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**APPENDIX**

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Our Mission
To protect the lives and property of the residents of the City of Manassas, its visitors, and the surrounding communities by delivering quality emergency medical care, fire prevention, fire suppression, public education, and disaster management.

Our Vision
The City of Manassas Fire and Rescue System will be a model combination system, recognized as a leader in the fire and rescue service at the local, state, national, and international levels.

City of Manassas Fire and Rescue System has PRIDE

Professionalism We strive to conduct ourselves in a manner that presents our profession in the best possible light.

Respect We treat others as we would like to be treated.

Integrity We will act in an honest and ethical manner at all times.

Dedication We are dedicated to each other, our department, and the citizens we serve.

Excellence We strive to provide superior levels of service to those that we serve, 24 hours a day, 7 days a week, 365 days a year.
It is my honor to present the City of Manassas Fire and Rescue System’s 2020 Annual Report. Thank you for taking the time to review this compilation of our efforts from the past year. 2020 was an unprecedented year for us all due to the COVID-19 Pandemic; the City of Manassas citizens, businesses, visitors, and government were no exception. Personnel went above and beyond to ensure service delivery needs for the community were met throughout this pandemic environment. During the early stages of the pandemic when personal protective equipment was in short supply, personnel found creative ways to keep you and them safe.

Often, we see and hear of the Firefighters and Paramedics on the frontlines of major incidents, because they are. But, what you do not get to see on a daily basis is the team behind them. At the center of the pandemic coordination efforts was our Operational Medical Director and our Emergency Management team. The efforts demonstrated by these teams, and collaboration with community and regional partners, as well as the communication between each of our divisions was the key to success. This year’s report focuses heavily on the pandemic response and the efforts of all team members.

The health and wellness of our personnel, members, and community remain a top priority. As we move into 2021, I hope we can all build on the lessons we’ve learned in 2020 while also being able to move forward as the professional team we are.

Respectfully submitted,

Fire Chief William A. Garrett
We are... the City of Manassas Fire and Rescue System and were established on February 8, 2010 with the adoption of Ordinance O-2010-14.

We consist of... three organizations, one career and two volunteers: City of Manassas Fire and Rescue Department (established 2008), Greater Manassas Volunteer Rescue Squad (founded 1965), and Manassas Volunteer Fire Company (founded 1892).

We proudly serve... all residents, businesses and organizations within our 10 square mile response area. We also have automatic aid with other Northern Virginia partnering agencies.

Major System-Wide Program Areas

» **Health and Safety:** develop all policies and procedures related to the health and safety of all members, maintain budget, and coordinate physicals and annual fit testing

» **Training:** develop and coordinate training classes, in-house training, maintain certification file for all system members, and track uniform rank compliance

» **Logistics:** consolidated logistics program overseeing contract maintenance, budget, order and distribution for uniforms and personal protective equipment (PPE), as well as a logistics warehouse and facilities management

» **Information Technology:** oversees budget, maintenance, and program for radios, mobile data computers (MDC), software, and all other technology related items

» **Fleet Plan, Apparatus Maintenance:** maintain and budget fleet plan, and establish procedure for periodic inspections, repairs, preventative maintenance, and fueling of apparatus

» **EMS Operations:** the system provides BLS and ALS transport capability with advanced medical protocols. EMS quality assurance is designed to objectively, and systematically monitor, assess and improve the quality of patient care
2020 is an extraordinary year to define or explain. Regardless of country, region, or state, most of us experienced similar themes in our work, personal, and social lives this year. Some of the more common buzzwords were: Human, Unprecedented, Challenging, New Normal, and Heroes. Fear and uncertainty rang loud but, shortly thereafter we started to see another trend emerge – neighbors helping neighbors. Compassion for those we love, and those we’ve never met. It was evident that as a world, we were in this together.

Any report about the year 2020 will most definitely include at least a section on COVID-19 and its impacts. However, I wanted to give you what I call “a peek behind the curtain” to see how your Fire and Rescue System has been preparing for disasters and how we responded in an effort to continue to serve you, without interruption.

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The World Health Organization (WHO) defines a pandemic as “an epidemic occurring worldwide, or over a very wide area, crossing international boundaries and usually affecting a large number of people.”

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Emergency Management is a section of the Prevention and Preparedness division of the City of Manassas Fire and Rescue Department. There is one grant funded Emergency Management Planner, Amelia Gagnon. She performs the primary emergency management functions for our community and must also commit 50% of her time to regional efforts, per the terms of the grant funding.

Emergency Management has four primary functions: Preparedness, Response, Recovery and Mitigation. So, when something like a global pandemic occurs who would you call? Emergency Management would be a great place to start.

---

In early 2020, Emergency Management began monitoring as news and impacts of the emerging virus began to spread. As it became clear that the United States, Commonwealth of Virginia, and the City of Manassas would be seriously impacted by the COVID-19 virus the Emergency Operations Center (EOC) transitioned from a “Monitoring” phase to a “Partial Activation.”

This meant that all of the City departments designated as the lead for one of our activated Emergency Support Functions (ESFs, or positions within the EOC) provided staff to work in our virtual EOC beginning on March 18th, 2020. Typically, during an incident, emergency, or disaster the EOC is set up for in person operations to assist with better communication and coordination. Due to the nature of the virus and the need for physical distancing this was not possible so a virtual approach was taken. Meetings and briefings were conducted via conference calls. Resource requests and information sharing was done using WebEOC, our emergency management software. Sharepoint was also used to share information and documents with our partners in Prince William County and the City of Manassas Park. The Public Information Officer took part in the Joint Information Center set up to ensure that messaging to the public would be consistent across the Prince William Health District. While not ideal, it was successful thanks to the flexibility, innovation, and high level of coordination of those involved.

EOC Action Plans were created and distributed weekly beginning on March 23rd. EOC staff met virtually each day to discuss the current situation which was constantly evolving, establish objectives to meet the needs that the pandemic had created, and to maintain a common operating picture. This planning process provided a rhythm and structure to guide the response. The EOC Action Plans include the objectives we are striving to achieve, roles and responsibilities of the stakeholders, resources allocation, safety information and the weather.

It is important to note that while EOC Action Plans played a large role in the EOC operations, these plans are based off of larger comprehensive and collaborative plans adopted by City Council. These plans, which are updated regularly, consist of the Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), Shelter Plan and Pandemic Plan.

Emergency Management | COVID Statistics:

- **16** Departments / Partner Agencies Involved
- **11** EOC Action Plans Created
- **45** Weeks of EOC Activation (thru 2020)
- **6** COVID Testing Site Locations
- **43** COVID Testing Events Supported

The EOP is required by the Code of Virginia, Title 44; it outlines the roles and responsibilities of City departments and partner agencies in the event of a disaster.

The COOP plan establishes policy and guidance ensuring that critical operations continue and personnel/resources can be relocated if the need arises.
The City’s Emergency Management, Communications, and GIS teams worked together to create a one stop shop for all COVID related information including local, national and global resources, resources for local businesses, volunteer opportunities and resources available to assist individuals. This resource, which took the form of interactive maps, helped people identify where food resources were available and where testing sites for those with and without insurance.

Projects tackled by the EOC staff (examples):

- Supporting the area wide feeding taskforce
- **COVID testing for the public**
- Donations management
- **Information sharing**
- Ordering of personal protective equipment and cleaning supplies
COVID-19: continued

COVID testing for the public:
A major project that the EOC helped coordinate was to bring large and small testing events to City residents that might not have access otherwise. Assistance was provided to Prince William Health District in identifying and providing multiple locations, traffic plans and traffic control, renting tents and providing signage. This included several individual events beginning in May and continuing throughout the summer. Starting in late July, twice weekly testing operations have taken place at Metz Middle School with CERT (Community Emergency Response Team) support in coordination with Prince William County.

Donations management:
Another major accomplishment achieved by the EOC was a partnership with Prince William County and City of Manassas Park to create a combined disaster relief and recover fund. The Human Services Alliance of Greater Prince William\(^2\) independently administers the Prince William Area Disaster Fund. Funds raised will be, and have been, distributed to community groups in the form of grants addressing housing, human services, employment assistance and other critical needs.

Supporting the area wide feeding taskforce:
To date, more than $17,000 has been used to alleviate hunger by purchasing grocery and produce items for the 43 food distribution sites that have partnered with the Community Feeding Task Force. They’ve also provided six other grants to organizations supporting the community.

Ordering of personal protective equipment and cleaning supplies:
While the Disaster Relief and Recovery Fund provided much needed assistance to the community, the CARES Act aided Medicare | Medicaid Providers, such as EMS providers. Strict criteria and eligibility requirements were set and subsequently met by our System. Relief funds in the amount of $21,209 were received by the City of Manassas Fire and Rescue System in early May 2020. Much needed PPE was purchased with the funding received.

Information sharing:
Funding from FEMA, an Emergency Management Performance Grant – Supplemental (EMPG-S), was received by Emergency Management. The scope of work related to this grant was to fund television and radio commercials targeted at the City’s Hispanic population about the risks and guidelines surrounding COVID-19. Staff has been working with Telemundo to create, produce, and distribute the material.

\(^2\) [https://www.alliancegpw.org/disasterfund](https://www.alliancegpw.org/disasterfund)
EOC Training and Exercises:
In February 2020, just prior to our activation for COVID, many of the same departments that have been working in the EOC for the past several months all participated in an EOC exercise that brought everyone together to work through a disaster scenario to test our plans and procedures. EOC staff typically take part in four of these exercises every year. These exercises, in addition to the multitude of trainings that take place, are the reason our staff are able to participate at such a high level during actual disasters like this pandemic. These trainings come directly from the City’s Emergency Management office.

CERT:
The City’s Citizen Emergency Response Team (CERT) is a volunteer team who assists with disaster preparedness and basic disaster response skills. If a disaster strikes, they may be the first on the scene in their community. Members are trained in CPR, First Aid, disaster preparedness, basic fire safety, and light search and rescue. Members of CERT assisted staff at multiple testing events and with packaging and delivering bags of personal PPE for at risk citizens. The Health Equity Task Force donated items for the bags; there were 5,000 bags in total which included 20,000 individual fabric masks, and 20,000 individual bottles of hand sanitizer.

EMS Operations:
This is section is dedicated to Danielle Pesce, DO, FACEP – Operational Medical Director
Danielle Pesce, DO, FACEP is the Operational Medical Director (OMD) for the City of Manassas Fire and Rescue System. Since becoming the OMD in 2018, Dr. Pesce has been a hands-on, engaging, part of the team. So of course, when COVID-19 first made headlines she immediately began researching what that could mean for EMS. Every meeting between System leaders and providers, Dr. Pesce attended and contributed. Before the meetings she would consult with the Deputy Chief/EMS Coordinator and the EMS Captain to create and/or revise medical protocols and directives to reflect the ever-changing procedures and restrictions for dealing with COVID-19. Countless hours were devoted to
ensuring System members had the information, resources, training, and most importantly, the understanding to the best extent possible, to confront this pandemic while keeping ourselves and our patients as safe as possible.

2020 brought the addition of a new challenge for everyone in the City, especially our first responders. COVID-19 presented challenges for us which we began to plan for even before the first cases were reported in the United States. We were met with the need to adjust existing treatment protocols, develop new protocols, and monitor the ever-changing direction from the CDC, VDH, and other agencies. Personal protective equipment (PPE) needs quickly outpaced availability. New equipment was required in order to ensure the safety of our providers, both on the job and off. Hours upon hours were spent on conference calls with other jurisdictions, the health department, medical directors, hospital partners and organization leadership, in order to coordinate our response. We utilized existing procedures which exist as part of our System Infection Control Plan (this plan is updated on an annual basis and is the framework for the System to follow in the event of an infectious disease outbreak, or in dealing with the infectious diseases we see each year). This plan is currently being updated to include everything we have learned in dealing specifically with COVID. In general, an outstanding job was done which minimized operational exposures and hazards. It is imperative to note that in 2020, YTD, none of the employees from fire and rescue who tested positive for COVID-19 were attributed to on-the-job incidents.

Vaccination planning started in the early stages of the COVID response. Distribution of the vaccine is a massive undertaking. Each potential vaccine requires two doses and each has its own requirements for storage and transportation. EOC staff, in coordination with Prince William County and Manassas Park, are assisting Prince William Health District to provide logistical support such as locations for distribution, security, volunteers, staff and supplies. Thankfully, Emergency Management coordinates training exercises centered around distribution of medication and vaccinations; this means staff is familiar with protocols in place for such an event.

Above and Beyond Award: Servant’s Heart

Lieutenant Mike Nazionale was awarded an award within the City of Manassas called “Servant’s Heart.” His coworkers nominated him for this award because during the early stages of the pandemic, our Operational Medical Director, Dr. Danielle Pesce, challenged providers.

Intubating a patient, for those who can no longer breathe on their own, has become a risky procedure during this pandemic. Dr. Pesce challenged staff to create an additional barrier / safe space that would block potential exposure to COVID-19 while still allowing providers to successfully complete necessary airway procedures. Models of what were being called “intubation boxes” were showing up in hospitals across the country, but nothing for EMS providers.

Lt. Nazionale immediately acted; after only a week he had a prototype for an EMS specific plexiglass intubation box that would fit comfortably over the patient’s head and fit the narrow dimensions of the EMS cots. Openings allowed providers to maneuver their arms and hands into the box to complete procedures. He created these boxes off duty and without a diagram or schematic – only a picture of something similar.
FINANCE

Financial Priorities in 2020:

» Mobile Data Computer (MDC) Upgrade: The System, via the Consolidated Budget, pays Prince William County to maintain our MDC units. Part of the contract includes payment into a replacement fund. This year, all MDCs were replaced according to the replacement schedule.

» Fleet Plan: The fleet plan was adopted by City Council in 2012 and is the guideline for scheduled replacement of apparatus. The Deputy Chief oversees the fleet plan and purchase of apparatus to ensure a strict budget is followed and often results in savings from original estimates. In 2020, the System took delivery of the new Medic Unit and new Tower Ladder, a mid-mount aerial. The Medic Unit is currently in service, while the Tower should be going into service in early 2021.

» Self-Contained Breathing Apparatus (SCBA): SCBA has a life expectancy of approximately 10 years; the SCBA being used by the System had exceeded that expectancy. Funding was received through an Assistance to Firefighter Grant (AFG), through FEMA, to replace these expired units.

2020 Levy Rates
$0.197 / $100 of assessed value
*Levy amounts paid by a property owner is based on the property’s assessed value.

Operating Fund – FY2020
*budget information is based on fiscal year

Total Revenue/Resources $13.647M
- Taxes $9.987M
- Permit Fees $80,000
- EMS Fees $690,000
- Grants $750,000
- Contribution from Surplus $2.125M
- Interest on Pooled Cash $15,000

Total Expenditures $13.647M
- CMFRD $8.948M
  Personnel $7.6M
  Operations $1.14M
- Consolidated $2.830M
  Physicals $105k
  F/R Station Maint $43,750
  Vehicle/Apparatus Maint $200k
  Training $39k
  Motor Vehicle Purchases $1.775M
  Other $667,370
- GMVRS $169,000 pending Service Agreement
- MVFC $180,000 pending Service Agreement
- Debt Services $770,000
- Grants $750,000

Above and Beyond Award: Servant’s Heart

The CMFRD SCBA Team won a “Servant’s Heart” award from the City of Manassas for their quick and thorough work in implementing the new SCBA. These new masks and filters were vital PPE during the COVID-19 Pandemic.

Team included:
Justin Jenkins
Seth Astwood
Brad Fairbanks
Matt Heppner
Billy LeDrew
Ted Raabe
The ripple effect of COVID can be seen in the call volume and type of calls. After a steep decline in call volume during the Spring months, it began returning to normal. However, there was a clear spike in ALS type calls which need the most advanced care.
2020

Response Times

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First Unit Arrival within 4 Minutes – to any incident</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>69.2%</td>
<td>72.0%</td>
<td>66.4%</td>
<td>67.5%</td>
<td>64.4%</td>
</tr>
<tr>
<td><strong>First Fire Engine within 4 Minutes – to fire incident(s)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>60.5%</td>
<td>55.0%</td>
<td>66.3%</td>
<td>64.4%</td>
<td>58.9%</td>
</tr>
<tr>
<td><strong>Advanced Life Support within 8 Minutes – to EMS incident(s)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>97.0%</td>
<td>97.0%</td>
<td>95.6%</td>
<td>97.0%</td>
<td>96.1%</td>
</tr>
</tbody>
</table>

*NFPA = National Fire Protection Agency

**Engine 501 staffing**

MVFC’s staffing obligation is:

- Weekdays 5pm – 7am
- Weekends and Holidays 24 hours

**Engine Staffing**

- % Engine Unstaffed: 25%
- % Engine Staffed by MVFC: 27%
- % Engine Staffed by CMFRD: 48%
CMFRD has an award-winning Emergency Medical Services (EMS) division. It is one of seven in the Commonwealth of Virginia to receive the Standards of Excellence designation by the Office of EMS. In some cases, within the statistics below, benchmarks will be provided along with the national standard, if a national standard exists. Benchmark analysis gives us the opportunity to see how well we perform as a jurisdiction, compared to the rest of the nation. It is important to note that the three organizations which create the City of Manassas Fire and Rescue System are reported under one EMS license.

In 2020, 5,107 calls for service were for EMS care, including:

- Cardiac Arrest
- COVID-19
- Stroke
- Motor Vehicle Accidents
- Traumatic Injuries
- Respiratory
- Pregnancy
- Allergic Reaction
- Diabetes
- Injury or Fall
- General illness
- Drug Overdose
- Suicide

In 2020, the EMS calls for service can be broken down as 1,554 required Basic Life Support and 3,553 required Advanced Life Support care. Providers responded to over 200 suspected COVID-19 patients; approximately 20% of our suspected cases were confirmed at the hospital.

STEMI: On-Scene Time

This means that from the time the ambulance arrived on scene, to the time they left for the hospital with the patient, was less than 20 minutes, 64% of the time. When dealing with STEMI, the goal is to have the patient in the catheterization lab and receiving definitive treatment within 90 minutes of the onset of the event. By maintaining our on-scene times under 20 minutes, the hospital has been successful in meeting this 90-minute benchmark nearly 100% of the time.

» There were 96 documented cardiac event cases. This includes minor chest pain calls which do not require significant intervention, up to cardiac arrests. The on-scene time when STEMI (heart attack) was confirmed was less than 20 minutes in 64% of the cases (see sidebar “STEMI: On-Scene Time”). In those STEMI cases, 12 lead EKG was obtained and transmitted to the hospital in less than 10 minutes from initial patient contact 71% of the time. The quicker we perform 12 lead EKG and transmit to the hospital, the better prepared they are for our arrival with the patient. Time from event to balloon (opening of the affected blood vessel) is the single greatest factor in survivability of a major cardiac event.
The City of Manassas EMS units responded to 58 out-of-hospital cardiac arrests. Of those, 33% achieved a return of spontaneous circulation (ROSC) at some point during the incident, and 9% were delivered to the hospital with a pulse. The national average for sustained ROSC in out-of-hospital arrests hover near 7% (see sidebar “Cardiac Arrests”).

27 incidents resulted in air medical evacuation to other facilities. This included major trauma, specialty-medical, and other specialty (such as burns or high-tech pediatrics). The average on-scene time for a major trauma incident was 18 minutes and 13 seconds. The “golden hour” in trauma refers to the time between incident and definitive care. When someone survives the initial trauma event, they have a much better chance of surviving the event if delivered to the proper facility for definitive care (in most cases, surgery) within one hour of onset. Maintaining very low on-scene times is the best way we can aide in meeting this goal; the benchmark for on-scene time is less than 20 minutes.

53 Neurological emergencies, including stroke and TIA (a minor stroke which normally resolves itself), were responded to by the City. The on-scene time average for suspected stroke and TIA patients was 18 minutes and 39 seconds. Neurological emergencies are also very time sensitive. For most patients, depending on the type of stroke, you have 4-6 hours to seek definitive help. However, the quicker the occluded vessels are reperfused, the less damage to the brain will be done. Benchmark goal for on scene time when stroke is suspected is less than 20 minutes.

18 incidents of Sepsis (blood infection) or Septic Shock were responded to in 2020. Rapid initiation of treatment, as well as IV antibiotics at the hospital give the patient the best chance of survival.

First Pass Success rate for endotracheal intubations was 87% system wide. The national average is 82%.

First Attempt Success rate for intravenous access was 81%. The national average is 48%.
The Prevention and Preparedness division, led by the Fire Marshal, focuses on saving lives and property by preventing fires and other hazards before they happen, and teaching employees, citizens and business how to respond to disasters if and when they happen.

Fire investigations occur whenever there is a fire that meets the threshold of an estimated dollar amount of fire loss, or if there is suspicion surrounding the cause and origin of the fire. If a fire occurs which requires an in-depth investigation, with having two staff in the Fire Marshal’s Office, it could delay all other functions including complaint investigation, permit inspections and issuance, and fire safety inspections.

COVID also affected the Fire Marshal’s ability to complete inspections which equates to revenue. Once businesses began to re-open, and the City entered Phase II of its re-opening, the Fire Marshal’s office worked diligently to make up for lost time.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Investigations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure Fire</td>
<td>22</td>
<td>17</td>
</tr>
<tr>
<td>Outside Fire</td>
<td>25</td>
<td>26</td>
</tr>
<tr>
<td>Vehicle Fire</td>
<td>15</td>
<td>6</td>
</tr>
<tr>
<td>Hazmat</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Fire Code Complaints</td>
<td>56</td>
<td>61</td>
</tr>
<tr>
<td>Code</td>
<td>Protection Permits Issued</td>
<td>583</td>
</tr>
<tr>
<td>Revenue from Permits Issued</td>
<td>$99,463</td>
<td>$91,706</td>
</tr>
<tr>
<td>Plans Reviewed</td>
<td>163</td>
<td>115</td>
</tr>
<tr>
<td>Arrests</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Felony</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Misdemeanor</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Criminal Charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Felony</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Misdemeanor</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Conviction Rate</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Fire Safety Inspections</td>
<td>1,378</td>
<td>630</td>
</tr>
<tr>
<td>Amount of Fire Loss ($)</td>
<td>$377,600</td>
<td>$680,210</td>
</tr>
</tbody>
</table>
TRAINING HIGHLIGHTS

» **Vehicle Extrication:** CMFRD has made vehicle extrication training and drills a goal for quarterly training. Vehicle accidents and entrapments are not uncommon in the City of Manassas and with the proximity of the Prince William Parkway and Interstate 66, first responders must be prepared. Vehicles are either donated by private citizens or purchased from local businesses.

![Vehicle Extrication Image]

» **Large|Heavy Vehicle Stabilization and Extrication:** American Disposal donated several large, heavy duty, trash trucks to CMFRD. Staff used the opportunity to host a vehicle stabilization and extrication class for heavy duty vehicles. Blue Collar Training Network was contracted to provide necessary training. This training was a benefit for the City; there are many industrial businesses with a large volume of heavy-duty vehicles traveling through our jurisdiction.

![Large|Heavy Vehicle Stabilization and Extrication Image]

» **Man versus Machine:** 2020 was the second “Man vs. Machine” training hosted by CMFRD. As the class is being developed, instructors use a great deal of imagination to simulate events that you may think could only be seen on television shows. However, these simulations are based on true calls for service. The more providers train and try to predict all possibilities, the better prepared we are if you call for help.

![Man versus Machine Image]

» **Aerial Operator Training:** The newest apparatus, Tower Ladder 501, arrived in Manassas in late November. Operators must pass various training courses before being permitted to operate new units. In early December, Aerial Operators were instructed by representatives from Pierce (the manufacturer of the apparatus) as to proper operation.

![Aerial Operator Training Image]

» **Firefighter I and II and EMS Training:** As businesses began instituting COVID restrictions, they also began to reopen their doors. This allowed members to complete Firefighter I and II at the academy, and EMS training with AEC.

Training was another primary operations area impacted greatly by COVID restrictions. Since groups had to remain small and socially distanced, company training and regional training were delayed. When training was performed, it was strategically timed to minimize groups as efficiently as possible.

On March 25, 2020 the Virginia Department of Fire Programs (VDFP) canceled all courses due to COVID-19 concerns. This was a huge impact to fire departments throughout the Commonwealth who rely on their classes for certification and compliance.

Courses resumed on July 18th; however, very few classes were scheduled locally in the Northern Virginia area until November 2020. Even with the lack of regional and state training, the System was able to exceed training goals with internal training.

**Number of Training Hours**

<table>
<thead>
<tr>
<th>Year</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2,596</td>
</tr>
<tr>
<td>2020</td>
<td>3,656</td>
</tr>
</tbody>
</table>

Training packets released:

**Rescue Engine Minimum Staffing**
**Tower Minimum Staffing**
Community Engagement

While we, as a System, are thankful for the health and wellbeing of our community, we are saddened by the loss of time interacting with the community. This is an important area to all our members. While most events were canceled, we found ways to continue to let our community know how much we appreciate you. Staff was able to participate in a few static displays including one at Brown’s Subaru and MVFC escorted Santa Clause on the fire truck to say hello to residents at Birmingham Green. System members enjoy the interaction with the community so we tried to find alternate ways to keep in touch. As with most people, that turned out to be via social media.

Throughout the year, we toured the MVFC Museum via Facebook and gave tours of each piece of apparatus. Our Chiefs gave a brief overview of both EMS Week (May) and Fire Prevention Week (October), and we participated in the “Great Shakeout” earthquake drill all via social media.

Giving Back to the Community

Members of the System find creative ways to give back to the community we serve each year. Some of the larger projects are the Thanksgiving Food Drive sponsored by CMFRD. Staff, family and friends donate funds each year to provide a full Thanksgiving meal for families in our City. For Christmas, members of MVFC, through company funds and donations, are able to provide Christmas food baskets along with gifts and gift cards; this year they were able to deliver 81 baskets. Also, at Christmas, GMVRS partners with the Toys for Tots program and CMFRD staff continued their tradition of adopting local children through the Manassas City Public Schools, City of Manassas Social Services, and local neighborhoods to purchase Christmas gifts for; funding is from the individual employees, family, and friends. Each year, this “Christmas Chaos” program as CMFRD has named it is spearheaded by Technician Becca Wilson and Firefighter (ALS) Lindsey Blasius. The GMVRS Auxiliary provided snacks for residents and staff at assisted living facilities, for the Emergency Department providers, and to System members in appreciation for their service during the pandemic.

Chief Garrett introduced the City to a partnership with a nonprofit called Friends of Firefighters to the Rescue: Reaching out to Underprivileged Children. Since Chief Garrett’s swearing in, we have partnered with Friends of Firefighters to the Rescue, NOVANT Health UVA Health System (Prince William), City of Manassas Social Services, and Manassas City Public Schools. One event provided heavy winter coats to children in need; another event provided Christmas gifts to underprivileged families. Additionally, Chief Garrett has assisted community activists in distributing food boxes to families in need.

3 http://www.ffandfriends2therescue.org/
Community Survey
According to the City of Manassas Community Survey 2020, fire and rescue services were ranked among the highest in the City. Survey results show satisfaction rates of:

<table>
<thead>
<tr>
<th>Increase/Decrease</th>
<th>2020 Rating</th>
<th>2018 Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of local fire protection</td>
<td>91%</td>
<td>87%</td>
</tr>
<tr>
<td>How quickly fire and rescue respond to emergencies</td>
<td>91%</td>
<td>85%</td>
</tr>
<tr>
<td>Quality of Emergency Medical Services</td>
<td>90%</td>
<td>84%</td>
</tr>
<tr>
<td>Overall Quality of Fire and Rescue Services</td>
<td>92%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Behavioral Health
In response to the increased awareness of behavioral health issues in public safety, the System’s Health and Safety group has focused on creating a program for behavioral health in Manassas. Best methods, available resources, and personal stories have been researched and are being shared with members. Prior to COVID restrictions, supervisors participated in resiliency training.

GMVRS Accomplishments
- Increased the number of American Red Cross blood drives hosted by GMVRS throughout the pandemic from one bi-monthly to one and two per month.
- Replaced the Station’s exterior and interior door security system; $35,000 (funding from GMVRS)
- Adopted new GMVRS by-laws that enhance the ability to recruit and retain members for operational and administrative functions
Volunteer Operations

Volunteer Operations and COVID-19

GMVRS and MVFC both started 2020 as they do any other year. For GMVRS new Officers were installed, annual performance goals were set by the Board of Directors, and work plans established. The Squad was coming off a productive year in 2019 where it established a new staffing plan and was exceeding its staffing goal of 85%, participated in numerous City public service events, installed a state-of-the-art cost effective phone system, along with many other accomplishments. Morale was good and 2020 looked to be a year to build upon 2019’s successes; but as with every other department, business, organization, community, family and individual COVID-19 made its way to the US. Its impacts were felt on Squad operations, member recruitment, public outreach activities, training, and revenue generation from Hutton Hall.

Neither GMVRS nor MVFC were able to recruit new members, or continue with members already in the onboarding process, while suspensions were in place. Fingerprints could not be done, physicals were suspended, and no one could be at the stations unless they were there to serve on a duty crew. That meant new members who were trying to receive training and certification hours could not continue, several senior members were not permitted by their full-time career positions to serve as volunteers during the pandemic. All these factors put a strain on the System.

GMVRS 2020 Organizational Performance Goals and Metrics

<table>
<thead>
<tr>
<th>Goal</th>
<th>Metric</th>
<th>Accomishments YTD thru 11/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase the number of probationary members, and cut loose providers</td>
<td>10 new probationers 5 new cut loose drivers 4 new OMD endorsed providers</td>
<td>7 probationers 2 drivers 3 providers</td>
</tr>
<tr>
<td>2. Improve the Squad’s monthly volunteer unit staffing rate based on the current staffing model</td>
<td>Maintain and build upon an 88% average monthly staffing rate toward a target of 100%</td>
<td>80.2% staffing per model, plus 312.6 extra unit staffing hours</td>
</tr>
<tr>
<td>3. Implement the new member mentor program to facilitate onboarding and Squad assimilation</td>
<td>Complete mentor training program Appoint members and assign members to mentors</td>
<td>Mentor SOP issued and program prepared, pending implementation</td>
</tr>
<tr>
<td>4. Redesign and launch the Squad’s website with a recruitment emphasis, and increase the Squad’s visibility on social media – Facebook, Instagram, and Twitter</td>
<td>Finalize agreement with contractors and launch website Post an average of 8 social media posts per month on FB</td>
<td>New GMVRS website launched 72 Social media posts made</td>
</tr>
<tr>
<td>5. Improve the Squad’s information and data collection system by identifying, acquiring, and implementing an integrated Squad data management system, including a relational database</td>
<td>Identify and acquire system and begin implementation</td>
<td>Implementation began with Squad member information uploaded into the Better Impact Data Management System</td>
</tr>
</tbody>
</table>
Project Update: New Station 521
New Station 521 (10306 Dumfries Road), otherwise known as Capital Improvement Project (CIP CP5120 / P022), should be completed and open as an operational station in early 2021. The City of Manassas, CMFRD, and GMVRS have been working collaboratively on a plan for operations and administration of the new station and how responsibilities will be transferred. As an example, GMVRS was responsible for the Information Technology (IT) system in the existing station, while City IT will now be responsible for IT in the new station. All parties involved developed and agreed to a Memorandum of Understanding (MOU) for this transition.

Existing Station 521
In December 2020, City Council approved a property conveyance and lease agreement for the existing Station 521, located at 9322 Center Street. The City of Manassas will assume the mortgage on the property. GMVRS will be leasing back a few of the areas on the first floor.
## LOOKING AHEAD TO 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to Manage Response to the COVID-19 Pandemic</td>
<td></td>
</tr>
<tr>
<td>Behavioral Health</td>
<td></td>
</tr>
<tr>
<td>Community Risk Reduction Plan</td>
<td></td>
</tr>
<tr>
<td>Pursuit of a Diverse, Equitable, and Inclusive System</td>
<td>• Adjust our recruitment platform</td>
</tr>
</tbody>
</table>
| Apparatus                                                               | • Apparatus Integration into the fleet  
• Place new Tower Ladder in service                                                                                                                                                                                                                                                                                                      |
| Volunteer System                                                        | • To preserve and maintain a healthy volunteer system  
• Recruitment and retention                                                                                                                                                                                                                                                                                                           |
| Open and Honest Conversations                                            | • Empower all department and system members to speak up                                                                                                                                                                                                                                                                             |
| Prevention and Preparedness Division                                    | • Establish a new Deputy Emergency Management Coordinator position within the staffing plan to provide planning, response, and recovery for disasters that put our community at risk (ex. COVID-19).  
• Increase staffing within the Fire Marshal’s Office                      |
| Community                                                               | • Maintain level of service to the community and meet the changing and increasingly complex service demands                                                                                                                                                                 |
| Completion of SOP Revisions                                              |                                                                                                                                                                                                                                                                                                                                        |
| Radio System Upgrades                                                   | • Develop a plan for necessary radio system upgrades                                                                                                                                                                                                                     |
| CIP                                                                     | • Occupy NEW Fire Station 521  
• Transfer Logistics to Existing Station 521                                                                                                                                                                                                                                                                                      |
| Evaluation of Accreditation and ISO                                     |                                                                                                                                                                                                                                                                                                                                        |
While the focus of 2020 was on COVID-19 and the care of all individuals, work did not stop there. The System had several members awarded for their service, new members brought on board, retirements, and sadly we did lose a few dedicated members along the way.

It is important to note that COVID-19 and the regulations put in place as safety precautions severely inhibited the ability of GMVRS and MVFC to recruit new members. Fingerprint services and annual/initial physicals were suspended which halted background checks, and only operational members were allowed in the stations. The volunteer organizations are trying to regain the time lost to COVID

**Awards/Recognitions**

Each year the City and System recognize members who have gone over and above with their service. In 2020, the following awards were named:

<table>
<thead>
<tr>
<th>Award</th>
<th>Organization</th>
<th>Awarded By</th>
<th>Awardee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veterans of Foreign Wars (VFW) National Firefighter of the Year</td>
<td>Presented by the VFW</td>
<td>Fire Chief William A. Garrett</td>
<td></td>
</tr>
<tr>
<td>Merit Award for Valor</td>
<td>PW Chamber of Commerce</td>
<td>Justin Laidler</td>
<td></td>
</tr>
<tr>
<td>Above and Beyond Award</td>
<td>City of Manassas</td>
<td>Amelia Gagnon</td>
<td></td>
</tr>
<tr>
<td>Above and Beyond: Recognition</td>
<td>City of Manassas</td>
<td>Mike Nazionale, Justin Jenkins, Seth Astwood, Brad Fairbanks</td>
<td>Matt Heppner, Billy LeDrew, Ted Raabe</td>
</tr>
<tr>
<td>City of Manassas Years of Service Awards</td>
<td>CMFRD</td>
<td>John Bowers – 20 years, Andy Carver – 15 years, Melissa Heiderman – 15 years, Valerie Kusterbeck – 10 years, Robert Bettis – 10 years, Dana Campbell – 5 years</td>
<td></td>
</tr>
<tr>
<td>James E. Rice Award</td>
<td>MVFC</td>
<td>Gary Orndoff</td>
<td></td>
</tr>
<tr>
<td>Wade C. House Award</td>
<td>MVFC</td>
<td>Jason Lesnik</td>
<td></td>
</tr>
<tr>
<td>Albert Speiden Award</td>
<td>MVFC</td>
<td>Peter Stein</td>
<td></td>
</tr>
<tr>
<td>Officer of the Year</td>
<td>MVFC</td>
<td>Curt Huntington</td>
<td></td>
</tr>
<tr>
<td>Auxiliary Member of the Year</td>
<td>MVFC</td>
<td>Tina McAndrew</td>
<td></td>
</tr>
<tr>
<td>Rookie of the Year</td>
<td>MVFC</td>
<td>Xavier Lockette</td>
<td></td>
</tr>
<tr>
<td>Auxiliary – Life Membership</td>
<td>MVFC</td>
<td>Carissa Christian</td>
<td></td>
</tr>
</tbody>
</table>
The City of Manassas in coordination with the Fire and Rescue System honored three local “Hometown Heroes” this year. On August 29, 2020 a citizen suffered a medical emergency while driving a car at the intersection of Hastings Drive and Waterbury Drive. The car went into the small body of water near the intersection. Three citizens nearby, Mr. Robert Lambert, Mr. Steven Randazzo, and Mr. Terrence Engler all rushed to help the citizen until fire and rescue arrived. Their bravery and quick action are to be commended. Mayor Parrish and all of City Council deemed these men as Hometown Heroes at the September 28, 2020 Council meeting.

Leadership: Officers and Board of Directors

CMFRD
Executive Leadership Team
Fire Chief William A. Garrett, Deputy Chief Todd E. Lupton, Fire Marshal Jim Hartnett, Battalion Chiefs Kevin Franzello, Mark P. Nary, Jerry Smith, and Administrative Coordinator Melissa Heiderman

Leadership Team
Executive Leadership Team, Captains John Bowers, Andy Carver, Matt Fox, David Halman, and Joe Rose, Lieutenants Robert Bettis, Justin Jenkins, Mike Nazionale, Karl Sampson, and Kevin Shafer

CMFRD vs MCPD Annual Softball game was played this year at Jennie Dean Elementary. CMFRD brought home the title for the 2nd time (2 out of 3 years).

AWARDS AND RECOGNITIONS
System Awards, New Hires, Recognitions, Retirements and Remembrances

Hometown Hero Awards being presented for assistance provided to a citizen suffering a medical emergency. – September 2020
AWARDS AND RECOGNITIONS
System Awards, New Hires, Recognitions, Retirements and Remembrances

GMVRS
Operational Officers
Chief Nancy Orndoff, Assistant Chief Ben Simmons, Captain Adam Sampiller, Lieutenant John Sakevich, Lieutenant Huck Meyer

Board of Directors
President Pete Rockx, Vice President Randy Cusick, Community Relations Officer Mary Kenney, Member-at-Large Tovga Haji, Member-at-Large Drew McRoberts, Treasurer David Burns, Secretary Theresa Thompson, Chaplain Rhonda Thompson

Junior Squad
Captain Gillian Mayland

Auxiliary Squad
President Ron Angus, Vice President Gary Gallahan, Treasurer John Dimino, Secretary Judy Gallahan, Chaplain Kim Sweet

MVFC
Officers
President David McAndrew, Vice President Mark Failer, Secretary Jessica Miller, Treasurer Jason Lesnik, Chief Gary Orndoff, and Assistant Chief Jason Kendrick

Board of Directors
David McAndrew, Gary Orndoff, Jason Kendrick, Angie Lockette, Tina McAndrew, Jessica Miller, Peter Stein, Curt Huntington, Russell Carpenter Jr.
AWARDS AND RECOGNITIONS
System Awards, New Hires, Recognitions, Retirements and Remembrances

New Hires
Fire Chief William A. Garrett
Firefighter (ALS) Jason Keefe
Firefighter Michael North

Retirements
Fire Chief Rob Clemons
Deputy Fire Marshal Mark Joyner

CONGRATULATIONS!

Remembrance
Chuck Poppe, GMVRS Life Member
Randy Crabill, MVFC Life Member
James Robinson, MVFC Life Member

IN REMEMBRANCE

CHUCK POPPE
GMVRS Life Member

RANDY CRABILL
MVFC Life Member

JAMES ROBINSON
MVFC Life Member
In closing, the City of Manassas Fire and Rescue System would like to extend its sincerest THANKS and gratitude towards the citizens and businesses who kept us in your thoughts during the COVID-19 Pandemic! Many families and businesses dropped off kind notes, meals, snacks, and whatever they could to let us know they were thinking of us. That gesture means more to all of us than you may realize.

Additionally, we would like to thank the other City departments and our partner regional agencies who worked just as diligently and safely. The City’s Purchasing department went over and above to find resources and secure PPE in unprecedented times of basic supplies being unavailable.

Finally, to the System’s Operational Medical Director, Dr. Danielle Pesce, who worked well beyond her contracted hours to ensure our providers had accurate information and adjusted protocols to keep them and their patients safe.

First Responders tend to get all the credit, but we could not perform our jobs without those who provide support along the way.

THANK YOU!
January 21, 2020: 1st case of COVID-19 in the US *diagnosed*
February 29, 2020: 1st *death* due to COVID-19 in the US
March 7, 2020: 1st COVID-19 case *reported* in the Commonwealth of Virginia
March 9, 2020: Joint Information Center opened (Prince William County and Manassas Park)
March 12, 2020: Governor Northam declares a State of Emergency for the Commonwealth of Virginia
March 13, 2020: National Declaration of Emergency announced (effective March 1st)
City WebEOC event created
1st *reported* case of COVID-19 in Prince William Health District
Everbridge KeyWord established to share COVID information with the public
March 14, 2020: 1st *death* due to COVID-19 in the Commonwealth of Virginia
March 16, 2020: Governor Northam orders schools to close
City of Manassas releases updated sick leave – pandemic policy
March 17, 2020: City of Manassas adds additional cleaning services for the City facilities
March 18, 2020: Prince William Health District Call Center activated
March 19, 2020: Virtual EOC activation at partial monitoring level
City of Manassas buildings closed to the public
March 23, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 53*: Temporary Restrictions on Gatherings and Non-Essential Businesses
March 24, 2020: City of Manassas GIS Team creates interactive map showing locations of food resources in the area
March 25, 2020: 1st *reported* case of COVID-19 in City of Manassas
March 30, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 55*: Temporary Stay at Home Order
May 8, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 61*: Phase One Easing of Certain Temporary Restrictions
May 12, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 62*: Jurisdictions Temporarily Delayed from Entering Phase One in as noted in Executive Order 61
May 20, 2020: Greater Prince William Area Disaster Fund launched
May 26, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 63*: Requirement to Wear Face Covering While Inside Buildings
June 2, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 65*: Phase Two Easing of Certain Temporary Restrictions
June 30, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 67*: Phase Three Easing of Certain Temporary Restrictions
July 29, 2020: Twice weekly COVID-19 *testing begins* at Metz Middle School; supported by the Community Emergency Response Team (CERT) – currently ongoing
August 17, 2020: Distribution of masks and hand sanitizer, from the Health Equity Task Force, to vulnerable communities most at-risk for contracting COVID-19 begins
August 21, 2020: Obtained a trailer and supplies to support testing and future vaccination efforts
September 1, 2020: Coordinated vaccination planning with Prince William Health District officially began
November 13, 2020: Public and private in-person gatherings limited to 25 individuals (down from 250)
December 10, 2020: Governor Northam releases *Commonwealth of Virginia Executive Order 72*: Universal Use of Face Masks
December 28, 2020: First vaccines administered to Fire and Rescue personnel in Prince William Health District