

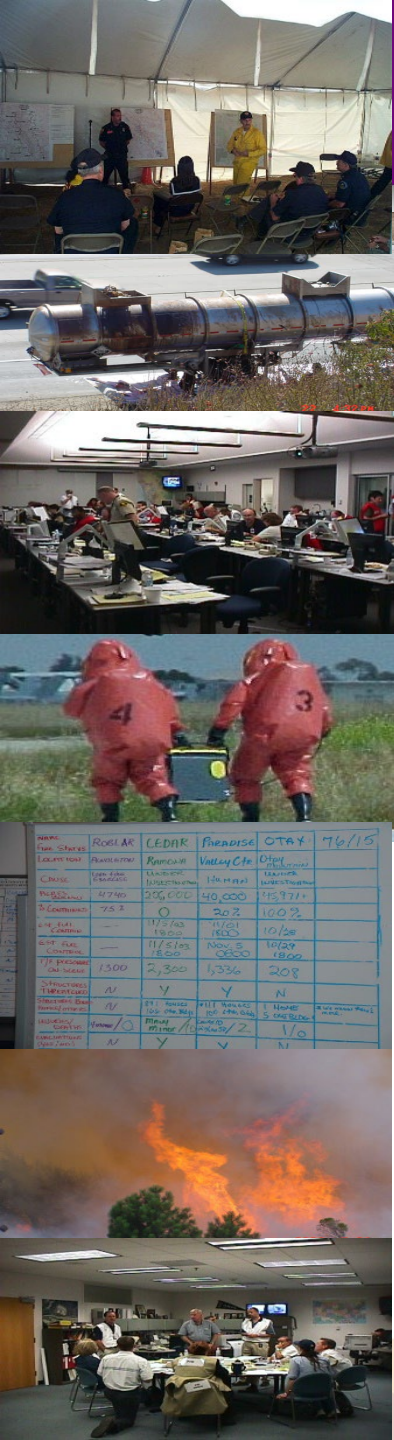


	ROSELAR	CEDAR	PARADISE	OTAY	7/6/15
NAME					
DATE START					
LOCATION					
CLINIC					
PHONES	47740	206 6570	40 000	152 711	
DEPARTMENT	75 2	0	202	100 2	
CLINIC		119 703	1701	100 2	
CLINIC		18 000	1800	10 00	
CLINIC		11 61 05	18 000	10 00	
CLINIC		18 000	0830	18 00	
CLINIC	1300	2,300	1,336	208	
CLINIC	N	Y	Y	N	
CLINIC	N	Y	Y	N	
CLINIC	10	10	10	10	
CLINIC	N	Y	Y	N	



# Public Provider Ground Emergency Medical Transport

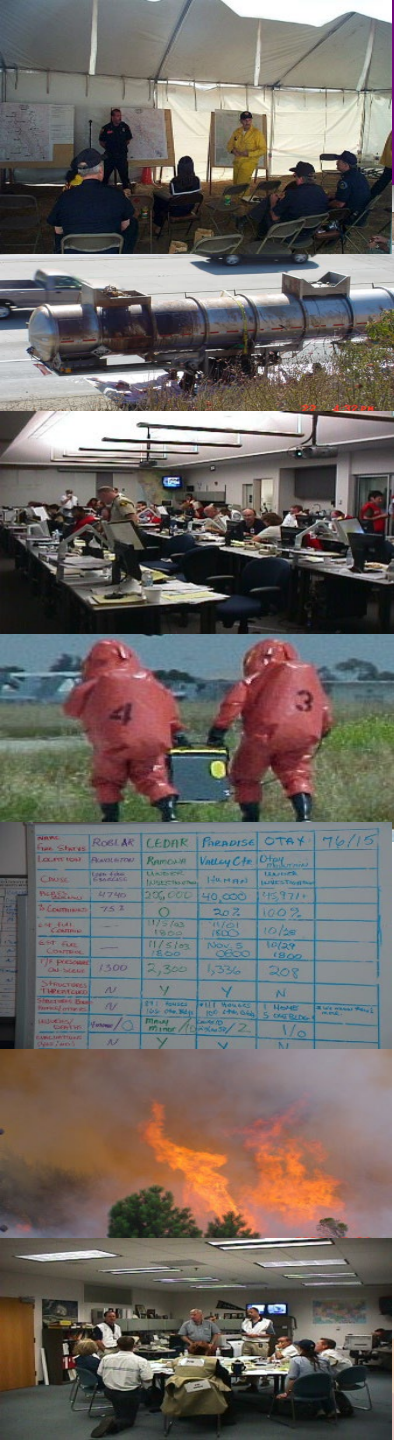
March 17, 2026



# History of Ambulance Services in National City

- City-operated Police Department ambulances documented as early as 1936
- Ambulance ordinances adopted in 1966 and 1973
- Long history of City regulation and contracted transport services
- 90-year record of continuous ground ambulance service
- Current AMR contract expires August 31, 2026

NAME	ROSELAR	CEDAR	Firewise	OTAY	7/6/15
Base Station	1000000	1000000	1000000	1000000	
Location	1000000	1000000	1000000	1000000	
Capacity	1000000	1000000	1000000	1000000	
Personnel	1000000	1000000	1000000	1000000	
Equipment	1000000	1000000	1000000	1000000	
Cost	1000000	1000000	1000000	1000000	
Notes					
1/1/15	1300	2,300	1,336	208	
2/1/15					
3/1/15					
4/1/15					
5/1/15					
6/1/15					
7/1/15					
8/1/15					
9/1/15					
10/1/15					
11/1/15					
12/1/15					
1/1/16					
2/1/16					
3/1/16					
4/1/16					
5/1/16					
6/1/16					
7/1/16					
8/1/16					
9/1/16					
10/1/16					
11/1/16					
12/1/16					
1/1/17					
2/1/17					
3/1/17					
4/1/17					
5/1/17					
6/1/17					
7/1/17					
8/1/17					
9/1/17					
10/1/17					
11/1/17					
12/1/17					
1/1/18					
2/1/18					
3/1/18					
4/1/18					
5/1/18					
6/1/18					
7/1/18					
8/1/18					
9/1/18					
10/1/18					
11/1/18					
12/1/18					
1/1/19					
2/1/19					
3/1/19					
4/1/19					
5/1/19					
6/1/19					
7/1/19					
8/1/19					
9/1/19					
10/1/19					
11/1/19					
12/1/19					
1/1/20					
2/1/20					
3/1/20					
4/1/20					
5/1/20					
6/1/20					
7/1/20					
8/1/20					
9/1/20					
10/1/20					
11/1/20					
12/1/20					
1/1/21					
2/1/21					
3/1/21					
4/1/21					
5/1/21					
6/1/21					
7/1/21					
8/1/21					
9/1/21					
10/1/21					
11/1/21					
12/1/21					
1/1/22					
2/1/22					
3/1/22					
4/1/22					
5/1/22					
6/1/22					
7/1/22					
8/1/22					
9/1/22					
10/1/22					
11/1/22					
12/1/22					
1/1/23					
2/1/23					
3/1/23					
4/1/23					
5/1/23					
6/1/23					
7/1/23					
8/1/23					
9/1/23					
10/1/23					
11/1/23					
12/1/23					
1/1/24					
2/1/24					
3/1/24					
4/1/24					
5/1/24					
6/1/24					
7/1/24					
8/1/24					
9/1/24					
10/1/24					
11/1/24					
12/1/24					
1/1/25					
2/1/25					
3/1/25					
4/1/25					
5/1/25					
6/1/25					
7/1/25					
8/1/25					
9/1/25					
10/1/25					
11/1/25					
12/1/25					
1/1/26					
2/1/26					
3/1/26					
4/1/26					
5/1/26					
6/1/26					
7/1/26					
8/1/26					
9/1/26					
10/1/26					
11/1/26					
12/1/26					
1/1/27					
2/1/27					
3/1/27					
4/1/27					
5/1/27					
6/1/27					
7/1/27					
8/1/27					
9/1/27					
10/1/27					
11/1/27					
12/1/27					
1/1/28					
2/1/28					
3/1/28					
4/1/28					
5/1/28					
6/1/28					
7/1/28					
8/1/28					
9/1/28					
10/1/28					
11/1/28					
12/1/28					
1/1/29					
2/1/29					
3/1/29					
4/1/29					
5/1/29					
6/1/29					
7/1/29					
8/1/29					
9/1/29					
10/1/29					
11/1/29					
12/1/29					
1/1/30					
2/1/30					
3/1/30					
4/1/30					
5/1/30					
6/1/30					
7/1/30					
8/1/30					
9/1/30					
10/1/30					
11/1/30					
12/1/30					
1/1/31					
2/1/31					
3/1/31					
4/1/31					
5/1/31					
6/1/31					
7/1/31					
8/1/31					
9/1/31					
10/1/31					
11/1/31					
12/1/31					
1/1/32					
2/1/32					
3/1/32					
4/1/32					
5/1/32					
6/1/32					
7/1/32					
8/1/32					
9/1/32					
10/1/32					
11/1/32					
12/1/32					
1/1/33					
2/1/33					
3/1/33					
4/1/33					
5/1/33					
6/1/33					
7/1/33					
8/1/33					
9/1/33					
10/1/33					
11/1/33					
12/1/33					
1/1/34					
2/1/34					
3/1/34					
4/1/34					
5/1/34					
6/1/34					
7/1/34					
8/1/34					
9/1/34					
10/1/34					
11/1/34					
12/1/34					
1/1/35					
2/1/35					
3/1/35					
4/1/35					
5/1/35					
6/1/35					
7/1/35					
8/1/35					
9/1/35					
10/1/35					
11/1/35					
12/1/35					
1/1/36					
2/1/36					
3/1/36					
4/1/36					
5/1/36					
6/1/36					
7/1/36					



# EMS Demand in the National City Operational Area

- Average 8,605 ambulance responses annually (2020–2024)
- 8,487 responses in 2025
- 8,600 - 8,800 projected annual responses moving forward
- Stable and predictable demand trend
- Demand indicates need for:
  - 3 - 5 ambulances daytime
  - 2 - 3 ambulances overnight

NAME	ROSELAR	CEDAR	Freemore	OTAY	7/6/15
EMR	100	100	100	100	100
EMT	100	100	100	100	100
PARAMEDIC	100	100	100	100	100
TRAINING	100	100	100	100	100
ADMIN	100	100	100	100	100
OTHER	100	100	100	100	100
TOTAL	100	100	100	100	100



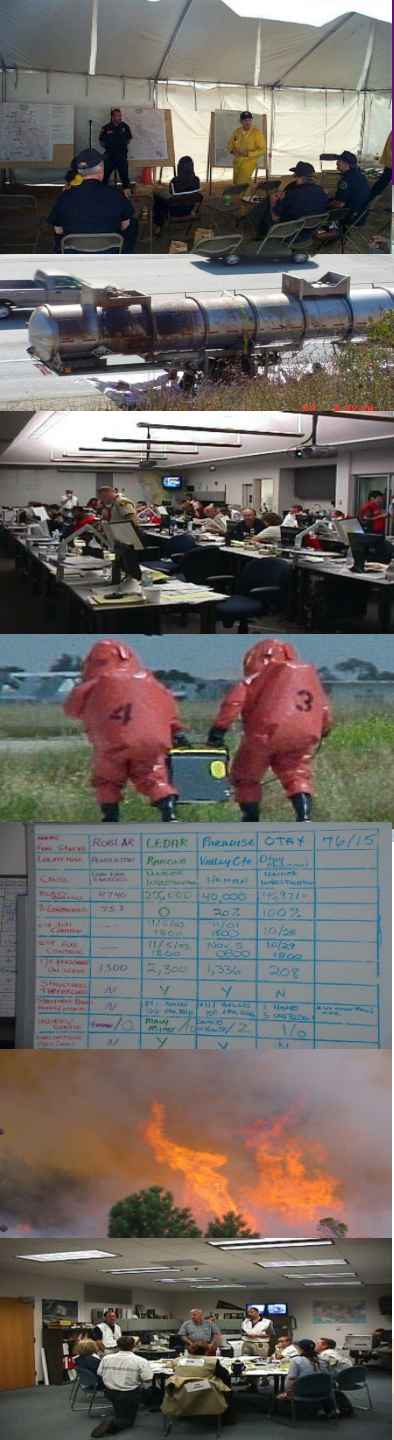
NAME	ROSELAR	CEDAR	Freemore	OTAY	7/6/15
Team Share	1000000	1000000	1000000	1000000	
Location	1000000	1000000	1000000	1000000	
Cost	1000000	1000000	1000000	1000000	
Revenue	1000000	1000000	1000000	1000000	
Profit	1000000	1000000	1000000	1000000	
ROI	1000000	1000000	1000000	1000000	
NPV	1000000	1000000	1000000	1000000	
IRR	1000000	1000000	1000000	1000000	
Payback	1000000	1000000	1000000	1000000	
NPV (at 10%)	1000000	1000000	1000000	1000000	
NPV (at 15%)	1000000	1000000	1000000	1000000	
NPV (at 20%)	1000000	1000000	1000000	1000000	
NPV (at 25%)	1000000	1000000	1000000	1000000	
NPV (at 30%)	1000000	1000000	1000000	1000000	
NPV (at 35%)	1000000	1000000	1000000	1000000	
NPV (at 40%)	1000000	1000000	1000000	1000000	
NPV (at 45%)	1000000	1000000	1000000	1000000	
NPV (at 50%)	1000000	1000000	1000000	1000000	
NPV (at 55%)	1000000	1000000	1000000	1000000	
NPV (at 60%)	1000000	1000000	1000000	1000000	
NPV (at 65%)	1000000	1000000	1000000	1000000	
NPV (at 70%)	1000000	1000000	1000000	1000000	
NPV (at 75%)	1000000	1000000	1000000	1000000	
NPV (at 80%)	1000000	1000000	1000000	1000000	
NPV (at 85%)	1000000	1000000	1000000	1000000	
NPV (at 90%)	1000000	1000000	1000000	1000000	
NPV (at 95%)	1000000	1000000	1000000	1000000	
NPV (at 100%)	1000000	1000000	1000000	1000000	



# Ground Emergency Medical Transport System Design

- Proposed design balances coverage and efficiency
- Three (3) 24-hour frontline ambulances
- Two (2) ready-reserve ambulances
- Single-role Paramedic , Single-role EMT staffing model
- 18 new FTEs on a three-platoon schedule





# Operational System Costs (Preliminary)

- Fire Battalion Chief and EMS leadership support
- Ongoing costs include:
  - Staffing and benefits
  - Supplies and fleet maintenance
  - Medical billing services
- Estimated annual cost: \$5.5–\$6.0 million

NAME	ROSELAR	CEDAR	Firewise	OTAY	7/6/15
Team Share					
Location	Roseville	Roseville	Valley City	OTAY	
Capacity	100	100	100	100	
Personnel	127	256	140	125	
Construction	9.5	0	2.2	10.0	
Cost	17,700	18,000	15,000	17,500	
OTAY	11,800	18,000	15,000	17,500	
OTAY	13,000	2,300	1,336	208	
Construction	N	Y	Y	N	
Personnel	N	Y	Y	N	
Construction	N	Y	Y	N	
Personnel	N	Y	Y	N	
Construction	N	Y	Y	N	
Personnel	N	Y	Y	N	





NAME	ROSELAR	CEDAR	Foreaise	OTAY	7/6/15
State Street	1000000	1000000	1000000	1000000	
Location	1000000	1000000	1000000	1000000	
Capacity	1000000	1000000	1000000	1000000	
Permit	1000000	1000000	1000000	1000000	
Construction	1000000	1000000	1000000	1000000	
Cost	1000000	1000000	1000000	1000000	
Revenue	1000000	1000000	1000000	1000000	
Net Income	1000000	1000000	1000000	1000000	
ROI	1000000	1000000	1000000	1000000	
Notes	1000000	1000000	1000000	1000000	
Y/N	Y	Y	Y	N	
Comments	1000000	1000000	1000000	1000000	
Approval	1000000	1000000	1000000	1000000	
Signature	1000000	1000000	1000000	1000000	
Date	1000000	1000000	1000000	1000000	



# Financial Sustainability

- Transport revenue expected to support:
  - Annual operating expenses
  - Repayment of startup costs
  - Fleet and equipment reserves
- System designed to be sustainable, not profit-driven
- Predictable and insulated from contract volatility



NAME	ROSELAR	CEDAR	Firewise	OTAY	7/6/15
Time Shared					
Location	Roseville	Roseville	Valley Ctr	OTAY	
Capacity	1000	1000	1000	1000	
Phase 1	12/15	256,000	10,000	15,977	
Phase 2	9/15	0	207	1000	
Phase 3	12/15	15,000	1500	10/15	
Phase 4	12/15	15,000	1500	10/15	
Phase 5	12/15	15,000	1500	10/15	
Phase 6	12/15	15,000	1500	10/15	
Phase 7	12/15	15,000	1500	10/15	
Phase 8	12/15	15,000	1500	10/15	
Phase 9	12/15	15,000	1500	10/15	
Phase 10	12/15	15,000	1500	10/15	
Phase 11	12/15	15,000	1500	10/15	
Phase 12	12/15	15,000	1500	10/15	
Phase 13	12/15	15,000	1500	10/15	
Phase 14	12/15	15,000	1500	10/15	
Phase 15	12/15	15,000	1500	10/15	
Phase 16	12/15	15,000	1500	10/15	
Phase 17	12/15	15,000	1500	10/15	
Phase 18	12/15	15,000	1500	10/15	
Phase 19	12/15	15,000	1500	10/15	
Phase 20	12/15	15,000	1500	10/15	
Phase 21	12/15	15,000	1500	10/15	
Phase 22	12/15	15,000	1500	10/15	
Phase 23	12/15	15,000	1500	10/15	
Phase 24	12/15	15,000	1500	10/15	
Phase 25	12/15	15,000	1500	10/15	
Phase 26	12/15	15,000	1500	10/15	
Phase 27	12/15	15,000	1500	10/15	
Phase 28	12/15	15,000	1500	10/15	
Phase 29	12/15	15,000	1500	10/15	
Phase 30	12/15	15,000	1500	10/15	
Phase 31	12/15	15,000	1500	10/15	
Phase 32	12/15	15,000	1500	10/15	
Phase 33	12/15	15,000	1500	10/15	
Phase 34	12/15	15,000	1500	10/15	
Phase 35	12/15	15,000	1500	10/15	
Phase 36	12/15	15,000	1500	10/15	
Phase 37	12/15	15,000	1500	10/15	
Phase 38	12/15	15,000	1500	10/15	
Phase 39	12/15	15,000	1500	10/15	
Phase 40	12/15	15,000	1500	10/15	
Phase 41	12/15	15,000	1500	10/15	
Phase 42	12/15	15,000	1500	10/15	
Phase 43	12/15	15,000	1500	10/15	
Phase 44	12/15	15,000	1500	10/15	
Phase 45	12/15	15,000	1500	10/15	
Phase 46	12/15	15,000	1500	10/15	
Phase 47	12/15	15,000	1500	10/15	
Phase 48	12/15	15,000	1500	10/15	
Phase 49	12/15	15,000	1500	10/15	
Phase 50	12/15	15,000	1500	10/15	
Phase 51	12/15	15,000	1500	10/15	
Phase 52	12/15	15,000	1500	10/15	
Phase 53	12/15	15,000	1500	10/15	
Phase 54	12/15	15,000	1500	10/15	
Phase 55	12/15	15,000	1500	10/15	
Phase 56	12/15	15,000	1500	10/15	
Phase 57	12/15	15,000	1500	10/15	
Phase 58	12/15	15,000	1500	10/15	
Phase 59	12/15	15,000	1500	10/15	
Phase 60	12/15	15,000	1500	10/15	
Phase 61	12/15	15,000	1500	10/15	
Phase 62	12/15	15,000	1500	10/15	
Phase 63	12/15	15,000	1500	10/15	
Phase 64	12/15	15,000	1500	10/15	
Phase 65	12/15	15,000	1500	10/15	
Phase 66	12/15	15,000	1500	10/15	
Phase 67	12/15	15,000	1500	10/15	
Phase 68	12/15	15,000	1500	10/15	
Phase 69	12/15	15,000	1500	10/15	
Phase 70	12/15	15,000	1500	10/15	
Phase 71	12/15	15,000	1500	10/15	
Phase 72	12/15	15,000	1500	10/15	
Phase 73	12/15	15,000	1500	10/15	
Phase 74	12/15	15,000	1500	10/15	
Phase 75	12/15	15,000	1500	10/15	
Phase 76	12/15	15,000	1500	10/15	
Phase 77	12/15	15,000	1500	10/15	
Phase 78	12/15	15,000	1500	10/15	
Phase 79	12/15	15,000	1500	10/15	
Phase 80	12/15	15,000	1500	10/15	
Phase 81	12/15	15,000	1500	10/15	
Phase 82	12/15	15,000	1500	10/15	
Phase 83	12/15	15,000	1500	10/15	
Phase 84	12/15	15,000	1500	10/15	
Phase 85	12/15	15,000	1500	10/15	
Phase 86	12/15	15,000	1500	10/15	
Phase 87	12/15	15,000	1500	10/15	
Phase 88	12/15	15,000	1500	10/15	
Phase 89	12/15	15,000	1500	10/15	
Phase 90	12/15	15,000	1500	10/15	
Phase 91	12/15	15,000	1500	10/15	
Phase 92	12/15	15,000	1500	10/15	
Phase 93	12/15	15,000	1500	10/15	
Phase 94	12/15	15,000	1500	10/15	
Phase 95	12/15	15,000	1500	10/15	
Phase 96	12/15	15,000	1500	10/15	
Phase 97	12/15	15,000	1500	10/15	
Phase 98	12/15	15,000	1500	10/15	
Phase 99	12/15	15,000	1500	10/15	
Phase 100	12/15	15,000	1500	10/15	



# Buildout & Operation Timeline

- Phased and deliberate implementation
- Planned transition extension with current provider
- Ensures uninterrupted service during system buildout
- Manages risk, staffing, and capital costs
- Council direction gates each phase



NAME	ROSELAR	CEDAR	Firewise	OTAY	7/6/15
Team Leader	MANAGER	MANAGER	MANAGER	MANAGER	
Location	MANAGER	MANAGER	MANAGER	MANAGER	
Capacity	100	100	100	100	
Personnel	100	100	100	100	
Equipment	100	100	100	100	
Cost	100	100	100	100	
Notes					
1/15	1300	2,300	1,336	208	
2/15					
3/15					
4/15					
5/15					
6/15					
7/15					
8/15					
9/15					
10/15					
11/15					
12/15					
1/16					
2/16					
3/16					
4/16					
5/16					
6/16					
7/16					
8/16					
9/16					
10/16					
11/16					
12/16					
1/17					
2/17					
3/17					
4/17					
5/17					
6/17					
7/17					
8/17					
9/17					
10/17					
11/17					
12/17					
1/18					
2/18					
3/18					
4/18					
5/18					
6/18					
7/18					
8/18					
9/18					
10/18					
11/18					
12/18					
1/19					
2/19					
3/19					
4/19					
5/19					
6/19					
7/19					
8/19					
9/19					
10/19					
11/19					
12/19					
1/20					
2/20					
3/20					
4/20					
5/20					
6/20					
7/20					
8/20					
9/20					
10/20					
11/20					
12/20					
1/21					
2/21					
3/21					
4/21					
5/21					
6/21					
7/21					
8/21					
9/21					
10/21					
11/21					
12/21					
1/22					
2/22					
3/22					
4/22					
5/22					
6/22					
7/22					
8/22					
9/22					
10/22					
11/22					
12/22					
1/23					
2/23					
3/23					
4/23					
5/23					
6/23					
7/23					
8/23					
9/23					
10/23					
11/23					
12/23					
1/24					
2/24					
3/24					
4/24					
5/24					
6/24					
7/24					
8/24					
9/24					
10/24					
11/24					
12/24					
1/25					
2/25					
3/25					
4/25					
5/25					
6/25					
7/25					
8/25					
9/25					
10/25					
11/25					
12/25					
1/26					
2/26					
3/26					
4/26					
5/26					
6/26					
7/26					
8/26					
9/26					
10/26					
11/26					
12/26					
1/27					
2/27					
3/27					
4/27					
5/27					
6/27					
7/27					
8/27					
9/27					
10/27					
11/27					
12/27					
1/28					
2/28					
3/28					
4/28					
5/28					
6/28					
7/28					
8/28					
9/28					
10/28					
11/28					
12/28					
1/29					
2/29					
3/29					
4/29					
5/29					
6/29					
7/29					
8/29					
9/29					
10/29					
11/29					
12/29					
1/30					
2/30					
3/30					
4/30					
5/30					
6/30					
7/30					
8/30					
9/30					
10/30					
11/30					
12/30					
1/31					
2/31					
3/31					
4/31					
5/31					
6/31					
7/31					
8/31					
9/31					
10/31					
11/31					
12/31					



# Phase 1: Staffing and Classification Development

- Establish Paramedic and EMT classifications
- Meet-and-confer and recruitment





NAME	ROSLAR	CEDAR	Firewise	OTAY	7/6/15
DATE START	7/6/15	7/6/15	7/6/15	7/6/15	7/6/15
LOCATION	ROSLAR	CEDAR	Firewise	OTAY	7/6/15
STATUS	Y	Y	Y	Y	Y
START TIME	07:00	07:00	07:00	07:00	07:00
END TIME	12:00	12:00	12:00	12:00	12:00
TRAINING	Y	Y	Y	Y	Y
TESTING	Y	Y	Y	Y	Y
ACTIVATION	Y	Y	Y	Y	Y
REMARKS					
PREPARED BY					
APPROVED BY					



## Phase 4: Budget Finalization and Billing Development

- Finalize budget and billing systems
- Complete ePCR and billing integration

## Phase 5: Training, System Testing, and Operational Activation

- Conduct training and system testing
- Activate service only when fully ready



