

**MINUTES OF A REGULAR MEETING
OF THE BOARD OF DIRECTORS
MONTGOMERY COUNTY HOSPITAL DISTRICT**

The regular meeting of the Board of Directors of Montgomery County Hospital District was duly convened at 4:00 p.m., January 28, 2020 in the Administrative offices of the Montgomery County Hospital District, 1400 South Loop 336 West, Conroe, Montgomery County, Texas.

1. Call to Order

Meeting called to order at 4:00 p.m.

2. Invocation

Led by Mr. Grice

3. Pledge of Allegiance

Led by Mr. Bagley

4. Roll Call

Present:

Bob Bagley
Justin Chance
Chris Grice
Sandy Wagner
Brad Spratt
Georgette Whatley

5. Public Comment

There were no comments from the public.

6. Special Recognition:

Field – Kyle Parker

7. Presentation of Investment Report for the quarter ended December 31, 2019. (Mr. Grice, Treasurer – MCHD Board)

Ms. Emily Upshaw with Valley View Consulting presented the Investment report for the quarter ended December 31, 2019.

"Mr. Spratt requested agenda item 26 be moved up prior to agenda item 8."

8. Consider and take action on the annual election of Board officers. (Mr. Spratt, Vice-Chairman – MCHD Board)

Mr. Chance made a motion to nominate Mr. Spratt for Chairman of the board. Mrs. Wagner made a motion to nominate Ms. Whatley for Chairman of the board.

Mr. Bagley wanted to vote by secret ballot and asked me if that was proper. Legal Counsel, Larry Foerster told him that it was not referenced in the enabling statute and that he didn't think the Texas Open Meeting Act permitted a secret ballot. Mr. Bagley requested that he needed a formal opinion but that he would agree to vote by open roll call.

No other nominations were forthcoming and a roll call vote as follows:

Roll call vote:

Mrs. Wagner – Ms. Whatley
Ms. Whatley – Ms. Whatley
Mr. Spratt – Mr. Spratt
Mr. Chance – Mr. Spratt
Mr. Grice – Ms. Whatley
Mr. Bagley – Ms. Whatley

Mr. Chance made a motion to nominate Mr. Spratt for Vice Chairman of the board. No other nominations were forthcoming and motion passed unanimously.

Ms. Whatley made a motion to nominate Mr. Grice for Treasurer of the board. No other nominations were forthcoming and motion passed unanimously.

Mr. Chance made a motion to nominate Mrs. Wagner for Secretary of the board. Ms. Whatley offered a second and motion passed unanimously.

9. **CEO Report to include update on District operations, strategic plan, capital purchases, employee issues and benefits, transition plans and other healthcare matters, grants and any other related district matters.**

Mr. Randy Johnson, CEO presented a report.

10. **Distribution of MCHD 5 years plan up to year 2024. (Mr. Spratt, Vice-Chairman – MCHD Board)**

Ms. Whatley moved to table agenda item 10 for a future board meeting.

11. **Presentation of Quarterly Employee Turnover Report. (Mr. Chance, Chair – Personnel Committee) (attached)**

Mrs. Emily Fitzgerald, HR Manager presented the Quarterly Employee Turnover Report to the board.

12. **Presentation of Press Ganey 2019 Employee Survey results. (Mr. Chance, Chair – Personnel Committee) (attached)**

Mr. Randy Johnson, CEO presented the Press Ganey 2019 Employee Survey results to the board.

The board requested staff bring back updates to the Personnel Committee Chair along with quarterly follow-up with the board.

13. **Chief of EMS Report to include updates on EMS staffing, performance measures, staff activities, patient concerns, transport destinations, emergency preparedness and fleet.**

Mr. James Campbell, EMS Chief presented the EMS report to the board.

14. **Consider and act on purchase of three Stryker Power-Pro cots. (Mr. Spratt, Chair – EMS Committee)**

Mr. Spratt made a motion to consider and act on purchase of three Stryker Power-Pro cots. Mr. Chance offered a second. After board discussion motion passed. Mr. Bagley abstained from vote.

- 15. COO Report to include updates on facilities, radio system, supply chain, staff activities, community paramedicine, and IT.**

Mrs. Melissa Miller, COO presented a report to the board.

- 16. Consider and act on Annual Maintenance and Software Renewal for CentralSquare Ambulance and Fire CAD. (Ms. Whatley, Chair - PADCOM) (attached)**

Mr. Bagley made a motion to consider and act on Annual Maintenance and Software Renewal for CentralSquare Ambulance and Fire CAD. Mr. Chance offered a second and motion passed unanimously.

- 17. Consider and act on Cummins generator sole source letter. (Ms. Whatley, Chair – PADCOM Committee) (attached)**

Mr. Bagley made a motion to consider and act on Cummins generator sole source letter. Mr. Grice offered a second and motion passed unanimously.

- 18. Consider and act on Cummins generator maintenance contract renewal. (Ms. Whatley, Chair – PADCOM Committee) (attached)**

Mr. Grice made a motion to consider and act on Cummins generator maintenance contract renewal. Mr. Bagley offered a second and motion passed unanimously.

- 19. Consider and act on the purchase of Opticom Intersection Equipment from HGAC Contract No. PE-05-17. (Ms. Whatley, Chair – PADCOM Committee) (attached)**

Mr. Bagley made a motion to consider and act on the purchase of Opticom Intersection Equipment from HGAC Contract No. PE-05-17. Mr. Spratt offered a second and motion passed unanimously.

- 20. Health Care Services Report to include regulatory update, outreach, eligibility, service, utilization, community education, clinical services, epidemiology, and emergency preparedness.**

Mrs. Ade Moronkeji, HCAP Manager presented a report to the board.

- 21. Consider and act on ratification of contracts with additional network providers for indigent care. (Mrs. Wagner, Chair – Indigent Care Committee)**

Mrs. Wagner made a motion to consider and act on ratification of contracts with additional network providers for indigent care. Mr. Spratt offered a second and motion passed unanimously.

- 22. Consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers. (Mrs. Wagner, Chair-Indigent Care Committee)**

Mrs. Wagner made a motion to consider and act on Healthcare Assistance Program claims from Non-Medicaid 1115 Waiver providers. Mr. Chance offered a second and motion passed unanimously.

- 23. Consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims. (Mrs. Wagner, Chair – Indigent Care Committee)**

Mrs. Wagner made a motion to consider and act on ratification of voluntary contributions to the Medicaid 1115 Waiver program of Healthcare Assistance Program claims. Mr. Chance offered a

second and motion passed unanimously.

- 24. Presentation of preliminary Financial Report for three months ended December 31, 2019 – Brett Allen, CFO, report to include Financial Summary, Financial Statements, Supplemental EMS Billing Information, and Supplemental Schedules.**

Mr. Brett Allen, CFO presented financial report to the board.

- 25. Consider and act upon recommendation for amendment(s) to the budget for fiscal year ending September 30, 2020. (Mr. Grice, Treasurer - MCHD Board) (attached)**

Mr. Grice made a motion to consider and act upon recommendation for amendment(s) to the budget for fiscal year ending September 30, 2020. Mr. Bagley offered a second. After board discussion motion passed unanimously.

- 26. Consider and act on the Banking RFP. (Mr. Grice, Treasurer – MCHD Board) (attached)**

Mr. Grice made a motion to consider and act on banking RFP recommendation of Woodforest Bank that was recommended at the Finance Committee. Ms. Whatley offered a second and motion passed unanimously.

- 27. Consider and act on resolution to purchase Woodforest CD. (Mr. Grice, Treasurer – MCHD Board) (attached)**

Mr. Grice made a motion to consider and act on resolution to purchase Woodforest CD. Mr. Spratt offered a second and motion passed unanimously.

- 28. Consider and act on ratification of EMS Fee schedule. (Mr. Grice, Treasurer – MCHD Board)**

Mr. Spratt made a motion to consider and act on ratification of EMS Fee schedule. Mr. Chance offered a second and motion passed unanimously.

- 29. Consider and act upon vehicle purchasing plan through Enterprise Fleet Management. (Ms. Whatley, Chair – PADCOM Committee)**

Agenda item 29 will be tabled for a future board meeting.

- 30. Consider and act on Interlocal Agreement Region 8 Education Service Center. (Mr. Grice, Treasurer – MCHD Board) (attached)**

Mr. Grice made a motion to consider and act on Interlocal Agreement Region 8 Education Service Center. Mr. Spratt offered a second and motion passed unanimously.

- 31. Consider and act on ratification of payment of District invoices. (Mr. Grice, Treasurer - MCHD Board)**

Mr. Grice made a motion to consider and act on ratification of payment of District invoices. Mr. Spratt offered a second and motion passed unanimously.

- 32. Consider and act on salvage and surplus. (Mr. Grice, Treasurer – MCHD Board) (attached)**

Mr. Chance made a motion to consider and act on salvage and surplus. Mr. Spratt offered a second and motion passed unanimously.

- 33. Secretary's Report - Consider and act on minutes for the December 10, 2019 Regular BOD meeting and January 10, 2020 Special BOD meeting. (Mrs. Wagner, Secretary - MCHD Board)**

Mrs. Wagner made a motion to consider and act on the minutes for the December 10, 2019 Regular BOD meeting. Mr. Spratt offered a second and motion passed unanimously.

Mrs. Wagner made a motion to consider and act on the minutes for the January 10, 2020 Regular BOD meeting. Mr. Spratt offered a second and motion passed unanimously.

- 34. Convene into executive session pursuant to section 551.071 and 551.074 of the Texas Government Code to confer with legal counsel on pending EEOC complaint and related employee personnel matters on Jessica Kenning. (Mr. Chance, Chair – Personnel Committee)**

Ms. Whatley made a motion to convene into executive session at 5:30 p.m. pursuant to section 551.071 and 551.074 of the Texas Government Code to confer with legal counsel on pending EEOC complaint and related employee personnel matters on Jessica Kenning.

- 35. Reconvene from executive session and make recommendations as necessary with respect to pending EEOC complaint and related employee matters on Jessica Kenning. (Mr. Chance, Chair – Personnel Committee)**

The board reconvened back from executive session at 5:51 p.m. and no action is to be taken.

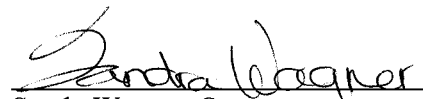
- 36. Consider and act on question(s) for the board At Large Position #1 candidate for the February 6, 2020 Special BOD meeting. (Mr. Spratt, Vice-Chairman – MCHD Board)**

Note, the Special BOD meeting is scheduled for Tuesday, February 4, 2020 not February 6, 2020.

The board's recommendation is for all questions provided by Ms. Whatley and from a previous board meeting to be combined with any duplicates removed. All board members would be able to add additional questions through the end of day Wednesday, January 29th. The list of questions will be emailed out to all candidates with a request to return no later than noon on Monday, February 3rd.

- 37. Adjourn**

Meeting adjourned at 6:03 p.m.


Sandy Wagner, Secretary



QUARTERLY INVESTMENT REPORT

For the Quarter Ended

December 31, 2019

Prepared by

Valley View Consulting, L.L.C.

The investment portfolio of Montgomery County Hospital District is in compliance with the Public Funds Investment Act and the Montgomery County Hospital District Investment Policy.

Chief Executive Officer
Investment Officer,
Montgomery County Hospital District

Chief Financial Officer
Investment Officer,
Montgomery County Hospital District

Treasurer, MCHD Board
Investment Officer,
Montgomery County Hospital District

Disclaimer: These reports were compiled using information provided by the Montgomery County Hospital District. No procedures were performed to test the accuracy or completeness of this information. The market values included in these reports were obtained by Valley View Consulting, L.L.C. from sources believed to be accurate and represent proprietary valuation. Due to market fluctuations these levels are not necessarily reflective of current liquidation values. Yield calculations are not determined using standard performance formulas, are not representative of total return yields and do not account for investment adviser fees.

Summary

Quarter End Results by Investment Category:

Asset Type	September 30, 2019		December 31, 2019		
	Book Value	Market Value	Book Value	Market Value	Ave. Yield
DDA	\$ 2,984,674	\$ 2,984,674	\$ 4,173,329	\$ 4,173,329	0.31%
MMA/MMF/LGIP	22,791,267	22,791,267	28,683,683	28,683,683	1.70%
CD/Security	17,654,434	17,655,382	14,217,007	14,217,007	2.34%
Totals	\$ 43,430,375	\$ 43,431,323	\$ 47,074,018	\$ 47,074,018	

Current Quarter Portfolio Performance: (1)

Average Quarterly Yield	1.77%
Rolling Three Month Treasury	1.60%
Rolling Six Month Treasury	1.78%
TexPool	1.62%

Fiscal Year-to-Date Portfolio Performance: (2)

Average Quarter End Yield	1.77%
Rolling Three Month Treasury	1.60%
Rolling Six Month Treasury	1.78%
TexPool	1.62%

Interest Revenue (Unaudited)

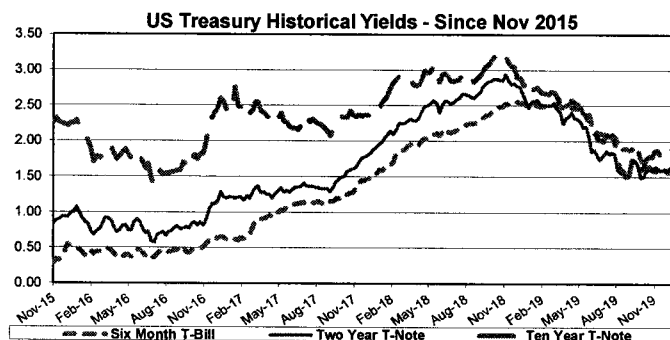
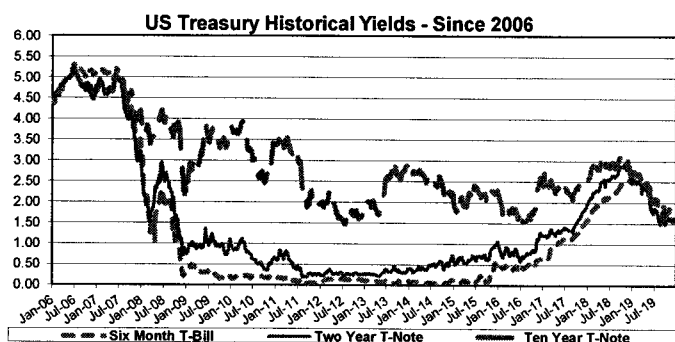
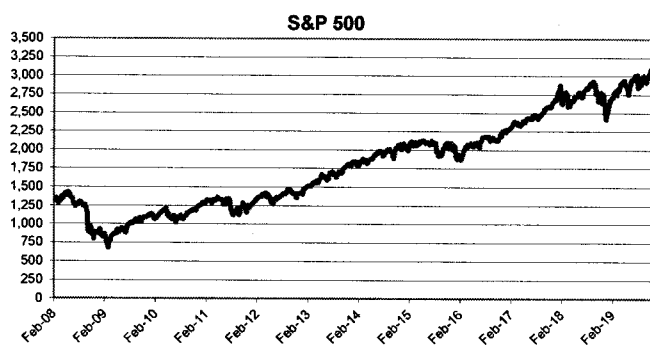
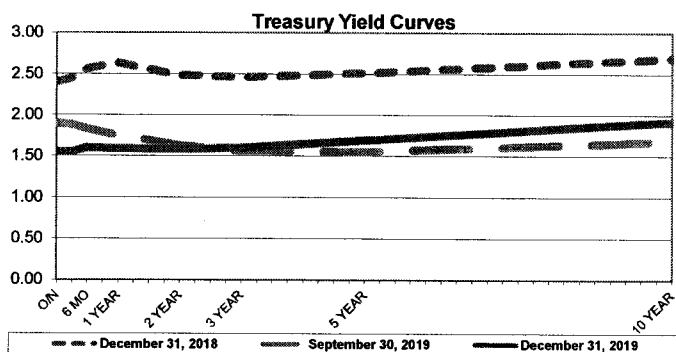
Quarterly Interest Earnings	\$ 194,382
Fiscal YTD Interest Earnings	\$ 194,382

- (1) **Current Quarter Average Yield** - based on adjusted book value, realized and unrealized gains/losses and investment advisory fees are not considered. The yield for the reporting month is used for bank, pool, and money market balances.
- (2) **Fiscal Year-to-Date Average Yields** calculated using quarter end report yields.

Economic Overview

12/31/2019

The Federal Open Market Committee (FOMC) held the Fed Funds target range at 1.50% - 1.75% (Effective Fed Funds are trading +/-1.55%). The Futures Market has reduced the probability of additional decreases until late summer/early fall 2020. Middle East turmoil had bumped crude oil over \$60, but it has retreated back below. December Non Farm Payroll rose 145,000 resulting in a three month moving average of 185,000. The Unemployed level remained at 3.5%. The Stock Markets remain at or near historic highs. Consumer spending has improved. Housing shows signs of growth. Overall economic activity remains positive, 3rd Quarter GDP was confirmed at 2.1%. The British are moving forward with Brexit. Several trade agreements are also progressing (China, North America, Japan). The Yield Curve shifted to slightly positive.



Investment Holdings
December 31, 2019

Description	Rating	Coupon/ Discount	Maturity Date	Settlement Date	Original Face/ Par Value	Book Value	Market Price	Market Value	Life (Days)	Yield
Woodforest Bank - DDA		0.33%	01/01/20	12/31/19	\$ 3,932,813	\$ 3,932,813	1.00	\$ 3,932,813	1	0.33%
Raymond James Bank Dep Program		0.08%	01/01/20	12/31/19	240,516	240,516	1.00	240,516	1	0.08%
Woodforest Bank - MMA		1.80%	01/01/20	12/31/19	8,437,072	8,437,072	1.00	8,437,072	1	1.80%
LegacyTexas Bank MMA		1.74%	01/01/20	12/31/19	2,028,710	2,028,710	1.00	2,028,710	1	1.74%
NexBank ICS MMA		1.82%	01/01/20	12/31/19	5,064,568	5,064,568	1.00	5,064,568	1	1.82%
TexPool	AAAm	1.62%	01/01/20	12/31/19	6,581,488	6,581,488	1.00	6,581,488	1	1.62%
TexSTAR	AAAm	1.56%	01/01/20	12/31/19	6,571,845	6,571,845	1.00	6,571,845	1	1.56%
East West Bank CD		2.55%	01/27/20	04/25/19	2,035,379	2,035,379	100.00	2,035,379	27	2.58%
East West Bank CD		2.72%	02/05/20	02/05/19	2,049,791	2,049,791	100.00	2,049,791	36	2.76%
East West Bank CD		2.62%	03/23/20	03/22/19	2,041,335	2,041,335	100.00	2,041,335	83	2.65%
East West Bank CD		1.80%	04/25/20	10/25/19	2,032,537	2,032,537	100.00	2,032,537	116	1.82%
East West Bank CD		2.56%	04/27/20	04/25/19	2,035,519	2,035,519	100.00	2,035,519	118	2.59%
East West Bank CD		1.78%	07/29/20	10/29/19	2,006,252	2,006,252	100.00	2,006,252	211	1.80%
BankOZK CDARS		2.12%	08/13/20	08/15/19	2,016,193	2,016,193	100.00	2,016,193	226	2.14%
					\$ 47,074,018	\$ 47,074,018		\$ 47,074,018	36	1.77%

(1) (2)

(1) **Weighted average life** - Pools, Money Market Funds, and Bank Deposits are assumed to have a one day maturity.

(2) **Weighted average yield to maturity** - The weighted average yield to maturity is based on Book Value, adviser fees and realized and unrealized gains/losses are not considered. The pool and mutual fund yields are the average for the last month of the quarter. Bank deposit yields are estimated from the monthly allocated earnings.

Book Value Comparison

Description	Coupon/ Discount	Maturity Date	September 30, 2019		Purchases/ Adjustments	Sales/Adjust/ Maturities	December 31, 2019	
			Original Face\	Book Value			Original Face\	Book Value
			Par Value	Par Value			Par Value	Par Value
Woodforest Bank - DDA	0.33%	01/01/20	\$ 2,976,714	\$ 2,976,714	\$ 956,099	\$ -	\$ 3,932,813	\$ 3,932,813
Raymond James Bank Dep Program	0.08%	01/01/20	7,961	7,961	232,555		240,516	240,516
Woodforest Bank - MMA	1.80%	01/01/20	13,784,022	13,784,022		(5,346,950)	8,437,072	8,437,072
LegacyTexas Bank MMA	1.74%	01/01/20	2,019,296	2,019,296	9,414		2,028,710	2,028,710
NexBank ICS MMA	1.82%	01/01/20	5,040,247	5,040,247	24,321		5,064,568	5,064,568
TexPool	1.62%	01/01/20	978,603	978,603	5,602,884		6,581,488	6,581,488
TexSTAR	1.56%	01/01/20	969,099	969,099	5,602,746		6,571,845	6,571,845
Bank of North America CD	2.50%	10/11/19	245,000	245,000		(245,000)	-	-
Synovus Bank CD	2.55%	10/17/19	245,000	245,000		(245,000)	-	-
East West Bank CD	2.55%	10/25/19	2,022,340	2,022,340		(2,022,340)	-	-
East West Bank CD	2.69%	11/05/19	2,035,389	2,035,389		(2,035,389)	-	-
Zions Bancorp, NA CD	2.65%	11/15/19	240,000	240,000		(240,000)	-	-
Morgan Stanley Bank CD	2.65%	11/22/19	240,000	240,000		(240,000)	-	-
BankUnited, NA CD	1.95%	12/02/19	245,000	245,000		(245,000)	-	-
Pinnacle Nat'l Bank CD	2.65%	12/13/19	240,000	240,000		(240,000)	-	-
East West Bank CD	2.61%	12/23/19	2,027,792	2,027,792		(2,027,792)	-	-
East West Bank CD	2.55%	01/27/20	2,022,340	2,022,340	13,040		2,035,379	2,035,379
East West Bank CD	2.72%	02/05/20	2,035,787	2,035,787	14,005		2,049,791	2,049,791
East West Bank CD	2.62%	03/23/20	2,027,899	2,027,899	13,436		2,041,335	2,041,335
East West Bank CD	1.80%	04/25/20	-	-	2,032,537		2,032,537	2,032,537
East West Bank CD	2.56%	04/27/20	2,022,428	2,022,428	13,092		2,035,519	2,035,519
East West Bank CD	1.78%	07/29/20	-	-	2,006,252		2,006,252	2,006,252
BankOZK CDARS	2.12%	08/13/20	2,005,461	2,005,461	10,732		2,016,193	2,016,193
TOTAL			\$ 43,430,375	\$ 43,430,375	\$ 16,531,113	\$ (12,887,470)	\$ 47,074,018	\$ 47,074,018

Market Value Comparison

Description	Maturity Date	September 30, 2019			Qtr to Qtr Change	December 31, 2019		
		Original Face\ Par Value	Market Price	Market Value		Original Face\ Par Value	Market Price	Market Value
Woodforest Bank - DDA	01/01/20	\$ 2,976,714	1.00	\$ 2,976,714	\$ 956,099	\$ 3,932,813	1.00	\$ 3,932,813
Raymond James Bank Dep Program	01/01/20	7,961	1.00	7,961	232,555	240,516	1.00	240,516
Woodforest Bank - MMA	01/01/20	13,784,022	1.00	13,784,022	(5,346,950)	8,437,072	1.00	8,437,072
LegacyTexas Bank MMA	01/01/20	2,019,296	1.00	2,019,296	9,414	2,028,710	1.00	2,028,710
NexBank ICS MMA	01/01/20	5,040,247	1.00	5,040,247	24,321	5,064,568	1.00	5,064,568
TexPool	01/01/20	978,603	1.00	978,603	5,602,884	6,581,488	1.00	6,581,488
TexSTAR	01/01/20	969,099	1.00	969,099	5,602,746	6,571,845	1.00	6,571,845
Bank of North America CD	10/11/19	245,000	100.02	245,042	(245,042)	—	—	—
Synovus Bank CD	10/17/19	245,000	100.03	245,071	(245,071)	—	—	—
East West Bank CD	10/25/19	2,022,340	100.00	2,022,340	(2,022,340)	—	—	—
East West Bank CD	11/05/19	2,035,389	100.00	2,035,389	(2,035,389)	—	—	—
Zions Bancorp, NA CD	11/15/19	240,000	100.09	240,214	(240,214)	—	—	—
Morgan Stanley Bank CD	11/22/19	240,000	100.10	240,245	(240,245)	—	—	—
Bankunited, NA CD	12/02/19	245,000	100.01	245,015	(245,015)	—	—	—
Pinnacle Nat'l Bank CD	12/13/19	240,000	100.15	240,362	(240,362)	—	—	—
East West Bank CD	12/23/19	2,027,792	100.00	2,027,792	(2,027,792)	—	—	—
East West Bank CD	01/27/20	2,022,340	100.00	2,022,340	13,040	2,035,379	100.00	2,035,379
East West Bank CD	02/05/20	2,035,787	100.00	2,035,787	14,005	2,049,791	100.00	2,049,791
East West Bank CD	03/23/20	2,027,899	100.00	2,027,899	13,436	2,041,335	100.00	2,041,335
East West Bank CD	04/25/20	—	—	—	2,032,537	2,032,537	100.00	2,032,537
East West Bank CD	04/27/20	2,022,428	100.00	2,022,428	13,092	2,035,519	100.00	2,035,519
East West Bank CD	07/29/20	—	—	—	2,006,252	2,006,252	100.00	2,006,252
BankOZK CDARS	08/13/20	2,005,461	100.00	2,005,461	10,732	2,016,193	100.00	2,016,193
TOTAL		\$ 43,430,375		\$ 43,431,323	\$ 3,642,695	\$ 47,074,018		\$ 47,074,018

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Montgomery County Hospital District 2019 Employee Engagement

Results for:

Montgomery County Employee 2019 Survey

Filtering results for 266 respondents

No filters selected

Employee and Physician Engagement Glossary of Terms

Following are common terms you will see as you navigate the Press Ganey Workforce and Engagement Solution.

Engagement Terms and Definitions

Term	Definition
Benchmark/Norm	The average score of the respective comparison group. An organization's survey results are compared to benchmarks/norms to see if the scores are above or below the national average for similar groups of employees or physicians.
Concerns	Identified through the application of an algorithm that considers performance score, Percent (%) Unfavorable, and negative difference from a designated National Benchmark. Note: The Percent (%) Unfavorable calculation is comprised of Disagree (2) and Strongly Disagree (1) survey item responses on the 5-point Likert Scale.
Demographic	Characteristics of your survey population (employees or physicians) which may come from the data an organization provides to Press Ganey or questions answered on the survey.
Distribution	Proportion of responses that are Favorable, Neutral, and Unfavorable for a given item. The Favorable category includes Strongly Agree (5) and Agree (4) responses, the Neutral category includes Neutral (3) responses, and the Unfavorable category includes Disagree (2) and Strongly Disagree (1) responses.
Domain	Broad levels by which the survey items are grouped.
Employee Domain	These items measure the degree to which employees feel connected to their colleagues and jobs.
Engagement Indicator	Composite metric of six (6) items that measure employees' degree of pride in the organization, intent to stay, willingness to recommend, and overall workplace satisfaction. This score is considered Press Ganey's primary outcome metric.
Hierarchy	Ways of organizing and grouping respondents.
Leader Index	Measures how well-prepared a work group leader is to manage a work group through activities that support improvement and positive outcomes. This key metric provides insight into leader-employee relationships by measuring trust, respect, communication skills and openness to discussing issues and solutions. This score is presented on a 100-point scale.
Manager Domain	These items measure the degree to which employees feel connected to the person they report to, typically a supervisor or manager.
Metric	A grouping of survey items that measures a specific outcome (i.e. desired changes in behaviors/attitudes). This includes Engagement, Alignment, Leader Index, and Team Index. These metrics are most commonly used to track overall improvement for a group.
Module	Collection of items added to the core Employee and Physician survey designed to gather information on additional workforce concerns. Examples include Nursing, Safety Culture, and Resilience.

Organization Domain	These items measure the degree to which employees feel connected to the overall organization. This Domain relates to broader perceptions about organizational culture.
Power Item Score	Average score of 15 items on the Employee survey representative of all 3 domains that most powerfully drive engagement at the national level. The power item score drives the Team Index designation for each work unit.
Resilience Index	The Resilience Index measures the ability of employees and physicians to recover and remain engaged even in challenging work circumstances, providing an early warning system for burnout. The index is divided into two themes: Activation and Decompression. Activation items focus on finding meaning in the work and focusing on patients/clients as individuals. Decompression items focus on employees' ability to disconnect from work.
Response Rate	Rate of return of participant survey responses. Calculated by dividing the number of surveys returned from the total number invited and multiplying by 100.
Safety Culture Index	The safety culture of an organization is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behavior that impact the commitment and ability to provide a safe environment for employees, physicians and patients.
Score	The mean (average) of responses for a specific survey item or grouping of items.
Strengths	Identified through the application of an algorithm that considers performance score, Percent (%) Favorable, and positive difference from a designated national benchmark. Note: The Percent (%) Favorable calculation is comprised of Agree (4) and Strongly Agree (5) survey item responses on the 5-point Likert Scale.
Team Index	Measures the level of team functioning and viability. Scores in this index indicate the level of support needed to effectively drive improvement and positive outcomes.
Themes	Topics of interest within the survey that make up a common theme. Some examples include work-life balance, fair compensation, leadership, coworker relations and job-person match.
Work Unit/Report Group	Group of employees that report to a common manager.

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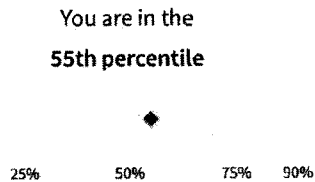
1. Summary
2. Strengths
3. Concerns
4. Item Details - All questions sorted by 20 themes
5. Comments to 2 questions asked

1. Summary

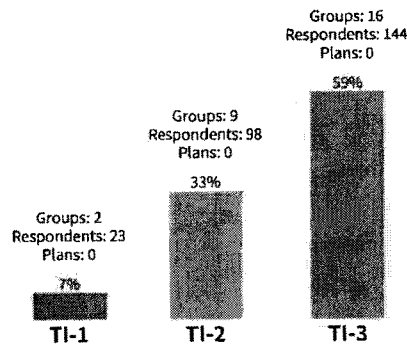
Engagement Indicator

4.14

+0.02 vs. Nat'l Healthcare Avg

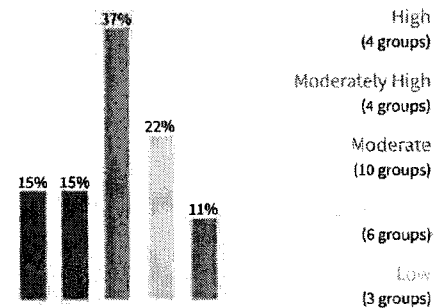


Team Index



Leader Index

76



Organization

3.75

-0.21 vs. Nat'l Healthcare Avg

Manager

3.82

-0.29 vs. Nat'l Healthcare Avg

Employee

3.82

-0.28 vs. Nat'l Healthcare Avg

Resilience Index

3.77

-0.43 vs. Nat'l Healthcare Avg

Decompression

Score

3.2

vs. Nat'l Healthcare Avg

-0.68

Activation

4.37

-0.15

Safety Culture Index

3.77

-0.25 vs. Nat'l Healthcare Avg

Prevention & Reporting

Score

3.72

vs. Nat'l Healthcare Avg

-0.42

Resources & Teamwork

3.34

-0.33

Pride & Reputation

4.39

+0.19

2. Strengths

266 Respondents

Current View: Strengths ⓘ

Search:

#	Item	Domain	Distribution			Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
			Unfavorable	Neutral	Favorable					
Strengths										
1	This organization cares about its clients/patients.	Organization	2%	1%	97%	4.61	0.00	+0.31	265	
71	This organization provides high-quality care and service.	Organization	2%	4%	94%	4.49	0.00	+0.24	264	
73	This organization makes every effort to deliver safe, error-free care to patients.	Organization	2%	6%	92%	4.42	0.00	+0.17	257	
9	This organization contributes to the community.	Organization	1%	6%	93%	4.44	0.00	+0.14	266	
19	I am satisfied with my benefits.	Organization	8%	10%	82%	4.10	0.00	+0.41	264	
46	I have sufficient time to provide the best care/service for our clients/patients.	Employee	5%	11%	84%	4.03	0.00	+0.32	244	
45	I get the tools and resources I need to provide the best care/service for our clients/patients.	Organization	5%	9%	86%	4.21	0.00	+0.28	258	
80	I care for all patients/clients equally even when it is difficult.	Employee	1%	3%	96%	4.51	0.00	-0.07	241	
28	Patient safety is a priority in this organization.	Organization	2%	5%	93%	4.44	0.00	+0.07	256	
39	My work unit provides high-quality care and service.	Employee	1%	8%	91%	4.39	0.00	+0.03	256	

3. Concerns

266 Respondents

Current View: Concerns ⓘ

Search:

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
Concerns										
63	When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	Organization	39%	25%	36%	2.92	0.00	-0.97	254	
11	Different levels of this organization communicate effectively with each other.	Organization	48%	21%	31%	2.69	0.00	-0.74	262	
68	My work unit is adequately staffed.	Organization	39%	21%	40%	2.97	0.00	-0.31	263	
78	I am able to free my mind from work when I am away from it.	Employee	39%	19%	42%	3.05	0.00	-0.79	264	
12	There is a climate of trust within my work unit.	Employee	34%	19%	47%	3.16	0.00	-0.68	265	
77	I rarely lose sleep over work issues.	Employee	33%	19%	48%	3.17	0.00	-0.67	264	
23	Information from this survey will be used to make improvements.	Organization	32%	32%	36%	3.02	0.00	-0.66	256	
69	Communication between work units is effective in this organization.	Organization	31%	25%	44%	3.08	0.00	-0.54	260	
10	I am satisfied with the recognition I receive for doing a good job.	Manager	27%	27%	46%	3.25	0.00	-0.50	264	
26	The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.	Employee	30%	24%	46%	3.19	0.00	-0.39	263	

4. Item Details: Themes

266 Respondents

Search: _____

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
THEME: Care										
	Care (1 item)					3.73	0.00	-0.45	237	
			13%	19%	68%					
60	Employees will freely speak up if they see something that may negatively affect patient care.	Employee	13%	19%	68%	3.73	0.00	-0.45	237	
THEME: Communication										
	Communication (1 item)					3.08	0.00	-0.54	260	
			31%	25%	44%					
69	Communication between work units is effective in this organization.	Organization	31%	25%	44%	3.08	0.00	-0.54	260	
THEME: Community Commitment										
	Community Commitment (1 item)					4.44	0.00	+0.14	266	
			1%	6%	93%					
9	This organization contributes to the community.	Organization	1%	6%	93%	4.44	0.00	+0.14	266	
THEME: Diversity										
	Diversity (1 item)					3.94	0.00	-0.33	264	
			10%	17%	73%					
4	This organization values employees from different backgrounds.	Organization	10%	17%	73%	3.94	0.00	-0.33	264	
THEME: Employee Care										
	Employee Care (2 items)					3.81	0.00	-0.25	266	
			13%	17%	70%					
17	This organization cares about employee safety.	Organization	8%	13%	79%	4.07	0.00	-0.10	266	
29	This organization treats employees with respect.	Organization	18%	20%	61%	3.55	0.00	-0.40	266	
THEME: Employee Involvement										
	Employee Involvement (3 items)					3.51	0.00	-0.34	264	
			22%	20%	58%					
5	My ideas and suggestions are seriously considered.	Manager	27%	23%	50%	3.33	0.00	-0.50	264	
14	I am involved in decisions that affect my work.	Manager	27%	25%	47%	3.27	0.00	-0.43	262	
18	When appropriate, I can act on my own without asking for approval.	Manager	11%	12%	77%	3.92	0.00	-0.11	262	
THEME: Energy and Focus										
	Energy and Focus (2 items)					3.17	0.00	-0.34	263	
			29%	28%	43%					
26	The environment at this organization makes employees in my work unit want to go above and beyond what's expected of them.	Employee	30%	24%	46%	3.19	0.00	-0.39	263	
38	Employees who work here are seldom distracted from their work.	Employee	27%	33%	41%	3.16	0.00	-0.28	258	
THEME: Engagement Indicator										
	Engagement Indicator (6 items)					4.14	0.00	+0.02	266	
			6%	14%	79%					
35	I am proud to tell people I work for this organization.	Engagement Indicator	3%	12%	85%	4.33	0.00	+0.05	266	
36	I would stay with this organization if offered a similar position elsewhere.	Engagement Indicator	10%	21%	69%	3.88	0.00	-0.03	263	

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
48	I would like to be working at this organization three years from now.	Engagement Indicator	6%	17%	77%	4.15	0.00	0.00	266	
56	I would recommend this organization as a good place to work.	Engagement Indicator	6%	16%	78%	4.08	0.00	-0.03	265	
57	Overall, I am a satisfied employee.	Engagement Indicator	12%	16%	72%	3.84	0.00	-0.18	265	
72	I would recommend this organization to family and friends who need care.	Engagement Indicator	1%	4%	95%	4.55	0.00	+0.30	265	
THEME: Fair Compensation										
	Fair Compensation (2 items)					3.72	0.00	+0.17	264	
19	I am satisfied with my benefits.	Organization	8%	11%	82%	4.10	0.00	+0.41	264	
25	My pay is fair compared to other healthcare employers in this area.	Organization	26%	24%	50%	3.33	0.00	-0.07	263	
THEME: Growth and Development										
	Growth and Development (2 items)					3.81	0.00	-0.09	264	
27	I get the training I need to do a good job.	Organization	13%	15%	72%	4.05	0.00	+0.06	264	
41	This organization provides career development opportunities.	Organization	8%	11%	81%	3.57	0.00	-0.23	261	
THEME: Leadership										
	Leadership (6 items)					3.89	0.00	-0.29	266	
2	The person I report to treats me with respect.	Manager	14%	17%	69%	4.22	0.00	-0.16	265	
7	The person I report to cares about my job satisfaction.	Manager	7%	14%	79%	3.74	0.00	-0.39	266	
34	The person I report to encourages teamwork.	Manager	18%	19%	62%	3.87	0.00	-0.37	263	
47	I respect the abilities of the person to whom I report.	Manager	12%	19%	70%	4.11	0.00	-0.17	265	
50	The person I report to is a good communicator.	Manager	9%	12%	79%	3.69	0.00	-0.33	266	
54	The person I report to gives me useful feedback.	Manager	20%	17%	62%	3.69	0.00	-0.37	264	
THEME: My Work										
	My Work (7 items)					3.99	0.00	-0.19	266	
24	I like the work I do.	Employee	11%	13%	76%	4.46	0.00	-0.01	265	
30	I am satisfied with my job security.	Organization	2%	6%	92%	3.45	0.00	-0.55	264	
37	My job makes good use of my skills and abilities.	Employee	22%	20%	58%	3.93	0.00	-0.20	266	
44	My work provides me an opportunity to be creative and innovative.	Employee	14%	11%	76%	3.51	0.00	-0.26	261	
49	My job responsibilities are clear.	Manager	17%	27%	56%	4.17	0.00	-0.06	266	
51	My work gives me a feeling of accomplishment.	Employee	8%	9%	84%	4.06	0.00	-0.15	265	
81	My work is meaningful.	Employee	6%	13%	80%	4.32	0.00	-0.15	266	
THEME: My Work Group										
	My Work Group (2 items)					3.72	0.00	-0.32	263	
33	Employees in my work unit report a strong sense of connection to their work.	Employee	12%	22%	66%	3.73	0.00	-0.31	263	
43	Employees in my work unit are fully attentive to the needs of others.	Employee	11%	22%	67%	3.72	0.00	-0.31	263	
THEME: Organizational Alignment										
	Organizational Alignment (5 items)					3.70	0.00	-0.33	266	
6	Employees' actions support this organization's mission and values.	Employee	16%	17%	67%	3.84	0.00	-0.25	266	
15	The actions of the person I report to support this organization's mission and values.	Manager	10%	15%	75%	3.95	0.00	-0.31	261	
52	I feel like I belong in this organization.	Employee	11%	16%	74%	3.83	0.00	-0.26	266	
53	Senior management's actions support this organization's mission and values.	Organization	13%	17%	71%	3.52	0.00	-0.43	264	

	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
55	I have confidence in senior management's leadership.	Organization	26%	19%	55%	3.36	0.00	-0.42	263	
THEME: Organizational Values										
	Organizational Values (2 items)		23%	26%	51%	3.37	0.00	-0.53	265	
13	This organization conducts business in an ethical manner.	Organization	15%	20%	65%	3.71	0.00	-0.40	265	
23	Information from this survey will be used to make improvements.	Organization	32%	33%	36%	3.02	0.00	-0.66	256	
THEME: Quality & Service										
	Quality & Service (7 items)		3%	8%	88%	4.31	0.00	+0.03	265	
1	This organization cares about its clients/patients.	Organization	2%	1%	97%	4.61	0.00	+0.31	265	
20	The person I report to cares about quality improvement.	Manager	9%	15%	76%	4.00	0.00	-0.25	265	
31	This organization cares about quality improvement.	Organization	5%	12%	83%	4.08	0.00	-0.05	265	
39	My work unit provides high-quality care and service.	Employee	1%	7%	91%	4.39	0.00	+0.03	256	
40	Employees in my work unit follow proper procedures for patient care/customer service.	Employee	3%	8%	89%	4.29	0.00	-0.03	251	
42	The person I report to values great customer service.	Manager	3%	10%	86%	4.30	0.00	-0.05	263	
71	This organization provides high-quality care and service.	Organization	2%	4%	94%	4.49	0.00	+0.24	264	
THEME: Recognition										
	Recognition (1 item)		27%	27%	46%	3.25	0.00	-0.50	264	
10	I am satisfied with the recognition I receive for doing a good job.	Manager	27%	27%	46%	3.25	0.00	-0.50	264	
THEME: Resilience-Activation										
	Resilience-Activation (4 items)		3%	7%	90%	4.37	0.00	-0.15	266	
79	I see every patient/client as an individual person with specific needs.	Employee	1%	5%	94%	4.43	0.00	-0.15	244	
80	I care for all patients/clients equally even when it is difficult.	Employee	1%	3%	96%	4.51	0.00	-0.07	241	
81	My work is meaningful.	Employee	5%	8%	88%	4.32	0.00	-0.15	266	
82	The work I do makes a real difference.	Employee	3%	11%	85%	4.24	0.00	-0.22	265	
THEME: Resilience-Decompression										
	Resilience-Decompression (4 items)		33%	19%	48%	3.20	0.00	-0.68	266	
75	I can enjoy my personal time without focusing on work matters.	Employee	27%	21%	52%	3.32	0.00	-0.61	266	
76	I am able to disconnect from work communications during my free time (emails/phone etc.).	Employee	32%	18%	50%	3.27	0.00	-0.65	264	
77	I rarely lose sleep over work issues.	Employee	33%	19%	48%	3.17	0.00	-0.67	264	
78	I am able to free my mind from work when I am away from it.	Employee	39%	19%	42%	3.05	0.00	-0.79	264	
THEME: Resources										
	Resources (3 items)		17%	14%	69%	3.73	0.00	+0.09	263	
45	I get the tools and resources I need to provide the best care/service for our clients/patients.	Organization	5%	10%	86%	4.21	0.00	+0.28	258	
46	I have sufficient time to provide the best care/service for our clients/patients.	Employee	9%	11%	84%	4.03	0.00	+0.32	244	
68	My work unit is adequately staffed.	Organization	39%	22%	40%	2.97	0.00	-0.31	263	
THEME: Safety										
	Safety (11 items)		11%	14%	75%	3.92	0.00	-0.26	263	
28	Patient safety is a priority in this organization.	Organization	2%	5%	93%	4.44	0.00	+0.07	256	

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
32	Employees in my work unit make every effort to deliver safe, error-free care.	Employee	3%	10%	86%	4.18	0.00	-0.18	237	
58	I can report patient safety mistakes without fear of punishment.	Organization	21%	18%	62%	3.59	0.00	-0.61	232	
59	In my work unit, we discuss ways to prevent errors from happening again.	Employee	9%	11%	81%	4.05	0.00	-0.20	263	
61	We are actively doing things to improve patient safety.	Organization	2%	15%	84%	4.15	0.00	-0.12	240	
62	Mistakes have led to positive changes here.	Organization	12%	16%	72%	3.79	0.00	-0.27	253	
63	When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	Organization	39%	24%	36%	2.92	0.00	-0.97	254	
64	Where I work, employees and management work together to ensure the safest possible working conditions.	Employee	10%	20%	70%	3.78	0.00	-0.30	260	
65	I feel free to raise workplace safety concerns.	Employee	12%	21%	66%	3.75	0.00	-0.45	261	
73	This organization makes every effort to deliver safe, error-free care to patients.	Organization	2%	6%	92%	4.42	0.00	+0.17	257	
74	Senior management provides a work climate that promotes patient safety.	Organization	6%	13%	82%	4.06	0.00	0.00	250	
THEME: Safety Culture-Prevention & Reporting										
Safety Culture-Prevention & Reporting (8 items)			15%	18%	67%	3.72	0.00	-0.42	263	
58	I can report patient safety mistakes without fear of punishment.	Organization	21%	18%	62%	3.59	0.00	-0.61	232	
59	In my work unit, we discuss ways to prevent errors from happening again.	Employee	9%	11%	81%	4.05	0.00	-0.20	263	
60	Employees will freely speak up if they see something that may negatively affect patient care.	Employee	13%	19%	68%	3.73	0.00	-0.45	237	
61	We are actively doing things to improve patient safety.	Organization	2%	15%	84%	4.15	0.00	-0.12	240	
62	Mistakes have led to positive changes here.	Organization	12%	16%	72%	3.79	0.00	-0.27	253	
63	When a mistake is reported, it feels like the focus is on solving the problem, not writing up the person.	Organization	39%	24%	36%	2.92	0.00	-0.97	254	
64	Where I work, employees and management work together to ensure the safest possible working conditions.	Employee	10%	20%	70%	3.78	0.00	-0.30	260	
65	I feel free to raise workplace safety concerns.	Employee	12%	21%	66%	3.75	0.00	-0.45	261	
THEME: Safety Culture-Pride & Reputation										
Safety Culture-Pride & Reputation (4 items)			2%	7%	91%	4.39	0.00	+0.19	265	
71	This organization provides high-quality care and service.	Organization	2%	4%	94%	4.49	0.00	+0.24	264	
72	I would recommend this organization to family and friends who need care.	Engagement Indicator	1%	4%	95%	4.55	0.00	+0.30	265	
73	This organization makes every effort to deliver safe, error-free care to patients.	Organization	2%	6%	92%	4.42	0.00	+0.17	257	
74	Senior management provides a work climate that promotes patient safety.	Organization	6%	13%	82%	4.06	0.00	0.00	250	
THEME: Safety Culture-Resources & Teamwork										
Safety Culture-Resources & Teamwork (5 items)			25%	22%	53%	3.34	0.00	-0.33	265	
66	My work unit works well together.	Employee	10%	17%	73%	3.94	0.00	-0.24	263	
67	Different work units work well together in this organization.	Organization	14%	28%	58%	3.57	0.00	-0.19	255	
68	My work unit is adequately staffed.	Organization	39%	22%	40%	2.97	0.00	-0.31	263	
69	Communication between work units is effective in this organization.	Organization	31%	25%	44%	3.08	0.00	-0.54	260	
70	The amount of job stress I feel is reasonable.	Employee	32%	18%	50%	3.15	0.00	-0.35	265	
THEME: Teamwork										

#	Item	Domain	Unfavorable	Distribution Neutral	Favorable	Score	vs. Overall Organization	vs. Nat'l Healthcare Avg	Responses	Improvement Planning
	Teamwork (8 items)					3.71	0.00	-0.29	265	
3	I enjoy working with my coworkers.	Employee	16%	17%	66%	4.14	0.00	-0.25	265	
8	Employees in my work unit help clients/patients even when it's not part of their job.	Employee	3%	14%	83%	4.22	0.00	-0.05	247	
11	Different levels of this organization communicate effectively with each other.	Organization	6%	9%	85%	4.22	0.00	-0.05	247	
12	There is a climate of trust within my work unit.	Employee	48%	21%	31%	2.69	0.00	-0.74	262	
16	Employees in my work unit help others to accomplish their work.	Employee	34%	19%	47%	3.16	0.00	-0.68	265	
21	Physicians and staff work well together.	Employee	9%	13%	78%	3.97	0.00	-0.21	263	
66	My work unit works well together.	Organization	4%	16%	80%	4.10	0.00	+0.14	219	
67	Different work units work well together in this organization.	Employee	10%	17%	73%	3.94	0.00	-0.24	263	
		Organization	14%	28%	58%	3.57	0.00	-0.19	255	
THEME: Work-Life Balance										
	Work-Life Balance (2 items)					3.27	0.00	-0.43	265	
22	This organization supports me in balancing my work life and personal life.	Employee	29%	19%	51%	3.40	0.00	-0.49	263	
70	The amount of job stress I feel is reasonable.	Organization	25%	19%	55%	3.15	0.00	-0.35	265	

Question #1 – Please provide one suggestion
on how to make this organization a better
place to work.

266 Respondents

Comments: 211 Responses ①

Select Question:

Show 200 ▼ entries Search:

Please provide one suggestion on how to make this organization a better place to work.

9 day rotation is the absolute worst!!!!!!!!!!!!!!

A four shift schedule. All the toys and benefits in the world won't stop burnout from working too much.

a way to have attendants do a few shifts with someone like an FTO to find out what your weaknesses may be/ or strengths to help ready the people for the promotional process

Adequate staffing would be much appreciated, we are far too busy to be shutting down peak trucks almost every day.

Adequate staffing, work on employee retention.

ALARM should ride out on calls both 911, peak trucks and the transfer side in order to see the "negative" things that can happen with miscommunication.

All supervisors need to be on the same page when it comes to disciplinary actions. This leads to negative morale when different things are being written up per supervisor. It's extremely stressful when you hear one mistake you made earned a write up from one supervisor but the same mistake was made with another and they didn't even get a coaching. It's very disheartening.

Allow beards

Allow employees to move excess annual PTO time into a sick bank. Allow employees to participate in a formal program to 'ride up' in the next level of the organization.

Allowing directly effected field staff to have a say in shift changes during shift bid.

Although we are always striving for better, I would like more effective communication to those when we are off when we return. Sometimes things are passed by word of mouth to the immediate next shift, but not passed to the other shifts. So things will be asked or need updates on issues we were not made aware of.

Attempt to bring Administrative and EMS employees into a unified group. Most of the division is self created by management.

Be consistent with discipline and treat all employees fairly.

Be less secretive about our mistakes, both leaders and employees. Upper Management never admits to mistakes. Senior employees are fired without communication to the staff about the circumstances. This leads to fear for most employees of being fired. No consistency with how discipline is handled by the district chiefs. Chief Campbell needs to be more decisive and provide strong guidance to the district chief group.

be more constant

Be more open minded to feed back especially with experienced providers from other organizations. People who precept new hires need more training on how to engage with experienced providers from other places. My first impression of MCHD was very negative. I had an expectation of MCHD standards and was not impressed with the attitudes or skill level of the people who trained me.

BENEFITS

better advocacy for the field staff.

BETTER COMMUNICATION

Better communication

better communication

Better Communication - throughout my department and the organization.

Better communication and actions when an employee brings a issue forward, to let the employee know that they are being heard and that actions are being taken

Better communication between employee > manager > senior management

better communication of what causes the firing of employees with tenure. Seems like there is no trouble and no issues and then all of a sudden, they "leave" or no longer have that "job position" anymore. Lets be more open about firable offenses

Better communication top to bottom, less surveys

Better communication within the organization.

Please provide one suggestion on how to make this organization a better place to work.

better communication

Better Manager

Better pay that is equal to or exceeds other services in the area. I believe this would also help work-life balance for several employees who have to work sometimes 2-3 days extra a week to make ends meet. MCHD is a leader in progressive treatments for patients, I think it is time we start leading the industry in employee benefits too. This would immediately fix the short staffing situation that we always seem to have as well.

Better schedule (the debit day schedule), better pay, holding supervisors and management to the same standard as field staff.

Better staffing. Take transfer and event units to the 911 side when at low level. Only take 7% out of the paycheck for normal hours. Don't take 7% from OT pay.

Better transparency and communication.

Better/more professional development

Break down Communication Silos.

Bridge the divide between Alarm and Field.

clear communication and utilization of skill sets.

Clear communication from Upper Management. Follow through from discussions.

climate control in service bays

Coming from a busy station, there are nights when I feel my capacity to provide good pt care is diminished due to sheer exhaustion. I know I have the ability to contact alarm and ask for downtime if I believe pt/crew safety could be compromised, but I don't know how much time would be given or if it will be granted. Additionally, I feel call volume is lower and I feel better rested when night peak trucks are available, but it seems like it is difficult to keep those trucks staffed. Given the decrease in quality of life, perhaps we should consider a pay differential for those who choose to work peak-night trucks full time.

communicate better with all employees

Communication

Communication - This goes for communication between departments, managers and all of the Chief level staff. Sometimes the right hand doesn't know what the left is doing. Sometimes communication from Command Staff stops at the Deputy Chief level and is not passed down to the District Chiefs. This is important to keep everyone on the same page to ensure we are working towards the same goals.

Communication at MCHD is lacking. Employees are not held to the same standards consistently.

Communication between the higher-ups and the field staff

Communication between upper level staff and the field staff, the P1 and P2. I feel as though the Chiefs have their talks but nothing is communicated down any further. If it is District chief issue then substitute them for above. The last hurricane is a great example. No information was given during the event and spotty and vague information was given after.

communication could be improved on scheduling type ordeals.

Communication from the upper ranks to the lower ranks, to negate rumor mills.

Communication is always an issue. When it is brought up that we are lacking transparency, we do a good job of communicating for a while but then revert back to our old ways.

Communication is lacking in some areas. Some departments do a great job at communicating while others do not. Focus on communication.

Consider more comfortable uniforms for special events. Similar to what the bike team gets to wear.

Consider more than one person's opinion for QA/I review. This directly affects yearly raises for field staff. Also consider how to improve documentation or care scores through a class, outline, etc.

Consistency.

Consistent policy adherence across the organization. Acknowledge and value tenured employees experience/knowledge instead of trying to get rid of them.

Consistently hold people accountable.

Continue growth and education of employee

Continue to lower the barricades between departments

continue to recruit and promote. Encourage employees to promote to In Charge status or the service will not be able to manage the citizens of Montgomery County. Staffing issues have been a problem for a very long time.

District chiefs leadership are not consistent. Different from chief to chief and in some cases it depends on the employee what the punishment is.

Don't rush major ambulance purchases without properly evaluating the safety them when in use in the field

Each department work together for a common goal and mission versus creating walls and barriers between each other.

Encourage departments to take up quality improvement projects. There are areas of improvement in my department for example, but one time when I made a suggestion/asked if we could have improved in one particular incident, a superior in my department (but not my supervisor) acted in a completed disrespectful and uncalled for manner. Those attitudes will never allow employees to develop nor allow us to improve in providing our services.

equality throughout departments

every organization has staffing issues, and I can see this problem is already being addressed.

Please provide one suggestion on how to make this organization a better place to work.

Everyone always says communication is lacking in an organization. Our communication is critically lacking from the top down. Within the individual units I believe that the communication is adequate but from leadership down it is almost non-existent. There are times when decisions are being made about my responsibilities and I am not included or informed until an error is made and then I am in the hot seat.

Executives that pays more than lip service to employee satisfaction. Hold more employees accountable to processes like recertification. Demote/terminate poor performers that can't pass the recertification process.

Fear of getting in trouble, being put on action plans, potential for demotions.

Focus less on metrics. On the other end of all of these numbers and times, we're human beings, not robots. Not everything has to have a number attached to it. There are many, many factors that affect our times, treatment options, etc... Not everything has to be measured- treat us like people while still holding us to a high standard. Also, actually following the Just Culture algorithm is helpful. Not everything has to be punitive.

focus on employee success and treat all employees the same

Focus on the retention of senior field employees and giving them the opportunity to promote. I feel that we spend most of our efforts in recruiting new employees and not retaining them.

Get people in leadership roles who when someone brings them an issue they deal with it instead of trying to be non confrontational. Employees should feel comfortable bringing problems to their leaders, in ALARM this is not the case and the 3rd party ethics hotline/online form has been the go to for reporting issues since it has to at least be addressed within 48 hours of receipt

Get rid of people that do not want to be here, People that bring the work unit down.

Get rid of the upper management of MCHD and start caring about the employees again.

Give the employees more freedom. Help remove all the gossip and drama. Also jeans every day.

Go back to treating it as a family instead of a business. People are more than a number or seat warmer.

Greater transparency about the organization

Have admin/exec staff not be rooted in playing political games with employees.

Having consistent standards across all District Chiefs and ensuring that all are provided with adequate training with communicating with their subordinates as well as ensuring that they are compliant with all HR policies and are the pinnacle of professionalism while they are doing anything MCHD work related.

Higher Pay

Hiring more medics/AEMT to better staff the empty slots on our trucks.

Hold employee's accountable for their behavioral actions

How about we start making more notes on what is being complained about. Then when its said "we are working on it" we can give an update a couple months out and state "this is not going to work out for [insert reason here]" and then move on to the next suggestion. It seems as though a lot of suggestions get made and no results or answers come to fruition.

I am very dissatisfied with the current work schedule we have at MCHD. Majority of the field staff wants to go to the debit day schedule. I feel like our current schedule makes me have a poor balance between my work and personal life and causes stress at home. This schedule makes it hard to have healthy relationships outside of work. Increasing call volume and a 3 day tour is a safety concern with not only driving in the middle of the night(to post or to run calls), but it increases the chances of making errors in patient care. Also waking up in the middle of the night to post after a busy day is a HUGE moral killer. I would like to see the relationship between field staff and command staff improved. I feel like majority of field staff fears commands staff. Also the pay gap between Attendant and incharge is to small. Attendants have very little incentive to promote.

I believe great organizations start from the top. If you want your employees to be coachable then you have to be the same. I think more effort needs to be put into making great supervisors so that they can help mold great employees. I happen to report to a supervisor who is extremely approachable and level headed. That makes a huge difference in my level of job satisfaction.

I believe we need a better maternity/paternity leave program. The current basically 'government based' leave program does not support parents being able to spend time caring for a newborn together. The paternity leave is especially inadequate since taking paternity leave is unpaid and causes undue financial strain on a family.

I feel like we get written up for mistakes of others way to often. I also feel like there has to be a way to evaluate and individual with out the partner ruining raises or outcomes of an evaluation.

I get to help people.

I have several suggestions but I'll narrow it down. I suggest that all in-charges take leadership classes and should at least have two years experience with MCHD. Or do away with the in-charge, or just hire a EMT basics to drive the in-charges around and save the County some money. I often experience, or witness, in-charges create a negative work environment due to their attitude or behavior around patients and at the station. There are several in-charges in this organization that treat their attendants with no respect or belittle them. I've personally have had a word with a few in-charges that have displayed this Red Coat Syndrome and was told by them that the in-charge process teaches them act in a "I AM GOD" way. This does not create a team environment. It does take a team to provide care for the majority of the patients. This is most likely why there are so many med errors. Many crews have lost respect for one another and have reached the point that they will overlook an error being made by an in-charge because the attendant will be belittled if they say anything. I'm often on the fire truck when I witness the poor behavior of some of the in-charges who have no idea that I also work for MCHD. To sum this up, I think the organization needs to take a look at the in-charge process and no only focus on clinical but leadership as well. Especially since they are required to be in charge of everything. Micromanaging everything devalues any employee and builds distrust.

I have two suggestions that have pressed home to me as an employee and provider. First, due to poor staffing as we are all aware of, 911 trucks are becoming increasingly busier. So much so that district and deputy chiefs are being pulled to medical calls in order to reduce ALS response times. I think it is time to start utilizing transfer division trucks more effectively as they are also MICU level units as well. It is not right for the county to be at level 4 and three transfer trucks are remaining stationed and not turning wheels for 6 hours. We need to up keep our word that the county's 911 needs outweigh any hospital's transfer requests or standbys. Second, the issue of our uniform policy needs to be addressed. On multiple occasions while working in Conroe and Willis, my partner and I are accused of being law enforcement by patients and bystanders. This is starting to effect cooperation by patients and bystanders as their initial impressions of us paramedics is that we are there to get everyone in trouble and to be disrespectful. We are seeing this more with when we respond with fire personnel as they are usually in polo/t-shirts and patients and bystanders are assuming that all medical personnel will look identical to the fire departments. Especially how the mindset of law enforcement is now days and how depending of the location of emergency responses, the risks of harm to our paramedics with prolonged law enforcement responses is a real conversation that needs to be had. Thank you

I have witnessed lack of cohesive within work units, and I think a conversation needs to be opened to build trust.

Please provide one suggestion on how to make this organization a better place to work.

I know it may seem small and stupid, but I wish we were allowed to have facial hair again. We were told by past leadership that they were open to it but supervisors said they didn't want to have to deal with it. I think a simple solution would be to make a policy about facial hair. Make sure it sits under a HEPA mask and doesn't effect seal. Make sure it remains trimmed and neat. Make a length restriction if you want. I just wish we had the option and hearing that supervisors just 'didn't want to deal with it' doesn't sit well.

I strongly believe our dispatch department should spend time in the field to have the experience they need to provide logical logistics. Many times their dispatch information is inconclusive and a risk for employee harm is high. It's disheartening to not have a sense of trust with our dispatch and constantly have to question if my scene safety is at the forefront. Another suggestion would be for upper management take the suggestions of the field staff seriously and make efforts to make changes to operational and medical guidelines. The person whom I directly report to is barely involved or concerned with my day to day emotional state, stress level, or work load. The only time I see said individual is either when a write up or coaching is taking place or when we happen to run into them on the streets. I feel the wisdom I have acquired over the years is useless to this organization due to the fact that my opinions are only gathered through these surveys. Speaking with other fellow employees I have gathered that others feel the same way. Hopefully this survey will be different, but based on previous experiences I will have to believe otherwise.

I understand that this will happen in organizations of this size, but I feel that at some level, there is disconnect between the senior leadership and some of the lower level field employees. The field employees I've encountered this with seem to just want a little feedback, reinforcement, or communication individualized to their needs. It's definitely a tough problem to solve with this many employees.

I WOULD SAY TEAM BUILDING ACTIVITIES. I KNOW THAT OUR DEPARTMENT COULD USE SOME TEAM BUILDING. GETTING PAST PROBLEMS THAT HAVE HAPPENED IN THE PAST. WORKING TOGETHER, BUILDING EACH OTHER UP, NOT TEARING DOWN EACH OTHER.

If management more clearly and openly communicated honestly with lower level employees. More communication the better. Owning up to mistakes and honoring their word.

Implement a leadership program to grow employees for promotion, strengthen the organization core values and further be the example of a professional service.

Implementing schedules that are more conducive to a work life balance. A 24 hour truck works 3340 hours a year. I think moving to a standard schedule with less work hours a year would improve retention and would allow for a more satisfied group of employees.

Improve interdepartmental communication

Improve moral

Improve the inconsistency across the board for everything. It seems there is too much case by case basis where infractions are the same, resulting in different outcomes based on subjection rather than objection.

Improve the recruitment committee to hire more paramedics for staffing situations.

Improve the retirement for long standing employees.

Improve/increase staffing

Increase salary equally or better than cost of living

Increase the pay. Moral is low due to the high amount of clinical responsibility and low pay. Other agencies in the area pay more than MCHD and have lower expectations. I believe our expectations are very reasonable, however I do think we should be compensated appropriately. There is no reason that the In-Charge salary rate should be as low as it is currently.

Increase the staffing across the board and add more ambulances

Increase, PTO, Pay, Schedules, and change the management.

Increased transparency and easier approaching of management staff in my department.

IT internet restrictions are often a roadblock for employees at all levels of the organization.

It seems like this organization doesn't do well by people some of the time.

It would be nice to have a better form of communication from the command staff. Maybe a weekly update to the crews as to what is going on through out the county and within our organization. I feel like the communication gets scattered and we all get different messages from other sources.

I'd love to see occasional town hall meetings.... casual top down communication with employee involvement. More transparency with decisions/changes at organization

Keeping on topic during meetings and respecting the time of all those in attendance.

Leadership and management could appreciate their employees more. People feel like they are only warm bodies in chairs.

Leadership in all divisions with specific roles.

Less hours, higher pay. Especially for in-charges. I think it's fair to say that the majority of healthcare workers don't have to manage a scene on the side of the road with multiple urgent/critical patients, their screaming family members, a half dozen panicky firefighters and a brand new partner who spends 10 mins trying to get their vest on. And they definitely don't have to do it after two days of no sleep, knowing full well that one little lapse in judgement could be a career ender. We do that all the time, and for a fraction of what most sane individuals would do it for. If I could go back a decade I would tell myself it's just not worth the cost and the long term toll that it takes on someone. I feel so much older than I am. The depression, the stress, all the time lost with family, the heartache and just that feeling of hopelessness waking up in the morning. It's not worth it.

Less of a disciplinary based motivation system. More acknowledgement of good performances.

Listen, create a plan to work on the issues, and follow through with that plan. We had a 'how's everyone doing' discussion are CE months ago but nothing has happened since the concerns were brought up. They've only gotten worse. There needs to be accountability across the board. Change takes a long time but let us know the little things accomplished or how the plan to improve is going.

Listening to the employees rather than going on what you think should be done.

Make people understand we are a team and not one person should have total control over something.

Making sure everyone is treated the same.

Management needs to get out of the office and come out to the field to see what we have to deal with. Also the uniforms need to change during summer months.

Please provide one suggestion on how to make this organization a better place to work.

Management needs to learn how to be leaders instead of dictators. Focus on patient care and customer service equally. CE needs to be about patient care and not a staff meeting. Give a shit about the employees. Uniforms that are appropriate for what we do, not pants that absorb liquids and shirts that are extremely hot and uncomfortable. Polo shirts or something similar would be nice. A CEO that sees employees as people and not just numbers. Stop being so political about everything and realize that honesty is what's important.

MCHD "values" should be followed by all staff members, specially the Executive Team.

MCHD encourages people to come to work when they are sick with our current sick policy by taking our PTO from us and writing us up for being sick. I really think our sick/vacation time should be re-evaluated since EMS is a career that really does need their time off and is likely to get sick since we work with sick people everyday.

Middle management (district chief) needs more oversight. They are inconsistent and some abuse their power. Some see more value in paperwork or meeting their own agenda, rather than supporting their employees. I definitely feel more respect and value from specific district chiefs that take the time to enhance my performance. Paperwork serves its purpose, but should not be the first line solution to every minute misunderstanding or knowledge deficit. My interaction with my superior should extend beyond infrequent evaluations.

Morale is extremely down in the field due to overall failure at support. My personal morale is down. A safety issue with patient and professional issue with law enforcement was reported that turned into a circus act by District chief and original issue was never even addressed. There is an overall lack of followup. When there are punitive or negative feedback or issues are brought forth they are addressed however, no feedback post issue is brought up or discussed. I.e., expressed concern regarding personal/professional stress by docs or clinical staff, is addressed and asked for explanation and then no followup as to how that person is doing either good or bad. Only negative is addressed. Sometimes you need to tell a dog he's good too. Furthermore, in addition to lack of feedback unless negative, while I understand we are a large organization with lots of people and negative needs correction immediately, positive actions especially those whom cause personal concerns or clinical concerns need to be addressed and follow up with. Perhaps even personal work with clinical staff should be done, monthly meeting--how its going on either end or both ends. A dialogue. I understand that may be seen as an action plan but something just as an open dialogue with upper chiefs and or docs would be so beneficial. More open dialogue personally would be ideal especially for me personally. Only contact I have is so defeating as of late. I think "homework" would be beneficial as well, such as looking at how many EMS assaults on personal and law enforcement, abilities to do our own research, participate in research, participate in non-punitive q&a, or research clinical things when we've failed, ie short little paper on what we would have done differently what we did well, what clinically was missed and improvement. That kind of open dialogue would make so much sense and be great. Furthermore on the topic of morale, district chiefs in meeting should discuss perhaps personal issues with their staff not punitive and not disregarding when punitive action is needed but perhaps identifying a pattern of behavior ie progressive Ean for similar issues identifying PTSD, home problems, etc. and then talking to that person about working together to fix. Perhaps something like that would have prevented employee suicide. Taking a more active role in the lives of the people as people and actually helping rather than suggesting EAP. Which btw is extremely difficult to navigate. Working at teaching and collaboration instead of principals office degradation. I also think that when we participate in community events it would be nice to know exactly what we're going to. For example, I have been on event truck and totally blind sided that we were doing water safety. Forth of July parade was not told we were participating in parade on bike team, would have decorated bikes and self to show pride in what we do and who we are. We all like to be prepared and show us off with enough notice. Ambulance should be Horton when show and tell community event. Also would be helpful if we got ultrasound attachment to iPads.

More communication between everyone.

more communication with all employees.

More consistency within leadership.

More debit day trucks. If you look at the schedule the debit day and peak trucks are usually the first trucks filled, if people are gonna give up family time they want it to be worth it. Second, that schedule give you more time with family and a feeling that your not at work every day. On busy trucks that 3rd day is the worst. You're exhausted mentally, physically and a lot of times emotionally. I know not every truck is that busy, but some are very regularly. Also if you want to offer down time after 5 hours of moms top running, give that truck a chance to get home and get their meals or whatever else they need. Sitting at the ER for 30 min def doesn't give you a sense of a break. Especially when all you want is your food that you have sitting in the fridge at the station. Not everyone wants to eat crap and snack all day. Good healthy food leads to better decision making lol. Overall mchd is doing a good job. It's busy. People are tired. Some folks just don't want to work. But some of us show up to work. Some of us appreciate what we have to work with and who we work for. I love my job. I've seen a lot of changes over the years but I still wouldn't want to be anywhere else full time. One last note, I do believe that putting basics on the 911 trucks. Especially the busy trucks is running the medics down. It can be frustrating when you feel you're having to do it all. I know that how other services run but here at mchd it's a privilege to have other medics to bounce things off of and have adequate help. I think if the basics want to ride the 911 trucks they should be 3rd riders only. That would also help them learn and want to be more basics too. I feel we have lowered our standards by allowing them to ride the busy trucks here.

More open communication between senior management and field staff

More peak schedules

More positive feedback. I would make an effort, as a district chief, to tell the employee at least one good thing they do every quarter or so. It is easy to sink into negativity with this job.

More respectful communication from top leadership. Trust your employees.

More transparency between supervisors and employees. I have had one supervisor that frequently emailed about driving scores, supervisor updates, etc. Most other supervisors do not do this

More Transparency make it to where the employees opinion really count not just say it does treat the senior employees with more respect and not like your trying to get rid of them

n/a

N/A

Needs to be staffed sufficiently

Neutral

No more favoritism and increase pay.

None

None i can think of.

Not keep adding projects before allowing current projects to get established.

One area I feel as though we could improve is making field staff feel more appreciated, especially crews that do not work in District 2.

One suggestion is to have an in depth class on excellent customer service for the HCAP department.

Please provide one suggestion on how to make this organization a better place to work.

Open lines of communication without fear of retaliation.

Our organization, specifically in alarm, needs to pay more attention to their employees mental health and well being. When an employee makes a comment that they are not ok, then our leadership need to pay attention and listen. This needs to be equal across the board no matter who the employee is or how obvious it may be. As a whole it seems that we have a problem with our mental health and well being being taken seriously. Yes, we are provided support with high stress incidents, but what about the days that we just need support and to feel like we are appreciated? We deal with enough with what we do on a day in day out basis, a little support and acknowledgement would make the employees feel like they matter because right now we feel like we don't, and we feel like we are just a warm body in a chair.

pay for service to family members.would be nice.

pay increase for in charge paramedics, it's not right that most attendant's are now making the same if not more than current In-Charge paramedics. 24 hour shift need to go away and implement 12 hour shifts, or implement the debit day schedule across the board for the 24 hour trucks.

Pay me 20% more and get rid of the weighted overtime bullshit.

Provide a checks and balance system so employees don't feel scared about losing their jobs for what ever reason admin wants to come up with. The higher up leadership is that of a tyranny system.

Provide a clear path for employee growth. New employees are given ample help promoting (i.e. In-charge academy). Veteran employees aren't given any assistance when trying to do the same to Chief. We are told to just take a test we have never been given guidance on. There is literally no prep material.

Provide better schedule options

Put a higher emphasis on patient satisfaction scores and trauma/stroke bundles of care, and less emphasis on voluntary committees when deciding employees raises. Penalizing employees on an annual raise for not being on a 'voluntary' committee implies that they care more about publicity and involvement than they do about actual clinical care and interactions with patients. Additionally, for an organization who claims they want to be the highest paid and sought after employer- we offer no paid sick time for employees. We must use paid time off vacation time when we are ill, which promotes employees to come to work sick to save their PTO for vacation. All other organizations in the area offer paid sick time separately from paid vacation time.

Put Doctor Patrick incharge. He's easy to talk with.

Quartaly bonuses for staff.

Raises for non field staff.

Reduce the paperwork heavy culture. Put focus on staffing and utilizing 911 ambulances for actual 911 calls and not for transfer/standbys

Reevaluate deployment more often and continue to grow staffing

Regarding the EMS division, operationally, we are prepared for major events, but logistically, and personnel planning always seem to be after thoughts, until it is too late.

Regular testing for all attendants to make sure they know protocols and first line medications and doses. Too many times I work with senior attendants who I feel are an extra set of hands but not someone I can confirm medication doses or procedures with in a time sensitive situation for, which can make my job more stressful than it should be. They fall back on the in-charge and feel they don't need to keep up with changes because ultimately the in-charge is at fault. I do not mind teaching, but there are many that take it for granted. Besides that, I LOVE this place and will work here as long as I can.

Replace the CEO, COO, and CFO. They all have motives outside the best interest of the county. As does the new EMS chief who was hired as a "Yes Man" to them.

Replace the senior management team. Too many positions here are filled with people that are unqualified for their positions.

Senior leadership accountability and integrity. Competent/experienced management.

Senior management (CEO,COO) would spend as much time and effort supporting the command staff as they do the individual employees. At times senior managers treated in a way that stifles innovation and makes them afraid to make independent decisions. They are restrained from reaching their full potential by the fear of criticism.

Senior management needs to have an unbiased way to evaluate situations. I've never had a job until now where I experienced the politics of different "clicks" that seem to be pitted against each other for no apparent reason other than to have control over each other. Might as well be in high school again. It was disappointing to come across this as an employee who had quite a bit of pride in feeling that this was a secure job as long as you were clinically sound and helped out when you could. I understand that with the size of our field staff, people won't get a long. But I feel our senior management let's the politics get in the way. I learned a valuable lesson a long time ago from a prior job with a really good manager. They said there are 3 sides to every story (sometimes more). There's your side, their side, and then somewhere is the truth. And if management can't be unbiased or just plays to one side, then no one is secure regardless of how good an employee they are. Hopefully it'll change, but I doubt it.

Senior management/command staff needs to work on making better decisions.

Sick days NEED to be separated from regular PTO use. Many of us have children and to be penalized at 4 call offs all due to illness is dumb in my opinion.

Specific to ALARM I think we as a whole need to work on team building and understanding that we are in a very tight space for 12hrs a days for half the year we need to lean on each other and have trust at one point we truly did have that bond and it has faded due to cliques in the room not being addressed properly if we work on the team aspect I believe this will help as a whole with the environment that we work in

Staffing and not changing the hours someone is expected to work.

Staffing and work life balance is an ever present issue globally within EMS that should be improved

Staffing, pay, benefits, more trucks , actual downtime,

Staffing.

Staffing/Scheduling. 9 day rotation is awful. Additionally, we need some training during our shifts. We have alot of high quality procedures and sick patients we deal with, so why aren't we constantly doing training? Even if it's like a mass email sent with practice scenarios, I feel like that would help keep people fresh.

standing desks!

stop blowing money on useless items and give us a pay raise instead.

Stop dispatching ambulances to stage when law enforcement is going to have a significant delay. It kills the precious little downtime we have and ruins morale

Please provide one suggestion on how to make this organization a better place to work.

Stop focusing and/or giving into low performance employees.

Stop giving the re-credential exam

Stop micromanaging!

Stop promoting a culture of fear. Treat your employees well without micromanaging their every move.

Stop showing favoritism

Take peoples opinions/suggestions more seriously...don't blow them off or not follow through.

the communication needs to improve/ We need to stop playing favorites/ We need to stop enforcing policy's only when its convenient/ We need to care about mental heath

The confidence between admin and field staff needs to improve. Field staff don't feel the confidence from administration when a problem comes up. Whether it's a matter of negligence or clinical improvement, big or small grievances, etc. Field staff feel that somewhat of a "target" has been painted on their back. It brings fear of job security, stability, and unwanted stress into the environment. Not to mention a reduction in moral. Pay scale improvements-gap between attendants and in-charges. Better pay and caps for veteran in-charges. Schedules Work schedules in general need to be revised to reflect more rest. As the county grows, our call volume and workload increases causing a decrease in safety, moral, and overall content with work.

The in-charges need a raise to recruit more attendants to promote. We need to hire more employees to fill vacancy.

There is way too much emphasis on disciplinary actions vs building a cohesive and transparent team. Middle management is, at times, fairly poor in leadership abilities and attitude.

There needs to be more available rideouts with FTO's to provide guidance on how to promote successfully incharge. Pay gap between incharge and attendant should be more significant. Currently most Incharge's take the most critical calls depriving the attendants from valuable learning experience, and confidence to prepare them to become incharges. The reason they take all critical calls is due to fear of repercussions from medical directors. Attendants should never say they are not comfortable taking a call, because Incharges are not always comfortable either but they have no choice. Incharges should report every instance an attendant is not comfortable and education should be provided to ensure attendants are always comfortable taking any call. More 12 hour trucks should become available.

There's nothing of high importance I would change, everything I'm concerned with is already being worked on within the organization. So as I always say, let change that facial hair policy!

This organization needs to work on working together. I have noticed when an issue comes up people from different departments are quick to drop the work on others. Issues should be clearly stated and BOTH departments need to work together in order to resolve an issue.

to allow workers to spend time with their dying family members if they're unavailable to call off or get approved for PTQ last minute. having bereavement is nice, but unfair of not having the availability to take off unless someone has passed away

to experience or see for our self what each departments does for the organization

Transparency

transparency and communication from senior command staff

Treat all employees equal and stop showing favoritism to certain Alarm employees. All Alarm employees should be treated equal.

Treat each employee equally. Provide better work space/environment for non-field employees. Do not always trust executive management over the working employees. Eliminate the favoritism.

Treat everyone the same - acknowledge all groups not just the field or persons in one specific group.

trust

1 2

266 Respondents

Comments: 211 Responses ①

Select Question:

Show 200 ▼ entries Search:

Please provide one suggestion on how to make this organization a better place to work.

Uniform supervising approach across all district supervisors.

Unit leaders needs to communicate with their staff

Value your employees more. They are not so easily replaceable.

Very little to no employee development beyond promoting people to incharge.

We need more employees to fill open spots, but that can only be helped so much

We need to examine our tendency to be petty and focus on the bigger picture, no focus on every tiny detail. When you examine anyone or anything using a powerful enough microscope, you will find the flaws. If people perceive that the company cares more about finding and documenting flaws than they do about anything else, no one will prosper or grow; the company will be underserved and the employee will burn out.

we should get a 15-30 minute massages once a month

We should provide healthcare benefits to retired employees.

When the organization makes decisions that affects others that manage a project; the person that is managing the project should be included in those conversations so that barriers can be addressed and all involved can have a shared outcome and vision.

Wish all Admin Staff were treated equally. I do not think that some departments are treated as equal. Some departments are left in the dark with some things going on with the district. Some departments have their staff have their own offices while other departments have to share a suite together creating issues with productivity and constant allergy issues and constant talking in that department making focusing on daily tasks very hard for some employees. And some fellow employees do not care of their constant distractions they create for fellow employees. Wish we had the chance to go to more training for our department other then the manager always being the one going to these classes while the staff needs the education also. Field staff have great training offered to them all year long while other staff do not.

Work to find the medium between major organization and the small place it came from. We aren't exactly making backboards during downtime anymore.

Question #2

What do you like most about working for this organization?

266 Respondents

Comments: 199 Responses ⓘ

Select Question:

Show 200 ▼ entries Search:

What do you like most about working for this organization?

-Progressive protocols -Freedom to make the right decision for the patient a individual needs

12 hours shifts are key

A good portion of co-workers truly enjoy patient care and give 100% to their patients.

Advanced protocols, equipment and training.

agressive treatment plans

All levels of the organization are held to the same Core Values. Employees are well taken care of in all aspects by MCHD.

As an organization, our standards are high and we strive to hold each other to those high standards. We are given the tools we need to do effective pt care.

Autonomy

Being a part of an organization with a great mission and role in the community. Even though my work unit isn't as cohesive, the larger organization still makes me feel accomplished and supported

Being able to help others.

Being able to provide excellent care to the citizens of Montgomery County, and having the tools, support, and guidance to do so uninhibited. There is also a sense of family at the station that I'm at, and I couldn't be happier about the people I work with.

being able to really make a difference in patients lives and the other employees are of high caliber and that makes me feel confident in what we do here

Being in public service

being out of our department at least half of the day, and nice benefits.

Being part of a high performing EMS system

Benefits

Benefits

Benefits and appreciation of what we do by management.

Benefits and locality to home.

Benefits are great!

Benefits.

Benefits. Able to work over time. Training opportunities. I also believe that MCHD does a lot for their employees.

CE

Commitment to learning

Communication and being kept in the loop about upcoming events and changes within and around the organization. Very rarely do you get this kind of communication between upper management and field staff.

Compensation, technology, shared vision within my team, progressive nature of my team.

Comprehensive benefit package

Despite our challenges and differences, at the end of the day and at our busiest times we rally together to take care of patients and each other

Don't have to travel out of the city limits

What do you like most about working for this organization?

educating students

education and training

Education benefits, even though a majority of thing here are taught with "a this way is the only right way to do something attitude"

Employees here enjoy the job they do and take pride in working here. And money is not bad.

Encouragement for innovation and the passion of the employees

Equipment. Well maintained trucks.

Everyday we get the chance to make a big impact in the community, and help out lots of people in need.

Feeling as though my opinion is important

Feels like family!

first impressions are important and with this organization comes nice equipment, sharp looking uniforms, and smiling faces.

Flexibility of job; benefits (TCDRS, VALIC); Retiree Insurance Plan; Seedling of HSA; PTO Accrual

Focus on improvement and leading the industry.

Getting a paycheck

Good equipment

Good equipment and good protocols!

Good equipment.

Having the opportunity to improve my knowledge and skills with some great people.

Having the opportunity to learn great things and getting to work with some great people. Helping the community

helping others

Helping others and assisting with their needs

Helping people that actually need help

How compassionate most employees are towards patients. How I'm not afraid to come to one of my higher ups with anything because I know they care. How advanced they are and how proud I am to work for them.

I can make a difference. Everyone can make a difference. We make a difference in the community.

I enjoy being able to be an integral part of helping the community and working with others who share the same mindset. When I put on my uniform it means something to me and I take pride in and am confident in my abilities to make a difference in the lives of the hurt, sick, and dying.

I enjoy getting to help the patients who are actually in need.

I enjoy having the trust and freedom to practice as a clinician and being able to mentor my partners to become better paramedics.

I enjoy my job but I think there is a huge disconnect with dispatch and the field crews. We have been short staffed and the other units are picking up the slack and it causes us all to have increased call volume. Many times we are getting off late from shifts or being moved around to fill holes on other trucks which causes added stress. None the less, I enjoy my job and I know that we will get back on track. This is one of the best services as far as patient care that I have ever works at. At the end of the day, we provide good quality care to our patients and that is what matters most.

I enjoy the advanced scope of practice and focus on patient satisfaction

I enjoy the friendships I have made. The opportunities that are given to the community. Public outreach. Public health. Community paramedic. I have a supervisor that goes above and beyond in answering my questions. They even inform me of when they bring my questions to the "supervisors meetings". My supervisor and my partner at work are very informative of the "inside workings of MCHD" they also help me understand what is happening when things are not clearly explained in CE or when CE fails to be consistent and inform everyone of the same thing.

I enjoy, for the most part, my co-workers. When we come together to make a good team, the work becomes very fun.

I feel it is like a second family.

I feel that I am well trained and well equipped to do my job. I have seemingly great benefits to support my family and EAP to available should I need it.

I feel that with in my organization I have a voice.

I feel valued and respected, more now than ever with this organization.

I get pride from being a part of this organization. I have passion for the work I do and I feel like I can make real improvements. There is obvious and apparent disconnects between departments with outright antagonists. They have an affect on my day to day productivity but they do not change my outlook on my department or work load.

I have a job

I like being able to help patients even though I am rarely seen.

I like making a difference in peoples lives... one person at a time

I like many things about the organization. I am most happy with the quality of care we provide to the citizens.

I like our TCDRS program. I like that we have all the resources needed to get the job done.

What do you like most about working for this organization?

I like that as far as most EMS systems go, this is definitely one of the best in the nation; albeit that's not a very high bar.

I like that I am able to make some kind of difference in someone's life everyday

I like that I am able to speak my mind, I just wish it didn't fall on deaf ears.

I like that I don't mind and am willing to do more work outside of my scheduled shifts because that work is usually for the benefit of my coworkers, the safety of many people or the improvement of the organization as a whole and they willingly pay employees well for this and are not so tight fisted that I regret being part of extra work.

I like that MCHD promotes from within the company. Managers and executive staff look for qualities in each individual, and encourage promotion. I enjoy working for my community, helping patients that don't always know what they are doing. Speaking for people who can't always communicate for themselves. I think that our employee benefits are great, and enjoy working for MCHD.

I like that the organization has a high quality of care for patients and that they strive to be the best in the business.

I like that they promote within the company. The structure of this company is solid.

I like that we have great benefits and that our overall mission and values are incorporated into our work every day. We have a great equipment, units and an engaged Medical Director. Though MCHD has it's problems, I am proud to work for MCHD.

I like the benefits and equipment.

I like the clinical protocols and medicine we practice.

I like the core values for which this organization stands for.

I like the evolving care provided to patients that changes based on science based research and I like seeing new protocols better help our patients.

I like the opportunities available to stay with the company long term, whether in the field or in administration.

I like the people I work with on a daily bases.

I like what the organization stands for. This is a really great place to work.

I love being in an environment where I matter. Many of my previous jobs cared very little about its employees but here I feel respected.

I love everything!

I love our values and what we stand for.

I love the attention to CE and the support each and every employee receives from their direct district chief and from their deputy chief. When someone is struggling they can ask for help without backlash.

I love the pride I get when I tell people I work for MCHD. I feel like we have earned the reputation of being the most advanced EMS service in the Houston area.

I love the values that we uphold each and every day. I appreciate the bond that coworkers and partners have with one another.

I mostly like the opportunities I have to use my time not only on the ambulance, but in other matters inside MCHD.

I value the organizations commitment to excellence

I'm proud of my employer but disappointed on many levels as well

I've been given opportunity to better myself and operate at the highest level in my field all while providing for my family and planning for my future. MCHD is a very special organization that I love to be a part of. I believe there are problems at the middle management level (district chief), but I feel fully supported by senior management. I hope to make this organization my career until retirement, but I can't help but to feel that termination is imminent once in senior management. That is based on non-personal history which I hope does not repeat itself. I look to my senior management as mentors and hope to be at their level one day.

Innovative and evidence driven. High quality patient care. Industry leader.

It feels like a family. I enjoy that

Its structure and organization. Everybody cares about each other equally, no matter what position or rank.

It is the organized and prudent place I have ever worked. Senior staff are very attentive to the needs of their employees. The protocols and equipment are very nice as well.

It's a family. The benefits are great and I love what I do and my manager is pretty great

Leaders in both medicine and dispatch.

Making a difference for people in my community when they feel like there may be no other help out there.. It's nice to no we are here for them helping them through what may be their roughest times.

Making a difference in the community in which I live.

MCHD is a very progressive service. All equipment is well maintained and always in working condition. Company provides uniform allowance. proper training quarterly to assist you with changes in the organization.

MCHD makes you feel like you are part of a family. I know I will always be taken care of here.

MCHD prides itself providing leading edge medical services to its citizens. We review all we do, search for best practices, and focus on more efficient and effective care.

MCHD provides comprehensive employee benefits and they make all efforts to reduce turnover. MCHD is one of only a few career EMS agencies.

MCHD values the talents and skills I bring to work.

My co-workers

What do you like most about working for this organization?

My fellow employees being like family.

My peers.

my work schedule

n/a

Neutral

New equipment

Not sure. Upper management seems more interested in protecting their salary and bonuses than in providing good patient care. 15 MILLION in excess cash could have put a LUCAS on EVERY truck in the county

Opportunity to affect positive change on a large scale

Overall a good organization, great people to work with. Great protocol and patient treatment plans. Ability to use your knowledge as a clinician and not just follow set treatment plans

Overall, company cares, tries to do the right thing. I think it's important to point out that those making the decisions have never been out in the streets, or haven't in decades. It would be eye opening for them to ride every once in a while with us.

Overall, nearly everything. I almost instantly felt as though I belonged here. We do a lot of things really well, patient care and customer service as well as professionalism are top notch. Were I to leave EMS or no longer be employed here I would likely not be nearly as satisfied at another organization. I could not imagine working anywhere else. We have great equipment, generally well supported, and I feel as though I am working among people like myself. I have been very happy here overall. I like our service area, patient populations, coworkers, EMS chief and ops chief and clinical management staff. I like our equipment and services we are allowed to provide. I like our progressive protocols and the ability to operate as a clinician. I have been very happy here and honestly could not imagine working elsewhere.

Pay, protocols, and benefits. Certain managers are top notch, while others are not quality.

Pension

People

Prestige! We are MCHD - recognized across the Country high quality care and innovative protocols. We are consistently rated as one of the top EMS providers

professionalism from the staff particularly field staff

Professionalism, Innovation, Employee Support/Respect, Big organization however still has that small type feel. Great place to work.

Protocols with a fair amount of autonomy. Some, but not all supervisors are great and give a lot of support.

Providers are allowed to make clinical decisions instead of just following a protocol.

providing pt care

Providing services that help the community.

Retirement package

retirement program.

stuff and things

Team work

Teamwork, compassion for others and the effort that goes into making sure employees know they are valued.

That I am able to help patients find resources for what they need. I love to see a patient leave out our doors with a smile after we were able to help with what they need. I love my three people team members.

That the focus of the organization is always looking out for the community needs.

that we are able to help people in need.

That we get to take care of people and we are an innovative service.

The ability for advancement.

The autonomy we have as providers of patient care supplemented by our equipment.

The benefits

The benefits

The benefits and the work hours.

The benefits and time off. Truly making a difference in patient care. Helping others

The Benefits are good.

The clients that I meet and their stories.

The company health benefits

The constant strive for improvement as an organization

The continuing education resources, equipment, and benefits.

What do you like most about working for this organization?

The culture of always striving for excellence.

The daily affirmation that I'm a good person because there is no way I can let down anyone as much as the management here has let me down.

The emphasis on training, continued education, and employee/patient safety.

The employees from the bottom up of MCHD make it the success it is.

The fact that we do provide a high level of prehospital care to our patients.

The fact we are contributing to the community and making a difference in the healthcare aspects of everyone's lives. We help save lives.

THE FIELD STAFF THAT I HAVE MET THROUGH THE YEARS HAVE CREATED LONG TIME FRIENDSHIP AND THAT IS GREAT TO

The friends I have made in coworkers

the immediate team I work with

The Job fulfillment

The level of excellence that is expected.

The level of respect that we receive from partnering hospital staff

The medics here exude professionalism and are very patient oriented.

The mission/vision, the person I report to and the employees I work with.

The only thing that is keeping me here is the pay and benefits. Also I noticed that this survey doesn't give any place to explain the fault and the employee's reason for giving "disagree" answers during the survey.

The opportunities to learn and further my knowledge and career as a paramedic

The organization is progressive and innovative.

The organization makes me proud to come to work and be respected and useful as I make it my career.

The pay

the peak schedule

The people

the people I work with

The people I work with are competent, kind, caring, and dedicated.

The people in my department that I work with.

The people- we have an extraordinary pool of talented medics here

The progressive nature of our protocols, extensive training opportunities, and top-of-the-line equipment.

The protocols and equipment available to us. My co-workers. The pay.

The protocols and the equipment. My coworkers.

The quality of the work, equipment and the pay.

The reputation of the organization. Employees can develop and advance within the organization with hard work and dedication.

The retirement and insurance benefits.

The room for growth. Also the command staff listens to the employee's and helps in any way they can.

The sense of community.

The sense of pride I feel when I tell people who I work for. The quality of care we give, the great equipment we have to properly do our job. I have a great supervisor that is very involved with us and in helping each of us grow individually. I believe Chief Campbell and Shaw have our best interest at heart and for the first time in many years we have 2 chiefs that are approachable and I believe actually hear what the employees are saying. I love mchd. I love that the other services around us respect us. I want mchd to maintain that image, not lower the bar or our standards just to get butts in seats around here.

The standards set and kept by the organization with value placed in the patients and the employee are what I like about this organization

The team I work with.

The thing I like most is the recognition and ability for us to provide advanced care for our patients and that we are trusted to make those sound decisions without micromanagement, but still having a support network to consult when needed.

The training is excellent, the equipment is new and works well, and the expectations are clear.

The vision and integrity of the EMS Chief and Asst. Chief of Operations, and the clinical autonomy. Additionally my position gives me professional growth as a leader.

The work environment is kind and safe for me. Working for an organization that I am happy to come to everyday is a dream! To know I will come to work and be treated with respect and care is something I have never been able to have before. I tell people often this is the best place to work, from the people to the fair pay.. It is an amazing place to be apart of. I consider myself to be very lucky.

The work/life balance is commendable. Also, you don't have to live in fear of making a mistake and management making a quick decision without getting all the facts first.

What do you like most about working for this organization?

There is good support from leadership to help sculpt your future, in both a professional and personal sense. I feel like I am able to communicate with my direct report and learn how to better myself and refine my abilities in a positive way.

This organization is very divided - EMS and Administration they do not interact well together except when something truly devastating happens, then we become one. Sometimes that can out way all the negative and division.

Upper management support in the way that allows employees to better themselves in the sense of education, moving to another department, and mental health. How effectively MCHD works with the various fire department and lend support when needed.

We are fortunate enough to be well-funded, financially. This allows us to work with the best equipment and technologies possible.

What I like most about working for MCHD is the quality of the people I work with, the professionalism in upper management and the desire to help the people of this county. I feel proud to wear this uniform. I feel like I belong here to help others and my fellow co-workers have the same attitude.

What I like most is being able to push the boundary of learning new things and growing not only as a person but as someone in the medical field as well

What I like the most about working for this organization is employees from all departments make you feel like family and I LOVE Family.

When you do a good job and someone sees it, they appreciate it.



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Customer No	Customer Name	Customer PO #	Currency	Terms	Due Date
15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
1	Escrow Fee TTZ Annual Maintenance Fee - Annual Maintenance Fee Escrow Fee Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$950.00	\$950.00
2	Field Ops - Fire/EMS Annual Subscription Fee - Annual Subscription Fee Field Ops - Fire/EMS Maintenance: Start:2/1/2020, End: 1/31/2021	25	\$129.79	\$3,244.80
3	Inform CAD Routing Server Annual Maintenance Fee - Annual Maintenance Fee Inform CAD Routing Server Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$4,449.70	\$4,449.70
Contract No. 9597				
4	Inform CAD Auto Dispatch Annual Maintenance Fee - Annual Maintenance Fee Auto Dispatch Module - Production Environment Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$7,237.62	\$7,237.62
5	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee Browser CAD Site License (View & Reporting Only) Unlimited Users Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$7,237.62	\$7,237.62
6	Inform CAD Mapping Annual Maintenance Fee - Annual Maintenance Fee CAD Mapping Support Fees Maintenance: Start:2/1/2020, End: 1/31/2021	25	\$16.00	\$400.00
7	Inform CAD Cross-Staffing Module Annual Maintenance Fee - Annual Maintenance Fee Cross-Staffing (Station based and Unit based) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
8	Inform CAD Cross-Staffing Module Annual Maintenance Fee - Annual Maintenance Fee Cross-Staffing Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$217.13	\$217.13



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	Description	Units	Rate	Extended
9	Event Playback (GIS Playback) Module Annual Maintenance Fee - Annual Maintenance Fee Event Playback Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
10	Event Playback (GIS Playback) Module Annual Maintenance Fee - Annual Maintenance Fee Event Playback Module Disaster Recovery System Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
11	Inform CAD Facility Divert Module Annual Maintenance Fee - Annual Maintenance Fee Facility Divert Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$651.38	\$651.38
12	Inform CAD Facility Divert Module Annual Maintenance Fee - Annual Maintenance Fee Facility Divert Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
13	Inform CAD GeoFile Cross Reference Module Annual Maintenance - Annual Maintenance Fee GeoFile Cross Reference Module Maintenance: Start:2/1/2020, End: 1/31/2021	6	\$21.71	\$130.28
14	Inform CAD GeoFile Cross Reference Module Annual Maintenance - Annual Maintenance Fee Geofile Cross Reference Module (point in polygon) Maintenance: Start:2/1/2020, End: 1/31/2021	24	\$72.38	\$1,737.03
15	Inform CAD The GISLink Utility Position Annual Maintenance F - Annual Maintenance Fee GISLink Streets Utility Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$5,790.10	\$5,790.10
16	Std Inform CAD to External System Incident Data Transfer Int - Annual Maintenance Fee Incident and Unit Data Export Interface Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$6,329.52	\$6,329.52



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15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
17	Inform CAD the Archive Server Software Annual Maintenance Fe - Annual Maintenance Fee Inform CAD the Archive Server Software Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$594.88	\$594.88
18	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee interface Manager License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$1,447.52	\$1,447.52
19	Inform CAD Adminstrator Position License Annual Maintenance - Annual Maintenance Fee MCHD Administrator User License Maintenance: Start:2/1/2020, End: 1/31/2021	6	\$2,026.54	\$12,159.21
20	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee MCHD Call Taker/Dispatcher User License - Fire & EMS Maintenance: Start:2/1/2020, End: 1/31/2021	8	\$2,895.05	\$23,160.39
21	Inform Mobile Mapping Annual Maintenance Fee - Annual Maintenance Fee Mobile Mapping Support Fees Maintenance: Start:2/1/2020, End: 1/31/2021	100	\$26.00	\$2,600.00
22	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee Multiple Agency VisiNet Command Server Software License - MCHD Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$11,580.20	\$11,580.20
23	Standard Pictometry Integration Annual Maintenance Fee - Annual Maintenance Fee Pictometry Imaging Interface (CAD only) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$651.38	\$651.38
24	Standard EMD Integration Annual Maintenance Fee - Annual Maintenance Fee ProQA Integration Module Maintenance: Start:2/1/2020, End: 1/31/2021	6	\$43.42	\$260.55



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15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
25	Inform CAD Protocol Annual Maintenance Fee - Annual Maintenance Fee Protocol Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$651.38	\$651.38
26	Inform CAD Protocol Annual Maintenance Fee - Annual Maintenance Fee Protocol (Caller Instructions) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
27	Inform CAD Quickest Path Module Annual Maintenance Fee - Annual Maintenance Fee Quickest Path Unit Recommendation Module Maintenance: Start:2/1/2020, End: 1/31/2021	24	\$434.26	\$10,422.18
28	Inform CAD Quickest Path Module Annual Maintenance Fee - Annual Maintenance Fee Quickest Path Unit Recommendations Maintenance: Start:2/1/2020, End: 1/31/2021	6	\$144.74	\$868.47
29	Inform CAD API - Customer Annual Maintenance Fee - Annual Maintenance Fee Raptor API License (VisiNet Command only) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
30	Inform CAD Snapshot Module Annual Maintenance Fee - Annual Maintenance Fee Snapshot Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
31	Inform CAD Standard Operating Procedure (SOP) Annual Maintenance - Annual Maintenance Fee SOP Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$651.38	\$651.38
32	Standard ANI/ALI Interface Annual Maintenance Fee - Annual Maintenance Fee Standard ANI/ALI Interface License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$868.51	\$868.51



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Customer No	Customer Name	Customer PO #	Currency	Terms	Due Date
15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
33	Standard ANI/ALI Interface Annual Maintenance Fee - Annual Maintenance Fee Standard ANI/ALI Interface License MCHD Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,605.54	\$2,605.54
34	Standard External Systems to Inform CAD Data Transfer - Perm - Annual Maintenance Fee Standard CAD to External System Incident Data Transfer Interface License - Firehouse RMS Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$4,342.57	\$4,342.57
35	Standard EMD Integration Annual Maintenance Fee - Annual Maintenance Fee Standard EMD Integration (ProQA) Maintenance: Start:2/1/2020, End: 1/31/2021	10	\$144.75	\$1,447.52
36	Std Inform CAD to External System Incident Data Transfer Int - Annual Maintenance Fee Standard ePCR Interface - Zoll Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$5,790.10	\$5,790.10
37	Standard Alpha Numeric Paging Interface Annual Maintenance F - Annual Maintenance Fee Standard Paging Interface License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$868.51	\$868.51
38	Standard Alpha Numeric Paging Interface Annual Maintenance F - Annual Maintenance Fee Standard Paging Interface License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,605.54	\$2,605.54
39	Standard Pictometry Integration Annual Maintenance Fee - Annual Maintenance Fee Standard Pictometry Integration Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
40	Standard Station Alert Interface Annual Maintenance Fee - Annual Maintenance Fee Standard Station Alerting Interface License with USDD based Rip and Run - USDD Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$8,685.15	\$8,685.15



Invoice

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Tritech Software Systems, a CentralSquare Company
 1000 Business Center Drive
 Lake Mary, FL 32746
 www.centalsquare.com
 Toll free 800-727-8088

Billing Inquiries: Accounts.Receivable@centralsquare.com

Bill To
 Montgomery County Hospital District
 Attn Accounts Payable
 PO BOX 478
 Conroe TX 77305
 United States

Ship To
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Customer No	Customer Name	Customer PO #	Currency	Terms	Due Date
15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
41	Standard Station Alert Interface Annual Maintenance Fee - Annual Maintenance Fee Standard Station Alerting Interface License with USDD based Rip and Run - USDD (DR) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,605.54	\$2,605.54
42	IQ Analytics 5 Concurrent User Bundle-1 Year Subscription An - Annual Subscription Fee TriTech.com IQ Analytics 5 Concurrent Users Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$0.00	\$0.00
43	Inform CAD Unit Swap Module Annual Maintenance Fee - Annual Maintenance Fee Unit Swap Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$217.13	\$217.13
44	Inform CAD Unit Swap Module Annual Maintenance Fee - Annual Maintenance Fee Unit Swap Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
45	Standard ANI/ALI Interface Annual Maintenance Fee - Annual Maintenance Fee VisiCAD ANI/ALI Simulator Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
46	Inform CAD the Archive Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiCAD Archive and Reporting Server Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$5,355.84	\$5,355.84
47	Inform CAD the Archive Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiCAD Command AVL and Activity Log Purging Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$723.77	\$723.77
48	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee VisiCAD Disaster Recovery Dispatcher User Licenses Maintenance: Start:2/1/2020, End: 1/31/2021	6	\$868.52	\$5,211.10



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15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
49	Inform CAD Documents and Attachments Module Annual Maintenance - Annual Maintenance Fee VisiCAD File Attachments Module Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,171.29	\$2,171.29
50	Inform CAD Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiCAD Remote Disaster Recovery Server License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,895.05	\$2,895.05
51	Inform CAD Test or Training System (Add On) Annual Maintenance - Annual Maintenance Fee VisiCAD Test/Training - Server Software License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$3,618.82	\$3,618.82
52	Inform CAD Test or Training System (Add On) Annual Maintenance - Annual Maintenance Fee VisiCAD Test/Training - User Software License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,605.54	\$2,605.54
53	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee VisiNET Advisor Module - Standard Server site License (included n/c) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$0.00	\$0.00
54	Inform CAD Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiNET Advisor Module - User License included n/c) Maintenance: Start:2/1/2020, End: 1/31/2021	24	\$0.00	\$0.00
55	Inform CAD Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiNet Advisor User Module (included n/c) Maintenance: Start:2/1/2020, End: 1/31/2021	15	\$0.00	\$0.00
56	Inform Mobile Base Position Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Base Client - Fire & EMS - MCHD Maintenance: Start:2/1/2020, End: 1/31/2021	50	\$231.60	\$11,580.20



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15994	Montgomery County Hospital District, TX		USD	Net 30	1/31/2020

	Description	Units	Rate	Extended
57	Inform Mobile Base Position Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Base Client - Training - Fire & EMS Maintenance: Start:2/1/2020, End: 1/31/2021	3	\$162.12	\$486.37
58	Inform Mobile Base Position Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Base Client - Woodlands Maintenance: Start:2/1/2020, End: 1/31/2021	50	\$231.60	\$11,580.20
59	Inform Mobile Disaster Recovery System Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Disaster Recovery Server License Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,895.05	\$2,895.05
60	Inform Mobile Server Software Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Server (101-150) Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$10,132.68	\$10,132.68
61	Inform Mobile Test or Training System Annual Maintenance Fee - Annual Maintenance Fee VisiNet Mobile Test/Training Server Maintenance: Start:2/1/2020, End: 1/31/2021	1	\$2,895.05	\$2,895.05
62	Inform CAD Position Annual Maintenance Fee - Annual Maintenance Fee Woodlands Call Taker/Dispatchcher User License - Fire & EMS Maintenance: Start:2/1/2020, End: 1/31/2021	7	\$2,895.05	\$20,265.35



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**Please include invoice number(s) on your remittance advice,
made payable to Tritech Software Systems**

ACH / EFT:

Routing Number 121000248

Account Number 4124806100

Wells Fargo (Phone 800-869-3557)

E-mail payment details to: Accounts.Receivable@centalsquare.com

Subtotal

\$230,350.44

Tax

\$0.00

Invoice Total

\$230,350.44

Payments Applied

\$0.00

Balance Due

\$230,350.44

Check:

PO Box 203223

Dallas, TX 75320-3223

STATE OF TEXAS §
 §
COUNTY OF MONTGOMERY §

**INTERLOCAL AGREEMENT
FOR PURCHASE, INSTALLATION AND OPERATION OF COMPUTER-
AIDED DISPATCH ("CAD") SYSTEM
FOR THE WOODLANDS TOWNSHIP, THE WOODLANDS FIRE
DEPARTMENT, AND THE MONTGOMERY COUNTY HOSPITAL DISTRICT**

This Agreement ("Agreement") is made and entered into by and between The Woodlands Township, a political subdivision duly organized under the laws of the State of Texas, duly created and operating pursuant to Chapter 289, Acts of the 73rd Texas Legislature, Regular Session, 1993, as amended, acting by and through its Board of Directors, (hereinafter the "Township"); the Montgomery County Hospital District, a political subdivision duly organized under the laws of the State of Texas acting by and through its Board of Directors (hereinafter "MCHD"), and the Woodlands Fire Department, Inc., a nonprofit corporation duly organized under the laws of the State of Texas, acting by and through its Board of Directors (hereinafter "WFD") (the Township, MCHD, and WFD may hereafter be referred to herein as a "Party" or collectively as the "Parties"):

WHEREAS, the Township and MCHD are each units of local government within the meaning of the Interlocal Cooperation Act of Chapter 791 of the Texas Government Code, and WFD is a nonprofit organization which provides firefighting services, a governmental function, and therefore, each Party represents and warrants that in the performance of its respective obligations as set forth in this Agreement, it is carrying out a duly authorized governmental function which it is authorized to perform individually under the applicable statutes of the State of Texas and/or its corporate charter, and each Party represents and warrants that the compensation to be made as set forth in this Agreement is in amounts that fairly compensate the performing Party for the services or functions described herein, and are made from current revenues available to the paying Party; and

WHEREAS, the Township contracts for firefighting services with WFD; and

WHEREAS, WFD and MCHD have enjoyed a mutually beneficial relationship sharing a computer aided-design system ("CAD" and/or "CAD system") for several years which has aided in the performance of emergency services and governmental services; and

WHEREAS, the Township, WFD, and MCHD acknowledge that it would benefit the citizens of the Township and MCHD to jointly purchase and operate a new CAD system to replace the current CAD system used by MCHD and WFD; and

WHEREAS, the governing boards of MCHD and the Township have set aside funding for the design and initial estimated purchase price of a new CAD system and, subject to rights of termination as further defined in this Agreement, have agreed to set aside adequate funding each year for the continued shared operation and maintenance costs; and

WHEREAS, the Parties understand and agree that the Township intends to assign its user rights, and responsibilities of operation and maintenance of the new CAD system to WFD; however, the Township will remain responsible for ongoing maintenance and operational costs and expenses as further specified in this Agreement; and

WHEREAS, the Township and WFD, understand and agree that MCHD has technical expertise to purchase, operate, and maintain a CAD system for mutual benefit of the users and the Township and WFD agree MCHD shall be responsible for the bid, purchase, operation, and maintenance of the CAD system, subject to the rights of the Township and WFD, such as input into the purchase process and participation in the proposed technical committee, as further defined in this Agreement; and

WHEREAS, the Township, WFD, and MCHD have memorialized their agreements, obligations and understandings into this Agreement;

NOW, THEREFORE, in consideration of the above recitals, the mutual promises that follow and other good and valuable consideration, the receipt and legal sufficiency of which are hereby acknowledged, the Participants do hereby agree as follows:

1. **INCORPORATION OF RECITALS.** The above recitals, having been found by the Parties to be true and correct in all respects are incorporated into this Agreement by reference.
2. **DEFINITIONS.**
 - 2.1 "Act" shall mean the Texas Interlocal Cooperation Act, section 791.001 et seq., Texas Government Code.
 - 2.2 "CAD system" mean computer-aided dispatch system used by the Parties in providing emergency services, such system to be housed at a mutually agreeable location owned and controlled by MCHD subject to the provisions of this Agreement.
 - 2.3 "Effective Date" means the date of last signature by an authorized representative of the Parties.
 - 2.4 "MCHD" means the Montgomery County Hospital District.

2.5 "Parties" means the Montgomery County Hospital District, The Woodlands Township, and the Woodlands Fire Department.

2.6 "Township" means the Woodlands Township, Texas.

2.7 "WFD" means the Woodlands Fire Department.

3. FINANCIAL OBLIGATIONS AND RESPONSIBILITIES OF THE PARTIES.

3.1 **Initial Financial Contributions.** The Township and MCHD agree to pay a contribution toward the initial assessment, design, and bid specifications assistance incurred prior to purchase of the CAD system (the "Research Contribution"). MCHD, as of the date hereof, has already expended at or near \$20,000.00 of the Research Contribution, and the remainder of the Research Contribution required to get to the decision as to whether or not to the parties will make the purchase of the CAD system as provided below, is estimated at Twenty Thousand Dollars (\$20,000.00), and The Township agrees to expend up to that \$20,000.00 as part of the Research Contribution upon the request of MCHD as provided in Section 3.2 below following execution of this Agreement. However, the initial costs may be higher or lower and the Township agrees to contribute equal amounts along with MCHD above the initial \$20,000.00 as may be determined by the Technical Committee to be reasonably needed to cover these initial expenses. Following assessment of the responses to the requests for proposal (including but not limited to an analysis of the proposal to assure proper granting of concurrent user rights and consent to assignability as provided in this Agreement) as a result of the Research Contribution by the Technical Committee and their approval to proceed, The Township agrees to contribute a maximum of Four Hundred Ninety-Five Thousand Dollars (\$495,000.00), such sum to include the Research Contribution outlined above, toward the purchase of the CAD system, such sum referred to hereinafter as the "Township Initial Contribution" and will receive concurrent use rights to the CAD system as outlined in this Agreement for and in exchange of the consideration paid herein. MCHD agrees to contribute a maximum of Six Hundred Fifty Thousand Dollars (\$650,000.00), such sum to include the Research Contribution outlined above, toward the purchase of the CAD system, such contribution amount hereinafter referred to as the "MCHD Initial Contribution". The Township Initial Contribution and the MCHD Initial Contribution in the aggregate are referred to as the "Initial Contributions". The Initial Contributions shall comprise the "Initial Project Budget". It is the desire of each Party to maintain this "Proportionate Funding Percentage", being 43.3 percent by the Township and 56.7 percent by MCHD, if the aggregate design and purchase price for the CAD is less than the Initial Project Budget. The Parties agree to carefully consider additional funding should the initial design and purchase cost for the CAD exceed the Initial

Project Budget as is described in this section 3.1, but such commitment shall NOT increase absent written amendment to this Agreement executed by all parties hereto.

3.2 Due Date for Funding. The Parties agree that the Research Contributions will be tendered to MCHD for deposit in a separate specific MCHD depository account within thirty (30) days of the Effective Date of this Agreement. The remainder of the Initial Contributions comprising the Initial Project Budget shall be due upon the purchase of the CAD system. Such funds shall be fully collateralized at all times and otherwise be subject to the Public Funds Investment Act. Such funds will be expended only for the purposes described in this Agreement and for no other purpose unless agreed upon by a written amendment to this Agreement approved and executed by the Parties.

3.3 Refund of Contribution Due to Additional Users. MCHD agrees to refund a proportionate share of Initial Contributions to the Township, if excess funds become available, should other governmental entities purchase user rights in the new CAD system at a fee agreed upon amongst the Parties. In such instance MCHD shall also be entitled to a refund of its proportionate share of the Initial Contributions.

3.4 Maintenance and Operation Fees. Any ongoing maintenance, operation, and associated fees will be paid annually by MCHD and the Township proportionate to their respective Initial Contribution amounts, as adjusted due to any additional users as described in Section 3.3 and any specific system requirements or upgrades as described in Section 6.5. An estimated budget proposal shall be prepared by the Technical Committee and will sent annually to MCHD, the Township and WFD detailing anticipated expenses for operation, maintenance, and other associated costs relating to the continuing operation of the CAD.

3.5 Accounting. MCHD shall maintain an electronic accounting of all sources and uses of CAD funds, and shall provide written reports of such contributions and expenditures to the Township and WFD on a regular basis as mutually agreed upon by the Parties.

4. DESIGN, REQUEST FOR PROPOSAL, AND PURCHASE.

4.1 Technical Committee. The Parties agree to create a technical committee ("Technical Committee") composed of MCHD and WFD representatives. Initially, the Technical Committee will develop the technical specifications to be used as bid specifications for the procurement of the CAD. The Parties agree the Technical Committee will consist of five representatives whose express purpose and duties are to solicit, evaluate and recommend a CAD system for purchase and deployment for the benefit of the Parties, and to meet as needed after purchase of the CAD system to address budget and operational

issues of the CAD system. Technical committee representatives will include one (1) administrator from MCHD and one (1) from WFD, one (1) alarm center manager from MCHD and one (1) from WFD, and one (1) IT representative from MCHD. The Technical Committee shall make decisions by majority vote. The Technical Committee will forward recommendations to the MCHD Chief Executive Officer for purchase of the CAD, subject to rights of termination by a Party as set forth in Section 7.1.

4.1.2 Technical Committee to Prepare Annual Budget. Once the CAD is operational, the Technical Committee will meet as necessary to prepare an annual budget estimate for the operation, maintenance, and other associated costs relating to the continuing operation of the CAD. Such budget estimate will be approved by the Technical Committee and provided to MCHD, the Township and WFD no later than June 1st of each year for the following calendar years' budget, or other date as agreed upon by the Parties, for consideration by the governing boards of the respective Parties. Once the budget is approved by each of the governing boards of the respective Parties, each Party shall pay to MCHD the Proportionate Funding Percentage of the annual budget by the date(s) requested from the Technical Committee in their budget proposal, provided however, if any particular Party adds additional matters or functionality to the CAD system which increase costs of the operation and maintenance for the disproportionate benefit of such Party, upon the recommendation of the Technical Committee such costs shall be attributed to that particular Party for the annual budget rather than the Proportionate Funding Percentage of such item.

4.2 Consultants and Fees. MCHD and WFD shall jointly agree on a third-party consultant, when determined to be necessary, to assist with initial assessment, design, specifications, and bid award pertaining to the CAD. MCHD and WFD shall agree upon the direction and use of any third-party consultant.

4.2.1 The Parties agree that any fees due to a third party consultant in connection with design, selection and procurement of the CAD are to be paid from funds in the Initial Project Budget. The Parties agree that such consultant costs and fees are to be shared equally. (For example, if the total fees charged by consultants is \$10,000.00, MCHD and WFD are responsible for \$5,000.00 each).

4.3 CAD Compatibility. The Parties agree that whatever CAD system is to be purchased, the system should be compatible with other CAD systems presently in use in Montgomery County by other government entities to the greatest extent possible.

4.4 Specification of Basic System and Alternate System Needs. MCHD agrees to solicit bids or proposals for a CAD system that will serve the needs of all

Parties to this Agreement; however, if one Party identifies a specific need or component that another Party does not need, the Party may request a separate line item to be bid in the RFP process. The cost of any additional needs, functionality or components shall be the sole financial responsibility of the requesting Party and are not included in the Initial Project Budget.

4.5 Purchase of System by MCHD. MCHD shall be the Party responsible to administer the bidding process. MCHD, with assistance of the Technical Committee, will be responsible for scoring and ranking the proposals received in the bidding process. MCHD may use various authorized purchasing and procurement options including interlocal purchasing, state procurement options, or Request for Proposals (RFPs).

4.6 Award of Contract or Termination. After the Technical Committee has made recommendations to the MCHD CEO, and after all Parties have had the opportunity to terminate pursuant to Section 7.1, and the Parties have agreed to move forward with award of bid, MCHD's governing board shall award the contract for the purchase of the CAD upon recommendation of the Chief Executive Officer. MCHD shall fund the CAD purchase from the funds contributed by the Parties comprising the Initial Project Budget. MCHD shall notify the Township and the WFD of its intent to purchase the CAD prior to execution of a purchase contract, and shall share such procurement documentation, including proposals or other vendor responses, with the Township and WFD as is requested by those entities prior to the consummation of the CAD purchase.

5. OWNERSHIP AND LICENSING RIGHTS

5.1 MCHD's Ownership. Following the purchase of the CAD, the Parties agree that MCHD shall be the owner of the CAD for the benefit of the Parties. In addition, MCHD shall house, maintain and operate the CAD for the mutual benefit of the Parties. All vendor warranties shall name MCHD as owner. MCHD shall in good faith operate and maintain the CAD for the benefit of the Parties as is outlined in this Agreement. In addition, MCHD shall acknowledge and honor the Township's licensing rights to the CAD as are set forth herein.

5.2 Township's Rights. As part of the ownership of the system by MCHD, the Township shall have concurrent paid-in-full user rights to use of the CAD and all upgrades thereto for its useful life, including right to assign such rights to the WFD as provided in Section 9.4 of this Agreement at no additional cost to the Township. The Township's requirement for full rights of use for the CAD as provided in the preceding sentence shall be included in the bid to CAD system vendors and any license and rights of use granted by such vendors to MCHD shall provide for such concurrent rights of use at no additional cost, other than contemplated by this Agreement, to The Township

or the WFD. The rights granted by the vendors shall be structured so as to meet the objectives of this Agreement, including but not limited to the objective of providing MCHD with the overall right and obligation to own, house, and maintain the CAD and the WFD and Townships rights of concurrent use and assignment in certain events as provided in this Agreement. It is understood that the Township shall not be charged any additional fees for use, maintenance, data storage or operation of the CAD except as is contemplated in the annual maintenance and operation budget prepared by the Technical Committee.

5.3 Use of the CAD by Third Parties. Should a third party desire to use the CAD in connection with their emergency response operations, the Township, MCHD and WFD shall meet to decide whether a third party should be allowed to use the CAD system. If the Parties allow a third party to use the system, the Parties shall discuss and agree upon the terms and conditions, including the fees to be assessed to the third-party, for the right to use the CAD and any additional fees which could be incurred from the vendor providing the CAD system. Such third-party users shall be required to pay a reasonable fee for the use of the CAD, such fee taking into account the initial cost of the CAD together with any upgrades and maintenance and operations costs and any addition fees charged by the CAD system vendor. Any revenue from additional users shall be shared between MCHD and the Township in proportion to their Initial Contributions used toward the design and purchase of the CAD. The parties listed in Exhibit "A" attached hereto, shall be considered "Included Parties", and as such, they shall be excluded from this Section and shall benefit from use of the CAD system though existing dispatch agreements with WFD and MCHD.

6. OPERATION AND MAINTENANCE

6.1 MCHD to Operate the CAD System. The Parties agree that MCHD possesses the in-house technical expertise to purchase, operate and maintain the CAD system for mutual benefit of the Parties. The Technical Committee agrees to meet on a regular basis to review any matters related to the operation of the CAD system, so as to ensure it meets the joint needs of the users of such system.

6.2 Equal Access to the System. The Parties shall have equal access to the CAD system operations so as to support their needs. Enhancements or product upgrades to the CAD system will be periodically reviewed by the Technical Committee dependent on user demand so that the CAD will continue to meet the needs of the Parties for the lifespan of the CAD.

6.3 Housing and Back up. Housing and back up locations have not yet been determined, however it is contemplated that the CAD will be located in a

secure area controlled by MCHD. The Township, WFD and MCHD agree to use good faith to determine the best housing and back-up locations.

6.4 MCHD Responsible for Operation and Maintenance. MCHD shall be responsible for conducting operation and maintenance activities related to the CAD system, subject to the direction and guidance of the Technical Committee.

6.5 Specific Upgrade Requirements. If any Party has a specific system requirement or upgrade which requires additional ongoing maintenance and operation costs, such costs shall be the responsibility of the Party who purchased and or required the specific upgrades. Otherwise, upgrades and maintenance costs are shared proportionately by the Parties.

6.6 Emergency Contacts. MCHD, the Township and WFD provide the following persons name and contact information for emergency matters involving the CAD and its operation:

MCHD

Kelly Curry
936-537-9291

WFD:

Assistant Chief Jerry Bittner
281-541-2996

The Township:

Assistant Chief Jerry Bittner
281-541-2996

6.7 User Policies and Protocols. MCHD, the Township and WFD shall cooperate in good faith at all times to facilitate use as needed by the Parties. In the event that conflicts arise due to needs of the MCHD, WFD or the Township's use the system, the Parties agree to meet and create and maintain user policies and protocols if such become necessary.

7. Withdrawal and Termination Before Purchase and After Purchase

7.1 Withdrawal and Termination Before Purchase. Any Party may choose to withdraw and terminate this Agreement without cause prior to purchase of the CAD system. In such event MCHD and the Township shall be entitled to a refund of their respective Initial Contribution amounts, less any Research Contributions paid or due and owing to consultants for initial assessment, design, and selection process.

7.2 Termination after Purchase. Any Party may terminate this Agreement after purchase of the CAD system; however, the terminating Party shall not be entitled to receive any refund of their respective Initial Contribution except as

to any remaining funding in the Initial Project Budget. Nor shall a terminating Party be entitled to a refund of operation and maintenance fees previously paid by a Party. If the Parties mutually agree to terminate this Agreement prior to the end of the useful life of the CAD system, then, the Parties agree to attempt to sell or dispose of the CAD system on the most favorable terms available and shall thereafter distribute the proceeds from such sale in proportion to the Initial Contributions made for the initial assessment, design, bid, and purchase of the CAD system. In the event that MCHD chooses to terminate this Agreement after purchase, MCHD agrees to transfer ownership and user rights, warranties, service agreements, licenses, and other assets necessary for operation of the CAD system to WFD, if WFD chooses to continue using and operating the CAD system. To the extent provided for within the contract of purchase with the original vendor, any MCHD license and user rights transferred herein shall be free of charge at no cost to the new owner of the CAD system.

7.3 WFD Termination is Subject to Township Funding. WFD understands and acknowledges that funding for its participation in this Agreement is solely by and through the Township. MCHD shall not be responsible to loan, forward, front, extend credit, or grant funding to WFD.

8. Dispute Resolution Process

8.1 Dispute Resolution Process. Before commencing formal legal proceedings concerning any dispute arising under or relating to this Agreement, or any breach thereof, the Parties individually and collectively agree to observe the following procedures ("Dispute Resolution Process").

8.1.1 Notice. The aggrieved Party shall notify the other Parties of the dispute, by way of a writing which contains sufficient detail to clearly identify the problems giving rise to the dispute, and the responding Parties shall have a reasonable opportunity to respond.

8.1.2. First Resolution Meeting. After consulting with and obtaining input from the appropriate individuals so as to facilitate a complete discussion and proposed solution of the problem, the Parties shall schedule a meeting and designate representatives to attend such meeting to attempt to affect an agreed resolution of the issue.

8.1.3. Second Resolution Meeting. If the Party's designated representatives reach an impasse concerning the dispute, the following representative(s) shall meet to discuss the dispute: the Chief Executive Officer, and/or President, General Manager, Executive Director or titular equivalent of each Party.

8.1.4. **Successful Resolution.** If the Parties reach an accord at any stage of the meeting, they shall reduce their agreement to writing. Such writing shall be presented for approval by the Party's respective governing boards. If approval of the writing is obtained, such writing shall constitute an amendment to this Agreement with respect to the subject matter of the notice of the dispute. The terms and conditions of such amendment shall not supersede the terms and conditions of this Agreement with respect to any matter other the subject matter submitted to the Dispute Resolution Process.

8.1.5. **Unsuccessful Resolution.** If the Parties are unable to reach a resolution of the dispute within a reasonable time, any Party may pursue such legal and equitable remedies as are available to it under Texas law.

9. **Miscellaneous**

9.1 **Interpretation of Agreement.** Although drawn by one Party, this Agreement shall, in the event of any dispute over its meaning or application, be interpreted fairly and reasonably, and neither more strongly for or against any other Party.

9.2 **Governing law.** This Agreement shall be governed by the laws of Texas, without regard to the principles of conflict of laws.

9.3 **Venue.** Any litigation in any way relating to this Agreement shall be brought in State Court in Montgomery County, Texas.

9.4 **Assignability and Non-Assignability.** All Parties acknowledge and agree that in 2012 or thereafter, the operation of the WFD or the WFD itself may become a function of the Township, and that in 2014 or thereafter, The Township may become a municipality or other form of governmental entity, and that all Parties hereby consent without any approval requirements to the assignment of user rights and any licenses and or agreements with vendors, amongst the Parties and their affiliates or such entities succeeding to such functions as needed in the future, at no cost to the Parties, including but not limited to assignments to other divisions or service providers operating and providing services as a function of The Township in the future that may require the services to be provided hereunder. Except as is expressly provided herein, no Party shall assign, sublet or transfer its interest in this Agreement without the consent of the other Parties. A Party shall not unreasonably withhold consent of such assignment to the extent the purposes of the Agreement may still be met without detriment to the original Parties.

9.5 **Severability.** In the event that one or more of the provisions contained in the agreement shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability of the agreement

shall be construed as if such invalid, illegal or unenforceable provision has never been contained herein, but shall not affect the remaining provisions of this agreement, which shall remain in force and effect.

9.6 Notices. Any notice or request required by this Agreement must be in writing, and may be given or be served by depositing the same in the United States Postal Service, postal prepaid, and certified and addressed to the Party to be notified, with return receipt requested, or by delivering the same in person to such Party, or by telecopy, when appropriate, addressed to the Party to be notified. Notice deposited in the mail in the manner herein above described shall be effective from and after such deposit if it received by its intended recipient within 10 business days of the mailing. Notice given in any other manner shall be effective only if and when received by the Party to be notified. For purposes of notice, the addresses of the Parties shall, until changed as herein provided, be as follows:

The Woodlands Township: Attn: Records & Property Data Manager
2201 Lake Woodlands Dr.
The Woodlands, Texas 77380

MCHD: Chief Executive Officer
Montgomery County Hospital District
200 River Pointe Drive, Suite 200
Conroe, TX 77304

Woodlands Fire Department: The Woodlands Fire Chief
9951 Grogan's Mill Road
The Woodlands, TX 77380

9.7 Amendment. This Agreement may be amended at any time by a written amendment signed and dated amongst the Parties.

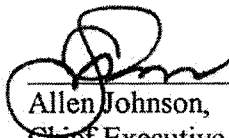
9.8 Effective Date. This Agreement shall be effective by and between MCHD, WFD, and the Township upon the date of last signature by the designated representatives of such Parties.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

[SIGNATURES ON FOLLOWING PAGE]

EXECUTED AND DELIVERED this 20th day of September 2010.

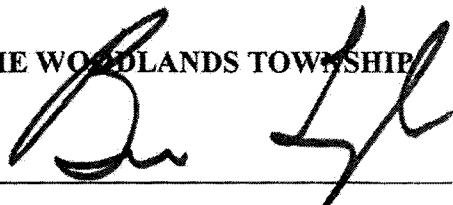
**MONTGOMERY COUNTY
HOSPITAL DISTRICT**



Allen Johnson,
Chief Executive Officer

Date: 9.20.2010

THE WOODLANDS TOWNSHIP



Printed Name: BRUCE TOUGH
Title: CHAIRMAN
Date: Sept 23, 2010



Don T. Norrell
President
9-23-10

THE WOODLANDS FIRE DEPARTMENT, INC.



Printed Name: BRUCE TOUGH
Title: PRESIDENT
Date: Sept 23, 2010

Exhibit "A"

Included Parties

1. ESD1 – Montgomery County ESD 1
2. ESD 2 – Montgomery FD
3. ESD 3 – Lake Conroe FD
4. ESD 4 – Needham Fire Rescue
5. ESD 5 – River Plantation FD
6. ESD 6 – Montgomery County ESD #6
7. ESD 7 – Montgomery County ESD No. 7
8. ESD 8 – SMCVFD (South Montgomery County FD)
9. ESD 9 - Grangerland VFD/Bennette Estates VFD
10. ESD 10 – Magnolia VFD
11. ESD 11 – Splendora VFD
12. ESD 12 – Cut and Shoot VFD
13. ESD 14 – Timber Lakes VFD
14. City of Conroe Fire Department



1/17/20 20

Montgomery County Hospital District
PO Box 478
Conroe, TX 77305

Whom It May Concern:

Cummins Southern Plains LLC is the only factory certified service and warranty distributor for Cummins Power Generation products in Texas and Oklahoma. We are also the only distributor within TX and OK to have the necessary Cummins IN-Power software to troubleshoot and diagnose generator controls and generator engines.

We operate ten power generation and engine service locations throughout Texas and Oklahoma, as well as an extensive fleet of field service vehicles to ensure that when you need us, we're never too far away. Our mobile technician forces (90+) are equipped with advanced diagnostic tools and equipment that enables them to troubleshoot problems and perform repairs accurately and efficiently. Our factory certified and highly trained technicians are provided with advanced training to make sure they can meet all your service needs.

Cummins Southern Plains recognizes the critical nature of your power generation equipment for Montgomery County Hospital District and has 24/7/365 live operator support available for rapid emergency response.

Our power generation service includes both preventative maintenance and onsite service. We service diesel, natural gas, and propane powered generators. Every service location and field service truck maintains inventory of genuine Cummins new and ReCon® parts, and has access to virtually every part for over 8 million Cummins generators and engines. Plus, every job is fully warranted and backed by the largest authorized service network worldwide.

If you have any questions please do not hesitate to contact me at 713-516-5390 or tanner.krause@cummins.com.

Sincerely,

Tanner Krause

Tanner Krause
Planned Maintenance Sales – Houston
Cummins Southern Plains, LLC

Cummins Southern Plains, LLC
7045 N Loop 610 East
Houston, TX 77028
713-679-2220



Sales and Service

January 17, 2020

Montgomery County Hospita
Po Box 478
Conroe, TX 77305

Re: Planned Maintenance Quote

Attention : Katelyn Moote

Cummins Sales and Service is a premier engine and power generation systems provider committed to delivering fast and proven solutions to our customers. We are pleased to offer you a Planned Maintenance Proposal for your review and approval. Due to the critical nature of your standby power system, this Agreement was developed based on your specific needs and equipment to ensure maximum performance and reliability.

Benefits of Planned Maintenance:

- Improves system reliability.
 - Maintenance performed by certified technicians specifically trained in power generation.
 - PM customers receive preferred service for unscheduled emergency repairs.
 - Creation of a service record for customer equipment.
 - Additional maintenance recommendations documented at that time.
- Scheduling managed by Cummins Sales and Service to ensure timely maintenance intervals.
- Eliminates administrative burden, covers equipment from multiple vendors.

Please sign, date and return the enclosed Agreement to our office along with any purchase documentation necessary so we can tend to your servicing needs. Planned Maintenance Agreements are "auto-renewed" annually prior to the end of your agreement. Should you have any questions or require additional information on this or any other subject relating to your equipment, please feel free to contact me. We look forward to the opportunity to earn your trust and business.

Sincerely,

Tanner Krause
(713) 516-5390



Sales and Service

HOUSTON TX BRANCH
7045 North Loop East
P. O. BOX 1367
HOUSTON, TX 77028
Phone: 713-679-2220

PLANNED MAINTENANCE AGREEMENT

<u>Customer Address</u>	<u>Customer Contact</u>	<u>Quote Information</u>
MONTGOMERY COUNTY	Contact: Katelyn Moote	Quote Date: 17-JAN-20
HOSPITA	Phone: 936 521-5606	Quote Expires: 31-MAR-21
ACCTS PAYABLE	Fax: 936 539-1166	Quote Num: 11611
PO BOX 478	Cust Id: 25854	Quoted By: Tanner Krause
Conroe, TX 77305		Quote Term: 1 Year(s)

Site Information

1	PMA-ADMIN/SVC 1400	1400 SOUTH LOOP 336 WEST	CONROE	TX	77304
2	PMA-STATION 30	21084 LOOP 494	NEW CANEY	TX	77357
3	PMA-STATION 10	2920 N LOOP 336 E	CONROE	TX	77301
4	PMA-STATION 20	250 HARPERS LNDG	CONROE	TX	77385
5	PMA-1350 S LOOP 336 WEST	1350 S. LOOP 336 WEST	CONROE	TX	77385
6	PMA-SERVICE CENTER	1300 SOUTH LOOP 336 WEST	CONROE	TX	77304
7	PMA-ADMIN COMM TOWER	1350 SOUTH LOOP 336 WEST	CONROE	TX	77304
8	PMA-STATION 32 (14596)	14596 FM 1314	CONROE	TX	77303

<u>Site</u>	<u>Unit Number</u>	<u>Manufacturer</u>	<u>Model</u>	<u>Prod Model</u>	<u>Serial Number</u>	<u>Type</u>
1	508160 WE	ASCO	TRANSFER SWI SERIES 300		608160 WE	600 AMP
1	636392 RE	ASCO	TRANSFER SWI SERIES 300		636392 RE	230 AMP
1	B080154227	ONAN	TRANSFER SWI LTD		B080154227	200 AMP
1	F100131757	ONAN	TRANSFER SWI OHPC.225		F100131757	225 AMP
1	F100131794	ONAN	TRANSFER SWI OHPC.225		F100131794	225 AMP
1	F100131795	ONAN	TRANSFER SWI OHPC.225		F100131795	225 AMP
1	F100132146	ONAN	TRANSFER SWI OHPC.225		F100132146	225 AMP
1	F100133112	ONAN	TRANSFER SWI OHPC.125		F100133112	125 AMP
1	F100133113	ONAN	TRANSFER SWI OHPC.125		F100133113	125 AMP
1	F100133115	ONAN	TRANSFER SWI OHPC.400		F100133115	400 AMP
1	F100133116	ONAN	TRANSFER SWI OHPC.400		F100133116	400 AMP
1	F100134014	ONAN	TRANSFER SWI OHPC.600		F100134014	600 AMP
1	K010302655	ONAN	TRANSFER SWI OTPC.600		K010302655	600 AMP
1	K100166654	ONAN	TRANSFER SWI OHPC.400		K100166654	400 AMP
2	OLY-PNGJ00582	OLYMPIAN	GEN SET	G150G1	OLY-PNGJ00582	125 KW
3	8720062	WHISPER WATT	GEN SET	DCA20SPXU2	8720062	20 KW
3	GXC00897	OLYMPIAN	GEN SET	G100LG2	GXC00897	100 KW
4	K010304704	ONAN	GEN SET	125.0GGKB	K010304704	125 KW
5	2532537	ONAN	GEN SET	725.0GTA50	2532537	725 KW
5	25353295	ONAN	GEN SET	725.0GTA50	25353295	725 KW
6	P1002240002	BALDOR	GEN SET	TS175-3J	P1002240002	100 KW
7	B080154319	ONAN	GEN SET	60.0GGHE	B080154319	60 KW
8	1476A60768	AIRMAN 65	GEN SET	SDG655	1476A60768	60 KW
8	147B10068	AIRMAN 65	GEN SET	SDG655	147B10068	60 KW
8	P1003020003	BALDOR LITE TOW	GEN SET	PL6000K	P1003020003	6 KW
8	T7007-000116	TEREX	GEN SET	0T70P	T7007-000116	54 KW

PLANNED MAINTENANCE AGREEMENT TERMS AND CONDITIONS

These Planned Maintenance Agreement Terms and Conditions, together with the Quote on the front side and the Scope of Services, are hereinafter referred to as this 'Agreement' and shall constitute the entire agreement between the customer identified in the Quote ('Customer') and Cummins and supersede any previous agreement or understanding (oral or written) between the parties with respect to the subject matter of this Agreement.

1. **SCOPE OF SERVICES; PERFORMANCE OF SERVICES.** Cummins shall perform the maintenance ('Services') on the equipment identified in the Quote ('Equipment') in accordance with the schedule specified in the Quote. The Services include those services defined in the 'Service Event' section of the Quote. No additional services or materials are included in this Agreement unless agreed upon by the parties in supplemental documentation. Cummins shall provide the Services in a safe and workmanlike manner. Cummins has licenses, authorizations, or registrations necessary to perform the Services. Unless otherwise indicated in the Quote, Cummins will provide the labor and tools necessary to perform the Services and shall keep Customer's property free from accumulation of waste materials caused by Cummins' operations. Customer shall provide Cummins safe access to Customer's site and arrange for all related services and utilities necessary for Cummins to perform the Services. During the performance of the Services, Customer shall fully and completely secure all or any part of any facility where the Equipment is located for any and all safety issues that an electrical service interruption might cause, including but not limited to injury to facility occupants, customers, invitees, or any third party and/or property damage or work interruption arising out of the Services. Either party may terminate this Agreement with or without cause by providing thirty (30) days written notice to the other.

2. **PAYMENT TERMS.** If Customer has approved credit, as determined by Cummins, payment terms are net thirty (30) days from the date of invoice unless otherwise specified in the Quote. If payment is not received when due, in addition to any rights Cummins has under the law and charges that Cummins may levy against Customer under statute (including attorney fees and costs of collection), Cummins may charge Customer eighteen percent (18%) annually, or the maximum amount allowed by law, on late payments. Payment shall be due in advance if Customer does not have approved credit.

3. **DELAYS.** Cummins shall not be liable for any delays in performance that result directly or indirectly from acts of Customer or causes beyond Cummins' control, including but not limited to acts of God, accidents, fire, explosions, flood, unusual weather conditions, acts of government authority, or labor disputes.

4. **WARRANTY.** Limited warranties apply for select parts and components as defined by the respective component manufacturer's limited warranties. All Services shall be free from defects in workmanship for a period of ninety (90) days after completion of Services. In the event of a warrantable defect in workmanship, Cummins' obligation shall be solely limited to correcting the defective workmanship. Cummins shall correct the nonconforming Services where (i) such nonconformity becomes apparent to Customer during the warranty period; (ii) Cummins receives written notice of any nonconformity within thirty (30) days following discovery by Customer; and (iii) Cummins has determined that the Services are nonconforming. Services corrected or re-performed shall be subject to the remaining warranty period of the original warranty of the Services. New parts supplied during correction or re-performance of Services are warranted for the balance of the warranty period still available from the original warranty of such parts. The remedies set forth in this Section 4 shall not be deemed to have failed of their essential purpose so long as Cummins is willing to correct defective Services or refund the purchase price therefor.

5. LIMITATIONS ON WARRANTIES AND REMEDIES.

Cummins expressly disclaims all warranties, either express or implied, including any implied warranty of merchantability and warranty for fitness of a particular purpose, to the extent permitted by law. The warranties set forth herein are the sole warranties made by Cummins. Some states do not allow limitation on warranties, so these limitations may not apply to you.

THE MAXIMUM LIABILITY, IF ANY, OF EITHER PARTY FOR ANY DAMAGES, INCLUDING WITHOUT LIMITATION, AGREEMENT DAMAGES AND DAMAGES FOR PROPERTY, WHETHER ARISING FROM CUMMINS' INDEMNITY HEREUNDER, BREACH OF AGREEMENT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, OR OTHER TORT, IS LIMITED TO AN AMOUNT NOT TO EXCEED TWO TIMES THE PRICE OF THE SERVICES PAID BY CUSTOMER UNDER THIS AGREEMENT WHICH SHALL BE THE SOLE REMEDY UNDER THIS AGREEMENT. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES OF ANY KIND (INCLUDING WITHOUT LIMITATION DOWNTIME, PROPERTY DAMAGE, LOSS OF PROFIT OR REVENUE, LOSS OF DATA, DAMAGE TO GOODWILL) HOWSOEVER CAUSED ARISING FROM THIS AGREEMENT OR THE BREACH OF THIS AGREEMENT, WHETHER IN INDEMNITY, TORT, CONTRACT, OR OTHERWISE. NOTHING IN THIS AGREEMENT EXCLUDES OR LIMITS LIABILITY FOR DEATH OR PERSONAL INJURY CAUSED BY A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT. BY ACCEPTANCE OF THIS AGREEMENT, CUSTOMER ACKNOWLEDGES CUSTOMER'S SOLE REMEDY AGAINST CUMMINS FOR ANY LOSS SHALL BE THE REMEDY PROVIDED HEREIN.

6. **INDEMNITY.** Each party shall indemnify and hold harmless the other party, its affiliates, subsidiaries, officers, directors, agents and employees from and against any and all third party losses, costs, liabilities, damages and expense, including reasonable attorney and expert fees (collectively, 'Losses'), subject to the limitations on claims and damages in Section 5, attributable to bodily injury or property damage to the extent it is conclusively determined that such Losses were directly caused by the gross negligence or willful misconduct of such party. The party seeking indemnification shall give written notice to the other party promptly upon learning of the events giving rise to such claim; provided, however, that failure to provide such notice promptly shall only relieve an indemnifying party of its obligations hereunder to the extent it is prejudiced by such delay. The indemnifying party shall select counsel to control and manage the defense of a claim and the settlement thereof and shall keep the indemnified party apprised of all material developments with respect to such claim. The indemnified party may, at its expense, select additional co-counsel. The indemnifying party shall have no obligation to indemnify or hold harmless the indemnified party for any Losses conclusively determined to be caused by the negligence or willful misconduct of the indemnified party.

7. **CONFIDENTIALITY.** Each party shall keep confidential any information received from the other that is not generally known to the public and at the time of disclosure, would reasonably be understood by the receiving party to be proprietary or confidential, whether disclosed in oral, written, visual, electronic or other form, and which the receiving party (or agents) learns in connection with this Agreement including, but not limited to: (a) business plans, strategies, sales, projects and analyses; (b) financial information, pricing, and fee structures; (c) business processes, methods and models; (d) employee and supplier information; (e) specifications; and (f) the terms and conditions of this Agreement. Each party shall take necessary steps to ensure compliance with this provision by its employees and agents.

8. **GOVERNING LAW.** This Agreement and all matters arising hereunder shall be governed by and construed in accordance with the laws of the State of Indiana without giving effect to any choice or conflict of law provision. The parties agree that the courts of the State of Indiana shall have exclusive jurisdiction to settle any dispute or claim arising in connection with this Agreement.

9. **INSURANCE.** Upon Customer's request, Cummins will provide to Customer a Certificate of Insurance evidencing Cummins' relevant insurance coverage.

10. **ASSIGNMENT.** This Agreement shall be binding on the parties and their successors and assigns. Customer shall not assign this Agreement without the prior written consent of Cummins.

11. **INTELLECTUAL PROPERTY.** Any intellectual property rights created by Cummins in the course of the performance of any Agreement or otherwise shall remain Cummins' property. Nothing in these conditions shall be deemed to have given Customer a license or any other rights to use any of the intellectual property rights of Cummins.

12. **MISCELLANEOUS.** Cummins shall be an independent contractor with respect to the Services performed under this Agreement. All notices under this Agreement shall be in writing and be delivered personally, mailed via first class certified or registered mail, or sent by a nationally recognized express courier service to the addresses set forth in the Quote. No amendment of this Agreement shall be valid unless it is in writing and signed by the parties hereto. Failure of either party to require performance by the other party of any provision hereof shall in no way affect the right to require such performance at any time thereafter, nor shall the waiver by a party of a breach of any of the provisions hereof constitute a waiver of any succeeding breach. Any provision of this Agreement that is invalid or unenforceable shall not affect the validity or enforceability of the remaining terms hereof.



Sales and Service

PLANNED MAINTENANCE AGREEMENT

Customer Address	Customer Contact	Quote Information
MONTGOMERY COUNTY	Contact: Katelyn Moote	Quote Date: 17-JAN-20
HOSPITA	Phone: 936 521-5606	Quote Expires: 31-MAR-21
ACCTS PAYABLE	Fax: 936 539-1166	Quote Num: 11611
PO BOX 478	Cust Id: 25854	Quoted By: Tanner Krause
Conroe, TX 77305		Quote Term: 1 Year(s)

Site	Unit Number	Service Event	Qty	Sell Price	Extended Price
1	508160 WE	ATS INSPECTION	1	131.00	131.00
1	636392 RE	ATS INSPECTION	1	170.00	170.00
1	B080154227	ATS INSPECTION	1	87.00	87.00
1	F100131757	ATS INSPECTION	1	87.00	87.00
1	F100131794	ATS INSPECTION	1	87.00	87.00
1	F100131795	ATS INSPECTION	1	87.00	87.00
1	F100132146	ATS INSPECTION	1	87.00	87.00
1	F100133112	ATS INSPECTION	1	87.00	87.00
1	F100133113	ATS INSPECTION	1	87.00	87.00
1	F100133115	ATS INSPECTION	1	87.00	87.00
1	F100133116	ATS INSPECTION	1	87.00	87.00
1	F100134014	ATS INSPECTION	1	87.00	87.00
1	K010302655	ATS INSPECTION	1	161.00	161.00
1	K100166654	ATS INSPECTION	1	89.00	89.00
2	OLY-PNGJ00582	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	1,515.00 318.00	1,515.00 954.00
3	8720062	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	970.00 318.00	970.00 954.00
3	GXC00897	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	1,412.00 318.00	1,412.00 954.00
4	K010304704	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	1,478.00 318.00	1,478.00 954.00
5	2532537	FULL SRV W/LOAD BANK 2 HR INSP/COOLANT-HOSE REPLMNT INSPECTION	1 1 2	3,232.00 6,358.00 318.00	3,232.00 6,358.00 636.00
5	25353295	FULL SRV W/LOAD BANK 2 HR INSP/COOLANT-HOSE REPLMNT INSPECTION	1 1 2	3,232.00 6,358.00 318.00	3,232.00 6,358.00 636.00
6	P1002240002	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	1,421.00 318.00	1,421.00 954.00
7	B080154319	FULL SRV W/LOAD BANK 2 HR INSPECTION	1 3	1,171.00 327.00	1,171.00 981.00

PLANNED MAINTENANCE AGREEMENT TERMS AND CONDITIONS

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THE MAXIMUM LIABILITY, IF ANY, OF EITHER PARTY FOR ANY DAMAGES, INCLUDING WITHOUT LIMITATION, AGREEMENT DAMAGES AND DAMAGES FOR PROPERTY, WHETHER ARISING FROM CUMMINS' INDEMNITY HEREUNDER, BREACH OF AGREEMENT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, OR OTHER TORT, IS LIMITED TO AN AMOUNT NOT TO EXCEED TWO TIMES THE PRICE OF THE SERVICES PAID BY CUSTOMER UNDER THIS AGREEMENT WHICH SHALL BE THE SOLE REMEDY UNDER THIS AGREEMENT. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES OF ANY KIND (INCLUDING WITHOUT LIMITATION DOWNTIME, PROPERTY DAMAGE, LOSS OF PROFIT OR REVENUE, LOSS OF DATA, DAMAGE TO GOODWILL) HOWSOEVER CAUSED ARISING FROM THIS AGREEMENT OR THE BREACH OF THIS AGREEMENT, WHETHER IN INDEMNITY, TORT, CONTRACT, OR OTHERWISE. NOTHING IN THIS AGREEMENT EXCLUDES OR LIMITS LIABILITY FOR DEATH OR PERSONAL INJURY CAUSED BY A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT. BY ACCEPTANCE OF THIS AGREEMENT, CUSTOMER ACKNOWLEDGES CUSTOMER'S SOLE REMEDY AGAINST CUMMINS FOR ANY LOSS SHALL BE THE REMEDY PROVIDED HEREIN.

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12. **MISCELLANEOUS.** Cummins shall be an independent contractor with respect to the Services performed under this Agreement. All notices under this Agreement shall be in writing and be delivered personally, mailed via first class certified or registered mail, or sent by a nationally recognized express courier service to the addresses set forth in the Quote. No amendment of this Agreement shall be valid unless it is in writing and signed by the parties hereto. Failure of either party to require performance by the other party of any provision hereof shall in no way affect the right to require such performance at any time thereafter, nor shall the waiver by a party of a breach of any of the provisions hereof constitute a waiver of any succeeding breach. Any provision of this Agreement that is invalid or unenforceable shall not affect the validity or enforceability of the remaining terms hereof.



Sales and Service

PLANNED MAINTENANCE AGREEMENT

Customer Address			Customer Contact		Quote Information	
MONTGOMERY COUNTY			Contact:	Katelyn Moote	Quote Date:	17-JAN-20
HOSPITA			Phone:	936 521-5606	Quote Expires:	31-MAR-21
ACCTS PAYABLE			Fax:	936 539-1166	Quote Num:	11611
PO BOX 478			Cust Id:	25854	Quoted By:	Tanner Krause
Conroe, TX 77305					Quote Term:	1 Year(s)
8	1476A60768	FULL SRV W/LOAD BANK 2 HR	1	1,084.00		1,084.00
		INSPECTION	3	318.00		954.00
8	147B10068	FULL SRV W/LOAD BANK 2 HR	1	1,084.00		1,084.00
		INSPECTION	3	318.00		954.00
8	P1003020003	FULL SRV W/LOAD BANK 2 HR	1	932.00		932.00
		INSPECTION	3	318.00		954.00
8	T7007-000116	FULL SRV W/LOAD BANK 2 HR	1	1,071.00		1,071.00
		INSPECTION	3	318.00		954.00

April 2020 Renewal

COOLANT/HOSE REPLACEMENT IS PRICED FOR A COOLANT FLUSH, COOLANT SENSOR AND HOSE REPLACEMENT

Unless otherwise specified, first service is due to be performed within 30 days of PMA signature. Signature below acknowledges and accepts the Terms and Conditions on the back of this Agreement.

Purchase Order Number and Signature required.

Signature: _____ Print Name: _____

Purchase Order Number: _____

Please Provide name and e-mail address of each site contact:

Site: _____ Name: _____ E-Mail: _____

Accounts Payable Contact - Print Name: _____

Phone: _____ E-Mail: _____

Please indicate whether you wish to prepay the complete agreement or pay per event.

_____ Prepay _____ Pay Per Event (Subject to credit approval)

***If paying per event select payment option preferred.

Cash/Credit Card _____ ACH/Wire _____ Credit Terms _____

***Please reference Cummins Southern Plains, LLC Planned Maintenance Agreement Scope of Work for further details. ***

OPTIONAL SERVICES AVAILABLE:

- Infra-Red Thermography (ATS/Gen/Switchgear/Distribution)
- Oil Sample Analysis - Fuel Sample Analysis
- Coolant Sample Analysis - Battery Replacement
- Air Filter Replacement - Remote Monitoring
- Diesel Fuel Polishing - Insulation Resistance Testing
- Loadbank Testing - Power Quality (recording/measuring)
- Vibration Testing

***All other work will be performed on a time and material basis.

PLANNED MAINTENANCE AGREEMENT TERMS AND CONDITIONS

These Planned Maintenance Agreement Terms and Conditions, together with the Quote on the front side and the Scope of Services, are hereinafter referred to as this 'Agreement' and shall constitute the entire agreement between the customer identified in the Quote ('Customer') and Cummins and supersede any previous agreement or understanding (oral or written) between the parties with respect to the subject matter of this Agreement.

1. **SCOPE OF SERVICES; PERFORMANCE OF SERVICES.** Cummins shall perform the maintenance ('Services') on the equipment identified in the Quote ('Equipment') in accordance with the schedule specified in the Quote. The Services include those services defined in the 'Service Event' section of the Quote. No additional services or materials are included in this Agreement unless agreed upon by the parties in supplemental documentation. Cummins shall provide the Services in a safe and workmanlike manner. Cummins has licenses, authorizations, or registrations necessary to perform the Services. Unless otherwise indicated in the Quote, Cummins will provide the labor and tools necessary to perform the Services and shall keep Customer's property free from accumulation of waste materials caused by Cummins' operations. Customer shall provide Cummins safe access to Customer's site and arrange for all related services and utilities necessary for Cummins to perform the Services. During the performance of the Services, Customer shall fully and completely secure all or any part of any facility where the Equipment is located for any and all safety issues that an electrical service interruption might cause, including but not limited to injury to facility occupants, customers, invitees, or any third party and/or property damage or work interruption arising out of the Services. Either party may terminate this Agreement with or without cause by providing thirty (30) days written notice to the other.

2. **PAYMENT TERMS.** If Customer has approved credit, as determined by Cummins, payment terms are net thirty (30) days from the date of invoice unless otherwise specified in the Quote. If payment is not received when due, in addition to any rights Cummins has under the law and charges that Cummins may levy against Customer under statute (including attorney fees and costs of collection), Cummins may charge Customer eighteen percent (18%) annually, or the maximum amount allowed by law, on late payments. Payment shall be due in advance if Customer does not have approved credit.

3. **DELAYS.** Cummins shall not be liable for any delays in performance that result directly or indirectly from acts of Customer or causes beyond Cummins' control, including but not limited to acts of God, accidents, fire, explosions, flood, unusual weather conditions, acts of government authority, or labor disputes.

4. **WARRANTY.** Limited warranties apply for select parts and components as defined by the respective component manufacturer's limited warranties. All Services shall be free from defects in workmanship for a period of ninety (90) days after completion of Services. In the event of a warrantable defect in workmanship, Cummins' obligation shall be solely limited to correcting the defective workmanship. Cummins shall correct the nonconforming Services where (i) such nonconformity becomes apparent to Customer during the warranty period; (ii) Cummins receives written notice of any nonconformity within thirty (30) days following discovery by Customer; and (iii) Cummins has determined that the Services are nonconforming. Services corrected or re-performed shall be subject to the remaining warranty period of the original warranty of the Services. New parts supplied during correction or re-performance of Services are warranted for the balance of the warranty period still available from the original warranty of such parts. The remedies set forth in this Section 4 shall not be deemed to have failed of their essential purpose so long as Cummins is willing to correct defective Services or refund the purchase price therefor.

5. LIMITATIONS ON WARRANTIES AND REMEDIES.

Cummins expressly disclaims all warranties, either express or implied, including any implied warranty of merchantability and warranty for fitness of a particular purpose, to the extent permitted by law. The warranties set forth herein are the sole warranties made by Cummins. Some states do not allow limitation on warranties, so these limitations may not apply to you.

THE MAXIMUM LIABILITY, IF ANY, OF EITHER PARTY FOR ANY DAMAGES, INCLUDING WITHOUT LIMITATION, AGREEMENT DAMAGES AND DAMAGES FOR PROPERTY, WHETHER ARISING FROM CUMMINS' INDEMNITY HEREUNDER, BREACH OF AGREEMENT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, OR OTHER TORT, IS LIMITED TO AN AMOUNT NOT TO EXCEED TWO TIMES THE PRICE OF THE SERVICES PAID BY CUSTOMER UNDER THIS AGREEMENT WHICH SHALL BE THE SOLE REMEDY UNDER THIS AGREEMENT. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES OF ANY KIND (INCLUDING WITHOUT LIMITATION DOWNTIME, PROPERTY DAMAGE, LOSS OF PROFIT OR REVENUE, LOSS OF DATA, DAMAGE TO GOODWILL) HOWSOEVER CAUSED ARISING FROM THIS AGREEMENT OR THE BREACH OF THIS AGREEMENT, WHETHER IN INDEMNITY, TORT, CONTRACT, OR OTHERWISE. NOTHING IN THIS AGREEMENT EXCLUDES OR LIMITS LIABILITY FOR DEATH OR PERSONAL INJURY CAUSED BY A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT. BY ACCEPTANCE OF THIS AGREEMENT, CUSTOMER ACKNOWLEDGES CUSTOMER'S SOLE REMEDY AGAINST CUMMINS FOR ANY LOSS SHALL BE THE REMEDY PROVIDED HEREIN.

6. **INDEMNITY.** Each party shall indemnify and hold harmless the other party, its affiliates, subsidiaries, officers, directors, agents and employees from and against any and all third party losses, costs, liabilities, damages and expense, including reasonable attorney and expert fees (collectively, 'Losses'), subject to the limitations on claims and damages in Section 5, attributable to bodily injury or property damage to the extent it is conclusively determined that such Losses were directly caused by the gross negligence or willful misconduct of such party. The party seeking indemnification shall give written notice to the other party promptly upon learning of the events giving rise to such claim; provided, however, that failure to provide such notice promptly shall only relieve an indemnifying party of its obligations hereunder to the extent it is prejudiced by such delay. The indemnifying party shall select counsel to control and manage the defense of a claim and the settlement thereof and shall keep the indemnified party apprised of all material developments with respect to such claim. The indemnified party may, at its expense, select additional co-counsel. The indemnifying party shall have no obligation to indemnify or hold harmless the indemnified party for any Losses conclusively determined to be caused by the negligence or willful misconduct of the indemnified party.

7. **CONFIDENTIALITY.** Each party shall keep confidential any information received from the other that is not generally known to the public and at the time of disclosure, would reasonably be understood by the receiving party to be proprietary or confidential, whether disclosed in oral, written, visual, electronic or other form, and which the receiving party (or agents) learns in connection with this Agreement including, but not limited to: (a) business plans, strategies, sales, projects and analyses; (b) financial information, pricing, and fee structures; (c) business processes, methods and models; (d) employee and supplier information; (e) specifications; and (f) the terms and conditions of this Agreement. Each party shall take necessary steps to ensure compliance with this provision by its employees and agents.

8. **GOVERNING LAW.** This Agreement and all matters arising hereunder shall be governed by and construed in accordance with the laws of the State of Indiana without giving effect to any choice or conflict of law provision. The parties agree that the courts of the State of Indiana shall have exclusive jurisdiction to settle any dispute or claim arising in connection with this Agreement.

9. **INSURANCE.** Upon Customer's request, Cummins will provide to Customer a Certificate of Insurance evidencing Cummins' relevant insurance coverage.

10. **ASSIGNMENT.** This Agreement shall be binding on the parties and their successors and assigns. Customer shall not assign this Agreement without the prior written consent of Cummins.

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Sales and Service

PLANNED MAINTENANCE AGREEMENT

<u>Customer Address</u>	<u>Customer Contact</u>	<u>Quote Information</u>
MONTGOMERY COUNTY HOSPITA ACCTS PAYABLE PO BOX 478 Conroe, TX 77305	Contact: Katelyn Moote Phone: 936 521-5606 Fax: 936 539-1166 Cust Id: 25854	Quote Date: 17-JAN-20 Quote Expires: 31-MAR-21 Quote Num: 11611 Quoted By: Tanner Krause Quote Term: 1 Year(s)
		Standard Agreement Amount \$43,578.00
		Proposal Total \$43,578.00

Customer Approval

Signature: _____

Date: _____

CUMMINS SOUTHERN PLAINS LLC

Signature: _____

Date: _____

PLANNED MAINTENANCE AGREEMENT TERMS AND CONDITIONS

These Planned Maintenance Agreement Terms and Conditions, together with the Quote on the front side and the Scope of Services, are hereinafter referred to as this 'Agreement' and shall constitute the entire agreement between the customer identified in the Quote ('Customer') and Cummins and supersede any previous agreement or understanding (oral or written) between the parties with respect to the subject matter of this Agreement.

1. **SCOPE OF SERVICES; PERFORMANCE OF SERVICES.** Cummins shall perform the maintenance ('Services') on the equipment identified in the Quote ('Equipment') in accordance with the schedule specified in the Quote. The Services include those services defined in the 'Service Event' section of the Quote. No additional services or materials are included in this Agreement unless agreed upon by the parties in supplemental documentation.

Cummins shall provide the Services in a safe and workmanlike manner. Cummins has licenses, authorizations, or registrations necessary to perform the Services. Unless otherwise indicated in the Quote, Cummins will provide the labor and tools necessary to perform the Services and shall keep Customer's property free from accumulation of waste materials caused by Cummins' operations.

Customer shall provide Cummins safe access to Customer's site and arrange for all related services and utilities necessary for Cummins to perform the Services. During the performance of the Services, Customer shall fully and completely secure all or any part of any facility where the Equipment is located for any and all safety issues that an electrical service interruption might cause, including but not limited to injury to facility occupants, customers, invitees, or any third party and/or property damage or work interruption arising out of the Services.

Either party may terminate this Agreement with or without cause by providing thirty (30) days written notice to the other.

2. **PAYMENT TERMS.** If Customer has approved credit, as determined by Cummins, payment terms are net thirty (30) days from the date of invoice unless otherwise specified in the Quote. If payment is not received when due, in addition to any rights Cummins has under the law and charges that Cummins may levy against Customer under statute (including attorney fees and costs of collection), Cummins may charge Customer eighteen percent (18%) annually, or the maximum amount allowed by law, on late payments. Payment shall be due in advance if Customer does not have approved credit.

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THE MAXIMUM LIABILITY, IF ANY, OF EITHER PARTY FOR ANY DAMAGES, INCLUDING WITHOUT LIMITATION, AGREEMENT DAMAGES AND DAMAGES FOR PROPERTY, WHETHER ARISING FROM CUMMINS' INDEMNITY HEREUNDER, BREACH OF AGREEMENT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, OR OTHER TORT, IS LIMITED TO AN AMOUNT NOT TO EXCEED TWO TIMES THE PRICE OF THE SERVICES PAID BY CUSTOMER UNDER THIS AGREEMENT WHICH SHALL BE THE SOLE REMEDY UNDER THIS AGREEMENT. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR CONSEQUENTIAL DAMAGES OF ANY KIND (INCLUDING WITHOUT LIMITATION DOWNTIME, PROPERTY DAMAGE, LOSS OF PROFIT OR REVENUE, LOSS OF DATA, DAMAGE TO GOODWILL) HOWSOEVER CAUSED ARISING FROM THIS AGREEMENT OR THE BREACH OF THIS AGREEMENT, WHETHER IN INDEMNITY, TORT, CONTRACT, OR OTHERWISE. NOTHING IN THIS AGREEMENT EXCLUDES OR LIMITS LIABILITY FOR DEATH OR PERSONAL INJURY CAUSED BY A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT. BY ACCEPTANCE OF THIS AGREEMENT, CUSTOMER ACKNOWLEDGES CUSTOMER'S SOLE REMEDY AGAINST CUMMINS FOR ANY LOSS SHALL BE THE REMEDY PROVIDED HEREIN.

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7. **CONFIDENTIALITY.** Each party shall keep confidential any information received from the other that is not generally known to the public and at the time of disclosure, would reasonably be understood by the receiving party to be proprietary or confidential, whether disclosed in oral, written, visual, electronic or other form, and which the receiving party (or agents) learns in connection with this Agreement including, but not limited to: (a) business plans, strategies, sales, projects and analyses; (b) financial information, pricing, and fee structures; (c) business processes, methods and models; (d) employee and supplier information; (e) specifications; and (f) the terms and conditions of this Agreement. Each party shall take necessary steps to ensure compliance with this provision by its employees and agents.

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HGACBuy		CONTRACT PRICING WORKSHEET For Catalog & Price Sheet Type Purchases		Contract No.:	PE-05-19	Date Prepared:	1/23/2020
This Worksheet is prepared by Contractor and given to End User. If a PO is issued, both documents MUST be faxed to H-GAC @ 713-993-4548. Therefore please type or print legibly.							
Buying Agency:	Montgomery Co. Hospital District			Contractor:	Consolidated Traffic Controls, Inc.		
Contact Person:	Justin Evans			Prepared By:	Mike Hancock		
Phone:	936-521-3500			Phone:	800-448-8841		
Fax:				Fax:	800-448-8850		
Email:	jevans@mchs-tx.org			Email:	mhancock@ctc-traffic.com		
Catalog / Price Sheet Name:	Traffic Control, Enforcement & Signal Preemption Equipment						
General Description of Product:	Traffic Control Equipment						
A. Catalog / Price Sheet Items being purchased - Itemize Below - Attach Additional Sheet If Necessary							
Line Number	Quan	Description				Unit Pr	Total
41	19	110610-MM Model 764 Multimode Phase Selector				\$ 2,946.00	\$ 55,974.00
47	19	110603-MM Model 768 Auxiliary Panel				\$ 531.00	\$ 10,089.00
49	19	110611 3100 GPS Radio Unit (Mast Mount)				\$ 2,840.00	\$ 53,960.00
92	5000	110216B Model 138 Cable 1,000 Ft Roll (Per Ft.)				\$ 0.68	\$ 3,400.00
99	19	201011 (hub) Mast Arm Mount (GPS)				\$ 83.00	\$ 1,577.00
101	19	100201 Model 380 Card Rack				\$ 172.00	\$ 3,268.00
121	19	CTCINSTALL GPS Opticom Intersection 5 hours \$260 per hour				\$ 1,300.00	\$ 24,700.00
1700	19	CTCINSTALL Driving Time One Man and Pickup Truck				\$ 130.00	\$ 2,470.00
1702	19	CTCINSTALL Second Man (Include Both Drive and On Site time)				\$ 85.00	\$ 1,615.00
1703	19	CTCINSTALL Bucket Truck Upcharge (Include Both Drive and On Site Time)				\$ 50.00	\$ 950.00
Total From Other Sheets, If Any:							
Subtotal A:						\$ 158,003.00	
B. Unpublished Options, Accessory or Service items - Itemize Below - Attach Additional Sheet If Necessary (Note: Unpublished Items are any which were not submitted and priced in contractor's bid.)							
Quan	Description					Unit Pr	Total
						\$	-
						\$	-
						\$	-
						\$	-
Total From Other Sheets, If Any:							
Subtotal B:						\$ -	
Check: The total cost of Unpublished Options (Subtotal B) cannot exceed 25% of the total from Section A.						For this transaction the percentage is: 0%	
C. Other Allowances, Discounts, Trade-Ins, Freight, Make Ready or Miscellaneous Charges							
Quan	Description					Unit Pr	Total
						\$	-
						\$	-
Subtotal C:						\$ -	
Delivery Date:		30 to 45 Days ARO			D. Total Purchase Price (A+B+C):		\$ 158,003.00



Banking Services Vendor Recommendation

January 14, 2020



Objective

- Select a primary depository bank
- Maintain compliance with Texas Government Code, including
 - Chp 2256 Public Funds Investment Act
 - Ch 2257 Public Funds Collateral Act



RFP Process

- Engaged Valley View Consulting to assist
- Notified banks of RFP
- Hosted pre-proposal conference
- Analyzed proposals received



Proposals Received

- Amegy Bank of Texas
 - Capital One, N.A.
 - First Financial Bank, N.A.
 - Frost Bank
 - JPMorgan Chase Bank, N.A.
 - Woodforest National Bank (Incumbent)
-



Proposal Analysis

- Financial strength and stability
- Ability to provide services
- Analysis of fees and earnings credit
- Investment income potential



Proposal Results

- Based on a \$5.3 million average monthly deposit, Woodforest bank offered the best value:
 - Second lowest in bank fees
 - Highest earnings credit rate
 - Highest interest rate for Investment Option
 - Highest net income



Recommendation

Award the Banking Services Contract to:

Woodforest National Bank



January 6, 2020

Mr. Brett Allen, CPA
Chief Financial Officer
Montgomery County Hospital District
1400 South Loop 336 West
Conroe, Texas 77304

Dear Mr. Allen:

As part of the services provided under the current Investment Advisory Agreement, we sincerely appreciated and welcomed the opportunity to assist the Montgomery County Hospital District and the Montgomery County Public Health District, collectively (the "DISTRICT") with this Primary Depository Bank Services Request for Proposals (the "RFP") project.

The objective of this engagement was to select a primary depository bank following the expiration of the current contract. This agreement, when approved, will commence on April 1, 2020 and terminate on March 31, 2023. At the option of the DISTRICT, the contract may be extended for two (2) additional one-year periods under the same terms and conditions.

Procedure

The project began with the establishment of a calendar of events to ensure that the required project steps were performed in a timely and sequential manner.

The process for selecting a Primary Depository Bank is governed by the State of Texas Government Codes: Chapter 1063, Special District Local Laws Code; Chapter 176 Conflict of Interest Act; Chapter 2256 Public Funds Investment Act; and Chapter 2257 Public Funds Collateral Act.

In addition to complying with these State statutory requirements, it was necessary to understand and comply with the DISTRICT's financial and purchasing policies and Investment Policy.

The RFP project was conducted as follows:

1. Analyzed historical bank service usage and balance records.
2. Reviewed the minimum banking services and potential additional services.
3. Developed a list of eligible financial institutions within the DISTRICT:
 - a. Allegiance Bank
 - b. Amegy Bank of Texas
 - c. Bank of America, N.A.
 - d. BBVA USA
 - e. Capital One, N.A.
 - f. First Financial Bank, N.A.

- g. First National Bank Texas
 - h. Frost Bank
 - i. Guaranty Bank & Trust, N.A.
 - j. Hancock Whitney Bank
 - k. JPMorgan Chase Bank, N.A.
 - l. Regions Bank
 - m. Spirit of Texas Bank, SSB
 - n. Texas First Bank (fka Preferred Bank)
 - o. Third Coast Bank, SSB
 - p. Wells Fargo Bank, N.A.
 - q. Woodforest National Bank (Incumbent)
4. Contacted the financial institutions to confirm distribution information, describe the process, and identify the designated recipient.
5. Drafted the RFP for DISTRICT review and approval.
6. Posted the notice and advertised the RFP.
7. Distributed RFPs to the identified and receptive financial institutions.
8. Held a non-mandatory pre-proposal conference that was attended by representatives of:
- a. Amegy Bank of Texas
 - b. Bank OZK
 - c. First Financial Bank, N.A.
 - d. Frost Bank
 - e. JPMorgan Chase Bank, N.A.
 - f. Third Coast Bank, SSB
 - g. Woodforest National Bank (Incumbent)
9. By the closing deadline, proposals were received from:
- a. Amegy Bank of Texas
 - b. Capital One, N.A.
 - c. First Financial Bank, N.A.
 - d. Frost Bank
 - e. JPMorgan Chase Bank, N.A.
 - f. Woodforest National Bank (Incumbent)
10. No additional RFP responses were received as a result of the advertisement.

The evaluation of the proposals was based on, but not limited to, the following criteria, in no particular order of priority:

- 1. Ability to perform and provide the required and requested services;
- 2. References provided and quality of services;
- 3. Cost of services;
- 4. Transition cost, retention and transition offers and incentives;
- 5. Funds availability;

6. Interest paid on interest bearing accounts and deposits;
7. Earnings credit calculation on compensating balances;
8. Completeness of proposal and agreement to points outlined in the RFP;
9. Convenience of location(s);
10. Previous service relationship with the DISTRICT; and
11. Financial strength and stability of the institution.

Proposal Analysis

The Proposal Analysis began with an overall review of each financial institution's general financial strength and ability to provide the services necessary to meet the DISTRICT's current and future service needs. Each of the qualified responding financial institutions exhibited acceptable financial strength and the ability to provide services the DISTRICT requested.

The analysis of proposed fees, earnings credit, and investment income potential is summarized below.

Net Income/(Cost)

Each financial institution's fee schedule was analyzed based on the DISTRICT's banking service needs and estimated activity levels. Where quantifiable and appropriate, the estimated service fees were adjusted for any incentives (including waived fees and transition allowances).

Each of the financial institutions proposed monthly fee assessments for services utilized, an earnings credit rate or an interest bearing checking option to offset monthly fee charges, and investment income options for any excess balances available.

The proposed interest rates and earnings credit rates (ECR) are indexed to various market rates and will, therefore, be variable over the course of the contract term. They will rise as market rates rise and decline as market rates decline.

Historically average monthly deposit balances of \$5,300,000 have been maintained by the MCHD and \$1,300,000 by the MCPHD. The analysis was completed with the DISTRICT maintaining sufficient balances to offset bank fees with the proposed ECR and the excess balances being placed in the banks highest yielding investment account option.

The summary below is for both the three (3) year initial contract term, and the full five (5) year term allowing for the two (2) possible one-year extensions at the option of the DISTRICT.

Recap Summary Table						
Montgomery County Hospital District						
	Amegy	Capital One	First Financial	Frost	JPMC	Woodforest
Initial Three Year Term						
Bank Fees	(\$41,786)	(\$59,592)	(\$87,394)	(\$68,032)	(\$135,670)	(\$51,348)
Earnings Credit	41,786	59,592	87,394	68,032	135,670	51,348
Net Bank Fees	0	0	0	0	0	0
Contract Incentives	\$5,557	11,546	-	9,576	23,423	2,000
Interest Earnings	197,147	139,158	127,159	137,091	43,077	261,767
Total Net Earnings/(Cost)	202,704	150,705	\$127,159	146,667	66,500	263,767
Five Year Term						
Bank Fees	(\$69,644)	(\$99,319)	(\$145,656)	(\$113,387)	(\$226,117)	(\$85,580)
Earnings Credit	69,644	99,319	145,656	113,387	226,117	85,580
Net Bank Fees	0	0	0	0	0	0
Contract Incentives	\$5,557	11,546	-	9,576	23,423	2,000
Interest Earnings	328,578	231,931	211,932	228,485	71,795	436,278
Total Net Earnings/(Cost)	\$334,135	\$243,477	\$211,932	\$238,061	\$95,218	438,278
Montgomery County Public Health District						
	Amegy	Capital One	First Financial	Frost	JPMC	Woodforest
Initial Three Year Term						
Bank Fees	(\$899)	(\$3,686)	(\$3,356)	(\$4,882)	(\$4,865)	(\$1,230)
Earnings Credit	899	3,686	3,356	4,882	4,865	1,230
Net Bank Fees	0	0	0	0	0	0
Interest Earnings	60,100	45,064	49,158	37,374	36,508	76,302
Total Net Earnings/(Cost)	\$60,100	45,064	\$49,158	\$37,374	\$36,508	\$76,302
Five Year Term						
Bank Fees	(\$1,499)	(\$6,143)	(\$5,593)	(\$8,136)	(\$8,109)	(\$2,049)
Earnings Credit	1,499	6,143	5,593	8,136	8,109	2,049
Net Bank Fees	0	0	0	0	0	0
Interest Earnings	100,167	75,107	81,929	62,290	60,846	127,169
Total Net Earnings/(Cost)	\$100,167	75,107	81,929	\$62,290	\$60,846	\$127,169
Combined Totals (Initial Three Years)	\$262,804	\$195,769	\$176,317	\$184,041	\$103,007	\$340,069
Combined Totals (Five Years)	\$434,302	\$318,584	\$293,861	\$300,351	\$156,064	\$565,448

Recommendation

The solicitation process created a competitive environment and generated a number of excellent proposals with Woodforest National Bank offering the proposal that best meets the DISTRICT's current and future needs.

As the incumbent, Woodforest National Bank has been a good business partner with the DISTRICT during the current depository contract and based on the analysis results, evaluation criteria and discussion with staff, it was determined that the terms offered by Woodforest National Bank provide the "best value" to the DISTRICT.

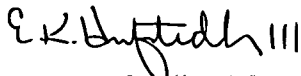
We concur with the staff recommendation that the Board award the Primary Depository Bank Services contract to Woodforest National Bank and authorize the DISTRICT's Chief Financial Officer to execute the agreements necessary to continue the banking relationship.

With Board approval, the new contract will commence on Wednesday, April 1, 2020.

Please contact Tom Ross, Dick Long or me to discuss any questions or additional information needs.

Thank you for this opportunity as we continue to provide the DISTRICT with our complete investment advisory services.

Sincerely,



E. K. Hufstedler, III
Valley View Consulting, L.L.C.