

**JEFFERSON COUNTY
EMERGENCY SERVICES
AGENCY DIRECTORS FISCAL
YEAR 2017 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 2017. 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.

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 2017 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. The following is a list of accomplishments that occurred in fiscal year 2017:

- JCESA and the Volunteers continued functioning as a team to provide service to the citizens of Jefferson County
- Deployed an additional 3.4 staffers into operations which allowed us to staff the first 2 peak time units and Independent and Citizens Volunteer Fire Companies.
- The ambulance ordinance provided enough available funds to continue to provide 100% backfill for positions when personnel utilized leave. Therefore there were very few gaps in service.
- Due to a high turnover rate of JCESA staff and significant on boarding costs, the JCESA Director recommended a class and compensation study be conducted. The Board unanimously voted to hire Dr. Cassi Fields to conduct the study. Director Pouget worked with Dr. Fields during fiscal year 2017 to ensure the study was conducted with volunteer and employee participation.
- The JCESA Director applied for a SAFER Grant in fiscal year 2016 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 was awarded the Grant in fiscal year 2017! The performance period began on November 20, 2016. The monies will

continue to be utilized towards an aggressive marketing campaign targeting College age Volunteers, paying full time Volunteer Recruiter Allen Keyser, \$2000.00 tuition towards college classes of the student's choice, fire training monies, gear and physicals.

- The Volunteer Recruitment and Retention grant required the Director to devote a significant amount of time administratively to ensure all FEMA government rules and regulations were being initiated and managed properly. Set up time for the Grant was 3 months.
- Recruitment and Retention numbers for fiscal year 2017: we began an aggressive marketing program, developed policies and procedures with the approval of FEMA, and recruited and hired our JCESA volunteer recruiter / coordinator in fiscal year 2017. During fiscal year 2017 thirty five people entered the Jefferson County volunteer Fire Companies through the JCESA initiated recruitment and retention grant.
- 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 shootings EMS providers are exposed to in today's environment.
- We continued to support 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. This presentation provided facts to the County Commissioners necessary to increase the Fire Department funding by \$10,000.00 in Fiscal year 2017.
- DOA transport van: the Jefferson County Commissioners approved a DOA transport van to assist in the transportation of DOA's when necessary. There were approximately 200 cases in Jefferson County during FY 2017 where it was necessary to transport DOA's. We

partnered with Blue Ridge Mountain Volunteer Fire Company to ensure deceased individuals were transported and placed in a secure and appropriate facility while family members were contacted to claim these individuals. Predominantly the reason for transporting DOA's to a temporary holding facility is due to:

- a. An individual passes away in a traumatic accident and there will be a delay in contacting family members.
- b. An individual passes away due to apparent natural causes while visiting Jefferson County no family members or next of kin are available to make decisions.
- c. An individual has no family members or next of kin available to make decisions that anyone is aware of.
- d. An individual has been the victim of a crime and passed away as a result of that crime. All death by apparent unnatural causes are deemed Medical Examiner cases. These cases are thoroughly examined by the West Virginia designated Medical Director that serves our area of the WV panhandle.

Obviously once it has been determined that a person has passed away, the right thing to do is treat them with dignity and respect. It is important to secure the scene, and as responsible public safety partners and assist law enforcement in securing transport and storage of bodies if no apparent arrangements have been made. We have devised a call back program to deal with these situations when necessary. Utilizing a call back program to deal with these issues ensures we don't delay 911 service to our citizens in need.

- Safety statistics for fiscal year 2017 for the JCESA:

Workers Comp Claims:

1 heat exhaustion

1 muscle strain

1 knee injury

1 head laceration

1 puncture to leg

Backing incidents: 1, into fire station bay door

Collison's: 2, no fault

Next Steps

- Continue to pursue a Regional Training Facility
- Continue to justify staffing all EMS Units with CAD data showing peak times
- Continue to work towards our own comprehensive plan in 2018 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:

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 29 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 2017's funding availability:

* 2017 with 100% Backfill	
* 27 Full Time Staff	
* Full time Salaries	\$1,081,000.00
* Fringe benefits	\$438,000.00
* Part time salaries	\$105,000.00
* Overtime	\$165,000.00
* Workers Comp.	\$143,000.00
* Liability Insurance	\$46,000.00
* All other expenses	\$ 225,000.00
* Total	\$ 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 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.

Jefferson County Statistics based on the 2016 Census Data

- Population in 2016 = 56,368
- 15.1% over the age of 65

- 5.6% under the age of 5
- 22.8% 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. New Commercial Property grew by 4 units.
- 2015 there were 304 new housing units built in Jefferson County (large spike due to apartment complex in the city of Ranson). New Commercial Property grew by 5 units.
- 2016 there were 189 new housing units built in Jefferson County. New Commercial Property grew by 13 units.
- 2017 there were 251 new housing units built in Jefferson County. New Commercial Property grew by 7 units.
- **We are expecting another spike in new housing because the Ranson apartments will grow by 36 unit. We may be looking at number in the 300's again.....**

Fire and EMS incidents

2017: Total 6,486

Fire: 1,292

EMS: 5,194

2016: Total 6,685

Fire: 1,409

EMS: 5,276

2015: Total 6,006

2014: Total 5,910

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 2018's annual report will be released in the fall of 2018. Report Deliverables:

- **SAFER Grant for Volunteer Recruitment and Retention progress and updates**
- **Progress of reducing response times to emergency calls**
- **Emergency call volume**
- **We will share the Jefferson County Emergency Service Agency 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 effort to plan for a regional training center**
- **The status of GRANTS pursued**
- **Overview of the Fire and Emergency Medical Services Capital Plan**
- **Overview of the Fire and Emergency Medical Services Strategic Plan**