Content within this presentation is for collaborative discussion and negotiation. While no piece is a “magic pill,” the concepts are sound, and proven through application across the county – and even country – daily.
Community-Centric Proposal Executive Summary

- MCA, Inc. retains EMS billing (including new JCESA billing) with local Billing Specialist to generate additional income (intentional follow up on unpaid invoices).

- **Option A**: JCESA/JCC Purchase 10 Ambulances (6 staffed, 4 Spare) from Volunteer Corporation at fair market value.

- **Option B**: JCESA/JCC Purchase 7 Ambulances (6 staffed, 1 Spare) from Volunteer Corporation at fair market value. Volunteer Corporations retain ownership of 6 Ambulances, as desired, maintaining at least 10 units in county.

- **Option C**: Volunteer retain ownership of all Ambulances.

- JCESA and volunteer companies enter a revenue sharing model based on equipment ownership and staff affiliation

- JCC supports a new staffing model that increases county-paid staff in stations; with volunteer corporations seeking SAFER Grant(s) to offset short term financial burden.

- Increase the Ambulance Fee

- Establish permanent fire funding via a fire fee or levy

- Fund significant infrastructure needs (aging firehouse, old equipment, radio replacements) across the county where ARP funding would be better spent
Centralized Billing

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
Retain MCA, Inc.

- **Dedicated, experienced Team Familiar with our area hospitals and patient base:** A total of 11 full time employees (not including management) dedicated to the agencies in Jefferson County with an accumulative 180 years of EMS billing experience (average of 16 years each). These 11 are working in our accounts every day and are overseen by 5 members of management associated with each department to ensure proper procedures are followed and compliance standards are met.

- **Upfront/Insurance & Demographic Verification:** This department uses the best software tools available to validate critical billing information before processing the claim.

- **Claims Processor:** In-depth review performed by a NAAC certified coder. Automation is powerful but proper, compliant billing requires human eyes to accurately interpret the billing base rate. There are no substitutions or shortcuts when it comes to revenue return and compliance.

- **Auditing:** This team works on 30/60/90/120 cycles like a team of detectives to keep our AR clean and revenue flowing. Our service deserves more than just the low hanging fruit.

- **Powerful Tools:** These come at a high cost but allow MCA to optimize returns at a rate that would not be possible without them. Cost for such tools are spread out over MCA's client base and when bearing the cost for these would not be feasible for a single internal billing department.

- **Compliance, compliance, compliance:** EMS billing is a virtual mine field as it relates to compliance. It's important to collect every penny due to our agency, but just as important not be paid the funds that you should not receive. Proper determination of base rates, medical necessity (for emergency and non-emergency), careful consideration of charge amount based on how your agency responded to the patient's condition reported by dispatch vs the actual level of care provided by the EMT/Paramedic and backed by proper documentation.
MCA, Inc. (Huntington, WV) continues processing all billing.

If the county proceeds with hiring a Billing Specialist, this resource can work with locals to assist with collections – tailoring a repayment plan that will increase revenue.

A softer approach to hard billing, still resulting in increased revenue, while not “scaring” system users due to ability to afford service.

County can bill, however required by law, but maintains relationship with MCA to decrease risk.
Ambulance Layout

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
Assumptions

An assumption is a statement that you assume to be true. Without assuming certain things planning would be impossible, as we never know for certain how the future will look.

- We assume all Volunteer Departments engagement in the plans.
- We assume the county can provide a total of 6 staffed units.
- We assume the County Commission is committed to continued Volunteer engagement in EMS System.
- We assume an ALS staffed versus BLS staffed unit model may provide needed coverage at reduced cost.
BFD has already begun process of removing Transport Services.

As-Is Ambulance Placement
Current Transport Unit Matrix

90th Percentile Response: 14.4
Shepherdstown
4 ALS 4 BLS

Friendship
4 BLS

Independent
4 ALS 4 BLS

Blue Ridge Mt.
4 ALS 4 BLS

Citizens
4 ALS 4 BLS

3 ALS Office Staff (Non-Operational)

As-Is JCESA Staffing
Current Staffing Matrix
OPTION A
County Ownership of all Transport Units
County Owner
Ambulance Placement

Proposed Placement of County Owned Transport Units in existing firehouses.

- ALS Staffed (5)
- BLS Staffed (1)
- Spare JCESA (4)
Assumptions

- JCC Purchases 10 Ambulances.
- Volunteers would remain a part of the system as recognized providers.
- Spare Units would be housed in volunteer firehouses. Volunteer can respond on “2nd Due” calls when a Spare Transport Unit is available in their station.
- Volunteer Corporations will receive Revenue Share for any unit housed in their station in lieu of rent.
- Volunteers will be able to operate as “driver” or “provider” on County Owned transport units, as needed/desired.
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician within volunteer firehouse.
- Essentially, the ONLY change in the system is “who” owns the ambulances, and “who” sends a bill.
- County will take 100% of EMS Service Costs.
- 1 Spare at JCESA so “office staff” can respond as medics when needed.
JCESA Owned Ambulances Responding from Volunteer Firehouses

- 50% of the total net revenue per run will be disbursed based on ownership of the apparatus. [JCESA]
- 40% of the total net revenue will be disbursed to the owner of the Station that responds to the call. [Volunteer]
- 10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If NO first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.
Annual Billing Distributions by Owner: Proposal A

Apparatus Owner; $750,031
Station Owner; $600,025
Billing Fee; $103,505
First Responder; $150,006
Average Per Call Distribution by Entity: Proposal A

<table>
<thead>
<tr>
<th>Entity</th>
<th>Amount Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulance Owner (JCESA)</td>
<td>$188.40</td>
</tr>
<tr>
<td>Station Owner (Volunteer)</td>
<td>$150.72</td>
</tr>
<tr>
<td>First Responder (Variable)</td>
<td>$37.68</td>
</tr>
<tr>
<td>Billing Fee</td>
<td>$26.00</td>
</tr>
</tbody>
</table>
JCESA Owned Ambulances Increases Taxpayer Financial Liability

Staffing + Infrastructure - Revenue =

Is More Efficient than:

Current

Proposed
OPTION B

Partnership Ownership of all Transport Units
Volunteer Ambulance Placement

Proposed Volunteer Owned Matrix; Volunteer Corporations have the option to retain a Transport Unit to assist with service delivery.
Vol. Owned (6)
JCESA Owned (ALS) (5)
JCESA Owned (BLS) (1)
Spare JCESA (1)

Complete Ambulance Placement
Proposed EMS Layout Matrix; total unit count minimum is 10 transport units.
Partnership System

Jefferson County Owned (7)

- County Ownership of 7 JCESA Ambulances
- Located strategically in volunteer firehouses
- Alerted on “1st Due” EMS calls.

Volunteer Corporation Owned (6)
Assumptions

- Volunteers retain ownership of a Transport Unit, if they desire to do so.
- JCC ensures minimum of 10 transport units in county (i.e., if only 2 Vol. Org. retain Amb., county purchases additional up to 10).
- Volunteer can respond as desired on calls.
- Volunteer Corporations will receive Revenue Share for JCESA Owned unit running from their station.
- Volunteers will be able to operate as “driver” or “provider” on County Owned transport units, as needed/desired.
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician.
- Essentially, the only change in the system is “who” owns some of the ambulances, and “who” sends a bill when a County Owned unit transports.
- County will implement a “central supply” and take 100% of EMS Service Costs.
• 40% of the total net revenue per run will be disbursed based on ownership of the apparatus.
• 40% of the total net revenue will be disbursed to the owner of the Station that responds to the call.
• 10% of total net revenue will be disbursed to the “lead provider” agency.
• 10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If NO first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.
Annual Billing Distributions by Owner: Proposal B

- Apparatus Owner: $600,025
- Station Owner: $600,025
- First Responder: $150,006
- Lead Provider: $150,006
- Billing Fee: $103,505
**Average Per Call Distribution by Entity: Proposal B**

<table>
<thead>
<tr>
<th>Entity</th>
<th>Function</th>
<th>Amount Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer</td>
<td>Ambulance Station</td>
<td>$301.43</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JCESA Ambulance Lead Provider</td>
<td>$188.40</td>
</tr>
<tr>
<td>JCESA</td>
<td>Lead Provider</td>
<td>$37.68</td>
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<tr>
<td>Variable</td>
<td>First Responder</td>
<td>$37.68</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biller</td>
<td>Billing Fee</td>
<td>$26.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Partnership Owned Ambulances Increases Taxpayer Financial Liability

Staffing + Infrastructure - Revenue =

Is More Efficient than:

Current

Proposed
OPTION C
Maintain Current System – Volunteers
Provide Infrastructure, Government provides STAFFING
Vol. Owned (12)

JCESA ALS Staffed (5)

JCESA BLS Staffed (1)
Assumptions

- Volunteers retain ownership of all Transport Units.
- Most **cost effective model for JCC** – continued limited infrastructure costs.
- JCC increases annual funding of Fire Departments. (Loss of 20% EMS Revenue will significantly hurt corporations)
- JCESA Staffing will remain dual role and will still function as Firefighter/Technician when needed.
- Essentially, the **only** change in the system is Revenue Share back to County for Lead Provider affiliation.
- Implement a Central Supply to reduce overall supply cost to volunteer corporations.
40% of the total net revenue per run will be disbursed based on ownership of the apparatus.

30% of the total net revenue will be disbursed to the owner of the Station that responds to the call.

20% of total net revenue will be disbursed to the “lead provider” agency.

10% of the total net revenue will be provided to the “first-responder” unit which supports EMS transporting units. If NO first responder assisted with the call, then the 10% is pooled and held in a reserve fund until the end of the fiscal year. At the end of the year, the pooled funds are divided equally among the eligible licensed companies.
### Average Per Call Distribution by Entity: Proposal C

<table>
<thead>
<tr>
<th>Entity</th>
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<tr>
<td>Volunteer</td>
<td>Ambulance</td>
<td>$263.75</td>
</tr>
<tr>
<td></td>
<td>Station</td>
<td>$263.75</td>
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<tr>
<td>JCESA</td>
<td>Lead Provider</td>
<td>$75.36</td>
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<tr>
<td>Variable</td>
<td>First Responder</td>
<td>$37.68</td>
</tr>
<tr>
<td>Biller</td>
<td>Billing Fee</td>
<td>$26.00</td>
</tr>
</tbody>
</table>
Volunteer Owned Ambulances DECREASES Taxpayer Financial Liability

Is More Efficient than:

JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.
JEFFERSON COUNTY FIRE & RESCUE ASSOCIATION, INC.

Organized 1959

Fire Staffing Model (2023-2030)

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
Current Fire Staffing

JCESA Staff is primarily EMS, and only assist with Fire Response as needed. No dedicated, planned, fire staffing is currently in place.
FY23: Fire Staffing

Increase JCESA staffing to provide a Technician/EMT at 3 firehouses 24/7.

Increase of 12 FTE.

Vol. Org. (1) Submits SAFER Grant Request.
FY24: Fire Staffing

Awarded SAFER Grant #1 (12 FTE) providing 1 fully staffed Engine.

Increase JCESA staffing to provide a Technician/EMT at +2 firehouses 24/7.

Increase of 8 FTE.

Vol. Org. Requests SAFER Grant #2
FY25–FY26: Fire Staffing

2nd Awarded SAFER Grant (12 FTE) providing 2nd fully staffed Engine.

JCESA staffing to provide an FTE Staffed Engine at 1 additional 24/7.

Increase of 4 FTE.
FY27: Fire Staffing
JCESA takes ownership of 1st SAFER Personnel
Increase of 12 FTE
FY28-FY30: Fire Staffing

JCESA takes ownership of 2nd SAFER Personnel

Increase of 12 FTE
Increase Ambulance Fee

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
## Increase Ambulance Fee

## Decrease Financial Strain

### Description

<table>
<thead>
<tr>
<th>Residential</th>
<th>Annual Fee</th>
<th>Total Units</th>
<th>Revenue Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner Occupied</td>
<td>$85.00</td>
<td>13943</td>
<td>$1,185,155.00</td>
</tr>
<tr>
<td>Non-owner Occupied</td>
<td>$95.00</td>
<td>5678</td>
<td>$539,410.00</td>
</tr>
<tr>
<td>Homestead</td>
<td>$20.00</td>
<td>4153</td>
<td>$83,060.00</td>
</tr>
<tr>
<td><strong>Subtotal Residential</strong></td>
<td></td>
<td>23774</td>
<td><strong>$1,807,625.00</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-residential</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No Sq Ft on File</td>
<td>$300.00</td>
<td>7</td>
<td><strong>$2,100.00</strong></td>
</tr>
<tr>
<td>&lt;10,000sf</td>
<td>$400.00</td>
<td>574</td>
<td><strong>$229,600.00</strong></td>
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<tr>
<td>10,001sf to 20,000sf</td>
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<td>75</td>
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<td>20,001sf to 65,000sf</td>
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<td><strong>$46,400.00</strong></td>
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<tr>
<td>65,001sf to 360,000sf</td>
<td>$2,750.00</td>
<td>27</td>
<td><strong>$74,250.00</strong></td>
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<tr>
<td>&gt;360,000sf</td>
<td>$33,400.00</td>
<td>1</td>
<td><strong>$33,400.00</strong></td>
</tr>
<tr>
<td><strong>Subtotal Non-residential</strong></td>
<td></td>
<td>742</td>
<td><strong>$427,000.00</strong></td>
</tr>
</tbody>
</table>

| Total Revenues       | 24516      | **$2,234,625.00** |

| Less: Uncollectibles | -12%       | ($268,155.00)     |
| Less: Administration Cost |        | ($75,000.00)     |
| **Total Cash Estimate** | | **$1,891,470.00** |

**Proposed Increase in Revenue**: $999,243.00
Establish Fire Funding

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
<table>
<thead>
<tr>
<th>Description</th>
<th>Annual Fee</th>
<th>Total Units</th>
<th>Revenue Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Residential</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner Occupied</td>
<td>$75.00</td>
<td>13943</td>
<td>$1,045,725.00</td>
</tr>
<tr>
<td>Non-owner Occupied</td>
<td>$95.00</td>
<td>5678</td>
<td>$539,410.00</td>
</tr>
<tr>
<td>Homestead</td>
<td>$20.00</td>
<td>4153</td>
<td>$83,060.00</td>
</tr>
<tr>
<td><strong>Subtotal Residential</strong></td>
<td></td>
<td>23774</td>
<td>$1,668,195.00</td>
</tr>
<tr>
<td><strong>Non-residential</strong></td>
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<td></td>
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<td>No Sq Ft on File</td>
<td>$375.00</td>
<td>7</td>
<td>$2,625.00</td>
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<td>&lt;10,000sf</td>
<td>$375.00</td>
<td>574</td>
<td>$215,250.00</td>
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<td>10,001sf to 20,000sf</td>
<td>$500.00</td>
<td>75</td>
<td>$37,500.00</td>
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<td>20,001sf to 65,000sf</td>
<td>$750.00</td>
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<td>$43,500.00</td>
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<td>&gt;360,000sf</td>
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<td>$4,000.00</td>
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<tr>
<td><strong>Subtotal Non-residential</strong></td>
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<td>$343,375.00</td>
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<tr>
<td><strong>Total Revenues</strong></td>
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<td></td>
<td>$2,011,570.00</td>
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<tr>
<td>Less: Uncollectibles</td>
<td></td>
<td></td>
<td>-12% ($241,388.40)</td>
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<tr>
<td>Less: Administration Cost</td>
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<td></td>
<td>($75,000.00)</td>
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<tr>
<td><strong>Total Cash Estimate</strong></td>
<td></td>
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<td>$1,695,181.60</td>
</tr>
</tbody>
</table>

$240K per department. Reducing County Overhead
Conclusion

COMMUNITY-CENTRIC PROPOSAL FOR JEFFERSON COUNTY FIRE AND EMS
New Revenue for County Commission

- Transport Revenue Share
- Increased Ambulance Fee
- Increased Billing
- New Fire Fee/Levy

Sustainability
What to do with ARP (COVID) Funding?

▪ Build Upgraded Firehouses
  ▪ Multiple firehouse across the county are again, and those areas firehouse could be replaced with new County Owner firehouses (with MOU in place for volunteer organization).

▪ Fund renovations to support additional staffing. Many existing firehouse need significant renovations to most appropriately accommodate career staffing.

▪ Build a combination training center for Fire, EMS and Law Enforcement.

▪ Financial support for volunteer corporations in replacement of essential equipment and apparatus (SCBA replacement, Apparatus Replacement, Radio Replacement)

▪ Improve Radio Frequency in “low lying” areas around the county.