CITY OF WOODLAND
300 FIRST STREET
WOODLAND, CALIFORNIA

CITY COUNCIL
SPECIAL MEETING/STUDY SESSION AGENDA

NOVEMBER 27, 2012

6:00 P.M.

A. CALL TO ORDER

B. ROLL CALL

C. PLEDGE OF ALLEGIANCE

D. COMMUNICATIONS-PUBLIC COMMENT

This an opportunity for the public to speak to the Council on any item other than those listed for public hearing on this agenda. Speakers are requested to use the microphone in front of the Council and to begin by stating their name, whether they reside in Woodland and the name of the organization they represent if any. The Mayor may impose a time limit on any speaker depending on the number of people wanting to speak and time available for the rest of the agenda. In the event comments are related to an item scheduled on the agenda, speakers may be required to wait to make their comments until that item is considered.

E. COMMUNICATIONS–COUNCIL/STAFF STATEMENTS AND REQUESTS

This is an opportunity for the Council Members and Staff to make comments and announcements, to express concerns, or to request Council's consideration of any items a Council Member would like to have discussed at a future Council meeting.

F. CONSENT CALENDAR

1. Adopt Urgency Ordinance to Amend PERS Contract for Miscellaneous Employees

G. PRESENTATIONS

2. Emergency Medical Services Presentation

H. ADJOURN

I declare under penalty of perjury that the foregoing Agenda for the special meeting/study session of the City Council of the City of Woodland scheduled for November 27, 2012 was posted on November 21, 2012, in the outside display case at City Hall, 300 First Street, Woodland, CA, and was available to the public during normal business hours.

Jennifer Robinson
Deputy City Clerk

Upon request, agendas and documents in the agenda packet will be made available in appropriate alternative formats to persons with a disability, as required by law. Any such request must be made in writing to the Office of the City Clerk of the City of Woodland. Requests will be valid for the calendar year in which the request is received, and must be renewed prior to January 1st.

Persons needing disability-related modifications or accommodations in order to participate in public meetings, including persons requiring auxiliary aids or services, may request such modifications or accommodations by calling the Office of the City Clerk (530-661-5806) at least 48 hours prior to the meeting.

City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: November 27, 2012

SUBJECT: Adopt Urgency Ordinance to Amend PERS Contract for Miscellaneous Employees

Recommendation for Action

Staff recommends that the City Council adopt by four-fifths roll call vote an Urgency Ordinance No. _____ to comply with CalPERS schedule of agency actions to amend a contract for an earlier effective date and meet the end of the year deadline imposed by CalPERS. This PERS contract amendment adds a second tier pension plan (2% at 60 retirement formula with the 3 year final compensation provision) for miscellaneous employees hired after the effective date of the contract amendment.

Fiscal Impact

There will be no immediate fiscal impact as a result of this contract amendment. The employer rate reduction will occur gradually, beginning on July 1, 2015, if there are second tier employees hired on or before June 30, 2013. Ultimately, the City's normal PERS cost will decrease. If the mix of active member entry ages were the same for both the current continuing first tier employees and the new second tier employees, the decrease in the employer rate would be 4.0% (the City's current employer rate for the Miscellaneous plan is 20.765 %).

Report in Brief

Recent negotiations with the miscellaneous employees bargaining units and miscellaneous employees represented in the Woodland Professional Police Employees Association bargaining unit have resulted in an agreement to establish a second tier pension plan for future miscellaneous employees. As the miscellaneous employees with individual employment agreements in Senior Management are covered by the same Public Employees Retirement System (PERS) contract for miscellaneous members, this second tier pension plan would also apply to future miscellaneous employees in Senior Management.

Staff recommends that the City Council adopt Ordinance No. _____ to amend the PERS contract to add a second tier pension plan (2% at 60 retirement formula with the 3 year final compensation provision) for miscellaneous employees hired after the effective date of the contract amendment.

Background

The retirement formula for current miscellaneous ("first tier") employees covered by the existing PERS contract is 2%7 at 55 with the highest 12 months of compensation. In October 2011, the City approved a Memorandum of Understanding (MOU) for the Woodland Mid-Management Association with section 6.1.9 requesting the City to implement a second tier retirement system for newly hired employees consisting of the 2% @ 60 retirement formula with a 36 month final compensation provision. In November 2011, the City approved an MOU side letter of agreement for the Woodland Professional Police Employees Association (WPPEA). The side letter includes the establishment of a second tier pension plan for future police miscellaneous employees with the retirement formula and final compensation period to be determined by the other miscellaneous bargaining units. On October 4, 2012, the Woodland City Employees' Association (WCEA) signed an MOU side letter of agreement requesting the City to implement a second tier retirement system for newly hired employees consisting of the 2% @ 60 retirement formula with a 36 month final compensation provision. The employees in the Confidential unit have agreed to a second tier pension plan for future miscellaneous employees with the retirement formula and final compensation period to be determined by the other miscellaneous bargaining units. The miscellaneous employees with individual employment agreements in Senior Management are covered by the same Public Employees Retirement System (PERS) contract for miscellaneous members, therefore this second tier pension plan would also apply to future miscellaneous employees in Senior Management.

Discussion

As outlined in the MOU and side letters, future miscellaneous employees ("second tier") would be covered by a 2% at 60 retirement formula with the 3 year final compensation provision. To amend the PERS contract, PERS requires that proposed benefit contract amendments be made public at a public meeting at least twenty (20) days prior to the adoption of the final Ordinance. The contract amendments were made available to the public at the November 6, 2012 City Council meeting.

Conclusion

Staff recommends that the City Council adopt Ordinance No. _____ to amend the PERS contract to add a second tier pension plan (2% at 60 retirement formula with the 3 year final compensation provision) for miscellaneous employees hired after the effective date of the contract amendment.

Prepared by: Amy Buck
Human Resources Manager

_____
Paul Navazio
City Manager

Attachment: Ordinance to Amend PERS Contract
CalPERS Amendment to Contract

ORDINANCE NO. _____

AN URGENCY ORDINANCE OF THE CITY COUNCIL OF THE CITY OF WOODLAND AUTHORIZING AN AMENDMENT TO THE CONTRACT BETWEEN THE CITY COUNCIL OF THE CITY OF WOODLAND AND THE BOARD OF ADMINISTRATION OF THE CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

WHEREAS, the California Legislature has approved Assembly Bill 340, California Public Employees' Pension Reform Act of 2013 (PEPRA), which significantly restricts a public agency's ability to reduce costs by enacting a lower tier retirement formula prior to year end; and

WHEREAS, the City Council recognizes the immediate need to reduce costs associated with personnel; and

WHEREAS, without this urgency ordinance, the City's fiscal health and welfare would be at risk due to an increased burden on the City's General Fund to pay the employer share of the current enhanced 2.7% at 55 retirement formula and would reduce the City's ability to provide services in order to protect to the public; and

WHEREAS, a means for fulfilling this need is provided in the Public Employees' Retirement Law, Government Code 20475, "Different Level of Benefits", but the rights provided to the City by this statue are available only if the City has fulfilled the requirements of the PERS contract amendment process and timeline by enacting this Ordinance such that it becomes immediately effective on November 27, 2012; and

WHEREAS, The City Council hereby finds that there would be a current and immediate threat to the public health, safety, and welfare as a result of the City's inability to take advantage of the rights provided to it by section 20475, "Different Level of Benefits", should this Ordinance not take effect on November 27, 2012; namely the loss of its ability to reduce costs by implementing the rights granted by section 20475 to the detriment of the City and its employees, thereby potentially necessitating further reductions in the essential services in order to reduce costs and operate within a balanced budget.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF WOODLAND DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. That an amendment to the contract between the City Council of the City of Woodland and the Board of Administration, California Public Employees' Retirement System is hereby authorized. A copy of said amendment being attached hereto, marked as an Exhibit, and by such reference made a part hereof as though herein set out in full.

Section 2. This Ordinance is an urgency measure to protect the public health, safety, and welfare by allowing the City to reduce its costs, provide benefits to its employees, and operate with in a balanced budget by taking advantage of the rights provided by Government code section 20475 within the timeframe mandated by this statute.

Section 3. The Mayor of the City Council of the City of Woodland is hereby authorized, empowered, and directed to execute said amendment for and on behalf of the City of Woodland.

Section 4. This ordinance was introduced and adopted on November 27, 2012, by a vote of at least four-fifths of the members of the City Council. This Ordinance shall take effect immediately upon its adoption, and shall be published at least once in the Daily Democrat, a newspaper of general circulation, published and circulated in the City of Woodland, County of Yolo, and thenceforth and thereafter the same shall be in full force and effect.

PASSED AND ADOPTED by the City Council this 27th day of November, 2012, by the following vote:

AYES: Council Members Denny, Hilliard, Marble, Stallard and Davies
NOES: None
ABSENT: None
ABSTAIN: None

Marlin H. Davies, Mayor

ATTEST:

Ana B. Gonzalez, City Clerk

APPROVED AS TO FORM:

Andrew J. Morris, City Attorney

CalPERS

California
Public Employees' Retirement System

AMENDMENT TO CONTRACT

Between the
Board of Administration
California Public Employees' Retirement System
and the
City Council
City of Woodland

The Board of Administration, California Public Employees' Retirement System, hereinafter referred to as Board, and the governing body of the above public agency, hereinafter referred to as Public Agency, having entered into a contract effective September 1, 1946, and witnessed August 5, 1946, and as amended effective January 1, 1956, June 1, 1960, April 1, 1963, August 1, 1964, November 1, 1968, July 1, 1973, October 4, 1973, May 1, 1974, January 1, 1977, February 1, 1979, September 1, 1979, January 1, 1980, October 1, 1980, July 1, 1991, July 31, 1992, January 1, 1993, June 6, 1993, July 5, 1996, June 30, 1997, July 23, 1998, December 4, 1998, March 21, 2001, June 26, 2001, December 1, 2003, April 1, 2005, May 17, 2005, March 1, 2006, June 1, 2006, September 1, 2010 and June 1, 2012 which provides for participation of Public Agency in said System, Board and Public Agency hereby agree as follows:

A. Paragraphs 1 through 16 are hereby stricken from said contract as executed effective June 1, 2012, and hereby replaced by the following paragraphs numbered 1 through 17 inclusive:

1. All words and terms used herein which are defined in the Public Employees' Retirement Law shall have the meaning as defined therein unless otherwise specifically provided. "Normal retirement age" shall mean age 55 for local miscellaneous members entering membership in the miscellaneous classification on or prior to the effective date of this amendment to contract and age 60 for local miscellaneous members entering membership for the first time in the miscellaneous classification after the effective date of this amendment to contract; age 50 for local fire members and for those local police members entering membership in the police classification on or prior to June 1, 2012 and age 55 for local police members entering membership for the first time in the police classification after June 1, 2012.

2. Public Agency shall participate in the Public Employees' Retirement System from and after September 1, 1946 making its employees as hereinafter provided, members of said System subject to all provisions of the Public Employees' Retirement Law except such as apply only on election of a contracting agency and are not provided for herein and to all amendments to said Law hereafter enacted except those, which by express provisions thereof, apply only on the election of a contracting agency.

3. Public Agency agrees to indemnify, defend and hold harmless the California Public Employees' Retirement System (CalPERS) and its trustees, agents and employees, the CalPERS Board of Administration, and the California Public Employees' Retirement Fund from any claims, demands, actions, losses, liabilities, damages, judgments, expenses and costs, including but not limited to interest, penalties and attorneys fees that may arise as a result of any of the following:

   (a) Public Agency's election to provide retirement benefits, provisions or formulas under this Contract that are different than the retirement benefits, provisions or formulas provided under the Public Agency's prior non-CalPERS retirement program.

   (b) Public Agency's election to amend this Contract to provide retirement benefits, provisions or formulas that are different than existing retirement benefits, provisions or formulas.

   (c) Public Agency's agreement with a third party other than CalPERS to provide retirement benefits, provisions, or formulas that are different than the retirement benefits, provisions or formulas provided under this Contract and provided for under the California Public Employees' Retirement Law.

(d) Public Agency's election to file for bankruptcy under Chapter 9 (commencing with section 901) of Title 11 of the United States Bankruptcy Code and/or Public Agency's election to reject this Contract with the CalPERS Board of Administration pursuant to section 365, of Title 11, of the United States Bankruptcy Code or any similar provision of law.

(e) Public Agency's election to assign this Contract without the prior written consent of the CalPERS' Board of Administration.

(f) The termination of this Contract either voluntarily by request of Public Agency or involuntarily pursuant to the Public Employees' Retirement Law.

(g) Changes sponsored by Public Agency in existing retirement benefits, provisions or formulas made as a result of amendments, additions or deletions to California statute or to the California Constitution.

4. Employees of Public Agency in the following classes shall become members of said Retirement System except such in each such class as are excluded by law or this agreement:

a. Local Fire Fighters (herein referred to as local safety members);

b. Local Police Officers (herein referred to as local safety members);

c. Employees other than local safety members (herein referred to as local miscellaneous members).

5. In addition to the classes of employees excluded from membership by said Retirement Law, the following classes of employees shall not become members of said Retirement System:

a. PERSONS HIRED ON OR AFTER OCTOBER 4, 1973, WHO ARE EMPLOYED AS "SLEEPERS" IN THE FIRE DEPARTMENT.

6. Prior to January 1, 1975, those members who were hired by Public Agency on a temporary and/or seasonal basis not to exceed 6 months were excluded from PERS membership by contract. Government Code Section 20336 superseded this contract provision by providing that any such temporary and/or seasonal employees are excluded from PERS membership subsequent to January 1, 1975. Legislation repealed and replaced said Section with Government Code Section 20305 effective July 1, 1994.

7. The percentage of final compensation to be provided for each year of credited prior and current service as a local miscellaneous member in employment before and not on or after December 1, 2003 shall be determined in accordance with Section 21354 of said Retirement Law (2% at age 55 Full).

8. The percentage of final compensation to be provided for each year of credited prior and current service as a local miscellaneous member in employment on or after December 1, 2003 and not entering membership for the first time in the miscellaneous classification after the effective date of this amendment to contract shall be determined in accordance with Section 21354.5 of said Retirement Law (2.7% at age 55 Full).

9. The percentage of final compensation to be provided for each year of credited current service as a local miscellaneous member entering membership for the first time in the miscellaneous classification after the effective date of this amendment to contract shall be determined in accordance with Section 21353 of said Retirement Law (2% at age 60 Full).

10. The percentage of final compensation to be provided for each year of credited prior and current service as a local fire member and for those local police members entering membership in the police classification on or prior to June 1, 2012 shall be determined in accordance with Section 21362.2 of said Retirement Law (3% at age 50 Full).

11. The percentage of final compensation to be provided for each year of credited current service as a local police member entering membership for the first time in the police classification after June 1, 2012 shall be determined in accordance with Section 21363.1 of said Retirement Law (3% at age 55 Full).

12. Public Agency elected and elects to be subject to the following optional provisions:

    a. Section 21222.1 (One-Time 5% Increase - 1970). Legislation repealed said Section effective January 1, 1980.

    b. Section 21222.2 (One-Time 5% Increase - 1971). Legislation repealed said Section effective January 1, 1980.

    c. Section 20965 (Credit for Unused Sick Leave).

    d. Section 21319 (One-Time 15% Increase for Local Miscellaneous Members Who Retired or Died Prior to July 1, 1971). Legislation repealed said Section effective January 1, 2002.

e. Section 20020.1 ("Local Police Officer" shall include employees of a police department who were employed to perform identification or communication duties on August 4, 1972 and who elected to be local safety members within six months of January 1, 1977). Legislation repealed said Section effective January 1, 1985.

f. Section 21325 (One-Time 3% to 15% Increase For Local Miscellaenous Members Who Retired or Died Prior to January 1, 1974). Legislation repealed said Section effective January 1, 2002.

g. Section 21326 (One-Time 1% to 7% Increase For Local Miscellaenous Members Who Retired or Died Prior to July 1, 1974). Legislation repealed said Section effective January 1, 2002.

h. Section 21327 (One-Time Increase For Local Miscellaenous Members Who Retired or Died Prior to January 1, 1975). Legislation repealed said Section effective January 1, 2002.

i. Section 20042 (One-Year Final Compensation) for local fire members, local police members entering membership on or prior to June 1, 2012 and for those local miscellaneous members entering membership on or prior to the effective date of this amendment to contract.

j. Section 20903 (Two Years Additional Service Credit).

k. Section 21024 (Military Service Credit as Public Service).

l. Section 21574 (Fourth Level of 1959 Survivor Benefits).

m. Section 21583 (Additional Opportunity to Elect 1959 Survivor Benefits) for local police members only.

n. Section 21023.5 (Public Service Credit for Peace Corps, AmeriCorps VISTA, or AmeriCorps Service).

o. Section 20516 (Employees Sharing Cost of Additional Benefits):

Section 21362.2 (3% @ 50 Full formula) and Section 21363.1 (3% @ 55 Full formula). From and after April 1, 2005 the police employees of Public Agency shall be assessed an additional 4% of their compensation for a total contribution rate of 13% pursuant to Government Code Section 20516.

Section 21362.2 (3% @ 50 Full formula). From and after June 1, 2006 the fire employees of Public Agency shall be assessed an additional 4% of their compensation for a total contribution rate of 13% pursuant to Government Code Section 20516.

p. Section 21548 (Pre-Retirement Option 2W Death Benefit) for local safety members only.

q. Section 20475 (Different Level of Benefits). Section 21363.1 (3% @ 55 Full formula) and Section 20037 (Three-Year Final Compensation) are applicable to local police members entering membership for the first time in the police classification after June 1, 2012.

Section 21353 (2% @ 60 Full formula) and Section 20037 (Three-Year Final Compensation) are applicable to local miscellaneous members entering membership for the first time in the miscellaneous classification after the effective date of this amendment to contract.

13. Public Agency, in accordance with Government Code Section 20790, ceased to be an "employer" for purposes of Section 20834 effective on January 1, 1977. Accumulated contributions of Public Agency shall be fixed and determined as provided in Government Code Section 20834, and accumulated contributions thereafter shall be held by the Board as provided in Government Code Section 20834.

14. Public Agency shall contribute to said Retirement System the contributions determined by actuarial valuations of prior and future service liability with respect to local miscellaneous members and local safety members of said Retirement System.

15. Public Agency shall also contribute to said Retirement System as follows:

a. Contributions required per covered member on account of the 1959 Survivor Benefits provided under Section 21574 of said Retirement Law. (Subject to annual change.) In addition, all assets and liabilities of Public Agency and its employees shall be pooled in a single account, based on term insurance rates, for survivors of all local miscellaneous members and local safety members.

b. A reasonable amount, as fixed by the Board, payable in one installment within 60 days of date of contract to cover the costs of administering said System as it affects the employees of Public Agency, not including the costs of special valuations or of the periodic investigation and valuations required by law.

c. A reasonable amount, as fixed by the Board, payable in one installment as the occasions arise, to cover the costs of special valuations on account of employees of Public Agency, and costs of the periodic investigation and valuations required by law.

16. Contributions required of Public Agency and its employees shall be subject to adjustment by Board on account of amendments to the Public Employees' Retirement Law, and on account of the experience under the Retirement System as determined by the periodic investigation and valuation required by said Retirement Law.

17. Contributions required of Public Agency and its employees shall be paid by Public Agency to the Retirement System within fifteen days after the end of the period to which said contributions refer or as may be prescribed by Board regulation. If more or less than the correct amount of contributions is paid for any period, proper adjustment shall be made in connection with subsequent remittances. Adjustments on account of errors in contributions required of any employee may be made by direct payments between the employee and the Board.

B. This amendment shall be effective on the _____ day of _____, _____.

BOARD OF ADMINISTRATION
PUBLIC EMPLOYEES' RETIREMENT SYSTEM

BY_____
KAREN DE FRANK, CHIEF
CUSTOMER ACCOUNT SERVICES DIVISION
PUBLIC EMPLOYEES' RETIREMENT SYSTEM

CITY COUNCIL
CITY OF WOODLAND

BY_____
PRESIDING OFFICER

_____
Witness Date

Attest:

_____
Clerk

City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: November 27, 2012

SUBJECT: Emergency Medical Services Presentation

Recommendation for Action

Staff recommends that the City Council receive an informational presentation on Yolo County's EMS System and pending recommendations being forwarded to the County Board of Supervisors from the Emergency Medical Care Committee (EMCC).

Background

Emergency Medical Services for the City of Woodland are currently provided by Yolo County through participation in a 10-County Emergency Medical Services Agency, known as the Sierra-Sacramento Valley (S-SV) EMSA. S-SV, in turn, serving as a joint powers agency, manages the provision of advanced life-support and medical transport services for the 10-county region through a contract with American Medical Response (AMR) as the provider of ambulance services.

The two basic components of life/safety response include: a) basic life support (BLS), provided through local fire departments with Emergency Medical Technicians (EMT's) acting as first-responders, and b) advanced life-support which requires more significant level of paramedic response and medical transport, provided through S-SV's contract with AMR. These two components must effectively work in tandem in order to provide the best possible response and patient outcomes for the significant number of calls for emergency medical services.

Under California law, there exists a State Emergency Medical Services Agency and each County is responsible for having its own Local Emergency Medical Services Agency (LEMSA). Since the 1980's, Yolo County has been a member of S-SV who serves in this capacity.

In early 2012, the cities and Yolo County commissioned a study of the current EMS services being provided in the county, and hired a consultant (Fitch and Associates) to study the overall services and existing agreements, and make recommendations on how best to improve the provisions of emergency medical services, based on best-practices and evolving service delivery models and systems.

In July, a draft report was presented to the City Managers and County Administrator, and then forwarded to the County Board of Supervisors. The report contained a series of 33 recommendations organized around four primary areas:

1) Improvements in Dispatching and Call Prioritization
2) Implementation of Quality Management Principles
3) Development of a New Ambulance Operational Agreement
4) Amendments to Roles and Responsibilities for EMS Oversight and Management

(*Included as an attachment to this staff report are excerpts from the EMS Assessment Report, dated August 2, 2012. A full copy of the final report is available through the Yolo County Health Services website at the following link:* http://www.yolocounty.org/Index.aspx?page=2099).

The City Managers' group made a set of recommendations on how to proceed with consideration of the report recommendations, including the formation of a sub-committee of the EMCC to assess options and implementation issues, with a recommendation to be forwarded to the Board of Supervisors in December. Included among the recommendation from the City Managers'/CAO Group was possible consideration of forming a Yolo County LEMSA.

The EMCC Sub-Committee met on several occasions, and has made the formal recommendation that Yolo County withdraw from the S-SV JPA and work towards formation of a Yolo LEMSA. This recommendation was determined by the sub-committee (and subsequently the full EMCC) as the best path to implementing desired improvements to the County's emergency medical response system.

This recommendation is scheduled to be considered by the Board of Supervisors at its meeting of December 4, 2012.

Conclusion

The decision to form a Yolo-LEMSA is a significant on; however, the EMCC believes that this course of action provides the best opportunity to establish independent, local control of emergency medical service performance standards, with improved oversight and accountability to our communities.

While there are clearly a number of significant issues to be addressed related to the formation of a Yolo LEMSA, the first step of the proposed transition plan – if approved by the Board of Supervisors – would result in a formal notification of withdrawl from S-SV by December 31, 2012, with an effective date of June 30, 2013. Interim administration and management would need to be in place for the transition period between July 1, 2013 and the time at which a permanent LEMSA structure is put in place.

Tonight's presentation is intended to provide the City Council with an informational update on the assessment that has led to the pending recommendation to form a Yolo County LEMSA, discuss pending transition issues as well as address questions and community concerns.

Prepared by: Paul Navazio
City Manager

Paul Navazio
City Manager

Attachments

1) LEMSA Overview / History
2) Excerpts from EMS Assessment Report
    a. Executive Summary
    b. Report Recommendations
3) Communication from City Manager's Group to Board of Supervisors (July 31, 2012)

What Does a Local Emergency Medical Service Agency (LEMSA) Do?

California's EMS Act authorizes each county to develop an EMS program and to designate a local EMS agency (LEMSA) that oversees the delivery of EMS within that geographic area. Essential functions that are performed by local EMS agencies include:

- Serving as an advocate for patients.
- Planning, implementing, evaluating, liaison to EMCC, and continually improving local EMS systems including pre-hospital services and relevant hospital services such as trauma and pediatrics.
- Collaborating with other health officials to ensure a unified, coordinated approach in the delivery of health care.
- Carrying out regulations relative to EMS systems (the State EMSA promulgates regulations but LEMSAs carry out those regulations).
- Certifying, accrediting, and authorizing EMS field personnel
- Authorizing and approving local EMS training programs
- Developing/approving medical treatment protocols and policies for local EMS service providers (EMTs, paramedics, dispatchers) and periodically reassess facilities.
- Perform legislative activities at the State and local levels.
- Establishing and maintaining local EMS communication systems
- In collaboration with public health, developing local medical and health disaster plans and coordinating medical and health response to disasters (natural and man-made)
- Designating trauma centers and other specialty care centers
- Determining ambulance patient destinations based upon hospital resources
- Establishing policies for emergency department diversion and implementing mitigation strategies where diversion is excessive
- Coordinating activities and communications between various agencies that provide EMS system services so that care appears seamless to the patient (e.g., emergency medical dispatch, first responders, ground and air ambulance, receiving hospitals, trauma centers)
- Coordinating community education programs, such as: injury prevention, CPR, public access defibrillation.
- Collecting, analyzing, and reporting on EMS data and providing that data to EMSA electronically for statewide system evaluation
- Responsible for all of Yolo County Ambulance and Medical transportation ordinance as well as providing ongoing monitoring of the ordinance.
- Establishing exclusive operating areas for emergency ambulance service as appropriate, and then contracting for those services
- Providing oversight for EMS quality improvement and quality assurance activities
- Providing technical assistance to EMSA
- Mediating conflicts between various EMS stakeholders (e.g., ambulance, fire, hospitals, physicians)
- Resolving consumer complaints
- Providing information to public officials
- Advocating for sufficient and stable funding for emergency medical services
- Monitors and establishes procedures for Medical Control
- Coordinating and possibly facilitating arrangements necessary to develop the EMS System
- Recertification of EMT's and submission of change of status regarding an EMT's disciplinary action taken by the medical director
- All of CA Health & Safety Code , Division 2.5

Yolo County LEMSA History

Background

1975 Sierra Sacramento Valley EMS Agency Established

1992 Joint Powers Authority Agreement Signed by Nevada, Placer, Sutter, Yolo and Yuba counties

2002 Proposed Agreement between American Medical Response (AMR) and Sierra-Sacramento Valley EMS for Advanced life support ambulance in Yolo County.

2006 JPA contract amended to task SSV-EMS with Yolo County Ambulance and Medical Transportation Ordinance

2010/2011 Butte, Colusa, Shasta, Siskiyou and Tehama counties joined S-SV EMS

2011 Reapproved SSV-EMS JPA agreement

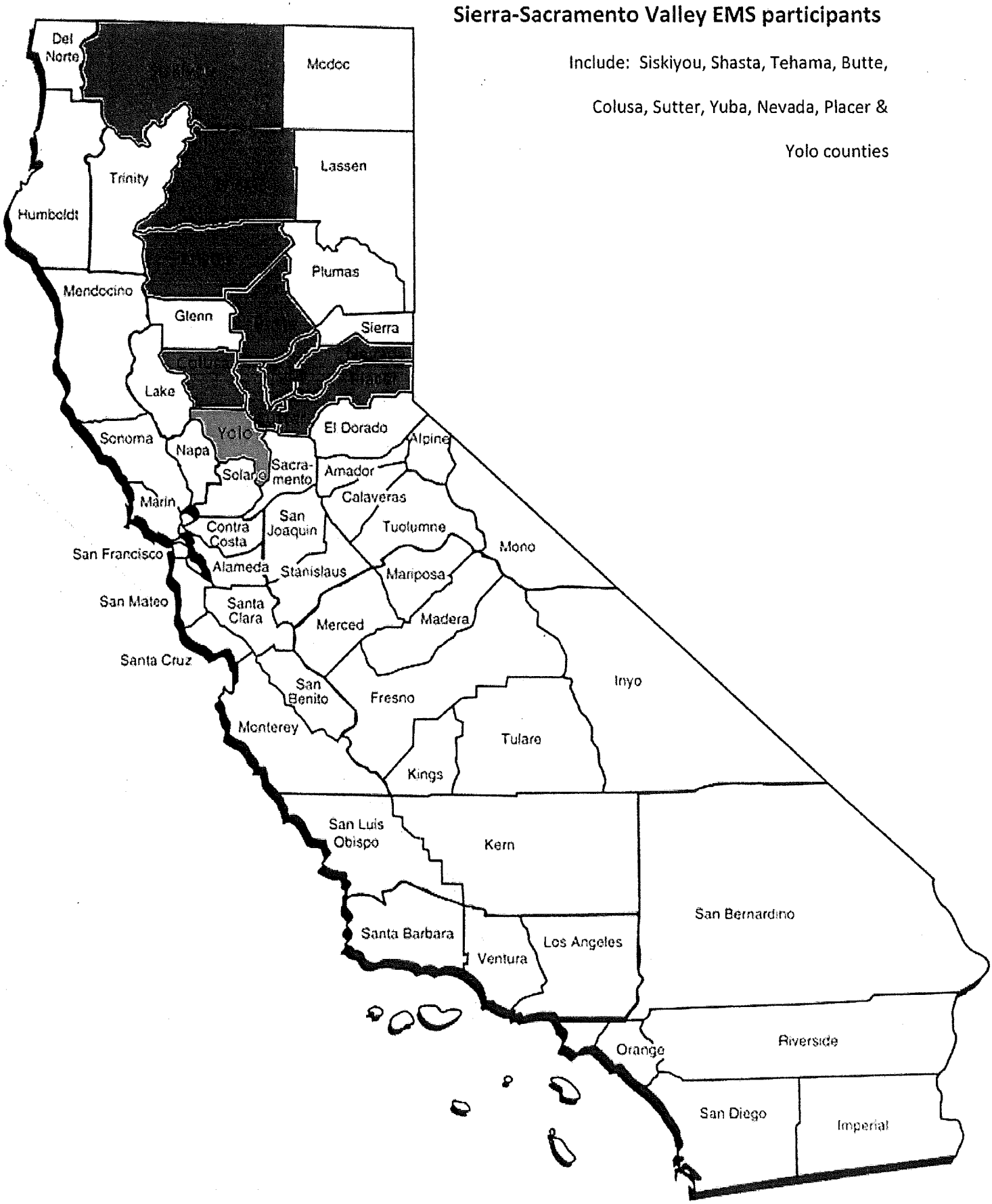
Joint Powers Agreement

The Sierra-Sacramento Valley Emergency Medical Services Agency (S-SV EMS Agency) is a Joint Powers Agency (JPA). The Governing Board of Directors for the JPA consists of a County Supervisor from each member county. S-SV EMS is designated as the Local EMS Agency (LEMSA) for each of the member counties under the authority of the Government Code, State of California (Section 6500, et seq.)

Regional EMS Agency

The S-SV EMS Agency was founded in 1975, and serves as the regional EMS agency for the ten counties of Placer, Yuba, Yolo, Nevada, Sutter, Butte, Colusa, Shasta, Tehama and Siskiyou. The ten counties have a combined resident population of approximately 1,460,200.

LEMSA JPA Counties



Sierra-Sacramento Valley EMS participants

Include: Siskiyou, Shasta, Tehama, Butte, Colusa, Sutter, Yuba, Nevada, Placer & Yolo counties

2 August 2012

EMS Assessment Report

Yolo County
Woodland, CA

FITCH & ASSOCIATES, LLC
2901 Williamsburg Terrace #G ▪ Platte City ▪ Missouri ▪ 64079
816.431.2600 ▪ www.fitchassoc.com

CONSULTANT REPORT

Yolo County California
EMS Assessment Report

Table of Contents

©Fitch & Associates, LLC

©Fitch & Associates, LLC

Executive Summary

Yolo County with support from its cities, Tribe and the university engaged Fitch & Associates (Fitch) to review the county's Emergency Medical Services (EMS) system. The activities of the project include:

- Assess the current system to identify the services being delivered and at what performance levels.
- Incorporate extensive stakeholder input into defining expectations.
- Communicate and educate decision makers on the existing system and the desired future state.

The overarching theme of our analysis is based upon:

1. Fiscal responsibility to ensure that the patients and constituents of Yolo County receive good value for the services provided by EMS.
2. That the actions of the agencies and individuals involved in Yolo County EMS are directed towards clinical efficacy where demonstrable improved patient outcomes is the ultimate goal.
3. The EMS system needs to be prepared to respond to healthcare changes, some of which were recently validated by the Supreme Court's decision to let the healthcare reform statues remain in effect. Some of the characteristics and changes in healthcare have to do with value-based purchasing which is going to require healthcare providers to be able to demonstrate quality by identifying and measuring statistical indicators and demonstrating positive outcomes of their efforts. The healthcare changes both reflected in reform as well as the natural changes in healthcare delivery systems will be more closely focusing on the matching of patients needs with the appropriate resources and reducing unnecessary high costs patient interactions.
4. All health systems are reenergizing efforts towards prevention, particularly for chronic diseases and injuries.

All of these external influencers can be leveraged to improve EMS within Yolo County. In effect, the definition of EMS is broadened to include responsibilities and functions in the area of public education, prevention efforts, and development of systems of care that include all of relevant agencies performing at high levels in order to achieve positive patient outcomes. The following paragraphs identify the major recommendations that are seen as essential to allow the Yolo County EMS system to prepare for the future.

©Fitch & Associates, LLC

1. *Implement emergency medical dispatch (EMD) with priority determination.*
   The effective implementation of comprehensive emergency medical dispatching (EMD) processes is essential in order to achieve a number of benefits within Yolo County EMS. These include:

   - Cost savings to the ambulance service by allowing longer response times to non-urgent events and allowing more efficient deployment and use of resources.
   - Cost savings to first responder agencies by not having these agencies respond to all 9-1-1 calls but to a reduced number of calls where the patients are likely to benefit from first response.
   - Being able to identify calls based upon acuity or criticality allows the ambulance service and first responders to achieve shorter response times to the critical calls. These better response times can have a meaningful impact on a small subset of 9-1-1 call events if the first responders can arrive within a very short period of time followed by a reasonable response of the ambulance service.
   - Implementing comprehensive EMD and the quality improvement processes associated with the program is prerequisite to implementing triage of 9-1-1 callers to alternative support systems such as advice lines or alternative providers.
   - Implementation of EMD is also a prerequisite to implementing alternative destination policies for the EMS system in the future.

2. *Develop and Implement Comprehensive Quality Management Programs System Wide.*
   A healthcare delivery system such as EMS must be supported by continued scrutiny on clinical performance and outcomes. These types of activities can only be effectively monitored and managed when there are system-wide quality management programs in place. The implementation of a county-wide quality management program includes:

   - The collection of agreed upon data elements to monitor statistical indicators.
   - Is inclusive of first responders, ambulance services, receiving facilities and treating facilities.
   - Is the only way to demonstrate effectiveness of EMS programs
   - Is a prerequisite for achieving enhanced reimbursement through value based purchasing arrangements.
   - Requires constant innovation to improve quality of care and results.

3. *Amend ambulance contractor's agreement.*
   A significant missing piece in the Yolo County EMS system is modern provisions to ensure accountability and transparency. The only effective means to establish the accountability and to be able to monitor the effectiveness of ambulance response within the system is to incorporate these requirements in the definitive agreement between the ambulance contractor and the LEMSA. The revised EMS agreement should include:

   - Clear definitions of responsibilities of the contractor to expand into more direct community education, training, and prevention program development and delivery.
   - Consequences for non-compliance with performance standards identified in the amended agreement.
   - Provisions for regulating the ambulance rates charged by the ambulance service.
   - Specificity regarding what data and activities must be reported on a regular basis and how these reports should be provided.
   - Increased requirements for the contractor to improve collaboration and communication with all the stakeholder entities within the County.

4. *Amend ambulance ordinance, designate County liaison, and restructure committees.*
   The operation and governance of the Yolo County EMS system can be improved by amending the county ambulance ordinance to address critical care transports, committee oversight, and county liaison/oversight responsibilities with the LEMSA.

   Additionally, the LEMSA and the County should reevaluate fee structures and what services are reimbursed by the ambulance contractor to allow for the increased efforts required by the recommendations of this report. The ambulance contractor should be expected to reimburse for medical direction, contract administration, and quality improvement program requirements. Additionally, the ambulance permits and inspection fees should be adequate to compensate the LEMSA for its ordinance administration activities.

   The recommendations of the report include the elimination of the current EMCC as required by county ordinance and its replacement with an emergency medical advisory group made up of system stakeholders. This allows more flexibility for addressing issues and implementing changes. It will also improve transparency and communications among those involved in the EMS system.

Implementing the changes recommended in this report will prepare the Yolo County EMS System for the future and provide agility to respond to the healthcare delivery changes occurring as this report is being written.

ATTACHMENT C: Summary of Recommendations

Each recommendation is followed by a color-coded categorization of its importance as High, Medium, and Low. A recommended timeframe for implementation of the recommendation is also identified as less than 1 year, 1 to 3 years, or greater than 3 years.

Priority	Timeframe
Low	< 1 Year
Medium	1 – 3 Years
High	> 3 Years

PSAP's and Medical Dispatch

1. Require that all EMS calls originating from 9-1-1 receive comprehensive EMD evaluations to identify the priority levels of the call, the appropriate response resources, and specific information regarding the patient's condition necessary for filing for reimbursement for the patient transport. There are multiple options by which this can be accomplished and these include:
   1) All callers requesting medical aid through 9-1-1 should be routed through a central center such as YECA, where EMD processes can be followed on each and every call.
   2) Another option would be for each of the PSAP's to institute and comply with EMD practices.
   3) A final option would be to route the callers from those centers that do not have EMD capabilities to the ambulance contractor for EMD processing.
2. Option number one is seen as the best option for Yolo County for a number of reasons. First, YECA has EMD trained personnel at this time and is planning on expanding its practices to include prioritization by using the specific determinants identified through the EMD process. YECA is also in process of installing a new CAD system which should be capable directly interfacing and downloading information to the ambulance contractor's CAD system. The final reason that this option is recommended is that the EMD capability and the call processing capability will be retained in the public domain of the County system.

Priority	Timeframe
High	1 – 3 Years

3. Require the ambulance contractor to install electronic interfaces with the major PSAP CADs. This direct electronic interface will allow the immediate transmission of patient location and other information determined through the interrogation process.

Priority	Timeframe
High	1 – 3 Years

4. Ensure that there is appropriate physician medical direction of the protocols used in the EMD system and that compliance with those protocols is monitored on a routine basis through advanced quality improvement processes.

Priority	Timeframe
High	1 – 3 Years

5. Collect and evaluate and report on time increments involved in the receipt and the dispatch of calls to emergency medical events.

Priority	Timeframe
Medium	1 – 3 Years

First Responders

6. Allow and encourage first responders to respond to only those calls where the patients are likely to benefit from the quick response of the first responders or in instances where there is going to be a delayed response from the ambulance contractor.

Priority	Timeframe
High	1 – 3 Years

7. Continue to provide medical first response at the EMT level with AED capabilities and evaluate the initiation of expanded scope capabilities for certain drugs or interventions.

Priority	Timeframe
High	Ongoing

8. Develop and conduct regular joint training events among the first responders and ambulance contractor personnel and other County healthcare providers.

Priority	Timeframe
High	< 1 Year

9. Standardize data collection and include first responder activities in a system wide quality improvement process. While first responder agencies have their own internal quality improvement practices, we could find no evidence of standardization of the data elements collected and the compilation of this information to be able to establish a quality management system to ensure ongoing improvement in the delivery of healthcare services to the patients of Yolo County.

Priority	Timeframe
Medium	**1 – 3 Years**

Emergency Ambulance Service Provider

10. Draft an amendment to the existing contract to include clear definition of roles, responsibilities and expectations and to establish defined performance requirements with consequences for non-compliance. These provisions should address the contractor's required activities for public education, prevention programs, joint training, communication, and regular reporting requirements to the County and municipalities and stakeholder agencies.

Priority	Timeframe
High	< 1 Year

11. AMR should intensify its efforts to directly communicate at managerial levels with the client (i.e., Yolo County) and municipalities and stakeholder agencies within Yolo County. Heightened communication can improve not only AMR's ambulance operations but relationships with system participants and will aid in constant improvement of system delivery activities.

Priority	Timeframe
High	< 1 Year

Receiving Facilities

12. Insure meaningful hospital input into EMS system decisions that may impact their facilities or for actions in which they will be involved in the delivery of care.

Priority	Timeframe
Medium	**1 – 3 Years**

13. Establish a work group representing S-SV, the County, the hospitals, and transport providers in order to create a formalized plan for accessing urgent transportation of patients from Yolo County hospitals to higher levels of care.

Priority	Timeframe
Medium	**1 – 3 Years**

Local EMS Agency

14. Improve communication, collaboration, and involvement by S-SV representatives to address the unique issues within the county.

Priority	Timeframe
High	**< 1 Year**

15. Establish a comprehensive template report on relevant performance measures for Yolo County EMS and produce and disseminate performance information at least on a quarterly basis to the municipalities, the stakeholder agencies and the county representatives.

Priority	Timeframe
Medium	**1 – 3 Years**

16. Work with the County to reconstitute the EMCC with predominant membership to include representatives from all stakeholder groups and to establish standing sub-committees to address day-to-day operational issues and work groups to collaborate in implementing recommendations included in this report.

Priority	Timeframe
High	**1 – 3 Years**

17. Collaborate with County representatives to clearly define MHOAC responsibilities and implement procedures to provide consistent contact and response procedures.

Priority	Timeframe
Medium	**1 – 3 Years**

18. Develop and implement a comprehensive quality management system within Yolo County that includes the collection of agreed upon data points from first responders, the ambulance providers, and the receiving facilities. The results of the quality management performance system should be managed through the quality improvement committees of S-SV but also disseminated to the larger group of stakeholders and governmental officials.

Priority	Timeframe
High	**1 – 3 Years**

19. Evaluate costs of administering emergency ambulance contract, medical direction, quality improvement processes, permitting, and inspections in order to recoup appropriate amounts from the emergency ambulance contractor by imposing additional fees in the amended contract and from other ambulance services through permitting and inspections fees.

Priority	Timeframe
Medium	**< 1 Year**

Yolo County and its Department of Public Health

20. The Health Department should increase communication and participation in a broad range of LEMSA activities.

Priority	Timeframe
High	**< 1 Year**

21. In collaboration with S-SV, the Health Department should develop reporting processes to insure S-SV's fulfillment of its responsibilities and to share EMS system performance measures and activities.

Priority	Timeframe
Medium	< 1 Year

22. The Board of Supervisors should specifically delegate to the Health Officer the responsibility to liaise with, assist, and monitor S-SV performance and compliance with the JPA agreement. The Health Officer should be allowed to designate another individual to perform these functions.

Priority	Timeframe
High	< 1 Year

23. The Board of Supervisors should amend the ambulance ordinance to create permitting and performance requirements for CCT and to ensure that appropriate fees are in place to perform required permitting, administration, monitoring, and inspection.

Priority	Timeframe
High	< 1 Year

24. Collaborate with S-SSV representatives to clearly define MHOAC responsibilities and implement procedures to provide consistent contact and response procedures.

Priority	Timeframe
High	< 1 Year

25. The Health Department should enlist supporters and advocate at the state level for policy changes or legislative initiatives to broaden EMS options for the future. These include:

    - Alternative destinations
    - Treatment and release protocols
    - Community paramedicine
    - 9-1-1 triage to alternative advice lines or care providers

Priority	Timeframe
High	> 3 Years

The City of Winters Exclusivity

26. S-SV should collaborate with Winters and the County of Yolo to establish an exclusive operating area for the Winters and conduct a competitive procurement for ambulance services to respond to 9-1-1 emergencies.

Priority	Timeframe
Medium	**1 – 3 Years**

AMR Contract

27. Amend the current AMR contract with S-SV to include clarification of roles and responsibilities and comprehensive performance requirements. A template that could be used to identify the needed changes is the contract between AMR and the County of Napa. This contract was the result of a recently completed procurement process and was accepted by AMR as the successful bidder. Not all provisions are relevant to Yolo County but this would provide a foundation for S-SV to identify potential provisions to include in a new contract. If AMR does not agree to amend the contract, S-SV should consider a competitive procurement for the County's EOA provider.

Priority	Timeframe
High	< 1 year

Data Systems

28. Support YECA's acquisition and implementation of a modern CAD system and ensure that the system is capable of computerizing EMD activities and interfacing with the ambulance contractor's CAD.

Priority	Timeframe
Medium	1 – 3 Years

29. S-SV should consider acquiring bio-surveillance monitoring and reporting software to be able to mine the data in multiple databases for quality management and system performance monitoring purposes.

Priority	Timeframe
Medium	> 3 Years

30. Receiving facilities should implement mechanisms to electronically transfer information to S-SV regarding patient outcome for designated patient types.

Priority	Timeframe
High	1 – 3 Years

31. The ambulance service should be required to electronically transfer patient care report information to the receiving facilities in a format that can be incorporated in the patient's electronic health record at the facility.

Priority	Timeframe
Medium	1 – 3 Years

Ambulance Rates

32. We recommend that S-SV institute a rate regulation process that allows the contractor to annually increase rates to match the cost of living increases and to apply for additional rate increases in the event something occurs with reductions in reimbursement or increases in costs that are beyond the contractor's control.

Priority	Timeframe
Medium	1 – 3 Years

Ambulance Response Times, Requirements and Zones

33. We recommend the creation of three discreet performance areas designated as low, medium and high density zones. We recommend that the high density zones have a 10 minute ambulance response, 90% of the time. The medium density zones have a 15 minute response, 90% of the time. The low density zones should have a 30 minute response, 90% of the time. Penalties for non-compliance with response times should be established for each of the three zones (high, medium, and low density). The response times should be measured monthly.

Priority	Timeframe
High	< 1 year

ATTACHMENT D

References Used to Develop Recommendations

FITCH
& ASSOCIATES

Attachment D: Reference Information and Websites

Fitch & Associates, LLC, Consultant Report Prepared for: Contra Costa County EMS Agency, September, 2003

NHTSA, Emergency Medical Services – Agenda for the Future, 2010

HRSA, rural and Frontier Emergency Medical Services Agenda for the Future: a Service Chief's Guide to Create Community support of Excellence in EMS, 2004

Western Eagle County Health Services District, Community Paramedic™ Program Handbook, Fall 2011

EMS1 News, Case study: How and EMS agency tackled frequent fliers, 2/07/2012

LAWS of MINNESOTA for 2011 CHAPTER 12–S.F.No. 119

Bobrowa BJ, Ewy GA, Gordon A. Ewy. Ventilation during resuscitation efforts for out-of-hospital primary cardiac arrest. Current Opinion in Critical Care 2009; 15:228–233

Zavadasky M. Response Time Realities: The Scientific Evidence, EMS Insider, Feb 2012, 39(2):4-5

Eisenberg MS, Bergner L, Hallstrom A, Cardiac Resuscitation in the Community: Importance of Rapid Provision and Implications for Program Planning, JAMA. 1979; 241(18):1905-1907

Newgard CD, Schmicker RH, Hedges JR, et. al. Emergency Medical Services Intervals and Survival in Trauma: Assessment of the "Golden Hour" in a North American Prospective Cohort, Annls of Emerg Med, 2010:55:3:235-246.

Lerner EB, Moscati RM. The Golden Hour: Scientific Fact or Medical "Urban Legend"? Academic Emergency Medicine, July 2001, 8(7): a759-760

Blackwell TH, Kline JA, Willis JJ, Hicks GM. Lack of Association Between Prehospital Response Times and Patient Outcomes. Prehosp Emerg Care 2009:13(4): 444-450.

©Fitch & Associates, LLC

Stiell IG, Nesbitt LP, Pickett W, et. al. The OPALS Major Trauma Study: impact of advanced life-support on survival and morbidity, CMAJ, 2008:178(9):1141-1152

Stiel IG, Wells GA, Field B, et. al. Advanced Cardiac Life Support in Out-of-Hospital Cardiac Arrest, N ENGL J MED 2004:351;7: 647-656.

Stiell IG, Spaite DW, Field B, et. al. Advanced Life Support for Out-of-Hospital Respiratory Distress, N ENGL J Med 2007, 346;21: 2156-2164.

Sampalis JS, Denis R, Lavoie A, et al. Trauma care regionalization: a process-outcome evaluation. J Trauma. 1999; 46:565-581.

MacKenzie EJ, Rivara FP, Jurkovich GJ, et al. A national evaluation of the effect of trauma-center care on mortality. N Engl J Med. 2006;354:366-378

Mullins RJ, Veum-Stone J, Helfand M, et al. Outcome of hospitalized injured patients after institution of a trauma system in an urban area. JAMA. 1994;271:1919-1924.

Mullins RJ, Veum-Stone J, Hedges JR, et al. Influence of a statewide trauma system on location of hospitalization and outcome of injured patients. J Trauma. 1996;40:536-545.

Mullins RJ, Mann NC, Hedges JR, et al. Preferential benefit of implementation of a statewide trauma system in one of two adjacent states. J Trauma. 1998;44:609-617.

Demetriades D, Martin M, Salim A, et al. The effect of trauma center designation and trauma volume on outcome in specific severe injuries. Ann Surg. 2005;242:512-519.

Stiel IG, et. al. Advanced Cardiac Life Support in Out-of-Hospital Cardiac Arrest

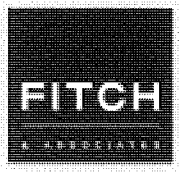
Gonzales L, Langlois J, Parker C, Yost D. Combined Interventions May Improve Success When Treating Sudden Cardiac Arrest. PREHOS EMERG CARE 2010;14:22-228

De Luca G, Suryapranata H, Ottervanger JP, Antman EM. Time Delay to Treatment and Mortality in Primary Angioplasty for Acute Myocardial Infarction: Every Minute of Delay Counts, Circulation. 2004:109:1223-1225.

Hacke W, Kaste M, Bluhmki E. et. al. Thrombolysis with Alteplase 3 to 4.5 Hours after Acute Ischemic Stroke. N ENGL J MED 359;13; 1317-1329.

Napa County Emergency Ambulance Service Agreement with AMR (2011)

http://www.emergencydispatch.org/articles/ArticleMPDS(Cady).html
THE MEDICAL PRIORITY DISPATCH SYSTEM-A SYSTEM AND PRODUCT OVERVIEW by Geoff Cady, Consultant and EMT-P
http://www.emergencydispatch.org/articles/positionpaper1.htm Prehospital and Disaster Medicine, Vol. 4, No. 2, October-December 1989 Jeff J. Clawson, MDPosition Paper: Emergency Medical Dispatching, National Association of Emergency Medical Services Physicians
http://www.emergencydispatch.org General EMD Information


FITCH

CITY OF WINTERS
california
Est. 1875

July 31, 2012

Chairman Jim Provenza
Board of Supervisors- Yolo County
625 Court Street, Room 204
Woodland, CA 95695

RE: Yolo County EMS- Fitch & Associates Report

Dear Chariman Provenza and Members of the Board of Supervisors:

On behalf of the City Manager's of Yolo County (Yolo Manager's Group), the following recommendations are presented in relation to the Board's consideration of the Fitch & Associates Report regarding Emergency Medical Services for Yolo County.

Background:

The Cities, Yolo County, Yocha de He and U.C. Davis co-funded a review and analysis of the current EMS System for Yolo County with Fitch & Associates. The final draft report was presented to City Manager's and EMS Coordinators on Thursday, July 26, 2012 and the Yolo Manager's subsequently met to discuss this issue on July 30, 2012.

As a group, we feel it is necessary to provide recommendations for moving forward this item for one of the critical emergency services provided throughout Yolo County.

Review and Recommendations:

The Report presents four (4) key areas of recommendations, including:

1. Change in Dispatching and Call Prioritization
2. New Quality Management Program
3. The development of a new ambulance operational agreement
4. Amended Ordinances and Roles for EMS oversight and management.

Generally, the managers concur with the reports establishment of a framework under which Yolo County EMS would see a modernization in the overall design of the system which will best address the needs for Yolo County. The report is well balanced but leaves open the process for moving forward.

318 First Street
Winters, CA 95694
Phone 530.795.4910
Fax 530.795.4935

COUNCIL MEMBERS
Harold Anderson
Wade Cowan
Michael Martin

MAYOR
Cecilia Aguiar-Curry

MAYOR PRO TEM
Woody Fridae

CITY CLERK
Nanci Mills

TREASURER
Michael Sebastian

CITY MANAGER
John W. Donlevy, Jr.

The Yolo Manager's would like to recommend to the Board of Supervisors the following policy guidance to move this process forward:

1. Receive the report's recommendations and begin a process for defining the future EMS System for Yolo County including performance, protocols and systems for how EMS will operate County-wide.
2. Evaluate and consider the form and role of the LEMSA and who will serve in that capacity for Yolo County. This should probably include at least three (3) options including a Yolo LEMSA, a modified arrangement with SSV or consideration of management through other outside agencies.
3. Development of an overall work program for the evaluation, review and implementation of recommendations from the Fitch Report.

These responsibilities should be assigned back to the Health Department for a coordinated review with the Yolo Emergency Medical Coordinating Council (EMCC) (or an established working group) and a report/recommendations be brought back through the Yolo County Manager's Group to the Board of Supervisors at a date determined by County Health/EMCC, but not later than January, 2013.

Further, the Yolo Manager's would request that the following outcomes be core guiding principles for the ultimate recommendations:

- ***Accountability*** for the LEMSA and Contractor to the community as represented by key stakeholders.
- ***Transparency*** in the delivery model which is demonstrated through contract compliance and implementation.
- ***Innovation and cutting edge*** system wide improvements are proposed through the ensuing process.
- ***Public/Private partnerships*** are identified to maximize overall EMS efficiencies resulting in increased services and reduced costs to affected agencies.
- ***Collaboration*** results in overall system improvements, patient services and consumer protection.

As representatives of our respective jurisdictions, we appreciate the participation of all agencies in this process and look forward to the progressive improvement of EMS in Yolo County.

Sincerely,

John W. Donlevy, Jr.
City Manager- Winters