



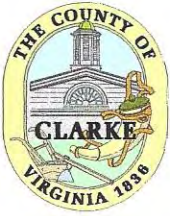
Clarke County Fire & EMS Commission
101 Chalmers Court, Suite B
Berryville, Virginia 22611
(540) 955-5132

Minutes – Regular Meeting
November 12, 2015 6:30pm
County Government Building – Meeting Room AB

Minutes (blue, bold font)

Attendees: Van Armacost, Bryan Conrad, Frank Davis, Matt Hoff, Beth Leffel, Laure Wallace, David Weiss

1. Approval of Agenda
Motion for approval by Mr. Hoff; second by Mr. Conrad. Unanimous vote to approve.
2. Approval of Minutes – October 5, 2015 Regular Meeting
Motion for approval by Mr. Hoff; second by Mr. Conrad. Unanimous vote to approve.
3. Administrative
 - a. Welcome Van Armacost (new Fire and Rescue Association appointment)
 - b. Update Contact list
 - c. Use of the County website
**The Commission now has a link on the Clarke County webpage:
<http://www.clarkecounty.gov/government/emergency-services-board.html>
Meeting packets, minutes and other materials will be posted there.**
 - d. Set meeting schedule for the next year
Monthly meetings will be held on the 2nd Thursday at 6:30pm in the Government Building conference room AB. The room has been reserved and the dates posted to the County calendar on the website.
4. Report from the Director of Fire and EMS (Frank Davis)
 - a. **Joint County-Volunteer Company cooperation agreements should be signed by all Companies by the end of November**
 - b. **For the past several months there has been work ongoing to secure one single insurance policy for the “new” County Fire and EMS Department. Each company has had opportunities to review, comment and review edits. It is expected that signature by all companies will occur by the end of November.**
 - c. **Response Review Reports are prepared each month and discussed with Company membership. October and Year-to-Date reports were shared with the Commission. (Attachment 1)**
 - d. **Fee-for-Service balance sheet was presented. To date, the County has received \$161,783.57 in payments (Attachment 1). In addition, West Virginia Medicaid has given approval to Clarke County for billing.**
 - e. **Ms. Radford has completed require course work and become certified as an Ambulance Coder.**



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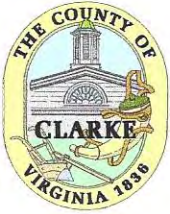
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- f. The Department has received notice of non-acceptance for three FEMA grants. They were for: 1) two additional career staff to cover days on Monday-Friday; 2) purchasing new turn-out gear; and 3) purchase of a paramedic chase vehicle. Mr. Davis suggests considering hiring a consultant to seek and write grants for the Department. The Commission reached consensus that this was worthy of future consideration.
 - g. An outline for the FY16 budget was presented. Discussion occurred during the Budget Committee report (Attachment 1)
5. Report from the Fire and Rescue Association (F&RA) Representatives (Matt Hoff and Van Armacost)
- a. There was a question at the last meeting regarding appointments to the Lord Fairfax EMS Council. The FR&A would like to understand how the process works and who the appointments are currently.
 - i. The appointments are: Angela Stidham (Medical Professional Representative Sep '13-Jun '16), Jason Burns (Career Representative Apr '15 – Jun '18) and Bryan Conrad (Volunteer Representative Jun '14 – Jun '17). The Board of Supervisors make the appointments and individuals serve for three years.
 - ii. The current process is in flux, as explain by Mr. Conrad. The Council by-laws recently changed that allow for no terms limits. In addition, the Council reserves the right to approve/disapprove the appointments made by each County Board of Supervisors. There are a few counties that are protesting this change.
 - b. Each quarter, the Commission would like a formal report at the monthly meeting from the Fire and Rescue Association President, or designee
6. Committee Reports
- a. Performance Standards (Beth Leffel)

Minutes were presented from the October committee meeting, along with updated Standards recommendations (Attachment 2). There was a motion by Mr. Weiss and a second by Mr. Conrad to approve this metric for evaluation over the next calendar year. The Commission discussed the table be edited to reflect that the Public Safety Outreach metric be more clearly defined to show that this should be joint /cooperative events. It was also noted that the IAMRESPONDING technology is already in a trial period. The vote to approve the Performance Standards was unanimous. The committee was tasked to draft a survey comment card to present to the Commission for approval.
 - b. Technology Committee (Tony Roper)

Mr. Roper provided a memo (Attachment 3) summarizing a committee meeting and actions for report. Mr. Davis presented the information and added as an update that Mr. Legge had completed the RFP for engineering consulting work for the communication projects.



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- c. Budget Committee (Matt Hoff)
The committee had discussed the draft outline prepared by Mr. Davis (in Attachment 1). At the first committee meeting, Frank Davis, David Weiss, Matt Hoff and Dave Ash were in attendance. The estimated projected revenue for 2016 is \$360,000 and Mr. Davis will be working with Ms. Radford to prepare these numbers for the budget committee. There was preliminary agreement as to the suggested expenditures for consideration.

7. Strategic Plan
 - a. Prioritize yearly goals
A "Plan Tracker" was circulated for review (Attachment 4) and there was agreement that this could be used at the next meeting to begin prioritization.
 - b. Plan how to extrapolate priorities into an Annual Operating Plan
Extended to Unfinished Business for the December meeting.

8. Other Business
None

9. Adjourn
At 8:35pm, motion for adjournment by Dr. Leffel; second by Mr. Conrad. Unanimous vote to approve.



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Attachment 1: Director's Report Packet



Division of Fire and Rescue Services
Response Review Report
October 1, 2015 – October 31, 2015

Station	AM Count	PM Count	WK Count	Total Count	AM Fail Count	PM Fail Count	WK Fail Count	Total Fail Count	AM Pct.	PM Pct.	WK Pct.	Total Pct.
Enders-Fire	10	8	9	27	0	1	0	1	0%	12.5%	0%	3.7%
Enders-EMS	40	31	31	102	0	0	1	1	0%	0%	3.2%	1%
Boyce-Fire	4	5	3	12	0	1	0	1	0%	20%	0%	8.3%
Boyce-EMS	18	11	14	43	2	4	1	7	11.1%	36.4%	7.1%	16.3%
Blue Ridge-Fire	1	1	2	4	0	1	0	1	0%	100%	0%	25%
Blue Ridge-EMS	4	8	6	18	2	1	1	4	50%	12.5%	16.7%	22.2%

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Division of Fire and Rescue Services
Response Review Report
Year to Date 2015

<i>EMMS - Month</i>	<i>Total Count</i>	<i>Total Fail Count</i>	<i>Total Pct.</i>
May 2015	185	31	16.8%
June 2015	197	24	12.2%
July 2015	210	21	10%
August 2015	170	16	9.4%
September 2015	165	12	7.3%
October 2015	163	12	7.4%
November 2015			
December 2015			

<i>Fire - Month</i>	<i>Total Count</i>	<i>Total Fail Count</i>	<i>Total Pct.</i>
May 2015	56	7	12.5%
June 2015	60	7	11.7%
July 2015	61	12	19.7%
August 2015	59	6	10.2%
September 2015	53	3	5.7%
October 2015	43	3	7%
November 2015			
December 2015			

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Clarke County Fire & EMS
May 2015 - September 2015 Closing Balance Summary

Description	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Totals
Billable Calls							
Boyce (Co 4)	8	15	11	9	17	12	72
Blue Ridge (Co 8)	2	7	3	3	9	0	24
Enders (Co 1)	67	60	77	70	62	56	392
Total # of Billable Calls	77	82	91	82	88	68	488
ALS Trips Billed	38	53	41	43	61	30	266
BLS Trips Billed	39	29	50	39	27	38	222
Total	77	82	91	82	88	68	488
Calls Dispatched							
Co 1 Career	70	81	81	77	72	67	448
Co 1 Volunteer	1	6	9	3	9	9	37
Co 1 Split	8	8	11	12	8	5	52
Co 4 Career	12	9	5	1	3	6	36
Co 4 Volunteer	0	0	1	0	16	8	25
Co 4 Split	0	9	2	4	6	3	24
Co 8 Career	1	0	1	1	2	2	7
Co 8 Volunteer	9	4	3	4	4	3	27
Co 8 Split	0	0	0	0	1	0	1
Unknown	29	17	22	8	0	0	76
Total # of Calls Dispatched	130	134	135	110	121	103	733
Total Payments (Received)	\$0.00	\$5,911.92	\$46,739.95	\$43,914.32	\$37,247.14	\$27,970.24	\$161,783.57

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EMS Budget Fiscal Year 2016

Estimated FFS Revenue	\$ 360,000.00
Estimated Billing Company Expense	\$ 26,000.00
Estimated Ambo Supplies Expense	\$ 10,000.00
Estimated Salaries	\$ 227,000.00
Revenue Remaining	\$ 97,000.00
Volunteer Insurance	\$???
Daytime FF/EMT (\$14.50 hr/8 hrs daily)	\$ 42,340.00
Volunteer Stipend	\$ 49,000.00
Maintenance Agreements Life Paks	\$???
Purchase Life Paks (\$40,000 @ 8 paks)	\$ 320,000.00
Physicals Volunteer & Career (max \$800 each)	\$ 56,000.00

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Attachment 2: Performance Standards Committee Report

Clarke County Fire and EMS Commission – Performance Metrics Committee

Minutes – October 20, 2015 1:00pm

The meeting was called to order at 1:00pm. Members present were: Beth Leffel, Matt Hoff and Frank Davis. The agenda was approved as presented.

Meeting minutes from September 29, 2015 were approved.

The committee discussed adding a metric for evaluating the effectiveness of Public Safety Outreach goals. It was decided that this should be a performance standard. It is recommended that the first annual goal be established at 12 such events per year. Events will be defined as non-emergency or non-incident events that are organized strictly to accomplish safety education or outreach to the community (e.g., handing out recruitment brochures at the Farmer's Market, blood pressure checks at Food Lion, etc.). Events will be planned and staffed by volunteer, by Company or in collaboration with one or more volunteer companies. The Director will coordinate events.

Based on discussion from the last Fire and EMS Commission meeting, the committee discussed adding metrics to evaluate the use of IAMRESPONDING software. The committee recommends that two categories be monitored: 1) the use for scheduling purposes and 2) the use for response notification. First, volunteers and career staff will need to utilize the app to sign up for duty shifts in a manner that allows county-wide transparency of availability and commitment. Second, volunteers will need to utilize the app as a mechanism for notification that he/she is responding to a call.

The committee recommends that the Commission adopt the following Performance Standards (Table 1). It is also recommended that the Commission draft a statement explaining the incentives available to the volunteer companies upon the successful completion of each standard (i.e., how "success" will be linked to granting requests for special equipment or other budget requests each year).



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Attachment 3: Technology Committee Report



INTEROFFICE MEMORANDUM



DATE: October 27, 2015
TO: EMS Commission
FROM: Technology Committee
SUBJECT: Action Items from September 23, 2015 Meeting

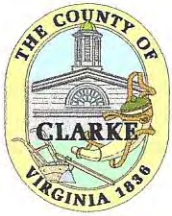
The interference issue appears to be resolved, through no action taken on our part. Director Hess procured a pager and has not noted interference. Her requests for specific information from fire rescue staff have not occurred.

Sheriff Roper will develop an RFP, working with Clarke County Purchasing staff, to procure a study of the current radio system, as well as ideas of moving forward with Communication's upgrades.

Director Hess will change the texting protocol to eliminate possible HIPPA concerns.

Sheriff's office staff attended an organizational meeting with FirstNet, and found no funding for local communications projects.

VITA is not available to provide any technical guidance, and simply suggested several vendors that can provide the specific information required at this point. I reviewed the minutes from our August 21, 2013 meeting with VITA, and have those available if members desire to review. I note that at that time Mr. Warner (VITA representative) suggested in-car repeaters for better in-building coverage. The Sheriff's Office has purchased repeaters, and found them to be effective.



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Attachment 4: Plan Tracker Spreadsheet

Plan Tracker						
	Status (Oct. 2015)	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						
Action Step 2: Annual evaluation of performance metrics						
Action Step 3: Guide budget decisions						
Action Step 4: Amend plan as needed						
Strategy 2: Ensure effective and regular communications throughout the organization						
Action Step 1: Reports to Fire and Rescue Assoc.						
Action Step 2: Create communication plan for volunteer/staff						
Action Step 3: Develop department website						
Strategy 3: Clarify the roles and responsibilities of all leadership positions						
Action Step 1: Develop rank structure						
Action Step 2: Define organizational structure of the Dept.						
Action Step 3: Define roles/responsibilities, training, documentation						
Action Step 4: Review job descriptions and perform annual evaluations						
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						
Action Step 2: Use IAMRESPONDING across the Dept.						

Plan Tracker							
	Status (Oct. 2015)	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)	
Action Step 3: Develop a plan for housing at stations							
Action Step 4: Ensure consistent response of fully staffed apparatus							
Strategy 2: Ensure that standards, protocols and procedures are comprehensive, accessible and effective							
Action Step 1: Establish performance metrics							
Action Step 2: Standardize SOPs and publish on the website							
Action Step 3: Review dispatch protocols annually							
Action Step 4: Update MOUs w/ other jurisdictions							
Action Step 5: Update MOUs w/ volunteer companies							
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							
Action Step 2: Annually review plan for incidence response to target hazards							
Strategy 4: Emergency Operations							
Action Step 1: Define Emergency Operation Procedures across County Dept.							
Action Step 2: Hold joint trainings							
Goal 3: Recruitment and Retention							
Strategy 1: Develop an effective recruitment program							
Action Step 1: Review recruitment options annually							
Action Step 2: Standardize and centralize application process for volunteers							

Plan Tracker		Status (Oct. 2015)	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Action Step 3: Develop a cadet program with the schools							
Action Step 4: Define standards for "live-in" program for cadets							
Action Step 5: Design a mentoring program for recruits							
Strategy 2: Develop an effective retention program							
Action Step 1: Update incentive program							
Action Step 2: Seek volunteer feedback on appropriate incentives							
Action Step 3: Evaluate retention of career staff							
Action Step 4: Plan to track members who leave or discontinue service							
Goal 4: Resource Management							
Strategy 1: Budgeting							
Action Step 1: Develop a yearly budget							
Action Step 2: Focus fee-for-service revenue							
Strategy 2: Purchasing							
Action Step 1: Develop long-term equipment/apparatus purchasing plan							
Action Step 2: Develop long-term capital facilities plan							
Action Step 3: Develop life-cycle replacement plan for personal protective equipment							
Action Step 4: Standardize and consolidate Dept purchases							
Action Step 5: Use County Procurement Policy when feasible							
Strategy 3: Technology							

Plan Tracker

	Status (Oct. 2015)	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Action Step 1: Appoint joint committee with Sheriff's office to review and recommend updated technology						
Action Step 2: Evaluate needs for additional IT personnel support						
Action Step 3: Equip all equipment with Mobile Data Terminals						
Action Step 4: Enable Text 911 (regionally)						
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						
Goal 6: Employee Development						
Strategy 1: Develop a comprehensive training model for all department employees						
Action Step 1: Standardize training for all positions						
Action Step 2: Develop training requirements for ride-alongs						
Action Step 3: Schedule quarterly joint trainings across Dept.						
Action Step 4: Document training in a Dept. database						
Action Step 5: Analyze existing skill sets to identify areas for new training needs						
Action Step 6: Evaluate training effectiveness						
Strategy 2: Deliver training that is effective, efficient and accessible						
Action Step 1: Develop an incentive plan to encourage personnel to become instructors						
Action Step 2: Identify opportunities with joint training with other jurisdictions						

Plan Tracker						
	Status (Oct. 2015)	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
Action Step 3: Develop procedures to announce training opportunities						
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						
Action Step 2: Use websites, town meetings etc to connect with stakeholders						
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						
Action Step 2: Develop and implement a program for career staff to address community outreach during non-call times						
Strategy 3: Cultivate partnerships to support Dept. services						
Action Step 1: Evaluate current partnerships and opportunities						
Action Step 2: Establish regular communication with partner agencies						
Action Step 3: Create new partnerships						
Action Step 4: Utilize partnership to inform decisions and solve problems						