

THE FRANKLIN COUNTY BOARD OF SUPERVISORS HELD A BOARD RETREAT ON WEDNESDAY, AUGUST 1, 2012, AT 9:30 A. M., IN THE BOARD OF SUPERVISORS CONFERENCE ROOM B-75, LOCATED IN THE GOVERNMENT CENTER, 1255 FRANKLIN STREET, ROCKY MOUNT, VIRGINIA.

THERE WERE PRESENT: David Cundiff, Chairman
 Leland Mitchell, Vice-Chairman
 Bob Camicia
 Ronnie Thompson
 Charles Wagner
 Cline Brubaker
 Bobby Thompson

OTHERS PRESENT: Richard E. Huff, II, County Administrator
 Christopher Whitlow, Asst. Co. Administrator
 Larry Moore, Asst. Co. Administrator
 Connie Stanley, Executive Assistant

David Cundiff, Chairman, called the meeting to order.

Prayer was given by Charles Wagner.

Rick Huff advised the Board that the County has received one of eleven achievement awards given by the Virginia Association of Counties for "Transparency for a Citizen's Dollar". This award recognizes the very best of model local government programs among Virginia's 95 counties. Franklin County won the communication category for its interactive budget website.

Capital Project Borrowing Overview

Vince Copenhaver, Director of Finance, reviewed with the Board a list of known and possible capital projects plus additional project to keep in mind; analysis of future debt; and known and possible operational challenges for the Board to consider. (Handouts below)

Franklin County
Listing of Known and Possible Capital Projects
 July 25, 2012

<u>Priority</u>	<u>Project Description</u>	<u>Cost Estimate</u>	<u>Debt Service or Other Funding Source</u>	<u>Impacts</u>
13-14	Capital Maintenance Budget - Schools and County	\$1,500,000	Annual Set Aside	Aging Infrastructure Causing Sudden Unexpected Repairs such as Ramsey Cafeteria
12-13	Glade Hill Fire/EMS Station Construction Estimate Only - No Land Costs	\$1,600,000	Can be Funded from Existing Debt Drop \$115,140 annual debt service for 20 years @ 3.75%	Enhanced ISO Ratings Additional Utility/Operational Costs
12-13	Westlake Fire/EMS Station	\$1,000,000	Can be Funded from Existing Debt Drop \$71,970 annual debt service for 20 years @ 3.75%	Enhanced ISO Ratings Additional Utility/Operational Costs
12-13	Various School CIP Projects List of Proposed Projects Attached	\$6,911,140	Five Year Borrowing to be Funded from Annual School CIP Allocation of \$880,000	No School CIP Funds Available for the Next Five Years (Used for Debt Service)
13-14	Radio System Upgrade Total Cost to be Determined Top Safety Concern for First Responders	\$6,000,000	Possible 15 year borrowing Annual debt service of \$530,260 @ 3.75%	Expanded Radio Coverage Improved Communications Between First Responders

13-14	Parks/Recreation/Aging Services Facility	\$1,000,000	Possible 10 year borrowing Annual debt service of \$121,770 @ 3.75%	Enhanced Programming for Growing Senior Population Additional Recreation Programming
16-17	Department of Social Services Building	\$3,200,000	Possible 20 year borrowing Annual debt service of \$230,280 @ 3.75%	Improved Citizen Access Consolidation of Services
16-17	Joint EOC/Dispatch/Public Safety Facility	\$3,000,000	Possible 20 year borrowing Annual debt service of \$215,890 @ 3.75%	Rental Expense Eliminated Additional Utility/Operational Costs
17-18	Future Westlake Services Center	\$2,000,000	Possible 20 year borrowing Annual debt service of \$143,930 @ 3.75%	Consolidation of Various Services County Relieved of Rent Payments
17-18	Industrial/Business Park	\$8 - \$10 million	Possible 20 year borrowing Annual debt service on \$10 million = \$719,625 @ 3.75%	Job Creation, Tax Revenue
?	Natural Gas Pipeline	\$9,000,000	Possible 20 year borrowing Annual debt service of \$647,660 @ 3.75%	Job Creation, Tax Revenue
17-18	Middle School/High School Expansion	\$75 - \$100 million	Possible 30 year borrowing Annual debt service of \$5.8 million @ 4% on a \$100 million borrowing	Relief from Crowded Classrooms More Efficient Use of Existing Space
13-14	Phase II Utility Expansion	\$2,500,000	Possible 20 year borrowing Annual debt service of \$179,905 @ 3.75%	Additional Public Water Service

Other Projects to Keep in Mind:

- Future Parks and Recreation Facilities/Fields
- Aging School Infrastructure/Consolidation of Elementary Schools
- Future Branch Libraries
- Fleet Management Facility
- Future Fire/EMS Stations/Upgrades
- School Bus Replacement
- Future Landfill Borrowings
- Public Safety Vehicle/Apparatus Replacement

**Franklin County
Listing of Known and Possible Operational Challenges
July 25, 2012**

- Cost of Living Adjustments-Last given in July, 2008 - Each 1% Raise Costs \$707,463 for the County and Schools
- Compensation/Benefits Competitiveness Study
- Storm Water Management Regulations - Staffing Implications FY13-14
- Position Shortages/Department Re-Organizations
 - Economic Development
 - Agriculture Development
 - Building Inspections
 - Information Technology Support
 - Parks and Recreation
 - Public Information Officer
 - Public Safety/Animal Control
 - General Properties
 - Landfill
 - Finance/Accounting/Budget/Procurement
 - Stormwater Management & Erosion Control/Planning
- Other Operational Pressures
 - Energy/Fuel
 - Health Insurance
 - Growing Population/Service Demands

EMS Manpower Review/Call Volume Analysis

Daryl Hatcher, Director of Public Safety, reviewed with the Board the challenges being faced in the EMS System Staffing. Recommended solutions are to maintain increased recruitment and retention efforts to improve volunteer staff levels, expand career staffing with additional transport units, and implement a zone response plan for volunteer agencies.

EMS System Staffing

[Board of Supervisors planning session 8/1/2012](#)

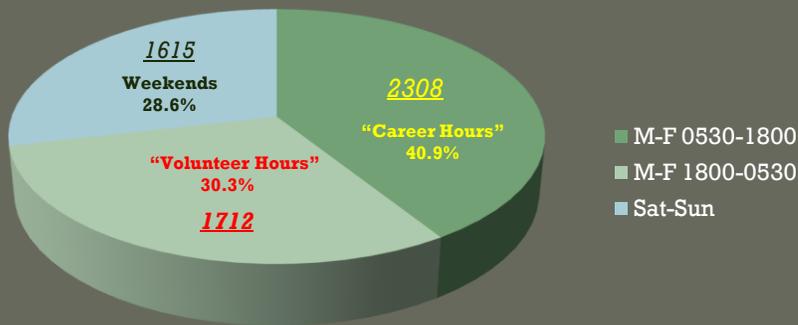
System Challenges

- When are we getting called?
 - Where are we being called?
 - How are we covering calls?
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- What are our response time challenges?
 - What can we do?

EMS System Snapshot

When are we getting called?

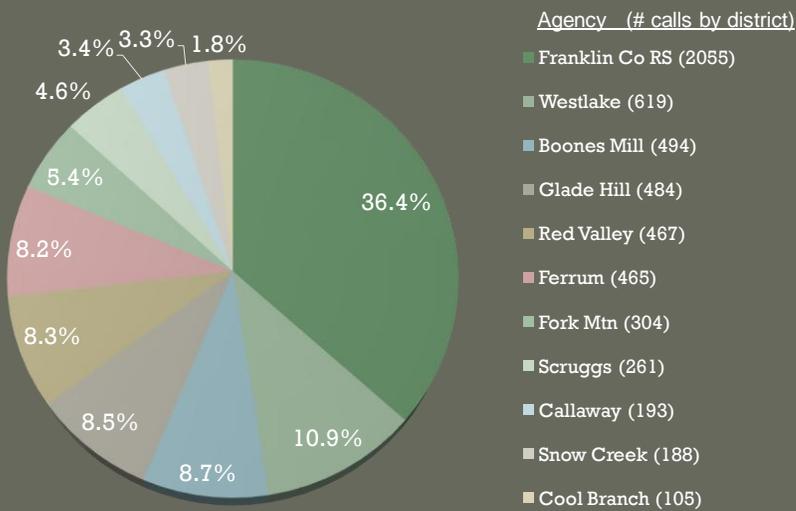
5635 calls in 2011



****50% or 3,327 calls occur when volunteers provide primary coverage****
 Countywide call volume still increasing...up 12% since 2009

2011 EMS calls by location

Where are we being called?



2011 Volunteer availability

How are we covering calls?

	Staffing (Current)	(2011) Crew not marked up
Franklin County RS	35	1
Ferrum RS	13	3
Red Valley RS	27	11
Glade Hill RS	18	17
Fork Mountain RS	9	27
Cool Branch		48
Snow Creek RS	18	71
Callaway RS	14	75
Boones Mill Fire-EMS	40*	76
Scruggs Fire-Rescue	41*	121

*Includes fire dept members

Note: Current Member totals include untrained members.

Staffing challenges

How are we covering calls?

Problems

- With as few as two (2) EMTs, some agencies are struggling to provide adequate coverage.
- Volunteer retention by agencies.
- Agencies have reduced staffing levels to one (1) call crew versus previous staffing of multiple call crews.
- Franklin Co. Rescue is central agency and 2nd due to most calls.
 - Staff shortages @ FCRS result in 1 call team available.
 - Historically, FCRS had 2 call teams available most shifts.
- **Weekend (Sat – Sun) Calls dispatched to 2nd and 3rd due more frequently during daytime hours due to limited vol. staff availability.**

Staffing challenges

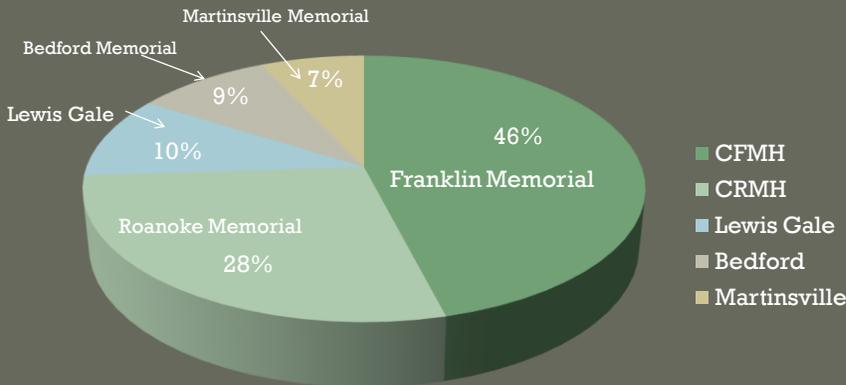
How are we covering calls?

Current Approaches:

- Continue recruitment efforts.
 - System averages 200 new volunteer applicants annually (80% of active roster) 160 applicants leave system within 1 year.
 - Exit survey created in 2012 to determine cause of attrition.
 - Reasons noted have been:
 - Basic training time requirements for EMT/FF training.
 - Volunteer agency internal conflicts.
 - Lack of formal and consistent application process by agencies.
 - Length of application process.
- Retention mitigation measures
 - Obtained RSAF Grant to provide Retention Focused Leadership Program over the next year.
 - Cadre Program available to assist agencies when requested.
 - Cadre consists of volunteers wanting to serve system without constraints of volunteer membership demands.

Staffing Challenges

Where are we taking patients?



****54% of patients being transported out of county for treatment****

Surge Capacity

How are we covering calls?

● **Problem**

- With increased call volume and over 54% patients being transported out of the county for treatment, current career staffing levels have resulted in the system being “dumped” **65** times in the last year.
- **Most frequent surge times Mon – Fri = 7 -10 am and 3 - 6 pm.**
- **System surge = longer response times.**

● **Surge strategies:**

- Units transporting to CFMH respond to other calls prior to completion of reporting requirements.
- Career Captain responds to call and provides patient care until transport unit is available.
- Vol. assistance requested but daytime staffing rarely available.
- Carilion Clinic Patient Transport units stationed in Franklin County are requested to assist when available.
- PS Admin staff responds to scene to provide patient care until transport vehicle is available.

Response Times by district

What are our response time challenges?

	Vol. Hrs		Career Hrs.	
	2011	2012	2011	2012
● Franklin Co overall:	10:53	10:58	8:44	8:37
● Franklin Co Rescue	7:42	7:53	6:37	6:44
● Westlake	9:15	9:21	9:15	9:21
● Ferrum	10:28	10:18	13:39	14:42
● Glade Hill	10:57	12:11	10:28	10:40
● Boones Mill:	11:15	11:18	13:49	15:22
● Fork Mtn.	12:48	12:56	11:22	11:31
● Red Valley	13:56	17:45	12:27	12:05
● Scruggs	14:44	12:28	12:31	11:42
● Hardy	14:52	16:51	14:52	16:51
● Snow Creek	16:19	17:12	18:29	18:11
● Callaway	17:28	16:17	17:06	15:30

Response Times

What are our response time challenges?

● Realizations:

- Past response time figures were skewed by volume of calls in Rocky Mount.
- Responses to Village Centers or districts fail to meet county response time objective.
 - *“Provide consistent county- wide emergency & fire services with responses of 8 minutes 90% of the time within the County’s identified village centers and 10 minutes 85% of the time outside the identified village centers.”*
- Available staffing and distance to the call have a significant impact on response times.
- Response time objective cannot be met without increased staffing, both volunteer and career.

Recommended Solutions

What can we do?

- Maintain increased Recruitment and Retention efforts to improve volunteer staff levels.
- Expand career staffing with additional transport units.
 - 24/7 Mon-Sun coverage (8 FTEs)
 - 24/5 Mon-Fri coverage (5.4 FTEs)
 - 12/7 Mon-Sun coverage (4 FTEs)
 - 12/5 Mon-Fri coverage (2.9 FTEs)

Each FTE= 0.39 transports/day. (Based on revenue recovery data)
For comparison: Westlake 6 FTE’s average 2.9 transports per day.
- Implement a zone response plan for volunteer agencies.
 - Reduces volunteer “burn out” due to multiple call nights/days.
 - On duty staff required to be immediately available.
 - Eliminates the reaction time to get personnel to station.
 - Agency Captains were less than enthusiastic in their support of this plan when presented.

Fire/EMS Station Planning – Westlake Options

Daryl Hatcher, Director of Public Safety, gave a review of the Westlake Public Safety Facility and the immediate needs of the facility and the short-term and long-term options available to address their needs.

Westlake Public Safety Facility

Westlake Snapshot



42% increase in calls since 2009.

Note: Calls depicted are first due responses only.

Staff

- 24/7 career staff
- 6 full-time career staff/ 2 per shift
- 24 hour shift
- 2 Advanced Life Support/Firefighters per shift

Facility

- Leased 4400 square foot facility.
- Shared facility with Sheriff's Office.
- Office area/day room
- Sleeping quarters
- EMS storage room
- Kitchen/galley
- Training room
- Fire apparatus housed ¼ mile in leased garage
- EMS vehicle parked outside Westlake office
- Lease \$3444/month
- Lease expiring March 2013.

Justification

- Call volume would easily overwhelm volunteer agencies.
- Westlake station is 2nd busiest station in county. (1100 1st and 2nd due responses annually)
- Retirement facility, Urgent care facility located in 1st due area.
- Commercial insurance rates down in area. Some businesses have 6 fire insurance rating. (30% rate reduction)

Facility immediate needs

- Vehicle storage
 - › Inside storage for apparatus.
- ISO rated facility
 - › Fire apparatus must be housed in heated space for ISO compliance.
- Extreme heat and cold renders medications stored in EMS vehicle ineffective.
- Staff must lock all compartments on vehicles to secure equipment and medications.

Options

- Short term
 - > Option 1. Stay in current facility.
 - Lease reverts to monthly 3/2013
 - Immediate needs must be addressed.
 - > Option 2. Find alternate short term facility.
 - Other options that suits needs are available in area.
 - Negotiate short term lease until permanent facility is established.
 - > Option 3. Relocate to volunteer facility.
 - Scruggs
 - Burnt Chimney
 - Both stations are impractical as it would increase response time and eliminate potential ISO benefits.

Long term

- 7500 sq ft. facility (Fire/EMS/Sheriff) \$1.0 million.
- Carilion site (Westlake Towne Center)
 - > Benefits
 - Donated land
 - Central location in community
 - Property adjacent to existing medical facilities.
 - > Drawbacks
 - Site preparation expense
 - Site limits size of facility. At least 7,500 sq ft. needed.
 - Limited building height (adjacent to helipad)
 - Not located on main corridor in community.
 - Sewer connection must be extended.
 - Exiting apparatus through busy shopping complex.

Westlake Towne Center Overhead



Alternative sites

- Must be located in Westlake community.
- Facility must be large enough to accommodate all stakeholders.
 - > Public Safety
 - > Sheriff's Office
- Expandable to meet future needs.
- Alternate EOC site?
- Suitable properties in Westlake area available.

Summary

- Westlake station has proven an asset to the community.
- Community will benefit directly from county investment.
- Elimination of facility would quickly overwhelm volunteer agencies.
- Solution to both short term and long term needs must be addressed.
- Staff needs guidance regarding suitable locations if Carilion site is not considered a viable option
 - > Should site be in Westlake overlay?
 - > Is Rt. 616 (Scruggs Rd.) suitable for exploration of potential permanent sites?

Emergency Medical Dispatch/911

Communication Center Governance

Mark Torbert, Franklin County Sheriff's Department, gave a review of the Emergency Medical Dispatch Program using EMD Guidecards and the additional personnel requirements necessary to complete the program.

Office of the Sheriff
County of Franklin, Virginia
 Emergency Medical Dispatch



Purpose & Goals

- To manage emergency medical services resources in an organized & efficient manner in order to provide assistance to callers prior to trained medical staff arrival
- To ensure that the proper medical resources reach each patient in a timely manner

Outcomes

- Because it is an extension of the EMS system, patient care begins when the call is received
- The Communications Officer is able to determine the severity of the patient's condition and dispatch appropriate BLS or ALS services
- This enhances the overall efficiency and effectiveness of our EMS system

How is this accomplished

- Utilization of a set of EMD Guidecards to determine the chief complaint
- Chief complaint is determined by identifying the common signs & symptoms associated with the chief complaint
- This information, coupled with age and history related factors allow the Communications Officer to determine the correct level of assistance, the urgency and the amount of units to send

Guidecards

- The Guidecards are used to assist the Communications Officer in asking the appropriate questions in order to:
 - Identify the level of medical need
 - Identify appropriate pre-arrival instructions
 - Additional information to allow responding units to be better prepared
 - Obtain information concerning scene safety for the patient, bystanders & responders

Guidecards

- Provides medical instructions to the on-scene caller to aid the sick or injured prior to EMS personnel arrival – This may include making the patient more comfortable, ensuring their safety, giving CPR instructions, assist in childbirth or by providing instructions that will help prepare for the arrival of responders such as restraining pets, gathering meds or unlocking doors

Personnel Requirements

Emergency Medical Dispatcher

- Individual's process calls, assist callers and make decisions concerning the appropriate resources to send
- They directly interact with the caller in emergency situations through clear and concise instructions provided by the Guidecards

Personnel Requirements

1 Supervisor per shift

- Supervises the dispatchers performance on their individual shifts
- Final decisions made by shift supervisor
- Must have an in-depth knowledge of the goals and purpose of the EMD program
- Accountable for the performance of the shift

Personnel Requirements

The Medical Director

- Provides medical oversight for the EMD Program
- Assists with quality management program as it relates to the Guidecards utilized by the Communications Officers
- The Franklin County EMS Medical Director will provide this service to the County

Personnel Requirements

EMD Manager

- Manage training plans, training records for certification/recertification and conduct in-house training
- Audit the quality assurance of the program
- Make recommendations for improvements
- Assist with Critical Incident Stress Debriefing

Implementation Plan

- Customization of EMD guide cards
- Update and review Quality assurance/quality improvement program
- Training of employees
- Resolution of logistical matters
- Public Education

Implementation Plan

- Identify and select and EMD program Medical Director
- Identify and select an EMD manager
- Identify and select a quality assurance/quality improvement program director
- Notify in writing a letter of intent to APCO Institute EMD program

Implementation Plan

- Identify goals and objectives for the EMD program and begin to orient all government and municipal personnel
- Determine the response configurations for local EMS system
- Begin customization of guide cards

Implementation Plan

- Arrange, schedule and conduct all prerequisite and pre-EMD training programs, including CPR, and EMD
- Select and send personnel to APCO Institute EMD Instructor Course
- Develop QA/QI programs for employee evaluation, including policy and lines of authority

Currently In Place

- Public Safety Telecommunicator Instructor
- EMD Instructor
- EMD Manager
- CPR Instructor
- Selected Medical Director
- Selected EMD Manager
- QA/QI program in place (just needs to be updated)

Cost Analysis

4
additional
full- time
dispatchers

- Cost based on starting salary: **\$210,729.48**
- This includes all benefits (FICA, Retirement, Life Insurance, Health Insurance, Dental, HRA, Vacation, Holidays, and Sick

Cost Analysis

4 Shift Supervisors:

- Cost based on a average from the current 12 dispatchers and a 5% pay increase for new position: \$ 33, 977.69

Cost Analysis

4 Shift Supervisor Training:

- Cost will be \$316.00
- This will be for all training and certificate from APCO.
- We have Supervisor Instructor in house

Cost Analysis

Cost For APCO EMD PROGRAM:

- **\$ 4, 269.11**
- Includes:
 - Drafts for agency customization guide cards
 - One Time editing fee for guide card customizing
 - Completed guide card racks for each station (6)
 - All training for personnel to become EMD certified

Cost Analysis



Cost Analysis



Office of the Sheriff
County of Franklin, Virginia
Emergency Medical Dispatch



Questions?

Goode Building Renovation Recommendations for Sheriff's Department
Sheriff Overton and his staff gave a presentation on renovations in the Virgil Goode Building and the Old County Administration Office to better meet the needs of the Sheriff's Department. This proposal included moving the Magistrate's Office to the basement of the old county administration

building, moving the evidence room from the old library to the Virgil Goode Building to allow for more space and security, more space for the patrol division, better accommodations for the video visitation room, and storage space for vehicle and fleet supplies.

County Owned Vacant Office Space

Rick Huff handed out an updated executive summary which shows an overview of available county office space for the Board's review.

Current leases include:

A. Department of Social Services Local Cost		Termination	Annual
1. 220S Office	8,118 sq.ft	May, 2015	\$18,996
2. Former Pin Cushion	3,800 sq.ft.	May, 2015	\$ 9,636
3. Former Library	<u>7,396 sq.ft.</u>	No Lease	N/C
	19,314 sq. ft.		
B. Public Safety			
1. Route 40 West (2 bldgs)	7,021 sq.ft.	Month to Month	\$18,000
C. Aging Services			
1. American Legion Bldg	5,023 sq.ft.	Month to Month	\$6,000
D. Westlake Library	6,700 sq.ft.	July, 2027 unless a bigger bld. needed in 2017	\$48,691
E. Westlake Substation			
1. Law Enforcement/Public Safety	3,444 sq.ft.	March 31, 2013	\$41,332

Potentially Available Spaces:

A. Virgil Goode Bldg	8,339 sq.ft. (net office space without bathrooms, corridors, etc)		
1. Currently occupied as follows:			
a. 768 sq. ft.-VDGIF			
b. 260 sq.ft.- Magistrate			
c. 4,353 sq. ft.- Sheriff's Department			
d. 2,958 sq. ft.-Vacant			
B. Former Admin Bldg	1,327 sq.ft. (top 2 floors)		
C. Former Library	9,600 sq. ft.		
1. Currently occupied as follows:			
a. 496 sq.ft. – law enforcement			
b. 681 sq.ft. – CSA			
c. 7,396 sq. ft.– DSS			
d. 1,027 sq. ft.– available			
D. 40 West Church Street (Former Developmental Center)			
1. 2,760 sq.ft. leased to tenant generating \$19,200/yr			
2. 2,740 sq.ft. – storage			
3. 2,300 sq.ft. – General Properties			
4. Only 12 parking spaces on site			
E. Government Center			
1. 1,020 sq.ft. held for future expansion currently used by the Board of Equalization and Assessors			
2. One 3 room office totaling 545 sq.ft. for future expansion			
3. Miscellaneous spaces within the existing offices for future expansion per the Board's direction to allow for future growth			
F. Former Family Resource House			
1. 1,200 sq.ft. home, not ADA accessible, limited parking in adjacent lot			

Chairman Cundiff recessed the meeting until Friday, August 3, 2012 at 9:30.

DAVID CUNDIFF
CHAIRMAN

SHARON K. TUDOR, MMC
COUNTY CLERK