



Cambridge  
CONSULTING GROUP

March 30, 2022

Colton M. Totland  
Assistant County Counsel  
Yamhill County  
535 NE 5th St.  
McMinnville, OR 97128

Dear Mr. Totland,

Please accept this as the Cambridge Consulting Group's (CCG) proposal in response to Yamhill County's Request for Quotes (RFQ) for **THE DEVELOPMENT OF AN UPDATED AMBULANCE SERVICE AREA (ASA) PLAN**. CCG is well qualified to successfully complete this project.

If there should be any questions or need for clarification, please contact us at your earliest convenience. Thank you for this opportunity to present our proposal.

Sincerely,

Vincent D. Robbins, MSc, FACPE, LFACHE  
President & Chief Executive Officer

The Cambridge Consulting Group, LLC  
PO Box 1086 - Cambridge - Maryland - 21613  
202-505-2256  
[www.CambridgeCG.net](http://www.CambridgeCG.net)

Accepted by Yamhill County  
Board of Commissioners on  
6-9-2022 by Board Order  
# 22-174



As specified in the RFQ, CCG provides the following information for consideration.

### PRICE

CCG proposes to complete this project for the fee of \$37,900 (Thirty-Seven Thousand, Nine Hundred Dollars), as specified below. If travel<sup>1</sup> is deemed unnecessary, the fee will be reduced by \$5,000.

HOURS	RATE	TOTAL	ADVISOR
16	\$400	\$6,400	Robbins
16	\$300	\$4,800	Shotwell
8	\$400	\$3,200	LaCroix
16	\$300	\$4,800	Gunderson
16	\$300	\$4,800	Montera
16	\$200	\$3,200	Zavadsky
16	\$200	\$3,200	O'Neal
		\$30,400	Sub-Total; Advisors Fees
		\$2,500	Direct Project Costs
		\$5,000	Travel Expenses (if needed)
		\$37,900	Total Project Fees

The Advisors assigned to this project will be responsible for specific elements of the engagement's Scope of Work as delineated below. Resumes of our Advisors are available upon request.

- Vincent Robbins, MSc, FACPE, LFACHE:
  - Project Manager, Report Author
- David Shotwell, JD:
  - Establish processes for negotiating mutual aid agreements, including the negotiation of mutual aid "move-ups," and assess when these agreements should be required among different providers
- Brian LaCroix, BS, NRP(ret), FACPE:
  - Determine the appropriate number of members, positions, representations, and roles to have on the ASA committee
- Mic Gunderson, EMTP(Ret), FAEMS:
  - Recommendations/plans for the development and implementation of quality assurance/quality improvement programs for each agency and the county as a whole
- Anne Montera, MHL, BSN:
  - Modernize and standardize the performance metrics, including response times and the possibility of clinical measurements of care
- Matt Zavadsky, MS-HSA:
  - Determine the area coverage for each of the ASA providers

<sup>1</sup> Travel would occur if it is determined that in-person meetings or a physical tour of the system, are deemed necessary by mutual agreement of the County and CCG.



- Chuck O'Neal, NRP, MS, FACPE:
  - Determine the appropriate amount of ALS/BLS transport resources required for each ASA based on population, call volume, and other relevant factors for optimal system performance

## EXPERIENCE

The Cambridge Consulting Group (CCG) was incorporate in April of 2020. CCG is a collaborative of independent and formerly independent consultants who have combined their talents, expertise and resources. Our experience is the collective experience of our member consultants. Please review the following list of employment, consulting, and program development attributable to CCG advisors, which constitutes the firm's experience.

WakeMed Health & Hospitals, North Carolina	PrioriHealth, Inc.
Columbus Fire Department, Ohio	South Point EMS, Texas
MONOC Mobile Healthcare Services, New Jersey	Central Mountains RETAC, Colorado
New Hanover Health Network, North Carolina	Urgent Care Now, New Jersey
Presbyterian/St. Luke's Medical Center, Colorado	Eagle County EMS, Colorado
American Heart Association	Idaho State OEMS, Idaho
Humana Baytown Hospital, Texas	Pulsara, Inc.
Sparrow Health System, Michigan	Ready Responders, Inc.
Fort Worth Fire Department, Texas	Garrard County EMS, Kentucky
PHI Air Medical, Kentucky	Temple University Hospital, Pennsylvania
MedStar Mobile Health, Texas	Triune Corporation, New Jersey
City of Elizabeth EMS, New Jersey	Taiba Care, Saudi Arabia
RWJ-Barnabas Health System, New Jersey	Advanced Patient Health, New Jersey
Johnson County Community College, Kansas	Physio-Control, United Kingdom
Philadelphia Police Department, Pennsylvania	DocTalkGo, California
Allina Health System, Minnesota	Team Health, Florida
Hackensack-Meridian Health, New Jersey	Community Medica Center, New Jersey
Colorado Rural Health Center, Colorado	Medway, Inc.
American Medical Response, Kansas	ParaFlight, Inc.
Midwest Ambulance Service, Iowa	Jet911, Inc, New York
National college of Technical Instruction, Kansas	Redesign Health, New York
Kent County EMS System, Michigan	Vanguard Ambulance Service, New Jersey
Pinellas County EMS System, Florida	Zadar County Emergency Management, Croatia
Rural/Metro Corporation	HIPPO Health Telemedicine, Colorado
Health Analytics, Inc.	CAREStar Foundation, Colorado
Institute for Prehospital Medicine	

Since CCG's inception in April of 2020, the firm has already provided consultation services for the following clients regarding a broad range of our services:

- ECHO Hose Emergency Medical Services, Connecticut o EMS system assessment o RFP response preparation
  - Expansion to Advanced Life Support service level
  - Organizational financial analysis
  - Fee schedule assessment
- Walter Richardson Law Firm, Kentucky
  - Paramedic medical malpractice defense case review
- Charlottesville Fire Department, Virginia o EMS service contract review



- Assessment of out-sourced EMS *versus* in-housing
- Legislator; State of Minnesota
  - Review of regulatory advisory board/commission
- Private EMS physician, Virginia
  - EMS Medical Director RFP response preparation & submission
- Private Executive EMS Leader
  - Out-placement services
- Windsor Ambulance Service, Connecticut
  - Continuing EMS education services
- East Windsor Ambulance Service, Connecticut
  - Continuing EMS education services
- Mercy Flights, Oregon
  - EMS executive recruitment
  - Review of billing/subscription contract
  - Review of EMS dispatching contract
  - Coordination and consolidation of regional MIH/CP programs
- Cascade Medical, Washington
  - Hospital policy authorship for COVID pandemic response
  - Rewrite of hospital disaster policies for state/federal compliance
- Clackamas County, Oregon (current engagement)
  - Complete EMS system review
  - Up-date of Ambulance Service Area (ASA) Plan
  - Update of Strategic Plan
- National Association of State EMS Officials (NASEMSO) (current engagement)
  - Develop and execute three-year information dissemination plan concerning contract the National Highway Traffic Safety Administration's Office of EMS to create a ***Model Statewide Emergency Guidelines for EMS and 911 Collaboration and Coordination with Public Health***
  - Research, author and issue White Papers requested by the Technical Advisor Committee
  - Author and publish the ***Guidelines***
- Mercy Flights, Oregon
  - Air-Medical Pilots Recruitment Project (current engagement)

CCG's Co-Founder and Executive Advisor Brian LaCroix, retired as President and EMS Chief of Allina Health EMS also in 2019. During his tenure at Allina, a large non-profit emergency and non-emergency agency in Minnesota, LaCroix lead the successful system assessment, redesign and operational implementation for a number of EMS organizations. The agencies subsequently moved to either complete operational management under contract, or full acquisition. Mr. LaCroix performed several strategic planning efforts during his tenure for various organizations.

In addition, Vincent Robbins, who would act as the lead Advisor and project manager for this proposal, is the Founder of Cambridge Consulting Group and an Executive Advisor. Mr. Robbins retired in 2019 after 30 years as President & Chief Executive Officer of MONOC, New Jersey's largest EMS system. During his tenure, MONOC expanded as the regional, multi-County provider of Advanced Life Support, multi-municipal provider of Basic Life Support, and multihospital system provider for interfacility transport, specialty care transport and medical helicopter services. Mr. Robbins conducted numerous strategic planning efforts for multiple agencies.



## REFERENCES

The following individuals may serve as references regarding Cambridge Consulting Group and the quality of our work product:

Dr. Hezedean A. Smith, Fire Chief  
Charlottesville Fire Department  
2420 Fontaine Avenue  
Charlottesville, VA 22903  
Cell: (434) 260-4217  
Email: [smithhez@charlottesville.gov](mailto:smithhez@charlottesville.gov)

Mr. Pat Songer  
Former COO Cascade Medical  
Washington State  
775-304-0416  
[patbsonger@gmail.com](mailto:patbsonger@gmail.com)

Mr. Joseph Laucella, Assistant Chief  
Echo Hose Ambulance  
100 Meadow Street  
Shelton, CT 06484  
Office: (203) 924-5500  
[jlaucella@sheltonems.com](mailto:jlaucella@sheltonems.com)

Mr. John C. Truba, BS, CCEMTP  
Retired EMS Director  
Sparrow Health System  
Lansing, Michigan  
(517) 927-4055  
[j.truba@comcast.net](mailto:j.truba@comcast.net)

## INSURANCE

CCG maintains the following insurance coverage for the company and our Advisors.

Professional Liability – Westchester/Chubb Underwriter  
Limit of Liability (including Claims Expenses)  
\$2,000,000 Each Claim  
\$2,000,000 Aggregate Limit  
\$ 5,000.00 Disciplinary Proceeding Claims Expenses Aggregate Limit (In addition to the Each Claim and Aggregate Limits set forth above)

### Automobile –

CCG maintains no company vehicles, so a separate policy for same is not needed.  
Coverage for automobiles used by our consultants is included in our General Liability insurance

General Liability – Pacific Indemnity  
\$2,000,000 Each Claim  
\$4,000,000 Aggregate Limit  
1,000,000 Each Claim Auto Liability  
1,000,000 Aggregate Auto Liability

### Workers' Compensation – None

CCG has no employees. We utilize only independent contractors. Therefore, the company maintains no workers' compensation insurance.