



REQUEST FOR PROPOSALS
FOR
EMERGENCY MEDICAL SERVICES (EMS)
(9-1-1 AMBULANCE SERVICE)

MANDATORY PRE-PROPOSAL CONFERENCE:
WEDNESDAY, NOVEMBER 14th AT 8:15 A.M. (CST)

PROPOSALS DUE:

December 11, 2018 BY 4:00 P.M. (CST)

Rusk County
ATTN: Andy Albarado
Administrative Coordinator
311 Miner Ave.
Ladysmith, WI 54848
aalbarado@ruskcountywi.us
(715) 532-2257

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NOTICE TO ALL PROPOSERS:

Upon release of the proposal and during the proposal process, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of communication with Rusk County ("County") employees, department heads, and/or elected officials in regard to this RFP or the eventual contract. Such contact may result in the vendor being disqualified by the County, at its sole discretion, should it deem a contact to be inappropriate. All contact must be coordinated through Andy Albarado for the procurement of these services.

All questions regarding this RFP or Solicitation are to be submitted in writing to Andy Albarado, Rusk County Administrative Coordinator, via e-mail at aalbarado@ruskcountywi.us, or via mail to Andy Albarado, Rusk County Administrative Coordinator, 311 Miner Ave., Suite C130, Ladysmith, WI 54848. Any oral communications shall be considered unofficial and non-binding.

Only written responses to written communication shall be considered official and binding. The County reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

READ THIS ENTIRE DOCUMENT CAREFULLY. FOLLOW ALL INSTRUCTIONS.

YOU ARE RESPONSIBLE FOR FULFILLING ALL REQUIREMENTS AND SPECIFICATIONS.

1. Introduction

a. Definitions:

Proposer: refers to the firm submitting a proposal.

Contractor: refers to a successful Proposer.

Submittal: refers to those documents required to be submitted by a Proposer.

RFP: refers to Request for Proposal.

County: refers to Rusk County

EMS: refers to Emergency Medical Services.

Rusk County ("County"), but including those portions of the Town of Ruby in Chippewa County and Town of McKinley in Taylor County, Wisconsin, invites experienced and qualified Proposers to submit proposals to provide Emergency Medical Services ("EMS") emergency ambulance services as specified in this document for the entirety of the Rusk County ambulance service area.

b. One contract award is anticipated under this solicitation. Multiple contract awards shall not be made. It is the intent of the County to award the contract to the most advantageous Proposer who provides goods or services at the best value for the County.

c. The successful Proposer will be granted a contract for exclusive market rights, as provided for emergency (9-1-1) ambulance service for 1 years. The Proposer will have the opportunity to earn up to 4 additional years of contract extension as described in this document. There will be no exclusive rights granted for non-emergency transports/transfers within the service area. However, transfers are important to the customers within the market, and Proposer's are encourage to communicate with Marshfield Medical Center-Ladysmith (Hospital) about the opportunities for transfer business.

d. Notice to Proposers

This RFP does not commit the County to award a contract, pay costs incurred in the preparation of a proposal responding to this request, or to procure a contract for service. The County reserves the right to accept or reject any or all proposals received because of this request, or to cancel in part, or in its entirety, the RFP process if the County deems it is in the best interest to do so. This RFP shall not be construed to be a low-bid process, although price will play a critical role. The contract, if awarded, will be negotiated with the Proposer who can best meet the County's needs as identified in this RFP.

The County specifically makes no promises or guarantees concerning the number of emergency calls or transports, quantities of patients, or distance of transports that will be associated with this procurement. The County has made every effort to provide accurate data and information, but does not guarantee the accuracy of any data included in the County.

It is in the Proposer's best interest to submit a complete and accurate proposal. Where documentation or response is incomplete or silent, it shall be assumed that the proposal is deficient. Further, it is in the Proposer's best interest to make a proposal that meets the stated requirements contained in this RFP. While Proposers may provide alternatives to the requirements for consideration, failure to comply with all minimum requirements described within the RFP may disqualify proposals. Proposers are invited to submit alternatives to the services described within this RFP, if such alternatives are in the best interests of the County.

There shall be only one general contractor, under whose auspices the proposal is submitted, and who must assume all liability and responsibility for achieving the performance levels specified in this RFP. Any subcontracts for essential services, as described in the RFP, between the Proposer and separate entities, must be identified in writing by and shall be subject to approval by the County during contract negotiations. If subcontractors are used, poor performance by the subcontractor, regardless of County approval, will remain the responsibility of the general contractor, who shall be responsible for any performance or financial implications that result.

2. County Background Information

a. Description of Rusk County Emergency Medical Services

Rusk County Emergency Medical Services are currently provided by the County Government, and cover all towns in Rusk County plus the towns, villages and the City of Ladysmith, as well as the Town of Ruby in Chippewa County, and Town of McKinley in Taylor County. It is governed by the County Board and its Emergency Services Committee. The County's current EMS service is a volunteer/paid on-call/ per call EMT-Basic service with crews and ambulances based in Sheldon, Hawkins, Bruce, and Ladysmith, Wisconsin. The EMS service is managed by a part-time EMS Manager and billing is done by an approximately ½ time billing clerk within the County's Finance Department.

The County's current EMS structure has been in place for over 30 years.

b. Demographics

Rusk County is located in Northwest Wisconsin. It currently has a population of over 14,151 residents in an area of approximately 931 square miles.

c. Emergency Communications

Calls for emergency services are dispatched throughout the County by a single dispatch/911 center located in Ladysmith at the Rusk County Government Center. The dispatch center is part of the Rusk County Sheriff's Department. Emergency service agencies that operate in Rusk County and are dispatched through the single emergency communications center include:

- Rusk County Sheriff's Department
- Ladysmith Police Department

- Wisconsin State Patrol
- Ladysmith Fire Department
- Bruce Fire Department
- Sheldon Fire Department
- Hawkins Fire Department
- Weyerhaeuser Fire Department
- Rural Fire Department

The contractor will be responsible for its own dispatch communications and any expense associated with joining the interoperable communications system. For some prospective providers, paying a user rate for communications dispatch services may offer financial advantages. More information will be provided at the pre-proposal conference.

d. Historical Service Demand within Rusk County

Refer to the Rusk County website www.ruskcounty.org reporting system demand for the most recent periods available.

3. Contract Period

The selected Proposer will be awarded a one (1) year contract. Up to four (4) one (1) year extensions to the base term may be earned according to the agreed upon contract terms, including amendments. The County, at its option and upon mutual consent of all parties involved, may choose to extend the contract based on existing terms, conditions, and prices set forth in the original RFP. All prices negotiated under the contract must remain firm for the duration of the contract and any extensions. The contract may contain provisions for cost or rate escalators tied to the Consumer Price Index and may include a provision that allows the contractor to petition for changes in the event of issues beyond the contractor's control (e.g. new regulatory requirement, changes in healthcare, funding and reimbursement, etc.). The grant of any such change would be discussed and negotiated, but, ultimately, the County will make the final decision, based on the strength of the case presented. Any tax funds paid for services provided will be paid from the appropriate fiscal year funds provided by the County. The County is interested in proposals that will limit and reduce the tax subsidy of the EMS contractor, so long as performance requirements are met. Contracts are subject to availability of funds from the County. All representations made by the County are subject to the fiscal year funding and/or appropriations and do not represent any obligations beyond the contract amount or any future obligations.

4. Proposal Submission Deadline

Proposals shall be submitted no later than the specified deadline time and date. Proposers shall respond to the written RFP and any exhibits, attachments, or amendments in writing. A Proposer's failure to submit a proposal as required before the deadline shall cause their

proposal to be disqualified and returned to the Proposer upon request. The County will not be held responsible for unmarked proposals or proposals delivered to the wrong location. Proposers mailing proposals should allow sufficient mail delivery period to ensure timely receipt of their proposals by the County. Proposals may not be delivered orally, by facsimile transmission or email, or other telecommunication means. All proposals must be delivered in sealed packages or containers.

5. Administrative Information

- a. RFP Coordinator: The main point of contact for this RFP shall be:

Andy Albarado
Administrative Coordinator
311 Miner Ave., Suite c130
Ladysmith, Wisconsin 54848
(715) 532-2257
aalbarado@ruskcountywi.us

- b. Communications Regarding the RFP:

Communications Paragraph / Restrictive

During the proposal process, proposing firms shall not contact the County board members, representatives, elected officials, or staff. Additionally, firms and their employees of related companies as well as paid or unpaid personnel acting on their behalf shall not contact or participate in any type of communication with County representatives, including members of the County Board, in regard to any matter involved with this RFP or the anticipated contract. Such contact may result in the vendor being disqualified. All contact must be coordinated through Andy Albarado, Administrative Coordinator, for this procurement.

- Upon release of this RFP, all Proposer communications concerning this procurement must be directed to the County Administrative Coordinator.
- All communication should be in writing to the Administrative Coordinator. Any oral communications shall be considered unofficial and non-binding.

Schedule of Events

RFP Release: Monday, October 15, 2018

Mandatory Pre-Proposal Conference: Wednesday, November 14, 2018 at 8:15 am

Deadline for submission of Proposer questions: Wednesday, November 21st at 8:00am

Proposals due: Tuesday, December 11, 2018 at 4:00pm

Proposers notified of selection for presentation: TBD

Bid Presentations: TBD

Selection of Provider: 1st Quarter of 2019

Award of Contract: TBD

Effective date of Contract: TBD

- The County shall respond in writing to written communications. Such response shall constitute an addendum to the RFP. Only written responses to written

communication shall be considered official and binding upon the County. The County reserves the right, at its sole discretion, to determine appropriate and adequate responses to the written comments, questions, and requests for clarification.

c. Proposal Submittal

Proposal must be signed by an individual with authority to bind the firm in a contract with the County.

- Proposers must include one original proposal, unbound, and identified as the “master,” containing original signatures. Proposer must include ten (10) additional copies, which may be bound, of the entire proposal. All proposals must be submitted in a sealed package and be clearly marked as a EMS Services solicitation. Each sealed proposal must contain, in addition to the hard copy, a searchable electronic copy of the proposal.

- All proposals must be submitted to:
Andy Albarado
County Administrative Coordinator
311 Miner Ave., Suite C130
Ladysmith, WI 54848

- Submissions & Receipt of Proposals
Upon receipt by the County, all proposals will receive a number, and the date and time of receipt will be recorded. All proposals received prior to the deadline shall be kept unopened in a secure place. Opening of the proposals will occur on Wednesday, December 12th at 8:30am. Late proposals may be returned to the Proposer unopened or destroyed. All proposals shall remain firm for at least 180 days from the date specified for opening the proposals.

- Mandatory Pre-proposal Conference
In order to assure fairness in the RFP process and to limit the burden on the County representatives in communicating addenda or other communications regarding the process, a Mandatory Pre-proposal Conference will be held at the Rusk County Government Center, Small Conference Room, 311 Miner Ave., Ladysmith, WI 54848 at 8:15 AM CST on Wednesday, November 14th, 2018. Only prospective proposers who attend the meeting will be eligible to receive communications regarding the RFP or to submit proposals.

- License Requirement
It is not a requirement to possess any necessary licenses at the time of proposal submittal. However, the successful Proposer may be required to possess any required licenses to award a contract.

- Awarding Authority and Protest Procedure
Award of a contract will be considered by the County. The County reserves the right to investigate, request clarification of, and verify any and all proposals, to waive any

and all irregularities, and/or to reject any and all proposals as deemed by the County as necessary and/or in the best interests of the County.

Proposers' attention is drawn to the award protest procedure in Section 9.0 in this RFP. Failure to follow the protest procedure shall be deemed to be a failure to exhaust a Proposer's administrative remedy.

d. Rejection and/or Disqualification of Proposals:

The County reserves the right, at its sole discretion, to reject any and all proposals for any reason, including but not limited to, failure to adhere to the proposed requirements or inaccuracy of any information supplied within a proposal. The County shall notify the Proposer of a rejected proposal. Furnishing of false or misleading information during the proposal process may result in the County rejecting the Proposer's submission. The County reserves the right to waive any RFP requirement(s) it deems in the best interest of the County, so long as that requirement is waived for all proposals. The County reserves the right to waive minor irregularities in proposals received.

- Proposers may be disqualified if deficient in any of the following areas in a manner that the County deems relevant to the process. Qualifications of a proposer, including the following, will be considered:

a. Any contract for provision of emergency services terminated for cause within the past 10 years.

b. Insufficient experience in successful operations. Sufficient experience is defined as having a minimum of five years of experience providing emergency medical services (not necessarily transport) to at least one community or county with a population similar to the Rusk County service area.

c. Any current undischarged bankruptcy of the Proposer or their parent organization, and/or history of past bankruptcies that have negatively affected the provision of emergency services to a community.

d. Failure to show evidence of access to sufficient capital to meet the requirements of this RFP.

e. The Proposer is found to be on any federal, state, or local debarment list.

f. Please see Appendix 1 in the Credential Section of the required response information for instructions about how to respond to this information.

- Proposers may also be disqualified if deficient in any of the following:

a. History of majority regulatory actions or sanctions against the Proposer, including suspension or revocation of any operating license or permit, any sanctions under Medicare or Medicaid programs, revocation of a business permit, or any sanctions by other third-party payers, whether public, private, or non-profit.

b. History of contract terminations.

c. Failure to show that key personnel have past experience in the implementation and operation of emergency medical services. For the purposes of this section, "key personnel" includes:

- The individual who will be in charge locally within County's service area.
- The person to whom that person reports.

- The person responsible for clinical oversight and quality improvement.
 - The person responsible for medical records/health information exchange.
- d. History of litigation in the past five years involving the Proposer or any principal officers in connection with any contract for similar services where the Proposer or principal officer was found to be at fault.
- e. Unresponsive answer(s).

d. Evaluation of Proposals

The County may conduct investigations of Proposers' submissions and claims, as it deems necessary. Each proposal will be reviewed to determine if the Proposer can meet the County's requirements as set forth in this RFP. The Proposer must demonstrate that each requirement is met.

The County may request further clarification from individual Proposers in the event of incomplete or missing information. Proposers shall respond in writing to any requests for clarification. In the event that all Proposers do not meet one or more of the requirements of this RFP, the County reserves the right to continue the evaluation of the proposals, and may select the proposal that most closely meets the requirements specified in this RFP.

Proposers may be expected to give presentations and answer questions on their proposals to the County Board Members and/or their designated representatives. Presentations will be limited to a maximum of one (1) hour, although the proposal itself should include all elements required.

- Considerations valuable to the County Board include:
 - Commitment to patient care
 - References
 - Response times
 - Ability to provide backup units
 - Cost/Price to Rusk County
 - Communications ability & credentials

e. Proposal Withdrawal

A proposing firm may withdraw its Proposal by submitting a written request for withdrawal, with such request having the signature of an authorized company representative, to the County Administrative Coordinator at any time prior to the submission deadline. The firm may thereafter submit a new Proposal prior to the deadline. Modifications offered after the deadline will not be considered.

f. Post Deadline Submissions

Rusk County shall not accept any amendments, revisions, or alterations to proposals after the deadline for submittal unless such is formally requested in writing by the County.

g. Ambiguity, Conflict, or Errors in RFP.

Due care and diligence has been used in the preparation of this information, and it is believed to be substantially correct. However, the responsibility of and the verification of all information presented herein shall rest solely with the Proposer.

If a firm discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP, it shall immediately notify the County Administrative Coordinator of such error in writing and request modification or clarification of the document. Any modification made to this RFP will be issued as an addendum. Written notice will be given to all parties who have been furnished with the RFP without divulging the source of the request.

If a firm fails to notify the Administrative Coordinator prior to the date and time fixed for submission of offers of an error or ambiguity in the RFP known to him, or an error or ambiguity that reasonably should have been known to him, he shall not be entitled to additional time by reason of the error/ambiguity or its late resolution.

The County may also modify the RFP prior to the date and time fixed for submission of offers by issuance/posting of an addendum. All addenda will be numbered consecutively beginning with 1.

h. Proposal Acceptance Period:

Each proposal shall be valid for a period of one hundred and eighty (180) days after the RFP submission deadline date to allow time for evaluation, selection, and any unforeseen delays. The one hundred and eighty (180) days may be extended by mutual agreement of the parties.

i. Disclosure of Proposal Contents:

All submitted Proposals become the property of the County and shall be subject to any applicable open records statutes. The content of all RFPs submitted shall remain in effect for a minimum period of 180 days.

Information requested in the RFP deemed by the responding firm to be privileged and confidential must be marked "Privileged and Confidential Information." Pricing information is not considered confidential. Trade secrets or confidential information MUST be placed in a separate envelope marked "CONFIDENTIAL INFORMATION" and EACH PAGE must be marked "CONFIDENTIAL INFORMATION." The County will endeavor to protect such information from disclosure to competitors to the extent allowable by law.

Responding firms are advised that responses are subject to the Wisconsin Open Records Law (Wis. Stat. §§ 19.31-19.39). All proposal information shall be held in confidence until a contract is formally executed and/or the RFP is cancelled. Upon award, the proposals and associated materials shall be open for review by the public in accordance with Wisconsin Open Records Law. By submitting a proposal, the proposing firm acknowledges and accepts that the full contents of the proposal and associated documents shall become open to public inspection. The County will attempt to uphold the confidentiality of vendor trade secrets to the extent allotted by law. All confidential information and trade secrets must be clearly identified and separated by the firm prior to submission of the proposal as specified above.

Proposals will be reviewed in closed session during the consideration process.

j. On-Site Inspection:

After opening of proposals and prior to award, the County reserves the right to make a pre-award site visit of any or all Proposer's facilities to be used in the performance of work under this solicitation. Proposer agrees to allow all reasonable requests for inspection of such facilities with two (2) days advance notice. Failure to allow such an

inspection shall be cause for reject of proposals as non-responsive. The County reserves the right to reject facilities as unacceptable for performance under this solicitation as a result of such site visit survey.

k. Implied Requirements:

Products and services not specifically mentioned in this RFP, but which are necessary to provide the service described by this RFP, shall be included in the proposal. It is intended that this RFP describe the requirements and response format in sufficient detail so as to secure comparable proposals.

l. Proposal of Additional Services:

If a Proposer indicates an offer of services in addition to those required by and described in this RFP, these additional services may be added to the original contract at the sole discretion of the County.

m. Indemnification:

The Proposer agrees that pursuant to any proposed agreement based on this RFP, the awarded Proposer will protect, defend, indemnify, and save whole and harmless Rusk County officials, officers, agents, and employees from and against all claims, demands, causes of action, damages, judgments, loss and expenses, including attorney's fees, of whatsoever nature, character, or description that any person or entity has or may have arising from or on account of any injuries or damages (including but not restricted to death) received or sustained by any person, persons, or property, on account of, arising out of, or in connection with the performance of the work, including property, on account of, arising out of, or in connection with the performance of the work, including without limiting the generality of the foregoing, any negligent act or omission of the contractor or any agent, servant, employee or sub-contractor of the contractor in the execution or performance of this agent, servant, employee or sub-contractor of the contractor in the execution or performance of a contract. Proposer further agrees to protect, indemnify and hold the County harmless against and from any and all claims and against and from any and all loss, cost, damage, judgments or expense, including attorney's fees arising out the breach of any of the requirements and provisions of this contract of any failure of contractor, its employees, officers, agents, contractors, invitees, or assigns in any respect to comply with and perform all the requirements and provisions hereof.

n. Collusion

Proposer may be required to provide an affidavit affirming that it has not conspired with other potential suppliers in any manner to attempt to control competitive pricing or otherwise influence the outcome of the selection process. This paragraph does not, however, preclude two or more suppliers for certain parts of the requirements from presenting a combined or joint proposal for the purpose of providing a complete proposal.

o. Monetary Restitution

In the event that any future contract is prematurely terminated due to non-performance and/or withdrawal by the contractor, the County reserves the right to seek monetary restitution (to include but not be limited to withholding of monies owed) from

the contractor to cover costs for interim services and/or to cover the difference of a higher cost (difference between termination Contractor's rate and new company's rate) beginning the date of Contractor's termination through the contract expiration date. In the event civil suit is filed to enforce this provision, the County will seek attorney's fees and cost of suit from the Contractor.

p. Liquidated Damages

Any contract that results from this RFP will contain provisions for liquidated damages to reimburse the County for the cost of operating the system and securing a new provider. The liquidated damages will include a total cash payment, through an irrevocable letter of credit with a bank approved by the County. Additionally, it will include full access and use of all vehicles, equipment, supplies, facilities and any other resources deemed necessary by the County for a period of no less than sixty (60) days without reimbursement to the terminated contractor.

q. Gratuities, Kickbacks or Conflict Interest

- Gratuities: It shall be unethical for any person to offer, give, or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement, or to any solicitation or proposal therefore.
- Kickbacks: It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.
- Conflict of Interest: No official or employee shall have any financial interest, direct or indirect, in any contract with the County or be financially interested, directly or indirectly, in the sale to the County, the of any land, materials, supplies or services, except on behalf of the County, as an official or employee. Any violation of this section, with knowledge, express or implied, of the person or corporation contracting with the County, shall render any contract involved voidable by the County. It is the responsibility of the Proposer during all phases of the contract process to notify the County in writing of any potential conflict of interest.

r. Any Agreement Subject to Availability of Funds

Any agreement resulting from this RFP will be subject to the availability of governmental fiscal funding. If such funds become reduced or unavailable, any contract shall be subject to immediate modifications, reduction or termination on the expiration date, or the date in which the funds have been eliminated.

s. Governing Law and Venue

The laws of the State of Wisconsin shall govern any proposed agreement, and all obligations of the parties created hereunder are performable in Rusk County, Wisconsin as well as Chippewa and Taylor Counties, as may be applicable. In any legal action arising from this Agreement, the laws of Wisconsin shall apply and exclusive venue shall lie in Rusk County, Wisconsin.

t. Litigation

In the best interest of the County, any Proposer who is currently involved, either directly or indirectly, with any litigation against or involving the County, may be disqualified and/or not considered for an award.

u. Rights of Data

The County shall have the right to the use of data and reports resulting from this RFP without additional cost or other restriction except as may be established by law or applicable regulation. Each party shall supply to the other party, upon written request, any available information that is relevant to this Contract and to the performance hereunder.

v. Addition/Deletion of Services

The County reserves the right to add and/or delete services to this RFP. Should a service requirement be deleted, payment to the Proposer/Contractor will be reduced proportionally, to the amount of service reduced in accordance with proposal price. Should additional services be required from a contract, prices for such additions will be negotiated between the Proposer/Contractor and the County. All amendments to a contract based on this RFP must be in writing and signed by all parties.

w. Proposer License Requirement

The Proposer shall procure all required permits and licenses, and pay all charges and fees necessary and incidental to the lawful conduct of the business. The Proposer shall keep fully informed of existing and future Federal, State and Local laws, ordinances and regulations which in any manner effect the fulfillment of this proposed contract and shall comply with same.

x. Proposer Responsibility for Expenses

The Proposer shall be responsible for payment of expenses associated with any response to this RFP and any future contract, including but not limited to: wages, salaries, materials, supplies, transportation, communications, licensing and inspection, fees, taxes, insurance, bonds, etc.

6. Proposal Instructions & Format

Proposals shall be typewritten either using an 11 or 12 point Times New Roman or Arial font. Proposals must include page numbers and have major sections tabbed. Each should have a table of contents that outlines the proposal content, and should be sequenced and numbered consistent with the requirements of this RFP. Any information that does not fit logically into one of the labeled sections should be included in an appended section.

7. Proposal Content & Outline

Note: This information shall be provided in the format and order of the enclosed Expanded Mandatory Table of Contents to assure that scoring is fair and equitable.

a. Capital Equipment & Facilities Options

Each Proposer must include a description proposing what facilities and capital equipment would be available in the provision of any contractual services pursuant to this RFP.

b. Previous Experience

This section shall include the following information

- Describe the Proposer's past experience in providing high-quality emergency medical services, similar to the requirements of this RFP.
- Provide a list of communities currently or previously served, along with the names and contact information of at least three (3) elected officials, government employees, fire chiefs, police chiefs, or other persons not affiliated with the Proposer, who can attest to the service provided in other communities.

c. Ambulance Personnel

This section shall include the following information:

- Describe the number of EMT-Paramedics, EMT-Basics, or EMT-Advanced or Nurses that will be employed, as well as those that will staff each ambulance unit.
- Describe the program that will be used for recruitment, hiring, training, and employee (field personnel) retention, to ensure a quality workforce of clinically competent employees that are appropriately certified, licensed, and/or accredited.

d. System Design & Deployment Parameters

Present a deployment plan that complies with all of the minimum requirements of this RFP, bearing in mind that the content of said plan shall be described within any eventual contract language.

- Identify proposed locations of ambulances and number of vehicles to be deployed on a daily basis.
- Describe proposed deployment strategies, such as system status management ("SSM").
- Describe mechanisms to meet the demand for emergency ambulance response during peak-demand periods or unexpected periods of unusually high call-volumes.
- Include a map identifying proposed ambulance station or post locations, and identifying those geographic areas within the response-time zones as indicated in this RFP.
- Identify and describe proposed use of any existing public safety facilities throughout Rusk County.
- Describe any other strategies to enhance system performance and/or efficiency through improved deployment practices.
- Describe other EMS companies and agencies with whom the Proposer proposes to maintain mutual aid and coverage agreements.

e. Response-Time Performance

Describe how the deployment plan will meet the response-time performance criteria within Rusk County (and those portions of Chippewa and Taylor Counties). Response time will be defined as the interval between the time the ambulance call was received by the contractor's dispatch until the time the ambulance arrives at the location of the request for service.

The service area for Rusk County (and those portions of the Town of Ruby in Chippewa County and Town of McKinley in Taylor County) shall be divided into at least four zones for reporting and tracking response times. Compliance to response time standards shall be the same for each zone rather than include multiple standards. For example, the use of different response times for rural areas versus urban areas shall not be utilized.

- Maximum Emergency Response Times (90% compliance) as follows:

- o Priority 1: 9:59 minutes

- o Priority 2: 19:59 minutes

f. Retention of Employees

The County is concerned about the continued employment of employees with significant local knowledge about the geography and patients in the service area. Therefore, Proposers shall submit a plan to retain and employ as many current local employees as possible within the new contract.

g. Dispatch & Communications

The dispatch and communications section shall include at a minimum:

- Describe how the Proposer/Contractor will arrange for the appropriate dispatch of all emergency resources, either internally or with an outside contractor, at the expense of the Proposer/Contractor.

- Each Proposer shall supply and maintain fully operational vehicle and portable radios that are compatible and operate on the frequencies used by all Entities covered in this RFP.

Acknowledgment regarding adherence to this requirement must be included.

- Describe how the Proposer/Contractor will maintain communications with Rusk County interoperability plan.

- Describe how maintenance of mobile and portable radios will be accomplished.

- Describe how the Proposer will ensure redundancy/back-up of dispatch communications in the event of a manmade or natural disaster affecting primary dispatch location/services.

h. Vehicles

The vehicles section shall include at a minimum:

- A complete description of each ambulance unit that will be placed in frontline service at the beginning of the contract, including any that will be used as reserve units. The description must include, at a minimum:

- o Chassis manufacturer, model, year, and current mileage.

- o Ambulance manufacturer, type, and year built.

- o Certification that the proposed vehicles will be capable of transporting the crew, one patient, one firefighter, and one family member, calculating the standard DOT average weight, without exceeding the manufacturer's gross vehicle weight limits.

- o Ambulance replacement plan, including maximum mileage.

- o Description of mobile radios to be utilized.

- o Stretcher manufacturer and model.

- o General description of medical equipment, supplies, controlled substances storage, etc., to be kept on unit at all times.

- Provide a description of how the mechanical operation of vehicles (ambulances) will be maintained and kept in working order, including maintenance of other components of the ambulance compartment to ensure the highest standards of reliability.

- Each vehicle normally assigned to provide services to the County will have lettering prominently displayed in large letters on the left and right sides of the unit as follows: “Rusk County Ambulance.” Include an illustration depicting how this would be displayed on ambulances and any other vehicle types that may be used. Details of this requirement may be subject to negotiation during the contract process.

i. Capital Equipment & Medical Supplies

This section shall include at a minimum:

- Describe the logistics that will be used to re-supply ambulances with disposable supplies, durable equipment, non-scheduled medications, and other materials, and what processes will be used to ensure all medical equipment remains in good repair and safe working order.
- Describe how capital equipment (e.g., cardiac monitor/defibrillators, stretchers, etc.) will be maintained, repaired when necessary, and replaced in the event of failure or breakdown.
- Describe how the Proposer/Contractor will maintain sufficient medical equipment to ensure sufficient backup to accommodate replacement during repair and in times of excessive demand in the system. This should include the maintenance of a local surplus of all required supplies to sustain operations for a minimum of five (5) days.
- Describe proposed policies and procedures consistent with Drug Enforcement Administration (“DEA”) requirements that will govern storage, inventory, accountability, re-stocking, and procurement of any controlled drugs and substances to be carried and utilized by the Proposer/Contractor as determined in the patient treatment protocols or other policies (will ultimately require final approval from the Medical Director).

j. Budget & Billing

This section will include all areas concerning expense budget and revenue sources.

- Describe how the Proposer will have sufficient financial resources to meet the requirements of this RFP.
- The Proposer will provide five years of financial statements with its proposal.
- Describe how the Proposer will meet the requirements of this RFP and limit the amount of tax subsidy required.
- Provide a complete projected budget outlining all operating costs for each of the first two years of operation.
- Describe what electronic software or applications will be utilized to bill patients, Medicare/Medicaid, and third-party payers, and whether billing will be performed internally or externally. If an external billing company will be utilized, provide contact information and other information concerning the experience of such company in ambulance billing.
- Describe how the Proposer will account for all system costs, and ensure economic efficiency.

k. Ambulance Rates & Fees

The following section must include a list of the following rates that the Proposer would anticipate charging before subsidy support.

- BLS-Base rate
- ALS-1 Base rate
- ALS-2 Base rate
- Mileage (loaded) per mile

l. Non-Transporting First-Responder Agencies

- Equipment exchange – describe methods/program to replace disposable supplies, and exchange durable re-usable equipment (e.g., traction splints, cervical collars, etc.) utilized by first responders (i.e., the fire department).
- Personnel return – describe how non-transport, first-responder personnel who accompany the ambulance crew during transport, will be returned to their vehicle at the earliest possible time following the transfer of patient care after transport.

m. Ambulance Service Administration

- Provide a complete list of the titles and job descriptions of those positions with the responsibility of general management; field operations; administrative support; billing and finance; training and continuing education; clinical oversight and quality improvement; analysis and reporting of response-time compliance; and any other administrative positions that might be utilized.
- Acknowledgment that all individuals shall be trained and receive certification as current level National Incident Management System (“NIMS”) compliant and as deemed appropriate by the County Board.
- Acknowledgment regarding compliance with all adopted and approved Emergency Operation Plans (“EOP”) for Rusk County.
- Acknowledgment of the understanding that participation will be required for any tabletops, functional and full scale emergency and disaster exercises that take place to enhance the preparedness and responses within the community at no additional cost to the County.
- Provide a Standard Operating Procedure (“SOP”) that describes how complaints regarding level of care, response or employee action or inaction are handled.
- Participation in the monthly County EMS meetings, including plans to provide a detailed monthly response summary to include response times by priority as well as the total number of responses and transports along with compliance percentages. Attaching other reporting requirements as recommended.
- Proposer will be expected to be active and participate in community events as well as assisting with community educational programs and special events at no additional cost to the County or its member entities.
- Acknowledgment that the Proposer will be responsible for compliance with all requests for public information pursuant to the Wisconsin Open Records - Public Information Act received by the County.

n. Medical Direction

- The Contractor will provide their own Medical Director and Medical Director for First Responder Agencies in the county.

o. Records Management System (“RMS”)

- Provide the name and general features of the electronic RMS that will be used to document ePCRs, incident data (e.g., incident locations, time-stamps, etc.)
- Describe how the RMS will link to the current CAD systems at each PSAP.

p. NHTSA Performance Measures

Describe how the Proposer would apply and measure the indicators for system and service performance as found in the 2009 National Highway Traffic Safety Administration’s (“NHTSA”) publication entitled, “Emergency Medical Services Performance Measures.”

- q. Patient-Centered Healthcare/Patient Satisfaction
 - Describe how the organization will focus on patient-centered healthcare, as used in the Institute for Healthcare Improvement’s (“IHI”) “Triple Aim” approach; including improving the patient experience of care (including quality and satisfaction); improving the health of the County’s population; and reducing the per-capita cost of EMS.
 - Describe what method(s) will be utilized to determine patient satisfaction/patient experience, in a format that allows for an independent evaluation by the County’s representatives (e.g., patient-satisfaction surveys sent with every bill and returned to the County designated members or support staff upon request).
- r. Measurement of Patient Outcomes & Clinical Success Rates
 - Describe method(s) that will be utilized to regularly measure and report cardiac arrest survival to discharge from the hospital, and patients entered into the trauma system.
 - Explain the process(s) that will be used to regularly track and report advanced airway success rates; vascular access success (venipuncture, intraosseous, etc.); door-to-balloon times in recognized STEMI’s; success in properly recognizing strokes and STEMI’s.
 - Describe what quality assurance/quality improvement program may be used beyond that required by the Medical Director.

8. General Submission Information

a. Proposal Submission

Proposers must submit one (1) original, so marked, and ten (10) paper copies of their proposal and one electronic copy in Adobe .(pdf) format, along with any and all appendices and addenda, signed by the representative authorized to bind the Proposer to the commitments in the proposal. The proposal shall be clearly marked on the outside with the name, address and phone number of the Proposer, and the name of the Proposer’s contact individual, and shall be further clearly marked as follows:

“EMS Services”

Complete submissions must be received by the County no later than 4:00 pm. (CST) on Tuesday, December 11th, 2018 at the following address:

Andy Albarado
 Rusk County Administrative Coordinator
 311 Miner Ave., Suite C130
 Ladysmith, Wisconsin 754848
 (715) 5322-2257
 aalbarado@ruskcountywi.us

Proposers are encouraged to hand-deliver their proposals to the aforementioned to ensure they are received prior to the deadline date and time. Proposals that are received by courier, mail, certified or registered mail or any other manner after the deadline time and date will be deemed non-responsive. A Proposer may withdraw its proposal at any time prior to the submission deadline date and time by submitting a written request in person for its withdrawal to the County signed by an authorized representative of the Proposer authorized to bind the Proposer to the commitments in the proposal and provided that the representative shows proof of his/her identity. Upon receipt of a request in the aforementioned manner, the proposal will not be considered by the County and will be returned to the Proposer so long as the withdrawal takes place prior to the time for submission and the Proposer signs a receipt for return of the

proposal. A Proposer who withdraws its proposal prior to the deadline date and time may thereafter submit a new proposal so long as the new proposal is submitted prior to the deadline date and time. Modified, revised, or new proposals offered in any other manner, oral or written, will not be considered.

It is the responsibility of the Proposer to assure that the proposal is received by the County as directed above prior to the proposal submission deadline date and time. Proposals received beyond the submission deadline date and time will not be considered, and will be returned by the County unopened. The County will designate a clock located in the County Clerk's office to serve as the official clock for the determination of the timeliness of submissions.

Proposers taking material exception to the County's specifications may be disqualified. The purpose of the Mandatory Pre-Proposal Conference is to provide clarification of the RFP and its specifications before submission of proposals. If an organization has questions regarding the RFP and its specifications, a request for clarification should be submitted on or before Wednesday, November 21' 2018 at 8:00am to obtain a ruling on the matter before submitting a proposal.

Immediately after the passing of the deadline for proposal submissions, an County representative will publicly open the proposals and make a list of firms that have submitted proposals. No information other than the names of the Proposers will be publicly released until after the scoring of the Proposals has been completed. The County Official or designee shall review each proposal submission for initial responsiveness to determine if it is timely, is certified in accordance with Proposers' certification requirements, follows the instructions of the RFP, and is accompanied by the required proposal deposit pursuant to the requirements of this RFP. Failure to timely submit a proposal, or to include the required certification or mandatory proposal deposit may result in the proposal being deemed non-responsive by the County and will be recommended to the County's Board for rejection. The County Official will notify a Proposer of its recommendation and the date and time that the recommendation of non-responsiveness will be heard by the County's Board. The Proposer may appear and have an opportunity to be heard at that hearing. Failure of the Proposer to appear at the Board of Directors hearing on the matter will result in Proposer's deemed failure to exhaust its administrative remedy.

Proposals shall be valid for a period of 180 days after the deadline date and time for submission.

b. Procurement Time Frame

The schedule for the County procurement is outlined in the Schedule of Events in section 5.. Failure to comply with any time frames outlined in said schedule (or amendments thereto) may result in automatic disqualification of the Proposer.

c. Cost of Participation

All costs associated with participation in this procurement process shall be borne by the Proposer. The County will not be responsible for any costs incurred by a Proposer or any third party as a result of participation in this process.

d. County to Investigate Credential and Proposal Submissions

The Proposer shall submit executed notarized "investigative authorization forms" for the company(s) whose credentials are submitted for review and for all owners, officers and key personnel and subcontractors. Publicly held companies need only submit the company release

and those for the managers and key personnel who would be involved in the fulfillment of any contract or in the preparation of the proposal. Copies of the required release forms are provided as Appendix 3, Investigative Releases.

e. Own Expertise and Judgment Required

Each Proposer is specifically advised to use its own expertise and professional judgment in deciding upon the methods to be employed to achieve and maintain the performance standards required under the contract. "Methods," in this context, means compensation programs, shift schedules, personnel policies, supervisory structures, ambulance deployment techniques, and other internal matters which, taken together, comprise each Proposer's strategies and tactics for accomplishing the task. The County recognizes that different Proposers may employ different methods with equal success. By allowing each Proposer to select, employ and change its production methods, the County hopes to promote innovation, efficiency and superior levels of performance.

f. Estimated Business Volumes

The County specifically makes no representations or warranties regarding the number of requests for ambulance service, ambulance transports, quantities or length of long distance transports, or frequency of special events coverage and community related training that may be associated with this procurement. Any and all historical data related to past volumes of business within the County EMS system are provided to illustrate the historical level of performance only, and not to guarantee future business volume.

9. Scoring Process

Proposals will be evaluated by a Scoring Committee composed of representatives selected by the County. The Scoring Committee may include seven members to evaluate the quality portion of the proposal and a select number of financial members to evaluate the financial component. The County's consultants and legal advisors will not serve as members of the Scoring Committee but may be asked to provide technical support for the committee. Investigations of Proposers' submissions and services may be conducted as deemed necessary by the County. Such investigations may include a site visit.

Proposals will be evaluated according to the following methodology:

- Compliance with the RFP

Proposals determined to be complete will have followed the instructions of the RFP, including that they were received prior to the deadline for submission, the proposal deposit in the amount and form specified has been received, that the format included meets the prescribed minimum standards, and that the format stipulated in the RFP was deemed complete and appropriate, adhering to the requirements. Submittals will be scored by the Scoring Committee in a non-public venue.

- Review of Proposals

The Scoring Committee will score the proposals not previously rejected as non-responsive. Each of these Proposers may be given an opportunity to make a one-hour oral presentation to the Scoring Committee, followed by a question and answer period. Presentations will be conducted at a place and time to be determined by the County. The County will notify Proposers of the date and time of the presentations by contacting the official contact for each Proposer. The order of any presentations will be randomly determined. Each Proposer presentation shall be closed to the public and to competing

Proposers to prevent any Proposer from gaining an unfair advantage by acquiring specific knowledge of a competitor's submission.

- Award of Points for Proposals to Provide Ambulance Service

Scoring will be based on a point system with points allocated to each category in the required outline format of the proposal. Deliberations by the Scoring Committee shall be at a closed meeting. Each proposal will be separately and independently scored by each Scoring Committee member as follows:

- a. Compare. Each committee member will individually compare submissions related to a single category (e.g., Human Resources - Treatment of Incumbent Workers).
- b. Identify the strongest submission and assign maximum points. On the basis of that comparison, each committee member will identify the strongest submission in that category and award to that Proposer the maximum number of points for that category.
- c. Award relative points to other submissions. Having assigned the maximum possible points to the strongest submission, each individual committee member will then award points to the other proposals in that category, consistent with that member's assessment of the relative strengths of the competing proposals, on that category only.
- d. Repeat the process for all criteria. Each individual committee member will then repeat steps a. through c. for all categories shown on the scoring sheets.
- e. Tabulate scores. The County will tabulate the points.

The results of the Scoring Committee process will be tabulated and a recommendation will be submitted to the County Board representatives for approval and authorization to negotiate a contract with the prevailing Proposer. The County appointed representative will notify all Proposers in advance of the Board meeting at which consideration of the recommendation is to occur, including the date and time of the Board meeting and the recommendation. If a Proposer wishes to protest the recommended award, the protesting party shall submit a written protest in the form of a letter signed by an authorized representative of the Proposer, specifically stating the reason(s) for the protest and providing all relevant facts, laws, rules, regulations or criteria on which the protest is based. That written protest must be received at least 24 hours prior to the Board meeting. Proposers will be given an opportunity to be heard at the meeting. The decision of the Board is final. Failure of a Proposer to follow this protest procedure prior to award will be deemed to be a failure to exhaust its administrative remedy.

10. Forms

The following forms must be completed and attached to the proposal as appendices:

- Appendix 1 – Expanded Mandatory Table of Contents
- Appendix 2 – Pricing Submission
- Appendix 3 – Investigative Releases

APPENDIX 1

EXPANDED MANDATORY TABLE OF CONTENTS

The Proposer will address each item in the order and format provided below. Minimum requirements are provided for each section.

I. Letter of Transmittal

The letter of transmittal must clearly state the name or the organization submitting the proposal and identify the Proposer's authorized representative for official contacts related to this procurement. An official of the proposing organization authorized to bind the company to the commitments made in the proposal must sign the letter.

II. Introduction - Description of Proposed Organization

The Proposer will comprehensively describe the nature of the organizational entity proposed to be directly responsible for the provision of service under the contract. This must include any relationship the proposed organization may have to a "parent" or "sister" company. Financial relationships, ownership, shared directorship, or relationships with other organizations shall be defined. Organizational charts and a complete description of the proposed organization should be included.

III. Credentials

All Proposers must provide detailed information and supporting materials to enable the County to fully evaluate and verify the organization's qualifications. Entities that have multiple sites may use information from any site to establish qualifications. However, information presented which does not reflect the experience of the operational site responsible for performance under this proposal shall be noted.

Should any group of entities submit a proposal as a joint venture or contractor, or should any Proposer propose to use a subcontractor to fulfill obligations specified in this RFP, any information presented which does not reflect the experience of the operational unit submitting the proposal shall be so noted and documentation of the qualifications of the joint venture partner or subcontractor shall be included in the proposal.

The County will conduct an extensive verification of the credentials and qualifications of the Proposer receiving the best score in the proposal phase of the evaluation process. If the County finds any substantial misrepresentation of qualifications or is unable to adequately verify a Proposer's credentials, the Proposer will be found to be non-responsible and forfeit their proposal deposit to compensate the County for the time spent evaluating a proposal from a non-responsible proposer. The County will then proceed to verify the credentials of the second place Proposer, and so on, until the highest scoring Proposer is verified as a responsible, responsive proposer.

A. Analogous Experience

Each Proposer shall provide the following:

1. Documentation clearly demonstrating that the Proposer has experience managing a full service (emergency and non-emergency) high performance ALS ambulance

service in a community with a population of at least 15,000 persons. Information provided should include a list of communities in which the service is operated, names, addresses and phone numbers of the EMS Medical Director(s) and contract officer(s) or designated public officials with oversight responsibility. Documentation of independently verifiable maximum (fractile) response time performance, the number of responses provided in each of the last two years and a brief description of the community, its EMS system and the services provided by the Proposer must be included.

2. Documentation of existing emergency services management systems and personnel that can facilitate the transition to managing such a service. This information should include descriptions of operational methods including, but not limited to:
 - System Status Planning and Deployment Methods
 - Communications Center Management or Contractual Relationship
 - Field Supervision
 - Training and Management of Clinical Personnel
 - Recruitment, Orientation and Retention of Personnel
 - Quality Improvement Process Management
 - Interactions with First Responders
 - Management of a Material Management and Distribution System
 - Fleet Management
 - Driver Training and Risk Management
 - OSHA Compliance and Exposure Control
 - Participation in Medicare / Medicaid Compliance Programs
 - Compliance and Quality Assurance Methods for 3rd Party Billing
 - Health Insurance Portability and Accountability Act (HIPAA) Compliance
 - Compliance with the Health Information Technology for Economic and Clinical Health Act (HITECH Act), enacted on February 17, 2009, which provides for privacy and security of patient health information.
3. Proposer shall provide information and documentation of existing management and supervisory strength, including senior management and management bench strength, to demonstrate the organization's ability to manage such a program. The information provided should be in the form of names and resumes of existing management and supervisory personnel who will be directly responsible and accountable for providing services under this RFP.
4. Proposer shall demonstrate its ability to comply with response times by one of the following methods:
 - Demonstration of compliance and systems in use in other areas with a population of comparable size to that covered by the County. References to the system regulator and medical director of each location cited shall be included.
 - Provision of a detailed plan and experience and credentials of the people who will be responsible for the management and reporting of response time compliance. This shall also include detailed information about any computer aided dispatch, automatic vehicle location system, deployment tools, modeling programs and analysis methods.
5. Experience in managing and operating a service which is required to comply with specified emergency response times based on fractile compliance (e.g. 90% of life

threatening emergencies responded to within a contractually required number of minutes and seconds). Documentation shall include a copy of contract language, regulation or ordinance which requires compliance and the service's response time performance for the past full year for which information is available. This information will be provided on a monthly compliance basis, in accordance with any future contract and in the following format:

Life Threatening Emergencies
Month
Responses
Exceptions
Compliance %

If the Proposer does not have experience managing and operating a service in which fractile compliance is required, the Proposer shall provide clear and convincing information that demonstrates the capability to implement and manage such a system. The Proposer should include information about the steps, policies, procedures, training, equipment and management techniques that would be utilized to fulfill the requirements of the contract.

B. Demonstration of Financial Depth and Stability

Proposer shall provide evidence that clearly documents the financial history of the organization. All financial information should be reported for the operational unit responsible for the proposal. If the organization is a multi-site operator, joint venture or subsidiary operation, it may report consolidated financial information provided that a letter guaranteeing the Proposer's performance with the full faith and credit of the parent organization is included with the financial data and is signed by an official with the authority to bind the parent organization. The provider will also provide and document the following:

1. Sufficient capital to provide for implementation and start-up of the contract.
2. Financial reserves or net worth sufficient to sustain the operation in case the Proposer has incorrectly estimated expenses or profits from the operation.
3. Any facts, issues or potential event that may have a material bearing on the financial condition, solvency or credit worthiness of the organization. These should include any material contingent liabilities or uninsured potential losses.
4. If the firm or its parent organization is publicly traded, a copy of the most recent annual report and SEC forms 10-(K) and 10-(Q). These must include audited financial statements for at least the past two years.
5. If the firm is not publicly traded, copies of audited financial statements for the last two years, if they are available. If not, each Proposer should submit complete financial statements for the past two years together with a notarized statement from the chief executive or chief financial officer of the organization certifying that the statements are correct. The County reserves the right to audit these statements to verify them.
6. If the firm is a political subdivision or Joint Powers Authority formed by political subdivisions, a letter from the controlling entity of the political subdivision authorizing participation in this process and a copy of the Joint Powers Authority agreement. In either case, sufficient authority must be demonstrated to engage in the contemplated contract. Additionally, the Joint Powers Authority will provide

documented compliance with Government Codes related to “Joint Exercise of Powers Act.”

7. Clear evidence of the ability to secure insurance coverage required under this procurement. This may be in the form of certificates of insurance or a letter from an appropriate insurance company documenting that coverage will be provided. Insurance coverage requirements and endorsements will be determined during the contract negotiations with the prevailing Proposer.
8. A federal programs (Medicare and Medicaid) and 3rd party payor billing and documentation compliance program. Proposer should identify its program, methods, documentation guidelines, and implementation procedures. Proposers will also identify the firm’s compliance officer and detail policies related to reporting and resolution of compliance issues.

C. Documentation of Regulatory Compliance and Litigation

The Proposer shall detail any and all regulatory investigations, findings, actions, complaints and their respective resolutions. Proposer will specifically include details about any and all emergency (911) contract terminations and non-renewals within the last ten (10) years. Additionally, the Proposer will detail the circumstances and resolution of any contract disputes or notices of non-compliance.

1. The Proposer will provide a detailed list of all litigation in which the Proposer is involved, pertaining to EMS or estimated to have a financial value that may affect the organization’s ability to perform under a future contract with the County.

IV. Clinical Performance

A. Clinical Credentials of Field Personnel

Minimum: Describe how the personnel who make up every ambulance crew will be appropriately certified by the State of Wisconsin. Attest that each ambulance will be staffed with at least one (1) paramedic and one (1) EMT, or higher certified persons, properly credentialed by System Medical Director.

B. Financial Reserve for Clinical Upgrades

Minimum: List the annual dollar amount to be reserved for non-mandatory clinical upgrades. Funds reserved will be cumulative from one contract year to the next and will be used for clinical system improvements above and beyond those contained in the commitments made in the successful proposal and contract.

C. Quality Improvement Processes

Minimum: Describe the internal quality improvement (QI) program that identifies deviations from medical protocols, incomplete and inaccurate patient information and opportunities for improvement (i.e. to patient care, billing, business practices, etc.).

The Proposer should describe a comprehensive quality improvement program covering all aspects of the operations that it intends to utilize in the performance of this contract. The description of the program should include the type, frequency and quantity of information that would be provided to the County Medical Director to support his/her clinical oversight responsibilities. The County shall have access to and the ability to participate in the QI process.

D. In-Service Training of Contractor’s Employees

Minimum: Describe the programs for employees to retain required certifications and meet local requirements for their respective positions.

Proposers will describe continuing education and special classes to be offered to personnel. Proposers will also provide policies regarding which programs are required and which are

voluntary as well as what, if any cost to employees, is involved. Proposer should clearly describe programs for clinical upgrade training, continuing education and any tuition assistance programs for employees.

E. Preceptor Qualifications/Status

Minimum: Describe the educational and operational experience qualifications of clinical preceptors who will support the on-going clinical development of the clinical staff.

F. EMS Medical Director Support

Minimum: Describe the level, type and amount of staff support that is proposed to facilitate interaction with the duties of the EMS Medical Director. Also describe the duties, time commitment and activities of the Medical Director, including field provider access and participation in Medical Direction activities.

G. Electronic Patient Care Record

Minimum: Proposer shall propose an electronic patient care record (ePCR) that will be capable of collecting and reporting all clinical and billing records required to meet the requirements of the contract and County documentation requirements. The ePCR system shall provide access for the County staff and the EMS Medical Director to review and use data and information from the system for quality improvement, investigative research, contract compliance and other lawful and appropriate purposes. The ePCR shall, at Contractor's sole expense be integrated to any future County data platform in a manner that uploads all data fields required for appropriate billing and dispatch information in a timely manner. The ePCR must also provide for a minimum of a preliminary patient record to be left at the hospital or receiving facility following every transport.

V. Community Service and Education

Minimum: Describe the development and implementation of community based programs, to facilitate and improve injury and illness prevention and system access. Citizen CPR and AED, along with the use of first responders and programs/apps like Pulse Point would be welcome. Proposer should include a description of specific programs, including training, personnel commitments, equipment, and budgeted funds committed for these programs. Innovative approaches and cooperative programs with other agencies are encouraged.

VI. Control Center Operations

A. Qualifications of Personnel

Minimum: Communications workers must be trained according to EMD National Standard Curriculum, be certified in EMD and receive appropriate orientation to Proposer's deployment methods. Training should include the use of pre-arrival protocols and the Proposer's computer aided dispatch system.

B. In-service Training of Contractor's Control Center Employees

Minimum: Programs for employees to retain required certification and meet local requirements for their respective positions must be described. Proposers will describe continuing education and special classes to be offered to personnel. Proposers will also provide policies regarding which programs are required and which are voluntary as well and what, if any, cost to employees is involved. Proposer should clearly describe programs for communications upgrade training, continuing education and any tuition assistance programs for employees.

C. Methods for Fine Tuning Deployment Plans

Minimum: Describe the process for modifying deployment techniques to ensure that ambulances are appropriately located by hour of the day and day of the week to respond to

requests for service. The description should describe who is involved in the process and how and at what intervals it will be accomplished. Proposers will additionally detail safeguards and provisions to assure that prevention of crew fatigue is adequately provided.

D. Proposed Computer Aided Dispatch/AVL System

Minimum: Proposers will provide detailed information regarding the features and capabilities of the Computer Aided Dispatch and Automated Vehicle Location Systems to be utilized. The Proposer should also provide information about system redundancy, fault tolerance, manual back-up and disaster recovery features and procedures. An implementation schedule for the installation of the specified system should be included.

E. EMD Software Installation

Minimum: Proposers will describe the proposed EMD system, including a description of its capabilities and operation including the relative advantages of the proposed system over other systems available in the industry. Proposers shall provide a plan for the acquisition and installation of EMD software that is compliant with the requirements of the County. The system must be installed at the beginning date of the contract the installation of the most recently released Medical Dispatch System from the proposed vendor. Proposers should include a detailed plan and timeline for installation, systems integration with CAD and training that will assure that both Emergency Medical Dispatch system are fully operational prior to contract implementation.

F. Proposed Location and Operation of Communications Center

Minimum: Proposer shall describe its plan to establish a communications center to provide dispatch and communications services under the proposed contract. Proposer may propose to operate its own independent center, or may subcontract communications services to the existing PSAP's currently operating in the County. Proposer must provide information about the proposed center, including physical plant, layout, telephony, technology, redundancy, backup power and other systems, sufficient to allow the Scoring Committee to evaluate the relative strength of the proposed approach. The proposers may contact the Rusk County Sheriff's Office about potential cooperative agreements that may in their mutual interest, but not about other contract features.

VII. Human Resources

A. Treatment of Incumbent Workers

Minimum: The incumbent work force will be given consideration for employment by the incoming Contractor. Seniority transfer and programs for retaining the incumbent's personnel should be described.

B. Compensation and Benefits

Minimum: Salary levels will be provided. Each Proposer will include detailed wage scale, compensation increases, hours worked and a complete description of the benefit package to be offered.

C. Leadership/Supervisory Training

Minimum: Proposer's initial and on-going training and development program for EMS managers and supervisors must be described.

D. Diversity Awareness Training and Involvement Plan

Minimum: The Proposer will describe its internal diversity awareness and involvement plan, including its affirmative action plan and compliance reports.

E. Health and Safety Programs

Minimum: The Proposer will document a comprehensive health and safety program designed to prevent injuries and improve the health of the work force. This will include all government

mandated programs and a comprehensive driver safety program. This must also include the employee screening and drug testing programs.

F. Recruitment and Retention Strategies

Minimum: Document mechanisms to ensure that well qualified employees are recruited and retained in the system.

Proposers should describe the comprehensive program used and should include details and examples of methods and tools employed.

VIII. First Responder Program Support

A. First Responder Equipment and Supply Replenishment

Minimum: Proposer will provide a supply and equipment exchange and/or reimbursement program designed to facilitate continuity of care and rapid transfer of patients on-scene.

B. Training Support for First Responder Program

Minimum: The Proposer will provide a detailed description of its proposed support and funding for first responder training. The Proposer will provide a detailed description of its proposed support and funding of training, independent of medical training.

IX. Fleet and Equipment Issues

A. Proposed Vehicles and Safety Features

Minimum: Proposer will provide a detailed description of how it will maintain its ambulance fleet, including, at a minimum:

A description of the Proposer's approach to driver safety training, monitoring and remediation, including a detailed description of any driver and proposed vehicle performance monitoring system(s).

B. Ambulance Maintenance Practices

Proposer should completely describe details of proposed modifications and maintenance practices specifically designed to increase vehicle service life and eliminate vehicle failures. Additionally, Proposer will identify the location at which ambulance maintenance will be conducted.

C. Equipment Maintenance Practices

The Proposer will provide a detailed list of all major items of clinical equipment and document maintenance procedures and contracts to be employed in maintaining them to manufacturer recommended standards.

X. Key Personnel and Implementation Plan

A. Key Personnel

Proposers will identify the key personnel that will be employed to implement and manage services proposed under the contract. At a minimum, the identity and qualifications of the individuals responsible for the overall operation as well as those with functional responsibility for managing the communications center, fleet operations, production, and quality improvement should be included. A description of each key on-site person's experience in managing and providing similar services will be included. Resumes' should be provided for each "key" person. Proposers will also detail their "management bench strength" and show how other company resources will support the operation.

B. Implementation Plan

Proposers shall submit an Implementation Plan detailing all significant milestones including planned date each step is expected to commence and be completed in order to begin

services by the implementation date of the future potential Contract. The plan should demonstrate a clear, concise and realistic plan to implement the said Contract.

XI. Administrative

A. Provision of Insurance

Minimum: The Proposer will document with a certificate of insurance the availability of insurance, including details of the specified coverage. Additionally, the Proposer must submit a letter, signed by the appropriate authority agreeing to all specified terms including indemnity provisions.

B. Method of Providing Performance Security

Minimum: Each Proposer will describe and document the method(s) by which it will provide the specified performance security.

XII. Billing and Accounts Receivable Program Support

A. Description of billing and collection process

Minimum: The Proposer will describe the methods and process for billing and collection of patient fees.

B. Medical Necessity Program

Minimum: The Proposer will describe its program for the documentation of medical necessity in EMS transportation.

C. Corporate Compliance Program

Minimum: The Proposer will provide detailed information and documentation of its Corporate Compliance program including the name and position of its Corporate Compliance Officer.

D. Description of charity or compassionate care program

Minimum: Proposer should describe proposed policies and procedures related to charity care, installment payments and other methods of dealing with patients that are uninsured or underinsured and may not be able to pay for services rendered.

E. Description of any proposed membership program

Minimum: In the event that a proposer intends to utilize a membership program, a full description of the proposed program, including annual membership fees and a description of the benefits and marketing plan must be provided.

XIII. System Enhancements (These items are not required but will receive credit in the scoring of proposals)

A. Syndromic Biosurveillance

Proposers may offer to acquire and install a Syndromic Biosurveillance system that utilizes EMS data, including that obtained during the EMD process, to provide public health and homeland security alerts triggered by clusters or patterns of illness and injury within the community. If the winning Proposer installs such a system, the County may choose to expand the system to cover the entire County, at the County's expense.

B. Data Lockbox

Proposers may offer to establish a Data Lockbox to provide security, continuity and accountability of CAD response data. The system may also include a mechanism for third party analysis, audit and reporting of response time performance to determine contract compliance.

XII. Price

A. Subsidy

The County is established as a local government corporation through the State of Wisconsin and provides EMS Market rights to the contactor. For the purpose of calculating charges for service and to create a level playing field in this RFP process, the County has a goal of limiting and reducing the tax subsidy of the EMS services. Proposals shall reflect anticipated project tax subsidy.

B. Charges for Services

Proposers shall submit their proposed price for services in two ways:

- Proposals will be scored using a "Maximum Average Bill" (MAB) methodology. The MAB represents the total annual patient fees charged for services divided by the number of calls billed. The following formula represents this calculation:

Total Annual Patient Charges divided by Total Annual Calls

Proposers shall submit the initial fee structure that is proposed to achieve the proposed MAB. It shall be known that at the end of any sixth month of the contract, the Contractor shall submit and the County shall review the Contractor's performance in regard to compliance to the MAB. If Contractor is charging more than the MAB, the Patient Charges shall be reduced prospectively to compensate for cumulative charges above the proposed MAB. Appropriate adjustments shall be made to compensate.

C. Service scenarios/models for calculating charges and tax subsidy

Proposers should consider and provide detail on a minimum of 3 service models to calculate charges and corresponding anticipated tax subsidy necessary. In addition to providing charges and tax subsidy information for each scenario, please also provide any other background on assumptions or service delivery you deem pertinent.

Service Model/Scenarios

1. Two (2) Full-time ambulances staffed with One (1) Paramedic and One (1) EMT-Basic
2. One (1) Full-time ambulance staffed with Two (2) EMT Basics, or as allowed by Statute, and Two (2) Part-time (call-out) ambulances staffed with Two (2) EMT Basics – or as allowed by Statute. One (1) Full-time Jump Truck Unit staffed with One (1) Paramedic.
3. Your proposed service model recommendation based on Rusk County historic market data, market opportunities, and your preferred service delivery.

APPENDIX 2 PRICING SUBMISSION

Proposer: _____

Template below is a suggested layout to convey pricing. Feel free to use or develop your own. Attach additional pages if necessary to show other models. “Model” refers to scenarios as described on page 32, under XII Price, C. Service scenarios/models.

	Amount Model #1	Amount Model #2	Amount Model #3
Projected Annual Transports			
Total Patient Charges			
Total Other Revenue			
Total Budgeted Revenue			
Maximum Average Bill			

Total Projected Patient Charges / Projected Annual Transports = Maximum Average Bill

Proposed Charges to achieve MAB

Charge	Amount Model #1	Amount Model #2	Amount Model #3
BLS Non-Emergency			
BLS Emergency			
ALS-1 Non-Emergency			
ALS-1 Emergency			
ALS-2			
SCT			
Mileage			
Waiting Time			

Although Paid Standby revenues are not included in the calculation of the MAB, the proposed charges should be entered below:

Charge	Amount Model #1	Amount Model #2	Amount Model #3
Standby			

APPENDIX 3
Investigative Releases

INVESTIGATIVE RELEASES

INVESTIGATIVE AUTHORIZATION – ENTITY OR SUBCONTRACTOR

The undersigned entity, a prospective Contractor to provide advanced life support ambulance service for the Rusk County (County), recognizes that public health and safety requires assurance of safe, reliable, and cost-efficient ambulance service. That assurance will require inquiry into aspects of entity's operations determined relevant by the County, or its agents. The entity specifically agrees that the County or its agents may conduct an investigation into, but not limited to, the following matters:

1. The financial stability of the entity, including its owners and officers, any information regarding potential conflict of interests, past problems in dealing with other clients or cities where the entity has rendered service, or any other aspect of the entity operations or its structure, ownership, or key personnel which might reasonably be expected to influence the County selection decision.
2. The entity's current business practices, including employee compensation and benefits arrangements, equipment replacement and maintenance practices, in-service training programs, means of competing with other companies, employee discipline practices, public relations efforts, current and potential obligations to other buyers, and general internal personnel relations.
3. The attitude of current and previous customers of the entity toward the entity's services and general business practices, including patients or families of patients served by the entity, physicians or other health care professionals knowledgeable of the entity's past work, as well as other units of local government with which the entity has dealt in the past.
4. Other business(es) in which entity owners and/or other key personnel in the entity currently have a business interest.
5. The accuracy and truthfulness of any information submitted by the entity in connection with such evaluation.

This authorization shall expire 180 days from the date of the signature.

AUTHORIZATION FOR SUCH INVESTIGATION IS HEREBY EXPRESSLY GIVEN BY THE ENTITY:

Date

Entity or Subcontractor Business Name

Authorized Representative (Signature)

Authorized Representative (Printed)

Title

Acknowledgement Follows

State of Wisconsin

County of ()

On this ____ day of _____, 2018, before me, _____ (name and title), personally appeared, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted executed the _____ instrument_____.

I certify under PENALTY OF PERJURY under the laws of the State of Wisconsin that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Notary Public

Notary Public Seal Commission

Expiration Date

INVESTIGATIVE AUTHORIZATION - INDIVIDUAL

The undersigned, being _____ (title) for _____ (entity), which is a prospective Contractor to provide advanced ambulance service to the County, recognizes that public health and safety requires assurance of safe, reliable, and cost efficient ambulance service. That assurance will require an inquiry into matters which are determined relevant by the County or its agents, such as, but not limited to, the character, reputation and competence of the entity's owners and key employees.

The undersigned specifically acknowledges that such inquiry may involve an investigation of his or her personal work experience, educational qualifications, moral character, financial stability, and general background, and specifically agrees that the County or its agents, may undertake a personal investigation of the undersigned for the purpose stated. This authorization shall expire 180 days from the signature date.

AUTHORIZATION FOR SUCH PERSONAL INVESTIGATION IS HEREBY EXPRESSLY GIVEN:

Date

Authorized Representative (Signature)

Authorized Representative (Printed)

Acknowledgement Follow:

State of Wisconsin

County of ()

On this ____ day of _____, 2018, before me, _____ (name and title), personally appeared, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted executed the _____ instrument _____.

I certify under PENALTY OF PERJURY under the laws of the State of Wisconsin that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Notary Public

Notary Public Seal Commission

Expiration Date