

Draft Ambulance Transport RFP: Comments Received to 4/4/14

Date	Commenting Individual/Agency	Comments
3/13/14	Chris Hamm Councilmember, San Clemente	~ Concern regarding regional EOAs and ability to provide back up under mutual aid;
3/13/14	Rod Foster City Manager, Laguna Niguel	~ Ambulance response time critical aspect; Senior populations and gated communities need to be considered in response time; dedicated drivers due to complexity of city roadway system and topography; GPS not sufficient ~Quality of care and impeccable service record is important; ~24 hour response is required; ambulance base in city paramount for fast response; ~Permission to deliver patients to Mission Hospital is a must; ~Ambulance provider should be based in the US, preferably with home offices in CA;
3/19/14	Jill R. Ingram City Manager, Seal Beach	~ RFP should include provision for ALS pass through; ~ Draft RFP needed for review/comment;
3/17/14	Sean Joyce City Manager, Irvine	~ Include City of Irvine in evaluation and selection process similar to OCFA protocol; ~ Irvine should be a standalone EOA because it is largest geographic city in OC with most calls for service; ~ RFP should include provision for ALS pass through; ~ Include consideration of 911 capabilities and experience; ~Require use of Type 3 dual rear-wheeled modular vehicles; ~Require audited financial statements and annual statements;
3/25/14	Dennis Wilberg City Manager, Mission Viejo	~RFP needed for review/comment; ~Schedule does not allow for adequate time for thorough review and dialog with cities; ~RFP should include provision for ALS pass through;
3/24/14	Philip B. Tsunoda Mayor, Aliso Viejo	~Pursue 1 year extension of existing contracts to allow cities to participate in a meaningful way; ~Require consideration of ambulance providers' local experience; community involvement;

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		<ul style="list-style-type: none"> ~Require verification of sufficient fleet inventory and staging locations; ~ Verify information in proposal is correct; ~ Cities should have adequate time to review draft RFP before release to providers; ~ Include hospital personnel in selection committee; ~ Selection committee should also verify information is accurate
3/25/14	David Doyle City Manager, Aliso Viejo	~ RFP should include provision for ALS pass through;
4/2/14	Jill R. Ingram City Manager, Seal Beach	<ul style="list-style-type: none"> ~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Notes concern with regional EOAs, contract term; ~Requests consideration of 911 transport experience; ~ Scoring criteria and grading methodology must be disclosed; ~ Composition of selection committee; who will make decision on members' expertise/ability to serve? ~ Timeline too aggressive;
4/2/14	Jennifer M. Cervantez City Manager, Rancho Santa Margarita	<ul style="list-style-type: none"> ~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Timeline too aggressive;
4/2/14	James A. Box City Manager, Stanton	<ul style="list-style-type: none"> ~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Timeline too aggressive;
4/2/14	Bret Plumlee City Manager, Los Alamitos	<ul style="list-style-type: none"> ~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Timeline too aggressive;
4/3/14	David Sanford Govt Affairs Director, Doctors Ambulance	~RFP states 3 years with 2 year extensions not to exceed 5 years – current term is 5 years with 5 year extension. New fees/costs

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		<p>will need to be amortized over much shorter term. Rate adjustment to offset costs?</p> <p>~ Disconnect between bidding for 5 EOAs but limitation (3) which may be awarded.</p> <p>~ RFP says no vehicle can start contract with more than 100,000 miles; Inconsistent with standard requirements; Doctors Ambulance caps their ambulances at 220,000 miles; there should be a mileage ceiling;</p> <p>~ Requiring 1 Supervisor 24 hours/day with a special vehicle is costly and not necessary; currently covering 3 zones with 1 vehicle/1 supervisor;</p> <p>~ Commission on Accreditation of Ambulance Services (CAAS) should be required not preferred;</p> <p>~ Proposed transport fee plus new minimum wage scheduled for this year is financial challenge – will there be rate adjustment to offset these new costs?</p> <p>~ How will weighting for selection criteria work?</p>
4/3/14	Rod Foster City Manager, Laguna Niguel	<p>~ Require dedicated ambulance drivers due to complexity of roadway system;</p> <p>~ Demographics and gated communities should be considered in response times;</p> <p>~ Providers must be knowledgeable and have experience with unique characteristics of each type of population;</p> <p>~ Ambulance base paramount to good response times;</p> <p>~ Specific parameters should be established to define breach of contract in each city; setting fines for failure to meet response times is not sufficient in multi-jurisdictional area;</p> <p>~ What recourse does a city have if response times are not met in that particular city but are met in all others within EOA?</p>
4/3/14	Sean Joyce City Manager, Irvine	<p>~ Irvine should be a standalone EOA because it is largest geographic city in OC with most calls for service;</p> <p>~ Regional EOAs were rejected by OCFA due to reduction of competition; logistical difficulties, imbalance of call volume/payor</p>

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		<p>mix; loss of local control; ~ Require 911 experience ~Contract term should allow for initial 5 year term with 5 year extension option; allows companies to amortize costs over 5 year period. ~ Limiting award to 3 EOAs is arbitrary and inconsistent with awarding to the highest bidder; ~ RFP should not include fee provisions relating to OCMEDS (\$50,000) and transport fees (\$13.33); ~ Include scoring detail including weighting of criteria in RFP; ~ Expresses concern about selection panel not including city or OCFA personnel; ~ Shortened appeal period is inconsistent with EMSA direction re Garden Grove RFP; ~ RFP places emphasis on imposing penalties rather than encouraging compliance; ~Liquidated Damages mechanism appears to contradict the 90% overall response time criteria; ~ Require bidders to provide audited financial statements; ~ RFP Insurance requirements do not recognize the various insurance requirements of the impact cities</p>
4/3/14	Philip B. Tsunoda Mayor, Aliso Viejo	<p>~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Allow City and hospital representation on selection committee; ~ Limiting award to 3 EOAs is arbitrary and inconsistent with awarding to the highest bidder; ~ Include evaluation and weighting criteria; ~ Require identification of ambulances and staging locations in each EOA; ~ Verify accuracy of information submitted in proposal;</p>
4/3/14	Sean Joyce City Manager, Irvine	<p>~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance</p>

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		transport contracts;
4/3/14	Dean Grose Councilmember, Los Alamitos	~ Opposes loss of local control and new mandates; ~ Control at the local level allows rules and regulations to be vetted locally, modified and agreed upon; ~ Opposes regional EOAs; ~ Proposed RFP restricts competition, imposes regulations that require government to grow
4/3/14	Assistant Chief Lori Zeller Orange County Fire Authority	~Board advisory which included summary document comparing and contrasting OCEMS draft proposal to earlier OCFA draft;
4/3/14	Leroy Mills Mayor, Cypress	~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Expressed concern regarding compressed timeline;
4/3/14	Stephen Choi Mayor, Irvine	~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Expressed concern regarding compressed timeline;
4/4/14	Rod Foster City Manager, Laguna Niguel	~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; Outlines concerns noted in 4/3/14 letter;
4/4/14	Dennis Wilberg City Manager, Mission Viejo	~ Letter to Dr. Howard Backer, MD, requesting 1 year extension of Exclusive Operating Areas and associated ambulance transport contracts; ~ Concern regarding regional EOAs; ~ RFP needs clear definition of experience and accreditation ~ Requests financial justification for new fee structure; ~Timeline is too compressed to ensure proper review and due diligence;
4/4/14	Bill Weston, President Matthew Armstrong, Vice-President	~ 3 year contract with renewals up to 5 years may be insufficient for providers to amortize

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	Jennifer Himel, Secretary Ambulance Association of Orange County	nonrecurring startup costs. ~ Performance Bond seems excessive. This level of bond is typical found in contracts where a sole ambulance provider is selected to serve an entire county; ~ Liquidated Damages and associated System Performance Penalties seem excessive and punitive; ~ Supervision services can easily be shared; ~ Stay with the current ALS reimbursement methodology; proposed methodology can result in cash flow dilemma for small provider; ~OCMEDS costs should be shared by all emergency and non-emergency providers using the system; ~Medical Supply Fee is already established by BOS resolution; should not be a component of the RFP; ~ Request that OCEMS use their existing ambulance age policy;
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Comments received after 3 PM 4/4/14 will be added Monday 4/7/14.

McConnell, Tammi

From: McConnell, Tammi
Sent: Thursday, March 13, 2014 7:29 PM
To: Hamm, Chris
Subject: Re: Public Comment - OCEMS Regional Model Ambulance EOA

Thank you, Mr. Hamm. This correspondence will be added into the comment portal.

Tammi McConnell RN, MSN
Orange County EMS

> On Mar 13, 2014, at 6:41 PM, "Hamm, Chris" <HammC@san-clemente.org> wrote:

>

> Yeah,

>

> The only issue I see is that I don't agree with your responses(they are accurate but don't reflect reality).

>

> The other problem which we did not discuss was that although exclusivity is a good thing it creates the problem I was trying to outline to you.

> So I'll try again.

>

> If the company that wins the bid in area D is not the same company that wins the bid for area E, there will be delayed response times which can and will be alleviated by moving the lines.

>

> If dana points ambulance is busy the next due ambulance could be responding from Laguna hills as opposed to San Juan, which is much closer and unfortunately in a different area. We aren't talking about pizza delivery we are discussing emergency calls involving actual lives.

>

>

> Mutual aid is not discussed in this proposal, so an ambulance company that wins a bid will do whatever it takes to not hand over a call to another company even if it reduces response times.

>

> Please don't set up south county for failure due to your inability to understand the difficult topography and transportation issues that north county doesn't face.

>

> Please combine areas D and E!

>

> Thanks for listening,

>

>

> Chris Hamm

>

>

>> On Mar 12, 2014, at 6:42 PM, "McConnell, Tammi" <TMcConnell@ochca.com> wrote:

>>

>> Good evening Mr. Hamm:

>>

>> This email is to memorialize your comments made during our telephone conversation today regarding the proposed Orange County Emergency Medical Services (OCEMS) regional model for ambulance exclusive operating areas. Please confirm by reply that your comments are correctly captured below:

>>

>>

>> 1. Question: It appears on the map presented in the 3/12/14 power point (Slide 4) that Capistrano Beach, a part of Dana Point has been cut out of the map. Does that mean that parts of the City of Dana Point will be in two separate regions?

>> Answer: No the entire city boundary of Dana Point is included within Region D which also contains the entire area within the city boundaries of Laguna Woods, Laguna Hills, Aliso Viejo and Laguna Niguel.

>>

>>

>> 2. Comment: It appears that the lines drawn for Regions D & E do not take into consideration the uniqueness of area topography, transportation lanes and difficulty for one provider meet response time standards if covering Laguna Hills and Dana Point.

>>

>> Question: Won't the response times be adversely affected within Dana Point if the same provider is covering Laguna Hills?

>>

>>

>>

>> Answer: Performance indicators (i.e. response time standards) will be identified and compliance monitored to ensure provider adherence and standardized coverage throughout the entire region. OCEMS has not received information that the current provider serving in Dana Point & Laguna Hills is not meeting response time standards.

>>

>> 3. Question: Why was the decision made to propose separate south county regions (D & E) versus one region?

>> Answer: The decision to propose Regions D & E versus one region was related to our knowledge of some cities deciding to retain their awarding authority during the Orange County Fire Authority request for proposal process. From a medical perspective, consolidating multiple areas into regions assures uniform provision of service, allows for maximum coverage and most rapid response times. Additionally, regional management provides a means for standardizing medical performance and decreases variation in service.

>>

>> Since you were unable to attend the meetings, please refer to our website to add any additional comments: www.healthdisasteroc.org/ems<<http://www.healthdisasteroc.org/ems>>. I have also attached a copy of the handout that includes the power point presented 3/11/14 and 3/12/13 by Dr. Stratton.

>>

>> Regards,

>>

>> Tammi McConnell RN, MSN, MICN, PHN

>> EMS Administrative Manager II

>> Orange County Emergency Medical Services

>> 405 W. Fifth Street Suite 301A

>> Santa Ana, CA 92701

>> Phone: (714) 834-2791

>> Fax: (714) 834-3125

>>

>> CAUTION: Unless containing HIPAA sensitive information, general emails to this address are often subject to public records requests.

>> If you have received this electronic mail message and are not listed in the address line, please notify the sender at tmccConnell@ochca.com<sstratton@ochca.com>. The information and attachments contained in this message are intended for the identified recipient(s) and no others. Forwarding or relaying in any way confidential patient or

institutional information without prior authorization may constitute violation of state and federal statutes that will result in criminal liability for the forwarding party.

>> P Please consider the environment before printing this e-mail

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>>

>> <Public Meeting Handout March 11.12.13.2014.pdf>

McConnell, Tammi

From: Rod Foster <RFoster@cityoflagunaniguel.org>
Sent: Thursday, March 13, 2014 1:30 PM
To: EMS Admin
Cc: Pam Lawrence; Terry Dixon; bryanbrice@ocfa.org
Subject: Ambulance RFP Input

Importance: High

Dear Orange County Representative,

The City of Laguna Niguel thanks you for seeking our input on the ambulance RFP process and selection. We offer the following input as vital to the provision of top quality ambulance services.

1. That ambulance response times are by far the most critical aspect of the RFP process.
2. That the density of senior citizen populations and the existence of gated communities should be included in the analysis of response times. Additionally, we need to ensure that the ambulance drivers are dedicated to our area due to the complexity of our City roadway system and topography. Depending on GPS alone is not acceptable as a means of providing ambulance services.
3. That the quality of care and an impeccable service record of the selected provider is important.
4. That 24 hour response is required and a place for ambulance staff to rest in our City is paramount to good service and fast response times.
5. That permission to deliver patients to Mission Hospital is a must.
6. That the ambulance provider should be based in the United States, preferably with home offices in California.

If you have any questions regarding this input, please feel free to contact via email or at 949-362-4300. Please keep the City informed of the process as you move forward.

Thank you,

Rod Foster
City Manager



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March 24, 2014

The Honorable Todd Spitzer
Third District Supervisor
Orange County Board of Supervisors
333 W. Santa Ana Boulevard
Santa Ana, CA 92701

Re: Ambulance Request for Proposal

Dear Supervisor Spitzer:

Ambulance services are a critical component in the health, safety and welfare of residents throughout the County. On behalf of the Aliso Viejo City Council, I am writing to express Aliso Viejo's interest in the ambulance RFP process. I recognize the State EMS has imposed changes to the RFP process; however, I believe it is vitally important to retain as much local control as possible.

As you are aware, Orange County Emergency Medical Services (OCEMS) is preparing to conduct an RFP process to evaluate and select ambulance providers for many Orange County cities including Aliso Viejo. As I understand it, the Board of Supervisors is scheduled to consider policy options for basic life support emergency ambulance transport RFPs and review and comment on a Draft RFP at the April 1, 2014 Board Meeting.

In an effort to maintain a high level of ambulance service to meet the needs of residents, I respectfully request consideration of the following items:

- The City of Aliso Viejo strongly supports granting a one-year extension to the term of existing contracts between the ambulance providers and cities. OCEMS is operating under a very tight timeframe which does not allow sufficient time for review and input. An extension would allow each city to participate in a meaningful way to ensure the concerns of its constituents are met.
- Cities have the opportunity to provide input to the County of Orange relative to developing the evaluation criteria contained in the RFP. In particular, the City of Aliso Viejo wants to ensure the following items are addressed in the evaluation:
 - Ambulance providers' local experience.
 - Community involvement (i.e. participation at community events, offering first aid classes).

- Verification of sufficient fleet inventory.
 - Verification of staging locations to insure adequate response time.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.
- Cities have ample opportunity to review and comment on the RFP document prior to being distributed to ambulance providers.
- At least one City representative in each region is appointed to the Selection Committee to evaluate the proposals and make recommendations on the selected ambulance provider.
- The Selection Committee is intended to be comprised of “emergency medical services experts”. Toward this end, I would suggest including hospital representatives on the Selection Committee. Hospital personnel are well versed in emergency medical services and do not have a conflict of interest in the evaluation process.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.

Again, we strongly encourage the Board of Supervisors at its March 25th meeting to direct staff to provide cities with an opportunity for comment on the RFP and extend the term of the existing ambulance contracts by one-year.

Thank you in advance for your consideration of this very important issue affecting the lives of many Orange County residents.

Sincerely,



Phillip B. Tsunoda
Mayor

Cc: Orange County Board of Supervisors
Dr. Sam Stratton, OCEMS Medical Director
Aliso Viejo City Council



City of Mission Viejo

Office of the City Manager

Trish Kelley
Mayor

Dave Leckness
Mayor Pro Tem

Rhonda Reardon
Council Member

Cathy Schlicht
Council Member

Frank Ury
Council Member

March 21, 2014

Orange County Board of Supervisors
333 W. Santa Ana Blvd.
Santa Ana, CA 92701

Re: 9-1-1 Ambulance Request for Proposal

Dear Honorable Board of Supervisors:

I'm writing in response to the letter sent from Mark Refowitz, Orange County Emergency Medical Services (OCEMS) Director, to the County Board of Supervisors, dated March 13, 2014, and the subsequent follow-up letter from Jill Ingram, City Manager of Seal Beach/Orange County Fire Authority (OCFA) Technical Advisory Committee Chairperson, dated March 19, 2014. I would like to echo Ms. Ingram's concerns regarding Mr. Refowitz's statement that "participation by City Managers was lower than expected" at the recent OCEMS 9-1-1 Ambulance Request for Proposal (RFP) public meetings. I'm concerned that this statement by Mr. Refowitz portrays a lack of interest by the City Managers with respect to the upcoming RFP process. This could not be further from the truth. I personally have attended meetings hosted by OCFA, the latest being on February 19, 2014, in which Dr. Stratton and his staff gave a detailed overview of the 9-1-1 Ambulance RFP process. It was at this meeting, which was heavily attended by City Managers, that we were told that we would be able to review and comment on the upcoming 9-1-1 Ambulance RFP.

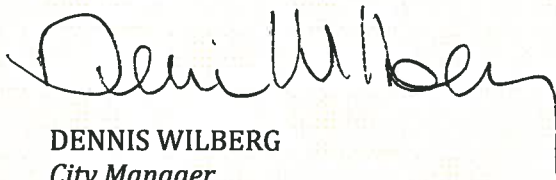
Prior to the public meetings held by OCEMS from March 11 -13, 2014, I had a member of my staff contact the OCEMS and ask if the RFP was ready for review. Tammi McConnell, OCEMS Administrative Manager, indicated that the RFP would not be ready for review prior to the public meetings. As the stated purpose of these meetings was to review and comment on the 9-1-1 Ambulance RFP, (see attached March 5, 2014 memo from OCEMS), I chose to have the City's Emergency Service Manager, Paul Catsimanes, attend the March 13, 2014 meeting on behalf of the City of Mission Viejo. Mr. Catsimanes confirmed that the content of the meeting was the review of the same information the City Managers had previously heard at the February 19, 2014, meeting. During the meeting, Dr. Stratton also confirmed that the City Managers' group had met and reviewed the same information that was again being presented.

It is now our understanding that the RFP will be made available on March 26, 2014 and comments are due to the OCEMS by April 2, 2014. I am concerned that the schedule presented does not allow the OCEMS staff adequate time for thorough review and dialog with cities that would allow for city input to be incorporated into the RFP document.

Finally, with regards to the collection of Advanced Life Support (ALS) rates for OCFA field assessment and ambulance escort, I would like to support the inclusion in the 9-1-1 Ambulance RFP a provision allowing the 9-1-1 ambulance providers to collect ALS charges from patients and then reimburse OCFA for these services.

Thank you for your consideration related to the RFP process. If you have any questions, please contact me at (949) 470-3051.

Sincerely,



DENNIS WILBERG
City Manager

c: Mark A. Refowitz, OCHCA Director
Richard Sanchez, OCHCA Assistant Director
Holly Veale, OCHCA Deputy Agency Director
Keith Richter, OCFA Fire Chief
Lori Zeller, OCFA Assistant Chief, Business Services
Jim Ruane, OCFA Finance Manager/Auditor
Dr. Sam Stratton, MD, MPH OCEMS Medical Director
Tammi McConnell, MSN, RN OCEMS EMS Administrator
OCFA City Managers
Paul Catsimanes, City Emergency Services Manager
City Council

Enclosures (2)





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COUNTY OF ORANGE HEALTH CARE AGENCY

HEALTH DISASTER MANAGEMENT EMERGENCY MEDICAL SERVICES

Attachment

MARK REFLOWITZ
DIRECTOR

HOLLY A. VEALE
ACTING DEPUTY AGENCY DIRECTOR
MEDICAL SERVICES

LYDIA MIKHAIL, MBA
DIVISION MANAGER
HEALTH DISASTER MANAGEMENT

TAMMI McCONNELL RN, MSN
EMS ADMINISTRATOR

405 W FIFTH STREET, SUITE 301A
SANTA ANA, CALIFORNIA 92701

TELEPHONE: 714- 834-3500
FAX: 714- 834-3125

March 5, 2014

To: EMS SYSTEM DISTRIBUTION

From: Tammi McConnell, RN, MSN
Orange County EMS Program Administrator

Subject: Emergency Medical Services Plan and Emergency
Ambulance Transport Request for Proposal (RFP)

Orange County Emergency Medical Services (OCEMS) has scheduled the following opportunities for members of the community, city and county officials, and EMS system providers to comment on the upcoming Emergency Ambulance Request for Proposal (RFP) and the 2014 EMS Plan.

Facilities Advisory Committee

Location: Health Care Agency

March 11, 2014 at 9:00am

405 W. Fifth St., Santa Ana, Room 433

County Paramedic Advisory Committee

Location: Health Care Agency

March 12, 2014 at 1:00pm

405 W. Fifth St., Santa Ana, Room 433

OCEMS Public Meeting

Location: Hall of Administration

March 13, 2014 at 9:00am

333 W. Santa Ana Blvd., Santa Ana,
Commission Hearing Room

The 2014 EMS Plan is located on the Orange County EMS Agency website at <http://healthdisasteroc.org/ems>. If unavailable to attend one of the meetings, written comments relating to either item may be submitted via the link below. Comments received by 4:00 p.m. (PDST) on March 21, 2014 will be reviewed and summarized for report to the next Emergency Medical Care Committee on Friday, April 25, 2014.

TCM: em #1997

City of Seal Beach



CITY HALL, 211 EIGHTH STREET
SEAL BEACH, CALIFORNIA 90740
(562) 431-2527 • www.sealbeachca.gov

March 19, 2014

Honorable Board of Supervisors
County of Orange
10 Civic Center Plaza
Santa Ana, CA 92701

RE: Update on 911 Ambulance Request for Proposal (RFP)

Dear Honorable Board of Supervisors:

On behalf of the Orange County Fire Authority (OCFA) Technical Advisory Committee (TAC) and the City Managers served by OCFA, I would like to clarify a sentence that was included in the attached March 13, 2014, letter discussing the upcoming RFP. The letter states that **“while the general attendance was high, participation by City Managers was lower than expected”**. A similar comment was also made during the public meeting on March 13, 2014. The upcoming RFP is of great importance to the City Managers and the citizens we serve. I would like to provide some background on the perceived lack of participation during the outreach meetings. In addition, I would also like to request your support of including the ALS pass through provision in the upcoming Ambulance RFP.

On February 19, 2014, the Orange County Emergency Medical Services (OCEMS) staff briefed all OCFA City Managers and staff on the upcoming 911 Emergency Ambulance Request for Proposal (RFP) process. During the meeting, City Managers provided feedback regarding elements that were important to them for inclusion in the RFP. OCEMS staff stated that the draft RFP would be circulated for review and comment prior to being released.

Subsequently, three outreach meetings (March 11th, 12th, 13th) were scheduled by OCEMS with the stated purpose being discussion and comments on the draft RFP. However, since the RFP had not been released, and there was not a document to provide comments on, attendance by OCFA City Managers was not beneficial. Lacking the actual draft RFP for review and discussion, these meetings covered the same information that City Managers had already received on February 19th.

During the public outreach meeting this past Thursday, March 13th, OCFA staff and City Manager representatives were advised that a draft RFP would not be available for review prior to being released. This information was inconsistent with the statement made during the February 19th City Manager meeting. After the meeting, OCFA staff and city representatives requested that the OCEMS staff reconsider allowing a draft RFP be released for comment and review. Prior to the OCFA TAC meeting on Thursday afternoon, March 13th, OCEMS advised that a draft of the RFP would be available for review on March 26, 2014 (See Attachment).

Honorable Board of Supervisors
County of Orange
Page Two
March 19, 2014

Additionally, on March 4, 2014, the Board of Supervisors was requested to provide policy direction on the inclusion of Advanced Life Support (ALS) rates in the Ambulance RFP. The two options provided to the Board were:


- **Option 1:** Include the collection of the ALS rate for OCFA paramedic field assessment and ambulance escort in the County's RFP. The collection of the fee would be managed by the 911 ambulance provider for each Exclusive Operating Area (EOA). Both BLS and ALS charges would appear on one consolidated bill.
- **Option 2:** Do not include the collection of ALS rates for OCFA field assessment and ambulance escort. Only BLS fees would be managed by the 911 ambulance providers. The ALS rates would be billed separately by the OCFA. The Board would continue to set the maximum ALS rate.

Included in the agenda package was a letter from the OCFA Board of Directors requesting the RFP include a provision to allow the 911 provider to invoice patients for ALS services provided and reimburse the OCFA. The issue was deferred until the March 25, 2014 Board of Supervisors' meeting.

On behalf of the OCFA City Managers, I strongly urge the Board of Supervisors to provide policy direction to OCEMS staff to incorporate a provision in the upcoming ambulance RFP that allows the private ambulance company to invoice for ALS services and reimburse OCFA. The invoice could reflect BLS and ALS charges separately. The Board of Supervisors would continue to set the maximum ALS rates. This practice is not unlike many other areas of government services that are partially funded through taxes, and partially funded through user fee reimbursements.

Thank you for your consideration of these issues. If you have any questions, please don't hesitate to call me at (562) 431-2527 ext. 1300.

Sincerely,



Jill R. Ingram, Technical Advisory Committee Chair
City Manager, Seal Beach

Attachment

Cc: Seal Beach City Council
Mark A Refowitz, OCHCA Director
Richard Sanchez, OCHCA Assistant Director
Holly Veale, OCHCA Deputy Agency Director
Keith Richter, OCFA Fire Chief
Lori Zeller, OCFA Assistant Chief, Business Services
Jim Ruane, OCFA Finance Manager/Auditor
Dr. Sam Stratton, MD, MPH OCEMS Medical Director
Tammi McConnell, MSN, RN OCEMS EMS Administrator
OCFA City Managers



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MAYOR

PHILLIP B. TSUNODA

MAYOR PRO TEM

WILLIAM A. PHILLIPS

COUNCIL MEMBERS

CARMEN CAVE, PH.D.

ROSS CHUN

MIKE MUNZING

CITY MANAGER

DAVID A. DOYLE

CITY ATTORNEY

SCOTT C. SMITH

CITY CLERK

SUSAN A. RAMOS

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949.425.3899

March 24, 2014

The Honorable Patricia C. Bates
Vice Chairperson
Orange County Board of Supervisors
333 W. Santa Ana Boulevard
Santa Ana, CA 92701

Re: Ambulance Request for Proposal

Dear Supervisor Bates:

Ambulance services are a critical component in the health, safety and welfare of residents throughout the County. On behalf of the Aliso Viejo City Council, I am writing to express Aliso Viejo's interest in the ambulance RFP process. I recognize the State EMS has imposed changes to the RFP process; however, I believe it is vitally important to retain as much local control as possible.

As you are aware, Orange County Emergency Medical Services (OCEMS) is preparing to conduct an RFP process to evaluate and select ambulance providers for many Orange County cities including Aliso Viejo. As I understand it, the Board of Supervisors is scheduled to consider policy options for basic life support emergency ambulance transport RFPs and review and comment on a Draft RFP at the April 1, 2014 Board Meeting.

In an effort to maintain a high level of ambulance service to meet the needs of residents, I respectfully request consideration of the following items:

- The City of Aliso Viejo strongly supports granting a one-year extension to the term of existing contracts between the ambulance providers and cities. OCEMS is operating under a very tight timeframe which does not allow sufficient time for review and input. An extension would allow each city to participate in a meaningful way to ensure the concerns of its constituents are met.
- Cities have the opportunity to provide input to the County of Orange relative to developing the evaluation criteria contained in the RFP. In particular, the City of Aliso Viejo wants to ensure the following items are addressed in the evaluation:
 - Ambulance providers' local experience.
 - Community involvement (i.e. participation at community events, offering first aid classes).

- Verification of sufficient fleet inventory.
 - Verification of staging locations to insure adequate response time.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.
- Cities have ample opportunity to review and comment on the RFP document prior to being distributed to ambulance providers.
- At least one City representative in each region is appointed to the Selection Committee to evaluate the proposals and make recommendations on the selected ambulance provider.
- The Selection Committee is intended to be comprised of “emergency medical services experts”. Toward this end, I would suggest including hospital representatives on the Selection Committee. Hospital personnel are well versed in emergency medical services and do not have a conflict of interest in the evaluation process.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.

Again, we strongly encourage the Board of Supervisors at its March 25th meeting to direct staff to provide cities with an opportunity for comment on the RFP and extend the term of the existing ambulance contracts by one-year.

Thank you in advance for your consideration of this very important issue affecting the lives of many Orange County residents.

Sincerely,



Phillip B. Tsunoda
Mayor

Cc: Orange County Board of Supervisors
Dr. Sam Stratton, OCEMS Medical Director
Aliso Viejo City Council



"EXPERIENCE IT ALL"

ALISO
VIEJO

MAYOR

PHILLIP B. TSUNODA

MAYOR PRO TEM

WILLIAM A. PHILLIPS

COUNCIL MEMBERS

CARMEN CAVE, PH.D.

ROSS CHUN

MIKE MUNZING

CITY MANAGER

DAVID A. DOYLE

CITY ATTORNEY

SCOTT C. SMITH

CITY CLERK

SUSAN A. RAMOS

CITY OF ALISO VIEJO

INCORPORATED JULY 1, 2001

12 JOURNEY • SUITE 100

ALISO VIEJO

CALIFORNIA 92656-5335

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PHONE

949.425.2500

FAX

949.425.3899

March 24, 2014

The Honorable Shawn Nelson
Chairman
Orange County Board of Supervisors
333 W. Santa Ana Boulevard
Santa Ana, CA 92701

Re: Ambulance Request for Proposal

Dear Supervisor Nelson:

Ambulance services are a critical component in the health, safety and welfare of residents throughout the County. On behalf of the Aliso Viejo City Council, I am writing to express Aliso Viejo's interest in the ambulance RFP process. I recognize the State EMS has imposed changes to the RFP process; however, I believe it is vitally important to retain as much local control as possible.

As you are aware, Orange County Emergency Medical Services (OCEMS) is preparing to conduct an RFP process to evaluate and select ambulance providers for many Orange County cities including Aliso Viejo. As I understand it, the Board of Supervisors is scheduled to consider policy options for basic life support emergency ambulance transport RFPs and review and comment on a Draft RFP at the April 1, 2014 Board Meeting.

In an effort to maintain a high level of ambulance service to meet the needs of residents, I respectfully request consideration of the following items:

- The City of Aliso Viejo strongly supports granting a one-year extension to the term of existing contracts between the ambulance providers and cities. OCEMS is operating under a very tight timeframe which does not allow sufficient time for review and input. An extension would allow each city to participate in a meaningful way to ensure the concerns of its constituents are met.
- Cities have the opportunity to provide input to the County of Orange relative to developing the evaluation criteria contained in the RFP. In particular, the City of Aliso Viejo wants to ensure the following items are addressed in the evaluation:
 - Ambulance providers' local experience.
 - Community involvement (i.e. participation at community events, offering first aid classes).

- Verification of sufficient fleet inventory.
 - Verification of staging locations to insure adequate response time.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.
- Cities have ample opportunity to review and comment on the RFP document prior to being distributed to ambulance providers.
- At least one City representative in each region is appointed to the Selection Committee to evaluate the proposals and make recommendations on the selected ambulance provider.
- The Selection Committee is intended to be comprised of “emergency medical services experts”. Toward this end, I would suggest including hospital representatives on the Selection Committee. Hospital personnel are well versed in emergency medical services and do not have a conflict of interest in the evaluation process.
- As part of the evaluation process, the Selection Committee needs to conduct a thorough check to verify that information provided by the bidders is accurate.

Again, we strongly encourage the Board of Supervisors at its March 25th meeting to direct staff to provide cities with an opportunity for comment on the RFP and extend the term of the existing ambulance contracts by one-year.

Thank you in advance for your consideration of this very important issue affecting the lives of many Orange County residents.

Sincerely,



Phillip B. Tsunoda
Mayor

Cc: Orange County Board of Supervisors
Dr. Sam Stratton, OCEMS Medical Director
Aliso Viejo City Council

"EXPERIENCE IT ALL"



ALISO
VIEJO

MAYOR

PHILLIP B. TSUNODA

MAYOR PRO TEM

WILLIAM A. PHILLIPS

COUNCIL MEMBERS

CARMEN CAVE, PH D.

ROSS CHUN

MIKE MUNZING

CITY MANAGER

DAVID A. DOYLE

CITY ATTORNEY

SCOTT C. SMITH

CITY CLERK

SUSAN A. RAMOS

March 25, 2014

Orange County Board of Supervisors
333 W. Santa Ana Boulevard
Santa Ana, CA 92701

Re Advanced Life Support Reimbursement to OCFA

Dear Honorable Board of Supervisors:

I am writing to express the City of Aliso Viejo's strong support for the Board of Supervisors to provide policy direction to Orange County Emergency Medical Services (OCEMS) to incorporate a provision in the Ambulance RFP requiring ambulance providers to invoice for Advanced Life Support (ALS) services and reimburse OCFA. Without including this provision in the RFP, OCFA would stand to lose \$4.5 million per year. The City would further support the Board of Supervisors continuing to set the maximum ALS rates.

Thank you in advance for your consideration of this very important issue affecting the financial health of OCFA and lives of many Orange County residents.

Sincerely,

David Doyle
City Manager

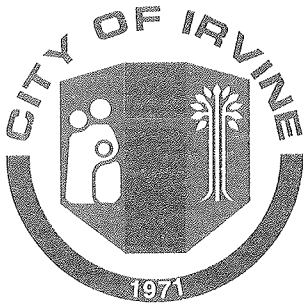
Cc: Aliso Viejo City Council

CITY OF ALISO VIEJO
INCORPORATED JULY 1, 2001

12 JOURNEY • SUITE 100
ALISO VIEJO
CALIFORNIA 92656-5335

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SEAN JOYCE, City Manager

www.ci.irvine.ca.us

City of Irvine, One Civic Center Plaza, P.O. Box 19575, Irvine, California 92623-9575

(949) 724-6249

March 17, 2014

Tammi McConnell, RN, MSN
EMS Program Administrator
Orange County Health Care Agency
405 West Fifth Street, Suite 301A
Santa Ana, CA 92701

Dear Ms. McConnell:

Thank you for the opportunity to provide some initial comments regarding the upcoming Emergency Ambulance Request for Proposal (RFP).

As you may recall, a City Managers briefing was conducted on February 19, 2014, where Dr. Samuel Stratton, Medical Director, Orange County EMS stated in the interest of time, the draft RFP for ambulance services would be sent simultaneously for comment to the California EMS Authority and to the impacted agencies. Although we have not yet received the draft RFP, we look forward to the opportunity to provide you with the City's comments regarding this important document.

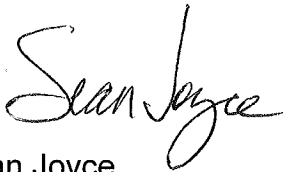
In the meantime, we believe it is important to recognize and incorporate the existing quality work completed by OCFA staff since August 2013. Based on our familiarity and concurrence with OCFA's procurement process for ambulance services, including radio and communication systems, we request the following provisions be included in the County's RFP:

- The RFP should provide opportunities for the City of Irvine to participate in the evaluation and selection process for an ambulance provider similar to the selection protocol proposed by the OCFA.
- The City of Irvine is the largest geographic city in Orange County spanning 66 square miles with a population of 231,117 residents. From September 1, 2012 to August 31, 2013, there were 9,594 calls for ambulance service in Irvine – more than any other jurisdiction served by the OCFA. Accordingly, it is appropriate and recommended that the City of Irvine remain a standalone Exclusive Operating Area.

- The RFP should maintain the requirement of ambulance providers to collect reimbursement costs for OCFA at the established Advance Life Support (ALS) Reimbursement Rate for each call where OCFA provides ALS paramedic services, including ALS assessments for patients that are transported either ALS or Basic Life Support.
- The delivery of emergency medical services is integral to the care of patients transported by ambulance providers. Therefore, the RFP should be prepared in a manner to allow reviewers the ability to measure and consider 9-1-1 capabilities and experience.
- With the continued complexity of providing emergency medical services and personnel assigned to care for and transport patients, the RFP should require the use of Type-3 dual rear-wheeled modular vehicles.
- To ensure a firm's financial ability to provide uninterrupted service, the RFP should require bidders to provide audited financial statements and annual statements for those firms selected to provide future service.

I want to thank you for your work effort and request that the City of Irvine be allowed to review and comment on the draft RFP as soon as it becomes available. In the meantime, if you have any questions, please feel free to contact Daniel Jung, Special Assistant to the Chief of Police at (949) 724-7209.

Sincerely,



Sean Joyce
City Manager

cc: Irvine City Council
David L. Maggard, Chief of Police
Daniel Jung, Special Assistant to the Chief of Police
Michael Moore, OCFA Division Chief



CITY of CYPRESS

5275 Orange Avenue, Cypress, California 90630

Phone 714-229-6700 www.ci.cypress.ca.us

April 3, 2014

Howard Backer, Director
California Emergency Medical Services Authority
10901 Gold Center Drive, Suite 400
Rancho Cordova, CA 95670

Dear Director Backer:

On behalf of the City of Cypress, I am writing to express concerns on behalf of our citizens and elected officials on the proposed draft *Request for Proposals (RFP) 9-1-1 Emergency Ambulance Transportation Services* under preparation by the County of Orange, Health Care Agency. I am requesting that you support an extension of one year for the current Exclusive Operating Areas (EOAs) set to expire August 31, 2014, allowing the EOAs to maintain State sanctioned anti-trust protection while the County completes a thorough and methodical RFP process. Without an extension, public input and the potential transition to new ambulance providers resulting from the RFP is unlikely to occur in a smooth and seamless manner.

We have expressed our concerns to County staff and the Orange County Board of Supervisors that the proposed timeline of completing the RFP is unrealistic and impractical. The process to date has provided very limited opportunity for public comment to the draft RFP. Although County staff conducted three public outreach sessions, those public sessions involved no details of the RFP other than the consolidation of the existing 19 EOAs into 5 "jumbo" regional areas. There was no public discussion of minimum qualifications for service providers, response time standards or other quality control and performance measures that will be used to determine contract compliance.

The draft RFP was made public on March 27, 2014, *after* the three previous public forums. Since the release, only a single public forum has occurred at the County Board of Supervisors meeting on April 1, 2014. Any written comments were required prior to

Leroy Mills, Mayor

Rob Johnson, Mayor Pro Tem
Prakash Narain, M.D., Council Member

Doug Bailey, Council Member
Mariellen Yarc, Council Member

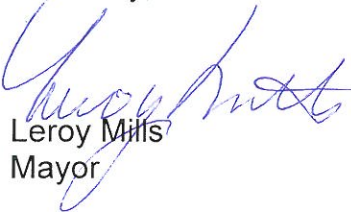
April 4, 2014, to meet the established goal of submitting the RFP for your review by April 10, 2014. While it is understandable that it would be very difficult for County staff to analyze and incorporate substantive comments in a manner of days, this further illustrates the difficulties associated with the proposed timeline for this procurement.

Ambulance providers are expected to bid and serve the newly formed "jumbo" EOAs, which have not even been approved, in an extremely compressed timeline. As you are well aware, transitioning to new service providers can involve a number of critical steps for providers, city and county staff, and our fire/emergency services provider, the Orange County Fire Authority (OCFA). This can include hiring staff, purchasing additional ambulances, and working with OCFA and others to ensure dispatch information can be relayed to the provider's compatible radio and computer equipment. The proposed timeline by County staff to make contract awards in late July or August is not adequate time for a new provider to begin operation on September 1, 2014.

We have been informed that in some cases a review by California EMSA of a proposed RFP can take several months. We recognize the County of Orange, especially the Health Care Agency staff, were placed in this position in large part not of their choosing. The determination by California EMSA, per the interpretation of the *Butte Decision*, that the OCFA could no longer be designated by the County to conduct this process has forced county staff to react in a timeline not of their choosing.

For these and other reasons that we can discuss in detail at a future date, we request that an extension be approved and supported by the California EMSA to allow all parties to work together and design a practical and fair process.

Sincerely,



Leroy Mills
Mayor

cc:

Board of Supervisors, County of Orange
Holly Veale, County of Orange Health Care Agency
Dr. Samuel Stratton, County of Orange Health Care Agency
Tammie McConnell, County of Orange Health Care Agency
Board of Directors, Orange County Fire Authority
Lori Zeller, Assistant Chief/Business Services, Orange County Fire Authority



April 2, 2014

Rigoberto A. Ramirez
Mayor

Alexander A. Ethans
Mayor Pro Tem

Brian Donahue
Council Member

David J. Shawver
Council Member

Carol Warren
Council Member

James A. Box
City Manager

Howard Backer, Director
California Emergency Medical Services Authority
10901 Gold Center Drive, Suite 400
Rancho Cordova, CA 95670

Dear Director Backer:

I am writing to express concerns on behalf of the City of Stanton, our citizens and elected officials, on the proposed draft Request for Proposals (RFP) 9-1-1 Emergency Ambulance Transportation Services under preparation by the County of Orange, Health Care Agency. I am requesting that you support an extension of one year for the current Exclusive Operating Areas (EOAs) set to expire August 31, 2014, allowing the EOAs to maintain State sanctioned anti-trust protection while the County completes a thorough and methodical RFP process. Without an extension, public input and the potential transition to new ambulance providers resulting from the RFP is unlikely to occur in a smooth and seamless manner.

We have expressed our concerns to County staff and the Orange County Board of Supervisors that the proposed timeline of completing the RFP is unrealistic and impractical. The process to date has provided very limited opportunity for public comment to the draft RFP. Although County staff conducted three public outreach sessions, those public sessions involved no details of the RFP other than the consolidation of the existing 19 EOAs into 5 "jumbo" regional areas. There was no public discussion of minimum qualifications for service providers, response time standards or other quality control and performance measures that will be used to determine contract compliance.

The draft RFP was made public on March 27, 2014, after the three previous public forums. Since the release, only a single public forum has occurred at the County Board of Supervisors meeting on April 1, 2014. Any written comments were required prior to April 4, 2014, to meet the established goal of submitting the RFP for your review by April 10, 2014. While it is understandable that it would be very difficult for County staff to analyze and incorporate substantive comments in a manner of days, this further illustrates the difficulties associated with the proposed timeline for this procurement.

Ambulance providers are expected to bid and serve the newly formed "jumbo" EOAs, which have not even been approved, in an extremely compressed timeline. As you are well aware, transitioning to new service providers can involve a number of critical steps for providers, city and county staff, and our fire/emergency services provider, the Orange County Fire Authority (OCFA). This can include hiring staff, purchasing additional ambulances, and working with OCFA and others to ensure dispatch information can be relayed to the provider's compatible radio and computer equipment. The proposed timeline by County staff to make contract awards in late July or August is not adequate time for a new provider to begin operation on September 1, 2014.

We have been informed that in some cases a review by California EMSA of a proposed RFP can take several months. We recognize the County of Orange, especially the Health Care Agency staff, were placed in this position in large part not of their choosing. The determination by California EMSA, per the interpretation of the Butte Decision, that the OCFA could no longer be designated by the County to conduct this process has forced county staff to react in a timeline not of their choosing.

For these and other reasons that we can discuss in detail at a future date, we request that an extension be approved and supported by the California EMSA to allow all parties to work together and design a practical and fair process.

Respectfully,



James A. Box
City Manager

cc: Board of Supervisors, County of Orange
Holly Veale, County of Orange Health Care Agency
Dr. Samuel Stratton, County of Orange Health Care Agency
Tammie McConnell, County of Orange Health Care Agency
Board of Directors, Orange County Fire Authority
Lori Zeller, Assistant Chief/Business Services, Orange County Fire Authority
Stanton City Council



MEMO / MESSAGE

TO: MARK REFOWITZ, DIRECTOR HEALTH CARE AGENCY
DR. SAMUEL STRATTON, MEDICAL DIRECTOR OCEMS
CC: ORANGE COUNTY BOARD OF SUPERVISORS AND
ORANGE COUNTY CEO MIKE GIANCOLA
FROM: SUPERVISOR TODD SPITZER
SUBJECT: DRAFT AMBULANCE RFP COMMENTS
DATE: APRIL 2, 2014

Please note the following recommendations to the Draft Ambulance RFP. I believe these clarifications will help to tighten up the document. The items I have addressed help ensure that the RFP is drafted in a more thorough manner.

Recommendations/Issues:

1. OCEMS states that the outcome of the RFP will be the selection of one bidder for each designated EOA region with whom the County will negotiate an exclusive, performance-based contract. As I have been told, ambulance providers can bid on more than one EOA and may be selected to service more than one EOA, but not more than three EOA's.
2. I urge HCA/OCEMS to outline a concrete rationale for the revised EOA's.
3. The Annual Call Volume is of high importance for the Regional EOA's.

With the current recommendation, the 5 EOAs vary greatly with their annual call volume. For instance:

Region A only had an annual call volume of 5,186.

Region B had an annual call volume of 10,543.

Region C had an annual call volume of 14,840.

Region D had an annual call volume of 13,530.

Region E had an annual call volume of 14,523.

It seems that regions A (especially) and B (somewhat) show a far less annual call volume than the other three regions. Revisions may want to be discussed so that the call volume is more equal in each of the five regions.

4. Unincorporated areas and their call volumes were not delineated separately. This is important especially for the 3rd and 5th Supervisorial Districts which are comprised of much unincorporated areas.
5. The proposed EOAs and the bidding process is confusing. How can an ambulance company bid on all five EOA's when they are only permitted to be chosen for up to three? Who is to decide which three EOAs an ambulance company would be awarded in the event that the ambulance company bids on all 5 and is the top qualifier for all 5 EOAs? No rationale was given regarding this dilemma.
6. It seems logical to combine Silverado with Lake Forest in the same EOA. The canyons (unincorporated) should naturally be kept together in the same EOA.
7. I would like to see a detailed summary regarding how the cities that are not in these 5 EOAs currently play into this whole proposed 5 EOA system. Will this work?
8. I urge OCEMS to outline the monopoly issue in greater detail.
9. On pages 21-24 of the Draft RFP, OCEMS discusses Response Times and calculations of such. Page 24 is confusing in that it states in h) that the Response Time requirements for the three geographical zones shall be reported and utilized for compliance purposes. Page 21 outlines what these "geographic zones" are per HCA. They include 1. Metro/Urban, 2. Suburban/Rural, and 3. Wilderness. The tough part about trying to calculate these response times with these geographic zones is that each of the 5 EOAs that are previously delineated, and that OCEMS is basing this entire RFP on, may have overlapping geographic areas within them. This will make it very complicated to truly measure these "Response Times" in this way. Please address this matter.
10. HCA may want to propose an easier way to measure response times. Also, what about peak traffic times vs. non-peak traffic times? This is not included in the "Response Time" Section. I believe this section needs to be reviewed. I encourage a better way to measure response times that will work for the 5 proposed EOAs.
11. In addition the chart on page 27 of the Draft RFP is questionable. This chart outlines "liquidated damages" for failure to comply with Response Time Requirements. As this

item is currently drafted, if the ambulance response time is 10-15 minutes late, a mere \$200 liquidated damages is assessed. This seems too lenient. 15 minutes could mean life or death for someone having a heart attack or other serious medical problem or injury. It seems the sanctions should be greater than what are being proposed. In addition, at some point, after so many instances of citations in this high category, the contract should be terminated with that provider.

12. On page 28, there is a proposed \$10,000 liquidated damages fine if the ambulance transport is over 60 minutes late. This type of extreme tardiness should warrant terminating the contract altogether. In addition, if there are extreme cases of tardiness, how will the OCEMS monitor and keep track of such instances? How will this trend be remediated if it occurs?
13. On page 29, the RFP states, "Failure to meet response time requirements for at least ninety percent (90%) of responses each month for three (3) consecutive months, or four (4) months in any contract year shall be considered a breach and may result in removal of the selected bidder and forfeiture of performance bond." I believe that this proposed sanction is too lenient. The current wording allows a provider to be late prior to terminating the contract too often. Bottom line is that the County needs to ensure that patients are being transported safely and in the best window of time possible.
14. The Draft RFP states that an Evaluation Committee will be established consisting of representatives from the County and/or members of the community having medical and/or emergency transport job knowledge. More specific provisions should be listed as to how many individuals will sit on this Committee and how it will be comprised.
15. The RFP is not complete regarding what the evaluation scores will be based upon. On page 10 there is a list of Criteria which are guidelines used in analyzing and evaluating the proposals.

These Criteria are:

1. Administrative Review of Financial/Organization Stability
 2. Experience and Qualifications
 3. Performance Objectives
 4. Continuous Quality Improvement Processes
 5. Proposed Facility/Equipment
 6. Proposed Timeline
 7. Proposed Services
 8. Proposed Data Management
 9. Proposed EMS Enhancements
16. Nowhere in this list does "RESPONSE TIME" arise. Response time should be added as part of the Evaluation Criteria. A provider should include their standard response times

in the submission. Each ambulance company that applies should have their past track records examined.

17. In addition, the following should be included in this list of Evaluation Criteria for the Evaluation Panel:

1. Standard response time
2. Background in handling a number of different situations/emergencies
3. Customer satisfaction
4. Success rates in getting clients to the hospital in a most expeditious time/manner
5. Detailed staff/driver background/experience. Hiring requirements of drivers/transport staff
6. Training Procedures
7. Turn over rates of a company's ambulance drivers and staff members who are on these transport calls

18. On page 19 of the Draft RFP, OCEMS discusses the "Training Requirements."

I recommend that a provision be added stating that neither HCA, OCEMS, nor the County of Orange are in any way responsible for funding or providing this training. The document needs to clearly state that the Training Requirement must be funded and executed by the ambulance transport company without any assistance from OCEMS or the County of Orange.

19. It is important that OCEMS take into account the daily maintenance and cleanliness of the ambulance. In addition, personal safety must be taken into account. On page 32 of the Draft RFP, under Daily Maintenance, I recommend a bullet point be added (c) to include the cleanliness and sterilization of the inside of the ambulance where the patients are transported. A provision needs to be outlined regarding sterilizing and cleaning after each patient transport. This is currently not included.

20. Page 39 of the Draft RFP discusses "Personal safety equipment;" however, nowhere in this section is the use of seatbelts addressed. The RFP discusses jackets with reflective stripes, helmets, and leather gloves. I recommend a provision be added regarding mandatory use of seatbelts.

21. It is important to note that payments and reimbursements of fees should be better addressed in the RFP. Page 43 discusses some of the payments that the selected bidder(s) shall pay to OCEMS per patient transport. However, as currently written this only includes \$13.33 per patient. The draft RFP states that there is a one-time payment due by the transport provider to OCEMS of \$50,000 for costs of conducting the RFP. This payment is prorated to each designated EOA region based on current transport volumes.

22. It seems that on an ongoing basis OCEMS will be expending much staff and monetary resources in order to conduct all of these financial reviews, safety reviews, and make sure the response times are met. How will the County be reimbursed, or even come out even, for such expenses? Should there be better negotiation with the ambulance providers so

that some of these costs are covered more thoroughly? The County may be putting itself at financial risk agreeing to take all of this on without appropriate reimbursement or sharing of costs with the ambulance providers.

23. The Draft RFP also seems to be lacking a section stating that the County will not pay the ambulance transport companies' attorney fees if they enter into litigation with the County. The Draft RFP should have some language inserted from County Counsel addressing this issue.



Steven S. Choi, Ph.D., Mayor

cityofirvine.org

City of Irvine, One Civic Center Plaza, P.O. Box 19575, Irvine, California 92623-9575

949-724-6233

April 3, 2014

Howard Backer, MD
Director
California Emergency Medical Services Authority
10901 Gold Center Drive, Suite 400
Rancho Cordova, CA 95670

Dear Dr. Backer:

On behalf of the City of Irvine, I am writing to express our concerns regarding the proposed draft *Request for Proposal (RFP) for 911 Emergency Ambulance Transportation Services* being prepared by the Orange County Health Care Agency. I am seeking your support for a one-year extension of the Exclusive Operating Areas (EOAs) and associated ambulance contracts that will expire on August 31, 2014. The proposed request will allow the EOAs to maintain State sanctioned anti-trust protection while the County can establish and complete a thorough and logical RFP process. Without an extension, public input and the potential transition to new ambulance providers resulting from a problematic RFP is unlikely to occur in an orderly and seamless manner.

We have expressed our concerns to Dr. Stratton and the Orange County Board of Supervisors that the proposed timeline to complete the RFP is impractical and does not afford meaningful participation by the impacted cities, interested parties and the public (enclosed). Moreover, the process to date has provided limited opportunity for comment and we were not consulted prior to the County's unilateral decision to consolidate the EOAs. Although County staff conducted three public outreach sessions, those public sessions occurred prior to the release of the RFP. Additionally, I understand there was no public discussion regarding the minimum qualifications for service providers, response time standards or other quality control and performance measures that will be used to determine contract compliance. We are equally concerned with the County's intent to establish two new fees that will undoubtedly be passed along in the form of higher ambulance costs to the public.

Since the release of the RFP on March 27 only one public forum has occurred at the Orange County Board of Supervisors meeting on April 1, 2014. The Board of Supervisors will meet again on April 8 and we were requested to provide our comments by April 4 to meet the established goal of submitting the RFP for your review by April 10. While it is understandable that it would be very difficult for County staff to analyze and

Howard Backer, MD

April 3, 2014

Page 2

incorporate substantive comments in a matter of days, this further illustrates the difficulties associated with the proposed timeline related to this procurement effort.

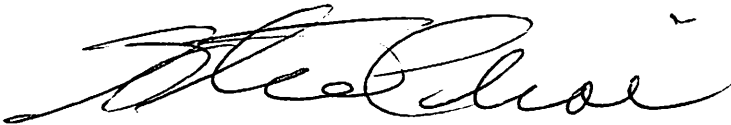
As you might expect, transitioning to new service providers can involve a number of critical steps for providers, city and county staff, and our partners at the Orange County Fire Authority (OCFA).

This can include hiring staff, purchasing additional ambulances, and working with OCFA and others to ensure dispatch information can be relayed to compatible radio and computer equipment. The County's proposed timeline requires that the ambulance contracts be awarded by August 2014 which does not provide sufficient time for new providers to begin operations on September 1, 2014. We have also been informed that in some cases the review of RFP's by your office can take several months to complete.

In light of your agency's interpretation of the *Butte County Decision*, we recognize the efforts of Dr. Stratton and his staff; however, we do not want to compromise the future delivery of quality emergency transport services to our residents, business community and visitors.

I am hopeful you are able to respond favorably to our concerns and support an extension of the EOAs and ambulance contract to allow all interested parties to work collaboratively and design a practical and fair procurement process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Steven Choi', with a small checkmark above the end of the signature.

Steven Choi
Mayor

Enclosure:

cc: Irvine City Council
Orange County Board of Supervisors
Orange County Fire Authority Board of Directors
Holly Veale, County of Orange Health Care Agency
Dr. Samuel Stratton, County of Orange Health Care Agency
Tammie McConnell, County of Orange Health Care Agency
Lori Zeller, Assistant Chief/Business Services, Orange County Fire Authority
Sean Joyce, Irvine City Manager



SEAN JOYCE, City Manager

www.ci.irvine.ca.us

City of Irvine, One Civic Center Plaza, P.O. Box 19575, Irvine, California 92623-9575

(949) 724-6249

April 3, 2014

Samuel J. Stratton, MD, MPH
Medical Director
Orange County EMS Agency
405 West 5th Street, Suite 301A
Santa Ana, CA 92701

Dear Dr. Stratton:

Thank you for the opportunity to review and provide comments regarding the Emergency Ambulance Transportation Services – Request for Proposal (RFP) prepared by your agency. I was pleased to see that two of our previous concerns regarding the use of Type-3 Dual Rear-wheeled vehicles and Advance Life Support Reimbursement Rates were included in the draft RFP.

However, our staff has identified several significant concerns and deficiencies that should be addressed prior to submitting the RFP to the California Emergency Medical Services Authority. Most notably, the procurement process and timeline does not allow for meaningful participation by the impacted cities, interested parties and the public. It is recommended that Orange County EMS present the draft RFP and comments to the Board of Supervisors and seek Board direction to take immediate steps to extend the existing ambulance contracts for a one-year period. An extension would allow County EMS to work collaboratively with the impacted cities and stakeholders to develop an RFP that meets our mutual interest in providing continued quality medical/emergency transport services.

I would like to offer some initial comments while reserving the right to provide you with additional comments as the procurement process unfolds:

- **Exclusive Operating Areas (EOA):** We are concerned that the impacted cities were not contacted or consulted prior to the decision to consolidate the Exclusive Operating Areas from 19 to 5. The City of Irvine is the largest geographic municipality in Orange County spanning 66 square miles with a population of 231,117 residents. From September 1, 2012 to August 31, 2013, there were 9,594 calls for ambulance service in Irvine – more than any other jurisdiction served by the OCFA. We understand that the consolidation of EOAs was contemplated by the Orange County Fire Authority in 2006 and was rejected for the following reasons:

- Reduction of competition
- Logistical difficulties
- Imbalance of call volume
- Imbalance of payor mix
- Loss of individual/local control

We believe the aforementioned factors remain valid and urge you to reconsider the consolidation of Exclusive Operating Areas until such time you can consult with the impacted cities, the Orange County Fire Authority and the public.

- **911 Emergency Experience:** Recognizing that ambulance providers routinely respond to calls for emergency services, the RFP is deficient because it does not require bidders to have pre-existing experience in providing 911 emergency services, including dispatch, in a comparable *upsized* EOA. By contrast, the draft RFP prepared by the Orange County Fire Authority contained a minimum of five years of 911 experience (within the last 10 years in a comparable system or Commission on Accreditation of Ambulance Services and three consecutive years of 911 experience in a comparable system). Moreover, 911 emergency transportation services require specific equipment, unique infrastructure, and familiarity of working in emergency situations that are response-time dependent. It is strongly recommended that the RFP be revised to include the aforementioned 911 emergency experience.
- **Contract Term:** Given the complexity and staff resources associated with the procurement process for ambulance services, it is recommended that the contract allow for an initial five-year term with an option for a five-year extension. This suggestion is also important since ambulance providers typically amortize their vehicle, communications and equipment startup cost over a five-year period.
- **Contract Award:** The RFP allows ambulance providers to submit bids on all five Exclusive Operating Areas yet they can only be awarded contracts for three areas. This limitation appears to be arbitrary and inconsistent with the requirement that the contracts be awarded to the highest ranked bidder.
- **Administrative Fee:** The RFP includes a new revenue fee related to the procurement process and contract management for each selected bidder. I am unaware of any public agency that requires a successful bidder to pay a significant fee (\$50,000) related to the procurement process. Moreover, the RFP requires ambulance providers to pay Orange County EMS \$13.33 per transport or approximately \$550,000 annually. These new revenue generating fees appear to be arbitrary and will undoubtedly be passed along in higher service costs to the public. The RFP should be revised to delete the aforementioned fee provisions.

- **Scoring:** The RFP only provides general evaluation criteria and does not state if the scoring will be weighted. The California Emergency Medical Services Authority recently reviewed the RFP for ambulance services for the City of Garden Grove and commented that the scoring criteria and grading methodology must be disclosed as part of the RFP. It appears the County's scoring provision is inconsistent with the desire of the California Emergency Medical Services Authority.
- **Grading Panel:** The RFP indicates the grading panel will consist of representatives from the County of Orange and community members having knowledge and expertise in medical and/or emergency transport. This section is inconsistent with comments provided by the California Emergency Medical Services Authority received by the City of Garden Grove requiring the RFP to include the composition of the evaluation panel. Moreover, the City of Irvine and the other impacted cities will be completely excluded from the evaluation process. We are also concerned that the OCFA will have a diminished role in the evaluation process even though OCFA personnel interact with ambulance providers on each 911 EMS call for service (*over 75,000 responses annually*).
- **Protest/Appeal:** The RFP has shortened the protest/appeal from 10 days to 5 days which is inconsistent with direction the City of Garden Grove received from the California Emergency Medical Services Authority. This inconsistency needs to be addressed prior to Orange County EMS submitting the ambulance RFP to the state.
- **Response Time/Liquidated Damages:** The RFP places greater emphasis on imposing increased monetary penalties rather than encouraging compliance in achieving response times.
- **Response Time Compliance:** According to the RFP, the Liquidated Damages will be levied for every response call that is late. Damages range from \$5.00 for a call that is .01-1 minute late with a graduating table up to \$10,000 for a call greater than 60 minutes late. The damages will be offset with credits if response time compliance exceeds 90% for the month. This mechanism appears to contradict the 90% overall response time criteria.
- **Liquidated Damages/Mutual Aid/Reporting:** Recognizing the implementation of Electronic Patient Care Reporting (ePCR) is in the early stages and it would be appropriate that the reporting requirements be phased in rather than assessing steep fines.
- **Financial Statements:** To ensure a firm's financial ability to provide uninterrupted service, the RFP should require bidders to provide audited financial statements as part of the procurement process.

- **Insurance Requirements:** The RFP sets insurance limits for Commercial General Liability, Automobile Liability, Workers Compensation, Ambulance Medical Malpractice, Professional Liability, Employer Liability, Sexual Misconduct that range from \$1M to \$5M and a Performance Security bond of \$1.2M. However, the aforementioned insurance limits do not recognize the varying insurance requirements for the impacted cities and within the context of upsized OEAs.

Again, thank you for the opportunity to provide you with the City's comments regarding this important process in selecting ambulance providers to serve the Orange County community.

Sincerely,

A handwritten signature in cursive script that reads "Sean Joyce". The signature is written in dark ink and is positioned above the printed name and title.

Sean Joyce
City Manager

cc: Irvine City Council

CITY OF LOS ALAMITOS



April 2, 2014

Howard Backer, Director
California Emergency Medical Services Authority
10901 Gold Center Drive, Suite 400
Rancho Cordova, CA 95670

Dear Director Backer:

On behalf of the City of Los Alamitos I am writing to express concerns on behalf of our citizens and elected officials on the proposed draft *Request for Proposals (RFP) 9-1-1 Emergency Ambulance Transportation Services* under preparation by the County of Orange, Health Care Agency. I am requesting that you support an extension of one year for the current Exclusive Operating Areas (EOAs) set to expire August 31, 2014, allowing the EOAs to maintain State sanctioned anti-trust protection while the County completes a thorough and methodical RFP process. Without an extension, public input and the potential transition to new ambulance providers resulting from the RFP is unlikely to occur in a smooth and seamless manner.

We have expressed our concerns to County staff and the Orange County Board of Supervisors that the proposed timeline of completing the RFP is unrealistic and impractical. The process to date has provided very limited opportunity for public comment to the draft RFP. Although County staff conducted three public outreach sessions, those public sessions involved no details of the RFP other than the consolidation of the existing 19 EOAs into 5 “jumbo” regional areas. There was no public discussion of minimum qualifications for service providers, response time standards or other quality control and performance measures that will be used to determine contract compliance.

The draft RFP was made public on March 27, 2014, *after* the three previous public forums. Since the release, only a single public forum has occurred at the County Board of Supervisors meeting on April 1, 2014. Any written comments were required prior to April 4, 2014, to meet the established goal of submitting the RFP for your review by April 10, 2014. While it is understandable that it would be very difficult for County staff to analyze and incorporate substantive comments in a manner of days, this further illustrates the difficulties associated with the proposed timeline for this procurement.

Ambulance providers are expected to bid and serve the newly formed "jumbo" EOAs, which have not even been approved, in an extremely compressed timeline. As you are well aware, transitioning to new service providers can involve a number of critical steps for providers, city and county staff, and our fire/emergency services provider, the Orange County Fire Authority (OCFA). This can include hiring staff, purchasing additional ambulances, and working with OCFA and others to ensure dispatch information can be relayed to the provider's compatible radio and computer equipment. The proposed timeline by County staff to make contract awards in late July or August is not adequate time for a new provider to begin operation on September 1, 2014.

We have been informed that in some cases a review by California EMSA of a proposed RFP can take several months. We recognize the County of Orange, especially the Health Care Agency staff, were placed in this position in large part not of their choosing. The determination by California EMSA, per the interpretation of the *Butte Decision*, that the OCFA could no longer be designated by the County to conduct this process has forced county staff to react in a timeline not of their choosing.

For these and other reasons that we can discuss in detail at a future date, we request that an extension be approved and supported by the California EMSA to allow all parties to work together and design a practical and fair process.

Sincerely,

A handwritten signature in dark ink, appearing to read "Bret M. Plumlee", written in a cursive style.

Bret Plumlee
City Manager

- c: Board of Supervisors, County of Orange
 Holly Veale, County of Orange Health Care Agency
 Dr. Samuel Stratton, County of Orange Health Care Agency
 Tammie McConnell, County of Orange Health Care Agency
 Board of Directors, Orange County Fire Authority
 Lori Zeller, Assistant Chief/Business Services, Orange County Fire
 Authority
 City of Los Alamitos, Mayor and City Council



City of Mission Viejo

Office of the City Manager

Trish Kelley
Mayor

Dave Leckness
Mayor Pro Tem

Rhonda Reardon
Council Member

Cathy Schlicht
Council Member

Frank Ury
Council Member

April 4, 2014

Honorable Chairman Nelson and Board Members
Orange County Board of Supervisors
333 W. Santa Ana Blvd.
Santa Ana, CA 92701

Re: 9-1-1 Ambulance Request for Proposal Comments

Dear Honorable Board of Supervisors:

On behalf of the City of Mission Viejo, I am writing to provide our initial comments on the proposed draft "Request for Proposals (RFP) 9-1-1 Emergency Ambulance Services" under preparation by the County of Orange Health Care Agency. The City of Mission Viejo received the Revised Draft RFP for 9-1-1 Emergency Ambulance Transportation Services the afternoon of Thursday, March 27, 2014. Per the direction of the Orange County Emergency Services Agency (OCEMS), we are providing these comments by the established April 4, 2014 deadline so that they can be incorporated in the agenda materials for the April 8, 2014, Board of Supervisors meeting.

We can appreciate your desire to move expeditiously and acknowledge the hard work of Dr. Stratton and his small staff. However, we believe the commitment to adhere to what amounts to a State Emergency Medical Services Authority (EMSA) imposed deadline must be tempered with the reality that it appears to the cities that too few people are doing too much, too fast. The City understands that the compressed time table proposed for the RFP process is intended to meet an August 31, 2014 deadline; however, it should be noted that the short time-frame established for the review and submittal of comments did not allow for the necessary detailed vetting of this "life changing" document. Our City Council's next meeting is scheduled for Monday, April 7th. Therefore their discussion of the matter and input from our residents will occur after the April 4th comment deadline. It is of great importance that the compressed comment period has limited the ability for general public input. The City of Mission Viejo has an engaged citizenry who we are certain would have wanted more of an opportunity to provide input. However, the established schedule has effectively destroyed this opportunity.

Because the process to date has provided very limited opportunity for review and public comment on the draft RFP and because the stated goal of submitting the RFP to the State EMSA



by April 10, 2014, eliminates the County staff's ability to analyze and incorporate substantive comments within the limited time provided, we would recommend that the Board of Supervisors support a request to the State EMSA for an extension of the August 31, 2014 deadline. This would allow the County enough time to complete a thorough and inclusive RFP process with City and public input. No doubt the service providers will appreciate further review time too.

We understand that Dr. Stratton, Director of OCEMS has previously discussed a time extension with the State EMSA and that informal request was denied. However, we are also aware that the City of Santa Ana was granted a similar extension so they could complete the RFP process when they were transitioning over to OCFA for fire services. With our combined effort we believe the State EMSA will understand the value and necessity for the extension.

In addition to our primary concern of the need for a time extension to allow the opportunity for all interested parties to work together, we would offer the following high-level comments, as necessitated by the very short review period:

- **EOA System Re-Design**

"OCEMS has reconfigured the nineteen (19) Exclusive Operating Areas (EOAs) into five (5) regional EOAs." This is a substantive change from the structure of the current 9-1-1 Ambulance model. While the creation of larger regional EOAs may provide certain efficiencies, we are concerned that this structural change has not been fully vetted by the impacted cities, ambulance providers and the public. Competition may be reduced as an unintended consequence potentially resulting in higher costs for ambulance service.

Also of note is the fact that the proposed change has not been approved by the State EMSA prior to being included in the RFP. The 2014 State approved Emergency Medical Services System Plan established as an objective, "The local EMS agency shall develop, and submit for State approval, a plan, based on community needs and utilization of appropriate resources, for granting of exclusive operating areas which determines: a) the optimal system design for ambulance service and advanced life support services in the EMS area..." Based on our reading of the objective it was our belief that this plan would be developed during the 2014 calendar year and therefore that there would be an opportunity to provide input on "community needs and utilization of appropriate resources." Therefore, a related concern is if the RFP is predicated on the newly created EOA regions and if the decision to incorporate these newly created regions in the RFP is challenged, this could place the process and related schedule in jeopardy.

Consolidating EOAs to create a more regional approach to delivering Emergency Ambulance services has been discussed in the past. Some of the issues raised in documented previous discussions of this very issue included:



1. This approach may minimize opportunities for smaller providers.
2. Any imbalance in service call mix needed to be addressed
3. Logistical issues needed to be addressed
4. Loss of local control

While there has been an on-going desire to continue researching and identifying regional possibilities, there has also been continuing concerns over how the geographic regions would be determined and how individual cities could provide input into the process. The decision to proceed with an RFP with five (5) predetermined Regional EOAs effectively eliminates any input or analysis of different options.

- **Eligible Bidders:**

"To be eligible to submit a proposal for these services, the bidder must have attended the mandatory Bidder's Conference; and be licensed by the California Highway Patrol (CHP) and OCEMS by the time the proposal is submitted." The Draft RFP does not appear to define or contain any wording on minimum qualifications other than the licensing requirements listed above. The previous OCFA RFP stated that the bidder must have a certain combination of years and experience providing 9-1-1 emergency ambulance service in Orange County; or with a comparable agency. The lack of a clear definition of experience and accreditation may open the door for inexperienced providers being allowed to be involved in the process and being ultimately selected.

- **Potential for Increase in Cost:**

"Selected Bidder(s) shall pay OCEMS the amount of \$13.33 per patient transport from calls originating from the 9-1-1 system." This is a new fee that could mean patients are paying an additional estimated \$500,000 annually to OCEMS. There was no information provided regarding the justification for this fee (i.e. administration, salaries for new and/or existing positions, etc...). In the interest of government transparency, we suggest that a financial justification be provided to support the new fee structure.

In addition to the specific high-level only comments, provided above, we also have a concern that the proposed timeline may not allow enough time for bidders to have the ability to conduct proper due diligence as they complete their bid proposals nor enough time for the County to deal with any protest on the selection process or grading criteria. There also is the question of the ambulance provider's ability (given the short timeframe) to recruit necessary staff, and acquire the necessary communication equipment and technology needed after being notified of the award of an EOA or multiple EOA contracts. Again, this concern suggests the need for an extension of time to allow for a smooth transition from an existing provider to a new provider.



It also appears that the county EMS agency will need time to recruit and train new staff to administer the new contracts. As we learned when the State Department of Finance had to rapidly add new staff when the Redevelopment Law was terminated, such goes neither smoothly nor effectively.

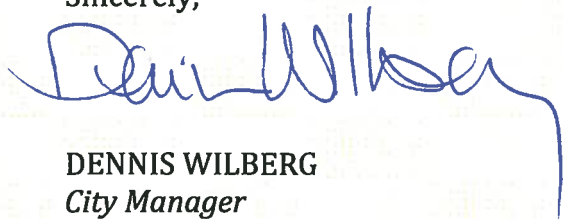
Finally, we note that the State EMSA itself may face delays in reviewing your RFP, or may propose revisions that cause delay or dispute for you through no fault of your own, you may miss your own deadlines. We believe that you are duty bound to assist us in protecting all of our citizens. The only way to do that, with certainty, is to seek and obtain the one year extension discussed herein. We stand ready to affirmatively assist you in this undertaking.

We recognize that the County of Orange, especially the Health Care Agency staff has been placed in an extremely difficult position as a result of the determination of the State EMSA. We feel this State EMSA decision has forced the County to react and perform in a timeline not conducive to an open and inclusive process. While the HCA staff has attempted to keep the cities updated on the process and to provide this opportunity for comments, the compressed schedule has effectively precluded the ability to work collaboratively in a meaningful way.

Based on this situation and the comments listed above, we would again request that the County join with the affected cities in requesting that an extension be approved and supported by the State EMSA to allow all affected parties to work together to design a practical and fair process.

We thank the Orange County Board of Supervisors for the opportunity to submit these comments.

Sincerely,



DENNIS WILBERG
City Manager

c: Mark A. Refowitz, OCHCA Director
Richard Sanchez, OCHCA Assistant Director
Holly Veale, OCHCA Deputy Agency Director
Keith Richter, OCFA Fire Chief
Lori Zeller, OCFA Assistant Chief, Business Services
Jim Ruane, OCFA Finance Manager/Auditor
Dr. Sam Stratton, MD, MPH OCEMS Medical Director
Tammi McConnell, MSN, RN OCEMS EMS Administrator
OCFA City Managers
Paul Catsimanes, City Emergency Services Manager
City Council



MEMO / MESSAGE

TO: MARK REFOWITZ, DIRECTOR HEALTH CARE AGENCY
DR. SAMUEL STRATTON, MEDICAL DIRECTOR OCEMS
CC: ORANGE COUNTY BOARD OF SUPERVISORS AND
ORANGE COUNTY CEO MIKE GIANCOLA
FROM: SUPERVISOR TODD SPITZER
SUBJECT: DRAFT AMBULANCE RFP COMMENTS
DATE: APRIL 2, 2014

Please note the following recommendations to the Draft Ambulance RFP. I believe these clarifications will help to tighten up the document. The items I have addressed help ensure that the RFP is drafted in a more thorough manner.

Recommendations/Issues:

1. OCEMS states that the outcome of the RFP will be the selection of one bidder for each designated EOA region with whom the County will negotiate an exclusive, performance-based contract. As I have been told, ambulance providers can bid on more than one EOA and may be selected to service more than one EOA, but not more than three EOA's.
2. I urge HCA/OCEMS to outline a concrete rationale for the revised EOA's.
3. The Annual Call Volume is of high importance for the Regional EOA's.

With the current recommendation, the 5 EOAs vary greatly with their annual call volume. For instance:

Region A only had an annual call volume of 5,186.

Region B had an annual call volume of 10,543.

Region C had an annual call volume of 14,840.

Region D had an annual call volume of 13,530.

Region E had an annual call volume of 14,523.

It seems that regions A (especially) and B (somewhat) show a far less annual call volume than the other three regions. Revisions may want to be discussed so that the call volume is more equal in each of the five regions.

4. Unincorporated areas and their call volumes were not delineated separately. This is important especially for the 3rd and 5th Supervisorial Districts which are comprised of much unincorporated areas.
5. The proposed EOAs and the bidding process is confusing. How can an ambulance company bid on all five EOA's when they are only permitted to be chosen for up to three? Who is to decide which three EOAs an ambulance company would be awarded in the event that the ambulance company bids on all 5 and is the top qualifier for all 5 EOAs? No rationale was given regarding this dilemma.
6. It seems logical to combine Silverado with Lake Forest in the same EOA. The canyons (unincorporated) should naturally be kept together in the same EOA.
7. I would like to see a detailed summary regarding how the cities that are not in these 5 EOAs currently play into this whole proposed 5 EOA system. Will this work?
8. I urge OCEMS to outline the monopoly issue in greater detail.
9. On pages 21-24 of the Draft RFP, OCEMS discusses Response Times and calculations of such. Page 24 is confusing in that it states in h) that the Response Time requirements for the three geographical zones shall be reported and utilized for compliance purposes. Page 21 outlines what these "geographic zones" are per HCA. They include 1. Metro/Urban, 2. Suburban/Rural, and 3. Wilderness. The tough part about trying to calculate these response times with these geographic zones is that each of the 5 EOAs that are previously delineated, and that OCEMS is basing this entire RFP on, may have overlapping geographic areas within them. This will make it very complicated to truly measure these "Response Times" in this way. Please address this matter.
10. HCA may want to propose an easier way to measure response times. Also, what about peak traffic times vs. non-peak traffic times? This is not included in the "Response Time" Section. I believe this section needs to be reviewed. I encourage a better way to measure response times that will work for the 5 proposed EOAs.
11. In addition the chart on page 27 of the Draft RFP is questionable. This chart outlines "liquidated damages" for failure to comply with Response Time Requirements. As this

item is currently drafted, if the ambulance response time is 10-15 minutes late, a mere \$200 liquidated damages is assessed. This seems too lenient. 15 minutes could mean life or death for someone having a heart attack or other serious medical problem or injury. It seems the sanctions should be greater than what are being proposed. In addition, at some point, after so many instances of citations in this high category, the contract should be terminated with that provider.

12. On page 28, there is a proposed \$10,000 liquidated damages fine if the ambulance transport is over 60 minutes late. This type of extreme tardiness should warrant terminating the contract altogether. In addition, if there are extreme cases of tardiness, how will the OCEMS monitor and keep track of such instances? How will this trend be remediated if it occurs?
13. On page 29, the RFP states, "Failure to meet response time requirements for at least ninety percent (90%) of responses each month for three (3) consecutive months, or four (4) months in any contract year shall be considered a breach and may result in removal of the selected bidder and forfeiture of performance bond." I believe that this proposed sanction is too lenient. The current wording allows a provider to be late prior to terminating the contract too often. Bottom line is that the County needs to ensure that patients are being transported safely and in the best window of time possible.
14. The Draft RFP states that an Evaluation Committee will be established consisting of representatives from the County and/or members of the community having medical and/or emergency transport job knowledge. More specific provisions should be listed as to how many individuals will sit on this Committee and how it will be comprised.
15. The RFP is not complete regarding what the evaluation scores will be based upon. On page 10 there is a list of Criteria which are guidelines used in analyzing and evaluating the proposals.

These Criteria are:

1. Administrative Review of Financial/Organization Stability
 2. Experience and Qualifications
 3. Performance Objectives
 4. Continuous Quality Improvement Processes
 5. Proposed Facility/Equipment
 6. Proposed Timeline
 7. Proposed Services
 8. Proposed Data Management
 9. Proposed EMS Enhancements
16. Nowhere in this list does "RESPONSE TIME" arise. Response time should be added as part of the Evaluation Criteria. A provider should include their standard response times

in the submission. Each ambulance company that applies should have their past track records examined.

17. In addition, the following should be included in this list of Evaluation Criteria for the Evaluation Panel:

1. Standard response time
2. Background in handling a number of different situations/emergencies
3. Customer satisfaction
4. Success rates in getting clients to the hospital in a most expeditious time/manner
5. Detailed staff/driver background/experience. Hiring requirements of drivers/transport staff
6. Training Procedures
7. Turn over rates of a company's ambulance drivers and staff members who are on these transport calls

18. On page 19 of the Draft RFP, OCEMS discusses the "Training Requirements."

I recommend that a provision be added stating that neither HCA, OCEMS, nor the County of Orange are in any way responsible for funding or providing this training. The document needs to clearly state that the Training Requirement must be funded and executed by the ambulance transport company without any assistance from OCEMS or the County of Orange.

19. It is important that OCEMS take into account the daily maintenance and cleanliness of the ambulance. In addition, personal safety must be taken into account. On page 32 of the Draft RFP, under Daily Maintenance, I recommend a bullet point be added (c) to include the cleanliness and sterilization of the inside of the ambulance where the patients are transported. A provision needs to be outlined regarding sterilizing and cleaning after each patient transport. This is currently not included.

20. Page 39 of the Draft RFP discusses "Personal safety equipment;" however, nowhere in this section is the use of seatbelts addressed. The RFP discusses jackets with reflective stripes, helmets, and leather gloves. I recommend a provision be added regarding mandatory use of seatbelts.

21. It is important to note that payments and reimbursements of fees should be better addressed in the RFP. Page 43 discusses some of the payments that the selected bidder(s) shall pay to OCEMS per patient transport. However, as currently written this only includes \$13.33 per patient. The draft RFP states that there is a one-time payment due by the transport provider to OCEMS of \$50,000 for costs of conducting the RFP. This payment is prorated to each designated EOA region based on current transport volumes.

22. It seems that on an ongoing basis OCEMS will be expending much staff and monetary resources in order to conduct all of these financial reviews, safety reviews, and make sure the response times are met. How will the County be reimbursed, or even come out even, for such expenses? Should there be better negotiation with the ambulance providers so

that some of these costs are covered more thoroughly? The County may be putting itself at financial risk agreeing to take all of this on without appropriate reimbursement or sharing of costs with the ambulance providers.

23. The Draft RFP also seems to be lacking a section stating that the County will not pay the ambulance transport companies' attorney fees if they enter into litigation with the County. The Draft RFP should have some language inserted from County Counsel addressing this issue.

Tammi McConnell/ Dr. Sam Stratton, My comments for the RFP for Ambulance Transport are: 1. Requirement whether audited or non audited financial statements should be required of bidders. This requirement was recommended by a large ambulance company and adopted by the OCFA in their September 2013 RFP. This added requirement appeared to give large ambulance operators an unfair competitive advantage over small operators. Shari Friedenrich, OC Treasurer, would be a good source to inquire to determine if audited financial statements are actually needed for an ambulance transport RFP. 2. Requirement whether bidders should be required to provide non operational supervisory personnel on a 24 hour basis, even during the graveyard shift. Again, this requirement was recommended by a large ambulance company and adopted by the OCFA in their September 2013 RFP. This added requirement appeared to give large ambulance operators an unfair competitive advantage over small operators. Is such a requirement needed for the County's RFP? Sincerely, Stephen Wontrobski

12	3/18/2014 12:25	Complete	Rikin	Patel	Chief Operating Officer	Premier Medical Transport	Brea
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operations@premiermedicaltransport.com

I am in full support of Orange County EMS conducting the Basic Life Support (BLS) Emergency Ambulance Transport Request for Proposal Process (RFP). I strongly believe that doing so removes any outside influence (intentional or un-intentional, harmful or promotional) from the selection of and collaboration with competing ambulance providers. However, I am opposed to some of the pre-qualification criteria previously utilized by the OCFA in such bids. Specifically, the criteria that required 5 years previous experience providing 911 services in an area and scope equal to the Exclusive Operating Area (EOA) the provider is bidding on. In the 5-Region Service Area proposed by OCEMS, this standard would practically exclude all but the Big Corporation providers. This procedure would be far from fair or equitable. I respectfully solicit your most thoughtful consideration to eliminate this restriction so that the bidding process is truly fair and equitable. Removing such a restriction lets the respective selection panels award the RFP contracts after a thorough and equitable grading process.

29	3/27/2014 18:03	Complete	Janet	Smith	President	Janet Smith & Associates- On Assignment	San Diego	janet@oa- emsconsulting.com	619.335.0211
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The Draft RFP file shows pages 1-56. It does not contain the attachments, particularly Form A. Are the draft RFP's attachments available for review?