

Anderson County Board of Commissioners
OPERATIONS COMMITTEE
AGENDA

March 13, 2023
6:00 p.m. Room 312

- 1. Call to Order**
- 2. Prayer / Pledge of Allegiance**
- 3. Approval of Agenda**
- 4. Appearance of Citizens**
- 5. Planning Commission** – discussion by Joe Barrett
- 6. EMS – Update on progress from five-year plan** – by Nathan Sweet, EMS Director
- 7. Mayor's Report**
 1. Update on Anderson County Regional Planning Commission comprehensive evaluation of the zoning resolution.
 2. Motion to approve Resolution No. 23-03-1082 to allow a limited hunt on Blockhouse Valley landfill site.
 3. Logo/brand guide document.
- 8. Mark Stephens** – Discussion regarding poll workers salary.
- 9. Tourism Sub-Committee Update**

New Business

Old Business

Adjournment

ANDERSON COUNTY EMS

Short-Term and Long-Term Plan



March
2019

Anderson County EMS Plan

March 2019

Mission Statement

To coordinate, develop, improve and maintain a comprehensive and dynamic Emergency Medical Service system committed to preventing and reducing premature death and disability. This Emergency Medical Service system will ensure prompt, professional, effective, and unimpeded service at all times.

Areas of Improvement (in no specific order)

- ◇ Response Times to All Areas of the County (i.e. separation of convalescent and 911 services and additional crews)
- ◇ Personnel Pay
- ◇ Personnel Education/Development (i.e. continued education, internal development program, Quality Assurance program)
- ◇ Staffing
- ◇ Alternate Funding Opportunities
- ◇ Equipment Replacement (i.e. ambulance replacement [both new and remounting], stretcher equipment and cardiac monitors, develop future schedule)
- ◇ Replacement of Facilities
- ◇ Communication and Partnership With Governing Body and With Citizen Stakeholders
- ◇ Advocating for Partner First Responder Agencies

Issue Statement

Response Times to All Areas of the County

- ◇ The continued use of 911 ambulances to provide convalescent transports at all times of the day continues to decrease the effectiveness of our 911 response. This type of operation places an increased liability on the citizens of Anderson County and increases the risk of a poor outcome for those needing 911 services in Anderson County. Establishing response time standards on a 90% measurement, once separation of 911 and convalescent services is established, will identify areas for improvement in the future. Commission already approved to set variable response times in the county. **(Reference audit page 42 "Findings – Ambulance Deployment", page 42 "Recommendations – Ambulance Deployment", pages 43-51 "Response Time Performance and Utilization", page 51 "Findings – Response Time Performance and**

Utilization”, pages 53-55 “How Many Ambulances are Needed to Staff ACEMS Each Day?”)

Personnel Pay

- ◇ Personnel pay is well below average for the region. Anderson County EMS is one of the lowest in the region, but we are one of the busiest county systems in the region. Increasing pay levels is imperative to maintaining staffing levels and the ability to provide services. Increasing pay levels would also improve our efforts for recruitment and retention. Annual payroll adjustments (*based on development plan and cost of living adjustments*) will also prevent a reoccurrence of low staffing threats. **(Reference audit pages 59-60 “Compensation and Years in Service”, page 64 paragraph 5 “Findings – Summary of the Employee Survey Process and Results”)**

Personnel Education/Development

- ◇ Our education division is one of the strongest elements of our agency, however, we have lacked an effective development program that provides advancement for all ranks service-wide. A program creating advancement opportunities and providing education and growth for all EMT, AEMT, Paramedic, and Officers is essential to continued improvement in our patient care. Leadership training is woefully unfinished. Training has provided some education; however, identifying target areas for improvement and efficient training opportunities are needed. Efficient and effective training opportunities are needed for all Officers. Leadership development has a direct impact on personnel management and morale. The lack of an adequate Quality Improvement program significantly limits individual patient care improvements. The time and effort needed for this program are beyond current staffing abilities. We are grossly behind on our ability to appropriately manage and implement a Quality Improvement program, which has a direct impact on our patient care. A dedicated employee focused on a Quality Improvement program is the best solution but is beyond current staffing funds. It is being discussed at a national level that EMS will eventually be moved to pay by performance model instead of the current reimbursement model. This will greatly impact the requirements on EMS to measure their performance in skills and treatment, failure to achieve national benchmarks will result in decreased reimbursement. A Quality Improvement program will be necessary to ensure we are meeting requirements. **(Reference audit pages 39-40 “Training”, pages 67-70 “Leadership and Leadership Development”, Figure 75 Expanded Recommendations Matrix – Medium Priority #8)**

Staffing

- ◇ Current staffing is inadequate to provide all necessary services at all operating times. We are understaffed in our convalescent services on a 24/7 basis. This understaffing requires the continued need for 911 ambulances to assist with convalescent transports.

Filling vacancies, both scheduled and unscheduled, results in the routine use of a Mandatory Overtime practice that was meant for the occasional openings, not vacancies. The continued use of this program is not effective and is a consistent negative for staff morale. Staffing levels need to be increased to a level that allows for injuries, illness, vacations, and the occasional vacancy. This increase would allow us to continue providing both convalescent and 911 services while allowing for better staff retention. **(Reference audit page 57 "Hiring, Staffing, Training and Other Human Resources Issues", page 77-78 "Personnel and Overtime Costs" and "Findings – Personnel and Overtime Costs", Figure 77 of Expanded Recommendations Matrix – Lower Priority #8)**

Alternate Funding Opportunities

- ◇ For decades insurance providers have reminded EMS that reimbursement was not meant to provide 100% of the cost for providing services. Additionally, the insurance payer mix is not something that can be regulated or controlled by EMS. That being said, opportunities for alternate funding should be considered. Some possibilities include membership programs, alternate purchasing methods to reduce costs, the evaluation of a community paramedicine program to both decrease costs and increase reimbursement opportunities, and grant funding. Grants require a lot of effort and are typically intended to fund needs in the responder community and EMS operations. Depending on the grant, the funding may be for training needs, personnel costs or capital outlay purchases. Current staffing does not allow time to adequately pursue these measures and continue to research new opportunities. This subject was not really addressed in the Operational Audit, although funding was addressed, and a review of collections was addressed, opportunities for alternative funding opportunities was not addressed. In speaking with the Consultants, a mention of a membership program was brought up, at this time they would not recommend it due to the routine loss of some revenue in starting such a program. This was perceived by the Consultants to be too much of a challenge for EMS with current funding expectations. **(Reference audit Attachment B "Response to Findings of Fact Questions", "From committee Member/Commissioner" question "Are there suggestions on ways to increase revenue and/or decrease expenses?")**

Equipment Replacement

- ◇ Initial efforts to improve capital outlay purchases are underway, but still leave our service behind where we need to be. All our outdated cardiac monitors have been replaced, however, we need to be at 15 total cardiac monitors for the agency, where we are currently at 13. Based on our annual mileage and heavy use, our ambulances should be replaced at a rate of two a year. As the fleet is updated, ambulance remounting will be an effective tool in keeping our fleet in good shape and keeping our costs down. Between 2009 and 2018 we replaced an average of one ambulance a year, instead of two. This caused a significant increase in maintenance cost and ambulance breakdowns.

Ambulance breakdowns have delayed patient care and caused long delays for emergency response. In spite of purchases and repairs, some of our stretchers are in need of immediate replacement. They are operating poorly, and maintenance costs have continued to increase. Assessment performed by the manufacturer identified many issues. Each of our older stretchers has some area of rust on it, which is a breeding ground for bacteria. Stretchers have a limited life and an increase in maintenance needs as they age. A schedule of maintenance and replacement needs to be established in order to get control of this growing problem. (Reference audit pages 29-36 "Ambulance and Support Vehicle Fleet", page 37 "Findings – Ambulance and Support Vehicle Fleet", page 37-38 "Detailed Recommendations – Fleet", page 38 "Medical Equipment and Clinical Quality Measures", page 39 "Findings – Medical Equipment and Clinical Quality Measures", page 39 "Recommendations – Medical Equipment and Clinical Quality Measures", Figure 72 Expanded Recommendations Matrix – Critical Priority #2, Figure 75 Expanded Recommendations Matrix – Medium Priority #3)

Replacement of Facilities

- ◇ Our current facilities, in most cases, are inadequate for our current mission. Most of them require either a significant retrofit, if possible, or replacement. Some current facilities do not meet even our most basic needs, nor provide a suitable environment for dual gender facilities. Garage facilities at some of our stations are not sufficient size to fit an ambulance properly. The option to clean the ambulance inside the garage, open compartments or clean equipment inside due to inclement weather is simply impossible due to the confining space available. None of our current stations allow for a drive-through entry, which is the most common design nowadays with reason. Damage to vehicles and personnel happen every year across the nation due to backing incidents. Many happen right inside the EMS or Fire Station. Providing a drive through garage limits incidents from occurring due to backing into the garage. Some station garage openings are too small to fit some of the current ambulances in our fleet. None of our stations have stand-alone generator power, including our Headquarters facility and main garage facility. In the event of power loss, our Station radios are inoperable. Our ability to charge medical equipment and maintain the necessary strict storage temperature requirements for medications is lost. The ability to open the garage doors is an issue as well, depending on the size of the door. None of our stations have a security system, providing external surveillance to a facility housing expensive equipment and medications. We have experienced facility vandalism, increasing staff insecurity while at facilities, and a lack of security system has left the vandalism anonymous. Our main garage complex is inadequate and too small to fit all necessary ambulances and equipment for operations. Our training facility, where we hold staff training, national classes open to anyone in the US and our Emergency Medical Responder academy and refresher each year, along with Community CPR classes and others, is a converted garage space that is much too small and not as well equipped as needed. Our administrative facility needs to be remodeled and updated as well. On top of this multitude of facility problems, there is a real probability that some of our stations

should be placed in different locations, instead of locations of convenience. This was pointed out in the recent Audit. A Station Location study should be conducted to consider response times, call density, population density, routes of travel and a host of other issues involved in this process. (Reference audit pages 28-29 “Ambulance Facilities”, page 51 “Response Time Performance and Utilization”, Figure 77 Expanded Recommendations Matrix – Lower Priority #5)

Communication and Partnership With Governing Body and With Citizen Stakeholders

- ◇ Communication between EMS and with both the governing body and citizens of Anderson County needs to have better consistency and coordination. Although there seems to be some improvement in this area, greater focus and attention should be given. Providing routine reports on service goals, achievements, and operational measures need to be identified and established. Knowing what to report and when, in a reasonable time frame, must be identified, and then implemented. Although not truly addressed in the audit there is a good amount of importance on behalf of the Mayor and EMS Director to work towards necessary improvements and sustain them.

Advocating for Partner First Responder Agencies

- ◇ First responder agencies in Anderson County provide such a great benefit to the citizens of Anderson County. Beyond the difficulties faced with Anderson County EMS, these agencies have their own difficulties that they are facing. Staffing for volunteer departments, and at times paid departments, are facing greater difficulty than previous years. The trend for volunteers is on a negative slope. Anderson County and Anderson County EMS should provide an increased focus on helping our First Responder departments. It was not the intent of this document to identify goals for this issue but to bring it to the attention of others for consideration of importance. It is highly recommended to have a more focused group working with the volunteer departments to identify specific issues and develop goals and a plan for improvement.

List of Mandates (not all inclusive)

- ◇ State of Tennessee EMS Division requires certain types of equipment and licensed staff to maintain the service’s “A” rating
- ◇ State of Tennessee EMS Division mandates regulations for ambulance construction and maintenance
- ◇ Federal Government mandates certain ratings for safety features in ambulance construction and equipment
- ◇ FDA regulates medical equipment and medical supplies

- ◇ DEA mandates regulations on use, maintenance, and storage of narcotics
- ◇ T.C.A governs certain personnel requirements, such as F endorsement on driver's license
- ◇ FCC regulates radio frequencies and communication protocols
- ◇ Federal Government mandates requirements through HIPAA and HITECH for the security of patient information and release of information
- ◇ CMS mandates provide requirements for rendering services, and the documentation of services provided for reimbursement
- ◇ State of Tennessee's EMS Division mandates the submission of statistical information from all calls made
- ◇ State of Tennessee mandates all ambulances to have a VHF radio for statewide mutual aid and hospital contact
- ◇ OSHA requires our service to provide personal protective clothing to be worn by personnel on hazardous scenes
- ◇ State of Tennessee dictates a list of mandatory in-service classes be offered to personnel including Vanessa K. Free defensive driving, pediatric emergencies, hazardous materials, sudden infant death syndrome, and domestic violence awareness

Goals

- ◇ Separation of 911 and convalescent services (complete by end of FYE 20)
 - Increase convalescent service capabilities through additional staffing **OR**
 - Provide convalescent service on a limited time frame, giving convalescent calls outside of these times to other EMS providers
 - Establish variable response times on 90% capabilities
 - Improve response capabilities to bariatric calls (911 and convalescent)
- ◇ Improve outreach and partnership with Governing Body and Citizen Stakeholders (complete by end of FYE 20)
 - Identify measurables to report, appropriate reporting method, and time
 - Offer more one-on-one opportunities
- ◇ Improve personnel pay (complete by the start of FYE 20)
 - Conduct salary comparison, provide adjustment to be made
 - Provide annual pay adjustments
 - Consider alternate scheduling to improve attractiveness to current staff and future staff
- ◇ Capital outlay purchasing plan (ongoing, schedule developed and implemented by the start of FYE 22)
 - Replace current equipment
 - Ambulances

- Stretchers
 - Stair Chairs
 - Supervisor response vehicles
- Develop scheduled replacement plan to be funded separately from operating budget
- ◇ Develop and launch an internal development plan (start during FYE 19, complete during FYE 21)
 - Conduct SWOT analysis
 - Provider level development plan
 - Leadership development plan
 - Quality Assurance program to be developed and launched
 - Add a dedicated position to develop and implement the program (reference Personnel Education/Development issue statement for further explanation)
- ◇ Improve staffing solutions (start FYE 20, complete FYE 22)
 - Conduct a staffing study based on historical needs
 - Present for funding through the budget process
 - Reorganization of staff
 - Update organizational chart
 - Present for funding to add Deputy Director of Operations position
- ◇ Facility improvements (start FYE 21)
 - Conduct station location study
 - Prioritize updates for funding

This is not an all-inclusive list, there are items from the EMS Audit that are not listed here, but are still in the process of being implemented. Refer to the Audit Matrix Progress Report to see all items from the Audit Matrix and their current status. We will continue to use the audit report as we develop processes and plans going forward, in the manner of a steering document. We anticipate things to shift or change as progress is made, adjustments will be made based on the most recent and important information at the time.

Changes Made/Recommended Post Audit

FYE 18

- ◇ Purchased three (3) cardiac monitors
- ◇ Presented staff pay increases for FYE 19 (unfunded)

FYE 19

- ◇ Purchased ten (10) cardiac monitors (replaces all cardiac monitors owned)
- ◇ Purchased four (4) ambulances
- ◇ Purchased three (3) stretchers (17 more total needed for service)
- ◇ Expand staffing to decrease use of 911 ambulances for convalescent (unable to achieve full staffing levels)
- ◇ Conduct SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis

FYE 20

- ◇ Purchase four (4) ambulances
- ◇ Purchase eight (8) stretchers (leaves 9 more to purchase)
- ◇ Provide staff pay increases to aid in recruitment and retention
- ◇ Add Deputy Director position
- ◇ Expand convalescent personnel for expanded services
- ◇ Add bariatric equipment (bariatric stretcher and lift system)
- ◇ Increase staffing to remove assistant supervisors off of the ambulance
- ◇ Add Quality Improvement position
- ◇ Implement full transition in the separation of 911 and convalescent services

FYE 21

- ◇ Establish variable response times standards
- ◇ Purchase four (4) ambulances
- ◇ Purchase four (4) stretchers (leaves 5 more to get to 20)
- ◇ Develop and implement an annual pay adjustment program
- ◇ Implement personnel development program
- ◇ Finalize and implement community paramedicine program
- ◇ Replace supervisor response vehicles
- ◇ Conduct staffing assessment
- ◇ Conduct station placement study
- ◇ Finalize purchasing schedule for future equipment

FYE 22

- ◇ Implement purchasing schedule for equipment
- ◇ Develop station replacement schedule

Challenges That Could Affect Operations

- ◇ The scarcity of certified full-time personnel available to staff the ambulances
- ◇ Changes in payer mix
- ◇ Increase in uncollectible accounts
- ◇ Failure of surrounding agencies, increasing mutual aid requests
- ◇ Increased Federal and State requirements
- ◇ Changes to Federal and State requirements that would limit operations
- ◇ Limited availability of medical supplies (shortages and significant backorders)
- ◇ Limitations/changes of First Responder agency response capabilities
- ◇ A dramatic increase in operation supply costs
- ◇ Catastrophic failures in equipment and resources
- ◇ Natural disasters
- ◇ Mass casualty incidents
- ◇ Inadequate funding for necessary operations
- ◇ Pandemic illness events (both to our personnel and increase in ambulance responses)
- ◇ Increased Emergency Department delays
- ◇ Loss of road access to a large population
- ◇ Significant decrease or increase in call volume
- ◇ Loss of EMS station and/or other facilities
- ◇ Increased technology requirements

Proformas

The proposed financial projections include audited FYE 2017, budgeted 2018, and proposed 2019 through 2020. The assumptions made for future revenues and costs are outlined or included on the attached tables. Runs are projected to increase by 1.5% per year after 2019.

The goal of this plan is to identify the areas for improvement and the anticipated funding needed to make those improvements. Projections are not to be considered actual requests, as things may change year by year, it is only forecasting for current considerations moving forward. All projections are fiscal estimates, based on information at the time of projection.

Projections have three options, this is a result of the presentation of three budget options for FYE 20. Options 1 and 2 have improvements based on the Operational Audit, whereas option 3 does not. Options 1 and 2 incorporate improvements being made to the EMS system, targeting better 911 response and service. Option 3 has no improvements to 911 response and remains in a status that was identified by the audit to be lacking and deficient in providing 911 services to Anderson County.

It should be noted that rapid changes in the industry, county demographics, variables ranging from payer mix to type of transport to a number of calls prevent a firm and reliable prediction

of revenues, so our budget assumption is built upon conservative estimates based on current operations and trends over the time.

In FYE 19 Anderson County EMS is projected to generate revenues that cover approximately 95% of the costs of operating the service. (Approximately \$5.4MM of a \$5.7MM budget)

Current and predicted indigent transports (non-insured) are approximately 8% of EMS operations which currently equates to charges of over \$2MM and a gross collection percentage of 17%, leaving a gap in revenue. Approximately 81% of transports have billing caps, meaning we can't bill for the actual cost of the transport, resulting in a 17% gross collection rate. These limitations also leave an operational funding gap. All collections considered equating to a gross collection of 28%.

Until alternative funding avenues are fully developed, EMS cannot meet operational goals without a tax funding subsidy. Without a subsidy, the delivery of service to the community will be negatively impacted.

The Mayor and EMS recommend budget transparency and production of an annual summary document for community stakeholders quantifying revenues, indigency/non-payment totals, and taxpayer subsidy.

Anderson County
2018-2023 Ambulance Fund Detail

Option 1

	FYE						
Expenses	2018	2019	2020	2021	2022	2023	
Salaries	\$1,949,184	\$1,930,350	\$3,386,030	\$3,453,750	\$3,522,825	\$3,593,281	*projected 2% increase 2021-2023
Overtime	\$909,105	\$972,463	\$437,780	\$446,535	\$455,465	\$464,574	*projected 2% increase 2021-2023
Part Time	\$84,597	\$85,000	\$100,000	\$102,000	\$104,040	\$106,120	*projected 2% increase 2021-2023
Social Security	\$172,792	\$183,934	\$243,276	\$248,141	\$253,104	\$258,166	*gross salary X 6.2%
State Retirement	\$191,136	\$210,642	\$280,339	\$293,367	\$299,234	\$305,219	*gross salary X 7.33%
Life Insurance	\$2,520	\$2,562	\$3,378	\$3,870	\$3,870	\$3,870	*projected as if all employees move to \$45 plan
Medical Insurance	\$484,693	\$534,612	\$854,352	\$897,070	\$941,923	\$989,019	*projecting a 5% increase each year
Dental Insurance	\$25,465	\$25,794	\$38,510	\$40,436	\$42,457	\$44,580	*projecting a 5% increase each year
S/T Disability Insurance	\$11,307	\$19,533	\$25,998	\$27,215	\$27,709	\$28,315	*gross salary X 0.68%
Unemployment Compensation	\$5,381	\$4,532	\$6,020	\$6,020	\$6,020	\$6,020	*\$70 X number of employees
Medicare	\$40,266	\$42,890	\$56,895	\$58,033	\$59,193	\$60,377	*gross salary X 1.45%
Operating Expenses (307-790)	\$1,558,798	\$1,665,626	\$1,731,085	\$1,783,018	\$1,836,508	\$1,891,603	*projecting 3% increase annually
Principal on notes	\$31,000	\$32,000	\$32,250	\$33,000	\$34,000	\$0	
Interest on Notes	\$3,668	\$2,970	\$2,250	\$1,508	\$765	\$0	
Capitol Expenses	\$285,379	\$800,000	\$768,600	\$868,420	\$517,800	\$491,000	

	FYE						
Revenues	2018	2019	2020	2021	2022	2023	
Property Taxes	\$0	\$241,091	\$241,091				
Patient Charges	\$854,516	\$0	\$850,000				
Patient Charges-electronic deposits	\$4,356,594	\$4,940,000	\$4,175,000				
Other General Service Charges	\$25,900	\$125,000	\$150,000				
Copy Fees	\$1,320	\$1,200	\$1,200				
Tuition	\$3,462	\$3,500	\$1,500				
Medicaid Kicker	\$482,838	\$349,221	\$400,000				
Other	\$133,423						

Anderson County
2018-2023 Ambulance Fund Detail

Option 2

	FYE						
Expenses	2018	2019	2020	2021	2022	2023	
Salaries	\$1,949,184	\$1,930,350	\$2,493,723	\$2,543,597	\$2,594,469	\$2,646,359	*projected 2% increase 2021-2023
Overtime	\$909,105	\$972,463	\$1,201,603	\$1,225,635	\$1,250,148	\$1,275,151	*projected 2% increase 2021-2023
Part Time	\$84,597	\$85,000	\$95,000	\$96,900	\$98,838	\$100,815	*projected 2% increase 2021-2023
Social Security	\$172,792	\$183,934	\$235,000	\$239,700	\$244,494	\$249,384	*gross salary X 6.2%
State Retirement	\$191,136	\$210,642	\$270,921	\$276,285	\$281,810	\$287,447	*gross salary X 7.33%
Life Insurance	\$2,520	\$2,562	\$2,880	\$3,240	\$3,240	\$3,240	*projected as if all employees move to \$45 plan
Medical Insurance	\$484,693	\$534,612	\$669,508	\$702,983	\$738,133	\$775,039	*projecting a 5% increase each year
Dental Insurance	\$25,465	\$25,794	\$30,838	\$32,380	\$33,999	\$35,699	*projecting a 5% increase each year
S/T Disability Insurance	\$11,307	\$19,533	\$25,124	\$25,631	\$26,143	\$26,666	*gross salary X 0.68%
Unemployment Compensation	\$5,381	\$4,532	\$5,040	\$5,040	\$5,040	\$5,040	*\$70 X number of employees
Medicare	\$40,266	\$42,890	\$54,960	\$56,059	\$57,180	\$58,324	*gross salary X 1.45%
Operating Expenses (307-790)	\$1,558,798	\$1,665,626	\$1,724,185	\$1,775,911	\$1,829,188	\$1,884,064	*projecting 3% increase annually
Principal on notes	\$31,000	\$32,000	\$32,250	\$33,000	\$34,000	\$0	
Interest on Notes	\$3,668	\$2,970	\$2,250	\$1,508	\$765	\$0	
Capital Expenses	\$285,379	\$800,000	\$768,600	\$868,420	\$517,800	\$491,000	

	FYE						
Revenues	2018	2019	2020	2021	2022	2023	
Property Taxes	\$0	\$241,091	\$241,091				
Patient Charges	\$854,516	\$0	\$850,000				
Patient Charges-electronic deposits	\$4,356,594	\$4,940,000	\$4,175,000				
Other General Service Charges	\$25,900	\$125,000	\$150,000				
Copy Fees	\$1,320	\$1,200	\$1,200				
Tuition	\$3,462	\$3,500	\$1,500				
Medicaid Kicker	\$482,838	\$349,221	\$400,000				
Other	\$133,423						

Anderson County
2018-2023 Ambulance Fund Detail

Option 3

	FYE						
Expenses	2018	2019	2020	2021	2022	2023	
Salaries	\$1,949,184	\$1,930,350	\$1,891,928	\$1,929,766	\$1,968,361	\$2,007,728	*projected 2% increase 2021-2023
Overtime	\$909,105	\$972,463	\$952,689	\$1,225,635	\$1,250,147	\$1,275,149	*projected 2% increase 2021-2023
Part Time	\$84,597	\$85,000	\$85,000	\$86,700	\$88,434	\$90,202	*projected 2% increase 2021-2023
Social Security	\$172,792	\$183,934	\$181,636	\$201,010	\$205,030	\$208,014	*gross salary X 6.2%
State Retirement	\$191,136	\$210,642	\$208,564	\$237,646	\$242,398	\$245,927	*gross salary X 7.33%
Life Insurance	\$2,520	\$2,562	\$2,538	\$2,790	\$2,790	\$2,790	*projected as if all employees move to \$45 plan
Medical Insurance	\$484,693	\$534,612	\$561,112	\$589,168	\$618,626	\$649,557	*projecting a 5% increase each year
Dental Insurance	\$25,465	\$25,794	\$26,096	\$27,401	\$28,771	\$30,209	*projecting a 5% increase each year
S/T Disability Insurance	\$11,307	\$19,533	\$19,340	\$22,046	\$22,487	\$22,814	*gross salary X 0.68%
Unemployment Compensation	\$5,381	\$4,532	\$4,340	\$4,340	\$4,340	\$4,340	*\$70 X number of employees
Medicare	\$40,266	\$42,890	\$42,479	\$47,010	\$47,950	\$22,814	*gross salary X 1.45%
Operating Expenses (307-790)	\$1,558,798	\$1,665,626	\$1,721,775	\$1,773,428	\$1,826,631	\$1,881,430	*projecting 3% increase annually
Principal on notes	\$31,000	\$32,000	\$32,250	\$33,000	\$34,000	\$0	
Interest on Notes	\$3,668	\$2,970	\$2,250	\$1,508	\$765	\$0	
Capital Expenses	\$285,379	\$800,000	\$768,600	\$868,420	\$517,800	\$491,000	

	FYE						
Revenues	2018	2019	2020	2021	2022	2023	
Property Taxes	\$0	\$241,091	\$241,091				
Patient Charges	\$854,516	\$0	\$850,000				
Patient Charges-electronic deposits	\$4,356,594	\$4,940,000	\$4,050,000				
Other General Service Charges	\$25,900	\$125,000	\$150,000				
Copy Fees	\$1,320	\$1,200	\$1,200				
Tuition	\$3,462	\$3,500	\$1,500				
Medicaid Kicker	\$482,838	\$349,221	\$400,000				
Other	\$133,423						

**ANDERSON COUNTY GOVERNMENT
FIVE-YEAR CAPITAL OUTLAY WORKSHEET
BUDGET YEAR 2019/2020**

ASSET DESCRIPTION	ESTIMATED COSTS BY FISCAL YEAR					PRIORITY & JUSTIFICATION
	2019/2020	2020/2021	2021/2022	2022/2023	Priority	
Ambulance	515,000.00	550,000.00	300,000.00	315,000.00	1	4 ambulances three years (including 18/19), then on rotation to purchase 2 a year. Will begin to consider remounting in
Shift Supervisor Vehicle	-	70,000.00	-	75,000.00	3	Replace current supervisor vehicle (2009 Expedition), it has broke down again, already replaced engine and transmission previously. Purchase second supervisor vehicle in 22/23
Cardiac Monitor	-	-	80,000.00	-	2	Get us up to 15 total, where we need to be
Stretchers	164,800.00	190,000.00	-	-	1	Replace 8 current stretchers, then add 9 more which will give each ambulance its own stretcher
Stair Chairs	15,000.00	-	36,000.00	36,000.00	2	Current equipment is 10 years old, need to start replacing them as wear and tear will begin to cause failures
Radio Equipment	36,800.00	37,720.00	15,000.00	10,000.00	1	Radio equipment grossly outdated, some radios no longer have parts available for repairs
Cradlepoint mobile routers	15,000.00	3,200.00	3,800.00	-	3	Improve mobile Wi-Fi for emergency vehicles, as recommended by IT
Bariatric Equipment	22,000.00	-	23,000.00	-	1	Purchase bariatric equipment to be available as needed
Generator	-	-	25,000.00	25,000.00	2	No ambulance station has emergency power to maintain 24 hour operation if power goes out
HVAC	-	7,500.00	-	20,000.00	1	Possible need for new HVAC at station 1 and main garage complex
Surface Parking Area	-	-	25,000.00	-	4	Surface current gravel area around station 1 and garage with asphalt or concrete, refinish HQ

Call Volume	FYE							
	2017	2018	2019	2020	2021	2022	2023	
911	9890	9201	9250	9389	9530	9673	9818	*projecting a 1.5% increase each year
Convalescent	7267	5829	5150	5400	5481	5563	5647	*projecting a 1.5% increase each year
Standby	69	72	73	74	75	76	77	*projecting a 1.5% increase each year
Refusals	2234	2310	2330	2365	2400	2436	2473	*projecting a 1.5% increase each year
Cancelled	1052	776	915	929	943	957	971	*projecting a 1.5% increase each year
Total	20512	18188	17718	18157	18429	18705	18986	

*anticipate a big bounce back in the future for convalescent calls, not sure when though

EMS Plan Task Force Members: Mayor Terry Frank, Fire Chief Justin Bailey, Fire Chief Stephanie Fox, Citizen Anne Jordan, Assistant to the Finance Director Randy Walters, and EMS Director Nathan Sweet

EMS Operational Audit: Conducted by Jay Fitch & Associates, reported to Anderson County April of 2018



ANDERSON COUNTY GOVERNMENT

TERRY FRANK
COUNTY MAYOR

March 8, 2023

Commissioner Tim Isbel
Chairman, Anderson County Operations Committee

RE: Agenda

Dear Chairman Isbel,

I humbly request the following items be added to the agenda:

1. Update on Anderson County Regional Planning Commission comprehensive evaluation of the zoning resolution. Building Commissioner Marjorie Pressley will be in attendance to brief Operations Committee. See attached.
2. Requesting Motion to Approve Resolution No. 23-03-1082 to allow a limited hunt on Blockhouse Valley landfill site. See attached.
3. Logo/brand guide document. Last month I submitted this document to Operations Committee for 30-day comment. I received one request to modify the paragraph under brand identify to incorporate nuclear reference. Language was added. If there are other comments to add, I can incorporate. If there are no other comments, requesting motion to approve the guidance document. See attached.

Sincerely,

Terry Frank

MEMORANDUM

To: Terry Frank, County Mayor and Anderson County Operations Committee

From: Joe Barrett, Staff Planner

Date: February 27, 2023

Re: PROPOSED ZONING AMENDMENTS TO ANDERSON COUNTY ZONING RESOLUTION

The Anderson County Regional Planning Commission is currently conducting a comprehensive evaluation of the Anderson County Zoning Resolution. The purpose of this evaluation is to address some concerns and issues related to the structure and intent of the zoning resolution that have been voiced recently. Over time, there has been “piecemeal” amendments to the zoning resolution that are often in response to a specific issue. The consensus of the commission is that individual amendments to the zoning resolution are less effective than a more comprehensive approach. Consequently, evaluating the resolution, as a whole, was deemed to be the most effective approach to updating the zoning resolution. Additionally, the intent of the evaluation is to structure the zoning resolution to specifically address the unique dynamics of Anderson County. There have been several workshops that have been held by the planning commission in recent months. County commissioners are always welcome to attend these workshops. In order to afford adequate time to review, the forwarded zoning amendments that are being proposed will be included in a more manageable amount. To this point, there have been additional proposed amendments than are included in this memo. The following is a summary of the initial proposed amendments:

- Refined the “General Purpose”, “Authority”, “Amendments to Resolution”, and “Non-Conforming Uses” Sections of Article I. The revisions of the first three sections mentioned primarily involved cleaning up the language in the sections. The “Nonconforming Use” experienced the most significant revisions that included:
 - Insertion of Resolution adoption date
 - Removed confusing verbiage of “higher classification” of another nonconforming use
 - Retained option to change to another nonconforming use
 - Clarified that if a nonconforming use is changed to another nonconforming use, it must be comparable or a less intensive use by land use classification
 - Removed reference to mobile home parks losing their non-conforming protection immediately upon being discontinued (*6 mos. grace period like any other use*)
 - Include a replacement policy for mobile homes on individual lots with newer mobile home
 - Prohibition on expansion of existing mobile home parks beyond the perimeter of an existing mobile home park boundary.
- Proposed to re-format the structure of the zoning resolution to make it more user-friendly.
- Proposed revising the minimum lot size from 22,000 sq. ft. to 20,000 sq. ft. (*the current min. lot size is just over a half-acre, which minimizes the average number of lots for major developments*).
- Proposed a Permitted Use Table to supplement the permitted use lists in each zoning district (*this is a matrix with broad land use categories containing specific uses under these categories to make it more use friendly and to minimize a lengthy permitted use list*).

Again, the evaluation of the Anderson County Zoning Resolution is still an ongoing process. Workshops have typically been held on the first Tuesday of each month or at the end of the regular planning commission meeting on the second Tuesday of the month. The County Mayor and/or County Commissioners are welcome to participate in these workshops. The overall objective of this process is to provide a zoning resolution that is more effective in application to the specific needs of Anderson County. Eventually, the County Commission will consider adopting the recommended revised Anderson County Zoning Resolution in the near future. The intent of this memo is to maintain communication and cooperation between the county commission and the planning commission by keeping the members informed of the progress of this evaluation. If you have any questions or comments, please contact me at 865-273-6003.

Anderson County, Tennessee
Board of Commissioners

RESOLUTION NO. 23-03-1082

RESOLUTION TO ALLOW THE NATIONAL WILD TURKEY FEDERATION TO SANCTION AND HOST A LIMITED VETERAN AND YOUTH TURKEY HUNT ON THE BLOCKHOUSE VALLEY FORMER LANDFILL SITE AND TO ADOPT RESTRICTIONS AND PROCEDURES FOR PERMITS RELATED THERETO.

WHEREAS, on August 17, 2009, the Anderson County Board of Commissioners passed Resolution No. 09-321 declaring the Blockhouse Valley Landfill site as a nature preserve, recreational park and outdoor classroom. This same Resolution prohibited hunting on the property; and

WHEREAS, the Anderson County Board of Commissioners now desires to authorize the National Wild Turkey Federation (NWTF) to hold a limited and restricted Youth and Veteran Turkey Hunt on the Blockhouse Valley property in order to properly reduce the turkey population to healthy levels through controlled management hunting and safe hunting practices.

NOW THEREFORE BE IT RESOLVED, by the Anderson County Board of Commissioners meeting in regular session this 20th day of March 2023, that we authorize the National Wild Turkey Federation to sanction and conduct a limited and restricted Youth Turkey Hunt on April 8th, 2023, and Veteran's Turkey Hunt on May 20th, 2023, at the former Blockhouse Valley Landfill site.

SECTION 1. National Wild Turkey Federation sanctioned hunting on the subject property will only be permissible to valid permit holders issued through and by the NWTF. Hunting is limited to the turkey population only. Other species hunting shall be allowed only by approval of the Board of Commissioners. Hunters must agree to comply with all hunting regulations set forth and adopted by the National Wild Turkey Federation and Tennessee Wildlife Resources Agency (TWRA).

SECTION 2. Only Youth and Veteran hunters, as defined by NWTF and TWRA regulations, are eligible for these hunts.

SECTION 3. All permitted hunters shall agree to sign the NWTF waiver and release of liability document and shall also agree to the terms and restrictions set forth. Permitted hunters shall display the permit in a clear and conspicuous manner while hunting on the subject property.

SECTION 4. TWRA shall monitor and enforce hunting restrictions on subject property and report violations to the Anderson County District Attorney General for future legal actions and prosecution of unlawful activities. Anderson County reserves the right to cancel any permits due to non-compliance reported to, and by the TWRA.

SECTION 5. Permits shall be issued through the National Wild Turkey Federation only and at the sole discretion of the organization.

SECTION 6. Youth Turkey Hunt shall take place on Saturday, April 8th, 2023, and Veteran's Turkey Hunt shall take place on Saturday, May 20th, 2023.

SECTION 7. All hunting apparatus and weapons shall conform to TWRA regulations and permitted seasonal hunting requirements.

SECTION 8. Each Youth Hunter must be accompanied by one (1) non-hunting adult of at least eighteen (18) years of age.

SECTION 9. Hunting is prohibited within two-hundred (200) yards from adjacent landowners contiguous to the Blockhouse Valley site. Property maps are reviewable in advance online at the Anderson County Register of Deeds and Assessor of Property websites, and paper copies are available at the Office of the County Law Director located at 101 S. Main Street, Suite 310, Clinton.

SECTION 10. County employees and family members are expressly allowed to participate provided they are selected by the NWTF.

SECTION 11. Any previous Resolution in conflict with this Resolution is expressly repealed as limited to existing conflicted provisions contained therein.

SECTION 12. This Resolution shall take effect immediately, the public welfare requiring same.

RESOLVED, DULY ADOPTED AND EFFECTIVE this 20th day of March 2023.

Terry Frank, Anderson County Mayor

Joshua N. Anderson, Chair, AC Commission

ATTEST:

Jeff Cole, Anderson County Clerk

DRAFT

Anderson County Government Brand

LOGO, WORDMARK AND SEAL



THE BRAND IDENTITY

DRAFT

www.andersoncountyttn.gov

OUR BRAND IS OUR IDENTITY. OUR IDENTITY INCLUDES HOW WE IMAGINE OURSELVES AND HOW OTHERS PERCEIVE US.

Anderson County has a rich history dating back to our founding in 1801. From coal mining and pearling, to our rise from agricultural infancy to become a world-leading technological and nuclear powerhouse, our county is unique. Our assets are diverse, from recreation and history, to manufacturing and scientific discovery.

In Anderson County, our brand is to ensure continued economic growth and success for our communities and the people we serve.

The following brand standards are a step toward those goals. This brand guide should be used to set the tone for how we communicate with the public; in it, you'll find the components that define the unique look of our visual communication style.

ELEMENTS OF OUR IDENTITY

Referencing Anderson County Government

"Anderson County" is the preferred way to refer to the county. "Anderson County Government" and "The County" are also acceptable.

"Anderson County" should precede any reference to "The County" in written formats. It is also appropriate to use "County" when starting a sentence or describing persons who work for the county.

THE BRAND IDENTITY

DRAFT

www.andersoncountyttn.gov

Referencing Departments within Anderson County Government

With many departments represented either under the purview of the Mayor's Office, or a report to the Mayor's Office, it is important that naming those departments in spoken word or print is always consistent. Below is a list of official department titles, they may stand alone and do not need to be preceded by "the office of" or followed by "Department" unless otherwise noted.

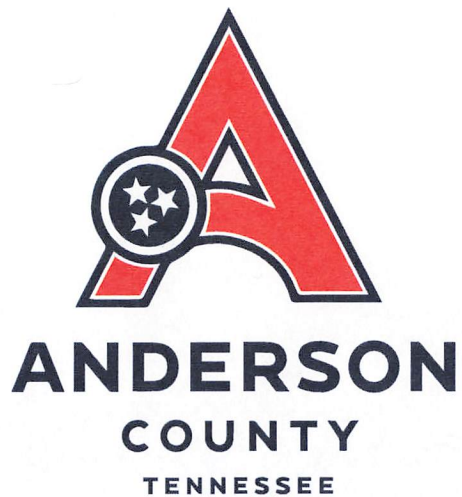
- Animal Care & Control
- Archives & Records
- Buildings & Grounds
- Dental Program
- Emergency Management Agency (EMA)
- Emergency Medical Services (EMS) – The department has its own logo, but the county's can be incorporated.
- Fleet Management
- Health Department – The department often uses the State logo, but the county's can be incorporated.
- Office on Aging & Senior Center
- Planning & Development
- Pre-Trial Release
- Solid Waste/Recycling
- Stormwater Management
- Veterans Services

DRAFT

ANDERSON COUNTY "A" LOGO AND LETTERMARK

The Anderson County "A" should be our most-recognized visual symbol. It should be used in all publications and promotional materials for Anderson County programs and services.

The official logo consists of a two-color branding icon with an "A" in red, outlined in navy blue. A double-circle of three stars, replicating the State Flag, is on the left-hand side of the letter. Below is the County name and state in navy blue. The logo can also be printed in navy blue, and outlined in red, as seen below, or in solid navy blue or solid black. It can also be printed horizontally or vertically.



DRAFT

Department Logos



ANIMAL CARE & CONTROL



ANDERSON
COUNTY
TENNESSEE

FLEET MANAGEMENT

DRAFT

Logo use by other county offices

OFFICIAL ANDERSON COUNTY SEAL



DRAFT

THE STORY OF THE ANDERSON COUNTY SEAL

The author and date of creation for the original Anderson County seal is unknown. The Anderson County Operations Committee, in April 2021, formed a committee – consisting of members representing the Mayor’s Office, Anderson County Archives, the Chamber of Commerce, Tourism, and County Commission – and an RFP was issued. After examination of the original seal, it was clear that an update was needed. With the closure of Bull Run, the committee opted to moved from changing depictions/graphics, and to instead incorporate verbiage of Anderson County – Energy, Commerce, Agriculture, History, Industry, Education, and Recreation – that highlights Anderson County’s assets and priorities. The new county seal kept the date of the county’s establishment – 1801 – and the words “Anderson County, Tennessee.” The new seal contains an image of the Courthouse, and is completed with a three-star double circle in the lower-left quadrant.



Original Seal



2022 Updated Seal

DRAFT

Type Face for Anderson County Seal

There is only one font used in the new Anderson County Seal. It is important to our brand that the typeface not be changed. You will not need the font because it is converted to paths in the seal. If you find yourself needing to identify the font, it is listed below. The County Seal can be printed in black-and-white or navy-and-white.

Font “Desiderata” in lower case only

<https://creativemarket.com/TortugaStudios/369316-Desiderata>

Cost = \$25.00

APPENDIX “A”

Anderson County, Tennessee Official Logo Brand Guide



ANDERSON
COUNTY
TENNESSEE

BRAND GUIDE

ANDERSON COUNTY TENNESSEE
OFFICIAL LOGO

CONTENTS

01. Overview

02. Brand Logo

03. File Types

04. Typography

05. Colors

06. Misuse

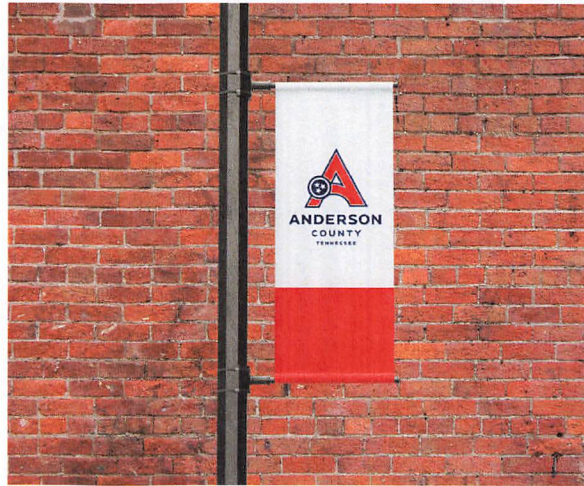
OVERVIEW

The purpose of this guide is to acknowledge the importance of consistent usage of the components including color, type, shape and usage to build a brand & to allow your audience to learn it and commit to memory. Any change these elements go against this idea.

BRAND LOGO

There is a vertical and horizontal version of the logo mark. Some applications lend themselves to one or the other.

Vertical



Horizontal





FILE TYPES

Different applications take different file types. Included in your new dropbox is a file for each application, digital or print.

VECTOR FILES



AI

ADOBE ILLUSTRATOR

AI is a proprietary vector-based file format by Adobe Systems. It is the standard source file for your logo. Some print shops will request this file when prepping a project for print.



EPS

ENCAPSULATED POST SCRIPT

Like a PDF, an EPS can be edited with any vector graphics program. Although it's becoming outdated, some print shops with older software will still request these files so they're good to have on hand.



PDF

PORTABLE DOCUMENT FORMAT

Another editable vector-based file format. Its universal file format makes it extremely versatile. It's typically used for printing and easily sharing documents online.



SVG

SCALABLE VECTOR GRAPHIC

SVGs are great for websites or apps to keep logos and icons sharp and are infinitely scalable without pixelation.



IMAGE FILES



JPEG

JOINT PHOTOGRAPHIC EXPERTS GROUP

A popular image format that is commonly used for photographs and web graphics. Its lossy compression allows for smaller file sizes than PNG, but does not support transparent backgrounds.



PNG

PORTABLE GRAPHICS NETWORK

Another image file format that is great for web graphics and digital displays. Supporting transparent backgrounds is a key advantage over JPEG, but file sizes are typically larger.





There is only one font used in
your new Anderson County Logo.
It is important to your brand that
you not change the typeface.

**TYPE
FACE**

CONNECT

<https://creativemarket.com/TortugaStudios/369316-Desiderata>

23.00



COLOR MATCH

COLOUR SPACES



RGB

DIGITAL (RED, GREEN, BLUE)

The colour space for digital displays. These files are used for the digital purposes such as web graphics or photographs. Printing RGB files can result in blurry images with inaccurate colours. Use CMYK or Pantone files for printing purposes

RGB PMS 2768

Red 0
Green 35
Blue 78

RGB PMS 485

Red 237
Green 28
Blue 36



CMYK

PRINT (CYAN, MAGENTA, YELLOW, BLACK)

CMYK stands for Cyan, Magenta, Yellow, and Black. These are the four basic colours used for printing. CMYK files are for any project that will be physically printed such as business cards or brochures. They are not for screen use.

CMYK PMS 2768

Cyan 90
Yellow 60
Magenta 0
Black 71

CMYK

Cyan 0
Yellow 100
Magenta 100
Black 0



PANTONE/SPOT

OFFSET PRINT

Pantone is a standardize system for colour. Unlike CMYK, A Pantone or spot colour is a single colour created from a precise mixture of inks. Their colour accuracy is superior to CMYK, but can become costly using more than three colours.



Pantone
2768 C



PANTONE®
485 C



ANDERSON
COUNTY
TENNESSEE



X Do not stretch the logo to make it fit into the space



ANDERSON
COUNTY
TENNESSEE

X Do not use different color other than the one's specified for the brand

MIS-
USE



BRAND GUIDE

ANDERSON COUNTY TENNESSEE
COUNTY SEAL

APPENDIX “B”

Anderson County, Tennessee
County Seal
Brand Guide



ANDERSON COUNTY TENNESSEE OFFICIAL SEAL

BRAND GUIDE

Updated MARCH 12, 2022

Graphic standards provide a sound, flexible structure for using logos, color and typography. Consistent brand application is essential. The logos must appear the same in every instance. They must have the proper color selections, be in the proper proportions and be used in appropriate contexts.

THE ANDERSON COUNTY TENNESSEE SEAL STORY



original



2022 UPDATE

The author and date of creation for the original Anderson County seal is unknown. After examination of the original seal, it was clear that an update would be necessary. It was decided that the updated verbiage would display words that represent the current Anderson County ideals. These were approved to be Energy, Commerce, Agriculture, History, Industry, Education, and Recreation. We would keep our county established date of 1801 and the words Anderson County, Tennessee. It was also determined that the Anderson County courthouse would be the perfect symbol to represent the county in the seal.



FILE TYPES

Different applications take different file types. Included in your new dropbox is a file for each application, digital or print.

VECTOR FILES



AI

ADOBE ILLUSTRATOR

AI is a proprietary vector-based file format by Adobe Systems. It is the standard source file for your logo. Some print shops will request this file when prepping a project for print.



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SVGs are great for websites or apps to keep logos and icons sharp and are infinitely scalable without pixelation.



IMAGE FILES



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JOINT PHOTOGRAPHIC EXPERTS GROUP

A popular image format that is commonly used for photographs and web graphics. Its lossy compression allows for smaller file sizes than PNG, but does not support transparent backgrounds.



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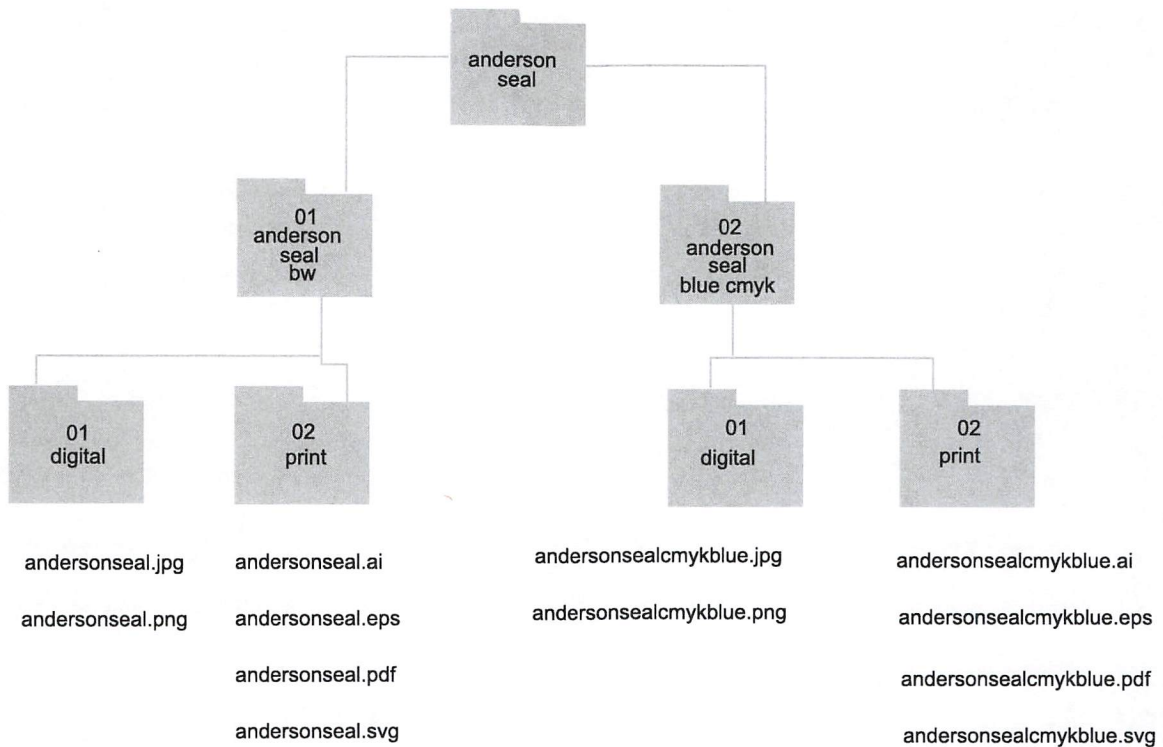
ACCESSING YOUR FILES



Dropbox Link:

<https://www.dropbox.com/scl/fo/iek9q3ngq1r64ht3qmrld/h?dl=0&rlkey=pv3snswp0x6j3c3vlcsi2aazj>

FILE DIRECTORY





COLOR MATCH

COLOUR SPACES



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The colour space for digital displays. These files are used for the digital purposes such as web graphics or photographs. Printing RGB files can result in blurry images with inaccurate colours. Use CMYK or Pantone files for printing purposes

RGB

Red 0
Green 35
Blue 78



CMYK

PRINT (CYAN, MAGENTA, YELLOW, BLACK)

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CMYK

Cyan 90
Yellow 60
Magenta 0
Black 71



PANTONE/SPOT

OFFSET PRINT

Pantone is a standardize system for colour. Unlike CMYK, A Pantone or spot colour is a single colour created from a precise mixture of inks. Their colour accuracy is superior to CMYK, but can become costly using more than three colours.



Pantone
2768 C



TYPE
FACE

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Font Desiderita in lower case only

DESIDERITA

<https://creativemarket.com/TortugaStudios/369316-Desiderata>

Cost = 25.00



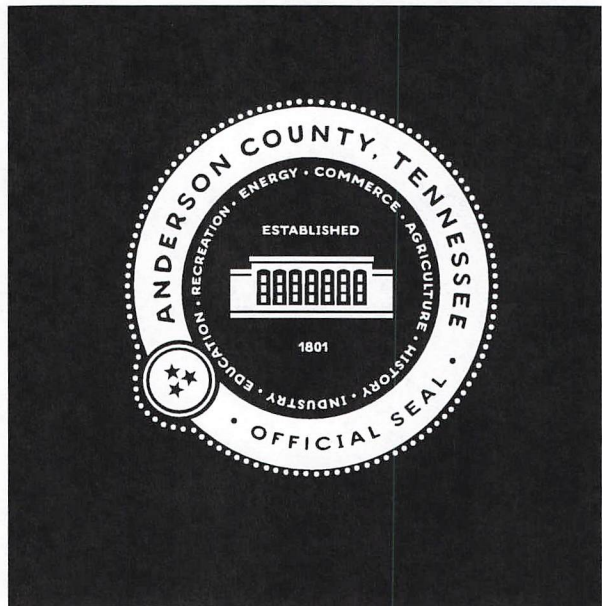
Anderson Seal CMYK PMS 2768
C=90 M=60 Y=0 K=71



Anderson Seal 1 color black



Anderson Seal Reversed CMYK PMS 2768
C=90 M=60 Y=0 K=71



Anderson Seal Reversed 1 color Black