



# KEY PERSONNEL

## Professional Profile

### CONTRA COSTA COUNTY FIRE PROTECTION DISTRICT

FIRE CHIEF (2013-present)

Organizational Leadership | Innovation | Planning

Duties include leading the largest all-hazard fire district in the second most industrialized county in California. The district consists of app. 300 uniformed fire personnel and support staff working within a budget of over \$100 million and answering over 45,000 annual requests for service in nine different cities and a daytime population of over 1 million people.

### ROSEVILLE FIRE DEPARTMENT

ASSISTANT FIRE CHIEF/ OPERATIONS (2010-2013)

Emergency Incident Command & Control | Public Information Officer | Operational Program Manager

Manage the Operations Division of the Roseville Fire Department including eight fire stations, 2 Battalions, 10 companies, and 100+ uniformed personal. Administer several critical programs including EMS, Hazmat, Technical Rescue, and Fire Training. Manage internal and external communications including intranet, internet, customer service, and the public and media relations programs.

BATTALION CHIEF (1994-2010)

Emergency Incident Command & Control | Battalion Management | Special Operations Manager | Customer Service Program Manager

Charged with managing a Battalion consisting of 4 fire stations, 5 companies and 16 personnel. Also tasked with administering the department's Special Operations program including a Type II Rescue and a Type I Hazmat team.

DIVISION CHIEF/ FIRE MARSHAL (1993-1994)

Fire Prevention | Fire Code Administration | Specific Planning for Development | Public Education

Managed the department's Fire Prevention Bureau as the Fire Marshal during period of rapid growth. Worked cooperatively with developers and prevention staff to insure community safety was maintained and/ or improved.

FIRE CAPTAIN (1989 – 1993)

Company Supervision | Program Manager | Apparatus Design and Acquisition

Supervised both Engine and Truck companies in various neighborhoods throughout the city. Added value to the organization through program development and implementation.

## Education and Skills

Bachelor of Science, Occupational Studies & Vocational Arts, emphasis in Public Safety

CSU Long Beach, 2006

Associate of Arts, Liberal Arts and Fire Technology

Sierra Community College, Rocklin, CA. 2003

- Certified Chief Officer, California State Fire Marshal's Office, CA. 2000

Extensive fire command and management studies not listed.

# Lon Goetsch

E-Mail: [LGoet@cccfd.org](mailto:LGoet@cccfd.org)

## Experience

### **Assistant Chief, Operations Division**

**July 2014 – March 2015 (Interim)  
March 2015 – Present (Perm. Appt.)**

Provide leadership and management of the Operations Division. Maintained close working relationships with eleven direct report Battalion Chiefs and stayed in coordination with the fellow Members of Senior Staff. Developed, expanded, and maintained relationships with cooperating agencies to improve Fire/Rescue/EMS services throughout the county. Actively developed new cooperative relationships with the Contra Costa Sheriff's Department and Contra Costa Hazardous Materials Team. Improved Battalion Chief command training and mentored four probationary chief officers. Provided presentations for County and local political bodies on the status of the Fire District.

**Staff Assignments-** Vice-Chair XCC Operations Chiefs Committee, Wildland Program Manager, Member- CCCFPD Sub-Jac, Operations Lead- EBRC Transition Team, Member- East Bay Incident Management Team, and CCCFPD Representative- West County Joint Operations Committee.

### **Battalion Chief, Operations Division**

**April 2010 to July 2014**

Provided leadership and management in one of the most dynamic Operational Battalions in the Fire District. Developed, expanded, and maintained relationships with cooperating agencies to improve Fire/Rescue/EMS services in a resource challenged region. Initiated regular multi-agency training drills to improve safety and operational effectiveness. Provided local political bodies (El Sobrante MAC and San Pablo City Council) with regular updates on Fire District activities and status.

**Staff Assignments-** Vice-Chair XCC Operations Chiefs Committee, Wildland Program Manager, Strategic Planning Group Lead- Standards of Cover, Member- CCCFPD Sub-Jac, Operations Lead- EBRC Transition Team, Member- East Bay Incident Management Team, and CCCFPD Representative- West County Joint Operations Committee.

### **Captain/Engineer/Firefighter-Paramedic, Operations Division**

**May 2002- April 2010**

Engine and Rescue company assignments in all three geographical areas of the Fire District. Paramedic Evaluator, Wildland Program Functional Supervisor, Member of CATF-4 USAR team, and Lead Fire Academy Wildland Instructor.

### **Captain/Engineer/Firefighter-Paramedic, CAL FIRE**

**January 1990- April 2002**

Helitack Captain, Helicopter Short-haul Crew Chief/Rescue Supervisor, Acting Battalion Chief, and various assignments at all ranks in local government contract and state responsibility area Stations. Overhead Assignments: Strike Team Leader, Division Supervisor, Helicopter Coordinator, Heli-base Manager, and Operations Section Chief.

## Education/Qualifications

CFSTES Chief Officer Series (90 % complete), S-420 Command & General Staff, ICS 100 through 700, G-775/191EOC Operations/Management/SEMS EOC, CSTI Earthquake Management, CFSTES Fire Officer Certification, State Fire Training Instructor (Command, Wildland/Structural Firefighting, and Technical Rescue), 120 Units of Post-Secondary Education, Division/Group Supervisor, and Strike Team Leader Engine.

# Lewis T. Broschard III

## Professional Experience

2014 – Present                      Contra Costa County Fire District                      Pleasant Hill, CA

### **Assistant Fire Chief, Support Services Division**

- Administration, management, fiscal accountability, and leadership of division consisting of Fire Prevention, Facilities, Fleet and Apparatus Shop, Information Systems, Logistics, and the Contra Costa County Regional Fire Communications Center.
- Assist the Fire Chief in setting the goals and strategic plans, and administering the general operations of the District
- Contract administration and development
- Maintaining and strengthening relationships between the Fire District and labor organizations, city and county government agencies and their staff and departments.
- Preparation of the Fire District's program budgets and expenditures of funds, including staffing, operational, and capital outlay requirements
- Evaluate Fire District emergency response and fire prevention operations and recommends advancements to keep pace with industry standards, practices, and technology
- Recommend and oversee the maintenance, operation, and utilization of facilities, apparatus and equipment
- Coordinate long-term planning, location, design, and construction of fire stations and other district facilities
- Coordinate procurement, utilization, and maintenance of equipment

2010 – 2014                      Contra Costa County Fire District                      Pleasant Hill, CA

### **Fire Marshal/Public Information Officer**

- Administration and leadership of Fire Prevention Bureau protecting 720,000 residents over 420 square miles in multiple fire districts
- Complex contract and local ordinance development, review, and implementation for fire prevention, general fire district operations, revenue generation and cost recovery
- Liaison with County and City staff, elected officials and various agency department heads on a regular and frequent basis
- Development and implementation of Fire Prevention Bureau strategic plan
- Created efficiencies and successfully implemented change model processes to increase revenues to fully offset costs of providing fire prevention services
- Collaborated to build consensus with 9 city building officials in adoption and ratification of 2010 Fire Code amendment ordinance
- Manage District light vehicle fleet of 83 units, including surplus of equipment and maintenance agreements with vendors
- Public information development and distribution for critical incidents and non-emergency events using social media, internet, and traditional media outreach methods
- PIO for East Bay Incident Management Team (Type III)

2009-2010                      Contra Costa County Fire District                      Pleasant Hill, CA

### **Fire Prevention Captain**

- Supervisor of Engineering Unit – plan review, new construction, fire and life safety system acceptance testing
- Supervision of Exterior Hazard Control Unit
- Collaborate with other member of FPB, administrative staff, operations, and chief officers on policy development, standards, and daily FPB operations.
- Provide detailed and efficient customer service to internal and external customers.
- Train, mentor, and develop Fire Inspectors.
- Assist in developing strategic plan.
- Coordinate and communicate with contractors, owners, county and city building departments, and other internal/external customers on a regular basis.

2007–2009                      Contra Costa County Fire District                      Pleasant Hill, CA

**Fire Inspector**

- Conduct plan review, fire code enforcement, and new construction inspections.
- Fire alarm and suppression system testing.
- Coordinate and communicate with contractors, owners, county and city building departments, and other internal/external customers on a regular basis.
- Drafting standards and forms for use by all members of FPB.
- Assist in training delivery for Fire Inspectors and other members of FPB.

2003–2007                      Cordelia Fire Protection District                      Fairfield, CA

**Assistant Fire Chief – Fire Marshal**

- Emergency response, incident command, and member of countywide incident management team
- Conduct and supervise plan review, fire code enforcement, and new construction inspections.
- Conduct and supervise fire alarm and suppression system acceptance testing.
- Manage occupancy and vegetation clearance inspection programs.
- Coordinate and communicate with contractors, owners, county staff, and other internal/external customers on a regular basis.
- Collaborate with other fire agencies to develop a standard fire code ordinance throughout the County, drafting and implementing ordinances, standards, policies and procedures

1999–2003                      Cordelia Fire Protection District                      Fairfield, CA

**Fire Chief - Interim**

- Administration, budgeting, personnel, and fire prevention responsibilities for a combination Fire District providing 24 hour staffing of two stations with engine based paramedic service.
- Emergency response, incident command, and member of countywide incident management team
- Implemented improved fire prevention standards and practices.
- Developed resident firefighter program to increase 24 hour staffing and ALS capabilities
- Regional collaboration and coordination on fire service related issues between counties, cities, and special districts

1995-1999                      Cordelia Fire Protection Dist.                      Fairfield, CA

**Engineer, Lieutenant**

1993-1995                      UC Davis Fire Department                      Davis, CA

**Firefighter**

1991-1993                      Cordelia Fire Protection Dist.                      Fairfield, CA

**Firefighter**

## Education

2005                      John F. Kennedy University                      Pleasant Hill, CA

- Master's Degree, Business Administration

1995                      UC Davis                      Davis, CA

- B.S., Managerial Economics; Minor work in Political Science

## Certifications

**California State Fire Marshal**

Fire Officer  
Fire Plans Examiner  
Fire Protection Specialist  
Fire Prevention Officer

**International Code Council**

Fire Inspector I, II

## **Memberships and Associations**

**Contra Costa County Fire Chief's Association** – President (2013-2015)

**International Association of Fire Chiefs (IAFC)** – Member

**National Fire Protection Association (NFPA)** – Member

**International Fire Marshals Association (IFMA)** - Member

**International Code Council (ICC)** – Voting Member

## **Professional Education and Coursework**

### **Fire Service Management and Leadership**

CSFM Fire Management 1 (Management/Supervision for Company Officers)

CSFM Fire Management 2A (Organizational Development and Human Relations)

CSFM Fire Management 2B (Fire Service Financial Management)

CSFM Fire Management 2C (Personnel and Labor Relations)

CSFM Fire Management 2D (Strategic Planning)

CSFM Fire Management 2E (Ethics and the Challenges of Leadership)

Collaborative Leadership in Homeland Security Program (University of Connecticut/FEMA)

Northwest Leadership Seminar (2013, 2014)

The "Compleat Fire Officer" (Center for Public Safety Excellence)

Various seminars on labor relations, leadership, supervisory principles, personnel investigations

### **Incident Command**

S-420 (Command and General Staff)

S-404 (Safety Officer – All Risk)

I-200, 300, 400 (Incident Command System)

I-700, 800 (NIMS)

S-339 (Division/Group Supervisor)

S-334 (Strike Team Leader)

S-205 (Fire Operations in the Wildland Urban Interface)

S-230 (Crew Boss – Wildland Fire)

CSFM Command 1A (Command Principles for Company Officers)

CSFM Command 1B (Incident Management for Company Officers)

CSFM Command 1C (I-Zone Firefighting for Company Officers)

CSFM Command 2A (Command Tactics at Major Fires)

CSFM Command 2C (High Rise Firefighting Tactics)

CSFM Command 2E (Wildland Firefighting Tactics)

S-190 (Wildland Fire Behavior)

S-290 (Intermediate Wildland Fire Behavior)

S-390 (Wildland Fire Behavior Calculations)

Annual Cal-OES Overhead and Strike Team Leader Refresher Training

### **Fire Prevention and Training**

Fire Training Instructor 1A (Cognitive Lesson Delivery)

Fire Training Instructor 1B (Psychomotor Lesson Delivery)

Fire Investigation 1A (Fire Origin and Cause Determination)

Fire Investigation 1B (Techniques of Fire Investigation)

Fire Prevention 1A (California Fire Code)

Fire Prevention 1B (Fire Protection Systems and Special Hazards)

Fire Prevention 1C (Flammable Liquids and Gases)

Fire Prevention 2A (Fire Protection Systems and Building Components)

Fire Prevention 2B (Interpreting the Building Code and Fire Code)

Fire Prevention 2C (Special Hazard Occupancies)

Fire Prevention 3A (Hydraulic Sprinkler Calculations)

Fire Prevention 3B (Plan Review)

Principles of Fire Protection (National Fire Academy, on-campus)

### **Public Information**

S-403 (Information Officer)

CSTI Crisis Communication and the Media – Level 1

G-290 (Public Information Officer)

# JACKIE LORREKOVICH

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## SUMMARY OF QUALIFICATIONS

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- ♦ Over seventeen (17) years of complex managerial and analytical experience in local government finance, personnel management, and general public administration.
- ♦ Sensitivity to issues that accompany serving elected public officials.
- ♦ Knowledgeable in federal and state personnel laws, including current trends and industry best practices.
- ♦ Ability to manage multiple work projects simultaneously in a dynamic environment with constantly shifting priorities.
- ♦ Accustomed to working in highly unionized environment.
- ♦ Advanced analytical, planning, problem solving, and written communication skills.

## WORK EXPERIENCE

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### Contra Costa County Fire Protection District

#### Fire District Chief of Administrative Services

January 2010 – Present

**Job Duties:** Serve as chief financial officer for the District and direct and manage all administrative services within the organization including office management, payroll, personnel, purchasing, capital and construction, contracts and grants management, accounts payable/receivable, debt service and investments. Prepare and monitor the District's general operating budget and other budgets (e.g., restricted capital and debt service funds). Prepare periodic reports relative to the status of the budget. Develop, prepare, and approve board orders and resolutions for presentation before the fire board of directors.

#### Personnel Services Assistant III

April 2003 – January 2010

**Job Duties:** Managed the District's personnel program. Represented fire chief in labor relations issues and employee grievances. Prepared documents to effect disciplinary actions when warranted. Acted as liaison to county counsel on merit board appeals, DFEH/EEOC complaints, and civil litigation matters pertaining to discrimination in employment and hiring practices. Developed and promulgated personnel policies, standards and regulations. Interpreted and revised existing policies. Provided guidance to senior staff and other managers on personnel matters. Analyzed positions and agency structure to determine most effective staffing levels and classification relationships. Developed justification for position adjustment requests as needed. Reviewed and approved all employee performance evaluations. Reviewed and cleared all personnel transactions. Ensured relevant personnel records were retained. Coordinated new hire and promotional processes and job analysis and exam development efforts. Created new and revised existing job specifications.

### Contra Costa County Human Resources Department

#### Human Resources Analyst III

February 2002 – April 2003

#### Human Resources Analyst II

April 2000 – January 2002

#### Human Resources Analyst I

January 1999 – March 2000

#### Administrative Intern

April 1998 – January 1999

**Job Duties:** Performed generalist technical personnel work within the central human resources department of a large, merit-based public agency. Worked extensively in the following areas: recruitment, examination, classification/compensation, job analysis, position audits, consideration of departmental requests, interpretation of County policies and procedures, and consultative support to the labor relations unit.

## CONTINUING EDUCATION

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**Social Media** (October 2014), **Public Sector Employment Law Update** (September 2014), **Disciplinary and Harassment Investigations** (May 2014), **Mandated Reporting** (April 2014), **Preventing Workplace Harassment** (September 2013), **Managing the Marginal Employee** (September 2013), **Negotiating Modifications to Retirement and Retiree Medical** (April 2013), **Pension Reform** (October 2012), **Forecasting Property Tax Revenue** (October 2012), **Difficult Conversations** (October 2012), **Government Accounting** (June 2012), **Impact of RDA Dissolutions on Special Districts** (April 2012), **AB 646 – The Meet and Confer Process** (March 2012), **Generational Diversity** (October 2011), **FLSA** (March 2011), **Privacy Issues in the Workplace** (April 2011), **Principles for Public Safety Employment** (April 2010), **Employee Due Process Rights and *Skelly*** (April 2010), **Management Rights, Communication, and Discipline** (October 2009), **The Disability Interactive Process** (September 2009), **Public Agency Issues During Lean Economic Times** (May 2009), **Privacy Issues in Our Technological World** (May 2009), **Performance Management: Evaluation, Documents and Discipline** (April 2009), **Labor Law and Arbitration Conference** (January 2009), **Managing Overlapping Leave Laws** (May 2008), **Firefighter Procedural Bill of Rights Act Training** (December 2007), **Employees and Driving / Disaster Service Workers** (April 2007), **Employment Relations Primer** (October 2006), **Supervisory Skills** (April 2006), **Public Service 101** (February 2006), **Legal Issues Regarding Hiring** (February 2006), **Collective Bargaining for Public Safety Employees** (June 2005), **FLSA Update** (May 2005), **Employment Liability** (May 2005), **NIOSH Conference on Long Working Hours, Safety and Health** (April 2004), **Conducting a Public Sector Workplace Investigation** (January 2004), **The Harvard Program on Negotiation** (December 2003), **Advanced Classification & Compensation Training** (March 2002), **IPMA Competency Model** (July 2001), **Developing & Using Supplemental Application Forms** (March 2000), **Developing Interviews** (March 2000), **Developing & Using Work Sample & Performance Tests** (March 2000), **Passpoint Setting** (March 2000), **Scoring Models** (March 2000), **T3 - Train the Trainer** (February 2000), **Developing & Using Multiple Choice Written Exams** (February 2000), **Interpreting Item Analysis Data** (February 2000), **FLSA Workshop** (February 2000), **Selection Planning** (January 2000), **Job Analysis** (December 1999), **Employee & Labor Relations** (April 1999), **Strategies & Applications for Public Sector Compensation** (April 1999), **Classification & Compensation** (February 1999), **The FLSA in the Public Sector** (September 1999), **Recruitment & Selection** (May 1998)

## EDUCATION

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**Bachelor of Science Degree, Business Administration/Finance, California State University, Chico**

December 1992

## PROFESSIONAL REFERENCES

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Available upon request.





## Michael Johnson

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Office: (888) 267-6597 [REDACTED]  
michael\_johnson@amr.net

### OBJECTIVE

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Committed to patient care with twenty four years experience in the emergency medical service industry, including ten years of operational management. Expertise in developing business strategies, fueling healthcare awareness and cultivating government relationships. Motivator and trusted leader with proven track record of building successful teams through diversity, training and cross functional business support. Ability to solve problems with creative solutions based on a broad understanding of technology, medical, legal and regulatory issues.

### SKILLS

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- Customer Service & Communication
- Leadership & Employee Development
- Financial & Budget Management
- Strategic Business Planning & Analytics
- Risk Management & Safety Awareness
- Process Efficiency & Business Continuity

### CAREER EXPERIENCE

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#### 2015 – Present    General Manager, AMR – Contra Costa County

- Develop distinctive strategies to achieve competitive advantage; translate broad growth, government relations, and other relevant strategies into specific objectives and action plans; align the organization to support strategic priorities.
- Demonstrate sound, entrepreneurial risk taking by championing new ideas and initiatives that address market potential, level of care needs, and customer expectations. Identify financially sound, new business opportunities and make them a reality in order to create a culture of sustained growth; foster innovation and risk taking.
- Plan, prepare, and utilize financial records (including budgets, forecasts, payroll data, etc.) and key metrics in order to analyze and make decisions to meet specific strategic and financial goals. Take timely and appropriate corrective actions when necessary to ensure financial expectations (EBITDA, ROIC, etc) are met.
- Responsible for all facets of the profit and loss of the division which includes top line revenue to allocations. Understand the nature of the transports provided and responsible for the documentation provided by crews. This documentation dictates the level of service (CCT/ALS/BLS) and nature (nonemergency/emergency) which drives the revenue billed.
- Responsible for the division's accounts receivable (AR) and understanding all payer classes (Medicare, Medicaid, HMO's, 3rd party insurers, VA, etc). Collaborate with PBS (as well as all support departments) to ensure AR is promptly addressed.
- Provide clear strategic direction regarding the organization's values and model AMR' values for all levels of the division.
- Communicate with division regarding local, regional and national strategies and related

- initiatives. Encourage input and participation where practical to ensure success related to such efforts.
- Regularly foster strong working relationships with local public, private, political and community members, including but not limited to mayors, boards of supervision, commissioners, officials of fire and police departments, chambers of commerce, rotaries, and in some cases state officials.
- Participate in labor negotiations and other actions to balance employee engagement and the financial viability of division.
- Regularly review and address transport ticket work to ensure timely and appropriate payments.
- Ensure customer satisfaction and contract retention, by providing optimal service levels to agencies, hospitals, and the medical community. Analyze information regarding customer satisfaction, modify processes, and counsel employees to ensure high levels of customer service.
- Review and approve expense reports and invoices in compliance with company policy.
- Keep current on industry trends that have potential impact on the division.
- Formulate, coordinate and/or lead marketing activities and business development to increase revenues and decrease costs.
- Champion the practice of AMR medicine to improve health outcomes of the general population
- Design, implement and maintain processes to maximize quality of operations.

### **2006 – 2015      Operations Manager, AMR - San Bernardino County**

- Successfully meets contractual compliance with five San Bernardino County EOAs.
- Consistently manages budget to exceed EBITDA; effectively maintaining expenses, labor costs and UHUs.
- Manage approximately 200 employees including EMTs, Paramedics, Supervisors, Schedulers, Fleet Services, Pre-Hospital Billing, Administration and Clinical Education Services.
- Experienced in union campaigns and managing both union / non-union work environments.
- San Bernardino County DRT Coordinator; county disaster preparedness and FEMA personnel response.
- EMSC Operational Performance Audit - Highest overall score awarded for execution of business continuity and operational process management, including; safety, inventory regulation, controlled substance management, expense reporting, 911 contractual compliance, certification management, etc.
- Rooted in community service; coordinate employee charitable events, actively participate and coordinate community donations, partner with other organizations such as United Way, District Lions Club and various public agencies to support charity work.
- Contribute to the development of future EMS professionals working with; Cucamonga Unified School District, Chaffey College, Baldy View OCC. Received Quality of Time Award in 2008 for coordinating ambulance donation and assisting with the development of educational curriculum.

### **2001 – 2006      Operations Manager, AMR - Los Angeles County**

- Successfully managed over 200 employees in a diverse operation, while maintaining a high level of employee satisfaction, resulting in the top retention rate of Southland Division Operations
- Consistently maintained contractual response criteria for LA County Fire Department
- Regularly met EBITDA goals leading the only operation in the Southland Division to meet favorable variance in the 2005 stub budget.
- Successful in effective cost management; significantly reduced double time costs each pay period.
- Effectively maintained positive labor relations, demonstrating reduced grievances and arbitration.
- Spearheaded operational projects gaining non-emergent business in the private sector, such as; Cedar Sinai Helipad Contract, San Fernando CCT, Good Samaritan Hospital AML, Citrus Valley Medical Center.
- Organized community events; participated in the creation of the first EMT school at the San Gabriel Regional Occupation Center, sponsored the Junior Paramedic Program, coordinated the Camp Afflerbaugh First Responder Training, supported Junior Diabetes Foundation, committee member of the City of Irwindale Educational Foundation.
- Certificate of Appreciation City of LA 2004 – from Michael Antonovich

## **1996 – 2001      Operations Supervisor, AMR & MedTrans - Los Angeles County**

- Mentored and trained personnel; observed and coordinated field performance for new emergency responders. Taught safe driving techniques, and reinforced company policy and procedures.
- Accessed daily deployment and equipment needs; assign replacements and schedule service as necessary for contractual compliance.
- Investigated incidents involving field personnel and communicate with operations manager on status of assigned units.

## **1989 – 1996      EMT / Training Officer, Goodhew Ambulance - Los Angeles County**

- Performed all duties of an EMT with a high level of proficiency.

## **ACCOMPLISHMENTS**

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|---|--|
| ▪ CEO for a Day Semi Finalist 2011              | ▪ Congressional Recognition to Community Service 2005                              |
| ▪ Safety Recognition Award 2010                 | ▪ Community Provider of the Year 2000  |
| ▪ Clinical Safety & Education Award 2008        | ▪ City of LA Certificate of Appreciation 1992 –Devotion to EMS During Civil Unrest |
| ▪ Silver Patron EMSC Charitable Foundation 2008 | ▪ Institute for Healthcare Improvement Open School Certificate                     |
| ▪ Business of the Year San Gabriel Valley 2006  |  |

## **EDUCATION**

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Los Angeles Harbor College – Los Angeles, Ca 1987 –Business Administration

## **REFERENCES**

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Available Upon Request

PETER BENSON MD FACEP

**Education**

1994            B.A., German, UC Berkeley  
1998            M.D., Tufts University School of Medicine, Boston  
2005            Emergency Medicine Residency, Level I Trauma Center, L.A. County/USC  
2006            M.P.H. with focus of EMS & Disaster Medicine, UMass Amherst

**Foreign Languages**

Spanish (Fluent)  
German (Fluent)

**Certifications**

2006            Board Certified, American Board of Emergency Medicine  
2013            Subspecialty Board Certified, American Board of Emergency Medicine-EMS

**Medical Licensures, Current**

California:    A69360

**Active Memberships**

Emergency Medical Directors Association of California (EMDAC), Secretary 2006-2007  
National Association of EMS Physicians (NAEMSP)  
Fellow, American College of Emergency Physicians (FACEP)

**Related Current Work Experience**

2013-present: *Fire-EMS Medical Director*, Contra Costa County Fire Protection District  
Duties: CQI, protocols, communicable diseases (Ebola, Measles, Flu etc), occupational health and safety, multi-disciplinary committees (preTAC, MAC, Cal Chiefs), teaching/lecturing  
Supervisor: Ben Smith, Battalion Chief (925-941-3513)

2008-present: *Emergency Physician*, John Muir Level II Trauma Center  
Duties: Emergency Department physician practice, member of trauma team  
Supervisor: Katie Hurt MD, Medical Director (925-939-5800)

2011-present: *Medical Director*, John Muir Hyperbaric Medicine Department  
Duties: CQI, physician oversight, protocols, outreach.  
Supervisor: Mandy Mori, Program Director (925-357-5237)

### **Related Previous Work Experience**

2007-2010     *Associate ED Medical Director* St Joseph's Medical Center, Stockton  
2007-2009:   *Medical Director*, American Medical Response, San Joaquin County  
2006-2007:   *Assistant EMS Medical Director*, San Joaquin County EMS Agency  
2003-2006:   *Medical Director*, San Andreas Ambulance, Calaveras County  
1988-2002:   EMT Basic, EMT- Paramedic, Flight Physician, Various Agencies

### **Academic Appointments**

2006-2008:   Associate Professor of Emergency Medicine, University of Southern California

### **Publications**

Benson PC, Eckstein M, McClung CD, Henderson SO.  
Racial/ethnic differences in bystander CPR in Los Angeles, California.  
Ethn Dis. 2009 Autumn;19(4):401-6

Benson P, Eckstein M.  
Pulseless electrical activity: a diagnostic challenge for EMS.  
Prehosp Emerg Care. 2005 Apr-Jun;9(2):231-5

Benson PC, Swadron SP.  
Empiric acyclovir is infrequently initiated in the emergency department to patients ultimately diagnosed with encephalitis.  
Ann Emerg Med. 2006 Jan;47(1):100-5. Epub 2005 Nov 8

Benson P. Rocky Mountain Spotted Fever, another important cause of fever and rash. J Emerg Med. 2004 Nov;27(4):415-6; author reply 416.

Benson PC  
Emergency Resuscitation in the Emergency Medicine Handbook.  
Landes Bioscience. Ed: SO Henderson, Apr 2006

## CURRICULUM VITAE

**Name:** Herbert E. "Gene" Hern, JR., M.D., M.S.

**Position:** Program and Residency Director  
Department of Emergency Medicine  
Alameda County Medical Center, Highland Hospital Campus

**Address:** Alameda County Medical Center  
Highland Hospital Campus/Emergency Dept.  
1411 East 31<sup>st</sup> Street  
Oakland, CA 94602



### EDUCATION:

1987-1991	Pomona College, Pomona, CA	B.A.	Magna cum Laude
	Honors Thesis Topic: "Rationing Health Care for the Elderly"		
1989	University College, Oxford University		
	Main Tutorial in Bioethics and the British National Health Service		
1991-1994	University of California, Berkeley,	M.S.	(Bioethics)
	School of Public Health, Health and Medical Science		
	UCB/UCSF Joint Medical Program		
1991-1996	University of California, San Francisco	M.D.	
1996-2000	Highland General Hospital, Oakland, CA	Residency	Emergency Medicine
1999-2000	Highland General Hospital, Oakland, CA	Chief Resident	Emergency Medicine
2003-2004	American College of Emergency Physicians	Teaching Fellow	

### LICENSES, CERTIFICATION

**2001** American Board of Emergency Medicine Cert No. 200857. Certified Through 2021.

### PRINCIPLE POSITIONS HELD

1999-present	Kaiser Permanente, Oakland	Emergency Physician	Emergency Medicine
2000-present	Highland General Hospital	Attending Physician	Emergency Medicine
2008-present	University of California, SF	Associate Clinical Professor	Emergency Medicine
2007-present	Highland General Hospital	Program/Residency Director	Emergency Medicine
2007-present	American Medical Response	Medical Director	Contra Costa County
2011-present	Oakland Fire Department	Medical Director	EMS Division
2012-present	Las Positas College	Medical Director	Paramedic Program
2014-present	Berkeley Fire Department	Medical Director	EMS Division

### OTHER POSITIONS RECENTLY HELD

1999-2000	Highland General Hospital	Chief Resident	Emergency Medicine
1999-present	Highland General Hospital	Residency Education Committee	Emergency Medicine
1999-present	Highland General Hospital	Grad. Medical Education Committee	Emergency Medicine
2001-2008	University of California, SF	Assistant Clinical Professor	Dept. of Medicine

2001-2007	Highland General Hospital	Associate Residency Director	Emergency Medicine
2007-2011	American Medical Response	Medical Director	Alameda County

#### **HONORS AND AWARDS:**

1983	Vigil Honor (Order of the Arrow, BSA), Eagle Scout
1991	Phi Beta Kappa
1998	Urgent Care Resident of the Year
1998	Kay Simmons Award, ACMC Department of Emergency Medicine (Humanitarianism)
1999 - 2000	Chief Resident
1999	National CPC Champion
2000	Gary P. Young Award for Excellence in Academic Medicine
2000	Resident of the Year
2007	UCSF Training Award Nominee – Outstanding Foundations of Patient Care Preceptor
2008	UCSF Kaiser Award for Excellence in Teaching by a Volunteer Clinical Faculty Nominee
2008	EMS Hospital Award for Excellence, Alameda County EMS Agency
2009	UCSF Recipient of AOA Induction (Nominated and Voted by Graduating Medical Students, Class of 2009)
2013	Residency Director of the Year, presented by the Emergency Medicine Residents' Association
2014	Michael P Wainscott Program Director Award, presented by the EM Council of Residency Directors

#### **KEYWORDS/AREAS OF INTEREST:**

Graduate Medical Education, Emergency Medical Services, Ultrasound, Ethics

#### **PROFESSIONAL ACTIVITIES:**

American College of Emergency Physicians  
 American College of Emergency Physicians/California Chapter  
     Board of Directors, 2006 – 2010  
     Education Committee, Co-Editor – Lifeline Newsletter, 2002 - 2011

#### **SUMMARY OF CLINICAL ACTIVITIES**

Full-time Attending Physician, Department of Emergency Medicine  
 Alameda County Medical Center, Highland Hospital Campus

#### **PROFESSIONAL ORGANIZATIONS:**

##### **Membership**

1997-2002, Bioethics Committee Member, ACMC  
 1998-present, GME Committee, ACMC  
 1999-2000, 2002–2003, 2007-2008, Society of Academic Emergency Medicine, Ethics Committee  
 2000-Present, Committee on Inter-Disciplinary Practice  
 2001-Present, Council of Residency Directors (CORD)  
 2006-Present, American College of Emergency Physicians/California Chapter  
 2006-Present, American Academy of Emergency Medicine  
 2009, Alpha Omega Alpha (Medical Honor Society)

##### **Service to Professional Organizations**

2001-present      Committee on Inter-Disciplinary Practice

	Chairman
2002-present	American College of Emergency Physicians/California Chapter Education Committee Co-Editor – Lifeline Newsletter 2002-2011
2002-present	Council of Residency Directors Standardized Evaluation Committee Year End Competency Committee Chair County Program Directors Caucus, Chair Task Force on Transitions of Care, Chair
2006-2010	American College of Emergency Physicians/California Chapter Board of Directors

#### **SERVICES TO PROFESSIONAL PUBLICATIONS:**

2007-2010 Editor, Education Section, Western Journal of Emergency Medicine

#### **NATIONAL INVITED PRESENTATIONS**

2004	ACEP, 2 Invited Presentations. “ABCs of STDs,” “CTs in Trauma.”
2005 – 2011	CORD AA Research Forum Chair
2007	CORD, Speaker Best Practices
2008	CORD, Panel Discussion
2007- 2015	SAEM, Medical Student Forum
2012	ACEP, 3 Invited Presentations. “Sore Throats,” “Facial Swelling,” “ENT Bleeding.”
2013	ACEP, 3 Invited Presentations. “Sore Throats,” “ENT visual Diagnosis” “Rapid ENT procedures”
2014	ACEP, 3 Invited Presentations. “Sore Throats,” “ENT visual Diagnosis” “Rapid ENT procedures”

#### **REGIONAL AND OTHER INVITED PRESENTATIONS**

2003-2010	Western Regional SAEM Conference
2004, 2005	25 <sup>th</sup> Annual Mammoth EM Conference Lecturer
2012	Northwestern University, Dept of EM, Grand Rounds, “Sore Throats that Kill.”
2012	Columbia University, Dept of EM, Grand Rounds, “Sore Throats that Kill” and “So Now You Have Been Sued.”

#### **CME COURSES ATTENDED**

1999 – 2013 Society for Academic Emergency Medicine Annual Meeting  
1999 – 2009, 2011 - 2014 American College of Emergency Medicine – Scientific Assembly  
2001 – 2012 Council of Residency Directors, Academic Assembly

#### **UNIVERSITY AND PUBLIC SERVICE**

##### **UNIVERSITY SERVICE**

EM 140.40 Advanced EM Medical Student Teaching  
EM 140.41 Intro to EM Medical Student Teaching  
EM 140.42 Emergency ULS Medical Student Teaching  
FPC precepting Medical Student Teaching  
JMP precepting Medical Student Teaching  
132C: Transitional Clerkship – Course Director – Procedures



## **PUBLIC SERVICE**

2003-2009 Medical Director Oakland Police Department SWAT Team  
2000-2005 Volunteer Clinician, UCB Suitcase Homeless Clinic

## **TEACHING and MENTORING**

2009 ACEP Teaching Fellowship Lecturer

## **POSTGRADUATE AND OTHER COURSES**

1999-2004	Clinical Instructor, Suitcase Homeless Clinic	First through third year medical students
1999-present	Guest Lecturer, Introduction to Clinical Medicine	Second year medical students
1999-present	Small Group Co-Leader, Foundation of Patient Care	1 <sup>st</sup> and 2 <sup>nd</sup> year medical students
2000-present	Attending Physician, ACMC	Individual and bedside teaching
2000-2002	Coordinator/Instructor, Clinical Procedures Course	Joint Medical Program
2004	Guest Lecturer, Hospital Consortium Education Network	
2004	Guest Lecturer, AMR Hot Topics in EMS	Paramedic Training, Syncope
2006-2008, 2010	Lecturer, Splinting Techniques, Basic Procedures in EM	First year medical students
2008-2014	Course Director, Procedures, Transitional Clerkship	Second year medical students
2009-2014	Course Coordinator, IV and ULS skills Session, Intersession Clerkship	Third year medical students

## **TEACHING AWARDS AND NOMINATIONS**

2007 UCSF Teaching Award Nominee  
2008 UCSF Kaiser Award for Excellence  
2009 UCSF AoA Faculty Nomination (chosen by graduating seniors)

## **SUMMARY OF TEACHING HOURS:**

2000-2014 EM 140.40 Advanced EM Medical Student Teaching (over 40 UCSF students taught throughout the academic year)  
2009-2014 EM 140.41 Intro to EM Medical Student Teaching  
2007-2014 EM 140.42 Emergency ULS Medical Student Teaching  
1999-2014 FPC precepting Medical Student Teaching (Over 100 hours per year)  
2006-2014 JMP precepting Medical Student Teaching  
2008-2014 132C: Transitional Clerkship – Course Director – Procedures (Entire MSII class)

## **PEER REVIEWED PUBLICATIONS:**

1. **Hern, HE Jr.** Ethics and human values committee survey: (AMI Denver Hospitals: Saint Luke's, Presbyterian Denver, Presbyterian Aurora: Summer 1989). A study of physician's attitudes and perceptions of a hospital ethics committee. Hec Forum, 1990, 2(2):105-25.
2. Hern, HE Jr.; Rain L; Vrolyk A. Hospital staff perceptions of the ethics committee and the Bioethics Institute: a multi-disciplinary approach (Northridge Hospital Medical Center, California). Hec Forum, 1991, 3(3):129-46.
3. Ciesielski-Carlucci C; **Hern, HE Jr.**; Kushner TK. Avoiding discriminatory medical school admission and residency interviewing [letter]. Academic Medicine, 1994 Dec, 69(12):975.
4. Ciesielski-Carlucci C; **Hern, HE Jr.**; Kushner TK. A Rite Gone Wrong... Medical School and Residency Interviews, the New Physician, Nov. 1995.

5. **Hern, HE Jr.**, Koenig BA, Moore LJ, Marshall PA. The difference that culture can make in end-of-life decision making. *Camb Q Health Ethics*, 1998;7(1):27-40.
6. Cohen, MA and Hern, HE Jr. Sore throat and weakness in an injection drug user. *Academic Emergency Medicine*, 2000, June; 7(6):679-86.
7. Rodriguez, Robert and **Hern, HE Jr.** "An approach to critically ill patients," *West J Med* 2001; 175 392-395.
8. Eric D Katz, Lee Shockley, Lawrence Kass, David Howes, Janis P Tupesis, Christopher Weaver, Osman R Sayan, Victoria Hogan, Jason Begue, Diamond Vrocher, Jackie Frazer, Timothy Evans, **Gene Hern**, Ralph Riviello, Antonio Rivera, Keith Kinoshita, and Edward Ferguson, Identifying inaccuracies on emergency medicine residency applications, *BMC Medical Education* 2005, **5**:30 doi:10.1186/1472-6920-5-30.
9. Shayne P, Gallahue F, Rinnert S, Anderson CL, **Hern G**, Katz E; CORD SDOT Study Group. Reliability of a core competency checklist assessment in the emergency department: the Standardized Direct Observation Assessment Tool. *Academy of Emergency Med*. 2006 Jul; 13(7):727-32.
10. Wang R, Snoey ER, Clements RC, **Hern HG**, Price D. Effect of head rotation on vascular anatomy of the neck: an ultrasound study. *J Emergency Medicine*. 2006 Oct; 31(3):283-6.
11. Stone, Micheal B., and **Hern, H. Gene**, Inadvertent Carotid Artery Cannulation During Ultrasound Guided Central Venous Catheterization, *Annals of Emergency Medicine*, 2007 May, 49(5):720. Letter.
12. Wallin TR, **Hern HG**, Frazee BW. Community-associated methicillin-resistant, *Staphylococcus aureus*. *Emergency Medical Clinic North America*. 2008 May; 26(2):431-55, ix. Review.
13. Catron T, **Hern HG**. Herpes zoster ophthalmicus. *West J Emergency Medicine*. 2008, Aug; 9(3):174-6.
14. Yarris L, Fu R, LaMantia J, Linden J, **Hern HG**, Lefebvre C, Kman N, Tupesis J, Nestler DM, An Educational Intervention Improves Resident Satisfaction with Real-time Feedback in the Emergency Department, *Acad Emerg Med*. 2009 Dec;16 Suppl 2:S76-81.
15. Sadosty A, Goyal D, **Hern HG**, Kilian B, Beeson M, Alternatives to the Conference Status Quo: Summary Recommendations from the 2008 CORD Academic Assembly Conference Alternatives Workgroup *Acad Emerg Med*. 2009 Dec;16 Suppl 2:S25-31
16. **Hern HG Jr.**, Wills C, Alter H, Bowman SH, Katz E, Shayne P, Vahidnia F, Conference Attendance Does Not Correlate With Emergency Medicine Residency In-Training Examination Scores, *Acad Emerg Med*. 2009 Dec;16 Suppl 2:S63-6
17. Jennifer Carnell, **Gene Hern**, Amandeep Singh, Larry Lambert, Paul Cheung, Bitou Cisse, Charlotte Silver, Bradley Frazee, Longitudinal nasal methicillin-resistant *Staphylococcus aureus* colonization among resident physicians at an urban, public hospital, *International Journal of Infection Control*. Vol 7, No 3 (2011)
18. Yarris, Lalena; Fu, Rochelle; LaMantia, Joseph; Linden, Judith; **Hern, H.**; Lefebvre, Cedric; Nestler, David; Tupesis, Janis, Effect of an Educational Intervention on Faculty and Resident Satisfaction with Real-time Feedback in the Emergency Department, *Acad Emerg Med*. 2011 May;18(5):504-12.
19. Andrade, A, **Hern, H Gene**, Traumatic Hand Injuries: An Evidence- Based Approach In The Emergency Department, *EM Practice, Emerg Med Pract*. 2011 Jun;13(6).
20. Love JN, Howell JM, Hegarty CB, McLaughlin SA, Coates WC, Hopson LR, **Hern GH**, Rosen CL, Fisher J, Santen S.; Factors that Influence Medical Student Selection of an Emergency Medicine Residency: Implications for Training Programs, *Acad Emerg Med*. 2012 Apr;19(4):455-60

21. Young MF, **Hern HG**, Alter HJ, Barger J, Vahidnia F; Racial Differences in Receiving Morphine among Prehospital Patients with Blunt Trauma, *J Emerg Med*. 2013 Mar 8. pii: S0736-4679(12)01420-5.
22. Kessler C, Shakeel F, **Hern HG**, Jones JS, Comes J, Kulstad C, Gallahue FA, Burns BD, Knapp BJ, Gang M, Davenport M, Osborne B, Velez LI. An algorithm for transition of care in the emergency department. *Acad Emerg Med*. 2013 Jun;20(6):605-10. doi: 10.1111/acem.12153. PubMed PMID: 23758308.
23. **Hern HG Jr**, Alter HJ, Wills CP, Snoey ER, Simon BC. How Prevalent Are Potentially Illegal Questions During Residency Interviews? *Acad Med*. 2013 Aug;88(8):1116-1121. PubMed PMID: 23807097.
24. Riguzzi, **Hern**, Alter, The July Effect: Is Emergency Department Length of Stay Greater at the Beginning of the Hospital Academic Year?, *Western Journal of Emergency Medicine*. 2014 Feb;15(1):88-93. PMID: 24578770
25. Hunter BR, Keim SM, Seupaul RA, Hern G, Are plain radiographs sufficient to exclude cervical spine injuries in low risk adults, *J Emerg Med*. 2014 Feb;46(2):257-63.
26. Kiefer, M, **Hern, H**, Alter, H., Barger, J, Dextrose 10% in the Treatment of Out-of-Hospital Hypoglycemia, *Prehospital and Disaster Medicine*, 2014 Apr;29(2):190-4. PMID: 24735872
27. Diab J, Riley S, Downes A, Gaeta T, **Hern HG**, Hwang E, Kass L, Kelly M, Lubner S, Martel M, Minns A, Pazderka P, Patterson L, Sayan O, Thurman J, Vallee P, Overton D: A Multicenter study of the Family Education Rights and Privacy Act and the Standardized Letter of Recommendation: Impact on Emergency Medicine Residency Applicant and Faculty Behaviors. *J of Graduate Medical Education*. 2014 June 6(2): 292-5. PMID 24949134
28. Kessler C, Shakeel F, **Hern HG**, Jones JS, Comes J, Kulstad C, Gallahue FA, Burns BD, Knapp BJ, Gang M, Davenport M, Osborne B, Velez LI. A Survey of Handoff Practices in Emergency Medicine. *Am J Med Qual*. 2014 Sep-Oct 29(5); 408-414. PMID: 24071713
29. Soares, Sohoni, **Hern**, Wills, Simon, Comparison of the Multiple-Mini Interview with Traditional Interview in US Emergency Medicine Residency Applicants: A single-institution experience. *Acad Med*. 2015 Jan;90(1):76-81. PMID 25319173
30. **Hern HG Jr**, Wills CP, Johnson B., Change to an informal interview dress code improves residency applicant perceptions. *West J Emerg Med*. 2015 Jan;16(1):127-32. PMID: 25671021
31. Wills C, **Hern HG Jr**, Alter H., Residency applicants prefer online system for scheduling interviews. *West J Emerg Med*. 2015 Mar;16(2):352-4. PMID 25434686
32. **Hern HG Jr**, Johnson B, Alter HJ, Wills CP, Snoey ER, Simon BC., Asking for a Commitment: Violations during the 2007 Match and the Effect on Applicant Rank Lists. *West J Emerg Med*. 2015 Mar;16(2):331-5. PMID 25834683

## NON PEER REVIEWED PUBLICATIONS AND OTHER CREATIVE ACTIVITIES:

### Review Articles

#### CAL/ACEP Lifeline Journal

**H. Gene Hern, Jr., MD, MS**, "Sexually Transmitted Disease," *CAL/ACEP Lifeline*, September 2004

**H. Gene Hern, Jr., MD, MS**, "Tetanus," *CAL/ACEP Lifeline*, April 2001

**H. Gene Hern, Jr., MD, MS**, "Blast Injuries," *CAL/ACEP Lifeline*, December 2001

**H. Gene Hern, Jr., MD, MS,** "Can Families Give Informed Consent for Ethnic Patients?"  
**SAEM Newsletter** Jan/Feb. 2001

**H. Gene Hern, Jr., MD, MS,** and Eric R. Snoey, MD, "Cardiac Ultrasound Offers Benefits in Emergency Medicine," **Diagnostic Imaging** -- Supplement: Advanced Ultrasound, November 2001: 27-29.

Lonergan Seamus and **Hern, H Gene,** Refresher Course on STDs, *Emergency Medicine*, Vol 38(1), January 2006. pp 33-44.

C. Bailey, **Hern, H Gene,** Hepatic Failure: An Evidence- Based Approach In The Emergency Department, EM Practice, April 2010.

### **Books and Chapters**

**Hern HE Jr,** Kent Olson. "Valproate Toxicity," in *Emedicine* (An Online Emergency Medicine Text). Spring 1999. [www.emedicine.com](http://www.emedicine.com). Major Revision 2005.

**Hern, HE Jr.,** "Ear Nose and Throat Emergencies," in *Emergency Medicine: A Comprehensive Study Guide, Fifth Edition*, Tintinalli ed. McGraw-Hill 1999.

**Hern, HE Jr.,** "Tracheostomy Care," in *Emergency Procedures and Techniques*, Simon and Brenner eds., Lippincott Williams & Wilkins, June 2003.

**Hern, HG Jr,** Cardiology in *Emergency Medicine: A Comprehensive Study Guide, Fifth Edition*, Tintinalli ed... McGraw-Hill 2004.

**Hern, Herbert.** "Hematuria," in *Harwood-Nuss' Clinical Practice of Emergency Medicine*, Wolfson and Suchard eds., Lippincott Williams & Wilkins, 2005, 2013

Johnson, Colleen and **Hern, Herbert,** "Syncope," in *Case Studies in Emergency Medicine*, Elsevier, 2006.

**Hern, H. Gene, Jr.,** "Ear, Nose and Throat Emergencies," in *Adams' Textbook of Emergency Medicine*, Elsevier, 2007. 2012

**Hern and Kwan,** "Wound Management" in *Emergency Care*, McMillan, 2007.

**Hern, Herbert and Pease, Abigail.** "Hematuria," in *Harwood-Nuss' Clinical Practice of Emergency Medicine*, Wolfson and Suchard eds., Lippincott Williams & Wilkins, 2007.

**Hern, Herbert** and Cook, Justin, Sore Throat. Case Files: Emergency Medicine, 2nd edition. Eds. Toy, Simon et al, Lange, 2009, 2005

**Hern, Herbert** and Chiles, Kristopher, Case Files: Emergency Medicine, 3rd edition. Eds. Toy, Simon et al, Lange, 2012

**Hern HG,** Cardiac Emergencies in Tintinalli's Emergency Medicine Examination and Board Review; Editor Promes SB. McGraw Hill 2012.

Simon, Barry and **Hern, HE Jr.,** "Wound management," in *Principles and Practice of Emergency Medicine*, Rosen et al. eds, Mosby, 2015, 2012, 2009, 2004, 2001.



Michael E. Marsh

[REDACTED]

[REDACTED]

[REDACTED]

**BIO:**

*Growing up, Michael Marsh always knew he wanted to help people which lead him a career in Emergency Medical Services (EMS). Over the years, Michael has developed a passion for the industry while learning the tools and skills needed to be successful in the 911 system. Michael 's previous position as a Paramedic Captain for AMR San Mateo County, and also as the Mass Casualty Incident Committee Chairman led to his involvement with local and national disasters such as Hurricane's Gustav, San Bruno natural gas explosion, and the recent crash of flight 214. Michael shares these experiences and expertise through speaking engagements covering disaster response and preparation. Other positions include; Disaster Response Coordinator for the Northern California Disaster ground ambulance contract and also, Special Operations Coordinator for the Regional Tactical Medic Program. Michael currently holds the position of Assistant Chief for AMR Contra Costa County where he leads a team of 350+ Paramedics, EMTs and office personnel. With more than 18 years of EMS experience, Michael is a passionate and self-motivated individual.*

## **EXPERIENCE**

### **EMS Assistant Chief, American Medical Response, Contra Costa, Ca. — 2014-Current**

*Lead and direct a team of 350+ employees ensuring that our 911 system runs seamlessly and is prepared for given incident that may occur in Contra Costa County or any neighboring counties. His duties include: managing and implementing incident command plans, preparing EMS reports and charts, ensure compliance with local policies and procedures, and interact with allied agencies, hospitals and the general public.*

### **Nor-Cal Disaster Response Coordinator, American Medical Response, CA — 2006-Current**

*Coordination, tracking and deployment of Nor Cal resources, both personnel and assets, from regional ERT teams through AMR OEP in accordance with AMR's FEMA contract upon activation for disaster response. Also ensures and coordinates regional team readiness during periods with no active deployments. Deployments: Hurricane Katrina, Hurricanes Gustav and Ike, Hurricane Irene, Hurricane Isaac, Super storm Sandy*

### **Assistant Team Commander, San Mateo County AMR Special Operations Team, CA — 2008-2014**

*Assistant commander of AMR employees who train to a higher level of standards in regards to specialized responses that evolved from the foundation provided by the AMR ERT concept and local team response to Hurricanes Gustav and Ike. The team was developed through modification, expansion and evolution of the national framework of AMR ERT concept to meet regional and local needs. Specialized response training includes but is not limited to law enforcement interface/SWAT, hazardous material responses, multi-casualty incidents with emphasis on ICS knowledge and unified command, water rescues, and mutual aide responses. Responses: SF New Years Mutual Aide, SF Giants Championship Parade 2010 and 2012 Mutual Aide, Santa Cruz Civil Unrest, Oakland Mehserle Verdict Mutual Aide, San Bruno Gas Pipeline Explosion, and Asiana Flight 214 Crash at SFO.*

### **Member/Representative, Project First Responder, Department of Homeland Security — 2007-Current**

*Serve as a member and field representative to committee established by the Department of Homeland Security to discuss and share information on technology, resources, products, programs, standards, testing and evaluation, and best practices.*

**Paramedic Captain, American Medical Response, Burlingame, CA — 2006-2014**

*Supervision of all field crews, system status management and all other operational duties as assigned.*

*Interagency relations. MCI and Significant Event mitigation. Competency as an accredited Paramedic within San Mateo County.*

**Operations Supervisor, American Medical Response, San Francisco, CA — 2005-2006**

*Supervision of all field crews, system status management and all other operational duties as assigned.*

*Interagency relations. MCI and Significant Event mitigation. Competency as an accredited Paramedic within San Francisco County.*

**Paramedic/Firefighter, Dixon Fire Department, Dixon, CA — 2001-2003**

*Respond to medical, fire, hazardous material and various other emergencies. Competency as a Firefighter and as an accredited Paramedic in Solano County.*

**Operations Manager, METS/LMS, Concord, CA — 1999-2001**

*Responsible for the coordination, management and overall performance of the operation.*

**Paramedic, American Medical Response, Concord, CA — 1997-1999**

*Respond to medical and various other emergencies. Competency as an accredited Paramedic in Contra Costa County.*

**Paramedic, Mercy Ambulance, St. Helena, CA — 1997-1999**

*Respond to medical and various other emergencies. Competency as an accredited Paramedic in Napa County.*

## **EDUCATION**

University of Phoenix, Online Campus — Bachelor of Science in Health Administration, -In Progress

ICS/NIMS Training – FEMA – ICS 100, 200, 300, 400, 700, 701, 703, 704, 706, 800b

Multiple California State Fire Marshal Certifications

M.E.T.S Paramedic School, Concord, CA — Paramedic Training, 1996-1997

Paramedic Field Internship, San Francisco Department of Health, San Francisco, CA 1996-1997

Sacramento City College, Sacramento, CA — General Education, 1994-1996

El Camino College, Torrance, CA — General Education and EMT Training, 1993-1994

## **SKILLS**

In addition to the experience and education enumerated above I am also a member of the San Mateo County Regional Tactical Medical Team, and the chairperson of the MCI Committee for San Mateo County.

## **Presentations:**

Bay Area Paramedic Journal Club

Boston Urban Shield

National Disaster Life Support Foundation

San Benito Base Station Hospital meeting

EMSAAC-San Diego

SFGH San Mateo County MAC AMR Leadership

River Side EMS

Contra Costa County Dispatch appreciation week



# JOANNY M. ALL, RN, EMT-P

## SUMMARY OF QUALIFICATIONS

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- Advanced Cardiac Life Support Certification Expires: 1/2016
- Pediatric Advanced Life Support Certification Expires: 3/2015
- RN Licensure #790447 Expires: 7/2016
- Paramedic Licensure #P17689 Expires: 6/2015
- Pediatric Education for Pre-hospital Provider Certification Expires: 8/2016
- International Trauma Life Support Certification Expires: 2/2015
- BLS Healthcare Provider (CPR) Certification Expires: 8/2015

## EMPLOYMENT

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### **Clinical Manager/ Registered Nurse**

10/2014- Present- American Medical Response- Contra Costa County Ops

- Manage Clinical and Education Services department employees which provide 911 emergency transport providers with Clinical Practice Oversight utilizing a variety of tools, including quality improvement activities, data collection and analysis, in an effort to promote and improve clinical excellence.
- Provide oversight of annual training and skills testing that provide insight on caregiver skills, competence, and decision making abilities.
- Provide oversight of continuing education course curriculum and trainings
- Conduct Clinical Investigations when medical care deviates from established protocols.
- Provide annual TB screenings and Flu vaccinations to employees.
- Establish and nurture positive relationships with other agencies such as Contra Costa County EMS, multiple fire agency personnel, area hospitals and their representatives while maintaining effective communication.
- Conduct screening, hiring, and training of new EMT and Paramedic employees.

### **CES Specialist/ Registered Nurse**

6/2012- Present- American Medical Response- Contra Costa County Ops

- Provide 911 emergency transport providers with Clinical Practice Oversight utilizing a variety of tools, including quality improvement activities, data collection and analysis, in an effort to promote and improve clinical excellence.
- Perform annual training and skills testing that provide insight on caregiver skills, competence, and decision making abilities.
- Participate in Clinical Investigations when medical care deviates from established protocols.
- Provide annual TB screenings and Flu vaccinations to employees.
- Established positive relationships with other agencies such as Contra Costa County EMS, multiple fire agency personnel, area hospitals and their representatives while maintaining effective communication.
- Participate in the screening, hiring, and training of new EMT and Paramedic employees.

**Paramedic**

6/2001- 6/2012- American Medical Response- Contra Costa County Ops

- Successfully provide critical life support, ambulatory and patient care services and treat traumatized patients throughout various medical and traumatic emergencies.
- Provide patient care services including intubation, IV insertion and IV fluid administration, medication administration via all routes (IV, IO, IM, PO, SL, SQ, and Inhalation), EKG 12-lead interpretation, recognition and treatment, and emergency childbirth.
- Work closely and effectively with other emergency first responders including police/fire departments and emergency medical technicians.

**Paramedic Supervisor**

9/2006-1/2009- American Medical Response- Contra Costa County Ops

- Provide managed services support for Contra Costa County's 911 Emergency Management System for a \$75 million operation, i.e. logistical support, customer service, and inter-agency relations. Perform computer troubleshooting, resolve technological issues to ensure the 911 system runs smoothly, and provide response to 911 calls ranging from single patient to mass casualty incidents (MCIs).
- Operate in a leadership role and serve as part of the Incident Command (large response with multiple patients), including resource management, facilitating emergency vehicle repairs, and supervision of up to 30 people on a daily basis.
- Complete detailed reports; transmit to billing, and follow-up for higher medical care.
- Serve as liaison between field employees and upper management.
- Collaborate and establish positive relationships and facilitate communications with other agencies including the fire/police departments and investigations.
- Boosted morale by recognizing field employees for jobs well done.

**Main Instructor- Emergency Medical Technician Program**

9/2001-1/2009- Los Medanos College- Pittsburg, CA

- Provided lecture and manual skills instruction to adult learners in college setting in accordance with Emergency Medical Technician curriculum.
- Worked to develop current course curriculum in accordance with National Registry of Emergency Medical Technicians guidelines.
- Curriculum taught included basic anatomy and physiology, airway management and oxygen administration, medical and traumatic patient assessment and management, medical emergencies to include acute cardiac, abdominal, respiratory emergencies, and medication administration.

**EDUCATION**

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October 2009- December 2010- Napa Valley College, Napa, Ca

***Associate Degree in Nursing***

August 1999- February 2000- Foothill College, Los Altos Hills, Ca

***Emergency Medical Technician Paramedic Licensure***

September 1993- December 1995- De Anza College, Cupertino, Ca

***Associate Degree in Liberal Arts***

## Professional Experience

**American Medical Response**, Concord, CA | Senior Data Analyst

9/2013 – Present

- Composed advanced business intelligence reports and performance charts.
- Developed clinical reports and made recommendations to help improve patient care practices.
- Implemented online compliance and reporting tool (FirstWatch) between AMR and Contra Costa County.
- Generated a daily forecasting tool used to adjust deployment based on demand and compliance.
- Created new employee ID badges and manage building access.
- Instituted deployment dashboard and stat sheet for equipment tracking and crew shift start efficiencies.
- Trained supervisors in areas of compliance, deployment, technology and system design.
- Utilized data to create charts, graphs and report cards of response and patient care performance.
- Managed ambulance services reaccreditation (CAAS).
- Provided clinical data and reporting metrics to California Department of Public Health related to strokes.
- Assisted Stanford graduate students with 9-1-1 related data analysis.
- Member of Contra Costa RFP team.

**American Medical Response**, Concord, CA | Data Analyst

01/2011 – 9/2013

- Responsible for ensuring compliance for 9-1-1 county contract exceeding 70,000 annual responses.
- Validated and submitted all data-related contract requirements monthly to customers.
- Designed a dispatch training binder, paramedic policy guide and office media information center.
- Conducted meetings with supervisors and crews to avoid potential delays in patient care.
- Assessed demand to create system efficiencies resulting in cost savings.
- Fashioned ambulance posting plans based on 9-1-1 response demand.
- Established reporting metrics, charts and dashboards for performance updates to team.
- Formulated patient demographics reports, charts and graphs for Contra Costa County.
- Volunteered reporting expertise for Fall Prevention Coalition (Meals on Wheels) to assist with fund raising.

## Education

**California State University, Long Beach**

Bachelor of Science, Finance

- Concentration in Financial Management

**De La Salle High School**, Concord, CA

- Athletic Spirit Award Winner
- Varsity, Junior Varsity Basketball Teams

## Skills

- Data Analytics and Modeling
- Budgeting and Forecasting
- Financial Planning and Analysis
- Project Management
- Accounting Principles
- Communication
- Microsoft Excel: Advanced
- Microsoft Word, PowerPoint, Outlook, Visio and Access
- Report Building – SQL and Crystal
  - MEDS, OPAP, MCIS & Business Objects



**Contra Costa County Fire & EMS**

*Exclusive Operator for Emergency Ambulance Service*



# OUT-OF-STATE SUPPORT

## Director of Clinical Services

Shannon Marshall serves as the Director of Clinical Services for the West Region of AMR covering our WA, MT, SD, OR, CA and HI Operations. Shannon has held a clinical management role at AMR for 10 years and her duties include oversight of all employee educational processes as well as insuring the clinical abilities of all employees meets and exceeds national standards. In addition to these duties, she is responsible for oversight of tracking, coordinating and following all clinical complaint and compliance issues to resolution. She provides oversight to each Operation regarding matters of system, individual performance measures and the tracking and trending of clinical metrics data.

Ms. Marshall has been employed by AMR and prior companies since 1989, working as an EMT, Paramedic, Teamster's Shop Steward, FTO, CES Specialist and CES Manager prior to her current assignment. She received her Paramedic certification in 1995 and received her BA degree from University of Washington in 2003. She received Six Sigma-Green Belt in Healthcare from Villanova University in 2011. In addition to her extensive experience with AMR, she has been actively involved in her community with service on multiple county and regional committees and CISM team. She is also an active volunteer paramedic on her local Fire Department.

## Education

**University of Washington**—B.A., Interdisciplinary Arts and Sciences: Ethnic, Gender and Labor  
**Tacoma Community College**—Paramedic Training

## Professional Associations

**Pierce County EMS Committee Membership**  
**West Region Trauma QIF Member**  
**International Brotherhood of Teamsters Shop Steward**  
**Milton Volunteer Fire Department FFIMSO**

# JENNIFER L. BALES

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## SUMMARY OF QUALIFICATIONS

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Operations Manager with 25 years of EMT, Paramedic, Supervisor, Safety Coordinator, AMR Operations Manager, and Regional Safety & Risk Manager experience in California

- Manage budget for Sacramento County Operations to include management of KPI and Strategic Indicators for operational and safety performance
- Local Safety Coordinator since 2000 with responsibility for implementation, development and maintenance of local SRM program
- Regional Safety & Risk Manager since 2013 with responsibility for 22 operations
- Management of regional MSIP, accident and injury claims management, IIPP, safety training, MWMP, HMP and OSHA compliance
- Oversight of required local operational permits and licenses including: HMP (fleet shop), MWMP, and LQHE
- Manage compliance with mandatory training for NorCal region and Hawaii
- Oversee National Safety Initiative Program for NorCal operations
- Responsible for support and roll-out of new programs at local operations level including but not limited to recruitment, transition to Success Factors, SRM programs, MEDS, and TeleStaff
- 2003 – AMR Sacramento County ranked 1<sup>st</sup> place overall for 2002-2003 AMR Corporate Safety Audit
- ICS 100, 200, 300, 400, 700, 800

## WORK EXPERIENCE

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<b>American Medical Response</b> , Sacramento County	1989 to Present
<b>Position</b>	

- 1989 – 1990 EMT, FTO
- 1991 – 1999 Paramedic, FTO, Remedial Preceptor
- 1999 – 2000 Field Operations Supervisor
- 2000 – 2005 Safety Coordinator/Field Operations Supervisor
- 2005 – Present Operations Manager/Safety Coordinator
- 2013 – Present Regional Safety & Risk Manager

## EDUCATION

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<b>NCTI, Roseville</b> Paramedic Program	1990-1991
<b>Cosumnes River College</b> EMT Program	1989
<b>San Jose State University</b> General Education and Finance Courses	1983-1984
<b>Foothills Community College</b> , Los Altos Hills, CA Animal Health Technology Program – A.S. Degree Vocational program	1979-1980
<b>San Jose City College</b> College preparatory Chemistry and Biology	1978

## CURRENT COMMITTEES

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NCTI - Advisory Board, Private Employer - AMR Representative  
American River College Paramedic Advisory Committee Board – private employer representative  
Hospital Council of Northern & Central California - Diversion Committee  
Hospital Council of Northern & Central California - Emergency Services Task Force Committee  
Hospital Council of Northern & Central California – Emergency Preparedness Committee

## REFERENCES

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Available upon request



## **Kerri Limpin – Human Resources Manager for AMR’s West Region**

### **Current position:**

As Human Resources Manager for AMR’s West Region, Ms. Limpin oversees human resources (HR) activities for multiple counties. Her responsibilities include employee relations, staff and training development, union activities relating to grievance/bargaining agreement interpretation, company and operational policy and procedure implementation and adherence, and ensuring compliance with State and Federal laws.

Ms. Limpin is celebrating her first year with AMR and brings over 10 years of HR experience in a union environment to include recruitment and retention, performance management, staff training and development, labor relations, workers’ compensation, and support of company safety initiatives.

Ms. Limpin will continue to serve the County by ensuring compliance with state and federal regulations and to partner with AMR management as a resource to support the alignment of HR strategies with business initiatives and goals.

### **Prior Employment Experience**

#### **Human Resources Administrator 2006-2010 IC&S Wholesale Grocers I Stockton, CA**

- Perform recruitment activities, including advertising, attend job fairs, background screening, interviewing, conduct pre-employment and drug testing, orientation, training and processing new hire paperwork
- Track, manage and investigate grievance and employee relations issues/complaints to resolve labor and management, wage, benefit, and work practice disputes for 500+ union and non-union employees
- Interpret and administer labor contracts with respect to wages, employee welfare, healthcare, union and management practices and contractual stipulations for multiple bargaining units
- Maintain proper administration of employee record keeping and data integrity within HRIS system, prepare employee status reports and management of department budget, assist in payroll processing, track and manage leave of absence, disability and workers compensation
- Coordinate employee events, recognition programs, company health fairs and volunteer programs
- Oversee job bidding procedures, hiring and separation of all employees. Maintain seniority listings for multiple collective bargaining agreements
- Ensure the proper administration of all generalist duties and company policies including LOA/FMLA/CFRA, STD -benefit enrollments, changes, garnishments, State and Federal employment law compliance



**Staffing Manager 2003- 2005 | The Plus Group, Inc. | Gold River, CA**

- Recruit, screen and place applicants in technical, administrative and industrial positions
- Coordinate all pre-selection activities, including drug testing, reference checks and background verifications
- Establish and maintain partnerships with community career centers, resource groups, colleges and Employment Development Department to recruit potential candidates
- Supervise administrative staff and interns
- Process payroll and manage unemployment and Worker's Compensation claims



# RANDY HARRELL

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## PROFESSIONAL PROFILE

### Regional Director / General Manager / Fleet Maintenance Manager

#### *Excellent Knowledge of Heavy Duty Engines ♦ Strict Compliance ♦ Management Training*

*Motivated, intelligent Regional / Service Manager with an extensive track record of adeptly managing productive and performance-driven service & fleet maintenance operations, processes and procedures while constantly creating and implementing methods to increase efficiency and productivity. Proactive leader also highly skilled in training and supervising teams toward achieving company production goals while maintaining full compliance with business and government guidelines and regulations. Multi-talented operations manager with vast experience in operations, project management, problem solving, new business development and heavy duty industrial and vehicle engine repairs. Competent leader with willingness and ability to energetically perform multiple responsibilities with a hard-working mentality which produces results, translating into greater company efficiency, productivity and profits.*

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### *Selected Career Highlights*

- Successfully increased new business segment in first year by \$3 million. [Stewart & Stevenson]
  - Grew labor sales from \$3 million to \$8 million, with a 22% net profit. [Stewart & Stevenson]
  - Started a new business within the corporate business structure of several companies – which included marketing, invoicing, hiring, training and creating and implementing internal procedures. [American Bus Repair, LLC]
  - Transformed a failing and recently-acquired business into a profitable venture by developing effective and successful procedures which fit a retail business into an operational business with little aid from the corporate structure. [American Bus Repair, LLC]
  - Effectively supervised 60 productive and efficient technicians. [Stewart & Stevenson]
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### *Areas of Expertise*

- |                                     |                            |                         |
|-------------------------------------|----------------------------|-------------------------|
| ♦ Heavy Duty Engine & Fleet Repairs | ♦ Vehicle Maintenance      | ♦ Communication         |
| ♦ Troubleshooting                   | ♦ OSHA, EPA, CARB Laws     | ♦ Goal Achievement      |
| ♦ Compliance Auditing               | ♦ New Business Development | ♦ Operations Management |
| ♦ Staff Hiring/Training             | ♦ Employee Safety          | ♦ Quality Assurance     |
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### *Professional Job Summary*

American Medical Response (Western Region.)

Burlingame, CA

#### **Regional Fleet Manager**

**2011-Present**

Manage multiple Ambulance Fleet shops in the San Francisco Bay Area and Southern CA. both union and non union divisions. Negotiate vendor agreements, conduct shop audits to conform to company policy, work directly with General Managers and Regional CEO regarding purchases of equipment and staffing. Conducted start up of new divisions and arrange contracts with suppliers and vendors. Train shop supervisors and technicians on fleet management and invoicing software. Track expenses for finance directors regarding budget and non budget items.

American Bus Repair, LLC (*Subsidiary of MV Transportation.*)

Alameda, CA

**Director of Retail Sales / General Manager**

**2007 – 2011**

Directed the start-up of this new retail business within an operational business. Oversaw and managed the following departments: Body Shop, Bus Repairs, DPF Cleaning, and MV Excess Fleet Management. Research and develop processes for billing and invoicing customers. Collect and review receivables and invoices from vendors. Schedule and assign work flow, write estimates, oversee billing and payroll work with vendors, and advise upper management regarding business development. Manage field service technicians and interact with larger company divisions on necessary repairs. Hire and fire employees. Attend trade shows to market new business and develop marketing tools, website layout and brochures. Develop all company protocols and procedures, including marketing and management materials.

Oversee the parent companies excess fleet stored at present location. Store used vehicles and monitor the usability of vehicles. Aid in the selling of vehicles or scrapping the iron. Successfully passed the DMV tests for application process and also become a Vehicle Vin Verifier, being bonded to fill out the DMV paper work for parent company and customers who purchase new vehicles.

MV Public Transportation

Fairfield, CA

**Northwest Director of Maintenance**

**2004 – 2007**

Supervised 25 company divisions which consisted of a total fleet of over 850 vehicles (including the first Hybrid fleet in Northern California). Worked with division clients on purchasing new equipment and then auditing the new vehicle purchases. Aided in planning start ups of new operations business in various cities, including hiring shop managers and technicians. Performed monthly audits of the facilities for compliance to OSHA laws and company policies, along with current EPA regulations and Highway Patrol / DOT inspections. Hired staff members, including maintenance managers and mechanics. Developed and began four new company locations. Transformed negative client relationships into positive ones. Improved maintenance department facilities through a successful audit process.

Stewart & Stevenson

San Leandro, CA

*Largest Detroit Diesel & Allison distributor in the world – with over 3,500 employees, 40 locations and revenues exceeding \$1 billion in sales.*

**Distributed Energies Systems (DES) Operations Manager**

**1993 – 2004**

Oversaw the operations of five company locations in California. Hired mechanics and staff members. Implemented EPA rulings and obtained Air Quality Board Permits. Analyzed and troubleshoot large engine failures and site problems.

**Fire Apparatus Product Manager** (*Corporate Position*)

Expanded 9 out of 30 branches to include a fire maintenance apparatus. Developed a fire apparatus training manual and PM inspection forms. Trained sales staff, as well as service and parts personnel, on the fire apparatus. Represented company at regional and national trade shows.

**Western Region General Service Manager**

Managed seven service departments located in the Western region. Expanded technicians from 32 to 60 in Northern California. Trained four new service managers on software procedures. Supervised an office of 12 staff members. Developed a policy and procedure manual for service departments. Oversaw warranties for dealers of Detroit Diesel & Allison. Negotiated transit contracts for various companies – including Sam Trans, Wheels and AC Transit. Successfully negotiated three union contracts.

Viking Freight Systems / FedEx

Milpitas, CA

**Service Manager / Detroit Diesel, Cummins and Allison Dealer**

**1988 – 1993**

Managed the service and machine shop departments. Developed a service code manual and maintained price lists. Held company meetings regarding P&L statements. Negotiated a contract for San Francisco Municipal Transit.

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## ***Education & Professional Development***

- **Ohlone Jr. College** ♦ Fremont, CA *Associate of Arts ♦ General Arts*
- **Industrial Training:** Warranty Processing for Detroit Diesel, Cummins & Allison, CHP B.I.T. Program, Detroit Diesel Engine Overhaul, Allison Transmission Overhaul, Failure Analysis, Series 60 EGR 2004, Ricon & Braun ADA Wheelchair Lift Training, Haz Mat & SPPC Certified.
- **Memberships & Certificates:** Board Member Apparatus Maintenance Section, International Association of Fire Chiefs, Committee Member for NFPA-1071 (Technician Qualifications), Emergency Vehicle Technician Validation Committee, Detroit Diesel & Allison Guild Member, Certified Compressed Natural Gas Tank Inspector, Various ASE Certifications, Certified EVT Aerial Inspector

*(Extensive technical and professional education and references list provided upon request.)*



**Contra Costa County Fire & EMS**  
*Exclusive Operator for Emergency Ambulance Service*



# IN-COUNTY SUPPORT



**Thomas Wagner**

**Regional Chief Executive Officer  
West Region**

**5151 Port Chicago Hwy  
Concord, CA 94520**

Mr. Wagner is responsible for the oversight of AMR's West Region, which provides 9-1-1 and non-emergency services in California, Hawaii, Oregon, Washington, Montana and South Dakota. AMR's West Region team of clinical and operational professionals handles more than 1,320,000 ambulance responses a year, making it AMR's largest operating region. Mr. Wagner has more than 27 years of EMS Operations experience. As a former Malcolm Baldrige Quality Award examiner for the State of Oklahoma, Mr. Wagner has developed service excellence and performance standards for EMS systems across the nation. Mr. Wagner is a member of the College of Healthcare Executives and is completing his credentialing for his Faculty of American College of Healthcare Executives Certificate. He holds an undergraduate degree in Biology from the University of California, San Diego, and an MBA from the University of Phoenix.

#### EXPERIENCE

2006 – Present	American Medical Response	
West Region Chief Executive Officer (2012–present)		Concord, CA
Northern California Division Chief Executive Officer (2006–2012)		Concord, CA
1998 – 2006	Paramedics Plus	Oklahoma City, OK
Chief Operating Officer, EMSA Oklahoma		
1985 – 1998	American Medical Response	
Vice President of Operations EMSA Oklahoma (1997–1998)		Oklahoma City, OK
Managing Director MedTrans (1995–1997)		Dallas, TX
Director of Operations, Baystar Medical Services (1991–1995)		Burlingame, CA
Supervisor of Operations, EMT, Hartson Ambulance (1985–1991)		San Diego, CA

#### EDUCATION

University of Phoenix	San Diego, CA
M.B.A.	
University of California	San Diego, CA
B.S., Biology	
Miramar College	San Diego, CA
Certificate – Emergency Medical Technician	

## PROFESSIONAL AFFILIATIONS

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California Emergency Medical Services Authority

Medical Director Advisory Committee 2010 – Present

American College of Healthcare Executives Member, 2005 – Present

Regional Advisory Committee, American College of Healthcare Executives  
Committee Member, 2010 – 2011

American Ambulance Association

Chairman of Professional Standards Committee, 2012 – Present

Chairman of Government Affairs Committee, 2010 – 2012

Member Ethics Committee, 2009 – 2010

Emergency Medical Services Corp. (EMSC) Investment Committee, Committee Member, 2007 – Present

Ben Smith  
Battalion Chief, EMS Division  
Contra Costa County Fire Protection District

**Highlights of Qualifications:**

Working and managerial experience in emergency management  
Proficient with Cal OSHA, Title 22 and Ca H&S Code Div. 2.5 requirements for emergency medical services  
Solid knowledge of Medical Priority Dispatch, Local Protocol and LEMSA requirements  
Solid knowledge of EMT and EMT-P education, training, and licensing requirements  
Working knowledge of static and dynamic system resource deployment  
Working knowledge of national community paramedicine programs  
Experience in employee Performance Counseling, Discipline, and workplace investigations

**Professional Experience:**

Battalion Chief, EMS Division  
Contra Costa County Fire Protection District, Pleasant Hill, CA  
January 2010 – Present

Responsible for budget and oversight of EMT and EMT-P first response program serving 660k citizens  
Develop strategies, policies, plans, and procedures to achieve identified Department objectives and priorities  
Attend various educational and conference programs pertaining to emergency medical services  
Manage and coordinate recruit academy EMS and quarterly continued education training  
Represent the Fire District as the EMS point of contact to officials and organizations  
Coordinate investigations of EMS related complaints and unusual occurrences

Multiple ranks  
Contra Costa County Fire Protection District, Pleasant Hill, CA  
January 1992 – 2010

Firefighter/EMT, trained and performed all disciplines in all risk hazards in rapidly growing system  
Firefighter/Paramedic, worked to establish engine based first response advanced life support program in the agency  
Captain/Paramedic, provided training, oversight, and mentorship for recruit and probationary employees  
Training Captain, developed curriculum and coordinated training at the battalion level

**Training:**

Safety and Survival, Commanding the Mayday, Rapid Intervention Crew Tactics (Instructor), Commanding the RIC, Tactical Decision Making Under Stress and the Will to Survive, Rescue Systems I Technician, Swift Water Rescue Technician, Confined Space Rescue Technician, ISTM Tactical Medic, ICS 100-400, Instructor 1-A, 1-B, Hazardous Materials First Responder Operations, Hazardous Material Incident Command, Mobile Intensive Care Paramedic, EMS Leadership Academy-Specialist, S-359 Medical Unit Leader, S-404 All Risk Safety Officer, CAL-EMA Disaster Specialist, Terrorism Liaison Officer

**Education:**

*Stanford Hospital/Foothill College: Menlo Park, CA*  
*EMT-Paramedic Program*  
*Solano Community College: Fairfield, CA*  
*Fire Science studies*  
*Truckee Meadows Community College: Reno, NV*  
*Fire Science studies*  
*Simpson College: San Francisco, CA*  
*Communications studies*

**GREG KENNEDY**



**OBJECTIVE:** Current Contra Costa County Fire Protection District EMS CQI RN /Clinical Educator/Infection Control Officer

**EDUCATION:** Graduate of Concordia University MBA/MS Health Sciences, 2008

Graduate of Sacramento State University School of Nursing, 1992

Graduate of Southern Illinois University School of Human Resource Training & Development, 1990

Graduate of U.S. Air Force Air University / Community College of the Air Force, 1987

Graduate of US Air force Air University Medical Specialty School Sheppard AFB, 1984

Graduate of US Air force Basic Training Lackland AFB, 1984

**EXPERIENCE:**

**2013- Present Pinole Fire Department EMS CQI RN**

**2013-Present Rodeo Hercules Fire District EMS CQI RN**

**2011- Present Moraga Orinda Fire District EMS/CQI RN**  
Is the Fire Districts Infection Control Officer

**2010 – 2011 Level Three Trauma Center Coordinator**  
**Queen of the Valley, Napa**  
Ran and updated the trauma program. I assisted in writing the Napa County Trauma Plan.

**2009 – 2012 Consultant (Clinical and Outreach)**  
**Reach Air Medical**  
Consults with Hospitals and Reach partners regarding contracts and clinical practice.

**2006 to Present EMS CQI RN Clinical Educator/EMS Coordinator/Infection Control Officer**  
**Contra Costa County Fire, Contra Costa County**  
Lead Instructor, develop and create advanced training classes, write EMS policy and procedure.  
Provide Incident Command (ICS) leadership for MCI's and major medical events. Lead EMS Academy Instructor

**2002 to 2012 Quality Assurance RN/EMS Coordinator (part time)**  
**Benicia Fire Department, Benicia California**  
Audit PCR reports/charts, focused call audits, training, meetings.

**2001 to 2006 Staff R.N. Emergency room (full time)/Charge RN Emergency Room (full time)**  
**Sutter Delta Medical Center, Antioch, California**  
All levels of care related to Emergency Room patients, Charge Nurse.

**1999 to 2003 Flight Nurse/Crew Chief**  
**Reach Helicopter, (Redwood Empire Air Care Helicopter)**  
Santa Rosa, California  
Advanced Flight Nursing care for injured patients/Critical transport of critical ICU and CCU patients



- 1996 to 2000** Paid Reserve Fire Fighter and EMS Instructor  
**Moraga/Orinda Fire Department**, Moraga California  
 Trained Fire Fighters advanced airway and Paramedic skills.
- 1993 to 2002** Staff Nurse/Mobile intensive Care Nurse/Relief Charge Nurse  
**John Muir Medical Center**, Walnut Creek, California  
 Responsible for the assessment, planning, implementation and evaluation of care to emergency department patients in a level II trauma center. Making sure the emergency room runs smoothly.  
 Monitor and oversee MICN Base Station
- 1993 to 2000** Flight Nurse Full Time  
**Calstar/California Shock Trauma Air Rescue**, Hayward, California  
 Responsible for providing advanced ALS care. Emergency care and transportation of patients in the helicopter and pre-hospital setting.
- 1990 to 1994** Staff Nurse II/Mobile Intensive Care Nurse  
**Queen of the Valley Hospital**, Napa, California  
 Responsible for the assessment, planning, implementation and evaluation of care to emergency department patients in a level III trauma center.
- 1986 - 1989** Emergency Medical Paramedic/ USAF Cooperative  
**Allied Ambulance Company**, Oakland, California  
 Emergency care and transportation of patients in the pre-hospital setting.
- 1984 - 1991** **United States Air Force**
- 1990 - 1991** Training Non Commissioned Officer In Charge (NCO)  
 Combat Medical Readiness/Prehospital Medical Readiness, David Grant Medical Center, Travis AFB  
 Preparation of all military personnel for participation in the "Gulf War" conflict.  
 Deployed for Desert Shield and Desert Storm War 12<sup>th</sup> Contingency Hospital/Air Evacuation Squadron
- 1986 - 1990** Emergency Air Evacuation Critical Care Transport Team  
 David Grant Medical Center, Travis AFB  
 Routine and emergency patient care duties while aboard aero medical evacuation aircraft (C-130 and C141) 65<sup>th</sup> Evacuation squadron.
- 1985 - 1990** Emergency Department  
 David Grant Medical Center, Travis AFB  
 General patient care duties in a busy military hospital emergency department and provided ALS ambulance service

#### **CREDENTIALS:**

**Contra Costa County Medical Advisory Committee Member**  
**Contra Costa County Prehospital Trauma Advisory Committee Member**  
**Contra Costa County Helicopter Advisory Committee Member**  
**Contra Costa County STEMI Advisory Committee Member**  
**Contra Costa County STROKE Advisory Committee Member**  
**Contra Costa County Prehospital Data Advisory Committee Member**  
**California Fire Chiefs Association Member 2002-Present**  
 EMS Leadership Program Graduate 2013  
 FEMA Disaster Management Team Member  
 FEMA EMS Disaster Management Graduate 2014  
 California Infection Control Officers Academy 2010

California Fire Chiefs EMS Leadership Academy Graduate 2008  
FEMA Emergency Management Institute Graduate 2009  
Contra Costa Fire EMS Academy, Lead Instructor  
American Academy of Pediatrics PEPP Instructor (PEPP)  
International Trauma Life support Instructor (ITLS)  
National Pool Safety Council member  
National Drowning Prevention Alliance member  
Co-Chairman for the Pre- Hospital Committee for Solano County 2004 - 2006  
Contra Costa County Executive Leadership 2001 Management Certificate  
Certified Flight R.N. (CFRN)  
Critical Care Registered Nurse (CCRN)  
Flight Nurse Advance Trauma Course certificate (FNATC)  
Neonate Advance Life Support Certificate (NALS)  
Registered Nurse (RN)  
Mobile intensive Care Nurse Instructor (MICN)  
Contra Costa County Critical Incident Stress Debriefing Team Member  
Trauma Nurse Core Course Instructor (TNCC)  
Advanced Trauma Life Support (ATLS)  
Pre-hospital Trauma Life Support (PHTLS) Instructor  
Basic Trauma Life Support (BTLS)  
Advanced Trauma Life Support attendee (ATLS)  
Advanced Cardiac Life Support (ACLS) Instructor  
Pediatric Advanced Life Support (PALS) Instructor  
Certified Emergency Nurse (CEN)  
Paramedic Certification (EMTP)  
Bachelors of Science in Nursing (BSN)

#### **AWARDS:**

Contra Costa County Fire Academy Instructor Excellence Award 2012  
Queen of the Valley Medical Center Values in Action Award for Trauma Care Excellence 2011  
Northern California Pool Safety Program Excellence Award 2010  
Contra Costa County Fire Chiefs Award for saving drowning child 2009  
ZOLL Field Save Award 2009  
ZOLL STEMI Educator Award of Excellence 2009  
Contra Costa County Stemi Star Award for leadership 2009  
Sutter Health Clinical Excellence Award 2003  
Sutter Health Hospital Employee the year o 2002  
John Muir Trauma Clinical Excellence Award 1997  
John Muir Employee of the Quarter 1998  
Calstar Employee of the quarter Award 1994  
United States Air Force Commendation Medal (2)  
Humanitarian Aid Medal (1989)  
U.S. Air Force Good Conduct Medal (2)  
Military Airlift Command  
Non Commissioned Officer of the Quarter (2)  
Military Airlift Command USAF  
Military Airlift Command Professional Image Award 1986  
U.S. Air Force Airman of the Quarter 1985  
Queen of the Valley Hospital Achievement Scholarship to Sac State University 1990  
Outstanding College Student of America 1989 - 1992  
U.S. Air force NCO Leadership course honor graduate

# Susan Fitzgerald

## PROFESSIONAL EXPERIENCE

**American Medical Response**, Concord, CA  
Nation's leading medical transportation company

**Regional Operations and Finance Officer** **2007 to present**  
Finance Officer for Western Region (Northwest, California and Hawaii) with revenues over \$750 million. Reporting to the Regional CEO, direct financial affairs, supervise the functions and activities of financial reporting and analysis, payroll, business planning, capital budgeting, acquisitions and proposal development. Hold fiduciary responsibility to corporate for the integrity of financial reporting and other reported information. Manage seven direct reports and total team of fourteen.

- Lead and deliver to senior management annual budget of revenue, expense, volume, utilization and other income statement items with focus on operational improvement and bottom line growth.
- Partnered with billing services, corporate finance and operations to continuously improve revenue recognition accuracy and maximize cash yield, mitigating government reimbursement challenges.
- Finance lead in multiple RFPs and acquisitions.
- Supported VP of labor relations in union negotiations, providing financial guidance and participating in overall strategy.
- Working with legal and operations, ensured regulatory compliance and provided leadership on contract review, negotiations, and pricing.
- Oversee and present financial results and audits to county leaders for various 911 contracts.

**Covidien (Formerly Tyco Healthcare and Nellcor Puritan Bennett)**, Pleasanton, CA  
Global Manufacturer of Medical Devices

**Sr. Financial Analyst, Respiratory Division** **2001-2007**  
Responsible for month end close, financial reporting, budgets, forecasts, and strategic planning. Managed monthly forecast and annual budget processes, served as strategic partner and finance advisor to Marketing, R&D, and Management. Involved in various

significant projects including business development valuations and due diligence, Sarbanes Oxley implementation and testing, and new product development analysis.

- Led conversion of manufacturing budgeting and forecasting to ESSBASE, designed process, developed templates, and provided training to both US and International manufacturing sites. This produced enhanced reporting and allowed visibility of key metrics by business line.
- Developed complex analysis tools including Price/Volume analysis, revenue and margin budgeting and forecasting models, and close, forecast and budget reporting packages.
- Led Global Demand project team, designed, developed, and integrated budgeting process for \$1 billion in volumes, manufactured worldwide at 7 sites.

**Wells Fargo Bank, Walnut Creek, CA**

Electronic Payment Services Division (Merchant Card Services and Business Payroll)

**Division Finance Officer, Electronic Payment Services Division 1997-2001**

Managed finance and general ledger operations; directed month end close, budgeting, forecasting and business analysis including preparation and presentation of monthly Operating Reviews. Supervised professional staff of four and total staff of eight.

- Re-engineered general ledger operations resulting in reduction of 2 FTE.
- Developed with alliance partner (First Data) a single planning model which resulted in consistent reporting, improved accuracy, and better variance explanations.
- Consistently identified and recovered bottom line savings including re-negotiation of a portfolio purchase, which resulted in an additional \$1million in annual revenues.

**Crystalline Materials Corporation (CMC), San Ramon, CA**

Multi-national start-up engaged in the manufacture of electronic substrates

**Controller 1995-1997****Finance Manager 1993-1995**

Responsible to CEO with total accountability for integrity of external and internal accounting and financial reporting and analysis including detailed budgets and forecasts, cash flows, consolidated financial statements, variance analysis and product costing. Coordinated year-end audits and tax filings for US and Canada. Served as Corporate Secretary interfacing with Board of Directors, investors, and outside council.

- Participated as a member of the Senior Management team in acquisition of an electronic package manufacturing company. Coordinated due diligence, prepared and presented combined financial forecasts to investors, lenders, and financing institutions. Contributed to the overall design and structure of financing.
- Maintained monthly burn rate by actively monitored expenditures, implemented purchasing and spending controls, and maintained budgets.

**Phase Two Industries, Santa Clara, CA****Finance Manager 1991-1993****Accounting Manager 1990-1991**

Start up Defense Contractor specializing in software engineering and small-scale hardware manufacturing

Managed all accounting activities including establishing and maintaining appropriate systems. Designed and implemented budget/cost control system and cost pool structure. Managed banking relationships, established lines of credit as required for cash flow management.

## **EDUCATION**

**California State University, Hayward, CA and Golden Gate University, San Francisco, CA** Graduate Business Course work towards MBA degree. Emphasis on Finance and Accounting.

**California State University, Hayward, CA**

Bachelor of Arts Degree.