5. **Proposed System Design Options and Services to be Provided**

Two models for proposals are included within the RFP. Proposers may submit proposals responsive to either, or both, models. Model A includes the countywide provision of emergency ambulance service with vehicles staffed by two paramedics. Model B includes the countywide provision of emergency ambulance service with vehicles staffed by one paramedic and one emergency medical technician-I (EMT-I) AND the countywide provision of paramedic first response.

Emergency medical services systems are evolving rapidly. System efficiencies, finances, as well as quality of medical care, are influencing this evolution. Historically, EMS systems have usually responded maximally to all requests. Yet many patients do not need rapid paramedic first response, and many patients do not need ambulance transport to a hospital. Additionally, ambulance reimbursement structures have limited reimbursement to only transport of patients. Some payors are beginning to implement new reimbursement strategies. There is a growing awareness that EMS systems should change so that:

- The responding resources match the patient’s true need, with not more resources than needed, nor less.
- Patients are evaluated, treated if needed, and transported to the hospital only if that level of immediate care is needed.
- The patient’s care provider is contacted for consultation when appropriate.
- Patients not needing ambulance transport can be referred to appropriate follow-up with the patient’s primary health care provider.
- Less costly, but medically appropriate, transportation alternatives exist for patients not needing transport by ambulance.
- Patients needing transport to a hospital by ambulance are taken to the right hospital, at the right time, the first time.
- EMS provider reimbursement systems will exist to adequately compensate providers for services rendered while maintaining an EMS system capable of responding to critical medical emergencies within the necessary time frame.

The County recognizes that the above system modifications will occur gradually. Proposers are encouraged to describe strategies and experience related to these, and other, evolving concepts.
Additionally, the County recognizes that the provider of emergency ambulance service may want to provide non-emergency ambulance service. While the RFP does not address non-emergency services, the emergency ambulance proposer will not be precluded from providing non-emergency ambulance, or other medical transportation services not covered by the RFP. The emergency ambulance proposer shall not be precluded from utilizing the same vehicles, equipment, and personnel for both its emergency and non-emergency ambulance services. It is also recognized that it is possible that a single emergency ambulance provider could plausibly be providing service in San Mateo County and neighboring jurisdictions. San Mateo County will not restrict the provider from utilizing the same vehicles and personnel to provide emergency ambulance services in multiple counties.

5.1.1 Model A Design

Model A includes only emergency ambulance response, on-scene medical management, and ground ambulance transportation. All vehicles will be equipped, supplied, and staffed for ALS capability. Each ambulance will be staffed with a minimum of two (2) paramedics who are licensed in the State of California and are locally accredited to practice in San Mateo County. For Priority 1 calls, response time requirements will be essentially the same as the current system which is 8:59 minutes in urban/suburban areas, 19:59 minutes in rural areas, and 29:59 minutes in remote areas. For Priority 3 calls, the response time requirements will be 19:59 minutes in urban/suburban areas, 44:59 minutes in rural areas, and 59:59 minutes in remote areas. The response time standard must be met 90% of the time within each of five separate response zones.

For Model A, SMCPSDC will continue to perform all emergency medical dispatch including caller interrogation and ambulance dispatch.

Services to be Provided for Model A

**Operations**

- Operate a countywide emergency ambulance service that meets all specified clinical and response time standards.
- Provide and maintain all paramedic staff, vehicles, equipment, and supplies as necessary to continuously
provide uninterrupted services as required under the Contract.

- Respond an emergency ambulance, meeting all the specifications set forth in this RFP, to all requests for same made by the SMCPUSD.
- Operate an emergency ambulance service providing high quality medical care as well as providing compassionate and courteous treatment of its customers.
- Maintain adequate deployment and staffing levels in order to meet specified response time standards 24 hours per day, 365 days per year.
- Restock expendable BLS medical supplies to the fire service first responders on a one-for-one basis.
- Have an internal disaster plan that is updated at least annually.
- Participate at disaster drills as requested by County, at least three (3) per year.
- Provide storage space for equipment and supplies for the Bay Area Regional Disaster Medical Assistance Team (DMAT)

**Personnel**

- Ensure professional and courteous conduct of all proposer’s employees.
- Employ and supervise all paramedic personnel staffing the emergency ambulances.
- Provide as safe a working environment as possible (e.g., vehicles, driver training, field safety training).
- Ensure that all paramedics are currently licensed and locally accredited to practice.
- Provide in-county supervision to paramedics 24 hours per day, 365 days per year

**Quality Assurance and Training**

- Implement, maintain and document a quality improvement program throughout the organization that addresses clinical, as well as operational, functions.
- Provide on-going continuing education, that is directly linked to the quality improvement program, to ensure competent and safe practices.

**Information and Communications**
• Provide and maintain patient care records consisting of electronic data and hard copy in accordance with requirements specified in the California Code of Regulations Title 22 and in local EMS policy.

• Implement a computerized EMS data system that links the EMS program office, SMCPSSDC, proposer, and hospitals. The data contained within the system will include, but not be limited to, patient care records. The information contained within the system will be used for medical records, quality assurance purposes, and reporting aggregate information. The data system will meet the requirements specified in Section 10.6.

• Provide communications equipment for each on-duty paramedic vehicle to include pager, portable radio, mobile radio, cellular telephone.

• Maintain paramedic records relative to licensure, accreditation, primary and continuing education.

• Immediately report to the local EMS program any incidents that constitute possible violations of the California Health and Safety Code, California Code of Regulations Title 22, and local EMS policies

EMS System and Community Involvement

• Ensure active participation of proposer’s management/supervisory/field paramedics on County EMS committees (e.g., Emergency Medical Care, Medical Advisory, Disaster, Operations, EMS for Children, Clinical Protocols).

• Maintain excellent working relationships with all organizations involved in the San Mateo County EMS system (e.g., County, SMCPSSDC, fire service agencies, law enforcement agencies, air ambulance providers, hospitals).

• Maintain excellent liaison to community groups and local government.

• Provide public education programs that include, but are not limited to, EMS system use, citizen CPR, disaster preparedness, seat belt and helmet use, and infant/child car seats.

5.1.2 Model B Design
Model B includes ALS first response, on-scene medical management, emergency ambulance response and ground ambulance transportation. All first response ALS vehicles will be equipped and supplied for ALS support capability. These first response vehicles will be staffed with at least one (1) paramedic who is a licensed EMT-P in the State of California and is locally accredited to practice in San Mateo County. Each ambulance will be staffed with a minimum of one (1) paramedic who is a licensed EMT-P in the State of California and is locally accredited to practice in San Mateo County and one (1) EMT-I who has received additional training (see section 10.8).

There will be response time requirements for both the ALS first response vehicle and for the emergency ambulance. For Priority 1 calls, the response time standard for the ALS first response vehicle will be 6:59 minutes in urban/suburban areas, 11:59 minutes in rural areas, and 21:59 minutes in remote areas. The response time standard for the emergency ambulance will be 14:59 minutes in urban/suburban areas, 19:59 minutes in rural areas, and 29:59 minutes in remote areas. For Priority 3 calls, the response time requirements for the ALS first responders will be 14:59 minutes for urban/suburban areas, 24:59 for rural areas, and 29:59 minutes for rural remote areas. For Priority 3 calls, the response time standard for the emergency ambulance will be 24:59 minutes urban/suburban, 59:59 minutes rural areas, and 59:59 minutes in remote areas. The response time standard, for both first response ALS vehicles and emergency ambulances, must be met 90% of the time within each of the five separate response zones.

For Model B, SMCPSDC will continue to perform all emergency medical dispatch including caller interrogation and ambulance dispatch. Dispatch of ALS response vehicles can be done by SMCPSDC, or by public safety dispatch centers, provided that the standards described in Section 7 "Dispatch and Communications Provisions" are met.

Services to be provided for Model B

Operations

- Operate a countywide first responder ALS program and emergency ambulance service that meets all specified clinical and response time standards.
- Provide and maintain all paramedic staff, vehicles, equipment, and supplies as necessary to continuously
provide uninterrupted services as required under the Contract.
• Provide in-county supervision to all ALS first response paramedics and emergency ambulance paramedics 24 hours per day, 365 days per year.
• Respond a first response ALS vehicle meeting the specifications set forth in this RFP to all requests for same made by the designated emergency medical dispatch center.
• Operate a first responder ALS program and an emergency ambulance service providing high quality medical care as well as providing compassionate and courteous treatment of its customers.
• Provide all first responder ALS staffing, vehicles, equipment, and supplies as necessary to continuously provide uninterrupted services as required under the Contract.
• Respond an emergency ambulance, meeting all the specifications set forth in this RFP, to all requests for same made by the SMCPsDC
• Maintain adequate deployment and staffing levels in order to meet specified response time standards 24 hours per day, 365 days per year.
• Restock expendable BLS medical supplies to the fire service first responders on a one-for-one basis.
• Have an internal disaster plan that is updated at least annually.
• Participate at disaster drills as requested by County, at least three (3) per year.
• Provide storage space for equipment and supplies for the Bay Area Regional Disaster Medical Assistance Team (DMAT)

Personnel

• Ensure professional and courteous conduct of all proposer’s employees.
• Employ and supervise all paramedic and EMT-I personnel staffing the emergency ambulances.
• Employ and supervise all paramedic personnel staffing the ALS first response vehicles and the emergency ambulances. ALS first response paramedics may be indirectly employed through a subcontractual arrangement.
• Provide as safe a working environment as possible (e.g., vehicles, driver training, field safety training).
• Ensure that all paramedics are currently licensed and locally accredited to practice.
• Ensure that all EMT-Is are currently certified.
• Provide in-county supervision to paramedics and EMT-Is 24 hours per day, 365 days per year

Quality Assurance and Training

• Implement, maintain and document a quality improvement program throughout the organization that addresses clinical, as well as operational, functions.
• Provide on-going continuing education, that is directly linked to the quality improvement program to ensure competent and safe practices.

Information and Communications

• Provide and maintain patient care records consisting of electronic data and hard copy in accordance with requirements specified in the California Code of Regulations Title 22 and in local EMS policy.
• Implement a computerized EMS data system that links the EMS program office, SMCPSDC, and any other ALS first response dispatch center, ALS first responder agencies, proposer, and hospitals. The data contained within the system will include, but not be limited to, patient care records. The information contained within the system will be used for medical records, quality assurance purposes, and reporting aggregate information. The data system will meet the requirements specified in Section 10.6.
• Provide communications equipment for each on-duty paramedic vehicle to include pager, portable radio, mobile radio, cellular telephone.
• Maintain paramedic records relative to licensure, accreditation, primary and continuing education.
• Immediately report to the local EMS program any incidents that constitute possible violations of the California Health and Safety Code, California Code of Regulations Title 22, and local EMS policies.

EMS System and Community Involvement

• Ensure active participation of proposer’s management/supervisory/field paramedics on County EMS committees (e.g., Emergency Medical Care,

- Maintain excellent working relationships with all organizations involved in the San Mateo County EMS system (e.g., County, SMCPSDC, fire service agencies, law enforcement agencies, air ambulance providers, hospitals).
- Maintain excellent liaison to community groups and local government.
- Provide public education programs that include, but are not limited to, EMS system use, citizen CPR, disaster preparedness, seat belt and helmet use, and infant/child car seats.

5.2 Comparison of Model A and Model B

A comparison of the key features of the current model, Model A, and Model B is illustrated below:
<table>
<thead>
<tr>
<th>CURRENT SYSTEM (Emergency Ambulance only)</th>
<th>MODEL A (Emergency Ambulance only)</th>
<th>MODEL B (Integrated ALS First Response and Emergency Ambulance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulance dispatch by SMCPSDC, first response dispatch by multiple local dispatch centers</td>
<td>Ambulance dispatch by SMCPSDC, first response dispatch by multiple local dispatch centers</td>
<td>Integrated and coordinated ALS first response and emergency ambulance</td>
</tr>
<tr>
<td>First response by fire service, level varies (EMT-I, paramedic)</td>
<td>First response by fire service, level varies (EMT-I, paramedic)</td>
<td>Paramedic first response county-wide</td>
</tr>
<tr>
<td>No response time standard for first response</td>
<td>No response time standard for first response</td>
<td>Urban/suburban paramedic first response time standard of 6:59 minutes</td>
</tr>
<tr>
<td>Ambulance staffing - two paramedics</td>
<td>Ambulance staffing - two paramedics</td>
<td>Ambulance staffing - one paramedic, one EMT-I</td>
</tr>
<tr>
<td>Urban/suburban ambulance response time standard 8:59 seconds</td>
<td>Urban/suburban ambulance response time standard 8:59 seconds</td>
<td>Urban/suburban ambulance response time standard 14:59 minutes</td>
</tr>
<tr>
<td>County-wide 90% response time zone</td>
<td>Five separate 90% response time zones for ambulance only</td>
<td>Five separate 90% response time zones for both first response and ambulance</td>
</tr>
</tbody>
</table>
9. **Response Times/Penalties**

This will be a performance based contract. Financial penalties shall be levied for late responses and for failure to meet response time compliance standards. Proposer will pay fines for late responses as specified in this RFP. Fines will be assessed for late ambulance responses in Model A. For Model B fines will be assessed for late ambulance responses and late ALS first responses.

It is understood that response time performance is the result of both dispatch and field response. However, since the SMCPSDC will be responsible for call processing and dispatch of emergency ambulances, and for notification of ALS first response dispatch in Model B, the response times for which proposer will be held accountable shall be from the time of dispatch/notification by the SMCPSDC until the time that the vehicle notifies the dispatch center by radio (or other reliable method) that is fully stopped at the location where the vehicle shall be parked during the incident. In all incidences where the vehicle fails to report arrival on scene, the time of the next communication from the on-scene personnel to the dispatch center shall be used as the arrival on scene time. Response times shall be in whole minutes with seconds.

9.1.1 **Response Time Compliance Zones**

Currently response time compliance is monitored for the entire countywide zone. The proposer must maintain monthly response time compliance of 90% or better in order to be in compliance with the contract.

For this procurement there will be five (5) separate response time compliance zones. The proposer must maintain monthly response time compliance of 90% in each of the five (5) zones. The response time compliance zones are displayed on a map as Attachment 10. The zones consist of:

- **Zone 1:** Pacifica North, Pacifica south to Devil’s Slide, Brisbane, Daly City, San Bruno, Colma
- **Zone 2:** San Francisco International Airport, Burlingame, Millbrae, Hillsborough, San Mateo, Foster City, San Mateo Bridge
- **Zone 3:** Belmont, San Carlos, Redwood Shores, Redwood
9.2 Response Time Area Standards

There are will be three (3) types of response time areas. These areas are shown on a map in Attachment 11. The areas are:

Urban/suburban:
- The incorporated and unincorporated portions within and adjacent to Daly City, Brisbane, Pacifica, Colma, San Bruno, Millbrae, Burlingame, San Mateo, Hillsborough, Foster City, Belmont, San Carlos, Redwood City, Atherton, Menlo Park, East Palo Alto, Woodside, Portola Valley, and Half Moon Bay.
- San Francisco International Airport
- Areas along Highway 1 from Half Moon Bay north to Montara State Beach and South to Purisima Creek.
- All areas along or east of Interstate 280.

Rural
- Areas not included Urban/Suburban above, but which are accessible by any of the following roads: Skyline Boulevard (Highway 35), Edgewood Road, Highway 92 (between Interstate 280 and Highway 1), La Honda Road (Highway 84) between Woodside and LaHonda, Highway 1 (Cabrillo Highway) between Purisima Creek and Pescadero Road.

Remote:
- Areas not included in Urban/Suburban or Rural above, but which are accessible by any of the following roads: Highway 1 south of Pescadero creek, on Pescadero Road between Highway 1 and LaHonda, and Highway 84 from La Honda to Highway 1.
9.3 Model A - Response Times

The emergency ambulance response time standards are:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Area</th>
<th>Emergency Ambulance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Urban/Suburban</td>
<td>08:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Rural</td>
<td>19:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Remote</td>
<td>29:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Urban/Suburban</td>
<td>19:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Rural</td>
<td>44:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Remote</td>
<td>59:59 Minutes</td>
</tr>
</tbody>
</table>

9.4 Model B - Response Times

The ALS first responder and emergency ambulance response time standards are:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Area</th>
<th>ALS First Responder</th>
<th>Emergency Ambulance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Urban/Suburban</td>
<td>06:59 Minutes</td>
<td>14:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Rural</td>
<td>11:59 Minutes</td>
<td>19:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Remote</td>
<td>21:59 Minutes</td>
<td>29:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Urban/Suburban</td>
<td>14:59 Minutes</td>
<td>24:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Rural</td>
<td>24:59 Minutes</td>
<td>59:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Remote</td>
<td>29:59 Minutes</td>
<td>59:59 Minutes</td>
</tr>
</tbody>
</table>

9.5 Model A - Response Time Measurement and Financial Penalties

Measurement of Response Time

Only the SMCPSCDC CAD data will be used to calculate response times. Calculation of response times shall begin at the time of voice dispatch (and pager activation) as recorded on the CAD record. In the event that no ambulance is available at the time that the dispatcher is ready to dispatch
an ambulance, the response time shall begin at the time that the dispatcher notes in the automated dispatch system record that no ambulance is available. The arrival on scene shall be identified as the time that the vehicle notifies the SMCPSCD by radio (or other reliable method) after it is fully stopped at the location where the ambulance shall be parked during the incident. In all incidents where the vehicle fails to report arrival on scene, the time of the next communication from the on-scene personnel to the SMCPSCD shall be used as the arrival on scene time. A field supervisor’s arrival on-scene will not be counted for “stopping the clock”. Response times shall be in whole minutes and seconds.

Applicable Calls

All calls that are designated as Priority 1 and Priority 3 are applicable to the response time standards above and ensuing fines for late response. Each incident shall be counted as a single response regardless of the number of ambulances actually utilized and only the first arriving ambulance’s time will be applicable. If a response is canceled, or downgraded to a lower priority, financial penalties may be assessed if response time standards are exceeded at the time of cancellation or downgrade.

In some cases late responses will be exempted from financial penalties and from response time compliance reports. These exemptions will be for good cause only, as determined by the County. The burden of proof that there is good cause for the exemption shall rest with the proposer and proposer must have acted in good faith. The alleged good cause must have been a substantial factor in producing the excessive response time. Good cause for an exemption may include, but is not limited to the following scenarios:

- dispatcher errors
- incorrect or inaccurate dispatch information received from a calling party or 911 Public Safety Answering Point
- disrupted voice or data transmission
- inability to locate due to non-existent address
- unavoidable delay caused by traffic congestion as the result of a vehicular accident to which the emergency vehicle is responding where there is no alternate access to the incident
- weather conditions which impair visibility or create other
unsafe driving conditions
• any labor actions which intentionally delay response time
• unavoidable delays caused by road construction and/or closure
• unavoidable delays caused by trains
• off-road or off-paved road locations
• unusually high demand (defined as more than 10 simultaneous EMS incidents in which 10 ambulances are either responding to the scene, on the scene, or enroute to the hospital)

Proposer must file a request for each response time exemption on a monthly basis with the EMS program office within 15 days of the end of the previous month. Such request shall list the date, the time, and the specific circumstances causing the delayed response.

Fine Structure

The structure for the assessed penalties shall be:
• $10 for each minute exceeding the response time standard to a maximum of $500 per incident
• $500 for any incident in which a call is referred to a Basic Life Support Unit

For each calendar month, proposer is required to maintain a 90% response time compliance in each of the five response time compliance zones. Failure to maintain this level will result in additional financial penalties. These additional penalties shall based upon the response time compliance within each zone as follows:
• 94-94.9% = 10% of the total penalty dollars assessed within that zone
• 93-93.9% = 15% of the total penalty dollars assessed within that zone
• 92-92.9% = 25 % of the total penalty dollars assessed within that zone
• 91-91.9% = 35% of the total penalty dollars assessed within that zone
• 90-90.9% = 50% of the total penalty dollars assessed within that zone
• <90% = 100% of the total penalty dollars assessed within that zone
9.6 Model B - Response Time Measurement and Financial Penalties

Measurement of Response Time

Only the SMCPSDC CAD data will be used to calculate response times. Calculation of response times shall begin at the time of voice dispatch (and pager activation) as recorded on the SMCPSDC CAD record. In the event that no ambulance is available at the time that the dispatcher is ready to dispatch an ambulance, the ambulance response time shall begin at the time that the dispatcher notes in the automated dispatch system record that no ambulance is available. The arrival on scene shall be identified as the time that the vehicle notifies the dispatch center by radio (or other reliable method) after it is fully stopped at the location where the vehicle shall be parked during the incident. In all incidents where the vehicle fails to report arrival on scene, the time of the next communication from the on-scene personnel to the dispatch center shall be used as the arrival on scene time. A field supervisor’s, or non-ALS first responder, arrival on-scene will not be counted for “stopping the clock”. Response times shall be in whole minutes and seconds.

Applicable Calls

All calls that are designated as Priority 1 and Priority 3 are applicable to the response time standards above and ensuing fines for late response. Each incident shall be counted as a single ALS first response and a single ambulance response regardless of the number of ambulances and other vehicles that were actually utilized. Only the first arriving ALS first response vehicle and the first arriving ambulance’s times will be applicable. If a response is canceled, or downgraded to a lower priority, financial penalties may be assessed if response time standards are exceeded at the time of cancellation or downgrade.

In some cases late responses will be exempted from financial penalties and from response time compliance reports. These exemptions will be for good cause only, as determined by the County. The burden of proof that there is good cause for the exemption shall rest with the proposer and proposer must have acted in good faith. The alleged
good cause must have been a substantial factor in producing the excessive response time. Good cause for an exemption may include, but is not limited to the following scenarios:

- SMCPSDC dispatcher errors
- incorrect or inaccurate dispatch information received from a calling party or 911 Public Safety Answering Point
- disrupted voice or data transmission
- inability to locate address due to non-existent address
- unavoidable delay caused by traffic congestion as the result of a vehicular accident to which the ambulance is responding in which there is no alternate access to the incident
- weather conditions which impair visibility or create other unsafe driving conditions
- any labor actions which intentionally delay response time
- unavoidable delays caused by road construction and/or closure
- unavoidable delays caused by trains
- off-road or off-paved road locations
- unusually high demand for ambulances (defined as more than 10 simultaneous EMS incidents in which ambulances are responding to the scene, on the scene, or enroute to the hospital) Note: This exemption shall only apply to ambulance responses

Proposer must file a request for each response time exemption on a monthly basis with the EMS program office within 15 days of the end of the previous month. Such request shall list the date, the time, and the specific circumstances causing the delayed response.

Fine Structure

The structure for the assessed penalties shall be:

- For ambulance responses exceeding the response time standard, the fine will be $7.50 per minute to a maximum of $500 per incident
- For ALS first responder responses exceeding the response time standard, the fine will be $5.00 per minute to a maximum of $500 per incident
- $500 for any incident in which a call is referred to a Basic Life Support Unit
For each calendar month, proposer is required to maintain a 90% response time compliance in each of the five response time compliance zones. Failure to maintain this level will result in additional financial penalties. These additional penalties shall be based upon the response time compliance within each zone as follows:

- 94-94.9% = 10% of the total penalty dollars assessed within that zone
- 93-93.9% = 15% of the total penalty dollars assessed within that zone
- 92-92.9% = 25% of the total penalty dollars assessed within that zone
- 91-91.9% = 35% of the total penalty dollars assessed within that zone
- 90-90.9% = 50% of the total penalty dollars assessed within that zone
- <90% = 100% of the total penalty dollars assessed within that zone
II. Response Time Standards, Zones, Penalties

This is a performance-based contract. Contractor will submit its ambulance deployment plan, also called the system status plan, to County. Such plan will include the number of staffed ambulances by time of day and day of week as well as the posting locations. Anytime Contractor plans to make changes to such system status plan that will result in a net decrease in monthly unit hours, Contractor must submit the plan for County’s review at least 5 business days prior to implementing any such decrease. Contractor shall also notify the County EMS Administrator when it requests SMCPSC to make the technical modifications to the County CAD for such a system status plan change. The County EMS Administrator, SMCPSC Director, and Contractor’s Chief Administrative Officer shall mutually agree upon an implementation plan, schedule and start date.

In the event that SMCPSC has not completed the technical modifications to the County CAD in accordance with the mutually agreed upon plan including the identified completion date, Contractor may request response time fine exemptions for those calls where there is evidence to substantiate Contractor's belief that implementation of the requested technical modifications to the County CAD would have resulted in the vehicle response being on time. These exemptions will be for good cause only, as reasonably determined by the County. The burden of proof that there is good cause for the exemption shall rest with the Contractor. The alleged good cause must have been a substantial factor in producing the excessive response time and must be documented in the exception report.

Financial penalties shall be levied for late responses and for failure to meet response time compliance standards. Fines will be assessed for late paramedic first responses (non-ambulance) and for late emergency ambulance responses. Contractor shall be responsible for paying County the financial penalties set forth in Section II.D.3., 4., and 5. below regardless of whether such penalties were the result of its actions or Subcontractor’s actions. Fines will not be levied for ambulance responses into the City of South San Francisco nor for paramedic first responses (non-ambulance) at the San Francisco International Airport.

Contractor will be held accountable from the time of dispatch of the first assigned vehicle by SMCPSC, until the time that the first arriving vehicle
notifies the dispatch center by radio (or other reliable method) that it is fully stopped at the location where the vehicle shall be parked during the incident, or in the event that staging is necessary for personnel safety, at the time the vehicle arrives at the staging area. In all incidents where the crew fails to report their arrival on scene the time of the next communication from the crew or other on-scene personnel to the dispatch center that indicates that the vehicle has already arrived at the scene shall be used as the arrival on scene time. Response times shall be in whole minutes with seconds.

A. Response Time Compliance Zones

There are five (5) separate response time compliance zones (see Attachment 6). Contractor must maintain monthly response time compliance of at least 90% in each of the five (5) zones for both paramedic first response vehicles and emergency ambulances. The zones consist of:

- Zone 1: Pacifica North, Pacifica south to Devil's Slide, Brisbane, Daly City, San Bruno, Colma.
- Zone 2: San Francisco International Airport, Burlingame, Millbrae, Hillsborough, San Mateo, Foster City, San Mateo Bridge.
- Zone 3: Belmont, San Carlos, Redwood Shores, Redwood City.
- Zone 4: Atherton, Menlo Park, East Palo Alto, Dumbarton Bridge (southern border is Santa Clara County line), Woodside, Portola Valley, Los Trancos (southern border is Santa Cruz, Santa Clara line).
- Zone 5: Coastside. Includes south of Zone 1 and west of 280 down to Woodside (southern border is Santa Cruz County line).

B. Response Time Area Standards

There are three (3) types of response time areas and there is some variation in the location of these areas for the paramedic first response compared to emergency ambulances (see Attachment 7). The areas are:

1. Paramedic First Responder

   a. Urban/suburban:

   - The incorporated and unincorporated portions within and adjacent to Daly City, Brisbane, Pacifica, Colma, San Bruno, Millbrae, Burlingame, San Mateo, Hillsborough, Foster City, Belmont, San Carlos, Redwood City, Atherton, Menlo Park, East Palo Alto, Woodside, Portola Valley, Half Moon Bay, and Montara
• All areas along or east of Interstate 280, including Canada Road and Edgewood Road west of 280.
• Specific roads included in the urban/suburban area are: Tripp Road, Canada Road, Alpine Road east of Hwy 35 and Los Trancos Road
• Pescadero, including areas accessible by: Highway 1 from Pomponio State Beach south to Bean Hollow Road, Pescadero Road from Highway 1 to Loma Mar, North Street, Cloverdale Road to Canyon Road, Butano Cut Off, Bean Hollow Road
• Areas along Highway 1 from Half Moon Bay north to Second Avenue Point Montara and South to Purisima Creek Road
• Areas along Highway 1 north of Devil’s Slide
• Areas along Highway 92 east of Highway 1 to Ox Mountain
• San Francisco International Airport

b. Rural

• Areas not included in Urban/Suburban above, but which are accessible by any of the following roads:
  • Skyline Boulevard (Highway 35)
  • Highway 92 (between Interstate 280 and Ox Mountain)
  • La Honda Road (Highway 84) between Woodside Road and the town of La Honda, and Highway 1 to Bear Gulch Road
  • Highway 1 between Devil’s Slide and Second Avenue Point Montara, Purisima Creek Road and Pomponio State Beach, and Bean Hollow Road and Gazos Creek Road.
  • Kings Mountain Road
  • Bear Gulch Road from Highway 35
  • Old La Honda Road
  • Higgins Purisima Road
  • Purisima Creek Road
  • Lobitos Creek Cutoff
  • Tunitas Creek to Lobitos Creek Road
  • Stage Road
  • Gazos Creek Road and Canyon Road

c. Remote

• Areas not included in Urban/Suburban or Rural above, but which are accessible by any of the following roads:
  • Highway 1 south of Gazos Creek Road
  • Pescadero Road between Loma Mar and Highway 84
  • Highway 84 from Bear Gulch Road to La Honda
o Bear Gulch Road east from Highway 84
o Pomponio Road
o Areas along and south of Alpine Road from Pescadero Road to County Line
o Lobitos Creek Road
o Tunitas Creek east from Lobitos Creek Cutoff
o Swett Road
o Starr Hill Road

• Emergency Ambulance

a. Urban/suburban

• The incorporated and unincorporated portions within and adjacent to Daly City, Brisbane, Pacifica, Colma, San Bruno, Millbrae, Burlingame, San Mateo, Hillsborough, Foster City, Belmont, San Carlos, Redwood City, Atherton, Menlo Park, East Palo Alto, Woodside, Portola Valley, Half Moon Bay, and Montara
• All areas along or east of Interstate 280, including Canada Road and Edgewood Road west of 280
• Specific roads included in the urban/suburban area are: Tripp Road, Canada Road, Alpine Road east of Hwy 35 and Los Trancos Road
• Areas along Highway 1 from Half Moon Bay north to Second Avenue Point Montara and South to Purisima Creek
• Areas along Highway 1 north of Devil’s Slide
• Areas along Highway 92 east of Highway 1 to Ox Mountain
• San Francisco International Airport

b. Rural

• Areas not included in Urban/Suburban above, but which are accessible by any of the following roads:

• Skyline Boulevard (Highway 35)
• Highway 92 (between Interstate 280 and Ox Mountain)
• La Honda Road (Highway 84) between Woodside Road and the town of La Honda, and Highway 1 to Bear Gulch Road
• Highway 1 between Devil’s Slide and Second Avenue Point Montara, Purisima Creek Road and Pescadero
• Kings Mountain Road
• Bear Gulch Road east from Highway 35
• Old La Honda Road
• Higgins Purisima Road
• Purisima Creek Road
• Lobitos Creek Cutoff
• Tunitas Creek to Lobitos Creek Road
• Stage Road from Highway 1 to Highway 84

c. Remote

• Areas not included in Urban/Suburban or Rural above, but which are accessible by any of the following roads:

• Highway 1 south of Pescadero Road
• Pescadero Road and all areas south of Pescadero Road
• Highway 84 from Bear Gulch Road to La Honda
• Bear Gulch Road east from Highway 84 and west from Highway 35
• Pomponio Road
• Stage Road
• Areas along and south of Alpine Road from Pescadero Road to County Line
• Lobitos Creek Road
• Tunitas Creek east from Lobitos Creek Cutoff
• Swett Road
• Starr Hill Road

1.1. C. Response Times Standards

The paramedic first responder and emergency ambulance response time standards are:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Area</th>
<th>Paramedic First Responder</th>
<th>Emergency Ambulance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Urban/Suburban</td>
<td>06:59 Minutes</td>
<td>12:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Rural</td>
<td>11:59 Minutes</td>
<td>19:59 Minutes</td>
</tr>
<tr>
<td>1</td>
<td>Remote</td>
<td>21:59 Minutes</td>
<td>29:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Urban/Suburban</td>
<td>14:59 Minutes</td>
<td>22:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Rural</td>
<td>24:59 Minutes</td>
<td>59:59 Minutes</td>
</tr>
<tr>
<td>3</td>
<td>Remote</td>
<td>29:59 Minutes</td>
<td>59:59 Minutes</td>
</tr>
</tbody>
</table>

1.2. D. Response Time Measurement and Financial Penalties

1.2.1. 1. Measurement of Response Time
The SMCPSC CAD data will be used to calculate response times. Calculation of response times shall begin at the time the following information, at a minimum, is transmitted to the vehicle crew:

- call priority
- exact address with Thomas Brothers Map coordinates or descriptive location such as building or landmark

A secondary voice broadcast will generally follow the initial broadcast, and may contain the following elements:

- chief complaint
- pertinent patient information
- status of first responders
- other events occurring at the scene of the call.

Due to the reliance on a paging system as a secondary tool for dispatching, and a measured delay in their alert time, Contractor will receive a twenty (20) second response time allowance for each dispatch episode.

Contractor has the authority to obtain reports from the paging vendor in order to ascertain the average paging delay. In the event that Contractor is unable to obtain such reports from the paging vendor, County will work collaboratively with Contractor to audit paging system performance internally by auditing tape recordings. In the event that the average paging delay exceeds one minute, County will attempt to cure the delay. If County is unable to cure the delay within a 60 day period, Contractor may renegotiate the twenty (20) second response time allowance with County.

The voice dispatch information will also be transmitted over the digital paging system. A study will be conducted jointly by Contractor and County to determine the variance between recorded dispatch time and completion of voice dispatch. Dependant upon the results, Contractor and County may renegotiate the 20 second response time allowance.

In the event that no ambulance is available at the time that the dispatcher is ready to dispatch an ambulance, the ambulance response time shall begin at the time that the dispatcher notes in the automated dispatch system record that no ambulance is available. The arrival on scene shall be identified as the time that the vehicle notifies the dispatch center after it is fully stopped at the location where the vehicle shall be parked during the incident, or in the event that staging is necessary for personnel safety, at the time the vehicle arrives at a staging area. In all incidents where the crew fails to report
their arrival on scene, the time of the next communication from the crew or other on-scene personnel to the dispatch center that indicates that the vehicle has already arrived at the scene shall be used as the arrival on scene time. A field supervisor’s arrival on-scene will be counted for “stopping the clock” for paramedic first response but not for the ambulance. Response times shall be in whole minutes and seconds.

1.2.2. 2. Applicable Calls

All calls that are designated as Priority 1 and Priority 3 are applicable to the response time standards above and ensuing fines for late response. Each incident shall be counted as a single paramedic first response and a single ambulance response regardless of the number of ambulances and other vehicles that were actually utilized. Only the first arriving paramedic first response vehicle, the paramedic supervisor and the first arriving ambulance’s times will be applicable. If a response is canceled, or downgraded to a lower priority, financial penalties may be assessed if response time standards are exceeded at the time of cancellation or downgrade. If a call is “upgraded” again, or there is more than one priority change in a given call, then Contractor is not subject to any financial penalties for that call, provided the upgrade or second change in priority does not occur after the passage of a response time penalty threshold.

In some cases, late responses will be exempted from financial penalties and from response time compliance reports. These exemptions will be for good cause only, as reasonably determined by the County. The burden of proof that there is good cause for the exemption shall rest with the Contractor. The alleged good cause must have been a substantial factor in producing the excessive response time and must be documented in the exception report. Good cause for an exemption may include, but is not limited to the following scenarios:

a. Inaccurate dispatch information or practice when unedited dispatch records or tapes verify the following:

   1) dispatcher gave incorrect call priority, address, or Thomas Brothers Map coordinates that had a negative effect on response time
   2) incorrect or inaccurate dispatch information received from a calling party or 911 Public Safety Answering Point
   3) disrupted voice or data transmission
   4) failure to dispatch in accordance with system status plan in effect at the time of dispatch.

b. inability to locate address due to non-existent or inaccurate address

c. unavoidable delay caused by traffic congestion due to the incident...
to which the vehicle is responding when there is no reasonable alternate access to the incident
d. weather conditions which impair visibility or create other unsafe driving conditions
e. unavoidable delays caused by trains
f. off-road or off-paved road locations. Performance will be measured from the time of dispatch to the time of the vehicle’s arrival at the unpaved road.
g. a declared state of emergency or disaster

Contractor must request each response time exemption on a monthly basis with the EMS Agency within 15 days of the end of the previous month.

3. Fine Structure

1.2.3. a. The following basic penalties shall remain in effect for all responses until 2359 hours December 31, 2006.

The structure for assessed penalties shall be:

- For ambulance responses exceeding the response time standard, the fine will be $7.50/minute to a maximum of $350 per incident.
- For paramedic first responder responses exceeding the response time standards, the fine will be $5.00 per minute to a maximum of $150/incident.
- $350 for any incident in which a basic life support ambulance responds to an incident, rather than an advanced life support ambulance, unless the incident is a declared multiple casualty incident and an advanced life support ambulance also responds.
- $350 for any incident in which either the WFPD or the CDF initiates transport of a patient in accordance with Schedule B Section B.1.c.4 of this Agreement.”

b. Additional Penalties

For each calendar month, Contractor is required to maintain at least a 90% response time compliance for paramedic first response and ambulance response throughout the exclusive provider area. In order to encourage Contractor to maintain response time compliance in excess of this requirement, Contractor shall also pay the additional penalties set forth below if it fails to achieve a 95% compliance in each response zone. These additional penalties shall apply to both first responder and ambulance responses.
independently, and will be based upon the response time compliance within each zone as follows:

- 94-94.9% = 10% of the total penalty dollars assessed within that zone
- 93-93.9% = 15% of the total penalty dollars assessed within that zone
- 92-92.9% = 25% of the total penalty dollars assessed within that zone
- 91-91.9% = 35% of the total penalty dollars assessed within that zone
- 90-90.9% = 50% of the total penalty dollars assessed within that zone
- <90% = 100% of the total penalty dollars assessed within that zone

1.2.4. 4. Other Repercussions

If County determines that Contractor or Subcontractor has failed to consistently and substantially maintain a response compliance level as described in Section IV.A.1.a. County may:

a. determine that there is a major breach as described in Section IV. of this Agreement, and/or
b. direct Contractor to terminate its Subcontract with Subcontractor.

1.2.5. 5. Payment of Fines

County will make final penalty determinations and inform the Contractor of the incidents and fines incurred on a monthly basis. Contractor shall pay County all fines within 45 days of receipt of the notification. A late payment charge of five percent (5%) will be assessed monthly if no payment is received after the 45 days of receipt of the notification.

1.2.6. 6. Beginning at 0001 hours January 1, 2007 the following fine structure will become effective:

1.2.6.1.a. Basic Penalties

The structure for assessed penalties shall be:

- For ambulance responses exceeding the response time standard, the fine will be $35/minute to a maximum of $750 per incident.
- For paramedic first responder responses exceeding the response time standards, the fine will be $5.00 per minute to a maximum of $300/incident.
- $2,500 for any incident in which a basic life support ambulance transports a patient, rather than an advanced life support ambulance,
unless the incident is a declared multiple casualty incident and an advanced life support ambulance has also responded.

b. **Compliance with System Status Plan**

Contractor’s compliance with its ambulance deployment/system status plan most recently submitted to County shall be monitored for compliance. This compliance shall be based upon unit hours per month.

For the purposes of monitoring compliance with this section, the Contractor will submit a report to the County daily listing, by day, the unit hours scheduled for deployment and the unit hours actually deployed. A monthly report listing the system status plan unit hours and the actual unit hours for the month will be submitted with the response time compliance report for that same month. Compliance will be measured monthly. The following formula will be used: actual unit hours divided by the planned unit hours in the most current system status plan in percentage format.

Contractor shall be fined on a monthly basis for failure to maintain compliance with this plan as follows:

- 97-98% Compliance = $1,000
- 95-96% Compliance = $2,000
- 94-95% Compliance = $3,000
- 93-94% Compliance = $6,000
- 92-93% Compliance = $8,000
- 91-92% Compliance = $10,000
- <91% Compliance = $16,000
- <81% Compliance = $24,000

**c. Additional Incentives**

1. For each calendar month, Contractor shall also pay $300 for every one-tenth percentage point below 90% compliance in each response zone.

2. For each calendar month, County shall forgive all Contractor’s fines within each response time zone in which Contractor has a response time compliance of 95% or higher.