

October 30, 2007

To: Mr. Grayson Chesser Accomack County Board of Supervisors District 3  
FM. Kenny Ainsworth Jr. ACFC @ large  
Subj: All Hands Emergency Services Study

Per your request enclosed are my top points I want to make from the study. This does not mean that there are not other items in the study I feel are important as well.

1. I support in general the need to establish a county wide master plan for the emergency services systems. The study provides many different considerations for inclusion into the plan. Some we will surely want to adopt while others need thought and planning. The study in my opinion, provides the ground work for the development of a 20 year plus planning document. I strongly disagree with the idea that, since I may not agree with one element in the plan then we should through the whole plan away. The plan must treat emergency services as a county wide system. No one community has the ability to provide all services to its community all the time.
  - a. The plan at the county level must be managed jointly by the fire commission and the Accomack County Department of Public Safety. Each body needs to support the other but neither one should dominate the other.
  - b. The plan must ensure that local emergency management decisions are made by the individual communities within guidelines of the county plan and state/federal standards. Individual communities need to ensure that the people making the decisions and doing the in field emergency management have the qualifications and community support to make these decisions.
  - c. A county wide funding system should be considered after it is made clear where and how the fire tax equipment funds can and will be used. Currently there is a debate as to whether these funds can be used for EMS services. Direction from the board is not clear and the fire commission is split on the issue. Funds should be used to meet objectives of the master plan , how ever exceptions can and will come up and a process of approval should be laid out to do that.
  - d. I do not support a central bureaucracy to manage emergency services county wide. On the other hand again individual communities need to ensure that the people making the decisions and doing the in field emergency management have the qualifications and community support to make these decisions
  - e. The inclusion of Chincoteague career staff has equal pros and cons. I would support the change only after a complete review of the pros and cons. Note if a county wide plan for staffing is adopted and any community is allowed to opt out of the system, then Tangier should be given the same benefit. Consider they have been paying for the system for years and have received little are no benefit.

PROS:

\*The current Chincoteague staff do not provide fire protection services, whereas in the county system they would. This would be an improvement to the community.

\* Backfilling would be available from a large part time staff. Especially important during key summer peak periods. Possibly staff increases during certain periods as well.

CONS:

\*I'm not certain, but I think the current Chincoteague staff are not required to follow the "No Volunteering" rules. If this is correct and they are merged within the county system, this may be detrimental to the Chincoteague Community as it was to all communities when it was done with in the county system..

\*The current supervisor ratio for Chincoteague staffing is 1 to 4 and for Accomack its varies from 1 in 11 to 1 in 22+-.

\* A new tax that will be offset in-part by a reduction in town tax for the same services.

2. Staffing and or Volunteer retention and recruitment:
  - a. I general support all recommendations to address this issue. I do have reservations about the need to spend money on a salaried position to do this work. I feel it can be done by committee. A past group funded by and under the control of the Eastern Shore EMS council made good progress on this project, but then was I think disbanded. It would be important to learn about what they did that was successful and what was not. Why were they disbanded?
  - b. I support 24 hour DPS staffing at all core stations. Core stations I include as Chincoteague, Oak Hall, Parksley, Onley and Melfa. Chincoteague 24 hour staffing should changed to 4 during certain summer periods. I support this without reducing staffing in outlying stations. Part time staffing needs to be increased to reduce the need to pull staff from out lying stations to cover. This is placing an increasing burden on smaller stations during periods of the day they lack volunteer staffing to cover it. The argument that a core station can get to a outlying area in a given period of time is a valid argument, but in turn the outlying station can get to the core station in the same amount of time.
  - c. Travel time to and from the hospital may be one of the greatest burnout factors in the EMS system. When I was active on the ambulance I had to stop taking calls at 4:00 am so I could be at my job by 8:00am. A upper county ambulance may average 3 to 3.5 hours from alarm time to time you return to home and or job. This is a long time in today's time demanding world. I suggest you consider in the master plan a way to include private ambulance services to do the transport work. Use Vol. Fire EMS to provide the initial response and patient stabilization and let the private services do the transporting. This puts your volunteers back in the homes or on the jobs in a average of 45 mins. In addition career staff spend less time on the road and more time in the station delivering services to the community. This would need a lot of planning and one big disadvantage is the current ambulance billing would be done by the private services not the volunteer ambulance. As I understand it you can not bill for first responder services. A funding source would have to be put in place to cover the lost revenue. However the cost of first responder services are somewhat lower, especially in fuel cost. This would reduce future demands on increasing staff levels.

- d. Now that a county attorney is on staff, assign the volunteering exception issue to the attorney for management. Currently no one is pushing the issue in the federal system.
  - e. Accomack County Government can set a standard of community services for private industry to follow by allowing county employees to leave their jobs to delivery emergency services to the community. The details of who and when can be identified later but at least consider the concept.
3. Emergency management
- a. I do not support any plan to consolidate Chincoteague emergency management into Accomack County Emergency management as it stands at the moment. Chincoteague has invested many resources and has much to lose in the next large scale storm. Accomack County has made improvements in recent years, but has a long way to go to catch up in planning. One exception to this is in the next strong Cat 2 or 3 storm or better it is very likely the Chincoteague EOC will be heavily damaged to the point it will not be able to function. The towns ability to deliver emergency management services will be severely hampered. Until the town can recoup and get on its feet, it will be the responsibility of the Accomack County emergency management system to pick up the pieces.
  - b. Accomack County's plan to hire a Emergency Planner is vital to our survival in the next big storm. People are going to die and property is going to be lost. Nothing will change that, but how we recover will depend greatly on the skill of our plans and planners. Will we recover like New Orleans are will we recover like southern California?
4. DPS Supervision
- a. The current supervisor distribution in my opinion would be better used if it were evenly distributed one in the North and one in the South. Currently both are in the Lee district area. I do support moving the supervisor out of the stations and into a response vehicle were they can move around to supervise staff and provide emergency direction in the field. There should be a field supervisor on duty anytime staff are on duty.
  - b. I do not support adding any more staffing and or responsibility to the Department of Public Safety including Chincoteague staffing until adequate staffing is in place to safely manage that increase.
5. Funding
- a. It is imperative that funding and cost cutting measures be closely look at. One of those cost is insurance. It varies from station to station. Two persons standing side by side in the same fire on the same truck can have greatly different insurance coverage in the event of and accident. All volunteer emergency services works should have the same accident and or death coverage that is provided to the career staff. Place all active members on workman's comp coverage at county general revenue expenses.
  - b. All tax dollars should be accounted for no matter how noble the cause or people they are entrusted to.

- c. Future funding formulas need reevaluation. Remember, there is not much difference in cost of running 50 fires to running 150 fires. There is a difference in running 50 ambulance calls than 1000 ambulance calls and the further North you are the greater the cost.
  - d. Bulk purchasing is a way to cut cost. Past efforts met with marginal success. We could greatly cut cost if a trusted, well supported effort was put in place to do this, and it would not cost anything to do it.
6. Fire Commission
- a. I support the recommendations of the chairmanship with the exception of the Director of DPS being its permanent chair. I think the county has had previous experience in having staff manage commissions and committees and found that not productive. Staff needs to support and provide guidance, but the community needs to control its own destiny within acceptable standards of care. Fire Stations no matter their size are a source of community pride. The majority of citizens do not want them controlled by a bureaucracy. They do however want their tax dollars spent wisely and their employees treated fairly.

I wanted to put this in a format that was easier to follow but a death in my family and managing their business and personal affairs has put excessive work load on me and I did not have time to do that. I hope you find the points helpful and constructive. Thank you for giving me the opportunity to participate.

Kenny Ainsworth Jr.



# NEW CHURCH VOL. FIRE & RESCUE

4264 FIREHOUSE ST.  
P.O. BOX 218  
NEW CHURCH, VA 23415  
(757) 824-9724



To: Accomack County Board of Supervisors  
From: New Church Volunteer Fire and Rescue members  
CC: Fire & Rescue Commission

Regarding: All Hands Consulting Study

10/26/2007

Accomack Board of Supervisors,

As a result of the last Board of Supervisors (BOS) meeting, New Church Volunteer Fire and Rescue (NCVFR) members were asked to comprise a list of recommendations that we could support from the study presented by the BOS earlier this year. NCVFR then had a meeting with its members this past week, in which we discussed each of the recommendations. During the meeting we had to make a few assumptions due to lack of information at the time. The assumptions are as follows:

1. When the study referred to "The County Fire and EMS System", we assumed that meant the current system, the way it is now, with no changes.
2. The recommendations suggesting policies and procedures involve the individual companies creating the policies and procedures.

NCVFR is against consolidation or any other act referring to the reorganization of companies, unless it comes from within the companies involved. We are also completely against the forming of a "Fire and EMS Commission". While the existing 911 Commission is in need of improvement, it is the feeling of our company that it can be improved without the assistance of the county.

#### Recommendation CA 1

Detailed analysis of available dispatch and VFIRS incident reports should be done to provide basic fire loss and fire cause data for the County

#### Recommendation CA 2

The Dispatch system should capture and report when a station is dispatched on additional calls while still involved in a previous call.

#### Recommendation CA3

Accomack County should establish the performance goal for water rescue to assemble the resources within 10 minutes of the 911 call.

**Recommendation CA 47**

The County fire and EMS system should identify the likely types and potential scope of hazardous materials incident scenarios in the County. Examples should be created for each scenario to determine the number of personnel and specific equipment needed to effectively control each. (Meaning each station preplan possible HazMat incidents in their first due district) (See Assumption 1)

**Recommendation CA 50**

Accomack County should evaluate the cost-effectiveness of establishing a local HazMat Response Team trained and equipped to function at the technician level according to NFPA 472.

**Recommendation CA 51**

Accomack County should establish the performance goal for hazardous materials situation to assemble the 1st Alarm resource within 10 minutes of the 911 call.

**Recommendation CA 55**

The County fire and EMS system should assure that all response personnel expected to perform extrication and rescue at mass casualty incidents are trained and certified according to NFPA 1006: Standard for Rescue Technician Professional Qualifications. (Meaning make the training available, not monitor or audit the scenes) (See Assumption 1)

**Recommendation CA 56**

The County fire and EMS system should assure that all response personnel expected to perform extrication and rescue at mass casualty incidents are trained and certified according to NFPA 1006: Standard for Rescue Technician Professional Qualifications. (this is a word for word repeat of CA 55) (See Assumption 1)

**Recommendation 4**

Accomack County should adopt the method of display for response time goals in the manner described above for each response service delivery area and for both career and volunteer time frames.

**Recommendation 5**

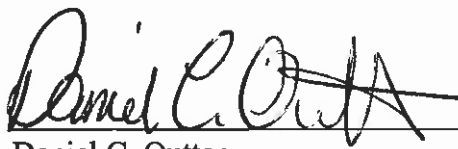
Accomack County should adopt a method and process of fire and EMS data analysis to assess the ability of each system component in achieving performance goals and objectives. This effort should be given a similar level of priority and resource support given to crime data analysis. (To aid individual stations self improvement)

**Recommendation 6**

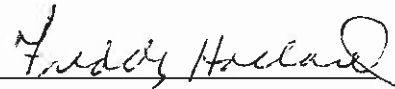
Accomack County should establish unit availability and workload standards for the Public Safety System as described above and measure the performance at least annually.

After reading this study it is the opinion of NCVFR that not all the information was completely accurate. With that being said, the overall scope of the study can be misguided and/or the results of the study show inaccuracies. But the recommendations including assumptions, could be implemented with very little interruption in daily operations, if there are any. Again, it must be repeated that NCVFR believes that the consolidation or any reorganization of the companies would have a detrimental effect on the protection of public safety in Accomack County. NCVFR will not support these changes if they are any different than in the context of this letter.

If there are any questions, feel free to contact the station or Chief Danny Outten at (443) 880-2317.



Daniel C. Outten  
Chief, NCVFR



Fred Holland  
President, NCVFR

The Dispatch system needs to capture and report system performance measures for the call taking and dispatch processes.

**Recommendation CA 21**

Accomack County should formally adopt and implement NIMS as the model for incident management in the County.

**Recommendation CA 33**

The County fire and EMS system should identify specific worst case fire hazards in each planning zone for each category (single family residential, apartment, commercial, industrial) and develop specific pre-incident plans for each that identify specific resources needed to perform tactical functions. (Meaning each station preplan each fire hazard in their first due district) (See Assumption 1)

**Recommendation CA 35**

Accomack County should establish the long term goal for structure fires to assemble the 1<sup>st</sup> alarm resources within 10 minutes of the 911 call. Specific performance targets should be set year to year based on changes to the system and budget programs available.

**Recommendation CA 38**

The County fire and EMS system should identify specific worst case Wildland Urban Interface hazards in each planning zone where they exist and develop specific pre-incident plans for each that identify more specific resources needed to perform tactical functions identified. (Meaning each station preplan each Wildland Urban Interface hazard in their first due district) (See Assumption 1)

**Recommendation CA 40**

Accomack County should establish the performance goal for Wildland/Urban Interface fires to assemble the resources within 10 minutes of the 911 call.

**Recommendation CA 42**

The County fire and EMS system should identify the likely types and potential scope of water rescue incident scenarios in the County. Examples should be created for each scenario to determine the number of personnel and specific equipment needed to effectively control each. (Meaning each station preplan each water rescue incident in their first due district) (See Assumption 1)

**Recommendation CA 44**

Accomack County fire and EMS system should assure the training and certification of staff involved in surface water rescue meet the requirements in NFPA 1006, Standard for Rescue Technician Professional Qualification. Existing training programs may already meet this requirement. If not, the training program should be modified to include all requirements. (Meaning Accomack County makes the training available) (See Assumption 1)

**Recommendation CA 45**



**Fredia Ward**

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**From:** BEN BYRD JR [kd4hvk@verizon.net]  
**Sent:** Monday, October 29, 2007 10:52 PM  
**To:** Ben Byrd; fward@sbo.accomack.k12.va.us  
**Cc:** Ben Byrd; 'Wachapreague Fire Company'; Station 11 Wachapreague  
**Subject:** ALL HANDS STUDY.OCT.2007.xls

WACHAPREAGUE VOLUNTEER FIRE COMPANY, Inc.

October 29, 2007

RESPONSE TO 12 ITEMS OF SUPPORT TO ALL HANDS CONSULTING  
FIRE / EMS STUDY OF JUNE 2007

Q  
RESPONSE

G 1.5 AGREE VOLUNTEERS WILL COST LESS THAN CAREER STAFF

G 1.6 AGREE VOLUNTEERS ARE VERY MUCH UNDER APPRECIATED BY LOCAL GOVT.

G 1.7 AGREE THE COUNTY HAS NO ONE RESPONSIBLE TO SUPPORT VOLUNTEERS

G 1.8 AGREE ADVISORY POSITIONS

G 1.9 AGREE THE VOLUNTEERS NEEDS BETTER FINANCIAL SUPPORT INFORMATION

G 2.4 AGREE HAVE BOARD OF SUPERVISORS PREPARE A DRAFT REQUEST FOR REPORTS

G 3.5 AGREE BOARD OF SUPERVISORY NEEDS RECOGNITION & INPUT FOR THE VOLUNTEER NEEDS

G 3.6 AGREE WE ALL MUST TAKE PART IN SUPPLYING THE BEST PROTECTIVE CLOTHING  
POSSIBLE

G 3.7 AGREE GREAT GOAL, WHY HAS THIS NOT BEEN DONE BEFORE?

G 3.8 AGREE GREAT GOAL, WHY HAS THIS NOT BEEN DONE BEFORE?

G 3.9 AGREE Approved by Board of Directors, 10/29/2007.

G 3.10 AGREE Submitted by Ben Byrd, Jr., Chief

**Fredia Ward**

**From:** ron wolff [rswolff1@verizon.net]  
**Sent:** Wednesday, November 07, 2007 3:58 PM  
**To:** Fredia Ward  
**Subject:** 12 Recommendations/Greenbackville  
**Attachments:** header.htm

**Greenbackville Volunteer Fire Department, Inc.**

1479 Stockton Avenue  
P.O. Box 156  
Greenbackville, VA 23356  
Phone: 757-824-5251 ❖ Fax: 757-824-4902  
*Serving the Community for Over 50 years*

Brian C. Justice  
President

Jeff E. Massey  
Chief

October 31, 2007

To: Accomack County Board of Supervisors  
Accomack County Fire Commission

To Whom It May Concern:

The Officers and Members of the Greenbackville Volunteer Fire Department, Inc. would like to submit our departments list of recommendations from the Public Safety System Strategic Plan, completed by "All Hands Consulting", that we feel would implement and assist in improving the combination volunteer/career system that exists in Accomack County.

We agree with the following suggestions:

***Objectives***

1. Recruitment and Retention #G 1.5
2. Recruitment and Retention #G 1.6
3. Create Single County-Wide Fire Tax District (Note: GVFD will only support this measure if the amount is equally distributed among each of the county stations. Meaning all fifteen (15) Accomack County departments would receive the same amount. We feel this is the only fair way to implement the county-wide tax.)
4. Establish Fleet Replacement #G 2.5 (Note: G.V.F.D. would only agree if each department and the Fire Commission made the final decision on what Manufacturers the county would bid for purchase. We recommend 2 fire units and 2 ambulances per year to replace the oldest front line fire and EMS units in service in the individual stations (first) at the time of purchase. This could be accomplished by a lease agreement and this funding does not in any way reduce our current

11/8/2007

funding from Accomack County.)

5. Special Tactical Units – Minimum Standards for Each #G 3.1
6. Long Term Apparatus Needs #G 3.4
7. County Wide Standardization of SCBA – Single Manufacturer – “Scott” #G 3.10
8. Funding Strategies for Standardization of SCBA #G 3.11
9. Centralized fit testing process – OSHA Compliant - County Wide #G 3.12
10. Standardization of Tools, Equipment and should include Apparatus Standards #G 3.13 (Fire Commission should establish and enforce minimum equipment carried upon each piece of apparatus. We feel this should be a priority.)
11. Dispatch System (911 Center) 2<sup>nd</sup> Call Data Capture #G 5.3
12. Unit Based Dispatch - (Existing station based system is not effective) #ER 1.5
13. Develop standard apparatus response assignments (High Priority) #ER 2.1
14. Evaluate (Fire & EMS) Response Districts Annually (High Priority) #ER 2.2
15. Closest Response Units #ER 2.3
16. Standardized Incident Command System policy and procedures #ER 2.4
17. Minimum Apparatus Personnel #ER 2.5
18. Standardized County-wide rural water supply procedures #ER 2.11
19. Identify Water Rescue Incidents scenarios and equipment needed #ER 2.15
20. Hazardous Material Response Team #ER 2.18, 2.19, 2.20, 2.21
21. EOC Requirements #EM 3.3, 3.4, 3.5

Sincerely;

Brian C. Justice, President  
Greenbackville Volunteer Fire Department, Inc.

Jeff E. Massey, Chief  
Greenbackville Volunteer Fire Department, Inc.

**Oak Hall Rescue, Inc.**  
**Fire/EMS Study Responses**

**General Comment:** While Oak Hall Rescue (hereafter referred to as OHR) feels the study, as published, has several documented errors and does not necessarily reflect the true condition of this Company, we feel that an objective review of the recommendation is warranted and feedback provided in the "spirit" of the study. It should be noted by the Commission that some members felt that responding to the study was a waste of time, mainly due to the apparent political agenda that it supports, in some cases referring to the study as a "joke."

Since we do not provide fire and/or technical rescue services (these are provided through New Church and Atlantic), we have decided to comment on items that would directly affect OHR.

**Government and Management**

**G1.5.** Agree. Would like to see an effort made at the High Schools to offer classes in EMS and Fire Programs, similar to other vocational classes now offered.

**G1.7.** Agree. VAOEMS has a survey program in place that could be easily modified to meet this need.

**G3.1.** Agree. Commonwealth and Federal requirements already exist. We are required to be compliant. The main concern here is restrictions placed on the individual Company that officers (line or otherwise) would be required to meet minimum standards and what grace period would be offered for compliance.

**G3.7.** Agree in principle. Compliance with NFPA 1971 standards are a given, but it is unrealistic to expect one Company to provide funds to another to meet this standard. OHR does not provide its members with an ensemble (we provide a jacket that meets BBP), since we are not involved with technical rescue or fire fighting, making the costs extravagant and unnecessary. We are considering a "technical rescue" ensemble (Fire Dex ® or similar). Agree with a County-wide USFA Fire Act Grant application to meet this requirement for Fire and Rescue Companies.

**G3.8.** Agree.

**G3.9.** Agree.

**G4.7.** Agree.

**G5.3.** Agree.

**Emergency Response**

**ER1.1.** Agree. OHR already has performance goals.

**Oak Hall Rescue, Inc.**  
**Fire/EMS Study Responses**

**ER1.5.** Agree. Not sure from recommendation if goal is to track individual units responding (i.e., instead of dispatching Station 20, EOC would dispatch 201/202 specifically). We are more concerned with the numbers generated at EOC more closely matching those generated by our PPCR's (by incident number).

**ER1.6.** Agree. This seems more important with EMD procedures in place. Not sure what the impact would be on response times.

**ER2.4.** Agree.

**ER2.6.** Agree. Already in place for EMS.

**ER2.11.** Agree.

**ER2.18.** Agree.



October 26, 2007

Chairman Fred T. Matthews  
Accomack County Fire Commission  
P.O. Box 14  
Parksley, VA 23421

Dear Mr. Matthews:

At a special meeting of our Board of Directors on October 22, 2007, it was unanimously approved by our Board to not respond in favor to any of the recommendations presented to the Accomack County Fire Commission. We arrived at our decision by agreeing that we are satisfied with the Fire & EMS system we have in place on Chincoteague. Our equipment is up-to-date and equipped to handle the fire and EMS response needed for Chincoteague Island. We have our ambulances on a three-year rotation in order to stay up with the technology in our every changing EMS system. Our independent 911 system funded by the Town of Chincoteague is now approaching twelve years in establishment and has pretty much performed without a flaw.

We could never recommend any plan to increase taxes paid by our loyal citizens. As we stated in our paid advertisement to the Eastern Shore News, we have worked for over eighty years to build what we have here on Chincoteague and are not ready to turn that over to the County while we are still capable of providing Fire & EMS service to Chincoteague Island.

We agreed that the content on the Strategic Plan was pretty much generic in nature and could be placed in any area that was in need of Fire & EMS service. We were not in agreement on the method utilized by ALL HANDS CONSULTING in gathering their data for the Plan. The only member of our company that was asked anything concerning this study was our Chief, David Lewis. Chief Lewis was simply asked, "How are things going?", and his answer was, "fine". It is also the belief of our Company that the study shows an obvious bias towards the proliferation of the Accomack County Department of Public Safety and does little to further the mission of our counties' volunteers.

We thank you for allowing us to respond to this Strategic Plan and it is our hope that Accomack County does fix their Fire & EMS system, however; we are operating just fine over here on Chincoteague. We wish you the best in your endeavor to implement a suitable Fire & EMS function.

Sincerely,



Nathan B. Clark,  
President



David R. Lewis,  
Fire Chief

# ATLANTIC

| <b>Section</b>                     |             | <b>Objective</b>  | <b>Rank</b> |
|------------------------------------|-------------|---|-------------|
| <b>Governance &amp; Management</b> |             |   |             |
| <b>Unified System</b>              |             |   | 1-3         |
| Fire Commission                    | <u>1.1</u>  |   |             |
| Contract                           | <u>1.2</u>  |   |             |
| Add Chincoteague                   | <u>1.3</u>  |   |             |
| Standing Committees                | <u>1.4</u>  | Yes, if keyed more to county procedure and equipment standardization.                                     |             |
| Increase Vol. Staff                | <u>1.5</u>  | Yes, but not to take funding from departments.  |             |
| Best Practices                     | <u>1.6</u>  | Yes.  |             |
| Survey Members                     | <u>1.7</u>  | Yes, but should be left to each department to determine the means of giving this survey.                  |             |
| Appoint Reps.                      | <u>1.8</u>  |   |             |
| Reevaluate System                  | <u>1.9</u>  | Yes, but should be done "in-house."   |             |
|                                    |             |   |             |
|                                    |             |   |             |
| <b>Funding Stability</b>           |             |   |             |
| Single Fire tax District           | <u>2.1</u>  |   |             |
| Chincoteague Tax                   | <u>2.2</u>  |   |             |
| EMS billing system                 | <u>2.3</u>  |   |             |
| Priorities & Budget                | <u>2.4</u>  | Yes, with budget requests coming from the General Fund, not individual departments.                       |             |
| Fleet Replacement                  | <u>2.5</u>  |   |             |
| Station Maintenance                | <u>2.6</u>  |   |             |
| Pass thru funds                    | <u>2.7</u>  |   |             |
|                                    |             |   |             |
|                                    |             |   |             |
| <b>Design Standards</b>            |             |   |             |
| Decision Authority                 | <u>3.1</u>  |   |             |
| Consolidate Stations               | <u>3.2</u>  |   |             |
| Dual Function                      | <u>3.3</u>  |   |             |
| Apparatus CIP                      | <u>3.4</u>  |   |             |
| Facility CIP                       | <u>3.5</u>  |   |             |
| Protective Gear Survey             | <u>3.6</u>  | Each department should evaluate there needs, and a countywide Fire Act Grant applied for.                 |             |
| Protective Gear Specs              | <u>3.7</u>  | Yes, should be explored further.  |             |
| Gear Policy                        | <u>3.8</u>  | Commission should do this as part of standardization.   |             |
| Gear Repair                        | <u>3.9</u>  | Should be explored, but funding should be from General Fund.  |             |
| SCBA Standard Spec                 | <u>3.10</u> | Yes, as part of Commission Standardization Committee.   |             |
| SCBA replacement                   | <u>3.11</u> | Yes, Countywide Fire Act Grant should be explored.  |             |
| Fit Testing                        | <u>3.12</u> | Yes, from General Fund or DPS budget.   |             |
| Equipment Replacement              | <u>3.13</u> | Yes, as part of Commission Standardization Committee. Expense should be left to the individual companies. |             |



|                                 |      |
|---------------------------------|------|
| Position/training Certification | 3.14 |
|---------------------------------|------|

| Section                                |     | Objective |
|--|-----|-----------|
| <b>Governance &amp; Management</b>     |     |           |
| <b>Career Staff Management</b>         |     |           |
| Re-Deploy Career Staff                 | 4.1 | 1         |
| Standard Schedules                     | 4.2 | 2         |
| Staffing Model                         | 4.3 | 1         |
| Create 2 Battalions                    | 4.4 | 1         |
| Staffing Plan                          | 4.5 | 1         |
| Supervision Policy                     | 4.6 | 1         |
| Prevention Program                     | 4.7 | 3         |
| LEOS Retirement Benefits               | 4.8 | 1         |
| <b>Management Info. &amp; Analysis</b> |     |           |
| Assign Responsibility                  | 5.1 | 1         |
| Enhance GIS                            | 5.2 | 1         |
| Capture 2 <sup>nd</sup> call data      | 5.3 | 1         |
| EMS Incident Reports                   | 5.4 | 2         |
| Fire Incident Reports                  | 5.5 | 2         |

| Section                            | Objective      | Rank | Fire Department Comments                                 |
|------------------------------------|----------------|------|--|
| <b>Emergency Response(ER)</b>      |                | 1-3  |  |
| <b>Develop Analysis Capability</b> |                |      |  |
| Performance Goals                  | ER <u>1.1</u>  |      |  |
| Flashover Goal                     | ER <u>1.2</u>  |      |  |
| Performance Targets                | ER <u>1.3</u>  |      |  |
| Evaluation                         | ER <u>1.4</u>  |      |  |
| Unit Based Dispatch                | ER <u>1.5</u>  |      |  |
| 911 Center Evaluation              | ER <u>1.6</u>  |      |  |
| Benchmark Capture                  | ER <u>1.7</u>  |      |  |
| Quality Assurance Program          | ER <u>1.8</u>  |      |  |
| Improve GIS Capability             | ER <u>1.9</u>  |      |  |
|                                    |                |      |  |
|                                    |                |      |  |
| <b>Standardize Operations</b>      |                |      |  |
| Response Assignments               | ER <u>7.1</u>  |      |  |
| Response Districts                 | ER <u>7.2</u>  |      |  |
| Sequential Due Units               | ER <u>7.3</u>  |      |  |
| Incident Command                   | ER <u>7.4</u>  |      | This was done about 15 years ago and policy is in place. |
| Minimum Staffing Fire              | ER <u>7.5</u>  |      |  |
| Certification Requirements         | ER <u>7.6</u>  |      |  |
| Procedure Training Plan            | ER <u>7.7</u>  |      |  |
| Post Incident Analysis             | ER <u>7.8</u>  |      |  |
| Structure Fire Needs               | ER <u>7.9</u>  |      |  |
| Prevention Workload                | ER <u>7.10</u> |      |  |
| Rural Water Supply                 | ER <u>7.11</u> |      |  |
| Structure Fire GAP analysis        | ER <u>7.12</u> |      |  |
| Wild land Rescue Needs             | ER <u>7.13</u> |      |  |
| Wild land GAP analysis             | ER <u>7.14</u> |      |  |
| Water Rescue Needs                 | ER <u>7.15</u> |      |  |
| Water Rescue Training              | ER <u>7.16</u> |      |  |
| Water Rescue GAP Analysis          | ER <u>7.17</u> |      |  |
| Hazmat training                    | ER <u>7.18</u> |      |  |
| Evaluate Hazmat Technician needs   | ER <u>7.19</u> |      |  |
| Hazmat GAP analysis                | ER <u>7.20</u> |      |  |
| Mass Casualty Needs                | ER <u>7.21</u> |      |  |
| Extrication Training               | ER <u>7.22</u> |      |  |

|                              |         |  |
|------------------------------|---------|--|
| Mass Causality GAP Analysis  | ER 7.23 |  |
| Structural Collapse Needs    | ER 7.24 |  |
| Standard Collapse Training   | ER 7.25 |  |
| Collapse Gap analysis        | ER 7.26 |  |
| Minimum Staffing EMS         | ER 7.27 |  |
| Basic Training In-County     | ER 7.28 |  |
| Cadre Live Fire Training     | ER 7.29 |  |
| Officer, Leadership Training | ER 7.30 |  |
|                              | ER 7.31 |  |

| Section                          | Objective | Rank | Fire Department Comment |
|----------------------------------|-----------|------|-------------------------|
| <b>Emergency Management (EM)</b> |           |      |                         |
| <b>Prevention</b>                |           | 1-3  |                         |
| Critical Infrastructure          | EM 1.1    |      |                         |
| Intelligence Sharing             | EM 1.2    |      |                         |
| Public Education                 | EM 1.3    |      |                         |
|                                  |           |      |                         |
| <b>Mitigation</b>                |           |      |                         |
| Hazard Mitigation strategy       | EM 2.1    |      |                         |
|                                  | EM 2.2    |      |                         |
|                                  |           |      |                         |
| <b>Preparedness(planning)</b>    |           |      |                         |
| EOP Revision                     | EM 3.1    |      |                         |
| Evacuation Plan                  | EM 3.2    |      |                         |
| Mass Care Plan                   | EM 3.3    |      |                         |
| Mass Casualty Plan               | EM 3.4    |      |                         |
| Pandemic Flu Plan                | EM 3.5    |      |                         |
| Mass Fatality Plan               | EM 3.6    |      |                         |
| Coordinate Plans                 | EM 3.7    |      |                         |
| Debris Management Plan           | EM 3.8    |      |                         |
| Donations Management Plan        | EM 3.9    |      |                         |
| Volunteer Assistance Plan        | EM 3.10   |      |                         |
| Special Needs Assistance         | EM 3.11   |      |                         |
| Mental Health Plan               | EM 3.12   |      |                         |
| Terrorism Response Plan          | EM 3.13   |      |                         |
| Continuity of Operations Plan    | EM 3.14   |      |                         |
|                                  |           |      |                         |
|                                  |           |      |                         |

|  |         |  |  |
|--|---------|--|--|
| <b><u>Preparedness(Training &amp; Exercises)</u></b> |         |  |  |
| Needs Assessment                                     | EM 3.15 |  |  |
| Annual Plan  | EM 3.16 |  |  |
| NIMS ICS Training                                    | EM 3.17 |  |  |
| Validate Draft Plans                                 | EM 3.18 |  |  |
| Exercise Schedule                                    | EM 3.19 |  |  |
|  |         |  |  |
| <b><u>Preparedness(Resources)</u></b>                |         |  |  |
| Resource Management plan                             | EM 3.20 |  |  |
| NIMS Compliant                                       | EM 3.21 |  |  |
| Tracking System                                      | EM 3.22 |  |  |
| Credentialing  | EM 3.23 |  |  |
| Pre-event Contracts                                  | EM 3.24 |  |  |
| Access to lists                                      | EM 3.25 |  |  |
| Storage  | EM 3.26 |  |  |
| Shelter Back-up Power                                | EM 3.27 |  |  |
| Staging Areas  | EM 3.28 |  |  |
| Services   | EM 3.29 |  |  |
|  |         |  |  |
| <b><u>Preparedness(Information)</u></b>              |         |  |  |
| Education, Alert Plan                                | EM 3.30 |  |  |
| Outreach   | EM 3.31 |  |  |
| Partnerships   | EM 3.32 |  |  |
|  |         |  |  |
| <b><u>Preparedness(EOC)</u></b>                      |         |  |  |
| Needs Analysis                                       | EM 3.33 |  |  |
| Develop Facility                                     | EM 3.34 |  |  |
| Virtual EOC  | EM 3.35 |  |  |
|  |         |  |  |
| <b><u>Response</u></b>                               |         |  |  |
| EOC Staffing   | EM 4.1  |  |  |
| Train EOC Staff                                      | EM 4.2  |  |  |
| Staff Support  | EM 4.3  |  |  |
| Situational Awareness                                | EM 4.4  |  |  |
| Response Plans                                       | EM 4.5  |  |  |
|  |         |  |  |
| <b><u>Recovery</u></b>                               |         |  |  |
| Recovery plan  | EM 5.1  |  |  |
| Cost Recovery  | EM 5.2  |  |  |

**Bloxom Volunteer Fire Company**  
P. O. Box 132  
Bloxom, VA 23308

To: Accomack County Fire Commission  
Sandra Hart Mears ACBOS  
Greg Duncan ACBOS  
From: Bloxom Volunteer Fire Company

RE: Accomack County Fire and EMS Study

The Bloxom Volunteer Fire Company would like to take the opportunity to discuss the Fire and EMS study conducted by All Hands Consulting. The Bloxom Volunteer Fire Company has concluded that the study was conducted with one department in mind. The study has a lot of missing information but the study has some valid points. The Accomack County Board of Supervisors need to keep in mind that the heart of the Fire and EMS in this county is the volunteer.

The following statements are points that we agree with:

1. G 1.5 Task in the recruitment and retention committee of the Fire and EMS Commission to focus on increased volunteer staffing so that sufficient volunteer staffing can be established to allow each volunteer rank level to function appropriately at their organizational level of responsibility. This is especially important to free up time capacity for the department chief to engage fully as a member of the Fire and EMS Commission while also serving as a leader of his or her department.
2. G 2.5 Establish a fleet replacement process that released the volunteer of the financial responsibilities, that is based own lifecycle management principles and develop capital budget to reflect fleet replacement needs under the life-cycle management program.

Note: Fleet replacement should be ambulances only. Ambulance replacement is the single most costly expense that the volunteer fire companies have.

3. G 3.6 A thorough system wide accounting of firefighter protection ensemble to determine the number of sets of gear that are not NFPA 1971 compliant and a funding strategy, to include consideration of a regional Fire Act Grant initiative with local government and volunteer fire department funds, should be developed to a sure and a noncompliant gear is replaced.

4. G 3.7 The Fire and EMS Commission shall establish a single NFPA 1851 compliant specification turnout gear and do centralize purchasing to achieve standardization to reduce administrative burden on volunteer companies, and possibly achieve cost savings.
5. G 3.8 A system wide policy and procedure should be created that will raise awareness of the importance of turnout gear maintenance, and that outlines the steps to follow to perform ongoing turnout gear maintenance.
6. G 3.9 A single contract should be established for repair of turnout gear and refurbishing and cleaning of turnout gear from members, who resigned in order for re-issue. Back out turnout gear should be available for issuance to firefighters when their gear is placed out of service and they are awaiting return or replacement.

Other issues to present:

1. Staffing levels at each department should be at a minimum of two employees.
2. Twenty-four hour coverage should be at Oak Hall Rescue, Bloxom Volunteer Fire Company, Parksley Volunteer Company, Onley Fire Rescue, Onancock Volunteer Fire Department, and Melfa Volunteer Fire Company.
3. A third captain position should be created at a 24 hour station. The three captains should be assigned to supervise personnel at any station with career personnel. The assignment should take place during the week that they work Monday through Friday. The captain should remain with the employee for one week at a time to thoroughly evaluate his or her job knowledge. The captain's slot should be backfilled with the floater or part time employee.
4. We do not believe that battalion chiefs are needed. We do not need personnel riding the roads on a daily basis. It is believed that the captain can perform accurate evaluations of county employees. The captain can get an accurate performance evaluation by being with the employee for a week at the time.
5. A lieutenant's position should be created in Atlantic, Metompkin, and Pungoteague District. This position should be responsible for managing day-to-day operations within the department and district that the lieutenant is assigned.
6. The county cannot afford an all career system. Nor can it afford all costs that are in the study however, there are some costs that need to be supported.
7. Looking at the statistics provided by Accomack County Department of Public Safety, we can determine that 24 hour coverage will improve response times dramatically. Lee District is the model of proof. One

career personnel with the volunteer base can improve response time immediately.

8. The Board of Supervisors can approve funding during the next budget to add the additional employees needed to achieve response levels that are being looked at by the community.



Parksley Volunteer Fire Company Inc.

18443 Dunne Avenue  
PO Box 14  
Parksley, Virginia 23421

757-665-6977

Fax 757-665-5245

Fred Matthews  
President

Mike Turner Sr.  
Chief

Jimmy Rowley  
EMS Captain

Mr. Fred Matthews –Chairman  
Accomack County Fire Rescue Commission  
Accomac, Va. 23301

Dear Chairman Matthews:

Listed below are the items from the study by All Hands which are acceptable to the officers and members of the Parksley Volunteer Fire Company.

1. Item G2.5 – county assistance in purchasing vehicles
  2. Item G3.6 – adoption of NFPA 1971 for turnout gear
  3. Item G3.7 - adoption of standard for and county purchasing of turnout gear
  4. Item G3.8 – county requirement for turnout gear maintenance
  5. Item G3.9 - county maintain turnout gear and have a bank of backup turnout gear
  6. Item G3.12- county to provide fit testing of SCBA mask
  7. Item G5.3- capture of response data by 9-1-1 center
  8. Item ER1.1- establishment of fire and EMS performance goals
  9. Item ER1.9 – county wide EMS quality assurance program
  10. Item ER2.4- county adoption of incident command system
  11. Item G1.2- contract between agency and county
  12. Item G4.6- senior employee in stations having more than 2 employees
  13. Item ER 2.8- require post incident analysis of major incidents
  14. Item EM3.17- require all stations to be NIMS compliant
  15. Item EM3.16- yearly disaster type exercise
  16. Item ER2.5- minimum staffing of three certified firefighters on major apparatus responding to a structure fire
  17. Item ER2.23- require all personnel performing extrication be certified
  18. Item EM4.4- improve communications between EOC and field
  19. Item G1.5- hire attorney reference obtaining county FLSA ruling, LEO for career staff and provide significant recognition of active volunteers by county.
- Our company feels item number 19 is the priority.

Sincerely

Secretary



# Tasley Volunteer Fire Company, Inc.

24223 TASLEY RD. • P.O. BOX 68  
TASLEY, VIRGINIA 23441  
(804) 787-7870

ORGANIZED FEB. 1, 1926  
INCORPORATED AUG. 12, 1927

To: Accomack County Fire Commission  
From: Tasley Volunteer Fire Company

Items from the Strategic Plan that we support:

- G 2.1 Consolidate EMS billing
- G 2.3 Consolidate Fire Tax
- G 2.5 Fleet replacement paid for by county, through the C.I.P.
- G 3.13 Standardization of tools, supplies, equipment & S.O.P.'s
- G 4.1 Support staffing of stations along Route 13 corridor with 3 DPS personnel  
As well as placing an ambulance at Tasley staffed by DPS.
- ER 2.2 Closest Fire Company to the call be alerted first
- ER 2.6 Standardize minimum requirement of training to ride apparatus

From Capability Analysis

Tasley Fire Company put an ambulance in service staffed by DPS personnel  
A retirement program for volunteers  
Capital Improvement Plan funding for updating stations

As expressed to our County Board of Supervisors representative, we are open to and have discussed consolidation with the other Lee District volunteer departments.



# Onancock Volunteer Fire Department, Inc.

9 Pine Street P.O. Box 28 Onancock, Virginia 23417

October 25, 2007

Dear Accomack County Board of Supervisors,

The Onancock Volunteer Fire Department respectfully submits these twelve items for your consideration. While our department supports the Accomack County Public Safety System Strategic Plan Study in its entirety, we felt that these items are of the greatest importance. We did not rank these items in any particular order.

- CA 10 Onancock VFD, Onley Fire and Rescue, and Tasley Fire and Rescue should consolidate into one station. The consolidation process should involve the County Government and Fire and EMS Commission leadership setting the expectation and a deadline to consolidate the three stations into one. However, the three departments should meet and confer to develop a consolidation plan they can each support within a reasonable time frame before consolidation actually begins. The consolidation plan should be ratified by the Fire and EMS Commission and Board of County Supervisors.
- CA 15 The existing Fire and Rescue Commission should be reorganized as the Fire and EMS Commission with the Public Safety Director serving as the permanent chair of the new Fire and EMS Commission; with each volunteer chief of a recognized Fire Department or Rescue Squad, plus two representatives of the career staff other than the Director, one at the Battalion Chief level and one below the rank of Captain, serving as a Commission member. Formalization of the roles and responsibilities of the Fire and EMS Commission should be established through the County Code to establish this group as the policy making group for the County Fire and Rescue System. The chair should have veto authority to assure the system functions as a system. The scope of policy decision making authority should be detailed in the County Code language so that the appropriate ratification of policy such as budget recommendations from the Fire and EMS commission is forwarded to the BOS for their consideration.
- CA 17 Create a recruitment and retention committee of the Fire and EMS Commission to increase volunteer membership over the long run so that sufficient volunteer staffing can be established to allow each volunteer rank level to function appropriately at their organizational level of responsibility. This is especially important to free up time capacity for the volunteer department chiefs to engage fully as a member of the Fire and EMS Commission while also serving as the leader of his/her department.
- CA 18 The Fire and EMS Commission should become intimately involved with recruitment and retention of both career and volunteers, apply best practices to recruitment and retention in a system wide approach, identify barriers to volunteer recruitment and retention and reduce or eliminate their impact and create a working environment system wide that contributes to volunteerism. A standing committee of the Fire and EMS Commission should be established to address recruitment and retention. Volunteers should be surveyed periodically to determine their level of satisfaction and to be proved relating to areas where improvement may be indicted. Surveys can be done through paper survey instruments, focus groups or both. Priority should be given to the addition of the LEOS retirement provisions for career employees to aid in retaining the existing staff.
- CA 24 The Fire and EMS Commission should establish a single NFPA 1851 compliant specification for turnout gear and do centralized purchasing to achieve standardization to reduce administrative burden on volunteer companies and possibly achieve cost savings.

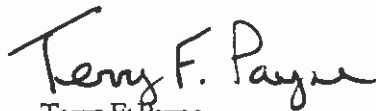


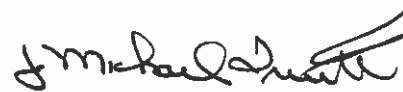
# Onancock Volunteer Fire Department, Inc.

9 Pine Street P.O. Box 28 Onancock, Virginia 23417

- CA 27 Create a system wide SCBA specification to standardize around a single manufacturer. Model variation should only be considered based on operational justifications.
- CA 37 Standardized County-wide rural water supply procedures need to be developed and implemented to assure the effective use of the fleet of tankers during sustained fire fighting operations.
- G 2.2 Reconfigure the County-wide EMS Tax District to include the Town of Chincoteague.
- G 2.5 Establish a fleet replacement process that relieves the volunteers of the financial responsibilities, that is based on life-cycle management principles and develop capital budget to reflect fleet replacement needs under the life-cycle management program.
- ER 2 Establish standardized, county-wide operational policies and procedures for how all emergency responders will perform their duties at emergency incidents that conform to local, state and national requirements, standards and best practices.
- ER 2.5 Establish a minimum number of three personnel on major fire apparatus responding to structure fires for that unit to be considered staffed, with the understanding that the long term goal should be four responders.
- ER 2.6 Develop standardized, county-wide certification requirements for both volunteer and career personnel at various rank levels and functional positions. Establish a realistic implementation plan for phasing in the requirements so that incumbents have an opportunity to obtain the requisite training and certifications.

Respectfully,

  
Terry F. Payne  
President  
Onancock Volunteer Fire Dept.

  
J. Michael Truitt  
Fire Chief  
Onancock Volunteer Fire Dept.