



## **FRUITLAND PARK FIRE SERVICES ADVISORY COMMITTEE MEETING AGENDA**

**January 17, 2017**

**6:00 p.m.**

City Hall Commission Chambers  
506 W. Berckman Street  
Fruitland Park, FL 34731

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

**2. ROLL CALL**

**3. APPROVAL OF MINUTES**

January 11, 2017

**4. PRESENTATION – LAKE EMS INC. Jerry Smith**

**5. COMMITTEE MEMBER QUESTIONS/COMMENTS**

**6. STAFF COMMENTS**

**7. NEW BUSINESS**

**8. FUTURE MEETING DATES**

Mr. Jerry Smith, Lake EMS Inc.

**9. PUBLIC COMMENTS**

This section is reserved for members of the public to bring up matters of concern or opportunities for praise. Action may not be taken by the City Commission at this meeting; however, questions may be answered by staff or issues may be referred for appropriate staff action.

Note: Pursuant to F.S. 286.0114 and the City of Fruitland Park's Public Participation Policy adopted by Resolution 2013-023, members of the public shall be given a reasonable opportunity to be heard on propositions before the City Commission. Accordingly, comments, questions, and concerns regarding items listed on this agenda shall be received at the time the City Commission addresses such items during this meeting. Pursuant to Resolution 2013-023, public comments are limited to three minutes.

**10. ADJOURNMENT**

Any person requiring a special accommodation at this meeting because of disability or physical impairment should contact the City Clerk's Office at City Hall (352) 360-6727 at least three (3) days prior to the meeting. (§286.26 F.S.)

If a person decides to appeal any decision made by the City of Fruitland Park with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The city does not provide verbatim records. (§286.0105, F.S.)

**PLEASE TURN OFF ELECTRONIC DEVICES OR PLACE IN VIBRATE MODE.**

**FRUITLAND PARK FIRE SERVICES ADVISORY COMMITTEE  
MEETING MINUTES  
January 11, 2017**

A meeting of the Fruitland Park Fire Services Advisory Committee was held at 506 W. Berckman Street, Fruitland Park, Florida 34731 on Wednesday, January 11, 2017 at 6:00 p.m.

**Members Present:** Sydney “Dale” Arrowsmith, representing District (Group) 3  
Edgar J. “Jerry” Elton, representing District (Group) 4  
James P. Logan, representing District (Group) 5  
William “Bill” K. Galbreath, business owner representative, and  
Steven “Steve” Whitaker, fire chief representative

**Members Absent:** Messrs. Gary Towne, representing District (Group) 1, and  
Edward R. Cihoski, Sr., representing District (Group) 2

**Also Present:** Mayor Chris Cheshire, Commissioners Chris Bell, Ray Lewis, Rick Ranize; City Manager Gary La Venia, City Attorney Anita Geraci-Carver, City Treasurer Jeannine Michaud-Racine; Interim Fire Chief Don Gilpin; Deputy Fire Chief Tim Yoder, Firefighters Chris Lewis, Madison Leary, Andrew Hall, and Sean Parker, Fire Department, and City Clerk Esther B. Coulson.

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

Chair Logan called the meeting to order and led in the Pledge of Allegiance to the Flag.

**2. ROLL CALL**

Ms. Coulson called the roll and a quorum was declared present.

**3. APPROVAL OF MINUTES**

**On motion of Mr. Galbreath, seconded by Mr. Whitaker and unanimously carried, the committee approved the December 6, 2016 minutes as submitted.**

**4. PRESENTATION -**

At Chair Logan’s request, Mr. Whitaker introduced Fire Department Chief Brady, City of Mascotte, gave a brief historical overview of his background, and welcomed him to this evening’s meeting.

Chief Brady gave a timeline of his services with the City of Mascotte:

- 1986, he started volunteering with the city’s fire department;
- 1990, he became fire chief (whilst working full time in another job) thus the difficulty in managing a full time volunteer fire department by alone;
- 2001, he retained one person for nights and weekends at 24-hour shifts;
- 2002, he employed two individuals per shift;

- 2005, recognizing the department's budget of \$1 million, he received a SAFER grant where six individuals (for per shift) were utilized and a fire rescue truck acquired;
- 2009, the grant ended and jobs were found for those firefighters who were laid off;
- 2010, he maintained volunteers at two hours per shift (one lieutenant, one paramedic with advanced life support, himself totaling seven);
- 2012-2013, Lake County executed an Interlocal Service Boundary Agreement (ISBA) agreement and noted that the fire department and the City of Groveland did not require the county's assistance;
- 2011, the City of Mascotte was about \$6 million in debt and he is working towards the goal in 2018 to be debt-free, and
- 2017 relayed the city manager's rejection to reapply for the Staffing for Adequate Fire and Emergency Response Grants.

Chief Brady recalled the approach by an elected official to the county, without his knowledge, on the management of the fire department and highlighted the need for firefighters to be able to respond to structural fires.

Answering several questions posed by the committee members, Chief Brady explained the current budget of \$775,000 which includes: operations; payroll and benefits (recognizing the emergency medical technicians (EMT) firefighters' pay at \$75.00 monthly for 24 hours' volunteer service and acknowledging the pay scale ranges -- based on a study that was previously conducted and since revised -- of the lieutenants, paramedics, and EMTs).

After Chief Brady mentioned the need as chief to communicate with the fire department personnel, he responded to several inquiries posed by Mr. La Venia on the city's improved relationships with the county, the automatic aid agreement with the City of Groveland (where the City of Mascotte's fire services are incorporated together), and the City of Groveland's population growth and increased service calls. He mentioned the county's provision of automated vehicle locators which is working out; noted the City of Mascotte's two-year ISBA with the county where its unit, responding to calls, would pay out the city due to its shared response, and recognized the city fire station's operations with emergency medical services (EMS) to be similar to the City of Fruitland Park's. Chief Brady addressed his preference, before he retires, to retain three individuals per shift including the fire chief, lieutenant, and paramedic.

Following further discussion and after noting the City of Mascotte's population of 55,000, Chief Brady pointed out the previous study conducted with the charge of \$178 a year; the city's charge of \$120 per annum, and the reduction two years ago showing the current charge of \$115. He referred to the study on vacant land with a charge of \$40 for every parcel of vacant land only recognizing the number of service calls to brush fires and referenced commercial properties at 12 cents per square foot.

Chief Brady recognized the fire assessment of \$250,000 offset from the budget where the county EMS receives .01 mills for paramedic pay as an hourly salary; confirmed that the firefighters are on a 457-retirement plan, and agreed that same helps to reduce considerable costs.

After discussion, Chief Brady emphasized the reasons for the city to keep what it currently has and noted the difficulties in reverting.

**5. COMMITTEE MEMBER QUESTIONS/COMMENTS**

The committee members expressed gratitude to Chief Brady for his presentation at this evening's meeting.

**6. STAFF COMMENTS**

Mr. La Venia announced that Mr. Jerry Smith, Lake EMS Inc., will be giving a presentation at the January 17, 2017 meeting and thanked Chief Brady for appearing before the committee.

**7. NEW BUSINESS**

There was no new business before the committee at this time.

**8. FUTURE MEETING DATES**

Mr. La Venia indicated that the county will be giving a presentation at the January 24, 2017 meeting and anticipated that committee decisions would be made at subsequent meetings.

After discussion and **on motion of Mr. Elton, seconded by Mr. Arrowsmith and unanimously carried, the committee approved Mr. Steve Whitaker's request to excuse his absence as he will not be attending the meeting on January 17, 2017.**

**9. PUBLIC COMMENTS**

Earlier in the meeting and in response to Mr. Leary's question, Chief Brady indicated the decision remains with the governing body to retain the department; make up its mind on what is needed, and what is the best for the city, and move it towards the right direction. He addressed the long term and continued fund raising efforts by the City of Mascotte's fire department and the matching funds received as result which made a significant difference towards the needs of the fire department and gives individuals a place to go.

**10. NEW BUSINESS**

There was no new business to come before the committee.

**11. ADJOURNMENT**

There being no further business to come before the city commission at this time, on motion made, second and unanimously carried, the meeting adjourned at 6:47 p.m.

The minutes were approved at the January 17, 2017 meeting.

Signed \_\_\_\_\_  
Esther B. Coulson, City Clerk

Signed \_\_\_\_\_  
James P. Logan, Chair



# Overview for Fruitland Park



# Administrative Overview



# EMS History in Lake County

- **1980's & 90's**
  - EMS only ALS service/Hospital Based
  - 5 Career Fire Services
- **2000 – 2011**
  - Lake-Sumter EMS
  - Fire Services Transition
    - Career agencies increased to 10
    - Career agencies become ALS
    - Some mutual and automatic aid
- **2012 – present**
  - Lake EMS
  - Inter-Service Boundary Agreements (ISBA)

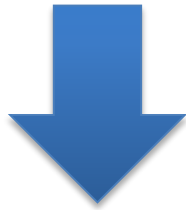


# Corporate Structure

**Citizens of Lake County**



**Board of County Commissioners**



**Lake EMS**



**Lake County  
Government**





# Board of Directors

- **All five (5) County Commissioners for length of term**
- **Three (3) Municipal Elected Officials recommended by League of Cities two (2) year terms**
- **One (1) Hospital CEO recommended by local Hospitals (2) year term**
- **Typically Quarterly Meetings**
  - *Chair & Vice Chair*
- **Three Committees with Chairs**
  - *Employee, Finance, Operations*
- **The Lake County Clerk of the Courts serves as the Treasurer of Lake EMS**



# Core Services

- **Pre-Hospital care and transport of the sick and injured**
- **Consolidated Emergency Communications for Lake EMS and 12 Fire Services**
- **Unified Medical Direction for Lake EMS and 12 Fire Services**
- **Consolidated logistical support for Lake EMS and 13 Fire Service**
- **Clinical quality assurance, education and regulatory compliance for EMS System**

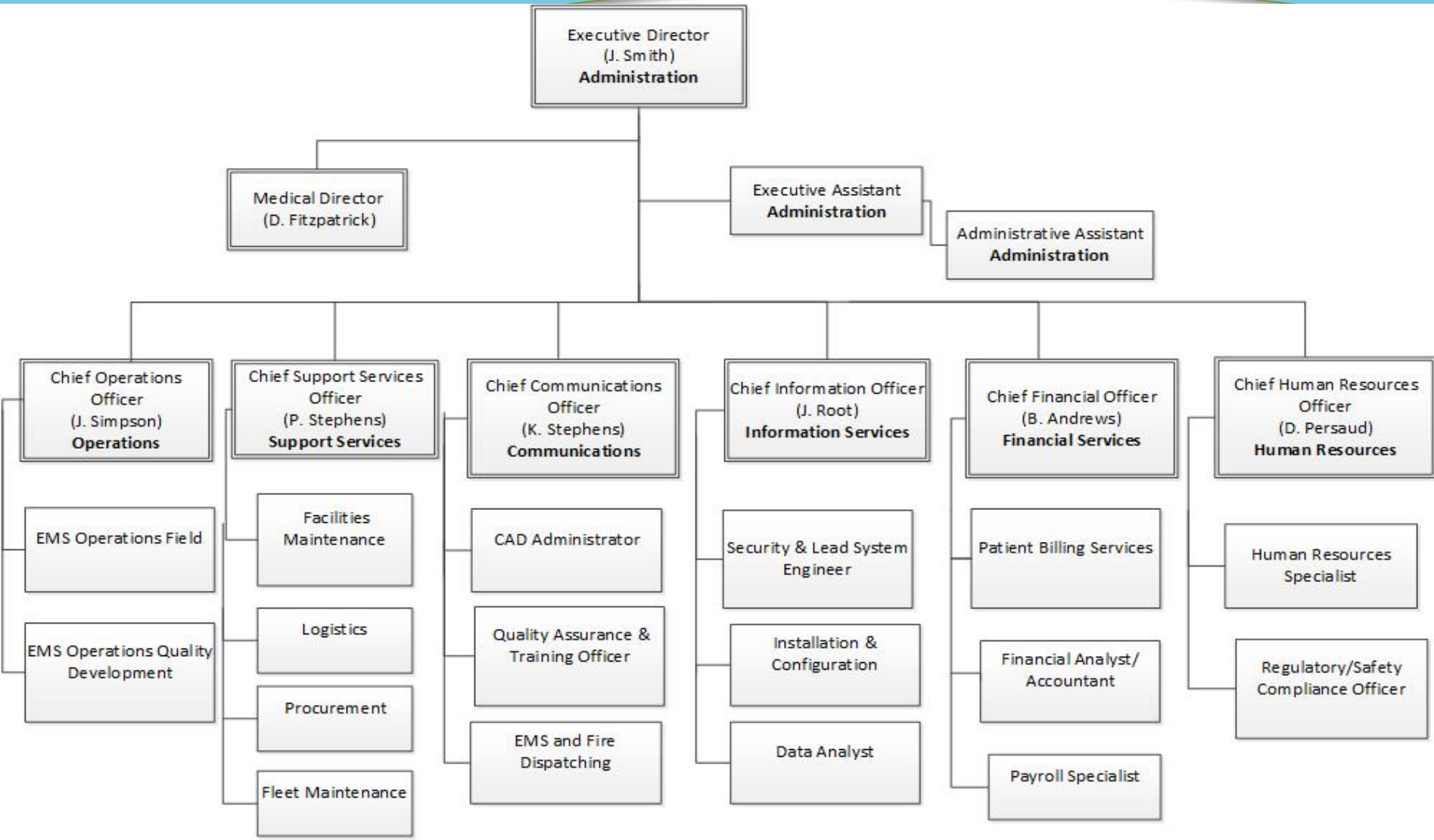


# Expectations

- **Board of Directors**
  - Provide EMS System infrastructure
  - High quality care, cost effective, efficient
- **Resource Allocation**
  - Lake County hybrid unit deployment
  - The right resource, in the right place, at the right time
- **Guiding Service Principle**
  - Ambulance in the right time, proper treatment, superior customer service



# Organizational Chart





# Departments

- **Administration**
  - **Medical Director and Associate M.D.**
- **Human Resources/Compliance**
- **Financial Services**
- **Information Services**
- **Support Services**
- **Communications**
- **Operations**



# Position Summary

• Administration/Medical Director		4
• Human Resources/Compliance		3
• Financial Services		
– Patient Billing		8
– Accounting		2
• Information Services		4
• Support Services		8
• Communications		35
• Field Operations		144
– Department Manager	1	
– Supervisors (Majors/District Chiefs)	9	
– Paramedics (Includes FTOs)	68	
– EMTs	62	
– Quality Development/Education	4	

**TOTAL 208**

Flex Paramedics (26); Flex EMTs (13); Flex Telecommunicators 1 (3); Flex Patient Accounts Reps (2)



# Primary Locations

- **Administration – Mount Dora**
  - Admin / Operations
  - Medical Director / Quality Development (Q.D.)
  - Human Resources
  - Billing / Finance
  - Information Services
    - Primary Servers
- **Comminutions Center – Tavares**
  - Dispatch
    - Redundant Servers
- **Support Services – Leesburg**
  - Fleet Maintenance
  - Logistics Center
  - Equipment / Vehicle storage



# FY 2017 Budget

## Revenues

– Projected Net User Fees	\$13,675,092
– County Subsidy	\$ 6,000,000
– Additional Sources	\$ 73,429
– Balance Carried Forward	\$ <u>700.000</u>
	\$20,607,903

## Expenditures

– Personal Services	\$14,523,795
– Operating	\$ 4,330,093
– Capital Outlay	\$ 1,434,633
– Clerk of Courts	\$ 160,000
– Reserve for Capital	\$ <u>159,382</u>
	\$20,607,903

**One Cent Sales Tax funding to purchase capital for Lake EMS was not available from the Lake County Board of County Commissioners for FY 2017 however it is expected that \$1 million will be available each FY beginning in FY 2018.**





# City Funding Example

- **County Ambulance MSTU Assessment City of Clermont**
  - 0.4629 millage
  - \$985,178.38
    - Portion for Collected \$935,919.46
- **County ALS Payment to City of Clermont**
  - 0.1 mil of total assessed value
  - \$213,734.23 which is a 22.8% return
- **County Ambulance MSTU Assessment Clermont ISBA**
  - 0.4629 millage
  - Approximately \$1,973,954.23



# Departments



# Common Terms

- **ALS - Advanced Life Support**
- **BLS - Basic Life Support**
- **CAD - Computer Aided Dispatch**
- **COPCN - Certificate of Public Convenience and Necessity**
- **EPCR - Electronic Patient Care Report**
- **MDT - Mobile Data Terminal**
- **Pro QA - Computer script for Priority Dispatch protocols**
- **Protocols - Patient Care directives or Priority Dispatch nature**
- **PSAP - Public Safety Answering Point**
- **QA/QD/QI - Quality Assurance/Development/Improvement**



# EMT's and Paramedics



- The EMT-Basic (EMT-B) is considered the minimum level of certification for ambulance and fire personnel.
- The standard length of the program for the State of Florida is 250 hours.
- Basic Life Support (BLS) provider.

- The Paramedic (EMT-P) is considered an advanced level of certification for ambulance and fire personnel.
- The standard length of the program for the State of Florida is 1100 hours.
- Advanced Life Support (ALS) provider.



# Medical Director

- **Statutorily required**
- **Provides medical licenses for 650+ System EMTs & Paramedics**
- **Evidence based medicine**
- **Board Certification**
  - **Emergency Room**
  - **Emergency Medical Services/Fellowship**
- **Proactive Quality Development and Training**



# H.R./Compliance

- **Employee Relations**
- **Recruitment**
- **Regulatory/Safety Compliance**
- **Performance Management**
- **Policies and Procedures**
- **HRIS Administration**
- **Training and Development**



# Financial Services

- **Patient Billing and Collections**
  - Over 13,000 inbound customer service calls annually handled by 3 staff members
  - Approximately 125,000 patient statements processed annually
  - \$12 to \$13 million in cash receipts posted
  - Nearly 75,000 insurance verifications annually
- **Accounting:**
  - Manages over \$4 million in operational payables
  - Processes approximately \$35,000 in monthly Purchase Card (P-Card) purchases
  - Manages a bi-weekly payroll process for roughly 250 employees with an average payroll expenses of \$411,000.
  - Annual inventory audits on thousands of items including capital, medical supplies, and drugs



# Information Services

- **Network Infrastructure**
- **Communications Center**
- **Field Operations**
- **Billing Office**
- **Business Intelligence Software**





# Support Services

- **Fleet Maintenance**
  - 36 ambulances – Routinely drive 1 million miles annually
  - 9 Quick Response Vehicles
  - 22 other fleet vehicles
  - 17 other misc. pieces of equipment
- **Ambulances Fleet Management**
  - Re-chassis vs. New Purchase
  - Extended Warranty
  - 15 year vs. 20 year Boxes
- **Logistics**
  - Annual Bidding
  - Equipment Maintenance and Tracking
- **Facilities Management**



# Communications

- **Accreditation – Multiple Center of Excellence**
  - International Academies of Emergency Dispatch
    - Emergency Medical Dispatch (EMD)
    - Emergency Fire Dispatch (EFD)
- **Dispatching – Limited Priority Process for 13 Agencies**
  - Secondary PSAP/Call Taking
  - Radio Operations/4 channels
- **Certification Requirements**
  - Public Safety Telecommunicator – 232 hours
  - EMD & EFD – 24 hours each
- **Telecommunicator Training Site**
- **Quality Assurance and Improvement**
- **EmSystem / State Warning Point**



# Operations

- **Field Operations**
- **Quality Improvement**
- **Education**
- **Applicant Screening**
- **Lake Technical College**
- **Community Outreach**



# Ambulance Deployment



# Challenges for Ambulance Deployment

## Geographic

- Unique elongated and geometric shape of Lake County
- Ocala National Forest in Northeast prohibits direct avenues of ambulance travel
- The Green Swamp in South-end creates travel obstructions
- 10 large lakes with transportation routes designed around shorelines

## Infrastructure

- Only three multi-lane roads U.S. 27, U.S. 441 and State Road 50
- Potential of impact should damage occur to the Dead River, Hayens Creek and/or Howey Bridge(s)
- 46 Fire Stations across the county not ideally positioned for Lake EMS

## Socio-Economic

- 3 Main Lake County areas = Eastside, Westside & Southend
- 3 Subset Lake County areas = Villages, 4 Corners & The Forest
- Orlando area influence



# Fire Service Deployment

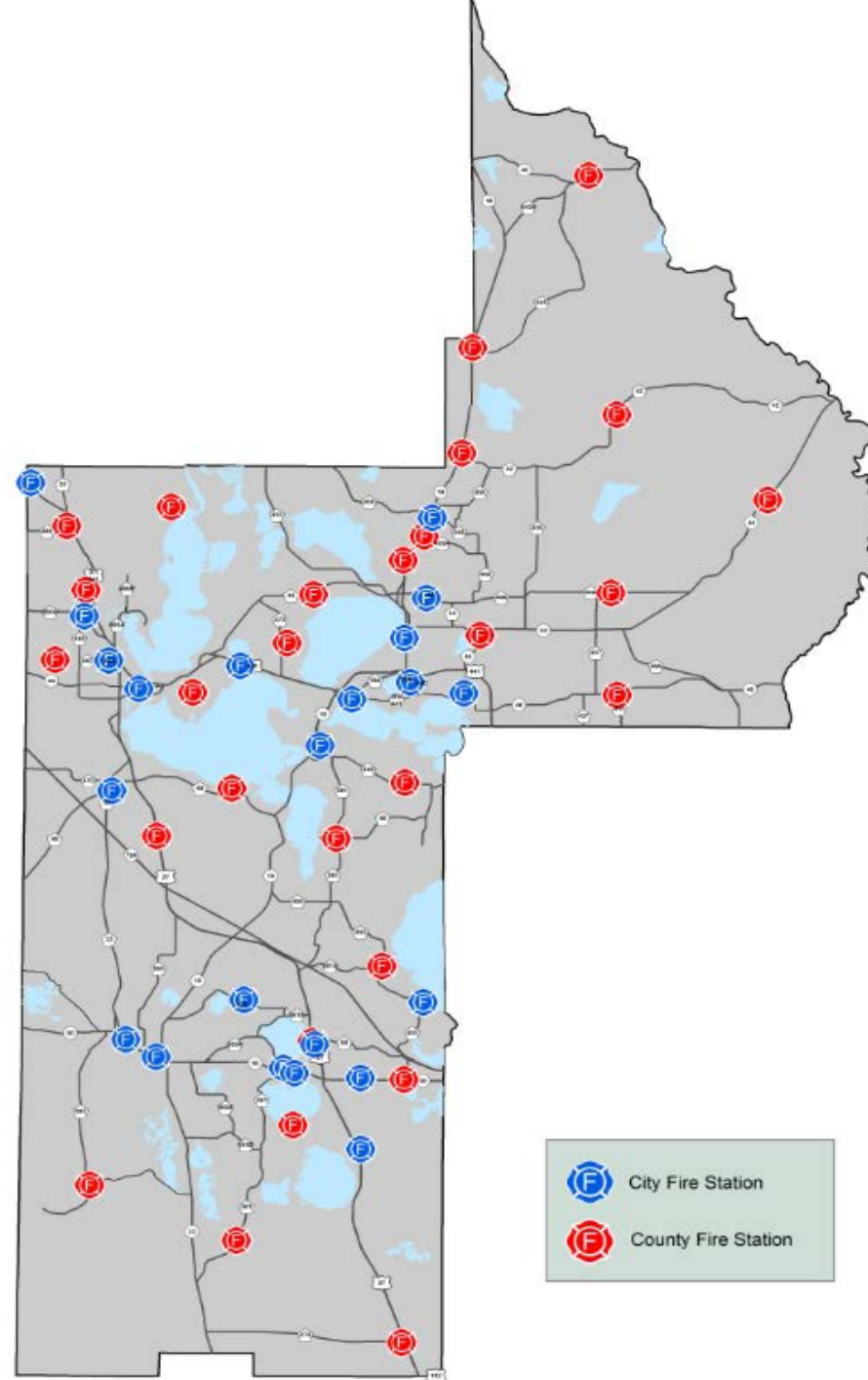
**17 Statically Deployed County ALS Fire Stations staffed 24 hours a day.**

**8 Statically Deployed County BLS Fire Stations staffed 24 hours a day.**

**18 Statically Deployed City ALS Fire Stations staffed 24 hours a day.**

**3 Statically Deployed City BLS Volunteer Fire Stations typically staffed 24 hours a day.**

**46 Total Stations**



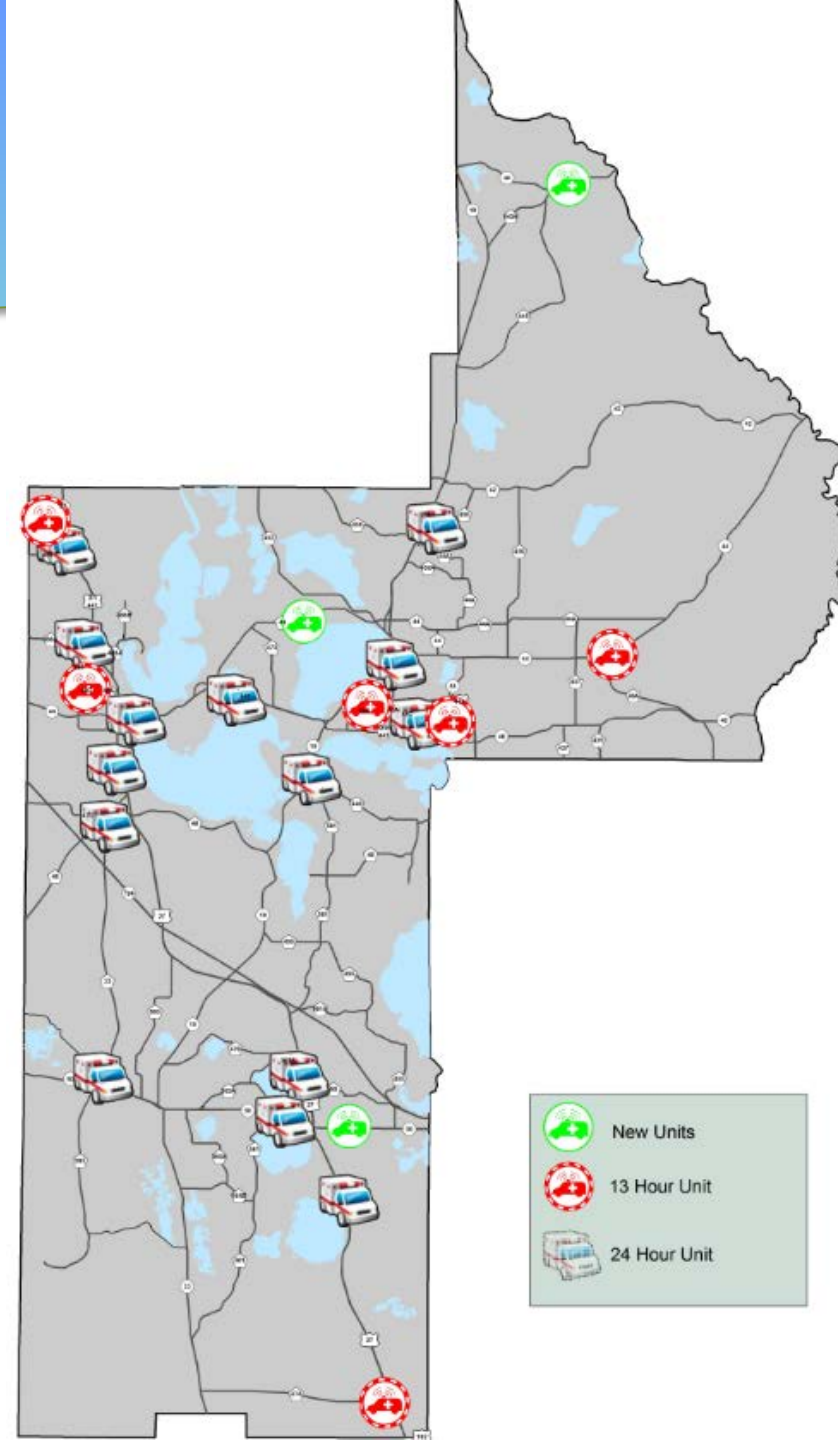


# EMS Hybrid Deployment

**14 Statically Deployed Ambulances stationed 24 hours a day.**

**8 Dynamically Deployed Ambulances operating on 13 hour shifts stationed where call demand dictates.**

**22 Ambulances for Peak Deployment 1130 – 2000 Daily**



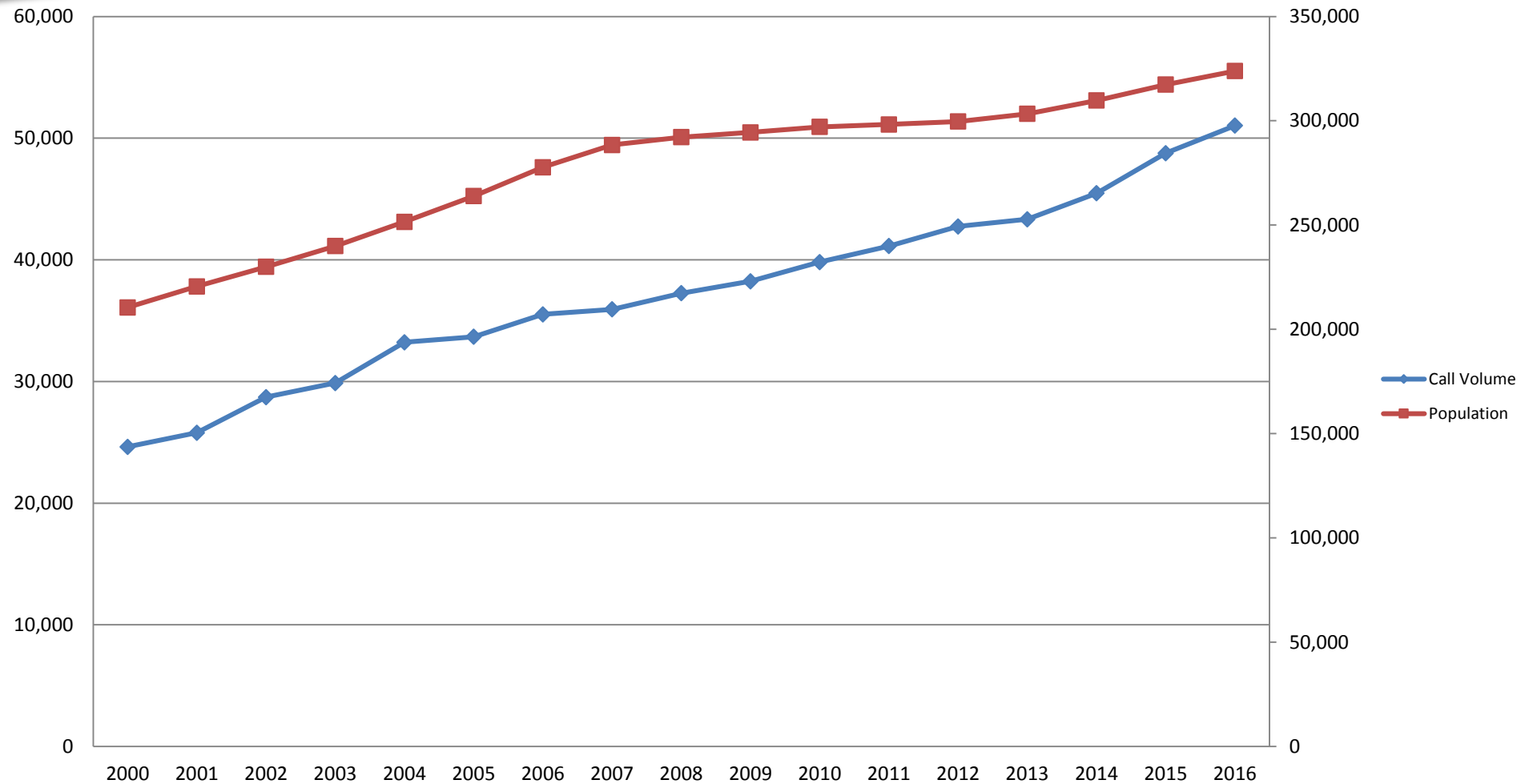


# Demand Trends



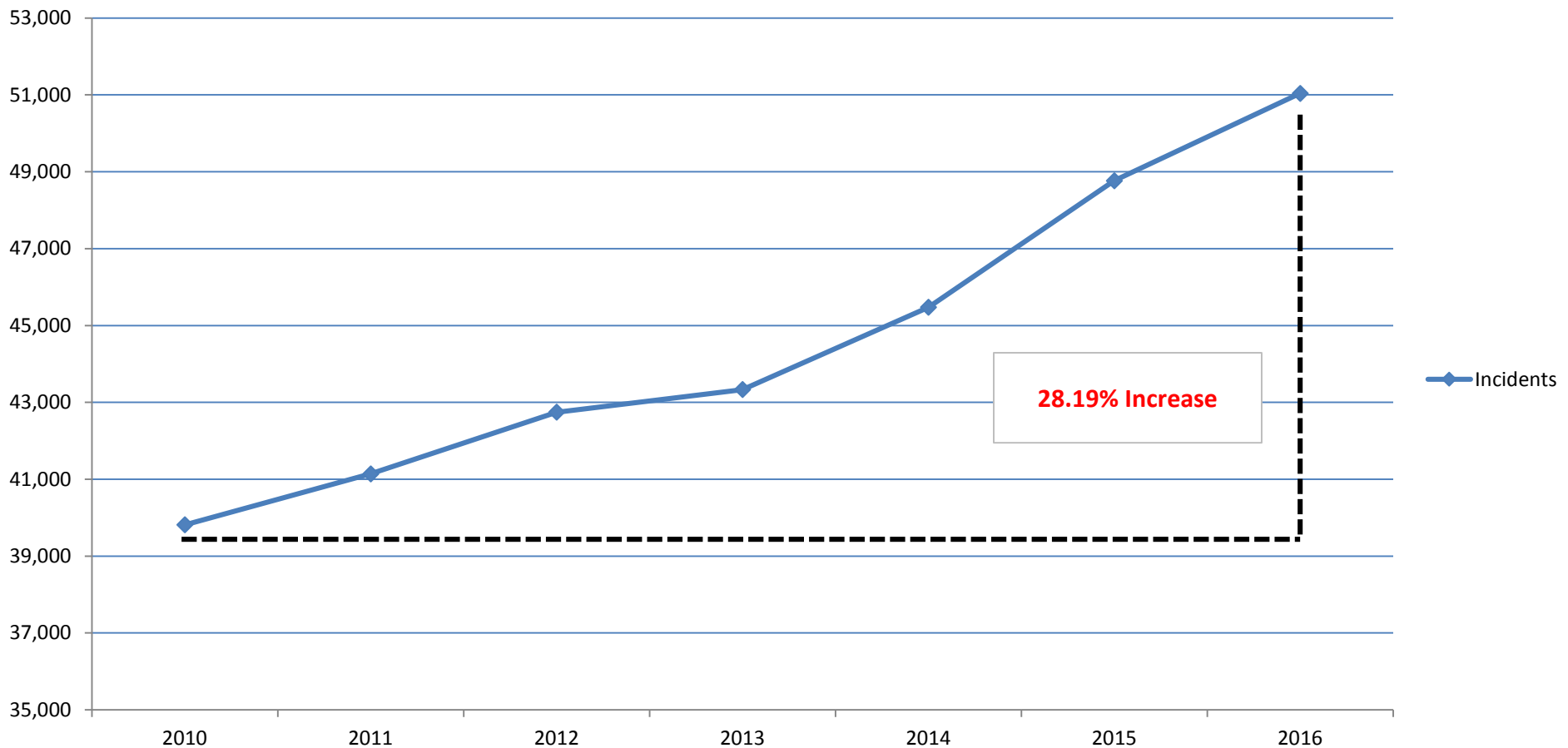


# Population to Call Volume



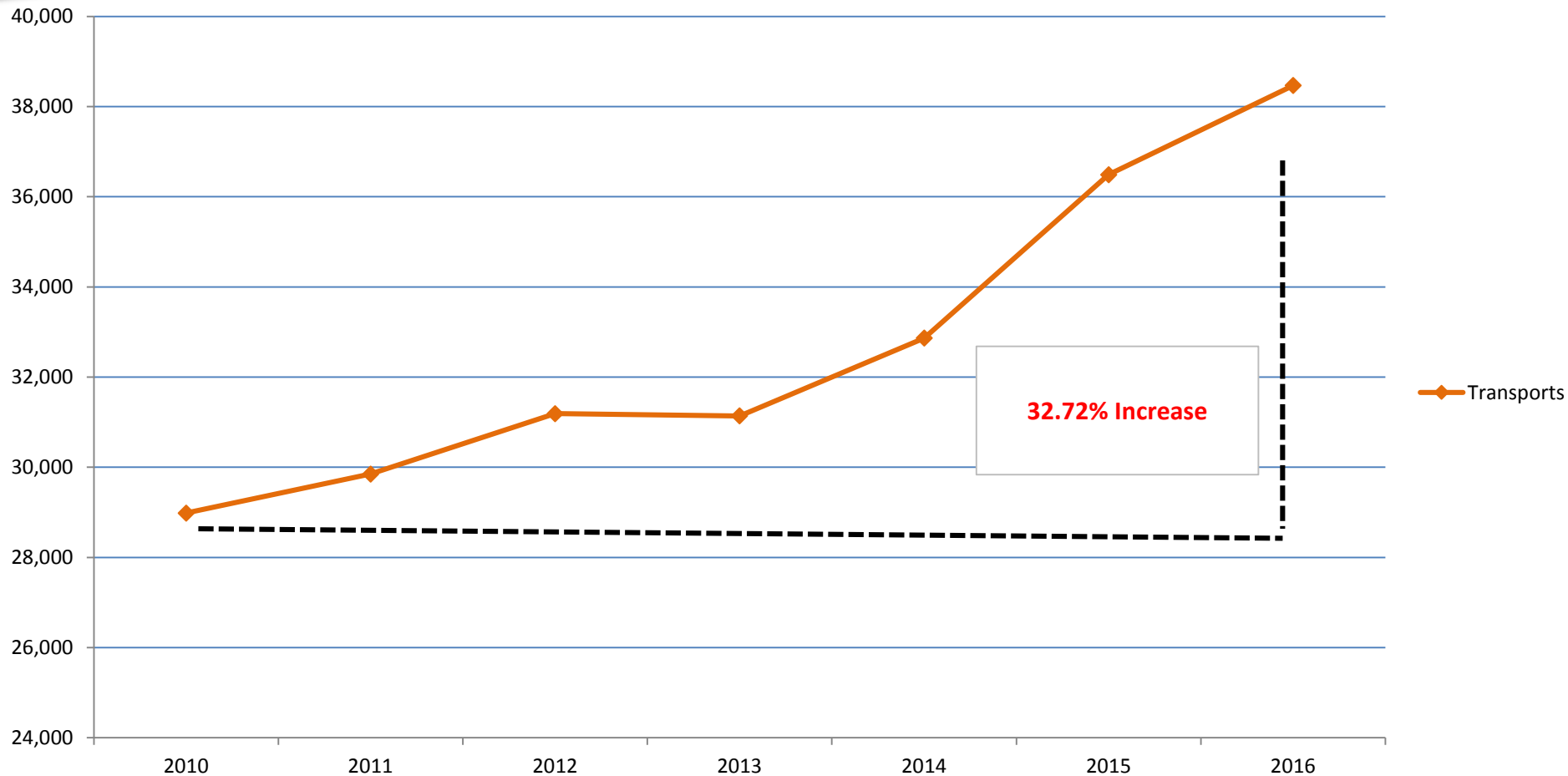


# Incident Volume from Base Year 2010



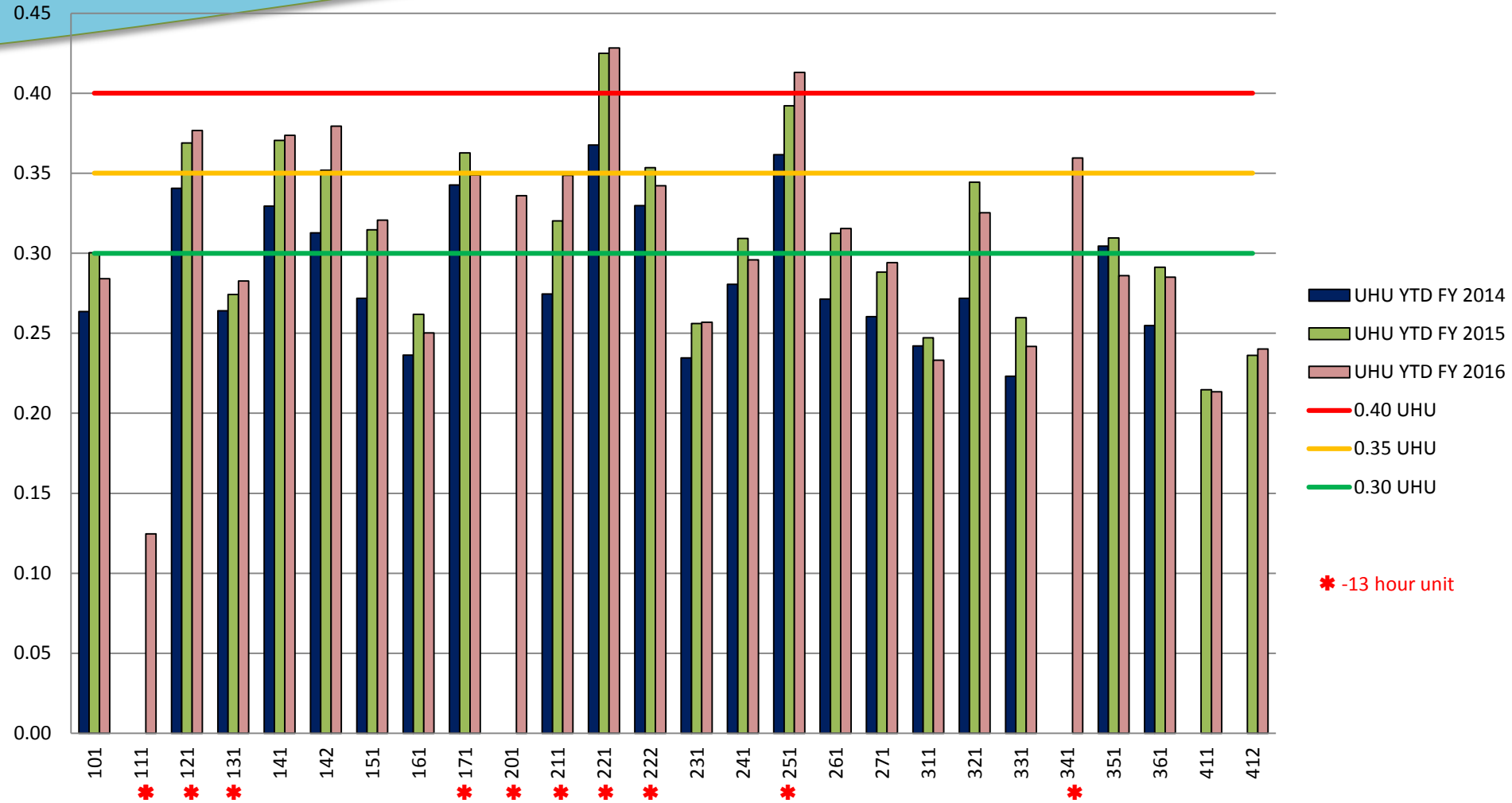


# Transport Volume from Base Year 2010





# Unit Hour Unitization (UHU)





# Reporting Benchmarks



# Reporting Benchmarks

- Phone “Answer Time” in Dispatch = **15 sec**
- “Call Processing Time” in Dispatch = **90 sec**
- “Reaction Time” of responders = **60 sec**
- “Travel Time” of responding units = **480 Sec**
- “Total Response Time” = **10 mins 45 sec**

**Travel & Total Response reported by Zone Type**  
**Urban – Suburban - Rural**



# Component Report (1 of 2)

## EMS System of Lake County Total Response Components for 10/1/2015 12:00:00 AM to 9/30/2016 11:59:59 PM

Start Date

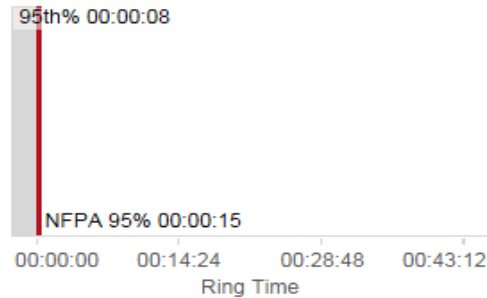
10/1/2015 12:00:00 AM

End Date

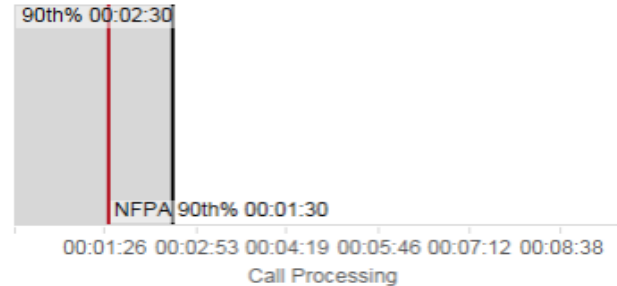
9/30/2016 11:59:59 PM

**NOTE: System equals Lake EMS and all fire services in Lake County.  
Measurements are in accordance with definitions in NFPA Chapter 3.**

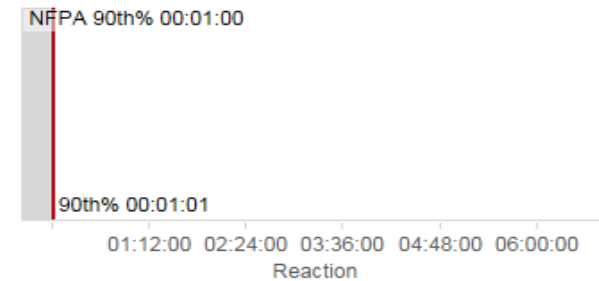
**System Answer Time**



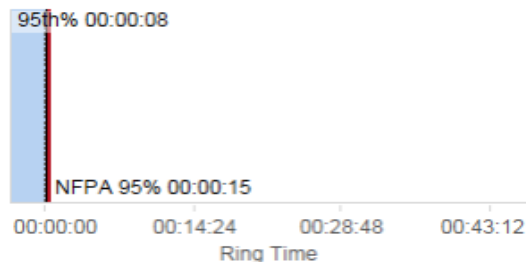
**System Call Processing**



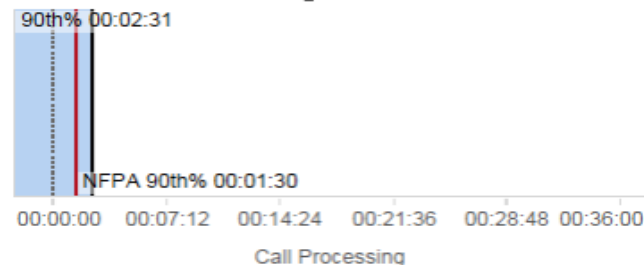
**System Reaction**



**LEMS Answer Time**



**LEMS Call Processing**



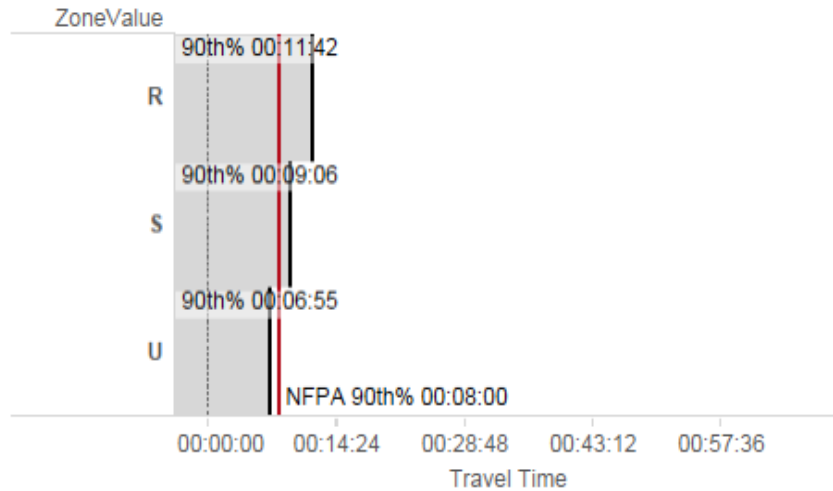
**LEMS Reaction**



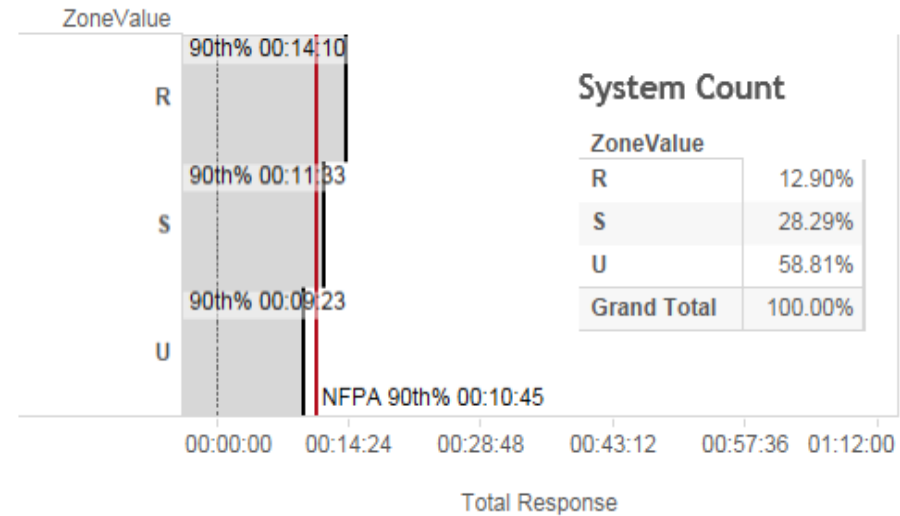


# Component Report (2 of 2)

## System Travel



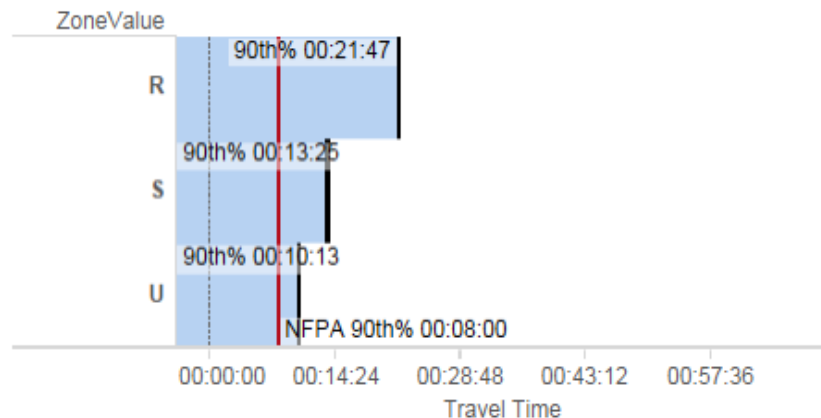
## System Total Response



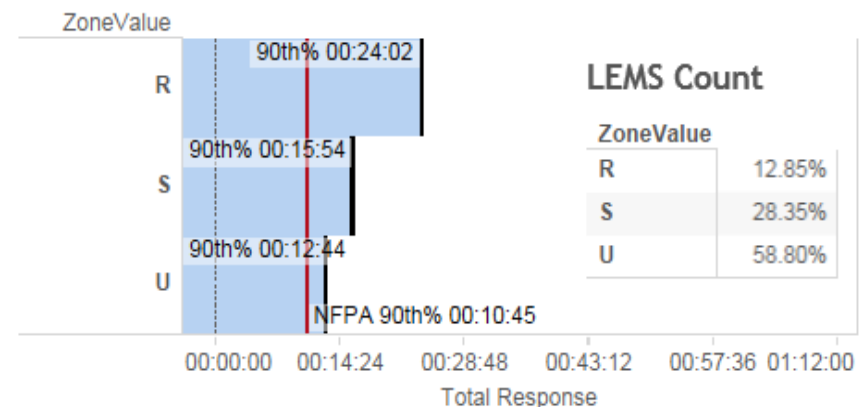
### System Count

ZoneValue	Count
R	12.90%
S	28.29%
U	58.81%
Grand Total	100.00%

## LEMS Travel



## LEMS Total Response



### LEMS Count

ZoneValue	Count
R	12.85%
S	28.35%
U	58.80%



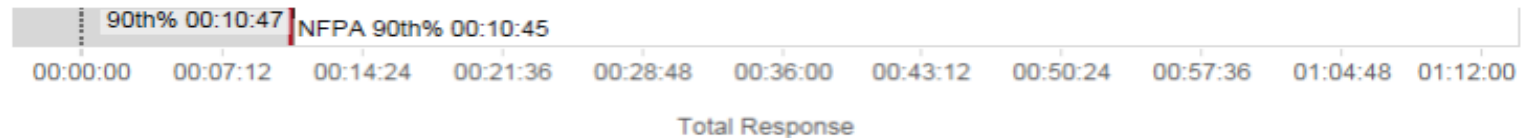


# Cumulative Report

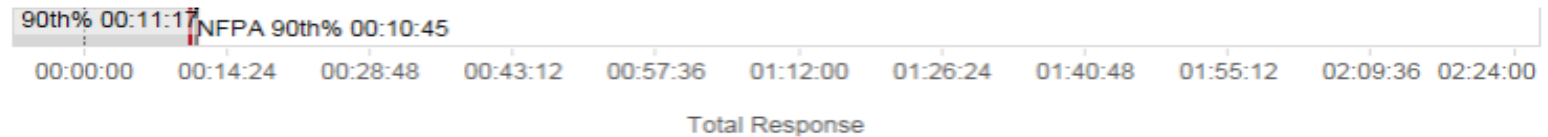
**Overall Total Response (System vs. EMS only) for  
10/1/2015 12:00:00 AM to 9/30/2016 11:59:59 PM**

Total Response = Ring time to 1st On-Scene

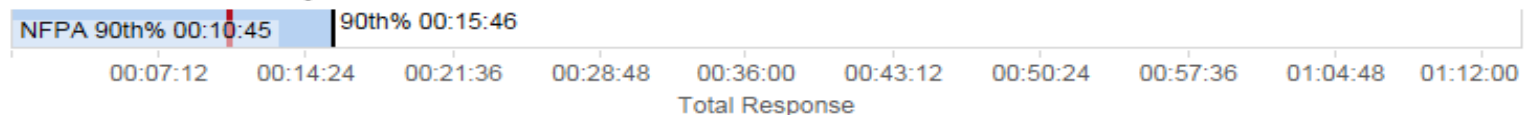
## System Overall Response



## System Overall Response w/o EMS



## LEMS Overall Response





# Capabilities



# Accomplishments

- **100% Accountability for Inventory Audit**
- **Communications Center Multiple Discipline Accreditation**
- **Communications Center with County 911**
  - 9.25 points of 10 for Fire ISO
- **Aggressive Patient Care Protocols**
  - Alerts for:
    - Trauma
    - STEMI
    - Stroke
    - Sepsis
- **ECHO Alert Standing Mutual Aid**
- **Flawless State Inspections**
- **Support of 80+ Special Events**
  - Bikefest with Alternate Medical Destination



# Efficiencies

- **Ambulance Post Move Study**
- **Annual price comparison for all supplies**
- **Change of airway device**
- **First Watch – Business Intelligence software**
  - **Real Time System monitoring**
  - **100% Quality Assurance**
    - **EPCR – Operations Dept.**
    - **Pro QA – Communications Dept.**
- **Long Distance Transfers**
  - **Utilizing American Ambulance**
- **Tableau - Data Reporting software**
- **Target Solutions – Computer Based Training software**



# Concerns

- **Staffing**
  - Turnover
  - Overtime
  - W/C & FMLA
  - Quality of Paramedic Graduates
- **Realistic Response Goals**
- **Incident Volume**
  - Communications Center Staff
  - Ambulance UHU's
- **CAD Replacement**
- **Capital equipment replacement**
  - Design Obsolescence
- **Fuel and Medications cost volatility**
- **Revenue Projections**
  - County Subsidy
  - Medicaid/Medicare
  - Penny Sales Tax
- **Fragmentation**
- **Ambulance Stations**
  - Current
  - Future
- **Area hospital affiliations impact on 911 services**
  - Free standing  
Emergency Rooms
- **Compensation Adjustments**
- **Employee Insurance Cost & ACA**



# Consultant Highlights

- **Lake EMS Deployment Model**
- **Duplications/Voids of Services**
- **System Response Time Standards**
- **ISBA Effectiveness**
- **Rural Transports**
- **Dispatch Cost**
- **Inter-facility Transports**
- **Growth Analysis**
- **Implementation Funding**



# Considerations

- **Consultant recommendations implementation**
- **Full Priority Dispatching implementation**
  - **Countywide Fire Service Automatic Aid Agreements**
- **Funding**
  - **Additional Lake EMS units for Deployment**
    - **Ambulances**
    - **Crews**
  - **Provide EPCR for the whole system**
  - **Replacement Computer Aided Dispatch**
  - **Staffing Augmentations**
    - **Mechanic**
    - **Logistics Specialist**
    - **Billing Representative**
    - **Telecommunicators**



# Questions?