



CHIEF'S REPORT

Date: June 8, 2020

To: Board of Directors

From: Michael S. Schwartz, Fire Chief

Local Fire Restriction and CALFIRE "Burn Bans" go into effect June 15, 2020.

Subsequent to the adoption of the 2019 Fire Code, ONLY Natural Gas (NG) or Propane (LPG) outdoor firepits and barbecues, and pellet grills/smokers are allowed year-round except during [Red Flag/critical fire](#) weather conditions. All of these appliances must be utilized following manufacturer's recommendations.

All sources of open flames, including Natural Gas (NG) or Propane (LPG) outdoor firepits and barbecues, and pellet grills/smokers are prohibited during [Red Flag/critical fire](#) weather conditions. For reports of hazardous camp fires, people should call 9-1-1.

Examples of what is allowed during fire restrictions:



During the month of May, the District along with most of our state, federal, and local partners prepare for the fire season. Staff and I have been attending numerous pre-season planning meetings and resource readiness activities, such as the, CAL OES Region IV cooperators meeting, CAL FIRE AEU – El Dorado County pre-season meeting and the Sierra Front Wildfire Cooperators Generals meeting. On a local level District staff has been receiving wildfire training (RT-130) while our brush trucks and equipment are also being prepared for the fire season. With summer weather finally upon us the District has experienced increased demands for emergency service. Regionally, early-season wildfire active has been high

with several fires in the state and to our east along the Sierra Front. We have already had our first series of arid low-pressure wind event that prompted "[Red Flag warnings](#)" along the Sierra Front. Residents and visitors need to be extra vigilant when involved with activities that provoke fire ignitions. These activities included any open burning, camp fires, barbecues, ash disposal, trailer towing and discharge of fire arms just to name a few. They also need to stay informed about local, state and federal fire restrictions and know that all fireworks are prohibited within the basin. Locally, calls for emergency services are beginning to rise, specifically outdoor recreational EMS rescue

➤ **COVID 19**

- Began in Wuhan China in 2019
- January 14, 2020 first case in the USA
- March 2nd first case in Placer
- March 4th 1st COVID Death in the USA, Placer County, CA.
- March 13, Districts initial actions
- March 17, District released memo #20-26
- March, The District initiated an Incident management Team
- March The IMT developed the IAP and corresponding Memorandums #20-29 and #20-30
- March 28, NTF Local Emergency Declaration
- March, COVID Modifications made to all Medic Units
- April The IMT and Command staff met daily to review the Situation Reports
- April Logistics established PAR levels for all PPE
- April Ordered Specialized decontamination equipment
- May 12th most recent update of COVID Memorandums, #20-29 and #20-30
- May 13th is Day 60 of our COVID-19 Prepare and Respond Incident Management Team.
- June 5th, Implementation of Step 1 of our Seven Steps to Normalization Plan

On the frontlines locally are the men and women of North Tahoe and Meeks Bay Fire Protection Districts, they have sworn to protect and serve our communities from all enemies, both foreign and domestic, putting themselves and their families at risk of harm; I'm proud of them, and proud to serve along with them and all the first responders across our nation as they continue in combat against COVID-19.

Administrative and Fiscal

- Preparing preliminary 2020/21 budgets for both MBF and NLT;
- Wrapping up 2019 CalPERS Audit;
- Monitoring and managing the FEMA COVID Programs CARES 1 & 2 and Post Disaster Mitigation;
- Business Offices remain closed to public, all Administrative Functions fully operational;
- Final 2019/20 Expenditures approved;
- Added increased fiscal controls, including a spending freeze on all discretionary spending;
- Developing fiscal projection scenarios for the next 12-24 months, FY-2020/21 and FY-2021/22; and
- COVID-19 Administrative Section Chief

Fire and Life Safety (Fire Prevention) Fuels Facilities

- Oriented the Three new Inspectors: (2) Seasonal D-space and a fulltime Short Term (Vacation) Rental Inspector. Following orientation and training they will be deployed;
- All plan checks are being done electronically;
- New inspection software is now operational with on-line scheduling;
- All types of inspections have resumed;
- Chipping and D-Space inspections requests are open on-line too;
- Basin and Truckee Fire restrictions are in effect on local, state and federal jurisdictions;
- Our contracted NLT Fire Crews have been working on forest fuels treatment projects in the North Tahoe PUD area and will continue to work west this season;
- Many of our traditional HOA meeting are being retooled for on-line virtual education;
- COVID upgrades being completed at Station 51 to facilitate a limited reopening for the public;
- Radio Alerting system upgrade for Meeks Bay Station 61 (Aka 67);
- Station 61 had a bear entry into the living quarters though an open window;

- HVAC replacement and upgrade (FAG/AC/Hot Water) to Station 56 (Alpine Meadows);
- Station 56 underground phone and cabling needs replacement before winter;
- Station 51 is seeing and increased nuisance bear problem, mitigation measures underway; and
- COVID-19 Logistics Section Chief duties

Operations and Fleet

- We are seeing our seasonal increase of emergency calls, EMS rescues for recreational accidents in the water and back country have noticeably increased. These types of calls require greater time and resource commitments than other medical calls;
- Updated alarm response cards are now in place;
- NLTFPA (Incline NV) has joined the EJPA Chiefs and will begin being dispatched by CAL FIRES Grass Valley Command Center on July 1, 2020;
- This Wildland Fire Response Plan (WFRP) has been developed to provide guidance and considerations for maintaining continuity of wildland fire response in the presence of the COVID-19 pandemic for the 2020 fire year in the Pacific Southwest Geographic Area;
- Developing response plans for fire season that include these new COVID-19 mitigations;
- Engine 67 is having its turbo replaced under warranty, all other equipment is fully operational;
- The New UTV (Ranger) is being delivered this week;
- A New Medic unit is included in this year's NTF budget;
- Several vehicles have been reassigned to facilitate the on-boarding of the additional inspectors; and
- COVID-19 Operations Section Chief duties

Training and Rescue

- RT 130 and our STL refreshers;
- Most of the April training was done at the company level or virtually;
- Completed the three-week May 2020 Engineer's academy with all participants successful; and
- With proper precautions, ran some multi-company drills

EMS and UAS

- New Paramedics are doing well in TAP;
- The paramedics continue to see rule out COVID patients;
- Received our fogger decontamination unit;
- The EMS Committee has been making some controlled substance inventory changes; and
- Set up two utilities and a brush truck for ALS assignments
- Squaw Valley Fire and Northstar Fire are contemplating adding ambulance service to their districts. On May 1, Chief Schwartz provided Chief Riley (Squaw Valley) with a memorandum regarding his thoughts and concerns on the matter, and a similar memorandum was sent to Chief Bailey (NorthStar Fire) on May 11, 2020. On May 22, Chief Schwartz, Board President Baffone, along with Chief Seline and Board President Herrick (from Truckee Fire) sent a joint letter to the Squaw Valley Fire and Northstar Fire General Managers and their respective Boards of Directors.

Safety/Wellness and IT

- Health and wellness physicals will be finishing in June;
- Zoom 5.0 is now allowable on District equipment;
- The new Polycom phone system is fully deployed and operational; and
- IT continues to assist all divisions utilizing technology for communications, doing a great job

Important Memorandums and Attachments.

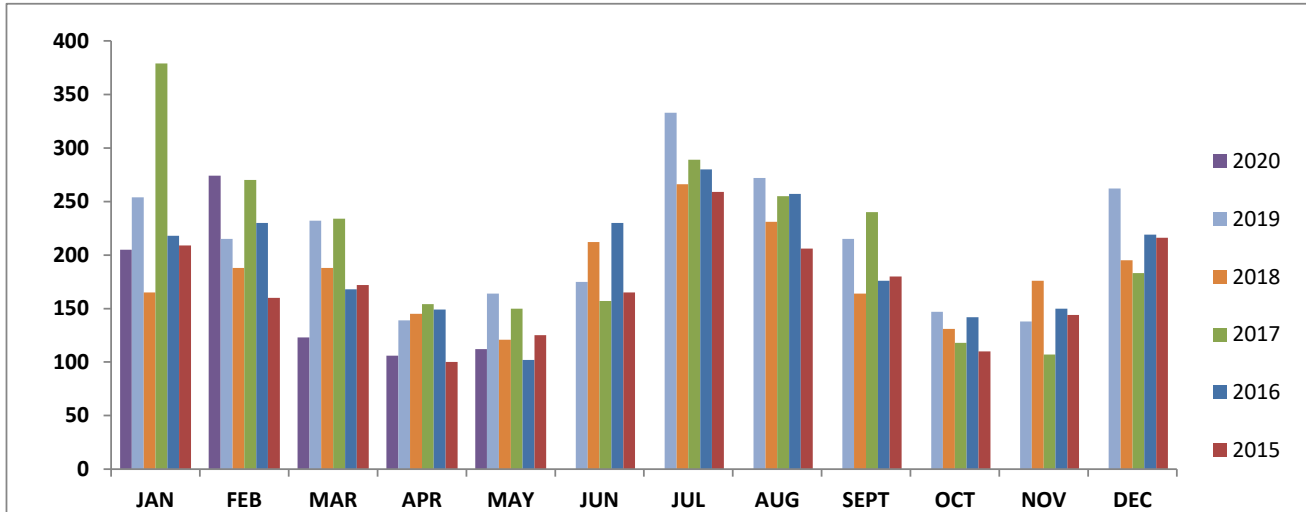
- Response graphs
- Memorandums #20-29 and #20-30 Revised
- Draft Seven Steps to Normalization plan
- Letter related to SVF and NSF related to proposed ambulance services.
- Memorandums to Chief Riley and Chief Bailey

**NTFPD-MBFPD RESPONSE CALLS
May 2020**

Incident Number (FD1)	Incident Date Time	Incident Type (FD1.21)	Apparatus	Primary Action Taken (FD1.48)	Additional Actions Taken 2 (FD1.66)
2020009884	5/6/2020 2:07	EMS call, excluding vehicle accident with injury	E53, M67	Provide advanced life support (ALS)	Transport person
2020009977	5/7/2020 13:29	EMS call, excluding vehicle accident with injury	E51, M53, M67	Provide advanced life support (ALS)	Transport person
2020010073	5/8/2020 18:21	EMS call, excluding vehicle accident with injury	E67, M53	Provide life support (BLS)	
2020010108	5/9/2020 5:38	EMS call, excluding vehicle accident with injury	B5, E53, E67, M53, M67	Provide advanced life support (ALS)	Transport person
2020010220	5/10/2020 15:45	EMS call, excluding vehicle accident with injury	E67, M53	Refusal of EMS care	
2020010223	5/10/2020 16:32	Unauthorized burning	E67	Extinguishment by fire service personnel	Information, investigation & enforcement, other
2020010300	5/11/2020 16:19	EMS call, excluding vehicle accident with injury	E67, M53	Refusal of EMS care	
2020010859	5/19/2020 19:01	Motor vehicle accident with no injuries.	B5, E53, E56, M67	Refusal of EMS care	
2020011035	5/22/2020 13:19	Gas leak (natural gas or LPG)	B5, E52, E53, M51	Investigate fire out on arrival	
2020011100	5/23/2020 12:43	EMS call, excluding vehicle accident with injury	B5, E53, M67	Refusal of EMS care	
2020011153	5/24/2020 7:48	Smoke scare, odor of smoke	B5, E67	Investigate	
2020011264	5/25/2020 13:50	Assist invalid	M53	Assist physically disabled	
2020011271	5/25/2020 15:10	EMS call, excluding vehicle accident with injury	E67, M53	Provide advanced life support (ALS)	Transport person
2020011658	5/30/2020 12:22	Carbon monoxide detector activation, no CO	B5, E53, M51, M67	Investigate	
	Calls = 14				

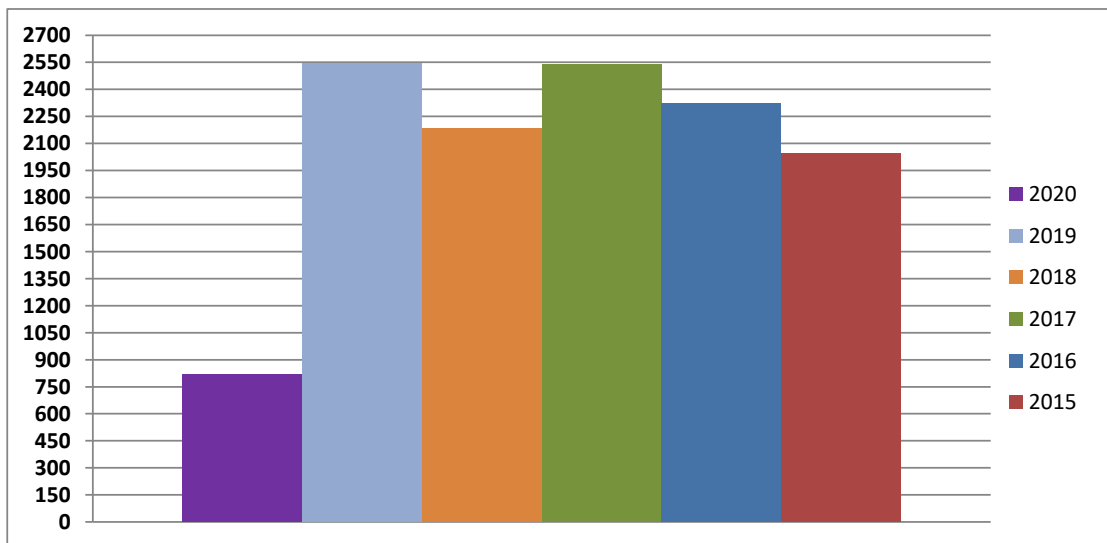
MONTHLY COMPARISON

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
2020	205	274	123	106	112							
2019	254	215	232	139	164	175	333	272	215	147	138	262
2018	165	188	188	145	121	212	266	231	164	131	176	195
2017	379	270	234	154	150	157	289	255	240	118	107	183
2016	218	230	168	149	102	230	280	257	176	142	150	219
2015	209	160	172	100	125	165	259	206	180	110	144	216



YEAR TO DATE COMPARISON

2020	820
2019	2546
2018	2182
2017	2536
2016	2321
2015	2046





North Tahoe and Meeks Bay Fire Protection Districts



Memorandum

#20-29

STATION and PERSONNEL DIRECTIVES
REVISED 06/05/2020

CHANGES TO 5/12/2020 VERSION ARE IN BOLD

To: All Personnel
From: Michael Schwartz, Fire Chief
Re: District's Response to Executive Order N-25-20 State of Emergency to Exist in California as a Result of the Threat of COVID-19
Date: **June 5, 2020**

The following directives are effective immediately and per policy may remain in place up to a year unless modified by the Fire Chief.

DIRECTIVES:

1. All stations, including administrative offices and shop, are closed to the public and outside visitors (including family and friends) until further notice. **With Chief Officer approval, outside vendors/visitors may be allowed access providing proper PPE is worn.** No classes or tours will be conducted. This includes riders on apparatus.
2. Safety personnel have been fit tested and issued a personal N95 respirator. The N95 shall be worn on incidents. These will be reused until grossly contaminated or damaged. Notify your Captain for a replacement.
3. All personnel shall wear a mask or face covering over their mouth and nose while in the fire station when more than one person is in a room and when in public. When training outside or in the bays with doors open and appropriate social distancing practices can be met, a facial covering is not required. **Shielding shall be added to workspaces to provide Vertical Separation Barrier where necessary. (VS)**
4. What style mask or face covering will I need to wear?
 - Safety personnel: "fitted" N95 mask for use on calls; "non-fitted" N95 masks for station living.
 - Admin/Prevention/Fleet/Facilities personnel: "fitted" N95 mask unless it is too uncomfortable, then they may use "non-fitted" N95 mask.
 - Personnel may alternatively utilize cloth coverings such as a scarf, buff, or homemade masks. This does not apply to emergency calls.

Do I need to wear the mask when I am by myself, working out, cooking, or eating?

- You may remove the mask when you find you are not in a communal working/living environment.
- You may remove the mask during workouts as long as only one person is in the workout area.
- You must wear a mask while cooking (even if alone in the kitchen).
- When eating meals, remove your mask and maintain social distance or choose different times to eat.

5. Return to normal staffing patterns and inter-station movements. (PPE, SD)

6. Resume of internal meetings and trainings. (PPE, SD)

7. Personnel should maintain clean uniforms at all times. If you have been exposed to a person exhibiting flu-like symptoms, wash your uniform and decon station boots after contact. Remember, to wipe down badges, name tags, and other pins, etc. Consider taking an extra uniform on transfers.
8. Complete a full decon wipe down of the cabs, back of medics, first out utilities, and stations at the beginning of every shift and after every call. COVID-19 can last on surfaces for maybe hours. Stations and high-contact surfaces should be cleaned a minimum of twice a day.
9. Prevention: All plan checks will be conducted electronically; **all fire inspections resume. (PPE, SD)**
10. Supervisors will complete a health check for each employee as they arrive for work and document findings on the COVID-19 Employee Screening form in FireManager. This will be done daily for all employees. Personnel shall not fill out their own form.
- 11. Personnel may enter other stations during cover assignments. (PPE, SD)**
12. The District has decided to save PPE in the event there is a shortage. If the used PPE needs to be utilized at a later time, it will be cleaned or autoclaved following the CDC guidelines.
 - a. PPE that will be saved includes gowns, goggles/glasses, masks and booties, including damaged items.
 - b. PPE used on a patient will not be saved.
 - c. Do not save grossly contaminated PPE or PPE worn for patient care with respiratory illness that is consistent with COVID-19.
 - d. Store used PPE in a sealed black trash bag with the employee's name and date written on outside of bag on 2" white medical tape. Place the plastic bag in a cardboard box, labeled "USED PPE" in the annex at Station 56 and exterior sheds at Stations 51, 52 and 67.
13. If you're sick, stay home. Supervisors should inquire how their personnel are feeling at the beginning of each shift. Captains and supervisors *must* send home personnel who exhibit flu-like signs or symptoms, including, but not limited to a fever over 100.4, persistent cough, and/or upper respiratory illness.

Personnel on duty who believe they or a co-worker are sick should immediately report these concerns to their direct supervisor. If personnel are uncomfortable reporting to their direct supervisor, they should notify their BC, Administrative Assistant Kelly McElravey, or Director of Finance and Administration Kim Eason.

 - To return to work after being off work due any of these symptoms, the employee must be cleared by TFH Occupational Health 530.582.3584.
14. Any employee that has traveled by air, domestically or internationally **MUST** call Sue McMullen, TFH Occupational Health at 530.582.3584. She will have screening questions and will provide a return to work date based on current CDC and local guidelines. Contact your Chief Officer or Director, to determine whether you can work from home or will be placed on paid leave (Sick, VAC/CTO).
15. Any questions related to COVID-19 symptoms or for more information on when to seek care, contact the Tahoe Forest Health System COVID-19 Employee Hotline at 530.582.3450.

Additional Best Practices

Consistent with existing practices, station living quarters should be cleaned between each shift. Common contact surfaces should be disinfected regularly. During a contagious illness outbreak, disinfect surfaces a minimum of twice per shift. Examples of common contact surfaces include doorknobs, keyboards, toilet handles, and faucets.

Use the following steps when cleaning the stations, apparatus, and equipment:

1. All station surfaces shall be wiped down using disinfectant solution or disinfecting wipes.
2. Floors shall be mopped using disinfectant solution or bleach and warm water.
3. All surfaces of apparatus cabs and ambulance boxes shall be wiped down using disinfectant solution and allowed to air dry, including all items and surfaces crew members may have come in contact with (seats, handles, radios, SCBAs, etc).
4. All diagnostic and medical equipment shall be wiped clean using disinfectant solution or disinfecting wipes.
5. Gyms/Fitness Equipment
 - a. Turn on fan(s)/open window(s). Use disinfectant spray/wipes provided specifically for the fitness rooms. See email from Lockhart for specific cleaning of all fitness areas. Note, the Simple Green that is used to clean kitchens and bathrooms has no disinfectant properties and should not be used.
 - b. Do not use any other cleaning products on the fitness equipment including plates/bars, treadmill/rowers, etc., due to degradation of the rubber, cables, and mechanisms.
6. Bedding: The off-going shift will place all fitted bed sheets in the washer at shift exchange. The oncoming shift will place clean sheets on beds.
 - a. All employees must place their own bed sheet over the fitted sheet.
7. When appropriate, create air circulation in shared spaces (window open, fan on, door open, etc).
8. All vehicles will be stocked with disinfectant, hand sanitizer, and gloves. Wear gloves when fueling vehicles.
9. Use one computer workstation when possible. If shared, disinfect between uses.
10. Wash contaminated or potentially contaminated clothing at work.
11. Recommended practice: Shower and change into clean civilian clothes before leaving work.
12. Maintain social distancing on duty and off duty.
13. Do not reuse the same mask worn in the station in the home environment.
14. Do not accept donated food from outside sources.

Lexipol policies covering public safety disease prevention:

- 900 Illness and Injury Prevention Program
- 903 Communicable Diseases
- 909 Respiratory Protection
- 613 Respiratory Protection Training

Definitions:

PPE – Masks or Face Covering with gloves or handwashing

SD – Minimum of six-foot social distancing

VS – Vertical separations (Walls or Plexiglass extending above the head of personnel when working or talking.

ILI – Influenza-like symptoms



North Tahoe and Meeks Bay Fire Protection Districts



Memorandum

#20-30

INCIDENT DIRECTIVES

Revised April 6, 2020

To: All Personnel

From: Michael Schwartz, Fire Chief

Re: District's Response to Executive Order N-25-20 State of Emergency to Exist in California as a Result of the Threat of COVID-19

Date: April 6, 2020

The following directives are effective immediately and per policy may remain in place up to a year unless modified by the Fire Chief. Should you have any questions, contact your direct supervisor.

DIRECTIVES:

GVECC will screen the following chief complaints: breathing problems, sick person, and other respiratory-type illness.

Call-Taker to ask the following questions:

1. Are you or someone in your household currently on home isolation or quarantine for coronavirus?
2. Do you currently have any respiratory symptoms such as cough, fever or difficulty breathing?

If the answer is **yes** to one or both of these questions, the Dispatcher will advise responding units with the simple phrase of "**PPE Alert**".

When the "**PPE Alert**" is provided by the ECC, don the following PPE prior to making patient contact:

- N95 Mask
- Goggles or face shield that fully covers the front and sides of the face
- Disposable Isolation Gown
- Gloves

Use your judgment to determine if the patient has signs or symptoms of COVID-19. According to recent studies, COVID-19 symptoms include cough (68%), fever (44%), fatigue (38%), sputum production (34%), shortness of breath (19%), sore throat (14%), headache (14%), and other respiratory symptoms. You should have a high suspicion of needing PPE even if a PPE Alert was not given by GVECC.

Patient Assessment:

- All personnel will be issued their own N95 mask to be worn on **all** calls. These will be reused for as long as possible, until grossly contaminated or damaged. Notify your Captain if you need a replacement.
- One crew member will do the initial assessment from 6 feet away on all calls even if a PPE alert was not given. If the crew member suspects a respiratory illness, remove yourself from the scene and put on the remaining PPE. Use your best judgement if you need a new N95 before patient care is resumed.
- If possible, have the patient walk outside.
- A **surgical face mask (not an N95)**, or non-rebreather mask, **shall** be given to a patient with any complaint prior to performing patient assessment and committing more personnel. All patients will be transported wearing either a surgical mask or a NRB.
- When possible, have the patient put on gloves to decrease the chance of contaminating medical equipment and the gurney.
- Involve the fewest number of the crew required.
- Non-transporting crew members must call the on-duty BC prior to returning to quarters.
- After completing patient care, and before entering the cab for transport, the driver should remove the face shield/goggles, gown, and gloves. The gloves will be thrown away but all the other PPE will be stored in a plastic bag for storage at the station. Do not save the PPE if it is grossly contaminated or has been used to treat a patient with a possible respiratory illness. Perform hand hygiene. The plexiglass in the ambulances is not air tight so N95 masks must be worn during transport.
- We should not transport anyone but the patient. Exceptions can be made if the patient is a minor or has other personal needs. Explain to the rider that they may not be able to remain with the patient at the hospital and they must wear a surgical face mask during transport.
- Turn on the patient compartment vent and open a front window in the cab. Do not recirculate any air.
- Notify the ER that you are enroute with a patient with “flu like” or “respiratory symptoms”. TFH will provide a designated room for these patients.
- SSV guidelines stress personnel should exercise caution if an aerosol-generating procedure (BVM ventilation, oropharyngeal suctioning, endotracheal intubation, nebulizer treatment, CPAP, etc.) is necessary. Notify the receiving hospital and obtain guidance whether to continue, discontinue, or complete the procedure. Adequately document any order to stop an aerosol-generating procedure. All PPE must be worn while performing any of the above procedures.
- Following the call, the transporting crew will:
 - Leave the rear doors open to allow sufficient air changes while transferring care to the ER staff.
 - Open both windows in the cab to allow sufficient air changes.
 - Meet with the ER physician to discuss any potential exposure the crew had while on scene and during transport. Ask if the patient will be tested for COVID-19.
 - Call the on-duty BC for direction **PRIOR** to going available with GVECC.
 - Thoroughly decontaminate the medic unit - patient compartment and cab as described in Lexipol Policy 903.

Arrival at the Hospital:

- All receiving hospitals expect NTF personnel and patients to be wearing face masks while inside the hospital regardless of the patient complaint.

**North Tahoe Fire Protection District
Anticipated Steps to normalization**

Step(s)	Alteration to Directives in Memo's #20-29 and #20-30	Completed
Step 1	<ul style="list-style-type: none"> • Return to normal staffing patterns and inter-station movements. (PPE, SD) • Gym use 2 persons at 51 and 52, 1 person at all other gyms. (SD) • Personnel may enter other stations during cover assignments. (PPE, SD) • Return to normal work schedules, end work at home UTFN. (PPE, SD, VS) • Essential vendors/visitors may enter station for services by arrangements with Executive Staff. (PPE, SD) • Resume of internal meetings and trainings (PPE, SD) • All fire inspections resume. (PPE, SD). • Shielding added to workspaces to provide Vertical Separation Barrier. (VS) • Fleet and facility services to normalize. (PPE, SD, VS) 	
Step 2	<ul style="list-style-type: none"> • Face covering not required but recommended in areas where vertical separation or SD cannot be assured. • Vendors allowed in facilities (PPE, SD, VS). • District hosted meetings resume with 50% capacity and (PPE, SD or VS). 	
Step 3	<ul style="list-style-type: none"> • Essential outside career track training with Chief Officer and Executive approval. • Outside small meeting attendance (10 or fewer) with Chief Officer Approval (PPE, SD) 	
Step 4	<ul style="list-style-type: none"> • District hosted meetings resume (PPE, SD, VS) • Training and Travel to resume (PPE, SD) • District personnel to attend outside meetings(PPE, SD) • Station and facilities (does not include EOC) are open to the public (PPE, SD, VS) • Riders allowed to accompany patients. (PPE) • Donated food from outside sources is acceptable. 	
Step 5	<ul style="list-style-type: none"> • Daily Health Checks suspended • District hosted meetings resume • Training and Travel to resume • District personnel to attend outside meetings without restrictions • Station and Facilities are open to the public • Riders allowed to accompany patients. • Attendance at large meetings and gatherings permitted 	
Step 6	<ul style="list-style-type: none"> • PPE for ILI-type patients only required per CDC, SSV or EMSA protocols. • Station and facilities (including EOC) open to public without restriction. • Masks in public or for routine business are no longer required. 	
Step 7	<ul style="list-style-type: none"> • Resume all previously normal operations rescind memorandums #20-29 and #20-30. • If not already done, rescind Resolution 04-2020 A Resolution of the North Tahoe Fire Protection District Declaring a Local Emergency in Order to Respond to the Covid-19 Infectious Disease Outbreak regarding the emergency spending directive. 	

PPE – Masks or Face Covering with gloves or handwashing

SD – Minimum of six-foot social distancing

VS – Vertical separations (Walls or Plexiglass extending above the head of personnel when working or talking.

ILI – influenza-like symptoms

Steps to be taken in order based upon the continued organizational health, community health and the frequency of rule out COVID -19 patients being seen by the District's EMS crews, local clinics and hospitals. Increased in any of these numbers could delay further steps or require to step backwards.

To: NTFPD Board of Directors
From: Michael S. Schwartz, Fire Chief
Date: 5/26/2020

SUBJECT: AGENDA ITEM #7, AMBULANCE SERVICE CHANGES ALONG THE 89 AND 267 CORRIDORS (SQUAW VALLEY AND NORTH STAR SERVICE AREAS)

Background

Squaw Valley Fire and Northstar Fire are contemplating adding ambulance service to their districts. On May 1, Chief Schwartz provided Chief Riley (Squaw Valley) with a memorandum regarding his thoughts and concerns on the matter, and a similar memorandum was sent to Chief Bailey (NorthStar Fire) on May 11, 2020. On May 22, Chief Schwartz, Board President Baffone, along with Chief Seline and Board Presidents Herrick (from Truckee Fire) sent a joint letter to the Squaw Valley Fire and Northstar Fire General Managers and Boards their respective Boards of Directors. The summary from the letter is as follows:

The decision to begin providing ambulance service is a weighty one. Finances and the level of service to be provided are two of the important factors to consider. Impacts to the regional system of emergency medical and fire protection services and the neighboring service providers and collaborators must also be considered. We respect the autonomy and independence of your agencies, as well as your desire to be responsive to the communities you serve. However, those issues and decisions should not be made in a vacuum.

Unfortunately, we see you heading down the wrong road. When we see something, we should say something. Here we are saying that there is more for you to consider and raising awareness to our concerns. We respectfully ask that before either agency proceeds further with formal action to provide ambulance services, that you convene meetings and detailed discussions with us and other stakeholders so that all relevant perspectives and issues can be considered when determining how best to provide these critical life-safety services.

Recommendation

Discussion and possible action



North Tahoe and Meeks Bay Fire Protection Districts



**222 Fairway Drive
P.O. Box 5879
Tahoe City, CA 96145
530.583.6913
Fax 530.583.6909**

Michael S. Schwartz, Fire Chief

MEMORANDUM

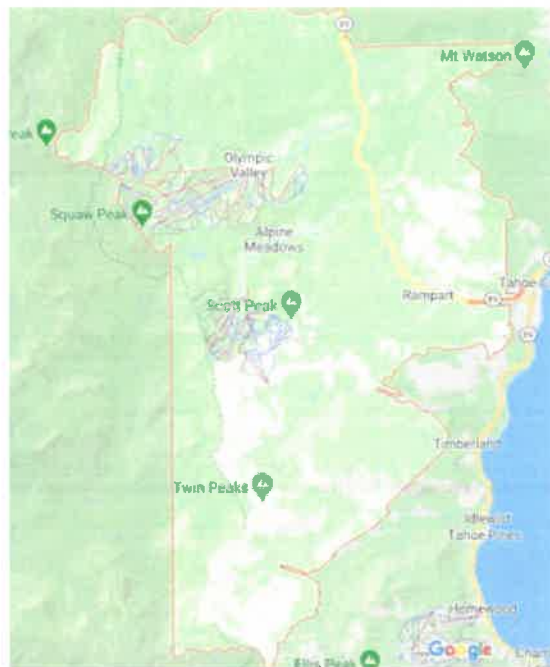
Date: May 1, 2020

To: Allen Riley, Fire Chief
Squaw Valley Fire Department

From: Michael Schwartz, Fire Chief
North Tahoe Fire Protection District

RE: NTFPD Ambulance Transports Originating in the Squaw Valley/Olympic Valley Response Zone
FY-2018-19.

Geographic Description: Olympic Valley, CA/Squaw Valley 96146



Financial Information

Fiscal Year	2018	2019
Total Transports	171	162
Billed Receivables	\$460,674.00	\$436,428.00
Gross Revenue (Less write-off's)	\$220,379.67	\$208,780.74
Billing Fees (6%)	\$13,222.78	\$12,526.84
Net revenue	\$207,156.89	\$196,253.90
Total cost of services (Direct & Indirect)	\$1,295,448.12	\$1,227,266.64
+ Profit / - Loss	(\$1,088,291.23)	(\$1,031,012.74)

Receivable revenue percentage by 30-day aging

Days	0-30	31-60	61-90	91-120	121-180	> 180
Percent (%)	18%	22%	9%	13%	8%	30%

Operational Information

As you consider, as an agency, entering into an EMS transport enterprise, it is important to evaluate and understand the impacts to our regional EMS system. Emergency Medical Services in the Tahoe Truckee region are provided through an efficient, tiered Advanced Life Support (ALS) System through a combination of strategically deployed ALS engines and ALS transport units (ambulances) in order to provide the highest level of care to our communities. The Tahoe Truckee regional system encompasses six independent, yet inter-reliant, fire agencies: Squaw Valley Fire Department, NorthStar Fire Department, Meeks Bay Fire PD, North Tahoe Fire PD and North Lake Tahoe Fire PD. Squaw Valley Fire and NorthStar Fire provide EMS exclusively through ALS Engine Companies within the Olympic Valley and NorthStar, California areas, respectively.

Since the 1980's, Paramedic ALS ambulance transport services have been provided to the greater Tahoe and Truckee region by three coordinated providers: Truckee Fire Protection District, North Tahoe Fire Protection District, and the North Lake Tahoe Fire Protection District. The three Districts operate a coordinated **System Status Plan** utilizing multiple layers of agreements that ensures that every response receives the closest, most appropriate response. The system operates 12 ambulances on a daily basis with a surge capacity to 16 ambulances during peak periods and for expanding incidents. The system utilizes the International Academies of Dispatch Emergency Medical Dispatch Protocols to prioritize and respond with appropriate resources. For high priority calls, the closest engine and medic unit are routinely dispatched. ALS care is often initiated by the paramedics responding on an ALS engine and then transported by the medic unit. This tiered approach allows for the most efficient care and resource utilization given the geographic challenges of this region. Overall, EMS systems staff an average of **one ambulance** per 51,223 population. One-tier systems average **one ambulance** per 53,000 compared with two-tier systems, which average **one ambulance** per 47,000. In the two-tiered systems, the average ALS

unit serves 118,956 population. This, in contrast to the 12 ambulances in the Tahoe Truckee regional system which are necessary to meet customer expectations, response times, and our unusual population surges, is the reason why the cooperative system runs at a financial loss but also at a net health benefit to our communities. The closest medic unit (ambulance) to Olympic Valley is stationed at North Tahoe Fire Station 56, 2 miles south of Squaw Valley Station 21, The next closest medic unit is stationed at North Tahoe Fire Station 51, 5 miles south of Squaw Valley Station 21, and the third is stationed at Truckee Fire Station 92, 13 miles north of Squaw Valley Station 21.

Unit Hour Utilization (UHU) is the number of transports divided by the actual unit hours. A *unit hour* is a fully operational ambulance in operation for one hour, ($\text{\#Transports} / \text{\#of Unit Hours} = \text{UHU}$). UHU is utilized in EMS systems to determine if additional medic units are necessary to meet demand or if current resources are being over exerted; both conditions cause deterioration of system performance measure. The North Tahoe Fire PD's 2017 Standards of Coverage study provided recommendations that were implemented to ensure that all medic units were operating within ideal UHUs. Adding additional units into the system would displace and redistribute existing resources.

Incident Concurrency is how frequently multiple incidents occur simultaneously and is important for the evaluation of the workload of individual medic units and to determine to what extent their availability for dispatch is affecting the response time performance. In simplest terms, a medic unit cannot make it to an incident across the street from its own station if it is unavailable to be dispatched to that incident because it is committed to another call. This is important because concurrent incidents can stretch available resources and extend response times.

As you develop your study and evaluate our multi-agency-tiered deployment, consider that a sophisticated **EMS Deployment Strategy** should address:

- Response time performance
- Clinical sophistication
- Customer satisfaction
- Economic efficiency

I understand and respect your agency's interest in operating its own ambulance, but I would encourage you to consider initiating a regional comprehensive Standards of Coverage study of our entire system prior to making that decision. North Tahoe Fire would be pleased to participate, both in providing the study data and in cost sharing, as a study of the whole system would provide invaluable guidance for both current and future system enhancements in support of the health and safety of all our communities. I hope the fiscal and operational information provided in this memorandum assists in your planning process.

Respectfully,



Michael Schwartz, Fire Chief
North Tahoe Fire Protection District



North Tahoe and Meeks Bay Fire Protection Districts

**222 Fairway Drive
P.O. Box 5879
Tahoe City, CA 96145
530.583.6913
Fax 530.583.6909**

Michael S. Schwartz, Fire Chief

MEMORANDUM

Date: May 11, 2020

To: Sean Bailey, Fire Chief
NorthStar CSD Fire Department

From: Michael Schwartz, Fire Chief
North Tahoe Fire Protection District

RE: NTFPD Ambulance Transports Originating in the NorthStar, CA. Response Zone FY-2018-19.

Geographic Description: NorthStar CSD Service area within 96161

Financial Information

Fiscal Year	2018	2019
Total Transports	20	22
Billed Receivables	\$51,320	\$56,452
Gross Revenue (Less write-off's)	\$25,660	\$28,226.00
Billing Fees (6%)	\$1,539.00	\$1,693.00
Net revenue	\$24,121	\$26,533
Total cost of services (Direct & Indirect)	\$151,500	\$166,650
+ Profit / - Loss	(\$127,376)	(\$140,117)

Receivable revenue percentage by 30-day aging

Days	0-30	31-60	61-90	91-120	121-180	> 180
Percent (%)	18%	22%	9%	13%	8%	30%

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Memo to Chief Bailey

May 11, 2020

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Respectfully,

Michael Schwartz, Fire Chief
North Tahoe Fire Protection District