County of Santa Cruz

HEALTH SERVICES AGENCY

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**EMERGENCY MEDICAL
SERVICES PROGRAM**

EMERGENCY MEDICAL CARE COMMISSION

MINUTES – May 15, 2023, 9:00am-10:35am

COMMISSIONERS:

X	Dr. Kent Benedict, M. Koenig, Dist. 1	X	Chris Clark, Law Enforcement (remote)
X	Celia Barry, Z. Friend, Dist. 2 – CO-CHAIR	X	Jason Nee, Fire Chief's Assoc. – CO-CHAIR
X	Dr. Marcus Kwan, J. Cummings, Dist. 3		Eric Conrad, Dominican Hosp.
	Open Position, F. Hernandez, Dist. 4		Robert Schambach, Watsonville Hosp.
X	Dr. Arnold Leff, B. McPherson, Dist. 5	X	Jeremy Boston, AMR
X	Dr. Marc Yellin, Medical Society		Open Position, Consumer Rep.

REMOTE ATTENDEES:

X	Jeff Horner	X	Kent Cramer
X	Chris Stubendorff	X	Michael Baulch
X	Becky Shoemaker		

COUNTY STAFF:

X	Greg Benson, EMS Director	X	Dr. David Ghilarducci, Medical Officer
X	Emily Chung, Public Health Director	X	Claudia Garza, Sr. Dept. Admin. Analyst
X	Shelley Huxtable, Office Assistant III	X	Juliette Burke, Chief Deputy Clerk, BOS
X	James Russell, Sr. BH Manager	X	Karen Kern, Deputy Dr., Mental Health/Substance Abuse

ITEM:

1. Call to Order at 9:00am and a quorum was established.

2. Review/Correct Agenda - all OK.

3. Approve Minutes from March 20, 2023
   Commissioner Nee made motion, Commissioner Benedict seconded motion, all Commissioners in agreement.

4. Written Correspondence – None.

5. Oral Communications – None.

6. Behavioral Health Pediatrics Update, James Russell, (see presentation that was attached to the agenda).
   June 30 hard stop date Telecare stops accepting pediatric patients. In negotiations with Watsonville Hospital to accept pediatric patients, updates in 2 weeks.

7. Oath of Office administered to all Commissioners present - Juliette Burke.

8. Radio Communications RFP Update – Chris Clark, presentation attached. After the CZU fire it was determined that the County radio system needed a complete overhaul. The County Officer's office is full support of this project. Hired Z Consulting to compare current system to new system, project is just starting, County has work groups from different agencies to create RFP based on their needs. Cost estimate is $30 million. Same system as neighboring counties. Implementation scheduled for 2026. Commissioner Barry asked if more cell towers are part of the plan. Commissioner Clark will get back to the group with that answer.

9. A rousing welcome to Jeremy Boston, EMCC newest commissioner.

10. No applicants for the two open commissioner positions.

11. Vote for Commissioner Nee to be EMCC Co-Chair – Commissioner Kwan made the motion, Commissioner Yellin seconded motion, all Commissioners in agreement. Vote for Commissioner Barry to be EMCC Co-Chair – Commissioner Benedict made the motion, Commissioner Yellin seconded the motion, all Commissioners in agreement.

12. EMCC Meeting Cadence – Bi-monthly or Quarterly. Greg Benson requested moving EMCC meetings to bi-monthly. Commissioner Barry mentioned quarterly may have concerns due to establishing quorum and missed opportunities, prefers bi-monthly. Commissioner Yellin mentioned quarterly meetings would be work-heavy due to less frequent meeting, prefers bi-monthly. Dr. Ghilarducci would like bi-monthly EMCC meetings to coincide with PAC/QIC/HEMS meetings being held immediately following EMCC on even months. Commissioner Leff made the motion, Commissioner Yellin seconded the motion, all Commissioners in agreement.
Greg Benson would like to switch the online/remote option to Microsoft Teams due to logistics and a much heavier County presence on Teams than Zoom. Commissioner Kwan made the motion, Commissioner Boston seconded the motion, all Commissioners in agreement.

13. EMS Week, Greg Benson - 4 calls, 2 traumatic injuries, 2 cardiac arrests. Proclamations in written correspondence only, no public presentation at most recent BOS meeting. NetCom Board Meeting to recognize and present proclamations. Commissioner Yellin stated it is a big deal for BOS to acknowledge the proclamation recipients. reg Benson to investigate further with the BOS. Emily Chung asked if we can present in the public comment section of the BOS meeting. Greg Benson wants to plan in advance with EMCC. Greg and Emily to discuss BOS presentation.

14. Program Updates

    a. Covid and Flu Updates, Dr. Ghilarducci – Covid Public Health Emergency ended May 11, however support systems will be in place until November 11 for those without co-pays for testing, etc. Those on Medi-Cal need to re-apply now. MPOX outbreak in Chicago. Norovirus had a few fatalities. Flu is currently non-existent. RSV is OK. There is an uptick in syphilis, we need to make first responders more aware so they can take the necessary precautions. Commissioner Boston asked about masking rules for first responders, Dr. Ghilarducci said that employers can require masks.

    b. Prehospital Advisory Committee, Dr. Ghilarducci – Ketamine is to be added as an analgesic alternative to opiates for pain relief. Opioids can be harmful to those in recovery and Ketamine is a good alternative. Buprenorphine is another alternative, however there is difficulty in obtaining it. Monterey County will start using Ketamine in a week. Commissioner Boston is looking into obtaining it for Santa Cruz County. Commissioner Nee advised of an albuterol shortage, Xopenex is an alternative.
There have been a few missed air ambulance calls. More training on the call down list for 911 operators is needed.

    c. EMS Administrator Report, Greg Benson – Ambulance contract compliance is almost up to date with budgets and contract renewal info. A survey for organization mapping for EMS employers has gone out to partner agencies in fire, law and ambulance on how to improve service.

    d. ET3 and Innovator Report, Jeremy Boston – Recruiting for new Innovator, interviews starting soon. No ET3 report, hope to have Brad Cramer do ET3 and Innovator reports for next meeting.

    e. Behavioral Health Update, Dr. Marc Yellin – Adding to James Russell's earlier presentation, pediatric behavioral health in a crisis, over 1500 psych consults at Dominican ER in April, 20,000 last year. Patients are not getting the care they need, parental permission is required to transfer to out of county facility, and some parents will not grant permission because of distance from home, support, etc. If patient brought in by LEO, LEO must stay with patient until they are transferred, which is not a good use of LEO resources.

15. Proposed Agenda Items for next EMCC Meeting – California Senate Bill 1168, what EMS related issues would the EMCC like presentations/more information on.

16. Adjournment – 10:35am Commissioner Kwan made a motion to adjourn the meeting, Commissioner Benedict seconded the motion, all Commissioners in agreement.

Information Services

NextGen Radio System Upgrade

Project Kickoff
April 27, 2023 @ 1:00 to 2:30 PM

iSD
SANTA CRUZ COUNTY
INFORMATION SERVICES

THE COUNTY OF SANTA CRUZ
1850

Agenda

ID	Time	Action Item and Intended Result
1	1:00-1:10	**Introduction:** Carlos Palacios, CAO County of Santa Cruz
2	1:10-1:30 pm	**Background** • Genesis of NextGen Radio project • Review of current radio system • Overview of Assessment by Federal Engineering / Z Consulting **Result:** Attendees understand project and need for the NextGen Radio system; and benefits of a Countywide NextGen P25 system.
3	1:30-2:00 pm	**NextGen Radio Project Overview / Project tracks** • RFP and Procurement • Cost Allocation and Financing • Governance Operational Model • Implementation schedule **Result:** Attendees understand the project management tracks and their purpose.

| ID	Time	Action Item and Intended Result
4	2:00-2:15 pm	**Project Management Structure / Work Groups** • County project team / Project sponsors • Executive Steering committee • Work groups (RFP, Finance, Governance) **Result:** Attendees understand the project work groups and consider appropriate personnel to assign to each group.
5	2:15 – 2:30 pm	**Wrap up / Questions / Next Steps** **Result:** Attendees have questions clarified and are informed of the next steps in the project.

Introductions

1	AMR Santa Cruz
2	Central Fire
3	CHP-Aptos (Mutual Aid)
4	City of Capitola (City Manager/Police Department)
5	City of Santa Cruz (City Manager/Police Department)
6	City of Scotts Valley (City Manager/Police & Fire Departments)
7	City of Watsonville (City Manager/Police Department)
8	Felton Fire
9	NETCOM (Regional Dispatch)
10	Santa Cruz County, Department of Public Works, CAO, DA, EMS, ISD, HS, HSD, Parks, GSD, Probation, Sheriff, Office of Response, Recovery & Resilience
11	State Parks (Mutual Aid)
12	UCSC Police (Mutual Aid)

Welcome

Carlos Palacios
County Administrative Officer
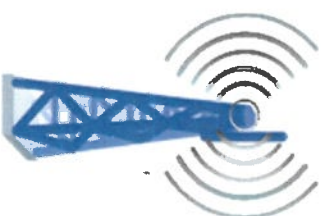
Countywide Radio System

Genesis of NextGen Radio Project
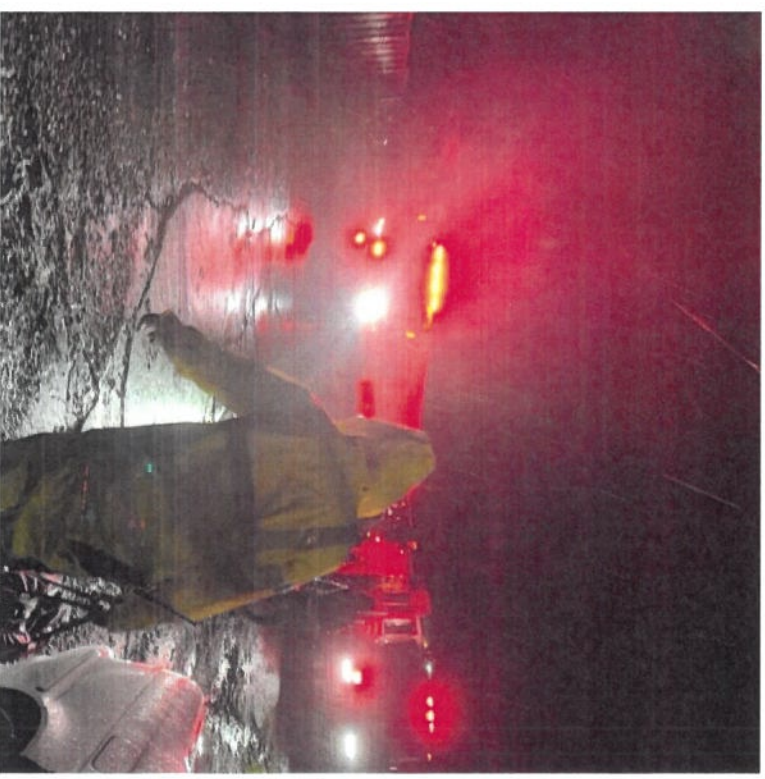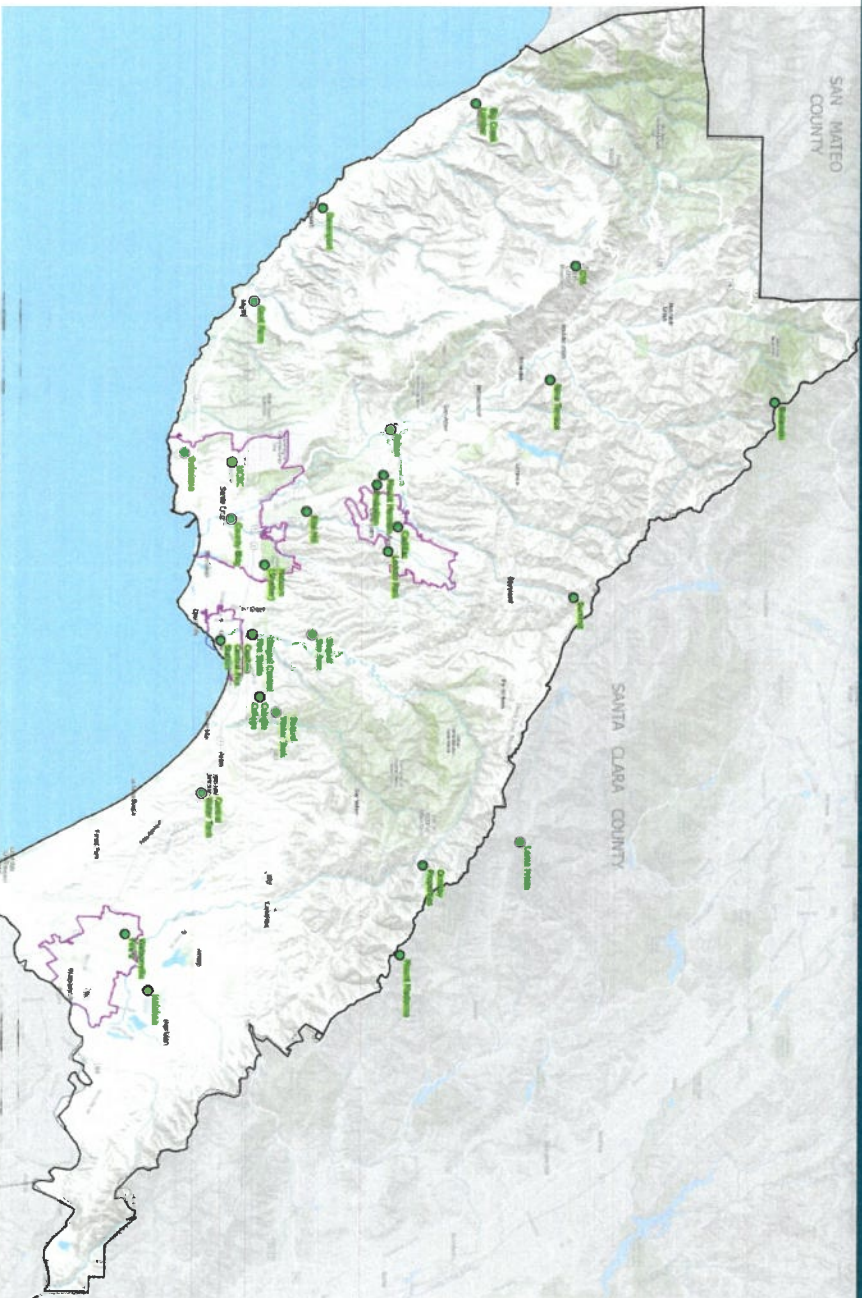
Why Public Safety Radio Upgrade

Chris Clark
Undersheriff

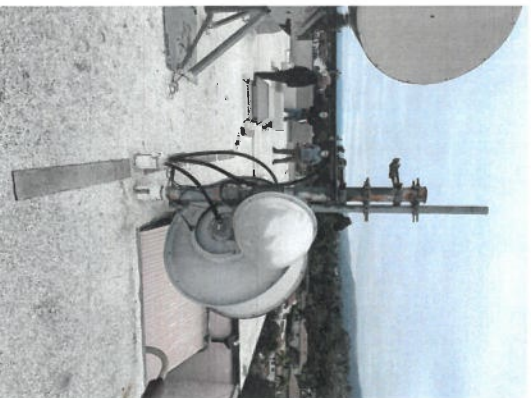# Current Radio Systems

Tammie Weigl
Zahid Masood

Current Radio Systems

- The County, Police Departments, and Fire Districts operate radio system(s), whose System infrastructure components are at or near the end of their lifecycle

- Fire and Law agencies have identified radio coverage gaps throughout the County

Current Radio Systems' Elements

LMR/BACKHAUL: Land Mobile Radio &
Microwave Radio System

SUBSCRIBERS: Portable/Mobile

DISPATCH CENTER: dispatchers to talk to radio
users on all County LMR systems

Current Radio System: Major Elements Ownership

	Major Elements	Current Structure
1	LMR (Land Mobile Radio)	Individual Agencies
2	Backhaul (Microwave / Fiber / Copper)	Individual Agencies County/Fire
3	Dispatch	Shared Scotts Valley
4	Infrastructure (Sites, Towers, Shelters, Generators)	Individual Agencies County/Fire
5	Subscribers (handhelds / Mobiles)	Individual Agencies
6	Ongoing Infrastructure Maintenance	Mixed

Current Radio Systems

- System upgrades are needed

  - Individual partner agency upgrades vs. a regional system

- Joining together for the upgrades will be efficient, cost effective and serve the public best

Project Track: Technical – ASSESSMENT/ROADMAP RECAP

Santa Cruz County, California

**Radio System Assessment and
Communications Roadmap Report**

FINAL

June 13, 2022

Prepared by:

Federal
Engineering®

Federal Engineering, Inc.
10560 Arrowhead Dr
Fairfax, VA 22030
703-359-8200

- Reviewed existing system documentation

- Conducted stakeholder interviews to gain insight into current system issues and future radio system needs

- Evaluated existing system based on user-provided information

- Performed computer-based radio coverage analyses and representation of the current system radio coverage, assessed the coverage gaps, and identified candidate sites to fill these gaps

- Developed and analyzed system alternatives

- Summarized and delivered in a *Radio System Assessment and Communications Roadmap Report*

- Initial Cost Estimates: $30M

Highlights of Key Performance Improvements

Coverage Comparison

System Description	System Technology	No. of Sites	Mobile (County)		Portable On-Street (2021 Calls for Service)		Portable In-Building (US Census Block Population)	
			Talk-Out	Talk-In	Talk-Out	Talk-In	Talk-Out	Talk-In
					Coverage Percentages			
Existing Sheriff Red/Blue Channels	VHF Analog	4 TX / 22 RX	73	95	46	53	26	29
Alternative 1	VHF P25	8 TX / 23 RX	89	>99	88	88	72	50
			22%	4%	91%	66%	177%	72%
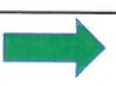
Projected Coverage

13

Project Tracks

Tammie Weigl
Zahid Masood

Project Tracks

TECHNICAL
Radio System Procurement & Implementation

FINANCE
Cost Allocation & Funding

GOVERNANCE

Timeline

NextGen Radio System Upgrade

	2023									2024												2025												2026
	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J-J
RFP & PROCUREMENT PROCESS	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨																					
COST ALLOCATION & FUNDING		▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩	▩																
GOVERNANCE		▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣	▣
IMPLEMENTATION														▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤	▤

Project Tracks

Technical	Finance	Governance
Phase 1 Assessment Roadmap	**Step 1** Working Group	**Step 1** Working Group
Phase 2 System Procurement	**Step 2** Cost Allocation	**Step 2** Participating Agencies
Phase 3 Implementation	**Step 3** Funding Options	**Step 3** MOUs or JPA
	Step 4 Adoption	**Step 4** Adoption

Project Track: Technical PHASE 2 – RFP PROCESS

Start

Step1: Form Working Groups Project Kickoff

2: Validate System Requirements

3: Develop Draft RFP

4: Circulate Draft RFP for Comments

5: Release Approved RFP to Vendors

6: Prepare Evaluation Workbook

7: Review Proposals Select a Vendor

8: Initiate Contract Negotiations with Selected Vendor

End
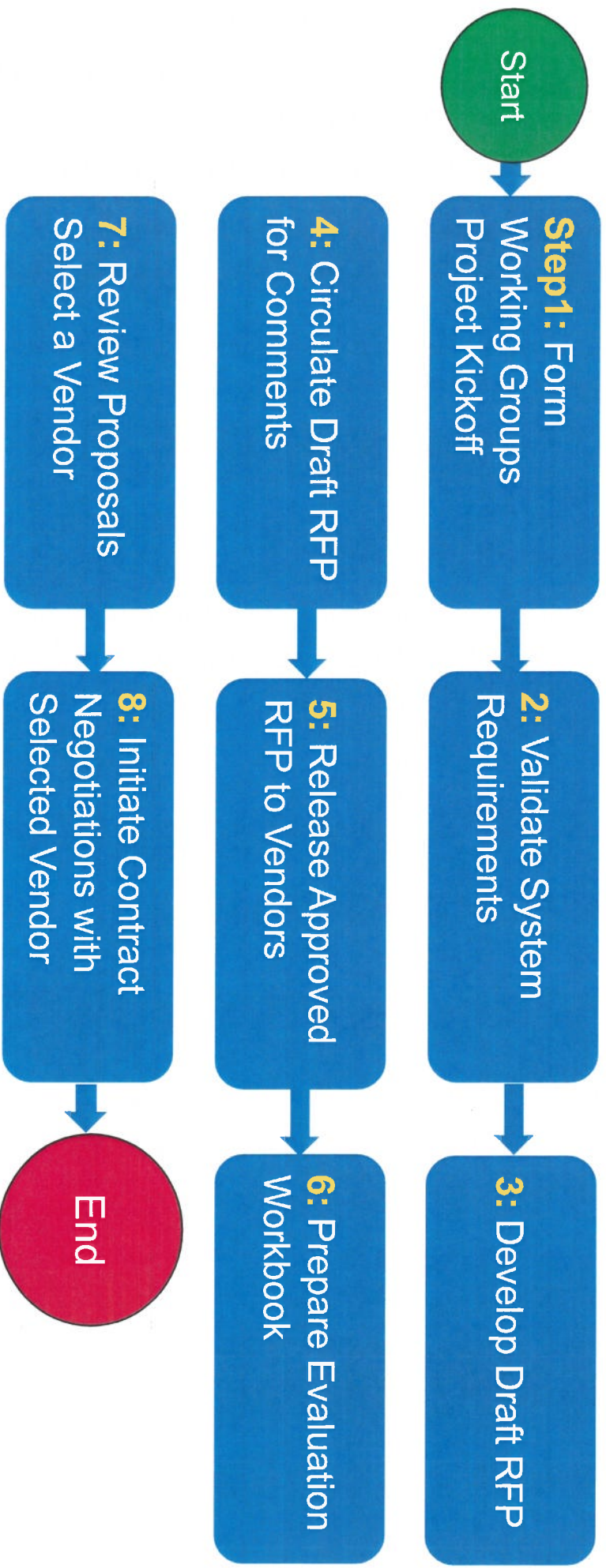
Project Track: SYSTEM PROCUREMENT AND IMPLEMENTATION PHASES

Radio System Procurement & Implementation

Phase 1
Assessment Roadmap

9/21 – 6/22

Phase 2
System Procurement (RFP Process)

4/23 – 3/24

Phase 3
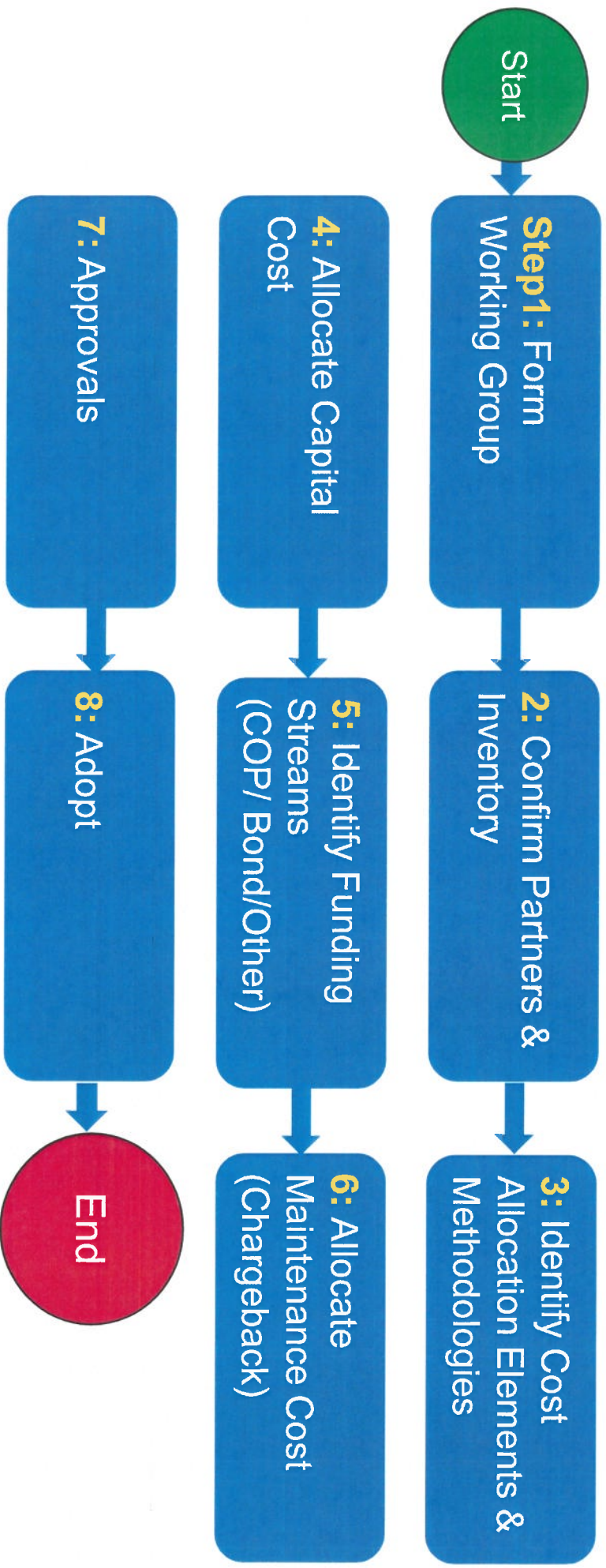Implementation

4/24 – 3/26

RFP Process: Steps

1 WORKING GROUPS

- Selection Committee: Suggest up to 7 members with technical, operational radio background
- Executive Steering Committee: Up to 10 members to provide guidance at major milestones

2 VALIDATE SYSTEM REQUIREMENTS

- Review user requirements
- Update and approve

3 DEVELOP DRAFT RFP

- Develop functional specification
- Define performance requirements
- Identify candidate sites
- Include implementation services
- Include warranty, extended maintenance options

4 & 5 CIRCULATE FOR COMMENT / FINALIZE RFP FOR RELEASE

- Evaluation Criteria/Dates
- Work with purchasing to release it
- Support vendor Q&A

6 & 7 PREPARE EVALUATION WORKBOOK / REVIEW RESPONSES WITH SELECTION COMMITTEE

- Vendor interviews
- Scoring and Selection

8 CONTRACT NEGOTIATIONS

- Finalize scope and pricing
- Terms
- Prepare for contract approval

Project Track: Governance PROCESS STEPS

Start

Step1: Form Working Group

2: Confirm Partners

3: Identify Models JPA/MOUs

4: Select a Model

5: Draft Selected Model

6: Adopt

End
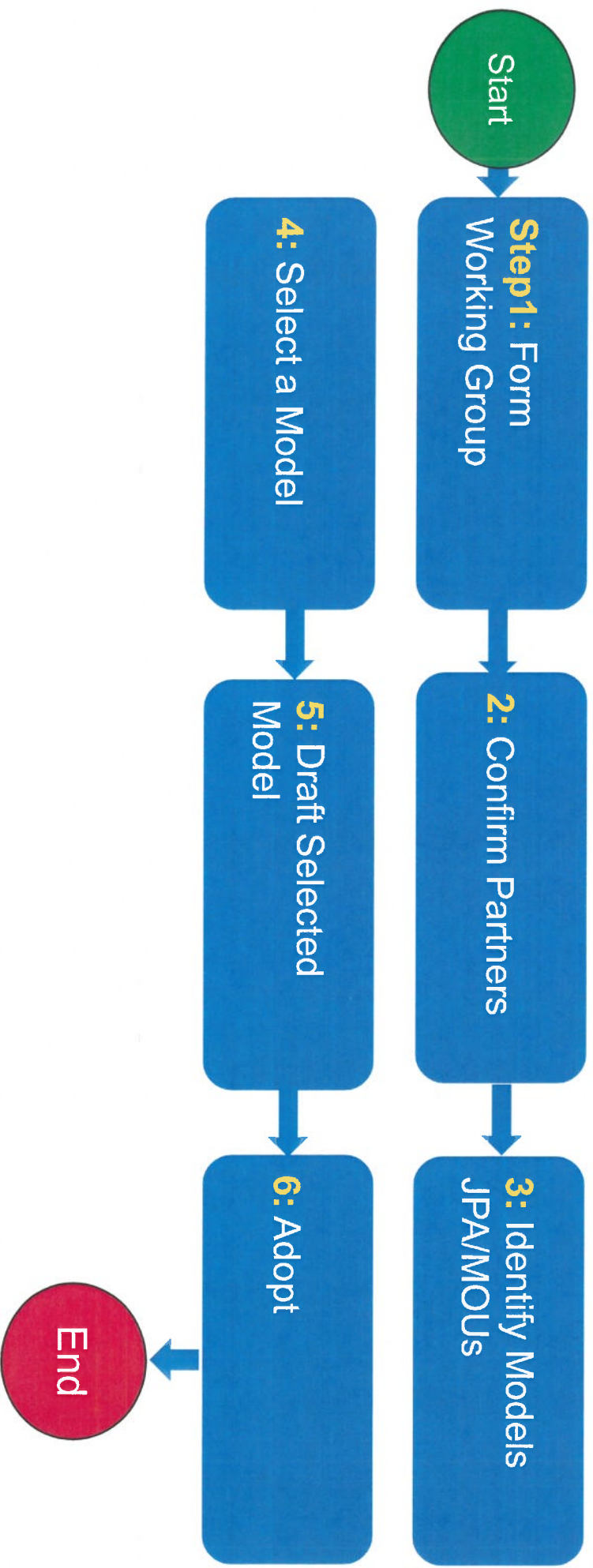
Project Track: Finance PROCESS STEPS

Start

Step1: Form Working Group

2: Confirm Partners & Inventory

3: Identify Cost Allocation Elements & Methodologies

4: Allocate Capital Cost

5: Identify Funding Streams (COP/Bond/Other)

6: Allocate Maintenance Cost (Chargeback)

7: Approvals

8: Adopt

End

Finance: Major Elements Ownership

	Major Elements	Current Structure	Proposed Structure
1	LMR (Land Mobile Radio)	Individual Agencies	• County Led / Shared
2	Backhaul (Microwave / Fiber / Copper)	Individual Agencies County/Fire	• County Led / Shared
3	Dispatch	Shared Scotts Valley	• Shared
4	Infrastructure (Sites, Towers, Shelters, Generators)	Individual Agencies County/Fire	• County Led / Shared
5	Subscribers (handhelds / Mobiles)	Individual Agencies	• Individual Agencies
6	Ongoing Infrastructure Maintenance	Mixed	• Shared

Project Management Structure & Next Steps

Tammie Weigl
Zahid Masood

Project Management Structure

	Elements	Description
1	COUNTY PROJECT TEAM ISD/CONSULTANT	• Tammie Weigl, Alen Plicanic, Ryan Friedrich • Z Consulting / Federal Engineering (Zahid Masood, Rajit Jhaver, David TerMorshuizen, Luis Camarillo)
2	PROJECT SPONSORS	• Elissa Benson, Chris Clark, and Tammie Weigl
3	EXECUTIVE STEERING COMMITTEE	• Being formulated
4	WORK GROUPS	• Being formulated (Selection Committee, Finance Work Group, Governance Work Group)
5	PROJECT COMMUNICATIONS PLAN	• Set up a SharePoint Site to provide periodic updates

Project Management Structure : Work Groups

	Track	Action	Role	Recommendation	Target Completion
1	System Procurement	• Form Selection Committee With technical / operational radio background	• Provide feedback on specifications • Confirm Selection Criteria • Evaluate RFP responses • Select a vendor and Recommend it to the Steering Committee	Representation from: • Fire: 2 • Police Departments: 2 • Sheriff Department: 1 • NETCOM: 1 • ISD Radio: 1	**Email suggested names to Tammie Weigl by May 5**
		• Start specifications review meetings			**Week of May 22**
2	Finance	• Form Finance Work Group Experienced in cost allocation, chargeback, and financing of large projects	• Work on Cost Allocation • Work on Financing Options • Recommend to Steering Committee for approval	Representation from: • Fire Districts Financial Analyst: 1 • City Financial Analyst: 2 • CAO Office: 1 • ISD: 1	**Email suggested names to Tammie Weigl by May 15**

Project Management Structure : Work Groups

Track	Action	Role	Recommendation	Target Completion
3 Governance	• Form Governance Work Group	• Create participation structure • Develop operational polices • Work with Finance Work Group on charge back models	Representation from: • Fire Districts: 1 • City: 2-4 • CAO Office: 1 • Sheriff Department: 1 • ISD: 1 • NETCOM: 1	• Email suggested names to Tammie Weigl By May 15
Agency/Partner Staff				
4 Executive Steering Committee	• Form Executive Steering Committee	• Provide guidance at major milestones • Approve vendor selection, cost allocation, funding and governance model	Representation from: • Fire Districts: 1 • City: 2-4 • CAO Office: 1 • ISD: 1 • Sheriff Department: 1 • NETCOM: 1	Email suggested names to Tammie Weigl By May 15
	County/Agency/Partner Leaders and Stakeholders			

Wrap up, Questions, Next Steps

Elissa Benson
Assistant CAO

Project Kickoff Results

1. Project background and the need for the NextGen Radio system; and benefits of a Countywide radio system

2. Project management tracks and their purpose

3. Project work groups and consider appropriate personnel to assign to each group

4. Next steps in the project

Wrap up, Questions, Next Steps

Elissa Benson
Assistant CAO

Thank You

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