



# Fire and EMS Strategic Plan

Augusta County, VA  
Board of Supervisors Work Session

*Joe Pozzo, Senior Manager for Fire and EMS*

April 10, 2024

# Center for Public Safety Management

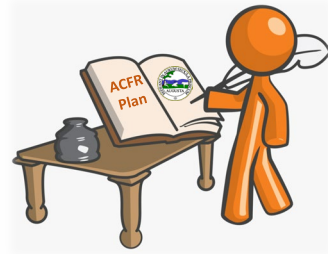
*The Exclusive Provider of Public Safety Technical Assistance to the International City/County Management Association*

- Strategic and Public Safety Master Planning
- Technical analysis for Police, Fire, EMS, and 911 Centers
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- Conducted more than 400 studies in 46 states and Canada
- Fire and EMS team with hundreds of years experience as practitioners, middle managers and senior administrators



*Augusta County Fire-Rescue Department*  
*Deerfield Valley Volunteer Fire Department-Station 2*  
*Middlebrook Volunteer Fire Department-Station 3*  
*Churchville Volunteer Fire Department & Rescue Squad-Station 4*  
*Staunton-Augusta Rescue Squad-Rescue 5*  
*Weyers Cave Volunteer Fire Company-Station 5*  
*Stuarts Draft Rescue Squad-Rescue 6*  
*Verona Volunteer Fire Company-Station 6*  
*Stuarts Draft Volunteer Fire Company-Station 7*  
*Craigsville Volunteer Fire Department-Station 8*  
*Dooms Volunteer Fire Company-Station 9*  
*Swoope Volunteer Fire Company-Station 14*  
*New Hope Volunteer Fire Department-Station 18*  
*Wilson Volunteer Fire Company-Station 19*  
*Mount Solon Volunteer Fire Department & Rescue Squad-Station 21*  
*Riverheads Volunteer Fire Department-Station 25*  
*Waynesboro First Aid Crew*

How did we arrive at our conclusions ?

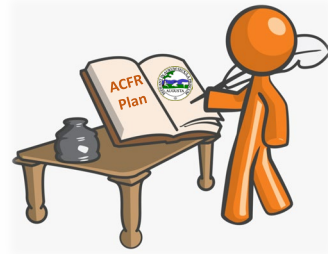


## Strategic Plan Key Concepts

### Comprehensive Gap Analysis

- ❖ Forensic Data Analysis
- ❖ Evaluation of Service Coverage
- ❖ Analysis of Resource Allocation
- ❖ Analysis of Infrastructure
- ❖ Assessment of Response Capabilities
- ❖ Assessment of Interagency Coordination
- ❖ Community Risk Assessment
- ❖ National Benchmarking

How did we arrive at our conclusions ?



## Strategic Plan Key Concepts

### Developing Comprehensive Plan Outcomes/Initiatives

- ❖ Results of Gap Analysis
- ❖ Customer-Centered Strategic Planning
  - Board of Supervisors Input Sessions
  - County Admin. Stakeholder Meetings
  - ACFR Department Stakeholder Meetings
  - ACFR System Volunteers
  - ACFR Mutual Aid Partners
- ❖ Community Survey (514 Responses)

# Key Findings

- ❖ Primary strength of the System is the combined efforts of career and volunteer members and infrastructure to provide Fire & EMS services.
- ❖ The System includes many dedicated career and volunteer members who perform their service with a great sense of pride.
- ❖ To maintain the combined system, there is a need for greater recruitment and retention efforts, and coordination.
- ❖ There are identified needs in training and educating System career and volunteer members.
- ❖ Mutual and Automatic Aid is well coordinated and responsive.

# Key Findings

- ❖ There is population, environmental, building, transportation, and Fire & EMS risks in the County that drive Fire and EMS demand.
- ❖ Due to heavy EMS call demand, remote area responses, and long transport times, the EMS system has resiliency challenges.
- ❖ Single certified EMS personnel is a best practice, furthers recruitment and retention, and creates a sustainable EMS system.
- ❖ System infrastructure needs attention and will require a sustainable funding source(s) to update and maintain.

# Key Findings

- ❖ Augusta County does not have a formal fire prevention code enforcement program.
- ❖ Firefighter health and safety to include entry level and annualized medical physicals and SCBA mask fit-testing is deficient across the *System*.
- ❖ Required fire training and certification is deficient across volunteer companies.
- ❖ Overall, the current station locations, when they turnout, can service the core fire demand areas in their respective districts in a 10-minute travel time (suburban demand zones, which include Stations 10 and 11), and in a 14-minute travel time (rural demand zones.

# Key Findings

- ❖ The variables of how and where personnel and companies are located, and how quickly they can arrive on scene, play major roles in controlling and mitigating emergencies. ***The reality is that Augusta County Fire Services system relies largely on volunteer member response from home or work to make up the teams and crews of the Effective Response Force.***
- ❖ There has been discussion that the 6-minute turnout time is too stringent. While it may not be a popular standard, response times are important, as described herein, and should be held to a high standard.
- ❖ CPSM examined volunteer member proximity to their station. Most stations have members in proximity to their station. Some do not, which may affect turnout times when members are not in the station.

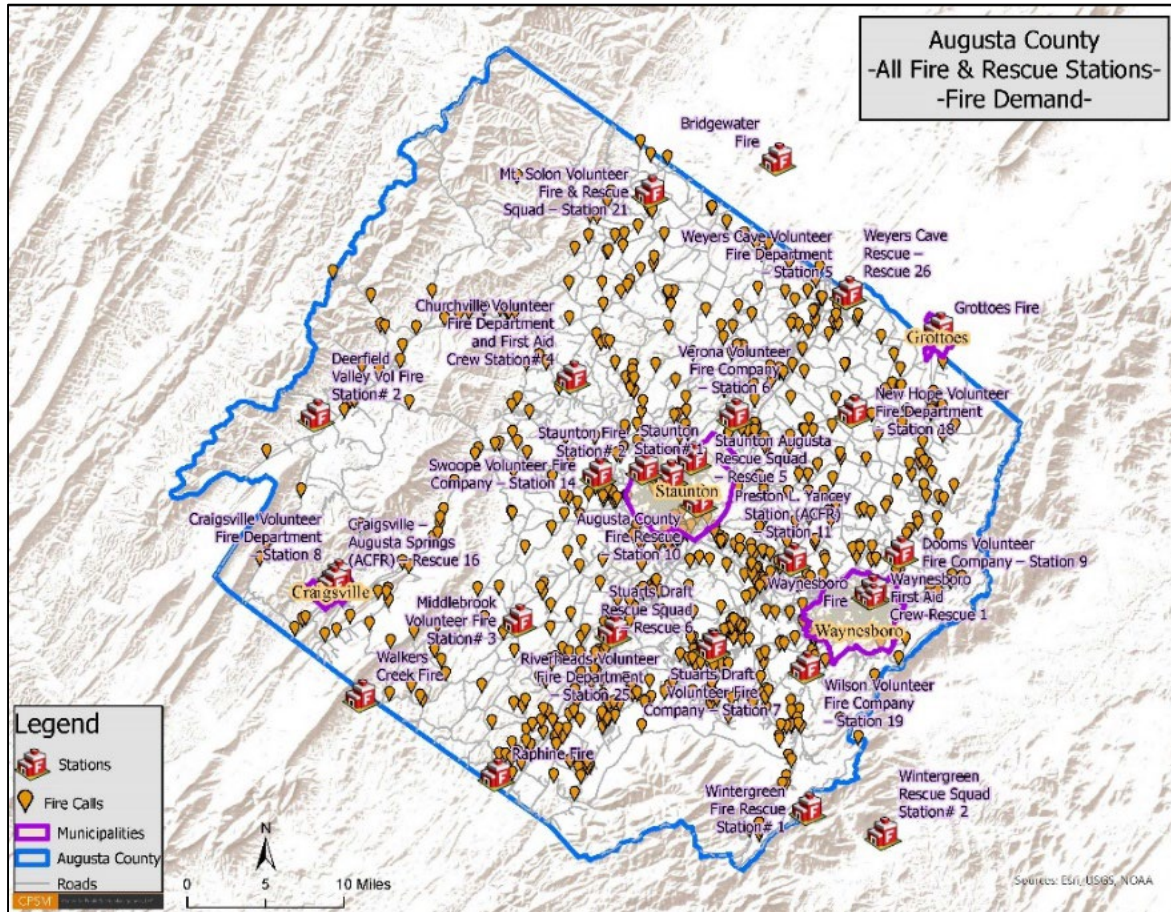
# Key Findings

- ❖ Overall, what needs to be achieved for a safe and effective fire unit response in volunteer departments and where there are two-person career staffing, is a fire apparatus minimum staffing plan of 2 personnel on the heavy fire apparatus (prior to leaving each station-wait if a third is close to the station per IamResponding software for a safe and effective operational response.
- ❖ The ACFR system should continue with its current structural fire response matrix that recognizes the building and other risks in the county, and also recognizes that not all stations have on-premises staffing *and that resources most likely will have extended travel times.*

# Key Findings

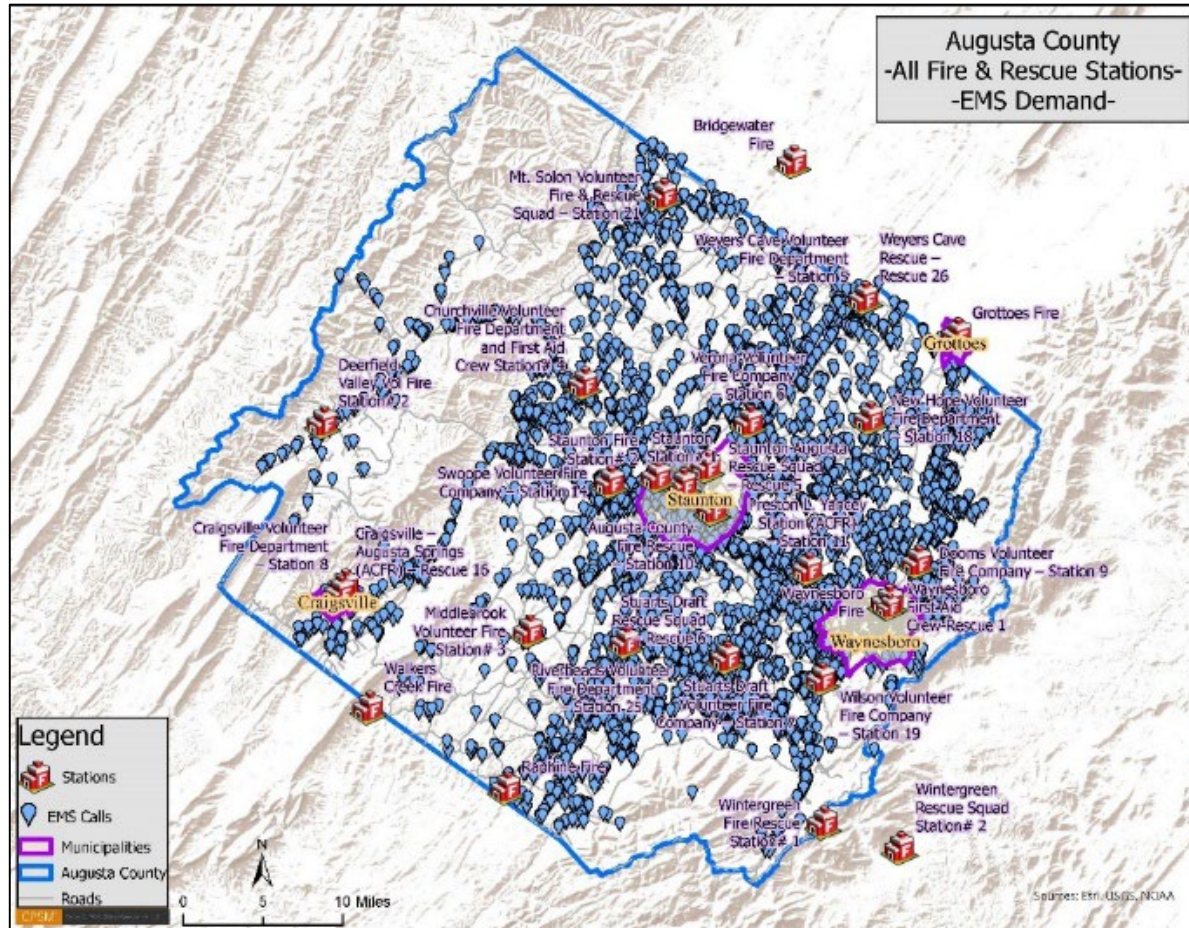
- Article 2 §2-13(A) of the Augusta County Code establishes the emergency services departments of Fire and Rescue Services and the operation of the Emergency Communications Center.
- ✓ Article 2 §2-13(B) further establishes the departments shall consist of the Chief of Fire-Rescue, the Director of the Emergency Communications Center, and such additional employees as may be necessary to administer fire and rescue services and to operate the Emergency Communications Center.
- ✓ Article 2 §2-13(B) also stipulates - *All fire and rescue agencies in Augusta County shall be formed into one large fire/rescue district, forming a partnership in public safety under the jurisdiction of the Chief of Augusta County, in accordance with §27-6.1 and § 27-23.1 of the Code of Virginia.*

# ACFR System Fire Unit Workload



- There were 5,540 Fire and EMS calls in Augusta County during the one year study period in which **fire units** responded to.
- Overall, the ACFR system responded to 15 fire calls per day.
- 63% of the Fire and EMS calls are EMS related.
- Motor vehicle accidents make up 20% of Fire & EMS calls.
- Fire and Fire related calls make up 37% of Fire & EMS calls.
- Structure & Outside/Other Fires make up 23% of Fire related calls.
- Non fire calls (typically fire alarm, good intent, hazard, and public service) make up 74% of Fire related calls.
- Tech Rescue calls make up 3% of Fire related calls.

# ACFR System EMS Workload



- There were 10,599 EMS calls in Augusta County during the one year study period in which **EMS units** responded to.
- Overall, the ACFR system responded to 33 EMS calls per day.
- There were 630 responses to fire calls by EMS units (5% of total).
- There were 118 responses to law enforcement calls by EMS units (1% of total).
- 36% of the EMS calls were Illness and Other call determinants (the largest % of EMS calls).
- Motor vehicle accidents make up 8% of EMS calls.
- Breathing Difficulty and Cardiac and Stroke related call determinants make up 20% of EMS calls.
- There were 148 Cardiac Arrests (1% of EMS calls).
- Fall and Injury call determinants make up 21% of EMS calls.

# Mutual and Automatic Aid Assistance

Overall, the ACFR system averages

- ❖ Just under two automatic aid calls/day **from** outside County fire agencies who have first due areas in Augusta County.
- ❖ Just under two automatic aid calls/day **from** outside County EMS agencies who have first due areas in Augusta County.
- ❖ 1.5 mutual aid calls/day **from** outside County fire agencies.

Overall, the ACFR system averages

- ❖ 2.5 Fire automatic/mutual aid runs/day **to** jurisdictions inside and outside of Augusta County.
- ❖ 2.9 EMS automatic/mutual aid runs/day **to** jurisdictions inside and outside of Augusta County.

# Key Discussion Area: NFPA 1720

NFPA 1720 establishes the minimum response staffing for a predominately volunteer department for low-hazard structural firefighting incidents.

<b>Demand Zone</b>	<b>Demographics</b>	<b>Minimum Staff to Respond to Scene*</b>	<b>Response Time Standard to Collect Minimum Staff</b>
Urban Area	>1000 people/mi <sup>2</sup>	15	Within 9 minutes 90 percent of the time
Suburban Area	500-1000 people/mi <sup>2</sup>	10	Within 10 minutes 80 percent of the time
Rural Area	<500 people/mi <sup>2</sup>	6	Within 14 minutes 80 percent of the time
Remote Area	Travel Distance ≥ 8 miles	4	Directly dependent on travel distance, determined by AHJ, 90 percent of the time

# Key Discussion Area: NFPA 1720

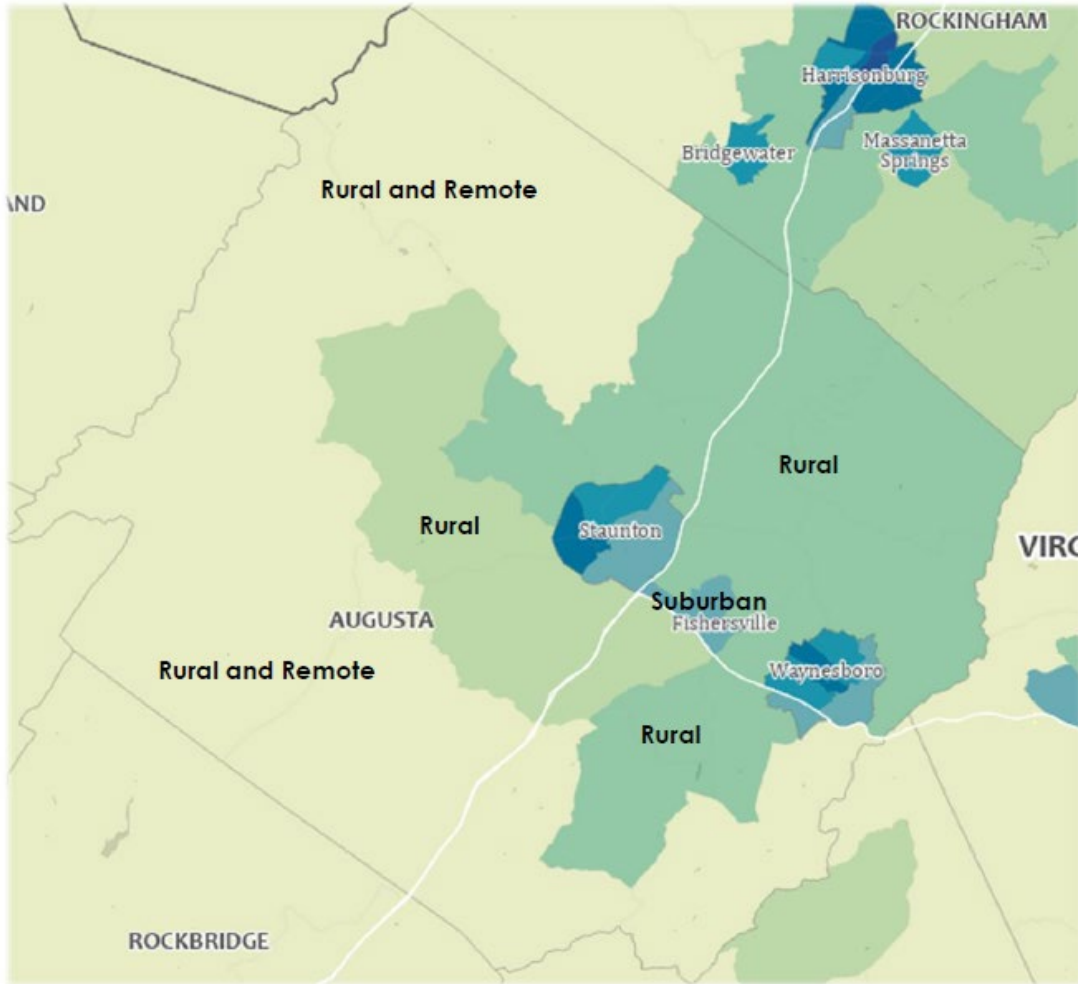
## Suburban Demand Zone Minimum Staffing

Critical Task	# of Responders Assigned to Task
Attack Line/Search and Rescue (2-In)	2
Backup/Second Line	2
Attack Engine Pump Operator	1
Water Source Engine Pump Operator	1
Outside crew for: rapid intervention crew ventilation, utility control, hose management, potential exposure line or additional fire suppression line.	3
Incident Commander	1
<b>Total Minimum Response for Suburban Demand Zone</b>	<b>10</b>

## Rural Demand Zone Minimum Staffing

Critical Task	# of Responders Assigned to Task
Attack Line/Search and Rescue (2-In)	2
Backup/Second Line	2
Outside crew for: initial engine pump operator (sets pump then assists with outside tasks), ventilation, utility control, hose management, potential exposure line or additional fire suppression line. One member may take on incident command function coordinating with interior crew(s) until additional crew members/command officers arrive on scene.	2
<b>Total Minimum Response for Rural Demand Zone</b>	<b>6</b>

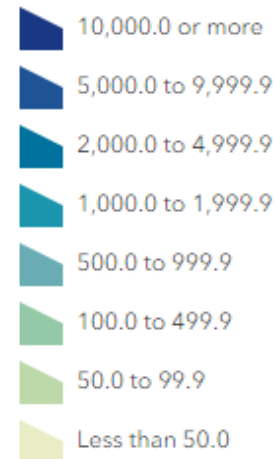
# Key Discussion Area: NFPA 1720



The largest built-upon land area of the ACFR fire system response area meets the NFPA 1720 rural demand zone minimum staff: 6 personnel to initiate fire suppression.

There is a large area of suburban demand zone, which has a NFPA 1720 response benchmark of 10.

Persons per square mile by census tract



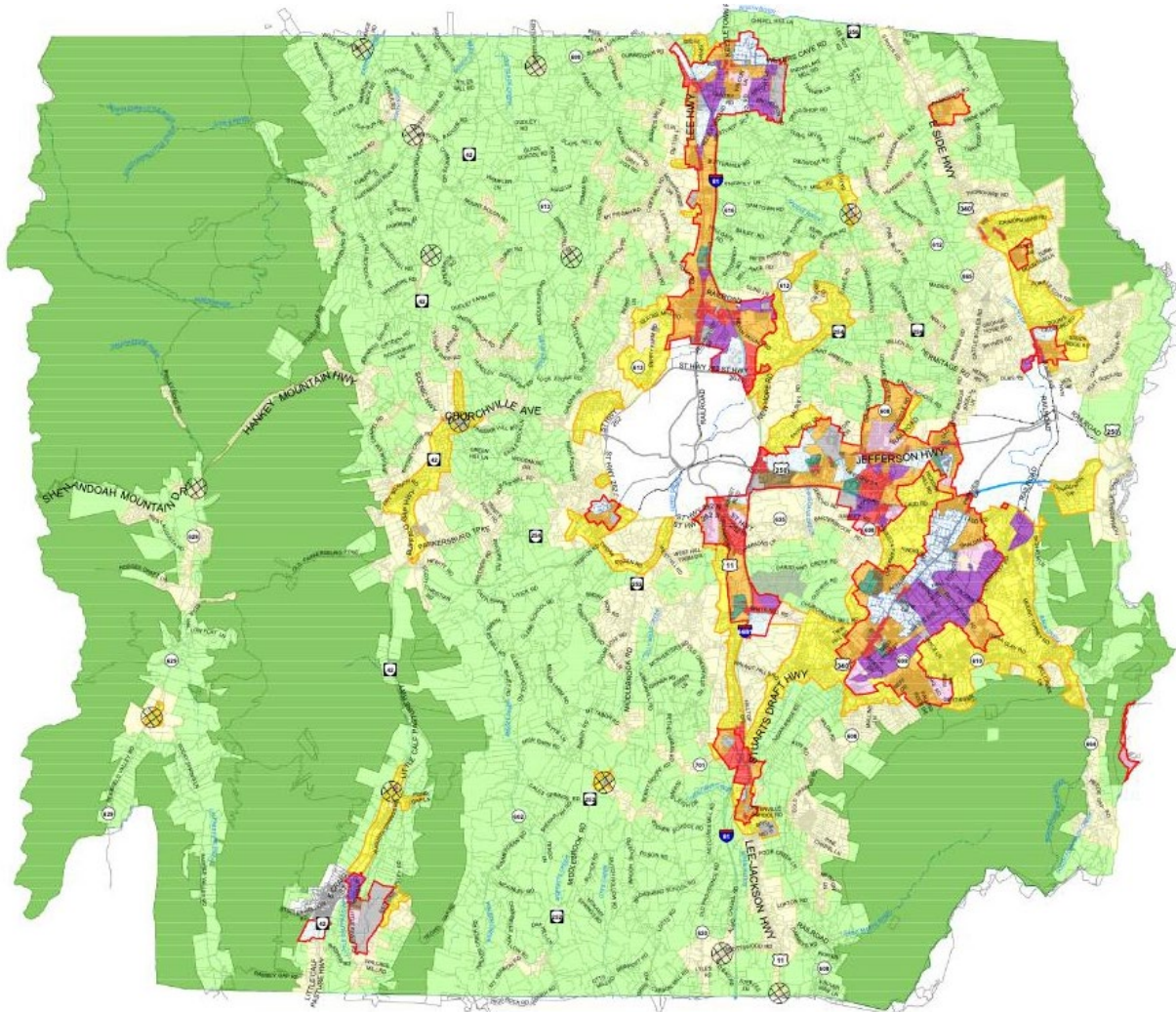
*NFPA 1720 Population Standard*  
 Urban: > 1000 people/mi<sup>2</sup>  
 Suburban: 500-1000 people/mile<sup>2</sup>  
 Rural: < 500 people/mile<sup>2</sup>

# Key Discussion Area: Future Growth

## *Key Planning Policy Areas*

Urban Service Areas

Community Development Areas



### Legend

- Rural Community
- Urban Service Area Boundary
- Community Development Area Boundary
- Future Land Uses 2015**
- Business
- Community Mixed Use
- Industrial
- Low Density Residential
- Medium Density Residential
- Multifamily Residential
- Neighborhood Mixed Use
- Planned Residential
- Public Use
- Single-Family Attached Residential
- Urban Open Space
- Village Mixed Use
- Rural Conservation Area
- Agricultural Conservation Area
- Public Lands
- PARCELS

# Key Discussion Point: Station Workload

Fire Company	Total Runs	Runs per Day
2 - Deerfield	102	0.3
3 - Middlebrook	147	0.4
4 - Churchville	430	1.2
5 - Weyers Cave	623	1.7
6 - Verona	736	2.0
7 - Stuarts Draft	839	2.3
8 - Craigsville	324	0.9
9 - Dooms	622	1.7
10 - Augusta County	1,929	5.3
11 - Preston L. Yancey	1,188	3.3
12 - Raphine	214	0.6
14 - Swoope	499	1.4
15 - Bridgewater	115	0.3
18 - New Hope	256	0.7
19 - Wilson	418	1.1
20 - Grottoes	214	0.6
21 - Mount Solon	270	0.7
25 - Riverheads	835	2.3
80 - Walkers Creek	38	0.1
Wintergreen FD	20	0.1
<b>Total</b>	<b>9,819</b>	<b>26.9</b>

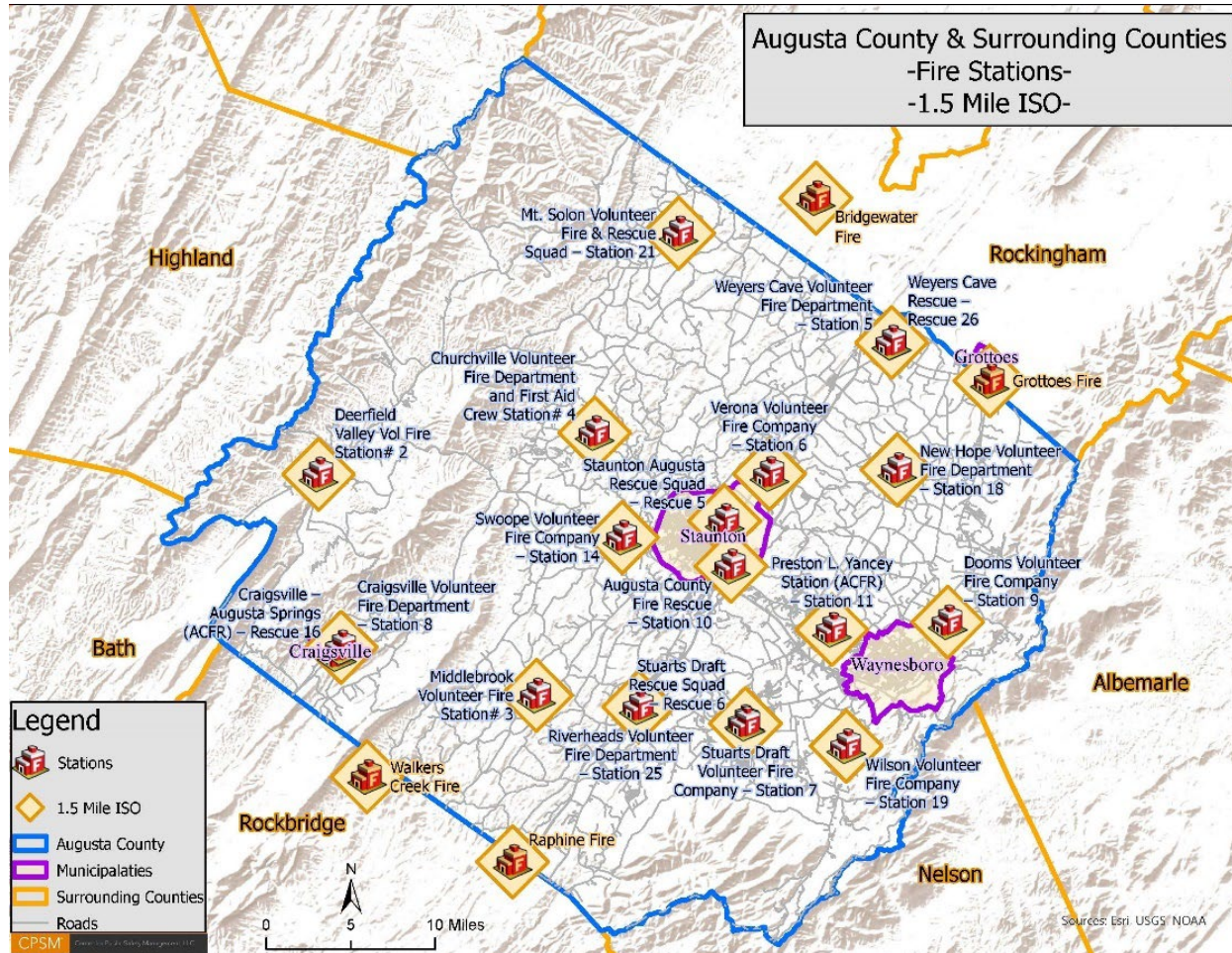
Rescue Station	Total Runs	Runs per Day
1 - Waynesboro	1,045	2.9
2 - Deerfield	133	0.4
4 - Churchville	1,061	2.9
5 - Staunton-Augusta	2,012	5.5
6 - Stuarts Draft	2,458	6.7
10 - Augusta County FD	11	0.0
11 - Preston L. Yancey	2,849	7.8
15 - Bridgewater	137	0.4
16 - Craigsville	556	1.5
18 - New Hope	623	1.7
20 - Grottoes	464	1.3
21 - Mount Solon	512	1.4
Rescue 25	1,274	3.5
Rescue 26	1,088	3.0
Wintergreen	46	0.1
<b>Total</b>	<b>14,269</b>	<b>39.1</b>

# Key Discussion Area: ISO-PPC

FIRS Component	Earned Credit	Credit Available
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	3.99	4
432. Credit for Dispatch Circuits	2.91	3
<b>440. Credit for Emergency Communications</b>	<b>9.90</b>	<b>10</b>
513. Credit for Engine Companies	5.80	6
523. Credit for Reserve Pumpers	0.49	0.50
532. Credit for Pump Capacity	3.00	3
549. Credit for Ladder Service	3.10	4
553. Credit for Reserve Ladder and Service Trucks	0.16	0.50
561. Credit for Deployment Analysis	3.36	10
571. Credit for Company Personnel	4.18	15
581. Credit for Training	2.40	9
730. Credit for Operational Considerations	2.00	2
<b>590. Credit for Fire Department</b>	<b>24.49</b>	<b>50</b>
616. Credit for Supply System	19.82	30
621. Credit for Fire Hydrants	3.00	3.00
631. Credit for Inspection and Flow Testing	4.00	7
<b>640. Credit for Water Supply</b>	<b>26.82</b>	<b>40</b>
Divergence	<b>-3.61</b>	-
1050. Community Risk Reduction	2.65	5.50
<b>Total Credit</b>	<b>60.25</b>	<b>106.50</b>

- Augusta County has an ISO rating of *Class 04/4y* for the Fire Protection Service Area (FPSA).
- The first number of the rating indicates a fire suppression system is present that includes a creditable dispatch center, fire department, and water supply (fire hydrants).
- The second number is the class that applies to properties within five road miles of a fire station but beyond 1,000 feet of a creditable water supply (fire hydrant).
- The county's ISO rating was effective February 1, 2019.

# Key Discussion Area: ISO-PPC



- Under the ISO-PPC grading system, a jurisdiction is graded on the distribution of engine and ladder companies within built-upon areas (deployment analysis).
- For full credit in the Fire Suppression Rating Schedule (FSRS), a jurisdiction's fire protection area with residential and commercial properties should have a first-due engine company within 1.5 road miles and a ladder service company within 2.5 road miles of the built-upon land.

# ACFR *System* Mission & Vision Statements

## Mission Statement

*To protect life, property, and serve the community by providing efficient and effective emergency response and risk reduction services, fostering collaboration between career and volunteer staff, and continuously improving through high quality training and innovation.*

## Vision Statement

*To be a unified and contemporary fire rescue system, achieving low critical error rates, collectively offering new services, setting industry standards for training, and fostering a culture of community engagement.*

# ACFR *System* Values



## Strategic Initiative 1 – ACFR System Resiliency

*Initiative Manager(s): As assigned.*

### Goal 1.1: Recruitment and Retention

<b>Objectives</b>	<b>Term (Near/Mid/Long)</b>
1. Engage system members and develop a system-wide recruitment plan that focuses on attracting individuals who will contribute to the system's success. The plan should include the creation of recruitment announcements, advertisement of all system positions, and the identification and determination of the most robust communication mediums to reach potential candidates in-county and across the region.	Near Term
2. Create a unified system-wide volunteer orientation and onboarding program that is scheduled on the same recurring evening on a monthly basis (such as the second Wednesday of the month) and that is focused on ensuring new members feel immediate value and are integrated into the system, receive, and complete all required paperwork, and are properly oriented and introduced to the ACFR system.	Near Term
3. Aggressively recruit eligible high school juniors and seniors through invitation into training programs, career days, and volunteer company functions, with a focus on attracting these potential candidates to become members (career and/or volunteer).	Near Term
4. Research, develop, and seek funding to establish and/or improve retention benefits for volunteer and career members to include: Length of Service Award Program (LOSAP) for volunteers; increasing the Virginia Retirement System multiplier for ACFR department hazardous duty employees from 1.7% to 1.85%; continuing the fuel reimbursement program for volunteers; continued funding for basic and advanced training opportunities (local, regional, state, and federal) for system members; and continuous regional market analysis of Fire and EMS salaries to maintain regional competitiveness for all ACFR department positions.	Near, Mid, Long Terms

# Strategic Initiative: 1 ACFR System Resiliency

# Strategic Initiative:1

## ACFR System Resiliency

<i>Strategic Initiative 1 – ACFR System Resiliency</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 1.2: ACFR System Marketing, Branding, and Community Outreach</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. Assemble a committee of system leadership and engage the assistance of the County's marketing firm and develop a marketing and branding platform that identifies and markets the ACFR combined Fire and EMS system, and that also preserves the identity of each volunteer department and the ACFR department.	Near term
2. Proactively engage in outreach and community related functions as a system to foster relationships and trust with all Augusta County communities.	Near Term
3. Market and brand the ACFR system on the County Fire-Rescue website.	Near Term
4. Create a logo of the ACFR system to properly brand the combined system and which should be used during system sponsored events.	Near Term
5. Seek funding (local and FEMA SAFER Grant) for the sustainment of recruitment, retention, marketing, and branding programs.	Near Term

# Strategic Initiative:1 ACFR System Resiliency

<i>Strategic Initiative 1 – ACFR System Resiliency</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 1.3: ACFR System Relationships.</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. Identify opportunities to enhance system-wide internal communication.	Near Term
2. Explore communication processes to provide timely feedback on system, individual volunteer department, and ACFR department initiatives.	Near Term
3. Establish training segments for new and incumbent training sessions that has a focus on what a combination Fire and EMS system is; respect for each system member; recognition for what each system member contributes; teamwork; inclusion of all system members; and the primary role of the ACFR system, which is the delivery of Fire and EMS services.	Near Term

# Strategic Initiative:1 ACFR System Resiliency

<i>Strategic Initiative 1 – ACFR System Resiliency</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 1.4: Health, Safety, and Wellness: Alignment with NFPA 1500: Standard on Fire Department Occupational Safety and Wellness Programs.</i>	
<b>Objectives</b>	<b>Term (Near/Mid/Long)</b>
1. Develop a health, safety, and wellness committee, to include the Augusta County Human Resources Department, with a goal of developing a comprehensive health, safety, and wellness initiative program that aligns with NFPA 1500, <i>Standard on Fire Department Occupational Safety and Wellness Programs, 2021 edition.</i>	Near Term
2. Appoint one career chief officer and one volunteer chief officer as system health, safety, and wellness Health and Safety Officers.	Near Term
3. Conduct a system-wide health, safety, and wellness needs assessment.	Near Term
4. Develop a plan and seek funding to ensure all combat fire members receive at a minimum, an entry and annual basic respiratory fit-test medical physical to ensure combat members are medically fit to don and wear self-contained breathing apparatus (SCBA), and that all combat members receive an SCBA mask fit test on an annual basis.	Near Term
5. Develop a plan and seek funding to ensure all EMS members are properly protected from exposure to communicable viruses, diseases, and associated exposures while delivering pre-hospital care.	Near Term

# Strategic Initiative:2

## Organizational Growth and Excellence

<i>Strategic Initiative 2 – Organizational Growth and Excellence</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 2.2: Minimum Training Standards for Volunteer Fire Services Members</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. Augusta County Emergency Services Officers Association consideration of expanding the volunteer fire service Standard Operating Guideline Training of a New Member to include the following language: <i>Volunteer members must successfully complete the VA Firefighter I certification course to be eligible for interior structural firefighting or operating in an incident area where self-contained breathing apparatus is required.</i>	Near Term
2. Ensure the ACFR training division is funded and staffed to offer one Firefighter I course on an annual basis during the evening and weekend hours when volunteer members are more readily available to participate.	Near Term
3. Develop minimum training standards for volunteer fire officers who may by position lead and supervise operational crews, and who may assume command of a fire, fire related, or other emergency.	Near Term

## Strategic Initiative 2 – Organizational Growth and Excellence

Initiative Manager(s): As assigned.

### Goal 2.3: EMS Alignment with State and Regional Strategic Planning

Objectives	Term (Near/Mid/Long)
<b>Virginia State Office of EMS State Strategic and Operational Plan, 2020-2022.</b>	
1. Align ACFR EMS system with Objective 1.1.2 when considering strategies for recruitment and retention of EMS personnel, both volunteer and career.	Near Term
2. Align ACFR EMS system with Objectives 1.1.4, 1.1.5, and 1.1.6 to ensure coordinated service delivery across boundaries.	All Terms
3. Align ACFR EMS system with Objective 2.1.3 to ensure continual evaluation of system personnel information related to the challenges that impact the ACFR system EMS workforce (volunteer and career) when analyzing retention and developing retention strategies.	All Terms
4. Align ACFR EMS system with Strategic Initiative 2.2 to ensure initial EMS provider and incumbent provider training has adequate and dedicated resources to deliver training, and that all staff remains up to date with the latest techniques and best practices in the EMS discipline.	Near Term
5. Align ACFR EMS system with Strategic Initiative 3.2 to ensure focused EMS member and staff recruitment and retention efforts.	Near Term
6. Align ACFR EMS system with Objective 3.3.1 when designing and implementing an Emergency Medical Dispatch (EMD) and consider accreditation in the 911 Public Safety Answering Point component.	Mid-Long Terms
7. Align ACFR EMS system with Strategic Initiative 4.3, which outlines initial and continuing education in safe response strategies and tactics, health, safety, and wellness of EMS providers, mobile integrated health, and evidence-based practices to improve EMS care.	All Terms
<b>Central Shenandoah EMS Regional Plan (2022-2025)</b>	
1. Align ACFR EMS system with Objective 2.2.1, which promotes regional agency assistance with regional training and clinical scheduling.	All terms
2. Align ACFR EMS system with Strategic Initiative 3.2, which focuses on recruitment and retention efforts to include developing EMS education programs (First Responder and EMT) in high schools.	Mid Term
3. Align ACFR EMS system with Strategic Initiative 4.2, which promotes EMS continuing education in regional agencies and throughout the region.	All Terms
4. Align ACFR EMS system with Strategic Initiative 4.2, which promotes increased provider engagement in the future of the EMS profession.	All Terms

# Strategic Initiative:2 Organizational Growth and Excellence

## Strategic Initiative 3 – Advancing Training and Education

Initiative Manager(s): As assigned.

### Goal 3.1: Advance Volunteer and Career Training

Objectives	Term (Near/Mid/Long)
<p>1. Fund two additional training specialists (one fire training specialist; one EMS training specialist) to develop, coordinate, manage, and deliver consistent training and education programs for <b>volunteer</b> fire and EMS members with an emphasis on coordinating and implementing:</p> <ul style="list-style-type: none"> <li>□ Volunteer new member company level basic training.</li> <li>□ One EMT course on an annual basis during the evening and weekend hours when volunteer members are more readily available to participate.</li> <li>□ One Firefighter I course on an annual basis (when needed a Firefighter II course) during the evening and weekend hours when volunteer members are more readily available to participate. When demand exists, substitute a Firefighter II course.</li> </ul>	Near Term
<p>2. Funding two training specialists (one fire training specialist; one EMS training specialist) to coordinate, manage, and deliver consistent training and education programs for <b>incumbent</b> ACFR fire and EMS members. These positions will have primary responsibility to ensure system personnel are proficiently trained to perform assigned tasks; that they maintain local, state, national, and ISO standards; and that required certifications and annual coursework are current and properly documented.</p>	Near Term
<p>2a. Implement a work group consisting of system chief officers to develop Fire and EMS continuing education topics and schedules that meet the needs of the ACFR system.</p>	Near Term
<p>3. Provide annual Advanced EMT certification course to boost and maintain the availability of advanced life support field personnel, and to ensure ACFR staffed ambulances have a minimum of one ALS provider.</p>	All Terms
<p>4. Recruit, support, and fund Paramedic certification course candidates to boost and maintain a core cadre of system members certified in this higher level of pre-hospital care, and to expand ACFR system programs such as Mobile Integrated Health/Community Paramedicine, which aligns with state and regional Strategic Plans.</p>	All Terms

# Strategic Initiative: 3 Advancing Training and Education

## Strategic Initiative 4 – Infrastructure

Initiative Manager(s): As assigned.

### Goal 4.1: Implement a Long Term Funding Solution for ACFR System Fire and EMS Fleet

Objectives	Term (Near/Mid/Long)
1. Develop a funding solution for volunteer company Fire and EMS apparatus replacement beyond the major revolving apparatus loan fund to sustain ACFR system response.	Near Term
2. Implement a work group of system fire and EMS leadership (volunteer and ACFR department) to develop fire apparatus fleet life-cycle objectives that consider: <ul style="list-style-type: none"><li>□ One Engine Apparatus per ACFR system station that serves as the frontline Engine and that is not older than 25-years.</li><li>□ One Engine Apparatus reserve that is not older than 25-years.</li><li>□ Two frontline Ladder Apparatus and one reserve Ladder Apparatus (that can be cross-staffed at Sta. 10 if needed) that are not older than 25-years.</li><li>□ A strategically placed Tanker Apparatus fleet that is not 25-years or older.</li><li>□ An ambulance fleet that has no ambulances older than 10-years.</li><li>□ Fire apparatus replacement planning that considers a replacement cycle for front-line Engine Apparatus between 12-15 years, and Ladder, Tanker, and Heavy Rescue Apparatus between 15-20 years. Remainder of life cycle as reserve.</li><li>□ Ambulance apparatus replacement planning that considers a replacement cycle of 8-10 years. Remainder of life cycle as reserve.</li><li>□ Heavy fire apparatus replacement should be given strong consideration for refurbishing frontline apparatus in accordance with NFPA 1912.</li></ul>	Near Term

# Strategic Initiative:4 Infrastructure

# Strategic Initiative:4 Infrastructure

<i>Strategic Initiative 4 – Infrastructure</i>	
<i>Initiative Manager(s): As assigned.</i>	
<b>Goal 4.2: Implement a Long Term Funding Solution for ACFR System Facilities</b>	
<b>Objectives</b>	<b>Term (Near/Mid/Long)</b>
1. Develop a funding solution for ACFR system facility maintenance and improvements to sustain ACFR system response.	Near Term
2. Implement a work group of system fire and EMS leadership (volunteer and ACFR department) to develop maintenance and improvement objectives that consider: <ul style="list-style-type: none"> <li>□ Facility life-cycle general maintenance/repair, mechanical component replacement, and larger replacement items such as roofs and HVAC systems, windows, apparatus aprons, exterior finish upgrades, obsolete electrical components, and major living space renovation due to expansion of membership, staffing, and services.</li> <li>□ CO capture system in all ACFR system facilities.</li> <li>□ Decon room/area for ACFR system personnel and equipment.</li> <li>□ Adequate separation between apparatus bays and living space.</li> <li>□ Adequate apparatus bay space to store reserve fire and EMS apparatus.</li> </ul>	Near Term

# Strategic Initiative:5

## Resource Optimization and Effective Deployment

<i>Strategic Initiative 5 – Resource Optimization and Effective Deployment</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 5.1: Optimize Deployment and Expand Current Fire and EMS Capacity</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
<p>1. Staff Station 2 with four dual certified ACFR staff per shift 24/7/365 (2-Engine; 2-Ambulance). This station is remote and several miles/minutes away from other fire and rescue stations and therefore requires one ALS ambulance around the clock, and a staffed fire suppression unit and response force capable of commencing the initial mitigation tasks on any emergency responded to. <b>Additional dual certified FTEs: 6</b></p>	Midterm
<p>2. Staff Station 5 during daylight staffing hours Monday-Friday from 6:00 am-6:00 pm. based on the response district, that this station has an aerial apparatus that is included in the response matrix beyond the first due area, and that the first due area includes industrial and business building risks beyond that of other districts. <b>Additional dual certified FTEs: 3</b></p>	Near Term

# Strategic Initiative:5

## Resource Optimization and Effective Deployment

### *Goal 5.1: Optimize Deployment and Expand Current Fire and EMS Capacity (continued)*

3. Staff Station 6 with a 12-hour peak time ambulance utilizing EMS single certified ACFR staff. Objective based on current EMS demand, and to add resiliency to the overall EMS system.

**Additional EMS single certified staff: 4**

Midterm

4. Transition dual certified ACFR staff at Rescue 6 (3 FTEs) to EMS single certified ACFR staff maintaining daylight staffing hours Monday-Friday from 6:00 am-6:00 pm. **Additional EMS single certified staff: 3**

Dual certified FTEs shifted to Station 10 to upstaff apparatus at this station.

Near Term

5. Increase minimum daily staffing at Station 10 from four to six (3-Engine and 3-Heavy Rescue). Staffing should be adjusted to ensure the Heavy Rescue is staffed with a minimum of a company officer and two firefighters. Station minimum staffing increased to six/shift.

**Additional dual certified FTEs needed: 3**

Near Term

6. Staff Station 9 with a 12-hour peak time ambulance utilizing EMS single certified ACFR staff. Objective based on current and potential increase in future EMS demand, and to add resiliency to the overall EMS system.

**Additional EMS single certified staff: 4**

Long Term

# Strategic Initiative:5

## Resource Optimization and Effective Deployment

<b>Goal 5.1: Optimize Deployment and Expand Current Fire and EMS Capacity (continued)</b>	
<p>7. Staff Station 10 with a 12-hour peak time ambulance utilizing EMS single certified ACFR staff. Objective based on current and potential increase in future EMS demand, and to add resiliency to the overall EMS system.</p> <p><b>Additional EMS single certified staff: 4</b></p>	Long Term
<p>8. Staff one of two ambulances at Station 11 with EMS single certified staff. Consideration should then be given to shifting the two dual certified staff to permanent staffing on the aerial ladder at Station 11. Staffing should be adjusted to ensure the aerial ladder is staffed with a minimum of a company officer and two firefighters. Station minimum staffing increased to ten/shift (3-Engine, 3-Aerial Ladder, 2 dual certified: Ambulance, 2-EMS certified: Ambulance). Objective is to keep both ambulances in service 24/7/365 (alleviates cross staffing the aerial ladder).</p> <p><b>Additional EMS single certified FTEs: 8</b></p>	Midterm
<p>9. Staff Station 21 with two dual certified personnel Monday-Friday from 6:00 am-6:00 pm (2-Engine; 2-Ambulance). This station is remote and several miles/minutes away from other fire and rescue stations and should have one ALS ambulance, and a staffed fire suppression unit and response force capable of commencing the initial mitigation tasks on any emergency responded to during Monday-Friday daylight hours when the volunteer force is least available.</p> <p><b>Additional dual certified FTEs: 3</b></p>	Midterm

## Strategic Initiative 5 – Resource Optimization and Effective Deployment

Initiative Manager(s): As assigned.

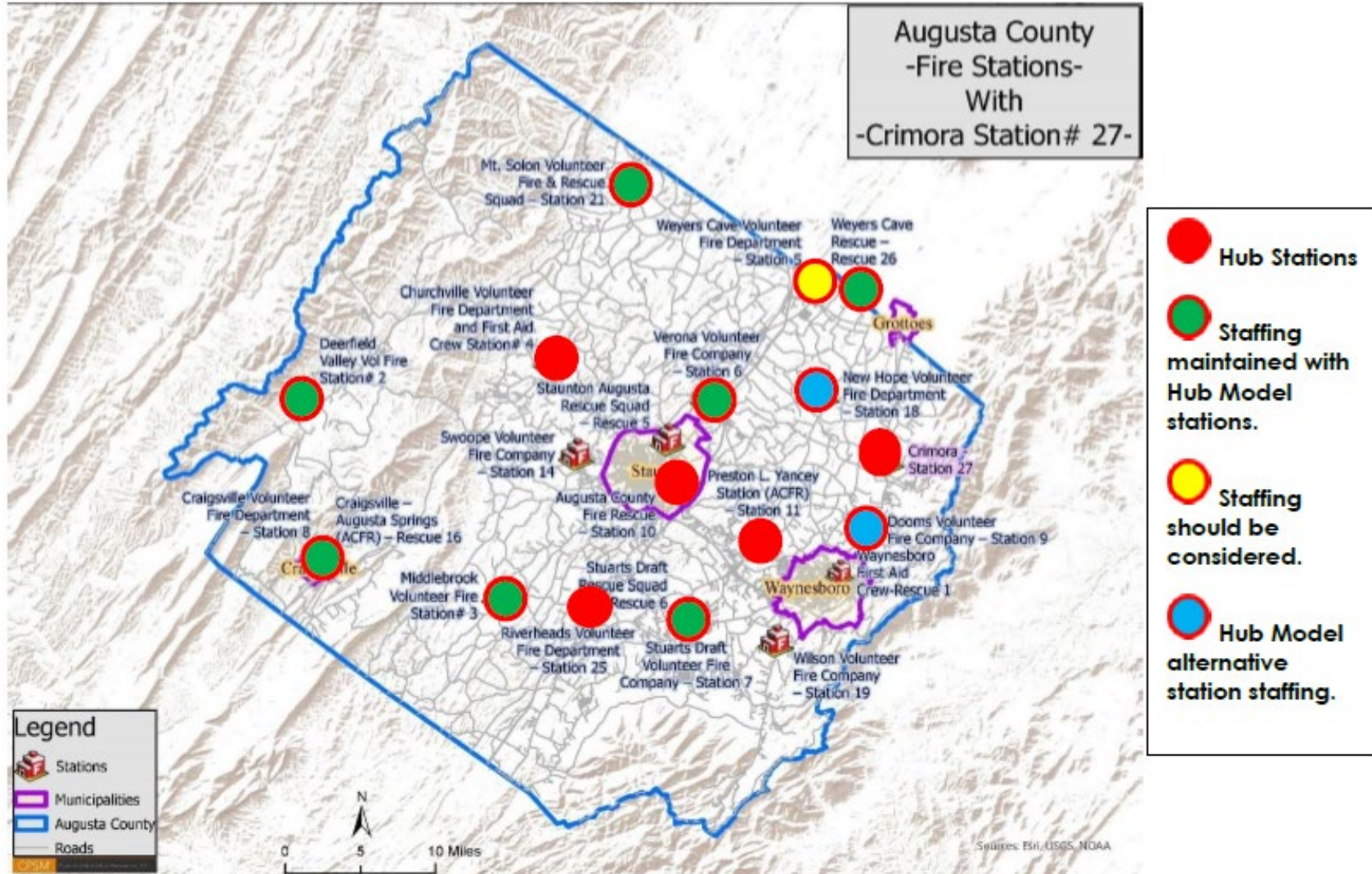
### Goal 5.2: Hub Deployment Model to Expand Current Fire and EMS Capacity

Objectives	Term (Near/Mid/Long)
<p>1. Staff Station 4 with five/shift (to include a Lieutenant on each shift). This will create a staffing model of two EMS single certified staff on the ambulance (one ALS and one BLS) and three dual certified staff on a fire suppression apparatus to respond in the district and regionally as a hub station. Staffing should remain 24/7/365. <b>Additional dual certified FTEs-3.</b> <b>Additional EMS single certified FTEs-8</b></p>	Near term
<p>2. Staff Station 25 with five/shift (to include a Lieutenant on each shift). This will create a staffing model of two EMS single certified staff on the ambulance (one ALS and one BLS) and three dual certified staff on a fire suppression apparatus to respond in the district and regionally as a hub station. Staffing should remain 24/7/365. <b>Additional dual certified FTEs-3.</b> <b>Additional EMS single certified FTEs-8</b></p>	Midterm
<p>3. Construct and staff a new Station 27 along the Route 340 corridor in the Crimora area. This station includes the acquisition of land, the construction of a facility, the procurement of one engine apparatus, one ambulance apparatus, an additional nine dual certified FTEs to staff the Engine with one Lieutenant and two firefighters (to include a Lieutenant on each shift), and 8 new EMS single certified FTEs to staff the ambulance with two (one ALS and one BLS). This staffing model is 24/7/365.</p> <p>As the Crimora station is in between the New Hope and Doods stations, strategic planning consideration should also be given to relocating current staffing from Station 9 (3 dual certified staff) and Station 18 (six dual certified staff) to Station 27, which will cover the nine FTEs needed to staff the Engine. <b>Additional FTEs: 8 EMS single certified to staff ambulance.</b></p>	Long term
<p>4. Monitor all growth in the Urban Service and Community Development policy planning areas for NFPA 1720 suburban population trigger, which will increase the Effective Response Force from six to ten in these areas.</p>	All terms

# Strategic Initiative:5 Resource Optimization and Effective Deployment

# Strategic Initiative:5

## Resource Optimization and Effective Deployment



# Strategic Initiative:6

## Ensuring a Resilient Augusta County

<i>Strategic Initiative 6 – Ensuring a Resilient Augusta County</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 6.1: Sustaining ISO-PPC Needed Fire Flow</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. ACFR department works with Augusta Water and reviews the deficiencies in the public water supply system as outlined in the ISO-PPC analysis, determine areas where the Needed Fire Flow cannot be sustained, and develop a plan to ensure flow requirements are met and improvements made where possible.	Near Term
2. Develop a fire suppression response plan that includes ACFR system water tankers on building fire responses in identified areas, where the Needed Fire Flow cannot be delivered through fire hydrants, to ensure the Needed Fire Flow is sustained through a combination of fire hydrants and water tankers.	Near Term

# Strategic Initiative:6

## Ensuring a Resilient Augusta County

<i>Strategic Initiative 6 – Ensuring a Resilient Augusta County</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 6.2: Implement a Community Risk Reduction Program</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. Develop and implement a level of fire prevention inspections on those buildings and occupancies covered under the Virginia Statewide Fire Prevention Code. This can include fire safety reviews over the midterm with a progression to fire code enforcement over the longer term.	Mid Term
2. Develop and implement a Fire Marshals Office in the ACFR department, pursuant to Title 27, Chapter 3 of the Virginia State Code, whose initial charge should be to develop and implement a Board approved community risk reduction plan for the County that includes fire prevention and fire investigation program work.	Mid Term
3. Hire a Fire Marshal who is certified in Virginia fire inspector and fire investigator courses to manage the Augusta County Community Risk Reduction program.	Midterm
4. Hire Virginia certified fire inspector and fire investigator (dual certified) personnel; the number to be determined based on inspectable properties and workload, and as approved by the Board of Supervisors.	Long Term

# Strategic Initiative:6

## Ensuring a Resilient Augusta County

<i>Strategic Initiative 6 – Ensuring a Resilient Augusta County</i>	
<i>Initiative Manager(s): As assigned.</i>	
<i>Goal 6.3: Develop a Mobile Integrated Health/Community Paramedicine (MIH/CP) Program</i>	
<i>Objectives</i>	<i>Term (Near/Mid/Long)</i>
1. Align the ACFR EMS system with the State EMS and Central Shenandoah EMS Council Strategic Plans with the development and implementation of a Mobile Integrated Health/Community Paramedicine program.	Mid Term
2. Implement a work group of system EMS leadership (volunteer and ACFR department) to determine the local need; stakeholders; program requirements such as training, staffing, infrastructure needs, community healthcare partners, medical direction, and funding and sustainability.	Mid Term



End of Presentation

Questions and  
Discussions