



RICHMOND AMBULANCE AUTHORITY
SPECIAL MEETING OF THE BOARD OF DIRECTORS - MINUTES
JANUARY 19, 2023

- Present: Weet Baldwin, Chairman *(via MS Teams)*
Julia Hammond, Vice Chairman *(via MS Teams)*
Kirk Roberts, Treasurer *(via MS Teams)*
Marilyn West, Secretary *(via MS Teams)*
Carlos Hopkins, Director *(via MS Teams)*
Katherine Jordan, Director *(via MS Teams)*
Lincoln Saunders, Director *(via MS Teams)*
Joey Trapani, Director *(via MS Teams)*
Sheila White, Director *(via MS Teams)*
- Absent: Matt Conrad, Director
- Counsel: Jonathan Joseph, Esq., Christian & Barton *(via MS Teams)*
- Guests: Robert ("Bob") Bobb, President & CEO, The Robert Bobb Group, LLC *(via MS Teams)*
Heather Ness, Project Manager, The Robert Bobb Group, LLC *(via MS Teams)*
Justin Sterritt, Engagement Lead, Accenture *(via MS Teams)*
Vince Robbins, EMS Subject Matter Advisor, Cambridge Consulting Group *(via MS Teams)*
Jeff Gray, Senior Policy Advisor to the CAO, City of Richmond *(via MS Teams)*
Sven Philipsen, 2nd District Liaison, Office of Councilor Katherine Jordon *(via MS Teams)*
Josette Fairwell, Senior Executive Assistant to the Director of Finance, City of Richmond *(via MS Teams)*
- Staff: Chip Decker, Chief Executive Officer *(via MS Teams)*
Joseph Ornato, M.D., Operational Medical Director *(via MS Teams)*
Wayne Harbour, Chief Operating Officer *(via MS Teams)*
Terone Green, Chief Administrative Officer *(via MS Teams)*
Angel Carter, Interim Chief Human Resources Officer *(via MS Teams)*
Amit Patel, Deputy Chief Operating Officer *(via MS Teams)*
Danny Garrison, Director of Communications *(via MS Teams)*
Wanda Thomas, Director of Reimbursement *(via MS Teams)*
Christopher Wishart, Director of IT *(MS Teams)*
Tom Ludin, Director of Quality Assurance *(via MS Teams)*
Bryan Aud, Director of Finance *(via MS Teams)*
Mark Tenia, Public Relations/Media Manager *(via MS Teams)*
Laura Bickham, Senior Executive Assistant and Assistant Secretary to the Board of Directors *(via MS Teams)*

I. CALL MEETING TO ORDER

Due to the public health emergency in the City of Richmond, this meeting was held using Microsoft Teams to reduce the exposure of COVID-19. The public was notified this electronic meeting would be taking place by way of written notice, posted on the Richmond Ambulance Authority's website. Written notice was also provided to the Clerk's Office of the City of Richmond. Public accessibility to join the meeting via electronic communication means was made available.

Weet Baldwin called the meeting to order at 8:30 a.m. He announced the Board's newest members, Councilor Katherine Jordan and Joey Trapani, were in attendance at today's meeting. Both Katherine Jordan and Joey Trapani then introduced themselves. Katherine Jordan stated her name, adding she serves on City Council representing the Richmond North Central, 2nd Voter District. She noted RAA is located in her district and that she is eager to serve on the Board. Joey Trapani advised he is the Chief Operating Officer with Richmond Community Hospital and that he too is very much looking forward to serving on the Board. Weet Baldwin requested Laura Bickham conduct the roll call of the Board of Directors, which then took place. Following, consultants with The Robert Bobb Group, Accenture, and Cambridge Consulting Group introduced themselves.

II. RICHOND AMBULANCE AUTHORITY FINANCIAL AND OPERATION REVIEW, FINAL REPORT - Presentation by The Robert Bobb Group, Accenture and Cambridge Consulting Group

Heather Ness advised the review of RAA began in September of last year and included an in-depth review of documents, information gathering and interviews with Board members, members of City Council and City Administration. Both Weet Baldwin and Marilyn West participated in interviews. Heather Ness proceeded with presenting the RAA Financial and Operation Review, Final Report. She commented how Chip Decker and his team have already begun working on many of the recommendations included in the report. She stated she had also been working with Sabrina Joy-Hogg, City of Richmond's Deputy CAO-Finance and Administration, and her team with a focus on budgeting and financial success as well as communication. Bob Bobb stated the cooperation from Chip Decker and the RAA team was extraordinary. He commented both RAA and City Administration understand the purpose of this review is for the betterment of the Richmond residents. He stated how impressed he was with Chip Decker's leadership. Heather Ness then went through the presentation, explaining it included their findings, recommendations and project charters to help realize the greatest benefit with the least amount of distraction.

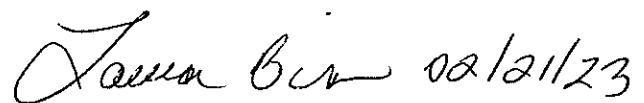
Justin Sterritt presented Initiative Charters 3 through 6 and Vince Robbins presented 7a, 7b and 7c. Heather Ness reviewed the recommended next steps and the suggested timeline for implementation. She recalled the recent Public Safety Summit that was held, adding two additional meetings of the agency Chiefs had taken place and how collaboration has already begun. The next 60 days should include working on budget preparation, initial review of policies and procedures and the identification of gaps. She noted the report also included recommended workflows. A copy of the report is attached to the meeting minutes.

Weet Baldwin thanked the team of consultants for their great work as well as the cooperation from Chip Decker and the RAA management team. He commented this review was welcome. Heather Ness stated both Weet Baldwin and Chip Decker know how to reach her should questions be raised following today's presentation. Marilyn West echoed Weet Baldwin's comments, adding it was very helpful to have this report as RAA works to move forward. She advised she had not had an opportunity to fully review the entire report and asked if it was the final version to be released to the City or if the Board would have an opportunity to weigh in. Bob Bobb responded it was the final report that had been submitted to the City. He noted the comments previously received from Chip Decker's team, adding that the heavy lifting will follow going forward. He stated that on the City's side, their Project Manager would work directly with RAA's Project Manager once one was identified. Further comments would then filter into the work plan going forward. Lincoln Saunders expressed his appreciation to the consultants for their work. He noted the report contained a great deal of recommendations to include significant rate increases, changes to response time requirements as well as a parallel 911 call center. He thanked RAA for helping to identify how to strengthen the partnership between RAA and the City, adding the report also helped identify how best to move forward in order to take some of the burden off of RAA.

Weet Baldwin requested the Board provide any questions they may have after reviewing the report. He thanked Marilyn West for her comments, stating he concurred the Board needed time to digest all the contents of the report.

III. ADJOURNMENT

Weet Baldwin adjourned the January 19, 2023 Special Meeting of the Board of Directors at 9:20 a.m.



Laura Bickham, Assistant Secretary