

**AGREEMENT WITH AMERICAN MEDICAL RESPONSE-WEST  
A CALIFORNIA CORPORATION FOR  
EMERGENCY AMBULANCE SERVICE IN  
SAN JOAQUIN COUNTY ZONE X**

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**AGREEMENT WITH AMERICAN MEDICAL RESPONSE-WEST  
A CALIFORNIA CORPORATION FOR  
EMERGENCY AMBULANCE SERVICE IN  
SAN JOAQUIN COUNTY ZONE X**

THIS AGREEMENT, entered into by and between the COUNTY OF SAN JOAQUIN, a political subdivision of the State of California, hereinafter called "County" and AMERICAN MEDICAL RESPONSE WEST, a California corporation, hereinafter called "Contractor".

WITNESSETH:

WHEREAS, pursuant to Government Code, Section 31000, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and

WHEREAS, pursuant to Health and Safety Code, Division 2.5, Section 1797.224, County may declare an exclusive operating area for emergency ambulance service and for advanced life support and contract with an ambulance provider through a competitive process for the provision of such services as more specifically hereinafter set forth; and

WHEREAS, County has determined that the level of service prescribed herein is the most appropriate and efficient manner of exercising the authority contained in Welfare & Institutions Code 17000, Health & Safety Code Section 1797, et seq., and Title 22 of the California Code of Regulations; and

WHEREAS, the San Joaquin County Emergency Medical Services (EMS) Agency has submitted an EMS Transportation Plan to the State of California EMS Authority as an amendment to its EMS Plan describing such an exclusive operating area and this amendment was approved by the California EMS Authority; and

WHEREAS, in 2014, County conducted a competitive process as required by Section 1797.224 of the Health and Safety Code; and

WHEREAS, County has determined that all requests for emergency ambulance service shall be met by advanced life support equipped and staffed ambulances; and

WHEREAS, County has complied with all the statutes and regulations governing the designation of an exclusive provider of emergency ambulance services in San Joaquin County.

WHEREAS, upon the recommendation of the EMS Administrator the County entered into an agreement (A-14-378) for emergency and advanced life support ambulance services with Contractor on December 09, 2014, which allowed for an extension of 5 years; and

WHEREAS, the EMS Administrator recommends extending the exclusive

operating area agreement with Contractor for the provision of emergency and advanced life support ambulance services.

NOW, THEREFORE, THE PARTIES HERETO AGREE as follows:

## **SECTION 1: ADMINISTRATION OF THE AGREEMENT AND TERMS**

### **1.1 Contract Administration**

The San Joaquin County EMS Administrator shall serve as the Contract Administrator, and shall represent the County in all matters pertaining to this Agreement and shall administer this Agreement on behalf of the County. The Contract Administrator or her/his designee may:

- A. Audit and inspect the Contractor's operational, finance, patient care, and personnel records;
- B. Monitor the Contractor's EMS service delivery and performance for compliance with standard of care as defined through law, regulation, ordinance, agreement, and EMS Agency policies and procedures;
- C. Provide technical guidance, as the Contract Administrator deems appropriate.

### **1.2 Term of Agreement**

The term of this Agreement shall commence at 0800 hours on May 1, 2021, and shall terminate at 0800 hours on May 1, 2026, unless terminated earlier pursuant to the terms and conditions of this Agreement.

### **1.3 Documents Constituting Contract**

The San Joaquin County Emergency Ambulance Request for Proposals, No. 2014-01, dated August 5, 2014, and Contractor's proposal, dated September 24, 2014, are made a part hereof and by reference into this Agreement, provided however, that this Agreement supersedes any inconsistent provision of these documents. No addition to, or alteration of, the terms of this Agreement, and no verbal understanding of the parties, or their officers, agents, or employees, shall be valid unless made in the form of a written amendment to this Agreement. All defined terms herein shall have the meaning as set forth in Exhibit H.

### **1.4 Conditions for Extension of the Agreement**

At its sole discretion, the San Joaquin County Board of Supervisors may extend the exclusive market rights granted to the Contractor for an additional period, as recommended by the EMS Administrator and approved by the State of California Emergency Medical Services Authority.

The County's decision to grant an extension will consider, but not be limited to, how well the Contractor has performed in the following areas:

- A. Compliance with the terms of its contract with the County;
- B. Operational and financial areas;
- C. Effectiveness of the Contractor's quality improvement program in identifying opportunities for improvement and achieving demonstrable improvements in those areas;
- D. Cooperation of management in assisting the EMS Agency with system operation and enhancements;
- E. Number of substantiated complaints filed against the Contractor and the manner in which the Contractor handled them;
- F. Consistency in maintaining and/or improving its professional image;
- G. Level of cooperation between the Contractor and other participants within the EMS System.

### **1.5 Contract Response Area**

All requirements described in this Agreement apply to the County of San Joaquin Exclusive Operating Area (EOA) Zone X as shown in

**Exhibit A** and described in Exhibit B. All of the following transports originating in Zone X shall be referred exclusively to the Contractor, and Contractor shall provide all responses and ground transports as follows:

- A. All 9-1-1/Public Service Answering Point (PSAP) requests for ambulance service.
- B. Requests for emergency ambulance service made directly to the Contractor from any telephone, text message, or other method of request without the request going through an authorized 9-1-1/PSAP.
- C. Ambulance transport to an emergency department from the scene of an emergency, including transports to an emergency department originating from a skilled nursing facility, physician's office, medical clinic, residential care facility, or other medical facility.
- D. ALS inter-facility ambulance transports from a general acute care hospital in Zone X to any other general acute care hospital.
- E. Critical care transport (CCT) ambulance transports, which shall conform to the definition of "Specialty Care Transport" as defined in 42 CFR 414.605, from a general acute care hospital in Zone X to any other general acute care hospital, (excluding hospital based neonatal transport services and physician staffed ambulance transports).

## **1.6 Notices**

All notices, demands, requests, consents, approvals, waivers, or communications ("notices") that either party desires or is required to give to the other party or any other person shall be in writing and either personally delivered or sent by prepaid postage, first class mail. Notices shall be addressed as appears below for each party, provided that if either party gives notice of a change of name or address, notices to the giver of that notice shall thereafter be given as demanded in that notice.

Contractor: Region Chief Executive Officer American Medical  
Response  
3755 West Lane  
Stockton, CA 95204

With Copy to:

Legal Department  
American Medical Response, Inc.  
6200 South Syracuse Street, Suite 200  
Greenwood Village, CO 80111

County: EMS Administrator  
San Joaquin County EMS Agency  
PO Box 220  
French Camp, CA 95231

## **1.7 ALS Provider Agreement**

This Agreement will also serve as the Paramedic Service Provider agreement required under § 100168(b)(4), Title 22, CCR.

## **1.8 Implementation Timeline**

No later than March 31, 2021, Contractor shall submit system status management (SSM) plans for implementation on May 1, 2021.

## **SECTION 2: ROLES AND RESPONSIBILITIES**

### **2.1 County's Functional Responsibilities**

The County seeks to ensure that reliable, high quality prehospital emergency medical care and transport services are provided on an uninterrupted basis. To accomplish this purpose, the County shall:

- A. Oversee and enforce the Contractor's rights as the sole provider of services within Zone X as set forth herein;
- B. Oversee, monitor and evaluate contract performance and compliance; and
- C. Through its local EMS agency, provide medical direction and control of the EMS system, to include EMS dispatch.

### **2.2 Contractor's Functional Responsibilities**

During the Service Period of this Agreement, as defined in Section 1.2, the Contractor shall:

- A. Provide prehospital emergency medical care and transport services in response to emergency medical calls within Zone X 24 hours each day, 7 days a week, without regard to the patient's financial status;
- B. When a request for service is received by the Contractor at its dispatch center, an appropriately trained EMD Dispatcher must answer that request promptly, must follow County approved EMD dispatch procedures, offer planned pre-arrival assistance (as appropriate) and must manage the appropriate EMS response, given the nature of the request, including timely backup ambulance coverage and the competing demands upon the system at that point and time, including, when appropriate, the notification of non-transport first responder and EMS air transport provider agencies;
- C. Ambulance response times must meet the response-time standards set forth herein, and every ambulance unit provided by the Contractor for emergency response must, at all times, except as authorized by EMS Agency policy, be equipped and staffed to operate at the advanced life support (paramedic) level on all ambulance responses, including immediate and urgent services. Clinical performance must be consistent with approved medical standards and protocols. The conduct and appearance of the Contractor's personnel must be professional and courteous at all times. Patient transportation and disposition will be according to the EMS Agency's policies and procedures as are now or may be established;
- D. Services and care delivered must be evaluated by the Contractor's internal quality improvement program and as necessary, through the County's quality improvement program in order to improve and maintain effective clinical performance. The



Contractor must make an unrelenting effort to detect and correct performance deficiencies and to continuously upgrade the performance and reliability of the entire EMS system. Clinical and response-time performance must be extremely reliable, with equipment failure and human error held to a minimum through constant attention to performance, protocol, procedure, performance auditing, and prompt and definitive corrective action. This Agreement requires the highest levels of performance and reliability, and mere demonstration of effort, even diligent and well-intentioned effort, shall not substitute for performance results. If the Contractor fails to perform to the Agreement standards, Contractor may be found to be in major breach of its Agreement and promptly replaced in order to protect the public health and safety;

- E. Develop system status management and deployment plans specific to meeting EMS performance requirements within San Joaquin County, continuously monitor the implementation of these plans, and secure necessary ambulance post locations at the Contractor's expense;
- F. Keep a current deployment plan on file with the Contract Administrator and a plan to redeploy or add ambulance hours if response time performance standard is not met;
- G. Provide all ambulances, as well as other vehicles and equipment that are necessary for the provision of services required under this Agreement;
- H. Furnish supplies and replacements for those used by the Contractor's personnel;
- I. Establish a recruitment, hiring and retention system consistent with ensuring a quality workforce of clinically competent employees that are appropriately certified; licensed and/or accredited;
- J. Comply with all training requirements established by the State of California;
- K. Comply with San Joaquin County EMS Agency (SJCEMSA) policies and procedures;
- L. Maintain neat, clean, and professional appearance of all personnel, facilities, vehicles, and equipment;
- M. Submit, in a timely manner, reports, which are supported by documentation or other verifiable information, as required by the County;
- N. Respond to County inquiries about service and/or complaints within one business day of notification; and
- O. Notify the County of all incidents in which the Contractor's personnel fail to comply with protocols and/or contractual requirements in accordance with Section 6.7 of this Agreement.

## **2.3 End of Contract Transition Period**

- A. Contractor agrees to continue to provide service after the end of the contract period in accordance with the “lame duck” provisions of this Agreement in order to ensure a safe and orderly transition of service to a successor contractor.

## **SECTION 3: DEPLOYMENT**

### **3.1 System Status Management and Deployment Plans**

- A. The Contractor shall maintain system status management and deployment plans specific to meeting EMS performance requirements within San Joaquin County, continuously monitor the implementation of these plans, and secure necessary ambulance post locations at the Contractor's expense. The deployment plan shall:
1. Specify locations of ambulances and numbers of vehicles to be deployed during each hour of the day and day of the week based upon the number of vehicles available to respond to calls for various status levels (1 through the maximum proposed status). As an example, System Status 2 refers to the deployment of ambulances when two ambulances are available and System Status 5 refers to the deployment of ambulances when five ambulances are available.
  2. Describe 24-hour system status management strategies.
  3. Describe mechanisms to meet the demand for emergency ambulance response during peak periods or unexpected periods of unusually high call volume.
  4. Provide maps that identify proposed ambulance stations or post locations within the response time compliance areas (subzones).
  5. Specify the anticipated response times to each response time compliance area at the 90<sup>th</sup> % fractile, including variations based upon System Status levels.
  6. Describe the full-time and part-time work force necessary to fully staff ambulances identified in the deployment plans.
  7. Describe any planned use of on-call crews.
  8. Describe any mandatory overtime requirements.
  9. Prohibit field personnel who are scheduled to work a 12 hour shift from working more than 16 consecutive hours without a minimum of an 8 hour break. Upon request this provision may be waived by the Contract Administrator during times of extraordinary demand or exigent circumstances.
  10. Describe record keeping and statistical analyses to be used to identify and correct response time performance problems.

11. Describe any other strategies to enhance system performance and/or efficiency through improved deployment/redeployment practices.
- B. Contractor shall keep a current deployment plan, including maps, on file with the EMS Agency and have a plan to redeploy or add ambulance hours if response time performance standards are not met.
- C. A revised deployment plan shall be provided to the EMS Agency within 24 hours of implementation of any change made by the Contractor in ambulance stations or post locations.
- D. The EMS Agency shall be informed of meetings conducted by Contractor's staff to consider changes in the deployment plan and shall be permitted to send representatives to such meetings.
- E. Contractor shall agree to participate in a countywide integrated response plan approved by the County designed to ensure the response of the closest emergency ambulance, regardless of provider.

### **3.2 Deployment Requirements**

- A. Contractor shall provide a minimum of 3,789 unit hours per week under its initial system status management and deployment plans. The unit hours included in the initial deployment plan shall not be decreased by the Contractor during the first three months of operations. Compliance with this requirement does not relieve Contractor of responsibility to comply with response time standards, as specified herein.
- B. The Contractor shall redeploy ambulances or add additional ambulance hours if the response time performance standard is not met. Failure by Contractor to redeploy or add ambulance hours within two months of notice by Contract Administrator shall constitute a major breach of contract. The Contractor shall submit proposed changes in the deployment plan in writing to the Contract Administrator at least 30 prior to implementation. Prior written notice shall be waived if Contractor is adding resources to its deployment plan or if an emergency adjustment to the plan is needed to correct an acute performance problem.
- C. Contractor shall make a good faith effort to maintain auto-aid partnerships with the authorized emergency ambulance providers serving ambulance zones D, E, and F to provide for seamless emergency ambulance coverage countywide.
- D. The EMS Agency shall be informed of meetings conducted by Contractor's staff to consider changes in the deployment plan and shall be permitted to send representatives to such meetings.

### **3.3 System Status Plan Evaluation Process**

- A. Contractor shall establish and maintain a system status plan evaluation process, including:
  - 1. A method to identify response time performance problems, determine underlying causes, and mitigate them.
  - 2. A System Status Management (SSM) committee that includes representatives from the EMS Agency and other San Joaquin County emergency ambulance providers.
  - 3. SSM daily dashboards, weekly reviews, and monthly evaluations with adjustments being made to the posting plan, ambulance schedules, and the number of hours deployed in order to meet response time standards.
- B. Contractor shall maintain and utilize its Operations Planning and Analytics Platform (OPAP). This system shall allow it to produce up-to-date system demand charting at the press of a button, any time, any day. This shall include a mechanism for detailed retrospective investigation of any call that does not meet specific and customizable criteria or response times. These calls shall be captured for review to ensure proper handling of response deployment, posting, routing, etc.
- C. Utilizing this data, Contractor will adjust schedules, resources, or posting as needed to ensure excellence in response time performance.
- D. As part of Contractor's ongoing system response time improvement process, late calls shall be reviewed daily with an eye to identifying the performance gap, its "root cause," and providing rapid correction and feedback. Contractor's supervisors shall have the authority to quickly make changes and adjust the ambulance coverage plan as needed to eliminate or minimize the changes of additional late calls.

## SECTION 4: OPERATIONS

### **4.1 Compliance**

- A. Legal compliance - Contractor's operational policies shall comply with all state and federal laws and regulations, and County ordinances and policies.
- B. Notification of regulatory actions - Within seven business days of being notified, the Contractor shall notify the County of the initiation, finding, or resolution of any major regulatory actions or sanctions against the Contractor, 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.
- C. Patient transportation and disposition - Patient transportation and disposition will be according to the EMS Agency's policies and procedures.
- D. Health Insurance Portability and Accountability Act of 1996 (Public Law 104-191) and EMS Policy No. 5102 Patient Privacy - The Contractor shall ensure that patients' privacy and confidentiality shall be protected in compliance with Health Insurance Portability and Accountability Act of 1996 (HIPAA) and other applicable laws related to privacy including EMS Policy No. 5102. Contractor's employees shall not disclose patient medical information to unauthorized persons or entities.

### **4.2 Response Time Standards**

- A. Response Time Compliance – Ambulance response times must meet the response-time standards set forth herein, and every ambulance unit provided by Contractor for emergency response must, at all times, except as authorized by EMS Agency policy, be equipped and staffed to operate at the advanced life support (paramedic) level on all ambulance responses, including immediate and urgent services. Clinical performance must be consistent with approved medical standards and protocols.
- B. Response Time Standards - Response times vary depending upon the response-time compliance area (subzone) to which the Contractor must respond. Current population density area descriptions are shown in Exhibit C. A larger map displaying response-time compliance areas with population densities and an electronic file with population density boundaries are available from the County upon request. Annually, County and Contractor will review the population density assignments and make adjustments as appropriate.
  - 1. Code 3 calls: Calls that have gone through the County approved emergency medical dispatch process and that have been dispatched as Code-3 shall meet the following standard:
    - a. Urban: ALS ambulance response to 90 percent of all calls each month in 7:29 minutes or less.

- b. Suburban: ALS ambulance response to 90 percent of all calls each month in 9:29 minutes or less.
    - c. Suburban-Moderate: ALS ambulance response to 90 percent of all calls each month in 15:29 minutes or less.
    - d. Rural: ALS ambulance response to 90 percent of all calls each month in 17:29 minutes or less.
    - e. Wilderness: ALS ambulance response to 90 percent of all calls each month in 29:29 minutes or less.
  - 2. Code 2 calls: Calls that have gone through the County approved emergency medical dispatch screening process and which have been dispatched as Code-2 shall meet the following standard:
    - a. Urban: ALS ambulance response to 90 percent of all calls each month in 14:59 minutes or less.
    - b. Suburban: ALS ambulance response to 90 percent of all calls each month in 18:59 minutes or less.
    - c. Suburban-Moderate: ALS ambulance response to 90 percent of all calls each month in 30:59 minutes or less.
    - d. Rural: ALS ambulance response to 90 percent of all calls each month in 34:59 minutes or less.
    - e. Wilderness: ALS ambulance response to 90 percent of all calls each month in 59:59 minutes or less.
  - 3. Inter-facility transfers (zone-wide):
    - a. ALS: ALS ambulance response to 90 percent of all inter-facility transfer requests each month in 30:00 minutes or less.
    - b. CCT: CCT ambulance response to 90 percent of all inter-facility transfer requests each month in 45:00 minutes or less.
- C. Applicable Calls – Response time standards shall apply to:
- 1. All emergency ambulance requests requiring a Code 2 or Code-3 response as determined by the Contractor's emergency medical dispatch (EMD) center using International Academies of Emergency Dispatch call screening and dispatch protocols and EMS Agency policy. For the purpose of this requirement, "Code-3" means any request for service for a perceived or actual life threatening condition, as determined by dispatch personnel, in accordance with EMS Agency policy and International Academies of Emergency Dispatch protocols, requiring the immediate dispatch of an ambulance with use of red lights and siren.
  - 2. All ambulance requests for ALS inter-facility ambulance transports from a general acute care hospital in Zone X to any other general acute care hospital.
  - 3. All ambulance requests for CCT ambulance transports from a general acute care hospital in Zone X to any other general acute care hospital (excluding hospital based neonatal transport services and physician staffed ambulance transports).
  - 4. Response time performance measurement shall include response times to Contractor's ambulance zone provided by other authorized ambulance providers when requested by the Contractor's dispatch center.

5. The Contractor shall not be held accountable for emergency or non-emergency response time compliance for any request for service originating outside Zone X and those responses will not be counted in the number of total calls used to determine response time compliance under this Agreement.

D. Response time calculations

1. Response times shall be calculated from the hour, minute, and second the request/call is received by the Contractor's dispatch center to the hour, minute, and seconds the Contractor's ALS ambulance (or other authorized ambulance provider requested by Contractor's dispatch center), arrives on scene with a fully equipped and staffed ALS ambulance. A call is considered "received" at the time that the dispatcher received sufficient information from the reporting party (including a transferring PSAP) to initiate the response (i.e., address/location and patient chief complaint and, in most cases, an EMD determinant). An ambulance is considered on-scene when it arrives at the address/location to which it was dispatched and the wheels are stopped. Response times shall be routinely calculated using a computer-aided dispatch (CAD) time stamp of "time sent to queue" and "time arrived at scene."
2. Each incident shall be counted as a single response regardless of the number of units that respond and only the first arriving ambulance's time shall be applicable. If a response is canceled, or downgraded to a lower priority, financial penalties may be assessed if the response time standard was exceeded at the time of cancellation or downgrade.
3. A CAD system shall be utilized to record dispatch information for all ambulance requests. The time-stamp or CAD system shall include the date, hours, minutes and seconds.

#### **4.3 Response Compliance Penalties**

A. Penalties for Failure to Meet Individual Response Time Standard.

1. Scene responses: The Contractor shall pay the County a per-minute fine for each Code-2 or Code-3 response that exceeds the response time standard:
  - a. Urban: a fine of \$10 per minute for every minute or fraction of a minute exceeding 9:29 minutes for Code 3 calls and 18:59 minutes for Code-2 calls.
  - b. Suburban: a fine of \$10 per minute for every minute or fraction of a minute exceeding 17:29 minutes for Code 3 calls and 34:59 minutes for Code-2 calls.
  - c. Suburban moderate: a fine of \$10 per minute for every minute or fraction of a minute exceeding 17:29 minutes for Code 3 calls and 34:59 minutes for Code-2 calls.
  - d. Rural: a fine of \$10 per minute for every minute or fraction of a minute exceeding 29:29 minutes for Code 3 calls and 58:59 minutes for Code-2 calls.

- e. Wilderness: a fine of \$10 per minute for every minute or fraction of a minute exceeding 59:59 minutes for Code 3 or Code-2 calls.
2. Inter-facility transfers.
- A fine of \$200 for each response exceeding 30:00 minutes but less than 59:59 minutes.
  - A fine of \$600 for each response exceeding 60:00 minutes.
- B. Penalties for Failure to Meet Response Time Compliance Area Standard.
- The Contractor shall have a response time compliance rate of 90% within each subzone (X-21 through X-26) during each month. Compliance calculations for any subzone with less than 100 requests for service shall be tolled until a minimum of 100 calls has been reached or surpassed.
  - Each time that Code-3 responses for a response time compliance area are calculated at less than 90% of the response time standard for the month, Contractor will pay County penalties in addition to those listed for individual calls as follows:

Compliance level (per subzone, per month)		
Greater than or equal to:	And less than	Fine
89%	90%	\$5,000
88%	89%	\$10,000
87%	88%	\$15,000
86%	87%	\$20,000
85%	86%	\$25,000
80%	85%	\$50,000
75%	80%	\$100,000
70%	75%	\$200,000
0%	70%	\$250,000

- Penalty for failure to meet inter-facility transfer response time standard. Each time that inter-facility transfer responses for Zone X (X-21 through X-26 combined) are calculated at less than 90% of the response time standard for the month, Contractor will pay County penalties in addition to those listed for individual calls as follows:

Compliance level (zone-wide, per month)		
Greater than or equal to:	And less than	Fine
89%	90%	\$1,000
88%	89%	\$2,000
86%	88%	\$3,500
0%	85%	\$5,000



4. Penalty for Failed Response.

- a. The Contractor shall pay a fine of \$50,000 for each time the Contractor fails to respond to, or is unable to respond to a call and fails to refer the call to another authorized emergency ambulance service (i.e. the call receives no response within 59 minutes of initial request), and such incident requires an ambulance response in accordance with County approved EMS dispatch protocols. The call shall be used for the purposes of determining response time compliance calculations. Each instance of a failed response shall be evaluated by the EMS Agency to determine the threat to the public health and safety and the need to initiate the provisions of a major breach of contract.

5. Penalty for failure to provide data to determine compliance.

- a. The Contractor shall pay a fine of \$2,500 each occurrence an ambulance is dispatched and the crew or dispatch fails to report and document an on-scene time or other data necessary for calculating response time or each time such data is unavailable in the CAD record.
- b. Additionally, when the on-scene time cannot be provided for said emergency call, the response time for that call shall be deemed to have exceeded the required response time for the purposes of determining response time compliance area calculations. In order to rectify the failure to report an on-scene time and to avoid the penalty, the Contractor may demonstrate to the satisfaction of the EMS Agency an accurate on-scene time, however, the response would then be subject to response time penalty calculations.

6. Penalty Assessment.

- a. The Contractor shall pay the County within 30 days of being invoiced for any penalties by County. Payment of such penalties does not relieve the Contractor of responsibility for compliance with response time standards.

7. Penalty Disputes.

- a. If the Contractor disputes the County's response time calculation, or the imposition of any other penalties, the Contractor may appeal to the EMS Agency in writing within ten working days of receipt of notice of penalty. The written appeal shall describe the problem and an explanation of the reasons why such penalty should not be assessed. The Health Care Services Agency Director shall review all appeals and shall issue a decision regarding the ruling as to the issues at hand and determination regarding the imposition, waiver, or suspension of the penalty in writing to the Contractor within thirty working days of receipt of such requests. The decision of the Health Care Services Agency Director regarding such matters shall be final.

8. Performance Report.

- a. Within 15 working days following the end of each month, the Contractor shall submit an electronic report that includes any proposed exemption requests for those calls that failed to meet response time standards. Following receipt of approval/denial of exemption requests from the EMS Agency, Contractor shall within 15 working days provide a written report to the EMS Agency, in a manner required by the EMS Agency, identifying each emergency call dispatched:
  - i. Which did not meet the designated response time standard;
  - ii. For which a BLS ambulance was used;
  - iii. For which an ambulance was requested and was not able to respond or respond within 20 minutes of request; and
  - iv. Where report times necessary to determine response time, on-scene time, and transport time were not properly recorded.
- b. The Contractor shall identify causes of performance failures and shall document efforts to eliminate these problems.

9. Penalty for Failure to Provide Data to Determine Compliance.

- a. The Contractor shall pay a fine of \$2,500 each occurrence an ambulance is dispatched and the crew or dispatch fails to report and document an on-scene time or other data necessary for calculating response time or each time such data is unavailable in the CAD record.
- b. Additionally, when the on-scene time cannot be provided for said emergency call, the response time for that call shall be deemed to have exceeded the required response time for the purposes of determining response time compliance area calculations. In order to rectify the failure to report an on-scene time and to avoid the penalty, the Contractor may demonstrate to the satisfaction of the EMS Agency an accurate on-scene time, however, the response would then be subject to response time penalty calculations.

**4.4 Response Compliance Exceptions**

- A. At the County's discretion late responses may be excused from financial penalties and from being calculated against response time compliance areas (subzones X-21 through X-26). Examples of current exceptions include:
  1. Second or third in (multiple) units to the same scene;
  2. Severe inclement weather conditions which impair visibility or create other unsafe driving conditions;
  3. Call reduced from Code-3 to Code-2 by on-scene responders or by the dispatcher in accordance with County protocol; and
  4. Wrong address provided by the requesting party;
  5. Unavoidable delay caused by unreported road construction;

6. Material change in dispatch location after the initial dispatch is recorded as dispatched;
  7. Restricted freeway access;
  8. Delays in transferring care in the emergency department.
- B. Response time exceptions for Code 2 Responses and Inter-facility Transfers. At the County's discretion late responses may be excused from financial penalties. An example is the transferring hospital not having the patient ready for transfer upon arrival of the transferring ambulance.
- C. Exceptions shall be for good cause only, as determined by the County. The burden of proof that there is good cause for an exception shall rest with the Contractor, and the Contractor must have acted in good faith. The alleged good cause must have been a substantial factor in producing the excessive response time. Exceptions shall be considered on a case-by-case basis.
- D. Contractor shall file a request for each response time exception on a monthly basis with the San Joaquin County EMS Agency within 15 business days of the end of the previous month. Such request shall list the date, the time, and the specific circumstances causing the delayed response.
- E. Exceptions may be granted for instances of "move up and cover" or "mutual aid" consistent with EMS policy and procedure. The financial penalties may be waived based on special circumstances.

#### **4.5 Air Ambulance/Air Rescue Services**

The County reserves the right to allow air ambulance or air rescue services to operate in the County for the purpose of providing air ambulance/air rescue transportation services for both immediate and scheduled responses. This includes flights and transportation within the Contractor's exclusive operating area. Prehospital utilization of such services is based upon EMS Agency policies and procedures. The Contractor shall comply with EMS Agency policies and procedures regarding the use of these services.

#### **4.6 Standbys**

Without diminishing its capacity to perform its functional responsibilities as specified in Section 2.2 Contractor may furnish standby coverage at emergency law enforcement or fire incidents within Zone X at the request of the on-scene public safety agency Incident Commander (IC), if in the opinion of the IC, the situation poses significant potential danger to emergency personnel or to the general public. Such requests shall be reported monthly by the Contractor to the County and monitored for proper utilization and impact on response times and Contractor's capacity to perform its function responsibilities. The County may relieve the Contractor of this requirement if the requests are deemed to be unduly burdensome or unnecessary.

#### **4.7 Special Events**

- A. If the sponsor of a special event wants a dedicated standby emergency ambulance at the event, the Contractor may enter into a separate agreement with the sponsor for the provision and payment for such services.
- B. Contractor shall not be precluded from performing other outside work, such as non-emergency basic life support transfers. Nothing herein shall excuse Contractor from satisfying its obligations under the terms of this Agreement.

#### **4.8 Dispatch Requirements**

- A. Dispatch Operations:
  - 1. Contractor shall provide emergency medical dispatch and 9-1-1 PSAP services necessary to receive and respond to requests for emergency and advanced life support ambulance services, as described in Contractor's proposal.
  - 2. The Contractor shall provide a system for EMS dispatch meeting the International Academies of Emergency Dispatch Emergency Medical Dispatch standards and EMS Agency policies.
    - a. Be approved by the State of California as a public safety answering point;
    - b. Receive and process calls for emergency medical assistance from primary and/or secondary public safety answering points and from seven-digit telephone lines;
    - c. Prioritize the urgency of the response;
    - d. Dispatch appropriate EMS resources;
    - e. Give post-dispatch and pre-arrival instructions to callers;
    - f. Relay pertinent information to responding personnel;
    - g. Monitor and track responding resources;
    - h. Coordinate with public safety and EMS providers as needed;
    - i. Provide required data; and
    - j. Have a mechanism to alert dispatch personnel and responding ambulance personnel whenever an ambulance responding to an emergency call is stationary for more than thirty seconds.
  - 3. The Contractor's shall utilize a computer assisted dispatch (CAD) system that has the capability of:
    - a. Assigning response resources based on the IAED assessment and EMS Agency policy within identifiable jurisdictions (i.e., cities and fire districts);
    - b. Providing a "snapshot" of the location and status of ambulances using GPS tracking for a selected time of day;
    - c. Determining time intervals for different system status levels;
    - d. Determining the estimated response time from any post or location to any emergency call location;
    - e. Estimating response time to each response and recommend potential additional resources based on that time, in accordance with EMS Agency policy.
    - f. Scheduling ALS and CCT transfers from and to hospitals.

4. Contactor shall ensure that the CAD uses an up-to-date geographical database for addresses, streets, roads, and other geographical landmarks. Contactor shall have a process to update the CAD geographical database on a monthly basis with new or modified geographic data from the San Joaquin County Community Development Department Geographic Information Systems (GSI) Division and city planning departments.
  5. The CAD software utilized by Contractor shall include security features preventing unauthorized access and full audit trail documentation.
  6. Contractor agrees to have and maintain CAD software with the following features:
    - a. Provide a heads-up alerting/warning display.
    - b. Have integration with Google and Yahoo for premise information and Google Aerials.
    - c. Use an ESRI based mapping system called GEO, replacing its propriety mapping system.
  7. Contractor shall ensure that patient transportation and disposition is defined and recorded according to the requirements of EMS Agency policies and procedures.
  8. Contractor shall provide complete and accurate copies of digital recordings and individual CAD records to the EMS Agency within two hours of request.
  9. Contractor shall establish a Performance Standards Committee for the dispatch center which includes representatives of user groups and the EMS Agency.
- B. Accreditation - The dispatch center shall maintain designation as an Accredited Center of Excellence for emergency medical dispatch (EMD) by the International Academies of Emergency Dispatch for emergency medical during the entire term of this Agreement.
- C. Staffing – The dispatch center shall be staffed with sufficient emergency medical dispatchers to accomplish the above functions.
- D. Dispatcher Training:
1. Each emergency medical dispatcher shall be certified in EMD by the International Academies of Emergency Dispatch (IAED) and achieve and continuously maintain accreditation as an EMS dispatcher in accordance with EMS Policy No. 2101 EMS Dispatcher Accreditation.
  2. Each emergency medical dispatcher shall receive a minimum of 24 hours of continuing dispatch education (CDE) every two years, approved by the IAED.
- E. Dispatch Center Management – Contractor shall have a full-time equivalent dispatch center director and a full-time equivalent dispatch center deputy director (or equivalent position).
- F. EMS Agency Contact Point – Contractor's dispatch center shall serve as a 24-hour contact point for the EMS Agency's duty officer. Contractor agrees to assign a unique telephone number for this purpose and to answer this number as "San

Joaquin County EMS Agency". Contractor shall immediately notify the EMS Duty Officer of any and all requests, notifications, or other contacts.

G. Fire Dispatch:

1. Contractor shall be capable of and willing to provide fire service dispatch and shall negotiate in good faith with fire service organizations in San Joaquin County regarding provision of dispatch services to these organizations.
2. If Contractor enters into an agreement with fire protection districts and/or city fire departments in San Joaquin County for the provision of dispatch services, the following shall apply:
  - a. Contractor shall have a CAD system that is capable of tracking and dispatching fire resources.
  - b. Contractor shall maintain a FTE staff person appropriately certified and qualified to perform and serve as a fire dispatch quality improvement coordinator in order to enhance the provision of fire dispatch services.
  - c. Contractor shall utilize the International Academies of Emergency Dispatch's fire dispatch protocol reference system.
  - d. Contractor's dispatch center shall maintain, at a minimum compliance, with ISO Class II communication standards.
3. Contractor shall provide fire dispatch services and Contractor's dispatch center shall maintain accreditation as a center of excellence by the International Academies of Emergency Dispatch for fire dispatch during the entire term of this Agreement.
  - a. The current rates charged to the fire protection district and/or city fire department for dispatch services are \$27.08 per call for non-medical calls and \$13.56 per call for medical calls where an ambulance is also dispatched by Contractor's dispatch center.
  - b. The above rates may be increased annually by an amount not to exceed a 50-50 weighting of the most current U.S. Bureau of Labor Statistics' San Francisco-Oakland-San Jose, CA medical care and transportation indices.
  - c. Any fees, rates or other charges for dispatch services in addition to the annual increases referenced in the paragraph above, or additional communications equipment or frequencies shall be mutually agreed upon by Contractor and the individual fire protection district and must be communicated to County.

- I. Other Ambulance Dispatch – Contractor shall be willing to provide ambulance dispatch services to and to negotiate in good faith with those providers of emergency ambulance service operating in Zones D, E, and F of San Joaquin County or other authorized non-emergency ambulance service providers regarding provision of dispatch services to those providers.

J. Continuous Quality Improvement:

1. The Contractor shall establish a continuous quality improvement (CQI) program for its dispatch center meeting the standards of IAED and EMS Agency policy. It shall address structural, resource, and/or protocol deficiencies as well as

measure compliance to protocol standards through ongoing random case review for each emergency medical dispatcher.

2. As part of this program, Contractor shall:

- i. Ensure that daily feedback of case reviews are provided within 72 hours to call takers;
- ii. Identify a random three percent of all emergency medical dispatch calls each month for review and provide timely feedback;
- iii. Review all cardiac arrest calls, all childbirth and/or newborn calls, and all calls by infrequent call takers.

K. Priority Dispatch System:

1. The Contractor shall utilize the International Academies of Emergency Dispatch's medical dispatch protocol reference system, including:
  - a. Systematized caller interrogation questions;
  - b. Systematized dispatch life support instructions, and
  - c. Systematized coding protocols that allow the agency to match the dispatcher's evaluation of the injury or illness severity with the vehicle response (emergency and/or non-emergency).

L. Communications Equipment:

1. The Contractor shall provide and maintain in good operating condition, communication equipment consistent with County policies and procedures. Such communications equipment shall be compatible with existing San Joaquin County equipment and be compliant with federal, state, and county communications requirements and remain so during the contract period.
2. The County has various developed radio towers and vaults throughout the County, which are linked via a microwave system. The County will make space on towers and vaults available to the Contractor on a space available basis, at cost.

M. Recordings:

1. Contractor shall have capabilities for 24-hour, "real time" recordings of all incoming emergency telephone lines and radio frequencies. All radio and telephone communications shall be recorded on digital recording medium and kept for a minimum of 365 days.
2. Contractor shall provide complete and accurate copies radio recordings and individual CAD records to the EMS Agency within two hours of request.

N. Vehicle Locator Technologies – Contractor shall utilize vehicle locator technologies allowing dispatchers to visually identify the location of Contractor's San Joaquin County ambulance in the EMS system on a computer screen at all times, ensuring that the closest and most appropriate ambulance is dispatched to every call for emergency service.

O. Continuity of Operations Plan - Contractor shall have a plan to provide for emergency and advanced life support ambulance dispatch during any period of

primary dispatch center system failure. Contractor shall have a backup system in place to restore dispatch operations within five minutes of failure of its primary dispatch center.

- P. EMS Agency Equipment - Contractor shall provide the EMS Agency with remote CAD access with real-time viewing of deployed ambulance resources, active and pending incidents, and the ability to query data and run reports. The Contractor's CAD system shall include an interface allowing County access to raw CAD data.
- Q. Stockton Fire Department CAD link - Contractor shall have and maintain a dedicated T1 or faster connection (CAD to CAD link) between its dispatch center and the fire dispatch center operated by the City of Stockton.

#### **4.9 Equipment and Supplies**

A. Ambulances and other vehicles

1. Contractor shall provide all ambulances, as well as other vehicles and equipment that are necessary for the provision of services required.
2. The Contractor shall have sufficient vehicles to provide the level of service proposed, including ambulances, supervisor's vehicles, and any other necessary vehicle.
3. All ambulances used under the contract shall:
  - a. Be of Type I, II, or III;
  - b. Be procured new for this contract. As the incumbent and successor provider of service, Contractor may continue the use of ambulance vehicles purchased new under its previous agreement until such vehicles reach the mandatory replacement mileage cap.
4. All ambulances and supervisory vehicles exceeding 225,000 miles shall be removed from service and replaced with newly procured ambulances or vehicles.
5. The Contractor shall maintain, and provide to the County, a complete listing of all ambulances (including reserve ambulances) proposed to be used in the performance of the contract, including their license and vehicle identification numbers, and the name and address of the lien holder, if any. Changes in the lien holder, as well as the transfer of ownership, purchase, or sale of ambulances used under the contract shall be reported to the County.

B. Ambulance equipment and supplies:

1. Each ambulance shall, at all times, maintain an equipment and supply inventory sufficient to meet federal, State, County ordinance and San Joaquin County EMS Agency policies and procedures.
2. Each ambulance shall be equipped in accordance with EMS Policy No. 4101 including the following equipment:
  - A cardiac monitor/defibrillator capable of 12-lead transmission. This equipment shall be able to perform 12-lead ECG monitoring, defibrillation, external cardiac pacing, and cardioversion;
  - Non-invasive blood pressure monitoring;



- End-tidal CO2 monitoring (capnography);
  - pulse oximetry; and
  - Temporal thermometer.
3. All ambulances shall have the following:
- Independent emergency starting system.
  - Safety net at the head of the squad bench.
  - Electrical circuits controlled by a circuit board system of 15-20 independent and interchangeable circuit boards.
  - Limiting straps on cab doors designed to eliminate over-extending doors that damage door posts and hinder door-latch catching mechanisms.
  - Recessed overhead grab rails in patient compartment, eliminating potential head strike hazards.
  - High-performance, high-visibility, interior and exterior LED lighting packages with 75 percent less electrical power demand.
  - AC systems ducted into the body of the vehicle and intake equipped with HEPA filters.
  - Automatic 5-minute battery disconnect switch that turns off battery power when the vehicle is turned off, ensuring batteries do not discharge while idle.
  - Power inverters with built-in battery conditioners.
  - Yellow caution flags to help prevent head strike when entering and exiting the rear of the vehicle.
  - Anti-lock Brake System (ABS).
  - Acceleration Slip Regulation (ASR) traction control that avoids tire slippage by monitoring and stopping spinning wheels.
  - Brake Assist System (BAS) that monitors driver's speed and applies pressure to the brake when needed—applies full brake boost during panic situations.
  - Load Adaptive Control (LAC) algorithm that calculates the vehicle mass and center of gravity using various parameters such as acceleration, speed, accelerator position, etc., improves braking characteristics and helps reduce the risk of rollover.
  - Rollover Mitigation to improve handling. Detects critical lateral accelerations and reduces the risk of rollover by reducing engine torque and by applying controlled braking pressure to the relevant wheels. Supported by the vehicle mass-sensing system LAC.
  - Roll Movement Intervention improves roll-over stability even further by engine and braking intervention during extremely dynamic maneuvers.
  - Under Steering Control to provide enhanced stability under heavy under steer.
  - Active Restraint System, a safety feature to keep employees safe while attending to the patients.
4. All medical equipment shall be in good repair and safe working order at all times. Contractors shall track all equipment failures through incident reports, which are sent to the Deployment Coordinator.

5. The Contractor shall have sufficient medical equipment so that there is sufficient backup to accommodate replacement during repair and for times of excessive demand in the system.
6. Contractor shall maintain, within the exclusive operating area, a surplus of all required supplies sufficient to sustain operations for a minimum of five days.

C. Radio Communications:

1. The Contractor shall ensure that each ambulance is equipped with appropriate emergency communication and alerting devices. Every ambulance shall include the ability to communicate at all times and locations with the Contractor's dispatch center, base hospitals, other hospitals, fire agencies, and public safety agencies.
2. Each ambulance shall be equipped at a minimum with:
  - a. VHF and UHF mobile radio in the driver's compartment allowing staff to communicate with dispatch, hospitals, and other responding units and agencies.
  - b. UHF control head, microphone and speaker installed in the patient compartment allowing the attending paramedic to communicate with the base and receiving hospitals.
  - c. Alerting device(s) to notify ambulance personnel of response need.
  - d. Mobile data terminal linked to Contractor's dispatch center.
3. VHF and UHF mobile radio communications equipment must have at least 50 watt minimum power output and be sufficient to meet or exceed the requirements of County policies and procedures.
4. All on-duty personnel shall be outfitted with portable radios that include an alerting system.
5. Contractor shall provide technology that allows ambulance crews to immediately mark on-scene time using push button technology connected to the Contractor's computerized dispatch system.

D. Controlled Substances:

1. The Contractor shall have controlled substance policies and procedures, consistent with Drug Enforcement Administration (DEA) requirements and EMS Agency policies, to govern the storage, inventory, accountability, restocking, and procurement of controlled drugs and substances permitted by the County to be carried and utilized in the provisions of ALS by paramedics. This shall include:
  - a. Identification of a controlled substances program administrator;
  - b. Logging of all controlled substances into a controlled substance central inventory log, with any movement or changes of logged therein;
  - c. Labelling of each item with a unique inventory number;
  - d. Placement of substances into an individually numbered box that is sealed with a zip tie with a unique seal number;
  - e. Storage of controlled substance boxes in a safe, under 24-hour surveillance;
  - f. A monthly summary report of controlled substance inventory by the program administrator.

2. The EMS Agency Medical Director shall approve all controlled substance policies and procedures of Contractor.
3. Any incident of non-compliance with controlled substance policies and procedures shall be reported immediately to the EMS Agency.

E. Vehicle Maintenance Program

1. The Contractor's vehicle maintenance program shall be designed and conducted so as to achieve the highest standards of reliability appropriate to a modern emergency service.
2. The Contractor shall maintain all ambulances. Vehicles shall be kept in excellent working condition at all times. Interior and exterior appearance of vehicles shall be excellent. The Contractor shall remove damaged ambulances from service and, in a timely manner, repair all damage to ambulances with any deficiency that compromises, or may compromise, its performance.
3. Contractor shall routinely clean and disinfect patient areas following each patient transport. In addition, contractor shall have a process for disinfecting patient areas after a potential high risk exposure, and a process to deep clean and decontaminate patient areas on a scheduled basis.
4. Records of vehicle maintenance shall be submitted to the County within five business days of request.
5. Contractor's mechanics must have at least four years of experience and current ASE and Mobile Air Conditioning (MAC) certifications.
6. Preventive maintenance program: Contractor's preventive maintenance program shall provide the following services to all vehicles:

**Every 5,000 miles**

- Lubrication
- 194-point safety and mechanical Inspection
- Change oil and filter
- Replace air filter
- Rotation of tires
- Test and inspect batteries and replace in sets of two if required.
- Inspect shocks and replace as necessary
- Inspect universal joints and replace as necessary
- Inspect brakes—to conduct a proper brake inspection, all wheels must be removed and all brake components (hoses, lines, pads, rotors, fluids) must be inspected. To ensure brake wear is documented properly, all measurements will be recorded on the inspection form. Brake pads will be pulled and replaced when they measure 5/32 of an inch, which exceeds manufacturer's standards
- Inspect gurneys

**Additional services every 15,000 miles**

- Repeat 5,000 mile service and add items below
- Replacement of fuel filter
- Transmission service

**Additional services every 30,000 miles**

- Repeat 5,000- and 15,000-mile services and add items below
- Rear differential service

**Additional services every 60,000 miles**

- Repeat 5,000, 15,000, and 30,000-mile services and add items below
- Replace belts
- Replace idler pulleys and tensioner
- Replace vacuum pump

**In addition,**

- The manufacturer shall conduct and document an annual inspection of all gurneys.
- Contactor shall replace front and rear tires when they measure 4/32 of an inch at the thinnest point of their tread.
- Tires across an axle, under normal operating conditions, must be of the same model and tread design.
- All tires/rims will have full steel valve stems. When original tires require replacement, valve stems will be converted as needed to 100 percent full steel valve.

F. Maintenance Records - Records of vehicle maintenance shall be submitted to the County within five business days of request.

G. Penalty for mechanical failure - The Contractor shall pay a fine of \$5,000 per each preventable mechanical failure in route to or while transporting a patient from an emergency call.

**4.10 Disaster Preparedness**

A. Disaster Plan -

1. The Contractor shall have a plan for the recall of off-duty personnel to staff ambulances and provide manpower during multi-casualty incidents or declared disasters. The Contractor shall participate in training programs and exercises designed to upgrade, evaluate, and maintain readiness of the system's disaster and multi-casualty response system.

B. Incident command

1. At the scene of an MCI the Contractor's personnel shall perform in accordance with the EMS Agency policies and procedures, including EMS Policy No. 5001, and participate in the Incident Command System (ICS) structure and in accordance with the requirements of the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).

C. Mutual aid/automatic aid

1. Consistent with EMS Agency policy, Contractor shall render immediate "automatic aid" and "mutual aid" to those providers of emergency ambulance service operating in Zones D, E, and F of San Joaquin County in order to ensure that timely emergency medical services are rendered to persons in need of such services within those areas.
2. To the extent that the Contractor has units available, but consistent with its primary responsibility to provide emergency ambulance and ALS services in Zone X, the Contractor, with County approval, may provide mutual aid outside of San Joaquin County. Contractor shall not respond to requests for mutual aid outside of San Joaquin County without the authorization of the EMS Agency.

D. Disaster planning

1. The Contractor shall actively participate with the County in medical disaster preparedness activities. The Contractor shall designate a representative who shall regularly attend meetings and shall be the liaison for disaster activities with the County and with other agencies. The Contractor shall provide field personnel and transport resources for participation in any EMS Agency approved disaster exercise in which the County disaster plan/multi-casualty incident plan is exercised.

E. Planned surge:

1. Contractor will participate in County's planning process for upcoming events (e.g., inclement weather, large community events, historical surge of call volume/flu season, etc.).
2. Contractor will staff additional units as appropriate for the event and will adjust the system status plan as needed. It will utilize supervisory units as needed.
3. In the event that mutual aid ambulance resources from outside of San Joaquin County are needed to support Contractor's operations, Contractor shall request mutual aid resources through the EMS Agency Duty Officer serving as the Medical Health Operational Area Coordinator (MHOAC).

F. Unplanned surge:

1. In the event of an unplanned surge (e.g., multi-casualty incident, unexpected high-call volume, and requested mutual aid into neighboring counties, Contractor will:
  - a. Issue an alert to on-duty crews and supervisors in all ambulance zones and notify the EMS Agency Duty Officer by email;
  - b. Take action to expedite the return of ambulances back into the EMS system;
  - c. Activate supervisory resources and utilize basic life support (BLS) ambulances to respond to requests as authorized by the EMS Agency;
  - d. Activate and use Contractor's Disaster Medical Support Unit and MCI resources as necessary;
  - e. Recall off-duty personnel as necessary; and
  - f. Keep the EMS Duty Officer informed.

2. In the event that mutual aid resources from outside of San Joaquin County are needed to support Contractor's operations Contractor shall request mutual aid resources through the EMS Agency Duty Officer serving as the MHOAC. In the event of an immediate need for ambulances to respond directly to the scene of a multi-casualty incident (MCI), Contractor's dispatch may request no more than 5 ambulances to respond from an adjacent county or counties pending notification and approval by the EMS Agency Duty Officer.

#### **4.11 System Committee Participation**

The Contractor shall designate appropriate personnel to participate in committees identified by the EMS Agency as having an impact on emergency medical services for the County.

#### **4.12 Public Information and Education Programs**

- A. The Contractor shall participate in the EMS Agency's public education and information program including press relations, explanations regarding rates, regulations and system operations, increasing public awareness and knowledge of the EMS system, injury prevention/reduction, and general health and safety promotion.
- B. The Contractor is encouraged to offer a variety of public education programs, including, but not limited to, EMS system use, citizen cardiopulmonary resuscitation (CPR), emergency preparedness, and injury prevention.

#### **4.13 EMS Training Programs**

The Contractor shall make a good faith effort to participate in regularly scheduled training programs with public safety agencies. These may include, but not be limited to, joint training exercises and providing of instructors for EMS training courses and similar activities.

#### **4.14 Non-transporting Response Provider Relationships**

- A. Personnel return: Contractor agrees to return public safety agency personnel who, at the request of the Contractor's ambulance crew, accompany the ambulance crew during transport to their regular duty station following the transfer of patient care at the receiving hospital. Contractor will return personnel at the earliest possible time consistent with its operational responsibilities.

#### **4.15 Receiving Hospital Relationships**

Contractor will provide receiving hospitals with access to and training in the Contractor's electronic prehospital care report system, allowing for the receipt of the completed

patient care record (PCR) which has been transmitted after transfer of patient care to the hospital using a secure connection.

#### **4.16 Bariatric Ambulance Service**

- A. Contractor shall maintain and provide at least one bariatric ambulance that is stationed in San Joaquin County. The bariatric ambulance shall be designed to provide safe, dignified transport of the morbidly obese patient. The bariatric ambulance shall have the capacity to accommodate a patient weighing up to 1,600 pounds and shall include an extra wide stretcher, a ramp, and a bed winch. Contractor's personnel shall have training for the safe movement and transport of morbidly obese patients.
- B. Contractor's bariatric ambulances shall be equipped with a system that does not require load and unload lifting of patients by its personnel.
- C. Contractor's bariatric ambulances can be requested by any of its prehospital care personnel or by any first responder, hospital, or public safety answering point within San Joaquin County. It will be staffed by the on-duty supervisor or an alternative crew member. Once dispatched, the unit will respond to the scene, assist in the safe transfer of the patient, and assist the on-scene crew to the destination hospital to ensure limited out-of-service time.

### **SECTION 5: PERSONNEL**

#### **5.1 Clinical and Staffing Standards**

- A. The Contractor's provision of emergency ambulance services shall conform to the highest professional standards and shall comply with all applicable State laws and regulations, County ordinances, and EMS Agency policies, procedures and protocols.
- B. The Contractor shall be held accountable for its employees' licensure, performance and actions.
- C. All persons employed by the Contractor in the performance of work under this RFP shall be competent, highly skilled, and shall hold appropriate and currently valid certificates/licenses/accreditations in their respective trade or profession.

#### **5.2 Ambulance Staffing**

- A. The Contractor shall, at all times, staff each ambulance with at least one person licensed in the State of California and accredited in San Joaquin County paramedic (EMT-P) and one person licensed and accredited as an EMT-P or certified as an EMT-I within the State of California in accordance with EMS Agency policies. The Contract Administrator may modify or waive the paramedic staffing requirement and authorize the use of EMT staffed ambulances as a component of the Contractor's SSM plan.

- B. All patients transported by paramedic staffed ambulance from incidents defined in Section 1.5 A-D shall be attended to by a Contractor EMT-P regardless of the level of care (BLS, LALS, or ALS) needed during transport to the hospital or while awaiting transfer of care at the receiving hospital. A County authorized EMT-P intern may attend to the patient while under the direct and immediate supervision of the Contractor's EMT-P who has been approved as a paramedic preceptor by the EMS Agency.
- C. The Contractor shall establish a recruitment, hiring and retention system consistent with ensuring a quality workforce of clinically competent employees that are appropriately certified, licensed and/or accredited.
- D. Field personnel with bilingual skills reflecting the diversity of languages spoken in San Joaquin County are highly valued.

### **5.3 Working Conditions for Ambulance Personnel**

- A. Work schedules and conditions:
  - 1. The Contractor shall utilize reasonable work schedules and shift assignments to provide reasonable working conditions for ambulance personnel. The Contractor shall ensure that ambulance personnel working extended shifts, part-time jobs, and/or voluntary or mandatory overtime are not fatigued to an extent that might impair their judgment or motor skills. Contractor shall prohibit field personnel from working more than 16 consecutive hours without a minimum of an 8 hour break. This scheduling restriction may be waived by the EMS Agency during times of extraordinary demand.
  - 2. Contractor shall establish a fatigue policy, approved by the County, which shall include the prohibition of Contractor's ambulance personnel sleeping on duty while at post or while participating in the SSM plan unless specifically authorized by the EMS Agency Duty Officer. The Contractor shall have a process to monitor fatigue as measured by assigned shifts. Information from this process will be used to prevent fatigued personnel from working.
  - 3. New employee recruitment and screening process: The Contractor shall operate a comprehensive program of personnel recruitment and screening designed to attract and select field personnel to include a pre-hiring assessment of an individual's knowledge, skills, and physical fitness.
- B. Fatigue prevention program - Contractor shall maintain a program to prevent fatigue in its on-duty personnel. This program shall ensure that a unit is immediately taken out of service when Contractor's on-duty supervisor is notified that a field employee feels that he or she is no longer able to perform the basic job responsibilities due to fatigue. The employee invoking the fatigue policy will continue on the Contractor's payroll and will remain in their assigned station for four hours before being released to go home or return to service.
- C. Contractor shall use a G-Force Video Collector or equivalent device in all emergency vehicles to improve safety and monitor driver performance. Emergency vehicles shall be equipped with video recording capability including a driver's view



camera that is activated when extreme G-forces are placed on the vehicle and when the vehicle is operating emergency lights.

- D. Employee assistance program - The nature of work in emergency medical services may produce stress in pre-hospital care personnel. The Contractor shall maintain an employee assistance program (EAP) for its employees.
- E. Self-Disclosure of a Drug / Alcohol Problem:
  - 1. Contractor shall strongly encourage its employees to proactively inform their supervisor or a human resources representative if they have an alcohol or controlled substance abuse problem. If notified, Contractor shall conduct an investigation into the matter which may include requiring the employee to take an alcohol and/or controlled substances test. If the investigation shows that the employee's disclosure was made proactively (i.e., before being requested by Contractor to submit to drug or alcohol testing and before an incident occurs that could reasonably lead to such request), the employee may be permitted, in lieu of termination, to enter into a written "Last-Chance Agreement" between the employee and Contractor. As part of the Last-Chance Agreement, the employee may be required to take a leave of absence in order to complete appropriate treatment for alcohol and/or controlled substance abuse. Before becoming eligible to return to duty, employees participating in a last-chance agreement must agree and fully comply with all requirements established by Contractor, the County, and the County's Medical Director.
  - 2. Contractor shall ensure that this program is conducted with a goal of ensuring a non-impaired workforce and protection of patients and others.
- F. Penalties for failure to meet ambulance staffing or clinical standards - The Contractor shall pay a fine of \$5,000 whenever an ambulance, not staffed as required, responds to an emergency call. Within 72 hours of discovery, the Contractor shall provide the County with a full description of each response where there was a failure to meet ambulance clinical or staffing standards and the remedial action taken to prevent a reoccurrence.
- G. ALS Expanded Scope of Practice - Paramedics accredited by the San Joaquin County EMS Agency must complete training in expanded scope of practice skills and medications approved by the EMS Agency. Contractor shall have a process to conduct expanded scope of practice training of new personnel and regularly evaluate its employees' ability to effectively perform and administer expanded scope of practice skills and medications.
- H. ALS Skills Refresher:
  - 1. The EMS Agency's Continuous Quality Improvement Council (CQI Council) will, at least annually, identify ALS skills to be refreshed by all paramedics. The Contractor shall be responsible for ensuring that its paramedic personnel complete this training and any other refresher training recommended by the CQI Council and required by the EMS Agency's Medical Director.

2. Contractor shall have a process in place to evaluate employee's ALS skills performance and provide refresher or remedial training.
- I. Physical Fitness Standards:
    1. The Contractor shall have a program, for all field personnel, including field supervisors, and including pre-hire testing, annual testing, and remediation for those who fail the annual test, and dismissal for failure to remediate, to ensure that all field personnel, including field supervisors, are physically able to perform their duties in a safe and effective manner. At a minimum Contractor's field personnel shall be able to:
      - a. Lift and carry a standard airway resuscitation bag and monitor-defibrillator up six flights of stairs within two minutes and then immediately perform chest compressions on a standard CPR mannequin for two minutes at a rate of 80 to 100 compressions per minute.
      - b. Drag a 165 lb. dummy 15 feet.
      - c. Unload/reload a 165 lb. stretcher in and out of an ambulance.
    2. Contractor shall maintain its program offering discounted gym memberships for its San Joaquin County employees.
- J. Management and Supervision:
    1. The Contractor shall provide the management personnel necessary to administer and oversee all aspects of emergency ambulance service. The Contractor shall provide at least two field supervisors 24 hours per day, working 12 hour shifts and shall provide an additional field supervisor 12 hours per day during peak demand times. There shall be one Field Supervisor on duty within the exclusive operating area at all times, with one Field Supervisor dedicated exclusively to the Greater Stockton area. Field Supervisors shall not be regularly tasked or assigned to perform administrative duties except for filling immediate scheduling needs due to call offs, personnel calling in sick calls, or other immediate staffing issues. Field Supervisors shall serve as a resource for crews and primarily focus on the oversight of field operations, system status management, ambulance availability, multi-casualty incident management, and other operational concerns. Field Supervisors shall be currently licensed as paramedics with current accreditation by the San Joaquin County EMS Agency.
    2. In addition to responding to the needs of the Contractor's personnel, Field Supervisors shall immediately respond to any request by the County or public safety personnel from within Zone X and shall be authorized to act on behalf of the Contractor.
- K. Orientation of New Personnel:
    1. The Contractor shall ensure that field personnel are properly oriented before being assigned to work in the EMS system. The orientation shall include, at a minimum:
      - a. An overview of the San Joaquin County EMS system;

- b. EMS policies and procedures including patient destination, trauma triage, and patient treatment;
    - c. Radio communications with and between the ambulance, base hospital, receiving hospitals, and dispatch center;
    - d. Map reading skills, including key landmarks, routes to hospitals and other major receiving facilities;
    - e. Emergency response areas within the County and in surrounding areas; and
    - f. Ambulance equipment utilization and maintenance, in addition to the Contractor's policies and procedures.
  - 2. Contractor shall be responsible for providing the pre-accreditation field evaluation phase of the County paramedic accreditation process for its personnel.
- L. In-service Training and Prospective Evaluation:
- 1. The Contractor shall have processes for ensuring personnel are prepared to perform the services required by this RFP including but not limited to:
    - a. A process, to train EMT personnel to assist the EMT-P in the provision of advanced life support patient care.
    - b. A process designed to teach, assess, and ensure each employee's mastery of EMS Agency policies and procedures.
    - c. A process to teach, assess and improve patient care documentation.
    - d. A process of on-going leadership training and employee development for all supervisors and program leaders.
- M. Driver-training - The Contractor shall maintain an on-going driver-training program for ambulance personnel.
- N. Identification - Contractor shall issue to all ambulance staff and field interns a photo identification card, approved by County. Contractor shall ensure that all on-duty ambulance personnel, field interns and observers have in their possession a valid Contractor photo identification card.
- O. Professionalism and Courtesy - The conduct and appearance of the Contractor's personnel must be professional and courteous at all times.
- P. Preparation for Multi-patient Response:
- 1. The Contractor shall ensure that all ambulance personnel and supervisory staff are trained and prepared to assume their respective roles and responsibilities under the San Joaquin County Multi-Casualty Medical Incident (MCI) and disaster plans, including:
    - a. Ambulance strike team leader training (field supervisors, and alternate field supervisors);
    - b. ICS-100 or ICS-100.b training;
    - c. ICS-200 or ICS-200.b training;
    - d. ICS-300 training (supervisory personnel);
    - e. IS-700.a training;
    - f. IS-800.b training (supervisory personnel);

- g. County-approved MCI training course; and
  - h. Hazardous materials first responder awareness (FRA) training;
  - i. Hazardous materials first responder operations (FRO) training (supervisory personnel).
2. County will provide the current MCI plan to Contractor and will notify Contractor of any changes to such plan.

Q. Safety and Infection Control:

- 1. Contractor shall provide personnel with training, equipment, and immunizations necessary to ensure protection from illness or injury when in the scope of their employment.
- 2. The Contractor shall have a County approved Communicable Disease Policy that complies with all Occupational Safety and Health Administration (OSHA) requirements and other regulations related to prevention, reporting of exposure, and disposal of medical waste. All prehospital personnel shall be trained in prevention and universal precautions.
- 3. Contractor shall notify the County within five business days of any Cal/OSHA major enforcement actions, and of any litigation, or other legal or regulatory proceedings in progress or being brought against Contractor's San Joaquin County operations.
- 4. Contractor shall, upon request, furnish documentation satisfactory to County's Health Officer, of the absence of tuberculosis disease for any employee or volunteer who provides services under this Agreement.

## **SECTION 6: QUALITY/PERFORMANCE**

### **6.1 Clinical Excellence and Quality Improvement (QI)**

- A. The Contractor shall, throughout its organization strive for clinical excellence. This includes, but is not limited to:
1. Clinical care and patient outcome.
  2. Skills maintenance/competency.
  3. Mastery of EMS Agency policies and procedures.
  4. Patient care and incident documentation.
  5. Evaluation and remediation of field and dispatch personnel.
  6. Measurable performance standards.
  7. The Contractor's ability to implement and operationalize its QI plan.
- B. Services and care delivered must be evaluated by the Contractor's internal quality improvement program, and as necessary, through the County's quality improvement program in order to improve and maintain effective clinical performance, to detect and correct performance deficiencies and to continuously upgrade the performance and reliability of Contractor's services. Clinical and response-time performance must be extremely reliable, with equipment failure and human error held to a minimum through constant attention to performance, protocol, procedure, performance auditing, and prompt and definitive corrective action. This agreement requires the highest levels of performance and reliability, and mere demonstration of effort, even diligent and well-intentioned effort, shall not substitute for performance results. If the Contractor fails to perform to the Agreement standards, Contractor may be found to be in major breach of their contract and promptly replaced in order to protect the public health and safety.
- C. The Contractor shall have a process to remediate and terminate prehospital care personnel for failure to meet clinical excellence standards.

### **6.2 Quality Improvement (QI) Program**

- A. The Contractor shall establish a comprehensive emergency medical services system quality improvement (QI) program meeting the requirements of Section 100402, Title 22, California Code of Regulations (EMS System Quality Improvement) and EMS Agency policy. 6620.
- B. The program shall be designed to interface with the County's quality management program, including participation in system related quality improvement activities. The program shall be an organized, coordinated, multidisciplinary approach to the assessment of prehospital emergency medical response and patient care for the purpose of improving patient care service and outcome. The program should not be limited to clinical functions alone. For example, response times should be addressed within the program as well as matters such as customer surveys and complaints. The program should include methods to measure performance, identify areas for improvement, and how such improvements can be implemented and then

evaluated. The program shall describe customer service practices, including how customer satisfaction is determined and how customer inquiries/complaints are handled.

- C. Desirable features for the QI program shall include, but are not limited to, involvement of a broad base of field care providers, use of cross-functional teams to study and correct problems, reliance on data, use of measurement tools, use of clinical indicators, and ties to continuing education.
- D. The Contractor's QI program shall be capable of identifying significant clinical errors and deviations from EMS Agency policy and initiating corrective action to prevent future occurrences in a time appropriate manner.
- E. The Contractor shall participate in the EMS Agency's QI program and make available all relevant records for program monitoring and evaluation.

### **6.3 Quality Improvement Plan Evaluation**

- A. Contractor shall:
  - 1. Review its QI plan annually for appropriateness to the Contractor's operation and revise as needed.
  - 2. Provide the County with an annual report and a revised QI plan. The annual report shall include all evaluation metrics, corrective actions, and performance improvement plans implemented during the preceding 12 months.
  - 3. Submit monthly and quarterly QI reports as required by the CQI Council and EMS Agency policy.
  - 4. Develop an individual or system performance improvement plan (PIP) when the QI program identifies a need for improvement. If the area identified as needing improvement includes clinical performance or adherence to EMS Agency policy, collaboration with and approval from the EMS Agency Medical Director or his/her designee is required.

### **6.4 Dispatch Quality**

As it relates to its dispatch operation, Contractor's QI program shall meet the standards described in the International Academies of Emergency Dispatch standards. It shall address structural, resource, and/or protocol deficiencies as well as measure compliance to minimum protocol compliance standards as established by the EMS Agency Medical Director through ongoing random case review for each emergency medical dispatcher.

### **6.5 Clinical/QI Coordinator**

- A. Contractor shall employ a full-time Clinical/QI Coordinator to plan and direct clinical quality improvement activities designed to ensure continuous delivery of clinical excellence consistent with established standards. Minimum qualifications shall include:
  - 1. Education – graduation from an accredited four-year college or university with a major in nursing, health, epidemiology, statistics, business or public administration or related field.

2. Experience – Three years of experience in EMS administration, prehospital QI, hospital standards and compliance, emergency or trauma center QI.
3. Substitution – A master's degree in a field of study identified above may substitute for one year of experience.
4. License – Possession of a registered nurse license (preferred) or paramedic license from the State of California.

#### **6.6 Inquiries and Complaints**

- A. The Contractor shall respond to County inquiries about service and/or complaints within one business day of notification.
- B. The Contractor shall provide prompt response and follow-up to inquiries and complaints. Such responses shall be subject to the limitations imposed by patient confidentiality restrictions.

#### **6.7 Unusual Occurrences and Complaints**

- A. The Contractor shall notify the County of all incidents in which the Contractor's personnel fail to comply with protocols and/or contractual requirements.
- B. The Contractor shall complete an incident, sentinel event, or unusual occurrence report within the time frame required by EMS Agency policies. Contractor shall agree to cooperate fully with the EMS Agency in the investigation of any incident, sentinel event, or unusual occurrence.

#### **6.8 Accreditation**

Contractor shall maintain accreditation by the Commission on the Accreditation of Ambulance Services for its San Joaquin County operation during the term of this Agreement. Failure to maintain accreditation may be considered a major breach.

## **SECTION 7: DATA AND REPORTING**

### **7.1 Electronic Patient Care Record System**

- A. Contractor shall utilize an electronic patient care report (ePCR) system that is National EMS Information System (NEMSIS) compliant and HL7 compatible, and approved by the EMS Agency for patient documentation on all patient contacts including non-transports.
- B. An ePCR shall be accurately completed by Contractor's personnel to include all County-prescribed data, and all such information shall be submitted and distributed according to EMS Agency policy.
- C. The Contractor shall transmit an ePCR to the receiving hospital within 45 minutes of transferring patient care to the receiving hospital using a secure connection. Alternatively, Contractor shall provide the receiving hospital with access to its ePCR system with the ePCR being completed within 45 minutes of transferring patient care to the receiving hospital.
- D. Contractor will provide the EMS Agency with access to and training in the MEDS electronic prehospital care report system. This access to the MEDS ePCR report system shall include access and training to create customized reports.
- E. The Contractor's ePCR system shall allow for the timely transmission of required data elements to the EMS Agency in a digital format that allows direct import into the EMS Agency's database in order to allow full Countywide integration of ePCR and CAD data.
- F. The Contractor's ePCR system shall be compatible with both NEMSIS and EMS Policy No. 6301. Any discrepancy between NEMSIS and EMS Agency policy shall be resolved in favor of compliance with EMS Agency policy. The EMS Agency shall have sole discretion to determine whether Contractor complies with EMS Agency policy.
- G. The Contractor's ePCR system must be capable of capturing and accurately reporting the California EMS Authority's Core Measures.

### **7.2 Data Use and Reporting Responsibilities**

- A. The Contractor shall submit, in a timely manner, reports, which are supported by documentation or other verifiable information, as required by the County.
- B. The EMS data system shall be used for documentation of patient medical records, continuous quality improvement, and reporting aggregate data as required by County.
- C. Contractor shall provide computer-aided dispatch data to the County, in an electronic format acceptable to the County, on a monthly basis. Computer-aided dispatch (CAD) data shall include, as a minimum, records for all emergency



ambulance requests received at the Contractor's dispatch center. Each computer-aided dispatch record submitted to the County shall, as a minimum, contain the data fields required by San Joaquin County EMS Policies and Procedures.

### **7.3 Personnel Records**

- A. Contractor shall maintain current records related to EMT, EMT-P, and EMD licensing, accreditation, certification, and continuing education.
  - 1. Upon request, Contractor shall provide the County with a list of EMTs currently employed by the Contractor. Information shall include, but not be limited to, name and EMT certification number.
  - 2. Upon request, Contractor shall provide the County with a list of EMT-Ps currently employed by the Contractor. Information shall include, but not be limited to, name and EMT-P license number.
  - 3. Upon request, Contractor shall provide the County with a list of Emergency Medical Dispatchers currently employed by the Contractor or by any dispatch agency utilized by the Contractor to meet the requirements of this RFP. Information shall include, but not be limited to, name and certification number.

### **7.4 Prehospital Care Reports and Penalties**

The penalty for failure of the Contractor to complete a patient care record and make the PCR available to or transmit the ePCR to the receiving hospital within 45 minutes of transferring patient care to the receiving hospital is \$100 per occurrence.

### **7.5 Audits and Inspections**

- A. Contractor shall retain and make available for inspection by the County during the term of the Agreement and for at least a three-year period from expiration of the Agreement all documents and records required and described herein.
- B. At any time during normal business hours, and as often as may reasonably be deemed necessary, the County's representatives, including EMS Agency representatives and the EMS Medical Director, may observe the Contractor's operations. Additionally, the Contractor shall make available for County examination and audit, all contracts (including union contracts), invoices, materials, payrolls, inventory records, records of personnel (with the exception of confidential personnel records), daily logs, conditions of employment, excerpts of transcripts from such records, and other data related to all matters covered by the Agreement.
- C. County representatives may, at any time, and without notification, directly observe and inspect the Contractor's operation, ride as "third person" on any of the Contractor's ambulance units, provided however, that in exercising this right to inspection and observation, such representatives shall conduct themselves in a professional and courteous manner, shall not interfere in any way with the Contractor's employees in the performance of their duties, and shall, at all times, be respectful of the Contractor's employer/employee relationship.

- D. The County's right to observe and inspect the Contractor's business office operations or records shall be restricted to normal business hours, except as provided above.

## **SECTION 8: SUBCONTRACTS**

### **8.1 Relationships and Accountability**

- A. Should the Contractor utilize one or more Subcontractors to provide any of the Contractor's primary responsibilities, the Contractor shall seek and obtain approval of the subcontract(s) from County, and provide assurance to the County that each of the Subcontractor(s) is professionally prepared for and understands its role within the system.
1. The Contractor shall provide clear evidence that the scope of service designed for the Subcontractor(s) will enhance system performance capability and provide a cost savings for the EMS System.
  2. If the subcontract(s) and associated scope of service is approved, the Contractor shall be accountable for the performance of the Subcontractor(s).
  3. The inability or failure of any Subcontractor to perform any duty or deliver contracted performance will not excuse the primary Contractor from any responsibility under this Agreement.
  4. The Contractor shall designate a management liaison to work with the San Joaquin County EMS Agency in monitoring compliance of Subcontractors with contractual and system standards.

### **8.2 General Subcontracting Provisions**

- A. All subcontracts of Contractor for provision of services under this Agreement shall be notified of Contractor's relationship to County.
1. Contractor has legal responsibility for performance of all contract terms including those subcontracted.
  2. Nothing in the Agreement, or in any subcontract, shall preclude the County from monitoring the EMS activity of any Subcontractor.
  3. There shall be a section in each subcontract requiring prior approval from the County before any subcontract may be modified.
  4. The Contractor shall assure that the Subcontractors cooperate fully with the County.
  5. In the event discrepancies or disputes arise between this Agreement and the subcontracts, the terms of this Agreement shall prevail in all cases.

### **8.3 Performance Criteria**

All Subcontractors will be held to the same performance criteria as the primary Contractor, with respect to quality improvement activities, medical control, continuing education, and penalties for non-compliance.

## SECTION 9: ADMINISTRATIVE REQUIREMENTS

### 9.1 Performance Security

- A. The Contractor shall obtain, prior to commencement of operations, and maintain throughout the term of the Agreement, performance security. This performance security shall include all of the following:
1. A performance bond in the amount of \$5 million dollars ("Initial Bond") and a second performance bond in the amount of \$2.5 million dollars ("Springing Bond"). The performance bonds shall be issued by an admitted surety licensed in the State of California and acceptable to the County. The language of the Initial Bond shall recognize and accept the Agreement requirement for immediate release of funds to the County upon determination by the County that the Contractor is in major breach of the Agreement or County Ordinance and that the nature of the breach is such that the public health and safety are endangered, and recognizing that any legal dispute by the Contractor or the bonding company shall be initiated and resolved only after release of the performance security funds to the County. The Springing Bond shall be available to the County to draw on commencing forty-five (45) days following declaration of major breach by County. The Springing Bond shall be paid upon demand by County, provided that such demand shall not be made until the balance remaining from the initial bond is \$500,000 or less. If the Springing Bond is not drawn within 6 months of declaration of major breach the Springing Bond shall expire. The language of the Springing Bond shall recognize and accept the Agreement requirement for immediate release of funds to the County, and recognizing that any legal dispute by the Contractor or the bonding company shall be initiated and resolved only after release of the performance security funds to the County.
  2. The performance bonds furnished by the Contractor in fulfillment of this requirement shall provide that such bonds shall not be canceled for any reason except upon 30 calendar days written notice to the County of the intention to cancel said bonds. The Contractor shall, not later than 20 days following the commencement of the 30-day notice period, provide the County with replacement security in a form acceptable to the County. In the event that the guarantor/surety is placed into liquidation or conservatorship proceedings, the Contractor shall provide replacement security acceptable to the County within 20 days of such occurrence.
  3. As may be permitted by Contractor's existing lines of credit and financing agreements, grant a first priority lien in favor of the County in all equipment, including vehicles, and supplies required to perform its obligations under its agreement with San Joaquin County and allowing County to physically hold the titles ("pink slips") to all vehicles.
  4. In the event that Contractor occupies any space that serves its San Joaquin County Agreement, including but not limited to ambulance stations, maintenance facilities, and its dispatch center, through a lease or other contract with a third party, the Contractor will use its best efforts to include a provision in its lease or

other contract with a third party that shall allow the County or the County's designee (as an intended third party beneficiary) to assume the rights and obligations of the Contractor upon written notice by the County to the third party. The County's obligations under the lease or other contract shall be limited to only those obligations which accrue during the period the County shall assume the rights and obligations of Contractor. After assuming the lease or other contract, the County shall have the right to assign the lease or other contract to its designee or to terminate the lease or other contract. In either case, the County shall have no liability to the third party for obligations which accrue following the County's assignment of the lease or other contract to the County's designee or upon the County's termination of the lease or other contract.

5. The County, from time to time, may request that Contractor execute and record, at the sole cost and expense of Contractor, such additional security agreements and financing statements reasonably required in order to perfect the County's security interest granted by Contractor in all equipment and supplies. If Contractor fails to execute any additional security agreements and financing statements within thirty days of the County's written request, the County may without waving any other rights or remedies, exercise its rights as holder of the performance bond under this section.
6. Failure of the successful bidder to meet these performance security requirements after the successful bidder has been selected, and prior to contract start date, shall result in forfeiture of the award.

## **9.2 Takeover**

- A. In addition to all other rights and remedies of the County, the County as the secured party shall have the right to take possession of the equipment and supplies for the purpose of providing ambulance services within San Joaquin County until such time as the County can contract with another provider of ambulance services. County may also elect to sell some of the equipment and supplies and utilize these funds for the purpose of ensuring continuation of ambulance services in the County.
- B. In addition, if the County determines that a major breach has occurred, and if the nature of the breach is, in the County's opinion, such that public health and safety are endangered, and after the Contractor has been given notice and reasonable opportunity to correct such deficiency, the Contractor shall cooperate completely and immediately with County to effect a prompt and orderly takeover/ replacement which shall be effected within 72 hours after a finding of major breach by County.

## **9.3 Insurance**

- A. The Contractor, at its sole cost and expense, shall obtain maintain, and comply with all County insurance coverage and requirements. Such insurance shall be occurrence based or claims made with tail coverage or shall be in a form and format acceptable to County Counsel and County Risk Management and shall be primary coverage as respects County.

## B. Types of Insurance and Minimum Limits

1. General Liability. The Contractor shall obtain and keep in force during the term of the contract general liability insurance issued by an insurance company authorized to do business in the State of California or a statutorily permissible self-insurance program in the amount of not less than \$2 million for combined single limit bodily injury and property damage with a \$6 million umbrella policy, including coverage for (a) bodily injury, (b) personal injury (c) broad form property damage, (d) contractual liability and (e) cross-liability.
2. Professional Liability. The Contractor shall obtain and keep in force during the term of the contract professional liability insurance issued by an insurance company authorized to do business in the State of California or a statutorily permissible self-insurance program in the amount of not less than \$10 million primary coverage.
3. Automobile Insurance. The Contractor shall obtain and keep in force during the term of the contract comprehensive automobile liability insurance for each of the Contractor's vehicles used in the performance of its Agreement, including owned, non-owned (e.g. owned by the Contractor's employees), leased or hired vehicles issued by an insurance company authorized to do business in the State of California or a statutorily permissible self-insurance program in the sum of not less than \$5 million for combined single limit bodily injury and property damage.
4. Worker's Compensation Insurance. All employees of the Contractor must be covered by Worker's Compensation Insurance Policy, in the minimum statutorily required coverage amounts.

## C. Other Insurance Provisions

1. Additional Insured. The Contractor shall maintain insurance policies for the above outlined requirements, which contain endorsements naming the County as additional insured for general liability, professional liability, and auto liability.
2. Hold Harmless. The Contractor shall indemnify, defend and hold harmless the County, its officers, agents and employees from all claims, demands or liability arising out of or encountered in connection with this Agreement or performance under it, whether such claims, demands, or liability are caused by provider, provider's agent or employees, excepting only such injury or harm as may be caused by County's fault or negligence. The obligation to indemnify, defend and hold harmless is not limited to insurance proceeds. Such indemnification shall extend to claims, demands, or liability for injuries occurring after performance under the Agreement.
3. Cancellation. All insurance policies shall include language requiring a 30-day notice to be given to the Permit Officer prior to cancellation, modification or reduction in limits.
4. Evidence of Insurance. Prior to the starting date of the contract and during the term of the contract, a Certificate of Insurance indicating compliance with all insurance requirements shall be filed with the County.

#### **9.4 Business Office, Billing and Collection System**

- A. Local Office – Contractor shall maintain a local business office within San Joaquin County for billing assistance and other customer inquiries.
- B. Telephone access – Contractor shall provide a toll-free telephone number that allows patients to speak to a customer service representative at Contractor's regional billing office.
- C. Billing and collections system – The Contractor shall utilize a billing and collections system that is well-documented and easy to audit, which minimizes the effort required to obtain reimbursement from third party sources for which they may be eligible, and is capable of electronically filing Medicare and Medi-Cal billing claims.

#### **9.5 Annual Financial Review**

- A. Contractor shall submit a Year-end Financial Report to the Contract Administrator. This report shall include annual financial statements reviewed by an independent public accounting firm in accordance with Generally Accepted Accounting Principles. Statements shall be available to the Contract Administrator on an annual basis within 120 calendar days of the close of Contractor's fiscal year. If Contractor's financial statements are prepared on a consolidated basis, then separate balance sheets and income statements for the San Joaquin County operation shall be required and shall be subject to the independent auditor's review. Contractor shall make all financial records for San Joaquin County contract services available to the County at County's request.
- B. Contractor agrees that all revenue generated using personnel or equipment expensed as described in this Agreement, as well as the subsidy paid by any government entity within San Joaquin County will be credited to San Joaquin County revenues.
- C. If deemed necessary, County may initiate an independent financial audit of Contractor's San Joaquin County operation. Contractor shall reimburse County for fees charged to the County by the independent financial auditor, not to exceed \$30,000.

## **SECTION 10: FISCAL REQUIREMENTS**

### **10.1 General Provisions**

- A. As compensation for services, labor, equipment, supplies and materials furnished under this Agreement, Contractor shall collect revenues as permitted in this section.
- B. All reports provided by Contractor shall be in accordance with Generally Accepted Accounting Principles and be based on an accrual system.
- C. Fiscal year for reporting purposes of this agreement will be January 1 to December 31.
- D. Contractor shall maintain copies of all financial statements, records and receipts that support and identify operations for a minimum of five years from the end of the reporting period to which they pertain. Contractor will provide County or its designee access to all records for analytical purposes.

### **10.2 Billing and Collections**

#### **A. Ambulance Charges**

- 1. Rates – Approved rates beginning May 1, 2021 are located in Exhibit E. Contractor agrees to bill all transports and medical care without discount of these rates except as provided herein.
- 2. Rate Adjustment – On May 1, 2022 and annually through April 30, 2025, Contractor may increase its rates by a maximum of 4%. On May 1, 2025, Contractor may increase its rates by a maximum of 6%. These new rates shall take affect no sooner than thirty days after notification to the Contract Administrator of the new rates, and Contractor's submission of compiled year-end financial statements for San Joaquin County ambulance operations and Valley Regional Emergency Communications Center.
- 3. Contractor may request, and County at its sole discretion may approve, an increase in patient charges to mitigate unforeseen financial impacts of events that are beyond Contractor's control (e.g., statutory changes, fuel, pandemics, significant decrease in Medicare payments).

#### **B. Medicare and Medi-Cal – Contractor shall accept Medicare and Medi-Cal assignment.**

#### **C. Medical Assistance Program and Correctional Health Services – Contractor shall accept reimbursement at Medi-Cal rates for all transports of patients enrolled in the County's Medical Assistance Program (MAP) and for all inmates and jail detainees for whom the County is financially responsible.**

**D. Compassionate Care Policy:**

1. Contractor shall establish and maintain a compassionate care policy to remove the financial burden of ambulance transport for qualified patients, as approved by the Contract Administrator.
2. Contractor's Compassionate Care Program shall identify those patients who do not have third-party insurance and who are within 200% of the federal poverty level. Based upon this criterion, patients enrolled in the program shall be eligible for no-cost service. In situations where patients can demonstrate some means to pay but are unable to do so within 30 days and a third-party alternative is not available, a discount and payment plan based on the individual patient situation shall be established. Contractor shall adjust the compassionate care thresholds annually, based on the published federal poverty levels.

**10.3 Reporting Responsibilities**

During the Service Period, Contractor shall provide the documents and reports as shown in Exhibit F.

**10.4 Penalties, Fees**

- A. Contractor shall be liable for the penalties and fines shown in Exhibit D.
- B. Payment Methodology – County will make final penalty determinations and invoice the Contractor. Contractor shall pay the County monthly for any penalties upon receipt and acceptance by the County of performance reports with penalties identified for the previous calendar month.
- C. Penalty Disputes – If the Contractor disputes the County's response time calculation, or the imposition of any other penalties, the Contractor may appeal to the EMS Agency in writing within 10 business days of receipt of notice of penalty. The written appeal shall describe the problem and an explanation of the reasons why such penalty should not be assessed. Health Care Services Agency Director shall review all appeals and shall issue a decision regarding the ruling as to the issues at hand and determination regarding the imposition, waiver, or suspension of the penalty in writing to the Contractor and Health Care Services Director within 30 business days of receipt of such requests. The decision of the Health Care Services Director regarding such matters shall be final.
- D. Use of Penalty Monies – Penalty monies shall be expended in a manner that benefits the EMS system as determined by the sole discretion of the County.



## **SECTION 11: GENERAL CONTRACT REQUIREMENTS**

### **11.1: Termination for Cause**

Either party may terminate this agreement at any time for cause or for major breach of its provisions affecting the public health and safety, consistent with the provisions herein.

“Major breach” shall include, but not be limited to:

- A. Failure of Contractor to operate its ambulances and emergency medical services program in a manner which enables County and Contractor to remain in substantial compliance with the requirements of federal, State, and local laws, rules and regulations;
- B. Willful falsification of information supplied by Contractor in its proposal and during the consideration, implementation, and subsequent operation of its ambulance and emergency medical services program, including, but not limited to, dispatch data, patient reporting data, and response time performance data, as relates to this contract;
- C. Chronic or persistent failure of Contractor’s employees to conduct themselves in a professional and courteous manner where reasonable remedial action has not been taken by Contractor;
- D. Failure to comply with response time compliance area performance requirements in any subzone for three consecutive calendar months, or for any four months in a calendar year;
- E. Failure to substantially and consistently meet or exceed the various clinical and staffing standards required herein or offered by Contractor in its response to County’s RFP, and accepted by County;
- F. Failure to participate in the established Continuous Quality Improvement program of the San Joaquin County EMS Agency, including, but not limited to investigation of incidents and implementing prescribed corrective actions;
- G. Failure to maintain equipment or vehicles in accordance with good maintenance practices, or to replace equipment or vehicles in accordance with Contractor’s submitted and accepted Equipment Replacement Policy, except as extended use of such equipment is approved by County as provided for herein;
- H. Chronic or persistent failure to comply with conditions stipulated by County to correct any minor breach conditions;
- I. Failure of Contractor to cooperate and assist County in the investigation or correction of any minor or major breach of the terms of this contract;
- J. Failure by Contractor to cooperate with and assist County in its takeover or replacement of Contractor’s operations after a major breach has been declared by County, as provided for herein, even if it is later determined that such default never occurred or that the cause of such default was beyond Contractor’s reasonable control;

- K. Failure to assist in the orderly transition, or scaling down of services upon the end of the exclusive operating area (EOA) agreement if a subsequent EOA agreement with Contractor is not awarded;
- L. Failure to comply with required payment of fines or penalties within 30 days written notice of the imposition of such fine or penalty;
- M. Failure to maintain in force throughout the term of this Agreement, including any extensions thereof, the insurance coverage required herein;
- N. Failure to maintain in force throughout the term of this Agreement, including any extensions thereof, the performance security requirements as specified herein;
- O. Willful attempts by Contractor to intimidate or otherwise punish employees who desire to interview with or to sign contingent employment agreements with competing Contractors during a subsequent bid cycle;
- P. Any willful attempts by Contractor to intimidate or otherwise punish or dissuade personnel in cooperating with or reporting concerns, deficiencies, etc., to the San Joaquin County EMS Agency or other oversight agency;
- Q. Any other willful acts or omissions of Contractor that endanger the public health and safety; and
- R. Failure to timely prepare and submit the required annual audit.

#### **11.2 Declaration of Major Breach and Takeover/Replacement Service**

- A. If the San Joaquin County Board of Supervisors determines that a major breach has occurred, and if the nature of the breach is, in the Board's opinion, such that public health and safety are endangered, and after Contractor has been given notice and reasonable opportunity to correct such deficiency, Contractor shall cooperate completely and immediately with County to effect a prompt and orderly takeover/ replacement which shall be effected within 72 hours after finding of major breach by the Board of Supervisors.
- B. Contractor shall provide the ambulances and crew stations in San Joaquin County to County, in mitigation of any damages to County, resulting from Contractor's breach or failure to perform. However, during County's takeover of the ambulances and equipment, County and Contractor will be considered lessee and lessor, respectively.

#### **11.3 Dispute After Takeover/Replacement**

- A. Contractor shall not be prohibited from disputing any finding of major breach through litigation, provided, however, that such litigation shall not have the effect of delaying, in any way, the immediate takeover/replacement of operations by County. Neither shall such dispute by Contractor delay County's access to Contractor's performance security.
- B. Any legal dispute concerning a finding of breach shall be initiated only after the emergency takeover/replacement has been completed. Contractor's cooperation

with, and full support of, such emergency takeover/ replacement process, as well as the immediate release of performance security funds to County, shall not be construed as acceptance by Contractor of the finding of major breach, and shall not in any way jeopardize Contractor's right to recovery should a court later determine that the declaration of major breach was in error. However, failure on the part of Contractor to cooperate fully with County to effect a safe and orderly takeover/replacement of services shall constitute a major breach under this ordinance, even if it is later determined that the original declaration of major breach was made in error.

#### **11.4 Breach Not Dangerous To Public Health and Safety**

If County declares Contractor to be in breach on grounds other than performance deficiencies dangerous to public health and safety, Contractor may dispute County's claim of major breach prior to takeover/replacement of Contractor's operations by County.

#### **11.5 Liquidated Damages**

- A. The unique nature of the services that are the subject of this Agreement requires that, in the event of major default of a type that endangers the public health and safety, County must restore services immediately, and Contractor must cooperate fully to affect the most orderly possible takeover/replacement of operations. In the event of such a takeover/replacement of Contractor's operations by County, it would be difficult or impossible to distinguish the cost to County of effecting the takeover/replacement, the cost of correcting the default, the excess operating cost to County during an interim period, and the cost of recruiting a replacement for Contractor from the normal cost to County that would have occurred even if the default had not occurred. Similarly, if takeover/replacement costs and interim operating costs are high, it would be impossible to determine the extent to which such higher costs were the result of Contractor's default from faulty management or County's costs during takeover and interim operations.
- B. For these reasons, this liquidated damages provision is a fair and necessary part of this Agreement. The minimum amount of these additional costs to County (e.g., costs in excess of those that would have been incurred by County if the default had not occurred) could be not less than the amount Contractor spends to provide services in San Joaquin County during a six month period, even assuming County's takeover/replacement management team is fully competent to manage the previously contracted functions.
- C. Therefore, in the event of such a declared major breach and takeover/replacement by County of Contractor's services, Contractor shall pay County the Initial Bond set forth in Section 9.1 as liquidated damages.

#### **11.6 County Responsibilities**

In the event of termination, County shall be responsible for complying with all laws, if any, respecting reduction or termination of prehospital medical services.

### **11.7 “Lame Duck” Provisions**

If Contractor fails to win the bid in a subsequent bid cycle, County shall depend upon Contractor to continue provision of all services required under this Agreement until the winning contractor takes over operations. Under these circumstances, Contractor would, for a period of several months, serve as a “lame duck”. To ensure continued performance fully consistent with the requirements of this Agreement throughout any such “lame duck” period, the following provisions shall apply:

- A. Throughout such “lame duck” period, Contractor shall continue all operations and support services at substantially the same levels of effort and performance as were in effect prior to the award of the subsequent agreement to the subsequent winning contractor;
- B. Contractor shall make no changes in methods of operation that could reasonably be considered aimed at cutting Contractor’s service and operating costs to maximize profits during the final stages of this contract; and
- C. Contractor may reasonably begin to prepare for transition of service to the new Contractor during the “lame duck” period, and County shall not unreasonably withhold its approval of the outgoing Contractor’s requests to begin an orderly transition process, including reasonable plans to relocate staff, scale down certain inventory items, etc., so long as such transition activities do not impair Contractor’s performance during such “lame duck” period, and so long as such transition activities are prior-approved by County.

### **11.8 Retention and Audit of Records**

Contractor shall retain records pertinent to this Agreement for a period of not less than five years after final payment under this Agreement or until a final audit report is accepted by County, whichever occurs first. Contractor hereby agrees to be subject to the examination and audit by the San Joaquin County Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five years after final payment under this Agreement.

### **11.9 Indemnification for Damages, Taxes and Contributions**

Contractor shall exonerate, indemnify, defend, and hold harmless County from and against:

- A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which County may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with Contractor’s performance under the terms of this contract, excepting any liability arising out of the sole negligence of County. Such indemnification includes any damage to the person(s), or property(ies) of Contractor and third persons.
- B. Any and all federal, State and local taxes, charges, fees, or contributions required to be paid with respect to Contractor and Contractor’s officers, employees and agents

engaged in the performance of this Agreement (including, without limitation, unemployment insurance, and social security and payroll tax withholding).

#### **11.10 Equal Employment Opportunity**

During and in relation to the performance of this Agreement, Contractor agrees as follows:

- A. Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sexual orientation, age (over 18), veteran status, gender, pregnancy, or any other non-merit factor unrelated to job duties. Such action shall include, but not be limited to the following: recruitment, advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.
- B. Contractor shall, in all solicitations or advertisements for employees placed by or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, physical or mental disability, medical condition (cancer related), marital status, sex, sexual orientation, age, veteran status, or any other non-merit factor unrelated to job duties.
- C. In the event of Contractor's non-compliance with the non-discrimination clauses of this Agreement or with any of the said rules, regulations, or orders Contractor may be declared ineligible for further agreements with County.
- D. Contractor shall cause the foregoing provisions of this section to be inserted in all subcontracts for any work covered under this agreement by a subcontractor compensated more than \$50,000 and employing more than 15 employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

#### **11.11 Independent Contractor Status**

Contractor is an independent contractor and not an employee of County. Contractor is responsible for all insurance (workers compensation, unemployment, etc.) and all payroll related taxes. Contractor is not entitled to any employee benefits. County agrees that Contractor shall have the right to control the manner and means of accomplishing the result contracted for herein.

#### **11.12 Non-assignment and Non-delegation**

Contractor shall not assign or delegate this Agreement without the prior written consent of County.

### **11.13 Monitoring Costs**

Contractor shall pay the County an annual fee for the cost of monitoring Contractor's operational and clinical performance and other compliance with the terms of this Contract. The monitoring fee for the first year of this contract is \$854,482. The monitoring fee shall be adjusted annually based on the same percentage of increase authorized in the ambulance rate charged by the Contractor.

One quarter of the annual fee shall be due on July 1, October 1, January 1, and April 1 of each year of this Agreement.

The County warrants and represents that the payments made by Contractor to County shall be less than or equal to the County's actual costs to provide those services and oversight under this Agreement. No funds shall be used by the County in a manner that may violate 42 U.S.C. Section 1320a-7b, the federal Anti-Kickback Statute

### **11.14 Entire Agreement**

This Agreement, the RFP, Contractor's Proposal, and the exhibits attached hereto constitute the entire Agreement between County and Contractor and supersede all prior discussions and negotiations, whether oral or written. Any amendment to this Agreement, including an oral modification supported by new consideration, must be reduced to writing and signed by authorized representatives of both parties before it will be effective.

### **11.15 Binding on Successors**

This Agreement ensures to the benefit of, and is binding on, the parties and their respective heirs, personal representatives, successors and assigns.

### **11.16 Captions**

The captions heading the various sections of this Agreement are for the convenience and shall not be considered to limit, expand or define the contents of the respective sections. Masculine, feminine or neutral gender, and the singular and the plural number shall each be considered to include the other whenever the context so requires.

### **11.17 Controlling Law and Venue**

This Agreement shall be construed, interpreted and enforced in accordance with, and the respective Rights and obligations of the Parties shall be governed by, the Laws of the State of California without regard to the principles of conflicts of law. Venue for all matters arising from this agreement is limited to San Joaquin County, California.

IN WITNESS WHEREOF, the parties have executed this Agreement the date first written above:

Attest: Rachel DeBord  
Clerk of the Board of Supervisors of the  
County of San Joaquin State of California

COUNTY OF SAN JOAQUIN, a political  
subdivision of the State of California

By: 

Clerk of the Board



By: 

Katherine M. Miller  
Chair, Board of Supervisors  
San Joaquin County, State of  
California

AMERICAN MEDICAL RESPONSE WEST

By: 

Edward B. Van Horne  
Chief Operating Officer

APPROVED

APPROVED AS TO FORM:  
J. MARK MYLES  
County Counsel

By: 

Dan Burch, EMS Administrator  
San Joaquin County EMS Agency

By: 

Zoey Merrill  
Deputy County Counsel





## **Exhibit B: San Joaquin Ambulance Zones Legal Description**

### **DESCRIPTION AMBULANCE RESPONSE TIME COMPLIANCE AREA (SUB-ZONES) San Joaquin County, California**

#### **SUBZONE X-21**

The border of the City of Lodi, and the unincorporated areas surrounded by the city.

#### **SUBZONE X-22**

Beginning at the juncture of Eight Mile Road and the Central California Traction Railroad CCTRR tracks; proceed west on Eight Mile Road to Rio Blanco Road; proceed south to the north bank of Bear Creek; proceed east along the north bank of Bear Creek to the northeast boarder of the Shima Tract Reclamation District; proceed southerly along the eastern border of the Shima Tract (Ten Mile Slough), and the Wright-Elmwood Reclamation Districts and turn west to the Deep Water Channel (San Joaquin River); proceed southeast along the San Joaquin River to the Burns Cutoff; proceed south and west along Burns Cutoff to Port of Stockton Road; proceed south along Port of Stockton Road to State Hwy (SR) 4; proceed east on SR 4 to the San Joaquin River; proceed south on the San Joaquin River along the eastern borders of the Middle Roberts Island and Upper Roberts Island Reclamation Districts then west along Middle River to Old River. Continue north along Middle River (which is along the western boarder of the Upper Roberts Island Reclamation District); and continue north and west on Middle River (which is along the northern border of the Union Island Reclamation District) to a point that begins south of Holt and the southernmost part of an irrigation canal at 37°53'51"N/121°26'23.11"W; proceed northeast along this canal to Trapper Slough; proceed southwest along Trapper Slough to the junction of SR 4 and West Bacon Island Road; proceed northwest along Trapper slough to the Middle River; proceed northwest along Middle River to the North Victoria Canal; proceed west to the San Joaquin County line/Contra Costa County lines.

Proceed north along the San Joaquin County Line then continue east (bordering Sacramento County in the north) to the junction of the San Joaquin County Line and the CCTRR tracks; proceed south along the CCTRR to the northern Lodi City limit; proceed along the Lodi City limits generally west, south, and east to the junction with the CCTRR and proceed south on the CCTRR to Eight Mile Road.

#### **SUBZONE X-23**

Beginning at the juncture of Roth Road and Interstate Hwy 5 continue due west along an imaginary line to the San Joaquin River; proceed north along the San Joaquin River to the prolongation of French Camp Road; proceed east on French Camp Road to the prolongation of Sperry Road; proceed northeast along Sperry Road and continue as it becomes Arch Airport Road to SR 99; proceed north on SR 99 to Eight Mile Road; proceed east on Eight Mile Road to the Central California Traction Railroad (CCTRR) tracks, proceed north along the CCTRR tracks to the San Joaquin County and Sacramento County lines; proceed northeasterly along the San Joaquin County line to

the Amador County line; proceed southeasterly along the Amador County line, and continue southeast as it become the Calaveras County line and proceed south along the San Joaquin County border to the prolongation of Copperopolis Road. Proceed west on an imaginary line to Copperopolis Road, proceed south at the prolongation of Steinegul Road and continue west and south following the northern border of Zone F. Proceed along the northwestern border of Zone F to South Little Johns Creek; proceed southwest along the North Fork of South Little Johns Creek to the southwestern side of the BN & Santa Fe Railroad tracks (the northeastern corner of Zone D) and continue northwest along the North Fork of South Little Johns Creek to a point at the prolongation of Olive Street (that extends from the south in Ripon). Proceed south to a point at the prolongation directly west of Longitude: -121.14612 Latitude: 37.87026; proceed west to a point at the prolongation of Hibbard Road (which extends south of Harney Road in the north); proceed south to a point at the prolongation directly west of the prolongation of Wildwood (Longitude: -121.145958 Latitude: 37.862854); proceed west to the prolongation of Kaiser Road (in the west); proceed north to the prolongation of to a point at the prolongation directly west of Longitude: -121.14612 Latitude: 37.87026; proceed west to a point that extends north from the eastern end of Lynch Road; proceed north to a point at the prolongation of West Sneed Road in French Camp. Immediately move a few hundred feet to the west and proceed north to the North Fork of S. Little Johns Creek shifting a few hundred feet to the west at a point at the prolongation of E. Verdon Road just prior to arriving at the North Fork of S. Little Johns Creek. Proceed west on the North Fork of South Little Johns Creek to a point at the prolongation of Union Street (in Manteca) Longitude: -121.237494, Latitude 37.87032; proceed south in a straight line to Longitude: -121.237494 Latitude: 37.87032 proceed west to Longitude: -121.125108 Latitude: 37.86276; proceed south to Longitude: -121.25100 Latitude: 37.85920; proceed east to Longitude: -121.24653 Latitude: 37.85900; proceed south to Longitude: -121.24636 Latitude: 37.85479; proceed west to Longitude: -121.25340 Latitude: 37.85466; proceed north to Longitude: -121.25357 Latitude: 37.85534; proceed west to S. Airport Way; proceed north a few yards to Longitude: -121.2263 Latitude: 37.85554; proceed west to the intersection of Roth Road and Union Pacific Railroad (UPRR); proceed north along the UPRR to Longitude: -121.26473 Latitude: 37.85971; proceed west to Longitude: -121.27246 Latitude: 37.85774; proceed south to Longitude: -121.27254 Latitude: 37.85632; proceed west to Longitude: -121.27349 Latitude: 37.85625; proceed southwest to E. Roth Road and the UPRR; proceed north on the UPRR to Longitude: -121.27477 Latitude: 37.85747; proceed west to Longitude: -121.27941 Latitude: 37.85740; proceed south to Longitude: -121.27958 Latitude: 37.85693; proceed west to S. Harlan Road; proceed south on S. Harlan Road to E. Roth Road; proceed west on E. Roth Road to Interstate 5.

#### **SUBZONE X-24**

Beginning at the northwest corner of subzone X-24 at the intersection of Eight Mile Road and Rio Blanco Road; proceed east on Eight Mile Road to State Route (SR) 99; proceed south on SR 99 to the north bank of the Calaveras River; proceed east along the Calaveras River to the east bank of the San Joaquin River.

Proceed northwest along the northeast bank of the Deep Water Channel (San Joaquin River) to Elmwood Tract; proceed north on the eastern border of the Wright-Elmwood Reclamation District and the southern, eastern, and northern Borders of Shima Tract; proceed along the southern and western border of Shima Tract to the north bank of Mosher Slough; Proceed west and north on Mosher Slough to Bear Creek; proceed west on Bear Creek to the junction of Rio Blanco Road and Bear Creek; proceed north on Rio Blanco Road to Eight Mile Road.

### **SUBZONE X-25**

Beginning at the Northwest corner of Subzone X-25, at the confluence on the Deep Water Channel (San Joaquin River) and the Calaveras River; proceed northeasterly along the southern bank of the Calaveras River to SR 99.

Proceed south on SR 99 to Arch-Airport Road.

Proceed west on Arch Airport Road to Sperry Road; proceed west on Sperry Road and a prolongation of Sperry Road to French Camp Road (including property with access off of French Camp Road from the prolongation of Sperry Road to Interstate 5); proceed northwest on French Camp Road to the east bank of the San Joaquin River.

Proceed north along east bank of the San Joaquin River to Charter Way (SR 4); proceed west on Charter Way (SR 4) to Port of Stockton Road; proceed north on Port of Stockton Road to Rough and Ready Island; proceed northwest, north, then northeast along Burns Cutoff to the confluence on the Deep Water Channel (San Joaquin River) and the Calaveras River.

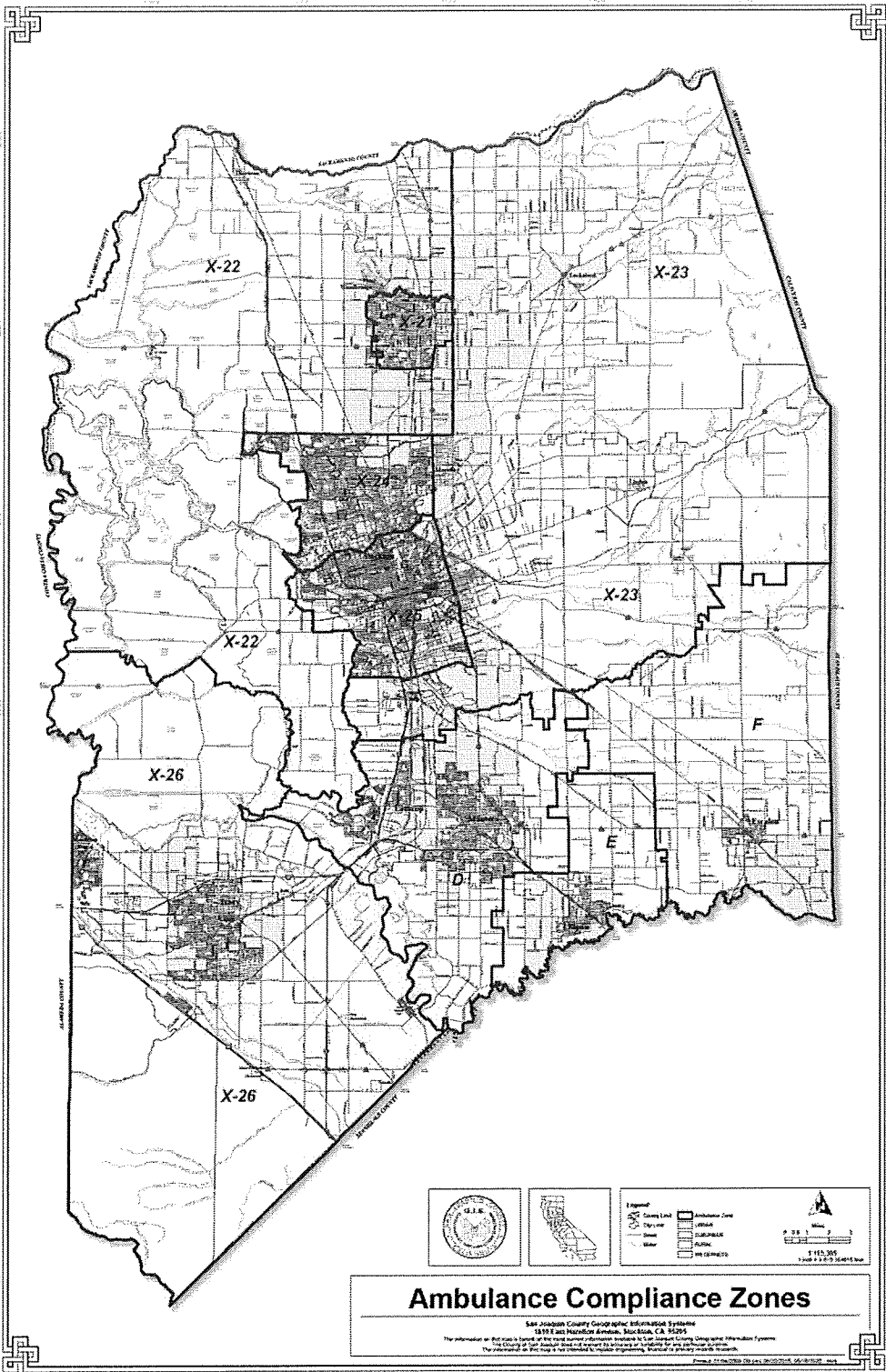
### **SUBZONE X-26**

Beginning at the northwestern corner of Compliance District X-10, at the junction of the western San Joaquin County line and the juncture of North Victoria Canal, proceed east along the North Victoria Canal to the Middle River; follow the southeast along the Middle River to SR 4; proceed northeast along SR 4 to Longitude: -121.45241 Latitude 37.909994; proceed southeast in a straight line to Longitude: -121.438798 Latitude 37.898654; proceed south to the Middle River at Longitude: -121.4394960 Latitude 37.890512; proceed east and south on Middle River to the bifurcation of Old River; proceed southwest along Old River to the bifurcation at Longitude: -121.40811 Latitude: 37.80623; veer northwest along the river to Salmon Slough and proceed west to Longitude: -121.41832 Latitude: 37.81194, south to Longitude: -121.41852 Latitude: 37.81120; proceed southeast along the waterway to Longitude: -121.41535 Latitude: 37.80549; continuing east past Paradise Cut and under S. Paradise Avenue southerly and easterly to the end of the waterway at Longitude: -121.34932 Latitude: 37.78494; proceed southeasterly to points at Longitude: -121.34130 Latitude: 37.7823, and Longitude: -121.34042 Latitude: 37.78180, Longitude: -121.34008 Latitude: 37.78134, Longitude: -121.33972 Latitude: 37.77968, Longitude: -121.33823 Latitude: 37.77789, Longitude: -121.33731 Latitude: 37.77749, Longitude: -121.33601 Latitude: 37.77604; Longitude: -121.33577 Latitude: 37.77555, Longitude: -121.33321 Latitude: 37.77335,

Longitude: -121.33013 Latitude: 37.77212, and Longitude: -121.32974 Latitude: 37.77039 to the western side of S. Manthey Road at Longitude: -121.32950 Latitude: 37.77027; proceed northeast along S. Manthey Road to Longitude: -121.32700 Latitude: 37.77162; proceed to Longitude: -121.32688 Latitude: 37.77176 and continue southeast along the floodplain to Longitude: -121.31711 Latitude: 37.76107; proceed east to the San Joaquin River at Longitude: -121.30855 Latitude: 37.76010; proceed southward and eastward along the San Joaquin River to follow along the northern side of Malibu Road beginning at Longitude: -121.27623 Latitude: 37.68731, continue to north of and along Lakeside Road to Longitude: -121.26988 Latitude: 37.68249; proceed northeast to the San Joaquin River at Longitude: -121.26674 Latitude: 37.68622; proceed southeast along the San Joaquin River to Longitude: -121.25104 Latitude: 37.66476, Longitude: -121.24855 Latitude: 37.66418, and back to the San Joaquin River at Longitude: -121.24632 Latitude: 37.66605; follow the San Joaquin River eastward to the border of Stanislaus County; proceed southwest along the border between the counties of Stanislaus and San Joaquin.

Follow the San Joaquin County line southwest, northwest, and north to the junction of the western San Joaquin County line and the juncture of North Victoria Canal.

Exhibit C: San Joaquin Population Density/Response Time Zone Map



## **Exhibit D: Penalties and Fines**

### **Minor breach**

Except for specific penalties as described in below, County may impose a penalty, not to exceed \$500 for each minor breach of this Agreement that has not been cured within 30 days from date of official notice being given by County or designee.

“Minor breaches” shall be defined as failure to fulfill any of the terms and conditions of this Agreement, which do not amount to a major breach, as that term is defined in Section 11.1.

In addition, failure to comply with the response time performance requirements for two consecutive calendar months, or for any three months in a calendar year, shall be a minor breach of this Agreement.

Before fines for a minor breach are imposed, the County shall give Contractor written notice of the alleged minor breach and 30 days to cure the breach or otherwise respond to the allegations of breach.

### **Specific penalties**

County may impose a penalty, as specified herein for each occurrence of the incidents described below. Contractor will pay County monthly for any penalties upon receipt and acceptance by County of performance reports with penalties identified for the previous calendar month.

#### **A. Penalty for failure to meet Single Response time standard**

Scene responses: The Contractor shall pay the County a per-minute fine for each Code-2 or Code-3 response that exceeds the response time standard:

- Urban: a fine of \$10 per minute for every minute or fraction of a minute exceeding 9:29 minutes for Code 3 calls and 18:59 minutes for Code-2 calls.
- Suburban: a fine of \$10 per minute for every minute or fraction of a minute exceeding 17:29 minutes for Code 3 calls and 34:59 minutes for Code-2 calls.
- Suburban moderate: a fine of \$10 per minute for every minute or fraction of a minute exceeding 17:29 minutes for Code 3 calls and 34:59 minutes for Code-2 calls.
- Rural: a fine of \$10 per minute for every minute or fraction of a minute exceeding 29:29 minutes for Code 3 calls and 58:59 minutes for Code-2 calls.
- Wilderness: a fine of \$10 per minute for every minute or fraction of a minute exceeding 59:59 minutes for Code 3 or Code-2 calls.

#### **Inter-facility transfers (ALS and CCT):**

- A fine of \$200 for each response exceeding 30:00 minutes but less than 59:59 minutes.
- A fine of \$600 for each response exceeding 60:00 minutes

#### **B. Failure to meet Measurement Period Response Time compliance area standard**

1. **Response Measurement Period Penalties – Code 3 Responses.** Each time that Code-3 responses for a response time compliance area are calculated at less than 90% within each subzone (X-21 through X-26) of the response time standard for the previous month, or accumulation of months required to meet or exceed a minimum of 100 requests for service, Contractor will pay County penalties in addition to those listed for individual calls as follows:

Compliance level (per subzone, per month)		
Greater than or equal to:	And less than	Fine
89%	90%	\$5,000
88%	89%	\$10,000
87%	88%	\$15,000
86%	87%	\$20,000
85%	86%	\$25,000
80%	85%	\$50,000
75%	80%	\$100,000
70%	75%	\$200,000
0%	70%	\$250,000

2. **Response Measurement Period Penalties – Inter-facility Transfers.** Each time that inter-facility transfer responses for Zone X (X-21 through X-26 combined) are calculated at less than 90% of the response time standard for the month, Contractor will pay County penalties in addition to those listed for individual calls as follows:

Compliance level (zone-wide, per month)		
Greater than or equal to:	And less than	Fine
89%	90%	\$1,000
88%	89%	\$2,000
86%	88%	\$3,500
0%	85%	\$5,000

C. Penalty for failure to provide data to determine compliance

The Contractor shall pay a fine of \$2,500 each occurrence an ambulance is dispatched and the crew or dispatch fails to report and document an on-scene time or other data necessary for calculating response time or such data is unavailable in the CAD record. Additionally, when the on-scene time cannot be provided for said emergency call, the response time for that call shall be deemed to have exceeded the required response time for the purposes of determining response zone time compliance.

In order to rectify the failure to report an on-scene time and to avoid the penalty, Contractor may demonstrate to the satisfaction of the San Joaquin County EMS Agency an accurate on-scene time, however, the response would still be subject to response time penalty calculations, if applicable.

D. Penalty for mechanical failure

Contractor shall pay a fine of \$5,000 for per each preventable mechanical failure while transporting a patient from an emergency call or any situation that requires substitution of one ambulance for another once the ambulance is assigned to a call.

Within three business days of discovery, Contractor shall provide the EMS Agency with a full description of each response where there was a preventable mechanical failure and the remedial action taken to prevent a reoccurrence.

County will consider the vehicle's maintenance history, in determining preventable mechanical failures.

E. Penalties for failure to meet ambulance staffing or clinical standards

Contractor shall pay a fine of \$5,000 whenever an ambulance, not staffed as required, responds to an emergency call. Within three business days of discovery, Contractor shall provide the EMS Agency with a full description of each response where there was a failure to meet ambulance clinical or staffing standards and the remedial action taken to prevent a reoccurrence.

F. Penalties for failure to meet ambulance equipment requirement standards

Contractor shall pay a fine of \$500 for each occurrence whenever an on-duty and available ambulance is found to be missing equipment required by EMS Agency policy.

G. Failure of Contractor's paramedic to attend to patient

Contractor shall pay a fine of \$500 for each instance in which Contractor's paramedic fails to attend to the patient during transport or while awaiting care at the hospital as required by in Section 5.1 A. Contractor may request an exemption of this fine for extraordinary circumstances i.e. multi-casualty incidents.



H. Failed Response

Contractor shall pay a fine of \$50,000 for each time Contractor fails to respond to, or is unable to respond to a call and fails to refer the call to another authorized emergency ambulance service (i.e. the call receives no response within 59 minutes of initial request), and such incident requires an ambulance response in accordance with EMS Dispatch Protocols. The call shall be used for the purposes of determining response time calculations. Each instance of a failed response shall be evaluated by the EMS Agency to determine the threat to the public health and safety and the need to initiate the provisions of a major breach of contract.

I. Failure to leave appropriate documentation at the receiving facility

The penalty for failure of the Contractor to complete a patient care record and make the PCR available to or transmit the ePCR to the receiving hospital within 45 minutes of transferring patient care to the receiving hospital is \$100 per occurrence. Based on a showing of good cause by the Contractor, the County, in its sole discretion, on a case-by-case basis may grant Contractor an exemption from such penalties.

**Exhibit E: San Joaquin County Rates**

Effective May 1, 2021, Contractor is authorized to charge the following rates:

<b>Emergency Base Rate ALS</b>	<b>\$3,315.75</b>
Night charge	\$233.93
Oxygen	\$206.95
Standby Time (per hour)	\$142.41
EKG/Cardiac Monitor	\$93.80
Mileage (per loaded mile)	\$70.36
<b>Emergency Base Rate BLS</b>	<b>\$2,827.70</b>
Night charge	\$233.93
Oxygen	\$206.95
Standby Time (per hour)	\$142.41
EKG/Cardiac Monitor	\$93.80
Mileage (per loaded mile)	\$70.36
<b>ALS Inter-facility Transport Base Rate</b>	<b>\$2,827.70</b>
Night charge	\$233.93
Oxygen	\$206.95
Standby Time (per hour)	\$142.41
EKG/Cardiac Monitor	\$93.80
Mileage (per loaded mile)	\$70.36
<b>Critical Care Transport (CCT) Base Rate</b>	<b>\$8,752.68</b>
Night charge	\$233.93
Oxygen	\$206.95
EKG/Cardiac Monitor	\$93.80
Mileage (per loaded mile)	\$70.36

No other charges or itemizations are permitted for services provided under this Agreement without the prior written approval of the Contract Administrator. Rates are subject to change as specified in Section 10.1 of this Agreement.

**Exhibit F: Ongoing Reporting Requirements**

<b>Report Name</b>	<b>Due Date</b>	<b>Frequency</b>	<b>Responsible</b>	<b>Submit To</b>
Deployment plan changes	Thirty (30) days prior to change unless emergency adjustment or adding units	As Needed	Contractor	County
Updated deployment map		Annual	Contractor	County
CAD data		Monthly	Contractor	County
Response time performance report	Within fifteen (15) business days following the end of each month	Monthly	Contractor	County
Exception request	Within fifteen (15) business days following the end of each month	Monthly	Contractor	County
Report on standby requests from public safety agency	Monthly	As needed	Contractor	County
Notification of major regulatory actions or sanctions	Within seven (7) business days of occurrence	As needed	Contractor	County
Notification of any Cal/OSHA major enforcement actions, and of any litigation, or other legal or regulatory proceedings in progress or being brought against Contractor's San Joaquin County operations	Within five (5) business days	As needed	Contractor	County
Vehicle list changes		As needed	Contractor	County
Records of vehicle maintenance	Within five (5) business days of request	Annually	Contractor	County

<b>Report Name</b>	<b>Due Date</b>	<b>Frequency</b>	<b>Responsible</b>	<b>Submit To</b>
Non-compliance with controlled substance policies and procedures	Immediately	As needed	Contractor	County
Community education activities		Annually	Contractor	County
Community standby activities		Annually	Contractor	County
Vehicle and equipment failure reports	Within three (3) business days	As needed	Contractor	County
Number of emergency responses and transports.		Monthly	Contractor	County
Financial statements, records and receipts that support and identify operations		Upon request	Contractor	County
New-employee orientation activities		Annually	Contractor	County
CQI plan update and program activities report		Annually	Contractor	County
Unusual Occurrences and Sentinel events	Per EMS Agency Policy	As Needed	Contractor	County
Incidents in which the Contractor's personnel fail to comply with protocols and/or contractual requirements	Within two (2) business days	As Needed	Contractor	County
Annual budget	June 1 of each year	Annually	Contractor	County
Year-End Financial Report		Annually	Contractor	County
Annual financial statements reviewed by an independent public accounting firm	One hundred twenty (120) calendar days of the close of each fiscal year	Annually	Contractor	County

<b>Report Name</b>	<b>Due Date</b>	<b>Frequency</b>	<b>Responsible</b>	<b>Submit To</b>
Determination of monitoring costs	April 1	Annually	County	Contractor
Equal Employment Opportunity Office information and reports		Annually	Contractor	County
Penalty Invoices	20 <sup>th</sup> of the month following bi-monthly period	Bi-monthly	County	Contractor
Complete listing of all service complaints received and their disposition/resolute		Monthly	Contractor	County
Response to County inquiries about service and/or complaints	Within one (1) business day of notification	As needed	Contractor	County
Controlled substances compliance		Annually	Contractor	County
New employee orientation activities report		Annually	Contractor	County
Employee turnover report		Annually	Contractor	County
In-service training offerings		Annually	Contractor	County
Documentation of the absence of tuberculosis disease for any employee or volunteer		Upon request	Contractor	County Health Officer
Communicable Disease Policy		Upon request	Contractor	County
QI program activity report		Quarterly	Contractor	County
QI plan update		Annually	Contractor	County
List of EMTs		Upon request	Contractor	County
List of EMT-Ps		Upon request	Contractor	County

<b>Report Name</b>	<b>Due Date</b>	<b>Frequency</b>	<b>Responsible</b>	<b>Submit To</b>
List of Emergency Medical Dispatchers		Upon request	Contractor	County
Percentage of full-time employees		Annually	Contractor	County
Personnel records (including current licensure and certification)	Within five (5) business days of request	As needed	Contractor	County
Equipment and vehicle maintenance report	Within five (5) business days of request	As needed	Contractor	County
Patient billing and account documentation	Within five (5) business days of request	As needed	Contractor	County
Annual financial report		Annually	Contractor	County
Copies of all subcontracts for prehospital care/transportation	For prior approval	As needed	Contractor	County
Copies of all subcontracts in excess of \$10,000	For prior approval	As needed	Contractor	County
Copies of all subcontracts		Upon request	Contractor	County
Annual audited financial statements	Within 120 calendar days of the close of Contractor's fiscal year	As requested	Contractor	County
Proof of CAAS accreditation	On-going	Upon request	Contractor	County
Weekly unit hours, by zone		Monthly	Contractor	County

## **Exhibit H: Definitions**

<b>Advanced Life Support (ALS)</b>	Special services designed to provide definitive prehospital emergency medical care as defined in California Health and Safety Code 1797.52.
<b>Advanced Life Support (ALS) Ambulance</b>	An ambulance that has at the minimum, one EMT-Paramedic and one EMT-I as defined in California Health and Safety Codes 1797.80 and 1797.84 and equipment to provide ALS service to patients.
<b>Ambulance</b>	Any vehicle specially constructed, modified or equipped and used for transporting a sick, injured, convalescent, infirmed or otherwise incapacitated person.
<b>Ambulance Contract advisory group (ACAG)</b>	Appointed by the Health Care Services Agency Director to assist in monitoring the emergency ambulance contractor's contract compliance.
<b>Basic Life Support (BLS)</b>	Emergency first aid and cardiopulmonary resuscitation procedures as defined in California Health and Safety Codes 1797.58.
<b>Bay Area Consumer Price Index (CPI)</b>	The CPI for "All Urban Consumers" as noted in April of each year from the U.S. Bureau of Labor Statistics for "San Francisco – Oakland – San Jose, CA."
<b>Code-2 Call</b>	Immediate dispatch of an ambulance, without use of red lights and sirens in accordance with an Emergency Medical Dispatch system and priority dispatch assignment approved by the EMS Agency.
<b>Code-3 Call</b>	A request for service for a perceived or actual life threatening condition, as determined by dispatch personnel, in accordance with EMS Agency policy and dispatch protocols, requiring the immediate dispatch of an ambulance with use of red lights and siren.
<b>CQI</b>	Continuous quality improvement.

<b>Emergency</b>	As defined in California Health and Safety Code 1797.70, emergency means a condition or situation in which an individual has a need for immediate medical attention, or where the potential for such need is perceived by emergency medical personnel or a public safety agency.
<b>Emergency Medical Dispatch (EMD)</b>	A series of components that allow the dispatcher to triage calls, send appropriate resources with the appropriate response, and provide pre-arrival instructions if needed.
<b>Emergency Medical Technician (EMT)</b>	As defined in California Health and Safety Code Section 1797.80.
<b>Emergency Medical Technician-Paramedic (EMT-P)</b>	As defined in California Health and Safety Code Section 1797.84.
<b>Emergency Response</b>	For the purposes of billing, as defined and described in 42 C. F.R. § 414.65.
<b>EMS Agency</b>	San Joaquin County Emergency Medical Services Agency.
<b>Exclusive Operating Area (EOA)</b>	An EMS area or sub-area of San Joaquin County that restricts operations to one or more emergency advanced life support ambulance providers as defined by California Health and Safety Code 1797.85.
<b>First Responder</b>	A fire department vehicle or police vehicle with personnel capable of providing appropriate prehospital care.
<b>HIPAA</b>	Health Insurance Portability and Accountability Act of 1996.
<b>Medical Direction</b>	Direction given to ambulance personnel by a base hospital physician through direct voice contact or through an approved M.I.C.N., as required by applicable medical protocols.
<b>Medical Director</b>	A physician with experience in emergency medical systems who provides medical oversight to the San Joaquin County EMS System, pursuant to Section 1797.204 of the Health and Safety Code.



<b>Population Density Categories</b>	Urban, Suburban, Suburban-Moderate, Rural, and Wilderness areas.
<b>Quality Improvement Program</b>	Methods of evaluation that are composed of structure, process, and outcome evaluations which focus on improvement efforts to identify root causes of problems, intervene to reduce or eliminate these causes, and take steps to correct the process and recognize excellence in performance and delivery of care.
<b>Rural</b>	All census places with a population density of 7 to 50 persons per square mile; or census tracts and enumeration districts without census tracts, which have a population density of 7 to 50 persons per square mile. (Reference: State of California, Emergency Medical Services Authority, EMS System Standards and Guidelines.)
<b>Suburban</b>	All census places with a population density of 51 to 100 persons per square mile; or census tracts and enumeration districts without census tracts, which have a population density of 51 to 100 persons per square mile. (Reference: State of California, Emergency Medical Services Authority, EMS System Standards and Guidelines.)
<b>Urban</b>	All census places with a population density of 101 to 500 persons per square mile; or census tracts and enumeration districts without census tracts which have a population density of 101 to 500 persons or more per square mile. (Reference: State of California, Emergency Medical Services Authority, EMS System Standards and Guidelines.)
<b>Wilderness</b>	Census tracts or enumeration districts without census tracts, which have a population of less than seven persons per square mile. (Reference: State of California, Emergency Medical Services Authority, EMS System Standards and Guidelines.)

