

City of SAN MARCOS

request for proposal



Advanced Life Support (ALS) Transport Services RFP #09-01

City of San Marcos and
San Marcos Fire Protection District
1 Civic Center Drive
San Marcos, CA 92069

DUE: June 11, 2009

About the RFP

Proposal packages must be received by **Thursday, June 11 at 5 pm.**

Proposals must be received at 1 Civic Center Drive, San Marcos, CA 92069 (Attn: Dan Weinheimer) no later than the date/time listed above. Postmarks are not accepted. Late proposals will be returned unopened.

Submit complete original proposal on CD plus five (5) printed copies in a sealed envelope. Mark the outside of the envelope "RFP #09-01." Do not staple proposal contents. All documents should be typed no smaller than 11 point font in either Arial or Times New Roman. Submissions may not include photographs, pamphlets, brochures or other extraneous promotional materials.

Questions and/or additional information concerning this RFP must be submitted in writing via fax or email to:

Dan Weinheimer

Administrative Analyst

dweinheimer@san-marcos.net

(760) 744-7543 | Fax

No proposer should attempt to contact any other City/District personnel about this RFP unless authorized prior to contact.

Violating this rule is grounds for rejection of proposal.

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Definitions

- A. “Advanced Life Support” (ALS) shall mean specialized service designed to provide definitive prehospital emergency medical care including, but not limited to, cardiopulmonary resuscitation, cardiac monitoring, cardiac defibrillation, advanced airway management, intravenous therapy, administration of specified drugs and other medicinal preparations, and other specified techniques, including telemetry, intubation and procedures administered by authorized personnel under the direct supervision of a Base Hospital, as part of a local EMS system (Health and Safety Code 1797.52).
- B. “Ambulance” shall mean a motor vehicle that is equipped according to County of San Diego EMS policies and has successfully passed any and all requirements imposed by the California Highway Patrol specifications regarding maintenance and equipment.
- C. “Arrived Scene Time” shall be calculated as the time that the “arrived scene Mobile Data Computer (MDC) I” signal has been received at the dispatcher center. If no “MDC” signal is available, the verbal radio notification to the dispatch center of the “arrived scene times” from the ALS transport services unit will be utilized.
- D. “Basic Life Support” (BLS) shall mean emergency first aid and cardiopulmonary resuscitation procedures which, as a minimum, include recognition of respiratory and/or cardiac arrest and starting with the proper application of cardiopulmonary resuscitation to maintain life without invasive techniques until the victim is turned over to a higher level of care (Health and Safety Code Section 1797.60).
- E. “Bidder” shall mean any organization which desires to furnish service pursuant to this solicitation and which participates in this procurement process in accordance with rules and instructions provided for in the City/District’s Request for Proposals, (See also “Offeror.”)
- F. “City/District” shall mean the City of San Marcos and areas outside the incorporated limits within the service area of the San Marcos Fire Protection District, (See also “Service Area”).
- G. “Compatible” in the context of patient care equipment shall mean that the patient care equipment can be used interchangeably by the transport provider and the non-transport ALS First Responder (FR) agencies (e.g. EKG monitor cables).
- H. “Contract” shall mean the binding agreement that will be negotiated between the City/District and selected offeror of advanced life support transport services as the result of this procurement process.
- I. “Contractor” shall mean legal entity that has entered into an agreement with the City/District to provide the services and equipment described herein.
- J. “Dispatch Time” shall be calculated as the time that the dispatch center has completed the response (alert) message to the responding ALS unit.
- K. “EMS Policies/Procedures/Protocols” shall mean those written policies, procedures and protocols specified by the City/District. These guidelines comply with the County of San Diego Emergency Medical Services policies, procedures and protocols as well as the California Health and Safety Code and the California Code of Regulations regulating the clinical operations of ALS programs in the County of San Diego. San Marcos Fire District is an “exclusive operating area” (EOA) pursuant to California Health and Safety Code Section 201.224.

- L. "Field Personnel" shall mean all those employees of the Provider who have direct telephone or in-person contact with the public in the routine course of rendering the services which are the subject of this procurement.
- M. "First Responder" shall mean the first arriving organized responder who has the capability and mission to contain and mitigate or resolve the emergency at hand.
- N. "Fixed Asset" shall mean any tangible item with a planned lifespan lasting one year or more and have significant monetary value.
- O. "Lame Duck Operator" shall mean a system management Provider who has failed to secure designation as winning bidder under a future procurement, and who shall continue to furnish service under this contract during the period between the announcement of the new winning bidder and the date of takeover by the new Provider (lame duck period).
- P. "Level of Service" shall mean the number of ambulances operated by the Provider during any period, the number of paramedics who will be available to operate the ambulances and the hours of operation of the ambulances during any period.
- Q. "Offeror" shall mean any organization which desires to furnish services pursuant to this solicitation and which participates in this procurement process in accordance with rules and instructions provided for in the City/District's Request for Proposals (see also "Bidder").
- R. "Paramedic" shall mean personnel trained in advanced life support techniques with active California License and current County of San Diego accreditation as a Paramedic pursuant to the California Health and Safety Code.
- S. "Prehospital Patient Record (PPR)" shall mean the documentation of prehospital patient interventions, treatments, and other demographic and statistical information required by State regulation and County of San Diego EMS policy. The proposer should use the same third party vendor for data collection as the City/District utilizes currently for ALS First Responder services.
- T. "Provider," the entity which successfully completes the procurement process and enters into a contract to provide ALS emergency ambulance services for the City/District.
- U. "Response Time" shall be calculated as the difference between the "Arrived Scene Time" and the "Dispatch Time."
- V. "Service Area" shall mean the City of San Marcos and areas outside its incorporated limits but within the San Marcos Fire Protection District. See Exhibit B – the Service Area Map for Service Area borders.

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Introduction

This RFP invites submission of proposals by experienced providers of advanced life support (ALS) transport services to provide service to the City/District. This RFP will result in the award of a four-year contract, with two potential three year extensions, for the provision of ALS transport services with a target start date of August 24, 2009 but no later than September 14, 2009. Contractor shall provide all management, personnel, make arrangements for use of facilities, equipment, material and supplies for Advanced Life Support (ALS) ambulance transport services for the City of San Marcos and the San Marcos Fire Protection District.

The County of San Diego has designated the San Marcos service area as an “exclusive operating area” (EOA) pursuant to California Health and Safety Code Section 201.224. This jurisdiction, which has not provided paramedic level services continuously since January 1, 1981, must obtain advanced life support services through a competitive process (California Health & Safety Code, Division 2.5, Sec. 1797.224). The County of San Diego, EMS Branch, will provide technical assistance to the City/District throughout this procurement process to ensure that the process is fair and competitive. This procurement will provide a level playing field for all offerors as the various proposals are reviewed. The City/District’s goal is to contract the most experienced, clinically advanced and capable transport provider.

San Marcos Community Information

Nestled among the foothills of North San Diego County, San Marcos is a growing community. The City itself encompasses approximately 24 square miles and the Fire District service area adds approximately nine square miles for an approximate service area of 33 square miles. State Route 78 bisects the service area creating roughly equal areas north and south of the highway. The service area is approximately 75% developed, with pockets of high residential density.

The residential population of the City is more than 82,000 residents and the approximate service area total population is 93,000. The service area’s daytime population increases to approximately 120,000 due to the presence of two large educational institutions (Cal State University San Marcos and Palomar College) and hundreds of businesses. Major employers within the service area include Cal State University San Marcos, Costco, Fry’s Electronics, Hunter Industries, United Parcel Service, Wal-Mart, Palomar College, Oncore Manufacturing Services, and PAR Electrical Contractors, Inc.

The City has more than 25,000 total housing units, more than 13,000 of which are single family residences. The median age of residents is approximately 35 years old.

The City of San Marcos is a Charter City operating under a council/manager form of government. The City is responsible for public services, with the exception of the water and sewer function, which is administered by an independent special district.

Notice to Bidders

This RFP will identify the contractor best suited to provide ALS ambulance services in the City/District service area. To be successful, it will be important to clearly demonstrate clinical skill, capability to meet the minimum standards for service and system operation, and to respond adequately to all areas of the RFP.

Proposals must include:

- o Documentation of proposed program and capability to maintain current service levels
- o Proposed staffing levels
- o Designated management contacts and shift supervisors
- o Position titles and training certifications for all staff working in City/District
- o Training and skill enhancement program
- o A description of vehicles
- o Including vehicle age, mileage and type
- o Proposed maintenance and coverage plans
- o Basing modes
- o On-call crew provision

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Proposed Timeline

| | |
|-------------------------------|---|
| Monday, May 11, 2009 | RFP Released |
| Tuesday, May 19, 2009, 10 am | Bidders Conference ¹ San Marcos City Hall San Marcos Room, Second Floor 1 Civic Center Drive San Marcos, CA 92069 |
| Thursday, June 11, 2009 | Deadline for receipt of bidders' credentials and proposals. All packages must be received by 5:00 p.m. to the City of San Marcos, City Manager's Office. Packages must be sealed and labeled appropriately. Potential offerors are encouraged to ensure that the proposals are received by this deadline by hand-delivering them to the above address, and requesting written verification that the proposals were timely received. Proposals not received by this deadline, regardless of the cause, shall not be considered and will be returned unopened. |
| Week of June 22-25, 2009* | Proposals evaluated by Committee Committee schedules interviews with finalists (if needed) |
| Week of June 29-July 2, 2009* | Committee interviews finalists (if needed) |
| Week of July 6-9, 2009* | City Manager receives report of Proposal Evaluation Committee |
| Approximately July 28, 2009* | City Manager forwards recommendations to City Council/District Board for bid award. Actual date is dependent on whether City Manager determines there is a need to conduct further investigation regarding Committee's recommendations. |
| August 24, 2009* | Estimated Contract Start Date ² |

* All dates are estimated and based upon the best guess of City/District staff.

¹ Bidders Conference is not mandatory but regardless of attendance, it will be the offeror's responsibility to ensure that offeror has received any addenda that have been issued for this procurement.

² Current ALS Agreement expires midnight on September 14, 2009. The City plans approximately an overlap period to ensure continuity of service.

Submission of Proposals

Five (5) hard copies and a CD containing all submitted materials provided in response to this Request for Proposals must be received by the City/District at the location and in the manner specified immediately below at 5:00 p.m., local time, on Thursday June 11, 2009. Postmarks will not be accepted, all packages must have been received at this time to be considered.

Address submissions to:

City of San Marcos, Administration
 c/o Dan Weinheimer, Administrative Analyst
 1 Civic Center Drive
 San Marcos, CA 92069

Evaluation Criteria

The evaluation rating formula listed here correlates to the Submittal Elements below. The Review Criteria are listed in descending order of importance by paragraph, not subparagraphs, as follows.

| Rating Area | Description | Rating Points |
|-------------------------------------|--|---------------|
| Experience | Experience operating an ALS transport service in a similar jurisdiction | 30 |
| Proposed Service Plan | Based on the offeror's service description and judgment as to meeting City/District needs | 25 |
| Training and Certifications | Training program for employees and professional certifications attained by staff | 15 |
| Quality Assurance Plan | Review of the offeror's plan to achieve a top quality ALS transport program and judgment of clinical innovation to monitor program | 15 |
| Financial Plan and Billing Proposal | Assessment of billing proposal and finances related to business operations | 10 |
| Reference Check | City/District check of offeror's performance. | 5 |
| TOTAL POINTS POSSIBLE | | 100 |

Format of Proposals

All responses and attachments shall be sequentially numbered to correspond to the applicable question or requirement listed in this RFP. Each proposal will be evaluated on its merit and in conformance with RFP requirements. Limit proposals to a maximum of fifty (50) pages in length, excluding required attachments. Proposals must be typed in Arial or Times New Roman and no smaller than 11 point font.

Proposal Criteria

Offeror's proposal shall be formatted in the order presented below and should give clear, concise information in sufficient detail to allow a complete evaluation.

An offeror must meet the minimum standard in all areas to be eligible for award of a contract. The City/District seeks a contractor committed to excellence that exceeds the minimum requirements and demonstrates value-added to the City/District.

1. Staffing Plan – Having an experienced staff operating the City/District's service is of paramount importance. Factors in judging experience will include comparable field experience, a high level of education and certifications and a well considered service delivery plan. The current staffing configuration for ALS First Responder response includes one paramedic on the engine/truck and one paramedic and one EMT in an ambulance. All proposed staffing plans should account for the use of this configuration along with any proposed efficiencies that an offeror would like to utilize.

- 1.1 Offeror's Experience

In a resume-style document, detail the offeror's ALS transport experience within the last five (5) years in providing management, personnel, equipment, materials, and supplies for ALS transport services as described in RFP, or comparable services.

Highlight the offeror's knowledge and experience in the following areas:

- 1.1.1 For each organization on the offeror's resume provide:
 - 1.1.1.1 List demographics including square miles, population served, median age, and number of households.
 - 1.1.1.2 Dates in which the offeror has operated ALS transport service.
 - 1.1.1.3 The organization's name, address, website address, a contact phone number, email address, contact person's name and contact person's title.
 - 1.1.1.4 For each jurisdiction on resume, detail each of the annual totals for ALS calls responded to going back the last 5 years of agreement/coverage.
 - 1.1.1.5 Detail the program's annual operational revenue and expenses for items including transport, vehicle maintenance and operation, staff and savings generated from quality improvement program.
- 1.1.2 Providing a comprehensive ALS transport services Quality Assurance and Quality Improvement Program (QA/QI) designed to identify and improve potential or existing clinical, operational, or equipment problems.

- 1.1.3 Providing continuing education and practical hands-on training to a large workforce resulting in measurable increase in service.
 - 1.1.4 Working positively in partnership with fire agencies that act as ALS First Responders.
 - 1.1.5 Fostering and maintaining a positive working relationship with Base Hospitals and Hospital personnel.
 - 1.1.6 Maintaining necessary workforce capable of managing the stated current call volume of the City/District area at the present service levels.
 - 1.1.7 Providing billing services or contracting billing services.
- 1.2 Proposed Staffing – Law mandates that ALS service levels be maintained at current levels or improved. The current level of service calls for four (4) ambulances and for response times under nine (9) minutes for no less than 90% of total calls. This data is based on performance utilizing the current staffing configuration. The selected provider will detail a plan capable of meeting or exceeding these times and at a high customer service level.
- 1.2.1 Project Manager – Provide a specific Project Manager who will serve as point of contact and responsible party for contractor in all aspects of City/District contract agreement. This person must be a senior manager with ALS operations and best management practices knowledge and will react to questions, concerns and input from the City/District. Project Manager must be available to meet with City/District personnel upon request as needed and according to agreed upon meeting schedule.
 - 1.2.2 Organizational Chart – Provide a flowchart describing the offeror’s overall organizational structure. Illustrate the reporting structure and relationships between the proposed service and offeror’s other organizational divisions, services, and sections indicating the lines of organizational management, oversight and responsibility.
 - 1.2.3 City/District Staff and Educational Matrix – Provide a completed copy of provided matrix (Appendix 1) detailing the names, titles and professional certifications for all staff that offeror proposes to work in City/District service area.
 - 1.2.4 Hiring Schedule and Training Plan – Provide a hiring and training schedule for staff not yet selected that will be providing direct services in City/District.
 - 1.2.4.1 Provide a proposed training program for replacement staff performing direct services that may be hired throughout the contract term.

- 1.2.4.2 Include the various training and competencies and discuss whether training will be performed by the Offeror or another entity.
 - 1.2.4.3 If training is not conducted by offeror, the training provider should be identified and training schedule detailed.
 - 1.2.5 Job Descriptions – Provide a job description for all service staff positions in the organization (including management, clerical and other non-transport staff).
 - 1.2.5.2 Description for each position should include title, salary range, benefits offered, required skills, minimum education level, whether the position is full- or part-time, and any required licenses or certifications for the position.
 - 1.2.6 Bilingual Capability – Identify specific direct ALS transport and administrative service staff that are able to provide bilingual/bicultural services to individuals who prefer to communicate in Spanish or the other common non-English languages spoken in the San Diego County region. If the offeror currently does not have this capability please identify and describe alternative methods to ensure that language appropriate services will be available.
 - 1.2.7 Drug Control and Supply Program – Identify how the offeror will secure and maintain adequate supply of narcotics and other needed drugs for all ambulances. Drug control and supply should be clearly detailed and the cost for acquiring and maintaining drugs should be factored into budget proposal. Specify the Drug Enforcement Administration medical license number/s the offeror plans to use while operating in San Marcos. Specify employee that will serve as medical director or who will be responsible for drug control and monitoring.
 - 1.2.8 Customer service program – Identify program planned to ensure high customer service level. This program should include customer outreach of some kind as well as steps to monitor and improve performance based upon customer feedback.
- 1.3 California Contracts – List all contracts that offeror has held or currently holds for ALS transport or similar services in the State of California within the last five (5) years. List should include California contracts held under company name of offeror or any other names that company or its subsidiaries or parent companies have gone by during the same period.

1.3.1 Please provide information about any private foundation, state or federal contracts held for the same or similar services. Describe the contract length, service provided, service area, scope of service offerings, performance outcomes, and compliance issues. City staff will verify this information. Offeror must provide contact person, phone number, email and website for all other contracts held so that verification can occur.

1.4 Litigation – Describe in detail any litigation and the current status of litigation resolution within the last five (5) years related to the contractor’s performance. Provide a copy of a letter from the offeror’s attorney and/or in-house legal counsel concerning the status of lawsuits or pending litigation for the most recent year.

Please explain if offeror or any of its officers are presently the target or subject of any investigation, accusation or charges by any federal, State or local law enforcement, licensing or certification body as certified in Paragraph 3.5 of the Representations and Certifications form.

Please explain if the proposed subcontractor or any of its officers are presently the target of any investigation, accusation or charges by any federal, state or local law enforcement, licensing or certification body.

1.5 References – Provide a minimum of three (3) business references for the offeror’s most relevant services within the past five (5) years. City staff will verify the information provided. References should be summarized in no more than one (1) page and should include the following:

1.5.1 Reference organization’s name and purpose.

1.5.2 Reference organization’s address, contact numbers, and website address.

1.5.3 Contact person familiar with offeror’s work and authorized to speak on behalf of the reference organization – including title, phone and fax number and an email address.

1.5.4 Brief statement of the person’s or organization’s relationship to the offeror and the period of the relationship.

1.5.5 A brief summary narrative of the applicable work provided; fee and contract term; if service was completed within the original contract fee and term; problems encountered and resolutions; contract objectives and results.

1.5.6 Detail any instances when the offeror refused to complete a contract or provide a service under a contract and why this occurred.

- 1.6 Subcontractors or Memorandum of Agreement Linkages – If offeror proposes to use sub contractors or other organizations to aid in meeting City/District’s ALS transport services needs describe the relationship and use here. Describe the contractual relationship – whether a subcontract or other formal or informal agreement (including volunteer services).
 - 1.6.1 Fully identify the subcontractor(s) or other organization(s), if known at the time of proposal submission, describing experience and qualifications in accordance with the requirements specified in section 1.1 of this RFP.
 - 1.6.2 Specify the type of contract or agreement and whether the subcontractor or other organization has formally committed to the agreement.
 - 1.6.3 Offeror’s previous work was not similar to the current RFP’s scope (ALS services), list three (3) references who can attest to offeror’s competency.
 - 1.6.4 If the subcontractor(s) or other organization(s) are unknown at the time of proposal submission, explain how these organizations will be solicited and selected.
 - 1.6.4.1 Provide a draft schedule for soliciting, selecting and subcontracting the organizations.
 - 1.6.4.2 Include the solicitation plan in the Implementation Plan requirement in Exhibit A.
2. Service Plan - Provide a description of the proposed ALS transport service in a maximum of twenty-five (25) pages, outlining how the offeror will perform the requirements of Exhibit A (Statement of Work) and explain clearly the methods and procedures planned to meet the City/District’s requirements.³ Descriptions for each work component should be in the same sequential order as listed in Exhibit A; label each description with the appropriate Paragraph number from Exhibit A. Supporting materials or other information related to but not called out in the RFP may be submitted as appendices; reminder that brochures, flyers and other promotional material will not be accepted. All information submitted must be in a folder and should be cross-referenced in the proposal’s table of contents.
3. Fiscal Plan - The City/District will provide no subsidy for ALS transport services. The Provider will receive all the income from program revenues and offerors should bid the contract based on no subsidy. The Provider will be required to provide computerized billing and identify a collection service in conjunction with this contract, at no cost to the City/District.

³When reviewing proposals, review committee members will have no obligation to read beyond the prescribed twenty-five (25) page limit listed in RFP.

- 3.1 Accounting System Offeror shall use an accounting system capable of segregating, controlling and accounting of all funds, property, expenses, revenues, and assets for each County/City/District contract distinct from other contractor activities. Contractor shall have the ability to provide assurance that the system is in accordance with generally accepted accounting principles (GAAP). Offeror shall describe the proposed system and how it will be used for this program. Accounting systems are subject to City/District review and approval prior to contract award. No cost reimbursement contract will be awarded to any Offeror who does not have an acceptable accounting system.
- 3.2 Cost Allocation Plan Provide a cost allocation plan for the agency that identifies how administration costs and other shared costs are allocated between programs. Describe the methodology for determining indirect/administrative costs.
- 3.3 Fiscal Management Process Briefly outline the internal fiscal management process the organization will use to monitor and ensure that City/District funding and other revenues are adequate to meet program costs.
- 3.4 Financial Background
- 3.4.1 Offeror shall provide documentation that the organization has sufficient reserves to maintain the ALS transport services program for at least one-hundred and eighty (180) days. Documentation may include cash and/or credit reserves.
- 3.4.2 Offeror shall provide the following information for the last three (3) fiscal years:
- 3.4.2.1 Audited financial statements with the applicable notes;
- 3.4.2.2 Independent Auditor's Report on Compliance and Internal Control over Financial Reporting based on an Audit of the Financial Statements in Accordance with Government Accounting Standards;
- 3.4.2.3 Independent Auditor's Statement of Findings and Questioned costs.

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Current ALS System Elements

A. Primary Service Area

The service area is the City of San Marcos and the San Marcos Fire Protection District, a subsidiary district of the City of San Marcos. The San Marcos Fire District service area measures approximately 33 square miles. State Route 78 bisects the service area creating roughly equal areas north and south of the highway. The service area is approximately 75% developed, with pockets of high residential density. The service area varies widely in terrain and population density.

The service area is served by two hospital districts (Tri-City and Palomar/Pomerado), with Palomar Hospital being designated as one of the six trauma hospitals within the County's Trauma System. Both Tri-City and Palomar Hospitals are designated Base Hospitals. A map of the service area is included as Exhibit B to this document.

B. Level of Service

The City/District has been designated as an approved provider of advanced life support (ALS) services by County of San Diego, EMS Branch. The current system provides four Advanced Life Support units, with backup, through a comprehensive Automatic Aid System. Advanced Life Support first responder service is simultaneously provided by the San Marcos Fire Department/District. In the event the contracted ALS ambulance is out of service or committed to a transport, private basic life support (BLS) providers are dispatched. No major system design changes are proposed with this procurement.

The Provider will be required to use best efforts in providing ALS transport service mutual aid/automatic responses in accordance with local mutual aid/automatic aid agreements. Current mutual/automatic aid agreements are attached to this document as Exhibit C.

C. Call Volume

A summary of call volume, response time, and call frequency data is included as Exhibit E of this document. All calls are currently handled through the North County Dispatch Joint Powers Authority (North Comm). The selected provider will be expected to continue utilizing North Comm for all call dispatch. Contractor shall provide and maintain in working order, Mobile Data Computers (MDC) in all transport ambulances primarily assigned to City/District. MDC's shall be compatible with the GIS/Mapping and incident notification system that is used by North County JPA Dispatch Agency (North Comm).

D. Performance Requirements

Current response times for ALS transport provide for a planned maximum response time of nine (9) minutes, zero seconds, 90 percent of the time.⁴ Upon full implementation of an ALS first response program, the nine (9) minute response time requirements shall apply. It should be noted that time in this system is counted in seconds, not whole minutes. That is, a response time clocked at 9:01 is counted as a 10-minute call.

⁴ The nine (9) minute response time is currently being achieved and was the standard set in the last contract that the City/District agreed to. This ensures a consistent Level of Service and resident care.

E. Financing/Fee Structure

Program receives no City/District subsidy. Contractor provides billing and collection service at no cost to the City/District.

F. Dispatch Center Operations

The City/District dispatches all ALS transport units operating in the service area through its participation in the North County Dispatch Joint Powers Authority (North Comm), which is a computer-aided dispatch system.

G. Community Education Goals

Provider coordinates any public information, including press relations, explanations regarding rates and relations with citizens, providers and government agencies with the City's Communications Officer.

Current City/District's Community Education Program goals are to:

- Increase public knowledge of the ALS transport system and how and when to properly access it.
- Reduce incidences of injury or mortality through educational programs which increase public knowledge of life-saving techniques.
- Promote health and safety measures to high risk groups.
- Participate in community fairs.

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1. Scope of Work/Purpose

Contractor shall provide all management, personnel, equipment, material and supplies for Advanced Life Support (ALS) transport services for the City of San Marcos and San Marcos Fire District (City/District). Contractor shall provide billing services, work closely with City of San Marcos fire department first responders, provide community education sessions, lead service area quality assurance activities and coordinate with regional quality improvement processes.

2. Background Information

The County of San Diego has designated the San Marcos service area as an “exclusive operating area” (EOA) pursuant to California Health and Safety Code Section 201.224. This jurisdiction, which has not provided paramedic level services continuously since January 1, 1981, must obtain advanced life support transport services through a competitive process (California Health & Safety Code, Division 2.5, Sec. 1797.224). The County of San Diego, EMS Branch, will provide technical assistance to the City/District in this procurement process to ensure that the process is fair, transparent and competitive. ALS transport is a vital community service – often responsible for saving lives. To this end, the City/District’s goal is to contract the most experienced, clinically advanced and capable transport provider available.

- 2.1. Located in North San Diego County, San Marcos is a growing community that encompasses approximately 24 square miles. The San Marcos Fire District service area adds approximately nine square miles in addition to the City’s size, for an approximate service area of 33 square miles. State Route 78 bisects the service area creating roughly equal areas north and south of the highway. The service area is approximately 75% developed, with pockets of high residential density.
- 2.2. The City’s residential population is more than 82,000 residents and the approximate service area’s total population is 93,000. The service area’s daytime population increases to approximately 120,000 due to the presence of two large educational institutions (Cal State University San Marcos and Palomar College) and hundreds of businesses. Major employers within the service area include Cal State University San Marcos, Costco, Fry’s Electronics, Hunter Industries, United Parcel Service, Wal-Mart, Palomar College, Oncore Manufacturing Services, and PAR Electrical Contractors, Inc.
- 2.3. The City has more than 25,000 total housing units, more than 13,000 of which are single family residences. The median residential age is approximately 35 years old.
- 2.4. The City of San Marcos is a Charter City operating under a council/manager form of government. The City is responsible for public services, with the exception of the water and sewer function, which is administered by an independent special district.

3. Goals and Outcomes

- 3.1. Goals: Contractor shall provide ALS transport service to the service area 24 hours per day, seven days per week, and 365 days per year. Primary ambulances providing transport service must be based within the boundaries of the City/District. This does not preclude Mutual/Automatic Aid. Contractor will be expected to honor existing agreements for Mutual/Automatic Aid should the needs of the area require it.
- 3.2. Outcome Objectives:
 - 3.2.1. Minimum service level shall be the equivalent of four (4) ALS units ready at all times to perform in the service area.
 - 3.2.2. Units shall be staffed by at least one (1) licensed Paramedic accredited to practice in County of San Diego and one (1) Emergency Medical Technician certified to work within the County of San Diego.
 - 3.2.3. Units must be ready within 30 minutes of scheduled shift changes. Units not ready within 30 minutes of scheduled shift change, or at any time, will constitute a violation of this requirement.
 - 3.2.4. Contractor units shall be in compliance with all the requirements of the California Highway Patrol, and will be permitted under the County of San Diego Ambulance Ordinance. Each vehicle shall be properly licensed and insured as required by the Department of Motor Vehicles. Permits, license and insurance will be contractor's responsibility.

4. General Requirements for Service Delivery

- 4.1. The clinical requirements governing this contract are the same as those specified in State and County of San Diego rules, regulations, policies, procedures and protocols, relating to the operation of ALS Emergency Ambulances.
- 4.2. Contractor shall provide all resources necessary to accomplish the work requirements of this agreement, and shall be responsible for all maintenance, repairs and replacement of those resources.
 - 4.2.1. Ambulances/emergency vehicles:
 - 4.2.1.1. Contractor shall provide for daily maintenance of the ambulance vehicles. Daily maintenance shall include, but not be limited to checks of tire pressure and condition, coolant, oil and fuel levels, electrical system condition.

- 4.2.1.2. Contractor shall use a computerized maintenance program and record keeping system. The records shall be available to the City/District for analysis and inspection upon demand. Such programs shall identify contracts for routine maintenance of both primary and backup vehicles.
 - 4.2.1.3. Contractor shall provide and maintain in working order, Mobile Data Computers (MDC) in all transport ambulances primarily assigned to City/District. MDC's shall be compatible with the GIS/Mapping and incident notification system that is used by North County JPA Dispatch Agency (North Comm).
 - 4.2.2. Contractor shall provide uniforms and safety equipment for all employees. Uniforms and safety equipment shall include appropriate personal protective equipment.
- 4.3 Contractor shall replace all non-narcotic medications and medical supplies utilized by the first responder units for the care of the patient(s). Supplies shall be replaced on a one for one basis and occur at the time of the call so long as that does not delay patient transport. Should the immediate need to transport a patient necessitate a delay in the replacement of supplies on scene, replacement to the first responder unit shall occur as soon as possible after the call is completed. A written policy describing this process shall be established by Contractor and approved by City/District Operations Chiefs within thirty (30) days of signing the contract.
- 4.4 Contractor shall institute a policy and procedure for rotation of first responder medical supplies that ensures use of supplies prior to their expiration date. A written policy describing this process shall be established by Contractor and approved by City/District Operations Chiefs within thirty (30) days of signing the contract.
- 4.5 Contractor shall maintain a community and public education program directed to the residents of the service area. Suggested topics for this program include, but are not limited to: summertime water safety, seat belt usage, proper utilization of 9-1-1 and the Emergency Medical Services System, and CPR instruction. Contractor shall attempt to foster and maintain good will and cooperation with the community at large.
- 4.6 Contractor shall obtain prior approval from City/District for any public information materials and material content used by the contractor relating to these services. In general, all vehicle markings, invoices, public information programs, and other materials shall feature the "San Marcos EMS" name.

- 4.7 Contractor shall use patient care equipment that is compatible with standardized ALS FR agency equipment.
- 4.8 Contractor shall notify the City/District's COTR within 24 hours of any changes in management that may affect the Contractor's ability to comply with the statement of work.

5. Staffing Requirements

- 5.1. All of Contractor's Paramedic staff shall hold current, valid California Paramedic Licenses and be appropriately accredited to practice as a Paramedic in County of San Diego. Each EMT-Basic shall be appropriately certified in the state of California and certified to work within the County of San Diego.
 - 5.1.1 Contractor shall ensure that all employees adhere to the operational protocols and procedures established by the City/District.
 - 5.1.2 Contractor shall ensure that its employees are provided access to a complete set of operational policies and procedures outlining the standards adopted by the Contractor and setting forth policies and procedures specific to the Contractor's operation. The City/District's designated Administrator shall be provided with a complete set of these policies and procedures and any updates as they occur.
 - 5.1.3 Contractor shall employ and retain sufficient numbers of experienced employees with expertise to operate units at the required service levels. Only on rare occasions shall exceptional circumstances cause the Contractor to fail to staff an ambulance called for in the status plan (e.g. labor action, documented occurrence of excessive sick leave usage).
 - 5.1.4 Contractor shall ensure that all employees meet all minimum continuing education, recertification, re-licensure and accreditation requirements established by the State of California and the County.
 - 5.1.5 Contractor shall ensure that management and supervisory personnel attend appropriate Base Hospital meetings, quality assurance forums and other ancillary meetings proscribed by the City/District.
 - 5.1.6 Contractor shall not routinely schedule any EMT-Basic or Paramedic to work continuously more than 48 hours within any 60-hour period.

- 5.1.7 Contractor personnel shall display professional and courteous conduct at all times, especially when interacting with members of the public. Personnel assigned to fire stations shall work in a harmonious and cooperative manner with fire department personnel and shall adhere to the same fire station rules on cleaning, maintenance, sleep schedules, etc. as fire personnel. Contractor personnel who are in violation of this provision upon review of the appropriate documentation by the City/District's Administrator and the Operations Chiefs shall no longer be assigned to work in the City/District.
- 5.2. Contractor shall designate a local Project Manager to serve as a liaison person between City/District personnel and the ALS provider within the City/District. The person who is selected for the Program Manager's position will have evidence of prehospital care practice, such as a minimum of three (3) years experience as an EMT-Basic, a Paramedic or an EMS Manager.
 - 5.2.1. The Program Manager shall be a manager with working knowledge of the entire operation, and be responsible for the day-to-day operations. He/she may perform information gathering and review, as well as report generation and analysis.
 - 5.2.2. The Program Manager shall represent the Contractor to residents and to other public service agencies and have the full authority to speak, make service commitments and act on behalf of the Contractor. Program Manager may be requested to participate in City Council meetings and attend other appropriate events.
- 5.3. Contractor shall provide orientation and training to familiarize staff to service area as approved by the City's designated Operations Chief. Training must be given to all employees used in the City/District. Contractor shall consistently assign employees knowledgeable with the service area for work within the City/District.
 - 5.3.1. Contractor shall ensure that ambulances are appropriately staffed per the contract terms for every shift. At no times will there be a staffing vacancy preventing a unit from providing ALS transport service.
 - 5.3.1.1. Should a vacancy exist, the City/District reserves the right to prevent the ambulance from operating in service area until staffing is rectified .
- 5.4. Contractor shall maintain a valid Drug Enforcement Administration medical license number/s while operating in San Marcos. Contractor shall specify employee that will serve as medical director or who will be responsible for drug control and monitoring.

6. Quality Assurance/Quality Improvement

Contractor shall maintain a comprehensive ALS Quality Assurance and Quality Improvement Program (QA/QI) designed to identify and address potential or existing clinical, operational, or equipment concerns. The focus of this requirement shall be to ensure that the minimum standards and requirements of this contract are maintained, and that the clinical care delivered within the service area is at a constant level of quality. The QA/QI process should be addressed in three different pre-hospital time frames: Prospective, Concurrent, and Retrospective.

- 6.1. Contractor's EMT-Basic and EMT-Paramedic staff, as well as the management and supervisory staff, shall actively participate in the Quality Improvement program that includes a medical audit process implemented by the City/District.
- 6.2. Contractor shall ensure that the knowledge gained through the Quality Improvement program is translated into improved field performance by documenting training, amendments to operating procedures, bulletins, and using other performance measurement tools to ensure that better practices become standard practice within the service area.
- 6.3. Contractor shall designate an agency contact for QA/QI related issues. This may be the same person who is designated as Program Manager.
- 6.4. The City/District will regularly interface with the QA/QI contact in order to review areas of concern and to ensure compliance.

7. Billing Services.

Contractor shall be responsible for a billing and accounts receivable system to bill for services provided. All services shall be well documented, and records shall be available for inspection and audit.

- 7.1. Billing records will be maintained for a period of not less than 4 years .
- 7.2. Contractor shall bill and collect the amount for ALS services rendered to all users in accordance with the fee schedule established by the City/District. Fee Schedule is attached to this document as Exhibit D.
- 7.3. If contractor chooses to subcontract this service, the subcontractor will be responsible to provide documentation of qualifications and experience to the City/District prior to award of subcontract.

8. Mutual Aid Agreements

The Contractor shall assist the City/District in maintaining mutual aid agreements with neighboring BLS or ALS providers and jurisdictions. Current mutual/automatic aid agreements are attached to this document as Exhibit C.

9. Training

This area will be closely aligned with the QA/QI program. Contractor is expected to provide accredited personnel that are familiar with City/District geography and with City/District procedures.

- 9.1. Contractor shall maintain a comprehensive, ongoing, driver-training program as well as mapping training for its entire staff who work in the area. The contractor shall collaborate with the City/District Operations Chief to develop mapping training that is current and updated as changes occur in the service area.
- 9.2. Contractor shall participate in ongoing disaster and medical operations training with area first responders. The training program, number of instruction hours, and the training program's system for integration into the Contractor's operation will be reviewed and is subject to the City/District's approval on an annual basis.
 - 9.2.1. Contractor shall provide ongoing education activities for area first responders designed to upgrade or maintain first responder skills and provide smooth transition of care from first responders to transporting agency personnel.
 - 9.2.2. Contractor shall provide continuing education courses to the local area ALS transport personnel.

10. Data Collection and Reporting Requirements

Contractor shall submit the following reports and documents in the timeframe and format described below.

- 10.1. Operating Policies and Procedures – Contractor shall submit current ALS transport service operating policies and procedures to City/District for approval within fifteen (15) days after contract execution. And all updates and revisions to these ALS transport service operating procedures shall be submitted to the City/District within fifteen (15) days of adoption by contractor.

- 10.2. Response Time Exceptions – A Response Time Exception Form shall be submitted to the appropriate City/District Chief for all incidents over the 9-minute response time requirement. Form shall be submitted by the fifth day of the month following the incident. The City/District Operations Chief in concert with the City/District administrator shall be responsible for determining which incidents will be granted an exemption from Response Time standards.
- 10.3. Monthly report – Contractor shall submit a quarterly report (reflecting a monthly compilation) to the City/District Administrator and be prepared to be called for presentation of report before the City Council. If Response Time is below the 90% criteria established in contract, a corrective action plan will be submitted for approval to the City/District as well as the Operations Chief at the time of the report.
- 10.4. Contractor shall submit to the City/District within ninety (90) days after the end of each City/District fiscal year (June 30), financial statements for the operation of City/District for all expenditures and revenues as audited by a Certified Public Accountant. The information provided by the Contractor will become property of the City/District and will be considered public information.
- 10.5. The Contractor shall provide the following information in monthly run reports to the City/District ALS Administrator:
 - 10.5.1. A listing of all calls billed for service within the City/District.
 - 10.5.2. A list of all Mutual Aid calls into other contracted areas by City/District ambulances.
 - 10.5.3. A list of all Mutual Aid calls from other contracted areas into the City/District
- 10.6. Employee Certifications – Contractor shall ensure that all employees are continuously and appropriately licensed/certified/accredited, and shall maintain a record for review by City/District.
- 10.7. Community and Public Education – Contractor shall provide a list of community and public education programs presented within City/District at the end of the contract year to the City/District Operations Chief.
- 10.8. Contractor shall provide additional submittals and reports as required by City/District.

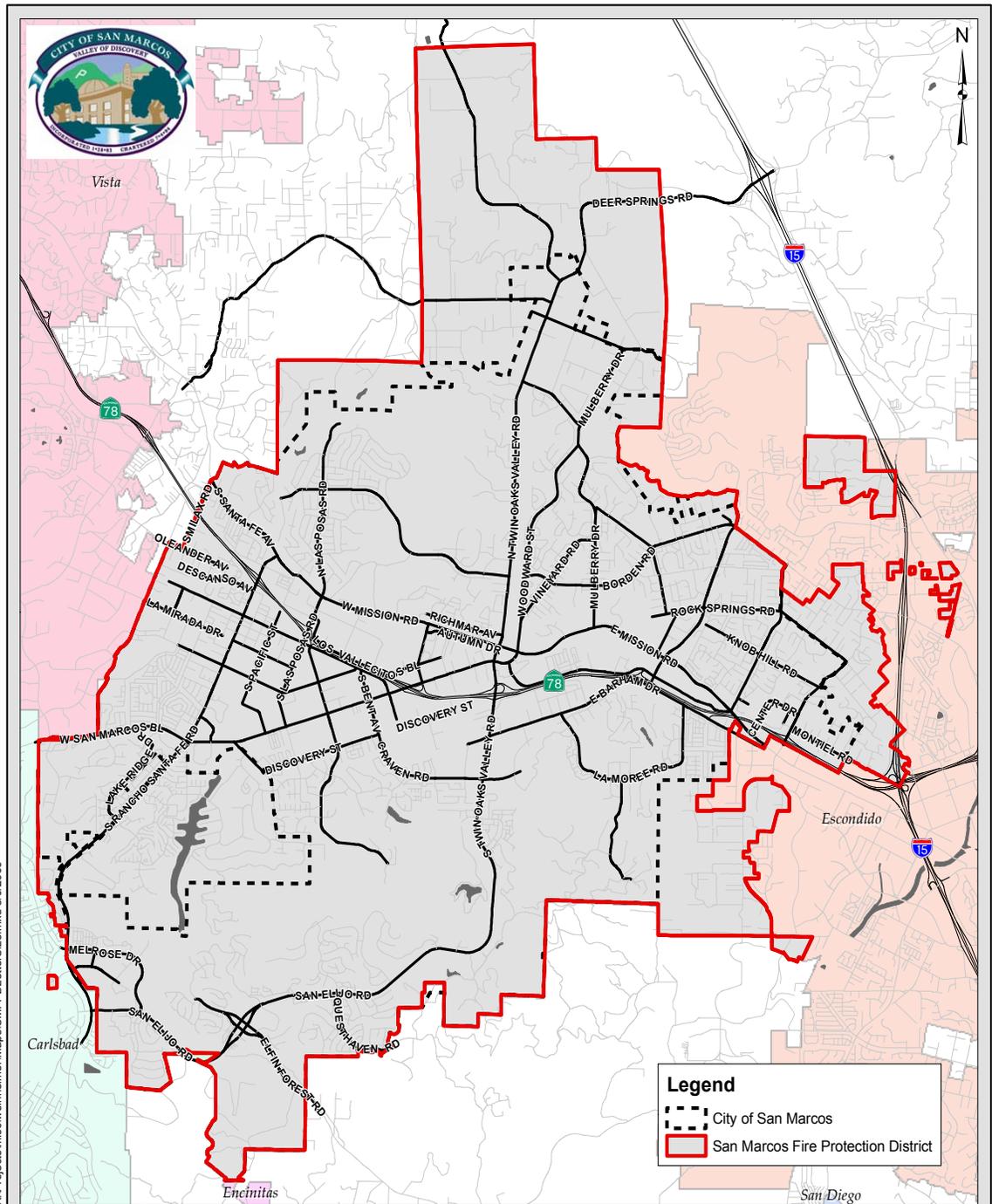
11. Automation

- 11.1 Contractor shall participate in the County of San Diego, EMS Branch's electronic environment, the Quality Assurance Network Collector System (QCS), for documentation of patient care.
- 11.2 Contractor shall use the existing County of San Diego, EMS program (QCS) or an alternate program that allows upload of patient care information into the QCS. Contractor should utilize the same program as first responders in order to maintain continuity of service.
- 11.3 Contractor must use the North County JPA for dispatching services in order to ensure that ambulances and City/District fire apparatus are dispatched simultaneously.
 - 11.3.1 This may necessitate a C.A.D. to C.A.D. interface with North County JPA to facilitate dispatching of ambulances with Fire service apparatus.
 - 11.3.2 If there are additional costs to the system for the use of a dispatch center other than the North County JPA, the cost will be paid by the contractor.

12. Disentanglement

Contractor shall accomplish a complete transition of the services being terminated from Contractor to City/District, or to any provider designated by City/District, without interruption of or adverse impact on the services. Contractor shall cooperate with the City/District and or Contractor's obligation to provide the services shall not cease until Disentanglement is satisfactory to City/District.

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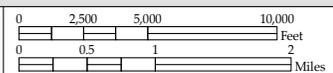
X:\Projects\misc\weinheimer\Maps\SMFPD\LetterSize.mxd 5/6/2009

Every effort has been made to ensure the accuracy of the maps and data provided; however, some information may not be accurate. The City of San Marcos assumes no responsibility arising from use of this information.

San Marcos Fire Protection District

Legend

- City of San Marcos
- San Marcos Fire Protection District



CREATED BY: City of San Marcos GIS
 SOURCES OF DATA: SanGIS, 3/09

Exhibit C - Mutual/Automatic Aid Agreements

1

North Regional Zone Master Automatic Aid Agreement for Fire and Rescue Responses

EXHIBIT A

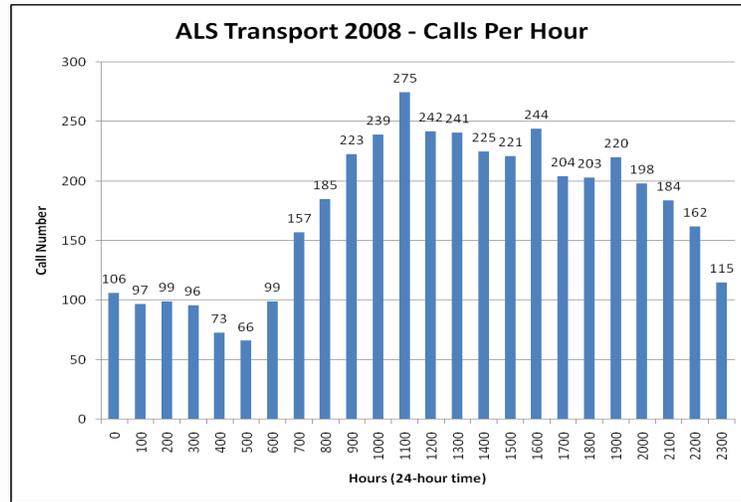
| Agency | Date of Approval | Received | |
|--|--------------------|----------|----|
| | | Yes | No |
| Camp Pendleton Fire Department | October 1, 2002 | X | |
| Carlsbad Fire Department | November 18, 2002 | X | |
| CSA-17 | December 12, 2002 | X | |
| Del Mar Fire Department | January 14, 2003 | X | |
| Elfin Forest Volunteer Fire Department | January 13, 2003 | X | |
| Encinitas Fire Department | August 26, 2002 | X | |
| Escondido Fire Department | September 18, 2002 | X | |
| North County Fire Protection District | September 24, 2002 | X | |
| Oceanside Fire Department | November 20, 2002 | X | |
| Rancho Santa Fe Fire Protection District | July 17, 2002 | X | |
| San Marcos Fire Department | December 10, 2002 | X | |
| Solana Beach Fire Department | October 23, 2002 | X | |
| Vista Fire Department | September 10, 2002 | X | |

Updated: February 3, 2003

San Marcos Fire District Fee Schedule and Changes 2004-08

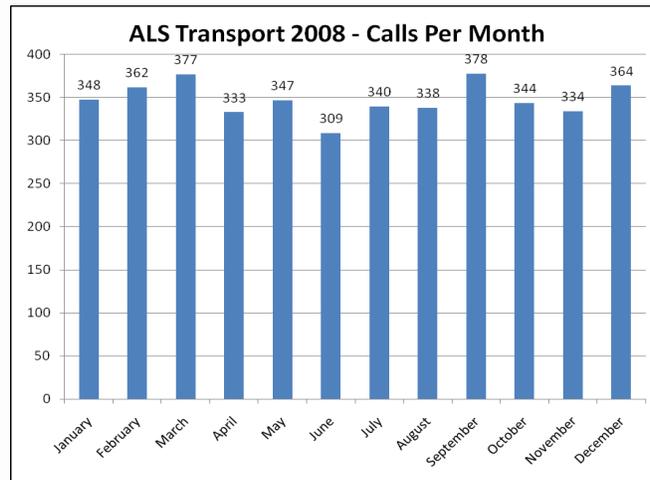
| | ALS Base Rate | BLS Base Rate | Night | Oxygen | Mileage | CPI Change |
|-------------|---------------|---------------|---------|---------|---------|-------------|
| 2004 | \$816.00 | \$595.00 | \$50.00 | \$65.00 | \$15.50 | - |
| 2005 | \$846 | \$617.00 | \$50.00 | \$65.00 | \$15.50 | 3.7% |
| 2006 | \$874 | \$637 | \$50.00 | \$65.00 | \$15.50 | 3.3% |
| 2007 | \$907 | \$661 | \$50.00 | \$65.00 | \$15.50 | 3.8% |
| 2008 | \$928 | \$676 | \$50.00 | \$65.00 | \$15.50 | 2.3% |

Exhibit E - Current Call Volume Data



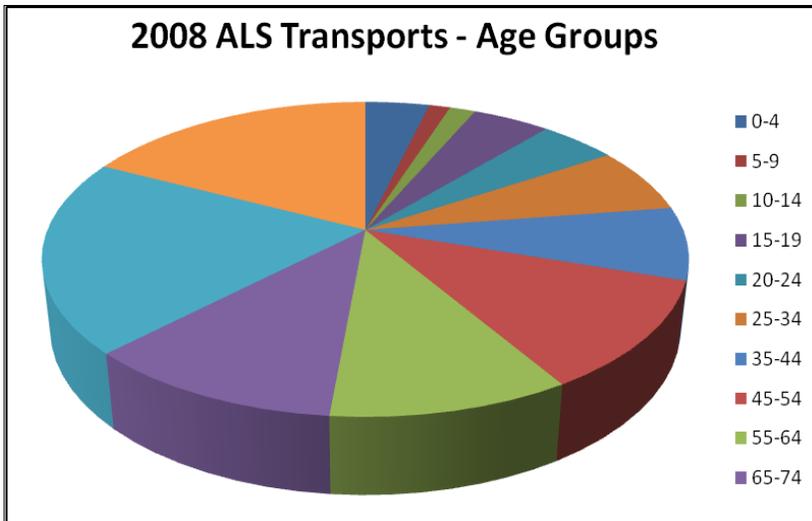
| HOUR OF MICN CALL | 0 | 100 | 200 | 300 | 400 | 500 | 600 | 700 | 800 | 900 | 1000 | 1100 | 1200 | 1300 | 1400 | 1500 | 1600 | 1700 | 1800 | 1900 | 2000 | 2100 | 2200 | 2300 | Total |
|-------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|
| # | 106 | 97 | 99 | 96 | 73 | 66 | 99 | 157 | 185 | 223 | 239 | 275 | 242 | 241 | 225 | 221 | 244 | 204 | 203 | 220 | 198 | 184 | 162 | 115 | 4174 |
| % | 2.5 | 2.3 | 2.4 | 2.3 | 1.7 | 1.6 | 2.4 | 3.8 | 4.4 | 5.3 | 5.7 | 6.6 | 5.8 | 5.8 | 5.4 | 5.3 | 5.8 | 4.9 | 4.9 | 4.9 | 4.7 | 4.4 | 3.9 | 2.8 | 100 |

³ All transport numbers are based on MICN data.

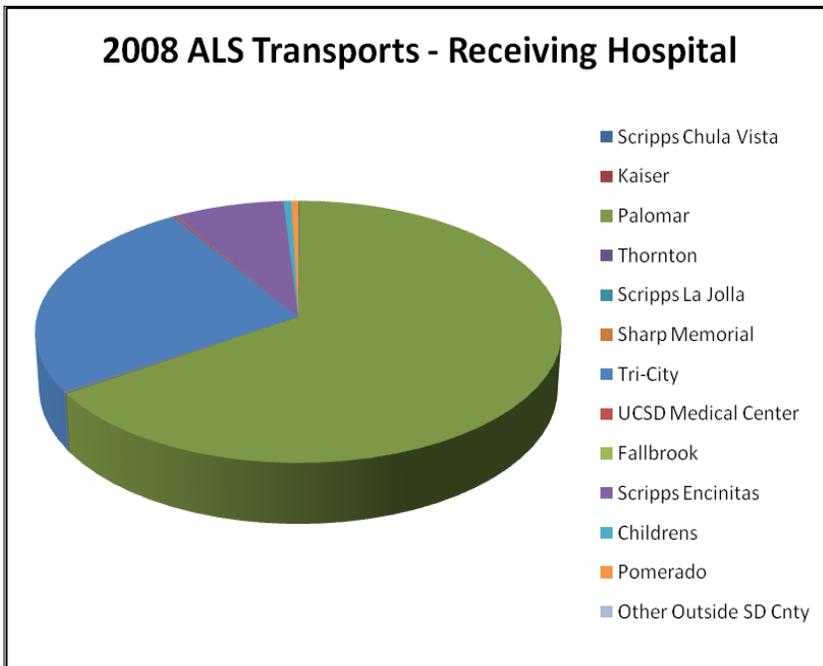


| Month of Call | January | February | March | April | May | June | July | August | September | October | November | December | Total |
|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|-------|
| # | 348 | 362 | 377 | 333 | 347 | 309 | 340 | 338 | 378 | 344 | 334 | 364 | 4174 |
| % | 8.3 | 8.7 | 9 | 8 | 8.3 | 7.4 | 8.1 | 8.1 | 9.1 | 8.2 | 8 | 8.7 | 100 |

2008 San Marcos Fire District ALS Transport Data¹



| Age Groups | # | % |
|--------------|-------------|------------|
| 0-4 | 159 | 3.8 |
| 5-9 | 52 | 1.3 |
| 10-14 | 64 | 1.5 |
| 15-19 | 192 | 4.6 |
| 20-24 | 192 | 4.6 |
| 25-34 | 279 | 6.7 |
| 35-44 | 310 | 7.5 |
| 45-54 | 464 | 11.2 |
| 55-64 | 422 | 10.2 |
| 65-74 | 457 | 11 |
| 75-84 | 828 | 20 |
| 85+ | 727 | 17.5 |
| Total | 4146 | 100 |
| Unknown | 28 | |
| Total | 4174 | |



| RECEIVING FACILITY | # | % |
|-------------------------|-------------|------------|
| Scripps Chula Vista | 1 | 0 |
| Kaiser | 1 | 0 |
| Palomar | 2707 | 65.6 |
| Thornton | 2 | 0 |
| Scripps La Jolla | 3 | 0.1 |
| Sharp Memorial | 3 | 0.1 |
| Tri-City | 1047 | 25.4 |
| UCSD Medical Center | 7 | 0.2 |
| Fallbrook | 1 | 0 |
| Scripps Encinitas | 313 | 7.6 |
| Children's | 22 | 0.5 |
| Pomerado | 19 | 0.5 |
| Other Outside SD County | 1 | 0 |
| Total | 4127 | 100 |
| Missing | 47 | |
| Total | 4174 | |

¹ All transport numbers are based on MICN data.

Appendix 1 - City/District Staffing Educational/Training Matrix

The City/District deem that field experience is invaluable to maintaining the high standards that have been in place for the San Marcos Fire Protection District throughout the life of the ALS contract.

This matrix must be completed and returned with offeror’s proposal. Completed matrix will demonstrate the experience and training that proposed staff have in Advanced Life Support (ALS). Utilizing the matrix in addition to narrative explanation of procedures will ensure a fair comparison of offerors. Each proposed staff person the offeror plans to utilize in the service area should be listed on this matrix, use additional pages as needed.

Suggested matrix format.

| Name, Position Title | Experience (list yr/mo) | Highest Education Level (list completion year) | State of California Certified Training (list course names, hours, completion date) | Emergency/ICS Management Training (list course names, hours, completion date) | Other Certifications (list names, hours, completion date) | Miscellaneous Training (list course names, hours, completion date) |
|----------------------|-------------------------|--|--|---|---|--|
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