Loudoun County, Virginia

Fire and Rescue Commission
16600 Courage Court, Leesburg, Virginia 20175
703/777-0333 • Metro 703/478-8413 • Fax 703/777-5359

12 January 2006

Supervisor James Clem, Chairman
Public Safety Committee
Loudoun County Board of Supervisors
Post Office Box 7000
Leesburg, Virginia 20177

Dear Supervisor Clem:

On 15 November 2005, the Public Safety Committee requested that the Commission review the Purcellville Safety Center lease with volunteer fire and rescue companies engaged in joint station projects with the County. The review was conducted to determine (1) whether the Purcellville lease could be used as the model for current and future joint station projects and (2) whether there were any concerns about any provisions of the lease.

During the past two months, I have met with the Presidents and/or Chiefs of the Sterling Fire Company, the Sterling Park Rescue Squad, the Sterling Park Safety Center, the Ashburn Volunteer Fire Company, and the Arcola – Pleasant Valley Fire Company to consider these two issues. The leaders represent the companies endorsed by the Commission to participate in the following joint station projects: Dulles 28/7 Fire and Rescue Station (Station 24/35), the Moorfield Station Fire and Rescue Station (Station 23), and the South Riding Fire and Rescue Station (Station 19). This memorandum addresses the concerns raised during our discussions.

Each volunteer company accepted the Purcellville Safety Center lease as the baseline agreement with the County. Three issues were raised during the discussions as highlighted below. I will also review solutions acceptable to each company:

(a) Termination Provisions (page 8)

In paragraph (c) of this section, the County has included standard provisions regarding the appropriation of funds in the then current fiscal year. If the Board of Supervisors fails to appropriate funds, the current lease calls for automatic termination of all obligations.

printed on recycled paper

During the review, the volunteer companies acknowledged the funding restrictions imposed on the Board by Virginia statue, but recommended that if the Board fails to appropriate funds, the volunteer companies may, at their option, be allowed to assume the financial obligations for repair, maintenance, upkeep, and operation of the facility. If the companies decline to assume the obligation, termination of the lease can occur.

(b) Repair and Maintenance (page 6)

The lease provides that "the County, at its sole expense, perform repair and maintenance to the facility". During the review, the volunteer companies expressed a concern that the County promptly address emergency repairs affecting the safety and health of their members and the security and protection of the facility, apparatus, and controlled medications.

The companies understand that the Department of General Services maintains a 24-hour notification process through the School System's transportation dispatchers. There is concern, however, that emergency repairs be affected within 24-hours of notification. The companies have requested permission to conduct emergency repairs not addressed within 24-hours of notification and to be reimbursed for expenses necessary to correct any immediate hazard or concern.

(c) Design Participation (page 2)

The lease provides that the "facility shall be purchased, designed and built at the expense of the County." This section lease continues to describe the process to be used for the development of the station.

On 5 April 2005, with the concurrence of the Department of Fire and Rescue Services, the Department of General Services, the Capital Improvement Program Manager, the County Attorney's Office, and the County Administrator's Office, the Fire and Rescue Commission adopted Fire and Rescue Guideline Administration 7.3, Capital Facilities Development Plan. The guideline establishes a joint process to ensure that stations are developed consistent with County requirements while

addressing the needs of the fire and rescue volunteers. The guideline was revised in January 2006 to remove the Brambleton Fire and Rescue Station Program Management Board.

The volunteer companies believe that the guideline continues to address an acceptable methodology for managing joint station development projects. They have requested that the lease identify this guideline as the method to be used to manage the station development. I have attached a copy of the guideline to this memorandum for your review.

If these issues can be satisfactorily resolved, each President has indicated their willingness to accept the revised lease agreement for their joint station project with the County.

Volunteer fire and rescue companies may request the opportunity to incorporate social or community halls into their fire and rescue station projects with the County. When requested, issues associated with this auxiliary use should be addressed as an appendix to the basic station lease.

The presidents of the volunteer companies participating in this review will be available for the Public Safety Committee's discussions on 24 January 2006. If you have additional questions regarding this review, please do not hesitate to contact me.

Sincerely,

Douglas G. Rambo, Chairman
Fire and Rescue Commission

Cc: Chief Joseph Pozzo, Department of Fire and Rescue Services

Loudoun County
Fire and Rescue System Guideline

Subject: Capital Facilities Development Plan	**Approved:** 5 April 2005 **Revised:** 3 January 2006
Chapter: Administration	**FRG:** 7.3

Approved: _____, **Fire and Rescue Commission**

_____, **Dept. of Fire and Rescue Services**

_____, **Operational Medical Director**

Purpose: **To establish guidelines for the creation of joint fire and rescue stations in Loudoun County.**

Guideline:

1. The Fire and Rescue Commission shall review the need for additional fire and rescue stations annually. The Commission's recommendations shall be provided to the Board of Supervisors through the County Administrator's Capital Improvement Program (CIP).

2. Volunteer fire and rescue companies wishing to participate in joint fire and rescue station development projects shall notify the Fire and Rescue Commission. Upon endorsement by the Commission, a joint Project Management Board (PMB) shall be established to define the scope of the project, and provide program-specific liaison and support during the development and construction of the fire and rescue station. Each PMB shall have the following senior project representation:

- The President of each Fire and/or Rescue Company involved in the project
- The Fire and/or Rescue Chief(s) of each Company involved in the

project

- The President of any joint corporation established by the volunteer fire and/or rescue companies for the purpose of facility development and management (e.g., Safety Centers)
- The Deputy Chief of Planning and Administration from the County's Department of Fire and Rescue Services
- The Project Manager assigned to the project by the Department of General Services

Members of the PMB may designate other members of their organizations to address day-to-day or specific issues associated with a station project. The PMB, however, remains responsible for all critical decisions, agreements and milestones.

3. The decisions of a station's previous PMB shall be binding on any future PMB for that station.

4. Once established, each PMB shall develop a Memorandum of Agreement (MOA) regarding the project. The MOA shall address the roles and responsibilities of each member of the PMB. In addition, the MOA shall address all fire and rescue system aspects of the project, including, but not limited to, any multiple-entity plans for financing the project; identification of and ownership responsibility for building equipment that is not physically part of the building; identification of and ownership responsibility for station apparatus; and, the inclusion of and specification for any auxiliary facilities (e.g., community meeting halls). The MOA shall be provided to, and approved by, the Fire and Rescue Commission before any project development activities begin.

5. Whenever a PMB is unable to reach consensus on a station project issue or PMB initiatives are projected to exceed project budget and/or the completion schedule, the Fire and Rescue Commission shall perform arbitration. If arbitration fails, the Commission, and if necessary, the Board of Supervisors shall provide direction to the PMB.

6. The PMB is specifically charged with the following project tasks that are critical to placing the station into service:

- Advise the Fire and Rescue Commission of the completion of critical project milestones and, when appropriate, the status and resolution of any project issues,
- Assess potential station locations for operational utility,
- Develop the Station Operating Guidelines and all required MOAs for

approval by the Fire and Rescue Commission,
- Conduct the Operational Readiness Inspection for the Station,

5. Upon acceptance of the station for operations, the Fire and Rescue Commission shall discharge the PMB and transition the responsibility for station operations to the volunteer companies and the Department of Fire and Rescue Services.

6. The Deputy Chief of Planning and Administration from the County's Department of Fire and Rescue Services shall be the program's single point of contact for the project. This individual shall, during the life of the project:

- Provide staff support for all activities of the PMB,
- Be the County liaison to all other project team members,
- Provide project status reports to the Department of Fire and Rescue Services' senior management and the Fire and Rescue Commission,
- Develop the project's Capital Needs document,
- Develop the project's Capital Improvement Budget documents,
- Develop the station's preferred location based on the Commission's operational and response criteria,
- Support the County's land acquisition process for the station's property,
- Develop the application for any required land use approvals,
- Develop and manage tasks for outfitting the station.

7. The PMB shall provide timely programmatic input to the Capital Budget Analyst in the County's Department of Management and Financial Services regarding critical project tasks and milestones, including the following:

- The project's Capital Needs document,
- The project's Capital Improvement Budget documents,
- The project's financing method when multi-entity financing is proposed.

8. The PMB shall provide timely programmatic input to the assigned Project Manager from the County's Departments of Planning and Building and Development regarding all applications for required land use approvals.

9. The PMB shall provide timely programmatic input to the assigned Project Manager from the County's Department of General Services regarding critical project tasks and milestones, including the following:

- The Project Master Schedule,

- The Architectural and Engineering Services' Statement of Work,
- Selection of the project's design team by the Proposal Analysis Group,
- Review of Conceptual and/or Schematic Design Documents,
- Review of Design Development (35%) Construction Documents,
- Review of 65%-stage Construction Documents,
- Review of 90%-stage Construction Documents,
- Review of any separate procurements for the project including Outfitting, Station Equipment and Station Apparatus,
- Final Inspection for the Station Construction,

10. Documentation described in this guideline to be reviewed by a PMB shall be provided to the PMB sufficiently in advance to allow an adequate review prior to any required response. Following concurrence by the PMB, changes require approval of the entire PMB before it is incorporated into the project.

11. The Project Management Boards listed in Attachment 1 are currently established by the Fire and Rescue Commission. This list will be modified and updated periodically by the Fire and Rescue Commission.

Attachment 1

ACTIVE PROJECT MANAGEMENT BOARDS

(Latest Revision 3 January 2006)

Project/PMB Membership	Established
1. South Dulles Fire and Rescue Station • Arcola – Pleasant Valley Volunteer Fire and Rescue • Department of Fire and Rescue Services • Department of General Services	5 April 2005
2. Moorefield Fire and Rescue Station • Ashburn Volunteer Fire and Rescue • Department of Fire and Rescue Services • Department of General Services	5 April 2005
3. Dulles 28/7 Fire and Rescue Station • Sterling Park Safety Center • Sterling Volunteer Fire Company • Sterling Volunteer Rescue Squad • Department of Fire and Rescue Services • Department of General Services	5 April 2005
4. Purcellville Safety Center Fire and Rescue Station • Purcellville Safety Center (when established) • Purcellville Volunteer Fire Company • Purcellville Volunteer Rescue Squad • Department of Fire and Rescue Services • Department of General Services	5 April 2005