



**SAN JOAQUIN**  
COUNTY  
*Greatness grows here.*



## EMERGENCY MEDICAL SERVICES AGENCY

**Jared Bagwell**, *Director*

**Dr. Katherine Shafer MD**, *EMS Medical Director*

### Memorandum

**TO:** All Interested Parties

**FROM:** Leon Brown, MBA, EMS Analyst

**DATE:** September 26, 2025

**SUBJECT:** American Medical Response (AMR) Exclusive Operating Area Ambulance Compliance Report

This EMS Agency Report on the Exclusive Operating Area Zone X and the contract compliance for the Emergency Ambulance Provider American Medical Response (AMR) for the months of July and August 2025, provides an in-depth review of AMR's response time performance. The performance agreement between SJCEMSA and AMR establishes accountability for meeting specific response time standards and provides the SJCEMSA with complete access to data and information on AMR's operational, clinical, and administrative performance.

SJCEMSA reviews each late response correction or exemption to determine if a delay in response is attributable to factors outside of the control of the ambulance service provider. Approved exemption requests are not included in response time compliance calculations for the assessment of fines. SJCEMSA ensures transparency by including in this report response time performance with and without, the application of exemptions for late responses.

While this report provides detailed response time compliance information for each of the six X-Zones, it is important to note that ninety percent (90%) of the urban Red Lights and Siren (RLS) calls, when combining data for all X-Zones, have an average response time of eight minutes and forty-four seconds during the two-month period. This response performance is achieved without considering any late exemption requests.

The complete compliance report for July and August 2025 may be viewed or downloaded from the SJCEMSA website: <http://www.sjgov.org/departments/ems>

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Response Time Compliance - Red Lights and Siren (RLS)

	Jul 2025				
Population Density	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
	Compliance Calc Incidents			Yes	No
SJ ZONE X-21	438	34	92.24%	X	
SJ ZONE X-22	156	15	90.38%	X	
SJ ZONE X-23	314	40	87.26%		X
SJ ZONE X-24	1326	103	92.23%	X	
SJ ZONE X-25	1475	127	91.39%	X	
SJ ZONE X-26	532	38	92.86%	X	
All Zones Combined	4241	357	91.58%		
* Minimum of 100 responses used for calculation of compliance. See below for calculation of rolling compliance zones.					

Rolling Compliance Zones Requiring Multiple Months to Attain > 100 RLS Responses

			Jul 2025			
Rolling Population Density (with Multiple Months for 100 Call Min)	Rolling Compliance Period From	Rolling Compliance Period Through	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant
	CP Start	CP End	Compliance Calc Incidents			Yes No
CP Start = Compliance Period Start Date CP End - Compliance Period End Date				Compliance Calc Incidents = Total Incident Count used in compliance calculations		

Exclusive Emergency Ambulance Provider  
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American Medical Response

Response Time Compliance - No Red Lights and Siren (NRLS)

	Jul 2025				
Population Density	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
	Compliance Calc Incidents			Yes	No
SJ ZONE X-21	275	7	97.45%	X	
SJ ZONE X-22	66	0	100.00%	---	---
SJ ZONE X-23	171	4	97.66%	X	
SJ ZONE X-24	771	39	94.94%	X	
SJ ZONE X-25	811	32	96.05%	X	
SJ ZONE X-26	234	2	99.15%	X	
All Zones Combined	2328	84	96.39%		
* Minimum of 100 responses used for calculation of compliance. See below for calculation of rolling compliance zones.					

Rolling Compliance Zones Requiring Multiple Months to Attain > 100 NRLS Responses

			Jul 2025				
Rolling Population Density (with Multiple Months for 100 Call Min)	Rolling Compliance Period From	Rolling Compliance Period Through	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
	CP Start	CP End	Compliance Calc Incidents			Yes	No
SJ ZONE X-22	Jun 2025	Jul 2025	135	1	99.26%	X	
CP Start = Compliance Period Start Date CP End = Compliance Period End Date				Compliance Calc Incidents = Total Incident Count used in compliance calculations			

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Response Time Compliance - Red Lights and Siren (RLS)

	Aug 2025				
Population Density	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
	Compliance Calc Incidents			Yes	No
SJ ZONE X-21	440	35	92.05%	X	
SJ ZONE X-22	181	11	93.92%	X	
SJ ZONE X-23	366	35	90.44%	X	
SJ ZONE X-24	1436	125	91.30%	X	
SJ ZONE X-25	1521	124	91.85%	X	
SJ ZONE X-26	515	50	90.29%	X	
All Zones Combined	4459	380	91.48%		
* Minimum of 100 responses used for calculation of compliance. See below for calculation of rolling compliance zones.					

Rolling Compliance Zones Requiring Multiple Months to Attain > 100 RLS Responses

	Aug 2025					
Rolling Population Density (with Multiple Months for 100 Call Min)	Rolling Compliance Period From	Rolling Compliance Period Through	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant
	CP Start	CP End	Compliance Calc Incidents			Yes No
CP Start = Compliance Period Start Date CP End = Compliance Period End Date				Compliance Calc Incidents = Total Incident Count used in compliance calculations		

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Response Time Compliance - No Red Lights and Siren (NRLS)

Aug 2025					
Population Density	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
	Compliance Calc Incidents			Yes	No
SJ ZONE X-21	247	5	97.98%	X	
SJ ZONE X-22	65	1	98.46%	---	---
SJ ZONE X-23	158	9	94.30%	X	
SJ ZONE X-24	788	44	94.42%	X	
SJ ZONE X-25	904	38	95.80%	X	
SJ ZONE X-26	234	4	98.29%	X	
All Zones Combined	2396	101	95.78%		
* Minimum of 100 responses used for calculation of compliance. See below for calculation of rolling compliance zones.					

Rolling Compliance Zones Requiring Multiple Months to Attain > 100 NRLS Responses

Aug 2025						
Rolling Population Density (with Multiple Months for 100 Call Min)	Rolling Compliance Period From	Rolling Compliance Period Through	Total Responses	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant
	CP Start	CP End	Compliance Calc Incidents			Yes No
SJ ZONE X-22	Aug 2025	Aug 2025	65	1	98.46%	---
CP Start = Compliance Period Start Date CP End = Compliance Period End Date				Compliance Calc Incidents = Total Incident Count used in compliance calculations		

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Response Time Compliance Report - Interfacility Transfer (IFT)

					Jul 2025			
Rolling Population Density (with Multiple Months for 100 Call Min)	Current Month Total	Rolling Total	Rolling Total Period From	Rolling Total Period Through	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
Priority	Compliance Calc Incidents	CP Responses	CP Start	CP End	Compliance Calc Incidents		Yes	No
IFT ALS	482	482	Jul 2025	Jul 2025	20	95.85%	X	
IFT CCT	50	50	Jul 2025		16	68.00%	---	---

Response Time Compliance Report - Interfacility Transfer (IFT)

					Aug 2025			
Rolling Population Density (with Multiple Months for 100 Call Min)	Current Month Total	Rolling Total	Rolling Compliance Period From	Rolling Compliance Period Through	Non-Compliant Non-Exempted Responses	Compliance Percentage	Compliant	
Priority	Compliance Calc Incidents	CP Responses	CP Start	CP End	Compliance Calc Incidents		Yes	No
IFT ALS	545	545	Aug 2025	Aug 2025	22	95.96%	X	
IFT CCT	55	105	Jul 2025	Aug 2025	37	64.76%		X
CP Start = Compliance Period Start Date CP End - Compliance Period End Date					Compliance Calc Incidents = Total Incident Count used in compliance calculations			

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Fines and Penalties Report		
Type of Penalty	Jul 2025	Aug 2025
Out of compliance response zones	\$15,000	N/A
Code 2 and Code 3 Late response minutes	\$3,660	\$4,250
ALS IFT or CCT-IFT Late response minutes	\$11,600	\$15,400
Out of compliance monthly response ALS-IFT or CCT-IFT	N/A	\$5,000
Failure to provide data	N/A	N/A
Preventable mechanical failure	N/A	N/A
Failure to meet staffing and clinical standards	N/A	N/A
Failure to Respond	N/A	N/A
Failure to submit documentation at hospital	N/A	N/A
Other minor breach	N/A	N/A
<b>Totals</b>	<b>\$30,260</b>	<b>\$24,650</b>

Exclusive Emergency Ambulance Provider  
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American Medical Response

Detailed Response Time Analysis without Exemptions Applied - RLS					
Jul 2025					
Population Density	Responses	Response Time Interval Maximum	Response Time Interval Mean	Std Deviation	Response Time Interval 90th Percentile
SJ ZONE X-21 URBAN	438	13:39	04:57	02:22	08:04
SJ ZONE X-22 URBAN	67	11:59	06:18	02:11	09:08
SJ ZONE X-23 URBAN	212	22:05	06:15	03:13	11:15
SJ ZONE X-24 URBAN	1326	22:40	05:34	02:31	08:29
SJ ZONE X-25 URBAN	1473	18:39	05:36	02:16	08:23
SJ ZONE X-26 URBAN	385	17:54	05:29	02:11	08:03
SJ ZONE X-22 SUBURBAN	17	16:25	08:31	03:25	11:07
SJ ZONE X-23 SUBURBAN	47	16:18	07:42	03:35	12:23
SJ ZONE X-26 SUBURBAN	27	20:22	07:26	04:03	11:50
SJ ZONE X-26 SUBURBAN-MODERATE	32	15:45	12:53	01:48	14:42
SJ ZONE X-22 RURAL	59	21:21	12:22	04:37	18:21
SJ ZONE X-23 RURAL	55	23:43	10:17	04:45	16:37
SJ ZONE X-25 RURAL	2	08:53	07:35	01:49	08:37
SJ ZONE X-26 RURAL	81	23:28	12:42	04:50	19:28
SJ ZONE X-22 WILDERNESS	13	25:56	13:02	06:56	22:15
SJ ZONE X-26 WILDERNESS	7	22:44	16:23	05:00	22:26
All Urban Compliance Areas	3901	22:40	05:33	02:26	08:26
All Suburban Compliance Areas	91	20:22	07:47	03:41	11:58
All Suburban-Moderate Compliance Areas	32	15:45	12:53	01:48	14:42
All Rural Compliance Areas	197	23:43	11:52	04:50	18:38
All Wilderness Compliance Areas	20	25:56	14:12	06:24	22:46
<b>Total Responses</b>	<b>4241</b>				



Exclusive Emergency Ambulance Provider  
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Detailed Response Time Analysis without Exemptions Applied - NRLS					
Jul 2025					
Population Density	Responses	Response Time Interval Maximum	Response Time Interval Mean	Std Deviation	Response Time Interval 90th Percentile
SJ ZONE X-21 URBAN	275	36:14	07:55	04:30	12:12
SJ ZONE X-22 URBAN	45	14:48	09:01	02:45	12:18
SJ ZONE X-23 URBAN	118	25:56	08:59	04:47	14:20
SJ ZONE X-24 URBAN	771	51:56	09:48	05:11	15:00
SJ ZONE X-25 URBAN	811	80:10	09:01	04:36	13:47
SJ ZONE X-26 URBAN	191	25:24	07:12	03:22	11:12
SJ ZONE X-22 SUBURBAN	4	14:31	11:05	02:19	13:16
SJ ZONE X-23 SUBURBAN	16	14:51	09:35	03:22	14:26
SJ ZONE X-26 SUBURBAN	6	13:48	10:20	02:57	13:34
SJ ZONE X-26 SUBURBAN-MODERATE	12	18:20	12:01	05:49	17:25
SJ ZONE X-22 RURAL	16	23:02	12:29	04:34	16:56
SJ ZONE X-23 RURAL	37	25:30	13:25	05:20	19:37
SJ ZONE X-25 RURAL		00:00	00:00	00:00	00:00
SJ ZONE X-26 RURAL	25	25:00	15:51	05:24	22:33
SJ ZONE X-22 WILDERNESS	1	25:10	25:10	00:00	25:10
SJ ZONE X-26 WILDERNESS		00:00	00:00	00:00	00:00
All Urban Compliance Areas	2211	80:10	09:00	04:45	14:11
All Suburban Compliance Areas	26	14:51	09:59	03:05	14:23
All Suburban-Moderate Compliance Areas	12	18:20	12:01	05:49	17:25
All Rural Compliance Areas	78	25:30	14:00	05:18	20:58
All Wilderness Compliance Areas	1	25:10	25:10	00:00	25:10
<b>Total Responses</b>	<b>2328</b>				

Exclusive Emergency Ambulance Provider  
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Detailed Response Time Analysis without Exemptions Applied - RLS					
Aug 2025					
Population Density	Responses	Response Time Interval Maximum	Response Time Interval Mean	Std Deviation	Response Time Interval 90th Percentile
SJ ZONE X-21 URBAN	440	26:13	05:07	02:34	07:52
SJ ZONE X-22 URBAN	99	17:07	06:13	02:25	08:44
SJ ZONE X-23 URBAN	220	15:23	05:44	02:39	09:36
SJ ZONE X-24 URBAN	1436	22:17	05:33	02:28	08:36
SJ ZONE X-25 URBAN	1521	20:07	05:22	02:20	08:17
SJ ZONE X-26 URBAN	361	15:50	05:26	02:23	08:16
SJ ZONE X-22 SUBURBAN	21	21:52	08:18	03:28	09:17
SJ ZONE X-23 SUBURBAN	69	16:16	06:54	02:52	10:45
SJ ZONE X-26 SUBURBAN	31	12:55	07:28	03:05	11:37
SJ ZONE X-26 SUBURBAN-MODERATE	46	18:09	12:31	02:16	15:03
SJ ZONE X-22 RURAL	47	22:22	11:16	04:27	17:36
SJ ZONE X-23 RURAL	77	24:21	10:39	04:54	17:41
SJ ZONE X-25 RURAL		00:00	00:00	00:00	00:00
SJ ZONE X-26 RURAL	75	29:38	13:09	05:02	19:25
SJ ZONE X-22 WILDERNESS	14	25:41	16:07	05:24	23:43
SJ ZONE X-26 WILDERNESS	2	20:11	16:42	04:55	19:29
All Urban Compliance Areas	4077	26:13	05:27	02:26	08:23
All Suburban Compliance Areas	121	21:52	07:17	03:03	11:22
All Suburban-Moderate Compliance Areas	46	18:09	12:31	02:16	15:03
All Rural Compliance Areas	199	29:38	11:44	04:57	18:47
All Wilderness Compliance Areas	16	25:41	16:12	05:12	23:14
<b>Total Responses</b>	<b>4459</b>				

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Detailed Response Time Analysis without Exemptions Applied - NRLS					
Aug 2025					
Population Density	Responses	Response Time Interval Maximum	Response Time Interval Mean	Std Deviation	Response Time Interval 90th Percentile
SJ ZONE X-21 URBAN	247	50:19	08:17	06:13	12:50
SJ ZONE X-22 URBAN	41	15:44	08:42	03:13	12:45
SJ ZONE X-23 URBAN	110	27:15	09:03	04:01	13:44
SJ ZONE X-24 URBAN	788	43:30	10:00	05:19	16:09
SJ ZONE X-25 URBAN	904	81:40	09:25	05:01	14:16
SJ ZONE X-26 URBAN	167	39:43	08:18	05:31	12:39
SJ ZONE X-22 SUBURBAN	2	14:03	11:51	03:05	13:36
SJ ZONE X-23 SUBURBAN	23	29:02	11:54	06:07	15:16
SJ ZONE X-26 SUBURBAN	14	16:34	11:33	02:53	14:02
SJ ZONE X-26 SUBURBAN-MODERATE	21	21:52	14:55	05:09	20:55
SJ ZONE X-22 RURAL	18	26:18	15:31	06:39	23:36
SJ ZONE X-23 RURAL	25	34:34	17:20	07:12	26:38
SJ ZONE X-25 RURAL		00:00	00:00	00:00	00:00
SJ ZONE X-26 RURAL	31	31:03	17:12	05:25	23:55
SJ ZONE X-22 WILDERNESS	4	24:10	19:30	05:58	24:09
SJ ZONE X-26 WILDERNESS	1	01:14	01:14	00:00	01:14
All Urban Compliance Areas	2257	81:40	09:23	05:16	14:42
All Suburban Compliance Areas	39	29:02	11:46	04:58	15:01
All Suburban-Moderate Compliance Areas	21	21:52	14:55	05:09	20:55
All Rural Compliance Areas	74	34:34	16:50	06:20	24:13
All Wilderness Compliance Areas	5	24:10	15:51	09:40	24:09
<b>Total Responses</b>	<b>2396</b>				

Exclusive Emergency Ambulance Provider  
Contract Compliance  
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Comparison of Compliance with and without Exemptions - RLS

	Jul 2025					
Population Density	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
SJ ZONE X-21	438	59	86.53%	438	34	92.24%
SJ ZONE X-22	156	30	80.77%	156	15	90.38%
SJ ZONE X-23	314	85	72.93%	314	40	87.26%
SJ ZONE X-24	1326	236	82.20%	1326	103	92.23%
SJ ZONE X-25	1475	263	82.17%	1475	127	91.39%
SJ ZONE X-26	532	81	84.77%	532	38	92.86%
<b>All Zones Combined</b>	<b>4241</b>	<b>754</b>	<b>82.22%</b>	<b>4241</b>	<b>357</b>	<b>91.58%</b>
* Minimum of 100 responses required for calculation. True compliance shown in rolling compliance zone tables.						

Comparison of Compliance with and without Exemptions - NRLS

	Jul 2025					
Population Density	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
SJ ZONE X-21	275	15	94.55%	275	7	97.45%
SJ ZONE X-22	66	0	100.00%	66	0	100.00%
SJ ZONE X-23	171	8	95.32%	171	4	97.66%
SJ ZONE X-24	771	53	93.13%	771	39	94.94%
SJ ZONE X-25	811	40	95.07%	811	32	96.05%
SJ ZONE X-26	234	2	99.15%	234	2	99.15%
<b>All Zones Combined</b>	<b>2328</b>	<b>118</b>	<b>94.93%</b>	<b>2328</b>	<b>84</b>	<b>96.39%</b>
* Minimum of 100 responses required for calculation. True compliance shown in rolling compliance zone tables.						

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Comparison of Compliance with and without Exemptions - RLS

	Aug 2025					
Population Density	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
SJ ZONE X-21	440	62	85.91%	440	35	92.05%
SJ ZONE X-22	181	28	84.53%	181	11	93.92%
SJ ZONE X-23	366	69	81.15%	366	35	90.44%
SJ ZONE X-24	1436	254	82.31%	1436	125	91.30%
SJ ZONE X-25	1521	237	84.42%	1521	124	91.85%
SJ ZONE X-26	515	93	81.94%	515	50	90.29%
<b>All Zones Combined</b>	<b>4459</b>	<b>743</b>	<b>83.34%</b>	<b>4459</b>	<b>380</b>	<b>91.48%</b>
	* Minimum of 100 responses required for calculation. True compliance shown in rolling compliance zone tables.					

Comparison of Compliance with and without Exemptions - NRLS

	Aug 2025					
Population Density	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
SJ ZONE X-21	247	9	96.36%	247	5	97.98%
SJ ZONE X-22	65	2	96.92%	65	1	98.46%
SJ ZONE X-23	158	12	92.41%	158	9	94.30%
SJ ZONE X-24	788	62	92.13%	788	44	94.42%
SJ ZONE X-25	904	48	94.69%	904	38	95.80%
SJ ZONE X-26	234	7	97.01%	234	4	98.29%
<b>All Zones Combined</b>	<b>2396</b>	<b>140</b>	<b>94.16%</b>	<b>2396</b>	<b>101</b>	<b>95.78%</b>
	* Minimum of 100 responses required for calculation. True compliance shown in rolling compliance zone tables.					

Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Comparison of Compliance with and without Exemptions - IFT

	Jul 2025					
Interfacility Transfers	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
IFT ALS	482	95	80.29%	482	20	95.85%
IFT CCT	50	25	50.00%	50	16	68.00%

Comparison of Compliance with and without Exemptions - IFT

	Aug 2025					
Interfacility Transfers	Total Responses	Number of Late Calls Prior to Exemptions	Compliance Prior to Exemptions	Total Responses Adjusted	Number of Late Calls After Exemptions Approved	Compliance After Exemptions
IFT ALS	545	105	80.73%	545	22	95.96%
IFT CCT	55	22	60.00%	55	21	61.82%

Exclusive Emergency Ambulance Provider  
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Exemption Request Reports

	Jul 2025		Aug 2025	
Types of Exemptions	Exemptions Approved	Exemptions Denied	Exemptions Approved	Exemptions Denied
Delays in transferring care in the emergency department	207	0	188	1
Inaccurate information provided from calling party	1	0	1	0
Material change in dispatch location after the initial dispatch is recorded as dispatched	1	0	2	0
Other – Good cause	147	0	142	1
Restricted freeway access	1	0	3	0
Unavoidable delay caused by unreported road construction	5	0	3	0

Exclusive Emergency Ambulance Provider  
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Zone Assist		
Population Density	Jul 2025	
	Ambulance Service Provider	#
SJ ZONE X-21	--	0
SJ ZONE X-22	--	0
SJ ZONE X-23	Manteca	1
SJ ZONE X-24	Manteca	1
SJ ZONE X-25	--	0
SJ ZONE X-26	Manteca	2

Zone Assist		
Population Density	Aug 2025	
	Ambulance Service Provider	#
SJ ZONE X-21	--	0
SJ ZONE X-22	--	0
SJ ZONE X-23	Manteca	3
SJ ZONE X-24	Manteca	1
SJ ZONE X-25	Manteca	3
SJ ZONE X-26	Manteca	5



Exclusive Emergency Ambulance Provider  
Contract Compliance  
American Medical Response

Out of County Mutual Aid

Date	Location	Ambulance Service Provider	Dispatch Determinant
08/11/2025	STOCKTON	AMR San Joaquin	26D00- Sick Person

Failure to Provide Data

Event Type	Jul 2025	Aug 2025
N/A		

Mechanical Report

Event Type	Date	Preventable
N/A		