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EXETER FIRE DEPARTMENT SPATIAL NEEDS ASSESSMENT

INTRODUCTION

Municipal Resources, Incorporated, (MRI) of Plymouth, New Hampshire was engaged by Lavallee/Brensinger Architects to conduct an independent assessment of the current and anticipated spatial needs of the Exeter Police and Fire Departments. This required an evaluation of the current Exeter Public Safety Complex located at 20 Court Street, Exeter, New Hampshire. The Exeter Fire Department (EFD) currently operates from this single centrally located/strategically positioned facility to provide the appropriate deployment of fire, rescue, emergency management and emergency medical services to the community. Although the current facility is located within the downtown area, the EFD struggles to provide rapid response times to the outlying areas of the 19.9 square miles that makeup the community.

METHODOLOGY

MRI Director of Fire/EMS Services Brian Duggan met with Lavallee/Brensinger Architect Robert Robicsek. In addition, Brian also met with Fire Chief Eric Wilking and members of the command staff at the Exeter Public Safety Complex to gather an overview of practical uses of existing space needed for this assessment. Though the physical structure was assessed by an MRI team in the broader sense of a combined public safety services complex, Mr. Duggan's study was limited to the practical space use of those areas occupied and used by the EFD to obtain an overview of the use and operational limitations of existing space.

During this site visit, Mr. Robicsek described planning and design challenges to the structure due to original construction, property lines, the potential of nearby historic buildings, and other limiting factors. Chief Wilking explained that the original structure had been renovated several times since the original 1978 construction to meet the expanding needs of the Fire Department. Chief Wilking provided an overview of the station and outlined operational challenges faced by

the EFD based on the configuration and size of this critical facility. The Chief made it clear that any improvements to this station had been overshadowed by the increasing challenges presented by the expanding mission and increasing operational complexity of the EFD.

A description of the organization, expanding mission, and overall operations of the EFD was provided by Chief Wilking and Deputy Chief Matheson. This discussion identified the Department's operational challenges, immediate needs, and the level of fire, rescue, and emergency medical services (EMS) provided to the community. In addition, the discussion outlined the anticipated resources necessary to maintain the level of service expected by the community.

The current EFD facility provides workspace for 32 personnel. This includes 30 sworn fire service personnel and 2 non-sworn civilian employees. Common uses of fire rescue spaces by the command staff, fire officers, firefighters, health, fire prevention and administrative support staff and other practical users of the facilities were described and observed. Our observations, coupled with a pictorial narrative created by EFD Personnel, provided insight to the current state of space usage, proximity of linked critical tasks, frequency of use, storage, public access to needed services within the facility, safety/security, privacy, workflow, and other commonly experienced uses of the structure. Externally, we noted accessibility, parking, and physical security features of the structure, as well as externally positioned critical communications infrastructure.

During a tour of the facility, Chief Wilking detailed operational challenges and pointed out spaces that had been adapted to meet the expanding needs of the department, construction of flooring where an atrium previously existed, repurposing of hallways and storage closets, and the reduction in living space required to accommodate a new unisex shower/restroom that was recently installed to provide more appropriate facilities for female firefighters. Additional data was collected during a comprehensive tour of every fire department space within the existing structure and of the town owned footprint immediately surrounding the building.

MRI observations, and narratives developed by Exeter Fire rescue staff, provided insight to the current state of space usage, frequency of use (including some over capacity use during training and surge events), storage, public access to needed services within the facility, safety/security and privacy, workflow, and other commonly experienced challenges.

Chief Wilking also provided an overview of the staffing model is currently utilized, discussed anticipated increases in the staffing model, and identified what spatial needs specific

operational areas within the Department may require. In a discussion with our team, the Chief outlined multiuse spaces, operational workflow and the emerging need for the separation of fire service spaces based on the potential of cross contamination and infection of personnel. There was also discussion of the need for the fire service to better accommodate both male and female staff. As the EFD is a response focused organization, the impact of a personnel surge during emergency operations, meetings and training was reviewed. The communities and external agency use of these facilities for meetings and events was also discussed.

Based on our conversation with the command staff which were coupled with our own direct observation current needs for fire and EMS operations include the following critical issues:

- Organization of workspace for efficient operations.
- Appropriate offices and staff workspace for shift personnel.
- A training facility that can accommodate all personnel in the organization.
- The development ergonomic workflow through appropriate spatial design.
- Expanded administrative spaces including offices, conference rooms, fire prevention/plan review space.
- Sufficient space to accommodate public education and community functions.
- Improved records retention and storage space.
- Expanded living space.

This report concludes with recommendations for resolving immediate space needs while projecting anticipated needs of the fire department for the efficient and effective delivery of fire rescue services to the Town for the reasonably foreseeable future.

Exeter Fire Rescue Organizational Profile



Figure 1- Exeter Fire Department Logo

Exeter Fire Rescue is a full-service life safety organization that provides the community with a wide range of emergency and non-emergency services including fire suppression, rescue, fire prevention, life safety education, public health and emergency management services.

In addition, Department provides state of the art pre-hospital emergency medical services (EMS) at the Advanced Life Support (ALS) level to the Town of Exeter 24/7 365 days a year. To facilitate the provision of transport EMS services the

Department operates two ambulances staffed 24 hours a day up to the paramedic level. The Department also delivers occasional emergency transfer services to critical patients at Exeter Hospital. The increase in demand for EMS services will require the addition of a third ambulance as a backup unit within the next two years. The current apparatus bays will not be able to accommodate this additional vehicle.

To provide the expected level of service to the community, the Department employs 34 members as detailed below:

- 32 fulltime employees,
- 2 Civilian Fulltime employees

In Exeter, the current public safety complex forms an operational platform that serves as a foundation for the response to approximately 3,400 emergency incidents per year.

Utilization of department services have steadily risen and today the organization is managing more calls for service than 10-years ago. This increase in demand coupled with an aging demographic and a slowly increasing population are the three factors that drive the specific composition of the staffing model. The current staffing pattern provides operational response shifts staffed at six or seven personnel with a minimum of five personnel on-duty on a 24/7 basis. In addition, seven administrative staff members utilize this facility during normal business hours.

The December 2020 CPSM study concluded that the operational staffing level of the EFD should increase to eight personnel assigned to each shift with a minimum on duty complement of seven personnel on a 24/7 basis. Based on our experience and observations in Exeter, we concur with the need to incrementally increase staffing to a level of eight personnel assigned to each shift and a minimum staffing complement of seven personnel on duty 24/7. It is expected that to maintain an appropriate service level to the community administrative and operational staff will both increase over the next few years increasing the strain and exceeding the capacity of the current facility. It is anticipated that fire service facilities in Exeter will need to accommodate a staff of 42 personnel within the next decade. This includes eight personnel assigned to each shift and ten administrative positions.

As is the case with most fire service organizations, EMS calls have become the most frequent response event, this high level of demand for transport EMS services can be expected to continue as the population ages and demographic changes impact the Town. This service shift

will require the addition of a third ambulance within the next two years. Exeter Fire Rescue has evolved with the needs of the community into a modern-day high quality emergency services organization.

Fire Service Facilities - Modern Components of a Response Platform

A fire station supports the needs of the Fire Department and the community in which it is located. It must accommodate extremely diverse functions, including housing, recreation, administration, training, community education, equipment and vehicle storage, equipment and vehicle maintenance, and hazardous materials storage. While it is usually only occupied by trained personnel, the facility may also need to accommodate the public for community education or out-reach programs. Fire stations will vary somewhat in design depending on the specific mission, i.e., the types of emergencies that will be responded to or the types of fires that will be fought. The location of the facility is largely driven by the need to minimize response times.

Major fire station functional areas include the following:

- **Apparatus bay(s):** This is where the firefighting and emergency response vehicles are stored.
- **Apparatus bay support and vehicle maintenance:** These industrial spaces are where the vehicles and other firefighting equipment are cleaned, maintained, and stored.
- **Administrative and training areas:** These areas include offices, dispatch facilities, and training and conference rooms
- **Residential areas:** These include the dorm rooms, day room/kitchen, and residential support areas such as bathrooms and fitness spaces.
- **Decontamination Areas:** this is where contaminated personal protective equipment (PPE) and EMS gear are separated from other operational areas of the structure and properly decontaminated. Based upon the emerging knowledge relative to the occurrence of cancer in the fire service and recent

public health events, decontamination has become a critical component of every fire station.

The four primary drivers for facility layout and functional space adjacencies in a fire station are the following:

1. Ensure that internal response times can be met (time for a firefighter to reach the apparatus and be ready to depart).
2. Separate the diverse and sometimes conflicting functions such as industrial maintenance spaces and residential spaces.
3. Provision of training and educational resources.
4. Avoidance of cross contamination of operational spaces from vehicle exhaust, hazardous materials, biological agents, hydrocarbons, and byproducts of combustion.

APPARATUS BAYS

Sizing the apparatus bay is critical, and it should be designed to accommodate variable vehicle sizes. Typically, the entire room is sized based on the bay size for the largest vehicle in the fleet or the largest anticipated vehicle. Bays also include vehicle exhaust removal systems, compressed air, and power drop lines, and hot and cold water connections. Bay doors must also accommodate the largest vehicle and include a manual means to open, in case of power failure. Ideally, the site will accommodate drive-through bays. Industry best practice avoids stacking multiple first response units behind one another as that could result in an extended response time as apparatus would need to be moved prior to initiating a response.

APPARATUS BAY SUPPORT AND VEHICLE MAINTENANCE

Apparatus bay support functions include cleaning and maintenance areas for the firefighter's self-contained breathing apparatus (SCBA), protective clothing, fire extinguishers, and other equipment. It also includes storage areas for firefighting gear and equipment and secure

storage for medical supplies. Some of these areas are specialized spaces for disinfecting protective equipment and for maintaining and recharging the SCBA in a clean environment. Separation between spaces is required for many of these functions.

Fire suppression agent storage is typically provided in a single-story structure separate from the fire station building. It should be located along the drive leading into the apparatus bay for ease of loading and unloading of firefighting agents. In some cases, it may be attached to the main structure. A vehicle maintenance bay may also be included in a fire station.

ADMINISTRATIVE AND TRAINING AREAS

Administrative areas include standard offices and conference and training rooms. The area will also likely include additional specialized spaces such as the Chief's office with sleeping and shower facilities and computer training/testing facilities, for firefighter continuing education. Some stations may include a highly specialized dispatch room for receiving emergency calls from the public.

RESIDENTIAL AREAS

The day room accommodates kitchen, dining, living and recreation functions. It is often separated into subspaces for those three functions, but an open design may also be effective to encourage interaction between the spaces. Based on generational changes many Departments find that this open concept promotes teamwork as it limits individual isolation. The dining space may also double as training or meeting space and might include provisions for audiovisual equipment.

When planning for a fire station, consideration should be given to incorporating dorm rooms into the design. Regardless if a fire station is manned fulltime or a volunteer/call fire station there are times when fire station coverage for long periods of time is needed. Prolonged weather events or disasters require long term response activities of fire personnel. Dorm room designs can vary widely from station to station and department to department. Each firefighter is provided with a place to sleep, work, and store personal items. Careful consideration should be given to the location and design of the area to ensure response times can be met. See Emerging Issues below for more information on dorm rooms.

The diagram below provides an overview of modern fire station design elements.

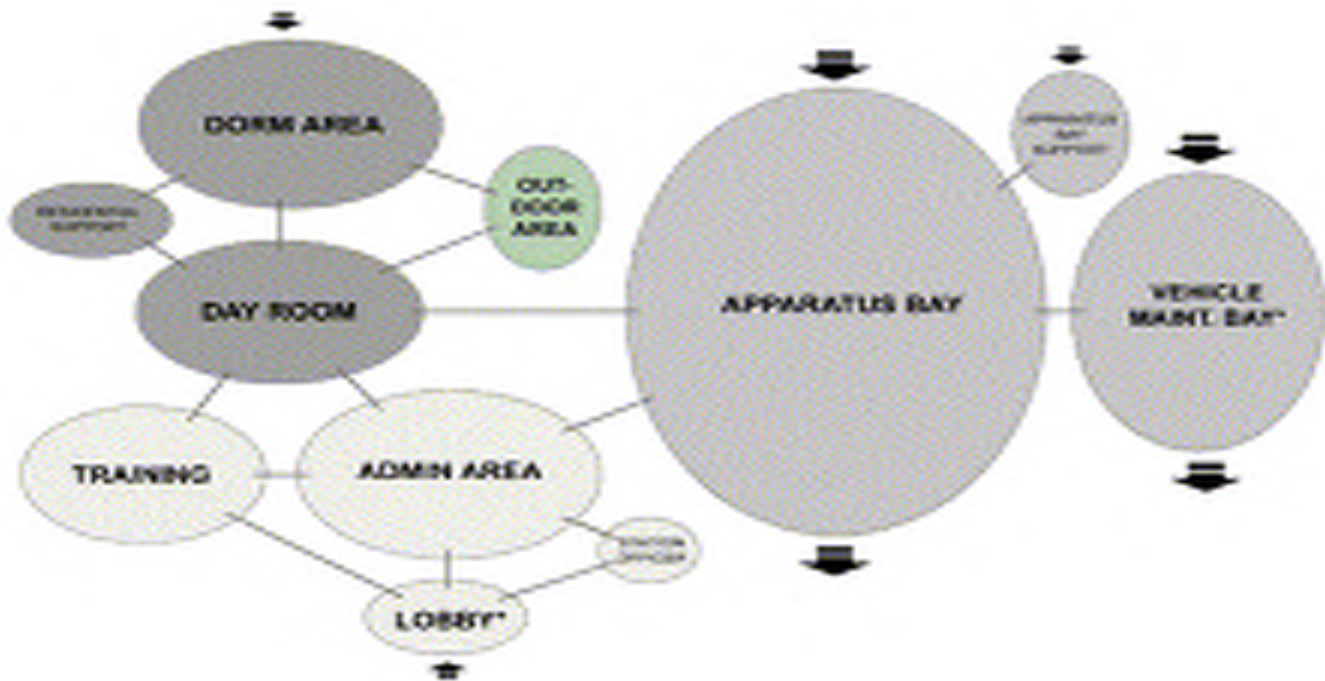


Figure 2
Diagram of Modern Fire Station Design Elements and Operational Flow

Other residential areas include a laundry room, a physical fitness room, male and female bathrooms, showers, and locker rooms. Reflecting industry best practice multiple showers should be provided as personnel should be required to shower upon the return from every structure fire where they were operating in an immediately dangerous to life and health (IDLH) environment.

The diagram on the following page provides an example of the configuration of a portion of the residential area at a moderate size fire station.

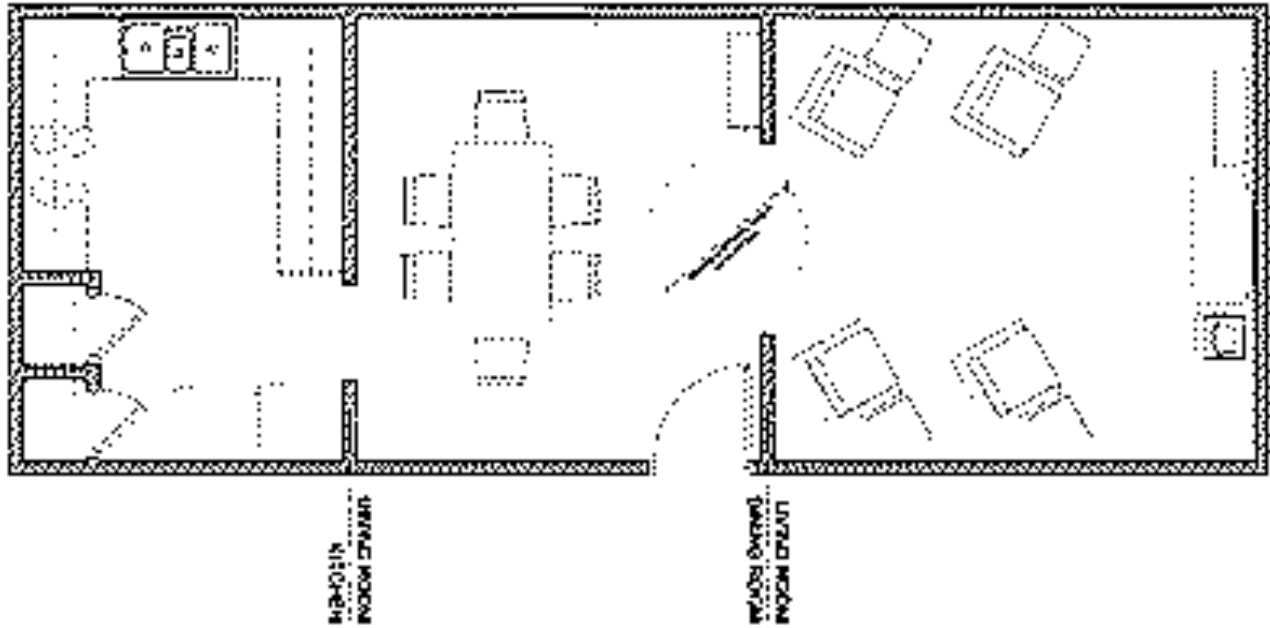


Figure 3 - Configuration of Residential Areas

NEEDS ASSESSMENT

Description of Fire/Rescue Facilities

Exeter Public Safety Complex



Figure 4 – Exeter Public Safety Complex, 20 Court Street

Facility Overview – Central Fire Station located at 20 Court Street

The public safety complex at 20 court Street is positioned within downtown Exeter and is the sole facility operated by the EFD. Serving as headquarters, this facility is the operational platform for all functions of the Department which include the following:

- Emergency medical response operations
- Fire suppression operations
- Fire and EMS training
- Fire Prevention/code enforcement
- Emergency management
- Public health
- Public safety telecommunications



Figure 5 - Exeter Engine 4

The current station was constructed in 1978 as a replacement for an older Central Fire Station which was located at 30 Court Street. This facility houses eight vehicles including three engines, one rescue/pumper, one Ladder, one forestry/brush trucks, and two ambulances. It is worth noting that based on a lack of space, currently six pieces of support equipment are currently stored outside this includes the following: one 49-foot aerial lift truck, one 16-foot inflatable rescue boat, one utility truck with plow, two special operations trailers and one emergency lighting unit.

The EFD is staffed with a minimum of five full time personnel that provide a rapid response force to the community, on a 24/7 basis. It is apparent that the staffing model utilized by the EFD has placed a strain on the capacity of this facility. Our analysis revealed that the current public safety complex is insufficient to meet the future fire and EMS needs of the Town.

Facility Configuration

Administrative and Training Space: Chief's office, command staff offices, administrative office, fire prevention office, public health office, Emergency Operations Center (EOC)/training Room/report writing area.

Residential Space: Day Room, bunk rooms, shift commanders office, kitchen/dining room, pantry, unisex male and female restrooms and showers, laundry room/mailroom/pantry, physical fitness room.

Other Spaces: Public Restrooms, lobby, vestibule, communications room (public safety dispatch), EMS supply, IT, alarm processing, storage space (Communications Infrastructure)

Apparatus Bays: Five apparatus bays that can accommodate eight pieces of apparatus. The station currently houses eight vehicles including three engines, one rescue/pumper, one Ladder, one forestry/brush trucks, and two ambulances. Three bays exit through the congested rear parking. In addition, the physical fitness equipment is located on the apparatus floor.

Storage Space: Records storage, protective clothing room, tool crib and maintenance room, utility and janitorial room, seasonal storage area, equipment room, technology, communications and alarm infrastructure room and supply storage.

Parking Lot: This lot provides parking for approximately 30 vehicles which includes police vehicles (10 spots), exterior fire department storage (6 spots) and police/fire employee and administrative parking. The rear parking lot is also the response path for apparatus that use the three rear bays. There is also a second 10 space lot on the side which is used for public access and employee overflow. In addition, some on street parking (on Bow Street) is utilized for public access.



Figure 6 – Rear Parking Lot (double parked vehicles to keep the parking lot response route clear).

Considering the use of the structure and the amount of exterior public safety operational use, these spaces is not adequate to accommodate existing needs. The congestion of this space is demonstrated by the need to double park employee vehicles in an effort to maximize the use of this area. In addition, it is also difficult to maneuver apparatus around vehicles in the rear parking lot. There is a concern of apparatus entering onto Bow Street, during heavy traffic hours as this practice can elongate response times.

Dispatch



Figure 7 - Two of Three Dispatch Workstations.

Dispatching operations are performed within a well-lit, clean, and comfortable appearing space. Though a thorough assessment was not performed, casual observation of electronics suggests that the radio and computer-based systems are modern and capable. Dispatchers do not have easily accessible secure space for the storage of personally owned property while on duty. Limitations of job tasks prohibits the dispatchers from taking restorative breaks away from their workspace. Gender-neutral rest facilities only feet away from the workspace substantially limits privacy. The addition of separate/private rest areas, personally owned property storage area, and equipped meal break room near the communications center is recommended.

Facility Needs and Deficiencies

Overall, this station is functional and well maintained but is currently being utilized beyond its capacity. After touring the facility, we found that the largest issue is the expanding footprint of the Department which produces operational challenges based on the factors listed below:

1. Physical limitations of available space;
2. Lack of appropriate functional adjacency;

3. The station lacks the ability to provide an environment for efficient workflow.

These factors decrease the EFD's overall organizational efficiency and contribute to less than optimal response times. Although the EFD has done an excellent job adapting space in creative ways to meet organizational need, the facility lacks sufficient operational space to accommodate the current needs of the organization. The projection of additional staffing needs will increase this operational strain. The facility should be considered to be at the end of its useful life and the community should be aware that continued use will constrain operations and reduce the quality of services provided to the public.

Operational challenges include:

- **A lack of adequate office and administrative space, some offices have been created by moving walls or erecting temporary partitions in open areas.**
- The Public Safety Training Room doubles as the Emergency Operations Center (EOC). This space cannot accommodate a full Department meeting nor would it be suitable as a EOC during a significant community event.
- The EFD Training Room also serves as the space where incident reports are generated. This space is only available when the space is not being utilized for meetings, public safety training or as the EOC.
- **The EOC cannot accommodate additional consoles and hardware.**
- **A lack of gender separated locker rooms exists. All shower facilities and restrooms are unisex.**
- **Based on a lack of space, living quarters include a few multiple occupancy rooms. This is contrary to industry best practice and increases the risk of cross contamination and infection.**
- There is a lack of sufficient walking space in the triple occupancy dorm room.
- **The shift commander's office is combined with his dorm room which is remote from most operations. This is an inefficient practice that was developed out of necessity based on a lack of office space.**
- A lack of space exists to house additional personnel during storms or multiple operational period events.
- There is a lack of appropriate decontamination facilities for either equipment or personnel.
- **Storage areas have exceeded capacity and become multifunction rooms and even living quarters.** This has produced a lack of sufficient storage to accommodate the increasingly complex mission of the fire service.

- **There is a lack of American with Disabilities Act (ADA) compliance and easy public access to some administrative areas.**
- **The apparatus bays are at capacity** and several units are stored outside.
- The rear response paths through tight spaces and onto congested street which can complicate response.
- The kitchen lacks sufficient infrastructure to accommodate 24/7 utilization by the on-duty crew.
- The ready room/day room is at capacity and cannot accommodate additional staff.
- As spaces have been adapted living space has been condensed into several cramped multiple use areas. An example is the pantry/laundry/mailroom restroom access space.
- There is no living space to accommodate additional staff.
- Limited ability to “staff up” during storms and other major events.
- Lack of living space separation exists including insufficient single occupancy bunkrooms.
- Administrative offices present with limited space and no rest rooms to accommodate the current seven-person administrative staff.
- Administrative offices have been modified to meet the organization’s needs; this has included developing modified spaces.
- Turnout gear storage on the apparatus floor without separation from dirt, soot, and other potentially carcinogenic particulates.
- A lack of separated decontamination space exists as the current decontamination area is also a restroom.
- The front apron can barely fit larger apparatus. As an example, the aerial ladder barely fits on the front apron. This requires that drivers cautiously negotiate turning onto Court Street. This has already contributed to a significant accident where the building was stuck as apparatus moved out of the station and turned onto Court Street.
- **The IT/communications infrastructure is in a closet/storage area with limited space for expansion.**
- Development of multiple use spaces which have been adapted overtime based on necessity.
- Insufficient parking exists to accommodate current operational need.
- A lack of traction-based flooring provides the potential for slip and fall injuries.
- The generator and utilities are not access protected.

Note: Items in red were also outlined in the 2020 CPSM Staffing and Deployment Analysis.

The following images provide a visual reference and documentation of the challenges listed above:

Apparatus Floor:



Figure 8- Limited space Between Parked Apparatus – This space limitation can delay response, plymovents strike adjacent apparatus when they disengage from responding units. A lack of traction-based flooring provides the potential for injury.



Figure 9 – Personal protective Equipment Improper Storage - Turnout Gear storage in the apparatus bays decreases the useable space for apparatus, lacks particulate separation, proper ventilation, climate control or protection from UV light which deteriorates the components of turnout gear.



Figure 910– Lack of Clearance – Operational Inefficiency - Low ceiling height prevents easy hose loading or filling engines with water.



Figure 11 – Rear Response Risks - Rear facing response of EMS and forestry units requires vehicles to navigate the police/fire parking lot and enter onto Bow Street which can be congested with stopped traffic.

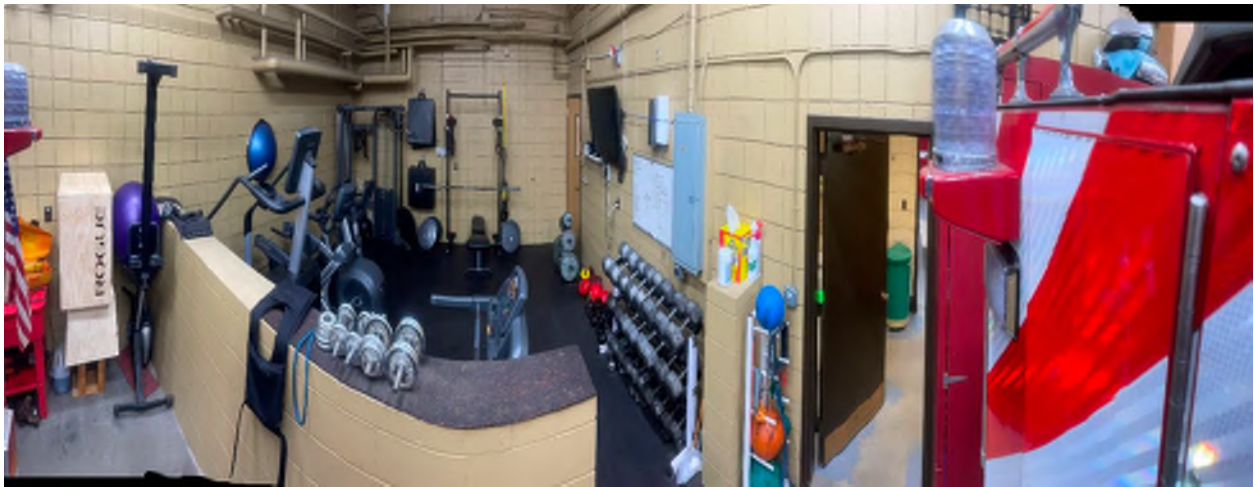


Figure 12 – Inappropriate and Undersized Space – The physical fitness area lacks sufficient space and is on the apparatus floor and exposed to dirt, soot and other particulates.



Figure 13 – Adapted Space - Adapted tool and maintenance are on the sides of the station. This presents an operational issue as well as the inability to properly store and secure vital tools.



Figure 14 – Limited Space and Clearance – this image clearly shows the space limitations that have emerged as the size of apparatus has increased.



Figure 54 – Limited Clearance – this image demonstrates a lack of appropriate apparatus clearance which can complicate response and create difficult conditions to operate vehicles. This has already resulted in multiple incidents including one accident that caused \$27,000 in damage and placed the aerial ladder out of service for an extended period.

Backup Generator



Figure 16 – Unsecured utilities and backup generator

Parking Area/Response Path/Front Apron



Figure 17 – Rear response path through parking lot



Figure 18 – Aerial ladder barely fits on the front apron

Living Space



Figure 19 – Dorm room combined into the shift commander's office and dorm



Figure 20 – Cramped triple occupancy dorm room

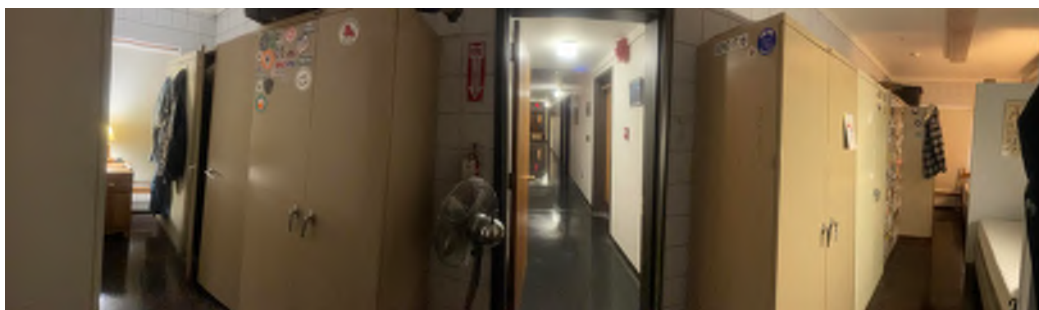


Figure 21 – Limited clearance and walking space



Figure 22 – Kitchen/Dining area cramped based on current Staffing



Figure 23 – Small RV sink in the kitchen



Figure 24 – Adapted Multi use Space- Pantry, laundry, mailroom, restroom access space.

Training/EOC/Report Writing Area



Figure 245– Incident Report data Entry Space



Figure 26- Training room at capacity

Administrative Space



Figure 27 – Adapted Administrative Space

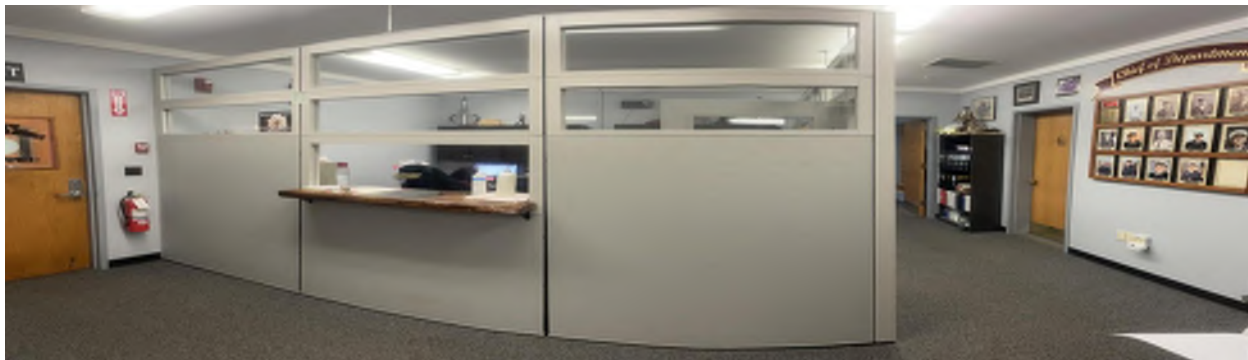


Figure 28 – Temporary office partitions

Conclusion

The Town of Exeter has supported the EFD and provided the necessary resources to provide the high level of fire and EMS services expected by the community. Service demand, and demographic changes will require that the staffing model utilized by Exeter Fire Rescue continue to evolve and move toward the strategic deployment of eight operational personnel and two staffed stations. This growth includes the development of a new appropriately sized and configured headquarters facility and a small two-unit quick response substation.

The fire service portion of the current Exeter Public safety Complex facility is constrained by space, lacks sufficient efficient configuration to optimize response and has limited, often congested parking. As the organization has grown the capacity of the public safety complex has been reached and, in some cases exceeded. The EFD has done a good job prolonging the life of this facility and improvising solutions that address a lack of sufficient or properly configured space. Although this public safety complex continues to serve as the only fire service facility, the spatial challenges outlined in this document will continue to intensify. Consideration should be given to developing a small two-unit quick response substation to minimize response times to developing areas of the community. The current public safety complex is rapidly approaching the end of its useful life.

Overall, It is our observation that the current facility does not provide an appropriate platform for modern fire service operations. As the Town continues to grow EFD operations will be constrained by continuing to use a facility that has exceeded its useful life.

Given the construction and limiting factors associated with this facility, if this location is to be utilized as a fire station or redeveloped public safety complex. As the EFD moves toward having two staffed stations, the Town should evaluate the impact of increasing automatic aid to enhance operational safety and meet the response requirements of OSHA 2 in 2 out and NFPA 1710.

Respectfully submitted,

Brian P. Duggan
Director of Fire Services

Recommendations

Exeter Public Safety Complex – 20 Court Street

- E-1: The Town of Exeter should evaluate the development of a modern combined public safety facility or separate police and fire facilities that provide a properly sized and configured headquarters for current and future fire rescue operations.*
- E-2: The Town of Exeter should evaluate the development of a two-unit substation that should be strategically located to reduce response times.*
- E-3: If the Town of Exeter elects to construct separate Police and Fire facilities, a two-unit substation could be located within a new Police facility should that facility be appropriately located.*
- E-4: The Exeter Emergency Operations Center (EOC) should be reorganized, and cabinets created for dedicated consoles and equipment. This would further restrict space and limit capacity but optimize the use of this space in the short term.*
- E-5: The Exeter Emergency Operations Center (EOC) size limitation would prevent effective use during a significant event. A larger backup EOC should be identified for use during a large, or long-term event.*
- E-6: Existing systems should be maintained and repaired to keep this facility functional in the short term.*
- E-7: The use of automatic aid from adjacent communities for any structural response should be expanded to enhance operational safety.*
- E-8: The personal protective clothing storage area should be partitioned off from the apparatus floor and properly climate controlled, ventilated and protected from UV light.*
- E-9: The use of double occupancy rooms should be limited and only occur when staffing exceeds the number of available bunk rooms.*
- E-10: Personnel and equipment decontamination areas should be marked.*

- E-11: Turnout gear should be restricted to the apparatus bays and extractor area. Signs should be added indicating this policy.*
- E-12: The physical fitness area should be partitioned from the apparatus floor separated from potential contaminates.*
- E-13: Given space constraints and to repurpose existing space, secured storage should be shifted to exterior storage containers. This should be recognized as a temporary measure which will further reduce available parking but will maximize the use of the current structure while the public safety complex is being considered.*
- E-14: The Police and Fire Chiefs should identify if any changes to the use and configuration of the current parking areas could reduce the risk of accidents and response. The Police and Fire Chiefs should identify overflow parking options and present these to the Town. This may include dedicating spaces at Town House Common or reserving on street spaces.*
- E-15: Turnout gear storage should be separated and moved from the apparatus floor into an appropriate personnel protective equipment storage room.*
- E-16: The generator and utilities on the side of the structure should be secured to limit tampering or access.*
- E-17: A video monitoring system should be installed to provide a level of security in the rear parking lot and along the side of the building where the generator and communications tower is located.*