In this chart, service demand increases at the beginning of the day, peaking near midday to early evening and tapering off to its low point at 4 a.m. Regular office hours from 9 a.m. to 6 p.m. represent 61.8% of call volume in the community.

Resource Distribution Study

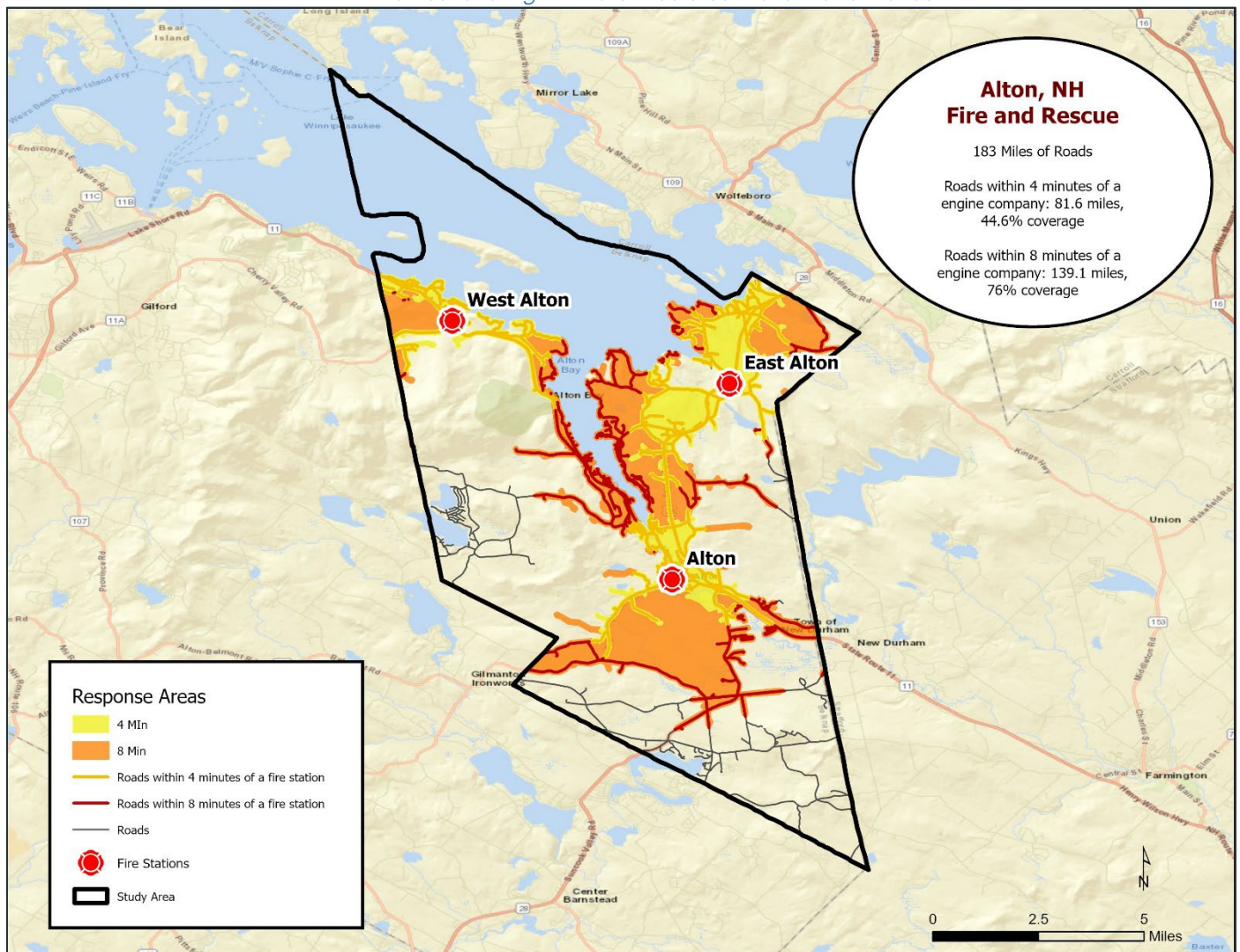
When evaluating the performance of the Alton Fire Department, it is essential to consider the equitable distribution of available resources. This ensures that the highest level of service is provided to the maximum number of residents possible. Assessing the department's performance involves conducting a gap analysis based on industry standards. This assessment focuses on two primary benchmarks: NFPA 1710 and the Insurance Services Office (ISO). The latter utilizes proprietary evaluation criteria that are based on NFPA 1710. Analyzing these standards gives a better understanding of the fire department's performance level and areas that require improvement.

NFPA 1710 Criteria

The National Fire Protection Association (NFPA) is a consensus standards organization that sets codes and standards for fire departments and emergency medical services for local governments. One of the critical standards NFPA provides is NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, which outlines guidelines for career fire department performance, operations, and safety. This standard requires that career departments reach emergency calls within their jurisdiction, with the first arriving unit within 4 minutes and the balance of the response arriving within 8 minutes.

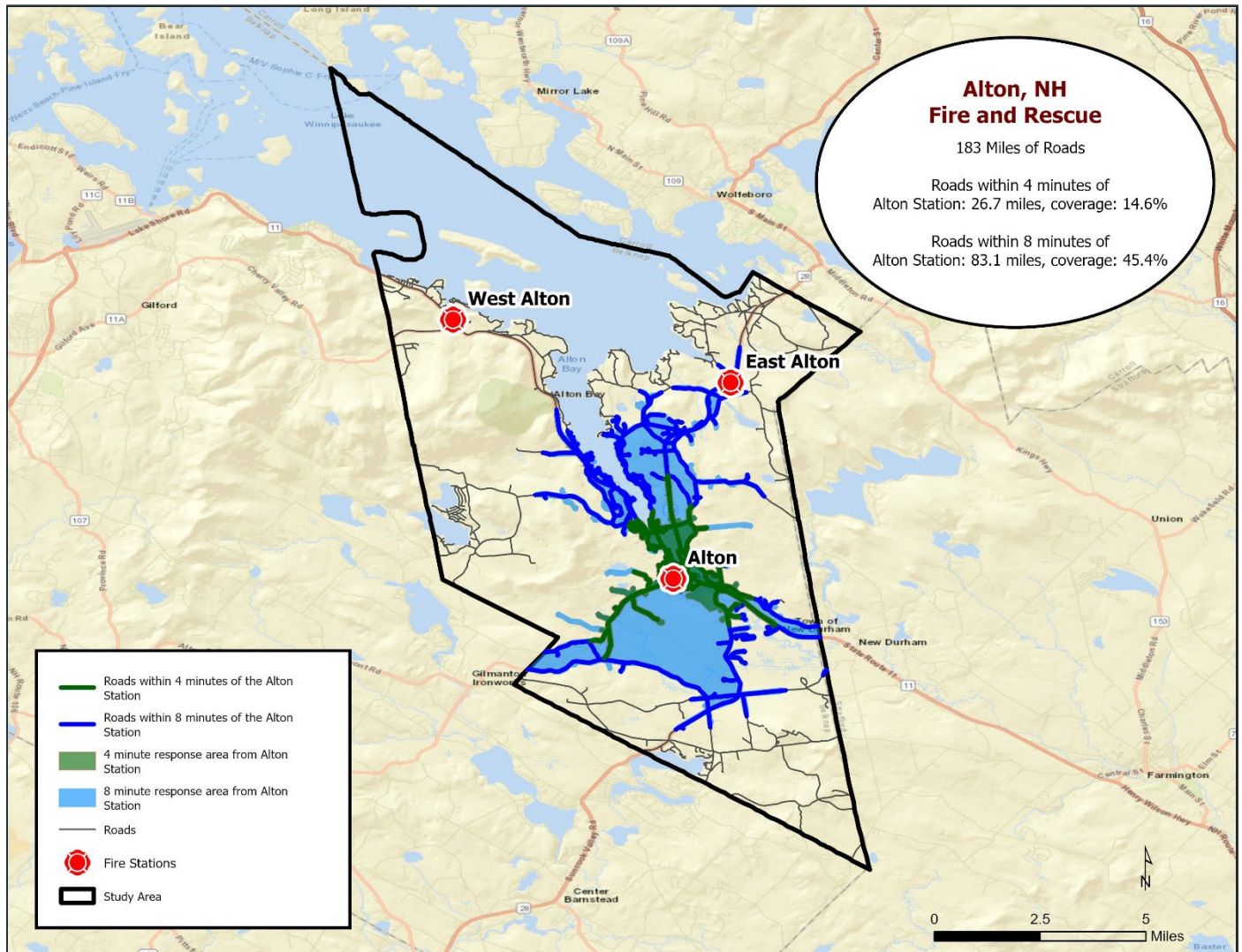
To assist the Town of Alton in determining how well the fire department meets these standards, the map below utilizes historical traffic data to predict travel times for 8 a.m. on Monday mornings. The map shows unshaded pockets where the area falls outside the model's maximum extension from the road network.

NFPA 1710 Four and Eight-Minute Predicted Travel Performance



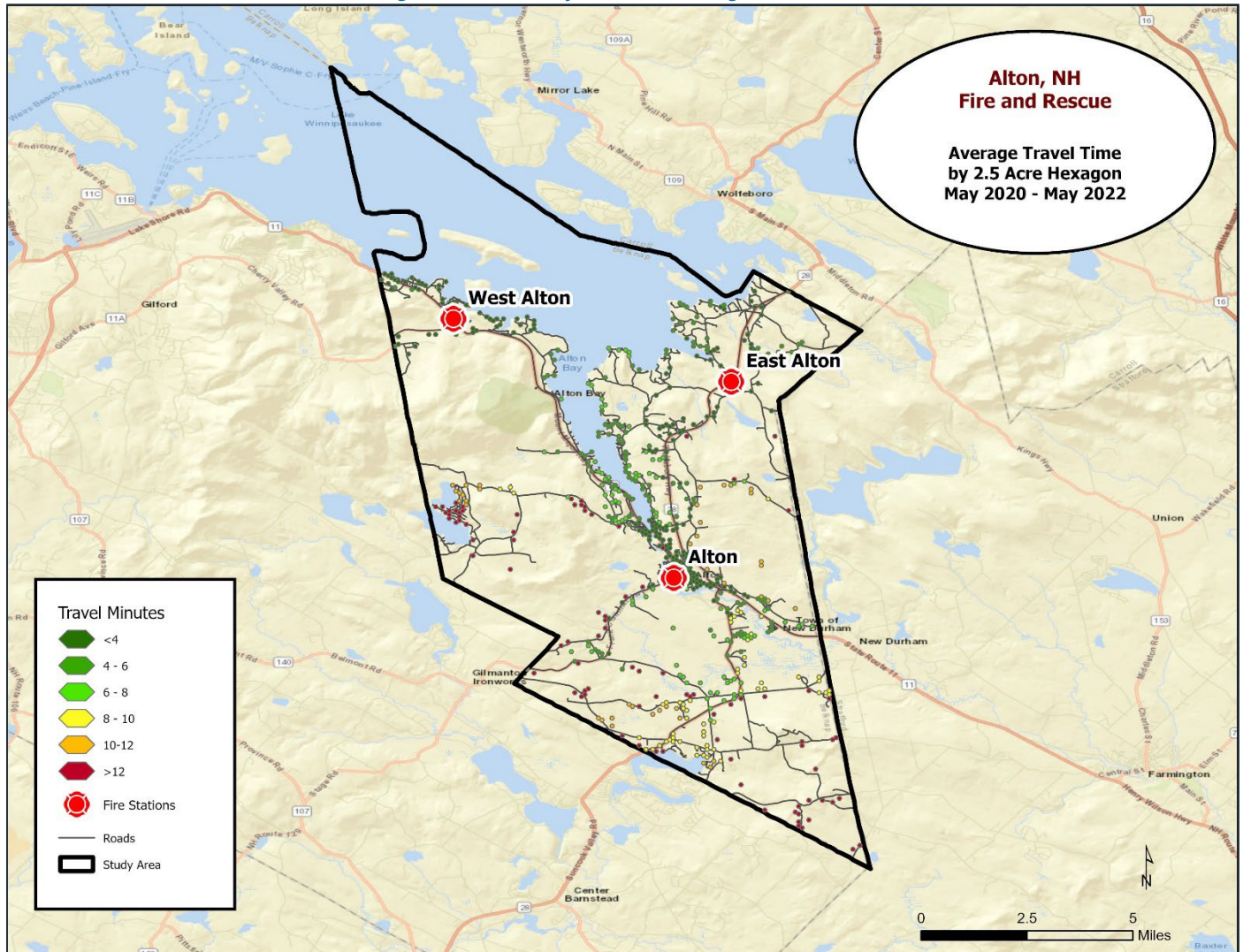
NFPA 1710 suggests that for emergency incidents, the first arriving unit should arrive onscene within four minutes or less and that an ALS unit arrive onscene within eight minutes of travel, both 90% of the time. If Alton's three fire stations were staffed, nearly half, 44.6%, of the populated areas of the Town lie within a four-minute travel time when all units are available and in quarters; however, a decline in volunteerism, the Town only regularly staffs Station 1. From this location, the first responding units can reach 14.6% of the service area within a four-minute travel time, and the ambulance can reach 45.4% within an eight-minute travel time.

Four and Eight-Minute Travel Time from the Central Alton Station



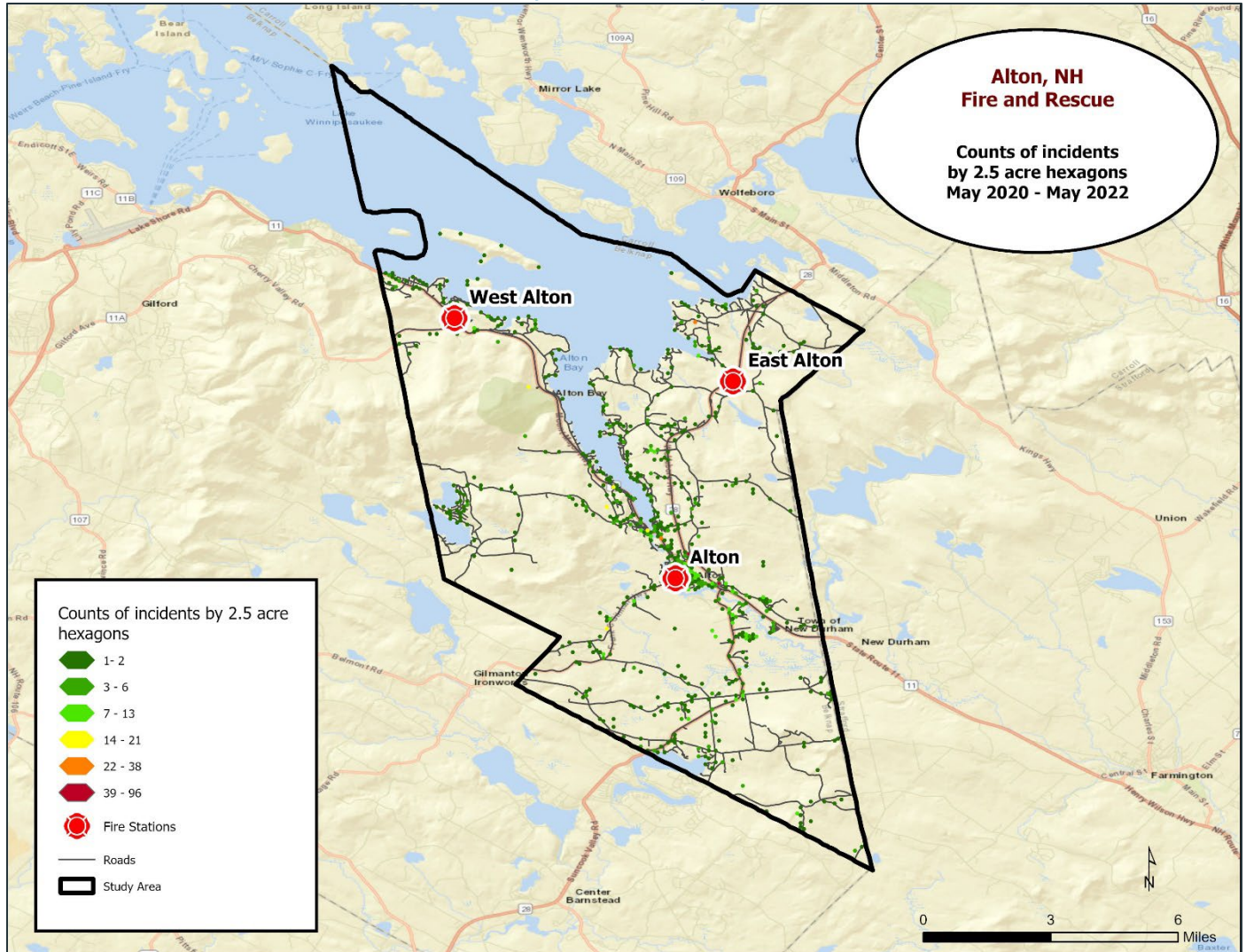
The following figure displays the average travel time for 2.5-acre hexagons. This figure subdivided the Town using GIS software and incident locations with their travel times superimposed. The result of each hexagon containing at least one data point is the average travel to that area. As observed, while areas proximal to fire stations tend to display more green hexagons, areas outside of a four to five-mile travel tend to display yellow, orange, and red hexagons, indicating travel times exceeding 12 minutes.

Average Travel Time by 2.5 Acre Hexagons 2020-2022



While areas downtown and immediately around Alton Bay tend to receive adequate first-responding coverage, the southern and western areas of the Town can anticipate extended travel times for responding units during an emergency. When assessing travel time performance, it is equally important to understand the frequency with which these events occur at a given location. Densely populated areas tend to have greater demands for service, while rural areas tend to have lower demand. The following figure provides a count of incidents occurring in the 2.5-acre hexagons.

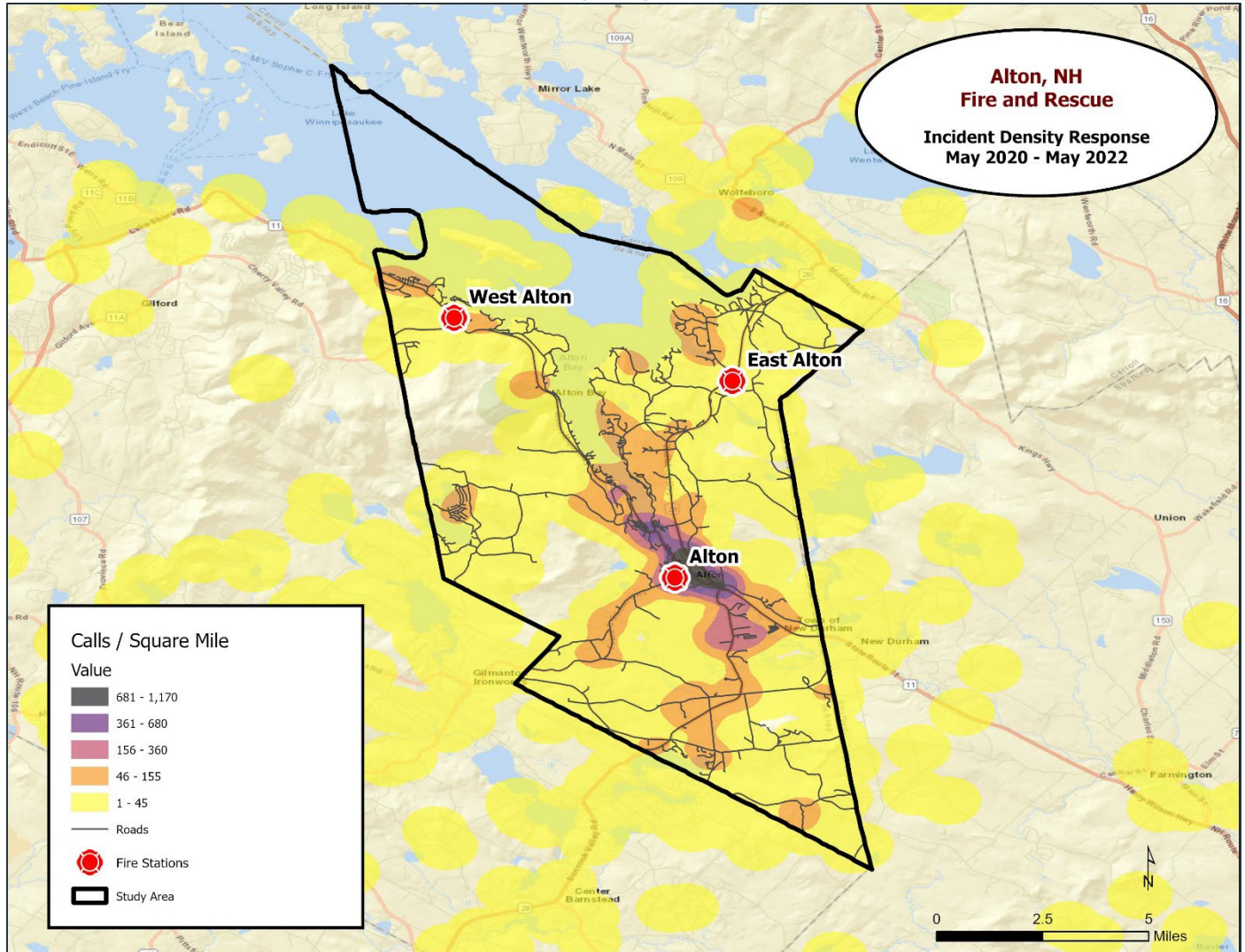
Incident Count by 2.5 Acre Hexagons 2020-2022



Most incidents occurred in the center of town and along the bay. While performance in these outlying areas was extended, residents may consider this acceptable when the cost and rate at which incidents occur are factored in. While all emergencies are important, the cost to improve performance is likely unavailable or sustainable.

Finally, using GIS software, an incident density analysis, or Hot Spot Analysis,” was created for the Town of Alton based upon the relative closeness of events to one another. This Hot Spot Analysis allows the Town to identify areas with the densest activity relative to other areas, providing a valuable tool for allocating resources and addressing service demands. By examining incident data from 2018 through 2022, the analysis does not simply count the number of calls in each area. Instead, it compares incident density in different regions across the jurisdiction. This provides a more accurate picture of where resources are needed the most.

Incident Density Analysis 2020-2022



The results of the incident density analysis reveal incidents are more densely clustered within the center of town and the mouth of Alton Bay.

ISO Response Performance

The Insurance Services Office (ISO) uses a classification rating system that assesses communities' fire protection. The Property Protection Class (PPC®) score is a comprehensive rating system that classifies communities on a scale of 1 to 10, with 1 being the best protection and 10 having no protection. The rating system evaluates four key areas: emergency dispatch and communications (10% of the rating), water supply system and distribution capabilities (40%), fire department (50%), and community risk reduction efforts (an additional 5.5% credit is available above 100%).

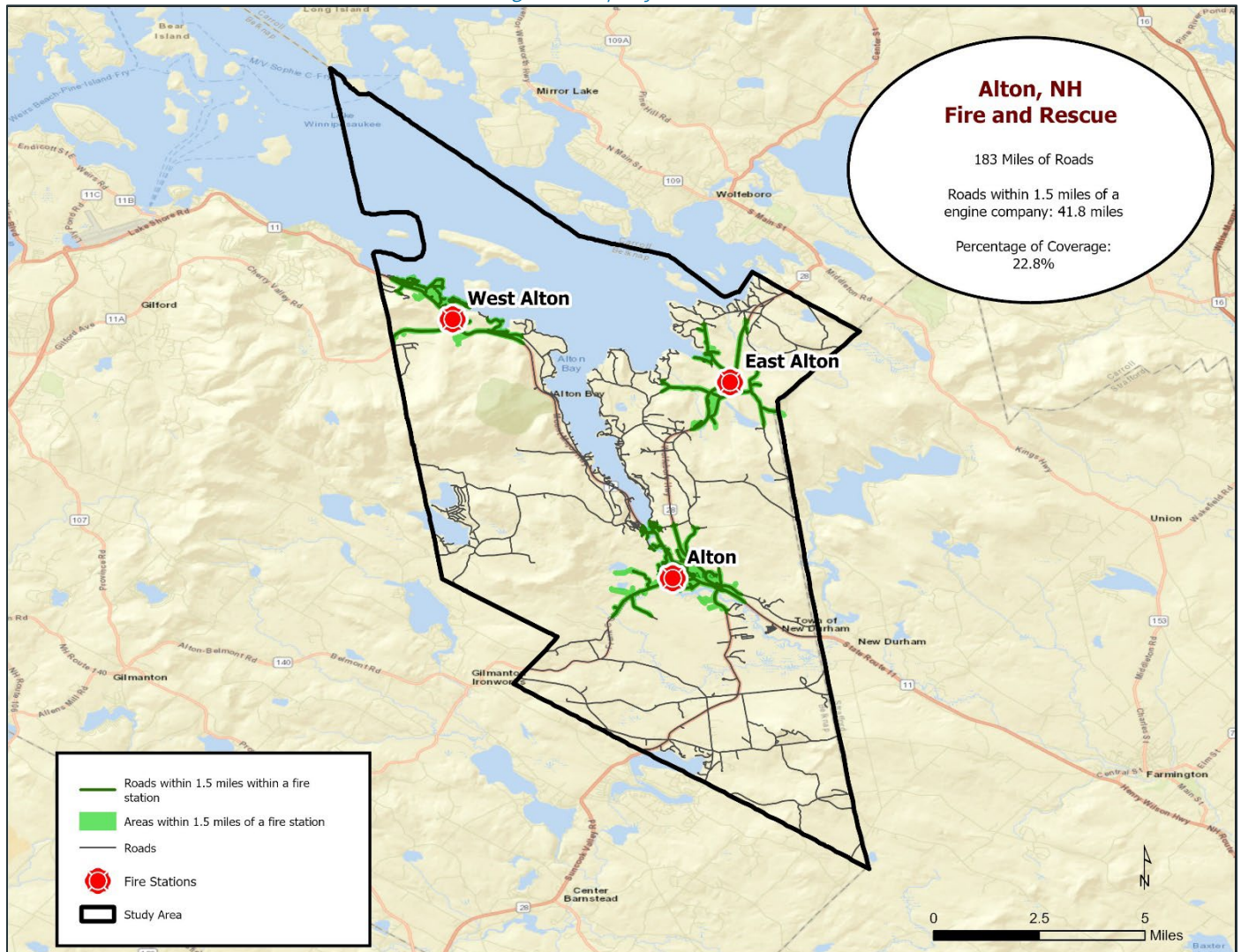
ISO's new rating system provides insurance carriers with a detailed report of a community's fire protection capabilities. The report includes an overall score and detailed information on the four key areas. This information helps insurance carriers determine insurance premiums for properties in a particular community. The PPC® rating system is a standard approach to assessing fire protection capabilities. It provides insurance carriers with a comprehensive understanding of a community's fire protection capabilities.

Additionally, it provides communities with valuable information on areas where improvements can be made to enhance fire protection capabilities. In May 2023, ISO awarded the Alton Fire Department an improved PPC Rating of 5/5Y. This rating was an improvement over the previous 6/6X from 2015.

Engine Company Performance

A crucial aspect of a jurisdiction's PPC® score is how many structures protected by the fire department are located within a 1.5-mile service area of a fire station. This is because ISO estimates a 4-minute travel time for first responders, as required by NFPA 1710, using the 1.5 road-mile standards. Based on the ISO engine company travel criteria, the map shows only 22.8% of Alton falls within this 1.5-mile distance. Additionally, ISO requires the department to provide records demonstrating an active response to structure fires from available stations. Stations that were not active within the last year may not receive credit for coverage; however, by reducing the number of active engine or ladder companies, scores can improve by reducing the number of firefighters required to be available at all times.

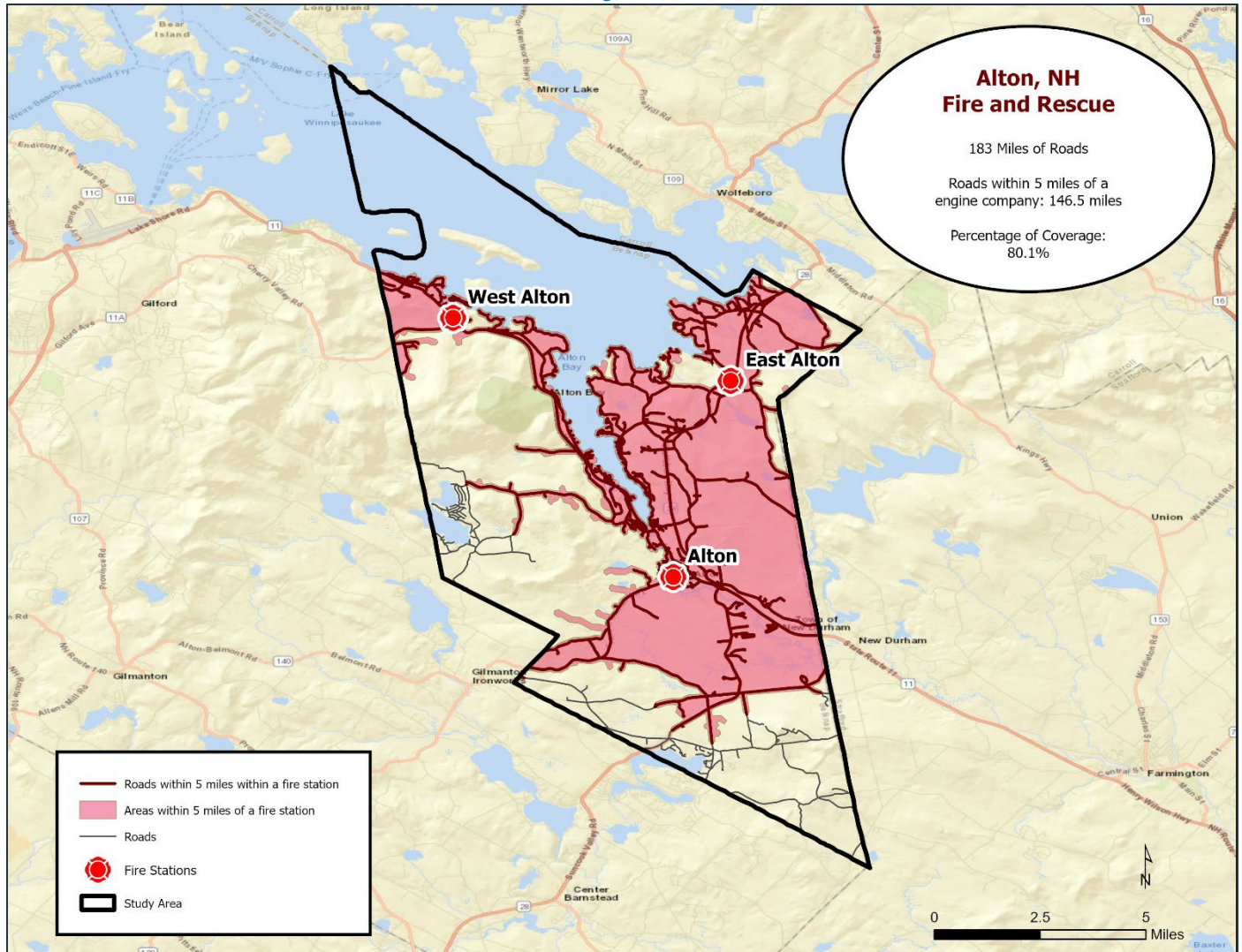
ISO Engine Company Performance



ISO Fire Station Coverage

To ensure fire coverage is available and to be eligible for a PPC® rating from ISO, structures must be within 5 miles of a fire station. A structure outside this range may receive a PPC® rating of 10, indicating no fire department coverage. Fortunately, most areas (80.1%) fall within the 5-mile coverage area and are eligible for a rating based on the fire department's performance; however, these stations must maintain an active response to receive future credit.

ISO 5-Mile Coverage from a Fire Station



Resource Concentration Study

The Alton Fire Department strives to staff three firefighters per day at the Central Station; however, there are times when the station is staffed with two firefighters, which is its minimum staffing. NFPA 1710 states that for moderate-risk events, such as working structure fires, a minimum of 16 firefighters must arrive onscene with all needed equipment within 9 minutes and 20 seconds of initial notification. With a lack of volunteerism and a decline in per-diem firefighters who predominately live in other communities, Alton may struggle with suppression operations and cannot conduct interior firefighting without at least four firefighters onscene. Because of this, during low-frequency events like working structure fires, Alton will be highly dependent upon mutual aid and assistance from other communities.

Response Reliability Review

No matter how many fire stations or apparatus protect a community, if crews are committed to other tasks, incidents, or otherwise unavailable to respond to emergencies, delays occur during a time-sensitive issue. Determining resource reliability involves using several metrics to establish a global perspective on the Alton Fire Department's ability to provide sufficient responding resources to meet service demand in the community. When all units are available and in quarters, supplying sufficient resources is typically not a problem; however, when multiple calls coincide, units are committed to incidents for extended periods, or when insufficient resources exist to mitigate an emergency, commanders must ensure further preparation and planning to mitigate all incidents safely and effectively.

Call Concurrency

The first evaluation is call concurrency. Call concurrency compares how often multiple calls occur and places additional resource demands. In the following figure, a concurrent call occurs when a second unit is dispatched to a separate incident before the first unit clears the scene and becomes available. When two incidents occur simultaneously, and a third separate incident emerges, three concurrent calls are present, and so on.

Call concurrency for single incidents is 87.4% for the Alton Fire Department. For 12.6% of incidents, multiple units are unavailable for a response as they are attending to another incident. Although in a typical system, this rate of call concurrency would not present an issue because mutual aid is, for all intent and purposes, unavailable, and the Alton Fire Department only staffs with three firefighters, a significant number of incidents have the potential to go unanswered without assistance from volunteer firefighters who possess medical training.

Call Concurrency	
Single Incident	87.4%
2 Incidents	11.7%
3 or More Incidents	0.9%

Unit Hour Utilization

Another component considered when evaluating resource reliability is Unit Hour Utilization (UHU). UHU expresses the workload placed on the crew assigned to that unit and describes when a unit is unavailable for response because it is already committed to another incident. The larger the percentage, the greater its utilization, and the less available it is for assignment to subsequent calls for service, training, and ancillary duties. Expressed as a percentage, UHU rates represent the percentage of the total hours of use in a year. Due to having no apparatus incident response data available, the unit hour utilization calculations cannot be completed.

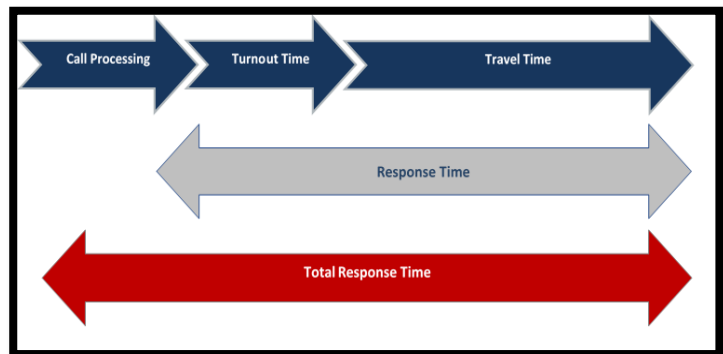
Response Performance Summary

The most visible element of a fire department is its response performance. How quickly units arrive on the scene and how efficiently they resolve an emergency is typically the only interaction most residents will have with the fire department. NFPA 1710 is the applicable standard for career fire departments to evaluate the Alton Fire Department's system performance.

Response time performance is comprised of the following components:

- 🔧 **Call-Processing Time:** The amount of time between answering a call by the 9-1-1 Primary Public Safety Answering Point, or dispatch center, and dispatching resources.
- 🔧 **Turnout Time:** The interval between response unit notification of the incident and apparatus response.
- 🔧 **Travel Time:** The amount of time the responding unit spends on the road traveling to the incident until arrival at the scene. This is a function of speed and distance.
- 🔧 **Response Time:** This time calculation is from dispatching the fire department to the arrival of the first apparatus. Response Time equals the sum of "Turnout Time" and "Travel Time."
- 🔧 **Total Response Time:** This is the most apparent time to the caller requesting emergency services. Total response time is the time that occurs from when they place the emergency call until the units arrive. This time often includes factors within and outside the fire department's control, particularly when another agency provides dispatch services.

Tracking the individual components of response time will enable the Alton Fire Department to identify deficiencies and areas for improvement. Once understood, response goals and standards for the current performance of Call Processing, Turnout Time, and Travel Time can be developed that are both relevant and achievable. Fire service best practices recommend that fire service organizations monitor and report the components of Total Response Time.



The Time Continuum comprises the abovementioned elements: Call Processing, Turnout Time, and Travel Time. Response Time is a combination of Turnout and Travel Time. Total Response Time is the sum of all the times starting with the Call-Processing Time, Turnout Time, and Travel Time. The following section includes a more detailed discussion of the components of the Response Time Continuum, including the results of analyses where possible.

Historically, fire rescue service providers have used the performance measurement of average response time to describe performance levels. The average is a commonly used descriptive statistic, also called the mean of a data set. Averages may not accurately reflect the performance of the entire data set because data outliers can significantly skew averages, especially in small data sets. One extremely good or bad value can skew the "average" for the entire data set. Percentile measurements are a better measure of performance since they show that most of the data set has achieved a particular level of performance. The 90th percentile means that 90% of responses were equal to or better than the performance identified. The other 10% are data outliers, inaccurate data, or situations outside normal operations that delay performance. This compares to the desired performance objective to determine the degree of success in achieving the goal.

When evaluating fractile performance, an important consideration is each category's results are not additive, meaning that the sum of two or more constituent metrics cannot be simply added together to find the sum. Each dataset is discrete and requires individual evaluation, mainly when data quality is an issue. If a metric, such as response time, possesses most of its data points, while turnout time is not accurately documented, a significant difference can exist between the response time calculated using the fractile descriptive and the sum of turnout time and travel.

Evaluating the various response time components using the fractile analysis method requires each component to be assessed separately, as the available data and the data quality may vary significantly.

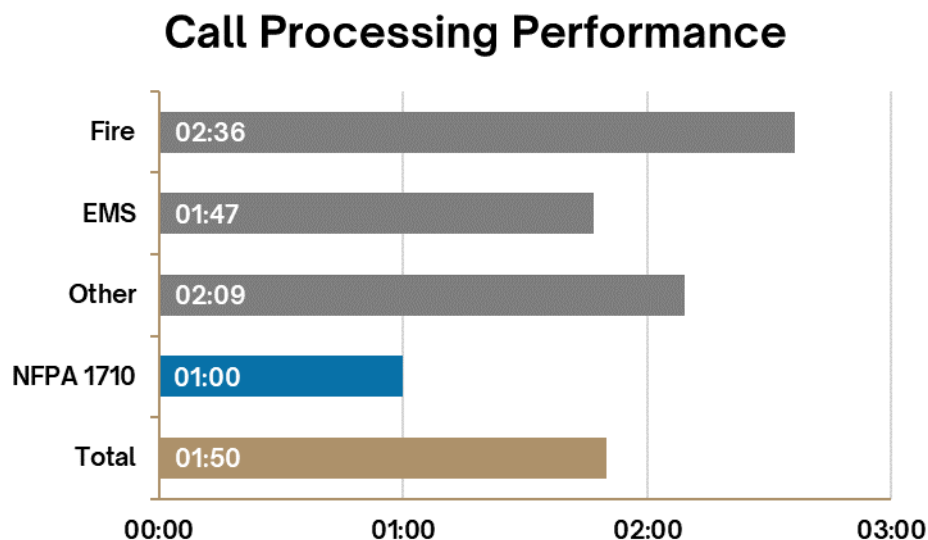
Providing an analysis of performance for emergency calls for Alton required removing the following incidents:

- Nonemergency incident types
- NFIRS call types within the 500, 600, 800, and 900 series
- Cells containing zeros or no value
- Call processing times greater than 10 minutes
- Turnout times greater than 15 minutes
- Travel times greater than 30 minutes
- Response times greater than 45 minutes
- Total response times greater than one hour

The timeframe for all performance measures was January 1, 2020, through December 31, 2022.

Call Processing Performance

The industry standard for call processing (or alarm handling) is NFPA 1221: *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*. This standard allows communication centers to have processing times of not more than 60 seconds 90% of the time. For special operations, calls requiring translation, or other factors described in the standard, times should not exceed 90 seconds at the 90th percentile.



Overall, call processing times were nearly double industry standards for all incidents. Performance for emergency medical dispatch was best at 1 minute 47 seconds, and since EMS represents almost 70% of call volume, EMS and total performance were nearly identical. The Alton Fire Department should work with its communications center to better understand the challenges faced by call takers and dispatchers and support programs to improve performance.

Turnout Time Performance

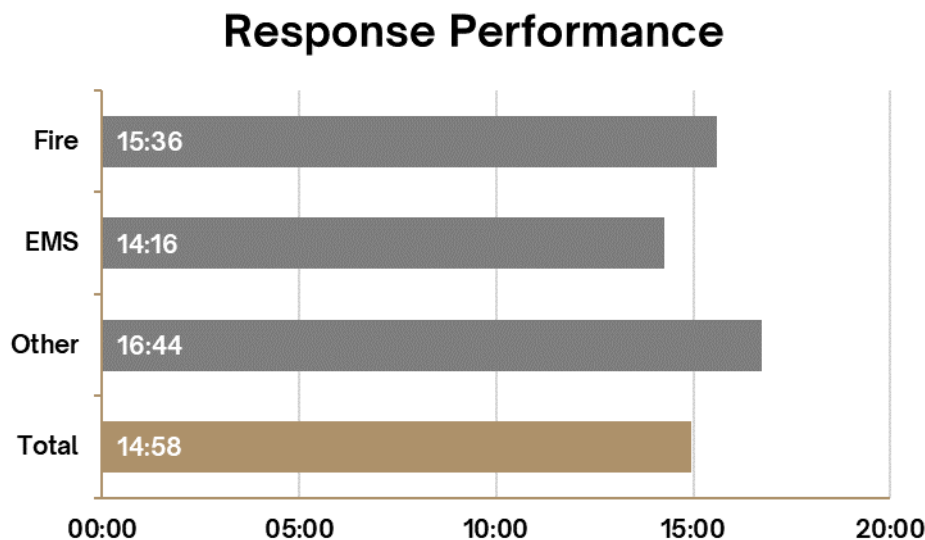
NFPA 1710 established an 80-second turnout time for fires and special operations incidents and 60 seconds for all other emergencies measured at the 90th percentile. Because apparatus response data for the Alton Fire Department was unavailable, turnout time performance could not be calculated. Alton Fire Department should work with its communications center to obtain these key metrics.

Travel Time Performance

A 240-second (4-minute) travel time at the 90th percentile should be the goal career fire departments strive to achieve based on NFPA 1710. As stated above, due to the time stamp for turnout being unavailable within the data provided, travel time performance could not be measured. Alton Fire Department should work with its communications center to obtain these key metrics.

Response Time Performance

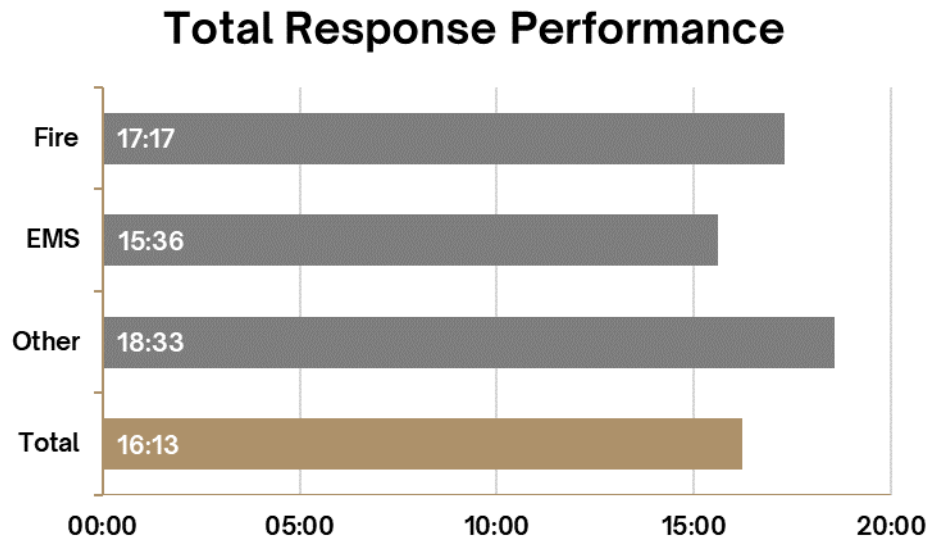
Response time is from initial notification to the fire department until the first unit arrives. Response time performance calculates the difference between the initial notification and arrival times. NFPA 1710 does not provide a standard for response time; however, the goal would be 5 minutes and 20 seconds for fires and special operations and 5 minutes for all other emergencies.



Response time performance surpassed the national recommendation nearly three times in all response categories. While NFPA serves as a national consensus standard, ultimately, the community should determine the acceptable performance levels and work to meet or exceed that performance.

Total Response Time Performance

The culmination of the Response Time Continuum is total response time. When citizens call for emergency assistance, this metric represents what they experience as they place the call and wait for help to arrive. Total response time is the time that elapsed from when the call was initiated at the communications center until the first emergency unit arrived on the scene.

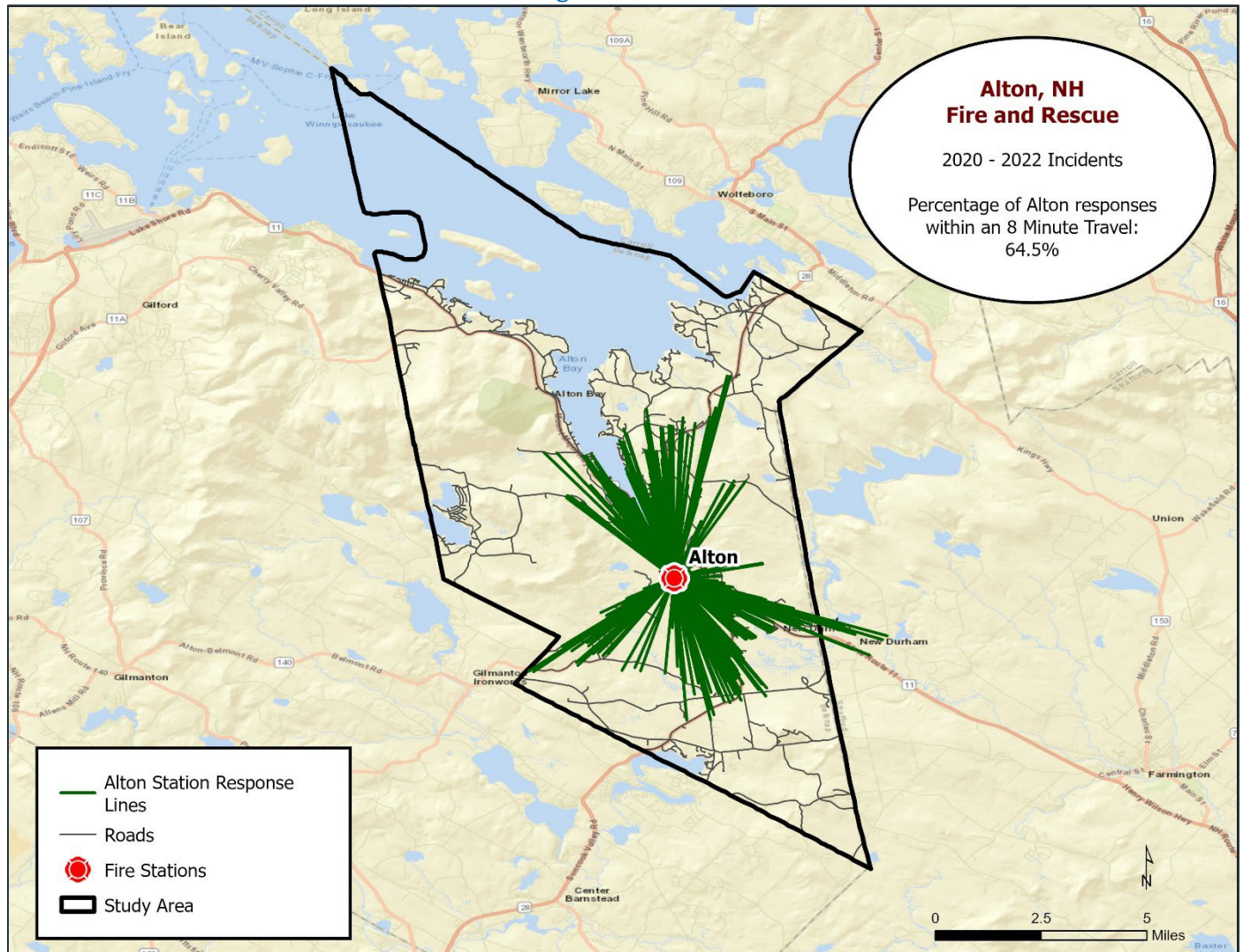


Total response performance measured at the 90th percentile was 16 minutes 13 seconds for all emergency responses. Aside from EMS responses, this time is more than ten minutes over the recommended total response time of six minutes.

Station Optimization

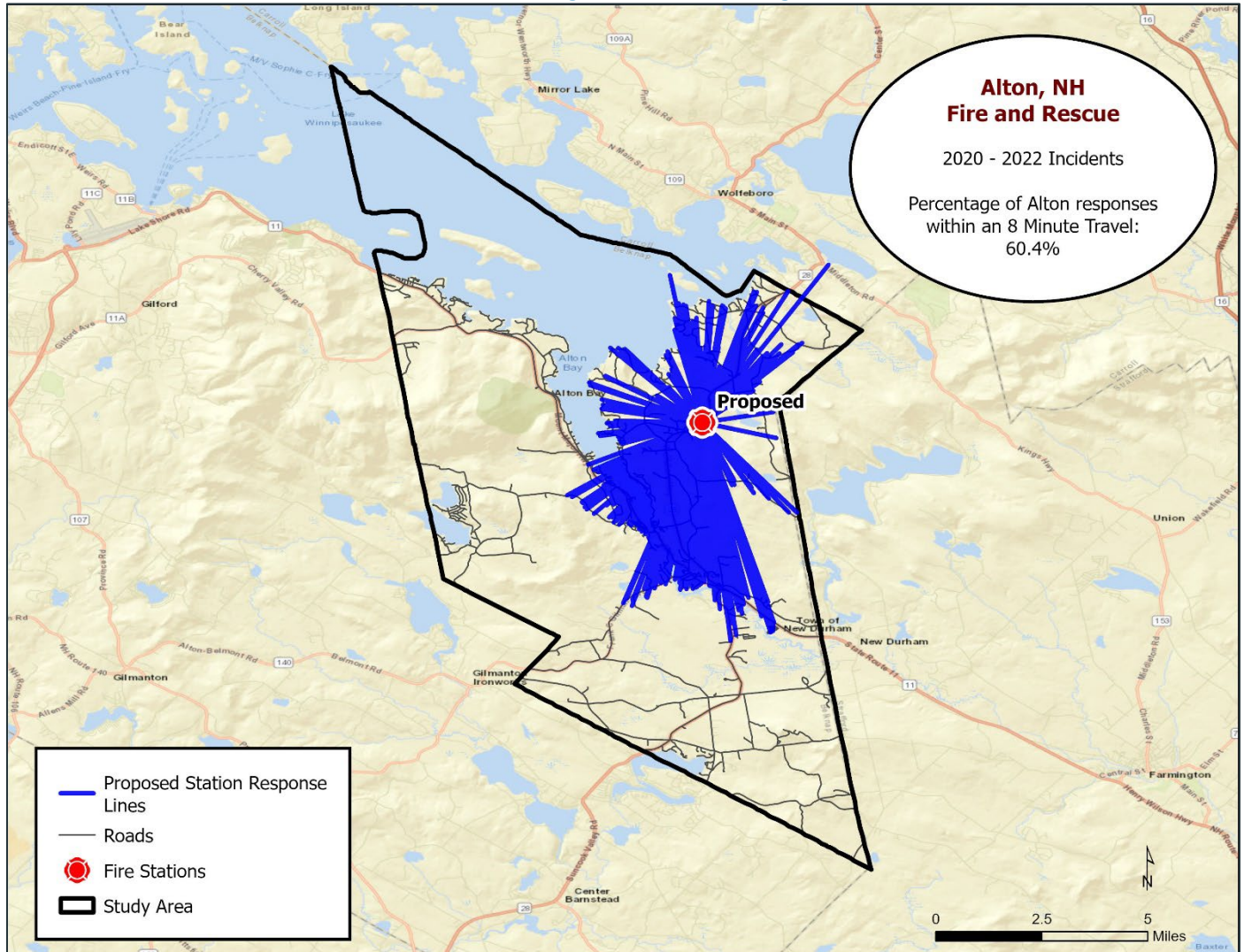
The Town of Alton identified the need to renovate or relocate the Central Fire Station. To assist with this decision, GIS software assisted in illustrating the potential coverage provided from two locations: the first behind the Central Fire Station's current location, and the other on developable land located on Hidden Springs Road. Actual incident locations occurring from 2020-2022 were used as demand points. For both options, an eight-minute travel time was selected as Alton can be classified as a rural community, and EMS responses are the majority of the department's call volume. NFPA 1710 states an ALS transport must arrive onscene to an emergency within an eight-minute travel time at the 90th percentile.

Fire Station Coverage from the Central Fire Station



Using an eight-minute travel time and actual incident locations from 2020-2022, the Alton Fire Department is projected to reach 64.5% of its service demand. Next, the location on Hidden Springs Road was evaluated using the same criteria.

Fire Station Coverage from Hidden Springs Road



Using the same criteria as the previous map, this location is projected to service 60.4% of demand within an eight-minute travel time. Based on the location of the fire station and the demand points, a 4.1% difference exists between these two locations. Using the 2022 annual incident total of 1,083 responses equates to a 44.4 call difference annually, or 3.7 calls per month. Based on these results, it appears that either location would be equivalent for providing emergency response. However, factors such as an increased distance to southern and western portions of town, the size of the lot available for construction, and access to utilities should also be considered.

Recommendations

Priority Issue: Staffing

The Fire Department expended its overtime budget for the entire year during the first two months of the current fiscal year. For this reason, the staffing model of the Alton Fire Department has been identified as the priority issue in this Fire Department Evaluation. Dynamix Consulting Group offers for consideration the following three models to staff the Alton Fire Department. Other staffing models may also be effective, but these options provide realistic scenarios for different staffing options and the associated costs.

Alton Fire Department Staffing Options

Staffing Option	Summary	Estimated Annual Cost
<p>1. Status Quo</p> <p>It is always an option for a community to maintain the status quo.</p> <p>Presently, the Alton Department endeavors to staff three cross-trained fire and EMS personnel (not including the Fire Chief) per shift with a minimum of 2 EMS trained personnel.</p> <p>Five full-time employees staff the current model, with the remaining shifts filled by per-diem employees.</p>	<p>Although the scope of work for this project did not include soliciting community input on fire department performance, Dynamix Consulting Group's interviews with elected and appointed Town officials did not reveal any evidence of community dissatisfaction with the fire department's current performance. The Status Quo would sustain a model that appears to satisfy the community.</p> <p>The Alton Fire Department has found it increasingly difficult to recruit, retain, and consistently staff shifts with per-diem firefighters. This is a challenge across the state and nation. In 2021, there was a net loss of nearly 200 New Hampshire EMTs and paramedics – more than twice as many as in 2020.¹⁴ The overall shortage of firefighters has provided ample opportunity for those per-diem firefighters who wish to work full-time to secure such jobs, thus further reducing the pool of available per-diem firefighters.</p> <p>When per-diem employees are unavailable to work shifts in Alton, the department hires full-time employees to work at their overtime rate at one and one-half their regular pay. This is an expensive way to staff, and Alton now relies on overtime for staffing more frequently than in the past.</p> <p>The heavy reliance on staffing shifts with full-time firefighters on overtime increases the risk of burning out the full-time employees by asking them to work too many hours. It can be expected that as full-time firefighters get tired of working overtime, they will begin to turn down shifts, thereby leaving the Alton Fire Department either understaffed or unstaffed and likely creating additional stress on those employees who are working.</p>	<p>The department budgeted \$609,000 for 2023 full-time firefighters (salary + fringe); however, the Town incurred significant additional overtime costs.</p> <p>This number does not include the Chief's salary.</p>

¹⁴ <https://www.dos.nh.gov/news-and-media/newly-formed-recruitment-and-retention-workgroup-aims-analyze-shortage-firefighter#:~:text=Concord%2C%20NH%20%E2%80%93%20New%20Hampshire%20Department%20of%20Safety,retain%20firefighters%20and%20EMS%20providers%20throughout%20the%20state.>

Staffing Option	Summary	Estimated Annual Cost
<p>2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees</p> <p>Instead of relying on a combination of Full-Time and Per-Diem Firefighters to staff shifts, the Alton Fire Department should hire sufficient Full-Time Firefighters to staff all shifts at the desired staffing level.</p>	<p>Presently, Alton Fire Department staffing includes a total of six full-time employees: the Fire Chief and five additional full-time responders.</p> <p><u>Three shifts of Firefighters</u> who work 24 hours and then are off for 48 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require three additional full-time firefighters to bring the total number of Full-Time Firefighters to nine; Two firefighters per shift: this would require one additional Full-Time Firefighter to bring the total number of full-time firefighters to six; <p><u>Four shifts of Firefighters</u> who work 24 hours and then are off for 72 hours:</p> <ul style="list-style-type: none"> Three firefighters per shift: this would require seven additional full-time firefighters to bring the total number of full-time firefighters; Two firefighters per shift: this would require three additional full-time firefighters, bringing the total number of full-time firefighters to eight to staff two firefighters per shift. <p>Per-Diem firefighters would still be available to fill shift vacancies created when Full-Time Firefighters are off from work, but with more employees and fewer overtime opportunities, this model will decrease the reliance on the Per-Diem Staffing Model.</p> <p>Staffing three firefighters per weekday shift would allow the Alton Fire Department to immediately deploy two ambulances simultaneously when the Fire Chief can serve as the second crew member on the ambulance.</p>	<p>Estimated cost of a new Firefighter (salary + fringe): \$86,489/year</p> <p>Estimates include the cost of existing salaries plus new firefighters.</p> <p>3 Shifts – 24/48</p> <p>3 FFs per shift: \$954,956/year</p> <p>2 FFs per shift: \$695,489/year</p> <p>4 Shifts – 24/72</p> <p>3 FFs per shift: \$1,214,423 / year</p> <p>2 FFs per shift: \$868,467/year</p>

Staffing Option	Summary	Estimated Annual Cost																																																
<p>3. Contract a Third-Party Ambulance Provider</p> <p>EMS calls could be handled without around-the-clock staffing by contracting a third-party ambulance service to respond to EMS calls.</p> <p>The Town of Alton will still need staffing for fire and rescue services.</p>	<p>The majority of calls for service in Alton are EMS in nature. During 2022, medical incidents represented 70.8% (766.76) of the total call volume, with 1,083 responses. Contracting a third party to respond to EMS Calls would leave approximately 317 non-EMS calls per year to be handled by fire department personnel. This is a manageable workload for a limited number of staff members.</p> <p>Contracting a Third-Party Ambulance Contractor will relieve the Alton Fire Department of the EMS workload but will also reduce the direct control the Town of Alton currently has by staffing EMS with employees who report directly to the Town. A third-party ambulance service will retain supervisory responsibility for its employees.</p> <p>Alton could investigate options to incorporate into this model, including the fire department providing first responder EMS care or staffing a fire department ambulance to provide an ambulance for situations where the third-party EMS provider's resources are unavailable. Deploying the fire department for first responder EMS care will ensure a timely response to patients while putting Town of Alton employees on medical calls for quality assurance.</p> <p>Should the Town of Alton choose to pursue this model, Dynamix Consulting Group suggests a total of four full-time employees could manage the fire department's workload. The employees would all work 8-hour shifts, with only two employees scheduled for Thursdays, as Alton historically sees the least demand for service on Thursdays. Due to the reduced Fire Department workload, the full-time fire department employees could all be trained to perform Fire Prevention and Code Enforcement, thus increasing public outreach efforts and ensuring the availability of a Code Enforcement Official seven days a week.</p> <p>This model utilizes the Captain as the second-in-charge of the Fire Department and schedules the Captain on weekends when the Chief is not scheduled, thus ensuring an officer on every shift.</p> <div><p>Sample Work Schedule: Four Full-Time Employees</p><table><tr><th></th><th>Monday</th><th>Tuesday</th><th>Wednesday</th><th>Thursday</th><th>Friday</th><th>Saturday</th><th>Sunday</th></tr><tr><td>Chief</td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td><td></td><td></td></tr><tr><td>Captain</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td><td>8</td></tr><tr><td>FF1</td><td>8</td><td>8</td><td>8</td><td></td><td></td><td>8</td><td>8</td></tr><tr><td>FF2</td><td></td><td></td><td>8</td><td>8</td><td>8</td><td>8</td><td>8</td></tr><tr><td>Total Staffing</td><td>3</td><td>3</td><td>3</td><td>2</td><td>3</td><td>3</td><td>3</td></tr></table></div>		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Chief	8	8	8	8	8			Captain	8	8			8	8	8	FF1	8	8	8			8	8	FF2			8	8	8	8	8	Total Staffing	3	3	3	2	3	3	3	<p>3rd Party EMS Contract to staff two advanced life support (ALS) ambulances: estimated at \$900,000 / yr. (with annual increases)</p> <p>Total cost for staffing for 4 full-time fire department members: \$412,313</p>
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday																																											
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Total Staffing	3	3	3	2	3	3	3																																											

Staffing Option	Summary	Estimated Annual Cost
<p>4. Investigate the feasibility of Regional Partnerships.</p> <p>Municipalities across New Hampshire are facing the same Fire and EMS staffing challenges as the Town of Alton.</p>	<p>The Town of Alton may consider exploring the possibility of regional collaborations with neighboring communities. Benefits could include:</p> <ul style="list-style-type: none"> ❏ Ambulances without boundaries: The closest available ambulance within the established service area could respond regardless of municipal boundaries. ❏ A shared staffing pool could allow for the upstaffing of one ambulance per shift to create a staffing factor that enables the system to absorb two staff member absences per shift, thus reducing overtime. The expense of upstaffing, if shared by two or more municipalities, is often more cost-effective than staffing one member on overtime for every absence. ❏ A regional system comprised of multiple municipalities will result in a larger system with more promotional opportunities than any single municipality. This may assist in recruiting and retaining staff members in a competitive hiring market. ❏ A regional system comprised of multiple municipalities could realize operational efficiencies such as purchasing and training. 	<p>Costs would depend entirely on the number of partnering municipalities and the desired level of service provided.</p>

Cost Comparison of Options

Staffing Option	Cost	Net Change from Estimated 2023 Costs
1. Status Quo	\$609,000*	No Change
2. Staff 2 or 3 Firefighters Per Shift with Full-Time Employees	\$695,489 - \$1,214,423	\$86,489 - \$605,423
3. Modify the Staffing Model	\$1,312,343	\$703,343
4. Investigate the Feasibility of Regional Partnerships	Unknown	Unknown

*Budgeted Cost: Does not include overtime

General Recommendations

1. Reevaluate and update the Alton Fire Department mission statement and then communicate this updated mission statement both verbally and in writing to all members of the organization. The updated mission statement should be visible to all organization members during work hours. Every fire department member must understand the mission and priorities so decisions at all levels of the organization focus on the same priorities.
2. Solicit stakeholder input and establish a vision statement.
3. The leadership of the Town of Alton should adopt the Fire Department Evaluation or some variation of this study. The recommendations, guidance for changes, and new initiatives detailed within the Fire Department Evaluation will provide direction for developing a strategic plan. This is the most effective way to prioritize and plan for the implementation of the Fire Department Evaluation findings. The strategic planning process would ideally result in a three-to-five-year work plan intended to guide the work effort of the entire organization toward a common set of goals and objectives. The process should include representation from every major interest group in the organization. Each firefighter should feel that someone represents their interests through attendance on the planning team.
4. Update the Organizational Structure to better align with the current workload of the Alton Fire Department. The Staffing Model of the Alton Fire Department has changed in recent years with the addition of full-time firefighters, but instead of realigning the Organizational Structure, individuals were allowed to keep their existing rank. This has created an Organizational Structure with full-time, part-time, per-diem, and on-call members randomly distributed through all ranks of the Alton Fire Department.

Dynamix Consulting Group offers the following recommendations to better align the Organizational Chart with the current needs of the Alton Fire Department. As the Staffing Model changes, the Organizational Structure should also be re-evaluated.

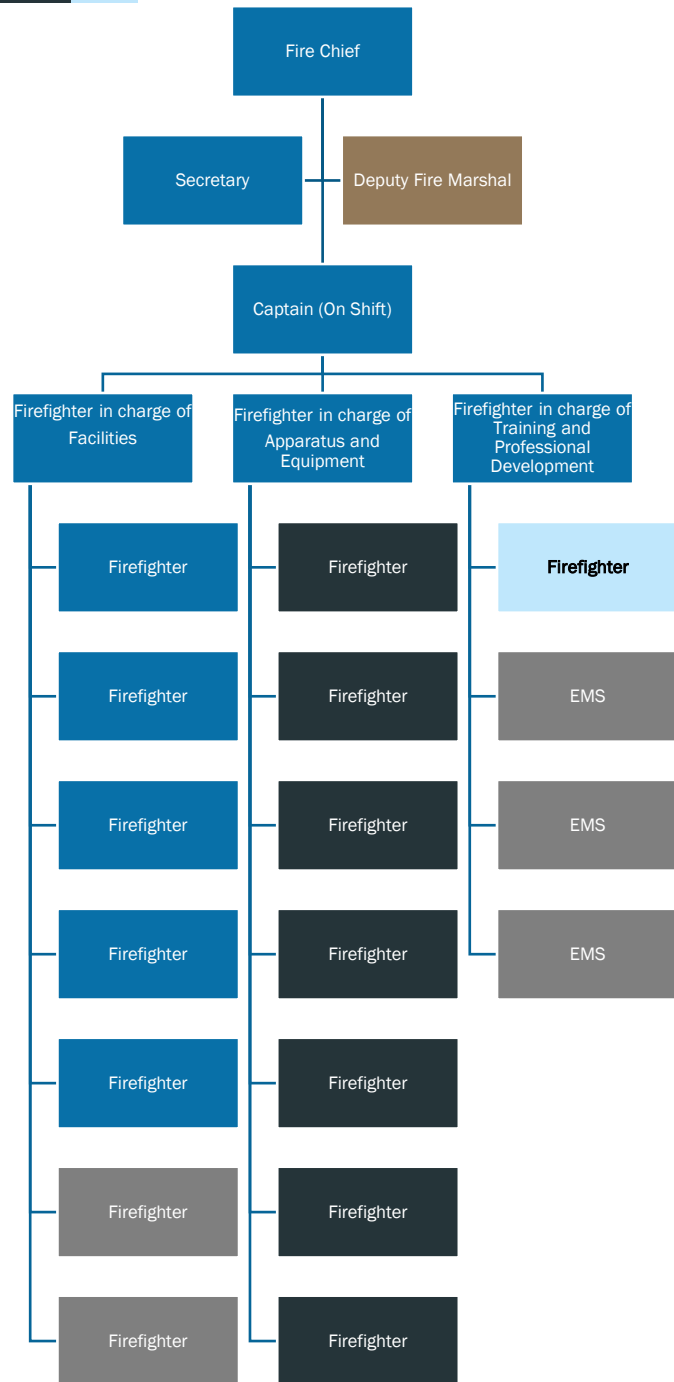
- ❏ The current Organizational Structure of the Alton Fire Department includes 30 people, eight of whom are officers. Dynamix Consulting Group suggests one officer for every 2.75 firefighters is top-heavy.
- ❏ The current staffing of the Deputy Chief Position as part-time with a focus on Fire Code Enforcement does not lend itself to this position being well-suited to being a reliable second in command of the fire department and should instead report only to the Chief.
- ❏ Leadership positions should be assigned to full-time employees who work for the fire department 40 hours per week to ensure they have adequate time to handle their assigned responsibilities.

Dynamix Consulting Group has provided a sample Organizational Structure that satisfies these recommendations. For this illustration, the title and location of some positions have changed. Depending on which Staffing Model the Town of Alton chooses to implement, the Organizational Structure must be adjusted accordingly. Dynamix Consulting Group notes various other arrangements may also prove effective.

Changing the Organizational Structure is a significant undertaking and should include stakeholder input from all levels of the organization. An effective chain of command does not happen by accident.

Sample Alton Fire Department Organizational Chart with Three Shifts of Three Full-Time Firefighters/Captain

Full-Time Part-Time Per Diem On-Call Intern



5. Review the Alton Special Events Policy to ensure that those who benefit from the events in town bear the cost of fire and EMS service. Special details such as EMS Standbys at road races should be considered special events. Recent past practice has been to pay for such associated overtime out of the fire budget.
6. Include a specific line item in the budget to pay firefighters while in training.
7. Develop a Professional Development Program for all positions within the department. The International Association of Fire Chiefs developed the Officer Development Handbook, intended to be the foundation for any organization's Professional Development Program. The handbook provides a foundation and explanation of the basic tenets of a Professional Development Program upon which an organization can build and customize to meet its own needs.
8. Train Alton fire officers to the appropriate levels of Fire Officer Certifications within NFPA 1021, *Standard for Fire Officer Professional Qualifications* for midlevel and chief officers.

NFPA 1021 Fire Officer Levels

Level	Description
Fire Officer I	First-line supervisory officer who has met all the job performance and certification requirements of Firefighter II as defined in NFPA 1001: Standard for Firefighter Professional Qualifications and Fire Instructor I as defined in NFPA 1041: Standard for Fire Service Instructor Professional Qualifications.
Fire Officer II	Mid-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer I as defined in NFPA 1021.
Fire Officer III	Mid-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer II as defined in NFPA 1021: Standard for Fire Officer Professional Qualifications.
Fire Officer IV	Upper-level supervisor who performs both supervisory and first-line managerial functions and has met all the job performance and certification requirements of Fire Officer III as defined in NFPA 1021.

9. Include National Fire Academy Classes in the Alton Fire Department Professional Development Program. Active fire or emergency management organization members are eligible for a stipend reimbursement to attend the National Fire Academy in Emmitsburg, Maryland. The US Fire Administration provides all tuition, instruction, and course materials for National Fire Academy courses at no cost. All active fire and emergency management organization members are eligible for stipend reimbursement once every fiscal year.
10. Explore the feasibility of building a training facility in Town. Alternatively, other options for firefighter training in Alton could include leveraging existing structures, collaborating with neighboring fire departments to share training resources, or investing in simulation-based training programs and props.

11. Design and implement a Fire Department Communication Plan. The plan must identify the information to be shared with various and specific ranks of personnel within the department and by what means.

The Communication Plan must then be implemented and consistently followed. Implementing a Communications Plan manages the expectations of the membership within the Alton Fire Department as it relates to the type and quantity of information personnel will receive. This allows personnel to know where to direct questions related to programs, policies, or other events within the Alton Fire Department.

12. Make it a priority to hire a new Fire Chief with a proven track record of solid leadership and excellent communication skills.
13. Require the new Fire Chief to operate within the budget allocations approved by the Board of Selectmen. To that end, the Town should either provide the Fire Chief with access to the Town's financial and accounting system to monitor the fire department's budget in real-time or work with the new Fire Chief to set up line-item tracking of all fire department expenditures to ensure that spending does not exceed budget allocations.
14. The Alton Fire Department's SOGs require a complete review. Following a complete review and update of all SOGs, the new Fire Chief should establish a review schedule to review and update every policy no less than every three years. This review should also include an annual gap analysis to identify the need for new rules and regulations.
15. Establish a safety committee and ensure all safety committee activities align with Chapter 4 of NFPA 1500. To be effective, safety committees must be diverse in their representation from across the department, ensuring representation by shift, rank, function, and interest, and including representation from non-uniformed staff members as well.

The safety committee should meet monthly and include in its mission the raising of awareness and modifying member behaviors that will result in a safe work environment. Additionally, the committee should review all accidents, injuries, near-miss incidents, and workplace safety suggestions. The committee should analyze the information and report its findings to the Fire Chief.

16. Fire Department's members should be re-incorporated into the Town Hall's Wellness Program. The benefits of this are two-fold: participating in this program will provide members of the fire department with additional resources beyond those that exist within the fire department, and the regular interaction between members of the fire department and Town Hall employees will foster closer relationships between the Fire Department and Town Hall.
17. Update all Alton Fire Department Job Descriptions.

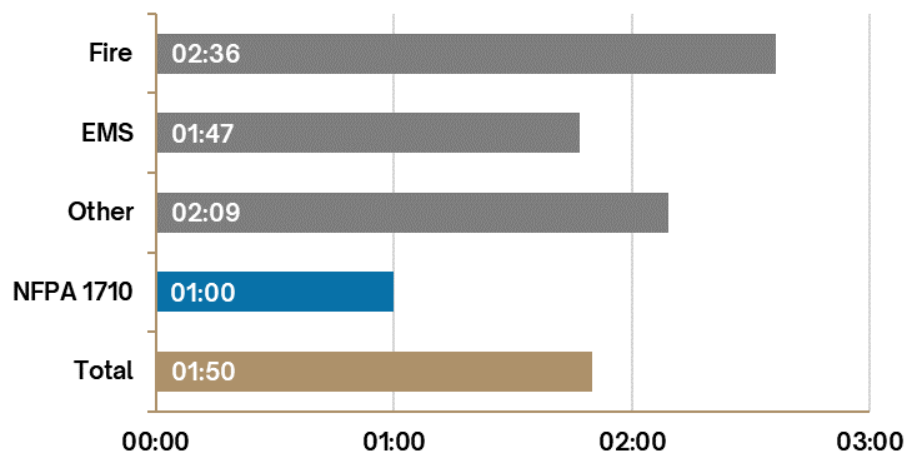
The Alton Fire Department recognizes ten positions. One of those positions is a secretary; the other nine are operational. Dynamix Consulting Group reviewed all job descriptions. It noted that four positions supervised, developed reports, and handled grievances. In comparison, five positions were charged to "Protect life and property by performing firefighting and support activities on the fire ground and during training." These five positions include Firefighter, Paramedic, AEMT, EMT, and Intern.

Currently, 22 individuals are responsible for the fire and EMS front-line provision in the Alton Fire Department. In comparison, eight individuals have job descriptions that charge them primarily with administrative and supervisory responsibilities. The job descriptions for all eight individuals specifically task them to "Respond to multiple alarm fire as needed; assume command in the absence of a superior officer."

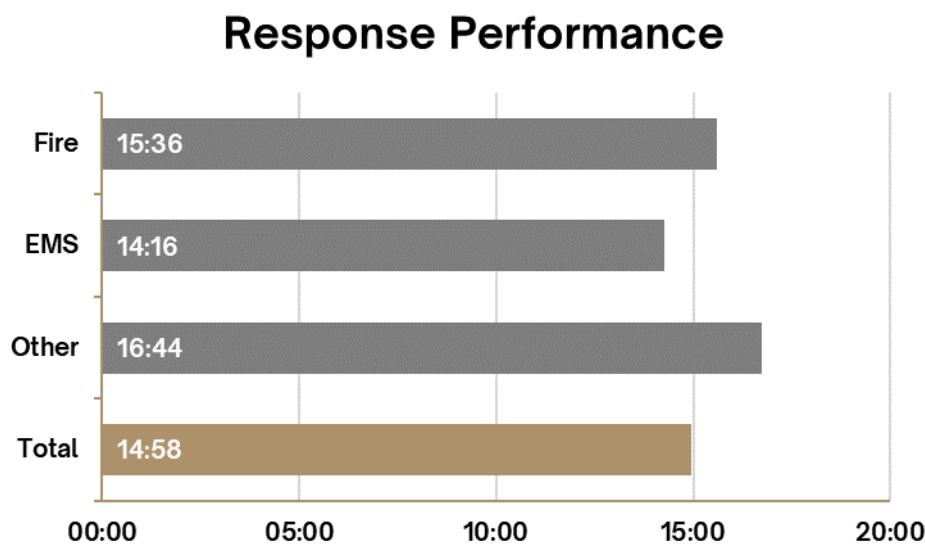
Dynamix Consulting Group suggests all Alton Fire Department Employees' primary role should be providing fire and EMS to the community. As Alton staffs a small fire department, the Fire Chief should be considered a "working Fire Chief" whose job includes response to fire and EMS calls. The department is not large enough to warrant multiple staff positions responsible for administration or supervision. The Staffing section of this report recommends reducing the number of officer positions in the Fire Department and offers a sample organizational structure to accomplish that recommendation. Once the Town of Alton determines how the fire department will be staffed, the job descriptions should be updated accordingly.

18. Install fire sprinkler systems in all existing fire stations that will remain in service for the safety of the firefighters who occupy the stations and to demonstrate to the community the importance of automatic fire sprinkler systems.
19. Install electronic access control systems that monitor who enters and exits the buildings and allow the Town to turn off access to individuals as needed in all facilities for all fire stations that will remain in service.
20. Protect Alton firefighters from cancer by installing pressurized corridors to help keep contaminants out of designated clean areas, private showers, and a second set of turnout gear or access to a second set for all firefighters.
21. Consider future fire station designs that allow for drive-through bays that are large enough to accommodate all frontline and reserve apparatus.
22. Develop an apparatus replacement plan and update it yearly.
23. Conduct a department-wide evaluation of all the apparatus in the fleet to eliminate apparatus that does not see regular use and does not serve a specific and necessary need.
24. Send one of the Town of Alton's mechanics to become a certified Emergency Vehicle Technician (EVT) or have fire apparatus repaired by a private contractor with EVT Certification.
25. Work with its communications center to better understand the challenges faced by call takers and dispatchers and support programs to improve performance. Call processing times were nearly double industry standards for all incidents. Performance for emergency medical dispatch was best at 1 minute 47 seconds, and since EMS represents almost 70% of call volume, EMS and total performance were nearly identical.

Call Processing Performance

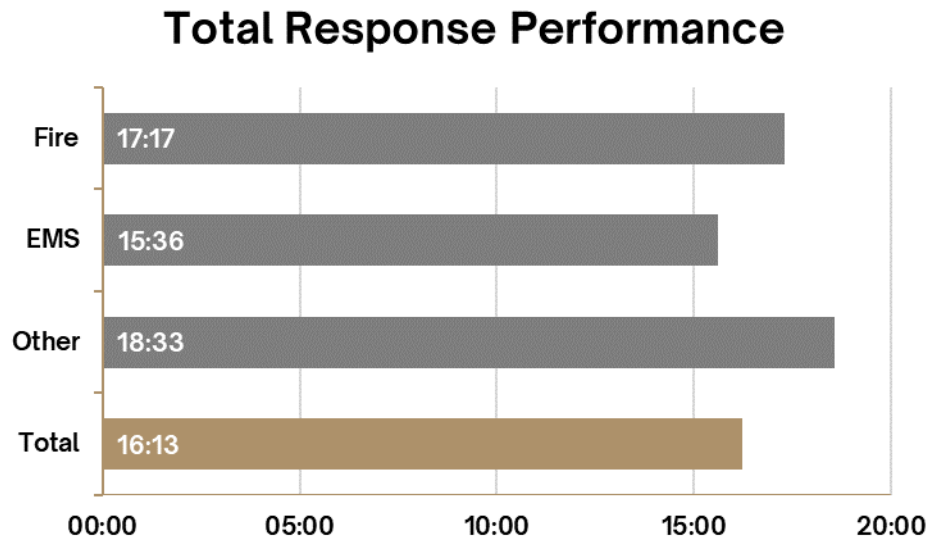


26. Work with the Communications Center to obtain the key metrics to calculate Turnout Time Performance. NFPA 1710 has established an 80-second turnout time for fires and special operations incidents and 60 seconds for all other emergencies measured at the 90th percentile. Because apparatus response data for the Alton Fire Department was unavailable, turnout time performance could not be calculated.
27. Work with the Communications Center to obtain the key metrics to calculate Travel Time Performance. A 240-second (4-minute) travel time at the 90th percentile should be the goal career fire departments strive to achieve based on NFPA 1710. Due to the time stamp for turnout being unavailable within the data provided, travel time performance could not be measured.
28. Establish Response Time Performance Goals. Response time is from initial notification to the fire department until the first unit arrives. Response time performance calculates the difference between the initial notification and arrival times. NFPA 1710 does not provide a standard for response time; however, the goal would be 5 minutes and 20 seconds for fires and special operations and 5 minutes for all other emergencies.



Response time performance surpassed the national recommendation nearly three times in all response categories. While NFPA serves as a national consensus standard, ultimately, the community should determine the acceptable performance levels and work to meet or exceed that performance.

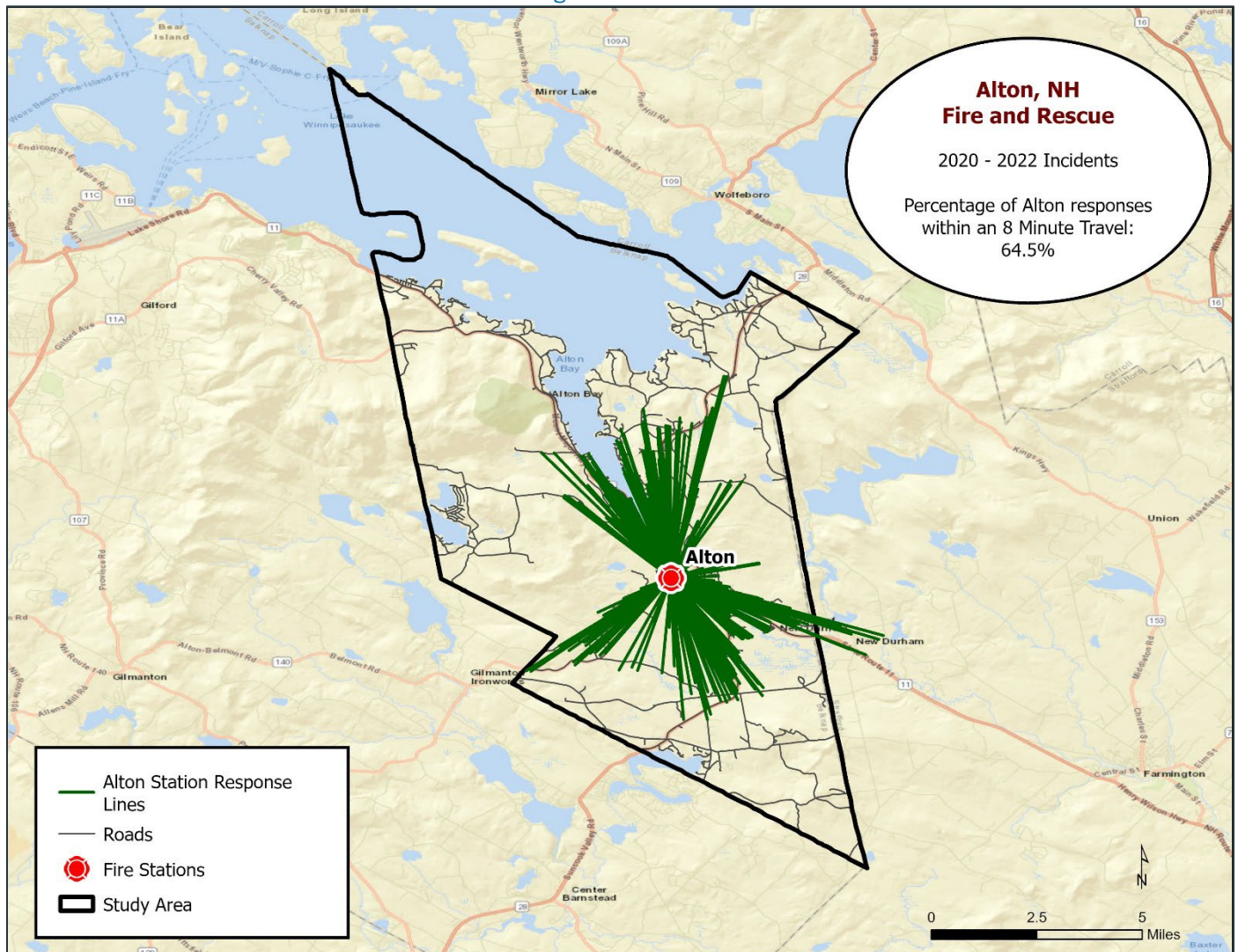
29. Establish a goal to improve Total Response Time Performance. The culmination of the Response Time Continuum is total response time. When citizens call for emergency assistance, this metric represents what they experience as they place the call and wait for help to arrive. Total response time is the time that elapsed from when the call was initiated at the communications center until the first emergency unit arrived on the scene.



Total response performance measured at the 90th percentile was 16 minutes 13 seconds for all emergency responses. Aside from EMS responses, this time is more than ten minutes over the recommended total response time of six minutes.

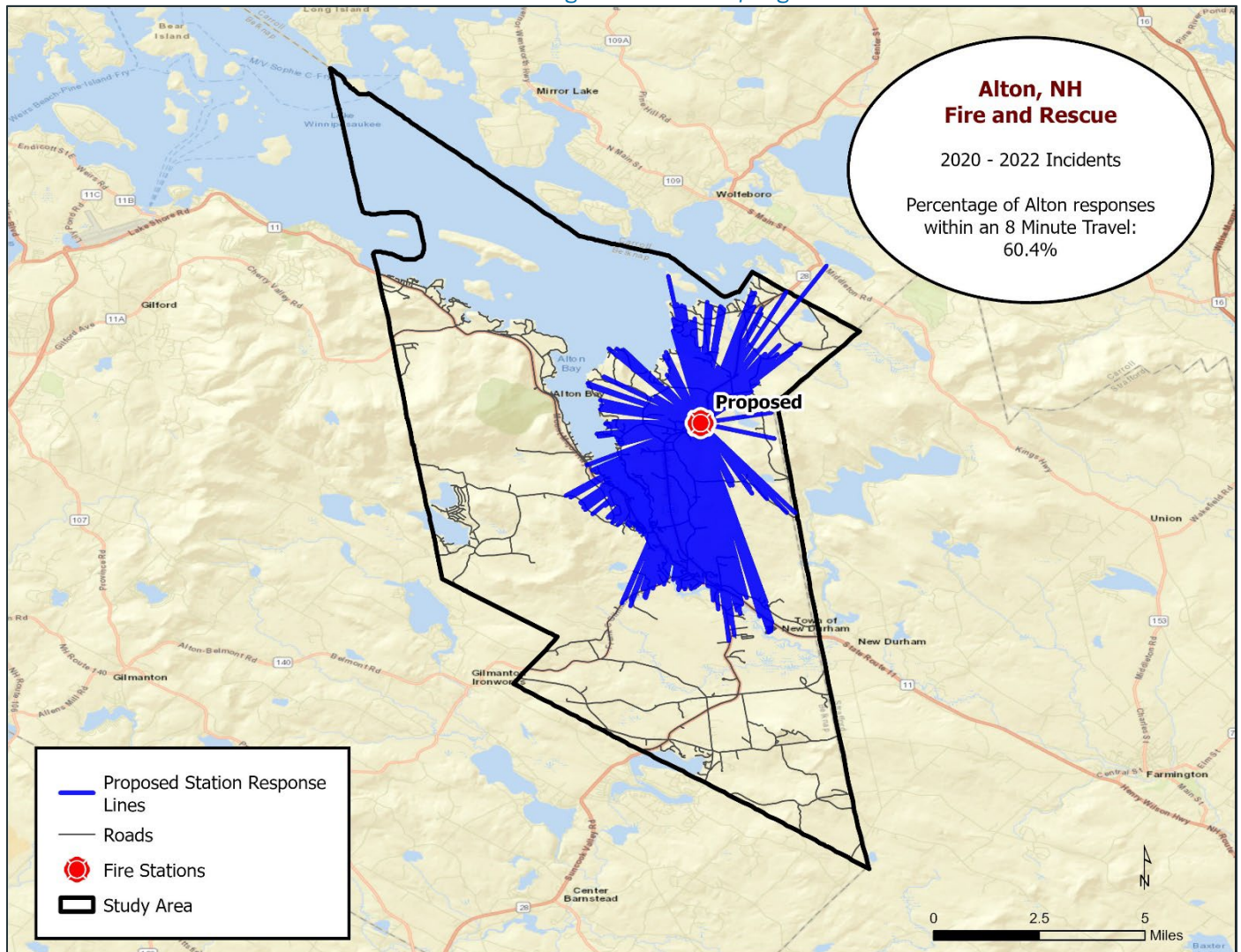
30. Develop a plan to renovate or relocate the Central Fire Station. To assist with this decision, GIS software was used to illustrate the potential coverage provided from two locations: the first behind the Central Fire Station's current location, and the other on developable land located on Hidden Springs Road. Actual incident locations occurring from 2020-2022 were used as demand points. For both options, an eight-minute travel time was selected as Alton can be classified as a rural community, and EMS responses are the majority of the department's call volume. NFPA 1710 states that an ALS transport must arrive onscene to an emergency within an eight-minute travel time at the 90th percentile.

Fire Station Coverage from the Central Fire Station



Using an eight-minute travel time and actual incident locations from 2020-2022, the Alton Fire Department is projected to reach 64.5% of its service demand. Next, the location on Hidden Springs Road was evaluated using the same criteria.

Fire Station Coverage from Hidden Springs Road



Using the same criteria as the previous map, this location is projected to service 60.4% of demand within an eight-minute travel time. Based on the location of the fire station and the demand points, a 4.1% difference exists between these two locations. Using the 2022 annual incident total of 1,083 responses equates to a 44.4 call difference annually, or 3.7 calls per month. Based on these results, it appears either location would be equivalent for providing emergency response. However, factors such as an increased distance to southern and western portions of town, the size of the lot available for construction, and access to utilities should also be considered.

Appendix A: Town of Alton Fire Department SOG

1000-025: Ambulance Service Billing Policy for Residents

COPY

TOWN OF ALTON FIRE-RESCUE DEPARTMENT
ALTON, NEW HAMPSHIRE

SOG# 1000 - 025
DATE: April 26, 2017
EFFECTIVE DATE: April 26, 2017
REVISION DATE:
SUBJECT: Ambulance Service Billing Policy for Residents.
AUTHORIZED SIGNATURE:
PURPOSE:
To Establish a Guideline for Ambulance Service Billing – Residents. A Resident is a person who pays property taxes to the Town of Alton, NH.
SCOPE:
Applies to Members performing Ambulance Service Billing and/or Ambulance Service Billing Company Representing the Town of Alton (Currently: Comstar Ambulance Billing Company)
DEFINITIONS:
Resident – A “resident” shall be considered a person who pays property taxes to the Town of Alton, on the date of ambulance transport service. A “resident” will be considered a person who rents a particular piece of rental property for the purpose of a place of domicile. This person must submit a current rental agreement, current property tax bill (Town of Alton) or two receipts from an entity such as the following: Phone Bill, Water Bill, Electric Bill, Heating Fuel Bill, Insurance Bill, which has a date that is concurrent with the date of ambulance service transport. In the event that a person utilizes a PO Box for the purpose of US Mail and the methods of proving domicile above, and do not have a physical address in the Town of Alton, that person must possess a NH Driver’s License that has a physical address in the Town of Alton on the date of Ambulance Service Transport. If a person cannot prove residency as noted above in the Town of Alton, that person will be considered, a “Non-Resident”.
PROCEDURE:
The procedure for Ambulance Service Billing for Residents shall be as follows:
The Alton Fire & Rescue Department (Ambulance Service) shall bill for Emergency Medical Services rendered for the following:

1. Patients who are transported by ambulance to an approved receiving facility/hospital.
2. Paramedic Intercept.

The procedure for ambulance service billing shall be as follows:

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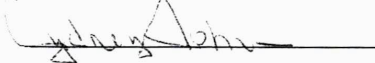
1. The ambulance crew upon completion of an ambulance transport shall complete the ambulance transport record, Temsis Record/Ambulance Incident paperwork in the NH EMS Bureau reporting system (Temsis). The report shall be completed within 24 hours of the date and time of the request for service. The ambulance crew transporting the client shall obtain billing information, if available. The crew member completing the paperwork shall mark the record as "Complete" in Temsis. The validity score shall be 100% to ensure that the record is complete. The completed paperwork shall be deposited into the "Lock Box" by the Secretary's Office door. At no time shall the paperwork be left unattended to allow the documentation to be viewed by anyone other than the ambulance crew attending the incident. The paperwork submitted shall include the "Receiving Hospital Demographic Data Sheet", if available prior to leaving the receiving facility. If the "Demographic Sheet", is not available at the time that the ambulance crew is at the receiving facility, the department secretary will contact the receiving hospital to obtain the required information on the next business day.
2. The department secretary shall at a minimum of twice per week, enter the Temsis system and mark all ambulance transports as "Ready for Billing". The Department Secretary will scan all documents required for inclusion in the Temsis System for review by Comstar.
3. The department secretary shall forward the required billing information to Comstar through either an email or fax. The department secretary shall notify Comstar that a batch of incidents is "ready for billing".
4. Comstar will access NH Temsis System through a secure "Log In Process" to obtain the appropriate information to "bill the ambulance transport". The Comstar procedure shall include a process to verify the correct address, patient information and applicable insurance.
5. Comstar will submit to Medicare, Medicaid, Automobile Insurance and/or any Private Medical Insurance the schedule fee (Invoice) for ambulance transport service by the Alton Fire & Rescue, as approved by the Alton Board of Selectmen.
6. Comstar will also submit a series of three invoices for ambulance service transport fee to the patients account. The schedule for invoices shall be between 30 and 45 days between each invoice from the date received by Comstar.
7. Town of Alton residents will not receive a fourth notice of intent to send the client to collections, which is also known as the "Collection Letter", from Comstar. Alton residents will receive a forth letter from the Town with the purpose being that the Town resident provides a monetary donation for each ambulance service transport event. Alton residents will not be forwarded to the collection agency, First Financial Resources (FFR) or to the credit bureau, Experian. The funds collected from a Town of Alton resident through entities such as Self Pay (Payment made for ambulance transport services on a voluntary basis), Medicare, Medicaid, Private Medical Insurance and Automobile Insurance shall be the sole source of funding for ambulance service transport/paramedic intercept fees.
8. Funds collected through Self Pay (Payment made for ambulance transport services on a voluntary basis), Medicare, Medicaid, Private Medical Insurance and Automobile Insurance shall be the considered final payment for ambulance service transport/paramedic intercept services. No further attempts at ambulance transport services collection shall be conducted by the Town of Alton.

9. Town residents covered under this policy are encouraged to provide a donation for services rendered. The Town will send a letter to Town Residents for the purpose of a possible donation to the Town of Alton for ambulance transport services.

10. Town residents have the ability to establish a payment plan with Comstar. Residents are able to establish a payment plan through Comstar.

This policy was approved on April 26, 2017 by the Alton Board of Selectmen:

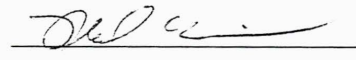
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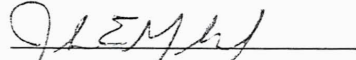
Phil Wittmann:

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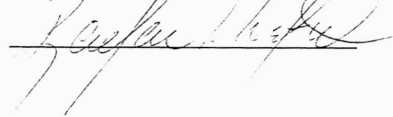
Richard Macdonald:

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John Markland:

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Reuben Wentworth:

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Appendix B: Town of Alton Fire Department SOG 1000-026: Ambulance Service Billing Policy for Non-Residents

COPY

TOWN OF ALTON FIRE-RESCUE DEPARTMENT
ALTON, NEW HAMPSHIRE

SOG# 1000 - 026

DATE: April 26, 2017

EFFECTIVE DATE: April 26, 2017

REVISION DATE:

SUBJECT: Ambulance Service Billing Policy for Non-Residents.

AUTHORIZED SIGNATURE:

PURPOSE:

To Establish a Guideline for Ambulance Service Billing – Non Residents. A Non-Resident is a person who does not pay property taxes to the Town of Alton, NH.

SCOPE:

Applies to Members performing Ambulance Service Billing and/or Ambulance Service Billing Company Representing the Town of Alton (Currently: Comstar Ambulance Billing Company)

DEFINITIONS:

Non-Resident – A “non-resident” shall be considered a person who does not pay property taxes to the Town of Alton, on the date of ambulance service.

PROCEDURE:

The procedure for Ambulance Service Billing for Non-Residents shall be as follows:

The Alton Fire & Rescue Department (Ambulance Service) shall bill for Emergency Medical Services rendered for the following:

1. Patients who are transported by ambulance to an approved receiving facility/hospital.
2. Paramedic Intercept.

The procedure for ambulance service billing shall be as follows:

1. The ambulance crew upon completion of an ambulance transport shall complete the ambulance transport record, Temsis Record/Ambulance Incident paperwork in the NH EMS Bureau reporting system (Temsis). The report shall be completed within 24 hours of the date and time of the request for service. The ambulance crew transporting the client shall obtain billing information, if available. The crew member completing the paperwork shall mark the record as “Complete” in Temsis. The validity score shall be 100% to ensure that the record is complete. The completed paperwork shall be deposited into the “Lock Box” by the Secretary’s Office door. At no time shall the paperwork be left unattended to allow the documentation to be viewed by anyone other than the ambulance crew attending the

1 | Page

incident. The paperwork submitted shall include the "Receiving Hospital Demographic Data Sheet", if available prior to leaving the receiving facility. If the "Demographic Sheet", is not available at the time that the ambulance crew is at the receiving facility, the department secretary will contact the receiving hospital to obtain the required information on the next business day.

2. The department secretary shall at a minimum of twice per week, enter the Temsis system and mark all ambulance transports as "Ready for Billing". The Department Secretary will scan all documents required for inclusion in the Temsis System for review by Comstar. The Department Secretary shall verify all non-residents through the Town of Alton Assessing Department records when an out of town address/zip code has been entered on the NH Temsis/Hospital demographic documentation.

3. The department secretary shall forward the required billing information to Comstar through either an email or fax. The department secretary shall notify Comstar that a batch of incidents is "ready for billing".

4. Comstar will access NH Temsis System through a secure "Log In Process" to obtain the appropriate information to "bill the ambulance transport". The Comstar procedure shall include a process to verify the correct address, patient information and applicable insurance.

5. Comstar will submit to Medicare, Medicaid, Automobile Insurance and/or any Private Medical Insurance the schedule fee (Invoice) for ambulance transport service by the Alton Fire & Rescue, as approved by the Alton Board of Selectmen.

6. Comstar will also submit a series of three invoices for ambulance service transport fee to the patients account. The schedule for invoices shall be between 30 and 45 days between each invoice from the date received by Comstar.

7. Prior to any attempt at "collections or submission of the client to a collection agency or credit bureau" the transported patient will be a sent a letter from the Towns Attorney. This will be the fourth correspondence letter to the client for the purpose of collecting fees for services rendered.

8. Comstar shall provide the client/customer with the option to establish a payment plan for arrangement of paying the outstanding balance for each ambulance transport incident.

9. The Alton Fire & Rescue Department will receive a detailed report from Comstar of all unpaid balances prior to submission to any Collection Agency or prior to reporting the client to a Credit Bureau. This detailed report will be reviewed each month by the following: Fire Chief, Town Administrator and a member of the Board of Selectmen. Each of the above shall sign off prior to any client non-resident/non-taxpayer being reported to a Collection Agency or Credit Bureau.

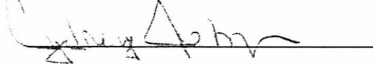
10. Upon approval by the three assigned members noted above, the approval for submission of the outstanding ambulance transport fee's will be submitted to the "Collection Agency, the company currently utilized is First Financial Resources, or FFR" for processing. Comstar will report the clients to FFR upon approval by the Town of Alton. FFR will make every effort to collect as much revenue for the Town of Alton. FFR will charge for services rendered. FFR will report to Comstar all funds collected and fee's charged on a monthly basis.

11. Prior to any attempt at "collections or submission of the client to a collection agency or credit bureau" the transported patient will be a sent a letter from the Towns Attorney. This will be the fourth

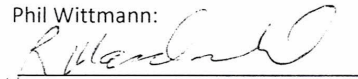
correspondence letter to the client for the purpose of collecting fees for services rendered. The clients shall be reported after 13 months of failed collections by FFR to Experian Credit Bureau. This process will be reviewed and signed off by the following: Fire Chief, Town Administrator and a member of the Board of Selectmen. This report will be forwarded to Comstar.

This policy was approved on April 26, 2017 by the Alton Board of Selectmen:

Cydney Johnson:

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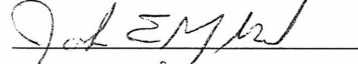
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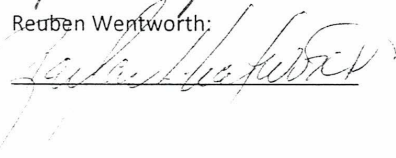
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Appendix C: Town of Alton Special Events Policy

TOWN OF ALTON

Special Event Policy

This document sets forth guidelines for the implementation of a Special Events Policy by the Town of Alton. It defines, categorizes, and sets a fee structure for special events.

Read this policy carefully and completely answer every item in the attached application.

PURPOSE - It is the purpose of this policy to regulate special events held in the Town of Alton so that such events can occur with the safety and health of the participants in mind, the protection of public property considered, and the impact of the event on non-participating citizens minimized. A corollary purpose to this policy is to ensure that those who benefit from an event bear the costs of the event. The purpose is to include special demands on the Town of Alton services.

This policy will apply to any event advertised as open to the general public on town property. Events on private property that are advertised as open to the general public or over 75 people in attendance or that will impact traffic flow, (i.e. parking on undesignated public ways) will be required to obtain a permit. Any existing local organization or club that is members only using a Town building will not be required to file for a permit.

CRITERIA FOR EVALUATING AND SCHEDULING SPECIAL EVENTS

The Town of Alton shall have the sole authority to determine whether or not a particular applicant shall be entitled to hold a special event. The Town of Alton shall also take into account the frequency with which such events are held and the convenience of the public in relation thereto.

The Town of Alton will also consider the following:

- 1) How well the applicant, insofar as it can be determined, appears capable or incapable of executing the planned special event.
- 2) Whether any inconvenience which the general public may suffer is outweighed by the potential benefit to the community as a whole.
- 3) Whether the holding of the special event as planned would create an undue burden upon the manpower resources of the Town of Alton and whether the health and safety of the public would be compromised.

Special Event Policy
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In addition to the criteria above, the Town of Alton shall take into account the following considerations:

- The extent to which the event contributes to the promotion of tourism.
- The extent to which the event contributes to economic revitalization and/or development.
- The extent to which the event increases cultural programming available to residents of the area.

SPECIAL EVENT APPLICATIONS

Parties who wish to make a request to hold a special event should contact the Selectmen's Office during office hours to review and complete a Special Event Policy/Application form. The completed request should be submitted to the Selectmen's Secretary no later than 30 days prior to the requested date. The Alton Board of Selectmen is responsible for reviewing applications.

Applications will be accepted on a first-come, first-serve basis. However, returning events have 30 days from the last day of that event to submit their application for the following year's adjusted dates. After 30 days, all events may be scheduled on a first-come, first-serve basis, regardless of past use.

For Special Events to be located on private property (not Town-owned land), the applicant shall prepare and submit a list of the names and addresses of all abutters (any person whose property adjoins or is directly across the street or stream from the land under consideration) and pay a fee of \$2.00 per abutter for the cost of the Town notifying the abutters by regular mail a minimum of five (5) days before the hearing on the Special Event by the Board of Selectmen.

It is recognized that circumstances surrounding requests for special events may require varying amounts of attention, time and effort devoted to the process and procedure of approving or denying the request. Therefore, it is understood that every effort will be made by the Town of Alton to respond and make a decision on a request within a reasonable period of time. It is also expected that the party making the request will anticipate a reasonable length of lead-time that may be required to make a final decision.

When two or more parties make a request for the same area on the same date, a compromise agreement between the parties will be attempted. In the case where a conflict cannot be resolved, the final determination for granting a special event request remains with the Board of Selectmen.

The applicant should specify any service, material, or property that is expected to be provided by the Town of Alton. Special events will be limited to Town of Alton property that can accommodate the event. Event holders who wish to use other Town of Alton

Special Events Policy

Page 3

property must file a detailed event plan including a map for the event (Attached is map of area where events may be held).

APPLICATION REVIEW

When the applicant submits an application, affected departments will review the application to determine the impact the event will have on each department and the public. The Board of Selectmen will determine if special services will be required, and what additional licenses and permits are needed.

If an event is considered closed to the public or if streets will be closed, the Board of Selectmen may request the sponsor contact neighboring residents for input.

The Board of Selectmen will review all applications and in the process identify how Town Departments will be affected by a Special Event.

For classification purposes, the Town of Alton shall review the application using the following criteria:

- The anticipated amount of extra personnel hours which shall be required to be furnished by the Town of Alton to accomplish the necessary public safety and sanitation components of the special event; technical assistance required from the Town of Alton employees.
- The anticipated number of persons attending the event over the entire period of the special event.

FEES AND CHARGES

Each department affected will review the application and determine what the Town of Alton services, property, permits, and licenses will be necessary to assure the event will be held with the health and safety of all protected.

- Service Charges – Each department will determine what services will be provided by the Town of Alton personnel to meet the purpose and intent of this policy and recommend a cost/service charge on the application. (Detail Rate)
- Rental Charges – Each department will determine what the Town of Alton property is being requested by the applicant and recommend a cost/rental charge on the application. (See attached list)

Special Events Policy

Page 4

DEPOSITS

The Board of Selectmen may require a security deposit/bond, to be paid by the party for special event requests. The amount of deposit, if required, will be determined by the attendance at the special event, the area involved, the nature of the event, and the potential for damage or other liability to the Town of Alton. A deposit/bond in the amount specified by the Board of Selectmen must be filed with the Town of Alton at least ten (10) days prior to the event.

The party shall be held responsible if the area used is not left in the same condition at the end of the special event as it was found to be at the beginning. The area used for the special shall be inspected prior to and following the event.

If for any reason there is damage to any part of the area, which was reserved for the special event, or damage to another area as a direct result of the event, the extent of damage shall be determined and the dollar amount for any repair or replacement will be deducted from the deposit/bond paid by the party. If the cleanup involves the Town of Alton staff, a restitution fee shall be assessed.

In any or all cases, if the amount of damage, extra cleanup required, and/or costs for services furnished by the Town of Alton exceeds the deposit paid, the party shall be billed for the balance, to be paid in full no more than 30 days from the billing date. If payment is not received from the party within that time, all future special event requests will be denied until such time as payment is received and, in addition, the Town of Alton may take legal action to recover costs, including attorney's fees. This provision shall also apply in the case where the party is not required to pay a security deposit for the special event.

The security deposit may be kept by the Town of Alton when the Board of Selectmen has found that the event holder significantly deviated from the event plan submitted by the holder and approved by the Town of Alton. When the violation is deemed sufficiently serious, the Board of Selectmen can refuse to allow the event holder to retain the event dates the following year.

Special Events Policy

Page 5

APPLICATION APPROVAL/DENIAL NOTIFICATION

The Board of Selectmen shall notify the applicant(s) of approval or denial of all special event requests. If approved, the area will be reserved for the requested party's event, which may be exclusive.

If the Board of Selectmen denies a request, the Board does so by exercising good judgment and in the best interest of the Town of Alton. The party shall be notified, in writing, in case of a denial.

All parties whose special request has been approved shall abide by all local state and federal codes, regulations, and laws and assume responsibility for their actions, and any consequence thereof, associated with the special event.

Insurance

Sponsors of special events must furnish a Certificate of Insurance on a general liability insurance policy, protecting the Town of Alton, its officers, agents, elected officials and appointed officials, and employees from any and all claims which may result from or in connection to the special event. The Town of Alton must be named as an "Additional Insured" on the certificate. Sponsors must produce a copy of the policy with all endorsements. The Selectmen must receive the certificate at least ten (10) days prior to the special event. Limits of insurance are generally \$500,000 to \$2,000,000 for death or bodily injury and property damage, depending on type of event and any recommendations by the Town Insurance Carrier. Limits and types of insurance may change because of the different activities of each special event. Failure to timely produce a valid certificate of insurance naming the Member as an additional insured could result in cancellation of the special event.

Cans, Coolers and Bottles

It shall be at the responsibility of the promoter/sponsor of a special event to ensure that cans, coolers and bottles allowed in the area are reserved for that event.

Beer and Liquor Licenses

Not allowed on Town Property.

Food Sales

The special event sponsor is responsible for ensuring that all food sales meet federal, state and local health department requirements.

Special Events Policy

Page 6

Vending

It is the responsibility of the sponsor of the event to select vendors. All vendors must be identified with uniform identification indicating that they are part of the special event.

Vendors shall have all the licenses necessary to operate and those licenses shall be displayed.

Sanitation

The Special Event sponsor must make arrangements for the proper storage and cleanup of the special Event site both during and after the special event. An un-kept special event site can result in forfeiture of the event deposit/bond.

Security

Depending on the size and type of event, a minimum amount of security or support staff shall be provided. The appropriate number of both off-duty and on-duty officers shall be determined by the Police Chief in consultation with the special event sponsor. A Special Event Application will not be approved until a security plan if required has been finalized for the event and approved by the Police Chief.

Toilets

It is the responsibility of the sponsor to provide for an acceptable number of additional toilets on site during the special event based on approval by the Town on location and type.

Electricity

Any electrical requirements beyond those that already exist at the special event site must be provided by the event sponsor's own licensed electrician. All additional electrical work on the site must be approved by the Town of Alton Code Enforcement Official for compliance with the Town of Alton and State codes. Specific requirements for the use of electricity must be submitted and approved at the time of application for a special event.

Music and Entertainment

Event planners considering entertainment that will require sound amplification must review the Town of Alton ordinance pertaining to noise variances. This information may be obtained from the Town Clerk's office at the Town Hall.

Parking

No vehicles or heavy equipment may be parked on the grass areas within public parks with the Town of Alton except as designated and with approval from the Director of the Parks and Recreation Department or Board of Directors for each special event.

Special Events Policy
Page 7

Tents

The Director of Parks and Recreation will determine the specific location for a tent on Town property for an approved project.

Street Closings

Town streets in Alton may be closed with specific review, and if state permits and approval by the Board of Selectmen have been granted.

Banner Installation

Event planners desiring to hang banners on town-owned property within the Town of Alton shall contact the Board of Selectmen for approval. A company contracted to provide banner installation will bear all fees associated for installation of banners, including Town of Alton and State permits, will be the responsibility of the sponsor.

General

Any conditions not met as set out in the approval of the application will be grounds for revocation of the permit by the Board of Selectmen.

OCCASIONAL FUNCTION GUIDELINES

The following guidelines are designed to apply specifically to a commercial "Occasional Function" proposal to be reviewed under the Special Event Policy.

A commercial "Occasional Function " is defined to include an occasional gathering of people for functions or events, including but not limited to, weddings, reunions, birthday parties and other social, religious, political or meeting events. Such occasional functions may be located within an existing building or other existing enclosed structure, under a tent, outside or in some combination of all three.

The holding of a commercial Occasional Function cannot be the primary use of any lot.

The following guidelines for a commercial Occasional Function are in addition to the guidelines and requirements outlined in the Special Event Policy.

- ✓ **Frequency of Functions**: Maximum of 8 functions per calendar year per lot or location.
- ✓ **Noise Management**: Methods to Mitigate Noise Impacts:
 - **Quiet Hours**: 10:00pm-10:00am - No music from 10:00pm to 10:00am
 - **Separation of sound source from neighboring abutters**: Separate the sound source a reasonable distance to property lines and residences on abutting properties
 - **Indoor Music**: Locate sound source indoors when feasible
 - **Sound Barriers**: When feasible locate sound source behind sound barriers such as buildings, walls, solid fences, earth berms or landscaping materials/tree cover
 - **Orientation of Sound Source**: When feasible orient sound source to face away from homes on abutting properties

✓ **Outdoor Lighting:**

- Light Bulbs - Light bulbs no greater than 100 watt bulbs
- Fixtures- Use downward shielded fixtures

✓ **Parking Lot:**

- Vehicle Headlights:
 - Separate the vehicle headlights a reasonable distance to property lines and residences on abutting properties
 - When feasible locate parking lot behind visual barriers such as buildings, walls, solid fences, earth berms or landscaping/tree cover
 - When feasible orient parking to face away from homes on abutting properties
- Lighting of Parking Lot:
 - Light bulbs - Light bulbs no greater than 100 watt bulbs
 - Fixtures- Use downward shielded fixtures
 - Keep Lighting off Abutting Properties: Where feasible locate and orient lighting and shield lighting to minimize lighting impacts on abutting properties



Town of Alton

PO Box 659, 1 Monument Sq., Alton NH 03809

Special Event Application

EVENT NAME:

Purpose of Event:

Organization/Sponsor Name:

Address:

Phone:

E-Mail:

Applicant/Contract Name:

Address:

Phone:

E-Mail:

Date of Actual Event: Time of Actual Event:

Date of Set-Up: Time of Set-Up:

Date of Clean-Up Operations: Time of Clean-Up of Operations:

Specific Location Event: (Please attach sit plan and/or map.)

1. List any streets that may be closed, including specific dates and times plus time of re-opening:

STREET	CLOSING DATE	CLOSING TIME	DATE OF RE-OPENING	TIME OF RE-OPENING

2. List projected number of persons attending the event, include basis for projection:

3. Will any temporary structures be built? Yes ☐ No ☐
If yes, describe in detail and include location:

4. Will any signs or pennants be hung? Yes ☐ No ☐
If yes, describe in detail and include location:

5. Will there be any entertainment or music? Yes ☐ No ☐
If yes, describe performance, times and location:

6. Will additional utility services be used such as power and water beyond that which is available in the area?

Yes ☐ No ☐

Describe in detail specific utilities and location: (Any additional utilities must be provided by the applicant.)

7. Is a parade planned in connection with the event? Yes ☐ No ☐
State details, time and anticipated crowd; attach a map of route:

8. Are any street peddlers or vendors being planned? Yes ☐ No ☐
Describe in detail:

9. Are food sales planned? Yes ☐ No ☐

Describe in detail: (Application should also contact the local health department for regulations governing food sales.)

10. Describe in detail how do you plan to remove refuse and garbage: (Applicant must also complete clean-up supplement for special events.)

11. Describe in detail how do you plan to provide security:

12. Describe parking areas and available transportation modes to and from the event:

13. Will existing bathroom facilities be adequate? Yes ☐ No ☐

Describe plans to augment available sanitary facilities:

14. Do you plan to sell any beer, wine or alcoholic beverages for public consumption?

Alcohol beverages are not allowed to be sold or distributed on public property.

15. Explain the proposed controls for the sale of alcohol beverages where minors may be present:

16. Do you plan to publicize the event? Yes ☐ No ☐

If yes, attach publicity plans.

17. Do you plan a fireworks display? Yes ☐ No ☐

Date: _____

Time: _____

Location: _____

Vendor: _____

Approval of this application will reserve for the applicant the requested event date/place providing all Requirements outlined in this policy are met. If the special event request is approved, the sponsor shall assume full responsibility for compliance with all conditions, fees, and charges and further agrees to pay any cost associated with damage to Town property, lost barricades/signs, clean-up by Town crews, or any other additional Town expenses caused by this event, over and above the security deposit.

Applicant's Signature

Date

RETURN COMPLETED APPLICATION TO: **ALTON BOARD OF SELECTMEN**

☐ Approved

☐ Denied

Authorized Signature

Date

**EVENT SPONSOR
RELEASE AND INDEMNIFICATION AGREEMENT
FOR THE TOWN OF ALTON**

THIS IS A RELEASE OF LIABILITY AND INDEMNIFICATION AGREEMENT; SPECIAL EVENTS HOLDER MUST READ CAREFULLY BEFORE SIGNING.

In consideration for being permitted to engage in the following special events activities on the Town of Alton property:

Special Events Holder hereby acknowledges, represents, and agrees as follows:

A. We understand that the above-described activities are or may be dangerous and do or may involve risks of injury, loss or damage to us and/or to third parties. We further acknowledge that such risks may include but not be limited to bodily injury, personal injury, sickness, disease, death, and property loss or damage, arising from the following circumstances, among others:

(Special Events Holder initials here) _____

B. If required by this paragraph, we agree to require each participant in our Special Event to execute a release and indemnification agreement for ourselves and for the Town of Alton, on a form approved by the Town of Alton. PARTICIPANT
RELEASE/INDEMNIFICATION REQUIRED Yes ☐ No ☐

(Special Events Holder initials here) _____

C. We agree to procure, keep in force, and pay for special event insurance coverage, from an insurer acceptable to the Town of Alton for the duration of the above-described activities.

(Special Events Holder initials here) _____

D. By signing this RELEASE AND INDEMNIFICATION AGREEMENT, we hereby expressly assume all such risks of injury, loss, or damage to us or to any related third party, arising out of or in any way related to the above-described activities, whether or not caused by the act, omission, negligence, or other fault of the Town of Alton, its officers, its employees, or by any other cause.

(Special Events Holder initials here) _____

E. By signing this RELEASE AND INDEMNIFICATION AGREEMENT, we further hereby exempt, release, and discharge, the Town of Alton, its officers, and its employees, from any and all claims, demands, and actions for such injury, loss, or damage to us or to any third party, arising out of or in any way related to the above-described activities, whether or not caused by the act, omission, negligence, or other fault of the Town of Alton, its employees, or by any other cause.

(Special Events Holder initials here) _____

F. We further agree to defend, indemnify and hold harmless the Town of Alton, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims, and demands, court costs, and attorney's fees, including those arising from

any third party claim asserted against the Town of Alton, its officers, employees, insurers, or self-insurance pool, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any way related to the above-described activities, whether or not caused by our act, omission, negligence, or other fault, or by the act, omission, negligence or other fault of the Town of Alton, its officers, its employees, or by any other cause.

(Special Events Holder initials here) _____

G. By signing this RELEASE AND INDEMNIFICATION AGREEMENT, we hereby acknowledge and agree that said Agreement extends to all acts, omissions, negligence, or other fault of the Town of Alton, its officers, and/or its employees, and that said Agreement is intended to be as broad and inclusive as is permitted by the laws of the State of New Hampshire. If any portion hereof is held invalid, it is further agreed that the balance shall, notwithstanding, continue in full legal force and effect.

(Special Events Holder initials here) _____

H. We understand and agree that this RELEASE AND INDEMNIFICATION AGREEMENT shall be governed by the laws of the State of New Hampshire, and that jurisdiction and venue for any suit or cause of action under this Agreement shall lie in the courts.

(Special Events Holder initials here) _____

I. This RELEASE AND INDEMNIFICATION AGREEMENT shall be effective as of the date or dates of the applicable Special Event, shall continue in full force until our responsibilities hereunder are fully discharged, and shall be binding upon us, our successors, representatives, heirs, executors, assigns, and transferees.

(Special Events Holder initials here) _____

IN WITNESS THEREOF, this RELEASE AND INDEMNIFICATION AGREEMENT is executed by the Special Events Holder, acting by and through the undersigned, which represents that he or she is properly authorized to bind the Special Events Holder hereto.

PRINTED NAME OF SPECIALA EVENTS HOLDER: _____

**PRINTED NAME AND TITLE OF PERSON SIGNING ON BEHALF OF
SPECIAL EVENTS HOLDER:** _____

NAME: _____

TITLE: _____

SIGNATURE: _____

DATE: _____

any third party claim asserted against the Town of Alton, its officers, employees, insurers, or self-insurance pool, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any way related to the above-described activities, whether or not caused by our act, omission, negligence, or other fault, or by the act, omission, negligence or other fault of the Town of Alton, its officers, its employees, or by any other cause.

(Special Events Holder initials here) _____

G. By signing this RELEASE AND INDEMNIFICATION AGREEMENT, we hereby acknowledge and agree that said Agreement extends to all acts, omissions, negligence, or other fault of the Town of Alton, its officers, and/or its employees, and that said Agreement is intended to be as broad and inclusive as is permitted by the laws of the State of New Hampshire. If any portion hereof is held invalid, it is further agreed that the balance shall, notwithstanding, continue in full legal force and effect.

(Special Events Holder initials here) _____

H. We understand and agree that this RELEASE AND INDEMNIFICATION AGREEMENT shall be governed by the laws of the State of New Hampshire, and that jurisdiction and venue for any suit or cause of action under this Agreement shall lie in the courts.

(Special Events Holder initials here) _____

I. This RELEASE AND INDEMNIFICATION AGREEMENT shall be effective as of the date or dates of the applicable Special Event, shall continue in full force until our responsibilities hereunder are fully discharged, and shall be binding upon us, our successors, representatives, heirs, executors, assigns, and transferees.

(Special Events Holder initials here) _____

IN WITNESS THEREOF, this RELEASE AND INDEMNIFICATION AGREEMENT is executed by the Special Events Holder, acting by and through the undersigned, which represents that he or she is properly authorized to bind the Special Events Holder hereto.

PRINTED NAME OF SPECIALA EVENTS HOLDER: _____

PRINTED NAME AND TITLE OF PERSON SIGNING ON BEHALF OF
SPECIAL EVENTS HOLDER: _____

NAME: _____

TITLE: _____

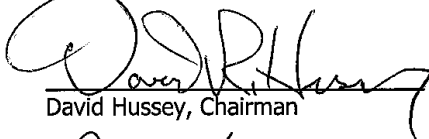
SIGNATURE: _____

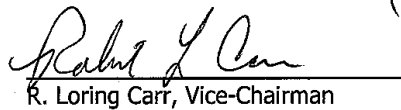
DATE: _____

RELATIVE TO THE SPECIAL EVENTS POLICY

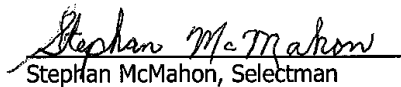
IN WITNESS WHEREOF, THIS POLICY RELATIVE TO SPECIAL EVENTS HAS BEEN ADOPTED AND APPROVED ON THIS THE 6th DAY OF June, TWO THOUSAND AND ELEVEN TO BE EFFECTIVE IMMEDIATELY UPON ADOPTION.

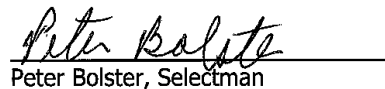
ATTEST: THE ALTON BOARD OF SELECTMEN


David Hussey, Chairman

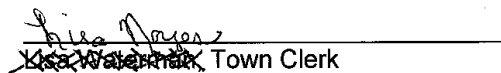

R. Loring Carr, Vice-Chairman


Patricia Fuller, Selectman

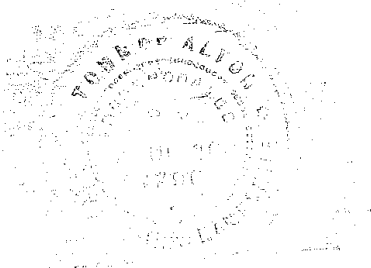

Stephan McMahon, Selectman


Peter Bolster, Selectman

UNDER SEAL OF THE TOWN, RECEIVED AND RECORDED ON THIS 13 DAY OF July, 2011 BY:


~~Lisa Noyes~~, Town Clerk

Lisa Noyes



X



Dynamix Consulting Group

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Stuart McCutcheon

863.662.1474 | Stuart@DynamixConsultingGroup.com