

Washoe County



Health District

Washoe County District Board of Health Concurrent Meeting Minutes June 10, 2013

PRESENT: Chair Matt Smith, Dr. George Hess, Dr. George Furman, Commissioner Kitty Jung, Council Member Sharon Zadra, Dr. Denis Humphreys, and Council Member Julia Ratti

ABSENT: None.

STAFF:

Leslie Admirand, Deputy District Attorney
Kevin Dick, Interim District Health Officer
Robert Sack, Division Director, EHS
Peggy F. O'Neill, Recording Secretary

Randall Todd, DrPH, Division Director, EPHP
Phil Ulibarri, Public Information Officer, AHS
Stacey Akurosawa, EMS Coordinator, EPHP

TIME / ITEM	SUBJECT / AGENDA	DISCUSSION	ACTION
8:32 am 1, 2	Call to Order; Salute to the Flag; Roll Call	Mr. Cashell led the pledge of allegiance.	
3.	Approval of the Agenda – Consideration of taking items out of sequence, deleting items, and adding items which require action upon a finding that an emergency exists (FOR POSSIBLE ACTION)	Board of County Commissioners (BCC) Chair Humke called for any deletions to the Agenda of the June 10, 2013 Concurrent Meeting.	<p>Dr. Humphreys moved, seconded by Commissioner Jung, that the June 10, 2013, Agenda be approved as presented.</p> <p><u>MOTION CARRIED</u></p> <p><i>The motion was also approved by the Board of County Commissioners, Reno City Council, and Sparks City Council.</i></p>

TIME / ITEM	SUBJECT / AGENDA	DISCUSSION	ACTION
2.1	Public Comment	<p>Jeffrey Church introduced himself as a property owner in unincorporated Washoe County as well as within the City of Reno. He explained that he would like to comment on emergency response and public safety. He explained the currently Reno has refused automatic aid to Washoe County. He added that people will die. He explained that within the City of Reno, the closest fire station to Boomtown and to many of the south schools are Truckee Meadows Fire Protection District units often staffed by paramedics, yet they will not be dispatched to any medical emergencies or accidents within the City of Reno. Likewise, within the County, even if City of Reno units are closer, they will not be sent, as the County goes to the County and City to City. He added that the needs of our community and the needs of our children are being disregarded. He explained that FEMA awarded a major grant to RFD / TMFPD for over \$13 Million for automatic aid and service to 6,000 square miles of Washoe and Reno. It was one of the top awards nationwide, and clearly, it would not have been awarded if it had been solely for the 100 square mile of the City of Reno. He pointed out that he had the grant application with him shall there be any doubt. He urged Washoe County to look closely at the grants and to seek legal input. He believes that strong action is required by the Commission on behalf of its citizens. He added that the City of Reno could be exposing itself to liability if they refuse automatic and mutual aid to respond to incidents in the County in accordance with the safer grants. In reviewing the staff reports, agendas, minutes, and watching the meetings, he is concerned that Reno may have intentionally failed to disclose to the public and Washoe County officials that these were joint RFD / Truckee Meadows grants to serve Countywide. He explained that he did not find any mention of the requirements or the Truckee Meadows Fire Protection District aspect in any agenda, staff report, etc. Upon review of the various grant applications with conflicting dates, he thinks it is clear that the grant was to provide service to the 6,000 square miles of Washoe County, 325,000 population, Reno only having about 225,000, 116 volunteers, Reno has none, 32 stations, enlisted coverage included, and Sparks if you are listening, Airport N86 in Spanish Springs, just the other side of Sparks, includes automatic aid, North County coverage, and many of entities located within the City of Sparks. He explained that FEMA noted in writing that Reno "Agreed to adhere to the requirements if awarded." He added that those requirements referenced Countywide. For Sparks, he explained, they indicated that they would cover 22 high rise buildings, 8 casinos, 5 hospitals (which includes Sparks), 23 health care facilities, 1 international airport, Stead Airport, the Spanish Springs Airport, Interstate 80 and 395 corridor.</p> <p>Katy Simon, Washoe County Manager, expressed appreciation, including on behalf of Chief Moore, to everyone who pitched in on the lightning storms and fires the day prior. She noted that Reno Fire, Sparks Fire, North Lake Tahoe Fire Protection District, Central Lyon, East Fork, North Lyon, Tahoe-Douglas, Mason Valley, Storey, Bureau of Land Management, U.S. Forest Service all helped out, and they wanted to thank each of them today.</p>	

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		<p>City of Sparks Mayor Geno Martini presented a proclamation to County Manager Simon as this is her last concurrent meeting and declared June 10th, 2013 as Katy Simon Day.</p>	
4.	<p>Presentation, discussion and potential direction to staff regarding an update and status report of the EMS Working Group, including the progress on previous direction related to recommendations from the 2012 TriData Emergency Medical Systems Analysis Final Report (FOR POSSIBLE ACTION)</p>	<p>Shaun Carey, City of Sparks City Manager, explained that the EMS Working Group has been working diligently since January to implement the TriData study to the best of their abilities. Since that time, they have conducted 7 very effective meetings in taking the 38 recommendation of the TriData study and looking at them, allowing each agency to provide input to them, directly representing their issues, and then working to find those that we can agree upon and find a path for implementation. He is pleased to report that much of that work has been done, and many of the TriData areas will be implemented by your staff in coming months at various levels of government where appropriate. They do, however, have issues which require negotiation. They have met in good faith, with all parties being fairly represented, without attorneys in the room, to find common ground wherever possible. Today, they would like to provide an update on the three top priorities as determined by the working group to be the most important for seeking change in our emergency medical system. He explained that the emergency medical system currently in place is an effective program in Washoe County. He added that REMSA has been a good provider for many years, the stewardship of the Health Department has been good and effective, and the public safety agencies that surround them have always been focusing on good outcomes. What was pointed out in the TriData study were opportunities to improve a good system and take it forward to serve the future. He believes that this is the important thing to keep in mind today as these governing bodies consider providing the working group direction, setting a platform for the future. The interlocal agreement that established the Health Department was done to place an emphasis on public health, and we did place the responsibility for oversight of ambulance services within the Health Department. They subsequently entered into a franchise agreement, and it is that franchise agreement which provides the path and direction for all of the services that have been provided by REMSA for these many years. It is one of the top priorities for the working group to look at. Inside your staff report, you will find a series of color-coded pages which provide you an issue matrix. The top priority, as determined by your three managers, from Reno, Sparks, and Washoe County, was in fact to reopen the franchise agreement, to bring it forward in a way that would set a platform for future services. Page 1 of 30 contains the Managers' comments. They believe that the franchise agreement is at the heart of creating a positive future with REMSA as the service provider. The District Health Officer's comments were taken directly into this document. REMSA comments are there as well. There are three different opinions, but they believe continued negotiations and directions to move forward to find a path on the franchise agreement is very important and continues to be the number one issue to tackle. You have three</p>	

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		<p>alternatives that make sense for you to consider. 1. Have the working group move forward to develop a scope of work in contractual requirements for a long-term contract with REMSA; 2. Move to modify the current franchise agreement, different than a contract which would have an end, scope of work, and performance measures; or 3. Continue to maintain the framework of the current franchise agreement. You can see the status listed, and the direction of the managers is to move forward with a scope of work.</p> <p>Kevin Dick, Interim District Health Officer, followed up on his remarks contained within the packets. He explained that Mr. Carey has been accurate in reflecting his opinion. Mr. Dick believes that at this point the working group has set down a path to meet with REMSA and the other responders as well as the three jurisdictions to discuss how we can move forward to improve overall EMS services in the community. He does not think at this point that they have fully explored all of the implications that would be involved in moving from a franchise agreement with REMSA to a contractual agreement for ambulance services. There are a number of factors that need to be considered which have not been fully identified to informed decision making at this point. He does agree that we should continue to work with REMSA and with the other EMS agencies to determine how we can best structure our programs.</p> <p>Jim Gubbels, President of REMSA, explained that currently we do have a franchise agreement that was formed for a purpose. Prior to 1986, we had three private ambulance companies in town. There was really no oversight of the services whatsoever. Two of them had filed for Chapter 11, and we did have a crisis going on in our community. That is why that franchise agreement was started with an exclusive provider to provide reliable service to our community. That is what has happened over the past 23 years is we do have a reliable ambulance service to serve this community. He does believe that it makes sense to take that franchise agreement, which is performance-based and has the oversight of the District Board of Health (DBOH), and throw it out to start out with a new contract which we have seen what those pieces of that contract would be. He believes it makes sense to work with it in the existing agreement or contract, modify where they need to be modified, where that will improve patient care. That is the support he has from the REMSA Board that they are willing to look at issues within the current franchise, that can improve patient care in our community, and they are willing to move forward in making those necessary changes. He does believe that Dr. Cohen as stated very clearly that we do have a good service in our community. He explained that Dr. Cohen also ranked clinical care for both REMSA and North Lake Tahoe Fire Protection District are above the criteria national performance levels. He explained that it does not make sense to throw it all out and start over with something that we do not even know exactly is within that type of contractual arrangement. He encourages the voting bodies to move forward with the commitment of the REMSA Board to do modifications where those</p>	

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		<p>exist and move forward with that aspect of this recommendation.</p> <p>Mr. Carey, added in summary that he thinks the managers believe the question is effective governance. He explained that under the current franchise agreement, so many of the issues involving the County, the City of Reno, and the City of Sparks, do not have an appropriate path to resolution. In the current franchise agreement, as it sits within the health department, the managers believe that empowerment is necessary at the local government level for the leaders that have gathered here today to leap forward into the future. What happens in the EMS component of our overall public safety programs much be communicated, must have standards, and must be ready to reflect the changes which have already occurred in our communities and which will occur in the future. That is why the managers have come together in the need for transparency, accountability, and governance, and made this strong recommendation that we move to explore a scope of work to bring back a contractual relationship. Mr. Carey added that Jim is right in that we have not written a scope of work. In this first phase of the project, what the managers have determined is that the position we are in today does not deal with governance, does not deal with transparency, and does not deal with accountability, nor frankly, does it deal with change within our jurisdiction. He explained that it is on that basis that they made that recommendation. They would like the working group working in a direction that would move forward this issue, one we should not fall back from.</p> <p>Reno City Council Member Oscar Delgado advised that it is not entirely clear to him what issues and problems they are trying to resolve with the contract versus revision of the franchise agreement, why revision of the franchise agreement would not achieve the same effect.</p> <p>Mr. Carey explained that in a structural sense, the relationship between the Health Board and REMSA are of concern, because it is very difficult for public safety changes within each of the individual communities to lead to change of how a component of the public safety system works. For example, in Mr. Carey's system, where they grew rapidly into the Spanish Springs Valley, they did not have fire resources early in that development, nor did they have the services that would have been within the franchise serving that area. The way the contract is written, the oversight is done on the whole region, not looking at their specific jurisdiction. The unique ability of Sparks to provide its fire service, its fire service and dispatch were compromised, because their leadership did not have a path to create change. He added that a similar example would probably be found in the south part of Reno today where you have densities which require urban firefighting, you have suburban densities which require a different level of service. That's the question of governance: that ability for local government officials, who are elected to serve and lead this public safety mission, for them to be able to have a path for change. Mr. Carey explained</p>	

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		<p>that inside of our franchise agreement, that opportunity has not been successful. It is not that there has not been an effective medical system. As we move forward, costs will become even greater, and public officials need to be freed up to make decisions to serve the future and not be hamstrung by something that exists on this level. All of the managers share a great concern over transparency. It needs to be transparent to a common person looking at a common organization to understand this service is being provided. This is essentially a monopoly operating under a modified public utility model. That model is used very infrequently. It has been the early research by managers that would say a contract without a term, a franchise without a term, are not good governance. They believe centrally to the issue you must have performance standards and a place where that contract has an end date. That is a place in time when good service can be rewarded by an extension, services can be modified to fit the current conditions, but it has led to the inability for this contract to come to an end. The Managers believe that can be solved in that matter.</p> <p>Mr. Delgado asked if Mr. Carey and team had discussed doing that within the franchise, because it seemed to him that that could also be modified.</p> <p>Mr. Carey answered by explaining that he has avoided legal at this point in the negotiation in order for managers to dive in and find alternatives and solutions. There will be contracts, franchises, and legal work that will need to be done. When the three managers look at the current structure of this franchise agreement, they were unanimous that it is time for change. The number one priority is the desire to improve patient care. It has got to be done cost effectively, it got to represent the geographics, the land uses, the concentrations of calls for service, and it has to be done in a way that serves this path forward.</p> <p>Commissioner Marsha Berkbigler having negotiated previous franchise agreements, she knows that franchises can be open, can have termination dates, they can have governance issues. All of those things can be added to the structure of the franchise. She continues to have some concerns about why we would throw out an entire document that has been effective. She explained that there is no question that we have good service but also no question that some things need to be changed.</p> <p>Mr. Carey responded by agreeing that those are very valid points that the franchise agreement can be changed and is an option listed as an alternative for consideration.</p> <p>Sparks City Council Member Ron Smith asked Mr. Gubbels if he is willing to look at and change the existing contract but just wants to go through the process until we get to that point.</p> <p>Mr. Gubbels agreed and explained that if there are changes within the existing</p>	

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		<p>franchise that they are willing to make those changes. He explained that REMSA is regional and they do have different response zones for different areas and densities within the community. He explained that he is not opposed to looking at their zones and mapping and looking at changing them. He proposed having response standards for everyone, Sparks, Truckee Meadows, Reno, place on the map, find out where there are gaps, and then collectively decide how each area can be served differently.</p> <p>Sparks City Council Member Julia Ratti expressed how thrilled she is with the progress has been made and thanked all of the stakeholders at the table. She feels that they are starting to have meaningful, substantive conversations about how do we get to a better overall EMS system, not just focused on REMSA and the franchise agreement but focused across the entire system. She expressed her concern for governance and less concerned whether they call it a contract or franchise. She believes if we start with the current franchise agreement, it is going to have to be modified significantly to meet everything that has been discussed thus far. She asked Mr. Carey if there is any meaningful structural difference between the word "franchise" or the word "contract."</p> <p>Mr. Carey explained that there is a very big difference. A franchise is a commitment to serve a service area which gives and empowers somebody to do rate setting and to do all of the activities required to bring the resources, provide the services, incur the costs, and to do that without competition. In the case of a contract, that is something you would use to design for any public service. For example, with Sparks street sweeping, we chose a portion of our agency, we wrote a scope of work for a specific period of time, and they bid on it, and we got specific costs. The services were known, the service area was known, and the costs were known. The Public Utilities Commission in Nevada regulates most of Nevada's publically operating utilities. It is a process which has statewide implications. The use of franchises in this particular setting is very, very rare. When the managers look out to the alliance for innovation, the ICMA, the International Association of Fire Chiefs, we find most of the agencies are having these services provided by contracts with a more definitive scope of work and can be adjusted in a more governed sense than a franchise.</p> <p>Board of County Commissioners Chair David Humke mentioned Councilwoman Ratti's comments regarding a franchise agreement just being a contract to which he explained that Mr. Carey had clarified that it is much more. He questioned if the essential problem is that there is not a commission in place for the REMSA franchise similar to a public utilities commission.</p> <p>Mr. Carey agreed and added that there is a franchise which is a franchise between the DBOH and REMSA and their service providers. It was an agreement entered into many years ago and has provided good results, but the challenges of governance are</p>	

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		<p>present.</p> <p>Chair Humke added that with all due respect, REMSA is not producing a good result largely to the unincorporated areas, and that is what we need to work on.</p> <p>Chair Humke commented that there was reference to no attorneys in this process to which he added that when he thinks of governance, he looks to attorneys.</p> <p>Chair Humke asked Mr. Lipparelli since the franchise agreement does not have an end date, and therefore no method of renewal, as renewal is automatic, is there any termination provision.</p> <p>Mr. Lipparelli explained that there are termination provisions, but these provisions are for cause. The performance has to be so poor that the contract is terminated for failure to perform. There are also cure provisions which give the franchisee the opportunity to cure any deficiencies; there would have to be almost a catastrophic failure of the system in order to call it quits.</p> <p>Chair Humke clarified that if performance under the franchise agreement in a County Commissioner's viewpoint is not great, that does not rise to the level of catastrophic.</p> <p>Mr. Lipparelli responded that this would probably not rise to that level, but even if there are things that the franchisor, the DBOH and its community partners, are dissatisfied with, the first step would be to put the franchisee on notice and provide the opportunity for cure.</p> <p>Chair Humke explained what Mr. Lipparelli talked about in the catastrophic situation would likely be litigation which Chair Humke stated he was not advocating. He added that he does not think there is any person in the room that wishes litigation to fix the franchise agreement. He explained that there is the opportunity, as he found within the 30-page document, for a second franchise agreement which he may have interest for the unincorporated areas in Washoe County. He asked if we could modify the franchise agreement to allow the negotiation of a second franchise agreement.</p> <p>Mr. Lipparelli believes that you could design a different structure for service, but it would take the franchisee agreeing to it rather than unilaterally dictated by the franchisor.</p> <p>Chair Humke added that there is not currently any serious oversight, regulation and control over the franchisee. He explained that he is trying to find the possibilities in terms of governance of how we do this. He asked if it was possible to renegotiate the franchise agreement.</p>	

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		<p>Mr. Lipparelli responded that, yes, it is possible.</p> <p>Chair Humke asked if it was also possible, as per Commissioner Berkbigler, to do modifications to add certain governance and other regulatory authority.</p> <p>Mr. Lipparelli responded that it is possible with agreement of the parties.</p> <p>DBOH Chair Matt Smith commented that one of the issues pointed out is the governance. However, when this was established, he explained, it was given to the DBOH, because it is the medical agency which oversees that. Given that, regarding governance, he added that it was given by the cities and the County to the DBOH. If there is a desire for changes to the franchise agreement, he stated, he has been on the Board for quite some time and has not seen a formal letter from any of the cities or the County asking them to change anything within the franchise agreement. He continued to explain that the agencies do have the government power but have given it to the Board. Therefore, if the agencies ask the DBOH to look at the franchise agreement, he believes that they have an obligation to look at it, but they have not formally been asked.</p> <p>Mr. Carey replied that with all respect, when Washoe County Commission initiated the TriData study, and they came forward with 38 recommendations, that was a very loud call for change. He believes that the County Commissioners in taking that step of leadership were looking for dramatic changes. He added that it is not disputed that EMS is the practice of medicine outside of the hospital, but what is disputed is that it is part of a public safety system that is not transparent, does not have accountability to local governments, and has impossible to change by any one of the local governments. There are elected officials that sit on the Board of which Mr. Carey said he could identify three who have tried that were unable to find a consensus at the DBOH to make change, and that was to bring in change necessary for the City of Sparks when their 911 center is getting the call that our services can be provided in an integrated and seamless manner. He added that Mr. Salerno tried, Mr. Smith tried, and Julia Ratti tried. It is very important that the Health Department hear the words that came from the TriData study and the recommendations that were made in October to move forward to make change in this area.</p> <p>DBOH Chair Smith replied that he sat right there and was asked if he was willing to look at the TriData report and that is exactly what we are doing. He thinks the Health Department has their ears open, and if there are necessary changes and it betters the system, he is all for it.</p> <p>Mr. Carey replied that they would not doubt that and that the Board has been</p>	

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		<p>represented well in the process, at the table on the working group through the District's leadership without question. He does believe that we need to change for the future to bring in this important issue of governance for elected officials who are making a much broader public safety decision.</p> <p>DBOH Chair Smith added that all of the entities have now provided the Health Department with data, and we are currently going through that but do not yet have results. He explained that they are still in the same position as before and wants to see the results so that all of the elected officials can look at it and see where the problem really is. He believes that there are some problems with the franchise agreement, and he thinks that they are willing to change a lot of things.</p> <p>Mr. Carey expressed appreciation for the Health Department and Washoe County providing a statistician to start the work of data which will provide a foundation, looking at things by jurisdiction, looking where performance can be changed, and do that together. He explained that the DBOH leadership in that area is much appreciated.</p> <p>Commissioner Hartung followed up on Chairman Smith's question by asking if REMSA has provided the data needed to study the response times.</p> <p>Mr .Carey yielded to Dr. Randall Todd to answer the question.</p> <p>Commissioner Hartung further explained that he knows of couple of example in Spanish Springs where it has taken REMSA over half of an hour to respond. He added that it is not a consistent issue but nonetheless has occurred in at least two separate instances.</p> <p>Dr. Todd responded that they do have REMSA response time data which they have always had as the Health District does receive the data on a monthly basis. They analyze the data statistically. REMSA does 100% sampling on their data and reports that monthly to the DBOH. Staff in the Health District corroborates that report by conducting statistical analysis on a sample of their response data. They draw that sample randomly, and the District has a nurse who actually goes down to REMSA, listens to the tape recording of those calls, determines if they have been appropriately prioritized, notes the time they start the call, the time that they report that they arrived at the scene, and compares that to the standards that have been set. He believes the question perhaps needs to be a bit broader. That is do we have similar data from the other response agencies, and that is something that the EMS Working Group looked at just a few weeks ago. They determined that they do not have a way of looking at this from a system-wide perspective. They have talked about the need for Computer Aided Dispatch (CAD) and linking those systems so that they can answer those kinds</p>	

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		<p>of questions but is going take a couple years before they have that technology. The interim solution that the working group came up with, and Mr. Carey alluded to this, was having each of the response agencies provide data to the health district. One of the problems is in matching, for example, a Reno fire response call or a Truckee Meadows fire response call to a REMSA response call, because there is no common identifier. However, the District's statistician is able to look at this and conclude if it is the same data, time, and address, then it is probably the same time. They have asked each of the response agencies to provide one month's worth of data so that they could test their ability to do this. He reported that they have successfully matched data between REMSA and Reno Fire. They have the data from the other response entities and are currently working on that. This will allow them to begin answering questions, such as what is REMSA's response times within fire response zones and vice versa. Perhaps, even more importantly, what is the overall response time from anywhere in our community from the time someone dials 911 until someone is there to help. Each agency has different response standards and different definitions of when they start the clock and when they stop the clock, but by combining this data, they hope to slide these timelines where they can be viewed as one record. Although it is more difficult in its current form, they did not want to wait for the CAD to CAD solution to answer some of these questions. Their work plan right now is that once they have matched up one month's worth of data, they will ask the entities for a larger set of data. In regards, to the specific example in Spanish Springs, Dr. Todd was unable to comment as he does not know the priority of the calls or anything else about them at this time.</p> <p>Commissioner Hartung responded to Dr. Todd by asking if he recommends as in TriData's Recommendation No. 2, found on page 17 of 30, that there be a common incident number be instituted.</p> <p>Dr. Todd responded that one of the things they had noted when they began to work with real data, it is time-consuming and labor-intensive to do this matching. It may seem that this would be easy, matching the same date, time and address, but entities may input addresses, for example, spelled out or abbreviated, causing the computer to look at this data as separate. Therefore, it takes human intervention to get these records to match. At the last EMS Working Group, as they were presenting some of their early efforts at data matching, the suggestion was made that they at least explore whether or not the 911 Dispatch Center could assign some sort of identifier that would be conveyed to the responding agencies and added to their respective databases that would allow them to link these much more easily.</p> <p>Commissioner Hartung asked if the typical length of a franchise agreement is known.</p>	

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		<p>Mr. Lipparelli responded that he did not know the typical length but did explain that franchise agreements are often utility-specific, and, as Jim said, they need to capture a period where someone could make a large investment, have a rate of return on that investment, and generally show stable return on that investment to folks who may be shareholders. In that case of this franchise agreement, REMSA has made investments to serve an effective system. He added that we need to be cognizant of where they are, their assets and liabilities, and that would be part of a common franchise agreement.</p> <p>Commissioner Hartung asked Mr. Gubbels if he uses vendors for service or goods.</p> <p>Mr. Gubbels responded that REMSA does use vendors to purchase goods, such as medical supplies.</p> <p>Commissioner Hartung asked if REMSA has an agreement with any of its vendors which has lasted more than 20 years that they have never revisited.</p> <p>Mr. Gubbels responded that he not aware of any agreement meeting that criteria.</p> <p>Sparks City Council Member Schmitt commented that he is receiving very mixed signals on the contract and wanted to clarify that the original franchise agreement was in place for 20 years based upon return on investment.</p> <p>Mr. Gubbels answered the question in the affirmative explaining that the term was originally from 1986 to 2006, renewed each year thereafter.</p> <p>Mr. Schmitt continued to ask about the clause within the franchise agreement and if that was back in 1986 when the clause was put on that said that the contract basically did not end, that it required REMSA approval to eliminate the franchise agreement.</p> <p>Mr. Gubbels believes that is correct.</p> <p>Mr. Schmitt questioned if indeed that contract cannot end without REMSA's consent.</p> <p>Mr. Gubbels noted in addition to ending with REMSA's consent, it could end if REMSA defaults on the performance criteria within the franchise agreement.</p> <p>Mr. Schmitt questioned then why have 20 years in the agreement but did not expect an answer due to the length of time since the agreement was written. He added that he is getting mixed signals as some have said that the contract can be changed while Mr. Gubbels also noted a 20-year term and that he was willing to go back and look at a 10-year or specified time franchise agreement. He then asked Mr. Gubbels if he</p>	

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		<p>was willing to look at a specified time that truly at the end of the 10 years, the franchise agreement ends.</p> <p>Mr. Gubbels replied that they are certainly willing to look at that, but he added that it has not been proposed.</p> <p>Mr. Schmitt questioned if Mr. Gubbels is willing to work for the citizens of Washoe County for 10 years and renegotiate a contract where citizens can go ahead and have a say at that time.</p> <p>Mr. Gubbels believes the answer would be yes, but again, he has a REMSA Board.</p> <p>Mr. Schmitt asked if there was anybody present who was involved when the franchise agreement started in 1986. He also questioned if in 1986 there was any elected official or employees of any municipality that could have been part that was on the receiving end of this contract who was actually employed by REMSA or a partner of REMSA, either the non-profit or profit side.</p> <p>Mr. Gubbels responded that he did not think so, but he was not involved with REMSA in 1986; he was working for Washoe Medical Center in 1986.</p> <p>Mr. Schmitt explained that it is very important in today's transparency of government that someone clearly answers that question and tells the citizens that no elected official or no employee of a municipality was involved in the other side of that agreement.</p> <p>Mr. Gubbels mentioned that he knew that it was all started by a blue ribbon commission, and there were certainly community leaders on that commission that started the franchise.</p> <p>Mr. Schmitt furthered his questioning to ask if anyone received funds that could have voted for that agreement.</p> <p>Mr. Gubbels explained that he could not answer that question.</p> <p>Mr. Schmitt continued to explain that Mr. Smith's comments took him off guard here, and he wants to make sure that they are very clear, as far as the City of Sparks side of things, what it is that the District Board of Health wants from them to be able to move forward, such as a formal demand letter pointing out the issues out there.</p> <p>DBOH Chair Matt Smith explained that if the City of Sparks wants to send a letter, the DBOH will take a look at it. He continued that the DBOH has representatives that</p>	

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		<p>have concerns about REMSA, and they have talked about it and gone through a working group and shown these representatives about how the franchise agreement works and how REMSA works. He explained where they are right now is with the TriData report. It is out there, they are looking at it, working with the agencies, and if there are going to be some changes, this is where it is going to happen. He does not know if a demand letter is necessary at this point, because they have a working group that is coming up with recommendations from everyone's input.</p> <p>Mr. Schmitt responded that he has had representatives who have talked about this issue for 10 years. Therefore, he wants to make clear what is being asked of the City of Sparks.</p> <p>DBOH Board Member Dr. Hess commented that he has only been on the DBOH for two (2) years and therefore wanted to know exactly what it is that Mr. Schmitt is so incensed about.</p> <p>Mr. Schmitt responded by explaining that he is not incensed about it; it is about transparency to the citizens since we cannot change anything inside the franchise agreement without both parties agreeing to it. He explained that when you have an agreement that you can never break, it never sunsets no matter what you do, it takes a catastrophe to go ahead and break that agreement, that is an issue that needs to be resolved. The discussion has been going on for 10 years, and he explained that this is the first time he has heard that there needs to be a formal demand letter. He asked again if the City of Sparks needs to write a formal demand letter to ask the DBOH to look at this problem and resolve this issue.</p> <p>Board of County Commissioners Vice Chair Bonnie Weber directed her question to Mr. Carey. She explained that she had not heard him say that the working group suggested that they move to not change the franchise agreement but basically start over and move to a contract type. She requested to make it simple that yes, we want to break the franchise agreement, because she could not find this in any of the documents with the working group.</p> <p>Mr. Carey replied that the statement is contained on page 1 of 30, after the continuation of consideration of the alternatives. It states that "the City and County Managers recommend the region move to a contractual agreement." He explained both Jim and Kevin have both stated today that they believe that there is room to work within the franchise agreement, and that is why there are three alternatives to consider. It is the collective, unanimous decision of the managers that we do need to move to a contractual arrangement.</p> <p>Ms. Weber sought clarification that the contractual arrangements could be included in</p>	

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		<p>the franchise agreement.</p> <p>Mr. Carey said he would need to consider Ms. Weber's question in consultation with attorneys, but he said he will get back to her with that information.</p> <p>Ms. Weber added that she knows we need transparency, we need the governance and accountability, but she explained that it does not sounds like it could work with what they have right now with the franchise agreement. It seems to her that it would be easier to start over, but she was unsure whether or not that was what Mr. Carey, on behalf of the managers, was saying.</p> <p>Mr. Carey responded by saying that he thinks that is what they are saying to honor the position of REMSA in our community, to begin to negotiate with them a contract, which includes transparency, governance, and the ability of local government leaders to integrate this completely into public safety. As they are providing a great service, we want to have something that has an end date, has a contract, has transparency, has accountability, and, most importantly, governance for those that are elected.</p> <p>Mr. Dick added that this is not a recommendation coming directly from the EMS Working Group. The portion with the comments was not shared with the EMS Working Group; therefore, while there are members of the EMS Working Group who support this, this is a recommendation of the managers.</p> <p>Ms. Weber commented that since they are managers, she takes their opinions and their work very seriously and appreciate that as well as the other members of the working group.</p> <p>Reno City Council Member and DBOH Board Member Sharon Zadra directed comments to Mr. Carey confirming that he had expressed that the model we use is somewhat rare. She asked if he had requested REMSA to date specific improvements that would make operations similar, even though it is still a franchise, to the more standard operations, and if so, what is the progress.</p> <p>Mr. Carey responded that they had not reached that point yet. They are collecting scopes of work and contracts from other part of the Western United States in order to build their understanding of potential elements. They have received them from San Joaquin County, King County area, and the Clark County area. They think that is a framework that they needed to absorb first and then engage in the conversation with REMSA about the scope of work could be. That is a work in progress that they are deliberately addressing and can provide answers subsequent to that work being done.</p>	

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		<p>Ms. Zadra wanted to confirm that she was clear in her understanding that they know there are changes need, but those changes have not yet been expressed to REMSA to see if they can even step up to the plate.</p> <p>Mr. Carey responded with the affirmative.</p> <p>Ms. Zadra commented that it could be a mantra of semantics. She continued by adding that they have a franchise versus a contract in another locale but questioned if they could possibly achieve the same end game.</p> <p>Mr. Carey responded by saying that they will take her question of “could” and make sure that do their work to answer that question. He added that the working group needs to weigh in on her direct question.</p> <p>Ms. Zadra commented that they understand that there are some new players at the table. There is at least a change in the representative from the Health Department, Kevin has probably been attending for two or three meetings, and the same has occurred at REMSA. She asked if there is a sense of any change in attitude or involvement in the working group and the information being shared.</p> <p>Mr, Carey responded that Mr. Gubbels has been remarkable in his leadership. He is factual, honest, putting challenges on the table, and he is very pleased with his participation. He is representing REMSA well, and he is put across the types of challenges that they as managers want to dive into so that elected representatives can have recommendations which will be successful. In the case of the Health Department, he continued, they have had an unbroken leadership. Randall Todd has been at every meeting, along with Stacey, Dr. Iser, when he was available, and now Kevin. He said that his working relationship with Kevin shows that he is up to speed and up to the task of leading on this issue, diving right in.</p> <p>Ms. Zadra explained that the DBOH agreed in the last few weeks that they need to conduct an extensive operational audit from governance to execution of the service areas. She asked Mr. Dick for confirmation of this statement and that a scope is being put together that what specifics need to be placed in that audit.</p> <p>Mr. Dick confirmed and added that they are working on developing a scope and in discussions with an organization to conduct that fundamental review. They are looking for a top to bottom review of the Health District operations. He believes the EMS oversight will be a portion of that; they are really looking for all of the recommendations that they can receive to consider how they move forward.</p> <p>Ms. Zadra asked Mr. Dick if he has asked the working group for points that it sees</p>	

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		<p>necessary to be included in the audit.</p> <p>Mr. Dick responded that they have not asked, but they would be happy to do so. They have a meeting coming up on Friday. If Mr. Carey can assist with having that on the agenda, we can put it on there.</p> <p>Ms. Zadra asked about when recommendations may come back.</p> <p>Mr. Dick responded that he currently does not have a timeline. He is envisioning that it will be months down the road for somebody to come in, be up to speed, and be able to explore this and provide recommendations. It is probably closer to a six month process to get the recommendations.</p> <p>Andrew Clinger, Reno City Manager, responded to the question about why the managers had not asked Mr. Gubbels for the changes. He pointed out that on page 28 in their packets is a letter that the three managers sent back on April 10th that did ask for the changes.</p> <p>Ms. Zadra emphasized that the Health Department is evaluating its entire structure through this audit. She believes that the recommendation that has been heard from a couple of members, Ms. Berkbigler in particular, is that they continue working with the working group for this critical analysis, and evaluation needs to be with all partners at the table with REMSA continuing to be the EMS provider. To make a change without understanding the total ability with the current partners, she added, is over presumptuous and has no reflection on the absolute demand and need for transparency. She does not believe there is anyone of them who does not recognize that. She heard at the last Health Board meeting that information was being shared for the first time that members had not previously received. She thinks that is a positive beginning with some of these new partners. She added that she is new to the Board, but she thinks there is certainly recognition that there are some corrections that are needed with the Board ready to make those corrections.</p> <p>Reno City Council Member Neoma Jardon stated that she is not necessarily so concerned with how we got here but more interested in where we are getting from this point forward. She is confirmed that Mr. Gubbels is in agreement with modifications to the franchise agreement. She explained that while the ultimate document may be vastly different than what we have now, the bones of it are valuable as a starting point. She asked if they do choose to modify the franchise agreement, and it says provide transparency and accountability to the cities and the County, is this being defined and equally applied to all emergency services.</p> <p>Mr. Carey responded that in the area of transparency, if that is the route taken, very</p>	

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		<p>clearly deliberated in standard placed put into the franchise agreement to address that. In terms of services, that is an area where we would also latch onto that, deliberate from the working group, and bring back recommendations.</p> <p>Ms. Jardon clarified that the working group would be involved in defining those transparencies and accountabilities.</p> <p>Mr. Carey answered in the affirmative.</p> <p>Ms. Jardon also inquired about the timeline on the CAD to CAD that has already been agreed upon to move forward,</p> <p>Mr. Carey explained that Sheriff Haley will be the best person to answer that question.</p> <p>Reno City Council Member Jenny Brekhus stated that on the April 10 letter, the managers state to Mr. Gubbels to please “embrace the change and continue to come to the table to negotiate a franchise agreement.” Today, two months later, the recommendations of the managers is that we go to a contract model. She requested confirmation of this recommendation, asked why this change in two months time, and if it is envisioned that each contract would be a separately negotiated and executed document between each jurisdiction.</p> <p>Mr. Carey first answered that he believes it would be envisioned to be one contract. The TriData report recommends an EMS oversight agency, and that is one piece of the discussion that has not yet received a lot of time. Once they get into that discussion, he believes they will get further along. Part of the reason for the change, as they have done more research, is that it really represents best practices. He referred to Council Member Ratti’s comments in summing it up to not get hung up in what you call the document. The most important thing is the outcomes that they lay out and what the policy makers want to see come out of the document. He does not want to get hung up on whether you call it a franchise or a contract. There definitely are differences, but you can certainly build into a franchise agreement the same protections you can build into a contract.</p> <p>Ms. Brekhus added that if they are inclined to not go with the recommendation of the contract model but work through the franchise that they have, along the District Attorney’s comments in the cure, could the TriData report be folded into the deficiencies cure and work from there.</p> <p>Mr. Carey agreed and explained that the TriData recommendations is the framework from which they have been approaching this effort. As seen within that packets provide, agreement has been reached on most of those recommendations. There are</p>	

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		<p>just a few remaining where negotiation with REMSA is necessary.</p> <p>Ms. Brekhus clarified that a possible action today, if they are disinclined to go with the contract model, is to say those areas where they have not been able to come to agreement with REMSA, drop those into the cure provisions of the franchise agreement and go forward.</p> <p>Mr. Carey agreed that that is one possible path that the policy makers could take.</p> <p>Ms. Berkgigler directed a question towards Mr. Lipparelli regarding if the franchise has an evergreen clause that cannot be terminated, unless agreement is reached with REMSA, we cannot do a contract unless we find them in violation of the contract which she thinks it has been made clear to today that they are not.</p> <p>Mr. Lipparelli believes the easiest way to get there is through agreement with the franchisee. Whether there is a desire to continue in the franchise model or rearrange it into a service contract of some different type, it is still going take the agreement of the franchisee to get that done through negotiation. There are potentially other legal avenues which everyone has thus far wanted to avoid talking about. Legal can present an array of those options if so desired, but he believes that focus thus far has been on trying to negotiate the solution.</p> <p>Ms. Berkgigler responded that it is certainly not her desire to go to war here or go to litigation or disagreement. That is what their shirts (tee shirts worn by the DBOH, Commissioners and City Council Member) are about; they work together as a team. Ms. Berkgigler wanted to clarify that it is a concern for her. If we support the agreement of the managers and we support our managers' opinions without questions. However, if we support that, we still have to reach some kind of agreement with REMS, because they do have an evergreen clause in the franchise.</p> <p>Mr. Lipparelli agreed except for the things that have already been discussed, which are that for cause and failures as Ms. Berkgigler's question stated, we do not have the facts for that.</p> <p>Mr. Hartung wanted to piggyback on Ms. Berkgigler's comments, and questioned if we can request REMSA to make a change and they resist on impasse, what is our recourse.</p> <p>Mr. Lipparelli responded that it is a problem that we do not have a process within the existing structure to work through impasse. The civil court system exists to resolve civil disputes between parties. As much as folks do not like to think of it as a possibility, litigation does sometimes solve problems. It takes a long time, it is</p>	

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		<p>expensive, sometimes there is collateral damage, but it does solve problems.</p> <p>Mr. Carey added that he is not suggesting that we take a litigious viewpoint and seek action through the courts. He asked Mr. Gubbels about his comments on page 5 of 30 where he stated that the committee and REMSA believes that emergency medical service is the practice of medicine, so REMSA is practicing the first stage of emergency medicine.</p> <p>Mr. Gubbels agreed and added that that is why they are under the governance of their medical director, and, again, they report to those doctors in each and every hospital when they deliver that care and pass that care off to those emergency physicians when patients are delivered.</p> <p>Mr. Carey noted that those emergency physicians are vendors within the community asked Mr. Gubbels if he would consider himself a vendor as well.</p> <p>Mr. Gubbels responded that REMSA provides those services as a franchise. He pointed out that word "vendor" is not in the franchise agreement. It is an agreement that they are going to provide these services under the franchise, which is all the way from the medical care they deliver to the timeliness to control of the average bill for the community.</p> <p>Mr. Carey requested clarification on Mr. Gubbels' statement regarding the average bill for the community.</p> <p>Mr. Gubbels continued to explain that within the franchise the District Board of Health sets the average bill that they can charge each year for both ground ambulance service and medical helicopter service.</p> <p>Mr. Carey asked if with respect to billing if the community at-large assist at all in contributing money in this process, a fiduciary responsibility on the part of the community.</p> <p>Mr. Gubbels responded in the negative and explained that it is very clear in the franchise that they cannot receive subsidy from any of the jurisdictions or anyone else. They will respond to 64,000 calls this year; they will not put out 64,000 bills. They only submit a bill if they transport someone, and that number is about 37,000. Therefore, about one third of what REMSA does for the community does not have remuneration for that.</p> <p>Mr. Carey asked when Fire shows up prior to REMSA showing up, if he considers them being vendors. He asked if Mr. Gubbels understood what he was driving at,</p>	

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		<p>partnerships versus vendors.</p> <p>Mr. Gubbels responded by explaining that, again, within our community, he would consider it more of a partnership than a vendor relationship. There is no interlocal agreement on fire services and what their response time standards or what they would do. There is an interlocal agreement through the franchise on what REMSA is required to do and its performance base. Mr. Gubbels added that he think that we all should be performance-based. One of the things discussed within the working group was that we all need to measure what we do. Response time is a piece of it, something very tangible, then what kind of care we render when we get there is another piece that needs to be measured.</p> <p>Ms. Simon expressed appreciation to Manager Carey for his leadership during this process. He has been a great leader and consensus-builder during this process, she said. She also thanked Manager Clinger and the fire chiefs and the Interim District Health Officer. She acknowledged that is has been a very good process. She continued by explaining that the some of their frustration can be heard. Going back to August, 2010, the Board of County Commissioners initiated the full top to bottom review of the EMS system. That report was produced by TriData with the oversight from a multi-stakeholder group that reflected fire service, medical direction, hospitals, and the district health department. She added that they have been at this for a very long time. She also encouraged everyone to listen to Sheriff Haley before any direction is given about the dispatch system, but she also wanted to take a moment to reiterate the direction that we would benefit from most at this point. She suggested possibly suggesting directing them to develop language around some points, because it seems like this is a sticking point regarding whether or not requests have been made clear. The first and most important point is having a termination date for mandatory review of whatever agreement takes effect. It is not so much whether it is called a contract or a franchise agreement, because a franchise agreement is a contract, but it has to have that provision for renew, with the decision makers having the right, as the folks who are accountable for the public safety response system in our communities, to be able to make changes. Have a termination date for mandatory review, allow for the opportunity for competitive requests for proposals before that renewal would occur, and make sure that we are clear about the intentions around dispatch. There is not a fully integrated dispatch system; those calls are transferred and are not held by the dispatch system. They are unable to have display or the closest unit response, and that does impact the response system here. As the elected officials, you are the ones accountable to your constituents to make sure that these things happen in the best possible way. The Managers' recommendation would be that REMSA would be required within the franchise agreement, or whoever the franchisee is, to join the dispatch system, and fully integrate that dispatch for a seamless response.</p>	

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		<p>Ms. Ratti wanted to second Ms. Jardon’s comments in that she does not find much value at this point in reviewing decades of history, she does not think that it gets them anywhere, there is too much baggage going backward, and they really need to be future-focused. She continued to comment that she has heard more consensus today than the five years that she has been involved working on this issue, making her very encouraged. Ms. Ratti requested a quick clarification from Ms. Simon regarding competitive bidding and if that should be done on the front-end of this process or after they negotiate a new franchise or new contract with REMSA this round.</p> <p>Ms. Simon responded, noting that she was speaking for herself, she did not think that they were ready to do a competitive bid in this region right now. Before a contract would be renewed, the contract or franchise agreement would include a provision prior to renewal, at the discretion of the elected officials, there could be a competitive RFP for renewal.</p> <p>Ms. Ratti appreciated the clarification. She believes REMSA has worked with all parties in good faith, and she would be against a competitive RFP right now. She believes that this round is all about how to get a better, more transparent, more accountable working relationship with the current provider. Ms. Ratti announced that she was going to make a motion, because she thinks that there is a lot of consensus. Additionally, while she completely agrees that they need to hear on dispatch, that is the next item of three items. One item is about the contractual or franchise relationship with the current provider, the next one is about dispatch, and the following one is about oversight. They will not be able to finish the franchise until they do the other two, but what she hears, thanks to Ms. Zadra’s urging, REMSA was invited to the table. What she hears is that for whatever reason, REMSA still does not feel like there has been a specific request to come to formal negotiations on the franchise and/or contract agreement. After making a motion, Ms. Ratti added that she agreed with Mr. Gubbels’ comments early on that you are not going to be able to close those negotiations until we have answered several other questions brought up by the TriData report. One of her frustrations, as being a member of the Board of Health, is that things come up all of the time in their relationship, and, if they are not in the franchise agreement, there is not a path forward to deal with them. As a simple example, whether it is 8 minutes and 29 seconds or 8 minutes and 59 seconds, apparently in board meetings and in minutes, there is a record that says that 8 minutes in the franchise really means 8:59. Since it is not in the franchise agreement, when new players come onboard and read the franchise, it is confusing. Her preference is that most of what they agree upon within this process at some point ends up in the franchise agreement.</p> <p>Sparks City Council Member Ron Schmitt inquired about procedure to follow within</p>	

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		<p>120 days.</p> <p>Ms. Ratti would like negotiations closed within 120 days, but they bring it back to them if they have questions.</p> <p>Ms. Eideen sought clarification from Ms. Ratti regarding when she says an agreement that addresses concerns, if she is talking about the issue that are in the TriData report that have not been so far reconciled between the parties.</p> <p>Ms. Ratti responded by stating that she would not hamstring the group, because she feels that the group has been successful in bringing out some issues during the working group process that are not necessarily identified in the TriData report. She feel that they have a good dialogue taking place that is addressing issues both within and outside of the TriData report, and they have some clarity in direction from each of their boards about which are the most important issues. Obviously, the evergreen clause and the financial liability is important, but she continued to note that she would not hamstring to have the negotiations only focus with TriData recommendations.</p> <p>Mr. Carey acknowledged that 120 days is sufficient. He requested that Ms. Ratti look at her motion for clarity that they will be using the TriData study as the basis of their efforts to reach agreement.</p> <p>Ms. Ratti agreed but acknowledged that there have been some other good issues that have been brought to the forefront by the working group that has more time than one consultant.</p> <p>Mr. Carey noted that they would find in their matrix, under the franchise agreement, the areas that the TriData study and the input they have received today, and it will be their charge to return in 120 days, at the conclusion of that negotiation period, where we are.</p> <p>Ms. Ratti reiterated that it will hopefully be resulting in an agreement.</p> <p>Sparks City Council Member Lawson asked if Mr. Gubbels also feels that 120 days is reasonable.</p> <p>Mr. Gubbels commented that 120 days does not seem like a long time to him, but he think to have the goal to shoot for 120 days would be reasonable.</p> <p>Chair Humke questioned if they were going to hear more about page 3 of the staff report regarding “fixed dispatch.” Mr. Humke added that the Honorable Sheriff of Washoe County has been sitting here “locked a loaded,” and he has a lot of</p>	

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		<p>information to present. He wants to hear about that. He stated that they have dwelled on the second bullet point of opening the REMSA franchise agreement, which he believes they have achieved consensus, but then there is some provocative language to develop an EMS agency. Maybe that would come after the 120 day process, but he would recommend to Washoe County that they table the motion momentarily.</p> <p>Mr. Carey requested clarification from Mr. Humke that they hear from the Sheriff before making that motion.</p> <p>Mr. Humke responded in the affirmative but also added that they consider some of the other items, specifically of the third bullet point, before they go to any kind of motion.</p> <p>Commissioner Weber disagrees with the comments. She feels that being here, having made comments, they are going to hear from the Sheriff, and she feels they should go ahead and make the motion.</p> <p>Commissioner Hartung expressed concern as he would also like to hear about CAD. He added that dispatch is a huge, integral part of this process. He also expressed concern and would like to see language, due to the growing population within the unincorporated County, and it is still considered best effort. Best effort works as an, "I can get there when I get there," mentality which is a concern for some folks, especially as this population grows.</p> <p>Commissioner Weber agrees with Mr. Hartung as they are concerned with the rural part of the County. All of the Commissioners certainly have a vested interest in how the growth in the rural part of the County goes, but she does believe that the working group has done such a fabulous job so far that they will take that into consideration. She cannot imagine that their County Manager would not give direction to the Assistant County Manager to follow-up exactly that same way and worry about the issues in the rural areas. She does not think that issue is pertinent to this motion and would therefore support the motion.</p> <p>Chair Humke commented that his interpretation of Council Member Ratti's motion is that it begins with an agreement to modify the franchise agreement, at a minimum, including a termination process, including a date. The working group would then go to other part of it, such as the County Manager suggested, a competitive process to relet the franchise agreement. His own version was that they go to a secondary-type franchise agreement. He feels that people are going to say that he is trying to return to the 1980s where we had races and fist fights at vehicle accidents by all ambulances. No, he does not want to do that, but he wants the unincorporated areas to have equal protection for this medical care. He expressed agreement with the</p>	

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		<p>motion. In consulting Mayor Martini, he believes that it is his intent to hear from Sheriff Haley and consider some of the other processes.</p> <p>Commissioner Hartung added that with respect to Council Member Ratti, she referred that the TriData study be involved, but in the area of best effort, the Tri Data Study does not really look at that growing population that they have in the unincorporated area. He questioned if they only stick with the TriData study, how do they accommodate those other issues.</p> <p>Sparks City Council Member Ratti responded that the City of Sparks has similar concerns, and she believes the City of Reno has similar concerns. She does not want anyone to leave the building thinking that the cities do not care about more outlying areas of our community. Some of the outlying areas in the cities suffer from some of the same challenges. Her concern is that there are about 10 issues that she is personally passionate about, and she believes that everyone around the table has a similar 10 issues. Her motion is really about putting faith in staff and the working group to be aware of those issues and move them forward in a negotiated setting. She does not believe that there can be that level of negotiation with all of them at the table. She is putting a lot of faith in the working group's advocacy, through their managers and their chiefs, through the working group to ensure that those most important issues get resolved.</p> <p>Mr. Hartung commented that he just did not want it to be fenced to the TriData study.</p> <p>Ms. Ratti responded that while she thinks the TriData study is the starting point, she does not think it is the end all, be all, because she does think that good, talented people are bringing meaningful issues forward that one study could not possibly encompass.</p> <p>Mr. Hartung responded that he could not agree more, and he just wanted to ensure that they were having a discussion and not being limited to the TriData study.</p> <p>Mr. Lipparelli noted that the County Commission agenda contemplates calling for public comment on action items.</p> <p>Chair Humke requested public speakers, but no one was signed up to speak.</p> <p>Council Member Jardon began by saying that all of them having campaigned over the last two years and having sat and witnessed a lot of these meetings, today is incredibly refreshing. Everyone has been so respectful and thoughtful to all opinions, and it is truly encouraging that everyone is coming together and uniting for the common good.</p>	

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		<p>Reno City Council Member Jenny Brekhus commented that the motion seems to direct the working group to renegotiate the franchise agreement, but the working group and the respective jurisdictions are not parties to the franchise agreement. It would appear that only the District Board of Health would have the authority to open up the franchise agreements. She added that she has not read the franchise agreement, but she is just wondering if someone had a response as 120 days could go without progress or an issue of who has the authority to renegotiate the franchise agreement. She brings this up, because the managers, within two months, have moved to a more extraordinary position of going to this other model.</p> <p>Mr. Carey responded that they do have Board of Health members on the working group.</p> <p>Mr. Dick confirmed that the franchise agreement is with the District Board of Health; however, he believes that they all recognize that if they are going to be successful in moving forward with an amended agreement, there needs to be some buy-in and satisfaction from each governing body. He is amenable to the idea of moving forward with the EMS Working Group to work on negotiating what the franchise agreement might look like. Ultimately, however, it will be up to the District Board of Health to decide if that is a franchise agreement that they would like to amend and execute.</p> <p>DBOH Chair Smith added that he does believe that they are represented with the Health Officer in the group. However, it is really best to keep everyone else out of the negotiations, and they will report back to all of us for discussion.</p> <p>Reno City Council Member Jenny Brekhus responded that with that she will support the motion, but she feels that a stronger motion is to empower the District Board of Health to open up the franchise agreement with expression of intent by this body that they want the TriData recommendations implemented.</p> <p>DBOH Board Member Dr. Hess made a motion mirroring Council Member Ratti's motion.</p> <p>DBOH Board Member Dr. Furman commented that they have heard today from the elected officials, and they have needed to be heard. He believes that their direction is what they should do. He does not know if they need to vote on it as the Board of Health but instead go forward on the basis of the elected officials.</p> <p>DBOH Chair Smith believes that the Board of Health should vote in support of Ms. Ratti's recommendation.</p>	<p>Chair Smith moved, seconded by Council Member Ratti, to direct the EMS Working Group to open negotiations with REMSA on an updated agreement within 120 days.</p> <p><u>MOTION CARRIED</u> Washoe County Board of Health</p> <p><i>The motion was also approved by the Board of County Commissioners, Reno City Council, and Sparks City Council.</i></p>

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		<p>BCC Chair Humke, noting that he, too, had served on the Board of Health, suggested to Dr. Furman that in part this motion is a positive item for the Board of Health, because it invests your Health Officer at remaining at the table and ensuring that the negotiations are properly conducted.</p> <p>DBOH Board Member Dr. Furman agreed to move forward with a vote.</p> <p>DBOH Board Member Dr. Humphreys expressed appreciation for those who already done a lot of work, setting the groundwork for what needs to be done.</p> <p>Sparks Council Member Schmitt commented that we are all in the same boat together and understand that there are issues although there are differences in opinion, and having the Board of Health onboard shows that we are all in it together and going to reach a solution on this thing.</p> <p>BCC Chair Humke expressed appreciation to all entities. He believes that it is a banner day for them; they have been talking about it and finally have some action. He credit the managers, the Board of Health, and everyone for getting together to do this.</p> <p>Mr. Carey explained that our second highest priority is the area of dispatch. This is addressed in great detail in the TriData study. This involves communications of all forms. It involves dispatch, recordkeeping, and needs to be examined as what it can be in the future, not what it has been. This was the second highest priority, because the managers feel that this is a central area of change. It needs to change so that public safety functions in our communities without any dark holes, missing data, and missing communications. He explained that, nationally, we have moved in a direction of interoperable communications, and we are very fortunate to have Sheriff Haley chair our regional dispatch team, started by our shared services effort. He has positioned himself to be the expert that you should hear from on this issue.</p> <p>Washoe County Sheriff Mike Haley requested that the boards keep two things in mind as they listen to his presentation. First, communications, records management, and CAD systems drive transparency. They drive transparency when all users are using the same mechanisms with the same understanding and computer analytical questions being asked and that we remember what we ask the computer what to do. Second, his comments do not depend, at all, on the discussions that just took place and that resulted in a vote. It is irrespective of whether you are a franchise, whether you are a contract, or whether it is a handshake. The information being presented today needs to be done regardless of what happens going forward and what we call ourselves. Third, to answer a question by Council Member Jardon, with respect to CAD, there are major players in the region that are in a shared CAD system, records management system, dispatch communications system. He added that we are in an</p>	

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		<p>upgrade phase with Tiburon to expand past the live date of our current technology. He added that they believe that their closest date of finishing that CAD update, Tiburon update, is June, 2014. If it cannot be done by that date, they are going to hold off, allow fire season to commence, because they cannot be in the middle of a serious upgrade of that nature and have fire season; it is just not a responsible move. It will then be extended to October, 2014 for the refresh on the CAD system that is fully utilized by Reno and Washoe County, and they hope Sparks will be involved in that movement to CAD by those go live dates. Sheriff Haley noted that he is going to cover both Item 13 and Item 16 in an integrated way. Item 13 informs, on the physical location, where are REMSA, Reno, Sparks, and Washoe County dispatch centers located. Who is the primary, secondary, and are they physically, virtually co-located. Item 16 speaks to the use of a single 800MHz radio communications system pushed to a single, integrated computer aided dispatch (CAD) system and thus pushed to individual, partitioned records management systems. There are three options that were identified by the managers in the dispatch working group: 1. Direct the Sheriff and Regional Dispatch Committee to continue to lead the region forward in an integrated regional data and voice dispatch system with CAD and records management capabilities; 2. Continue the current communications system and move with technological changes to a common system at a more leisurely pace; and 3. Maintain the status quo. After much discussion and recommendation from himself, recommendation from the Regional Dispatch Committee, which are all of your fire chiefs, and with concurrence with the managers in this group, they elected to recommend the boards to continue to move the region forward to an integrated, regional data and voice dispatch system with CAD and records management systems capabilities. This recommendation is in alignment with the last recommendation of the 911 Commission. This recommendation is in alignment with the TriData report. It is also consistent with our collective efforts since the mid-1990s of this region in building a Nevada shared radio communications system. This recommendation is also consistent with the National Telecommunications and Information Agency requirements, with the First Responder Network Authority Act of 2012, wherein each state must integrate its voice and data communications system for all first responders in the nation. The integration of records management systems (RMS), data and voice management within a single dispatch center, with secondary backups in Sparks and virtual alignment with REMSA, is absolutely necessary for our public safety. We need to remember that the present 800MHz radio system is a statewide Nevada shared radio system adopted in the mid-1990s, and we have never changed course from that. It has been a decision that has worked very well for this entire state and our region. It is a completely interoperability communications system for first responders in Washoe County, et al. and statewide. It has greater coverage and is expanding every day due to upgrades and new processes that are being implemented every day. It has greater traffic handling capacities, more resilient infrastructure, higher levels of redundancy when something goes wrong, robust and redundant, integrated, and it</p>	

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		<p>provides greater customer service, faster response times, better on-scene management, unit efficiency, timely updates, increased patient care, as well as being more cost effective and shared cost effectiveness. Reno, Sparks, and Washoe County currently use the same radio system. Washoe County and Reno use the same CAD system, and we mirror Sparks' data at the present time. Sparks will fully use this collective CAD system in the near future should their board agree to come online with Tiburon's new version of the CAD system. He encourages for that to occur and is willing to help in any way, as he has indicated, in making that happen.</p> <p>The statewide UHF system, REMSA's system, is no longer supported by the state. It must be maintained privately or by specific county or agency agreement, public dollars. It adds additional costs to maintain, and it stands alone in a non-integrated fashion. UHF system future is limited and uncertain. 2019 federal guidelines will cut UHF bandwidth to half, reducing communications capabilities dramatically for all areas outside of our immediate area. Transparency is not possible, because we are not calling things the same. We are not talking about the same thing. In order to do that, we have to get off of these disparate systems, or we have to add 800MHz systems to REMSA. Data collected in one CAD system is not searchable, consistent with another CAD system, resulting in unreliable data collection, misinformation, confusion, and the inability to defend the use of and utilization of public resources. It also complicates litigation, mitigation, and the aftermath of a catastrophic event. REMSA does need UHF in rural and more remote areas. They need to look to 2019, just as we did on our land mobile radio (LMR) systems and mobile radio systems. When towers were reduced, we had to move to another system. It is not something that is unusual, but it is something that needs to be done, regionalizing communications centers, physically and virtually, placing all responders in one shared radio system, will enhance customer service, provide a more open government, and it will be more cost effective. He fully concurs with recommendation no. 1 which directs the Sheriff to work with the Regional Dispatch Committee and report to managers. REMSA concurs with the following: that all regional dispatch centers need to collect arrival patient side data, including the initiation of CPR, AED, and automatic vehicle locator (AVL). This requires the same radio system, same CAD system, and our partitioned records management system. They agree that this resolutions need to be obtained or that a resolution needs to be obtained with volunteer firefighters to decrease the impacts of dispatch delays. Again, we can meet that, if we have an integrated radio and CAD system. They concur that the development of unique identifiers, for all service calls, be created. This requires an integrated radio and CAD dispatch system. They concur that we implement a region-wide records management system. Reno, Washoe County, and Sparks either presently have that or will soon. This requires REMSA to integrate a RMS system with ours. They also concur that we also implement an automatic AVL system which also requires an integrated radio and CAD system. These and many more improvements can be achieved only through the</p>	

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		<p>inclusion of a single computer aided dispatch, single radio system, and if he needs something else in his rural areas, then he needs something else in his rural areas. If he needs something to manage the majority of the population, the region for which we are responsible, then he needs that. For the next steps, we need to move REMSA completely to an 800MHz radio system. We need to integrate by bringing them onboard with a CAD system that works for all of us. For a time, they will need to maintain their UHF system and deal with the 2019 issues as a separate issue. We need to maintain our LMR system in addition to our long-term evolution system (LTE). Further, we need to purchase additional radios that REMSA utilizes. They can do that, or we can agree to do that in some fashion. They already have 800MHz radios. Hospitals already have 800MHz bay systems. They are not using them; we checked. There is a click to talk mechanism that we can monitor; they do not use them. We need to demand that the 800MHz system that we are giving them, at \$3,000 to \$4,000 each, needs to be utilized. Failing to communicate raises a tremendous risk. People die when we do not communicate. He added that we are responsible, to some degree, for our ineffectiveness in that area, and he appeals to this combined body to continue to enable them to do the necessary work that has already been started.</p> <p>Reno City Council Member Lawson requested clarification that the FCC has reduced the height above average terrain for the new 450 systems by 2019, so it will be similar to what the 800 system is now.</p> <p>Sheriff Haley responded that when they reduce the tower heights, they will reduce the distance of the radio transmission; therefore, you have to have more towers.</p> <p>Mr. Lawson clarified if it would be an integrated system similar to the 800MHz system.</p> <p>Sheriff Haley responded in the affirmative. Currently, he can be in Las Vegas with his handheld radio and talk to his dispatch here in Reno because of that Nevada shared radio system.</p> <p>Mr. Lawson stated that he knows Mr. Gubbels has the responsibility for the rural areas, and they are obviously not flocking to change that 800MHz, as it has been available for many years. He added that he would think that there has to be a transition period that by 2019 he would be able to make that transition.</p> <p>Sheriff Haley responded that REMSA has indicated that they have a great deal of willingness to work to that end, it is a cost-benefit analysis for them, similar to when the Sheriff goes to his board, explains costs, and they then decide whether or not and how they are going to cover those costs.</p>	

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		<p>Mr. Lawson commented that he believes that what we are concluding is that being on the same CAD system, the information is transparent, shared amongst all of the entities.</p> <p>Sheriff Haley commented that the beautiful thing about a shared CAD system is they can be partitioned. Reno and Washoe County has a shared CAD system. For example, the Sheriff cannot just run through Reno's data because he feels like it. He has to obtain permissions. In advance of that, we decide what information we all need to share to provide transparency, good use of government resources, response times, etc. Other data that may be described as proprietary data can be partitioned out. Therefore, when we get some challenge, it can be obtained in a way that legally meets that franchise's standalone position.</p> <p>Reno City Council Member Jardon requested an update from Mr. Gubbels if he has had talks with his board with regards to the 800MHz radios and where that is now.</p> <p>Mr. Gubbels responded that the first conversation on the 800s came up at one of the working groups, and it was presented in a letter from the Sheriff. At that time, he was not amenable in trying to change REMSA's radio system to 800. Again, REMSA has been working for the last year and one half on investing money into the UHF system. He added that the UHF system well supports the services they need to provide along with the microwave that is being produced; therefore, wattage will not be an issue. Part of his responsibility, back through the franchise, it to be able to communicate with other EMS ambulance agencies. All of their surrounding EMS agencies do use UHF; therefore, he explained that he cannot just throw it out, including Southern CA that they deal with. He took to the REMSA Board the recommendation to also go to 800, and the REMSA Board asked if it was possible to have both the UHF and 800MHz radios in each ambulance. Mr. Gubbels said that that was possible. The Sheriff did generously volunteer to work with REMSA to obtain grants, because it is a huge investment. Even just that annual maintenance is probably over \$250,000. REMSA is currently a member of the 800MHz user group. They currently have nine (9) radios. In each of his supervisors' vehicles, they have a UHF radio and an 800MHz radio. They have their own channels on the 800MHz, REMSA 1 and REMSA 2. At any time, anyone on the 800s can go to those channels and speak to his supervisors right now. There are also patch capabilities, a technological piece, where you can actually call in on 800s and be patched back to a UHF radio. That technology is developing over time. To answer the question, REMSA is willing to move forward to have both 800MHz radios and their UHF radios to be able to conduct day-to-day business if they can obtain the funding, having confidence in our Sheriff.</p> <p>Sheriff Haley explained that there are Nevada administrative codes and state laws that give us great strength in demanding that a provider of medical services, or any</p>	


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		<p>provider, that wants to enter into that service, has to be able to communicate with us on our systems, not theirs. The Sheriff has provided that to the managers. He expressed the need for this to happen. He knows that we can get there, but, again, he highlighted that when we go out and negotiate for somebody to come do work for us, they need to bring all of the tools necessary to meet that obligation. One of those tools is to be able to communicate on the very system in which we have all invested and that is useful for the majority of the population in this entire northern Nevada region. Therefore, they have an obligation to come forward, he has offered to help in that process, they already have 19 radios, last year there was about 20 minutes of push-to-talk time. They are lead weights, because we have not told them that we cannot hear them and that they need to go to the 800. The Sheriff expressed confidence that we can get there.</p> <p>Ms. Jardon also asked a question regarding moving forward to an integrated regional data records and dispatching system. Since there are obviously different systems that exist, she asked who gets to choose which dispatch and records retention system that is going to be applied.</p> <p>Sheriff Haley responded that each individual city or county gets to choose what records management systems or CAD systems or dispatch process they want to use. Over time, and through collaborative work, Washoe County and Reno have molded into a fairly seamless process of radio communications, CAD systems, and records management systems. Sparks has very wisely maintained a secondary public safety answering point (PSAP) that is capable of picking up all of our primary traffic. REMSA is listed as a PSAP by virtue of this body's direction, but, tomorrow, if all of our PSAPS went down, they cannot dispatch for us. Sparks can dispatch for us, Reno can dispatch for us, and they can collect information. Therefore, you make the decisions in each of your bodies about how that is done, and the recommendation is that both nationally and locally we continue to move together either virtually or collocate those operations.</p> <p>Ms. Jardon requested verification that the disconnect will be resolved when the CAD to CAD comes online.</p> <p>Sheriff Haley responded in the affirmative and added that as soon as we are all collecting information in the same way, asking for it in the same way, and relying upon it, then the confusion goes away.</p> <p>Sparks City Council Member Ratti commented that she believes the role of governance is to focus on the end game and not to get too far in the weeds of the specifics of each technology. She also thinks that in terms of governance and particularly an agreement that moves forward with a third-party provider, we have to</p>	

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		<p>be careful about being too detailed in the agreement, because if the agreement is for a 20-year period, the technology could change. Therefore, it is really about saying something that says we all need to be on the same page or we all have to be working towards being on the same page. She explained that she has a dream that we get to a place, which she knows required dispatch, the communications, and the database systems, where it is possible that transparent could mean that if you are a citizen, living in any of our jurisdictions, you could go to a website and see what is the average response time for a fire truck and what is the average response time for an ambulance in my geography so that people could make informed decisions about where they choose to live based on the level of service that we are able to afford to provide as a community. As much sympathy as she has for all of the different areas, there is no way that we can afford to maintain a level of service that is equal across the entire geography. However, there is the transparency piece, both for our citizens knowing what is happening in their own area and for our planning purposes of the individual jurisdictions so we know where to place a fire station or consider a two person crew that covers a small section of our city because of the understandable variances in response time. Without going into the details, Mr. Ratti asked if that was possible, and, if so, how far away are we from it.</p> <p>Sheriff Haley responded in the affirmative and explained that he is the Governor's appointee for the State of Nevada, 50 appointees in the nation, who is responsible for building the first responder network authority for the United States going forward. That is a long-term evolution network combining voice and data on a Band 14 radio device. This device does not exist today in our world; it exists in the military world. The system is required by Congress, in the First Responder Network Authority Act, and there is currently a nationwide RFP out to initiate this effort. We will build the next generation of public safety communications systems that will do all and more of what you just described in a single device. It will be a shared radio system. When the Sheriff uses his radio, the public cannot access it, but with this shared system, when he is not using it, someone else can use it. It is a federally mandated requirement that will happen with \$7 billion allocated to accomplish the first phase of that process.</p> <p>Ms. Ratti asked if there are steps we should be taking now to ensure that we aligned and could be reporting that data in a common way.</p> <p>Sheriff Haley responded that everything we are doing now is critical to prepare ourselves and position ourselves by getting away from all of these disparate systems, because we simply cannot afford to not be aligned in that manner as a government. We would be left out if we do not move forward in the manner that has been described here. We have great support among all of the cities and county to achieve that goal. When iPads came about, Apple did not need to sell them. People bought them, because they were useful and helpful and handy. The same will happen in this</p>	<p>Dr. Furman moved, seconded by Dr. Humphreys, to accept Sheriff Haley's report.</p> <p>MOTION CARRIED Board of Health</p> <p><i>The motion was also approved by the Board of County Commissioners, Reno City Council, and Sparks City Council.</i></p>

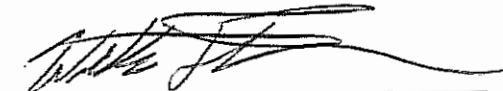
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		<p>next generation radio system. They are so far ahead of what we see now that you will just be amazed with what you can do with them, what first responders can do, what managers can do, what emergency operations centers (EOCs) can do, collectively gathering that data in one system.</p> <p>District Board of Health Chair Matt Smith asked that if once CAD is in place, would the Sheriff get all of that information from REMSA and other agencies.</p> <p>Sheriff Haley responded that it would be conditional upon the empowerment to move forward in a manner as being suggested.</p> <p>Chair Smith asked as far as the dispatch goes, if REMSA would still do the emergency medical dispatch (EMD).</p> <p>Sheriff Haley responded that he is not here today to discuss the EMD side, because that is not one of the items that his group has been given the power to review. He deferred to the managers for when they would like that discussion to take place. Sheriff Haley commented that he did have an impromptu meeting with Mr. Gubbels upon arrival today. The Sheriff's Office has just hired additional dispatchers, because they are taking over more of the County primary jurisdiction area that the City dispatched before. There is no nexus between the hiring of those dispatchers and whether or not County Fire, County systems or City systems do EMS dispatching or whether EMS dispatching comes out of REMSA. That is a discussion we will have to have.</p> <p>Sparks City Manager Shaun Carey advised that the working group would like the combined bodies to accept the Sheriff's report today and provide any direction.</p> <p>At the meeting's conclusion, Mr. Carey commented to complete the two others that are brought forward as priorities, medical oversight is one that we have not reached in the working group, and our commitment is to bring that back in a form that would be ready for action at the next concurrent meeting.</p> <p>The last one, in the general priority area, is that we would like to see further negotiations to explore the closest resources responding to the medical event. These priorities will be explored, along with dispatch, in the 120 day solution as requested.</p>	
5.	5.1 Public Comment	<p>Kathy Brandhorst commented that her name is Kathy Brandhorst Lisa Marie Presley John Benét Ramsey John Steele and she is also the United States President. She wanted to advise that she had a counterfeit bill that was a \$5 bill, which is actually not counterfeit. She added that it was a marked bill, and she turned it into the bank,</p>	

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		<p>cannot spend it or even get her bus pass with it. She explained that she looked at the other \$10 bills, and “he” said that these are brand new bills, and that machine should be accepting those brand new bills now. She commented that the bank remembers that this bill was brought in by the security officer at the RTC bus station. Therefore, she advised that she had him arrested for this bank robbery that he did at Wells Fargo Bank downtown. She wanted to inform the combined bodies that this took place. She lives at a Riverboat Hotel right now; otherwise, she will have no place to live and will be living on the streets. She advised that there are homeless people coming there from the Mission. She alleged that they are carrying guns and hiding them inside the prayer house. This is what it is called when people do not have a place to live. They do not have an income at all. They have no place to go except for that little house. She advised that they cannot pay rent, they cannot buy clothes or shoes, not even groceries. She advised that they will go in with their machine gun and say that they are stealing all of the groceries they need to provide for themselves. She alleged that they do shoot the employees, the employers, and all of the customers in the store. She also explained that she has had several robberies at the Smith’s Supermarket, because they do not have a way to purchase the groceries. She continued to explain that they do rob the cash register. She also said that she had an incident where she had a \$10 bill in her wallet that flew out and went across the store which then went into “their” hands which then went her \$10 bill.</p>	
	<p>5.2 Comments from Commission, Councils, District Board of Health, Manager and Interim District Health Officer</p>	<p>Sparks City Council Member Lawson expressed appreciation to Neoma for the shirts. He thinks that this is a great campaign. He has thought of one and is having it done up for the City of Sparks. He hopes to see this soon. Big events in a little city. He expressed happiness for the entities coming together, moving forward, and making some progress.</p> <p>Commissioner Hartung wanted to correct himself when he referred to a unique identifier as Item 2; it is actually Item 4. He also wanted to say to Mr. Gubbels and all first responders that he really appreciates the work they do. He recognizes that they have made a significant investment in this community. He added that we look forward to having a franchise agreement that is a living document. He knows that we can find common ground on a number of outstanding issues, and they are doing a great job. This is not about poor performance by REMSA. They are doing a tough job with tough scenarios. All of our first responders are in the same boat.</p>	

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25.	Motion to Adjourn	There being no further business to come before the Boards, the meeting was adjourned.	<p>Dr. Humphreys moved, seconded by Council Member Ratti, that the meeting be adjourned.</p> <p><u>MOTION CARRIED</u></p> <p><i>The motion was also approved by the Board of County Commissioners, Reno City Council, and Sparks City Council.</i></p> <p>The meeting was adjourned at 11:08 a.m.</p>



KEVIN DICK,
INTERIM DISTRICT HEALTH OFFICER



WILLIAM FLORES,
RECORDING SECRETARY