

BRUNSWICK COUNTY
FIRE SERVICE STRATEGIC PLANNING
1st Meeting – October 9, 2007
2nd Meeting – January 9, 2008
Location: Lawrenceville Brick, Inc.
Plant 4 Conference Room – Lawrenceville, VA

Participants: (14 fire members serving as 1st & 2nd in command of each department) Tommy Johnson, Woody Daniel, Jason Bottoms, Brad Rogers, David Walton, Daniel Wright, Bill Parrish, Wayne Bowen, Ricky Woodard, Jimmie Williams, Joel Dodson, Bryant Rifkind, Andy Morris, Keith King, Sr.
Facilitator: Buddy Hyde
Additional members at 2nd Summit: Steve Coleman (VDOF), Greg Gauldin (Co. 2 alternate).

S.W.O.T. Analysis of Fire Service in Brunswick County

Strengths:

- Improved equipment
- Dedicated personnel
- Level of training
- Grant writing & awards
- Communication between fire departments
- Mutual aid – within county & with bordering counties
- Leadership ability
- Public relations with other agencies
- Training & educational opportunities
- Specialized equipment
- Facilities
- Funding from donations
- County building inspector – more involved
- Understanding families - support
- Newspaper / radio public relations
- PPE & SCBA
- Rip & Run fax
- Compatibility of hose fittings
- Extrication capabilities
- Thermal imaging cameras
- Gas monitoring devices
- Training facilities & grounds, props
- Corporate support
- Fire-based EMS & equipment
- Dry hydrants
- Improved mobile water supply apparatus

Weaknesses:

- Decreased support from county officials
- Funding from local government
- Future of grants
- Communications
- Number of existing members
- Shallow pool of recruits
- Dispatchers – competency & level of training
- Automatic aid
- Lack of specific alarm assignments (i.e. auto alarm call)
- Fireground communications
 - Reception
 - Lack of operational channels
 - Delayed response on comm. center getting resources
- Lack of local law enforcement support at incident scenes
- Increased operating costs
- Pre-planning
- New member requirements
 - Training
 - Processing / Orientation
- Citizen knowledge
- Incorrect public perception of department types (volunteer or paid?)
- Lack of standardized SOPs
- Lack of operational channels
- Lack of communications improvement plan
- Underutilized fire resources
- Day time response
- 2nd & 3rd due response assignments
- Old fire apparatus & old hose
- Facilities
- Lack of collaborative / central purchasing

Opportunities:

- Incentive plans
- County-wide grants
- Collaborative purchases of fire equipment
- County-wide water system
- Technical rescue team
- Reliable air systems in all fire stations
- Multi-agency training
- Revenue recovery
- Multi-agency fund raising
- Bond referendum – public votes
- Adopt a fire levy / tax
- Economic development funding

Opportunities (continued):

- Paper/timber corporations donations through letter drive
- Volunteer fire investigation team

- Critical Incident Stress Team training
- Improving rehab capability
- Frequent meeting of this group - quarterly
- VOLSAP

Threats:

- Shrinking grants
- Aging population
- Declining economy
- Rising fuel prices
- Increased call volume
- Volunteer burn-out
- Lack of recruits
- State / Federal mandates
- Amount of training needed
- Lack of employer support
- Changing technologies
- Demands on training
- Change in building construction
- Lack of local jobs
- Natural / man-made disasters
- Possible local government budget cuts
- Possible housing boom due to Fort Lee and other areas
- Acts of terrorism
- Expanding scope of emergency services
- Increased hazardous materials
- Increased traffic volume
- Road conditions (width) / bridge conditions (weight limits)
- Internal "clicks"
- Liability
- Member behavior
- Drought

Group Ideas for Improving the Fire Service in Brunswick County
Post-it® note brainstorming exercise
October 9, 2007 & January 9, 2008

Incentives, recruitment & retention

- Better ways of R & R for the whole county fire service
- Incentives for employers that allow personnel to respond on calls
- Competitive incentives
- Fund volunteers with a stipend for each response (i.e. \$3 - \$5)
- County-wide membership drive for members

Operations

- Improve ICS – accountability of all personnel
- Daytime personnel
- Dive team for Brunswick County
- Set up a rehab team to be dispatched to all working incidents
- SOPs for operations
- Operational channel to use on all calls
- Fire inspector paid by the county
- Fire investigator
- Paid firefighters to assist
- Mobile air utility unit capable of filling high pressure cylinders
- Safety responding to the fire
- Use 2nd & 3rd due companies, page them out
- Paid county fire administrative person to conduct daily business
- In daytime, page more companies
- Expand the technical rescue team
- More water rescue operations
- Evaluate & update dry fire hydrants based on drought condition
- Revise county list of dry fire hydrant locations (9-1-1 & GPS)
- Increase haz-mat operations capability

Public Education/Awareness

- Fire safety education in schools
- Media, local government & citizen fire academy
- More publication of day to day fire service news in county
 - Website
 - Newspapers
 - Radio
- Provide monthly activity reports to town & county officials

Public Relations

- Better image of the departments for the public
- Activities to involve multiple departments for entertainment to build morale

Planning

- Keep this group together to advise county of what type of purchases are needed to operate
- Create SOPs for certain countywide operations
- Have a strategic plan in place to improve the overall county fire system

Training

- More in-house training
- Standard training for all Brunswick firefighters
- Complete fire training center
- RIT training
- Fire schools for local departments that are requested by them
- Better trained dispatchers
- Multi-agency county training at least once a year
- Cross-train other department members on operations of aerial truck due to manpower problems
- Leadership training for chief officers
- Cross-train on other department trucks to operate
- Train with forestry department (VDOF) on mutual operations
- County Haz-Mat Team training
- More haz-mat training, specifically hazardous cargo on roadways
- Construct a heavy technical rescue area at county training center that includes trench and heavy vehicle rescue props
- Conduct a line officer school, have a committee determine the curriculum
- Provide training to new fire officers

Fire Prevention

- County-wide walk through of major business
- Industrial pre-planning
- Pre-plans for natural disasters
- Establish a county smoke detector program - issue to elderly citizens, etc.

Communications

- Better communication equipment for county
- Establish a communications model and require that it be followed
- Better radio communications
 - Every department set up compatible radio channel
 - Everyone on same channel when told to go to operations channel
- Go to 700 or 800 MHz communications system
- Better standards when it comes to terminology used by dispatchers

Equipment

- Standardized truck compartments / set-up the same across county
- County to purchase one (1) new fire apparatus
- Make upgrades to a fire station each year
- County purchase of fire equipment & apparatus
- Foam capability on all brush trucks
- Every county department should have a thermal imaging camera
- Centrally located breathing air unit
- Put a ladder truck in the southern section of the county
- Standardized pump testing

Funding

- Grant writing for the county departments
- County pay for fuel and apparatus
- Additional funding through county-wide revenue recovery
- County pay for instructors to allow more training to be obtained
- County money for improvements and upkeep to departments
- County pays for radio standardizing/programming
- Revenue recovery for fire responses to motor vehicle crashes
- Implement a fire tax/levy in Brunswick County

**BRUNSWICK COUNTY
STRATEGIC PLAN PROGRESS LIST
FOR
FIRE SERVICES**

YEAR 1 Goals (January 2008 – January 2009)

- Standard Operating Procedure/Guidelines (ICS, Air Evacuation, MCI, MayDay/RIT, Mutual Aid, etc.)
- Improve communications
 - Standard configuration for all radios on first 10 channels
 - Better terminology usage for dispatch personnel
- 2nd & 3rd due response maps
- Implement 3rd due in CAD system
- Expand resource list for entire emergency services and create a list of needed equipment
- Educate emergency services on communications
- Equipment standardization
- Fire tax/levy
- Countywide membership drive
- Dry fire hydrant maintenance updates and revise list
- Generate monthly reports for county officials
- Promote county fire/rescue website
- Continue the strategic planning meetings each quarter
- Increase thermal imaging cameras across fire companies
- Cross-train on mutual aid fire apparatus
- Forestry firefighting training with VDOF

YEAR 2 Goals (January 2009 – January 2010)

- Secure VOLSAP funding
- Integrate daytime personnel for adequate staffing
- Organize a county dive team
- Provide leadership/officer training
- Provide Rapid Intervention Team (RIT) training
- Ensure foam capability on all brush units in county (Co. 1, 2, & 4 done)

YEAR 3 Goals (January 2010 – January 2011)

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**Brunswick County
Fire Service Agencies
Proposed
Standard Operating Procedures
Working List**

This S.O.P. / S.O.G. list shall be an on-going project whereby additional topics will be added as the mutual need arises within county emergency operations. Initial topics have been identified by the fire service leader's group during strategic planning sessions as needing immediate attention and other topics will follow.

- Incident Command System (NIMS compliance)
- Medical Air Evacuation Procedures
- Incident Response Matrix by call types
- Mayday/RIT Ops
- Mutual Aid Ops
- Mass Casualty Incident Operations

**Operational Planning Teams
assigned to task completion
of topics identified in this plan
(will be adding personnel from across fire agencies and others)**