



# **DEPARTMENT OF FIRE, RESCUE, AND EMERGENCY SERVICES**

## **5 YEAR STRATEGIC PLAN 2012-2016**

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# 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                                    |      |      |      |      |      |      |      |

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**TM = Team Member**

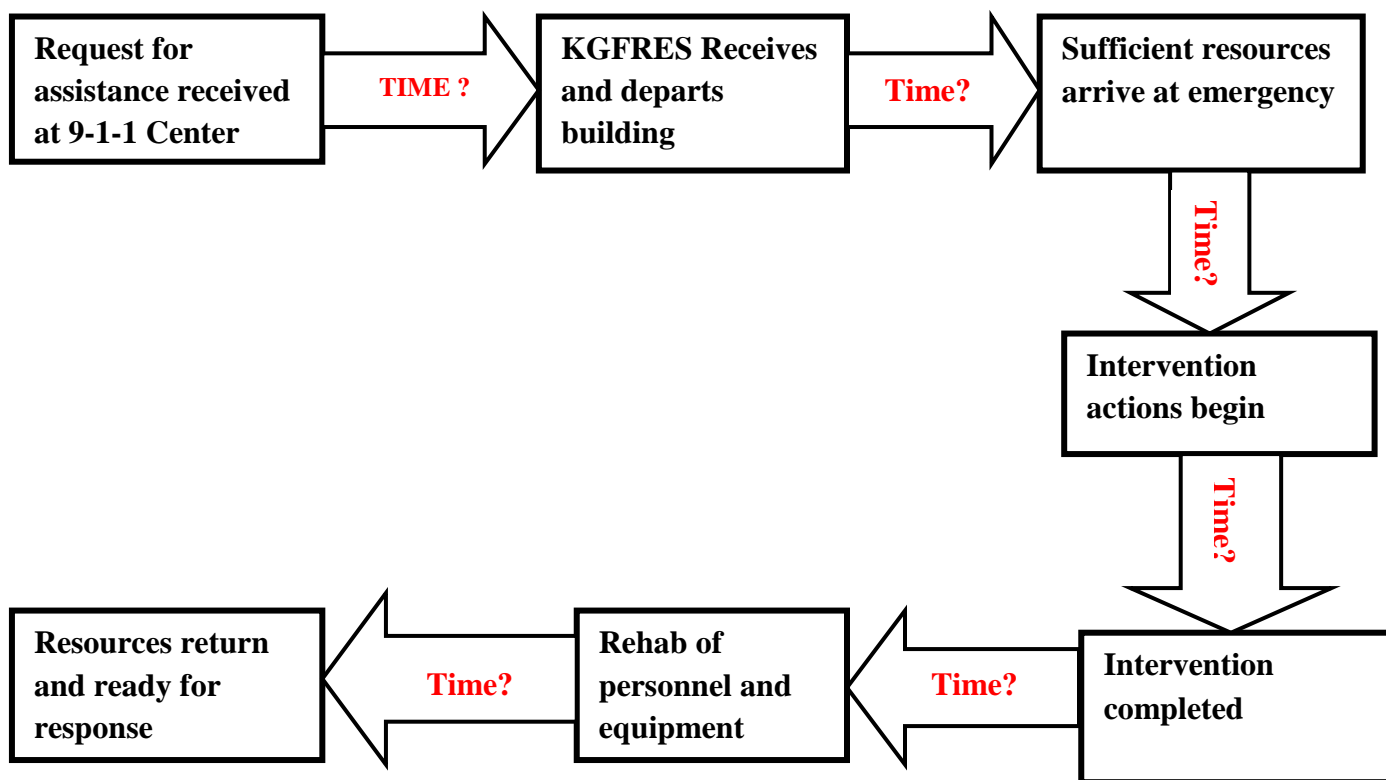
| 4.6 – Initial Firefighting Operations   |   |  |   |   |  |   |   |
|---|---|--|---|---|--|---|---|
| 4.6                                     |   |  |   | X |  |   |   |
| 4.6.1                                   | X |  | X |   |  | X |   |
| 4.6.2                                   |   |  | X |   |  |   |   |
| 4.6.3                                   |   |  | X |   |  |   |   |
| 4.6.3.1                                 |   |  |   |   |  |   | X |
| 4.6.3.2                                 |   |  |   |   |  |   |   |
| 4.6.4                                   |   |  |   |   |  |   |   |
| 4.7 – Sustained Firefighting Operations |   |  |   |   |  |   |   |
| 4.7                                     |   |  |   |   |  |   |   |
| 4.7.1                                   | X |  | X |   |  |   |   |
| 4.7.2                                   |   |  | X |   |  |   |   |
| 4.7.3                                   |   |  |   |   |  |   |   |
| 4.8 – Intercommunity Organization       |   |  |   |   |  |   |   |
| 4.8                                     |   |  |   |   |  |   |   |
| 4.8.1                                   |   |  |   |   |  |   |   |
| 4.8.2                                   |   |  |   |   |  |   |   |
| 4.8.3                                   |   |  |   |   |  |   |   |
| 4.9 – Emergency Medical Services        |   |  |   |   |  |   |   |
| 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                                 |   |  |   |   |  |   |   |
| 4.10 – Special Operations               |   |  |   |   |  |   |   |
| 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                                  |   |  |   |   |  |   |   |
| 5.1 – Safety and Health Systems         |   |  |   |   |  |   |   |
| 5.1.1                                   |   |  |   |   |  | X |   |
| 5.1.2                                   |   |  |   |   |  |   |   |
| Continued on next page                  |   |  |   |   |  |   |   |

| 5.2 – Incident Management Systems |   |  |  |  |   |  |  |
|-----------------------------------|---|--|--|--|---|--|--|
| 5.2.1                             |   |  |  |  |   |  |  |
| 5.2.2                             |   |  |  |  |   |  |  |
| 5.2.3                             |   |  |  |  |   |  |  |
| 5.3 – Training Systems            |   |  |  |  |   |  |  |
|                                   |   |  |  |  |   |  |  |
| 5.4 Communications System         |   |  |  |  |   |  |  |
| 5.4.1                             |   |  |  |  | X |  |  |
| 5.4.2                             | X |  |  |  |   |  |  |
| 5.4.3                             |   |  |  |  |   |  |  |
| 5.4.4                             |   |  |  |  |   |  |  |
| 5.5 – Pre-Incident Planning       |   |  |  |  |   |  |  |
| 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

| NFPA Standard                             | Discussion Guidance  | Completely Meets | Partially Meets | Does Not Meet | Priority (1,2,or3) | See Note # |
|---|--|------------------|-----------------|---------------|--------------------|------------|
| <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</b>                              | <b>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          |
|   |  |                  |                 |               |                    |            |

| <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> |
|--|--|-------------------------|------------------------|----------------------|---------------------------|-------------------|
| 4.2.3.2                                | Specific role of KGFRES & other agencies is defined by the community risk plan for HAZMATs & <u>Special Operations (See Special Operations definition 3.3.30.2 and A.3.3.30.2)</u> |                         | 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                |

| <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>4.5.2: 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                |
|  |   |                         |                        |                      |                           |                   |

| <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>4.9: 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                |

| NFPA Standard                   | Discussion Guidance  | Completely Meets | Partially Meets | Does Not Meet | Priority (1,2,or3) | See Note # |
|---------------------------------|--|------------------|-----------------|---------------|--------------------|------------|
| 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> (See A.3.3.30.2)  |                  | 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      | Fire Prevention   | 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 |            |                   |                            |

| <b>2012 Goals</b>  |  |                                      |                    |                          |                                   |
|--------------------|--|--------------------------------------|--------------------|--------------------------|-----------------------------------|
| <b>Goal #</b>      | <b>Goal</b>  | <b>Assigned to</b>                   | <b>Start Date</b>  | <b>Completion Target</b> | <b>Completed Date</b>             |
| <b>2012-5</b>      | <b>Communications</b>  | <b>See Goal Assignment Appendix</b>  | <b>August 2012</b> | <b>April 2013</b>        | <b>To be added when completed</b> |
| <b>Action Plan</b> |  |                                      |                    |                          |                                   |
| <b>Step #</b>      | <b>Action</b>  | <b>Reference Notes</b>               |                    |                          |                                   |
| <b>Step 1</b>      | <b>Provide a review and analysis of the current Computer Aided Dispatching (CAD) system</b>  | <b>Reserved for primary assignee</b> |                    |                          |                                   |
| <b>Step 2</b>      | <b>Examine the feasibility of CAD integration into the records management system (Firehouse)</b>   | <b>Reserved for primary assignee</b> |                    |                          |                                   |
| <b>Step 3</b>      | <b>Provide a review of interoperability throughout mutual-aid response areas</b>   | <b>Reserved for primary assignee</b> |                    |                          |                                   |
| <b>Step 4</b>      | <b>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</b> | <b>Reserved for primary assignee</b> |                    |                          |                                   |
| <b>Step 5</b>      | <b>Replace any communication devices needed for compliance of the FCC narrow-banding requirement</b>   | <b>Reserved for primary assignee</b> |                    |                          |                                   |



| 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      | Publish a report identifying the changes in compliance with NFPA 1720. | See Goal Assignment Appendix  | September 2013 | January 2014      | To be added when completed |
| Action Plan |  |                               |                |                   |                            |
| Step #      | Action   | Reference Notes               |                |                   |                            |
| Step 1      | Provide a review of NFPA 1720 and the compliance matrix                | Reserved for primary assignee |                |                   |                            |
| Step 2      | Document all areas of compliance and non-compliance                    | Reserved for primary assignee |                |                   |                            |
| Step 3      | Document potential impact of all non-compliance areas                  | Reserved for primary assignee |                |                   |                            |
| Step 4      | Document how non-compliance areas can be met                           | Reserved for primary assignee |                |                   |                            |
| Step 5      | Provide the County Administrator a status report                       | Reserved for primary assignee |                |                   |                            |

| 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      | Review the 5 Year Strategic Plan and revise as necessary          | See Goal Assignment Appendix  | December 2013 | March 2014        | 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             |
| 2014-1      | Publish a report identifying the changes in compliance with NFPA 1720. | See Goal Assignment Appendix  | September 2014 | January 2015      | To be added when completed |
| Action Plan |  |                               |                |                   |                            |
| Step #      | Action   | Reference Notes               |                |                   |                            |
| Step 1      | Provide a review of NFPA 1720 and the compliance matrix                | Reserved for primary assignee |                |                   |                            |
| Step 2      | Document all areas of compliance and non-compliance                    | Reserved for primary assignee |                |                   |                            |
| Step 3      | Document potential impact of all non-compliance areas                  | Reserved for primary assignee |                |                   |                            |
| Step 4      | Document how non-compliance areas can be met                           | Reserved for primary assignee |                |                   |                            |
| Step 5      | Provide the County Administrator a status report                       | 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      | Publish a report identifying the changes in compliance with NFPA 1720. | See Goal Assignment Appendix  | September 2015 | January 2016      | To be added when completed |
| Action Plan |  |                               |                |                   |                            |
| Step #      | Action   | Reference Notes               |                |                   |                            |
| Step 1      | Provide a review of NFPA 1720 and the compliance matrix                | Reserved for primary assignee |                |                   |                            |
| Step 2      | Document all areas of compliance and non-compliance                    | Reserved for primary assignee |                |                   |                            |
| Step 3      | Document potential impact of all non-compliance areas                  | Reserved for primary assignee |                |                   |                            |
| Step 4      | Document how non-compliance areas can be met                           | Reserved for primary assignee |                |                   |                            |
| Step 5      | Provide the County Administrator a status report                       | 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      | Publish a report identifying the changes in compliance with NFPA 1720. | See Goal Assignment Appendix  | September 2016 | January 2017      | To be added when completed |
| Action Plan |  |                               |                |                   |                            |
| Step #      | Action   | Reference Notes               |                |                   |                            |
| Step 1      | Provide a review of NFPA 1720 and the compliance matrix                | Reserved for primary assignee |                |                   |                            |
| Step 2      | Document all areas of compliance and non-compliance                    | Reserved for primary assignee |                |                   |                            |
| Step 3      | Document potential impact of all non-compliance areas                  | Reserved for primary assignee |                |                   |                            |
| Step 4      | Document how non-compliance areas can be met                           | Reserved for primary assignee |                |                   |                            |
| Step 5      | Provide the County Administrator a status report                       | Reserved for primary assignee |                |                   |                            |

| 2016 Goals  |   |                               |               |                   |                            |
|-------------|---|-------------------------------|---------------|-------------------|----------------------------|
| Goal #      | Goal  | Assigned to                   | Start Date    | Completion Target | Completed Date             |
| 2016-2      | Review the 5 Year Strategic Plan and revise as necessary          | See Goal Assignment Appendix  | December 2016 | March 2017        | 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 |               |                   |                            |

# 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 Mngt. Captain |  |  |  |
|------|--------------|--------------------------------|--------------------------|-----------------|---------------------|-----------------------|----------------------------|----------------------|-----------------------------------|-----------------|------------------|---------------------|---------------|----------------------------|--|--|--|
| 13-1 | X            |                                |                          | X               |                     | X                     |                            | X                    |                                   | X               | X                | X                   |               |                            |  |  |  |
| 13-2 | X            |                                |                          | X               |                     | X                     |                            | X                    |                                   | X               | X                | X                   |               |                            |  |  |  |
| 13-3 | 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 Mngt. Captain |  |  |  |  |
|------|--------------|--------------------------------|--------------------------|-----------------|---------------------|-----------------------|----------------------------|----------------------|-----------------------------------|-----------------|------------------|---------------------|----------------------------|--|--|--|--|
| 14-1 | X            |                                |                          | X               |                     | X                     |                            |                      |                                   | X               |                  |                     |                            |  |  |  |  |
|      |              |                                |                          |                 |                     |                       |                            |                      |                                   |                 |                  |                     |                            |  |  |  |  |
| 14-2 | X            |                                |                          | X               |                     |                       |                            |                      |                                   | X               |                  |                     |                            |  |  |  |  |
|      |              |                                |                          |                 |                     |                       |                            |                      |                                   |                 |                  |                     |                            |  |  |  |  |
| 14-3 |              |                                |                          |                 |                     |                       | 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 |  |  |  |  |  |
|------|--------------|--------------------------------|--------------------------|-----------------|---------------------|-----------------------|----------------------------|----------------------|-----------------------------------|-----------------|------------------|---------------------|--|--|--|--|--|
| 15-1 | X            |                                |                          | X               |                     | X                     |                            |                      |                                   | X               |                  |                     |  |  |  |  |  |
|      |              |                                |                          |                 |                     |                       |                            |                      |                                   |                 |                  |                     |  |  |  |  |  |
| 15-2 | 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 |  |  |  |  |  |
|------|--------------|--------------------------------|--------------------------|-----------------|---------------------|-----------------------|----------------------------|----------------------|-----------------------------------|-----------------|------------------|---------------------|--|--|--|--|--|
| 16-1 | X            |                                |                          | X               |                     | X                     |                            |                      |                                   | X               |                  |                     |  |  |  |  |  |
|      |              |                                |                          |                 |                     |                       |                            |                      |                                   |                 |                  |                     |  |  |  |  |  |
| 16-2 | X            |                                |                          | X               |                     |                       |                            |                      |                                   | X               |                  |                     |  |  |  |  |  |

# Response Districts by Square Miles Appendix

| <b>County population: 25,000 (Estimated)</b> |                               |   |
|--|-------------------------------|---|
|  |                               |   |
| <b>Square Miles: 182 (Estimated)</b>         |                               |   |
|  |                               |   |
| <b>Station</b>                               | <b>Response District Size</b> | <b>Comments</b>   |
|  |                               |   |
| <b>1</b>                                     | <b>113 Sq. miles</b>          | <b>Most populated; most commercial development; majority of major transportation routes;</b>                          |
|  |                               |   |
| <b>2</b>                                     | <b>49 Sq. miles</b>           | <b>An area of mixed residential and commercial use adjacent to the Dahlgren Military Facility (NSWC, NDW, NASAP);</b> |
|  |                               |   |
| <b>3</b>                                     | <b>26 Sq. miles</b>           | <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 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<br>Headquarters<br>8122 Kings<br>Highway<br>King George, VA<br>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<br>16147 Dahlgren<br>Road<br>King George, VA<br>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<br>16037 Dahlgren Road<br>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<br>Fairview Beach<br>6060 Riverview Drive<br>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<br>(7 per shift working 24<br>Hours 7 days a week)         | 24         | 9            | 8      | Full time personnel receiving standard County benefits   |
| Company 2                           | 6<br>(2 per shift working 24<br>hours a day 7 days a<br>week) | 14         | 2            | 0      | Full time personnel receiving standard County benefits   |
| Company 3                           | 0   | 4          | 0            | 0      | Additional volunteers are needed   |
| Part Time<br>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<br>Staff             | *4  | 0          | 0            | 0      | *1 full time Clerical Support<br>*3 volunteer administrative staff   |
| Part Time<br>Emergency<br>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<br>1FDYD8OU7KVA52550<br>Engine 22           | Company 1 | Volunteer | Poor      | Currently out of service and scheduled to be removed from the fleet |
| 1995 Pierce Pumper LDH<br>4PICT02G8SA000363 Engine<br>11         | Company 1 | Volunteer | Fair      | Currently performing satisfactorily                                 |
| 1996 Ford Utility VEH<br>1FTHF36G6TEB82740 Utility<br>1          | Company 1 | Volunteer | Fair      | Currently performing satisfactorily                                 |
| 1999 Pierce Pumper Tanker<br>4PICTO2S3XA001366 Tanker<br>1       | Company 1 | Volunteer | Excellent | Currently performing satisfactorily                                 |
| 1997 Freightliner AMB ALS<br>1FV3GFBC8VL614811 Water<br>Rescue 1 | Company 1 | Volunteer | Fair      | Currently out of service and scheduled to be removed from the fleet |
| 1980 Maxim Aerial 871078<br>Truck 1                              | Company 1 | Volunteer | Fair      | Currently performing satisfactorily                                 |
| 1995 Calkins Trailer<br>1CXBT1410SS50534 Boat 1                  | Company 1 | Volunteer | Excellent | Currently performing satisfactorily                                 |
| 2005 Ford AMB ALS<br>1FDWF36T85EA96495 Unit<br>1                 | Company 1 | KG County | Fair      | Currently performing satisfactorily                                 |

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

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

| Apparatus Information   | Location       | Owned by  | Condition | Comments  |
|---|----------------|-----------|-----------|---|
| 1988 Ford Mini Pumper<br>1FDKF38M35NA54375<br>Attack 3        | Company 3      | Volunteer | Poor      | Currently out of service and scheduled to be removed from the fleet |
| 1998 Seagrave Pumper LDH<br>1F9E828IXWCST2043 Engine<br>31    | Company 3      | Volunteer | Fair      | Currently performing satisfactorily                                 |
| 2002 Ford Response BLS<br>1FDWW37F12FA49424<br>Response 3     | Company 3      | Volunteer | Fair      | Currently performing satisfactorily                                 |
| 1994 EZ Trailer 1VEI<br>ST328RA003835 Boat 3                  | Company 3      | Volunteer | Poor      | Currently out of service and scheduled to be removed from the fleet |
| 1980 Seagrave Pumper LDH<br>1F9EN28P4BCST2064 Engine<br>32    | Company 3      | Volunteer | Fair      | Scheduled to be removed from the fleet                              |
| 2004 Chevrolet Sport Utility<br>1GNEK13Z74J289952 Chief-<br>1 | Administration | KG County | Excellent | Currently performing satisfactorily                                 |
| 2004 Chevrolet Sport Utility<br>1GNEK13Z441293389 DC-9        | Administration | KG County | Excellent | Currently performing satisfactorily                                 |
| 2005 Ford Explorer<br>1FMZU72K35UA22315 Battalion<br>Chief    | Company 1      | KG County | Fair      | Currently performing satisfactorily                                 |
| 2005 Ford 4D SDN<br>2FAHP71W15X117403 Fire<br>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<br>1FMZU72K55UA22316 ESC-1               | Administration  | KG County       | Excellent        | Currently performing satisfactorily |
| 2003 Ford First Responder<br>1FMSU41F83EA85258<br>Command 1 | Administration  | Volunteer       | Fair             | Currently performing satisfactorily |
| 2011 Pierce Peterbuilt Tanker                               | Company 1       | KG County       | Excellent        | Currently performing satisfactorily |
| 2012 Chevrolet Suburban<br>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   |