



Request for Proposal

RFP-5926-26-KF

Emergency Medical Services (EMS) Billing, Claims Processing, and Revenue Cycle Management for the City of Grand Junction's Fire Department

Proposal Deadline

June 12, 2026, prior to 1:00 p.m. Mountain Daylight Time (MDT)

Electronic Submission Only

Proposals Must Be Submitted Exclusively Through BidNet Direct® – Rocky Mountain E-Purchasing System (RMEPS)

[🔗 https://www.bidnetdirect.com/colorado/city-of-grand-junction](https://www.bidnetdirect.com/colorado/city-of-grand-junction)

Important Notice

The City of Grand Junction does not control or administer vendor access to the BidNet® Direct system. Proposers are solely responsible for ensuring a successful submission. Technical assistance must be requested directly from BidNet at (800) 835-4603.

Virtual Solicitation Opening

All City solicitation openings will be conducted virtually. For meeting access and participation details, refer to Section 1.9.

Purchasing Agent Contact

Kathleen Franklin
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970-244-1513

Table of Contents

Section 1.0. Administrative Information & Conditions for Submittal	4
1.4. Purpose	4
1.9. Proposal Submission and Solicitation Opening	5
Section 2.0. General Contract Terms and Conditions	11
Section 3.0. Insurance Requirements	20
Section 4.0. Specifications and Scope of Services	23
4.8. Attachments	42
4.9. Online Reference Materials	42
4.10. Tentative Calendar of Events	42

Event and Details

Date

Solicitation Issued/Posted

May 13, 2026

Published via BidNet® Direct – Rocky Mountain E-Purchasing System (RMEPS)

Inquiry Deadline

May 27, 2026

All questions regarding this Solicitation must be submitted no later than 5:00 p.m. MDT.

Final Addendum Issued (if applicable)

May 29, 2026

Proposal Submission Deadline

June 12, 2026

Electronic submission via BidNet® Direct only, prior to 1:00 p.m. MDT.

Evaluation of Proposals

June 12–26, 2026

Internal review by City-appointed Evaluation Committee

Interviews (Phase I)

July 8–9, 2026

By invitation only; may be conducted virtually or in person.

Tentative interview schedule and time blocks:

- July 8, 2026 (9:30 a.m. – 4:00 p.m. MDT)
- July 9, 2026 (8:00 a.m. – 1:30 p.m. MDT)

Platform Demonstration (Phase II)

July 15–16, 2026

By invitation only; may be conducted virtually or in person.

Tentative demonstration schedule and time blocks:

- July 15, 2026 (8:00 a.m. – 11:00 a.m. MDT)

- July 16, 2026 (8:00 a.m. – 11:00 a.m. MDT)

Notice of Intent to Award (Tentative) August 5, 2026
 Subject to completion of evaluation, interviews, demonstrations, and any required negotiations.

City Council Approval August 19, 2026
 Contract award recommendation presented for City Council consideration and approval.

Contract Execution August 26, 2026
 Contingent upon all required approvals and funding availability.

Section 5.0. Preparation and Submittal of Proposals 44

Section 6.0. Evaluation Criteria and Factors 53

Section 7.0. Solicitation Response Form 60

 Receipt of Addenda 61

 Required Submittals 61

 Proposer Information and Authorization 61

 Subcontractor Disclosure 63

Section 1.0. Administrative Information & Conditions for Submittal

- 1.1. Americans with Disability Act (ADA) Compliance Mandate:** All documents produced and submitted in response to this solicitation shall comply with the requirements of HB21-1110, including §§24-85-101, C.R.S., et seq., and the Accessibility Standards for Individuals with a Disability established by the Colorado Office of Information Technology under §24-85-103(2.5), C.R.S.

All documents shall conform to the State of Colorado’s technology accessibility standards, including Level AA compliance with the most current version of the Web Content Accessibility Guidelines (WCAG), as adopted by the State.

- 1.2. Required Review:** The Proposer is responsible for thoroughly reviewing all solicitation documentation to gain a comprehensive understanding of the scope, specifications, project requirements, and all associated rules, regulations, laws, conditions, instructions, and procurement policies related to the solicitation process and the Project or Work outlined in this Request for Proposal (RFP).

- 1.3. Issuing Office:** This solicitation is issued by the City of Grand Junction, Colorado (“City”). The Purchasing Agent responsible for this procurement is:

Kathleen Franklin

kathleenf@gjcity.org

Except for pre-proposal or site visit meeting(s), all inquiries, concerns, clarifications, or communications regarding this solicitation—including those about the process, specifications, or project scope—must be submitted in writing to the Purchasing Agent. Any communication directed to other City personnel may result in the disqualification of the Proposer’s submission.

- 1.4. Purpose**

The City of Grand Junction, Colorado, is soliciting competitive proposals from qualified firms to provide comprehensive Emergency Medical Services (EMS) billing, claims processing, revenue cycle management, reporting, analytics, and related collection coordination services for the City of Grand Junction Fire Department (GJFD).

The City seeks a solution that supports operational efficiency, regulatory compliance, revenue integrity, transparency, and effective patient billing services.

A detailed description of the required Services, deliverables, and performance expectations is provided in Section 4.0. All Services shall be performed in accordance with the terms, conditions, and requirements set forth in the solicitation and incorporated into any resulting Contract.

- 1.5. Non-Mandatory Pre-Proposal Meeting:** No pre-proposal meeting will be conducted for the Solicitation.

Proposers shall rely on the information provided in the Solicitation, including all attachments, and are responsible for submitting any questions or requests for clarification in writing to the Purchasing Agent in accordance with Section 1.19.

- 1.6. The City:** The City will act by and through its authorized representative(s).
- 1.7. Compliance:** By submitting a proposal, the Proposer acknowledges and agrees to comply with all terms, conditions, requirements, and instructions contained in this solicitation, including any modifications issued through addenda. If a Proposer identifies any ambiguity, omission, or conflict within the solicitation documents that might affect its understanding of the requirements, the Proposer shall request clarification from the Purchasing Agent prior to the inquiry deadline. Failure to request clarification shall not relieve the Proposer of its obligation to comply fully with the requirements of the Contract.
- 1.8. Controlling Authority:** The 2024 version of the City [Procurement Policy](#) is controlling.

1.9. Proposal Submission and Solicitation Opening

Proposers shall prepare and submit Proposals in accordance with the requirements set forth in Section 5.0 – Preparation and Submission of Proposals. All proposals must comply with the formatting, content, and submission requirements identified therein.

A public virtual Solicitation opening will be conducted at the date and time identified below. During the opening, the City will publicly announce the names of the Proposers that submitted responses to the Solicitation.

Solicitation Opening:

RFP-5926-26-KF

Emergency Medical Services (EMS) Billing, Claims Processing, and Revenue Cycle Management for the City of Grand Junction’s Fire Department

Date/Time:

June 12, 2026, 1:00 p.m. (America/Denver)

Join the meeting from a computer, tablet, or smartphone:

[🔗 https://meet.goto.com/690155749](https://meet.goto.com/690155749)

Dial in using a phone:

Access Code: 690-155-749

United States: [+1 \(571\) 317-3112](tel:+15713173112)

Join using a video-conferencing room or system:

Meeting ID: 690-155-749

Dial in, or type: 67.217.95.2 or inroomlink.goto.com

Or dial directly: 690155749@67.217.95.2 or 67.217.95.2##690155749

Get the app now and be ready when the meeting starts:

[🔗 https://meet.goto.com/install](https://meet.goto.com/install)

- 1.10. Public Disclosure Notice:** Pursuant to the Colorado Open Records Act (CORA), all materials submitted in response to this solicitation shall be considered public records and may be subject to public disclosure, except for information specifically designated

as confidential, proprietary, or trade secret by the Proposer, and only to the extent permitted by law.

Upon award and execution of a contract, the solicitation file, including all responsive proposals, shall be available for public inspection in accordance with CORA and upon receipt of an [Open Records Request](#). This includes proposals submitted by the non-awarded Proposer(s).

Public disclosure is also subject to the applicable provisions of CORA in the event the solicitation or resulting project is canceled.

- 1.11. Public Disclosure Record:** If the Proposer knows its employee(s) or subcontractors have an immediate family relationship with a City employee or elected official, the Proposer must provide the Purchasing Agent with the name(s) of that/those individual(s). The individual(s) must file a "Public Disclosure Record" and/or a statement of financial interest before conducting business with the City.
- 1.12. Collusion Clause:** By submitting a proposal, each Proposer certifies that it is not involved in any collusive action(s) or activity(ies) that may violate applicable federal or state antitrust laws, rules, and/or regulations. Any proposal(s) found to have evidence or a reasonable belief of collusion among the Proposers will be rejected. At its discretion, the City reserves the right to accept future proposals for the same service(s) or work from participants identified in such collusion.
- 1.13. Gratuities and Kickbacks:** The Proposer(s) certifies that no gratuities, kickbacks, or contingent fees have been or will be offered, solicited, or paid in connection with this Proposal or any resulting Contract. This includes, but is not limited to, the offering or payment of commissions, gifts, or other considerations contingent upon a Contract's award. If the Contractor breaches this certification, the City reserves the right to terminate the Contract immediately without liability and may pursue all available legal remedies.
- 1.14. Ethics:** Proposers shall not offer, give, solicit, or accept gifts, favors, or anything of value to or from any employee, official, or agent of the City that could influence, or appear to influence, the procurement process. Additionally, the Proposer(s) shall not establish any business arrangement or financial relationship with any such individuals that may create a conflict of interest, impair impartiality, or undermine public trust. Any violation of this provision may result in disqualification from consideration, Contract termination, and potential legal consequences.
- 1.15. Alteration or Withdrawal of the Proposal:** Any modification, revision, or withdrawal of a Proposal must be initiated by the Proposer and received by the City through the designated electronic submission platform prior to the Proposal due date and time stated in the Solicitation.

After the submission deadline, no modifications, revisions, or withdrawals will be accepted. Proposals shall be considered final, complete, and binding upon the Proposer as of the submission deadline.

Submitted Proposals shall remain firm, valid, and binding for **one hundred eighty (180)** calendar days following the Proposal due date and may not be withdrawn during that period without the City's written consent.

- 1.16. Multiple Offers:** If a Proposer(s) submits more than one proposal, THE ALTERNATE PROPOSAL must be marked "ALTERNATE PROPOSAL." The City reserves the right to make the award in the City's best interest.
- 1.17. Exclusions:** The City shall not consider any proposal submitted orally, by telephone, email, or facsimile. Only proposals submitted under the requirements outlined in this Solicitation shall be accepted for evaluation.
- 1.18. Contract Documents:** The Contract Documents include this solicitation, the Proposer's submitted proposal and supporting documents, and any negotiations that are formally accepted by the City and memorialized in a written agreement. These documents collectively constitute a binding and enforceable Agreement ("Contract") between the City and the Proposer upon acceptance. The Contract represents the entire and integrated agreement between the City and the Proposer ("Parties") and supersedes all prior negotiations, representations, or agreements, whether written or oral. Any modifications or amendments to this Contract must be made through a duly executed Change Order or Contract amendment.
- 1.19. Questions Regarding Specifications or Scope of Services:** All requests for clarification or interpretation of the Specifications or Scope of Services must be submitted in writing via email to the Purchasing Agent no later than the inquiry deadline specified in the Solicitation. The City is under no obligation to respond to inquiries received after the deadline. Any response provided after the deadline shall be at the sole discretion of the City and, if issued, may be distributed by written Addendum.

The City expects Proposers to conduct a thorough review of the Solicitation and associated materials prior to submitting questions. The City reserves the right to decline to respond to questions that are repetitive, non-substantive, clearly addressed in the Solicitation, or generated through automated or artificial intelligence tools without meaningful proposer review and validation of the Solicitation materials.

- 1.20. Proposal Preparation Expenses:** All costs incurred by the Proposer in preparing, submitting, and presenting a proposal in response to this solicitation shall be the Proposer's sole responsibility and shall not be reimbursed by the City.
- 1.21. Acceptance of Proposal Content:** The Proposal selected by the City, if any, shall be incorporated into and become part of the final Contract Documents. The successful Proposer's failure to accept or fulfill the obligations outlined in the Contract may result in the cancellation of the award, and such Proposer may be disqualified from future solicitations.

Upon execution of the Contract between the Proposer and the City, the Proposer may be referred to as the "Agency," "Consultant," "Contractor," or "Firm" as applicable.

- 1.22. Addendum:** Official response to questions, clarifications, interpretations, corrections, modifications, or extensions to the proposal submission deadline shall be issued

exclusively by the Purchasing Agent through a written addendum. The authority to issue the addenda is vested solely in the Purchasing Division.

All addenda will be distributed electronically through the BidNet Direct Rocky Mountain E-Purchasing System at <https://www.bidnetdirect.com/colorado/city-of-grand-jefferson>. The Proposer(s) are responsible for monitoring this platform for issued addenda.

The Proposer(s) must acknowledge receipt of all addenda on the completed Solicitation Response Form located in Section 7.0., which must be submitted with the proposal.

- 1.23. Exceptions and Substitutions:** All proposals meeting the intent of this solicitation will be considered for award. A Proposer that takes exception to the stated specifications does so at the Proposer's risk. The City reserves the sole right to accept or reject any proposed exception(s), substitution(s), or alternative(s).

If the Proposer(s) wish to propose a substitution or alternative, it must:

- 1.23.1.** Clearly state each exception in a designated section of its proposal, specifying the affected requirement.
- 1.23.2.** Demonstrate how the proposed substitution or alternative meets or exceeds the stated intent and performance criteria of the original specification(s).

Failure to explicitly state exceptions shall be deemed an acknowledgment of full compliance with this solicitation and all its requirements. If awarded a Contract, the Proposer(s) shall be fully responsible for strict adherence to and performance following all terms, conditions, and specifications outlined in the Contract Documents.

- 1.24. Open Records and Confidential Material:** All materials submitted in response to this solicitation shall become public records and, upon Contract award, shall be subject to public inspection under the Colorado Open Records Act (CORA).

For the purposes of this provision, "**Proprietary or Confidential Information**" refers to information that is not generally known to competitors and provides a competitive advantage. The unrestricted disclosure of such information places it in the public domain, thereby eliminating any claim of confidentiality.

Proposers seeking to designate specific information as confidential or proprietary must:

- 1.24.1.** Clearly mark each page or section of the submission containing such information with the words "**Confidential Disclosure.**"
- 1.24.2.** Upload confidential information as a separate document.
- 1.24.3.** Provide a written explanation justifying the claim of confidentiality, including how disclosure would cause substantial harm to the Proposer's competitive position, consistent with CORA.

The City shall review all requests for confidentiality treatment. The final determination regarding whether materials qualify for confidential treatment rests solely with the City.

If a request for confidential treatment is denied, the Proposer may withdraw its Proposal or remove the contested confidential or proprietary information before the Proposal is made publicly available.

Notwithstanding the foregoing, the following materials shall not be considered confidential or proprietary under any circumstances:

- Cost or pricing information; or
- An entire Proposal submission.

Failure to comply with these requirements may result in the information being deemed public and subject to disclosure under CORA.

The City assumes no responsibility for protecting information not properly identified, designated, and submitted in accordance with this section.

1.25. Response Material City Ownership: All proposals submitted in response to this solicitation shall become the City's sole property upon receipt and will not be returned to the Proposer(s) except at the City's sole discretion. The City's rights are not affected by the selection, rejection, or disqualification of any proposal.

The City reserves the unrestricted right to use any concepts, ideas, or adaptations in any proposal received in response to this solicitation. This right extends to all proposals, regardless of the selection status, except where such use is expressly limited by properly designated and approved "Confidential Material" under Section 1.24.

Disqualification or non-selection of a proposal shall not limit or negate the City's rights under this provision.

1.26. Minimal Standards for Responsible Proposer(s): To be considered for an award, the Proposer(s) must affirmatively demonstrate its responsibility, qualifications, and capability to perform the work described in this solicitation. At a minimum, the Proposer must:

- 1.26.1.** Demonstrate the ability to comply with the required or proposed schedule. Proposers should submit documentation of comparable projects completed within the last two years, including:
 - 1.26.1.1.** A comparison of original schedules to actual completion dates
 - 1.26.1.2.** A brief explanation of methods used to manage timelines and mitigate delays
- 1.26.2.** Provide evidence of a satisfactory performance record on projects of similar size, complexity, and scope.
- 1.26.3.** Maintain a satisfactory track record of integrity, ethical practices, and regulatory compliance.
- 1.26.4.** Be fully qualified and otherwise eligible to receive an award and enter a legally binding Contract with the City.

1.26.5. Ensure full compliance with the requirements outlined in Section 5.0. – Preparation and Submittal of Proposals.

1.27. Disqualification of a Proposer: A Proposal will not be accepted from, nor shall a Contract be awarded to, any person, firm, consultant, corporation, or entity that is in arrears to the City on any debt or Contract or that has defaulted—as surety or otherwise—on any obligation to the City, or that is otherwise deemed to be irresponsible or unreliable.

Proposers may be required to submit satisfactory evidence demonstrating the Proposer’s responsibility, practical knowledge of the Project, and possession of the necessary financial and other resources to complete the proposed Services.

A Proposer and its Proposal may be disqualified for any of the following reasons, including but not limited to:

1.27.1. Submission of more than one Proposal for the same Services by an individual, firm, consultant, contractor, corporation, or entity, whether under the same or different name; and

1.27.2. Evidence of collusion among Proposers. Any participant found to be engaged in collusion shall be disqualified from consideration for future service or work with the City until reinstated as a qualified Proposer.

1.28. Taxes: The City is exempt from State, County, and Municipal Taxes and Federal Excise Taxes; therefore, all fees shall not include taxes.

1.29. Sales and Use Taxes: The Contractor and all subcontractors must obtain sales and use tax exemption certificates from the Colorado Department of Revenue. Proposals shall reflect the removal of Sales and Use Tax on materials, fixtures, and equipment.

1.30. Federal Taxpayer Identification Certificate: Successful Proposer(s) new to conducting business with the City must furnish a completed standard “Federal Taxpayer Identification Certificate (W-9)” before the Contract is executed. Additionally, the City reserves the right to request a current W-9 from established business relationships as necessary.

1.31. Cancellation of Solicitation: The City reserves the right to cancel this solicitation at any time or to reject any or all proposals, in whole or in part, when deemed to be in the best interest of the City.

1.32. Public Opening (Proposal Receipt Acknowledgement): The City will conduct a virtual proposal receipt acknowledgement immediately following the proposal submission deadline. Proposers, authorized representatives, and other interested parties may attend.

To ensure transparency and procedural integrity, all proposals received through BidNet® by the submission deadline will be formally acknowledged during the session. In accordance with the nature of a Request for Proposals, only the names of the entities submitting proposals will be announced. No proposal content, scoring information, or pricing details will be disclosed at this stage of the process.

Section 2.0. General Contract Terms and Conditions

- 2.1. Acceptance of Terms:** Submission of a proposal in response to this solicitation constitutes a binding offer by the Proposer, which shall be acknowledged in the Letter of Interest or Cover Letter. The individual signing the Letter must be legally authorized to bind the Proposer to contractual obligations. By submitting a proposal, the Proposer agrees to all requirements outlined in this solicitation, including compensation terms and compliance with all contractual, legal, and ethical obligations set forth herein.

If the Proposer's submission deviates in any way from the City's stated requirements, such variations must be clearly and thoroughly identified in the proposal. Failure to do so may be deemed a waiver of the right to request modifications to the terms of performance, except as explicitly specified within this solicitation.

- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be executed by duly authorized representatives of both the City and the Contractor. By executing the Contract, the Contractor represents that it has carefully examined the Contract Documents and is fully informed of the conditions, requirements, and constraints under which the Services are to be performed. The Contractor further represents that it has correlated its knowledge, experience, and professional judgment with the requirements of the Contract and has not relied upon any omissions or ambiguities in the Contract Documents.

The Contract Documents are intended to be complementary and shall be construed accordingly. Work or Services described in any portion of the Contract Documents shall be considered as if required by all. The intent of the Contract is to include all personnel, systems, data processing, reporting, and Services necessary to fully perform EMS billing, analytics, and collection coordination, regardless of whether such items are expressly stated.

- 2.3. Permits, Fees, and Regulatory Compliance:** The Contractor shall be responsible for obtaining and paying all permits, governmental fees, and licenses necessary for the performance of the Services. The Contractor shall provide all required notices and comply with all applicable federal, state, and local laws, ordinances, codes, rules, regulations, and orders of any public authority, including those of the City, governing the performance of the Services.

If the Contractor identifies any inconsistencies or conflicts between the Contract Documents and applicable legal or regulatory requirements, the Contractor shall promptly notify the City in writing. The City shall determine the appropriate resolution of such conflicts in its best interest.

If the Contractor performs any Services in a manner it knows to be non-compliant with applicable laws or regulations, without providing prior written notice to the City, the Contractor shall assume full responsibility for all resulting consequences and shall bear all costs associated with corrective actions, penalties, or damages.

The Contractor shall ensure compliance with all applicable EMS billing regulations, including but not limited to Centers for Medicare & Medicaid Services (CMS) billing

requirements, Medicare and Medicaid rules, payer-specific billing guidelines, and timely filing limits. The Contractor shall maintain current knowledge of regulatory changes and implement necessary updates to ensure ongoing compliance.

2.4. Responsibility for those Performing the Services: The Contractor shall be fully responsible for the acts and omissions of its employees, subcontractors, and any other individuals performing Services under the Contract.

2.5. Handling of Funds and Payment Processing: All payments received on behalf of the City shall be processed exclusively through the City's designated merchant account and banking system. The Contractor shall not establish, utilize, or direct payments through any Contractor-controlled merchant account, lockbox account, or alternative payment processing arrangement without the prior written approval of the City.

The Contractor shall provide full transparency into all payment processing activities, including daily deposit reconciliation, complete audit trails, and reporting of all transactions.

2.6. Compensation and Invoicing: The Contractor shall invoice the City **monthly** for Services performed, in accordance with the approved fee structure. Each invoice shall include sufficient detail to support the charges, including activity summaries, processed collections, and any applicable performance metrics tied to compensation.

The Contractor shall maintain complete and auditable financial records supporting all billing, collections, adjustments, and remittances. The City reserves the right to review and audit such records at any time.

2.7. Changes in the Services: The City may request changes to the Services within the general scope of the Contract, including additions, deletions, or other modifications. Such changes may result in adjustments to compensation or the performance schedule, as determined by the City.

The Contractor shall not proceed with any change unless and until it is authorized through a written Contract amendment fully executed by both Parties.

No change shall alter billing practices, fee structures, or data handling procedures without the City's prior written approval.

2.8. Minor Changes in the Services: The City may authorize minor changes to the Services that do not materially alter the scope of the Contract or affect the Contractor's compensation or performance schedule. Such changes shall be consistent with the intent of the Contract and may be communicated in writing by the City's authorized representative. Minor changes shall not require a formal amendment to the Contract.

2.9. Correction of Services: The Contractor shall perform all Services and provide all deliverables in accordance with generally accepted professional practices and with the level of skill, care, and diligence ordinarily exercised by qualified professionals performing similar Services.

If any Services or deliverables fail to conform to the requirements of the Contract, the Contractor shall promptly correct such deficiencies at no additional cost to the City.

The Contractor shall bear all costs associated with correcting non-conforming Services or deliverables, including any additional work required as a direct result of such deficiencies.

If the Contractor fails to promptly remedy any non-conformance, the City reserves the right to take corrective action and recover all related costs from the Contractor.

Non-conforming Services include, but are not limited to, billing errors, coding inaccuracies, payer misclassification, failure to comply with applicable regulatory requirements, or failure to meet established performance standards.

2.10. Acceptance Not Waiver: The City's acceptance, approval, or payment for any Services shall not relieve the Contractor of its obligation to perform the Services in accordance with the requirements of the Contract. Such acceptance, approval, or payment shall not constitute a waiver of any rights of the City or any claims arising from the Contractor's performance under the Contract.

2.11. Change Order or Amendment: No oral statement, representation, or course of conduct shall modify, change, or affect the terms, conditions, or requirements of the Contract.

Any modification to the Contract shall be valid only if set forth in a written amendment executed by duly authorized representatives of both Parties and approved in accordance with the City's established procedures. Such written amendment shall be the sole and exclusive method for altering the Contract.

2.12. Assignment: The Contractor shall not assign, transfer, or convey the Contract, in whole or in part, without the prior written approval of the City.

2.13. Compliance with Laws: The Contractor shall comply with all applicable federal, state, and local laws, regulations, ordinances, and requirements governing the performance of the Services under the Contract.

The Contractor represents and warrants that it is fully qualified to perform the Services and possesses all necessary authority, skills, experience, certifications, and licenses required by law, which shall be maintained in good standing throughout the term of the Contract.

2.14. Debarment or Suspension: The Contractor certifies that it is not currently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any federal, state, or local government contracting program.

2.15. Confidentiality: The Contractor shall maintain the confidentiality of all non-public information, including Protected Health Information (PHI), in accordance with HIPAA, HITECH, and all applicable federal and state privacy laws. The Contractor shall implement appropriate administrative, technical, and physical safeguards to protect such information and shall ensure that its employees, agents, and subcontractors comply with these requirements.

The Contractor shall promptly notify the City of any unauthorized access, use, or disclosure of such information in accordance with applicable law.

2.16. Conflict of Interest: No public official or employee of the City shall have any financial or personal interest, direct or indirect, in the Contract resulting from this Solicitation. The Contractor shall disclose any actual or potential conflicts of interest that could affect the performance of the Services and shall comply with all applicable laws and the City's policies regarding conflicts of interest.

2.17. Contract Termination: The City may terminate the Contract, in whole or in part, for its convenience upon thirty (30) days' written notice to the Contractor. The City may also terminate the Contract for cause in accordance with Section 2.32.

Upon termination or expiration of the Contract, the Contractor shall cease all Services except as directed by the City and shall take all actions necessary to protect the City's interests. The Contractor shall cooperate fully with the City to ensure an orderly transition of services, including the transfer of all data, records, accounts receivable information, and system access, as directed by the City.

The Contractor shall continue to perform all critical billing, collection, and reporting services necessary to maintain continuity of operations during any transition period, as directed by the City.

2.18. Employment Discrimination: During the performance of the Services, the Contractor agrees as follows:

2.18.1. The Contractor shall not discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, gender identity, sexual orientation, age, disability, national origin, marital status, veteran status, or any other status protected by applicable law, except where a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor's business applies. The Contractor shall post notices in conspicuous places, available to employees and applicants, setting forth the provisions of this nondiscrimination requirement.

2.18.2. All solicitations or advertisements for employees placed by or on behalf of the Contractor shall state that the Contractor is an Equal Opportunity Employer.

2.18.3. Compliance with applicable federal nondiscrimination laws, rules, and regulations shall be deemed sufficient to satisfy the requirements of this section.

2.19. Immigration Compliance: The Contractor certifies that it fully complies with the **Immigration Reform and Control Act of 1986** and all applicable federal, state, and local immigration laws. The Contractor shall not employ or subcontract with any individuals who are unauthorized to work in the United States during the performance of the Contract. Any violation of this requirement may result in the termination of the Contract and potential legal consequences.

2.20. Minimum Staffing and Service Levels: The Contractor shall maintain sufficient staffing, infrastructure, and system capacity to meet all service requirements and performance standards under the Contract. Failure to maintain adequate staffing or service capacity that results in delays, backlogs, or degradation in performance shall constitute a failure to perform under this Contract.

2.21. Failure to Perform: If the Contractor fails to fulfill any material obligation under this Contract, including, but not limited to, timely and accurate billing, regulatory compliance, required reporting, audit support, secure data handling, or coordination with City-designated collection agencies, the City may issue a written notice of cure specifying the deficiency and a reasonable period for correction.

Failure to adequately cure the deficiency within the specified time may result in the City obtaining substitute services from alternate sources. The Contractor shall be liable for any additional costs or damages incurred by the City as a result, including costs related to auditing, data reconciliation, or correcting non-compliant practices.

At the City's discretion, progressive corrective action may be applied, including written warnings, submission of a corrective action plan, or withholding of payments. However, if the failure materially compromises regulatory compliance, disrupts EMS revenue continuity, impairs audit readiness, or jeopardizes patient data integrity, the City may immediately suspend or terminate the Contract for cause without further opportunity to cure.

The Contractor shall provide full and timely audit support and shall fully cooperate with any internal, external, or regulatory audit related to EMS billing activities, system access, or financial records.

Failure to meet agreed-upon performance metrics, including but not limited to billing timeliness, denial rates, days in accounts receivable, or reporting accuracy, may constitute a failure to perform.

The City retains all rights and remedies available under this Contract and applicable law.

2.22. Failure to Enforce: The City's failure to enforce any provision of the Contract at any time shall not constitute a waiver of that provision or any other rights under the Contract. Such failure shall not affect the validity of the Contract or any part thereof, nor shall it preclude the City from enforcing any provision later.

2.23. Force Majeure: The Contractor shall not be liable for failure to perform its contractual obligations due to events beyond its reasonable control, including but not limited to strikes, fires, riots, civil disturbances, acts of God, pandemics, cyber incidents, or other unforeseen events.

The Contractor shall provide prompt written notice to the City of any such event affecting performance and shall take all reasonable steps to mitigate delays or disruptions and resume full performance as soon as practicable.

Notwithstanding a force majeure event, the Contractor shall maintain continuity of critical data systems, billing operations, and data protection measures to the maximum extent practicable and in accordance with its business continuity and disaster recovery capabilities.

2.24. Indemnification: The Contractor shall defend, indemnify, and hold harmless the City, along with its officers, employees, insurers, and self-insurance pool, from and against any and all liabilities, suits, actions, claims, demands, damages, losses, or expenses of any kind, including attorney's fees, arising out of or related to any injuries,

damages, or losses to persons or property caused by the negligent act, error, omission, or fault of the Contractor, its agents, employees, subcontractors, or suppliers in the execution or performance of the Contract.

The Contractor shall be responsible for satisfying any judgment, settlement, or associated costs incurred by or awarded against the City due to such claims. This indemnification obligation shall survive the termination or expiration of the Contract.

2.25. Independent Contractor: The Contractor is and shall remain an independent contractor in all respects under the Contract. Neither the Contractor nor its employees, agents, or subcontractors shall be considered employees, representatives, or agents of the City for any purpose.

The City assumes no liability for any negligence, misconduct, or other wrongful acts committed by the Contractor, its employees, agents, or subcontractors. The Contractor is solely responsible for all applicable taxes, including federal and state income taxes, unemployment taxes, Social Security contributions, and any other required withholdings.

Additionally, the Contractor is not entitled to any benefits the City provides to its employees, including but not limited to health insurance, retirement benefits, or Workers' Compensation coverage.

2.26. Services, Work Product and City Ownership: All records, documents, data sets, reports, templates, system outputs, analytics, dashboards, billing files, financial summaries, correspondence, and any other deliverables or work products generated, prepared, compiled, or maintained by the Contractor under this Contract—including those stored or processed electronically—shall be the sole and exclusive property of the City upon creation or receipt.

Such materials include, but are not limited to:

- EMS billing records and claim files
- Revenue and collection reports
- Data visualizations, coding frameworks, and analysis summaries
- Correspondence and communications conducted on behalf of the City
- Any materials derived from or involving patient data, protected health information (PHI), or City-provided systems

The Contractor shall have no ownership or proprietary interest in any such work product. The Contractor is granted a limited, non-exclusive right to use such materials solely for the purpose of performing Services under this Contract. All rights not expressly granted are reserved by the City.

All information, datasets, patient files, system configurations, and access credentials provided by the City to the Contractor, whether in raw or processed form, shall remain the exclusive property of the City and shall be handled in strict compliance with HIPAA and all applicable confidentiality requirements. Such information shall not be:

- Used for any purpose outside the performance of this Contract
- Disclosed to third parties without the City's prior written consent

- Retained beyond the retention period specified by law or the Contract

Upon expiration or termination of the Contract, the Contractor shall promptly return or securely destroy all City data, as directed in writing by the City, and shall provide such data in a format reasonably requested by the City to ensure continuity of operations.

The Contractor shall not assert any lien, claim, or ownership interest in accounts receivable, billing records, or collected funds.

- 2.27. Patents and Copyrights:** The Contractor shall indemnify, defend, and hold harmless the City, its officers, employees, and agents from and against any and all claims, damages, losses, liabilities, and expenses, including attorneys' fees, arising out of or resulting from any actual or alleged infringement of any patent(s), copyright(s), trademark(s), or other form of intellectual property rights infringement in connection with the performance of the Services under this Contract.

In the event of any such claim, the Contractor shall, at its own expense and at the City's option, either: (i) procure for the City the right to continue using the affected materials; (ii) modify or replace the materials so they become non-infringing while maintaining equivalent functionality; or (iii) remove the infringing materials and refund any amounts paid for such materials or services.

The Contractor shall be responsible for resolving any such claims in a manner acceptable to the City.

- 2.28. Governing Law and Venue:** The Contract and any agreement resulting from this solicitation shall be deemed to have been made in and shall be governed by and construed and interpreted by, the laws of the State of Colorado and applicable ordinances of the City of Grand Junction, Mesa County, Colorado.

The venue for any action arising out of or relating to the Solicitation or Contract shall be in the District Court for the 21st Judicial District, Mesa County, Colorado.

- 2.29. Order of Precedence:** In the event of a conflict between the Contract and any incorporated or referenced documents, the provisions of the Contract shall govern and control. In the event of a conflict between City-issued documents and the Contractor's proposal or other submitted materials, the City-issued documents shall govern.

- 2.30. Sovereign Immunity:** The City expressly reserves and asserts all rights, privileges, and defenses available under Colorado's Governmental Immunity Act, C.R.S. § 24-10-101 *et seq.*, as well as all applicable case law interpreting and construing the same. Nothing in this solicitation or any resulting Contract award shall be construed as a waiver of the City's sovereign immunity.

- 2.31. Public Funds and Non-Appropriation of Funds:** Payment for services under this Contract is contingent upon funds appropriated by the City's approved budget for the applicable fiscal year. Under Colorado law, public funds cannot be obligated or expended beyond the fiscal year for which a budget has been approved.

Accordingly, any contractual commitments extending beyond the fiscal year are subject to future budget approvals. This Contract shall include a non-appropriation of

funds clause, ensuring compliance with Colorado law. If funds are not appropriated for subsequent fiscal years, the City reserves the right to terminate the Contract without penalty or liability.

2.32. Performance of the Contract: In the event of a breach or default, the City reserves the right to enforce the terms of the Contract through any legal or equitable means deemed in the City's best interest. The City may pursue all available remedies as prescribed by law to ensure compliance with the contractual obligations.

2.33. Default: The City may declare the Contractor in default if the Contractor materially breaches any obligation under the Contract, including failure to perform Services in a timely, competent, or professional manner; failure to comply with Contract requirements, administrative procedures, or reporting obligations; or violation of applicable laws, regulations, or Contract terms.

Except where the breach presents an immediate risk to public health, safety, regulatory compliance, or the City's operations, the City shall provide written notice of default and a reasonable opportunity to cure.

If the Contractor fails to cure the default within the time specified, the City may take corrective action, including procuring substitute services, and the Contractor shall be liable for all resulting costs, damages, and losses.

Material failure to comply with billing regulations, data security requirements, or audit obligations shall constitute a default.

These remedies are cumulative and in addition to all other rights and remedies available to the City under the Contract, at law, or in equity

2.34. Piggyback: Contracts resulting from this solicitation are primarily intended for the City. However, upon mutual agreement between the awarded Contractor and other governmental entities, the Contract may be extended for use by additional agencies, subject to the specifications, terms, conditions, and pricing established in the original agreement.

Each participating governmental entity shall establish its own separate Contract with the Contractor, issue its own purchase orders, be invoiced directly, make its own payments, and provide its own tax exemption certificates, if applicable.

It is expressly understood that the City is not a party to any Contract formed between the Contractor and any other governmental entity under this provision. The City assumes no liability for any obligations, costs, or damages incurred by any other entity utilizing this Contract.

2.35. Definitions: Unless otherwise stated, the following definitions shall apply throughout this solicitation and any resulting Contract. Additional terms may be defined within specific sections or added as necessary to clarify intent and ensure consistency in interpretation.

2.35.1. "Accounts Receivable (AR)" means all outstanding charges, claims, or balances associated with EMS services billed on behalf of the City, including amounts pending payer adjudication or patient payment

- 2.35.2.** “Agency,” “Consultant,” “Contractor,” or “Firm” refers to the individual, organization, business entity, or other legal entity identified in the proposal and throughout the Contract. This term includes the Contractor’s authorized representatives, employees, subcontractors, and agents responsible for fulfilling the obligations of the Contract.
- 2.35.3.** “Business Associate” means a person who creates, maintains, or transmits protected health information on behalf of a Covered Entity to accomplish a task regulated by HIPAA and not as a member of the Covered Entity’s workforce. A Business Associate shall include, but is not limited to, a non-workforce person/entity who performs data processing/analysis/transmission, billing, benefit management, quality assurance, legal, actuarial, accounting, administrative, and/or financial services on behalf of the Covered Entity involving protected health information. A Business Associate also includes a subcontractor.
- 2.35.4.** “City” means and refers to the City of Grand Junction, Colorado, including its departments, officials, employees, and authorized representatives.
- 2.35.5.** The “Contract Sum” refers to the total amount payable by the City to the Contractor for the full and satisfactory completion of the required Services. This sum includes all materials, labor, equipment, services, and any other obligations specified in the Contract Documents.
- The Contract Sum may be structured as a Fixed Lump Sum, Guaranteed Maximum Price (GMP), or a Not-to-Exceed amount, as defined in the Contract Documents. Any modifications to the Contract Sum shall be made under the provisions of the Contract and must be duly authorized by both Parties.
- 2.35.6.** “Covered Entity” means a health plan, a health care clearinghouse, and/or a health care provider who transmits any health information in electronic form in connection with an activity regulated by HIPAA.
- 2.35.7.** A “Deliverable” refers to any tangible or intangible work product, report, document, presentation, or other output the Contractor is required to produce as part of the Services. Deliverables must fully comply with all applicable accessibility laws and standards, including:
- The Americans with Disabilities Act (ADA)
 - HB21-1110, requiring compliance with §§24-85-101, C.R.S., and subsequent sections
 - The Accessibility Standards for Individuals with a Disability, established by the Colorado Office of Information Technology under §24-85-103(2.5), C.R.S.
 - The State of Colorado's technology standards, including Level AA conformity with the latest iteration of the Web Content Accessibility Guidelines (WCAG)

All deliverables must adhere to these legal and technical requirements to ensure accessibility for individuals with disabilities.

- 2.35.8.** “Designated Record Set” means all records, including medical, enrollment, billing, payment, claims, and/or case management, maintained by and/or for a Covered Entity.
- 2.35.9.** “HIPAA” means the Health Insurance Portability and Accountability Act of 1996, as in effect and/or as amended.
- 2.35.10.** “Key Personnel” refers to the designated individual(s) from the Contractor, Consultant, or Firm who are essential to the successful execution and completion of the Services. These individuals possess specialized skills, knowledge, or experience critical to fulfilling the scope of work outlined in the Contract. Any changes to Key Personnel may require prior approval from the City, as specified in the Contract Documents.
- 2.35.11.** “Net Collections” shall mean all payments received from patients, insurers, and third-party payers for EMS services, excluding refunds, charge reversals, and write-offs approved by the City. Net Collections shall not include amounts that are subsequently refunded or reversed for any reason.
- 2.35.12.** “Proposer” refers to the individual or entity legally authorized by the Contractor, Firm, or Consultant to submit a proposal in response to this solicitation. This includes submitting pricing or fee proposals and making formal offers on behalf of the proposing entity.
- 2.35.13.** “Project” or “Work” refers to the endeavor outlined in this solicitation that encompasses the required product, service, or deliverable specified in the Contract Documents.
- 2.35.14.** “Protected Health Information” or “PHI” means individually identifiable health information transmitted and/or maintained in any form.
- 2.35.15.** “Services” include all labor, materials, equipment, and professional expertise necessary to complete the Work and fulfill the requirements outlined in the Contract Documents.
- 2.35.16.** “Subcontractor” refers to any individual, entity, or organization with a direct contractual agreement to perform a portion of the Services under the Contract. The term “Subcontractor” includes the subcontractor’s authorized representatives.

Section 3.0. Insurance Requirements

At its own expense, the successful Contractor shall procure and maintain, for the duration of the Contract, comprehensive insurance policies with insurers rated A- or better by A.M. Best, authorized to do business in Colorado, and in forms acceptable to the City. Coverage shall be sufficient to satisfy all liabilities, claims, demands, and obligations arising out of the Contractor’s performance of Services under the Contract.

This insurance coverage shall meet or exceed any additional insurance requirements imposed by the Contract or by law. The Contractor's failure to procure or maintain adequate coverage, in the required amounts, duration, or types, shall not relieve the Contractor of any liabilities or obligations assumed under the Contract. Furthermore, the Contractor shall ensure that all such insurance remains in full force and effect throughout the term of the Contract.

The Contractor shall require and ensure that any subcontractors maintain insurance meeting these same requirements. The required coverage must be maintained continuously to address all liabilities, claims, demands, and obligations assumed by the Contractor under the Contract. To ensure continuous coverage, the Contractor shall obtain and maintain appropriate retroactive dates and extended reporting periods for any claims-made insurance policies. Unless otherwise specified in the Special Conditions, the minimum coverage limits shall be as follows.

(a) **Commercial General Liability**

ONE MILLION DOLLARS (\$1,000,000) for each occurrence, and

TWO MILLION DOLLARS (\$2,000,000) general aggregate.

Coverage shall include bodily injury, property damage, personal injury, blanket contractual liability, products/completed operations, and separation of insureds.

(b) **Professional Liability (Errors and Omissions)**

ONE MILLION DOLLARS (\$1,000,000) per claim, and

TWO MILLION DOLLARS (\$2,000,000) aggregate.

Coverage shall apply to professional services performed under the Contract, including billing, coding, claims processing, compliance, reporting, and related EMS revenue cycle management services.

If written on a claims-made basis, coverage shall be maintained continuously during the Contract term and for a minimum of five (5) years following expiration or termination of the Contract, either through continued renewal or an extended reporting period.

(c) **Cyber Liability and Privacy Insurance**

TWO MILLION DOLLARS (\$2,000,000) for each occurrence, and

FIVE MILLION DOLLARS (\$5,000,000) aggregate.

Coverage shall include, at a minimum:

- privacy liability;
- network security liability;
- data breach response costs;
- regulatory defense and penalties, where insurable by law;
- notification and credit monitoring costs;
- cyber extortion;
- ransomware;

- media liability; and
- liability arising from unauthorized access, use, disclosure, or transmission of confidential or protected information, including PHI.

Coverage shall remain in effect during the Contract term and for at least one (1) year following expiration or termination of the Contract.

(d) **Technology Errors & Omissions**

TWO MILLION DOLLARS (\$2,000,000) for each occurrence, and FIVE MILLION DOLLARS (\$5,000,000) aggregate.

Coverage shall apply to technology services, hosted platforms, software performance, system failures, data processing, electronic reporting tools, and related technology services provided under the Contract.

(e) **Fidelity/Crime Insurance**

ONE MILLION DOLLARS (\$1,000,000).

Coverage shall include employee dishonesty, theft of funds, computer fraud, and fraudulent transfer protection

(f) **Automobile Liability**

ONE MILLION DOLLARS (\$1,000,000) combined single limit per accident.

Coverage shall apply to owned, hired, and non-owned vehicles used in connection with performance of the Services.

(g) **Workers' Compensation and Employers' Liability**

The Contractor shall comply with all applicable federal and State of Colorado workers' compensation and employers' liability laws and regulations.

The Contractor shall indemnify and hold harmless the City from claims, liabilities, damages, penalties, or costs arising from the Contractor's failure to comply with such requirements.

The City reserves the right to require higher limits or additional coverage based upon final scope, subcontracting structure, hosting environment, or identified cybersecurity risk exposure.

3.1. Additional Insured and Waiver of Subrogation: All required policies, except Professional Liability and Workers' Compensation, shall be endorsed to include the City, its elected and appointed Officials, employees, and volunteers as Additional Insureds. Every required policy above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, or carried by or provided by any insurance pool of the City, shall be excess and not contributory insurance to that provided by the Contractor. The Contractor shall be solely responsible for any deductible losses under any policy required above.

A waiver of subrogation in favor of the City is required on all applicable policies.

3.2. Proof of Coverage: The ACORD Certification of Insurance (COI) and all required endorsements shall be submitted to the City once the Contract is executed and prior

to the commencement of services. The City reserves the right to request complete copies of all insurance policies at any time during the Contract term. If coverage is canceled, non-renewed, or materially altered, the Contractor must provide the City with written notice no less than **thirty (30) days** prior to the effective date of such change.

Section 4.0. Specifications and Scope of Services

4.1. Purpose

The City of Grand Junction, Colorado, is soliciting competitive proposals from qualified firms to provide comprehensive Emergency Medical Services (EMS) billing, analytics, and collection coordination services for the City of Grand Junction Fire Department (GJFD).

The selected Contractor will be responsible for managing the full EMS revenue cycle, including claim preparation and submission, payer follow-up, denial management, payment posting and reconciliation, patient billing, and coordination with the City's designated collection agency. Services shall be performed in a timely, accurate, and compliant manner, consistent with applicable federal, state, and payer-specific requirements, including but not limited to CMS and HIPAA regulations.

The Contractor shall implement industry best practices to maximize lawful reimbursement, minimize billing delays, and actively manage accounts receivable through ongoing monitoring, follow-up, and resolution. In addition, the Contractor shall provide robust analytics, reporting, and performance insights to support data-driven decision-making, financial transparency, and continuous improvement of EMS billing operations.

Section 4.0 of this solicitation outlines the Scope of Services, including project objectives, service delivery expectations, technical and system integration requirements, and performance benchmarks. All services shall be delivered in accordance with the terms and conditions set forth in this solicitation and incorporated into any resulting Contract.

4.2. Background Information

The City, incorporated in 1882, is a home rule municipality located in Mesa County on Colorado's Western Slope—approximately midway between Denver and Salt Lake City. It operates under a Council–Manager form of government, with a seven-member elected City Council (five district representatives and two at-large). The Council appoints a City Manager who oversees daily municipal operations and implements Council-adopted policy.

Grand Junction is the economic, transportation, and healthcare hub for Western Colorado and Eastern Utah. It is the largest city on the Western Slope and the county seat of Mesa County. The City's estimated 2025 population is approximately 71,870, with Mesa County nearing 162,000, reinforcing the City's role as a regional anchor.

GJFD is the largest career fire department between Denver and Salt Lake City. It operates 24/7 from seven fire stations staffed by approximately 167 full-time

uniformed personnel. Seven ALS-equipped ambulances and a minimum of 45 personnel are on duty daily. GJFD provides comprehensive emergency services, including fire suppression, Basic Life Support (BLS), and Advanced Life Support (ALS) ambulance transport.

The current GJFD fees are as follows:

- ALS1 and ALS1-NE: \$1,479
- ALS2: \$1,610
- BLSE and BLSNE: \$1,083
- Critical Care/Specialty Care: \$2,683
- \$ 26 per mile transportation charge
- Average miles per transport is 3.65
- Treatment without Transport: \$152
- Event Standby – Ambulance + Personnel: \$218 per hour
- Event Standby – Personnel Only: \$109
- Flight Team Transport without Patient: \$293
- Mobile Integrated Health Team Charge: In process, amount to be determined

In calendar year 2025, GJFD responded to 23,275 calls for service, **including** 18,006 EMS incidents, resulting in 14,839 patient transports, of which 3,169 were inter-facility transfers. GJFD also supported 52 public events with EMS standby services.

Primary transport destinations include:

- St. Mary's Regional Hospital – *310-bed Level II Trauma Center*, the largest between Denver and Salt Lake City.
- Community Hospital – *60-bed Level III Trauma Center* providing full-service acute care.

The EMS billing function is essential to GJFD's financial sustainability. The City charges an average of **\$18,690,484** annually for EMS services and collects approximately **\$8.1 million, which includes the annual GEMT reimbursement**. The department currently has a net collection rate of **approximately 80%**. Approximately 65% of billing volume involves Medicare, Medicaid, or Veterans Affairs beneficiaries.

The City offers financial assistance, and payment plans for qualifying patients and contracts with Professional Credit, a third-party collection agency for delinquent accounts. The City's current EMS billing provider is EMS Management & Consultants, Inc. (formerly Wittman Enterprises, LLC), which has provided EMS billing services to the City since 2020. The City is issuing this Solicitation to competitively procure continued EMS billing, claims processing, and revenue cycle management services in accordance with City procurement requirements and operational objectives.

The City seeks a qualified and responsive billing firm to:

- maximize reimbursement across payer types.
- ensure regulatory compliance with HIPAA, CMS, and state-specific billing rules.
- provide detailed analytics and revenue cycle reporting; and
- support excellent patient-facing customer service.

This Contract represents a critical service for supporting the operational integrity, transparency, and financial health of GJFD's EMS system.

4.3. Scope of Services and Specifications

The City seeks a highly qualified and responsive Contractor to provide full-service EMS billing, analytics, and collection coordination on behalf of the GJFD. The ideal Contractor will demonstrate robust technical and operational capabilities to support a complex billing environment while aligning with GJFD's high standards for compliance, customer service, transparency, and data-driven decision-making.

The selected Contractor will be responsible for the **timely, accurate, and fully compliant** processing of EMS transport claims, including billing to Medicare, Medicaid, commercial insurers, and self-pay accounts. In addition to core billing functions, the Contractor must provide **high-quality analytics**, revenue cycle reporting, and strong customer service that reflects the City's patient-focused values.

4.3.1. Objectives

This engagement is intended to:

- 4.3.1.1. **Maximize lawful collections** across payer categories
- 4.3.1.2. **Ensure regulatory compliance** with all applicable federal and state laws, including CMS and HIPAA
- 4.3.1.3. **Provide strategic value** through robust analytics and financial reporting; and
- 4.3.1.4. **Support smooth service operations** through professional, respectful, and accessible customer service

4.3.2. Required Services

Proposers must demonstrate their capability and readiness to deliver each of the required service elements outlined below. The proposal must clearly describe how the Contractor will fulfill these requirements and include timeframes, deliverables, responsible personnel, and any relevant technology or systems involved. Each response should address both initial implementation and ongoing performance:

4.3.2.1. Claim Preparation and Submission

- Accurately prepare and submit claims to Medicare, Medicaid, commercial insurers, self-pay accounts, and other agencies.
- Assign appropriate medical billing and procedure codes and validate claim completeness, documentation sufficiency, and payer-specific requirements prior to claim submission.

- Identify, communicate, and assist in resolving missing, incomplete, inaccurate, or deficient documentation issues in a timely manner to minimize billing delays and claim denials.
- Submit claims in accordance with applicable payer filing deadlines, CMS requirements, regulatory standards, and industry best practices.
- Maintain processes designed to support timely claim submission, minimize claim rejection and denial rates, and reduce accounts receivable aging.
- The Proposer shall identify:
 - standard billing turnaround times from receipt of complete documentation to claim submission;
 - payer follow-up intervals;
 - denial response and appeal timelines;
 - internal quality control procedures; and
 - performance benchmarks related to claim submission, denial management, and accounts receivable performance.
- Describe any automated claim scrubbing, coding validation, artificial intelligence (AI), or quality assurance tools utilized to improve claim accuracy and reduce denials.

4.3.2.2. **Payment Processing and Reconciliation**

- Monitor payment activity and proactively follow up on denials, underpayments, unpaid claims, rejected claims, and aging accounts receivable.
- Reconcile electronic funds transfers (EFTs), remittance advice, payment postings, and related payment processing activity with internal billing records and claim adjudication data.
- Accurately document all payment activity, adjustments, write-offs, refunds, credits, reversals, and account actions within the billing system.
- Identify and investigate payment discrepancies, unapplied payments, duplicate payments, and reconciliation variances and resolve such issues in a timely manner.
- Provide reconciliation reports supporting daily deposits, payment posting activity, adjustments, refunds, and aged accounts receivable balances.
- Perform denial trend analysis, root cause identification, and reimbursement analysis to support corrective actions, documentation improvement, payer compliance, and revenue optimization.
- Maintain audit-ready financial and transaction records sufficient to support City review, payer audits, dispute resolution, and regulatory compliance activities.

- The Proposer shall describe its reconciliation methodology, internal controls, balancing procedures, exception handling processes, and timelines for payment posting and reconciliation activities.

4.3.2.3. Patient Billing and Account Follow-up

- Generate and distribute accurate patient statements in accordance with industry best practices.
- The new firm will be required to mail Notice of Privacy Practices to both transported and non-transported patients (i.e., refusals) when the form was not provided to the patient by department staff.
- Provide payment plan options for qualifying patients and follow up on outstanding balances.
- Any proposed early-out or collection-related services shall be subject to City review and approval and shall not replace the City's designated third-party collection agency unless expressly authorized in writing by the City.
- Reclassify accounts by revenue source after payment is received (e.g., primary to secondary payer, private pay to Medicaid).
- Maintain detailed records of collections, including patient correspondence and payer responses.

4.3.2.4. Coordination with City-Designated Debt Collection Agency

- Perform reasonable and customary collection efforts, account follow-up, patient communications, payment coordination, and denial resolution activities prior to referral of delinquent accounts to the third-party collection agency.
- Coordinate transfer of unresolved delinquent accounts to the City's designated collection agency, including transmission of required account documentation, billing history, and supporting records necessary for collection activities.
- The Contractor shall not refer accounts to any alternate collection agency.
- Cooperate with the City and its designated collection agency to support continuity of operations, account reconciliation, dispute resolution, account recalls, and compliance with applicable laws and regulations.
- The Proposer shall describe its approach to delinquent account management and coordination with third-party collection agencies, including:
 - recommended timing and criteria for account transfer;
 - internal collection and patient communication practices;
 - dispute resolution procedures;
 - account recall processes; and
 - coordination and reporting responsibilities.

- Unless otherwise approved in writing by the City, the Contractor shall not receive percentage-based compensation on amounts collected by the City's designated third-party collection agency after account transfer.
- The Contractor shall support reasonable payment plan arrangements and account resolution options consistent with City policies and applicable regulations.

4.3.2.5. **Customer Service**

- The Proposer shall describe its customer service model for handling patient billing inquiries, disputes, payment coordination, complaints, and account-related communications.
- The Proposer shall describe the training, qualifications, supervision, and quality assurance practices utilized for customer service personnel, including training related to EMS billing protocols, applicable privacy laws, and escalation handling.
- The Proposer shall describe available patient support methods for individuals with and without digital access, including telephone, mail-based, online, and self-service support options.
- The Proposer shall describe available multilingual services, ADA-accessible communication methods, and accommodations for elderly, disabled, vulnerable, or technologically limited patients.
- The Proposer shall identify the number of customer service representatives assigned to the City, including staffing availability, business hours, supervisory structure, response time targets, and escalation procedures.
- The Proposer shall identify average call response times, abandoned call rates, escalation response times, and procedures for monitoring patient satisfaction and complaint resolution.
- The Proposer shall describe the location, staffing model, and operational structure of customer service and call center operations, including whether services are domestic, offshore, nearshore, or hybrid.
- The City prefers a U.S.-based customer service model; however, alternative approaches may be proposed if the Proposer demonstrates equivalent or superior service quality, accessibility, communication standards, and patient experience.
- Notwithstanding the foregoing, all storage, processing, transmission, and access of Protected Health Information (PHI) and City data shall occur exclusively within the continental United States. Any proposed offshore handling of PHI or City data, including, without limitation, coding, payment posting, claims processing, data entry, customer support, analytics, or quality assurance, is prohibited absent (i) prior written approval of the City, (ii) where applicable to Medicare-funded activities, an executed CMS offshore subcontractor attestation, and (iii) a current SOC 2 Type II report covering the offshore site and the in-scope services. Failure to disclose existing or planned offshore handling

of PHI or City data at the time of Proposal submission shall be grounds for disqualification.

- The Proposer shall describe the systems and processes utilized to document, track, escalate, monitor, and resolve patient communications, disputes, complaints, and account inquiries, including audit trails, status tracking, and quality assurance monitoring.
- The Proposer shall describe available patient engagement tools and communication methods, including paper statements, online portals, text messaging, email notifications, payment plans, live representative access, and other account support capabilities.
- The Proposer shall describe procedures for notifying patients of account adjustments, corrected billing information, revised statements, or changes affecting patient financial responsibility.
- Upon request, the Contractor shall provide sample call scripts, written communications, patient notices, and statement templates for City review and approval.

4.3.2.6. Compliance and Regulatory Assurance

- The Contractor shall comply with all applicable federal, state, and local laws, regulations, and industry standards governing EMS billing, healthcare information, privacy, security, and reimbursement activities, including HIPAA, HITECH, CMS requirements, and applicable Medicare and Medicaid regulations.
- The Contractor shall execute and maintain a Business Associate Agreement (BAA) with the City prior to performing Services under the Contract. See Attachment A.
- In addition to the foregoing, the Contractor shall: (i) provide initial notice of any Security Incident to the City as soon as practicable and no later than twenty-four (24) hours after discovery; (ii) provide a formal Breach notification consistent with 45 CFR §164.410 within forty-eight (48) hours of determining that a Breach (as defined at 45 CFR §164.402) has occurred or is reasonably believed to have occurred; (iii) comply with Colorado data breach notification requirements at C.R.S. §6-1-716, including notice to the Colorado Attorney General where applicable; (iv) not pay any ransom or extortion demand involving City data or PHI without the prior written consent of the City Manager or designee; (v) preserve all forensic evidence and maintain chain of custody during any investigation; and (vi) not issue any public statement regarding an incident affecting City data without prior coordination with the City.
- The Proposer shall describe its internal compliance program, quality assurance practices, audit procedures, staff training requirements, and oversight controls related to EMS billing, coding accuracy, documentation standards, privacy requirements, and data security.
- The Proposer shall describe its internal quality assurance methodologies, audit sampling practices, exception testing procedures,

corrective action processes, and performance monitoring practices utilized to support billing accuracy, regulatory compliance, operational consistency, and continuous improvement.

- The Proposer shall describe its approach to supporting external audits, governmental reviews, payer audits, compliance inquiries, and regulatory reporting requirements, including documentation retrieval and audit response procedures.
- The Contractor shall maintain current Payment Card Industry Data Security Standard (PCI DSS) v4.0.1 compliance for all payment card processing performed in connection with the Services. The Contractor shall provide a current Attestation of Compliance (AOC) at proposal submission and annually thereafter for the duration of the Contract, at the applicable Self-Assessment Questionnaire (SAQ) or Report on Compliance (ROC) level corresponding to the Contractor's merchant category and architecture. The Contractor shall notify the City within twenty-four (24) hours of any actual or suspected event affecting cardholder data and shall be solely responsible for any PCI assessments, fines, or penalties resulting from the Contractor's noncompliance.

4.3.2.7. System Maintenance and Updates

The Contractor shall maintain and update all billing systems, software platforms, and related technologies necessary to ensure continued compliance with applicable federal, state, and payer-specific requirements. This includes, but is not limited to, updates related to CMS regulations, Medicare and Medicaid billing rules, coding standards, payer policies, and security requirements.

The Contractor shall implement such updates in a timely manner and ensure that system functionality, billing accuracy, and regulatory compliance are not disrupted. The Contractor shall notify the City of any significant system updates that may impact billing operations, reporting, or user workflows.

The Contractor shall be solely responsible for ensuring that all system updates are implemented without interruption to billing operations or degradation of service performance.

4.3.2.8. Analytics and Reporting

- Provide monthly, quarterly, and annual reports including, at a minimum:
 - Transport volume by service type and payer category
 - Net collection rate and denial rate
 - Accounts Receivable (AR) aging and days-to-payment trends
 - Year-over-year performance comparisons and benchmarking, where available
 - Other reports as requested by the City

- Provide secure access to dashboards or reporting portals with real-time or near real-time performance data.
- Submit all reports in Excel and PDF formats, unless otherwise specified by the City.
- Participate in quarterly performance review meetings and provide analysis identifying trends, risks, and opportunities for operational improvement.
- Cooperate with and support audits conducted by the City or its designee, including provision of data, reports, and supporting documentation.
- Reporting dashboards and analytics tools should support configurable views, role-based access, and customizable reporting functionality for authorized City users.

4.3.2.9. **Technology Integration**

- Interface with the City's EMS ePCR system (currently ImageTrend) and ensure compatibility for data imports, and exports. Support secure system integration methods, including APIs, HL7 interfaces, SFTP, encrypted batch file transfers, and other industry-standard interoperability methods, as applicable
- Offer web-based claim tracking, reporting, and account access to authorized City personnel.
- Comply with HIPAA standards for data transmission, access controls, data backup and encryption.
- Support data in XML, CSV, JSON, PDF and other common formats.

4.3.2.10. **Documentation Retention**

- Maintain all EMS billing records, including accounts receivable, adjustments, balances, and collections, in accordance with all applicable federal and state retention requirements, including HIPAA, Medicare, and Medicaid regulations.
- Ensure the City has timely access to all records upon request, including following expiration or termination of the Contract, for audit, legal, or operational purposes.
- Maintain and manage EMS billing records, data and documentation. The Contractor shall review and respond to records requests in a timely manner and release records in compliance with all applicable HIPAA and privacy regulations.
- Upon expiration or termination of the Contract, the Contractor shall, at the City's direction, return or securely transfer all records in a mutually agreed format and shall not retain copies except as required by law.

4.3.2.11. **Optional Services**

The City welcomes proposals that include the following optional value-added services:

- Assistance with GEMT, Medicaid supplemental reimbursement, or EMS cost recovery programs.
- Implementation of secure, user-friendly online payment portals.
- Pre-billing data review or quality assurance to flag documentation issues.
- Robust self-auditing tools and schedules, denial management dashboards, or payer trend visualizations.

4.3.2.12. **Transition and Implementation**

- The Proposer shall describe its proposed implementation and transition approach to support operational go-live by January 1, 2027.
- The Proposer shall describe its approach to secure data migration from the City's incumbent billing provider, including the transfer, validation, reconciliation, and protection of historical and active accounts receivable data.
- Legacy Accounts Receivable (A/R) Transition:

The City anticipates establishing a legacy A/R cutoff date of approximately March 31, 2027, subject to final Contract negotiations and operational readiness.

The Proposer shall describe its recommended approach for:

- management of pre-transition accounts receivable;
- coordination with the incumbent provider during wind-down activities;
- payer enrollment and claims continuity;
- division of responsibilities between legacy and new accounts;
- handling of unresolved, disputed, or aged claims; and
- support required during the transition period.

The Proposer shall also identify any recommended notification periods, implementation dependencies, transition assumptions, operational constraints, staffing requirements, or City participation necessary to support uninterrupted billing operations and continuity of revenue cycle management services.

- The Proposer shall describe its approach to payer enrollment, credentialing, and revalidation activities necessary to support uninterrupted billing and reimbursement continuity.
- Data Migration Approach and Documentation:

The Proposer shall describe its data migration methodology, including:

- o data mapping processes;
- o required data formats;
- o integration methods;
- o validation and reconciliation procedures;
- o testing activities;
- o data integrity controls; and
- o audit and documentation practices.

The Proposer shall identify anticipated City resources, implementation responsibilities, and collaboration requirements associated with data migration and implementation activities.

The Proposer shall provide documentation identifying required data structures, formats, integration requirements, migration dependencies, and other technical specifications necessary to support accurate, complete, secure, and auditable data transfer.

- The Proposer shall describe its proposed training plan for City and GJFD personnel, including training formats, documentation, user support, system orientation, reporting tools, dashboards, and communication protocols.
- The Proposer shall identify key implementation personnel and describe the proposed implementation schedule, including milestones, status reporting intervals, escalation procedures, testing phases, and key decision points.
- The Contractor shall cooperate with the incumbent provider, the City, and any successor provider to support continuity of billing operations, payer enrollment, data transfer, reconciliation activities, and uninterrupted revenue cycle operations during implementation, transition, and closeout activities.
- System Testing and Go-Live Readiness:

Prior to go-live, the Proposer shall describe its testing, validation, implementation readiness, and go-live support procedures. The Contractor shall conduct system testing and provide a comprehensive platform demonstration to City and Fire Department personnel to validate system functionality, workflows, integrations, dashboards, reporting capabilities, security controls, and operational readiness.

4.3.2.13. **Contract Close-Out and Successor Transition**

In the event of Contract expiration or award to a new firm, the Contractor must:

- Securely transfer all data—including active accounts receivable, claim history, and system configurations—in a structured, machine-readable format (CSV, XML, HL7, or other approved format).
- Provide up to 90 days of post-Contract technical and account support to the City or successor.
- Revoke system access once migration is complete and confirm data integrity.
- Deliver a final close-out report summarizing unresolved accounts, outstanding payments, and system status.
- Retain records in accordance with regulatory retention schedules and make records available to the City if required for audit, compliance, or legal purposes.

4.3.2.14. **Contractor Qualifications and Documentation**

To demonstrate technical capability, regulatory compliance, and operational maturity, the Proposer shall provide the following documentation as part of its Proposal submission or upon request during the evaluation process:

- **Evidence of Successful CMS Audits**

Documentation showing the firm's successful completion of CMS audits within the last three (3) to five (5) years, if applicable.

- **SOC 2 Type II or HITRUST Certification**

Proof of current data security certification, such as SOC 2 Type II or HITRUST CSF, demonstrating adherence to recognized standards for confidentiality, integrity, and availability of sensitive data.

- **Sample Reporting Artifacts**

Sample redacted reports that demonstrate the firm's ability to provide analytics, such as:

- Claims aging by payer and service type
- Denial trends and root cause analysis
- Collection performance metrics
- Payment reconciliation and remittance reports

- **HIPAA Training Certification**

A summary of the firm's annual HIPAA training protocol for staff, including sample training certifications or descriptions of training content, frequency, and tracking mechanisms.

4.3.2.15. **Required Deliverables**

The Proposer shall identify and describe all deliverables proposed as part of the Services, including the format, frequency, responsible personnel, and anticipated delivery timelines, as applicable.

At a minimum, the Proposal shall address deliverables related to:

- Monthly operational and financial reporting
- Quarterly performance review meetings and support analysis
- Annual summary reporting
- Data migration and reconciliation documentation
- Implementation schedules and status reporting
- Training materials and user documentation
- Audit support and compliance documentation
- System testing and go-live validation activities

The Proposer may identify additional deliverables or reporting tools that support operational efficiency, transparency, compliance, and effective contract administration.

4.4. City Responsibilities

The City and GJFD will support implementation and ongoing coordination of the Services by providing reasonable access to information, personnel, systems, and documentation necessary for Contract performance. City responsibilities are anticipated to include, but are not limited to, the following:

- 4.4.1.** Provide available payer enrollment documentation, incumbent contractor records, transport rate schedules, system access information, and other relevant operational or billing documentation reasonably necessary for transition and implementation.
- 4.4.2.** Designate primary points of contact from GJFD, Finance, Information Technology (IT), and other applicable departments to facilitate communication, decision-making, and issue resolution.
- 4.4.3.** Coordinate reasonable access to applicable City systems, software platforms, electronic patient care reporting (ePCR) systems, and historical billing records necessary for performance of the Services.
- 4.4.4.** Review and provide feedback on implementation deliverables, testing activities, data validation, reporting formats, and transition milestones within reasonable timeframes.
- 4.4.5.** Support coordination with the incumbent provider, third-party contractors, clearinghouses, and applicable stakeholders as necessary to facilitate implementation and continuity of Services.
- 4.4.6.** Provide timely notice of material operational, regulatory, or billing-related changes that may affect the performance of the Services.

4.4.7. Review and provide approval, as applicable, for patient communications, forms, escalation protocols, and other materials submitted by the Contractor that require City authorization prior to implementation or public distribution.

4.5. Special Conditions and Provisions:

4.5.1. Questions Regarding the Solicitation Process or the Scope of Services

All questions related to this solicitation, including the procurement process, scope of work, or Contract terms, shall be directed in writing to:

Kathleen Franklin, Purchasing Agent
kathleenf@gjcity.org

No communication is to be directed to any other City personnel unless otherwise authorized. Unauthorized contact may result in the disqualification of the Proposer.

4.5.2. Contractor Personnel Screening and Compliance

The Contractor shall ensure that personnel assigned to perform Services under the Contract are appropriately screened, qualified, and authorized to access City systems, records, protected health information (PHI), and other confidential information, as applicable.

At a minimum, the Contractor shall maintain processes reasonably designed to:

- Verify employment eligibility in accordance with applicable federal law;
- Conduct criminal background screening consistent with applicable laws and industry practices; and
- Confirm that assigned personnel are not excluded from participation in federally funded healthcare programs, including review of:
 - Office of Inspector General (OIG) exclusion databases;
 - System for Award Management (SAM) exclusions; and
 - Applicable state or federal healthcare exclusion registries.

Upon request, the Contractor shall provide documentation reasonably demonstrating compliance with these requirements.

The City reserves the right to require removal of any individual determined by the City to pose a security, compliance, operational, or confidentiality risk to City systems, facilities, data, or operations.

4.5.3. Data Privacy and Digital Security

The Contractor shall implement and maintain reasonable and appropriate administrative, technical, physical, and organizational safeguards designed to protect City data, patient information, protected health information (PHI), and other confidential information from unauthorized access, use, disclosure, alteration, loss, destruction, or cyber-related threats.

The Contractor shall comply with all applicable federal, state, and local laws, regulations, and industry standards related to privacy, cybersecurity, healthcare information, and data protection, including:

- HIPAA (Health Insurance Portability and Accountability Act);
- HITECH (Health Information Technology for Economic and Clinical Health Act);
- Applicable CMS requirements and standards; and
- other applicable local, state, or federal data privacy, cybersecurity, and records protection laws and regulations

The Proposer shall describe its information security program, including security governance, access controls, encryption practices, authentication methods, audit logging, system monitoring, vulnerability management, incident response procedures, and employee security training practices.

At a minimum, the Contractor's information security program shall align with the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0 or NIST Special Publication 800-53 Rev. 5 at the Moderate baseline, and shall implement the Administrative, Physical, and Technical Safeguards required under the HIPAA Security Rule at 45 CFR §§ 164.308–164.316. All cryptographic protections shall use FIPS 140-3 validated cryptographic modules. Data in transit shall be encrypted using TLS 1.2 or higher, with TLS 1.3 strongly preferred. Data at rest shall be encrypted using AES-256 or equivalent. Audit logs shall be maintained in an immutable, tamper-evident form for not less than six (6) years and shall be made available to the City upon reasonable request.

The Contractor shall maintain documented business continuity, disaster recovery, backup, and system redundancy procedures sufficient to support continuity of operations, protection of City data, and timely recovery from operational disruptions or cybersecurity incidents.

Data exchanged between the Contractor and the City shall be encrypted using industry-standard security protocols, and system access shall be restricted to authorized personnel with appropriate role-based access controls.

Multi-factor authentication (MFA) shall be required for all Contractor personnel, subcontractors, and other authorized users with access to City data, PHI, the Contractor's billing platform, or related infrastructure. Phishing-resistant MFA (such as FIDO2 / WebAuthn) is strongly preferred; SMS one-time passcodes shall not constitute the sole second factor. MFA shall also be required for all City personnel accessing Contractor portals or applications. The Contractor shall support federated single sign-on via SAML 2.0 or OpenID Connect for integration with the City's identity provider (Microsoft Entra ID) and shall support SCIM-based provisioning and de-provisioning of City user accounts.

The Contractor shall notify the City within forty-eight (48) hours of any actual, suspected, or reasonably suspected data breach, security incident, unauthorized access, or compromise involving City data or protected health information (PHI),

and shall fully cooperate with the City regarding investigation, mitigation, remediation, notification, and reporting activities.

4.5.4. Qualifications and Competencies of Proposer

Prior to Contract award, the City reserves the right to require submission of evidence supporting the Proposer's financial, technical, and operational capacity to perform the required services. This evaluation may include, but is not limited to:

- Relevant licenses and certifications
- Recent audited financial statements
- Bonding capacity, if applicable
- References from comparable EMS billing contracts
- Records of litigation, Contract cancellations, or claims for liquidated damages
- Evidence of regulatory compliance history, including CMS and HIPAA audits

Failure to provide requested documentation in a timely manner may be grounds for rejection of the proposal.

4.5.5. Key Personnel Commitment

Personnel identified as key staff in the Proposal—such as the designated account representative, billing compliance officer, and reporting lead—are considered essential to the project's success. These individuals shall not be reassigned or replaced without prior written notice and City approval. The Contractor shall provide the City with a proposed replacement's qualifications within five (5) business days of any personnel change.

4.5.6. City Personnel Involvement and Deliverable Standards

The Proposer shall identify and describe the anticipated involvement of City personnel necessary to support implementation, onboarding, data coordination, testing, training, reporting, reconciliation, and ongoing Contract administration activities.

At a minimum, the Proposer shall provide:

- the estimated number of City personnel required for implementation and ongoing support activities;
- the anticipated roles or functional areas involved (e.g., EMS Operations, Finance, IT, Administration);
- an estimated implementation and transition schedule;
- estimated City staff hours required by phase or activity, if applicable; and
- any critical dependencies, assumptions, or operational constraints affecting implementation or ongoing Services.

All deliverables, reports, invoices, reconciliations, dashboards, and supporting documentation provided under the Contract shall be complete, accurate, timely, and professionally prepared.

The Contractor shall promptly correct identified errors, omissions, discrepancies, or deficiencies in deliverables or reporting at no additional cost to the City.

Repeated failure to provide accurate, timely, or contract-compliant deliverables may be considered a performance deficiency and may result in corrective action in accordance with the Contract terms.

4.5.7. Fee Proposal Requirements: Proposers shall submit a complete, transparent, and comprehensive Fee Proposal outlining all costs associated with the full and successful performance of the Services described in this Solicitation.

Proposers shall submit a complete Fee Proposal identifying the proposed pricing methodology for the Services. The City is willing to consider multiple pricing structures for EMS billing services. Proposed pricing models may include, but are not limited to:

- Percentage of Net Collections
- Flat fee per claim or transport
- Fixed fee model
- Hybrid model (e.g., flat fee combined with a percentage-based component)

For proposals based on a percentage of Net Collections, as defined in this Solicitation, Proposers shall clearly define the basis of calculation, including all exclusions, adjustments, timing of fee application, and any conditions affecting compensation. At a minimum, the Proposer shall identify:

- The proposed pricing structure
- The applicable rate, percentage, or fee
- Any included or optional services
- Assumptions regarding call volume, payer mix, volume thresholds, or service tiers
- Any variation in pricing by payer type, service level, or collection stage, or account status, if applicable
- Fees associated with Contract renewal or extension options
- Any subcontractor costs or third-party fees
- banking-related processing costs

Proposers shall clearly describe whether merchant processing fees, payment processing charges, or transaction costs are absorbed by the Contractor, charged to patients, or billed separately to the City.

Proposers shall clearly describe how the proposed pricing aligns with expected collection performance and operational assumptions.

Proposers shall identify any assumptions regarding payer enrollment timelines, claims backlog, legacy accounts receivable, transition-related operational impacts, or implementation dependencies that may affect pricing or revenue cycle performance.

All pricing shall be comprehensive and fully inclusive of all costs associated with the Services, including but not limited to:

- Labor, staffing, and administrative costs
- Billing platform, software, and technology use
- Reporting, analytics, and data management
- Compliance, regulatory support, and audit assistance
- Customer service, patient communications, and support services
- Transition, implementation, and onboarding
- Travel, materials, postage, and ancillary expenses
- Subcontractor or third-party costs, if any

The City shall not be responsible for any costs, fees, expenses, surcharges, or charges not expressly identified in the Proposer's Fee Proposal and incorporated into the final Contract, unless otherwise approved in writing by the City.

The Contractor shall not retain compensation on amounts that are refunded, reversed, written off, or determined to be uncollectible.

The Contractor shall clearly identify whether proposed compensation applies to accounts referred to the City's designated third-party collection agency.

Proposers shall clearly identify any assumptions associated with the proposed pricing. Unless otherwise specified in the Contract, the City shall not be responsible for any additional costs beyond the agreed pricing, including, but not limited to, taxes, shipping charges, insurance, interest, penalties, termination payments, attorney fees, or liquidated damages, unless otherwise specified in the Contract Documents.

All fees and pricing submitted in response to the Solicitation shall be subject to negotiation at the City's sole discretion to ensure best value and alignment with performance expectations.

Proposers shall include the completed Solicitation Response Form provided in Section 7.0 with its Proposal.

4.5.8. Contract: A binding Contract shall consist of the following components: (1) This RFP, including all Exhibits, Attachments, and any Addendum(s) thereto; (2) The Proposer's response (Proposal); (3) Any written clarifications, if applicable; and (4) the City Purchasing Division's acceptance of the proposal, as evidenced by a formal "Notice of Award."

4.5.8.1. The Contract represents the entire agreement between the parties. Performance shall be governed exclusively by the terms, specifications, and requirements outlined in the Contract and all applicable federal, state,

and local laws. No other agreements, representations, or understandings shall be valid or binding unless expressly incorporated into the Contract.

The City's terms and conditions shall take precedence in the event of a conflict between documents.

4.5.8.2. Any change to the Contract, whether by modification or supplementation, must be accomplished by a formal Contract Amendment in writing and executed by a duly authorized representative of the Contractor and the City Contract Administrator or by a modified Purchase Order/Contract before the effective date of such modification. The Proposer expressly and explicitly acknowledges and agrees that no verbal agreement, informal communication, or other unauthorized document shall constitute a valid amendment to the Contract.

4.6. Contract Administrator: The Contract Administrator shall be responsible for all matters related to the administration of the Contract, including the issuance of amendments, modifications, and formal interpretation of the Contract. All contractual inquiries shall be directed at:

Duane Hoff, Jr., CPPB
Contract Administrator
Email: duaneh@gjcity.org
Phone: (970) 244-1545

The Contract Administrator serves as the City's primary point of contact for Contract administration. This Contract Administrator is authorized to act on behalf of the City only with respect to contractual matters and does not have authority over technical direction, operational oversight, or acceptance of Services or deliverables.

Technical oversight, day-to-day coordination, and acceptance of Services shall be the responsibility of the City's designated Project Manager, who will be identified at the time of Contract execution.

4.7. Contract Term and Renewal: The Contract shall become effective upon full execution by both Parties; however, the Contractor shall not commence billing services or collect fees until January 1, 2027, which shall serve as the official commencement date for Services under the Contract.

The City anticipates a phased implementation and transition period prior to the Contractor's full operational assumption of billing services. The selected Contractor may be required to coordinate with the incumbent provider during a limited overlap, wind-down, or transition period associated with legacy accounts receivable, payer enrollment, data migration, reconciliation activities, and continuity of revenue cycle operations.

Unless earlier terminated or amended in accordance with the Contract terms, the initial term of the Contract shall be for three (3) years, commencing January 1, 2027, through December 31, 2029, subject to the City Council approval.

At the City's sole discretion, and subject to satisfactory performance, annual appropriation of funds, and mutual written agreement of the Parties, the Contract may be renewed for up to two (2) additional one-year renewal terms.

Unless otherwise modified by a duly executed amendment, all terms, conditions, and pricing provisions of the original Contract shall remain in effect during any renewal term.

4.8. Attachments

The following attachments are incorporated into this Solicitation by reference and are considered part of the Contract Documents. Proposers are responsible for reviewing all attachments, reference materials, sample agreements, and related requirements prior to submitting a Proposal.

All Services, deliverables, obligations, and associated activities shall comply with the applicable terms, conditions, requirements, standards, and coordination responsibilities identified in the Solicitation and attached documents.

Attachment A – [Sample Business Associate Agreement \(BAA\)](#)

Attachment B – [Sample Contract](#)

4.9. Online Reference Materials

The following online materials are provided for informational and reference purposes related to Grand Junction Fire Department operations, EMS services, and billing activities. Proposers are responsible for reviewing all applicable reference materials prior to submitting a Proposal.

- [GJFD Operations Information](#)
- [GJFD Station Information](#)
- [2026 Ambulance Billing Rates](#)

The City reserves the right to update, modify, or replace online reference materials during the Solicitation process through issuance of an Addendum, if applicable.

4.10. Tentative Calendar of Events

Event and Details	Date
Solicitation Issued/Posted Published via BidNet® Direct – Rocky Mountain E-Purchasing System (RMEPS)	May 13, 2026
Inquiry Deadline All questions regarding this Solicitation must be submitted no later than 5:00 p.m. MDT.	May 27, 2026

Final Addendum Issued (if applicable)	May 29, 2026
Proposal Submission Deadline Electronic submission via BidNet® Direct only, prior to 1:00 p.m. MDT.	June 12, 2026
Evaluation of Proposals Internal review by City-appointed Evaluation Committee	June 12–26, 2026
Interviews (Phase I) By invitation only; may be conducted virtually or in person. Tentative interview schedule and time blocks: <ul style="list-style-type: none"> • July 8, 2026 (9:30 a.m. – 4:00 p.m. MDT) • July 9, 2026 (8:00 a.m. – 1:30 p.m. MDT) 	July 8–9, 2026
Platform Demonstration (Phase II) By invitation only; may be conducted virtually or in person. Tentative demonstration schedule and time blocks: <ul style="list-style-type: none"> • July 15, 2026 (8:00 a.m. – 11:00 a.m. MDT) • July 16, 2026 (8:00 a.m. – 11:00 a.m. MDT) 	July 15–16, 2026
Notice of Intent to Award (Tentative) Subject to completion of evaluation, interviews, demonstrations, and any required negotiations.	August 5, 2026
City Council Approval Contract award recommendation presented for City Council consideration and approval.	August 19, 2026
Contract Execution Contingent upon all required approvals and funding availability.	August 26, 2026

Note: All dates listed above are tentative and subject to change at the City’s sole discretion. Any updates or changes will be communicated via a written addendum posted to BidNet® Direct while the solicitation is active. Following the Proposal Submission Deadline, schedule updates may be communicated directly to Proposers, as applicable.

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Section 5.0. Preparation and Submittal of Proposals

5.1. Submission Requirements

Proposals must be submitted electronically via BidNet® Direct Rocky Mountain E-Purchasing System:

<https://www.bidnetdirect.com/colorado/city-of-grand-jection>

- The platform offers both free basic registration and paid subscription options. Free registration may require up to twenty-four (24) hours for activation. Proposers are encouraged to register and submit proposals well in advance of the submission deadline.
- Instructions for registration are available on the BidNet® Direct website.
- The City does not control or administer vendor access to the BidNet® system. Proposers are solely responsible for ensuring successful and timely electronic submission of the Proposal.
- Technical assistance must be requested directly from BidNet® at (800) 835-4603 prior to the submission deadline.
- Late submissions will not be accepted under any circumstances.
- Proposals received by any means other than the BidNet® system will not be considered.

5.2. Proposal Format and Submission Requirements

Proposals shall be submitted as one (1) complete, searchable PDF document. The Proposal narrative shall not exceed **thirty (30) pages**.

For the purposes of this limitation:

- One (1) page shall be defined as one (1) single-sided page.
- If double-sided pages are submitted, each side shall count as one (1) page.
- The page limit applies to pages sized no larger than 8.5" x 11".
- The page limit includes cover letter, executive summaries, graphics, charts, tables, and all narrative proposal content.

The following items are excluded from the thirty (30) page limitation:

- Table of Contents
- Section dividers
- Organizational chart
- Sample reports
- Certifications
- Résumés and personnel qualifications

- Sample dashboards or screenshots
- Required forms and certifications
- The completed Solicitation Response Form (Section 7.0)

Materials excluded from the page limitation should be clearly identified and organized separately from the narrative proposal where practicable.

Pages exceeding the stated page limitation within the narrative proposal may not be reviewed or considered during the evaluation process.

5.3. Use of Artificial Intelligence (AI) in Proposal Preparation

The City recognizes that Proposers may utilize artificial intelligence (“AI”), automated drafting tools, or large language model (“LLM”) technologies during proposal preparation.

Regardless of the methods, technologies, or tools used in preparation of the Proposal, all submitted content shall be deemed the work product and representation of the Proposer. The Proposer remains solely responsible for the accuracy, completeness, responsiveness, technical validity, compliance representations, pricing, and overall content of the Proposal.

The City reserves the right to request clarification, verification, or supporting documentation for any Proposal content determined to be inaccurate, inconsistent, non-responsive, misleading, or unsupported.

5.4. Cover Letter

Proposers shall submit a cover letter summarizing the Proposer’s interest in the project, relevant qualifications, and understanding of the City’s objective and the Scope of Services. The cover letter shall include:

- A summary of the Proposer’s experience and capacity to perform the Services
- The name and the contact information of the primary point of contact
- Identification of the individual(s) authorized to bind the Proposer
- The signature, printed name, and title of a duly authorized representative

Submission of a Proposal constitutes certification that the Proposer agrees to comply with all requirements and conditions of the Solicitation.

5.5. Solicitation Response Form

Proposers shall complete and submit the Solicitation Response Form provided in Section 7.0 as part of the Proposal. Only the completed form is required for this purpose.

Proposers shall not return the full Solicitation document or submit redlined versions, except as expressly permitted in Section 5.6 – Exceptions to Terms and Conditions.

Failure to submit the required form may result in the Proposal being deemed non-responsive.

5.6. Exceptions to Terms and Conditions

Proposers shall clearly identify any exceptions to the requirements, terms, or conditions of this Solicitation in a single, consolidated section of the Proposal titled “Exceptions.”

Each exception shall reference the applicable section number and clearly describe the proposed modification.

Proposers shall not submit redlined versions of the full Solicitation document unless specifically requested by the City.

Any exceptions not clearly identified in this section may be deemed waived by the Proposer.

The City reserves the right to reject any Proposal containing exceptions or to require withdrawal of exceptions as a condition of award.

5.7. Fee Proposal

Proposers shall submit a comprehensive and transparent Fee Proposal as part of its overall submission. The proposed pricing shall align with the structure, flexibility, and expectations outlined in **Section 4.5.7 – Fee Proposal Requirements**.

5.8. Capacity, Experience, and Operational Capability

Proposers shall demonstrate the operational capacity, subject-matter expertise, and relevant experience necessary to perform EMS billing, collections coordination, and analytics services as outlined in Section 4.0 – Scope of Services and Specifications.

At a minimum, the Proposal shall include the following:

Operational Capacity and Scalability

The Proposer shall demonstrate its capacity to perform services for an EMS system of comparable size and complexity to the City of Grand Junction. At a minimum, the Proposer shall provide:

- Total number of EMS clients currently served

- Annual EMS transport volume managed across the Proposer's client base
- Number of clients with annual transport volume of 10,000 or more
- Total number of billing staff, including coders, accounts receivable (AR) specialists, and customer service representatives
- Average caseload per billing staff member
- Description of surge capacity and contingency staffing model
- Description of system uptime, redundancy, and support infrastructure
- Disclosure of any offshore, nearshore, subcontracted, or third-party services utilized in performance of the Services, including customer service, coding, payment posting, analytics, claims processing, or other operational functions

The City reserves the right to determine whether the Proposer demonstrates sufficient operational capacity, staffing, and infrastructure to perform the Services.

Relevant Project Experience

The Proposer shall describe experience providing EMS billing services for municipal or fire-based EMS systems of comparable size and complexity. At a minimum, include:

- Client name and type (municipal, fire-based, etc.)
- Contract duration
- Population served and/or call volume
- Billing platform utilized
- Performance outcomes (e.g., collection rates, audit results, compliance outcomes)

The Proposer must demonstrate a minimum of three (3) years of experience providing EMS billing services for EMS systems of comparable size, complexity, and transport volume.

Identify Key Personnel

The Proposer shall identify key personnel assigned to the Contract, including names, roles, and relevant qualifications. Proposers may include an organizational chart and brief bios or résumés.

Changes to key personnel shall be subject to the requirements outlined in Section 4.5.5.

Certifications and Audit Results

The Proposer shall disclose relevant certifications, compliance credentials, and audit results, including but not limited to SOC 2 or HITRUST certification, HIPAA compliance practices, and recent CMS or payer audit summaries.

At a minimum, the Proposer shall provide:

- Current certification status and date of most recent certification or audit
- A summary of any material findings, deficiencies, or corrective actions identified in audits conducted within the past three (3) years
- A description of internal compliance monitoring and quality assurance processes
- Confirmation of whether the Proposer has been subject to any regulatory investigations, sanctions, or corrective action plans related to EMS billing or healthcare compliance

Historical Performance and Pull-Through Ratios

The Proposer shall provide historical performance data, preferably for the last three (3) years, including average gross charges compared to net collections (pull-through ratio).

Where available, data shall be provided by payer category (e.g., Medicare, Medicaid, commercial insurance, self-pay), along with an explanation of factors influencing performance.

Required Performance Metrics

The Proposer shall provide the following performance metrics for the most recent two (2) to three (3) years:

- Net collection rate
- Average days in Accounts Receivable (AR)
- Clean claim rate
- Denial rate
- Average days to bill

5.9. Strategy and Implementation Plan

Proposers shall submit a clear and concise strategy describing how the Services outlined in Section 4.0 will be implemented, managed, and continuously improved.

The response shall focus on the Proposer's methodology, approach, and execution plan, rather than restating the Scope of Services.

At a minimum, the Proposal shall address the following:

Service Delivery Approach

Describe the Proposer's end-to-end EMS billing workflow, including claim processing, denial management, accounts receivable follow-up, and payment reconciliation.

Implementation and Transition Plan

Describe the approach to onboarding, data migration, system integration, testing, and go-live, including key milestones and City dependencies.

System Integration and Data Management

The Proposer shall describe how it will integrate with the City's systems, manage data exchange, and ensure data accuracy, security, and continuity.

Reporting and Performance Management

Describe how performance metrics, reporting, and analytics will be delivered and used to support operational decision-making and continuous improvement. Explain how the Proposer will provide the City and Fire Department with actionable insights into:

- Revenue cycle KPIs (e.g., pull-through ratio, denial rates, average days to payment)
- Payer mix trends and reimbursement performance
- Monthly reconciliation, claim aging, and forecasting
- Audit readiness and compliance tracking

Include sample reports or dashboards if available.

Communication and Account Management

A description of the Contractor's plan for regular communication with City staff, responsiveness to inquiries, and methods for escalating issues. Identify the primary account representative and expected points of contact.

Customer Service Model

Describe the Proposer's approach to patient communications, including call center operations, service accessibility, and dispute resolution.

Risk Management and Compliance

Describe internal controls, audit support, and compliance monitoring processes.

Proposers are encouraged to include diagrams, workflows, or examples where helpful, but responses should remain concise and focused.

5.10. References

Proposers shall demonstrate recent, relevant experience providing EMS billing and related services similar in size, scope, and complexity to those outlined in Section 4.0 – Scope of Services and Specifications. Experience with municipal, fire-based EMS, or Colorado-based agencies is preferred but not required.

Each Proposer shall submit a minimum of three (3) professional references for EMS billing projects performed within the past three (3) years. References shall demonstrate the Proposer's ability to:

- Manage high-volume EMS billing and provide analytics
- Navigate regulatory requirements (e.g., Medicare, Medicaid, HIPAA, CMS)
- Deliver measurable outcomes such as improved collection rates, compliance, or reporting transparency

At least two (2) references shall be from clients with:

- 10,000 or more annual EMS transports
- Fire-based or municipal EMS systems
- Similar payer mix, with Medicare-heavy populations preferred

At least one (1) reference shall represent a client relationship of three (3) or more consecutive years. Proposers shall identify the total duration of each client relationship.

For each reference, provide the following:

- Client/Agency name and address
- Primary contact name, title, phone number, and email address
- Service dates and duration of engagement
- Summary of services performed, including call volume or transport data (if available), billing platform used, and any compliance audits or notable outcomes
- Names and roles of key personnel assigned
- Description of challenges encountered during implementation and performance and how they were addressed
- Confirmation that all reference contact information is current and accurate as of the Proposal submission date

References shall be relevant to the Services described in this Solicitation and may be verified by the City during the evaluation process. The Proposer shall ensure that all references are informed they may be contacted by the City and are reasonably available to respond during the evaluation period.

The City reserves the right to contact references and request additional information to assess the Proposer's past performance and suitability for the Contract. The City may reduce the evaluation score or deem a Proposal non-responsive if references are found to be outdated, inaccurate, or unavailable.

The City reserves the right to consider information obtained from references, regardless of whether it was provided by the Proposer.

5.11. Financial Statements

Proposers shall not include financial statements with the Proposal.

The City reserves the right to request financial statements or other documentation from the Proposer, if deemed necessary, to verify financial capacity to perform the Services. Requested documentation shall reflect the Proposer's most recent fiscal year and be prepared by a Certified Public Accountant (CPA).

Requested documents may include:

- A balance sheet
- A profit and loss statement
- Other documentation demonstrating financial capacity and stability

Financial information will be treated as confidential to the extent permitted by law.

The financial documentation shall reflect the financial position of the specific entity, division, or subsidiary responsible for performing the Services. For partnerships or joint ventures, separate financial statements shall be provided for each general partner or member. Consolidated statements of a parent company or joint venture entity shall not be accepted in place of individual financial documentation.

5.12. Legal Proceedings and Litigation

Proposers must disclose any legal proceedings, lawsuits, or regulatory actions involving the Proposer, its employees, or any subcontractors who may be involved in performing Services under this Contract. This includes:

- All pending or current litigation, including the status of each case
- Any matter filed, settled, or adjudicated within the past five (5) years

For each case, provide:

- A brief description of the underlying issue
- The status or outcome

Failure to disclose relevant legal proceedings may impact the evaluation process.

5.13. Additional Data (Optional)

Proposers may include supplemental information not otherwise addressed in the Proposal that is directly relevant to the Services and demonstrates the Proposer's qualifications.

Supplemental information shall be concise and shall not duplicate content provided in other sections of the Proposal.

5.14. Optional Platform Demonstration (Recorded)

Proposers may submit a brief recorded demonstration (approximately 5–10 minutes) of the billing and reporting platform. The demonstration should highlight key features relevant to EMS billing, reporting, analytics, and user experience.

Submission of a recorded demonstration is optional but may support the City's evaluation of system functionality, usability, and overall platform capabilities.

Submission of a recorded demonstration does not replace any live interview, presentation, or platform demonstration that may be requested during the evaluation process.

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Section 6.0. Evaluation Criteria and Factors

6.1. Overview

An evaluation committee appointed by the City will review all proposals deemed responsive to this solicitation. Proposals will be assessed based on demonstrated qualifications, understanding of the Scope of Services, technical approach, and overall value to the City. The evaluation process is designed to ensure an award to the Proposer best positioned to deliver high-quality, compliant, and patient-centered EMS billing services.

6.2. Evaluation Summary

Proposals will be evaluated and ranked according to the evaluation criteria categories and respective weightings identified in this Section. In conducting its evaluation, the City reserves the right to:

- Accept or reject any proposal, or any portion thereof.
- Waive informalities or minor irregularities in proposals.
- Consider the Proposer's past performance on similar projects, including work performed for the City or other public agencies.
- Request clarification or additional information from one or more Proposers; and
- Make an award, if any, in the best interest of the City.

Where applicable, the City may evaluate proposed pricing, fee structures, or cost methodologies independently or in combination with other evaluation factors to determine overall value. The City's determination of best value and any resulting award shall be made at the City's sole discretion.

6.3. Scoring Criteria

The City will evaluate proposals using the evaluation criteria categories and relative weights identified in this Section. Each Evaluation Committee member will independently evaluate and score qualitative criteria using a numeric scale of one (1) to ten (10), where:

- 1 represents an unsatisfactory response that fails to meet the requirements of the RFP; and
- 10 represents an exceptional response that fully meets or exceeds the requirements of the RFP

Raw scores for each qualitative criterion will be multiplied by its respective weights to determine weighted category scores. The sum of all weighted qualitative category scores will constitute each Proposer’s total qualitative score.

To promote fairness and consistency across evaluations, the City may apply a **score normalization method**. Under this method, the highest total qualitative score establishes the benchmark and earns the maximum available qualitative points. All other Proposers’ total qualitative scores may be proportionally adjusted relative to that benchmark prior to calculation of final composite scores.

6.3.1. Evaluation Criteria and Weighted Values (Qualitative 100%)

Evaluation Category	Weight	Description
Responsiveness to RFP Requirements	5%	Evaluation will consider the Proposer’s compliance with the submission requirements outlined in Section 5.0, including the inclusion of all required forms, certifications, and disclosures, properly completed and executed. The proposal should be presented in a clear, organized, and logical manner that facilitates efficient evaluation and demonstrates adherence to required format, page limitations, and submission instructions.
Understanding of the EMS Billing and City Objectives	20%	<p>Evaluation will consider the Proposer’s demonstrated understanding of the City’s EMS system, including its operational structure, service delivery model, and regulatory environment. The Proposer should clearly reflect an understanding of the complexities associated with EMS billing, including payer mix, reimbursement challenges, compliance obligations, and revenue cycle performance. Emphasis will be placed on how well the proposal aligns with the City’s objectives as outlined in Section 4.0, including maximizing lawful reimbursement, ensuring regulatory compliance, supporting efficient operations, and addressing community-specific considerations.</p> <p>Proposals that demonstrate a superficial or generic understanding of EMS billing services, without clear alignment to the City’s operational context, may be scored lower.</p>
Capacity, Experience, and Operational Capability	20%	Evaluation will consider the Proposer’s demonstrated ability to successfully perform EMS billing services for systems of similar size and complexity. This includes

		<p>experience managing municipal or fire-based EMS billing programs, organizational capacity, staffing levels, and overall team structure. The City will evaluate the Proposer’s technical infrastructure, including billing platforms, system integration capabilities, and scalability to support current and future service demands. Consideration will also be given to relevant credentials and compliance history, including HIPAA compliance, SOC 2 or HITRUST certification, and CMS audit experience. Proposers shall demonstrate measurable performance through historical data, including collection rates, payer mix performance, and other relevant revenue cycle metrics, and clearly explain the factors contributing to those outcomes. The ability to meet service level expectations and maintain consistent, high-quality performance will be a key factor in scoring.</p>
Strategy & Implementation Plan	25%	<p>Evaluation will consider the Proposer’s overall approach to delivering EMS billing, analytics, and collection coordination services, including the clarity, feasibility, and technical soundness of the proposed implementation plan. Emphasis will be placed on the Proposer’s ability to successfully execute onboarding, data migration, system integration, and transition from the current provider while maintaining continuity of operations and achieving the required go-live date. The City will evaluate the effectiveness of the Proposer’s communication protocols, stakeholder coordination, and change management approach, as well as its ability to respond to the City’s operational needs, including reporting, analytics, and ongoing collaboration. Proposals should demonstrate a well-structured, proactive, and executable plan aligned with the requirements outlined in Section 4.0.</p>
Compliance, Risk Controls, Analytics, and Patient Services	20%	<p>Evaluation will consider the Proposer’s ability to deliver compliant, secure, and high-quality EMS billing services, supported by robust internal controls and operational practices. This includes demonstrated compliance with applicable regulations, including HIPAA, CMS, Medicare, and Medicaid requirements, as well as the strength of internal quality assurance and quality control processes. The City will evaluate the Proposer’s risk management protocols, including data security measures, breach response procedures, audit readiness, and ability to support internal and external audits. Consideration</p>

		will also be given to the sophistication and usability of reporting and analytics capabilities, including the ability to provide actionable insights such as claim aging, denial trends, payer mix, and revenue cycle performance metrics. The Proposer’s approach to patient billing and customer service will be evaluated, including accessibility for individuals without digital access and the ability to provide clear, responsive, and compassionate communication. Proposers shall demonstrate measurable performance through historical data, including net collection rates (pull-through ratios), and explain the factors contributing to those outcomes.
Fee or Pricing Proposal – Reasonableness	10 %	Evaluation will consider the clarity, transparency, and overall structure of the Proposer’s pricing model, including alignment with the services described in the proposal. The City will evaluate whether pricing is comprehensive, clearly defined, and inclusive of all costs necessary to perform the required services, with no hidden or ambiguous fees. Consideration will also be given to the reasonableness of pricing in relation to the scope of services, anticipated service volume, and expected revenue cycle performance. For percentage-based pricing models, evaluation may include consideration of the Proposer’s historical collection performance to assess overall value to the City. The City reserves the right to evaluate pricing in conjunction with the overall value offered and may negotiate final pricing with the highest-ranked Proposer.

Failure to provide required documentation may result in the Proposal being deemed non-responsive.

6.4. Shortlisting Proposers

The City may use the process outlined in this Section to identify a shortlist of Proposers for further consideration. The City reserves the right to modify, waive, or discontinue any step in this process if determined to be in the best interest of the City:

- **Compliance Review**

All Proposals will undergo an initial review to confirm compliance with the mandatory requirements of this Solicitation.

The City's Purchasing Agent may request written clarifications from Proposers to resolve minor ambiguities, confirm understanding of a Proposal, or verify compliance with submission requirements.

- **Evaluation and Scoring**

Proposals will be evaluated and scored by the City's Evaluation Committee in accordance with the criteria and weighting outlined in Section 6.3. Individual evaluator scores will be compiled into a consolidated Evaluation Matrix to assist the Evaluation Committee in establishing rankings and identifying the most qualified Proposers.

6.5. Reference Checks

The City reserves the right to conduct reference checks for top-ranked Proposers to verify service reliability, past performance, and technical qualifications. Reference checks may include, but are not limited to, inquiries regarding:

- Previous performance on comparable EMS billing or municipal engagements
- Accuracy and effectiveness of revenue cycle management, including collection performance, accounts receivable management, and denial resolution practices
- Verification of compliance with applicable regulatory standards, including CMS, HIPAA, and other relevant requirements
- Adherence to project timelines and contractual obligations
- Responsiveness, quality of deliverables, customer service, and professional conduct
- Effectiveness of issue resolution, ongoing support services, and communication practices
- Effectiveness of implementation, onboarding, and transition from prior billing providers, including continuity of operations
- Overall client satisfaction with the Proposer's performance, including transparency and collaboration throughout the engagement

The City may contact listed references or other entities familiar with the Proposer's performance. The City may also request supporting documentation or conduct site visits, as necessary, to validate the information provided in the proposal.

6.6. Interviews and Platform Demonstrations

At its discretion, the City may invite Proposers whose scores fall within a competitive range, as determined by the City, for interviews and platform demonstrations to further assess its qualifications, implementation approach, and technical capabilities. This process may occur

virtually or in person, and the threshold may be adjusted based on the quality of responses and the number of competitive submittals.

Shortlisted Proposers will be provided with details on:

- Interview format, agenda, and expectations
- Date, duration, structure, and presentation requirements
- Location (virtual or in-person)

As part of the interview, Proposers may be required to deliver a live demonstration of their billing and analytics platform. This demonstration will be scored and should highlight:

- EMS claim workflows and submission capabilities
- Real-time dashboards, access, denial tracking, and reporting
- Regulatory compliance tools (e.g., audit logs, coding prompts)
- Customer service portals, payment plan management, and patient interface
- System security features and integration readiness (e.g., ImageTrend, ePCR)

The demonstration should reflect live or sandbox system functionality. Slide decks alone will not be considered sufficient. Time will be allocated for Q&A following the demonstration.

6.7. Negotiations

The City reserves the right to initiate negotiations with the highest-ranked Proposer. If negotiations are unsuccessful or formally concluded, the City may proceed to the next highest-ranked Proposer.

Negotiated topics may include, but are not limited to:

- Final price negotiation or Best and Final Offers (BAFOs)
- Refinement of implementation or reporting plans
- Technical clarification to ensure alignment with specifications or scope
- Scope or performance modifications that add value
- Other modifications as reasonably requested by the City

All negotiations shall be conducted at the City's sole discretion and in a manner deemed to serve the City's best interest.

6.8. Award

The City reserves the right to:

- Award a Contract in whole or in part, award to one or more Proposers, or to designate a primary and secondary Contractor, if deemed in the City's best interest.
- Reject any or all proposals or waive minor informalities or irregularities.
- Consider a Proposer's previous performance with the City, or similar engagements with other public agencies, when determining responsibility and final award suitability.

The City reserves the right to determine that award of a Contract is not in the best interest of the public or the Project.

6.9. Contract Execution

- The selected Proposer must execute the Contract within a specified timeframe after notice of award. Failure to do so may result in withdrawal of the offer and potential award to the next highest-ranked proposer or re-solicitation.
 - All awards are contingent upon the availability of funds and formal approval by the City.
-

6.10. Notice of Intent to Award & Protest Procedures

- A Notice of Intent to Award may be issued prior to final contract execution.
- Formal protest must be submitted in writing within the specified timeframe following the Notice of Intent to Award, following the City's [Procurement Policy](#).

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Section 7.0. Solicitation Response Form

RFP-5926-26-KF “Emergency Medical Services (EMS) Billing, Claims Processing, and Revenue Cycle Management for the City of Grand Junction’s Fire Department”

The Proposer shall submit the completed, dated, and signed Solicitation Response Form with its Proposal.

Acknowledgment

The undersigned has thoroughly examined the entire Solicitation, including all addenda, and submitted the attached Proposal and Fee Proposal in response thereto.

This Proposal shall remain firm, valid, and binding for one hundred eighty (180) calendar days following the Proposal due date.

By submitting this Proposal, the Proposer acknowledges and agrees to the terms, conditions, specifications, and requirements of the Solicitation and certifies that the Proposer is fully qualified, prepared, and authorized to perform the Services described herein.

The undersigned further acknowledges the City’s sole discretion to:

- Reject any or all Proposals;
- Waive informalities, irregularities, or technicalities;
- Request clarifications or additional information;
- Negotiate terms, pricing, or scope; and
- Award a Contract in the best interest of the City.

Certifications

By submitting the Proposal, the Proposer certifies that:

- Proposal has been developed and submitted independently and without collusion, consultation, communication, or agreement with any other Proposer or competitor regarding pricing, terms, strategy, or any other aspect of the Proposal.
- The Proposal has not been knowingly disclosed to any other Proposer and shall not be disclosed before the award.
- No attempt has been made, nor will be made, to induce any person or entity to submit or refrain from submitting a Proposal for the purpose of restricting competition.

- The individual signing the Solicitation Response Form is duly authorized to bind the Proposer contractually and legally to all representations, commitments, and supporting documentation contained in the Proposal.
 - The Proposer shall comply with all applicable federal, state, and local laws, regulations, and licensing requirements applicable to the Services.
 - The Proposer understands that any resulting Contract shall be governed by the terms and conditions of the Solicitation and final executed Contract Documents.
-

Receipt of Addenda

The undersigned acknowledges receipt of all Addenda issued for the Solicitation.

- **Total number of Addenda received:** _____

The Proposer is solely responsible for reviewing and acknowledging all Addenda issued in connection with this Solicitation as part of the Proposal submission.

Required Submittals

Additionally, the Proposer must submit:

- A letter signed by the entity's Owner or a Statement of Authority delegating authorization to act on behalf of the Proposer.
 - Any required exceptions or proposed revisions in accordance with Section 5.5.
 - A completed and current IRS Form W-9 prior to Contract execution.
-

Proposer Information and Authorization

Entity Name: _____

Authorized Agent Name & Title: _____

Authorized Agent Signature: _____

Telephone Number: _____

Email Address: _____

Business Address: _____

City, State, ZIP Code: _____

Date: _____

Subcontractor Disclosure

As part of its Proposal, the Proposer shall identify all subcontractors, subcontract service providers, offshore affiliates, or third-party entities proposed to participate in the performance of the Services under any resulting Contract.

For each proposed subcontractor or third-party entity, the Proposer shall provide:

- Legal name and business address;
- Description of the specific Services to be performed; and
- Estimated value and percentage of the total Contract represented by those Services; and
- A summary of the subcontractor’s relevant experience, qualifications, and role in the performance of the Services.

The City reserves the right to evaluate the qualifications, experience, financial stability, compliance history, security practices, and overall responsibility of any proposed subcontractor as part of the evaluation process.

The Proposer shall remain fully responsible for the performance of all subcontractors and third-party service providers utilized in connection with the Contract. Use of subcontractors shall not relieve the Proposer of any obligation, requirement, or liability under the Contract.

No subcontractor may be substituted, reassigned, or added after Contract award without prior written approval from the City.

The undersigned Proposer intends to engage the following subcontractors or third-party service providers in connection with performance of the Services:

Name, and Address of Subcontractor	Description of Services	Estimated Value and Percentage of Services
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

If no subcontractors are proposed, the Proposer shall indicate “None.”

Certifications

By signing the Solicitation Response Form, the Proposer certifies that all identified subcontractors are qualified to perform the proposed Services and shall comply with all applicable Contract requirements, including regulatory, confidentiality, security, and insurance obligations.

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