

APPROVED SMEMPS Board
May 1, 2002

EXHIBIT "A"

**SOUTHERN MARIN EMERGENCY MEDICAL PARAMEDIC SYSTEM
PLAN OF OPERATION**

I. MEDIC UNITS

A. Composition and Staffing of Medic Units

Staffing for each Medic Unit shall consist of a minimum of one paramedic and one firefighter/EMT meeting SMEMPS standards. Each Member Agency operating a Medic Unit will employ sufficient qualified paramedics and EMTs to staff each Medic Unit 24 hours a day, 365 days a year.

Primary Medic Units shall be SMEMPS ALS ambulances, the SMEMPS non transport ALS rescue unit, and the designated non transport ALS engine.

B. Number of Medic Units

There shall be a minimum of five SMEMPS Medic Units, as follows:

City of Mill Valley	=	one ALS engine*
City of Sausalito	=	one ALS ambulance
Southern Marin FPD	=	one ALS ambulance
Southern Marin FPD	=	one ALS rescue
Tiburon FPD	=	one ALS ambulance

*At its option, Mill Valley may operate a SMEMPS ALS ambulance as its primary Medic Unit in lieu of the designated ALS engine. The Mill Valley Fire Department shall be responsible for the maintenance and operation of the SMEMPS reserve ambulance. Although non staffed, the reserve ambulance shall be maintained as response ready at all times.

C. Rescue Unit

SMEMPS shall maintain an ALS rescue unit capable of performing the following tasks for all jurisdictions within the Southern Marin Emergency Medical Paramedic System: response vehicle for additional paramedics, first alarm fire response, vehicle extrication, vertical/rope rescue, confined space rescue, water rescue, rapid intervention group response ("RIG" as identified in the Marin County Mutual Aid Response Guide), and specialized rescue practices (as identified in Rescue Systems I and II).

Due to the specialized skills and knowledge required for operating the rescue unit and its equipment, personnel assigned to the rescue unit shall have the following minimum training and certifications in: Rescue Systems I, Confined Space Rescue Operations, Swift Water Rescue, Rapid Intervention Group, and Firefighter I.

To safely perform the various tasks of the rescue unit, additional response personnel from S MEMPS member agencies will need to possess equivalent skills. It shall be the responsibility of S MEMPS member agencies to strive to train their respective personnel up to the same skill levels listed above. In support of these on-going training needs, S MEMPS shall where feasible, include in the adoption of the annual budget associated costs for special rescue training. The member agencies will continue to be responsible for their respective personnel costs.

D. Location of Units

Each Member Agency operating a Medic Unit will specify the location within its jurisdiction for its Medic Unit(s), subject to approval by the S MEMPS Board.

E. Additional Medic Units

Each Member Agency may operate additional ALS Medic Units, provided they meet County EMS and S MEMPS standards. All personnel costs of additional Medic Units shall be borne by the Member Agency.

II. DISPATCH

A. Initial ALS Response

The initial response for each medical call within S MEMPS area of operations in the minimum configuration shall be:

<u>Zone*</u>	<u>Responding Medic Units (primary, secondary)</u>
1.	Sausalito ambulance
2.	Sausalito ambulance
NP	Sausalito ambulance
3.	Sausalito ambulance
3A.	Southern Marin ambulance
4.	Southern Marin ambulance
5.	Southern Marin ambulance
6.	Mill Valley ALS engine, Southern Marin ambulance
7.	Southern Marin ambulance
9.	Southern Marin ALS rescue, Tiburon ambulance
10.	Tiburon ambulance
11.	Tiburon ambulance
12.	Tiburon ambulance

*A zone map is attached as an exhibit to this Plan of Operations.

B. Enhanced Response

The Member Agencies shall make paramedic and special rescue resources available for multi casualty and multi victim incidents within the S MEMPS area through the dispatch of additional Medic Units as needed from the most readily available Member Agency.

Whenever possible, one ALS ambulance shall remain available for response to medical calls during all greater fire alarms in Southern Marin.

C. County Mutual Aid

SMEMPS' paramedic and special rescue resources shall also be available for medical mutual aid to other Marin agencies, with a minimum of one ALS ambulance to remain staged in Southern Marin.

III. SMEMPS CORE FUNCTIONS

A. SMEMPS shall be responsible for the following core services:

1. Act as contracting agency with respect to Agreement for Advanced and Basic life Support Service with the Marin County Department of Health and Human Services (County Agreement).
2. Oversee implementation of County EMS policies within EMS Service Area D.
3. Develop and oversee the SMEMPS Plan of Operation
4. Establish paramedic and EMT qualifications
5. Establish minimum training standards and recertification programs for paramedics and EMTs. Provide support for related EMS and rescue training.
6. Maintain and update implementation of the Continuous Quality Improvement Plan stipulated in County Agreement. Provide oversight for associated CQI contracts.
7. Maintain insurance coverage for SMEMPS as stipulated in County Agreement.
8. Provide oversight for SMEMPS budget in accordance with Budget Management and Finance Policies adopted by the SMEMPS Board of Directors. Review and approve payment for all expenses incurred by SMEMPS.
9. Establish appropriate fees for transport services.
10. Provide oversight for Agreement for Medical Service Revenue Recovery and Billing.
11. Purchase and distribute medical supplies and equipment for all designated Medic Units;
12. Establish replacement and maintenance programs for all SMEMPS owned vehicles.

13. Provide for specialized services, including attorney, auditor, consultants and financial services.

IV. MEMBER AGENCY RESPONSIBILITIES

Each Member Agency operating a Medic Unit shall be responsible for hiring qualified paramedics and EMTs. SMEMPS shall not bear the cost of compensation and benefits for the paramedics and EMTs. Member Agencies shall be responsible for verifying required training, retraining, certifying, recertifying and accreditation of their personnel as well as for management and supervision of the day-to-day operations of the paramedics within their respective departments.

Each Member Agency shall provide supervision of the paramedic services at the Platoon Commander level. Each Member Agency operating a Medic Unit shall insure that the supervisory personnel shall have adequate time, knowledge and resources to carry out supervision of their paramedics.

V. FEES, BILLING, COLLECTIONS, REIMBURSEMENTS

A. Fees

Adjustments to the fee schedule for ALS and BLS transport services shall be approved by the SMEMPS Board of Directors.

B. Billing and Collections

SMEMPS shall be responsible for billing and collections for all ALS and BLS transport services provided by SMEMPS Member Agencies. The Board shall determine the method for the collection of transport fees such as the agreement currently in place with an outside contractor for "Medical Service Revenue Recovery and Billing".

All funds collected by SMEMPS shall be deposited in the SMEMPS General Fund. The SMEMPS General Fund shall be used to cover the cost of all SMEMPS core functions and to maintain a reasonable reserve.

C. Reimbursement

SMEMPS shall reimburse Member Agencies providing Medic Units to cover their costs of providing paramedics to the extent feasible. Revenues in excess of the cost of SMEMPS core functions and a reasonable reserve shall be available for reimbursement to Member Agencies.

The funding level for reserves and the reimbursement of Member Agencies shall be determined by the SMEMPS Board with the adoption of the annual budget.

The funds actually reimbursed shall be calculated by subtracting the actual costs of SMEMPS core functions from actual revenues and paid annually in arrears following adoption of the budget in August and acceptance of the audit by the Board in November.

Member Agencies shall receive the following portions of the funds available for reimbursement for their contribution to the operation of SMEMPS:

Mill Valley (ALS engine/ or Reserve Ambulance)	19%
Sausalito (ALS ambulance)	19%
Southern Marin (ALS ambulance, ALS rescue)	38%
Tiburon (ALS ambulance)	19%
Marin County (System oversight by EMC)	5%

Portions of the funds available for reimbursement for the minimum units that are not in full operation shall be retained by SMEMPS in its general fund available for other SMEMPS needs, including capital acquisition and the maintenance of appropriate reserves.

There shall be no share of funds available for reimbursement for Medic Units operated by a Member Agency Units other than the five minimum units described in Section 1.B.

The preliminary budget presented to the SMEMPS Board in May for the next fiscal year shall include the estimated calculation of funds available for reimbursement.

VI. ROLES AND RESPONSIBILITIES

A. SMEMPS Emergency Medical Coordinator (EMC)

The County of Marin shall provide a qualified person to serve as Emergency Medical Coordinator (EMC) for SMEMPS.

Serving as staff to the SMEMPS Board of Directors, the EMC shall be responsible for the coordination of SMEMPS' Operations as follows:

1. Meet on a regular basis with the Operations Committee (Platoon Commanders) to coordinate the operations of SMEMPS and to keep them abreast of new developments in the provision of Emergency Medical Services.
2. Meet as needed with the Administrative Committee.
3. Oversee fiscal management of the system including billing, collections, recommendations for the purchase and distribution of medical equipment, supplies, and rolling stock, and the maintenance of SMEMPS vehicles and equipment.
4. Direct and coordinate the maintenance of SMEMPS inventory of capital equipment and standardized fixed assets list for all SMEMPS apparatus.
5. Act as single point of contact to the Marin County EMS Office, other agencies and vendors in regards to all SMEMPS operational issues. Provide oversight for SMEMPS compliance with County Agreement.

6. Coordinate SMEMPS contracts such as Continuous Quality Improvement Coordinator and Medical Director, billing services, and maintenance agreements for SMEMPS owned equipment and apparatus.
7. Participate in preparation of preliminary budget for SMEMPS Board.
8. Facilitate long range planning and goal setting for SMEMPS.
9. Keep abreast of and inform SMEMPS Member Agencies of changes and developments in the provision of emergency medical pre-hospital services.

B. Administrative Committee

The SMEMPS Member Agency Fire Chiefs (Administrative Committee) are responsible for implementing the missions, goals and policies established by the SMEMPS Board of Directors within their respective agencies. These responsibilities include:

1. EMS administrative functions within each Member Agency
2. Designation of a person responsible for the day-to-day operations of emergency medical services within their respective agencies to serve on the SMEMPS Operations Committee
3. Goal achievement through operational objectives
4. Budgetary planning and allocation within the Member Agency
5. The Administrative Committee shall annually designate one of their members to serve as Liaison Chief to the SMEMPS Board.

C. Liaison Chief

Through consensus of the Administrative Committee, the Liaison Chief reports directly to the SMEMPS Board. The Liaison Chief will be responsible for representing SMEMPS in the following areas:

1. Provide administrative and financial oversight of the system. Participate in preparation of preliminary budget for SMEMPS Board.
2. Participate in long range planning and goal setting
3. Represent SMEMPS with outside consultants such as system treasurer, auditor, insurance administrator, and legal counsel
4. Review and direct management write-offs and bad debt collections for outstanding bills

5. Coordinate agendas and schedule meetings of the Administrative Committee
6. Coordinate agenda and preparation of board meeting packets with S MEMPS Board President and the Administrative Assistant
7. Act as S MEMPS Course Director for S MEMPS Pre hospital Continuing Education Program. Authorize recertification of S MEMPS EMTs.
8. Represent S MEMPS on the Marin County ALS Provider Committee. Authorize County EMS accreditation for new S MEMPS member agency paramedics.

D. Operations Committee

Each S MEMPS Member Agency providing paramedic services will establish a management position at the Platoon Commander level who is responsible for management and supervision of emergency medical services on a day-to-day basis within their respective agencies. The Operations Committee responsibilities will include:

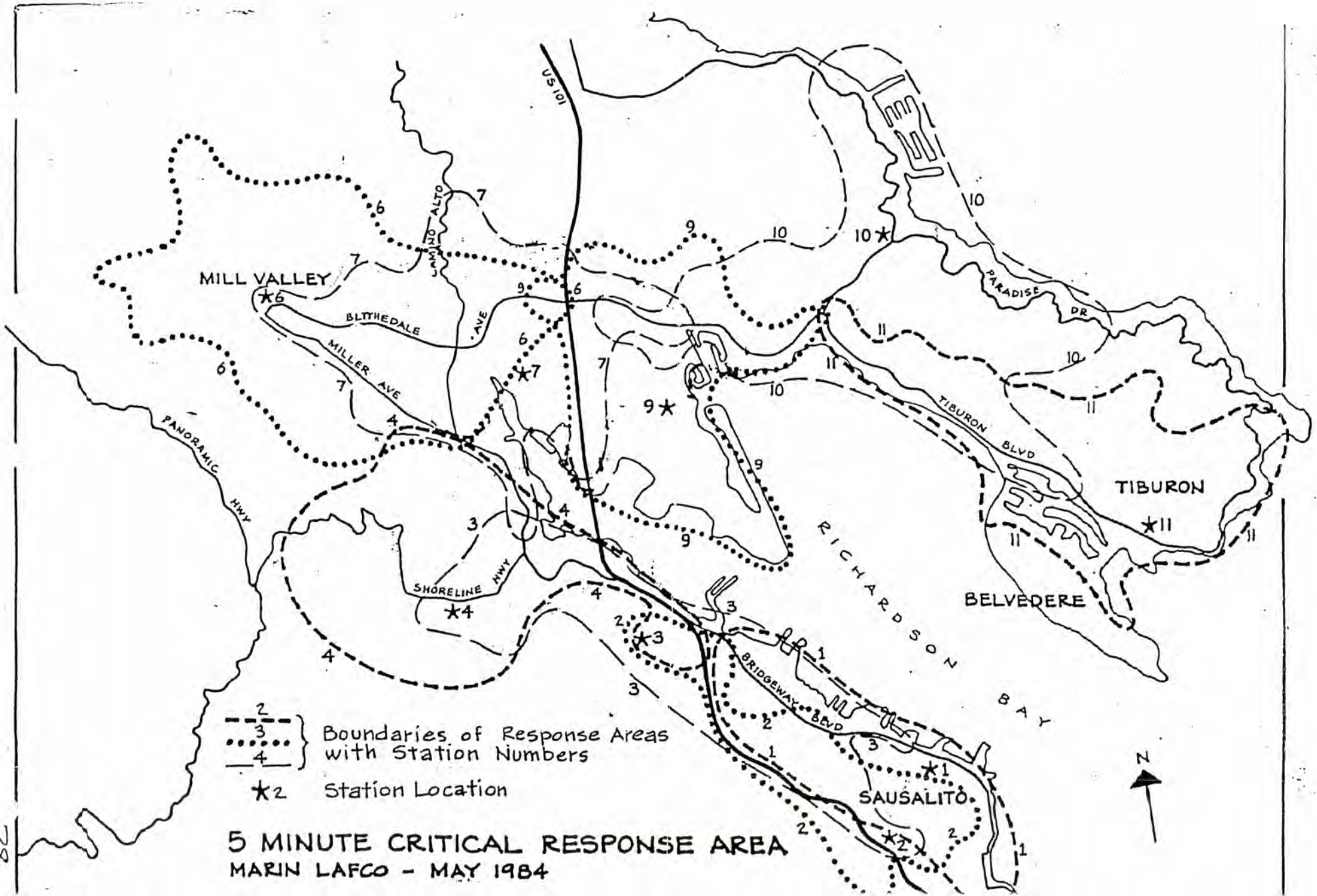
1. Implementation of S MEMPS Plan of Operation;
2. Provision for minimum required staffing of S MEMPS vehicles and supervision of member agency personnel;
3. Direction and coordination for the maintenance of S MEMPS vehicles assigned to their respective agency.
4. Direction for ongoing maintenance of S MEMPS inventory of standardized equipment assigned to their respective vehicle/s
5. Participation in annual S MEMPS budget process with recommendations through EMC.
6. Implementation of CQI Program.
7. Participation in Operations Committee meetings with the Emergency Medical Coordinator.

VII. PERIODIC REVIEW OF PLAN

The Board shall review, or cause to be reviewed, the Plan of Operations biannually. This shall include, but not be limited to, provisions for contributions by the Member Agencies of personnel, equipment, property and funds necessary for the continued operation and maintenance of S MEMPS.

Through the Continuous Quality Improvement Program, an evaluation should be made of the overall level of service and any recommended changes for the number and location of medic units; composition and staffing of the units; supervision of training for personnel; and response documentation and data management. The review shall also include an evaluation of dispatch services, fees, billing and collections; budgetary planning; Member Agency reimbursements; and overall program management.

Amendments to the Plan of Operations shall require an amendment to the S MEMPS Joint Powers Agreement.

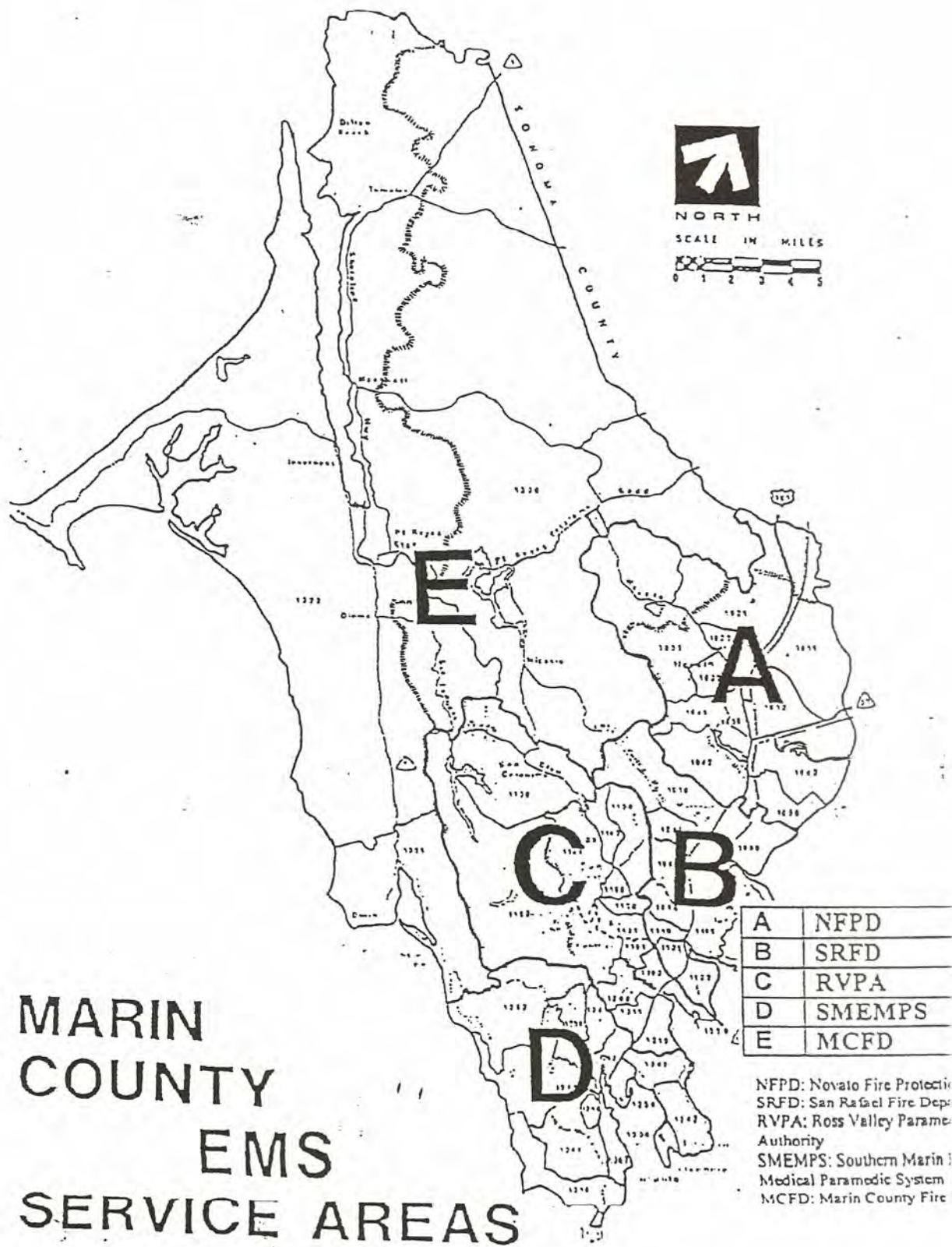


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- Boundaries of Response Areas with Station Numbers
- Station Location

5 MINUTE CRITICAL RESPONSE AREA
MARIN LAFCO - MAY 1984

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APPENDIX A



MARIN COUNTY EMS SERVICE AREAS