



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

AGENDA

March 10, 2016 6:30pm

County Government Building – Meeting Room AB

1. Approval of Agenda
2. Approval of Minutes – February 11, 2016 and March 29, 2016
3. Administrative
4. Unfinished Business
 - a. Q&A on Strategic Plan “Tracker Votes”
 - b. Finalization of 2016 Annual Operating Plan format
5. Report from the Director of Fire and EMS (Frank Davis)
6. Report from the Fire and Rescue Association Representatives (Matt Hoff and Van Armacost)
7. Committee Reports
 - a. Performance Standards (Beth Leffel)
 - b. Technology Committee (Tony Roper)
 - c. Budget Committee (Matt Hoff)
8. New Business
9. Adjourn



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Minutes – Regular Meeting
(added to agenda in orange font)

February 11, 2016 6:30pm
County Government Building – Meeting Room C

Present: Van Armacost, Bryan Conrad, Frank Davis, Matt Hoff, Beth Leffel (Chairman), Tony Roper, Laure Wallace (via telephone)

Meeting was called to order by the Chairman at 6:32pm.

Ms. Wallace had requested participation via electronic means due to a personal matter. In accordance with Virginia Code §2.2-3708.1 and policy established by the Clarke County Board of Supervisors, provisions were made. Motion was made by Mr. Conrad and a second by Mr. Hoff to allow electronic participation of Ms. Wallace, from a remote location. Ms. Wallace confirmed that she was in Patagonia, AZ to provide childcare for her grandchild.

Roll Call Vote: Mr. Armacost – Aye
 Mr. Conrad – Aye
 Mr. Davis – Aye
 Dr. Leffel – Aye
 Mr. Roper – Aye

1. Approval of Agenda
 Motion for approval by Mr. Hoff; second by Mr. Conrad. Unanimous vote to approve.
2. Approval of Minutes – January 14, 2016 Regular Meeting
 Motion for approval by Mr. Conrad; second by Mr. Hoff. Unanimous vote to approve.
3. Administrative: No items for discussion
4. Report from the Director of Fire and EMS (Frank Davis)
 - a. Report was included in the meeting packet.
 - b. There was a request for clarification on the funds submitted for reimbursement for the Damage Assessment due to the snowstorm. Some of the items included were: sections of roof replacement on two buildings, overtime compensation for staff in the Emergency Operations Center, reimbursement to Volunteer Companies for food provided to personnel who manned stations, snow removal, etc.
5. Report from the Fire and Rescue Association Representatives (Matt Hoff and Van Armacost)
 Mr. John Udy has been elected as President. Dr. Leffel will contact him to invite him, at least



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quarterly, the report to the Commission. The first meeting he is requested to attend is March 2016.

6. Committee Reports

- a. Performance Standards (Beth Leffel) – no report
- b. Technology Committee (Tony Roper) – no report; meeting scheduled next week
- c. Budget Committee (Matt Hoff) – the report on the meeting is combined included in the first item of New Business

7. New Business

a. Budget Requests

Mr. Davis prepared a preliminary budget using the new County software, therefore all information had been entered into the system but not yet formally presented to the Board of Supervisors. There was some confusion as to what required approval by the Commission prior to submission to the County. The question was whether the Fire and EMS Department budget in its entirety, or just the expenditures from the Fee-for-Service revenue, was to be discussed and approved by the Commission. The consensus was that since the goal was to establish a County department representative of a combination career/volunteer system, the Commission should approve the budget request for the entire department. Mr. Davis verbally presented all requests as had been prepared in the draft budget. The Commission agreed by consensus to table the approval and further discussion until there had been time to obtain a written budget and discuss all revenues/expenditures in a special meeting (to be scheduled).

- i. The Commission Budget Committee recommended that the following requests be made from Fee-for-Service revenue:
 1. Additional personnel – Fee-for-Service Administrator: this is currently a part-time position. Mr. Davis requests that the position be increased to full-time.
 2. Addition personnel – EMT-P (24hr coverage): reflective of original goal of the Fire and EMS Working Group to improve response time, with fully staffed units, to medical emergencies
 3. Insurance – County-wide policy to insure both career and volunteer staff and resources
 4. Projected revenue for FY17 is \$325,000. The committee recommends that after making above expenditures, the Commission can request that this remaining revenue be placed in a reserve fund to be used when unexpected expenditures arise (e.g., bridge salaries for career staff if grants are not received)
- ii. Mr. Davis had made the following requests from the County General Fund, in the draft budget
 1. Purchase of ImageTrend contract



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2. Postage mainly to support mailing of “comment cards” (\$2,000)
3. Phone (\$1,000)
4. Travel/training (\$10,000)
5. Supplies (\$1,000 for general office supplies and \$9,000 to purchase medical supplies used on emergency medical calls)
6. Fuel (\$2,000)
- iii. The Commission directed Dr. Leffel to meet with Mr. Judge to obtain the draft budget document. It will be circulated to the Commission for discussion and action at a special meeting to be scheduled as soon as possible.
- b. Annual Plan Development
A handout was provided (**Attachment 1**) that summarized the individual Commissioner’s responses for priorities, using the strategic plan tracker. Due to the late hour, there was consensus that the Commissioners review the document and discuss the path forward at the next meeting.
8. Unfinished Business – Strategic Plan – see notes for 7b
 - a. Status of “county-wide” insurance policy
 - b. Gain consensus on priorities of focus for 2016
9. Adjourn
Motion to adjourn at 7:32pm by Mr. Conrad; second by Mr. Hoff. Unanimous vote for approval.

The next regular Commission meeting is scheduled for March 10, 2016 at 6:30pm.

Plan Tracker	Status (Dec. 2015)¹	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Goal 1: Strategic Vision and Leadership						
Strategy 1: Lead the organization with a well-developed strategic vision and plan						
Action Step 1: Develop a strategic plan	complete	Per Action Step 2, occurs annually				
Action Step 2: Annual evaluation of performance metrics		Per definition, occurs annually				
Action Step 3: Guide budget decisions		Per definition, occurs annually				
Action Step 4: Amend plan as needed		Per definition, occurs annually				
Strategy 2: Ensure effective and regular communications throughout the organization						
Action Step 1: Reports to Fire and Rescue Assoc.	complete	ongoing				
Action Step 2: Create communication plan for volunteer/staff	complete	communication via plan will be ongoing				
Action Step 3: Develop department website	complete	maintenance will be ongoing				
Strategy 3: Clarify the roles and responsibilities of all leadership positions						
Action Step 1: Develop rank structure		B,F	Br,L,M	V		
Action Step 2: Define organizational structure of the Dept.	complete					
Action Step 3: Define roles/responsibilities, training, documentation		B,F,M,T	Br	L,V		
Action Step 4: Review job descriptions and perform annual evaluations	ongoing	B,F,T	M			V

B=Beth Leffel; Br=Bryan Conrad; F=Frank Davis; L=Laure Wallace; M=Matt Hoff; T=Tony Roper; V=Van Armacost

¹Stated by Commission during December 2015 meeting

Clarke County Fire and EMS Commission_Strategic Plan Tracker_Feb 2016

Plan Tracker	Status (Dec. 2015)¹	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Goal 2: Fire and EMS Operations						
Strategy 1: Ensuring that sufficient staff is available to have timely and effective response to fire and EMS calls						
Action Step 1: Standardize duty crews	ongoing	B,F,L,T	V	M		
Action Step 2: Use IAMRESPONDING across the Dept.	trial complete	B,F,L,M, V				
Action Step 3: Develop a plan for housing at stations		F	Br	B,M	V	L,T
Action Step 4: Ensure consistent response of fully staffed apparatus	ongoing	B,F,M,T				
Strategy 2: Ensure that standards, protocols and procedures are comprehensive, accessible and effective						
Action Step 1: Establish performance metrics	complete					
Action Step 2: Standardize SOPs and publish on the website	ongoing	Br, L,M	B,F			
Action Step 3: Review dispatch protocols annually		Per definition, occurs annually				
Action Step 4: Update MOUs w/ other jurisdictions		B, Br,F	L		M	
Action Step 5: Update MOUs w/ volunteer companies	Complete	V	F			
Strategy 3: Manage Fire and EMS Operations to meet the changing needs of the community						
Action Step 1: Develop a “paramedic-in-the-community” program			B,T	Br, M		L
Action Step 2: Annually review plan for incidence response to target hazards		Per definition, occurs annually				
Strategy 4: Emergency Operations						
Action Step 1: Define Emergency Operation Procedures across County Dept.		B, Br, L,M	F			

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Plan Tracker	Status (Dec. 2015)¹	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Action Step 2: Hold joint trainings		B,Br,F,M,T	L			

Plan Tracker	Status (Dec. 2015)¹	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Goal 3: Recruitment and Retention						
Strategy 1: Develop an effective recruitment program						
Action Step1: Review recruitment options annually		Per definition, occurs annually				
Action Step 2: Standardize and centralize application process for volunteers	ongoing	L		B		
Action Step 3: Develop a cadet program with the schools	ongoing		B,F,L,V			
Action Step 4: Define standards for “live-in” program for cadets		Br	F,T,V	M		B,L
Action Step 5: Design a mentoring program for recruits		B,Br, M	F,L,V	T		
Strategy 2: Develop an effective retention program						
Action Step 1: Update incentive program		V	B, Br,M	F,L		
Action Step 2: Seek volunteer feedback on appropriate incentives		Br, V	B,F,M	L		
Action Step 3: Evaluate retention of career staff		T	B,F,L,M	V	Br	
Action Step 4: Plan to track members who leave or discontinue service		F,M,T	B, Br		L	V

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Plan Tracker	Status (Dec. 2015)¹	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Goal 4: Resource Management						
Strategy 1: Budgeting						
Action Step 1: Develop a yearly budget	ongoing	Per definition, occurs annually				
Action Step 2: Focus fee-for-service revenue	ongoing	Per definition, occurs annually				
Strategy 2: Purchasing						
Action Step 1: Develop long-term equipment/apparatus purchasing plan		L,T	B	F	Br, M	
Action Step 2: Develop long-term capital facilities plan			L	B,F,M,T		Br
Action Step 3: Develop life-cycle replacement plan for personal protective equipment		B,L	T	Br, F	M	
Action Step 4: Standardize and consolidate Dept. purchases	ongoing		B	F,L		
Action Step 5: Use County Procurement Policy when feasible	ongoing	Per definition, ongoing task				
Strategy 3: Technology						
Action Step 1: Appoint joint committee with Sheriff's office to review and recommend updated technology	complete	V				
Action Step 2: Evaluate needs for additional IT personnel support	ongoing	V	B,F		M	
Action Step 3: Equip all equipment with Mobile Data Terminals	ongoing	V	L,M	B	F	
Action Step 4: Enable Text 911 (regionally)		V	B,T		F	Br, M

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Goal 5: Health and Safety						
Strategy 1: Ensure the health and safety of all volunteers and career staff						
Action Step 1: Develop a wellness program			T	Br, F	L,V	B,M

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Goal 6: Employee Development						
Strategy 1: Develop a comprehensive training model for all department employees						
Action Step 1: Standardize training for all positions		M, T	Br	B, F, L, V		
Action Step 2: Develop training requirements for ride-alongs		B, Br	F, L	T, V		M
Action Step 3: Schedule quarterly joint trainings across Dept.	complete	Per definition, ongoing process				
Action Step 4: Document training in a Dept. database		Br	F, M, T, V	B	L	
Action Step 5: Analyze existing skill sets to identify areas for new training needs		Br, T		B, F, M	V	L
Action Step 6: Evaluate training effectiveness		M	B, T	F, L	V	
Strategy 2: Deliver training that is effective, efficient and accessible						
Action Step 1: Develop an incentive plan to encourage personnel to become instructors			Br, L	B, T	F	M, V
Action Step 2: Identify opportunities with joint training with other jurisdictions		L	B, F, M	T		V
Action Step 3: Develop procedures to announce training opportunities	complete	adherence to procedures				

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Goal 7: Community Outreach and Partnerships						
Strategy 1: Conduct research to identify the opinions and priorities of the community and their awareness and support for current Fire and EMS Operations						
Action Step 1: Conduct community surveys		Br, M	B,F,V		L	T
Action Step 2: Use websites, town meetings etc. to connect with stakeholders	complete	Per definition, ongoing process				
Strategy 2: Develop community awareness of Fire and EMS Operations and build community support for Fire and EMS Operations						
Action Step 1: Develop a community outreach plan		Br, L,M	B,F,T	V		
Action Step 2: Develop and implement a program for career staff to address community outreach during non-call times		L	Br, M,T	B,F	V	
Strategy 3: Cultivate partnerships to support Dept. services						
Action Step 1: Evaluate current partnerships and opportunities		Br, V	B,F	M		
Action Step 2: Establish regular communication with partner agencies	complete	Per definition, ongoing process				
Action Step 3: Create new partnerships	ongoing		B, Br			
Action Step 4: Utilize partnership to inform decisions and solve problems		F	B, Br, T	M	V	

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**2016 PROJECT PRIORITIES – PLANNING COMMISSION
(adopted January 8, 2016)**

The list is intended to aid the Commission and Staff to ensure that work on critical projects is prioritized and completed in a timely fashion. Project start dates and priorities may be affected by the Commission’s zoning case load (e.g., SUPs, rezoning, site plans, subdivisions), text amendments, or other special projects requested by the Board of Supervisors.

- 1. Review and provide recommendations on the draft revised Berryville Area Plan (to be determined based on completion of project by Berryville Area Development Authority and Town and County Planning Staff).**

INCOMPLETE –Final Draft Plan document is currently under review.

- 2. Conduct the review and renewal process for the County’s Agricultural and Forestal Districts (AFDs).**

INCOMPLETE – Commission is scheduled to set Public Hearing on the District review at the January 8 meeting.

- 3. Review of Forestal-Open Space-Conservation (FOC) District Zoning and Subdivision Ordinance regulations.**

INCOMPLETE – Policy Committee work is complete. Commission is scheduled to set Public Hearing on the proposed text amendment at the January 8 meeting.

- 4. Discussion of regulations for riverbank modifications.**

INCOMPLETE – Policy Committee work is complete. Commission is scheduled to discuss the proposed text amendment at the January 5 Briefing meeting.

- 5. Begin work on updating the Agricultural Land Plan.**

INCOMPLETE – Project not started. Recommend discussion of potential work plan and formation of subcommittee at the February 2016 Briefing meeting.

- 6. Begin work on updating the Double Tollgate and Waterloo Area Plans.**

INCOMPLETE – Project not started. Recommend discussion of potential work plan and formation of subcommittee at the February 2016 Briefing meeting.

Technology Committee Meeting
February 16, 2016

Attendees: Brian Conrad, Fire Rescue Tony Roper, Sheriff's Office
Frank Davis, Fire Rescue Pam Hess, Emergency Communications Center
Travis Sumption, Sheriff's Office

Minutes by: Janine Rose

1. The Sheriff opened the meeting and requested a motion to accept the minutes from the January 12, 2016 meeting. Mr. Conrad made the motion, and all were in favor.
2. Sheriff Roper asked for a motion to accept the agenda as presented. Mr. Conrad made the motion and all were in favor.
3. RFP – Communications Study
 - a. Chief Deputy Sumption contacted purchasing, as instructed at the January 12, 2016 meeting. Mike Legge advised him that we can move forward with Phase 1 only of the RFP and hold off on the remaining phases. References were checked on the two least costly bids, and were favorable. Omnicom was the lower of the two bids.
 - b. Mr. Conrad asked about using the gentleman from Maryland that Mr. Davis had spoken of in previous meetings. Mr. Davis advised the gentleman, who handles all medical communications for Maryland and Medstar, is willing to come in and work on an hourly basis. The gentleman was aware of the RFP but did not submit a bid.
 - c. Per Sheriff Roper, Chief Deputy Sumption will contact Purchasing to ask about the legalities of asking the gentleman from Maryland to come in as a consultant. If there are no legal issues, Chief Deputy Sumption will contact the gentleman to discuss particulars. If there are legal issues, we will move forward with the Omnicom bid.
4. Fire Channel 2
 - a. The channel is now working. The pairs have been rebuilt and the issues created by a Verizon tech have been fixed by Jeramiah (a Verizon employee).
 - b. Director Hess has discovered that fiber optics is available at the Springsbury site. Director Hess is in the process of finding out if we are able to connect to it, and, if so, what that will cost. She should have those answers by the end of the week.
 - c. The Sheriff had a discussion with Jeramiah regarding the fact that we are dependent on Jeramiah to keep communications up and running. The Sheriff will be going back before the State Corporation Commission to see what can be done to make sure Verizon, as well as Motorola and Teltronics, do what is mandated to keep our Communications Center operational.

5. Portables / EA
 - a. In 2007 portables were programmed to go automatically to Channel 1 when the EA was activated. The portables are no longer doing so. The Chief Deputy spoke with Teltronics. They are asking for a portable to be brought to them to see if the portables can be re-programmed.
 - b. Mr. Davis will contact Teltronics and make this happen.

6. Policy for Channel 3 in North-end of County
 - a. The current equipment will not read identifiers. There is aftermarket equipment available that can be used to read the identifiers at a cost of \$7,000. Once connected, all subscribers would need to be programmed, which would be an additional cost.
 - b. This equipment is not Motorola. Motorola no longer makes the equipment we use, and setting this up would more than likely not create issues.
 - c. Channel 3 needs to be mapped before using. It is an analog frequency, and has always been limited.
 - d. This item will be added to the list of subjects to discuss within the RFP.
 - e. Director Hess will keep this Committee informed as more information becomes available.

7. PSAware
 - a. Director Hess advised that the software is lagging. She is working with Southern Software to address the issue.
 - b. This item may be removed from future agendas.

8. IAM Responding Software
 - a. Mr. Davis is meeting with all the Chiefs this week and will standardize titles for all positions / individuals (e.g., driver, EMTI, firefighter).
 - b. Mr. Davis advised he is still having buy-in issues with this software.
 - c. The policy for BLS / fire calls will need to be adjusted for re-dispatch steps if there is no response. Director Hess suggested that, if no one is marked available, a dual response is dispatched.

9. Current Radio System Training
 - a. Chief Deputy Sumption and Director Hess have prepared a 30 minute radio training presentation for Fire / EMS.
 - b. A Fire / EMS training session has been tentatively scheduled for April 2, 2016 from 8:00am to noon with a 30 minute slot set aside for Chief Deputy Sumption. Mr. Davis will confirm the date and time.

10. New Business – there was no new business

11. Mr. Conrad motioned for adjournment, and all were in favor. The meeting adjourned.

7. Begin work on updating the Transportation Plan; assign to the Transportation Committee.

INCOMPLETE – Project not started. Recommend beginning work on reviewing Transportation Plan projects in mid-2016.

8. Begin work on a comprehensive review and update of the County Zoning and Subdivision Ordinances.

INCOMPLETE – Project not started. Recommend beginning work following Staff's completion of the Agricultural Land Plan, Double Tollgate Area Plan, and Waterloo Area Plan.

9. Begin work on developing the new Village Plan; form steering committee.

INCOMPLETE – Project not started. Recommend beginning work following Staff's completion of Berryville Area Plan update and the update of the Double Tollgate and Waterloo Area Plans.