# ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD AGENDA

Wednesday, February 26, 2020 | 1800 Hours | County Office Building 5th Street – Room B

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Call to Order</td>
<td>K. Alibertis</td>
</tr>
<tr>
<td>A. Moment of Silence</td>
<td></td>
</tr>
<tr>
<td>B. From the Board: Matters Not Listed on the Agenda</td>
<td></td>
</tr>
<tr>
<td>i. Update from each Chief - matters of importance from their station</td>
<td></td>
</tr>
<tr>
<td>ii. Addition of agenda items – deferring any major issues/items requiring preparation to a future agenda.</td>
<td></td>
</tr>
<tr>
<td>C. From the Public: Matters Not Listed on the Agenda</td>
<td></td>
</tr>
<tr>
<td>II. Work Session</td>
<td></td>
</tr>
<tr>
<td>A.</td>
<td></td>
</tr>
<tr>
<td>III. Approval of Consent Agenda</td>
<td>K. Alibertis</td>
</tr>
<tr>
<td>A. January 2020 Minutes</td>
<td></td>
</tr>
<tr>
<td>IV. Committee updates -</td>
<td></td>
</tr>
<tr>
<td>A. Executive Committee</td>
<td>Meeting Cancelled</td>
</tr>
<tr>
<td>B. Training Committee</td>
<td>See Attachment</td>
</tr>
<tr>
<td>C. Operations Committee</td>
<td>See Attachment</td>
</tr>
<tr>
<td>D. Recruitment &amp; Retention</td>
<td></td>
</tr>
<tr>
<td>E. Quartermaster</td>
<td>No Meeting</td>
</tr>
<tr>
<td>F. Apparatus Committee</td>
<td>No Meeting</td>
</tr>
<tr>
<td>V. Unfinished Business –</td>
<td></td>
</tr>
<tr>
<td>A. Station Alerting</td>
<td>D. Puckett</td>
</tr>
<tr>
<td>B. BOS Presentation Follow-Up</td>
<td>D. Puckett</td>
</tr>
<tr>
<td>C. Fieldprint Update</td>
<td>D. Puckett</td>
</tr>
<tr>
<td>D. VIP Committee Update</td>
<td>D. Puckett</td>
</tr>
<tr>
<td>E. Budget Process Communication From OMB</td>
<td>A. Mezzoni</td>
</tr>
<tr>
<td>F. Strategic Planning Update</td>
<td>A. Mezzoni</td>
</tr>
<tr>
<td>G. Career Staff to Volunteer in County Station Update</td>
<td>J. Oprandy</td>
</tr>
<tr>
<td>VI. New Business –</td>
<td></td>
</tr>
<tr>
<td>A. Emergency Manager Hiring Process</td>
<td>J. Oprandy</td>
</tr>
</tbody>
</table>
A meeting of the Albemarle County Fire/EMS Board was held on Wednesday, January 22, 2020, at 1800 hours in Room 241 of the County Office Building, Stagecoach Road, Charlottesville, Virginia.

The following members were in attendance:
Dan Eggleston, Albemarle County Fire Rescue
Noah Hillstrom, Charlottesville Albemarle Rescue Squad
Gary Dillon, Crozet Volunteer Fire Department
Todd Richardson, Earlysville Fire Company
Danny Vanderploeg, East Rivanna Volunteer Fire Department
George Stephens, North Garden Volunteer Fire Company
Mike Grandstaff, Scottsville Volunteer Fire Department
Dennis Hahn, Seminole Trail Volunteer Fire Department
Greg Frazier, Stony Point Volunteer Fire Company
Kostas Alibertis, Western Albemarle Rescue Squad

Others in Attendance:
Christina Davis, Albemarle County Fire Rescue
Heather Childress, Albemarle County Fire Rescue
Scott Lambert, Albemarle County Fire Rescue
Alyssa Mezzoni, Albemarle County Fire Rescue
Howard Lagomarsino, Albemarle County Fire Rescue
Chip Walker, Albemarle County Fire Rescue
David Puckett, Albemarle County Fire Rescue
Keith Shifflett, Station 4
Chuck Pugh, North Garden
Jason Tetterton, East Rivanna
Hunter Shifflett, East Rivanna
Dustin Lang, East Rivanna
David Nordbrock, Stony Point
John Oprandy, Albemarle County Fire Rescue

I. Call to Order
Chief Alibertis called the meeting to order at 1800 hrs.

A. Moment of Silence
Attendees observed a moment of silence.

B. From the Board: Matters not Listed on the Agenda
i. Update from Chiefs – matters of importance from stations
There were none provided.

ii. Addition of Agenda Items
Chief Stephens said he had two items not on the agenda that he wanted to discuss.

C. From the Public: Matters not Listed on the Agenda
There were none presented.

II. Work Session
There was no work session held.

III. Consent Agenda

A. December 2019 Minutes
MOTION: Chief Dillon moved to approve the Consent Agenda with a correction. Chief Stephens seconded the motion, which passed unanimously (10-0).

IV. Committee updates
A. Executive Committee
There was no meeting.

B. Training Committee
An attachment was provided. Chief ?] said the semester had kicked off, and the Fire Academy had 30 students, and the EMT class had 19 students.

C. Operations Committee
There was no meeting.

D. Recruitment & Retention
There was no meeting.

E. Quartermaster
There was no meeting.

F. Apparatus Committee
There was no meeting.

V. Unfinished Business
A. VFCA Conference Meeting
Chief Childress said she conducted a survey of who was interested in attending the Fire Chief’s Conference in Virginia Beach at the end of February. She said there were only three people who responded that they were interested, so there would not be a quorum and therefore, there would not be a meeting there. She said she had sent out an email about this earlier in the week.
Chief Childress said that if anyone had changed their mind or had someone from their organization who they would like to attend the VFCA, they should contact [Tara] in the training division by the end of the week.

Chief Childress said she had spoken with Chief Stephens the day before, as well as Chief Dillon, and that their people were taken care of. She indicated that Chief Grandstaff would be making his own arrangements.

VI. New Business

A. Interaction with Risk Management/VFIS

Chief Childress said there were a couple claims in the past month or so that are only heard about once they make it to Risk Management, after they have gone through the VFIS. She said if there is an accident and someone makes a claim, it would be helpful to let herself or [Chip] know so that they can let [Lochlyn] know that those are coming. She said it can facilitate getting the claim processed in as quickly and efficiently a manner as possible. She said they are finding out about it third- and fourth-hand, and that [Lochlyn] wants to know about those things as soon as possible. She said it may have been a week or 10 days until it gets back.

Chief Childress said the chiefs were welcome to make the claim, but it would be great to include herself or [Chip] on the email so they have a better idea of what claims exist so they can help the process moving forward, get the vehicles back in service, and get the bills paid as quickly as possible.

Chief Eggleston said this was relevant if another vehicle is involved outside of Fire Rescue, because then the Risk Manager has to help determine whether or not sovereign immunity is instated in that case. He said if they are on route to a call, for instance, and have an accident with a car, there is the likelihood that the County make take a position of sovereign immunity and not have to pay a claim out. He said this is a case that is often made.

Chief Eggleston said the sooner the Risk Manager knows, the sooner he can get on top of that evaluation to determine if that is case. He said there have been a couple cases where citizens have called in [inaudible], and so they don’t even know an accident occurred. He said it looks bad in that case, when they are trying to find out what is going on.

Chief Childress said this was exactly the case that had happened that month, and a couple times, [Lochlyn] received phone calls and no one knew. She said he asked both she and [Chip] and they had not heard about an accident. She encouraged the chiefs to work on this, noting it was not a huge add to their process to include them on the email. She offered to help them make the claims and fill out the paperwork if they would give her a call.

Chief Alibertis said in the past, sometimes the chiefs have been left out of the process.
Chief Childress asked for understanding on how this happens.

Chief Alibertis said he thought it was more of a medical issue, and in other words, the claim that was filed got sent to McIntire, and he never received notice of it.

Chief Childress said if she is notified about one of the personnel, they will be sure to communicate.

Chief Alibertis said that way, they will continue to tell Chief Childress. He said the claims often times won’t go to him, but that McIntire is called.

Chief Childress said they did not want those payments to be delayed at all.

B. OEMS Fingerprint - Update
Chief Childress said on January 1, the State transitioned to requiring going to Field Print to get fingerprints done for the OEMS card. She said she didn’t think the State had done an especially good job of sharing information about how best to accomplish this.

Chief Childress said she would set up an account at Field Print, noting it was up at Spotnap on Pantops. She said she would forward the chiefs some information as soon as she finds out about it. She explained it was not retroactive, and that they did not have to go back and have anyone else done.

Chief Childress said OEMS will pay for everyone who is currently certified and who holds any sort of EMS certification. She said they will not pay for applicants and students, and that the County will take on that responsibility for paying it. She said they were charging $37.50 for any non-certified people, which is what the County would pay. She said the State would pay for all the certified people if they have a certification.

Chief Childress said as soon as she has the process mapped out, she would share it with everyone. She said the State decided they were going to do this, but then there was no direction or guidance given, and so she is figuring it out on her own.

Chief Childress said she made a handout to share.

Chief Alibertis said the only challenge with this was that it was 9:00-4:30.

Chief Childress clarified it was 8:00-4:30, and there was not a lot of time.

Chief Alibertis said there is no weekend or evening time.

Chief Childress said appointments have to be made as well, and that people cannot simply show up. She agreed this was frustrating. She said she would like to talk to them and see if they are amenable to having something once or twice a month where nights and weekends could be an option.
Chief Childress said one could have their own Field Print office if they wanted to have their own special time, but the problem with that was that it then requires that they provide this service to everyone, and that they cannot just do fingerprints for their own people. She said they would have to buy equipment from Field Print and be trained by their people, and so it would require a lot to maintain that service.

Chief Childress provided an FAQ that is available on the OEMS website to answer questions about it. She offered to answer questions and discuss.

Chief Eggleston asked what date this was effective.

Chief Childress replied it was implemented January 1.

Chief Eggleston asked if Chief Childress had a conversation with their OEMS rep.

Chief Childress replied yes.

Chief Eggleston expressed that the rep was caught as off-guard as everyone.

Chief Childress agreed that it was frustrating.

Chief Eggleston added that it was going to impact the entire State.

Chief Childress said there is a guarantee that no matter where a station is located, they are no more than 35 miles from a Field Print office. She said this probably pushes that 35 miles from the far end of Scottsville, near Nelson County, but that Spotnap was where the office was. She said if she could work out any other deal to accommodate the complicated schedule, she would advocate for finding some flexibility.

Chief Alibertis expressed it was not very user friendly.

Chief Childress agreed, noting that she tried to sign up online and that it was not user friendly. She said that with the guidance she would send out, she would send out some screenshots with arrows and explicit directions about how to sign up.

Chief Childress said the office is located at 182 Spotnap Road, on Pantops. She said she would include the address with the information as well.

Chief Eggleston suggested speaking with the office to see if they could accommodate some after-hours appointments.

Chief Childress said she would ask.

Chief Eggleston asked if they do background checks.
Chief Childress said that any vocations or offices that wants to have background checks done, they do this.

Chief [?] [inaudible 13:30:35].

Chief Childress replied it won’t work and they won’t accept it. She said it has to come from the Field Print office.

Chief [?] asked who in the OEMS [inaudible].

Chief Childress said this was a good question.

C. LOSAP
Chief Eggleston said there has been a fair amount of work done with the Recruitment and Retention Committee on the LOSAP initiative. He said they were considering a couple of different models -- one of which has a lookback, which looks to be extremely expensive. He said there was also the option to not have a lookback, but to look forward in the LOSAP, which people didn’t feel as passionate about.

Chief Eggleston said in general, with the conversations that have been had with the Recruitment and Retention Committee as well as many chiefs and members, there was a lukewarm perception on LOSAP. He said he wanted to take the time to have a conversation with the board and suggest that perhaps this was an opportunity to get a small group of the chiefs to look at alternatives to LOSAP.

Chief Eggleston said they really wanted to do this because they wanted to retain members of the department. He said there is recruitment as well as a retention piece. He said their research from other departments that have instituted LOSAP indicates that it didn’t make a difference, and that he was receiving a lukewarm response from many people in the system. He said he wanted to take a timeout to engage with the board to determine if they could look at alternative models.

Chief Eggleston said something that used to be taboo in the past that has been put on the table is a stipend for which there hadn’t been discussions about before. He said he and Chief Childress had the opportunity to talk to a couple people at the VCOS conference about this, and that it seems to have gained traction throughout the country.

Chief Eggleston said stipends are emerging to be something significant, and that they impact how people step up and volunteer. He asked what the board thought about this, suggesting that perhaps there could be a small group to work through this idea. He said they could do some research on what others are doing in terms of stipends. He said there has not been a lot of excitement around the LOSAP program.

Chief Eggleston replied that it stands for Link of Service Award Program. He said it is basically a retirement system for volunteers. He recalled that there had been an internal survey done of the volunteer fire members, and that this had come up as something of interest. He said getting into the details, however, he heard from many of the younger people in the system that it was not that meaningful.

Chief Eggleston said they had also gotten a price tag for half a million dollars for the program, and so before they advance this initiative, he wanted to have a conversation with the board to get their thoughts. He asked if they should perhaps look at some other kind of incentive that may have a better return on investment than LOSAP would.

Chief [13:34:39] asked if Chief Eggleston had any other information about it.

Chief Eggleston said he could send out the information that was shared with the Recruitment and Retention Committee.

Chief Stephens said that those discussions took place about 10 years ago, when they were discussing retirement, insurance plans, and housing benefits. He said much of this got kicked to the curb and what they ended up with was a break on personal taxes and [inaudible 13:35:15].

Chief Childress said the one that Chief LaBelle was part of took place in the last few ones and that this was what Chief Eggleston was referring to.

Chief Eggleston said this was a continuation of that. He said there was a lot of work with the Recruitment and Retention Committee, and that there was a Request for Information put out where many vendors came forward with presentations of what they could offer in terms of LOSAP. He said there were really only a couple different companies that offer the VFIS.

Chief Eggleston said when the committee started getting into the cost and benefits of the model, the benefits caused people to pause and say they could easily spend $500,000 to $750,000, but wondered if it would truly give them the return on investment and help to retain and recruit people.

Chief Eggleston said the question now was if they had that much money to spend, if it would be better to spend it on some kind of other program, including maybe looking at a stipend program, and if this would have better results than what they anticipate with LOSAP.

Chief Grandstaff said the talk at his station was that if there is not going to be a lookback of more than five years, it doesn’t benefit their members.

Chief Eggleston agreed, noting this was the feedback he had heard. He said for a younger person, it’s difficult for them to envision 20 years in the future the benefit they may receive. He said if they are looking for a quicker and more meaningful incentive for
younger people, there could be other things to look at, and that a stipend is one thing that comes to mind because it could be tied to their actual performance.

Chief Childress said a decent number of the active volunteers, especially at Seminole Trail, are younger students. She said many of them cannot see beyond the end of the school year, and that they could not look out to the ten years when they would be collecting it in a disbursement period, especially if they are not going to be there. She said the question was how to structure an incentive program that is attractive to everyone.

Chief Childress said based on her research, the traditional LOSAP doesn’t seem to accomplish that. She said the larger counties she knows that have a LOSAP are seeing no increase in their retention, which is frustrating for them because they don’t know how to get out of LOSAP once they have started, and they are not receiving any return on their investment.

Chief Stephens asked what sort of feedback they were receiving about the stipend.

Chief Childress replied that there has not been much discussion about this, as it has simply been brainstormed so far. She said they attended to the VCOS conference in November and had a round-robin with people who are experiencing the same sort of issue. She said there were discussions about stipends, as well as other incentives that are not necessarily monetary. She said there were many options that she could share, and that she contacted IEFC because they have some specialists in their volunteer workforce solutions to provide information.

Chief Childress said there could be something like a “cafeteria plan” where they could pick a few options that could appeal to different people. She said much like the quarterly events they are putting on through Recruitment and Retention, they have to choose events that appeal to people in different demographics, such as bowling and movie nights. She said the events must vary to appeal to different demographics.

Chief Childress said she has been heavily focused on getting numbers and creating a plan around the LOSAP, but then the overall sentiment was that if it doesn’t have a lookback, then people don’t want it. She said she didn’t want them spending more time and money if the program doesn’t retain and attract new members.

Chief asked if they had examples of stipends.

Chief Eggleston said there were many departments in Indiana doing this, and that someone he spoke to who used to be the Director of Fire Programs for Indiana had a lot of experience in this area. He said he used to be adamantly opposed to stipends, but that this has totally changed, and he believes they are worthwhile. He said he believed the surrounding areas (such as Illinois) have stipends as well.
Chief Eggleston said he would like to have some of the board members work with Chief Childress to help vet some of the options. He said they will want to do something that has a meaningful impact, and will want to put a new story together as they move forth that can make a difference. He said it is becoming much harder to step up and volunteer than it ever has been, and so a bold approach is required when it comes to recruiting and retaining members.

Chief Eggleston said Chief Dillon’s Assistant Chief was involved in a system in New Hampshire that used “paid by call” and was something that could be discussed.

Chief [13:42:13] asked if the stipend was done by the hour or the shift.

Chief Childress said they didn’t all pay per call but that there were many options available.

Chief Eggleston said they paid for call and training. He said it was almost an hourly rate. He said what they would have to be careful about is that with their FLSA bright-line test, they cannot exceed 20% of the total compensation of a career firefighter when one becomes a part-time employee of the County. He said they would want to keep that separate, and would have to involve HR to make sure everything would be in compliance.

Chief Eggleston said there were many ways to structure a program, and that they could share the information they have as well as conduct further research. He said he believed it was worth pursuing.

Chief [13:43:25] said he would be willing to be on the committee to discuss this. He asked if they could receive information on the current LOSAP program being looked at.

Chief Childress replied that she could send out what they had in terms of cost estimates, noting that these included assumptions. She said part of the struggle with finding an accurate cost for the program is that record keeping was not great. She said she did not know how many member, for example, from day to day how many are active.

Chief Childress said Chief Lambert helped her run some numbers on how many active members are in the system, based on numbers of times they are seen on a run report. She said this does not necessarily correlate with duty crews, as someone could be on duty crew all day and not get any calls. She said on the other hand, someone could go on six calls, but because their people aren’t writing run reports or filling them out accurately, they are not able to capture their amount of work.

Chief Childress said that no matter what they do (whether it is a LOSAP or a stipend), it is going to require a significant improvement in overall recordkeeping, as they will not be able to disperse money without improving this. She said this is where they struggle on
figuring out exactly how much a LOSAP would cost because they don’t have great numbers.

Chief Childress said with everyone who was subject to an OEMS inspection received a lecture about recordkeeping and report writing. She said keeping rosters up to date and keeping her informed of those were struggles that she would like to figure out, perhaps as part of the larger conversation. She said they would need to all agree on how they are going to report specific details.

Chief [13:45:39] said if they wanted to run some numbers, [inaudible]. He said even in worst case scenario, he could provide six months of hours.

Chief Childress said some of the departments were doing this, while others had a less formal way. She said they would need to find something that gets all the needed data points in a fairly consistent matter.

Chief Eggleston said this would help them scope the financials. He said there was a question raised about the money and how to pay. He said he believed it would have to be enough to make it amenable, but that it would be driven largely in part of how many participate in the structure. He said he did the stipend was worth looking into, acknowledging that it was much different than what had been discussed.

[Other chiefs volunteered to help with the effort, in addition to Chief Grandstaff. 13:47:00.]

Chief Childress said if the chiefs could send the name of a contact to her in the next week, it would give her time to collect all the information she could share. She said she would set up a time for them to meet. She encouraged attendees to discuss the options after the meeting because whatever they decide to do, it shouldn’t be brand new information to the members. She encouraged them to receive input from members at the stations after the committee meeting, as they may be able to come up with better ideas after sharing it. She said if there is not a member who will be active in the committee, she would share the minutes as part of the FEMS agenda so that the information can still be shared.


Chief Childress replied yes, adding that it could be called the “Volunteer Incentive Program.”

**MOTION:** Chief Grandstaff moved to create the Volunteer Incentive Program. Chief Stephens seconded the motion, which passed unanimously (10-0).

Chief Eggleston asked if Chief Childress could send out a couple possible meeting dates.
Chief Childress replied yes.

D. Overview of BOS Presentation
Chief Eggleston said he wanted to share the presentation he shared with the Board of Supervisors the last Wednesday about some emerging issues seen in Fire Rescue. He said this was a continuation of the County’s discussion with the Board relative to the five-year plan, which helps to formulate the emerging issues and what the plan is for them.

Chief Eggleston said the purpose of the meeting was to lay out some issues and options to help inform the County Executive on how he may go about putting his budget together for the Board. He said the County Executive will develop his recommended budget (FY 21), which will be given to the Board, and then the Board will have a series of work sessions. He said the Board will then provide their final recommendation for the budget for the next fiscal year.

Chief Eggleston said it is difficult to talk about challenges in the system without naming departments. He said he knew how sensitive this is, as they are all proud of the people who provide those services on a daily basis. He said he was not being critical of all the efforts that are put forward, but that there is still an obligation to provide the best service and identify any gaps they may have, then develop options to address those gaps.

Chief Eggleston said some of the things he talked about in the presentation may make people very uncomfortable. He said this was not his intention. He said there were things in the presentation they have never been able to put on the table before, but that there is a general expectation of all the department heads to look at how they can be the most efficient with the current resources they have. He said it was his duty to put those things on the table, or at least talk about them. He said he didn’t want anyone taking those things the wrong way, but that he understood if they would because they were all very proud of their members. He said he would try to remain as objective as possible.

Chief Eggleston said he and Chief Hillstrom have been in discussions for some time, and that the information would not be a surprise to him. He said that evening of the presentation, he spoke to Chief Frazier and Chief Vanderploeg as well to notify them. He said there were no absolute decisions made at the Board meeting, as that was not the purpose. He said the purpose was to have the conversation so that Mr. Jeff Richardson (County Executive) knows what to put forward.

Chief Eggleston said the desired outcome was to discuss Fire Rescue’s challenges and maintain its level of service, as well as receive feedback and discuss a couple suggestions to address the gaps. He said the presentation has two parts, with one discussing the EMS gaps and the other discussing the request by Crozet Volunteer Fire Department for daytime staff.

Chief Eggleston said it came down to two issues, with the first being CARS demonstrating a reduced capacity to provide ALS service on nights and weekends. He
said currently, the data shows that roughly 50% of the calls dispatched require ALS service. He said when looking at the transport of those, it goes up to 53% of the people transported requiring at least two ALS interventions. He said it is a major part of what they do and becomes a standard of care that is expected from residents. He said there are many sick people who require that kind of care.

Chief Eggleston said the second issue is about how to deal with Crozet Volunteer Fire Department’s request for full-time staffing Monday through Friday, 6:00 a.m. to 6:00 p.m. He credited Chief Dillon for having ongoing discussions about this. He said they have been able to stay ahead of this from a membership perspective as well as that of the community, but that it has reached the point where the membership in general feels they can use that staffing sooner than later. He said the lead time for staffing was currently one year, once people are hired, because of the extended training time.

Chief Eggleston said CARS currently responds to about 2,000 calls per year in terms of nights and weekends in the County. He said there was a significant change in 2012, when they were working through the tough issue of EMS cost recovery, when the service was changed from 24 hours down to nights and weekends.

Chief Eggleston said even with this, CARS still runs a significant amount of calls in the County, both at Pantops and the backup team that has many concurrent calls. He said with about 33% of those team calls, someone else has to come into their area, so it is a busy unit that is over capacity. He explained this was why in the presentation, there were some of the hot spots that have been generated that CARS runs a lot at Pantops but as well as backing up the Medicaid team.

Chief Eggleston said over the years, there has been a significant drop in the ability to provide the ALS service. He said he and Chief Hillstrom have discussed, and with the organization going through the strategic planning process, they recognize that this is a difficult service that they continue to sustain. He said the organization will be focused much more on being a solid BLS agency. He said he anticipated the ability to provide ALS to drop.

Chief Eggleston acknowledged how difficult it is to have a volunteer paramedic. He said many of the volunteer paramedics in the system work for the University and do this as part of their full-time job. He said it is becoming much harder now (as it is a two-year program) to be a paramedic and a volunteer.

Chief Alibertis asked what the national average was for ALS service.

Chief Eggleston replied it is about 50%, and sometimes it is higher in some communities. He said Albemarle is a retirement community, and so in some cases, it is likely higher than in other cases, as data shows that the calls from skilled nursing facilities tend to involve ALS.
Chief Alibertis said he recalled a time when it was about 30% for true ALS. He said some of it is a nice-to-have versus a need-to-have. He said it depends on the ALS procedure as well. He said he would like to see the criteria that is used.

Chief Eggleston said that they receive the information from the billing company. He said to keep in mind that there is a lot of Medicare-type billing, and that Medicare will not pay for an ALS intervention unless they determine it is medically necessary. He said there is therefore quality assurance in that process. He said the number is not too far from what they see in other communities.

Chief Eggleston said the intent of saying this was to try to demonstrate that there is a need for ALS. He said it is not an add-on, but an expected standard level of care. He said this is done at WARS as well in terms of providing ALS care.

Chief Eggleston said there is always an opportunity to help tweak the response protocols to make sure they are as accurate as possible.

Chief Alibertis said the was not trying to refute the numbers, but noted there was a lot of science that contradicts the number.

Chief Eggleston said he has looked at many of the reports, and that many of them are from urban areas where there is a short response time to the hospital. He said Albemarle is a 732-square-mile County, and so it is more difficult.

Chief [14:00:01] said the data he has from the City billing company, and as of November of 2019, there were 1,724 BLS calls to 315 ALS calls, for a total of 1,900. He said he would have to concur with Chief Alibertis on those numbers.

Chief Eggleston said he would be happy to share the data and where it comes from. He said regardless of if it was 50% or 30% (adding that he stood by his numbers), it was much like fire calls in that they have to be prepared to answer the calls.

Chief Eggleston said there is the opportunity to continue to utilize any BLS transport units they have. He said he was not saying that there needs to be a 100% ALS transport system, because there were many efficiencies they can achieve through BLS transport.

Chief Eggleston said there was some research done because when this was initially presented to the Board of Supervisors, there was some question about having to understand what this means about ALS. He said they did a peer group review, noting that the localities presented on the screen had all established ALS as a standard of care. He said that although Augusta is not a peer locality, it is also an agency that has established ALS as a standard of care for the pre-hospital environment.

Chief Eggleston said they ended up transporting about 8,000 patients to the Emergency Department in 2019, and over 50% of those required at least two ALS interventions.
Chief Eggleston said in essence, given the geographic area, they need to strategically place the ALS resources around the County to ensure that they provide timely ALS care with the transport system.

Chief Eggleston presented a map showing the distribution of eight ALS-staffed ambulances throughout the County during the daytime. He noted how this covered Scottsville, up to the urban ring, and out in Western. He said this also includes the unit in Earlysville, which has been in place for quite some time. He said this is a model that is distributed around the urban areas to cover the high call volume, and that most of the calls were in the urban area. He said about 60% of the population lives in the urban areas versus 40% in the rural areas.

Chief said that this was just about ambulances and didn’t show the data pertaining to engines.

Chief Eggleston confirmed it was only data on ambulances and that this was a good point.

Chief Eggleston said that 69% of the calls take place in the Development Area, which naturally follows the population.

Chief Eggleston said that with ALS ambulances, on nights and weekends, the number drops significantly. He said this assumes that there is inconsistent ALS from CARS. He said although the model has worked because in the past, there has been consistent ALS out of CARS, because of the drop in ALS, this means that those resources are now picked up by Medic 18 and Medic 11, which puts a strain on the system. He said to keep in mind that 18 is already over capacity because they have to make up that ALS resource with another resource.

Chief Eggleston presented a heat map showing a concentration of where the calls happen. He said it follows the population in the Development Areas. He indicated to an area that falls in 18’s area. He said he had a conversation with the Social Services Director and Police Chief earlier that day, and that if he were to see their heat map, it would be exactly the same.

Chief Eggleston said there is a densely-populated area along Rio Road, Hydraulic, and Commonwealth area with a high call volume. He indicated to another area on the map that follows around the ring, through Pantops and Monticello, and even to Crozet. He noted there has been a significant increase in calls in this area over the past year.

Chief Eggleston said in terms of what they are seeing for the CARS call volume, at night, because Medic 16 goes out of service at 6:00 p.m., CARS picks up that wide Pantops area. He said if they look to the northwest urban area (e.g. the Georgetown area, which is Medic 18’s area), this area generates calls that has to be covered by CARS when 18 is tied up.
Chief Eggleston said regarding daytime, there are evenly-distributed ambulances around the urban ring. He said Medic 16 picks up the area north all the way to the Louisa County line. He also mentioned Medic 11 and Medic 15. He said to keep in mind that when those two ambulances are dropped out the system, Medic 11 has to provide ALS backup all the way from the Louisa County line down Route 29 to Nelson, which is a huge area. He said Medic 11 is the second-busiest ambulance in the system, and that they are starting to see concurrent calls now shifting to Medic 11.

Chief Eggleston said Medic 18’s area goes all over their area, including up into the rural area, because often times there is not an ambulance staffed at Station 4 on nights and weekends. He said those two ambulances (which happen to be the first and second-busiest ambulances), at night, pick up a significant amount of area which, in turn, creates an issue with concurrent calls.

Chief Eggleston said they need to make up the ALS resource because they were straining the ambulances that were already busy. He said they are starting to see the concurrent calls for 18 and 11 go up and that even in some cases, Medic 12 has to go down Route 29 to serve those areas. He said what they anticipate as a response time in those areas are also going to go up because they are sending ambulances further out to answer those gaps in service.

Chief Eggleston presented a slide showing the daytime deployment model, noting that this was performing well. He said it performs, in fact, much better than anticipated in the rural area, meaning they can get just under their 21-minute total response time goal under Standards of Cover; whereas, at night, this creeps up and often, in the rural area, above the desired goal.

Chief Eggleston presented a slide showing the daytime deployment model, noting that this was performing well. He said it performs, in fact, much better than anticipated in the rural area, meaning they can get just under their 21-minute total response time goal under Standards of Cover; whereas, at night, this creeps up and often, in the rural area, above the desired goal.

Chief [14:09:52] asked about first responders.

Chief Eggleston replied that this only counts for the ambulance. He said what this data indicates is that the daytime model tends to outperform the nighttime model because it comes down to how the ambulances are distributed.

Chief Eggleston said they were seeing some changes in the Development Area, but that it was negligible in terms of the performance they get and in terms of any significant response time standard. He said some of this had to do with concurrent calls. He said he would be talking about how he thinks they can help improve those numbers by better utilization of BLS resources.

Chief [14:10:37] asked if this data also account for the Medic 16 ALS staffing that occurred since January 1.

Chief Eggleston replied no, clarifying that it was only 2019 data. He said one of the reasons that Medic 16 gets staffed on nights and weekends is because they are in the middle of January, which is their least favorite area for people to take leave. He said
they will have staffing that allows to shift people over to 16 on nights. He said in February and March, when people start taking vacation, this will no longer be an option to utilize, and that’s why they were seeing 16 being staffed more often in January than anticipated.

Chief Eggleston said in terms of EMS cost recovery, one of the reasons for it was to help offset the expenditures associated with the volume of EMS. He said Chief Alibertis has been working with the City of Charlottesville for some time on billing for EMS transport. He said currently, when CARS bills in the County, it is done in cooperation with the City. He said about $480,000 of EMS is collected from County calls, and that money flows back to the City to help cover the budget and costs associated with providing that service.

Chief Eggleston said with anticipation of spinning up both Medic 15 and Medic 16, they anticipate this money to then be used to help offset the expenditures. He said this would leave a hole in the revenue that the City would get. He said he already met with Chief Baxter to explain the situation and that he fully understood. He said he didn’t anticipate any issues there. He said this was almost half a million dollars that can be used to offset the staffing for 15 and 16.

Chief Eggleston said another issue was that, especially when Western came on, they intentionally changed the way in which they bill residents so that they did not incur a bill, which is called insurance-only billing. He said this was a huge positive shift driven by Western and with the interest of the Board of Supervisors to ensure that the County residents wouldn’t be burdened by having to pay. He said this is currently not extended to County residents, and so there are inconsistencies in the type of bills the County residents receive, which could generate some issues. He said during the day, they could get one bill that could mean one thing, then at night get a different bill that means something else.

Chief [14:13:58] said this was new for him and that he hadn’t understood this before.

Chief Eggleston said he understood because there is a handful of calls they run in the City (perhaps two or three a year) and because they are not County residents, they do the same thing, but that it unfortunately sticks out as an issue. He said it certainly got attention when it was discussed at the Board level.

Chief Eggleston said a couple different options were looked at to address the issue, one of which would logically lead them to think that if the issue was with ALS, then it would make sense to put up a couple of ALS chase cars to compensate for the lack of ALS service. He said this was considered, and that the challenge was that when billing for EMS transport, the bill follows the ambulance that actually did the transport, so they wouldn’t be able to divert any of the EMS cost recovery funds to help offset the cost of the ALS chase car. He said it would be cheaper, as it would require less people, but that they cannot utilize the revenue to help offset that expenditure.
Chief [14:15:22] asked why CARS wouldn’t collect the revenue since they were running in the County.

Chief Eggleston replied that it was because it was tied to the ambulance that actually transports the patient. He said the reason they could do 16 was because it is a County ambulance, and then there is co-titled ambulance and agreements with Western, so that money flows directly to the County. He said in this case, they can’t because the agreement is billed under the umbrella of the City’s billing program and it flows back to the City.

Chief Eggleston said that, for example, they would provide a paramedic to provide service. He said the bill would still follow the ambulance and would go back to the City.

Chief [14:16:22] said that in Madison, where he is the EMS Director, revenue goes to the personnel staffing of that unit. He said if there is a BLS volunteer, and there is one person that hops on that ambulance, the volunteer still gets that revenue based off of the personnel that is on that unit. He said once there is more than one County personnel, the story changes, and revenue goes back to the County. He said it must be a matter of how the agreements are set up.

Chief Eggleston said they even had a conversation with the County Attorney just to make sure they were looking at the agreement correctly. He said the revenue is, in fact, tied to the ambulance, so they are unable to recover those costs.

Chief [14:17:18] asked if they use the same billing company.

Chief Eggleston replied that it was Digitech.

Chief [?] said since the flow was going to the same spot, with the same company processing everything, if there was some other way.

Chief [14:17:37] [inaudible].

Chief [14:17:42] said he thought that if they were on a County call, revenues should go to the County, and if they were on a City call, it would go to the City. He said it is the same billing company that is processing the calls.

Chief Eggleston said when the City first started its program and the County engaged in it, this was a discussion that he had with the City. He said that unfortunately, the way it was structured and adopted by City Council, it did not include that provision for the County to receive those funds. He said in fact, the City’s budget was built on that assumption for that money to flow back to their revenue and budget.

Chief Eggleston presented a snapshot of the options, and what it would take to spin up 15 and 16 to be 24 hours a day. He said this included 10 personnel and two battalion chiefs to provide oversight to the system, as that would add more personnel from
Hollymead to Scottsville. He said those 12 people have a significant price tag associated, but that this would be offset by revenue from EMS cost recovery and cost savings, which would bring the net cost down to $327,000.

Chief Eggleston said looking at the comparison to that, although the chase car will require less people, because they are unable to offset the expenditures associated with that, it is actually a more expensive model. He said he wanted to make sure people understood the math behind the decision to recommend the 12 staff.

Chief [14:19:45] said [inaudible]. He said the numbers (626) seemed skewed.

Chief Eggleston said the 626 includes revenues and cost savings in other areas.

Chief [?] said they can charge an ALS as a BLS ambulance as long as it is not a CARS ambulance.

Chief Eggleston said the zero was new revenue. He said any County ambulance in the system already bills for transports.

Chief [?] [inaudible]. He said if a chase car goes out with ALS, they could bill them as ALS.

Chief Eggleston said it would be billed regardless of whether a chase car comes or not. He said the 626 and 0 was new revenue, and that the all the ambulances (County, Earlysville, and Western) bills for transports.

Chief [14:21:01] said if there is EMS revenue because the chase car would be chasing Medic 16.

Chief Eggleston said when Medic 16 runs nights and weekends, they are already collecting that revenue.

Chief [?] said they are charging for IV and drugs and that there is recovery of that.

Chief [14:21:22] said they are already doing that recovery now because they are chasing it with an engine.

Chief Eggleston said when there is an ambulance called and a BLS unit, they will make it up with an engine or another ambulance.

Chief [14:21:40] said the engine comes because it is closer than an ambulance.

Chief [14:21:50] said it was important to think of it as not just the personnel, if they were looking at adding medics to the unit. He said there are also the trucks and supplies, and asked about the cost to operate and the ratio associated with that.
Chief Eggleston said from his perspective, this was a no-brainer. He said they could get two additional staffed ambulances in a system that is already strained, and that those ambulances are distributed in the urban ring where there is the highest amount of calls. He said this will result in better response time with better, consistent ALS for a price tag of $327,000. He acknowledged it was a major move, adding that the EMS system is the fastest-growing part of their system, and they are seeing their calls go up year after year. He said he had concerns about concurrent calls and the ability to stay ahead of that. He said while this would address those gaps, it is a good investment in the EMS system and will prepare for future growth.

Chief Eggleston said that they would still have challenges, but that this was a good investment for the price tag they are looking at.

Chief [14:23:27] asked how many battalion chiefs this would give them.

Chief Eggleston replied it would give them two. He said the desire is to realign those districts to line up with the Police Department’s districts (Jefferson and Blue Ridge), so there can be continuity there and with some of their initiatives as well and community outreach. He said to keep in mind that with the staffing of Scottsville Rescue, they will have people spread out all over the County, and that it was well beyond the span of control of what they could currently handle.

Chief Eggleston said the recommendation to the County Executive is that they expand staffing to 24-7 both on Pantops and for the Ivy ambulance. He said if approved, it will take a year (until July 1, 2021) to make that happen because they will have to provide a recruit school as well as a paramedic school to ensure they have enough ALS staff in order to ensure persistent 24-7 coverage.

Chief Eggleston said he has already had conversations with the ECC Director, Sonny Saxton, about this. He said there was an effort underway to look at a revised EMS protocol, adding that there was a great opportunity to utilize the BLS-staffed ambulances to accurately vet the low-acuity calls in the system and have a BLS ambulance respond across the district to those low-acuity calls to keep those ALS resources in service.

Chief Eggleston said currently, the ambulances only respond to their district. He said if there is a low-acuity call, it makes sense that it will take longer to get there, but they are sending a resource that is appropriately tasked to handle that kind of call. He said he believes this can be done without degradation of service, and with better utilization of the limited resources they have.

Chief Eggleston said there is an opportunity to negotiate with the City and CARS to help get some of that BLS service on nights and weekends, and even during the day, if there is the capacity to help provide a BLS level of care. He said to keep in mind that roughly 50% are BLS, and that a percentage of that 50% could consist of low-acuity calls such as ground-level falls and patient assistance matters. He said while it may take them
longer to get there, it is not a life-threatening situation, and so his suggestion is a better utilization of resources.

Chief Eggleston said while this is a big move for Fire Rescue, it provides some consistency and stability for the system while better utilizing the system’s limited resources.

Chief [14:26:54] asked if this would mean there would be a greater call load on CARS, since they are having more difficulty with ALS providers, for the various BLS responses in the County. He asked if they would be holding the ALS ambulances in the County.

Chief Eggleston replied that his suggestion was to utilize the BLS, and keep the ALS ambulances that are in service.

Chief [?] said that all the ambulances in the County are ALS ambulances.

Chief Eggleston confirmed this.


Chief Eggleston said something he was trying to solve was that with Medic 18, one-third of the time, they have someone else coming in their area. He said the knee jerk reaction to solve that problem is to add another ambulance to the Medic 18 team. He pointed out that this would have a significant cost, as it meant 8 more people. He asked if they could perhaps get to the capacity problem by running a BLS ambulance in 18’s area to take the workload off 18 so that ALS will be better available to answer critical calls. He said it achieves the capacity at a much more cost-effective rate than to add 8 more people.

Chief [14:28:17] said he was asking those questions specifically for the residents of his response area. He said it wasn’t that he didn’t care about the urban ring, but that he cared more about the residents he serves closer to this station. He said there was nothing against CARS, noting that he has had a great relationship with them for many years. He said he only wanted a clarification because in that case, Chief Eggleston wasn’t associating names of the stations, but was only saying ALS and BLS.

Chief Eggleston noted that this puts a lot of pressure on the ECC and the new protocols that they may adopt in saying that they need to be very sure the call is low-acuity. He said it will take some time to drive from North Garden or [Point South?]. He said in some cases, they may not want to take that chance on such a long response. He said it was something they could work out, and something the new ECC Director has a lot of experience with, so that he would lean on him to have the conversation about considering a different model.

Chief [14:29:24] asked if there had been a study done about having BLS ambulances at 18 (since the majority of them are ALS), along with a chase car. He said Scottsville is so
Chief Eggleston said this was considered and if they ran strictly BLS for a lot of the engines, they would end up running the engines hard because they are seeing that roughly 50% of the calls are ALS. He said if it is a critical call, an engine and an ambulance would often times [inaudible 14:30:20]. He said when an ALS is truly needed, they take the third person off the engine to provide that service.

Chief [?] said he knew this, but that since 50% of the calls are BLS, he would rather not have an ALS ambulance going to the same call every time. He said when there is a call about a chest pain, they have an ALS engine and an ALS ambulance going to the call. He said if there was a BLS engine going, there would hopefully be an ALS ambulance coming in on nights and weekends, but that this is where the chase car would come in.

Chief Eggleston said to keep in mind that the car is one more person, and as it is now, two people are on the ambulance, with one being a paramedic. He said if they add a chase car, this increases the FTEs.

Chief [?] said they would still be approving dispatch to people on ALS.

Chief Eggleston said that with the chase car addition, this will increase the FTE count, and will be more expensive.

Chief [?] said the chase car wouldn’t run to 12’s area, 11’s area, and Scottsville’s area. He said it would be 16’s area and the CARS corridor area.

Chief Eggleston said it would still require more people, and that it is much more efficient to stick with the ALS ambulances and backup ALS ambulance. He said this model was considered.

Chief Puckett said ultimately, with a chase car, there would still have to be two people going in the ambulance, so it would mean an extra FTE. He said both localities use an ALS engine model and have four people on the engine so that they can drop off the medic 50% of the time.

Chief [14:32:08] said he knew for a fact that Chesterfield doesn’t have four people on the engine.

Chief Eggleston said that they do.

Chief [?] [inaudible].

Chief Eggleston said he could follow up, but that he didn’t think the ambulances were running BLS.
Chief [14:32:27] said there are some places that will run a paramedic chase car, so if they staff the BLS units, this means salary savings. He said there are many different models.

Chief Eggleston agreed that there are many different models, and that they are trying to look at the most efficient model and distribute those areas into areas where they have the most calls. He said a couple different models could be put together, one of which would be an ALS chase car, and reminded that this would require more FTEs and is a more expensive model. He said it would better utilize resources in some cases, because they wouldn’t have to have more ALS but that, in essence, it is a much more expensive model.

Chief [14:33:18] said it seems like if it is truly an ALS call, they’re going to pull someone off the engine. He said if it is a two-person ambulance, and it responds and gets to the hospital later, so they will still lose two [inaudible].

Chief Eggleston said this was not all of them. He said there are critical cardiac arrest calls.

Chief [?] said that if 50% of the calls are ALS calls, they are actively doing ALS, and usually two people in the ambulance [inaudible].

Chief Eggleston disagreed, saying this does not happen in all cases.

Chief [?] said that when his engine goes to UVA, it follows Medic 18.

Chief Eggleston agreed there are critical calls there and that he didn’t know what the percentage is of how many times they have pulled the provider off the engine, noting he didn’t think it was that great of a percentage.

Chief [?] [inaudible 14:34:00].

Chief Eggleston said it was not 50%. He said it has been his experience that if someone has to be pulled off the engine to provide aid, it’s a sick patient. He said while they get those calls, they do not make up 50% of the calls.

Chief [14:34:32] said he had no idea until that evening that the billing was working in the current way. He asked if he would need to work with Chief Baxter on that.

Chief Eggleston said there was a joint meeting between the City and County, with attorneys present, and that this issue was raised and it was expressed that this was not what they were after. He said they had promised the residents that it would be insurance-only billing.

Chief [?] agreed.
Chief Eggleston moved the presentation to the second part. He said he would be discussing the request by Crozet for supplemental daytime staffing. He recalled that they had received a letter some time ago from Crozet leadership that they requested daytime staffing due to the call load and issues related to the growth in the area, as well as the lack of daytime volunteers in the Crozet area.

Chief Eggleston said Chief Dillon has done a good job of keeping everyone informed, and that it was a decision that didn’t come easy. He said the organization felt that it was time to ask for this, and it was followed up with discussions and further correspondence that this was an urgent request, and that they would like the staffing sooner than later. He said at one point, there was even consideration about trying to provide staffing through voluntary overtime, but that there was not money in the budget to do that, nor the staffing to do that. He said if they did do this, it would be about $14,000 per month, and that this was not in the budget.

Chief Eggleston said historically, when the volunteer organization asked the County for daytime staffing in 1998, Earlysville followed Stony Point after that, which was about 22 years ago. He said things were different then, and the County was less populated then. He said they wanted to provide as much support as possible. He said those requests had been honored, regardless of if the companies served the rural or urban areas.

Chief Eggleston recalled that in 1998 or 1999, when Earlysville asked for staffing, everything was covered from [inaudible 14:37:37] out to the Greene County line up Route 29, and so next to Crozet, this was one of the biggest areas. He said he had talked to a volunteer there, and that they could have had about 10 calls a day at Station 4, making it busy. He said this was years before Station 12 was built, and that this was highly justified. He said he wasn’t saying that the request today wasn’t justified, but that the normal routine had been if the volunteer organization needed help, help was given.

Chief Eggleston said there were a couple options. He said they could do the same thing and honor the request for Crozet, which would require adding 5 FTEs to staff the station at 60 hours a week, with three persons. He said the other option is to look at prioritizing the allocation of resources and reallocate some existing resources to help cover the gap for Crozet.

Chief Eggleston presented a map showing where ACFR provides career staff from Fire at rest, which include the ambulances that are shipped into Fire at rest now. He said the ambulances are concentrated in those areas (except for Earlysville and Stony Point) in those areas that are development areas, around the urban ring at Station 2, out at Glenmore, and in the Hollymead area. He said there are 24-hour stations around the urban ring with Seminole in the urban ring, but that it is only staffed during the daytime and then Seminole comes in at night, like with Station 6. He said this is an evenly-distributed area.
Chief Eggleston prefaced by saying that this was a difficult conversation, as they are looking at the possibility of not staffing, in this case, Stony Point and East Rivanna to try to look at what it would be like if they concentrated those resources at Crozet and Pantops. He said this would mean reducing service in certain areas, but that this would best utilize their existing resources to cover the gaps.

Chief Eggleston said the reason they did this was that they were trying to honor the request in Crozet to provide the staffing sooner rather than later to cover a busy, active development area. He said Crozet is growing rapidly, and this is putting stress on the system.

Chief Eggleston said if they were to think about relocating staff from Stony Point to Crozet, this leaves a gap in Stony Point’s area all the way down to Key West. He said in order to cover that gap, they would have to slide people over from East Rivanna to Pantops because they could then cover the East Rivanna, Glenmore, and North Route 20 to cover the rural area of Stony Point. He said it thus requires two moves to get that level of coverage and try to be in line with the Standards of Cover adopted in 2019.

Chief Eggleston presented a slide showing the density of the hot spots in the area. He said it was much like the EMS hot spot map, with a majority of the calls coming from the 29 Corridor, followed by Pantops, then the 5th Street and Avon area, and then a hot spot located in Crozet. He said this has been discussed before and that in terms of the development area, there is a big hot spot at Pantops that is currently covered by a combination of Station 2 and Station 11.

Chief Eggleston said in 2019, the Standards of Cover were adopted, which redefined response time goals. He said there is now an 8-minute response time goal in the Development Area, and a 21-minute response time goal for the Rural Area. He said GIS analysis was utilized to model what this option would look like in terms of coverage. He said they used the 2019 call data modeled with a 2-minute turnout time to help understand how far they can cover with this model of redeployment.

Chief Eggleston presented the model showing the current response time, assuming that there are challenges in terms of getting out in Crozet. He indicated that the map shows they do a good job of covering the urban ring on Route 29 and Ivy, running back into covering the neighborhood just west of the City. He said there is a gap at Pantops, recalling that this is one of the hot spots. He said currently, they are able to cover the 8-minute response time about 70% of the time, which is below their target of 90%.

Chief Eggleston said they then modeled what it would look like if they were to shift those resources. He said that with the shift from Station 2 to 16, and from Station 6 to 5, they are able to increase that efficiency up to 96%, which is a substantial increase in efficiency in the Development Area with just those two moves.

Chief Eggleston presented a map showing the call density in the Rural Areas. He pointed out that the hot spot at the northwestern portion of the City, noting he believed
this was coming from The Colonnades, which has a physical address of the Rural Area, but that the billing address was in the Development Area. He said outside of that, there is a significant concentration along the 250 Corridor, from Pantops out to Glenmore, and the hot spot of North Garden between Ivy and Crozet. He said the Stony Point area was somewhat light, but that when traveling down Route 20 towards the City, it becomes more active going towards Key West (which is a more populated rural area).

Chief Eggleston said looking at the response time of 21 minutes, with the current staffing model, there is good penetration, with about 86% of the area being covered. He said there is huge penetration into Fluvanna County because East Rivanna is adjacent to the County line there. He said Crozet has a significant Rural Area, and that with the new staffing model, it jumps up to 89.7% in the 21-minute response time.

Chief Eggleston said although this is not as impactful as the Development Area performance, there is an improvement made to the Rural Area.

Chief Eggleston summarized the recommendation, explaining that given the fact there are many competing needs in the County, in addition to the needs of Fire Rescue, there was the feeling of obligation to at least have the discussion with the Board of Supervisors to provide some alternatives in terms of how existing resources can be utilized to solve the problems.

Chief Eggleston said he did not want to minimize, in any way, the significance of relocating staff that have already been at the stations for a number of years. He said he understood this greatly, but that he felt there was an obligation to at least put the option on the table and discuss how they can best utilize the resources.

Chief Eggleston said if they were to move forward on the new staffing model, they could make the change later in the year. He said the discussion would take place at the Board of Supervisors’ upcoming work session on next year’s budget, where much more feedback and input will be received on exactly which direction the Board wants to take.

Chief Eggleston said he wanted the opportunity to present the two issues to the FEMS Board, as he wanted to be completely transparent in terms of what is said to the Board of Supervisors and what is said to the FEMS Board. He said much like the EMS issue, he was interested in feedback from the chiefs.

Chief [14:48:35] said his concern was that [inaudible] and that there will be a huge delay. He said Seminole can’t cross Proffit Bridge.

Chief [14:49:01] said with his station and Station 12, they cannot get to Station 6’s area unless they go across Burnley Station and come all the way down to [inaudible]. He said he knew Chief Puckett has worked with VDOT. He expressed something was needed besides that bridge. He said they could cut down on response time if they can cut the costs, but if not, they may get the first [inaudible], but the next one wouldn’t get there.
Chief Eggleston said that this is a problem regardless of where the personnel are. He agreed, explaining that if they look again at the map that shows how far they can get within 21 minutes, there is an area in the northern part of Stony Point that they will not be able to get to.

Chief [14:49:49] said this is 20 more minutes for Fire, and that they were also not encapsulating the EMS covers the engine that Stony Point has, or the engine that East Rivanna has, to even cover BLS. He said they cannot start ALS until they get to a 21-minute response time for the ambulance that is there. He said Station 6 could get to the County line in 6 minutes, and expressed concern that it could become 21 minutes. He asked what the odds would be of someone surviving at the County line. He said he would not want to have a conversation with the family members of someone who passed because resources had to be pulled from that station.

Chief Eggleston agreed. He noted, however, that they have adopted the 21-minute standard for the Rural Area. He said to keep in mind that this was a choice of where they put limited resources. He said while people who are in that Rural Area may see less service, they are enhancing the coverage at Pantops, which has had a gap for a long time, so it was really a tradeoff. He said they are also able to provide immediate coverage for another development area that is struggling as well.

Chief Eggleston said it was a matter of choice, and that he was not saying that this was the best option in terms of overall service. He said it was a matter of where they place the limited resources to do the most good.

Chief [14:51:24] asked about the map and if the 21 minutes was with Station 12 being on the unit in Station 6’s area by using Proffit Road.

Chief Eggleston replied no.

Chief [?] said the ambulance can go there. He said this area that Chief Vanderploeg was worried about may be different, and that they were not getting the whole picture.

Chief [14:51:44] said Station 2 got two tankers, a tower, and two engines, and wondered who will respond to Scottsville, North Garden, and Crozet with their tanker if there is no one in quarters Monday through Friday, 6:00 a.m. to 6:00 p.m. He said they always have a problem with the water supply.

Chief Eggleston reiterated that he was not saying that this was a perfect solution, but it was the best utilization of what they have. He said currently, when they get a call and that crew jumps on the engine, the tanker is still going to need someone to respond. He said it doesn’t solve the tanker problem, because they don’t split the crew up to respond to the engine in the tanker.

Chief [14:52:36] said they needed to address the access issue at Polo Grounds. He said they need to take care of this problem.
Chief Eggleston said they are discussing with VDOT and trying to go through the permit process, which is very expensive, but the issue is attempting to be addressed. He said there is also an opportunity to engage with Orange County to perhaps cover the fringe area near the Orange County/Albemarle County line. He said many of their units go into Orange County, then come back into Albemarle, so some of it is difficult to get to, even on a good day. He said this is an opportunity to talk to them about covering some of the fringe area, which would close that gap.

Chief Eggleston said they are just trying to discuss and offer up an alternative to hiring 5 more people. He said he wants to be sensitive that there are other needs in the County besides Fire Rescue, and that there is an obligation to at least discuss this openly to give the County Executive an idea of what he may present in his budget.

Chief Eggleston said none of this comes without consequences and risks. He said the entire issue is about managing risk in the County.

Chief Alibertis asked if there was an emergency fund for situations such as Crozet.

Chief Eggleston said the Board of Supervisors sets aside a small contingency fund, but that it was nowhere near the amount that is needed to cover the FTEs. He said roughly, they are looking at $400,000-500,000 for 5 FTEs, which is significant, and would also be recurring expenses that would have to be programmed in the budget every year.

Chief [?] asked if that money could be worked out to be in the FY 21 to 22 year. He asked if there would be an emergency fund to hire for the rest of the County.

Chief Eggleston replied no.

Chief [14:54:58] asked if his station was still going to have dynamic staffing.

Chief Eggleston replied yes.

Chief [?] said [inaudible].

Chief [14:55:11] [inaudible] 50% of the time.

Chief [?] said this puts more stress on other stations, such as Seminole. He said he would be running there towards [inaudible], and dispatch will send a truck from Station 16 to Chief [??]'s area to cover [inaudible].

Chief [14:55:32] said to keep in mind this is the same staff they have today.

Chief [14:55:40] expressed that dispatching would change for all of them.

Chief [14:55:53] said they were similar resources, but in different places.
Chief Eggleston said he couldn’t state enough that, by far, the solution was not perfect. He stressed that it was more efficient, however, than the current allocation. He said 22 years ago, they could not have predicted that they would be in this condition. He said the more efficient model will take away service that the community is currently enjoying up in Stony Point and East Rivanna. He said he felt obligated to at least offer up an option.

Chief [14:57:02] asked about the call load in Station 6’s area versus that of Station 5’s area.

Chief Eggleston replied that Station 6 has about 300 calls a year, and Station 5 has over 1,000.

Chief [14:57:15] said Station 5 had about 800 calls a year.

Chief [14:57:20] said [inaudible] is around 1,641 calls.

Chief [14:57:26] said those are calls at Pantops.

Chief [?] said it was still not fair to steal East Rivanna’s personnel.

Chief [14:57:33] said another thing that bothers him is the [inaudible] tankers.

Chief [14:57:38] said two stations have taken [inaudible].

Chief [14:57:43] mentioned a problem with the water supply. He said the engine is delayed getting out of [inaudible].

Chief Eggleston said even then, they would have the same situation. He said this was making the assumption that there is no one around at Station 6 and Station 2 during the day. He asked if this was the case that they would actually have no one, noting that a tanker response requires one person. He asked if anyone is available during the daytime that can respond to those.

Chief [14:58:40] replied that there is sometimes, but sometimes there is not. [inaudible]

Chief [14:58:54] asked if this was taking into account that Station 16 will only be staffed during the daytime.

Chief Eggleston replied yes.

Chief [14:59:00] asked if East Rivanna would then pick that area up again at night.

Chief Eggleston replied yes. He said he didn’t know if they had, readily available, the number of daytime calls in the Pantops area that requires an engine.
Chief Puckett said he looked at Glenmore and the Village of Rivanna. He said for Pantops, it was somewhere in the magnitude of 60 or 70 out in Glenmore, and 800 in the Pantops area, in 2019, during the day.

Chief Eggleston said this is significant in terms of activity level.

Chief Puckett indicated on the map to the hot spots. He said in terms of EMS, as a career paramedic, they set [inaudible] after 20 years of being retired, and being able to help offload the BLS calls from the medics that they have was huge.

Chief Eggleston said that was why he thinks that the utilization of BLS resources will be a good move.

Chief Puckett said that almost all his members are UVA students who are beginning the clinical ladder, and that this was a good way to use people who are gaining experience on the calls who don’t need a high-acuity level of care. He said he believed this was a win-win, as they are volunteering and providing a good service while gaining experience.

Chief Puckett said that Virginia Intermediate is no longer being taught, the volunteer medic is gone. He said he thinks Chief Alibertis would agree that to have system volunteer ALS coverage, EMT Advanced is what they’re going to be at.

Chief Alibertis said this was not where they are. He said this didn’t mean this would be where they were a few years down the road. He said he also think the age is likely lower than [inaudible] that makes a difference. He said this is overshadowed by [inaudible].

Chief Eggleston said this could be addressed.

Chief Alibertis said this is incorporated as an ALS level of care, and [inaudible] because those are people that can be trained very quickly through a four to five month training course to get them to the advanced level, and could make a difference in outcomes.

Chief Eggleston said this will come into play when they look at the protocol revision and how the calls can be stratified and qualified.

Chief Alibertis said in the wintertime, the paramedic is run on a flu call because shortness of breath was decided to be a serious complaint. He said it is not differentiated between whether someone has heart failure or whether someone has the flu. He said with many paramedics running flu calls, this was not a good utilization of resources. He said he has the ability to triage while other don’t.

Chief Eggleston said one thing that was interesting when he started looking at the data was that 47% of calls were dispatched as BLS, but 53% were actually transported as
ALS. He said they could almost infer that they are actually not doing a good job of dispatching ALS where they need to because some of the BLS calls actually turn into ALS calls.

Chief Alibertis said he would love to challenge what they are calling ALS. He said [inaudible] and an IV are ALS interventions, but they make no difference in outcomes.

Chief Eggleston disagreed. He said he thinks a 12-[inaudible] [15:04:09] is a good diagnostic measure that identifies issues.

Chief Alibertis [inaudible].

Chief Eggleston said he would be more than happy to show the data he received from the billing clerk.

Chief Alibertis said that from his organization’s perspective, what they need [inaudible 15:04:30] at an EMT basic level, it does have an impact, but the impact is transmitted to the hospital, not treating them in the ambulance.

Chief Puckett said that he believes the 53% is based off of what is billed, and that the billing company requires two ALS interventions, and that a 12-[inaudible] and IV does not count.

Chief Alibertis said he would bet that the Medicare is not billed.

Chief Puckett said those would be on top of the 53%.

Chief Eggleston said they looked at the data of how many calls are getting knocked out of the system based on Medicare’s evaluation of medically unnecessary, and that it was a very small number (in the single digits). He said they are doing an active job of writing up the forms, and that they are actually getting validated through Medicare, which helps to validate the level of care in terms of if it is appropriate in their eyes. He said it is not a overutilization or aggressive amount of ALS because if it would, it would show up in the billing information.

Chief [15:05:44] asked about 16 and 2, and where the engines would be coming from for 16.

Chief Eggleston replied that this was to be determined and was not currently programmed in the system. He said there are people who have approached them who are willing to help financially with that, and that if this option is selected, they’ll have to pursue that.

Chief Eggleston said currently, all apparatus is co-titled, and in order for that apparatus to go from one station to the next, they would have to have an agreement to make that happen. He said he anticipated that that agreement will not happen.
Chief Eggleston said he appreciated the conversations they had, and encouraged the chiefs to call him with questions.

Chief [15:07:36] said [inaudible].

Chief Eggleston said he was worried about this, too, but to keep in mind that they were not talking about taking any resources out, and that it would be the same amount of staff during the day as they currently have. He said this was about putting them in a position that better serves what they have.

Chief [15:08:11] said that East Rivanna is totally against losing its personnel due to the fact that their citizens will not be getting EMS coverage as quick as they possibly could, as there is the possibility of 16 being out in the Crozet area. He said everyone at the table would be losing the tanker response.

Chief [15:08:50] said that Saturday, there was a fire [inaudible], which occurred in the middle between Burnley Station and Pantops. He said 12 was put on, 2 was put on, and that his station was on another call, so they [inaudible]. He said the [inaudible] and Station 3 [inaudible]. He said their engine cleared up so that 82 [inaudible] 32. He said finally, there was some discussion about [inaudible].

Chief [15:09:33] said this was his captain.

Chief [?] said there was a discussion, and finally, [inaudible]. He said 10 minutes later, [inaudible], so they were coming down 29 going to Pantops just like they had to go to get back up to North Garden. He said luckily, there was nothing going on, [inaudible].

Chief Eggleston said to keep in mind that this same scenario would play out the exact same way if they made the personnel change, as there will not be an engine on Saturday at Pantops.


Chief Eggleston said they would have the engine from Pantops going up to Route 20.


Chief Eggleston said it would probably get to Wolf Trap a lot sooner.

Chief [15:10:28] [inaudible].

Chief Eggleston said they deal with this all the time, and often have to do what they can until they can assemble a crew to make [inaudible].
Chief [15:10:41] expressed that he wants to address this properly before going too much further in the process.

Chief Eggleston asked Chief Puckett was looking at the financial impact of this.

Chief Puckett said VDOT will be giving him the list of engineers that they use. He said they had to go out and contract for their own engineer to get an engineering study. He said the first step is to try to query them to see if they can get a ballpark figure of what that cost might be. He said the permitting process, generally speaking, is per bridge, per vehicle, per year, and that the process has to be repeated.

Chief Puckett said they could probably lump like vehicles together, and so if they have the same weight and wheel span, they could perhaps get one engine [inaudible] for that class of vehicle. He said they will have to repeat this, however, every time they buy a new engine if it doesn’t fit the same parameters. He said if anything changes with the bridge, the permit is pulled immediately. He said there were nuances in the process and that it was difficult.

Chief Eggleston asked if this has ever been done in the State.

Chief Puckett replied VDOT wasn’t aware of anything. He said they definitely hadn’t had anything in the Culpepper region, and that they couldn’t give him anything in the State, either. He said it was something that is in State Code and is allowed for, but that it is so difficult that it is not exercised.

Chief Eggleston said the legislation was put forth by Chesapeake because there, they cannot go in without crossing the water. He said since then, however, they have upgraded most of the bridges in that area, so they don’t have that problem.

Chief [15:12:48] asked when a cost analysis was anticipated.

Chief Puckett replied that he did not have a date, but that he would reach out to VDOT the next day.

Chief [?] said he would be interested in this as well, as there was a bridge in his area that he would like to pursue for 5 and himself.

E. Mission BBQ Donation
Chief Oprandy said he recently spoke with the manager at Mission BBQ about an effort done every year to raise funds for the City for public safety. He said in 2019, they gave money to Seminole Trail. He said the manager asked him if there is a place that the restaurant could give money that would be beneficial to everyone. He said he told the manager he would look into some ideas.

Chief Oprandy said he spoke with Chief Childress, and that they could set it up to accept donations in the County all the time, and then they could be designated for
specific areas, such as Fire Rescue, to support the system. He said it could go into the Recruitment and Retention budget and could be spent on any number of system-wide initiatives.

Chief Oprandy asked the board their thoughts on this. He said the manager indicated that if there was some place to donate the money to every year that could be put to use for the system, that would be their preference. He said it could be as much as $2,000.

Chief Eggleston suggested it could be earmarked for the Recruitment and Retention activities to support teambuilding and other things the committee has planned.

Chief Alibertis said it could be for a specific event, such as the picnic. He said if everyone could come to a common agreement on what it could be beneficial for, they could earmark it for that.

Chief Childress expressed her hope for using it for the Alamo Drafthouse event and other planned events.

**MOTION:** Chief Vanderploeg moved to earmark the donation for Recruitment and Retention events. Chief Hahn seconded the motion, which passed unanimously (10-0).

F. Items Added to the Agenda

Chief Stephens asked Chief Eggleston if he had an update from contacting the County Attorney with regards to career staff and volunteering in the County.

Chief Eggleston said he sent a request to Greg Kamptner and copied Doug Walker on it. He said he had the opportunity to have a hallway conversation with Mr. Kamptner and Mr. Walker, telling them it was worth taking a look at this. He said an attorney was tasked and that he would follow up again.

Chief Stephens asked Chief Eggleston if he could continue to follow up and give the FEMS Board an update.

Chief [15:17:22] asked if they could get it put on the agenda.

Chief Eggleston said to keep in mind that he could not task the attorneys.

Chief [?] said he understood.

Chief Eggleston said he had told the County Attorney it had been a long time since they last revisited the subject.

Chief Stephen said it back around the first City/County contract.

[Woman 15:18:04] asked if anyone knew when the 20% rule came in. She said this was the first time she had heard about that.
Chief Eggleston said this has been in place as long as he could remember and didn’t know the exact date. He said it has to do with compensating volunteers. He said he could get this verified with Legal and HR to make sure this is still valid.

[Woman] said she has been inflating that with [inaudible] labor and that this was the wrong category.

Chief Eggleston said it was more of an IRS type of regulation to ensure that they do not establish an employee-employer relationship. He said it was roughly $15,000-20,000 in a year.

[Woman] said Dennis [Rivers] (who has been out of office for 7 years) suggested that the County should set a form on the small chance that something might roll up 20 years in the future. [inaudible] stop waiting around for the Labor Department and everyone else to make up their mind, as it has only been 20 years so far.

Chief Stephens said he wished he would have heard about this, as he would have kept pushing it, to know that some of their board members were actually for it.

Chief Stephens asked, regarding onboarding, if they have set up an established process for onboarding new volunteers and if it has been documented. He asked how they are overcoming the delay in getting the volunteers onboarded, especially through the physicals they have to have.

Chief Childress replied that right now, there is not much of a delay, except for at the beginning of the school year, when they experience a delay due to the influx of UVA students joining. She said there has been a lot of work done to streamline the onboarding process in the last few months with tracking people who have gone through [15:20:46 inaudible] connected with the right people. She said onboarding has been going more smoothly than it has in the past.

Chief Childress said there was somewhat of a slowdown in applications, systemwide, but that this was due to the time of year. She said she is consistently seeing releases come through, and that she feels like it is moving well.

Chief Stephens said perhaps his members got caught in that hiccup. He said he experienced several months of problems there.

Chief Childress said this was a one-off situation with someone in particular.

Chief Stephens said it was not just him, but that there was an influx in members. He said it would be nice to know and be able to communicate what the process is other than handing out the old packets they have.
Chief Childress said [Tara] and Ms. Davis are providing the quality information and directions on how to fill out paperwork. She said they will add the fingerprinting dimension of where they will have to go to Pantops to do that. She said they are constantly trying to figure out the best way to accomplish onboarding because every department wants something slightly different. She said it is a matter of making sure they have the requirements for each of the individual departments.

Chief Stephens said he had many things on his plate and that he would like to be able to give simple directions to interested volunteers on how to join. He said he then wants to receive word back that positive things have happened.

Chief said there were only two or three days a month now that they can even go through the onboarding process.

Chief Stephens asked how well this was all being communicated, and what the process is. He said as they found out, the process just changed that month. He said for the chiefs trying to be able to keep up with and communicate it, and being unsure what to tell potential volunteers, they are wasting time when people want to donate their time.

Chief Childress encouraged each chief to encourage active participation in the Recruitment and Retention Committee in order to eliminate some of the gap in communication and information. She said there were a couple of good meetings where there was decent attendance, but in general, there are maybe two or three people there.

Chief Childress said in Chief Stephens’ specific case, their monthly meeting is held on his department meeting night. She said the last thing they did at the end of the year was took a survey to see if they should consider moving that meeting date so they can involve everyone. She said Earlysville is duty night on Tuesday night, so he cannot always come.

Chief Childress said they need to look at ways to make it as easy as possible and remove obstacles so they can have active participation in Recruitment and Retention. She said people may come to the meetings, but there isn’t much follow-up on items that may be given, and there may not be much participation in the discussions at all. She said the more vibrant and engaged the committee can be, the better off all those things will be.

Chief Childress said they are working on a common application and are open to eliminating having each department head having their own. She stressed the importance of participation in streamlining that process.

Chief Childress said the best way to get the information is to have someone participating in the committee meeting. She said she anticipates they will move it from the first Tuesday to perhaps a Wednesday or Thursday. She said the snow had caused them to cancel the meeting where they had the survey results and were going to discuss how to move forward.
Chief Childress said she didn’t want to argue with Chief Puckett, as the Operations Committee is important and have a lot of participation, but that she could not get any participation in Recruitment and Retention. She said she was trying to make the committee as engaging as she could. She said there was a lot of excitement around the bowling event, and would have the same excitement around the Alamo event. She said she was trying to do things to get people interested but that she could not be the entire committee because she cannot get people into the chief’s departments without their help.

Chief [15:26:29] encouraged the chiefs, regarding Work Med, to tell their people not to pay.

Chief Childress said Ms. Davis changed the paperwork so that it clearly says so.

Chief [?] said they were still getting bills. He said the Work Med people are exceedingly nice to work with, however, and that it is easy to correct with them. He said it was not the Work Med people, but it was radiology causing the issue. He said he still receives about one bill a month, and encouraged the chiefs to tell their members not to pay the bill.

Chief Childress said the person they were working with no longer works there and that she believes the new person will do a good job.

Chief [?] said at least twice in the last month, Work Med has been very nice to work with and has been dealt with within the day, typically.

Chief Childress said she sent an email once and that 10 minutes later, her issue was resolved.

Chief [15:27:30] reminded that they were having the station walkthroughs on Thursday and Friday. He said he sent out a tentative schedule, asking the chiefs to bear with him as it was tough to predict exactly how long each one of the stations will go, as it depends on the station. He asked the chiefs to have someone at the station to help cite access, and if they cannot, to let him know, as they would do the best they can. He said they would start doing installs the first week of February.

Ms. Mezzoni said there had been discussions about Strategic Planning. She said she and Chief Eggleston were on the phone with a consultant that morning, who was looking at some time in March (either the week of March 9, 13, or 26) to come for three days. She said no one would be tied up for all three days, but that there would be focus groups on different days, requiring a couple hours. She said one day, they will talk to urban fire stations as a focus group; another day, rescue squads; and another day, rural and volunteer stations.
Ms. Mezzoni said they will want to give the consultant a preferred week, a backup week, and the three days they will want to choose (Thursday/Friday/Saturday or Monday/Tuesday/Wednesday). She said this could happen in the evening in addition to during the day.

Chief [15:29:24] asked if they would not do the [inaudible] group.

Ms. Mezzoni replied yes. She said there will be a combination of focus groups and surveys, so people will have a variety of means that they can participate.

Chief [15:29:36] asked if he could advocate for something better than the Standards of Cover process, expressing that this was miserable.

Chief Eggleston said he knew there were challenges with that. He said they designed this to give many opportunities for input, which was the main goal. He said Nelsie Birch is the consultant and that she is very experienced, and that Chief Grayson from North Carolina was also involved. He said this was why this is heavily processed in terms of providing opportunities for people to buy in. He said if, for some reason, someone is unable to make a day, there will be another opportunity to provide input.

Chief [15:30:21] said one advantage to getting everyone together was the divide and conquer concept, which is that Rescue doesn’t need to hear what Fire has to say, and vice versa, but that it all impacts everyone. He said he would be disappointed if there was not an opportunity for the whole group to get together.

Chief Eggleston said in many cases, committees are established so that there is a rural focus and an urban focus. He said perhaps there is a way at the end of that that helps orchestrate a summary of all the input so that everyone gets to understand what was said in those various meetings. He said they are long enough to provide ample opportunity to speak freely and comfortably.

Chief Eggleston said to aggregate and communicate out what they are seeing for the focus groups could likely be worked into the process.

Ms. Mezzoni said this was fair. She said the consultant is currently holding three weeks on her calendar, but that she would not be able to do that much longer. She said the process components could be worked out before March, but that they needed to pick a week. She reiterated that they need three consecutive days within the weeks of March 9, 16, or 23.

Chief [15:32:33] noted there is a FEMS meeting scheduled for the week of March 23.

Chief [15:32:35] said regional school is March 21 and 22.

Chief Eggleston said this then takes the week of March 23 out of the running, leaving the week of March 9 or March 16.
Ms. Mezzoni reminded that one week can be given as a preference, with the other as a backup.

Chief [15:34:00] said March 26, 27, and 28 (Thursday/Friday/Saturday) could be selected.

**VII. Adjournment**

**MOTION:** Chief Grandstaff moved to adjourn the meeting. Chief Eggleston seconded the motion, which passed unanimously (10-0).

The FEMS Board adjourned their meeting at 2015 hrs.
ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
ATTENDANCE LOG

Date: Wednesday, January 22, 2020

VOTING MEMBERS (OR DESIGNATES)

✓ Chief Dan Eggleston (Albemarle County):

✓ Chief Noah Hillstrom (CARS):

✓ Chief Gary Dillon (Crozet):

✓ Chief Todd Richardson (Earlottesville):

✓ Chief Danny Vanderploeg (East Rivanna):

✓ Chief George Stephens (North Garden):

✓ Chief Mike Grandstaff (Scottsville Fire):

✓ Chief Brian Kester (Seminole Trall):

✓ Chief Greg Frazier (Stony Point):

✓ Chief Kostas Alibertis (Western Albemarle):
<table>
<thead>
<tr>
<th>Guest/Other</th>
<th>Organization/Agency/Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Lambert</td>
<td>ACFR</td>
</tr>
<tr>
<td>Alyssa McElveen</td>
<td>ACFR</td>
</tr>
<tr>
<td>Heather Childress</td>
<td>ACFR</td>
</tr>
<tr>
<td>Christine Davis</td>
<td>ACFR</td>
</tr>
<tr>
<td>Keith Shifflett</td>
<td>ACFR</td>
</tr>
<tr>
<td>Chris Purdy</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Jason Pettit</td>
<td>ERVFC</td>
</tr>
<tr>
<td>David Reckitt</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Hunter Shifflett</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Dustin LANE</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Chip Wacker</td>
<td>ERVFC</td>
</tr>
<tr>
<td>David Nordbrock</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Jack Miller</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Lana McVay</td>
<td>ERVFC</td>
</tr>
<tr>
<td>John Oprandy</td>
<td>ERVFC</td>
</tr>
<tr>
<td>Howard Lagnuzino</td>
<td>ERVFC</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Date:</td>
<td>Wednesday, January 22, 2020</td>
</tr>
<tr>
<td>GUESTS &amp; OTHERS</td>
<td></td>
</tr>
</tbody>
</table>
ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD
ACTION RECORD

AGENDA TITLE/ISSUE: Consent Agenda
AGENDA DATE: January 22, 2020

MOTION: To approve Consent Agenda
MOTION MADE BY: Chief Gary Dillon
SECONDED BY: Chief George Stephens

SUBSEQUENT MOTIONS/AMENDMENTS:

CALL OF THE QUESTION: Yes No Abstain
Chief Dan Eggleston (Albemarle County) ☒ ☐ ☐
Chief Noah Hillstrom (CARS) ☒ ☐ ☐
Chief Gary Dillon (Crozet) ☒ ☐ ☐
Chief Todd Richardson (Earlysville) ☒ ☐ ☐
Chief Danny Vanderploeg (East Rivanna) ☒ ☐ ☐
Chief George Stephens (North Garden) ☒ ☐ ☐
Chief Mike Grandstaff (Scottsville Fire) ☒ ☐ ☐
Chief Dennis Hahn (Seminole Trail) ☒ ☐ ☐
Chief Greg Frazier (Stony Point) ☒ ☐ ☐
Chief Kostas Alibertis (Western Albemarle) ☒ ☐ ☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina M. Davis
Clerk
01/22/2020

- Building the Model Volunteer-Career Fire & EMS System -
# ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD
## ACTION RECORD

<table>
<thead>
<tr>
<th>AGENDA TITLE/ISSUE:</th>
<th>AGENDA DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Incentive Program Committee</td>
<td>January 22, 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOTION:</th>
<th>MOTION MADE BY:</th>
<th>SECONDED BY:</th>
</tr>
</thead>
<tbody>
<tr>
<td>To create a Vol. Incentive Program Committee</td>
<td>Chief Michael Grandstaff</td>
<td>Chief George Stephens</td>
</tr>
</tbody>
</table>

### CALL OF THE QUESTION:

<table>
<thead>
<tr>
<th>Chief Dan Eggleston (Albemarle County)</th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Noah Hillstrom (CARS)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Gary Dillon (Crozet)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Todd Richardson (Earlsville)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Danny Vanderploeg (East Rivanna)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief George Stephens (North Garden)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Mike Grandstaff (Scottsville Fire)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Dennis Hahn (Seminole Trail)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Greg Frazier (Stony Point)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Kostas Alibertis (Western Albemarle)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina M. Davis  
Clerk  
01/22/2020
AGENDA TITLE/ISSUE: Mission BBQ Donation  
AGENDA DATE: January 22, 2020

MOTION: To earmark Mission BBQ Donation for R & R Events
MOTION MADE BY: Chief Danny Vanderploeg  
SECONDED BY: Chief Dennis Hahn

CALL OF THE QUESTION:

<table>
<thead>
<tr>
<th>Name</th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Dan Eggleston (Albemarle County)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Noah Hillstrom (CARS)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Gary Dillon (Crozet)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Todd Richardson (Earlysville)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Danny Vanderploeg (East Rivanna)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief George Stephens (North Garden)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Mike Grandstaff (Scottsville Fire)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Dennis Hahn (Seminole Trail)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Greg Frazier (Stony Point)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Kostas Alibertis (Western Albemarle)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina M. Davis  
Clerk  
01/22/2020  

Date
ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD ACTION RECORD

<table>
<thead>
<tr>
<th>AGENDA TITLE/ISSUE:</th>
<th>AGENDA DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjournment</td>
<td>January 22, 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOTION:</th>
<th>MOTION MADE BY:</th>
<th>SECONDED BY:</th>
</tr>
</thead>
<tbody>
<tr>
<td>To adjourn</td>
<td>Chief Michael Grandstaff</td>
<td>Chief Dan Eggleston</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CALL OF THE QUESTION:</th>
<th>Yes</th>
<th>No</th>
<th>Abstain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Dan Eggleston  (Albemarle County)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Noah Hillstrom  (CARS)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Gary Dillon   (Crozet)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Todd Richardson (Earlysville)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Danny Vanderploeg (East Rivanna)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief George Stephens (North Garden)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Mike Grandstaff (Scottsville Fire)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Dennis Hahn (Seminole Trail)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Greg Frazier (Stony Point)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Kostas Alibertis (Western Albemarle)</td>
<td>☒</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina M. Davis
Clerk
01/22/2020
ALBEMARLE COUNTY FIRE EMS BOARD, Recruitment & Retention Committee  
Date: Tuesday, February 04, 2020  
Time: 1802 hours  
Location: County Office Building - 5th St, ACFR Conference Room

I  Call to order

Attendees present

;#ACFR;#Station 05;#Station 07;#Rescue 01;#Christina Davis#  
By Web Meeting - Station 2 & Station 6

II  Unfinished Business

Description Time
R & R Survey Results 15 min

Chief Childress passed out a calendar showing dates of the various monthly meetings and went over the survey results. Looking at the calendar and after the discussion was held, it was decided to try for a year to meet every other month in person on the 2nd Monday at 1800 hours (6 PM) with a web meeting on the off months, if needed.

The goal is to have an engaging group. To help with this an agenda will be emailed out before the meeting with a request for additional agenda items to be submitted. The next in person meeting will be on Monday, April 13th at 1800 hours in the Fire Rescue Conference Room. The web meeting (if needed) will be on Monday, March 9th at 1800 hours.

R & R Application Update 15 min

Peter Turner is asking for each station to submit or send him a copy of the application they use, so he can review them to start updating the generic application. This request was submitted on the Team’s site and Peter will send out an e-mail as well.

III  New Business

Description Time
OEMS Fingerprint Update 15 min

As of January 1, 2020, Office of EMS will no longer accept fingerprint cards because they have gone to a new process for fingerprinting. In order to get fingerprints completed for OEMS a new member must schedule a time with a code to go to Fieldprint. Fieldprint is located on Spotnap Road.

OEMS will pick up the cost of fingerprints, if a new member is currently EMS certified. If the new member is not EMS certified, the cost will be picked up by Albemarle County. Chief Childress is working with Legal to set-up an account with Fieldprint. Once the contract is signed it takes 24/48 hours to get the code. When Chief Childress has more information/details on how fingerprinting will work, she will send out the information.

Streamline Onboarding Process 15 min

With the fingerprinting changes, this makes the onboarding process become more difficult on the new member with an additional location they will need to go to. One idea is to take the onboarding process and create a PowerPoint with a voice over, so the new member can do the paperwork before coming into the office and all they would need to do is to drop it off. This may eliminate the
need to have pre-established times, save some time and can be done the same day the fingerprints are scheduled for.

There is one form which currently needs to be notarized. We will be revamping this form to hopefully be able to remove the notarization, so it can be completed the same time the other documentation is completed. At the April meeting we will be reviewing and stepping out the onboarding process and hope to have a draft of what the PowerPoint will look like to review.

ACFR Recruitment Team Site

Each Recruitment and Retention committee member is a part of the ACFR Recruitment Team in Microsoft Teams. A link will be resent out, so members can access the information on the Team site.

IV Other Business

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alamo Event</td>
<td>15 min</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>The Alamo event is scheduled to be this quarter. Chief Childress wanted to know if there was one date better than others in the month of March. It was decided to do a Sunday evening show, but not the weekend of Regional School. Alamo can do either Backdraft or Ladder 49. There was no preference as to which movie would be played. Chief Childress will check with Alamo to see what is available and to get prices. When more information is available it will be shared with the committee.</td>
<td></td>
</tr>
</tbody>
</table>

| Join Business Card Feedback | 15 min |
|                            |       |
| Chief Childress handed out a copy of what the mock-ups look like for the contact for each department. She has had some conversation offline about the appearance of the cards. It was asked would the stations like to have their logo and web address added. The stations would like to have their logo and website address added. A new mock-up will be worked on and sent out with the logos and websites. Once approved two boxes per station will be ordered. If you station would rather not have these cards, please let Chief Childress know, so those cards do not get ordered. |

| Volunteer Programs       | 5 min |
|                         |       |
| Rodney Rich with Crozet Volunteer Fire Department shared some information on Loudoun County’s volunteer incentive program. The FEMS Board has created a committee to look at different Volunteer Incentive Programs. |
|                         |       |
| Neil Pierce with Scottsville Volunteer Fire Department shared information about three bills (HP766, HP 1397, and HB 1600) in the legislative regarding volunteering and wanted to see if support could be given to these bills. |

V Next meeting

Monday, April 13, 2020 at 1830 hours

VI Adjournment @ 1922 hours
I Call to order

Attendees present

II Unfinished Business

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course updates</td>
<td>5 min</td>
</tr>
</tbody>
</table>

The current FFI and EMT classes have had no significant issues or attrition. The EMT course being held at WARS reported the same. The EVOC course starting on 2/18 has 13 enrolled currently.

III New Business

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile Fire Training Unit - update</td>
<td>5 min</td>
</tr>
</tbody>
</table>

Two representatives from the Training Division went out to AZ to do the final inspection on the burn building. Though there are a few issues that need to be addressed, the delivery date is still expected in late February. There will be an "in service" training at some point. Contact Chief Lambert for details on that training.

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional School - update</td>
<td>10 min</td>
</tr>
</tbody>
</table>

Regional School running the weekend of March 21st has approximately 100 people registered. The ropes II class is nearly full with HazMat, STICO, and Truck School filling quickly. Registration closes March 6th.

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>VDFP Cornerstone - update</td>
<td>5 min</td>
</tr>
</tbody>
</table>

VDFP is transitioning to a platform called Cornerstone for storage of certifications. This replaces the FSTRS system. It is also anticipated to address the current class information and registration system shortfalls. It is strongly encouraged that everyone print their certifications or transcripts off of FSTRS before the change.

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency 360 - release software demo</td>
<td>10 min</td>
</tr>
</tbody>
</table>

Agency 360 is a platform used to document competency based release processes. Chief Lambert gave an introductory tour of the program. It is user friendly and very customizable. ACFR has purchased a subscription to the platform meaning any station can use it free of charge. If any station would like to be able to customize it for themselves a subscription would have to be purchased separately though. If interested, contact Chief Lambert for details. Along with the discussion, Chief Lambert reviewed the current release process steps. To be released the member must be certified, observe a minimum of 10 calls, be 28 days out from the date of certification, and be documented across all core competencies. Agency 360 is a solution to those documentation needs for the release process.

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>BLS accreditation - update</td>
<td>5 min</td>
</tr>
</tbody>
</table>
ACFR is pursuing an accreditation to be able to run EMT courses in-house. It would allow courses to be held without an Education Coordinator. It would also remove the requirement of taking the psychomotor exam, they would be observed during regular class times. The students would only need to take the NREMT written test. The locations the accreditation would cover are stations 11, 12, WARS, and COB-M. The approval is pending the observation period. The hope is that the process will be completed by later in 2020. This discussion prompted a review of the testing requirements for students in the EMT class. Once they are given the letter to test, they must complete the testing within 180 days. The Training Division's goal is to begin sending reminders to the Training Officers at the 60 and 120 day mark.

<table>
<thead>
<tr>
<th>Description</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next meeting</td>
<td>Wednesday, March 04, 2020 at 1830 hours</td>
</tr>
<tr>
<td>Adjournment</td>
<td>@ 1930 hours</td>
</tr>
</tbody>
</table>
Operations Meeting

Meeting Details

- Date and Time: 02/13/2020 17:00
- Location: Fire Rescue Conference Room
- Agenda: Fire Review
  - MDT Guidelines
  - Station Alerting

Attendees

- Present
  - David Puckett
  - Doug Smythers
  - Danny Vanderploeg (phone)
  - Dennis Hahn
  - Ross Anderson
- Not Present
  - John Vidovich
  - Landon Harris (phone)
  - Mike Grandstaff (phone)

Status of Old Action Items

- Summary
  - Tree Downs- FEMS elected to keep the protocol as is; no further analysis requested.
  - Fire Review
    - 10/24/2019 129 Blithe Ct No issues noted
    - I64 MCI AAR
    - Morgan Town Rd- Pending
      - First PAR Check (command vs division level)
    - North Garden Ln- Pending
      - Requested CFD to conduct AAR
  - MDT Guidelines- Review of draft guidelines for MDT usage
    - Guidelines for use of existing MDTs were presented and discussed.
  - Station Alerting Configuration
    - We will be working to configure a number of items over the next couple of months.
      Many of these items will be standard across the system and I'll be engaging with CFD to finalize, so I want to get input from this group before meeting with them. Some areas don't fully know the options yet, but this will provide initial guidance.
Color Indicator (8 options) - color in the station correlates to unit type that is due
- Engine (Red)
- Ambulance (Blue)
- Tanker (Yellow)
- Brush (Orange)
- Car (Green)
- Chief (White)
- Specialty (tower, squad, HM, water rescue, gator, etc) (Purple) - maybe make tower/truck its on color
- Station (Pink?)
- Comm link failure - station light flashes until comm link restored

Alert Tones (in station and app only)
- Can establish alert tones specific to certain call types - does not transmit over radio
- Fire
- EMS
- Multi-unit (structure fires, entrapment, special rescue)??
- Admin Message

Dispatch Script
- Alert tone - Units - Call Type - common place - address --- Units - Call Type - common place - address - tac channel - time out
  - Should call type be after address
- Units - single or plural (Engine 111, Engine 72, Engine 5 or Engines 111, 72, and 5)

TV Displays
- Call info - as much as we can provide
  - Turnout timer
  - Map
  - ?
- Display messages such as door bell, emergency alert, etc
- Status Board
  - Active Calls
  - Unit status
Incident # 2019-00012388
Incident Date: 10/24/2019
Location: 120 Eilhie Court
IC: Burkett - BC13
Ops Committee Reviewer: ___________________________ Date: ________________

General Incident Items

1. Was a proper initial incident size-up completed and radio report given? ☒ No
   a. Comments:

2. Was a follow up report given? ☒ No
   a. Comments:
      Follow up along with unit assignments.

3. Declaration of operational mode? ☒ No
   a. ☒ ☒ ☒ Offensive  Defensive  Investigative

4. Was a Working Incident declared? ☒ No
   a. Comments:

5. Was Incident Command passed or transferred? Yes ☒
   a. Comments:
      BC13 arrived with first company, gave report, made assignments, and assumed IC.

6. Were the incident priorities followed throughout the incident? ☒ No
   a. Comments:

7. Was a 2nd or sequential alarm called? Yes ☒
   a. Comments:

8. Was a staging area established? Yes ☒
9. Was a rehab area established? Yes ☑
   a. Comments: 

10. Were designated Pre-Arrival Assignments used in accordance with the FOG? ☑ No
    a. If no, provide comments: With two engines and a BC arriving together the BC made the assignments of FA and SG for those units. Remaining units were assigned mostly by FOG with the exception of E1 who was assigned to the immediate D1 exposure.

11. Was SLICE-RS used to control the fire? Yes ☑
    a. Comments: 

12. Did any units mark-up with reduced staffing? Yes ☑
    a. Comments: 

13. Did any units arrive with reduced staffing after not marking up as such? Yes ☑
    a. Comments: 

14. Do you feel that a full After Action Review should be conducted? Yes ☑
    a. Comments: 

Water Supply Operations:

1. Which apparatus laid supply line to the attack engine? None. Hydrant beside attack engine.
2. Water supply system used - ☑ Rural Water Supply
3. Driveway classification: ☑ Long
4. How many feet of supply line in service? 250
5. Did a tanker commit to the driveway? Yes ☑ Comment: N/A
6. Did you run out of water or have a continuous fire flow throughout the duration of the incident? Continuous flow maintained.
7. Was a LDH Siamese or manifold used? Yes ☑ Comment: N/A
8. Was a fill site established? Yes ☒ No If so where: N/A

Other Comments: Answers provided by P. Burkett.

Reviewer Signature: ________________________________
MDT Use Guidelines
Saturday, August 10, 2019
5:56 PM

• General station/unit responsibilities
  ○ Maintain up to date and accurate unit staffing and capabilities by utilizing the CAD management client

• All stations and units are encouraged to utilize mobile data terminals (MDT). The MDT provides significant unit and system benefits including, but not limited to:
  ○ Provides mission critical information to responders
  ○ Shares unit location with ECC and other units
  ○ Captures accurate unit/incident data such as enroute, arrived, and in service
  ○ Reduces unnecessary radio traffic

• Even where policy requires the use of the radio to transmit a status change, units are encouraged to also use the MDT as it captures a more accurate timestamp

• Non-incident related status changes
  ○ Units are encouraged to use the MDT for any status change not related to an emergency incident, such as on air, in quarters, out of service, etc

• Incident related status changes
  ○ Single Unit Incidents
    ▪ Units may utilize the MDT exclusively for unit status changes
  ○ Multi-Unit Incidents
    ▪ Enroute
      • Units responding in the first 2 minutes after dispatch may use the MDT to mark enroute
      • 2 minutes after the dispatch the communications officer will announce a roll call of responding units and provide any additional information about the incident
      • Units responding after 2 minutes shall use the radio to announce they are responding
      • Any unit responding with reduced staffing shall use the radio to announce they are responding
    ▪ Arrival
      • The first arriving unit shall use the radio to mark on location and provide a situation report as necessary
      • Additional primary units (engines, ambulances, tankers, etc) shall use the radio to mark on location so command can advise of their assignment and/or needed resources
    ▪ Enroute/Arrived Hospital
      • Units transporting to the hospital may utilize the MDT to mark enroute/arrived at the hospital
  ▪ In Service
    • The last unit to clear the scene shall use the radio to mark in service. All other units may use the MDT to mark in service.
  ▪ Reducing/Canceling Resources
• If command determines that on scene resources are sufficient it shall be verbalized on the radio

○ When call volume is increased or anticipated to increase, all units operating on the primary response channel (FR Response) shall utilize the MDT, if equipped, for all unit status changes.
  ▪ The following events shall indicate conditions that would warrant implementing this change in operation:
    • ECC announces Condition Red
    • The County is operating in a Modified Response Plan
    • The Chief or his designee communicates a directive due to the likelihood of an increase in call volume for a given period