

October 2016

JCESA

BOARD PACKET

1800 hrs > — Center
Moody 24214

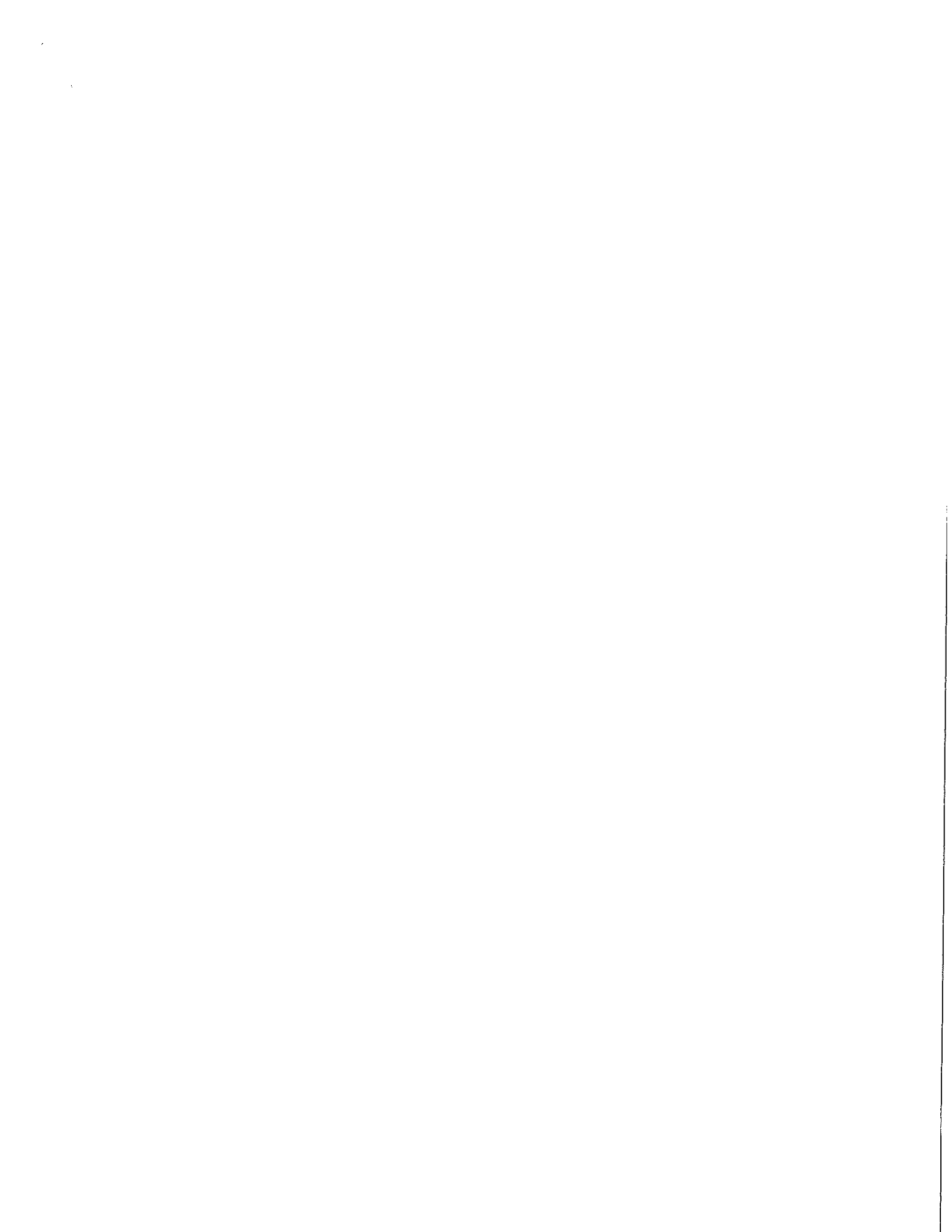
held possible Moody return 1900
1800

Aaron

Jane

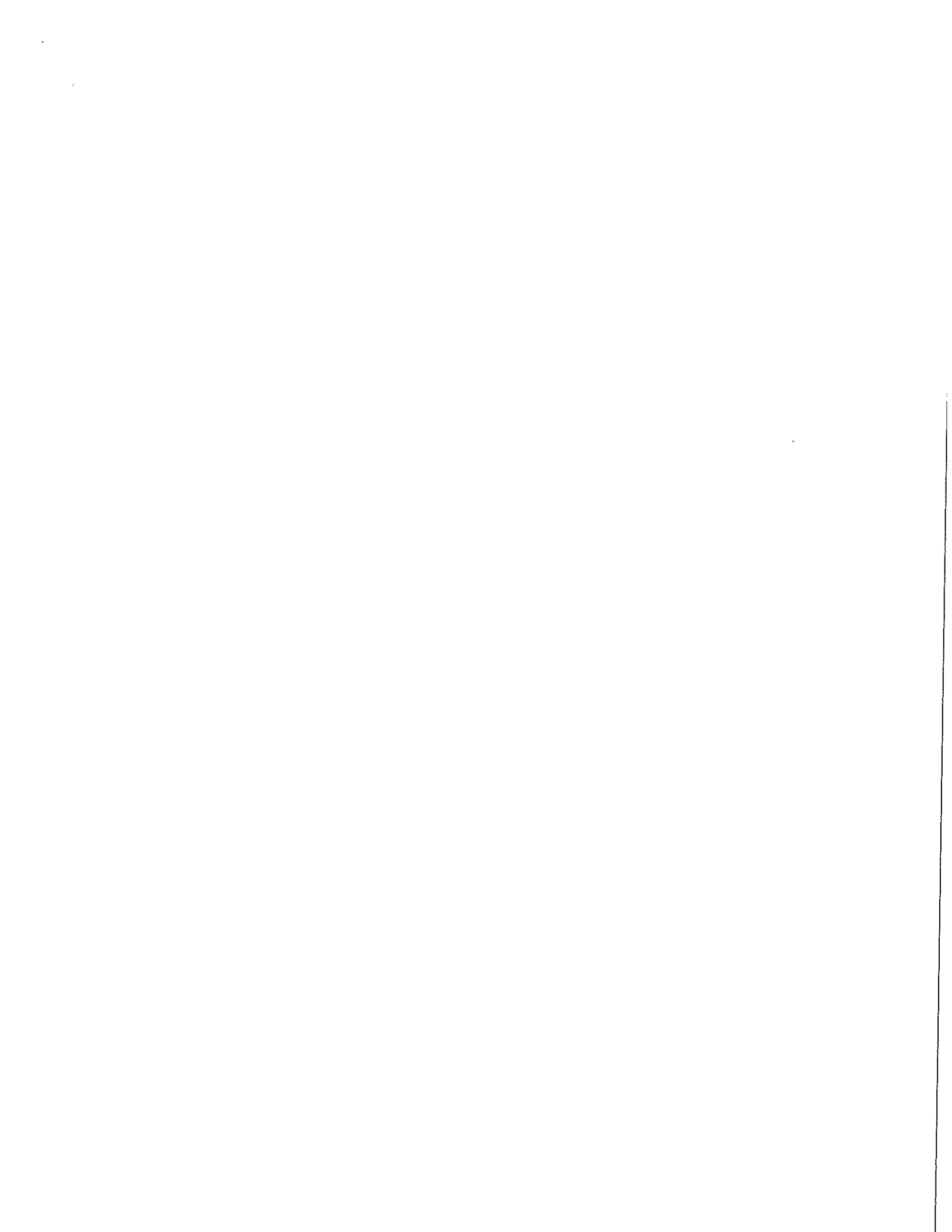
JCESA 2017 Budget Meeting

10/18/16



JCESA 2017 Budget Overview

- 2017 Budget approved = \$2,237K. This is allocated as follows: Amb Fee department is \$758K and JCESA department is \$1,479K.
- Bank Account Balances at 9/30/16:
 - Payroll = \$29,746
 - General = \$311,251
 - Ambulance Fee Funds = \$581,454
 - Mortgage = \$96,229
- Note that the final 2016 figures were submitted and approved by County Finance Director. The final figures included salary accrual of \$46K and additional \$14k of expenses that were received in July (for June).



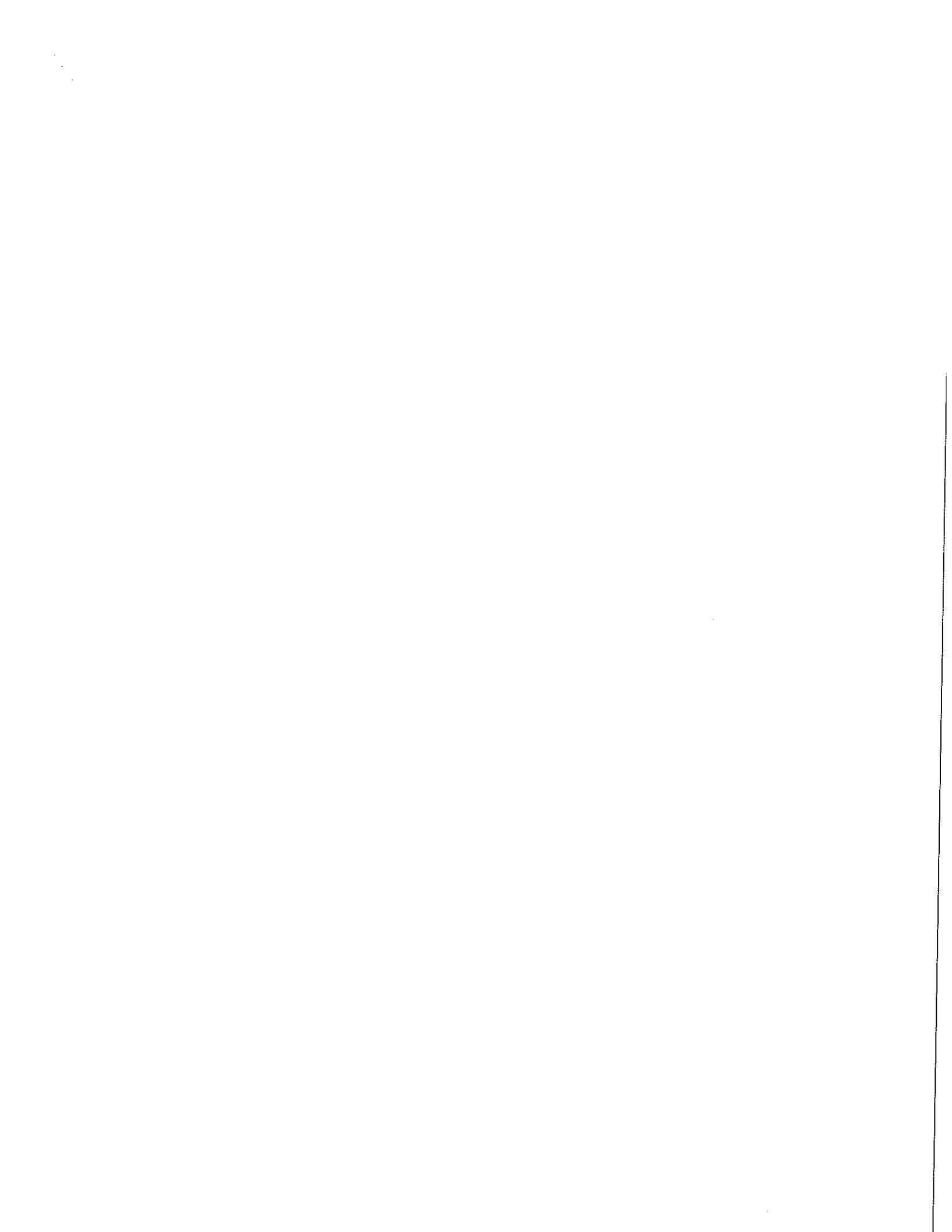
Current 2017 Sept. YTD Results (JCESA & Amb Fee)

JCESA Sept 2017 YTD Financial Summary
(14 Weeks out of 52 weeks)

	A		B		A+B		Pro rated		YTD Variance		Current	
	Amb Fee	JCESA	Actuals	Forecast	Actuals	Forecast	Budget vs Actuals	Budget & Forecast	Budget & Forecast	Budget & Forecast	Budget & Forecast	Budget & Forecast
Full Time Salaries	\$ 107,044	\$ 154,656	\$ 261,700	\$ 323,077	\$ 61,377	\$ 61,377	3)	\$ 1,200,000				
Fringe Benefits	\$ 45,716	\$ 59,881	\$ 105,597	\$ 116,846	\$ 11,249	\$ 11,249		\$ 434,000				
Part Time Salaries	\$ 66,783	\$ -	\$ 66,783	\$ 26,923	\$ (39,860)	\$ (39,860)	4)	\$ 100,000				
Overtime	\$ 19,206	\$ -	\$ 19,206	\$ 22,077	\$ 2,871	\$ 2,871		\$ 82,000				
Workers Comp.	\$ 6,292	\$ 12,158	\$ 18,450	\$ 38,500	\$ 20,050	\$ 20,050		\$ 143,000				
Liability Insurance	\$ 6,733	\$ 13,165	\$ 19,898	\$ 13,462	\$ (6,436)	\$ (6,436)		\$ 50,000				
All Other Expenses	\$ 489	\$ 44,158	\$ 44,647	\$ 61,385	\$ 16,738	\$ 16,738		\$ 228,000				
Total	\$ 252,263	\$ 284,018	\$ 536,281	\$ 602,269	\$ 65,988	\$ 65,988		\$ 2,237,000				

NOTES:

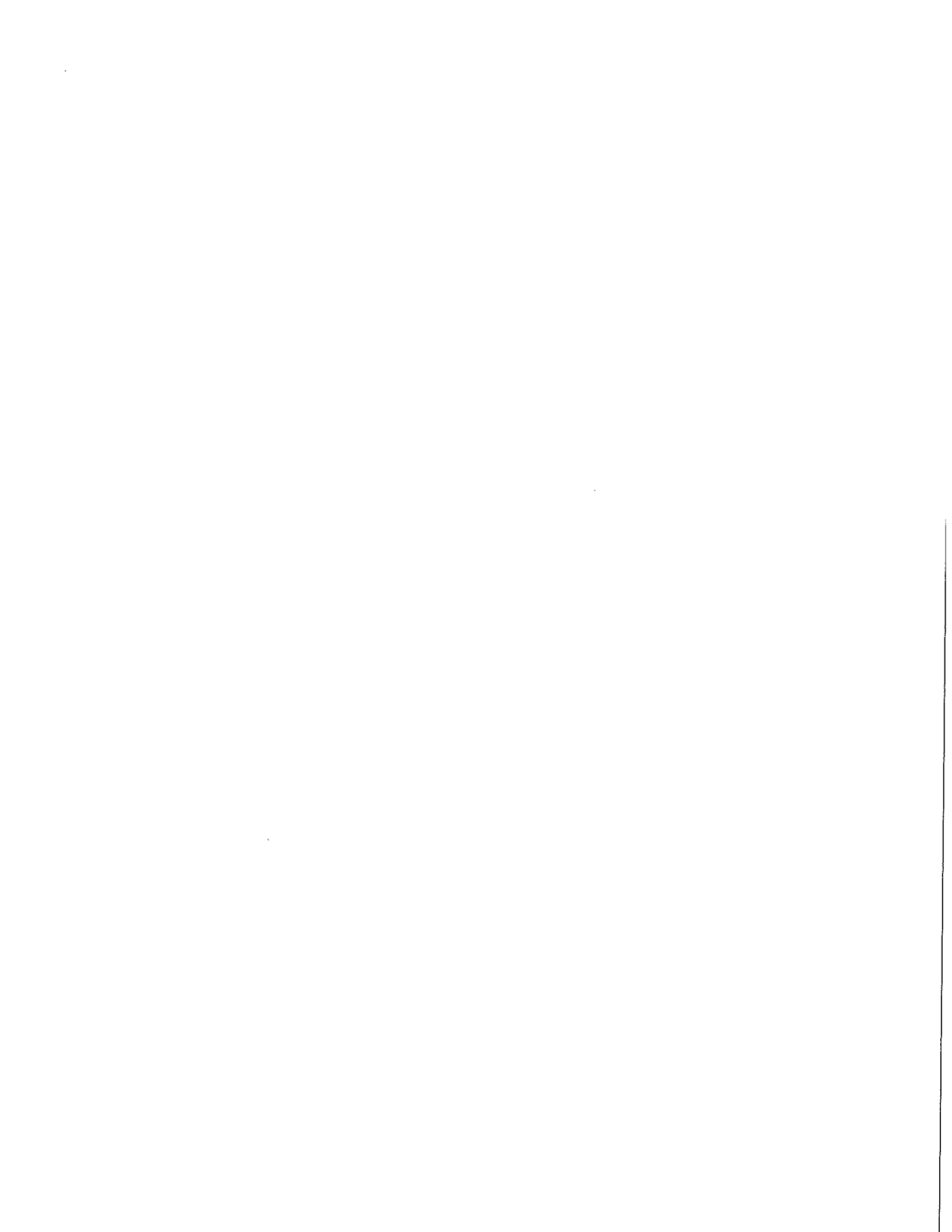
- Above is expense budget only and does not assume any additional budget that results from ambulance billing income or EMS supplies.
- Annual mortgage cost of \$81K not included in above as it is covered through impact fee budget.
- YTD variance is favorable due to accrual of salaries at year end 2016.
- in process of shifting budget and staff from Amb. Fee department to JCESA.



Jefferson County Emergency Services Agency
2017 Budget Forecast

2016-17 Forecast

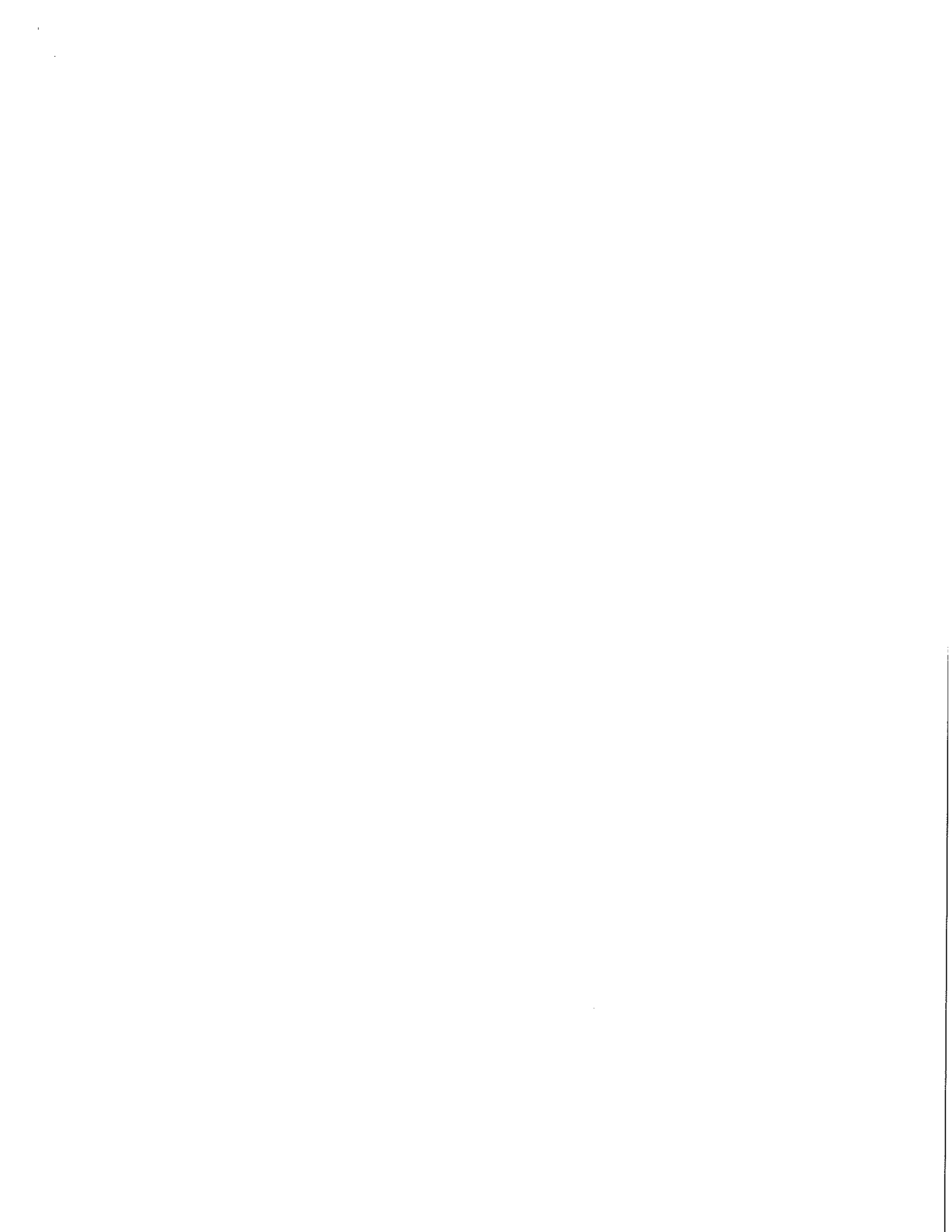
Expenses	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	2	2	3	2	2	2	2	2	3	2	2	2	26
Full Time	33,340.00	29,847.00	43,858.00	21,000.00	21,000.00	21,000.00	21,000.00	21,000.00	32,000.00	21,000.00	21,000.00	21,000.00	307,045.00
Part Time - Ops	17,193.00	18,809.00	30,753.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	16,000.00	10,000.00	10,000.00	10,000.00	162,755.00
Overtime - OPS	7,362.00	5,868.00	5,976.00	6,308.00	6,308.00	6,308.00	6,308.00	6,308.00	9,462.00	6,308.00	6,308.00	6,308.00	79,192.00
Medical Director	-00	-00	-00	-00	-00	-00	-00	-00	5,770.50	-00	-00	-00	-00
Worker Comp	699.00	3,651.00	3,847.00	-00	-00	11,798.00	-00	-00	5,770.50	11,798.00	-00	-00	37,563.50
FC/AMed	4,416.00	4,156.00	6,157.00	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	3,200.00	43,529.00
Subtotal	63,010.00	62,331.00	90,621.00	40,508.00	40,508.00	52,306.00	40,508.00	40,508.00	66,432.50	52,306.00	40,508.00	40,508.00	630,054.50
Hosp	4,155.00	-00	11,619.00	4,600.00	4,600.00	4,600.00	4,600.00	4,600.00	6,900.00	4,600.00	4,600.00	4,600.00	59,474.00
Life	182.00	426.00	363.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3,671.00
Dental	-00	616.00	386.00	500.00	500.00	500.00	500.00	500.00	750.00	500.00	500.00	500.00	5,764.00
Retirement	3,654.00	2,979.00	6,508.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	4,500.00	3,000.00	3,000.00	3,000.00	41,641.00
Subtotal	7,991.00	4,021.00	18,888.00	8,400.00	8,400.00	8,400.00	8,400.00	8,400.00	12,450.00	8,400.00	8,400.00	8,400.00	110,550.00
Fuel	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Maintenance	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
License Ops	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Supplies	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Auto Insurance	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Liability	1,551.00	1,746.00	1,551.00	-00	-00	-00	-00	-00	-00	-00	-00	-00	15,848.00
Emrs Supplies	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Misc and Cloth	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Tech Svc	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Train/Train	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Subtotal	1,551.00	1,746.00	1,551.00	-00	-00	-00	-00	-00	-00	-00	-00	-00	15,848.00
Prof Svc	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Medical Exp	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Postage	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Office Exp	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Equip Rent	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Telephone	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Utilities	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Rep & Maint	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Advertising	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Dues & Sub	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Audit Costs	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Background Ck	-00	469.00	86.00	-00	-00	-00	-00	-00	-00	-00	-00	-00	555.00
Other	-00	469.00	86.00	-00	-00	-00	-00	-00	-00	-00	-00	-00	555.00
Third Party Billing	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Subtotal	-00	469.00	86.00	-00	-00	-00	-00	-00	-00	-00	-00	-00	555.00
Equipment	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00	-00
Cumulative Expenses	72,552.00	68,567.00	111,146.00	48,908.00	48,908.00	60,706.00	48,908.00	48,908.00	78,882.50	60,706.00	48,908.00	59,908.00	757,007.50
	141,119.00	252,265.00	301,173.00	350,081.00	410,787.00	459,695.00	508,603.00	587,485.50	648,191.50	697,099.50	757,007.50		



Jefferson County Emergency Services Agency
2017 Budget Forecast

2015-16 Forecast

	Jul		Aug		Sep		Oct		Nov		Dec		Jan		Feb		Mar		Apr		May		Jun		Total	
	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget		
Expenses																										
Full Time	15,924.00		56,392.00		82,339.00		64,556.00		64,556.00		64,556.00		64,556.00		64,556.00		106,834.00		74,556.00		74,556.00		83,000.00		816,381.00	
Part Time - Ops	-0.00		1,000.00		500.00		500.00		500.00		500.00		500.00		500.00		750.00		500.00		500.00		500.00		6,250.00	
Overtime - Ops	-0.00		7,467.00		7,467.00		-0.00		23,952.00		23,952.00		-0.00		23,952.00		-0.00		23,952.00		23,952.00		22,000.00		85,873.00	
Medical Director	1,358.00		4,405.00		6,382.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		10,000.00		63,599.00	
Worker Comp	1,252.00		4,405.00		6,382.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		5,195.00		10,000.00		63,599.00	
FICA/Med	18,534.00		68,941.00		96,688.00		70,251.00		70,251.00		94,203.00		70,251.00		70,251.00		112,779.00		104,203.00		80,251.00		115,500.00		972,103.00	
Subtotal	18,534.00		68,941.00		96,688.00		70,251.00		70,251.00		94,203.00		70,251.00		70,251.00		112,779.00		104,203.00		80,251.00		115,500.00		972,103.00	
Hosp	7,716.00		-0.00		17,658.00		9,400.00		9,400.00		9,400.00		9,400.00		9,400.00		14,100.00		9,400.00		9,400.00		9,400.00		114,674.00	
Life	484.00		1,031.00		640.00		520.00		520.00		520.00		520.00		520.00		780.00		520.00		520.00		520.00		7,095.00	
Dental	(76.00)		1,114.00		591.00		550.00		550.00		550.00		550.00		550.00		825.00		550.00		550.00		550.00		6,854.00	
Retirement	2,729.00		5,921.00		10,009.00		6,800.00		6,800.00		6,800.00		6,800.00		6,800.00		10,290.00		6,800.00		6,800.00		6,800.00		83,259.00	
Subtotal	10,853.00		8,056.00		28,898.00		17,270.00		17,270.00		17,270.00		17,270.00		17,270.00		25,905.00		17,270.00		17,270.00		17,270.00		211,882.00	
Fuel	687.00		1,256.00		1,012.00		4,500.00		500.00		-0.00		4,500.00		500.00		-0.00		4,500.00		500.00		-0.00		16,455.00	
Maintenance	-0.00		-0.00		460.00		500.00		500.00		1,000.00		500.00		500.00		500.00		500.00		500.00		500.00		4,960.00	
License Ops	200.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		1,000.00	
Supplies	-0.00		192.00		250.00		250.00		250.00		250.00		250.00		250.00		250.00		250.00		250.00		250.00		2,442.00	
Auto Insurance	-0.00		-0.00		-0.00		-0.00		286.30		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		9,286.30	
Liability	3,011.00		3,334.00		3,011.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		27,000.00	
Em's Supplies	2,038.00		480.00		4,278.00		3,700.00		3,700.00		3,700.00		3,700.00		3,700.00		3,700.00		3,700.00		3,700.00		3,700.00		36,356.00	
Misc and Cloth	1,993.00		2,584.00		6,553.00		800.00		800.00		800.00		800.00		800.00		800.00		800.00		800.00		800.00		41,776.00	
Tech Svc	443.00		449.00		601.00		1,000.00		1,000.00		1,000.00		1,000.00		1,000.00		1,000.00		1,000.00		1,000.00		1,000.00		18,330.00	
Tow/Train	-0.00		2,000.00		1,508.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		10,499.00	
Subtotal	8,378.00		10,275.00		17,423.00		11,250.00		7,036.30		7,750.00		11,250.00		6,750.00		6,750.00		11,250.00		6,750.00		500.00		8,008.00	
Prof Svc	975.00		2,300.00		1,600.00		2,100.00		2,100.00		2,100.00		2,100.00		2,100.00		2,100.00		2,100.00		2,100.00		2,100.00		4,000.00	25,675.00
Medical Exp	-0.00		1,503.00		50.00		1,400.00		1,400.00		1,400.00		1,400.00		1,400.00		1,400.00		1,400.00		1,400.00		1,400.00		2,400.00	15,153.00
Postage	-0.00		71.00		47.00		80.00		80.00		80.00		80.00		80.00		80.00		80.00		80.00		80.00		80.00	838.00
Office Exp	-0.00		92.00		10.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00	2,802.00
Equip Rent	226.00		410.00		711.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00		300.00	4,047.00
Telephone	-0.00		-0.00		128.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00		500.00	3,000.00
Utilities	465.00		1,590.00		1,421.00		1,600.00		1,600.00		1,600.00		1,600.00		1,600.00		1,600.00		1,600.00		1,600.00		1,600.00		3,000.00	4,628.00
Rep & Maint	-0.00		504.00		21.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00	19,276.00
Advertising	-0.00		-0.00		248.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00		100.00	1,425.00
Dues & Sub	180.00		-0.00		180.00		125.00		125.00		125.00		125.00		125.00		125.00		125.00		125.00		125.00		125.00	1,148.00
Audit Costs	-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00	1,485.00
Background Ck	13.00		-0.00		115.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		11,000.00	
Bank/Other	-0.00		7.00		74.00		400.00		400.00		400.00		400.00		400.00		400.00		400.00		400.00		400.00		33,400.00	
Third Party Billing	1,855.00		6,718.00		4,605.00		7,005.00		7,005.00		7,005.00		7,005.00		7,005.00		7,005.00		7,005.00		7,005.00		7,005.00		55,997.00	3,873.00
Subtotal	919.00		919.00		919.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		-0.00		1,500.00	14,257.00
Equipment/Depreciation	40,543.00		94,919.00		148,533.00		105,776.00		101,582.30		128,228.00		110,776.00		111,276.00		152,439.00		139,728.00		111,276.00		235,617.00		1,478,673.30	
Cumulative Expenses	135,462.00		283,995.00		389,771.00		491,333.30		617,561.30		728,337.30		839,613.30		992,052.30		1,131,780.30		1,243,056.30		1,478,673.30		1,478,673.30		1,478,673.30	



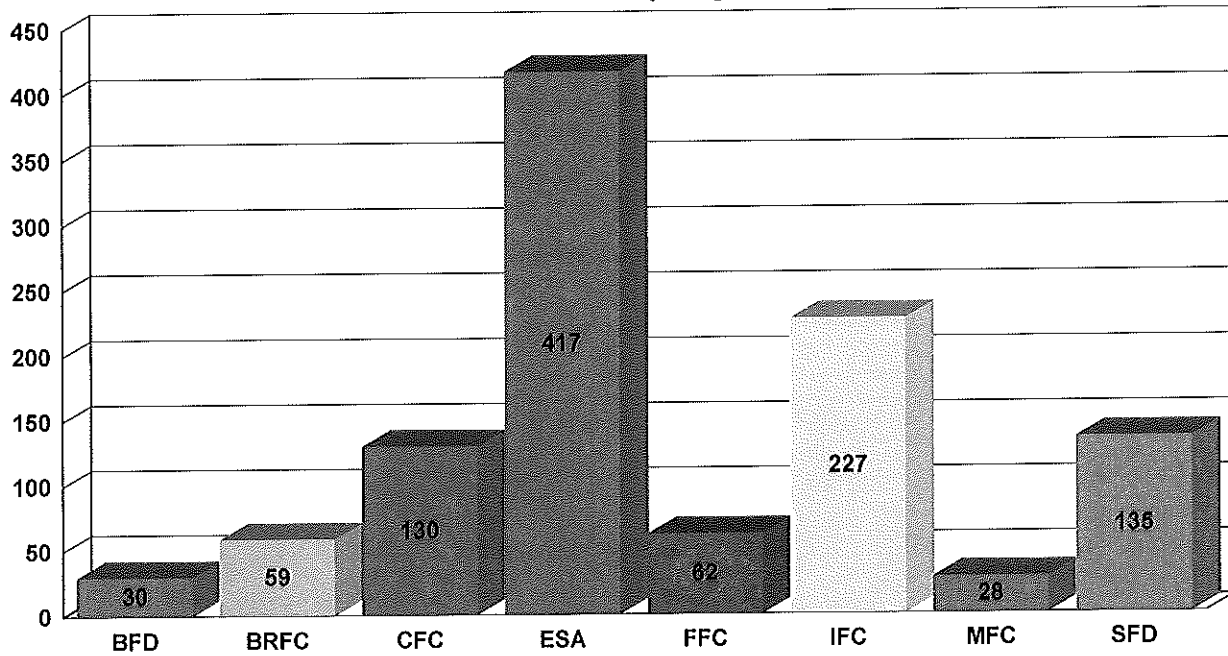


Jefferson County Emergency Communications Monthly Fire and EMS Activity Report

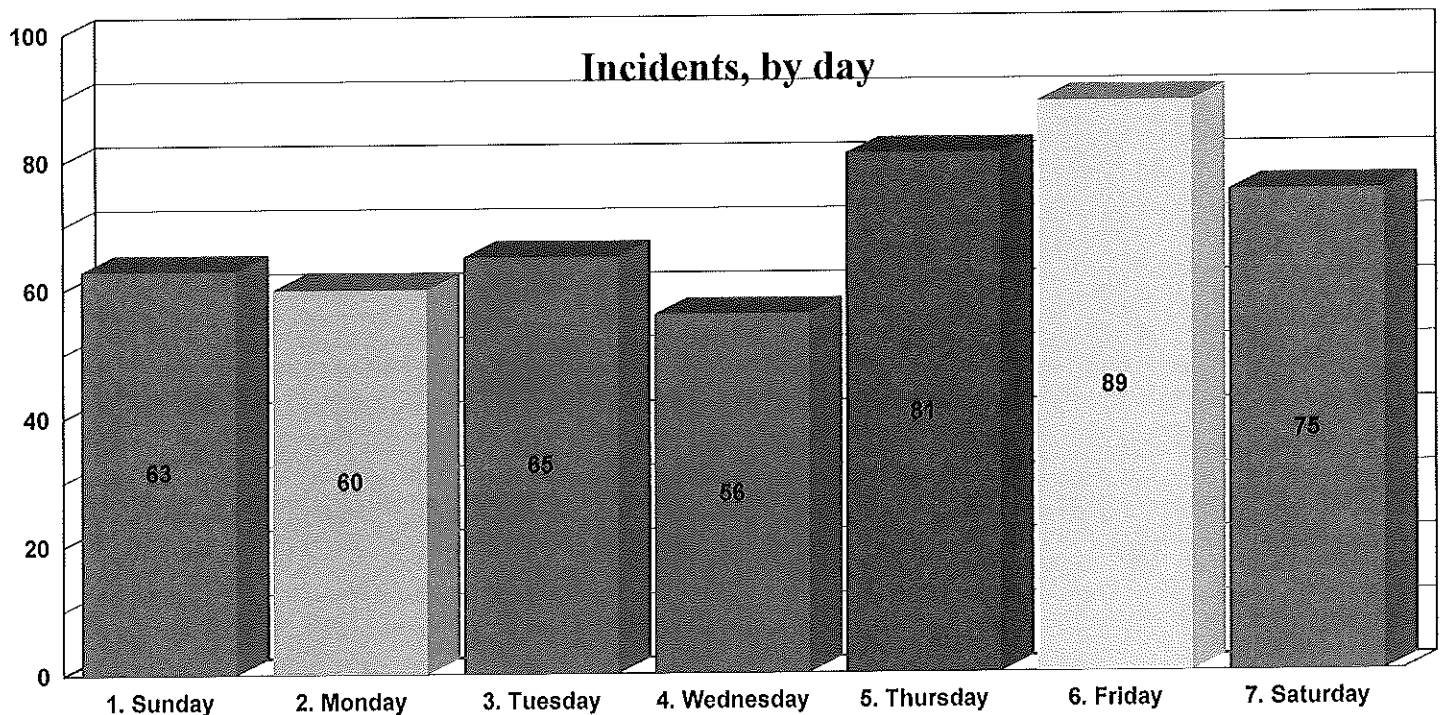
From 09/01/2016 to 09/30/2016

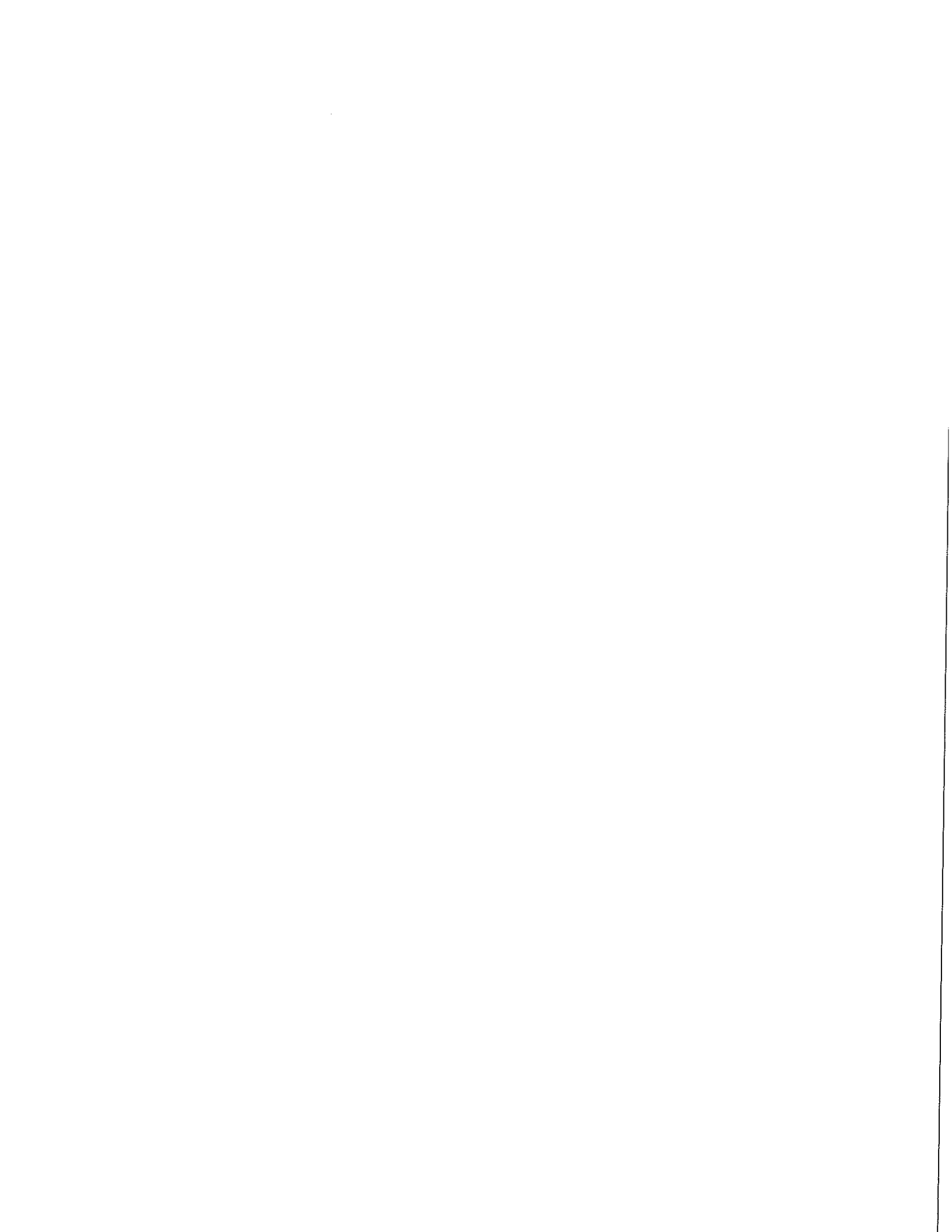
Total Incidents: 489

Incidents, by Agency

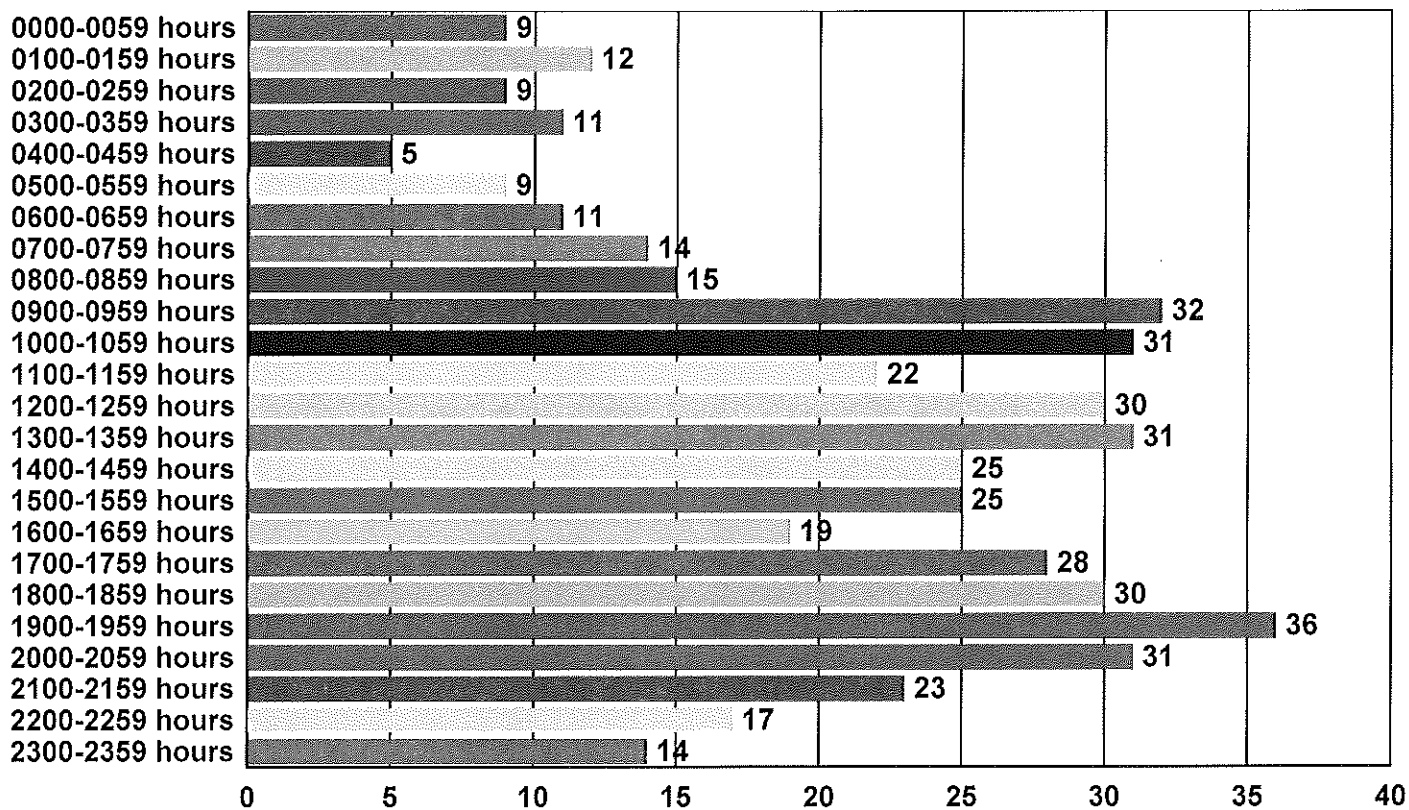


Incidents, by day

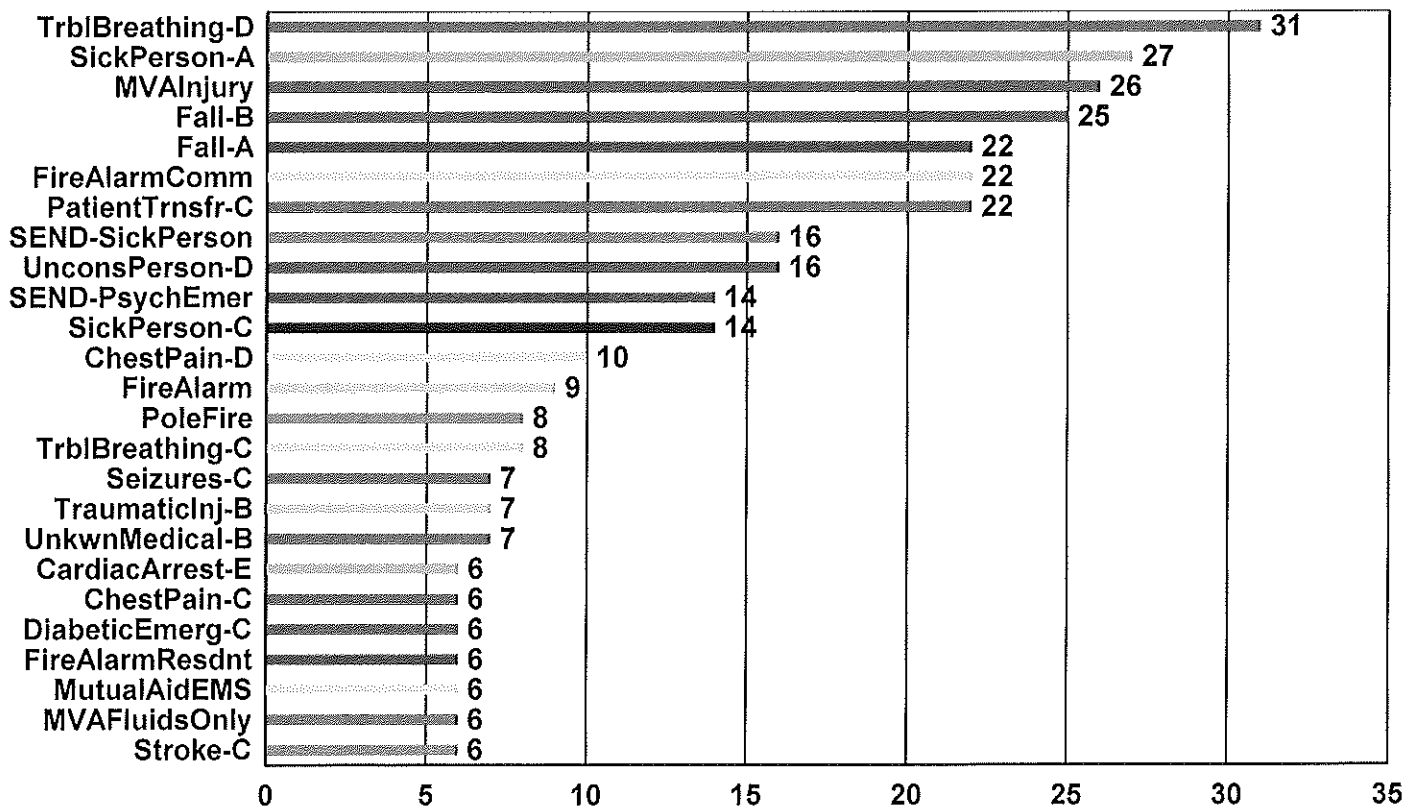


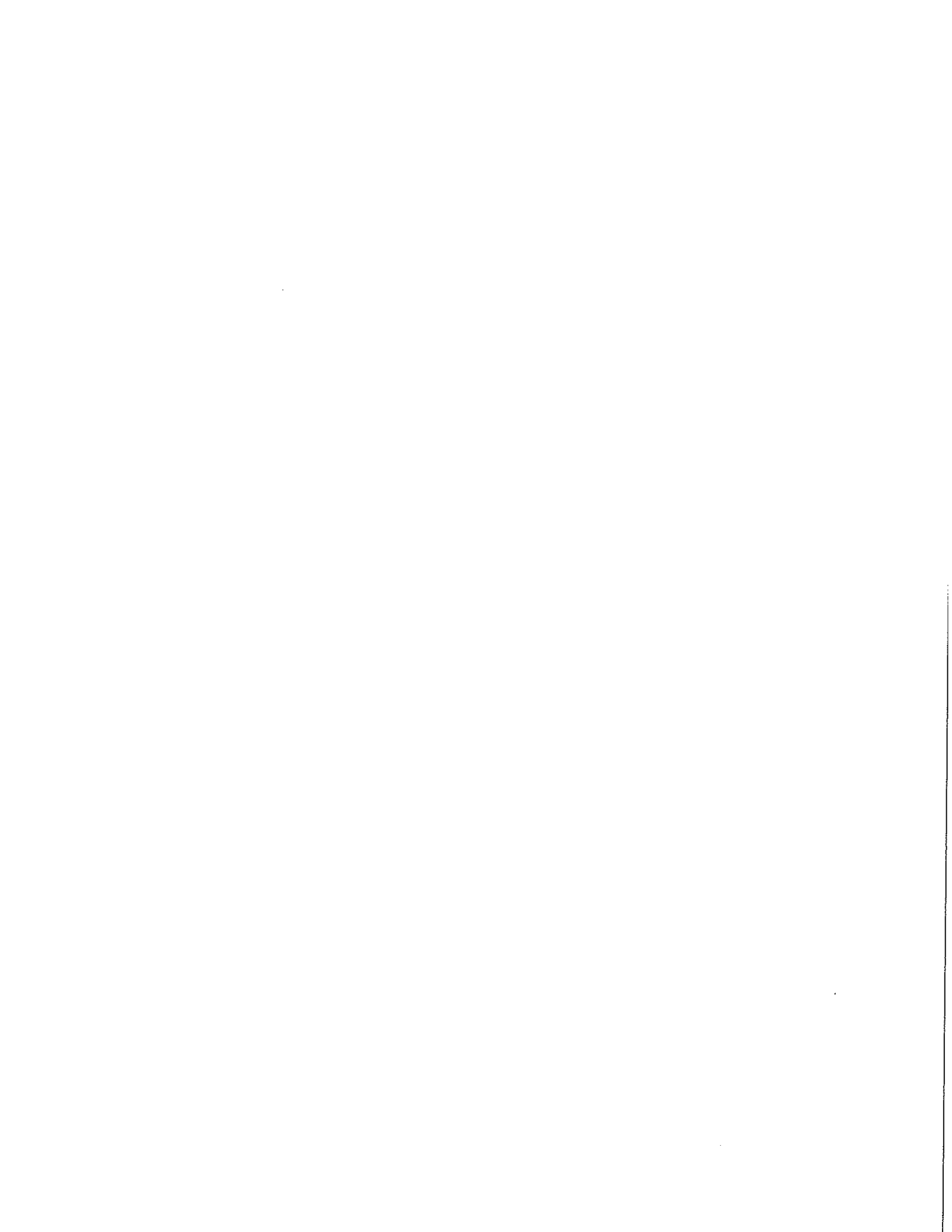


Incidents, by hour



Most Commonly Dispatched Nature Codes





The Journal

Jefferson County Emergency Services Agency receives \$960K retention grant



Journal photo by Jeff McCoy Jefferson County Emergency Services Agency members, from left, Lt. Monte Conner, left, director Denise Pouget and paramedic/firefighter Rufus Sine stand in front of their offices Wednesday in Ranson.

RANSON — The Jefferson County Emergency Services Agency (JCESA) has been awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant in the amount of \$960,710. Funds from the grant will be used for Retention and Recruitment of volunteer firefighters for the county's seven fire departments.

**JEFFERSON COUNTY
EMERGENCY SERVICES
AGENCY FISCAL YEAR 2016
ANNUAL REPORT**



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From the Director and Deputy Director

Denise S. Pouget

Edward Hannon

The following report outlines the department activity for the Jefferson County Emergency Services Agency for Fiscal Year 2016. The Jefferson County Emergency Services Agency is a component Agency of Jefferson County West Virginia. This means the Jefferson County Commissioners appoint a Board of six resident voting members to oversee the JCESA. The JCESA Board is a dual services Board meaning they are the Ambulance Authority and the Fire Board for Jefferson County West Virginia. The Jefferson County Emergency Services Agency enjoys a critical partnership with the seven volunteer Fire Departments in Jefferson County West Virginia. In accordance with West Virginia State Law, the Fire Chiefs are responsible for their response area and mitigation of incidents within their designated responses areas. Because there are significant economic challenges in today's society, volunteerism is declining. The mission of the JCESA is to support the volunteer fire departments by supplementing staffing and assisting in recruitment and retention of volunteer members. We are very proud of our Jefferson County Volunteers and applaud them for their hard work and dedication.

The mission statement of the Jefferson County Emergency Services Agency (JCESA) is to assist the Jefferson County volunteer fire departments in providing fire and emergency medical services to all citizens and visitors of Jefferson County, West Virginia. JCESA and the fire departments will provide these services in a non-discriminatory manner with compassion, integrity and commitment to all those in need in a timely and professional manner.

Agency Services

- **Emergency Medical Services**
- **High Quality Emergency Medical Services Training**
- **Community Outreach**
- **Building community partnerships**
- **Fire Prevention Unit Duties (on occasion supplementing fire staffing)**

Commitment to our Customers

- **Provide the highest quality of service to our customers**
- **Support and maintain a safe, healthy, well trained work force**
- **Be a dependable partner to our dedicated Jefferson County Volunteers**
- **Be a community resource for life safety information and knowledge**
- **Be innovative and proactive in our approach to community issues**
- **Believe in our role as stewards of public trust**

Our Leadership Philosophy

We believe all members of Jefferson County Fire and EMS want to do the best work that they possibly can. We believe in partnerships and goodwill. When all of us share responsibility for creating a work environment with clear goals, mutual support and opportunities for continuous quality improvement and learning, we can achieve our goals! We realize our full potential through teamwork, respect for each other, sharing information and support for individual creativity and initiative. Teamwork, Common Goals and Leadership at all levels will result in success!

Fiscal Year 2016 Accomplishments

During fiscal year 2016 the Jefferson County Emergency Services Agency and the Dedicated Jefferson County Volunteers have established a good working relationship and are functioning as a public safety team! We are working together to reduce response times, improve emergency responder safety and ensure cost efficiency in our daily business practices. The monies from the ambulance ordinance allowed JCESA to hire eight Firefighter Paramedics in fiscal year 2016. Staffing was deployed to all fire stations in effort to reduce response times. Our computer aided dispatch data shows an overall improvement of **one full minute** in response times since the September 6, 2016 deployment of staffing throughout the County. Through regular fiscal year 2016 fall meetings with the Volunteer leadership, the JCESA Directors were able to collaborate on a blue print to improve their working relationship with the Volunteers and also help to improve emergency service delivery to the citizens of Jefferson County West Virginia. The following is a list of accomplishments that occurred in fiscal year 2016:

- JCESA and the Volunteers began functioning as a team to provide service to the citizens of Jefferson County
- Deployment of staffing to all stations improved response times by one full minute
- The ambulance ordinance provided enough available funds to backfill positions when personnel utilized leave. Therefore there were very few gaps in service.
- A Memorandum of Understanding between JCESA and the Seven Fire Departments of Jefferson County West Virginia was established clearly articulating their intentions to work together to improve service on all emergency incidents. This MOU established insurance company responsibilities, clarified expectations for Emergency Medical Services and assisted JCESA employees assisting in Suppression duties.
- Obtained permission from the West Virginia State Fire Commission to function as a Fire Prevention Unit in Jefferson County. This allows the JCESA employees to assist on fire calls.
- Changed the employees FLSA status allowing us to deploy 24/72 shifts. This has helped to reduce leave usage and has proven to be an attractive draw for West Virginia Paramedics, firefighters and Emergency Medical Technicians. Reducing leave usage also reduces overtime when backfilling positions. In addition, personnel can work over 40 hours per week and receive straight time pay up to 96 hours per pay period. This reduced staffing costs by \$50,000.00 in fiscal year 2016.

- Improved the physical each employee receives annually by following many recommendations set forth in NFPA 1582. In addition, JCESA implemented an on duty physical fitness policy. This improves the employees overall health and wellness and reduces risk and liability for the Agency.
- Purchased appropriate Personal Protective Equipment for employees as to allow for maximum protection while responding to emergency incidents. Again, this improves the employees overall health and wellness and reduces risk and liability for the Agency.
- Implemented a career ladder providing structure, stability and program management by assigning a shift officer. An assessment center was conducted and four promotions were made including a Captain and three Lieutenants. Their primary functions are resource management and oversight of all on duty Jefferson County Emergency Service Agency employees assigned to their shift. The Captain maintains oversight of all JCESA Operations to include but not limited to the schedule, training and certifications. The shift Lieutenants are responsible for Safety, Community Engagement and Logistics.
- The JCESA Director applied for a SAFER Grant designed to recruit, retain and train 100 Jefferson County Volunteer Firefighters over a four year period. The amount of the Grant is \$960,000.00. Jefferson County recently was awarded the Grant! The performance period begins November 20, 2016 and the monies will be utilized towards an aggressive marketing campaign targeting College age Volunteers, hiring a full time Volunteer Recruiter, \$2000.00 tuition towards college classes of the student's choice, fire training monies, gear and physicals.
- Implemented a records management system. Target Solutions is able to deliver training programs to employees during work hours thereby reducing overtime monies. In addition, Target Solutions allows the JCESA, a designated West Virginia Training Center, to print transcripts and recall all employee training records on demand. This ensures compliance with West Virginia Law during inspections and allows us to accurately monitor training records to ensure competence and monitor certification requirements.
- Maintained our elite status as a West Virginia Office of Emergency Medical Services Accredited Training Center. JCESA continues to maintain their WV Training Center status and by utilizing highly trained and competent certified Instructors who provide quality training to our County providers. Customs and Border Patrol provided unique training opportunities for our staff by hosting the TCCC Course (Tactical Combat Casualty Care). This was an outstanding opportunity given the amount of shooting EMS providers are exposed to in today's environment.

- JCESA continued to establish a working relationship with Customs and Border Patrol, thereby effectively utilizing all Paramedic resources available within Jefferson County West Virginia in an effort to ensure efficient and effective emergency response to emergency incidents. Customs and Border Patrol assisted on several high acuity calls leading to improved patient outcome.
- Implemented a Community Outreach program within Jefferson County. The JCESA has created partnerships with Jefferson County Medical Center, Hospice of the Panhandle, Adult Protective Services and other critical agencies within the Community in an effort to reduce the 911 call load. Studies show that individuals within a community, particularly those with handicaps and the elderly will call 911 for assistance regularly. Often times simply visiting them to ensure their environment is safe, helping them to find the right community resources and ensuring they are following instructions they have been given by a case worker or family member will comfort the citizen and make them feel more secure in their environment thereby reducing their need to call 911 for assistance. The JCESA believes that community relationships are critical and should be encouraged by public safety entities. We value our citizens and take time to ensure their comfort and well-being is a priority.
- Assisted the Volunteer Fire Companies by presenting our budget as one system focused on the same goals, service to the citizens. During this very challenging budget year we were successful in presenting the facts surrounding the significant cost the Volunteer Fire Departments have to support the Volunteer Fire Department capital infrastructure. This presentation provided facts to the County Commissioners necessary to increase the Fire Department funding by \$25,000. In Fiscal year 2017.

Next Steps

- Pursue a Regional Training Facility
- Justify staffing all EMS Units with CAD data showing peak times
- Finish and publish our own comprehensive plan in the winter of 2017 with input and collaboration from the Jefferson County Volunteer Leadership. Our plan will include a capital needs assessment.

Addressing Our Challenges

The JCESA strives to create an environment of transparency and a collaborative leadership approach in all of our future endeavors. We are proud to serve with dedicated and professional Volunteers and we will continue to strengthen our partnership with them. A cost efficient,

effective and dynamic Fire and EMS system in Jefferson County depends on our ability to help fortify and protect Volunteerism within Jefferson County West Virginia. This is a community that will take care of one another. The JCESA exists to supplement and support this great Volunteer system within our Jefferson County. Together we will continue to find creative ways to fund services, ensure cost efficiency, improve Firefighter/ EMS Provider safety and reduce response times while providing the best service we can to our citizens.

BUDGET OVERVIEW for JCESA and the Volunteer Fire Departments:

Have you ever wondered what your ambulance fee pays for and why it is necessary? The Fire Departments in West Virginia are predominantly volunteer so why do we need a fee? What is the difference between Ambulance Billing and the Ambulance Fee? Hopefully this document will answer your questions. It is expensive to fund Fire and Emergency Medical Services. Apparatus, Personal Protective Clothing, Breathing apparatus and fuel are just some of the major costs. Our dedicated Volunteers must work and raise a family too. While we value them and appreciate them, they will tell you they can't do it all on their own. Donations are very important to the Volunteer Fire Departments but they are not seeing the income they once did largely because of the economy in West Virginia. People simply can't afford to give what they once could and costs to maintain Emergency Services are rapidly rising. The tax base within West Virginia is not designed to fund Fire and Emergency Medical Services. One way the citizens of West Virginia could offset the cost of fees for Fire and EMS services would be to support the Fire Departments in improving their Insurance Services Office rating. Improving this rating can help to lower insurance premiums significantly. The ISO system is based on the quality of the Community's Fire Department 50 points (equipment, staffing, training, and geographic deployment of fire companies), Water Supply 40 points, and Emergency Communications to equal 10 points. Arguably more capital support, equipment and training would improve our ISO rating. If training improves and staffing improves, your water supply capability may improve as well.

Ambulance fee: An Ambulance fee is necessary because without it we wouldn't be able to afford to employ 8 of our 26 full time JCESA staffers that are deployed around the County to assist in staffing the volunteer owned ambulances. Again, the West Virginia tax base is simply not structured to support Fire and EMS Services. In bordering states you will find Fire and EMS service budgets of over 50 million dollars and up! In totality we are running a Fire and EMS service for under 4.5 million dollars. That is phenomenal when you consider the costs of capital

items and the caliber of service you are receiving as a Jefferson County citizen. The volunteers are keeping the costs down. So how do the Volunteers do it? Well, they work fund raisers and largely rely on Ambulance billing from Medicaid and Medicare. **Ambulance billing** is the bill you will receive if you are transported to the hospital by one of our Jefferson County Volunteer Ambulances. These services are generally covered by your insurance company. In addition to ambulance billing, the volunteers receive some West Virginia State funding and some support from the County Commission. How does this break down? Below are their income and expense statements for 2015:

Summary of Major Expenses Incurred by Volunteer Fire Departments

• Building, grounds, maintenance, mortgage	\$186,441.00
• Fuel	\$111,153.00
• Insurance (VFIS, workers comp.)	\$350,149.00
• Utilities	\$180,533.00
• Vehicle payments	\$333,930.00
• Vehicle maintenance and repairs	\$207,025.00
• Ambulance supplies	\$182,894.00
• Gear and equipment (hose, PPE, SCBA, etc...)	\$196,354.00
• Annual testing (hose, pump, ladders, etc...)	\$26,869.00
• Supplies, professional services	\$136,796.00
• Other (function/event, training, reserve)	<u>\$ 307,699.00</u>
• Total expenditures:	\$ 2,219,843.00

Summary of consistent income for Volunteer Fire Departments

• Ambulance Billing	\$1,045,496
• Jefferson County Commission	\$420,000 = FY2016
• WV State Funding	\$339,004
• TOTAL INCOME less donations	\$1,804,500
• Cost of doing business	<u>\$2,219,843</u>

- Financial Gap \$415,343

Our dedicated volunteers contribute a lot to the Fire and EMS Service in Jefferson County. Not only do they bear a great financial burden, but they also give countless hours providing service delivery. We presented these numbers to the County Commission this year during the budget process. The County Commission responded by supporting our Volunteers with an additional \$25,000.00 per Volunteer Fire Department for fiscal year 2017 to total a disbursement of \$595,000. Our Commissioners went out into the field and ran calls to witness the service everyone is providing. We are grateful for their support and pledge to keep them informed as we search for Grants and creative ways to finance the needs of the Fire and EMS Service in Jefferson County.

More about the Ambulance Fee: What about the Ambulance fee we pay in Jefferson County? How is this spent? Why is it needed?

The Ambulance Fee helps to assist in purchasing equipment needed to mitigate emergency incidents, sustain the JCESA and provide critical supplemental staffing to the volunteer fire departments.

The Jefferson County Emergency Services Agency is a component agency funded by two sources. Those funding sources are the County Commission and the Ambulance fee. The JCESA exists to assist the Jefferson County volunteer fire departments in providing fire and emergency medical services to all citizens and visitors of Jefferson County, West Virginia. Due to the restrictions associated with the ambulance ordinance, there are limitations to what the JCESA staff can do as far as providing response to Fire incidents. The JCESA management and the Jefferson County volunteer Fire Chiefs work together to ensure accurate utilization of the JCESA personnel and they stay mindful of the ambulance ordinance limitations when providing suppression service.

In December of 2015 the JCESA and the Jefferson County volunteer Fire Departments signed a **Memo Of Understanding**. This MOU was approved by the West Virginia State Fire Commission. The MOU allows JCESA staff to be deployed into the various Fire Departments around Jefferson County and provide fire suppression services as well. The JCESA employs 26 full time staff and approximately 15 part timers. They are highly trained Firefighter Paramedics and Emergency Medical Technicians. Jefferson County is the only jurisdiction in the State of West Virginia that has a dual Board. This means that the JCESA Board that oversees the JCESA bears the responsibility of overseeing Fire and EMS responsibilities in accordance with the West Virginia State law. Below is the JCESA's income, expense and forecast statements based on fiscal year 2016's funding availability:

JCESA 2016 Budget Overview

- County Commission Funding = \$1,448K (15FT and 2 FT Mgmt.)
- Ambulance Fee Funding = 626K (8 FT)
- Total Funding = \$2,074K. Due to this year's ambulance fee disbursement in October, our ambulance fee carry over from the previous year allowed us to do 100% backfill of Emergency Medical Service providers which supports section 7 and section 11 of the ambulance fee ordinance.
- Year End Forecast at 100% Backfill= \$2,098K (approved at Oct. Board)

**backfill is the monies spent to cover personnel when they are sick or utilize annual leave*

Annual Expenses by Category: (93% salaries)

- FT Salaries \$1.070K 52%
- FT Fringe Ben. \$410K 20%
- PT Salaries \$195K 9%
- OT \$82K 4%
- Workers Comps \$123K 6%
- Liability Insurance \$46K 2%
- All Other (Auto, EMS supplies, travel and training, maintenance, logistic supplies, fuel, telephone and utilities, professional services and technical support)
- \$148K 7%.

TOTAL \$2,074K with 100% backfill after approval at the October Board meeting \$2,098k.

**backfill is the monies spent to cover personnel when they are sick or utilize annual leave*

The County Commission recently approved the following fiscal year 2017 budget for JCESA

• Staff Count	Current 2016 w/ 100% Backfill	2017 w/ 100% Backfill
	25 Full Time Staff	26 Full Time Staff
• Full time Salaries	\$1,041,000.00	\$1,081,000.00

• Fringe benefits	\$ 412,000.00	\$438,000.00
• Part time salaries	\$ 105,000.00	\$105,000.00
• Overtime	\$ 150,000.00	\$165,000.00
• Workers Comp.	\$123,000.00	\$143,000.00
• Liability Insurance	\$46,000.00	\$46,000.00
• All other expenses	\$221,000.00	\$ 225,000.00
• Total	\$2,098,000.00	\$ 2,203,000.00

What does the future hold for Jefferson County Fire and EMS?

The JCESA values their relationship with the Jefferson County volunteer Fire Departments. We are partners together in service! Jefferson County has dedicated and professional volunteers that have a vested interest in the communities they protect. Although volunteerism is declining across the Country, we want to do everything we can to encourage, support and nurture volunteerism in Jefferson County West Virginia. We believe we have the best volunteers and that Jefferson County is one of the luckiest jurisdictions in West Virginia to have such a dedicated, competent and selfless group of volunteers! We can't burn them out! The JCESA Director has submitted and recently received a FEMA SAFER Grant for volunteer recruitment and retention in the hopes of adding an additional 100 volunteers to Jefferson County West Virginia over a four year period. The JCESA and the volunteer leadership met in the fall of 2015 and decided that they would look at Computer Aided Dispatch data to decide what a future career supplemental staffing plan would look like for Jefferson County. We currently place JCESA staff strategically around the County in an effort to serve the most addresses and reduce response times. As funding permits, we will continue to build on a data driven staffing plan. The CAD data supports the following JCESA supplemental staffing plan for the 7 fire stations in Jefferson County.

Building our 5 Year Plan for Core Staffing

- Staff 7 Ambulances Saturday to Saturday, 6 A.M. TO 6 P.M.
- Maintain 4 Advanced Life Support Providers 24/7 365 days a year strategically placed in Fire Stations around the County (cross staffing capabilities; staffing the fire and EMS units).

- Staff Citizens, Independent and Shepherdstown's Fire Stations 24/7 365 with 3 personnel able to cross staff apparatus (which is staffing the fire and EMS units).

Our County Commission understands the financial challenges the Jefferson County Fire and EMS service are facing and will continue to face in the future. It's exciting to see Jefferson County's population grow but we must remember that comes with more emergency service demands. Our volunteers may lose their State workers compensation and liability insurance reimbursements next year due to State budget cuts! The Volunteers are stepping up to the plate and doing everything they can. As you can see, they have a significant expense supporting the infrastructure required to maintain the Fire Departments. The JCESA spends 93% of their budget on labor costs to supplement the volunteer staffing. We have absolute confidence that our Commissioners will make informed and educated decisions to help support the future Fire and EMS service needs in Jefferson County.

DRAFT

DRAFT

Computer Aided Dispatch Data

DRAFT

Jefferson County Statistics based on the 2014 Census Data

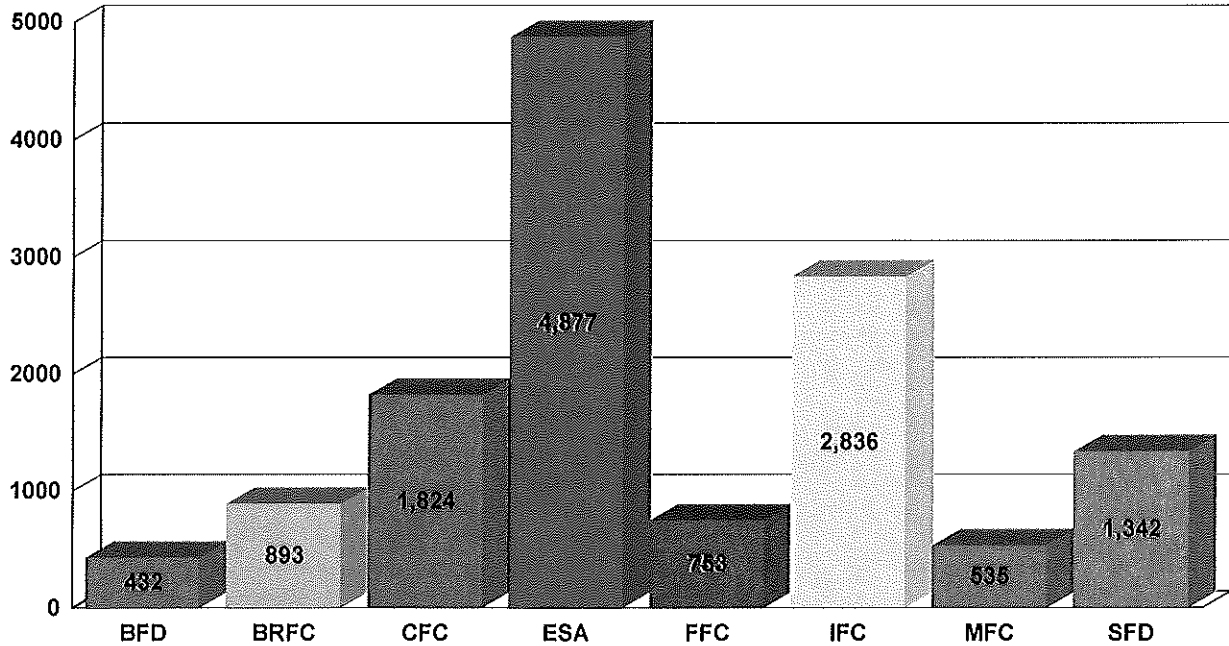
- Population in 2014 = 55,713 2010 = 53,498
- 14.1% over the age of 65



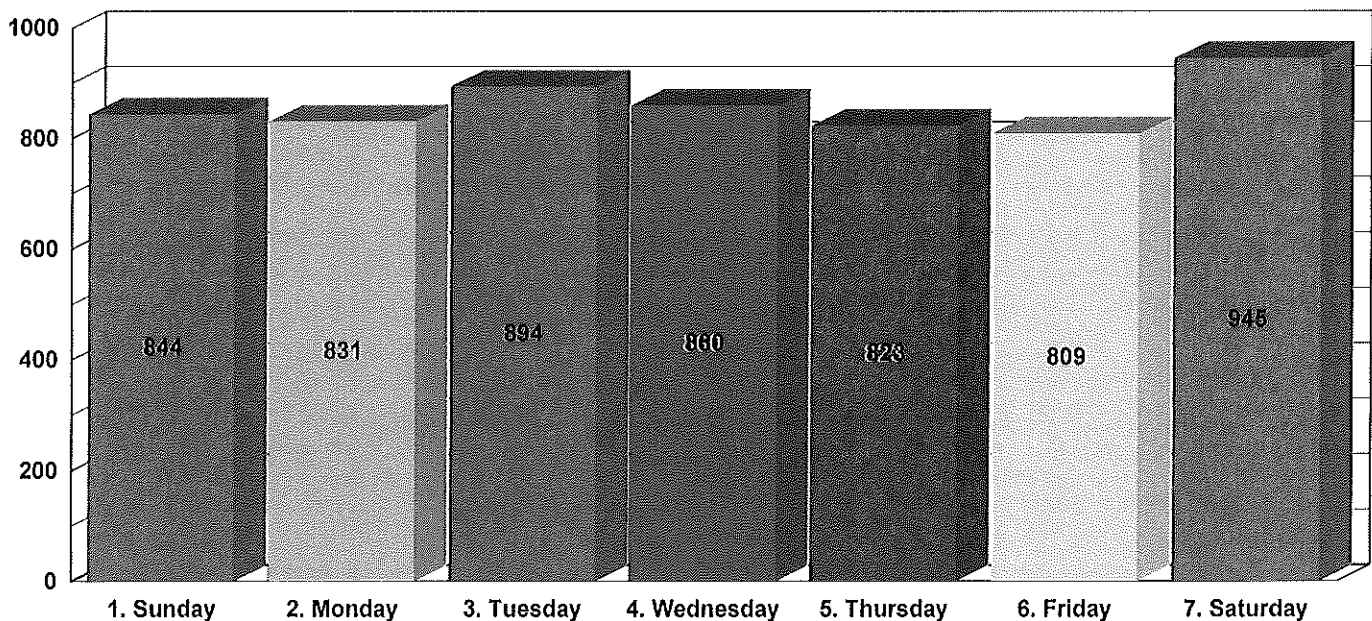
Jefferson County Emergency Communications 2015 Fire and EMS Activity Report

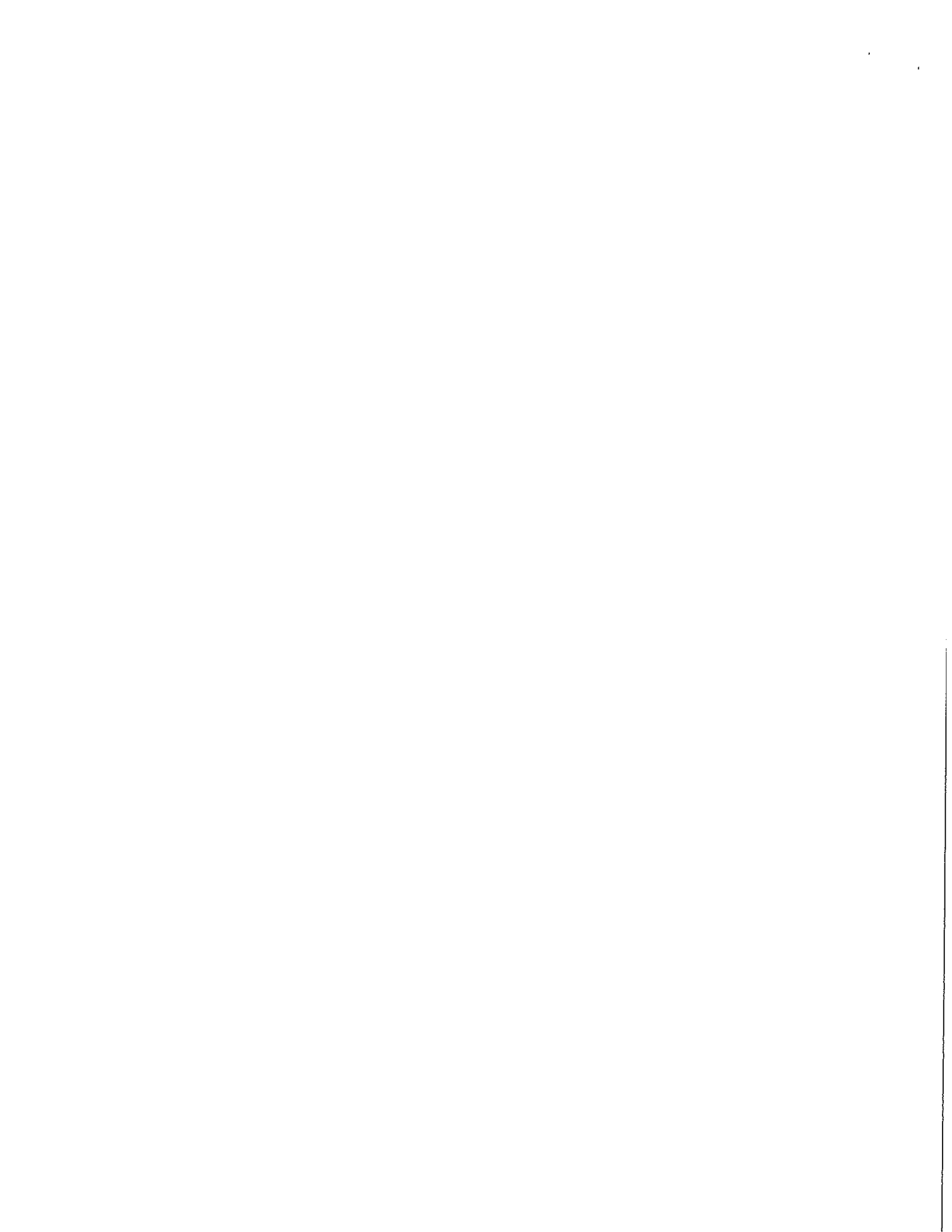
From 01/01/2015 to 12/31/2015
Total Incidents: 6,006

Incidents, by Agency

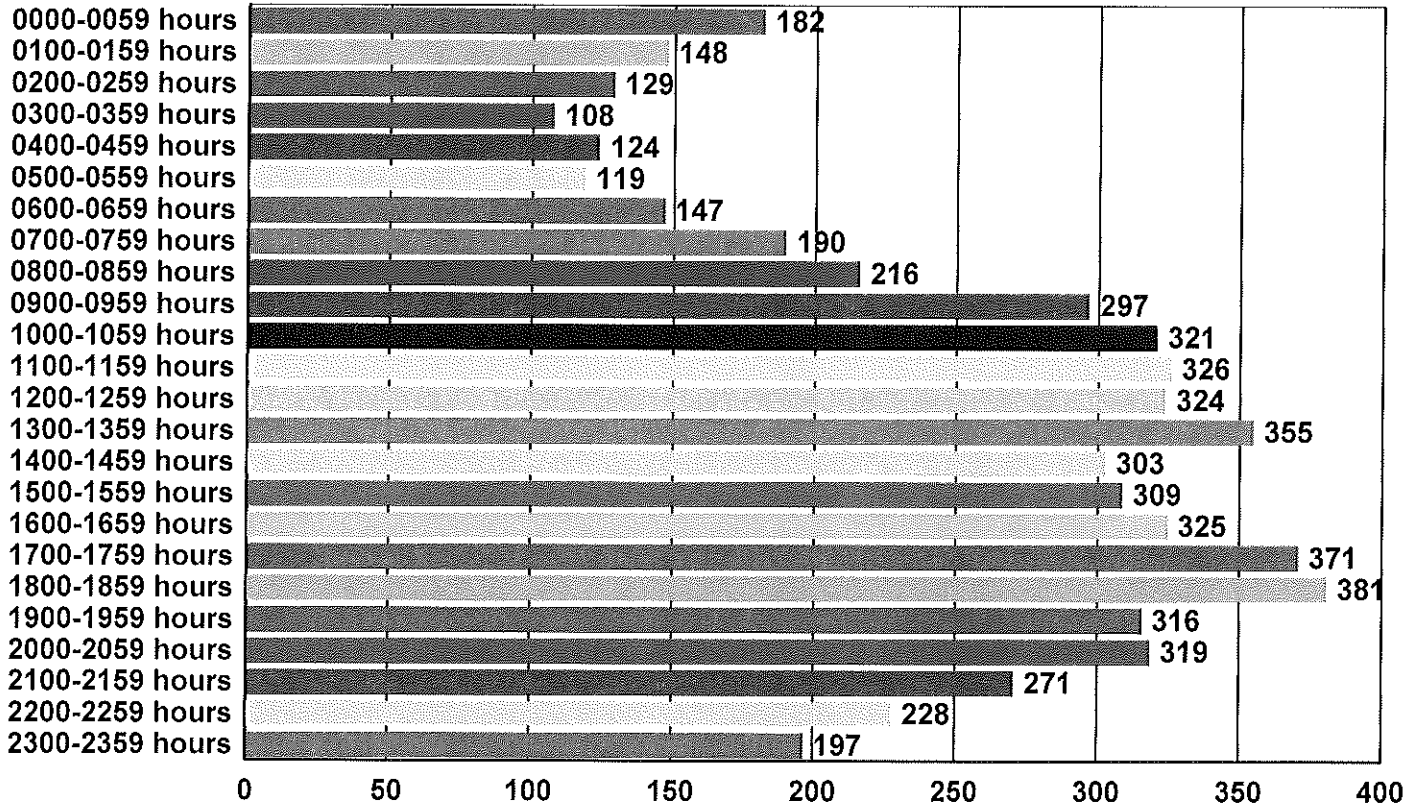


Incidents, by day

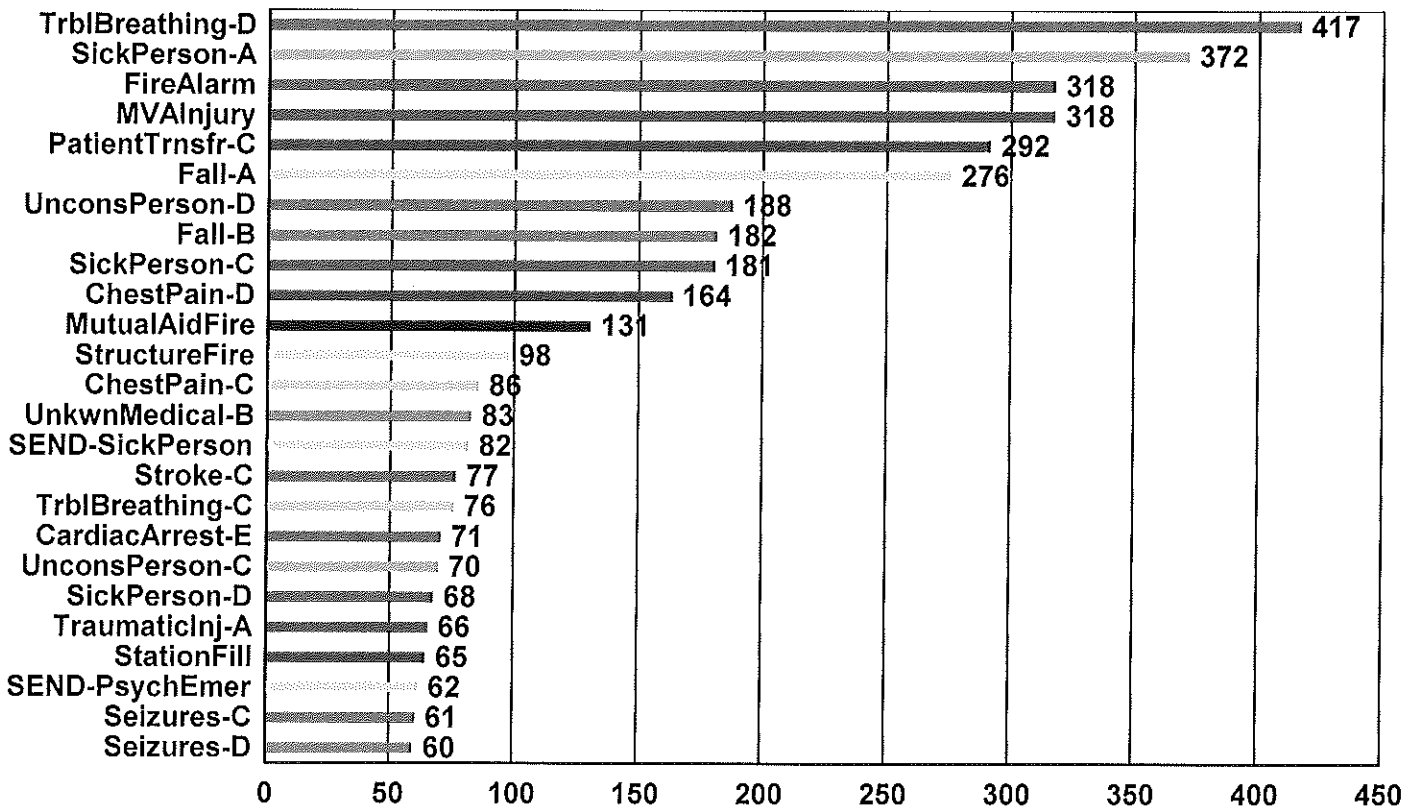


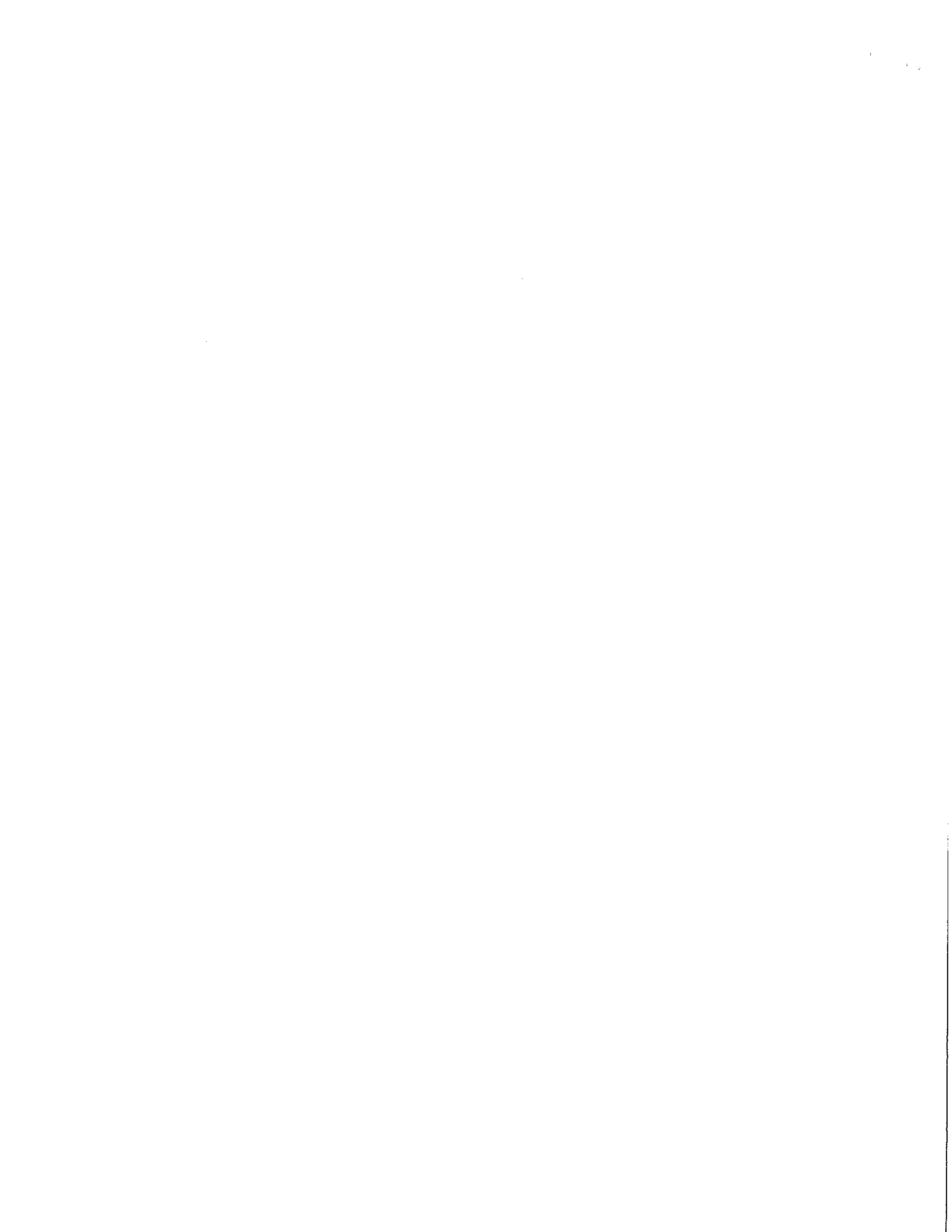


Incidents, by hour



Most Commonly Dispatched Nature Codes





- 5.4% under the age of 5
- 22.9% under the age of 18
- 22,564 housing units
- 209.64 square miles
- 255 persons per square mile. WV averages 77.1 persons per square mile.

Bedroom Community

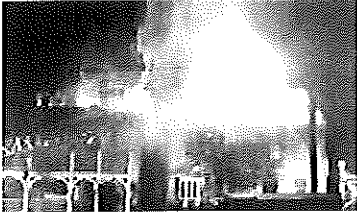
- 2014 there were 202 new housing units built in Jefferson County
- 2015 there were 304 new housing units built in Jefferson County

Fire and EMS incidents

- 6,006 total in 2015
- Over 60% is EMS
- 5,910 total in 2014

Recent Significant Events

- **Epic Snow Storm:** During the operational period from 0700 on 1/22/16 thru 0700 on 1/27/16 working together we answered 119 Emergency Calls. Two Cardiac Arrest that were SAVES, 1 structure fire, and 4 reported structure collapses were among the 119 calls answered. Utility 7 and Brush 502 were instrumental in accessing several of these addresses.
- Light Plane Crash
- Harpers Ferry Fire



- **All Good Festival:** A major Music Event requiring seven operational periods from 0700 hours on July 9, 2015 to 1900 hours on July 12. Planning meetings took place for six weeks prior to the event. 113 patients were treated by Ryneal, 17 patient transports and one death. This event had the potential of over taxing our Jefferson County Fire and EMS resources placing our Jefferson County Citizens, Visitors and Workers at significant risk.

Target Hazards: (A target hazard is defined as a location or plausible scenario in which a fire department could quickly become overwhelmed and for which additional resources, now scarce, would be needed). Below are some prime targets for terrorists.

- Washington D.C.
- Charlestown Race Track
- Camp David
- Site R: (basically an underground Pentagon).
- Railways
- Customs and Border Patrol: Level 4 Security. The White House is Level 5 Security

Fiscal year 2017's annual report will be released in the fall of 2017. Report Deliverables:

- **SAFER Grant for Volunteer Recruitment and Retention progress and updates**
- **Progress of reducing response times to emergency calls**
- **Emergency call types and emergency call volume**
- **We will share the Jefferson County Emergency Service Agency and Volunteer Fire Departments Budget**
- **Report on Community Engagement and our specific interactions within the Community**
- **We will report on customer service efficiencies and improvements**
- **We will report on our regional training center accomplishments**
- **The status of GRANTS pursued**
- **Fiscal year 2017 significant events**
- **Overview of the Fire and Emergency Medical Services Capital Plan**
- **Overview of the Fire and Emergency Medical Services Strategic Plan**



JEFFERSON COUNTY EMERGENCY SERVICES AGENCY

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Minutes
September 20, 2016

The September meeting of the Jefferson County Emergency Services Agency (JCESA) Board was held at 7 pm on Tuesday September 20, 2016 at the JCESA Operations Center, located at 419 Sixteenth Avenue, Ranson West Virginia 25438. Board Members present: Chairman Chris Conroy, Co-Chair Jane Tabb, Treasure Andrew Arnold, Member Doctor Jason Turner and Member Steve Sowers.

Assistant Prosecuting Attorney: Nathan P. Cochran

Call to Order

Chairman Chris Conroy called the meeting to order at 1902 hours.

Approval of Minutes

The August minutes were discussed and few items were brought up that need to be changed. Titles for Chris Conroy and Jane Tabb need to be corrected; Second paragraph pertaining to Andrew Arnold needs to be deleted. **Motion by Chris Conroy to table August minutes until next month, Second by Jane Tabb, motion passed 5-0.**

Treasures Report

Deputy Director Hannon reviewed Treasures report. Question came up on the YTD Variance Budget vs Actuals. Part of this variance was due to orientation for new employees and part of it staffing Middleway two days a week with part time employees. Chris Conroy did not recall the staffing plan at Middleway and requested a review for the last quarter (July thru Sept) and a report prepared for next month Board meeting. **Motion made by Jane Tabb, second by Chris Conroy to approve Treasures Report. Motion passed 5-0.**

Chairman's Report

1. Medical Director Position to fill.

Deputy Director Hannon reported that we have only had one application for the position of Medical Director and that was from Dr. Marney Treese. After brief discussion **Motion made by Chris Conroy, second by Andrew Arnold to hire Dr. Marney Treese as our Medical Director effective October 1, 2016. Motion passed 5-0.** Deputy Director Hannon will draft and send letter to Dr. Treese confirming the actions of the Board.

2. Operational and Management Manual

Chris Conroy reviewed the need for this manual to provide more clarification on Directors operations. Chris Conroy will draft an outline pertaining to this. Nathan Cochran offered input that the board should set the goals and the Directors meet those goals to best of their abilities. **Motion made by Chris Conroy to develop this manual, second by Jane Tabb. Motion passed 5-0.** A second motion made by Chris Conroy to draft an outline for the Operational and Management Manual second by Jane Tabb. **Motion passed 5-0.**

It's About Saving Lives...



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3. Committees

- A. Administrative Committee: Steve Sowers to Chair. Personnel Issues, Administrative policy, Grant hiring, Strategic Planning are few of areas this committee will work on. Jane Tabb and Chris Conroy will also be part of committee.
- B. Operational Committee: Aaron Watson to Chair. Overview of operational manual and procedures. Andrew Arnold and Chris Conroy will also be part of this committee.
- C. Budget and Benefits Committee: Andrew Arnold to Chair. Review of budget and tracking and review of benefits being offered and options. Dr. Jason Turner and Chris Conroy will also be part of this committee.

Note* Chris Conroy will provide an outline for each of these committees to be included in the minutes. Some Board members not present and committees will be on the agenda for the October JCESA Board meeting.

President of JCFRA

Not Present-No Report

Directors Report

Budget Overview- Deputy Director Hannon reviewed current budget and preparations are underway for the next budget cycle. The desire is to be prepared to present the Ambulance fee budget, JCESA budget and fire departments at the December Board meeting. Part of this preparation includes a fall Staffing Review.

Fall Staffing Plan Review- the Directors are reviewing the best utilization of the resources we have and the challenge associated with ALS resources and deployment. Part of this challenge is the use of the "SEND" protocol and "Charlie Response". Captain Burner reviewed a handout on this issue. This issue was brought to ECC back in 2013 and again in 2015 with the hope modifying this practice. The issue was reviewed at meeting at ECC but no action was taken. There is currently a Medical Director for ECC and another Medical Director for JCESA/county. **Motion made by Chris Conroy second by Steve Sowers to have our new Medical Director review this with ECC to resolve this issue, and possibility of utilizing ALS and BLS response. Recommended made to have the Operational Committee take up this issue. Motion passed 5-0.**

*CAD Data-*Chris Cross at ECC is still working on separating out the different call types and hopes to have more definitive data for us shortly.

Communications and quickest route- both Andrew Arnold and Nathan Cochran provided update on progress being made with this issue. The State fire Marshalls office may come to the September 29th county Commission meeting for a follow up, however there are plans for both short and long term fixes. The Fire chiefs are working on response boxes to include first and second alarm.

Update on Recruiter position- Three applications have been received for this position and the closing date is still a week off. Chris Conroy requested Executive pertaining to this position at the end of the meeting.



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Board Member Request

The October JCESA Board meeting will be held on Wednesday October 19, 2016 at 7 pm due to conflicts with Chamber awards Program. **Motion made by Chris Conroy second by Andrew Arnold to move meeting date. Motion passed 5-0.**

Attendance at Board Meetings- Discussion on receiving credit for board meeting was held. Clarification provided as follows: If you show up for a meeting and it's canceled you get credit, if you show up for a meeting that had to be rescheduled you will receive credit as well. If you miss a scheduled meeting and its canceled and you also miss the rescheduled meeting that only counts as one missed meeting.

Committee Reports

No Report

New Business

No new Business

Employee Liaison

Not Present

Public Comment

One person spoke

Board Member Comments

Feedback provided on Committee's that were formed and desire to have volunteer involvement.

Executive Session

Motion made by Chris Conroy to enter executive session, second by Jane Tabb to discuss Recruiter position. Motion passed 5-0.

Motion to come out of executive session and adjourn meeting was made by Jane Tabb Second by Chris Conroy Motion Passed 5-0.

Adjournment Note: These minutes were prepared by Deputy Director Ed Hannon

Jefferson County Emergency Services Agency

Budget Committee Meeting

October 10, 2016

BUDGET STRATEGY PROPOSAL

Short Term Goals-

- Fiscal Year 2018-
 - Be true transparent partners with the Volunteer Agencies in moving budgeting forward.
 - Determine additional FTE positions needed and associated costs.
 - Determine additional Volunteer Gaps and associated costs.
 - Determine additional ESA Gaps and associated costs.
 - Determine financial oversight needs of new federally funded grant position of Volunteer recruitment coordinator.
 - Once Costs for additional FTE's and Gaps are defined- partner with Volunteer agencies in determining total funding request for FY2018 and develop coordinated and joint presentation with Volunteer agencies to present to Commission.
 - In that presentation, inform and educate County Commission on future necessity of creating a "Capital Expenditures" funding mechanism separate from the equally distributed "Volunteer General Fund" mechanism.
 - In that presentation, inform and educate County Commission on the actual financial value/ savings that Volunteer agencies continue to contribute to County Emergency Services.

Medium Term Goals-

- Fiscal Year 2019-
 - Determine additional FTE positions needed and associated costs.
 - Determine additional Volunteer Gaps and associated costs.
 - Determine additional ESA Gaps and associated costs.
 - Request from Volunteer Agencies that they draft an MOU that would encompass the process for which they would receive funding from the county for both their General Funding, and the proposed Capital Funding.
 - Allowing the volunteers to actually draft the funding MOU would ensure transparency, would ensure their interests were met, and would show a true partnership between the JCESA and Volunteer Agencies.
 - Request from Volunteer Agencies their priorities for future Capital Funds.
 - Prepare a strategy and recommendation for the actual funding of the future Capital Fund.

Long Term Goals-

- Continue to work on legislation to allow a "Joint Emergency Services Fee"
- Continue to work on future projections to determine strategy on a Joint Emergency Services Fee Schedule.



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Fax – 304-728-6221

AGENDA October 19, 2016

The October meeting of the Jefferson County Emergency Services Agency (JCESA) Board will be held at 7pm on Wednesday October 19, 2016 at the JCESA Operations Center, located at 419 Sixteenth Avenue, Ranson, West Virginia 25438.

Roll Call Sign in Sheet

Call to Order

Approval of the September Minutes

Treasurer's Report

Director Pouget to update the Board on part time salary

Chairman's Report

President JCFRA

Director's Report

- Communications and quickest route update
- CAD Data progress
- Presentation of the Annual Report for FY 2016
- Update on Volunteer RRT Grant
- Presentation from Captain Burner on the LUCAS Chest Compression system

Board Member Requests

Committee Reports

Unfinished Business

New Business



JEFFERSON COUNTY EMERGENCY SERVICES AGENCY

419 Sixteenth Avenue
Ranson, WV 25438
E-mail – jcesa@jcesa.org
Telephone – 304-728-3287
Fax – 304-728-6221

Employee Liaison

Review of current projects to keep the Board informed

Public Comment (Limit 5 minutes per person)

Board Member Comments

Executive Session to discuss personnel matter

Adjournment

Members of the public are invited to attend the meeting. The JCESA Operations Center is handicapped accessible. Members of the public having any questions about the meeting may contact JCESA at 304-728-3287 during normal business hours.

SIGN IN SHEET FOR BOARD MEETING OF THE JCESA

Type of Meeting - Regular / Special Meeting Date- 10-19-16
 Location - JCESA Building, 419 Sixteenth Ave. Ranson, WV 25438 1900 Hrs.

Board Members: (Please Print) 1- Steve Sowers 2- [Signature]
 3- Jane M. Tabb 4- Aaron J. Watson 5- [Signature]
 6- _____ 7- _____

OTHERS - Please sign below for the record of attendance. If you want to speak at the public comment section, please mark where indicated. Note: Not all meeting will have public comments per the WV Open Meetings Act-(Refer to agenda)

	Name (Please Print)	Representing	Would Like to Speak	
			YES	NO
1-	<u>Marshall Dementt</u>	<u>SFD</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2-	<u>Ross L. Morgan</u>	<u>SFD</u>	<input type="checkbox"/>	<input type="checkbox"/>
3-	<u>Keith Kain</u>	<u>FPL</u>	<input type="checkbox"/>	<input type="checkbox"/>
4-	<u>Bob Buzler</u>	<u>JCESA</u>	<input type="checkbox"/>	<input type="checkbox"/>
5-	<u>Ed Harmon</u>	<u>JCESA</u>	<input type="checkbox"/>	<input type="checkbox"/>
6-	<u>Marney Treese</u>	<u>JCESA</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7-	<u>Denise S. Pouget</u>	<u>JCESA</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
9-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
10-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
11-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
12-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
13-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
14-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
15-	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>

