



September 27, 2021

AMHERST FIRE RESCUE STRATEGIC PLAN UPDATE FOR FY22-23

MISSION STATEMENT

- Amherst Fire Rescue is a community all-hazard emergency services organization comprised of members dedicated to the health and well-being of its citizens by providing high quality, prompt, skillful, caring and professional emergency response, prevention education, life safety code enforcement and community support services.

VISION STATEMENT

- It is the vision of Amherst Fire Rescue to be recognized as an all-hazards, all-risk service provider by developing and maintaining strategic community partnerships, hiring and training exceptional people, developing efficiencies in service provision to ensure sustainability for the entire organization and maintaining our core infrastructure.

PHILOSOPHY

EXCELLENCE

**-DO YOUR JOB
-TREAT
PEOPLE RIGHT**

**-HAVE AN ALL
IN ATTITUDE
-GIVE ALL OUT
EFFORT**

IS MY

RESPONSIBILITY

HISTORICAL PERSPECTIVE

- Goals for Amherst Fire Rescue
 - Goal # 1 Continuously improve our high level of service
 - Goal # 2 Create infrastructure stability
 - Goal # 3 Continue to meet the changing needs of the community with the protection of life and property

- Strategic Initiatives for Goal #1
 - Maintain and continue to grow a strong list of experienced, high-quality members
 - Offer training and educational opportunities for our providers to increase knowledge and skills

HISTORICAL PERSPECTIVE (CONT)

□ Strategic Initiatives for Goal #2

(Create infrastructure stability)

- Maintain safe and dependable fire rescue vehicles through an established vehicle replacement program
- Continuously measure the effectiveness of department resources against the needs of a growing community
- Provide top notch emergency medical care while meeting or exceeding national standards and regulations

HISTORICAL PERSPECTIVE (CONT)

□ Strategic Initiative for Goal #3

(Continue to meet the changing needs of the community with the protection of life and property)

- ❖ Operate the current staffing model with an eye to the future
 - ❖ Continuously monitor adequacy of resources moving forward
- ❖ Respond safely and efficiently to best meet the national standards for response times
- ❖ Increase the level of compensation
- ❖ Maintain our cross-training program, allowing for efficient use of our available manpower for fire and medical calls

WHAT AFR DOES FOR THE COMMUNITY.....

- ❑ Amherst Fire Rescue Provides:
 - Emergency Medical Services
 - Fire suppression
 - All hazards mitigation
 - Fire prevention, code enforcement and inspections
 - Community public education
 - Emergency management

DEPARTMENT OVERVIEW (CONT.)

- ☐ Rescue/EMS:
 - 35 members:
 - * 6 Emergency Medical Technicians (EMTs)
 - * 15 Advanced EMTs
 - * 14 Paramedics
 - 🚒 24 members have fire certifications
 - Vehicles:
 - Two Type I Ambulances with 4-wheel drive
 - One Ford Explorer SUV with 4-wheel drive

DEPARTMENT OVERVIEW

▣ Fire Services:

- 40 members
- 25 have EMS Certification

▣ Vehicles

- Four Class A Pumpers
- One Tower Ladder
- One Tanker (3000 gallons)
- One Forestry Tanker (all wheel drive)
- One Forestry (pick-up 4-wheel drive with skid unit)
- One Chevrolet SUV with 4-wheel drive (command)
- One Ford Pick-up with 4-wheel drive (command)

MEMBERSHIP HISTORY (CONT.)

- Rescue (EMS) Membership trends:
 - We maintain a strong roster of industry professionals



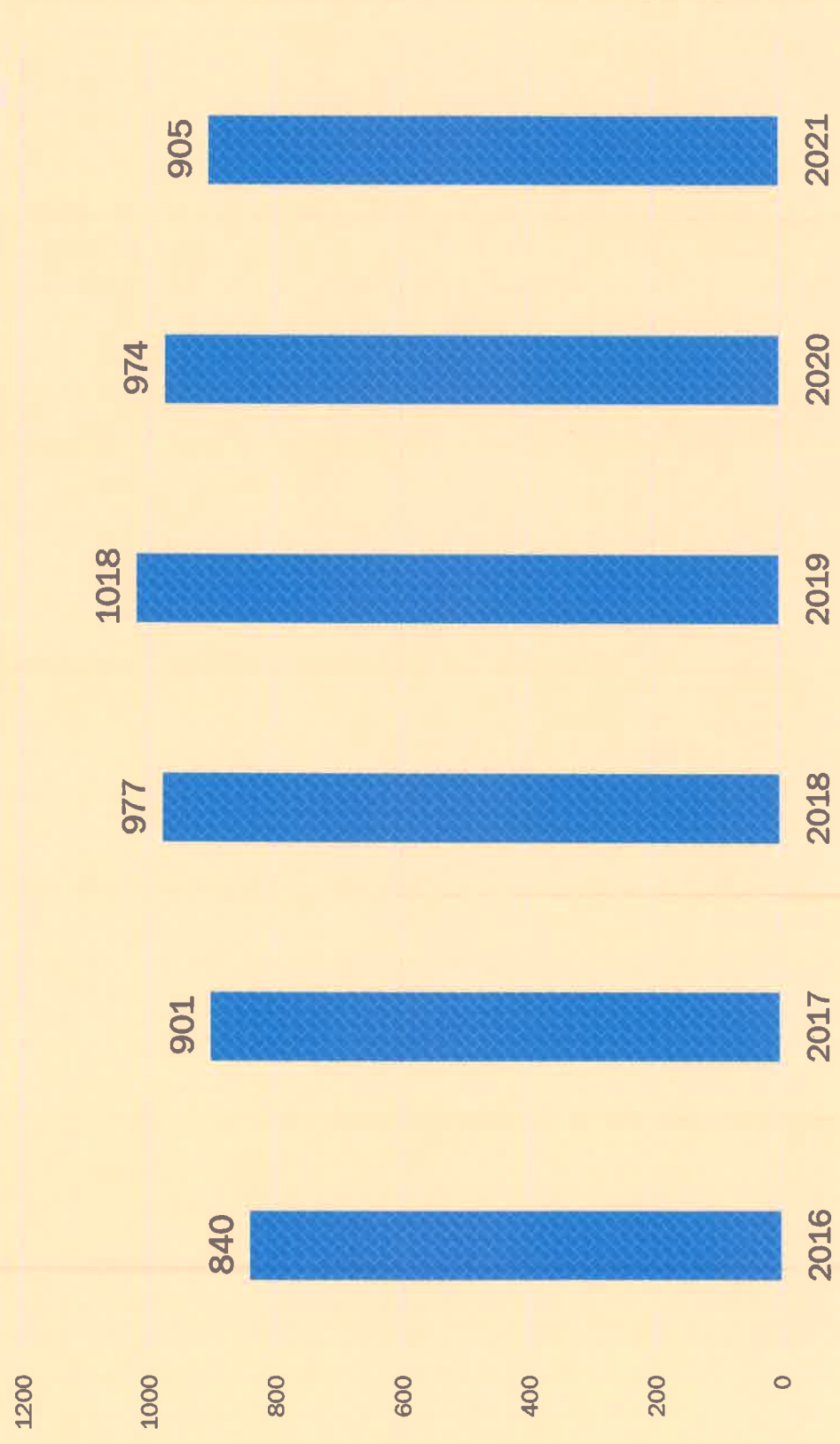
MEMBERSHIP HISTORY

- Fire membership trends:
 - Membership numbers fluctuate as a result of many influences



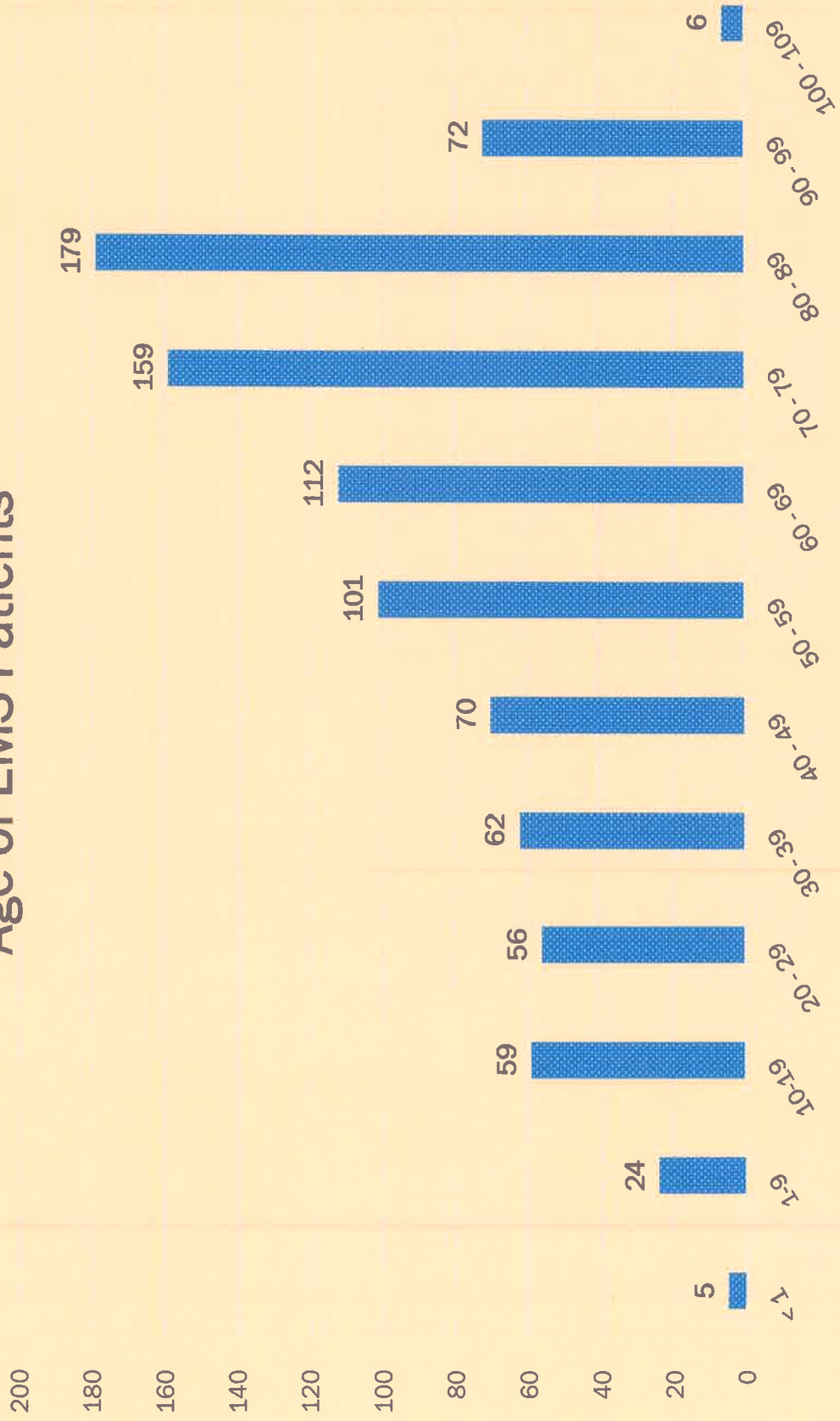
HISTORICAL RESCUE FACTS

EMS Calls



HISTORICAL RESCUE FACTS (CONT.)

Age of EMS Patients



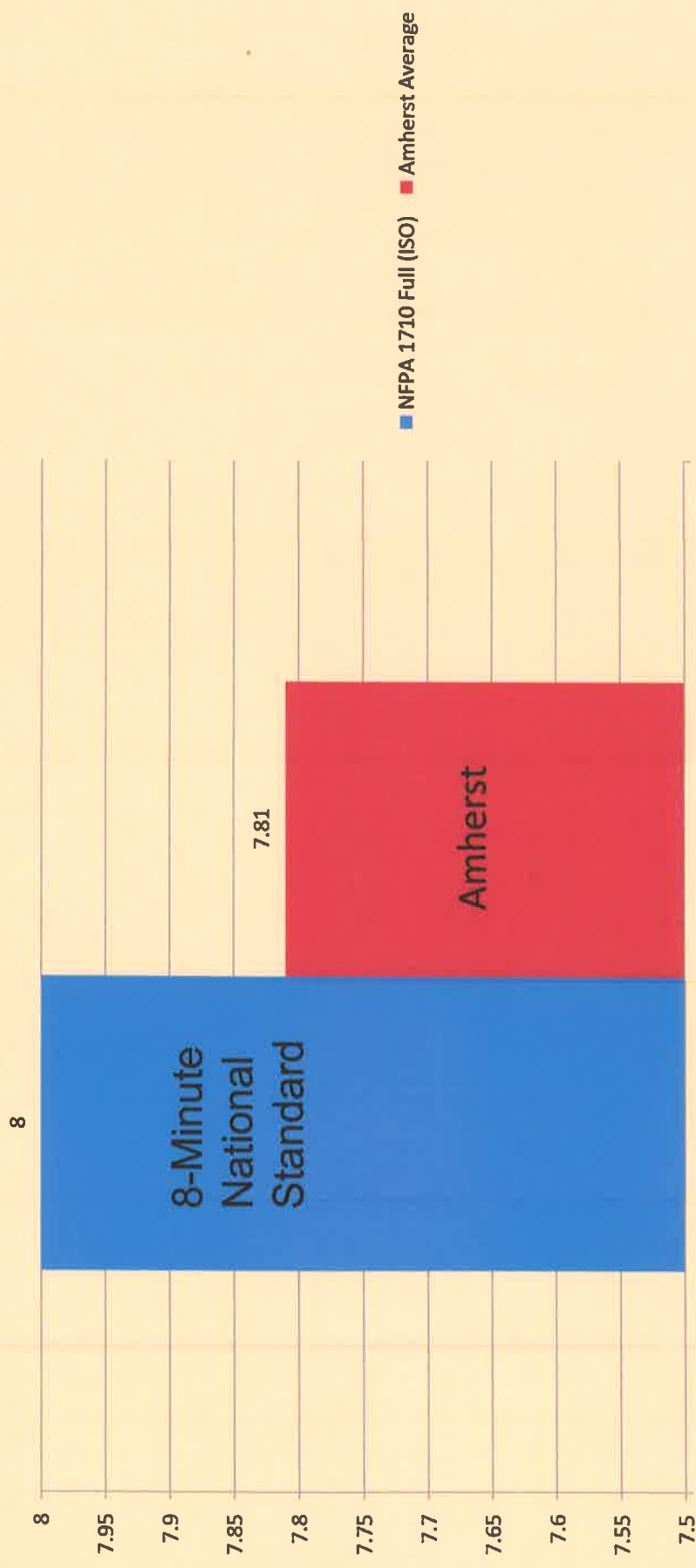
HISTORICAL RESCUE FACTS (CONT.)

Leading EMS Call Types



AMHERST'S PERFORMANCE

- NFPA 1710 the standard established for Advanced Life Support (ALS) response to be within eight minutes 90% of the time



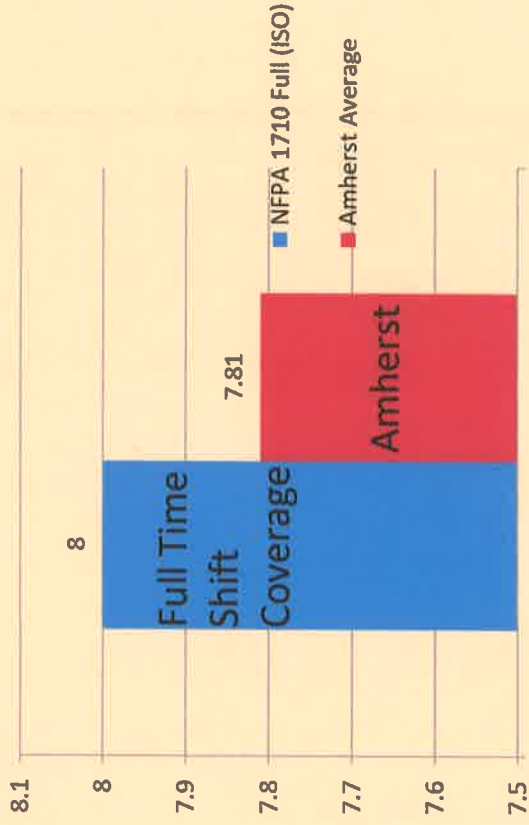
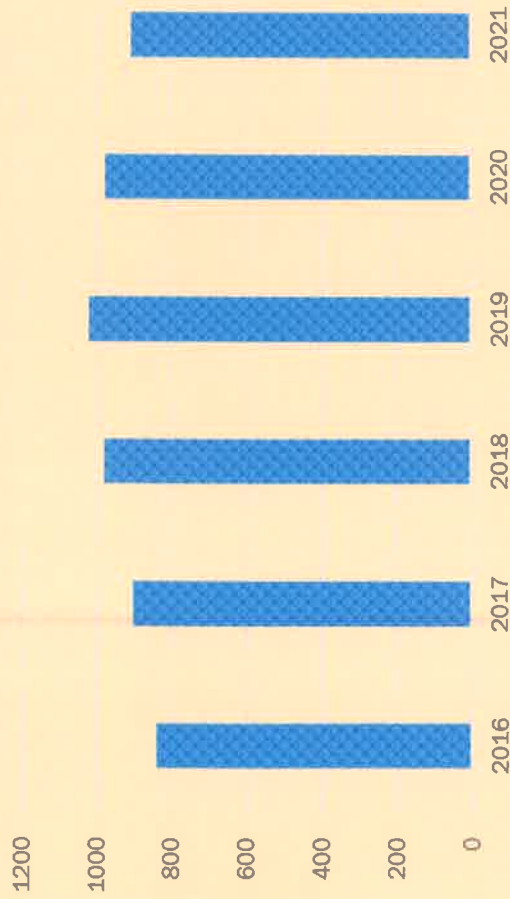
Amherst has a better response time than the standard

EMERGENCY MEDICAL SERVICES PREVENTION

- Education:
 - Interaction through medical call responses
 - Public interaction
 - Patient follow-up
 - Station tours
 - Community CPR classes

HISTORICAL DASHBOARD

EMS Calls



Leading EMS Call Types

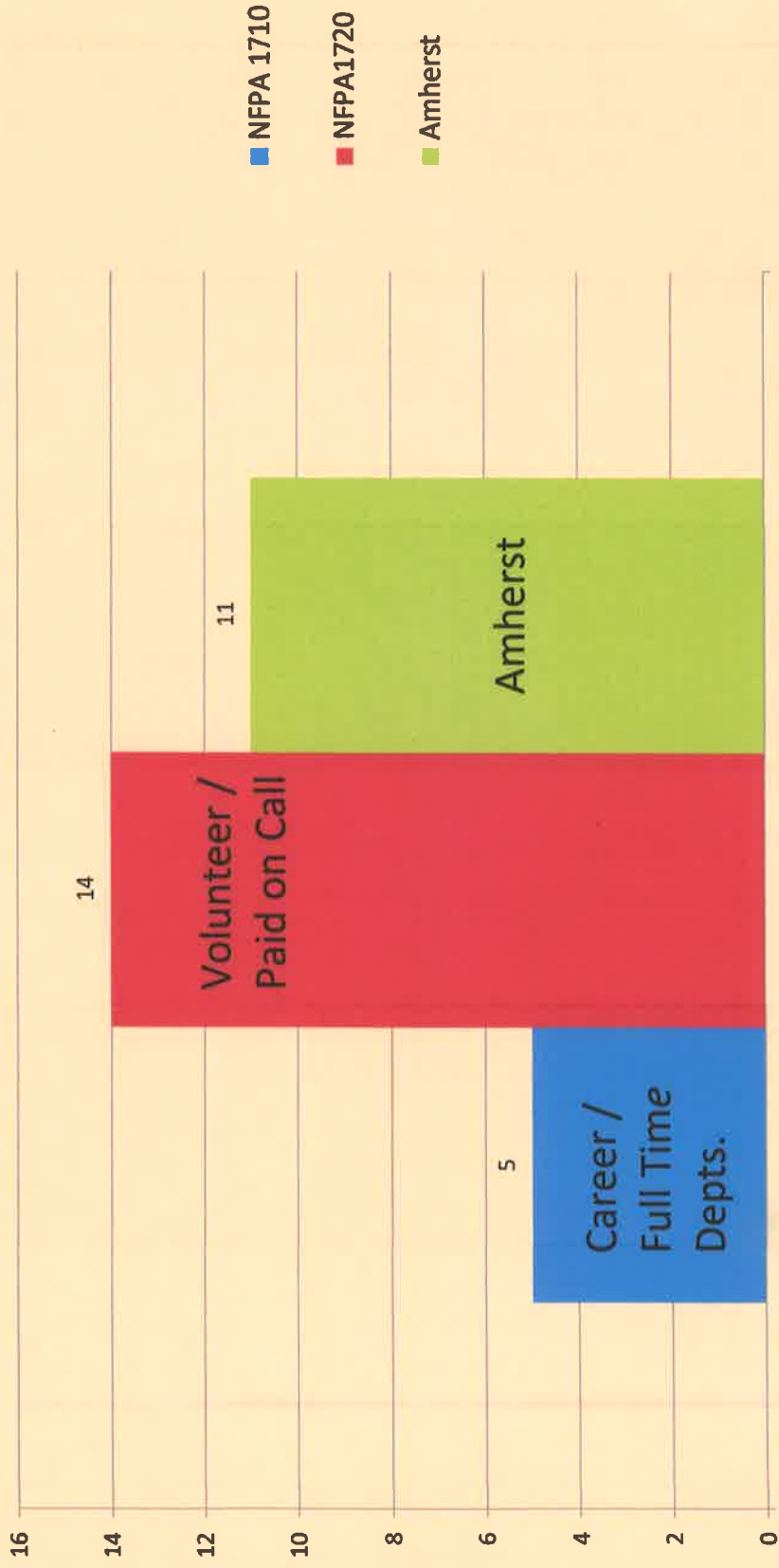


INDUSTRY STANDARDS FOR FIRE RESPONSE

- NFPA 1710 Standard for Career Departments, first arriving fire apparatus is on scene within five minutes of call notification and eight minutes for a full first alarm assignment to all fire calls 90% of the time
- NFPA 1720 Standard for Call / Volunteer Departments, is for six staff to assemble an attack in 14 minutes 80% of the time

AMHERST'S PERFORMANCE

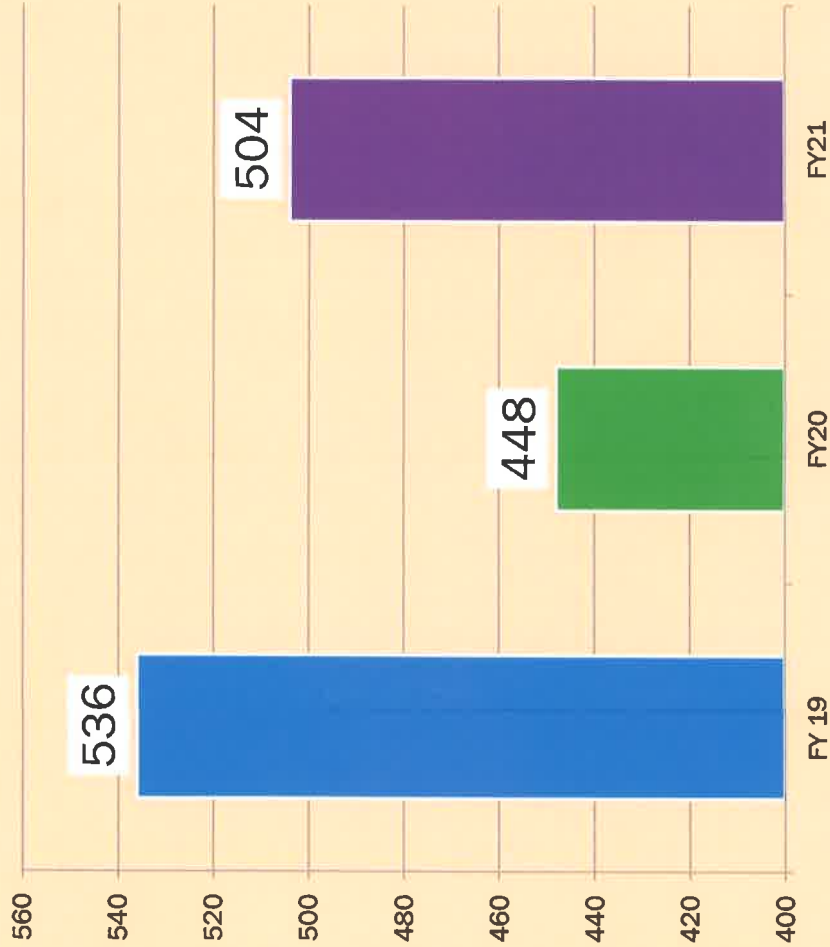
- Where does Amherst Fire Rescue fit in with response to fire calls?



Amherst's average is 3 minutes quicker than the 1720 Standard

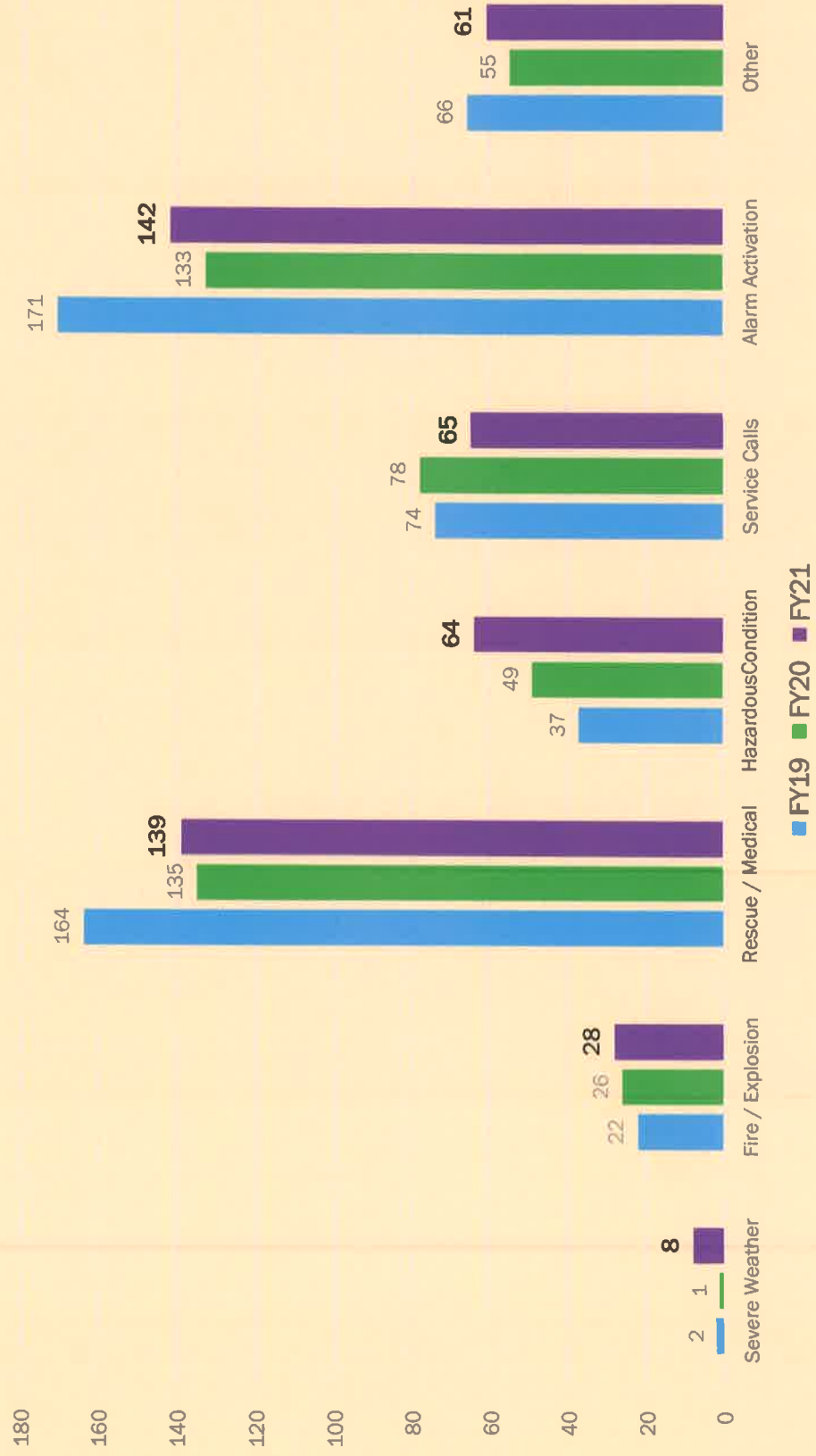
HISTORICAL FIRE FACTS

Fire Call Types and Frequency



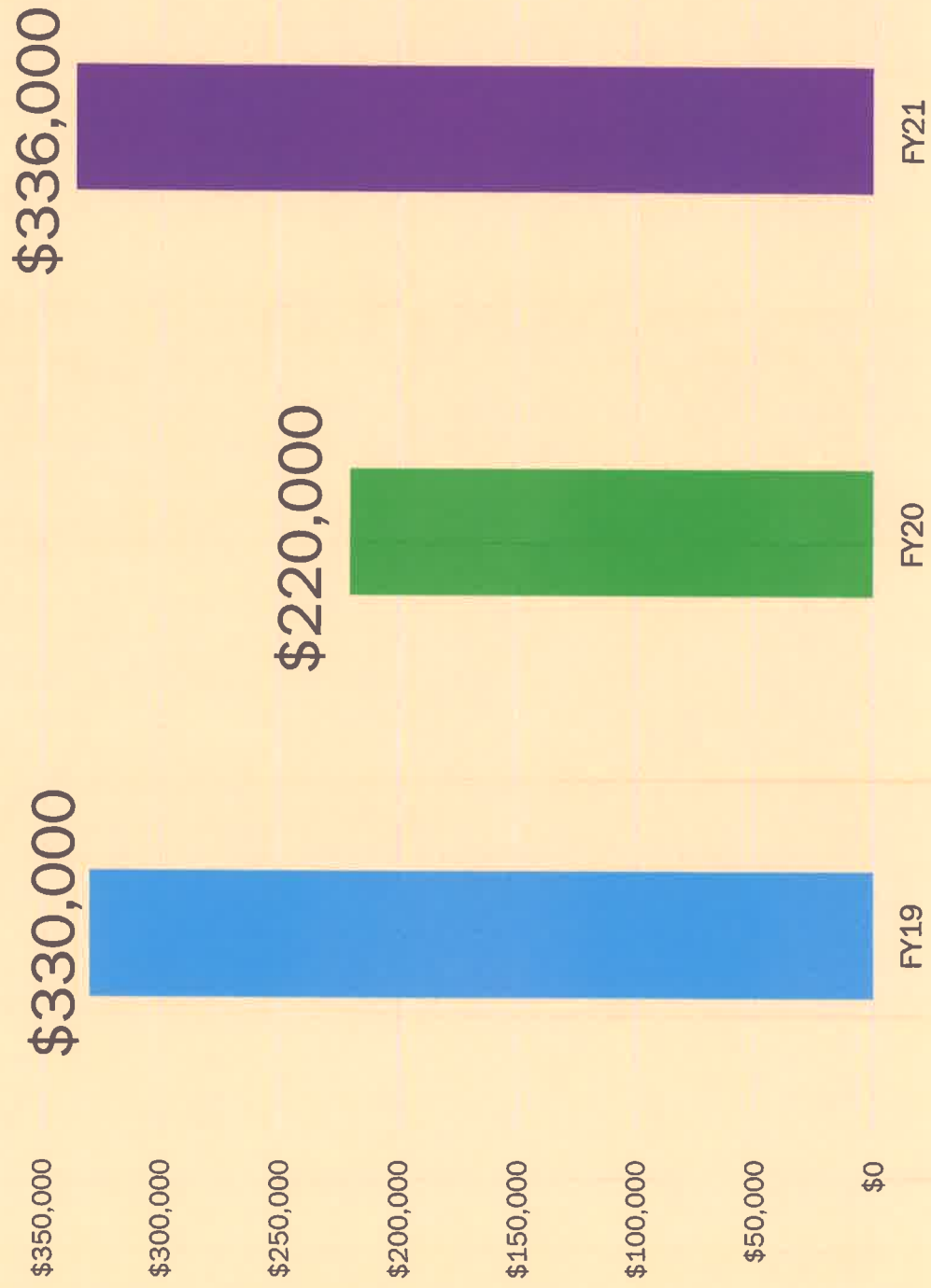
HISTORICAL FIRE FACTS (CONT.)

Fire Call Types and Frequency

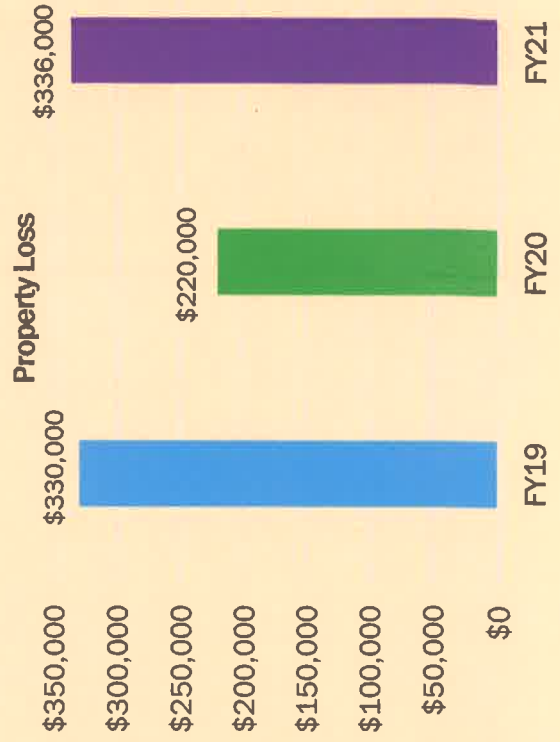
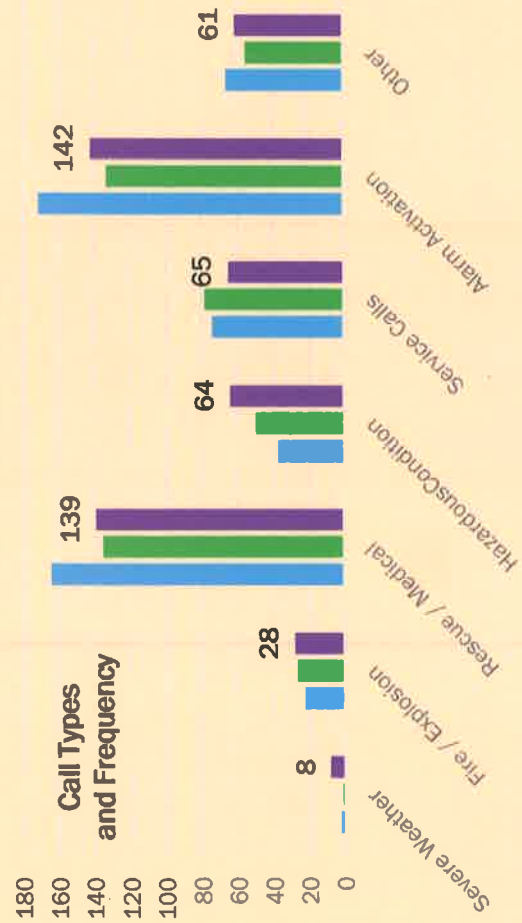
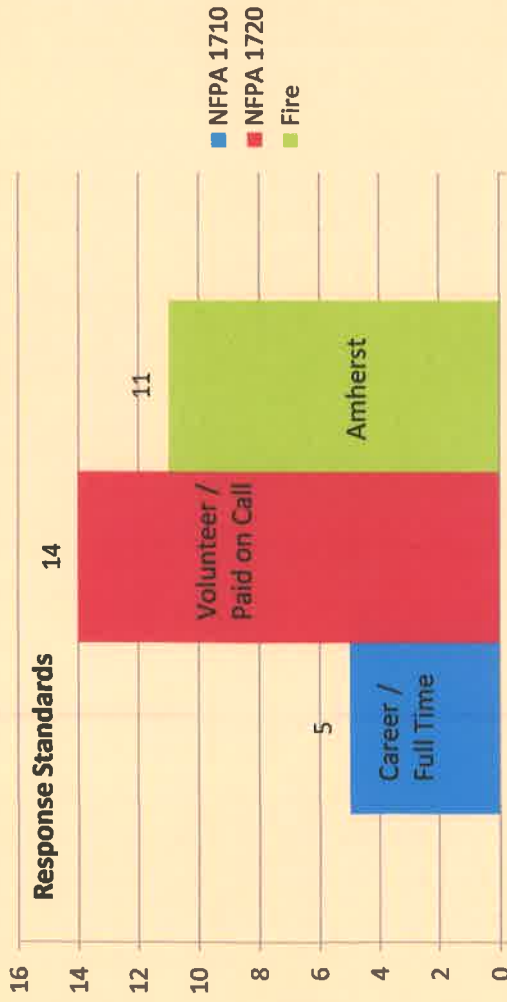
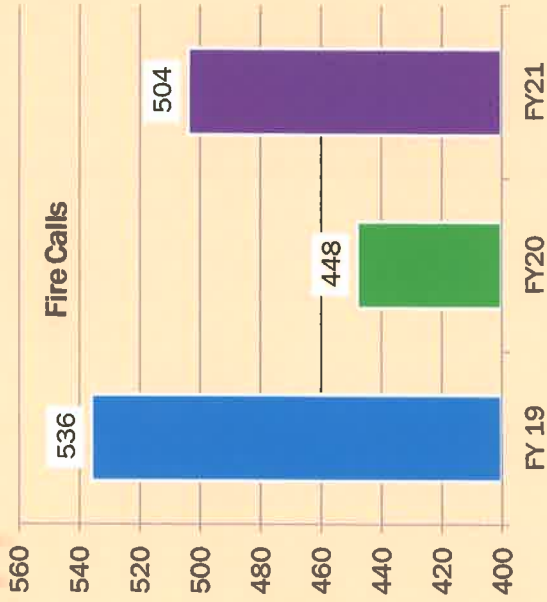


HISTORICAL FIRE FACTS (CONT.)

Property Loss



HISTORICAL DASHBOARD



FIRE PREVENTION

- ❑ Code Enforcement:
 - ❖ Inspections
 - ❖ Site Plan review
 - ❖ Building Plan review
 - ❖ Technical Advisory
 - ❖ Project Consultation
 - ❖ Interagency facilitation
- ❑ Educating the community:
 - ❖ Contact during call responses
 - ❖ Inspections
 - ❖ Fire Drills
 - ❖ Fire/Safety interactive lessons in schools
 - ❖ Public safety discussions
 - ❖ Station tours

AMHERST FIRE RESCUE GOALS & INITIATIVES UPDATED FOR FY22

- ❑ Goal #1
 - Evaluate effectiveness of our current model
- ❑ Initiatives #1
 - Manage increased limitations of staff availability for simultaneous incidents and delivering the necessary emergency services adequately and efficiently
 - Explore self-funding solutions to protection shortages
 - Explore federal grant opportunities for staffing
 - SAFER funding for cost sharing of additional coverage
 - Improved fire protection / incident management
 - Propose to initiate as soon as possible

GOALS & INITIATIVES (CONT.)

- Cross-use of personnel that are certified in both disciplines, allowing us to meet NFPA response standards for Rural Zones with an emphasis to better our response times and do so 95% of the time



GOALS & INITIATIVES (CONT)

- Goal #2
 - Maintain our high level of quality services
- Initiatives for goal #2
 - Recruitment and retention of quality employees
 - Increase the level of compensation
 - COLA
 - Wage Matrix
 - Continue the cross training allowing for increase manpower use for fire and medical calls

GOALS & INITIATIVES (CONT.)

- ❑ Goal #3
 - Maintain and replace our capital assets
- ❑ Initiatives for goal #3
 - Replacing aging apparatus



GOALS & INITIATIVES (CONT.)

- Goal #4
 - Maintain our current programs and develop new community outreach opportunities
- Initiatives for goal #4
 - Fire Explorers
 - Early introduction to the field of Fire/EMS from age 14
 - Scouts
 - Opportunities of collaboration between AFR and community Scout programs in all age groups

GOALS & INITIATIVES (CONT.)

Initiatives for goal #4 (cont.)

- Community paramedicine
 - ❖ Reach out to transported patients (mostly elderly) that have returned home with the intention of preventing another transport in the coming days/weeks/months
 - ❖ Reach out to the residents we have provided lifting assistance to for the purpose of preventing falls or other issues requiring lift assists
- ❖ File of Life
 - Critical medical information for our responders about our patients during emergencies

GOALS & INITIATIVES (CONT.)

- Goal #5
 - Working through COVID-19
- Initiatives for goal #5
 - Keep personnel protected and available
 - Best practices
 - Personal Protective Equip
 - Improved communications
 - Continuing education
 - Continue to develop creative use of technology to reach the classroom in new and interactive ways
 - Provide PSA's through our website and social media outlets

GOALS & INITIATIVES (CONT.)

- Initiatives for goal #5
 - Manage variables of the pandemic affecting personnel
 - Contracting COVID through work, home, etc
 - Exposure management among coworkers/family
 - Individual/family stresses of COVID
 - Global shift in willingness to remain in healthcare
 - Staffing, equipment, supply shortages
 - Healthcare demands weighing on workforce
 - Compensation shortcomings
 - Obvious burnout affecting all professions

GOALS & INITIATIVES (CONT.)

- How is COVID affecting emergency services?



GOALS & INITIATIVES (CONT.)

- ❑ How is COVID affecting emergency services?
 - Call volume fluctuations
 - Numbers decreased in times of fear
 - Numbers increased in times of growing outbreak
 - Consistently inconsistent
 - Response delays
 - Applying all personal protective equipment (PPE)
 - Increased decontamination time after all calls
 - Delays of patient transfer at overflowing hospitals
 - Decrease in member participation/off-duty response
 - Multiple/Overlapping/Simultaneous calls

GOALS & INITIATIVES

FY23

- Goal #1
 - Evaluate the current staffing model

- Initiative for Goal #1
 - Anticipated limitations in meeting the demands of simultaneous calls with staffed personnel and available on-call members suggests expansion of current model
 - Proposal of self-funding solutions to protection shortages
 - Continued pursuit of federal staffing and other grant opportunities
 - SAFER funding for cost sharing of additional coverage
 - Improved fire protection / incident management

GOALS & INITIATIVES (CONT)

- Goal #2
 - Maintain our high level of quality services
- Initiative for Goal #2
 - Establish competitive longevity-based pay scale to attract and retain experienced personnel
 - Worldwide healthcare issues have been increasing demands on EMS, creating shortages in available providers
 - Wages are less competitive to area markets

GOALS & INITIATIVES (CONT.)

- Goal #3
 - Maintain and replace our capital assets

- Initiative for Goal #3
 - Promote effective replacement schedule
 - Reduce effects of aging fleet
 - Potential increase of repair costs
 - Higher replacement costs each year
 - Emergency equipment out of service time
 - Risk to residents and visitors with OOS vehicles

GOALS & INITIATIVES

Anticipated vehicle replacement costs (from CRF)

Vehicle/Equipment	Type	Model Year	Useful Life	Replacement Cost	Rep Year (FY)	Capital Reserve Additions	Capital Reserve Balance
Ambulance 2	Ambulance	2011	10	\$220,000	2021		\$995,409
Forestry 2	Pickup	2006	15	\$55,000	2022	\$257,000	\$1,032,409
Engine 5	Class A Pump	1991	25	\$575,000	2022		\$977,409
Car 2	SUV/Command	2009	12	\$45,000	2023	\$257,000	\$402,409
Forestry 1	Forestry	1982			2024	\$257,000	\$614,409
					2025	\$257,000	\$871,409
Car 3	Passenger Car	2016	10	\$0	2026	\$257,000	\$1,128,409
Lucas Device	Auto CPR	2016	10	\$19,600	2026		\$1,385,409
Tower 1	Tower/Ladder	1997	30	\$1,000,000	2027	\$257,000	\$1,365,809
Ambulance 1	Ambulance	2016	10	\$235,000	2027		\$622,809
Engine 3	Class A Pump	2003	25	\$605,000	2028	\$257,000	\$387,809
Washer Extractor	Gear Washer	2003	25	\$12,000	2028		\$39,809
Car 4	Paramedic SUV	2016	12	\$45,000	2029	\$257,000	\$27,809
Cardiac Monitors	Defibrillators	2019	10	\$31,100	2029		\$239,809
SCBA Fill Station	Air Compressor	2004	25	\$8,100	2029		\$208,709
Dryer	Gear Dryer	2019	10		2029		\$200,609
Car 1	SUV/Command	2019	12	\$55,000	2030	\$257,000	\$457,609
Tanker 1	Tanker	2007	25	\$500,000	2031	\$257,000	\$659,609
					2032	\$257,000	\$416,609

GOALS & INITIATIVES (CONT)

□ Goal #4

- Explore cost recovery opportunities that increase our footprint in the community

□ Initiative for Goal #4

- Commercial building inspections
 - Additional public/business owner interface
 - Self-funding benefit to additional manpower
- Intermunicipal EMS agreement
 - Competitive proposal of contract services
 - Significant supplement to CIP funding

GOALS & INITIATIVES (CONT.)

- Goal #5
 - Working through COVID-19

- Initiative for Goal #5
 - Continue to get emergency medical services out to public
 - Continue to monitor the needs of the workforce
 - Continue to evaluate the effectiveness of the organization
 - Continue to get our fire prevention message out to the public through known difficulties in access
 - Continue to find innovative, resourceful solutions to short- and long-term obstacles

Discussion

