



# Annual Report

FY2022

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Jefferson County Emergency Services Agency  
419 Sixteenth Ave, Ranson, WV 25438

## Mission Statement

The Mission of the Jefferson County Emergency Services Agency (JCESA) is to assist the Jefferson County volunteer fire departments in providing fire and emergency *medical services to all citizens and visitors of Jefferson County, West Virginia. JCESA and the fire departments will provide these services in a non-discriminatory manner with compassion, integrity and commitment to all those in need in a timely and professional manner.**Add new one*

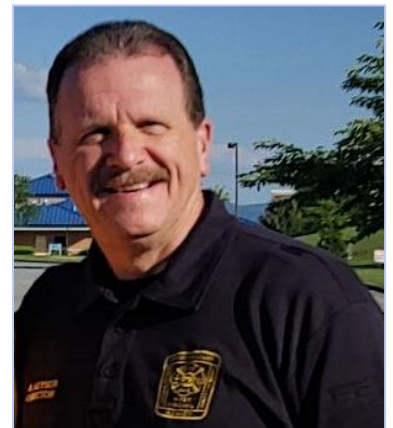
## From the Director

In the eastern panhandle of West Virginia, Jefferson County Emergency Services Agency (JCESA) serves an ever-growing mixture of citizens and visitors to our farms, history-rich towns, bustling businesses, and Federal agencies-including parks. Like the County itself, JCESA has a proud heritage of tradition while constantly advancing on our quest to deliver the highest quality service with compassion and integrity. JCESA is proud to serve in partnership with our County's seven Volunteer Fire Departments who are dedicated to the wellbeing of every person on every call.

The end of the fiscal year 2021 coincides with my retirement after 43 years in the fire service. I am honored to have spent the last few years of my career with JCESA. This Agency has an incredible group of responders who do so much with so little, and it was a privilege to work alongside them.

My goal as the Director has been to have our emergency services employees deliver the best services for our customers with impartiality and excellence and promote the highest safety and welfare standards to all. I wanted our workforce to remain efficient and effective in the utilization of our resources here in Jefferson County as we continuously improved public confidence and trust. I am confident that the team will carry on and exceed those goals in the years to come.

This annual report is prepared for our Board, our partners, and the community to express the milestones of fiscal 2020 and look to the future with our fiscal 2021 goals.



A handwritten signature in blue ink, appearing to read "Bob" followed by a stylized flourish.

Bob- Do your thing

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# Who We Are

JCESA is a component unit created by ordinance of the Jefferson County Commission under the authority of West Virginia Senate Bill 224. JCESA is funded by the County Commission through general revenue and an Ambulance Fee, also created by ordinance of the Commission.

JCESA provides staffing and support to the seven independently incorporated volunteer fire organizations in Jefferson County. JCESA does not own the fire stations, fire apparatus, or ambulances. These assets are owned and managed by the volunteer organizations, each being a WVOEMS licensed EMS agency and recognized Fire Department, who are funded through various sources, including the County Commission, WV Fire Marshall, ambulance billing revenue, and significant fundraising efforts.

JCESA is WVOEMS licensed Emergency Medical Services agency and recognized by the WV State Fire Marshall as a Fire Prevention Unit, which is the classification established by WV statute allowing an organization without a designated fire response district to perform fire suppression activities under the jurisdiction of and alongside existing fire departments.

## Field Staff

The foundation, core, and heart of the Agency are the professional field staff assigned to the seven volunteer stations, which includes Firefighter/Emergency Medical Technicians (FF/EMTs), Firefighter/Paramedics (FF/Paramedics), and the Lieutenants who also function as front-line Firefighter/Paramedics.

In addition to the full-time field staff, the Agency maintains a roster of approximately thirty part-time FF/EMTs and FF/Paramedics who fill standing vacancies built into the schedule design and vacancies created by full-time leave.

## Administration

The Director, Office Manager, Operations Commander (Captain and FF/Paramedic), and Education & Compliance Officer (Captain and FF/Paramedic) are assigned to the centrally located JCESA building.

## Board of Directors

Oversight for the Agency is provided by a volunteer board of directors appointed by the Commission. For FY22, the members of the Board were:

- ♦ Bob Faas (Chair), Fire representative
- ♦ Tricia Jackson, Commission representative
- ♦ Craig Simpson, EMS representative
- ♦ Steve Harris (Treasurer), Citizen representative
- ♦ Joshua Stillwell, Citizen representative
- ♦ Jacob Harris, Citizen representative
- ♦ Tony Troxel (Vice-Chair), Citizen representative
- ♦ Marney Treese, MD, Medical Director
- ♦ Ross Morgan, JCFRA representative

In January of 2021, Ronnie Shutts was replaced by Ross Morgan, and Commissioner Tabb was replaced by Commissioner Jackson. Commissioner Jackson's Citizen representative seat was filled by Joshua Stillwell in January of 2021. Steve Harris was appointed to the Board in January of 2021 in a newly created seat that increased the number of voting

### The Evolution of JCESA

Jefferson County is fortunate to have the established volunteer fire departments who have created an infrastructure over the last 200+ years including buildings, apparatus, the equipment needed to respond to a variety of hazards and emergencies, and strong relationships within the communities they serve.

As incident volume increased locally and volunteerism waned nationally, the volunteers worked to establish what would become the Jefferson County Ambulance Authority (JCAA), created by ordinance of the Commission in 1995 to provide supplemental staffing for EMS response. The volunteers also identified occasional shortages of fire suppression personnel and observed that many of the JCAA employees were qualified firefighters and some were experienced drivers of heavy apparatus, but were not legally permitted to function in those roles while on-duty as JCAA employees regardless of the circumstances.

The volunteers championed for change resulting in WV Senate Bill 224 in 2008, which allowed the creation of a joint Emergency Services Board in Jefferson County. By ordinance, the Commission dissolved the Ambulance Authority (JCAA) and Created the Emergency Services Agency (JCESA) in 2009.

In 2015 the Director appeared before the WV Fire Commission with a signed MOU amongst JCESA and all seven volunteer departments and received approval for JCESA as a Fire Prevention Unit. In 2016 JCESA personnel began functioning in fire suppression as well as EMS.

members to seven. The Board meets monthly on the third Tuesday at 7:00 pm in Classroom I of the JCESA Building.

## Advisors

The Board and staff receive legal advice from Nathan Cochran, Jefferson County Assistant Prosecuting Attorney. Strategic and long-range financial guidance is provided by Robert Baker. Informal consultation and advice are also received from a myriad of chief officers in the fire service – regionally and nationally, executives and other experts with whom the senior staff has built relationships throughout their careers.

## The Community We Serve

Jefferson County, West Virginia, is a bedroom community to Washington, D.C. with most of its workers commuting over 35 minutes to work. The population is estimated to be 57,701 by the US Census Bureau. Approximately 26% of the residents are elders over 65 or disabled persons. People in these categories are often susceptible to increased medical challenges, and therefore may request emergency services at a higher rate.

Jefferson County has been a steadily growing community for the past forty years with numerous housing developments and new industrial sites and federal government facilities springing up.

We are a mix of small-town and rural areas, with an average of 270 persons per square mile compared to the West Virginia average of only 77 persons per square mile.

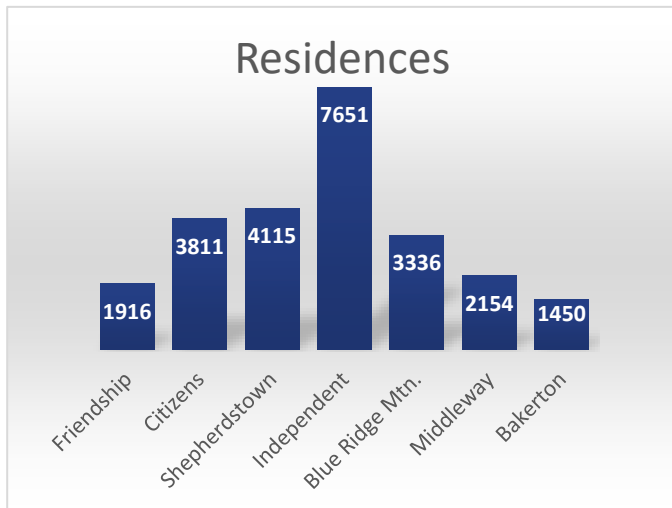


Figure 1 Number of residences by primary response area.  
[Source: GIS, 2019]

The mix of small-town, rural, and areas in between is evident within our County in the distribution of residences within the primary response areas of each volunteer fire company. Independent, located in Ranson, serves the area with the greatest population density and the highest total number of residences. Shepherdstown serves the next highest number of residences, followed by Citizens and Blue Ridge. The number of residences served by Friendship, Middleway, and Bakerton combined total slightly less than the number served by Independent. Figure 3 illustrates the total number of residences within each volunteer fire company's primary response area.

## It Takes A Team

*JCESA, in partnership with seven volunteer fire departments, strives to create a cooperative team environment with each and every member working toward the goal of continuous quality improvement in the areas of service to all residents and visitors; training to maintain and advance our skill, and comradery to buoy our resilience and ability to stay focused during the most challenging calls.*

*We are working together to reduce response times, improve emergency responder safety and ensure cost efficiency in our daily business practices.*

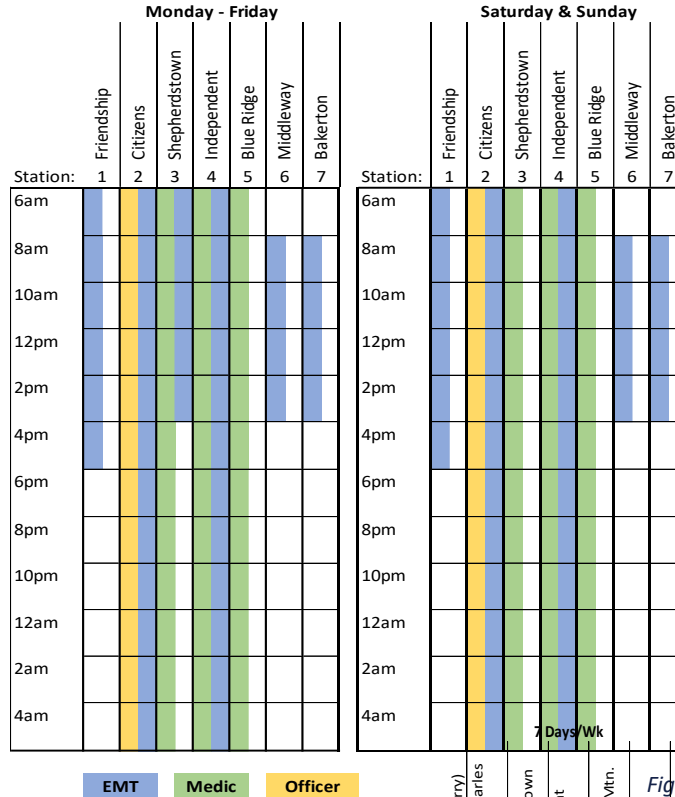
*It is often said of the fire service, that we go into situations that other people are running out of. We respond on what is the worst day ever for the people we seek to help. This mission takes courage, dedication, and most importantly –*

# What we do

## Field Staff Deployment

Through additional funding by the Commission, 4 additional full-time field providers were added at the start of FY21. This created a FF/EMT position at Station 5 to work alongside the existing FF/Paramedic, resulting in the ability to fully staff an ALS ambulance on the mountain 24 hours per day, 7 days per week.

In total, 8,736 hours of coverage were added as a result of increasing the full-time field staff headcount from 29 to 33.

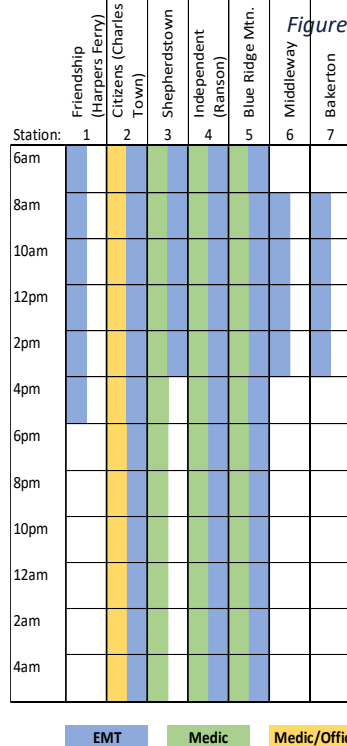


Hours per Week				
Sta.	EMT	Medic	Officer	Total
1	84			84
2	168		168	336
3	50	168		218
4	168	168		336
5		168		168
6	56			56
7	56			56
<b>Total:</b>	<b>582</b>	<b>504</b>	<b>168</b>	<b>1254</b>

Full-time Equivalents (@42hrs/wk)				
Sta.	EMT	Medic	Officer	Total
1	2			2
2	4		4	8
3	1.2	4		5.2
4	4	4		8
5		4		4
6	1.3			1.3
7	1.3			1.3
<b>Total:</b>	<b>13.9</b>	<b>12.0</b>	<b>4.0</b>	<b>29.9</b>



Figure 2 FY20 Staffing Deployment



Hours per Week				
Sta.	EMT	Medic	Officer	Total
1	84			84
2	168		168	336
3	50	168		218
4	168	168		336
5	168	168		336
6	56			56
7	56			56
<b>Total:</b>	<b>750</b>	<b>504</b>	<b>168</b>	<b>1422</b>

Full-time Equivalents (@42hrs/wk)				
Sta.	EMT	Medic	Officer	Total
1	2			2.0
2	4		4	8.0
3	1.19	4		5.2
4	4	4		8.0
5	4	4		8.0
6	1.33			1.3
7	1.33			1.3
<b>Total:</b>	<b>17.9</b>	<b>12.0</b>	<b>4.0</b>	<b>33.9</b>

Figure 2 FY21 Staffing Deployment

# Emergency Incidents

In FY21, there were 7,008 incidents, which is a 5% increase from FY20. 5,749 (82%) were EMS incidents and 1,259 (18%) were fire incidents. Through Emergency Medical Dispatch (EMD), 4,456 (78%) of the EMS incidents were assigned an acuity level of Bravo or higher, requiring an Advanced Live Support (ALS) response. Of the 1,259 fire-type incidents, 104 (8%) were dispatched as structure fires, 180 (14%) were fires that did not involve structures, and 533 (42%) were automatic alarms or odor investigations.

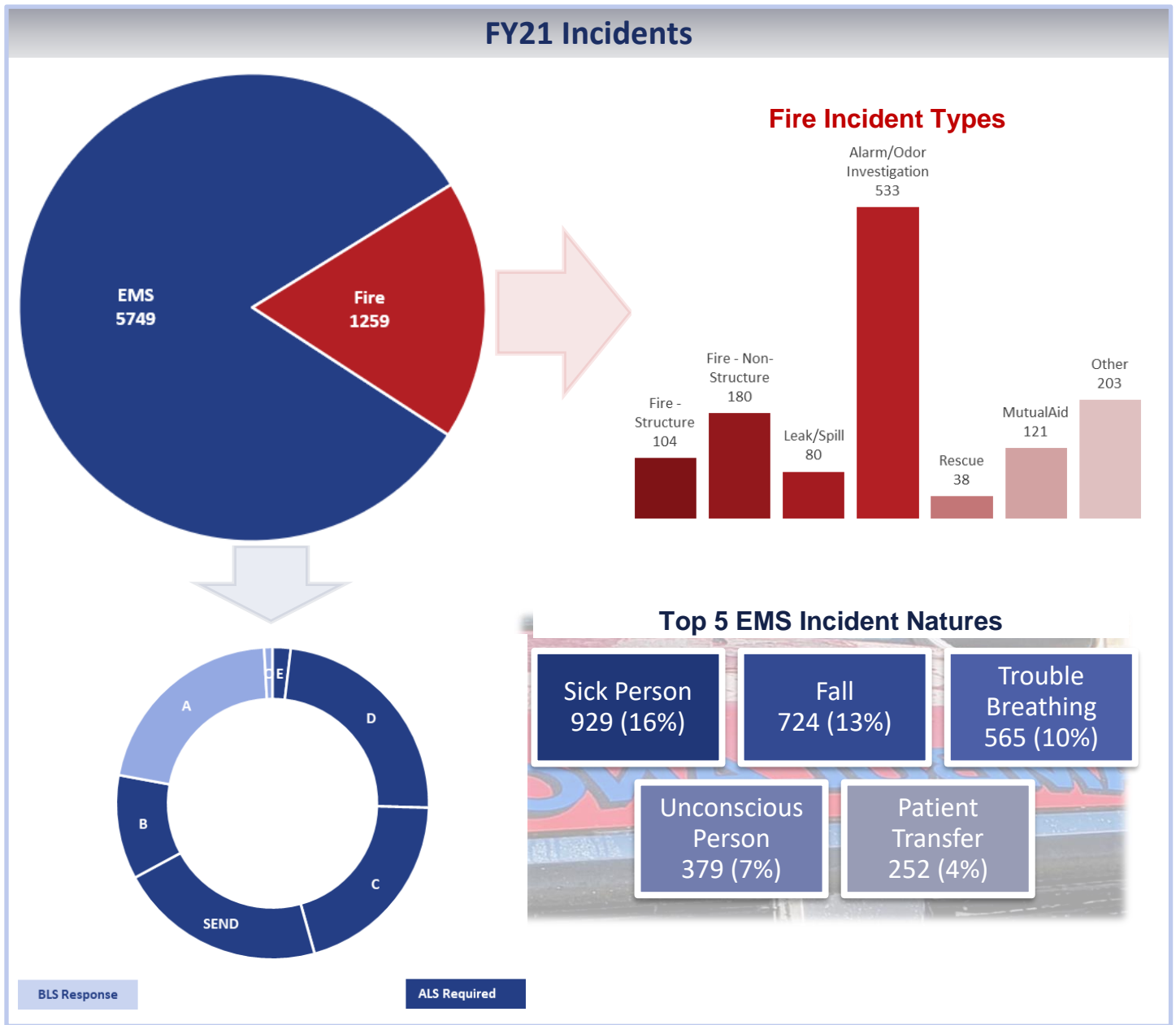


Figure 3 FY21 Incidents by Type. [source: CAD]



# Geographical Distribution

The seven volunteer fire organizations maintain stations throughout the County. JCESA field staff are assigned to and respond from these stations, which include:

Station	Organization	Location
1	Friendship Fire Company	Harper's Ferry
2	Citizens Fire Company	Charles Town
3	Shepherdstown Fire Department	Shepherdstown
4	Independent Fire Company	Ranson
5/5-1	Blue Ridge Mtn. Vol. Fire Dept.	Blue Ridge Mtn.
6	Middleway Vol. Fire Co.	Middleway
7	Bakerton Fire Department	Bakerton

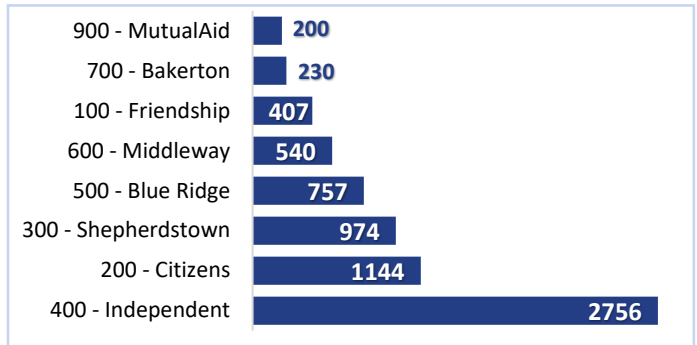


Figure 4 Number of unique incidents by primary response area. [Source: CAD]

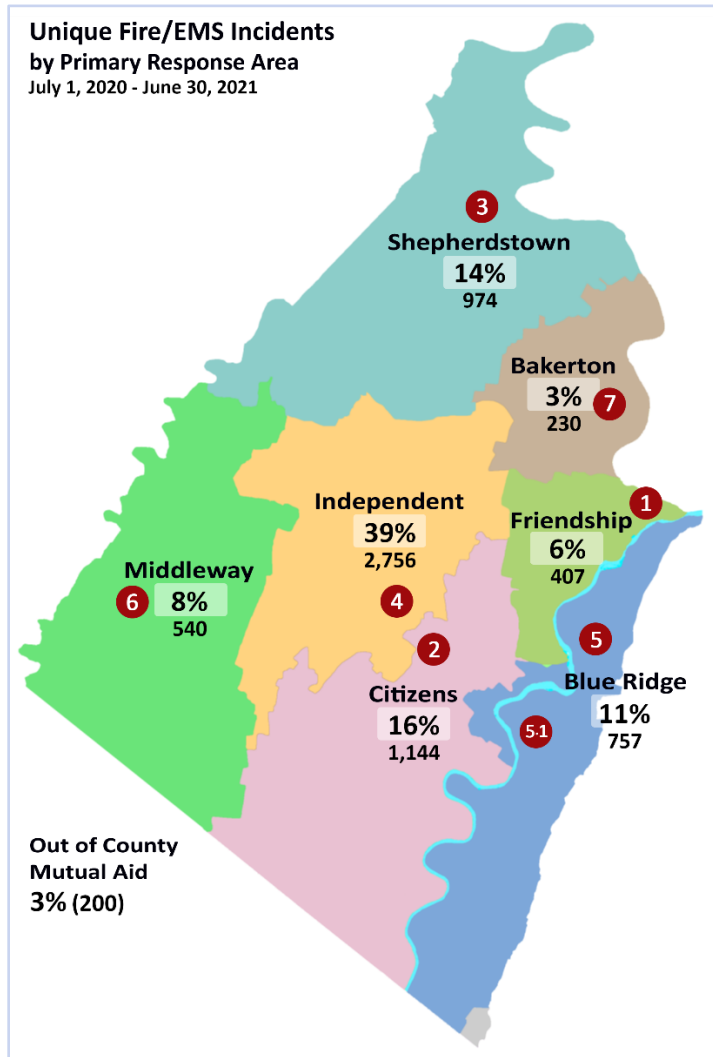


Figure 6 Station & unique incident map [Source: CAD/GIS]

Figure 6 illustrates the location of the volunteer fire stations and their primary response areas within the County, along with the number of unique incidents within those areas during FY21. *Unique incident* means each incident is counted only once and is attributed to the jurisdiction in which the incident is located. For example, an EMS incident that occurs at Mildred & Fifth is counted as one incident and attributed to Independent Fire Company's response area, regardless of how many companies were dispatched or 'added on' to the call.

The number of incidents within each fire company's primary response area (figure 5) reveals a strong correlation to the number of residences (figure 3.)

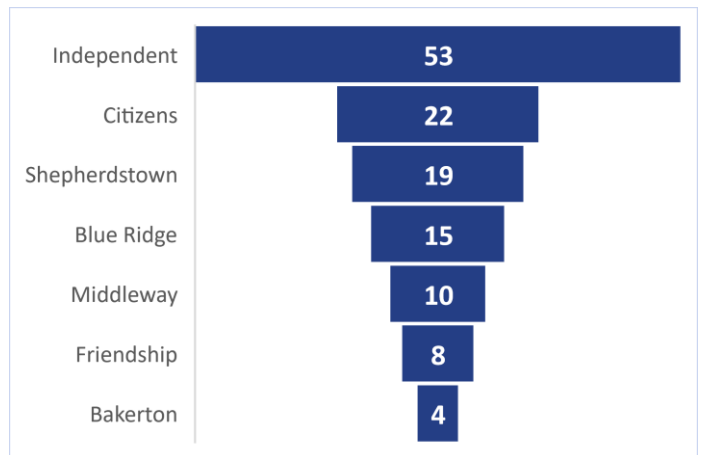


Figure 5 Average unique incidents per week by area [Source: CAD]



## Crew Composition

Emergency incidents are mitigated by crews composed of all volunteer responders, all JCESA field staff, or a combination of the two (a mixed crew), based on volunteer availability at the time of the incident. The chart in figure 4 illustrates the crew composition for EMS incidents in FY21 and previous fiscal years. The partnership between the volunteer companies and JCESA is demonstrated in the number of incidents that are handled by a mixed crew – volunteer and ESA working together and physically making up the team.

In addition to clearly highlighting the partnership of volunteer and Agency responders, this data also provides insight into the increasing workload of Agency staff.

While total incident volume within Jefferson County has remained relatively consistent in recent years, the number of EMS incidents that Agency field staff are mitigating has risen significantly. In FY14, a JCESA provider filled the role of driver and/or primary attendant on 60% of EMS incidents (2,550.) In FY21, a JCESA provider filled the role of driver and/or primary attendant on 96% of EMS incidents (4,379.)

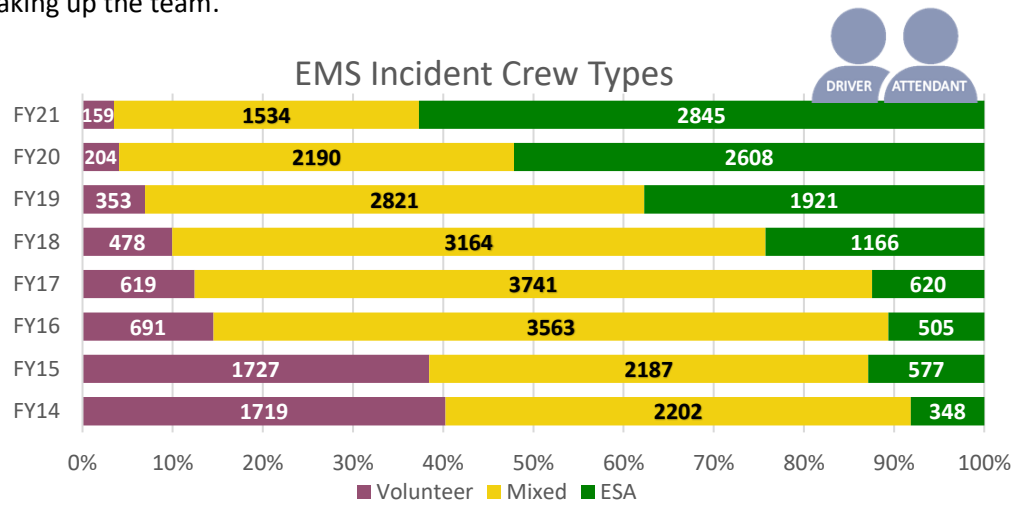


Figure 7 EMS Crew Types. [source: ESO]

Another way to look at the distribution of workload is to multiply the number of EMS incidents by the number of crew members required to mitigate the call, which is 2 (a driver and a primary attendant.) This calculation reveals that in FY21, 9,076 personnel units were required to mitigate the 4,538 incidents reported above (2 personnel, a driver and a primary attendant, for each incident.) JCESA providers accounted for 7,224 of those 9,076 personnel units.

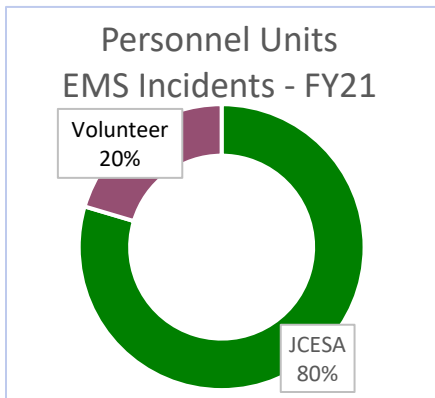


Figure 8 EMS crew composition by personnel units.

Our volunteer partners have been candid about the decreasing number and availability of volunteer responders. As mentioned earlier in this report, JCESA came into existence at the request of the volunteer leadership based on their observations and predictions regarding volunteer responder availability which were, and continue to be, accurate.

This information is collected from the electronic patient care report (ePCR) data, which is entered by the primary attendant following an incident through vendor software, ESO Solutions. The number of records in the ePCR system is less than the number of incidents recorded in CAD data because not every incident dispatched results in an ePCR. The calculations here are based on the premise that each EMS incident requires a driver and a primary attendant. These are the two positions required by law to staff an ambulance during transport and the common crew size nationally for most EMS calls. Only those two positions (driver and primary attendant) are evaluated for this calculation.

However, there are many occasions where additional volunteer responders or Agency field staff will respond to the scene and sometimes accompany the crew during transport to assist with patient care. That personnel is not reflected in these calculations because, while their assistance is often beneficial to crew safety and the outcome of the patient, they are in excess of the minimum required personnel to execute the response and transport.

Since the source of this information is ePCR data and an ePCR is not completed for fire-type incidents, crew composition data is not presently available for fire-type incidents. We hope to include it in future reports.



## Education & Training

In FY21, JCESA held 74 training sessions representing 34 unique courses – some courses were held multiple times throughout the year. 322 course-hours of training were offered. Our conglomerate of 13 instructors served 254 unique students who, combined, received a total of 3,699 hours of education.

### Responder Training

JCESA offers training for Agency staff, volunteers, and mutual aid partners in several ways. The primary method is through our own Training Institute accredited by the West Virginia Office of Emergency Medical Services (WVOEMS.) Another way we conduct courses is through West Virginia Public Service Training (WVPST.) The course type and nature dictate the jurisdiction under which the course will be conducted. For example, fire-related certificate courses are conducted through WVPST since there is no mechanism in West Virginia for any organization other than West Virginia University and WVPST to earn accreditation to offer these courses. Additionally, JCESA chooses to conduct Initial EMT and EMT refresher courses through WVPST as a less expensive alternative to conducting them independently because WVPST bears some of the cost as part of their mission.

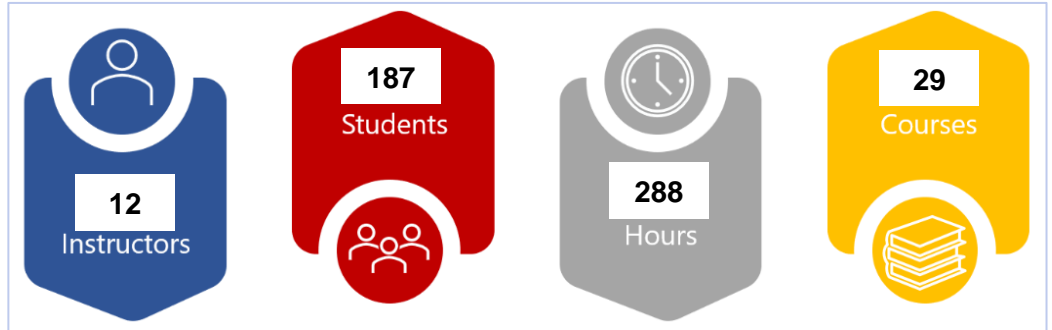


Figure 9 FY21 responder training

The JCESA Training Institute offered 288 course-hours of continuing education in FY21, which consisted of 56 training sessions representing 29 unique courses in various topics within the categories of EMS, fire, and hazardous materials. 12 instructors served 187 students who, combined, received a total of 3,311 hours of education. Additionally, the Agency delivered five courses through WVPST in FY21, totaling 394 course hours and serving 19 students.

### Community Education

Recognizing that the fire and EMS resources in Jefferson County are insufficient to guarantee a timely response, the Agency began a campaign to educate as many laypersons as possible to mitigate emergencies in the critical seconds before responders arrive. Our community education efforts began in earnest a few years ago with the development and delivery of a customized training program to teach employees of all county departments how best to activate the 911 system and the crucial steps to take while awaiting the arrival of first responders. Concurrently, we began offering community first-aid and CPR courses. In FY21, we focused our community education efforts on CPR and first aid, delivering 18 training sessions throughout the year. The Agency offered 34 course hours of training delivered by five instructors. We served 133 students who, combined, received a total of 377 hours of education.

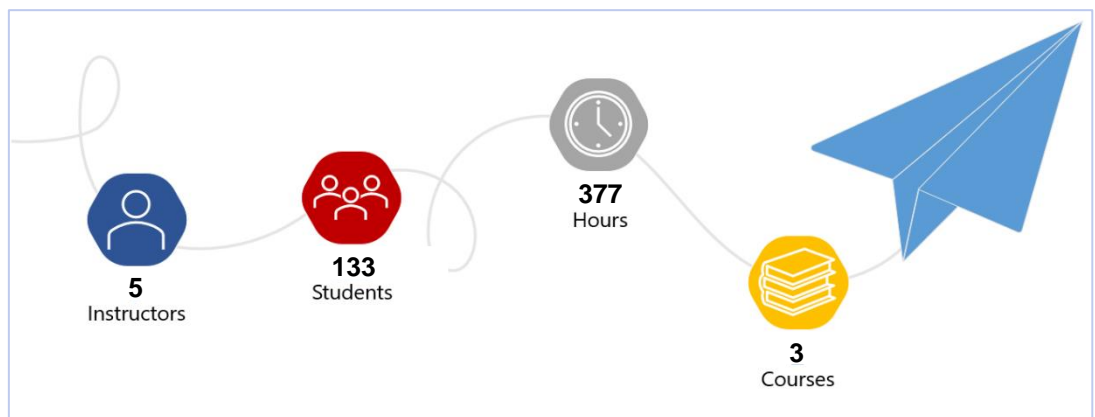


Figure 10 FY21 community education



## RSI

Rapid Sequence Intubation (RSI) is an advanced life-saving clinical procedure indicated for critically ill or injured patients that allows the team to take control of the patient's airway and breathing. Before 2015, this procedure was only available in the hospital and medical helicopter. Jefferson County became the first ground EMS system in the state trained and authorized to perform this procedure. Our RSI program involves intense and frequent training and mentorship along with a thorough review by all team members and the Medical Director of every single case.



Figure 11 RSI benchmarks 5/1/15-6/30/21

At the end of FY21, two months into our 7<sup>th</sup> year with the program, the RSI team had performed the procedure 134 times with an overall 88% first-pass success rate, 100% second-pass success rate, and zero cases where a backup airway was needed. This means that our team was successful in this procedure every single time and at a higher standard than the established best practice, which allows for a third-pass attempt. We attribute our proficiency to the investment of 2,172 hours of training specific to this procedure, the close involvement of our Medical Director, and the explicit design of our program. This clinical procedure, when performed well and appropriately, provides our patients with the best possible opportunity for a positive outcome.

## Transportation of the Deceased

In West Virginia, the responsibility to transport and temporarily store decedents who do not fall under the jurisdiction of the Medical Examiner and whose final arrangements are not readily known is statutorily unclear. In Jefferson County, this unmet need is fulfilled by JCESA as an essential service to the community. Eackles, Spencer & Norton Funeral Home generously provides space for our morgue unit in their facility.

Staffing for the deceased transport unit, known as Transport 11, is primarily accomplished by voluntary On-call shifts. No employee is required to request, bid on, or accept On-call shifts to staff the deceased transport unit. When there is no employee on-call, any on-duty employee may be directed by the on-duty Lieutenant to operate the deceased transport unit.

In FY21, we transported 23 decedents via the deceased transport unit. All other cases involving death in the field were either transported under the Medical Examiner's contract with Blue Ridge Mtn. Volunteer Fire Department, or through arrangements with a funeral service provider made by the decedent prior to death.



# Looking Back

## Recognition

The Agency was privileged to honor many responders throughout the year in recognition of their exceptional service to the community. Lieutenant Ryan Napier was recognized as the Outstanding EMS Provider of the year and Technician Josh Smith as the Outstanding Firefighter of the Year by the Jefferson County Chamber of Commerce for the Annual Public Service Recognition event, which was conducted in the form of a video this year due to COVID.

Six Unit Citations and five Life-Saving Awards were issued in FY21. We were delighted to have the recipients' colleagues, Medical Director, and board members in attendance at these ceremonies. Several of the survivors, who would not be alive but for the actions of the responders, were in attendance along with their families. The opportunity to meet these members of the community in a non-clinical and non-critical situation and to see the living, breathing impact of the responders' efforts was a powerful and personal reminder of the importance of what we do and why we do it.



## Employee Recruitment & Retention

Onboarding of a firefighter/EMT or Paramedic is expensive. Just the protective gear alone begins at nearly \$3,000 and is specially fitted to each employee. The total cost for onboarding new employees ranges from \$3,000 to \$10,000.00 or more depending on the employee's position, existing training, and experience. Also, the time for orientation and training is intensive. Because of these factors, the retention of employees is a major concern.

Compensation and benefit disparities are a significant driving force for employees leaving to take positions outside of Jefferson County. To combat this attrition, across the board pay raises for full-time employees were implemented at the beginning of FY18. However, shortly after these increases took effect, two of the closest counties to our east also implemented significantly higher across-the-board pay raises, and the pay gap we worked to thin, not close, was quickly made wider than it was before.

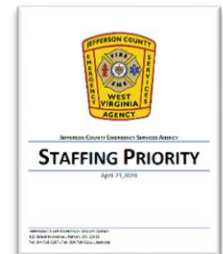
In FY21 there were three retirements, two of which remained part-time. There was only one voluntary separation from full-time employment, and zero employees transferred from full to part-time. FY20 and FY21 have enjoyed less attrition than years past. However, we are finding it increasingly difficult to recruit candidates, particularly paramedic applicants, to fill vacancies created by voluntary and involuntary separations and new positions. Those with paramedic certification have many opportunities and JCESA is now even less competitive than before the revised pay scale implementation in 2018.



## Staffing Plan

Our budget request presentation in the winter of 2020 included a pass-thru request from the volunteer companies for 27 additional personnel, which was the sum of additional positions requested by each company. Observations from commissioners included a desire to see data and rationale to support requests for additional staff and an expectation that JCESA has a plan for staffing requests. We developed and published the Staffing Needs Data

report, which included information regarding the safety concerns of having a sole provider assigned to a station and the current response times compared to benchmark expectations. We then developed a Staffing Priority & Sequence Plan, which outlines the priorities for future staffing increases and defines the allocation and rationale for the next 100+ positions to be funded. The Staffing Priority & Sequence Plan was adopted by the JCESA Board in April of 2020 and serves as the Agency's blueprint for future staffing requests and assignments.



## Vehicles

One vehicle purchase was approved in the FY20 capital budget. Although it was ordered in early FY20, it was delivered at the end of the fiscal year, upfitted, and placed in service in FY21. Two vehicles were approved in the FY21 capital budget. After purchasing one, we were advised that capital expenditures were on hold until later in the year and the Agency would need to absorb the cost of this vehicle but could order the two FY21 approved vehicles for later delivery. The three oldest and/or most costly to maintain vehicles were decommissioned and sold. Two additional vehicles were ordered in mid-FY21.



## Grants

### Equipment, Supplies & Services



We believe training should be as similar to the real world as possible. To realize that goal, it takes some expensive equipment and supplies that aren't within the budget. Fortunately, the Jefferson County Tuberculosis Association generously donated funding for several initiatives in FY21, including simulated patient monitoring equipment, a tracheostomy manikin, S.A.L.A.D. simulator, and cricothyrotomy manikin. Additionally, the TB Association funded the purchase of non-disposable respirator masks for all staff, which provides protection against airborne pathogens without being vulnerable to the availability of disposable N95 respirators.



Through CARES Act funding, we were able to purchase the necessary equipment to reduce the likelihood of transmission, including viral filters for ventilation equipment, PPE, disinfection supplies and equipment for the field and training, as well as a used ambulance for training in various procedures, and reimbursement for several other expenses. CARES funding also covered some labor costs incurred due to employees being unable to work due to COVID. The CARES ACT also reimbursed the cost of operational labor for a period of months which was retained by the County and not forwarded to the Agency.

### Volunteer Recruitment and Retention

In 2016, JCESA obtained a FEMA SAFER Volunteer Recruitment and Retention grant, which ran for four years, closing in FY21. In total, 212 volunteer firefighters were recruited through the program at a total cost of \$748,391. Each recruit received a full NFPA 1582 physical, and upon passing that physical became eligible to participate in training and receive individually sized personal protective equipment (PPE) for firefighting operations. Another benefit of the Recruitment and Retention grant is the reimbursement of tuition (for higher education) available for members in good standing with their fire departments.



## Pandemic

The pandemic (COVID-19) became a reality in March of 2020 and raged on throughout the entire fiscal year of 2021, in one way or another. By mid-year, it was apparent that COVID was not going to be an acute emergency but rather a way of life for quite some time. We have been fortunate to provide our staff with the necessary PPE and access the vaccine in one of the earliest phases, but neither of these is a guarantee of safety, and neither addresses the many other impacts of COVID felt by our team. Many have been affected financially, as spouses find themselves unemployed. All have had the added stress of guidelines and regulations changing rapidly and often being less than clear in the expected practice, much less consensus of theory or effectiveness. Nonetheless, our team keeps doing an outstanding job amidst this new threat and the resulting uncertainty.

## Status of FY21 Goals

Last year's report included ten goals for FY21 and beyond. We are pleased with our progress but recognize that we have a long way to go in order to reach the level of excellence we desire.

1	Continue efforts to reduce response times	Ongoing
2	Acquire non-disposable respirators for all field staff to ensure constant access to a fit-tested respirator	Complete
3	Improve benefit availability to employees, including offering vision insurance	Complete <i>(Vision insurance implemented in October, 2020.)</i>
4	Increase field staffing, with the priority being upgrading the mountain to two personnel 24/7	Complete <i>(Staffing on mountain increased to 2x24x7.) Additional staffing needed throughout the County.</i>
5	Overhaul the onboarding process to promote the greatest opportunity for success and reduce attrition	Working
6	Rethink and redevelop the performance review process to provide employees with actionable feedback	Working
7	Revisit the payable and work to reduce the gap between the Agency and competitive jurisdictions	Pending
8	Develop additional Lead Instructors authorized by WVOEMS and/or WVPST	Pending
9	Automate administrative processes and procedures to improve efficiency	Working
10	Wherever possible, implement paperless processes	Working



# Looking Forward

## ***FY22 Goals***

Our number one goal for the year ahead is to continue to work together with our volunteer partners to provide excellent service to the residents and guests of Jefferson County while ensuring the health and safety of our staff. Additional goals for FY22 include:

- 1 Continue efforts to reduce response times
- 2 Increase field staffing, with the priority being two-person staffing.
- 3 Complete the overhaul of the onboarding process to promote the greatest opportunity for success and reduce attrition.
- 4 Implement and fine-tune newly adopted performance review process to provide employees with actionable feedback
- 5 Revisit the pay table and work to reduce the gap between the Agency and competitive jurisdictions
- 6 Develop additional Lead Instructors authorized by WVOEMS and/or WVPST
- 7 Automate administrative processes and procedures to improve efficiency
- 8 Wherever possible, implement paperless processes
- 9 Review & revise mission statement, adopt core values
- 10 Identify employee recognition opportunities based on performance indicators

# Our Senior Staff

## **Allen Keyser - Director (Chief)**

Allen is a 3<sup>rd</sup> generation firefighter who began his journey as a volunteer at the Carroll Manor VFD where he held many positions, including Chief. He was employed by DFRS in Frederick County, Maryland in several roles, from part-time firefighter/EMT to Deputy Chief of Operations. Allen spent 28 years as a career firefighter in Montgomery County, Maryland. During his tenure with MCFRS, Allen was promoted eight times, ultimately retiring at the rank of Captain/Commander after serving in numerous assignments in the field, training, and the safety office. Over the course of his career, he has been involved in many cross-jurisdictional safety investigations, including near-miss and line of duty deaths. Allen has continually maintained Maryland EMT certification since 1976. He has earned nearly every nationally recognized training certificate, including Fire Officer IV. Allen remains a MFRI instructor credentialed to conduct fire courses from initial firefighter training and live-fire evolutions to specialty subjects and leadership education. He has been an invited instructor and speaker across the nation and appeared in several training videos. Over the last 40+ years, Allen has forged relationships with many talented leaders and specialists in the fire service, creating a vast network of knowledge and experience.



## **Bob Burner - Operations Commander (Captain)**

Bob entered the fire service as a volunteer at Shepherdstown Fire Department after over a decade in the corporate sector fields of sales, marketing, IT, and logistics. As a volunteer, Bob served on a number of committees and in various staff, line, and administrative roles, including EMS Chief and President. His certifications include Instructor II and Fire Officer II. Bob served as an adjunct instructor in the EMS program at Blue Ridge Community & Technical College, holds a WV Department of Education Adult Teaching Permit with an EMS endorsement, and continues to serve as a WVPST instructor for EMS courses. He is a Lead Instructor endorsed by WVOEMS, an ASHI Level 8 instructor, a PHTLS, AMLS, GEMS, and SAFETY instructor, and is appointed by NAEMT as Affiliate Faculty for the PHTLS course. He has authored and edited several EMS continuing education courses that are CAPCE accredited and delivered to providers nationwide. Bob earned an associate degree with the honor of Outstanding Paramedic Graduate; a bachelor's from West Virginia University, cum laude; and a master's from Liberty University, with honors. Bob began at the Agency as a part-time paramedic and has since held several ranks and served in many different areas of the Agency's operations and administration.



## **Craig Horn - Education & Compliance Officer (Captain)**

Craig, a Jefferson County native, began in the fire service as a volunteer with Friendship Fire Company where he served in several roles, including Assistant Ambulance Chief. Craig was recognized as Region 8/9 Top EMT and Top Rescuer in 1998. He has held positions as a Nationally Registered Paramedic and served in various occupational safety roles in healthcare systems. As a Program Director for the WVOEMS Technical Services Network, Craig developed a keen insight of EMS systems and a network of contacts throughout the state. He was a collegiate Fire Science and Safety Program Coordinator, instructor, and academic advisor in Fire Science, Safety, and EMS courses. Craig is a Lead ALS Instructor endorsed by WVOEMS, a WVPST fire service and EMS instructor, ASHI Level 8, PHTLS, AMLS, and GEMS Instructor. Craig holds a West Virginia Department of Education Adult Teaching Permit with endorsements in Fire Science and EMS along with certifications in C3IFT, NAEMSE, NFPA Instructor III, and Fire Officer IV. Craig has earned 3 associate degrees, a bachelor's from Shepherd University, and a master's from West Virginia University. He is appointed by the Governor as a member of the WV EMS Advisory Council (EMSAC) and serves as the President of the North Eastern Regional EMS Association (NEREMS.)

