

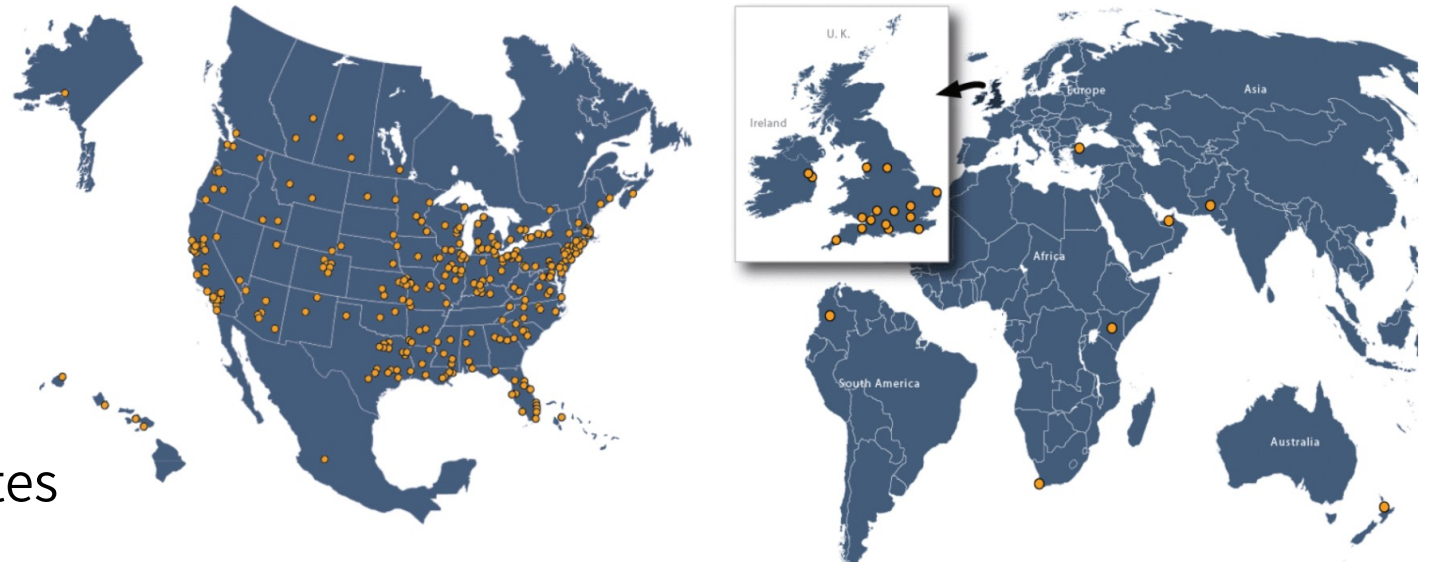


Management Support and Organizational Strategy



Who we are...

- Firm has 40 years of experience in public safety with Fitch & Associates and MedServ.
- Project team has over 200 years of experience in public safety.
- Proven track record of leading organizational change.
- Consults and manages organizations across North America.
- Services cover a wide range of areas including EMS, Fire, Law Enforcement, Air-medical, Dispatch Centers, Hospital Transfer Centers, Mergers and Acquisitions, Finance & Compliance, Leadership Development, Procurement, On-site Management, Healthcare Integrations, and more.



Who we are...

PROJECT CATEGORIES

Partner Oversight

Project Lead

Day-to-day on-site management

Project Consultants and Support Team

TEAM MEMBERS

Guillermo Fuentes, MBA – COO/Partner

Todd Sheridan, MBA – Junior Partner

Frank Gresh, MS – Senior Consultant

Roxanne Peek, MBA – Managing Partner

Anthony Minge, EdD – Senior Partner

Michael Poynter – Senior Consultant

Gerrard Bradley – Associate

Kevin Fairly – Associate and Legal Representative

Richard Frayne – Project Consultant

Project Scope



Provide forward-facing leadership to the team in the OEMS and work in conjunction with the Interim Director.



Evaluate all aspects and functions of the OEMS and determine opportunities for efficiencies.

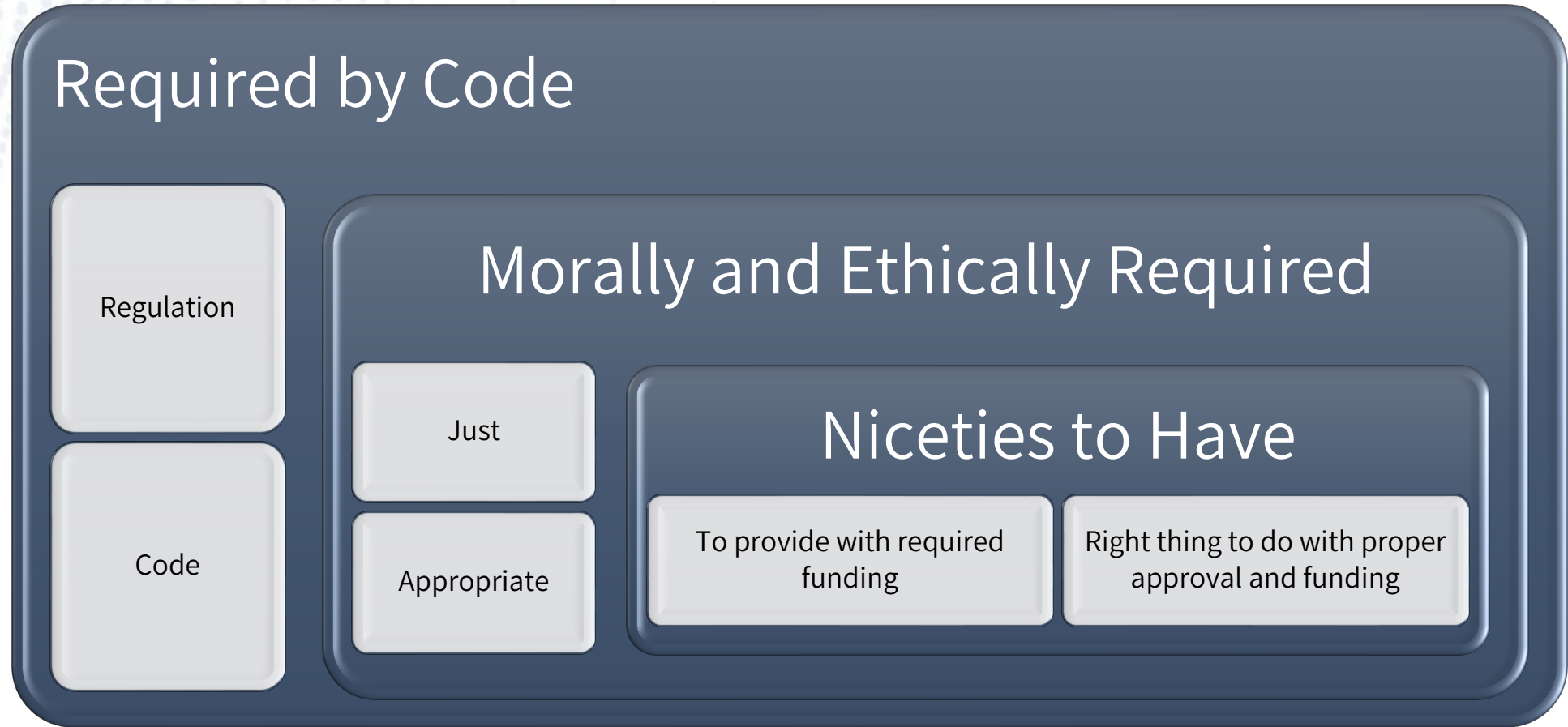


Support the Regional Councils and the EMS agencies in Virginia.



Provide operational and financial recommendations that will help develop the future state of the OEMS.

Initial Review



Accomplished So Far...

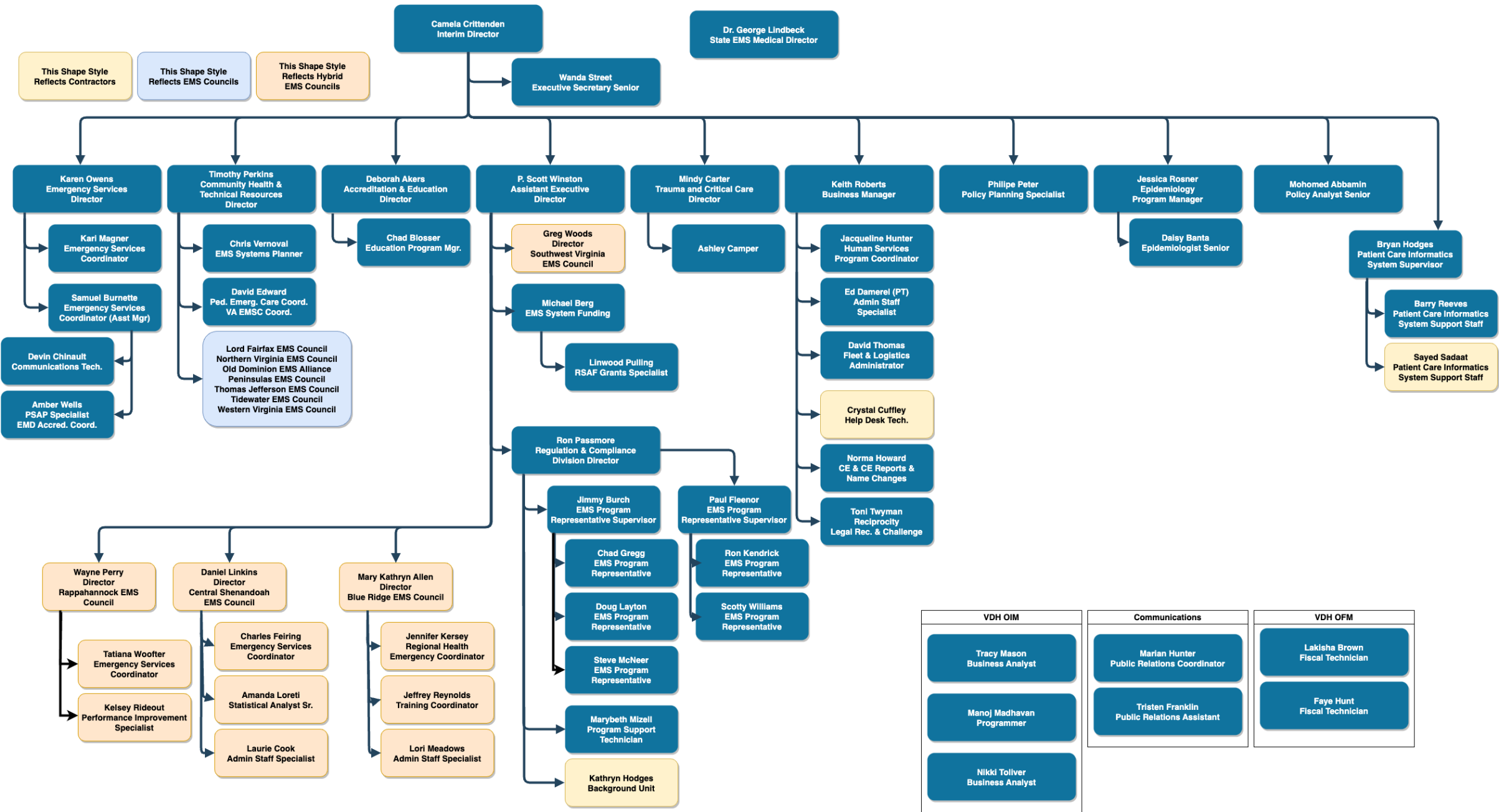
- Assisted/facilitated getting many overdue payments out:
 - Return to Localities (\$5,408,370)
 - Regional Councils (\$3,819,861)
 - Vendors and Other Obligations
- Budget and overall financial conversations to better understand sources of revenue and expense – in relationship to the Code of Virginia and various regulations.



Accomplished So Far...

- Met with Senior Staff to understand the organizational structure in the context of what is needed to support the OEMS mission based on the Code of Virginia and various rules and regulations.
- Identifying and removing silos.
- Identifying and removing interagency finger-pointing.





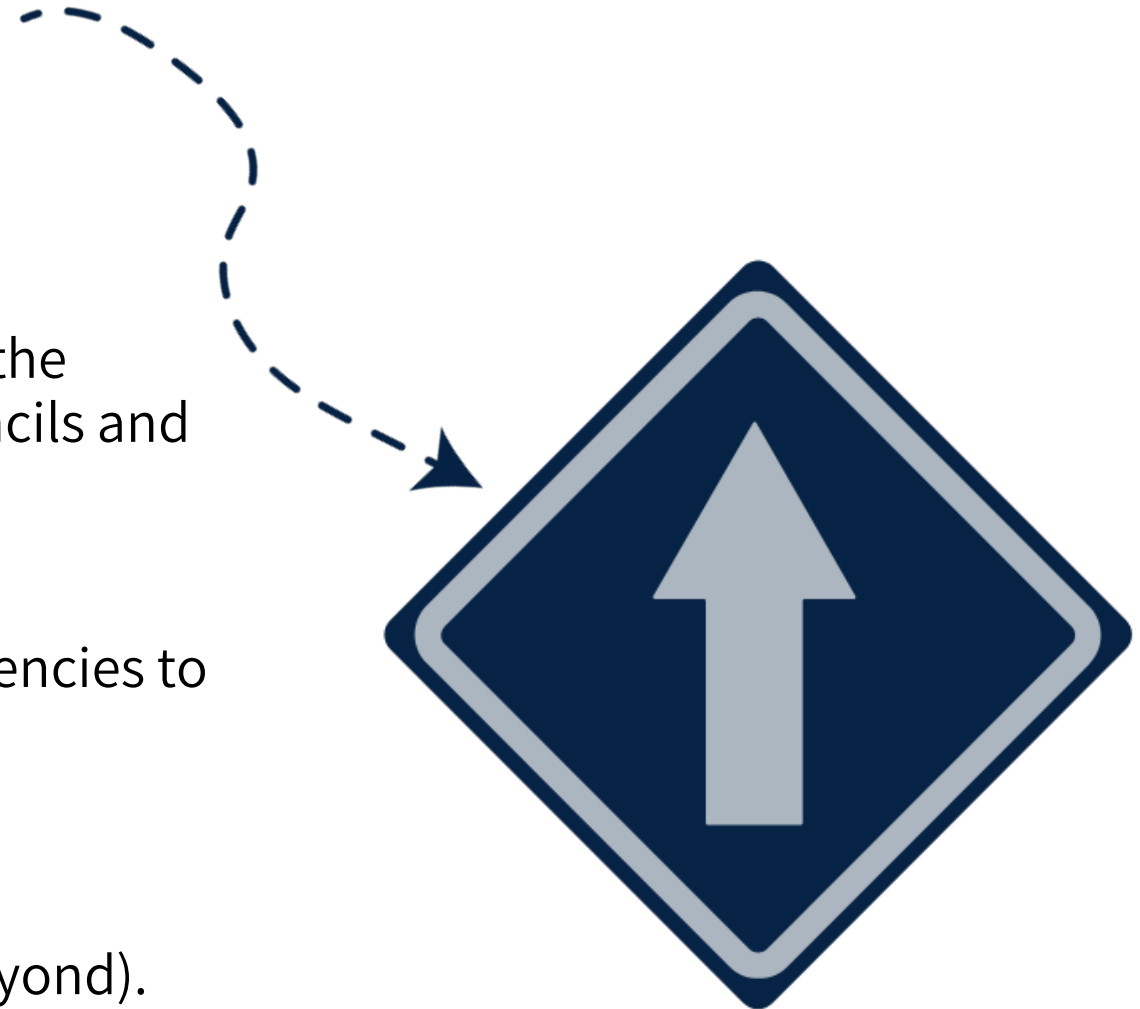
VDH OIM
Tracy Mason Business Analyst
Manoj Madhavan Programmer
Nikki Toliver Business Analyst

Communications
Marian Hunter Public Relations Coordinator
Tristen Franklin Public Relations Assistant

VDH OFM
Lakisha Brown Fiscal Technician
Faye Hunt Fiscal Technician

The Work Ahead...

- Continue day-to-day leadership and support.
- Initial focus on “central office” to understand the structure needed to support the regional councils and the state (45 – 60 days – End of February).
- Meeting with regional councils and various agencies to get perspective from the field (Early March).
- With stakeholder input, develop and begin implementing future state (April – June and beyond).



The Work Ahead...

TIMEFRAME	Jan-Feb 2024	Feb-Mar 2024	Apr-May 2024	Jun-Aug 2024	Sep-Nov 2024
ACTIVITIES	<p>Project Initiation</p> <p>Day-to-day management is in place</p> <p>Stabilize operations</p> <p>Begin to develop understanding of current operating environment, review policies and financial obligations</p>	<p>Continuing day-to-day management</p> <p>Evaluation of existing organizational structure and services being provided</p> <p>Stakeholder meetings: EMS Advisory Council, Regional Councils</p>	<p>Continuing day-to-day management</p> <p>Working with key stakeholders, developing and seeking approval for future organizational structure and service line modifications</p> <p>Begin search for new director</p>	<p>Continuing day-to-day management</p> <p>Working with stakeholders to begin implementing identified changes to organizational structure and services</p> <p>Selection of new director</p>	<p>Transition day-to-day management to new director</p> <p>Wrap-up of all ongoing projects in preparation for handover</p>
DELIVERABLES	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)	Weekly/Monthly activity updates (in writing and in person)
PROJECT PHASES	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5



Questions

Guillermo Fuentes, MBA
COO/Partner

Todd Sheridan, MBA, NRP
Junior Partner

Frank Gresh, MS
Senior Consultant

Michael Poynter
Senior Consultant

