

**GRAND JUNCTION CITY COUNCIL  
ADDITIONAL WORKSHOP AGENDA  
MAY 16, 2005, 11:30 A.M.  
TWO RIVERS CONVENTION CENTER  
159 MAIN STREET**

- 11:30 am     **AMBULANCE PROVIDER REQUEST FOR PROPOSAL:** A discussion related to the Grand Junction Ambulance Service Area ambulance provider selection process through an RFP to be developed by ESCi, Inc. [Attach 1](#)
- 1:00 pm     **ADJOURN**

**Attach 1  
Ambulance Provider RFP**

**CITY OF GRAND JUNCTION**

| CITY COUNCIL AGENDA                   |                 |  |                      |                                     |                          |                                 |
|---------------------------------------|-----------------|--|----------------------|-------------------------------------|--------------------------|---------------------------------|
| <b>Subject</b>                        |                 | Ambulance Service Provider RFP Development |                      |                                     |                          |                                 |
| <b>Meeting Date</b>                   |                 | May 16, 2005                               |                      |                                     |                          |                                 |
| <b>Date Prepared</b>                  |                 | May 12, 2005, 2005                         |                      |                                     | <b>File #</b>            |                                 |
| <b>Author</b>                         |                 | Rick Beaty                                 |                      | <b>Fire Chief</b>                   |                          |                                 |
| <b>Presenter Name</b>                 |                 | Rick Beaty<br>Kyle Gorman                  |                      | <b>Fire Chief<br/>ESCi, Inc.</b>    |                          |                                 |
| <b>Report results back to Council</b> |                 | <input type="checkbox"/>                   | <b>No</b>            | <input type="checkbox"/>            | <b>Yes</b>               | <b>When</b>                     |
| <b>Citizen Presentation</b>           |                 | <input type="checkbox"/>                   | <b>Yes</b>           | <input checked="" type="checkbox"/> | <b>No</b>                | <b>Name</b>                     |
| <input checked="" type="checkbox"/>   | <b>Workshop</b> | <input type="checkbox"/>                   | <b>Formal Agenda</b> |                                     | <input type="checkbox"/> | <b>Consent</b>                  |
|                                       |                 | <input type="checkbox"/>                   |                      |                                     | <input type="checkbox"/> | <b>Individual Consideration</b> |

**Summary:** The Mesa County Board of County Commissioners adopted a resolution on the delivery of emergency medical services on December 6, 2004. The resolution became effective on January 1, 2005. The primary goal of the resolution is to formalize support components and the delivery of emergency medical services Mesa County. A major item for consideration by the City of Grand Junction is how and who will provide patient transport within the Grand Junction Ambulance Service Area.

On March 2, 2005, City Council authorized the City Manager to sign a professional services contract with ESCi, Inc. to develop an ambulance service provider selection process for the City of Grand Junction. Phase one of the project includes the need to discuss a number of issues related to development of the process. Preliminary topics for discussion will include:

- Options and ramifications of the RFP process, criteria and decisions.
- The determination of goals and objectives for the ambulance selection process.
- Policy development and direction regarding weighting of price, quality and other factors involved in the development of a selection process.

**Budget:** There will be an impact to the budget; the net impact of a change to the system cannot be determined until direction and decision on system design is established.

**Action Requested/Recommendation:** City Council discussion and direction to ESCi Inc., related to the Grand Junction Ambulance Service Area (GJASA) ambulance provider selection process.

**Attachments: Preliminary DRAFT RFP from ESCi, Inc.** (NOTE: The attached draft is provided for discussion and is not a complete document. There are several policy decisions and legal considerations to be determined for continued development of the document.)

### **Background Information:**

The City of Grand Junction has a long history of involvement and commitment to the provision of high-quality emergency medical services. In order to provide these services, a variety of service delivery models have been applied. Variations have been mostly reactive as a result of growth, evolving citizen service-level expectations and changes in laws and regulations. In recent years, there has been a growing recognition of the need to modify the system with a county-wide focus. The need has been based on professional views of system entities, including the City of Grand Junction, and has been supported by the results of three independent service studies. The studies include:

- Long & Associates Study (1992)
- ECRC Study (1999)
- ESCi Study (2002)

All three studies provided recommendations that would improve system effectiveness and efficiency, albeit each had a slightly different approach to system design. The most recent study by ESCi recommended that the County adopt a resolution to provide overall control of the EMS system county-wide. The County hired ESCi to assist in the development of a resolution with input from system stakeholders. On December 6, 2004 the Mesa County BCC adopted an EMS Resolution that became effective on January 1, 2005.

The majority of items contained in the resolution are similar to the current City of Grand Junction EMS Ordinance. Therefore, most of the items/issues are already addressed by the Grand Junction Fire Department and only minor adjustments will be needed. However, there is one major issue placed on the City of Grand Junction which will require thought and policy direction from the Grand Junction City Council. That issue includes the development of a process and selection of an ambulance service provider(s). Article VII.3 of Mesa County's EMS Resolution states that "The City of Grand Junction may, at its option, develop a process to recommend one or more providers to serve the Grand Junction ASA." The Resolution sets a target for receipt of a recommendation by the City of Grand Junction for May 31, 2005; although this date can be extended to November 30, 2005.

City Council directed staff to enter into an interim agreement with AMR for the continued provision of the current emergency medical services system while the City develops a process for selection of an ambulance service provider. The interim agreement between the City and AMR is signed and was ratified by the BCC on May 9, 2005.

**REQUEST FOR PROPOSALS**

**FOR**

**EMERGENCY AND NON EMERGENCY AMBULANCE AND  
ADVANCED LIFE SUPPORT SERVICES  
FOR THE GRAND JUNCTION AMBULANCE SERVICE AREA  
MESA COUNTY, COLORADO**

**CITY OF GRAND JUNCTION CITY COUNCIL**

Jim Spehar

Jim Doody

Gregg Palmer

Bonnie Beckstein

Bruce Hill

Teresa Coons

Doug Thomason

Kelly Arnold, City Administrator

John Shaver, City Attorney

**CITY REQUEST FOR PROPOSALS OPENING**

**DATE:** October 7, 2005

**PLACE:** Grand Junction Purchasing Department

**TIME:** 4:00 PM

RFP ADVERTISED..... August 5, 2005  
LAST DATE TO SUBMIT QUESTIONS FOR CONFERENCE ..... August 19, 2005  
PRE-PROPOSAL CONFERENCE..... August 26, 2005  
LAST DATE TO PROTEST SPECIFICATIONS ..... September 16, 2005  
RFP SUBMITTALS ..... October 7, 2005  
TENTATIVE CONTRACT AWARD ..... October 18, 2005  
LAST DATE TO PROTEST AWARD..... FOURTEEN DAYS FROM  
NOTICE OF INTENT TO AWARD

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**SECTION 1**  
**REQUEST FOR PROPOSAL**

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## REQUEST FOR PROPOSALS

Notice is hereby given that the City of Grand Junction, through its City Council, will receive sealed proposals according to the attached specifications until 4:00 p.m., October 7, 2005 for:

### **EMERGENCY AND NON-EMERGENCY AMBULANCE AND ADVANCED LIFE SUPPORT SERVICES FOR THE GRAND JUNCTION AMBULANCE SERVICE AREA.**

Proposals received after that time will be returned unopened to the proposer.

The City of Grand Junction announces an invitation to proposers to submit proposals for exclusive emergency and non-emergency ambulance services for the ambulance service area (ASA) described herein. Upon approval by the City Council, the successful proposer will be granted an exclusive contract to provide ambulance service for five years beginning July 1, 2006. The Council may grant up to two, 2-year extensions based on successful performance during the initial contract term. The contract under which these services are to be procured will be a term agreement, with the contractor responsible for the collection of patient revenues from appropriate sources other than the City. A **mandatory** pre-proposal conference has been scheduled for August 26, 2005, at **[insert appropriate address in Grand Junction here]** from 9 a.m. until 12 p.m. Written questions and requests for clarifications to be addressed at the conference must be received at the office of the Purchasing Manager, no later than 3:00 p.m. August 19, 2005 to be considered by the City.

Proposal packets will be available at **City of Grand Junction Purchasing Department, 2549 River Road, Grand Junction, CO 81501, (970) 244-1533**. Sealed proposals are to be sent to the **Purchasing Manager** at the Grand Junction address. Proposals will be opened in the Purchasing Department.

The project **is not** a public work contract subject to Colorado Statute or the Davis-Bacon Act (40 U.S.C. 276a).

The Grand Junction City Council reserves the right to reject any and all proposals not in compliance with all prescribed public proposal procedures and requirements, reject any and all proposals upon the finding that it is in the public interest to do so, and waive any and all informalities.

DATED this \_\_\_ day of \_\_\_\_\_ 2005

\_\_\_\_\_  
John Shaver, City Attorney



**SECTION 2**  
**INSTRUCTIONS AND CONDITIONS**

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## **INSTRUCTIONS AND CONDITIONS**

### **2.1. GENERAL**

Proposers must study carefully and conform to these "Instructions and Conditions" so that their proposals will be regular, complete and acceptable.

### **2.2. PROPOSALS**

All proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this solicitation.

All proposals must be signed in ink in the blank spaces provided herein. If the proposal is made by a firm or partnership, the name and address of the firm or partnership shall be shown together with the names and addresses of the members. If the proposal is made by a corporation, it must be signed in the name of the corporation by an official who is authorized to bind the contract.

### **2.3. ETHICAL STANDARDS**

The City of Grand Junction stipulates certain ethical requirements for Vendors participating in procurement transactions. Those statements are generally stated as follows:

A. No bidder, offeror, contractor or subcontractor shall confer upon any public employee having official responsibility for a procurement transaction any payment, loan subscription, advance, deposit of money, services, present or promised;

B. All bidders, offerors, contractors or subcontractors shall complete a disclosure of interest form to inform of any personal interest of any public official with respect to any city procurement;

C. Failure to make the required disclosure may result in disqualification, disbarment, suspension from bidding and rescission of contracts;

D. No contractor or subcontractor shall give, demand or receive from any suppliers, subcontractors or competitors any bribe or kickback or anything of value in return for participation in a procurement transaction or agreeing not to compete in a transaction;and

E. Architects or engineers employed by the City may not furnish building materials, supplies or equipment for any structure on which they are providing professional

services. The City also does not accept bids or proposals from consultants or bidders who have solely and directly prepared specifications for a specific requirement, regardless of whether the consultant/bidder was paid for the specification.

F. It is a breach of ethical standards for any person to offer, give or agree to give any employee or public official a gratuity or offer of employment or employment in connection with any decision or recommendation concerning a possible or actual purchase by and/or on behalf of the City.

G. It shall be unethical for any payment, gratuity or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract and solicitation thereof.

**2.4. SUBMISSION OF PROPOSALS:**

Proposals must be submitted in a sealed package. The outside of the sealed proposal must bear the name and address of the proposer, the name of the project for which the proposal is submitted and the time and date of the proposal opening. If the proposal is submitted by mail, the proposal must be enclosed in a package addressed to the City of Grand Junction Purchasing Department, 2549 River Road, Grand Junction, CO 81501, (970) 244-1533

**2.5. RECEIPT AND OPENING OF PROPOSALS:**

Proposals shall be submitted prior to the time specified in the advertisement for proposals. Proposals received after the time so designated will be considered late proposals and will be returned unopened to the proposer.

A register of proposals shall be prepared and shall be open for public inspection after contract award. Once the opening time and date arrive, the names of the offerors submitting proposals are read publicly. No other information will be disclosed.

**2.6. WITHDRAWAL OF PROPOSALS:**

Proposals may be withdrawn by written request received from the offeror prior to the time of bid opening. Negligence on the part of the vendor in preparing the proposal confers no right for the withdrawal of the proposal after it has been opened. The proposal will be irrevocable until such time as the City Council:

1. Specifically rejects the proposal, or
2. Awards a contract and said contract is properly executed.

Contractors' proposals must be valid for at least 120 days.

**2.7. MODIFICATIONS:**

Any contractor may modify his/her proposal by registered communication at any time prior to the scheduled closing time for receipt of proposals, provided such communication is received prior to the closing time.

**2.8. ACCEPTANCE OR REJECTION OF PROPOSALS:**

In awarding the contract, the City Council will accept the proposal or proposals that in its estimation will best serve the interests of the City of Grand Junction and Mesa County, and reserves the right to award the contract to the contractor whose proposal shall be best for the public good. The City Council reserves the right to accept or reject any or all proposals. Any proposal that is incomplete, obscure or irregular may be rejected. Only one proposal will be accepted from any one firm, agency, or association. Where multiple options are requested in the proposal response, this shall constitute a single proposal. Any evidence of collusion between proposers may constitute a cause for rejection of any proposals so affected.

**2.9. ADDENDA AND INTERPRETATIONS:**

No oral interpretations shall be made to any proposer as to the meaning of any of the contract documents or be effective to modify any of the provisions of the contract documents. All requests for an interpretation after the pre-proposal conference shall be made in writing and addressed to the Purchasing Manager and, to be given consideration, must be received no later than September 16, 2005. Any and all such interpretations will be sent electronically and mailed to all prospective proposers (at the respective address furnished for such purposes) not later than seven (7) days prior to the date fixed for the opening of proposals. Failure of any proposer to receive any such addendum or interpretation shall not relieve such proposer from any obligation under this proposal as submitted. All addenda so issued shall become as much a part of the contract documents as if bound herein.

**2.10. NONDISCRIMINATION:**

The successful contractor agrees that, in performing the work called for by this proposal and in securing and supplying materials, the contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, physical or mental handicap, national origin or ancestry unless the reasonable demands of employment are such that they cannot be met by a person with a particular physical or mental handicap.

**2.11. FAILURE TO SUBMIT OFFER:**

If no offer is to be submitted, do not return the RFP. Failure of the recipient to offer, or to notify the issuing office that future solicitations are desired, will not result in removal of the name of such recipient from the mailing list for the type of supplies or services covered by the solicitation.

**2.12. PREPARATION OF OFFERS:**

Proposers are expected to examine the specifications, schedules and all instructions.

Each proposer shall furnish the information required by the solicitation. Proposers shall sign the solicitation and print or type their name on other submitted exhibits and each continuation sheet thereof on which an entry is made. Erasures or other changes must be initialed by the person signing the offer. Proposals signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished.

Proposers shall state a definite time for delivery of supplies or for performance of services. Time, if stated as a number of days, will include Saturdays, Sundays and holidays.

**2.13. SPECIFICATIONS LIMITING COMPETITION:**

Proposers may comment on any specification or requirement contained within this RFP, which they feel limits competition in the selection of a proposer to perform the services herein defined. Protests shall detail the reasons and any proposed changes to the specifications. Such comments shall be made in writing and addressed to:

**Grand Junction Purchasing Department  
Attention: Purchasing Manager  
Specification Protest: Ambulance Services  
2549 River Road  
Grand Junction, CO 81501**

**Comments shall be submitted to the City of Grand Junction no later than September 16, 2005.** No comments will be accepted after that time. Any substitutions for items specified will not be accepted without prior written approval of the Purchasing Manager.

**2.14. EXCEPTIONS:**

Responding proposers taking exception to any requirement of this RFP Document shall indicate such exception(s) on a separate page of their proposal. Proposers failing to indicate any exceptions shall be interpreted so that the responding proposer intends to fully comply with all RFP requirement(s) as written and subsequent agreement terms as stated. Explanation must be made for each item for which exception is taken, giving in detail the extent of the exception, and the reason(s) for which it is taken, in order for consideration to be given to the vendor.

**2.15. CITY FURNISHED PROPERTY:**

No material, labor or facilities will be furnished by the City otherwise provided for in the Request for Proposals.

**2.16. PROTEST OF AWARD:**

The notice of intent to award of the contract by the City of Grand Junction shall constitute a final decision of the City's intent to award the contract if no written protest of the award is filed with the City's Purchasing Manager within fourteen (14) calendar days of the notice of intent to award. If a protest is timely filed, the award is a final decision of the City's intent to award only upon issuance of a written decision denying the protest and affirming the award. The award and any written decision denying protest shall be sent to every proposer who provided an address.

Any proposer who is adversely affected or aggrieved by the City's award of the contract to another proposer may protest the award. The written protest shall specify the grounds upon which the protest is based. In order to be an adversely affected or aggrieved proposer with a right to submit a written protest, a proposer must be next in line for award, i.e. the protester must claim that all higher rated proposers are ineligible for award because they are non-responsive or non-responsible. The City will not entertain protests submitted after the time period established in this rule.

## **2.17. PROPOSAL DEPOSIT REQUIRED**

All proposals must be accompanied by a proposal deposit (not a bid bond) in the amount of \$10,000 in the form of a certified cashier's check made payable to the City of Grand Junction. This proposal deposit will be returned to any unsuccessful proposers by the City within 30 business days after the award of the contract unless, upon investigation of credential and proposal submissions it is determined that the proposer has misrepresented itself or provided false or inaccurate information in the credentials and proposal submission. The successful proposer's deposit will be returned upon contract signing. No interest will be paid on proposal deposits.

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**SECTION 3**  
**PROPOSAL CONTENTS AND RESPONSE**

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## PROPOSAL CONTENTS AND RESPONSE

### **GENERAL:**

The proposal should contain the required elements as stated in Section 3.2. Detailed Submittal Requirements.

- 3.1.1 The proposals shall be submitted by 4:00 p.m., October 7, 2005, to Ron Watkins, Purchasing Manager, City of Grand Junction Purchasing Department, 2549 River Road, Grand Junction, CO 81501
- 3.1.2 One (1) signed original and ten (10) copies of the proposal shall be submitted. The original shall be marked as such.
- 3.1.3 The City of Grand Junction may solicit additional information or proposal clarification from vendors, or any one vendor, should the City deem such information necessary.
- 3.1.4 This Request For Proposals (RFP) and all supplemental information in response to this RFP will be a binding part of the final contract entered into by the selected vendor and the City of Grand Junction.
- 3.1.5 Any proposer-supplied material that may be considered confidential, to the extent allowed under Colorado Public Records Law, must be so marked with statutory exemption asserted.
- 3.1.6 The City of Grand Junction reserves the right to reject any and all proposals, and to accept the proposal deemed most advantageous to the City.
- 3.1.7 All costs associated with participation in this procurement process shall be borne by the proposer. The City will not be responsible for any costs incurred by any party as a result of participation in this process.
- 3.1.8 The proposer shall submit executed notarized "investigative authorization forms" for the company(s) whose credentials are submitted for review and for all owners, officers and key personnel. Publicly held companies need only submit the company release and those for the managers and key personnel who would be involved in the fulfillment of the contract or in the preparation of the proposal. Copies of the required release forms are provided as Appendix \_\_\_\_, Investigative Releases.

- 3.1.9** Each proposer is specifically advised to use its own expertise and professional judgment in deciding upon the methods to be employed to achieve and maintain the performance required under the contract. "Methods" in this context means compensation programs, shift schedules, personnel policies, supervisory structures, ambulance deployment techniques, and other internal matters which, taken together, comprise each proposer's strategies and tactics for accomplishing the task. The City recognizes that different proposers may employ different methods with equal success. By allowing each proposer to select, employ and change its production methods, The City hopes to promote innovation, efficiency and superior levels of performance.
- 3.1.10** The City specifically makes no representations or warranties regarding the number of requests for ambulance service, ambulance transports, quantities or length of long distance transports, or frequency of special events coverage that may be associated with this procurement. Any and all historical data related to past volumes of business within the Mesa County EMS system are provided to illustrate the historical level of performance only, and not to guarantee future business volume.
- 3.1.11** Proposers are cautioned that all inquiries must be made to the City of Grand Junction Purchasing Manager at the following address:

Ron Watkins

City of Grand Junction Purchasing Department,  
2549 River Road, Grand Junction, CO 81501  
(970) 244-1533

Requests for clarification of the RFP specifications must be made in writing. Replies to questions, if any, raised by any proposer will be sent in written form to every potential proposer who has properly registered with the City. Any information obtained by proposers from any source other than written communication from the City should be considered unofficial and possibly in error.

### 3.2 DETAILED SUBMITTAL REQUIREMENTS AND PROPOSAL CONTENTS

In order to ensure that the evaluation of proposals is as equitable as possible, all proposals must be submitted in the following format. Order and numbering conventions should be consistent with the required Table of Contents. The proposals will be scored in comparison with other proposers' offerings for each section as specified in **SECTION \_\_\_\_\_, Evaluation and Selection Criteria.**

- I. Letter of Transmittal
- II. Introduction
  - A. Description of Proposed Organization
- III. Credentials
  - A. Recent and Analogous Experience
  - B. Demonstration of Sound Financial Position
  - C. Documentation of Regulatory Compliance and Litigation
- IV. Clinical Performance
  - A. Clinical Credentials of Field Personnel
  - B. Commitment to system-wide quality Improvement Processes
  - C. Preceptor Qualifications/Status
  - D. Internal Staff Support for Medical Director and fire Department First Responders.
- V. Community Service and Education
- VI. Control Center Operations
  - A. Commitment to employ Grand Junction Regional Communications Center.
  - B. Methods for Fine Tuning Deployment Plans
  - C. Proposed Support of EMD Training for GJRCC
- VII. Human Resources
  - A. Leadership, Supervision and Key Personnel
  - B. Commitment to incident command structure.
  - C. Health and Safety Programs
  - D. Recruitment and Retention Strategies
- VIII. First Responder Program Support
  - A. First Responder Equipment and Supply Replenishment

- B. Training Support for First Responder Program
- C. Support to Enhance First Responder Partnership
  
- IX. Fleet and Equipment Issues
  - A. Number and age of Proposed Vehicles and Safety Features
  - B. Ambulance Maintenance Practices
  - C. Equipment Maintenance Practice
  
- X. Performance Security
  
- XI. Billing and Accounts Receivable Program
  
- XII. Price

Proposers will address each item in this section. Proposals will be compared to other proposals. Any proposer whose response fails to incorporate or use the minimum standards shall be non-responsive. The proposer, at its option, may offer higher levels of performance for any component addressed in this RFP. Any additional offers will be considered as delineated in the Submission and Scoring Section of this RFP.

### **3.3 PAGE LIMIT ON PROPOSALS**

Proposal submissions are limited to no more than 100 pages. Text must be no smaller than 12 point font, page margins shall be no more than 1 inch, and line spacing shall be no less than single spacing.

### **3.4 EQUAL OPPORTUNITY**

The successful proposer must be an Equal Opportunity Employer and have a policy of nondiscrimination in employment because of race, age, color, sex, religion, national origin, mental or physical handicap, political affiliation, or marital status. A statement attesting to this must be included.

## PROPOSAL RESPONSE

Submitted by: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

Phone number: \_\_\_\_\_

The undersigned, through the formal submittal of this proposal response, declares that he/she has examined all related proposal documents and read the instruction and conditions, and hereby proposes to supply materials and services for **EMERGENCY AND NON-EMERGENCY AMBULANCE SERVICES FOR THE CITY OF GRAND JUNCTION** as specified, in accordance with the proposal documents herein.

The Proposer, by his signature below, hereby represents as follows:

- (a) That no City Councilor, officer, agency or employee of the City of Grand Junction is personally interested directly or indirectly in this contract or the compensation to be paid hereunder, and that no representation, statement or statements, oral or in writing, of the City, its Council, officers, agents, or employees had induced him to enter into this contract and the papers made a part hereof by its terms;
- (b) That this proposal is made without connection with any person, firm or corporation making a bid for the same material, and is in all respects, fair and without collusion or fraud.
- (c) The proposer agrees to accept as full payment for the services specified herein, the amount as shown in his/her proposal.
- (d) Vendors shall use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document.

The names of the principal officers of the corporation submitting this proposal, or of the partnership, or of all persons interested in this proposal as principals are as follows:

|                                     |       |
|-------------------------------------|-------|
| _____                               | _____ |
| Name                                | Title |
| _____                               | _____ |
| Name                                | Title |
| _____                               | _____ |
| Name                                | Title |
| (If Sole Proprietor or Partnership) |       |

In witness hereto, the undersigned has set his (its) hand this \_\_\_ day of \_\_\_\_\_, 2005.

\_\_\_\_\_  
Name of Firm

\_\_\_\_\_  
Signature of Proposer

(If Corporation)

In witness whereof the undersigned corporation has caused this instrument to be executed by its duly authorized officers this \_\_\_ day of \_\_\_\_\_, 2005.

\_\_\_\_\_  
Name of Corporation

\_\_\_\_\_  
By

\_\_\_\_\_  
Title

**SECTION 4**  
**GENERAL INFORMATION**

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## GENERAL INFORMATION

### INTRODUCTION

The City of Grand Junction, Colorado, announces an invitation for qualified proposers to submit proposals for the provision of exclusive emergency and non-emergency ambulance services. The successful proposer will be granted an exclusive contract subject to Grand Junction City Council approval for an initial period of five (5) years, beginning July 1, 2006 and will have the opportunity to earn up to two, 2-year extensions based on performance. The contractor is responsible for the collection of patient revenues from appropriate sources other than the City.

A mandatory pre-proposal conference has been scheduled for August 26, 2005, at **[insert appropriate address for the preproposal conference here]**, from 9 a.m. until 12 p.m. Proposers are required to attend; submissions received from proposers that have not attended this conference will not be accepted. Written questions and requests for clarifications to be addressed at the conference must be received at the office of the Purchasing Manager, no later than 3:00 p.m., August 19, 2005 to be considered by the City. Answers to written questions will be distributed to all registered proposers.

### Schedule of Events

The following table provides information about the schedule for this procurement process at the time of RFP release:

|  |                                |
|--|--------------------------------|
| Advertise and Issue RFP                  | August 5, 2005                 |
| Pre- Proposal Conference                 | August 26, 2005                |
| Credentials and Proposals Due            | October 7, 2005                |
| Proposal Evaluation                      | October 7 to 14, 2005          |
| Oral Presentations                       | October 14, 2005               |
| Proposal Evaluation & Scoring            | October 14, 2005               |
| Notice of Intent to Award                | By October 18, 2005            |
| 14 Period to Protest Award               | October 18 to November 1, 2005 |
| Credentials Verification and Negotiation | November 1 to 29, 2005         |
| Selection approved by County             | December 8, 2005               |
| Final Contract Signed By                 | December 12, 2005              |



Any adjustment or changes in the schedule after the release of this RFP will be provided in by written responses sent to all persons who have registered with the City of Grand Junction Purchasing Manager. Verbal notifications are not official and may be incorrect. Proposers may make copies of this RFP for their own use. The City will not be responsible for making notifications to any company, person or entity other than those properly registered with the Purchasing Department through the direct registration in the RFP process.

## **Proposer Registration**

Prospective proposers may register to receive notifications regarding this process by submitting a letter, on company letterhead, requesting registration and identifying the name and address, phone number, facsimile number and email address of the company's contact for matters related to this procurement. Each registered company may register only one contact. The City will not be responsible for making notifications to entities other than those properly registered with the Purchasing Department

### **A. Overview of System Design**

The Mesa County EMS participants include paid and volunteer fire agencies, two local hospitals, a for-profit ambulance service, the local medical community, an emergency dispatch center, and city and county elected officials. Calls for service are received at a single 9-1-1 communications center and the appropriate responders are dispatched. Medical care, training, and certification issues are established by a single medical authority. Transport takes place from a number of paid or volunteer fire agencies, or from a local for-profit ambulance company.

The county is largely rural with one urban center—Grand Junction, the largest city in the county. The county is comprised of about 120,000 residents and a land mass of more than 3,300 square miles. More than a third (about 42,000) of the county's population live within the City of Grand Junction, and another 17,000 residents live within nearby Clifton. The two communities therefore make up about half of the county's population making the Grand Junction urban area central to the development of an EMS system structure.

Mesa County has adopted a resolution regulating ambulance service in the county. As part of that resolution, the County has established ambulance service areas that are served by a number of ambulance providers. Mesa County has partnered with the City of Grand Junction to allow the City to establish a provider selection process for the Grand Junction ASA that includes the City of Grand Junction, the Grand Junction Rural Fire Protection District and Glade Park Rural Fire Protection District. Completion of the City of Grand Junction provider selection process will ensure the availability of ambulances "wall-to-wall" throughout the county. The County has placed limits on the maximum amount that may be charged for ambulance service.

After the City completes its selection process, the proposed provider must be issued a license by the County. It is possible that the County could reject the City's selection.

The City Fire Department serves the City, the Grand Junction Rural Fire Protection District, and the Redlands Subdistrict. The current population served is approximately 68,000. The Fire Department reports responding to more than 6,200 EMS calls in 2004 using advanced life support first response resources. The ambulance provider selected will be expected to serve all of the areas served by the City, as well as providing primary ALS response to the Glade Park Fire District and backup responses in several of the rural areas. The most recent data from the current ambulance provider shows approximately 5,400 ALS emergency responses in 2002. No data is available for non-emergency responses. The current provider uses \_\_\_\_ ambulances to serve the ASA.

The City provides no financial subsidy or payments of any kind to the contractor; operating revenue is derived from user fees. The system design is proposed to be an emergency and non-emergency Failsafe Franchise Model.

Under the Failsafe Franchise system design, the City intends to contract for all recumbent ambulance transportation with a single exclusive provider of ambulance services for the Grand Junction ASA. Contract rights are conveyed through an exclusive high performance contract.

The Failsafe Franchise system is designed to align the interests of the City, the County and the contractor with those of the medical community and healthcare providers. Through this procurement, the City offers an exclusive contract in return for high performance, clinically excellent, professional, EMS services. The City expects that the provider will provide high levels of support to the first responders in the City. The division of functional responsibilities in this EMS system is designed to achieve the best possible combination of public interest and industry expertise.

The EMS Medical Director (EMSMD) is established by the County's EMS resolution and oversees all pre-hospital medical care in Mesa County. The County's EMSMD is given broad authority to regulate clinical aspects of the emergency medical system that affect patient care of ambulance patients. The Medical Director is employed by the County and reports to the Director of Emergency Management. The Medical Director has the following responsibilities

- To recommend to the County medically appropriate response time standards.
- To serve as the physician supervisor to all ambulance services and first responders.
- To establish standards for patient care.
- To develop and revise protocols for ambulance services and first responders.

- Oversee and approve the development of EMS protocols for the communications centers.
- To conduct medical audits and coordinate a Countywide Quality Improvement Program.
- To monitor response time performance.
- To develop standards and procedures for the investigation and resolution of disputes regarding medical care and response time performance.
- To approve the standards regulating medical transportation, including standards limiting which types of patients may be transported by each, and to issue, suspend, revoke and renew permits for the operation of such units as required by the Resolution.

## **B. Contractor's Responsibilities**

The Contractor is responsible to furnish and manage EMS, field operations and accounts receivable services including but not limited to:

- Employ and manage contractor's field personnel.
- Comply with incident command decisions and other provisions of incident command system standards on the scene of emergencies
- Provide and maintain vehicles and equipment necessary to provide the specified services.
- Provide training to Contractor's employees, dispatch EMD personnel and first responders.
- Develop, manage, and support both internal and system-wide quality improvement system. Participate and cooperate with the Medical Director in medical audits and investigations, with timely responses and completion of assigned tasks.
- Provide support services necessary to operate the system.
- Submit approved clinical and billing related data and contract compliance reports as required.
- Meeting contractual response time and other performance requirements in compliance with all applicable law.
- Provide patient billing and collections service.
- Provide indemnification, insurance and other security as stated in this document and the final contract.

The system design places the responsibility for operational performance, and all of the factors of production necessary to cost-effectively achieve that performance, under the contractor's control.

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### **III. Service Area Summary, Demographics and Background**

#### **A. Service Area**

The County is responsible for ensuring that ambulance services are available within the entire County. Under the terms of the approved Ambulance Service Resolution, this obligation is discharged through the assignment of multiple ambulance service areas (ASAs) and through an agreement to authorize the City of Grand Junction to oversee the provider selection process in the Grand Junction ASA. The County Ambulance Service Resolution is attached as Appendix \_\_\_\_\_ to this RFP.

#### **B. Demographics**

Demographic data is provided in Appendix \_\_\_\_\_.

#### **C. Historic Service Volumes**

EMS response and patient transport data for 2002 is available to registered proposers. The City has no reliable data regarding the non-emergency market in the City. A listing of the response data is available to registered proposers.

**SECTION 5**  
**SCOPE OF WORK**

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## SCOPE OF WORK

### A. General Contractor Relationship

Through this procurement, the City of Grand Junction intends to hire a single contractor to provide all of the services specified within this RFP. Should a proposer intend to utilize one or more subcontractors to provide any of the contractor's primary responsibilities, including, but not limited to, ambulance response, medical transportation, staffing, training, accounts receivable management, collection activity, fleet or equipment maintenance, or any similar services, the proposer must include detailed information about the subcontractor and its relationship to the proposer to allow the City to evaluate the quality and effectiveness of the subcontractor's proposed role. Copies of all proposed subcontracts should also be included. The inability or failure of any subcontractor to perform any duty or deliver contracted results will not excuse the primary contractor from any responsibility under the contract with the City.

### B. Scope of Service

Under the provisions of the County Ambulance Service Resolution the City of Grand Junction may contract with a single exclusive provider of ground ambulance services within the Grand Junction ASA. The contractor will provide all ground ambulance service for the entire population of the Grand Junction ASA. Should any other provider assigned to serve any other ASA or area of the County fail or otherwise abandon or discontinue ground ambulance service within its assigned ASA, the County's Grand Junction ASA provider may be required to takeover responsibility for the ASA. The City will permit and encourage the contractor to use resources for non-emergency services that are also used to provide emergency.

Helicopter and air ambulance services are provided by St. Mary's CareFlight, and will not be the responsibility of the contractor.

All emergency ground ambulance services will be provided at the advanced life support (ALS) level as approved by the Mesa County EMSMD. Additionally, the contractor may provide standby coverage for special events, and will be expected to provide reasonable mutual aid services.

### C. Compliance with County Ambulance Service Resolution Required.

Ambulance service in Mesa County is regulated by Mesa County. That regulation is the overriding document for ensuring ambulance coverage throughout the county, including the Grand Junction ambulance service area. The City is authorized to regulate ambulance services and to conduct a provider selection process within the Grand Junction ASA.

At a minimum, the contractor must provide all services in compliance with the MESA COUNTY, COLORADO AMBULANCE AND EMERGENCY MEDICAL SERVICES RESOLUTION. Those requirements include, at a minimum:

- Compliance with county ambulance service licensing, ambulance permitting, and standby permitting requirements.
- Compliance with county ambulance staffing and personnel requirements.
- Compliance with county ambulance equipment requirements.
- Compliance with county insurance requirements.
- Compliance with the ambulance boundary requirements of the county EMS resolution. As described in the current county resolution the Grand Junction ASA is defined as, "That area included within the boundaries of the City of Grand Junction, the Grand Junction Rural Fire Protection District, and the Glade Park Volunteer Fire Department as well as those areas more particularly described on the ASA map..."
- The contractor must, at a minimum, comply with all other rules established by the county as authorized by the resolution.

#### **D. Response Time Performance**

In this performance-based contract, the City does not limit the contractor's flexibility in providing and improving EMS services. Performance that meets or exceeds the response time requirements of the RFP is the result of the contractor's expertise and methods, and therefore is solely the contractor's responsibility. An error or failure in one portion of the contractor's operation does not excuse performance in other areas of operation.

##### **1. Response Time Requirements**

The contractor shall operate the ambulance service system so as to achieve compliance in each response zone every month. Compliance is achieved when 90 percent or more of responses in each priority meet the specified response time requirements. For example, to be in compliance for emergency (Priority-1) responses in the urban zone, the contractor must place an ambulance on the scene of each emergency within eight minutes and zero seconds (8:00) on not less than 90 percent of all emergency responses.

The Contractor will be required to meet the response time requirements for Priority 1 and 2 calls in each zone in the City's ASA.



## Maximum Response Times

| Priority | Urban | Rural |
|----------|-------|-------|
| 1        | 8:00  | 20:00 |
| 2        | 8:00  | 20:00 |
| 3        | 10:30 | 25:00 |

Response priorities are defined according to a priority dispatch protocol approved by the EMSMD. The protocols currently in use at GJRCC are available for inspection at GJRCC. For the purpose of response time calculations, responses are prioritized according to the following table:

| Priority | Definition  |
|----------|---|
| 1        | Life Threatening Emergencies                          |
| 2        | Non-Life Threatening Emergencies                      |
| 3        | Urgent OR Emergency Transfer From Healthcare Facility |

For each call in every category not meeting the specified response time criteria, the contractor will submit a written report in a format approved by the City and EMSMD documenting the cause of the late response and the contractor's efforts to eliminate recurrence.

## 2. Response Time Measurement

The response time measurement methodology employed can significantly influence operational requirements of the EMS system. The following method will be used throughout the contract to measure response times.

### a. Response Time Clock

For purposes of measuring response intervals, the official "clock" will be the time displayed by the CAD system in use at GJRCC.

### b. Time Intervals for Priority 1, 2 and 3

Response intervals will be measured from the time the call is dispatched by GJRCC until the contractor's, or an authorized paramedic-staffed first-response apparatus arrives at the incident location and stops the response time clock.

For all types of requests for ambulance service, the response clock shall be stopped when the ambulance or other authorized vehicle comes to a complete stop at the scene of the event. Arrival on the scene of a first responder unit shall not stop the response time clock unless the first responder is authorized to do so by the County Medical Director, the Mesa County EMS Director, and the City of Grand Junction Fire Chief.

Arrival on scene means the moment an ambulance crew notifies GJRCC that it is fully stopped at the location where the ambulance shall be parked while the crew exits to approach the patient. In situations where the ambulance has responded to a location other than the scene (e.g. staging areas for hazardous scenes), arrival "on scene" shall be the time the ambulance arrives at the designated staging location. The Medical Director may require the contractor to log time "at patient" for medical research purposes. "At patient" time intervals shall not be considered part of the contractually stipulated response time.

If the ambulance fails to report "on scene," the time of the next communication with the ambulance will be used as the "on scene" time. However, the contractor may appeal such instances when it can document the actual arrival time through other means, such as first responders or AVL position reporting.

c. Upgrades, Downgrades and Reassignments

1) Upgrades

If an assignment is upgraded, prior to the arrival on scene of the first ambulance, the contractor's compliance with contract standards and liquidated damages will be based on the response requirements of the priority of the initial dispatch.

2) Downgrades

Downgrades may be initiated by medically trained first responders as authorized by the Medical Director. If an assignment is downgraded prior to the arrival on scene of the first ambulance, the contractor's compliance with contract standards and penalties will be calculated based on the lower priority response time requirement,

3) Reassignment Enroute

If an ambulance is reassigned enroute prior to arrival on scene (e.g. to respond to a higher priority request), the contractor's compliance and liquidated damages will be calculated based on the response time requirement applicable to the assigned priority of the initial response.

4) Cancelled Enroute

If an ambulance is cancelled by an authorized agency, after an assignment has been made but prior to the arrival of the first ambulance, and no ambulance is required at the dispatch location, the response time clock will stop at the moment of cancellation. If the elapsed response time at the moment of cancellation exceeds the response time requirement for the assigned priority of the call, the unit will be determined to be "late."

5) Response Times Outside of Grand Junction Ambulance Service Area

The Contractor will not be held accountable for emergency response time compliance for any response dispatched to a location outside of the defined service area. Responses to requests for service outside of the service area will not be counted in the total number of responses used to determine compliance.

6) Each Incident A Single Response

Each incident will be counted as a single response regardless of the number of units that respond. The dispatch time of the 1<sup>st</sup> ambulance dispatched and the on-scene time of the first arriving Contractor's ambulance will be used to compute the response time for the incident.

7) Response Time Exceptions and Exemption Requests

The contractor shall maintain mechanisms for reserve production capacity to increase production should temporary system overload persist. However, it is understood that from time to time unusual factors beyond the contractor's reasonable control may affect achievement of the specified response time requirement. These unusual factors are limited to unusually severe weather conditions, declared disasters, impassable roads, inaccurate addresses, and dispatch errors.

Equipment failures, traffic congestion, ambulance failures, and inability to staff units and other causes will not be grounds for granting an exception to compliance with the response time requirements.

If the contractor believes that any response or group of responses should be excluded from the compliance calculations due to “unusual factors beyond the contractor’s reasonable control,” the contractor may provide detailed documentation and request that these runs be excluded from response time calculations and late penalties. Any such request must be made in writing within five (5) business days after the end of each month.

**D. Deviations From Response Time, Performance or Other Standards**

The successful proposer understands and agrees as shown by submitting a response to this RFP that the failure to comply with any time, performance or other requirements in this RFP or the final contract will result in damage to the City and that it will be impracticable to determine the actual amount of damage whether in the event of delay, nonperformance, failure to meet standards, or any other deviation. Therefore, the proposer and City agree to the liquidated damages specified in the RFP and the final contract. It is expressly understood and agreed that the liquidated damages amounts are not to be considered a penalty, but shall be deemed, taken and treated as reasonable liquidated damages. It is also expressly understood and agreed that City’s remedies in the event of the successful proposer’s breach or any noncompliance, are not limited to this RFP or the final contract liquidated damages provisions. All liquidated damage amounts will be withdrawn from the security deposit of cash or letter of credit. Chronic failure to comply with the response time requirements may constitute breach of contract.

**E. Non-performance Liquidated Damages**

Liquidated damages will be assessed according to the following escalating scale when response time compliance for Priority 1 or 2 responses falls below 90 percent for any zone in a given month:

| Compliance | Month 1 | Month 2 | Month 3 or thereafter |
|------------|---------|---------|-----------------------|
| 89%        | \$3,000 | \$6,000 | \$12,000              |
| 88%        | 4,000   | 8,000   | 16,000                |
| 87%        | 5,000   | 10,000  | 20,000                |
| 86%        | 6,000   | 12,000  | 24,000                |

|             |       |        |        |
|-------------|-------|--------|--------|
| 85% or less | 7,000 | 14,000 | 28,000 |
|-------------|-------|--------|--------|

Failure to meet Priority 1 or 2 response time requirements for at least 90 percent of responses each month for three consecutive months or for four months in any contract year will be additionally defined as a major breach and may result in removal of the contractor and forfeiture of performance security.

Failure to meet response time requirements for Priority 1, 2 or 3, response requirements in each zone for at least 90 percent of responses each month for three consecutive months or for four months in any contract year, will additionally be defined as a major breach and may result in removal of the contractor and forfeiture of performance security.

**F. Non-compliance with Other Standards - Liquidated Damages**

The intent of the reporting requirements is to foster proactive communication regarding potential situations in which liquidated damages could be assessed. Liquidated damages may be waived if reporting requirements are met and the situation does not represent a recurring pattern of poor performance.

In addition to all other liquidated damages herein, the following may apply:

1. \$250 – Failure to submit any monthly report required herein by either the seventh day of the month following the month for which the report pertains, or if the seventh day occurs on a Saturday or Sunday, the first Monday after the seventh day; and \$250 per day until the report is received.
2. \$250 per incident – Failure to timely submit responses to inquiries or tasks assigned by the Medical Director.
3. Up to \$500 per ambulance per incident – Failure to have equipment or supplies on board any ambulance as required by the Medical Director.
4. \$500 per incident – Reporting “unit arrived on scene” before the unit actually arrives at the specific address or location.
5. \$250 per incident – Failure to immediately report any failure to meet standards required herein which may place the health and well-being of the citizens of the City of Grand Junction or Grand Junction ASA in jeopardy, or any significant clinical, contract or staffing event, including but not limited to:

- Any ambulance being involved in a motor vehicle accident with significant damage or injury.
- Chronic staffing shortages that cannot be relieved with routine levels of overtime hours.
- Chronic failure to comply with incident command requirements.

## H. Reporting Requirements

The contractor will provide, by the seventh day of each calendar month, reports detailing its performance during the preceding month as it relates to each of the performance requirements stipulated herein. For each day that the contractor fails to provide the reports, the City shall assess liquidated damages of \$250.

## I. Equipment Furnished/Infrastructure Available

To provide an integrated response and improve cost effectiveness of the system the City will provide for the contractor's use, access to the radio system owned by the City. The Contractor will be required to pay for its proportionate use of this system. A description, including costs, of this radio infrastructure and required equipment is provided as Appendix \_\_\_ to this RFP.

GJRCC currently operates a Computer Aided Dispatch (CAD) System, which is owned and maintained by the City. The Contractor will fund any modifications, additions or custom programming to the existing CAD that may be required to meet the requirements of this RFP.

An Automated Vehicle Location (AVL) system that is integrated with the contractor's or City's CAD system may be proposed. Proposers should detail their experience and approach to utilizing these systems, and the relative advantages to the City and Contractor of employing such a system.

## J. Contractor Provided Equipment

The City does not provide ambulances, clinical equipment or supplies to the contractor. Each proposer must specify in its proposal what vehicles and equipment it proposes for this system.

### **Ambulance Fleet:**

Proposers must provide a detailed plan for the management of the ambulance fleet, support vehicles and equipment. At a minimum, this plan should provide detailed specifications that describe the vehicles and equipment to be used. Each proposer

should clearly explain the advantages of its particular proposed fleet and plan for the maintenance and replacement of vehicles.

The City requires that the specified ambulances meet the following minimum standards:

- Minimum fleet size of 125% of proposed peak deployment.
- No ambulance to have cumulative mileage of more than 200,000 miles.
- All ambulances to meet Federal Specification KKK-1822C and subsequent revisions, and be certified by the manufacturer to meet the specifications in effect at the date of manufacture.
- All ambulances must be specified and constructed to transport two (2) recumbent patients, and three (3) additional adults without exceeding the Original Equipment Manufacturer's specified Maximum Gross Vehicle Weight while fully equipped and fueled.
- All ambulances must display approved markings and the ambulance unit number, in at least 4-inch letters, on all four sides of the vehicle that is in compliance with fire agency unit identification standards.

### **Fleet Safety:**

Proposers must describe vehicle specifications and modifications designed to enhance the safety of patients, first responders and proposer's employees. At a minimum, the proposer's approach to the following areas should be addressed:

- Driver education and vehicle operations.
- Systems designed to improve safety, such as: "Low Forces" and other driving, training and monitoring systems.
- Patient and attendant restraint and injury prevention systems, including specific modifications designed to reduce injuries resulting from accidents.
- The Proposer's approach to providing appropriate child restraint systems for pediatric patients.
- Vehicle monitoring and record keeping systems
- Fleet maintenance procedures designed to promote and enhance safety.

### **Use of Fire Stations:**

Certain of the City's Fire Stations may be available for ambulance posts. The Contractor's use of these facilities is dependent on the approval of each individual fire agency. Agreements between the contractor and any fire agency should include terms that recognize the market value of the facilities provided. All ambulance posts will comply with city and county zoning and other ordinances.

### **K. Supplies for Basic and Advanced Life Support Services**

The contractor's will provide all supplies necessary and/or required to provide basic and advanced life support ambulance services. At a minimum, the contractor must provide the equipment and supplies required by the County Ambulance Resolution. Supply proposals that exceed the minimums required by the County must first be approved by the City of Grand Junction Fire Chief and the EMSMD. The list may be modified from time to time to reflect changing practices within the EMS system.

This RFP assumes a performance contract rather than a level of effort contract. In accepting a proposer's offer the City neither accepts nor rejects the proposer's level of effort estimates, rather the City accepts the proposer's financially guaranteed



commitment to employ whatever level of effort is necessary to achieve the clinical response time and other performance results required by the terms of the contract.

The proposals must include descriptions of initial ambulance coverage plans and deployment models estimated by the proposer to be sufficient or even in excess of what may be necessary to meet the performance standards required herein. Acceptance by the City of the proposer's contract shall not be construed as acceptance of the proposer's proposed level of effort.

Currently, advanced life support first response is available throughout the City's first response area. The City is interested in better utilizing advanced first response personnel and equipment to the extent that it will improve clinical patient care, overall system efficiency and the cost effectiveness of the EMS system.

The Grand Junction Fire Department desires a system of advanced life support first response that would, if implemented, extend the response time requirements of the contractor in exchange for a commitment by the fire department to meet paramedic response time requirements. The City is interested in further developing this proposal.

The Grand Junction Fire Department has the responsibility for overall scene safety and management within the City. The contractor is included in standard operating procedures within the command system and has command responsibilities prior to the arrival of the fire agency. Once the fire agency arrives on scene, the command responsibility will be transferred to the ranking fire officer. Authority and responsibility for patient care will initially be the responsibility of the senior paramedic, regardless of rank or agency, on the first arriving first response or ambulance vehicle. The ranking fire officer will make a determination for patient care authority and responsibility based on the specific conditions on the scene at the time of the decision. Medical control issues will be resolved through consultation with fire agency personnel, and if necessary, with on-line medical control, and the County EMSMD.

The contractor will be required to fully and actively participate in the Incident Command System (ICS) and Personnel Accountability System (PAS) as adopted by the City of Grand Junction Fire Chief.

Contractor's support of the first responder program shall include the following:

#### **1. First Responder Equipment and Supply Replenishment**

The contractor shall develop mechanisms to exchange re-usable orthopedic appliances, and re-stock or reimburse disposable and ALS medical supplies used by

first responders when first responder personnel have provided treatment. Equipment and supplies will be exchanged on a one-for-one basis or reimbursed for actual usage. Whenever possible equipment exchange should be accomplished on scene. If patient care or circumstances at the scene prevent an on scene exchange the contractor will arrange to accomplish it as soon as reasonably possible.

Proposers are encouraged to detail their proposed support to the first responder program including access to proposer's group purchasing programs, management and delivery of material and funding for, or direct replacement of first responder equipment, including but not limited to AEDs, monitors, defibrillators, back boards, splints, respiratory equipment, pharmaceuticals and similar items.

The City is interested in developing standards for equipment in the system that will facilitate transfer of equipment between agencies. The proposers should specify in their proposals the mechanisms to improve equipment standardization.

## **2. Support of First Responder In-Service Training**

The proposer will detail its offer to support in-service training for first responders, which will benefit the EMS system as a whole. This training should, at a minimum facilitate on-scene interactions with contractor's personnel by offering joint EMS training and provide access to the contractor's educational programs needed for the continued certification of first responders including but not limited to ACLS, BTLS or PHTLS and PALS/PEP/PPPC courses. The proposer will provide a detailed description of its proposed support and funding for first responder training.

## **N. Data and Reporting Requirements**

The long-term success of an EMS system is predicated upon its ability to both measure and improve its performance. Therefore the City will require its contractor to provide detailed operations, clinical and administrative data in a manner that facilitates its retrospective analysis.

### **1. Data Reporting Capabilities**

The contractor's electronic data system must be capable of producing the following reports to be utilized in measuring response time compliance:

- a. Emergency life threatening and non-life threatening response times by response zone.
- b. Unscheduled non-emergency and scheduled non-emergency response times by jurisdiction.
- c. Out of chute intervals.

- d. On-scene intervals.
- e. Hospital drop intervals by crewmembers.
- f. Emergency and non-emergency responses by hour and day of week.
- g. Canceled run reports.
- h. Demand analysis reports.
- i. Problem hour assessment.

## **2. Data Capture**

The contractor's electronic data system must be capable of capturing and reporting common data elements used within the EMS system.

## **3. Records**

The contractor shall operate and manage the data collection system in accordance with the EMSMD and Fire Chief's standards. The data collection system shall include, but not be limited to, the following generally described sources. It is understood that the contractor shall make these records available upon request of the Fire Chief.

- a. A uniform patient care form.
- b. An inter-hospital patient care form.
- c. Equipment maintenance and inventory control schedules.
- d. Deployment planning reports.
- e. Continuing education and certification records documenting training and compliance with training requirements.

A patient care form is required to be completed for all patients for whom care is rendered at the scene, regardless of whether the patient is transported. Patient care records should clearly identify those instances when two or more patients are transported in the same ambulance so that proper billing can be done.

Contractor shall propose a system that will provide all patient care records in an electronic format. It is the City's and County's desire to develop a single patient records and CQI data system for use by the EMSMD, first responders and the Contractor. Each proposer will provide detailed information regarding the method proposed to accomplish this goal, including technical specifications, edit and audit capabilities, provisions for security and the advantages of the proposer's approach to electronic patient records.

The City requires patient care forms to be delivered to the Fire Chief or the Medical Director on demand. The City may assess liquidated damages of \$250 for every patient care form that is not accurately completed and turned over to the Fire Chief or Medical Director within the specified time.

#### **4. Monthly Reports Required**

Contractor shall provide, by the seventh day of each calendar month, reports detailing its performance during the preceding month as related to the clinical, operational and financial performance stipulated herein. The format of such reports shall be subject to the approval of the City Fire Chief, however, the Fire Chief will seek to ensure that reports required to meet City compliance requirements will also meet County requirements.

#### **5. Financial Statements**

Annual financial statements for the contractor's operation under the City contract shall be provided to the City within 90 days of the end of each calendar year. The income statements shall be in the format specified by Appendix \_\_\_ and shall be certified by a certified public accountant that has direct responsibility for financial aspects of the contractor's operations under the City contract. The City may make these financial statements available to other parties as deemed appropriate.

Contractor shall also comply with such other miscellaneous reporting requirements as may be specified by the City.

**P. Internal Risk Management/Loss Control Program Required**

The City believes that education and aggressive prevention of conditions in which accidents occur is the best mechanism to avoid injuries to patients and the contractor's staff. Therefore, the City requires the contractor to develop and implement an aggressive loss control program including, at a minimum, physical pre-screening of potential employees (including drug testing), initial and on-going driver training monitoring of driving performance, safety restraints for patients and caregivers, infectious/communicable disease training, lifting technique training, hazard reduction training, as well as involvement of employees in planning and executing its safety program.

**Q. Stand-By and Special Events Coverage**

Upon request by law enforcement or fire department dispatchers, the contractor shall furnish courtesy stand-by coverage at emergency incidents involving a potential danger to the personnel of the requesting agency or the general public.

Other community service oriented entities may request stand-by coverage from the contractor. The contractor is encouraged to provide such non-dedicated standby coverage to events if possible. If the contractor is requested to provide such services with a dedicated ambulance, then the contractor may charge an amount equal to the approved County rate for standby services. Contractor may also make a paramedic available for pre-scheduled stand-by and special events coverage at an hourly rate.

**R. Community Education Requirements**

The City desires that its contractor take significant steps to improve access to the 9-1-1 system and participate in community education programs emphasizing preventative health care. These programs are to be made available to schools and community groups. It is the City's expectation that the contractor will plan such programs with the Fire Department and other public safety and EMS-related groups, such as the American Heart Association, the American Red Cross, and law enforcement.

**S. Mutual Aid**

The contractor shall, at a minimum, provide mutual aid as required by the County Ambulance Service Resolution. Additionally, the provider may enter into mutual aid agreements with other agencies which will utilize the other provider's units to occasionally respond to calls within the Grand Junction ASA, provided that the level of service is substantially equal to that provided by the contractor and the agreement is approved by the Medical Director and the City. The contractor may enter into a mutual aid agreement with the City of Grand Junction Fire Department. Mutual aid may be utilized to augment, but not replace, the services that the City requires from the

contractor. In every case, the contractor will be held accountable for the performance, including response times, of any mutual aid provider used in the Grand Junction ASA.

The contractor will keep records of mutual and regional aid received and given. Each month, the contractor will submit to the Fire Chief a report detailing all mutual and regional aid responses given and received in the same format as other responses but also including the name of the county, city or other governing entity and EMS provider which provided or received aid. Should the number of responses received from any governing entity or provider exceed the number rendered by the contractor to that governing entity or provider by more than twenty (20 percent) percent, the contractor will provide a plan, to be approved by the Fire Chief, to reduce contractor's dependence on mutual aid.

#### **T. Disaster Assistance and Response**

The contractor shall be actively involved in planning for and responding to any declared disaster in the County. Both a mass casualty incident plan and an emergency disaster plan following incident command system guidelines have been developed.

1. In the event a disaster is declared within Mesa County or a neighboring county, normal operations shall be suspended and the contractor shall respond in accordance with the County's disaster plan. The contractor shall use best efforts to maintain primary emergency services and may suspend non-emergency service as required. During the period of declared disaster, the City will not impose performance requirements and penalties for response times.
2. The direct marginal costs resulting from the performance of disaster services that are non-recoverable from normal payers shall be submitted to the appropriate agencies for cost recovery. Such marginal costs shall not include cost for maintaining normal levels of service during the disaster, but shall be limited to the reasonable and verifiable direct marginal cost of these additional services. Mesa County and the City of Grand Junction may provide reasonable assistance to the contractor in recovering these costs; however, neither the City nor the County shall be responsible for payments to contractor.

#### **U. Deployment Planning and Initial Plan**

During the first two quarters of operation, the contractor shall adhere to or exceed the initial coverage plan submitted in its proposal. It is anticipated that the contractor's initial coverage plan may require more or less unit hours than may be necessary after the contractor has gained additional experience. Proposers must provide sufficiently detailed information in their submissions, including unit hours per day and shift schedules to allow evaluation of the thoroughness of the plan.

Subsequent coverage plan modifications, including any changes in post locations, priorities, and around-the-clock coverage levels, may be made at the contractor's sole discretion. The contractor will immediately notify GJRCC each and every time that the contractor reaches "level zero" (i.e. no ambulances available).

## **V. Clinical and Employee Provisions**

The County furnishes medical control services, including the services of a Medical Director, for the contractor and all participating first response agencies in accordance with the Ambulance Service Resolution. The County may recover a fee from the contractor for providing EMSMD services. The Medical Director shall receive no compensation or remuneration directly from the contractor unless the contractor desires EMSMD services beyond those available to all other providers and both the City and County agree to the proposed scope of work and fee structure.

### **1. Medical Protocols**

Contractor shall comply with EMS System medical protocols and policies and other requirements of the system standard of care as established by the EMSMD. Current medical protocols including trauma transport protocols are found in the System Clinical Protocols in Appendix \_\_\_\_\_.

### **2. Direct Interaction with Medical Control**

Field and management personnel have the right and responsibility to interact with the system's medical leadership on all issues related to patient care. The contractor will be required to designate an individual who will be responsible for quality improvement and serve as liaison to the Medical Director.

### **3. Medical Review/Audits**

The goal of the medical audit process is to improve patient care by providing feedback on the system and individual performance. If the audit process is to be positive, it routinely must produce improvement in procedures, on-board equipment, and medical practices. It is the contractor's responsibility to implement this corrective feedback.

The Medical Director may require that any of the contractor's employees attend a medical audit when necessary.

The contractor shall ensure that quality-related procedures and processes, which are already in place in the contractor's organization, are not altered without the express permission of the EMSMD.

#### **4. Duties of the Medical Director**

The duties of the Medical Director are outlined in the County Ambulance Service Resolution.

All ambulances rendering emergency medical services shall be staffed and equipped to render paramedic care. Initially, the minimum requirement for the second staff member shall be an EMT-B. Proposers are encouraged to submit proposals that exceed the minimum staffing requirements, provided that such proposals include a description of how the proposed staffing model will improve patient care and/or system cost effectiveness.

#### **D. Demonstrable Progressive Clinical Quality Improvement Required**

The County desires that the City ambulance contractor develop and implement a comprehensive quality improvement process for the EMS system. That process should provide for integration of all responders and caregivers for each patient care situation. Ideally, the QI process should include all patient contacts and interventions, including: bystander action, AED or other first responders, including law enforcement, 911 calltaking and EMD, fire first responders, ambulance personnel, online medical advisors, off-line medical advisors and receiving facilities. Quality improvement processes shall be utilized to improve outcome oriented patient care and facilitate continuing education.

The contractor shall provide in-house or sub-contracted in-service training programs designed to meet employee certification requirements that will be offered at no cost to employees. While the specific compensation strategy utilized by each proposer to attract and retain quality employees is properly left to the expertise of the proposers, the County would like to see the employees compensated for time spent in required training. Such compensation, whether in the form of hourly pay, training bonuses, differential pay or other form should be specifically identified in the proposal.

A number of dedicated, highly trained personnel are currently working in the County's EMS system. To ensure that all employees have a reasonable expectation of employment in the contractor's operation, the proposers are encouraged to recruit employees currently working in the system to assure a smooth transition and to



encourage personnel longevity within the system. The City desires to see the incumbent employees treated fairly.

The City expects and requires professional and courteous conduct and appearance at all times from the contractor's field personnel, middle managers and top executives.

All persons employed by the contractor in the performance of work shall be competent and holders of appropriate licenses and permits in their respective professions and shall be required to pass a criminal record check. The contractor shall provide documentation to the City of compliance with this provision.

The City will, in part, base the award of the contract upon the qualifications of the organization, and upon the qualifications of key personnel presented in the proposer's proposal. The contractor will be expected to furnish the personnel identified in the proposal throughout the term of the contract. The contractor is expected to furnish the same personnel or replacement personnel with equal or superior qualifications. It is the specific intent of this provision to prevent "bait and switch" bidding practices whether intentional or not. It is the City's desire to have strong local control of the operation.

It is the City's expectation that the contractor will adopt procedures that meet or exceed all rules for occupational safety and health, HIPAA, bloodborne pathogen exposure, and other regulatory requirements.

During the performance of this contract, the proposer agrees that it will comply with all applicable provisions of federal, state and local laws and regulations that prohibit discrimination. Specifically, the proposer warrants that it shall:

Not discriminate against any employee or applicant for employment because of race, color, creed, religion, sex, national origin, handicapped status or disability. The contractor shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, religion, sex, national origin, handicapped status or disability. This shall include, but not limited to the following: employment; upgrading; demotion; transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship;

Comply with Executive Order 11246, as amended, if applicable, and the rules, regulations and orders of the Secretary of Labor;

Be responsible for determining the applicability of and compliance with any federal or state regulation enacted pursuant to: Executive Orders; federal legislation or amendments to legislation; and state legislation or amendments to legislation.

The contractor shall propose creative strategies to recruit and retain employees that meet the goal of minimizing employee turnover.

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### C. Scoring Criteria

| <b>Item</b>  | <b>Points</b> |
|--|---------------|
| I. Letter of Transmittal                                 | 0             |
| II. Introduction   |               |
| A. Description of Proposed Organization                  | 0             |
| III. Credentials   |               |
| A. Recent and Analogous Experience                       | 40            |
| B. Sound Financial Strength                              | 40            |
| C. Documentation of Regulatory Compliance                | 20            |
|  | <b>100</b>    |
| IV. Clinical Performance                                 |               |
| A. Clinical Credentials of Field Personnel;              | 50            |
| C. Quality Improvement Processes                         | 30            |
| F. Preceptor Qualifications/Status                       | 15            |
| G. Internal Staff Support for EMSMD and First Responders | 30            |
|  | <b>125</b>    |
| V. Community Service and Education                       | <b>50</b>     |
| VI. Control Center Operations                            |               |
| A. Commitment to employ GJRCC                            | 50            |
| B. Methods for Fine Tuning Deployment Plans              | 15            |
| C. Proposed Support of EMD Training for GJRCC            | 10            |
|  | <b>75</b>     |
| VII. Human Resources                                     |               |
| A. Leadership, Supervision, and Key Personnel            | 30            |
| B. Commitment to Incident Command Structure              | 30            |
| C. Health and Safety Programs                            | 20            |
| D. Recruitment and Retention Strategies                  | 20            |
|  | <b>100</b>    |
| VIII. First Responder Program Support                    |               |
| A. First Responder Equipment and Supply Replenishment    | 50            |
| B. Training Support for First Responder Program          | 50            |
| C. Support to enhance First Responder Program            | 75            |
|  | <b>100</b>    |
| IX. Fleet and Equipment Issues                           |               |
| A. Proposed Vehicles and Safety Features                 | 40            |

|  |              |
|--|--------------|
| B. Ambulance Maintenance Practices           | 20           |
| C. Equipment Maintenance Practice            | 20           |
|  | <b>80</b>    |
| XI. Method of Providing Performance Security | <b>50</b>    |
| XII. Accounts Receivable Management          | <b>50</b>    |
| <b>Total Quality Points</b>                  | <b>630</b>   |
| <b>Credential Points</b>                     | <b>100</b>   |
| XIII. Pricing Information                    | <b>370</b>   |
| <b>Total Points</b>                          | <b>1,000</b> |

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