

Fire Departments and Emergency Medical Services in Delaware

2021-2024



Compiled by



Bruce Kling

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INTRODUCTION

Municipalities utilize different types of fire departments: career, call, volunteer, and combination departments. Career fire departments employ their personnel on a full-time basis and receive regular compensation. Call fire departments receive nominal benefits and are paid when called out. Volunteer fire departments receive no compensation. A combination department usually has a limited number of personnel who are paid on a full-time basis that is augmented with a call force. Generally, career departments will be more expensive than combination departments, which will be more expensive than call departments, which will be more expensive than volunteer departments. Career departments are also known as full-time departments. Some fire departments are full-time by day but call by night and/or on weekends.

There are almost 29,452 fire departments in the United States of which only about 18% are full-time departments¹ but protect 70% of the population. There are a total of 62 local fire departments in Delaware of which one (1) is considered a full-time department with career firefighters exclusively. The other “full-time” fire departments are combination departments using career, per-diem and/or volunteer firefighters. The US Fire Administration Census shows that 98% of Delaware fire departments are comprised of volunteer fire fighters and nationwide, 67% of all fire departments are volunteer fire departments

Delaware has 54 incorporated municipalities, 3 villages which are considered to be municipalities, and 43 unincorporated towns. Delaware is divided into three counties and each county is subdivided into “hundreds” which are equivalent to townships such as those in Maine. Delaware is the only state that still uses “hundreds”.

In Delaware, there is one municipal fire department and all the other local fire departments are private corporations providing a volunteer fire service which is partially funded by the County and State. The State of Delaware Auditor’s office has estimated that the Delaware Volunteer Fire Service saves the taxpayers of Delaware an estimated \$256 million dollars. In other words, if a paid fire service were employed Statewide, each property owner would see an increase in their tax bill of roughly \$10.51.²

Municipal Fire Departments

A municipal fire department is part of a city or town funded by the city’s or town’s general fund budget which is paid for primarily through property taxes. There is only one municipal department in Delaware and that is the Wilmington fire department.

Private Fire Departments

Most municipalities in Delaware do not have a municipal fire department. Instead, they get fire services from a private fire department residing in a geographic fire district defined by the State. Many of these geographic fire districts include a city or town as well as unincorporated areas. Some fire districts include just unincorporated areas (i.e., Christiana, Clayton, Gumboro, Hockessin, Indian River, Marydel, and Roxanna). Appendix A shows when these fire companies were established.

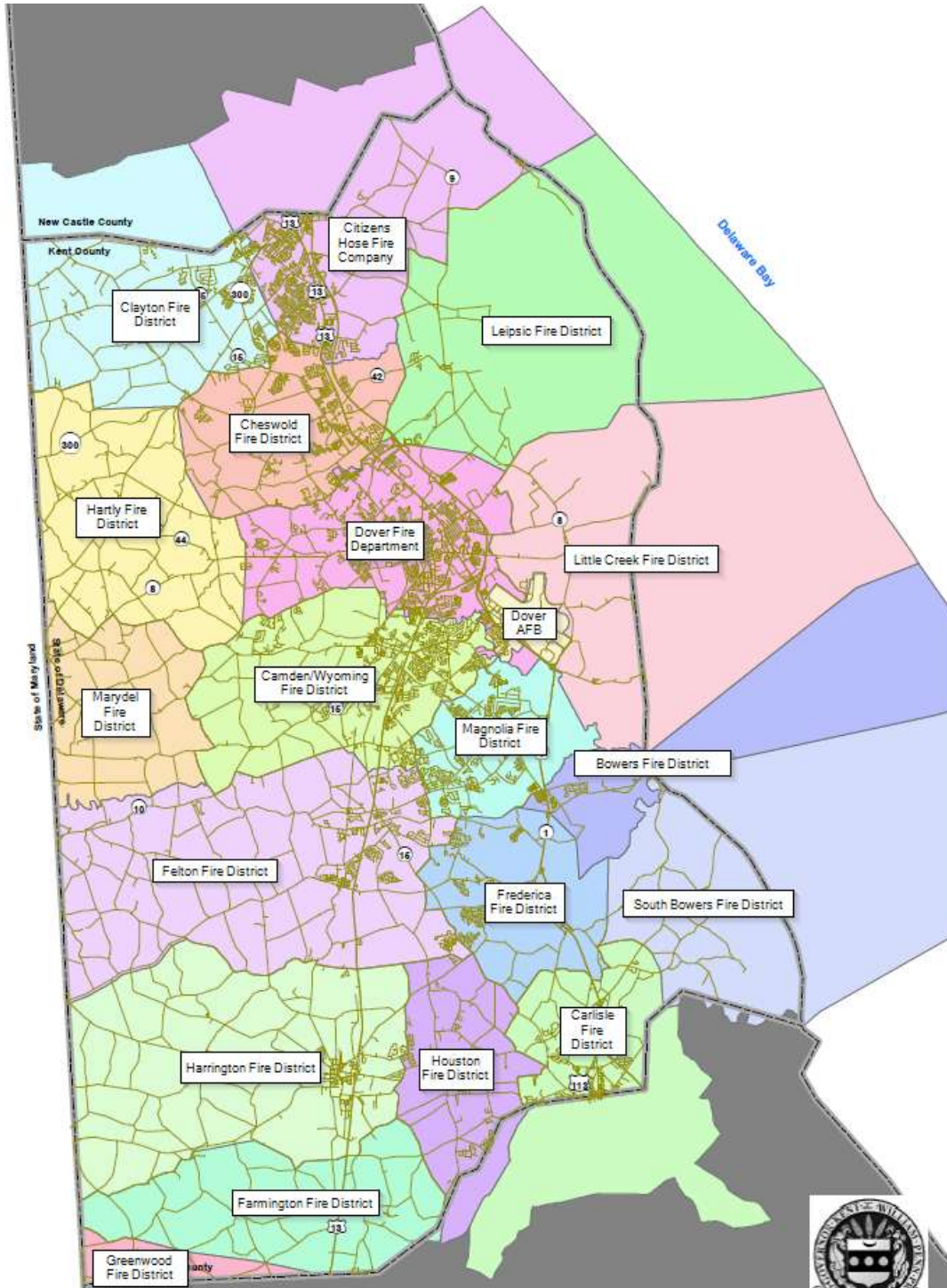
In many ways, Delaware has regionalized its fire service.

¹ U.S. Fire Department Profile 2020. September 2022. Rita Fahy, Ben Evarts, and Gary P. Stein..

² Delaware Volunteer Fire Service Special Report. December 2021. State of Delaware Office of Auditor of Accounts

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The following map shows the fire districts in Kent County and was taken from the Kent County web site at the link: https://kentcountyde.zendesk.com/hc/en-us/article_attachments/18139676274839



For a map showing the EMS districts in Kent County, please go to this link: https://kentcountyde.zendesk.com/hc/en-us/article_attachments/18139753770007.

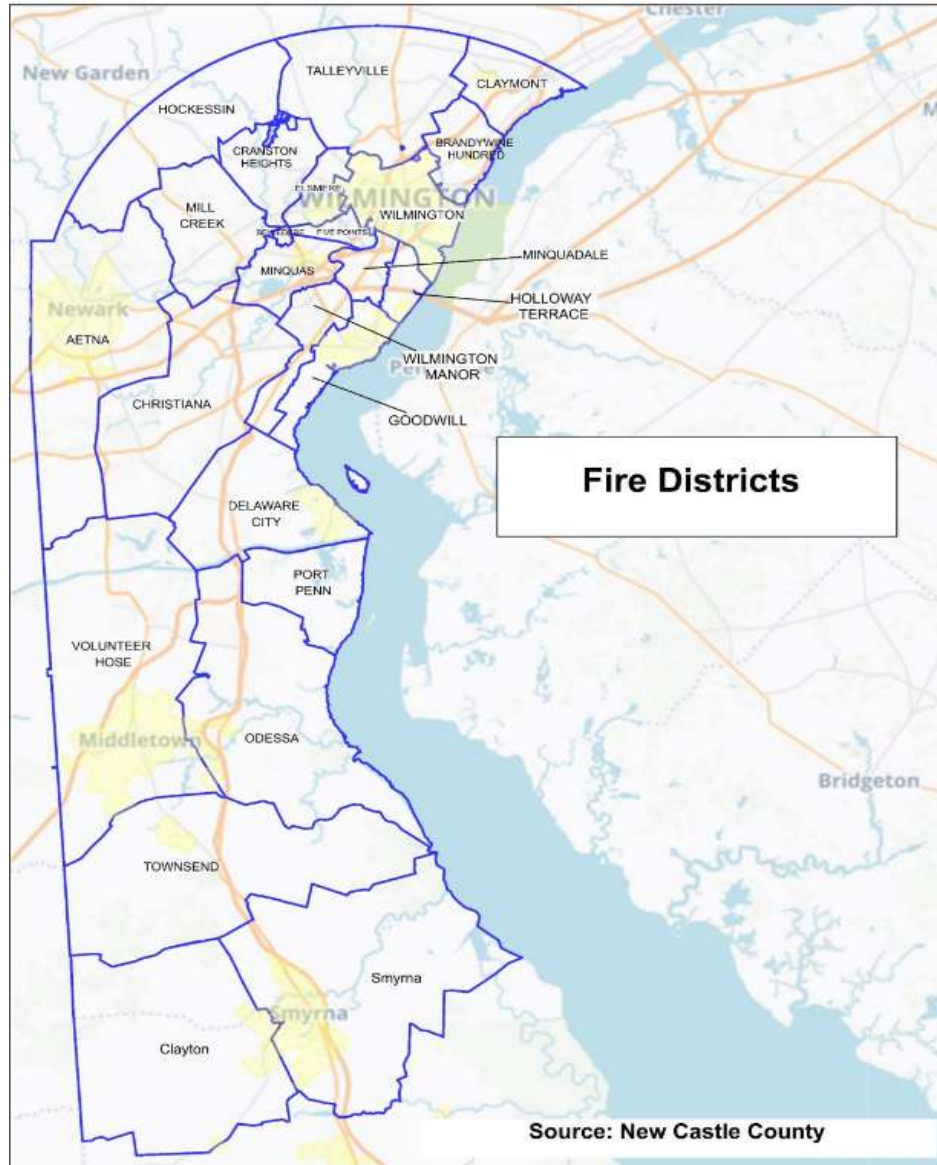
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The following map shows the fire districts in Sussex County and was taken from the Sussex County web site at the link: <https://property.sussexcountyde.gov/PT/maps/mapadv.aspx>



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The following map shows the fire districts in New Castle County and was taken from the NCC Fire District Demographics Data document developed by WILMAPCO based on the 2020 Census:



- The Aetna Hose Hook, and Ladder Company provides fire protection and emergency ambulance service to the city of Newark as well as Brookside, Ogletown, the western part of Glasgow, and other unincorporated areas.
- The Bethany Beach Fire Company provides fire protection and emergency ambulance service to the towns of Bethany Beach, Fenwick Island, and South Bethany.
- The Brandywine Hundred Fire Company provides fire protection and emergency ambulance service to the town of Bellefonte as well as some unincorporated areas.
- The Camden-Wyoming Fire Company provides fire protection and emergency ambulance service to the towns of Camden and Wyoming and to the unincorporated community of Woodside.
- The Carlisle Vol. Fire Co provides fire protection and emergency ambulance service to the town of Carlisle as well as Lincoln and other unincorporated areas.

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- The Christiana Fire Company covers the unincorporated areas of Bear, Christiana, and the Eastern part of Glasgow.
- The Delmar Fire Company provides fire protection and emergency ambulance service to certain areas of Wicomico County in Maryland and Sussex County in Delaware.
- The Delaware City Fire Company provides fire protection and emergency ambulance service to the town of Delaware City as well as Kirkwood and Saint Georges, and other unincorporated areas.
- The Felton Community Fire Company provides fire protection and emergency ambulance service to the towns of Felton and Viola as well as some unincorporated areas.
- The Ellendale Fire Co. provides fire protection and emergency ambulance service to the town of Ellendale as well as Cedar Creek, Fleatown, Greentop, Lincoln City, New Market, Oakley, Redden, Slaughter Neck, Staytonville, and other unincorporated areas.
- The Georgetown Fire Co. provides fire protection to the town of Georgetown as well as Redden and other unincorporated areas. Georgetown EMS provides emergency ambulance service to the area.
- The Hockessin Fire Company provides fire protection and emergency ambulance service to Hockessin, Yorklyn, and other unincorporated areas.
- The Indian River Volunteer Fire Company provides fire protection to Oak Orchard, Long Neck, Warwick, and other unincorporated areas. Mid-Sussex Rescue provides emergency ambulance service to the area.
- The Laurel Fire Company provides fire protection and emergency ambulance service to the town of Laurel and Bethel as well as some unincorporated areas.
- The Lewes Fire Company is responsible for providing fire protection and emergency ambulance service to the town of Lewes as well as Angola, Nassau and other unincorporated areas.
- The Mill Creek Fire Company provides fire protection and emergency ambulance service to Pike Creek, Stanton, and other unincorporated areas.
- The Millsboro Volunteer Fire Company provides fire protection and emergency ambulance service to the town of Millsboro as well as Riverview and other unincorporated areas.
- The Millville Fire Company provides fire protection and emergency ambulance service to the town of Millville and Ocean View as well as Clarksville and other unincorporated areas.
- The Milton Fire Company provides fire protection and emergency ambulance service to the town of Milton as well as Broadkill Beach, Harbeson and other unincorporated areas.
- The Minquas Fire Company provides fire protection to the town of Newport, parts of Woodcrest and Glenville.
- The Rehoboth Beach Fire Company provides fire protection and emergency ambulance service to the towns of Dewey Beach, Henlopen Acres, and Rehoboth Beach as well as Angola and other unincorporated areas.
- South Bowers provides fire protection to the unincorporated town of Thompsonville.
- The Talleyville Fire Company is responsible for providing fire protection and emergency ambulance service to the Talleyville, Montchanin, Winterthur, and other unincorporated areas.

National Standards

The National Fire Protection Association (NFPA) developed a standard, known as NFPA 1710, to guide full-time fire departments on the minimum number of personnel needed for safe and effective firefighting. To provide EMS care (including transport), the State of Delaware and NFPA 1710 requires at a minimum 2 personnel. With the majority of the call volume increasingly becoming EMS related, I choose two (2) in-house EMTs and/or firefighters to be the minimum staffing level as the requirement for a fire department to be deemed capable of providing immediate coverage.

Two represents the minimum number of personnel to respond to an EMS call not to a structure fire. The Occupational Safety and Health Administration (OSHA) 29 CFR 1910.134(g) (4) defines a "2-in/2-out" rule for fighting interior structure fires. Responding to a structure fire with less than four firefighters prevents the first responding unit from complying with OSHA's "2-in/2-out" standard, and places the lives of those firefighters in jeopardy. Whether the towns listed in this document comply with this regulation is not known nor is that the purpose of this document.

The coverage information is provided in four tables. The first table lists those fire departments that provide immediate coverage 24/7. The second table lists those fire departments that provide immediate coverage for some portion of the day. All provide immediate coverage during the weekday because of the difficulty getting call firefighters to respond during the day. The coverage end time varies anywhere from 5PM to 10PM. Each table lists the town, its last known population, who dispatches the fire department, who provides BLS and ALS services, staffing information, and call volume.

The third table lists those fire departments that provide 24/7 coverage but it is not immediate coverage as there is no staff in-house when the call first comes in. In other words, it lists the call and volunteer fire departments. NFPA 1720 guides volunteer fire departments on the minimum number of personnel needed for safe and effective firefighting. It also requires that, for places of densities greater than 1,000 people per square mile, 90 percent of all response times must be nine minutes or less. While this document will not provide staffing information for the call/volunteer departments, it should be noted that the number of people able to participate as firefighters has dropped significantly in many towns for several reasons: time demands, increased training requirements, increase in call volume requiring more time commitments, changes in sociological conditions, fire leadership problems, and friction between volunteer and career members³. As a result, many volunteer or on-call fire departments are starting to hire two daytime firefighters as this is considered to be the time period of greatest need (i.e., Bowers, Bridgeville, Five Points, Frederica, Greenwood, Harrington, Milton, Roxanna, and Townsend).

Fire Budgets

Municipalities are free to use any format for internal financial reporting such as for budgeting or cost accounting. For example, some municipalities roll up health insurance, dental insurance, life insurance, disability insurance, workers comp, and unemployment insurance into the employee benefits section and Property & liability insurance into the insurance section of the general government account.

Full-cost budgeting has all costs allocated to each department so it is clear what it costs to run that department. As such, a full-cost budget for the fire department has wages, benefits, insurance, legal fees, utilities, fuel, equipment repairs, mechanic, and hydrant rentals (if appropriate) in its departmental operating budget.

Since all but one of the local fire departments are private corporations partially funded by the County and State through grants-in-aid from the State, from a portion of the State's insurance tax which is also known as the premium tax (see Delaware Insurance Code, Title 18, Chapter 7), from the County, and in most cases, from the local municipality within the fire district. As such, these private fire companies provide a full-cost budget.

³ "Retention and Recruitment in the Volunteer Emergency Services". FEMA, May 2023

Most, if not all, of these fire companies must work for their own funding as well and do fundraisers throughout the year to help pay for the fire service.

The 2012 Delaware Volunteer Fire Service Annual Report estimates that the cost of the volunteer fire departments to become paid departments would be about \$324M saving the taxpayers about \$289M. In appreciation for their voluntary service, members are provided a \$400 tax credit on their state income tax, a pension plan, life insurance, and worker's compensation which are outlined on the Delaware Volunteer Firefighter's Association (www.dvfassn.com/deathbenefits.cfm).

Ambulance Service

In Delaware, there is a two-tiered EMS system with BLS services overseen by the State Fire Prevention Commission (per Title 16, Chapter 67, § 6717 of the Delaware code) and paramedic services overseen by the State's Department of Public Health, specifically the Office of EMS. Both are overseen by the Delaware Emergency Medical Services Oversight Council per Title 16, Chapter 97 of the Delaware Code.

According to the Delaware Emergency Medical Services Oversight Council, there are 58 BLS ambulance agencies providing 911 services, the majority of which are fire-based ambulances. ALS services are provided at the county level as each county provides dispatch and paramedic services.

There are three (3) counties in Delaware and hence, three county-based EMS services providing ALS services. So, ALS services are regionalized. The county pays 70% of the ALS costs with the State paying 30% per Title 16, chapter 98 of the Delaware Code.

Delaware has three levels of staffing: Emergency Medical Responder (EMR), EMT-B, and EMT-P. For ambulance service, Delaware has two levels: BLS and ALS paramedic. The state requires two (2) licensed personnel to be in a transporting ambulance at all times with the only requirement that one of the licensed providers be at least an EMT-B.

The ambulance member fees, patient receipts, and paramedic intercepts are combined into ambulance revenue and it is a significant revenue source. The fees and patient receipts are revenue deposited in the General Fund. Some also use a subscription service which residents pay yearly and in return, if they have need of an ambulance, they are not required to pay anything not covered by insurance. Bethany Beach and Aetna Hose both use a subscription service.

Estimating Ambulance Service Costs

For towns that don't break out the cost of their ambulance and fire services separately due to having cross-trained personnel, how can one estimate the cost of the ambulance service? A generally accepted costing model on how to estimate the cost of EMS services for such a fire department has the following formula:

- A. Personnel Costs = average on-call time x average hourly labor rate x average number of personnel on the call x number of incidents prior year. (Hourly rate includes benefits)
- B. Vehicle = (Operating cost per mile x annual call miles) + annual cost for ambulance replacement.
- C. Supplies = Actual Cost of Medical Supplies per year + costs of billing service.
- D. Indirect Costs = 25% (A+B+C). 25% is used as a factor to address other benefits and training costs.

Several fire departments in the state use this formula in determining the fee to charge towns contracting for ambulance service. There is some merit to taking the formula in part A and multiplying it by the number of shifts but that is not considered part of the formula at this time.

Staffing Levels

The National Institute of Standards and Technology published a report in 2010 entitled “Report on Residential Fireground Field Experiments”. This report found that a four person crew completed all tasks on the fire ground 30% faster than a two person crew and 25% faster than a three person crew. Similar results were seen with laddering and ventilation. Interestingly, four person crews completed primary search and rescue operations 6% faster than three person crews but 30% faster than two person crews. Two person crews took almost a minute longer than three person crews to stretch a hose line and almost 90 seconds longer than four person crews. With this in mind, it might be interesting to see what the staffing levels are in Delaware fire departments.

The first line in the staffing levels column shows full-time and on-call. Full-time personnel are career firefighters, chief officers, and any full-time civilians (i.e., executive secretary). The second line in the staffing levels column reflects the number of shifts using full-time personnel. The fourth line is the number of fire stations in the municipality or fire district. You will notice that the majority of the fire departments do not have the manpower to put out a structure fire. So, they rely heavily on volunteers to augment the full-time staff and mutual aid from the nearby fire departments.

Firefighters are trained for firefighting and for EMT duties. Emergency response has been consolidated into many fire departments such that the majority of the call volume for a fire department today is EMS-related not fire. In fact, over the last 20 years, the number of EMS responses has more than tripled while fires have decreased by almost 50%⁴. It is estimated that 64% of all fire department calls in 2020 were EMS-related⁵. As we have seen with Hurricane Sandy, fire departments are expected to respond to natural disasters. The Delaware fire departments responded by providing 24h station staffing until the hurricane danger was over. With the advent of 9/11, fire departments also are expected to respond to acts of terrorism. So, the role of a firefighter has changed dramatically from years ago. The fire department is also involved in fire prevention activities (such as public education and property inspections) and on-going training of its personnel.

Shifts

The third line is the shift schedule (for those departments that provide 24/7 immediate coverage). A department with three shifts typically employs a 24/48 shift. This means one day (24-hour) on followed by two days off with one Kelly day every third week. A department with four shifts typically works 42 hours per week and the work shift is employed in a variety of ways. A 24/72 shift means one day (24-hour) on followed by three days off. A 12/12 shift means two 12-hour days followed by two 12-hour nights followed by four days off. All the different shifts are depicted in Appendix B at the end of this document.

Call Volume

The calls for service (CFS) were taken from the State Fire Marshal’s Annual Report for fire and the Delaware Emergency Medical Services Oversight Committee’s Annual Report for EMS. The fifteenth edition of “Fire in the United States 2003-2007” by the US Fire Administration indicates that 98% of all Delaware fire department use NFIRS which is one of the highest of all the States.

The calls for service are broken down into EMS and other calls. An EMS call is defined to be medical, motor vehicle accidents, and rescue related.

Keep in mind that the call volume does not reflect the call response time. For example, the call volume may go down by a few calls but the call response time may actually be higher. So, call volume alone is not necessarily the only indicator of measuring the “busyness” of a fire department. Another example is the number of EMS calls. While the number of EMS calls may represent 64% of all calls, it is important to remember that an EMS call typically requires on average about 45 minutes and two or three personnel. Fire calls frequently require most, if not all, on-duty personnel and take many hours to mitigate. When looking at it from this perspective,

⁴ Effective Fire Protection: A National Concern. A Study by the Insurance Service Office (ISO).

⁵ Fire Department Overall Run Profile as Reported to the National Fire Incident Reporting System (2020). June 2022, Volume 22, Issue 1.

the number of hours spent performing EMS functions versus fire functions is more like 50% each. So, call volume alone is not necessarily the only indicator of measuring the “busyness” of a fire department.

Mutual Aid

An issue of growing concern for some fire departments is the increase in the number of simultaneous calls. This is not an area that much attention has been paid to but it puts additional stresses on a department. When an incident or multiple simultaneous incidents occur such that the available local fire department resources are overwhelmed, then additional help is summoned from other nearby fire departments. When fire departments help each other in this fashion, it is called Mutual Aid. In fact, a recent survey conducted for ISO⁶ indicates that over 50% of fire departments call on mutual aid to respond to initial alarms for a structure fire due to lack of responders.

In some communities, a fire department in an adjacent municipality can provide a quicker response than the local fire department. Typically, these fire departments enter into an Automatic Mutual Aid agreement. Automatic Aid provides for a fire department in another municipality to immediately respond to reported fires because it is closer, thus providing the quickest response of manpower and equipment to incidents, and allowing more of the municipality to remain protected at all times. In the same ISO Survey, over 60% indicated that neighboring departments responded due to Automatic Aid agreements.

Automatic Mutual Aid is set up as agreements between participating fire departments. Mutual Aid is set up as Run cards and clearly defines which fire departments are to respond to a fire when requested at different fire alarm levels.

Mutual Aid is covered under Delaware Code Title 20, Chapter 20 for fire and EMS.

Fire Dispatch

One of the keys to limiting damage caused by fire is the response time. NFPA 1710 sets a goal for all fire departments to respond to a fire within 6 minutes. Response time is defined as the time from when a 911 call is first received to the time a fire truck arrives on scene. Part of this 6-minute window is 1 minute for dispatch time. Fire and ambulance agencies are dispatched from a dispatch center. Some people believe that all 911 calls go directly to their local dispatch center rather than to a central location. Basic 911 Service is an emergency telephone system that automatically connects 911 callers to a Public Safety Answering Point (PSAP). Enhanced-911 service does the same plus shows the caller’s name, street address, and telephone number to the PSAP. This allows the PSAP to identify the caller’s location automatically if the caller is unable to communicate this information verbally to the PSAP call taker. Enhanced-911 services are provided by the E911 Emergency Service Board and are paid for by a monthly user fee on all telephones (land and wireless).

Delaware has nine (9) PSAP Centers and 911 are overseen by the E911 Emergency Service Board.

- Kent County Emergency Operations Center (Regional)
- New Castle County Emergency Operations Center (Regional)
- Sussex County Emergency Operations Center (Regional)
- Dover PD 911 Center
- Seaford 9-1-1 PD Center
- Rehoboth 9-1-1 PD Center
- Newark 9-1-1 PD Center
- Wilmington 9-1-1 Center
- University Of Delaware 9-1-1 Center

All calls to 911 in Delaware are routed to the appropriate PSAP. Police and fire calls are immediately transferred to the appropriate local dispatch center. For medical emergencies, the appropriate EMS responder is

⁶ Fire Chief’s Opinion 2008. ISO, September 2008

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called but the PSAP stays on the line providing appropriate emergency medical instructions while waiting for the responder to arrive.

The following table shows the local dispatch centers for Fire and EMS Agencies

Agency	Dispatch Center
Robbins Hose Company	Dover Police Dept
Bowers Beach VFD, Camden-Wyoming Fire Company, Cheswold VFC, Citizens Hose Company, Clayton Fire Company, Farmington VFC, Frederica VFC, Felton Community Fire Company, Harrington Fire Company, Hartly VFD, Houston VFD, Leipsic VFC, Little Creek VFC, Magnolia VFC, Marydel Fire Company, South Bowers Fire Company	Kent County EOC
Aetna Hose Hook and Ladder, Belvedere VFD, Brandywine Hundred Fire Co, Christiana Fire Company, Claymont Fire Company, Cranston Heights Fire Co, Delaware City Fire Company, Elsmere Fire Company, Five Points Fire Company, Good-Will Fire Company, Hockessin Fire Company, Holloway Terrace Fire Company, Mill Creek Fire Company, Minquadales Fire Company, Minquas Fire Company, Odessa Fire Company, Port Penn VFC, Talleyville Fire Company, Townsend Fire Company, Vol Hose of Middletown, Wilmington Manor VFC	New Castle County EOC
Rehoboth Beach VFC	Rehoboth Beach Police
Seaford VFD	Seaford Police Dept
Bethany Beach VFC, Blades VFC, Bridgeville VFC, Carlisle Fire Company, Dagsboro VFD, Delmar Fire Department, Ellendale VFC, Frankford VFC, Georgetown Fire Company, Greenwood VFC, Gumboro VFC, Indian River VFC, Laurel Fire Department, Lewes VFD, Memorial VFC, Millsboro Fire Company, Millville VFC, Milton Fire Department, Roxanna Fire Department, Selbyville VFC	Sussex County EOC
Wilmington Fire Department	Wilmington Police Dept

In the fire tables, there is also a column for dispatch which indicates the local dispatch center for fire and EMS. Some local dispatch centers dispatch fire and EMS, some EMS only, some dispatch police and fire, and some just dispatch police. When a different dispatch center handles fire and EMS then the first line will indicate the fire dispatch and the second line the EMS dispatch.

Issues Facing Fire Departments

The biggest issue appears to be the aging apparatus and facilities and the lack of equipment.

- Roughly 33% of the existing fire stations are estimated to be over 40 years old (compared with 44% nationwide), with 20% not equipped for exhaust emission control per NFPA 1500 2002 9.1.6 (compared with 56% nationwide).
- It is estimated that 42% of all engines in Delaware fire departments are at least 15 years old⁷. This is close to the national average of 49%⁸. The industry standard for the life span of a fire engine is 15 years followed by 5 years of reserve status. Starting in 2007, the EPA's new emission standards go into effect to which the fire apparatus industry must comply. It is estimated that this will increase the cost of a new engine by as much as 50K. These new emission standards will significantly reduce the amounts of nitrous oxide, particulate matter, and non-methane hydrocarbon (NMHC) emissions.

⁷ A Needs Assessment of the Fire Service: Delaware. June 2004. John R. Hall, Jr and Michael J. Karter, Jr.

⁸ Fifth Needs Assessment of the U.S. Fire Service. December 2021. NFPA Research, Quincy MA

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- Providing firefighters with proper and up-to-date equipment such as portable radios, SCBA units, Personal Alert Safety System devices, and personal protective clothing. The protective clothing costs about \$7,700 and the SCBA units cost about \$6,300 on average.⁹

CAVEAT EMPTOR

The personnel and number of stations initially came from the Fire Department Census Survey found on the US Fire Administration website and were cross-referenced with information from the Delaware EMS Oversight Annual Report and/or correspondence with the fire departments. The call volume data came from the Delaware State Fire Marshal Annual Report, the Delaware Emergency Medical Services Oversight committee Annual Report, and fire department web sites. The square miles for fire districts in Sussex County came from the Sussex County on-line web mapping application. The square miles for fire districts in the Kent and New Castle Counties came from a spreadsheet provided by each County's GIS Department.

The population for the fire districts in New Castle came from the NCC Fire District Demographics Data document developed by WILMAPCO based on the 2020 Census. The population for the fire districts in the Kent and Sussex Counties came from the Delaware Fire Service Financial Review and Analysis report done by FACETS Consulting in 2025.

The information in this document came from various sources (comprehensive plans and town officials) and the information was verified to the extent it was possible. While I tried to be as accurate as possible, there is the possibility for errors. Hopefully, if there are any errors, someone will be kind enough to point them out to me.

⁹ National Volunteer Fire Council 2020 Fact Sheet.

Fire Districts Providing 24/7 Immediate Coverage

Fire District	Pop/ Cover Area	Dispatch	Staffing FT/Call Shift Data	FD EMS Level	EMS Calls 21-24	Total Calls 21-24	BLS Transport	Paramedic Services
Bethany Beach	3,022 over 7 sq mi	Sussex County EOC	16/25 3 shifts of 4 + K 24/48 shift 2 stations	Rescue, FR, Amb	1009 1000 934 1000	1415 1417 1372 1380	Bethany Beach VFD	Sussex County EMS
Brandywine Hundred	19,517 over 7 sq mi	New Castle County EOC	13/15 4 shifts of 4 24/72 shift 1 station	Rescue, FR, Amb	2606 2905 3147 3326	3658 3966 4244 4460	Brandywine Hundred VFD	New Castle County EMS
Camden- Wyoming	24,303 over 38 sq mi	Kent County EOC	14/50 3 shifts of 3 + K 24/48 shift 1 station	Rescue, FR, Amb	4289 4101 4441 4765	5139 5060 5345 5694	Camden- Wyoming VFC	Kent County EMS
Cheswold ¹⁰	13,426 over 27 sq mi	Kent County EOC	5/25 2 persons/shift 6h shifts 1 station	Rescue, FR, Amb	1910 1528 1919 2155	2337 1956 2320 2572	Cheswold VFC	Kent County EMS
Christiana	98,451 over 36 sq mi	New Castle County EOC	36/32 4 shifts of 8 24/72 shift 3 stations	Rescue, FR, Amb	11,872 11,999 11,832 12,522	16,235 16,600 16,477 17,205	Christiana Fire Company	New Castle County EMS
Claymont	31,829 over 12 sq mi	New Castle County EOC	9/45 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	4452 4814 4779 4622	5838 6225 6338 6323	Claymont Fire Company	New Castle County EMS
Cranston Heights ¹¹	13,934 over 9 sq mi	New Castle County EOC	11/45 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	2511 2258 2365 2408	3872 3667 3766 3918	Cranston Heights Fire Company	New Castle County EMS
Dagsboro ¹²	4,783 over 22 sq mi	Sussex County EOC	7/62 3 shifts of 2? 24/48 shift? 1 station	Rescue, FR, Amb	549 574 527 No Data	746 787 752 762	Dagsboro VFD	Sussex County EMS
Delaware City ¹²	9,750 over 32 sq mi	New Castle County EOC	13/30 4 shifts of 3 24/72 shift 1 station	Rescue, FR, Amb	1435 1495 1356 1560	2303 2312 2211 2565	Delaware City Fire Company	New Castle County EMS
Delmar	6,179 over 39 sq mi	Sussex County EOC	11/81 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	2142 2299 2271 2288	2784 3006 2967 3029	Delmar FD	Delmar FD
Ellendale ¹²	9,318 over 64 sq mi	Sussex County EOC	8/52 4 shifts of 2 24/72 shift 2 stations	Rescue, FR, Amb	1388 1534 1602 1403	1686 1904 2016 1763	Ellendale Fire Company	Sussex County EMS
Elsmere ¹²	13,687 over 4 sq mi	New Castle County EOC	9/50 4 shifts of 2 24/72 shift? 1 station	Rescue, FR, Amb	1882 1977 1867 2039	3100 3110 3108 3438	Elsmere Fire Company	New Castle County EMS
Felton	12,637 over 68 sq mi	Kent County EOC	8/25 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	1644 1667 1667 1710	1985 2042 2017 2090	Felton Community Fire Co.	Kent County EMS

¹⁰ Shifts are staffed using per-diem and volunteer personnel.

¹¹ Cranston Heights FT personnel work 24h shift or a 12h shift. Per diem personnel work a 12h shift

¹² There is one career person partnered with a volunteer on each shift.

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Fire District	Pop/ Cover Area	Dispatch	Staffing FT/Call Shift Data	FD EMS Level	EMS Calls 21-24	Total Calls 21-24	BLS Transport	Paramedic Services
Five Points ¹³	9,362 over 2 sq mi	New Castle County EOC	5/25 2 shifts of 2 12h shifts 1 station	Rescue, FR, Amb	1710 1616 1710 1927	2714 2557 2729 2952	Five Points Fire Company	New Castle County EMS
Frankford	2,405 over 18 sq mi	Sussex County EOC	9/20 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	594 572 511 540	753 734 683 707	Frankford VFC	Sussex County EMS
Harrington Fire Company	7,385 over 61 sq mi	Kent County EOC	9/55 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	2059 2203 1971 2160	2431 2549 2281 2545	Harrington Fire Company	Kent County EMS
Hockessin	20,848 over 23 sq mi	New Castle County EOC	13/23 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	1719 1840 1784 1865	2629 2818 2924 3073	Hockessin Fire Company	New Castle County EMS
Holloway Terrace ¹⁴	4,883 over 6 sq mi	New Castle County EOC	0/25 4 shifts of 2 6h shift 1 station	Rescue, FR, Amb	1758 1651 1486 1625	2606 2572 2351 2724	Holloway Terrace VFC	New Castle County EMS
Laurel	16,360 over 75 sq mi	Sussex County EOC	10/12 3 shifts of 2 + K 24/48 shift 2 stations	Rescue, FR, Amb	2324 2310 2421 2567	2918 2902 2988 3197	Laurel FD	Sussex County EMS
Lewes	29,642 over 54 sq mi	Sussex County EOC	25/20 4 shifts of 6/4 24/72 shift 3 stations	Rescue, FR, Amb	5450 6056 6012 6442	6331 6999 6987 7589	Lewes VFD	Sussex County EMS
Magnolia ¹⁵	9,400 over 18 sq mi	Kent County EOC	0/20 2 persons/shift 6h shift 1 station	Rescue, FR, Amb	1498 1445 1525 1697	1802 1784 1898 2040	Magnolia VFC	Kent County EMS
Middletown	34,860 over 56 sq mi	New Castle County EOC	14/20 4 shifts of 3 24/72 shift 2 stations	Rescue, FR, Amb	3272 3359 3630 3511	4343 4564 4885 4887	Volunteer Hose	New Castle County EMS
Milford ¹²	13,839 over 42 sq mi	Sussex County EOC	9/19 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	3602 3964 4371 5069	4248 4745 5127 5783	Carlisle Fire Compnay	Sussex County EMS
Mill Creek	44,074 over 15 sq mi	New Castle County EOC	10/18 4 shifts of 2 24/72 shift 2 stations	Rescue, FR, Amb	6337 6141 6552 6449	7894 7868 8277 8256	Mill Creek Fire Company	New Castle County EMS
Millsboro ¹⁶	15,924 over 63 sq mi	Sussex County EOC	19/16 4 shifts of 4 24/72 shift 1 station	Rescue, FR, Amb	3860 4606 4650 4440	4399 5218 5314 5137	Millsboro Fire Company	Sussex County EMS
Millville	17,166 over 37 sq mi	Sussex County EOC	16/23 4 shifts of 3 24/72 shift 2 stations	Rescue, FR, Amb	2516 2752 2817 2724	2925 3225 3315 3290	Millville Fire Company	Sussex County EMS

¹³ FT personnel work 12h weekday shifts on 4d on/4d off schedule. Other 12h shifts are covered by per-diem personnel.

¹⁴ Holloway Terrace relies on volunteers to staff each shift

¹⁵ Magnolia utilizes two per diem personnel during the weekdays and a per diem and volunteer weeknights and weekends.

¹⁶ Shifts augmented with per-diem personnel or volunteers

Fire Departments and Emergency Medical Services in Delaware

Fire District	Pop/ Cover Area	Dispatch	Staffing FT/Call Shift Data	FD EMS Level	EMS Calls 21-24	Total Calls 21-24	BLS Transport	Paramedic Services
Milton ¹⁷	12,320 over 65 sq mi	Sussex County EOC	9/15 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	1639 1867 1983 2723	2004 2398 2495 3415	Milton FD	Sussex County EMS
Minquadale	8,068 over 4 sq mi	New Castle County EOC	9/12 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	1972 1887 2241 2265	2989 2832 3240 3745	Minquadale Fire Company	New Castle County EMS
New Castle	16,105 over 19 sq mi	New Castle County EOC	10/10 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	1976 2095 2020 2058	3208 3316 3264 3403	Good-Will Fire Compnay	New Castle County EMS
Newport	9,100 over 7 sq mi	New Castle County EOC	7/18 4 shifts of 2 + K 24/72 shift 1 station	Rescue, FR, Amb	1223 1748 1763 1696	2878 3313 3405 3359	Minquas Fire Company	New Castle County EMS
Newark	81,825 over 42 sq mi	New Castle County EOC	20/40 4 shifts of 4 24/72 shift 4 stations	Rescue, FR, Amb	9758 9720 9498 9763	13,012 13,076 13,247 13,631	Aetna Hose, Hook & Ladder	New Castle County EMS
Odessa ¹⁰	23,977 over 53 sq mi	New Castle County EOC	8/40 2 persons/shift 12h/8h shifts 2 stations	Rescue, FR, Amb	1605 1771 1738 1848	2343 2472 2522 2708	Odessa Fire Company	New Castle County EMS
Port Penn ¹⁸	900 over 23 sq mi	New Castle County EOC	4/30 4 shifts of 3/2 24/72 shift 1 station	Rescue, FR, Amb	248 250 258 310	970 996 909 1024	Port Penn VFC	New Castle County EMS
Rehoboth Beach	18,222 over 38 sq mi	Rehoboth Beach PD	15/15 3 shifts of 4 + K 24/48 shift 3 stations	Rescue, FR, Amb	3779 3538 3686 4709	4527 4338 4442 5563	Rehoboth Beach VFC	Sussex County EMS
Seaford	18,771 over 65 sq mi	Seaford PD	17/20 4 shifts of 4 24/72 shift 1 station	Rescue, FR, Amb	3989 4348 4297 4714	4930 5372 5380 5895	Seaford VFD	Sussex County EMS
Talleyville	32,210 over 26 sq mi	New Castle County EOC	11/20 4 shifts of 2 24/72 shift 1 station	Rescue, FR, Amb	4494 4579 4547 4648	5901 5992 6299 6434	Talleyville Fire Company	New Castle County EMS
Wilmington	70,764 over 17 sq mi	16ilmingto n PD (f) NCC (a)	183/0 4 shifts of 40 24/72 shift 7 stations	Rescue, FR	No Data Avail	25,757 25,801 25,434 24,602	St. Francis Hospital	New Castle County EMS
Wilmington Manor ¹⁶	12,121 over 7 sq mi	New Castle County EOC	22/26 4 shifts of 4 24/72 shift 2 stations	Rescue, FR, Amb	3698 3249 2831 2898	5236 4738 4292 4486	Wilmington Manor VFC	New Castle County EMS

¹⁷ The 2FT personnel have the day shift while the night shift has one per diem and one volunteer. Both shifts are supplemented by volunteers as needed.

¹⁸ There are two per diem personnel working a 12h shift so that there is a career and per-diem person on duty 24/7. During the day, there is one additional per diem person so there are three during the day and two at night.

Fire Districts Providing Immediate Coverage by Day/On-call Nights (and/or Weekends)

Fire District	Pop/ Cover Area	Dispatch	FT/PT shift coverage	FD EMS Level	EMS Calls 22-24	Total Calls 22-24	BLS Transport	Paramedic Services
Belvedere Fire Company	1,500 over 0.5 sq mi	New Castle County EOC	1/15 12-hour shifts 1 station	Rescue, FR, Amb	537 671 1013	1106 1063 1603	Belvedere VFC	New Castle County EMS
Blades VFC	7,930 over 22 sq mi	Sussex County EOC	9/14 12-hour shifts 1 station	Rescue, FR, Amb	1115 1265 1300	1480 1633 1748	Blades VFC	Sussex County EMS
Bowers VFD ¹⁹	1,695 over 9 sq mi	Kent County EOC	0/25 12-hour shifts 1 station	Rescue, FR, Amb	422 341 444	576 467 638	Bowers Beach VFD	Kent County EMS
Bridgeville VFC	9,448 over 64 sq mi	Sussex County EOC	4/15 12-hour shifts 1 station	Rescue, FR, Amb	1493 1614 1600	1847 1944 2039	Bridgeville VFC	Sussex County EMS
Frederica VFC	4,690 over 23 sq mi	Kent County EOC	0/30 12-hour shifts 1 station	Rescue, FR, Amb	836 927 1031	1076 1188 1359	Frederica VFC	Kent County EMS
Greenwood VFC	5,913 over 48 sq mi	Sussex County EOC	7/60 12-hour shifts 1 station	Rescue, FR, Amb	1038 989 967	1266 1226 1175	Greenwood VFC	Sussex County EMS
Gumboro VFC	3,061 over 57 sq mi	Sussex County EOC	8/69 12-hour shifts 1 station	Rescue, FR, Amb	437 450 450	566 604 575	Gumboro VFC	Sussex County EMS
Hartly VFD	5,419 over 39 sq mi	Kent County EOC	0/30 8-hour shifts 1 station	Rescue, FR, Amb	930 824 929	1280 1130 1299	Hartly VFD	Kent County EMS
Houston VFD	4,669 over 24 sq mi	Kent County EOC	4/20 1 station	Rescue, FR, Amb	1109 1126 1022	1345 1406 1321	Houston VFD	Kent County EMS
Marydel	2,696 over 24 sq mi	Kent County EOC	0/55 1 station	Rescue, FR, Amb	817 817 754	1026 999 968	Marydel Fire Company	Kent County EMS
Memorial VFC - Slaughter Beach	1,052 over 25 sq mi	Sussex County EOC	5/30 12-hour shifts 2 stations	Rescue, FR, Amb	375 408 400	467 503 518	Memorial VFC	Sussex County EMS
Robbins Hose Fire Co.	47,514 over 40 sq mi	Dover PD	6/30 1 station	Rescue FR	11,978 12,256 12,992	1529 1608 1738	Ambulnz	Kent County EMS
Roxana VFD	8,617 over 26 sq mi	Sussex County EOC	8/38 12-hour shifts 2 stations	Rescue, FR, Amb	1568 1626 1614	1887 1923 1942	Roxana Fire Company	Sussex County EMS
Selbyville VFC	3,292 over 21 sq mi	Sussex County EOC	9/8 12-hour shifts 1 station	Rescue, FR, Amb	699 742 766	839 919 894	Selbyville VFC	Sussex County EMS
Townsend Fire Company	10,000 over 54 sq mi	New Castle County EOC	2/55 10-hour shifts 1 station	Rescue, FR, Amb	799 835 798	1590 1471 1463	Townsend Fire Company	New Castle County EMS

¹⁹ Bowers includes a portion of Delaware Bay which is not included in the coverage area. If that is included then the fire district area is 41 square miles.

Fire Districts Not Providing Immediate Coverage

This table lists the fire districts that do not provide immediate coverage. This means the fire stations are not staffed with career or part-time firefighters but are all volunteer fire departments.

Fire District	Pop/ Cover Area	Dispatch	FD EMS Level	EMS Calls 22-24	Total Calls 22-24	BLS Transport	Paramedic Services
Citizens Hose Fire Co. (Smyrna)	19,868 over 34 sq mi	Kent County EOC	Rescue	5008 4977 5398	802 821 874	Smyrna American Legion Amb	Kent County EMS
Clayton Fire Company	10,000 over 34 sq mi	Kent County EOC	Rescue FR		441 484 573	Smyrna American Legion Amb	Kent County EMS
Farmington VFC	2,081 over 33 sq mi	Kent County EOC	Rescue	No EMS Svc	375 316 341	Harrington (n) Greenwood (s)	Kent County EMS
Georgetown Fire Company	18,200 over 90 sq mi	Sussex County EOC	Rescue	3530 4034 3881	739 730 891	Georgetown EMS	Sussex County EMS
Indian River VFC ²⁰	15,000 over 34 sq mi	Sussex County EOC	Rescue FR	3432 3468 3758	498 472 563	Mid-Sussex Rescue	Sussex County EMS
Leipsic VFC	1,057 over 50 sq mi	Kent County EOC	Rescue, FR, Amb	904 724 716	1079 939 888	Leipsic VFC	Kent County EMS
Little Creek VFC	1,015 over 33 sq mi	Kent County EOC	Rescue, FR	No EMS Svc	497 525 621	Leipsic FD (n) Magnolia (s)	Kent County EMS
South Bowers Fire Company	522 over 28 sq mi	Kent County EOC	Rescue, FR	No EMS Svc	124 131 167	Frederica (w) Carlisle FD (e)	Kent County EMS

Leipsic, Little Creek, Smyrna, and South Bowers include portions of Delaware Bay which are not included in the coverage area shown above. If the Delaware Bay acreage is included then the fire district area is 78 square miles, 91 square miles, 43 square miles, and 96 square miles, respectively.

²⁰ Population increases to 30,000 during the summer months.

Appendix A – Establishment of Delaware Fire Companies

Fire Dept Name	Est.	Fire Dept Name	Est.
Aetna Hose Hook and Ladder Co	1888	Harrington Fire Company	1902
Belvdere Fire Company	1949	Hartly VFD Inc.	1926
Bethany Beach VFC	1948	Hockessin Fire Company	1936
Blades VFC	1934	Holloway Terrace Fire Company	1921
Bowers VFD	1938	Houston VFD	1926
Brandywine Hundred Fire Co	1924	Indian River VFC Inc.	1953
Bridgeville VFC Inc.	1909	Laurel Fire Department Inc.	1899
Camden-Wyoming Fire Company	1890	Leipsic VFC Inc.	1947
Carlisle Fire Company Inc.	1892	Lewes VFD	1796
Cheswold VFC	1928	Little Creek VFC Inc.	1943
Christiana Fire Company	1921	Magnolia VFC Inc.	1927
Citizens' Hose Company Inc.	1886	Memorial VFC	1954
Claymont Fire Company	1928	Mill Creek Fire Company	1927
Clayton Fire Company Inc.	1891	Millsboro Fire Company	1924
Cranston Heights Fire Company	1922	Millville VFC	1936
Dagsboro VFD	1943	Milton Fire Department	1901
Delaware City Fire Company	1887	Minquadale Fire Company	1925
Delmar Fire Department	1921	Minquas Fire Company	1907
Dover Fire Department	1869	Odessa Fire Company Inc.	1926
Ellendale VFC Inc.	1920	Port Penn VFC	1951
Elsmere Fire Company	1921	Rehoboth Beach VFC	1906
Farmington VFC	1951	Roxana VFD	1960
Felton Community Fire Company	1883	Seaford VFD Inc.	1901
Five Points Fire Company Inc.	1921	Selbyville VFC Inc.	1923
Frankford VFC	1933	South Bowers Fire Company	1927
Frederica VFC	1932	Talleyville Fire Company Inc.	1928
Georgetown Fire Company Inc.	1903	Townsend Fire Company	1927
Good-Will Fire Company	1907	Vol unteer Hose Company	1887
Greenwood VFC	1923	Wilmington Fire Department	1921
Gumboro VFC	1954	Wilmington Manor VFC Inc.	1945

Appendix B – Work Shift Schedule Examples

In discussing shift schedules in this document, it may be difficult at times for the reader to understand these different schedules. So, here are examples of the different shifts for those department deploying four shifts. The different shifts are labeled A, B, C, and D.

24/72 (1 day on/3 days off) shift						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
A	B	C	D	A	B	C
D	A	B	C	D	A	B
C	D	A	B	C	D	A
B	C	D	A	B	C	D
A	B	C	D	A	B	C

24/48 (1 day on/2 days off) shift						
Sun	Mon	Tues	Wed	Thurs	Fri	Sat
A	B	C	A	B	C	A
B	C	A	B	C	A	B
C	A	B	C	A	B	C
A	B	C	A	B	C	A
B	C	A	B	C	A	B

12/12 shift													
Sun		Mon		Tues		Wed		Thurs		Fri		Sat	
B	A	B	A	C	B	C	B	D	C	D	C	A	D
A	D	B	A	B	A	C	B	C	B	D	C	D	C
A	D	A	D	B	A	B	A	C	B	C	B	D	C
D	C	A	D	A	D	B	A	B	A	C	B	C	B
D	C	D	C	A	D	A	D	B	A	B	A	C	B

2 days on/1 day off/2 nights on/3 days off													
Sun		Mon		Tues		Wed		Thurs		Fri		Sat	
A	C	A	D	B	D	B	A	C	A	C	B	D	B
D	C	A	C	A	D	B	D	B	A	C	A	C	B
D	B	D	C	A	C	A	D	B	D	B	A	C	A
C	B	D	B	D	C	A	C	A	D	B	D	B	A
C	A	C	B	D	B	D	C	A	C	A	D	B	D