

# SOLANO EMERGENCY MEDICAL SERVICES COOPERATIVE

## Board of Directors

Bill Emlen  
Solano County Administrator  
Chair, SEMSC

John Jansen  
Health Care Consumer Rep.  
Vice Chair, SEMSC

Joshua Chadwick, Fire Chief  
Benicia Fire Department  
Fire Chief Representative

Caesar Djavaherian, MD  
Emergency Department  
NorthBay Medical Center  
Physicians' Forum Rep.

Greg Folsom, City Manager  
City of Suisun  
City Manager Representative

Thea Giboney, MHA  
Medical Group Administrator  
Kaiser Permanente  
Medical Professional Rep.

David Piccinati, MD  
Emergency Department  
Sutter Solano Med. Center  
Medical Professional Rep.

## EMS Agency Staff

Bela Matyas, MD, MPH  
Public Health Officer

Pranav Shetty, MD, MPH  
EMS Agency  
Medical Director

Benjamin Gammon, EMT-P  
EMS Agency  
Administrator

## Counsel

Julie A. Barga  
Deputy County Counsel

## SEMSC Board of Directors Meeting

**701 Civic Center Blvd.**

**Suisun City, Ca. 94585**

**Thursday, July 13, 2023**

**9:00 – 10:30 AM**

## AGENDA

### PUBLIC COMMENT

Members of the public who wish to comment on any item on the agenda may submit comments by emailing [HSSSolanoresponds@solanocounty.com](mailto:HSSSolanoresponds@solanocounty.com) or mailing the comments to 355 Tuolumne St., Suite 2400, MS 20-240, Vallejo, CA. 94590 (Attention: SEMSC).

The comments must be received no later than Wednesday, July 12, 2023, at 5:00 p.m. Copies of comments received will be provided to the Board and will become a part of the official meeting record but will not be read aloud at the meeting.

Members of the public who wish to address the Board on the special agenda item should email [HSSSolanoresponds@solanocounty.com](mailto:HSSSolanoresponds@solanocounty.com) with a request. The chair will call upon speakers for public comment after the presentation of the agenda item. Each speaker will have 5 minutes to address the Board.

**SEMSC does not discriminate against persons with disabilities. If you wish to participate in this meeting and will require assistance in order to do so, please call Karen Arreola at (707) 784-8155 or email [HSSSolanoresponds@solanocounty.com](mailto:HSSSolanoresponds@solanocounty.com) at least 24 hours in advance of the meeting to make reasonable arrangements to ensure accessibility to this meeting.**

**Non-confidential materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet will be emailed to you upon request. You may request materials by emailing [HSSSolanoresponds@solanocounty.com](mailto:HSSSolanoresponds@solanocounty.com)**

# SOLANO EMERGENCY MEDICAL SERVICES COOPERATIVE

## Regular Board Meeting – Agenda – July 13, 2023

**1. CALL TO ORDER - 9:00 a.m.**

**2. ROLL CALL**

**3. ITEMS FROM THE PUBLIC**

*This portion of the meeting is reserved for persons wishing to address the Board on any matter **not** included on the agenda.*

**4. APPROVAL OF THE MINUTES OF January 12, 2023 (Discussion/Action)**

**5. APPROVAL OF THE AGENDA (Discussion/Action)**

**6. REPORTS (Informational Reports)**

- a. SEMSC Medical Director's Report
- b. EMS Administrator's Report
- c. Medic Ambulance Operator's Report
- d. EMS Quarterly Activity Report

Attachments: A- EMS Quarterly Activity Report for the Period of October 1<sup>st</sup>, 2022 to March 31<sup>st</sup>, 2023  
Overview

- (1) EMS General Data
- (2) EMS Specialty Care Program Data
- (3) Emergency Medical Dispatch (EMD) Update
- (4) ESO Data Repository Update

- e. Ambulance Contract Update

**7. REGULAR CALENDAR (Discussion/Action)**

- a. Presentation and acknowledgement of the Jason Comer Award winner
- b. Review and consider designation of a consultant from the provided vendors listed on Attachment 7b. to create the Exclusive Operating Area (EOA) Request For Proposal (RFP): Board to choose their top two choices, in order of preference.

**8. ITEMS FROM THE PUBLIC**

*This portion of the meeting is reserved for persons wishing to address the Board on Regular Calendar Items included on the Agenda. Each speaker shall have 2 minutes to address the Board*

**9. BOARD MEMBER COMMENTS**

- a. Chair
- b. Directors

**10. ADJOURN**

*To the next regularly scheduled meeting of October 12th, 2023 9:00 AM in the Suisun City Council Chambers, 701 Civic Center Blvd., Suisun City CA 94585*

**Solano Emergency Medical Services Cooperative (SEMSC)  
Regular Meeting Minutes  
January 12, 2023; 9:00AM – 10:30 AM**

**BOARD MEMBERS**

- Bill Emlen, Chairperson, SEMSC Board
- Joshua Chadwick, Fire Chiefs Representative
- Caesar Djavaheerian, Physicians' Forum Representative
- Greg Folsom, City Managers Representative
- Thea Giboney, Medical Professional Representative
- John Jansen, Healthcare Consumer Representative
- David Piccinati, Medical Professional Representative

**STAFF**

- Pranav Shetty, EMS Medical Director
- Bela Matyas, Public Health Officer
- Benjamin Gammon, EMS Administrator
- ~~EMS Specialty Care Supervisor-Vacant~~
- Keith Erickson, EMS Coordinator
- Karen Arreola, Clerk of the Board
- Isabella Lim, Health Assistant
- Adelin Ansari, Health Education Specialist

AGENDA ITEMS	DISCUSSION	ACTION	RESPONSIBLE
<b>1. Call to Order - 9:00 a.m.</b>			
<b>2. Roll Call</b>	Meeting called to order with a quorum present. Board Member, Caesar Djavaheerian, was not present.		
<b>3. Items from the Public</b>	(None.)		
<b>4. Approval of the Regular Meeting Minutes of October 13, 2022</b>	<b>Board Member Chadwick moved to approve the Regular Meeting Minutes of the October 13, 2022 Meeting. Board Member Jansen seconded.</b>  <b><u>Roll Call Vote:</u></b> <b>Bill Emlen – AYE</b> <b>John Jansen – AYE</b> <b>Joshua Chadwick – AYE</b> <b>Greg Folsom – AYE</b>		

	<p><b>Thea Giboney AYE</b>  <b>David Piccinati, AYE</b></p> <p><b>Motion passed.</b></p>		
5. Approval of the Agenda	<p><b>Board Member Chadwick moved to approve the Agenda.</b>  <b>Board Member Folsom seconded.</b></p> <p><b><u>Roll Call Vote:</u></b>  <b>Bill Emlen – AYE</b>  <b>John Jansen – AYE</b>  <b>Joshua Chadwick – AYE</b>  <b>Greg Folsom – AYE</b>  <b>Thea Giboney - AYE</b>  <b>David Piccinati – AYE</b></p> <p><b>Motion passed.</b></p>		
Recognition of Departing Cooperative Chairperson	(None.)		
6. Reports	<b>(Informational Reports)</b>		
a. SEMSC Medical Director's Report	<p>a. Dr. Pranav Shetty, Medical Director, stated there has been no disciplinary cases over the last quarter, however, they are looking a few protocols in within the state, EMSA, which are for interfacility transport. These protocols are to allow paramedics to expand their scope of practice for interfacility transports specifically with the use of automatic ventilators, continuation of blood products and the continuation of four different medications which are Nitroglycerin (NTG), Magnesium Sulfate, Heparin and Amiodarone. The medications are to alleviate some of the burden of critical care transport while staying on the scope of practice of paramedics. Dr. Shetty added that peer LEMSAs have been doing the same without any bad outcomes. Dr. Shetty stated that currently, these are with the scope of practice committee with the state EMS agency and will report back if they have any questions or comments and if they get approved. Dr. Shetty also added that the EMS agency is looking at protocols in general to make them more user friendly for paramedics and being up to date on BLS protocols. Dr Shetty noted that EMS is looking at revamping the system is researching how peers are doing this in terms of the structure of the protocols as well as the content to incorporate BLS and ALS protocols into one document under a single provider impression to make them easier to follow as well. Dr. Shetty finalized by saying it is a work in progress and will continue to update the board on how it plays out.</p>		

<p>b. EMS Administrator's Report</p>	<p>b. Ben Gammon, EMS Coordinator, EMS Administrator provided the following update:</p> <p>Solano EMS is currently waiting on a certified candidate list from HR for the vacant position of EMS Coordinator. Once that position is filled, EMS will be fully staffed. Mr. Gammon hopes that by the next quarterly meeting, he will be introducing a new hire to the board. Mr. Gammon also gave an update on system performance. He stated that all specialty centers are operating at optical levels. Mr. Gammon also shared news about a call he received from North Bay this morning that North Bay and Vaca Valley just passed the joint commission stroke survey and they wanted to give a big thanks to Medic Ambulance and Vacaville Fire for playing a part in that.</p> <p>Mr. Gammon then added that they continue to be well above average reporting the following Response time percentages for the first quarter between July and September 2022 for local PPP Providers with Benicia Fire with 97.9%, Dixon Fire at 95.7%, Fairfield Fire at 93.6% and Vallejo Fire at 95.0% and followed through that Medic Ambulance is continuing good job efforts as an EOA provider at 97.2%</p> <p>Mr. Gammon also mentioned the Accreditation of Certification Systems for EMTs, Paramedics and MICNs has gone forward on creating an online platform allowing web-based processing for renewal of certifications, in which he pointed that Ms. Isabella Lim, will go furthermore into detail soon.</p> <p>Mr. Gammon finalized by giving a shout out to Vacaville Fire and all the participating partners on two great active shooter drills, one on December 28, 2022 and the other on January 4, 2023. Mr. Gammon stated that there will be more details to follow from the EMS team, but wanted to add that he was very proud of the first responders that participated throughout the holiday break and look forward into working with Fairfield Fire and Fairfield PD on their active shooter drills next month.</p>		
<p>c. Medic Ambulance Operator's Report</p>	<p>c. Jimmy Pierson, owner of Medic Ambulance provided the following update:</p> <p>Mr. Pierson started by wishing all board members a Happy New Year and mentioned that Medic Ambulance had a great 2022 passing their two big accreditations that they have every three years. Mr. Pierson named the ACE (accredited center of excellence) which is part of the international academy of emergency dispatch. Medic is one of 232 ACE accredited centers in the world to obtain this accreditation. Mr. Pierson then added that the second accreditation received was from CAS (commission of ambulance service) in which they have since 2007 and are the longest 10-year CAS accredited agency and added that it is a fun, learning process. The CAS accreditation consists of about six thousand pages, on-site and off-site review, but nonetheless, Medic Ambulance appreciates it and learns a lot from it. Mr. Pierson stated Medic Ambulance obtained perfect score on CAS and is their 6<sup>th</sup> reaccreditation and followed on by thanking North Bay, Fairfield Fire and all other partners and employees that</p>		

were interviewed and made it possible because it is an assessment on how Medic Ambulance operates. Mr. Pierson also added updates on ambulances and supplies stating that Medic Ambulance thankfully stayed ahead of the supply chain because the costs of ambulance between 2020 to now have been so high. Mr. Pierson stated that because of their ability of not having to buy 20-40 ambulances at once, but rather, do a slow maintenance schedule, has kept their fleet ahead of it. Medic Ambulance has purchased 4 ambulances and are currently in the process of getting 6 more. Mr. Pierson also added that they have also purchased 8 new power pro 2 strike power load gurneys which are an upgrade to their current striker models with features such as, the gurney being able to extend 24 inches to avoid being expose to patients' feet. Mr. Pierson stated that these are the first 8 that have been delivered to the west coast. Mr. Pierson also added that their strike team currently went out this past Sunday for the weather event. There are 3 regional strike teams that were put up in which Medic sent their Strike Team Leader, Disaster Medical Support Unit and 3 ambulances- 2 BLS and 1 ALS. They were in Manteca, Ca., earlier but are now in Roseville, Ca., waiting for any assignment, ordered by the State of California. Mr. Pierson also wanted to add updates on the Paramedic School Scholarship in which they have given to 18 employees in over the last 2 years. Mr. Pierson expressed his proudness in seeing a program of years act as he sees graduates and hopes to see the program continue nourishing. Mr. Pierson added that these newly graduates accepted a commitment in staying with Medic Ambulance for 2 years following their accreditation. Mr. Pierson wanted to also note that Medic Ambulance and Fairfield Fire are in discussion to start an EMT, possibly paramedic in the future, school here in the county. The focus is to work with the unified school districts with high school seniors to get school paid for with the help of local foundations and would like their first class to be on June 2023, in which they are working on submitting to the county. The goal is for the school to be on Texas St. in Fairfield, where their billing offices are. There are 3 classrooms being currently built, in which Mr. Pierson expressed his gratitude and excitement for this community development to focus on the work force diversity, as he feels that Medic Ambulance does well with it, but the industry doesn't, as why he thinks there is a great opportunity to get kids excited- like the program they have at PSA (Public Safety Academy), where the kids are motivated to continue their education on public service. Mr. Pierson concluded by saying he is excited for 2023, to continue pushing through the hard work and programs and thanked everyone for their time.

<p>d. EMS Quarterly Activity Report</p>	<p>a-d. EMS staff, Isabella Lim, Health Assistant, Kimberly Noble, Immunization Coordinator and Adelin Ansari, Health Education Specialist presented the EMS quarterly activity report to the Board, with a PowerPoint presentation. It was mentioned the report covered the period of October 1, 2022, to December 31, 2022, and the topics included:</p> <ul style="list-style-type: none"> <li>• EMS Applications: EMT, Paramedic, MICN</li> <li>• Active Shooter Drill</li> <li>• Immunization Program Updates: COVID, FLU, MPOX, TDAP</li> <li>• General EMS Data &amp; EMS Dashboard</li> <li>• Specialty Care Programs</li> <li>• New and Upcoming Projects</li> </ul> <p>As the presentation ended, Board Member Chadwick commented that the presentation consisted of a ton of good information. Board Member Chadwick also requested if Ms. Ansari could present the data with pie charts regarding ALS by combining the ASL code 2 and ALS code 3. Mr. Gammon also agreed with Board Member Chadwick that it was a very good point and Ms. Ansari responded that she would report as a combined percentage moving forward.</p> <p>Mr. Gammon updated the board that the county has finally made purchased for EMD to Priority Dispatch for the four remaining PSAPS. Mr. Gammon expressed he is happy to have Fairfield Fire and Fairfield PD in the implementation process of starting the training, in which he hopes we would see what the needs are, and then work with the remaining 3 PSAPS on getting them up to EMD level within this year.</p>		
<p><b>7. Items from the public</b></p>	<p>(None.)</p>		
<p><b>8. Regular Calendar</b></p>	<p><b>(Discussion/Action)</b></p>		

<p>a. Update on EMS administrator Recruitment</p>	<p>a. Bela Matyas, Public Health Officer, reported that we have finally ended the process for recruitment for EMS Administrator and noted that as many know, Benjamin Gammon has been serving as Interim EMS Administrator since the departure of the prior one. Dr. Matyas mentioned that Mr. Gammon has done an extraordinary job, since the last 3 years it has been difficult in the county, not just the pandemic but wildfires and other issues that the county has had to tackle and noted that Ben and his team have made an amazing job. Dr. Matyas presented that the EMS Administrator going forward is Benjamin Gammon, effective last Monday. Board members congratulated Mr. Gammon for the position. Mr. Gammon thanked everyone in return.</p>		
<p>b. Selection of Vice Chair 2023</p>	<p>b. Board Member Emlen asked the public if there were any nominations for the Vice Chair for 2023. Board Member Chadwick asked if there was a requirement that it changes. Board Member Emlen said there was not.</p> <p><b>Board Member Chadwick re-nominated Board Member Jansen Board Member Folsom seconded.</b></p> <p><b><u>Roll Call Vote:</u></b>  <b>Bill Emlen – AYE</b>  <b>Joshua Chadwick – AYE</b>  <b>Greg Folsom – AYE</b>  <b>Thea Giboney - AYE</b>  <b>David Piccinati – AYE</b></p> <p><b>Motion Passed.</b></p>		
<p>c. Review and Consider Approval of Annual SEMSC Budget/Revenue Allocation Plan for FY 2023/2024 and Adoption of Resolution 22-001</p>	<p>c. Amanda Sherwood, project manager, updated the board on the budget update. She stated that for salaries and benefits, most of the positions have been filled except for the EMS Coordinator position, who will backfill the EMS Administrator. This will allow to accurately project the salaries to give us an accurate budget. Ms. Sherwood also added that EMS is not filling the Clinic RN Senior position at this time, which is why there is no salary noted on the budget. Ms. Sherwood also stated that the Admin Secretary will be spending .5 of the time on other projects. The proposed salaries for 2023/2024 are \$790,905. Ms. Sherwood also noted that the County Counsel and the Auditor/Controller prices increased because EMS is due for a 3 year audit that was not done during COVID so there is a proposed increase to the ACO fees and are also doing a RFP for the year 2023/2024 which EMS also proposed an increase for county counsel fees. The proposed fiscal year 2023/2024 for services, supplies, and contracts is \$250,860. Ms. Sherwood also noted that she wanted to go back to salaries and add that EMS is still experiencing salary savings from COVID for 2022/2023 but will be losing that in</p>		



2023/2024. In 2023/2024, EMS is proposing to spend or have funds from COVID for the EMS Coordinator position. The increase to county overhead is due to the CPI increase. Ms. Sherwood then noted she was going to give the update for revenues, stating that EMS cannot increase the EOA so that will remain at \$600,000, all the other fees are increasing 5.4% and that is based on the CPI. Ms. Sherwood added that EMS does have an increase to certification and the paramedic reaccreditation which was about an 30% increase. The reason why there is no CCT ambulance provider fees on this budget is because that is a bi-annual fee and that will not be charged in 2023/2024. Ms. Sherwood also noted that in grants/allocations and designated funding, \$138,650 is what is funding the additional EMS coordinator with COVID funding. For 2023/2024, EMS is projected to add \$21,885 to the reserves. The actual reserves for 2021/2022 were \$721,699 which does not include the purchase of EMD which was estimated \$330,000 which would hit this fiscal year. Once that portion is removed, the reserves will be \$391,699. In the 2022/23 budget, EMS had a projected draw of \$205,688 but because EMS is still using COVID funding for a lot of their positions, Ms. Sherwood is hoping the draw is not that much, but due to the county being behind on midyear budget and just the way the county operates, Ms. Sherwood cannot give an accurate projected reserve balance as of now. Ms. Sherwood stated that based on the numbers of the approved budget, the projected reserve balance will be \$186,011 but Ms. Sherwood is hoping that by the next quarterly meeting she can report what the midyear actuals were, to see what the midyear reserves was.

**Board Member Jansen moved to approve the Budget Action Item.  
Board Member Folsom seconded.**

**Roll Call Vote:**

**Bill Emlen – AYE**

**John Jansen – AYE**

**Joshua Chadwick – AYE**

**Greg Folsom – AYE**

**Thea Giboney - AYE**

**David Piccinati – AYE**

**Motion passed.**

<p>d. Timeline for 2025 EOA RFP</p>	<p>d. Mr. Gammon reported that the new contractor will be going in on July 2025. The timeline is as follows:</p> <ul style="list-style-type: none"> <li>- May 2023: Begin Consultant Search</li> <li>- July 2023: Engage Consulting Firm</li> <li>- Sept. 2023: EMS System Review Completed</li> <li>- Oct. 2023: Draft RFP (Stakeholder Engagement)</li> <li>- Feb. 2024: Approve Draft/Submit to EMSA</li> <li>- Apr. 2024: Post/Disseminate Final Approved RFP</li> <li>- July 2024: Proposals Reviewed/Scored/Contractor Selected</li> <li>- Sept. 2024: Announce Selected Contractor</li> <li>- Oct. 2024: Contract Awarded</li> <li>- May 2026: New Contract Implemented</li> </ul> <p>Mr. Gammon stated that although there is enough time, it is coming soon, in which he wants to make sure preparation begins.</p>		
<p><b>9. Board Member Comments:</b></p>	<p>Board Member Folsom expressed he is very proud to report that over the last couple of years, Suisun City has gone from one engine BLS agency to now an ALS Agency and now support 2 engines that just started as of December, in which they have made a significant improvement to the services for their residents.</p> <p>Board Member Emlen commented that he is glad we are back to meeting in-person and much prefers this than the Zoom/Teams online meetings that have been taking place and is hopeful the in-person meetings will continue, as the next meeting will be on April 13. Board Member Emlen also added that this is his second live meeting and is starting to recognize faces which really helps and thanked everyone in attendance.</p>		
<p>a. Chairperson</p>	<p>a. (None.)</p>		
<p>b. Directors</p>	<p>b. (None.)</p>		
<p><b>10. Adjournment</b></p>	<p>Meeting adjourned at 9:52 a.m. Approximately and the next Regular Meeting of April 13, 2023, at 9:00 a.m., will be held in the Suisun City Chambers, 701 Civic Center Blvd., Suisun City, CA 94585.</p>		

**Solano Emergency Medical Services Cooperative**  
**Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**6. REPORTS**

**a. SEMSC Medical Director's Report (verbal update, no action)**

*No new policies were enacted since the last Board Meeting but there are a number that are being revised and will be finalized once the comment period ends.*

Solano EMS policies and protocols are available on the internet at  
<http://www.co.solano.ca.us/depts/ems/>

**Solano Emergency Medical Services Cooperative**  
**Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**6. REPORTS**

**b. EMS Administrator's Report**

**b.1. General Update**

- *EMS Coordinator Recruitment Update*

**b.2. System Performance** (October 1, 2022 – March 31, 2023)

- Response time Percentages (EOA Provider)

	<u>Oct. 2022 - Mar. 2023</u>	<u>Overall</u>
➤ Medic:	98%	98%
- Response time Percentages (PPP Providers)

	<u>Oct. 2022 - Mar. 2023</u>	<u>Overall</u>
➤ Benicia:	96.6%	95%
➤ Dixon:	99.7%	98%
➤ Fairfield:	93.3%	93%
➤ Vallejo:	94.1%	93%

**b.3. System Updates**

- Emergency Medical Dispatch (EMD)

**Solano Emergency Medical Services Cooperative**  
**Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**6. REPORTS**

- c. **Medic Ambulance Operator Report (verbal update, no action)**

**Solano Emergency Medical Services Cooperative**  
**Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**6. REPORTS**

**d. EMS Activity Report**

**Attachments:**

**A – EMS Quarterly Activity Report for the Period of October 2022 – March 2023 including:**

- (1) EMS General data**
- (2) EMS Specialty Care Program Data**
- (3) Emergency Medical Dispatch (EMD)**
- (4) ESO Data Repository Update**

**e. Ambulance Contract Update**

**Solano Emergency Medical Services Cooperative  
Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**7. REGULAR CALENDAR**

- a. Presentation and acknowledgement of the Jason Comer Award Winner

**BACKGROUND:**

Jason Comer was a paramedic who worked in Solano County until his passing in December 2016. He was a field training officer who mentored many paramedics and EMTs who are currently working in California's EMS system. Jason's commitment and contribution to the local EMS community will be honored annually through the issuance of the Jason Comer Award beginning in 2018. The Jason Comer Award is designed to recognize an individual for his or her outstanding commitment, dedication, and contributions to improving emergency medical service for the residents and visitors of Solano County.

- b. Review and consider designation of a consultant from the provided vendors listed on Attachments 7b. to create the Exclusive Operating Area (EOA) Request For Proposal (RFP): Board to choose their top two choices, in order of preference.

**ATTACHMENTS:**

- Fitch & Associates ([www.fitchassoc.com](http://www.fitchassoc.com))
- Filler Security Strategies ([www.fssconsulting.net](http://www.fssconsulting.net))
- Bill Bullard- Healthcare Strategist ([www.linkedin.com/in/billbullard](http://www.linkedin.com/in/billbullard))
- Endpoint EMS Consulting ([www.endpointems.com](http://www.endpointems.com))
- Citygate Associates ([www.citygateassociates.com](http://www.citygateassociates.com))

**LEGAL REVIEW SUFFICIENCY:** This item has been reviewed as to form by County Counsel.

**Solano Emergency Medical Services Cooperative**  
**Regular Board of Directors Meeting**

**Meeting Date: 7/13/2023**

**9. BOARD MEMBER COMMENTS**

a. Chair

b. Directors

**LEGAL REVIEW SUFFICIENCY:** This item has been reviewed as to form by County Counsel.



# Fitch & Associates

## About

**We create solutions. When it comes to emergency services, Fitch & Associates is the only organization that combines the depth of a national, full-time professional team with an extraordinary level of personal service and responsiveness to client needs.**

**The result? Exceptional value.**

Let's face a simple truth: These days, it's easy to print a bunch of business cards, build a website and call yourself a consultant. But after more than three decades and thousands of client engagements, we've learned a few truths of our own.

At Fitch & Associates, we're dedicated to one thing: Our clients' success. We put that dedication to the test every time we answer the phone. Every time we get on a plane or shake a hand. Every time we sit down and just listen. And every single time we deliver a recommendation.

You see, we know that when we help organizations improve the quality of services, decrease response times or strengthen their financial structure, we're helping them make a difference in people's lives.

It's why we come to work every day. And it's incredibly rewarding.



# Who We Serve

No organization or municipality is too big or too small to provide effective, efficient emergency services to its community. At Fitch & Associates, we have worked with fire departments in major metropolitan areas and local EMS services in rural Canada, busy county dispatch centers and regional air medical services. Whether you're a city or county manager looking to improve local fire or EMS response, a hospital executive evaluating your organization's ambulance or air medical service or a local chief assessing deployment and operational strategy, we can help you.



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## 7.b. Attachment

# FILLER SECURITY STRATEGIES, INC.



Joshua D Filler is the founder and president of Filler Security Strategies where he leads the firm's projects and teams across our full spectrum of homeland security and emergency preparedness offerings. Mr. Filler has a wide array of senior homeland security and government operations experience at the local and federal level. He has testified before Congress, published a wide variety of articles, including in USA Today, Government Executive, Emergency Management Magazine, HSToday, Bangor Daily News, The Hill, and the Washington Post, and given speeches and lectures on homeland security and emergency preparedness across the U.S.

Mr. Filler served as the first ever Director of the Office of State and Local Government Coordination for the U.S. Department of Homeland Security (DHS) in Washington, DC. Mr. Filler was a founding member of DHS, senior advisor to two Secretaries of Homeland Security, a member of the Department's senior management team, and a member of the Secretary's Emergency Response Group (ERG) for incident management. At the ERG, Mr. Filler was responsible for coordinating the domestic security posture of the U.S. on behalf of the Secretary following credible terror threats against the homeland.

At DHS, Mr. Filler was the primary point of contact for state and local homeland security leaders, and was responsible for coordinating the programs and policies of DHS that impacted state and local governments. As such, he worked regularly with senior DHS leaders and other federal officials on national preparedness, grant funding issues, intelligence and information sharing, policy development, border security and immigration enforcement, and anti-terrorism operations and security planning within the United States and its territories. This included serving as the co-lead in the development of Homeland Security Presidential Directive 8 on National Preparedness, as well as leading the creation and implementation of the Law Enforcement Terrorism Prevention Program, Urban Areas Security Initiative, State Homeland Security Program, Operation Stonegarden, and the Transit Security Grant Program. Mr. Filler also led the state and local working group for developing the National Incident Management System, the National Response Framework, and the National Infrastructure Protection Plan.

Prior to joining DHS, Mr. Filler was Director of Local Affairs for the White House Office of Homeland Security (OHS) in Washington, DC. As Director of Local Affairs, he was responsible for coordinating with local governments around the country on homeland security matters. This included a wide array of policy and program issues, including the National Strategy for Homeland Security, federal legislative and budget issues, and serving as a member of the OHS Incident Response Group, which managed domestic incidents for the White House.

Before joining the White House, Mr. Filler served in the Cabinet of Mayor Rudolph W. Giuliani in New York as Director of Legislative Affairs for the Mayor and Chief of Staff in the Office of the Deputy Mayor for Operations. His work included legislative, oversight, and policy issues concerning the New York Police Department, Fire Department, and Office of Emergency Management, and numerous other city agencies. After September 11, 2001, Mr. Filler was responsible for emergency operational issues, and managing contacts with local, state, and federal officials on behalf of New York City in connection with the terrorist attack on the World Trade Center.

Mr. Filler has served on the Board of Advisors for the Memorial Institute for the Prevention of Terrorism, as a member of the National Sheriffs' Association Homeland Security Certification Board, and the association's Homeland Security Committee, as a homeland security expert at the Project on National Security Reform, the American Board for Certification in Homeland Security, the Naval Post Graduate School's Center for Homeland Defense and Security, and as a member of the Homeland Security Policy Institute at George Washington University. He also serves as an adjunct faculty member at the Homeland Security Law Institute.

Prior to his government service, Mr. Filler was an attorney in private practice in New York. Mr. Filler graduated from Boston University with a B.A. in political science. He received his law degree from St. John's University School of Law where he was President of the Moot Court Honor Society.



## 7.b. Attachment

### Contact

[www.linkedin.com/in/billbullard](http://www.linkedin.com/in/billbullard)  
(LinkedIn)

### Top Skills

Emergency Management  
EMS  
Emergency Services

### Publications

Ambulance Industry Report

# Bill Bullard, MBA, EFO, CFO

President, Healthcare Strategists  
Forestville, California, United States

## Summary

I help government agencies and hospitals improve the services they deliver to their communities. This includes analyzing EMS and trauma systems to enhance service delivery, improving hospital operations and revenue as well as increasing the level of emergency preparedness for both public agencies & hospitals.

I provide a unique approach- combining work and consulting expertise in both the pre-hospital and hospital communities. With over 30 years of experience, I have the skills to help clients achieve their goals. I have worked with rural EMS systems across the nation to large urban systems in San Diego, Washington D.C., Santa Clara, Nashville, and Colorado. I am also unique in that I do not consult with the national private ambulance providers, which enables me to remain objective and unbiased during a project.

In the hospital environment, my clients have included small, district hospitals to national leaders such as HCA, Tenet, Sutter, and Dignity Health (formerly CHW). I have assisted a number of clients to create trauma centers, optimize ED revenue, improve patient flow, and strengthen emergency preparedness. These projects have led to new and increased revenue, optimized operations, and greater capacity.

In 1998, I took a short leave from full-time consulting to manage my family's boutique hotel in Sonoma County. Before selling the inn, we achieved the only AAA 4-Diamond, Mobil 4-Star hotel north of San Francisco. This was accomplished by applying my work and consulting experience to the hospitality industry. Now, I leverage my experience ensuring guests' needs are met and exceeded to delivering on the needs of patients.

When I am not working, I can be found serving as the Fire Chief for my community's volunteer fire department. It is a great outlet for me to still directly impact people's lives. I also enjoy being the Boy Scout

## 7.b. Attachment

Troop Scoutmaster with my twin boys/Eagle Scouts or planning our next family SCUBA trip to someplace with warm, blue waters.

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### Experience

Healthcare Strategists, Inc.

President

2019 - Present (4 years)

California, United States

Continue a 35-year career of serving the public's needs. Consulting projects related to EMS, fire, trauma, and emergency preparedness. Assist public safety agencies to achieve necessary goals on services delivered, budgeting, etc. Support hospitals and healthcare systems gain trauma center feasibility, designation, upgrade level, as well as optimize operations and revenue.

Graton Fire Protection District

25 years

Fire Chief

2015 - Present (8 years)

Graton, California

Serve as the Fire Chief for the Graton Fire Protection District; a combination (volunteer/career) fire department in Sonoma County. Responsible for on-going operations and management of fire service. Passed first parcel tax in district history at 77%. Hired first career staff in department's history. Managed six federally declared disasters between 2017-2021. Served as the Project Manager for the construction of the 14,500 sq. ft. fire station completed in 2011; meeting the needs of the community while building the least expensive station in Sonoma County in the last 20 years. Reduced ISO insurance rating from 9 to 4 through career staffing, enhanced training standards, and improved water hauling operations.

Deputy Fire Chief

1998 - 2015 (17 years)

Graton, California

Assistant Chief: 2002-2003

Captain: 2001-2002

Engineer: 2000-2001

Firefighter: 1998-2000

## 7.b. Attachment

### The Abaris Group

22 years

#### Senior Vice President

2015 - 2019 (4 years)

Deliver advice and solutions for government healthcare agencies and hospitals in the areas of EMS, trauma center services, and emergency and disaster preparedness. We are unique as no other consulting firm serves both the pre-hospital and hospital industries ensuring fully integrated, vertical solutions for our clients. Prior EMS projects have included system design and strategic planning, ambulance RFP management, and operations and financial management recommendations.

#### Senior Consultant

1997 - 2015 (18 years)

Assist hospitals to develop and attain designation as trauma centers, improve existing ED and trauma service operations and fiscal viability, and enhance patient flow to increase capacity. Over the last eight years, I have become a subject matter expert on emergency preparedness helping a number of public health and EMS agencies and hospitals improve their disaster readiness and recovery capabilities for Pandemic Influenza (pan flu), Alternate Care Sites, Field Treatment Sites, HPP grants, HSEEP exercises, etc.

### Bullard Partners

#### Principal

2005 - 2019 (14 years)

Assist clients to deliver superior services to their guests through innovative concierge skills and customer service operations.

### CABBI - California Association of Bed & Breakfast Inns

#### Director

2003 - 2005 (2 years)

California

Transitioned the state B&B trade association into a marketing powerhouse through website redesign, search engine optimization, and innovative promotion and media outlets. Responsible for association oversight as well as strategic and operational consulting for 300+ innkeepers.

### Inn at Occidental of Sonoma Wine County

#### Owner

1998 - 2003 (5 years)

Sonoma County, CA

## 7.b. Attachment

Owner and operator of a AAA 4-Diamond, Mobil 4-Star boutique hotel located in the Sonoma Wine Country; the only property to attain those achievements in Northern California. Established superior marketing presence in the Bed & Breakfast Inn community; recognized as an industry leader for online marketing and concierge services.

### BayStar Medical Services

Director

1992 - 1997 (5 years)

Northern California

Hired as part of the start-up management team for this 911 and non-emergency ambulance provider in Northern California. Increased market share against established competition; expanded operations into most of Northern California. Developed a number of best practices for ambulance/hospital collaborative partnerships to align incentives and reduce costs.

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## Education

California State University-Dominguez Hills

Master of Business Administration - MBA · (August 2013 - December 2014)

National Fire Academy

Executive Fire Officer Certification · (2018 - 2021)

California State University-Dominguez Hills

Master of Business Administration (MBA), Business Administration and Management, General · (2013 - 2014)

Rensselaer Polytechnic Institute

Bachelor of Business Administration - BBA, Business Administration and Management, General · (September 1986 - June 1990)

Rensselaer Polytechnic Institute - The Lally School of Management and Technology

Bachelor of Science (BS), Business Administration and Management, General · (1986 - 1990)

**7.b. Attachment**



**About EndPoint EMS Consulting**





## 7.b. Attachment

### Nancy Lapolla, MPH

[nancy@endpointems.com](mailto:nancy@endpointems.com)

Nancy Lapolla has over 30 years of proven leadership and experience as director of the Emergency Medical Services Agency for two California Counties; Santa Barbara and San Mateo. As Director she provided oversight to public safety emergency medical dispatch communication centers, fire departments, and ambulance providers, and hospitals providing specialized care. She managed health and medical disaster and emergency preparedness programs and coordinated the health and medical response during northern and southern California fires, response to H1N1 Influenza, and activated the medical and health branch in many emergency operations centers over her career. Nancy brings people together to solve complex problems and builds sustainable lasting systems of care.

Lapolla earned her bachelor of science degree in community health education and a master's degree in public health from California State University, Northridge.

Nancy has served on numerous statewide committees and task forces including president of the Emergency Medical Services Administrators' Association of California (EMSAAC), chair of disaster response subcommittee, chair of the Southwest Regional Trauma Coordinating Committee. Nancy was critical in the development of the State Health and Medical Emergency Operations Manual, and the Medical Health Operational Area Coordinator Manual. These documents allow health departments, hospitals, medical professionals, skilled nursing facilities, and other groups to provide a coordinated response during a major emergency.

In 2017, Lapolla was recognized as California's EMS Administrator of the year and received San Mateo County EMS Peer Recognition "Lifetime Achievement Award". Nancy has been recognized by the California Department of Public Health and California EMS Authority for her Outstanding Leadership and Regional Collaboration.



### John H. Eaglesham, EMT-P

[john@endpointems.com](mailto:john@endpointems.com)

John Eaglesham started his career in EMS working for a volunteer ambulance service and as an EKG Technician in a local hospital while attending college. Bitten by the EMS bug, John attended Daniel Freeman Hospital School for Paramedics in the late '70s and began his professional career as a paramedic.

John grew with his ambulance company ultimately becoming Regional Director managing several large county ambulance operations.

During his 27 years in the industry, John became an active member of the California Ambulance Association (CAA) serving as Chair of many committees. He was instrumental in the development of the Ambulance Strike Team Leader program initiated by the CAA to coordinate ambulance response to multi-casualty incidents and disasters. John was elected as Chairman of the Board of Directors for three terms.

In 2005 John joined the Santa Barbara County EMS Agency and formed the all-volunteer Medical Reserve Corps who later demonstrated their value in supporting local emergency services in disaster response.

California has seen its share of emergencies; fires, floods, civil. John has been on the forefront from both the service provider side managing response and resources and from County Medical & Health Branch in the Emergency Operations Center coordinating response and recovery.

In 2014 John was appointed Director of the EMS Agency. One of his immediate duties, in response to infectious disease concerns, John developed an EMS Ebola response and transportation plan to educate first responders and prepare ambulance services for the transport of infectious disease patients to the appropriate facility.

### EndPoint EMS Consulting

John and Nancy established EndPoint EMS Consulting LLC in August 2018 and together with a few highly capable colleagues EndPoint EMS Consulting is ready to assist organizations, Cities or Counties in need of support.

**By understanding your desired result, EndPoint EMS Consulting will help you bring your project vision to reality**

Consulting Services, EMS 911 Ambulance agreements, EMS system design, strategic plans, medical/health emergency preparedness, medical transportation plans.

### Understanding Your Goal

We can help you with EMS planning, policy development, emergency & non-emergency ambulance transportation, ALS and BLS request for proposal (RFP), Public Health & Medical emergency preparedness, training & exercises, strategic planning and EMS Project Management.

## 7.b. Attachment



### Get Where You Need To Go

EndPoint EMS Consulting, LLC is a company with over 50 years combined experience in providing services to local governments. EndPoint EMS specializes in community health and emergency medical service needs assessments. We deliver value to our customers in the form of quality recommendations and key strategies that work to meet your specific goals. With the end in mind, we conduct a detailed analysis listening carefully to understand the client needs and expectations. Information gathered becomes the foundation to developing solutions that meets our customer's needs.

### Our specialty is:

- Emergency Medical Services System Design
- Emergency and Non-Emergency Ambulance RFP Procurement
- Public Health and Medical Emergency Preparedness Activities
- Develop Operational Plans, Policies and Procedures
- Training and Education
- Real-time Coaching
- Navigating Politically Sensitive Situations

### Understanding Your Goal

We will help you with EMS planning, policy development, emergency & non-emergency ambulance transportation, ALS and BLS request for proposal (RFP), Public Health & Medical emergency preparedness, training & exercises, strategic planning and EMS Project Management.

### Legal

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# CITYGATE ASSOCIATES

## **We are public sector executive leaders**

We are senior public sector executives committed to public service. Our leading ambition is to serve communities to cultivate good governance and transformational change.

Founded in 1990, Citygate Associates is comprised of both active and retired city managers, public safety chiefs, and other department heads regarded as leaders in their respective fields—most with 30+ years of local government experience and a master- or doctoral-level degree. Our Project Teams consist almost exclusively of these deeply experienced public sector executive leaders. As current and recent practicing professionals

in public administration, we provide local governments with an external “seasoned department head team,” not the opinions of junior staff members or consultants who have spent little time on the front lines managing in local government.

## **Your Virtual City Hall**

With our Virtual City Hall model, Citygate has expertise across nearly the full array of local government functions. We include numerous experienced department heads on our Project Teams with significant experienced bench-depth if the need arises. Citygate also has an extensive network of subcontractors available when additional expertise is needed.