

Notice of Public Meeting  
**Monday, July 10, 2017**  
**12:00 p.m.**

**JOINT  
 ADMINISTRATIVE  
 &  
 EMERGENCY SERVICES  
 COMMITTEE**

*Door County Government Center  
 Chambers Room, 1st floor  
 421 Nebraska Street, Sturgeon Bay, WI*

*Oversight for Child Support, Clerk of Court, Circuit Court, Corporation Counsel, County Administrator, County Clerk, District Attorney, Human Resources, Register in Probate, and Veteran's Service Office*

## AGENDA

1. Call Meeting to Order
2. Establish a Quorum (of each committee) ~ Roll Call
3. Adopt Agenda / Properly Noticed
4. Public Comment
5. New Business (Consideration / Action)
  - A. Emergency Services Department
    - ◆ Strategic Review and Planning Update
    - ◆ Request for Three New Captain Positions
      - Resolution
6. Meeting Per Diem Code
7. Adjourn

*Deviation from order shown may occur*

# DOOR COUNTY EMERGENCY SERVICES

STRATEGIC plan presentation

July, 2017



- ▶ Provide the County with a strategic plan to manage the growth of Emergency Services over the next 5 years.
- ▶ Provide the County with related costs and budget analysis, which attempts to stabilize expense increases over the next 5 years.
- ▶ Sustain the ability to maintain services at a cost effective level.

## EFFICIENT AND EFFECTIVE GROWTH CONCEPT



# MISSION

THE MISSION OF DOOR COUNTY  
EMERGENCY SERVICES IS TO ASSURE  
READINESS AND RESPONSE TO  
EVERYDAY EMERGENCIES AND  
COUNTY CRISIS SITUATIONS WITH  
EXCELLENCE



- ▶ Annual call volume growth of 7 -10% a year for the past 5 years.
- ▶ Extensive population and call volume growth from June to December
- ▶ Long narrow County surrounded by water allowing for additional resources being available only from the South
- ▶ Medical transfer needs of hospital
- ▶ MABAS and MCI plans
- ▶ Succession planning
- ▶ Interfacility Transfers

## OPPORTUNITIES



- ▶ Passionate and committed staff
- ▶ Enhanced training program
- ▶ Emergency management planning, coordination and funding
- ▶ Department and County administration
- ▶ Previous Ad-hoc committee plan
- ▶ Excellent interagency relationships
- ▶ Extensive community support
- ▶ History and County wide program

## STRENGTHS



- ▶ Define service needs for the next 5 years to manage increasing demands
  - ▶ Provide adequate management to support the department
  - ▶ Project staffing management to maintain level of care in a cost efficient manner
  - ▶ Project infrastructure and support for growth in the County
  - ▶ Project major equipment management over the next 5 to 15 years
  - ▶ Provide an effective and efficient growth plan for the service

## GOALS AND OBJECTIVES



- ▶ EMS Chief – Jeff Roemer
- ▶ EMS Deputy Chief – Aaron LeClair
- ▶ EMS Shift Captains – Internal promotions
- ▶ Full time crews
- ▶ Part time EMT and Paramedic crews
- ▶ Emergency Medical Responders
- ▶ Other response partners
- ▶ County Administration
- ▶ Emergency Service Committee

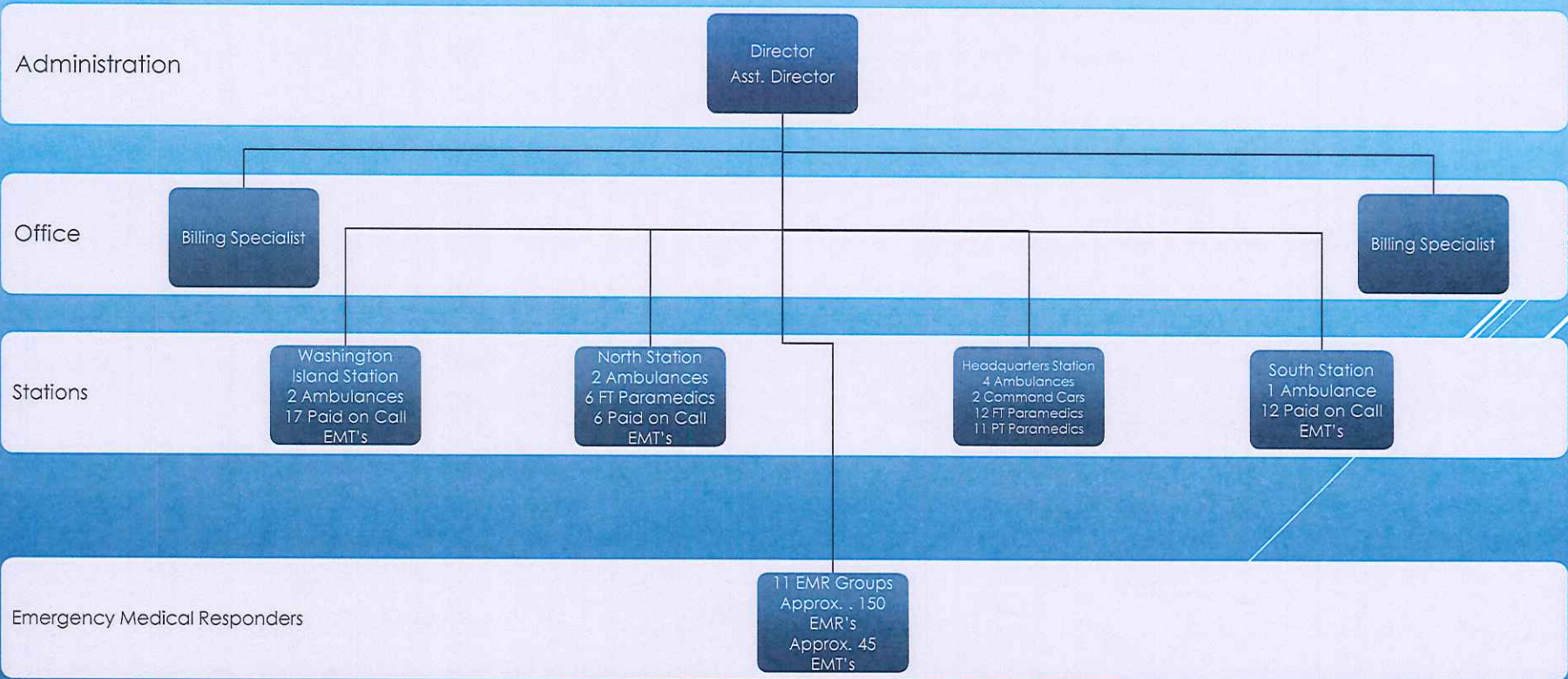
## THE TEAM



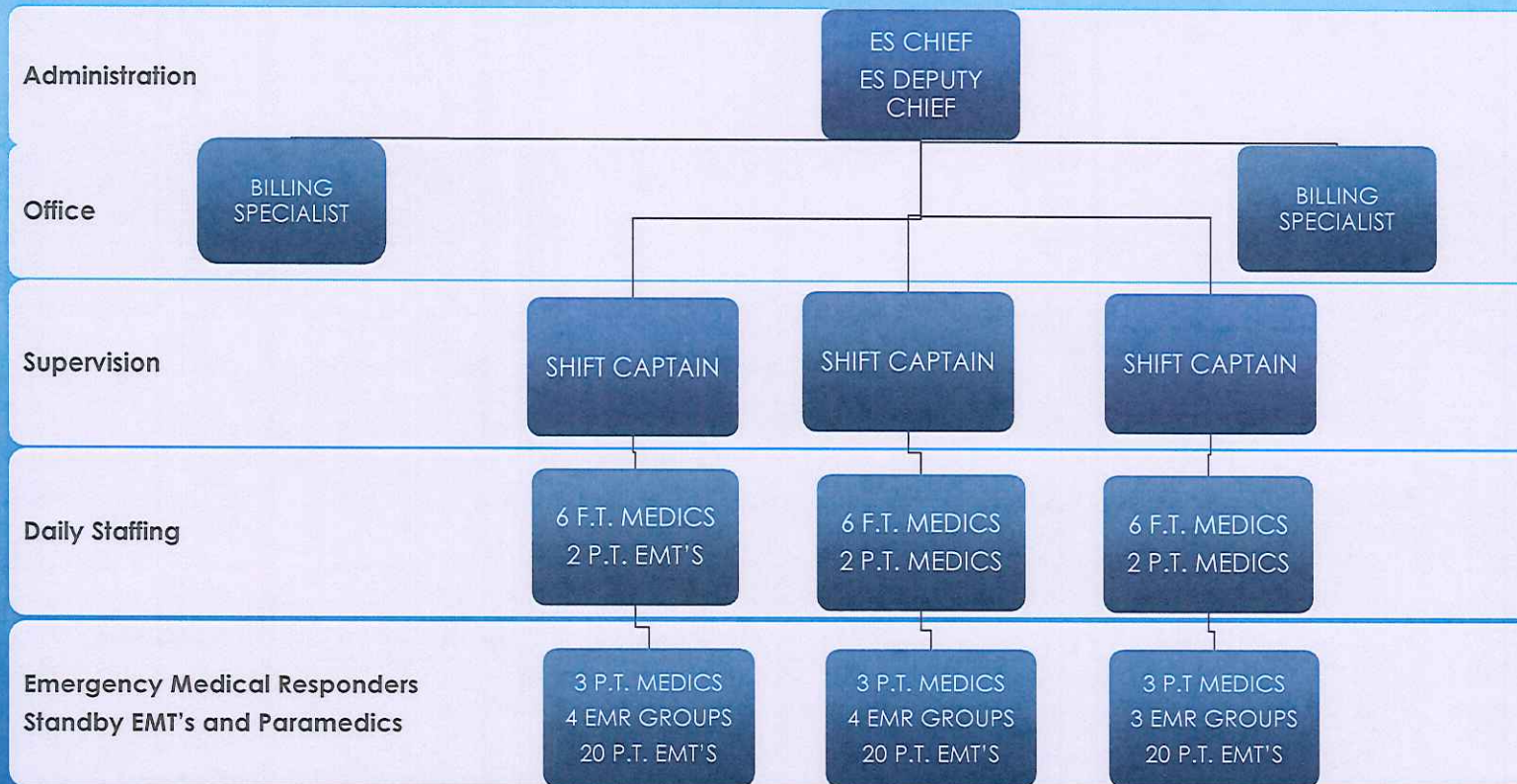




# DOOR COUNTY EMERGENCY SERVICES – CURRENT STRUCTURE



# STRUCTURAL RECOMMENDATIONS



- ▶ 2017
  - ▶ Three 24 hour shift Captains to manage daily operations, emergency management planning, emergency resource coordination and assist administration
  - ▶ One command response vehicle

## ADDITIONAL RESOURCE REQUIREMENTS



## ▶ Billing Specialist

- ▶ The current cost of maintaining our billing specialist is **\$116,578** per year. These two individuals are responsible for managing and collecting **\$1,100,000** in EMS revenue each year and are currently collecting **88%** of possible net revenue. They also provide clerical support in their positions and handle the public on a daily basis.
- ▶ The minimum charge to provide contracted services to complete the EMS medical billing would be at 6% or \$66,000 per year and would still require at least one clerical person to assist with the billing preparation, processing, and clerical support. Normally a billing service will generate about **75%** of collectables, compared to the current **88%** we now collect, which would result in **\$143,000** less in revenue collected.
- ▶ It is my recommendation to maintain billing specialist in house based on the fact that they are performing above the national average and it would cost the County approximately **\$100,000 more** to utilize a billing service.

# RESOURCE REQUIREMENTS



## ▶ Emergency Management

- ▶ We have reviewed the County's current status with Emergency Management and have determined what has not been accomplished in the past.
  - ▶ Grant Plan of Work completed
  - ▶ LEPC meetings and site plan reviews
  - ▶ Emergency Response Plan
  - ▶ Emergency Operations Center
  - ▶ Emergency Resource Coordination
  - ▶ Mass Casualty Incident Plan
  
- ▶ Work on all of these areas has been performed and will be completed by the end of the Plan of Work schedule in October
  
- ▶ The Director, Deputy Director and Shift Captains will now be able to maintain and manage the emergency management work that needs to be accomplished annually.

# RESOURCE REQUIREMENTS

- ▶ 2017
  - ▶ Three Shift Captains promoted by October 1<sup>st</sup>
    - ▶ Personnel costs - \$60,000 - \$80,000
    - ▶ Vehicle and equipment costs - \$70,000
- ▶ 2018 Budget
  - ▶ \$300,000 - \$350,000

## FINANCIAL PLAN



- ▶ Risks
  - ▶ Unanticipated increase or decrease in call volume
  - ▶ Increased operating costs
  - ▶ Decrease in tourist growth and activities
- ▶ Rewards
  - ▶ More effective management
  - ▶ More effective use of resources
  - ▶ Enhanced county wide emergency services
  - ▶ Improved planning
  - ▶ Improved communications
  - ▶ Meets community's increased expectations

## RISKS AND REWARDS



- ▶ Near term
  - ▶ Policy decision to move forward with the changes in the strategic plan and department structure changes.
  - ▶ 2017 budget amendments
  - ▶ Job description approvals
  - ▶ Promotional process implemented
  - ▶ Succession plan implemented
  - ▶ Emergency management work completed

## KEY ISSUES





- ▶ Long term
  - ▶ Begin implementing plan objectives
  - ▶ Confirm EMS level of service
  - ▶ Improve emergency management planning and coordination
  - ▶ Match capital improvement plan to strategic plan for budgetary purposes
  - ▶ Annual assessment of program effectiveness
  - ▶ Recruitment and retention
  - ▶ Improved resource management

KEY ISSUES

## County of Door

### Emergency Services Shift Captain

<b>Job Title</b>	Emergency Services Shift Captain	<b>Last Revision</b>	
<b>Department</b>	Emergency Services	<b>HR Reviewed</b>	07/06/2017
<b>Division</b>		<b>Employee Group</b>	General Municipal Employee
<b>Report To</b>	Emergency Services Deputy Director	<b>FLSA Status</b>	Non-exempt
<b>Pay Grade</b>	H	<b>EEO Code</b>	02 – Professional

#### General Summary

The Emergency Services Shift Captain assists the Deputy Director and Director with planning, organizing, implementing, administering and managing operations and programs in the Door County Emergency Services Department. The Emergency Services Shift Captain shall assign and direct subordinates, ensuring all state and federal laws, policies, rules, regulations, orders, procedures and directives are enforced and implemented.

This position requires the ability to exercise independent judgment in meeting numerous and varied emergency situations along with knowledge of existing laws, regulations, and policies in both Emergency Medical Services as well Wisconsin Emergency Management and FEMA regulations. "The emergency management assistant for Door County, with the duties and powers set out in Chapter 323 Wisconsin Statutes, or as hereafter amended or revised." In time of disaster this position will make major decisions that will include potential liability, financial and employment ramifications for the County.

#### Duties and Responsibilities

##### ***Essential Job Functions – EMS and Emergency Management***

1. ***Exercise discretion and independent judgment in oversight of the day-to-day operations of County EMS and EM, including:***
  - a. To assign, direct, plan, schedule, and supervise the work of other EMS and EM employees (other than a supervisor or confidential, executive, professional or managerial employee);
  - b. To participate in, and make recommendations as to, employee performance reviews;
  - c. To initiate and participate in investigations and make recommendations regarding discipline (e.g., oral reprimand, written reprimand, suspensions, and discharge) of other EMS and EM employees;
  - d. To participate in, and make recommendations as to, development and training of other EMS and EM employees;
  - e. To participate in, and make recommendations as to, hiring of other EMS and EM employees;
  - f. To participate in, and make recommendations as to, promotions of other EMS and EM employees;
  - g. To participate in, and make recommendations regarding, the adjustment of employee complaints and grievances;
  - h. To participate in, and make recommendations regarding, layoffs and recalls of other EMS and EM employees.
  - i. To participate in, and make recommendations regarding, the annual budget process; and
  - j. If assigned, to fill-in for the Deputy Director in her/his absence.

## County of Door

### Emergency Services Shift Captain

2. Facilitates duties in a safe manner and responds to unsafe activity and conditions as well as reports them to Deputy Director or Director and addresses any needed discipline actions or investigations. Follows County and department safety procedures, policies, handbooks and requirements and enforces such safety requirements with any assigned personnel.
3. Assists in the planning, acquisition, and evaluation of Department facilities, apparatus and equipment which may include assigned grant or other funding source applications and requests.
4. Complete grant applications. Closely monitor grants to ensure all requirements are adhered to. Maintains records to satisfy audit requirements.
5. Serves in the capacity of EMS Command in the Incident Command system during normal or catastrophic incidents.
6. Works with other County and municipal departments during emergency incidents and in preparedness planning as well as other intergovernmental partners and agencies.
7. Facilitate compliance with the County Emergency Response Plan and Emergency Support Functions (ESF's).
8. Coordinate emergency operations in time of disaster or emergency. Acts as Emergency Operations Center Manager until relieved by ES Director or Deputy Director, when Emergency Operations Center (EOC) is activated.
9. Responds to hazardous material spills, natural or man-made disasters, provide the public with information and summon appropriate assistance.

#### ***General Job Functions***

1. Attends and participates in training, conferences and meetings as directed.
2. Assists with the Emergency Management Plan of Work (POW) that will address planning, development, educational outreach & mitigation needs to be fulfilled annually.
3. Assists in assuring department compliance with applicable State, Federal and local laws including regulations for safety.
4. Provides written and/or verbal reports as necessary on projects assigned and areas of responsibility.

#### **Requirements**

#### ***Training and Experience***

1. Associate degree in Business Management, Public Administration or a closely related field from an accredited university or college strongly preferred or commensurable years of experience.
2. ICS 700, 800, 100 and 200.
3. Extensive knowledge of the principles, standards, and practices of supervision including extensive knowledge of EMS and Rescue service delivery systems.
4. Current valid Wisconsin driver's license required.
5. Current State of Wisconsin Paramedic certification and ability to maintain certification.
6. Three (3) to five (5) years' experience in active 9-1-1 service, required.

#### ***Knowledge, Skills, and Abilities Required***

1. Ability to complete project assignments and performs assigned areas of responsibility as directed and within a timely manner to meet or exceed required deadlines.
2. Ability to read, comprehend, and communicate, both verbally and in writing.
3. Ability to take command of an incident and make quick and valid decisions.

## County of Door Emergency Services Shift Captain

4. Good knowledge of emergency medical operations including vehicle operating procedures and all related tools and equipment necessary to perform the required duties.
5. Ability to competently operate a computer using Microsoft Office® or comparable software, scanner, copier, and fax.
6. Must have excellent people skills and ability to use tact and courtesy in maintaining an effective working relationships within the team environment, department employees, county supervisors, county officials, and general public.

### Physical & Working Conditions

It is the duty of Paramedics to provide emergency medical treatment in all circumstances. Subject to all weather conditions. Must be able to lift a minimum of 100 lbs. with assistance. Paramedics must be able to; effectively perform in all types of weather and environments; confront people who vary from hostile and violent to those that need immediate medical treatment and have a communicable illness or disease which may have potential to harm self. Occasionally operate an ambulance in heavy traffic or on wet and slippery roads; be present at fires, toxic spills, car accidents involving bodily harm are all duties which may present a hazardous situation. The nature of this position places Paramedics in many dangerous and hazardous situations. Extreme caution and use of proven precautionary methods must be used to avoid injury or harm to self. Working "on-call" may be disruptive to domestic relationships and planning.

In an effort to provide for continuity of County government and to cope with the problems of the emergency, you may be required to work during a proclaimed state of emergency, consistent with Sec. 323.14, Wis. Stats. and County emergency management plans and programs.

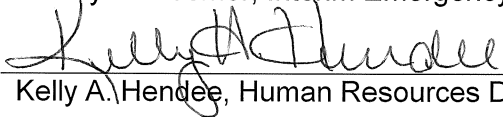
The above is intended to describe the general content of the requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements. They may be subject to change at any time due to reasonable accommodation or other reasons.

*Approvals:*

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Jeffrey R. Roemer, Interim Emergency Services Director

Date




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Kelly A. Hendee, Human Resources Director

Date

7/6/17

REQUEST FOR FISCAL IMPACT INFORMATION

RECLASSIFICATION  
 FTE/Hours  
 Job Class  
 Step  
 Rate

CHANGE FTE/Hours  
 From \_\_\_\_\_ TO \_\_\_\_\_  
 CHANGE JOB CLASS/STEP  
 From \_\_\_\_\_ TO \_\_\_\_\_

Position Title  
 Effective Date  
 Department

EMS Captain Position(s) - Salary Range H

6 Mo  
 EMS Sub Dept

FTE/Hrs	@ Rate	2017 TOTAL SALARY				2017 TOTAL BENEFITS			TOTAL SALARY and Benefits	
<b>EMS Captain Position - 85% of Control Point Rate</b>										
1.00	\$21.91	76,532				42,907			119,439	
<b>EMS Captain Position 2017 Budget</b>										
1.00	\$0.00	-				-			-	
									Total Salary and Benefit Increase-1 Position	119,439
									Total Salary and Benefit Increase-2 Postions	238,878
									Total Salary and Benefit Increase-3 Postions	358,317
FTE/Hrs	@ Rate	2017 TOTAL SALARY				2017 TOTAL BENEFITS			TOTAL SALARY and Benefits	
<b>EMS Captain Position - Control Point Rate</b>										
1.00	\$25.78	90,049				46,325			136,374	
<b>EMS Captain Position 2017 Budget</b>										
1.00	\$0.00	-				-			-	
									Total Salary and Benefit Increase-1 Position	136,374
									Total Salary and Benefit Increase-2 Postions	272,748
									Total Salary and Benefit Increase-3 Postions	409,122

Dept Head Signature Mark E. Janiak Finance Director  
 Date 7/5/2017

**Disclaimer:** This Fiscal Impact does not include Step 1 \$22.56, Step 2 \$23.20, Step 3 \$23.85 ,Step 4 \$24.49, or Step 5 \$25.78.

This Fiscal Impact is an example illustration of what the costs would be for this position/position change. It is based on estimates and assumptions provided by the Human Resources Department and/or the department in which this position works. Because these estimates and assumptions may change, or may be different than the actual circumstances at the time that this position is filled or this position change takes place, there may be a difference between the costs projected in this Fiscal Impact and the actual costs.