

REQUEST FOR PROPOSALS (PHD 10-06)

FOR

**ADVANCED LIFE SUPPORT FIRST RESPONSE AND PARAMEDIC AMBULANCE TRANSPORTATION
FOR THE COUNTY'S EXCLUSIVE OPERATING AREAS
(excluding the City of Palo Alto and "Stanford Lands" parcels).
SANTA CLARA COUNTY, CALIFORNIA**

~~COUNTY OF SANTA CLARA, BOARD OF SUPERVISORS~~

Donald Gage

George Shirakawa

Dave Cortese

Ken Yeager

Liz Kniss

Jeffrey V. Smith, County Executive

COUNTY REQUEST FOR PROPOSALS

DATE: April 16, 2010

PLACE: Santa Clara County EMS Agency
976 Lenzen Avenue, Suite 1200
San Jose, CA 95126

TIME: 3:00 PM

SECTION 1. SCHEDULE

ISSUE AND ADVERTISE RFP	April 16, 2010
LAST DATE TO SUBMIT QUESTIONS FOR PRE-PROPOSAL CONFERENCE	April 30, 2010
PRE-PROPOSAL CONFERENCE.....	April 30, 2010
QUESTION DUE FROM PRE-PROPOSAL CONFERENCE	May 4, 2010
ADDENDA ISSUED (If necessary)	May 11, 2010
CREDENTIALS DUE.....	May 17, 2010
CREDENTIALS REVIEWED	May 17 through May 24, 2010
CREDENTIAL NOTIFICATIONS	May 24, 2010
PROTEST PERIOD FOR CREDENTIALS	May 24 to June 1, 2010
RFP PROPOSALS DUE	June 16, 2010
PROPOSAL EVALUATION	June 17 through July 14, 2010
PROPOSER PRESENTATIONS (If Necessary)	June 30, 2010
WINNING PROPOSAL IDENTIFIED	July 14, 2010
BEGIN NEGOTIATIONS WITH SELECTED PROPOSER	September 1, 2010
TENTATIVE NEGOTIATIONS COMPLETE	November 5, 2010
NOTICE OF INTENT TO AWARD.....	November 5, 2010
PROTEST PERIOD.....	November 5 through 22, 2010
PROTEST PERIOD COMPLETE	November 22, 2010,
BOARD OF SUPERVISORS APPROVAL.....	December 7, 2010
PROGRAM START-UP PERIOD	Through June 30, 2011
CONTRACT START DATE.....	July 1, 2011

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SECTION 3. REQUEST FOR PROPOSAL

REQUEST FOR PROPOSALS
ADVANCED LIFE SUPPORT FIRST RESPONSE AND PARAMEDIC AMBULANCE TRANSPORTATION
FOR THE COUNTY EXCLUSIVE OPERATING AREA.

A. INVITATION

The County of Santa Clara (hereafter, "County") is requesting proposals from qualified proposers to provide exclusive advanced life support first response and paramedic ambulance services for the County's Exclusive Operating Area described in Section 3.D.2. The County's Exclusive Operating Area excludes the City of Palo Alto and the associated "Stanford-Lands" parcels.

The County seeks proposers with the expertise and professional judgment to achieve and maintain high levels of performance and low prices, and also with the ability to make ongoing improvements to the local EMS system. "Expertise and professional judgment" in this context means the bundle of compensation programs, shift schedules, personnel policies, management competencies, ambulance deployment techniques, and other internal matters which, taken together, differentiate the proposer from other proposers and provide the best quality at the most reasonable price. The County recognizes that different proposers may employ different methods with equal success. By allowing each proposer to select, employ and change its production methods, the County hopes to promote innovation, efficiency and superior levels of performance.

The County will use a two phase evaluation process. Proposers meeting the Phase 1 minimum requirements described in Section B will be eligible to participate in the Phase 2 evaluation process. Proposers that do not meet the Phase 1 minimum requirements will be ineligible to participate in Phase 2 of the RFP evaluation process. A description of the Phase 1 and Phase 2 evaluation processes are located in Section 7 of the RFP.

B. PHASE 1—MINIMUM REQUIREMENTS

Proposers must meet the following minimum requirements in order to participate in Phase 2 of the evaluation process:

1. Seamless Service Required

The EOA (as defined in Section 3.D.2) was created to provide standardized, quality, and seamless emergency medical care services to County residents. It is essential that the EOA not become fragmented in operational practices, clinical care, financing, or service provision. Proposers must provide comparable and seamless services throughout the EOA. Proposals which may disparately impact portions of the EOA or its solvency may be eliminated from consideration.

2. Licensing and Certification.

Proposers must provide evidence that they can obtain all licenses and certifications required to operate an ambulance service.

3. Background Investigation Required

Proposers must submit written authorization to the County allowing the County to review the background of both the proposer and all of the individuals managing the operations of the proposer.

4. Experience Required

Proposers must submit documentation that the proposer, as a sole agent or as partner with another agency, department, corporation, or business entity, has experience managing an emergency high performance ambulance service in a community with a population of at least 1,000,000 residents. Documentation should include a list of communities in which the service is offered and the names, addresses and phone numbers of the directors and contract officers or designated public officials with oversight responsibility.

5. Verifiable Response Time Performance

Proposers must submit independently verifiable documentation of maximum (fractile) response time performance, fines paid, and the number of responses provided for a community meeting the requirements of Section 3.B.4. A brief description of the community, its EMS system and the services provided by the proposer must be included.

6. Evidence of Sufficient Initial Operational Resources

Proposers must provide documentation and evidence that the proposer has the financial ability to deliver the requisite ambulance services to the County for up to 120 days following the first day of the term of the contract without receiving any revenue for those services.

7. Regulatory Compliance

The proposer shall disclose any and all regulatory investigations, findings, actions, complaints and their respective resolutions (which have occurred within the last five years) to which proposer, its parent company, or the affiliates of proposer's parent company have been subject. Proposer will specifically include details regarding any and all emergency (9-1-1) contract terminations within the last five years. Additionally, the proposer will detail the circumstances and resolution of any contract disputes or notices of non-compliance.

8. Litigation

The proposer will provide a detailed list of all litigation in which the proposer, its parent company or the affiliates of proposer's parent company are involved or have been involved during the last five years. Litigation means claims made by or against it including mediation, arbitration, or administrative actions, and the resolution of those claims. Notwithstanding the foregoing, the resolution terms of any litigation as defined in this Section 3.B.8, are not required to be disclosed under this RFP if disclosure of such resolution terms are precluded by law or the terms of a settlement agreement.

9. Incident Command System (ICS) Competence

The proposer shall describe how the proposer will ensure that contractor's personnel are properly trained in the use of the Incident Command System.

10. Mass Casualty Competence

The proposer shall describe how the organization will respond to mass casualty events and the on-site coordination of patient transport and EMS system support services.

11. Compliance with Emergency Management Standards

The proposer shall describe how the proposer will ensure that the organization and its staff are in compliance with the California Standardized Emergency Management System and National Incident Management System.

12. Performance Security Provisions in Contract

Proposers must specify the type of performance security they will provide the County. Performance security in the amount of \$5,000,000 must be provided to the County to ensure continued delivery of services should Santa Clara County EMS be required to takeover delivery of Ambulance Services in the event of a breach of contract. Performance

security can take one of three forms: (a) cash, (b) letter of credit or (c) performance bond. The parties shall incorporate a provision in the final contract between the proposer and County which states that because it will be impracticable to determine the actual damages in the event of proposer's breach, that the \$5,000,000 is a reasonable estimate of total liquidated damages to be incurred by the County in the event of a breach and are not a penalty.

C. PHASE 2—TECHNICAL EVALUATION OF PROPOSALS

Proposals that have met the minimum requirements of Phase 1 will be eligible for evaluation under Phase 2. Proposers eligible for the Phase 2 evaluation process will submit the remaining proposal materials by June 16, 2010 in accordance with Sections 5 and 6 of this RFP.

During Phase 2, proposals will be evaluated and scored based on the respective proposer's ability to provide quality clinical care, superior response times and exceptionally customer service. In each section, clarification is provided as to how different areas are scored.

Upon approval by the County Board of Supervisors (the "Board"), the successful proposer will be granted an exclusive contract to provide ambulance service for five years beginning July 1, 2011. The Board may, at its option, grant up to two, 3-year extensions. The contract under which the ambulance services required by the County shall be provided will be a term agreement, with the proposer responsible for the collection of patient revenues from appropriate sources other than the County.

D. BACKGROUND

1. County Features

The County rests at the southern portion of San Francisco Bay. As one of the most densely populated counties in the state, the County is the birthplace of the technology revolution, and is the home to the Silicon Valley and a number of high technology firms. The County has a resident population of approximately 1.8 million people—which grows to about 2.2 million during working hours—in a landmass of 1,132 square miles. Provision of emergency medical services presents a challenge due to the widely varying demographic and geographic areas within the County. The urbanized areas of the County are densely populated, and are balanced by extensive sparsely populated rural and agricultural areas. More than two-thirds of the County consists of these rural areas.

2. EOA Description and Service Area

There are 15 cities located within the County, and 10 fire agencies providing first response services. The County EMS system includes multiple fire agency first responders, many of which provide Advanced Life Support, and two emergency ambulance providers which serve two distinct Exclusive Operating Areas (EOAs), namely the Palo Alto Exclusive Operating Area and the County Exclusive Operating Area (as set forth in Table 1 below). The County is responsible for overseeing emergency medical services to the entire County, but this RFP is only for ambulance services for the County Exclusive Operating and does not include the Palo Alto Exclusive Operating Area. A map of the County Exclusive Operating Area is provided in **Appendix 3**.

Table 1: County Service Areas

Name	Cities/Area	Notes
Palo Alto Exclusive Operating Area	City of Palo Alto and Stanford Lands	EOA held by the Palo Alto Fire Department
County Exclusive Operating Area	Mountain View, Santa Clara, Cupertino, Milpitas, Sunnyvale, Los Altos, Los Altos Hills, Campbell, Los Gatos, Monte Sereno, Saratoga, San Jose Morgan Hill, Gilroy, and all areas outside organized cities (to include Moffett Field/NASA/AMES and incorporated county not covered by legally organized city or fire district).	Open in this competitive bid.

The County currently contracts for advanced life support emergency ambulance services with a single provider for the County Exclusive Operating Area. Exclusive emergency ambulance rights are conveyed through a high performance contract. The County provides no financial subsidy or payments of any kind to the contractor; operating revenue is derived from user fees. The current system design is an emergency only Failsafe Franchise Model. Historically, there have been approximately 90,000 emergency medical requests for service in the EOA each year.

3. Demographics

Demographic data is provided in **Appendix 6**.

4. Historic Service Volumes

EMS response and patient transport data for 2007, 2008 and 2009 is available as database files. These files will be posted on "Bid Sync".

