



# DEPARTMENT OF FIRE, RESCUE, AND EMERGENCY SERVICES

## 5 YEAR STRATEGIC PLAN

**2012-2016**

## Table of Contents

<b>King George County Strategic Plan</b>	<b>3</b>
<b>KGFRES Mission, Vision, and Values</b>	<b>5</b>
<b>Executive Summary</b>	<b>6</b>
<b>Planning Process Overview</b>	<b>8</b>
<b>The Planning Team</b>	<b>12</b>
<b>Primary Issues of Concern (Top 5)</b>	<b>14</b>
<b>Assessment of N.F.P.A. 1720 – 2010 Edition</b>	<b>18</b>
<b>2012 Goals</b>	<b>27</b>
<b>2013 Goals</b>	<b>34</b>
<b>2014 Goals</b>	<b>41</b>
<b>2015 Goals</b>	<b>44</b>
<b>2016 Goals</b>	<b>46</b>
<b>Goal Assessment Appendix</b>	<b>48</b>
<b>Response Districts by Square Miles Appendix</b>	<b>53</b>
<b>Station Location Appendix</b>	<b>54</b>
<b>Station Data Appendix</b>	<b>55</b>
<b>Staffing Appendix</b>	<b>57</b>
<b>Apparatus Status Appendix</b>	<b>58</b>
<b>Notes from NFPA 1720 Assessment</b>	<b>63</b>
<b>KG Fire and EMS State Study – Virginia Fire Services Board</b>	<b>Tab 1</b>
<b>NFPA 1720 Standard</b>	<b>Tab 2</b>
<b>KG BOS Presentation – Report and Findings of State Study</b>	<b>Tab 3</b>

# KING GEORGE COUNTY STRATEGIC PLAN

**Vision Statement:** King George County will be a safe, diverse, business friendly and sustainable community, with an economy that provides opportunities for all residents while preserving our heritage and rural character.

**Mission Statement:** The mission of King George County government is to provide the most cost effective, respectful and responsive public services through innovative leadership, use of technology and the teamwork of its public officials and employees.

## **Strategic Priorities:**

### **1. Secure Financial Future:**

1. Continue to exercise sound financial management and build the County's fiscal strength while minimizing the tax burden.
2. Promote operational efficiencies through shared or merged services and the use of technology.
3. Provide County services, facilities and infrastructure in a manner that balances expenditures with the expansion of the tax base.
4. Prepare and update Capital Improvement Program and develop priorities annually.
5. Update and review 10 yr financial forecast model annually.
6. Ensure strategic plan reviewed every 3-5 years.

### **2. Education:**

1. Work closely with the School system to jointly plan County and School facilities, and to consolidate services.
2. Support lifelong learning and quality educational opportunities.

### **3. Public Health and Safety:**

1. Encourage and promote volunteerism.
2. Ensure that the availability of public safety services continue to meet the needs of the County.
3. Implement policies and programs that safeguard the health, safety, and welfare of our citizens.

#### **4. Economic Diversification:**

1. Develop an Economic Development Strategy in accordance with the County Comprehensive Plan.
2. Promote opportunities which foster new and existing businesses in commercial, industrial, retail and office development.
3. Identify and aggressively pursue economic development that broadens the County's tax base.

#### **5. Manage Growth – Rural Preservation:**

1. Preserve and protect the rural character, natural resources, history and beauty of the County.
2. Minimize the impact of growth by ensuring that the costs associated with new development will have minimum impact.
3. Ensure private development and government operations are environmentally sensitive.

#### **6. Customer Service:**

1. Increase use of technology as a strategy to inform citizens about County programs, information and services.
2. Promote accountability, innovation, openness and excellence in providing service to customers.
3. Continue to increase the use of technology to conduct County business.

#### **7. Staff Development and Retention:**

1. Maintain a well-trained and high performing workforce and provide County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
2. Enhance collaboration and knowledge sharing.
3. Promote a balanced work/lifestyle.

**King George County**  
**Department of Fire,**  
**Rescue & Emergency Services**

**MISSION STATEMENT**

We will answer the call of those in need remaining vigilant and committed to the preservation of life, the protection of property, and the conservation of the environment.

**VISION STATEMENT**

We will strive to be a high performance department and continue to meet the current and future needs of our customers through cooperative teamwork and innovation technology. Through strength, determination and commitment we will ensure this department exceeds the expectations of those we serve.

**Core values**  
(Remember “PRIDE”)

**PROFESSIONALISM** – I will do my job to the best of my ability and continuously strive to improve.

**RESPECT** – I will treat others with dignity, honor, and compassion, as I want to be treated myself.

**INTEGRITY** – I will be honest and do what is right regardless of the circumstances.

**DEDICATION** – I will remain committed to exceeding the expectations of those who depend on me.

**EXCELLENCE** – I will not accept mediocrity in the performance of my duties.

## **Executive Summary**

The King George County Department of Fire, Rescue and Emergency Services has developed this five year strategic plan in concert with the County Strategic Plan as well as volunteer, career, business and citizen input. It is intended to serve as a guide in providing effective and efficient fire, emergency medical, and emergency management services to the citizens of King George County. It has also identified and taken into consideration twelve critical influencing factors.

The Department also selected a national standard that recognizes a primarily volunteer response system supported by career staff as the basis for developing this plan. This standard establishes realistic expectations based on this combination system.

A planning team consisting of Department personnel as well as a citizen and business representative reviewed each of the eighty six (86) components of the standard and identified where the Department met, partially met, or did not meet each of the components. They also prioritized each component. Supporting documentation for each decision was recorded for future reference in developing the improvement plan and establishing the individual yearly goals.

During this process four (4) significant issues of concern were identified. The first is there is no current method to track actual Department performance. The current records management system used in the computer aided dispatch system does not capture the necessary information. Without technology enhancements in this system it is not possible to track performance indicators identified in the next issue below.

The second issue involves the number of personnel needed to provide the basic level of service and the time required to arrive on scene to initiate these services. The standard used in this process requires from six (6) to ten (10) personnel be on scene between ten (10) to fourteen (14) minutes, depending on the population density of the County. It also requires a minimum of five (5) personnel to initiate action in any type of atmosphere considered immediately dangerous to life and health (IDLH) which includes a residential house fire. This is also a requirement of the Virginia Department of Labor and Industry (OSHA). It must be clearly understood this response level is to initiate actions, but additional resources will be needed to sustain extended or multiple operations. Based on this information there should be a minimum of seven (7) personnel available at each of the three stations to support both fire and emergency medical response demands.

The third issue requires the Department to complete a detailed community fire and emergency medical service risk assessment as well as a community risk management plan. The information obtained from these initiatives will determine if sufficient resources and guidance exist to

respond to actual emergency situations. The review and revision of existing Department standard operating procedures and other directives should be done concurrently with this action.

The fourth issue involves the support from surrounding jurisdictions. Currently mutual aid is both given and received to and from all surrounding jurisdictions. It does, however, need to be incorporated into the technological issues discussed in item one. These resources should be dispatched on initial alarms when appropriate. This process is currently in use by other jurisdictions in Virginia.

While much work is ahead of the Department to implement and accomplish the goals identified in this plan, it is commendable they have undertaken this initiative. The Planning Team must continue to work with the members of the Department, County staff, and the businesses and citizens of the County.

An annual review and report of the progress will be an integral part of sustaining the success of this strategic plan. It should also be understood revisions will be required as resources and demands change.

It should also be noted this Plan takes into consideration and addresses issues identified and discussed in the King George County Fire and EMS Study completed by the Virginia Fire Services Board conducted in November 2011.

## King George County Department of Fire, Rescue, and Emergency Services

### Five (5) Year Strategic Planning Process Overview

King George County is fortunate in that it is a prosperous and growing county. It is experiencing commercial and residential growth and this trend is projected to continue. With this prosperity comes the responsibility for King George County Department of Fire, Rescue, and Emergency Services (the Department) to provide a responsible level of service to its businesses, citizens, and visitors. Defining a “responsible level” requires the Department to consider many factors. This strategic plan (the Plan) identifies and examines these factors in detail. The Plan also provides guidance to assist the Department in moving forward to achieve this responsible plan.

However, before an appropriate and responsible level of service and the factors influencing it are discussed, there must be some logic in identifying and selecting this responsible level. The Department has selected the 2010 edition of the National Fire Protection Association Standard (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 as its basis. This is a nationally recognized standard developed by individuals from business, industry, and government from all portions of the United States. It is a sound and rational selection for the Department as it currently provides service by volunteer responders supplemented with County employees. Although additional County personnel should be anticipated and planned for, the volunteer contingent will continue to be a significant asset supporting emergency response for a minimum of the next five (5) years.

This NFPA standard addresses initial response to residential structural fires. It does not address other issues such as Fire Prevention (NFPA 1031 and 1033); Safety (NFPA 1500); Emergency Management (NFPA 1600); and training. However, these issues were discussed and are addressed in the five (5) year goals.

King George County, as many local governments in this Country, depend on volunteers to provide services in many areas. Without this volunteer support local governments could not meet the demands placed on them. It is for this reason a strong volunteer recruitment, retention, and recognition program must also be a part of this Plan.

Finally, the Department must ensure the Plan is in concert with the King George County Strategic Plan as well as those of other County Departments that are or may be in place over the next five (5) years. It is critical to the overall success of the County that all individual department plans be coordinated with the County Plan.

The following information discusses the influencing factors of this Plan. It should be understood that these factors will constantly be changing during this five (5) year period. Therefore, an annual review of the Plan is a critical factor to its overall success.

#### Factor 1 – Financial requirements and constraints

The Department has three basic resources it requires. They are human, physical, and financial resources. Each of these resources requires financial contributions from some source. The Department is fortunate to have several potential funding sources to assist in achieving success of this Plan. They include, but are not necessarily limited to the County general fund; state grants; federal grants; public donations; corporate donations; “ambulance fee for service”; and private non-profit foundations. These, and any other funding resources that may be identified over the duration of this Plan, should be explored to the fullest possibility.

#### Factor 2 – Human resource requirements and constraints

Currently there are 166 volunteers (active, life, inactive, ladies auxiliary, administrative, and honorary members) and 28 full time and 12 part time County personnel available for providing the required services. There are approximately 70 active members as referenced in the Department of Fire Programs Report of November 2011. Current incident reports as well as the State report indicate a lesser number routinely respond to calls or pull duty. Both have limitations in that volunteer personnel are not always available due to work schedules or personal commitments and the number of current County personnel limits their capabilities. As a result, a staffing process and procedure must be developed to ensure adequate personnel are available to respond to emergency requests for assistance.

#### Factor 3 - Mutual Aid Agreements

Currently the Department has mutual aid agreements with Stafford County; Westmoreland County; Spotsylvania County; Fredericksburg City; Dahlgren Naval Base; and Charles County, Maryland. Additionally, the (Commonwealth of Virginia) Statewide Mutual Aid Agreement allows resources from other fire departments across the state to provide assistance to the Department. It must be realized that there is the possibility of financial costs associated with this process.

#### Factor 4 – Apparatus repair and replacements

The Department fleet currently consists of vehicles owned and operated by the volunteer fire companies as well as apparatus and equipment purchased by the County. Re-occurring maintenance cost is typically an annual budget item while replacement of large apparatus must be factored into the County Capital Budget process. Detailed maintenance records and an aggressive maintenance program are necessary to provide accurate budget projections.

### Factor 5 – Personal Protective Equipment

Each emergency responder must be equipped with personal protective equipment. Such equipment is expensive to purchase and maintain. As a result, it is in the best interest of the Department to implement, to the extent possible, programs that eliminate turnover, regardless of County employee or volunteer status.

### Factor 6 – Emergency response equipment

Some emergency response equipment is reusable while others are disposable. Just as with personal protective equipment, emergency response equipment is expensive to purchase and maintain. A great deal of consideration must be given to the emergency response equipment selected for purchase and use.

### Factor 7 – Regulatory and consensus standards

There are many regulations and standards involved in providing fire, emergency medical, and emergency management services. The term “fire service” today includes much more than fighting fires. It includes responding to environmental emergencies (hazardous materials), technical rescues (trench, high angle, confined spaces, others), water rescues, and other difficult and challenging situations. Emergency Medical Services (EMS) has its own set of regulations as does Emergency Management. However, special attention should be given to the (mandatory) Occupational Safety and Health Administration (OSHA) regulations as these are the ones that directly impact the health and safety of the emergency responders. Others to review and consider are those governing EMS, and the environment.

### Factor 8 – Industry standard practices

Although there are many ways to approach firefighting, EMS, and emergency management there are some practices that are generally recognized as accepted ways to perform certain tasks. Such topics are discussed in technical journals, conferences and seminars, and discipline specific publications.

### Factor 9 – Training

Many hours of initial and ongoing training are mandated by state and federal agencies. Much of this training can be done in an “on duty” status and in the County, however some requires “off duty” or overtime status and out of the County. This increases cost and places additional hardships on both County employees and volunteer personnel. There are opportunities to reduce this issue but it cannot be totally eliminated. One item currently under discussion and consideration is a regional training academy for both career and volunteer personnel. The current Rappahannock Fire and EMS Training Commission would be an excellent vehicle to accomplish this task.

#### Factor 10 – Political impact

Elected and appointed officials at all levels of government must be sensitive to and respond accordingly to public demands. This often impacts funding, personnel, and many other issues. Regardless of any personal opinion, this must be considered in the overall development of this Plan.

#### Factor 11 – Development

Tracking residential, commercial, and industrial development will assist in defining needs related to new facilities, reassignment of personnel and/or apparatus, and water flow capabilities. This will require close coordination with Economic Development and the Service Authority.

Factor 12 – Work Load Indicators As discussed in Factor 7 “Regulatory and consensus standards”, there are many different types of emergency response situations. As a result, tracking each type will influence decisions regarding personnel, training, and equipment. Each of these obviously impact funding strategies.

With the above influencing factors identified, the next step is the creation of an evaluation team to conduct the self-assessment of the National Fire Protection Association Standard 1720; Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, 2010 edition. This team should consist of a cross section of King George County Volunteer and County personnel with extensive knowledge in the various types of emergency situations the Department has or will likely respond to in the future. It should also include representation from the public as well as the business and industry community, as they are the customers of the services provided by the Department.

## **The Planning Team**

David Moody  
Fire/Rescue Chief

Steve Basham  
Deputy Fire/Rescue Chief

Ted Lovell  
Volunteer Deputy Fire Chief

Shawn Simmons  
Captain/Operations

Valerie Myers  
Volunteer President

James Johnson  
Citizen Representative

Julie Caiafa  
Business/Industry Representative

William Howlett  
President  
Howlett and Associates, Inc.

At the Planning Team's initial meeting Chief Moody provided an overview of the project. He also provided information regarding the County as well as the Department of Fire, Rescue, and Emergency Services. A portion of that data contained statistical information from August, 2009 through July, 2010. This data assisted the Team in identifying current issues as well areas of strength.

Mr. Howlett provided each team member with a copy of the National Fire Protection Association Standard 1720; Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, 2010 edition. He also provided a self-assessment matrix for the purpose of assessing the current status of complying with this standard.

The Team then conducted a general discussion about the department as well as the influencing factors identified in the overview. This was both important and necessary, especially for the community and the business and industry representatives.

Finally, Mr. Howlett instructed the Team to review in detail the NFPA Standard and individually rate the top five (5) most important items, as they viewed them. Once completed, they were to forward their findings to Mr. Howlett for tabulation and discussion at the next meeting. That information is found on the following pages. The highlighted areas identify the most commonly identified issues. They center on personnel and staffing needs.

**King George Fire, Rescue, and Emergency Services  
Strategic Planning Team  
NFPA 1720 Top Concerns**

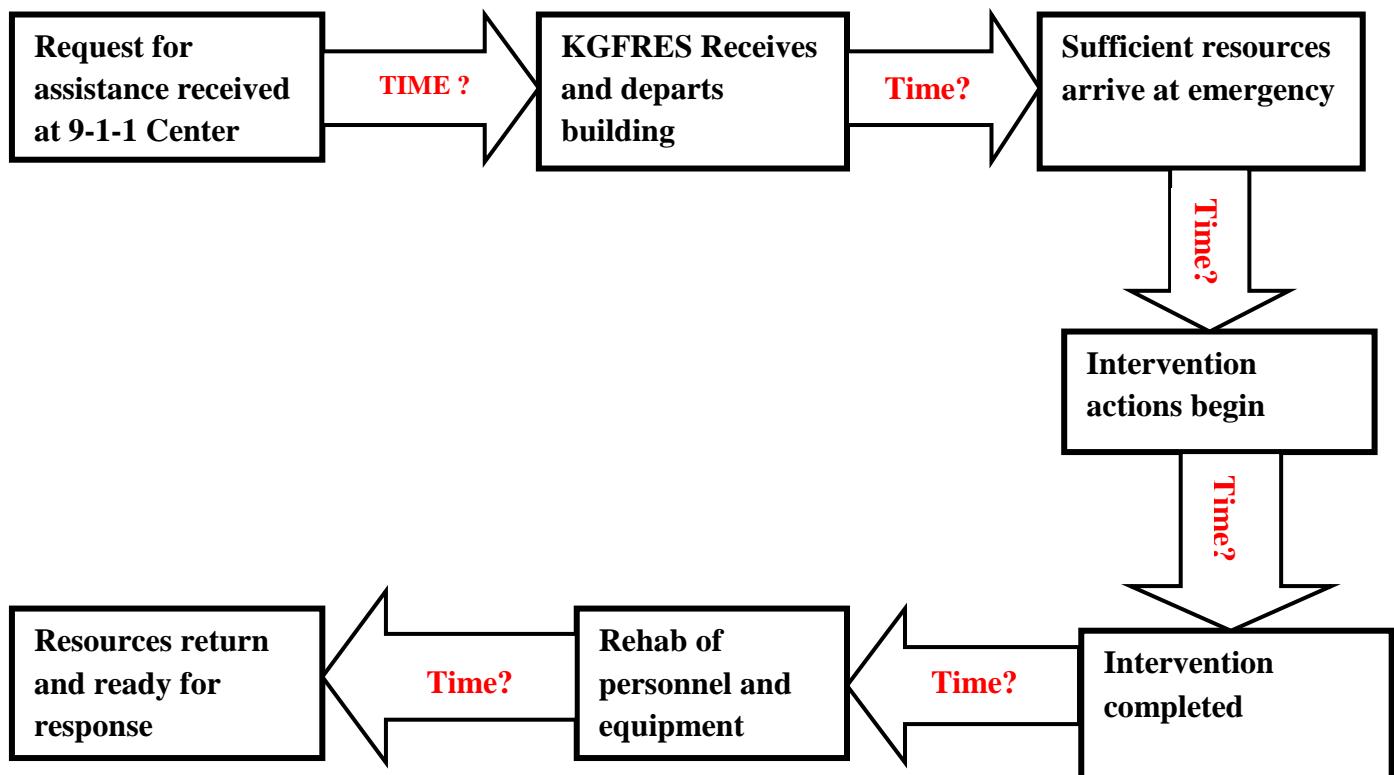
Std. #	TM 1	TM 2	TM 3	TM 4	TM 5	TM 6	TM 7
<b>4.1 - Fire Suppression Organization</b>							
4.1	X		X	X	X	X	
4.1.1		X					X
4.1.2		X					
<b>4.2 – Community Risk Management</b>							
4.2					X	X	
4.2.1							
4.2.2							
4.2.3							
4.2.3.1							
4.2.3.2							X
<b>4.3 – Staffing and Development</b>							
4.3				X			
4.3.1		X	X		X	X	
4.3.2			X				
4.3.3			X				
4.3.4					X		
4.3.5							X
<b>4.4 – Reporting Requirements</b>							
4.4.1							
4.4.1.1							
4.4.1.2							
4.4.2							
4.4.2.1						X	
4.4.2.2							
4.4.3							
4.4.3.1							
4.4.3.2							
<b>4.5 – Fire Suppression Operations</b>							
4.5				X			
4.5.1							
4.5.1.1							
4.5.1.2		X					
4.5.1.3	X	X					
4.5.2							
4.5.2.1							
4.5.2.2							
<b>Continued on next page</b>							
<b>TM = Team Member</b>							

<b>4.6 – Initial Firefighting Operations</b>							
4.6				X			
4.6.1	X		X			X	
4.6.2			X				
4.6.3			X				
4.6.3.1							X
4.6.3.2							
4.6.4							
<b>4.7 – Sustained Firefighting Operations</b>							
4.7							
4.7.1	X		X				
4.7.2			X				
4.7.3							
<b>4.8 – Intercommunity Organization</b>							
4.8							
4.8.1							
4.8.2							
4.8.3							
<b>4.9 – Emergency Medical Services</b>							
4.9				X			
4.9.1							
4.9.2							
4.9.3							
4.9.4							
4.9.5							
4.9.5.1							
4.9.5.2							
4.9.6							
4.9.6.1							
4.9.6.2							
4.9.6.3							
4.9.6.4							
<b>4.10 – Special Operations</b>							
4.10.1							X
4.10.2							
4.10.3							
4.10.4							
4.10.5							
4.10.6							
4.10.7			X				
4.10.8							
<b>5.1 – Safety and Health Systems</b>							
5.1.1						X	
5.1.2							
<b>Continued on next page</b>							

<b>5.2 – Incident Management Systems</b>							
5.2.1							
5.2.2							
5.2.3							
<b>5.3 – Training Systems</b>							
<b>5.4 Communications System</b>							
5.4.1					X		
5.4.2	X						
5.4.3							
5.4.4							
<b>5.5 – Pre-Incident Planning</b>							
5.5.1							
5.5.2							

After reviewing the NFPA Standard, selecting their individual top five (5) priorities, and based on the available data the Team assessed their current status for compliance with the NFPA Standard.

It is important to note that currently there is not an automated electronic data collection system that captures all the information necessary to accurately complete the assessment. The data set needed is illustrated in Figure 1 below. As a result, the assessment depends on the individual Team members to provide, in some cases, subjective rather than verifiable information.



**Figure 1**

## NFPA 1720 (2010 Edition) Review Guidance

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
<b>4.1: Fire Suppression Organization</b>	Sufficient staff, equipment, & apparatus to respond efficiently, effectively, & safely		X		1	1
4.1.1	Written guidance (SOPs, Policy, Procedures) for organizational, operational, & deployment		X		3	2
4.1.2	A clear line of succession of command responsibility		X		1	3
<b>4.2: Community Risk Management</b>	Participates in a process that develops a community fire & EMS risk management plan		X		2	4
4.2.1	Role of KGFRES & other responding agencies is defined by the community risk management plan		X		2	5
4.2.2	The number & type of units assigned to a specific response is determined by risk analysis or pre fire planning		X		2	6
<b>4.2.3 Hazardous Materials</b>					N/A	7
4.2.3.1	Participate in developing a community risk plan RE: storage, use & transportation of HAZMATs		X		2	8

NFPA Standard	Discussion Guidance	Completely Meets	Partially Meets	Does Not Meet	Priority (1,2,or3)	See Note #
4.2.3.2	Specific role of KGFRES & other agencies is defined by the community risk plan for HAZMATs & <u>Special Operations</u> ( <a href="#">See Special Operations definition 3.3.30.2 and A.3.3.30.2</a> )		X		2	9
<b>4.3: Staffing &amp; Development</b>					N/A	10
4.3.1	Minimum staffing requirements to operate safely and effectively are identified based on Table 4.3.2		X		1	11
4.3.2	See above (4.3.1)	X			1	12
4.3.3	Fire attack begins within 2 minutes upon arrival of required staffing		X		1	13
4.3.4	Responders are organized into teams and have required equipment and apparatus	X			2	14
4.3.5	Standard response includes mutual aid as predetermined by location		X		2	15
<b>4.4: Reporting Requirements</b>					N/A	16
4.4.1	There is a standardized reporting system	X			3	17
4.4.1.1	Standard report includes location and nature of fire and describe the circumstances and operations performed	X			3	18

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
4.4.1.2	Responding members are identified on report	X			3	19
<b>4.4.2:Annual Evaluation</b>					N/A	20
4.4.2.1	Annual evaluation based on level of service, deployment delivery and response time objectives			X	1	21
4.4.2.2	Evaluation based on response time objective in each demand zone (RE: Table 4.3.2)			X	1	22
4.4.3	Provide the County a written quadrennial report based on annual evaluations			X	2	23
4.4.3.1	Quadrennial report defines zones and/or circumstances where requirements are not being met			X	2	24
4.4.3.2	Reports explains consequences of identified deficiencies and address steps within KGFRES Strategic Plan to achieve compliance			X	2	25
<b>4.5: Suppression Operations</b>					N/A	26
4.5.1	One individual assumes Incident Command	X			1	27
4.5.1.1	Assumption and identification of command communicated to all units	X			1	28
4.5.1.2	Incident commander is responsible for all operations	X			1	29
4.5.1.3	Incident commander ensures accountability system used	X			1	30

NFPA Standard	Discussion Guidance	Completely Meets	Partially Meets	Does Not Meet	Priority (1,2,or3)	See Note #
<b>4.5.2: Company Officer</b>	Is always aware of identity, location, and activity of each crew member	X			1	31
4.5.2.1	Each member of the company is aware of the identity of the company officer		X		1	32
4.5.2.2	Orders addressed to individuals are transmitted through the company officer		X		1	33
<b>4.6: Initial Fire Fighting Operations</b>					N/A	34
4.6.1	4 members are present prior to interior operations		X		1	35
4.6.2	In hazardous areas a minimum of 2 members work as a team	X			1	36
4.6.3	At least 2 members are outside the hazardous area and available for rescue		X		1	37
4.6.3.1	One of the outside members is allowed to engage in other activities	X			2	38
4.6.3.2	Assignment of a member will not be permitted if it would jeopardize their ability to rescue		X		1	39
4.6.4	Initial attack before 4 members arrive is allowed if conducted in accordance with NFPA 1500		X		1	40

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
<b>4.7: Sustained Fire-Fighting Operations</b>					N/A	41
4.7.1	See 4.7.1 in the NFPA 1720 (2010 Edition) document		X		1	42
4.7.2	See 4.7.2 in the NFPA 1720 (2010 Edition) document		X		1	43
4.7.3	See 4.7.3 in the NFPA 1720 (2010 Edition) document		X		1	44
<b>4.8: Inter-community Organization</b>					N/A	45
4.8.1	Mutual aid agreements are in writing and address issues such as: liabilities for injuries; disabilities; deaths; cost of services; authorization to respond; staffing and equipment and the designation of the incident commander	X			2	46
4.8.2	Procedures and training requirements of mutual aid personnel are comprehensive		X		2	47
4.8.3	Mutual aid companies are able to communicate with the incident commander		X		2	48

NFPA Standard	Discussion Guidance	Completely Meets	Partially Meets	Does Not Meet	Priority (1,2,or3)	See Note #
<b>4.9: Emergency Medical Services</b>					N/A	49
4.9.1	Applies only to fire departments delivering EMS	X			3	50
4.9.2	Roles, responsibilities, functions, and objectives are clearly identified in writing	X			1	51
4.9.3	Operations are organized to ensure EMS capability includes personnel, equipment, and resources to deploy the initial arriving company and additional alarms		X		1	52
4.9.4	KGFRES allows the use of mutual aid to accomplish requirements of this section	X			1	53
<b>4.9.5: System Components</b>					N/A	54
4.9.5.1	Department allows for first responder, BLS, and ALS	X			1	55
4.9.5.2	Basic treatment levels are in accordance with Virginia Department of Health, Division of EMS	X			1	56
<b>4.9.6: Quality Management</b>					N/A	57
4.9.6.1	KGFRES has a quality management program	X			1	58
4.9.6.2	First responders and BLS providers treatment is reviewed and documented by KGFRES personnel	X			1	59

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
4.9.6.3	ALS personnel have a medical director to oversee and ensure quality medical care as required by Virginia Department of Health, Division of EMS	X			1	60
4.9.6.4	ALS providers have immediate communications capabilities with medical oversight	X			1	61
<b>4.10: Special Operations</b>					N/A	62
4.10.1	KGFRES participates in <u>Special Operations</u> <i>(See A.3.3.30.2)</i>		X		2	63
4.10.2	KGFRES has a special operations response plan and supporting SOPs		X		2	64
4.10.3	Special operations are organized to ensure sufficient personnel, equipment, and apparatus		X		2	65
4.10.4	Special operations are limited to the personnel, equipment, and apparatus available	X			2	66
4.10.5	Mutual aid is allowed to meet the requirements of this section	X			1	67
4.10.6	Personnel responding to HAZMATs are trained to NFPA 472	X			1	68
4.10.7	RIC is available as required by NFPA 1500		X		1	69
4.10.8	Resources for response capabilities beyond KGFRES are identified as well as procedures on how to acquire these resources	X			2	70

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
<b>5.1: Safety and Health System</b>					N/A	71
5.1.1	There is a fire fighter occupational safety and health program in place in accordance with NFPA 1500		X		2	72
5.1.2	AEDs are on scene with personnel trained to operate them	X			1	73
<b>5.2: Incident Management System</b>					N/A	74
5.2.1	There is an incident management system that complies with NFPA 1561		X		2	75
5.2.2	There is an effective ICS to manage all types of events	X			2	76
5.2.3	The incident management system is consistent with the National Incident Management System (NIMS) and the National Response Framework (NRF)	X			2	77
<b>5.3 Training</b>	A training program that ensures competency	X			2	78
<b>5.4: Communications</b>					N/A	79
5.4.1	Provides a reliable communications system to support response		X		2	80

<b>NFPA Standard</b>	<b>Discussion Guidance</b>	<b>Completely Meets</b>	<b>Partially Meets</b>	<b>Does Not Meet</b>	<b>Priority (1,2,or3)</b>	<b>See Note #</b>
5.4.2	All communication facilities, equipment, staffing, and operating procedures comply with NFPA 1221		X		1	81
5.4.3	Radio communications operating procedures comply with standard terminology	X			2	82
5.4.4	Standard terminology, in compliance with NFPA 1561 is established to transmit information, including strategic modes of operation, situation reports, and emergency notification	X			2	83
<b>5.5: Pre- Incident Planning</b>					N/A	84
5.5.1	KGFRES has operational requirements to conduct pre-incident planning	X			2	85
5.5.2	Particular attention is given to target hazards	X			2	86

2012 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2012-1	Volunteer Recruitment / Retention and Coordination	See Goal Assignment Appendix	July 2012	November 2012	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide step-by-step coordination with new volunteer applicants	Reserved for primary assignee
Step 2	Implement a volunteer mentor program	Reserved for primary assignee
Step 3	Establish assigned tasks and responsibilities while on duty	Reserved for primary assignee
Step 4	Review volunteer membership on a quarterly basis to ensure active participation vs. inactive	Reserved for primary assignee
Step 5	Ensure Department records management system (Firehouse) is being utilized to ensure proper participation tracking	Reserved for primary assignee
Step 6	Ensure PPE and uniforms are available and issued to active volunteers	Reserved for primary assignee
Step 7	Establish a volunteer recruitment / retention program and establish annual performance goals.	Reserved for primary assignee
Step 8	Track and document Step 7	Reserved for primary assignee

<b>Step 9</b>	<b>Continue to review additional incentives for active volunteer participation including spot awards, gift cards, etc.</b>	<b>Reserved for primary assignee</b>
<b>Step 10</b>	<b>Explore the feasibility of reimbursement of out-of-pocket expenses for volunteering (nominal fee)</b>	<b>Reserved for primary assignee</b>
<b>Step 11</b>	<b>Explore the feasibility of establishing a Fire Corps program</b>	<b>Reserved for primary assignee</b>

2012 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2012-2	Operational Staffing	See Goal Assignment Appendix	August 2012	January 2013	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Establish a monthly schedule that indicates daily staffing needs	Reserved for primary assignee
Step 2	Deploy active volunteer members into staffing plan utilizing duty shifts	Reserved for primary assignee
Step 3	Document un-met staffing needs	Reserved for primary assignee

2012 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2012-3	Organizational Development and Operations	See Goal Assignment Appendix	June 2012	January 2013	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Establish a new organizational chart that represents a more integrated and combined department	Reserved for primary assignee
Step 2	Establish a 24 hour command structure ensuring that a supervisor is on-duty	Reserved for primary assignee
Step 3	Review NFPA 1561 for missing compliance components regarding incident management	Reserved for primary assignee
Step 4	Appoint an active and qualified member as a volunteer Safety Officer	Reserved for primary assignee
Step 5	Ensure that a Safety Officer is appointed at every scene involving an IDLH environment	Reserved for primary assignee
Step 6	Integrate the Department's mission, vision statements, and core values into the all personnel	Reserved for primary assignee
Step 7	Provide an annual review of all Standard Operating Procedure (SOP's) and ensure adherence	Reserved for primary assignee

2012 Goals					
Goal #	Goal	Assigned to:	Start Date	Completion Target	Completed Date
2012-4	<b>Fire Prevention</b>	See Goal Assignment Appendix	July 2012	July 2013	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Recommend amending the current fire prevention ordinance and adopting and appointing a Fire Marshal pursuant to state law	Reserved for primary assignee
Step 2	Ensure all components of training is conducted after Fire Marshal and/or Asst. Fire Marshal appointments	Reserved for primary assignee
Step 3	Examine the feasibility of performing hydrant flow testing pursuant to NFPA standards	Reserved for primary assignee
Step 4	Establish a hydrant maintenance program	Reserved for primary assignee
Step 5	Establish a Public Fire and Life Safety Educator program	Reserved for primary assignee

2012 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2012-5	Communications	See Goal Assignment Appendix	August 2012	April 2013	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide a review and analysis of the current Computer Aided Dispatching (CAD) system	Reserved for primary assignee
Step 2	Examine the feasibility of CAD integration into the records management system (Firehouse)	Reserved for primary assignee
Step 3	Provide a review of interoperability throughout mutual-aid response areas	Reserved for primary assignee
Step 4	Conduct a review of all Fire/Rescue mobiles, pagers, base stations, and all other radio equipment to ensure compliance with the January 2013 FCC Narrow-banding requirement	Reserved for primary assignee
Step 5	Replace any communication devices needed for compliance of the FCC narrow-banding requirement	Reserved for primary assignee

2012 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2012-6	Training	See Goal Assignment Appendix	July 2012	January 2014	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Perform a full review of all training records for all personnel	Reserved for primary assignee
Step 2	Review minimum training requirements for all positions	Reserved for primary assignee
Step 3	Increase training opportunities through regional partnerships, community colleges, contractual instructors, etc.	Reserved for primary assignee
Step 4	Establish a training structure at Company 1 to provide on-site basic training drills and exercises	Reserved for primary assignee
Step 5	Ensure all officers attend leadership training for the position	Reserved for primary assignee
Step 6	Examine the feasibility of a professional development program	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-1	Review the I.S.O. report and current requirements	See Goal Assignment Appendix	August 2012	April 2013	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Review all fire department operations, water supply, and communications which encompass all three factors of the ISO's Public Protection Classification rating.	Reserved for primary assignee
Step 2	Coordinate needed information with the King George Service Authority.	Reserved for primary assignee
Step 3	Coordinate needed information with the King George Sheriff's Office (911 Communications).	Reserved for primary assignee
Step 4	Review all mutual / automatic aid agreements	Reserved for primary assignee
Step 5	Conduct a practical water supply exercise ensuring proper water flow utilizing rural water supply tanker shuttles for a specified time frame.	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-2	Request I.S.O. update	See Goal Assignment Appendix	May 2013	May 2014	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Facilitate ISO evaluation process	Reserved for primary assignee
Step 2	Coordinate all aspects of evaluation with other county Departments	Reserved for primary assignee
Step 3	Set date for ISO visit and county tour	Reserved for primary assignee
Step 4	Conduct any practical exercising as required by ISO	Reserved for primary assignee
Step 5	Ensure documentation of all training records, mutual aid agreements, annual hose and pump testing records, policies and procedures, etc. are provided as required by ISO	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-3	Implement, within existing capabilities, the volunteer fire and EMS incentives identified in Goal 2012-1	See Goal Assignment Appendix	March 2013	January 2014	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide a review of fiscal impact of additional volunteer incentives	Reserved for primary assignee
Step 2	Provide a legal review of acceptable volunteer incentives to ensure a clear separation of volunteer versus employee	Reserved for primary assignee
Step 3	Advocate for additional incentives for active and operational volunteers	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-4	Revise as necessary all S.O.P.s and mutual aid agreements as identified in Goal 2012-3	See Goal Assignment Appendix			To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide an annual review of Department SOP's by the SOP Committee	Reserved for primary assignee
Step 2	Provided any revisions necessary of Department SOP's	Reserved for primary assignee
Step 3	Review all proposed revisions and changes	Reserved for primary assignee
Step 4	Implement any needed revisions and changes	Reserved for primary assignee
Step 5	Training and personnel awareness on all implemented changes	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-5	<b>Publish a report identifying the changes in compliance with NFPA 1720.</b>	<b>See Goal Assignment Appendix</b>	<b>September 2013</b>	<b>January 2014</b>	<b>To be added when completed</b>

## Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review of NFPA 1720 and the compliance matrix</b>	<b>Reserved for primary assignee</b>
Step 2	<b>Document all areas of compliance and non-compliance</b>	<b>Reserved for primary assignee</b>
Step 3	<b>Document potential impact of all non-compliance areas</b>	<b>Reserved for primary assignee</b>
Step 4	<b>Document how non-compliance areas can be met</b>	<b>Reserved for primary assignee</b>
Step 5	<b>Provide the County Administrator a status report</b>	<b>Reserved for primary assignee</b>

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-6	Begin the community all-hazards risk management plan	See Goal Assignment Appendix	January 2013	January 2014	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide a review of hazards within the community	Reserved for primary assignee
Step 2	Provide a review of historical significant emergencies within the community	Reserved for primary assignee
Step 3	Coordinate data to ensure GIS overlay mapping	Reserved for primary assignee
Step 4	Provide input regarding a target hazard analysis	Reserved for primary assignee
Step 5	Review target hazard to ensure needed resources for each	Reserved for primary assignee

2013 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2013-7	<b>Review the 5 Year Strategic Plan and revise as necessary</b>	See Goal Assignment Appendix	December 2013	March 2014	To be added when completed

### Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review to ensure goals and action plans are on schedule</b>	Reserved for primary assignee
Step 2	<b>Make revisions and adjust timelines as necessary</b>	Reserved for primary assignee

2014 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2014-1	<b>Publish a report identifying the changes in compliance with NFPA 1720.</b>	See Goal Assignment Appendix	September 2014	January 2015	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review of NFPA 1720 and the compliance matrix</b>	Reserved for primary assignee
Step 2	<b>Document all areas of compliance and non-compliance</b>	Reserved for primary assignee
Step 3	<b>Document potential impact of all non-compliance areas</b>	Reserved for primary assignee
Step 4	<b>Document how non-compliance areas can be met</b>	Reserved for primary assignee
Step 5	<b>Provide the County Administrator a status report</b>	Reserved for primary assignee

2014 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2014-2	Review the 5 Year Strategic Plan and revise as necessary	See Goal Assignment Appendix	December 2014	March 2015	To be added when completed

### Action Plan

Step #	Action	Reference Notes
Step 1	Provide a review to ensure goals and action plans are on schedule	Reserved for primary assignee
Step 2	Make revisions and adjust timelines as necessary	Reserved for primary assignee

2014 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2014-3	Complete the community all-hazards risk management plan	See Goal Assignment Appendix	July 2014	January 2015	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	Provide a final review of the draft all-hazards risk management plan	Reserved for primary assignee
Step 2	Ensure the plan is incorporated into other county emergency planning	Reserved for primary assignee
Step 3	Provide the County Administrator a status report	Reserved for primary assignee
Step 4	Ensure coordination with other county Departments	Reserved for primary assignee

2015 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2015-1	<b>Publish a report identifying the changes in compliance with NFPA 1720.</b>	See Goal Assignment Appendix	September 2015	January 2016	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review of NFPA 1720 and the compliance matrix</b>	Reserved for primary assignee
Step 2	<b>Document all areas of compliance and non-compliance</b>	Reserved for primary assignee
Step 3	<b>Document potential impact of all non-compliance areas</b>	Reserved for primary assignee
Step 4	<b>Document how non-compliance areas can be met</b>	Reserved for primary assignee
Step 5	<b>Provide the County Administrator a status report</b>	Reserved for primary assignee

2015 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2015-2	Review the 5 Year Strategic Plan and revise as necessary	See Goal Assignment Appendix	December 2015	March 2016	To be added when completed

### Action Plan

Step #	Action	Reference Notes
Step 1	Provide a review to ensure goals and action plans are on schedule	Reserved for primary assignee
Step 2	Make revisions and adjust timelines as necessary	Reserved for primary assignee

2016 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2016-1	<b>Publish a report identifying the changes in compliance with NFPA 1720.</b>	See Goal Assignment Appendix	September 2016	January 2017	To be added when completed

## Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review of NFPA 1720 and the compliance matrix</b>	Reserved for primary assignee
Step 2	<b>Document all areas of compliance and non-compliance</b>	Reserved for primary assignee
Step 3	<b>Document potential impact of all non-compliance areas</b>	Reserved for primary assignee
Step 4	<b>Document how non-compliance areas can be met</b>	Reserved for primary assignee
Step 5	<b>Provide the County Administrator a status report</b>	Reserved for primary assignee

2016 Goals					
Goal #	Goal	Assigned to	Start Date	Completion Target	Completed Date
2016-2	<b>Review the 5 Year Strategic Plan and revise as necessary</b>	See Goal Assignment Appendix	December 2016	March 2017	To be added when completed

### Action Plan

Step #	Action	Reference Notes
Step 1	<b>Provide a review to ensure goals and action plans are on schedule</b>	Reserved for primary assignee
Step 2	<b>Make revisions and adjust timelines as necessary</b>	Reserved for primary assignee

# Goal Assignment Appendix

---

Goal	KG Chief	Volunteer Membership Committee	KG Volunteer Coordinator	Volunteer Chief	Volunteer President	KG Operations Captain	KG Fire Prevention Captain	KG Service Authority	Public Safety Communications Comm.	KG Deputy Chief	Sheriff's Office	KG Training Captain	SOP Committee				
12-1	X	X	X	X	X												
12-2				X		X											
12-3	X			X	X	X				X			X				
12-4	X						X	X									
12-5									X	X	X						
12-6												X					

Goal	County Chief	Volunteer Membership Committee	KG Volunteer Coordinator	Volunteer Chief	Volunteer President	KG Operations Captain	KG Fire Prevention Captain	KG Service Authority	Public Safety Communications Comm	KG Deputy Chief	Sheriff's Office	KG Training Captain	SOP Committee	KG Emergency Mngr. Captain		
13-1	X			X		X		X		X		X				
13-2	X			X		X		X		X		X				
13-3	X	X	X	X	X				X		X	X				
13-4	X			X		X			X				X			
13-5	X			X		X			X							
13-6							X						X			
13-7	X			X					X							

Goal	County Chief	Volunteer Membership Committee	KG Volunteer Coordinator	Volunteer Chief	Volunteer President	KG Operations Captain	KG Fire Prevention Captain	KG Service Authority	Public Safety Communications Comm	KG Deputy Chief	Sheriff's Office	KG Training Captain	KG Emergency Mngrt. Captain				
<b>14-1</b>	<b>X</b>			<b>X</b>		<b>X</b>				<b>X</b>							
<b>14-2</b>	<b>X</b>			<b>X</b>						<b>X</b>							
<b>14-3</b>						<b>X</b>						<b>X</b>					

Goal	County Chief	Volunteer Membership Committee	KG Volunteer Coordinator	Volunteer Chief	Volunteer President	KG Operations Captain	KG Fire Prevention Captain	KG Service Authority	Public Safety Communications Comm	KG Deputy Chief	Sheriff's Office	KG Training Captain				
<b>15-1</b>	<b>X</b>			<b>X</b>		<b>X</b>				<b>X</b>						
<b>15-2</b>	<b>X</b>			<b>X</b>						<b>X</b>						

Goal	County Chief	Volunteer Membership Committee	KG Volunteer Coordinator	Volunteer Chief	Volunteer President	KG Operations Captain	KG Fire Prevention Captain	KG Service Authority	Public Safety Communications Comm	KG Deputy Chief	Sheriff's Office	KG Training Captain				
<b>16-1</b>	<b>X</b>			<b>X</b>		<b>X</b>				<b>X</b>						
<b>16-2</b>	<b>X</b>			<b>X</b>						<b>X</b>						

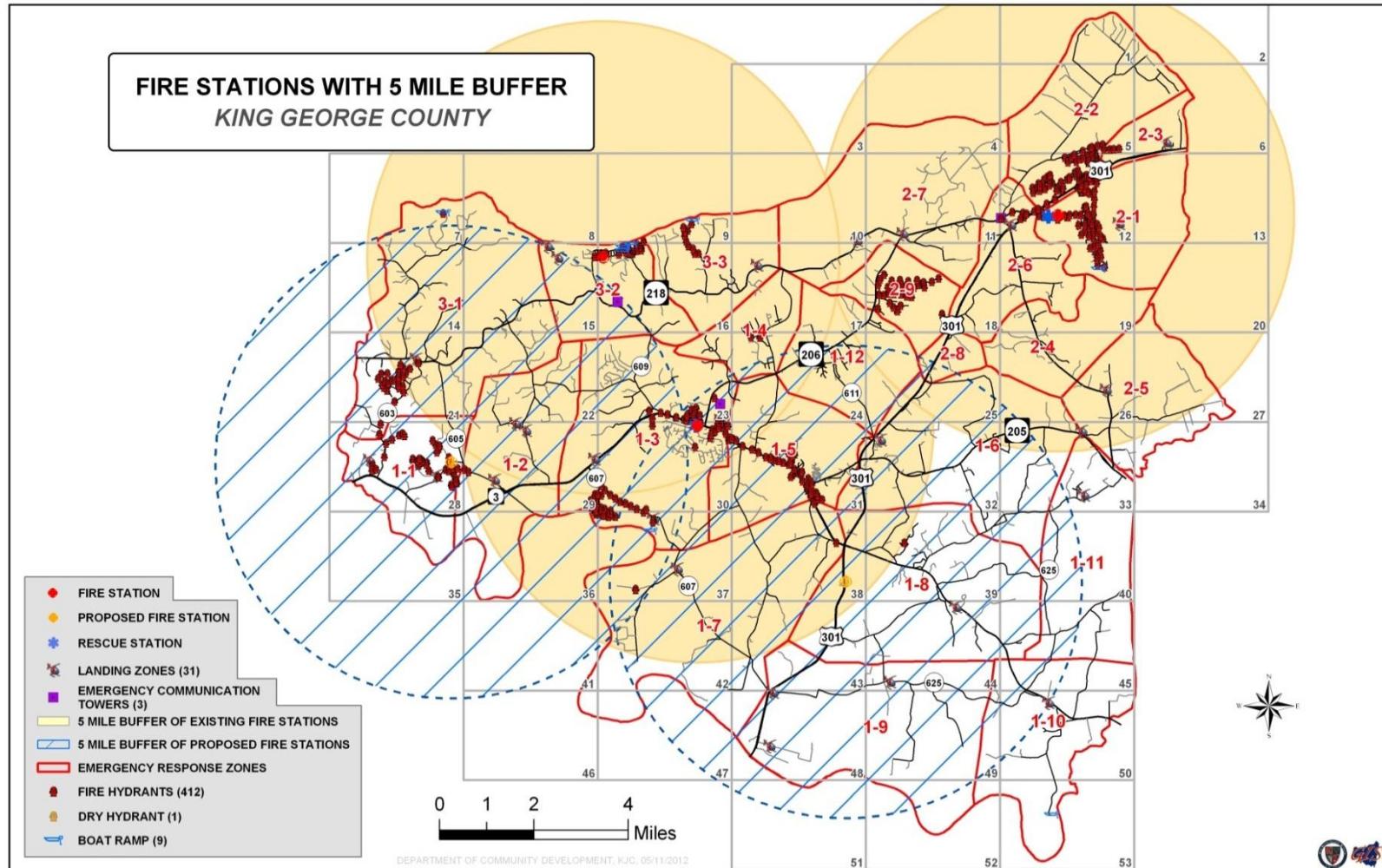
# Response Districts by Square Miles Appendix

---

<b>County population: 25,000 (Estimated)</b>		
<b>Square Miles: 182 (Estimated)</b>		
Station	Response District Size	Comments
1	113 Sq. miles	<b>Most populated; most commercial development; majority of major transportation routes;</b>
2	49 Sq. miles	<b>An area of mixed residential and commercial use adjacent to the Dahlgren Military Facility (NSWC, NDW, NASAP);</b>
3	26 Sq. miles	<b>Longtime community based station; focal point for the community;</b>

The map on the following page shows each station location with a five (5) mile buffer zone.

# Station Location Appendix



# Station Data Appendix

---

The following chart provides information to assist in decision making with regards to responding to emergencies, staffing, apparatus placement, budget considerations, and community impact. It will also assist in the overall implementation of this Plan.

Station	Discussion Points
Company 1 Headquarters 8122 Kings Highway King George, VA 22485	<ol style="list-style-type: none"><li>1. Has a first due primary coverage of 113 square miles</li><li>2. Strategically located with regards to transportation corridors</li><li>3. Has sufficient space for housing 24 hour personnel (career &amp; volunteer)</li><li>4. Currently has 7 personnel assigned 24 hours and 3 personnel during daytime hours</li><li>5. Has sufficient space for support apparatus and equipment</li><li>6. Has sufficient space and housing for the Emergency Operations Center</li><li>7. Is well suited for use by public and handicap compliant</li><li>8. Is protected by automatic fire alarm detection system and has an automatic sprinkler system</li><li>9. There are no known significant maintenance issues identified</li></ol>
Company 2 16147 Dahlgren Road King George, VA 22485	<ol style="list-style-type: none"><li>1. Has a first due primary coverage of 49 square miles</li><li>2. The station is located within the Dahlgren District and near U.S. 301 (James Madison Pkwy)</li><li>3. The station was not designed for around-the-clock operations and has been retrofitted to allow 24 hour operations (i.e. upstairs bunking area, means of egress, etc.)</li><li>4. Currently has 2 personnel assigned 24 hours</li><li>5. Does not have adequate space for storage, training, living conditions, etc.</li><li>6. The station is showing signs of structural concerns (i.e. cracking in the bricks, CMU blocks, etc.)</li><li>7. The station has very limited parking and access areas</li><li>8. The station has no emergency traffic light</li><li>9. The station is protected with an automatic fire alarm detection system, but has no sprinkler system</li><li>10. The station cannot be expanded at its current location due to land use restrictions</li><li>11. The station is scheduled to be replaced within the County's CIP program by 2016 with a combined fire and rescue station</li></ol>

Station		Discussion Points
Station 2 16037 Dahlgren Road King George, VA 22485		<ol style="list-style-type: none"> <li>1. The station is located in the Dahlgren District near U.S. 301 (James Madison Pkwy)</li> <li>2. The station was not designed and is not adequate for 24 hour operations</li> <li>3. The station is primarily used as an apparatus storage annex for Company 2</li> <li>4. The station has a separate apparatus bay and living quarters</li> <li>5. The station had limited parking and access areas</li> <li>6. The station is used for rentals, Girl Scouts, Lion Club, etc.</li> <li>7. The station has no automatic fire alarm system and no sprinkler system</li> <li>8. The station is scheduled to be replaced within the County's CIP program by 2016 with a combined fire and rescue station</li> </ol>
Company 3 Fairview Beach 6060 Riverview Drive King George, VA 22485		<ol style="list-style-type: none"> <li>1. Has a first due primary coverage of 26 square miles</li> <li>2. Is located in a residential neighborhood</li> <li>3. Strategically located adjacent to Route 218 (Caledon Road)</li> <li>4. Station does have adequate space for 24 hour operations</li> <li>5. Currently has no 24 hour personnel and no daytime personnel assigned</li> <li>6. Has significant repair issues (reference Wiley/Wilson Engineering Report), but structurally sound</li> <li>7. Sees significant population increase during summer months</li> <li>8. Protects a large beachfront with swimmers, boating traffic, potential water related emergencies, etc.</li> <li>9. Station is currently used for rentals, Sunday church services, FVB Residence Association events, etc.</li> <li>10. The station has no automatic fire alarm system and no sprinkler system</li> </ol>

# Staffing Appendix

---

Staffing	County Personnel	Volunteers	Probationary	Junior	Comments
Company 1	21 (7 per shift working 24 Hours 7 days a week)	24	9	8	Full time personnel receiving standard County benefits
Company 2	6 (2 per shift working 24 hours a day 7 days a week)	14	2	0	Full time personnel receiving standard County benefits
Company 3	0	4	0	0	Additional volunteers are needed
Part Time Paid	12	0	0	0	These are used only for replacing full time staff when necessary. This reduces the cost of keeping the stations staffed.
Administrative Staff	*4	0	0	0	*1 full time Clerical Support *3 volunteer administrative staff
Part Time Emergency Planner	1	0	0	0	Supports the Emergency Services efforts
**CERT	0	11	0	0	These are individuals trained to assist in their individual communities during major disasters.
**Community Emergency Response Team					

# Apparatus Status Appendix

Apparatus Information	Location	Owned by	Condition	Comments
1989 Ford Pumper LDH 1FDYD8OU7KVA52550 Engine 22	Company 1	Volunteer	Poor	Currently out of service and scheduled to be removed from the fleet
1995 Pierce Pumper LDH 4PICT02G8SA000363 Engine 11	Company 1	Volunteer	Fair	Currently performing satisfactorily
1996 Ford Utility VEH 1FTHF36G6TEB82740 Utility 1	Company 1	Volunteer	Fair	Currently performing satisfactorily
1999 Pierce Pumper Tanker 4PICT02S3XA001366 Tanker 1	Company 1	Volunteer	Excellent	Currently performing satisfactorily
1997 Freightliner AMB ALS 1FV3GFBC8VL614811 Water Rescue 1	Company 1	Volunteer	Fair	Currently out of service and scheduled to be removed from the fleet
1980 Maxim Aerial 871078 Truck 1	Company 1	Volunteer	Fair	Currently performing satisfactorily
1995 Calkins Trailer 1CXBT1410SS50534 Boat 1	Company 1	Volunteer	Excellent	Currently performing satisfactorily
2005 Ford AMB ALS 1FDWF36T85EA96495 Unit 1	Company 1	KG County	Fair	Currently performing satisfactorily

<b>Apparatus Information</b>	<b>Location</b>	<b>Owned by</b>	<b>Condition</b>	<b>Comments</b>
2004 Ford Truck 1FDWF36P44EC57276 Unit 3	Company 1	KG County	Poor	Currently out of service and scheduled to be removed from the fleet
2008 Ford Truck 1FDXF46R18ED28533 Unit 4	Company 1	KG County	Fair	Currently performing satisfactorily
2008 Ford Truck 1FDXF46R78ED13485 Unit 6	Company 1	KG County	Fair	Currently performing satisfactorily
2004 Cargo Trl 4U0IC20264A018885 Hazmat Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily
2004 Cargo Express 4U0IC20244A018884 MCI Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily
2004 Cargo Express 4U01C08134A019976 Portable Communication Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily
2004 Cargo Express 4U01C08114A019975 EOC Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily
2005 Carry on Trl 4YMCL12105V076258 Mass Care Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily
2005 Cargo Expr Trl 4U01C12175A026171 CERT Trailer	Company 1	KG County	Excellent	Currently performing satisfactorily

<b>Apparatus Information</b>	<b>Location</b>	<b>Owned by</b>	<b>Condition</b>	<b>Comments</b>
2010 Ford Brush Truck 1FTWF3B58AEA77416 Brush 1	Company 1	KG County	Excellent	Currently performing satisfactorily
2010 Pierce Heavy Squad - Impel 4P1CJ01A3AA010851 Squad 1	Company 1	KG County	Excellent	Currently performing satisfactorily
1995 Pierce Pumper LDH 4PICT02G25A000360 Engine 21	Company 2	Volunteer	Excellent	Currently performing satisfactorily
1999 Chevy First Responder 1 GNGK26R8XJ467964 Response 2	Company 2	Volunteer	Fair	Currently performing satisfactorily
2007 Pierce Tanker 4P1CD01H87A007778 Tanker 2	Rescue Station 2	KG County	Excellent	Currently performing satisfactorily
2002 Ford AMB ALS 1FDWF37F62EB11710 Unit 2	Rescue Station 2	Volunteer	Poor	Currently out of service and scheduled to be removed from the fleet
2006 Ford Ambl 1FDXF47P57EA42423 Unit 5	Rescue Station 2	KG County	Fair	Currently performing satisfactorily
2003 Loadrite Trailer 5A4CU3P1642050304 Boat 2	Rescue Station 2	KG County	Fair	Currently performing satisfactorily
2005 Ford Truck 1FTWF31P45EA36208 Brush 2	Rescue Station 2	KG County	Excellent	Currently performing satisfactorily

<b>Apparatus Information</b>	<b>Location</b>	<b>Owned by</b>	<b>Condition</b>	<b>Comments</b>
1988 Ford Mini Pumper 1FDKF38M35NA54375 Attack 3	Company 3	Volunteer	Poor	Currently out of service and scheduled to be removed from the fleet
1998 Seagrave Pumper LDH 1F9E828IXWCST2043 Engine 31	Company 3	Volunteer	Fair	Currently performing satisfactorily
2002 Ford Response BLS 1FDWW37F12FA49424 Response 3	Company 3	Volunteer	Fair	Currently performing satisfactorily
1994 EZ Trailer 1VEI ST328RA003835 Boat 3	Company 3	Volunteer	Poor	Currently out of service and scheduled to be removed from the fleet
1980 Seagrave Pumper LDH 1F9EN28P4BCST2064 Engine 32	Company 3	Volunteer	Fair	Scheduled to be removed from the fleet
2004 Chevrolet Sport Utility 1GNEK13Z74J289952 Chief-1	Administration	KG County	Excellent	Currently performing satisfactorily
2004 Chevrolet Sport Utility 1GNEK13Z441293389 DC-9	Administration	KG County	Excellent	Currently performing satisfactorily
2005 Ford Explorer 1FMZU72K35UA22315 Battalion Chief	Company 1	KG County	Fair	Currently performing satisfactorily
2005 Ford 4D SDN 2FAHP71W15X117403 Fire Prevention	Administration	KG County	Excellent	Currently performing satisfactorily

<b>Apparatus Information</b>	<b>Location</b>	<b>Owned by</b>	<b>Condition</b>	<b>Comments</b>
2005 Ford Explorer 1FMZU72K55UA22316 ESC-1	Administration	KG County	Excellent	Currently performing satisfactorily
2003 Ford First Responder 1FMSU41F83EA85258 Command 1	Administration	Volunteer	Fair	Currently performing satisfactorily
2011 Pierce Peterbuilt Tanker	Company 1	KG County	Excellent	Currently performing satisfactorily
2012 Chevrolet Suburban Response 1	Company 1	Volunteer	Excellent	Currently performing satisfactorily

# Notes from NFPA 1720 Assessment Appendix

Ref. #	NFPA #	Comment
1	4.1	Staff responds in a safe manner but on occasion does not have sufficient staffing to implement interior firefighting operations or respond to multiple requests for assistance
2	4.1.1	S.O.P.s need to be reviewed for completeness to meet standards
3	4.1.2	This is not always clear due to being a combination department
4	4.2	A portion of the community is done
5	4.2.1	Additional written guidance is needed
6	4.2.2	A more detailed risk analysis is needed (A comprehensive Community Risk Management Plan)
7	4.2.3	Hazardous materials response is supported by state regional hazardous materials teams
8	4.2.3.1	Additional documentation is required (Part of the Community Risk Management Plan)
9	4.2.3.2	KGFRES has limited capabilities but is supported by mutual aid and state and federal response agencies – additional information should be added to the Community Risk Management Plan
10	4.3	Staffing is and will continue to be a significant issue for the Department
11	4.3.1	There are occasions where there is insufficient staff
12	4.3.2	The referenced table is used
13	4.3.3	If staffing is available in most cases unless there are additional issues to be addressed (i.e. water supply)
14	4.3.4	There is sufficient equipment and responders are normally organized into teams, with some exceptions
15	4.3.5	Some of this is in place but not always programmed in the computer aided dispatch (CAD) system
16	4.4	The current (CAD) system does not capture all required data
17	4.4.1	There is a standardized reporting system

Ref. #	NFPA #	Comment
18	4.4.1.1	The required documentation for this portion is captured
19	4.4.1.2	All members are recorded on the report but not their specific actions. It could include members on standby that were not on scene
20	4.4.2	There is not currently an annual evaluation based on the NFPA Standard
21	4.4.2.1	There is a lack of electronic data collection to comply
22	4.4.2.2	There is a lack of electronic data collection to comply
23	4.4.3	There is a lack of electronic data collection to comply
24	4.4.3.1	There is a lack of electronic data collection to comply
25	4.4.3.2	There is a lack of electronic data collection to comply
26	4.5	Staffing levels and some “freelancing” are the primary issues
27	4.5.1	Use of the Incident Command System and National Incident Management System by the Department is compliant
28	4.5.1.1	Compliant
29	4.5.1.2	Compliant
30	4.5.1.3	Compliant
31	4.5.2	Compliant
32	4.5.2.1	Policies are in place but not always followed (Freelancing)
33	4.5.2.2	Policies are in place but not always followed
34	4.6	Staffing and the very nature of a combination department influence a lack of total compliance
35	4.6.1	Certain situations dictate total compliance
36	4.6.2	This is a critical life safety issue
37	4.6.3	This lack of compliance compromises life safety
38	4.6.3.1	Staffing issues dictate this
39	4.6.3.2	This lack of compliance compromises life safety
40	4.6.4	This lack of compliance compromises life safety
41	4.7	This area needs additional statistical support and evaluation

Ref. #	NFPA #	Comment
42	4.7.1	Rarely is there sufficient staff available in a timely manner
43	4.7.2	Rarely is there sufficient staff available in a timely manner
44	4.7.3	Rarely is there sufficient staff available in a timely manner
45	4.8	Overall the Department is compliant in this area
46	4.8.1	Compliant
47	4.8.2	Additional descriptive information is required
48	4.8.3	Only in limited abilities
49	4.9	The Department provides Emergency Medical Services
50	4.9.1	Applies to KGFRES Department
51	4.9.2	Compliant
52	4.9.3	There is not always sufficient staff
53	4.9.4	Compliant
54	4.9.5	Compliant
55	4.9.5.1	Compliant
56	4.9.5.2	Compliant
57	4.9.6	The Department is compliant in this area
58	4.9.6.1	Compliant
59	4.9.6.2	Compliant
60	4.9.6.3	Compliant
61	4.9.6.4	Compliant
62	4.10	The Department operates within its training and depends on mutual aid and state response teams
63	4.10.1	Within their training and equipment capabilities but requires outside assistance for advanced skills
64	4.10.2	Additional documentation and guidance is needed
65	4.10.3	Only when staffing is sufficient
66	4.10.4	Compliant

Ref. #	NFPA #	Comment
67	4.10.5	Compliant
68	4.10.6	Compliant
69	4.10.7	Rarely is there sufficient staffing
70	4.10.8	Compliant
71	5.1	The Department focus on safety is commendable
72	5.1.1	Physical fitness is an individual responsibility but not compliant with NFPA 1500
73	5.1.2	Compliant
74	5.2	There is a system in place but lacks some of the required components
75	5.2.1	Additional documentation is required
76	5.2.2	Compliant
77	5.2.3	Compliant
78	5.3	Compliant
79	5.4	The communications system needs updating and should have an evaluation to include the mutual aid departments and the state system
80	5.4.1	See note above. There are “dead spots” in the County
81	5.4.2	Documentation required
82	5.4.3	Compliant
83	5.4.4	Compliant
84	5.5	Compliant
85	5.5.1	Compliant
86	5.5.2	Compliant