

WELCOME TO



AMHERST, *NEW HAMPSHIRE*



October 2014 – Updated & Condensed

AMHERST FIRE DEPARTMENT 2015-19 STRATEGIC PLAN

INTRODUCTION

- ✘ Thank you to the Board of Selectmen for continuing with the strategic process and facilitating this process.
- ✘ The intention of this update is to keep the options previously shown in the plan as open and viable to meeting the needs and requirements of the Town and the Fire Department and at the same time working towards meeting the National Standards.
- ✘ It is also to show the updates within the Fire Department during the last 5 ½ months.

DEFINITIONS

- × *Volunteer*
 - + No compensation
- × *Paid-On-Call Volunteer*
 - + Only paid when they respond to emergency calls
- × *Part-Time (PTE)*
 - + Less than 30 hrs per week, compensated for training and meetings
- × *Full-Time (FTE)*
 - + Greater than 30 hours per week, compensated for training/meetings
- × *24/7 Immediate Response*
 - + Sufficient part-time, full-time or combination of to staff the fire station around the clock

TOPICS

- ✘ Historical perspective
- ✘ Environmental scan
- ✘ SWOT analysis
- ✘ Strategic goals
- ✘ Strategic initiatives
- ✘ Vision dashboard
- ✘ Operating plan & budget

HISTORICAL PERSPECTIVE

- ✘ AFD history goes back to 1808
- ✘ Over 200 years of volunteer fire protection
- ✘ 1980's first paid employee for fire inspections
- ✘ 1988 new central fire station constructed
- ✘ 2003 first full-time Fire Chief
- ✘ 2005 full-time Deputy Chief of Prevention

HISTORICAL PERSPECTIVE (CONT.)

✘ Current Model

- + Primarily paid-on-call volunteers

 - ✘ Consisting of 6 officers and 45 firefighters

- + Two full-time positions

 - ✘ Fire Chief / Emergency Management Director

 - ✘ Responsible for FD operations and overall emergency management for the town

 - ✘ Deputy Fire Chief – Primary function is fire prevention

- + One permanent part-time position - 20 hours

 - ✘ Administrative Lieutenant - the master of all things!

*****We are not staffed 24/7*****

HISTORICAL PERSPECTIVE (CONT.)

- ✘ Compensation (as of 7/1/14, FY15)
 - ✘ Paid-on-call personnel are currently compensated when they respond to an emergency and attend department meetings and trainings. Proposal in FY 16 will address compensation for additional training programs
 - + Community events and fire prevention education are volunteered hours
 - + Hourly Rate:
 - ✘ \$10 for probationary firefighters
 - ✘ \$13.00 for certified firefighters
 - ✘ \$14.00 for driver operators
 - ✘ \$16.00 for Lieutenants
 - ✘ \$18.00 for Captains
 - ✘ \$20.00 for a Deputy Chief
 - ✘ 1.00 additional for being can EMT
 - + Officer on-call \$25.00 per weeknight (12 hour period) and & \$50.00 per weekend day/night (24 hour period)

ANNUAL OPERATING PLANS & BUDGETS

- ✘ Option 1 – continue with current model and increase compensation.

Amherst Fire Dept.	Proposed	Year 1	Year 2	Year 3	Year 4	Year 5
Operating Budget		<i>Increase Call Pay</i>	N/A	N/A	N/A	N/A
Fire Chief	\$ 85,565.00					
Deputy Fire Chief	\$ 68,657.00					
Part-Time Lieut.	\$ 18,366.00					
Part-Time Salaries	\$ 18,366.00					
Call Pay	\$ 58,304.00	\$ 75,000.00	\$ 75,000.00			
Operational Costs	\$ 255,850.00					
Budget Adjustments	\$ 16,998.00					
One-Time Gear Expenses	-					
Pre-Employment	\$ 2,200.00					
Total	\$ 524,306.00	\$ 599,306.00	\$ 674,306.00			

ENVIRONMENTAL SCAN

- ✘ To examine the fire service environment we looked at several factors:
 - + Similar sized communities based on population and square miles
 - + Communities that only provide week day staff
 - + Similar sized communities budget comparison
 - + Taxable property comparison
 - + Nationally recognized standards

ENVIRONMENTAL SCAN (CONT.)

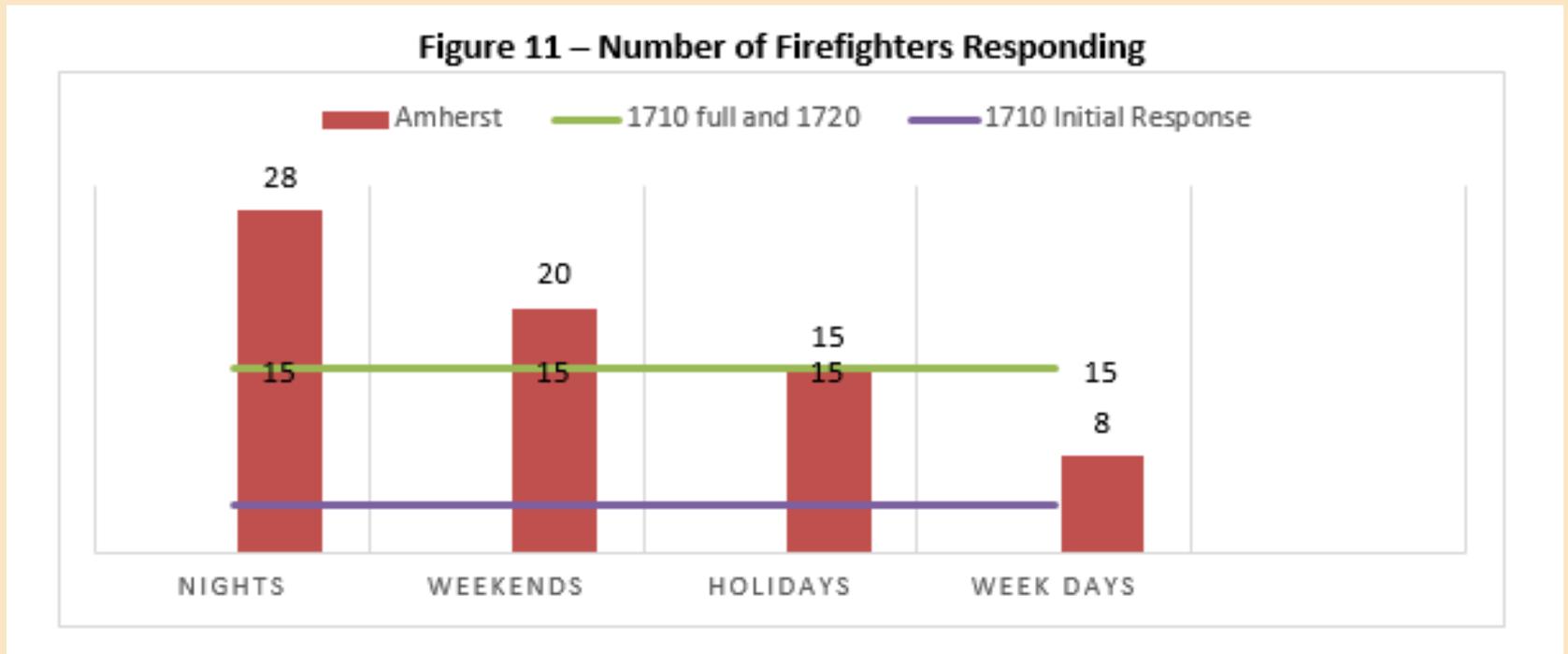
- ✘ Response Time Analysis
 - + NFPA 1710 – Full-Time response time standard
 - ✘ 5 minutes from time of alarm to arrival of fire apparatus 90% of the time
 - ✘ 9 minutes from time of alarm to full response of 15 personnel 90% of the time
 - + NFPA 1720 – Volunteer response time standard
 - ✘ Population over 1000 9-minute to full response of 15 personnel 90% of time
 - + ISO Sets fire protection rating for communities which is used to calculate insurance premiums
 - ✘ ISO now uses 1710 and 1720

ENVIRONMENTAL SCAN (CONT.)

- × Staffing Levels
 - + NFPA 1710 – Full-Time response time standard
 - × 1st fire apparatus 5 minutes with four personnel
 - × Full Response 15 personnel
 - + NFPA 1720 – Volunteer response time standard
 - × Full response of 15 personnel 90% of time
 - + ISO Sets fire protection rating for communities which is used to calculate insurance premiums
 - × ISO now uses 1710 and 1720
 - + OSHA – 1910.134 Standard for Two-in-Two-Out

ENVIRONMENTAL SCAN (CONT.)

✘ Amherst Average Staffing



FIRE PROTECTION OPTIONS

× Option Two

- + Systematically add part-time staff phased in over five years to address each of the objectives
 - × Pro's – addresses the immediate deficiency in incremental steps. Avoids cost of FTE benefits and minimizes cost
 - × Con's – juggling 30 part-time employees in addition to 40 paid-on-call, high turn over, loss of continuity and consistency, significant investment in protective clothing

FIRE PROTECTION OPTIONS (CONT.)

× Option Three

- + Systematically add full-time staff phased in over five years to address each of the objectives
 - × Pro's – No juggling of PTE, consistency and continuity in work force, minimal turn-over, in-house development of future leaders, work force committed to the well-being of Amherst
 - × Con's – Considerable cost in employee benefits

FIRE PROTECTION OPTIONS (CONT.)

× Option Four

- + Part-time, Full-time Hybrid phased in over five years
 - × Pro's – Delays financial impact of full-time benefits
 - × Con's – Juggling part-time staff, turn-over, continuity, consistency, significant cost in protective clothing, equally as expensive as full-time option

ENVISION THE FUTURE

- ✘ 2012 Amherst Fire Created its first mission, and values statement. Prior to that a slogan had been used that we believe originated in the 1800's "*Be Swift to Do Good*"

Amherst Fire Department is a Community based all hazard emergency services organization comprised of loyal members dedicated to the health and well-being of its citizens by providing high quality emergency response, fire prevention education, life safety code enforcement and community support services.

We accomplish this through a balance of mutual aid between neighboring departments, accountability to the local community and support from Amherst Fire Department Association.

community and support from Amherst Fire Department Association

ENVISION THE FUTURE (CONT.)

✘ Core Values

A - *Accountability*

M - *Managed Risk*

H - *Honorable Service*

E - *Effective and Efficient Response*

R - *Respect of Community*

S - *Strive for Excellence*

T - *Teamwork*

S - *Spirit*

P - *Pride*

I - *Integrity*

R - *Responsibility*

I - *Innovation*

T - *Tradition*

STRENGTHS

- ✘ Effectively fight fires
- ✘ Respected by the community
- ✘ Treat citizens with respect and compassion
- ✘ Extremely low cost
- ✘ Adapt and overcome difficult situation
- ✘ Well rounded background
- ✘ Excellent relationships with neighboring departments

WEAKNESSES

- ✘ Slow response times
- ✘ Staffing levels below national standards
- ✘ Higher frequency of fires and high fire losses
- ✘ Moderate to high turn-over rate
- ✘ Incomplete second floor, inability to staff during storms or major disasters

OPPORTUNITIES

- ✘ Grants for staffing, second floor and apparatus (currently working on the acquisition of a pumper through grant funding)
- ✘ Fundraising to complete second floor
- ✘ Engaged in CIP process and strategic planning process
- ✘ Opportunity to evaluate and adjust our model

THREATS

- ✘ Losing public trust respect by failing to meet expectations
- ✘ Failing to provide an adequate response to a major event
- ✘ Injury or loss of a civilian or a firefighter due to substandard response time, staffing or equipment failure.

STRATEGIC GOAL

“Increase the level of fire protection to the Town of Amherst to meet the needs of the community, stabilize or lower insurance rates, protect the tax base and reduce property loss from fire.”

STRATEGIC INITIATIVES

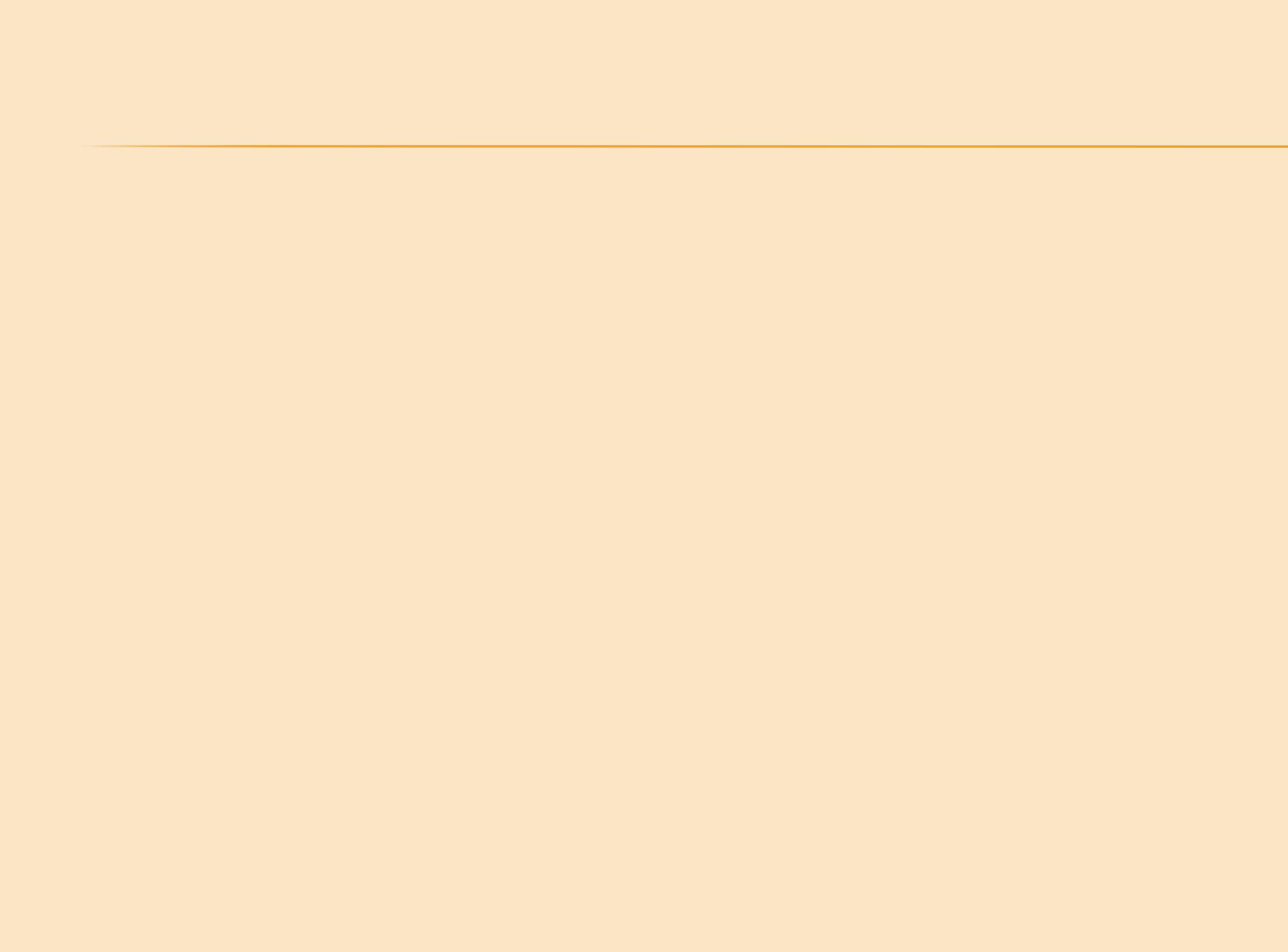
- ✘ Change the fire protection model.
 - + Increase staffing levels weekdays, weekends and holidays
 - + Reduce response times
 - + Increase the level of competency
- ✘ Invest in Protecting the Community
 - + Preserve the paid-on-call volunteer force
 - ✘ Pay Firefighters to attend training
 - + Invest in capital improvements
 - ✘ Second floor completion
 - ✘ Scheduled replacement of fire apparatus

SUPPORTING INITIATIVES

- ✘ Fire Apparatus Replacement
 - + CIP Committee has done an excellent job.
- ✘ Central Station Second Floor
 - + Included in CIP plan
- ✘ Increase Firefighter Wages and Compensate for Training
 - + Proposed in 2013 – 2014 budget (done in current FY15 budget with additional funding proposed for FY16)

CONCLUSION

- ✘ The intent of this strategic plan update is to continually keep you informed so you can make informed decisions.
- ✘ With the management team currently in place we have added members to the paid on call force, 8 members have completed FF I this past summer, 6 members are enrolled in FFII with a completion date in December, and we are in the process adding driver/operator designation to 8 members. Additionally, we ran a promotional process.
- ✘ Thank you for the continued challenge of myself, as well as the other department heads to keep us all thinking strategically and to present these plans to help shape the future of Amherst.



DISCUSSION

WELCOME TO



AMHERST, *NEW HAMPSHIRE*

September 2013

AMHERST FIRE DEPARTMENT 2015-19 STRATEGIC PLAN