



**INLAND COUNTIES
EMERGENCY MEDICAL AGENCY**
Serving
San Bernardino, Inyo & Mono Counties

ANNUAL REPORT 2025

San Bernardino
Performance
Based Contracts

 909 388-5823

 www.lcema.SBCounty.gov

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Background Information

ICEMA's long-standing commitment to excellence in prehospital emergency medical care is exemplified by our well-established system of performance-based contracts and Memorandums of Understanding (MOUs). This system, covering all 26 designated Exclusive Operating Areas across San Bernardino County, ensures consistent high-quality care and accountability for all residents, regardless of their location.

Core principles of our performance-based system:

- Standardized protocols: All providers are required to adhere to the same high standards, policies, and procedures, guaranteeing consistent and equitable patient care throughout the county.
- Tailored approach: Recognizing the unique needs of diverse regions, rural, wilderness, and underserved areas have contract terms, penalty structures, and bond requirements to maintain service accessibility.
- Transparency and accountability: Clear expectations and methodologies for ensuring compliance are outlined through contracts, with an emphasis on swift response times. Providers are held accountable through performance standards, further promoting optimal service delivery.
- Collaboration and commitment: Engage all providers to formalize relationships, fostering transparent partnerships and shared goals for improved community service.

The benefits of this established system:

- Enhanced patient care: Standardized protocols and consistent monitoring guarantee high-quality care for all residents.
- Improved response times: Emphasis on compliance incentivizes swift emergency response, minimizing wait times and potentially saving lives.
- Cost-effectiveness: Tailored contracts and financial incentives optimize resource allocation and promote provider efficiency.
- Stronger partnerships: Collaboration fosters trust, transparency, and shared accountability across all providers.

This proven system of performance-based contracts remains a cornerstone of ICEMA's commitment to ensuring exceptional EMS care for all residents in San Bernardino County.

Responsibilities of Providers

Personnel and Equipment

- Provide all necessary personnel, equipment, and materials to ensure availability and EMS response on a continuous 24-hour basis.
- Staffing: ALS units – one (1) paramedic and one (1) EMT per unit; BLS units two (2) EMTs per unit; CCT units in accordance with ICEMA policy
- Develop and maintain personnel, including plan for immediate recall of personnel, and patient care policies.
- Provide in-service training to employees.
- Ensure courteous conduct and professional appearance.
- Ensure proper state licensure and ICEMA accreditation/certification.
- Ensure all personnel comply with ICEMA QI Plan

Coordination with other providers

First Responders (Fire Agencies)

- Develop and initiate mutual aid agreements.
- Develop and maintain a first responder orientation program.
- Coordinate and work under the Incident Command System
- Make available to first responder personnel continuing education programs.

Police Chiefs and County Fire Chiefs Association

- Provide an administrative representative or designee to attend meetings upon reasonable request.

Mutual Aid

- Respond to requests from neighboring jurisdictions that require Code 3 response, to the extent resources are available.
- During disaster response, commit necessary and appropriate resources.

Quality Improvement

Medical Control

- Adhere to all ICEMA plans, policies, standards and protocols, applicable County ordinances and State laws.
- Adhere to standards of medical control established by ICEMA.
- Provide a physician medical director to work with ICEMA's Medical Director to ensure compliance with established clinical standards (not required of rural/wilderness providers)

Response Time Standards

- Compliance measured and calculated monthly on fractile basis using computer aided dispatch (CAD) data when and wherever possible.
- Cancelled calls are included in determining compliance; supervisory support vehicles are not included for the purpose of determining compliance.
- Submit monthly each instance when a call results in exceeding maximum response time standard.

Data Collection and Reporting

- For each patient, an ICEMA approved patient care report (PCR) or electronic patient care report (ePCR) form must be completed
- To guarantee optimal data quality and streamline reporting, we require all participating agencies, including existing and newcomers, to use an ePCR system compatible with our platform. This ensures seamless data integration and facilitates improved service delivery.
- Submit accurate and complete data monthly, including CAD data, for each response and patient care data as specified by ICEMA approved electronic data collections and submission format.
- Currently, 48 providers are using the ImageTrend software. Providers currently on the ImageTrend Data System:
 - American Medical Response - Rancho Cucamonga
 - American Medical Response - Redlands
 - American Medical Response - Victorville
 - Apple Valley Fire Department
 - Arrowbear Fire Department
 - Baker Ambulance (Needles)
 - Barstow Fire Protection District
 - Big Bear Fire Department
 - Big Pine Fire Protection District (Inyo County)
 - California Highway Patrol Air Operations Unit
 - Chalfant Fire Protection District (Mono County)
 - Cal Fire - San Bernardino
 - Chino Valley Fire District
 - Colton Fire Department
 - Daggett Fire Department
 - Desert Ambulance
 - Fort Irwin Fire Department
 - Independence Fire Protection District (Inyo County)

- Loma Linda Fire Department
- Lone Pine Fire (Inyo County)
- Mammoth Lakes Fire Protection District (Mono County)
- Marine Corps Combat Center Fire (Twentynine Palms)
- Marine Corps Logistics Base (MCLB) – Barstow
- Marine Corps Mountain Warfare Fire Department (Mono County)
- Mercy Air Services
- Mono County Paramedics (Mono County)
- Montclair Fire Department
- Morongo Basin Ambulance
- Morongo Valley Fire Department
- Newberry Springs Fire Department
- Olancho Cartago Fire Department (Inyo County)
- Ontario Fire Department
- Rancho Cucamonga Fire District
- REACH Air
- Redlands Fire Department
- Rialto Fire Department
- Running Springs Fire Department
- San Bernardino County Fire Department
- San Bernardino County Sheriff's Department - Aviation Division
- San Manuel Fire Department
- Searles Valley Minerals
- Sierra Lifeflight - Bishop (Inyo County)
- Southern Inyo Fire Protection District (Inyo County)
- Symons Ambulance (San Bernardino County)
- Symons Ambulance (Inyo County)
- Victorville Fire Department
- White Mountain Fire Protection District (Mono County)
- Yermo Fire

Emergency Medical Dispatch:

- Trained personnel and equipment available 24 hours a day
- Ensure compliance with all ICEMA policy 4090⁵
- Maintain CAD system not below the level of the system in place as of May 1, 2004, in accordance with ICEMA policies and procedures.
- Establish and maintain an ICEMA approved backup provider dispatch system in the event of disasters, etc.

Deployment Plan:

- Plan reviewed by ICEMA on an annual basis or as any material changes occur.
- Plan may incorporate more than one (1) EOA.
- Movement of resources must not result in EOA non-compliance.

User Fee Rate Adjustments:

- Rates may be adjusted pursuant to process defined in ICEMA Reference #3060 which was formerly 5080.

Indigent Transport Services:

- Shall provide service pursuant to contract with the County of San Bernardino

End Term Provisions:

- Provider to continue to provide service during transition period.
- Provider accepts periodic bid competition (urban contracts)

Management/Monitoring Fee:

An annual management/monitoring fee is assessed for each Exclusive Operating Area (EOA). The amount represents a pro rata share of the annual fee in an amount estimated to be sufficient to cover ICEMA's costs related to monitoring and enforcing the provisions of the agreements. The pro rata of cost is determined based on the total number of 9-1-1 transports within the EOA during the most recent 12-month period.

Calendar year 2025 – A total of \$2,007,783 was invoiced for administrative fees.

- Public Agency Fees: \$251,635
- Private Agency Fees: \$1,756,148

⁵ Reference www.icema.sbcounty.gov

Liquidated Damages/Assessments:

Liquidated Damages/Assessments generated in 2025 were as follows:

- From response time compliance - \$87,546
- From vehicle critical failures - \$15,250

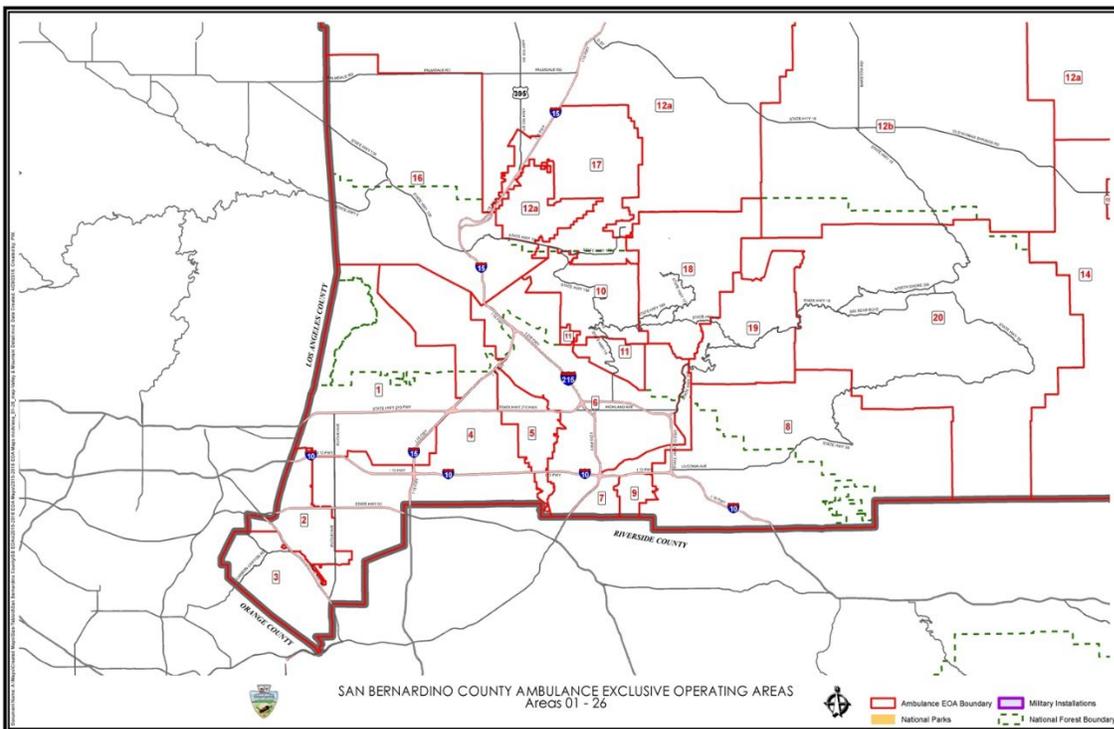
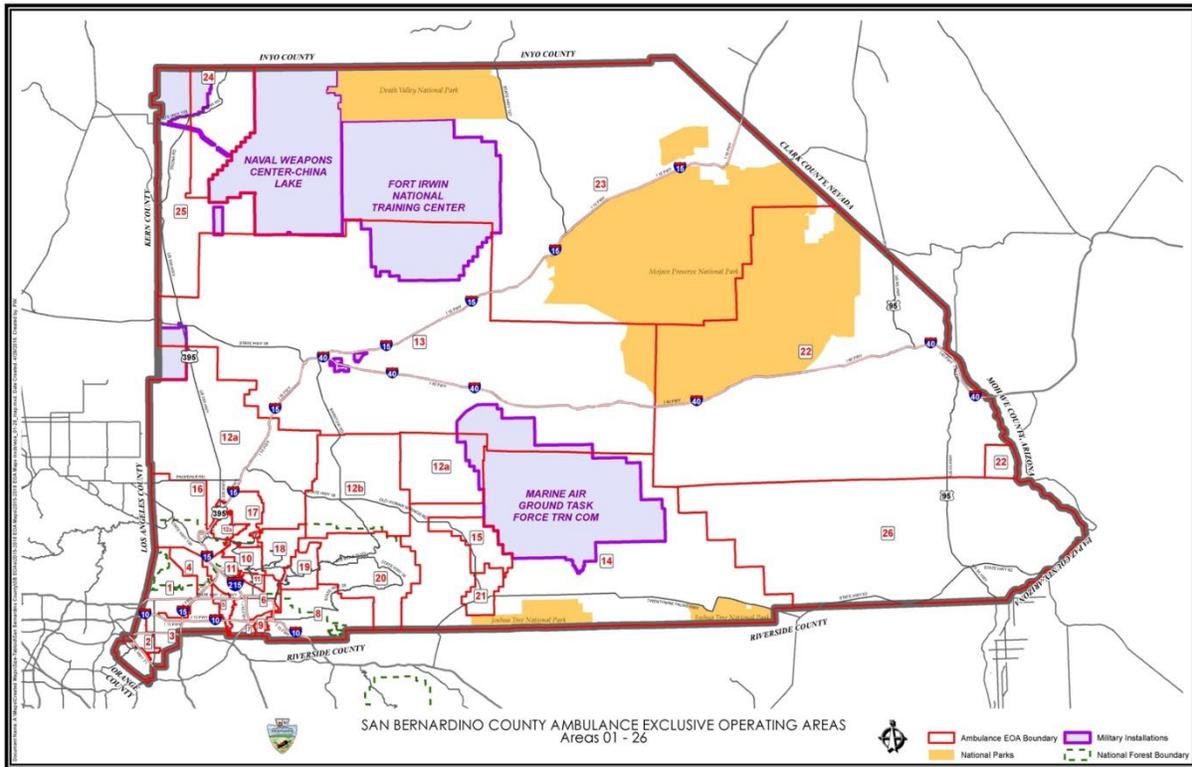
The assessments are deposited in an Emergency Medical Services (EMS) Trust Fund to be utilized for the purpose of enhancing, not supplanting, the EMS system as determined by ICEMA, and approved by the ICEMA Governing Board.

ALS TRANSPORTATION PROVIDER LISTING

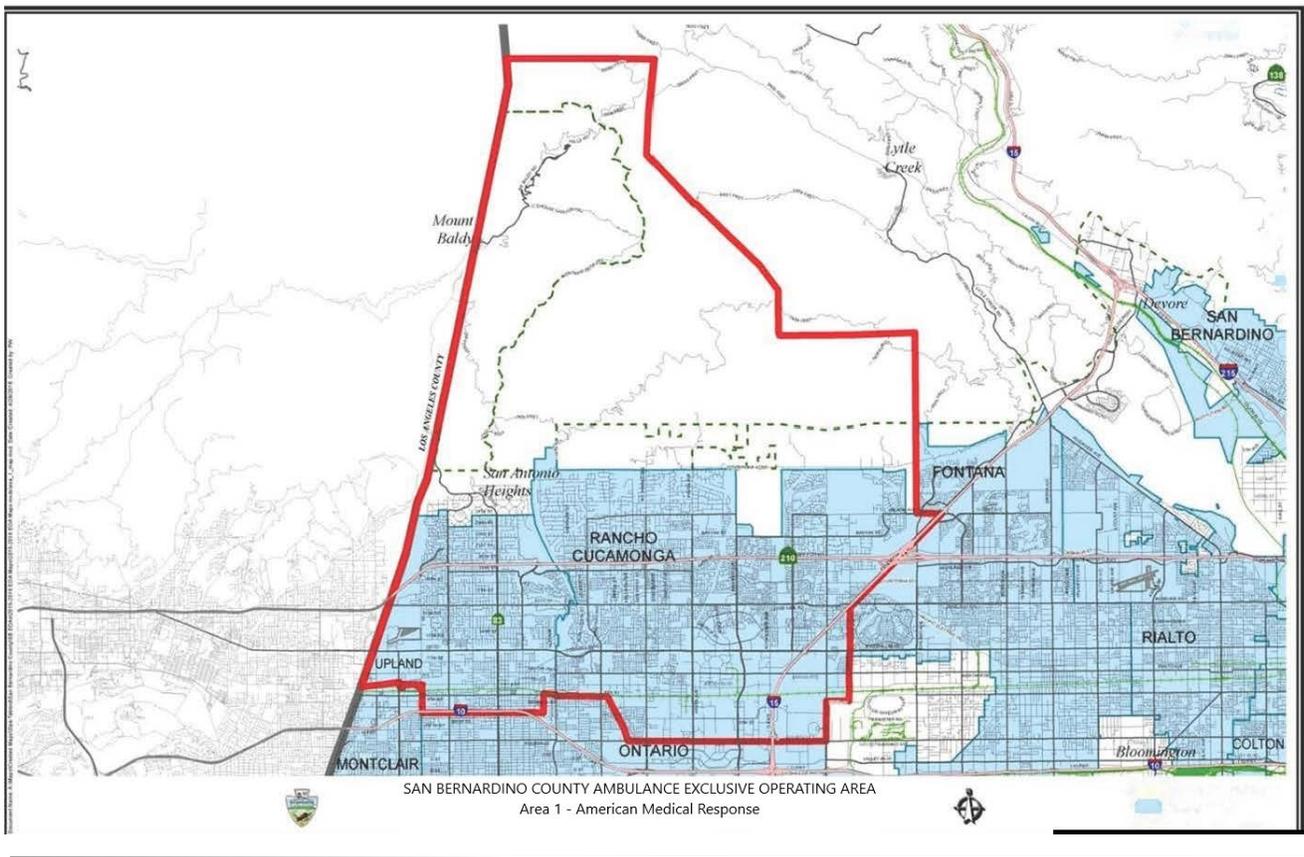
EOA	Provider	Type of agreement
1	AMR	Urban Contract
2	AMR	Urban Contract
3	AMR	Urban Contract
4	AMR	Urban Contract
5a	Rialto Fire Dept.	Urban
5b	AMR	Urban Contract
6	AMR	Urban Contract
7	AMR	Urban Contract
8	AMR	Urban Contract
9	AMR	Urban Contract
10	SBCOFD (Crest Forest)	Rural/Wilderness MOU
11	AMR	Rural Contract
12a	AMR	Rural Contract
12b	SBCOFD (Lucerne Valley)	MOU
13	Desert Ambulance	Rural Contract
14	Morongo Basin	Rural/Wilderness MOU

EOA	Provider	Type of agreement
15	Morongo Basin	Rural/Wilderness MOU
16	SBCOFD (Wrightwood)	MOU
17	Hesperia FD (SBCOFD)	MOU
18	SBCOFD (Lake Arrowhead)	MOU
19	Running Springs FD	Rural/Wilderness MOU
20	Big Bear FPA	Rural/Wilderness MOU
21	SBCOFD (Yucca Valley)	MOU
22	Baker EMS (Needles)	Wilderness Contract
23	SBCOFD (Baker)	Wilderness
24	Coverage by Mutual Aid Providers	
25	Coverage by Mutual Aid Providers	
26	Coverage by Mutual Aid Providers	

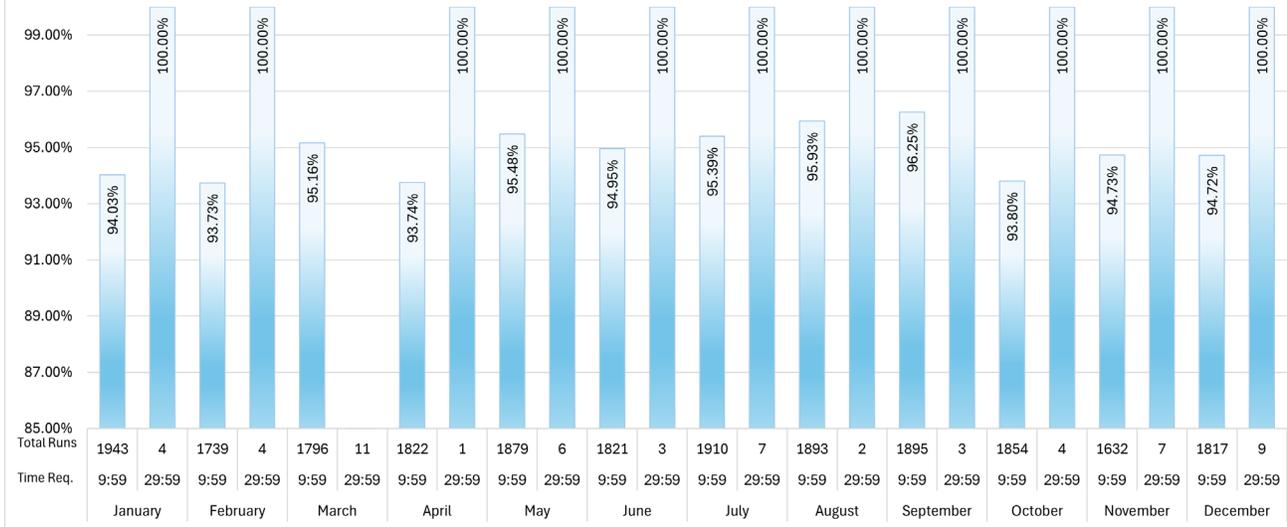
County Ambulance Exclusive Operating Areas



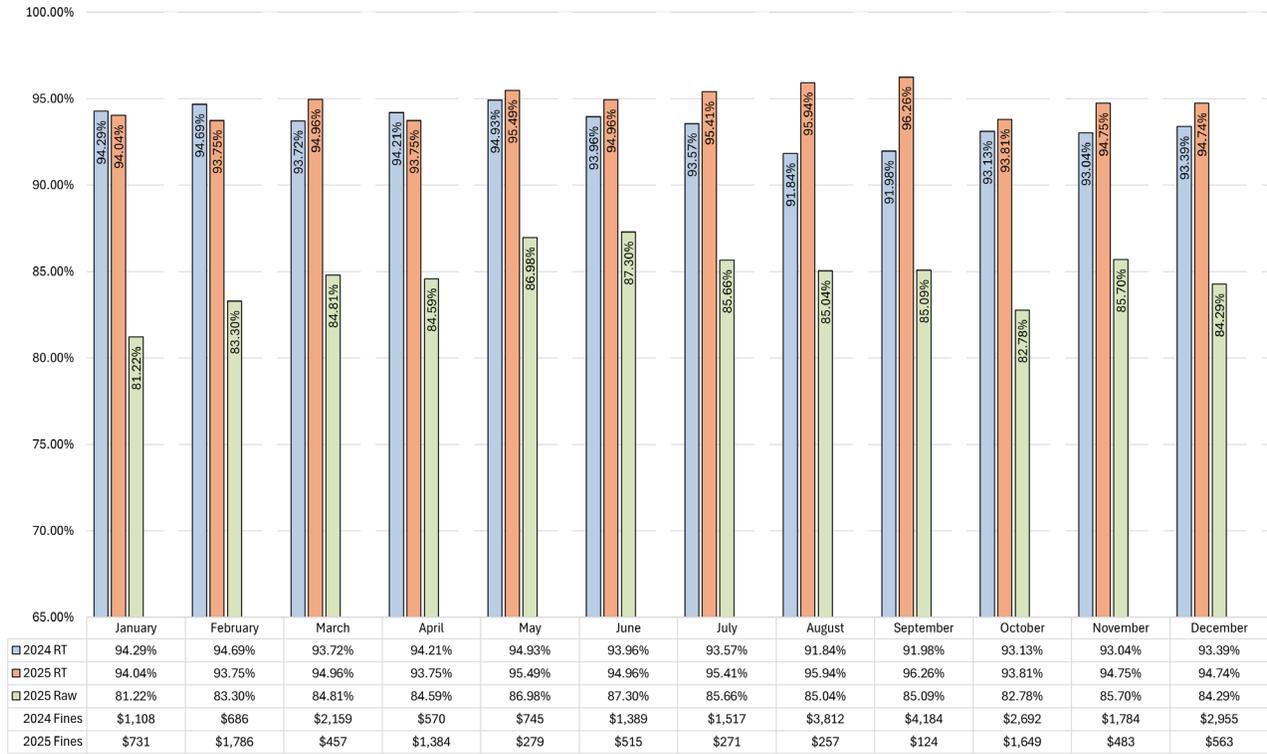
Exclusive Operating Area 1



**EOA 01 Response Time Performance by Month
2025**



**EOA 01 - Response Time Compliance and Liquidated Damages by Month
2024 - 2025**



EOA 1 has had 307 BLS transports in 2025

EOA 1 has requested 2,597 exemptions and 2,591 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

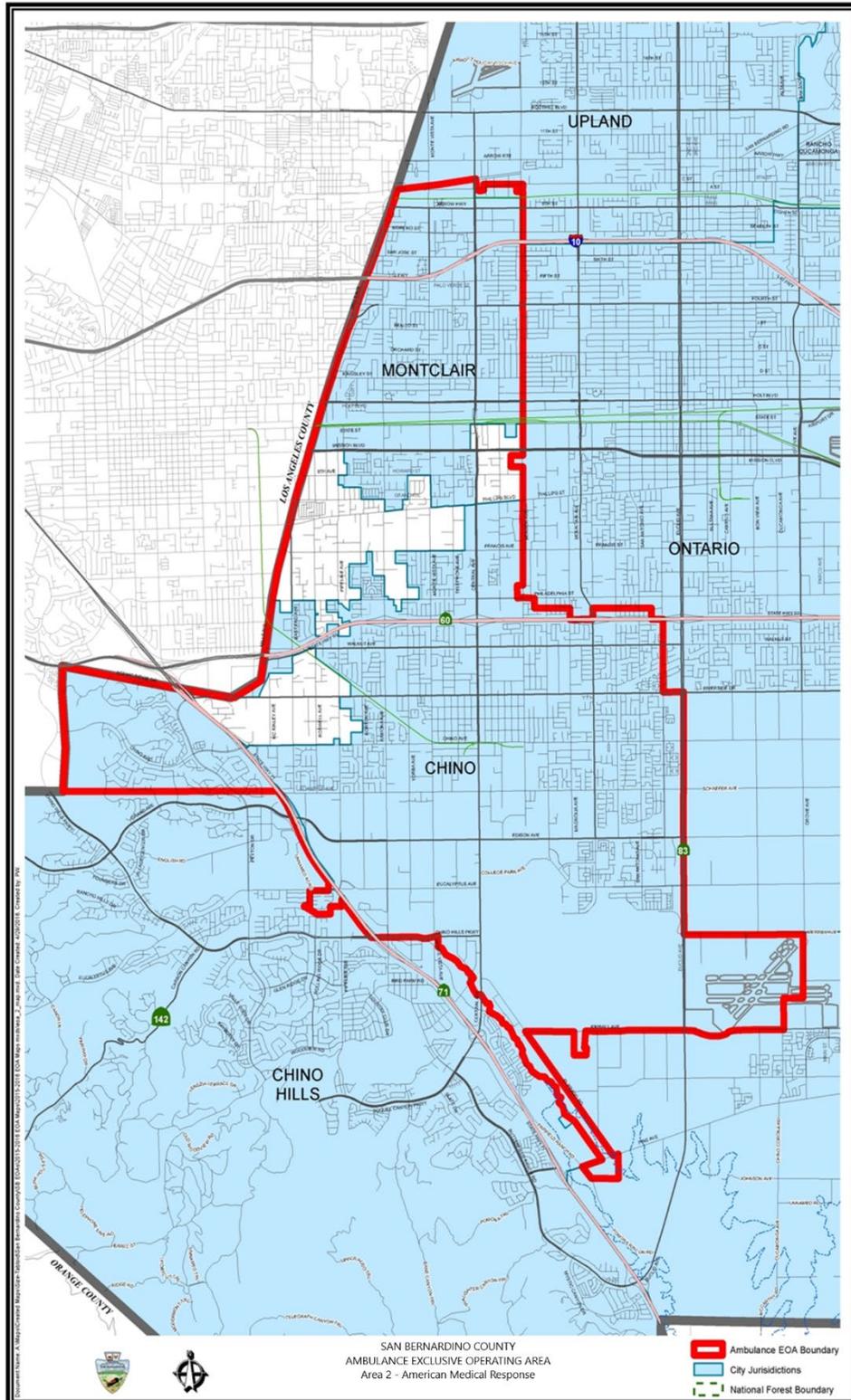
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

Transfer of patient care is completed once the ED medical staff has received a verbal patient report. If the transfer of care and patient offloading from the ambulance gurney exceeds the 25-minute standard, it will be documented and tracked as APOD.

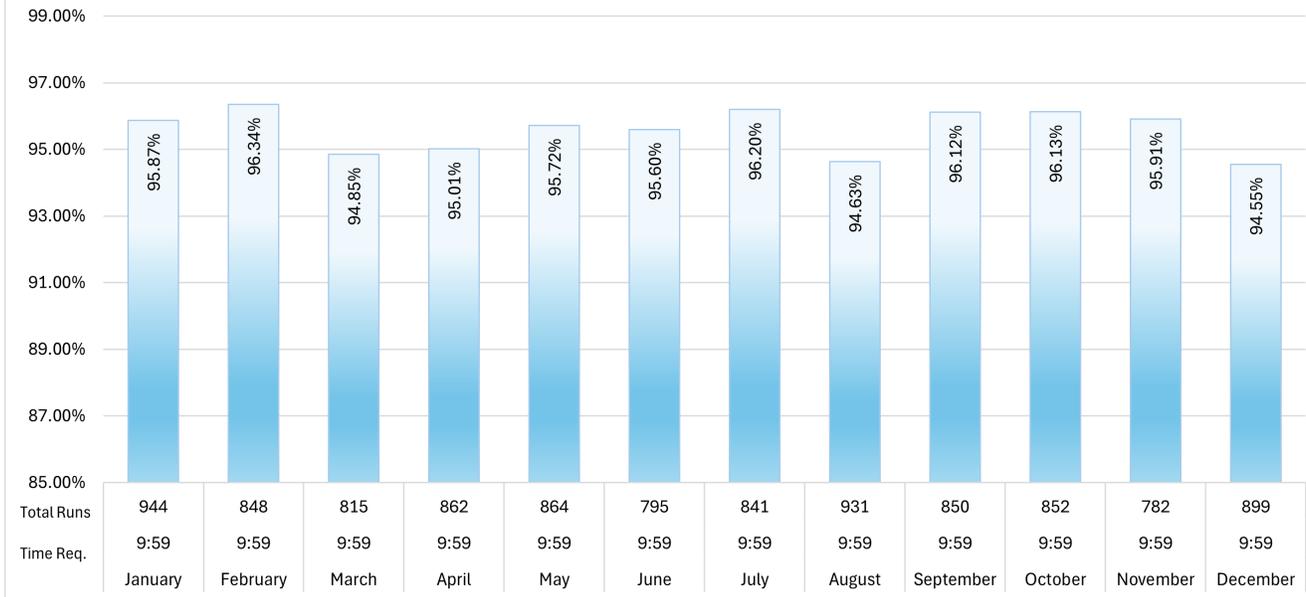
Per ICEMA policy 8100¹

¹ Reference www.icema.sbcounty.gov/

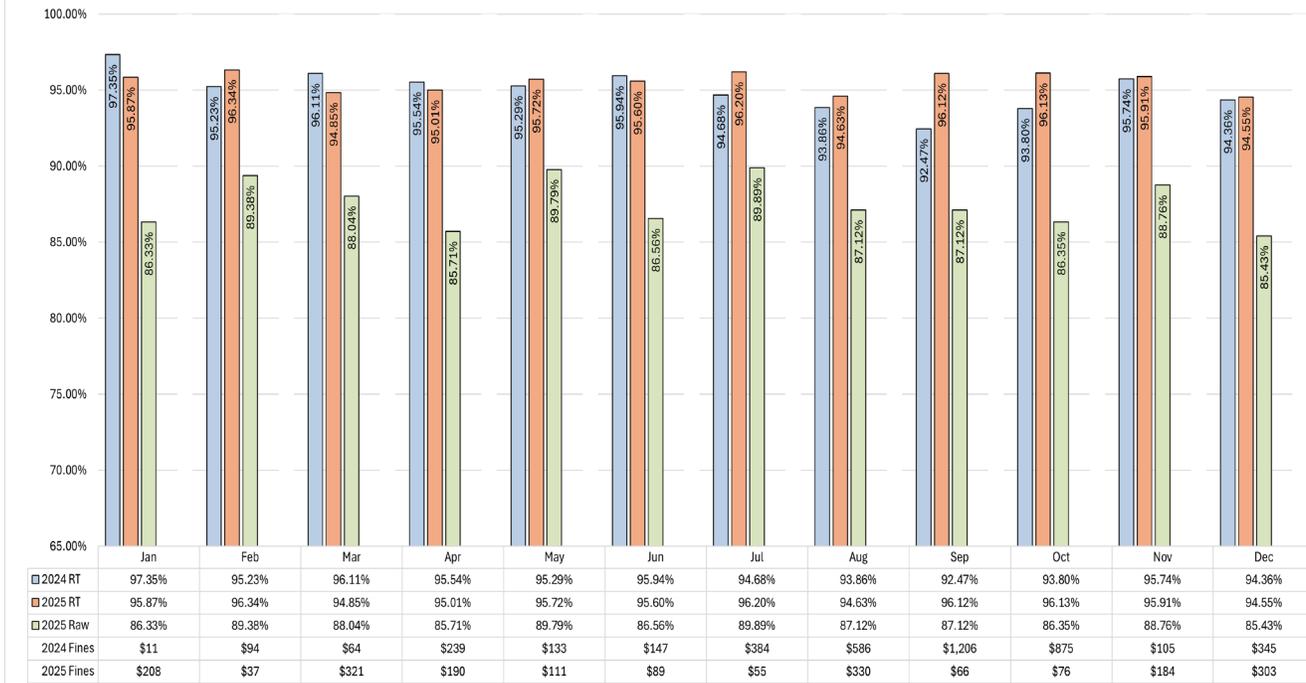
Exclusive Operating Area 2



EOA 02 Response Time Performance by Month 2025



EOA 02 - Response Time Compliance and Liquidated Damages by Month 2024 - 2025



EOA 2 has had 349 BLS transports in 2025

EOA 2 has requested 924 exemptions and 922 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

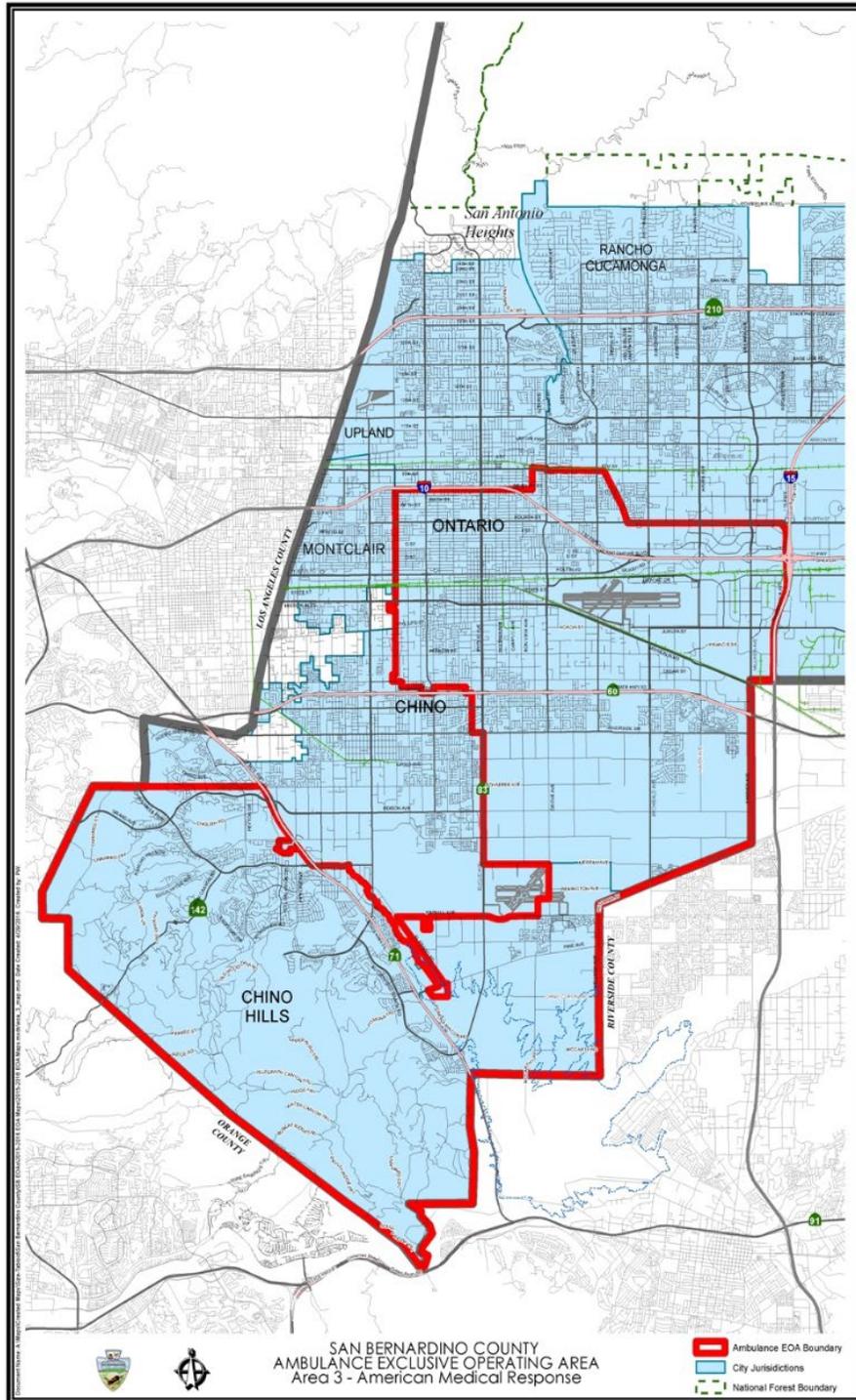
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

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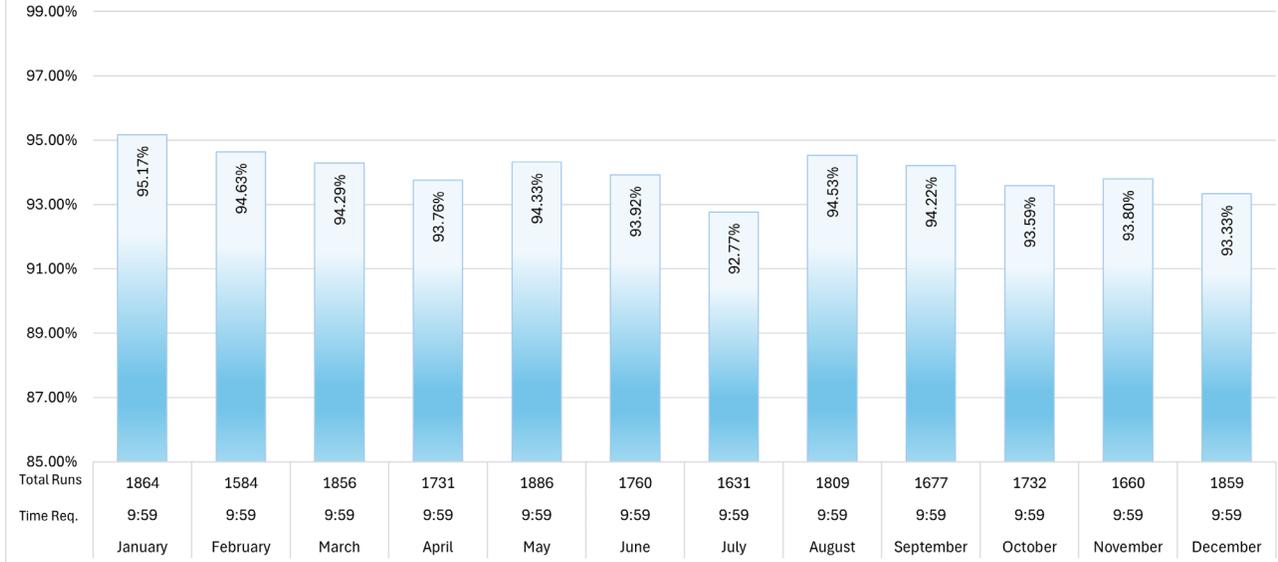
Per ICEMA policy 8100⁵

⁵ Reference www.icema.sbcounty.gov

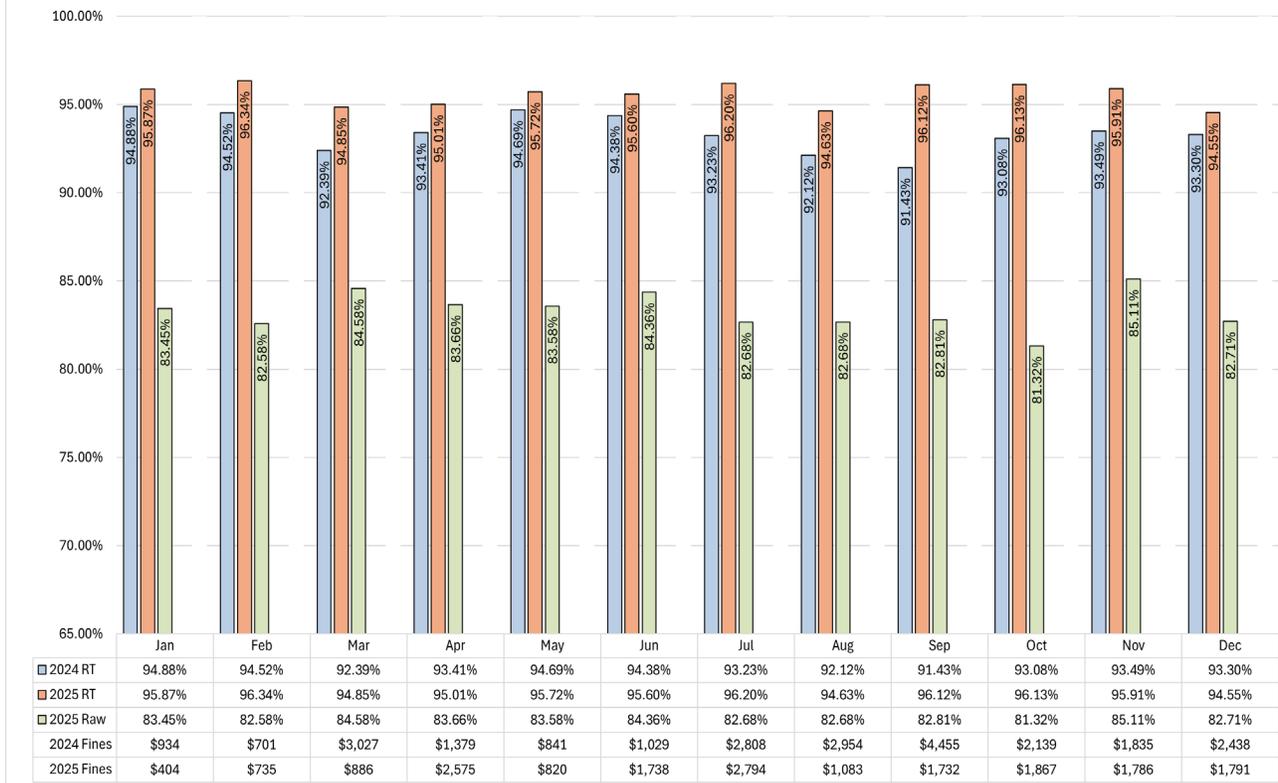
Exclusive Operating Area 3



EOA 03 Response Time Performance by Month
2025



EOA 03 - Response Time Compliance and Liquidated Damages by Month
2024 - 2025



EOA 3 has had 473 BLS transports in 2025

EOA 3 has requested 2,678 exemptions and 2,671 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

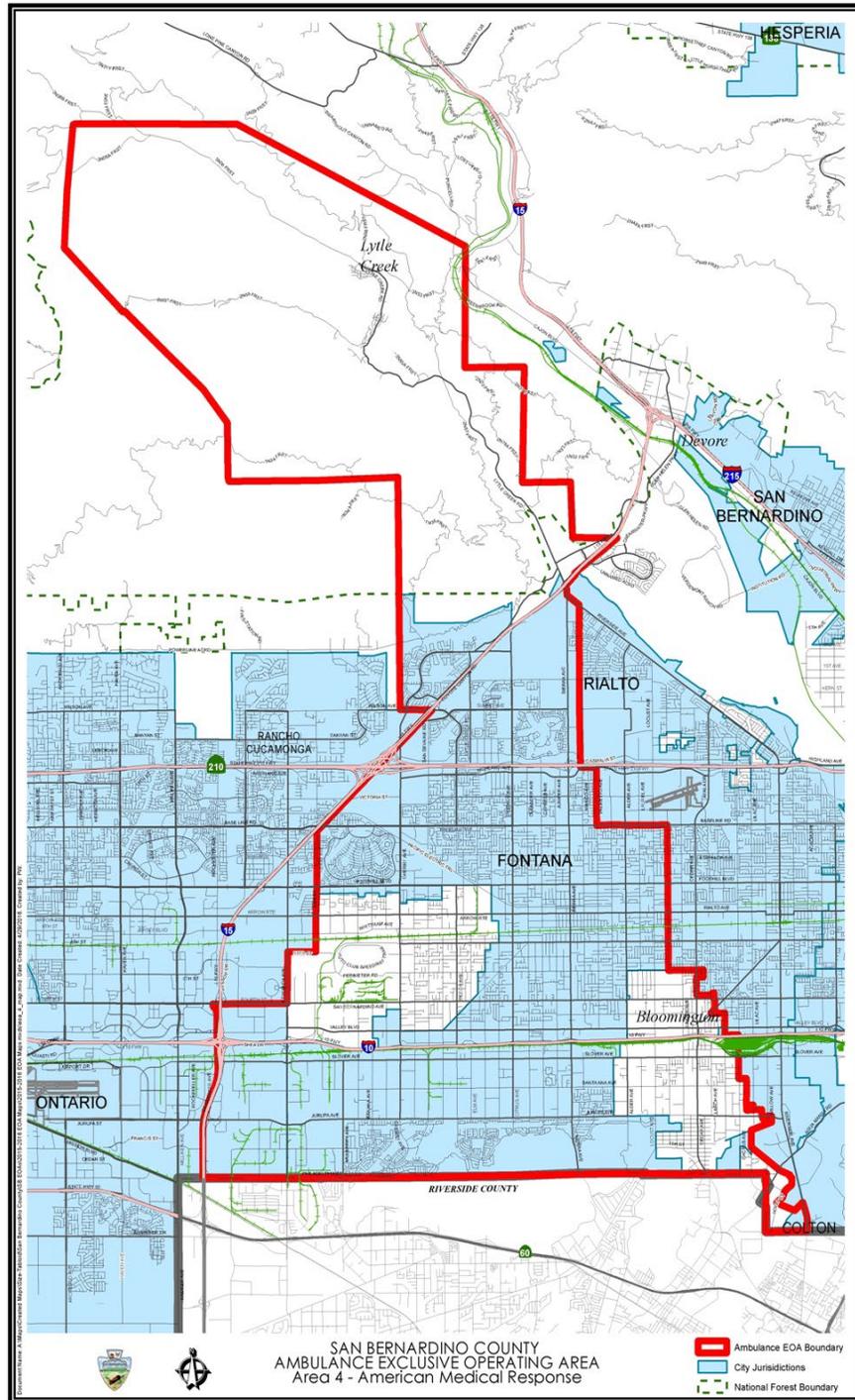
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

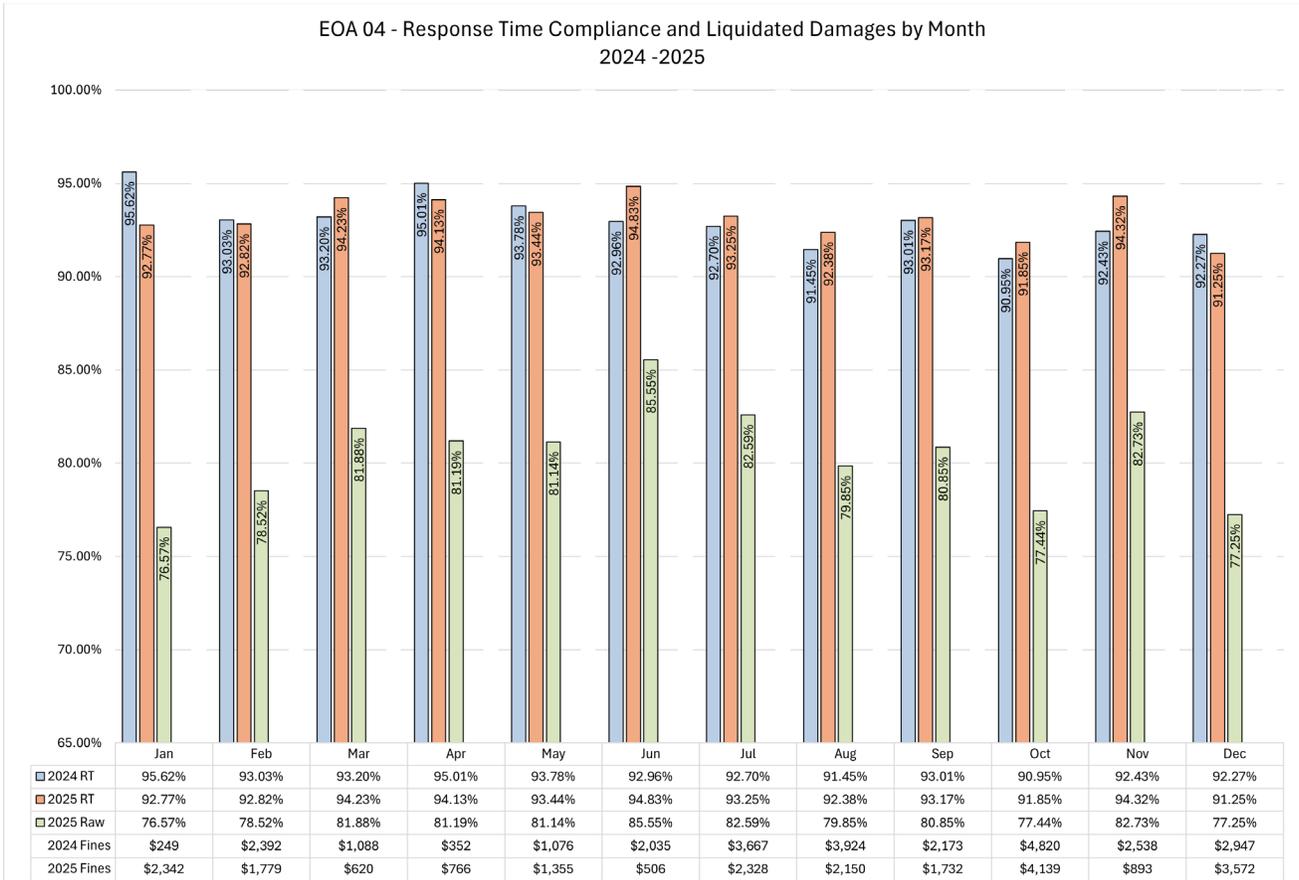
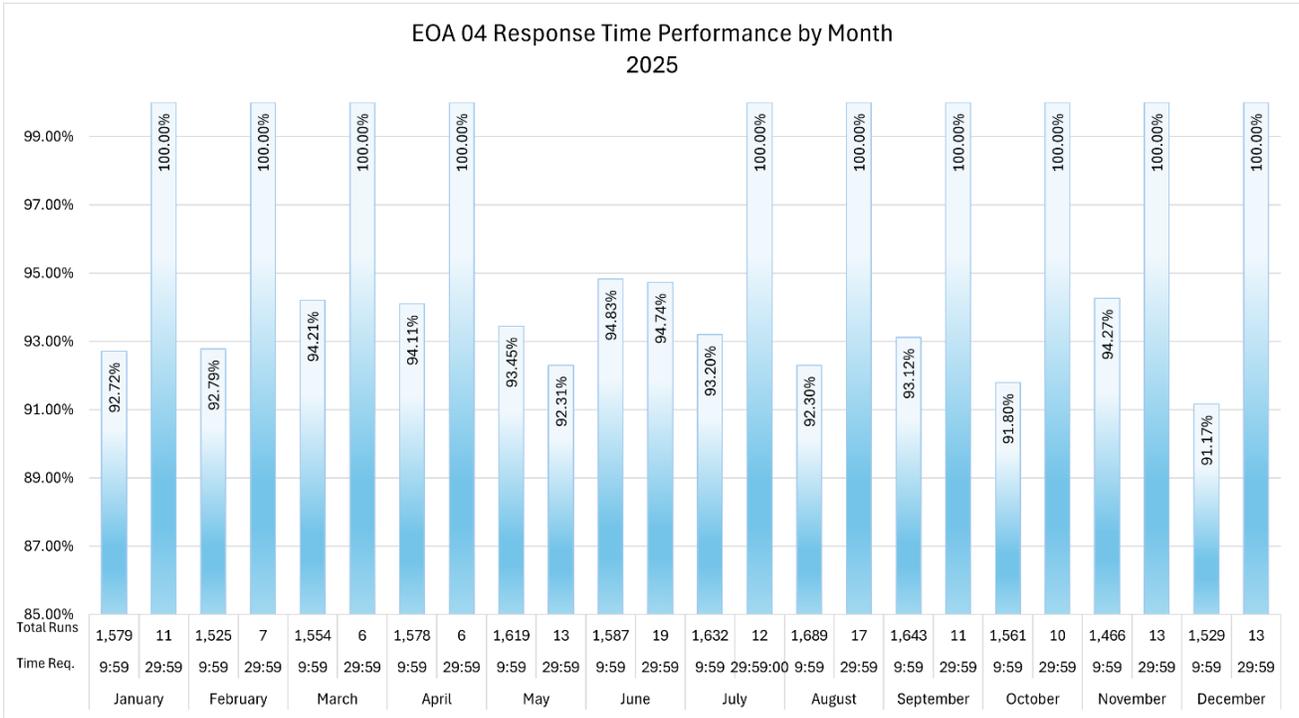
Transfer of patient care is completed once the ED medical staff has received a verbal patient report. If the transfer of care and patient offloading from the ambulance gurney exceeds the 25-minute standard, it will be documented and tracked as APOD.

Per ICEMA policy 8100⁵

⁵ Reference www.icema.sbcounty.gov

Exclusive Operating Area 4





EOA 4 has had 299 BLS transports in 2025

EOA 4 has requested 2,985 exemptions and 2,979 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

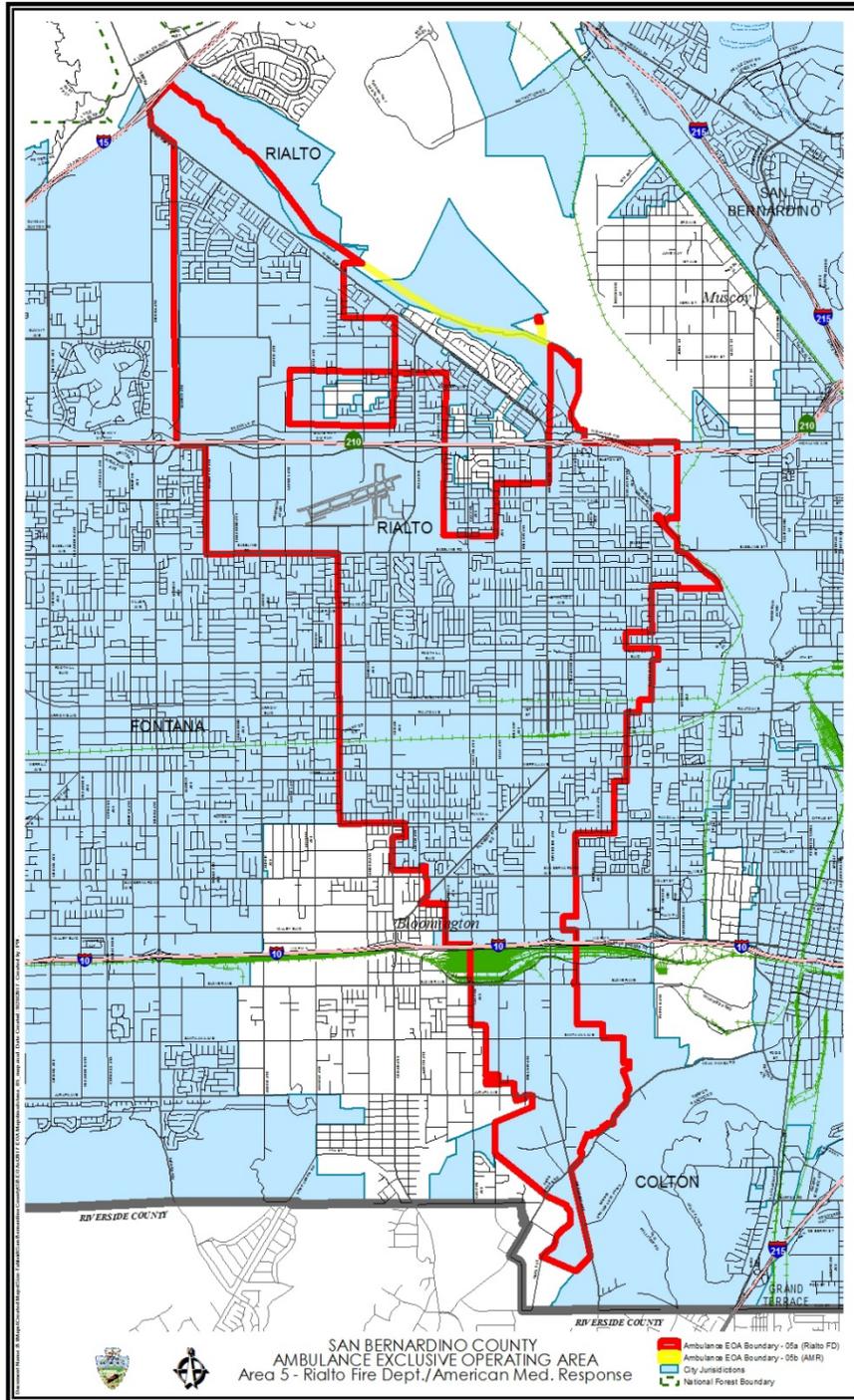
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

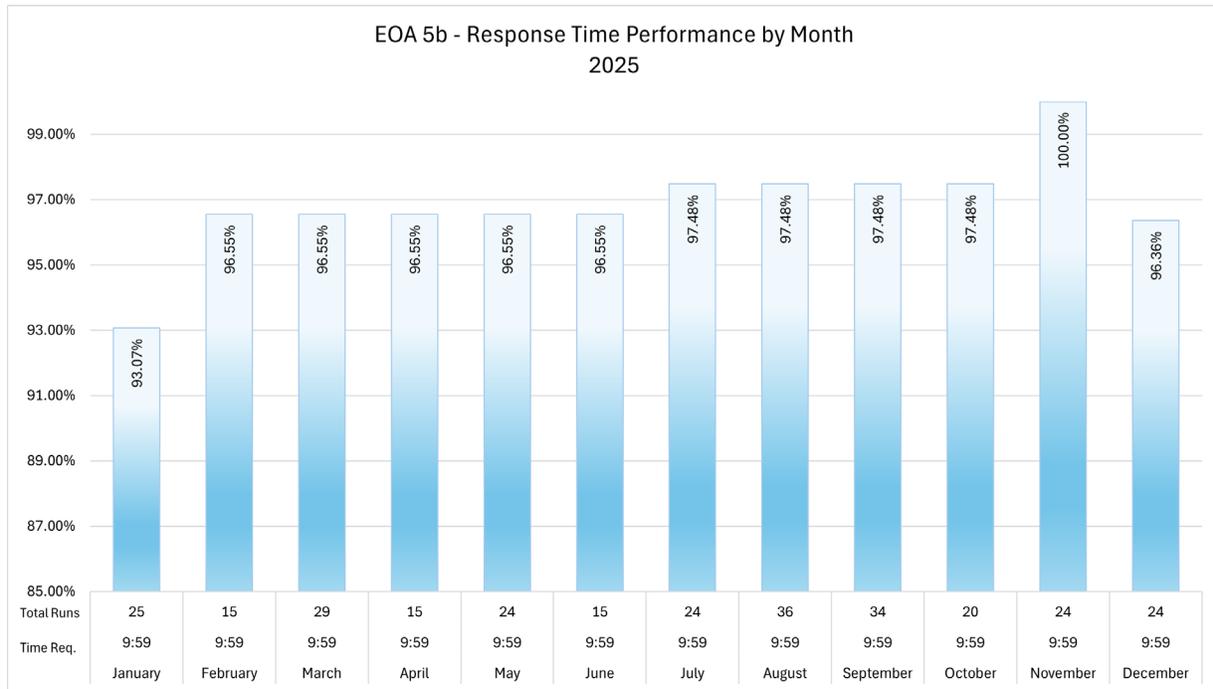
Transfer of patient care is completed once the ED medical staff has received a verbal patient report. If the transfer of care and patient offloading from the ambulance gurney exceeds the 25-minute standard, it will be documented and tracked as APOD.

Per ICEMA policy 8100⁵

⁵ Reference www.icema.sbcounty.gov

Exclusive Operating Area 5b





EOA 5b has had 10 BLS transports in 2025

EOA 5b has requested 49 exemptions and 49 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

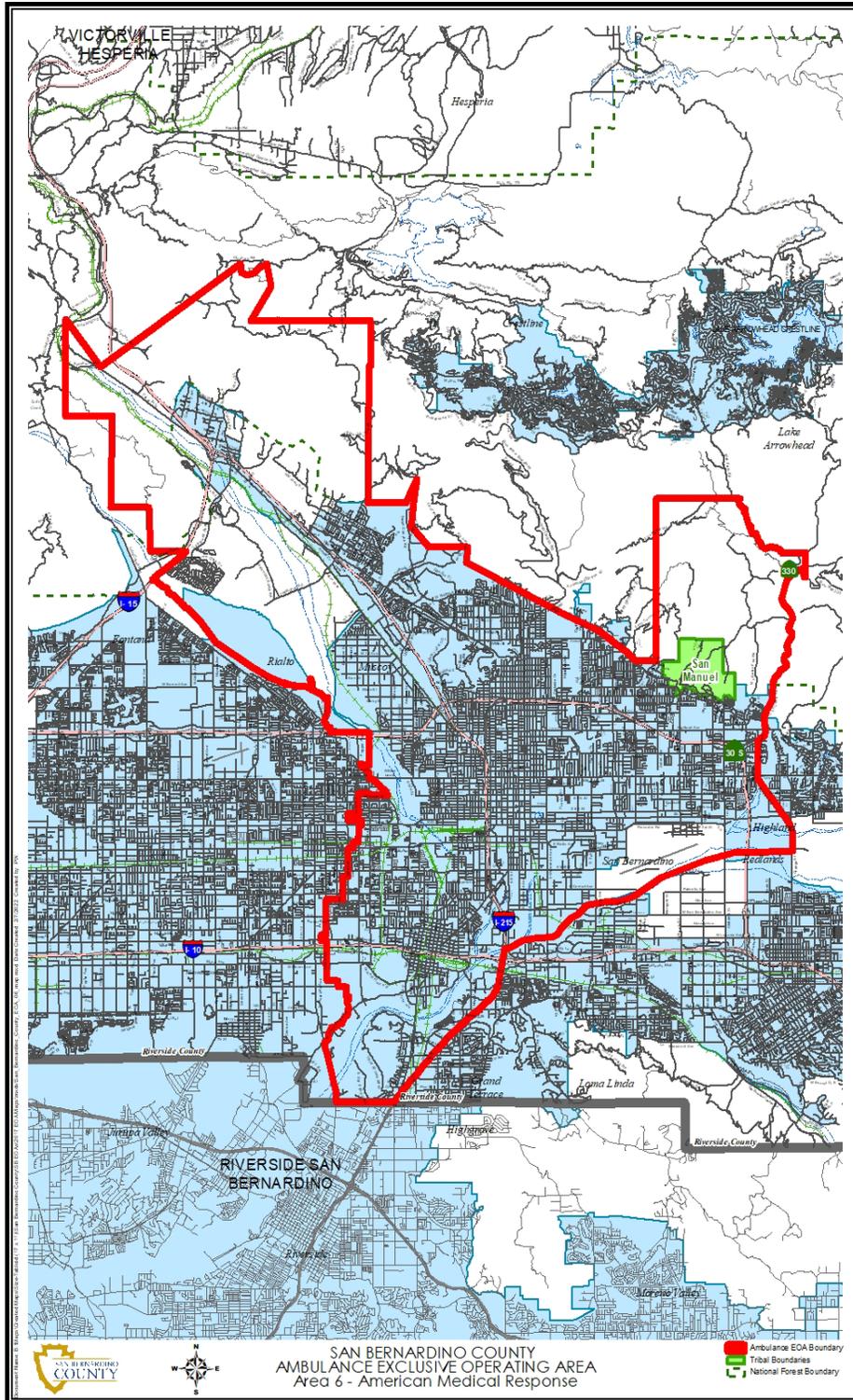
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

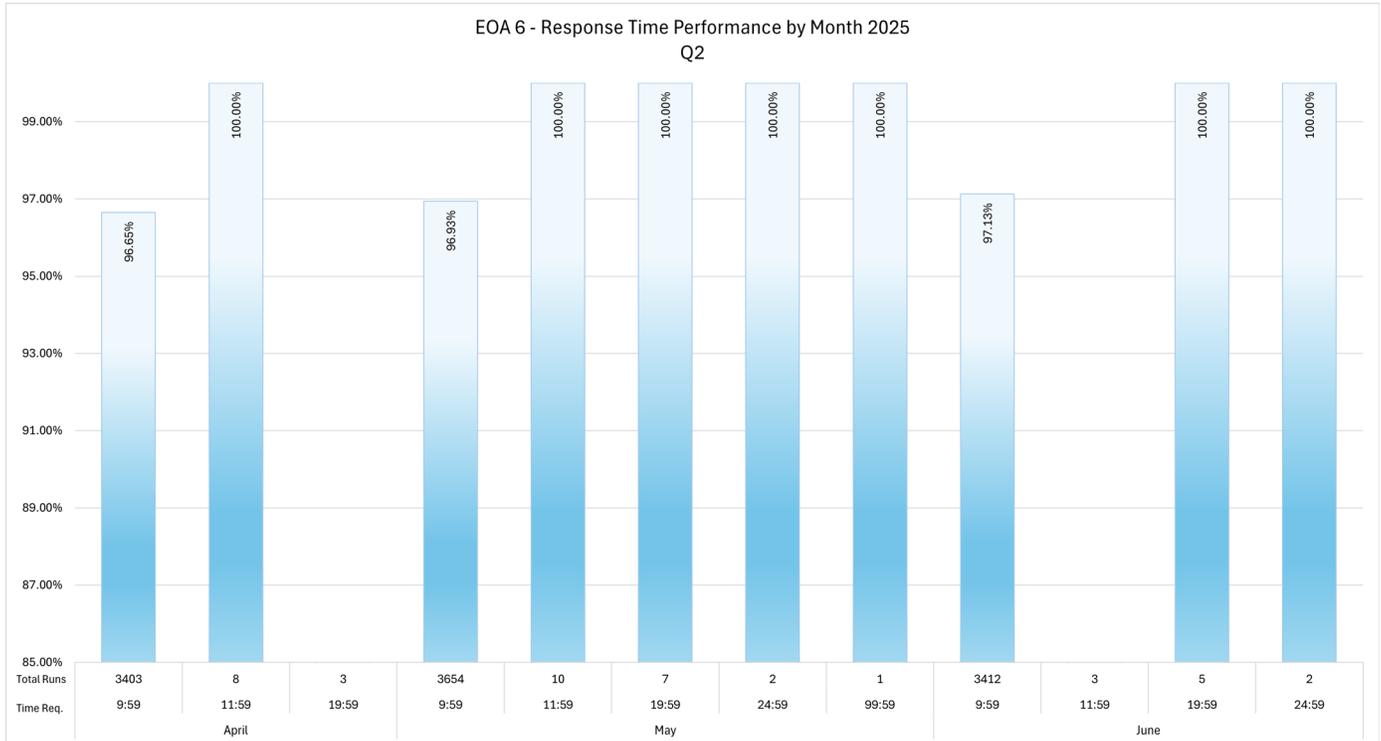
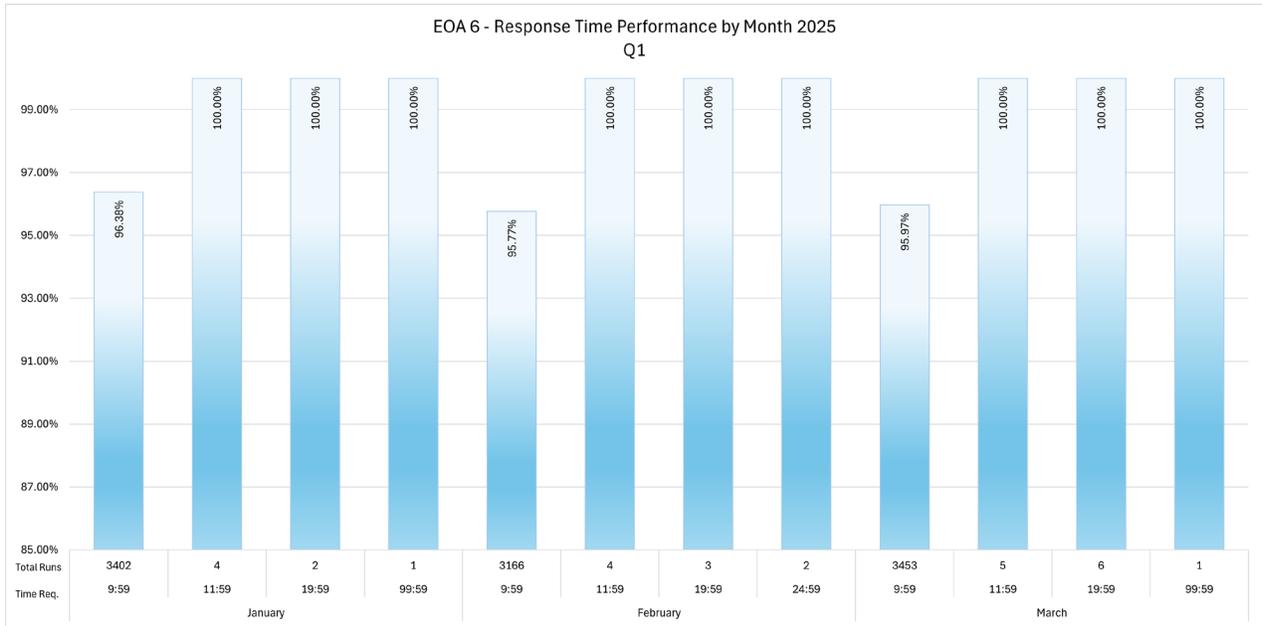
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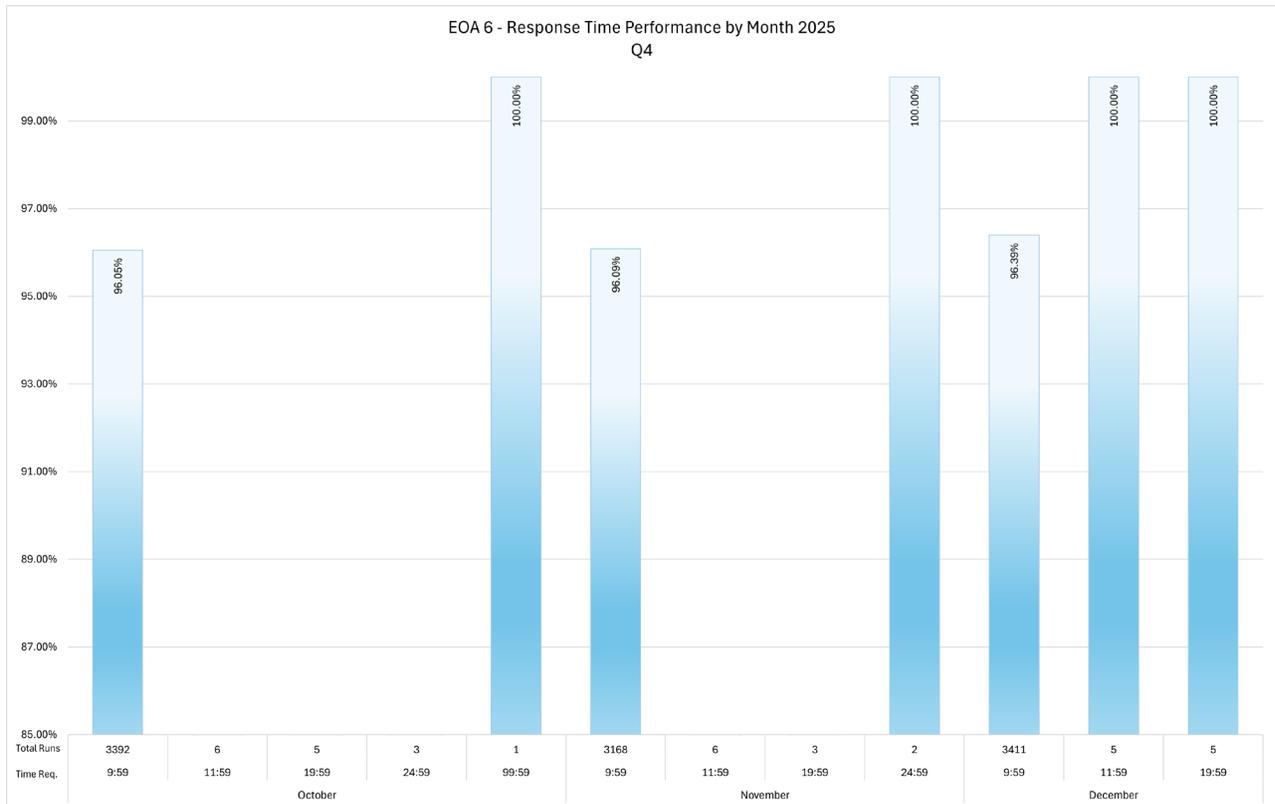
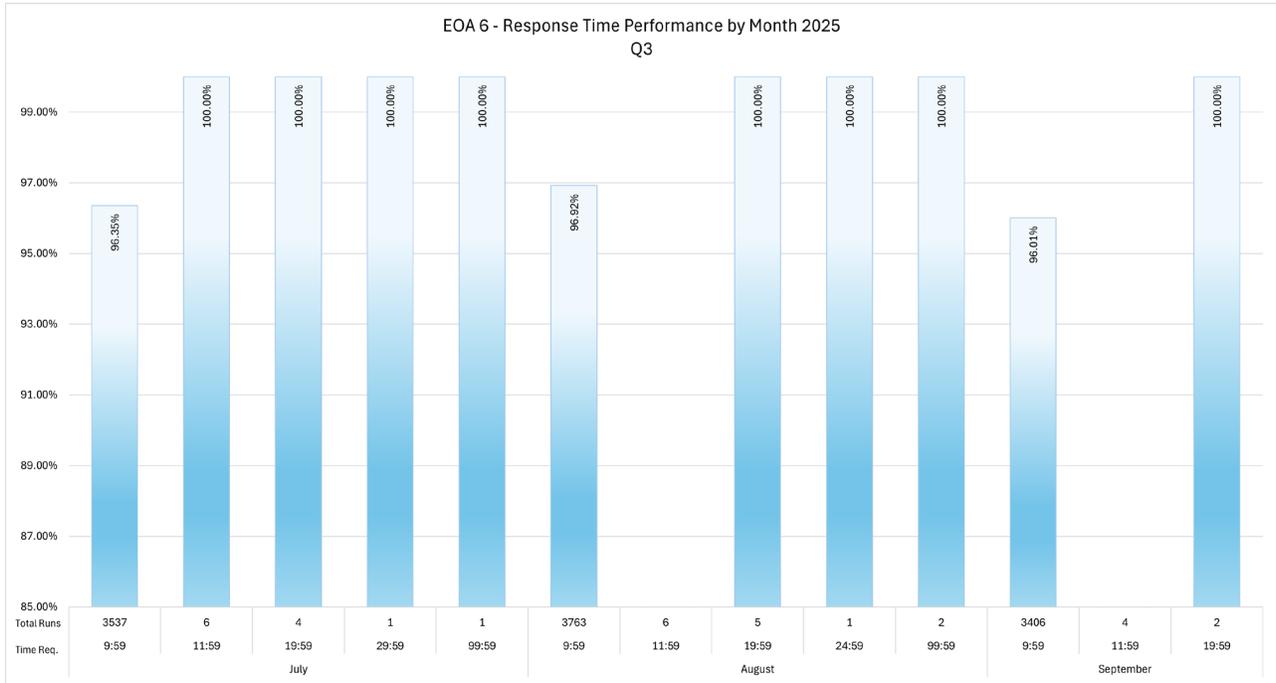
Per ICEMA policy 8100⁵

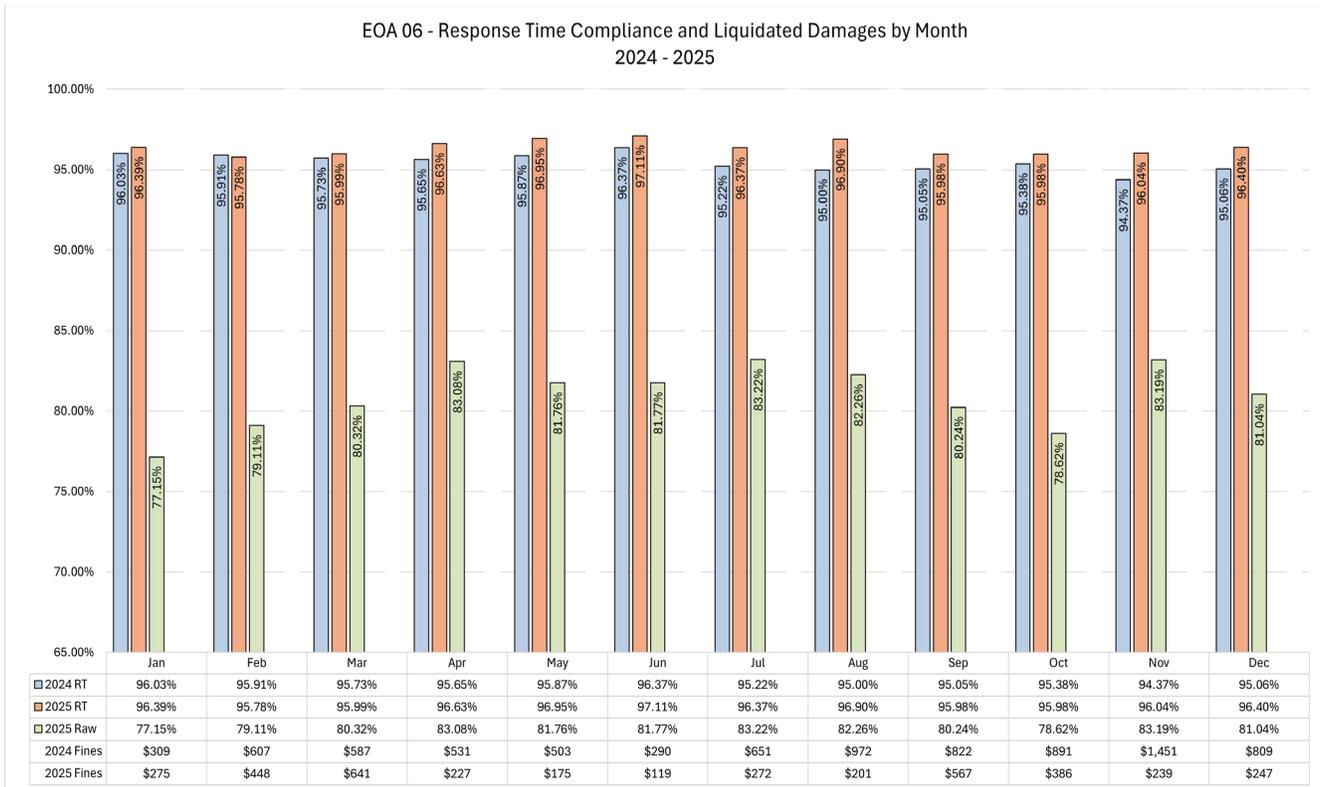
⁵ Reference www.icema.sbcounty.gov

Exclusive Operating Area 6









EOA 6 has had 1,787 BLS transports in 2025

EOA 6 has requested 7,783 exemptions and 7,774 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

AMBULANCE PATIENT OFFLOAD DELAY (APOD)

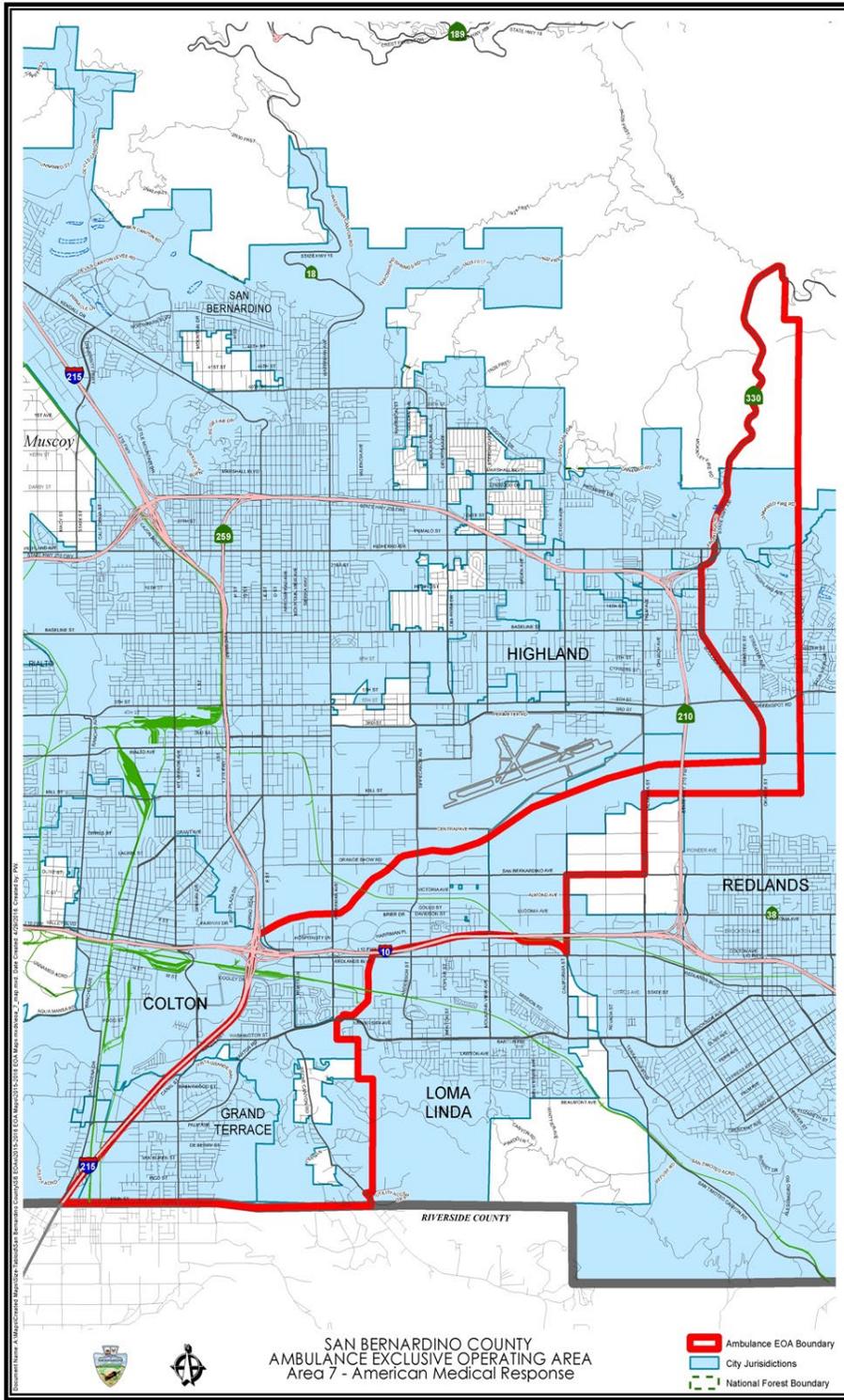
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Per ICEMA policy 8100⁵

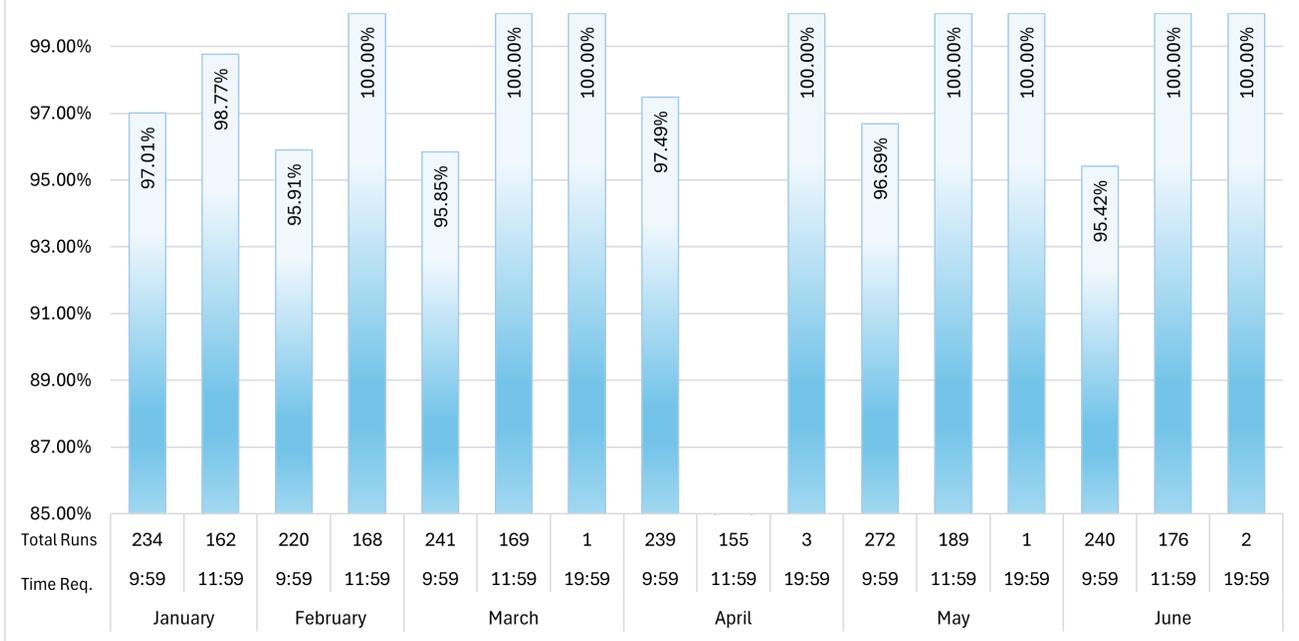
33

⁵ Reference www.icema.sbcounty.gov

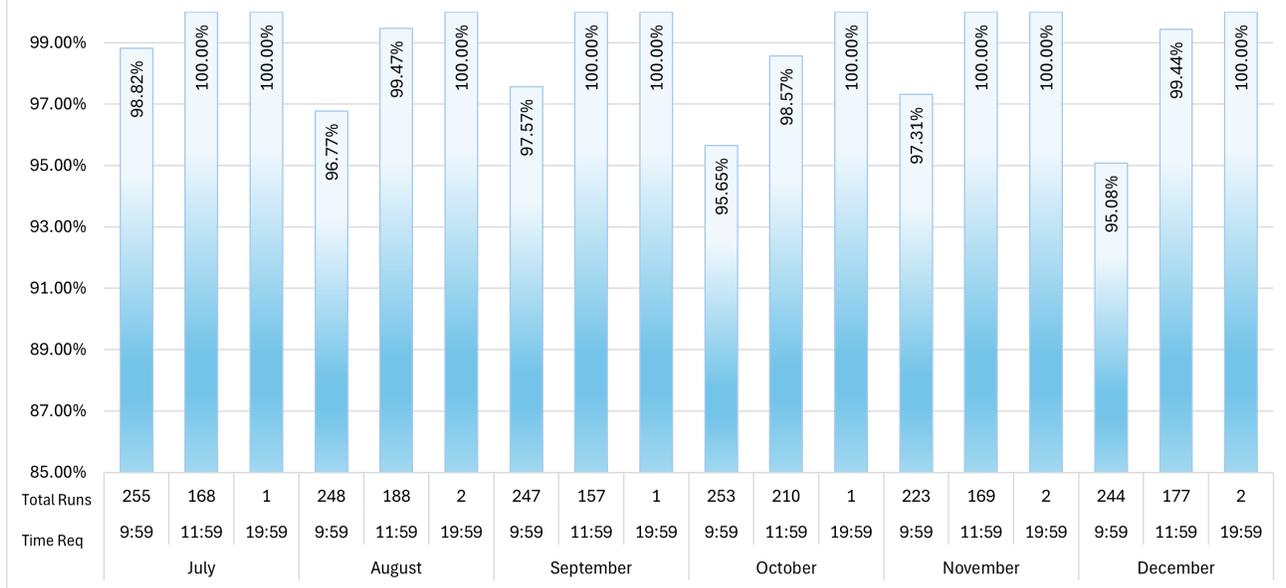
Exclusive Operating Area 7

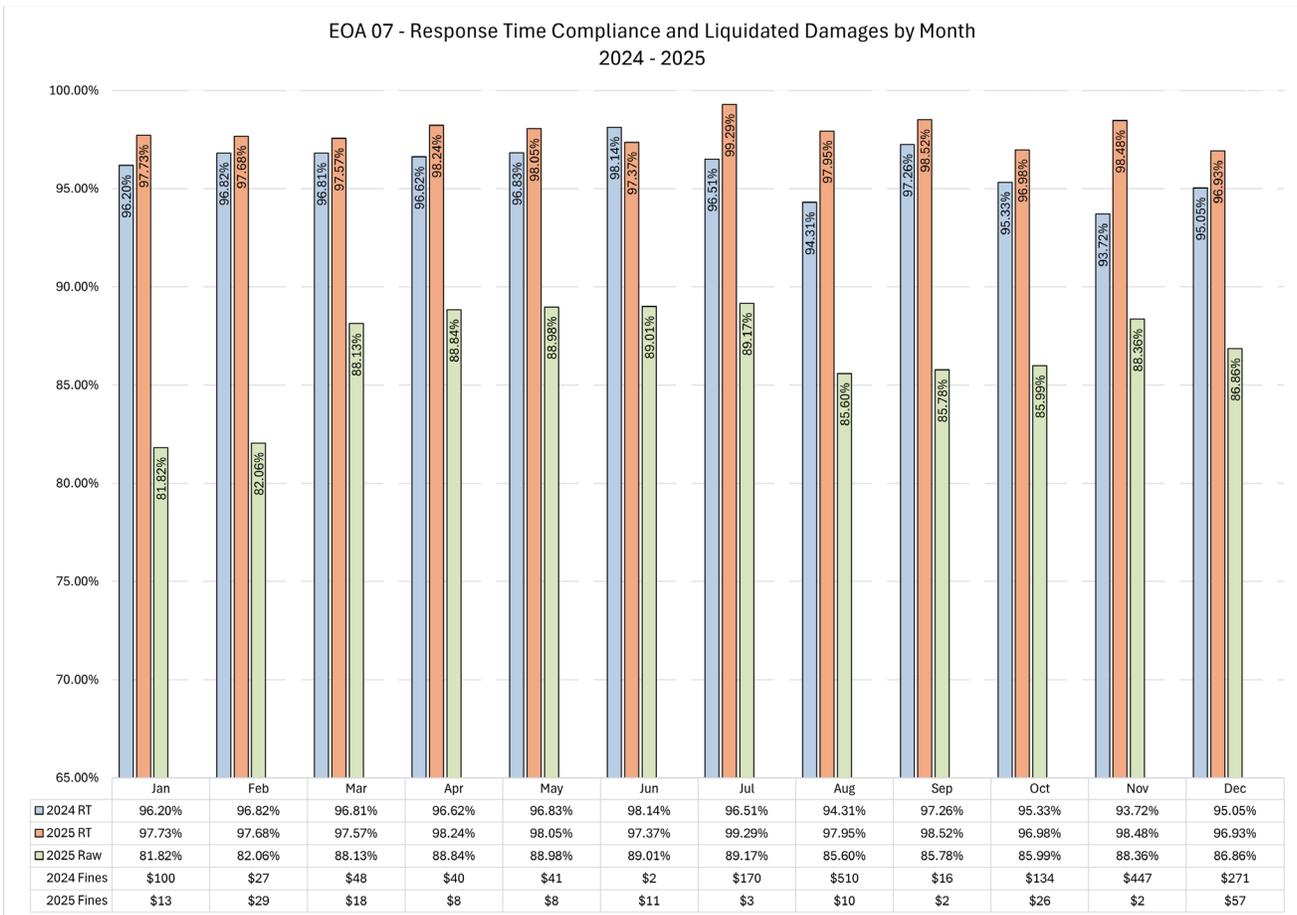


EOA 07 Response Time Performance by Month 2025
Q1 & Q2



EOA 07 Response Time Performance by Month 2025
Q3 & Q4





EOA 7 has had 201 BLS transports in 2025

EOA 7 has requested 633 exemptions and 633 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider’s reasonable control.

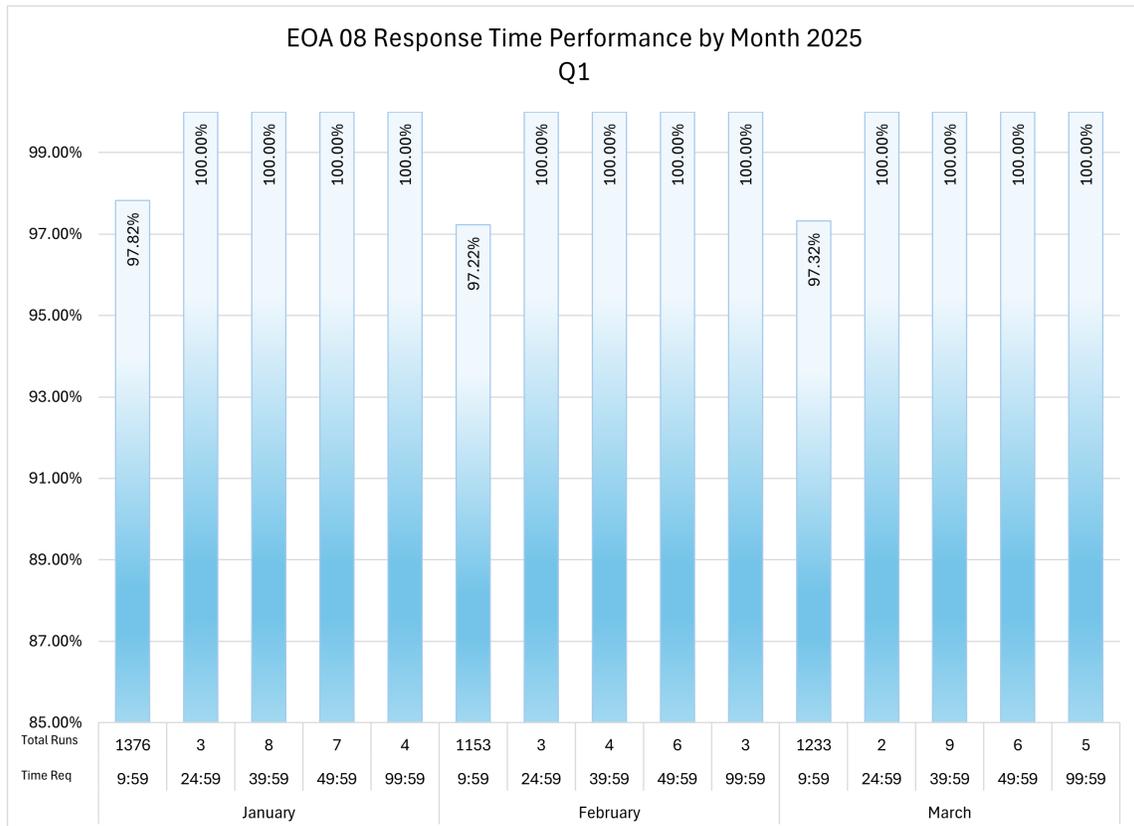
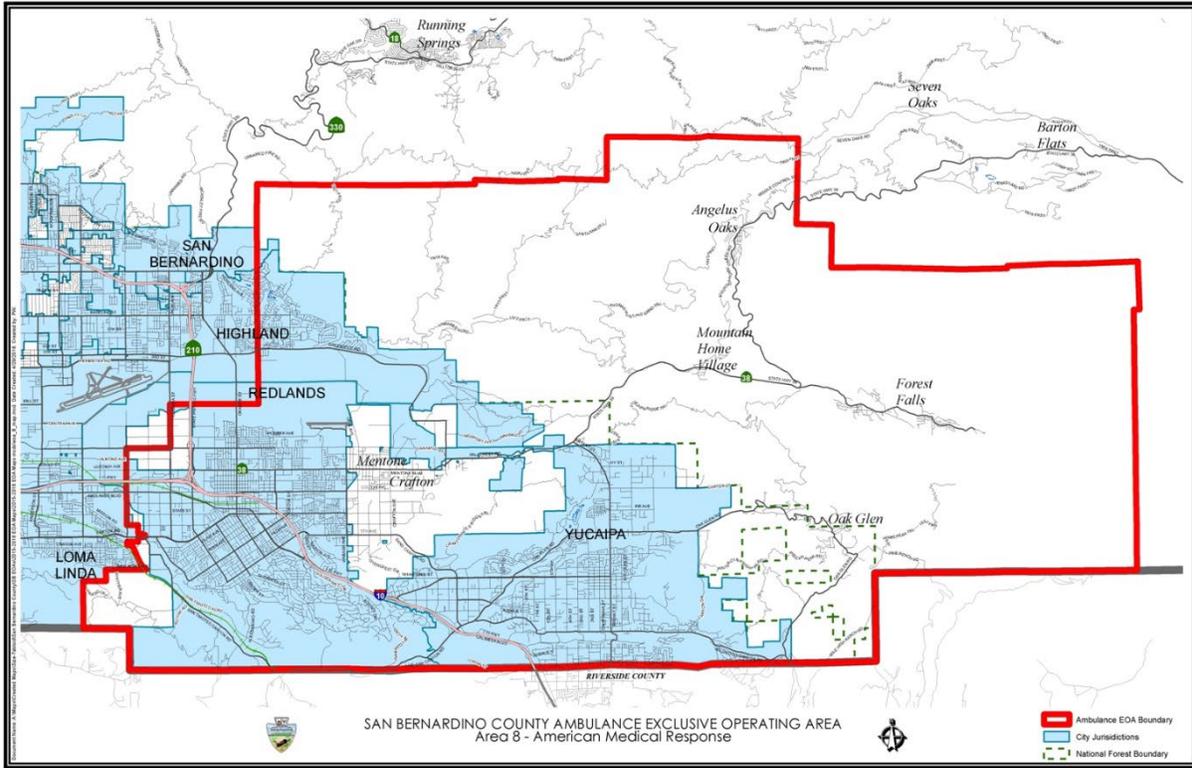
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

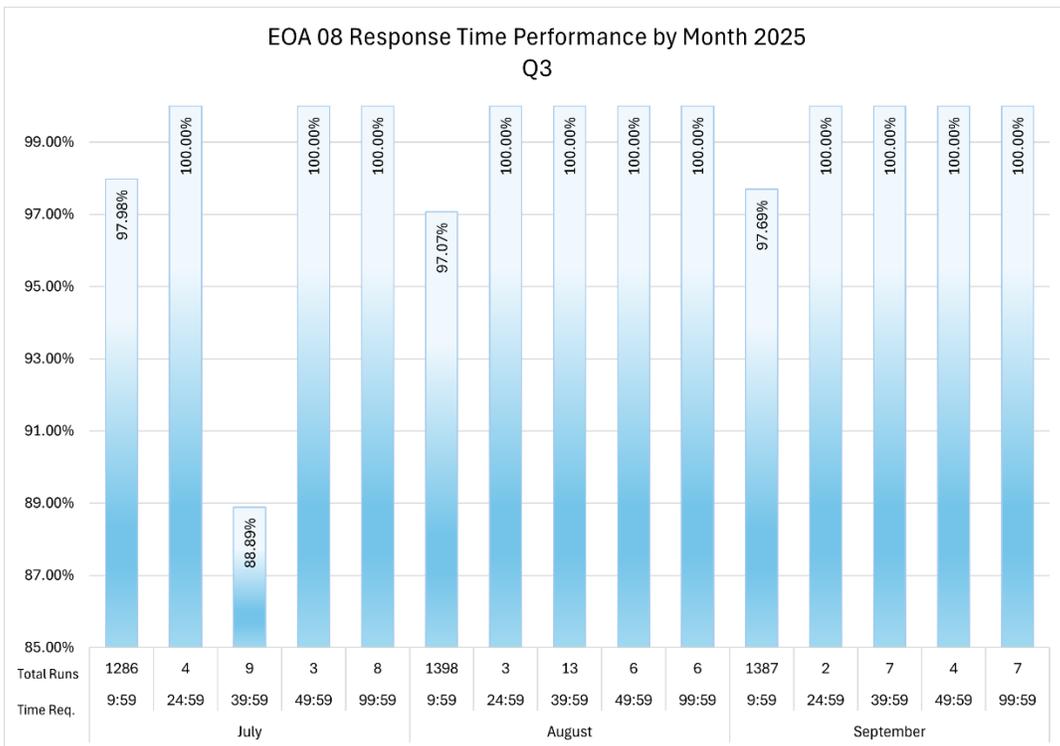
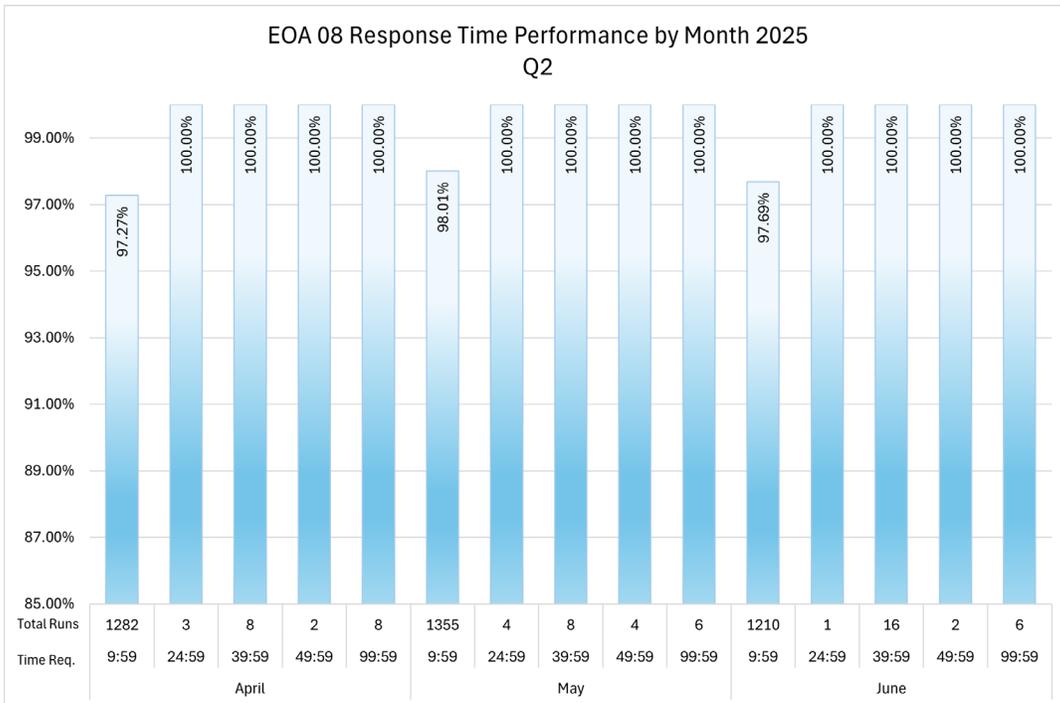
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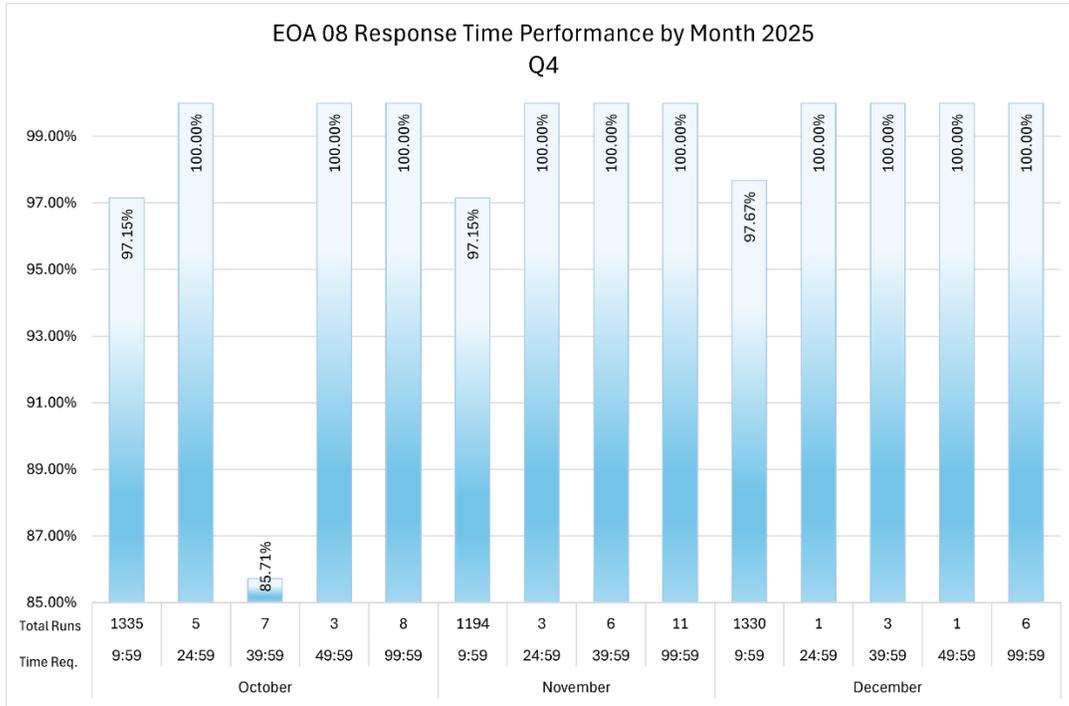
Per ICEMA policy 8100⁵

⁵ Reference www.icema.sbcounty.gov

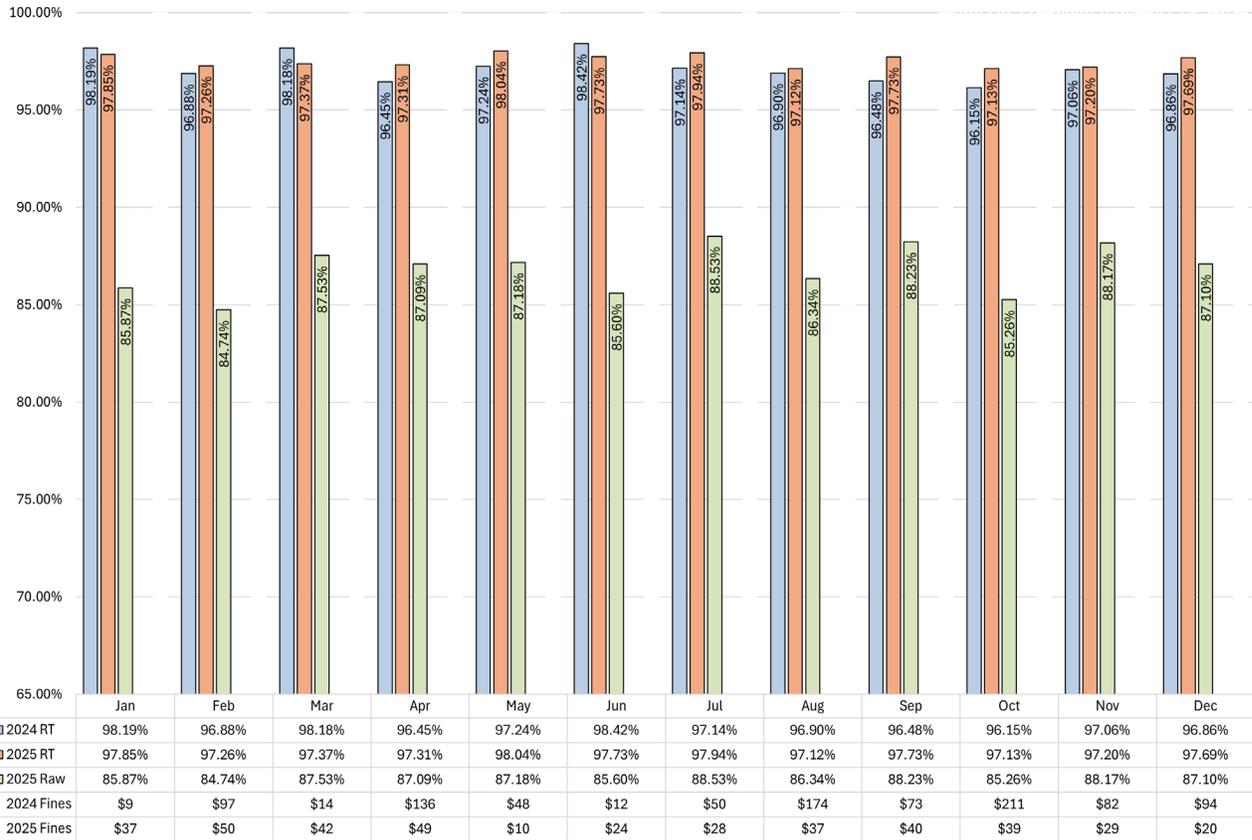
Exclusive Operating Area 8







EOA 08 - Response Time Compliance and Liquidated Damages by Month 2024 - 2025



EOA 8 has had 623 BLS transports in 2025

EOA 8 has requested 1,929 exemptions and 1,927 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

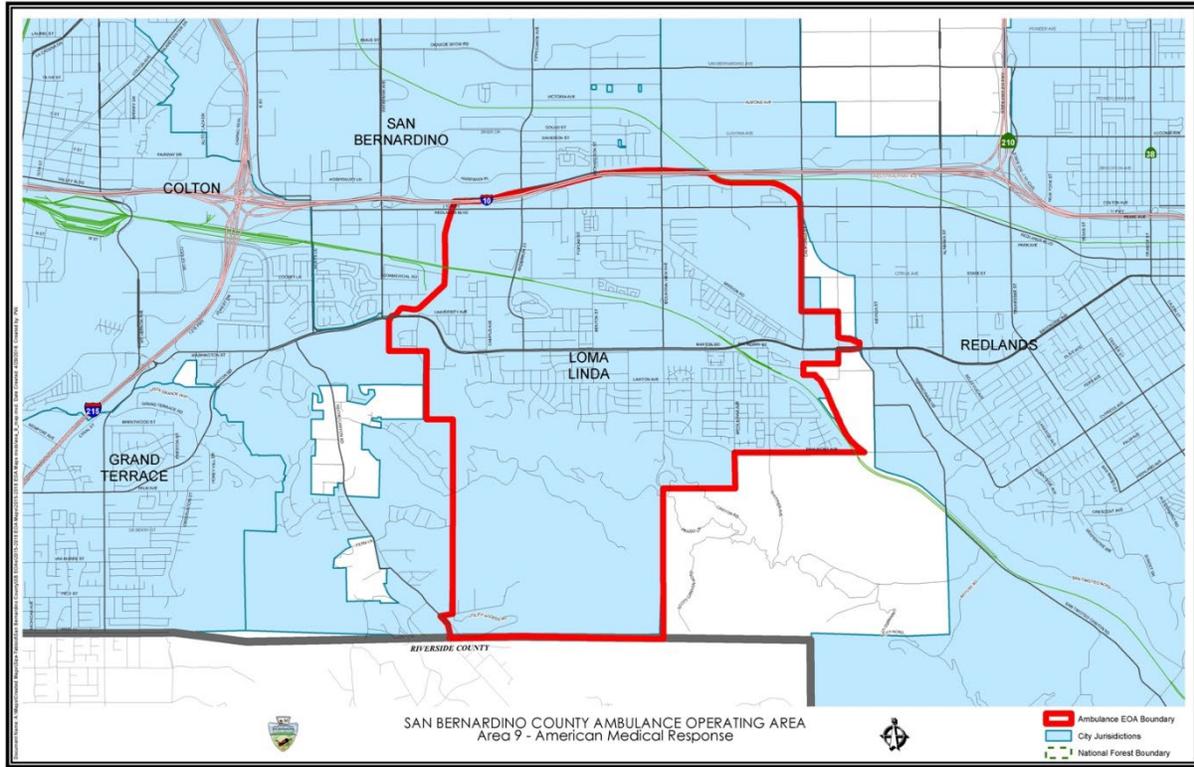
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

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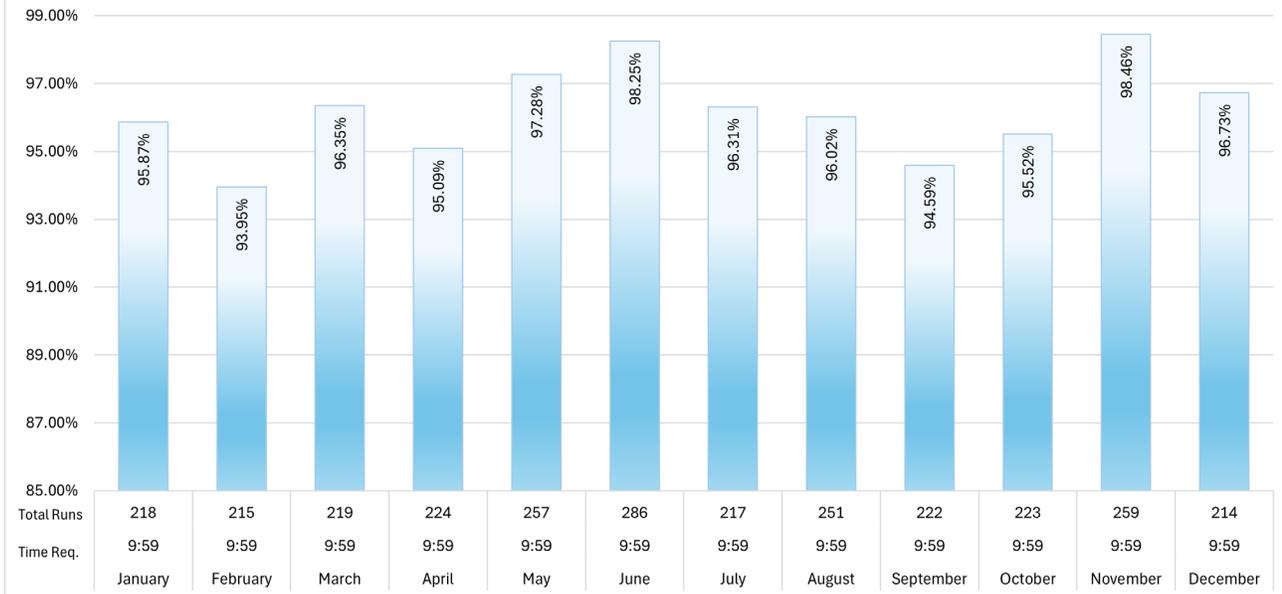
Per ICEMA policy 8100⁵

⁵ Reference www.icema.sbcounty.gov

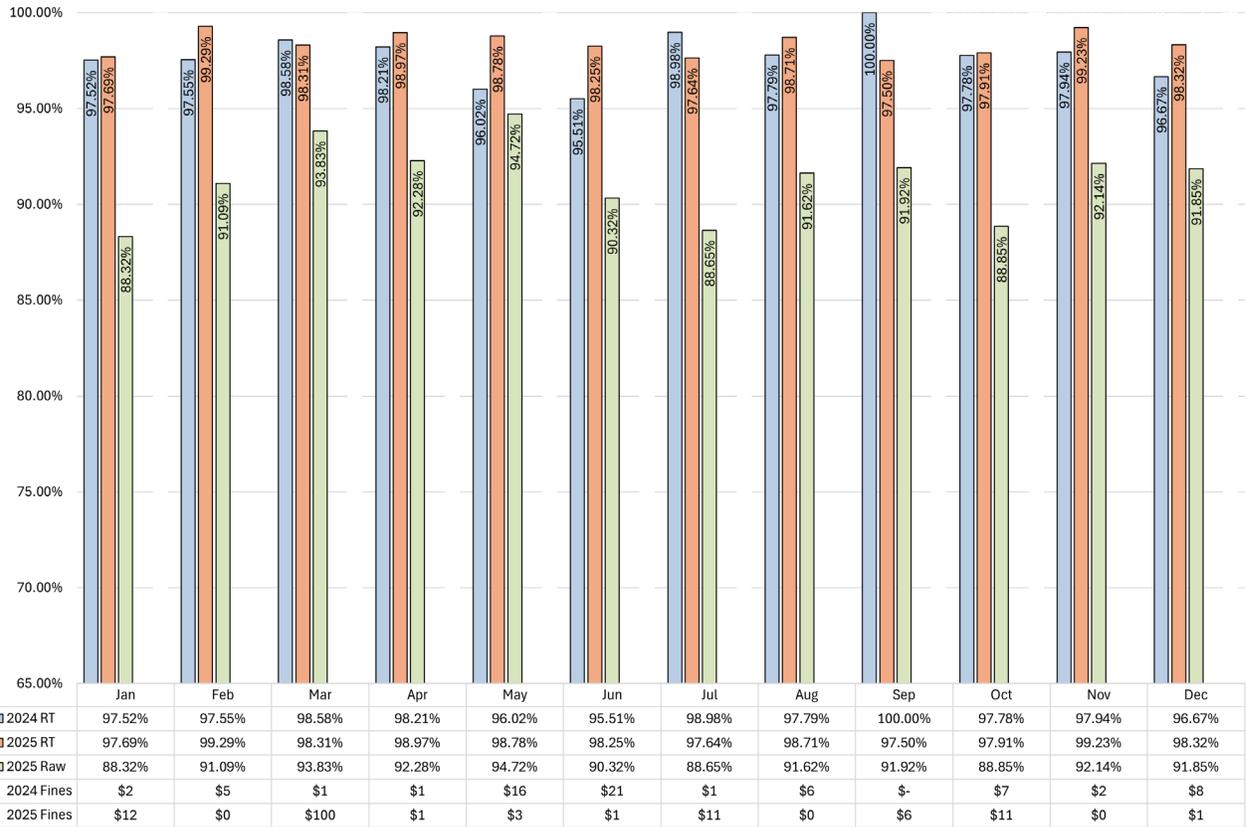
Exclusive Operating Area 9



EOA 09 - Response Time Performance by Month 2025



EOA 09 - Response Time Compliance and Liquidated Damages by Month
2024 - 2025



EOA 9 has had 99 BLS transports in 2025

EOA 9 has requested 263 exemptions and 263 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

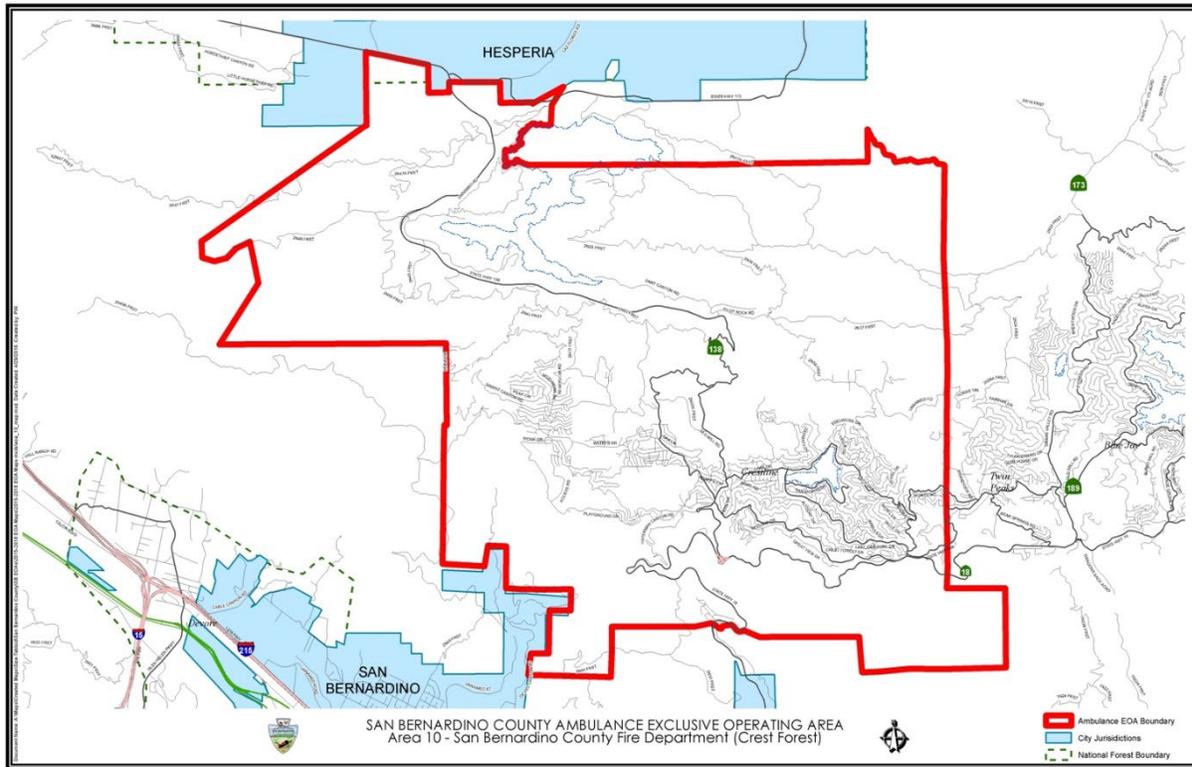
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

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Per ICEMA policy 8100⁵

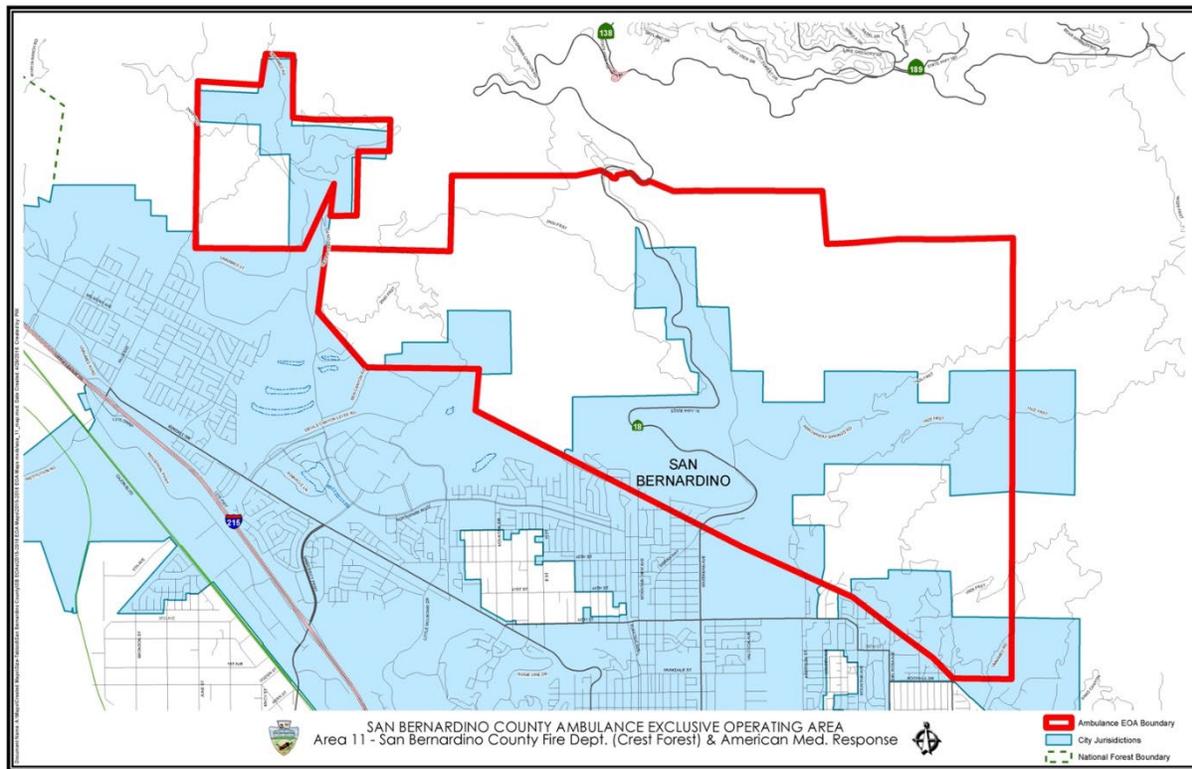
⁵ Reference www.icema.sbcounty.gov

Exclusive Operating Area 10



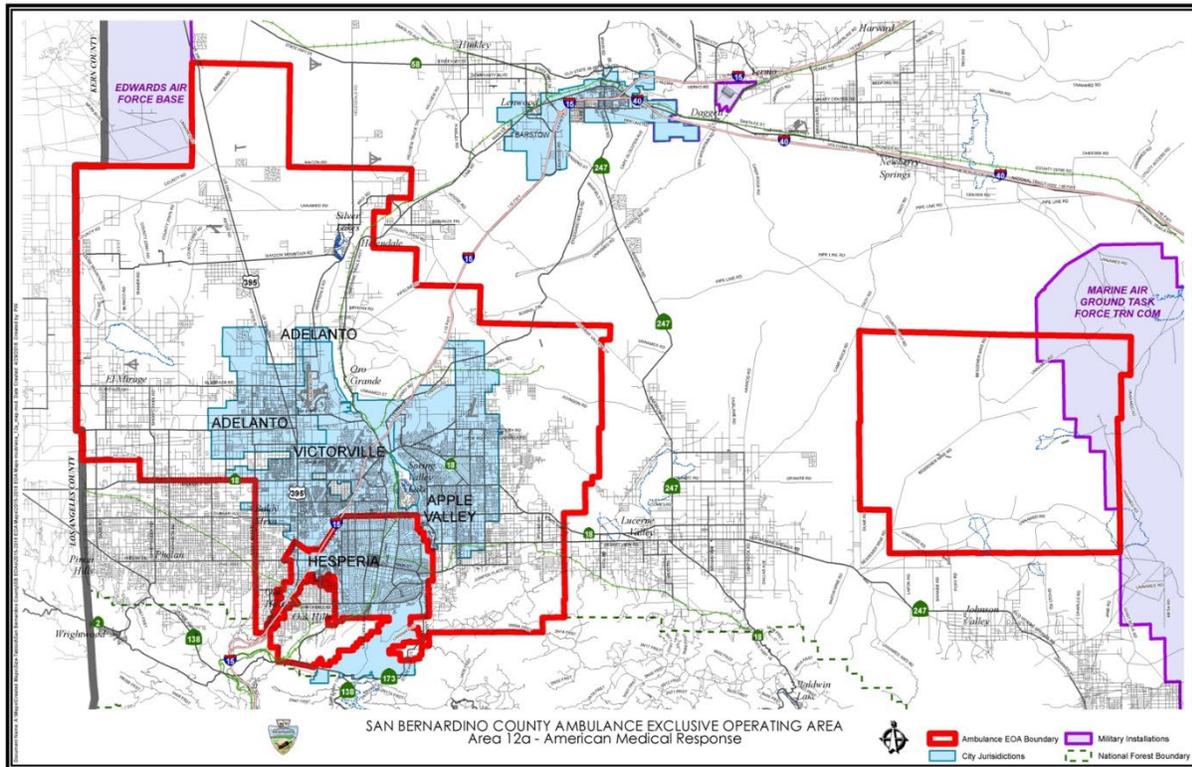
Provider San Bernardino County Fire Department (Crest Forest) has not provided data to ICEMA for year 2025.

Exclusive Operating Area 11

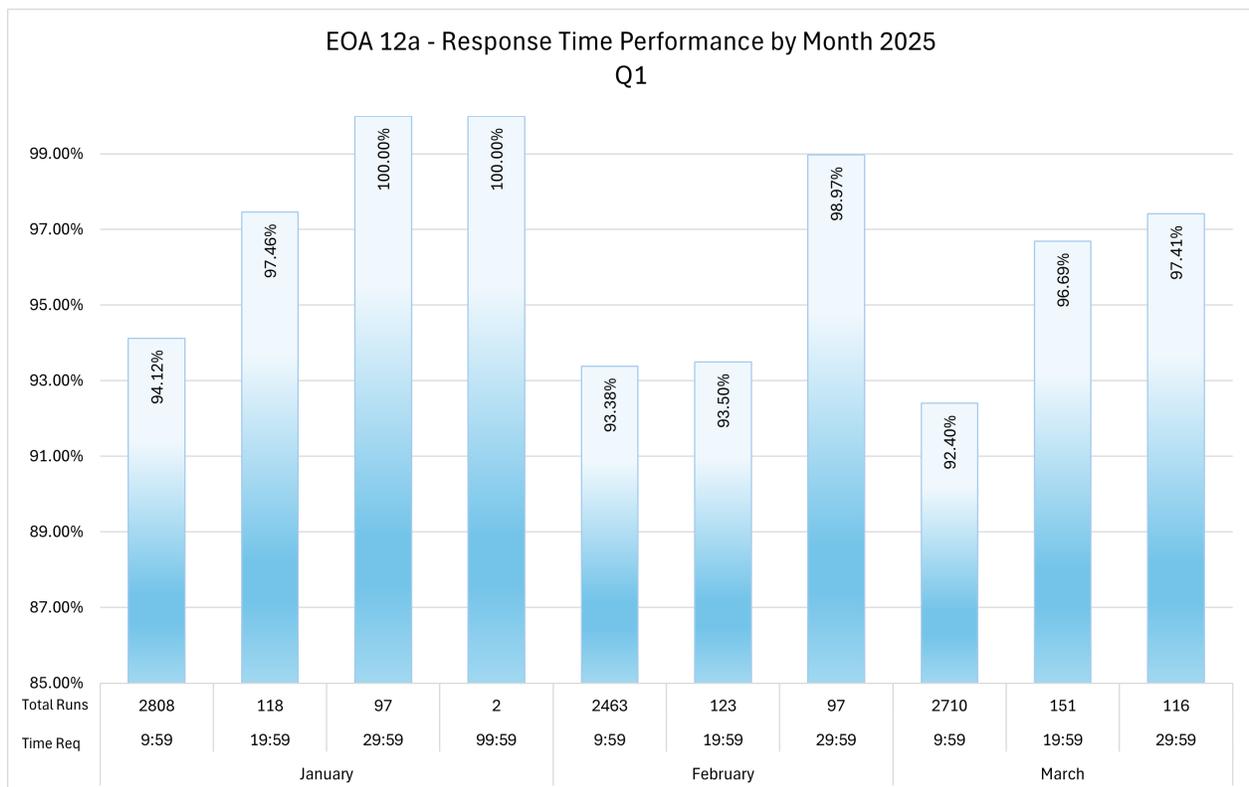


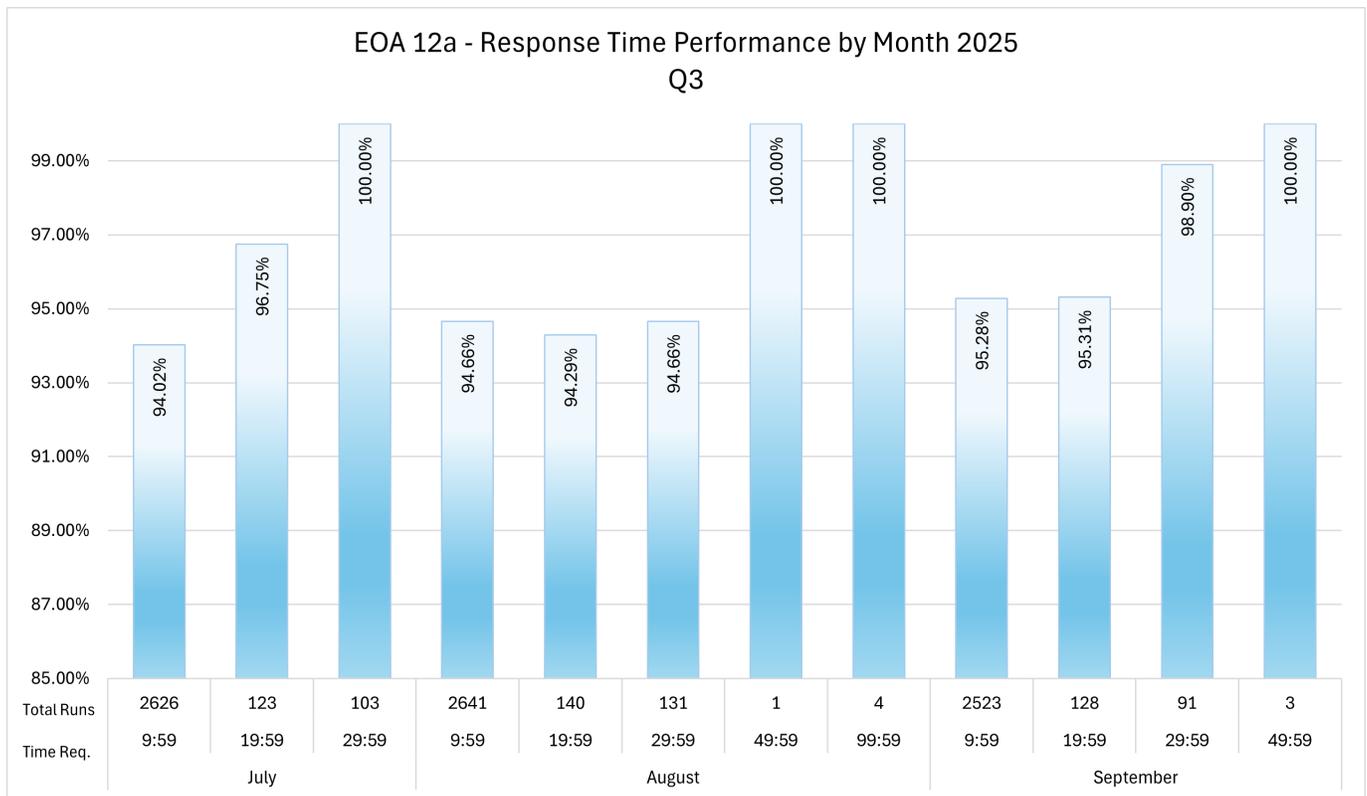
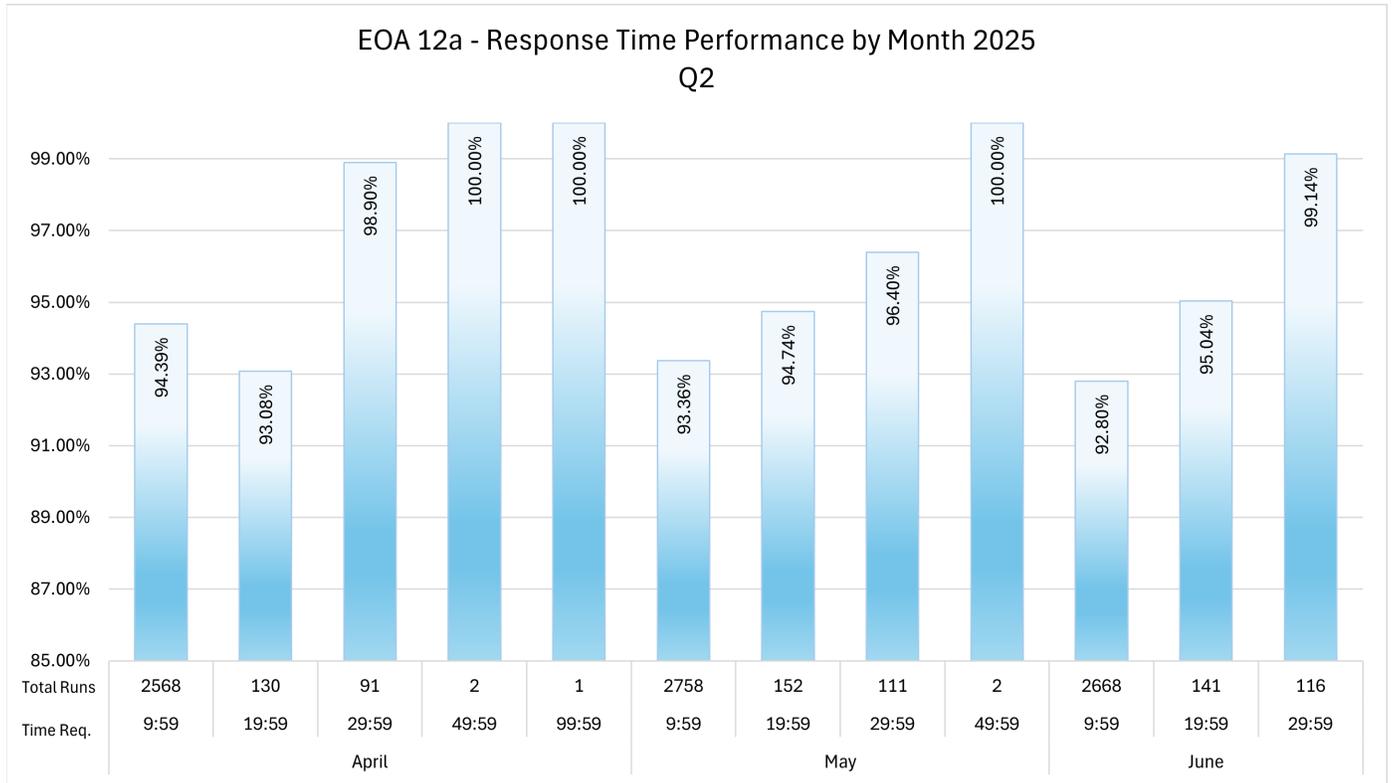
Note: Beginning with July 2007 data, EOA 6 and EOA 11 runs are combined per Amendment #1 to PBCs 04-304 and 04-308 (Item #107, BOS, 06/05/2007).

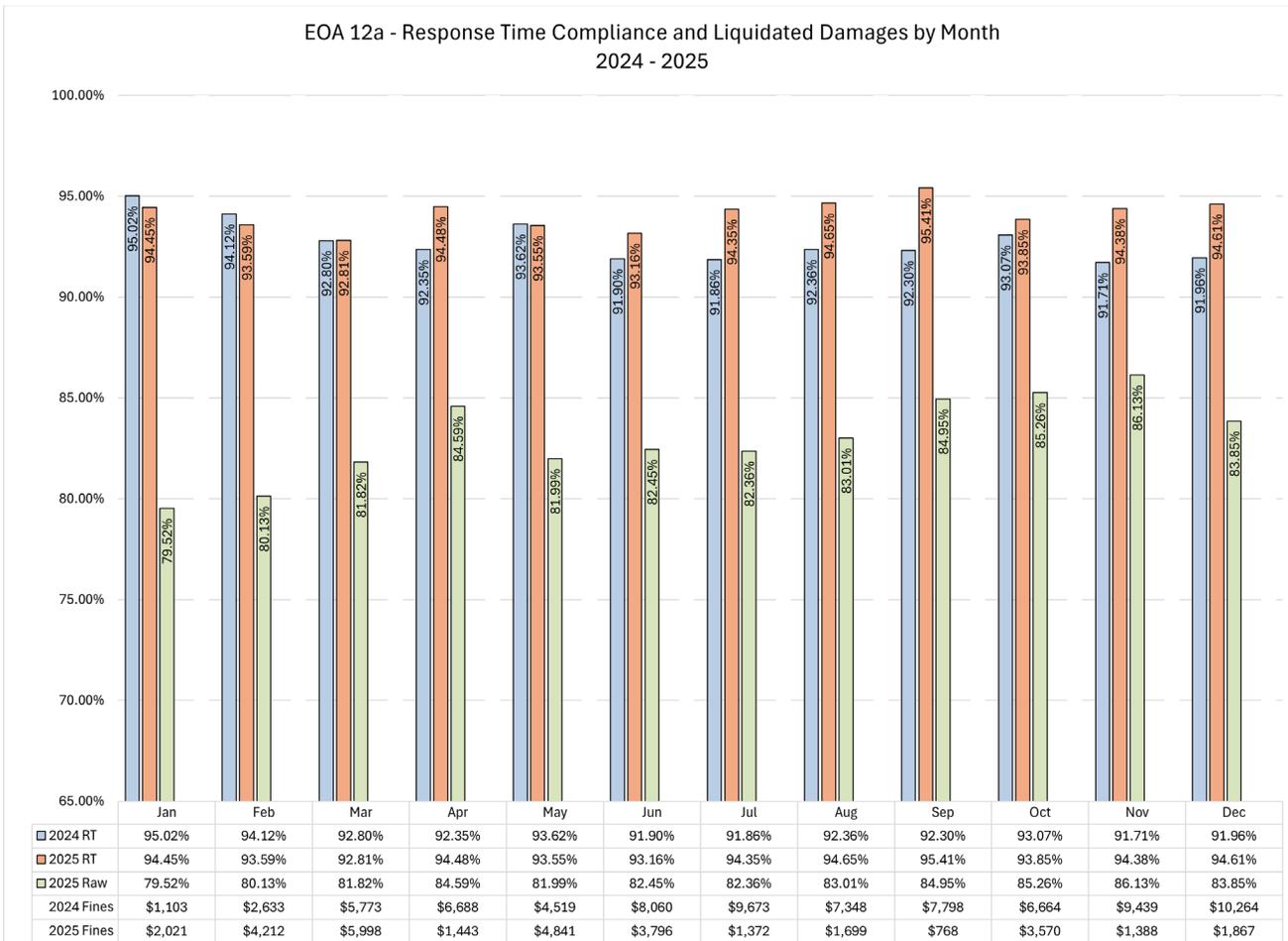
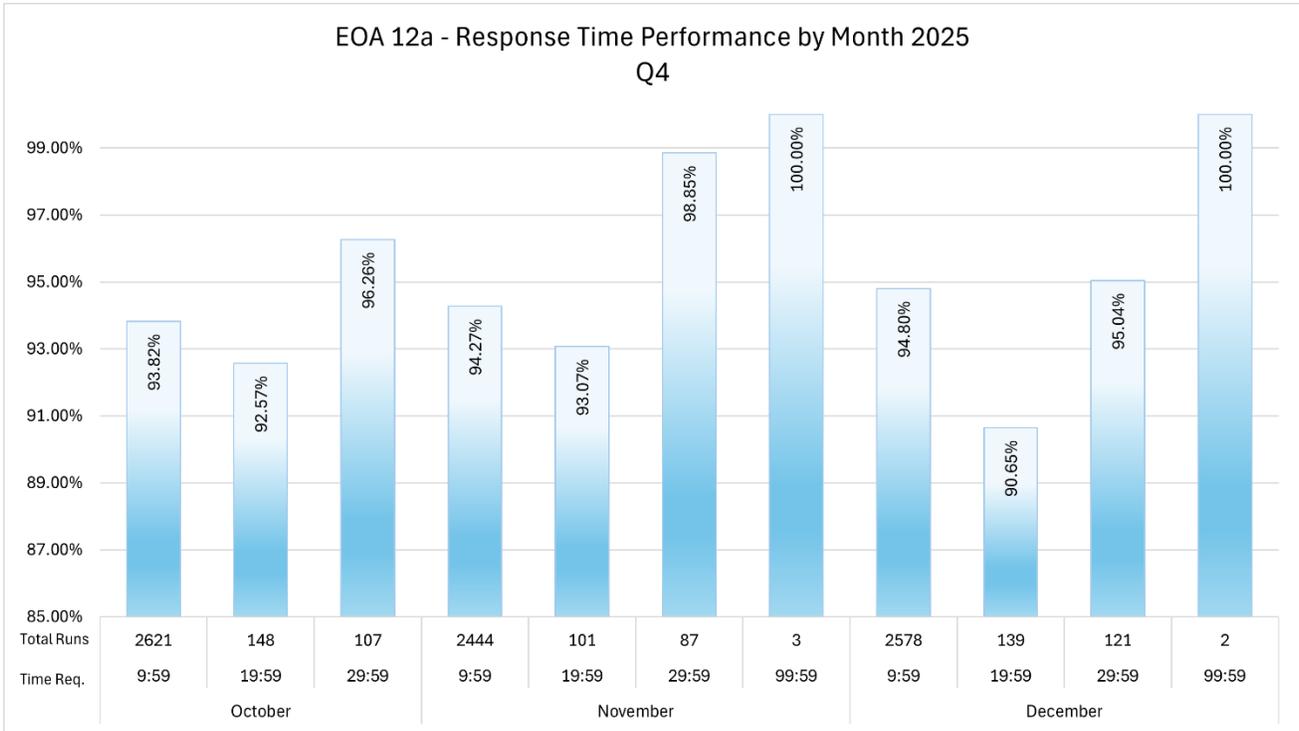
Exclusive Operating Area 12a



**EOA 12a - Response Time Performance by Month 2025
Q1**







EOA 12a has had 1,812 BLS transports in 2025

EOA 12a has requested 4,538 exemptions and 4,535 exemptions were approved due to Ambulance Patient Offload Delay.

What is Raw data? This is the percentage of on-time transports without exemptions.

What is an exemption? The definition of an exemption is: Any response or group of responses that should be exempt from response time standards due to unusual circumstances beyond a provider's reasonable control.

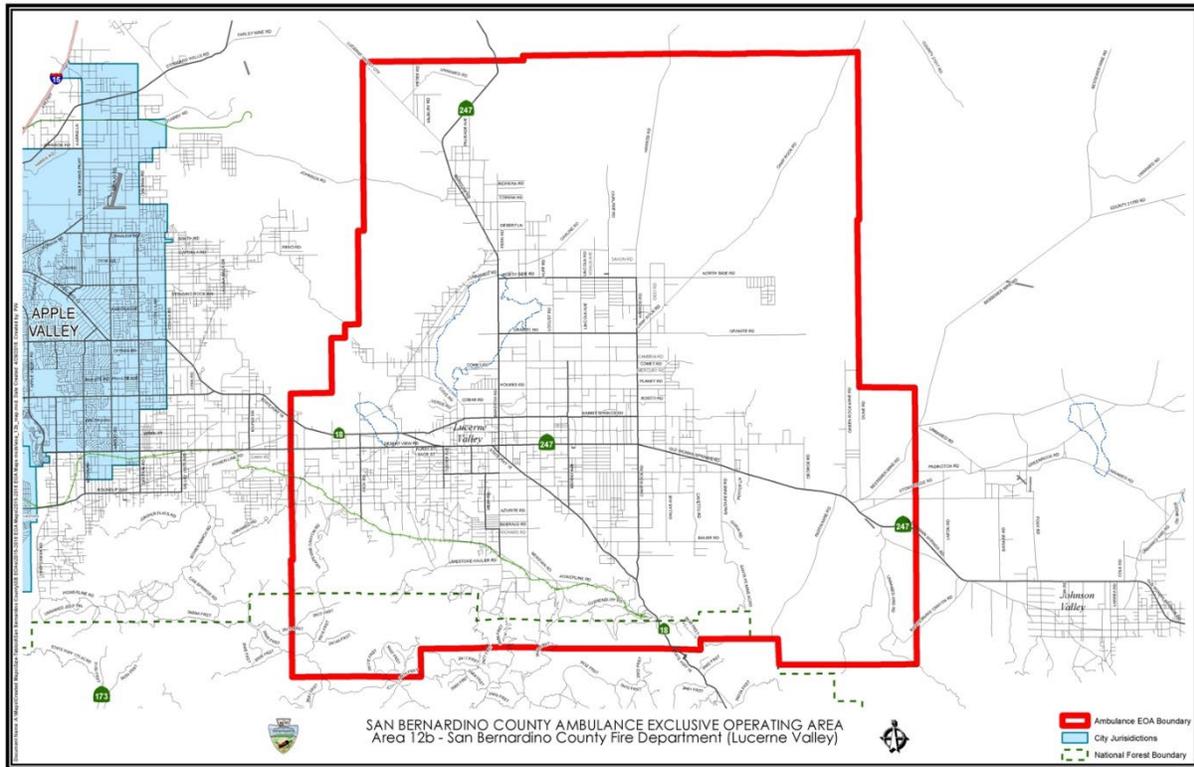
AMBULANCE PATIENT OFFLOAD DELAY (APOD)

Transfer of patient care is completed once the ED medical staff has received a verbal patient report. If the transfer of care and patient offloading from the ambulance gurney exceeds the 25-minute standard, it will be documented and tracked as APOD.

Per ICEMA policy 8100⁵

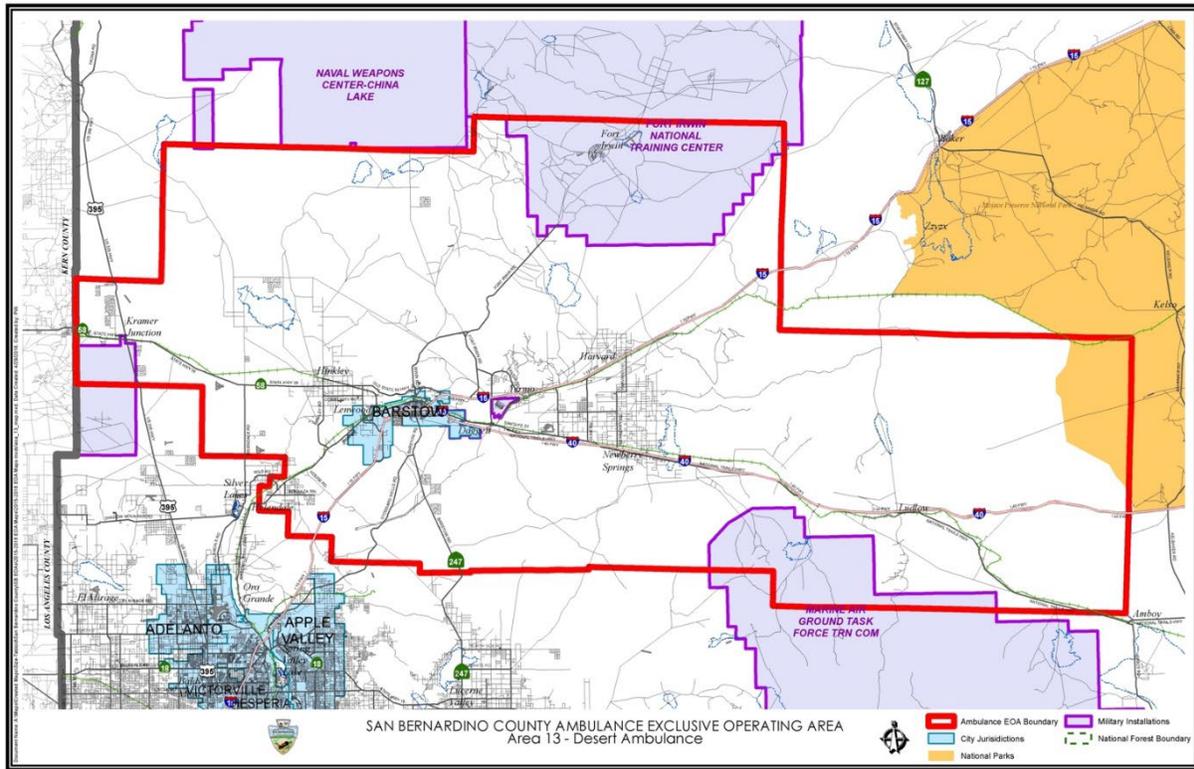
⁵ Reference www.icema.sbcounty.gov

Exclusive Operating Area 12b

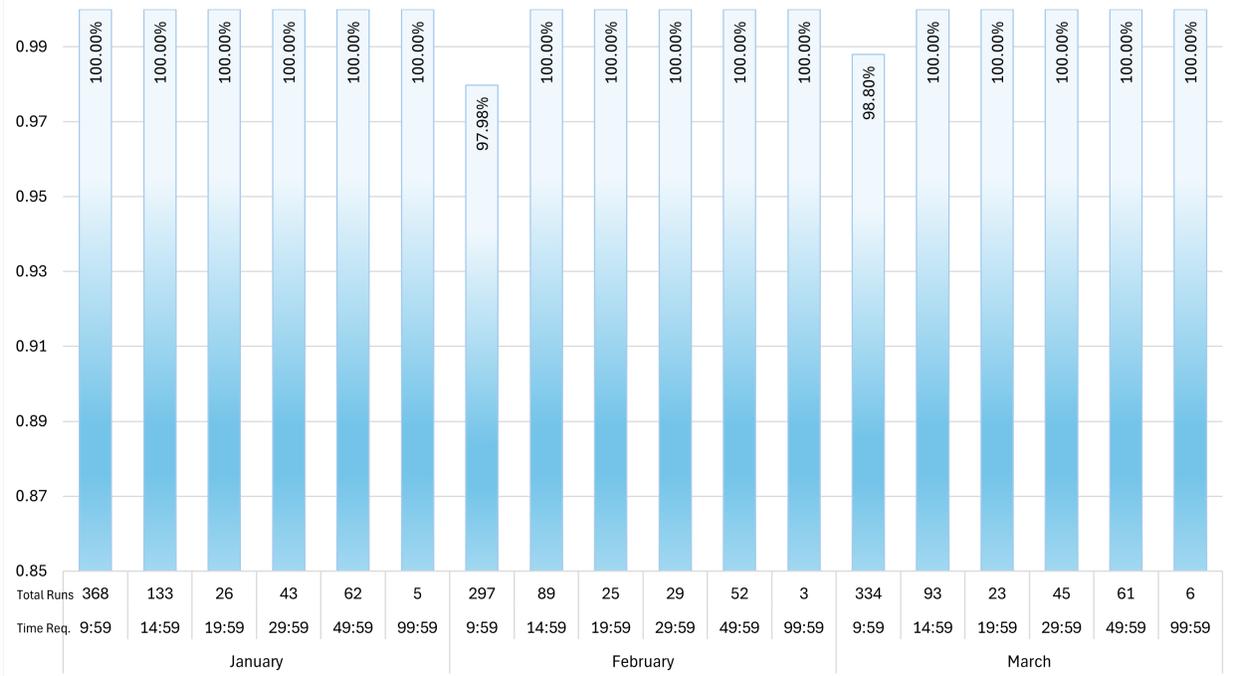


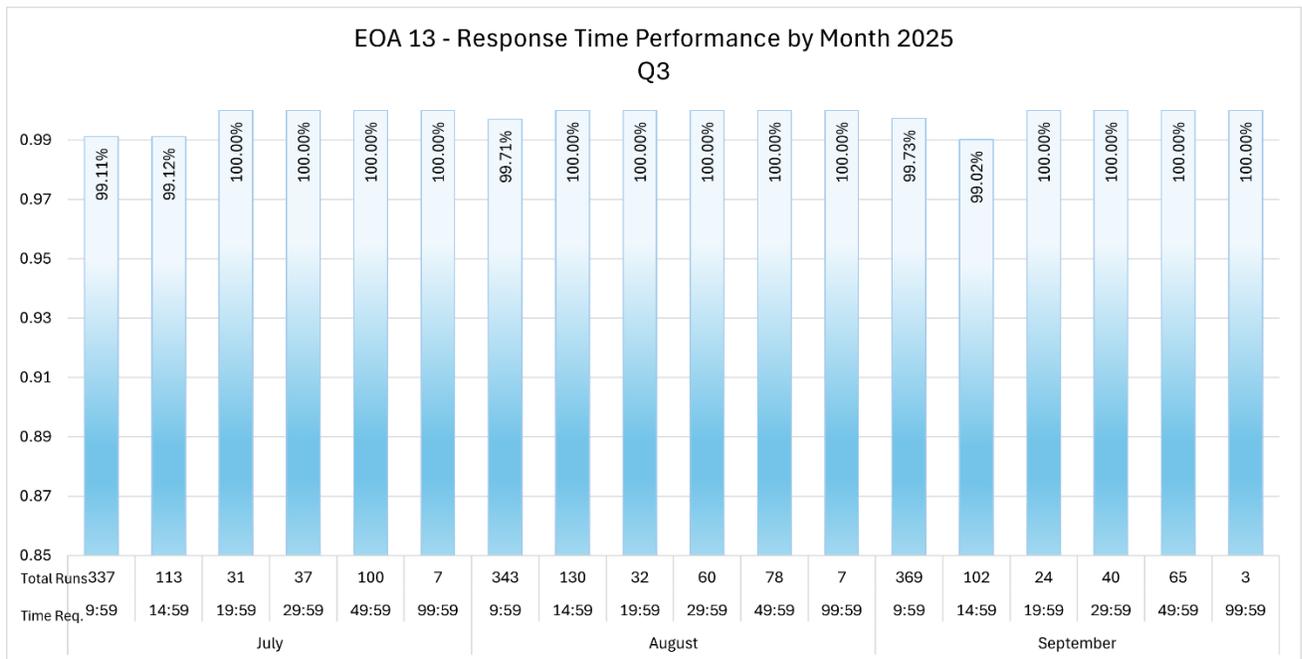
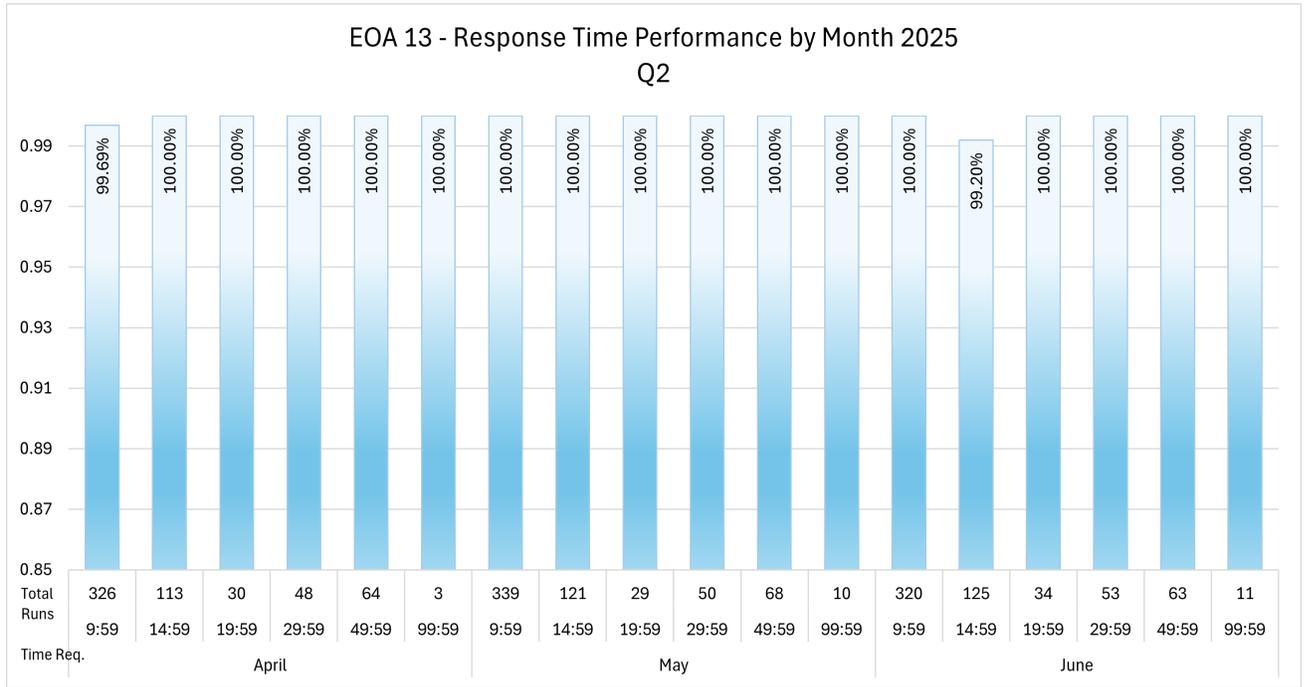
Provider San Bernardino County Fire Department (Lucerne Valley) has not provided data to ICEMA for year 2025.

Exclusive Operating Area 13

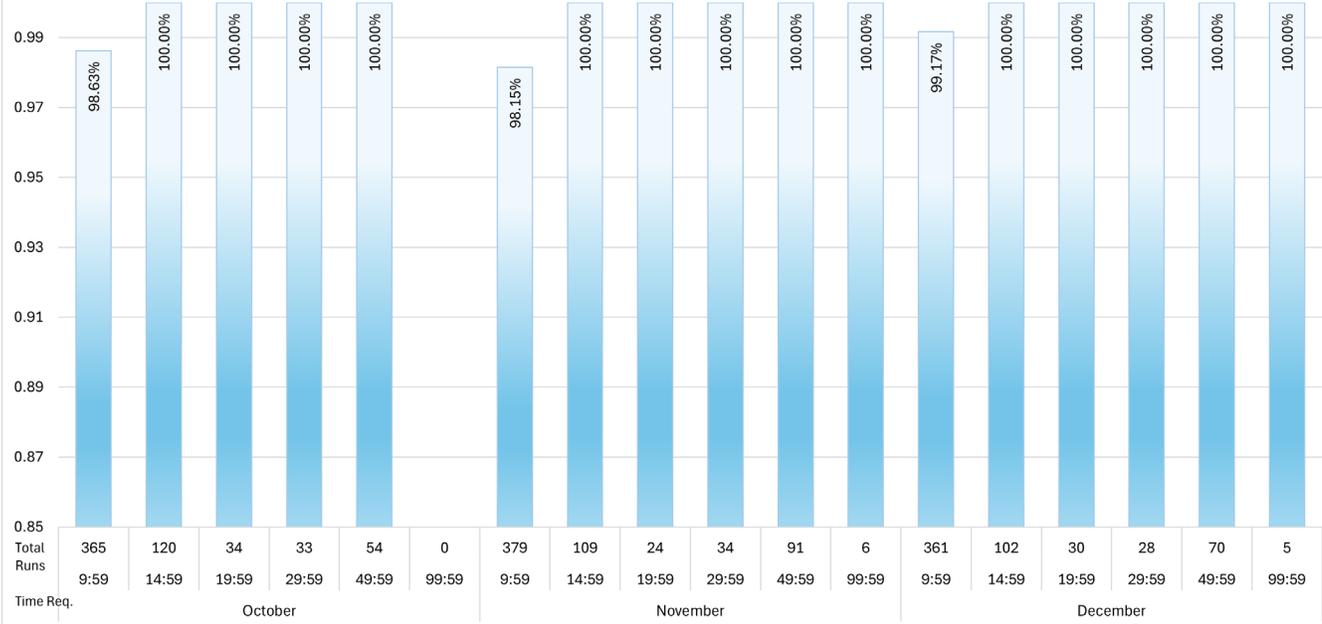


EOA 13 - Response Time Performance by Month 2025
Q1

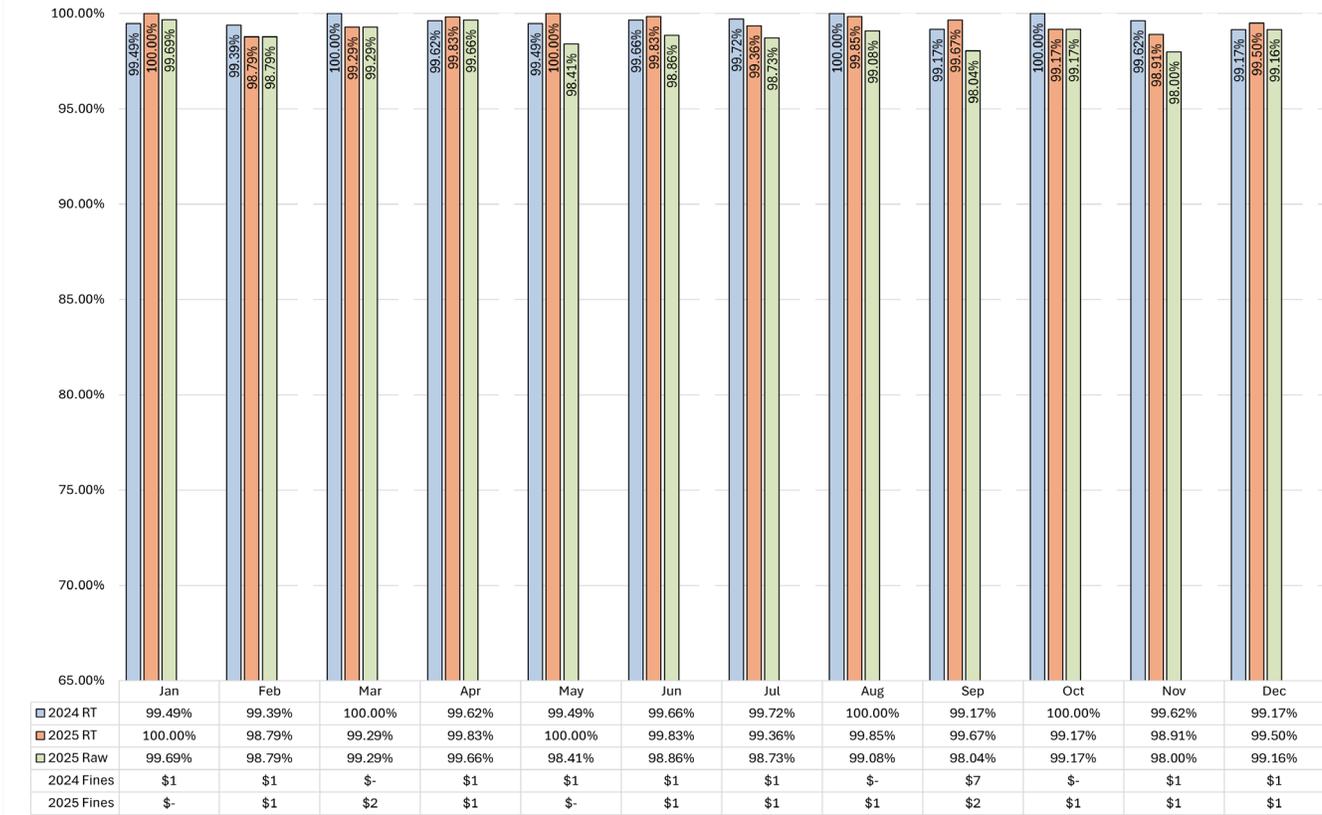




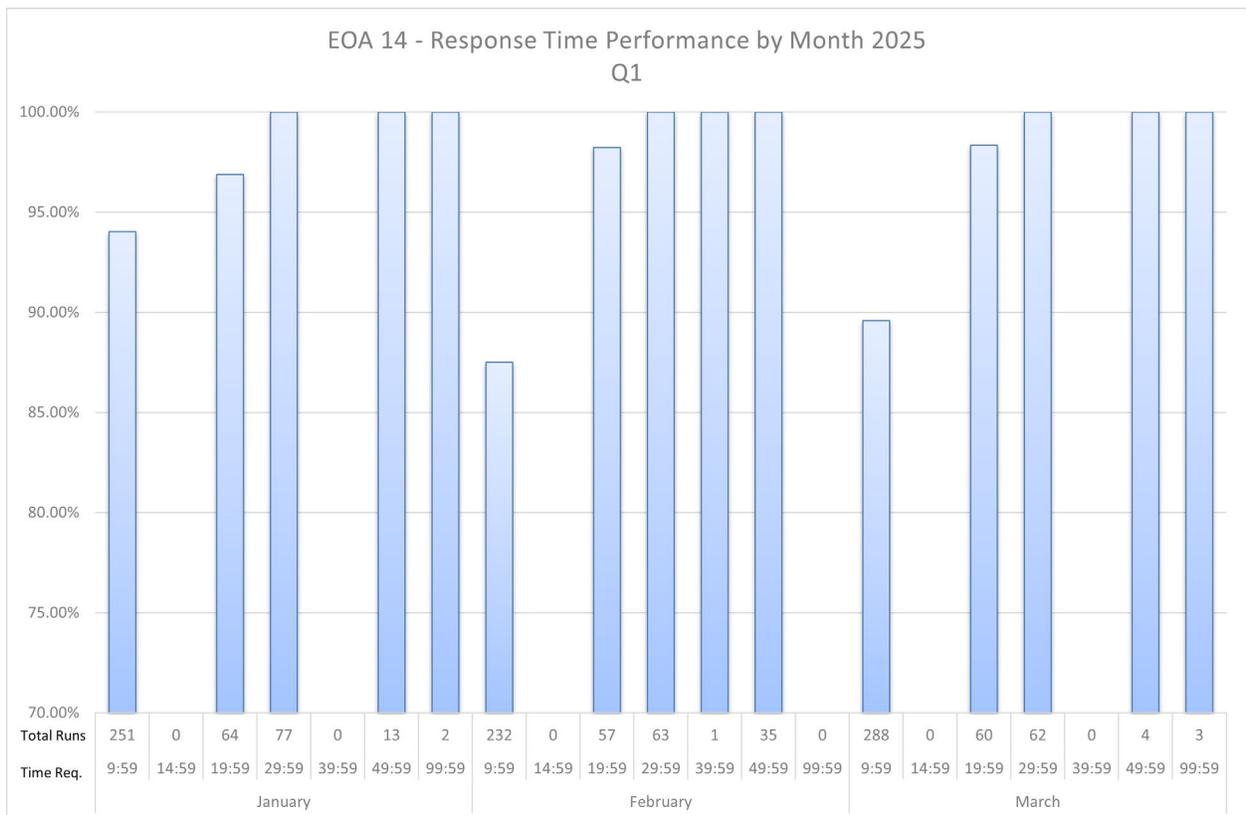
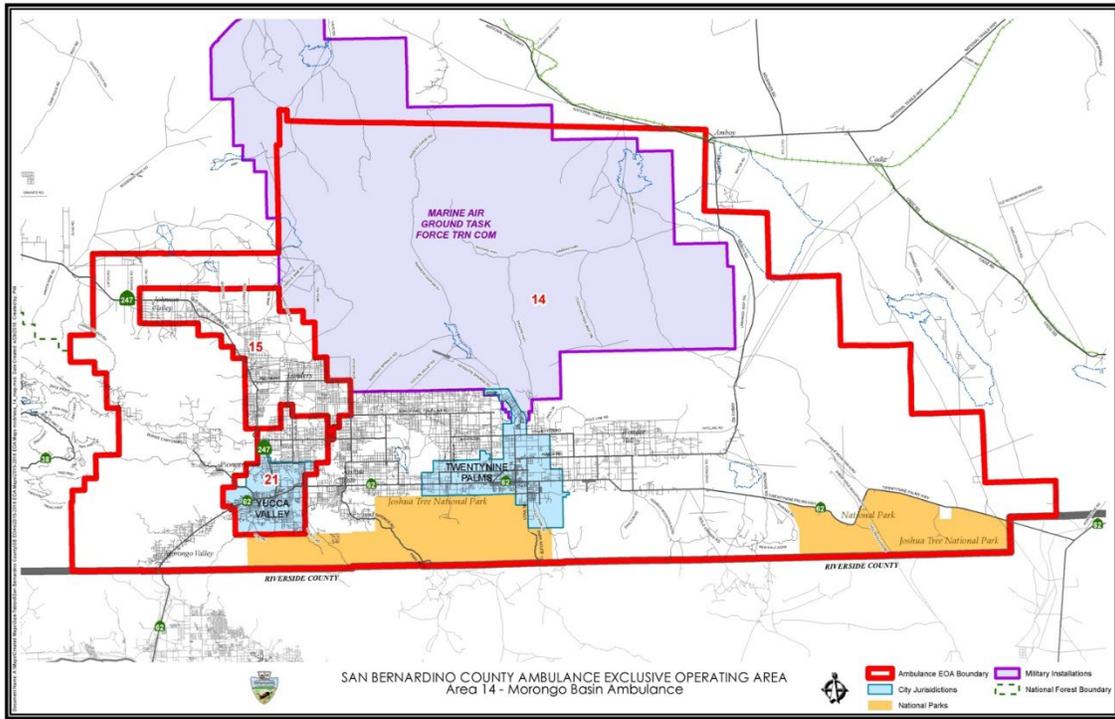
EOA 13 - Response Time Performance by Month 2025
Q4

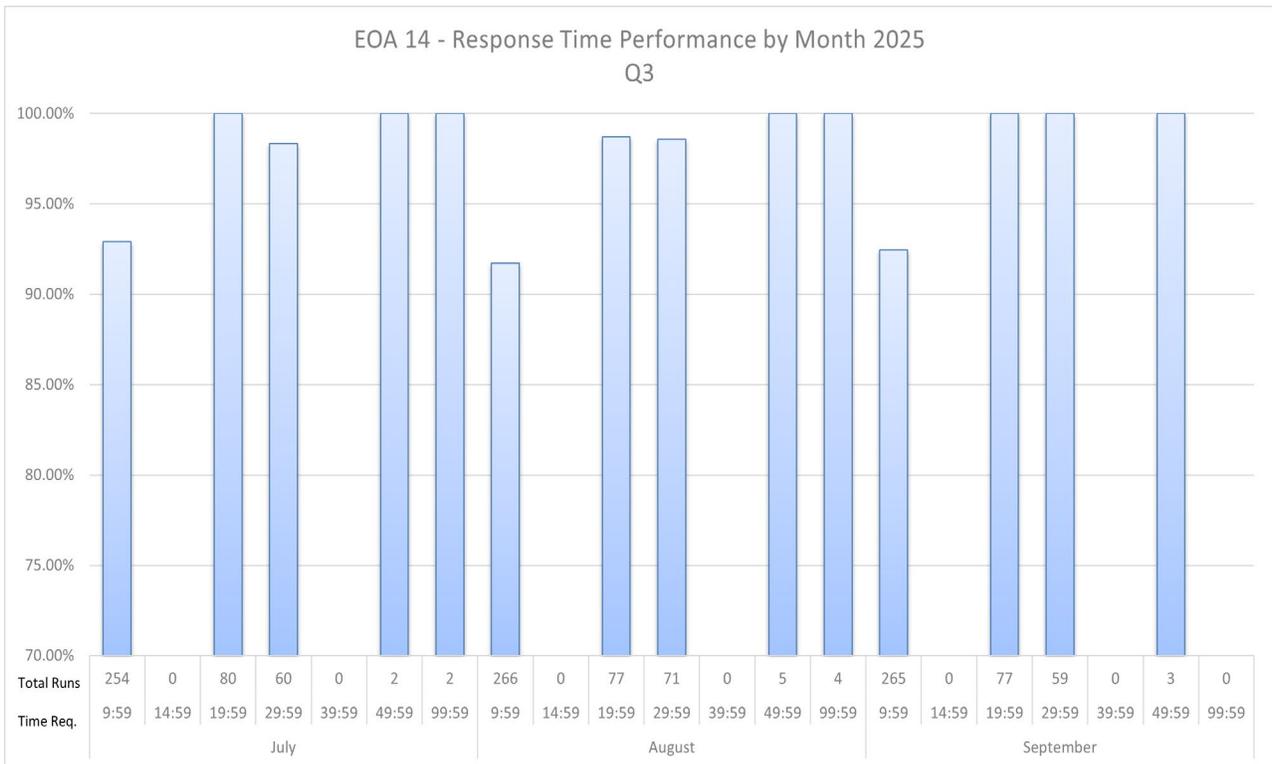
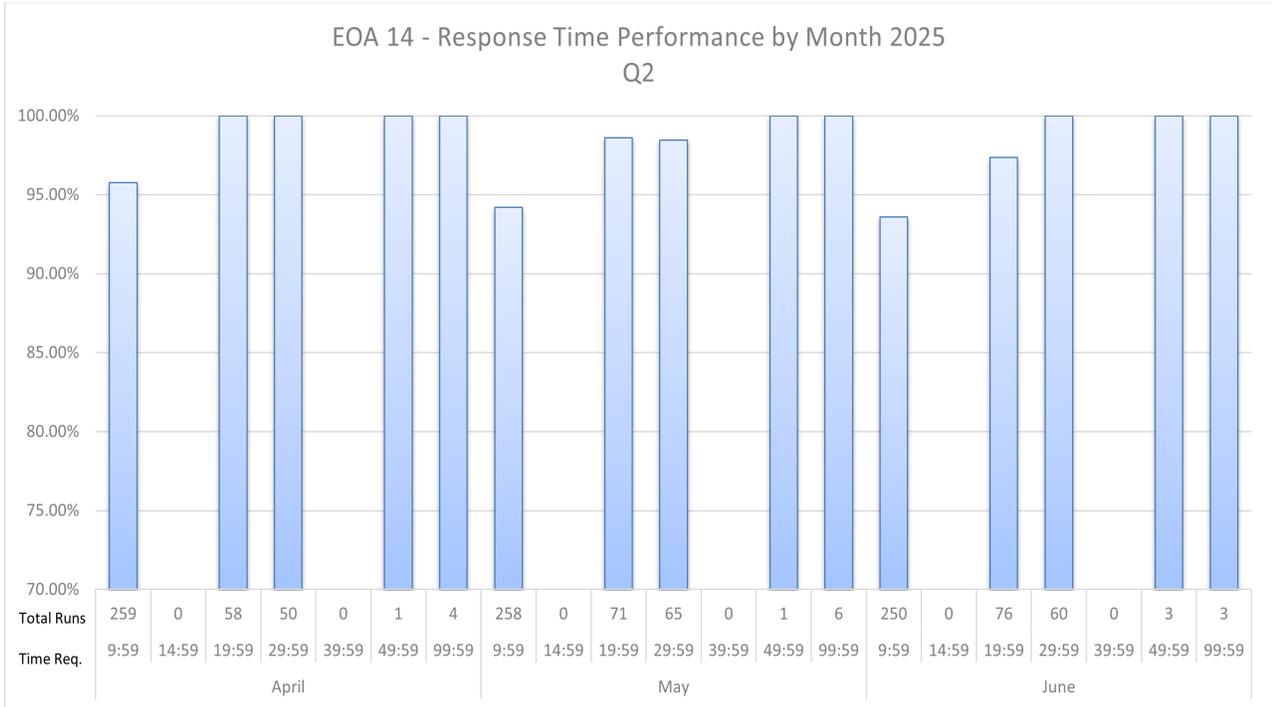


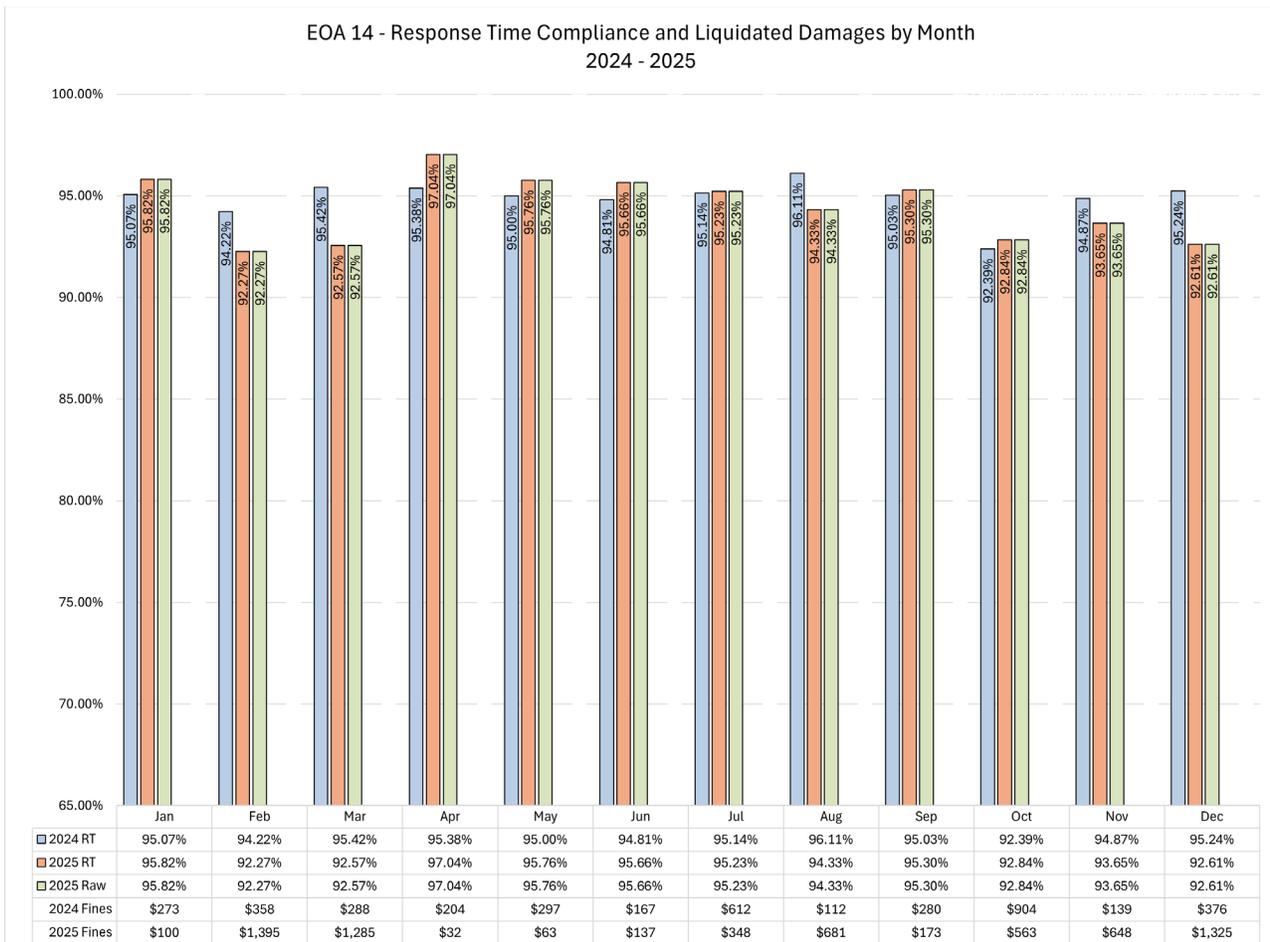
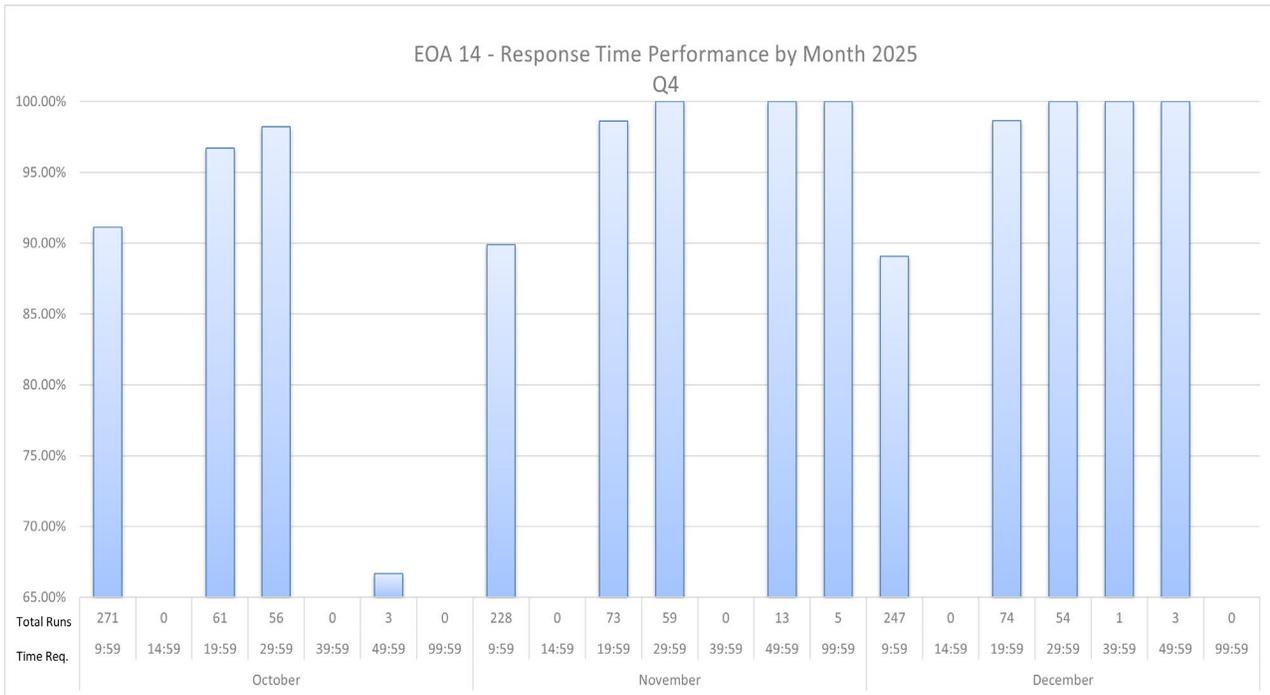
EOA 13 - Response Time Compliance and Liquidated Damages by Month
2024 - 2025



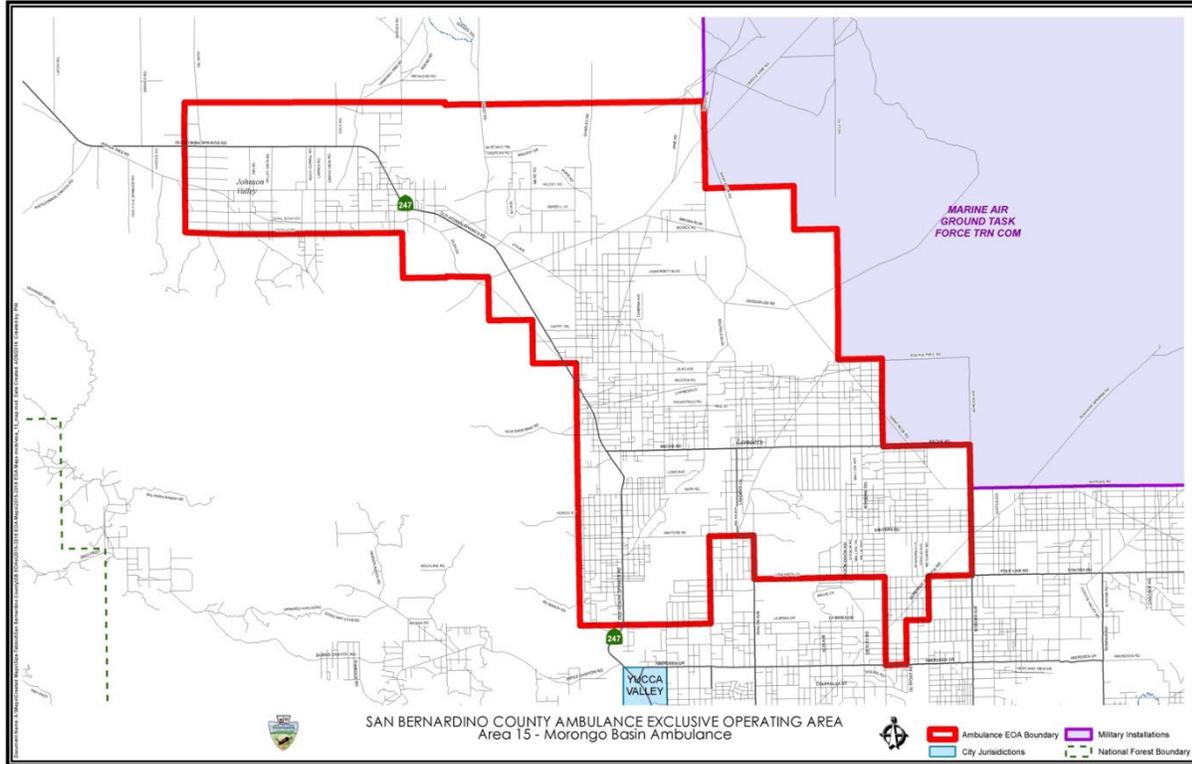
Exclusive Operating Area 14



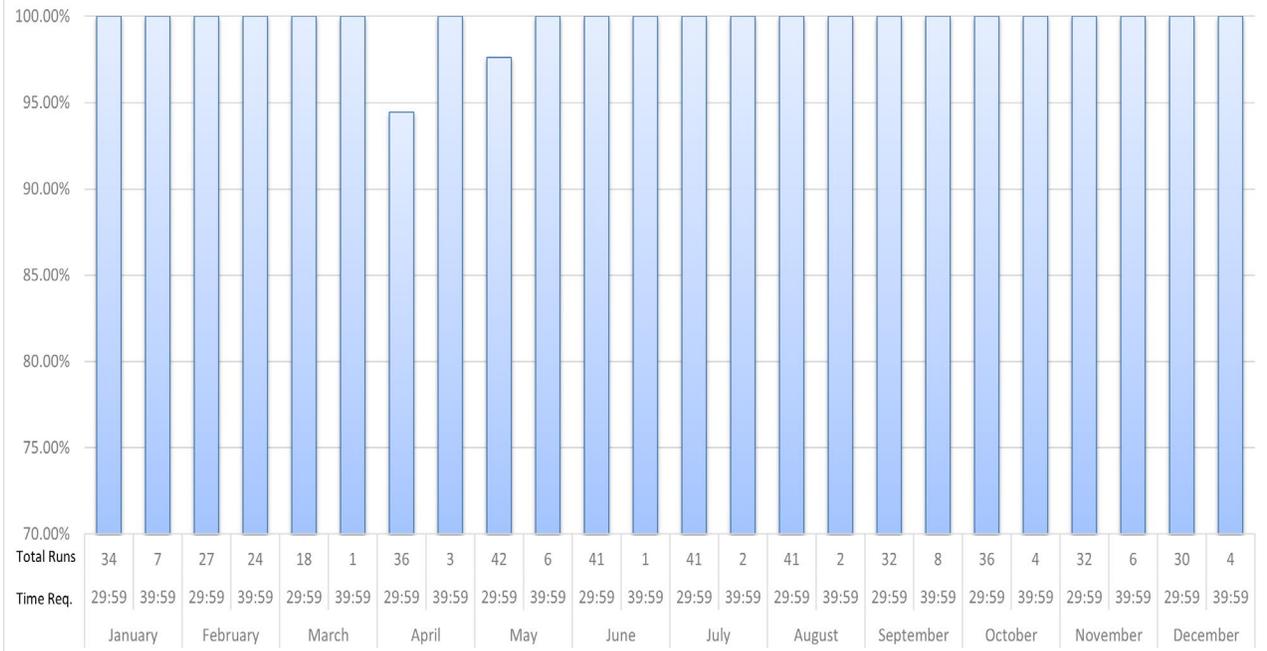




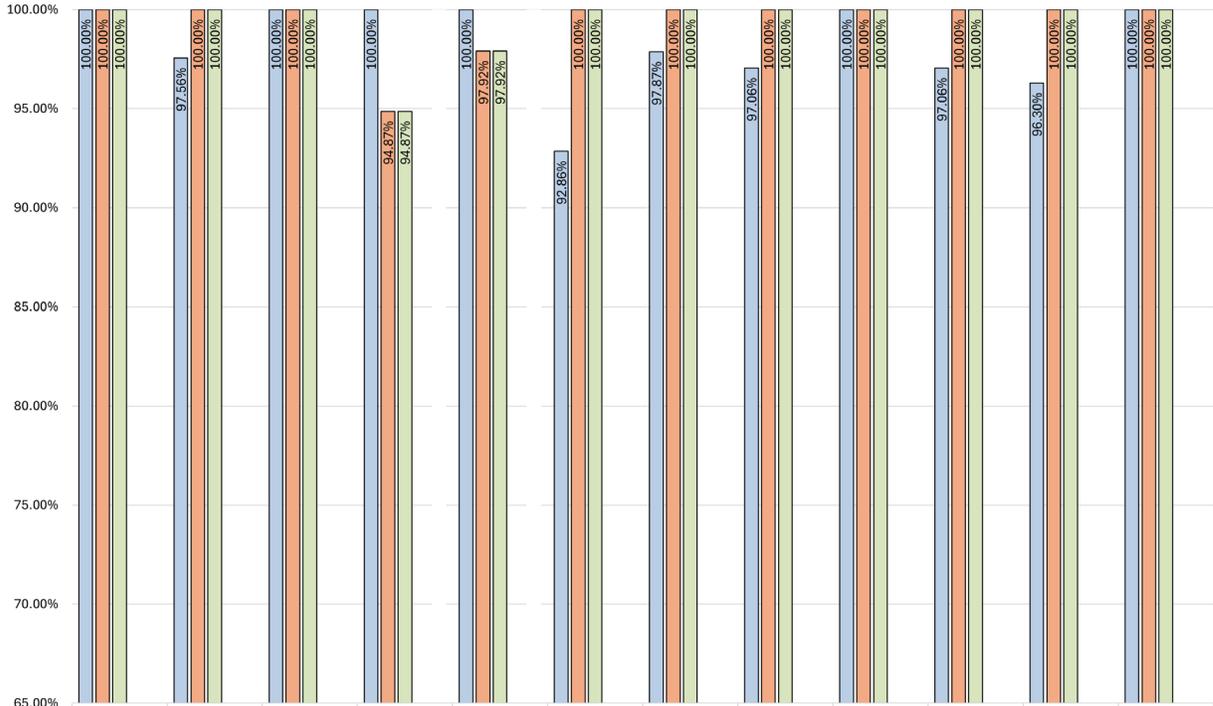
Exclusive Operating Area 15



EOA 15 Response Time Performance by Month 2025

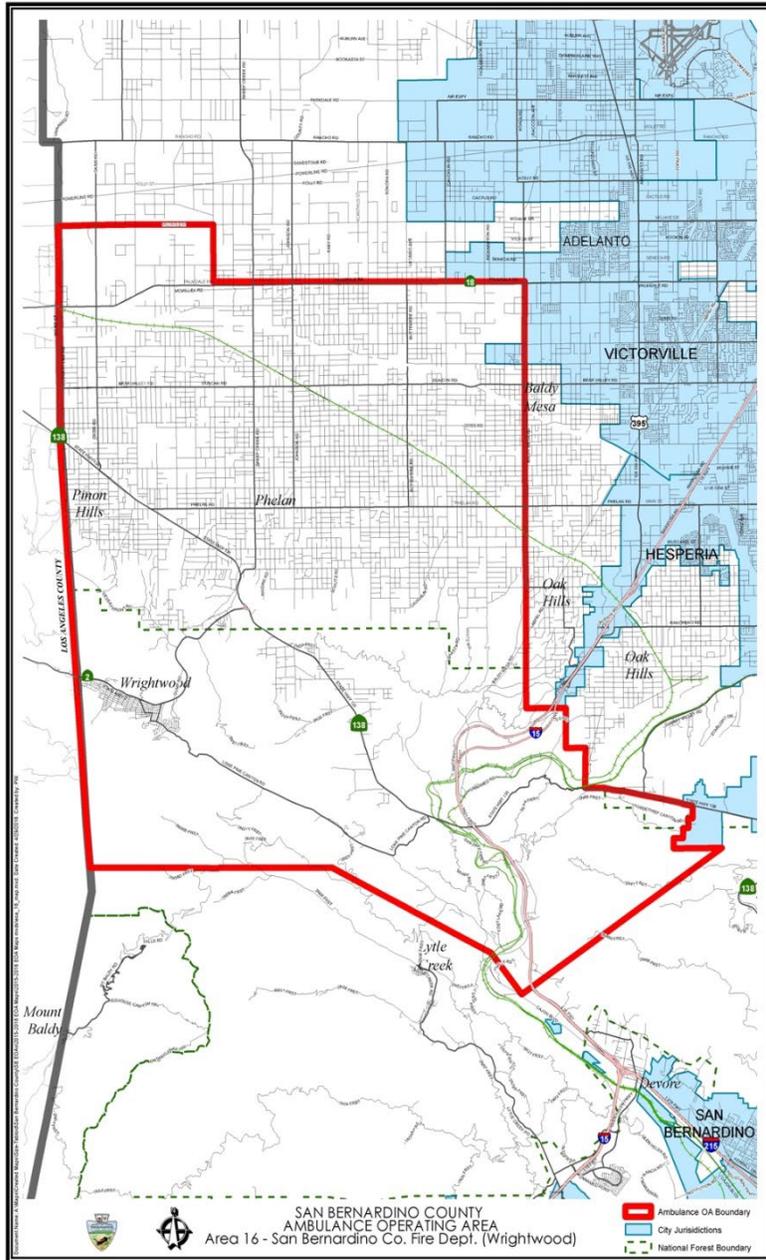


EOA 15 - Response Time Compliance and Liquidated Damages by Month
2024 - 2025

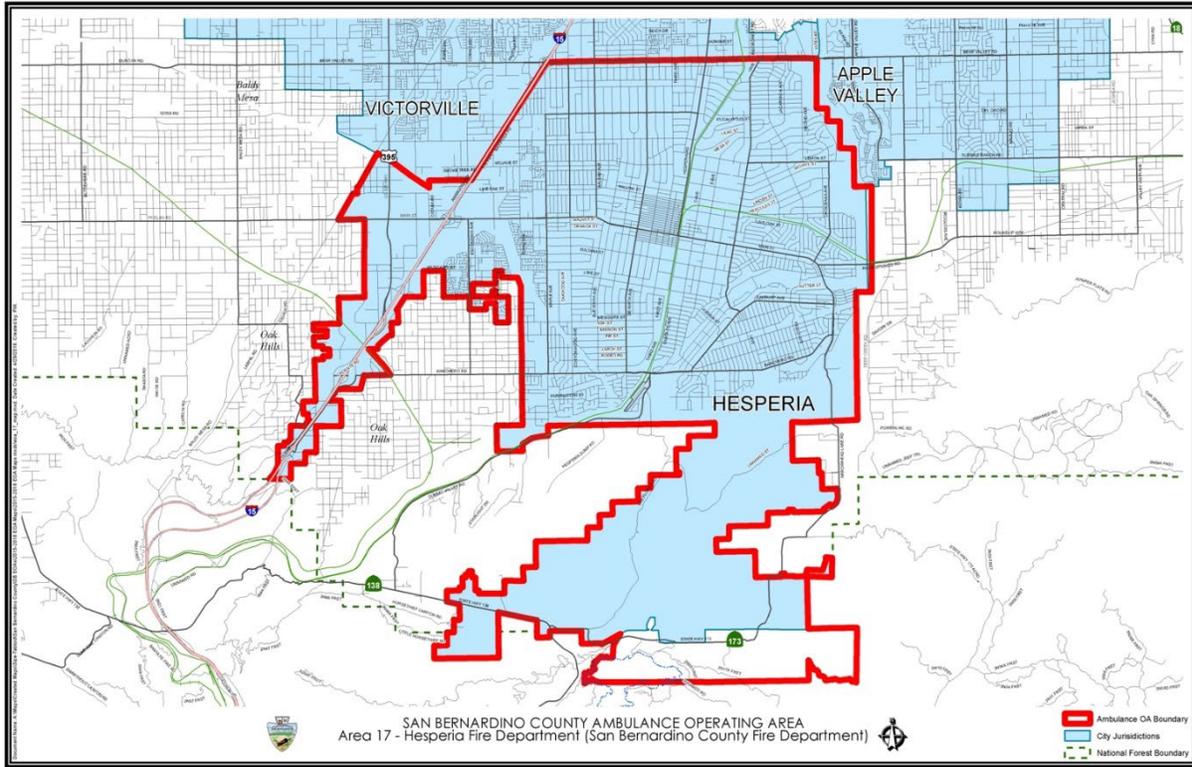


2024 Fines	\$-	\$70	\$-	\$-	\$-	\$20	\$5	\$1	\$-	\$1	\$2	\$-
2025 Fines	\$-	\$-	\$-	\$67	\$1	\$-	\$-	\$-	\$-	\$-	\$-	\$-

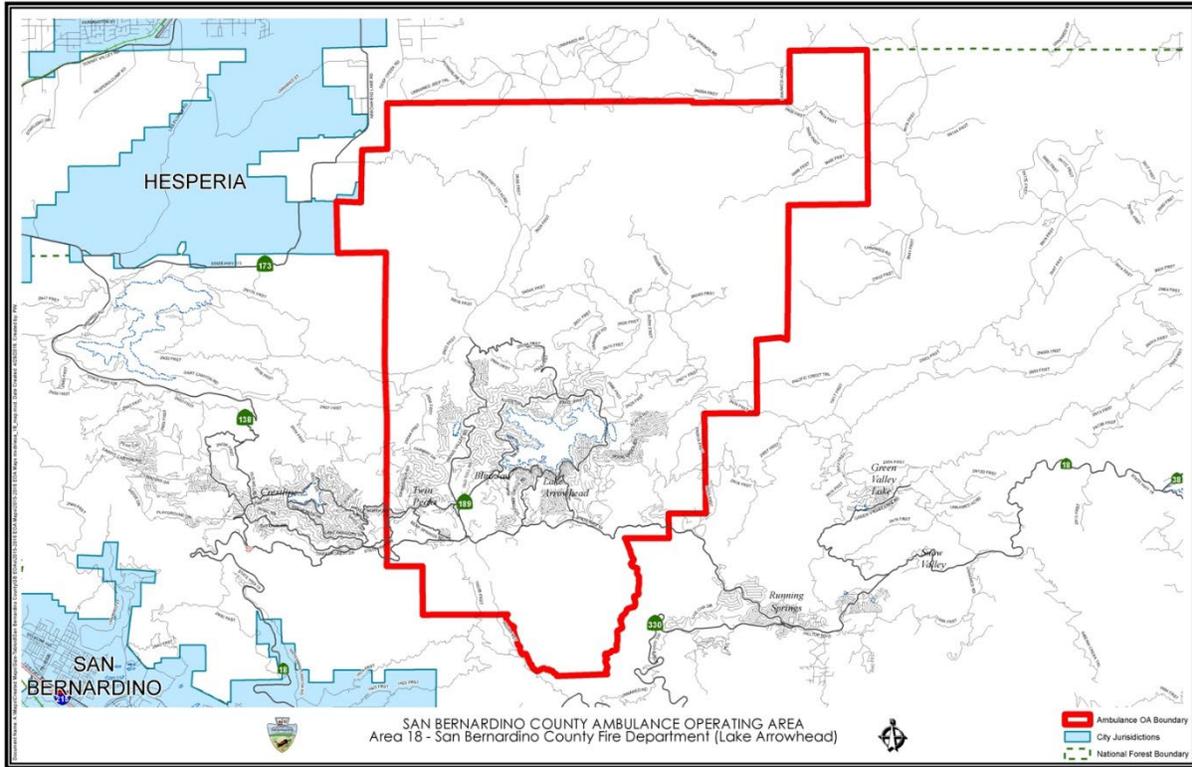
Exclusive Operating Area 16



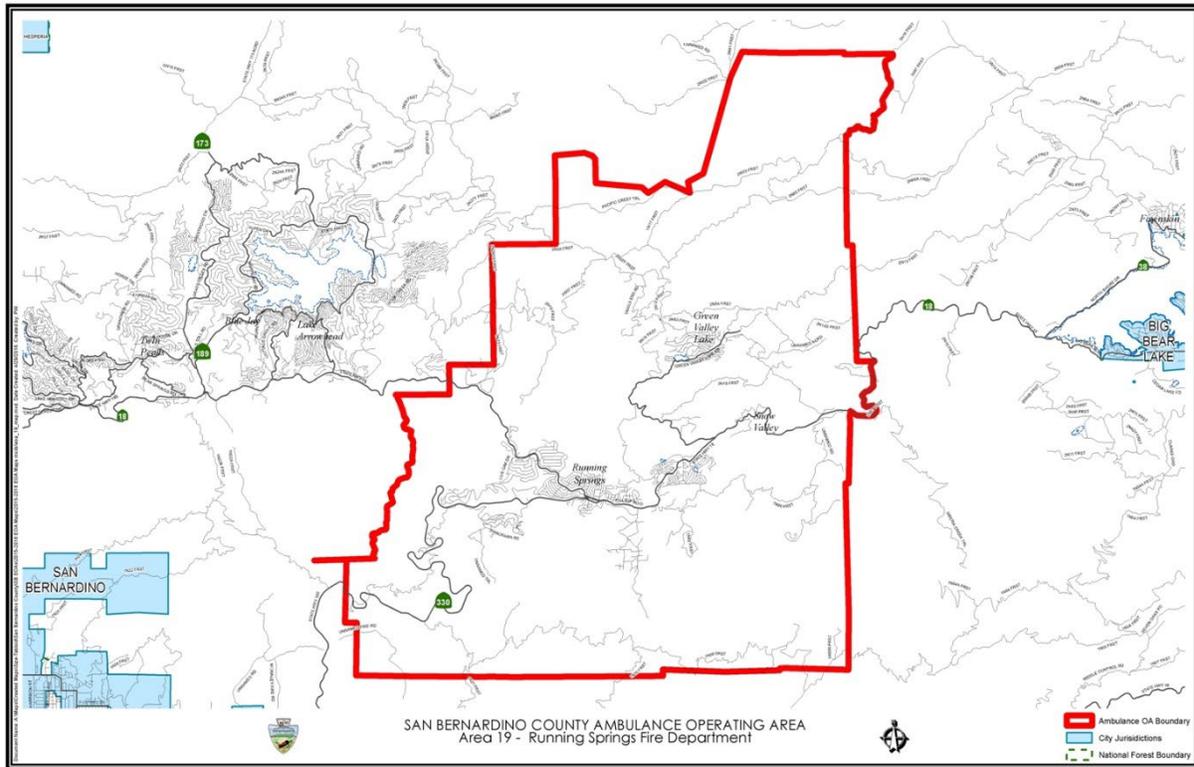
Exclusive Operating Area 17



Exclusive Operating Area 18

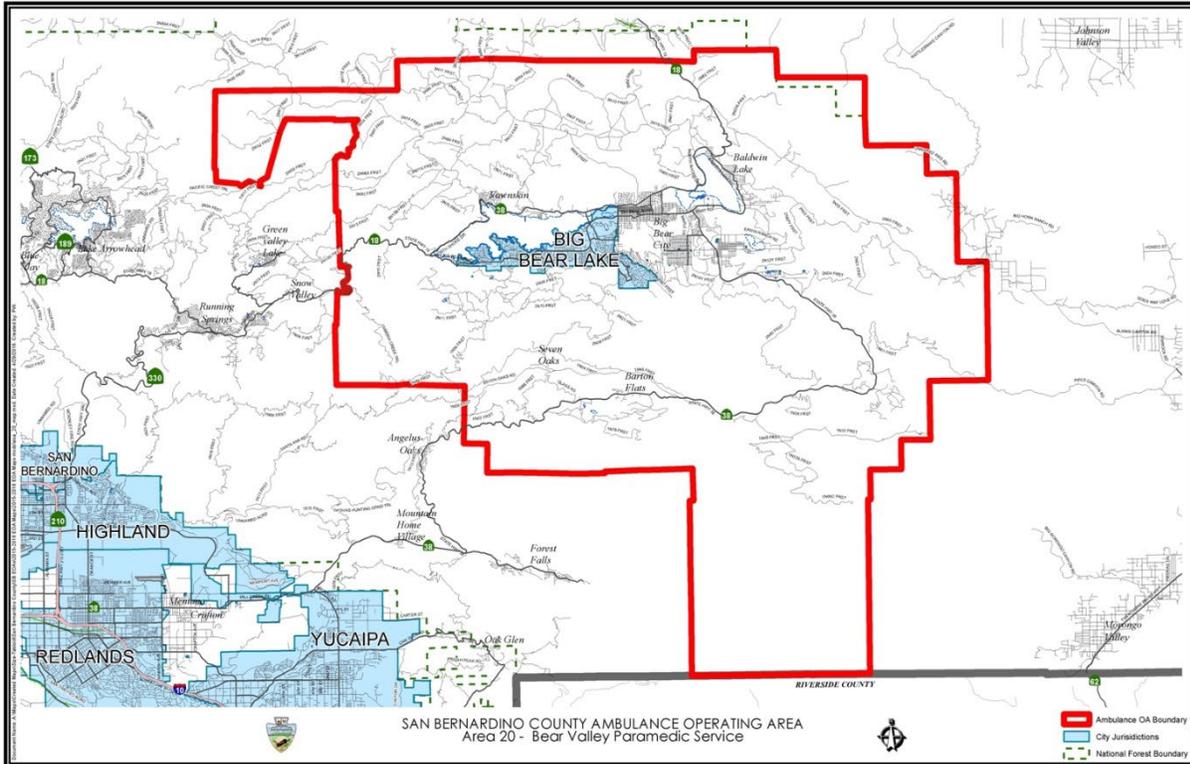


Exclusive Operating Area 19



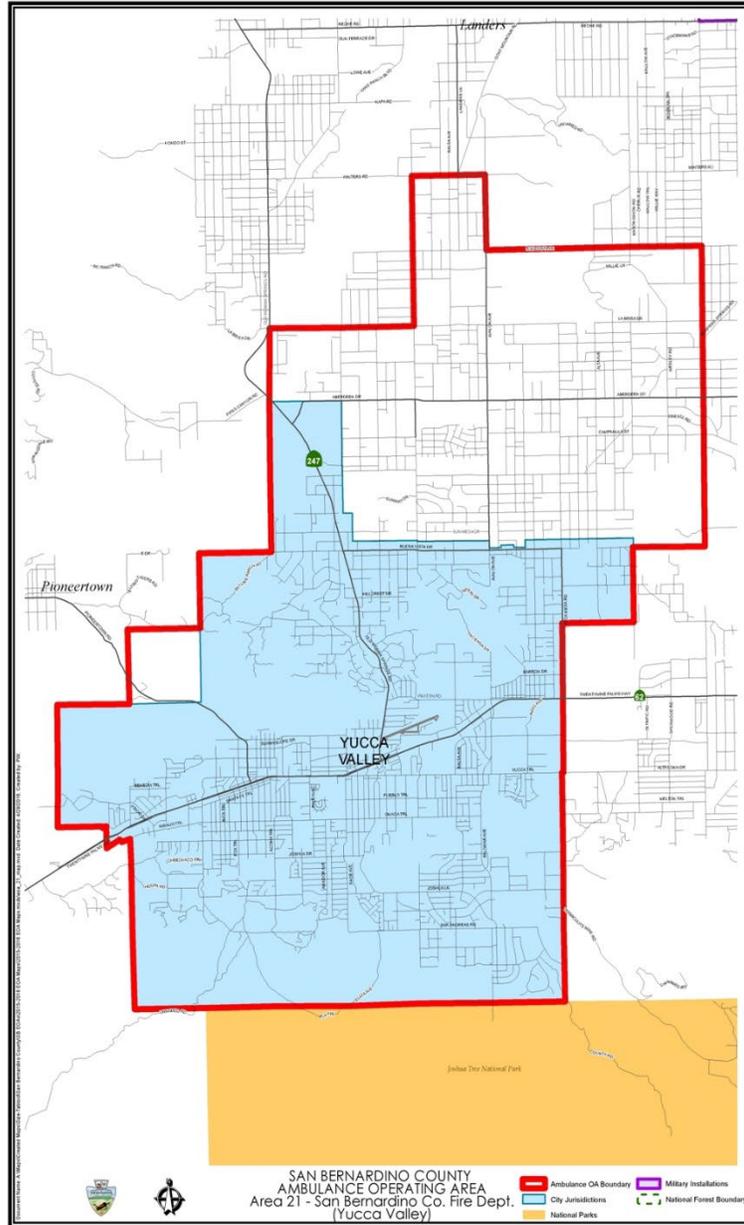
Provider Running Springs Fire Department has not provided data to ICEMA for year 2025.

Exclusive Operating Area 20

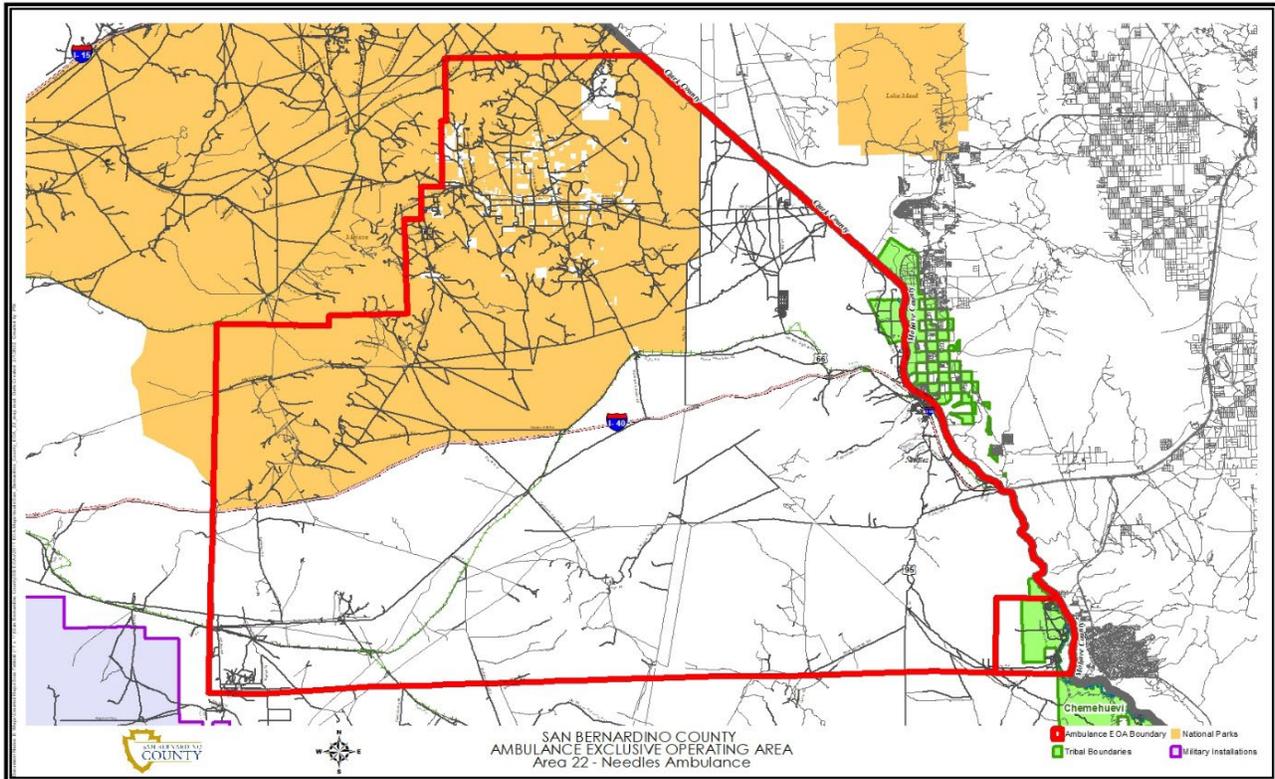


Provider Bear Valley Paramedics has not provided data to ICEMA for year 2025.

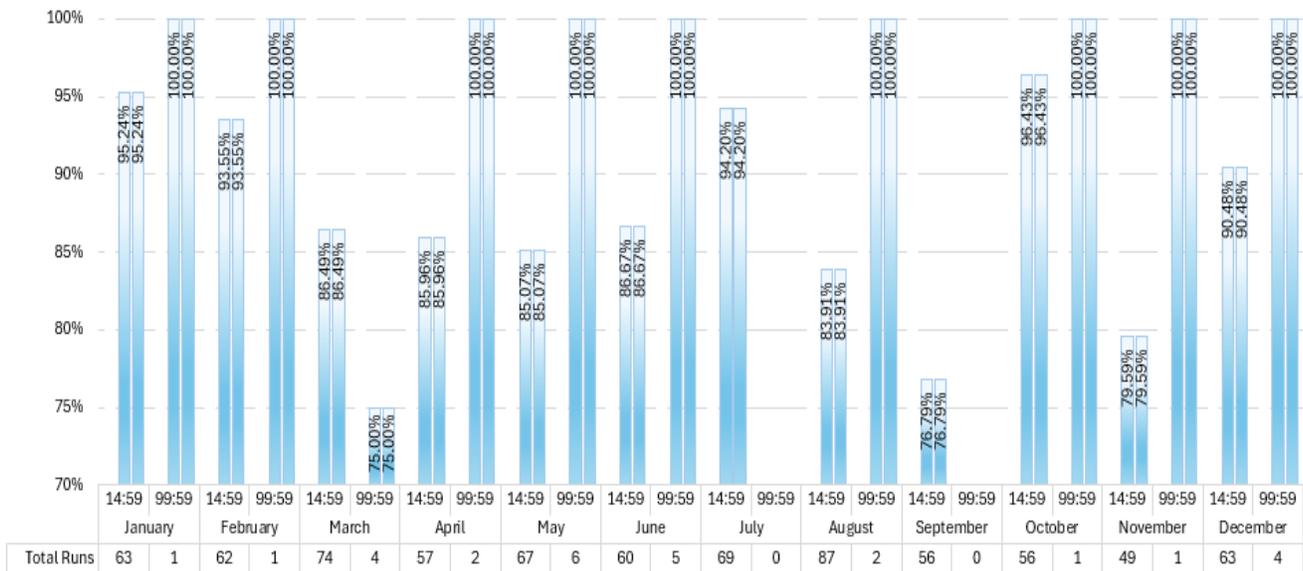
Exclusive Operating Area 21



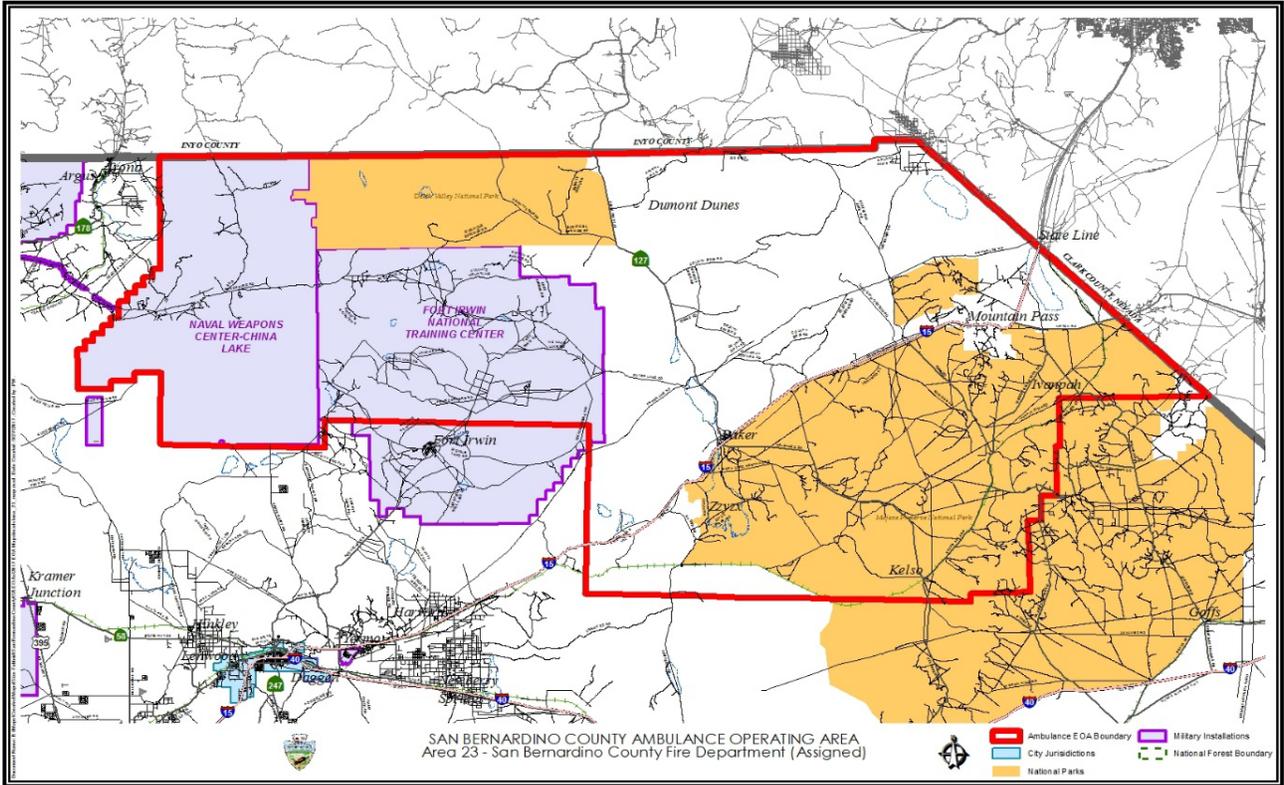
Exclusive Operating Area 22



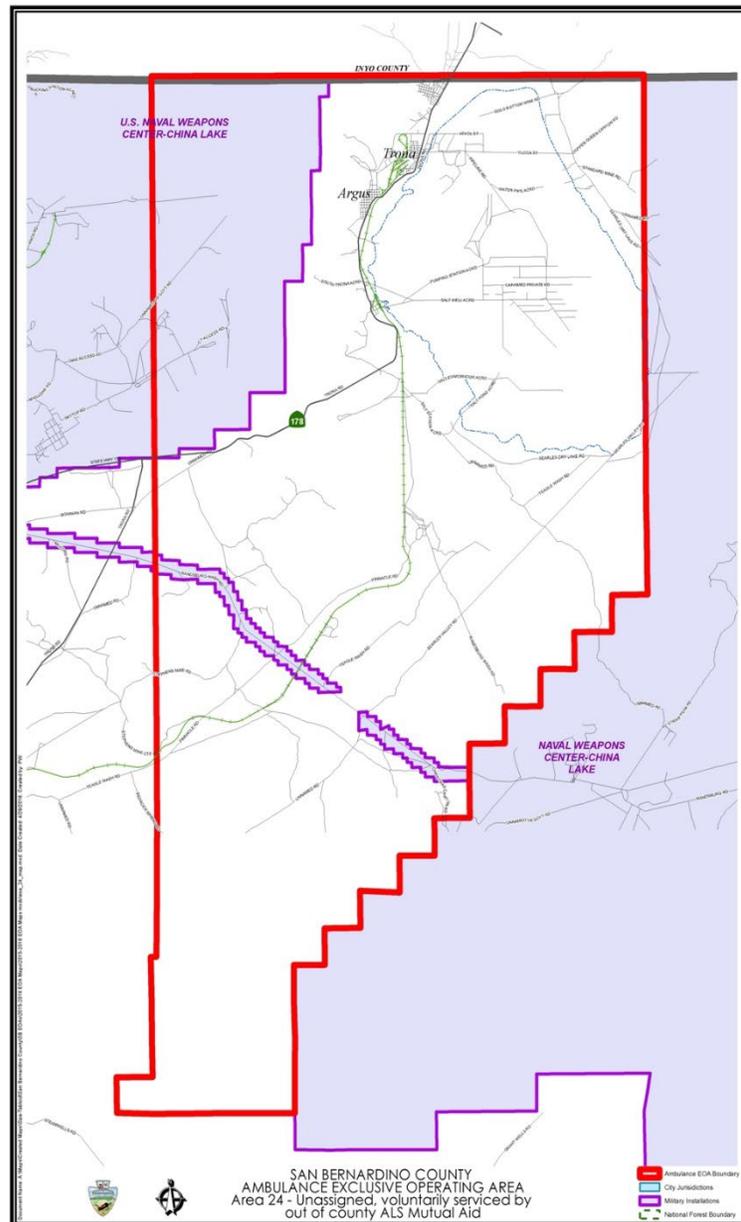
EOA 22 Response Time Performance by Month
2025



Exclusive Operating Area 23

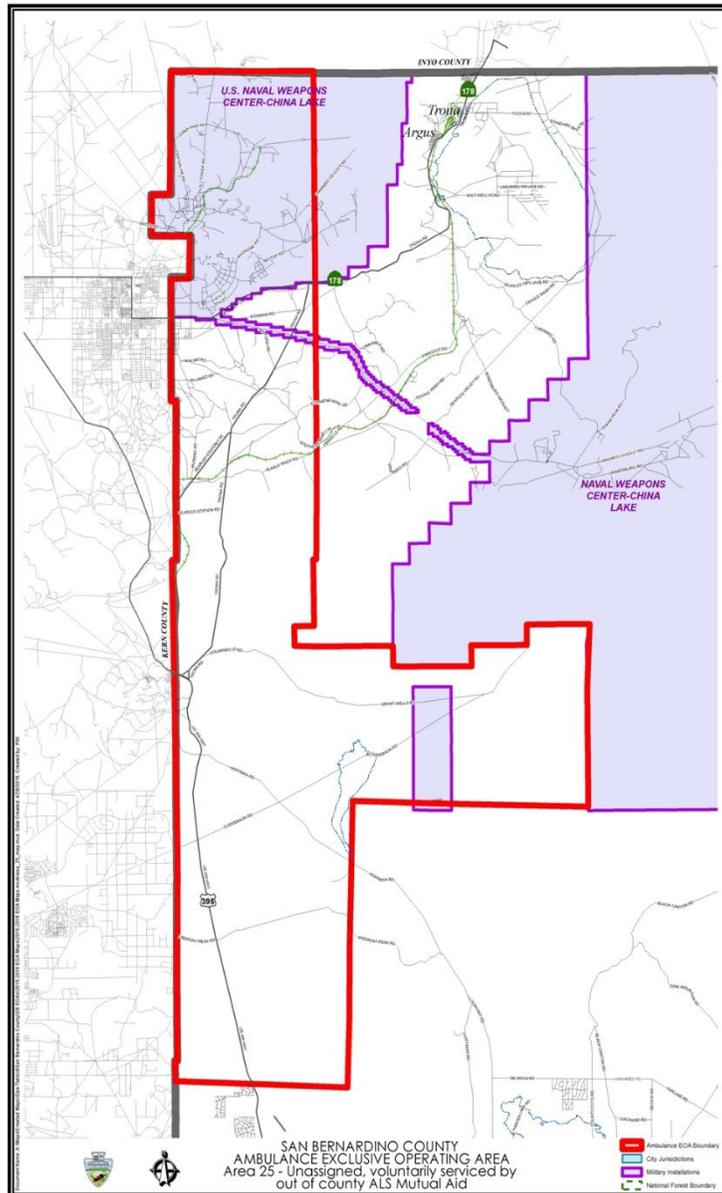


Exclusive Operating Area 24



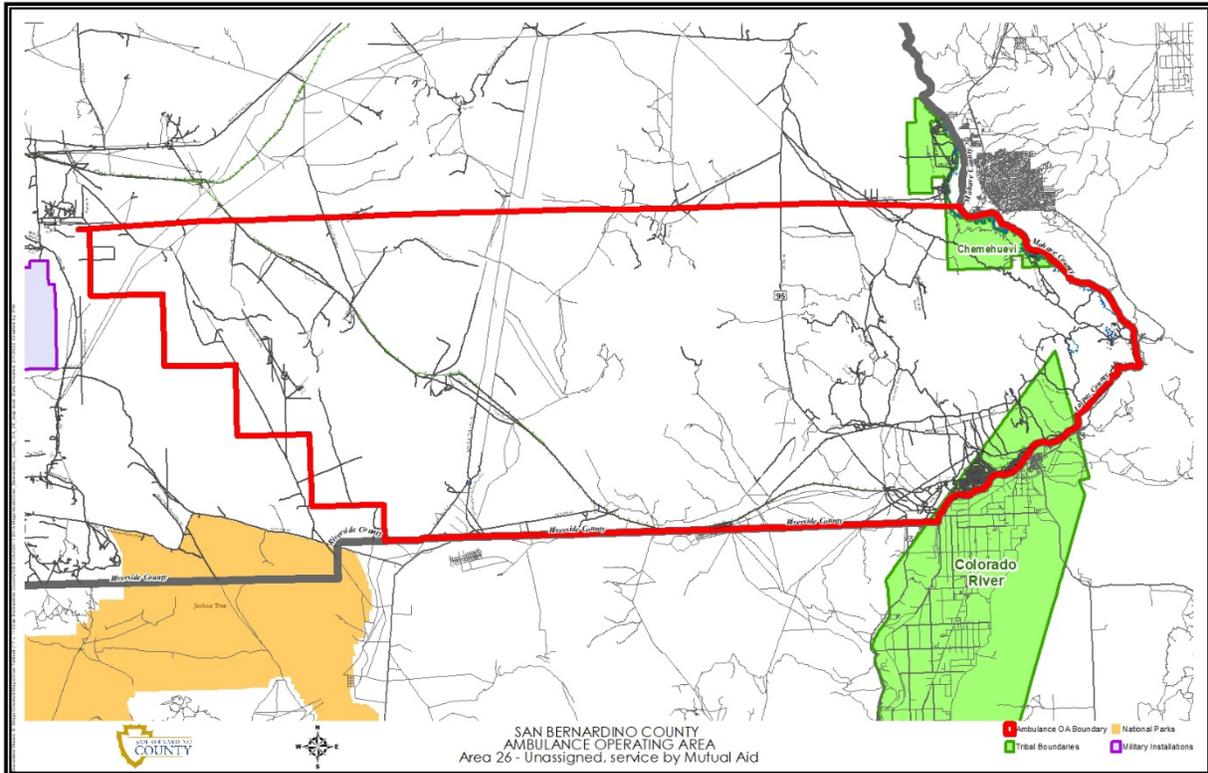
EOA 24 received no responses on ALS provider January 2007 RFP and is currently not assigned to an exclusive provider. EOA transportation is provided by an out of county ALS Mutual Aid provider who is not reporting performance data to ICEMA.

Exclusive Operating Area 25



EOA 25 received no responses on ALS provider January 2007 RFP and is currently not assigned to an exclusive provider. EOA transportation is provided by an out of county ALS Mutual Aid provider who is not reporting performance data to ICEMA.

Exclusive Operating Area 26



EOA 26 received no responses on ALS provider January 2007 RFP and is currently not assigned to an exclusive provider. EOA transportation is provided by a Mutual Aid provider who is not reporting performance data to ICEMA.