

VIRGINIA: A REGULAR MEETING OF THE SURRY COUNTY BOARD OF SUPERVISORS
HELD IN THE GENERAL DISTRICT COURTROOM OF THE COUNTY
GOVERNMENT CENTER ON MAY 2, 2013 AT 7:00P.M.

PRESENT: SUPERVISOR JOHN M. SEWARD, CHAIRPERSON
SUPERVISOR ERNEST L. BLOUNT, VICE-CHAIR
SUPERVISOR KENNETH R. HOLMES
SUPERVISOR GIRON R. WOODEN, SR.

ABSENT: SUPERVISOR JUDY S. LYTTLE

ALSO

PRESENT: MR. TYRONE W. FRANKLIN, COUNTY ADMINISTRATOR
MR. BRENDAN HEFTY, COUNTY ATTORNEY
MS. TERRI E. HALE, DIRECTOR OF FINANCE
MS. RHONDA R. MACK, DIRECTOR OF PLANNING
MRS. DEBBIE NEE, COMMISSIONER OF THE REVENUE
SHERIFF ALVIN W. CLAYTON, SR.
MRS. VALERIE PIERCE, DIRECTOR, SURRY SOCIAL SERVICES
MRS. TAMARA ARTHUR, EMERGENCY SERVICES COORDINATOR
MR. ERVIN JONES, DIRECTOR PARKS & RECREATION
MR. LLOYD HAMLIN, DISTRICT SUPERINTENDENT, SURRY SCHOOLS

CALL TO ORDER/MOMENT OF SILENCE/PLEDGE OF ALLEGIANCE

The meeting was called to order by Chairman Seward who then asked for a moment of silence. Following the moment of silence, he asked those present to stand and say the pledge of allegiance.

CONSENT ITEMS

1. Approval of April 4, 2013 Minutes, Board of Supervisors
2. Approval of April 18, 2013 Minutes, Board of Supervisors
3. Approval of May 2013 Accounts Payable:

| | Accounts Payable | Additional | Total |
|-----------------------|---------------------|---------------------|---------------------|
| General Fund | \$166,863.97 | \$191,607.39 | \$358,471.36 |
| Debt Service | \$0.00 | \$0.00 | \$0.00 |
| Capital | \$0.00 | \$20,441.70 | \$20,441.70 |
| Water & Sewer | \$26,902.63 | \$111.64 | \$27,014.27 |
| CSA | \$20,218.38 | \$683.99 | \$20,902.37 |
| Indoor Plumbing | \$0.00 | \$0.00 | \$0.00 |
| Econ. Dev. Expense | \$0.00 | \$0.00 | \$0.00 |
| Totals | \$213,984.98 | \$212,844.72 | \$426,829.70 |

4. Appropriation Requests:

| | | |
|---|------------------|-----------------------|
| School System - May 2013 | Instruction | \$825,000.00 |
| | Admin./Health | \$40,000.00 |
| | Pupil Transp. | \$75,000.00 |
| | Operation/Maint. | \$85,000.00 |
| | Food Serv. | \$40,000.00 |
| | Debt Service | \$0.00 |
| | Capital Projects | \$0.00 |
| | Technology | \$40,000.00 |
| | Total | \$1,105,000.00 |
| <hr/> | | |
| Dept. of Social Serv. - May 2013 | | \$180,000.00 |

Prior to the vote, Supervisor Wooden stated, as required by Section 2.2-3115(I) of the Code of Virginia, that he is a teacher employed by the School Board, that he is therefore a member of a group affected by the vote on the school appropriation, and that he is able to participate in the vote on the school appropriation fairly, objectively and in the public interest.

Supervisor Blount made a motion that the Board approve the Consent Items as enumerated; Supervisor Wooden seconded the motion. Supervisors Blount, Wooden, Seward and Holmes voted affirmatively to approve the motion.

PROGRESS REPORTS

1. VDOT

A. Quarterly Transportation Report

Mr. Rossie Carroll, VDOT Williamsburg Residency Administrator, addressed the Board to report on VDOT activities in Surry County over the last quarter. He reported that 23 work orders had been addressed out of 27; the remaining work orders were pot hole and drainage issues. Maintenance performed included repair of pot holes, ditching, drainage, and tree trimming. The slurry seal project has been completed. Construction on the Lebanon Road project is expected to begin in the fall (Sept. or Oct. 2013) and asphalt paving will begin in mid-June along Route 615 and Route 31. Mr. Carroll further reported that mowing along primary roads had begun and mowing along secondary roads would begin later this month. He also addressed repairs of bridges on Highgate Road and Route 630.

B. Request for Public Hearing - Six Year Secondary Road Improvement Plan

Ms. Frances Bailey, Project Coordinator I, requested that the Board consider scheduling a public hearing relevant to the Surry County Six year Secondary Road Improvement Plan. She informed that Surry County currently has only one project that meets VDOT's requirements. This is the Lebanon Road project which has been fully funded in the amount of \$2,201,042.00. Ms. Bailey further advised that Ms. Sonya Hallums-Ponton, VDOT District Program Manager, had made the following recommendations:

- **CTB Formula - Unpaved State - (\$0)** This year the state allocated special funds for secondary unpaved roads that require 200 vehicles per day. The County did not receive this allocation this year. Per Mrs. Hallums-Ponton, she and Mr. Rossie Carroll reviewed the county's roads and determined that Surry County Does not have any roads that meet the criteria for these funds,
- **Formula Secondary State Funds- (\$226,511.00)** Formula Secondary are state funds that can be used on paved roads and unpaved roads (mostly used as supplemental funding for unpaved).
- **Secondary Unpaved Roads- (\$2,729) - These funds can only be used on unpaved roads.** The County does not have any roads identified. It has been recommended that these funds be moved to the County's Rural Addition Cost Center. Can be used for Rural Rustic Projects.
- **TeleFee (\$127,023.00)** These funds can be used on paved and unpaved road. Mrs. Hallums-Ponton recommended that these funds be placed on the Lebanon Road Project in the event that there are some overages the money will be available to cover the cost.
- **VDOT** is asking that the Board formulate and send a resolution if in agreement with the recommendations. Also, a public hearing is being requested for **June 6, 2013. Per the Code of Virginia Section 33.1-70.01, the advertisement for the Six year Secondary Road Improvement Plan must be posted once a week for two consecutive weeks before the hearing date.**

Ms. Bailey stated that Ms. Hallums-Ponton would be present at the public hearing to answer any questions regarding these recommendations.

Supervisor Holmes made a motion that the Board schedule a public hearing for consideration of the Six Year Secondary Road Improvement Plan on Thursday, June 6, 2013 at 7:00pm in the General District Courtroom of the Surry County Government Center. The motion was seconded by Supervisor Wooden and unanimously approved.

2. Treasurer

A. Investment Letter

Chairman Seward read the Investment Letter provided by Mary H. Shaw, Treasurer, which stated that as of April 4, 2013 the County had \$18,829,167.63 in the LGIP Fund. Since that report, accrued interest for March 2013 in the amount of \$2,476.32 had increased that balance to \$18,831,643.95. Since the April 4, 2013 report, \$1,000,000.00 was transferred from the LGIP to the general fund leaving a balance of \$17,831,643.95. As of May 2, 2013 the county had \$18,337,802.61 in total investments, including one CD valued at \$506,158.66 which matures January 18, 2014.

PUBLIC HEARING

1. CUP 2013-01

Chairman Seward called the Public Hearing to order. Mr. Franklin stated that the public hearing was being conducted to receive public comments regarding Conditional Use Permit (CUP) 2013-01 requesting authorization for an outdoor music festival on the Drewry Farms property located on the east side of Rolfe Highway and Terrapin Swamp Road.

Ms. Rhonda Mack informed that the Planning Commission had considered and approved with 14 recommended conditions, at their March 25, 2013 meeting, the multi-year application by Mr. Michael Drewry to permit an annual outdoor music festival on the Drewry Farms property similar to one previously approved and held in 2012. The 2012 event was held without incident.

Mr. Drewry addressed the Board to address their questions and concerns. He informed that the event was planned as a fundraiser to support the activities of *Buy Fresh, Buy local Hampton Roads, Peninsula Foodbank, and Five Points Community Market*. Last year the event generated approximately \$2,000 in donations.

Chairman Seward opened the floor for public comments.

Mr. Mike Eggleston (Dendron District) stated that he had attended the event in 2012 and spoke in support of the multi-year CUP.

Mrs. Helen Eggleston (Dendron District) also informed that she had attended the event in 2012 and spoke in favor of the CUP.

There being no further comments from the public, Chairman Seward closed the floor to public comments and asked for closing comments from staff. Ms. Mack informed that staff recommended approval of CUP 2013-01 with 14 conditions as presented.

Supervisor Blount made a motion that the Board authorize CUP 2013-01 with the recommended conditions; Supervisor Holmes seconded the motion. Supervisors Seward, Wooden, Blount and Holmes voted affirmatively.

2. FY 13-14 Proposed Consolidated Budget & CIP

Chairman Seward called the Public Hearing to order. Mr. Franklin stated that the public hearing was being conducted to receive public comments regarding the Proposed Consolidated Budget for FY 2013-2014.

Ms. Terri Hale, Director of Finance and Information Technology addressed the Board reporting that the proposed budget totaled \$45,202,035 which included transfers to all other funds. She informed that this is a balanced budget with no increase in taxes, fees or use of the Fund Balance. Public service corporation taxes have been reduced by \$503,455 and the Personal Property Tax Relief rate has been reduced by 5%. The proposed budget includes level-funding for the School Board and Social Services. Ms. Hale further reviewed General Fund revenues, Fund Balance and the five-year Capital Improvement Plan (CIP). ***(A copy of Ms. Hale's presentation is attached as an integral component of these minutes.)***

Chairman Seward opened the floor for public comments.

Mrs. Rita Holmes (Carsley District) addressed the Board stating that she was disappointed with level-funding to the School Board. She pointed out that there was no provision in the budget for a School Resource Officer (SRO) and that level-funding would eliminate raises for teachers. She asked the Board to reconsider level-funding to the schools. (Mrs. Holmes was informed by Ms. Hale that a grant application had been submitted to the state to obtain matching funds for an SRO. The application had been supported by the Board of Supervisors, Ms. Hale stated; therefore, the expectation was that the Board would provide the matching funds when the grant was approved.)

Mrs. Helen Eggleston (Dendron District) addressed the Board to express her disappointment with level-funding to the School Board.

Mr. Mike Eggleston (Dendron District) appeared before the Board to speak in favor of funding for an SRO.

Mrs. Geraldine Bailey (Bacon's Castle District) addressed the Board to speak against level-funding for the School Board. She stated that school system employees deserved a 3% raise similar to that budgeted for general government employees.

Mrs. Charlome Pierce (Bacon's Castle District) addressed the Board with regard to level-funding for the school system. She asked Board members to reconsider their decision to provide level-funding instead of the funding request submitted by the School Board.

There being no further comments from the public, Chairman Seward closed the floor to public comments and asked for closing comments from staff. Ms. Hale recommended that the Board continue their meeting to May 9, 2013 for the purpose of acting on the proposed budget. Chairman Seward asked fellow Board members for comments. Supervisor Holmes stated that it was difficult to be conservative at times when conservatism was needed. Chairman Seward agreed and further stated that in consideration of the history of other agencies' salary increases, the 3% raise budgeted for general government staff was equitable. He went on to state that it was his opinion that level-funding would meet the needs of a decreasing student enrollment based on the cost-per-student ratio.

Board members agreed to continue their meeting to Thursday, May 9, 2013 at 7:00pm.

PROGRESS REPORTS (Cont'd)

3. County Administration

Mr. Franklin announced that the County had been notified by the Government Finance Officers Association (GFOA) that the Surry County annual financial report for FY 11-12 had qualified for a Certificate of Achievement for Excellence in Financial Reporting. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting. A plaque will be mailed to Ms. Terri Hale, Director of Finance and Information Technology.

A. Presentation: Emergency Services Billing

Mr. Barry Burns, Captain of the Surry Volunteer Rescue Squad, provided the Board with information relative to Emergency Medical Billing. Mr. Burns informed that most area localities have begun billing for emergency services. Such services are typically covered by an individual's health insurance and are considered billable to Medicare, Medicaid and commercial insurances. Revenues from such billing could be returned to the Rescue Squad budget to offset the rising costs of supplies, fuel and training as well as a decline in donations. ***(A copy of Mr. Burns' presentation is attached as an integral component of these minutes.)*** Following brief discussion, the Board recommended that representatives from the Rescue Squad meet with the Fiscal Affairs Committee of the Board for further consideration.

Supervisor Wooden announced that he would be resigning from the Surry County Rescue Squad Board of Directors.

B. Presentation: Youth Services Citizen Board

Mrs. Sopenia Pierce appeared before the Board to introduce members of the Youth Services Citizen Board who were in attendance. Miss Jessica Randolph, a high school representative on the Youth Services Citizen Board and Vice President of the Youth Council, addressed the Board to provide a brief update regarding recent activities of the YSC Board in support of the Surry County Office on Youth. She thanked the Board of Supervisors members for their support of the youth in the County.

C. Award of Contract: Moody's A.V.E.S., Residential Municipal Solid Waste Collection

Mr. Franklin informed the Board that the County had recently issued an Invitation for Bids (IFB) for the collection of residential solid waste. One bid was received from Moody's All Virginia Environmental Solutions (A.V.E.S.) of Smithfield, who currently holds the existing contract. The proposed cost of service has increased for the consumer by \$.16 per week or \$2.08 per quarter. Mr. Franklin reported that staff recommends a one-year contract with the option of four (4) annual renewals.

Supervisor Holmes made a motion that the Board authorize the County Administrator to execute a contract with Moody's A.V.E.S. based on the prices specified for the collection of residential solid waste. Supervisor Blount seconded the motion which met with unanimous approval.

D. FY 13 Categorical Transfers – School System

Mrs. Monique Barnes, Director of Finance for Surry County Public Schools, addressed the Board regarding the School Board's request for FY 12-13 year-end categorical transfers. The School Board, at their meeting on April 9, 2013 approved budgetary transfers totaling \$317,000 (\$202,000 from Instruction and \$115,000 from Administration/Health) to be re-distributed as follows:

- \$62,000 to Pupil Transportation
- \$100,000 to Operation & Maintenance
- \$84,000 to Technology
- \$70,000 to Capital Projects
- \$1,000 to Food Services

Following brief discussion, Supervisor Blount made a motion that the Board authorize FY 12-13 year-end categorical transfers for the School Board's budget as enumerated. The motion was seconded by Supervisor Holmes; Supervisor Seward, Blount and Holmes voted affirmatively and Supervisor Wooden voted against the motion.

E. Request for Public Hearing: CUP 2013-03

Ms. Mack again addressed the Board to request a public hearing for Conditional Use Permit (CUP) 2013-03 an application by Peninsula Trail Riders, Inc. to permit a motorcycle racing event as a conditional use permitted by Article IV, Agricultural Rural Residence District, Section 1.2, Permitted Uses, of the Surry County Zoning Ordinance at the Southwark Hunt Club Property on the south side of Swann's Point Road. Ms. Mack acknowledged several concerns identified by staff following the event which was held in 2012; particularly visitors crossing the track while in use and pets onsite.

Following some discussion, Supervisor Holmes made a motion that the Board authorize a public hearing to receive public comments regarding CUP 2013-03 on Thursday, June 6, 2013 at 7:00pm in the General District Courtroom of the Surry Government Center. Supervisor Wooden seconded the motion; was motion was passed with unanimous support.

F. Request for Music/Entertainment Permit

Ms. Mack introduced an application by Mr. Michael Drewry to permit an outdoor music festival on the Drewry Farms property (Tax Parcel 56-9 and 56-9A. Article VI, Section 16-553 of the Surry County Code stipulates that any gathering of fifty or more persons for the purpose of listening to or participating in entertainment which consists primarily of musical entertainment conducted in open spaces for which an admission fee is charged must obtain a Special Entertainment Permit from the Board of Supervisors. Ms. Mack informed that the applicant had satisfied all requirements for the event held in 2012 and that the Music/Entertainment Permit would need to be applied for on an annual basis.

Supervisor Holmes made a motion that the Board authorize a Music/Entertainment Permit for applicant Michael Drewry as requested. The motion was seconded by Supervisor Blount and unanimously approved.

G. Continuing Disclosure Agreement & Resolution 2013-10, Riverside Regional Jail Authority

Mr. Brendan Hefty, County Attorney, informed the Board that the Riverside Regional Jail Authority (RRJA) has re-issued its Revenue Bonds in an effort to take advantage of reduced interest rates. As a member of the (RRJA), Surry County had previously entered into a Continuing Disclosure Agreement with the Authority. Mr. Hefty advised the Board that the re-issuance of the bonds is expected to save the County money, due to the lower interest rates.

Supervisor Blount made a motion that the Board authorize execution of the Continuing Disclosure Agreement with RRJA and approve Resolution 2013-10 regarding the issuance of the Jail Facility Refunding Revenue Bonds. Supervisor Holmes seconded the motion; Supervisors Seward, Wooden, Blount and Holmes voted affirmatively.

H. Membership on the Parks & Recreation Advisory Commission

Mr. Franklin advised the Board of the need to amend the bylaws of the Surry County Parks & Recreation Advisory Commission to stipulate that the two Member-at-Large positions be filled by students from the high school. Supervisor Wooden made the motion to amend the bylaws as stated. The motion was seconded by Supervisor Holmes and unanimously approved.

I. Appointment – John Tyler ASAP Policy board

No action was taken.

UNFINISHED BUSINESS

None.

NEW BUSINESS

None.

CITIZENS COMMENTS

Mr. Mike Eggleston (Dendron District) appeared before the Board to express concerns regarding the Dendron Dumpster site.

Mrs. Charlome Pierce (Bacon's Castle District) addressed the Board with regard to several concerns, particularly the need for a third manned waste collection site and the availability of citizens to participate in the County's recycling initiatives while contracted with Moody's A.V.E.S.

CLOSED SESSION

There being no comments from the public, Supervisor Blount made a motion that the Board move to Closed Session to discuss the acquisition of real property for public purposes where discussion in an open meeting would adversely affect the County's bargaining position as permitted by the Code of Virginia § 2.2-3711(A)(3), and a personnel matter as permitted by Virginia Code §2.2-3711(A)(1). Supervisor Wooden seconded the motion. Supervisors Seward, Wooden, Blount, and Holmes voted in favor of the motion.

Supervisor Blount moved that the Board return to open session and certify by roll call that the closed session was concluded and that nothing had been discussed except the matter or matters permitted to be discussed under the

provisions of the Virginia Freedom of Information Act. Supervisor Wooden seconded the motion; all members present voted affirmatively.

ADJOURNMENT

Supervisor Blount made a motion to continue the Surry County Board of Supervisors meeting to 7:00pm on Thursday, May 9, 2013 for the purpose. Supervisor Wooden seconded the motion. Supervisors Seward, Holmes, Wooden, and Blount voted affirmatively.

Surry County, Virginia

FY14 Proposed Budget
Public Hearing May 2, 2013
At-A-Glance

FY14 Proposed Budget, All Funds

| | | | |
|---|-----------|-------------------|----------------------|
| Total Proposed Budget | | | \$ 45,202,035 |
| General Fund | \$ | 22,752,494 | |
| Debt Service Fund | | 1,615,213 | |
| Virginia Public Assistance Funds (3) | | 1,911,911 | |
| Comprehensive Services Fund | | 106,716 | |
| School Fund | | 15,128,007 | |
| Cafeteria Fund | | 601,409 | |
| Indoor Plumbing Fund | | 13,415 | |
| Economic Development Fund | | 80,000 | |
| Capital Fund | | 2,665,000 | |
| Utilities Fund | \$ | 327,870 | |

General Fund Highlights

- Balanced budget with no increase in taxes, fees or use of fund balance
- Public service corporation taxes reduced by \$503,455 based on Department of Taxation reduction estimate of 4.28%
- Level-funding of schools and social services
- Reduction of PPTR rate by 5% to 45%
- General Fund increase of \$605,157, or 2.7%
- Includes contingency of \$200,000
- Salary increase of 3% -- \$125,134
- 5.4% increase in health insurance premiums
- No new full-time positions; vacant positions are included
- Two sheriff's office vehicles are included -- \$56,000
- Increase in adult incarceration of \$131,093 to \$277,334 based on usage
- Other outside agencies increased by \$5,789, or .7%

General Fund Revenues Stable

| | | FY14 Proposed | | FY13 Adopted |
|---------|----|---------------|----|--------------|
| Local | \$ | 20,925,349 | \$ | 20,451,044 |
| State | | 1,755,110 | | 1,623,739 |
| Federal | | 72,035 | | 72,554 |
| Total | \$ | 22,752,494 | \$ | 22,147,337 |

School, VPA Funds Highlights

- Total school fund proposed budget (including cafeteria fund) = \$15,729,416, or 0.4% less than current year
- Level funded at \$11,694,114 local dollars (request was \$12,786,997, an increase of \$1,092,883, or 9.3%)
- Reduction in state/federal aid of \$63,867

- Social Services decrease of \$12,772, or 0.7% less than current year
- Level funded at \$748,906 local dollars (request was \$868,966, an increase of \$120,060, or 16.0%)
- Cost Allocation Plan federal revenue included at \$56,579

Affect on Fund Balance

- FY12 total fund balance was \$11,379,601
- Current year public service corporation revenue in excess of the budgeted amount will fund the FY14 CIP local share
- Auditors recommend a fund balance equal to 20% of the total budget. For FY14 this would be \$9,040,407. BUT – given the volatility of public service corporation taxes, the county’s financial advisor recommends at least \$1,000,000 in addition to this amount.

Capital Improvements Plan (CIP)

| Project | Amount | Local | Grant | State | Long-Term | Total |
|--|----------------------------|--------------------------|--------------------------|--------------------------|----------------------------|----------------------------|
| | | Funding | Funding | Funding | Debt | Funding |
| Broadband Project | \$ 500,000 | \$ 100,000 | | \$ 400,000 | | \$ 500,000 |
| Solid Waste Management Collection | 150,000 | | | | \$ 150,000 | 150,000 |
| Facility Stabilization/Restoration | 75,000 | 75,000 | | | | 75,000 |
| Technology Improvements | 50,000 | 50,000 | | | | 50,000 |
| Fleet Vehicles | 130,000 | | | | 130,000 | 130,000 |
| Comprehensive Plan Update | 60,000 | 60,000 | | | | 60,000 |
| Surry Sewer Expansion | 750,000 | 50,000 | \$ 700,000 | | | 750,000 |
| Visitors Center | 75,000 | 75,000 | | | | 75,000 |
| Surry Library Expansion | 200,000 | | | | 200,000 | 200,000 |
| Rescue Squad Building | 100,000 | | | | 100,000 | 100,000 |
| Park Multi-Modal Study/Improvements | 50,000 | 50,000 | | | | 50,000 |
| Fire Equipment/Apparatus | 525,000 | | | | 525,000 | 525,000 |
| Grand Total: Project Expenditures | <u>\$ 2,665,000</u> | <u>\$ 460,000</u> | <u>\$ 700,000</u> | <u>\$ 400,000</u> | <u>\$ 1,105,000</u> | <u>\$ 2,665,000</u> |

Surry Volunteer Rescue Squad



EMERGENCY MEDICAL BILLING

Need for Billing



- Fuel Cost
- Vehicle purchase/maintenance
- Building costs
- Supply costs
- New technology upgrades
- Training
- Increased call volume
- Increase in insurance costs

Agencies Billing



- James City County
- Newport News
- Sussex County (Waverly)
- Isle of Wight
- Prince George
- Charles City County
- County versus Squad

Status of Current Equipment



- Mobile Apparatus
- Monitors
- Auto pulse
- New Technology
- Recruitment/Retention
- Training Requirements

Priority of Billing Income



- Assume responsibility of 911 contract
- Upgrade equipment
- Vehicle replacement/acquisition
- New squad building
- Increase compliance with state programs

Billing Procedure



- Bill insurance first
- Bill patient first
- Hardship cases
- No strong arm billing
- Looking into subscription options (future)

Billing Fees



- ALS 2 = \$750.00
- ALS 1 = \$575.00
- BLS = \$450.00
- Mileage = \$11.25
- Refusal = \$50.00 after 2 in 30 days

Billing project process overview

Obtain permission from the Surry County Board of Supervisors to proceed with the billing for emergency medical services project.

Build a focus group to discuss the need for a county resolution to allow for EMS billing.

Develop required resolution/ordinance for acceptance by the County Board of Supervisors.

Provide the resolution/ordinance to the County Board of Supervisors for ratification.

Identify the billing procedures and participating parties.

Obtain the needed insurance and billing identification numbers to allow for billing of private insurance and Medicare.

Determine responsible party to perform billing and accounting.

Initiate training for EMS personnel to properly document response paperwork to fall in line with needed information to ensure proper billing.

Set up quality assurance and verification of paperwork programs to ensure success of the billing program.

Initiate billing program for emergency medical response billing.