



Willows City Council Regular Meeting

November 25, 2025
Willows City Hall
6:00 PM

City Council
Evan Hutson, Mayor
Rick Thomas, Vice Mayor
Gary Hansen, Council Member
Lorri Pride, Council Member
Matt Busby, Council Member

City Manager
Marti Brown

City Clerk
Karleen Price

201 North Lassen Street
Willows, CA 95988
(530) 934-7041

Agenda

Watch the Council meeting online via Zoom: <https://us06web.zoom.us/j/83458019882>

Remote viewing of the City Council meeting for members of the public is provided for convenience only. In the event that the remote viewing connection malfunctions for any reason, the City Council reserves the right to conduct the meeting without remote viewing.

If you have documents you would like to submit to the Council, please deliver or mail them to the City Clerk at 201 N. Lassen St., Willows, CA 95988, or email cityclerk@cityofwillows.org.

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ROLL CALL**
4. **CHANGES TO THE AGENDA**
5. **CEREMONIAL MATTERS**

- a. **Proclamation – Pearl Harbor Remembrance Day**

6. **PUBLIC COMMENT & CONSENT CALENDAR FORUM**

All items on the Consent Calendar are considered routine and may be approved with a single vote unless removed for separate discussion by the Council or City Manager. Individuals wishing to speak on Consent items or matters *not* on the agenda are asked to complete a Speaker Card and submit it to the City Clerk. All remarks shall be directed to the Mayor and Councilmembers and are limited to three minutes. By law, the Council cannot discuss or take action on items not listed on the posted agenda.

- a. **Register Approval**

Recommended Action: Approve general checking, payroll, and direct deposit check registers.
Contact: Joanne Moore, Finance Director, jmoore@cityofwillows.org

- b. **Minutes Approval**

Recommended Action: Approve the October 28, 2025, meeting minutes.
Contact: Karleen Price, City Clerk, kprice@cityofwillows.org

- c. **Letter of Support – 2026 Stanford Local Governance Summer Institute**

Recommended Action: Authorize the City Manager to submit a Letter of Support (Attachment 1) as part of her application to the 2026 Stanford Local Governance Summer Institute.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

d. **Notice of Completion for the Lift Station Rehabilitation Project**

Recommended Action: Approve Resolution XX-2025 (Attachment 1) accepting the improvements for the Willows Lift Station Rehabilitation Project and authorizing the Notice of Completion (Attachment 2) to be filed for the project.

Contact: Joe Bettencourt, Community Development & Services Director,
jbettencourt@cityofwillows.org

e. **Notice of Completion for the Emergency Library Roof Failure Project**

Recommended Action: Approve Resolution XX-2025 (Attachment 1) accepting the improvements for the Emergency Library Roof Failure Project and authorizing the Notice of Completion (Attachment 2) to be filed for the project.

Contact: Joe Bettencourt, Community Development & Services Director,
jbettencourt@cityofwillows.org

f. **Emergency Medical Services Assessment Study – Request for Proposal Award**

Recommended Action: Authorize the City Manager, or her designee, to execute a contract with Healthcare Strategist Solutions, in partnership with Glenn County and the City of Orland, for the purpose of performing an Emergency Medical Services System Assessment in an amount not to exceed \$48,000.

Contact: Nate Monck, Fire Chief, nmonck@cityofwillows.org

7. DISCUSSION & ACTION CALENDAR

All matters on the Discussion & Action calendar will be discussed and acted on individually. Individuals wishing to speak on these items are asked to complete a speaker card and submit it to the City Clerk. Comments should be directed to the Mayor and Councilmembers and are limited to three minutes. By law, the Council cannot discuss or take action on items not listed on the posted agenda.

a. **Finance & Measure I Oversight Committee (FMIOC) Membership**

Recommended Action: Review and discuss Section D. Membership Guidelines of the Finance Committee's Bylaws and consider changing the membership.

Requested by: Mayor Hutson

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

b. **Library Board of Trustees Subcommittee Vacancy and Appointment Process**

Recommended Action: Elect a two Councilmember subcommittee to review applications, conduct interviews, and return to the full Council with a recommendation for appointment to the Library Board of Trustees to fill the remaining term, vacated by Lisa Kennedy, that is scheduled to expire on June 30, 2028.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

c. **Street Banner Program**

Recommended Action: As the City's Street Banner contract with CGI Communications comes to end, staff seek Council direction on next steps for this program, including Option A: renew the contract with CGI, Option B: discontinue the street banner program completely, or Option C: launch a city administered program.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

d. **2026 Council Meeting Calendar & Schedule**

Recommended Action: Adopt Resolution XX-2025 (Attachment 1) establishing the 2026 Council Meeting Calendar and Schedule (Exhibit A).

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

8. INFORMATIONAL

a. **Pioneer Community Energy – 2027 Campaign Launch**

Recommended Action: This staff report and attachments are informational only regarding the October 2027 launch of Pioneer Community Energy in the City of Willows.

Contact: Marti Brown, City Manager, mbrown@cityofwillows.org

9. COMMENTS & REPORTS

a. **Council Correspondence**

b. **City Council Comments & Reports**

c. **City Manager's Report**

10. CLOSED SESSION

a. **PUBLIC EMPLOYEE PERFORMANCE EVALUATION**

Title: City Attorney

b. **CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code 54956.8)**

Property: 459 S. Butte Street, Willows, CA

Agency negotiator: Marti Brown, City Manager

Negotiating parties: Dawley Clay K & Elizabeth JT

Under negotiation: Price and Terms of Payment

11. ADJOURNMENT

This agenda was posted on November 20, 2025.

Karleen Price, City Clerk

A complete agenda packet, including staff reports and back-up information, is available for public inspection during normal work hours at City Hall at 201 North Lassen Street in Willows or on the City's website at www.cityofwillows.org. In compliance with the Americans with Disabilities Act, the

City of Willows will make available to members of the public any special assistance necessary to participate in this meeting. If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132). The public should contact the City Clerk's office at (530) 934-7041 to make such a request.

Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

The City of Willows is an Equal Opportunity Provider.



CEREMONIAL MATTERS



Proclamation

Pearl Harbor Remembrance Day

WHEREAS, on December 7, 1941, the United States Naval Base at Pearl Harbor, Hawaii, was suddenly and deliberately attacked, resulting in the loss of more than 2,400 American lives, injuring countless others, and marking a pivotal moment in our nation's history; and

WHEREAS, this tragic event led the United States into World War II, calling upon the strength, courage, and unity of the American people as millions served both at home and abroad to defend freedom and protect our nation; and

WHEREAS, Pearl Harbor Remembrance Day honors the brave service members who perished, those who survived, and all who answered the call to defend our country during World War II; and

WHEREAS, we express our deepest gratitude to the veterans, their families, and all Americans whose sacrifices have safeguarded our nation and preserved the liberties we cherish; and

WHEREAS, the City of Willows joins communities across the nation in paying solemn tribute to the lives lost and in recognizing the resilience and dedication of all who served in the aftermath of the attack on Pearl Harbor.

NOW, THEREFORE, BE IT RESOLVED, I, Evan Hutson, Mayor of the City of Willows and on behalf of the Willows City Council and the Citizens of Willows, do hereby proclaim December 7, 2025, as Pearl Harbor Remembrance Day in the City of Willows and encourage all residents to join in honoring and remembering the heroes of Pearl Harbor and the enduring spirit of the American people.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal this 25th day of November, 2025.

Evan Hutson, Mayor





PUBLIC COMMENT & CONSENT CALENDAR FORUM



City of Willows

Payment Register

APPKT00505 - CHECK RUN 10-24-25

Bank: Gen Chk - General Checking

Vendor Number	Vendor Name	Total Vendor Amount	
	Void	0.00	
Payment Type	Payment Number	Payment Date	Payment Amount
**Void Check	56074	10/24/2025	0.00
**Void Check	56077	10/24/2025	0.00
**Void Check	56078	10/24/2025	0.00
**Void Check	56079	10/24/2025	0.00
**Void Check	56096	10/24/2025	0.00
**Void Check	56107	10/24/2025	0.00
**Void Check	56108	10/24/2025	0.00

Vendor Number	Vendor Name					Total Vendor Amount
1051	ALVES DOOR COMPANY, INC.					771.66
Payment Type	Payment Number				Payment Date	Payment Amount
Check	56072				10/24/2025	771.66
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
11210	DOOR REPAIR - FIRE	10/20/2025	10/20/2025	0.00	771.66	

Vendor Number	Vendor Name					Total Vendor Amount
1172	CALIFORNIA WATER SERVICE					5,551.68
Payment Type	Payment Number			Payment Date	Payment Amount	
Check	56073			10/24/2025	5,551.68	
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
1053836442-100825	LLAD ZONE C - SERVICE TO 10-8-25	10/20/2025	10/20/2025	0.00	113.37	
8491677777-101325	SERVICE TO 10-13-25	10/22/2025	10/22/2025	0.00	5,438.31	

Vendor Number	Vendor Name					Total Vendor Amount	
1252	CLEARWAY ENERGY LLC					11,768.65	
Payment Type	Payment Number					Payment Date	Payment Amount
Check	56075					10/24/2025	11,768.65
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
1698164	SEPTEMBER 2025 SOLAR - SEWER	10/23/2025	10/23/2025	0.00	11,768.65		

Vendor Number	Vendor Name					Total Vendor Amount
1255	COASTLAND CIVIL ENGINEERI					208,207.89
Payment Type	Payment Number	Payment Date				Payment Amount
Check	56076	10/24/2025				208,207.89
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
546	SANITARY SEWER LIFT STATION - AUGUST 2025	10/23/2025	10/23/2025	0.00	37,023.75	
62656	SEWER RATES FOR FY25-26	10/23/2025	10/23/2025	0.00	5,475.00	
62657	725445 CITY ENGINEERING FY25-26	10/23/2025	10/23/2025	0.00	4,750.00	
62693	LIFT STATION REHAB CM	10/23/2025	10/23/2025	0.00	54,518.54	
62694	CIVIC CENTER ADA UPGRADES CM	10/23/2025	10/23/2025	0.00	107.50	
62697	725374 LLAD FY 2025-26	10/23/2025	10/23/2025	0.00	395.70	
62764	72-5425 - 457 N HUMBOLDT - HOTEL EXPANSION	10/23/2025	10/23/2025	0.00	178.75	
62765	LIBRARY EMERGENCY PROJECT	10/23/2025	10/23/2025	0.00	1,736.25	
62766	725133 - CITY HALL ADA DOOR UPGRADES	10/23/2025	10/23/2025	0.00	178.75	
62767	725024 - ENCROACHMENT PERMITS	10/23/2025	10/23/2025	0.00	2,315.00	
62768	725158 - SYCAMORE PARK-CCLGP FUNDED PROJECT	10/23/2025	10/23/2025	0.00	1,220.00	
62769	SEWER REHAB 2025 CM	10/23/2025	10/23/2025	0.00	4,187.50	
62780	725283 - FY24 SEWER REHABILITATION	10/23/2025	10/23/2025	0.00	7,822.30	
62783	72-44441-229 N SHASTA ST-PERMIT #5401 - SOLAR & BT	10/23/2025	10/23/2025	0.00	515.00	

Payment Register
APPKT00505 - CHECK RUN 10-24-25

62784	72-4441-1600 HWY 99 PERMIT #5405 - COMM G M SOLA	10/23/2025	10/23/2025	0.00	930.00
62785	72-4441 - 257 N BUTTE - PERMIT #5429 - NVIH	10/23/2025	10/23/2025	0.00	462.50
62786	72-4441-246 N HUMBOLDT-PERMIT #5438-EV CHARGER	10/23/2025	10/23/2025	0.00	701.25
62787	72-4441-246 N HUMBOLDT-PERMIT #5442-EV CHARGING	10/23/2025	10/23/2025	0.00	9,079.41
62788	72-4441 - 310 E WOOD - PERMIT #5439 - FIRE ALARM	10/23/2025	10/23/2025	0.00	789.11
62789	72-4441-505 N HUMBOLDT-PERMIT #5444-LTL CAESARS	10/23/2025	10/23/2025	0.00	3,639.28
62790	72-4441-470 N AIRPORT-PERMIT #5449-WALMART FIRE	10/23/2025	10/23/2025	0.00	956.25
62797	72-5456 - FY25-26 PAVEMENT REHAB	10/23/2025	10/23/2025	0.00	11,364.22
62799	725150 LIFT STATION REHABILITATION PROJECT	10/23/2025	10/23/2025	0.00	402.50
62857	725445 CITY ENGINEERING FY25-26	10/23/2025	10/23/2025	0.00	7,361.25
62904	SEWER REHAB 2025 CM	10/23/2025	10/23/2025	0.00	4,033.75
62905	CIVIC CENTER ADA UPGRADES CM	10/23/2025	10/23/2025	0.00	430.00
62906	72-5425 - 457 N HUMBOLDT - HOTEL EXPANSION	10/23/2025	10/23/2025	0.00	195.00
62907	725158 - SYCAMOREPARK CCLGP FUNDED PROJECT	10/23/2025	10/23/2025	0.00	12,916.55
62908	725024 - ENCROACHMENT PERMITS	10/23/2025	10/23/2025	0.00	7,103.75
62909	72-5487 245 S SONOMA ST - LM25-02 LOT MERGER	10/23/2025	10/23/2025	0.00	253.75
62910	725374 - LLAD FY 2025-26	10/23/2025	10/23/2025	0.00	702.05
62911	LIFT STATION REHAB CM	10/23/2025	10/23/2025	0.00	6,360.00
62913	72-5456 - FY25-26 PAVEMENT REHAB	10/23/2025	10/23/2025	0.00	12,706.98
63026	LIBRARY EMERGENCY PROJECT	10/23/2025	10/23/2025	0.00	990.00
63030	72-4441 - BUILDING DEPARTMENT SERVICES	10/23/2025	10/23/2025	0.00	647.50
63031	72-4441-246 N HUMBOLDT-PERMIT #5438-EV CHARGER	10/23/2025	10/23/2025	0.00	1,300.00
63032	72-4441-246 N HUMBOLDT-PERMIT #5442-EV GHARGING	10/23/2025	10/23/2025	0.00	4,098.75
63034	72-4441-470 AIRPORT RD-PERMIT #5449-WALMART FIRE	10/23/2025	10/23/2025	0.00	360.00

Vendor Number	Vendor Name					Total Vendor Amount
1275	CORBIN WILLITS SYSTEMS					518.96
Payment Type	Payment Number					Payment Date Payment Amount
Check	56080					10/24/2025 518.96
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
000C510151	NOVEMBER 2025 - MOM'S SOFTWARE - FIN	10/23/2025	10/23/2025	0.00	518.96	

Vendor Number	Vendor Name					Total Vendor Amount
1277	CORNING LUMBER WILLOWS					102.37
Payment Type	Payment Number					Payment Date Payment Amount
Check	56081					10/24/2025 102.37
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
2509-140367	2" CULLS - FIRE	10/20/2025	10/20/2025	0.00	2.97	
2510-149623	QUICKCRETE & TREATED 4X4 10' - SKATE PARK - PW	10/20/2025	10/20/2025	0.00	51.95	
2510-149629	2X6 20' - 2030 PARK - PW	10/20/2025	10/20/2025	0.00	18.11	
2510-149640	QUICKRETE & FASTENERS - SKATE PARK - PW	10/20/2025	10/20/2025	0.00	11.23	
2510-150053	2X6 20' - 2030 PARK GAZEBO - PW	10/20/2025	10/20/2025	0.00	18.11	

Vendor Number	Vendor Name					Total Vendor Amount
1288	CREATIVE COMPOSITION					161.71
Payment Type	Payment Number					Payment Date Payment Amount
Check	56082					10/24/2025 161.71
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
36321	BUSINESS CARDS - EVAN HUTSON	10/23/2025	10/23/2025	0.00	161.71	

Vendor Number	Vendor Name					Total Vendor Amount
1396	ENLOE MEDICAL CENTER					526.00
Payment Type	Payment Number					Payment Date Payment Amount
Check	56083					10/24/2025 526.00
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
757559-100725	ACCT #757559 - ACCT #54144006 - EMPLOYEES PHYSICAL	10/20/2025	10/20/2025	0.00	526.00	

Payment Register

APPKT00505 - CHECK RUN 10-24-25

Vendor Number 1463	Vendor Name GANDY & STALEY OIL CO					Total Vendor Amount 584.83
Payment Type Check	Payment Number 56084					Payment Date 10/24/2025
Payable Number 87140-093025	Description FUEL - FIRE	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 584.83	
Vendor Number 1467	Vendor Name GAYNOR TELESYSTEMS, INC.					Total Vendor Amount 162.00
Payment Type Check	Payment Number 56085					Payment Date 10/24/2025
Payable Number INV000046647	Description REPAIR LOUD SPEAKER IN APP BAY - FIRE	Payable Date 10/21/2025	Due Date 10/21/2025	Discount Amount 0.00	Payable Amount 162.00	
Vendor Number 2458	Vendor Name GCS ENVIRONMENTAL EQUIPMENT SERVICES INC					Total Vendor Amount 411.91
Payment Type Check	Payment Number 56086					Payment Date 10/24/2025
Payable Number 31042	Description PARTS - STREET SWEEPER - PUBLIC WORKS	Payable Date 10/21/2025	Due Date 10/21/2025	Discount Amount 0.00	Payable Amount 411.91	
Vendor Number 1503	Vendor Name GLENN CO SHERIFFS DEPT					Total Vendor Amount 199,230.00
Payment Type Check	Payment Number 56087					Payment Date 10/24/2025
Payable Number 25-000004	Description FALSE ALARM - CORP YARD - PUBLIC WORKS	Payable Date 10/21/2025	Due Date 10/21/2025	Discount Amount 0.00	Payable Amount 480.00	
Payable Number 3007	Description GCSO AUGUST 2025 SERVICE - POLICE	Payable Date 10/24/2025	Due Date 10/24/2025	Discount Amount 0.00	Payable Amount 198,750.00	
Vendor Number 1498	Vendor Name GLENN CO. OFFICE OF EDUCATION - LIVESCAN					Total Vendor Amount 52.00
Payment Type Check	Payment Number 56088					Payment Date 10/24/2025
Payable Number INV26-00285	Description LIVESCAN - NEW EMPLOYEE - CW	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 52.00	
Vendor Number 1606	Vendor Name JEREMY'S PEST STOMPERS					Total Vendor Amount 55.00
Payment Type Check	Payment Number 56089					Payment Date 10/24/2025
Payable Number 1032514	Description SERVICE OCTOBER 2025 - CIVIC CENTER	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 55.00	
Vendor Number 1670	Vendor Name L & T TOWING					Total Vendor Amount 3,561.12
Payment Type Check	Payment Number 56090					Payment Date 10/24/2025
Payable Number 63189	Description MAINTENANCE - 2019 FIRE TRUCK - ENGINE #3 - FIRE	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 3,561.12	
Vendor Number 1301	Vendor Name L.N. CURTIS & SONS					Total Vendor Amount 2,172.55
Payment Type Check	Payment Number 56091					Payment Date 10/24/2025
Payable Number INV974597	Description TO BE REIMBURSED - FIRE	Payable Date 10/21/2025	Due Date 10/21/2025	Discount Amount 0.00	Payable Amount 2,172.55	

Payment Register
APPKT00505 - CHECK RUN 10-24-25

Vendor Number 1710	Vendor Name LIFE ASSIST					Total Vendor Amount 206.41
Payment Type Check	Payment Number 56092			Payment Date 10/24/2025	Payment Amount 206.41	
Payable Number 1644059	Description MEDICAL SUPPLIES - FIRE	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 206.41	
Vendor Number 1760	Vendor Name MATSON & ISOM TECHNOLOGY					Total Vendor Amount 4,873.00
Payment Type Check	Payment Number 56093			Payment Date 10/24/2025	Payment Amount 4,873.00	
Payable Number 100319	Description OCTOBER 2025 IT SERVICE - CW	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 4,873.00	
Vendor Number 1770	Vendor Name MENDES SUPPLY COMPANY					Total Vendor Amount 206.63
Payment Type Check	Payment Number 56094			Payment Date 10/24/2025	Payment Amount 206.63	
Payable Number R081951	Description BATH TISSUE & TOWLES - CIVIC CENTER	Payable Date 10/20/2025	Due Date 10/20/2025	Discount Amount 0.00	Payable Amount 206.63	
Vendor Number 2312	Vendor Name NAPA AUTO PARTS					Total Vendor Amount 2,166.34
Payment Type Check	Payment Number 56095			Payment Date 10/24/2025	Payment Amount 2,166.34	
Payable Number 715052	Description BATTERY CLEANER & PROTECTANT - SHOP - PW	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 18.47	
715072	MAINTENANCE - LEAF TRUCK - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	134.97	
715085	LED STOP LAMP - LEAF TRUCK - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	124.66	
715121	ANTIFREEZE - SHOP - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	78.23	
715144	ANTIFREEZE & RADIATOR CAP - LEAF TRUCK - PW	10/22/2025	10/22/2025	0.00	36.40	
715284	MAINTENANCE - 2015 FORD F250 3/4 TON - PW	10/22/2025	10/22/2025	0.00	135.84	
715322	MAINTENANCE - ENGINE #3 - FIRE	10/22/2025	10/22/2025	0.00	742.48	
715353	LEAF TRUCK - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	12.25	
715370	CABIN AIR FILTER - ENGINE #5 - FIRE	10/22/2025	10/22/2025	0.00	37.05	
715415	FUEL FILTER - ENGINE #3 - FIRE	10/22/2025	10/22/2025	0.00	8.48	
715416	PARTS CLEANER - SHOP - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	44.24	
715434	AIR FILTER - ENGINE #3 - FIRE	10/22/2025	10/22/2025	0.00	28.37	
715477	OIL FILTER - ENGINE #3 - FIRE	10/22/2025	10/22/2025	0.00	15.40	
715596	GREASE - MAINTENANCE - FIRE	10/22/2025	10/22/2025	0.00	131.47	
715616	LIFT PUMP BATTERIES - SEWER	10/22/2025	10/22/2025	0.00	586.51	
715791	MAINTENANCE - STOP LEAK - FIRE	10/22/2025	10/22/2025	0.00	31.52	
Vendor Number 1852	Vendor Name NORTHERN CALIF. GLOVES					Total Vendor Amount 140.06
Payment Type Check	Payment Number 56097			Payment Date 10/24/2025	Payment Amount 140.06	
Payable Number 01581503	Description GLOVES - PUBLIC WORKS	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 140.06	
Vendor Number 2373	Vendor Name ODP BUSINESS SOLUTIONS					Total Vendor Amount 125.97
Payment Type Check	Payment Number 56098			Payment Date 10/24/2025	Payment Amount 125.97	
Payable Number 443847886001	Description PAPER - OFFICE SUPPLIES - CW	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 125.97	

Payment Register
APPKT00505 - CHECK RUN 10-24-25

Vendor Number 2451	Vendor Name PACIFIC PRODUCTS & SERVICES LLC					Total Vendor Amount 272.65	
Payment Type Check	Payment Number 56099					Payment Date 10/24/2025	Payment Amount 272.65
Payable Number 36998	Description SPEED ZONE SIGNS - STREETS	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 272.65		
Vendor Number 2475	Vendor Name PAXTON FAMILY INSPECTION SERVICES					Total Vendor Amount 5,689.10	
Payment Type Check	Payment Number 56100					Payment Date 10/24/2025	Payment Amount 5,689.10
Payable Number 25020	Description SEPTEMBER 2025-OFFICAL, PLANS, INSP, CODE ENF & MI	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 5,689.10		
Vendor Number 1143	Vendor Name PEDRO BOBADILLA					Total Vendor Amount 576.92	
Payment Type Check	Payment Number 56101					Payment Date 10/24/2025	Payment Amount 576.92
Payable Number 102425PB	Description RECREATIONAL SERVICES 10-11-25 TO 10-24-25	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 576.92		
Vendor Number 2041	Vendor Name SACRAMENTO VALLEY MIRROR					Total Vendor Amount 748.80	
Payment Type Check	Payment Number 56102					Payment Date 10/24/2025	Payment Amount 748.80
Payable Number 102425WPL	Description ANNUAL SUBSCRIPTION - LIBRARY	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 91.00		
4072	LEGAL AD - RESOLUTION XX-2025 & REZONING -PL	10/22/2025	10/22/2025	0.00	565.80		
4081	LEGAL AD - EXEMPT SURPLUS PROPERTIES - CW	10/22/2025	10/22/2025	0.00	92.00		
Vendor Number 2044	Vendor Name SAFETY TIRE SERVICE					Total Vendor Amount 2,481.69	
Payment Type Check	Payment Number 56103					Payment Date 10/24/2025	Payment Amount 2,481.69
Payable Number 66792	Description TIRES - LEAF TRUCK - PUBLIC WORKS	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 2,481.69		
Vendor Number 2447	Vendor Name TOP NOTCH COMMERCIAL CLEANING					Total Vendor Amount 1,375.00	
Payment Type Check	Payment Number 56104					Payment Date 10/24/2025	Payment Amount 1,375.00
Payable Number 12071	Description OCTOBER 2025 JANITORIAL SERVICE - CIVIC CENTER	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount 1,375.00		
Vendor Number 2207	Vendor Name TYLER TECHNOLOGIES, INC					Total Vendor Amount 44,422.30	
Payment Type Check	Payment Number 56105					Payment Date 10/24/2025	Payment Amount 44,422.30
Payable Number 025-401160	Description UTILITIES DATA CONVERSION & ANALYSIS - CW	Payable Date 10/22/2025	Due Date 10/22/2025	Discount Amount 0.00	Payable Amount -7,740.00		
025-525275	ANNUAL SOFTWARE FEES - CW	10/22/2025	10/22/2025	0.00	52,162.30		
Vendor Number 2484	Vendor Name UMPQUA BANK COMMERCIAL CARD OPS					Total Vendor Amount 3,996.51	
Payment Type Check	Payment Number 56106					Payment Date 10/24/2025	Payment Amount 3,996.51
Payable Number BROWN093025-01	Description THE COOKIE TREE - LIBRARIAN MEET & GREET - LIBRARY	Payable Date 10/23/2025	Due Date 10/23/2025	Discount Amount 0.00	Payable Amount 65.00		
FUENTES093025-01	WILLOWS PHARMACY - ALCOHOL SWABS - FIRE	10/23/2025	10/23/2025	0.00	6.70		
FUENTES093025-02	WALMART - CLEANING SUPPLIES - FIRE	10/23/2025	10/23/2025	0.00	61.69		
LOMBARD093025-01	WALMART SONORA - FREON & SUPPLIES-EINGINE #5 -FIF	10/23/2025	10/23/2025	0.00	107.29		
LOMBARD093025-02	PANDA EXPRESS CHOWCILLA-DINNER TO GARNET FIRE-F	10/23/2025	10/23/2025	0.00	56.22		

Payment Register

APPKT00505 - CHECK RUN 10-24-25

LOMBARD093025-03	RAMADA FRESNO - HOTEL - GARNET FIRE - FIRE	10/23/2025	10/23/2025	0.00	94.97
LOMBARD093025-04	RAMADA FRESNO - HOTEL - GARNET FIRE - FIRE	10/23/2025	10/23/2025	0.00	89.27
LOMBARD093025-05	RAMADA HOTEL - HOTEL - GARNET FIRE - FIRE	10/23/2025	10/23/2025	0.00	94.97
LOMBARD093025-06	WILLOWS TRAVEL PLAZA - FUEL - GARNET FIRE - FIRE	10/23/2025	10/23/2025	0.00	169.45
LOMBARD093025-07	AMAZON-STARLINK SUPPLIES-NATES & 2ND STARLINK-FI	10/23/2025	10/23/2025	0.00	230.50
MONCK093025-01	DONUT WHEEL - FOOD CONCRETE POUR - FIRE	10/23/2025	10/23/2025	0.00	37.59
MONCK093025-02	MARVAL - FOOD CONCRETE POUR - FIRE	10/23/2025	10/23/2025	0.00	119.41
MONCK093025-03	AMAZON - MAINTENANCE SUPPLIES - FIRE	10/23/2025	10/23/2025	0.00	-78.27
PFYL093025-01	ROUND TABLE - FOOD CONCRETE POUR - PW	10/23/2025	10/23/2025	0.00	140.61
PRICE039025-01	MARVAL - WATER - LIBRARIAN MEET & GREET - LIBRARY	10/23/2025	10/23/2025	0.00	9.18
PRICE093025-02	STARBUCKS - COFFEE - LIBRARIAN MEET & GREET - LIB	10/23/2025	10/23/2025	0.00	22.00
PRICE093025-03	AMAZON - OFFICE SUPPLIES - CW	10/23/2025	10/23/2025	0.00	88.72
PRICE093025-04	AMAZON - OFFICE SUPPLIES - CW	10/23/2025	10/23/2025	0.00	124.74
PRICE093025-05	LEAGUE OF CA CITIES - CONFERENCE - KARLEEN	10/23/2025	10/23/2025	0.00	600.00
PRICE093025-06	SOUTHWEST AIRLINES - CONFERENCE - KARLEEN	10/23/2025	10/23/2025	0.00	205.96
PRICE093025-07	AMAZON - OFFICE SUPPLIES - CW	10/23/2025	10/23/2025	0.00	23.90
PRICE093025-08	AMAZON - COUNCIL TABLE MAIL ROOM	10/23/2025	10/23/2025	0.00	131.05
PRICE093025-09	AMAZON - COUNCIL CHAIRS FOR MAIL ROOM	10/23/2025	10/23/2025	0.00	322.99
PRICE093025-10	CROWN AWARDS - NATIONAL NIGHT OUT	10/23/2025	10/23/2025	0.00	149.70
PRICE093025-11	G-ENT.NET - NOTARY COURSE - KARLEEN	10/23/2025	10/23/2025	0.00	39.95
PRICE093025-12	LOWES - NATIONAL NIGHT OUT - DRINK DISPENSERS	10/23/2025	10/23/2025	0.00	119.58
PRICE093025-13	AMAZON - TOOLS - PUBLIC WORKS	10/23/2025	10/23/2025	0.00	72.84
WATSON093025-01	AMAZON - OFFICE SUPPLIES - LIBRARY	10/23/2025	10/23/2025	0.00	77.55
WATSON093025-02	WALMART - OFFICE SUPPLIES - LIBRARY	10/23/2025	10/23/2025	0.00	21.85
WATSON093025-03	WALMART - CHILDREN'S CRAFT SUPPLIES - LIBRARY	10/23/2025	10/23/2025	0.00	14.14
WATSON093025-04	TEACHERS PAY TEACHERS - CHILDREN'S STORY TIME-LIB	10/23/2025	10/23/2025	0.00	4.00
WATSON093025-05	AMAZON - TONER - LIBRARY	10/23/2025	10/23/2025	0.00	721.07
WATSON093025-06	WALMART - CHILDREN'S CRAFT SUPPLIES - LIBRARY	10/23/2025	10/23/2025	0.00	39.10
WATSON093025-07	MICHAELS STORES - CHILDREN'S CRAFT SUPPLIES-LIB	10/23/2025	10/23/2025	0.00	12.79

Vendor Number	Vendor Name	Total Vendor Amount				
2433	VESTIS	631.14				
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56109	10/24/2025	631.14			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
5066939127	UNIFORM SERVICE - PUBLIC WORKS	10/23/2025	10/23/2025	0.00	137.26	
5066981938	UNIFORM SERVICE - PUBLIC WORKS	10/23/2025	10/23/2025	0.00	137.26	
5066986729	UNIFORM SERVICE - MECHANIC ADDED - PUBLIC WORKS	10/23/2025	10/23/2025	0.00	356.62	

Vendor Number	Vendor Name	Total Vendor Amount				
2295	WILLOWS ACE HARDWARE	536.35				
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56110	10/24/2025	536.35			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
129279	SPRAYPAINT - 2030 PARK	10/22/2025	10/22/2025	0.00	17.38	
129402	FASTENERS - RD 57 STOP SIGNS - PW	10/22/2025	10/22/2025	0.00	38.24	
129431	CONCRETE & FASTENERS - RD 99 SPEED LIMIT SIGN - PW	10/22/2025	10/22/2025	0.00	9.34	
129589	REPAIRS - LIBRARY ROOF PROJECT	10/22/2025	10/22/2025	0.00	20.21	
129639	RECEPTACLES - LIBRARY	10/22/2025	10/22/2025	0.00	24.28	
129649	CASTERS - BOOK CART - LIBRARY	10/22/2025	10/22/2025	0.00	99.98	
129788	KEY & RING - GARAGE SUPPLY - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	9.33	
129847	FOIL - GARAGE SUPPLY - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	10.43	
129967	SUPPLIES FOR PANCAKE BREAKFAST - FIRE	10/22/2025	10/22/2025	0.00	109.79	
130133	FERTILIZER - LAWNS - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	92.43	
130304	MARKING PAINT - SEWER	10/22/2025	10/22/2025	0.00	10.86	
130317	REPAIRS - LIBRARY ROOF PROJECT	10/22/2025	10/22/2025	0.00	43.46	
130330	SUPPLIES - MUSEUM - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	4.99	
130334	REPAIRS - LIBRARY ROOF PROJECT	10/22/2025	10/22/2025	0.00	32.59	
130335	PESTBLOCK - MUSEUM - PUBLIC WORKS	10/22/2025	10/22/2025	0.00	13.04	

Payment Register

APPKT00505 - CHECK RUN 10-24-25

Vendor Number	Vendor Name						Total Vendor Amount
2308	WILLOWS AUTOMOTIVE						143.50
Payment Type	Payment Number				Payment Date	Payment Amount	
Check	56111				10/24/2025	143.50	
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
RO #94004	SMOG - 2017 FORD F-250 SUPER DUTY - FIRE	10/22/2025	10/22/2025	0.00	56.75		
RO #94017	SMOG - 2023 RAM 1500 BIG HORN - FIRE	10/22/2025	10/22/2025	0.00	56.75		
RO #94062	RESMOG - 2017 FORD F-250 SUPER DUTY - FIRE	10/22/2025	10/22/2025	0.00	30.00		

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
Gen Chk	Voided **Void Check	0	1	0.00	0.00
Gen Chk	Check	79	20	0.00	79,879.11
Gen Chk	Voided **Void Check	0	6	0.00	0.00
Gen Chk	Check	66	13	0.00	422,551.59
Packet Totals:		145	40	0.00	502,430.70

Cash Fund Summary

Fund	Name	Amount
999	CASH CLEARING	-502,430.70
Packet Totals:		-502,430.70



City of Willows

Payment Register

APPKT00511 - CHECK RUN 11-7-25

Bank: Gen Chk - General Checking

Vendor Number	Vendor Name	Total Vendor Amount	
	Void	0.00	
Payment Type	Payment Number	Payment Date	Payment Amount
**Void Check	56147	11/07/2025	0.00
**Void Check	56148	11/07/2025	0.00
**Void Check	56149	11/07/2025	0.00

Vendor Number	Vendor Name					Total Vendor Amount
1008	A.T.& T.					1,007.23
Payment Type	Payment Number			Payment Date	Payment Amount	
Check	56115			11/07/2025	1,007.23	
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
000024238219	BAN - 9391061606 - SERVICE 9-19-25 TO 10-18-25	11/05/2025	11/05/2025	0.00	9.26	
000024238224	BAN - 9391061615 - SERVICE 9-19-25 TO 10-18-25	11/05/2025	11/05/2025	0.00	113.53	
000024238225	BAN - 9391061616 - SERVICE 9-19-25 TO 10-18-25	11/05/2025	11/05/2025	0.00	699.23	
000024238227	BAN - 9391061620 - SERVICE 9-19-25 TO 10-18-25	11/05/2025	11/05/2025	0.00	155.36	
000024238230	BAN - 9391061624 - SERVICE 9-19-25 TO 10-18-25	11/05/2025	11/05/2025	0.00	29.85	

Vendor Number	Vendor Name					Total Vendor Amount	
1014	ACCESS					56.53	
Payment Type	Payment Number					Payment Date	Payment Amount
Check	56116					11/07/2025	56.53
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
11883957	NOVEMBER 2025 SHREDDING SERVICE - CW	11/05/2025	11/05/2025	0.00	56.53		

Vendor Number	Vendor Name					Total Vendor Amount
1019	ACME RIGGING & SUPPLY COM					270.23
Payment Type	Payment Number				Payment Date	Payment Amount
Check	56117				11/07/2025	270.23
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
348656	MOBILE WIRE GUTTERBROOM - PUBLIC WORKS	11/04/2025	11/04/2025	0.00	270.23	

Vendor Number	Vendor Name					Total Vendor Amount
1051	ALVES DOOR COMPANY, INC.					221.17
Payment Type	Payment Number				Payment Date	Payment Amount
Check	56118				11/07/2025	221.17
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
11364	REPAIR - DOOR - FIRE	11/04/2025	11/04/2025	0.00	221.17	

Vendor Number	Vendor Name					Total Vendor Amount
1068	ANDY HEATH FINANCIAL SERV					8,007.85
Payment Type	Payment Number				Payment Date	Payment Amount
Check	56119				11/07/2025	8,007.85
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
25-09	FINANCIAL CONSULTING 10-9-25 TO 11-3-25	11/04/2025	11/04/2025	0.00	8,007.85	

Vendor Number	Vendor Name						Total Vendor Amount
1193	CALIFORNIA BUILDING STAND						64.80
Payment Type	Payment Number				Payment Date	Payment Amount	
Check	56120				11/07/2025	64.80	
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount		
093025BSASRF	JULY - SEPTEMBER 2025 BSASRF FEES - BUILD	11/05/2025	11/05/2025	0.00	64.80		

Payment Register

APPKT00511 - CHECK RUN 11-7-25

Vendor Number 1261	Vendor Name COMCAST CABLE					Total Vendor Amount 433.93	
Payment Type Check	Payment Number 56121					Payment Date 11/07/2025	Payment Amount 433.93
	Payable Number 8155600290115941-102420	Description SERVICE TO 10-24-25 - CIVIC CENTER	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 280.77	
	8155600290116196-101420	SERVICE TO 11-18-25 - FIRE	11/05/2025	11/05/2025	0.00	153.16	
Vendor Number 1277	Vendor Name CORNING LUMBER WILLOWS					Total Vendor Amount 16.10	
Payment Type Check	Payment Number 56122					Payment Date 11/07/2025	Payment Amount 16.10
	Payable Number 2510-150934	Description QUIKRETE - STOP SIGN - PW	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 16.10	
Vendor Number 2390	Vendor Name CULLIGAN QUENCH USA, INC					Total Vendor Amount 140.31	
Payment Type Check	Payment Number 56123					Payment Date 11/07/2025	Payment Amount 140.31
	Payable Number INV09792348	Description NOVEMBER 2025 SERVICE - CW	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 140.31	
Vendor Number 1334	Vendor Name DEPT. OF CONSERVATION					Total Vendor Amount 34.97	
Payment Type Check	Payment Number 56124					Payment Date 11/07/2025	Payment Amount 34.97
	Payable Number 093025SMIF	Description JULY - SEPTEMBER 2025 - SMIF FEES - ENG	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 34.97	
Vendor Number 1463	Vendor Name GANDY & STALEY OIL CO					Total Vendor Amount 2,691.75	
Payment Type Check	Payment Number 56125					Payment Date 11/07/2025	Payment Amount 2,691.75
	Payable Number 144424	Description OIL SERVICE - SHOP - PUBLIC WORKS	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 742.06	
	144553	40' CONTAINER - LIBRARY ROOF PROJECT	11/06/2025	11/06/2025	0.00	144.79	
	232061	FUEL - PUBLIC WORKS & SEWER	11/06/2025	11/06/2025	0.00	414.73	
	232438	FUEL - PUBLIC WORKS & SEWER	11/06/2025	11/06/2025	0.00	975.44	
	232439	FUEL - PUBLIC WORKS & SEWER	11/06/2025	11/06/2025	0.00	414.73	
Vendor Number 1467	Vendor Name GAYNOR TELESYSTEMS, INC.					Total Vendor Amount 494.36	
Payment Type Check	Payment Number 56126					Payment Date 11/07/2025	Payment Amount 494.36
	Payable Number SUB4245.1025	Description SERVICE OCTOBER 2025 - CW	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 494.36	
Vendor Number 1503	Vendor Name GLENN CO SHERIFFS DEPT					Total Vendor Amount 198,750.00	
Payment Type Check	Payment Number 56127					Payment Date 11/07/2025	Payment Amount 198,750.00
	Payable Number 3008	Description GCSO AUGUST 2025 - POLICE	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 198,750.00	
Vendor Number 2468	Vendor Name HARRIS & ASSOCIATES					Total Vendor Amount 6,088.75	
Payment Type Check	Payment Number 56128					Payment Date 11/07/2025	Payment Amount 6,088.75
	Payable Number 69485	Description SEPTEMBER 2025 - COST RECOVERY, PLAN, ZONING, RVV	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 6,088.75	

Payment Register

APPKT00511 - CHECK RUN 11-7-25

Vendor Number 1566	Vendor Name INFRAMARK LLC					Total Vendor Amount 61,334.14	
Payment Type Check	Payment Number 56129					Payment Date 11/07/2025	Payment Amount 61,334.14
	Payable Number 160509	Description POND CLEARING - SEPTEMBER 2025 - SEWER	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 4,400.00	
	161342	OCTOBER 2025 SERVICE	11/05/2025	11/05/2025	0.00	56,934.14	
Vendor Number 1577	Vendor Name INTERSTATE BATTERIES OF THE ROGUE RIVER					Total Vendor Amount 164.11	
Payment Type Check	Payment Number 56130					Payment Date 11/07/2025	Payment Amount 164.11
	Payable Number 30071705	Description BATTERY - SHOP - PUBLIC WORKS	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 164.11	
Vendor Number 1606	Vendor Name JEREMY'S PEST STOMPERS					Total Vendor Amount 45.00	
Payment Type Check	Payment Number 56131					Payment Date 11/07/2025	Payment Amount 45.00
	Payable Number 113258	Description NOVEMBER 2025 SERVICE - FIRE	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 45.00	
Vendor Number 1975	Vendor Name JOSHUA REED					Total Vendor Amount 250.00	
Payment Type Check	Payment Number 56132					Payment Date 11/07/2025	Payment Amount 250.00
	Payable Number BS110725JR	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 250.00	
Vendor Number 1680	Vendor Name LANNIE'S SEPTIC TANK SERV					Total Vendor Amount 146.81	
Payment Type Check	Payment Number 56133					Payment Date 11/07/2025	Payment Amount 146.81
	Payable Number 27332	Description PORTABLE TOILET RENT & SERVICE - SOCCER - REC	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 146.81	
Vendor Number 1710	Vendor Name LIFE ASSIST					Total Vendor Amount 10,446.55	
Payment Type Check	Payment Number 56134					Payment Date 11/07/2025	Payment Amount 10,446.55
	Payable Number 2008808	Description SUPPLIES - FIRE	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 10,446.55	
Vendor Number 1955	Vendor Name MATTHEW RANDOLPH					Total Vendor Amount 250.00	
Payment Type Check	Payment Number 56135					Payment Date 11/07/2025	Payment Amount 250.00
	Payable Number BS110725MR	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 250.00	
Vendor Number 1775	Vendor Name MICHAEL MINGS					Total Vendor Amount 250.00	
Payment Type Check	Payment Number 56136					Payment Date 11/07/2025	Payment Amount 250.00
	Payable Number BS110725MM	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 250.00	

Payment Register

APPKT00511 - CHECK RUN 11-7-25

Vendor Number 1792	Vendor Name MJB WELDING SUPPLY, INC					Total Vendor Amount 50.84	
Payment Type Check	Payment Number 56137					Payment Date 11/07/2025	Payment Amount 50.84
Payable Number 0001546821	Description ACETYLENE CYL RENT - SHOP SUPPLIES - PW	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 50.84		
Vendor Number 2312	Vendor Name NAPA AUTO PARTS					Total Vendor Amount 1,090.48	
Payment Type Check	Payment Number 56138					Payment Date 11/07/2025	Payment Amount 1,090.48
Payable Number 715555	Description BATTERY - GENERATOR - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 73.76		
715697	SHOP SUPPLIES - PUBLIC WORKS	11/05/2025	11/05/2025	0.00	14.55		
715890	SWITCH - ENGINE #2 - FIRE	11/05/2025	11/05/2025	0.00	11.71		
715923	TOOLS 2-TON HYBRID HYDR - SHOP - PUBLIC WORKS	11/05/2025	11/05/2025	0.00	501.33		
716072	DOOR HANDLE - CHEVY 1500 #2 - PUBLIC WORKS	11/05/2025	11/05/2025	0.00	138.42		
716257	BATTERY - V-8 - FIRE	11/05/2025	11/05/2025	0.00	241.24		
716572	GASKET, HOSE & TSTAT - LEAF TRUCK - PUBLIC WORKS	11/05/2025	11/05/2025	0.00	109.47		
Vendor Number 1916	Vendor Name NATISA PFYL					Total Vendor Amount 250.00	
Payment Type Check	Payment Number 56139					Payment Date 11/07/2025	Payment Amount 250.00
Payable Number BS110725NP	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 250.00		
Vendor Number 1829	Vendor Name NCCSIF					Total Vendor Amount 5,000.00	
Payment Type Check	Payment Number 56140					Payment Date 11/07/2025	Payment Amount 5,000.00
Payable Number 3134	Description 2025-26 LIABILITY BANKING LAYER 50% - CW & SEWER	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 5,000.00		
Vendor Number 1864	Vendor Name O'REILLY AUTO PARTS					Total Vendor Amount 234.93	
Payment Type Check	Payment Number 56141					Payment Date 11/07/2025	Payment Amount 234.93
Payable Number 4878-102842	Description STARTER - 2008 FORD F-250 #5 - PUBLIC WORKS	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 179.35		
4878-103621	BATTERY CORE RETURN - 2008 F-250 #5 PUBLIC WORKS	11/06/2025	11/06/2025	0.00	-10.00		
4878-103622	BATTERY - SHOP - PUBLIC WORKS	11/06/2025	11/06/2025	0.00	65.58		
Vendor Number 2521	Vendor Name PAPE' KENWORTH					Total Vendor Amount 555.19	
Payment Type Check	Payment Number 56142					Payment Date 11/07/2025	Payment Amount 555.19
Payable Number 15734537	Description SENSORS - JD MOWER - PARKS	Payable Date 11/06/2025	Due Date 12/10/2025	Discount Amount 0.00	Payable Amount 358.05		
16493539	SENSORS - JD MOWER - PARKS	11/06/2025	11/10/2025	0.00	197.14		
Vendor Number 2475	Vendor Name PAXTON FAMILY INSPECTION SERVICES					Total Vendor Amount 5,914.40	
Payment Type Check	Payment Number 56143					Payment Date 11/07/2025	Payment Amount 5,914.40
Payable Number 25023	Description OCTOBER 2025 BUILD, PLAN, INSPC, CODE ENF & MI	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 5,914.40		

Payment Register

APPKT00511 - CHECK RUN 11-7-25

Vendor Number 1143	Vendor Name PEDRO BOBADILLA					Total Vendor Amount 576.92
Payment Type Check	Payment Number 56144				Payment Date 11/07/2025	Payment Amount 576.92
Payable Number 110725PB	Description RECREATIONAL SERVICES 10-25-25 TO 11-7-25	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 576.92	
Vendor Number 2244	Vendor Name PEDRO C VASQUEZ					Total Vendor Amount 250.00
Payment Type Check	Payment Number 56145				Payment Date 11/07/2025	Payment Amount 250.00
Payable Number BS110725PCV	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 250.00	
Vendor Number 1917	Vendor Name PG & E					Total Vendor Amount 14,383.86
Payment Type Check	Payment Number 56146				Payment Date 11/07/2025	Payment Amount 14,383.86
Payable Number 0939281537-0-10152025	Description SERVICE TO 10-15-25	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 14,341.22	
Payable Number 1773553795-7-10312025	Description SERVICE TO 10-31-25	Payable Date 11/05/2025	Due Date 11/05/2025	Discount Amount 0.00	Payable Amount 42.64	
Vendor Number 2526	Vendor Name SITE WORK SOLUTIONS					Total Vendor Amount 460,390.67
Payment Type Check	Payment Number 56150				Payment Date 11/07/2025	Payment Amount 460,390.67
Payable Number WF25-26SRP-1	Description FY 2024-25 SEWER REHAB PROJECT - PAYMENT #1	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 460,390.67	
Vendor Number 2495	Vendor Name SNL GROUP, INC					Total Vendor Amount 580,283.18
Payment Type Check	Payment Number 56151				Payment Date 11/07/2025	Payment Amount 580,283.18
Payable Number WLS72-5150-6	Description LIFT STATION REHAB - PAYMENT #6 - SEWER	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 257,932.79	
Payable Number WLS72-5150-7	Description LIFT STATION REHAB - PAYMENT #7 - SEWER	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 322,350.39	
Vendor Number 2334	Vendor Name STREAM IT NETWORKS LLC					Total Vendor Amount 85.00
Payment Type Check	Payment Number 56152				Payment Date 11/07/2025	Payment Amount 85.00
Payable Number 2025-11000056	Description NOVEMBER 2025 INTERNET - PUBLIC WORKS	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 85.00	
Vendor Number 2132	Vendor Name SUN LIFE FINANCIAL					Total Vendor Amount 875.67
Payment Type Check	Payment Number 56153				Payment Date 11/07/2025	Payment Amount 875.67
Payable Number 5487105-0001-10232025	Description OCTOBER 2025 GAP INSURANCE	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 875.67	
Vendor Number 2525	Vendor Name TELEFLEX LLC					Total Vendor Amount 2,531.60
Payment Type Check	Payment Number 56154				Payment Date 11/07/2025	Payment Amount 2,531.60
Payable Number 9510693562	Description EZ-10 POWER DRIVER - FIRE	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 650.33	
Payable Number 9510693564	Description EZ-10 PD VASCULAR PACK & NEEDLES - SUPPLIES - FIRE	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 1,881.27	

Payment Register
APPKT00511 - CHECK RUN 11-7-25

Vendor Number 2179	Vendor Name THUNDERHILL PARK					Total Vendor Amount 400.00	
Payment Type Check	Payment Number 56155					Payment Date 11/07/2025	Payment Amount 400.00
Payable Number 1533144	Description 1/8 PAGE COLOR AD IN PARK'S ANNUAL YEARBOOK - CW	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 400.00		
Vendor Number 2522	Vendor Name TRAVIS ZOLLER-HARRIS					Total Vendor Amount 250.00	
Payment Type Check	Payment Number 56156					Payment Date 11/07/2025	Payment Amount 250.00
Payable Number BS110725TZH	Description BOOT STIPEND - PUBLIC WORKS	Payable Date 11/06/2025	Due Date 11/06/2025	Discount Amount 0.00	Payable Amount 250.00		
Vendor Number 2524	Vendor Name TRI COUNTY CARPET CLEANING					Total Vendor Amount 295.00	
Payment Type Check	Payment Number 56157					Payment Date 11/07/2025	Payment Amount 295.00
Payable Number 136944	Description CARPET CLEANING - FIRE	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 295.00		
Vendor Number 1798	Vendor Name UBEO WEST, LLC					Total Vendor Amount 439.61	
Payment Type Check	Payment Number 56158					Payment Date 11/07/2025	Payment Amount 439.61
Payable Number 567513387	Description PRINTER USAGE 10-20-25 TO 11-20-25 OVERAGES S&O	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 439.61		
Vendor Number 2248	Vendor Name VERIZON WIRELESS					Total Vendor Amount 243.77	
Payment Type Check	Payment Number 56159					Payment Date 11/07/2025	Payment Amount 243.77
Payable Number 6127014022	Description OCTOBER 2025 SERVICE - CW	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 243.77		
Vendor Number 2433	Vendor Name VESTIS					Total Vendor Amount 328.24	
Payment Type Check	Payment Number 56160					Payment Date 11/07/2025	Payment Amount 328.24
Payable Number 5066992518	Description UNIFORM SERVICE - PUBIC WORKS	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 158.62		
Payable Number 5066997855	Description UNIFORM SERVICE - PUBLIC WORKS	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 169.62		
Vendor Number 2260	Vendor Name WALMART COMMUNITY - CREDIT CARD					Total Vendor Amount 76.26	
Payment Type Check	Payment Number 56161					Payment Date 11/07/2025	Payment Amount 76.26
Payable Number 604234-1665703170-01	Description PRINTER INK - PUBLIC WORKS	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 43.46		
Payable Number 604234-1665703170-02	Description PRINTER INK - PUBLIC WORKS	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 32.80		
Vendor Number 2284	Vendor Name WILLDAN					Total Vendor Amount 44,254.35	
Payment Type Check	Payment Number 56162					Payment Date 11/07/2025	Payment Amount 44,254.35
Payable Number 00631004	Description PROJECT MANAGEMENT - OCT 25 - SYCAMORE PARK - CC	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 11,640.85		
Payable Number 00631142	Description PROJECT MANAGEMENT - NOV 25 - SYCAMORE PARK - CI	Payable Date 11/07/2025	Due Date 11/07/2025	Discount Amount 0.00	Payable Amount 32,613.50		

Payment Register
APPKT00511 - CHECK RUN 11-7-25

Vendor Number	Vendor Name					Total Vendor Amount
2286	WILLIAMS RADIATOR					1,337.88
Payment Type	Payment Number					Payment Date Payment Amount
Check	56163					11/07/2025 1,337.88
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
14267	NEW RADIATOR - LEAF TRUCK #11- PUBLIC WORKS	11/07/2025	11/07/2025	0.00	1,337.88	

Vendor Number	Vendor Name					Total Vendor Amount
2295	WILLOWS ACE HARDWARE					931.76
Payment Type	Payment Number					Payment Date Payment Amount
Check	56164					11/07/2025 931.76
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
130105	FASTENERS - SHOP SUPPLIES - PUBLIC WORKS	11/07/2025	11/07/2025	0.00	0.94	
130379	SHOP SUPPLIES - PUBLIC WORKS	11/07/2025	11/07/2025	0.00	2.14	
130383	SHOP SUPPLIES - PUBLIC WORKS	11/07/2025	11/07/2025	0.00	14.12	
130385	SHOP SUPPLIES - PUBLIC WORKS	11/07/2025	11/07/2025	0.00	15.86	
130442	LITHIUM BATTERIES - FIRE	11/07/2025	11/07/2025	0.00	16.51	
130582	PAINT & SUPPLIES - 2030 BATHROOM - PUBLIC WORKS	11/07/2025	11/07/2025	0.00	80.76	
130732	CAR WASH & WINDSHIELD FLUID - FIRE	11/07/2025	11/07/2025	0.00	29.33	
130880	STORAGE CABNET & ELECTRIC LOCK BOX - STATION-FIRE	11/07/2025	11/07/2025	0.00	772.10	

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
Gen Chk	Voided **Void Check	0	1	0.00	0.00
Gen Chk	Check	36	25	0.00	1,103,329.26
Gen Chk	Voided **Void Check	0	2	0.00	0.00
Gen Chk	Check	43	22	0.00	308,864.94
Packet Totals:		79	50	0.00	1,412,194.20

Cash Fund Summary

Fund	Name	Amount
999	CASH CLEARING	-1,412,194.20
Packet Totals:		-1,412,194.20



City of Willows

Payment Register

KT00496 - PAY PERIOD 10-6-25 TO 10-19-25 PAY DATE 10-24-25
01 - Vendor Set 01

Bank: Gen Chk - General Checking

Vendor Number	Vendor Name	Total Vendor Amount			
1389	CALPERS	10,839.63			
Payment Type	Payment Number	Payment Date	Payment Amount		
Bank Draft	DFT0000535	10/24/2025	10,839.63		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001470	CALPERS RETIREMENT-EE/ER	10/24/2025	10/24/2025	0.00	10,839.63

Vendor Number	Vendor Name	Total Vendor Amount			
1389	EMPLOYMENT DEV. DEPT.	2,308.86			
Payment Type	Payment Number	Payment Date	Payment Amount		
Bank Draft	DFT0000537	10/24/2025	678.95		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001472	SDI	10/24/2025	10/24/2025	0.00	678.95
Bank Draft	DFT0000538	10/24/2025	1,629.91		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001473	STATE INCOME TAX	10/24/2025	10/24/2025	0.00	1,629.91

Vendor Number	Vendor Name	Total Vendor Amount			
1824	NATIONWIDE RETIREMENT SOL	1,382.85			
Payment Type	Payment Number	Payment Date	Payment Amount		
Bank Draft	DFT0000536	10/24/2025	1,382.85		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001471	USCM DEF. COMP-EE/ER	10/24/2025	10/24/2025	0.00	1,382.85

Vendor Number	Vendor Name	Total Vendor Amount			
2214	UMPQUA BANK - MYTAXPAYER	13,964.51			
Payment Type	Payment Number	Payment Date	Payment Amount		
Bank Draft	DFT0000539	10/24/2025	13,964.51		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001474	FED/SS/MEDICARE	10/24/2025	10/24/2025	0.00	13,964.51

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
Gen Chk	Manual Bank Draft	5	5	0.00	28,495.85
Packet Totals:		5	5	0.00	28,495.85

Cash Fund Summary

Fund	Name	Amount
999	CASH CLEARING	-28,495.85
Packet Totals:		-28,495.85



City of Willows

Payment Register

APPKT00504 - AP PAYROLL MONTHLY VENDORS 10-24-25
01 - Vendor Set 01

Bank: Gen Chk - General Checking

Vendor Number	Vendor Name					Total Vendor Amount
1029	AFLAC- FLEX ONE					499.39
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56066	10/24/2025	499.39			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001454	AFLAC DENTAL	10/24/2025	10/31/2025	0.00	140.89	
INV0001455	AFLAC CANCER	10/24/2025	10/31/2025	0.00	103.33	
INV0001456	AFLAC ACCIDENT	10/24/2025	10/24/2025	0.00	143.87	
INV0001457	AFLAC STD	10/24/2025	10/31/2025	0.00	48.62	
INV0001458	AFLAC EVENT/CRITICAL	10/24/2025	10/31/2025	0.00	21.66	
INV0001459	AFLAC HOSPITAL	10/24/2025	10/31/2025	0.00	26.82	
INV0001460	AFLAC VISION	10/24/2025	10/31/2025	0.00	14.20	

Vendor Number	Vendor Name					Total Vendor Amount
1194	CALIFORNIA STATE DISBURSE					162.92
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56067	10/24/2025	162.92			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001461	CHILD SUPPORT	10/24/2025	10/24/2025	0.00	162.92	

Vendor Number	Vendor Name					Total Vendor Amount
1650	FIRE RISK MANAGEMENT SERVICES					24,521.33
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56068	10/24/2025	24,521.33			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001444	MEDICAL	10/10/2025	10/31/2025	0.00	6,283.47	
INV0001445	MEDICAL	10/10/2025	10/31/2025	0.00	5,592.01	
INV0001465	MEDICAL	10/24/2025	10/31/2025	0.00	6,283.42	
INV0001466	MEDICAL	10/24/2025	10/31/2025	0.00	6,046.43	
OCTOBER2025	ROBINETTE/MISTROI RETIREE HEALTH INSURANCE	10/23/2025	10/23/2025	0.00	316.00	

Vendor Number	Vendor Name					Total Vendor Amount
1551	HUMANA DENTAL/VISION					1,506.86
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56069	10/24/2025	1,506.86			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001442	DENTAL	10/10/2025	10/31/2025	0.00	330.19	
INV0001443	DENTAL	10/10/2025	10/31/2025	0.00	334.21	
INV0001447	VISION	10/10/2025	10/31/2025	0.00	43.90	
INV0001448	VISION	10/10/2025	10/31/2025	0.00	32.88	
INV0001462	DENTAL	10/24/2025	10/31/2025	0.00	330.16	
INV0001463	DENTAL	10/24/2025	10/31/2025	0.00	355.52	
INV0001468	VISION	10/24/2025	10/31/2025	0.00	43.90	
INV0001469	VISION	10/24/2025	10/31/2025	0.00	36.10	

Vendor Number	Vendor Name					Total Vendor Amount
2223	UNITED PUBLIC EMPLOYEES A					190.16
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56070	10/24/2025	190.16			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001467	PUBLIC SAFETY DUES	10/24/2025	10/31/2025	0.00	190.16	

Payment Register

APPKT00504 - AP PAYROLL MONTHLY VENDORS 10-24-25

Vendor Number	Vendor Name	Total Vendor Amount			
2309	WILLOWS EMPLOYEES ASSOC.	1.00			
Payment Type	Payment Number	Payment Date	Payment Amount		
Check	56071	10/24/2025	1.00		
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount
INV0001464	EMPLOYEE ASSOC DUE	10/24/2025	10/31/2025	0.00	1.00

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
Gen Chk	Check	23	6	0.00	26,881.66
Packet Totals:		23	6	0.00	26,881.66

Cash Fund Summary

Fund	Name	Amount
999	CASH CLEARING	-26,881.66
Packet Totals:		-26,881.66



City of Willows

Payment Register

- PAY PERIOD 10-20-25 TO 11-2-25 PAY DATE 11-7-25 VENDORS
01 - Vendor Set 01

Bank: Gen Chk - General Checking

Vendor Number	Vendor Name					Total Vendor Amount
1029	AFLAC- FLEX ONE					499.39
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56112	11/05/2025	499.39			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001475	AFLAC DENTAL	11/07/2025	11/30/2025	0.00	140.89	
INV0001476	AFLAC CANCER	11/07/2025	11/30/2025	0.00	103.33	
INV0001477	AFLAC ACCIDENT	11/07/2025	11/07/2025	0.00	143.87	
INV0001478	AFLAC STD	11/07/2025	11/30/2025	0.00	48.62	
INV0001479	AFLAC EVENT/CRITICAL	11/07/2025	11/30/2025	0.00	21.66	
INV0001480	AFLAC HOSPITAL	11/07/2025	11/30/2025	0.00	26.82	
INV0001481	AFLAC VISION	11/07/2025	11/30/2025	0.00	14.20	

Vendor Number	Vendor Name					Total Vendor Amount
1194	CALIFORNIA STATE DISBURSE					162.92
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56113	11/05/2025	162.92			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001482	CHILD SUPPORT	11/07/2025	11/07/2025	0.00	162.92	

Vendor Number	Vendor Name					Total Vendor Amount
2223	UNITED PUBLIC EMPLOYEES A					213.93
Payment Type	Payment Number	Payment Date	Payment Amount			
Check	56114	11/05/2025	213.93			
Payable Number	Description	Payable Date	Due Date	Discount Amount	Payable Amount	
INV0001487	PUBLIC SAFETY DUES	11/07/2025	11/30/2025	0.00	213.93	

Payment Summary

Bank Code	Type	Payable Count	Payment Count	Discount	Payment
Gen Chk	Check	9	3	0.00	876.24
Packet Totals:		9	3	0.00	876.24

Cash Fund Summary

Fund	Name	Amount
999	CASH CLEARING	-876.24
Packet Totals:		-876.24



City of Willows

Payroll Check Register

Checks

Pay Period: 10/6/2025-10/19/2025

Packet: PYPKT00496 - PAY PERIOD 10-6-25 TO 10-19-25 PAY DATE 10-24-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Check Type	Date	Amount	Number
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*** No Checks Created In This Packet ***



City of Willows

Payroll Check Register

Direct Deposits

Pay Period: 10/6/2025-10/19/2025

Packet: PYPKT00496 - PAY PERIOD 10-6-25 TO 10-19-25 PAY DATE 10-24-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Date	Amount	Number
BROWN, MARTHA	BRO01	10/24/2025	3,915.72	1739
PRICE, KARLEEN	PRI01	10/24/2025	1,744.74	1740
HAZLETT, ROBIN	HAZ01	10/24/2025	1,261.39	1741
MOORE, JOANNE	MOO01	10/24/2025	2,561.28	1742
MOORE, JOANNE	MOO01	10/24/2025	250.00	1742
RICHARDSON, TARYN	RIC00	10/24/2025	1,083.96	1743
RUSTENHOVEN, TARA L	RUS01	10/24/2025	1,629.39	1744
GAMBOA, YADIRA	GAM00	10/24/2025	438.35	1745
LUNA-SARINAS, CRISTINA	LUN00	10/24/2025	459.90	1746
MYERS, KEVIN M	MYE00	10/24/2025	436.02	1747
WATKINS, COLLEEN	WAT00	10/24/2025	394.21	1748
WATSON, CHRISTINE	WAT01	10/24/2025	2,623.24	1749
CONNELLY, WILLIAM	CON00	10/24/2025	1,057.01	1750
ENOS, KYLE	ENO00	10/24/2025	3,016.97	1751
FUENTES, JAIME	FUE01	10/24/2025	2,224.96	1752
HUTSON, EVAN C	HUT01	10/24/2025	1,188.95	1753
LOMBARD, TYLER JOSEPH	LOM00	10/24/2025	1,871.51	1754
LOPEZ, MATTHEW	LOP03	10/24/2025	739.42	1755
MINGS, MICHAEL E	MIN00	10/24/2025	1,514.16	1756
RANDOLPH, MATTHEW	RAN01	10/24/2025	1,431.06	1757
REED, JOSHUA	REE00	10/24/2025	1,405.80	1758
VASQUEZ, PEDRO CEASAR	VAS01	10/24/2025	1,879.07	1759
ZOLLER-HARRIS, TRAVIS	ZOL00	10/24/2025	2,287.49	1760
BETTENCOURT, JOSEPH	BET01	10/24/2025	3,497.95	1761
MONCK, NATHANIAL T	MON00	10/24/2025	2,930.37	1762
PFYL, NATISA N	PFY00	10/24/2025	1,755.56	1763



City of Willows

Payroll Check Register

Employee Pay Summary

Pay Period: 10/6/2025-10/19/2025

Packet: PYPKT00496 - PAY PERIOD 10-6-25 TO 10-19-25 PAY DATE 10-24-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Payment Date	Number	Earnings	Deductions	Taxes	Net
BETTENCOURT, JOSEPH	BET01	10/24/2025	1761	4,808.00	421.86	888.19	3,497.95
BROWN, MARTHA	BRO01	10/24/2025	1739	6,513.46	908.45	1,689.29	3,915.72
CONNELLY, WILLIAM	CON00	10/24/2025	1750	1,260.00	0.00	202.99	1,057.01
ENOS, KYLE	ENO00	10/24/2025	1751	4,336.86	553.34	766.55	3,016.97
FUENTES, JAIME	FUE01	10/24/2025	1752	2,832.73	346.62	261.15	2,224.96
GAMBOA, YADIRA	GAM00	10/24/2025	1745	504.00	0.00	65.65	438.35
HAZLETT, ROBIN	HAZ01	10/24/2025	1741	1,997.60	600.42	135.79	1,261.39
HUTSON, EVAN C	HUT01	10/24/2025	1753	1,423.44	0.00	234.49	1,188.95
LOMBARD, TYLER JOSEPH	LOM00	10/24/2025	1754	2,912.45	795.77	245.17	1,871.51
LOPEZ, MATTHEW	LOP03	10/24/2025	1755	850.73	0.00	111.31	739.42
LUNA-SARINAS, CRISTINA	LUN00	10/24/2025	1746	504.00	0.00	44.10	459.90
MINGS, MICHAEL E	MIN00	10/24/2025	1756	2,243.58	310.87	418.55	1,514.16
MONCK, NATHANIAL T	MON00	10/24/2025	1762	4,776.80	748.69	1,097.74	2,930.37
MOORE, JOANNE	MOO01	10/24/2025	1742	4,759.07	733.29	1,214.50	2,811.28
MYERS, KEVIN M	MYE00	10/24/2025	1747	486.00	0.00	49.98	436.02
PFYL, NATISA N	PFY00	10/24/2025	1763	3,191.35	864.81	570.98	1,755.56
PRICE, KARLEEN	PRI01	10/24/2025	1740	2,447.54	256.98	445.82	1,744.74
RANDOLPH, MATTHEW	RAN01	10/24/2025	1757	1,986.04	199.31	355.67	1,431.06
REED, JOSHUA	REE00	10/24/2025	1758	2,010.26	409.36	195.10	1,405.80
RICHARDSON, TARYN	RIC00	10/24/2025	1743	1,296.00	0.00	212.04	1,083.96
RUSTENHOVEN, TARA L	RUS01	10/24/2025	1744	2,406.92	419.85	357.68	1,629.39
VASQUEZ, PEDRO CEASAR	VAS01	10/24/2025	1759	2,698.52	409.40	410.05	1,879.07
WATKINS, COLLEEN	WAT00	10/24/2025	1748	432.00	0.00	37.79	394.21
WATSON, CHRISTINE	WAT01	10/24/2025	1749	4,007.20	347.78	1,036.18	2,623.24
ZOLLER-HARRIS, TRAVIS	ZOL00	10/24/2025	1760	3,014.24	221.99	504.76	2,287.49
Totals:				63,698.79	8,548.79	11,551.52	43,598.48



City of Willows

Payroll Check Register Report Summary

Pay Period: 10/6/2025-10/19/2025

Packet: PYPKT00496 - PAY PERIOD 10-6-25 TO 10-19-25 PAY DATE 10-24-25

Payroll Set: Payroll Set 01 - 01

Type	Count	Amount
Regular Checks	0	0.00
Manual Checks	0	0.00
Reversals	0	0.00
Voided Checks	0	0.00
Direct Deposits	26	43,598.48
Total	26	43,598.48



City of Willows

Payroll Check Register

Checks

Pay Period: 10/20/2025-11/2/2025

Packet: PYPKT00501 - PAY PERIOD 10-20-25 TO 11-2-25 PAY DATE 11-7-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Check Type	Date	Amount	Number
CANO, GABRIELA M	CAN01	Regular	11/07/2025	255.95	41036
CASTORENA, SOFIA	CAST01	Regular	11/07/2025	293.59	41037
GALLARDO-CANO, JOYANNY	GAL03	Regular	11/07/2025	301.12	41038
GARCIA , FERNANDO	GAR15	Regular	11/07/2025	278.53	41039
LARA-QUEZADA, EDGAR	LAR02	Regular	11/07/2025	248.43	41040
MEDINA, HUMBERTO	MED02	Regular	11/07/2025	339.52	41041
NEWTON-PALACIOS, MICHEI	NEW00	Regular	11/07/2025	301.12	41042
RUIZ, DAMARIS	RUI02	Regular	11/07/2025	278.53	41043



City of Willows

Payroll Check Register

Direct Deposits

Pay Period: 10/20/2025-11/2/2025

Packet: PYPKT00501 - PAY PERIOD 10-20-25 TO 11-2-25 PAY DATE 11-7-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Date	Amount	Number
BUSBY, MATTHEW	BUS01	11/07/2025	228.12	1764
HANSEN, GARY L	HAN02	11/07/2025	228.12	1765
PRIDE, LORRI A	PRI00	11/07/2025	228.12	1766
THOMAS, RICHARD	THO00	11/07/2025	228.12	1767
BROWN, MARTHA	BRO01	11/07/2025	3,967.63	1768
PRICE, KARLEEN	PRI01	11/07/2025	1,744.73	1769
HAZLETT, ROBIN	HAZ01	11/07/2025	1,297.89	1770
MOORE, JOANNE	MOO01	11/07/2025	250.00	1771
MOORE, JOANNE	MOO01	11/07/2025	2,638.66	1771
BROTT, SHERRY	BRO02	11/07/2025	45.62	1772
CORUM, RAYMOND	COR02	11/07/2025	45.62	1773
MCNEIL, MICHAEL JAMES	MCN00	11/07/2025	45.62	1774
NYGARD, ROBYN	NYG00	11/07/2025	45.62	1775
OCAMPO, CRISTINA	OCA00	11/07/2025	45.62	1776
RICHARDSON, TARYN	RIC00	11/07/2025	1,125.18	1777
RUSTENHOVEN, TARA L	RUS01	11/07/2025	1,660.99	1778
GAMBOA, YADIRA	GAM00	11/07/2025	438.35	1779
LUNA-SARINAS, CRISTINA	LUN00	11/07/2025	450.87	1780
MYERS, KEVIN M	MYE00	11/07/2025	436.02	1781
WATKINS, COLLEEN	WAT00	11/07/2025	459.90	1782
WATSON, CHRISTINE	WAT01	11/07/2025	2,677.00	1783
GALLARDO-CANO, NATALY	GAL01	11/07/2025	301.12	1784
CONNELLY, WILLIAM	CON00	11/07/2025	1,191.74	1785
ENOS, KYLE	ENO00	11/07/2025	2,577.29	1786
FUENTES, JAIME	FUE01	11/07/2025	2,947.54	1787
HUTSON, EVAN C	HUT01	11/07/2025	228.12	1788
LOMBARD, TYLER JOSEPH	LOM00	11/07/2025	2,059.93	1789
LOPEZ, MATTHEW	LOP03	11/07/2025	1,714.05	1790
PETERICH, JOHN	PET01	11/07/2025	412.16	1791
MINGS, MICHAEL E	MIN00	11/07/2025	1,437.17	1792
RANDOLPH, MATTHEW	RAN01	11/07/2025	1,424.94	1793
REED, JOSHUA	REE00	11/07/2025	1,827.69	1794
VASQUEZ, PEDRO CEASAR	VAS01	11/07/2025	1,981.81	1795
ZOLLER-HARRIS, TRAVIS	ZOL00	11/07/2025	2,199.05	1796
BETTENCOURT, JOSEPH	BET01	11/07/2025	3,564.08	1797
MONCK, NATHANIAL T	MON00	11/07/2025	2,930.38	1798
PFYL, NATISA N	PFY00	11/07/2025	1,834.79	1799



City of Willows

Payroll Check Register

Employee Pay Summary

Pay Period: 10/20/2025-11/2/2025

Packet: PYPKT00501 - PAY PERIOD 10-20-25 TO 11-2-25 PAY DATE 11-7-25

Payroll Set: Payroll Set 01 - 01

Employee	Employee #	Payment Date	Number	Earnings	Deductions	Taxes	Net
BETTENCOURT, JOSEPH	BET01	11/07/2025	1797	4,908.00	429.87	914.05	3,564.08
BROTT, SHERRY	BRO02	11/07/2025	1772	50.00	0.00	4.38	45.62
BROWN, MARTHA	BRO01	11/07/2025	1768	6,613.46	916.21	1,729.62	3,967.63
BUSBY, MATTHEW	BUS01	11/07/2025	1764	250.00	0.00	21.88	228.12
CANO, GABRIELA M	CAN01	11/07/2025	41036	280.50	0.00	24.55	255.95
CASTORENA, SOFIA	CAST01	11/07/2025	41037	321.75	0.00	28.16	293.59
CONNELLY, WILLIAM	CON00	11/07/2025	1785	1,440.00	0.00	248.26	1,191.74
CORUM, RAYMOND	COR02	11/07/2025	1773	50.00	0.00	4.38	45.62
ENOS, KYLE	ENO00	11/07/2025	1786	3,845.59	652.52	615.78	2,577.29
FUENTES, JAIME	FUE01	11/07/2025	1787	3,776.13	447.84	380.75	2,947.54
GALLARDO-CANO, JOYANNY	GAL03	11/07/2025	41038	330.00	0.00	28.88	301.12
GALLARDO-CANO, NATALY	GAL01	11/07/2025	1784	330.00	0.00	28.88	301.12
GAMBOA, YADIRA	GAM00	11/07/2025	1779	504.00	0.00	65.65	438.35
GARCIA, FERNANDO	GAR15	11/07/2025	41039	305.25	0.00	26.72	278.53
HANSEN, GARY L	HAN02	11/07/2025	1765	250.00	0.00	21.88	228.12
HAZLETT, ROBIN	HAZ01	11/07/2025	1770	2,037.60	600.42	139.29	1,297.89
HUTSON, EVAN C	HUT01	11/07/2025	1788	250.00	0.00	21.88	228.12
LARA-QUEZADA, EDGAR	LAR02	11/07/2025	41040	272.25	0.00	23.82	248.43
LOMBARD, TYLER JOSEPH	LOM00	11/07/2025	1789	3,148.47	813.42	275.12	2,059.93
LOPEZ, MATTHEW	LOP03	11/07/2025	1790	2,149.20	0.00	435.15	1,714.05
LUNA-SARINAS, CRISTINA	LUN00	11/07/2025	1780	494.10	0.00	43.23	450.87
MCNEIL, MICHAEL JAMES	MCN00	11/07/2025	1774	50.00	0.00	4.38	45.62
MEDINA, HUMBERTO	MED02	11/07/2025	41041	372.08	0.00	32.56	339.52
MINGS, MICHAEL E	MIN00	11/07/2025	1792	2,126.40	308.80	380.43	1,437.17
MONCK, NATHANIAL T	MON00	11/07/2025	1798	4,776.80	748.70	1,097.72	2,930.38
MOORE, JOANNE	MOO01	11/07/2025	1771	4,899.07	741.04	1,269.37	2,888.66
MYERS, KEVIN M	MYE00	11/07/2025	1781	486.00	0.00	49.98	436.02
NEWTON-PALACIOS, MICHE	NEW00	11/07/2025	41042	330.00	0.00	28.88	301.12
NYGARD, ROBYN	NYG00	11/07/2025	1775	50.00	0.00	4.38	45.62
OCAMPO, CRISTINA	OCA00	11/07/2025	1776	50.00	0.00	4.38	45.62
PETERICH, JOHN	PET01	11/07/2025	1791	451.68	0.00	39.52	412.16
PFYL, NATISA N	PFY00	11/07/2025	1799	3,331.35	872.81	623.75	1,834.79
PRICE, KARLEEN	PRI01	11/07/2025	1769	2,447.54	256.99	445.82	1,744.73
PRIDE, LORRI A	PRI00	11/07/2025	1766	250.00	0.00	21.88	228.12
RANDOLPH, MATTHEW	RAN01	11/07/2025	1793	1,977.60	199.31	353.35	1,424.94
REED, JOSHUA	REE00	11/07/2025	1794	2,486.22	409.36	249.17	1,827.69
RICHARDSON, TARYN	RIC00	11/07/2025	1777	1,351.08	0.00	225.90	1,125.18
RUIZ, DAMARIS	RUI02	11/07/2025	41043	305.25	0.00	26.72	278.53
RUSTENHOVEN, TARA L	RUS01	11/07/2025	1778	2,446.91	419.86	366.06	1,660.99
THOMAS, RICHARD	THO00	11/07/2025	1767	250.00	0.00	21.88	228.12
VASQUEZ, PEDRO CEASAR	VAS01	11/07/2025	1795	2,842.84	409.40	451.63	1,981.81
WATKINS, COLLEEN	WAT00	11/07/2025	1782	504.00	0.00	44.10	459.90
WATSON, CHRISTINE	WAT01	11/07/2025	1783	4,107.20	355.54	1,074.66	2,677.00
ZOLLER-HARRIS, TRAVIS	ZOL00	11/07/2025	1796	2,945.60	266.63	479.92	2,199.05
Totals:				70,443.92	8,848.72	12,378.75	49,216.45



City of Willows

Payroll Check Register Report Summary

Pay Period: 10/20/2025-11/2/2025

Packet: PYPKT00501 - PAY PERIOD 10-20-25 TO 11-2-25 PAY DATE 11-7-25

Payroll Set: Payroll Set 01 - 01

Type	Count	Amount
Regular Checks	8	2,296.79
Manual Checks	0	0.00
Reversals	0	0.00
Voided Checks	0	0.00
Direct Deposits	37	46,919.66
Total	45	49,216.45



Willows City Council Regular Meeting Action Minutes

October 28, 2025
Willows City Hall
6:00 PM

City Council
Evan Hutson, Mayor
Rick Thomas, Vice Mayor
Matt Busby, Council Member
Gary Hansen, Council Member
Lorri Pride, Council Member

City Manager
Marti Brown

City Clerk
Karleen Price

201 North Lassen Street
Willows, CA 95988
(530) 934-7041

1. CALL TO ORDER – 6:00 PM

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

Councilmembers Present: Mayor Hutson, Vice Mayor Thomas, Councilmembers Busby, Hansen and Pride

Councilmembers Absent: None

4. CHANGES TO THE AGENDA

5. CEREMONIAL MATTERS

a. **Proclamation** – Small Business Saturday received by Jamie Millen, Willows Chamber of Commerce.

b. **Proclamation** – Veterans Day received by Carol Lemenager, VFW Auxiliary Post 1770

6. PUBLIC COMMENT & CONSENT CALENDAR FORUM

Public Comments

Public Comment #1: Carol Lemenager, VFW Auxiliary Post 1770

a. Register Approval

Action: Approved general checking, payroll, and direct deposit check registers.

b. Minutes Approval

Action: Approved the October 14, 2025 meeting minutes.

c. Volunteer Fire Capacity Program Grant Match Funding Acceptance

Action: Adopted Resolution 36-2025 (Attachment 1), authorizing the City Manager or her designee to sign and accept \$8,000 of grant funding through CAL FIRE's Volunteer Fire Capacity Program Grant.

Motion to approve items #6a, 6b, and 6c as presented.

Moved/Seconded: Councilmember Hansen/Councilmember Busby

Yes: Mayor Hutson, Vice Mayor Thomas, Councilmembers Busby, Hansen and Pride

No: None

Absent: None

7. PUBLIC HEARING

a. Public Hearing on Unmet Transit Needs in Glenn County

Action: Conducted a public hearing to receive public comment on Unmet Transit Needs in Glenn County and forward comments to the Glenn County Transportation Commission for consideration.

Public Hearing Open 6:20PM, Closed 6:24PM

Public Comment #1: Doug Ross, Resident

b. Public Hearing to Protest the Sale of Exempt City-Owned Surplus Land

Action: Conducted a public hearing to accept public protest regarding the sale of exempt surplus land, Assessor Parcel Numbers (APN) 002-101-009, 002-101-006, and 003-113-006 in accordance with State law.

Public Hearing Open 6:27PM, Closed 6:28PM

Motion to direct staff to proceed with the sale of the three properties.

Moved/Seconded: Vice Mayor Thomas/Councilmember Hansen

Roll Call Vote:

Yes: Mayor Hutson, Vice Mayor Thomas, Councilmembers Busby, Hansen and Pride

No: None

Absent: None

Motion Passed: 5-0

8. DISCUSSION AND ACTION CALENDAR

a. Mayor and Vice-Mayor Election Cycle & Committee Appointments

Action: Approved changing the Mayor and Vice-Mayor election cycle and committee appointments from annually to every two years starting with December 2025 whereby the current Mayor and Vice-Mayor would serve an additional year in 2026 and thereby

complete a two-year term, and future elections and appointments would occur in December of even numbered years (e.g., 2026, 2028, 2030).

Motion to approve Item #8a as presented.

Moved/Seconded: Councilmember Hansen/ Councilmember Busby

Yes: Mayor Hutson, Vice Mayor Thomas, Councilmembers Busby, Hansen and Pride

No: None

Absent: None

9. COMMENTS & REPORTS

a. Council Correspondence

b. City Council Comments & Reports

Vice Mayor Thomas reported on the Rotary's Shade Structure Project at Central Park. He also reported that he will be unable to attend the December 9, 2025 City Council meeting.

Councilmember Pride announced the Special Planning Commission Meeting scheduled for November 3, 2025.

Councilmember Busby reported on the activities of the Waste Management Regional Authority quarterly meeting and the Joint Powers Agreement, which is up for review in January 2026. He also provided an update on the Library Board meeting and noted that the Board is unwilling to participate in a joint City Council/Library Board meeting. He reported that there is a vacant Library Board position and encouraged the public to submit applications. He also noted that the Friends of the Library nonprofit status is no longer in existence and are working to reinstate the 501(c)(3) nonprofit status. In addition, he commented on the planned upgrades to the Eubanks Room.

Councilmember Hansen commented on the Joint Powers Agreement. He reported that no Regional Transit Committee meeting was held this month. He provided an update on the Glenn County Transportation Committee and its triennial audit. He also reported on the activities of the Joint Glenn/Colusa Groundwater Authority meeting.

c. City Manager's Report

City Manager Marti Brown announced the Grand Opening and Ribbon Cutting Ceremony for the Sycamore Street Lift Station, scheduled for Wednesday, November 5, 2025, from 11:30 a.m. to 12:30 p.m.

Brown reminded the Council that the November 11, 2025 City Council meeting has been cancelled.

She also announced the resignation of Finance Director Joanne Moore and noted that her last day with the City will be November 21, 2025. Brown thanked Moore for her service and congratulated her on her new position.

Councilmembers also thanked Moore and congratulated her.

10. ADJOURNMENT – 6:59 PM

Karleen Price, City Clerk



Date: November 25, 2025

To: Honorable Mayor and Councilmembers

From: Marti Brown, City Manager

Subject: Letter of Support – 2026 Stanford Local Governance Summer Institute

Recommendation:

Authorize the City Manager to submit a Letter of Support (Attachment 1) as part of her application to the 2026 Stanford Local Governance Summer Institute.

Rationale for Recommendation:

The City Manager wishes to apply to the 2026 Stanford Local Governance Summer Institute, and the application requires a Letter of Support from the governing body.

Background:

The City Manager wishes to apply to and participate in the 2026 Stanford Local Governance Summer Institute. The application requires a Letter of Support from the governing agency/body stating that they will sponsor the City Manager's time in the program by granting time off from normal City Manager duties to dedicate herself to the seminar during the week of July 19-24, 2026. The application is a competitive process. If accepted, the City Manager would then apply for a grant to cover the cost of her attendance. If she was unable to secure a grant, she would withdraw from the Institute (as the cost of the one-week training is \$8,500).

Discussion & Analysis:

The City Manager is currently an International City/County Management Association (ICMA) Certified City Manager Candidate and, as part of the certification process, she is required to complete 40 hours of professional development per year (e.g., attending classes, training, conferences). Last year, she only completed eight hours of training due to the City's budget and staff's focus on the passage of Measure I. As a result, the City Manager is currently lacking the necessary professional development training to complete the certification process. The Institute's 40-hour qualifying program would go a long way toward completing the hours necessary for certification.

Please note, the Letter of Support is not a commitment of funding from the city for the program. It is only a commitment to allow the City Manager the time to participate in the Institute during the work week if accepted to the program.

Consistency with Council Priorities and Goals:

Not Applicable.

Fiscal Impact:

There is no fiscal impact by approving the letter of support.

Attachments:

- Attachment 1: Draft Letter of Support



201 North Lassen • Willows, California 95988 • (530) 934-7041 • FAX: (530) 934-7402

November 25, 2025

Stanford Local Governance Summer Institute (LGSI)
473 Via Ortega, First Floor
Stanford, CA 94305-4225

Dear LGSI:

Please accept this letter of support from the Willows City Council authorizing Marti Brown, the City Manager, to participate in the 2026 Stanford Local Governance Summer Institute, July 19-24, 2026.

If selected for the Program, the City of Willows will sponsor Marti's time in the program and grant time off from her regular City Manager duties to dedicate herself to this weeklong seminar.

We hope she's selected to participate in the Program! Thank you.

Sincerely,

Evan Hutson, Mayor
(on behalf of the Willows City Council)

CC: Vice-Mayor Thomas and Councilmembers Hansen, Pride and Busby



Date: November 25, 2025

To: Honorable Mayor and City Council

From: Joe Bettencourt, Community Development & Services Director
Laurie Loaiza, Deputy City Engineer
John Wanger, City Engineer

Subject: Notice of Completion for the Lift Station Rehabilitation Project

Recommendation:

Approve Resolution XX-2025 (Attachment 1) accepting the improvements for the Willows Lift Station Rehabilitation Project and authorizing the Notice of Completion (Attachment 2) to be filed for the project.

Rationale for Recommendation:

The project has recently been completed by SnL Group, Inc. to the City's satisfaction. The total construction cost was \$1,699,266.79.

Background:

This project includes critical upgrades to piping, pumps, electrical, instrumentation, and control systems at the City's five sanitary sewer lift stations. On September 18, 2024, the City opened public bids for the Lift Station Rehabilitation Project. The low bidder was SnL Group, Inc. The City Council awarded the project to SnL Group, Inc. at their Council meeting on October 22, 2024. Work began in July 2025, and the work was completed in November 2025. The project is under the approved budget in the amount of \$32,211.21.

Based upon the satisfactory completion of the work, Staff is recommending that the City Council accept the improvements and authorize the City Engineer to file the Notice of Completion.

Discussion and Analysis:

Construction for the Lift Station Rehabilitation Project has been completed, and all work has been inspected and verified to meet the contract requirements. The improvements addressed critical operational and reliability needs across the City's five lift stations and were finished within the

approved budget. With construction complete, the final step is for the City Council to formally accept the improvements and authorize the filing of the Notice of Completion, which will begin the statutory closeout period and allow the City to finalize the project.

Consistency with Council Priorities and Goals:

The completion of this project aligns with Council Priority of Infrastructure Maintenance- Goal 1: Invest in Deferred Maintenance.

Fiscal Impact:

	<u>Approved Budget</u>	<u>Actual Expenditure</u>
Construction:	\$ 1,564,980.00	\$ 1,564,980.00
Contingency (10%):	\$ 156,498.00	\$ 134,286.79
Construction Engr Support (NexGen)**	\$ 40,000.00	\$ 40,000.00
Construction Mgmt./Inspection*	<u>\$ 195,000.00</u>	<u>\$ 185,000.00</u>
Total	\$ 1,956,478.00	\$ 1,924,266.79

The funding source for this project comes from the \$3,300,000 in proceeds from refinancing the bonds for the wastewater treatment plant.

Attachment:

- Attachment 1: Resolution XX-2025
- Attachment 2: Notice of Completion



**City of Willows
Resolution XX-2025**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILLOWS, STATE OF CALIFORNIA,
ACCEPTING THE IMPROVEMENTS FOR THE WILLOWS LIFT STATION REHABILITATION PROJECT AND
AUTHORIZING THE NOTICE OF COMPLETION TO BE FILED FOR THE PROJECT**

WHEREAS, at the October 22, 2024 City Council meeting, the City Council approved a contract with SnL Group, Inc for the Lift Station Rehabilitation Project ("Project") and established an overall project budget; and

WHEREAS, the Project has been inspected and determined to have been completed in accordance with the contract requirements; and

WHEREAS, based upon the foregoing, staff recommend acceptance of the Project on behalf of the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WILLOWS AS FOLLOWS:

1. The City hereby accepts the improvements associated with the Project.
2. The City Engineer is hereby authorized and directed to file a Notice of Completion concerning the Project with the Glenn County Clerk's Office within ten (10) days of the date of this Resolution.
3. This Resolution shall become effective immediately upon adoption.
4. All portions of this resolution are severable. Should any individual component of this Resolution be adjudged to be invalid and unenforceable by a body of competent jurisdiction, then the remaining resolution portions shall be and continue in full force and effect, except as to those resolution portions that have been adjudged invalid. The City Council of the City of Willows hereby declares that it would have adopted this Resolution and each section, subsection, clause, sentence, phrase and other portion thereof, irrespective of the fact that one or more section subsection, clause sentence, phrase or other portion may be held invalid or unconstitutional.

PASSED AND ADOPTED by the City Council of the City of Willows, State of California this 25th day of November 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

Evan Hutson, Mayor

ATTESTED:

Karleen Price, City Clerk

WHEN RECORDED RETURN TO:

City Clerk

City of Willows

201 Lassen Street

Willows, CA 95988

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN that the undersigned City of Willows, 201 N. Lassen Street, Willows, California, owners in fee of 201 N. Lassen Street within the City of Willows, California, observed certain construction work to be performed within the City of Willows, County of Glenn, which work is generally described as follows:

Lift Station Rehabilitation Project: This project includes critical upgrades to piping, pumps, electrical, instrumentation, and control systems at the City's five sanitary sewer lift stations.

That the contractor for the performance of such work was awarded to SnL Group, Inc.. and that said work was satisfactorily completed in November 2025, in accordance with the Project Plans and Specifications. The final construction cost for the project was \$1,699,266.79

This notice is given pursuant to Section 9204 of the Civil Code of the State of California.

<p>This is to certify that the Notice of Completion above is hereby authorized by order of the Council of the City of Willows pursuant to Council Resolution No. _____ dated November 25, 2025, and owner consents to recordation thereof by its duly authorized officer.</p>	<p style="text-align: center;">City of Willows A Municipal Corporation</p> <p>I declare under penalty of perjury that the information is true and correct.</p> <p>By: _____, City Engineer</p> <p>Dated: November 25, 2025</p>
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Date: November 25, 2025

To: Honorable Mayor and City Council

From: Joe Bettencourt, Community Development & Services Director
Laurie Loaiza, Deputy City Engineer
John Wanger, City Engineer

Subject: Notice of Completion for the Emergency Library Roof Failure Project

Recommendation:

Approve Resolution XX-2025 (Attachment 1) accepting the improvements for the Emergency Library Roof Failure Project and authorizing the Notice of Completion (Attachment 2) to be filed for the project.

Rationale for Recommendation:

The project has recently been completed by Modern Building, Inc, to the City's satisfaction. The total cost of this project was \$112,041.00.

Background:

This project was in response to the February 4, 2025 Willows Library partial roof collapse. Due to the emergency nature of the work, staff solicited informal bids from three contractors for the work, but did not have time to go through a formal bidding process. The City received two responses to the informal bid solicitation, and the City Council awarded the contract to Modern Building, Inc. at the May 13, 2025 meeting.

Based upon the satisfactory completion of the work, Staff is recommending that the City Council accept the improvements and authorize the City Engineer to file the Notice of Completion.

Discussion & Analysis:

The project began in June 2025 and the work was completed in November 2025. The project schedule had to be extended due to unforeseen circumstances during the beam installation.

The project required three change orders (CCO1, CCO2 and CCO3) primarily due to unforeseen conditions, as follows: CCO 1 was \$6,780 and included reshoring the temporary beam, needed due to the delay in start of construction due to the long lead time to obtain the glue-lam beam. CCO2 in the

amount of \$29,149 due to the discovery of a previously unknown material in the roof, which required additional demolition and a new support column. CCO3 in the amount of \$9,062 to remove and rewire three electrical conduits in conflict with removal of the existing beam and installation of the replacement glulam beam and repair an industrial switch in the storage needed to restore lighting.

As the project is an emergency repair, it is expected the additional cost will be reimbursed by insurance.

Consistency with Council Priorities and Goals:

As this project is an emergency, it does not fall specifically under any of the Council Priorities and Goals

Fiscal Impact:

	<u>Approved Budget</u>	<u>Actual Expenditure</u>
Design:		\$ 9,390.00
Storage/Supplies:		\$ 7,069.95
Staff Time:		\$ 1,873.93
Construction:	\$ 67,050.00	\$ 101,984.00
Contingency (10%):	\$ 10,057.00	\$ 10,057.00
Construction Mgmt./Insp	<u>\$ 5,000.00</u>	<u>\$ 12,500.00</u>
Total	\$ 82,107	\$ 142,874.88

Due to the emergency nature of this project, the City's insurance carrier has been contacted and an adjuster has made an assessment of the situation. The City will provide expense information to the insurance carrier and it is anticipated that all costs will be covered by insurance.

Attachment:

- Attachment 1: Resolution XX-2025
- Attachment 2: Notice of Completion



**City of Willows
Resolution XX-2025**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILLOWS, STATE OF CALIFORNIA,
ACCEPTING THE IMPROVEMENTS FOR THE EMERGENCY LIBRARY ROOF FAILURE PROJECT AND
AUTHORIZING THE NOTICE OF COMPLETION TO BE FILED FOR THE PROJECT**

WHEREAS, at the May 13, 2025 City Council meeting, the City Council approved a contract with Modern Building for the Emergency Library Roof Failure Project ("Project") and established an overall project budget; and

WHEREAS, the Project has been inspected and determined to have been completed in accordance with the contract requirements; and

WHEREAS, based upon the foregoing, staff recommends acceptance of the Project on behalf of the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF WILLOWS AS FOLLOWS:

1. The City hereby accepts the improvements associated with the Project.
2. The City Engineer is hereby authorized and directed to file a Notice of Completion concerning the Project with the Glenn County Clerk's Office within ten (10) days of the date of this Resolution.
3. This Resolution shall become effective immediately upon adoption.
4. All portions of this resolution are severable. Should any individual component of this Resolution be adjudged to be invalid and unenforceable by a body of competent jurisdiction, then the remaining resolution portions shall be and continue in full force and effect, except as to those resolution portions that have been adjudged invalid. The City Council of the City of Willows hereby declares that it would have adopted this Resolution and each section, subsection, clause, sentence, phrase and other portion thereof, irrespective of the fact that one or more section subsection, clause sentence, phrase or other portion may be held invalid or unconstitutional

PASSED AND ADOPTED by the City Council of the City of Willows, State of California this 25th day of November 2025, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

Evan Hutson, Mayor

ATTESTED:

Karleen Price, City Clerk

WHEN RECORDED RETURN TO:

City Clerk

City of Willows

201 Lassen Street

Willows, CA 95988

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN that the undersigned City of Willows, 201 N. Lassen Street, Willows, California, owners in fee of 201 N. Lassen Street within the City of Willows, California, observed certain construction work to be performed within the City of Willows, County of Glenn, which work is generally described as follows:

The Willows Emergency Library Roof Failure Project. This project included replacement of the failed library beam//partial roof collapse with a new glue lam beam, additional support columns, and associated electrical and roof repair work.

That the contractor for the performance of such work was awarded to Modern Building, Inc. and that said work was satisfactorily completed November 2025, in accordance with the Project Plans and Specifications. The final construction cost for the project was \$112,041.00.

This notice is given pursuant to Section 9204 of the Civil Code of the State of California.

<p>This is to certify that the Notice of Completion above is hereby authorized by order of the Council of the City of Willows pursuant to Council Resolution No. _____ dated November 25, 2025, and owner consents to recordation thereof by its duly authorized officer.</p>	<p style="text-align: center;">City of Willows A Municipal Corporation</p> <p>I declare under penalty of perjury that the information is true and correct.</p> <p>By: _____, City Engineer</p> <p>Dated: November 25, 2025</p>
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Date: November 25, 2025

To: Honorable Mayor and Councilmembers

From: Nathan Monck, Fire Chief
Marti Brown, City Manager

Subject: Emergency Medical Services Assessment Study – Request for Proposals Award

Recommendation:

Authorize the City Manager, or her designee, to execute a contract with Healthcare Strategist Solutions, in partnership with Glenn County and the City of Orland, for the purpose of performing an Emergency Medical Services System Assessment in an amount not to exceed \$48,000.

Rationale for Recommendation:

With Council's prior authorization, staff issued and circulated a Request For Proposal (RFP) and received two bids. After review, Healthcare Strategist Solutions was unanimously selected as the lowest, responsible bidder; however, the proposal cost was \$3,000 more than all three jurisdictions authorized. Therefore, staff is requesting an additional \$1,000 (per jurisdiction) in order to award the contract.

Background:

Due to Glenn Medical's Closure and the anticipated further reductions in Emergency Medical Services, Council unanimously approved for staff to partner with Glenn County and the City of Orland to seek bids for a consultant to perform an assessment of the Glenn County Emergency Medical Services system at the September 9, 2025 City Council meeting.

Discussion & Analysis:

At the conclusion of the bid circulation process, two responsive bids were received: Healthcare Strategist Solutions - \$48,000 (Attachment 1) and AP Triton - \$ 98,000. Fire Chiefs Monck and Chaney, along with Dr. Garrison, reviewed the submitted packages, scored them, and unanimously selected Healthcare Strategist Solutions as the lowest, responsible bidder. Staff vetted the company's references and now recommend executing an agreement.

At the September 9, 2025, meeting, the Willows City Council authorized up to \$15,000 of General Fund monies toward this effort to be combined with an additional \$30,000 from Glenn County and the City of Orland for a total of \$45,000. Approving this item will also authorize an additional \$1,000 from the

City of Willows. Each involved entity would now be responsible for up \$16,000 each. Staff will not execute final agreements until the City of Orland and County of Glenn also approve the \$1,000 increase in expense.

Consistency with Council Priorities and Goals:

This item is consistent with Priority: #1 Fiscal Stability and Priority #3 Public Safety.

Fiscal Impact:

Approval of the award of contract and revised budget will add an additional \$1000 to the total project cost above and beyond the total amount that was already approved at the September 9, 2025 City Council meeting.

Attachment:

- Attachment 1: Healthcare Strategists Proposal

TABLE OF CONTENTS

1. Contact Information	2
2. Direct or Indirect Conflict of Interest.....	3
3. Prior and Current Relationships with Emergency Ambulance Services	3
4. Executive Summary	4
5. Approach	6
• Project Methodology: <i>The Strategic Process</i>	6
• List of Proposed Project Deliverables.....	7
○ Phase I: Completed Work Plan based on Final Approved Scope of Work.....	7
○ Phase II: Conduct In-Person Interviews and Listening Sessions	7
○ Phase III: Collect and Analyze Data.....	7
○ Phase IV: Develop and Review the Draft Report	7
○ Phase V: Publish and Present the Final Report.....	8
• Key Initiative and Strategy Recommendations	8
• Patient-Centric Care Approach	8
• The Decision Triangle	9
• Proposed Work Plan.....	9
6. Proposed Budget.....	12
7. Qualifications and Experience.....	13
• Qualifications and Technical Capability	13
• Knowledge of California EMS Laws and Regulations	14
• Personnel Qualifications	14
○ Core Consultants.....	15
○ Specialist Consultants	19
8. References	22
9. Other Information	24
• Optional Components	24
• What Makes Healthcare Strategists Unique?	24
• Sample Work Product	25
• Letter of Recommendation: San Joaquin County	26
• Letter of Recommendation: Solano County.....	27
10. Attachment: EMS Standards, Core Measures, & Benchmarks	28
11. Attachment: Resumes	30
• Lou Meyer, EMT-P (retired).....	30
• William V. Bullard, MBA, EFO, CFO	32
• Mike D’Orazi, Chief (retired)	38
• Matthew F. Powers, MS, BSN, RN, CEN, FAEN, MICP	40
• David P. Ghilarducci, MD, FACEP, FAEMS	44
• Brenda Brenner, EMT-P (retired)	48

HEALTHCARE STRATEGISTS

1. Contact Information

A letter stating contact information, including mailing address and primary contact email.

October 31, 2025

Nathan Monck
Fire Chief
City of Willows
445 S Butte Street
Willows, CA 95988

Dear Chief Monck:

Thank you for your interest in receiving our information for a comprehensive EMS assessment for Glenn County. As an experienced California-based firm, we are interested in supporting the development of your EMS system to meet and exceed the needs of your community. Our team is all located in Northern California. This unique detail allows us to attend meetings in person while focusing the project budget on interviews and analysis – not travel expenses.

If there are any questions, please contact me directly at bbullard@healthcarestrategists.com or 707.823.0350. We look forward to working together and thank you for the opportunity.

Yours truly,



Bill Bullard, MBA, EFO, CFO
President
Healthcare Strategists
Post Office Box 1456
Forestville, CA 95436

2. Direct or Indirect Conflict of Interest

A statement that the proposing party has no direct or indirect conflict of interest.

Our firm has no direct or indirect conflicts of interest that would impact our ability to serve Glenn County or the Sierra-Sacramento Valley EMS (S-SV EMS) Agency. Our business tenet is that we can only objectively help government clients if we do not serve the private ambulance companies that may want to bid on ambulance contracts. This mantra has served us well for 28 years.

3. Prior and Current Relationships with Emergency Ambulance Services

A statement detailing all prior and current relationships with emergency ambulance services in California.

We do not have any current or prior relationships with for-profit, private emergency ambulance services due to our ethical stance of serving only government clients. Therefore, we have no biases or conflicts that would prevent us from completing a comprehensive and impartial assessment of the EMS system. This business premise has resulted in no protests or lawsuits filed after selecting a provider.

Our company history does include prior consulting services for two government-owned ambulance providers.

- 1) Oak Valley Hospital District Ambulance – This hospital-owned service in Stanislaus County struggled with operational and leadership issues. Our team assisted with maintaining ambulance readiness, response time compliance, and interim leadership while recruiting a new director.
- 2) Ridgecrest Regional Hospital District Ambulance – This Kern County ambulance service requires periodic competition to maintain its service area. Our team assisted the hospital staff with proposal preparation, and the service was successfully awarded a renewed contract.

The only contact we have with fire departments and private ambulance providers is during the assessment of our consulting projects. This includes interviews, association meetings, county meetings, and ride-alongs. It is part of our approach to understanding the existing system, identifying future goals of the EMS stakeholders, and developing an EMS service model that values all the system's needs and objectives.

4. Executive Summary

A brief executive summary.

Our team of experts is interested and qualified to offer the consulting services you desire. We agree to remain flexible to accommodate changes during the project.

Our firm is uniquely qualified for the following reasons:

- We just completed a comprehensive EMS system assessment for Western Placer County. It was delivered on time, on budget, and received excellent feedback from S-SV EMS.
- Lou Meyer, EMT-P (retired), will serve as Project Director. He recently led EMS assessment projects in Western Placer County, San Joaquin, and Solano Counties. Lou is a seasoned ambulance executive with almost 40 years of experience before consulting. He is well known for his operational and financial expertise and dozens of EMS assessment projects. Further, Lou was appointed for 17 years to the California EMS Commission, including serving as chairperson for two terms. After retiring, Lou managed the California EMS Authority's implementation of community paramedicine pilot projects across 13 sites for ten years. No one has more knowledge or breadth of experience in California. In addition to his operational expertise, leading the state's community paramedicine project for a decade makes him our subject matter expert.
- Bill Bullard, MBA, EFO, CFO, has been actively involved in EMS for 39 years, including public, private, and volunteer EMS and fire first response and transport providers. He has been consulting in the EMS field for 28 years. Since 1998, Bill has given back to his community through its combination (paid and volunteer) fire department and was appointed the Fire Chief in 2015 (part-time). In addition, he serves as a subject matter expert/expert witness and speaker at national conferences in all aspects of the public safety field, including EMS system design, financial viability, and innovation.
- Chief D'Orazi has 43 years of practical experience delivering fire first response and transport services as a fire chief in Alameda (CA) and Ashland (OR). He recently used his vast knowledge of fire and EMS industry practices, including Standards of Cover, to support the future of Washington County (WI) public safety needs.
- EMS Chief Matt Powers, RN, BSN, CEN, MES, FAEN, MICP, brings a high level of fire-based and clinical EMS knowledge to the project with over 36 years of experience as a paramedic, EMS Fire Chief, and emergency department (ED) nurse. He ensures the first responder role is fully appreciated and incorporated into our strategic planning. Additionally, as an ED nurse manager, Matt understands how hospitals interface for the betterment of the EMS patients they receive.
- Dr. Dave Ghilarducci, FACEP, FAEMS, was selected based on his specific experience in EMS clinical care within California through his role as an EMS Medical Director for four Northern California counties. He has a proven track record of using data to drive system innovation and excellence. Dr. Ghilarducci helps EMS systems maximize limited resources through a patient-centric approach.

HEALTHCARE STRATEGISTS

- Brenda Brenner, EMT-P (retired) retired as the EMS Agency Director for the County of Santa Cruz in 2022. She effectively led the agency through an EMS strategic planning process, ambulance RFP, contract negotiations, and multiple disasters. Before this experience, she spent almost 40 years in the ambulance service, progressing from field paramedic to Director of Operations. Brenda ensures our projects are consistent with the needs for oversight, operations, and excellent patient care delivery.
- David Baumgardner started his EMS experience in 1982. He retired after 40 years in EMS operations, finishing as the CEO of LifeNet Ambulance (TX). Since then, David has used his mapping, system status management, and deployment talents to support our consulting projects.
- Our core consulting team brings 300 years of combined subject matter expertise to the residents and visitors of Glenn County. Our EMS dispatch, finance, lean process, and mapping specialists offer another 125 years of experience and will be utilized as needed during the project.
- During 28 years of EMS consulting, we have completed dozens of EMS assessment projects nationally. Our team has finished many EMS system reviews and recommendations for cities, counties, and states within vastly different regions of the country. These projects include many California counties, such as Solano, San Joaquin, Ventura, Santa Cruz, Mendocino, San Luis Obispo, San Diego, Santa Clara, Riverside, and San Bernardino (ICEMA). Most recently, our firm was solely sourced due to our neutrality in supporting the competitive ambulance bid challenges in Santa Barbara County. Other notable EMS assessments include the States of Colorado and South Dakota, Nashville (TN), Houston/Galveston (TX), St. Croix (WI), Washington County (OR), and Newfoundland/Labrador (Canada). After hearing from all stakeholders, a unique and customized recommendation was delivered to each.
- As national subject matter experts, we are regular speakers at EMS conferences, authors of industry articles, and conductors of academic research for EMS innovations. In addition to speaking, we attend the rest of the conference workshops to maintain our knowledge of EMS best practices and industry trends.
- In 2016, we pioneered a collaborative strategic process with the County of Santa Cruz that fundamentally changed its EMS system delivery by incorporating performance benchmarks into the system, no longer measuring response times only – *one of the first systems in the country to achieve this innovation.*
- We have no biases or conflicts that would prevent us from completing a comprehensive and impartial assessment process. *Healthcare Strategists does not provide consulting services to private ambulance companies to ensure objectivity.*

5. Approach

A statement detailing approach: provide detailed information on how you will provide the services discussed in the Scope of Work, any anticipated deliverables, and your role.

Project Methodology: The Strategic Process

During 25+ years of consulting, we have developed a proven approach for achieving successful outcomes for any project – *The Strategic Process*. While customized for each project, our six steps provide a framework for a positive finished product:



Step 1: Alignment Conversation

A kick-off meeting with the project leadership sets the foundation for success. During this step, the objectives are discussed in greater detail. Changes in scope since the initial discussion are identified. The new goals are then reflected in a revised work plan that the client reviews and finalizes. Only through clear expectations will the project vision be achieved.

Step 2: Stakeholder Input

Stakeholders identified as relevant to the project are interviewed individually or as a focus group. Input may also include spending time with the stakeholders while performing their jobs to appreciate firsthand how the system functions. This input typically includes ride-alongs with first responders, dispatch, and ambulance line staff.

Step 3: Data Drivers

During the qualitative/quantitative data-gathering process, local, regional, and state data resources are employed. The goal is to obtain baseline data to define the system, future trends, and identify strengths and needs. Data is requested from stakeholders and other sources when not readily available.

Step 4: Feedback Circuit

Once the subjective (stakeholders) and objective (data) inputs are synthesized into the initial project findings, the results are shared to confirm accuracy. This review may include project leadership or a predefined advisory group. Once vetted at this level, public workshops or stakeholder meetings may be appropriate to disseminate findings. This feedback is done for two reasons: 1) to be transparent with stakeholders and 2) to obtain input if there are any concerns.

Step 5: Pathway Solution

Once project leadership and stakeholders ensure buy-in and the accuracy of the conclusions, our team develops the draft report. A team member not involved with the project proofreads the report, ensuring the highest level of precision and quality. The solution will include producing an EMS system that is sustainable for the planning horizon of 10 years from the initial contract.

HEALTHCARE STRATEGISTS

Step 6: Forward Vision

The draft report is shared with the project leadership and advisory committee, if applicable. Final edits are incorporated. Once approved, the final report is presented to stakeholders. The recommendations and any appropriate action plans to achieve implementation are clearly defined during this roll-out.

The Strategic Process, customized for each project, has worked in hundreds of public safety projects, including those mentioned throughout this proposal. As a result, there will be regular and ongoing communication during all steps of this project. Some communication strategies available to keep stakeholders informed during this project include a project webpage, social media presence, email list server, stakeholder presentations, and public workshops.

List of Proposed Project Deliverables

Phase I: Completed Work Plan based on Final Approved Scope of Work

Upon selection, we will meet with the project leadership team to discuss the proposed work plan, changes to the Scope of Work, and finalize the timeline. This ensures the project expectations are clearly articulated and documented.

Phase II: Conduct In-Person Interviews and Listening Sessions

Our team will meet in person with city and county leadership and all EMS stakeholders interested in being interviewed. This will include all EMS providers within Glenn County, fire departments, hospitals, dispatch centers, public health, and others identified as valuable to the process. For anyone unable to meet in person, we will coordinate virtual meetings at their convenience. Finally, we will offer two in-person and two virtual listening sessions for EMS stakeholders and the public to attend.

Phase III: Collect and Analyze Data

The RFP Scope of Work provides an excellent framework of necessary data for an EMS system assessment. We will combine the identified items with our knowledge and experience of valuable data to produce a comprehensive data request. Our team will work with the project leadership to collect the necessary data. Once completed, our consultants will review, summarize, and analyze the data by looking for trends, areas of concern, and best practices. It will not be delegated to office staff with little or no EMS experience.

Phase IV: Develop and Review the Draft Report

Once the interviews (subjective) and data analysis (objective) are completed, we will develop the draft report for review by the project leadership. The draft report will contain all the requested information and requirements as noted in the RFP Scope of Work. The report will include designated recommendations and a detailed analysis of each study element, written and presented in sections with explanatory support to ensure an understanding by all readers. Charts, graphs, maps, and diagrams will be included as appropriate. In our experience, a PowerPoint-style report is the most effective way to share the study results, as recommendations are not lost in long-winded narrative. Text, charts, and graphs are more

HEALTHCARE STRATEGISTS

easily presented, and the report is more likely to be read entirely. Please see our [San Joaquin County report](#) as an example. Ultimately, we will create the report in the style you prefer.

Phase V: Publish and Present the Final Report

Once everyone has had a chance to review and provide feedback, we will update and produce a final report that will be issued electronically (in PDF format). After the final report is completed and approved by the project leadership, we will provide an in-person presentation to the elected governing bodies of Willows, Orland, and Glenn County. The presentation will include a summary of the nature of the report, methods of analysis, primary findings, critical recommendations, review and explanation of charts, graphs, diagrams, and maps, and the opportunity for questions and answers as needed.

Key Initiative and Strategy Recommendations

After nearly 30 years of consulting, we have learned one thing – when you have seen one EMS system, you have seen one EMS system. We commit to a unique solution specific to Glenn County; our assessment and recommendations will not be a “copy-and-paste” from another community. Our goal is to provide the pros and cons of the different recommendations proposed to allow the project leadership the opportunity to understand the benefits and weaknesses of each. Once the likely solution is identified, our team will develop the appropriate key policy decisions for an effective and sustainable EMS system for the community. Components will include ambulance regulatory and oversight structures, medical oversight responsibilities, control center operations, and specifics of the ambulance service delivery selected.

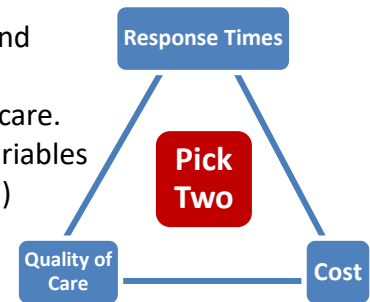
Patient-Centric Care Approach

We are most proud of our commitment to patient-centric care and the fundamental changes we have implemented nationally that other EMS consulting firms have imitated. Historically, the EMS industry has measured success by how fast we drive... without any metrics for the quality of the care provided thereafter and whether it benefited the patient. In 2016, Santa Cruz County (CA) was ready to change the status quo. We established a Next Generation Task Force of engaged stakeholders. They learned about many EMS best practices and selected five topics that were most relevant and applicable locally. Subject matter experts for the top five best practices presented to stakeholders. This established a framework for the EMS agency's next steps. The first step was implementing a First Responder and Transport Report Card to measure patient care, such as time to aspirin administration, proper airway management, and time on scene during strokes, heart attacks, and trauma. When the ambulance provider meets the standards, it receives a reduction of any penalties for extended response times. This transition to patient-centered care became part of the following competitive ambulance RFP. It was one of the first of its kind nationwide. This Report Card approach and incentive program is now part of most EMS RFPs, including those produced by other EMS consulting firms.

HEALTHCARE STRATEGISTS

The Decision Triangle

The EMS stakeholders of Glenn County are considering how to ensure and enhance the reliability of its EMS system. It is admirable to question the status quo (see above) and truly improve the community's pre-hospital care. The process also requires an “eyes wide open” approach to the three variables that exist in all EMS systems: 1) response times, 2) quality of care, and 3) costs. Unfortunately, we can only have two of the three. It is possible to have an extremely fast, high-quality system... but it will not be cheap. A less expensive system will be slower but can maintain high quality. Most systems are unwilling to compromise on the quality of care provided for obvious reasons. This leaves response times and cost as the two opposing factors. We will work with the project leadership, project advisory committee, EMS stakeholders, and community to balance the two variables to deliver acceptable speed at a reasonable cost. System components that may be used to accomplish this balancing act include tiered (ALS/BLS) response, faster response times for high acuity calls and longer times for low acuity, nurse navigation at dispatch, holding non-emergency calls until system levels allow, permitting first responders to optimize the use of transport uses, fire agencies providing surge capacity during unpredictable peak demand, telemedicine with non-transport, and many other concepts from other communities. We look forward to being your partner in the design process.



Proposed Work Plan

The following work plan illustrates our current understanding of the Scope of Work and our timeline to accomplish it. Once we are awarded the project, we will meet with the project leadership to finalize the work plan.

Glenn County - EMS Study Proposed Project Schedule and Work Plan						
Task	Key Activities	Month				
		1	2	3	4	5
Phase I - Finalize Agreement, Work Plan, and Project Kick-Off						
1.1	Finalize the work plan and time frame for the project.					
1.2	Identify any new needs or changed priorities.					
Phase II – Facilitate, Interview, and Aggregate Stakeholder Information						
2.1	Facilitate listening sessions within Glenn County for EMS participants/stakeholders and the public, as desired					
2.2	Conduct individual in-person interviews with applicable EMS system participants/ stakeholders.					
	o Finish interviews virtually for those unavailable in-person.					
2.3	Conduct ride-alongs with first responders, dispatch, & transport agencies.					

Glenn County - EMS Study Proposed Project Schedule and Work Plan						
Task	Key Activities	Month				
		1	2	3	4	5
PHASE III - Review and Analyze the EMS System Data						
3.1	Analysis of population demographics, including, but not limited to:					
	o Population estimates and growth rates.					
	o Median income and poverty levels.					
	o Participation in labor force.					
	o Health insurance coverage/payer mix.					
3.2	Assessment of local EMS agency oversight, including but not limited to:					
	o System organization and management.					
	o Evaluation of current EOAs and EOA agreements.					
	o EMS provider data and performance reporting requirements.					
	o Clinical oversight and performance measures.					
3.3	Assessment of EMS system financials, including but not limited to:					
	o Evaluation of emergency ground ambulance transport providers' audited financials.					
	o Payor mix.					
	o Cost containment strategies.					
3.4	Assessment of EMS system deployment, including but not limited to:					
	o Integration and use of Advanced Life Support (ALS) and Basic Life Support (BLS) first responders.					
	o Deployment of non-transport EMS provider response resources.					
	o Deployment of ground ambulance response resources.					
	o Deployment of air ambulance response resources.					
	o EMS provider staffing and schedules.					
3.5	Assessment of five (5) years of emergency ground ambulance transport provider data, including but not limited to:					
	o Number of calls and unit responses by year for each applicable provider.					
	o Average and 90 th percentile total response times for each applicable provider.					
	o Average EMS call duration for each applicable provider, for transports to out of County hospitals.					
	o Overall population-based analysis of response times for existing urban, suburban, rural, and wilderness areas.					
3.6	Assess any other areas of interest warranting discussion, including, but not limited to:					
	o Receiving facility location and demand.					
	o APOT delays.					
	o Equipment deployment.					

Glenn County - EMS Study Proposed Project Schedule and Work Plan						
Task	Key Activities	Month				
		1	2	3	4	5
PHASE IV - Develop Draft Report						
4.1	Review and analyze the data items reviewed in Phase III.					
4.2	Prepare a comprehensive written report describing:					
	o Strengths, weaknesses, opportunities, and threats to the current Glenn County EMS system					
	o Recommendations/options for future EMS system contracting decisions.					
4.3	Findings and Recommendations should:					
	o Preserve high-quality emergency medical response and transport.					
	o Deliver ambulance services that meet the needs of the patients at a reasonable cost.					
	o Include clearly defined recommendations with detailed analysis of each element.					
	o Ensure that the ambulance services comply with state and local standards for services.					
	o Recommend response time standards founded in evidence-based data/ methodology for differing population density areas based on acuity.					
	o Provide operational, clinical, and financial transparency as needed.					
4.4	Discuss draft report with Project Leadership.					
PHASE V - Publish and Present Final Report						
5.1	Review draft report comments from Project Leadership.					
5.2	Incorporate edits as needed and produce a final report ready for public review.					
5.3	Present at a joint public meeting a summary of the findings/ recommendations and other relevant information to the elected governing bodies of the City of Willows, City of Orland, and County of Glenn.					
5.4	Deliver report, presentation, files, and project materials.					
5.5	Provide ongoing support as needed, such as EMS industry performance benchmarks.					

6. Proposed Budget

The project budget presented below is based on our current understanding of the Scope of Work. We will remain flexible throughout the project to meet and exceed Glenn County's goals. Our budget includes all office expenses, consultant time, travel costs, and insurance coverage.

Glenn County EMS System Assessment Proposed Budget		
Proposed Payment Terms*	Work Hours	Amount
Phase I: Finalize Agreement, Work Plan, and Project Kick-Off	45	\$9,600
Phase II - Facilitate and Aggregate Listening Sessions and Individual Interviews	120	\$16,800
Phase III - Review and Analyze EMS System Data following the Scope of Work	60	\$9,600
Phase IV - Prepare a Draft Comprehensive Written Report of the EMS System	45	\$7,200
Phase V - Produce a Final Report and Present to the Project Leadership	30	\$4,800
Total Project Cost	300	\$48,000
<i>* subject to approved work plan phases</i>		

7. Qualifications and Experience

Proposals must include definitive information regarding the experience and qualifications of the Respondent. A statement of the Respondent's qualifications and a description of the Respondent's history and financial capability are required. To be considered, Respondent must demonstrate a history and expertise in similar EMS system assessments in the state of California. Respondent shall not have a conflict of interest, financial interest, or a present incompatible activity involving any EMS service provider within Glenn County. Respondent shall attest that any submitted proposal is without collusion, agreement, understanding or planned common course of action involving any EMS service provider within Glenn County.

Qualifications and Technical Capability

Healthcare Strategists is a nationally recognized EMS consulting firm with nearly 30 years of project experience. Our team are regular speakers and industry authors. Our business structure includes a well-rounded consortium of national experts who provide consulting services in public safety, fire, EMS, community paramedicine, dispatch, trauma, emergency preparedness, etc. We have been engaged in numerous EMS assessment projects from Oregon to Georgia; a sample is listed below.

California	Population	National	Population
Tuolumne County	55,000	Washington County, WI	140,000
Mendocino County	85,000	Florence County, SC	140,000
Santa Cruz County	270,000	Doña Ana County, NM	220,000
San Luis Obispo County	285,000	Arlington, TX	400,000
Placer County	405,000	Newfoundland/Labrador (Canada)	520,000
Santa Barbara County	440,000	Washington County, OR	600,000
Solano County	445,000	Kent County, MI	660,000
San Joaquin County	800,000	Nashville, TN	690,000
Ventura County	830,000	DeKalb County, GA	750,000
San Diego City	1,400,000	State of South Dakota	900,000
Santa Clara County	1,915,000	State of Colorado	5,700,000
Riverside County	2,440,000		

Our mission and culture are focused on a truly custom assessment for every EMS system and facilitating a unique patient-centered solution that meets the needs of all stakeholders. We are a specialty consulting firm, limiting our scope to government agency EMS projects. This focus allows us to be the most knowledgeable and impartial subject matter experts in EMS matters.

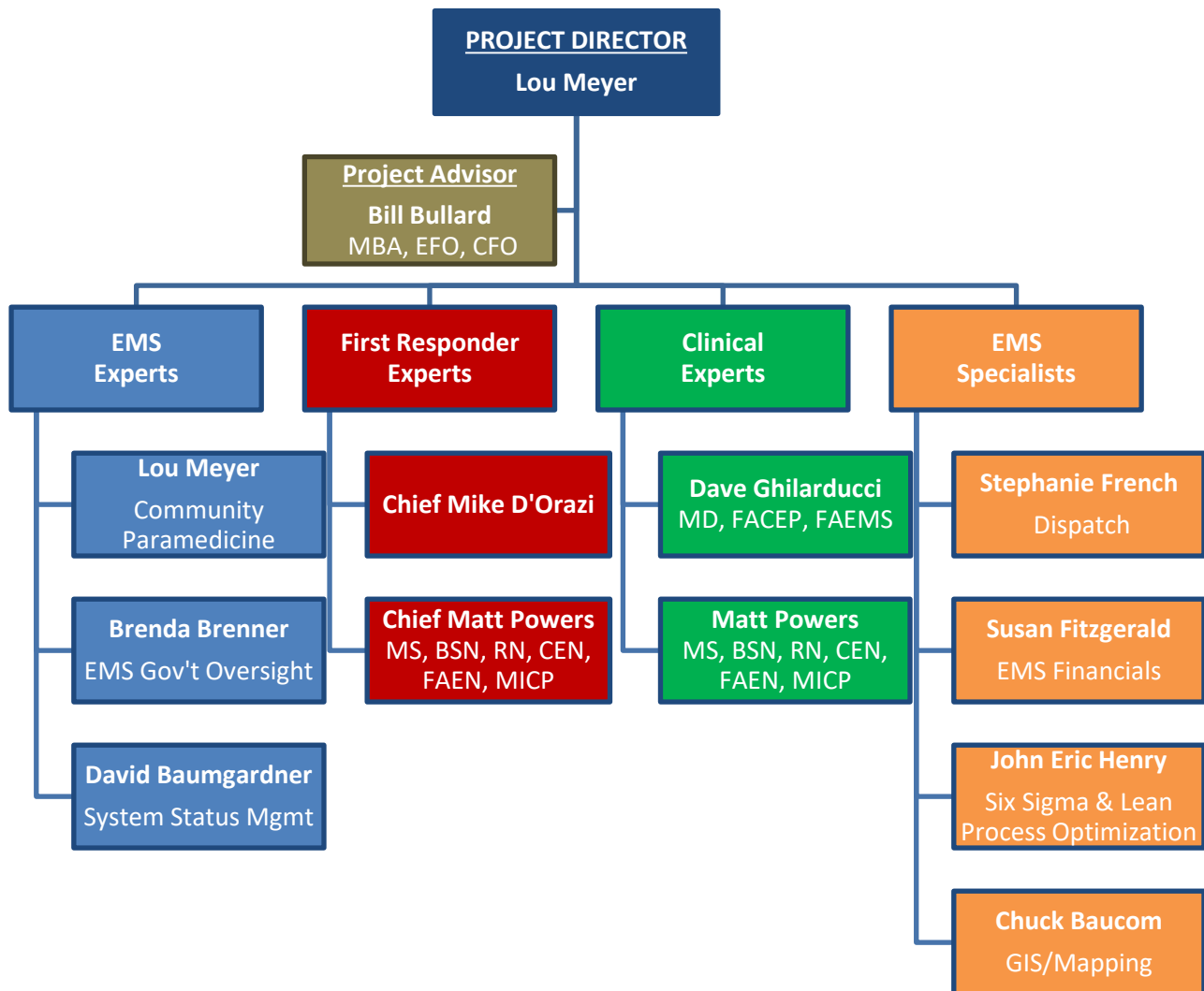
We attest that this proposal is being submitted without collusion, agreement, understanding, or planned common course of action with or without any agreement with any ambulance service provider or prospective Bidder for ambulance services.

HEALTHCARE STRATEGISTS

Knowledge of California EMS Laws and Regulations

Healthcare Strategists' Consultants have current knowledge of California laws and regulations pertaining to the EMS system and ambulance operations, two of whom have served as members of the California Commission on EMS, whose duties include reviewing and approving regulations, standards, and guidelines to be developed by the authority to implement its EMS responsibilities. The Commission advises the EMS Authority on developing an emergency medical data collection system. Additionally, Healthcare Strategists tracks proposed new legislation to determine whether it has a positive or negative effect on the existing EMS systems in the state.

Personnel Qualifications



HEALTHCARE STRATEGISTS

Core Consultants

Lou Meyer

Project Director

Community Paramedicine/EMS Expert

14 years of consulting, 53 years of EMS experience

Lou Meyer is an army veteran, former paramedic, and EMS executive specializing in community paramedicine implementation and recommending changes to enhance the U.S. and overseas EMS delivery systems. This talent is based on 40 years of field, operational, and senior leadership EMS roles. Lou recently served as Project Director for the EMS assessments in San Joaquin and Solano counties and was a key contributor to Ventura County's project. Outside of California, he has participated in or led projects in Kent County (Grand Rapids), MI, and Florence County, SC.

Before becoming a consultant in 2011, Lou served as Senior Vice President of Operations for Global Medical Response (GMR/AMR), the nation's largest provider of emergency ambulance services. In this role, he was responsible for operations, regulatory compliance, and financial due diligence for domestic and international organizations, including profit and loss responsibilities for an operating budget of \$880 million. He was also the primary EMS agency liaison for corporate dialogue, undertaking new product and service development initiatives, assisting with strategies, and many other operational initiatives on a national level.

Over the years, Lou has been involved with many professional organizations. For more than 17 years, he served as the Speaker of the Assembly's appointee as a Commissioner on the California EMS Commission. He served as Chairperson of the EMS Commission from 1995 to 1996 and again from 2005 to 2007.

During his long tenure with the commission, he was significantly involved in the evolution of California's EMS system through the commission's review and approval of regulations, standards, and guidelines, which had an impact on the overall quality of the state's EMS system and further recommendations and developments in the future.

His engagements following retirement include consulting and management oversight of the California Emergency Medical Services Authority's (EMSA) Community Paramedicine Pilot Projects. This project encompasses pilot sites for Los Angeles, San Diego, San Francisco, Alameda County, Stanislaus County, Fresno County, San Bernardino County, Butte County, Santa Clara County, Solano County, and Ventura County. In addition to his management oversight responsibilities, Lou assisted with drafting and enacting legislation known as the Community Paramedicine and Triage to Alternate Destination Act (AB 1544), which was required to move from a Pilot Project status to a statewide program. Following the passage of AB 1544, Lou assisted in the regulation's development, which was necessary to implement the intent of the legislation.

HEALTHCARE STRATEGISTS

Bill Bullard, MBA, EFO, CFO

Project Advisor

28 years of consulting, 39 years of EMS and fire experience

Bill has undertaken many needs assessments to determine the service options available. He has 38 years of experience in emergency services, including public and private agencies. Bill put himself through college as an EMT, working for the local 9-1-1 ambulance company. After graduating, Bill took his street knowledge and management degree and joined the startup team of BayStar Medical Services, a division of Laidlaw/ MedTrans, as the Director of Business Development. His experience includes system analysis, strategic planning, and innovative contracting with EMS providers. Bill speaks nationally on EMS and fire topics, including innovation, to meet current and future needs.

Bill began his consulting career in 1997 with The Abaris Group, a national leader in public safety consulting. Bill was the lead EMS expert and participated in almost every EMS project in the last 20 years, including multiple Ambulance RFPs in California. He retired from the company in 2019 as the Senior Vice President to pursue his own consulting projects. Bill has conducted numerous strategic fire and EMS studies and analyzed the operations and fiscal strength of many public and private providers. He is the co-author of *The Ambulance Industry Report* (The Abaris Group, 3rd edition) and a key contributor to the 3rd edition, which involved reimbursement research and trends.

In 1998, Bill became a firefighter with the Graton Fire Protection District. It is a combination (i.e., paid/volunteer) fire department in Sonoma County (CA). He quickly rose through the ranks and was promoted to fire chief in 2015 (part-time). During his tenure, he managed fiscal budgeting, long-term goal planning, Insurance Services Office (ISO) reviews (i.e., achieved protection class rating of 4; started at 9), and was appointed project manager to construct a new fire station. During the previous seven years, he has led the department through eight federally declared disasters –wildland fires, storms/floods, and the COVID pandemic. He is a graduate of the Executive Fire Officer (EFO) program from the National Fire Academy (NFA) as well as Chief Fire Officer (CFO) Designee from the Commission of Public Safety Excellence.

He served as the Project Director for the Santa Cruz (CA), State of South Dakota, Ventura (CA), and Doña Ana (NM) County EMS systems looking to optimize the use of fire first responders and ambulance transportation. Santa Cruz County required a level of innovation unknown to high-performance EMS systems. Bill developed the first performance-based system instead of traditional response time standards as the sole quality benchmark. Both private and fire-based ambulance providers and firefighter/paramedic first responders must meet stringent clinical and operational standards. Bill obtained his Bachelor of Science in Management from RPI and an MBA from California State University.

Brenda Brenner, MICP (retired)

LEMSA Governance and EMS Operations

46 years of industry experience

Brenda started her EMS career in 1979 as a Santa Clara Valley Paramedical Services paramedic. She progressed through leadership roles, eventually serving as the Director of Operations in the County of Santa Cruz. In 2016, she left the ambulance industry to become the LEMSAs Director

HEALTHCARE STRATEGISTS

in the same county. She successfully led her agency through many planned projects and natural disasters for the next six years. Brenda's first task was reinventing the EMS system, as the stakeholders were not interested in continuing the status quo. She coordinated the county's first-ever EMS next-generation task force to redesign how EMS would be delivered. This innovation was captured in the next ambulance RFP. Brenda provided oversight to the implementation of the new system in 2018. She also led the agency through the COVID-19 pandemic and the necessary changes to remain effective.

Brenda offers our consulting team the perspective of a LEMSA administrator's priorities when examining EMS system design. She has experience in that role after almost 40 years in the ambulance industry.

David Baumgardner, MICP (retired)

EMS Operations, Finance, and Deployment Expert

42 years of industry experience

David has actively taken part in the EMS field for over four decades. His career has spanned every conceivable position in EMS, starting as an EMT and ending as the CEO of LifeNet, a large, high-performing, multi-site EMS organization. Before joining LifeNet, David was the former managing director of the Montana, Idaho, and North and South Dakota area operations for American Medical Response. He is a member of the International EMS Chiefs. Since his retirement in 2022, David has used his passion for mapping, system status management, and deployment planning to help different consulting projects in New Mexico, Texas, and California.

He is a site reviewer for the Commission on Accreditation of Ambulance Services (CAAS), where he inspects some of the nation's best ambulance services. In addition to conducting site reviews, David has provided consulting data analysis skills on various ambulance-related processes (e.g., system status management planning, resource deployment, operations, budgeting).

Dave Ghilarducci, MD, FACEP, FAEMS

EMS and Hospital Expert

43 years of industry experience

Dr. Ghilarducci is a board-certified Emergency Medicine physician with a subspecialty certification in EMS. He has 21 years of experience practicing emergency medicine, including as EMS Medical Director for Santa Clara, Santa Cruz, and San Benito Counties (CA). He has also served as the Public Health Officer and Deputy Health Officer for San Benito and Santa Cruz Counties, respectively. His notable EMS achievements include developing new Stroke and STEMI systems, providing regulatory oversight for three trauma centers, and designing a comprehensive quality management program for two EMS systems.

Before medical school, Dr. Ghilarducci had 16 years of experience in the fire service, including as an Engine Captain and Battalion Chief. He continues his fieldwork as a Medical Team Manager for the FEMA Urban Search and Rescue Task Force, California Task Force 3.

HEALTHCARE STRATEGISTS

He holds undergraduate degrees in Fire Science from Cabrillo Community College and Biochemistry and Molecular Biology from the University of California at Santa Cruz. He received his Medical Degree with honors from the Medical College of Wisconsin and completed his emergency medicine residency at Michigan State University, last year as chief resident.

Matthew Powers, RN, BSN, CEN, MES, FAEN, MICP

Fire EMS / Hospital Expert

36 years of EMS and hospital experience

Matt Powers began his career in nursing and EMS immediately after high school. While studying for his pre-nursing courses, he attended Daniel Freeman Memorial Hospital's Paramedic School. He worked full-time as a paramedic from 1989 to 1995 while attending San Jose State, receiving his bachelor's degree in nursing in 1995. Matt worked full-time as an ED nurse.

After five years as an ED nurse, charge nurse, and clinical preceptor, he returned to the pre-hospital arena. This position was the Clinical and Educational Services Coordinator in San Mateo County, overseeing clinical competence, protocol development, and instituting clinical oversight to AMR and countywide fire paramedics. While working for AMR, he worked part-time as an ED nurse, flight nurse, and critical care transport nurse.

Since 2000, Matt has overseen operational and clinical services for the North County Fire Authority in San Mateo County. He serves as an EMS chief and covers EMS services for four fire departments. In addition to his fire service duties, Matt works on-call as an emergency nurse manager for Kaiser Permanente and is a community college faculty member. As a registered nurse, Powers has experience in emergency, critical care transport, flight nursing, management, and legal nurse consulting.

In addition, he has served on several county, state, and national committees. Matt was chairperson for the San Mateo County Quality Leadership Council, Medical Advisory Committee, Clinical Electronic Data Group, Personnel and Clinical Quality Redesign Committee, Joint Powers Agreement ALS Operations, and Executive Steering Council, and leads one of eight Critical Incident Stress Debriefing Teams.

He was the 2003 ENA East Bay Chapter President and represented ENA on the Paramedic Critical Care Transport Task Force and EMS Authority Directors Advisory Group. Matt was President of the California ENA in 2007 and 2008, directing the future of emergency nursing through collaboration and education, and was the 2003 recipient of the National Rising Star Award and, in 2016, received the San Mateo County EMS Lifetime Achievement Award.

Matt Powers completed his Master of Science in Emergency Services Administration at California State University, Long Beach. He received an academic achievement award and has also been published in the Journal of Emergency Nursing. In 2007, Matt was appointed by Governor Arnold Schwarzenegger and served as EMS commissioner until 2013, serving as chair for his last year on the California State EMS Commission, filling the emergency nursing seat. In 2017, Matt was inducted as a fellow into the Academy of Emergency Nursing.

HEALTHCARE STRATEGISTS

Specialist Consultants

Stephanie French

Dispatch Operations Expert

20 years of industry experience

Stephanie French is a seasoned professional with two decades of extensive industry expertise. Her 20 years of experience come from Santa Cruz Regional 9-1-1 (SCR9-1-1), formerly recognized as Santa Cruz Consolidated Emergency Communications Center. She has held pivotal roles and currently serves as the Operations Manager.

Stephanie's service spans various roles, including Law Enforcement Dispatcher, Fire/EMS Dispatcher, CTO, Lead Dispatcher, and Operations Supervisor. Since 2014, she has been Operations Manager, presiding over the operational division of a two-county, multi-discipline dispatch center. Stephanie's role extends outside her organization, where she steers diverse line-level working groups and state and national advisory groups. Her interactions surpass traditional confines as she collaborates directly with agency chiefs and directors, solidifying her status as a trusted partner in operational coordination. As a valuable consulting team member, Stephanie brings an ongoing, panoramic perspective of multi-disciplinary dispatch operations.

Susan Fitzgerald

EMS Financial Expert

33 years of financial experience

Susan Fitzgerald recently retired from Global Medical Response as Vice President of Finance, Pacific Region, after 14 years of progressive financial leadership. As finance leader for AMR's largest region with \$1 billion in revenues, she led and directed financial affairs, including preparing the annual budget of revenue, expenses, volume utilization, and other income statement items focusing on operational improvement and bottom-line growth. In partnership with the revenue cycle team, corporate finance, and operations, Susan worked to improve revenue recognition accuracy and maximize cash yield continuously. She was the finance lead on multiple EMS RFPs, EMS contract negotiations, and ambulance acquisitions. Before joining AMR, Fitzgerald accumulated 20 years of experience in accounting, finance, strategy, and operations in various industries, including medical devices (Tyco Healthcare), banking (Wells Fargo), defense contracting, and venture-backed startups.

Susan has a degree in Sociology from California State University, Hayward, completed accounting and finance coursework at Golden Gate University, San Francisco, and continued graduate coursework in business at California State University, Hayward.

HEALTHCARE STRATEGISTS

John Eric Henry, MICP (retired)

EMS and Process Improvement Expert

19 years of consulting, 39 years of EMS experience

John Eric Henry is a renowned healthcare strategist specializing in Lean for Healthcare and Six Sigma methodologies. His credentials as a Six Sigma Business Process Improvement Systems Designer and authority on Lean for Healthcare position him at the forefront of healthcare systems optimization.

John's legacy includes establishing Strategic EMS Consulting Corporation in 2006, where he championed collaborative service integration programs and directed system-wide improvements for public and private stakeholders. His approach emphasizes the fusion of process enhancement, precise metric design, and establishing synergies with agencies.

In his role from 2020 onwards with the Alameda County Public Health Department, John's expertise in Lean for Healthcare came to the forefront. He spearheaded the transformation of COVID community testing workflows and contact tracing procedures, strictly adhering to Six Sigma principles. His meticulous approach has refined transactions, streamlined staffing dynamics, optimized testing queues, and introduced protocols catering to unhoused people.

From 2006 to 2016, at Alameda County Medical Center, John's vision led to the inception of the institution's premier Lean and Six Sigma offices for healthcare. He pioneered improvements in clinical applications, revolutionized supply chain management, and ensured smoother clinic and hospital throughputs, affirming his expertise in Lean and Six Sigma.

During his tenure with the Healthcare Services Agency between 2019 and 2022, John adeptly navigated the Whole Person Care Pilot and Alameda County Safe Parking Project. Relying on data-driven insights, he proactively addressed resource allocation discrepancies and tackled broad surveillance challenges.

John's extensive background in paramedical and pre-hospital transportation systems started in 1985. His leadership was witnessed at respected institutions like Royal Ambulance, American Medical Response, and Mercy Life Care Ambulance Service. His command over Lean and Six Sigma techniques has been instrumental in refining operations, ensuring stringent quality controls, and pioneering consistent service enhancements.

His EMS Program Design and Evaluation leadership is a testament to John's innovative mindset. He has successfully overseen groundbreaking initiatives such as the Combi & King Tube pilot study and the exploration of avant-garde response tools, notably drones, in EMS and search and rescue endeavors.

John's unparalleled achievements have garnered him accolades like the National Star of Life EMS Achievement Award and an Outstanding Achievement Award from McKesson Healthcare Products. He also takes pride in his Six Sigma Black Belt Program certification courtesy of McKesson Pharmaceuticals. Beyond his professional commitments, John is a staunch community advocate, serving on the Board of Directors for Oakland Pride and associating with the International Association of Six Sigma Professionals.

HEALTHCARE STRATEGISTS

Chuck Baucom, MICP (retired)

GIS Expert

52 years of EMS experience, 22 years of GIS and consulting experience

Chuck began his EMS career in 1973 as an emergency room technician at Physicians and Surgeons Hospital in Portland, Oregon. He was the 47th person certified by the State of Oregon as an EMT and is genuinely one of the pioneers of modern EMS. He received his paramedic certification in 1974 and continued in the ambulance industry in various capacities in Oregon and California until assuming the EMS Administrator's position with the County of Merced, California, in late 1991. Chuck retired from that position in 2011. However, he has always been enthusiastic about using data to drive decision-making.

Chuck has completed GIS mapping services for numerous clients, utilizing the most current versions of ArcMap and related technologies. In addition, he is an expert at data/spatial analysis and projections of zoning/stationing needs based upon such analysis and future demand based on traffic flow, population growth, age demographics, etc. He has also provided EMS consulting services in California, Idaho, Colorado, Nevada, Texas, Georgia, Tennessee, Oregon, and Florida, and has performed multiple EMS system analyses for various clients. He is a Past President of the Emergency Medical Services Administrators' Association of California (EMSAAC) and a 10-year Commissioner and Chair of the California Commission on EMS.

8. References

REFERENCE NAME #1: Santa Cruz County EMS Agency

EMAIL ADDRESS: gregory.benson@santacruzcounty.us

ADDRESS: 1050 Emeline Ave, Santa Cruz, CA 65060

PHONE NUMBER: 831-713-6279

CONTACT PERSON: Greg Benson, EMS Administrator

DATE OF CONTRACT: 2018 through Present

DESCRIPTION OF SERVICES:

EMS System Assessment, Strategic Development, and Ambulance RFP

Hired after a competitive RFP for an EMS consultant. During the system assessment phase, the EMS stakeholders strongly desired to break away from the “status quo” and move forward with system improvements and new clinical standards for the ambulance RFP beyond response times. The EMS medical director and Santa Cruz County leadership well supported this. The EMS system is adopting many of the changes from the EMS Next Generation Task Force sessions and including new clinical, performance, and satisfaction requirements in the ambulance RFP. Multiple EMS and emergency preparedness projects have followed this project’s success in innovation.

See Attachments for the EMS Standards, Core Measures, and Benchmarks

REFERENCE NAME #2: San Joaquin County EMS Agency

EMAIL ADDRESS: jbagwell@sjgov.org

ADDRESS: 500 Hospital Rd # 47, French Camp, CA 95231

PHONE NUMBER: 209.468.7497

CONTACT PERSON: Jared Bagwell, EMS Agency Director

DATE OF CONTRACT: 2023 through Present

DESCRIPTION OF SERVICES:

EMS System Assessment, Strategic Development, and Ambulance RFP

We were awarded this project following a competitive bid process. This county has multiple public and private providers covering four service areas. Our team recently completed the EMS assessment which was received with great enthusiasm and support by the EMS agency, EMS and fire stakeholders, and the County Board of Supervisors.

Report link: <https://www.sjgov.org/departments/ems/Menu/ems-system-assessment>

HEALTHCARE STRATEGISTS

REFERENCE NAME #3: Solano County EMS Agency

EMAIL ADDRESS: BGGammon@solanocounty.gov

ADDRESS: 355 Tuolumne Street Suite 2400, Vallejo, CA 94590

PHONE NUMBER: 707.290.3413

CONTACT PERSON: Benjamin Gammon, EMS Administrator

DATE OF CONTRACT: 2023 through Present

DESCRIPTION OF SERVICES:

EMS System Assessment and Ambulance RFP

Healthcare Strategists was selected through a competitive process as the best firm to complete an EMS assessment and facilitate an RFP process for Solano County. It is widely known that a city fire department and the incumbent ambulance provider are in a public/private partnership. As such, the project requires high sensitivity to all EMS stakeholders and support for any bidder type, including the Alliance Model.

REFERENCE NAME #4: Santa Barbara County Executive Office/EMS Agency

EMAIL ADDRESS: heitman@countyofsb.org

ADDRESS: 1 E Anapamu St # 200, Santa Barbara, CA 93101

PHONE NUMBER: 805.568.3412

CONTACT PERSON: Tanja Heitman, Assistant Chief Executive Officer

DATE OF CONTRACT: 2022 through 2025

DESCRIPTION OF SERVICES:

EMS System Design, Resource Deployment, and Legal Support

When the previous EMS consultant could not effectively complete the project, Healthcare Strategists was solely sourced to support the county. Through our role, we supported a completely new assessment of the EMS system with both exclusive and non-exclusive models. This required significant analytical review, geographic constraints, and system status management/deployment planning within a competitive environment of both public and private providers.

9. Other Information

Provide any other items or information that may assist us in evaluating your proposal (e.g., awards, letters of recommendation, or sample reports).

Optional Components

The RFP Scope of Work is well presented and consistent with the goals of a comprehensive and objective system assessment. The tasks are appropriate for each phase. Two optional components are included that project leadership may want to consider.

- 1) **Project Advisory Committee** – We recommend creating a project advisory committee. The advisors are unbiased EMS stakeholders who provide input throughout the process. They provide a level of transparency that ensures all stakeholders feel represented. As interviews and data analysis are completed, the committee vets the findings.
- 2) **EMS Standards and Clinical Scorecards** – Our team believes that it is not only essential to respond quickly but also to ensure that the care provided on scene is meaningful to the patient. To that end, we developed a table of the EMS standards, core measures, and benchmarks recommended by state, national, and international organizations. Since 2016, we have collaborated with our clients to develop their list of key performance indicators (KPIs) to guarantee high-quality patient care. Sample clients are provided within this table as well ([see attachment](#)). Once finalized with the EMS leadership and medical director, the KPIs become a “report card” of the ambulance provider’s prehospital care quality and “vital signs” for the EMS system as a whole – including bystander care, dispatch, first response, and transport.

What Makes Healthcare Strategists Unique?

Four components make our firm unique in our approach and differentiate us:

- 1) **Substantial California EMS Experience** – Our team has completed more EMS assessments in California than any other likely bidder. None have resulted in litigation.
- 2) **Specialty**—We are 100% focused on EMS projects. While our team has many areas of expertise in dispatch, emergency medicine, emergency preparedness, etc., we only bid on EMS projects for government clients.
- 3) **Senior Consultants**—Some consulting firms use nationally recognized EMS leaders to win contracts but then delegate the work to support staff. These employees do not have the public safety operational and administrative experience to recognize data trends, identify opportunities, and otherwise provide the best project results. The consultants identified above will perform 100% of the project. The result is the highest level of analysis, report development, and finished product. This business structure ensures the most competent product without the potential to “cut-and-paste” another project’s deliverable into your final product.
- 4) **Objective Process**—We do not provide consulting services to private, for-profit ambulance services that may be interested in serving your community. Our EMS clients are 100% government entities. This commitment ensures an unbiased and objective product for our clients. Therefore, there can be no perception of bias in our role with a project.

HEALTHCARE STRATEGISTS

Sample Work Product

We strongly believe in the quality of our finished work product and are sharing links for two recent EMS assessments. Please allow our work to demonstrate what you can expect from us:

- Washington County, Wisconsin Fire & EMS Assessment 2025
<https://tinyurl.com/WashingtonCountyWIEMSReport>
- San Joaquin County EMS Assessment
<https://www.sigov.org/department/ems/Menu/ems-system-assessment>
- South Dakota EMS Assessment
<https://doh.sd.gov/media/lvbp4sd0/ems-regional-services-designation-assessment-full-report.pdf>

Letter of Recommendation: San Joaquin County



San Joaquin County Emergency Medical Services Agency



March 25, 2025

John Poland, Executive Director
Sierra-Sacramento Valley Emergency Medical Services Agency
535 Menlo Drive, Suite A
Rocklin, Ca 95765

Re: Reference for Healthcare Strategist

Mr. Poland,

On behalf of the San Joaquin County Emergency Medical Services Agency (SJCEMSA) I am providing this letter of reference and support for Healthcare Strategist. In the fall of 2023, SJCEMSA developed and released a Request for Qualifications (RFQ) for a professional EMS system consultant. Healthcare Strategist was the successful proposal, and work began shortly after the award for their services. My experience with the Healthcare Strategist team has been a positive and productive one. Healthcare Strategist have proven to be responsive, knowledgeable, and accessible throughout our assessment and RFP development. I would not hesitate to use their service for other projects if needed.

If you have any questions or require any information, feel free to contact me directly.

Sincerely,

Jared Bagwell
Director
San Joaquin County Emergency Medical Services Agency

505 W. Service Road - French Camp, CA 95321 – 209.468.6818
Mailing Address – PO Box 220 – French Camp, CA 95321
<https://www.sigov.org/departments/ems>

Letter of Recommendation: Solano County

Solano Emergency Medical Services Cooperative (SEMSC)

Board of Directors

Chair: Bill Emlen
Solano County Administrator

Vice Chair: John Jansen
Health Care Consumer Representative

Joshua Chadwick, Fire Chief Benicia
Fire Chief Representative

Joshua Fan, MD NorthBay Medical Center
Physicians' Forum Representative

Kristina Miller, City of Rio Vista
City Manager Representative

Thea Giboney, MHA Kaiser Permanente
Medical Professional Representative

David Piccinati, MD Sutter Medical Center
Medical Professional Representative



EMS Agency Staff

Pranav Shetty, MD, MPH
Medical Director

Benjamin Gammon, EMT-P, EMS
Administrator

Bela Matyas, MD, MPH
Public Health Officer

Counsel
Julie A. Barga, Deputy County Counsel

Letter of Recommendation

To Whom It May Concern,

I am pleased to provide this letter of recommendation for Healthcare Strategists in support of their work as Emergency Medical Services (EMS) consultants for an assessment in Western Placer County.

Healthcare Strategists has extensive expertise and professionalism in evaluating EMS systems, identifying strengths and opportunities for improvement, and delivering actionable insights to enhance overall efficiency and effectiveness.

Bill Bullard and Lou Meyer bring decades of experience in emergency services, and their expertise has been instrumental in collaborating with key stakeholders—including fire departments, hospitals, and first responders—to develop and refine our Request for Proposal (RFP) for 911 ambulance services. Their deep understanding of EMS systems, along with their ability to effectively work with diverse agencies, has greatly benefited our efforts to evaluate and improve our 911 system to meet the specific needs of our county.

Healthcare Strategists has demonstrated exceptional knowledge in EMS system design, regulatory compliance, and operational improvements. Bill and Lou not only comprehend how EMS systems should function, but they also stay ahead of industry changes, ensuring that our system remains efficient, responsive, and aligned with best practices. Their insights and recommendations have been invaluable in optimizing our emergency medical services.

Sincerely,

Benjamin Gammon
Solano County Administrator for Emergency Medical Services
355 Tuolumne Street Suite 2400
Vallejo, CA 94590
Direct: (707) 553-5153

Solano Emergency Medical Services Cooperative (SEMSC)
355 Tuolumne St., MS 20-240, Suite 2400 Vallejo, CA 94590 / PH: 707-784-8155 / Web Site: www.solanocounty.com

1 Page 3

10.Attachment: EMS Standards, Core Measures, & Benchmarks

EMS Standards, Core Measures, & Benchmarks										
	EMS Agencies				Organizations					
	Las Cruces	Merced	SCEMS	MedStar	EMSA	NEMISIS	Compass	NHS-UK	AHA	CMS
Key Performance Indicators										
Cardiac Arrest										
Response interval < 5 minutes for CPR/AED				●						
Bystander CPR rate			●	●		●			●	
Bystander AED rate			●	●		●			●	
Appropriate airway management	●		●	●						
End-tidal CO2 monitored	●	●	●			●			●	
Pit crew/focused CPR			●							
Chest compression fraction (CCF) greater than 60%	●									
Transport to "Resuscitation Center"		●		●						
ROSC percentage			●	●	●	●		●		
Survival to discharge (e.g., overall, Utstein)			●	●	●	●		●		
Complete documentation (see System QI P&P)		●	●							
Hypoglycemia										
Glucose recorded before treatment	●						●	●		
Hypoglycemia corrected through treatment	●						●			
Glucose recorded after treatment	●							●		
Correct disposition (e.g., transport, referral, home)								●		
Pain Management										
Offered pain meds prior to movement				●	●					●
Pain score decreased	●			●			●			●
Respiratory Distress (e.g., asthma, intubation)										
Mental Status		●	●	●						
Resp. rate, SpO2, PEFR recorded before treatment	●			●		●		●		
Oxygen administered (if appropriate)				●				●		
Bronchodilators with wheezing (peds and/or adult)	●	●	●		●		●			
Beta2 agonist administration for adults		●		●	●			●		
Endotracheal intubation success rate				●	●	●				
End-tidal CO2 performed on any successful ET intubation	●	●	●	●		●				
Other confirm techniques (e.g., visualize chords, chest rise, auscultation)		●								
Complete documentation (see System QI P&P)		●	●							
Seizure										
Glucose recorded							●			
Received intervention as appropriate							●			
Seizure, Febrile										
Glucose recorded								●		
SpO2 recorded								●		
Anticonvulsant administration								●		
Temperature management								●		
Sepsis										
Protocol completed (HR, BP, resp, temp, fluids started, O2, hospital alert)				●						
STEMI										
Recognition				●					●	
ASA administration	●	●	●	●	●	●		●	●	●
NTG administration	●			●				●	●	
Appropriate analgesia given				●				●	●	
Two pain scores recorded				●				●	●	
SpO2 recorded		●	●			●		●	●	
EKG acquired			●			●		●	●	
EKG acquired within X minutes (e.g., 5-10)				●					●	●
12L acquired (within X minutes)	●	●	●	●	●	●			●	
12L transmitted				●					●	
Scene time (e.g., < 10 minutes)	●	●	●	●	●				●	
STEMI recognition	●									
Transport to STEMI center rate (with notification)		●	●	●	●	●		●	●	●
911-to-balloon time			●							
Complete documentation (see System QI P&P)		●	●							

EMS Standards, Core Measures, & Benchmarks										
	EMS Agencies				Organizations					
	Las Cruces	Merced	SCEMS	MedStar	EMSA	NEMESIS	Compass	NHS-UK	AHA	CMS
Key Performance Indicators										
Stroke										
Time last seen normal	●	●	●	●		●		●	●	
Use of a stroke scale (e.g., NHS, FAST, MEND, CPSS, LAPSS, MASS)	●	●	●	●		●	●	●	●	
Blood glucose documented	●	●	●	●	●	●		●	●	
Blood pressure documented	●			●		●		●	●	
Appropriate O2/airway management			●	●						
Scene time (e.g., < 10 minutes)	●	●	●	●	●	●				
Transport to a stroke-capable facility (and alerted)	●		●	●	●	●		●	●	
911-to-needle time			●							
Complete documentation (see System QI P&P)		●	●							
Trauma										
Over-triage rate									●	
Under-triage rate									●	
PAM scale recorded		●	●							
Scene time (e.g., < 10 minutes)	●	●	●	●	●					
Trauma center destination	●	●	●	●	●		●			
Complete documentation (see System QI P&P)		●	●							
Skills										
IV success rate	●									
ePCR Submission Compliance										
At time of patient drop off (over 90 days)		●								
High acuity (ROSC, STEMI, Stroke, Trauma) cases at time of drop off		●								
Completed within 24 hours		●								
QA/CQI Performed (e.g., 80% of charts)	●									
NON-CLINICAL STANDARDS, CORE MEASURES, BENCHMARKS										
Efficiency Domain										
Cost per patient contact										
Cost per transport				●						
Cost per unit hour				●						
Employee turnover rate		●								
Patient Safety										
Drops per 1,000 patient contacts		●								
Employee injuries per 10,000 hours worked		●								
AMA to new call within X hours (e.g., 24-72)				●				●		
AMA to hospital within 24 hours										
Mission failures per X responses/miles				●						
Ambulance crashes per X responses/miles										
Chart Review (random, manager, MD)										
Protocol compliance rate (note: this can be overall or individual)		●								
Patient Satisfaction (use standardized questions to allow inter-agency comparison)										
Communication by medics (patient and family)		●								
Care shown by the ambulance crew		●								
Skill and professionalism of our ambulance crew		●								
Cleanliness of ambulance		●								
Ride of the ambulance		●								
Total Standards	25	30	32	39	15	19	8	25	22	5

Legend:

Las Cruces = Las Cruces/Dona Ana County EMS, NM
 Merced = Merced County EMS System, CA
 SCEMS = Santa Cruz EMS System, CA
 MedStar = MedStar Mobile Integrated Healthcare (Fort Worth, TX)
 EMSA = California EMS Authority (2015)
 NEMESIS = National EMS Information Systems (version 3.0)
 Compass = EMS Compass produced by National Association of EMS Officials (NASEMSO)
 NHS-UK = National Health Service-United Kingdom (version 1.31, 2016)
 AHA = American Heart Association
 CMS = Centers for Medicare and Medicaid Services (ED standards applicable to EMS)

When selecting which patient-centric KPIs to track, three components must be considered:

- 1) The KPI is measurable with the data available
- 2) The KPI is meaningful to the patient's outcome
- 3) The KPI is manageable by the EMS provider or system

11.Attachment: Resumes

Lou Meyer, EMT-P (retired)

SUMMARY/OVERVIEW

- Community Paramedicine implementation and oversight
- Operations integration
- Ensuring full regulatory compliance
- Effectively interacting with multiple governmental agencies at local, state, and federal levels
- Possesses knowledge of cross-cultural practices and international business protocols

EXPERIENCE

Possesses a knowledge of cross-cultural practices and global business protocols from several international engagements.

EMS Consultant 2011 – Present

- Focus on enhancing Emergency Medical Services Delivery Systems, both Domestic & International, to include Ambulance Operations, Integrated Healthcare, Process Improvement, and Acquisition/Due Diligence & Operational Integration.
- Partner with associates from across the nation to create a team that meets the client's specific needs.

Project Manager (Consultant) 2013 – 2022

California EMS Authority – California HealthCare Foundation

- Managing a project to support the EMS Authority's implementation of multi-site pilot projects to evaluate the concept of Community Paramedicine in California.
- Includes Post Discharge, Alternate Destination Behavioral Health, Alternate Destination Urgent Care Centers, Frequent 911 Users, Hospice Support, and Directly Observed TB Medication Programs
- Serve as Project Coordinator for the state POLST eRegistry Pilot Project.

Consultant 2020 – Present

CARESTAR Foundation

- Provide coordination services in support of the CARESTAR Foundation's Community Paramedicine Education Funding project.

Senior Vice President, Operations 2008 – 2011

Global Medical Response - American Medical Response, Inc

- Directed strategic planning, service delivery, domestic and international acquisition/due diligence, and operational integration.
- Represented the organization at industry conferences, meetings, and governing boards.

HEALTHCARE STRATEGISTS

- Operations Section Chief for NATCOM as part of the corporate Office of Emergency Preparedness in support of the FEMA Ambulance Transportation Contract.

Regional CEO 1992 – 2008

Global Medical Response – American Medical Response, Inc

- Orchestrated smooth transition after acquisition and integration of American Medical Response (AMR) into EMSC.
- Accountable for \$800M regional operation throughout 16 western states.
- Directed budgeting, financial functions, internal controls, and maintained executive oversight across all operating functions.

Chief Executive Officer 1980 – 1992

Life Medical Industries, Inc.

- Initiated growth strategies, maximized ROI, optimized productivity, and enhanced operating efficiencies.
- Positioned company for sale to American Medical Response, Inc.

PROFESSIONAL SOCIETIES

California Ambulance Association – President 1980 – 1996

American Ambulance Association – Board of Directors 1996-2011

California Emergency Medical Services Commission – 1993-2011

California Emergency Medical Services Administrators Association 1993-2011

Community Service - Volunteer Experience

Board of Directors, Vice President 1982 – 1985

Salvation Army

Board of Directors, Treasurer 2021 – Present

Board of Directors, Vice President, President, Immediate Past Present 2011 – 2019

Hospice of San Joaquin

Board of Directors October 2011 – 2019

O'Conner Woods Senior Living

Board of Directors, Vice President 2021 – Present

San Joaquin County Chapter - Grand Juror's Association

Grand Jury Member 2012 – 2013, 2020 – 2021, 2022 (Foreperson)

San Joaquin County Grand Jury

HEALTHCARE STRATEGISTS

William V. Bullard, MBA, EFO, CFO

SUMMARY/OVERVIEW

- 35 years of prehospital and hospital experience – clinical and consultant
- 24 years of healthcare project management expertise –EMS, trauma, emergency preparedness, patient throughput, emergency department capacity initiatives
- 20 years of leadership during emergencies – fire service chief officer
- Numerous EMS projects in strategic planning, consolidation/acquisition, ambulance RFP development, quality improvement, operations support, management control
- Created first EMS system prioritizing patient care over response times
- Community Paramedicine development for public safety and healthcare systems
- Trained in incident command, hospital incident command, emergency preparedness plan development, and exercise planning
- Superior customer service experience achieving AAA 4-diamond and Mobil 4-star ratings – only hotel North of San Francisco to achieve this status

EDUCATION

- Master of Business Administration
California State University, California
- Bachelor of Science in Management, Marketing Concentration
Rensselaer Polytechnic Institute, New York

EXPERIENCE

2019 – Present	President, Healthcare Strategists <ul style="list-style-type: none">• Provide EMS, trauma, and emergency preparedness consulting services to healthcare systems and city, county, and state agencies• Support hospital-based ambulance service with fiscal evaluation and proposal development to retain existing and new service areas• Provide multiple emergency preparedness plans and exercises for clients• Support COVID-19 operations within the Medical/Health Operational Area Coordination (MHOAC)
2015 – 2019	Senior Vice President, The Abaris Group
1997 – 2014	Senior Consultant Walnut Creek, California <ul style="list-style-type: none">• Deliver project management services for emergency and healthcare clients• Provide prehospital and hospital consulting services to public EMS agencies, trauma centers, emergency departments, and fire departments• Research, analyze, and produce EMS system assessments

HEALTHCARE STRATEGISTS

- Develop the first EMS system to prioritize patient care over response times
- Manage ambulance RFP processes on behalf of local governments
- Review fire and EMS systems and diversion issues, author industry papers
- Provide EMS expert analysis/testimony
- Complete multiple EMS strategic planning projects
- Support consolidation and acquisition efforts of existing EMS providers
- Evaluate the ACA impact on the EMS industry
- Facilitate emergency preparedness and training exercises in ACS, FTS, POD, Pan-Flu, risk communications, special populations, etc.

Major Projects

- Lead Trauma System Analyst, HCA
- EMS System Evaluator, Covenant Health System, Lubbock, TX
- Ambulance Diversion/ED Capacity Initiative Facilitator, California Healthcare Foundation
- HPP Coordinator, Years 3-13, Contra Costa County
- EMS Strategic Direction Facilitator, Santa Cruz County
- Strategic EMS System Designer, Riverside County
- Acting Assistant EMS Administrator, Santa Clara County
- Emergency Preparedness Plan Development and Exercises, Santa Cruz County
- Community paramedicine pilot project, Alameda County

2015 – Present

Chief, Graton Fire Protection District (part-time position)

2003 – 2014

Deputy Chief

2002 – 2003

Captain

2001 – 2002

Engineer

1998 – 2001

Firefighter

Graton, California

- Manage administrative and operational needs for a combination fire department in Sonoma County, California
- Successfully pass first parcel tax by 77% to hire career staffing
- Led seven federally declared disasters from planning, deployment, and FEMA reimbursement since 2017
- Provide oversight, reporting, training, and public education
- Secured over \$2 million in local, state, and federal grants
- Directed design, secured financing, and served as project manager for construction of \$3.5 million fire station, held change orders under 3%
- Improved fire protection rating from 9 to 6 (2006), then 6 to 5 (2015) – reducing fire insurance costs by up to 25 percent for residents

HEALTHCARE STRATEGISTS

1998 – 2003	<p>Owner, The Inn at Occidental Occidental, California</p> <ul style="list-style-type: none">• Owned and operated the only property North of San Francisco rated by AAA with 4-diamonds and 4-stars by Mobil Travel Guide• Project manager for an 8-room edition and separate high-end vacation house• Doubled revenue and quadrupled value of property• Designed and implemented new services to increase guest satisfaction and revenue
1992 – 1997	<p>Director, BayStar Medical Services Burlingame, California</p> <ul style="list-style-type: none">• Designed innovative programs and directed projects to meet customer needs, including market analysis, operating costs, strategic fit, and implementation for the \$40 million company• Directed a successful federal contract rebid and improved net profit by 139 percent, equating to more than a half-million dollars annually• Provided data analysis for internal as well as external customers, including cost breakdowns, demand analysis plans, monthly customer tracking, daily performance and lost revenue reports, and customer utilization data• Increased business by 500 percent within the first year and revenue by more than \$2.1 million in a finite market
1988 – 1990	<p>President, Rensselaer Polytechnic Institute Ambulance (volunteer) Troy, New York</p> <ul style="list-style-type: none">• Managed state-certified service, supervised four administrative staff, and reported to the executive board• Developed service's first five-year business plan and accomplished 12 of the 18 goals established in the initial two years of implementation• Created team cohesiveness, reduced turnover 60%, improved membership growth 87%, and established the first public relations coordinator position
1987 – Present	<p>Emergency Medical Technician</p> <ul style="list-style-type: none">• Graton Fire Protection District; Graton, California• Sonoma County Sheriff's Office Dive Team; Santa Rosa, California• San Mateo County Sheriff's Cliff & Dive Team; San Mateo, California• BayStar Medical Services; Burlingame, California• Block Island Fire/Rescue; New Shoreham, Rhode Island• Haystack Ski Mountain; West Dover, Vermont• Fallon Ambulance; Milton, Massachusetts• Troy Ambulance; Troy, New York• RPI Ambulance; Troy, New York

PROFESSIONAL SOCIETIES

Sonoma County Fire Chiefs' Association
Sons of the American Revolution (SAR)
National Fire Academy (NFA) Alumni
California State Firefighters Association
Order of the Arrow, Brotherhood (National Boy Scout Honor Society)
Delta Mu Delta, Epsilon Mu Chapter (International Business Honor Society)

AWARDS

Clinical Excellence, California EMS Authority, 2018
Robert E. Burt Boy Scout, SAR, 2018
Fire Safety Commendation, SAR, 2017
Clinical Excellence, California EMS Authority, 2013

CERTIFICATIONS

Executive Fire Officer (EFO) Program; NFA, 2022
Executive Leadership (EFO Year 4); NFA
Chief Fire Officer (CFO); Center for Public Safety Excellence, 2021
Executive Analysis of Fire Service Operations in Emergency Management (EFO Year 3); NFA
Community Risk Reduction (EFO Year 2); NFA
Executive Development (EFO Year 1); NFA
Fire Cause Determination for Company Officers; NFA
Recruitment & Retention Workshop; California State Firefighters Association
Incident Safety Officer; National Volunteer Fire Council
Strategy & Tactics for Initial Company Operations; National Fire Academy
Incident Command System, ICS300, ICS400; FEMA
Homeland Security Exercise and Evaluation Program (HSEEP) Certification, FEMA
Fire Dynamics of Structural Firefighting; NIST
Incident Command & Control (ICS); National Fire Academy
Incident Command System, IS100, IS200, IS700, IS800; FEMA
California Disaster Health Operations Manual (CDHOM), CDPH
Intermediate Wildland Fire Behavior (S-290)
Swift Water Rescue Technician, Advanced; Rescue 3
Swift Water Rescue Technician; Rescue 3
Firefighter I & II, California State Fire Marshal
Introduction to Wildland Fire Behavior (S-191); County Fire
Firefighter Training (S-130); County Fire
Firefighter Training (S-131); County Fire
Firefighter Academy; Graton Fire Protection District, California
CPR Instructor Trainer; American Heart Association, California
Technical Rescue Academy; San Mateo Sheriff's Office, California
Emergency Medical Technician; California

HEALTHCARE STRATEGISTS

Emergency Medical Technician; New Hampshire
Emergency Medical Technician-Defibrillation; Rhode Island
Emergency Medical Technician-Instructor; New York
Emergency Medical Technician; National Registry
Emergency Medical Technician; New York
CPR Instructor; American Heart Association, New York
Master SCUBA & Public Safety Diver; PADI

APPOINTMENTS

Board of Directors, First Responder Resiliency, 2022 - Present
Gravenstein Health Action Coalition, Executive Committee Board, 2020 - Present
Boy Scouts of America, Redwood Empire Chapter, Executive Board Member, 2020 - Present
Sonoma County EMS EOA/RFP Committee, 2018 – Present
Sonoma County Fire Project Committee, 2014 – 2017
Sonoma County Fire Project Finance Subcommittee, 2014 – 2017
Ambulance Franchise Planning Committee, Sonoma County, 2007 & 2018
Dispatch and Digital Mapping Interface Committee, Sonoma County, 2006 – 2008
Sonoma County Fire Chief's Association, 2005 – Present
California Travel & Tourism Committee, Marketing, and Coop Programs, 2003 – 2006
Professional Association of Independent Innkeepers (PAII), Industry Study Committee, 2005
California Association of Bed & Breakfast Inns (CABBI), Board Vice President, 2001 - 2003
PAII, Internet Education Conference Coordinator, 2002
Select Registry, Internet & Marketing Committees, 2000 - 2002
American Heart Association, San Mateo Chapter, Chairperson, 1997
Health Care Executives of Northern California, Annual Planning Committee, 1995 - 1997
American Heart Association, San Mateo Chapter, Executive Committee, 1994 - 1997
American Heart Association, Affiliate Faculty, 1993

PUBLICATIONS

Nationally Published Research, National Fire Academy
Monthly Fire Column, Sonoma County Gazette, California
Regular Contributor, Innsider - CABBI, California
Bullard, W., "The Fourteen Touches {of Customer Interaction}," PAII, volume 24, #10
Bullard, W., Williams, M. "Ambulance Industry Paper," The Abaris Group
Regular Contributor, Online Business Journal- CABBI
Multiple position papers on managed care within EMS

FILM/RADIO/TELEVISION CREDITS

San Francisco CBS News, "Swift Water Rescue Team," February 2019
Las Vegas, 790 Talk Now, "Vegas Trauma," June 8 & 23, 2016
San Francisco Evening News, "Sound Off" (Graton Fire), November 2010
Houston Evening News, "Trauma Center Feasibility," June 2008

HEALTHCARE STRATEGISTS

Capital Public Radio, "California Travel," August 2004

Innkeeping: The Inside Story, Your Video Guide to Success in the B&B Industry, 2001

PRESENTATIONS

Alternate Care Site (ACS) Planning Evolution... Alternate vs Surge, California Emergency Services Association, 2021

EMS System Resiliency, EMS Today, 2020

911 System Optimization, EMS Today, 2020

Trauma Center Financing, California Trauma Summit, 2018 & 2019

Engaging EMS Stakeholders in System Change, EMS World, 2018

Today's Trauma Market Considerations, California Trauma Summit, 2017

Developing and Using Performance-Based Dashboards, EMS World, 2017

EMS Best Practices beyond Community Paramedicine, 2014

Community Paramedic Pilot Projects, California, 2014

Statewide Medical/Health Tabletop & Functional Exercise, Napa County, 2012, 2013

Alternate Care Site Tabletop Exercise, Contra Costa County Health Agency, 2007

Ambulance Diversion Solutions, Fire/Rescue Med, 2009

Pandemic Flu Tabletop Exercise, Contra Costa County Health Agency, 2007

Facilitator for Aspiring Innkeeper Course, CABBI, 2005-2013

Internet Marketing and Website Design, PAII, 2007

The 14 Touches {of Customer Interaction}, PAII, 2006 & 2007

Increase Business during the Slow Times, PAII, 2006

Stages of Customer Service, CABBI, 2006

California ambulance marketing summits, MedTrans, 1996

CCT, managed care, and ambulance contracting workshops, MedTrans, 1995

EXPERT WITNESS

Provide expert witness testimony and case preparation on EMS, trauma, and healthcare issues.

HEALTHCARE STRATEGISTS

Mike D'Orazi, Chief (retired)

SUMMARY/OVERVIEW

- 36 years of fire service experience
- Design and development of innovative project solutions
- Collaborative approach to ensure engagement in project conclusions and recommendations

EDUCATION

- Bachelor of Arts, Labor Studies
National Labor College
- Wildlife Biology
University of Montana, Missoula, MT
- Fire Science
Chabot College, Hayward, CA
- Fire Officer Certification
California Fire Service Training and Education System

EXPERIENCE

2017 - 2019	Fire Chief, Ashland Fire & Rescue Ashland, OR
2011 – 2014	Fire Chief, City of Alameda Fire Department
2001 – 2007	Acting Division Chief <ul style="list-style-type: none">• Training Director, 2003 – 2007• Assistant Training Director, 2002 – 2003
1988 – 2001	Company Officer
1979 - 1988	Firefighter/Emergency Medical Technician Alameda, CA
2008 – 2011	Benefits Communications Network Regional Director
1986 – 2007 (IAFF)	President and Chief Negotiator, International Association of Firefighters Local 689, Alameda, CA
1996 – 2002	Labor Representative and Business Agent, IAFF Local 1775, Marin County, CA
1995 – 2002	Labor Representative and Business Agent, IAFF Local 3540, San Ramon Valley, CA

HEALTHCARE STRATEGISTS

1989 – 2002

Labor Representative and Business Agent, IAFF
Local 2400, San Mateo County

AWARDS

Heroes Firefighter/EMT Award, City of Alameda, 2007
Firefighter of the Year, IAFF Local 689, 1996
Union Member of the Year, IAFF Local 689, 1992
Inspirational Leadership Award, IAFF Local 689, 1991

PROFESSIONAL SOCIETIES

Alameda County Fire Chiefs Association
International Association of Fire Chiefs
California Fire Chiefs' Association
Oregon Fire Chiefs' Association

HEALTHCARE STRATEGISTS

Matthew F. Powers, MS, BSN, RN, CEN, FAEN, MICP

SUMMARY/OVERVIEW

Provide supportive, consistent management and leadership to optimize safe emergency clinical and operational practices, continuous review and correction of systems working collaboratively with the board of directors, senior leaders, and association members implementing the strategic goals set to improve emergency nursing and emergency medical services. Passion to positively lead people to gain results where teamwork, quality improvement and performance key indicators will be assessed working with internal and external stakeholders, professional associations, healthcare constituents, government entities to meet and exceed emergency nursing and prehospital safety standards now and into the future.

EDUCATION AND QUALIFICATIONS

2005-2007 California State University-Long Beach, Master of Science in Emergency Services Administration. (4.0 GPA)

- Specialization and study in leadership, management and planning collaboratively between governmental agencies, for-profit and not-for-profit organizations.

1987-1995 San Jose State University/School of Nursing

- Graduated with Bachelor of Science in Nursing

1988-1989 Daniel Freeman Memorial Hospital/School of Paramedicine

- Graduate of Paramedic Certificate of Completion

WORK EXPERIENCE

North County Fire Authority Emergency Medical Services Chief 2000-present

- Define, implement, and evaluate quality improvement activities evidenced by increase in key performance indicators
- Oversight of 911 medical emergencies providing leadership and management to over 200 personnel
- Represent fire agencies on emergency medical management and emergency nursing committees

Kaiser Permanente Walnut Creek/Vacaville/Dublin ED Asst. Manager 1996-present

- Provide emergency nursing care and management in acute care emergency and trauma services setting
- Work as a member and leader of a dedicated nursing team with staff and patient safety oversight meeting budget expectations

Emergency Nurses Association Interim Executive Director 2015-2016

- Provide leadership to ensure successful execution of daily operations
- Evaluate and achieve key metrics based on strategic plan initiatives

HEALTHCARE STRATEGISTS

- Assess the organizational structure to strategically align staff infrastructure, increase employee morale, increase member benefits while encouraging member feedback and a focus on member satisfaction

American Medical Response Clinical and Education Manager 1997-2000

- Provided clinical oversight and education to field paramedics
- Designed and implemented system-wide Quality Improvement Program
- Effectively utilized project management and provided education to implement and evaluate performance to facilitate operational improvement

Medical Group Hayward Flight and Ground Critical Care Transport 1997-1999

- Provided domestic and international emergent and critical care transport
- Knowledge in flight physiology
- Awareness in flight and aircraft safety

BayStar Medical Services Paramedic/FTO/Preceptor/Supervisor 1989-1996

- Provided 911 emergency medical care to clients of San Mateo County
- Worked in first state system of standing protocol orders
- Provided field management to personnel and effective medical scene management

AREAS OF EXPERTISE

- Effective interpersonal communication skills
- Effective leadership, management, and team motivation
- Operational Process Analysis
- Strategic Planning
- Productivity and efficiency improvement
- Project planning and execution
- Customer satisfaction
- Process redesign
- Performance management
- Revenue growth attainment
- Consultation betterment for improved EMS Systems

AWARDS

Peninsula Lions Club, Area Wide Fire Service Award, 2022

Judith C. Kelleher Award-Emergency Nurses Association 2019

Lifetime Achievement Award-San Mateo County 2015

National Rising Star Award-Emergency Nurses Association 2003

APPOINTMENTS

- NEMSAC, Emergency Nurse Sector Representative, DOT July 2017-current
- Appointment by Governor Arnold Schwarzenegger to California State Emergency Medical Services Commission. 2007-2013, served as chair in 2012-2013

HEALTHCARE STRATEGISTS

- Led, reviewed, and approved regulations, standards, and guidelines to be developed by the EMS authority to implement its emergency medical services responsibilities
- Advised the EMS authority on the development of the EMS statewide plan and budget

ADDITIONAL EXPERIENCE

- Emergency Nurses Association, Nominations and Elections Committee Chair, 2020-2022
- Emergency Nurses Association, National President, 2015
- Emergency Nurses Association, Secretary/Treasurer, 2013
- Emergency Nurses Association, National Director, 2010-2012
- Emergency Nurses Association, President, CA State Board of Directors, 2008
- Emergency Nurses Association, President, CA State Board of Directors, 2007
- Emergency Nurses Association, National Scholarship Review Committee
- Emergency Nurses Association, Board Liaison Emergency Preparedness Committee
- Emergency Nurses Association, CDC Clinical Outreach Communications Member
- Emergency nurse steering committee representative to the Strategy for a National EMS Culture of Safety
- American College of Emergency Physicians Disaster Education Task Force
- California Fire Chiefs Association Member, CFED West Conference Nurse Director
- Contra Costa County Emergency Medical Care Committee/Emergency Nurse Member, 2004-2006
- Emergency Nurses Association, Treasurer, CA State Board of Directors, 2005
- California Emergency Nurses Association, East Bay Chapter President, 2003
- Los Medanos College Public Safety Department, Faculty
- California EMS Authority, Inter-facility Task Force Vision Member
- California EMS Authority, Director's Advisory Group Member
- San Mateo County Medical Advisory Committee, Chairperson 2007-2014, 2017
- San Mateo County Quality Leadership Council, Chairperson, 1999-2009
- San Mateo County, Personnel and Clinical QI Redesign Process Chairperson
- San Mateo County JPA/Fire, ALS Executive Committee Member
- San Mateo County Emergency Medical Care Committee, MAC Representative
- San Mateo County Emergency Medical Care Committee, MAC Chairperson
- US Dept. of Health and Human Services for Medicare, Fraud Case – Witness

PRESENTATIONS AND NATIONAL SPEAKING ENGAGEMENTS

- Physiological Affects of Humour-ENA-Michigan, 2006
- Strategic Planning-ENA-Hawaii, 2008
- Hot Topics from the Field to the ED-CFEDWest, 2008
- What is Outside Your ED-ENA-Reno, 2009
- Understanding the Generations in our Workforce, 2009-2012
- San Bruno Pipeline Explosion Medical Response, 2011-2012
- California Trauma and Resuscitation Conference, 2013

HEALTHCARE STRATEGISTS

- Keynote Speaker, various conferences, and venues
- Violence and Incivility lecturer, South Korea, Australia, 2015
- Emerging Infections lecturer, Mexico, 2015
- Peer Support, taking care of ourselves, San Diego, 2017

PUBLICATIONS

- Powers, M. Evaluation of hospital-based disaster education.
- Journal of Emergency Nursing. 2007; 33:79-82.
- Various Articles in Connection, the official publication of the Emergency Nurses Association
- Authored president's section in Journal of Emergency Nursing, 2015

LICENSES/CERTIFICATIONS

- CA RN 514849
- Board Certified Emergency Nurse
- CA Paramedic License P3299
- Trauma Nurse Core Curriculum Certification
- Emergency Nursing Pediatric Course Certification
- Advanced Cardiac Life Support
- Advanced Cardiac Life Support Instructor
- Pediatric Advanced Life Support
- Pediatric Advanced Life Support Instructor
- San Mateo County Trauma Program Instructor
- FEMA-Post Disaster Recovery Course Completion and Certificate
- Basic Disaster Life Support
- American Heart Association Instructor Course
- Advanced Designated Infection Control Officer
- ICS 100, 200, 400
- IS 700, 800

HEALTHCARE STRATEGISTS

David P. Ghilarducci, MD, FACEP, FAEMS

SUMMARY

- Public Health Officer (4 years)
- EMS Medical Director (19 years)
- FEMA Urban Search and Rescue Physician with international disaster relief experience (8 years)
- Emergency Medicine and EMS board certifications
- Peer reviewed published author with national media exposure
- Fire command and EMS (16 years)
- National Fire Academy Instructor, Hazardous Materials Incident Management

EDUCATION AND TRAINING

2000 MD (with Honors): Medical College of Wisconsin, Milwaukee
2000-03 Chief Resident/Flight Physician, Emergency Medicine, Michigan State University
1985 BA: Biochemistry and Molecular Biology, University of California at Santa Cruz
1982 AS: EMT/Fire Science, Cabrillo Community College, Aptos, California

CURRENTLY HELD POSITIONS

2014 Health Officer/EMS Medical Director, San Benito County EMS Agency
2014 Deputy Health Officer/EMS Medical Director, Santa Cruz County Health Department
2004 Physician, FEMA Urban Search and Rescue, CA Task Force 3, Menlo Park, CA

AWARDS AND HONORS

2002 Resident Teaching Excellence Award, Michigan State University
2000 Honors in Research, MCW School of Graduate Education
2000 Humanism in Medicine Award, MCW-Marquette Medical Alumni Association
1999 President's Alumni Scholarship, MCW-Marquette Medical Alumni Association
1994 Employee of the Year, Santa Clara County Fire Department, San Jose, CA
1985 Valedictorian, University of California at Santa Cruz

PAST FACULTY APPOINTMENTS

2000 Michigan State University, Emergency Medicine Adjunct Faculty
1994 California Office of Emergency Services, Lead Hazmat and Fire Instructor
1988 United States National Fire Academy/FEMA, Adjunct Faculty
1988 National Oceanic and Atmospheric Administration (NOAA), Lead Instructor
1986 California State Fire Marshal's Office, Lead Instructor
1986-92 Cabrillo Community College, Fire and Hazardous Materials Faculty

PAST POSITIONS

2017-22 Emergency/Urgent Care Physician, Kaiser Permanente
2005-19 Emergency Physician, O'Connor & St. Louise Regional Hospitals, Santa Clara County CA
2016-19 O'Connor Hospital Board of Directors
2016-17 Medical Director, O'Connor Hospital Emergency Department

HEALTHCARE STRATEGISTS

2014-15 Quality Assurance Director, O'Connor Hospital Emergency Department
2010-14 EMS Medical Director, American Medical Response
2010-12 Assistant EMS Medical Director, Santa Clara County Fire Department
2010 Physician, International Medical Corps, Port-au-Prince, Haiti
2006-10 Co-Director, Stanford University EMS Fellowship Program
2003-10 EMS Medical Director, Santa Clara County EMS Agency
2005-06 President, Emergency Medical Director's Association of California
2003-05 Emergency Physician, The Permanente Medical Group, Fremont and Hayward
1991-96 Fire Captain, Acting Battalion Chief (Santa Clara County Fire Department)
1987-91 Hazardous Materials Specialist/Firefighter (Santa Clara County Fire Department)
1987-92 Cabrillo College Instructor, Fire Science and Hazardous Materials
1982-87 Firefighter /EMT (University of California at Santa Cruz Fire Department)
1980-82 Volunteer Firefighter, Gilroy Fire Department

CERTIFICATIONS AND FELLOWSHIPS

2016 Fellow of the Academy of EMS, National Association of EMS Physicians
2014 Board Certification in EMS, American Board of Emergency Medicine
2008 Fellow, American College of Emergency Physicians
2004 Board Certification, American Board of Emergency Medicine
2004 ACLS/PALS/ATLS
2003 California Medical License #A83897, DEA #BG8128779
1986 California Life-Time Teaching Credential
1986 California Certified Fire Officer
1980 California Certified Firefighter I

NATIONAL SPEAKING AND POSTER PRESENTATIONS

2018 Seventh Annual Arizona Stroke Conference, Phoenix, AZ
2018 St. Francis Stroke and Trauma Conference, Tulsa, OK
2016 Fifth Annual Southern Arizona Stroke Conference, Tucson, AZ
2016 Central Coast Symposium on Current Treatments for CV Disease, Santa Barbara, CA
2014 Third Annual Southern Arizona Stroke Conference, Tucson, AZ
2009 American Heart Association, Resuscitation Science Symposium, Orlando, FL
2007 EMS Administrators Conference, Palm Springs, CA
2006 California Annual Trauma Conference, San Francisco, CA
2003 National Association of EMS Physicians, Panama City, FL
1999 Medical College of Wisconsin Emergency Medicine Research Forum, Milwaukee, WI
1999 American College of Occupational and Environmental Medicine, Phoenix, AZ
1999 National Association of EMS Physicians, San Marco Island, FL

PROFESSIONAL MEMBERSHIPS AND COMMITTEES

2009 Statewide Trauma Care Committee, California Emergency Medical Services Agency
2003 Santa Clara County Medical Association
2003 President, Emergency Medical Director's Association of California
1998 National Association of EMS Physicians

HEALTHCARE STRATEGISTS

1997 American College of Emergency Physicians
2006-08 Stroke Care Task Force, California Department of Health Services
2004-07 American Heart Association, Board of Directors, Santa Clara County
2004-07 American Heart Association, Western States Stroke Task Force Member

PUBLICATIONS

- 2020 Effect of acute stroke care regionalization on intravenous alteplase use in two urban counties P Govindarajan, S Shiboski, B Grimes, LJ Cook, D Ghilarducci, T Meng
Prehospital Emergency Care 24 (4), 505-514
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HEALTHCARE STRATEGISTS

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683-692 1995 Fate and effects of acrolein. DP Ghilarducci, RS Tjeerdema. Reviews of
environmental contamination and toxicology, 95-146

HEALTHCARE STRATEGISTS

Brenda Brenner, EMT-P (retired)

SUMMARY/OVERVIEW

- Over 45 years' experience in private and public EMS management/administration
- Developed and maintained excellent, lasting relationships
- Led multi-disciplinary stakeholder committee charged with fundamental change to ambulance deployment, which improved response and workload without increasing system costs
- Excellent leadership and communications skills
- Project development and management experience
- Disaster response and management experience
- Process consultant
- Excellent writing skills

EXPERIENCE

EMS Director (Senior Health Services Manager) & Medical Health Operational Area Coordinator (MHOAC)

2016 – 2022, County of Santa Cruz

- Provide leadership and direction for the EMS and Emergency Preparedness programs for the County of Santa Cruz to ensure smooth functioning of this critical infrastructure, promoting a collaborative approach
- Project development and management
 - Collaborative ambulance RFP process, which emphasized quality measures over response times
 - California Emergency Medical Services Authority Mobile Computing devices grant award
 - Mobile Medical Shelter acquisition
 - Rewrite County EMS Ordinance
 - Write EMS Plan
 - Led Medical-Health response for numerous disasters

Director of Operations, Santa Cruz and San Benito Counties

2006 – 2016, American Medical Response

- Provide leadership and direction to the exempt and non-exempt staff to fulfill the American Medical Response mission. Promote a positive environment for employee relations through teamwork and peer driven excellence, reinforce collaborative and professional relationships with fire services, hospitals and other members of the EMS team and community, and ensure compliance with the County Contract and management of budgets
- Project development and management
 - Deployment Committee Project Chair
 - Alternative Destination Project
 - Operational systems changes

HEALTHCARE STRATEGISTS

- Personnel & supervisor training
- Built relationship of trust and cooperation with the labor union
- Developed excellent community and interagency relations
- Built excellent contract maintenance relations

Field Supervisor and Operations Manager, Santa Clara County

1985 – 2006, American Medical Response

- Project development and management
 - Employee hiring process and orientation curriculum
 - Operations supervisor selection process and training
 - Personnel & supervisor training on organizational changes
 - Operational restructuring
 - Employee recognition program
- Authored Radio System Manual
- Developed excellent community and interagency relations
- Critical Incident Response Management Peer Counselor
- Acting Director of Operations (GM equivalent at that time)
- Promoted to Field Operations Supervisor
- Promoted to Administrative Supervisor
- Promoted to Deputy Director of Operations
- Promoted to Operations Manager

Paramedic and Field Training Officer, San Jose, CA

1979 – 1985, Santa Clara Valley Paramedical Services

CERTIFICATIONS

- ICS 100, 200, 300, 400, 700, 800
- Advanced Medical Priority Dispatch, Medical Priority Consultants
- Hospital Emergency Incident Command System
- Ambulance Strike Team/Medical Task Force Training
- Radical Transformational Leadership for Social Impact
- Mass Fatalities Incident Response
- Enhanced Exercise Design
- Incident Response to Terrorist Bombings, EMRTEC
- Medical Health Operations Center Support Activities training
- Numerous Additional Courses and Seminars throughout career



DISCUSSION & ACTION CALENDAR



Date: November 25, 2025

To: Honorable Mayor and Councilmembers

From: Marti Brown, City Manager
Requested by: Mayor Hutson

Subject: Finance & Measure I Oversight Committee Membership

Recommendation:

Review and discuss Section D. Membership Guidelines of the Finance Committee's Bylaws and consider changing the membership.

Rationale for Recommendation:

Discussion of the FMIOC membership was requested by Mayor Hutson.

Background:

On October 15, 2024, the Willows City Council approved a resolution (Attachment 1) to redefine the Finance Committee and rename it the Finance and Measure I Oversight Committee (FMIOC). In addition, the Council approved bylaws for the new Committee as well (Attachment 2), which the previous Finance Committee did not have.

Discussion & Analysis:

Mayor Hutson requested to discuss with the full Council the possibility of changing the membership structure of the FMIOC to include the entire Council versus a Committee of only two Councilmembers.

Consistency with Council Priorities and Goals:

N/A

Fiscal Impact:

There is no fiscal impact by considering this agenda item.

Attachments:

- Attachment 1: FMIOC Resolution
- Attachment 2: FMIOC Bylaws



City of Willows

RESOLUTION No: 35-2024

A RESOLUTION OF THE CITY COUNCIL REPLACING THE FINANCE COMMITTEE WITH THE FINANCE AND MEASURE I OVERSIGHT COMMITTEE AND ESTABLISH BYLAWS FOR SAID COMMITTEE.

WHEREAS, Committees are essential to the effective operation of legislative bodies; and

WHEREAS, if approved by the voters, the City Council has committed to continuous oversight of the revenue and expenditures of Measure I, the 1.5% sales tax measure on the November 2024 ballot; and

WHEREAS, the city wishes to reaffirm a standing committee of the Willows City Council to oversee city finances and, if approved by the voters, Measure i sales tax revenues and expenditures; and

WHEREAS, this Committee replaces the former "Finance Committee," and to be now named the Finance and Measure I Oversight Committee; and

WHEREAS, the Finance and Measure i Oversight Committee (FMiOC) is authorized and directed to ascertain, study, and analyze all facts relating to any subjects or matters within the purview of city finances and Measure i, and shall report to and submit recommendations to the City Council for action.

Now, Therefore, Be It Hereby resolved by the City Council of the City of Willows that:

1. The standing Finance Committee is replaced by the Finance and Measure I Oversight Committee.
2. This Committee will adhere to the approved bylaws as attached in Exhibit A.

PASSED AND ADOPTED by the City Council of the City of Willows this 15th day of October 2024, by the following vote:

AYES: Mayor Hansen, Vice Mayor Hutson, and Councilmembers Thomas and Vodden

NOES: None

ABSENT: Councilmember Sprague

ABSTAIN: None

APPROVED:

Gary Hansen, Mayor

ATTESTED:

Amos Hoover, City Clerk

Attachment:

- Exhibit A: Bylaws of the Finance and Measure I Oversight Committee.

BYLAWS

THE FINANCE AND MEASURE I OVERSIGHT COMMITTEE

CITY OF WILLOWS, CALIFORNIA

A. PURPOSE

1. The purpose of the Committee is to review city finances and make recommendations to the City Council. Review of the city's fiscal matters shall include but are not limited to, the City's annual independent audit, City fees, City service charges, and budgets, accounts payable, Investment, General Fund reserve and Pension Funding policies.
2. The Committee shall have an initial purview over any item assigned to it by the City Council as well as any items being advanced by the City Manager that implement or relate to the overall jurisdictional purpose of the Committee.
3. Activities of FMiOC shall include reviewing and tracking consistency between actual expenditures and the approved budget over the course of the fiscal year, quarterly review Measure i revenue progress and expenditures, and as necessary, revisiting Debt.
4. While the City Council will continue to review the detailed check register of monthly accounts payable as part of the City Council agenda, the FMiOC will review, consider and recommend to the full Council on the mid- and long-term implications of the city's revenue and expenditure trends, as well as review and recommend updates to financial policies as needed. Committee activities may include the review, discussion, and input in the following areas:
 - a. Measure i revenue and expenditures,
 - b. Annual audits and compliance reporting,
 - c. Annual and quarterly budget updates, augmentations, and forecasts, and
 - d. Long-term planning, including but not limited to:
 - City revenues and expenses, including related fee and tax studies,
 - Deferred maintenance and capital planning, and
 - Long-term liabilities, debt, and other finance planning.
5. The Committee will not have jurisdiction to discuss any budget approaches that would require good faith bargaining with labor groups.
6. While the Committee may request data and reports, FMiOC may not direct staff's day-to-day work, including assigning research projects that may undermine staff's ability to maintain daily operations, without the authority and approval of the entire Council.

B. FUNCTION

The Committee may, by a vote of the consensus of the majority of appointed Committee

Members, decide to postpone, continue, or table an item on the agenda. On any item on an agenda, the Committee may allow for an informational presentation by City staff relating to the item. With respect to an action item, and after discussion and consideration of the item, the Committee may take one of the following actions:

1. Vote by consensus of a majority of the appointed Committee Members to approve the recommendation of staff or the originator of the proposed action item and forward the recommendation onto the full Council. The Committee may, as a condition of approval, request additional information to be presented for consideration when the full Council hears the item.
2. Fail to approve any recommended action, in which case the item shall not be forwarded to the full City Council; provided that the City Council shall have jurisdiction to place the item on the agenda for a future City Council meeting, in accordance with the requirements of the Meeting Protocols for agenda setting, if no action was taken on the item due to any one of the following reasons:
 - Due to the cancellation of a committee meeting, or
 - Due to lack of a quorum, or
 - The Committee was unable to approve any recommended action.
3. Any undecided or divided vote of the two-Council Committee shall automatically be presented to the full Council for consideration.
4. By a consensus of the Members present, may continue any item to a later meeting for further discussion and consideration.

C. ROLE AND RESPONSIBILITIES

The role of the Finance and Measure i Oversight Committee is to provide quarterly updates to the full City Council as part of the regular agenda to inform the City Council and the public of the City's overall fiscal management including the performance of Measure i (e.g., revenue, expenditures).

For the first three years of Measure i, these updates and reports to the City Council will occur quarterly as part of the Treasurer's Report and will include identifying sales tax revenues and expenditures. All reports will be posted on the City's website.

After the first three years, the FMiOC and City staff will produce an annual report that includes the sales tax revenues and expenditures to be presented to the Council and posted on the City's website.

For the first five years, the FMiOC will conduct one town hall meeting per fiscal year to report to the public on proposed expenditures of the transaction and use tax and to receive public input on how to expend the monies. The town hall meeting will be held in the spring before the final budget approval.

D. MEMBERSHIP GUIDELINES

1. **Membership.** The Finance Committee shall consist of two (2) City Councilmembers appointed by the entire City Council. The Mayor shall serve as the Committee alternate.
2. **Term.** Each member shall serve a one-year term; selected as part of the City Council's annual appointment process outlined in the Council's Protocol Manual.
3. **Attendance.** If a member of the Finance Committee fails to attend two (2) of the regularly scheduled and quarterly meetings in any calendar year, his or her position on the Finance Committee shall automatically become vacant. For quorum confirmation, a member who is unable to attend a meeting shall inform the staff liaison designated by the relevant City Department at least 48 hours before the next meeting.

E. QUORUM

A quorum of the Finance Committee shall consist of both appointed Members. A quorum must be present in order for the Finance Committee to hold a meeting.

Meetings of the Committees may be noticed as a Special Meeting of the City Council if a majority of the members of the Council plan to attend and participate as part of the Committee.

F. OFFICERS

1. The officers of the Finance Committee shall be:
 - a. The Chairperson and
 - b. The Vice-Chairperson.
2. The Chairperson shall:
 - a. Preside at all regular and special meetings.
 - b. Rule on all points of order and procedure during the meetings.

G. DUTIES OF THE COMMITTEE

1. Review, discuss, and provide direction to facilitate the preparation and presentation of accurate, timely, and meaningful financial statements to the Council from City staff.
2. Oversee the preparation of the Annual Townhall Meeting on Measure i, as well as the preparation and presentation of the Measure i Annual Report.
3. Monitor City finances.
4. Review and update from time to time and as necessary the city's financial policies.
5. Be familiar with and review periodically the organization's annual budget; Ensuring that the financial elements of the City are in accordance with the City Council's Strategic

Priorities.

6. Develop policies and plans for financial awareness in cooperation with other public and private agencies.
7. Provide recommendations to the City Council on such matters that may be referred to the City Council by the community.

H. MEETINGS

1. Regular meetings of the FMiOC shall be held on the third Tuesday of October, January, April, and July starting at 5:30 pm.
2. If the scheduled date of a regular meeting conflicts with a holiday period, staff shall reschedule that meeting to be conducted within that month.
3. Any regular meeting may be adjourned, or any item on the agenda continued to the next or any subsequent regular meeting of the Finance Committee, by a majority of the quorum. If a meeting is adjourned or an item is continued to a special meeting to be held on a date other than a regular meeting date, the time, place, and date of such special meeting shall be specified in the motion for adjournment or continuance.
4. All meetings are subject to the Brown Act as set forth in Government Code Sections 54950. Accordingly, all meetings shall be publicly noticed and agendas for all meetings shall be prepared and distributed in accordance with the current City Council meeting procedures and the Brown Act, including posted on the City's website and front door of the Civic Center 72 hours prior to a meeting.
5. All meetings will be recorded via video and/or audio and will be posted on the City's website after the meeting.
6. Action minutes will be produced for all meetings and posted on the City's website.
7. All meetings shall be conducted in accordance with the current City Council meeting procedures.

I. AGENDA SCHEDULE

- January Meeting
Review and track consistency of actual expenditures with the approved budget, as well as Measure i revenue progress. Meeting results and any recommendations to be presented to the entire Council within one month of the January FMiOC meeting.
- April Meeting
As required by the Measure i Ordinance, hold a Townhall Meeting to review and discuss Measure i revenues and expenditures. Before final budget approval and within one month of the April meeting, recommend to the full Council any Measure i expenditures for the next fiscal year to be included in the new budget.
- July Meeting
Review the City's finance policies for any needed updates and/or changes. Recommend

any changes to the full Council within one month of the July meeting.

- October Meeting

Review and track consistency of actual expenditures with the approved budget. Review year over year comparison of sales tax, property tax and Transient Occupancy Tax (TOT) comparing the most recent fiscal year to the prior fiscal year.

J. ADMINISTRATIVE PROCEDURES AND POLICIES

City Boards and Committees shall follow all applicable City administrative policies and procedures, as well as the Willows Municipal Code.

K. STAFF LIAISON

The Finance Committee's staff liaison will be the City Manager with support from the Finance Director.

L. ADOPTION

This document, as adopted by the City Council, October 15, 2024, by Resolution 35-2024 and shall serve as the Bylaws for the Finance and Measure i Oversight Committee.



Date: November 25, 2025
To: Honorable Mayor and Council Members
From: Marti Brown, City Manager
Subject: Library Board of Trustees Subcommittee Vacancy and Appointment Process

Recommendation:

Elect a two Councilmember subcommittee to review applications, conduct interviews, and return to the full Council with a recommendation for appointment to the Library Board of Trustees to fill the remaining term, vacated by Lisa Kennedy, that is scheduled to expire on June 30, 2028.

Rationale for Recommendation:

There is currently a vacancy on the Library Board of Trustees and, although the Municipal Code does not mandate the formation of a subcommittee, it has been past practice for the Council to establish one for the purpose of reviewing applications and conducting interviews. The departure of former Councilmembers Domenighini and Hofhenke has left this subcommittee without appointed members, necessitating Council action to re-establish it.

Background:

Section 2.70 of the City's Code of Ordinances establishes a five-member Library Board of Trustees appointed by the City Council. Trustees serve overlapping three-year terms and hold their positions at the pleasure of the Council. The current vacancy is for a term scheduled to expire on June 30, 2028.

Discussion & Analysis:

A notice of vacancy was published on October 31 and November 7, 2025, with two applications received by the November 13, 2025, deadline. Candidate interviews are tentatively scheduled to occur after the November 25 City Council meeting. In order to move forward with the candidate interviews, it is necessary for the Council to appoint members to the subcommittee to conduct the interviews and evaluate the applicants. Once complete, the subcommittee will make a recommendation to the full Council.

Fiscal Impact:

There is no fiscal impact by the recommended action.



Date: November 25, 2025
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: Street Banner Program

Recommendation:

As the City's Street Banner contract with CGI Communications comes to end, staff seek Council direction on next steps for this program, including Option A: renew the contract with CGI, Option B: discontinue the street banner program completely, or Option C: launch a city administered program.

Rationale for Recommendation:

The three-year contract and Street Banner Program with CGI Communications ends in FY 2025-26. Staff seek Council policy direction on next steps.

Background:

The CGI Communication's Street Banner Program was first presented to the Willows City Council on September 28, 2021 (Attachment 1). In October 2021, staff started formally working with CGI Communications to launch the city's Street Banner Program, as well as the Planning Commission to develop street banner designs. The first banners were installed in early 2023 (Attachment 2). Since then, a new formatted version of the originally approved banner designs was installed in 2024 and 2025. As of FY 2025-26, the city's contract with CGI Communications will expire.

Discussion & Analysis:

Over the past three years, there has been considerable discussion and debate about the street banner program and whether the City should continue working with CGI Communications or bring the program in-house and establish a city administered program.

Now that the CGI Communications contract is complete and the third and final round of street banners were installed earlier this year, staff seek Council policy direction on one of the following approaches:

- **Option A:**
Renew the street banner contract with CGI Communications with special direction to work with designers and vendors.

Option A offers a streamlined approach to the Street Banner Program with CGI staff taking the lead and responsibility to administer the Program, including banner design, fabrication, sponsorship sales, and installation. City staff's primary responsibility and role in the process is to facilitate city approval of the banner designs. This is a cost-free program for the city to participate in. The cost of the program is incurred by the banner sponsors.

In preparation for this agenda item, staff reached out to the current banner sponsors to find out whether they would participate in the Program if it were continued. Of the four business that responded to the inquiry, all of them demonstrated a strong interest and likelihood of participating in the program again. Two of the respondents also were interested in having the city administer the program and/or using local vendors to design, fabricate and install the banners.

- *Option B:*
Completely discontinue the Street Banner Program after FY 2025-26.

Under Option B, the current banners would remain installed until they wore out or were torn and then removed by Public Works. After that, there would be no Street Banner Program.

- *Option C:*
Bring the Street Banner Program in-house to be administered by city staff.

Option C would require considerable city staff effort to formulate program guidelines and facilitate every aspect of the program including banner design, fabrication, and installation. In addition, should the Council wish to continue with the banner sponsorship program, staff would also have to administer that aspect of the Program. A city-administered Street Banner Program would be very time-consuming for city staff that may require additional administrative support beyond the city's current staff capacity.

Due to current staffing levels and capacity, staff recommends either Option A or B.

Consistency with Council Priorities and Goals:

The potential action to continue a Street Banner Program is consistent with Priority #2: Economic Development, Goal #5, Improve City Appearance.

Fiscal Impact:

Currently, there is no fiscal impact.

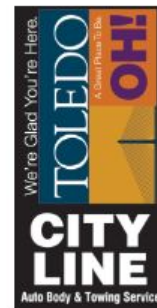
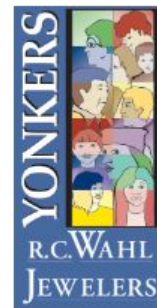
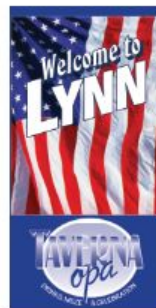
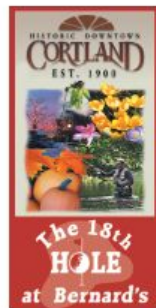
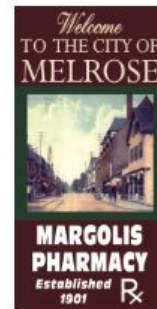
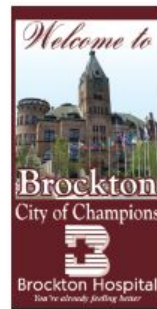
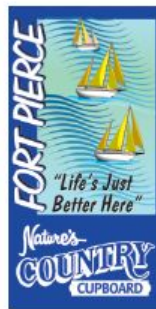
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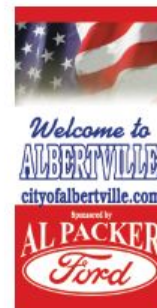
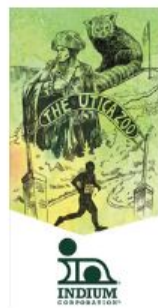
- Attachment 1: Example CGI Banner Designs
- Attachment 2: Original 2021 City of Willows Street Banner Designs



COMMUNICATIONS

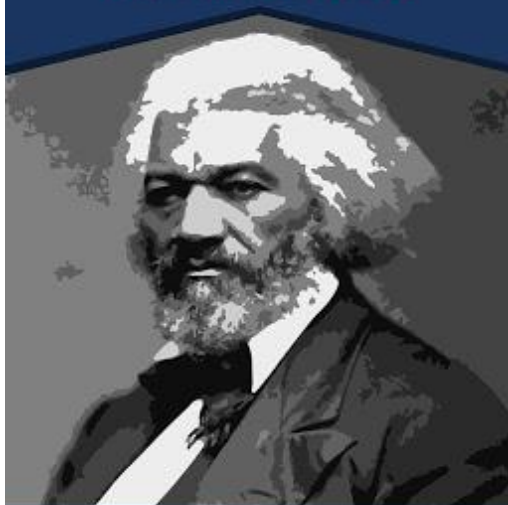
Banner Examples







**IF THERE IS NO STRUGGLE,
THERE IS NO PROGRESS.**
-FREDERICK DOUGLASS



#ROCHESTERTOGETHER

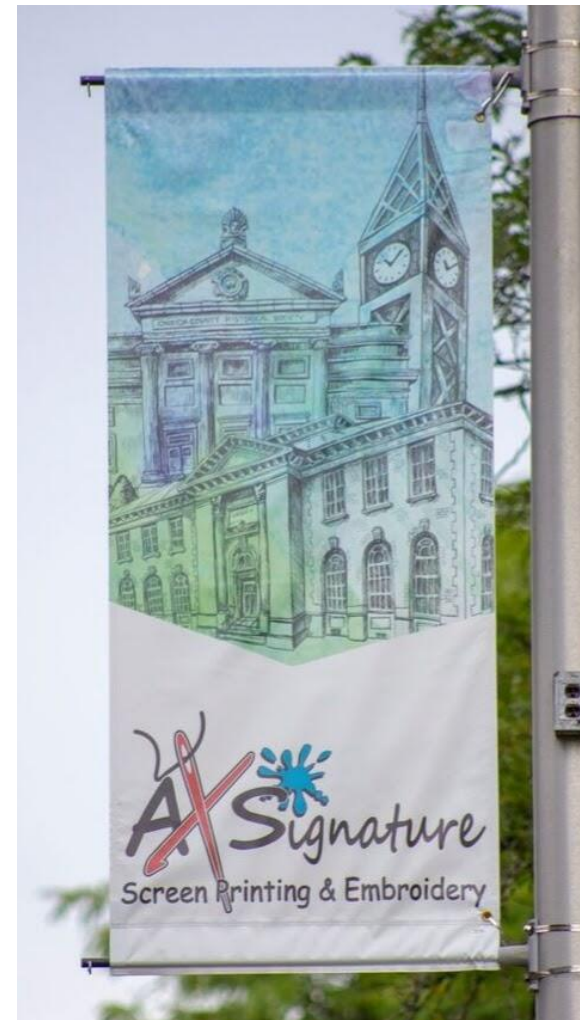
review tube

**THANK YOU
HEALTHCARE
WORKERS**



#RochesterStrong





FINAL DESIGN

Downtown Banner Theme #1 - Hunting

Banner Size

30in Wide

72in Tall



Fonts

- Scotch Deck Semibold
- Avenir Light

FINAL DESIGN

Downtown Banner Theme #2 - Refuge

Banner Size

30in Wide

72in Tall

WELCOME TO
**HISTORIC
WILLOWS**



FIND YOUR REFUGE

Banner Sponsor

- Name

- Address

Fonts

- **Scotch Deck Semibold**

- Avenir Light

FINAL DESIGN

Downtown Banner Theme #3 - Farm to Table

Banner Size

30in Wide

72in Tall

WELCOME TO
**HISTORIC
WILLOWS**



FIND YOUR REFUGE

Banner Sponsor

- Name

- Address

Fonts

- Scotch Deck Semibold

- Avenir Light

FINAL DESIGN

Downtown Banner Theme #4 - Racetrack

Banner Size

30in Wide

72in Tall

WELCOME TO
**HISTORIC
WILLOWS**



FIND YOUR REFUGE

Banner Sponsor

- Name

- Address

Fonts

- **Scotch Deck Semibold**

- Avenir Light

FINAL DESIGN

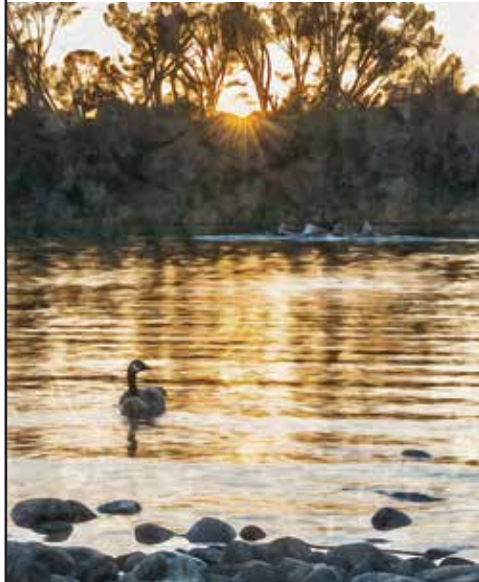
Downtown Banner Theme #5 - Wilderness

Banner Size

30in Wide

72in Tall

WELCOME TO
**HISTORIC
WILLOWS**



FIND YOUR REFUGE

Banner Sponsor

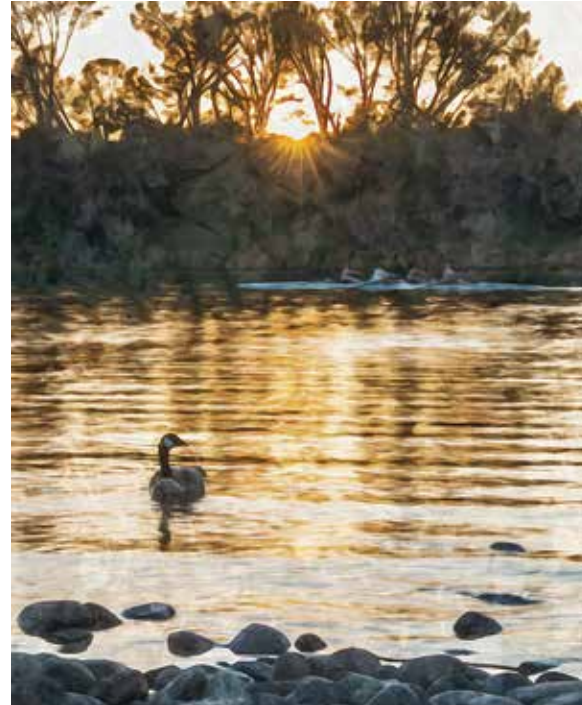
- Name

- Address

Fonts

- **Scotch Deck Semibold**

- Avenir Light





Date: November 25, 2025
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: 2026 Council Meeting Calendar & Schedule

Recommendation:

Adopt Resolution XX-2025 (Attachment 1) establishing the 2026 Council Meeting Calendar and Schedule (Exhibit A).

Rationale for Recommendation:

It is considered a best practice in municipal government to adopt an annual City Council meeting calendar and schedule for purposes of planning City Council and staff work, as well as public transparency.

Background:

Each year, the City Council considers and adopts its meeting calendar for the upcoming year to ensure orderly scheduling of Council business and alignment with other municipal operations. The adoption of the annual calendar typically occurs in December so that Council, staff, and the community have clear expectations regarding regular meeting dates, holiday closures, and any anticipated adjustments well in advance.

Discussion & Analysis:

By adopting an annual city council meeting calendar and schedule, the Council and City staff may better plan the Council's workload, special meetings, changes in the meeting schedule, and Council recesses, allowing for ample public notification of the Council's meeting calendar and transparent communication.

In addition to the Council meeting calendar, staff also recommend closing the Civic Center the week of Christmas from December 21 through December 25, 2025, as City Hall is already closed on December 24, 25, and January 1. If approved, the second meeting in December would also be cancelled on December 22 (the day before two paid holidays).

The Fire Department is exempt from this closure as it provides essential services, and a rotating Public Works employee would also be on call 24/7 during this time frame. In addition, it's worth noting that the city is not "giving" this time to City employees. All employees are required to use vacation, compensation, and/or unpaid time during the holiday closure. The City Manager has met and conferred with the UPEC General Bargaining Unit, and support the annual holiday closure.

Finally, as it is common for City Councils to take a summer recess and cancel one or two consecutive City Council meetings, usually in the month of August (e.g., Chico City Council), the following list of Council meeting dates also includes a summer recess cancelling the first meeting in August 2026. Should the Council prefer to meet on that date, it can easily be added as part of a Council motion to approve the 2026 Council Meeting Schedule.

Additionally, the City Manager requests cancelling the April 14, 2026 City Council meeting, as she will be on vacation during that time and would like to avoid the added burden on the Acting City Manager to also prepare an agenda packet and manage a Council meeting in addition to managing city administration and operations in her absence.

The proposed 2026 Council Meeting Schedule includes the following dates:

- January 13
- January 27
- February 10
- February 24
- March 10
- March 24
- April 28
- May 12
- May 26
- June 9
- June 23
- July 14
- July 28
- August 25
- September 8
- September 22
- October 13
- October 27
- November 10
- November 24
- December 8

Fiscal Impact:

There is no fiscal impact by adopting the attached resolution and calendar.

Attachments:

- Attachment 1: Resolution XX-2025
 - Exhibit A: 2026 Council Meeting Calendar & Schedule



**City of Willows
Resolution XX-2025**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WILLOWS
ESTABLISHING THE 2026 COUNCIL MEETING SCHEDULE**

WHEREAS, the City Council of the City of Willows (City) currently meets on the Second and Fourth Tuesdays of each month at City Hall in the City of Willows; and

WHEREAS, the City Council also cancels Regular Meetings and holds Special City Council Meetings from time to time; and

WHEREAS, the Willows Municipal Code Section 2.04.050 (2) requires that the City Council set their Dates, Times, Places and Frequency of their Regular Meetings; and

WHEREAS, it is common practice in municipal government to adopt a Council Meeting Schedule for the calendar year.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The City Council of the City of Willows, California shall adopt the Council Meeting Schedule for Regular Meetings of the City Council in Calendar Year 2026 and a holiday closure of the Civic Center December 21 through December 25 as shown in Exhibit A.
2. Nothing herein shall restrict the ability of the City Manager to set the time and location for each meeting or exercise discretion otherwise provided for in City Council Resolution No. 44-2021 (November 23, 2021).

PASSED AND ADOPTED by the Willows City Council this 25th day of November 2025 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

ATTESTED:

Evan Hutson, Mayor

Karleen Price, City Clerk

Attachment: Exhibit A - 2026 Council Meeting Schedule



2026 Council Meeting Schedule

January

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

= Council Meetings

= Holiday Closures

= Cancelled Meetings



INFORMATIONAL



Date: November 25, 2025
To: Honorable Mayor and Councilmembers
From: Marti Brown, City Manager
Subject: Pioneer Community Energy – 2027 Campaign Launch

Recommendation:

This staff report and attachments are informational only regarding the October 2027 launch of Pioneer Community Energy in the City of Willows.

Rationale for Recommendation:

At the October 14, 2025, City Council meeting, Councilmember Pride requested that staff agendize public information regarding the October 2027 launch of Pioneer Community Energy – an alternative electricity provider to PG&E. This information will also be shared in the November 2025 newsletter.

Background:

In the fall of 2024, the City Manager was approached by the City Manager of Orland about participating in Pioneer Community Energy's electricity program. On November 26, 2025, Pioneer Energy presented the program to the Council.

On December 10, 2024, the City of Willows authorized the City Manager to execute a Letter of Intent to co-fund an assessment study along with Pioneer Energy, the County of Glenn, and the City of Orland to help determine whether the City of Willows should become a member of Pioneer Energy Community Choice Aggregator (CCA).

On January 23, 2025, Pioneer Energy presented the results of the assessment study to the City Council. On February 11, 2025, the City Council approved a resolution and first reading of an ordinance to authorize the implementation of a Community Choice Aggregation Program ('Program') in the Territory under Public Utilities Code section 366.2. The second reading of the ordinance was approved by the Council on February 25, 2025.

Discussion & Analysis:

Since the Council approved moving forward with the Program in February 2025, Pioneer Community Energy has also been approved by the California Public Utilities Commission (CPUC) to establish the Program in the City of Willows, as well as other jurisdictions (Attachment 1).

Starting in the second half of 2026, Pioneer Community Energy and the City of Willows will start informing the citizens of Willows about the October 2027 launch of and enrollment in the new Program, including responding to Frequently Asked Questions (Attachment 2) and sharing information about Pioneer and its service area (Attachment 3). Please note, Willows residents may opt out of the Program and remain with PG&E as their electricity provider should they so desire.

Consistency with Council Priorities and Goals:

This initiative is consistent with Priority #1: Financial Stability, Goal #2, to seek cost savings.

Fiscal Impact:

There is no fiscal impact to publicly sharing information regarding the October 2027 Pioneer Community Energy campaign launch.

Attachments:

- Attachment 1: Pioneer Community Energy Press Release
- Attachment 2: Frequently Asked Questions about Pioneer Community Energy
- Attachment 3: Service Map



NEWS RELEASE

FOR IMMEDIATE RELEASE

July 16, 2025

MEDIA CONTACT

Gina Stassi-Vanacore

ginas@pioneercommunityenergy.org

916-758-8969

PIONEER COMMUNITY ENERGY TO EXPAND TO 13 NEW NORTHERN CALIFORNIA COMMUNITIES

ROCKLIN, CA – [Pioneer Community Energy](#) (Pioneer), a locally owned not-for-profit electricity provider headquartered in Rocklin, California, announced today its expansion into 13 new communities. A service launch date is set for October 2027.

Communities joining Pioneer include the counties of Butte, Glenn, Nevada, Sutter, and Tuolumne, the cities of Chico, Live Oak, Orland, Oroville, Sonora, Willows, and Yuba City, and the Town of Paradise.

“We are thrilled to bring the many benefits that Pioneer offers to so many like-minded communities. This expansion brings a choice in energy providers that these customers previously have not had,” said Pioneer Board Chair and Auburn City Councilmember Alice Dowdin Calvillo. “Plus, all of these communities will benefit from Pioneer’s commitment to keeping rates competitive, which helps customers save money.”

Pioneer will purchase electricity (represented as the generation portion of customer bills), while Pacific Gas and Electric (PG&E) will deliver the energy through its lines and poles (represented as transmission and distribution on customer bills).

The expansion process began in 2024, with each of the new members evaluating the benefits of community choice aggregation in general, and Pioneer specifically. Joining Pioneer was discussed at several public meetings of each of the governing bodies and culminated with each jurisdiction voting to join Pioneer.

Upon approval by its Board of Directors, Pioneer submitted an amended Implementation Plan to the California Public Utilities Commission, which certified the plan on June 11, 2025. Final documents were submitted to the California Secretary of State and California State Controller’s Office on July 9, 2025.

“We look forward to working in partnership with our 13 new members so that they fully understand and take advantage of the savings, programs, and community reinvestment opportunities that Pioneer offers,” said Pioneer Chief Executive Officer Don Eckert.

Since launching in 2018, Pioneer has saved customers more than \$108 million, with an additional \$38 million in anticipated savings for 2025. Savings are reinvested in the communities Pioneer serves through economic development projects, local power purchase

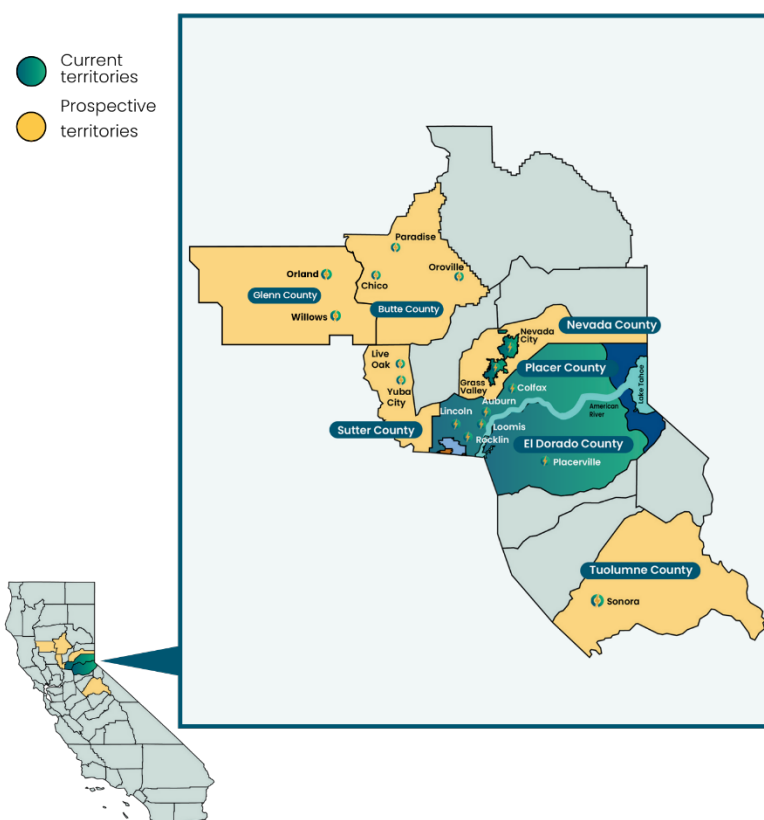
agreements, participation in community events, and the purchase of goods and services. This expansion more than doubles Pioneer’s current number of customers.

Pioneer plans to work with local leaders in each of the new communities to conduct a comprehensive community education and outreach effort in advance of the service launch.

For additional information, visit pioneercommunityenergy.org/expansion.

#

(Editor’s note: The image below reflects a map of Pioneer’s expanded service area, effective October 2027.)



ABOUT PIONEER COMMUNITY ENERGY

With an A- issuer credit rating from S&P Global, Pioneer is a community-owned, not-for-profit electricity provider serving unincorporated Placer and El Dorado counties and the incorporated areas of Auburn, Colfax, Grass Valley, Lincoln, Loomis, Nevada City, Placerville, and Rocklin. Pioneer serves a population of nearly one million with nearly 175,000 residential and commercial meters and powers the communities it serves with competitive rates, exceptional local service, and a choice in energy options.

CITY OF WILLOWS & PIONEER COMMUNITY ENERGY

FREQUENTLY ASKED QUESTIONS

- **When will Pioneer Community Energy start serving the City of Willows and become available to the citizens as an alternative electricity provider?**

Effective October 2027, Pioneer Community Energy will become the electricity provider for the City of Willows.

- Pioneer is an alternative to PG&E for the electricity portion (indicated as generation) of customers' electricity bills (40% of the total bill).
- PG&E will still manage the delivery (indicated as transmission and distribution) of that electricity through its lines and poles.

- **What other jurisdictions are served by Pioneer Community Energy?**

- The City of Willows is joining 12 other jurisdictions, including
- Butte, Glenn, Nevada, Sutter, and Tuolumne Counties
- Cities of Chico, Live Oak, Orland, Oroville, Paradise, Sonora, and Yuba City

- **What if I want to stay with PG&E and I don't want Pioneer Community Energy to be my electricity provider?**

- Pioneer offers a choice in electricity providers that customers do not currently have.
- Customers who want to stay with PG&E can do so.
- Customers who choose to opt-out of Pioneer can do so at no charge 60 days prior to service launch.

- **How does Pioneer Community Energy Work and what are some of the benefits of their service?**

- Pioneer prioritizes rate competitiveness, community partnership and reinvestment, and economic development.
- From 2018 through 2024, Pioneer has saved its customers more than \$108 million.
- Savings are reinvested into the communities Pioneer serves in the form of power purchase agreements, economic development projects, programs, and the purchase of goods and services.

- **What was the process for deciding to move forward and work with Pioneer Community Energy?**

- Expanding into the City of Willows has been an ongoing process, with discussions beginning in 2024 and presentations in public meetings.
- An Impact Assessment Study (IAS) was conducted to 1) evaluate the financial feasibility of expansion, 2) ensure Pioneer can procure the needed power for the increased generation load, and 3) determine the optimal timing of service launch.
 - Findings were shared at public meetings.
 - The study found that expansion was feasible with an **October 2027 service launch**.

- **What are the next steps to launch Pioneer’s services in the City of Willows?**

Pioneer will work with the City of Willows during the next 27 months to educate residents and businesses about what is happening. This will include holding town hall meetings, reaching out to community groups, and using earned/paid/social media to raise awareness.

- Outreach efforts will begin in late 2026 and will run through the service launch and beyond.

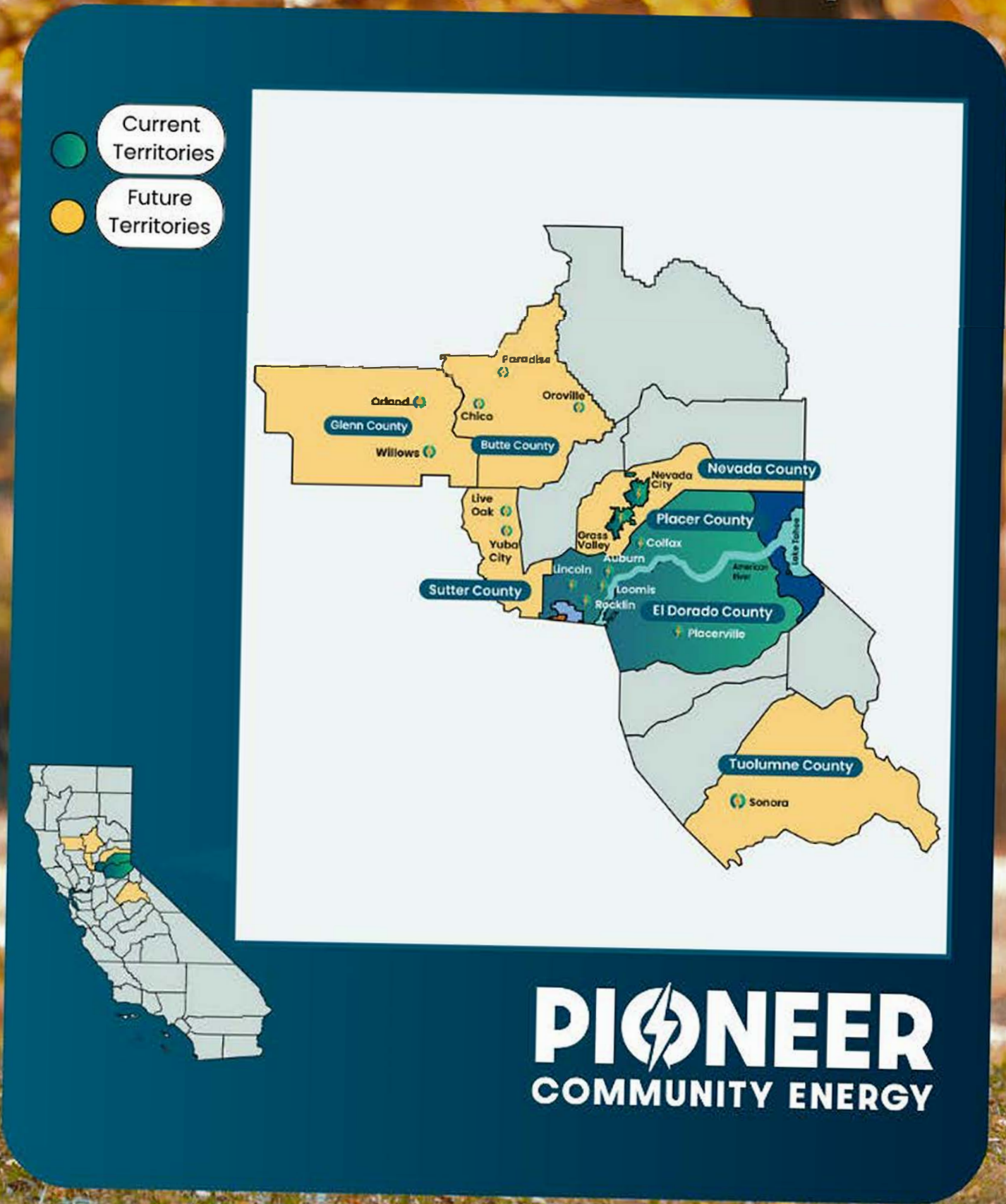
- **When can I sign up and start using Pioneer Community Energy’s services?**

City of Willows residents and businesses will not be eligible to participate in Pioneer programs until October 2027.

- **Where can I get more information about Pioneer?**

Additional information, including the most frequently asked questions, is available at: pioneercommunityenergy.org/expansion/.

PioneerCommunityEnergy.org/expansion



**LAUNCHING OCTOBER 2027
IN 13 NEW COMMUNITIES**



COMMENTS AND REPORTS



CLOSED SESSION