



## EMS Advisory Committee Meeting - Minutes

Date and Time: **June 16, 2021, 08:30 – 10:00**

Location: Zoom link below

Greetings EMS Advisory Committee,

Please see the following Minutes of the June 16, 2021 EMS Advisory Committee Meeting.

Discussion Items/Agenda: **No additions to the Agenda.**

1. Welcome existing and new stakeholders ([See Roster](#)).
  - a. **New members:**
    - i. Jennifer Keefer Drumright – Med Trans Business Development Manager (formerly Tiffany Hettinger in that position).
    - ii. Evan Rau – New Chief, Crystal Lakes FPD
2. Approval of April 21, 2021 [meeting minutes](#)
  - a. **Approved, no discussion.**
3. Current Purpose and Mission (P&M): Requiring Validation and/or Development.
  - a. *Purpose and Mission: The NLCERA EMS Advisory Committee is comprised of various stakeholders of the NLCERA EMS System who are committed to proactive coordination and facilitation of continual improvement through outcome oriented, patient centered pre-hospital emergency care for citizens in the NLCERA.*
    - i. (P&M was read by Bill with caveat that the current P&M should be validated during the process we discuss at this meeting).
4. **NLCERA EMS Advisory Committee - Formation of Strategic Survey Focus Group (FG)**
  - a. The NEMSAC survey sent to the EMS Advisory committee has remained open since April 1, and all committee members are encouraged to help by providing your continual feedback and opinions:
    - i. See NEMSAC Survey collated results from April 1 – 21, 2021 survey for focus group discussion: [Appendix A](#)
    - ii. To add to the survey data with new or clarified ideas: [Appendix B](#)
    - iii. April 1 – April 21 Raw Survey Results: [Appendix C](#)
    - iv. Bill presented an overview of the appendix documents listed above. The goal of this meeting is to form a focus group capable of reviewing the Appendix A document and make recommendations to PFA leadership regarding future direction of the NLCERA EMS Advisory committee.
  - b. **Formation of Focus Group (FG):**
    - i. **Discussion of FG Makeup**
      1. Suggestion to begin FG makeup discussion:
        - a. FG makeup from stakeholder types – **FC Law, County Law, CSU State Law, 100 PSAP, 500 PSAP, 900 PSAP, PFA Fire, Rural NLCERA Fire, EMS, EMS Contract, Air Resources, FC OEM, County OEM, County Health, Colo State.**

- b.** Can these stakeholders be consolidated to a manageable FG size able to represent the entire body?
  - i.** Proposed: 1 City, 1 County, 1 PFA, 1 UCHealth, 1 Rural NLCERA Fire,
    - 1.** Each tasked with obtaining feedback from respective stakeholders.
  - ii.** Presentation and discussion about the large number of stakeholder organizations. Below are thoughts and ideas from the committee members:
    - 1.** Recommendation: Rural NLCERA needs more than a single representative.
      - a.** Chief Green offered to represent the rural NLCERA fire agencies if he has agreement and support from other rural fire chiefs.
        - i.** Gary to reach out to the NLCERA rural chiefs and discuss representation options.
        - ii.** Evan to discuss options with Gary regarding the rural representation.
        - iii.** Possibly from discussion of size and complexity of fire departments – proposed one representative from PFA, WFPD and one from rural departments (total of 3).
    - 2.** Dispatch Centers need representation both 100 and 900 (500 can follow lead of 100 for representation).
      - a.** Possibly from discussion to have one representative from 100 and one from 900 (total of 2).
      - b.** Bill to reach out to the dispatch supervisors for their input.
    - 3.** Law – suggested to have one city and one county law representation.
    - 4.** Recommendation: Presented to keep the stakeholder list as small as possible by consolidating representation through discussion post-meeting.
    - 5.** EMS and UCHealth –
      - a.** Air resources (Medivac) will follow the lead of who represents EMS as stakeholders.
      - b.** UCHealth – If involves transport or clinical then willing to participate. AHJ driven EMS needs are what UCHealth is requesting.
      - c.** NLCERA Fire EMS options may need discussion without the EMS vendor present.
    - 6.** OEM
      - a.** LCSO can represent OEM and dispatch (Justin Whitesell possibly).
      - b.** Lori and Bill to contact Justin to discuss his possible role.

7. Bill offered to reach out, post-meeting, to contact other committee members to see if they are interested.
  - a. Recommendation: Those on the focus group should have decision making authority for their respective organizations.
8. Discussion about the status of the decisions that may not involve the EMS vendor.
9. Possible agreement of a preliminary makeup of the focus group, with the possibility of consolidating with further discussions.
  - a. Fire (3)
  - b. Dispatch (2)
  - c. Law (1)
  - d. EMS (1)
- c. Establish interested NEMSAC members list for consideration
  - i. Chief Green - Fire
  - ii. The question was raised who from PFA would be representing the NLCERA. Bill advised Chief Vander Velde as the Project Manager, unless delegated. PFA is in the process of reestablishing an EMS vision with a new fire chief. This will become clear in the near future.
- d. Establish FG timelines once formed.
  - i. More work needing to be done post-meeting to establish FG before a timeline can be set.
- e. Other considerations?
- ii. **Proposed Duties of FG:** (The below list was referenced but not discussed at this meeting)
  1. Review and rank collated survey questions and resulting data.
  2. Evaluate how the survey response data informs if changes are needed to ensure continual and strategic EMS Response System improvements?
  3. Review current purpose and mission (P&M) to propose updated P&M.
  4. What changes or ideas can we take forward when considering the future purpose and mission of this committee?
  5. Consider needing other input from stakeholders?
  6. Recommendations

## 5. NLCERA Administrative Updates

- a. PFA Updates
  - i. NLCERA EMS Contract Update
    1. EMS Contract - Amendment #7 went live on June 1, 2021.
  - ii. PFA's new Fire Chief – Derek Bergsten is onboard with PFA as of May 24, 2021. PFA looks forward to having Chief Bergsten share his EMS vision.
- b. UCHealth Updates
  - i. UCHealth EMS Updates
    1. Kevin Waters:
      - a. Pillars:
        - i. George Solomon is the Education Manager.
          1. Two supervisors to assist with education.

- a. Two Education Coordinators as part of their team.
    - ii. Floyd Salzar is the Q/A Manager
      - 1. One QA Coordinator now in place
      - 2. Two additional QA Coordinator openings to be hired.
    - iii. Nine new ambulances on order that physically exist and won't need to wait for parts. Four on the way now, and an additional five were just ordered.
    - iv. Changes in non-911 IFT's which is now being managed by the UCHealth EMS office:
      - 1. Interim manager Molly Halligan.
      - 2. Dedicated ambulances, EMT's and Paramedics.
    - v. First ever EMS Academy
      - 1. 28 employees in the academy.
      - 2. Thanks to PFA for use of their Training Center for the academy facilities.
      - 3. George Solomon is coordinating.
      - 4. 50 high fidelity simulations.
      - 5. Essentially paramedic and EMT refresher.
    - vi. UCHealth responded to the Greeley RFP for ambulance services
      - 1. UCHealth should know the disposition of the Greeley contract next week.
      - 2. Possible hiring and more EMS Academies if awarded the Greeley contract.
      - 3. Plans for regular EMS Academies as a normal operational occurrence in the future.
  - 2. NLCERA May 2021 Data overview
    - a. Aaron Leonard presented an overview of the NLCERA EMS May, 2021 data.
    - b. All zones above 90% with the exception of zone 5 (N=3, with one late call) at 67%.
  - c. Stakeholder Agency updates affecting NLCERA EMS
    - i. Stakeholder updates?
      - 1. FC Law, County Law, CSU State Law, 100 PSAP, 500 PSAP, 900 PSAP, PFA Fire, Rural NLCERA Fire, EMS, EMS Contract, Air Resources, FC OEM, County OEM, County Health, Colo State?
      - 2. Note:
        - a. Evan Rau is the new Chief of Crystal Lakes Fire Protection District.
        - b. PFA EMS is under development: Chief Bergsten will be communicating his EMS vision as he continues to interact with the PFA and NLCERA members.
      - 3. No other updates presented.
  - d. EMS Contract Pillars Updates
    - i. Kevin provided an excellent overview regarding the pillars to the committee (see 5.b.ii. above).
    - ii. PFA Pillars are under development with input from Chief Bergsten.
- 6. Focused Discussions Regarding Challenges and Opportunities:**  
 (The below items if time allows)

a. **Stakeholder Coordination Needs:**

i. Stakeholder needs or requests?

1. Lori –

- a. Requesting help knowing of any issues or responses regarding the Cameron Peake fire area to notify contractors to get them out of the way.
- b. OEM is coordinating with LCSO for Paging system needs.
- c. LC OEM is moving into the new offices next week. An invite will be sent out by Michelle Berg.
- d. Question about LCSO Fire/EMS over the Radio Reference feed up during Cameron Peake: feed status is down. Lori, that would be a 900 item and follow-up with them.
- e. Hazard Mitigation Plan expires the end of August and will need signatures for the new plan.
- f. Lori is sending out updates regarding the Cameron Peake work happening in the county. Please send her your email if interested.

b. **Communications:**

i. Ready-Op Test:

1. Text and email test will be on June 15, 2020 at 15:00
  - a. ReadyOp was sent and no apparent issues noted from the committee.
2. Please send any Ready-Op updates (top three admin and infectious disease) contacts updates to [bill.salmon@poudre-fire.org](mailto:bill.salmon@poudre-fire.org)

c. **Training:**

i. NE Colorado RETAC update:

1. None available at this time.

ii. NLCERA monthly trainings update

1. Updates by Kevin above being developed by the Education/Training Pillar.

iii. OEM offerings:

1. Orientation to the new LC EOC in August.
2. LC EOC operations will be under development.
  - a. EOC functions being developed.

iv. Air Resources

1. Med Trans has LZ trainings planned. (Contact Pam Rice if need information).

d. **Transport:**

- i. Medivac Beau Chetam is interim Program Director of Medivac.

e. **Planning:** Strategic opportunities discussion.

- i. Bill provided a review of the meeting and focus group development.
- ii. Discussion about future meeting formats such as zoom vs. in-person.
  1. Good feedback that both virtual and in-person meetings mediums have benefits.
  2. Zoom is helpful to some that would not be able to make an in-person meeting.
  3. Most likely PFA will keep a zoom component even if in-person meetings are held.
  4. Ideas to hold an in-person meeting a few times each year, and the rest zoom.

7. Other Stakeholder Agency updates?

8. Next Meeting – August 18, 2021 Location TBD

Please contact Rick Vander Velde or Bill Salmon with any questions:

[rick.vandervelde@poudre-fire.org](mailto:rick.vandervelde@poudre-fire.org) (970-219-8253); [bill.salmon@poudre-fire.org](mailto:bill.salmon@poudre-fire.org) (970-218-9406).

## Appendix-A

Regarding the EMS Advisory Committee Survey:

Reference: Establish Northern Larimer County Emergency Response Area Focus Group

Actionable: Questions for Focus Group Consideration to Guide NEMSAC Future

Date: June 16, 12021

Greetings NLCERA EMS Advisory Committee members. In following-up from the April EMS Advisory Committee meeting, please see the below information for consideration:

The NLCERA EMS Advisory Committee (NEMSAC) responded to a survey sent by Poudre Fire Authority (PFA) in April 2021 to assess the effectiveness and relevance of the NEMSAC purpose, mission, and administration. The below questions and suggestions are captured from the survey for future focus group consideration regarding the coordination, purpose, mission, stakeholder identification, powers, responsibility, and role of the NEMSAC.

1. General Comments/Questions from the NEMSAC survey:
  - a. ...stakeholders should have more of a role in the contract and coordination/administration. It should not all rest on PFA.
  - b. What is the connection between the NEMSAC and other groups such as RETAC and OEM?
  - c. What are the role/responsibilities and authority of the committee?
  - d. (Purpose and Mission) Not shown clearly on website?
  - e. Maybe more of an official structure beyond just the NLCERA contract focus.  
Need to better understand the NEMSAC's role between the medical director, the ambulance contract, and the other groups in the county.
  - f. Many agenda topics are not EMS related.
2. Relevant change ideas presented:
  - a. Considering how the NLCERA has evolved since its beginning, maybe discussing what it has evolved into should be considered a priority.
  - b. Establish a focus group of a few willing stakeholders as an EMS contract feedback group to better identify who the stakeholders should be and what they should do.
  - c. Engage and empower the board rather than just PFA.
  - d. Define the role of the NEMSAC in the county.
  - e. Definition of purpose with roles/responsibilities and authority as this committee relates to other established public safety agencies who are formally responsible for doing this work.
  - f. Planning for annual goals and objectives as a committee with possible subcommittees might allow for more strategic objectives to be addressed through coordination.
3. Relevance of topics:
  - a. Topics covered are relevant and provide good insight.
  - b. Many agenda topics are not EMS related.
  - c. Use of NW Chiefs for updates is helpful.
4. Is PFA the appropriate coordination organization, or should another entity assume the coordination role:
  - a. No, the Board chair should rotate or be given to a neutral party. PFA and the City receive funding from UCH and should not provide oversight of their own program.
  - b. The need for the NEMSAC should be determined before deciding who should coordinate the group.
  - c. PFA is appropriate.

- d. I think alignment/agreement of the committee's role and purpose is necessary before understanding and answering if coordination role is appropriate.
  - e. Unsure, PFA or UCH
  - f. I believe PFA plays a big part of NLCERA and they are very affective as coordinators.
  - g. PFA is the EMS Contract holder, and as such should be the coordinator of EMS advisements toward that end.
5. Regarding feedback that was not clarified in the previous questions:
- a. More focus on our community's needs, more consistency from vendor
  - b. Define the problems that the NEMSAC was designed to solve and then discuss if the NEMSAC continues to the best solution.
  - c. Improvement Is the information discussed in these meetings better addressed by the rural chiefs' meetings?
  - d. I would like to see stakeholders bring forward strategic items for discussion and consideration by this group of stakeholders.
6. Survey data informing decisions to ensure continual EMS system improvements:
- a. Suggestion to conduct a similar survey annually for needs.
  - b. Suggestion to have place holders in the survey for solutions being entered.
  - c. Put together a small working group to do a deep dive into the survey and propose steps moving forward.
  - d. PFA will leave the survey open to encourage additional feedback from new members or those who have already submitted (See Appendix B).



## Appendix B

Greetings NLCERA EMS Advisory Committee Stakeholders,

Reference: NLCERA EMS Advisory Committee - Stakeholder Strategic Survey

PFA senior leadership is requesting your feedback as NLCERA EMS system stakeholders (anonymously) through the enclosed Survey Monkey survey Link: [NEMSAC Survey](#)

Please forward this survey link (<https://www.surveymonkey.com/r/2BFRBYBto>) to anyone you believe to be a stakeholder who is not on this distribution to obtain their feedback.

The survey will remain open to receive your feedback.

Please address questions to Rick Vander Velde ([rick.vandervelde@poudre-fire.org](mailto:rick.vandervelde@poudre-fire.org)) or Bill Salmon ([bill.salmon@poudre-fire.org](mailto:bill.salmon@poudre-fire.org)).

Regards,

Bill Salmon, M. Ed  
Poudre Fire Authority  
EMS Contract Coordinator  
Cell: 970-218-9406  
[bsalmon@poudre-fire.org](mailto:bsalmon@poudre-fire.org)

PFA Values: Courage, Leadership, Duty

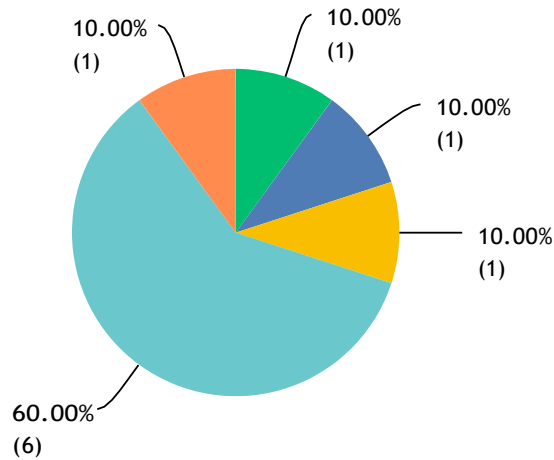


## Appendix C

### NLCERA EMS Advisory Committee – Strategic Survey

#### Q1 The NEMSAC Purpose and Mission is clear to me.

Answered: 10 Skipped: 0



Strongly Disagree Disagree Neutral Agree Strongly Agree

	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	10.00% 1	10.00% 1	10.00% 1	60.00% 6	10.00% 1	10	3.50

#	OTHER (PLEASE SPECIFY)	DATE
1	The purpose and mission is read at each meeting	4/1/2021 9:40 AM

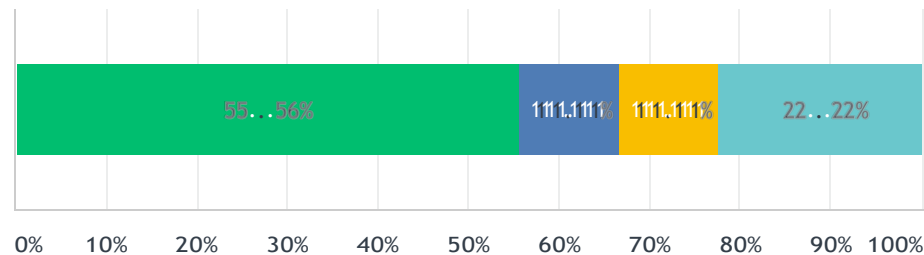
## Q2 If the NEMSAC purpose and mission should be adjusted or updated, please describe your ideas.

Answered: 8 Skipped: 2

#	RESPONSES	DATE
1	<b>Improvement Needed</b> The board of stakeholders should have more of a role in the contract and administration. It should not all rest on PFA.	4/18/2021 4:02 PM
2	<b>Improvement Needed</b> What is the connection between the NEMSAC and other groups such as RETAC and OEM?	4/15/2021 2:37 PM
3	none	4/2/2021 2:46 PM
4	1	4/2/2021 7:47 AM
5	<b>Improvement Needed</b> Unsure as to the role/responsibilities and authority of the committee	4/1/2021 3:51 PM
6	n/a	4/1/2021 12:04 PM
7	<b>Improvement Needed</b> Not shown clearly on website	4/1/2021 9:57 AM
8	<b>Improvement Needed</b> Maybe more of an official structure beyond just the NLCERA contract focus.	4/1/2021 9:40 AM

### Q3 The Stakeholder makeup of the NEMSAC is in my estimation (choose from the following):

Answered: 9 Skipped: 1



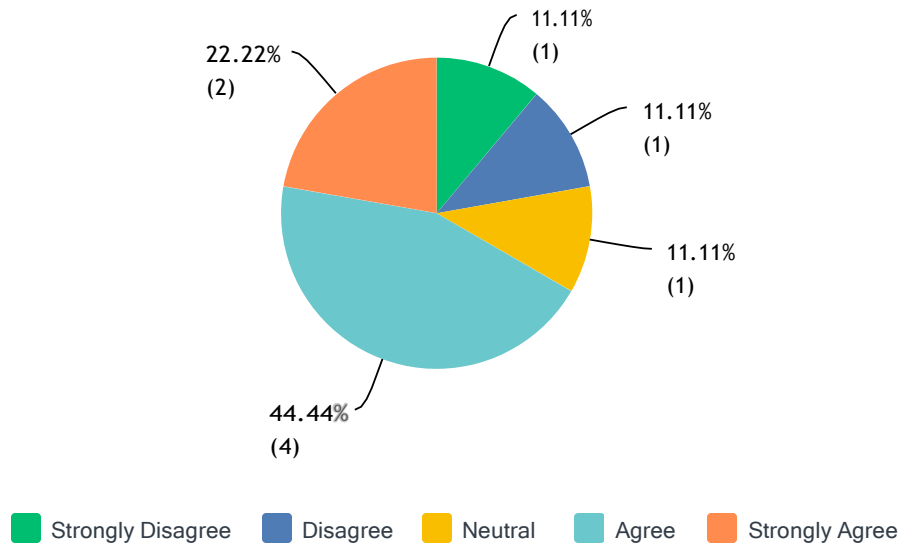
- The NEMSAC Stakeholder makeup should remain as is currently.
- The NEMSAC Stakeholder makeup should be expanded.
- The NEMSAC Stakeholder makeup should be contracted or more focused.
- The NEMSAC Stakeholder makeup should be updated to some other configuration.

ANSWER CHOICES	RESPONSES	
The NEMSAC Stakeholder makeup should remain as is currently.	55.56%	5
The NEMSAC Stakeholder makeup should be expanded.	11.11%	1
The NEMSAC Stakeholder makeup should be contracted or more focused.	11.11%	1
The NEMSAC Stakeholder makeup should be updated to some other configuration.	22.22%	2
TOTAL		9

#	OTHER (PLEASE SPECIFY)	DATE
1	I don't believe PFA should be the only one adjusting and speaking to the contract. PFA has taken it upon themselves to speak for everyone when it comes to the content of the contract and the outcome of the contract. What is the purpose of the stakeholders when PFA is the sole overseer.	4/18/2021 4:02 PM
2	With a better understanding of how this group relates to other agencies and groups the appropriate organizational structure could be established and the stakeholder makeup could be identified.	4/15/2021 2:37 PM
3	See above. Definition of the purpose of the committee and what roles/responsibilities/authority the committee holds is necessary.	4/1/2021 3:51 PM
4	This group should always be looking for inclusion and coordination with any EMS Stakeholders who function in the NLCERA.	4/1/2021 9:40 AM

## Q4 The NEMSAC is relevant to me as an EMS advisement body.

Answered: 9 Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	11.11% 1	11.11% 1	11.11% 1	44.44% 4	22.22% 2	9	3.56

#	OTHER (PLEASE SPECIFY)	DATE
1	If the NEMSAC was a collaboration rather than just a think tank.	4/18/2021 4:02 PM
2	I don't understand the NEMSACs role between the physician advisor, the ambulance contract, and the other groups in the county.	4/15/2021 2:37 PM
3	Many agenda topics are not EMS related	4/1/2021 3:51 PM

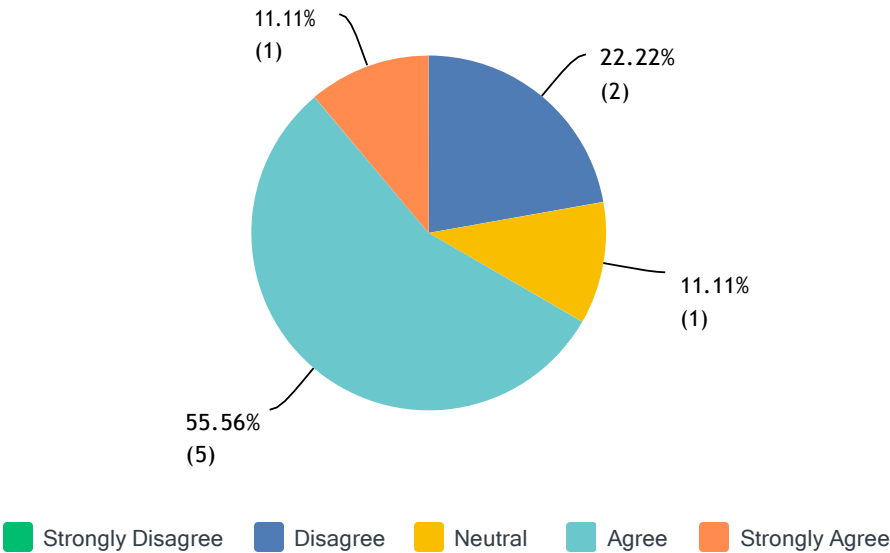
## Q5 I would change the NEMSAC to be more relevant as an EMS advisement body in the following ways:

Answered: 8 Skipped: 2

#	RESPONSES	DATE
1	<b>Needs Improvement</b> Engage and empower the board rather than just PFA.	4/18/2021 4:02 PM
2	<b>Needs Improvement</b> Closer meet shareholders needs	4/16/2021 11:33 AM
3	<b>Needs Improvement</b> Define the role of the NEMSAC in the county.	4/15/2021 2:37 PM
4	na	4/2/2021 2:46 PM
5	1	4/2/2021 7:47 AM
6	<b>Needs Improvement</b> Definition of purpose with roles/responsibilities and authority as this committee relates to other established public safety agencies who are formally responsible for doing this work.	4/1/2021 3:51 PM
7	n/a	4/1/2021 12:04 PM
8	<b>Needs Improvement</b> Planning for annual goals and objectives as a committee with possible subcommittees might allow for more strategic objectives to be addressed through coordination.	4/1/2021 9:40 AM

# Q6 The NEMSAC meeting agendas and outcomes represents a productive use of my time.

Answered: 9    Skipped: 1



	STRONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	22.22% 2	11.11% 1	55.56% 5	11.11% 1	9	3.56

#	OTHER (PLEASE SPECIFY)	DATE
1	Topics covered are relevant and provide good insight.	4/18/2021 4:02 PM
2	Many agenda topics are not EMS related	4/1/2021 3:51 PM
3	I do not attend	4/1/2021 10:19 AM
4	Use of NW Chiefs for updates is helpful	4/1/2021 9:57 AM

Q7 PFA's Coordination of the NEMSAC began as a function of the NLCERA EMS Contract. Is PFA the appropriate coordination organization, or should another entity assume the coordination role? Please explain:





Answered: 10 Skipped: 0

#	RESPONSES	DATE
1	<b>Needs Improvement</b> No, the Board chair should rotate or be given to a neutral party. PFA and the City receive funding from UCH and should not provide oversight of their own program.	4/18/2021 4:02 PM
2	Not sure	4/16/2021 11:33 AM
3	<b>Needs Improvement</b> The need for the NEMSAC should be determined before deciding who should coordinate the group.	4/15/2021 2:37 PM
4	PFA is appropriate	4/2/2021 2:46 PM
5	Yes	4/2/2021 7:47 AM
6	<b>Needs Improvement</b> I think alignment/agreement of the committee's role and purpose is necessary before understanding and answering if coordination role is appropriate.	4/1/2021 3:51 PM
7	<b>Needs Improvement</b> Unsure, PFA or UCH	4/1/2021 12:04 PM
8	I believe PFA plays a big part of NLCERA and they are very affective as coordinators.	4/1/2021 10:19 AM
9	Yes	4/1/2021 9:57 AM
10	PFA is the EMS Contract holder, and as such should be the coordinator of EMS advisements toward that end.	4/1/2021 9:40 AM



## Q8 Regarding feedback that was not clarified in the previous questions: What would you as an EMS Stakeholder like to see happen regarding the NEMSAC?

Answered: 8 Skipped: 2

#	RESPONSES	DATE
1	 Needs In More focus on our communities needs, more consistency from vendor	4/16/2021 11:33 AM
2	 Needs In Define the problems that the NEMSAC was designed to solve and then discuss if the NEMSAC continues to the best solution.	4/15/2021 2:37 PM
3	na	4/2/2021 2:46 PM
4	 None	4/2/2021 7:47 AM
5	Is the information discussed in these meetings better addressed by the rural chiefs meetings?	4/1/2021 3:51 PM
6	new member, no changes that I am aware of yet	4/1/2021 12:04 PM
7	 ? Nothing to add at this time	4/1/2021 10:19 AM
8	I would like to see stakeholders bring forward strategic items for discussion and consideration by this group of stakeholders.	4/1/2021 9:40 AM

## Roster

16-Jun-21	NCLERA EMS Committee Meeting Roster		Please update Emails
Please Initial for Attendance	First and Last Name	Organization	
	Daniel Alarcon	RFL-VFD	<a href="mailto:D-Alarcon@live.com">D-Alarcon@live.com</a>
	Jason Collins	NCMC	<a href="mailto:Jason.Collins@bannerhealth.com">Jason.Collins@bannerhealth.com</a>
1	Brett Convey	WFPD	<a href="mailto:Bconvey@wfpd.org">Bconvey@wfpd.org</a>
	Jeff Elsner	RCVFD	<a href="mailto:chief@rcvfd.org">chief@rcvfd.org</a>
	Warren Jones	GVFD	<a href="mailto:gvfdchief1@gmail.com">gvfdchief1@gmail.com</a>
2	Gary Green	WFPD	<a href="mailto:ggreen@wfpd.org">ggreen@wfpd.org</a>
	Ron Hall-Estand	RCVFD	<a href="mailto:ronestand2006@yahoo.com">ronestand2006@yahoo.com</a>
	Jim Herrington	LVPD	<a href="mailto:Livermorechief@gmail.com">Livermorechief@gmail.com</a>
3	Lori Hodges	LC OEM	<a href="mailto:hodgeslr@co.larimer.co.us">hodgeslr@co.larimer.co.us</a>
	Brendon Hill	RFVF	<a href="mailto:bhillredfeatherfire@gmail.com">bhillredfeatherfire@gmail.com</a>
	Amy Huff	FC/911	<a href="mailto:ahuff@fcgov.com">ahuff@fcgov.com</a>
	Sean Jones	PFA P&A	<a href="mailto:sean.jones@poudre-fire.org">sean.jones@poudre-fire.org</a>
4	Jennifer Keefer Drumright	MedTrans	<a href="mailto:Jennifer.keeferdumright@gmr.net">Jennifer.keeferdumright@gmr.net</a>
5	Bridget Knox	GVFPD	<a href="mailto:bknox224@gmail.com">bknox224@gmail.com</a>
6	Aaron Leonard	UCHealth	<a href="mailto:aaron.leonard@uchealth.org">aaron.leonard@uchealth.org</a>
	Donn Maynard	LVPD	<a href="mailto:Livermorechief@gmail.com">Livermorechief@gmail.com</a>
7	Ryan McLean	UCH	<a href="mailto:Ryan.McLean@uchealth.org">Ryan.McLean@uchealth.org</a>
	Kim Meyer-Lee	LCDH&E	<a href="mailto:kmeyerlee@larimer.org">kmeyerlee@larimer.org</a>
8	Evan Rau	CLFPD	<a href="mailto:eraufire@gmail.com">eraufire@gmail.com</a>
	Mark Regan	PFA/IT	<a href="mailto:mregan@poudre-fire.org">mregan@poudre-fire.org</a>
9	Pam Rice	NCME	<a href="mailto:pamela.rice@bannerhealth.com">pamela.rice@bannerhealth.com</a>
	Laura Robinson	PFA	<a href="mailto:lrobinson@poudre-fire.org">lrobinson@poudre-fire.org</a>
	Robert Royer	OEM/PFA	<a href="mailto:rroyer@poudre-fire.org">rroyer@poudre-fire.org</a>
10	Monique Rose	UCH	<a href="mailto:Monique.Rose@UCHealth.org">Monique.Rose@UCHealth.org</a>
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