

**Camden County Board of Commissioners  
 Work Session  
 9:00AM - November 24th, 2014  
 Historic Courtroom, Courthouse Complex  
 Camden, North Carolina**

**MINUTES**

A Work Session of the Camden County Board of Commissioners was held on November 24th, 2014 in Camden's Historic Courtroom, Courthouse Complex NC. The purpose of the Work Session to discuss issues related to the proposed schedules, standards, and rules for the 2015 Revaluation and Emergency Medical Services in Camden County.

The following Commissioners were present:

Chairman Garry Meiggs, Vice Chairman Michael McLain Commissioner Sandra Duckwall,  
 Commissioner Clayton Riggs and Commissioner Randy Krainiak were absent.

Also attending were County Manager Michael Renshaw, and Clerk to the Board Angela Wooten. Present for purposes of making a presentation(s) or providing supporting information for agenda items were the following persons: Tax Administrator Lisa Anderson, Mr. Bob Pearson of Pearson Appraisal Services, Inc.

**Work Session 9:00 A.M.**

**Call to Order**

Chairman Garry Meiggs called to order the November 24<sup>th</sup>, 2014 work session of the Camden County Board of Commissioners at 9:05 AM.

**Proposed schedules, standards, and rules for the 2015 Revaluation**

Manager Renshaw reminds the board members and the public of the 2015 Schedule of Values Public Hearing scheduled for tonight November 24th at 7:00PM.

Mr. Renshaw calls on Lisa Anderson and Mr. Pearson to come forward and give a brief overview of the 2015 Schedule of Values and Present Use Values previously accepted at the November 17<sup>th</sup>, BOC Regular Meeting.

Mr. Pearson of Pearson Appraisal Services gave a brief outline of the 2015 Revaluation process here in Camden County.

- I. Economy
- II. Appraisal Process
  - a. Objective Fair Market Value and Equity
  - b. Dwellings and Commercial Bldgs.
    - i. Accurate Information
    - ii. Depreciation reflective of condition
  - c. Outbuildings and Other Features
    - i. Correct Classification
    - ii. Depreciation reflective of condition & contributory value
  - d. Land Market & Use Value
    - i. Classification-Building Site (open, wooded, commercial etc.)
    - ii. Road Access, State Rd., Private, or off Road etc.
    - iii. Size LUD Table
    - iv. Adjustments -Easements, flood zones, topography, shape, location etc.
- III. Neighborhood Delineations
  - a. Ratios by Neighborhoods
  - b. Ratio's Countywide

**IV. Customer Service**

- a. Listen to property owners and offer to meet with them and recognize issues that may affect property values.
- b. Be willing to share information that may assist in understanding the appraisal process
- c. Explain the property record card and review in detail

**V. Appeal Process**

- a. Mail Notices -
  - i. Informal
  - ii. Board of E&R
  - iii. Property Tax Commission

Mr. Pearson answers a few questions from the board.

Manager Renshaw reminded everyone of the Public Hearing being held at 7:00 PM.

**Emergency Medical Services in Camden County**

Manager Renshaw presented the following facts in reference to Emergency Medical Services in Camden County.

**Inter-local Agreement with Pasquotank County**

- Established in 2003 with 5 year term
  - Automatically extending additional 2 years
- Camden provided EMS in exchange for annual contribution to College of Albemarle
  - \$50,000 in 2003
  - Annual % increase equal to Pasquotank's increase
- Agreement "expired" in 2010, however the relationship continued
- FY2012/13, Camden contributed \$76,100 to COA and \$112,000 to Pasquotank-Camden EMS
- New inter-local EMS agreement signed November 2012
  - Eliminated tie to CGA funding (CGA and EMS now independently funded)
  - Continued EMS contribution at 20% of net EMS budget (based on population)
  - Three year term thru June 30, 2015 with option to extend additional two years

**Current Level of Service in Camden County**

- VFD Station #12 (Sawyers Creek) staffed by ALS (Advanced Life Support) crew
- Paramedic & EMT-Intermediate
- 12-hour shift of 10:00 a.m. to 10:00 p.m., seven days per week, 365 days
- Based upon peak demand as determined by Pasquotank-Camden EMS
- Before 10:00 a.m. and after 10:00 p.m., ambulance dispatched from Station #50 (behind Sentara Medical Center in Elizabeth City)
- Current cost to Camden is \$264,000 annually
- Camden-Pasquotank joint board meeting, Oct. 15
  - Discuss operational and budget concerns (10 questions)
  - Pasquotank accepted, then declined day before meeting

**PCEMS Budget Woes- Timeline**

- Pasquotank County began tracking EMS revenue shortfall in October 2013
- PCEMS Advisory Board, March 12, 2014
  - Pasquotank Manager and Finance Officer first advised Board of \$600,000 revenue shortfall
  - Full 9 months into fiscal year ... why delay notice to Camden County=20% partner?
  - Projections that revenue shortfalls will continue
- Camden told contribution will increase from \$98,000 to \$264,000
- 2010 Camden Manager requested 24 hour staffing at Station 12 (Pasquotank determined additional cost not justified)

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- November 2011 EMS Advisory Board again considered 24 hour staffing of Station 12, motion made to recommend hiring 8 EMTs (4 at Station 50, 4 at Camden Station 12) motion did not pass- 4 EMTs hired to staff Station 50
- July 2014 Camden County Manager advised of a 38 minute response time. The call was from South Mills placed at 4:00 a.m.

**Ambulance Response Times in Camden - (Dispatch to Arrival)**

	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Yearly Average
Courthouse	*	9 m 25s	10m 14s	9m 31s	10m 41s	9m 34s	9m 53s**
Shiloh	18m 5s	16m 59s	17m 12s	17m 34s	16m 22s	17m 25s	17m 16s
South Mills	15m 44s	15m 39s	15m 1s	15m 37s	15m 19s	16m 49s	15m 40s

\*Incomplete data from dispatch records

\*\* Does not include CY 2009 response times

Per Pasquotank-Camden EMS System Plan, system response time goal is < 9 minutes, 90% of calls

**Pasquotank-Camden EMS Lease with Sentara Albemarle**

**PCEMS initial input to the lease Agreement**

"On top of that, Newell said, Sentara's support for EMS is contingent upon it responding to 90 percent of its calls within nine minutes, an industry standard. It wouldn't meet that commitment with its workforce cut almost in half Newell said."

**Draft Hospital Lease Language**

Emergency Ground Transportation {Exhibit E}:

"Notwithstanding standards specified in municipal contracts, PCEMS will meet or exceed with the EMS industry standards for 911 call response times, which is currently that at least 90% of 911 calls will be responded to within 8 minutes and 59 seconds and no later than 15 minutes for 100% of calls. Response is measured from the time a dispatch call is received by the 911 service until the EMS vehicle arrives at the patient's location."

**Final Lease Language (Response Times)**

Emergency Ground Transportation- Exhibit E:

"Notwithstanding standards specified in municipal contracts, PCEMS will meet or exceed the following 911 call response times: at least 60% of 911 calls will be responded to within 9 minutes; and at least 90% of 911 calls will be responded to within 20 minutes. Response is measured from the time a dispatch call is received by the 911 service until the EMS vehicle arrives at the patient's location."

## Camden EMS Call Volume by Township

	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014	Yearly Average
Courthouse	223	227	221	250	402	224	258
Shiloh	142	147	189	161	157	122	153
South Mills	177	167	140	156	161	130	155

### Request for Proposals for Countywide EMS Services

- Issued September 8, 2014
- Seek to significantly enhance the level of service in Camden (12 hour coverage to 24 hour coverage)
- County oversight and control over spending
- County to **own** assets (ambulances, radios, etc)

### Elements of RFP

- Continuous Quality Improvement
- Professional service provider, sound financial management
- 3 year initial term
- Staffing at ALS level care (each crew comprised of EMT-Paramedic and EMT-Intermediate)
- **Response times must be under 12 minutes to 90% of calls**
- County to own/maintain three Type III ambulances and Quick Response Vehicle
- EMS crews to operate out of VFD Stations 12 and 14
- Performance-based Contract, liquidated damages if response times not met
- Proposal to include billing/collections (certified ambulance coding preferred)

## **Qualified Proposal Response**

- One qualified proposal received on November 7, 2014
  - **American Medical Response (AMR)**
  - Industry leader with 32 years of experience in EMS nationwide
- Serving over 2,200 communities in 40 states
- Medical Transport Inc, owned by Sentara Hospital, also attended pre-submittal meeting

### **Camden EMS Proposal Review Committee**

- Met to review proposal on November 19, 2014
- Presentation given by AMR team
- Various staffing models/costs under further review
- AMR provides very competitive salary & benefits package, priority to hire locally
- Cap limitation on annual cost increases (3%)

**Question 1 - Certified Billing Coders**

***“How many certified billing coders does the Pasquotank-Camden EMS billing department have? If not certified, what is the cost of obtaining this certification vs. cost of potential coding errors that may result in lost revenues?”***

**Answer**

Pasquotank-Camden EMS does not have any CAC's (Certified Ambulance Coders). In order to certify staff, the National Association of Ambulance Coding (NAAC) charges approximately \$1,100.00 per person for the 25-hour online version of the Ambulance Coder Course. As our coding options are limited and some of our codes are automatically generated via chief complaint when entered into the patient care reporting software, we feel that coding errors are minimal and that the cost of certifying our billing staff is not warranted.

If determination is made that PCEMS should have CAC's, it would be recommended that each certified coder receive the appropriate salary increase which would be commensurate with national median salary for and Accounts Receivable Supervisor with a CAC, which is \$49,200. This salary is 24% above our Accounts Receivable Supervisor equivalent position of EMS Office Manager currently receives. If required, PCEMS would need to certify the following positions at the outlined additional salary increase for each:

• EMS Director	\$13,910
• EMS Assistant Director	\$12,392
• EMS Billing Office Manager	\$10,533
• EMS Office Assistant	\$ 5,420
• EMS Training Officer	\$10,245
• One (1) EMS Part Time Office Assistant	<u>\$ 3,200</u>
<b>Total Salary Impact</b>	<b>\$55,700</b>

The staff of PCEMS feels that the cost of certification and the budget impacts do not warrant moving forward with CAC's. The current EMS training budget line item is \$5000, which is, in itself, insufficient to even provide appropriate training to our current credentialed EMS staff. Appendix A outlines current PCEMS practices as well as write-off criteria.

Although human error exists in submission of numbers regardless of a CAC status, PCEMS works diligently to follow up on all claims that have been reported by insurance companies to have errors. These few errors are outlined on an insurance company's Explanation of Benefits (EOB) and are reviewed upon arrival at our office. Any affected claims are promptly corrected and resubmitted for proper reimbursement.

### **Question 2 - Write-off Percentages**

***“What is the percentage of revenue billing collections that are ‘written off’ in both Camden and Pasquotank County (please show each county separately) due to non-insured patients for FY 2013/14. What was the total amount of revenue loss that resulted from these write-offs in FY 2013/14 (total amount for both counties)?”***

#### **Answer**

For “FY 20103/14,” there is no loss of revenue from account write-offs due to private pay failure. For billing write-off listing and procedures, please refer to Appendix A, “Billing Practices,” under “Pasquotank-Camden EMS Account Write-off Listing Appendix A.”

Write offs due to private pay failure for FY 2014 will stem from calls from as far back as FY2011. For non-insured private pay patients whose transport origination is in Camden County is \$16,255.03 and whose transport origination is in Pasquotank County is \$71,570.14. As the revenue from billing collections during that year was \$2,108,548, Camden County had a 0.8% write-off rate, compared to Pasquotank County’s 3.4% write-off rate.

Total Accounts Receivable (A/R) for private pay accounts is currently \$1,486,211.85. Of that, patients whose transport origination is in Camden County account for \$138,455.37, or 9.4% of the total private pay A/R. For those patients whose transport origination is in Pasquotank County, the total private pay A/R is \$1,084,765.99, or 73% of the total private pay A/R.

The typical attempt to collect from each private pay patient follows this procedure:

- Bills are generated to private pay patients after the ambulance transport and are rebilled every 30 days for a total of 4 bills.
  - After 120 days, or 4 bills, the patient is generated a NC Debt Setoff letter to inform them of their failure to pay the ambulance bill. When this Debt Setoff letter is generated, the billing department attempts to find insurance information on these private pay patients. To find insurance information, they use the hospital software, TriZetto Clearinghouse software and other insurance companies in an attempt to locate the information.
  - If no further insurance information is able to be found, the account sits on hold for 30 days. At the end of the 30 days, their information is then forwarded to the Debt setoff Clearinghouse.
  - After the account is turned over to the Clearinghouse and the EMS Department has had no contact with the patient, the account is then forwarded to Security Collection Agency, which is the collection agency used by PCEMS.
- The account remains on our accounts receivable and with the collection agency for 3 years from the date of the call.
  - After 3 years, the account is then written off.

**Question 3 - Staffing Analyses**

***"Please provide a staffing analysis for Pasquotank-Camden EMS for FY 2010/11, 2011/12, 2012/13, 2013/14, and 2014/2015 to include staffing level by position and fully loaded cost (salary and benefits)."***

**Answer**

As we continue to improve the EMS system, the cost of providing quality and efficiency in service delivery will increase. Future goals of the PCEMS System include manning Station 12 on a 24-hour basis, as well as staffing one more 24-hour station in one of the northern areas of Pasquotank or Camden Counties. Completion of these final substation phases will finalize the number of satellite stations manned on a 24 hour basis that PCEMS is striving towards.

Previous years' budgets have moved towards that goal, as indicated below:

**FY 2011 Loaded Salaries and Wages**

Director	1	
Assistant Director	1	
EMS Training Officer	1	
Office/Billing Manager	1	
Office/Billing Assistant	1.5	
EMT	3	
EMT-Intermediate	11	
EMT-Paramedic	16	
Full Time Salaries and Wages	\$	1,289,978
Overtime		108,349
Part Time Salaries and Wages		71,000
FICA		105,482
Retirement		81,914
Health Insurance		181,104
Total "loaded" Salaries/Benefits	\$	1,837,807

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**FY 2012 Loaded Salaries and Wages**

Director	1	
Assistant Director	1	
EMS Training Officer	1	
Office/Billing Manager	1	
Office/Billing Assistant	1.5	
EMT	6	
EMT-Intermediate	9	
EMT-Paramedic	19	
Full Time Salaries and Wages	\$	1,418,790
Overtime		103,117
Part Time Salaries and Wages		90,000
FICA		114,918
Retirement		98,626
Health Insurance		257,010
Total "loaded" Salaries/Benefits	\$	<u>2,082,461</u>

**FY 2013 Loaded Salaries and Wages**

Director	1	
Assistant Director	1	
EMS Training Officer	0.5	
Office/Billing Manager	1	
Office/Billing Assistant	2	
EMT	5	
EMT-Intermediate	9	
EMT-Paramedic	23	
Full Time Salaries and Wages	\$	1,564,289
Overtime		118,558
Part Time Salaries and Wages		90,000
FICA		127,234
Retirement		105,451
Health Insurance		283,800
Total "loaded" Salaries/Benefits	\$	<u>2,289,332</u>

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**FY 2014 Loaded Salaries and Wages**

Director	1
Assistant Director	1
EMS Training Officer	0.5
Field Operations Supervisor	4
NET Coordinator	1
Office/Billing Manager	1
Office/Billing Assistant	2
EMT	8
EMT-Intermediate	14
EMT-Paramedic	20
Full Time Salaries and Wages	\$ 1,824,055
Overtime	199,905
Part Time Salaries and Wages	150,000
FICA	160,188
Retirement	138,021
Health Insurance	388,376
Total "loaded" Salaries/Benefits	\$ 2,858,545

**FY 2015 Loaded Salaries and Wages**

Director	1
Assistant Director	1
EMS Training Officer	1
Field Operations Supervisor	4
NET Coordinator	1
Office/Billing Manager	1
Office/Billing Assistant	2
EMT	7
EMT-Intermediate	15
EMT-Paramedic	20
Full Time Salaries and Wages	\$ 1,941,906
Overtime	138,484
Part Time Salaries and Wages	134,000
FICA	169,399
Retirement	147,706
Health Insurance	336,700
Total "loaded" Salaries/Benefits	\$ 2,868,176

**Question 4 - NET Revenues and Expenditures**

"What were the projected revenues and expenses for Non-Emergency Transports (NET) when this function was assumed by Pasquotank-Camden EMS in 2013? What were the actual revenues and expenses for NET at June 30, 2014?"

Answer

**FY 2014 Non-Emergency Transport Projected Revenue**

Service Level	Rate	Estimated Calls	Estimated Charges
MBerge	\$ 12.00	20,000	\$ 240,000
BLS Non-Emergency (BLS NE)	\$ 300.00	1,100	330,000
Additional Transports	\$ 300.00	3,100	930,000
Advanced Life Support 1 (ALS 1)	\$ 350.00	10	3,500
	<b>Total Charges</b>		<b>1,503,500</b>
	<b>Collections</b>	<b>70%</b>	<b>\$ 1,052,450</b>

**2014 Projected Non-Emergency Transport Expenses**

Category	Expense
Full Time Personnel	\$ 348,692
Permanent Part Time Personnel	54,080
FICA	30,812
Retire	27,147
Health Insurance	72,270
Worker's Compensation	25,173
Fuel	37,500
Vehicle Maintenance	33,000
Uniforms	2,200
Supplies	10,000
<b>Total Estimated Year 1 Expenditures</b>	<b>\$ 640,874</b>

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Actual NET Collections		\$ 762,806
NET Expenditures		
Wages	490,380	
Insurance	74,074	
Uniforms	2,279	
Oxygen/Supplies	2,500	
Fuel/Oil	32,595	
Total Expenditures		\$ 601,828
NET Revenue		\$ 160,478
Estimated Collections		\$ 1,052,430

**Question 5 - Camden County Response Times**

*"Please provide the average EMS response times for each Camden County township (i.e. South Mills, Courthouse, and Shiloh) for the past 5 calendar years. What has been the average EMS response time to the Needham Adult Care Home (916 S. Sandy Hook Rd., Shiloh) for each of the past five calendar years?"*

Answer

	CY 2009	CY 2010	CY 2011	CY 2012	CY 2013	CY 2014 to 10/14/14	Average Per Year
<b>911 Call Intake Time to Ambulance Arrival Time</b>							
Needham's FCH	24m 14s	24m 6s	26m 20s	20m 54s	21m 7s	16m 56s	22m 13s
Camden	13m 42s	11m 16s	11m 55s	11m 8s	11m 39s	10m 51s	11m 41s
Shiloh	20m 25s	19m 6s	18m 58s	19m 7s	17m 59s	18m 58s	19m 5s
South Mills	18m 2s	17m 44s	16m 47s	17m 12s	16m 52s	18m 19s	17m 29s
<b>Ambulance Dispatch Time to Ambulance Arrival Time</b>							
Needham's FCH	21m 38s	22m 20s	24m 8s	19m 28s	19m 30s	15m 45s	20m 29s
Camden	*	9m 25s	10m 14s	9m 31s	10m 41s	9m 34 s	9m 53s**
Shiloh	18m 5s	16m 59s	17m 12s	17m 34s	16m 22s	17m 25s	17m 16s
South Mills	15m 44s	15m 39s	15m 1s	15m 37s	15m 19s	16m 49s	15m 40s
<b>Annual Call Volumes by District</b>							
Needham's FCH	5	3	12	17	10	6	9
Camden	223	227	221	250	402	224	298
Shiloh	142	147	189	161	157	122	153
South Mills	177	167	140	156	161	130	155

- \* Incomplete data from dispatch records
- \*\* Does not include CY 2009 response times

**Question 6 - Response Time Improvement Initiatives**

***“Pasquotank-Camden EMS staff has reported that the average EMS response time in Camden County for calendar years 2010 through 2014 was over 12 minutes. It was also reported that the Pasquotank-Camden EMS system has in recent years progressed towards meeting national standards such as response times of 8 minutes 59 seconds 90% of the time. Please outline what steps Pasquotank-Camden EMS has taken in recent years towards reducing the response time in Camden County to meet those same national standards?”***

**Answer**

With the need to decrease response times in Camden County recognized, PCEMS began work in early 2009 to place an ambulance on a 12-hour peak-time basis at the South Camden Fire Department (Station 12) located on Sawyer's Creek Road. On September 1, 2009, PCEMS was able to place a daily peak-demand truck at Station 12 during the times of heaviest EMS call volume in Camden County, which was, and still is 10 a.m. until 10 p.m. These times are reviewed annually to ensure that this ambulance is still covering the peak times in Camden.

In June of 2010 at the urging of then County Manager Randell Woodruff, PCEMS began compiling information for 24 hour staffing at Station 12. It was determined that staffing costs would be approximately \$175,000 in order to implement around-the-clock in-county coverage for Camden County. In August of the same year, these numbers were presented to the EMS Board with Pasquotank and Camden Commissioners agreeing to meet and discuss the proposal in a subcommittee fashion. At the September EMS Board Meeting, it was reported by then Pasquotank County Commissioner Bill Trueblood that additional paid staff in Camden could not be justified at that time.

In November of 2011, PCEMS proposed to hire 8 new technicians in order to serve 2 purposes:

- 1) Providing four personnel for a 9 a.m. to 9 p.m. peak demand truck located at Station 50 located behind Sentara Albemarle Medical Center. This truck would be placed here in order to assist with the increased demand on ambulances serving the response area covered by this station. This truck would also allow for EMS to accommodate the increasing numbers of interfacility emergency transfers.
  
- 2) Providing an additional 4 personnel in order to increase coverage times to 24 hours a day at Station 12 so that consistent coverage could be maintained and response times could be reduced for Camden County residents on a 'round-the-clock basis.

The motion to hire the 8 additional personnel died in the EMS Board Meeting and a new motion was made to hire only 4. Those 4 were to be placed at the main station in order to help reduce demand on the Station 50 trucks, as well as help accommodate the increasing number of interfacility emergency transports.

At recent meetings of the EMS Board, Camden County Manager Mike Renshaw has requested information on costs of providing coverage on a 12-hour basis with an ambulance located at Station 14 in South Mills. These figures were provided to Mr. Renshaw at the September 2014 EMS Board Meeting, but no further discussion has been made on that presentation of information.

There have been no instances when discussions were held regarding the provision of two 24 hours EMS stations within the borders of Camden County.

The process for how the Station 12 ambulance currently falls into call rotation is outlined in Appendix B, "Call Rotation."

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**Question 7 - PCEMS Revenue vs. Expense Analyses**

*"Please provide a revenue vs. expense analysis for Pasquotank-Camden EMS for fiscal years 2009 through 2014. In which of these years was fund balance appropriated and in what amount?"*

Answer

Below are the detailed reports for revenues and expenditures from FY 2009 through FY 2014. No fund balance appropriations were made during the budget process in any of these fiscal years.

	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009
<b>Revenue:</b>						
Revenue for Services	2,639,651	2,731,485	2,035,922	2,100,498	1,850,704	1,623,879
Recovery	3,330	4,845	4,978	8,052	13,260	13,128
Sales of Assets	15,281	6,450	7,503	300	1,308	1,740
Misc Revenue	2,537	8,514	18,139	9,765	6,507	3,229
Capital Reserve Transfer					91,080	
Gas Tax					1,760	4,659
Camden	98,000	115,000	115,000			
Hospital	411,338	450,000	450,000	475,000	500,000	600,000
Donations	190	190	35		50	50
Grants						
Loan Proceeds	200,000					
<b>Total</b>	<b>3,370,315</b>	<b>3,326,284</b>	<b>2,641,477</b>	<b>2,593,613</b>	<b>2,564,667</b>	<b>2,248,682</b>

	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009
<b>Expenditures:</b>						
Salaries & Wages	1,724,198	1,328,243	1,243,685	1,195,269	1,229,635	1,057,570
Overtime	182,637	109,413	105,895	112,535	113,329	112,832
Part Time	235,266	309,822	165,357	177,877	97,989	74,214
Board Salaries	1,673	1,525	1,100	1,375	1,575	1,650
FICA	158,745	129,654	114,224	110,891	107,286	93,098
Retirement	122,814	88,504	87,475	74,900	53,268	65,069
Health Ins	278,493	253,494	216,297	176,447	149,774	122,184
Unemployment Reserve	25,400	6,056				
Workers Comp	105,940	89,471	91,072	71,753	78,947	71,756
Audit Fees	590	590	730	730	730	630
Legal Fees		997		180	75	
Uniforms	9,944	11,250	7,266	7,415	7,684	6,427
Promo/Education	696	2,046	2,492	1,874	965	1,612
Nightingale	20,000	20,000	20,000			
Medical Oxygen	5,191	3,910	7,927	6,845	6,371	9,292
Gas & Oil	97,784	85,313	80,818	63,615	55,965	55,930
Office Supplies	17,422	17,536	6,133	4,680	8,926	3,912
Departmental Supplies	82,238	101,289	86,530	79,992	69,997	60,050
Travel	1,335	2,192	1,545	2,002	2,156	3,633
Training	7,041	4,542	2,447	6,062	4,687	3,450
Telephone	34,384	29,106	17,278	19,038	16,524	12,800
Postage	5,620	6,508	7,033	5,444	4,944	3,924
Utilities	21,335	17,335	14,699	14,348	14,081	12,616
Maint-Bldg	11,922	15,910	6,792	19,055	6,203	6,342
Maint-Equip	33,287	22,882	21,893	23,885	30,598	28,857
Maint-Vehicles	58,289	68,000	63,843	55,292	59,510	28,699
Maint-Radio	3,303	1,577	1,027	3,274	1,665	3,478
Maint-Tower	115	200	13,970	175		
Advertising	1,308	932	1,240	877	664	634
Collection Fees	7,059	5,755	3,600	3,221	2,145	1,648
Rent-Equip	8,840	11,582	6,787	1,699	2,425	1,114
Contracted Services	6,271	4,748	4,526	3,937	5,902	679
Insurance	27,812	27,709	23,829	28,060	34,083	23,994
Dues & Subscriptions	717	1,682	669	669	598	955
Rescue Squad-Contract	20,000	20,000	19,000	5,000	10,000	20,000
Rescue Squad-Training	1,808	180	490	136	174	2,440
Rescue Squad-Uniforms	-		290	440		770
Rescue Squad-Pension	1,600	2,380	2,460	2,520		1,560
Rescue Squad-Travel	3,318	667				4,783
Capital Outlay	478,518	216,216	163,423	313,061	131,165	132,301
Debt Service	20,972					
Grant						
Albemarle Hospital						
<b>Total</b>	<b>3,633,014</b>	<b>3,027,186</b>	<b>2,628,184</b>	<b>2,598,484</b>	<b>2,294,963</b>	<b>2,048,993</b>
<b>Difference</b>	<b>(462,699)</b>	<b>299,098</b>	<b>12,293</b>	<b>(2,671)</b>	<b>269,704</b>	<b>197,690</b>

**Question 8 - Current EMS Fee Schedule Analysis**

*"In response to revenue shortfalls, particularly in FY13/14, has the existing EMS fee schedule been examined and adjusted to ensure that we are collecting adequate revenue to more closely meet operating costs? Has a comparative fee study with surrounding jurisdictions been performed?"*

**Answer**

The most current PCEMS rate revision went into effect on July 1, 2011. The rates are still above average for maximum insurance reimbursement based on required contracted rates with carriers such as Medicare, Medicaid, Blue Cross Blue Shield and Tricare.

PCEMS rates are comparable to other North Carolina EMS agencies, and while increasing the EMS rate schedule could potentially increase revenue, it would also place hardship on private pay patients who are already struggling to meet daily costs of living as well as increase contractual adjustments and write-offs.

Below you will find a breakdown of insurance contract allowable charges from major insurance carriers as compared to EMS agency charge schedules. The EMS department will evaluate the current rates and make a recommendation at an upcoming EMS Board Meeting.

**Insurance Contract Allowable Charges**

	A0425	A0426	A0427	A0428	A0429	A0433	A0999
	Mileage	ALS/NE	ALS/E	BLS/NE	BLS/E	ALS2	ALS/No Trans
Medicare	10.53	256.47	406.07	213.72	341.96	587.74	-
Medicaid	3.03	70.75	124.68	70.75	70.75	129.36	124.68
Tricare	10.85		406.07		341.96		-
BCBS	5.47		308.38	162.80	259.68		-

**EMS Charge Schedules**

	A0425	A0426	A0427	A0428	A0429	A0433	A0999
	Mileage	ALS/NE	ALS/E	BLS/NE	BLS/E	ALS2	ALS/No Trans
Pasquotank/Camden	12.00	350.00	450.00	300.00	375.00	625.00	300.00
Perquimans	14.11	333.41	527.90	277.84	444.54	764.06	300.00
Hertford	13.96	425.00	521.90	325.00	439.50	-	225.00
Cardwell	8.00	450.00	450.00	425.00	425.00	600.00	100.00
Bartie	13.00	600.00	600.00	400.00	500.00	800.00	-
Northampton	13.00	314.53	498.00	262.10	419.36	720.79	125.00
Curtis	13.00	297.97	471.78	249.30	397.29	682.84	-
Washington	13.96	404.12	619.85	336.77	518.82	926.10	175.00
Watauga	8.50	350.00	385.00	300.00	300.00	550.00	50.00

**Question 9 - PCEMS Financial Oversight**

*"Who is responsible to oversee the Pasquotank-Camden EMS department's finances? Who identified the shortfall, when did they identify it, and when did they first report it, and who did they report it to?"*

**Answer**

As PCEMS is under the direction and control of Pasquotank County, the overall finances are under the supervision of the Pasquotank County Finance Office. The EMS department financial reports are submitted to the Pasquotank County Finance Office for review and reconciliation by the 5<sup>th</sup> working day of the following month. Upon successful reconciliation by the Pasquotank County Finance Department, the reports are distributed to all EMS Board members via email for review, comments and questions prior to and at the EMS Board Meeting which is held on the second Wednesday of each month at 7:30 a.m.

Typically, the Pasquotank County Finance Office examines trends in EMS revenues on a quarterly basis. The Pasquotank County Finance Officer noticed a trend of increasing insurance adjustments beginning in October of 2013. It was noted that this trend continued through the beginning of January 2014 and noted that these current trends of higher adjustments and lower cash payments were continuing. After determining that this trend was not transient and more permanent, the EMS Department began tightening the reins on purchasing in March of 2014 in an effort to trim expenses. EMS Board Meetings were held every month in CY 2014, except for February, which was when it became evident that the shortfall would continue to rise. Around this time, the Pasquotank County Manager was notified, who then notified the Pasquotank County Board of Commissioners Chairman. The EMS Administrative Staff, Pasquotank County Finance Officer and the County Manager immediately began to review and determine the cause(s) of the shortfall. These shortfalls and justifications for them were presented to the EMS Board in the March 2014 meeting.

### **Question 10 - EMS Revenue Shortfalls**

***"In the wake of the March 2014 announcement of a large revenue shortfall, what is being done now to resolve the problem and prevent this from happening again? Root Cause Analysis (RCA) or Failure Mode and Effect Analysis (FMEA)?"***

**Answer**

Shortfalls in revenues compared to expenditures are common and expected with governmental EMS systems nationwide. The ability for EMS to bill and collect for services is not intended to eliminate the County burden, but to reduce that financial burden. The grid below shows the percentage of the total EMS budget supported by EMS generated revenue for several North Carolina counties.

EMS Generated Revenues FY 2014\*

County	% of total EMS budget supported by EMS generated revenue
Currituck	27
Perquimans	55
Chowan	76
Herford	70
Dare	47
Charlotte (Medic)	75
Watauga (Private Contractor)	92
Pasquotank/Camden	69

No formal RCA or FMEA have been completed, however, an internal evaluation was completed during the FY2015 budget year preparation. In that evaluation, the following revenue shortfall indicators were discovered:

- Sentara Albemarle Medical Center (Albemarle Hospital) is no longer covering the revenue vs. expenditures shortfall gap that it once covered in previous years. This contribution is now capped at \$450,000.
- FY2014 was the first complete year that PCEMS performed non-emergency transports after the closure of the franchised non-emergency ambulance provider. Originally, non-emergency call number estimates were based on information provided by the former franchisee. These numbers are now correlated to the actual number of medically necessary transports.
- Emergency call volume leveled off.
- Reductions in insurance reimbursements for ambulance transports.
- Increased private pay accounts with decrease in private pay payments.
- Overall decrease in the collection percentage compared to FY2013.

In order to decrease the shortfall potential, PCEMS has taken the following measures:

- Monitoring its spending practices and scrutinizing purchases in an effort to continue to provide state of the art non-emergency and emergency patient care.
- Decreasing external training and travel opportunities for credentialed and non-credentialed staff.
- Remounting ambulances instead of purchasing new ones in order to keep its fleet up-to-date.
- Reducing its effort towards public education, promotion and prevention programs.
- Decreasing allowable spending on building maintenance.

**Meeting Adjourned**

At 11:03 AM, Chairman Garry Meiggs asked if there were any other matters to come before the Board of Commissioners, hearing none, and by acclamation the meeting was adjourned.



*Garry W. Meiggs*

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Chairman Garry Meiggs  
Camden County Board of Commissioners

ATTEST:

*Angela Wooten*

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Angela Wooten  
Clerk to the Board

**Camden County Board of Commissioners**  
**Public Hearing**  
**November 24th, 2014**  
**7:00PM**  
**Historic Courtroom, Courthouse Complex**  
**Camden, North Carolina**

**MINUTES**

The Camden County Board of Commissioners held a Public Hearing on November 24th, 2014 in Camden's Historic Courtroom, Courthouse Complex NC. The purpose of the Public Hearing to discuss issues related to the proposed schedules, standards, and rules for the 2015 Schedule of Values. The following Commissioners were present:

Vice Chairman Michael McLain, Commissioners Sandra Duckwall, Clayton Riggs, and Randy Krainiak.

Chairman Garry Meiggs was absent.

Also attending were County Manager Michael Renshaw, and Clerk to the Board Angela Wooten. Present for purposes of making a presentation(s) or providing supporting information for agenda items were the following persons: Tax Administrator Lisa Anderson, Mr. Bob Pearson of Pearson Appraisal Services, Inc.

**Call to Order**

Vice Chairman McLain called the Public Hearing to order at 7:00 P.M.

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**Invocation and Pledge of Allegiance**

Commissioner Clayton Riggs gave the invocation and led those present in the Pledge of Allegiance.

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**Public Comments –**

None

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**Public Hearings - 2015 Schedule of Values and Present Land Use Values**

Commissioner Sandra Duckwall made a motion to go into a public hearing at 7:01PM. The motion passed 4-0 with, Vice Chairman Michael McLain, and Commissioners Sandra Duckwall, Randy Krainiak and Clayton Riggs voting aye; none voting no; Chairman Garry Meiggs absent; none not voting.

County Manager Mike Renshaw welcomes everyone to the public hearing on the 2015 Schedule of Values and Present Land Use Values and informs the public that they are available for public inspection in the Tax Administrators office.

Mr. Renshaw introduces Mr. Pearson of Pearson Appraisals.

Mr. Pearson of Pearson Appraisal makes a brief overview of the revaluation process.

CAMDEN COUNTY BOARD OF COMMISSIONERS  
Public Hearing– November 24<sup>th</sup>, 2014

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- The appraisers are almost finished with the initial property visits
- Notices should be mailed to the property owners the beginning of February
- Appeals-
  - Mr. Pearson's staff will make every attempt to resolve any informal appeals
  - Formal appeals made to the Board of Equalization and Review and the NC Property Tax Commission would start in April.

**Public Comments:**

Vice Chairman McClain calls for public comments pertaining to the 2015 Schedule of Values or Present Land Use Values.

William Schuyler of Canal St. in Camden County comes to the board to officially request a list of the builders and real-estate agents that the team spoke with per the Charter. Mr. Schuyler mentions that the team that came to his house was very professional, informative and spent almost an hour with him. He appreciated their conduct and though they handled the process very well.

Vice Chairman McClain asked if the new values were available in the tax office.

Mr. Pearson informed the board that those values are not public until the notices are mail out.

Vice Chairman McClain asked if there were other public Comments.

There were no other comments from the public.

Commissioner Clayton Riggs made a motion to close the public hearing at 7:09 PM. The motion passed 4-0 with, Vice Chairman Michael McLain, and Commissioners Sandra Duckwall, Randy Krainiak and Clayton Riggs voting aye; none voting no; Chairman Garry Meiggs absent; none not voting.

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**Commissioners Comments** - None

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**Manager Comments:** - None

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**Meeting Adjourned**

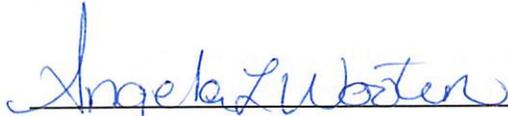
At 7:10 PM, Vice Chairman McClain, asked if there were any other matters to come before the Board of Commissioners, hearing none, he declared the meeting adjourned.




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Chairman Garry Meiggs  
Camden County Board of Commissioners

ATTEST:




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Angela Wooten  
Clerk to the Board

