



Clarke County Fire & EMS Commission
101 Chalmers Court, Suite B
Berryville, Virginia 22611
(540) 955-5132

MINUTES

(added to Agenda in orange font)

June 9, 2016

6:30pm

Berryville Clarke County Government Center – Meeting Room AB

Present: Van Armacost, Bryan Conrad, Frank Davis, Matt Hoff, Beth Leffel (Chair), Tony Roper, Laure Wallace, David Weiss

Meeting was called to order by the Chair at 6:30pm.

1. Approval of Agenda

Motion for amendment, by Mr. Hoff, to add an administrative item: discussion of ALS Coordinator/Trainer/EMS Educator; second by Mr. Conrad. Unanimous vote to approve the agenda as amended.

2. Approval of Minutes – May 12, 2016

Motion for approval by Mr. Weiss; second by Mr. Conrad. Unanimous vote to approve.

3. Administrative

Discussion of the County appointed EMS Educator – there has been confusion as to who has been designated as the EMS Educator/Coordinator. Mr. Conrad clarified that according to the Lord Fairfax EMS Council, it is Chris McCallister. The alternate is Greg Williams.

4. Unfinished Business

a. Annual Operating Plan – (Beth Leffel; Attachment 1)

Two options were discussed (Attachment 1): 1) Working Paper – priorities for FY17 and 2) Working Paper – priorities covering 5yr plan. After much discussion regarding content and format presentation, the Commission decided to focus on plans for FY17 and merge content for that year from both documents. Dr. Leffel and Mr. Davis will work on prioritizing the list for presentation and vote at the next meeting.

b. Update on Communications Plan (Tony Roper)

- i. Sheriff Roper provided a handout (Attachment 2) that described the approach, schedule, and costs to upgrade the communication system. The commission was in agreement with the plan; Sheriff Roper will be presenting this to the



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Board of Supervisors and it will be integrated into the normal budget/planning process for his Office.

- ii. Sheriff Roper also provided minutes (Attachment 3) from the June 8, 2016 Technology Committee Meeting. There were no questions or clarifications requested.
 - c. Plan for Standard Operating Procedures (Laure Wallace; reading material Attachment 2 of Meeting Packet)
 - i. It was decided that the Department will develop “Standard Operating Guidelines” (SOG) instead of “Standard Operating Procedures” (SOP)
 - ii. A draft guidance for writing SOPs was presented to the Commission and tentatively approved pending a review by the Director. He will provide input on specifics on the current Departmental numbering system and other changes needed to comply with Departmental standards. A final draft will be brought back to the Commission for final approval at the July meeting
5. Report from the Director of Fire and EMS (Frank Davis)

In addition to the information in the report provided in the Meeting Packet, Mr. Davis had the following updates:

- The Request for Proposal for the county insurance policy has been published. Responses are expected by August.
 - The Regional Emergency Manager received a grant to purchase a video conferencing system for the County. This will aid in training, interagency cooperation and coordination during disaster.
 - The County has received and official complaint regarding response to a call and this is being reviewed in our legal department.
 - Ms. Radford is researching the possibility of billing for “non-transport” calls. Rockingham County is advising because they are currently participating in a community paramedic program and have some experience in this area.
 - Collections for fee-for-service for the first 12 months has been \$381,951.
 - There was some discussion of an incentive program to improve the use of IAMRESPONDING. An example program was presented in which volunteers receive a stipend if criteria for participation is met. This will be taken into advisement as the Department makes progress and the budget continues to gain granularity.
6. Report from the Fire and Rescue Association Representatives (Matt Hoff and Van Armacost)

There was no meeting in May, as there was no quorum.

7. Public Comment – none



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8. New Business
 - a. Position of Director, Fire and EMS

Mr. Davis has resigned the position, effective August 31, 2016. He will assist Mr. Ash with the recruitment effort to hire a replacement and continue to work with staff to plan the transition. The Commission thanked Mr. Davis for his outstanding dedication, commitment, and contribution to facilitating the County transition to the new Department.

9. Adjourn

Motion to adjourn at 8:00pm by Sheriff Roper; second by Mr. Conrad. Unanimous vote for approval.

Action Items:

1. List of Standard Operating Guidances and update SOG for writing and implementing SOGs – Mr. Davis – ASAP
2. Draft Capital Improvement Plan – Mr. Davis – Aug. 15, 2016
3. Revise draft Annual Operating Plan – Dr. Leffel – Jun. 30, 2016
4. Prioritize items in draft Annual Operating Plan – Dr. Leffel & Mr. Davis – Jul. 6, 2016

The next regular Commission meeting is scheduled for July 14, 2016 at 6:30pm.



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Attachment 1a: Working Paper – Annual Operating Plan



2016-2017 (FY17) PROJECT PRIORITIES – Fire & EMS COMMISSION
(adopted DATE)

The list is intended to aid the Commission and Staff to ensure that work on critical projects is ranked and completed in a timely fashion. Projects are aligned with Goals 1 and 2 of the Strategic Plan which have been prioritized by the Commission. Project start dates and priorities may be affected by the Department's budget, Commission's case load, text amendments, or other special projects requested by the Board of Supervisors.

1. Progress the strategic vision and leadership of the Department by:
 - a. Fund and support the position of Director of Clarke County Fire and EMS
 - b. Fund and support the position of Fire & EMS Billing Coordinator
 - c. Provide effective and regular communications throughout the organization by expand the Department website and maintaining it routinely to ensure information is timely and accurate
 - d. Continue year-end evaluation of performance metrics and strategic priorities and amend the Strategic Plan, as needed
2. Improve Fire and Operations across the Department by unifying the system and ensuring that sufficient staff is available to meet the needs of the community:
 - a. Write Standard Operating Guidances to standardize practices within the Department. Develop a method for training on the SOGs so that all career staff and volunteers are working within the same parameters.
 - b. Purchase a county-wide Facility and Apparatus Insurance Policy which includes equivalent coverage for all volunteer companies and County investments
 - c. Standardize duty crew policy. Publish the policy on the Department website and train as necessary
 - d. Provide standardized uniforms and safety equipment (e.g., turnout gear) for personnel
 - e. Implement IAMRESPONDING technology and utilize with 100% of volunteers by June 30, 2017
 - f. Develop a Standard Operating Guidance to ensure consistent response of fully staffed apparatus to fire and EMS calls. Develop methodology to track performance.



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Attachment 1b: Working Paper – Annual Operating Plan



**TO JUNE 2016 PRIORITIES – FIRE AND EMS COMMISSION
(Adopted Date)**

The list is intended to aid the Commission and Staff to ensure that work on critical projects is ranked and completed in a timely fashion. Projects are aligned with the numbered Goals of the Strategic Plan which have been prioritized by the Commission. Project start dates and priorities may be affected by the Department's budget, Commission's case load, text amendments, or other special projects requested by the Board of Supervisors.

1. Advance the Strategic Vision and Leadership of the Department.
 - a. Develop a 5-Year Strategic Plan
 - b. Perform the first evaluation of performance metrics and completion of strategic plan priorities and use feedback to amend, as necessary, the Strategic Plan
 - c. Use the Strategic Plan to guide budget decisions
 - d. Establish and provide for regular reports to the Fire and Rescue Association through the Fire and EMS reps to the Commission
 - e. Create a communications plan for the volunteers and career staff
 - a. Develop the departmental website and populate with critical system documents, provide effective and regular communications through the website, and ensure information is timely and accurate
 - f. Define and publicize the organizational structure of the Department
 - g. Review and update, as necessary, the job descriptions of career staff and begin performance of annual evaluations for each staff member.
2. Improve Fire and EMS Operations
 - a. Establish system performance metrics
 - b. Purchase a county-wide Facility and Apparatus Insurance Policy which includes equivalent coverage for all volunteer companies and County investments
 - c. Provide standardized uniforms and safety equipment (e.g., turnout gear) for all career personnel
 - d. Fully implement IAMRESPONDING technology and develop and publish the policy for technology use in coordination with volunteer companies and dispatch.



Clarke County Fire & EMS Commission
Berryville, Virginia 22611

- e. Set the process for regular review and update, as needed, of dispatch protocol
 - f. Update and implement MOUs with Volunteer Companies
4. Ensure Effective Resource Management
- a. Develop the yearly process for, and complete a 2016/17 comprehensive budget review for County, state and fee-for-service funds, including County funds to volunteer companies
 - b. Begin use of the County Procurement Policy for system purchases
 - c. Appoint a joint committee with the Sheriff's office to review and recommend updated technology
 - d. Evaluate and report on the need for additional IT personnel support
6. Improve Employee Development
- a. Develop the procedures to announce training opportunities
7. Improve Community Outreach and Partnerships
- a. Use websites, town meetings and other outreach methodologies to connect with stakeholder
 - b. Develop and implement a program for career staff to address community outreach during non-call times
 - c. Establish regular communication with partner agencies and utilize those partnerships to inform decisions and solve problems



JUNE 2016 TO JUNE 2017 PROJECT PRIORITIES – FIRE & EMS COMMISSION

1. Advance the Strategic Vision and Leadership of the Department
 - a. Continue year-end evaluation of performance metrics and of strategic plan priorities and amend the Strategic Plan, as necessary
2. Improve Fire and EMS Operations
 - a. Implement IAMRESPONDING technology and utilize with 100% of volunteers by June 30, 2017
 - b. Standardize duty crew policy, publish, communicate and train as necessary.
 - c. Develop the methodology to ensure, track and report on consistent response of fully staffed apparatus
 - d. Begin standardization of SOPs and develop methodology to communicate changes, publish them to the website and provide sufficient training
3. Increase Recruitment and Retention
 - a. Review, update, and begin annual reporting on recruitment options and opportunities, and actions
 - b. Standardize, centralize, publish and announce the application process for volunteers
4. Ensure Effective Resource Management
 - a. Develop a long-term equipment and apparatus purchasing plan.
 - b. Develop a life-cycle replacement plan for personal protective equipment
6. Improve Employee Development
 - a. Develop, schedule, and announce quarterly joint trainings across the Department
7. Improve Community Outreach and Partnerships
 - a. Develop a comprehensive community outreach plan
 - b. Evaluate and report on current partnership and outline the opportunities to grow or increase partnerships.



2017-2018 PROJECT PRIORITIES – FIRE & EMS COMMISSION

1. Advance the Strategic Vision and Leadership of the Department
 - a. Continue year-end evaluation of performance metrics and of strategic plan priorities and amend the Strategic Plan, as necessary
 - b. Develop a standardized rank structure across the Department
2. Improve Fire and EMS Operations
 - a. Define, publish and hold a joint training on Emergency Operations Procedures across the Department
3. Increase Recruitment and Retention
 - a. Develop a strategy to evaluate retention of career staff
4. Ensure Effective Resource Management
 - a. Develop a long-term capital facilities plan
 - b. Develop a budget request for and equip all equipment with Mobile Data Terminals
6. Improve Employee Development
 - a. Develop the training requirement for all volunteer ride-a-longs
 - b. Develop an incentive plan that will encourage personnel to become instructors



2018-2019 PROJECT PRIORITIES – FIRE & EMS COMMISSION

1. Advance the Strategic Vision and Leadership of the Department
 - a. Continue year-end evaluation of performance metrics and of strategic plan priorities and amend the Strategic Plan, as necessary
 - b. Define the specific roles and responsibilities of each position in the Fire and EMS Service.
2. Improve Fire and EMS Operations
 - a. Update MOUS with other jurisdictions
 - b. Develop an annual process to review plans for incidence response to target hazards
3. Increase Recruitment and Retention
 - a. Finalize and implement a cadet program in the High School
 - b. Design a standardized mentoring program for all volunteer companies to use with new recruits
 - c. Develop the methodology and implement a plan to seek volunteer feedback on incentives that would increase volunteerism in general and specifically for running fire and EMS calls
4. Ensure Effective Resource Management
 - a. Fully implement a standardized and consolidated Departmental purchase process using the County Procurement Policy when feasible
6. Improve Employee Development
 - a. Identify and implement a standardized training plan for all Fire and EMS positions and the methodology to centrally track all training, certifications, and update requirements, as appropriate
 - b. Begin use of a Kirkpatrick evaluation metric to evaluate the effectiveness of training programs



2019-2020 PROJECT PRIORITIES – FIRE & EMS COMMISSION

1. Advance the Strategic Vision and Leadership of the Department
 - a. Continue year-end evaluation of performance metrics and of strategic plan priorities and amend the Strategic Plan, as necessary
3. Increase Recruitment and Retention
 - a. Update the volunteer incentive program
 - b. Develop a survey mechanism to gain insight into why volunteer members leave their volunteer positions
5. Ensure Health and Safety of Departmental Volunteers and Career Staff
 - a. Develop a wellness program
6. Ensure Effective Employee Development
 - a. Begin centralized tracking in the Departmental website of all training, certifications, and recertification requirements for volunteers and career staff
7. Improve Community Outreach and Partnerships
 - a. Develop the mechanism to collect regular community input on the Fire and EMS system and deploy by June of 2020.



2020-2021 PROJECT PRIORITIES – FIRE & EMS COMMISSION

1. Advance the Strategic Vision and Leadership of the Department
 - a. Continue year-end evaluation of performance metrics and of strategic plan priorities and amend the Strategic Plan, as necessary
2. Improve Fire and EMS Operations
 - a. Develop a paramedic-in-the-community program
3. Increase Recruitment and Retention
 - a. Define the standards for an “live-in: program for cadets
4. Ensure Effective Employee Development
 - a. Establish the process to analyze existing skill sets to identify areas for new training needs



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Attachment 2: Communications Systems Update

Phase 1 (2017/2018)

Clarke County's Goals for Phase 1 include:

- Replace Back room equipment at ECC (P25 Conventional Core)
 - Replace console equipment at ECC
 - Conduct preventative maintenance of all existing subscriber equipment
 - Obtain necessary frequencies for expansion of system including microwave backhaul
 - Begin engineering design work for the Shentel tower site
- ESTIMATED TOTAL COSTS: \$423,000.00**

OCG recommended services to support the County through Phase 1:

- OCG will develop the SOW for procurement of the console/back room equipment and review the proposal received
 - OCG will oversee the implementation of the dispatch consoles and the back room "core" equipment
 - OCG will work with coordinators to identify the VHF and microwave frequencies
 - OCG will perform an RF analysis and work with the frequency coordinator for approval to modify FCC licenses to move to Shentel tower and add the simulcast site
 - OCG will assist the County to develop the detailed scope and tower site agreement (MOU) with Shentel
 - OCG will assist the County to develop the plan for the migration from Springsbury to Shentel
- ESTIMATED TOTAL COSTS: \$25,100.00**

Phase 2 (2018/2019)

Clarke County's Goals for Phase 2 include:

- Replace existing tower at ECC
 - Construct and move operations from Springsbury Road to the Shentel tower site
 - Implement microwave backhaul between ECC – Shentel – Mt. Weather
 - Implement necessary antenna structure upgrades at the Mt. Weather site
- ESTIMATED TOTAL COSTS: \$523,000.00**

OCG recommended services to support the County through Phase 2:

- OCG will develop the SOW for:
 - the replacement of the ECC tower
 - the construction of the Shentel communications site and microwave backhaul network
 - the migration of the VHF system equipment from Springsbury to Shentel
 - the necessary upgrades at the Mt. Weather site including microwave backhaul
- OCG will oversee construction of the new monopole antenna at ECC

- OCG will oversee construction of the communications site at Shentel
- OCG will oversee construction of the new microwave backhaul system
- OCG will oversee the implementation of the VHF system at Shentel

ESTIMATED TOTAL COSTS: \$39,085.00

Phase 3 (2019/2020)

Clarke County's Goals for Phase 3 include:

- Implement Millwood site and upgrade system to simulcast
- Integrate Millwood into the microwave backhaul system

ESTIMATED TOTAL COSTS: \$272,325.00

OCG recommended services to support the County through Phase 3:

- OCG will develop the SOW for:
 - the development of the Millwood Water Tank communications site and microwave backhaul network
 - the implementation of the VHF simulcast site and equipment
- OCG will oversee construction of the new communications site at Millwood
- OCG will oversee the implementation of the microwave backhaul network to add the Millwood Water Tank site to the system
- OCG will oversee the installation, functional testing, and coverage testing of the VHF infrastructure equipment Millwood Water Tank

ESTIMATED TOTAL COSTS: \$32,010.00

Phase 4 (2020/2021)

Clarke County's Goals for Phase 4 include:

- Implement vehicle repeaters for Fire/EMS equipment

ESTIMATED TOTAL COSTS: \$412,000.0

- Purchase system spares as needed

ESTIMATED TOTAL COSTS: \$14,685.00

OCG recommended services to support the County through Phase 4:

- OCG will develop the SOW for:
 - the purchase and installation of vehicle repeaters
- OCG will develop a recommended list of spare parts for the County to purchase

ESTIMATED TOTAL COSTS: \$3,360.00

Summary of Costs			
Phase	Equipment and Vendor Services	OCG Services	Totals
1	\$423,000.00	\$25,100.00	\$448,100.00
2	\$523,000.00	\$39,085.00	\$562,085.00
3	\$272,325.00	\$32,010.00	\$304,335.00
4	\$426,685.00	\$3,360.00	\$430,045.00
Total:	\$1,645,010.00	\$99,555.00	\$1,744,565.00



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Attachment 3: Minutes from Technology Committee

Technology Committee Meeting
June 8, 2016; 1000 hrs

Attendees: Tony Roper, Sheriff's Office
Pam Hess, Emergency Communications Center
Travis Sumption, Sheriff's Office

Brian Conrad, Fire and Rescue
Frank Davis, Fire and Rescue

Minutes by: Janine Rose

1. Preventative Maintenance of Radio Equipment – OmniCom believes that preventative maintenance of subscriber units should be completed as soon as possible. They believe that an improvement will be seen once the maintenance has been completed. Currently the PM of the radios is schedule to occur in Phase 3 (2019/2020). Chief Deputy Sumption procured a rough quote of \$8600 from Teltronics to do PM on all the radio equipment, which would include reprogramming and a comprehensive look at everything related to the radio, including antennas. It will take approximately 15 minutes to perform the PM on each radio, with this portion of the project lasting several weeks. Funding will come from the unused portion of the procured amount for the study. Once the EMS Committee's approval is received, the proposal will be presented to the County Administration to obtain their permission to use the procured funds for this part of the project. Once all approvals have been obtained a schedule will be put in place.
2. Acknowledgement Indicator – Director Hess suggests that, during the PM / reprogram of the radios, the radios also be programmed with the indicator. The indicator beeps when the button to transmit is pressed so the beginning of the transmission is not lost. Mr. Davis and Mr. Conrad requested that Fire and Rescue radios be reprogrammed as well.
3. Chief Deputy Sumption presented the revised radio project schedule and funding from OmniCom. It should be noted that the cost estimate indicated in phase 4 is on the high side. These documents (attached to the minutes) will be presented to the EMS Committee and we will proceed from there.
4. Tower – Sheriff Roper advises that he will make sure the County Administrator is working on the negotiations for the lease. Director Hess visited the tower site yesterday (6/7/2016). The access road is rutted and there is a tree down, making entry to the tower site difficult. Something will need to be done before we begin moving equipment during phase 2 of the project.
5. Fire / EMS EA Programming – Frank Davis advised a staff member was to take a portable to Teltronics and see if the portable can be programmed with the EA as being discussed in the past. He does not believe that has been done and will take it up there himself.

Technology Committee Meeting

June 8, 2016

Page 2 of 2

6. IamResponding Software – Mr. Davis advised that all three (3) chiefs believe this will be completed by the end of June 2016.
7. Schedule Anywhere Software was discussed as a possible solution for the Fire and Rescue scheduling process.

There being no new business, the meeting was adjourned.