

VIRGINIA FIRE SERVICES BOARD



A Report of Findings  
and  
Recommendations:

**County of Northampton  
Fire & EMS Study**



**August 2011**

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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.

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Northampton County Department of Emergency Medical Services  
Northampton County Fire and Rescue Commission  
Northampton Fire & Rescue, Inc.  
Virginia Department of Fire Programs  
Virginia Department of Health – Office of Emergency Medical Services  
Virginia Department of Forestry

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## EXECUTIVE SUMMARY

This report documents the findings and recommendations for the Northampton County Fire and Emergency Medical Service Study. The information contained is not to be construed as legal advice or as a binding recommendation. This report is intended to provide guidance for Northampton 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 Northampton County.

Requested by the Northampton County Board of Supervisors, the study analyzed several areas of responsibility within the County's Fire-Rescue System. The study committee comprised of a representatives from the Virginia Fire Services Board (VFSB), the Virginia Department of Fire Programs (VDFP), the Virginia Department of Forestry (DOF) and the Virginia Office of Emergency Medical Services (OEMS).

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

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

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 Northampton County.

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

### ***Theme 1: Communication*** (page 12)

- Improve Levels of Communication: The County should host a strategic communication session with a skilled mediator to resolve existing challenges and barriers between the Northampton County Administration, the Department of Emergency Medical Services, and members of the volunteer fire and rescue departments.

### ***Theme 2: Organizational Development*** (page 13)

- Need for Centralized Authority: The Northampton County Board of Supervisors should examine the feasibility of hiring a career Director of Public Safety as the central position responsible for the supervision and authority for all fire and rescue issues throughout the County.

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- Northampton County Fire and EMS Commission: With the assistance of the County Administrator, the Board of Supervisors should clearly define the role of the Fire and Rescue Commission and its scope of authority. The Commission's bylaws and membership structure should undergo a thorough review and the County should adopt any warranted changes.
- Strategic Planning: The County of Northampton should develop a strategic plan for fire-rescue services to enhance performance levels and service delivery. In addition, the County should develop unified vision and mission statements for all fire and rescue departments.
- Fire Prevention Activities: Northampton County Board of Supervisors should adopt the Statewide Fire Prevention Code and appoint a County fire official to administer and enforce its requirements.

***Theme 3: Personnel*** (page 18)

- Standard Operating Procedures: The Fire and Rescue Commission should review and implement countywide Standard Operating Procedures (SOPs). As part of the implementation process, the County should establish a mechanism to monitor job performance and ensure personnel strictly comply with the new SOPs.
- Standard of Conduct Policy: With the coordination and collaboration of leadership from all agencies, the County should develop a Standard of Conduct Policy to ensure consistent treatment of both volunteers and career members.
- Liaison Committee: The Liaison Committee should resume its work to address personnel issues among all Northampton County's first responders. The Liaison Committee should include membership from career and volunteer rescue stations as well as the Director of Public Safety.
- 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.

***Theme 4: Training*** (page 22)

- Minimum Training Standards: The Northampton County Fire and Rescue Commission should develop and implement position-specific minimum training standards for the Fire-Rescue System.
- Continuity of Leadership and Succession Planning: Northampton 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.

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***Theme 5: Budget*** (page 25)

- Standardization and Central Purchasing: County leadership should explore the development of a centralized purchasing option to leverage Northampton County's purchasing power. Additionally, the Fire and Rescue Commission should develop specifications for future apparatus and equipment purchasing to leverage bulk pricing.
- Apparatus Repair and Replacement: Northampton County should complete a yearly countywide needs assessment for the delivery of fire-rescue services. The Fire and Rescue Commission should develop specifications for future apparatus purchases, refurbishments and replacements.

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## **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 Northampton 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. Host Town Hall meeting with residents of the locality;
4. Identify issues and concerns of officials regarding Fire and EMS/Rescue services;
5. Identify perceived gaps in existing service levels and new priorities in mission; and,
6. Identify strengths and weaknesses as perceived by departmental personnel.

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Each goal was realized with the support of the Northampton County's study project manager, Administrator Katie Nunez, 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 each volunteer Chief, and/or Rescue Captain, the County Administrator, the Director of Emergency Medical Services, Board of Supervisor members, the Eastern Shore of Virginia 9-1-1 Communications Center personnel, Northampton County Fire and Rescue Commission members and various volunteers in Northampton County as well as a town hall meeting. 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 Northampton 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 Northampton 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

Northampton County comprises the southernmost portion of the Delmarva Peninsula, more commonly known as the Eastern Shore of Virginia. The County encompasses approximately 355 square miles of land area, which are pristine large in part due to the County's geographical isolation created by the Chesapeake Bay on its west and the Atlantic Ocean on its east.<sup>1</sup>

According to the 2010 Census, Northampton County experienced a 5.4 percent decrease in its population over the past 10 years. Of the 12,389 individuals that live in Northampton County, 30.3 percent are over 60 years old.<sup>2</sup>

Northampton County's economy, traditionally based on seafood and agriculture, is becoming increasing diverse. In 2010, the top three industries in Northampton County were Health Care, Government and Agriculture.<sup>3</sup> However, Riverside Shore Memorial Hospital announced in July 2010 that it would be building a new facility in Accomack County. Riverside Shore Memorial Hospital is Northampton County's largest employer and the comprehensive impacts of this relocation will be significant.

Due to limited employment opportunities on the Eastern Shore, the unemployment rate for Northampton County is higher than the statewide average. The unemployment numbers for April 2011 were 7.2 percent in Northampton County, which was 1.4 percent higher than Virginia's statewide unemployment rate.<sup>4</sup> Additionally, the median income for the residents of Northampton is \$34,501, which is nearly \$25,000 below the average for the Commonwealth of Virginia.<sup>5</sup>

The fire and rescue services of Northampton County are provided by a dedicated group of volunteers, which are supplemented by career Northampton County Department of Emergency Medical Services employees. Collectively, these seven organizations work together to provide quality firefighting and emergency medical services from seven fire and rescue stations located strategically throughout the County. A listing of these volunteer companies can be found below:

- Community Fire Company, Inc.
- Cheriton Volunteer Fire Company, Inc
- Cape Charles Volunteer Fire Company, Inc.
- Northampton Fire & Rescue, Inc.
- Eastville Volunteer Fire Company, Inc.
- Cape Charles Rescue Service, Inc.<sup>6</sup>

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<sup>1</sup> **Source:** County of Northampton Virginia Annual Operating Budget 2010-2011.

<sup>2</sup> **Source:** Virginia Employment Commission: Northampton County Community Profile (June 2011).

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> **Source:** U.S. Census Bureau: State and County QuickFacts.

<sup>6</sup> **Source:** Northampton County Department of Emergency Medical Services

Northampton County Department of Emergency Medical Services employees supplement the volunteer system by providing two types of coverage:

- Between the hours of 6 am and 6 pm Monday through Friday, Department personnel staff two ambulances, one in the south at the Cape Charles Rescue Service station and one in the north at the Community Fire Company station.
- Secondly, career personnel provides Advanced Life Support (ALS) zone coverage on nights, weekends and holidays. This quick response vehicle is staffed with an EMT-Intermediate or Paramedic and answers any call dispatched in Northampton County. This ALS provider assists both volunteer and other career staff as necessary.

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, Northampton County responded to approximately 466 fire calls (14.1 percent) and 2,845 rescue calls (85.9 percent).<sup>7</sup>

First responders responsible for fire suppression provide an array of emergency services to the community. They include light and heavy rescue, vehicle extrication, water rescue, hazardous materials, EMS first responder, and other non-emergency activities. During 2010, the average response time for rescue calls during the day was 9.7 minutes and 3.7 minutes during nights and weekends.<sup>8</sup> The County has established a performance measure standard of having a unit on-scene within 20 minutes from the time of dispatch, which was accomplished for 88 percent of all rescue calls in 2010.<sup>9</sup>

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:

- 1) Emergency Medical Technician (EMT) – Paramedic;
- 2) Emergency Medical Technician (EMT) – Intermediate;
- 3) Emergency Medical Technician (EMT) – Enhanced;
- 4) Emergency Medical Technician (EMT) – Basic.

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<sup>7</sup> Source: Eastern Shore of VA 911 Center Annual Report

<sup>8</sup> Note: Response times for fire response are not tracked.

<sup>9</sup> Source: Eastern Shore of VA 911 Center Annual Report

## **FINDINGS AND RECOMMENDATIONS**

Northampton County provides high quality fire and rescue services to the visitors and residents of the County, but this study identified several areas of concern that were cited and observed during the Study Committee's site visit. This section provides a summary of those five themes and provides an in-depth examination of each theme, to include findings and recommendations.

### ***Theme 1: Communication***

- Improve Levels of Communication

### ***Theme 2: Organizational Development***

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

### ***Theme 3: Personnel***

- Adherence to Established Standard Operating Procedures (SOPs)
- Accountability
- Recruitment and Retention

### ***Theme 4: Training***

- Need for Minimum Training Standards
- Cross Training
- Continuity of Leadership

### ***Theme 5: Budget***

- Standardization and Central Purchasing
- Apparatus Repair and Replacement

Northampton County's should utilize the national consensus standards, developed by the National Fire Prevention 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 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.

## **THEME 1: COMMUNICATION**

In order to improve Northampton County's Fire-Rescue System<sup>10</sup>, the County must foster positive external and internal communications among the County's seven fire and rescue organizations and the County Administration. Without effective and trusting relationships, the County will have limited success with the below mentioned recommendations and any other attempts at coordinating and improving their overall organization. Before other identified recommendations can be implemented, effective and reliable communication capabilities must be reestablished between the County Administration, career, and volunteer personnel.

### **Improve Levels of Communication**

One of the significant challenges identified and observed during the site visit was the lack of effective communication between the fire departments, rescue squads and County leadership. These communication flaws included the failure to communicate strategic information relating to the study itself, policy direction, capital improvements and apparatus purchases as well as a lack of professional interpersonal communication between all parties.

The continued failure of verbal and written communications has evolved into considerable distrust and animosity among the volunteers of the County Administration's willingness to work together. Unfortunately, it appears County leadership has lost its credibility among the volunteers, yielding barriers between the volunteer and career system.

It is critical for County to continuously facilitate communication between career and volunteer personnel and work tirelessly to inform all members and dispel any rumors.<sup>11</sup> Due to the professional and personal conflicts, both career and volunteer personnel have lost sight of their core mission to provide the highest level of fire and rescue service to the citizens of Northampton County. The County's Rescue and Fire Departments must work together to provide the highest quality level of service throughout the County. The burden lies with the County Administration and the Board of Supervisors to ensure an open and honest dialog is established in a reliable communication model.

### ***Recommendations:***

- The County should host a strategic communication session with a skilled mediator to resolve existing challenges and barriers between the Northampton County Administration, the Department of Emergency Medical Services, and members of the volunteer fire and rescue departments.
  - The objective of this work-session should be to develop a communications model that ensures all stakeholders have input and dialog into public safety strategic plans and decisions.

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<sup>10</sup> The Northampton County Fire Rescue System (Fire Rescue System or System) means all those fire and rescue organizations that are recognized by the County as providers of fire, rescue services, and primarily respond to incidents within the County.

<sup>11</sup> Leading the Transition in Volunteer and Combination Fire Departments, November 2005

- This communications model must ensure reliable notification relating to public safety strategic planning and development is provided and received by all public safety stakeholders.
- Additionally, it is encouraged for all affected parties and stakeholders to provide written documentation to confirm their commitment to solve the communication challenges in Northampton and refrain from continued hostility.

## **THEME 2: ORGANIZATIONAL DEVELOPMENT**

In order to improve Northampton County's Fire-Rescue System, it is recommended that the below internal organizational development strategies be considered. These recommendations will serve to stimulate the Northampton County Fire-Rescue System's cohesiveness, innovation and effectiveness while guiding the inevitable change that will occur as the County strengthens its fire suppression and rescue capacity.

### ***Improve Coordination of Fire-Rescue Organizations***

One of the major concerns identified was the level of communication and coordination between the fire-rescue organizations and County leadership. Part of this issue arises due to the lack of clarity in the organizational structure. Presently, there is not a coordinated Fire-Rescue system, but rather several independent agencies working along side one another. This disorganization negatively affects the service delivery to the visitors and residents of Northampton County. Additionally, the confusion over the current organizational structure creates potential liability issues for the County.

### **Need for Centralized Authority**

One of the major barriers faced by the fire-rescue organizations in the County of Northampton is the coordination of its emergency services. It appears the intent of the County Administration and Board of Supervisors was that the Director of Emergency Medical Services held oversight of the County's full-time paid emergency medical service employees and also served as the liaison to the volunteer fire and rescue agencies providing coordination and dissemination of information. However, some assume that the volunteer chiefs have that final authority for their respective departments and the career EMS Director only has authority in the career structure. Unfortunately, the present structure and leadership has lost the ability to effectively manage the fire-rescue volunteer personnel in the County.

### ***Recommendations:***

- The Northampton County Board of Supervisors should examine the feasibility of hiring a career Director of Public Safety as the central position responsible for the supervision and authority for all fire and rescue issues throughout the County. This position should be codified through a local ordinance. An organizational chart should be generated and distributed to all effected parties.

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- This provides a unified command structure to effectively utilize and coordinate resources on a needs-based allocation structure, which will improve the quality of services provided throughout Northampton County.
  - It is recommended that this individual be recruited from outside the current Northampton County fire and rescue leadership ranks to provide an objective and new perspective to the Fire-Rescue System.
  - It is imperative that this position have both EMS certification and comparable experience at the Fire Chief's level.
- The newly formed Director of Public Safety position must ensure that all companies within the County are working as one.
    - It is critical that the County is moving forward together and not in seven different directions.
    - Stakeholders should be included in the development of policies and procedures. Both volunteer and career members have special considerations that must be accounted for when developing policies.
    - Collaboration will help to develop ownership in the combination system and create transparency.<sup>12</sup>
  - The Northampton County Board of Supervisors should appoint a countywide volunteer Fire Director based on the recommendation of the Fire and Rescue Commission. It is imperative that this position also have EMS certification and comparable experience at the Fire Chief position as well as knowledge of the needs of all Northampton County's volunteers.
  - Under the direction of the Director of Public Safety, the County should provide senior volunteer leadership with the tools and responsibility to properly manage the administrative activities of their department including staffing stations.

### **Northampton County Fire and Rescue Commission**

The Fire and Rescue Commission was established to serve as the entity to voice the concerns of Northampton County's volunteers and promote cooperation of those responsible for providing fire prevention and suppression and emergency medical services.<sup>13</sup> However, we heard repeatedly, from both career and volunteer leadership, that the Commission is inefficient and ineffective. Additionally, the meetings have become unprofessional and unproductive.

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<sup>12</sup> Leading the Transition in Volunteer and Combination Fire Departments, November 2005

<sup>13</sup> Source: Northampton County Fire and Rescue Commission webpage.

### ***Recommendations:***

- The Board of Supervisors should clearly define the role of the Fire and Rescue Commission and its scope of authority.
  - A clear definition of responsibilities and expectations for all entities will strengthen the County's fire-rescue service delivery through the improvement of the organizational structure and efficiency.
  - The Commission should assist in the development of policies and procedures for Northampton County's Fire-Rescue System and provide advice and feedback directly to the Director of Public Safety.
- It is recommended that the Commission's bylaws and membership structure undergo a thorough review and the Board of Supervisors adopt any warranted changes.
  - The County should reexamine the composition of the Commission to solicit additional perspectives and reduce the membership to a more manageable level.
  - It is recommended that the chair of the Commission serve no more than two consecutive terms.
  - The Commission should explore establishing specific subcommittees to address critical issues in the County, including training, recruitment of volunteers and apparatus replacement.
- The Commission should be accountable to the Northampton County Board of Supervisors and provide periodic reports of its activities to the Board.
  - To show the County and Board of Supervisor's leadership and dedication to the Fire and Rescue Commission, it is recommend that the Commission be formally established through a local ordinance and endorsed by the Board of Supervisors.
  - Minutes should be taken and meetings should be scheduled to accommodate participation by the Board of Supervisors and County Leadership.
- The Fire and Rescue Commission should take advantage of pre-existing resources on the development of Standard Operating Guidelines (SOGs) for Fire and EMS organizations such as the United States Fire Administration's (USFA) guide on developing Standard Operating Procedures (SOPs), <http://www.usfa.dhs.gov/downloads/pdf/publications/fa-197.pdf>.

### ***Lack of Strategic Plan and Unified Mission***

During the site visit, it was identified the County needed increased coordination between its volunteer and career organizations. It was often mentioned that Northampton County has seven parallel fire and rescue departments working in tandem, but lacks an overall system. Operationally, this presents several concerns and obstacles towards accomplishing a

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homogeneous, high-quality service level throughout the County, which is detrimental to the citizenry in the long run. This organizational challenge can be attributed to the County's lack of unified mission statement and strategic plan.

### **Strategic Plan**

Strategic planning must become institutionalized as an integral part of each fire-rescue department's operations and community resource allocations. A strategic plan will provide the County a basis for long-term operational planning and will serve as a framework for services.<sup>14</sup>

### ***Recommendations:***

- The County of Northampton should develop a strategic plan for fire-rescue services to increase performance levels and service delivery.
  - Residents, personnel from the volunteer and career organizations and members of the Fire and Rescue Commission should each play an integral part in the development of this 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.
  - The evaluation of current resources and response capabilities will also assist when developing a capital improvement plan.
- In developing its strategic plan, the County should strengthen its system of fire incident analysis and reporting. It is important that Northampton County timely and accurately report to the Virginia Fire Incident Reporting System (VFIRS) and the Virginia Pre-Hospital Information Bridge (VPHIB).
  - Not all of the County's fire departments are reporting through the Virginia Fire Incident Reporting System (VFIRS).<sup>15</sup>
  - Without reliable data, Northampton County cannot appropriately develop a plan to address its needs.
  - 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 County should develop a unified vision and mission statement for fire and rescue services throughout the County.<sup>16</sup>

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<sup>14</sup> Leading the Transition in Volunteer and Combination Fire Departments, November 2005

<sup>15</sup> See Appendix for a list of currently reporting departments.

<sup>16</sup> The Northampton County Department of EMS does have Mission and Vision statements, but they were not generated collaboratively and only adheres to their individual department.

- This vision statement will provide the County a broad, aspirational image of the future of the fire and rescue service.
  - A unified mission statement will ensure the County is collectively moving forward to improve its service delivery.
  - Many volunteers are concerned that the County will take control of all fire-rescue operations and demand changes, which will lead to total control and the elimination of volunteers. The inclusion of the volunteers in the development process of a vision statement is critical.
  - The Fire and Rescue Commission, in conjunction with the County's administration, needs to develop a planning process that will achieve a joint vision and mission.
- The County should establish a system of measurable goals. Although achieving 24/7 coverage at all Fire/EMS 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.<sup>17</sup>

### *Need for Increased Fire Prevention Activities*

#### **Fire Prevention Activities**

There is no one person or group in Northampton County responsible for all fire prevention activities. The few activities accomplished are spread among several individuals with no formal organization or coordinated message. In addition, Northampton County has not adopted the Statewide Fire Prevention Code, which 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."<sup>18</sup>

#### ***Recommendations:***

- Northampton County should adopt the Statewide Fire Prevention Code. The Statewide Fire Prevention Code (SFPC) allows for cost recovery. Utilization of a fee structure would enable the County to generate revenue to help support these activities.
- Northampton County should examine the feasibility of hiring a Fire Marshal to enforce the Fire Code, conduct fire investigations and coordinate public fire and life safety education.
- Recognizing the potential fiscal limitations for new positions, a short-term option would be to appoint Northampton County's Building Official as the fire official, requiring the successful completion of mandatory Virginia Fire Marshal Academy training.

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<sup>17</sup> Leading the Transition in Volunteer and Combination Fire Departments, November 2005

<sup>18</sup> 2009 Statewide Fire Prevention Code, Preface, page i.

- The County should strengthen its public communication activities to provide timely and accurate information to the residents of Northampton County and well as first responders.
  - Keeping the public informed is a critical component of fire prevention.
  - Increased efforts to promote the positives of Northampton County’s fire-rescue services could go a long way to increase morale within its organizations and attract more volunteer members.
- Additionally, the County should appoint a Fire and Life Safety Educator and post fire and life safety information to its 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](http://vafire.com/fire_safety_education/index.htm)
  - Virginia Fire and Life Safety Coalition: <http://www.vflsc.org/>
  - The Home Safety Council: <http://www.homesafetycouncil.org/index.asp>
  - National Fire Protection Association: <http://www.nfpa.org/index.asp>

### **THEME 3: PERSONNEL**

The study team has identified several issues are that affecting both career and volunteer personnel of Northampton County’s Fire-Rescue System. Unfortunately, the County lacks sufficient personnel to address the increasing call volume. The lack of personnel has decreased morale and caused a significant rift between the career and volunteer staff. However, the County is reliant on the volunteers and struggles due to the lack of personnel.

#### ***Adherence to Established Standard Operating Procedures (SOPs)***

According to the National Fire Protection Association (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.<sup>19</sup> The Fire and Rescue Commission adopted SOPs several years ago. However, not all agencies and its members strictly follow them. 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.

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<sup>19</sup> Developing Effective Standard Operating Procedures for Fire and EMS Departments, December 1999

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.

### ***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, the new SOPs may continue to be ineffective or unused. 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.

### ***Accountability***

The County lacks a unified system of administrative accountability, which has decreased morale as well as diminished the community's perception of its fire-rescue organizations. The current system relies on different individuals from independent fire-rescue departments to provide accountability for delivery of service, personnel and budgetary management. Although these negative activities are limited to a small percentage of members, every action yields credit or discredit to Northampton's Fire-Rescue System as a whole.

As stated in other sections of this study, there needs to be a single source of oversight. It is recommended that Northampton County establish a Director of Public Safety to handle this responsibility. This is not meant to imply that this Director is an autocratic position, but must work in constant partnership with the volunteer chiefs and EMS director as well as the Fire and Rescue Commission.

### ***Recommendations:***

- With the coordination and collaboration of leadership from all agencies, the County should develop a Standard of Conduct Policy to ensure consistent treatment of both volunteers and career members.
  - This Standard of Conduct Policy should be developed in coordination with the County's strategic planning process.
  - All new members should be educated on the chain of command, the County's SOPs, Standard 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.

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- The Liaison Committee should resume its work to address personnel issues among all Northampton County's first responders.
  - The Liaison Committee included membership from both the career and volunteer rescue stations. However, it has not met in over three years.
  - The Liaison Committee would address complaints about actions of all staff in the fire- rescue buildings and on the fire ground.
  - The Liaison Committee should include the following members: the Director of Public Safety, two volunteer fire members, one volunteer rescue member and one career rescue member. The Director of Public Safety would only vote in the event of a tie.
  - This restructuring will reduce the number of persons involved while maintaining the proper representation of the fire and rescue organizations and yield progress towards a combination system.

### ***Recruitment and Retention***

Recruiting and retaining quality personnel is an important element in the success of the a Fire-Rescue system. Like many areas throughout the nation and the Commonwealth of Virginia, Northampton County has felt the impact of the declining number of men and women volunteering for fire-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 provided increased leadership to recruiting volunteers for the six individual departments in Northampton as well as enforcement of standards of both career and volunteer personnel.

### **Volunteer Coordinator**

The County needs to be more actively involved in assisting each volunteer department with their recruitment and retention efforts. There presently exists a volunteer recruitment program for the Northampton County Department of Emergency Medical Services, which is generating significant tension between volunteer and career personnel. Unfortunately, this recruitment effort has established a competition between the volunteer departments and the career station for limited resources, which has lead to resentment.

### ***Recommendations:***

- It is also recommended that the County examine the feasibility of establishing a Volunteer Coordinator position whose main focus should be to support existing volunteers as well as the recruit prospective members.
  - This Recruitment and Retention program should also take into consideration the needs of current volunteers and identify motivational factors to keep this population engaged and committed to the fire-rescue service. This should also include some

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level of incentives for volunteer and rewards for participation that are consistent across the County.

- The County should set annual recruitment and retention goals.
- It is also critical to note that there have been recruitment and retention programs in the past, but no information is available to reference the effective or ineffective parts of these programs. Therefore, it is recommended that the County work with the volunteers to determine what programs have been successful and to identify those that have not. Based on the information gathered, the County needs to retain this information for future reference.
- The Northampton County Department of Emergency Medical Services should channel its recruitment efforts to a countywide recruitment and retention strategy developed with insight from the Fire and Rescue Commission.
  - The County should establish a recruitment and retention subcommittee under the Fire and Rescue Commission to help coordinate a countywide program.
  - The Volunteer Coordinator, along with the Fire and Rescue Commission, should develop a single Countywide Volunteer Orientation process leveraging the best practices of existing orientations in order to provide a consistent foundation for all new volunteers.
- Northampton County should identify the non-fire and rescue needs within the County and explore the 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 for, and respond to natural disasters and other emergencies.
  - Fire Corps will enhance the opportunities for the residents of Northampton County to serve their fellow citizens in non-hazardous roles. For example, these individuals could assist with the fundraising, accounting and janitorial needs of the volunteer departments.
  - When personnel that are capable of active fire and 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](http://vafire.com/fire_safety_education/fire_corps/fire_corps.html)
    - National Volunteer Fire Council: <http://www.firecorps.org/>
- In addition, Northampton County's Fire-Rescue System should take advantage of pre-existing recruitment and retention information. Resources may be downloaded at the following locations:
  - EMS - [http://www.vdh.state.va.us/OEMS/Recruitment\\_Retention/index.htm](http://www.vdh.state.va.us/OEMS/Recruitment_Retention/index.htm)

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- BecomeEMS.org - <http://www.becomeems.org/>
- Fire/Volunteer (Guide) - <http://www.nvfc.org/resources/rr/retention-recruitment-guide/>
- Fire/Volunteer (Video) - <http://www.nvfc.org/files/documents/Retention-and-Recruitment-Volunteer-Fire-Emergency-Services.wmv>.
- 2004 JLARC Report. “Review of EMS in Virginia” Part III of the report; *Recruitment, Retention and Training of EMS Providers* (Page 55) – <http://leg2.state.va.us/dls/h&sdocs.nsf/4d54200d7e28716385256ec1004f3130/87c75ac37063994d85256ec500553c41?OpenDocument>

#### **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 minimums training standards to ensure performance level <sup>20</sup>.

Tactical equality is achievable in Northampton County if the departments provides performance-based, certifiable training and the opportunity for career and volunteer emergency medical personnel to train together, which will facilitate the development of personal and professional relationships.

Training and continuity are closely joined in that solid basic training will foster strong, continued leadership with the County’s emergency response agencies. In order to realize success with the below mentioned recommendations and any other attempts at coordinating and improving service delivery, it is strongly recommended that internal organizational development strategies be considered.

#### *Need for Minimum Training Standards*

Presently, there are no minimum training standards and requirements within the County’s Fire-Rescue Organizations. It appears that the quality and quantity of training has improved in the past five years as a result of the Eastern Shore Fire Academy held each year. However, the time commitment continues to be a problem for volunteers to obtain the necessary trainings.

In February 2009, the Fire Services Board endorsed minimum training standards for Fire Fighters, Driver Pump Operators, and Crew leaders. Though these standards are not mandates to local jurisdictions, they serve as a standard of performance for departments to strive towards. It is encouraged that Northampton County consider these minimum levels of training recommendations.

- **All Virginia Firefighters** – VDFP Firefighter I within two years of joining a department. It is also recommended that MayDay/Firefighter Survival be added to the Firefighter I program.

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<sup>20</sup> Leading the Transition in Volunteer and Combination Fire Departments, November 2005

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- **Driver Pump Operators** – VDFP Firefighter I, EVOC related to the apparatus operated and VDFP Basic Pump Operator. All certifications should be obtained prior to operating an emergency vehicle.
- **Fire Officer/Crew Leader** – Meet requirements for Firefighter and also complete unidentified Fire Officer/Crew Leader/Acting Officer program. The other courses recommended are: Fire Ground Safety and Survival; ICS; Building Construction Strategy and Tactics. These trainings should be attained before performing in the Officer function.

***Recommendations:***

- It is recommended that the Northampton County Fire and Rescue Commission develop and implement a minimum training standards matrix for each position within an agency (i.e.: Lead EMT, Fire Fighter, Officer, and Administrator, etc.).
  - It is recommended that the State and National standards be used as the guide for the development process as well as take full advantage of training opportunities offered at the state level.
  - The lack of minimum training standards potential presents liability issues for the County.
  - To the extent possible, the County should dedicate the resources necessary to fulfill these newly adopted training requirements.
- It is recommended that the County 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.
- The County’s fire-rescue leadership should develop a way to incorporate performance-based training concepts into the certification courses allowing tenure students to gain qualifications based on their abilities rather than classroom hours.
- Northampton County should work to increase the number of available instructors to address the training needs of the Fire-Rescue System.
  - The goal of increasing the number of instructors should be focusing on increasing the flexibility and accessibility of training for fire rescue personnel, through the utilization of the training groups and clustered training.

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## *Cross Training*

According to Virginia Fire Incident Reporting System data, rescue calls account for 74 percent of all Northampton emergency calls<sup>21</sup>. To address the shortage of Advanced Life Support (ALS) volunteer providers available during nights and weekends, the County developed a zone response program several years ago. During the site visit, this program was highlighted as extremely effective by both the career and volunteer personnel. However, there are still a limited number of ALS providers in the County. It is recommended that the County's fire service members become trained Emergency Medical Technicians. Having firefighters cross-trained would increase the level of care provided to the citizens of Northampton.

### ***Recommendations:***

- It is recommended that all County agencies work towards a program whereby all new firefighters become, at a minimum, Emergency Medical Technicians.
  - It is also recommended that the County offer an Emergency Medical Technician class with each Firefighter I program. These classes are effective recruiting tools as well.
- It is also recommended that the County develop and implement a citizen CPR training program along with other community safety programs to provide citizens the tools necessary until responders arrive.

## *Continuity of Leadership*

The County should focus on developing a continuity of leadership program that focuses on training and mentoring future leaders within the County's Fire-Rescue System.

### ***Recommendations:***

- It is recommended that a program be developed that illustrates to all members the value of strong leadership.
- 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 its next generation of officers.
  - The mentoring process should be outlined in the County's SOPs agreed upon by all seven fire and rescue organizations.
  - 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 that focuses on growing new leadership within the organization.

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<sup>21</sup> See Appendix 2: VFIRS Data

- 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.

### **THEME 5: BUDGET**

Due to the existing economic challenges facing state and local governments across the United States, Northampton County is limited in its ability to provide adequate funding to each of the volunteer departments throughout the County. The County's volunteer agencies receive funding through billing for services and fundraising activities, including bingo and letter-writing campaigns as well as receives financial support from the incorporated towns located in Northampton County. Limited financial resources make it critical for these volunteer agencies to reduce overall expenditures and maximize finite dollars.

#### ***Standardization and Central Purchasing***

Although some equipment is old, Northampton County's Fire-Rescue System has sufficient pieces of equipment in each station to support the call volume throughout the County. However, an area of cost savings would be through the standardization of equipment and apparatus within the System. This process is not without hurdles, but necessary to deliver cost-effective and efficient fire-rescue services.

#### ***Recommendations:***

- It is recommended that the development of a centralized purchasing option be explored to leverage Northampton County's purchasing power.
  - The Fire and Rescue Commission should develop specifications for equipment replacement and central purchase activity areas. Below are suggested areas/activities for central purchasing:
    - Fuel – ensures all departments are paying the same price and reaping the same cost savings.
    - Insurance – develop one countywide policy that covers all departments.
    - PPE/SCBA – Personal Protective Equipment (PPE)<sup>22</sup> or turnout gear and Self Contained Breathing Apparatus (SCBA)<sup>23</sup> that meet National Fire Protection Association (NFPA) standards.
    - Equipment/Apparatus – The Fire-Rescue System should survey each department to determine if equipment commonalities exist. As previously mentioned, common apparatus specifications should be

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<sup>22</sup> National Fire Prevention Association, NFPA 1971, 2007

<sup>23</sup> National Fire Prevention Association, NFPA 1981, 2007

created and contracted, allowing volunteer organizations to make customizations without overly altering the specs and reap the benefits of group purchasing for routine maintenance and replacement of aging ambulance and fire apparatus.

- Northampton County should consider a Fire Tax or Fire District Tax to assist in funding fire rescue services within specific districts.
- The Fire-Rescue System should research and consider the availability of all federal, state and private grant programs, to include:
  - The Department of Forestry's Volunteer Fire Assistance (VFA) grants:  
<http://www.dof.virginia.gov/fire/index-vfa.shtml>
  - The Department of Forestry's Firewise Virginia Community Hazard Mitigation grants : <http://www.dof.virginia.gov/fire/index-mitigation.shtml>
  - The Federal Emergency Management Agency's Assistance to Firefighter Grant (AFG) programs: <http://www.firegrantsupport.com/content/html/afg/>
  - The Virginia Department of Health-Office of Emergency Medical Services' Rescue Squad Assistance Fund (RSAF) Grants:  
<http://www.vdh.state.va.us/OEMS/Grants/index.htm>
  - The grant programs offered by the Virginia Fire Services Board (VFSB) through the Virginia Department of Fire Programs (VD FP).<sup>24</sup>
  - Various private grant programs.<sup>25</sup>

### ***Apparatus Repair and Replacement***

Most of the equipment housed in the volunteer fire departments was nearing its replacement cycle. However, most apparent was the lack of funding to purchase new equipment. One innovative department elected to refurbish its apparatus, which allowed for a 70 percent cost-savings over purchasing a new piece of apparatus. Given Northampton County's revenue resources, and the reduction in Federal Allocation for Grants, the County should strongly consider refurbishing existing apparatus.

#### ***Recommendations:***

- Northampton County should complete a yearly countywide needs assessment for the delivery of fire-rescue services. The County should base funding allocations upon the priorities set through the needs assessment and quantitative data.
- The Fire and Rescue Commission should survey each department to determine if equipment commonalities exist. The equipment commonalities list should be used, along

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<sup>24</sup> A listing of available VFSB is available online, [http://www.vafire.com/grants\\_local\\_aid/index.htm](http://www.vafire.com/grants_local_aid/index.htm)

<sup>25</sup> A wide variety of Fire and EMS grants can be found on <http://www.grants.gov/> <http://www.firegrantshelp.com/nvfc/> and <http://www.emsgrantshelp.com/>

with strategically planning, for the Fire-Rescue System's routine maintenance and replacement of equipment, aging ambulance and fire apparatus.

- The Fire and Rescue Commission should establish an Apparatus Repair and Replacement Subcommittee to identify and prioritize the apparatus in most need of replacing.
- This critical priority list of apparatus should utilize the NFPA 1911 – Standard for Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus<sup>26</sup>
- The Fire and Rescue Commission should develop specifications for future apparatus purchase (considering the cost effectiveness of regional contracts), refurbishment and replacement using the following national consensus standards:
  - NFPA 1901 - Standard for Automotive Fire Apparatus<sup>27</sup>
  - NFPA 1911 – Standard for Inspection, Maintenance, Testing and Retirement of In-Service Automotive Fire Apparatus<sup>28</sup>
  - NFPA 1912 – Standard for Fire Apparatus Refurbishing<sup>29</sup>
  - Proposed NFPA 1917 – Standard for Automotive Ambulances.<sup>30</sup>

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<sup>26</sup> National Fire Prevention Association, NFPA 1911, 2007

<sup>27</sup> National Fire Prevention Association, NFPA 1901, 2009

<sup>28</sup> National Fire Prevention Association, NFPA 1911, 2007

<sup>29</sup> National Fire Prevention Association, NFPA 1912, 2011

<sup>30</sup> National Fire Prevention Association, NFPA 1917, Proposed 2013

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.

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## **Appendixes**

Appendix 1: Northampton County Letter of Request – December 15, 2010

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

Appendix 3: Northampton County Training Summary for FY2005 to FY2010

Appendix 4: Northampton County 2010 Needs Assessment Summary Statistics

**Appendix 1: Northampton County Letter of Request**



**Board of Supervisors of Northampton County  
Fastville, Virginia 23347**

*Katherine H. Nunez*  
County Administrator

PHONE: 757-678-0440  
FAX: 757-678-0483

BOARD OF SUPERVISORS  
*Laurence J. Trala, Chairman*  
*Willie C. Randall, Vice Chairman*  
*Oliver H. Bennett*  
*Samuel J. Long, Jr.*  
*H. Spencer Murray*  
*Richard B. Tankard*

December 15, 2010

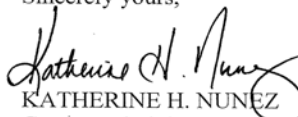
Mr. Michael D. Berg, BS, NREMT-P  
Manager, Regulation & Compliance  
Virginia Office of Emergency Medical Services  
1041 Technology Park Drive  
Glen Allen, VA 23059

Dear Mr. Berg:

At its meeting of December 14, 2010, the Northampton County Board of Supervisors agreed to amend its earlier request that your office perform a study on the County's EMS services to also include fire services as well. It is our understanding that this portion of the analysis would be conducted through the Fire Services Board and by copy of this letter, I am so requesting the Virginia Department of Fire Programs for such study.

If you have any further questions, please do not hesitate to contact me.

Sincerely yours,

  
KATHERINE H. NUNEZ  
County Administrator

Cc: Hollye Carpenter, EMS Director

Willie G. Shelton, Jr., CEM  
Executive Director  
Virginia Dept. of Fire Programs  
1005 Technology Park Drive  
Glen Allen, Virginia 23059-4500

Virginia Department of Fire Programs  
DEC 22 2010  
Administration

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**Appendix 2: Northampton County – Virginia Fire Incident Reporting System Report**

The Virginia Department of Fire Programs (VDFP) 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, Northampton County, Virginia 2006-2010**

<b>Incident Type</b>	<b>CY2006</b>	<b>CY2007</b>	<b>CY2008</b>	<b>CY2009</b>	<b>CY2010</b>	<b>CY2006-2010</b>
Fires	71	106	81	58	57	373
EMS/Rescue	792	867	926	1,038	1,178	4,801
Hazardous Condition	65	56	61	63	32	277
Service Calls	25	26	16	28	41	136
Good Intent	85	82	116	158	136	577
False Alarm	29	49	60	75	70	283
Other	2	3	3	2	1	11
<b>Total Incidents</b>	<b>1,069</b>	<b>1,189</b>	<b>1,263</b>	<b>1,422</b>	<b>1,515</b>	<b>6,458</b>
Aid Given	184	205	191	261	197	1,038
Exposures	0	3	1	0	1	5
<b>Grand Total</b>	<b>1,253</b>	<b>1,397</b>	<b>1,455</b>	<b>1,683</b>	<b>1,713</b>	<b>7,501</b>
<b>Incident Type (%)</b>						
Fire	6.64	8.92	6.41	4.08	3.76	5.78
EMS/Rescue	74.09	72.92	73.32	73.00	77.76	74.34
Non-Fire and Non-EMS	19.27	18.17	20.27	22.93	18.48	19.88
<b>Number of Reporting Departments</b>	4*	4*	4*	4*	3**	

\*Cheriton Volunteer Fire Department did not report.

\*\*Cheriton Volunteer Fire Department and Northampton Fire and Rescue did not report.

**Dollar Loss Summary, Northampton County, Virginia 2006-2010**

<b>Incident Type</b>	<b>CY2006</b>	<b>CY2007</b>	<b>CY2008</b>	<b>CY2009</b>	<b>CY2010</b>	<b>CY2006-2010</b>
Total Fire Dollar Loss	\$280,004	\$221,900	\$738,753	\$999,206	\$608,956	\$2,848,819

**Casualty Loss Summary, Northampton County, Virginia 2006-2010**

<b>Casualties</b>	<b>CY2006</b>	<b>CY2007</b>	<b>CY2008</b>	<b>CY2009</b>	<b>CY2010</b>	<b>CY2006-2010</b>
Civilian Fire Injuries	0	0	0	0	0	0
Fire Service Injuries	2	0	0	0	0	0

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 3: Northampton 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](http://www.vafire.com/fire_service_training_record_system/index.htm).

<b>Course Name</b>	<b>Students</b>
PROTECTIVE BREATHING APPARATUS - SPECIAL OFFERING	9
INTRODUCTION TO COMMAND	21
FIRE OFFICER I CERTIFICATION COURSE (NFPA 1021-97)	4
FIRE OFFICER II - (NFPA 1021-03)	1
FIRE INSPECTOR IN-SERVICE TRAINING	5
FIRE INSPECTOR I & II - (NFPA 1031-03)	2
FIRE INVESTIGATOR "IN-SERVICE" TRAINING	4
FIRE INVESTIGATOR - (NFPA 1033-03)	1
COMMUNICATING WITH CHILDREN	1
SURVEILLANCE	1
FIRE INSTRUCTOR I CERTIFICATION COURSE (NFPA 1041-97)	3
FIRE INSTRUCTOR II CERTIFICATION COURSE NFPA 1041-02	4
FIRE INSTRUCTOR I - UPGRADE NFPA 1041-02	5
FIRE INSTRUCTOR II - UPGRADE NFPA 1041-02	1
NFPA 1403 AWARENESS	3
FIRE ATTACK - ESSENTIALS	20
FIRE ATTACK - INTERMEDIATE	13
HAZARDOUS MATERIALS AWARENESS NFPA 472-02	13
HAZARDOUS MATERIALS OPERATIONS (NFPA 472-97)	45
N.F.A. INCIDENT COMMAND SYSTEM	19
N.F.A. ARSON DETECTION FOR THE FIRST RESPONDER (ADFR)	4
N.F.A. - STRATEGY AND TACTICS FOR INITIAL COMPANY OPERATIONS	6
N.F.A. INCIDENT SAFETY OFFICER (ISO)	20
NATIONAL FIRE ACADEMY COURSE	1
MAYDAY, FIREFIGHTER DOWN 16-HOUR PROGRAM	11
RAPID INTERVENTION TRAINING	4
MAYDAY, FIREFIGHTER DOWN - AWARENESS	10
L. P GAS EMERGENCIES (16-HOURS)	1
CONFINED SPACE RESCUE AWARENESS (4 HOURS)	4
ROPE RESCUE I	2
VEHICLE RESCUE AWARENESS AND OPERATIONS	26
VEHICLE RESCUE AWARENESS AND OPERATIONS	35
FARM MACHINERY EXTRICATION	11
VEHICLE RESCUE TECHNICIAN - NFPA 1006-03	7

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.

DRIVER/OPERATOR-AERIAL CERTIFICATION COURSE NFPA 1002-98	2
DRIVER / OPERATOR-PUMPER CERTIFICATION COURSE NFPA 1002/98	2
RURAL WATER SUPPLY 16-HOUR TRAINING PROGRAM	1
BASIC PUMP OPERATIONS - 16-HOUR TRAINING PROGRAM	9
FIREFIGHTER I COMPLETE COURSE	42
FIREFIGHTER II COMPLETE COURSE	25
FIREFIGHTER I - NFPA 1001-97	56
FIREFIGHTER II - NFPA 1001-08	31
EMERGENCY VEHICLE OPERATION - CLASS 1	8
EMERGENCY VEHICLE OPERATION - CLASS 2	14
EMERGENCY VEHICLE OPERATION - CLASS 3	23
FIREFIGHTER I AND II T-T-T	4

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 4: Northampton 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 Northampton County’s reporting fire rescue organizations.

<b>Fire Department Personnel</b>	<b>Current*</b>	<b>Need Reported**</b>
<b>Career Firefighters</b>	0	15
<b>Volunteer Firefighters</b>	107	58
<b>Total Firefighters</b>	107	73
<b>Civilian-Paid</b>	0	0
<b>Civilian-Volunteer</b>	57	18
<b>Total Civilian Personnel</b>	57	0

\*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.

<b>Apparatus Owned*</b>	<b>Current**</b>	<b>Need Reported ***</b>
<b>Aerial Apparatus</b>	1	1
<b>Aircraft Rescue and Fire Fighting Vehicle</b>	0	0
<b>Ambulance/Other Patient Transport</b>	3	1
<b>Command Vehicle</b>	3	1
<b>Engine/Pumper</b>	8	2
<b>Quint Combination Vehicle</b>	0	0
<b>Rescue/Fire Boat</b>	1	0
<b>Tanker</b>	9	0
<b>Technical Rescue Vehicle</b>	0	1
<b>Wildland Brush Truck</b>	4	2
<b>Other</b>	2	0

\*The Needs Assessment is completed by Fire Departments and Fire Rescue Departments. Two rescue squads in the County, Cape Charles Rescue and the Northampton County Department of Emergency Medical Services, are not affiliated with a Fire Department and may not be counted in these apparatus numbers.

\*\*Taken from Supplemental Table 2

\*\*\*Taken from Supplemental Table 5

<b>Equipment Owned</b>	<b>Current*</b>	<b>Need Reported **</b>
4-Gas Monitors	1	3
Map Coordinate System – GPS	0	2
Mobile Data Terminals	0	0
Personal Alert Safety Systems	61	0
Personal Protective Equipment	135	31
Radios	69	20
Self-Contained Breathing Apparatus	61	28
Thermal Imaging Cameras	3	1

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.

Other Equipment	0	0
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\*Taken from Supplemental Table 3

\*\*Taken from Supplemental Table 6

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.