



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

AGENDA

July 9th, 2020

6:30pm

Clarke County Government Center – Meeting Room AB

1. Approval of Agenda
2. Public Comment
3. Approval of Minutes – June 11<sup>th</sup>, 2020 (p. 3-5)
4. Committee Reports – Information Only
  - Standards – See Attached report (p. 6-10)
  - Technology – No report prior to meeting (p.)
  - Budget/Preparation – No Report
5. Unfinished Business
  - Incentive program review – Information/Vote (p. 11)
  - Strategic Plan Review – (p. 12-13)
  - Communications/Succession Document-Draft (p. 14-17)
  - Staffing Plan-Information only (p. 18-24)
  - OT Report-Information only (p. 25)
  - Fire-Rescue Agreement – Requested postponement until meeting
  - Fiscal Policy – Requested postponement until meeting
  - CIP Plan – Requested postponement until meeting
6. Report from the Director of Fire and EMS – Information Only (p. 26-29)
7. New Business
8. Summary of required action
9. Adjourn



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All meeting documents will be distributed at meeting. Next meeting is on August 13th, 2020 at 6:30pm in the Clarke County Government Center – Meeting Room AB

DRAFT



**Clarke County Fire & EMS Commission**  
**101 Chalmers Court, Suite B**  
**Berryville, Virginia 22611**  
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MINUTES

June 11<sup>th</sup>, 2020 6:30pm

Clarke County Government Center – Meeting Room AB

Attendees: Diane Harrison, Chairman  
David Weiss  
Tony Roper  
Matt Hoff  
Randy Buckley  
Keith Veler  
David Beatty-arrived at 6:47pm

Absent: Randall Loker

Staff: Chris Boies  
Pam Hess  
Brian Lichty  
Melanie Radford

Chairman Harrison called the meeting to order at 6:30pm.

1. Mr. Hoff made a motion to approve the agenda. The motion was passed with all in favor.
2. Public Comment - None
3. Mr. Roper made a motion to approve the March 12<sup>th</sup>, 2020 minutes. The motion was passed with all in favor.
4. Committee Reports
  - Standards – Mr. Lichty reviewed with the group. Ms. Harrison commented on how the numbers started to show a reduction and was wondering if it was because more of the volunteers were home due to Covid-19. Mr. Lichty stated that with the new staffing plan in place along with the increase in the volunteer participation hours during the pandemic, both have played a role in the reduction. Mr. Roper confirmed with Mr. Lichty that all the new hires have completed training and been released. No other questions or comments.
  - Technology – Mr. Roper reported there was no meeting held.
  - Budget/Preparation – Mr. Lichty informed the group that the supply and fuel programs were reversed back to the original amounts as requested at \$40,000.00 each and not placed into the contingency plan. Mr. Weiss explained that in general, most of the new spending for FY 21 was

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.



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pulled back out so they weren't required to have a tax increase, but it was placed in a contingency fund so that as they determine or if they can determine there is enough revenue, they can put those things back in. The Finance Committee met last Monday and has recommended to the BOS to go ahead with actuarial study for the LEOs benefits. If the study was started and they get the results in September, those results are good for a year; they could institute it in the early part of the calendar year or in the FY 22. The BOS wants to do it, see how it would affect us and what it would cost. Mr. Boies and Mr. Lichy informed the group that there was a slight error posted in the amounts with the fuel and supply programs after they were both put back in the budget for the full original requested amounts and the correction is being made in this month's meeting. Mr. Weiss confirmed that the amounts had been dropped down to \$35,000.00 for fuel and \$20,000.00 for supplies but once the pandemic hit, the BOS realized these two items were more critical, so they were put back in at the original amounts, but it got missed and published as the wrong, lesser amounts. This is being fixed at this coming Tuesday's meeting. Ms. Harrison asked if any of the Covid relief funds can be used for some of these expenses. Mr. Lichy indicated he will go over it more in the Directors report and Mr. Weiss explained that through the bills and claims, JAS and all departments are marking in their reports with asterisks for ones that are Covid related specifically for tracking.

5. Unfinished Business

- Incentive program review – Mr. Lichy reviewed with the group. Mr. Lichy had discussed the results of the 4<sup>th</sup> quarter with Ms. Harrison; all companies passed and with fiscal issues due to the pandemic, they agreed to go ahead and submit the incentives for payment to the companies. Mr. Weiss commented and complimented all 3 stations on their volunteer participation during this pandemic; the BOS and everyone has noticed and appreciates their efforts and time.
- Strategic Plan Review (postponed for now)
- Communications/Succession Document-Draft - Mr. Veler stated that he has discussed this topic with the stations and has a draft formatted that he will forward to Mr. Lichy for review.
- Staffing Plan – No questions or comments.
- OT Report – Ms. Harrison questioned the replacement of the 2 vacant full time positions. Mr. Lichy confirmed that the employee out on medical leave, that position cannot be replaced due to it not being an actual opening; but the vacant position has been advertised. He will be doing a review of all applications received on June 30<sup>th</sup> 2020 and is considering doing one big testing day to move the process along as quickly as he can.
- Fire-Rescue Agreement – To be reviewed potentially in July.
- Fiscal Policy – (postponed for now)
- CIP Plan – (postponed for now)
- Medicare Project – Ms. Harrison confirmed with Mr. Lichy that the project has been postponed for one year. Mr. Lichy informed the Commission that the part time administration person, who was hired to assist with the project, will stay on to learn some back up duties for Ms. Radford and start prepping for the project more towards October 2020.

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6. Report from the Director of Fire and EMS – Mr. Lichty reviewed with the group.  
Discussion-Mr. Lichty indicated that Enders has placed Ambulance 1-3 in service at the station and it has been added to the County’s auto insurance policy. There have been some issues with obtaining the Four-for-Life and Fire Programs receipts which delayed the submission, so the JAS Director is looking into some options to try to make it a little easy. Once Mr. Lichty has more information he will discuss with the Chiefs. The rally scheduled in Berryville this coming Saturday, departments have been notified and working on some contingency plans, the Berryville Police Department is the lead agency, Fire & EMS will provide assistance if needed; but should be uneventful. Mr. Beatty asked if any current part time employees could be used for the vacant full time position temporarily through the SAFER grant. Mr. Lichty stated that he did ask that question right away; we cannot extend the period of performance, but he was informed that the money allocated can be used in other ways but not on the position itself. Mr. Weiss complimented Mr. Lichty for all of his hard work, coordination and long hours during this time as well as for the department stepping up with assistance.
7. New Business- Mr. Hoff commented, more directed to Mr. Weiss, that Boyce has spoken to Charitable Gaming and their revenue stream doesn’t look like it’s going to be able to return any time before Phase 3, whenever that is. They have lived off of their cash reserves for the last 2 months and are getting to the point where they need to start making some money. He thinks it’s time to start putting pressure back on the higher ups within the state to put the fundraising back into place, or in the next month or so, they will need to ask for help from the County. The restriction of the 50 person limit would still cost the Company more than it would profit. Mr. Boies remarked that even going into Phase 3, the spacing distance, may still be cost prohibiting for them, similar to the schools; may be able to open but can’t practically operate without major changes. He also stated that on the calls with the legislators, they have shared their concerns voicing there is no make up money for the localities. Responses were the normal, yes we’re looking into that, but with the next package of stimulus it may or could include money the County could give them to help for lost revenue. The County completely understands the Companies concerns and is trying to be as flexible as they can too. Mr. Weiss indicated that they will try to send the message again, maybe more formally.
8. Summary of required action
  - Nothing at this time
9. Mr. Hoff made a motion to adjourn. The motion was passed with all in favor at 7:12pm.

All meeting documents will be distributed at meeting. Next meeting is on July 9<sup>th</sup>, 2020 at 6:30pm in the Clarke County Government Center – Meeting Room AB

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Minutes Transcribed by Melanie Radford

The attached minutes are DRAFT minutes. While every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting.

# STANDARDS SUBCOMMITTEE RESPONSE EVALUATION

Month: June

<b>Total responses in question for month-</b>	22		
11 Minute-No response(True Fail)-	16	Percent of total in question-	72.7%
Delayed Response-	1	Percent of total ALL CALLS-	6.3%
Overburden-	5		
Removed-	0		

## DEFINITIONS

**11 Minute-No response** -Prime requested unit did not respond within 11 minutes

**Overburden** -Multiple units for single incident from same Company requested; not

Total Responses for Month (all Companies)-	254
Total responses in question for month-	19
Percentage of Responses for Month-	7.5%

Blue Ridge Vol. Rescue	
Total Responses-	20
11 Minute-No Response-	4
Percentage of total responses-	20.0%
Overburden-	3

Blue Ridge Vol. Fire	
Total Responses-	6
11 Minute-No Response-	0
Percentage of total responses-	0.0%
Overburden-	0

Boyce Vol. Rescue	
Total Responses-	38
11 Minute-No Response-	7
Percentage of total responses-	18.4%
Overburden-	0

Boyce Vol. Fire	
Total Responses-	16
11 Minute-No Response-	4
Percentage of total responses-	25.0%
Overburden-	0

Enders Vol. Rescue	
Total Responses-	141
11 Minute-No Response-	1
Percentage of total responses-	0.7%
Overburden-	2

Enders Vol. Fire	
Total Responses-	33
11 Minute-No Response-	0
Percentage of total responses-	0.0%
Overburden-	0

OB	Overburdened	5
TU	True Failure	16
DR	Delayed Resp.	1
RE	Removed	0
<b>TOTAL</b>		<b>22</b>

\*This report reflects a system analysis **ONLY**, All calls for service where answered

**True Failures (TU)** – When a requested company did not respond with a unit before the 11-min failure mark or any time after.

**Overburdens (OB)**– When a company was tasked to respond with multiple units from a single company, but was unable respond with all requested units prior to the 11-min failure mark.

**Delayed Response (DR)**– When a company did respond but it was past the 11-minute failure mark but before the 20 minute mark

**Removed (RE)** – The information provided did not any of the above criteria and the sub-committee removed the incident from the failure list.

### MUTUAL AID RESPONSES

	JAN 20	FEB 20	MAR 20	APR 20	MAY 20	JUN 20	JUL 20	AUG 20	SEPT 20	OCT 20	NOV 20	DEC 20	TOTAL
Mt. Weather-EMS	15	8	0	1	0	0							24
FIRE	0	1	0	0	0	0							1
MA-Given/Request	0	0	0	0	0	0							0
Warren Co.-EMS	10	13	7	5	10	9							54
FIRE	6	6	6	2	0	2							22
MA-Given/Request	0	0	0	0	0	0							0
Frederick Co.-EMS	16	15	8	2	2	9							52
FIRE	1	2	1	2	1	0							7
MA-Given/Request	1	8	5	3	3	2							22
Fauquier Co.-EMS	7	4	8	5	6	4							34
FIRE	2	2	2	0	0	2							8
MA-Given/Request	0	0	0	0	0	3							3
Loudoun Co.-EMS	0	1	4	1	3	1							10
FIRE	0	0	3	0	2	0							5
MA-Given/Request	2	3	2	1	1	2							11
<b>TOTAL(MA REC)-</b>	<b>57</b>	<b>52</b>	<b>39</b>	<b>18</b>	<b>24</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>217</b>
<b>TOTAL CALLS MO.-</b>	<b>276</b>	<b>178</b>	<b>175</b>	<b>205</b>	<b>257</b>	<b>254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1345</b>
<b>% OF TOTAL CALLS-</b>	<b>20.7%</b>	<b>29.2%</b>	<b>22.3%</b>	<b>8.8%</b>	<b>9.3%</b>	<b>10.6%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>16.1%</b>

**DISPATCH RESPONSE INFORMATION 2020 June**

	Dispatch to Enroute	Dispatch to On Scene	Dispatch to Hospital
Blue Ridge - Rescue	8.02	12.50	76.07
Blue Ridge - Fire	7.02	9.08	NA
Boyce-Rescue	3.35	9.06	55.44
Boyce - Fire	3.29	10.34	NA
Enders - Rescue	2.10	8.01	49.48
Enders - Fire	2.34	8.24	NA
Average (all)-	4.35	9.54	NA
Average (Rescue)-	4.49	9.86	60.33
Average (Fire) -	4.22	9.22	NA

**DISPATCH RESPONSE INFORMATION - ALL MONTHS**

		Blue Ridge - Rescue	Blue Ridge - Fire	Boyce-Rescue	Boyce - Fire	Enders - Rescue	Enders - Fire
MAR	Dispatch to Enroute	6.89	6.88	4.64	6.05	3.49	5.2
	Dispatch to On Scene	12.97	12.22	10.61	12.32	8	14.71
APR	Dispatch to Enroute	6.45	7.62	5.226	4.64	4.39	2.86
	Dispatch to On Scene	14.86	17.01	11.97	12.08	6.72	8.91
May	Dispatch to Enroute	5.52	5.98	4.63	3.92	2.98	5.32
	Dispatch to On Scene	12.02	23.13	12.05	11.37	7.83	13.77
Jun	Dispatch to Enroute	4.59	3.36	3.13	5.21	2.47	5.12
	Dispatch to On Scene	11.35	12.55	11.28	11.45	7.1	12.36
Jul	Dispatch to Enroute	6.43	5.44	3.44	3.48	2.45	5.34
	Dispatch to On Scene	13.29	15.38	11.39	9.43	6.47	12.32
Aug	Dispatch to Enroute	5.19	6.38	3.38	4.43	2.37	5.05
	Dispatch to On Scene	11.29	15.04	10.42	14.51	7.55	11.08
SEPT	Dispatch to Enroute	5.42	5.05	4	4.58	3.01	4.48
	Dispatch to On Scene	13.43	13.42	9.34	15.35	7.59	10.55
OCT	Dispatch to Enroute	5.19	7.25	3.56	2.51	2.44	4.47
	Dispatch to On Scene	11.29	16.58	9.33	12.02	8.2	12.02
NOV	Dispatch to Enroute	6.48	6.09	4.13	4.15	4.01	5.07
	Dispatch to On Scene	13.33	16.26	11.09	13.59	8.12	11.01
DEC	Dispatch to Enroute	6.07	5.17	4.08	4.18	6.17	5.29
	Dispatch to On Scene	14.19	15.59	10.53	10.07	7.51	12.24
JAN	Dispatch to Enroute	6.16	6.35	3.3	4.01	3.05	4.49
	Dispatch to On Scene	10.29	17.05	11.03	12.57	7.17	10.26
FEB	Dispatch to Enroute	5.55	5.17	3.39	1.47	2.51	4.14
	Dispatch to On Scene	13.57	15.08	9.17	16.44	9.17	16.44
MAR	Dispatch to Enroute	7.01	7.05	4.5	6	2.57	3.54
	Dispatch to On Scene	12.02	20.32	11.45	16.21	7.52	10.2
APR	Dispatch to Enroute	5.19	6.24	6.25	6.8	2.14	3.16
	Dispatch to On Scene	10.52	21	11.51	14.09	8.4	9.27
MAY	Dispatch to Enroute	7.3	5.44	4.3	3.41	2.07	1.58
	Dispatch to On Scene	11.29	18.18	9.51	8.56	8.41	8.19
JUN	Dispatch to Enroute	8.02	7.02	3.35	3.29	2.1	2.34
	Dispatch to On Scene	12.5	9.08	9.06	10.34	8.01	8.24
<b>Average Enroute</b>		<b>6.09</b>	<b>6.03</b>	<b>4.08</b>	<b>4.26</b>	<b>3.01</b>	<b>4.22</b>
<b>Average On Scene</b>		<b>12.39</b>	<b>16.12</b>	<b>10.61</b>	<b>12.53</b>	<b>7.74</b>	<b>11.35</b>

	Current Mo.	Past Mo.	Eval
Average all Enroute-	4.62	4.62	0.00
Average all On Scene-	11.79	11.95	0.16
Avg. Enroute Rescue-	4.40	4.37	(0.03)
Avg. Enroute Fire-	4.83	4.88	0.05
Avg. On Scene Rescue-	10.24	10.25	0.01
Avg. On Scene Fire-	13.33	13.64	0.31

**DISPATCH TO ON SCENE WITH CREW STANDARD**

EMS 8 MIN-	EMS 10 MIN-	EMS 15 MIN-	FIRE 10 MIN-	FIRE 15 MIN-	FIRE 20 MIN-
NA	65.49%	85.71%	NA	50.00%	66.67%
NA	71.07%	84.91%	NA	33.33%	33.33%
NA	70.00%	88.67%	NA	60.00%	60.00%
NA	68.53%	83.22%	NA	38.46%	53.85%
NA	67.94%	87.02%	NA	27.27%	50.00%
NA	62.59%	77.55%	NA	37.50%	58.33%
NA	62.39%	78.90%	NA	25.00%	50.00%
NA	60.00%	78.71%	NA	47.37%	47.37%
NA	60.61%	73.48%	NA	40.00%	63.64%
NA	60.67%	79.33%	NA	50.00%	66.70%
NA	65.77%	83.44%	NA	53.84%	76.92%
NA	65.55%	87.50%	NA	61.54%	83.33%
NA	73.73%	90.00%	NA	60.00%	70.00%
NA	78.13%	90.72%	NA	80.00%	90.00%
NA	66.39%	91.67%	NA	90.91%	100.00%
NA	78.36%	95.56%	NA	85.71%	85.71%
NA	67.33%	84.77%	NA	52.56%	65.99%
NA	NA	NA	NA	NA	NA





***Division of Fire and Rescue Services  
Response Review Report  
Year to Date 2019-2020***

<b><i>EMS - Month</i></b>	<b><i>Total Count</i></b>	<b><i>Total Fail Count</i></b>	<b><i>Total Pct.</i></b>
April 2019	221	14	6.3%
May 2019	225	14	6.2%
June 2019	229	18	7.8%
July 2019	204	12	5.8%
August 2019	236	20	8.5%
September 2019	170	18	10.6%
October 2019	222	23	10.4%
November 2019	226	19	8.4%
December 2019	237	26	11.0%
January 2020	224	20	8.9%
February 2020	200	11	5.5%
March 2020	195	18	9.2%
April 2020	155	6	3.8%
May 2020	191	15	7.8%
June 2020	199	12	6%

<b><i>Fire - Month</i></b>	<b><i>Total Count</i></b>	<b><i>Total Fail Count</i></b>	<b><i>Total Pct.</i></b>
April 2019	53	4	7.5%
May 2019	50	3	6.0%
June 2019	71	7	9.8%
July 2019	52	3	5.7%
August 2019	77	5	6.5%
September 2019	47	4	8.5%
October 2019	78	6	7.7%
November 2019	65	1	1.5%
December 2019	66	5	7.6%
January 2020	82	1	1.2%
February 2020	66	2	3.0%
March 2020	79	4	5.0%
April 2020	50	1	2.0%
May 2020	66	1	1.5%
June 2020	55	4	7.2%

***\*This report reflects changes made by the Standards Sub-Committee***



***Division of Fire and Rescue Services***

***Yearly Response Report***

***January 1<sup>st</sup> 2020 – December 31<sup>st</sup> 2020***

<b><i>Station</i></b>	<b><i>Jan</i></b>	<b><i>Feb</i></b>	<b><i>March</i></b>	<b><i>April</i></b>	<b><i>May</i></b>	<b><i>June</i></b>	<b><i>July</i></b>	<b><i>Aug</i></b>	<b><i>Sept</i></b>	<b><i>Oct</i></b>	<b><i>Nov</i></b>	<b><i>Dec</i></b>	<b><i>Total</i></b>
Enders-Fire	37	38	49	29	36	33							
Enders-EMS	140	116	126	106	132	141							
Boyce-Fire	18	15	20	16	16	16							
Boyce-EMS	53	49	41	28	33	38							
Blue Ridge-Fire	16	13	10	5	14	6							
Blue Ridge-EMS	41	35	28	21	26	20							

<b><i>Calls Inside Berryville</i></b>	<b><i>Jan</i></b>	<b><i>Feb</i></b>	<b><i>March</i></b>	<b><i>April</i></b>	<b><i>May</i></b>	<b><i>June</i></b>	<b><i>July</i></b>	<b><i>Aug</i></b>	<b><i>Sept</i></b>	<b><i>Oct</i></b>	<b><i>Nov</i></b>	<b><i>Dec</i></b>	<b><i>Total</i></b>
Enders	69	42	60	43	55	65							
Boyce	7	5	3	1	1	2							
Blue Ridge	1	0	0	0	0	3							

## FY 2020 INCENTIVE PROGRAM EVALUATION SHEET

	QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4							
	JUL	AUG	SEPT	Qtr Avg	OCT	NOV	DEC	Qtr Avg	JAN 19	FEB	MAR	MAR-COV	Qtr Avg	APR	APR - COV	MAY	MAY - COV	JUN	JUNE-COV	Qtr Avg
<b>ENDERS</b>	95	124.8	55.95	91.9	84	161	133.3	126.08	251.8	125.5	206.9	1111.8	194.7	491	1858	342.8	1699.5	277.5	1202	370.4
<b>BOYCE w/pt</b>	281.8	203.5	258.5	248	274.5	216	240.5	243.65	190.5	158	261.5	842.75	203.3	296	1026	306.8	1057.3	128.5	569.8	243.8
<b>BLUE RIDGE</b>	198.5	215	31.7	148	29.29	126.5	79	78.263	126.3	218	236.8	807.5	193.7	224	832	22.5	230.5	122	471.5	122.8
<b>Total All</b>	<b>575.3</b>	<b>543.3</b>	<b>346.2</b>		<b>387.8</b>	<b>503.5</b>	<b>452.8</b>		<b>568.5</b>	<b>501.5</b>	<b>705.2</b>	<b>2762</b>		<b>1011</b>	<b>3716</b>	<b>672</b>	<b>2987.3</b>	<b>528</b>	<b>2244</b>	
<b># FT Crew (208hrs)</b>	<b>2.77</b>	<b>2.61</b>	<b>1.66</b>		<b>1.86</b>	<b>2.42</b>	<b>2.18</b>		<b>2.73</b>	<b>2.41</b>	<b>3.39</b>			<b>4.86</b>		<b>3.23</b>		<b>2.54</b>		

Receive Incentive of \$1250.00 per quarter, minimum avg hours-120

	Qrt 1	Qrt 2	Qrt 3	Qrt 4
<b>ENDERS</b>	NO	YES	YES	YES
<b>BOYCE</b>	YES	YES	YES	YES
<b>BLUE RIDGE</b>	YES	NO	YES	YES

\*-With avg. & w/pt

## **Strategic Plan Review Summary**

### **Goal 1 – Strategic Vision and Leadership**

- Continue with updating and developing new strategic goals that meet the needs of the system
- Continue to use the strategic plan to assist the BOS in decision making
- Continue with regular meetings to keep personnel in the system informed
- Develop a posting on the county website for all department SOPs, protocols, and other such documents
- Develop a system rank structure
- Continue with the development of roles and responsibilities, required training and certifications for each member
- Continue with the accuracy of the job descriptions for all members within the system

### **Goal 2 – Fire and EMS Operations**

- Continue current MIH program and expand
- Continue to develop pre-planning into a universal system used throughout
- Continue to develop, modify and adjust the EOP as needed (addition of pandemic plan)
- Develop a multi-year EM training program
- Continue to evaluate effectiveness of service delivery to all customers in meeting NFPA standards
- Continue to use technologies that assist with overall response goals and objectives
- Continue to evaluate mutual aid agreements to meet current and future needs

### **Goal 3 – Recruitment and Retention**

- Continue programs to address community recruitment opportunities and focus efforts as such for all organizations
- Develop a central application process for all organizations
- Design a mentoring program for new recruits
- Define universal standards for “live-in programs”
- Continue to evaluate the incentive program and modify as needed to meet greatest effectiveness
- Develop a tracking method for all members who leave system, capturing reasons to assist with future goals
- Continue to develop ways to retain all personnel

#### **Goal 4 – Resource Management**

- Continue to work towards a unified budget process
- Continue to use FFS income to increase Department's effectiveness towards strategic goals
- Continue with development of CIP plan to include Apparatus, Facilities and Major Equipment
- Continue and expand current supply purchasing program
- Continue standardization and consolidated items for overall group savings
- Develop methods for all personnel and departments/companies focused on financial management
- Continue to use and develop future technology to increase efficiency within organizations

#### **Goal 5 – Health and Safety**

- Continue and expand with current NFPA 1582 physical program to include all members within the system
- Expand the current mental health program to meet mental health needs

#### **Goal 6 – Employee Development**

- Create central training records management system for unified certification requirements
- Develop a system training program with regular classes, seminars and other specialty training
- Expand current joint training program to provide for additional participation
- Develop a methodology to evaluate the effectiveness of training provided in conjunction with State and Federal standards
- Continue to market and distribute training in surrounding jurisdictions, provide additional methods for personnel to attend such training

#### **Goal 7 – Community Outreach & Partnerships**

- Conduct survey to identify community priorities and concerns
- Continue use of multiple platforms to communicate priorities of the community and awareness of current Fire and EMS Operations
- Continue current involvement in community events and expand in the future
- Continue with current MIH program and expand
- Continue to evaluate partnerships and best benefits for best use of time and resources
- Continue current partnership; establish new relationships with strategic partners

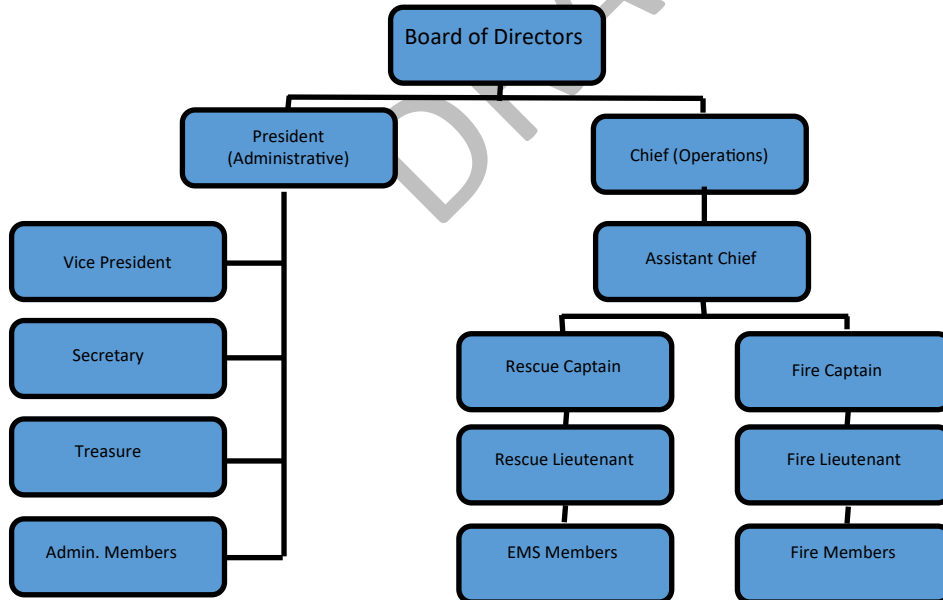
# COMMUNICATIONS AND FIRE DEPARTMENT STRUCTURE

Although there are many different organizational structures in the fire service most volunteer departments are made up of two distinct yet tightly integrated parts—an administrative section and an operations section. The administrative section is led by a president, vice-president, secretary, treasurer and a board of directors. Often the president serves as the CEO—Chief Executive Officer of the fire department.

The operations section is led by the fire chief. He or she serves as the COO—Chief Operating Officer of the fire department. He/she oversees what is called the “chain of command.” This chain of command is very important in that it provides clear direction, lines of communication and accountability for everyone involved in the chain.

In the Clarke County Fire—Rescue system you have 3 different departments. Each of these departments have a Chief and a President. What may vary is the responsibilities of each in their organization. Make sure you know the structure of your department. This will help you in determining who you need to go to when faced with a problem or question.

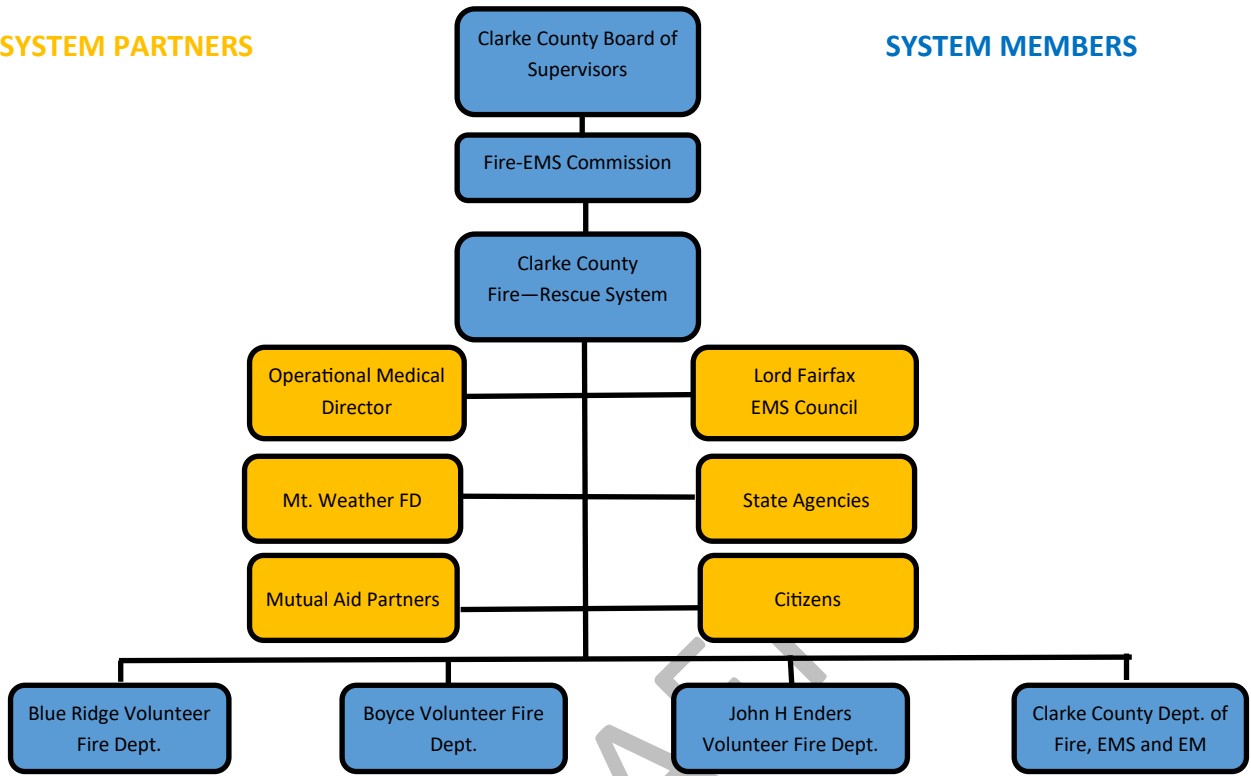
One example of how your department may be structured;



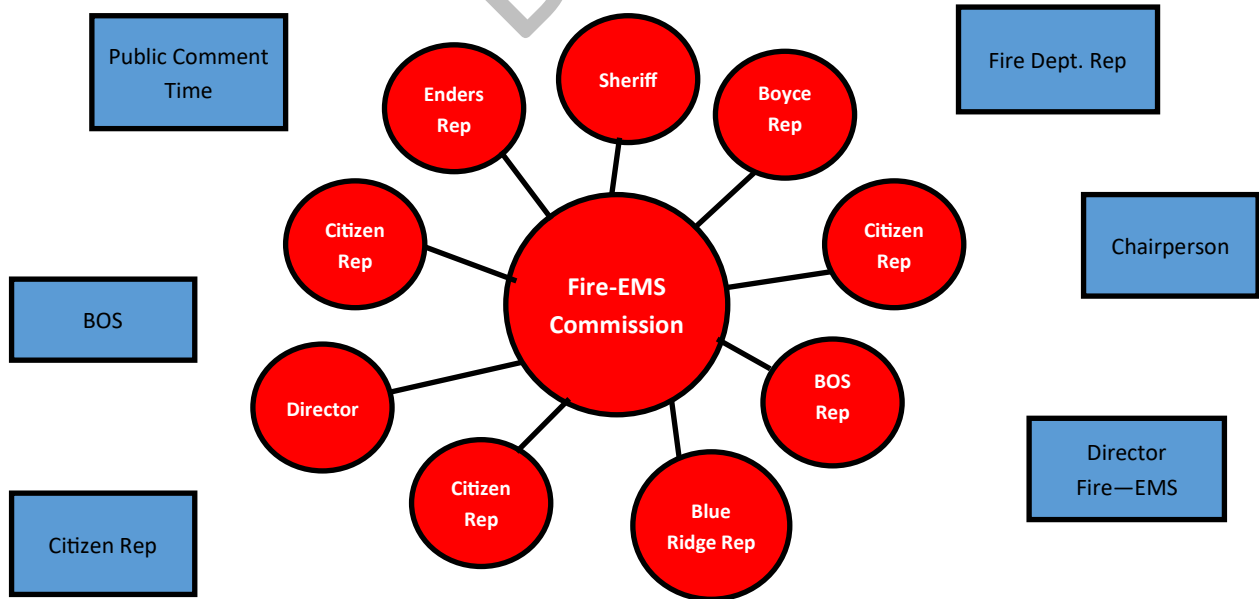
# FIRE—RESCUE SYSTEM STRUCTURE

## SYSTEM PARTNERS

## SYSTEM MEMBERS



# How to Communicate with the Fire—EMS Commission



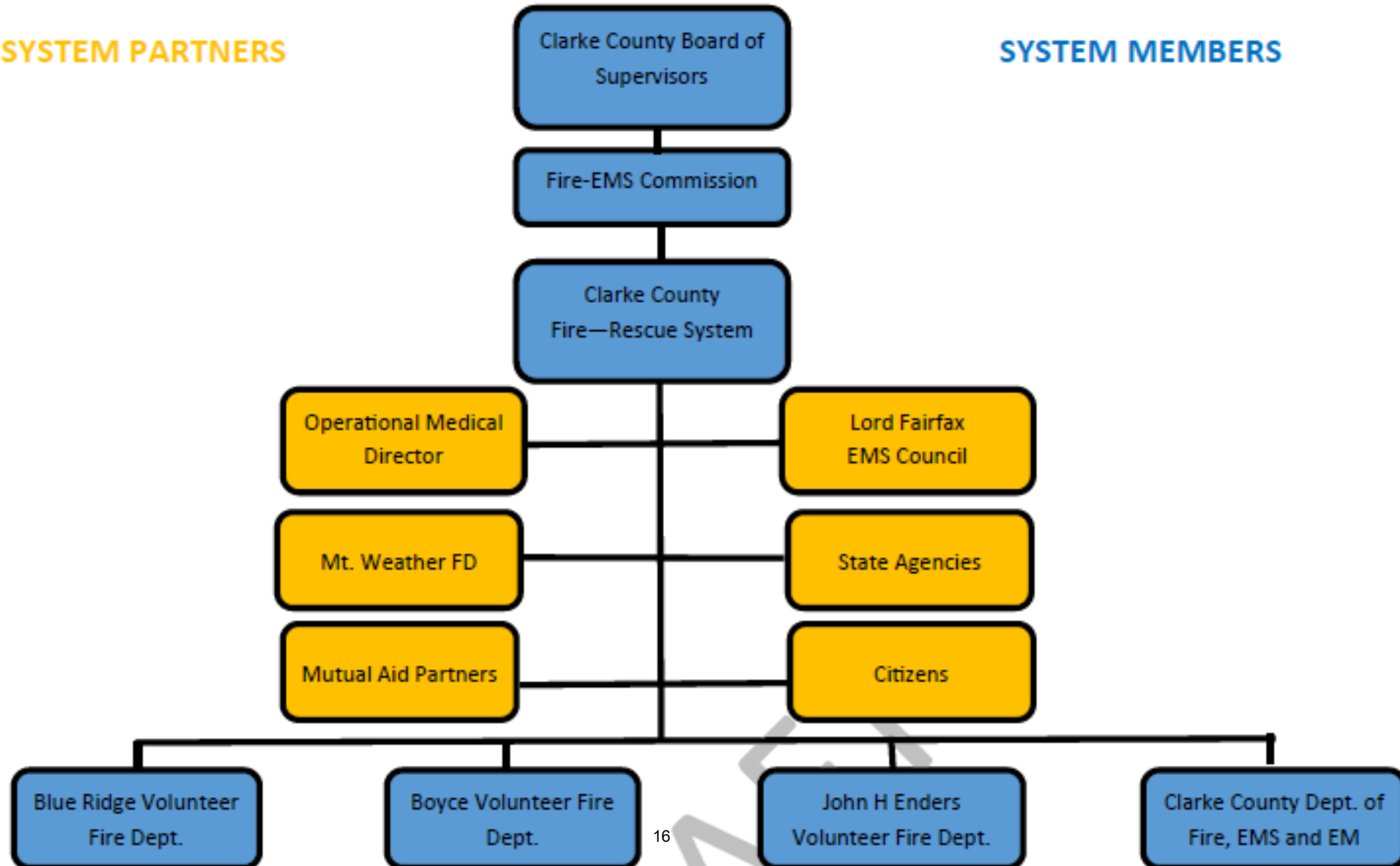
Methods to bring topics/concerns before the Commission

Commission Members

# FIRE—RESCUE SYSTEM STRUCTURE

## SYSTEM PARTNERS

## SYSTEM MEMBERS

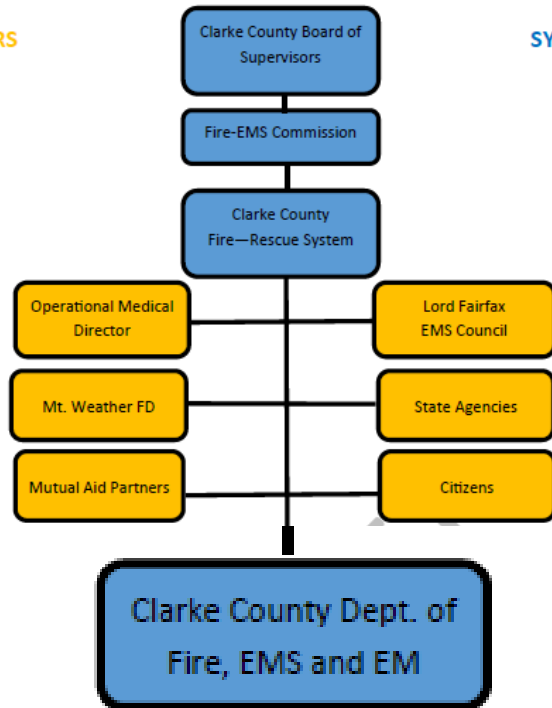




# FIRE—RESCUE SYSTEM STRUCTURE

SYSTEM PARTNERS

SYSTEM MEMBERS



Blue Ridge  
Volunteer Fire Co.

Boyce Volunteer  
Fire Co.

John H. Enders  
Volunteer Fire Co.



**County of Clarke, Virginia**  
**Department of Fire, EMS and Emergency Management**  
**Director Brian Lichty**



**90 Day Staffing Change Review Summary**

**Staffing Change –**

On March 22, 2020, we put forth the new staffing plan as part of the positions hired under the SAFER Grant. The staffing put 4 personnel at John H Enders 5 out of 7 days a week. The other 2 days there would be 2 personnel. Additionally, requirements were put into place on responding to incident.

**The Review –**

The current 90-day review focused primarily on response time, failures, mutual aid assistance and impacts on the John H Enders VFC.

It should be noted that the current Pandemic is believed to also have significant impacts on the outcomes reviewed. However, it is unknown at the current time how big of impact. Recent changes in dispatch procedures is also believed to have an impact on the results of this review.

**Failures –**

In the 90 days following the staffing change we have seen some significant drops in failures system-wide. The system has seen a decrease of 11 failures from the 3 months prior the change to the 3 months post change. Additionally, chart 1 shows the difference in failures in the same 4 months span over the two past two years (2019 & 2020).

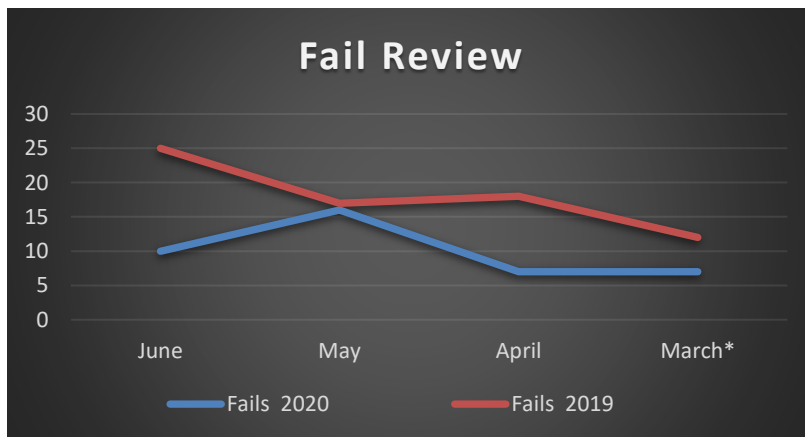


Chart 1

## Mutual Aid –

In chart 2 you see the decline in mutual aid requests for the past 90 days in calendar year 2019 & 2020. This decrease represent almost a 40% decline in dependency from our mutual aid parts. It is believed this decrease is also largely contributed to the large amount of volunteer participation hours and changes in dispatch protocols.

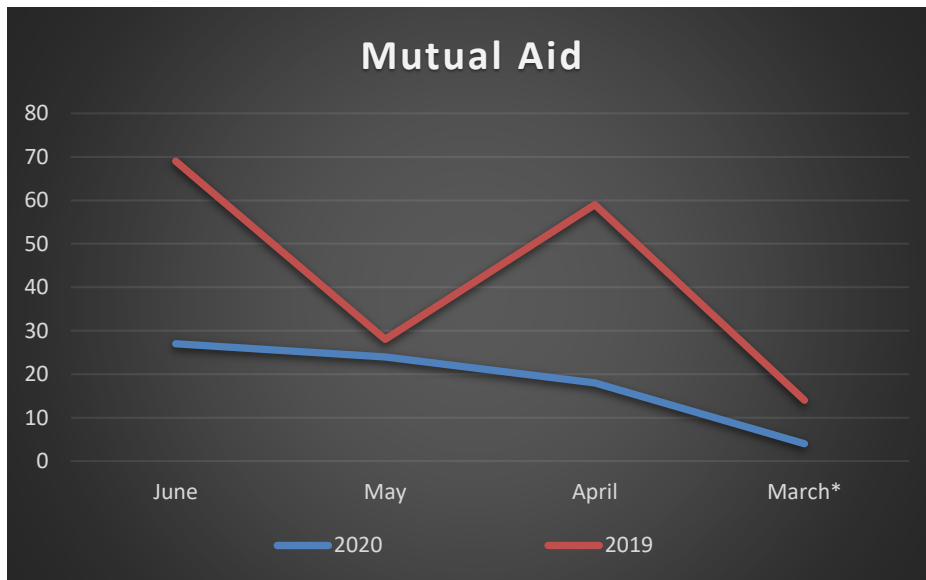


Chart 2

## Response goals –

In 2019 the average 10-minute on scene time was 68.8% (for the 90-day period) and 85.6% for a 15-minute on scene time. In 2020 the 10-minute on scene time was 74.0% and 88.9% for 15-minutes. See the breakdown by months in chart 3 below.



Chart 3

Upon a review of the box number and response times it was discovered only 4 boxes did not fall within the 15-minute on scene time. Those boxes included 804, 805, 401, and 402. With the change in Mt. Weather's response, the 804, 805 and 401 results were anticipated due to their relation to the closest station for response. Changes and situations within the Warren County Fire – Rescue system has contributed to the delay in box 402. This box is currently being reviewed for possible dispatching changes.

In accordance with NFPA Clarke County should be split into 2 different response goals. One for an urban area (Town of Berryville) and rural area (rest of county). When examining the responses for the Town of Berryville it is estimated a response goal of 5-6 minutes on scene time is achievable. The current average on scene time in the Town of Berryville (boxes 100 & 110) is 5.3 minutes.

### **John H Enders Impacts –**

Currently a meeting location and time is being coordinated to review the impact (financial and otherwise) on the John H Enders VFC.

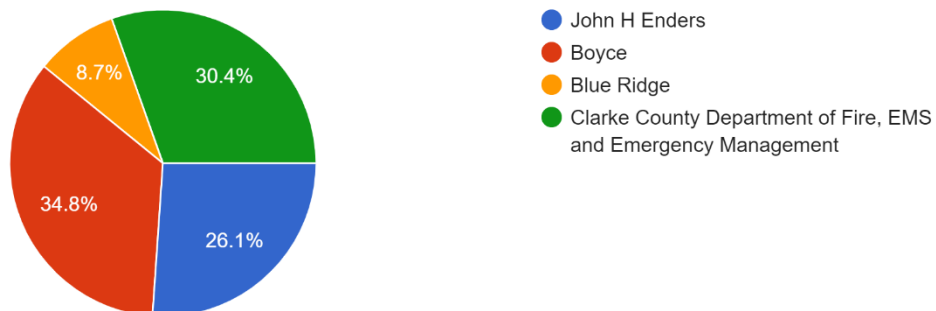
### **Survey –**

To assist with evaluation a survey was distributed to a large group of Fire – Rescue personnel. The survey consisted of 6 questions:

- What Company/Department are you from?
- What type of member are you?
- How would you rate the effectiveness of the recent staffing change?
- What do you think needs to be done to improve response times?
- The additional staffing has made you want to come to the station more?
- Additional comments you may have.

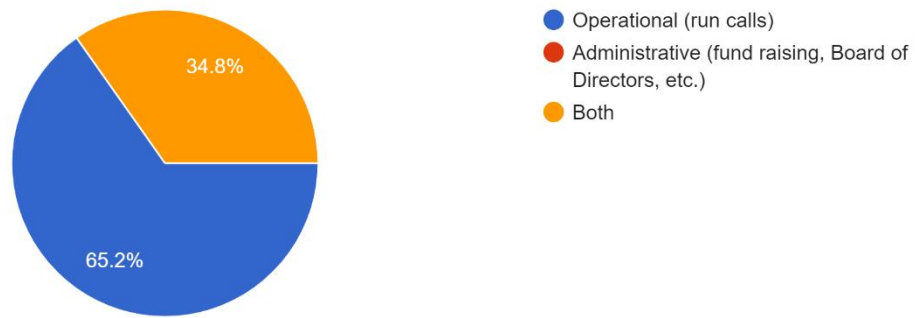
Below is a breakdown of the survey as of July 1, 2020 with 23 responses.

What Company/Department are you from?  
23 responses



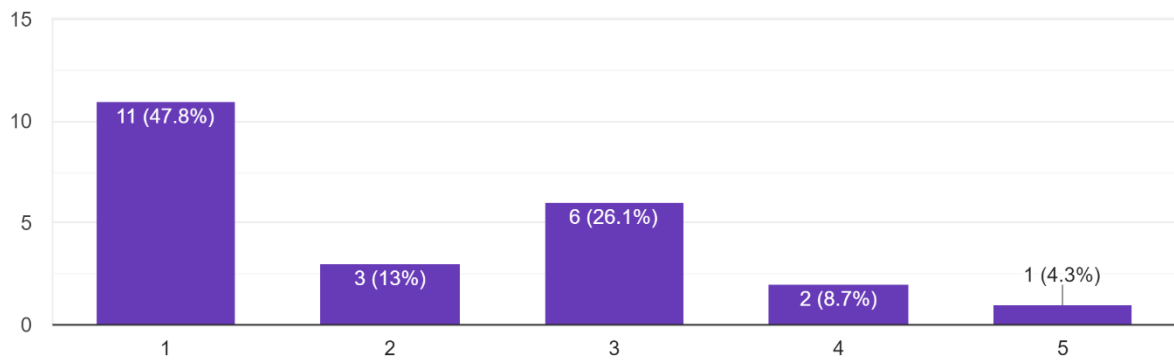
### What type of member are you?

23 responses



### How would you rate the effectiveness of the recent staffing change?

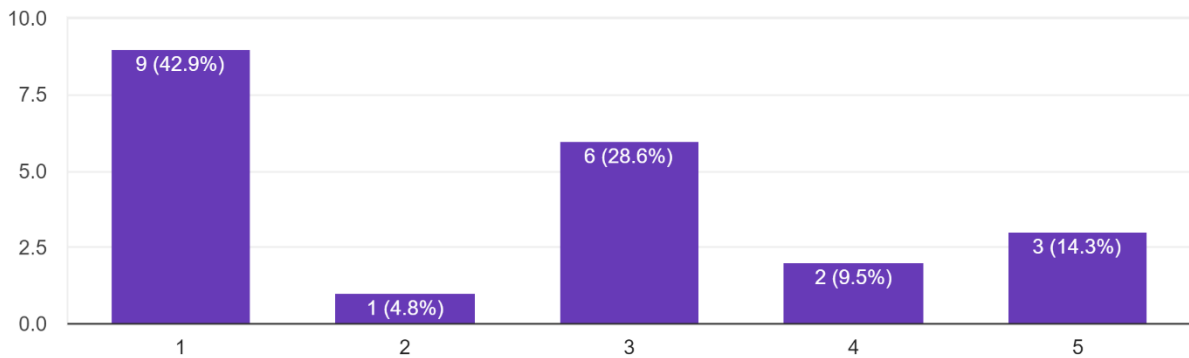
23 responses



1-Very effective .....5-Not effective

The additional staffing has made you want to come to the station more?

21 responses



1-Strongly agree .....5-Strongly disagree

### Survey comments

#### Q - What do you think needs to be done to improve response times?

Spread the staffing out/staffing other stations	5	33.3%
Staffing 7 days a week	3	20.0%
Look at patient contact times	1	6.7%
Improved staffing assignments	1	6.7%
Move units next to each other	1	6.7%
Review dispatch policies/procedures	1	6.7%
Nothing & nothing at this time	3	20.0%
	15	

#### Q - Additional Comments

It's been terrific having Enders with multiple crews! As Boyce crew, Like knowing additional resources are being dispatched immediately.

Over half of the County cannot be reached quick enough for an ALS emergency due to lack of career staffing in Firehouses. Also the question about coming to station more due to staffing doesn't apply to us you removed the staffing remember.

Well thought out plan appears to be achieving the results that were expected. The Director should be commended for coming up with a good plan.

Need full staffing on the kelly days  
Full staffing all days

As a new employee I have been made to feel very welcomed by the volunteers. I appreciate the camaraderie between volunteers and career staff and have heard the Chief of Enders comment several times how much has been accomplished in the past few months. He has on several occasions made positive statements to other career staff and volunteers about how helpful the career staff has been these past few months.

The new hires are all extremely motivated and a huge help around the station but why should we be the only station to benefit from this?

We have some very good motivated new staff that work well with the volunteers

### **Information from review of 2 minute en-route time –**

The following is the top reasons identified for not meeting the 2 minute en-route time established.

- Wrong times – believe times from dispatch are wrong
- Sleep – incidents in the middle of the night that take crews longer than 2 minutes to go en-route
- Gear movement – movement of gear/PPE from one location to another
- Assignments – confusion over what is the assignment, which unit crews are supposed to take

### **Recommendations –**

After a careful review of all information collected the following is a list of recommendation/considerations moving forward to the 6-month review.

- Continue work on reducing en-route time which have a direct correlation with on scene times.
- Consider possible dispatch changes to the 402.
- Encourage crews to place other dispatch units in service if they know they will not be needed. (help with reduction of failures)

- Continue working towards a daily staffing board and assignments.
- Evaluate the effects of having 2<sup>nd</sup> out medic unit in fire apparatus bays to help with response times.
- Continue work on assignments – crew assignments prior to call



### FY 2020 OVERTIME REPORT

	Jul 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Total
Extra Shift	120	81	180	60	24	36	30	0	24	0	72	206.5	<b>833.5</b>
Late/Early Calls	5	2.5	0.5	2	15.25	21.5	3.25	4.75	4	22	0	0	<b>80.75</b>
Waiting Relief	0	0	1.5	0	0	0.25	0	0	0	0	0	1.5	<b>3.25</b>
Training	3	0	7	8	4	8	108	13.5	5.5	1	20.25	0	<b>178.25</b>
Other	4.5	2.5	16	25.5	21	6.5	22	5.5	4.5	0	0	14.5	<b>122.5</b>
Other-COVID	NA	NA	NA	NA	NA	NA	NA	NA	52	43	10	10	<b>115</b>
PT Over Hours	8	0	0	8	15	0	7	0	0	0	0	0	<b>38</b>
	<b>140.5</b>	<b>86</b>	<b>205</b>	<b>103.5</b>	<b>79.25</b>	<b>72.25</b>	<b>170.25</b>	<b>23.75</b>	<b>90</b>	<b>66</b>	<b>102.25</b>	<b>232.5</b>	<b>1371.25</b>

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Leave Hours(Month)	48	48	96	110	36	84	48	72	168	94	336	376	1516
EL Hours(Month)	48	4	0	0	24	0	0	0	0	0	0	0	76

-Annual CEU training

#### Other

- Staff Meetings
- Meetings
- Grant Work
- Pub Ed events

#### Notes

Jul 19	7 PT employees with 0 hours, 96 total hours of leave to cover
Aug 19	6 PT employees with 0 Hours,
Sept 19	6 PT employees with 0 Hours, 96 total hours of leave to cover
Oct 19	6 PT employees with 0 Hours, 110 total hours of leave to cover
Nov 19	6 PT employees with 0 Hours, 24 hours EL (DPO Class) to cover
Dec 19	6 PT employees with 0 Hours, 84 total hours of leave to cover
Jan 20	Annual CEU training, new employee orientation, quarterly staff meeting
Feb 20	Sheriff's Office annual CPR Class
Mar 20	COVID Incident
Apr 20	COVID Incident
May 20	COVID Incident, 1 FTE out Medical Condition, Vacations, DPO-Aerial Class
Jun 20	COVID Incident, limited PT due to COVID, 1 FTE out on Medical Condition, Vacations



**County of Clarke, Virginia**  
**Department of Fire, EMS and Emergency Management**  
**Director Brian Lichty**

**DIRECTORS REPORT**

**Month-July 2020 (updated 7/2/2020)**

Standard Reports

-Response Report –See the attached reports

-Billing Report – \$xxx.xx in revenue for June (\$xx.xx of TNT and patient balances)

Updates-

- Top 3 categories for Errors – These errors seem to be the top for the past 3 months
  - XX
  - XX
  - XX
- Recent SOGs adopted:
  - None
- Upcoming SOGs
  - None

-Emergency Management – Continues to be a busy time for Emergency Management even with some of the COVID pandemic slowing down for now

- LEMPG Grant for FY 20 is now complete and final reports are being submitted. There has been a slight delay by the state in processing funds due to COVID but expect to receive by late July early August.
- I am working on developing a 3 year Emergency Management training calendar. This calendar will focus on specific tasks by Emergency Services Functions (ESFs) – **Update – Due to pandemic this has been postponed, unknown timeline**
- Have been keeping up with daily SIT Reps on the Fire – Rescue COVID page, this also includes a daily hospital status sheet and daily numbers. Initially this was done every day now it is done M-F of each week.
- Weekly Conference calls with State and Federal partners on statuses. Additionally, bi-monthly meetings with our most vulnerable populations. **Update – Some of these meetings have gone to every two weeks.**

- Working with County Administrator, JAS Director to review the CARES Act local funding provided through pass-through by the state. **Update – Hope to have an approximate budget layout for the BOS in July**
- Submitted a AFG-COVID supplemental grant for SCBA adaptors w/filters and infection control kits for all providers – **Update - Pending**
- Developed a Pandemic Plan for County EOP (annex) in review and should be ready for comments in the coming months. - **Update – Looking at having a 3<sup>rd</sup> party company take a look at the plan and use CARES Act funding to pay for it.**
- First Amendment briefings have started with the state and occur about every two weeks. Focus is being placed on violence outbreaks and how long to allow protests to continue.

## -Budget

- We have been awarded our RSAF grant for Handtevey for a total amount of \$7,600.52 this is a 50/50 grant (\$3,800.26-State, \$3,800.26-Local). We making sure everything is updated and should start ordering equipment in the next couple of weeks. I would like to recognize Wade Wilson our Jurisdictional Coordinator for his work in getting this grant.
- I am working with the City of Manassas to purchase some SCBA masks, cylinders and packs. They are upgrading all their units and we are able to get these items at a significant discount. **Update – This is anticipated to save us as much as \$15,000, No additional information at this time – delayed due to COVID and production issues.**
- Two different grants are still pending – AFG for Radios & AFG-COVID, announcements have started to come out about COVID but we have not heard as of yet.
- The County Administrator and the JAS Director have sent out a survey to all personnel about this past year’s budget process for comments, concerns. This survey was sent to the volunteer departments as well.

## -Strategic Goals

### 1) Strategic Vision and Effective Leadership

- The County is working on updating the website. **Update – The new county website is up and running, as stated before a Fire-Rescue COVID page was created to help keep responders up to date.**
- The Chiefs are reviewing some programs that will track certifications management to meet the objectives identified in the Strategic Plan. **Update – No update at this time Chiefs meet in July**
- The County Administrator has requested the Commission hold off on any further review of the Use Agreement, CIP Plan and Fiscal Policy until the group meets in August (there is a date set).

### 2) Fire and EMS Operations

- SAFER positions Update- We have just passed the 90 day mark and findings from the review should be in the packets.
- Mobile Data Terminal (MDT) – We will be ordering a minimum of 2 MDT's this year, 1-CF-33 for Boyce, and another similar Toughbook to be tested in the Fire apparatus. Due to current event the current MDT deployment is not complete.
- Effective July 16<sup>th</sup> we will be promoting 2 personnel (Mr. Mark Barenklau & Mr. Wade Wilson) to the position of Lieutenant. This was part of the budget request for FY21.

### 3) Recruitment and Retention

- I am starting to get the quarterly reports for the first quarter of FY20, please help in reminding your companies to submit this report. **Update – All stipends for FY20 have been processed, we have had less than 20% of all quarterly reports sent in for this year.**
- High Risk Retirement study – High risk retirement study request has been submitted to VRS, they will be working on the study and it is expected to be back in September or October.
- We did receive a 1 request for volunteer information from our website, due to the person not living in the county we are working on obtaining further information to then put them in contact with one of the Vol. Companies.
- We have advertised our current opening and had 11 applicants, 8 meeting qualifications. We have a testing day set up for July 12<sup>th</sup>, we will be doing, ability testing, written tests and interviews all on this day. I would like to thank Lt. Jackson for setting this test day up.

### 4) Resource Management

- We have submitted our request for 2020 Emergency Response Guidebooks (ERG's) to the state. **Update – I have not heard back on this yet.**
- The Medicare project has been delayed by 1 year – This is not due to the pandemic but rather a concern over some conflicting information in the documents. We did hire a PT person to work on this project and will change focus on preparing for the project and being the back-up for Mrs. Radford. **Update – New employee is doing well and should allow Mrs. Radford to use her scheduled vacation in July and not have to review reports (first time)**

### 5) Health and Safety

- Insurance Claims for the month –
  - Umbrella Liability –
    - None

- Auto –
  - Tanker 1– Is now complete and back in service
  - ALS8 – Damage from hitting a deer on the way to a incident, this claim has been recorded, processed and vehicle is currently being worked on.
- Property –
  - None
- Workers Comp. –
  - None
- Physical company back up in a limited capacity, however we are anticipated to start back up physicals soon.
- We have one employee who is out with a serious medical condition. Will be working with them, as they find out more.

## 6) Employee Development

- Training advisories are going out as received and date of classes are included in the monthly Newsletter.
- Due to pandemic the “in-county” EVOC class had to be cancelled, **Update – we are currently working with instructor to try and get this class rescheduled.**

## 7) Community Outreach

- Nothing new to report at this time.

Other remarks