

Combined Fire & Rescue Strategic Plan

Shenandoah County, Virginia

DRAFT

Board of Supervisors Meeting

Prepared by The Berkley Group

Wednesday, December 12, 2018

RECOGNITION

BOARD OF SUPERVISORS

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TABLE OF CONTENTS

1. Introduction
 - a. Letter from County Administrator
 - b. Background
 - c. Organization Chart
2. Executive Summary
3. Strategic Planning
 - a. Review of Mission Statement, Vision and Core Values
 - b. Proposed Mission Statement, Vision and Core Values
 - c. SWOT Analysis and Review
 - d. Survey
 - e. Financial Sustainability
4. Strategic Initiatives
5. Proposed Organization Chart
6. Next Steps

1. Introduction

Background

Fire and Rescue Services in Shenandoah County are codified in Chapter 20 of the Shenandoah County Code (Appendix A). There are twelve departments, companies and agencies (Companies) recognized by the County as an integral part of the fire and rescue services system:

- Woodstock Fire Department
- Fort Valley Volunteer Fire Department
- Woodstock Volunteer Rescue Squad
- Star Tannery Volunteer Fire Department
- Strasburg Fire Department
- Mt. Jackson Rescue and Fire Department
- Conicville Volunteer Fire Department
- Edinburg Volunteer Fire Company
- Strasburg Volunteer Rescue Squad
- Toms Brook Volunteer Fire Department
- Orkney Springs Fire and Rescue Inc.
- New Market Volunteer Fire and Rescue

Shenandoah County currently has a Fire and Rescue Association that provides leadership and a communication vehicle for the volunteer companies. Unfortunately, not all companies regularly attend the Association meetings limiting its effectiveness. A Chiefs and Captains Committee was established in the 1980s by consensus of the Companies and the County to assist the County in the purchase and implementation of a county-wide radio system. Over time, this Committee was assimilated into the Association and currently advises it on operational and other related issues, and meets regularly with the County Fire & Rescue Chief to discuss operational matters. As with the Association, this Committee serves as an important communication vehicle between the County-funded operation and the Companies; as with the Association, this Committee often does not have full participation from the Companies.

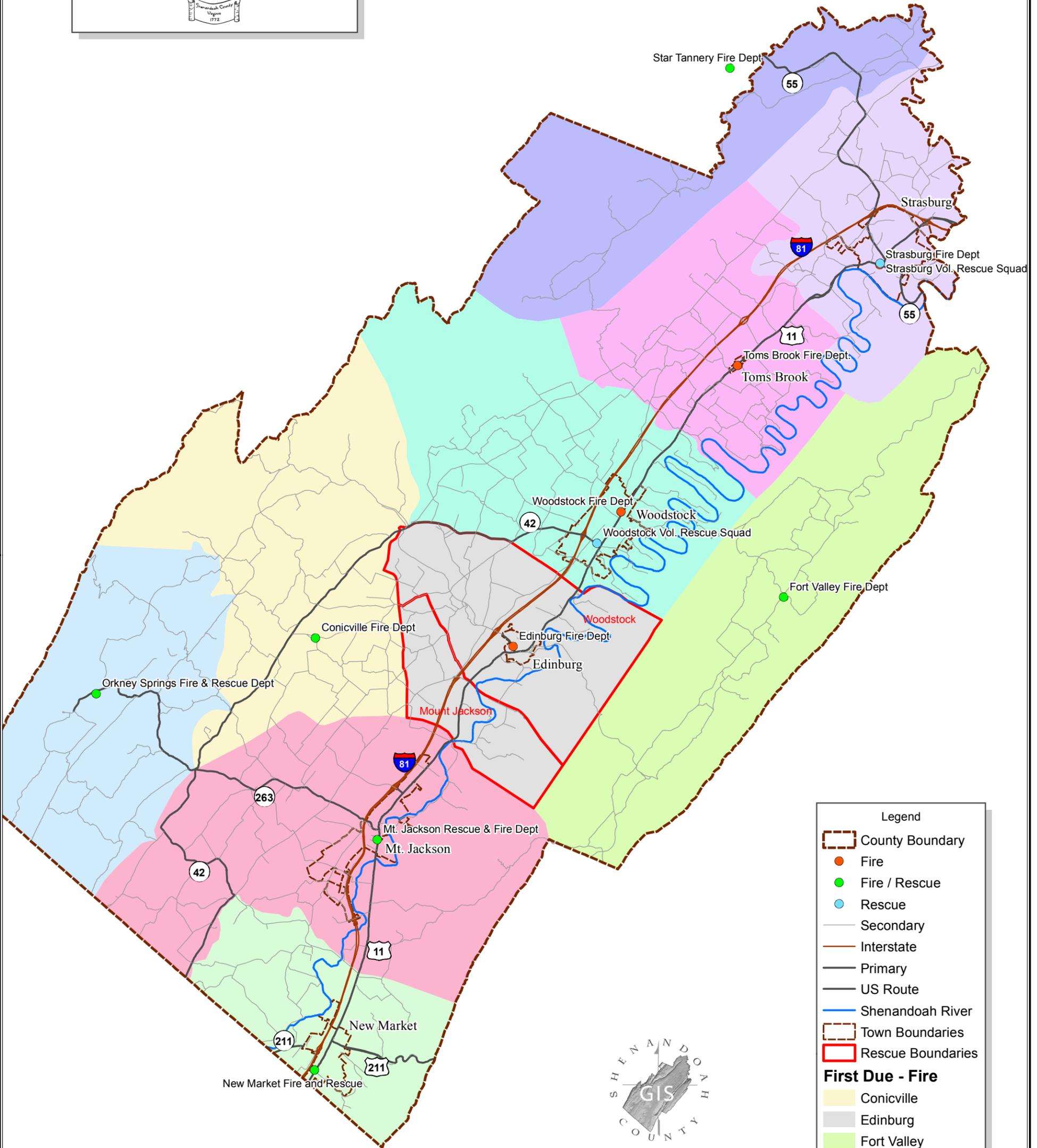
In 1998, the Coordinator position was created to foster collaboration and to streamline functioning between and among the county department and the 12 Companies. Since the initial funding in 1999, the Board has created 55 full-time and 7 part-time county-funded fire and rescue responder positions. the full-time positions are Fire Chief, Operations Section Chief, Training Chief, Fire Marshal, Service Assistant, EMS Billing Clerk and 49 operational field positions (2 Captains, 9 Lieutenants, 8 master firefighters, and 30 FF/EMTs).

The map on the following page depicts the fire and rescue service areas throughout Shenandoah County.

Shenandoah County Virginia



Fire/Rescue Stations First Due Fire Districts

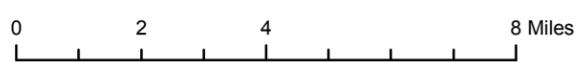
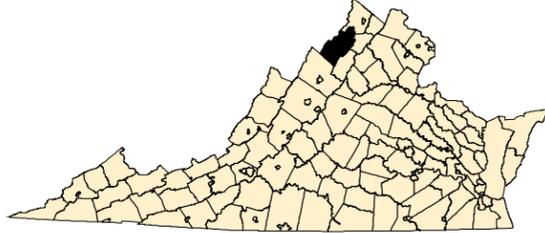


Legend

- County Boundary
- Fire
- Fire / Rescue
- Rescue
- Secondary
- Interstate
- Primary
- US Route
- Shenandoah River
- Town Boundaries
- Rescue Boundaries

First Due - Fire

- Conicville
- Edinburg
- Fort Valley
- Mount Jackson
- New Market
- Orkney Springs
- Star Tannery
- Strasburg
- Toms Brook
- Woodstock



Relationship between the County & Companies

In addition to establishing and funding the Department to support the Companies in providing fire and rescue services for their respective communities, the Board of Supervisors approved a written agreement in 2006 with each Company providing a framework for the relationship between the County and the Company, and outlining the nature and scope of resource sharing, jurisdictional responsibility, recruitment and training of personnel. The agreement should be reviewed and amended as necessary and appropriate to reflect any changes in operation since 2006, and any changes resulting from the implementation of this strategic plan. (See Appendix B for 2006 Volunteer Agreement template).

Cooperation and Coordination

Cooperation and coordination between the Companies and the County's Department of Fire & Rescue is essential to the success of providing effective, high quality fire prevention/response and emergency medical response at a cost that is affordable for Shenandoah County citizens. As Shenandoah County continues to grow and change, the Board should be proactive in evaluating the level of fire and rescue services necessary to protect the life and property of the businesses and citizens of the County and to ensure a high quality of life for its residents and visitors.

Services Provided & Objectives

A variety of fire and rescue services are provided by the County and Companies. The County's objective is to provide a quality and effective emergency response for each incident in Shenandoah County, whether for residents or visitors. Each component of service has its own specific objectives and criteria to define a quality response.

- *Administration/Emergency Communications*
Administration/Emergency Communications include the timely and accurate disposition of emergency calls, financial responsibility, management of personnel, recruitment and retention activities, and overall managerial functions.
- *Logistics*
Logistics includes pre-planning, equipment maintenance, vehicle and special equipment pre-operations review and other advance and on-going activities critical to the success of on-the-scene response.
- *Emergency management*
Emergency management includes the broader preplanning and response for large incidents and disasters, often impacting more than one function of county and state government operations and the coordination with several volunteer agencies and companies. The County uses the incident command system (ICS) to manage these activities.

- *Training*

Training includes education for service providers at each stage of an emergency response process, from the initial call disposition through on-the-scene emergency medical and firefighting response. Training objectives center on ensuring that all personnel are fully equipped with the resources, knowledge, and tools to provide the best possible services to the public.

- *Fire Prevention/Public Education*

Fire prevention and public education are key elements of fire and rescue services in Shenandoah County. Education objectives include community programming encouraging fire prevention, emergency preparedness, and disaster response, by engaging the public to ensure maximum participation and cooperation in the event of a natural disaster, fire or other emergency response. The County provides programming for students in Shenandoah County Schools, a smoke detector replacement/installation program, car seat installation program, community education on home preparedness and readiness.

- *Operations*

Operations includes all activities directly related to the incident including fire suppression, emergency medical response (basic and advanced life support), vehicle crash/extrication, special Operations (Hazardous materials, swift water, etc.), and other emergency response activities.

The following table lists the number of members and the types of calls for each Company in the County and the County’s Department of Fire & Rescue (listed as Shenandoah County) for calendar year 2017:

Calls for Service in Calendar Year 2017								
<i>Company</i>	<i># Personnel</i>	<i>Fires</i>	<i>EMS/Rescue</i>	<i>Hazardous Condition</i>	<i>Service Calls</i>	<i>Good Intent</i>	<i>False Alarm</i>	<i>Other</i>
Conicville	33	37	251	6	13	8	8	27
Edinburg	33	87	24	24	12	3	52	99
Fort Valley	36	11	96	1	9	-	2	23
Mt Jackson	32	103	830	20	20	5	44	156
New Market	15	67	1,194	11	29	1	58	286
Orkney Springs	18	26	274	5	9	2	17	34
Shen. County	55	80	1,181	21	23	8	32	154
Star Tannery		8	57	1	2	1	11	38
Strasburg Fire	73	120	1,152	38	65	8	77	379
Strasburg Rescue	22	48	1,874	9	47	5	1	105
Toms Brook	32	95	19	31	7	4	30	112
Woodstock Fire	65	179	1,953	47	64	20	115	345
Woodstock Rescue	14	47	1,554	12	3	2	-	95
TOTALS:	428	908	10,459	226	303	67	447	1,758

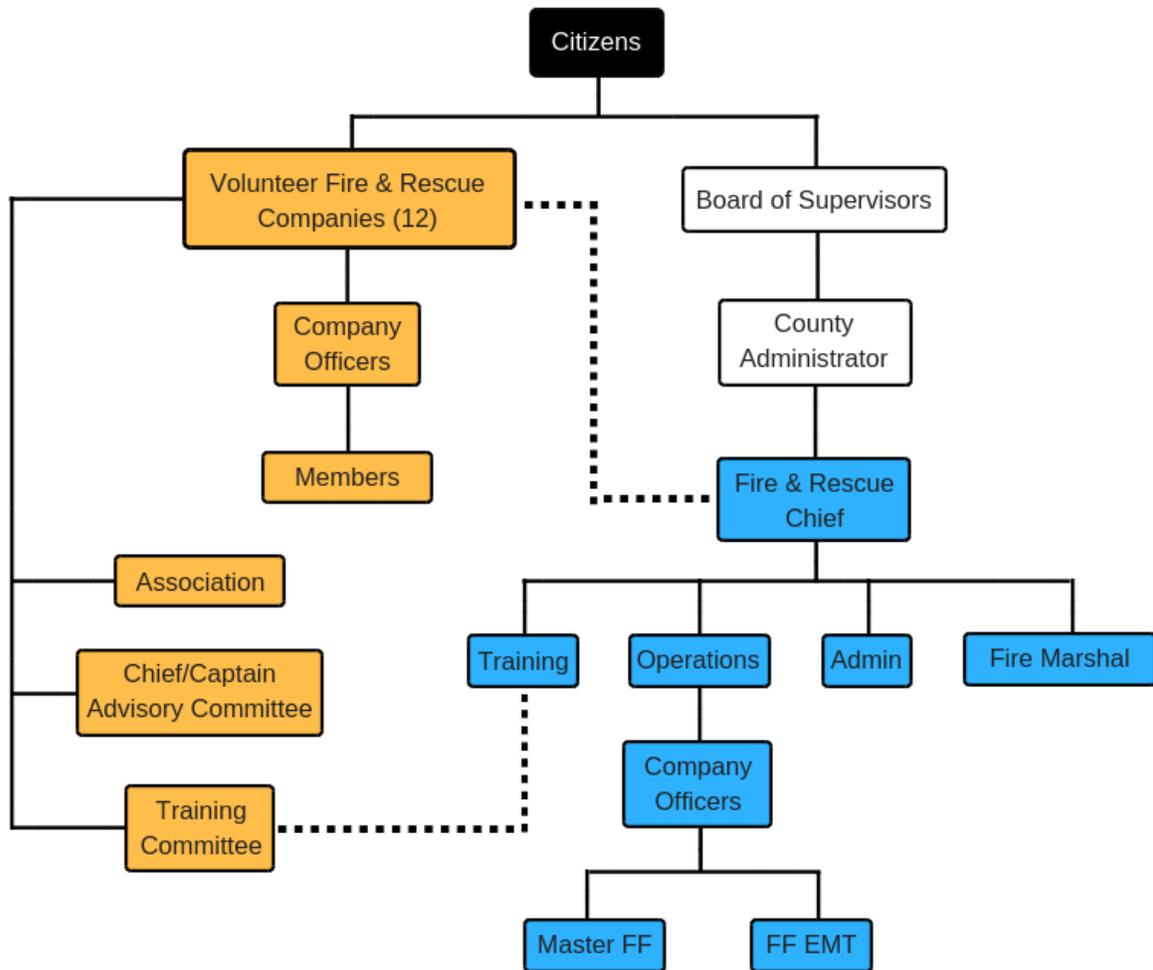
The chart on the previous page summarizes the data compiled in Appendix C, detailing the calls for service by company in Shenandoah County in 2017 by type of call. The following list provides the entity number for each company in the County:

- 10 – Shenandoah County Department of Fire and Rescue
- 12 – Woodstock Fire Department
- 13 – Conicville Fire Department
- 14 – Fort Valley Fire Department
- 15 – Edinburg Vol Fire Company
- 17 – Star Tannery Fire Department
- 18 – Orkney Springs Fire & Rescue
- 21 – Mt Jackson Rescue & Fire Dept
- 23 – New Market Fire and Rescue
- 25 – Strasburg Rescue Squad
- 51 – Strasburg Fire Department
- 9 – Toms Brook Fire Department
- 5 - Woodstock Rescue Squad
- 100, 101, Car 102, etc. – are part of Co 10 (SCFR)

Appendix C includes a report by Company of all calls for service in 2017, including numerous incidents where more than one company was dispatched. Dispatching more than one company occurs for several reasons, such as a structure fire that requires more than one company to meet manpower or apparatus needs, or both. In these instances, each company dispatched is credited with a unique call.

There are several designations in the report. “C” indicates a cancelled call – this is a call where the Company is dispatched, responds, but before arriving on the scene is cancelled or placed in service. “F” represents a Failed Call; in this case, a Company is dispatched but fails to respond a unit to the call. In those incidents, the next due company is dispatched to respond to the call. Those calls which list only the Company number, without further designation, the call for service was dispatched, and the Company responded to the incident from beginning to end.

**Current Organization Chart
Fire & Rescue Services
Shenandoah County, VA
2018**



2. Executive Summary

On June 7, 2018, the Shenandoah County Board of Supervisors authorized engaging The Berkley Group to assist the County in preparing a strategic plan for fire & rescue services. The impetus for the plan is a desire to sustain and encourage a strong, vibrant combined fire and rescue services system which fosters growth of the volunteer system. The plan provides direction and information to support County funding, when required, for fire & rescue positions, equipment and apparatus within the fiscal constraints that face the County. A stakeholder group (the Group) comprised of representatives from the County's volunteer Companies, Department of Fire & Rescue, other county officials and citizen members met on several occasions to discuss and reach consensus on the findings contained in this report.

The first task for the Group was to prepare, for the Board's consideration, a mission statement and vision, together with core values, which are critical to inform and provide direction and focus for the planning process. The current documents used by the County's Fire and Rescue Department (Appendix D) were a starting point for discussion. While the Group felt the overall focus of the current statements accurately reflected fire and rescue services for the County's paid department, the language should be amended to be more inclusive of all service providers. As a result of these discussions, the following revised statements are proposed:

Mission Statement

Shenandoah County is committed to providing a safe community, protecting the life, property and welfare of residents and visitors to our County.

Vision

Shenandoah County's vision is to create and sustain a system of highly trained, professional volunteer and county-funded fire and emergency medical responders, together providing quality service for the community.

Core Values (PRIDE)

- **P**rofessionalism – In our actions, conduct, and job performance; and constantly striving to set a positive example.
- **R**espect – To have high regard for all citizens and each other; and to honor differences of opinions and points of view.
- **I**ntegrity – To be truthful and honest; and to be ethical; always striving to do what is right; and to be guided by fundamental fairness in everything we do.
- **D**edication – To be committed to the system, organization, each other, our families and the community we serve.

- **Excellence** – Strive for the highest level in everything we do; and always seeking to improve and excel.

The Group reviewed a SWOT analysis prepared at a previous meeting in July 2017 and discussed changes and additions that should now be considered in the planning process. From that review and discussion, the group identified nine areas of emphasis as critical for the delivery of effective fire and rescue operations in the County:

1. Recruitment/retention
2. Emergency Radio System
3. Communications
4. System-wide funding
5. Organizational structure
6. Capital Acquisition
7. Standards for equipment and protocol
8. Human and equipment needs
9. Training

At the Group's initial meeting on August 12, 2018, each participant completed a survey ranking the relative importance of the 9 emphasis areas for the successful delivery of service. The participants were reminded to base their rankings considering the current strengths and weaknesses of the system, the potential opportunities to resolve issues, and the threats which exist to the successful delivery of service. The results of the survey identified the following areas requiring the most immediate attention by the County – Recruitment/Retention, Organizational structure, Training, Communication and Human and Equipment Needs. The participants were then asked to identify several goals in each area and action strategies to accomplish those goals.

Each strategy identifies a responsible person or group and a recommended timeframe for accomplishing the task. Tasks which are identified as immediate have a 6-month to 2-year timeline, short-term - 3 to 5 years and long term – 6 to 10 years.

The Strategic Plan recommends that the County prioritize the following items to be completed between the next 6 to 12 months:

Goal 1A: Increase membership in the volunteer system and increase the pool of applicants for County-funded positions.

1. Determine opportunities and associated costs to reduce the burden to membership and prepare a retention and recruitment action plan.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Goal 1B: Promote retention by ensuring clarity and consistency within the system.

1. Develop a system-wide application process for volunteers.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Goal 1C: Retain and develop existing members/employees.

1. Evaluate the effectiveness of incentives and prepare a report with options/cost to incentivize volunteer membership.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Goal 2A: Clarify the authority and span of control of County-funded Fire and Rescue Chief.

1. The Board of Supervisors authorize an ordinance establishing lines of authority for Fire & Rescue Chief consistent with state law.

Responsible: Board of Supervisors/County Administrator

Timeline: Immediate

2. Organizationally realign the chief fire and emergency medical services (EMS) officers committee (Chief's & Captain's Committee) and require mandatory representation from each volunteer fire company or rescue squad in the County. The Committee will establish the number or percentage of meetings per year that will be required to satisfy mandatory participation.

Responsible: Chief

Timeline: Immediate

Goal 5A: Provide timely information to Board of Supervisors to allow to make proactive deliberate decisions related to human resources necessary for service delivery.

1. Using industry standards for fire and emergency medical response, establish a methodology to inform the Board of Supervisors on the response activity in the County and provide projected costs.

Responsible: Chief, Operations Section Chief, Chief Officers Committee
Timeframe: Immediate

Regarding the top priority, Retention/Recruitment, the Group acknowledged and appreciated the Board's action to create a Recruitment and Retention Officer position (part-time) in the County's FY 2019 fiscal year budget, and felt it was an important step forward for the County. It was the consensus of the Group that the immediate goals listed above should serve as priorities for an initial work plan for this position. The strategic plan includes a recommendation for the County to establish a Recruitment and Retention (R&R) Advisory Committee to advise and support the Officer's work, comprised of 2 persons from volunteer fire, 2 from volunteer rescue and 2 from the county-funded department, with the Recruitment and Retention Officer serving ex officio and as Chair. The total number of committee members is 7.

Concurrent with these actions, the plan recommends that the County Administrator draft and advertise an ordinance codifying the authority and responsibilities of the Fire & Rescue Chief for consideration by the Board of Supervisors. Dependent upon approval of that action, the plan recommends that the Chief reconstitute a Chief Officers Committee.

The plan includes a recommendation that the County make attendance at Committee meetings by the Chiefs, or designee, mandatory. The Group noted that attendance is important to ensure consistent service, and that all companies have input into standards and protocols established for emergency response. It was the consensus of the Group that the County should work with the Committee to establish the criteria that satisfies the "mandatory" requirement, and that it should include a specific number or percentage of meetings that each Company is required to attend each year. The Group further agreed that failure to meet the criteria should have a measurable penalty, and that the County should consider withholding its annual financial contribution to companies that do not meet the criteria.

3. Strategic Planning

In 2017, the Shenandoah County Board of Supervisors authorized the development of a strategic plan for fire & rescue services. The purpose of the planning process is to prepare a roadmap to assist the Board of Supervisors in determining an appropriate level of fire and rescue services, while optimally utilizing the County's constrained resources. Stakeholders were engaged through several meetings throughout the summer and fall, and a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis was performed.

In the summer of 2018, The Berkley Group was contracted by the Board of Supervisors to facilitate restarting the process of developing a strategic plan for fire and rescue services. Input from stakeholders in the system is essential to developing a mission statement, vision and determining core values that represent the wider perspective of the combined fire and rescue services in Shenandoah County, and to defining the strategies that will help the County be successful in meeting its mission. The County assisted in assembling a stakeholder group to assist in this process, many of which had participated in the earlier work.

Review of Mission Statement, Vision and Core Values

The first task for the Group was to prepare a mission statement, vision, and core values for the Board's consideration. This step is critical to inform and provide direction and focus for the planning process. At each step in the strategic planning process, participants were asked how this recommendation supports the vision and will it be consistent with the mission established for fire and rescue services in Shenandoah County. The goal of a strategic plan is to help organize and guide day to day activities, and by providing a framework for decision making for the governing body; allowing them to be proactive in meeting short and long-term priorities.

The group reviewed the documents used by the County's Department of Fire and Rescue (Appendix D) as a starting point in developing a county-wide mission statement, vision and core set of values to determine their validity and consistency for the County's combined county-wide fire and rescue service. Each of the documents, while generally acceptable, was amended to increase inclusivity and help them be consistent with services provided by a combined system.

Proposed Mission Statement, Vision, and Core Values for Shenandoah County Fire and Rescue Services

The Group recommends the Board of Supervisors approve the following statements to provide foundation and direction for the system. Each item is intended to show the importance of a combined system, providing guidance, and establishing expectations for service delivery.

The Mission Statement and Vision are in italics, and the statements following each section add further definition to its meaning and how it will be accomplished. The Core Values explain the criteria for a code of conduct which is important for emergency responders to meet the high standards expected by the community.

Mission Statement

Shenandoah County is committed to providing a safe community, protecting the life, property and welfare of residents and visitors to our County.

The County accomplishes this mission with a combined volunteer-paid fire and rescue system delivering quality emergency response services. Meeting this objective demands that all parts of the system possess the highest professional standards and a dedication to the system's Core Values.

Vision

Shenandoah County's vision is to create and sustain a system of highly trained, professional volunteer and county-funded fire and emergency medical responders, together providing quality service for the community.

Volunteer and county-funded fire and rescue responders strive to enhance a positive, effective working relationship among the departments and agencies, co-workers, and others involved in providing public safety services for citizens and visitors within the County.

The volunteer Companies and County Department, together comprising fire and rescue services in Shenandoah County, strive to provide the highest level of customer service, both in emergency and non-emergency situations, thereby increasing the quality of life for all citizens and visitors. Shenandoah County's fire and rescue responders will periodically review the level of service and provide recommendations to the County for changes based on an evaluation of response data and other important criteria; thereby, allowing the Board of Supervisors the opportunity to plan and be proactive in meeting the demands on the fire and rescue system in a growing community.

Core Values (P.R.I.D.E.)

Professionalism

- In our actions, conduct, and job performance
- Constantly striving to set a positive example

Respect

- To have high regard for all citizens and each other
- To honor differences of opinions and points of view

Integrity

- To be truthful and honest
- To be ethical; always striving to do what is right
- Be guided by fundamental fairness in everything we do

Dedication

- To be committed to the system, organization, each other, our families and the community we serve

Excellence

- Strive for the highest level in everything we do
- Always seeking to improve and excel

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SWOT Analysis and Review

On August 12, 2018, the initial meeting with stakeholders was held to restart the strategic planning process.

Building on a series of meetings that were held in 2017, the Group revisited and analyzed the strengths, weaknesses/challenges, opportunities and threats previously identified in order to prepare a mission and vision statement; a set of core values; and to develop a strategic plan for the combined system.

Areas of emphasis emerged from this discussion forming the framework to build a strategic plan. Participants were asked to prioritize these Areas as needing attention and improvement include recruitment and retention of volunteers and paid personnel, a lack of clarity regarding leadership roles and the respective scopes of responsibility (organizational structure), training, communication, and depth within the system (human and equipment needs).

Participants recognized there are threats and challenges which change priorities, such as an increasing population of aging citizens demanding more services, a younger generation that is technology first and hands-on second, an aging of the volunteer base, along with demographic/economic changes that impact limited resources under the control of the Board of Supervisors. Many of the factors identified as impacting fire and rescue service delivery had not changed in the past twelve months. The following chart lists the strengths, weaknesses, opportunities and threats identified during this work.



Note: * indicates proposed additions from 8/12/18 stakeholder meeting



Survey

Each attendee at the August 12 meeting completed a survey (copy in Appendix E). The Berkley Group reached out to representatives of five Companies that were unable to attend the August 12 meeting. Responses received from those Companies that responded were incorporated in this report. The survey provided a mechanism for system providers (emergency responders) and users (citizen attendees) to inform the priorities presented to the Board. The consultant's role was to facilitate the development a plan using those priorities. A summary of the survey results is included in Appendix F.

Plan Development

At the August 12 meeting, a number of participants volunteered to serve on a Working Group that would review the draft strategic plan document prior to distribution to the full Stakeholder Group. The Working Group met on August 27 to review the results of the survey, and discuss the components of the Draft Plan. Elements from this discussion were incorporated into the Draft Plan and then subsequently submitted to the Stakeholder Group for their review. The Stakeholder Group reconvened on October 3 and reached consensus on the strategic initiatives included in the draft plan. The Plan was again refined based on input received and redistributed to the Group in mid-November and reviewed for a final time in early December.

Financial Sustainability

Developing a strong volunteer system supported by a county-funded department that helps meet critical needs in the community is vital to mitigating an increasing burden on taxpayers to pay for fire and emergency medical response. As strategic initiatives are developed to meet the goals in this plan, the persons and groups responsible for recommending the initiatives should evaluate options that may be available to the County to delay or lower the net cost to the locality. Not all options are available for each strategy and some funding options may place conditions which are not acceptable to the County, however evaluating these options is a prudent step in advising the Board of Supervisors.

Cooperative purchasing can help to lessen the financial burden and stretch tax dollars. Cooperative purchasing often requires standardization of equipment and apparatus. This is a discussion point for the County when addressing Area of Emphasis 5 – Human and Equipment Needs.

Another consideration for the County is to identify and utilize, where appropriate, varied and innovative revenue resources to also lessen the burden on the taxpayer. The following paragraphs provide options for the Board's consideration to assist in covering various aspects of the strategic tasks recommended in this plan. Each of these options has its limitations and restrictions, but when used appropriately can be an effective tool for the County.

Fee for service is a mechanism being used effectively by governing bodies in all areas of local government where readily identified users can directly bear a portion or all costs of the service. In fire and rescue services, the area where fees for service are most common is emergency medical response. Shenandoah County is currently utilizing this option and contracts out its administration of the program at no cost for Shenandoah County residents that call for service. Considerations when implementing this option are – the cost to administer the program (in-house, contract), collection difficulties and mechanism to enforce collection, and impact on low/fixed income citizens.

On a local level, in addition to fees, Virginia law permits localities to establish a special tax district(s) to allocate the cost for paid staffing, specialized equipment, and structures to those taxpayers in the district the service is provided. However, it can disproportionately burden homeowners and the farming community in districts that are primarily rural or residential, as opposed to those districts that have a larger business or industrial base. Other considerations for the Board in evaluating this option are - is there a base level of service that should be provided with the cost shared by all taxpayers, how does mutual aid factor, specialized services (haz mat or water rescue response). For example, costs of mutual aid and specialized services that may be housed in one district but serves the entire locality. Because of the issues related to its implementation, there has been limited widespread use of this option by localities throughout the Commonwealth. See Appendix G.

Federal and State grants are important opportunities, and programs exist for both fire and emergency medical response personnel and equipment. Local match requirements for these programs vary. There are some State programs – 4 for Life, Fire Programs Funds – that do not require a match. The County should anticipate a delay between grant application and approvals, which may impact operations if the need for funding is immediate.

The following table is a listing of website locations for the County to evaluate for grant funding opportunities:

<i>Grant Name</i>	<i>Website</i>	<i>Grant Deadline</i>	<i>Match</i>
VIRGINIA GRANT OPPORTUNITIES			
Nonprofit Security Grant Opportunity	http://www.vaemergency.gov/emergency-management-community/grants/2018-nsgp-funding-opportunity/	6/15/2018	
Pre-Disaster Mitigation (PDM)	http://www.vaemergency.gov/emergency-management-community/grants/unified-hazard-mitigation-assistance-hma-grant-program-2015/	10/12/2018	25% non-federal match required
Flood Mitigation Assistance (FMA)	http://www.vaemergency.gov/emergency-management-community/grants/unified-hazard-mitigation-assistance-hma-grant-program-2015/	12/12/2018	25% non-federal match required
Hazard Mitigation Grant Program (HMPG)	http://www.vaemergency.gov/emergency-management-community/grants/unified-hazard-mitigation-assistance-hma-grant-program-2015/	No deadline specified	25% non-federal match required

Regional Fire Services Training Grants Program (VDFP)	http://www.vafire.com/content/uploads/2017/10/Final-Regional-Fire-Services-Grant-September-2017.pdf	9/1/2019	Next funding in FY2020
VIRGINIA GRANT OPPORTUNITIES (con't)			
Grant Name	Website	Grant Deadline	Match
VFIRS Hardware Grants Program (VDFP)	https://www.vafire.com/content/uploads/2016/10/VFIRS-Hardware-Grant-Policy.pdf	8/31/2018	
Conference and Education Assistance Grants Program (VDFP)	https://www.vafire.com/grants-and-local-aid/conference-and-education/conference-and-education-policy/	5/1/2019	
Live Fire Training Structure Grants (VDFP)	http://www.vafire.com/content/uploads/2018/08/Final-Live-Fire-Training-Structure-Grant-Program-Augut-2018.pdf	Not specified	
Rescue Squad Assistance Fund (VDH)	http://www.vdh.virginia.gov/emergency-medical-services/administration-finance/rsaf-grants-program/	9/17/2018	
FEDERAL GRANT OPPORTUNITIES			
EMS1's EMS Grants (Homeland Security)	https://www.ems1.com/ems-grants/		
First Responder Grants (Homeland Security)	https://firstrespondergrants.com/category/grants/?type_id=4		
Fire Grants Help (Homeland Security)	https://www.firegrantshelp.com/grants-search/		

Abbreviations:

- FEMA – Federal Emergency Management Agency
- VDFP – Virginia Department of Fire Program
- VDH – Virginia Department of Health

A federal grant program targeting start-up funding for fire response staffing is the Staffing for Adequate Fire and Emergency Response (SAFR) program.

(<https://www.fema.gov/staffing-adequate-fire-emergency-response-grants>). This is a highly competitive program that provides three-year funding for local governments to help increase or maintain the number of trained, "front line" firefighters available in their communities. The match requirement increases each year of the grant and there is a stipulation that 100% local funding will be provided when the grant ends. This grant is specifically for fire response personnel; however, a portion of their time can be used for other types of response.

4. Strategic Initiatives

Strategic initiatives are the critical steps used to meet the mission of the organization, providing managers and emergency responders clear direction in striving to provide quality services for the citizens of Shenandoah County. It is important that strategic goals and initiatives be reviewed and updated regularly to help management identify accomplishments, and to inform the Board of Supervisors of changes within the fire and rescue service and the community.

The County is encouraged to use the strategic goals and initiatives, and subsequently performance measures, to evaluate and determine success. The plan helps guide the Board of Supervisors' future decisions related to fire and rescue services in the County, including training, personnel allocations, operations and capital acquisition. Using these goals and initiatives will assist the Board with future decisions by providing a framework for decision making.

Using the input collected during the stakeholder process, together with the internal and external factors that influence the outcome of the organization's services, the Group developed a specific set of strategic areas of emphasis which serve as the focus for the organization's strategic plan:

1. Recruitment/retention
2. Emergency Radio System (replacement authorized)
3. Communications (personal internal/external)
4. System-wide funding
5. Organizational structure
6. Capital Acquisition
7. Standards for equipment and protocol
8. Human and equipment needs
9. Training

Each local government has tremendous pulls from citizens and the business community to provide a wide range of services, which necessitates the allocation of limited tax resources, fees and other revenue. The stakeholder survey was used to delineate the relative importance of the areas of emphasis in the successful delivery of fire and rescue services in the County. Persons were asked to rank each area on the survey with 1 being the most important and 9 the least.

The following table provides the results of the survey:

2.23	Retention/Recruitment
2.95	Organizational Structure
3.58	Training
3.94	Communications
4.42	Human and Equipment Needs
5.32	System-wide funding
5.35	Emergency Radio System
5.47	Standards for Equipment and Protocols
6.42	Capital Acquisition

Regarding the #1 priority, Retention/Recruitment, the Group acknowledged that the Board funded a part-time recruitment and retention officer position in the FY 2019 budget and hopes that this process will inform the priorities for work in that area.

The next several pages provide strategic initiatives, goals, and objectives. The plan does not include details for the operational steps necessary to accomplish the initiatives, nor does it establish a hard timetable for the County to complete a specific item. It does provide a span of time recommended for completion of the priorities - immediate (6 months to 2 years), short-term (3 to 5 years), and long-term (6 to 10 years).

As the Board contemplates projects and initiatives, it should, where appropriate, start by utilizing the County's Capital Improvement Program (CIP) process for capital projects. Typically, projects included in CIPs are one-time capital costs, with the funding often extended over multiple fiscal years. Planning for major capital expenditures is fiscally responsible, allowing the Board to distribute competing and limited funding sources among alternative service areas. For strategic initiatives requiring on-going operational expenditures, a total cost plan should be developed defining the detailed tasks, costs for each and timelines to accomplish a goal. The level of detail of such plans will depend on the complexity of the project to be accomplished. If an operational plan requires additional financial support from the Board of Supervisors, the plan should be part of the annual budget review process.

Strategic initiatives were established to assist in accomplishing each identified goal. Each initiative was assigned a timeline to correspond with the Group's recommendation, which is critical to help the Board evaluate the goals and initiatives to prioritize them within the County's financial constraints and other competing priorities. Strategic goals, initiatives, performance measures, and reports on outcomes become an important part of the organization's efforts and the County's accountability to the community. The plan is a living document serving as a compass through the decision-making process.

Area of Emphasis 1 – Recruitment and Retention

Survival of the volunteer system is predicated on attracting new members and retaining those members. Likewise, attracting and retaining highly trained paid fire and rescue responders is crucial to the success of a paid system's ability to provide seamless support in a combined system.

Goal 1A: Increase membership in the volunteer system and increase the pool of applicants for the County funded positions.

Strategy 1. Determine opportunities, and the cost of, to reduce the burden to membership and prepare an action plan.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Strategy 2. Evaluate successful high school classroom programs to determine their applicability to Shenandoah County and provide cost and an implementation timeline, if appropriate.

Responsible: Training Officer, Training Committee

Timeline: Short-term

Strategy 3. Evaluate successful marketing campaigns to attract new members/employees and prepare a proposed marketing plan.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Short-term

Strategy 4. Evaluate the development of a mentor program and encourage participation amongst members to serve as mentors to volunteers in the system.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Short-term

Goal 1B: Promote retention by ensuring clarity and consistency within the system.

Strategy 1. Develop a system-wide application process for volunteers.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Strategy 2. Develop new member/employee orientation program (specific to operations and apart from items covered a fire/rescue academy).

Responsible: Recruitment Retention Officer, R&R Committee

Timeline: Short-term

Strategy 3. Develop a uniform protocol for new member probationary period across system. Considerations - should period be different between medical response and fire response?

Responsible: Chief, Chief's Committee

Timeline: Short-term

Goal 1C: Retain and develop existing members/employees.

Strategy 1. Evaluate the effectiveness of incentives and prepare a report with options/cost to incentivize volunteer membership.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Immediate

Strategy 2. Identify volunteer and paid members with critical qualifications and provide recommendations for retaining. Evaluate and provide recommendation for incentives for advanced training, including higher education.

Responsible: Training Officer, Training Committee

Timeline: Short-term

Strategy 3. Develop measures to regularly assess effectiveness of retention programs.

Responsible: Recruitment and Retention Officer

Timeline: Short-term

Goal 1D: Increase the number of businesses in the County which permit employees to respond to emergency calls during normal business hours.

Strategy 1. Evaluate methods to incentivize businesses and make recommendations to the Board of Supervisors, if necessary, for possible funding to support such initiative.

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Short-term

Area of Emphasis 2 – Organizational Structure

The success and failure of a combination system can be greatly impacted by the structure of governance established by the governing body. Lack of clarity can lead to confusion. This area of emphasis seeks to provide long-term stability for the system through consistent leadership, and standard practices and protocols.

Goal 2A: Clarify the authority and span of control of County-funded Fire and Rescue Chief.

Strategy 1. The Board of Supervisors authorize an ordinance establishing lines of authority for Fire & Rescue Chief consistent with state law.

Responsible: County Administration

Timeline: Immediate

Strategy 2. Organizationally realign the chief fire and emergency medical services (EMS) officers committee (Chief's & Captain's Committee) and require mandatory representation from each volunteer fire company or rescue squad in the County. The Committee will establish the number or percentage of meetings per year that will be required to satisfy mandatory participation.

Responsible: Chief, Chief Officers Committee

Timeline: Immediate

Strategy 3. Review By-Laws and standard operating procedures (SOPs) adopted by volunteer departments and agencies to determine consistency with County-approved SOPs. Remove inconsistencies to ensure consistent level of service in the County.

Responsible: Chief, Chief Officers Committee

Timeline: Short-term

Strategy 4. Review the 2006 Volunteer Company Agreement language to ensure terminology is consistent with current practice and with changes in structure and operations resulting from implementing the Strategic Plan. Make recommendations to the Board of Supervisors for amendments, if necessary.

Responsible: Chief, Chief Officers Committee

Timeline: Short-term

Goal 2B: Clarify chain of command and authority between volunteer/paid members of the system.

Strategy 1. Develop standard protocols and management system for incidents and develop consistent chain of command ladders for system.

Responsible: Chief, Chief Officers Committee

Timeline: Short-term

Strategy 2. Develop roles, responsibilities and authorities of each member of the system. Document with standard for each unit of the system.

Responsible: Chief, Chief Officers Committee

Timeline: Short-term

Area of Emphasis 3 – Training

Shenandoah County’s recommended vision for fire and rescue is to create and sustain a system of highly trained, professional fire and emergency medical responders to provide quality service for the community. Important to meeting this vision is providing a training program that enhances the skill of all members of the system, volunteer and paid.

Goal 3A: Enhance the options and opportunities for training for all members of the system to promote high performance levels.

Strategy 1. Establish a training schedule that incorporates paid and volunteer staff from same response area training together on a periodic basis (monthly, quarterly) to promote a better understanding of skill levels and ensure a common level of knowledge.

Responsible: Training Officer, Training Committee

Timeline: Immediate

Strategy 2. Evaluate the use of technology as a training tool and prepare a proposal to maximize the use of this tool, where appropriate, to enhance educational opportunities

Responsible: Training Officer, Training Committee

Timeline: Short-term

Strategy 3. Discuss options with Lord Fairfax and Triplett Tech to establish integrated training program for fire and rescue.

Responsible: Training Officer, Training Committee

Timeline: Long-term

Strategy 4. Establish a flexible training schedule to accommodate various dates and times to meet the needs of paid and volunteer members.

Responsible: Training Officer, Training Committee

Timeline: Long-term

Area of Emphasis 4 – Communications

Critical to the success of the fire and rescue services system is an environment that fosters positive internal and external communications among the companies, departments and agencies, and with the community.

Goal 4A: Create a communication system that is accessible by all system members, paid and volunteer.

Strategy 1. Evaluate technology and software available for providing an effective means of communicating within and among departments, companies and agencies. Evaluate cost options and make recommendation to Chief for funding consideration by Board of Supervisors.

Responsible: Operations Chief, Chief Officers Committee

Timeline: Short-term

Strategy 2. Evaluate the role of social media as a communications medium to inform the system members and the public

Responsible: Recruitment and Retention Officer, R&R Committee

Timeline: Short-term

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Area of Emphasis 5 – Human and Equipment Needs

An important decision point for the Board of Supervisors is determining the level of staffing, apparatus and equipment necessary to meet the demands of a growing county, and the location of those resources. Just as important is what level can be cost effectively supported by the public. It is important that those decisions be made in an informed manner with appropriate data.

Goal 5A: Provide timely information to Board of Supervisors to allow the Board to make proactive deliberate decisions related to the amount and allocation of human resources necessary for service delivery.

Strategy 1. Using industry standards for fire and emergency medical response establish a methodology to inform the Board of Supervisors on the response activity in the County and provide projected costs.

Responsible: Chief, Operations Section Chief, Chief Officers Committee

Timeframe: Immediate

Goal 5B: Develop standards for the amount and type of fire and emergency medical response apparatus and equipment necessary for service delivery.

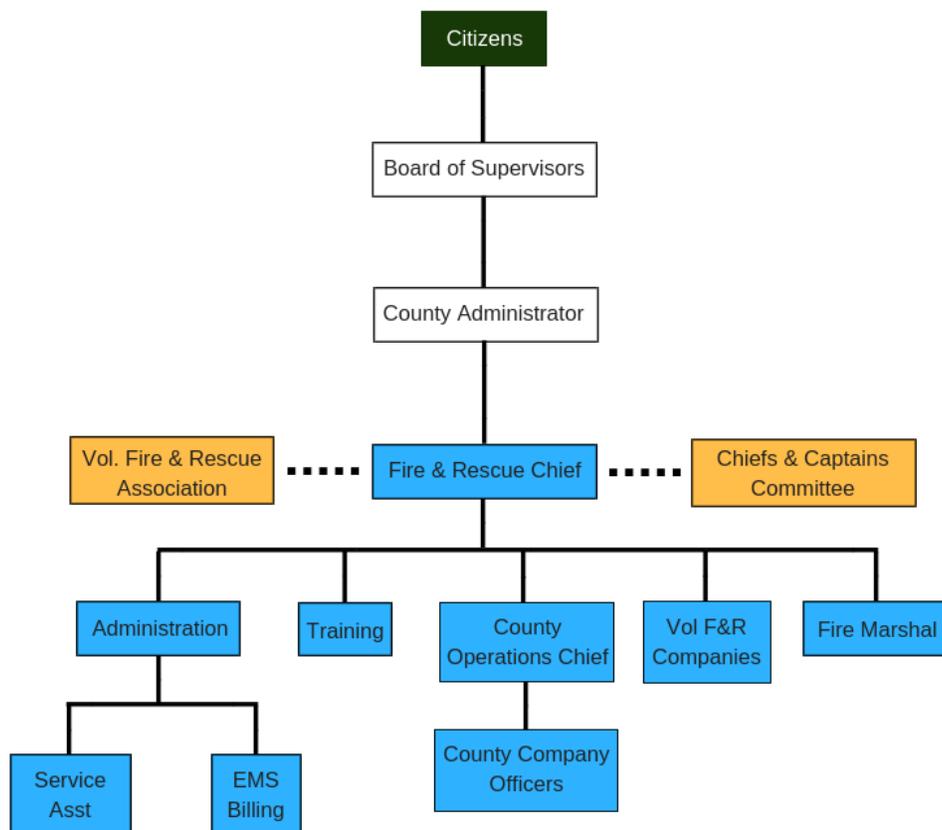
Strategy 1. Research industry standards for fire and emergency medical response equipment and apparatus and provide recommended standards for each area of the County.

Responsible: Chief, Operations Section Chief, Chief Officers Committee

Timeframe: Short-term

5. Proposed Organizational Alignment

Proposed Organization Chart



Approval of the proposed organizational changes included in the strategic initiative “Organizational Structure” (Area of Emphasis 2), clarifying the role of the County’s Fire & Rescue Chief as the primary authority and advisor to the Board in matters dealing with fire and rescue is approved, will result in the following organization chart.

6. Next Steps

The first step required is approval of the plan document by the Board of Supervisors. Approval shows the support of the Board but does not commit the Board to expend funds for any specific initiative. It provides clear direction for the order in which initiatives will be considered over the next several fiscal years, allowing the County to meet its mission for providing quality fire & rescue services.

Following approval, the plan recommends two parallel paths for the initial initiatives to be implemented:

The first initiative is the employment of the Recruitment and Retention Officer, which has been included in the FY 18-19 budget and is expected to be filled this fall. The plan recommends the County move forward with this employment activity, and further recommends creating a Recruitment and Retention Committee to advise and support the work of the Officer. The recommendation provides that the Volunteer Fire and Rescue Association appoint two members from a volunteer fire company or department and two members from a volunteer rescue squad, while the County appoints two operational field personnel to the committee. The Officer is recommended to serve ex-officio and as chair of the Committee (total committee 7 persons). (Strategic Goal 1A and 1C, pages 24 and 25)

Concurrent with these actions, the plan recommends that the County Administrator draft and advertise an ordinance for consideration by the Board of Supervisors, which codifies the authority and responsibilities of the Fire & Rescue Chief. Dependent upon approval of that action, the plan recommends that the Chief reconstitute a Chief Officers Committee, and that each volunteer fire and rescue unit in the County be required to have the appropriate officer attend the meetings as a representative on the Committee and regularly attend the meetings.

In discussions related to a required attendance policy, the Stakeholder Group noted that a required level of attendance is important to ensure consistent service, and that all companies have input into standards and protocols established for emergency response. The Stakeholder Group recommends that the County work with the Committee to establish the criteria used to satisfy the “mandatory” requirement, and that it should include a specific number or percentage of meetings that each Company is required to attend each year. The Group further agreed that failure to meet the criteria should have a measurable penalty, and that the County should consider withholding its annual financial contribution to companies that do not meet the criteria. (Strategic Goal 2A, page 27)

There are several other strategic Initiatives identified in the report as having an immediate timeline. A responsible person or group is recommended for each initiative. The report recommends completing these initiatives in the next 6 to 12 months. The Board of

Supervisors should receive a report on a regular basis from the Chief outlining the progress in accomplishing these tasks.

As with any strategic planning document, it is critical that the plan evolve as circumstances and situations dictate. To assist the Board in that process, the Chief should, after consultation and input from the Volunteer Fire and Rescue Association and Chief Officers Committee, prepare, an annual report for the County Administrator and the Board of Supervisors outlining the tasks accomplished and provide recommendations, if any, for adjustments to the plan.

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APPENDIX

- A. CODE OF SHENANDOAH COUNTY, CHAPTER 20
- B. 2006 VOLUNTEER COMPANY AGREEMENT
- C. 2017 CALLS FOR SERVICE BY FIRE AND RESCUE COMPANY
- D. SHENANDOAH COUNTY DEPARTMENT OF FIRE & RESCUE - MISSION, VISION, AND CORE VALUES
- E. 2018 SHENANDOAH COUNTY FIRE AND RESCUE SURVEY
- F. FIRE & RESCUE STRATEGIC PLAN SURVEY RESULTS 2018
- G. CODE OF VIRGINIA ENABLING LEGISLATION FOR FIRE SERVICE DISTRICTS, SEC. 27-23.1

APPENDIX A: CODE OF SHENANDOAH COUNTY, CHAPTER 20

Chapter 20 Fire/EMS and Emergency Management Article I: Department Organization and Procedures

[Adopted 1-9-1973]

§ 20-1 Definitions.

§ 20-2 Recognized County Department of Fire and Rescue.

§ 20-3 Mutual aid agreements and contracts for service.

§ 20-4 Standard operational procedures (sop's).

§ 20-5 List of recognized volunteer agencies.

§ 20-1 Definitions.

When used in this chapter, the following words shall have the meanings indicated:

BOARD

The Board of Supervisors of Shenandoah County, Virginia.

COMPANY

Any organized and recognized volunteer or career fire department or rescue squad, functioning within or providing mutual aid to Shenandoah County.

FIRE OFFICIAL

The head of the Shenandoah County Department of Fire and Rescue, also known as "the chief," as specified in § 27-6.1 in the Code of Virginia, as amended.

§ 20-2 Recognized County Department of Fire and Rescue.

The Shenandoah County Department of Fire and Rescue is hereby recognized by the Board of Supervisors of Shenandoah County, Virginia, as an integral part of the official safety program of Shenandoah County, Virginia.

§ 20-3 Mutual aid agreements and contracts for service.

A. The Board of Supervisors shall have the authority to enter into mutual aid agreements, as necessary, for fire and rescue services with adjoining counties, cities or towns.

B. The Board of Supervisors shall also have the authority to enter into contracts for fire and rescue services with organized and recognized "companies" operating within Shenandoah County.

§ 20-4 Standard operational procedures (sop's).

A. The County Fire Official shall have the authority to create administrative and operational standard operational procedures/policies (sop's) to ensure consistent and uniform fire and

rescue activities and services throughout the county. All policy matters will be subject to approval by the Board of Supervisors.

B. All companies operating in Shenandoah County and all members of such companies shall operate in accordance with the standard operational procedures/policies.

§ 20-5 List of recognized volunteer agencies.

The following volunteer rescue squads and volunteer fire departments are hereby recognized by the Board of Supervisors of Shenandoah County, Virginia, as an integral part of the official safety program of Shenandoah County, Virginia.^[1]

Conicville Fire Department

Edinburg Fire Department

Fort Valley Fire Department

Mt. Jackson Rescue and Fire Department

New Market Fire and Rescue Department

Orkney Springs Fire and Rescue Department

Star Tannery Volunteer Fire Department

Strasburg Fire Department

Strasburg Rescue Squad

Toms Brook Fire Department

Woodstock Fire Department

Woodstock Rescue Squad

[1] Editor's Note: Pursuant to the County, the names listed herein have been corrected to reflect the mergers and renamings of the rescue squads and fire departments as recognized by resolutions adopted by the County.

APPENDIX B: 2006 VOLUNTEER COMPANY AGREEMENT

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I. PARTIES TO THE AGREEMENT

The parties to this agreement are as follows: The Shenandoah County Board of Supervisors, Virginia (hereafter referred to as the "County") and the _____ (hereafter referred to as the "Company").

II. BACKGROUND

The County and its volunteer fire and rescue companies have, for several decades, cooperated in order to provide exemplary fire and rescue services to the citizens of Shenandoah County, Virginia. The County is committed to continued growth and improvement of its volunteer fire and rescue companies and assuring the safe and efficient provision of essential fire and rescue services. The volunteer fire and rescue companies are committed to utilizing their personnel and resources to achieve the same goals. As growth within the County has continued, fire and rescue service demands have increased. This has created a need for the fire and rescue system within the County to evolve into a combination volunteer and career fire and rescue service. In order to provide additional support to the volunteer companies, plan for future service needs, and provide management and supervision for career fire and rescue personnel (full-time or part-time personnel employed by Shenandoah County Department of Fire and Rescue to supplement EMS and fire service delivery) the County has established an agency of County government, a Fire and Rescue Department. The County's Fire and Rescue Coordinator (the "Chief" for purposes of this agreement) heads this department. The County remains committed to maintaining a strong and viable volunteer fire and rescue system that is supplemented by career fire and rescue employees as needed. This agreement is intended to further enhance the partnership that exists between the County and the volunteer companies, by providing greater clarity to the role and responsibility of each party. This agreement is also intended to support our mission to provide the most efficient and cost effective fire and rescue services to the citizens of Shenandoah County.

III. PURPOSE OF THE AGREEMENT

The purpose of this agreement is to provide a clear framework within the company and County to mutually deliver fire and rescue services to the citizenry. This agreement is also designed to address a number of specific areas of responsibility that have proven to be sources of conflict within combination fire and rescue systems of other jurisdictions as they evolved. This document supersedes any and all prior agreements, either written or verbal, entered into between these parties to the extent that the subject matter of any prior agreements is addressed or related to the subject matter of this document.

As stated above, this agreement defines the working relationship between the County and the Company. Except as expressly provided to the contrary, nothing

in this agreement creates a standard of conduct or a standard of care with respect to citizens, employees, or volunteers. No person or entity which is not a signatory hereto may claim any rights hereunder.

IV. CONDITIONS OF AGREEMENT

It is agreed that each party to this agreement acknowledges its role in providing fire and rescue services to the citizens of Shenandoah County, Virginia. It is further agreed that the relationship between the County, the Company, and all members and employees shall reflect an attitude of cooperation toward the achievement of effective and efficient fire and rescue services for county citizens. It is intended that each party understand and respect the need for clear policy and procedure so that a common sense of expectations can be maintained. Since this agreement cannot address every policy or procedural issue that may be encountered, it is understood that formal revisions of this agreement will be required from time to time. Revisions may be made by mutual agreement of the parties.

V. PROVISO

A. SPAN OF CONTROL

The “chief” shall represent the chief of the Department of Fire and Rescue and the Company within the County. The chief operational officer of each company will have authority within their individual company. The chief operational officer of each fire company or their second in command will serve on a Fire Advisory Board and the chief operational officer of each rescue company or their second in command will serve on an EMS Advisory Board. The Advisory Boards will be utilized as advisors to the Chief and liaisons for the individual companies.

B. SERVICE RESPONSIBILITY AND COMMITMENT:

1. It is the objective of the Company to deliver emergency fire, rescue, and medical services within their service responsibility and capabilities, to the citizens of the designated response area of the company in accordance with County dispatch and response procedures.
2. The Company agrees to assist other county fire and rescue companies in delivering emergency fire, rescue, and medical services to the citizens of Shenandoah County as needed, and in accordance with County dispatch and response procedures.
3. The Company also agrees to provide assistance to other fire and rescue companies and governmental jurisdictions with which Shenandoah County has established mutual aid agreements, in accordance with County dispatch and response procedures.

4. The County and Company shall aggressively work to recruit, train, and maintain a viable volunteer fire and/or rescue company in accordance with all applicable laws, rules, and regulations of the Commonwealth of Virginia and the County of Shenandoah, Virginia.
5. The company shall be responsible to provide and maintain a station and appropriate fire and rescue vehicles and equipment for the area serviced. In the event that a need for a specialized fire or rescue vehicle is identified through the County fire and rescue service planning process, the volunteer company and the County shall discuss procurement responsibility as such need occurs.
6. The County, through its Fire and Rescue Department, is committed to operating a combination volunteer and career fire and rescue system to service the needs of public safety in the most cost effective manner. Primary emphasis will be to preserve and perpetuate the continuation of a predominantly volunteer fire and rescue system and to supplement the staffing needs of the company as required.

C. STATION STAFFING

1. Volunteer personnel of the company shall, so far as possible, provide staffing 24 hours a day, seven days a week as required for response to incidents. The company shall ensure that volunteer personnel responding to incidents are trained and qualified in accordance with federal, state, or county requirements to perform required duties and that any required licenses or certifications are maintained.
2. The County agrees to provide station staffing with career personnel to supplement volunteers. Actual work hours will be determined by a mutual agreement between the volunteer leadership of the company and the Fire and Rescue Department Chief.
3. Subject to the availability of personnel, the County intends that coverage is to be provided with a minimum of two (2) career employees per assigned apparatus. Career personnel shall be NFPA Firefighter level one (1) and EMT-B certified as a minimum. The County shall ensure that career personnel responding to incidents are trained and qualified in accordance with federal, state, and county requirements to perform required duties and that any licenses and/or certifications required are maintained.
4. Career employees of the County are permitted to participate as members of a volunteer fire and rescue company within Shenandoah County with the exception of the company in which they are assigned to by the County. In order to guard the company from potential conflicts of interest, all parties to this agreement recognize the need to restrict the level of management participation in a company by County career employees. It is agreed that career employees of the

County shall not be permitted to hold an operational or administrative position within the chain of command structure of any Shenandoah County company or serve as a voting delegate or officer of the Shenandoah County Fire and Rescue Association.

D. SELECTION AND ASSIGNMENT OF CAREER PERSONNEL

1. As the legal employer, the County shall have full responsibility for the processing and selection of career employees. A single screening and selection process shall be used to employ career personnel regardless of the station to which the employee is ultimately assigned.
2. The Chief shall ensure that basic job descriptions and employment qualifications, as well as the screening and selection process for career personnel yield employees that will adequately serve the needs of the volunteer companies and the public. Volunteer input into the requirements and procedures used shall be solicited through the Shenandoah County Volunteer Fire and Rescue Association.
3. The Chief shall be responsible for making station assignments of career personnel. The Chief's decisions on personnel to be assigned to volunteer stations shall be made in consultation with the volunteer leadership of the applicable company. The Chief shall also have the right to reassign career personnel whenever, in his discretion, it is deemed necessary. In all matters of personnel assignments and station coverage, primary consideration shall be given to public safety needs.
4. Provided adequate funds are available, part-time temporary employees may be employed to provide coverage for full-time career employees who are absent due to leave, training, special assignment, or when a position is vacant. Part-time employees shall be assigned at the Chief's discretion.

E. EMPLOYEE SUPERVISION AND EVALUATION

1. Career personnel are ultimately responsible to the Chief.
2. Operation and supervision of career personnel shall rest with the Chief and with guidance of the Advisory Boards. Work assignments shall be of a nature consistent with the public safety mission of the County, and Company. Station duties shall be coordinated with the Chief and Company's chief operational officer, and shall be similar to those of other companies.
3. In order to provide consistent direction throughout the work day, one of the career employees assigned to the station shall be designated as the lead career personnel. The lead career personnel shall ensure that routine daily activities are carried out as assigned.
4. The Chief reserves the right to utilize career personnel for projects or other work related assignments. Every effort shall be made to ensure that a balance is maintained between company and County priorities and goals.

5. The Chief shall be responsible for formal performance evaluations of employees, as required under County personnel policies. Evaluations of employees assigned to volunteer companies shall be completed with input from the Company's chief operational officer.
6. Formal complaints concerning employee behavior or performance must be forwarded from the company's chief operational officer to the Chief, in writing, for official investigation. As a part of the personnel process, any complaint must remain confidential between all parties connected with the complaint.
7. Formal complaints concerning a volunteer's behavior or performance must be forwarded from the Chief to the Company's chief operational officer, in writing, for official investigation. As a part of the personnel process, any complaint must remain confidential between all parties connected with the complaint.
8. Leave for career employees shall be taken in accordance with County procedures. When leave is requested, the vacant position will be filled with a qualified volunteer (approved by the company's chief operational officer) or career employee.

F. FACILITIES AND WORK ENVIRONMENT

1. The company shall provide career personnel with an adequate, clean, and safe work environment that is conducive to productive performance and good morale among co-workers. As the party responsible to provide and maintain the fire station, it is the company's responsibility to provide and maintain a structurally safe and healthful work place that meets all applicable code requirements for occupancy.
2. The facility shall have and maintain potable water, working plumbing, adequate ventilation, heating, cooling, lighting, and trash removal. Any deficiencies to these basic utilities shall be corrected in the most expedient manner possible.
3. In addition to the basic service utilities, the company shall provide and maintain the following items to provide for the personal needs of employees during the workday:
 - i. Refrigerator
 - ii. Stove and microwave oven
 - iii. Space for personal lockers
 - iv. Furnished rest area / lounge
 - v. Shower facility
 - vi. File space
 - vii. Protective clothing storage

However, if it would impose a financial hardship on the Company to provide and/or maintain such items, the Company shall not be required to provide such items unless adequate financial assistance is obtained from the County.

4. Station maintenance and major repair is the responsibility of the company. Career personnel will participate in light cleaning and minor repair of the station and grounds to maintain good order. Volunteer and career personnel shall share general custodial duties equally.

G. APPARATUS AND EQUIPMENT

1. As the registered owner of the station's apparatus and equipment, the company agrees to authorize career employees to drive, operate, and utilize equipment, providing its operation and use is in accordance with established company procedures. The company's chief operational officer or his designee shall be responsible for providing full orientation training to all new career personnel assigned to the station on the proper operation and use of company apparatus and equipment.
2. The company recognizes that in addition to emergency response, their apparatus and equipment will be used by career personnel to perform routine duties such as physical fitness training, public fire and rescue safety education programs, fire prevention inspections, fire and EMS training, pre-fire planning, mapping, etc.
3. It is the responsibility of the company to maintain all apparatus and equipment that is in service, in proper safe working order. While vehicle maintenance and repair is the responsibility of the company, career personnel will participate in cleaning and minor preventative maintenance. Career personnel may make minor repairs to apparatus and equipment when such repairs are within their mechanical capability and the company's chief operational officer has authorized the work.
4. Career personnel are to ensure operational readiness and shall perform daily apparatus and equipment inspections and testing. Deficiencies found shall be noted and reported to the appropriate company officer.
5. The company agrees that all apparatus and equipment will conform to all applicable standards including those required by local, state and federal law.

H. TRAINING

1. The County will require career personnel to maintain knowledge and skill proficiency through an in-station training program. Volunteer personnel who are available during hours the station is staffed by career personnel are encouraged to participate in the in-station training.
2. The companies will be assisted with its station training program as available and requested. The development of countywide courses will be coordinated through the County Fire and Rescue Association.

3. From time to time, one or more career people may be sent to special training programs. When this occurs, the vacant position will be filled with a qualified volunteer (approved by the company's chief operational officer) or career employee.

I. FUNDING

1. As the governing body responsible for the overall provision of fire and rescue service, the County has elected to provide financial assistance to the companies that have accepted responsibility for actual service delivery to the citizens.
2. State Code of the Commonwealth of Virginia enables local government to make donations to volunteer fire and rescue companies. Based on this authority, the County intends to make public funds available to companies, subject to appropriations, to support their public safety mission.
3. The County may make monetary contributions to the company, subject to annual appropriations.
4. Under law, the County is required to ensure that public funds, which it disburses, are expended properly for their intended purpose. Each company that receives public funds provided from federal, state, or local government sources shall maintain records of receipt and expenditure of such funds to document proper use of said funds for their intended purpose. The County shall have the right to audit the records of expenditure of public funds by the company if deemed necessary.
5. Each company who receives public funds disbursed by the County shall file annual financial statements reflecting the use and disbursement of such proceeds received by the County.
6. Receipt of public funds by a company shall not in anyway effect the company's right to solicit or raise money locally from the community, providing such local fund raising activities are conducted within the bounds of applicable laws or regulations.
7. During the County's annual budget process, individual companies may make requests for special appropriations. Such requests shall be forwarded to the County along with the recommendation of the Fire and Rescue Association.

J. INSURANCE AND LIABILITY

1. Each party will cooperate with the other in risk prevention programs to reduce the risk of bodily injury, property damage and any consequential liability.
2. The County will be responsible for providing insurance for the companies. The County cannot guarantee that the insurance provided

will provide adequate coverage for every claim which may arise. Should any company be dissatisfied with the insurance provided, it shall procure, at its own expense, such additional insurance as it deems appropriate.

K. MODIFICATION AND TERMINATION OF AGREEMENT

1. This agreement supersedes all prior conflicting oral or written contracts, memorandums of understanding or other agreements between or among the parties.
2. This agreement can only be amended or modified by a document in writing, signed by all parties hereto.
3. Either party only upon six (6) months written notification to the other may terminate this agreement.
4. Should the company dissolve its organization by its own act, or should the company be dissolved due to its failure to comply with required laws or regulation, this agreement shall automatically terminate.
5. This agreement shall come into effect when signed by all executing parties and shall remain in effect, subject to modifications as described above.

APPENDIX C: 2017 CALLS FOR SERVICE BY COMPANY

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Activity Code by Company Number

Beginning date:

to ending date:

COMPANY	Count	COMPANY	Count
10		MUTUAL AID	1
AFA/FALSE	1	MVC 81	48
AFA/MALFUNCTION	1	OB/GYN	4
ALLERGIC REACTION	7	OUTSIDE HAZMAT	1
ALTERED MENTAL STATUS	57	OVEN/STOVE FIRE	5
ANIMAL BITE	3	OVERDOSE	23
ASSAULT	7	PUBLIC SERVICE	13
ASSIST LAW ENFORCEMENT	5	SEARCH	2
AUTOMATIC AID	4	SEIZURE	30
BRUSH/WOODS FIRE	2	SMOKE/ODOR INVESTIGATI	1
CARDIAC	37	STABBING	1
CARDIAC ARREST	13	STROKE	24
CHEST PAIN	71	STRUCTURE FIRE	24
CHIMNEY FIRE	4	SUICIDE	1
CHOKING	4	SUICIDE ATTEMPT	15
CO LEAK	1	UNATTENDED DEATH	5
DEFECTIVE APPLIANCE	5	UNCONSCIOUS	39
DEFECTIVE SMOKE DETECT	2	VEHICLE FIRE	7
DIABETIC	15	Sum	1108
DIFFICULTY BREATHING	126	Avg	21.7
ELECTRICAL FIRE	2		
FALL	168	10C	
FILL IN/TRANSFER	1	ALTERED MENTAL STATUS	10
FOOD ON STOVE	1	ANIMAL BITE	1
GENERAL ILLNESS	212	ASSAULT	2
GOOD INTENT CALL	4	ASSIST LAW ENFORCEMENT	3
HEMORRHAGE	17	AUTOMATIC AID	1
HYPERTENSION	3	BRUSH/WOODS FIRE	4
HYPOTENSION	1	CARDIAC	8
INJURED PERSON	29	CARDIAC ARREST	3
INSIDE HAZMAT	11	CHEST PAIN	19
MEDIC ALERT/ACCIDENTAL	9	CHIMNEY FIRE	1
MENTAL DISORDER	2	CHOKING	2
MOTOR VEHICLE ACCIDENT	39	DEFECTIVE APPLIANCE	2
		DIABETIC	9

COMPANY	Count	COMPANY	Count
DIFFICULTY BREATHING	37		
ELECTRICAL FIRE	4		
FALL	38		
FOOD ON STOVE	2		
GENERAL ILLNESS	68		
GOOD INTENT CALL	4		
HEAT EXHAUSTION/STROKE	1		
HEMORRHAGE	7		
HYPERTENSION	3		
HYPOTENSION	1		
INJURED PERSON	15		
INSIDE HAZMAT	8		
MEDIC ALERT/ACCIDENTAL	12		
MOTOR VEHICLE ACCIDENT	16		
MUTUAL AID	1		
MVC 81	31		
MVC 81	1		
OB/GYN	2		
OVEN/STOVE FIRE	5		
OVERDOSE	6		
PERSON DOWN	2		
PUBLIC SERVICE	8		
SEIZURE	1		
SEIZURE	12		
SMOKE/ODOR INVESTIGATI	1		
STALLED/STUCK ELEVATOR	1		
STROKE	4		
STRUCTURE FIRE	4		
SUICIDE ATTEMPT	13		
UNCONSCIOUS	1		
UNCONSCIOUS	4		
VEHICLE FIRE	13		
	Sum		391
	Avg		8.7

11

UNCONSCIOUS	1
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12

	Sum	1
	Avg	1.0
AFA/ACCIDENTAL		10
AFA/FALSE		16
AFA/MALFUNCTION		19
ALTERED MENTAL STATUS		1
ANIMAL RESCUE		1
BRUSH/WOODS FIRE		18
CARDIAC		1
CARDIAC ARREST		10
CHIMNEY FIRE		4
CO LEAK		1
CONTROLLED BURN		1
DEFECTIVE APPLIANCE		3
DEFECTIVE SMOKE DETECT		3
DIABETIC		1
DIFFICULTY BREATHING		6
ELECTRICAL FIRE		4
FALL		8
FOOD ON STOVE		6
FUEL SPILL/LEAK		1
GENERAL ILLNESS		7
GOOD INTENT CALL		3
ILLEGAL BURN		1
INJURED PERSON		2
INSIDE HAZMAT		16
MOTOR VEHICLE ACCIDENT		48
MUTUAL AID		1
MVC 81		46
OUTSIDE HAZMAT		3
OVEN/STOVE FIRE		6
PUBLIC SERVICE		18
RECREATION/ATV ACCIDEN		1
REKINDLE		1
SEIZURE		1
SMOKE/ODOR INVESTIGATI		4

COMPANY	Count	COMPANY	Count
STALLED/STUCK ELEVATOR	2	SEIZURE	2
STROKE	1	SMOKE/ODOR INVESTIGATI	1
STRUCTURE FIRE	26	STALLED/STUCK ELEVATOR	2
UNATTENDED DEATH	2	STRUCTURE FIRE	4
UNCONSCIOUS	2	UNCONSCIOUS	2
VEHICLE FIRE	8	VEHICLE FIRE	4
WIRES DOWN/ARCING	5	WIRES DOWN/ARCING	1
Sum	318	Sum	136
Avg	7.8	Avg	4.0

12C

AFA/ACCIDENTAL	8
AFA/FALSE	12
AFA/MALFUNCTION	2
ALTERED MENTAL STATUS	1
ASSIST LAW ENFORCEMENT	2
BRUSH/WOODS FIRE	5
CARDIAC	1
CARDIAC ARREST	1
CHEST PAIN	1
CHIMNEY FIRE	4
CONTROLLED BURN	1
DEFECTIVE APPLIANCE	2
DIFFICULTY BREATHING	2
ELECTRICAL FIRE	3
FALL	3
FOOD ON STOVE	1
GENERAL ILLNESS	4
GOOD INTENT CALL	6
INSIDE HAZMAT	6
MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	19
MVC 81	24
OUTSIDE HAZMAT	1
OVEN/STOVE FIRE	3
PEDESTRIAN STRUCK	1
PERSON DOWN	1
PUBLIC SERVICE	5

12F

SMOKE/ODOR INVESTIGATI	1
STRUCTURE FIRE	1
Sum	2
Avg	1.0

13

AFA/ACCIDENTAL	1
AFA/FALSE	1
ALLERGIC REACTION	1
ALTERED MENTAL STATUS	9
ASSIST LAW ENFORCEMENT	1
BRUSH/WOODS FIRE	8
CARDIAC	3
CARDIAC ARREST	3
CHEST PAIN	9
CHIMNEY FIRE	4
CONTROLLED BURN	1
DEBRIS/TRASH	1
DIABETIC	2
DIFFICULTY BREATHING	12
FALL	1
FALL	23
GENERAL ILLNESS	22
HEMORRHAGE	1
INJURED PERSON	4
INSIDE HAZMAT	3
MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	6

COMPANY	Count	COMPANY	Count
OVERDOSE	1	INJURED PERSON	7
PUBLIC SERVICE	6	INSIDE HAZMAT	2
RECREATION/ATV ACCIDEN	2	MEDIC ALERT/ACCIDENTAL	3
SEARCH	1	MOTOR VEHICLE ACCIDENT	9
SEIZURE	9	OVEN/STOVE FIRE	1
SMOKE/ODOR INVESTIGATI	1	OVERDOSE	3
STROKE	3	PUBLIC SERVICE	3
STRUCTURE FIRE	5	RECREATION/ATV ACCIDEN	4
SUICIDE ATTEMPT	3	SEARCH	1
UNATTENDED DEATH	1	STROKE	3
UNCONSCIOUS	2	STRUCTURE FIRE	5
VEHICLE FIRE	1	SUICIDE ATTEMPT	4
WIRES DOWN/ARCING	3	UNCONSCIOUS	1
		VEHICLE FIRE	1
Sum	155	Sum	138
Avg	4.4	Avg	3.9

13C

AFA/ACCIDENTAL	1
AFA/FALSE	2
AFA/MALFUNCTION	1
ALTERED MENTAL STATUS	3
ASSAULT	1
ASSIST LAW ENFORCEMENT	1
BRUSH/WOODS FIRE	1
CARDIAC	5
CARDIAC ARREST	2
CHEST PAIN	5
CHIMNEY FIRE	1
CHOKING	1
DEFECTIVE SMOKE DETECT	1
DIABETIC	5
DIFFICULTY BREATHING	19
FALL	13
FILL IN/TRANSFER	2
GENERAL ILLNESS	22
GOOD INTENT CALL	3
HEMORRHAGE	1
HYPERTENSION	1

13F

ALTERED MENTAL STATUS	1
ASSAULT	1
ASSIST LAW ENFORCEMENT	1
CARDIAC	2
CARDIAC ARREST	1
CHEST PAIN	4
CHOKING	1
DEFECTIVE SMOKE DETECT	1
DIFFICULTY BREATHING	5
ELECTRICAL FIRE	1
FALL	8
GENERAL ILLNESS	14
HEMORRHAGE	1
MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	2
MVC 81	1
OUTSIDE HAZMAT	1
PUBLIC SERVICE	1
SEIZURE	1
STROKE	3

COMPANY	Count	COMPANY	Count
STRUCTURE FIRE	4	VEHICLE FIRE	1
UNATTENDED DEATH	1		
UNCONSCIOUS	1		
		Sum	131
		Avg	4.1
	Sum		
	57		
	Avg		
	2.5		

14

AFA/ACCIDENTAL	1
ALTERED MENTAL STATUS	3
ANIMAL RESCUE	1
ASSIST LAW ENFORCEMENT	2
BRUSH/WOODS FIRE	4
CARDIAC	3
CARDIAC ARREST	3
CHEST PAIN	4
CHIMNEY FIRE	1
DEBRIS/TRASH	2
DIABETIC	2
DIFFICULTY BREATHING	8
FALL	12
GENERAL ILLNESS	28
HEMORRHAGE	3
HYPERTENSION	1
INJURED PERSON	8
INSIDE HAZMAT	1
MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	17
OVERDOSE	2
PERSON DOWN	1
PUBLIC SERVICE	5
RECREATION/ATV ACCIDEN	1
REKINDLE	1
SEARCH	1
SEIZURE	1
SMOKE/ODOR INVESTIGATI	1
SUICIDE ATTEMPT	2
UNATTENDED DEATH	2
UNCONSCIOUS	8

14C

ASSAULT	1
DEBRIS/TRASH	1
FALL	2
MOTOR VEHICLE ACCIDENT	1
MVC 81	1
SMOKE/ODOR INVESTIGATI	2
WIRES DOWN/ARCING	1
	Sum
	9
	Avg
	1.3

14F

SEIZURE	1
UNATTENDED DEATH	1
	Sum
	2
	Avg
	1.0

15

AFA/ACCIDENTAL	2
AFA/FALSE	10
AFA/MALFUNCTION	4
ALTERED MENTAL STATUS	2
ASSIST LAW ENFORCEMENT	1
BRUSH/WOODS FIRE	8
CARDIAC	2
CARDIAC ARREST	5
CHIMNEY FIRE	5
CONTROLLED BURN	2
DEBRIS/TRASH	1
DEFECTIVE APPLIANCE	4
DEFECTIVE SMOKE DETECT	1
DIABETIC	1
DIFFICULTY BREATHING	1
ELECTRICAL FIRE	4
FALL	2
FILL IN/TRANSFER	2

COMPANY	Count	COMPANY	Count
FUEL SPILL/LEAK	1	SMOKE/ODOR INVESTIGATI	2
GENERAL ILLNESS	2	STRUCTURE FIRE	2
INJURED PERSON	2	UNCONSCIOUS	2
INSIDE HAZMAT	14	VEHICLE FIRE	7
MOTOR VEHICLE ACCIDENT	29		
MVC 81	32	Sum	115
OUTSIDE HAZMAT	2	Avg	5.0
OVEN/STOVE FIRE	2		
PEDESTRIAN STRUCK	1		
PUBLIC SERVICE	4		
SMOKE/ODOR INVESTIGATI	3		
STRUCTURE FIRE	19		
UNATTENDED DEATH	1		
VEHICLE FIRE	11		
WIRES DOWN/ARCING	4		
	Sum		
	184		
	Avg		
	5.6		

15C

AFA/ACCIDENTAL	8
AFA/FALSE	19
AFA/MALFUNCTION	3
ANIMAL RESCUE	1
BRUSH/WOODS FIRE	8
DEBRIS/TRASH	1
DEFECTIVE SMOKE DETECT	1
ELECTRICAL FIRE	2
FALL	2
FOOD ON STOVE	1
GOOD INTENT CALL	3
ILLEGAL BURN	1
INSIDE HAZMAT	4
MOTOR VEHICLE ACCIDENT	11
MVC 81	25
OUTSIDE HAZMAT	2
OVEN/STOVE FIRE	6
PUBLIC SERVICE	3
SEIZURE	1

15F

INSIDE HAZMAT	1
RECREATION/ATV ACCIDEN	1
Sum	2
Avg	1.0

17

AFA/FALSE	3
AFA/MALFUNCTION	1
ALLERGIC REACTION	2
ALTERED MENTAL STATUS	2
AUTOMATIC AID	17
BRUSH/WOODS FIRE	2
CARDIAC	5
CARDIAC ARREST	2
CHEST PAIN	2
CHIMNEY FIRE	1
DEFECTIVE APPLIANCE	1
DEFECTIVE SMOKE DETECT	1
DIABETIC	1
DIFFICULTY BREATHING	4
FALL	8
FILL IN/TRANSFER	1
GENERAL ILLNESS	14
HEMORRHAGE	2
MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	9
MUTUAL AID	1
MUTUAL AID	6
OVERDOSE	2
SEIZURE	3
STROKE	1

COMPANY	Count	COMPANY	Count
ASSAULT	1	GENERAL ILLNESS	9
ASSIST LAW ENFORCEMENT	1	INJURED PERSON	2
BRUSH/WOODS FIRE	2	MEDIC ALERT/ACCIDENTAL	2
CARDIAC	2	MOTOR VEHICLE ACCIDENT	1
CARDIAC ARREST	2	PUBLIC SERVICE	1
CHEST PAIN	3	RECREATION/ATV ACCIDEN	4
CONTROLLED BURN	1	SEIZURE	2
DIABETIC	1	STROKE	2
DIFFICULTY BREATHING	5	STRUCTURE FIRE	1
FALL	5	SUICIDE ATTEMPT	3
FILL IN/TRANSFER	1		
GENERAL ILLNESS	8	Sum	46
GOOD INTENT CALL	2	Avg	2.7
HYPERTENSION	1		
INJURED PERSON	3		
MEDIC ALERT/ACCIDENTAL	1		
MOTOR VEHICLE ACCIDENT	4		
MUTUAL AID	1		
OVERDOSE	1		
PUBLIC SERVICE	1		
SEARCH	1		
SMOKE/ODOR INVESTIGATI	1		
STRUCTURE FIRE	2		
SUICIDE	1		
SUICIDE ATTEMPT	1		
UNCONSCIOUS	4		
WIRES DOWN/ARCING	1		
Sum	64		
Avg	2.1		

21

AFA/ACCIDENTAL	1
AFA/FALSE	3
AFA/MALFUNCTION	6
ALLERGIC REACTION	3
ALTERED MENTAL STATUS	21
ASSAULT	2
ASSIST LAW ENFORCEMENT	4
BRUSH/WOODS FIRE	17
CARDIAC	25
CARDIAC ARREST	9
CHEST PAIN	39
CHIMNEY FIRE	4
CHOKING	2
CONTROLLED BURN	3
DEFECTIVE APPLIANCE	2
DEFECTIVE CO DETECTOR	1
DEFECTIVE SMOKE DETECT	2
DIABETIC	10
DIFFICULTY BREATHING	89
ELECTRICAL FIRE	3
FALL	1
FALL	82
FILL IN/TRANSFER	1
FUEL SPILL/LEAK	1

18F

ALTERED MENTAL STATUS	3
CARDIAC	1
CARDIAC ARREST	1
CHEST PAIN	3
CHIMNEY FIRE	1
DIFFICULTY BREATHING	3
FALL	7

COMPANY	Count	COMPANY	Count
STRUCTURE FIRE	4	WIRES DOWN/ARCING	1
SUICIDE	1		
SUICIDE ATTEMPT	6	Sum	141
UNCONSCIOUS	2	Avg	4.9
VEHICLE FIRE	7		
WIRES DOWN/ARCING	2		
Sum	291		
Avg	6.3		

21F

AFA/ACCIDENTAL	1
AFA/FALSE	1
ALTERED MENTAL STATUS	4
CARDIAC	8
CARDIAC ARREST	2
CHEST PAIN	10
CHIMNEY FIRE	1
DIABETIC	1
DIFFICULTY BREATHING	17
FALL	13
GENERAL ILLNESS	27
HEAT EXHAUSTION/STROKE	1
INJURED PERSON	9
MEDIC ALERT/ACCIDENTAL	2
MOTOR VEHICLE ACCIDENT	5
MVC 81	11
OB/GYN	2
OUTSIDE HAZMAT	1
OVERDOSE	2
PUBLIC SERVICE	1
RECREATION/ATV ACCIDEN	1
SEIZURE	4
STROKE	2
STRUCTURE FIRE	2
SUICIDE ATTEMPT	1
UNATTENDED DEATH	2
UNCONSCIOUS	4
VEHICLE FIRE	5

21V

INSIDE HAZMAT	1
Sum	1
Avg	1.0

23

AFA/ACCIDENTAL	13
AFA/FALSE	7
AFA/MALFUNCTION	6
ALLERGIC REACTION	7
ALTERED MENTAL STATUS	60
AMPUTATION	2
ANIMAL BITE	1
ASSAULT	3
ASSIST LAW ENFORCEMENT	4
AUTOMATIC AID	79
BRUSH/WOODS FIRE	10
BURN(S)	3
CARDIAC	1
CARDIAC	50
CARDIAC ARREST	6
CHEST PAIN	1
CHEST PAIN	75
CHIMNEY FIRE	3
CHOKING	3
CONTROLLED BURN	1
DEFECTIVE APPLIANCE	3
DEFECTIVE CO DETECTOR	1
DIABETIC	17
DIFFICULTY BREATHING	130
DUMPSTER FIRE	1
ELECTRICAL FIRE	3
FALL	166
FOOD ON STOVE	4
GENERAL ILLNESS	335

COMPANY	Count	COMPANY	Count
VEHICLE FIRE	8	ELECTRICAL FIRE	2
WIRES DOWN/ARCING	1	FALL	236
Sum	236	FOOD ON STOVE	1
Avg	5.6	GENERAL ILLNESS	309

23F

ALTERED MENTAL STATUS	2
AUTOMATIC AID	2
CARDIAC	1
CHEST PAIN	2
DIFFICULTY BREATHING	4
FALL	4
GENERAL ILLNESS	13
INJURED PERSON	1
OUTSIDE HAZMAT	1
PUBLIC SERVICE	1
SEIZURE	1
STROKE	1
Sum	33
Avg	2.8

25

AFA/FALSE	1
ALLERGIC REACTION	12
ALTERED MENTAL STATUS	48
ANIMAL BITE	3
ASSAULT	6
ASSIST LAW ENFORCEMENT	4
AUTOMATIC AID	2
BURN(S)	2
CARDIAC	43
CARDIAC ARREST	13
CHEST PAIN	98
CHIMNEY FIRE	1
CHOKING	5
DEFECTIVE APPLIANCE	4
DIABETIC	23
DIFFICULTY BREATHING	216
DUMPSTER FIRE	1

GOOD INTENT CALL	2
HEAT EXHAUSTION/STROKE	1
HEMORRHAGE	25
HYPERTENSION	8
HYPOTENSION	3
INJURED PERSON	41
INSIDE HAZMAT	6
MEDIC ALERT/ACCIDENTAL	11
MENTAL DISORDER	1
MOTOR VEHICLE ACCIDENT	46
MUTUAL AID	19
MVC 81	42
OB/GYN	10
OUTSIDE HAZMAT	1
OVEN/STOVE FIRE	4
OVERDOSE	28
PEDESTRIAN STRUCK	1
PERSON DOWN	2
PUBLIC SERVICE	39
SEARCH	1
SEIZURE	30
SMOKE/ODOR INVESTIGATI	1
STROKE	27
STRUCTURE FIRE	9
SUICIDE	4
SUICIDE ATTEMPT	23
UNATTENDED DEATH	10
UNCONSCIOUS	40
VEHICLE FIRE	10
Sum	1475
Avg	29.5

25C

ALTERED MENTAL STATUS	3
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COMPANY	Count	COMPANY	Count
ASSAULT	1	ALTERED MENTAL STATUS	3
AUTOMATIC AID	3	ASSAULT	1
BRUSH/WOODS FIRE	2	BURN(S)	1
CARDIAC	6	CARDIAC	8
CARDIAC ARREST	1	CARDIAC ARREST	1
CHEST PAIN	5	CHEST PAIN	7
CHIMNEY FIRE	1	CHOKING	1
DEFECTIVE APPLIANCE	1	CO LEAK	1
DIABETIC	3	DIABETIC	3
DIFFICULTY BREATHING	10	DIFFICULTY BREATHING	21
FALL	11	ELECTRICAL FIRE	2
FOOD ON STOVE	1	FALL	23
GENERAL ILLNESS	15	GENERAL ILLNESS	40
GOOD INTENT CALL	2	GOOD INTENT CALL	1
HEMORRHAGE	3	HEMORRHAGE	1
INJURED PERSON	6	INJURED PERSON	5
INSIDE HAZMAT	1	INSIDE HAZMAT	1
MEDIC ALERT/ACCIDENTAL	3	MEDIC ALERT/ACCIDENTAL	1
MOTOR VEHICLE ACCIDENT	5	MOTOR VEHICLE ACCIDENT	7
MUTUAL AID	24	MUTUAL AID	1
MVC 81	9	MVC 81	6
MVC 81	1	OVEN/STOVE FIRE	1
OVEN/STOVE FIRE	1	OVERDOSE	1
OVERDOSE	2	PUBLIC SERVICE	3
PERSON DOWN	3	SEIZURE	5
PUBLIC SERVICE	2	STROKE	4
SEARCH	1	STRUCTURE FIRE	1
SEIZURE	2	SUICIDE ATTEMPT	6
SMOKE/ODOR INVESTIGATI	1	UNCONSCIOUS	11
SUICIDE ATTEMPT	5	VEHICLE FIRE	1
UNATTENDED DEATH	3		
UNCONSCIOUS	1		
VEHICLE FIRE	5		
		Sum	169
		Avg	5.5
Sum	143		
Avg	4.2		
		5	
		ALLERGIC REACTION	5
		ALTERED MENTAL STATUS	75
		ANIMAL BITE	2
		ASSAULT	13

25F

ALLERGIC REACTION	1
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COMPANY	Count	COMPANY	Count
CARDIAC	2	CARDIAC ARREST	1
CARDIAC ARREST	1	CHEST PAIN	21
CHEST PAIN	3	CHOKING	4
CHOKING	1	DIABETIC	3
DEFECTIVE APPLIANCE	1	DIFFICULTY BREATHING	37
DIABETIC	3	FALL	53
DIFFICULTY BREATHING	15	GENERAL ILLNESS	71
ELECTRICAL FIRE	1	GOOD INTENT CALL	2
FALL	23	HEMORRHAGE	5
GENERAL ILLNESS	35	HYPERTENSION	1
GOOD INTENT CALL	7	INJURED PERSON	13
HEMORRHAGE	1	INSIDE HAZMAT	2
HYPERTENSION	1	MEDIC ALERT/ACCIDENTAL	9
INDUSTRIAL/ACCIDENT	1	MOTOR VEHICLE ACCIDENT	6
INJURED PERSON	9	MVC 81	8
INSIDE HAZMAT	3	OVEN/STOVE FIRE	3
MEDIC ALERT/ACCIDENTAL	12	OVERDOSE	8
MOTOR VEHICLE ACCIDENT	20	PUBLIC SERVICE	7
MVC 81	22	SEARCH	1
OUTSIDE HAZMAT	1	SEIZURE	6
OVERDOSE	3	STALLED/STUCK ELEVATOR	1
PERSON DOWN	2	STROKE	10
PUBLIC SERVICE	2	STRUCTURE FIRE	2
SEARCH	1	SUICIDE ATTEMPT	4
SEIZURE	4	UNATTENDED DEATH	2
STROKE	2	UNCONSCIOUS	10
STRUCTURE FIRE	3	VEHICLE FIRE	3
SUICIDE ATTEMPT	9		
UNCONSCIOUS	11		
VEHICLE FIRE	7		
		Sum	332
		Avg	10.7

5V

MVC 81	1
Sum	1
Avg	1.0

9

AFA/ACCIDENTAL	1
AFA/FALSE	3
AFA/MALFUNCTION	4

5F

ALTERED MENTAL STATUS	29
ASSAULT	1
ASSIST LAW ENFORCEMENT	1
CARDIAC	8

COMPANY	Count	COMPANY	Count
BRUSH/WOODS FIRE	1	MEDIC ALERT/ACCIDENTAL	1
-----		-----	
Sum	1	MOTOR VEHICLE ACCIDENT	1
Avg	1.0	-----	
FOR1		MVC 81	4
-----		-----	
BRUSH/WOODS FIRE	3	SEIZURE	1
-----		-----	
CONTROLLED BURN	1	STRUCTURE FIRE	2
-----		-----	
ILLEGAL BURN	2	UNCONSCIOUS	2
-----		-----	
SMOKE/ODOR INVESTIGATI	1	Sum	27
-----		Avg	1.8
Sum	7		
Avg	1.8		
FOR2		R50C	
-----		-----	
BRUSH/WOODS FIRE	4	ALTERED MENTAL STATUS	1
-----		-----	
Sum	4	CARDIAC	1
Avg	4.0	-----	
		CARDIAC ARREST	1

		CHEST PAIN	4

		DIFFICULTY BREATHING	3

		FALL	3

		GENERAL ILLNESS	6

		HYPERTENSION	1

		INJURED PERSON	2

		MVC 81	2

		RECREATION/ATV ACCIDEN	1

		SEIZURE	1

		STRUCTURE FIRE	3

		UNCONSCIOUS	1

		VEHICLE FIRE	2

		Sum	32
		Avg	2.1
FOR3		R60	
-----		-----	
WIRES DOWN/ARCING	1	ELECTRICAL FIRE	1
-----		-----	
Sum	1	MUTUAL AID	1
Avg	1.0	-----	
		MVC 81	1

		SMOKE/ODOR INVESTIGATI	1

		STRUCTURE FIRE	2

		Sum	6
		Avg	1.2
P1		R60C	
-----		-----	
AUTOMATIC AID	1	BRUSH/WOODS FIRE	2
-----		-----	
MUTUAL AID	1	INJURED PERSON	1
-----		-----	
Sum	2		
Avg	1.0		
P1C			

DEFECTIVE APPLIANCE	1		

Sum	1		
Avg	1.0		
R50			

CARDIAC	2		

CARDIAC ARREST	1		

CHEST PAIN	2		

CHIMNEY FIRE	2		

CHOKING	1		

DIFFICULTY BREATHING	1		

GENERAL ILLNESS	5		

INJURED PERSON	1		

INSIDE HAZMAT	1		

COMPANY	Count	COMPANY	Count
OVEN/STOVE FIRE	1		
SMOKE/ODOR INVESTIGATI	2		
STRUCTURE FIRE	1		
Sum	7		
Avg	1.4		
W1			
CHEST PAIN	1		
MVC 81	1		
Sum	2		
Avg	1.0		
Grand Total	11220		

**APPENDIX D - SHENANDOAH COUNTY FIRE & RESCUE MISSION, VISION,
CORE VALUES**

DRAFT

Mission Statement

The Shenandoah County Department of Fire and Rescue is committed to providing a safe community, protecting the life and welfare for all people residing or visiting Shenandoah County. We accomplish this by delivering quality emergency services to our community. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our Core Values.

Vision Statement

It is the vision of the Shenandoah County Department of Fire and Rescue to provide the public with highly trained, professional staff to provide quality service to the community.

The Shenandoah County Department of Fire and Rescue will strive to enhance a positive and effective working relationship with all volunteer agencies, co-workers, and others involved in creating a safe environment for citizens and visitors within our area.

The Shenandoah County Department of Fire and Rescue will provide the best quality customer service both in emergency and non-emergency situations to increase the quality of life of all citizens and visitors. The Fire and Rescue Department shall continue to grow with the community.

May our ideals become our reality.

Core Values: P.R.I.D.E.

Professionalism

- * In our actions, conduct, and job performance***
- * Constantly striving to set a positive example***

Respect

- * To have high regard for all citizens and each other***
- * To admire difference of opinions and different points of view***

Integrity

- * To be truthful and honest***
- * To be ethical; doing what is right***
- * Being guided by the ideal of fundamental fairness in everything we do***

Dedication

- * To the organization, each other, our families and the community we serve***

Excellence

- * In everything we do***
- * Always seeking to improve and excel***

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APPENDIX E: 2018 SHENANDOAH COUNTY FIRE & RESCUE SURVEY

DRAFT

**Strategic Planning Survey
Shenandoah County Fire & EMS
August 2018**

1. The Mission Statement of the combined Shenandoah County Fire and Rescue is:

“The Shenandoah County Department of Fire and Rescue is committed to providing a safe community, protecting the life and welfare for all people residing or visiting Shenandoah County. We accomplish this by delivering quality emergency services to our community. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our Core Values.”

Does this mission statement meet your expectations for the combined fire & rescue services in Shenandoah County?

_____ Yes
_____ No

Comments:

2. The Vision Statement for the combined fire and rescue service in Shenandoah County is:

“It is the vision of the Shenandoah County Department of Fire and Rescue to provide the public with highly trained, professional staff to provide quality service to the community.

The Shenandoah County Department of Fire and Rescue will strive to enhance a positive and effective working relationship with all volunteer agencies, co-workers, and others involved in creating a safe environment for citizens and visitors within our area.

The Shenandoah County Department of Fire and Rescue will provide the best quality customer service both in emergency and non-emergency situations to increase the quality of life of all citizens and visitors. The Fire and Rescue Department shall continue to grow with the community.

May our ideals become our reality.”

Does this vision statement reflect your expectations for fire & rescue services in Shenandoah County?

_____ Yes
_____ No

Comments:

3. The core values adopted by the Shenandoah County Department of Fire & Rescue are depicted in the acronym - P.R.I.D.E.

Professionalism

- *In our actions, conduct, and job performance*
- *Constantly striving to set a positive example*

Respect

- *To have high regard for all citizens and each other*
- *To admire difference of opinions and different points of view*

Integrity

- *To be truthful and honest*
- *To be ethical; doing what is right*
- *Being guided by the ideal of fundamental fairness in everything we do*

Dedication

- *To the organization, each other, our families and the community we serve*

Excellence

- *In everything we do*
- *Always seeking to improve and excel*

a. Do these best reflect what you think should be the values of those who are part of the combined fire and rescue services in Shenandoah County?

_____ Yes

_____ No

Comments:

b. Do you feel that these values are currently portrayed by the *members of the department*?

_____ Yes

_____ No

Comments:

c. Do you feel that these values are currently portrayed by the *members of the volunteer departments and agencies*?

_____ Yes

_____ No

Comments:

4. Please rank (1-9, with 1 most important and 9 least important) the importance of the following areas of emphasis to the successful delivery of fire and rescue services in Shenandoah County:

_____ Retention/Recruitment

_____ Emergency Radio System

_____ Communications
(personal internal/external)

_____ System-wide funding

_____ Combination System
(chain of command, line of authority, paid/volunteer relationships)

_____ Capital Acquisition

_____ System-wide standardization
(equipment and protocols)

_____ System Depth
(human and equipment resources)

_____ Training

Other: (please explain)

5. Please rank (1-10, with 1 most important and 10 least important) the areas of emphasis which need most attention or action over the next 3 to 5 years and 6 to 10 years to help ensure the successful delivery of fire and rescue services in Shenandoah County:

3 to 5 years	6 to 10 years	
_____	_____	Retention/Recruitment
_____	_____	Emergency Radio System
_____	_____	Communications (personal internal/external)
_____	_____	System-wide funding
_____	_____	Combination System (chain of command, line of authority, paid/volunteer relationships)
_____	_____	Capital Acquisition
_____	_____	System-wide standardization (equipment and protocols)
_____	_____	System Depth (human and equipment resources)
_____	_____	Training
_____	_____	Strong data collection and Reporting system

6. Using the top three areas of emphasis from Question 5, please list *two to three specific tasks or actions* that you feel are key to successfully addressing each:

Emphasis Area #1: _____

Tasks:

- 1. _____

- 2. _____

- 3. _____

Emphasis Area #2: _____

Tasks:

- 1. _____

- 2. _____

- 3. _____

Strategic Planning Survey, Continued

Emphasis Area #3: _____

Tasks:

1. _____

2. _____

3. _____

APPENDIX F: FIRE & RESCUE STRATEGIC PLAN SURVEY RESULTS 2018

DRAFT

**Strategic Planning Survey
Shenandoah County Fire & EMS
August 2018**

1. The Mission Statement of the combined Shenandoah County Fire and Rescue is:

Does this mission statement meet your expectations for the combined fire & rescue services in Shenandoah County?

Yes (18)

No (2)

Comments:

- Perhaps using the term "combination" in advance of "Department" would encourage a broader acceptance
- Do we measure both proactively & reactively e.g. "response time" is after -- do we measure available capacity to respond?
- However demands are not being enforced
- Lack resources (people) to fully accomplish this correctly
- But could better state that includes volunteers so the general public better understands how service is provided
- We should all strive for this
- System depth prohibits us from protecting life & welfare of all citizens/visitors
- Very well done

2. The Vision Statement for the combined fire and rescue service in Shenandoah County is:

Does this vision statement reflect your expectations for fire & rescue services in Shenandoah County?

Yes (19)

No (1)

Comments:

- We want all agencies to work together administratively as well as in operations and standardize policy and procedures
- It's just not being done
- Very well done

3. The core values adopted by the Shenandoah County Department of Fire & Rescue are depicted in the acronym - P.R.I.D.E.

a. Do these best reflect what you think should be the values of those who are part of the combined fire and rescue services in Shenandoah County?

Yes (20)

No (0)

Comments:

- These are excellent, but why are there 3 entities not present today?
- But it needs to be told to all the people the (?), some don't know about it
- Just not being accomplished

b. Do you feel that these values are currently portrayed by the *members of the department*?

Yes (15)

No (4)

Note: 1 respondent did not answer

Comments:

- For the most part yes, however there are always those who do not, a mix of conflicting personalities
- Most dept but no all
- Yes on county
- Three are not here, why?
- Some

c. Do you feel that these values are currently portrayed by the *members of the volunteer departments and agencies*?

Yes (17)

No (2)

Comments:

- Same as above, various personalities some with conflicting or personal agendas
- Too much "tribal mentality." Paid employee taking "over" volunteers and telling them what to do. Volunteer in positions they are not trained. Lack of respect for staff. All agencies would be part of SCFR - but meeting need to be useful and not tear apart paid vs. volunteer. The reason some do not attend.
- Not a consistent, uniformed "department" it can appear disjointed

- They seem so in the "now" but not being here seems to reflect a lack of vision to plan
- Some
- There are some differences that reflect the pride in the individual agencies and the communities they serve. Agencies are proud of their history.
- Probably more so than career (pd)
- Some do a great job, others do not. Some vol. agencies have struggled with this internally due to lack of competent leadership, inadequate bylaws, failure to discipline.
- We recently (about 9 months ago) had a volunteer company use poor judgement resulting in arrests/jail time. The respective town stepped in and improvements are being made.

4. Please rank (1-9, with 1 most important and 9 least important) the importance of the following areas of emphasis to the successful delivery of fire and rescue services in Shenandoah County:

Ranked, with average scores:

2.33	Retention/Recruitment
2.85	Combination System
3.45	Training
3.94	Communications
4.35	System Depth
5.1	System-wide funding
5.11	Emergency Radio System
5.45	System-wide standardization
6.35	Capital Acquisition

5. Please rank (1-10, with 1 most important and 10 least important) the areas of emphasis which need most attention or action over the next 3 to 5 years and 6 to 10 years to help ensure the successful delivery of fire and rescue services in Shenandoah County:

Ranked, with average score:

3 – 5 Years	Emphasis	6 - 10 Years	Emphasis
2.19	Retention/Recruitment	2.86	Retention/Recruitment
2.87	Combination System	3.5	Combination System
3.28	Training	3.64	Training

Strategic Planning Survey, Continued

3.44	Communications	4.22	Communications
3.58	System Depth	5.55	System Depth
3.62	Emergency Radio System	5.82	System-wide funding
4.71	System-wide funding	6	System-wide standardization
6	Capital Acquisition	6.69	Strong Data Collection
6	System-wide Standardization	7.06	Capital Acquisition
6.14	Strong Data Collection	7.11	Emergency Radio System

6. Using the top three areas of emphasis from Question 5, please list *two to three specific tasks or actions* that you feel are key to successfully addressing each:

Retention/Recruitment

A.

- Address issue at high school level
- Incentives for membership

B.

- Put incentive on getting people to stay

C.

- Make it worth the vol time and not just a \$25.00 county sticker

D

- We need it now
- We need to keep what we have

E.

- ID ways to recruit volunteers
- ID ways to retain same, develop incentives

F.

- Hire recruitment/retention specialist
- Develop a system wide application process
- Implement new member/employee orientation

G.

- Get our youth involved & keep them

- Utilize institutional knowledge & experience from older members
- Assistance to prevent burn-out

H.

- No incentive to be in service anymore
- Need to offer something that is gonna keep people with the county & organizations

I.

- Create job description for recruit/retention position. Hiring process involve key players - input from stakeholders
- Form positive working relationships w/ all stakeholders
- Uniform probation period for all new member combined trainings

J.

- Embrace the fact volunteers are aging out... emphasize their role in support positions
- Embrace what others are doing outside our community (eg. Live in quarters, incentive pay/bonuses for "volunteers")

K.

- Works in conjunction with training
- Training/turnover is expensive!
- #1 driver of relationship building - making an investment in people is vital to community sustainability and success

Combination System

A.

- Need to establish chain of command and relationship between paid/volunteer
- Need to look at what is best for the community - not individual agency

B.

- Codify the County Fire Chief. Empower him/her to enforce rules/regs/SOPs within the entire system
- Uniformly enforce SOPs. They exist but not uniformly enforced.

C.

- Define role of county fire chief and how it relates to volunteers
- Recruit volunteers
- Retention of vol/paid staff

D.

- Identify the combination system chain of command
- Define roles/responsibility/authority of each

E.

- Build and keep relationships between paid and volunteer

F.

- Codify chief
- F/R Assoc function as combination group paid & career

G.

- Combined mtgs
- PR w/ volunteer staff - need to feel they are vital
- All depts/co's should be mandatory to part of Assoc., or funding should be cut from County

Communications

A.

- Expand channels use to include video conferences, social media, etc.
- Keep the communications effective and not cumbersome
- Be consistent

B.

- Embrace technology
- Technology committee within county
- Funding for new technology

C.

- Volunteer agencies are poor at internal communications. Consider a centralized messaged board

- Have 1-4 annual meetings with all fire rescue leaders. Consider improved ways to educate our public
- Consider abandoning the "Volunteer Association" it implies a division from the "paid" side of the equation. Recast it as combination association or some other uniquely titled org. Current ??? Aid a a environment of miscommunication/mistrust

D.

- Vol/career talking to each other
- Officers talking to firefighters
- Paid chief talking to vol chiefs

E.

- Better representation from all Co's

Vol/Career on Relationships

A.

- Get on same page
- Establish chain of command

Systemwide Standardization

A.

- More equipment needs to be the same across the board
- Pumpers/engines need to be spec'd the same (ex. Hose, nozzles, and so on)
- Everyone needs to be on the same page when it comes to calls and meetings

B.

- Standardize volunteer station protocols/bylaws so the new ret & recruitment position can walk into any station with standards the same
- Standard equipment so volunteer or career can go to any station and operate equip

System Depth

A.

- Identify areas of need - what dept are asking for additional personnel/resources, what depts call volume exceeds personnel/resources
- What apparatus do we have dedicated to what areas, etc
- Data collection to answer those questions

B.

- Retaining operational volunteers and better manage vol. scheduling
- Add additional personnel to those stations not staffed around the clock along Rt 11
- Add ambulance to Edinburg & Toms Brook areas

C.

- Know capacity to respond, not just measure after
- Know capacity to respond, not just measure after

D.

- Identify current depth by categorizing operational support & administrative categories
- Determine depth in all
- Determine what shortfalls we have and anticipate having

Training

A.

- County training offered to all volunteer/career staff. - not just individual companies
- Explore and identify specific needs of each dept/co
- Shen. Co. Fire - represented @ career fairs etc. @ local high school. Revisit high school training @ TTI with possible use of Mt. Jackson facility

B.

- Works in conjunction with retention & recruitment
- Is the E in PRIDE - always seeking to improve and excel in knowledge base, efficiency, up to date technique and method
- Enables quality services

C.

- Work with people so they can get the training and still be able to have a life

D.

- Do it. It was keeps departments together
- It is what keeps member coming back
- It is the backbone

E.

- Can more be done on line or at home? Follow w/ appropriate testing
- How can it be made easier to obtain, i.e. more local

F.

- We need to have a standard
- Everybody needs the same thing
- We all need to be on same level

G.

- Identify what trainings are wanted/needed by all Fire/Rescue personnel
- Variety of times/dates/locations for trainings - what works

H.

- LFEMS council teach EMT or LFCC teach EMT (they may be doing this)?
- What do we need? Numerous classes throughout county?

I.

- Require training for career and volunteer
- Divide stations into battalions and have a weekly, bi-weekly, or monthly training so we can train together as volunteers and career which would improve our operating procedures since we will be working together on incidents. Install someone to be in charge of their battalion to set up training schedules and locations of trainings with either career and/or volunteer officers.
- As many career staff our placed on strictly medic units have them conduct trainings with their surrounding fire stations they will be working with to be familiar with their apparatus.

Radio System

A.

- Currently being addressed in upcoming budget(s)

B.

- Put in a system that will last longer than 3-5 years before it is outdated when it is up and running
- We need the updated system now

C.

- Upgrades and coverage
- In works to be fixed, long overdue!!
- Currently being addressed in CIP for upcoming fiscal year

D.

- Upgrading the radio system to digital for better communication and a bigger selection of channels for different operations on the fire grounds.
- Upgrading or placing additional towers in areas that have dead spots.
- Standardizing radio communication and terminology.

Capital Acquisition

A.

- What do Co. needs
- Do not duplicate equipment

B.

- If it's mandated by the county then fund it

System Wide Funding

A.

- Give to the department that are doing their part with all us!

B.

- Redistribute funding based on performance
- Have vol. agencies submit annual financial statement
- Explore funding mechanisms to finance personnel & capital expenses for F/R

C.

- Many volunteer station that house career staff have to fund money for the up keep of their building, materials, and appliances. The county should be expected to pay for those costs to take the pressure off the volunteers
- Fire stations with only volunteers should be funded money by the county for a certain amount at least once a year for assistance with up keep on apparatus. Fire stations with both career and volunteer should receive more money at least once a year for assistance with up keep on apparatus and other costs needed to have safe and suitable living conditions for the staff.
- Although the county has already begun, but for the county to take over the purchasing and maintenance of equipment such as gas meters, thermal Imaging cameras, SCBA's, Gas saws, Hydraulic tools, Hoses and hose testing, Ladders and ladder testing, and any vehicle maintenance that is needed.

Strong data collection

A.

- Measure what is available in staff/equipment
- Keep measures the same over time so that trends emerge
- Make the measurement objective, not subjective (no fudge factor); Preferably from a 3rd party

Misc/No Title

A.

- Need vol to survive
- Need depth of vol
- Need to be trained

B.

- Communication from all areas

**APPENDIX G: CODE OF VIRGINIA ENABLING LEGISLATION FOR FIRE
SERVICE DISTRICTS SEC. 27-23.1**

DRAFT

§ 27-23.1. Establishment of fire zones or districts; tax levies.

The governing bodies of the several cities or counties of the Commonwealth may create and establish, by designation on a map of the city or county showing current, official parcel boundaries, or by any other description which is legally sufficient for the conveyance of property or the creation of parcels, fire zones or districts in such cities or counties, within which may be located and established one or more fire departments, to be equipped with apparatus for fighting fires and protecting property and human life within such zones or districts from loss or damage by fire, illness or injury.

In the event of the creation of such zones or districts in any city or county, the city or county governing body may acquire, in the name of the city or county, real or personal property to be devoted to the uses aforesaid, and shall prescribe rules and regulations for the proper management, control, and conduct thereof. Such governing body shall also have authority to contract with, or secure the services of, any individual corporation, organization, or municipal corporation, or any volunteer firefighters for such fire protection as may be required.

To raise funds for the purposes aforesaid, the governing body of any city or county in which such zones or districts are established may levy annually a tax on the assessed value of all property real and personal within such zones or districts, subject to local taxation, which tax shall be extended and collected as other city or county taxes are extended and collected. However, any property located in Augusta County that has qualified for an agricultural or forestal use-value assessment pursuant to Article 4 (§ [58.1-3229](#) et seq.) of Chapter 32 of Title 58.1 may not be included within such a zone or district and may not be subject to such tax. In any city or county having a population between 25,000 and 25,500, the maximum rate of tax under this section shall be \$0.30 on \$100 of assessed value.

The amount realized from such levy shall be kept separate from all other moneys of the city or county and shall be applied to no other purpose than the maintenance and operation of the fire departments and companies established under the provisions of this section.

1970, c. 187; 1972, c. 252; 1977, c. 326; 1978, c. 682; 1985, c. 343; 1993, c. 915; 2001, cc. [111](#), [142](#); 2007, c. [813](#); 2015, cc. [502](#), [503](#).