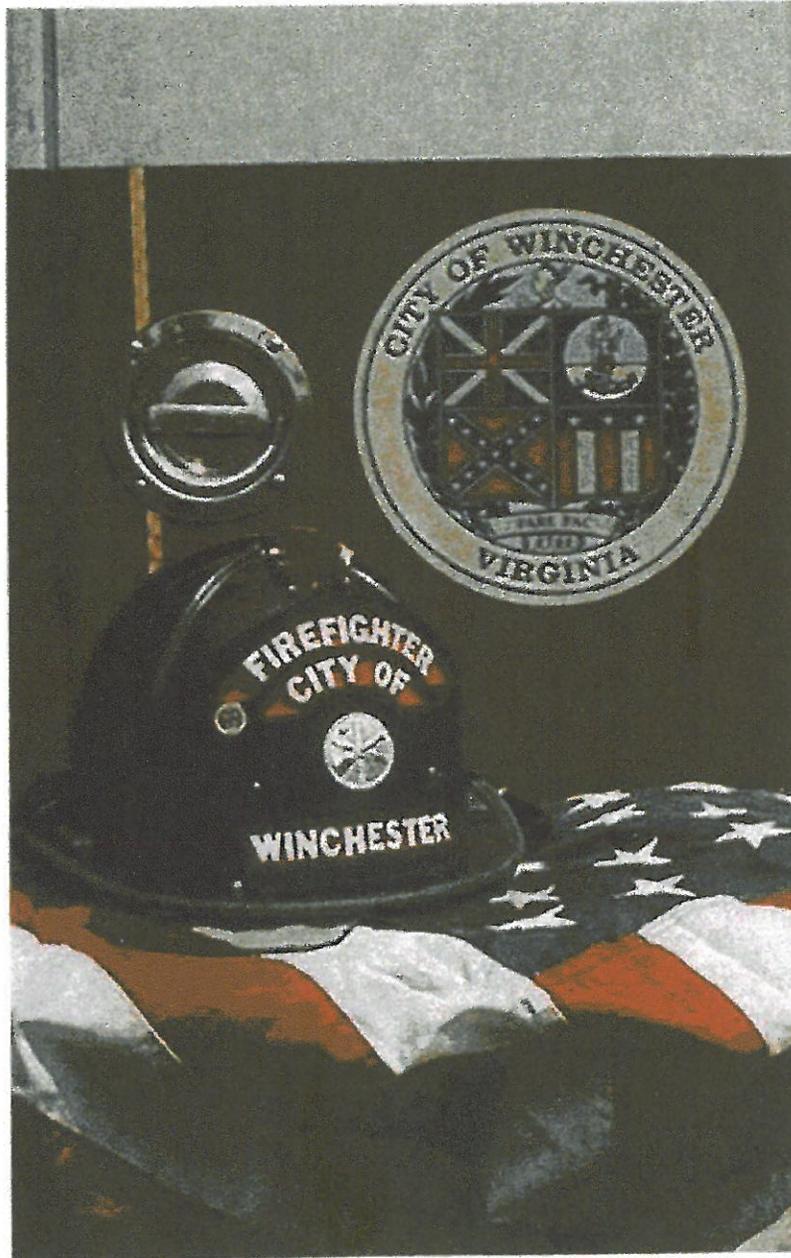


*Winchester Fire & Rescue Department
and
Emergency Communications Center*



2003 Annual Report

January 28, 2004

Mr. Edwin Daley
City Manager
Rouss City Hall
15 North Cameron Street
Winchester, Virginia 22601

Dear Mr. Daley:

On behalf of Winchester Fire & Rescue and Emergency Communications Center, the following report highlights the activities of the Department during 2003. The report will be presented in a narrative format accompanied by various charts, graphs, and photographs identifying statistical data and activities.

The purpose of the report is to provide an opportunity to reflect on the activities of the previous year and consider direction for the Department in the coming year and beyond. As we review 2003, it would be deemed a successful year for the community, City, and Department. For the first time in two or more decades the number of incidents responded to by the Department decreased by 3.6%. The total incidents responded to by the Department were 4,931 identifying a decrease of 185 incidents below the 2002 level. A review of incident history based on general categories indicates that 3,764 incidents were Emergency Medical Services (EMS), 117 Fire, and 1,050 Other Assorted Events. The EMS incidents resulted in treatment of 3,726 patients, while fire related incidents resulted in one fatality, four injuries to department personnel, and three civilian injuries. Illustrations 1 and 2 reflects statistical information comparing total incidents during the previous ten years, and the number of patients contacted and treated by personnel of the Department during the previous five years. Illustration 3 provides comparative data concerning the classifications of emergency medical incidents addressed during a three year period and Illustration 3-A addresses general incident classification over a three year period.

Illustration 1
EMERGENCY RESPONSES
1994-2003

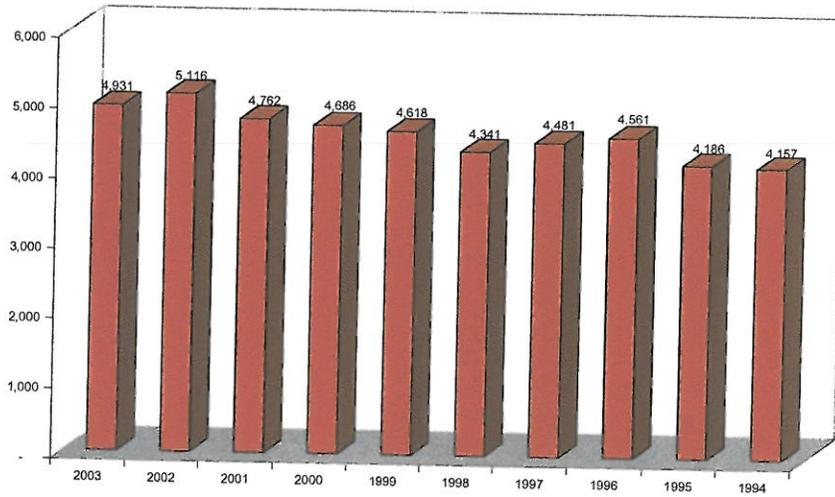


Illustration 2

EMERGENCY MEDICAL SERVICES
PATIENTS CONTACTED/TREATED
1999-2003

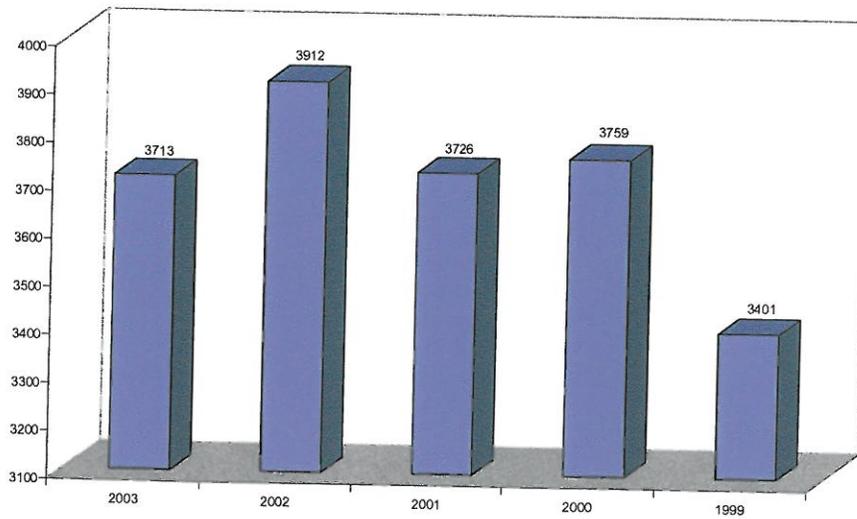


Illustration 3

EMERGENCY MEDICAL SERVICES SERVICE PER CALL TYPE 2001-2003

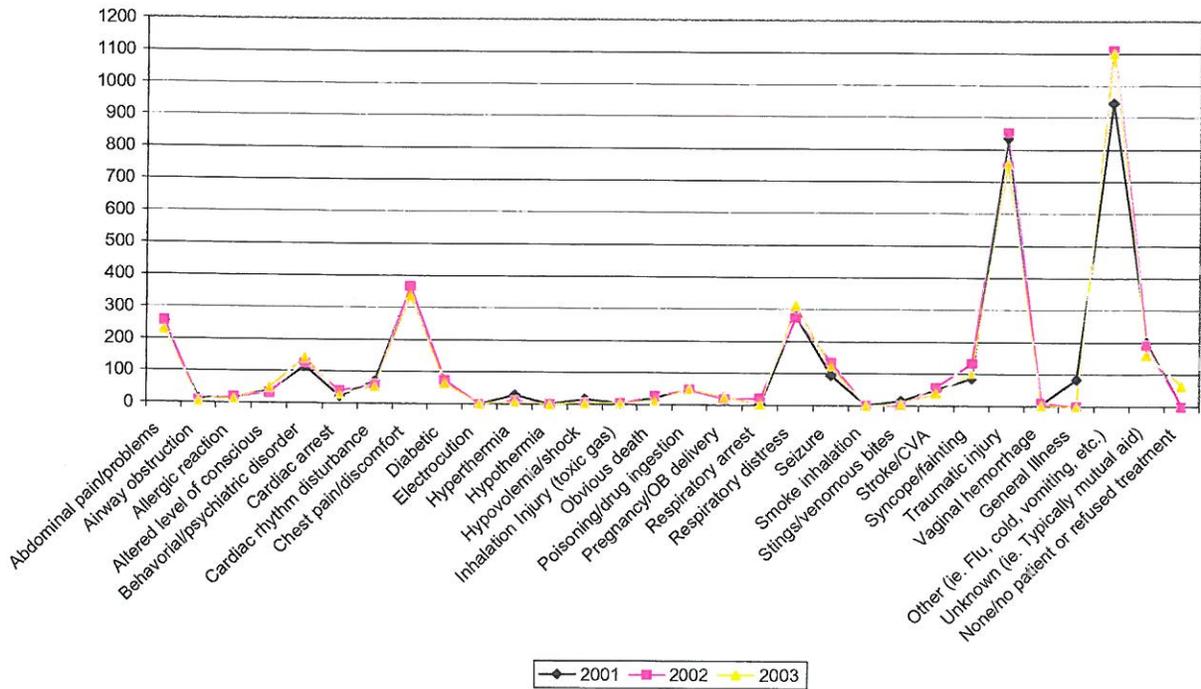
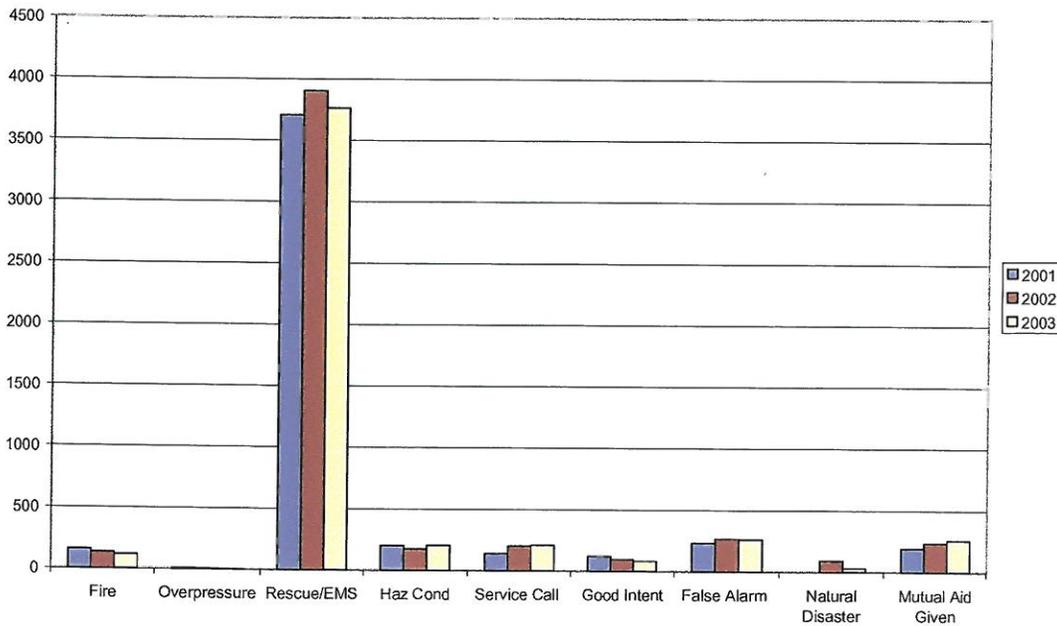


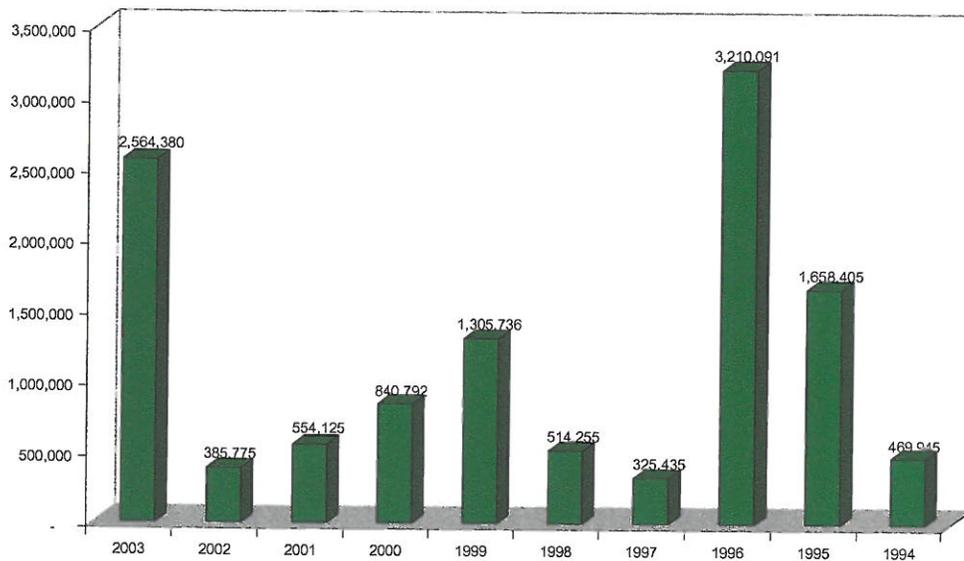
Illustration 3-A

INCIDENT TYPES 2001-2003



Direct monetary loss due to fire is estimated at \$2,564,380 with the majority of this loss originating during major incidents at the First Baptist Church, Probation and Parole, and K-Mart. These incidents accounted for 62.5% or \$1,598,050 of the overall property loss. The property loss figures do not identify personal trauma or the indirect monetary loss, such as loss of business, services, possible tax revenues, and loss of personal income. Illustration 4 provides a graphic display comparing the direct monetary loss during the previous ten year period.

Illustration 4
PROPERTY LOSS SUMMARY
1994-2003



At the beginning of 2003, the Department had ten career positions vacant, based on the authorized strength of 45 uniformed positions. During the year all but one of the positions was filled and it is anticipated that within thirty to sixty days this position will be filled. Presently five individuals are participating in entry level training and when successfully completed will be assigned to a station and shift. One of the Department's future objectives is to meet the standard as set forth within the National Fire Protections Association's Pamphlet-1710 with regard to station staffing and service delivery. It is the intent of the Department to present a plan to Council during the year that more definitively describes the standard and the criteria.

The Department's Promotional System was activated during the year within the operational field forces and the emergency communications division. Captain Ganoe, and Lieutenants Kensinger and McClellan were promoted within the Operational field forces. The promotions were achieved through an internal process of competency evaluations, knowledge, skills, and a competitive process. Captain Ganoe will assume the responsibilities of the Department's Assistant Fire Marshal, while maintaining operational status and supporting the IT program of the Department. Captain Ganoe will be supported by a Lieutenant and others, as assigned. Lieutenants Kensinger and McClellan will perform as operational officers and will be involved with various functions, including but not limited to Emergency Medical Services Administration and Compliance, IT, and Hazardous Materials Team Support and Response.

The Department saw the retirement of Lieutenant Wayne Braithwaite during the year. Wayne served the Department and community for more than 27 years; we extend best wishes to Wayne for a healthy and prosperous future.

The Department continued a pro-active in-service training program, recording 8,262 hours of training during the year. The training has been diverse and included subject material in all disciplines in which the Department provides service. In addition, the Department, through a cooperative effort with Frederick County, completed the first full year of the Fire Academy Program for new volunteer recruits. This endeavor has been extremely valuable in training volunteer personnel, and in some cases, career staff in an efficient and timely manner. Figure 1 is reflective of the training conducted by career and volunteer personnel of the Department.

Figure 1

2003 TRAINING SUMMARY			
	LOCAL TRAINING	STATE TRAINING	TOTAL OVERALL
CO. 1	413	938	1,351
CO. 2	84	581	665
CO. 4	185	1,063	1,248
CO. 5	385	633	1,018
CAREER PERSONNEL	2,438	1,544	3,982
GRAND TOTALS	3,503	4,759	8,262

A new endeavor was the deployment of a FF/EMS Specialist to the Police Department's Special Weapons and Tactical Team. FF/EMS Specialist David Kushnir expressed interest in this position and volunteered to provide his talents in the support of this endeavor. The upcoming year will find a continuation and increased involvement of this support function with a goal of having two additional FF/EMS Specialist trained to support the Police Department Team.

The Department conducted a comprehensive full scale exercise during January of 2003 geared to Hazardous Materials and Weapons of Mass Destruction. The exercise was supported by a grant obtained through the Virginia Department of Emergency Management and was participated in by Winchester Fire & Rescue, the Regional Hazardous Materials Response Team, Frederick County Fire & Rescue, Winchester Police, Winchester Medical Center, Lord Fairfax EMS Council, Virginia State Police, Virginia Department of Emergency Management, Federal Bureau of Investigation, Salvation Army, and other local, State, and Federal agencies. The exercise took place over an eleven-hour period in weather conditions that had temperatures hovering in the low twenties with sleet, freezing rain, and snow. It was truly a learning experience that identified strong and weak points of the overall operations. There were eighteen areas of concerns identified within the Hazardous Materials section of the exercise. Ten of the concerns were met or addressed during the year, and the remaining eight will be pursued during 2004.



All career personnel were issued new Personal Protective Equipment (PPE) and station uniforms meeting NFPA standards. A peer committee comprised of Mike Chiemento, Kevin Duckwall, Jim Haines, Terry Orndorff, Gary Ganoe, and Steve DeHaven was charged with establishing a specification for the PPE and station uniforms, including suggestions for project implementation. The Committee did an absolutely outstanding job and put together a program that provides top of the line PPE and uniforms for all career personnel, ensuring safety and a professional appearance of all career personnel.

The Winchester Regional Hazardous Materials Team began 2003 with Lt. Kevin Yost taking over the reigns from the retiring Lt. Wayne Braithwaite. Lt. Braithwaite had been the Department's Haz Mat Officer since the Team's inception in 1990. Lt. Yost has pursued these new duties with enthusiasm and has formulated a work plan for 2004.

Grants received from FEMA and VDEM/DOJ allowed the Team and Department to purchase much needed equipment including: Eight (8) Scott 50 self-contained breathing apparatus with eight (8) spare bottles (these are located on Haz Mat 4), sixteen (16) Scott Envoy Radio Com facepiece communications devices, eight (8) DuPont Tychem Level A entry suits complete with test kit, 200 Scott Enforcement (WMD) cartridges with adapters, 200 Tyvek coveralls, and 200 Tychem QC coveralls. Total assistance to Firefighter Grant was \$83,711 with a 10% match of \$9,301. The receipt of this grant in the amount of \$93,012 improved the capabilities of the Hazardous Materials Team and the overall department. The VDEM/DOJ grants, covering the successive years of 1999, 2000, 2001, and 2002, permitted the purchase of a Mini-Rae 2000 portable monitor for detecting volatile organic compounds; a Quatimeter 1000, with accessories, for detecting the presence of chemicals, in addition to the sixteen foot Haz Mat Support Trailer. These four grants were received in a lump sum payment of \$35,624.87. This trailer, along with the Department's new Duty Vehicle, will respond on all team responses along with Haz Mat 4.



Haz Mat Support Trailer



Decon Trailer



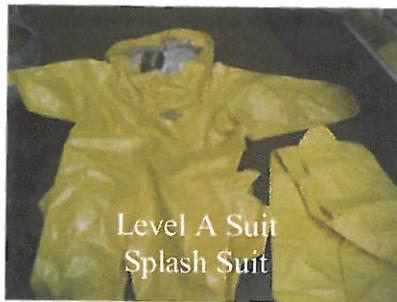
Scott Air Packs with
AV 3000 Mask



Thermal Imaging Camera
with Receiver



Mini-Rae 2000



Level A Suit
Splash Suit



NBC Canisters
with Adapter

The Department has established goals for the Hazardous Materials Program during the coming year. Among these goals are:

- Fully equip and mount equipment on the Leak and Spill trailer
- Re-mount and re-arrange equipment on HM4
- Conduct Annual Haz Mat Drill
- Train all Team Members a minimum of 24 required hours
- Purchase additional Detection & Monitoring Equipment

Another peer committee consisting of Donald Whitacre, Larry Baker, John Henshel, Shannon Atkinson, Darris Ritenour, and Matt Mintschenko took on the task of drafting an upgrade of the Department's much outdated Career Development Program. Again, the members of this committee performed in a professional manner with integrity and accountability. The draft of the program has been thoroughly reviewed with senior staff, discussed with available members of the committee, edited in some cases, and forwarded to the Administration Department for

review and input. I am optimistic that a final draft of the program will be forthcoming for review and consideration by the Community Safety and Services Committee and full Council.

Another major achievement during the year was the completion of the seven-part Firefighter Safety Program. The final element in this comprehensive program involved the implementation of the Respiratory Standard including fit testing. The Department reviewed fit testing criteria as required by VOSHA and implemented quantitative testing. Testing equipment was purchased and the procedure implemented. To date all career personnel have completed the testing procedure and 11 volunteer personnel of 55 have been tested. Figure 2 identifies the number of career and volunteer personnel and their present status in the Respiratory Program.

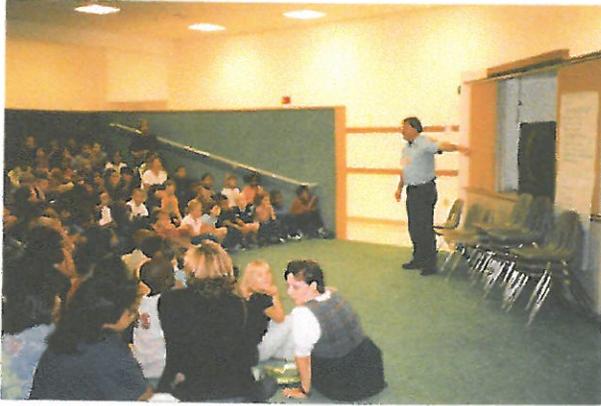
Figure 2

Station	Operational Personnel	Registration Completed	Fit Testing Completed
Friendship Fire Company	17	0	0
Rouss Fire Company	24	18	0
Shawnee Fire Company	26	19	11
South End Fire Company	25	18	0
Career Personnel	46	46	46

The Department implemented the Emergency Medical Services regulations, as issued by the Virginia Department of Health, Office of Emergency Medical Services effective January 2003. These regulations addressed various issues, including the implementation of a Quality Assurance Program pertaining to patient care and attendant accountability, the modification of equipment, and the mandate to place Automated External Defibrillators on all licensed EMS apparatus.

Dr. Cummings became the Department's Operational Medical Director and has taken an active coordinating role since her appointment. A regulation that will be addressed within the next two years will be in the area of personnel professional certifications. Transitional certification training based on the new the regulations is being prepared and will be implemented for Advanced Life Support providers during February 2004. This training program will continue into FY-2005 and 2006 until all personnel meet the required criteria. Additionally, continuing education classes will be ongoing for Basic Life Support personnel and Advanced Life Support personnel.

The Department continued its efforts in Public Fire Education and Fire Prevention through participation in various programs. This included, but was not limited to, presentations to various civic organizations, cooperative efforts with community based events, and programs within the school system, such as those presented during Fire Prevention Week.



The Department continues to operate as a Combination Fire and Rescue Department providing emergency services to the community through a cooperative effort of the four volunteer Fire & Rescue Stations and career staff. Although, generally speaking, volunteer fire & rescue personnel are on a decline nationally, this Department has been successful in maintaining this partnership. The volunteer stations continue to provide the stations and apparatus and the City supports the stations through financial contributions, specialized equipment, training, and career staffing. I am proud of the fact that of the cities within the Commonwealth, Winchester continues to maintain a viable combination department capitalizing on a combination of resources to serve the community. Figure 3 provides information pertaining to volunteer personnel within the Department.

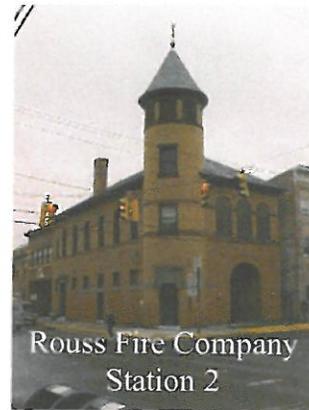
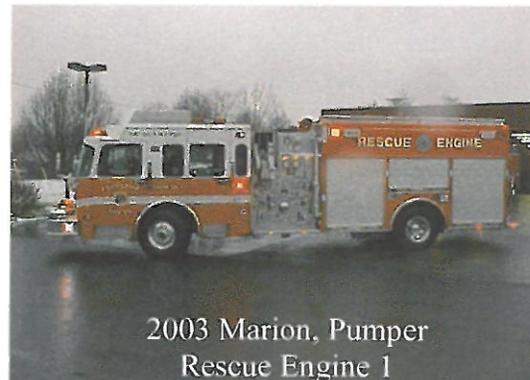


Figure 3

2003 Number of Volunteers on Roster		Operational Roster	Administrative Roster	Operationally Active
Friendship Fire Company	38	17	6	15
Rouss Fire Company	51	24	20	17
Shawnee Fire Company	32	26	9	20
South End Fire Company	36	25	11	15
	157	92	46	67

Friendship Fire Company, Station 1; Rouss Fire Company, Station 2; and South End Fire Company, Station 5; purchased and placed in service new apparatus. Friendship's Rescue Engine is an additional piece of apparatus; Rouss purchased and is preparing for service a 110' Aerial, and South End purchased a replacement for Engine 5. Shawnee Volunteer Fire Company embarked on the relocation and construction of a new Fire & Rescue Station to be located on Valor Drive immediately adjacent to Weems Lane. The station was occupied and without a doubt is a state of the art facility. The station will serve as the focal point for Fire & Rescue Services within the south side of the City and has the capability of serving as a community shelter during disaster situations. Speaking of such, one must not overlook the major winter storm of 2003 that deposited in excess of 36 inches of snow in the community. The storm presented some challenges for the Department and community, but through team work and cooperative efforts only minor consequences occurred.



The Department submitted applications to various sources and received several grants throughout the year totaling \$390,798. Figure 4 identifies the grants that were received and the amount of each grant.

Figure 4

Title	Discipline	Amount
Local Partnership Planning Agreement	Emergency Management	\$ 7,892
Department of Justice	Emergency Management	35,624
Office of Domestic Preparedness	Emergency Management	133,704
Planning	Emergency Management	9,396
Haz Mat Exercise	Emergency Management	10,000
Wireless E-911	Emergency Communications	56,170
Decontamination Trailer	Hazardous Materials	30,000
Regional Hazardous Materials	Hazardous Materials	15,000
Assistance to Firefighters	Fire & Rescue Operations	93,012
	Total	\$390,798

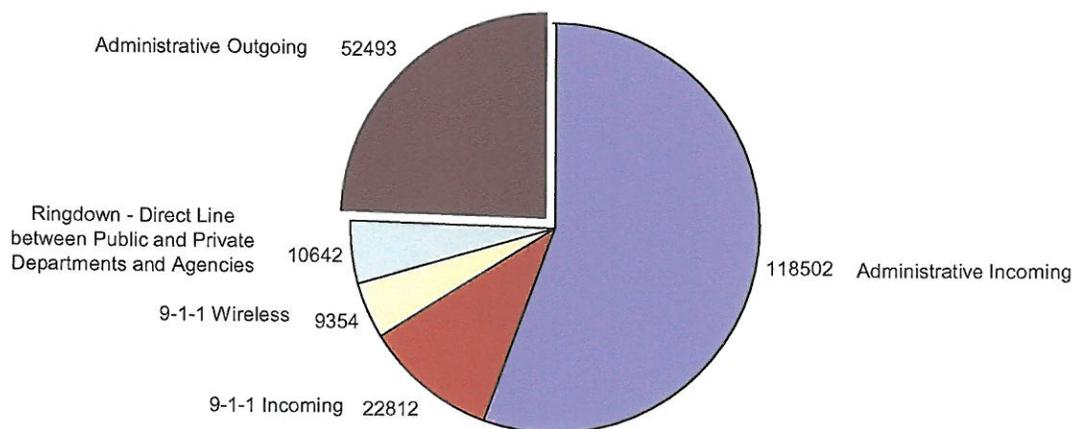
In addition to the grant awards, the Department processed and submitted a reimbursement request to the Federal Emergency Management Agency relating to admissible expenditures incurred during the Winter Storm of 2003. The submittal of this request resulted in the reimbursement of \$102,469. The Department plans to continue to monitor available grants, evaluate the benefit to the community, and submit applications as appropriate.

Based on the geographical area served and census population, the Winchester Emergency Communication Center has the greatest call history of any center in the region. The Center's personnel are trained in compliance with the minimum standard specified by the Commonwealth of Virginia and participate in additional certification classes and continual in-service training programs.

Emergency communications is a vital function in the delivery of emergency services within the Community. The personnel within the Emergency Communications Center have made major strides in improving the delivery of Emergency Communications Services and support of non-emergency communications. This has been accomplished through training and education, as well as the establishment of a standard training manual and procedures. In addition, in-service training programs are being designed and implemented, geared to continual improvement of service delivery and professionalism within the Center. During the year a competitive promotional system was designed and implemented within the Center. The objective of these promotions was to create three first line supervisory positions resulting in more consistent supervision and depth of service. Lead Communications Specialist Brill, Elrod, and Stotlemeyer were appointed to these positions through participation in a competitive process to assess competency and knowledge. Illustration 5 identifies the telephone activity with the Emergency Communications Center during the year. This does not reflect the activity generated within the Center by walk in traffic and the control and monitoring of 16 radio frequencies.

Illustration 5

EMERGENCY COMMUNICATIONS CENTER PUBLIC SERVICE TELEPHONE CALL HISTORY JANUARY THROUGH DECEMBER 2003 TOTAL CALLS 213,803



A major undertaking for Fiscal Year 2004-2005 will be the replacement of the Automatic Number Identification (ANI) and Automatic Location Identification (ALI) hardware and software. The replacement of the ANI/ALI hardware is necessitated due to the present vendor discontinuing support services.



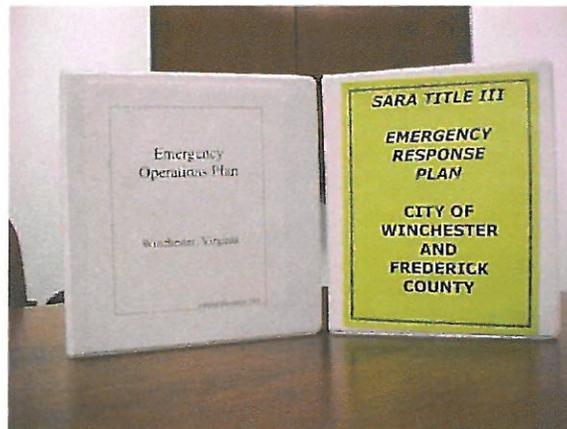
Prior to January 1, 2003 Council adopted various revisions to Chapter 4, Alarm Systems of the Code of the City Winchester. The purpose of the modifications was to reduce the number of false fire, medical, and security alarms received in the ECC and responded to by field units of the Fire & Rescue and Police Departments. Additionally, the modifications created an annual alarm monitoring fee and a one time application fee. The application fee and monitoring fee resulted in revenues of \$10,500 during the year. The Fire & Rescue Department has authorized invoices for 25 false alarms resulting in revenues of \$ 2,400. The Police Department has authorized the

invoicing of 312 false alarms resulting in \$ 26,500. Figure 5 indicates the number of false alarms received and dispatched during 2002 and 2003 for the three categories of alarms. A comparison of two years does not identify a trend but does initiate a database.

Figure 5

Category	2002	2003	Reduction	% Reduced
Total Fire Alarms	288	259	29	10%
Total Burglar Alarms	1855	1642	213	11%
Total Alarms	2144	1901	242	11%

The Fire & Rescue Department serves as the coordinating point for the City's Department of Emergency Management and has the administrative responsibilities for the Local Emergency Planning Committee (LEPC). During the year all criteria mandated under the Local Partnership Planning Agreement (LPPA) were complied with. Included in the agreement were personnel training and the upgrade and re-adoption of the City's Emergency Operations Plan. Another responsibility through the Emergency Management Program is performing the administrative functions of the LEPC. The LEPC is responsible for the receipt, maintenance, and distribution of hazardous materials data as required by the Superfund Amendment and Reauthorization Act Title III (SARA Title III). During 2003 the SARA Title III Emergency Response Plan was updated and final publishing has been completed. The LEPC membership is comprised of individuals from the private sector, public safety, elected officials, and the media. Since inception the LEPC has been an extremely active committee and during 2003 became the oversight committee for the establishment and operations of the community's Citizens Emergency Response Team. Members of the committee dedicate a great deal of time and talent to the committee. Chairman Rezin is a charter member of the LEPC and contributes in excess of sixty hours of service to the community through the Committee annually.



Several decades ago Fire & Rescue Departments were viewed as a quasia social organization where banquets were conducted and men gathered to play checkers or cards and responded to an occasional fire incident. It has not been that many years ago that the Winchester Department responded to less than 100 incidents annually and checker and card playing were the order of the day. Today's Department responds to nearly 5,000 incidents and is in total contrast in operations and philosophy. The Department has evolved into an organization of men and women dedicated

to serving the community through emergency services in multiple disciplines. The focus of the Department has been broadened and refined promoting the delivery of professional emergency services, community involvement, public education, investigative techniques, technology, and a growing awareness of the changing world in which we live.

Respectfully,

L. A. Miller
Fire & Rescue Chief