



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

AGENDA

January 14, 2016                      6:30pm

County Government Building – Meeting Room AB

1. Approval of Agenda
2. Approval of Minutes – December 10, 2015 Regular Meeting (Attachment 1)
3. Administrative
4. Report from the Director of Fire and EMS – Mr. Davis (Attachment 2)
5. Report from the Fire and Rescue Association Representatives – Mr. Hoff & Mr. Armacost
6. Committee Reports
  - a. Performance Standards – Beth Leffel
  - b. Technology Committee – Tony Roper
    - i. FY15 budget – report on whether money is remaining for purchase of communication equipment update
  - c. Budget Committee – Matt Hoff
7. Unfinished Business – Strategic Plan
  - a. Status of “county-wide” insurance policy
  - b. Status of policy for utilizing Channel 3 in the northern part of the county
  - c. Review prioritization of each member
  - d. Gain consensus on priorities of focus for 2016 (Attachment 3)
8. New Business – Annual Plan – Laure Wallace
9. Adjourn



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**Attachment 1**

**DRAFT**

**December 10, 2015 Meeting Minutes**



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Minutes – Regular Meeting  
December 10, 2015 6:30pm  
County Government Building – Meeting Room AB

Minutes (added to agenda in blue, bold font)

10. Approval of Agenda  
**Motion for approval by Mr. Hoff; second by Ms. Wallace. Unanimous vote to approve.**
11. Approval of Minutes – November 12, 2015 Regular Meeting  
**Motion for approval by Ms. Wallace; second by Mr. Conrad. Unanimous vote to approve.**
12. Administrative
  - a. Meeting schedule for the next year is posted on the County website – 6:30pm on the 2<sup>nd</sup> Thursday of each month; Meeting Room AB is reserved
13. Report from the Director of Fire and EMS (Frank Davis)
  - **Fire/Rescue Joint Agreement for insurance coverage has been signed by all three volunteer Companies. There was one change, which was a clause that disallowed a Clarke County volunteer member to be employed by Clarke County Fire & EMS.**
  - **Mr. Davis attended a Tri-State meeting to discuss a rising issue of insurance coverage. Large counties who have career staff that claim disability benefits are checking if those individuals have ever volunteered. If so, the County of employment is trying to force the municipality in which the person volunteered to share the cost of disability benefits. This could significantly impact the volunteer pool for smaller communities and Mr. Davis will continue to work with this group and monitor what we can do on a State and/or National level.**
  - **Mr. Davis is working on several new Standard Operating Guidelines that will assist in smoother operation at the scene of emergencies. The drafts will be provided in the meeting packet for the January meeting.**
  - **The trial period for IAMRESPONDING will end on December 31, 2015 and overall it went well. Guidelines will be reviewed and updated to standardize the process and better identify the qualifications of an individual using the technology. This will assist dispatch center with recognizing appropriately qualified staffing.**
  - **Mr. Davis has spoken to several community groups in reference to fire preventions and being prepared for winter weather.**
14. Report from the Fire and Rescue Association Representatives (Matt Hoff and Van Armacost)
  - **After an edit to the insurance policy that disallows people who are career staff for**



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Clarke County to volunteer in Clarke County, it was signed by all Companies and Mr. Davis will take actions with procurement.

-- At the last meeting, the Commission decided that the Fire and Rescue Association (FR&A) should report to the commission quarterly. There is a FR&A election in January and after that, Dr. Leffel will request the new President to schedule the reports to the Commission.

15. Committee Reports
  - a. Performance Standards (Beth Leffel) – no report
  - b. Technology Committee (Tony Roper) – Attachment 1
    - There was discussion about how to budget for potential purchases to update communication equipment, hardware and software. Mr. Roper will work with Mr. Judge to determine what is remaining in the FY15 budget for these items and report back to the commission at the next meeting.
    - There was discussion regarding procedures/policies for utilizing Channel 3 when units are in the northern part of the County. This may alleviate some problems caused by overburdening Channel 2. Mr. Davis will draft a policy and discuss with the Dept. for compliance.
  - c. Budget Committee (Matt Hoff)

There was not a meeting because the committee was waiting for the volunteer companies to sign the insurance agreement which would allow Mr. Davis to obtain a final cost.
16. Unfinished Business – Strategic Plan
  - a. Prioritize yearly goals

The “tracker” document was reviewed. The status of each item was recorded (Attachment 2). Each commission member will use the document to identify priorities for each of the next five years.
  - b. Plan how to extrapolate priorities into an Annual Operating Plan

The individual member’s priorities will be discussed. By consensus, the priorities will be identified for 2016 so that the Annual Operating Plan can be finalized to reflect those priorities.
17. New Business – none
18. Adjourn

Meeting was adjourned at 8:20pm.

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



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**Attachment 2**

**Director's Report**

- Submitted FEMA Grants for Turnout Gear and Gear Extractor and Dryer for county-wide use.
- Distributed Apparatus Response Assignments Guide to help manage fire incidents. Volunteer Chiefs will discuss at next Association meeting.
- Developing a County Fire Officer Development Training Program for new operational officers. This training will ensure all officers are operating using the same terminology, command structure and following the same operational guidelines. Draft will be distributed to this committee and the volunteer chiefs for comments before being released.
- Exploring several new Grant opportunities to assist in Department funding.
- Attended Region 2 Emergency Management meeting to develop training for upcoming year. Training will be focused on mass evacuation of national Capital Region and the impact of the Shenandoah Valley.
- Hosted informational meeting for the possibility of hosting a golf tournament for the National Fallen Firefighters Foundation. This would be a regional project of all Fire Department in the Shenandoah Valley region.

Handout: Apparatus Response Assignments Guide



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Attachment 2 – Director’s Report (continued)

**Response Review Report – Year to Date 2015**

<i>EMS - 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	152	22	14.5%
December 2015	173	14	8.1%

<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	63	8	12.7%
December 2015	44	7	15.9%



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**Attachment 2 – Director’s Report (continued)**

**Response Review Report – December 1, 2015 – December 31, 2015**

<b>Station</b>	<b>AM Count</b>	<b>PM Count</b>	<b>WK Count</b>	<b>Total Count</b>	<b>AM Fail Count</b>	<b>PM Fail Count</b>	<b>WK Fail Count</b>	<b>Total Fail Count</b>	<b>AM Pct.</b>	<b>PM Pct.</b>	<b>WK Pct.</b>	<b>Total Pct.</b>
Enders-Fire	8	5	6	19	0	1	0	1	0%	20%	0%	5.3%
Enders-EMS	57	31	20	108	3	0	0	3	5.3%	0%	0%	2.8%
Boyce-Fire	8	5	1	14	1	2	1	4	12.5%	40%	100%	28.6%
Boyce-EMS	22	14	7	43	3	2	2	7	13.6%	14.3%	28.6%	16.3%
Blue Ridge-Fire	4	4	3	11	0	0	2	2	0%	0%	66.7%	18.2%
Blue Ridge-EMS	8	7	7	22	2	2	0	4	25%	28.6%	0%	18.2%



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### **Attachment 3**

### **Strategic Plan Tracker**





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Plan Tracker	Status (Dec. 2015)	Priority Yr 1 (2016)	Priority Yr 2 (2017)	Priority Yr 3 (2018)	Priority Yr 4 (2019)	Priority Yr 5 (2020)
<b>Goal 1: Strategic Vision and Leadership</b>						
Strategy 1: Lead the organization with a well-developed strategic vision and plan						
Action Step 1: Develop a strategic plan	Complete	<i>review</i>	<i>review</i>	<i>review</i>	<i>review</i>	<i>review</i>
Action Step 2: Annual evaluation of performance metrics						
Action Step 3: Guide budget decisions	On-going					
Action Step 4: Amend plan as needed	On-going					
Strategy 2: Ensure effective and regular communications throughout the organization						
Action Step 1: Reports to Fire and Rescue Assoc.	On-going					
Action Step 2: Create communication	completed	Post communication mechanisms on website				



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plan for volunteer/staff						
Action Step 3: Develop department website	completed					
Strategy 3: Clarify the roles and responsibilities of all leadership positions						
Action Step 1: Develop rank structure			Develop a committee to draft a plan and review by association/companies	Finalized and posted on website		
Action Step 2: Define organizational structure of the Dept.	completed	Org chart and description of structure posted on website				
Action Step 3: Define roles/responsibilities, training, documentation				X – links to Goal 1 Strategy 1 – further work for this committee		
Action Step 4: Review job descriptions and perform annual evaluations	Job descriptions reviewed and revised as					

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	necessary, annual evaluations based on PD					
<b>Goal 2: Fire and EMS Operations</b>						
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		Committee established to set process and mechanism in association with Goal 2, Strategy 1 Step 2				
Action Step 2: Use IAMRESPONDING across the Dept.	trial complete	(See above)standardized				
Action Step 3: Develop a plan for housing at stations						Plan Developed and reviewed for institution in 2021
Action Step 4: Ensure consistent response of fully staffed apparatus	On-Going					



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Strategy 2: Ensure that standards, protocols and procedures are comprehensive, accessible and effective						
Action Step 1: Establish performance metrics	Drafted and accepted by Commission	Review and comment by Companies and final posting on website				
Action Step 2: Standardize SOPs and publish on the website	Work in progress	Completion of System SOPs	Review of Company SOPs to assess options for standardization			
Action Step 3: Review dispatch protocols annually	On-going					
Action Step 4: Update MOUs w/ other jurisdictions			All MOUs reviewed and updated			
Action Step 5: Update MOUs w/ volunteer companies	Completed					
Strategy 3: Manage Fire and EMS Operations to meet the changing needs of the community						
Action Step 1: Develop a "paramedic-in-the-	Waiting on EMS Council					Develop a plan for



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community” program						implementation in 2021
Action Step 2: Annually review plan for incidence response to target hazards			Establish a specific meeting yearly to assess target hazards and develop plans			
<b>Strategy 4: Emergency Operations</b>						
Action Step 1: Define Emergency Operation Procedures across County Dept.		Review current plans and set a committee to review and make recommendations	Re-write plan as necessary and disseminate for comment, publish final to the website			
Action Step 2: Hold joint trainings			Develop and provide the first training and set dates for trainings over the next 2 years.			
<b>Goal 3: Recruitment and Retention</b>						
<b>Strategy 1: Develop an effective recruitment program</b>						
Action Step1: Review recruitment options annually	On-going	Set standard meetings, or parts of commission agenda to review this topic yearly				



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Action Step 2: Standardize and centralize application process for volunteers	drafted	A centralized application is reviewed, finalized and posted to the website				
Action Step 3: Develop a cadet program with the schools	In Discussion	Program designed, reviewed and readied for implementation	Program implemented			
Action Step 4: Define standards for "live-in" program for cadets						Standards developed, reviewed and posted to the website
Action Step 5: Design a mentoring program for recruits		A review is made of other system mentoring programs	A draft mentoring program design is developed and reviewed by companies	Program is finalized and implemented		
Strategy 2: Develop an effective retention program						
Action Step 1: Update incentive program				Current incentive programs are reviewed and recommendations made to	New program is implemented, protocols for managing are	

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				update the program	set and written	
Action Step 2: Seek volunteer feedback on appropriate incentives				Develop and deploy a questionnaire for feedback on current and proposed incentive program.		
Action Step 3: Evaluate retention of career staff			Review options/need for incentives to retain career staff. Report on options for potential implementation.			
Action Step 4: Plan to track members who leave or discontinue service					Develop and deploy a survey for volunteers who resign and use that information to focus on retention	
<b>Goal 4: Resource Management</b>						
Strategy 1: Budgeting						



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Action Step 1: Develop a yearly budget	ongoing					
Action Step 2: Focus fee-for-service revenue	ongoing					
<b>Strategy 2: Purchasing</b>						
Action Step 1: Develop long-term equipment/apparatus purchasing plan	Committee established	Completed with an update written schedule set				
Action Step 2: Develop long-term capital facilities plan			Set a committee to develop, review and finalize a written plan for the next 5 years (2022)			
Action Step 3: Develop life-cycle replacement plan for personal protective equipment		Set a committee to develop, review and finalize a written plan.				
Action Step 4: Standardize and consolidate Dept. purchases	ongoing	Evaluate options for consolidated purchases	Finalize a list of equipment and materials to be	fully operational		

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			purchased through a consolidated process			
Action Step 5: Use County Procurement Policy when feasible	ongoing					
Strategy 3: Technology						
Action Step 1: Appoint joint committee with Sheriff's office to review and recommend updated technology	completed					
Action Step 2: Evaluate needs for additional IT personnel support	ongoing					
Action Step 3: Equip all equipment with Mobile Data Terminals	In discussion	Define the financial needs and options to acquire MDTs	Completed and installed			
Action Step 4: Enable Text 911 (regionally)						



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<b>Goal 5: Health and Safety</b>						
Strategy 1: Ensure the health and safety of all volunteers and career staff						
Action Step 1: Develop a wellness program					Assess options for a wellness program and develop a plan for implementation	
<b>Goal 6: Employee Development</b>						
Strategy 1: Develop a comprehensive training model for all department employees						
Action Step 1: Standardize training for all positions				Assessment done and training lists developed		
Action Step 2: Develop training requirements for ride-alongs			Assessment of needs done and training list developed and agreed upon by companies			
Action Step 3: Schedule quarterly	On-going					



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joint trainings across Dept.						
Action Step 4: Document training in a Dept. database					Develop a database to track volunteer and career training and roll out to the companies	
Action Step 5: Analyze existing skill sets to identify areas for new training needs						Seek assistance to do a skills assessment of all staff
Action Step 6: Evaluate training effectiveness				Develop a process to use a Kirkpatrick model for evaluation of all training, implement across the system.		
Strategy 2: Deliver training that is effective, efficient and accessible						
Action Step 1: Develop an			Assess instructor need, obstacles, and			



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incentive plan to encourage personnel to become instructors			incentives to engage local instructors. Develop a written plan to encourage local instructors.			
Action Step 2: Identify opportunities with joint training with other jurisdictions		Working with other jurisdictions, discuss options for joint training, consider a joint training for 2017				
Action Step 3: Develop procedures to announce training opportunities	completed					
<b>Goal 7: Community Outreach and Partnerships</b>						
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					Develop a survey to engage community comment on the Fire and EMS system	



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Action Step 2: Use websites, town meetings etc. to connect with stakeholders	On-going					
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		Develop a written plan for the next 4 years to actively reach out to the community on a regular basis.				
Action Step 2: Develop and implement a program for career staff to address community outreach during non-call times		A document is developed that outlines protocols for down-time and community needs that should be addressed during these times.				
Strategy 3: Cultivate partnerships to support Dept. services						
Action Step 1: Evaluate current partnerships and opportunities	Set this as a review by the commission either on a specific					

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	month or as part of regular agenda					
Action Step 2: Establish regular communication with partner agencies	On-going	Post a list of partner agencies and partnership activities on the website.				
Action Step 3: Create new partnerships	On-going					
Action Step 4: Utilize partnership to inform decisions and solve problems	On-going					