Clarke County Fire & EMS Commission

101 Chalmers Court, Suite B
Berryville, Virginia 22611
(540) 955-5132

AGENDA

May 10th, 2018 6:30pm

Clarke County Government Center – Meeting Room AB

1. Approval of Agenda

2. Public Comment

3. Approval of Minutes – April 12th, 2018

4. Committee Reports – Information Only
   - Standards – See attached report
     i. Response Evaluation Report - Recommendation
   - Technology – No report prior to meeting
   - Budget/Preparation
     i. Budget Update – Information Only

5. Unfinished Business
   - Volunteer Incentive Program-(see attached) - Recommendation
   - Blue Ridge Staffing Request Costs & Review - Recommendation

6. Report from the Fire and Rescue Association – Information Only

7. Report from the Director of Fire and EMS – Information Only

8. New Business

9. Adjourn

All meeting documents will be distributed at meeting. Next meeting is on June 14th, 2018 at 6:30pm in the Clarke County Government Center – Meeting Room AB

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

April 12th, 2018 6:30pm

Clarke County Government Center – Meeting Room AB

Attendees: Matt Hoff, Chairman
Bryan Conrad
Van Armacost
Diane Harrison
Jacob White
David Weiss
Tony Roper

Absent: Andrew Nicholson

Staff: Brian Lichty
Pam Hess

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

Mr. Roper made a request to bring the Blue Ridge staffing request up to the Unfinished Business section of the agenda, all were in favor.

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

2. Public Comment - None

3. Mr. Conrad made a motion to approve the minutes from the February 8th and March 8th, 2018 meetings. The motion was passed with all in favor.

4. Committee Reports –
   - Standards – (see attached reports) No questions or comments.
     i. Discussion of Recommendations – Mr. Lichty will discuss at the same time with the unfinished business section.
   - Technology – Mr. Roper stated there was nothing to report at this time.

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- Budget/Preparation
    i. Budget Update – Mr. Lichty informed everyone that the budget process is at the last stage. As of now all budget submission for Fire and Rescue have passed. Mr. Weiss briefly went over the additional revenue options that have been presented to the Board of Supervisors (BOS). The Finance committee has recommended for both options to be accepted by the BOS and the final vote is scheduled for Tuesday April 17th, 2018.

5. Unfinished Business

- Quarterly Report-Draft-Mr. Lichty discussed how the report will be used by each station and that the Four for Life funds will not be released until the stations have completed their quarterly report along with receipts and sent to Mr. Lichty for submission to the State.
- Blue Ridge Staffing Request-BOS request for review & recommendation – Mr. Lichty went over all the system wide options that he had written out and suggested to the BOS to help resolve this request covering a full spectrum. The commission needs to decide which one or ones they would like to recommend to the BOS. There was a lengthy discussion involving some of the potential options , Mr. Roper questioned whether the commission needs an additional 30 days for review prior to voting/recommending, Chairman Hoff wants to look at actual costs breakdown further, Mr. Armacost commented on the calculations for the system fails, Mr. White voiced his concern that one person wouldn't be able to do anything as driver only, Mr. Lichty stressed the factors of location with the river and meeting the needs of the residents, Mr. Armacost went over the basic coverage for staffing shifts, Mr. Weiss confirmed what the BOS is requesting from the Commission- a strategy and recommendation, how to handle the situation, does one of Mr. Lichty's suggestions fit what the commission feels would work and function for the system, this is not just Mr. Lichty's decision to make because the BOS wants the commissions expertise and opinions/advice so that it's not a dictation from the BOS only. Chairman Hoff suggested that Mr. Lichty work on his suggestions of 1a and 2a with cost calculations to come back to the commission with next meeting. Mr. Weiss stated the BOS wants to know what the approach for future will be as well from Commission. Ms. Harrison questioned is any specific times of the day or night are where staffing problems are an issue, Mr. Lichty informed

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that as of the data now there are no better or worse times than others. Mr. Conrad made a motion to have Mr. Lichty present defined calculation of his suggestions of 1a and 2a at the next meeting on May 10th, 2018. Voting-For-Ms. Harrison, Mr. Conrad and Mr. Armacost, Obstained-Mr. Weiss, Against-Mr. Roper and Mr. White.-Motion passed.

Mr. Roper left the meeting at 7:15pm.

6. Report from the Fire and Rescue Association – Mr. Lichty informed the training for the video laryngoscopes were held today-2 sessions-1 day and 1 evening.

7. Report from the Director of Fire and EMS – Mr. Lichty presented his report. (see attached) Mr. Lichty informed the Commission that the County has agreed to absorb the balance of the Town of Berryville's reduction in annual contribution. No other questions or comments at this time.

8. New Business
   - Fire & Rescue Association Budget Letter – BOS request for review and recommendation – this was already sent to the BOS and with the finance committee. The commission agreed and Mr. Conrad mentioned that the Commission all agreed to continue with the County procurement system as well– Mr. White made a motion to have the Commission support the letter to the BOS. Voting- For-Mr. White, Ms. Harrison and Mr. Armacost, Against-Mr. Conrad, Obstained- Mr. Weiss and Chairman Hoff. Motion passes.

9. Mr. White made a motion to adjourn. The motion was passed with all in favor at 7:36pm.

Next meeting is on May 10th, 2018 at 6:30pm in the Clarke County Government Center – Meeting Room AB

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Division of Fire and Rescue Services

Response Review Report

April 1, 2018 – April 30, 2018

Station	***AM Count***	***PM Count***	***WK Count***	***Total Count***	***AM Fail Count***	***PM Fail Count***	***WK Fail Count***	***Total Fail Count***	***AM Pct.***	***PM Pct.***	***WK Pct.***	***Total Pct.***
Enders-Fire	17	9	8	34	1	1	0	2	5.9%	11.1%	0%	5.9%
Enders-EMS	56	27	28	111	9	2	0	11	16.1%	7.4%	0%	10%
Boyce-Fire	12	3	3	18	3	3	1	7	25%	100%	33.3%	39%
Boyce-EMS	30	15	10	55	5	5	2	12	16.7%	33.3%	20%	22%
Blue Ridge-Fire	8	4	9	21	2	0	0	2	25%	0%	0%	9.5%
Blue Ridge-EMS	17	4	7	28	1	0	0	1	5.9%	0%	0%	3.6%

Division of Fire and Rescue Services

Response Review Report

Year to Date 2017-2018

EMS - Month	*Total Count*	*Total Fail Count*	*Total Pct.*
July 2017	199	18	9.04%
August 2017	203	17	8.37%
September 2017	194	15	7.73%
October 2017	217	12	5.52%
November 2017	222	20	9.0%
December 2017	205	22	10.7%
January 2018	192	14	7.2%
February 2018	179	6	3.3%
March 2018	193	16	8.2%
April 2018	194	17	8.8%
May 2018			
June 2018			

Fire - Month	*Total Count*	*Total Fail Count*	*Total Pct.*
July 2017	82	2	2.4%
August 2017	73	6	8.21%
September 2017	60	0	0%
October 2017	58	4	6.89%
November 2017	81	1	1.23%
December 2017	74	7	9.45%
January 2018	80	9	11.25%
February 2018	50	4	8.0%
March 2018	79	9	11.3%
April 2018	73	5	6.8%
May 2018			
June 2018			

This report reflects changes made by the Standards Sub-Committee

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

DIRECTORS REPORT

Month-May 2018 (updated 5/8/2018)

Standard Reports

-Response Report – 267 Calls for Month, average of 8.2% "Failure", see attached report for further information.

-Billing Report –April collections $29,271.06

Updates-

-Career staff –

- Top 3 categories for Errors – This replaces the top 3 reason non-billable which remains the same.
    - Procedures
    - Narrative
    - Signatures
- Current SOGs for review;
    - Use of Tobacco Products
- Upcoming SOGs
    - Special Events
    - Minimum Staffing

-Emergency Management

- In 2017 LEMPG project is complete. There is now wifi in both Blue Ridge and Boyce had, currently working on trying to set up a test day for the video conferencing. Final report has been submitted to the state for reimbursement of the $7,500.
- The town of Berryville water project is now complete with the 1st Phase. The second phase of this project will begin the spring. This is the most critical phase because it is for the updates to the largest reservoir tank. **Update- The next phase has started and there is now a "Tanker Taskforce" on all "fire" related calls in the town. This project is anticipated to last 12-15 weeks. I will sending weekly updates on State WebEOC**

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- Working to develop a table top exercise in November for EOC activation, this will be a tornado in the Shenandoah Retreat area.
- Have presented to the BOS updates to the Regional Hazard Mitigation Plan, possible adoption at the June or July BOS meeting, this was postponed due to changes made by State.

-Budget

- RSAF Grant for fall 2017-**Update – All items are now in and invoice will be sent out shortly. First invoices sent did not deduct the amount (50/50) state contribution.**
- Fiscal Year 2019 Budget – **Update – All fire-rescue requests have made it through the budget process (listed below). This does not include any additional personnel for Blue Ridge request (if decided)**
    - **Stipend increase for each department by $15,000**
    - **OMD stipend of $5,000**
    - **2 Additional FTE's**
    - **A volunteer incentive program totaling $15,000**
    - **Other items**
        - **Off-set of reduction of funds from the Town of Berryville**
        - **Insurance Costs**
- Submitted a grant to REC for 7-8 gas meters (replacements), this will be to replace existing gas meters in the stations. The total for the grant is around $6,000. **–I have not heard anything back as of yet.**
- Anticipate FY 2020 Fire-Rescue Budget to kick off in August. As part of this process it is my goal to look back at successful grants for FY18 and unsuccessful grants (how we can do better).
- As part of the Budget for FY19 the BOS decided to include the Treated and no Transport (TNT) flat rate fee of $150.00 and patient balance billing (soft) to the EMS billing process. This will include;
    - TNT – Providers obtaining either a driver's license copy (scanned or picture) and attached to the report.
    - Patient balance billing – Sending upto 3 bills for a patient balances (after insurance has paid)
    - There will be 3 informational meeting scheduled for both Providers and the Public in June to help answer any questions. The BOS is receiving monthly updates on this process. There will be such things as early pay discounts, hardship wavers, ect.

-Strategic Goals

1) Strategic Vision and Effective Leadership

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- A review of the Dispatch procedures has begun, looking at changing ESN's to Box numbers, the first draft of the ESN to Box numbers in now complete. We are now looking at run orders.
- There is currently a comment period open for proposed performance outcomes for dispatchers-suggest that everyone looks at these proposed changes. Concern over no requirements that address fire-recue closes 5/21
- The Blue Ridge Staffing request is currently being reviewed by the Commission, the additional cost estimates are part of your packets

2) Fire and EMS Operations

- Working on updating the Mutual Aid agreement with Jefferson County WV (last updated in '97) – **Update – This is with WV personnel for review.**
- The Chapter 32 EMS changes are not posted yet on Town Hall website
- Please review the Fire Protection Plan developed for the Town of Berryville water project Phase II –
- Please help in getting all reports EMS and/or Fire completed as quickly as possible after the call. In the field of rank, please put your rank if are an officer and FF/EMS level if hold no rank. I will be reviewing this with Chiefs to have Mr. Barenklau make a drop down in Image Trend, this is to help us improve on our reporting of information. – **Mr. Barenklau has updated this list and will be sending out the lists he shows to the department chiefs. This will help us track how many people, with their certification are getting to each call.**
- We have purchased as part of the LEMPG grant, an IPAD for the personnel stationed at Company 1. This IPAD is for entering in unit check sheets, inventories, deficiency reports (copy will be sent to department representative). This will also have Crisis Track on it. **– Update this is currently in place and is being tested.**
- A new Precepting/Interning EMS calendar has been established on a google account to keep track of personnel precepting/interning. Each Chief was sent an invite to view this calendar.

3) Recruitment and Retention

- There is a quarterly report that will be required for each department to complete each quarter of the fiscal year. The information in this report will help us in determining the success of recruitment and retention in the county, it includes any recruitment information and 4-for life & fire programs funds. This has been out in draft form for some time and will take into effect July 1 (start of fiscal year).
- Blue Ridge has started starting an in-house fire firefighter class; there are members from Blue Ridge, Boyce, Enders and Gainsboro in the class. As

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part of this class we were able to get a state funded hazmat class to coincide with this class. Please see Chief Burns for any questions.

- 2 Sets of PPE have been ordered for this year's replacement

4) Resource Management

- The WC and AD&D insurance – **Update – additional beneficiary information sheets still need to be turned in but have received more.**
- Boyce VFD had to make some temporary accommodations for the loss of several heating/AC units. I am currently working with them to determine if it falls within any possible insurance claims. – **Update – This has been preliminarily approved by the insurance company, we are currently working with them to get costs for repair and replace to get a final claim amount.**
- In the coming months we will be working on entering vehicle check sheets, drug checks, and vehicle discrepancy reports into EPRO for better tracking and recording.
- We have recently signed a memorandum of Agreement with Associates in Emergency Care (AEC) and Blue Ridge Community College to intern students going through classes.

5) Health and Safety

- There is a new bill (SB670) that addresses Mental Health Awareness training for Firefighters and EMTs has now passed and is a required training. We will be working to role this training out to everyone shortly after the start of the Fiscal Year.
- In an effort to help track changes, concerns, etc. with SOGs in draft a new tracking portion has been added to each SOG. Please see the attached SOG for example.

6) Employee Development

- Reminder we will be changing our work schedule sometime after the start of the fiscal year dependent on hiring process and who is hired. This will be a 24/48 hour schedule
- A class on skid recognition and control was held for fire rescue with the assistance of the Sheriff's office. There were 5 in the Class, I would like to thank Sergeant Chambers for putting on this class.
- Each full-time employee has been set up with a County desktop/log-in to streamline work and effectiveness.

7) Community Outreach

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- With spring quickly approaching we will be scheduling a couple more of the smoke detectors in the community events. The next one will be scheduled for Boyce.
- A BLS Crew from Enders assisted with the Apple Blossom parades on Saturday May 5th. I thank them for helping our neighbors.

Other remarks

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CLARKE COUNTY FIRE – RESCUE RESPONSE EVALUATION REPORT

November 2017

Introduction

In January of 2017 the Fire and EMS Commission of Clarke County established a sub-committee consisting of three members of the Commission and the Director of Fire and EMS. This sub-committee was tasked with evaluating the eleven minute "failures" of each station and the system as a whole each month. Starting in February of 2017 the sub-committee started breaking down each recorded "failure" into four basic categories;

1) True Failures – When a requested company did not respond with a unit before the 11-min failure mark.
2) Overburdens – 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.
3) Delayed Response – When a company did respond but it was past the 11-minute failure mark but
4) Removed – The information provided did not any of the above criteria and the sub-committee removed the incident from the failure list.

It should be noted that the definition of a "failure" is that a company did not respond to a call for service. This "failure" does not indicate that the call for service went unanswered, resources from either the next due company or mutual aid provided service for these calls. The current goal of the Clarke County Fire-Rescue system is to keep the 11-minute failure at or below 10% each month.

Each department is splint into a fire company to track fire responses and an EMS company to track EMS responses, for a total of six companies.

These categories are further broken down into an AM and PM sub-category to assist in further analysis. The AM time is for incidents that occur from the period of 0600 to 1800 daily. The PM time is for incidents that occur from the period of 1800 to 0600 daily.

After nine months of incident evaluations the sub-committee has produced the following recommendations. These recommendations are focused on the continued improvement to providing quality fire and EMS services.

Analysis

In 3 of the 9 months the system (all companies combined) exceeded the 11-minute failure standard, with an overall average during the 9 month period of 9.0%. There were 2 companies who exceeded the 11-minute goal in 7 out of the 9 months. There were 3 companies who exceeded the 11-minute goal in 3 out of the 9 months. See the table 1 below; highlighted percentage represents the exceeded 11-minute goal.

TABLE 1

	Feb -17	Mar - 17	Apr - 17	May - 17	Jun - 17	Jul - 17	Aug - 17	Sept - 17	Oct-17
% of total responses	23.8%	16.1%	32.3%	25.0%	28.6%	10.7%	25.7%	17.4%	15.6%
% of total responses	5.0%	0.0%	0.0%	25.0%	9.5%	5.9%	0.0%	0.0%	0.0%
% of total responses	20.9%	14.3%	9.3%	20.0%	22.4%	23.1%	12.0%	17.0%	7.8%
% of total responses	16.7%	0.0%	9.5%	4.8%	11.5%	0.0%	19.0%	0.0%	0.0%
% of total responses	4.3%	7.6%	2.5%	5.4%	3.3%	4.5%	1.7%	1.7%	2.2%
% of total responses	6.5%	6.8%	6.5%	4.2%	2.5%	3.0%	6.5%	0.0%	13.3%
Above Avg Areas-	3	2	1	3	3	2	3	2	2
PM	2	0	1	2	3	1	3	1	0
AM	1	1	0	1	0	2	0	1	2
WKD	0	1	0	0	0	0	0	0	0

On average the system responds to 276.3 calls per month with an average of 23 "True Failures" per month, 6 "Overburdens", 1.7 "Delayed Responses" and .8 "Removed" (see table 2 below).

TABLE 2

	Feb -17	Mar - 17	Apr - 17	May - 17	Jun - 17	Jul - 17	Aug - 17	Sept - 17	Oct- 17	Avg.
TOTAL RESP. MONTH	251	278	258	260	354	281	276	254	275	276.3
OVERBURDENS	2	5	4	4	8	4	11	14	2	6.0
TRUE FAILURES	21	23	21	28	40	20	23	15	16	23.0
DELAYED RESP	0	1	1	2	7	0	3	0	1	1.7
REMOVED	0	0	4	1	0	0	2	0	0	0.8
TOTAL MONTH	23	29	30	35	55	24	39	29	19	31.4
% of Fails for Month	8.4%	8.3%	8.1%	10.8%	11.3%	7.1%	8.3%	11.4%	6.9%	9.0%
Above Avg Areas-	3	2	1	3	3	2	3	2	2	2.33
PM	2	0	1	2	3	1	3	1	0	1.4
AM	1	1	0	1	0	2	0	1	2	0.9

Although the focus of the sub-committee is to help identify the "True Failures" the other categories outlined such as overburdens and delayed responses have a direct effect on the efficiency of our system. Overburdens can cause a delay in service delivery and delayed responses can have significant impacts on patient outcome and fire progression.

Recommendations

After a careful review of the information collected the following is a list of recommendations from the Standards sub-committee;

1. An evaluation of the number of units requested from one single company per incident.
2. Any company with three consecutive months above the 10% goal will be notified by the Director. Any company with five or more consecutive months above the 10% goal will be required to submit a plan of improvement.
3. The development of a system wide "station staffing" policy/plan that focuses on keeping volunteers in the stations during peak times and/or reducing times for home response as defined by the "Response Time Standard".
4. Establish a "Response Time Standard" that aligns with the Strategic Plan and the expectations of the Clarke County Board of Supervisors. The recommended Response Time Standard will be further defined by the subcommittee in the 1st quarter of 2018.
5. The development of a "request for assistance policy/procedure" for departments in order to request staffing assistance from the County on known days of limited volunteers.

It is further recommended that guidelines be established to outline the requirements for unit response to include but not limited to minimum staffing levels and certification/qualification requirements. This can reduce the needs on each department while maintaining the functionality of each unit.

It is the opinion of the Standards sub-committee that these recommendations have the opportunity to significantly reduce the failures by each individual department and the Fire-Rescue system in its entirety.

STANDARDS SUBCOMMITTE RESPONSE EVALUATION

Month: Mar-18

Total responses in question for month-	35
11 Minute-No response(True Fail)-	22
Delayed Response-	3
Overburden-	10
Removed-	0

Percent of total in question-	62.9%
Percent of total ALL CALLS-	8.2%

DEFINITIONS

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

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

Total Responses for Month (all Companies)-	267
Total responses in question for month-	39
Percentage of Responses for Month-	14.6%

Blue Ridge Vol. Rescue	
Total Responses-	28
11 Minute-No Response-	1
Percentage of total responses-	3.6%
Overburden-	0

Blue Ridge Vol. Fire	
Total Responses-	21
11 Minute-No Response-	2
Percentage of total responses-	9.5%
Overburden-	0

Boyce Vol. Rescue	
Total Responses-	55
11 Minute-No Response-	6
Percentage of total responses-	10.9%
Overburden-	5

Boyce Vol. Fire	
Total Responses-	18
11 Minute-No Response-	2
Percentage of total responses-	11.1%
Overburden-	3

Enders Vol. Rescue	
Total Responses-	111
11 Minute-No Response-	10
Percentage of total responses-	9.0%
Overburden-	1

Enders Vol. Fire	
Total Responses-	34
11 Minute-No Response-	1
Percentage of total responses-	2.9%
Overburden-	1

OB	Overburded	10
TU	True Failure	22
DR	Delayed Resp.	3
RE	Removed	0
TOTAL		**35**

OVERALL 2017

OVERALL - 2018

Blue Ridge Vol. Rescue

	Feb -17	Mar - 17	Apr - 17	May - 17	Jun - 17	Jul - 17	Aug - 17	Sept - 17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar - 18	Apr - 18	May - 18	Jun - 18	Jul - 18	Aug - 18	Sep - 18	Oct - 18	Nov - 18	Dec-18
Total Response	21	31	31	24	49	28	35	23	32	40	30	27	21	34	28								
11 Minute-No Response	4	5	10	6	14	3	9	4	5	9	6	5	1	10	1								
% of total responses	23.8%	16.1%	32.3%	25.0%	28.6%	10.7%	25.7%	17.4%	15.6%	22.5%	20.0%	18.5%	4.8%	29.4%	3.6%								
Overburden	0	1	0	1	1	1	0	1	0	1	1	2	0	0	0								

Blue Ridge Vol. Fire

Total Response	20	20	14	12	21	17	21	12	16	20	20	18	7	20	21								
11 Minute-No Response	1	0	0	3	2	1	0	0	0	0	1	3	0	40	2								
% of total responses	5.0%	0.0%	0.0%	25.0%	9.5%	5.9%	0.0%	0.0%	0.0%	0.0%	5.0%	16.7%	0.0%	20.0%	9.5%								
Overburden	0	0	2	0	0	0	1	1	0	1	4	3	0	1	0								

Boyce Vol. Rescue

Total Response	43	42	43	50	67	39	50	53	51	55	40	43	43	36	55								
11 Minute-No Response	7	6	4	10	15	9	6	9	4	11	8	3	5	6	6								
% of total responses	20.9%	14.3%	9.3%	20.0%	22.4%	23.1%	12.0%	17.0%	7.8%	20.0%	20.0%	7.0%	11.6%	16.7%	10.9%								
Overburden	1	1	0	1	0	0	4	3	0	1	0	4	2	0	5								

Boyce Vol. Fire

Total Response	18	23	21	21	26	32	21	14	12	26	17	23	13	16	18								
11 Minute-No Response	2	0	2	1	3	0	4	0	0	1	3	4	4	2	2								
% of total responses	16.7%	0.0%	9.5%	4.8%	11.5%	0.0%	19.0%	0.0%	0.0%	3.8%	17.6%	17.4%	30.8%	12.5%	11.1%								
Overburden	1	2	1	0	3	0	3	1	1	0	1	4	0	1	3								

Enders Vol. Rescue

Total Response	117	118	118	129	151	132	118	118	134	127	135	122	115	123	111								
11 Minute-No Response	5	9	3	7	5	6	2	2	3	0	8	6	0	5	10								
% of total responses	4.3%	7.6%	2.5%	5.4%	3.3%	4.5%	1.7%	1.7%	2.2%	0.0%	5.9%	4.9%	0.0%	4.1%	9.0%								
Overburden	0	1	0	1	2	2	3	5	1	7	0	1	3	2	1								

Enders Vol. Fire

Total Response	32	44	31	24	40	33	31	34	30	35	37	39	30	43	34								
11 Minute-No Response	2	3	2	1	1	1	2	0	4	0	3	2	0	3	1								
% of total responses	6.5%	6.8%	6.5%	4.2%	2.5%	3.0%	6.5%	0.0%	13.3%	0.0%	8.1%	5.1%	0.0%	7.0%	2.9%								
Overburden	0	1	1	1	2	1	0	3	0	3	0	0	0	2									

TOTAL RESP. FOR MONTH	251	278	258	260	354	281	276	254	275	303	279	272	229	272	267								
OVERBURDENS	2	5	4	4	8	4	2	15	2	13	6	14	5	6	10								
TRUE FAILURES	21	23	21	28	40	20	23	14	16	22	29	23	10	30	22								
DELAYED RESP	0	1	1	2	7	0	3	0	1	1	1	2	0	2	3								
REMOVED	0	0	4	1	0	0	2	0	0	1	0	1	0	1	0								
TOTAL MONTH	23	29	30	35	55	24	39	29	19	37	36	40	15	39	35								
% of Fails for Month	8.4%	8.3%	8.1%	10.8%	11.3%	7.1%	8.3%	5.5%	5.8%	7.3%	10.4%	8.5%	4.4%	11.0%	8.2%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!

STAFFING REQUEST PLAN - BLUE RIDGE 2018

Step I

COST 1-PT EMPLOYEE (TEMP FILL)

			Avg Hrs Monthly		Avrg Cost Monthly		3 Months		6 Months		9 Months	
Average PT Rate	**Avg days Per Month**		12	24	12	24	12	24	12	24	12	24
$15.06	30.42	30.42	365.04	730.08	$5,497.50	$10,995.00	$16,492.51	$32,985.01	$32,985.01	$65,970.03	$49,477.52	$98,955.04

Step II

	Daily	Personnel		
Phase	**Goal**	**Vol**	**Car**	**Total**
I	10 -11	9	2	11
		81.80%	18.18%	
II	13 - 14	10	4	14
		71.42%	28.57%	
III	17 - 18	12	6	18
		66.66%	33.33%	

Volunteers in System (Ops)			
Enders	**Boyce**	**Blue**	**Fiscal Years**
43	33	21	19
52	40	26	20 - 23
64	49	32	24 - 26

To maintain 4 daily- 15
To maintain 6 daily- 23

STAFFING PLAN

	Current	*FY20*	*FY 21*	*FY 22*	*FY 23*	*FY 24*	*Total*	*New Positions*
	Year	*1*	*2*	*3*	*4*	*5*		
Phase II-Personnel	7	2	3	3			15	8
Cost		$150,000	$231,750	$238,704				$620,454
Phase III-Personnel	7	2	3	3	4	4	23	8
Cost					$327,820	$337,652	$224,000	$889,472
							Total-	**$1,509,926**

Clarke County Fire and Rescue ***Standard Operating Guideline***		
Subject: Use of Tobacco Products	**SOG:** 300.12	**Page** 1 **of** 2
Category: Personnel – Use of Tobacco Products		**Sub Category:** Use of Tobacco Products
Approved by: Fire and EMS Director		**Effective Date:** 7/1/2018

Purpose

To establish a use of tobacco products SOG applicable to all uniformed personnel in the Clarke County Department of Fire, EMS and Emergency Management. The County of Clarke and the Clarke County Department of Fire, EMS and Emergency Management is concerned for the health of all of its employees. The non-use of tobacco products is in each employee's best interest.

Definitions

The following definitions have been adopted for use;

- Employee – Is any person employed by County of Clarke Fire-Rescue system. This does not include employees of individual Volunteer Departments.
- Tobacco – Any product consisting of, in whole or in part, tobacco or any by-product of tobacco. Tobacco products include, but are not limited to cigarettes, E-Cigarettes, cigars, pipe tobacco, smokeless tobacco, chewing tobacco, snuff and other similar products.
- SOG – Standard Operating Guideline
- Director – Director of Clarke County Fire, EMS and Emergency Management

Procedure

1. Use of tobacco is prohibited at all county buildings, and designated locations in accordance with any and all State, Federal and County laws and ordinances.

2. The use of tobacco is prohibited at any Volunteer Fire Department unless otherwise authorized by the Department.

3. Use of tobacco is prohibited in all County and Volunteer owned vehicles.

4. Employees in violation of 1 and 2 above are subject to disciplinary action up to and including dismissal.

DRAFT

5. Employees hired on or after July 1, 2018 must not use tobacco products while on duty. Personnel who violate this SOG are subject to disciplinary action up to and including dismissal.

6. Any employee who is moved from Part-Time employment to Full-Time employment on or after July 1, 2018 must not use tobacco products while on duty. Personnel who violate this SOG are subject to disciplinary action up to and including dismissal.

7. All violations of this SOG must be documented in writing.

8. Employees will have the right to rebut any alleged instances of tobacco use by submitting a written response to the Director.

9. All Supervisors are responsible to ensure compliance with this policy.

10. Employees hired on or after July 1, 2018 will sign a copy of this policy. The signature of the employee shall indicate their acknowledgement and consent to the SOG. The original signed SOG will be placed in the employees personnel file.

11. This SOG does not apply to volunteers of the Clarke County Fire-Rescue system unless the individual department wishes to adopt.

Employee's Name (Print): _____

Employee's Name (Signature): _____

Date: _____

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SOG Tracking

	Draft	Chiefs Review	Commission Review
Date	4/19/2018	5/10/18	5/10/18
Comments			
Adjustments			
Final Adoption			

Clarke County Fire-EMS

Incentive Program

INTRODUCTION

Incentive programs have been used for many years to assist in helping organizations meeting certain goals. The International Association of Fire Chiefs strongly supports the use of incentive programs to help attract and keep volunteers. The U.S. Fire Administration has a program focused on the development of programs such as these.

These programs are focused on a “work for reward” type of principle. In Fire and EMS organizations these programs can be complex, assigning points for certain tasks, staffing, certification, training and many others. While others are far less complex and present a direct reward for tasks completed, such as a financial reward for meeting a certain number of certification in a given time period.

The incentive programs outlined below are in an effort to support the Volunteer Fire-EMS companies in Clarke County while reaching to meet response goals. Each of the programs below allows for a monetary compensation to a Department for meeting the outlined goal.

INCENTIVE PLANS

<u>Option 1</u>

For each month a company is below the 10% response goal (11-minute failure) they receive $XXXX. Each company is broken down into a Rescue Company and a Fire Company. This coincided with Standards sub-committee monthly evaluation report. This will allow each company the opportunity to earn an additional $XXXX a year ($XXXX per Fire & EMS Company). Total potential cost for this program a year is $XXXX.

<u>Option 2</u>

A Department must show a minimum of 120 hours of staffing in a month (average of 30hrs in a week, average month has 700+ hours). Staffing is considered 2 personnel able to respond to a call before the 5-minute code time. The staffing can be either for Fire and/or EMS unit response. Each month a company meets this staffing goal they receive $XXXX. The total possible revenue for a company in a year is $XXXX. For companies with career staffing this unit(s) must be in addition to current staffing in place. Total potential cost for this program a year is $XXXX.

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Option 3

For each quarter a Department is below the 10% response goal (11-minute failure) they shall receive $XXXX. The 10% is based on the average for the quarter and is in combination of both Fire and EMS response. The Department has the potential to earn an additional $XXXX per year. The potential cost for this program a year is $XXXX.

Option 4

A Department must show a minimum of 10 hours per month, per operational member of staffing. For example, if a Department has 50 members they must produce a minimum of 500 hours of a month. If the goal is met, the department would earn $XXXX per month for a total potential of $XXXX per year. The potential cost for this program a year is $XXXX.

CONCLUSION

Each of the options presented give an opportunity for the Departments to work towards the current response goal while assisting with financial needs. Additionally, each option allows for the Fire-EMS Commission to evaluate the progress of the system without changes to its current established programs.

Although each option presented has pros and cons options 1 & 3 focus on the established response goal of less than 10% failures before the 11-minute time period. Options 2 & 4 focus on the staffing in the stations. This in return, is anticipated to have a direct impact on the response standard.

Station staffing options (2 & 4) are anticipated to have the biggest impact on Department members. This is due to the requirements for staffing hours which brings members to the stations (or in a specified area).

Clarke County Fiscal Policy

Distribution: County Administration, All County Department Heads, Circuit Court Clerk, Commissioner of the Revenue, Commonwealth Attorney, Joint Administrative Services, Purchasing, School Administration, Sheriff, Social Services, Treasurer, Voter Registrar

Record of Revision

Revision No.	Revision Date	Description	Final Approval
New	11/20/2001	New Document	
1	11/16/2004	○ Add to EXPENDITURE POLICIES Section C (6) the following: "In addition: a. The Clarke County Easement Authority shall be funded from unexpended local tax funding at the end of the fiscal year that results from savings in local expenditures in all funds other than the School and Social Service funds. The goal shall be to take the first $150,000 in local tax savings from the prior year and use that money to fund the Authority in the subsequent year. Further, that all revenues received from the application of roll-back tax be wholly dedicated to the Conservation Easement Program. ○ Add to EXPENDITURE POLICIES Section C (6) b) Balances resulting from sale proceeds of "investment oriented" projects shall first be considered for use on additional projects that will promote economic development and lead to larger tax revenues in the futures. ○ Add to REVENUE POLICIES a Section 8 to read as follows: Waiver of Revenue. Requests for waiver of fees, charges, or other revenue based on charitable or other reasons, shall not be granted. The Board may consider requests for donations for charitable or other organizations during their annual budget process.	
2	1/23/2014	Add in Expenditure Polices Section C "Expenditure Accountability" add a new section 9 "Donations"	
3	1/20/2015	Revenue Policies, Section 3, User Fee Creation, add sentence to end: "User Fee revenue shall be used only for related program expenditure." Section 8, Waiver of Revenue, add sentence to end: "Emergency Medical Service Fees may be waived where collection of such fees are deemed by the County Administrator to not be in the best interest of protecting public safety."	

Clarke County Fiscal Policy

Table of Contents

Record of Revision 1

Statement Of Policy Purpose 3

Policy Goals 3

Financial Planning Policies 4

A. Budget Development and Review. 4

B. Long-range Planning. 6

C. Asset Inventory. 6

Revenue Policies 6

Expenditure Policies 7

A. Debt Capacity, Issuance, and Management 7

B. Reserve or Stabilization Accounts 8

C. Expenditure Accountability. 9

D. Loans to Other Organizations 11

Cash Management Policies 11

Clarke County Fiscal Policy

Statement Of Policy Purpose

Clarke County and its governing body, the Board of Supervisors, is responsible to the County's citizens to carefully account for all public funds, to manage County finances wisely and to plan for the adequate funding of services desired by the public, including the provision and maintenance of facilities. These policies of the Board of Supervisors are designed to establish guidelines for the fiscal stability of the County and to provide guidelines for the General Government and all autonomous and semi-autonomous agencies receiving transfers from the governmental funds. The policy shall apply to such agencies except to the extent such agency has independent legal authority for the adoption or implementation of policies inconsistent herewith. These policies will be reviewed and updated periodically by the Board of Supervisors.

Policy Goals

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practices of Clarke County. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the County's ability to insulate itself from fiscal crisis;
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible;
- Promotes long term financial stability by establishing clear and consistent guidelines;
- Directs attention to the total financial picture of the County rather than single issue areas;
- Simplifies citizen review and comment on spending priorities;
- Promotes the view of linking long run financial planning with day to day operations;
- Promotes expenditures consistent with specifics set in the budget;
- Provides for an early warning system if it appears budgetary goals will not be met; and
- Provides the County and its citizens a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

Financial Planning Policies

A. Budget Development and Review.

1. **Annual Budgeting.** The Board of Supervisors will establish a budget annually.

2. **Budget Format.** Financial information presented to the Supervisors should include prior year original budget and actual expenditure, current year original budget, as well as estimates for the budget year under consideration.

3. **Budget Process.** The Board of Supervisors will provide guidance to the County Administrator as to its budgetary goals and assumptions. The Board of Supervisors shall also establish a calendar at the outset of the budget process including date by which all departments and agencies shall submit budget requests. The County Administrator will summarize these requests as submitted and present them to the Board of Supervisors and their committee, along with estimates of County revenue. The Board of Supervisors may at this time provide additional direction to the County Administrator. If so, the County Administrator is to work with account managers to revise expenditure and revenue requests based on the revised goals and assumptions of the Board of Supervisors. It is expected that such revisions will require several iterations. Account managers that strongly disagree with their respective budget allocations may request to speak directly to the Board of Supervisors or their committee to present their opinions.

4. **Matching Financial Flows.** The County's goal is to pay for all recurring expenditures with recurring revenues and to use nonrecurring revenues for nonrecurring expenditures. “Nonrecurring” shall mean that the revenue or expenditure may not persist from one year to next. Examples of nonrecurring revenues include one-time grants, windfalls resulting from changes in collection cycles, carryover from prior years, extraordinary delinquency collections, insurance claims, etc. Examples of nonrecurring expenditures include new building construction projects, substantial renovations, technology enhancements, expenditures related to one-time revenues as above, and one-time payments to outside organizations exceeding $50,000. Examples of recurring capital expenditures include capital asset replacements of vehicles, technology, and building components where a recurring annual amount can be established.

   A summary of proposed expenditures and revenues evaluated by their financial flow characteristic shall be presented during the budget process.

5. **Objective Revenue and Expenditure Estimation.** The County will estimate its annual revenue and expenditure by objective, analytical processes with accuracy the primary goal, but with caution regarding unpredictable revenue sources and uses. Statements

of estimation methods and corresponding assumptions shall accompany revenue and expenditure estimates.

6. **Contingency Accounts.** The County will maintain contingency accounts in its budget for expenses which regularly occur, but for which a particular departmental budgetary account cannot be predicted. Such expenses include personnel costs such as annual leave payouts and professional services costs such as legal expenses. Contingency budgets shall only be expendable by authorized transfer of the Board of Supervisors to the appropriate departmental account.

7. **Relationship of Expenditure and Revenue Accounts.** An element of the budget presentation must readily establish the relationship between the revenues and expenditures of the County's several departments and programs.

8. **Economy of Requests.** The individual agency budget submissions must present the most economical plan possible for achieving its objectives.

9. **Staff Economy.** Any proposed staff increases or reorganizations must be supported with quantified evidence of need and justification that shows that the most economic approach has been taken.

10. **Productivity Analysis & Citizen Satisfaction.** Where possible, agencies will integrate performance measurements and productivity indicators into their budget requests. At the very least budget requests should show some numerical data summarizing goals or objectives met, the number of people served, the number or size of projects completed, or some similar measure of output.

11. **Program Expansions.** Proposed program expansions must be submitted as budgetary increments requiring detailed justification. Every proposed program expansion will be scrutinized in terms of the goals it purports to attain, and will include analysis of long term fiscal impacts.

12. **Existing Service Costs.** The justification of existing programs may be required during budget reviews.

13. **Administrative Costs.** In all program areas, administrative overhead costs should be controlled. Functions should be reviewed in an effort toward reducing duplicative activities within the General government and the autonomous and semiautonomous agencies that receive appropriations from the governmental funds.

14. **Capital Plan**. The County will annually develop a five-year capital plan for capital improvements of the general government.

15. **Operating Budget Impacts of Capital Budget Decisions.** The County will coordinate development of the capital budget with development of the operating budget. Future

operating costs associated with new capital projects will be projected and included in operating budget submissions and forecasts.

16. **Capital Cost Estimates and Proposed Funding Sources.** The County will identify the estimated cost and potential funding source for each capital project proposal before it is submitted to the Board for inclusion in the budget. Life-cycle costing, which takes into account the full cost of a capital asset over time, should be employed by staff prior to submission to the Board.

17. **Asset Acquisition, Replacement, and Maintenance.** Operating budgets will provide for minor and preventive maintenance. The capital projects funds will provide for two types of capital project that will be clearly distinguished in budget presentations: 1. In amounts greater than the established minimum for competitive sealed bidding: rehabilitation or partial replacement of the County physical plant, and purchase of replacement vehicles or equipment; and 2. In amounts greater than the established minimum for competitive sealed bidding: acquisition, construction, or total replacement of physical facilities to include additions to existing facilities that increase the square footage or asset value of that facility, and extensions of the vehicle fleet or equipment stock.

B. *Long-range Planning.*

The County will develop a long-range revenue needs analysis as established in the Economic Development Resolution adopted January 19, 1999, as amended.

C. *Asset Inventory.*

The County will inventory and biennially assess the condition of all capital assets. This information will be used to inform the budget process.

Revenue Policies

1. **Diversification.** The County will try to maintain a diversified and stable revenue structure to shelter it from short-run fluctuations in any one revenue source.

2. **Periodic Review.** Budget to actual revenues shall be reviewed quarterly.

3. **User Fee Creation.** The County, where possible, will institute user fees and charges for programs and services in the County. Expenditure recovery rates will be established for these programs and services. These rates may be set for full cost recovery, or at some lesser rate, but should be expressed as a percent of total cost to include debt and capital costs as well as operational costs. User Fee revenue shall be used only for related program expenditure.

Clarke County Fiscal Policy

4. **User Fee Review.** The County will regularly review user fee charges and related expenditures to determine if pre-established recovery goals are being met.

5. **Tax Collection.** The County will follow an aggressive policy of collecting tax revenues.

6. **Intergovernmental Aid.** The County should routinely identify intergovernmental aid funding possibilities. However, before applying for or accepting intergovernmental aid, the County will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment. Therefore:
   - The County Administrator must approve all grant applications.
   - The Board of Supervisors must approve appropriations for grants.
   - No grant will be accepted that will incur management and reporting costs greater than the grant amount.

7. **Accounts Receivable.** The County will record receivables in a timely manner and will provide appropriate collection methods.

8. **Waiver of Revenue**. Requests for waiver of fees, charges, or other revenue based on charitable or other reasons, shall not be granted. The Board may consider requests for donations for charitable or other organizations during their annual budget process. Emergency Medical Service Fees may be waived where collection of such fees are deemed by the County Administrator to not be in the best interest of protecting public safety.

Expenditure Policies

A. Debt Capacity, Issuance, and Management

1. **Financing Preference.** Emphasis will be placed upon continued reliance on a viable level of "pay-as-you-go" financing for capital projects. Debt issuance will be considered for multi-million dollar projects and for projects where subsidized financial terms are available.

2. **Restriction on Borrowed Funds.** The County will not fund current operations from the proceeds of borrowed funds. Capital leases may be utilized at the discretion of the Board of Supervisors.

3. **Alternative Sources.** The County, to minimize debt acquisition costs may use alternative financing mechanisms including the Virginia Public School Authority, the Virginia Resources Authority, lease revenue bonds, or other financing mechanisms that may be created.

4. **Revenue Bonds.** The County may issue revenue bonds for revenue supported activities. No referendum is required for revenue bonds.

5. **Matching Financial Flows.** When the County finances capital improvements, other projects, or equipment by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project or equipment.

6. **Debt Ratios.** Debt ratios will be annually calculated and included in a review of financial trends, and whenever a new debt issue is under consideration. Examples of debt ratios include: outstanding debt per capita, outstanding debt as a percent of personal income, outstanding debt as a percent of the full assessed value of taxable property, and debt service as a percent of annual revenue. These ratios should be benchmarked with the same ratios from other communities when presented.

7. **Overlapping Debt.** Debt analysis will include a treatment of overlapping debt. Overlapping debt is a debt burden of citizens in a special district, or for a special purpose, which is not counted as the County's debt, but is a debt of its citizens.

8. **Full Disclosure.** The County will follow a policy of full disclosure in every annual financial report and financing official statement/offering document.

B. Reserve or Stabilization Accounts

1. **Liquidity Designation.** The County will maintain a fund balance designation for fiscal cash liquidity purposes (i.e., fiscal reserve) that will provide sufficient cash flow to minimize the potential of short-term tax anticipation borrowing. This designation will be equal to 12% of current year originally budgeted general fund operating revenue.

2. **Stabilization Designation.** The County will maintain a fund balance designation to stabilize County finances during adverse conditions in an amount equal to 3% of current year originally budgeted general fund operating revenue. This source of funding shall be the last recourse in an appropriation decision, to be utilized only after elimination of all expenditure reduction and revenue enhancement options. This resource shall be used exclusively for:
   - severe revenue shortfalls
   - emergency expenditures
   - non-emergency expenditures resulting from severe economic stress

3. Contingent Liability Designations. The County will maintain fund balance designations for all contingent liabilities, such as loan guarantees, potential grant repayments, and other liabilities. The amount of the designations may be adjusted to reflect the risks

involved. However, unless it is virtually certain a loan will be repaid, at least 50% of the loan should be covered with fund balance designations.

4. Pay-as-You-Go Designation. The County will maintain fund balance designations for pay-as-you-go projects.

5. **Self-Insurance Reserves.** The County will maintain sufficient self-insurance reserves as established by professional judgement based on the funding techniques utilized, loss records, and required retention.

6. **Review of Reserves and Designations.** Reserves and designations should be reviewed in June or July of each year, based on budget figures for the Fiscal Year ensuing July 1 of that same year. Adequacy of reserves should be reevaluated whenever consideration is given to utilizing undesignated fund balance.

7. **Replenishment of Reserves and Designations.** Whenever one or more fund balances fall below targeted levels the Board of Supervisors must create a plan for replenishing such funds to the desired level.

8. **Undesignated Fund Balance.** The County should maintain an undesignated fund balance adequate to permit the Board of Supervisors to act in the public's interest on matters not foreseen during the budget process, but not qualified for use of the stabilization designation.

C. Expenditure Accountability.

1. **Balanced Accounts**. It is important that a positive undesignated fund balance and a positive cash balance be shown in all governmental funds at the end of each fiscal year.

2. **Mid-year Correction.** When unexpected deficits appear to be forthcoming within a fiscal year either spending during the fiscal year must be reduced, revenue enhanced, or fund balance designations modified to create a positive undesignated fund balance and a positive cash balance at the end of the fiscal year.

3. **Productivity Analysis & Citizen Satisfaction.** Where possible, the County will integrate performance measurements and productivity indicators into its management and budget review techniques. This should be done in an effort to continue to improve the productivity of County programs and employees. Productivity analysis and citizen satisfaction measurement should become a dynamic part of County administrations.

4. **Budgetary Control**. The Board of Supervisors should review budget to actual account reports on a monthly basis. The County will maintain budgetary control (preventing over-expenditure) within each organizational unit as follows:

- Transfers among line items within personal services, operation/ maintenance, and capital outlay categories shall be at the discretion of organizational unit.
- Transfers between capital outlay & operation/maintenance: by approval of County Administrator, and with notification to the Board of Supervisors.
- Transfers between personal services and any other category, between funds, or from contingencies: by approval of Board of Supervisors.
- Supplemental appropriations: by approval of the Board of Supervisors.

5. **Supplemental Budget Requests.** Budget requests outside the normal budget process must be justified as being in the public's best and urgent interest. These requests are not balanced with the entire budget decision, and should therefore be reviewed with skepticism. Public hearings on such requests will be held once the cumulative total of all supplemental amendments that fiscal year approaches the legal threshold. Once a public hearing is held, no public hearing will be required until the cumulative total of all supplemental amendments that fiscal year once again approaches the legal threshold.

6. **Carryover Budget Requests.** Carryover budget requests are a type of supplemental appropriation and are subject to public hearing requirements. The County wants to encourage departments and agencies to manage their resources wisely. As a result, the decision making bias shall be to approve the use of carryover funds in subsequent years. However, the decision to approve carryover funds shall not be automatic. The Board will consider such factors as: 1. How much carryover is requested both as a percentage and in dollars; 2. Whether or not the department was granted a supplemental appropriation in a prior year; 3. How the money is to be used in the current year; 4. How much of an increase the department or agency received in the prior and current year budget; 5. the financial condition of the County; and, 6. the source of the carryover (ex. a purchase not made).

   a. The Clarke County Easement Authority shall be funded from unexpended local tax funding at the end of the fiscal year that results from savings in local expenditures in all funds other than the School and Social Service funds. The goal shall be to take the first $150,000 in local tax savings from the prior year and use that money to fund the Authority in the subsequent year. Further, that all revenues received from the application of roll-back tax be wholly dedicated to the Conservation Easement Program.

   b. Balances resulting from sale proceeds of "investment oriented" projects shall first be considered for use on additional projects that will promote economic development and lead to larger tax revenues in the futures.

7. **Financial Trend Monitoring**. The County will develop, and annually update, a financial trend monitoring system, which will examine fiscal trends from the preceding

5 years (trends such as revenues and expenditures per capita, liquidity, operating deficits, etc.).

8. **Review of Annual Financial Report**. The Board of Supervisors shall review the annual financial report. This review shall include budget to actual comparison; a review of fund balance designations, and; a review of budget to actual variances from the prior year.

9. **Donations**. The County may accept donations of cash, materials and labor from individuals or groups for purposes it deems to be in the best interest of the County. Because the scope and components of projects are frequently modified subsequent to the donation, the Board of Supervisors encourages the donor to write a general statement of purpose rather than a restriction to permit the efficient management of the project. If a donation is formally accepted with a documented restriction, the Board of Supervisors shall respect that restriction or request a modification from the donor. However, if the donation is not expressly restricted the Board of Supervisors shall do its best to honor the donor's general statement of purpose, but ultimately the donated funds may be utilized for such purposes as are determined by the Board of Supervisors.

D. Loans to Other Organizations.

Loans to organizations outside the fiscal control of the County will be accompanied by an agreement laying out specific terms including a repayment schedule and a procedure for addressing defaulted payments.

Cash Management Policies

1. **Pooled Cash.** When permitted by law, the County will pool cash from its various funds for investment purposes.

2. **Maximized Return on Investment.** The County will invest County revenue to maximize the rate of return while maintaining a low level of risk.

3. **Banking.** The County will regularly review consolidated banking services.

End of Document

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

FIRE AND RESCUE BUDGETARY/FINANCIAL REQUESTS GUIDANCE

As directed by the Clarke County Board of Supervisors it is the expectation that each of the Volunteer Fire-Rescue Companies make budgetary requests through the Fire-EMS Commission. The Board of Supervisors therefore will expect recommendations from the Commission. Requests should follow the following format;

- Be focused on “system needs”
- Include amounts recommended
- Follow the procedures outlined by the Fire-EMS Commission
- Evaluation by each company through their Commission representative

In addition, any letters of support or opposition should be evaluated by the Commission and passed on to the Board with any comments, recommendations or motions.

It should be further understood that the Clarke County Board of Supervisors established the Fire-EMS Commission to assist in any and all Fire-Rescue related matters. It is the expectation of the Board that the members of the Commission are evaluating each situation/request to insure it conforms to the standards, goals and expectations of the Board.

In any situation where the Commission is uncertain of the expectations of the Board, they should request clarification through the Board representative.

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