



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

AGENDA

February 11, 2021

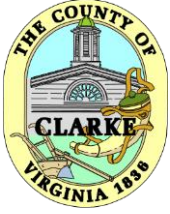
6:30pm

Clarke County Government Center – Meeting Room AB

1. Approval of Agenda
2. Public Comment
3. Approval of Minutes – January 14th, 2020 (p. 3-6)
4. Committee Reports – Information Only
 - Standards – See Attached report (p.7-13)
 - Technology – See attached minutes (no meeting)
 - Budget/Recommendation– Director Budget Request (see previous month packet)
5. Unfinished Business
 - Incentive program review – Information (p. 14)
 - Communications/Succession Document-Final Draft (see previous documents)
 - OT Report-Information only (p. 15)
 - Blue Ridge Staffing update – Information only (p. 16-17)
 - Strategic Plan Update – 1st Draft information only (p. 18-52)
6. Report from the Director of Fire and EMS – Information Only (p. 53-55)
7. New Business
8. Summary of required action

9. Adjourn

All meeting documents will be distributed at meeting. Next meeting is on March 11th, 2021 at 6:30pm in the Clarke County Government Center – Meeting Room AB



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

MINUTES

January 14th, 2021 6:30pm

Clarke County Government Center – Meeting Room AB

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

Absent:

Staff: Chris Boies
 Brian Lichty
 Melanie Radford

Chairman Harrison called the meeting to order at 6:40pm. The agenda was amended moving item #4 to item #2.

1. Mr. Hoff made a motion to approve the agenda as amended. The motion was passed with all in favor.

2. Organizational Meeting Items
 - Set meeting dates and times for 2021 – No comments or changes. Mr. Loker made a motion to approve the dates and times as listed. The motion passed with all in favor.
 - Election of Chair and Vice Chair – Mr. Lichty asked for nominations for Chair. Mr. Hoff nominated Ms. Harrison, no other nominations. Nominations were closed. All voted in favor of reelecting Ms. Harrison as Chair. Mr. Lichty asked for nominations for vice chair. Mr. Buckley nominated Mr. Hoff, no others nominations. Nominations were closed. All voted in favor of reelecting Mr. Hoff as Vice Chair.

3. Public Comment – Mr. Boies stated for the record a big thank you to Boyce for providing their social hall for the first open pod for the Covid vaccines.

4. Mr. Buckley made a motion to approve the December 10th, 2020 minutes. The motion was passed with all in favor.

5. Committee Reports

- Standards – Mr. Lichty reviewed with the group. Mr. Beatty verified with Mr. Lichty that the first quarter revenue amounts and call volume numbers average about the same as previous years on the Closing Balance Summary report on page 11. Mr. Lichty confirmed that we have seen a reduction due to Covid. He also confirmed that revenue is posted and accounted for during the month that it is received not from the date of service of the transport. No other comments or questions.
- Technology – Mr. Roper informed the group that no meeting was held.
- Budget/Recommendation - Vol. Budget Requests
Discussion – Ms. Harrison informed the group of the budget subcommittee’s meeting and their recommendations. Mr. Hoff addressed the group concerning the proposed stipulation being placed on the stipend increase request from Boyce. Stipends have always been given to the individual companies without stipulations. Mr. Hoff, Ms. Harrison, Mr. Loker, Mr. Buckley, Mr. Weiss and Mr. Beatty debated on the use of the funding for payroll purposes only, remaining competitive with the County and other jurisdiction’s pay scales, Boyce maintaining control over their staff, the County’s due diligence to verify the funds are being used appropriately, should the request have been submitted as County staffing assistance instead, clarification on how Boyce’s bingo revenue can only be used for particular items, if the request is a one-time item or not, and how the requested increase still does not cover all of the employee expenses. It was agreed upon that if the additional funding is approved that Boyce will submit a letter of acknowledgement that it will only be used for payroll purposes. Mr. Lichty asked for a recommendation from the Commission to include with the budget submission. Mr. Loker made a motion to accept the recommendation of the budget subcommittee of the \$25,000 stipend increase. Mr. Hoff verified the \$25,000 is going forward with the amended stipulation of how it will be used. Ms. Harrison verified yes, as a one-time request and it could be revisited in the future if needs still arise. The motion passed with all in favor. Mr. Lichty presented the attached memorandum from Blue Ridge.

MEMORANDUM

TO: Brian Lichty, Director

FROM: Chris Grubb, Assistant Chief

SUBJECT: Fiscal Year 2022 Budget Request Retraction

DATE: January 12, 2021

This memorandum serves as a retraction for the additional budget request for fiscal year 2022 for the Blue Ridge Volunteer Fire Department.

The original request dated December 3, 2020 was for financial assistance in the sum of \$39,572.75. This request was for the replacement of (35) 4500psi 45 minute SCBA cylinders priced at 1,130.65 each.

This retraction for the previously requested funding is contingent upon receiving (35) 4500psi 45 minute SCBA cylinders that are being purchased by Clarke County Fire & Rescue through Warren County Fire & Rescue.

Ms. Harrison stated that the budget subcommittee recommends the request. Mr. Hoff made a motion to approve Blue Ridge's request. Mr. Veler asked when would notice be received if the Grant was approved and how soon after that does equipment ship. Mr. Lichty stated that it depends on Covid and once an award is processed, the equipment usually ships pretty quickly after that. Mr. Veler inquired if there were any kind of contingency plans. Mr. Lichty informed him that he is working with Warren County right now and he would continue to keep looking if that fell through. The motion was passed with all in favor.

- Budget/Preparation – Clarke County Fire - Rescue Mr. Lichty presented and went over his budget proposal. The group conversed and verified information with Mr. Lichty to include the new insurance policies, volunteer recruitment, the Warren County contract for mutual aid and the funding associated with it, the staffing plan for Blue Ridge, the retirement benefits and

costs, the reduction of funds associated with some of the existing programs and mileage payout to the individual companies from the Fee for Service revenue, and the training program/platforms.

6. Unfinished Business

- Incentive program review - Mr. Lichy reviewed with the group and will be submitting for the quarterly payments. No comments or questions.
- Communications/Succession Document - Final Draft – Postponed until next month.
- OT Report - Mr. Lichy reviewed with the group. Ms. Harrison inquired if it's more feasible to cover this with overtime or part time employees. Mr. Lichy commented that it's always better to utilize with part time staffing however most of these employees have full time jobs that take precedent, they may have hold overs and the full time employer may not allow part time work due to Covid. No comments or questions.
- Blue Ridge Staffing update - Mr. Lichy reviewed with the group. No comments or questions.

7. Report from the Director of Fire and EMS - Mr. Lichy reviewed with the group.
Discussion-No comments or questions.

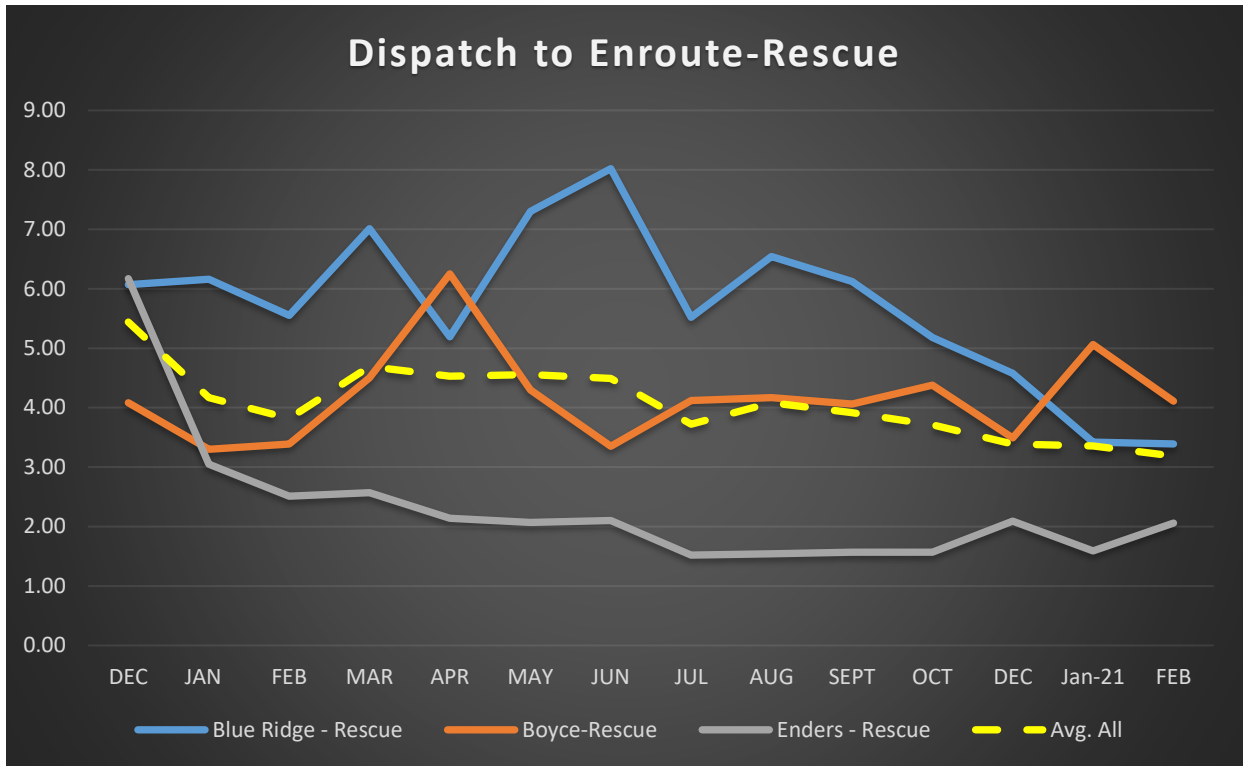
8. New Business

9. Summary of required action

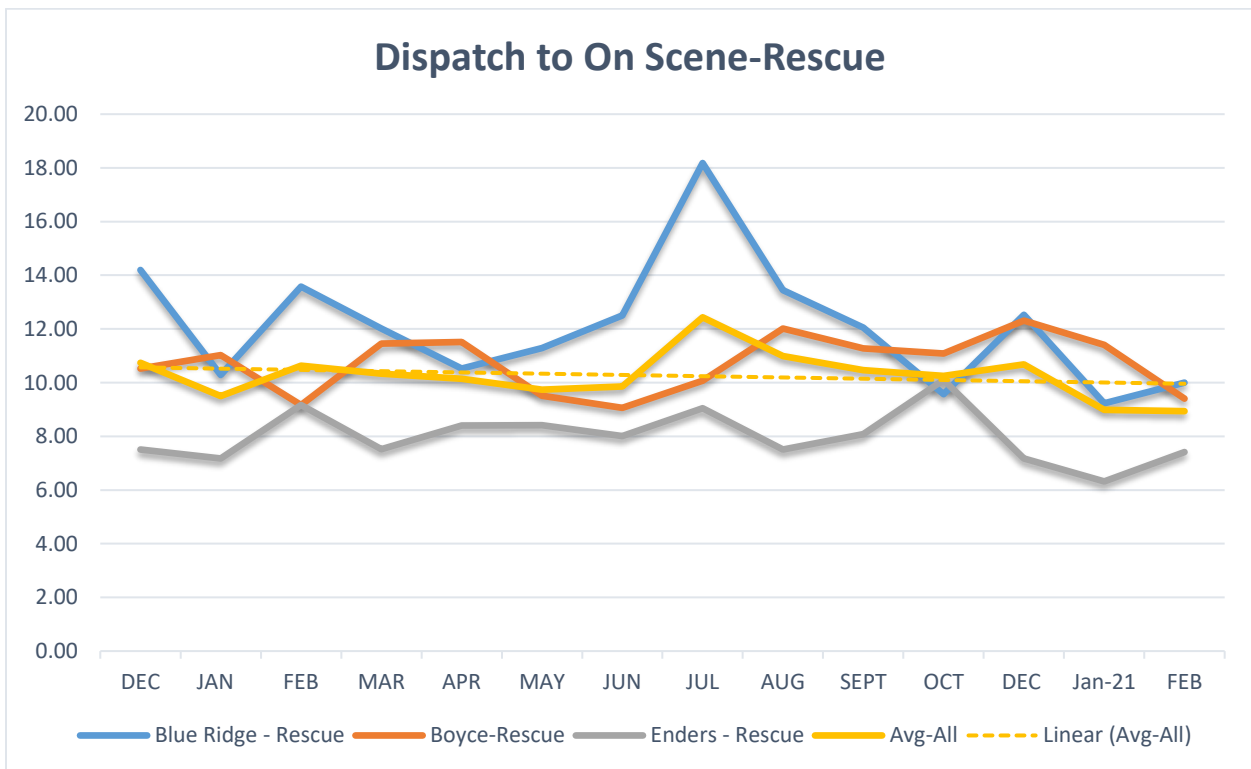
- Nothing at this time.

10. Mr. Roper made a motion to adjourn. The motion was passed with all in favor at 8:18pm.

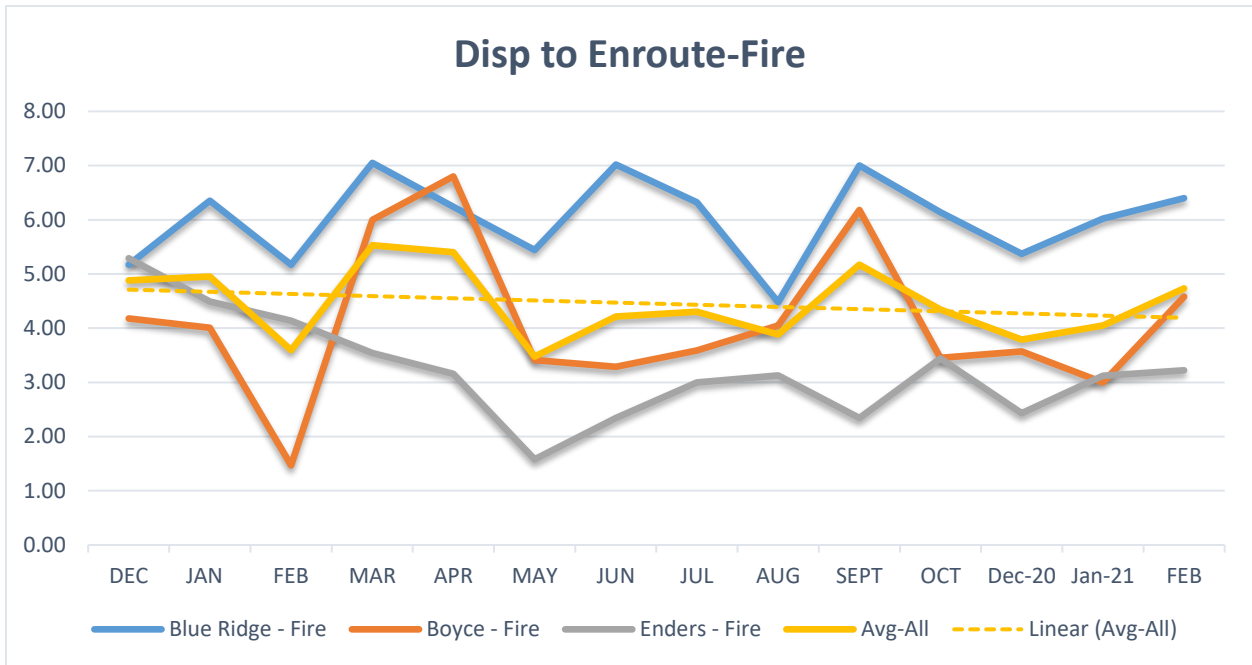
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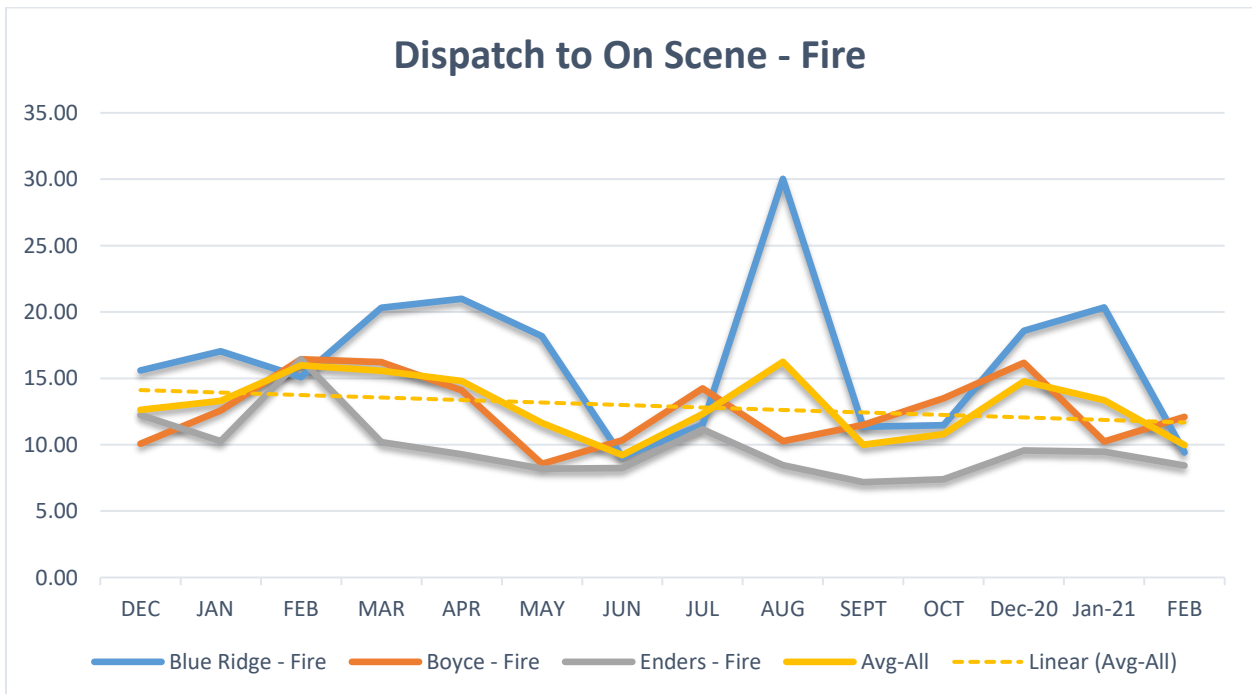
Graph 1.1



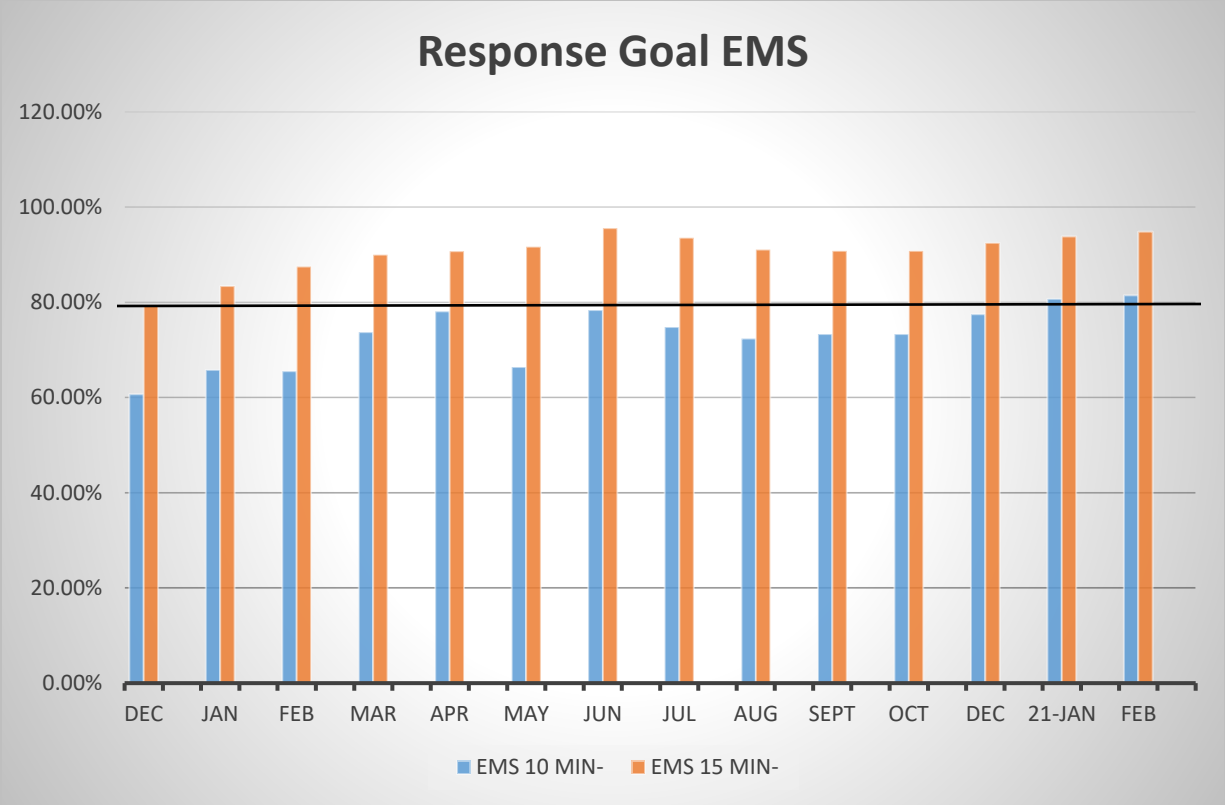
Graph 1.2



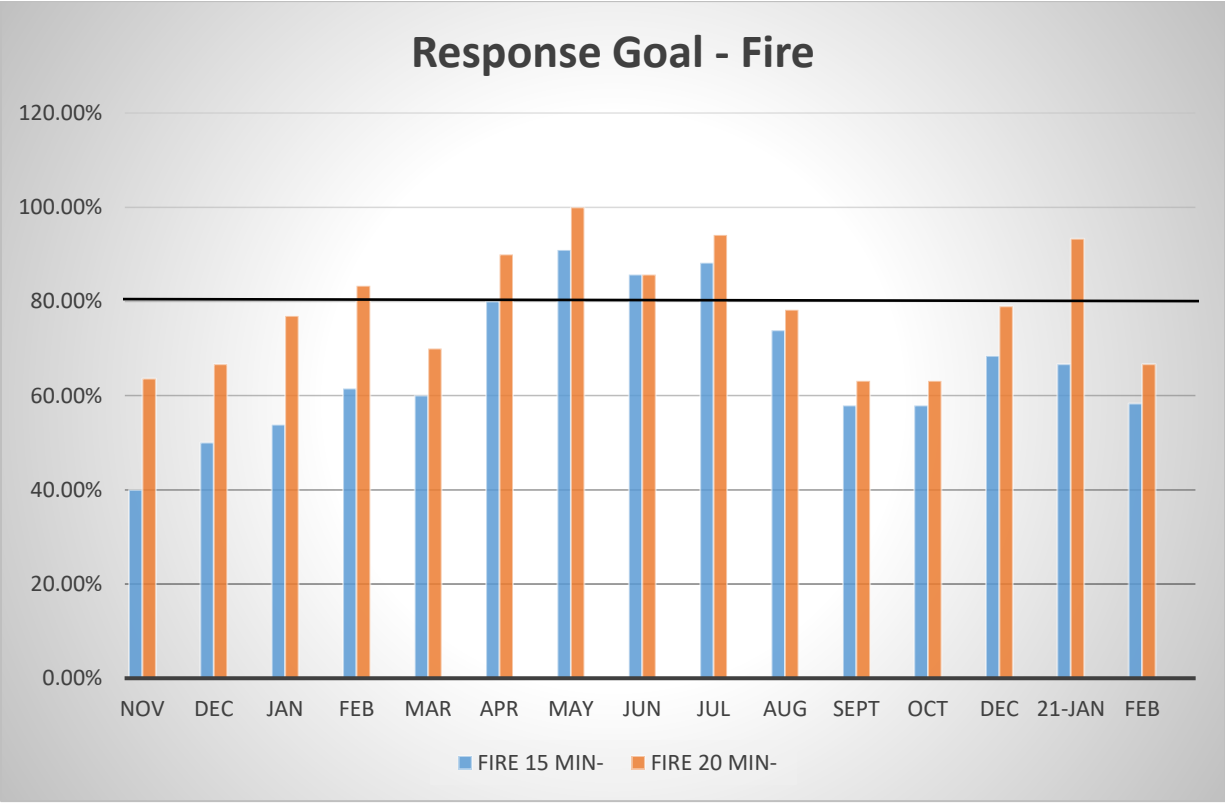
Graph 1.3



Graph 1.4



Graph 1.5



Graph 1.6



Division of Fire and Rescue Services

Yearly Response Report

January 1st 2021 – December 31st 2021

<i>Station</i>	<i>Jan</i>	<i>Feb</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>Aug</i>	<i>Sept</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>
Enders-Fire	28												
Enders-EMS	147												
Boyce-Fire	20												
Boyce-EMS	44												
Blue Ridge-Fire	9												
Blue Ridge-EMS	25												

<i>Calls Inside Berryville</i>	<i>Jan</i>	<i>Feb</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>Aug</i>	<i>Sept</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>
Enders	69												
Boyce	4												
Blue Ridge	0												

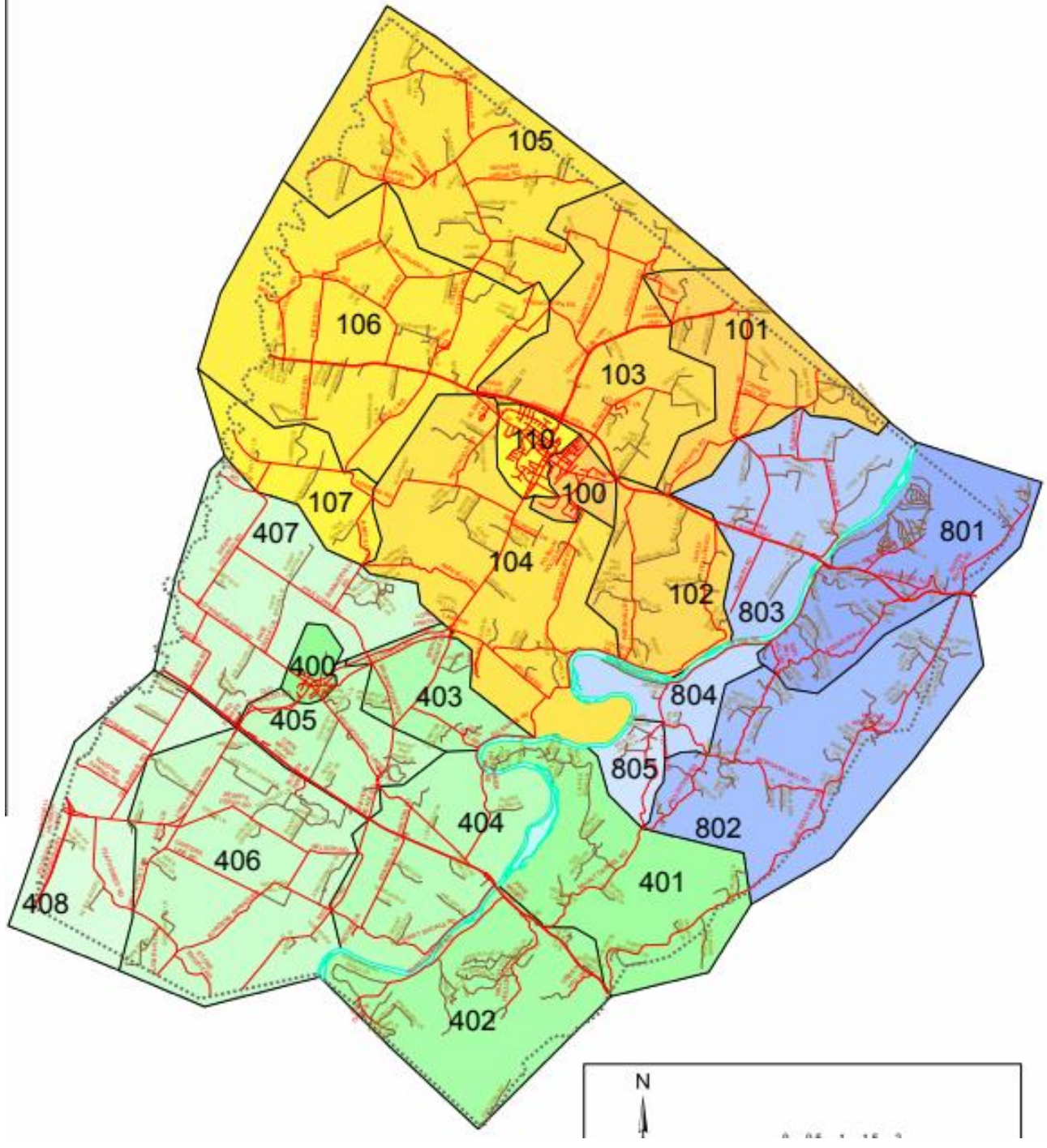
**Clarke County Fire & EMS
FY 20-21 Closing Balance Summary**

Description	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	YTD Totals
Billable Calls									
Enders (Co 1)	69	78	83	75	74	69	79		527
Boyce (Co 4)	10	16	8	10	11	5	18		78
Blue Ridge (Co 8)	4	6	4	5	7	6	8		40
Total # of Billable Calls	83	100	95	90	92	80	105		645
ALS Trips Billed	43	48	48	43	48	44	44		318
BLS Trips Billed	37	47	41	41	44	33	58		301
TNT Trips Billed	3	5	6	6	0	3	3		26
Total	83	100	95	90	92	80	105		645
Calls Dispatched									
Co 1 Career	44	55	64	37	53	52	62		367
Co 1 Volunteer	7	8	1	4	8	7	3		38
Co 1 Split	48	52	40	66	41	37	39		323
Co 4 Career	8	2	1	1	0	1	3		16
Co 4 Volunteer	9	8	11	8	8	9	13		66
Co 4 Split	6	10	14	13	8	7	16		74
Co 8 Career	0	0	2	4	5	7	7		25
Co 8 Volunteer	9	9	7	3	1	0	1		30
Co 8 Split	1	2	0	0	3	1	1		8
Unknown	21	15	14	18	17	15	14		114
Total # of Calls Dispatched	153	161	154	154	144	136	159		1061
Patient Payments	\$2,819.77	\$3,861.55	\$3,861.54	\$5,189.46	\$1,520.28	\$2,780.17	\$3,484.25		\$23,517.02
TNT Payments	\$50.00	\$150.00	\$450.00	\$500.00	\$350.00	\$0.00	\$185.00		\$1,685.00
Total Payments	\$40,489.83	\$30,259.54	\$34,232.57	\$31,659.62	\$39,302.66	\$42,991.06	\$28,526.27		\$247,461.55

BOX NUMBER RESPONSE TIMES (Disp. to On Scene)

Updated-2/2/21

Box	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan (21)	Avg.	# Mo. Under 15m	# of Mo.	
100	6.49	6.4	5.38	5.26	6.02	4.42	5.27	5.27	4.21	5.37	4.56	5.41	4.34	5.34	13	13	100%
101	7.17	12.56	8.32	10.22	8.05	7.42	9.27	12.55	7.01	12.37	13.5	9.02	7.58	9.79	13	13	100%
102	9.49	11.32	NA	8.13	6.35	9.27	11.5	11.22	9.56	12.59	8.47	8.53	10.14	9.68	12	12	100%
103	11.32	8.53	8.37	6.17	7.03	7.12	7.21	12.43	7.11	7.59	6.09	9.11	8.20	8.17	13	13	100%
104	8.36	9.58	11.16	7.41	9.11	7.49	11.32	6.55	7.01	8.49	6.21	8.30	8.43	8.42	13	13	100%
105	14.44	NA	13.41	12.54	13.38	15.11	13.16	NA	12.54	14.19	15.22	12.41	12.25	13.64	9	11	82%
106	10.3	10.42	7.22	9.11	9.53	9.24	12.08	9.3	10.12	10.2	9.31	12.39	10.32	9.94	13	13	100%
107	10.28	10.59	13.4	10.21	14.39	10.45	11.45	14.47	NA	12.11	12.55	NA	10.21	11.99	12	11	109%
110	6.4	6.01	5.31	5.1	5.14	5.35	5.15	5.25	5.38	5.05	5.12	4.51	6.09	5.31	13	13	100%
400	9.22	5.55	9	16.02	9.06	6.52	7.55	3.37	8.5	8.11	10.2	9.37	5.30	8.54	12	13	92%
401	NA	NA	5.52	NA	14.45	17.31	22.59	NA	NA	17.48	17.55	NA	NA	15.82	2	7	29%
402	13.59	16.52	15.35	23.4	7.26	13.23	17.34	12.14	15.31	17.24	13.41	22.57	17.57	15.61	5	13	38%
403	10.55	7.59	NA	9.59	7.56	8.31	10.1	10.49	12.44	8.22	7.42	14.20	9.35	9.68	12	12	100%
404	11.19	11.4	12.2	13.43	13.12	11.4	9.32	13.16	12.14	15.58	8.33	NA	13.3	11.93	11	12	92%
405	9.11	8.52	9.57	8.49	NA	9.09	9.31	12.47	10.58	8.02	10.5	10.44	11.45	9.65	12	12	100%
406	12.12	12.01	14.53	13.11	8.52	15.14	13	11.38	13.32	10.48	16.21	12.44	8.57	12.69	11	13	85%
407	10.31	9.29	11.06	12.08	8.49	9.18	11.19	11.48	10.14	10.01	10.01	13.12	11.43	10.53	13	13	100%
408	11.02	9.12	10.26	NA	NA	11.38	10.29	11.43	13.36	11.46	14.04	NA	11.27	11.37	11	10	110%
801	10.17	14.19	14.29	10	12.02	10.36	12.45	10.35	12.24	10.26	10.42	9.37	9.40	11.34	13	13	100%
802	NA	17.25	18.25	18.29	16.51	NA	21.33	14.13	20.02	13.44	19.37	20.55	19.28	17.91	2	11	18%
803	9.22	10.13	10.08	8.34	NA	10.33	8.51	9.34	8.59	NA	11.41	11.47	8.19	9.74	11	11	100%
804	8.43	NA	NA	NA	18.42	22.51	NA	NA	NA	22.31	14.05	NA	NA	17.14	2	5	40%
805	NA	14.21	NA	12.19	NA	14.21	18.32	18	16.37	NA	NA	14.20	NA	15.36	3	7	43%



FY 2021 INCENTIVE PROGRAM EVALUATION SHEET

	QUARTER 1							QUARTER 2							QUARTER 3				QUARTER 4			Qtr Avg	
	JUL	JUL COV	AUG	AUG COV	SEPT	SEPT COV	Qtr Avg	OCT	OCT COV	NOV	NOV COV	DEC	DEC COV	Qtr Avg	JAN	JAN COV	FEB	MAR	Qtr Avg	APR	MAY		JUN
ENDERS	250.3	1631	234.5	1088	271	1029	252	233.5	1095	709	1178	280.3	1065	407.6	280.2	1003							
BOYCE w/pt	143	496	183.8	613.8	157	512	161.3	179.3	675.5	212	912.8	218.9	884.5	203.4	231	992							
BLUE RIDGE	20.25	133	77	397.5	33.3	245	43.5	27.25	223	28	155.3	16.75	88.25	24	21.5	202							
Total All	413.6	2260	495.2	2099	462	1786	456.8	440	1994	949	2246	515.9	2038	635	532.7	2197	0	0		0	0	0	
# FTE (208hrs)	1.99	10.87	2.38	10.09	2.22	8.58		2.12	9.59	4.56	10.80	2.48	9.80	3.05	2.56	10.56	0.00	0.00		0.00	0.00	0.00	

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

	Qrt 1	Qrt 2	Qrt 3	Qrt 4
ENDERS	YES			
BOYCE	YES			
BLUE RIDGE	NO			

FY 2021 OVERTIME REPORT

	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Total
Extra Shift-Leave	240	96	216	224.5	128	144	12						1060.5
Late/Early Calls	5.5	7.5	3.75	10	3.25	1.25	4.75						36
Waiting Relief	0.75	0	0	0	0	0	0						0.75
Training (precept)	34.25	0	1	0	0	0	182						217.25
Other	31.25	52.75	3.75	11.25	14	4	10						127
Other-COVID	20.5	8	35	18.25	41	32	24						178.75
PT Over Hours	0	28	22.75	0	0	0	52						102.75
	332.25	192.25	282.25	264	186.25	181.25	284.75	0	0	0	0	0	1723

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Leave Hours(Month)	431.9	405	492	390.75	448	192	84						2443.65
EL Hours(Month)	0	0	0	0	0	0	12						12

-Annual CEU training

Other

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

Notes

Jul 20	Several vaction days, new applicant testing, Image Trend Conf. (virtual), limit PT availability
Aug 20	Several vaction days, precepting new employee, limit PT availability
Sept 20	Several vaction days, precepting new employees, COVID related time (updated, staffing prep, etc)
Oct 20	Vacation days, OT for Co. 8 staffing as PT precepting, several COVID issues & 36hrs of COVID Leave
Nov 20	Vacation days, COVID Leave days, spike in COVID issues
Dec 20	Couple of employees out with COVID test results, 2 employees SL
Jan 21	Annual CEU classes, release paperwork new providers, PT hours over
Feb 21	
Mar 21	
Apr 21	
May 21	
Jun 21	

Blue Ridge Staffing COVID Update 2/1/2021

Days Staffed to date – Sept. – 3, Oct. – 12, Nov – 11, Dec – 22, Jan - 18

Staffing information

Total Amount of days staffed- 66

Total Calls this month - 10

Total Calls all months – 41 (all months)

Days with no calls this month – 9

Days with no calls all months – 29 (all months)

Location of calls by box #-

Company 8			Other Companies		
Box	Current Month	Total	Box	Current Month	Total
801	3	13	104	0	1
802	1	6	110	1	3
803	5	7	100	0	3
804	0	2	105	0	2
805	0	1	102	0	2
			103	0	2

Response Times –

Dispatch to on scene

Box	With Staffing	Without Staffing
801	4.8	10.8
802	1.3	14.02
803	2.4	6.8
804	14	17.25
805	15	18.5

Other items for the month-

- Working with Chief on integrating new vehicle, station check system
- Continue to clear drivers
- Assisting with updating supply program

**Department of Fire, Emergency Medical Services and Emergency Management,
Clarke County, VA**

**STRATEGIC PLAN
2020 - 2026**



MESSAGE FROM THE DIRECTOR

The 2015 – 2020 Strategic Plan was reviewed and updated in 2020. This update included the review of all strategic goals and objectives. The 2020 – 2025 Strategic Plan is a combination of the goals and objectives previously identified and needs identified for the future.

This plan was developed by the Clarke County Department of Fire, EMS and Emergency Management and supported by the County's Fire and EMS Commission.

Over the previous 5 years the Clarke County Fire – Recue system has seen many developments and changes. These changes have helped us in our goal to consistently improve our service delivery.

Clarke County has a proud history of providing excellent Fire and Emergency Medical Services using highly trained, professional volunteer and career personnel. Using this document as a guide we look forward to an even brighter future as we continue to grow with the changing times.



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EXECUTIVE SUMMARY

In 2013/14 a Fire and EMS Workgroup was formed. The creation of a Director of Fire, EMS and Emergency Management and the first Strategic Plan were created from this workgroup. The Strategic Plan, has been the focal point towards planning a path forward for the Fire, EMS and Emergency Management system of Clarke County.

The Strategic Plan sets forth the Vision, Mission, and set of Core Values for the system and lays out several strategic areas of focus for the next five years.

While all of these goals are critical to reaching our stated vision, it is clear that some of the goals, and the associated strategies to reach them, must be taken as high priority steps. Under **Strategic Leadership and Vision**, the Fire and EMS Commission places emphasis on developing robust communications throughout the system and clearly defining the roles responsibilities, training and certification for all leadership position. Within the goal for **Fire and EMS Operations** priority was given to ensuring sufficient staff for timely and effective response to all calls. **Recruitment and Retention** is the highest goal priority with strong recommendations to focus on designing a mentoring program for new recruits and identifying incentives to help retain active volunteers.

The Commission also placed a priority on overall **Budgeting**, including development of a plan for the distribution of the Fee for Service Funds. Within the goal of **Employee Development**, delivery of effective, efficient and accessible training topped the list of priorities with a call to develop an incentive plan to encourage Fire and EMS Personnel to become instructors. And within the goal of **Community Outreach and Partnerships**, the Commission places emphasis on developing a community outreach plan to engage our citizens and educate about the need for community support through volunteerism.



COUNTY HISTORY

Clarke County, Virginia, rests in the scenic beauty of the northern Shenandoah Valley and has a rich agricultural and historical legacy. Named after the Revolutionary War hero, General George Rogers Clark, the County was formed in 1836 when it was split off from Frederick County, Virginia to its west.

This area was originally part of Lord Fairfax's 5 million acre property. A young George Washington came to the area to survey for Lord Fairfax and the office where he worked stands today at Greenway Court in the small town of White Post.



CLARKE COUNTY STATISTICS

Resident Population: 14,619

Increase from 2010: 3%

Service Area: 185 Sq. Mi.

Development Centers in the
Towns of Berryville, Boyce
and White Post

While the Civil War devastated the area, many of the old plantation homes survived and still stand today. Gradually the agricultural emphasis changed from wheat growing to fruit production, with immense orchards of apples spreading over the landscape. The breeding of thoroughbred horses is a major source of income and prestige within the county. Over time, the County's business base has become more diverse, while still maintaining the rural nature that Clarke County citizens cherish.

Today, Clarke County also serves as a bedroom community to citizens who commute for work to Washington DC and its extensive suburbs that extend to Loudoun County on the east side of the Blue Ridge.

FIRE COMPANY HISTORIES

The first fire service started in the County in 1883 when the town of Berryville purchased a horse drawn hook and ladder truck. It bought its first BV fire truck in 1926.



It was not until 1900 when the population of Clarke County was just under 8,000 residents that the John H. Enders Fire Company and Rescue Squad (Co.1) was instituted. In 1959, the Boyce Volunteer Fire Company (Co. 4) was opened to serve the southern part of the county. In 1970 Shenandoah Farms Volunteer Fire Department (Co. 6) was chartered and built on the southern border of Clarke County to serve the local community of Clarke and Warren County residents. In 2013, this Company was officially dissolved and became part of Warren County Fire and Rescue Services. And in 1976, citizens of the north-eastern part of the county chartered the Blue Ridge Volunteer Fire and Rescue Company (Co. 8).

By 1993, County population had reached almost 12,000, with many residents commuting for work to larger metropolitan areas to the east. In addition, there was an increase in two-person working families, resulting in a decline in volunteerism which led the volunteer companies to request that the County hire two full-time (FT) career staff to cover day-time hours during the work week. This was the beginning of the Clarke County Emergency Medical Services (CCEMS) career staffing in the County.

In addition, the County is regularly supported by staff from the Federal Emergency Management Agency which has facilities on our eastern border and serves as a first-due agency for more than 21 square miles. Like most counties, Clarke provides services to and is supported by neighboring counties through mutual aid agreements.

In 2013 a Fire and EMS Workgroup was established to review the health of the County's Fire and EMS system. That review led to 25 recommendations which were put before the Board of Supervisors in February of 2014. As a result of these recommendations, in October of 2014, Clarke County formally instituted a Department of Fire, Emergency Medical Services and Emergency Management, under the direction of the Director of Fire and EMS.

ORGANIZATIONAL OVERVIEW

The Clarke County Department of Fire, EMS and Emergency Management organizational chart is shown below. The Director of Fire, EMS and Emergency Management reports directly to the County Administrator who in turn reports to the Board of Supervisors. In addition, the Director acts as a staff member to the Fire and EMS Commission which recommends policy and strategic direction for the Fire – Rescue system and the Clarke County Board of Supervisors. The Director has direct line authority over the Department’s career staff.

Volunteer companies, although private organizations, run with the approval of the County and as such, must follow the directions, protocols and standard operating guidelines set forth by the Director in coordination with the Fire – EMS Commission, the Operating Medical Director and the Commonwealth of Virginia.

The County operates its EMS program under the guidance and certification of the VA Department of Health and with support from the Lord Fairfax EMS Council.

Like most jurisdictions, the County has mutual aid agreements with its surrounding counties and the County also benefits from the support services of a FEMA facility on its eastern border when available. Additionally, Warren County on the southern border of the County provides Fire and EMS services to the lower SE corner of the County.

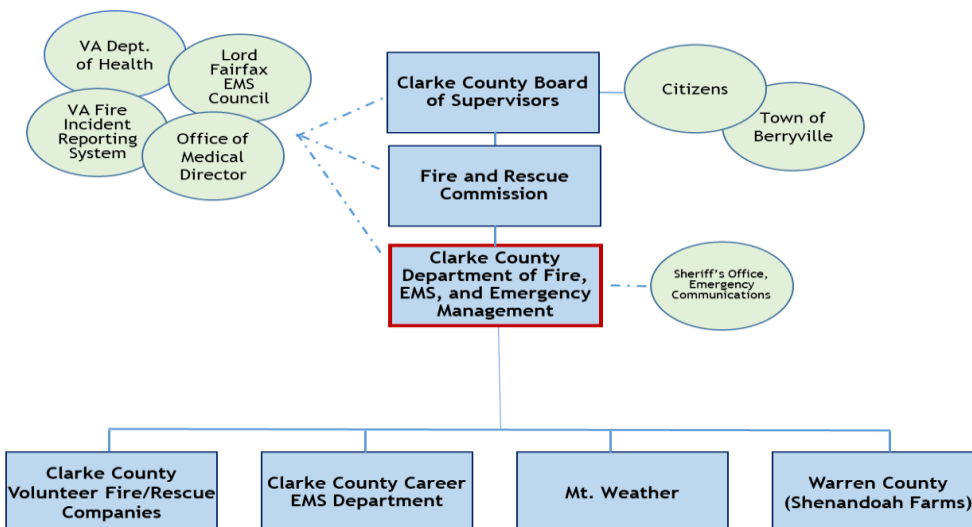


Chart 1: Organizational Chart for the Clarke County Fire – Rescue System

ORGANIZATIONAL OVERVIEW

Funding:

Until 2015, funding for the system was provided through generous donations from citizens and through budget support from the County, the State and local towns. In 2015, with the institution of Fee for Service, the Department hopes to be able to address essential equipment, technology and staffing needs and provide some much-needed relief to volunteers whose extensive fund-raising efforts are leading to burn-out throughout the system.

The following table shows the approximate budget for Clarke County Fire and EMS system over the past five years. This table only represents the funding provided by the County and State and not that raised by the Volunteer Companies. The Volunteer Companies raise approximately 65% of all funds for their overall operational and administrative expenses.

<u>Expenditures</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Vol Fire Expenditures	173,180.15	165,932.03	155,777.95	116,340.96	70,485.08
Blue Ridge	66,757.67	66,200.00	51,177.20	51,050.00	51,088.00
Boyce	67,035.20	66,600.00	51,569.60	51,400.00	51,799.92
Enders	92,497.74	92,800.00	77,746.80	77,450.00	77,040.00
EMS Expenditures	1,175,163.00	1,017,683.65	850,074.65	783,585.95	695,504.21
Fire Program Funds & 4-for Life	52,288.96	50,490.16	48,103.48	45,235.58	46,451.80
Lord Fairfax	6,262.00	6,262.00	6,282.00	5,422.00	5,422.00
Forestry Svc	2,873.34	2,873.34	2,711.52	2,711.52	2,711.52
Totals	1,636,058.06	1,468,841.18	1,243,443.20	1,133,196.01	1,000,502.53

Table 1 – Expenditures (Information provided by Clarke County Joint Administrative Services)

ORGANIZATIONAL OVERVIEW

Over the past four years the calls have seen an up and down, however calls have remained relatively constant. The dispatch to on scene time has decreased over the past four years. Table 2 below shows the breakdown of calls per year and average dispatch to on scene time over the same period.

	2016	2017	2018	2019
Total Calls (all Companies)	3461	3953	3224	3488
Average On Scene Time	NA	12.31 min	11.93 min	11.92 min

Table 2

Career Personnel:

The Clarke County Department of Fire, EMS and Emergency Management has a total of 14 full-time personnel and approximately 10-12 part-time employees. The Director and the Billing Coordinator and one part-time administrative employee make up the Administrative Division of the department.

The Operations Division is overseen by the Director and includes three shifts with one Lieutenant and three Firefighter/EMTs (or Medics) for a total of 12 Operational members. Part-Time Firefighter/EMTs (or Medics) fill in for vacant positions created by leave, training or administrative assignments.

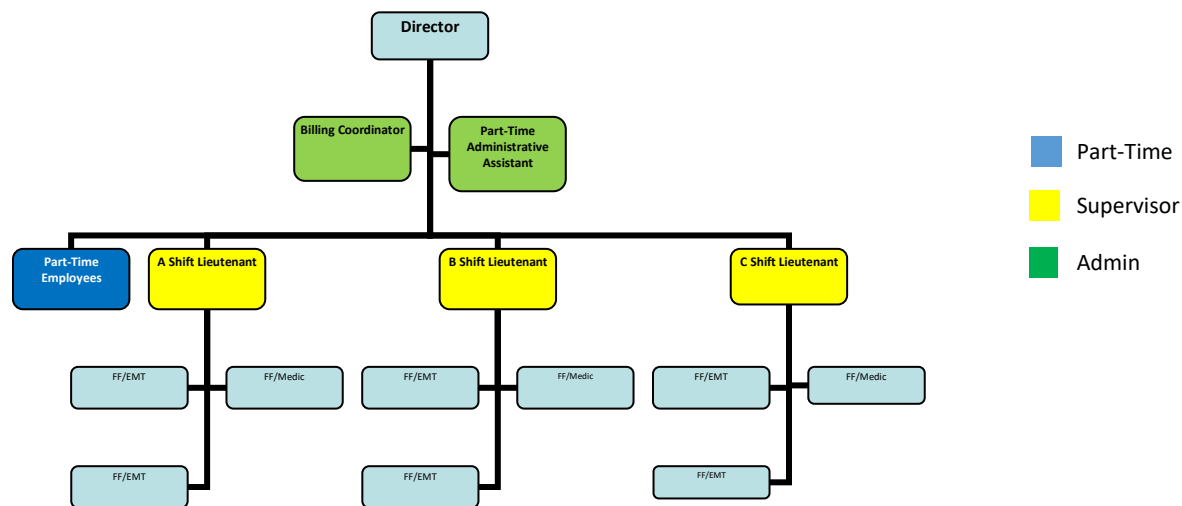


Chart 2-Clarke County Department of Fire, EMS and Emergency Management Organizational Chart

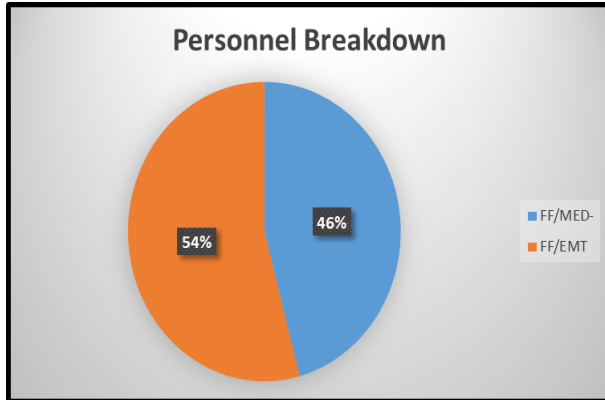


Chart 3: Pie Chart Showing Distribution of EMS Skills levels for FT and PT Career Staff



VOLUNTEERS:

There are 115 volunteers serving 3 volunteer companies. Below gives a breakdown of EMS and Fire certifications.

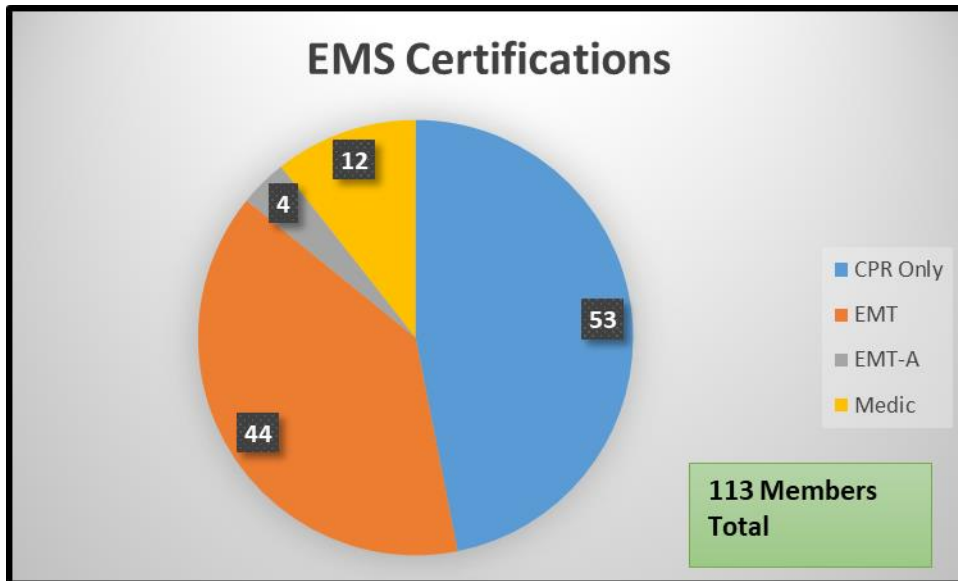


Chart 4 – EMS Certificaitons (Information provided by reporting software)

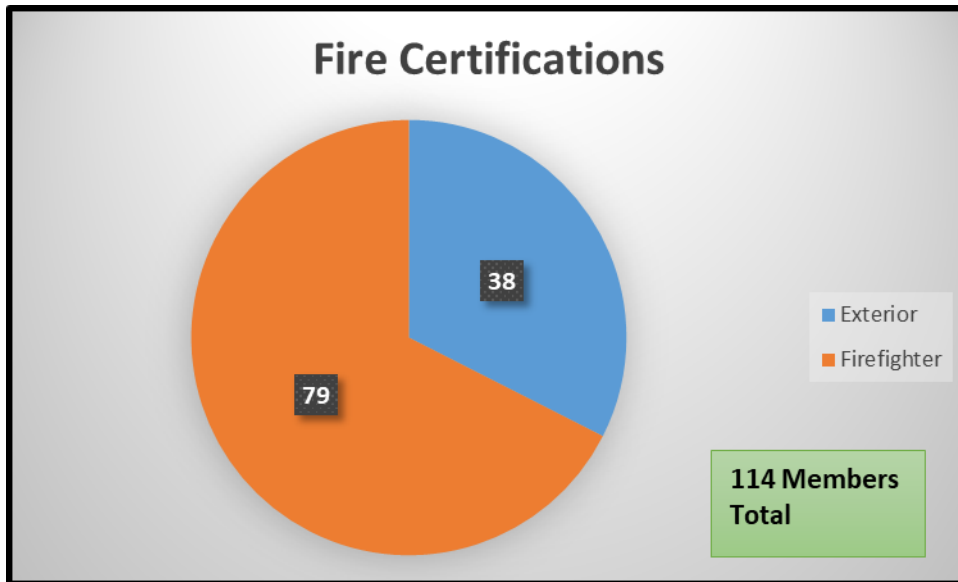


Chart 5 – Fire Certificaitons (Information provided by reporting software)

Each of the 3 Volunteer Companies has a minimum of one pumper, one ambulance, one tanker and one serve unit. Table 3 (side) shows the breakdown of all apparatus combined in the system.

Apparatus:

Fire Stations	3
Ambulances	6
Pumpers	4
Rescue Engines	1
Tankers	3
Trucks	1
Squad Truck	1
Serve Units	3
Brush Trucks	3
Forestry Trailer	1
Mobile Units	1
Boats	2

Table 3-Apparatus list

THE PLANNING PROCESS

The strategic planning process was developed by the Clarke County Fire and EMS Commission, a group of eight members including the Director of Fire and EMS, firefighters, paramedics, elected county officers and civilian staff. The decision to develop a strategic plan for the Fire and EMS system was made by the Board of Supervisors based on the recommendations of a Fire and EMS Workgroup which reported to the Board in February of 2014 after 6 months of work resulting in 25 recommendations for improvement of the system. With the institution of the Fire and EMS Commission in the fall of 2014, work on the plan began.

By early December of 2014, Commission members began a series of focus groups and interviews to clearly understand the strengths and weaknesses of the newly-formed Department and to identify both the current and future challenges, and opportunities facing the Department. In addition, focus groups and interviews focused on stakeholder expectations and hopes for the future of the Department. Commission members led focus groups with each volunteer company, with career staff, and with the Fire and Rescue Association. Individual interviews were held with Company Chiefs, the Sheriff's Office, the County Planning Commission, the Board of Supervisors, the Lord Fairfax EMS Council and the Department's Operating Medical Director. Additionally, interviews were held with staff of VA Office of Emergency Medical Services (VA OEMS), the VA Department of Fire Programs (VDFFP), and VA Department of Emergency Management (VDEM). Finally, the Commission reached out to members of the community through many local organizations, the Mayors of Boyce and Berryville, the Chief of Police for the Town of Berryville, the Superintendent of Schools, and state and local politicians.

Analysis of the information from these focus groups and interviews provided the Commission with an assessment of the Department's positive and negative aspects and will also serve as a benchmark for evaluating the Strategic Plan and its ability to move the Department toward its 2020 vision.

With this valuable information in hand, the Commission developed the Department's Mission, Vision and Values statements and seven Strategic Goals with associated strategies and action steps for implementation over the next five years.

CELEBRATING SUCCESS

After 120 years of service to the community, the success stories are impressive. Keeping a volunteer system alive over that period of time, especially in light of the current challenges to keeping volunteers is a success in itself.

Working in a small community means a lot of community support, a great working relationship with County leaders and a genuine desire to keep moving forward to meet the needs of a quickly-evolving community. And companies point to a sense of community and a solid base of traditions, and the experience and training of volunteers who have served for many years, as the foundations for their success.

Since the conception of the first strategic plan we have seen dramatic improvements in our system performance. We have seen a decrease in response times, an increase in funding, and an increase in system cohesion just to name a few. These improvements demonstrate how we are improving our system to meet the needs of today and the future.

We cannot forget the challenges that 2020 has brought us. The implications of a pandemic have only helped to further understand the needs of our system. Every member and Company has experienced the effects of the past year. We have seen the effects an incident can have on our overall system funding, the high demands on service delivery and so much more. However, we have been able to overcome these obstacles and stay vigilant to improving our system. This is only possible by recognizing the members of our system that faced these challenges head on and worked so diligently to maintain the highest of standards.

CHALLENGES

Even with our success over the past five years we continue to see challenges in meeting some of our goals. Some of those challenges include;

EXTERNAL:

Financial Constraints:

As with all Fire and EMS services across the country, financial support is the essential ingredient. The Clarke County Board of Supervisors has increased funding over the past five years however, large capital projects and filling the gap in financial needs continues to be a concern.

Changing Demographics:

Clarke County is experiencing an aging population, in part because of the increase of senior- serving facilities in the County. The increase in this demographic has resulted in more calls further stretching the volunteer workforce.

Limited Volunteers:

Most families now are two-parent working families and that alone limits the availability of volunteers. Add to that the fact that many of those who live in the county must commute to the east to larger metropolitan areas to find work, and the volunteer problem increases. Even volunteers who live in the community are not here for the bulk of the work week.

Those citizens who can volunteer in support of their community are often looking for opportunities that are less time-consuming than becoming part of a volunteer fire and EMS company. Our volunteer companies are in competition with many other organizations that are desperately seeking volunteers from this limited pool.

CHALLENGES

INTERNAL

Changing Culture

Although built on a tradition of independent fire companies, these companies today realize that the individualism that provided their strength in the past is a liability in today's environment when one company cannot successfully meet its mission without a lot of support from across the Department. To facilitate cross-company operations, the Department needs common performance and training standards for all positions, and common standard operating guidance (SOG).

Recruiting and Retaining Volunteers

Topping the list of challenges is the ability to engage enough volunteers to respond with sufficient staff with the appropriate skills needed to meet the challenges of both fire and EMS calls 24/7, even with a dedicated core of career staff.

In addition, our volunteer companies are having difficulty both recruiting and retaining volunteers. Additional work needs to be done to reach out to students and diverse communities to recruit new volunteers. And once aboard, extensive mentoring and incentives need to be in place to support and keep well-qualified personnel.

Engaging Volunteers

Most of the volunteer companies have fairly lengthy lists of volunteers with both Fire and EMS certifications but only a portion of those certified individuals regularly run calls. Whether this is because of time constraints, a belief that career staff should be running most of the calls, or other considerations, the impact is the same – a movement toward more career staff which will impose even greater financial burdens on the system unless the County can reverse this trend.

Training and Development

The complexity of fire and EMS services demands extensive training for those individuals that step into leadership positions, and that training must be available at times that serve the needs of the volunteer community.

Training for Firefighters and EMS personnel is extensive. Training must be available at times that do not conflict with volunteers' regular jobs and in localities that are not too distant. The complexity of fire and EMS services demands even more extensive training for those who step into leadership positions.

Technology

Communications technology and the staff capacity to manage and maintain these complex systems continue to be a problem for the County.

MISSION, VISION AND VALUES

The following mission, vision and value statements have been developed to guide the Clarke County Department of Fire, EMS and Emergency Management. The Mission provides the core purpose for the Department and defines the scope of its services. The Vision describes our collective hopes and dreams for the future of the Department in 2020 and is the driver for the Strategic Plan. The Values state the core principles by which we interact with each other and with the Community, and they state what we value as a Department in service to the citizens of Clarke County.



MISSION

The Clarke County Department of Fire, EMS and Emergency Management, a unified career and volunteer service department, provides safe and professional response to fire, medical and environmental emergencies. The Department is dedicated to minimizing the loss of life and property through suppression, rescue, education, and other programs.

VISION

The vision of the Clarke County Department of Fire, EMS and Emergency Management is to be a fully integrated combination volunteer and career fire, EMS and Emergency Management organization in which well-trained, multi-disciplined and highly skilled personnel utilize state-of-the-art equipment, technology and apparatus to provide the highest quality of Fire, EMS and Emergency Management Services.

MISSION, VISION AND VALUES

VALUES

Recognizing the dedication and skill of all members (career and volunteer), we will create and maintain an environment of individual safety, well-being, and trust. We are guided by our Core Values:

- Professional Excellence
 - Provide the highest level of compassionate service at all times
 - Maintain readiness through preparation and education
 - Investigate and implement change carefully and effectively
 - Accountable to our community, each other, and the Department

- Teamwork
 - Recognize the long-standing traditions of the community and integrate career and volunteer service.
 - Know and respect everyone's roles and responsibilities
 - Collaborate to achieve Departmental goals
 - Share authority, responsibility, and credit

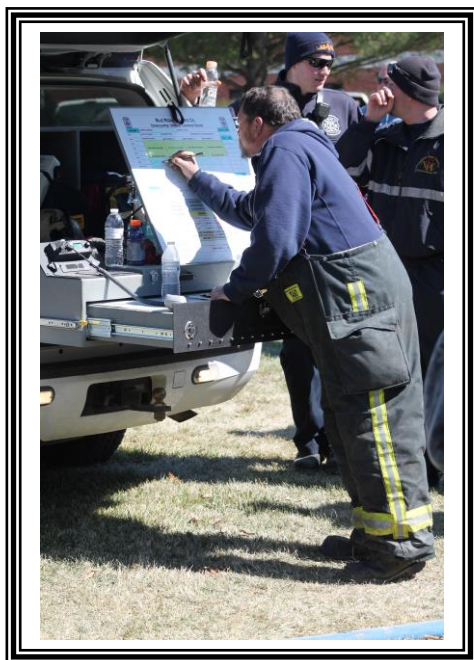
- Integrity
 - Value the trust placed in us by our community, by acting in the best interest of citizens
 - Demonstrate honest and ethical behavior at all times
 - Respect others by being courteous, an active listener, responding appropriately and honestly, and have the willingness to apologize
 - Honor commitments to the community, Department, and each other
 - Strive to treat all people with fairness and equality

Strategic Goals, Objectives and Actions

The Plan for Clarke County Department of Fire, EMS and Emergency Management is built on 7 primary goals. Each of those goals is supported by specific objectives to help the Department reach the goal. Each goal in turn is supported by a series of action steps to complete the strategy.

The goals, strategies and actions set forth here are within the framework of the Vision, Mission and Values of the Department. Each goal was evaluated to ensure that it was achievable in our current state. Finally, only those actions which were measurable and hence could be used for assessment of performance were used.

The Fire and EMS Commission will review progress on the plan annually, or as necessary to ensure that goals are met.



Goals, Strategies and Actions

STRATEGIC GOALS

(Note: the listing of goals does not represent a priority order.)

1. Strategic Vision and Effective Leadership: To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.

2. Fire and EMS Operations: To provide excellent Fire and Emergency Medical Services, i.e., the proper level of care and timeliness of service, 24 hours a day and seven days a week.

3. Recruitment and Retention: To ensure that we have sufficient volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.

4. Resource Management: To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and practices best financial management practices.

5. Health and Safety: To provide for the health and safety of all Department employees and volunteers.

6. Employee Development: To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.

7. Community Outreach and Partnerships: To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.



GOAL 1 – Strategic Vision and Leadership

To ensure that decisions are driven by a strategic vision and plan for the Department; to have excellent leadership at all levels; to ensure that all companies work under one umbrella with an emphasis on sharing resources and a focus on professionalism and discipline.

OBJECTIVE 1: Continue to use the strategic plan to assist the BOS in decision making.

Action Steps:

1. Conduct annual updates within the first quarter of each year with the BOS on the progress made towards the objectives of the Strategic Plan.
2. Establish a method for linking any new requests to the BOS to strategic goals and objectives.

OBJECTIVE 2: Continue with regular meetings to keep personnel in the system informed and insuring a continuity of operations.

Action Step:

1. Establish a regular meeting schedule for the following groups (i.e. 2nd Monday of each month):
 - a. Chiefs Group
 - b. EMS Committee
 - c. Recruitment and Retention Committee
2. Conduct annual “System Briefings” that provide updates on system performance and enable personnel to ask questions and give suggestions.
3. Continue the monthly newsletter to assist in keeping personnel updated

OBJECTIVE 3: Develop a system unified rank structure.

Action Step:

1. Establish a unified rank structure that includes certification and experience standards for all ranks within the system.
2. Establish an organizational chart that demonstrates the unification of ranks within the system.

OBJECTIVE 4: Continue with the development of roles and responsibilities for each member type.

Action Step:

1. Establish system requirements for Operational and Associate members of the system, to include;
 - a. Meeting requirements
 - b. Fund raising requirements
 - c. Operational requirements
2. Establish methods for notifying personnel within the system who are not meeting requirements and corrective actions.
3. Establish job descriptions for both Operational and Associate members



GOAL 2 – Fire and EMS Operations

To provide excellent Fire and Emergency Medical Services through the proper level of care and timeliness of service, 24 hours a day and seven days a week.

OBJECTIVE 1: Continue and further develop the Mobile Integrated Healthcare (MIH) system.

Action Steps:

1. Establish SOGs for procedures and practices used in the MIH program
2. Identify methods for expanding the MIH program to reduced burdens on EMS system.

OBJECTIVE 2: Continue to develop pre-planning into a universal system used throughout.

Action Steps:

1. Establish a standard format for use on all preplans.
2. Establish a method for all preplans to be uploaded into CAD and IAMRESPONDING.
3. Establish personnel in each company responsible for preplans.
4. Establish a program to review preplans on a 3 to 5 year cycle.

OBJECTIVE 3: Develop a multi-year Fire, EMS and Emergency Management training program.

Action Steps:

1. Establish a yearly EMS continuing education program which provides all needed hours for certification for both ALS and BLS providers
2. Establish a basic fire certification program
3. Establish an advanced fire certification program

OBJECTIVE 4: Continue to use technologies that assist with overall response goals and objectives.

Action Steps:

1. Continue to expand Mobile Data Terminal (MDT) program to include all front line fire and EMS apparatus.
2. Use technology to assist in identifying incident locations and resource needs.
3. Develop a matrix to evaluate effectiveness of technologies and reports.

OBJECTIVE 5: Continue to evaluate mutual aid agreements to meet current and future needs.

Action Steps:

1. Establish a schedule to review all mutual aid agreements in a five to eight year cycle.
2. Establish MOUs with partner agencies who may assist during an emergency.



GOAL 3 – Recruitment and Retention

To ensure that we have diverse core of volunteers in the Fire and EMS Department to remain a predominantly volunteer Department.

OBJECTIVE 1: Continue programs to address community recruitment opportunities and focus efforts as such for all organizations.

Action Steps:

1. Review sources of recruitment and update annually, and make plans to reach out to new target communities.
2. Establish a central database of community events attended by each Company/Department and a methodology to evaluate effectiveness of those events.
3. Establish a Recruitment and Retention Committee to evaluate the effectiveness of programs and make recommendations to the Companies.
4. Develop a universal “Live-In-Program” to be used by all Companies. This includes minimum requirements and SOGs.

OBJECTIVE 2: Develop a central application process for all Companies to track new volunteers entering and leaving the system.

Action Steps:

1. Establish a review process managed by a Recruitment and Retention Committee.
2. Ensure application process is able to identify critical demographics information.
3. Ensure application process is able to track reasons for members leaving the system and provides feedback to the Companies.

OBJECTIVE 3: Develop a mentoring program for new volunteers.

Action Steps:

1. Establish a universal mentoring program that can evaluate timeliness on moving members from “New Applicants” to active operational or associate members.
2. Establish mentors for both operational and support positions.
3. Develop a set of requirements and standards to become a mentor, and a method for periodic review of all mentors.

OBJECTIVE 5: Continue to enhance and modify the incentive program to meet the needs of the system and evaluate new methods for retaining both career and volunteer personnel.

Action Steps:

1. Evaluate effectiveness of all programs annually against response times and strategic goals.
2. Establish a professional development program for career personnel advancement.

GOAL 4 – Resource Management

To maintain quality equipment, apparatus, facilities; to ensure state-of-the-art technology to meet the mission of the Department; and to guarantee that the Fire and EMS Service is fiscally sound and practices best financial management practices.

OBJECTIVE 1: Continue to work towards a unified budget process.

Action Steps:

1. Develop a yearly budget to meet the needs of the all Companies/Department.
2. Establish a 5-yr Capital Improvements Plan that includes items in excess of \$50,000 to facilitate long-term planning
3. Establish a 5-yr “System Priority” list to help focus budgets
4. Establish a universal or centralized program for all Companies to track financial data.

OBJECTIVE 2: Develop a Fiscal Policy that address purchasing methods and reporting requirements

Action Steps:

1. Establish a program that can be used by all Companies to track expenditures and revenue. Use this program to identify spending trends and best methods for reducing costs.
2. Create a list of grants that can assist in funding for the Companies and the County. Identify a method for best use of grants for all Companies.

OBJECTIVE 3: Develop a Capital Improvement Plan (CIP) to include Apparatus, Facilities and Major Equipment purchases.

Action Steps:

1. Outline a 5 and 10 year CIP plan that combines the needs of all Companies.
2. Establish an annual review process to update the CIP
3. Develop a method for requesting CIP funding.

OBJECTIVE 4: Continue to develop, modify and adjust the EOP as needed.

Action Steps:

1. Establish a Pandemic plan as part of the EOP
2. Conduct 5 year reviews/updates to the EOP
3. Establish annual EOP training
4. Develop a Continuity Of Operations Plan separate from the EOP

GOAL 5 – Health and Safety

To provide for the health and safety of all Department employees and volunteers.

OBJECTIVE 1: Continue to expand current NFPA 1582 physical program to include all operational members within the system.

Action Steps:

1. Develop a baseline standard for physicals for all membership types.
2. Identify methods for members to meet physical wellness programs.
3. Identify methods for all members to stay physically and mentally fit for duty.

OBJECTIVE 2: Expand current mental health programs to meet the mental health needs of all personnel.

Action Steps:

1. Develop a wellness program that addresses both physical and mental fitness.
2. Develop a list of resources for all members to access.
3. Develop a list of resources for families of members to access.



GOAL 6 – Employee Development

To ensure a well-trained and qualified workforce that is proficient in state-of-the-art Fire and EMS skills; and to ensure that training opportunities meet the needs of a volunteer workforce.

OBJECTIVE 1: Create a central training records management system

Action Steps:

1. Standardize training and certification requirements across the Department for all positions.
2. Create a centralized location to store all membership certifications.

OBJECTIVE 2: Develop an annual training programs to focus on meeting minimum certification needs

Action Steps:

1. Develop an incentive plan to encourage Fire and EMS Personnel to become instructors.
2. Develop an annual fire training calendar that provides training and certifications within the county.
3. Develop an annual EMS training calendar that provides training and certifications within the county.
4. Develop an annual training budget that meets the needs of the system.

OBJECTIVE 3: Expand current joint training program(s) to provide for additional participation.

Action Steps:

1. Develop an annual list of Company training to increase joint training between the companies.
2. Develop system for combining Company training with annual training requirements such as CEU programs.

OBJECTIVE 4: Develop a methodology to evaluate the effectiveness of training provided in conjunction with State and federal standards.

Action Steps:

1. Use National Fire Protection Association (NFPA) standards to assist in establishing training standards.
2. Develop a post course evaluation process, which evaluates the course and the instructor(s).
3. Establish a Training Committee that reviews courses on a schedule to determine effectiveness of programs.



GOAL 7 – Community Outreach and Partnerships

To increase community awareness of Fire and EMS operations to gain support and encourage citizen involvement.

OBJECTIVE 1: Identify community priorities and concerns and establish new partnerships with strategic partners.

Action Steps:

1. Continue to conduct community surveys to identify community priorities and concerns.
2. Meet with community partners on an annual or bi-annual basis to discuss concerns and priorities.

OBJECTIVE 2: Continue use of multiple platforms to communicate priorities of the community and awareness of current Fire and EMS Operations.

Action Steps:

1. Develop a community outreach plan to include regular Department participation at neighborhood and community meetings.
2. Develop a method for sharing significant events in the community to include volunteer events, incidents and community happenings.

PLAN IMPLEMENTATION

Full implementation of the plan will follow the formal acceptance of the plan by the Board of Supervisors. The Plan will be presented to the Board in the first quarter of 2021.

Once finalized, responsibility to frame the Strategic Plan into annual performance plans will rest with the Director of Fire and EMS with support from the Commission Fire-EMS Commission.

The Commission will review progress toward the goals set forward in the plan on a yearly basis, or sooner as needed.



Appendix 1: Commission Members

STRATEGIC PLANNING COMMISSION MEMBERS

Randy Buckley- Citizen at Large

Brian Lichty - Director of Clarke County Fire, EMS and Emergency Management (staff member)

Matt Hoff – Boyce Volunteer Fire-Rescue Company representative.

Anthony Roper - Clarke County Sheriff

Randall Loker – Citizen at large

David Weiss - Board of Supervisors Representative

David Beatty – Blue Ridge Volunteer Fire-Rescue Company representative

Diane Harrison – Chair, Citizen at large

Keith Veler – John H. Enders Volunteer Fire – Rescue Company representative

Appendix 2: List of Charts

Chart 1: Organizational Chart for the Clarke County Fire Rescue System

Chart 2: Clarke County Department of Fire, EMS and Emergency Management Organizational Chart

Chart 3: Distribution of EMS Skills levels

Chart 4: EMS Certifications Breakdown

Chart 5: Fire Certifications Breakdown

Table 1: Expenditures

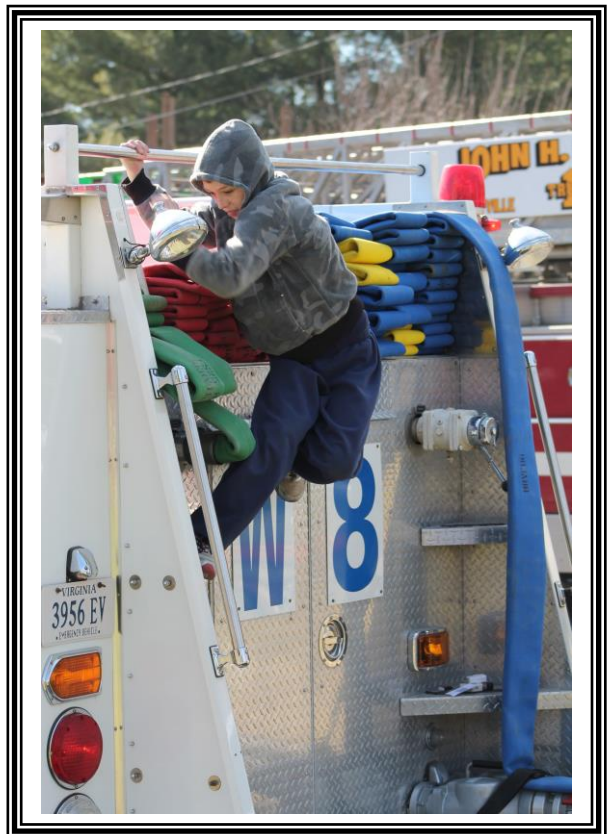
Table 2: Calls per Year

Table 3: Apparatus List

Appendix 3: Glossary of Acronyms

ALS – Advanced Life Support
BLS – Basic Life Support
BOS – Board of Supervisors
EMS – Emergency Medical Services
EMT B – Emergency Medical Technician, Basic
EMT EN – Emergency Medical Technician, Enhanced
EMT I – Emergency Medical Technician, Intermediate
EMT P – Emergency Medical Technician, Paramedic
FF – Firefighter
FF1 – Firefighter Level 1
FF2 – Firefighter Level 2
FFS – Fee for Service
FEMA – Federal Emergency Management Agency
MDT – Mobile Data Terminals
MVA – Motor Vehicle Accident
OMD – Operating Medical Director
SOG – Standard Operating Guidance
SWOT – Strengths, Weaknesses, Opportunities and Threats
VA OEMS – Virginia Office of Emergency Medical Services
VD FP – Virginia Department of Fire Programs

Ensuring Our Future and Theirs!



DIRECTORS REPORT

Month-February 2021 (updated 2/5/2021)

Standard Reports

-Response Report –See the attached reports

Updates-

- Top 3 categories for Errors – Only 7 provider errors this month, Great Job!!
 - Other (no reports)
 - Procedures
 - Signatures
- Recent SOGs adopted:
 - None
- Upcoming SOGs
 - None

-Emergency Management –

- Vaccines –
 - We have currently completed 2 different closed POD distributions with 66 Fire-Rescue personnel. **Update- both 1st and 2nd shots given**
 - Boyce Social Hall 2nd dose changed to Clarke and Lord Fairfax Health District Buildings
 - High School – 2nd shots scheduled for Friday the 12th
 - There currently no additional 1st shot PODs scheduled
- Submitted an AFG-COVID supplemental grant for SCBA adaptors w/filters and infection control kits for all providers – **Update – First items have been submitted for reimbursement, should have before this meeting.**
- Uptick in amount of positive cases in Clarke is primarily due to outbreaks in extended care facilities, however positive percentages are decreasing in State
- Fire-Rescue COVID page now has updates on the amount of people per population are posted on website.

-Budget

- Grants –
 - Enders –
 - Boyce – Planning on RSAF grant for power cots
 - Blue Ridge –
 - CCFR –
 - Rural AED – Pending
 - AFG - Radios/SCBAs
 - RSAF-Lifepack 15 cloud integration

-Strategic Goals

1) Strategic Vision and Effective Leadership

- First meeting of Training Committee held – will be meeting monthly, representatives from 2 of the 3 volunteer companies present and County, see below for more information
- First meeting of Recruitment Committee – Only one person attended, will be proceeding next month to have meeting, working on plan.
- Started work on the 2021 – 2026 Strategic Plan – Hope to have draft ready for Commission comment by the end of the year. **Draft Complete see packet**

2) Fire and EMS Operations

- Training –
 - We will be forming a training committee starting in January of 2021 – **Committee met and will be looking at different system for storing certification levels, each company will be bring to next meeting certification requirements and company needs.**
 - Working on an ALS and BLS CEU program – **First round of classes are complete, next classes will be coming out soon.**

3) Recruitment and Retention

- 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. **Update –completed and each shift was given a class on some of the basic changes.**

4) Resource Management

- Insurance – **Update – Completed, and working with VFIS on a few concerns, one of the first was above ground storage tanks, a supplemental**

policy was created to cover this, no additional cost savings from the removal of an old ambulance they still had recorded.

- As part of the CARES funding we were able to purchase a FIT test machine, this machine is in and training has begun with Frederick County. First testing of this new machine will be on 12/3-**Update – First rounds have been completed, another FIT Test scheduled for 2/16 at Enders.**

5) Health and Safety

- Insurance Claims for the month –
 - Umbrella Liability –
 - None
 - Auto –
 - Damage to side of Wagon 1, pulling into driveway
 - Property –
 - None
 - Workers Comp. –
 - One minor back injury

6) Employee Development

- Part-time employees hired are at different stages of release, 2 top priorities are ambulance driver release and precepting. **Update – Another provider in process of release, one separated for not meeting BLS precepting requirements.**

7) Community Outreach

- Information has been set to VDH to possibly set up a closed POD at one of the age restricted facilities.

Other remarks