



2018 Annual Report

Augusta Fire Rescue
Fire Chief Robert Bowman



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Message from the Chief

As the Fire Chief of Augusta Fire Rescue, I am pleased to provide you the 2018 annual report for this organization. This is a working document that addresses your fire departments daily activities and accomplishments. It is our goal to offer the highest level of service possible for the citizens and business community of Augusta Township. I am privileged to lead a fire service organization comprised of such committed and skilled firefighters. The men and women of Augusta Fire Rescue are unwavering in their commitment to protect the lives and properties of the citizens and visitors of Augusta Township.

The #1 priority of this department's management team is to ensure that the members of our department are equipped with the skills, tools, and training to provide this service in a safe and effective manner. Our organization values trustworthiness, resourcefulness, compassion, diversity, respect, and the commitment to excellence. I am very proud to be a part of a team that exudes these values every day, on every call for service.

I would also like to thank Augusta Township Council for their support. It is recognized that Council determines the level of service that we provide, and further that Council recognizes the important role that our firefighters play in making our municipality safe. Without their dedication to the fire department and its mission and goals, we would not be able to continue to provide the quality of service to the citizens that they expect from us.

Finally, I would like to thank you for allowing me to be your Fire Chief. I am blessed to be able to serve in this capacity and lead such a dedicated organization. I value the people I work with and witness their commitment daily. I am honored to be a member of this organization and of this Township. I do not take this responsibility or the safety of our residents lightly. My door is always open, so feel free to stop by or contact me if you have any questions or concerns.

Sincerely,

Robert Bowman
Fire Chief, Augusta Fire Rescue

Mission, Vision, Values

Mission:

To professionally provide protection and assistance to residents and visitors of Augusta Township from the effects of fires, medical emergencies and dangerous conditions. We achieve this through public education and prevention as well as emergency response.

Vision:

We strive to deliver innovative All Hazard emergency response, public education and prevention services in an effective, efficient manner with utmost pride, professionalism and respect.

Values:

Our Values provide the guiding principles as to how we work together to deliver our mission and achieve our vision. Our Values include:

Excellence: *We are committed to continuous improvement, learning and innovation*

Teamwork: *We understand the importance of cooperation and working together, valuing the contribution of each other and recognize the value of diversity.*

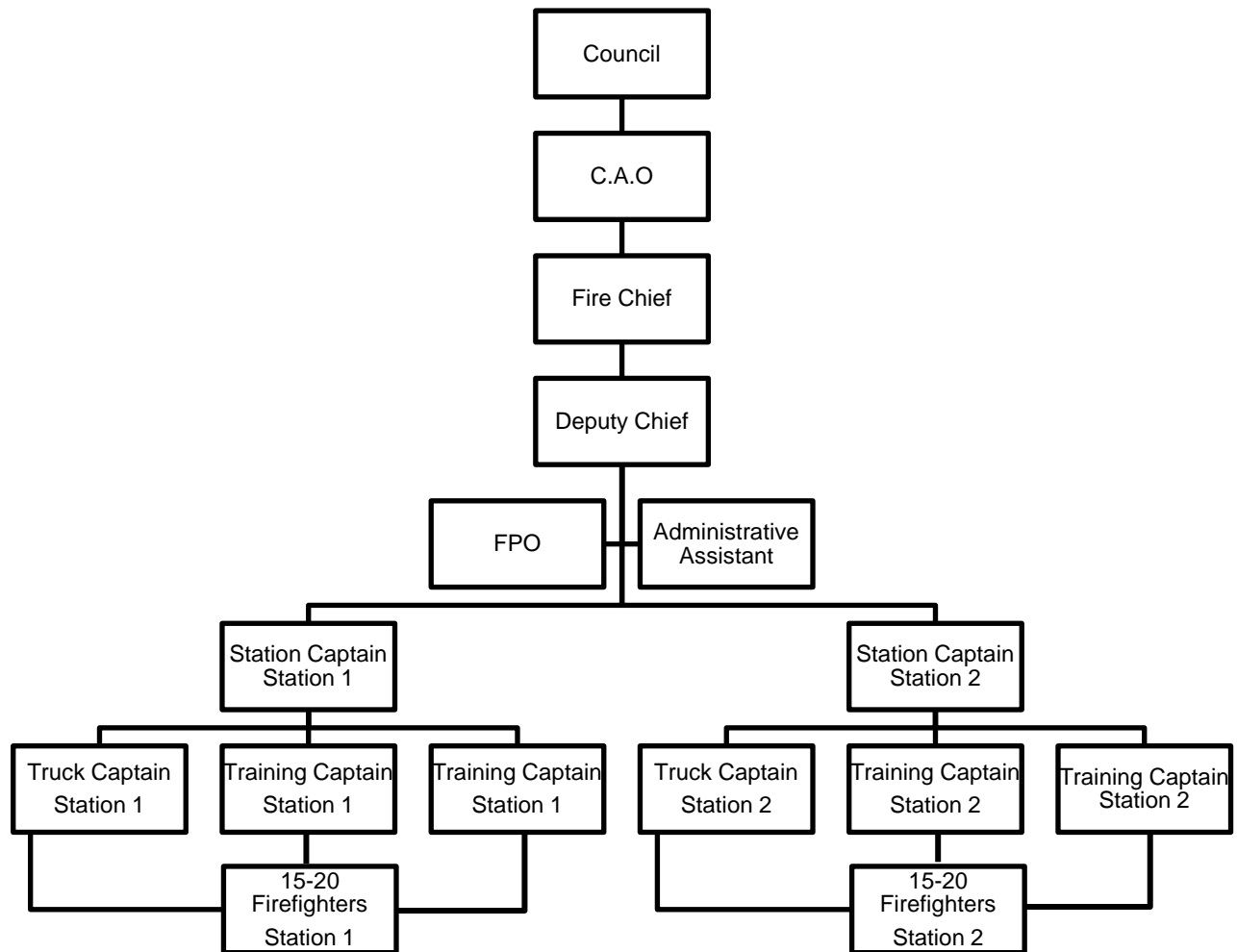
Respect: *We are respectful of each other and those we serve.*

Safety: *In all we do, our first priority is the safety of the Public, our community and ourselves.*

Fire Administration

- Fire Administration consists of the Fire Chief, Deputy Chief and Administration Assistant operating out of the Augusta Township office on County Rd 26. The Chief is responsible for 36-51 staff depending on recruitment/turnover.

Organizational Structure



Budget

- The budget for Augusta Fire Rescue is identified through Operating and Capital allocations approved by Council yearly.
 - Operating Budget - \$449,466
 - Operating Actual - \$420,930
 - Capital Budget - \$88,000
 - Capital Actual - \$75,551

Buildings

- Augusta Fire Rescue currently operates from 2 Fire Stations.
- The new station located in Maitland is well under way and is scheduled to be open in late July / early August
- We continue to monitor the movement of cracks in the walls of Station #1 with the expertise of CEL Engineering.
- The leak in the roof of our current Station #1 continues. This is due to a few issues, but mostly because there is no drain on the roof over top of the meeting room.
- Frost has heaved the footings of the fence and roof over top of the Generator at Station #2. This will be repaired in 2019

Staffing

- We have 35 firefighters.
- 18 firefighters at Station 1
- 17 firefighters at Station 2
- Two members retired in 2018
- 8 new recruits were brought on in 2018, and 2 have since successfully passed their probationary period
- 4 members resigned as they were unable to continue their commitment

Fleet and Equipment

- The main apparatus includes 3 pumper/tankers, 2 rescues, 2 tankers, 2 ¾ Ton Trucks, 1 side by side, and 1 Brush Fire/Rescue Trailer
- All vehicles are serviced by mechanics from J+L Truck and Trailer Maintenance and Battlesield Industries Limited who work with manufacturers and suppliers to ensure the fleet is appropriately serviced and maintained.
- One tanker required 8 new tires - \$4,500
- One minor accident where a pumper slid into a ditch on Forsythe Road. Cost \$2,320. This included, towing, safety inspection, some small undercarriage repairs / cleanup, checking of frame and chassis, and pump testing.
- Purchased new 2019 ¾ Ton truck and placed into service at Station #2.
- 2008 ¾ Ton truck moved from Station #2 to Station #1
- 2000 Van removed from service
- All vehicles with pumps passed their bi-annual testing.



- Purchased dash cameras for each vehicle.
- Purchased two I-pads for each of the Rescue trucks
- Purchased 2 new battery powered Positive Pressure Fans
- Purchased 1 new ventilation saw

Response Statistics

Response Types

<u>Response Type</u>		<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Motor Vehicle Accidents	SubTotal	30	15	30	49	46	34
	%	24.79%	9.26%	20.98%	28.65%	24.86%	21.71%
Medical/Resuscitator Calls	SubTotal	24	31	34	22	38	29.8
	%	19.83%	19.14%	23.78%	12.87%	20.54%	19.23%
Activated Alarms	SubTotal	15	22	14	15	18	16.8
	%	12.40%	13.58%	9.79%	8.77%	9.73%	10.85%
Structure Fires	SubTotal	16	24	13	14	6	14.6
	%	13.22%	14.81%	9.09%	8.19%	3.24%	9.71%
Carbon Monoxide	SubTotal	3	4	6	13	9	7
	%	2.48%	2.47%	4.20%	7.60%	4.86%	4.32%
Burning Complaint	SubTotal	0	0	12	12	20	8.8
	%	0.00%	0.00%	8.39%	7.02%	10.81%	5.24%
Hydro Wires	SubTotal	2	1	8	10	4	5
	%	1.65%	0.62%	5.59%	5.85%	2.16%	3.17%
Motor Vehicle Fires	SubTotal	0	0	4	9	13	5.2
	%	0.00%	0.00%	2.80%	5.26%	7.03%	3.02%
Fire Prevention/Investigation	SubTotal	0	0	0	6	3	1.8
	%	0.00%	0.00%	0.00%	3.51%	1.62%	1.03%
Mutual Aid To Other Department	SubTotal	3	2	4	5	5	3.8
	%	2.48%	1.23%	2.80%	2.92%	2.70%	2.43%
Flammable Substances Leaks	SubTotal	3	4	4	3	9	4.6
	%	2.48%	2.47%	2.80%	1.75%	4.86%	2.87%
Wildland Fires	SubTotal	5	18	4	3	4	6.8
	%	4.13%	11.11%	2.80%	1.75%	2.16%	4.39%
Other	SubTotal	20	41	10	10	10	18.2
	%	16.53%	25.31%	6.99%	5.85%	5.41%	12.02%
Annual Response Totals	Total	121	162	143	171	185	156

Property Value Fire Damage

<u>Property Value Fire Damage</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Total Property Value of Fire Incidents	\$1,228,000	\$3,876,000	\$4,773,000	\$4,898,500	\$1,687,000	\$3,292,500
Total Property Value Losses at Fire Incidents	\$397,000	\$1,687,500	\$1,734,500	\$1,735,500	\$1,039,500	\$1,318,800
Total Property Value Saved at Fire Incidents	\$831,000	\$2,488,500	\$3,038,500	\$3,163,000	\$647,500	\$2,033,700

Average Firefighter Turnout

<u>Average Firefighter Turnout</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
	15	15	14	11	11

Incidents By Day of Week

<u>Incidents by Day of Week</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Sunday	14 12%	28 17%	19 13%	19 11%	22 12%	20 13%
Monday	15 12%	20 12%	24 17%	18 11%	26 14%	21 13%
Tuesday	18 15%	20 12%	12 8%	28 16%	24 13%	20 13%
Wednesday	15 12%	25 15%	18 13%	20 12%	30 16%	22 14%
Thursday	21 17%	29 18%	21 15%	22 13%	23 12%	23 15%
Friday	16 13%	20 12%	25 17%	33 19%	38 21%	26 17%
Saturday	22 18%	20 12%	24 17%	31 18%	22 12%	24 15%

Incidents by Weekend / Weekday

<u>Weekends vs. Weekdays</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Monday to Thursday	69 57%	94 58%	75 52%	88 51%	103 56%	82 55%
Friday + Saturday + Sunday	52 43%	68 42%	68 48%	83 49%	82 44%	68 45%

Alarm Time Analysis - Days vs Nights

<u>Days vs. Nights</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
06:00 - 18:00	75 62%	122 75%	101 71%	109 64%	118 69%	102 68%
18:00 - 06:00	46 38%	40 25%	42 29%	62 36%	67 39%	48 32%

Accident Locations

<u>Accident Locations</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Highway 401	20 67%	10 67%	21 70%	22 51%	18 39%	18 64%
Township / County	10 33%	5 33%	9 30%	21 49%	28 61%	11 36%

Station Responses

<u>Station Responses</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Station #1	86 71%	131 81%	108 76%	134 78%	134 72%	115 76%
Station #2	35 29%	31 19%	35 24%	37 22%	51 28%	35 24%

NFPA 1720**Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments**

The response time standard for Volunteer Fire Departments is 14 minutes 80% of the time. Our results:

Currently we split the Township into two response areas. The Station #1 response area is Algonquin Rd South. The Station #2 response area is Algonquin Rd North.

<u>Response in 14 min 80% of the time</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Station #1	74.00%	49.00%	67.00%	61.00%	49.45%	62.75%
Station #2	82.00%	58.00%	65.00%	34.00%	57.50%	59.75%

Prescott Fire Response

<u>Response Type</u>		<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>5 year Avg.</u>
Motor Vehicle Accidents	SubTotal	10	11	12	17	17	13
Medical/Resuscitator Calls	SubTotal	7	6	5	1	5	5
Activated Alarms	SubTotal	3	2	2	3	2	2
Structure Fires	SubTotal	1	2	1	1	3	2
Carbon Monoxide	SubTotal	1	0	1	4	2	2
Burning Complaint	SubTotal	0	0	5	1	2	2
Hydro Wires	SubTotal	0	1	1	0	1	1
Motor Vehicle Fires	SubTotal	2	0	0	2	1	1
Fire Prevention/Investigation	SubTotal	0	0	0	0	0	0
Mutual Aid To Other Department	SubTotal	0	0	0	0	0	0
Flammable Substances Leaks	SubTotal	0	1	1	0	1	1
Wildland Fires	SubTotal	0	0	1	1	0	0
Other	SubTotal	5	2	0	1	2	2
Annual Response Totals	Total	29	25	29	31	36	30

Fire Prevention

Public Education

The Fire Protection and Prevention Act, 1997 was proclaimed into law on October 29, 1997 and introduced a new framework for the provision of fire protection in Ontario. This includes specific roles for the province and municipalities. Within this framework, municipalities are responsible for funding and delivering services and the province is responsible for providing advice, guidance and support to municipalities. The vision of the FPPA is that every resident of Ontario will receive an appropriate level of fire protection.

Fire Prevention Week: October 7th - 13th 2018

“Look. Listen. Learn. Be aware. Fire can happen anywhere!”, was the 2018 theme for Fire Prevention Week. The theme encouraged the public to LOOK for places fire can start, LISTEN for the sound of the smoke alarm, and LEARN two ways out of each room.



The Fire Prevention Team continued Augusta Fire Rescue’s long-standing tradition of bringing Fire Prevention Week to each child in Maynard Public School.

Also, during Fire Prevention Week our team partnered with Brockville, Elizabethtown-Kitley and Athens Fire Departments in greeting all shoppers at Walmart in Brockville with Fire Prevention education, as well as tours of our apparatus.

Augusta Fire Rescue Pancake Supper: April 7, 2018

During our pancake supper we had a table full of fire prevention + education materials.

10 Day Christmas Giveaway

During the 10 days before Christmas we ran a Facebook campaign where people had to answer fire safety questions. If their answer was correct their name went into a daily draw and they would win smoke or carbon monoxide alarms

Major inspections

Inspection Type	# of Inspections
Complaints from public	3
Complaints from firefighters	0
Annual Compliance Inspections	4
Liquor license Inspections	1
Plans examinations	0
Request inspections	1
Hoarding	0

Other Activities

Activity Type	# of Occurrences
Burn Permits- Online	470
Burn Permits- Paper	617
Fire Safety Plans Reviewed	6

Legal Proceedings

Type	# of Proceedings
Fire Safety Orders issued under the FFPA	8
Provincial Offences Act Part 3 Information	0

Training Division

- The Training Division is staffed by the Deputy Chief, and 2 training officers at each station.
- The average training for our part time volunteer firefighter was 31 hours for this year.
- The Training staff delivers and oversees training to the entire staff department. Delivery has been provided by many in-house instructors.
- Rollout of the Post Traumatic Stress Disorder Critical Incident Stress Management plan.
- Rollout of Online Training – 6 Chapters
- Rollout of make-up training nights.
- Outside Courses:
 - Ontario Fire Code Part 9 - 1 Firefighter
 - Ontario Fire Code Part 4 – 1 Firefighter
 - Ontario Fire Code Parts 3 + 5 – 1 Firefighter
 - Fire Inspector II – 1 Firefighter
 - NFPA 1001 Firefighter 1A – 2 Firefighters
 - NFPA 1001 Firefighter II – 2 Firefighters
 - Paratech Struts – 3 Firefighters
 - Airbrake Endorsement – 2 Firefighters
 - CPR + First Aid – 5 Firefighters
- In-house course provided by guest instructors:
 - Opioids/Fentanyl/Naloxone Awareness – LL+G Health Unit
- Tours of Larger / Higher Risk Properties:
 - Sunnyview Home
 - Gold in the Net
 - 1000 Islands Village

Master Fire Plan –

**AUGUSTA FIRE RESCUE
FIRE MASTER PLAN RECOMMENDATIONS, RESPONSIBILITY + STATUS**

Strategic Direction	Recommendation	Implementation Plan	Responsibility	Status
1 - Safe Community	1 That annual inspections be undertaken as required by Ont. Reg 150/13 and a summary report be provided to Council quarterly.	Implementation Plan to be developed by Fire Prevention/Public Education Task Force/AA	Chief/AA	On Going
1 - Safe Community	2 The request/complaint based Inspection Process be augmented with proactive, risk-based education visits with annual targets established and quarterly reports provided to Council.	Implementation Plan to be developed by Fire Prevention/Public Education Task Force/AA	CFPO/FPQ/Chief/AA	In process
1 - Safe Community	3 The Inspection/Education Process be integrated with Pre-Plan development and Training to facilitate emergency response.	Implementation Plan to be developed by Fire Prevention/Public Education Task Force	FPQ/CFPO/Chief	In process
1 - Safe Community	4 It is recommended that the Township Establishing and Regulating By-Law be revised to require the Chief to develop and provide an effective fire prevention program that will: a) Ensure, through plan examination and inspection, that required fire protective equipment is installed and maintained within buildings; b) Reduce or eliminate fire hazards, c) Ensure compliance with applicable Municipal, Provincial and Federal Fire Prevention Legislation, Statutes, Codes in respect to fire safety, and d) Develop and maintain an effective public information system and educational program, with particular emphasis on school fire safety programs, and commercial, industrial and institutional staff training.	Implementation Plan to be developed by Fire Prevention/Public Education Task Force/AA	Fire Prevention/ Public Education Committee/ Chief AA	In process

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1 - Safe Community	5	<p>It is recommended that the Department develop a Fire Prevention, Inspection and Public Education Policy which requires that:</p> <ul style="list-style-type: none"> • The Chief Fire Official and/or Fire Prevention Personnel will conduct inspections of the properties specified in Table 6 at the frequencies indicated. • Fire Services Personnel will conduct a home inspection program for residential dwelling units for installation and maintenance of smoke alarms and carbon monoxide detectors. • Fire Prevention Personnel examine plans and specifications of new buildings for compliance with applicable fire regulations. • Fire Services Personnel and/or other volunteers in the community will provide fire safety lectures and/or demonstrations for various public sectors such as industries, community groups, service clubs, business groups, day care facilities and schools, upon request and where resources are available. 	<p>Implementation Plan to be developed by Fire Prevention/Public Education Task Force / AA</p>	CFPO/FPO/ Chief/AA	Not Started
1 - Safe Community	6	<p>That a Policy and Procedure be developed regarding the respective roles of the Fire and Buildings Department with respect to Building Permit and Planning Application Approvals as well as Building Inspections.</p>	<p>Implementation Plan to be developed by Fire Prevention/Public Education Task Force</p>	CB0/Chief	Not Started
1 - Safe Community	7	<p>Specific Plans for Public Education and Awareness including Smoke and CO Alarms, in-school programs and seniors programs be developed annually and activity reports be provided quarterly to Council.</p>	<p>Implementation Plan to be developed by Fire Prevention/Public Education Task Force/AA</p>	FPO/ CFPO/ Chief/ AA	On Going
1 - Safe Community	8	<p>Due to safety hazards and age related building deficiencies, it is recommended that planning commence immediately for the replacement of Station 1.</p>	<p>Business case to be developed by New Station Task Force for Council approval to proceed with funding of tender documents. Detailed implementation plan, tender documents and formal cost estimate to receive Council approval before tender.</p>	New Station Task Force/ AA	Complete
1 - Safe Community	9	<p>That an additional station be built to improve response times and enable more Township residents to be eligible for Insurance discounts.</p>	<p>Business case to be developed by New Station Task Force for Council approval to proceed with funding of tender documents. Detailed implementation plan, tender documents and formal cost estimate to receive Council approval before tender.</p>	New Station Task Force/AA	Ceased
1 - Safe Community	10	<p>That the additional station be located in Maynard on Township owned lands proximate to the Town Hall.</p>	<p>See Rec. 9 above</p>	New Station Task Force/AA	Ceased
1 - Safe Community	11	<p>An additional 12 firefighters be recruited with an explicit preference for candidates able to be available workdays.</p>	<p>Chief/CAO to bring forward a report with costing for Council's approval.</p>	Chief	Ceased

1 - Safe Community	12	That the current range of services provided by Augusta Fire be specified in the Establishing and Regulating By-Law.	To be reviewed and addressed by SOG / Training Committee/AA	Chief/AA	In process
1 - Safe Community	13	That a multi-year plan be developed to add one dry hydrant every two years to ensure all areas of the Township have year-round access to dry or pressurised hydrants or equivalent within 5 kms.	Apparatus Committee's Role to be expanded to include equipment & infrastructure including dry hydrants. Suggest Apparatus, Equipment & Infrastructure Committee	Apparatus, Equipment Committee / Chief	On Going
1 - Safe Community	14	NFPA 1120 "Standard on Water Supplies for Suburban and Rural Fire Fighting" be used to guide any future commercial, industrial or multi-occupant residential development.		Chief	Complete
1 - Safe Community	15	On an ongoing basis, the annual budget include the purchase of 1 portable radios to evergreen the current number as well as build an inventory to ensure adequate numbers are available during major events.	Apparatus Committee's Role to be expanded to include equipment & infrastructure including dry hydrants. Suggest Apparatus, Equipment & Infrastructure Committee	Apparatus, Equipment & Infrastructure Committee / Chief	On Going
1 - Safe Community	16	That Augusta Fire in collaboration with other South-Eastern Fire Departments initiate discussions with the South-East CAOC to explore the perceived dispatch delay issue and explore possible solutions to improve fire response times.	Continue active participation with mutual aid partners.	Chief	Complete

AUGUSTA FIRE RESCUE

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1 - Safe Community	17	Further study be undertaken to audit the number of emergency / first responders present in the first-on-scene apparatus to determine if a single station response would be appropriate.	Ongoing AA Responsibility	AA/Chief	Complete
2 - Organizational Culture	18	That the Township of Augusta approve the recruitment and appropriate compensation for a full-time Fire Chief.	Report & Recommendation to Council to begin selection process.	CAO/Council	Complete
3 - Accountability	19	That the Augusta Fire Department develop and implement quarterly reporting based on the Balanced Scorecard accountability framework.	AA, Chief, Deputy (and/or delegate) to review and implement.	AA/Deputy/ Chief	In Process
4 - Supporting Innovation	20	That the review and updating of Standard Operating Guidelines (SOG's) continue with a specific target performance metric regarding number to be developed, reviewed and updated be identified as part of the Departments annual objectives and be monitored in the quarterly report.	To be reviewed and addressed by SOG / Training Committee AA	SOG / Training Committee / AA	On Going
4 - Supporting Innovation	21	Subject matter experts/learns be identified and supported to assist in the review and development of SOG's, Lesson Plans, and to deliver common training to each station to ensure a consistent interpretation of the SOG's and Training Plans, thus facilitating station interoperability.	To be reviewed and addressed by SOG / Training Committee / AA	SOG / Training Committee / AA	Complete
4 - Supporting Innovation	22	Augusta Fire should seek opportunities to develop regional training initiatives including a common recruit program.	To be reviewed and addressed by SOG / Training Committee	Chief	On Going
4 - Supporting Innovation	23	That Augusta Fire continues to encourage and support Emergency/ First Responder or equivalent certification for all Firefighters and require Emergency/ First Responder or equivalent certification for advancement to Firefighter II and Officer positions.	To be reviewed and addressed by SOG / Training Committee	SOG / Training Committee	Complete
4 - Supporting Innovation	24	An optional third monthly training might be added to enhance medical and other firefighter competencies for those firefighters who wish to advance and maintain competency as NFPA Firefighter II.	To be reviewed and addressed by SOG / Training Committee	SOG / Training Committee	Not Started

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4 - Supporting Innovation	25	That a SOG and Training Program be developed and implemented for on-scene initial management of mass casualty events such as school bus rollovers, tornadoes, long term care facility fires, multi-vehicle accidents and train derailments.	To be reviewed and addressed by SOG / Training Committee / AA	SOG / Training Committee / AA	Not Started
4 - Supporting Innovation	26	Senior Firefighters and all Officers be encouraged and supported to take Technical Awareness Level Training to facilitate safe and effective initial response to emergency situations requiring resources not authorized by the E&R By-Law.	To be reviewed and addressed by SOG / Training Committee	Chief	On Going
4 - Supporting Innovation	27	That written protocols be developed regarding access to specialized technical rescue teams.	To be reviewed and addressed by SOG / Training Committee/AA	Chief/AA	Complete
5 - Strategic Management	28	The Fire Department Joint Occupational Health & Safety Committee meet at least every 3 months, and the frequency of meetings, number of workers trained, and number of station inspections be reported to Council on a quarterly basis.	Safety Committee	D/C + Safety Committee	Complete
5 - Strategic Management	29	The implementation of Accountability System be supported as a means to insure accountability is in place for every call. A concurrent audit should be initiated to report quarterly on whether Accountability was set up during major incidents.	To be reviewed and addressed by SOG / Training Committee/AA	D/C, AA	On Going
5 - Strategic Management	30	Current work to consider an updated accountability system should continue.	To be reviewed and addressed by SOG / Training Committee	Chief	On Going
5 - Strategic Management	31	That a SOG and related training be developed for the role and deployment of a Safety Officer based on Guidance Note 2-4 and NFPA 1521. A concurrent audit process should be developed to provide quarterly reports on the deployment of a Safety Officer at major incidents.	To be reviewed and addressed by SOG / Training Committee / AA	Chief / AA	Not Started
5 - Strategic Management	32	Formal Lesson/Training Plans, approved by the Chief, need to be in place that include specific safety procedures including incorporating a safety officer.	To be reviewed and addressed by SOG / Training Committee/AA	Chief/AA	Not Started
5 - Strategic Management	33	Health and Safety issues, policies and practices be continually monitored and reviewed including attendance at Ontario Association of Fire Chiefs annual Health & Safety Conference.	Health & Safety Committee / AA	D/C, AA	Complete

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5 - Strategic Management	34	The Township replace the election system with a process whereby Council identifies the skills and abilities necessary in a Chief and, after satisfying itself that an individual has been identified who possesses those qualities, appoints that individual.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO	CAO/Chief	Complete
5 - Strategic Management	35	The by-law appointing the Chief should be accompanied by an employment contract.	Will be brought forward as part of recommendation to Council to appoint.	CAO/Chief	Complete
5 - Strategic Management	36	The Chief's performance should then be overseen and reviewed on a regular basis, with consequences being imposed in the event that the Chief does not perform as expected.	Annual performance review to be completed by CAO	CAO	Not Started
5 - Strategic Management	37	The Chief, in turn, should have the authority to hire a Deputy and appoint officers.	Confirm in By-Law	Chief/AA	Complete
5 - Strategic Management	38	Hiring and promotions should be on the basis of skills and abilities and should be accompanied by contracts. Best practice Human Resource policies should be in place for Hiring and Promotions including requirement for Position Descriptions, Position Postings, Structured interview questions, oral & exams where appropriate, and panel interviews.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO/AA	HR Task Force/AA	Complete
5 - Strategic Management	39	Certain key positions should be filled only where the Chief is satisfied that the member has the requisite training.	HR Task Force to recommend qualifications required for department positions.	HR Task Force/Chief/ AA	Complete
5 - Strategic Management	40	The Chief should oversee the performance of Officers and Firefighters, (Performance Appraisals) with consequences being imposed for failing to meet expectations.	Ongoing	Chief/AA	On Going
5 - Strategic Management	41	The Township should also consider having the Fire Department share some, or all, of the human resources policies of the municipality.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO / AA	AA/Chief	On Going
5 - Strategic Management	42	That a formal Retention and Recruitment Strategy be developed using community and Firefighter focus groups to identify issues and propose recommendations.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO / AA	Chief / AA	Not Started
5 - Strategic Management	43	That the point system be reviewed to identify alternative compensation methods to support Firefighter retention and recruitment.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO	HR Task Force	Complete
5 - Strategic Management	44	That a formal Succession plan and Retirement Policy be developed.	HR Task Force to be struck and bring forward recommendations to Council through Chief/CAO/AA	AA/Chief	Not Started

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5 - Strategic Management	45	A formal preventative maintenance program should be developed and documented for apparatus and other major equipment based on the manufacturer's recommendations.		Truck Captains / Apparatus Committee / AA	Complete
5 - Strategic Management	46	That office procedures, processes, record location and access methods be documented and reviewed to ensure that complete records are being maintained, are readily accessible and the Firehouse program is being used to its potential.	AA, Chief, Deputy (or delegate) to review and implement.	AA/Deputy	complete
5 - Strategic Management	47	That office procedures, processes, record location and access methods be reviewed to determine if adequate back-up and alternative measures are in place to maintain business continuity should normal access or procedures be disrupted.	Admin Asst, Chief, Deputy (and/or delegate) to review and implement.	AA/Deputy	On Going
5 - Strategic Management	48	That electronic tools such as iPads as well as existing or enhanced capability of 'Firehouse' be explored to better keep track of performance measures and field documentation including fire inspections.	AA, Chief, Deputy (or delegate) to review and implement.	AA/Deputy	On Going
5 - Strategic Management	49	A target number of SOG's to be reviewed annually be established as well as an annual target for new SOG development.	To be reviewed and addressed by SOG / Training Committee / AA	SOG / Training Committee / AA	On Going
5 - Strategic Management	50	SOG's be developed for Electrical Emergencies (wires down, solar, transformer/pole fires, sub-station fires), Propane and Natural Gas Emergencies, Multi-Casualty Events, B.L.E.V.E., Safety Officer and Train Derailments.	To be reviewed and addressed by SOG / Training Committee / AA	SOG / Training Committee / AA	On Going
5 - Strategic Management	51	The SCBA related SOG's should be consolidated into a Respiratory Program as required by Sec. 21 Guidance Note # 49, CSA Z94.4 and NFPA 1981.	To be reviewed and addressed by SOG / Training Committee / AA	SOG / Training Committee / AA	Complete
5 - Strategic Management	52	That standard office automation software be used to facilitate communication and documentation access and that an employee purchase plan for basic laptops/tablets be initiated to ensure all firefighters and officers have access to calendar, email and other electronic communication modalities.	AA, Chief, Deputy (or delegate) to review and implement.	AA/Deputy	Ceased
6 - Collaborative Relationships	53	That the County mutual aid agreement be reviewed to determine what technical rescue services can be provided and protocols for access.	To be reviewed and addressed by SOG / Training Committee	Chief	complete

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6 - Collaborative Relationships	54	Clear Policies and Procedures be developed to access Provincial or other municipal Technical Rescue Teams (CBRNE, HUSAR) and other resources.	To be reviewed and addressed by SOG / Training Committee/AA	Chief/AA	Complete
6 - Collaborative Relationships	55	In collaboration with Mutual Aid partners, Augusta Fire explore opportunities to improve mutual aid interoperability including a common truck identification system. Should a common system not be feasible, Augusta Fire should consider a coherent truck identification system that could be adapted to a common system in the future.	Continue active participation with mutual aid partners.	Chief	Complete
6 - Collaborative Relationships	56	That opportunities to continue and further develop shared personnel and other mutually beneficial opportunities be explored.	Chief to meet at least quarterly with neighbouring Chiefs to discuss matters of mutual concern	Chief	On Going

Master Fire Plan Completion Summary

Complete – 22

Ongoing – 16

In Process – 5

Not Started – 9

Ceased – 4

2019 Preview

- Re-launching our Fire Prevention Committee
- Opening of new Station
- Large capital bunker gear replacement
- 6 Firefighters taking NFPA Fire Firefighter I (3 weeks)
- Recruitment program for hopefully 10 new hires