



Clarke County Fire-Rescue 2018 Annual Report

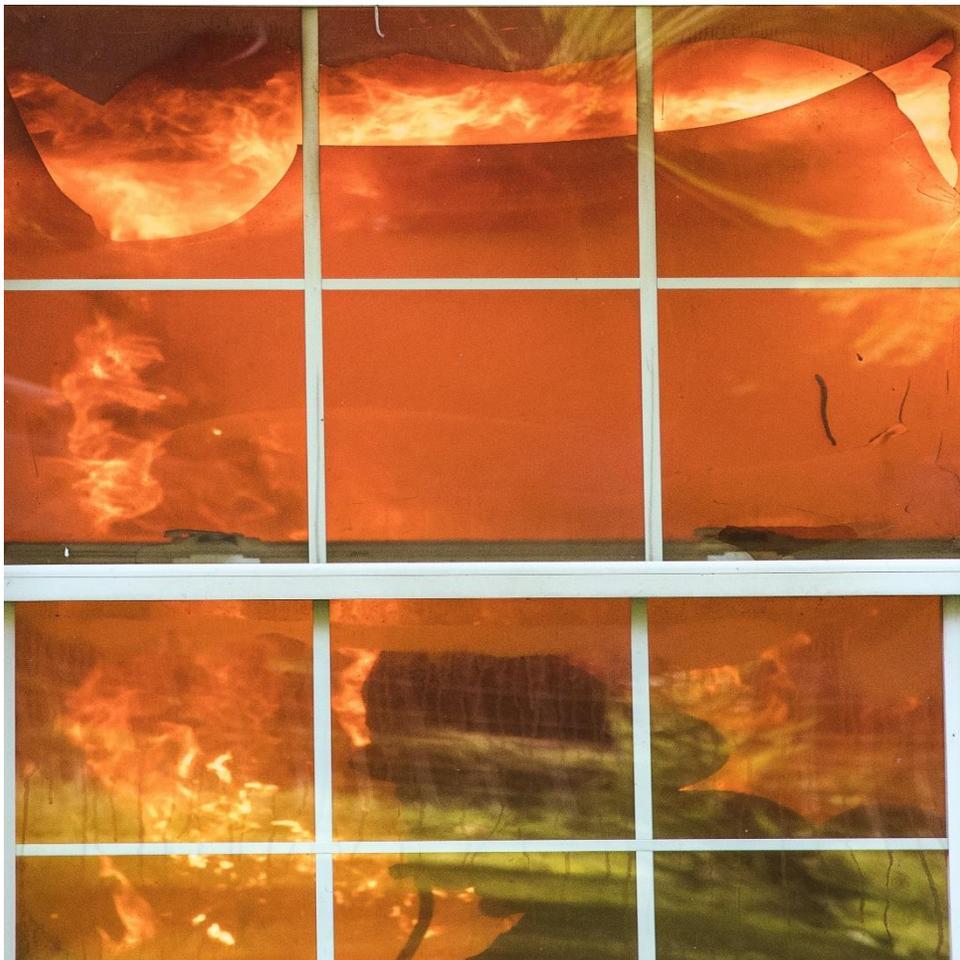


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CLARKE COUNTY FIRE - RESCUE



Directors Message

This report gives an overview of activates performed by the Clarke County Fire-Rescue combination system in calendar year 2018. Our combination career-volunteer system is comprised of four departments. Additionally, we are supported regularly by two neighboring departments who provide us automatic aid.

Clarke County Fire-Rescue Departments

- John H. Enders VFD
- Boyce VFD
- Blue Ridge VFD
- Clarke County Fire, EMS and Emergency Management



Automatic Aid Departments

- Mount Weather Fire Department
- Shenandoah Farms (Warren County, Station 6)

We pride ourselves in providing the best possible service to our customers through the use of state-of-the-art equipment, services and professionalism.

Our combination department has undergone many changes in the past year. These changes could not have taken place without the commitment, dedication and professionalism of members and staff. Some of the many changes that have taken place in 2018 included a review of our dispatch procedures. Some of the changes have included the creation of “Box Numbers” to help personnel better understand call locations. The simplifying of the dispatch sequence to decrease dispatch time and improve efficiency.

Additionally, our system has implemented over 10 new Standard Operating Guidelines (SOGs) to assist us in improving our performance and streamlining our procedures, conducted an “In-County” Firefighter I class, replaced an Aerial unit, installed CAD monitoring screens, increased station county funding and much, much more.

Department Mission

The Clarke County Department of Fire, EMS and Emergency Management, a unified career and volunteer service department, provides safe and professional response to fire, medical and environmental emergencies. The Department is dedicated to minimizing the loss of life and property through suppression, rescue, education, and other programs.

Department Vision

The vision of the Clarke County Department of Fire, EMS and Emergency Management is to be a fully integrated combination volunteer and career Fire, EMS and Emergency Management organization in which well-trained, multi-disciplined and highly-skilled personnel utilize state-of-the-art equipment, technology and apparatus to provide the highest quality of Fire, EMS and Emergency Management Services.

Core Values

Professional Excellence-

- Provide the highest level of compassionate service at all times
- Maintain readiness through preparation and education
- Investigate and implement change carefully and effectively
- Accountable to our community, each other, and the Department

Teamwork-

- Recognize the long-standing traditions of the community and integrate career and volunteer service
- Know and respect everyone's roles and responsibilities
- Collaborate to achieve Departmental goals
- Share authority, responsibility, and credit

Integrity-

- Value the trust placed in us by our community, by acting in the best interest of citizens
- Demonstrate honest and ethical behavior at all times
- Respect others by being courteous, an active listener, responding appropriately and honestly, and have the willingness to apologize
- Honor commitments to the community, Department, and each other
- Strive to treat all people with fairness and equality

Department Leadership Philosophy

The Clarke County Department of Fire-Rescue is committed to providing the highest levels of customer service. We provide this service by always striving to "WOW" our customers through an approach that concentrates on the five basic rules of "WOW" customer service;

- Regard everyone as a customer
- Consider how you and what you are doing looks to others
- We are always in the public eye
- Basic organizational behavior must become customer-centered
- We must continually improve our customer service performance

To deliver the highest levels of service to our customers, we believe in the principles of “Servant Leadership”. A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible. The 10 principles of Servant Leadership are;

1. Listening - Making a deep commitment to listening intently to others in order to identify and clarify the will of a group. This means one must get in touch with one's inner voice and seeking to understand what another's body, spirit and mind are communicating.
2. Empathy - Understand others and empathize with them by accepting and recognizing their special and unique spirit. The servant-leader must assume the good intentions of their coworkers and not reject them, even when forced to reject their behavior or performance.
3. Healing - Having the potential to heal one's self and others so that transformation and integration can take place. In *The Servant as Leader*, Greenleaf writes, “There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have.”
4. Awareness - Being mindful of one's surroundings, and especially being self-aware, will strengthen the servant-leader. Fostering awareness can be difficult, as one never knows what may be discovered.
5. Persuasion - While traditional leaders rely heavily upon their positional authority in making decisions, servant-leaders rely on persuasion to convince others in order to build consensus within groups. This principle is noted as one of the clearest distinctions between the traditional authoritarian model and that of servant leadership.
6. Conceptualization - The ability to look at a problem or the organization from a conceptualizing perspective so that one goes beyond the day-to-day realities in order to bring visions to reality.
7. Foresight - Using the intuitive mind to understand lessons from the past, the realities of the present and the likely consequence of a decision in the future in order to solve complex problems.
8. Stewardship - Holding the institution in trust for the greater good of society.
9. Commitment to the Growth of People - People have an intrinsic value beyond their tangible contributions as workers, thus the servant leader is deeply committed to a personal, professional and spiritual growth of each and every individual within the organization.
10. Building Community – Servant-leaders seek to identify a means for building community among those who work within a given institution.



Clarke County Government Leadership

The Clarke County Board of Supervisors in 2014 created the Clarke County Fire and EMS Commission to develop a Strategic Plan to help Fire and EMS identify the strengths and weakness in the system. The Commission developed a Strategic Plan that outlined seven strategic goals. These goals were established as a tool for the evaluation of the Fire and EMS system annually.

The strategic review examines progress made to each of these seven strategic goals in calendar year 2017. Each strategic goal was broken down into strategies. These strategies are the first step in evaluation process. Progresses made in each of the seven strategic goals are outlined in the strategic review (completed in November of 2017).

1. Strategic Vision and Effective Leadership: To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.

2. Fire and EMS Operations: To provide excellent Fire and Emergency Medical Services, i.e., the proper level of care and timeliness of service, 24 hours a day and seven days a week.

3. Recruitment and Retention: To ensure that we have sufficient volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.

4. Resource Management: To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and applies the best financial management practices.

5. Health and Safety: To provide for the health and safety of all Department employees and volunteers.

6. Employee Development: To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.

7. Community Outreach and Partnerships: To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.



2018 Incident Statistics

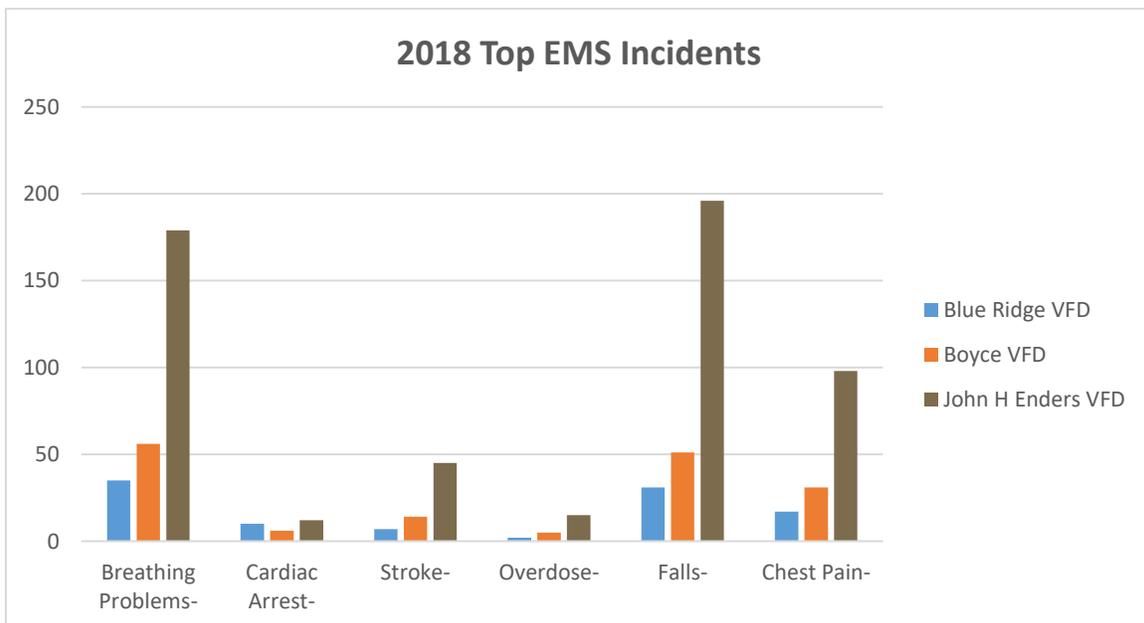
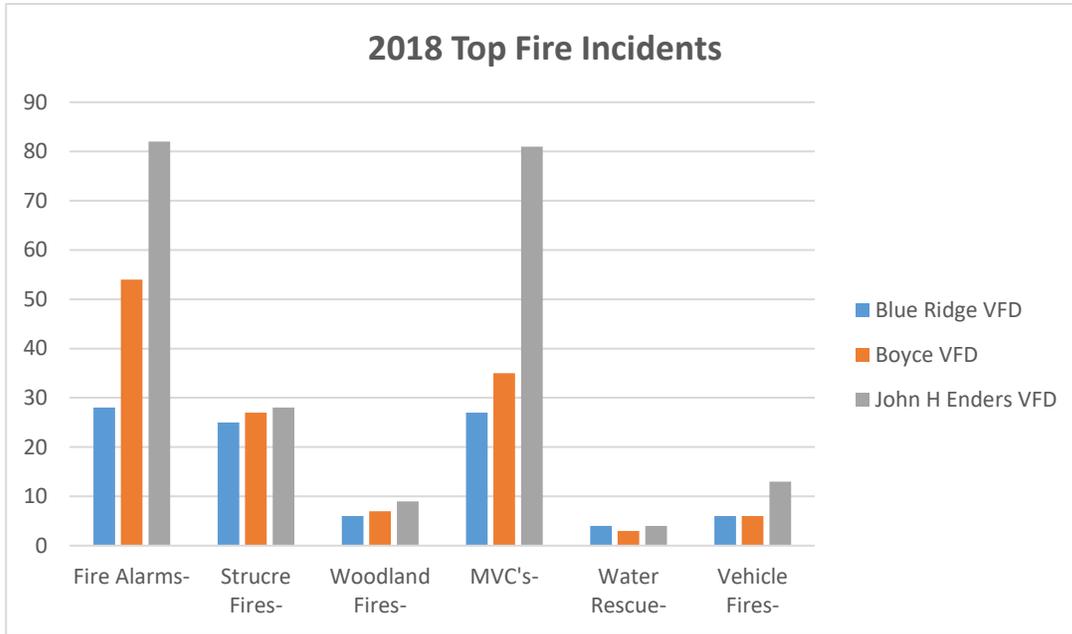
The following is a breakdown of some of the critical incident types for calendar year 2018. This information is provided courtesy of the Clarke County Communications Center.

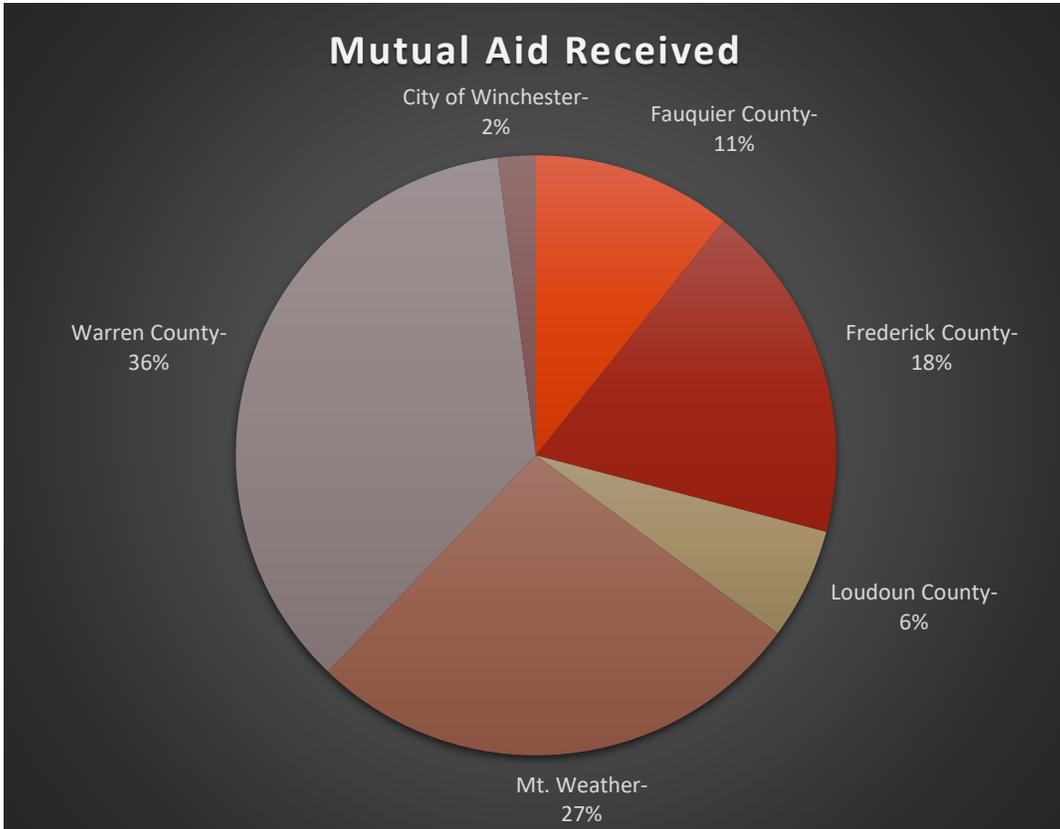
	Blue Ridge Vol. Fire Dept.	Boyce Vol. Fire Dept.	John H. Enders Vol. Fire Dept.	Total All Dept.
Fire Incidents				
Fire Alarms-	28	54	82	164
Structure Fires-	25	27	28	80
Woodland Fires-	6	7	9	22
MVA's -	27	35	81	143

	Blue Ridge Vol. Fire Dept.	Boyce Vol. Fire Dept.	John H. Enders Vol. Fire Dept.	Total All Dept.
EMS Incidents				
Breathing Problems-	35	56	179	270
Chest Pain-	17	31	98	146
Falls-	31	51	196	278
Stroke-	7	14	45	66
Cardiac Arrest-	10	6	12	28
Overdose-	2	5	15	22

Total Incident Dispatched – 2143
Total Incidents All Departments – 3224
Average Dispatch to Enroute – 5.30 min. (3.9% reduction from 2017)
Average Dispatch to On Scene – 11.93 min, (4.3% reduction from 2017)

Some incidents are supported by multiple Departments therefore; one incident may be recorded under one or all Departments.



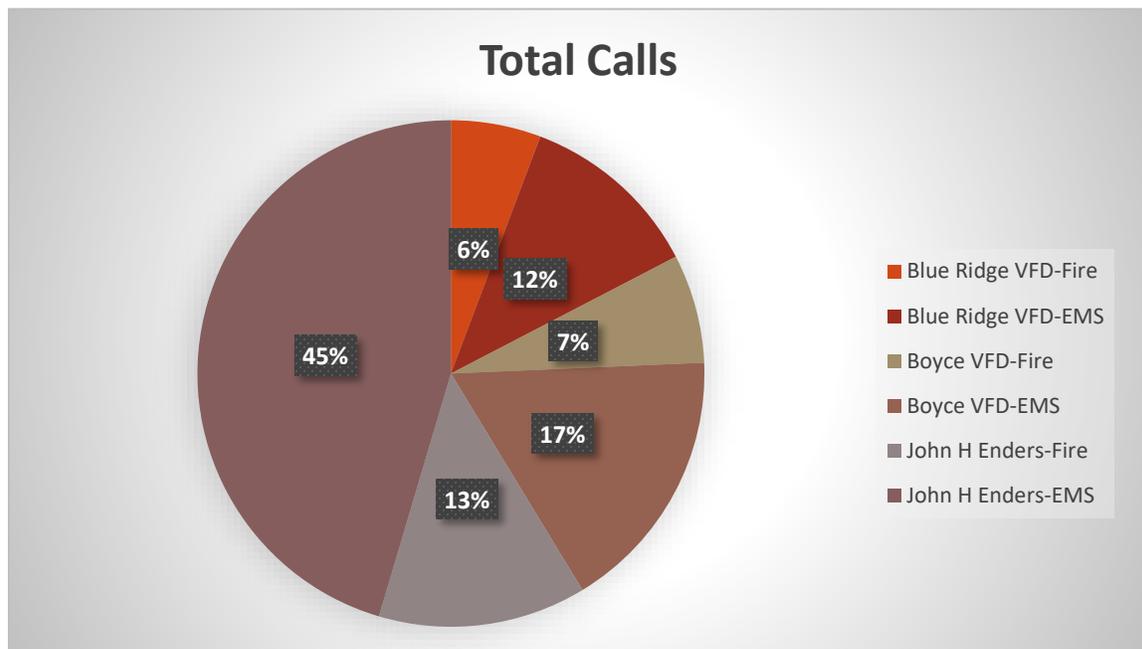


Mutual Aid Resources	
Fauquier County-	100
Frederick County-	171
Loudoun County-	56
Mt. Weather-	252
Warren County-	333
City of Winchester-	19
Total-	931



Call Totals Each Company

	Blue Ridge VFD	Boyce VFD	Enders VFD	Total
Rescue	375	548	1464	2387
Fire	185	224	428	837
				3224



Other 2018 Accomplishments

The Clarke County Fire-Rescue system accomplished several tasks in 2018; here are a few of them:

- Completed a Firefighter I certification class with students from all 3 volunteer companies. Instruction lead by the Blue Ridge VFD.
- Completed Electrical Power Company training in all 3 stations.
- Over 10 new SOGs
- Implemented new Medical Assisted Intubation (MAI) program
- Grants for – “Power Cot” system, video laryngoscopes and gas meters (providing 1 new 4-gas meter to each of the stations)
- Replacement of Enders Ladder Truck
- Establishment of Computer Aid Dispatch (CAD) screens in each station.
- Hired three new Firefighter/EMT’s

- One retirement – S. Dehaven after serving the county for 14 years.
- Two personnel received-Gold Valor Awards from the Virginia Regional Chamber of Commerce
- Instituted temporary staffing at the Blue Ridge VFD
- Implemented a new Volunteer Incentive program
- Instituted new Patient Balance and Treated-No-Transport (TNT) billing
- Participated in a regional “Supper Saturday” Continuing Education program

2019 Fire & EMS Goals

The Clarke County Fire-Rescue system is committed to providing the highest levels of service to our customers. This requires constant evaluation of the services we provide. In 2019 some of our goals included;

- Increase Department Training
- Continuing to reduce response times
- Replacement of extrication equipment
- Replacement of Engine 4
- Increase combined system wide training of all 3 departments
- Purchase a grant for a gear extractor
- Development of a Uniform Rank system
- Implement a county-wide certification management program
- Implement a radio replacement plan
- Implement National Fire Protection Association (NFPA) 1582 physicals

Conclusion

The Clarke County Fire-Rescue system is a combination career-volunteer system dedicated to providing the highest levels of service to our customers. 2018 provided many challenges and accomplishments to include the continued implementation of the Fire-EMS Commission Strategic Plan, evaluation of response times and development of the fiscal year 2020 budget. We are proud of each member of our combination system. These members continue to put forth countless hours of training, fund raising and running calls.

Nationally, we continue to see a decline in the number of volunteers. In Clarke County we continue to work on recruiting new members and finding new ways of retaining our current ones. With increasing demands on trainings, meetings and fundraising this can be difficult. We are however, confident that by evaluating our system needs and programs we can continue to improve upon our system.