

VIRGINIA FIRE SERVICES BOARD



A Report of Findings
and
Recommendations:

**King George County
Fire & EMS Study**



November 2011

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King George County Department of Fire, Rescue and Emergency Services
King George Fire and Rescue, Inc.
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King George Sheriff's Office
Virginia Department of Fire Programs
Virginia Department of Health – Office of Emergency Medical Services
Virginia Department of Forestry.

EXECUTIVE SUMMARY

This report documents the findings and recommendations for the King George County Fire and Emergency Medical Services (EMS) Study. The information contained is not to be construed as legal advice or as binding recommendations. This report is intended to provide guidance for King George County's Administration and Fire-Rescue Stakeholders to build on what is working well, while observing opportunities for improvement. Strategic focus in these areas will enhance the overall quality and coordination of fire-rescue service delivery to residents of King George County.

The study was requested by the King George County Board of Supervisors and analyzed several areas of responsibility within the County's Fire-Rescue System. The study committee comprised of representatives from the Virginia Fire Services Board, the Virginia Department of Fire Programs, the Virginia Department of Forestry and the Virginia Office of Emergency Medical Services.

The findings and recommendations are organized into four working themes to include:

- Personnel;
- Organizational Development and Operations;
- Communication; and,
- Training.

These working themes provide a central focus for prioritizing the study recommendations. They serve as a guide for the study committee to identify and evaluate measures that ultimately will improve the quality and coordination of fire and rescue services within King George County.

Below is a high-level summary of the findings and recommendations, which will be discussed further in the report.

THEME 1: PERSONNEL (PAGE 11)

- **Recruitment and Retention:** The Board of Supervisors should examine the feasibility of establishing a Volunteer Coordinator position to support existing volunteers as well as provide leadership to a countywide recruitment and retention strategy.
- **Requirements of Volunteer Membership** – King George Fire-Rescue Leadership should thoroughly review the King George Fire-Rescue Bylaws and restructure the standards for volunteer membership based on a minimum staffing plan.
- **Standard Operating Procedures (SOPs)** – The County should update and implement countywide Standard Operating Procedures (SOPs) applicable to all personnel regardless of affiliation. As part of the implementation process, the County should establish a mechanism to monitor job performance and ensure personnel strictly comply.

The foregoing is a recommendation authorized pursuant to Va. Code 9.1-203.A.4 and is not to be construed as legal advice or as a binding recommendation.

THEME 2: ORGANIZATIONAL DEVELOPMENT AND OPERATIONS (PAGE 15)

- **Improved Coordination of Fire-Rescue Organizations** - King George County Fire-Rescue leadership should update its chain of command structure to increase cohesion through an integrated organizational system. Additionally, the County should adopt an incident management system to manage all emergency incidents.
- **Lack of Strategic Plan and Unified Mission**- The County of King George should develop a strategic plan for the Fire-Rescue System to enhance performance levels and service delivery. In addition, the County should work to institutionalize a unified vision and mission statement for fire-rescue services throughout the County.
- **Increased Fire Prevention Activities** - King George's Board of Supervisors should amend its local ordinances to appoint a fire marshal and equip this individual with the necessary law enforcement capabilities to determine the causes of fires, conduct arson investigations and ensure Statewide Fire Prevention Code compliance.

THEME 3: COMMUNICATION (PAGE 21)

- **Improved Dispatch System** - The King George Board of Board of Supervisors should formulate an Emergency Communications Advisory Committee to review dispatch protocols, procedures and equipment. To the extent possible, the Board of Supervisors should dedicate the resources necessary to resolve acknowledged deficiencies, including additional personnel and updated communication system infrastructure.

THEME 4: TRAINING (PAGE 23)

- **Adherence to Mandatory Minimum Training** – King George County should fully implement position-specific minimum training standards for the Fire- Rescue System regardless of affiliation. Aligning with the County's strategic planning efforts, it is recommended that a structured and coordinated training program be developed to address the training needs of the County.
- **Continuity of Leadership and Succession Planning**: King George County should develop a program that emphasizes leadership and interpersonal relationship skills within the Fire-Rescue System and focuses on growing new leadership within the system.

METHODOLOGY

For each task of the work plan, the study committee identified objectives, performed specific activities, and delivered project products. The following is an overview of the study process.

PHASE I: INITIATE PROJECT

Objectives: Initiation of Study

To initiate the study, the Committee began by gaining a comprehensive understanding of the project's background, goals, and expectations. This was carried out by identifying in detail the specific objectives for the review, and assessing how well the work plan would accomplish the objectives. In addition, the Study Committee set out to establish a mutually agreed-upon project work plan, timeline, deliverables, and monitoring procedures that would support the accomplishment of all project objectives. The final study initiation step consisted of collecting and reviewing existing operational data, information agreements, relevant policies and procedures, and any prior studies, audits, or reports. Many of these review materials are included in the appendix of this study.

As part of Phase I, the Study Committee met with King George County leadership to establish working relationships, make logistical arrangements, and determine communication lines. During these meetings, the study committee discussed the objectives of the project and identified policy issues and concerns central to the study.

The meetings also allowed the Study Committee to obtain pertinent reports and background materials relevant to the review, such as current and historical staffing data as well as a description of the current service delivery system and organization.

Based on this course of action, the Study Committee concluded this section of the study with a revised project work plan/timeline deliverable.

PHASE II: OBTAIN STAKEHOLDER INPUT

Objectives: Conduct Leadership Interviews & Capture Input from the Departments

The second phase of the study consisted of leadership interviews and department evaluations. The expectations were as follows:

1. Identify expected service levels;
2. Identify opinions of department officials, concerning the operations and performance of the department;
3. Identify issues and concerns of officials regarding Fire and EMS/Rescue services;
4. Identify perceived gaps in existing service levels and new priorities in mission; and,
5. Identify strengths and weaknesses as perceived by departmental personnel.

Each goal was realized with the support of the King George County's study project manager, Chief David Moody, who assisted in finalizing the interview list and establishing a schedule that was reasonable, but more importantly, convenient for the interviewees. All interviews were conducted during an allotted timeframe and a considerable amount of information was collected.

Face-to-face interviews were conducted with both career and volunteer leadership including County Administrator A. Travis Quesenberry, Chief David Moody, Chief Ted Lovell and President Valerie Myers. The Study Team also visited King George County's E-911 Operations Department. The study committee received descriptions of staffing and deployment responses in meeting service demands at targeted service levels. The discussions also provided a snapshot of personnel management contentions as well as concerns regarding service delivery. It is also important to note that the study committee toured all of the fire and rescue stations in King George County in an effort to supplement their research of the County's organizational functioning.

The deliverable for this section of the study work plan consisted of a thorough evaluation of the site visit data and the development of working themes to capture the team's assessment.

PHASE III: PREPARE ANALYSES AND DEVELOP CORE STRATEGIES

Objectives: Evaluate Current Trends and Prepare a Report

The third phase of the study work plan involved further investigation and understanding of the organizational structures, operations, limitations, achievements, and opportunities for improvement within the volunteer and career system. The activities that supported this process consisted of additional requests for information not already obtained in Phase I and II of the work plan. Data requests, made in this phase of the study, attempt to address any issues that emerged from the interviews, and further evaluate implications of the operational issues cited. Data obtained during the study process also assists the study committee in identifying issues influencing the current levels of service.

After receiving and critically evaluating information from the interviews and all supporting materials, the Study Committee began identifying the necessary critical action steps to achieve exceptional organizational functioning and uniform service levels throughout King George County.

Each action step was selected to identify the changes in policies, facilities, apparatus, and equipment to ensure that the County would be capable of providing fire-rescue services at the desired level going forward.

The deliverables achieved in Phase III involved drafting a report that evaluated current trends in the services, recommended action steps for improvement, and the assignment of responsibility.

PHASE IV: PREPARE FINAL REPORT

Objectives: Prepare and Present Final Report

The final phase of the study involved documenting the results of all previous tasks into a written report with critical components, such as an executive summary, methodology, background, and findings and recommendations. Once completed, a draft report was shared with the designated locality project manager to ensure the content is accurate. Upon receiving corrections, the Study Committee revised the draft report, as needed to assist in the preparation and issuance of the final report.

The deliverables for the final phase of the work plan consisted of 1) a draft report, and 2) the final report.

COUNTY DEMOGRAPHIC INFORMATION

King George County is located in the Northern Neck region of Virginia. The County encompasses approximately 183 square miles of land area, which are predominately compromised of unspoiled shoreline. King George's geographical location is bounded on the north by the Potomac River and the Rappahannock River on the south.¹

According to the 2010 Census, King George County experienced a 40.4 percent increase in its population over the past 10 years, making it one of the fastest growing jurisdictions in the Commonwealth.² This population increase can be attributed to the County's proximity to Fredericksburg and the Washington, D.C. Metropolitan Area. Of the 23,584 individuals that live in King George, 42 percent are between the ages of 30 and 60 years old.³

King George has a diversified economy with strong federal government, trade services and agricultural sectors. The County's largest employer is the U.S. Naval Surface Warfare Center in Dahlgren, which provides employment for over 4,363 civilian personnel. In addition to the base operations, the Naval Space Surveillance Center, Naval Space Command and the Aegis Training Center have assisted in attracting over 70 high-tech software engineering firms to the County.⁴

The U.S. Naval Surface Warfare Center has played a leading role in the County's economic growth and has contributed its lower than national average unemployment rate of 6.7 percent⁵. Additionally, the median income for the residents of King George is \$68,846, which ranks about the average for the Commonwealth of Virginia.⁶

The King George Fire-Rescue System⁷ has witnessed several organizational changes in the past 15 years to improve its service delivery. The system has evolved from multiple independent departments operating alongside one another to one consolidate Fire-Rescue organization working collectively under the leadership of a Countywide Chief. A dedicated group of career and volunteers from the King George County Department of Fire, Rescue and Emergency Services and King George Fire and Rescue, Inc. provide quality firefighting and emergency medical services from three fire and rescue stations located strategically throughout the County.

The goal of the fire-rescue service is to protect life and property by delivering the highest level of service at the lowest possible cost. During 2010, King George County responded to approximately responded to 87 fire calls (9.6 percent) and 307 rescue calls (34.0 percent).⁸ First responders responsible for fire suppression provide an array of emergency services to the

¹ Fredericksburg Regional Alliance: King George Community Profile (2007)

² U.S. Census Bureau: State and County QuickFacts (2010)

³ Virginia Employment Commission: King George Community Profile (2011)

⁴ King George County Adopted Annual Fiscal Plan (2010-2011)

⁵ Virginia Employment Commission: King George Community Profile (2011)

⁶ U.S. Census Bureau: State and County QuickFacts (2010)

⁷ The King George County Fire Rescue System means all those fire and rescue organizations recognized by the County as providers of fire and rescue services.

⁸ Virginia Fire Incident Reporting System Report (2011)

community. They include light and heavy rescue, vehicle extrication, water rescue, hazardous materials, EMS first responder, and other non-emergency activities.

The EMS providers within the County provide basic life support (BLS) and advanced life support (ALS) EMS ambulance services to all areas of the County. Both paid personnel and volunteer members of the emergency crew provide services. EMS members serve in the job classification of:

- Emergency Medical Technician (EMT) – Paramedic;
- Emergency Medical Technician (EMT) – Intermediate;
- Emergency Medical Technician (EMT) – Enhanced;
- Emergency Medical Technician (EMT) – Basic.

FINDINGS AND RECOMMENDATIONS

King George County should be commended for its efforts to improve the fire and rescue system in recent years. A significant amount of effort has been made to strengthen the County's fire and rescue services prior to the site visit and the weeks following. King George County ranks high on a quality continuum of fire and rescue service in the Commonwealth, but this study identified several areas of concern that were repeatedly cited during face-to-face interviews and observed during the Committee's site visits. This section provides a summary of those four themes and provides an in-depth examination of each theme, to include findings and recommendations.

Theme 1: Personnel

- Recruitment and Retention
- Requirements of Volunteer Membership
- Adherence to Established Standard Operating Procedures (SOPs)

Theme 2: Organizational Development and Operations

- Improve Coordination of Fire-Rescue Organizations
- Lack of Strategic Plan
- Need for Increased Fire Prevention Activities

Theme 3: Communication

- Improved Dispatch System

Theme 4: Training

- Adherence to Mandatory Minimum Training Requirements
- Continuity of Leadership

King George County's should utilize the national consensus standards, developed by the National Fire Protection Association (NFPA) with the input and support of fire and emergency services personnel, businesses, industry and other stakeholders, as guidance documents and resources to address several of the findings identified in this report.

- The 2010 edition of *NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* addresses the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by all career fire departments.
- The 2010 edition of *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* addresses the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by all volunteer fire departments.

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THEME 1: PERSONNEL

The study team has identified several issues affecting both career and volunteer members of King George County's Fire-Rescue System, most notably the lack of sufficient personnel to address the increasing call volume. According to the 2010 Virginia Fire Service Needs Assessment, King George County reported that the present call volume warranted 42 additional personnel to sufficiently staff their stations, including 12 career and 30 volunteer members.⁹ However, the problem may be even more significant due to the continued losses in volunteer personnel. This shortfall has decreased morale and has forced the County to increase the workload of its limited career members with multiple responsibilities. The response to minor incidents often over taxes the ability of the career staff to adequately respond and safely operate equipment required during emergency situations. This shortage has become critical and places the citizens and members of the Fire-Rescue System at a higher risk of injury, property loss and damage as well as increasing reliance on mutual aid from neighboring communities. This creates a liability for the County and should be addressed.

Recruitment and Retention

Recruiting and retaining quality personnel is an important element to Fire-Rescue System success. Like many areas throughout the nation and the Commonwealth of Virginia, King George County has felt the impact of declining numbers of men and women volunteering for fire and rescue departments. Due to lack of volunteers, the career personnel are responsible for a significant majority of all calls throughout the County. In order to relieve the burden on the career personnel, the County must provide increased leadership towards the recruitment of volunteers and the enforcement of standards for both career and volunteer personnel.

Volunteer Coordinator

Although it might be necessary for the County to explore the feasibility of hiring additional career personnel to compensate for the lack of volunteers, the County must be actively involved in assisting the volunteers with their recruitment and retention efforts. Due to fiscal constraints, the career personnel will always be limited. Therefore, the success of King George's Fire-Rescue System is dependent upon the County's ability to foster sufficient volunteer participation to address staffing levels. Presently, the County lacks a coordinated volunteer recruitment and retention program.

Recommendations:

- It is recommended that the County examine the feasibility of establishing a Volunteer Coordinator position to support existing volunteers and to recruit prospective members.
- The County should establish a recruitment and retention program taking into consideration the needs of its current volunteers and identify motivational factors to keep this population engaged and committed to the Fire-Rescue System. This should

⁹ See Appendix 4: 2010 Virginia Fire Service Needs Assessment.

The foregoing is a recommendation authorized pursuant to Va. Code 9.1-203.A.4 and is not to be construed as legal advice or as a binding recommendation.

also include some level of volunteer incentives and rewards for participation that are consistent across the County beyond the free vehicle tax decal presently being offered.

- The County should perform an inventory to determine a more accurate total of personnel responding to emergency calls and conduct an annual needs assessment to identify minimum staff levels for the existing call volume in King George County.
- Based on the needs assessment, the County should set annual recruitment and retention goals.
- King George County has had recruitment and retention programs in the past, but data is absent regarding the effectiveness of these programs. The County should work with volunteers to develop an ongoing process to attract, mentor, and evaluate existing recruitment and retention.
- King George County should identify the non-fire and rescue needs and explore establishing a Fire Corps program.
 - Fire Corps is a federally-funded program under the Citizen Corps initiative, which is a national grassroots effort to help communities prevent, prepare, and respond to natural disasters and other emergencies.
 - Fire Corps will enhance the opportunities for the residents of King George County to serve their fellow citizens in non-hazardous roles. For example, these individuals could assist with the fundraising, accounting and janitorial needs of volunteer departments.
 - When personnel that are capable of active fire-rescue services are relieved of fundraising requirements and routine station duties, they are more apt to respond to emergency calls.
 - More information about Fire Corps is available through the following websites:
 - Virginia Department of Fire Programs:
http://vafire.com/fire_safety_education/fire_corps/fire_corps.html
 - National Volunteer Fire Council: <http://www.firecorps.org/>
- In addition, King George County's Fire-Rescue System should take advantage of pre-existing recruitment and retention information. Resources may be downloaded at the following locations:
 - National Volunteer Fire Council: <http://www.nvfc.org/resources/rr/>
 - International Fire Chiefs Association:
<http://www.vcos.org/resources/recruitment/>
 - Virginia Office of Emergency Medical Services:
<http://www.vdh.virginia.gov/OEMS/Agency/Recruitment/index.htm>
 - Rappahannock EMS Council: <http://rems.vaems.org/>

Requirements of Volunteer Membership

According to the 2010 Virginia Fire Service Needs Assessment, the total number of active volunteers on the roster in King George is 75 individuals.¹⁰ However, during our site visit leadership identified that 75 is an overestimate. The number of volunteers responding to emergency calls is more accurately less than half that number. This complication can be attributed to the requirements for volunteer membership. According to the King George Fire-Rescue Bylaws, each member is required to be “actively involved” for a minimum of 18 hours per month. There is no specific requirement for members to pull shifts or respond to emergency calls. Consequently, many volunteers fulfill their hours performing other squad business including fundraising and training.

Recommendations:

- With the assistance of County leadership, it is recommended that the King George Fire-Rescue Bylaws undergo a thorough review and leadership adopt any warranted changes.
 - The County should restructure its standards for volunteer membership and require all members to work a minimum number of duty shifts a month.
 - The volunteer shift program should be based on the County’s staffing needs, with the purposes of alleviating staffing challenges.
 - The County should develop a set of incentives for those members that pull more than the required hours, such as gift cards and awards.
 - Utilizing non-hazardous personnel for fundraising and routine station duties would allow response volunteers more time to answer emergency calls.
- The County should develop a minimum staffing plan based on the County’s call volume and quantitative data.
 - A simple and reliable system must be developed to capture the number of calls in which combination volunteer and career crews respond to a call for service.
 - Creating a duty officer position to oversee and coordinate both volunteer and career staffing would provide needed shift supervision for the career staff, as currently there is no direct supervision after normal work hours other than the career administrative staff.

Adherence to Established Standard Operating Procedures (SOPs)

According to NFPA, a standard operating procedure is “an organizational directive that establishes a standard course of action.” Thus, standard operating procedures (SOPs) are written guidelines that explain what is expected and required of fire service personnel in performing their jobs.¹¹ Although a system of SOPs presently exists in King George County, not

¹⁰ See Appendix 4: 2010 Virginia Fire Service Needs Assessment.

¹¹ Developing Effective Standard Operating Procedures for Fire and EMS Departments, December 1999

all members strictly follow them and are categorized by type of membership (i.e. volunteer or career). It is critical for the County to implement and follow a system of SOPs to coordinate service delivery throughout the County regardless of fire-rescue company affiliation. It is imperative that all members thoroughly understand their responsibilities and expectations. Organizations that lack SOPs are increasingly vulnerable to accidents, lawsuits, unnecessary costs, personnel problems, and damage to their professional image.

Recommendations:

- With the coordination and collaboration of leadership from all agencies, the County should review and update its SOPs.
- Organizational leadership should perform an objective evaluation of internal factors affecting the existing SOPs to ensure future compliance.
 - Without proper implementation strategies, the new SOPs may continue to be ineffective. Therefore, implementation planning will be a key component of the County's approach to revising its SOPs.
 - The County should increase its education and exposure about these procedures to career and volunteer personnel to ensure compliance.
- As part of the implementation process, the County should establish a mechanism to monitor job performance and ensure strict compliance to the new SOPs.
- With the coordination and collaboration of leadership from both agencies, the County should ensure consistent treatment of both volunteers and career members.
 - The County's Code of Conduct Policy should be evaluated in coordination with the County's strategic planning process.
 - It is critical that all new members be educated on the chain of command, the County's SOPs, Code of Conduct Policy and institutionalized values.
 - The County should clearly outline its expectations for volunteer and career positions and distinguish between the levels and types of service the department offers.

THEME 2: ORGANIZATIONAL DEVELOPMENT AND OPERATIONS

In order to realize success with the below mentioned recommendations and any other attempts at coordinating and improving the overall Fire-Rescue System, it is strongly recommended that internal organizational development strategies be considered. The recommendations will serve to stimulate the organizational cohesiveness, innovation, and effectiveness. This change will inevitably strengthen the County's fire suppression and EMS capacity.

In King George the fire-rescue services have slowly evolved as the County has expanded yielding several organizational changes to improve the service delivery to the residents of King George. However, King George County's Fire-Rescue System faces continuous community development and growth. While the County has made dedicated efforts to improve the organizational structure of the Fire-Rescue System, our study identified additional areas for improvement. Several high-profile incidents have warranted public inspection of King George's emergency response. Although these may be isolated incidents, they are a product of the overall system that displayed critical faults in the County's on-scene incident response. Several of these deficiencies put the County's first responders in danger as well as damaging the overall image of the Fire-Rescue System.

Improve Coordination of Fire-Rescue Operations

King George's Board of Supervisors has embraced and codified a career Chief of Fire Rescue as the central position responsible for the supervision and authority for all fire-rescue issues throughout the County. However, the established organizational chart creates challenges to this intended structure.

For the most part, fire and rescue personnel in King George County work well together during on-scene incident operations. However, additional growth opportunities exist for improved cohesion and efficiency. During our study interviews, personnel expressed concern for the safety of their first responders during emergencies due to the lack of an appropriate level of command structure. This organizational failure yields a dysfunctional and dangerous scene for responding units.

Recommendations:

- County leadership should update its chain of command structure to increase cohesion through an integrated organizational structure.
 - The present organizational chart continues to reflect silos between career and volunteer personnel.
 - Personnel presently lack the ability to "cross communicate" between administrative staff and operational staff in both the career and volunteer ranks. County leadership should consider creating a uniform rank structure and

- The County should ensure a manageable span of control to optimize effective and efficient incident management. More officers are not necessarily better. ¹²
- Utilizing the guidelines outlined in *NFPA 1561: Standard on Fire Department Incident Management Systems*, King George County should formally establish, practice and strictly enforce a countywide Incident Management System policy and accountability system.
 - Increased structure and coordination to the management of emergency incidents will ensure the safety and health of fire-rescue personnel.
 - The County should adopt an incident management system to manage all emergency incidents and training exercises as well as written plans to anticipate incidents that require standardized procedures.
 - National and State standards should be used as a guide for the development process, as appropriate, such as the Incident Command System.¹³
 - It is recommended that these management principles be practiced through full-scale exercises. This will help identify response challenges and allow them to be resolved before an incident.
- The County should identify a Safety Officer for every incident to identify health and safety hazards and ensure that they are corrected.
 - The County must strive to protect its first responders at all times.
 - Every emergency scene must be properly assessed to identify any potential hazards. This information will provide guidance in strategic and tactical decisions and must be communicated to all emergency responders.
 - By not appointing a Safety Officer at every incident, potentially lethal safety hazards may not be identified until it is too late.
 - The County should utilize *NFPA 1521: Standard on Fire Department Safety Officer* as a guide for the roll of the County's Safety Officer.

Lack of Strategic Plan and Unified Mission

During the site visit, it was identified that the County needed increased coordination between its volunteer and career fire-rescue personnel. The County has experienced positive organizational growth in recent years, but there still appears to be some division between the career and volunteer members. Operationally, this presents several concerns and obstacles towards accomplishing a homogeneous, high-quality level of service throughout the County,

¹²Incident Command System Characteristics, <http://www.fema.gov/emergency/nims/ICSpopup.htm#item5>.

¹³ Incident Command System, Overview; <http://www.fema.gov/emergency/nims/IncidentCommandSystem.shtm>

which is detrimental to the citizenry. This organizational challenge can be attributed to the County's lack of unified mission statement and strategic plan.

Strategic Plan

Strategic planning must be an institutionalized component of each fire-rescue department's operations and community resource allocations. A strategic plan provides a basis for long-term operational planning and will serve as a framework for services.¹⁴

Recommendations:

- The County should develop a strategic plan for its fire-rescue services to increase performance levels and service delivery.
 - County Leadership, residents and personnel from the volunteer and career organizations, and County leadership should each play an integral part in the development of a strategic plan in order to meet expectations and foster commitment.
 - Before beginning the strategic planning process, an evaluation of current resources and response capabilities must be completed.
 - King George County should analyze the gap between where they are and where they want to be, and identify strategies to close that gap. A neutral party could facilitate this process.
- In developing its strategic plan, the County should strengthen its system of fire incident analysis and reporting. It is important that King George County timely and accurately report to the Virginia Fire Incident Reporting System (VFIRS) and the Virginia Pre-Hospital Information Bridge (VPHIB).
 - Without reliable data, King George County cannot appropriately develop a plan to address its needs.
 - A fire prevention plan and awareness campaign should be based on the County's incident data, including the frequency of call types, the causes of fires and fire losses.
- The County should work to institutionalize its vision and mission statement for fire-rescue services throughout the County.
 - In December 2008, the County adopted a unified mission and vision. However, many members mentioned they were unaware of the established visionary statements.¹⁵
 - In coordination with the strategic planning process, the County should reassess its mission and vision statements as well as core values to ensure they appropriately represent the whole Fire-Rescue system.

¹⁴ Leading the Transition in Volunteer and Combination Fire Departments, November 2005

¹⁵ King George County Department of Fire, Rescue and Emergency Services Standard Operating Procedures, December 2008

- The County should establish a system of measurable goals. Although achieving 24/7 coverage at all Fire-Rescue stations remains a top priority, the County lacks identified short and long-term goals. The strategic plan should identify immediate, intermediate and long-range goals with target deadlines. Goals should be quantifiable, consistent, realistic and achievable.¹⁶

Need for Increased Fire Prevention Activities

Fire Prevention must be a fundamental component of the County's Fire-Rescue System to reduce fire injuries and fatalities. Understanding the need for increased fire prevention activities, the King George Board of Supervisors adopted the Statewide Fire Prevention Code (SFPC) in August 2005. The SFPC are "statewide standards to safeguard life and property from the hazards of fire or explosion arising from the improper maintenance of life safety and fire prevention and protection materials, devices, systems and structures and the unsafe storage handling, and use of substances, materials and devices."¹⁷ Although Article I, Section 6.5-2 of the County's Municipal Code outlines that the Board of Supervisors appoint a fire official to enforce the SFPC, the ordinance fails to provide the appropriate mechanisms to handle any deficiencies. The *Code of Virginia* grants localities the ability to appoint a fire marshal to enforce the standards of the SFPC as well as investigate the origin of fires.¹⁸ However, the Board of Supervisors has failed to authorize the King George County's Lieutenant for Fire Prevention this ability. Presently, whenever a fire is declared unlawful, the fire official must turn the matter over to law enforcement or obtain an arrest warrant to investigate the origin of the fire. This limits King George's ability to ensure SFPC compliance and combat arsons throughout the County. Additionally, this sets up a potential liability for the County because the fire official is given the responsibility with no associated authority to do the job.

Recommendations:

- King George's Board of Supervisors should amend its local ordinances to appoint a fire marshal and equip this individual with the necessary law enforcement capabilities to determine the causes of fires, conduct arson investigations and ensure SFPC compliance.
 - King George's Fire Chief and Sheriff should work collectively to address the fire prevention needs to protect the residents of the County.
 - The fire department boasts extensive training and expertise in arson detection, but lack the accompanying authority to investigate suspicious fire, which is a disservice to the citizenry.
 - Determining the causes of all fires will allow the County to appropriately develop its fire prevention activities.

¹⁶ Leading the Transition in Volunteer and Combination Fire Departments, November 2005

¹⁷ 2009 Statewide Fire Prevention Code, Preface, page i.

¹⁸ *Code of Virginia*, §§27-30 - 27-37.1

- County leadership should examine the feasibility of dedicating additional personnel to fire prevention activities including inspections and investigations.
- The Fire Chief should work collaboratively with the King George County Service Authority to develop a timeframe for the periodic testing of all fire hydrants.
 - Fire hydrants are a critical component of the County's fire response. According to the SFPC, fire hydrants shall be tested to ensure operational conditions are maintained at all times.¹⁹
 - It is important to determine problems and have them repaired before the hydrant is needed during emergencies.
 - Additionally, the County should ensure that all new construction properly adheres to national water flow standards.
 - The County should utilize the following national consensus standards to develop its fire hydrant inspection and water flow program.
 - *NFPA 22: Standard for Water Tanks for Private Fire Protection*
 - *NFPA 25: Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems*
 - *NFPA 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants.*
 - *NFPA 1142: Standard on Water Supplies for Suburban and Rural Fire Fighting*
- The County should strengthen its public communication activities to provide timely and accurate information to the residents of King George County as well as first responders.
 - Keeping the public informed is essential for effective fire prevention.
 - Increased efforts to promote the positives of King George's Fire-Rescue System could go a long way to increase morale and attract more volunteers.
 - County leadership should examine the feasibility of establishing a Fire and Life Safety Educator as well as posting fire and life safety information to the Department's website.
- The County should take advantage of pre-existing fire prevention information available through state and federal organizations. Public Fire and Life Safety Education resources are available at the following locations:
 - Virginia Department of Fire Programs:
http://vafire.com/fire_safety_education/index.htm
 - Virginia Department of Forestry: <http://www.dof.virginia.gov/fire/index>
 - Virginia Fire and Life Safety Coalition: <http://www.vflsc.org/>

¹⁹ 2009 Statewide Fire Prevention Code, Section 507.5.2

- The Home Safety Council: <http://www.homesafetycouncil.org/index.asp>
- National Fire Protection Association: <http://www.nfpa.org/index.asp>
- The Institution of Fire Engineers: <http://www.strategicfire.org/>

The foregoing is a recommendation authorized pursuant to Va. Code 9.1-203.A.4 and is not to be construed as legal advice or as a binding recommendation.

THEME 3: COMMUNICATIONS

Emergency communications are provided through the King George County Emergency Communications Department and are supervised by a Communications Director under the authority of the County Sheriff. The Sheriff's Office Emergency Communications Center (ECC) answers calls-for-services for law enforcement, fire and emergency medical services as well as Animal Control. The ECC is equipped with a state-of-the-art Computer Aided Dispatch (CAD) system, a Computer Automated Mapping system, and Enhanced 911.²⁰

Improved Dispatch System

Public safety personnel must have access to reliable and instantaneous communications at all times to effectively coordinate response and recovery operations. Emergency communications is not solely a product of technology, but rather a condition of a locality's governance, standard operating procedures and training. To achieve an effective and efficient emergency response framework, all areas of emergency communications must collectively work.²¹

According to the Sheriff's Annual Report, the eight full-time and five part-time dispatch operators fielded 32,818 calls in 2010. Unfortunately, throughout our site-visit, we consistently heard the County's radio communications consist of outdated technology that jeopardizes not only service delivery, but the safety of King George County's first responders. A failed communication system places King George County's first responders in critical danger. Several high-profile fires displayed the critical defaults in the County's dispatch and emergency communications system. A critical analysis of the CAD system is necessary. The present system has major response flaws and a thorough review would improve the response and safety of King George's first responders.

Recommendations:

- To address the call volume, the King George Board of Supervisors should examine the feasibility of increasing personnel in the County's Emergency Communications Department.
 - Due to staffing inadequacies, King George's emergency dispatchers are overwhelmed and overburdened.
 - The baseline pay for King George is inequitable to surrounding jurisdictions, yielding higher than normal turnover.
 - In addition to their dispatch responsibilities, these individuals are responsible for "non-emergency" calls for the Sheriff's office.
- Dispatch functions should be separated to primarily field law enforcement calls and primarily fire and rescue calls. However, it is recommended that all dispatchers should be cross-trained and rotate to ensure redundancy of capabilities.

²⁰ Source: King George County's Sheriff's Office

²¹ *Ten Years After 9/11: Improving Emergency Communications: Hearing before the U.S. Senate Homeland Security and Governmental Affairs Committee (July 2011).*

- The CAD system should be fully integrated into the County's Firehouse Reporting database to improve incident documentation.
 - Without reliable data, King George County cannot appropriately develop its strategic plan and implement fire prevention activities.
 - By analyzing the incident data, information on the frequency of call types, the causes of fires and fire losses, a fire prevention plan and awareness campaign can be developed.
- The King George County Board of Supervisors should formulate an Emergency Communications Advisory Committee to thoroughly review dispatch protocols, procedures and equipment.
 - Membership should include representatives across King George County's public safety disciplines in order to develop a dispatch system that addresses the needs of all the County's first responders.
 - This Advisory Committee should critically evaluate the emergency communications system in King George and develop a long-term plan to resolve the identified interoperability and service issues.
 - To the extent possible, the King George Board of Supervisors should dedicate the resources necessary to resolve acknowledged deficiencies.
- King George County should update its communication system infrastructure to include towers, portable radios and pagers to ensure that the system meets the upcoming Federal Communications Commission's narrowbanding requirement²² and provides consistent communication capabilities throughout the County.
 - Presently, King George's radio system relies on the antiquated VHF Band frequency system.
 - King George's first responders cannot communicate with other jurisdictions because they do not have the updated equipment.
 - King George County should consider a specialized study to identify the causes, impediments and solutions to issues of the communication system.
 - The County's Public Safety Leadership should investigate the available federal and state grant funding to update its emergency communications infrastructure.
- King George County should participate in periodic full-scale emergency exercises to identify response challenges.

²² On or before January 1, 2013

THEME 4: TRAINING

One of the secrets of a successful combination fire-rescue system is full integration of career and volunteer personnel at the tactical level. Tactical equality recognizes all positions, from firefighter through senior fire officer and requires minimum training standards to ensure performance level.²³ Tactical equality is achievable in King George County if the departments provide performance-based, certifiable training and the opportunity for career and volunteer personnel to train together, which will facilitate the development of personal and professional relationships. Training and continuity of leadership are closely joined in that solid basic training will foster strong, continued cooperation with the County's emergency response agencies. Additionally, skills development is the basis for safety and improved service to the citizens.

Adherence to Mandatory Minimum Training Requirements

King George Fire-Rescue Leadership understands the need for continuous and progressive training to enable department personnel to provide the highest level of service to the community. The County has been proactive in identifying the minimum training requirements for each position in accordance with national standards and recommendations for both Fire and Emergency Medical personnel. As outlined in the Department's SOPs, all personnel are required to accomplish the minimum certifications within a one-year probationary period.²⁴ Due to time commitment restraints, volunteers struggle to successfully complete the necessary requirements. However, it is not uncommon for these individuals to respond to an emergency call as well as hold office in the volunteer departments. This is largely due to the County's significant staffing challenges.

Recommendations:

- The County should be commended for its efforts to develop a minimum training standards matrix for each position. However, the King George County Board of Supervisors should formally embrace these training requirements and provide the training officer the authority to require these standards regardless of affiliation.
 - Strict enforcement of the established minimum training standards eliminates potential liability issues.
 - Too often volunteer officers fail to possess the same certifications required of the career and volunteer members, which is a danger to both the community and the members.
 - The County should take full advantage of training opportunities offered at the state level, including the EMS Provider Portal sponsored by the Virginia Office of Emergency Medical Services and the Virginia Department of Fire Programs Fire Service Training Knowledge Centre.
 - To what extent possible, the Board of Supervisors shall dedicate resources necessary to fulfill these adopted training requirements.

²³ Leading the Transition in Volunteer and Combination Fire Departments, November 2005

²⁴ Department of Fire, Rescue and Emergency Services Standard Operating Procedures, T-07-001 – T-07-005.

- The County should establish an achievable timeframe for all first responders to meet the established minimum training requirements.
 - The time commitment required to complete the training likely will be an issue with many of the volunteers. The County should look at ways to alleviate this additional burden on the volunteer community.
- Aligning with the County's strategic planning efforts, it is recommended that a structured and coordinated training program be developed to address the training needs of the County and schedule classes accordingly.
- King George County should work to increase the number of available instructors to address the training needs of the Fire-Rescue System.
 - Increasing the number of instructors will improve the flexibility and accessibility of training for fire-rescue personnel through the utilization of the training groups and clustered training.
 - The County should explore the feasibility of establishing a regional approach to training with adjacent communities. This will increase the availability of programs and the cache of instructors for fire and medical certifications.

Continuity of Leadership

The County should develop a continuity of leadership or succession planning program that focuses on training and mentoring future leaders from within to ensure the retention of institutional knowledge.

Recommendations:

- This program should illustrate the value of strong leadership to all members.
 - King George County should consider including a professional development program as well as provide incentives for advanced training and higher education.
- A mentorship program should be developed, and strongly encouraged, for career and volunteer members. The County needs to train for the future of its fire-rescue service and foster the next generation of officers.
 - The County should take advantage of pre-existing mentoring in the fire service information available through state and federal organizations to establish this program.
- It is also recommended that the County offer leadership training to cultivate new leadership within the organization.
 - Leadership training should be offered as an ongoing long-term project.
 - The County should consider conducting a focus group to determine how this can be accomplished and successfully implemented in the County.

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APPENDICES

Appendix 1: King George County Letter of Request – January 21, 2011

Appendix 2: King George County - Virginia Fire Incident Reporting System Report Summary

Appendix 3: King George County Training Summary for FY2005 to FY2010

Appendix 4: King George County 2010 Needs Assessment Summary Statistics

The foregoing is a recommendation authorized pursuant to Va. Code 9.1-203.A.4 and is not to be construed as legal advice or as a binding recommendation.

APPENDIX 1: KING GEORGE COUNTY LETTER OF REQUEST

King George County, Virginia



COUNTY ADMINISTRATOR
10459 Courthouse Drive, Suite 200
King George, Va. 22485
Telephone: (540) 775-9181
Fax: (540) 775-5248

A. TRAVIS QUESENBERRY, P.E.
COUNTY ADMINISTRATOR

January 21, 2011

Ms. Brook Pittenger
Director of Administration
Virginia Department of Fire Programs
1005 Technology Park Drive
Glen Allen, Virginia 23059

Re: Assessment of King George County Fire and Rescue Services

Dear Ms. Pittenger:

Approximately 10 years ago, the Virginia Department of Fire Programs, along with the Virginia Fire Services Board and the Virginia Office of Emergency Medical Services presented the King George County Board of Supervisors a report titled, "A Study of Fire and Rescue Services in King George County, Virginia – February 2001".

At its meeting on January 18, 2010 the King George County Board of Supervisors directed me to request that the Virginia Department of Fire Programs perform another independent review and assessment. In addition to evaluating the County's success (or failure) in implementing the recommendations of the 2001 study, we feel that this 2011 study should include, but not be limited to the following areas:

1. Organizational Development, Accountability, and Policy.
2. Levels of Service.
3. Personnel (both paid and volunteer - to include recruitment and retention).
4. Safety and Operations.
5. Training.
6. Fire Prevention and Code Enforcement.
7. Emergency Management and Preparedness.
8. Communications (E911).
9. Facilities and Apparatus.
10. Volunteer incentives.

Virginia Department of Fire Programs

JAN 24 2011

We look forward to your favorable consideration of this request. The County Board of Supervisors, County staff and Fire and Rescue division personnel are available to assist you as needed as you perform this independent evaluation.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Travis Quesenberry, P.E.".

A. Travis Quesenberry, P.E.
County Administrator

The

APPENDIX 2: KING GEORGE COUNTY – VIRGINIA FIRE INCIDENT REPORTING SYSTEM REPORT

The Virginia Department of Fire Programs manages the Virginia Fire Incident Reporting System (VFIRS). VFIRS is the statewide system for tracking all emergency responses with fire departments in Virginia. By reporting their incidents to VFIRS, fire departments document the details of their incidents for legal purposes and documenting the overall activities of their fire department.

Incident Type Summary, King George County, Virginia 2006-2010*

Incident Type	2006	2007	2008	2009	2010	2006-2010
Fires	113	119	119	114	87	552
EMS/Rescue	439	416	320	303	307	1,785
Hazardous Condition	206	200	195	172	179	952
Service Calls	127	110	92	94	88	511
Good Intent	224	167	168	137	160	856
False Alarm	50	65	79	70	64	328
Other	11	6	21	21	18	77
Total Incidents	1,170	1,083	994	911	903	5,061
Aid Given	70	84	68	60	63	346
Exposures	1	3	5	5	8	22
Grand Total	1,241	1,170	1,067	976	974	5,428
Incident Type (%)						
Fire	9.66	10.99	11.97	12.51	9.63	10.92
EMS/Rescue	37.52	38.41	32.19	33.26	34.00	35.26
Other	52.82	50.60	55.84	54.23	56.37	53.82

Dollar Loss Summary, King George County, Virginia 2006-2010

Incident Type	2006	2007	2008	2009	2010	2006-2010
Total Fire Dollar Loss	\$1,234,375	\$1,236,890	\$1,247,011	\$1,973,400	\$1,708,750	\$7,400,426

Casualty Loss Summary, King George County, Virginia 2006-2010

Incident Type	2006	2007	2008	2009	2010	2006-2010
Civilian Fire Injuries	0	2	3	5	6	16
Civilian Fire Deaths	0	1	1	2	0	4
Fire Service Injuries	0	2	1	1	1	5
Fire Service Deaths	0	0	0	0	0	0

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APPENDIX 3: KING GEORGE COUNTY TRAINING SUMMARY FOR FY2005 TO FY2010

This information is a compilation of training data, for Fiscal Years 2005 through 2010, from the Fire Service Training Record System (FSTRS) maintained by the Virginia Department of Fire Programs. For more information on FSTRS, http://www.vafire.com/fire_service_training_record_system/index.htm

Course Description	Students
FIRE SERVICE TRAINING - INCIDENT MANAGEMENT SYSTEM	1
PROTECTIVE BREATHING APPARATUS - SPECIAL OFFERING	14
FIRE SERVICE TRAINING - WATER SUPPLY	2
FIRE SERVICE TRAINING - AIRCRAFT LIVE FIRE TRNG	1
INTRODUCTION TO COMMAND	13
FIRE OFFICER I CERTIFICATION COURSE (NFPA 1021-97)	19
FIRE OFFICER II - CERTIFICATION COURSE (NFPA 1021-97)	22
FIRE OFFICER II - COURSE (STANDARD 1997)	1
FIRE OFFICER III - NFPA 1021 - 2002	16
FIRE OFFICER IV - (NFPA 1021-03)	7
FIRE INSPECTOR IN-SERVICE TRAINING	3
FIRE INSPECTOR LEGAL IN-SERVICE	7
FIRE INSPECTOR I & II - (NFPA 1031-03)	10
FIRE INVESTIGATOR "IN-SERVICE" TRAINING	5
FIRE INVESTIGATOR - (NFPA 1033-03)	4
PUBLIC FIRE & LIFE SAFETY EDUCATOR (NFPA 1035)	2
COMMUNICATING WITH CHILDREN	15
COMMUNICATING WITH CHILDREN - TRAIN-THE-TRAINER	4
ENVIRONMENTAL CRIMES	3
ADJUNCT INSTRUCTOR IN-SERVICE TRAINING	2
NFPA 1403 COMPLIANCE OFFICER	1
FIRE INSTRUCTOR CERTIFICATION COURSE (NFPA 1041-97)	25
FIRE INSTRUCTOR II CERTIFICATION COURSE NFPA 1041-02	21
FIRE INSTRUCTOR III NFPA 1041-87	4
FIRE INSTRUCTOR I - UPGRADE NFPA 1041-02	9
FIRE INSTRUCTOR II - UPGRADE NFPA 1041-02	3
FIRE INSTRUCTOR III/IV - UPDATE NFPA 1041-02	1
NFPA 1403 AWARENESS	13
ARFF - GENERAL AVIATION 16 HOUR (STRUCTURAL)	3
AIRPORT RESCUE FIRE FIGHTING NFPA 1003-00	7
H-465/ICS 300 -INTERMEDIATE ICS FOR EXPANDING INCIDENTS	6
ICS-300: INTRM ICS FOR EXPANDING INCIDENTS - ST AGENCIES	1

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IS-100 -- ON-LINE INTRODUCTION TO INCIDENT COMMAND SYSTEMS (ICS)	2
I-200 - ICS FOR SINGLE RESOURCES & INITIAL ACTION INCIDENTS	2
IS-800 - NATIONAL RESPONSE PLAN TRAINING COURSE	1
FIRE ATTACK - ESSENTIALS	1
FIRE ATTACK II - BASIC NFPA 1403-92	6
HAZARDOUS MATERIALS AWARENESS NFPA 472-02	102
HAZARROUS MATERIALS OPERATION NFPA 472-97	90
NFA - JUVENILE FIRESETTER I	4
NFA - JUVENILE FIRESETTER II	2
FIRE PREVENTION FOR FIRST RESPONDERS AND SMALL DEPARTMENTS	1
N.F.A. INCIDENT COMMAND SYSTEM	8
NFA-EXECUTIVE SKILLS SERIES: INFLUENCING	1
N.F.A. BUILDING CONSTRUCTION - COMBUSTIBLE	1
N.F.A. ARSON DETECTION FOR THE FIRST RESPONDER (ADFR)	14
IS-700 - NATIONAL INCIDENT MANAGEMENT SYSTEM INTRODUCTION	2
N.F.A. LEADERSHIP I: STRATEGIES FOR COMPANY SUCCESS	2
N.F.A. LEADERSHIP II: STRATEGY FOR PERSONAL SUCCESS	2
N.F.A. - M. C. T. O.: DECISION MAKING	14
N.F.A. - PREPARATION FOR INITIAL COMPANY OPERATION (PICO)	3
N.F.A. - STRATEGY AND TACTICS FOR INITIAL COMPANY OPERATIONS	27
N.F.A - TRAINING OPERATION IN SMALL DEPARTMENTS	1
N.F.A. INCIDENT SAFETY OFFICER (ISO)	8
N.F.A. HEALTH AND SAFETY OFFICER (HSO)	2
N.F.A. EMERGENCY RESPONSE TO TERRORISM: BASIC CONCEPTS	2
INTRO TO WILDLAND/URBAN INTERFACE FIREFIGHTING	4
EQUITY - DIVERSITY CONFERENCE	1
MAYDAY, FIREFIGHTER DOWN 16-HOUR PROGRAM	22
MAYDAY, FIREFIGHTER DOWN - AWARENESS	4
L. P GAS EMERGENCIES (16-HOURS)	8
CONFINED SPACE RESCUE (16-HOURS)	15
INTRODUCTION TO TECHNICAL RESCUE - MODULE 1	2
INTRODUCTION TO TECHNICAL RESCUE - MODULE 2	2
ROPE RESCUE I	28
ROPE RESCUE II	5
ROPE RESCUE III	1
ROPE RESCUE AWARENESS (4 HOURS)	3
TRENCH RESCUE OPERATIONS	13
TRENCH RESCUE - AWARENESS & OPERATIONS	10
VEHICLE RESCUE AWARENESS AND OPERATIONS	52
FARM MACHINERY EXTRICATION	25

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VEHICLE RESCUE TECHNICIAN - NFPA 1006-03	2
EVOC TRAIN-THE-TRAINER	1
DRIVER/OPERATOR AERIAL - STRATEGY & TACTICS	1
TRUCK COMPANY OPERATIONS	5
DRIVER/OPERATOR-AERIAL CERTIFICATION COURSE NFPA 1002-98	31
DRIVER / OPERATOR-PUMPER CERTIFICATION COURSE NFPA 1002/98	36
RURAL WATER SUPPLY 16 HOUR TRAINING PROGRAM	19
BASIC PUMP OPERATIONS - 16-HOUR TRAINING PROGRAM	28
FIREFIGHTER I COMPLETE COURSE	30
FIREFIGHTER II COMPLETE COURSE	24
FIREFIGHTER I - NFPA 1001-97	78
FIREFIGHTER II - NFPA 1001-08	46
EMERGENCY VEHICLE OPERATION - CLASS 1	73
EMERGENCY VEHICLE OPERATION - CLASS 2	76
EMERGENCY VEHICLE OPERATION - CLASS 3	70
RURAL WATER SUPPLY - "TRAIN-THE-TRAINER"	1
FIRE OFFICER I T-T-T	3
FIRE OFFICER II T-T-T	2
FIRE OFFICER III - T-T-T	1
CREW LEADER T-T-T	3
PUBLIC FIRE & LIFE SAFETY EDUCATOR TRAIN THE TRAINER	3
NFPA 1403 AWARENESS - TRAIN-THE-TRAINER	1
H-465 - INTERMEDIATE ICS FOR EXPANDING INCIDENTS - T-T-T	3
H-467 - ADV ICS FOR CGS & MACS FOR OPS 1ST RESPONDERS - T-T-T	3
HAZARDOUS MATERIALS OPERATIONS - T-T-T	3
N.F.A. ICS FOR FIRST RESPONDERS "TRAIN-THE-TRAINER"	1
MAYDAY FIREFIGHTER DOWN! TRAIN-THE-TRAINER	1
ROPE RESCUE I - "TRAIN-THE-TRAINER"	1
FARM MACHINERY EXTRICATION TRAIN-THE-TRAINER	2
DRIVER/OPERATOR AERIAL - T-T-T - NON-TRACTOR DRAWN APPARATUS	3
DRIVER/OPERATOR PUMPER - T-T-T	2
FIREFIGHTER I AND II T-T-T	27
EVOC - "TRAIN-THE-TRAINER"	6
EVOC - TRAIN-THE-TRAINER UPDATE	3
NFPA 1403 COMPLIANCE OFFICER - TRAIN-THE-TRAINER	1

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APPENDIX 4: KING GEORGE COUNTY – 2010 NEEDS ASSESSMENT SUMMARY STATISTICS

The Fire Service Needs Assessment is an annual survey conducted by the Virginia Department of Fire Programs. Fire departments complete a survey questionnaire designed to identify their critical needs. Results are compiled and published in a comprehensive report available each January. Below are excerpts of the specific information provided by King George's Department of Fire, Rescue & Emergency Services.

Fire Department Personnel	Current*	Need Reported**
Career Firefighters	36	12
Volunteer Firefighters	75	30
Total Firefighters	111	42
Civilian-Paid	2	2
Civilian-Volunteer	10	0
Total Civilian Personnel	12	2

*Taken from Supplemental Table 1 of the 2010 Virginia Fire Service Needs Assessment.

**Number from Supplemental Table 7, means needed on top of the total column.

Apparatus Owned	Current*	Need Reported **
Aerial Apparatus	1	0
Aircraft Rescue and Fire Fighting Vehicle	0	0
Ambulance/Other Patient Transport	6	1
Command Vehicle	7	0
Engine/Pumper	5	1
Quint Combination Vehicle	0	0
Rescue/Fire Boat	3	0
Tanker	2	1
Technical Rescue Vehicle	1	0
Wildland Brush Truck	3	0
Other	2	0

*Taken from Supplemental Table 2

**Taken from Supplemental Table 5

Equipment Owned	Current*	Need Reported **
4-Gas Monitors	6	0
Map Coordinate System – GPS	5	12
Mobile Data Terminals	11	4
Personal Alert Safety Systems	50	0
Personal Protective Equipment	100	0
Radios	60	100
Self-Contained Breathing Apparatus	55	0
Thermal Imaging Cameras	6	0
Other Equipment	0	0

*Taken from Supplemental Table 3

**Taken from Supplemental Table 6

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