



# VIRGINIA FIRE SERVICES BOARD

A Report of Findings and Recommendations:  
*Cumberland County Fire and EMS Study*

*October 2018*

# PURPOSE



- Capitalizes on What Is Working Well
- Identifies Opportunities for Improvement
- Presents Findings and Recommendations
- Provides Guidance

*Note: The study findings are not to be construed as legal advice or as binding recommendations.*



# REQUESTED STUDY AREAS

*Cumberland County Board of Supervisors requested the Fire Services Board to provide a comprehensive review of the following areas:*

- Organizational Development
- Communication
- Training
- Budget and Administration
- Delivery of Services



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# ACKNOWLEDGEMENT

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- Cumberland Volunteer Fire Department
- Cartersville Volunteer Fire Department
- Randolph District Volunteer Fire Department
- Cartersville Volunteer Rescue Squad, Inc.



# METHODOLOGY

- **Initiation of Study**
- **Obtain Stakeholder Input**
- **Prepare Analyses and Develop Core Strategies**
- **Prepare and Present Final Report**



# WORKING THEMES

*(Central focus for prioritizing study recommendations)*

- Theme 1: **Organizational Development**
- Theme 2: **Communication**
- Theme 3: **Training**
- Theme 4: **Budget and Administration**
- Theme 5: **Delivery of Service**



# THEME 1: ORGANIZATIONAL DEVELOPMENT

- **Centralized Authority for Fire and EMS Services:** Establish clear lines of Authority for the Chief of Fire & EMS.
- **Strategic Planning:** Board of Supervisors and County Administration should adopt and implement a data-driven strategic plan for its fire and rescue services to increase performance levels and achieve lower cost of service delivery.



# THEME 1: ORGANIZATIONAL DEVELOPMENT

- **Accountability Practices:** Establish a system wide Standards Operating Guidelines in an effort to create guidance and accountability during emergency incidents.
  - Designate someone who will enforce the Statewide Fire Prevention Code by appointing a fire code official in accordance with §27-30 and §27-34.2 of the Code of Virginia.



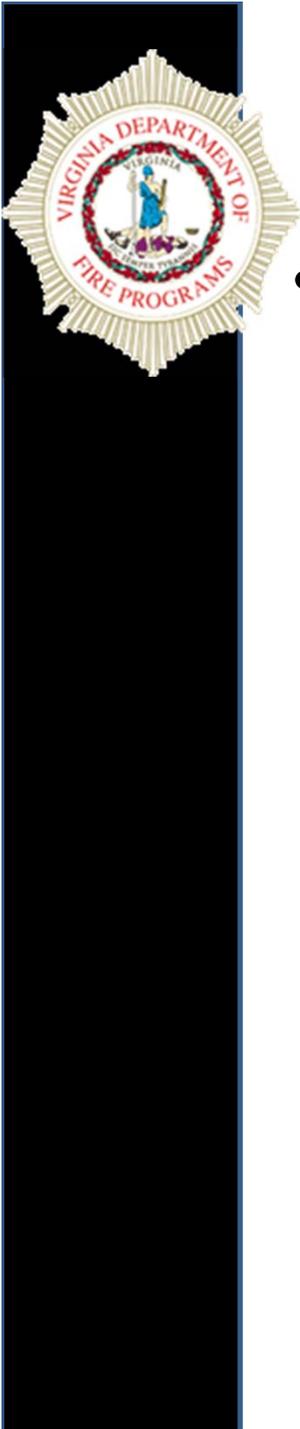
## THEME 2: COMMUNICATIONS

- **Improved Dispatch System:** Protocols need to be written to ensure consistent service delivery across the County.
  - Uniform dispatch protocols will help address the need for standardization, clarification and communication.



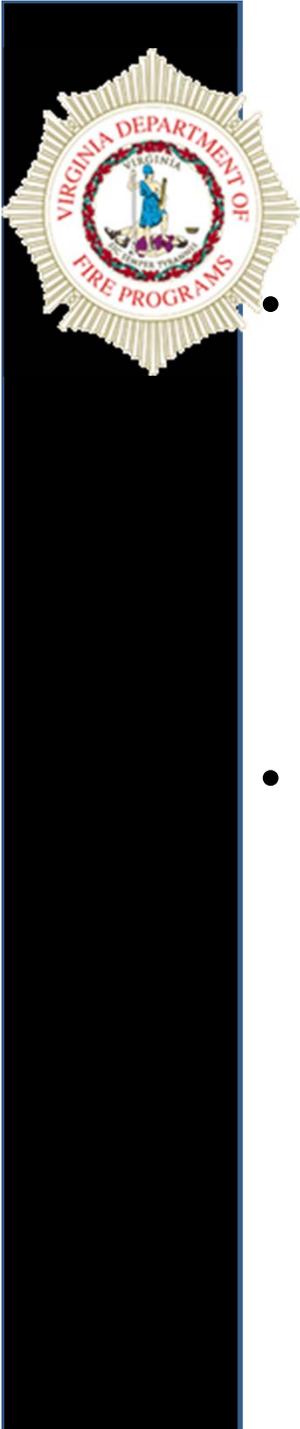
# THEME 2: COMMUNICATIONS

- **Levels of Interdepartmental Communications:** Host a strategic communication session with a professional mediator to resolve existing challenges and barriers amongst the following entities;
  - Fire and Rescue Departments, Fire and Rescue Emergency Services Committee along with Cumberland County Administration and its Board of Supervisors.



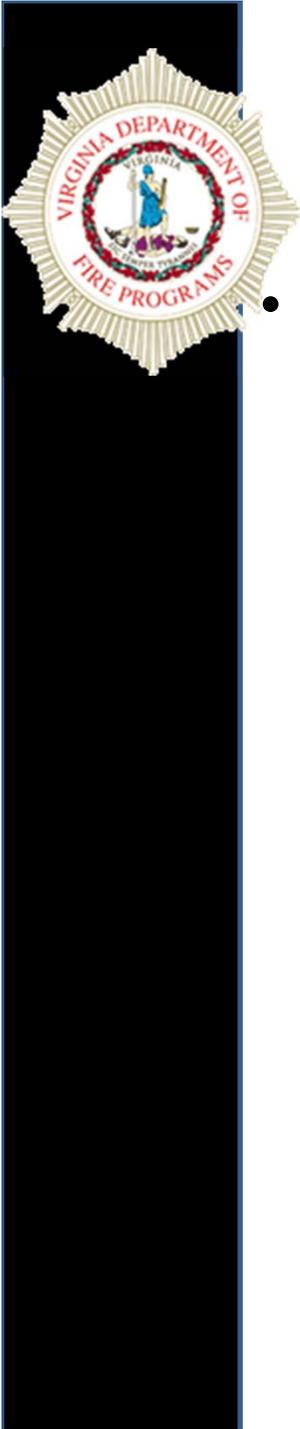
# THEME 3: TRAINING

- **Coordinated Training Program:** Departments in collaboration with the Board of Supervisors and County Administrator should explore the feasibility of developing a comprehensive training program to be assessed annually and collectively coordinating the application of such countywide training program.



# THEME 4: BUDGET AND ADMINISTRATION

- **Financial Accountability:** Cumberland County Government should require annual or biannual financial audits or an Agreed Upon Procedures (AUP) to be completed and submitted to the Budget Office or County Administration from the Fire and EMS service providers.
- **Capital Improvement Plan:** Cumberland County Government should develop a capital improvement plan for upgrading its fire and rescue stations and equipment. At minimum it should include funding for apparatus replacement, turnout gear and air pack replacement.



# THEME 4: BUDGET AND ADMINISTRATION

- **Standardization and Central Purchasing:** Cumberland County Government should develop and implement a centralized purchasing option to leverage county purchasing power and reduce operational expenses.



# THEME 5: Delivery of Service

- **Personnel:** Cumberland County Government should work with the Emergency Services Committee to identify needs for additional fire and rescue personnel to meet service demands and citizen expectations.
- **Recruitment and Retention:** Cumberland County should adopt a countywide recruitment and retention plan.
- **Operations and Staffing:** Cumberland County should establish minimal staffing standards for apparatus response.



# CLOSING THOUGHTS

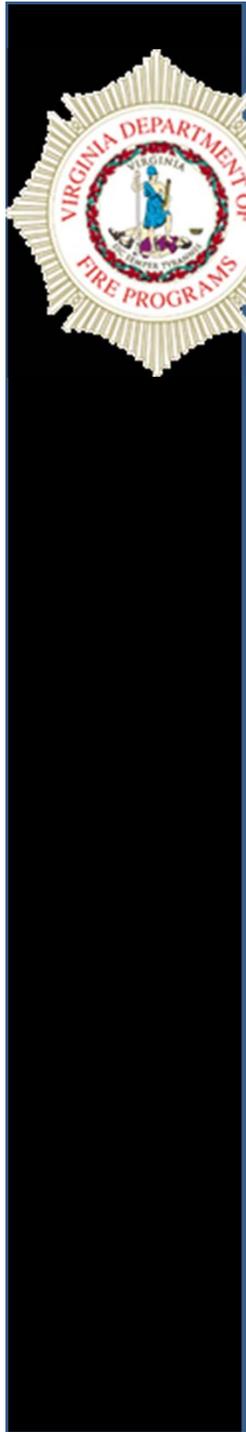
## ***Use these findings to:***

- Celebrate your successes
- Capitalize opportunities for improvement
- Discover how to reenergize your fire and rescue service organizations

## ***How? Begin by answering these questions:***

- As a community, what do you value most about Cumberland County fire and rescue services?
- What core factors would “give life” to these organizations and help them to perform at their best?
- Imagine the County ten years from now. What would you like to see different? How can we collectively get there?

## ***Use the study findings to guide your efforts.***



# QUESTIONS

