

Virginia EMS Next Steps Workgroup Meeting
January 26, 2024 – 1300 hours
OEMS Office, Glen Allen, Virginia

Members Present:	OEMS Staff:	Guests:	Members Absent:
Kevin Dillard, Chair	Scott Winston	Christopher Lindsay, VDH	Travis Pruitt
Tracey McLaurin	Cam Crittenden *	Rachel Stradling, VDH	
Gary Tanner	Mike Berg	Steve Simon, WEMS	
Ed Rhodes	Karen Owens	Mike Player, PEMS	
Beth Adams	Ron Passmore	Heidi Hooker, ODEMSA	
Wayne Perry	Tim Perkins	Matthew Allen, VHHA	
Brian Frankel	Mindy Carter	Frank Gresh, Fitch and Associates	
Allen Yee *	Marian Hunter	Todd Sheridan, Fitch and Associates	
Gary Critzer	M K Allen, BREMS	Guillermo Fuentes, Fitch and Associates	
JC Bolling *	Daniel Linkins, CSEMS	Matthew Allen, VHHA	
Andrew Slater		Eric Kolenich, Richmond Times Dispatch	
Paula Ferrada (1310)			

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
Call to order:	Meeting called to order at 1300 hours. In-person quorum met.	
Approval of Meeting Minutes	ACTION ITEM: The meeting minutes from December 13, 2023, were distributed to the WG prior to the meeting, one correction on the time of adjournment was received. Motion by Beth Adams, second by Gary Tanner for approval. The motion carried.	MINUTES APPROVED
Chairman’s Report	Kevin announced that there has been extensive work behind the scenes, including almost daily discussions and meetings in collaboration with VDH, to catch-up on Return to Locality funds and Regional Council payments. Kevin expressed his appreciation for the joint efforts and thanked the workgroup and stakeholders for their patience, professionalism, and input.	
Old Business:	VDH Update: Christopher Lindsay provided an update on various items that occurred since the last meeting. Christopher thanked everyone for their work that has been happening at OEMS. There will be a presentation later this afternoon to the HHR sub-committee on appropriations. At this meeting, VDH will discuss the EMS budget amendment that is proposed for the caboose bill. VDH leadership met with OEMS staff this earlier morning, provided a similar update, and we appreciate their support. It has been a long and bumpy ride, but we believe that we have gotten to the bottom of the issue. VDH produced a one-page document to highlight the situation and provide a summary (see attached). We realize that this is not something that we can fix without having some additional funding. Governor Youngkin has been very supportive; so far VDH has been able to secure just over \$8M from the general fund and reallocate to	

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
<p>Return to Locality and Regional Council Funding</p>	<p>OEMS. This has helped to cover some of the debt and other obligations from OEMS. There is a proposal to retain the \$12.5M that would be transferred to the general fund in FY24 and FY25 and leave it with OEMS.</p> <p>Looking at the comprehensive issue, including the debts to councils, vendors, and localities, the total that was over-obligated was \$33,285,939.00. Much work has been done to this point, looking at the fleet of vehicles and resources, reviewing contract staff, and critically assessing all current programs has been quite a feat. We have been able to move a lot of money. As of today, we have processed \$3.8M to regional councils - inclusive of funds that pass through to vendors, which we will be moving away from as a practice - and \$5.4M to RTL.</p> <p>We believe that we have a better understanding of the scope of the problem now. This marks a turning point, and we are now looking forward to how we can create a better system in the future.</p> <p>Q Brian Frankel – Are there any debts remaining to the regional EMS councils? A Rachel Stradling – there is a small amount that remains to be paid, around \$290,000.00, and it should be resolved by next week.</p> <p>Q Tracey McLaurin – Is the one-page document that you referenced going to be made available to the WG? A Christopher Lindsay – it will be available after the presentation to the GA this afternoon.</p>	
<p>Criminal Background Checks</p>	<p>Ed Rhodes – there is an update regarding the item that was discussed at the last meeting pertaining to the budget and background checks. Senator McGuire and Delegate Campbell have introduced this legislation. It is just a language amendment, with no money changes. There should be a greater than 50% chance it will be successful since it is introduced through both sides of the GA.</p>	
<p>New Business:</p> <p>OEMS Update from Fitch and Associates</p>	<p>Fitch and Associates: Kevin introduced Frank Gresh from Fitch and Associates; the consultant group that has been engaged by VDH. Frank is the day-to-day on-the-ground person, and he introduced other members of the team (Todd, Mike, and G) who provided a brief presentation on the work and plan (see attached slides).</p> <p>Todd Sheridan provided a background of Fitch and Associates and the personnel involved. The scope of work was clarified. Fitch and Associates is here to provide day to day onsite guidance. Fitch is going to look at what happened and create a strategy for how to move forward. Some of the key questions to answer in understanding the landscape include: What is OEMS doing today? What do they need to be doing? And how can we move forward to meet the needs of the EMS system. Fitch is going to help re-define the role of OEMS moving forward. Last, but not least, Fitch will make recommendations for what to do moving forward. The charge has been to look at the Virginia Code and EMS Regulations to set recommendations for the future. Fitch has experience working in other areas of the country and can share best practices. The initial engagement includes reviewing the current operations and breaking things into three distinct buckets. What is required to be done by code, what is morally right to do, and what is nice to have but not required. Finally, what is the necessary</p>	

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
	<p>code, what is morally right to do, and what is nice to have but not required. Finally, what is the necessary funding associated with doing those various things.</p> <p>Frank Gresh - I have been working on assessing the budget and the financial position as compared to those buckets. We want to look at the operations of the office and the structure. We've been meeting with all the division directors, learning what each of them does, and how that all ties together. We found early on that there were some significant silos that were created. Moving forward, the Virginia Office of EMS is going to function as a team in support of serving Virginia, and Fitch will be working to knock down those silos; there is significant focus on that aspect. Fitch has created a current organizational chart for OEMS and will be focusing for the next few weeks on what is going on in the central office. Following this, Fitch plans to go on the road, visiting both traditional and hybrid regional EMS council offices and EMS agencies. The purpose of this field work is to help identify what is needed from the office of EMS.</p> <p>Todd Sheridan - regarding the OEMS organizational chart, the last few weeks have been devoted to understanding the flow and lines of communication. As we start working through this, we are going to look at the structure and the reporting lines, reviewing who needs to be doing what and who is reporting to who. There has been some communication, but it has been limited because of everything that is going on. We want to help reset the pace and amount of communication moving forward. Many stakeholders have been asking 'When are you going to answer our questions?' or 'When will we know are we going to do project x or project y?'. In short, once there is an understanding about the budget, we can start looking at those questions. Over the next 3 months, we will look at all the various programs and services, looking internally at the structure to find out what is needed. Then, there will be a series of strategic planning exercises. There will be more external evaluation in the following months. Timelines are flexible, but we will keep everyone involved moving forward.</p> <p>Guillermo Fuentes - ultimately, we need to produce an accountability model. Without appropriate processes in place, things eventually break down. One of the specific goals of this project is to address accountability so that we do not have a repeat of what has happened. There is also a goal of transparency and increased functionality moving forward into the future.</p> <p>Q Brian Frankel - How much transparency is going to be shared with the next steps WG? A Frank Gresh – We are going to work on creating communication cadence every two weeks, spreading information through the regional EMS councils and the EMS agencies into the workforce. We want everyone to know important information. We also want to celebrate accomplishments and let everyone know that OEMS is here and operating.</p> <p>Q Tracey McLaurin - Will you be visiting all eleven of the Regional EMS Councils? How many EMS agencies? A Todd Sheridan - we are still working on the plan for that, as we continue to understand the Virginia EMS system. We will be using the councils heavily moving forward.</p> <p>Q Beth Adam – will you be visiting ALL 11 Regional EMS Councils, then sort out which EMS agencies to visit? A Todd Sheridan – Yes.</p>	

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
<p>RSAF Grant Program</p> <p>Funding for Trauma Centers</p>	<p>Cam Crittenden – there has been a lot of work going on behind the scenes, and OEMS is very appreciative of Fitch and Associates being here. The whole team has been great to work with. We appreciate the support that OEMS has received from COO Christopher Lindsay and Dr. Shelton.</p> <p>Scott Winston- This is a turning point in the process where we are making peace with the past and looking forward to the future; we have the right talent in the office and the right people helping to make things better.</p> <p>Christopher Lindsay – VDH and OEMS will be sending out communication about the RSAF grant process. Unfortunately, OEMS is unable to fund the upcoming FY24 Spring grant cycle. The RSAF funding, which is special revenue from the DMV, is still being received and it will be used for grants that have previously been awarded in previous RSAF cycles.</p> <p>Q Dr. Ferrada - What is the status of the trauma funds? Also, I have received support from Inova Health Systems to fund the Virginia EMS symposium. If there is an interest, we can talk more offline. A Christopher Lindsay – we do not expect this situation to have a negative effect on the trauma fund. We expect just over \$8M to be available. This funding stream is a little different. Money for this topic comes from license reinstatement fees not vehicle registration. However, we expect to fund this normally moving forward. There was some misappropriation of the trauma funds in the past and we intend to pay back the money that was misappropriated.</p> <p>Kevin Dillard - The main purpose of the meeting today was to get an update from OEMS and Fitch. We’ve received lots of great information today. It has been a breath of fresh air with all of the positive communication recently. Does anyone else have any questions?</p> <p>Q Beth Adams – what is the status of the reported ongoing investigation from law enforcement? A Christopher Lindsay – the criminal investigation is still ongoing, VDH is not able to comment on that part of the process. We’ve turned over information to multiple different agencies, and to the best of our knowledge it’s still an ongoing investigation.</p> <p>Q Tracey McLaurin – regarding the outstanding regional EMS council invoices, there is more than \$290,000 still outstanding pending receipt at the councils. Smaller amounts have been paid, but they are not coming in the same order they were submitted. Is there additional money coming? A Christopher Lindsay - the proverbial button has been pushed for the payments; funds should be coming in the next week.</p>	
PUBLIC COMMENT	None	
Next Scheduled Meeting:	Next meeting is Friday January 26, at 1300 hours at Old Dominion EMS Alliance.	
Adjournment:	Meeting adjourned at 1346 hours	

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
Attachments:	1- Approved meeting minutes from December 2023 2- Fitch and Associates Presentation 3- VDH one-page financial summary	

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Attachment #1 – December 2023 WG Meeting Minutes
Approved 01/26/2024

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**Virginia EMS Next Steps Workgroup Meeting
December 13, 2023 – 1600 hours
OEMS Office, Glen Allen, Virginia**

Members Present:	OEMS Staff:	Guests:	Members Absent:
Kevin Dillard, Chair	Scott Winston	Christopher Lindsay	Paula Ferrada (excused)
Tracey McLaurin	Cam Crittenden	Tiffany Ford	
Gary Tanner	Mindy Carter	Steve Simon	
Ed Rhodes	Ed Damerall	Ray Whatley	
Beth Adams	Mike Berg	Heidi Hooker	
Wayne Perry	Daniel Linkins	Matthew Allen	
Brian Frankel			
Allen Yee			
Gary Critzer			
JC Bolling *			
Andrew Slater *			
Travis Pruitt *			

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
Call to order:	Meeting called to order at 1600 hours. In-person quorum met.	
Approval of Meeting Minutes	Inaugural meeting, no prior meeting minutes	
Old Business:	n/a	
New Business:	<p>ACTION ITEM: Proposed Virtual Meeting Policy – the policy was distributed to the WG members prior to the meeting. Motion by Gary Tanner to adopt the policy, Second by Tracey McLaurin.</p> <p>* After approving the virtual meeting policy, WG members J.C. Bolling, Andrew Slater, and Travis Pruitt joined virtually.</p> <p>Introductions were made of the WG members</p> <p>Statement of Purpose: Chairman Dillard described that this is an advisory WG, which was created at the request of the State Health Commissioner, Dr. Karen Shelton, to help to flag and prioritize financial obligations for the EMS system. Currently, the first priority is to ensure that regional EMS councils receive payment, soon to be followed by return-to-locality funding and vendor funding. In the future, the WG will be discussing the overall EMS system and the role of the Office of EMS. Any recommendations brought forward from this WG would be taken to the EMS AB and then the Board of Health for consideration or action.</p> <p>Regional Council Funding: At the November EMS Advisory Board meeting, Dr. Shelton and Christopher Lindsay, VDH COO, made a presentation to describe the financial challenges facing the EMS system. Since that time, VDH has been able to free up \$600,000 to pay some of the invoices that are outstanding from the regional</p>	MOTION CARRIED (unanimous)

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
	<p>EMS councils. Tracey McLaurin worked with each of the 11 regional EMS councils to identify partial payment amounts based on operational need. Originally the thought was that the councils would have received the money by now, but there were new financial limitations put in place which requires a 7 business-day cooling off period before large one-time transfers can be made. Money should be received by electronic transfer later this week. Kevin Dillard expressed appreciation to the councils for their speedy response in creating new invoices and getting everything submitted.</p> <p>Gary Critzer requested to know the breakdown of payment amounts based on each regional EMS council.</p> <p>Return to Locality Funding. Mike Berg shared information on the current status of RTL, currently the amount owed is just over \$5.69M (see attachments). There are payments from FY23, as well as payments from previous years (as far back as FY19) that were held pending submission of paperwork and documentation. Prior to Mike Berg taking over this responsibility, there were multiple jurisdictions that hadn't been reporting and were therefore not receiving funding. The jurisdictions are required to submit an annual report, but there is no deadline for the report to be submitted.</p> <p>Kevin Dillard reported that there is approximately \$3M available for RTL funding, but the WG needs to decide how to apply the available money. There was a discussion about different methods, including an assessment of fiscal stress index, the age of invoices, the timeline of the annual reporting, and the need of the organizations. During this discussion, VDH COO Christopher Lindsay, VDH Deputy Commissioner Tiffany Ford, OEMS Assistant Director Scott Winston, and OEMS Interim Director Cam Crittenden joined the meeting. Tiffany Ford confirmed that the process for making partial payments to the regional councils started last week and they were finalized December 13. If there are any issues receiving the funding, please contact Tiffany directly at Tiffany.Ford@VDH.Virginia.gov.</p> <p>Christopher Lindsay explained that there was a plan to start with the oldest invoice and move forward from there, but funds are bucketed based on Virginia Code, and only certain things can be paid from certain buckets. We anticipate some positive news in the coming weeks regarding other funds, but as of right now, we have \$2.5-\$3M available to make RTL payments. See funding breakdown attachment.</p> <p>MOTION made to start with the "oldest" RTL invoices and pay everything through FY22, totaling approximately \$937,854.</p> <p>The discussion continued about outstanding invoices for FY23, where there is not enough funding to make all payments. Mike Berg indicated that special requests had been made by Amelia County, City of Martinsville, City of Chesapeake, Clarke County, City of Beuna Vista, Prince George County, and the City of Poquoson indicating financial stress.</p> <p>MOTION made by Gary Tanner, second by Ed Rhodes, to pay the jurisdictions starting with the lowest amount due (smaller jurisdictions) with the remaining funding.</p>	<p>KEVIN WILL SEND OUT BY E-MAIL TO THE WG</p> <p>Graphs presented to the WG will be included with the meeting minutes.</p> <p>MOTION CARRIED (unanimous)</p> <p>MOTION CARRIED (unanimous)</p>

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
	<p>VDH advised that the VAVRS payment was released this week, and should be received soon.</p> <p>Beth Adams asked about agencies being able to document patient care if there was no EHR software available. Cam Crittenden advised that OEMS has always provided an EPCR for the last 15-16 years and the intent it to continue to provide it; there is no intention to stop funding the EPCR. Moving forward, however, there will be an RFP process for the vendor. Scott Winston asked for clarification about the types of services that will be included in the new RFP, but was told that it hasn't yet been written.</p> <p>Beth Adams asked about the actual amount of the deficit. Christopher Lindsay advised that VDH is currently not in a position to be able to answer that question, but it is of the magnitude that requires this type of response.</p> <p>Tracey McLaurin asked about future funding for the EMS councils. Christopher Lindsay advised that VDH intends to fully fund the regional EMS councils through all of their current obligations. As money is available, it will be released.</p> <p>Based on preliminary calculations from OEMS, all of the jurisdictions except for Loudoun County, Fairfax County, and the City of Virginia Beach could receive their FY23 payments.</p> <p>VENDOR PAYMENTS: Discussion continued about other invoices that are due for vendors. Christopher Lindsay advised that this was one of the "buckets" where no funding is currently available. Dr. Allen Yee suggested that the WG still discuss the process, so that when funding is available it can be released more quickly.</p> <p>The WG requested information on the type and quantity of vendors that are impacted.</p> <p>Currently, the EMS Scholarship fund is behind on payments. The amount due is greater than \$670,000.</p> <p>Fingerprinting, which is required by Virginia Code, has not been paid since July 2023. Currently the amount due is \$105,329. If that service is cancelled, we will be in conflict with Code and potentially exposing providers and agencies to unverified personnel. Currently, OEMS spends more than \$300,000 a year on criminal background checks, which is significantly higher than the amount budgeted. Dr. Allen Yee asked if fingerprinting was required and required to be paid by OEMS in Code. Yes.</p> <p>Gary Critzer clarified, if local jurisdictions would adopt an ordinance that allows/requires the background check then EMS agencies could run this through local law enforcement and report the results back to OEMS, correct? Yes.</p> <p>In addition, OEMS currently pays \$25 per volunteer EMS provider to allow for physical fingerprint cards for state-only checks through VSP. It was clarified that this is NOT required in the Code. Language in the budget bill specifies \$25,000 from special EMS fund shall be provided to VSP for administration of criminal history record information for local volunteer fire and rescue squad personnel. This allows local EMS agencies to submit fingerprint cards for background checks on volunteers applying to be members of local EMS agencies.</p>	<p>Mike Berg is going to calculate the amount and clarify the jurisdictions that will not receiving funding.</p> <p>VDH was requested to specifically notify any jurisdiction that will not be paid this time to explain the process and assure them that funding will be coming. Christopher Lindsay accepted.</p> <p>OEMS was asked to provide a list of vendors and overdue payments to the WG</p>

Topic/Subject	Discussion	Recommendations, Action/Follow-up; Responsible Person
	<p>MOTION by Gary Critzer, second by Tracey McLaurin to remove language from paragraph G of the budget bill regarding localities being able to submit fingerprint cards and making funds available for VSP CCR checks for EMS members.</p> <p>Scott Winston advised that OEMS is also behind on payments to NREMT for EMT initial written testing.</p> <p>The WG requested a list of the vendors to be able to review amounts and impact.</p> <p>Brian Frankel reported that communication is not getting to the end-user and the agency about decisions which are being made on vendors and services. Handtevy, for example, was communicated from the vendor instead of from OEMS. Gary Critzer added that communication is critical. Everyone on the WG should be taking this information to the association and stakeholders, but we also need to find a place where the work of this WG can be viewed. Any provider in the EMS system should be able to see what is going on; we need an informed and educated EMS community.</p> <p>MOTION – prioritize funding based on clinical impact, statutory requirements, and EMS education. Discussion continued and there was no second, motion failed.</p> <p>Christopher Lindsay reported that VDH is fully committed to correcting what can be corrected and building a better model moving forward.</p>	<p>MOTION CARRIED (one abstention – Rhodes)</p> <p>OEMS was asked to provide a list of vendors and overdue payments to the WG for more discussion at the next meeting.</p>
PUBLIC COMMENT	None	
Next Scheduled Meeting:	Next meeting is Friday January 26, at 1300 hours at OEMS. Kevin Dillard reminded WG members, that the virtual attendance policy was approved, but it requires that the majority of the WG be attending the meeting in person. If you intend to request attendance virtually, please notify Kevin Dillard.	
Adjournment:	Meeting adjourned at 1835 hours	
Attachments:	<ol style="list-style-type: none"> 1- Approved virtual meeting policy 2- FY2018-FY2023 RTL obligations 3- Jurisdiction obligations 4- FY24 Projected OEMS Revenue Breakdown 	

TITLE: Procedures for Electronic Participation in Virginia EMS Next Steps Workgroup Meetings and All-Virtual Meetings

EFFECTIVE DATE: December 13, 2023

AUTHORITY: § 2.2-3708.3 of the Code of Virginia

DEFINITIONS:

The following definitions shall apply to the words used in this policy unless otherwise noted:

“Participate electronically” means participating in an in-person meeting through electronic communication from a location that is not the location advertised in the public meeting notice.

“Electronic communication” means the use of technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities to transmit or receive information.

“In-person meeting” refers to a meeting that has not been approved as an all-virtual meeting pursuant to this policy. All in-person meetings must have a quorum assembled in one physical location.

“All-virtual meeting” refers to a meeting that has been approved as an all-virtual meeting pursuant to this policy. During an all-virtual meeting, all members, staff, and the public may participate through electronic communication. No more than two members may be assembled in one physical location that is not open to the public.

PARTICIPATING ELECTRONICALLY DURING IN-PERSON MEETINGS:

Process for making requests

Each individual member shall request approval to participate electronically from the Chair, and staff. Each request shall state a specific reason for electronic participation. Electronic participation is limited to the following reasons:

1. A member is unable to attend the meeting because of a temporary or permanent disability or other medical condition that prevents their ability to physically attend such meeting,
2. A medical condition of a family member of a member requires the member to provide care that prevents their physical attendance,
3. A member’s principal residence is more than 60 miles from the location of the meeting, or
4. A member is unable to attend due to an emergency or personal matter – the specific nature of which shall be shared with the Chair

If a member is requesting to participate electronically pursuant to reasons 1, 2, or 3, they must make their request 10 business days before the meeting. The Chair may make exceptions to this rule in his or her discretion.

If a member is requesting to participate electronically pursuant to reason 4, they may make their request up to 24 hours before the scheduled start time of the meeting. The Chair may make

exceptions to this rule in his or her discretion.

Other requirements

Whenever an individual member is to participate electronically, the following conditions must be present:

1. A quorum of the Virginia EMS Next Steps Workgroup must be physically assembled at the primary or central meeting location.
2. There must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

If a member is participating electronically, the minutes shall reflect which of the four reasons the member has given.

If a member is participating electronically pursuant to reason 4 (above), the minutes shall also include the specific nature of the personal matter cited by the member. Furthermore, such electronic participation by any one member is limited to by law to two of the Board's meetings or 25% of the meetings per year, whichever is greater. There is no limit to the number of times a member may participate electronically due to other allowable reasons.

Automatic approval; vote required if challenged

Individual electronic participation from a remote location shall be approved unless such participation would violate this policy or the provisions of the Virginia Freedom of Information Act. If a member's participation from a remote location is challenged by one or more members, then the Virginia EMS Next Steps Workgroup shall vote whether to allow such participation and the results of such vote shall be recorded in the minutes with specificity.

If a member is approved to participate electronically the meeting minutes shall reflect the remote location from which the member participated; however, the remote location need not be open to the public and may be identified by a general description.

ALL-VIRTUAL MEETINGS:

The Virginia EMS Next Steps Workgroup may convene all-virtual meetings in accordance with the Virginia Freedom of Information Act. An indication of whether a meeting will be in-person or all-virtual will be included in the meeting notice. The type of meeting will not be changed once the notice is published unless the Virginia EMS Next Steps Workgroup provides a new notice in accordance with the Virginia Freedom of Information Act.

At the third regular meeting of the calendar year, the Virginia EMS Next Steps Workgroup shall discuss potential dates for all-virtual meetings during the following calendar year based on the planned workload of the Board and the schedules of the members. The members may then, by consensus, suggest two meetings that may be held as all-virtual meetings.

At least 15 business days prior to any regular or special meeting, the Chair shall confirm with staff whether a meeting will be an in-person meeting or an all-virtual meeting. Staff will then communicate the type of meeting to the other members and the public. There is a strong

preference to follow the suggested schedule created each calendar year. However, the Chair may, to the extent allowed by law, change a scheduled in-person meeting to an all-virtual meeting in extenuating circumstances. The Chair may also change a scheduled all-virtual meeting to an in-person meeting at the request of other members and/or staff.

The Virginia EMS Next Steps Workgroup may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of its meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting.

CLARIFICATIONS:

The limits on electronic participation from a remote location due to emergencies or personal matters (reason 4) are separate from the limits on all-virtual meetings and will be counted separately. If a member's request to participate electronically is disapproved, said member may still continue to monitor the meeting from the remote location, but may not participate and may not be counted as present for the meeting.

Three or more members may be gathered in one location during an all-virtual meeting so long as that location is open to the public.

	Obligation Year:	Obligation Year:	Obligation Year:	Obligation Year:	Obligation Year:	Obligation Year:	
Jurisdiction:	2018	2019	2020	2021	2022	2023	
ACCOMACK COUNTY	\$35,817.60	\$37,225.76	\$37,756.16	\$36,631.92	\$38,998.96	\$38,773.28	
ALLEGHANY COUNTY						\$16,990.48	
ALBEMARLE COUNTY	\$91,444.08	\$97,824.48	\$98,639.84	\$93,108.08	\$100,105.20	\$99,819.20	
ALLEGHANY COUNTY	\$16,881.28	\$17,614.48	\$17,666.48	\$17,035.20	\$17,878.64	\$16,990.48	
AMELIA COUNTY	\$14,954.16	\$15,931.76	\$16,114.80	\$15,921.36	\$16,625.44	\$16,308.24	
AMHERST COUNTY	\$32,201.52	\$33,507.76	\$34,044.40	\$33,551.44	\$34,589.36	\$34,321.04	
APPOMATTOX COUNTY	\$16,385.20	\$17,597.84	\$17,649.84	\$18,037.76	\$18,596.24	\$18,595.20	
ARLINGTON COUNTY	\$153,539.36	\$162,559.28	\$160,866.16	\$143,659.36	\$158,501.20	\$155,407.20	
AUGUSTA COUNTY	\$83,132.40	\$86,444.80	\$87,589.84	\$84,423.04	\$89,563.76	\$88,232.56	
BATH COUNTY	\$5,935.28	\$5,909.28	\$6,039.28	\$6,026.80	\$6,144.32	\$6,119.36	
BEDFORD COUNTY	\$84,199.44	\$89,149.84	\$89,264.24	\$87,479.60	\$92,955.20	\$91,411.84	
BLAND COUNTY	\$6,288.88	\$6,588.40	\$6,584.24	\$6,330.48	\$6,740.24	\$6,497.92	
BOTETOURT COUNTY	\$36,663.12	\$38,747.28	\$38,916.80	\$37,686.48	\$39,894.40	\$18,595.20	
BRUNSWICK COUNTY	\$15,737.28	\$16,159.52	\$16,242.72	\$16,104.40	\$17,193.28	\$16,468.40	
BUCHANAN COUNTY	\$21,313.76	\$22,205.04	\$21,807.76	\$21,118.24	\$21,600.80	\$20,935.20	
BUCKINGHAM COUNTY	\$15,605.20	\$16,190.72	\$16,545.36	\$16,287.44	\$17,099.68	\$17,008.16	
CAMPBELL COUNTY	\$55,599.44	\$57,733.52	\$58,388.72	\$56,700.80	\$59,077.20	\$59,758.40	
CAROLINE COUNTY	\$30,817.28	\$32,685.12	\$33,474.48	\$32,353.36	\$34,571.68	\$34,558.16	
CARROLL COUNTY	\$29,744.00	\$31,142.80	\$31,733.52	\$30,509.44	\$32,504.16	\$32,561.36	
CHARLES CITY COUNTY	\$8,924.24	\$9,664.72	\$9,474.40	\$9,560.72	\$9,568.00	\$9,322.56	
CHESTERFIELD COUNTY	\$331,436.56	\$355,096.56	\$356,594.16	\$347,518.08	\$370,130.80	\$369,174.00	
CITY OF ALEXANDRIA	\$124,073.04	\$133,239.60	\$135,620.16	\$119,789.28	\$131,324.96	\$132,958.80	
CITY OF BRISTOL	\$12,782.64	\$13,271.44	\$13,788.32	\$13,353.60	\$13,996.32	\$13,575.12	
CITY OF BUENA VISTA	\$5,042.96	\$5,056.48	\$5,311.28	\$4,929.60	\$5,188.56	\$5,214.56	
CITY OF CHARLOTTESVILLE	\$34,707.92	\$36,664.16	\$35,829.04	\$32,429.28	\$35,340.24	\$34,871.20	
CITY OF CHESAPEAKE	\$216,018.40	\$227,355.44	\$228,858.24	\$220,911.60	\$231,718.24	\$227,925.36	

CITY OF COLONIAL HEIGHTS	\$17,037.28	\$17,741.36	\$18,028.40	\$17,201.60	\$17,688.32	\$17,186.00	
CITY OF COVINGTON	\$5,385.12	\$5,406.96	\$5,636.80	\$5,340.40	\$5,784.48	\$5,366.40	No additional annual
CITY OF DANVILLE	\$34,075.60	\$35,057.36	\$35,832.16	\$35,392.24	\$36,697.44	\$35,848.80	
CITY OF EMPORIA	\$4,805.84	\$4,813.12	\$4,845.36	\$4,919.20	\$5,297.76	\$5,149.04	
CITY OF FAIRFAX	\$30,606.16	\$33,671.04	\$34,009.04	\$30,709.12	\$35,922.64	\$36,547.68	
CITY OF FALLS CHURCH	\$18,253.04	\$20,662.72	\$22,274.72	\$19,268.08	\$21,830.64	\$23,099.44	
CITY OF FRANKLIN	\$7,240.48	\$7,463.04	\$7,503.60	\$7,447.44	\$8,160.88	\$7,814.56	
CITY OF FREDERICKSBURG	\$31,518.24	\$33,510.88	\$36,037.04	\$34,438.56	\$38,961.52	\$43,562.48	
CITY OF GALAX	\$6,097.52	\$6,379.36	\$6,780.80	\$6,554.08	\$7,014.80	\$7,091.76	
CITY OF HAMPTON	\$113,929.92	\$118,125.28	\$120,539.12	\$116,770.16	\$121,671.68	\$116,955.28	
CITY OF HARRISONBURG	\$30,895.28	\$32,320.08	\$33,652.32	\$31,890.56	\$33,892.56	\$34,764.08	
CITY OF HOPEWELL	\$19,419.92	\$19,775.60	\$20,521.28	\$19,822.40	\$21,133.84	\$20,093.84	
CITY OF LEXINGTON	\$4,078.88	\$4,111.12	\$4,215.12	\$4,007.12	\$4,305.60	\$4,249.44	
CITY OF LYNCHBURG	\$55,760.64	\$58,708.00	\$59,648.16	\$55,967.60	\$60,688.16	\$58,644.56	
CITY OF MANASSAS	\$41,392.00	\$43,248.40	\$44,661.76	\$40,059.76	\$43,412.72	\$44,930.08	
CITY OF MANASSAS PARK	\$13,543.92	\$14,199.12	\$14,866.80	\$13,690.56	\$14,979.12	\$14,723.28	
CITY OF MARTINSVILLE	\$12,294.88	\$12,382.24	\$12,431.12	\$12,420.72	\$13,094.64	\$13,016.64	
CITY OF NEWPORT NEWS	\$155,416.56	\$163,820.80	\$164,732.88	\$160,144.40	\$163,544.16	\$165,901.84	
CITY OF NORFOLK	\$175,666.40	\$184,551.12	\$188,101.68	\$164,513.44	\$177,808.80	\$169,932.88	
CITY OF NORTON	\$2,875.60	\$3,031.60	\$3,139.76	\$2,924.48	\$3,196.96	\$3,101.28	
CITY OF PETERSBURG	\$25,535.12	\$26,462.80	\$26,907.92	\$26,111.28	\$28,481.44	\$27,219.92	Under payment restric
CITY OF POQUOSON	\$12,634.96	\$13,074.88	\$13,224.64	\$12,723.36	\$13,379.60	\$13,002.08	
CITY OF PORTSMOUTH	\$73,104.72	\$76,402.56	\$77,202.32	\$73,356.40	\$78,791.44	\$75,274.16	
CITY OF RADFORD	\$9,558.64	\$10,005.84	\$10,182.64	\$9,376.64	\$10,404.16	\$10,222.16	
CITY OF RICHMOND	\$169,531.44	\$180,720.80	\$182,977.60	\$167,834.16	\$185,479.84	\$183,197.04	
CITY OF ROANOKE	\$81,776.24	\$85,120.88	\$85,577.44	\$82,652.96	\$87,469.20	\$84,626.88	
CITY OF SALEM	\$22,527.44	\$23,770.24	\$23,794.16	\$23,287.68	\$24,500.32	\$24,071.84	
CITY OF STAUNTON	\$22,254.96	\$23,305.36	\$23,738.00	\$22,773.92	\$24,194.56	\$23,806.64	
CITY OF SUFFOLK	\$81,046.16	\$86,512.40	\$88,572.64	\$87,146.80	\$93,893.28	\$93,434.64	

CITY OF VIRGINIA BEACH	\$379,310.88	\$410,517.12	\$401,379.68	\$389,097.28	\$401,918.40	\$395,055.44	
CITY OF WAYNESBORO	\$19,930.56	\$20,801.04	\$21,542.56	\$20,414.16	\$21,858.72	\$21,629.92	
CITY OF WILLIAMSBURG	\$17,691.44	\$17,978.48	\$17,347.20	\$16,346.72	\$16,459.04	\$14,515.28	
CITY OF WINCHESTER	\$24,917.36	\$26,029.12	\$26,473.20	\$24,447.28	\$26,730.08	\$26,708.24	
CLARKE COUNTY	\$17,146.48	\$18,438.16	\$18,562.96	\$18,231.20	\$18,850.00	\$18,922.80	
CRAIG COUNTY	\$5,708.56	\$5,887.44	\$6,185.92	\$5,879.12	\$6,342.96	\$6,216.08	
CULPEPER COUNTY	\$50,085.36	\$54,612.48	\$55,057.60	\$54,413.84	\$57,642.00	\$58,164.08	
DICKENSON COUNTY	\$13,499.20	\$14,081.60	\$14,102.40	\$13,440.96	\$14,213.68	\$13,726.96	
ESSEX COUNTY	\$11,754.08	\$12,591.28	\$12,718.16	\$13,088.40	\$13,402.48	\$13,355.68	
FAIRFAX COUNTY	\$931,113.04	\$915,156.32	\$977,067.52	\$874,326.96	\$920,732.80	\$916,771.44	
FAUQUIER COUNTY	\$81,057.60	\$85,978.88	\$85,948.72	\$83,211.44	\$88,385.44	\$87,455.68	
FLOYD COUNTY	\$17,410.64	\$18,229.12	\$18,664.88	\$17,792.32	\$19,116.24	\$19,155.76	
FLUVANNA COUNTY	\$26,608.40	\$28,284.88	\$28,771.60	\$28,519.92	\$29,640.00	\$29,768.96	
FRANKLIN COUNTY	\$57,268.64	\$59,301.84	\$60,291.92	\$57,217.68	\$62,905.44	\$61,979.84	
FREDERICK COUNTY	\$88,718.24	\$94,354.00	\$96,393.44	\$94,369.60	\$101,536.24	\$100,734.40	
GILES COUNTY	\$16,746.08	\$17,371.12	\$17,518.80	\$17,175.60	\$17,722.64	\$17,459.52	
GLOUCESTER COUNTY	\$40,989.52	\$44,344.56	\$43,512.56	\$42,858.40	\$44,590.00	\$44,248.88	
GOOCHLAND COUNTY	\$26,126.88	\$27,836.64	\$28,672.80	\$27,411.28	\$29,946.80	\$29,855.28	Listed as Payment Fail
GRAYSON COUNTY	\$14,881.36	\$15,361.84	\$15,724.80	\$15,047.76	\$15,998.32	\$16,075.28	
GREENE COUNTY	\$20,001.28	\$20,978.88	\$21,653.84	\$21,144.24	\$22,149.92	\$22,058.40	
GREENSVILLE COUNTY	\$8,162.96	\$8,312.72	\$8,386.56	\$8,593.52	\$8,651.76	\$8,169.20	
HALIFAX COUNTY	\$37,600.16	\$39,093.60	\$37,918.40	\$37,536.72	\$39,948.48	\$37,924.64	
HANOVER COUNTY	\$115,758.24	\$120,961.36	\$121,956.64	\$117,762.32	\$125,113.04	\$123,128.72	
HENRICO COUNTY	\$299,335.92	\$317,899.92	\$319,398.56	\$307,651.76	\$319,933.12	\$316,439.76	
HENRY COUNTY	\$52,116.48	\$54,204.80	\$54,175.68	\$53,422.72	\$56,252.56	\$55,422.64	
HIGHLAND COUNTY	\$3,028.48	\$3,194.88	\$3,142.88	\$2,979.60	\$3,200.08	\$3,241.68	No annual reports
ISLE OF WIGHT COUNTY	\$39,182.00	\$41,524.08	\$42,259.36	\$40,478.88	\$43,574.96	\$43,177.68	
JAMES CITY COUNTY	\$65,535.60	\$69,981.60	\$70,863.52	\$69,309.76	\$76,414.00	\$75,947.04	
KING AND QUEEN COUNTY	\$8,095.36	\$8,308.56	\$8,642.40	\$8,408.40	\$8,809.84	\$8,497.84	
KING GEORGE COUNTY	\$27,444.56	\$29,046.16	\$29,364.40	\$29,261.44	\$30,754.88	\$29,835.52	

KING WILLIAM COUNTY	\$18,385.12	\$19,574.88	\$19,887.92	\$19,602.96	\$20,688.72	\$20,838.48
LANCASTER COUNTY	\$13,278.72	\$13,667.68	\$13,975.52	\$13,528.32	\$14,647.36	\$14,251.12
LEE COUNTY	\$18,995.60	\$19,641.44	\$19,660.16	\$18,931.12	\$20,026.24	\$19,850.48
LOUDOUN COUNTY	\$331,230.64	\$357,289.92	\$364,530.40	\$337,934.48	\$363,230.40	\$364,006.24
LOUISA COUNTY	\$39,780.00	\$42,852.16	\$43,269.20	\$43,947.28	\$46,024.16	\$46,093.84
LUNENBURG COUNTY	\$11,759.28	\$12,220.00	\$12,444.64	\$12,189.84	\$13,047.84	\$12,303.20
MADISON COUNTY	\$14,802.32	\$15,101.84	\$15,482.48	\$15,065.44	\$16,006.64	\$16,174.08
MATHEWS COUNTY	\$10,185.76	\$10,704.72	\$10,585.12	\$10,782.72	\$11,082.24	\$10,777.52
MECKLENBURG COUNTY	\$30,963.92	\$32,365.84	\$33,155.20	\$32,476.08	\$35,260.16	\$34,194.16
MIDDLESEX COUNTY	\$13,141.44	\$13,798.72	\$13,826.80	\$13,860.08	\$14,547.52	\$13,968.24
MONTGOMERY COUNTY	\$70,701.28	\$73,523.84	\$74,674.08	\$69,442.88	\$73,929.44	\$73,435.44
NELSON COUNTY	\$17,300.40	\$18,386.16	\$18,316.48	\$17,926.48	\$18,682.56	\$18,321.68
NEW KENT COUNTY	\$23,720.32	\$25,539.28	\$25,995.84	\$25,867.92	\$27,296.88	\$27,764.88
NORTHAMPTON COUNTY	\$11,770.72	\$12,414.48	\$12,512.24	\$12,636.00	\$13,220.48	\$12,711.92
NORTHUMBERLAND COUNTY	\$15,449.20	\$16,164.72	\$16,357.12	\$15,922.40	\$17,070.56	\$16,866.72
NOTTOWAY COUNTY	\$12,794.08	\$13,400.40	\$13,313.04	\$12,672.40	\$13,972.40	\$13,398.32
ORANGE COUNTY	\$36,712.00	\$39,286.00	\$39,457.60	\$39,514.80	\$41,352.48	\$41,253.68
PAGE COUNTY	\$25,105.60	\$25,934.48	\$26,367.12	\$26,048.88	\$27,253.20	\$26,747.76
PATRICK COUNTY	\$19,492.72	\$20,372.56	\$20,757.36	\$20,159.36	\$21,595.60	\$21,350.16
PITTSYLVANIA COUNTY	\$64,777.44	\$66,884.48	\$67,149.68	\$65,869.44	\$67,748.72	\$67,269.28
POWHATAN COUNTY	\$32,193.20	\$34,604.96	\$34,665.28	\$34,184.80	\$36,136.88	\$35,770.80
PRINCE EDWARD COUNTY	\$17,142.32	\$17,998.24	\$18,263.44	\$17,796.48	\$18,945.68	\$18,585.84
PRINCE GEORGE COUNTY	\$35,020.96	\$36,643.36	\$36,869.04	\$35,562.80	\$38,372.88	\$37,149.84
PRINCE WILLIAM COUNTY	\$382,601.44	\$412,579.44	\$420,012.32	\$390,391.04	\$415,179.44	\$410,313.28
PULASKI COUNTY	\$32,922.24	\$34,071.44	\$35,017.84	\$33,943.52	\$34,898.24	\$34,878.48
RAPPAHANNOCK COUNTY	\$8,866.00	\$9,268.48	\$9,083.36	\$8,697.52	\$9,815.52	\$9,441.12
RICHMOND COUNTY	\$10,360.48	\$10,849.28	\$11,172.72	\$11,243.44	\$13,054.08	\$12,259.52
ROANOKE COUNTY	\$95,540.64	\$99,448.96	\$100,184.24	\$96,310.24	\$101,164.96	\$99,101.60
ROCKBRIDGE COUNTY	\$24,291.28	\$24,921.52	\$25,125.36	\$24,300.64	\$25,718.16	\$25,803.44
ROCKINGHAM COUNTY	\$84,046.56	\$88,602.80	\$90,631.84	\$87,863.36	\$93,480.40	\$93,603.12
RUSSELL COUNTY	\$29,039.92	\$30,084.08	\$30,605.12	\$29,806.40	\$30,718.48	\$29,914.56
SCOTT COUNTY	\$20,751.12	\$21,086.00	\$21,702.72	\$20,746.96	\$21,889.92	\$21,724.56

SHENANDOAH COUNTY	\$46,895.68	\$49,540.40	\$49,979.28	\$48,339.20	\$52,000.00	\$51,215.84	Listed as Payment Fail
SMYTH COUNTY	\$27,495.52	\$28,256.80	\$28,544.88	\$28,306.72	\$28,899.52	\$28,383.68	
SOUTHAMPTON COUNTY	\$17,524.00	\$18,356.00	\$18,372.64	\$17,678.96	\$18,947.76	\$18,512.00	
SPOTSYLVANIA COUNTY	\$131,182.48	\$140,067.20	\$141,360.96	\$137,712.64	\$147,254.64	\$146,472.56	
STAFFORD COUNTY	\$121,149.60	\$132,033.20	\$135,224.96	\$127,673.52	\$136,449.04	\$136,670.56	
SURRY COUNTY	\$8,123.44	\$8,196.24	\$8,437.52	\$8,168.16	\$8,438.56	\$8,398.00	
SUSSEX COUNTY	\$9,952.80	\$10,199.28	\$10,490.48	\$10,173.28	\$10,872.16	\$10,516.48	
TAZEWELL COUNTY	\$37,055.20	\$38,376.00	\$38,877.28	\$37,365.12	\$38,689.04	\$37,480.56	
WARREN COUNTY	\$42,921.84	\$45,682.00	\$46,334.08	\$44,580.64	\$47,890.96	\$47,489.52	
WASHINGTON COUNTY	\$50,660.48	\$52,948.48	\$53,598.48	\$52,642.72	\$54,659.28	\$54,275.52	
WESTMORELAND COUNTY	\$20,618.00	\$21,544.64	\$22,220.64	\$21,811.92	\$23,316.80	\$22,678.24	
WISE COUNTY	\$31,784.48	\$32,608.16	\$33,272.72	\$31,996.64	\$33,281.04	\$32,616.48	
WYTHE COUNTY	\$28,604.16	\$29,412.24	\$30,144.40	\$29,325.92	\$30,387.76	\$30,680.00	
YORK COUNTY	\$62,645.44	\$65,667.68	\$65,227.76	\$62,291.84	\$65,459.68	\$65,498.16	

Jurisdiction:		2019	2020	2021	2022	2023	Total
CITY OF EMPORIA						\$2,214,626.96	\$5,149.04
CITY OF BUENA VISTA					\$5,188.56	\$5,214.56	\$10,403.12
BATH COUNTY		\$5,909.28	\$6,039.28	\$6,026.80		\$6,119.36	\$30,239.04
CRAIG COUNTY						\$6,216.08	\$6,216.08
KING AND QUEEN COUNTY				\$8,408.40	\$8,809.84	\$8,497.84	\$25,716.08
CHARLES CITY COUNTY		\$9,664.72	\$9,474.40	\$9,560.72	\$9,568.00	\$9,322.56	\$47,590.40
RAPPAHANNOCK COUNTY						\$9,441.12	\$9,441.12
SUSSEX COUNTY						\$10,516.48	\$10,516.48
CUMBERLAND COUNTY						\$12,106.64	\$12,106.64
RICHMOND COUNTY						\$12,259.52	\$12,259.52
NORTHAMPTON COUNTY					\$13,220.48	\$12,711.92	\$25,932.40
CITY OF POQUOSON						\$13,002.08	\$13,002.08
CITY OF MARTINSVILLE					\$13,094.64	\$13,016.64	\$26,111.28
CITY OF BRISTOL				\$13,353.60		\$13,575.12	\$26,928.72
LANCASTER COUNTY						\$14,251.12	\$14,251.12
CITY OF WILLIAMSBURG					\$16,459.04	\$14,515.28	\$30,974.32
GRAYSON COUNTY						\$16,075.28	\$16,075.28
MADISON COUNTY						\$16,174.08	\$16,174.08
AMELIA COUNTY					\$16,625.44	\$16,308.24	\$32,933.68
BRUNSWICK COUNTY						\$16,468.40	\$16,468.40
ALLEGHANY COUNTY						\$16,990.48	\$16,990.48
GILES COUNTY						\$17,459.52	\$17,459.52
CITY OF COLONIAL HEIGHTS						\$17,688.32	\$17,688.32
APPOMATTOX COUNTY						\$18,595.20	\$18,595.20

BOTETOURT COUNTY						\$18,595.20	\$18,595.20
CLARKE COUNTY						\$18,922.80	\$18,922.80
PATRICK COUNTY						\$21,350.16	\$21,350.16
BUCHANAN COUNTY						\$21,600.80	\$21,600.80
CITY OF WAYNESBORO				\$20,414.16	\$21,858.72	\$21,629.92	\$63,902.80
SCOTT COUNTY					\$21,889.92	\$21,724.56	\$43,614.48
CITY OF STAUNTON					\$24,194.56	\$23,806.64	\$48,001.20
CITY OF WINCHESTER					\$26,730.08	\$26,708.24	\$53,438.32
SMYTH COUNTY						\$28,383.68	\$28,383.68
RUSSELL COUNTY				\$29,806.40	\$30,718.48	\$29,914.56	\$90,439.44
DINWIDDIE COUNTY						\$32,105.84	\$32,105.84
CARROLL COUNTY					\$32,504.16	\$32,561.36	\$65,065.52
WISE COUNTY						\$32,616.48	\$32,616.48
MECKLENBURG COUNTY						\$34,194.16	\$34,194.16
AMHERST COUNTY					\$16,625.44	\$34,321.04	\$34,321.04
CITY OF DANVILLE					\$36,697.44	\$35,848.80	\$72,546.24
CITY OF FAIRFAX				\$30,709.12		\$36,547.68	\$67,256.80
PRINCE GEORGE COUNTY						\$37,149.84	\$37,149.84
HALIFAX COUNTY						\$37,924.64	\$37,924.64
ACCOMACK COUNTY						\$38,773.28	\$38,773.28
CITY OF MANASSAS						\$44,930.08	\$44,930.08
SHENANDOAH COUNTY				\$48,339.20	\$52,000.00	\$51,215.84	\$151,555.04
CULPEPER COUNTY						\$58,164.08	\$58,164.08
CITY OF LYNCHBURG						\$58,644.56	\$58,644.56
YORK COUNTY						\$65,498.16	\$65,498.16
PITTSYLVANIA COUNTY						\$67,269.28	\$67,269.28
MONTGOMERY COUNTY						\$73,435.44	\$73,435.44

CITY OF PORTSMOUTH					\$78,791.44	\$75,274.16	\$154,965.60
JAMES CITY COUNTY						\$75,947.04	\$75,947.04
BEDFORD COUNTY						\$91,411.84	\$91,411.84
ROCKINGHAM COUNTY						\$93,603.12	\$93,603.12
ROANOKE COUNTY						\$99,101.60	\$99,101.60
FREDERICK COUNTY						\$100,734.40	\$100,734.40
CITY OF HAMPTON					\$121,671.68	\$116,955.28	\$238,626.96
HANOVER COUNTY						\$123,128.72	\$123,128.72
CITY OF ALEXANDRIA						\$132,958.80	\$132,958.80
ARLINGTON COUNTY						\$155,407.20	\$155,407.20
CITY OF NEWPORT NEWS						\$165,901.84	\$165,901.84
CITY OF RICHMOND						\$183,197.04	\$183,197.04
CITY OF CHESAPEAKE						\$227,925.36	\$227,925.36
LOUDOUN COUNTY						\$364,006.24	\$364,006.24
CITY OF VIRGINIA BEACH						\$395,055.44	\$395,055.44
FAIRFAX COUNTY						\$916,771.44	\$916,771.44
CITY OF CHARLOTTESVILLE					\$35,340.24		\$35,340.24
CITY OF COVINGTON		\$5,406.96					\$5,406.96
CITY OF HOPEWELL					\$21,133.84		\$21,133.84
GREENE COUNTY			\$21,653.84	\$21,144.24	\$22,149.92		\$64,948.00
LEE COUNTY		\$19,641.44	\$19,660.16	\$18,931.12			\$58,232.72
SURRY COUNTY					\$8,438.56		\$8,438.56
		\$40,622.40	\$56,827.68	\$206,693.76	\$633,710.48	\$6,834,392.44	\$5,357,664.40

Virginia Office of Emergency Medical Services

FY2024 Projected Special Revenue

FY2024	Fund Classification	Projected FY2024 Revenue	Description of Spend
\$4 For Life	30% (Operating)	\$ 9,181,769	Includes OEMS staff, MOUs with the EMS Councils, Business admin costs, ESO related costs, other vendors through Council contracts
	10% (OEMS Administration)	\$ 3,060,590	OEMS staff costs, Cardinal transfer fees, travel, food, clerical, building lease, management fees, VITA costs, etc.
	26 % Return to Locality	\$ 7,957,533	Mandated by Code transfer to localities across Virginia based on vehicles registered in those areas
	2% Virginia Volunteer Rescue Squads	\$ 612,118	Mandated transfer to VAVRS
	32% Rescue Squad Assistance Fund	\$ 9,793,887	Mandated to fund Rescue Squad Assistance Fund grants program, will be used to fund past years obligations
\$2 Pass Through	Pass through to VSP and general funds	\$ 15,302,948	Mandated \$12.5M transfer back to the General Fund and mandated \$2M transfer to Virginia State Police to support MEdflight
\$0.25 RSAF	\$0.25 for Rescue Squad Assistance Fund (NREMT)	\$ 1,912,869	Mandated funds to the National Registry
Trauma Funds	Trauma Funds	\$ 8,252,717	Captured from license reinstatement with mandated use to fund Trauma Centers in Virginia

Attachment #2 – Fitch and Associates Presentation

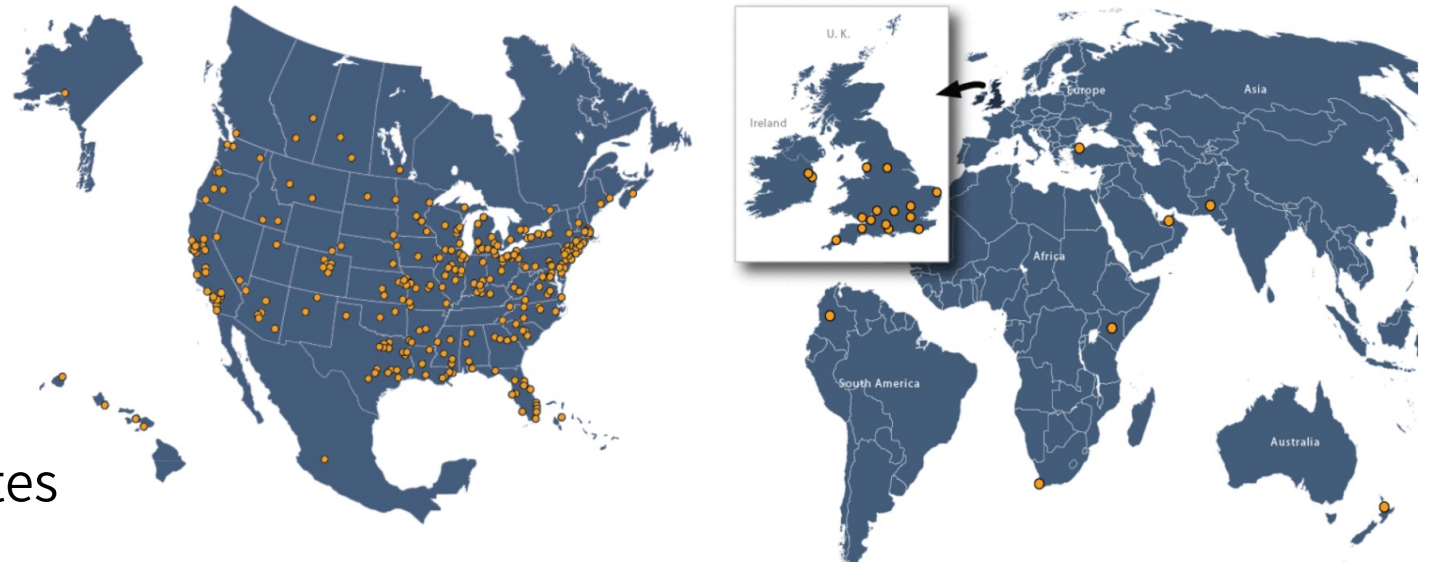


Management Support and Organizational Strategy



Who we are...

- Firm has 40 years of experience in public safety with Fitch & Associates and MedServ.
- Project team has over 200 years of experience in public safety.
- Proven track record of leading organizational change.
- Consults and manages organizations across North America.
- Services cover a wide range of areas including EMS, Fire, Law Enforcement, Air-medical, Dispatch Centers, Hospital Transfer Centers, Mergers and Acquisitions, Finance & Compliance, Leadership Development, Procurement, On-site Management, Healthcare Integrations, and more.



Who we are...

PROJECT CATEGORIES

Partner Oversight

Project Lead

Day-to-day on-site management

Project Consultants and Support Team

TEAM MEMBERS

Guillermo Fuentes, MBA – COO/Partner

Todd Sheridan, MBA – Junior Partner

Frank Gresh, MS – Senior Consultant

Roxanne Peek, MBA – Managing Partner

Anthony Minge, EdD – Senior Partner

Michael Poynter – Senior Consultant

Gerrard Bradley – Associate

Kevin Fairly – Associate and Legal Representative

Richard Frayne – Project Consultant

Project Scope



Provide forward-facing leadership to the team in the OEMS and work in conjunction with the Interim Director.



Evaluate all aspects and functions of the OEMS and determine opportunities for efficiencies.

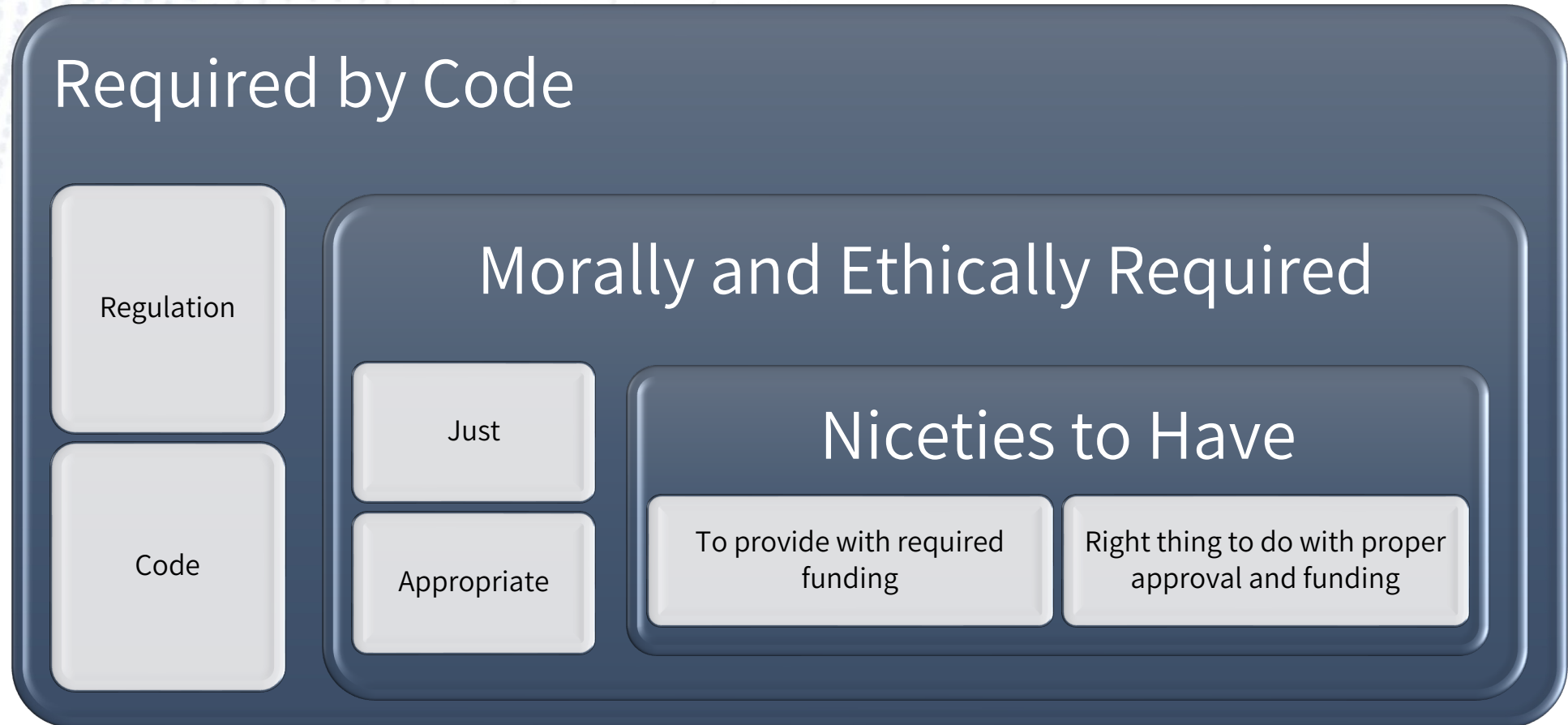


Support the Regional Councils and the EMS agencies in Virginia.



Provide operational and financial recommendations that will help develop the future state of the OEMS.

Initial Review



Accomplished So Far...

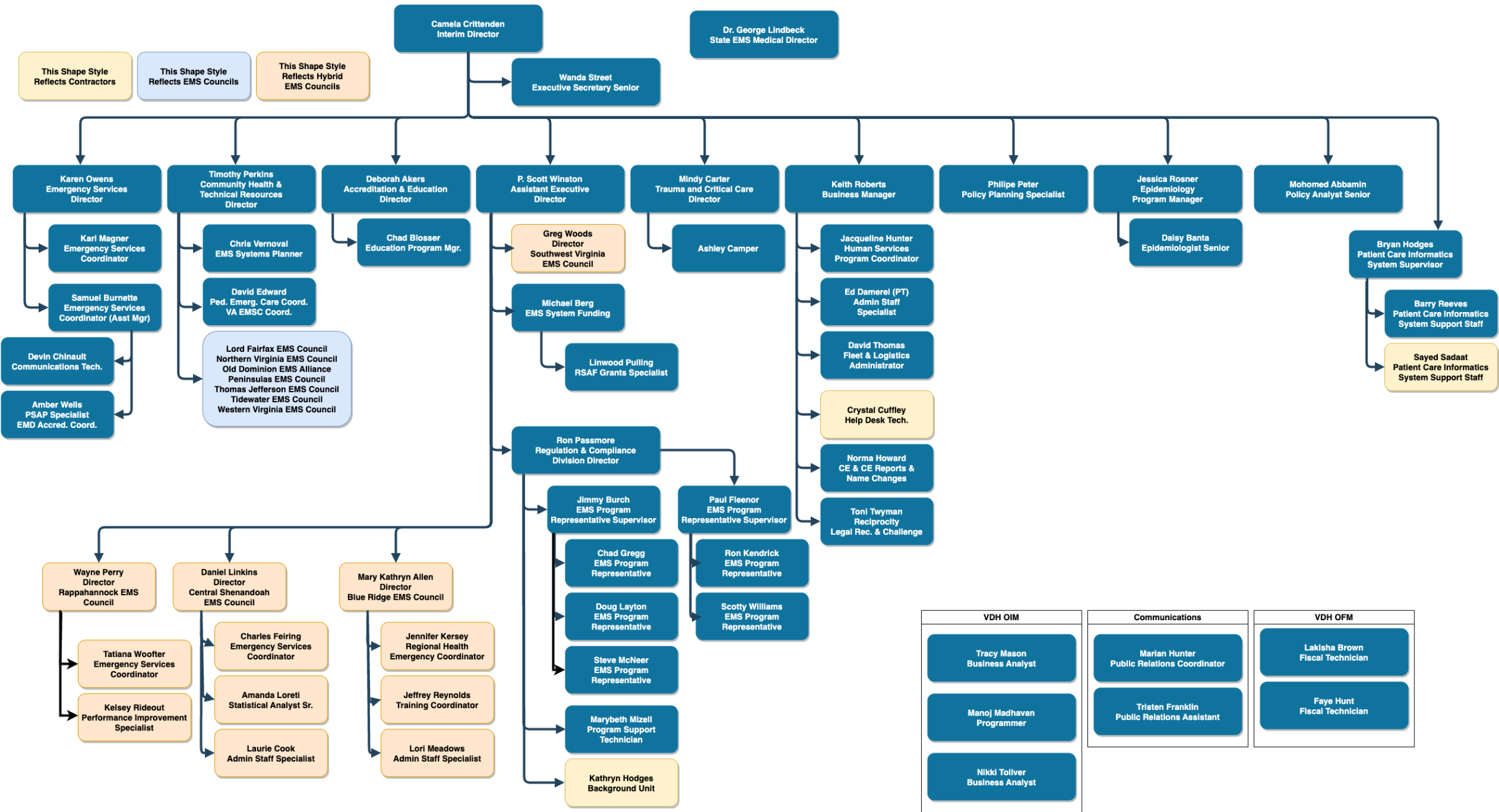
- Assisted/facilitated getting many overdue payments out:
 - Return to Localities (\$5,408,370)
 - Regional Councils (\$3,819,861)
 - Vendors and Other Obligations
- Budget and overall financial conversations to better understand sources of revenue and expense – in relationship to the Code of Virginia and various regulations.



Accomplished So Far...

- Met with Senior Staff to understand the organizational structure in the context of what is needed to support the OEMS mission based on the Code of Virginia and various rules and regulations.
- Identifying and removing silos.
- Identifying and removing interagency finger-pointing.





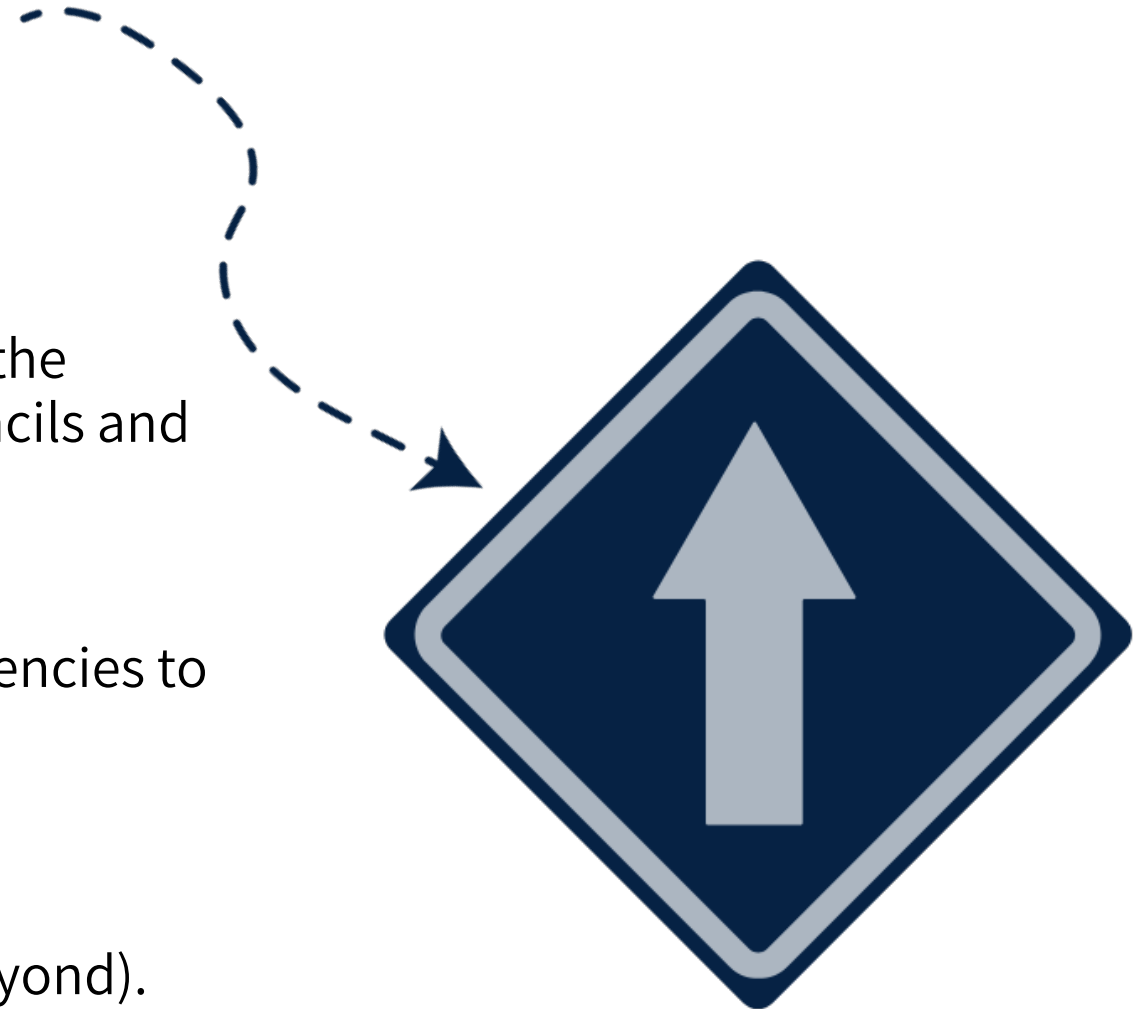
VDH OIM
Tracy Mason Business Analyst
Manoj Madhavan Programmer
Nikki Toliver Business Analyst

Communications
Marian Hunter Public Relations Coordinator
Tristen Franklin Public Relations Assistant

VDH OFM
Lakisha Brown Fiscal Technician
Faye Hunt Fiscal Technician

The Work Ahead...

- Continue day-to-day leadership and support.
- Initial focus on “central office” to understand the structure needed to support the regional councils and the state (45 – 60 days – End of February).
- Meeting with regional councils and various agencies to get perspective from the field (Early March).
- With stakeholder input, develop and begin implementing future state (April – June and beyond).



The Work Ahead...

TIMEFRAME	Jan-Feb 2024	Feb-Mar 2024	Apr-May 2024	Jun-Aug 2024	Sep-Nov 2024
ACTIVITIES	<p>Project Initiation</p> <p>Day-to-day management is in place</p> <p>Stabilize operations</p> <p>Begin to develop understanding of current operating environment, review policies and financial obligations</p>	<p>Continuing day-to-day management</p> <p>Evaluation of existing organizational structure and services being provided</p> <p>Stakeholder meetings: EMS Advisory Council, Regional Councils</p>	<p>Continuing day-to-day management</p> <p>Working with key stakeholders, developing and seeking approval for future organizational structure and service line modifications</p> <p>Begin search for new director</p>	<p>Continuing day-to-day management</p> <p>Working with stakeholders to begin implementing identified changes to organizational structure and services</p> <p>Selection of new director</p>	<p>Transition day-to-day management to new director</p> <p>Wrap-up of all ongoing projects in preparation for handover</p>
DELIVERABLES	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)
PROJECT PHASES	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5



Questions

Guillermo Fuentes, MBA
COO/Partner

Todd Sheridan, MBA, NRP
Junior Partner

Frank Gresh, MS
Senior Consultant

Michael Poynter
Senior Consultant



Attachment #3 – VDH Summary of OEMS Financial Status

DRAFT

Virginia Department of Health’s Office of Emergency Medical Services Budget Request

Governor’s Budget: The introduced budget includes a provision to temporarily halt the transfer of \$12.5 million to the general fund from the Department of Motor Vehicles (DMV) fees the Office of Emergency Medical Services (OEMS) receives in FY 2024 and FY 2025.

OEMS Funding Background: OEMS is funded solely from special revenue received from the DMV. This funding is known as the “4 for Life” program; however, the actual fee collected is \$6.25 for each vehicle registration.

- \$4.00 of that revenue supports OEMS operations as well as the Virginia EMS system through payments and grants to localities, rescue squads, EMS Councils and the Volunteer Rescue Squad Association (VAVRS)
- \$2.00 of fees collected funds a \$12.5 million transfer to the General Fund and \$2 million transfer to the Virginia State Police to support Medflight
- \$0.25 is used to cover the cost of initial EMS certification testing provided by the National Registry of EMTs
- OEMS also receives additional funds not included in the “4 for Life” program from license reinstatement fees. These funds are used to support Trauma Center readiness throughout the Commonwealth.

The Code of Virginia mandates that revenue from the \$4.00 be used as follows: 30% of the \$4.00 collected is used to support EMS programs and services, 10% funds OEMS Administration, 26% is dedicated to the Return to Locality fund, 2% is dedicated to the Virginia Association of Volunteer Rescue Squads, and 32% is dedicated to the Rescue Squad Assistance Fund. The chart below provides estimated FY 2024 revenue within each classification.

FY2024	Fund Classification	Projected FY2024 Revenue	Description of Spend
"\$4 For Life"	30% (Operating)	\$ 9,181,769	Includes OEMS staff, MOUs with the EMS Councils, Business admin costs, ESO (Patient Care Portal Software) related costs, other vendors through Council contracts
	10% (OEMS Administration)	\$ 3,060,590	OEMS staff costs, Cardinal transfer fees, with the balance in travel, food, clerical, building lease, management fees, VITA costs, etc.
	26 % Return to Locality	\$ 7,957,533	Mandated by Code transfer to localities across Virginia based on vehicles registered in those areas
	2% Virginia Volunteer Rescue Squads	\$ 612,118	Mandated transfer to VAVRS
	32% Rescue Squad Assistance Fund	\$ 9,793,887	Mandated to fund Rescue Squad Assistance Fund grants program, will be used to fund past years obligations
\$2 Pass Through	Pass through to VSP and general funds	\$ 15,302,948	Mandated \$12.5M transfer back to the General Fund and mandated \$2M transfer to Virginia State Police to support Medflight
\$0.25 RSAF	\$0.25 for Rescue Squad Assistance Fund (NREMT)	\$ 1,912,869	Mandated funds to the National Registry of EMTs
Trauma Funds	Trauma Funds	\$ 8,252,717	Captured from license reinstatement with mandated use to fund Trauma Centers in Virginia

Need for One-Time Funding: In June of 2023, financial irregularities became apparent in the OEMS when funds needed to meet the \$12.5 million transfer back to the General Fund were not available. To satisfy the requirement, VDH utilized the remaining balances from the agency-wide indirect cost recovery account which collects federal grant administrative reimbursements. An internal audit was initiated and it was determined that financial irregularities had existed going back several years. These included a history of moving funds amongst accounts to cover shortfalls, services being provided without appropriate funding, overspending of contracts, and little to no VDH oversight. After further review by VDH leadership, it was determined that there was potential fraudulent activity, and the Office of the Inspector General and the Virginia State Police were notified. These open investigations have now expanded to the Office of the US Attorney.

OEMS is now facing over \$33 million in unpaid bills to the Commonwealth’s Emergency Medical Services community and contractual commitments over and above available collections. Governor Youngkin has authorized approximately \$8 million in one-time carryover funds to enable OEMS to make overdue payments in the short-term to include Return to Locality and EMS Council payments. The proposed additional \$12.5 million in FY 2024 and an additional \$12.5 million in FY 2025 will ensure that OEMS can meet its Code-mandated obligations.

OEMS Unpaid Obligations Made Prior to FY 2024	
Payments due to localities	\$ 6,658,848
Rescue Squad Assistance Grants previously awarded*	\$ 1,223,914
Replace Trauma Funds utilized for other activities	\$ 2,360,600
Payments due to EMS Councils	\$ 1,906,956
FY23 and prior unpaid operating obligations	\$ 4,690,719
FY24 administrative contractual obligations**	\$ 16,444,902
Total	\$ 33,285,939

*Assumes no new Rescue Squad Assistance grants will be awarded in FY2024.

**Includes Patient Care Portal expenses

VDH Actions to Address: VDH and Governor Youngkin have taken aggressive steps to align OEMS spending with available resources, satisfy historical unpaid obligations to our Emergency Medical Services system, and modernize our outdated management practices including:

- Instituted weekly meetings led by VDH’s Chief Operating Officer (COO) with Senior OEMS staff and VDH leadership reviewing all aspects of OEMS operations and financial status
- Installed a new Acting Director of OEMS
- Implemented cost containment strategies, including:
 - Eliminated all non-essential travel and off-site meetings
 - Liquidated fleet of vehicles and trailers deemed non-essential to operations
 - Reviewed all programs to determine which are essential by Code-mandate or requirement for EMS services in the Commonwealth
 - Placed FY 2024 OEMS Rescue Squad Assistance Fund (RSAF) grants on hold.
 - Evaluating current lease and future re-location of OEMS
 - Redesigned EMS agency inspection process and timeline for greater efficiency and cost-savings
 - Canceled 2023 EMS Symposium and reevaluating how OEMS coordinates for field education going forward
 - Aligned EMS scholarships with available funding - to be re-evaluated as funds are available
 - Actively renegotiating contracts with vendors for those services deemed necessary or Code-mandated as well as canceling all contracts for services which are non-mandated or non-essential
- Dedicated VDH Office of Financial Management professional placed on-site at OEMS to assist in compliant spending initiatives
- Coordinated with EMS Advisory Board Chair and Board of Health Chair to form a workgroup with EMS stakeholders from across the Commonwealth to advise on the future of OEMS, the EMS Councils, and needed resources to include what is relevant and sustainable for the EMS system going forward
- Contracted with a nationally recognized EMS management organization (Fitch and Associates) to bring in national best practices including on-site leadership beginning January 2024 backed by finance, contracting, and operational support. This group will be funded through federal CDC Workforce grant funds

Virginia must continue to support the needs of the Commonwealth’s EMS system to provide the best pre-hospital care to citizens. The Governor’s Introduced Budget will allow OEMS to satisfy obligations to localities and rescue squads while VDH takes steps to ensure that the support provided is relevant and sustainable.