

Written materials relating to an item on this agenda that are distributed to the legislative bodies within 72 hours before the item is to be considered at its regularly scheduled meeting will be made available for public inspection at the City Clerk's Office, 300 West Third Street 4th Floor during customary business hours. Agenda reports are also on the City of Oxnard web site at [www.oxnard.org](http://www.oxnard.org).



**AMENDED AGENDA  
(Item D.2 Added)**

**AGENDA  
OXNARD CITY COUNCIL  
FINANCE AND GOVERNANCE COMMITTEE  
Council Chambers, 305 West Third Street  
April 13, 2021  
Regular Meeting - 5:00 to 6:30 PM  
(TEMPORARY MEETING TIME CHANGE)**

This meeting is held pursuant to the State Emergency Services Act, the Governor's Emergency Declaration, and Governor's Executive Order N-29-20 to allow members of the City Council or staff to participate via teleconference.

As a precautionary measure to help slow the spread of COVID-19, the City Council facilities are temporarily closed to the public. The public is encouraged to view the meeting from home on the City's website at [Oxnard.org/city-meetings](http://Oxnard.org/city-meetings), Spectrum channel 10, Frontier channel 35, or YouTube at [Youtube.com/oxnardnews](https://www.youtube.com/oxnardnews). Video recordings are typically available online immediately following the meeting. \*Please see the link for the Measure M pre-recorded presentation video for each agenda item below.

The public may provide comments to the City Council via email at [cityclerk@oxnard.org](mailto:cityclerk@oxnard.org) no later than [2:00 p.m.](#) on the day of the meeting. Please identify the committee name, meeting date, and agenda item in the email Subject line.

A telephone option for public comments is also available at this time. Requests to speak must be submitted no later than [2:00 p.m.](#) on the day of the meeting. Use the form on the city's website to submit your request: [Oxnard.org/city-meetings](http://Oxnard.org/city-meetings), or call the City Clerk's Office at (805) 385-7803, or email your request to [cityclerk@oxnard.org](mailto:cityclerk@oxnard.org).

\*The City has filed pre-election and post-election lawsuits regarding the validity of Measure M. The judge has not yet ruled on the legal sufficiency of Measure M.

**A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE**

**B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**

At this time, the legislative body will consider public comments for a maximum of thirty minutes. A person may address the legislative body only on matters not appearing on the agenda and within the subject matter jurisdiction of the legislative body. Speaker requests shall be submitted as set forth on the first page of this agenda. Speakers are limited to three minutes. If the allotted 30 minute time period expires before all speakers have had the opportunity to speak, the remaining speakers will be given an opportunity to speak prior to adjournment of the meeting. The legislative body cannot enter into a detailed discussion or take action on any items presented during public comments at this time. Such items may only be referred to the City Manager/Executive Director/Secretary for administrative action or scheduled on a subsequent agenda for discussion. Persons wishing to speak on public hearing items should do so at the time of the hearing.

**C. CONSENT AGENDA**

In compliance with the Americans with Disabilities Act, if you require special assistance to participate in a meeting, please contact the City Clerk's Office at 385-7803. Notice at least 72 hours prior to the meeting will enable the City to reasonably arrange for your accessibility to the meeting.

**Agenda Item time estimates: (Presentation / Committee Discussion / Public Comment)**

1. City Clerk Department

SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Finance and Governance Committee approve the minutes of the January 12, 2021 regular meeting as presented.

Contact: Rose Chaparro, (805) 385-7805

D. REPORTS

1. Finance Department

SUBJECT: 2020 Single Audit Report and Update on the Corrective Action Plan (CAP) (10/5/5)

RECOMMENDATION: That the Finance and Governance Committee receive the 2020 Single Audit Report from the audit firm Eadie + Payne, and update on the Corrective Action Plan (CAP) from staff, and give authorization to forward both presentations to City Council. (Presentation will be live upon consultant's request).

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/5qri5EfuSM0>

Contact: Kevin Riper, (805) 385-7475

2. Fire Department

SUBJECT: Agreement with Falck Mobile Health Corporation and Purchase Order with Stryker Medical (0/30/30)

RECOMMENDATION: That the Committee recommend the City Council:

1. Approve and authorize the Mayor to execute Agreement A-8317 with Falck Mobile Health Corporation ("Falck") for three years, with an option to renew for an additional two years, not to exceed \$7,143,621 (Year 1), \$6,862,321 (Year 2), \$6,514,727 (Year 3), \$6,683,131 (Year 4), and \$6,826,999 (Year 5) for ambulance transport services; and

2. Approve and authorize the Mayor to execute a purchase order for the purchase of 10 EKG Monitors and 10 Stair-Pro Chairs using Stryker Flex Pay to be placed on ambulances operated by Falck in the City; and

3. Authorize the City Manager to approve and execute amendments to Agreement A-8317 within the City Manager's annual authorization as may be amended from time to time.

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/BMbzzG7Aj1U>

Contact: Alexander Hamilton, (805) 385-7700

E. ITEMS FOR FUTURE AGENDAS

F. ADJOURNMENT



MINUTES  
OXNARD CITY COUNCIL  
FINANCE AND GOVERNANCE COMMITTEE  
Regular Meeting  
JANUARY 12, 2021

A. ROLL CALL, POSTING OF AGENDA, FLAG SALUTE

At 5:03 p.m., Chair Zaragoza called to order the regular meeting of the Oxnard City Council Finance and Governance Committee in the City Hall Council Chambers at 305 W. Third Street, Oxnard, California. The City Clerk called the roll and announced the posting of the agenda. Chair John Zaragoza was present in person and Member Gabriela Basua was present via videoconference. There is currently one member vacancy on this committee.

Staff members present were Stephen M. Fischer, City Attorney; Shiri Klima, Deputy City Manager; and Rose Chaparro, City Clerk.

Staff members that participated via videoconference were Alex Nguyen, City Manager; Kevin Riper, Chief Financial Officer; Donna Ventura, Assistant Chief Financial Officer; and Tonya Cheng.

B. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

No public comments received.

C. CONSENT AGENDA

City Clerk Department

1. SUBJECT: Approval of Minutes.

RECOMMENDATION: That the Finance and Governance Committee approve the minutes of the December 8, 2020 regular meeting as presented.

*It was moved by Member Zaragoza, seconded by Member Basua, to approve the minutes as presented. VOTE: Zaragoza and Basua voted in favor; the motion carried 2-0.*

D. REPORTS

1. Finance Department

SUBJECT: FY 2019-20 Comprehensive Annual Financial Report and Summary Presentation.

RECOMMENDATION: That the Finance and Governance Committee receive, and recommend that staff proceed to the full City Council with, the FY 2019-20 Comprehensive Annual Financial Report (CAFR) and summary presentation from the City's external financial auditors, Eadie + Payne, LLP. (Presentation will be live upon consultant's request).

Doc Ecker, Hong Nguyen, Mary Maxion and Eden Casareno with Eadie + Payne, LLP gave a report. Public comments were received from Alicia Percell. Discussion ensued among the Committee and staff.

*It was moved by Member Zaragoza, seconded by Member Basua, to approve the recommended action as presented. VOTE: Zaragoza and Basua voted in favor; the motion carried 2-0.*

2. City Manager Department

SUBJECT: Enterprise Resource Planning (ERP) System Annual Report

RECOMMENDATION: That the Finance and Governance Committee receive the Enterprise Resource Planning (ERP) System Annual Report and recommend staff proceed to present the annual report to City Council.

Deputy City Manager, Shiri Klima gave a report. No public comments were received. Discussion ensued among the Committee and staff.

*It was moved by Member Basua, seconded by Member Zaragoza to approve the recommended action as presented. VOTE: Basua and Zaragoza voted in favor; the motion carried 2-0.*

E. ITEMS FOR FUTURE AGENDAS

No requests were made.

F. ADJOURNMENT

There being no further business on the agenda, and without objection, Chair Zaragoza adjourned the meeting at 5:44 p.m.

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ROSE CHAPARRO  
City Clerk

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JOHN ZARAGOZA  
Chair



## FINANCE AND GOVERNANCE COMMITTEE AGENDA REPORT

### REPORTS AGENDA ITEM NO. D.1

**DATE:** April 13, 2021

**TO:** Finance & Governance Committee

**FROM:** Kevin Riper, Chief Financial Officer, (805) 385-7475, kevin.riper@oxnard.org

**SUBJECT:** 2020 Single Audit Report and Update on the Corrective Action Plan (CAP) (10/5/5)

#### RECOMMENDATION

That the Finance and Governance Committee receive the 2020 Single Audit Report from the audit firm Eadie + Payne, and update on the Corrective Action Plan (CAP) from staff, and give authorization to forward both presentations to City Council. (Presentation will be live upon consultant's request).

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/5qri5EfuSM0>

#### BACKGROUND

The City's annual audit for FY 2014-15 produced 111 single-audit findings. These findings primarily concerned the City's policies and procedures (or lack thereof) for accounting and financial management. During the FY 2015-16 audit, there were an additional five audit findings. For FY 2016-17, an additional 19 audit findings occurred, of which nine were repeat findings from the two prior audits. For FY 2017-18, an additional 37 audit findings occurred, of which 13 were repeat findings from the prior three audits. For FY 2018-19, there were an additional 11 findings, of which three were repeat findings from the prior four audits totaling 183 findings through FY 2018-19.

For FY 2019-20, there is one new audit finding, for Information Technology General Controls, which will be communicated to City Council via a separate confidential written report (as the disclosure of that report would reveal vulnerabilities to the City's IT system). There are no new findings for accounting and financial management, although four earlier audit findings remain unresolved.

In order to correct the various accounting and financial management audit findings, the City was required to produce a Corrective Action Plan, or CAP. This plan, updated annually, addresses all unresolved findings, and the steps and timeline to correct them.

After the 2015 and 2016 single audits were released simultaneously by Eadie + Payne in the spring of 2017, staff in the Finance Department and other departments began to address the first 111 audit findings. During the remainder of 2017 and throughout 2018, they made significant progress in executing the CAP and addressing the findings. They resolved more than 30 material weaknesses, for example.

In the meantime, however, new audit findings continued to pile up -- 67 more, as recapped above. Therefore, at the beginning of 2019 staff created a detailed audit scorecard, and began presenting it to the Finance and Governance Committee, and to City Council, every six months.

In October 2020, staff provided an update of the audit scorecard to the Finance and Governance Committee (and, later, to City Council) indicating that the total number of unresolved, unique (non-repeat) findings last autumn was 16. That scorecard appears on slide 5 of the accompanying PowerPoint presentation from staff (not the PowerPoint presentation from Eadie + Payne).

As shown in the new audit scorecard (slide 6 of the accompanying staff PowerPoint presentation), of the now-184 total audit findings (of which 158 were unique, non-repeat), only six remain outstanding. Slide 7 lists them.

## **STRATEGIC PRIORITIES**

This agenda item supports the Organizational Effectiveness strategy. The purpose of the Organizational Effectiveness strategy is to reinforce, stabilize, improve, and strengthen the organizational foundation of the City in order to build a modern, high-functioning City government that effectively and efficiently supports the operating departments in providing high-quality services and programs for our residents and businesses.

## **FINANCIAL IMPACT**

There is no financial impact.

*Prepared by: Kevin Riper, Chief Financial Officer*

## **ATTACHMENTS**

1. City of Oxnard - Issued Single Audit Report 2020
2. Eadie+Payne Single Audit Presentation
3. Staff Presentation on the 2020 Single Audit Report and Update on Corrective Action Plan

# SINGLE AUDIT REPORT

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# 2020



**FISCAL YEAR ENDED JUNE 30, 2020**

[WWW.OXNARD.ORG](http://WWW.OXNARD.ORG)





# CITY OF OXNARD

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JUNE 30, 2020

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**INDEPENDENT AUDITOR'S REPORT ON  
INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON  
COMPLIANCE AND OTHER MATTERS BASED ON  
AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN  
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

The Honorable City Council  
City of Oxnard  
Oxnard, California



**Eadie + Payne, LLP**

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Riverside, CA 92501

P.O. Box 1529  
Riverside, CA 92502-1529

Office: 951-241-7800

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We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Oxnard, California (City), as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements, and have issued our report thereon dated December 9, 2020. Our report includes a reference to other auditors who audited the financial statements of Oxnard Housing Authority, as described in our report on the City's basic financial statements. This report does not include the results of the other auditors' testing of internal control over financial reporting or compliance and other matters that are reported on separately by those auditors.

**Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered the City's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control over financial reporting that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiencies in internal control, described in the accompanying schedule of findings and questioned costs as item 2020-001 that we consider to be a significant deficiency.

### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether the City's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **City's Response to Findings**

The City of Oxnard's responses to the audit findings are described in the accompanying schedule of findings and questioned costs. The City's responses were not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on them.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Eddie and Payne HP*

Riverside, California  
December 9, 2020



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**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR  
EACH MAJOR PROGRAM; REPORT ON INTERNAL CONTROL OVER  
COMPLIANCE; AND REPORT ON THE SCHEDULE OF EXPENDITURES  
OF FEDERAL AWARDS REQUIRED BY THE UNIFORM GUIDANCE**

The Honorable City Council  
City of Oxnard  
Oxnard, California

**Report on Compliance for Each Major Federal Program**

We have audited City of Oxnard's (City) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on each of the City's major Federal programs for the year ended June 30, 2020. The City's major Federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

The City's basic financial statements include the operations of the Oxnard Housing Authority, which expended \$25,470,172 in Federal awards during the year ended June 30, 2020. Our audit, described below, did not include the operations of the Oxnard Housing Authority, because it engaged other auditors to perform an audit in accordance with the Uniform Guidance.

***Management's Responsibility***

Management is responsible for compliance with Federal statutes, regulations, and the terms and conditions of its Federal awards applicable to its Federal programs.

### ***Auditor's Responsibility***

Our responsibility is to express an opinion on compliance for each of the City's major Federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 *U.S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major Federal program occurred. An audit includes examining, on a test basis, evidence about the City's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major Federal program. However, our audit does not provide a legal determination of the City's compliance.

### ***Opinion on Each Major Federal Program***

In our opinion, the City complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major Federal programs for the year ended June 30, 2020.

### ***Report on Internal Control over Compliance***

Management of the City is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the City's internal control over compliance with the types of requirements that could have a direct and material effect on each major Federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major Federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over compliance.

*A deficiency in internal control* over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a Federal program on a timely basis. A *material weakness* in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a Federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a Federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.



Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

### **City's Response to Findings**

The City's responses to the prior audit findings are described in the accompanying schedule of findings and questioned costs – schedule of prior audit findings. The City's responses were not subjected to the auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the response.

### **Report on Schedule of Expenditures of Federal Awards**

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the City's basic financial statements. We issued our report thereon dated December 9, 2020, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of Federal awards is presented for the purposes of additional analysis as required by the Uniform Guidance, and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of Federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

*Eddie and Payne HP*

Riverside, California  
February 10, 2021

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
AND  
SCHEDULE OF FINDINGS AND QUESTIONED COSTS**

**CITY OF OXNARD**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**FOR THE YEAR ENDED JUNE 30, 2020**

| <b>Federal Grantor/Pass-through<br/>Grantor/Program Title</b>           | <b>Federal<br/>Catalog<br/>Number</b> | <b>Program<br/>Identification<br/>Number</b> | <b>Total<br/>Program<br/>Expenditures</b> | <b>Total Amount<br/>Provided to<br/>Subrecipients</b> |
|-------------------------------------------------------------------------|---------------------------------------|----------------------------------------------|-------------------------------------------|-------------------------------------------------------|
| <b>U.S. Department of Housing and Urban Development</b>                 |                                       |                                              |                                           |                                                       |
| <b>CDBG - Entitlement Grants Cluster</b>                                |                                       |                                              |                                           |                                                       |
| <i>Direct Program</i>                                                   |                                       |                                              |                                           |                                                       |
| Community Development Block Grants/Entitlement Grants                   | 14.218                                | B-19-MC-06-0534                              | \$ 1,445,185                              | \$ 62,724                                             |
|                                                                         |                                       | B-18-MC-06-0534                              | 653,244                                   | 3,767                                                 |
|                                                                         |                                       | B-17-MC-06-0534                              | 25,794                                    | -                                                     |
|                                                                         |                                       | B-16-MC-06-0534                              | 93,023                                    | -                                                     |
|                                                                         |                                       | B-14-MC-06-0534                              | 1                                         | -                                                     |
|                                                                         |                                       |                                              | <u>2,217,247</u>                          | <u>66,491</u>                                         |
| <b>Total CDBG - Entitlement Grants Cluster</b>                          |                                       |                                              | <u>2,217,247</u>                          | <u>66,491</u>                                         |
| <i>Direct Program</i>                                                   |                                       |                                              |                                           |                                                       |
| Emergency Solutions Grants Program                                      | 14.231                                | E-19-MC-06-0535                              | 91,768                                    | 83,998                                                |
|                                                                         |                                       | E-18-MC-06-0534                              | 50,958                                    | 50,958                                                |
|                                                                         |                                       | E-17-MC-06-0534                              | 555                                       | 555                                                   |
|                                                                         |                                       |                                              | <u>143,281</u>                            | <u>135,511</u>                                        |
| <i>Direct Program</i>                                                   |                                       |                                              |                                           |                                                       |
| HOME Investment Partnership Program                                     | 14.239                                | M-19-MC-06-0526                              | 113,936                                   | -                                                     |
|                                                                         |                                       | M-18-MC-06-0526                              | 172,499                                   | -                                                     |
|                                                                         |                                       | M-17-MC-06-0526                              | 30,980                                    | -                                                     |
|                                                                         |                                       |                                              | <u>317,415</u>                            | <u>-</u>                                              |
| <b>Total U.S. Department of Housing and Urban Development</b>           |                                       |                                              | <u>2,677,943</u>                          | <u>202,002</u>                                        |
| <b>U.S. Department of Homeland Security</b>                             |                                       |                                              |                                           |                                                       |
| <i>Passed through the County of Ventura</i>                             |                                       |                                              |                                           |                                                       |
| FY 2017 HOMELAND SECURITY GRANT PROGRAM                                 | 97.067                                | 2017-0083-111-00000                          | 6,673                                     | -                                                     |
| FY 2017 HOMELAND SECURITY GRANT PROGRAM                                 |                                       | 2017-0083-111-00000                          | 10,076                                    | -                                                     |
| FY 2017 HOMELAND SECURITY GRANT PROGRAM                                 |                                       | 2017-0083-111-00000                          | 9,395                                     | -                                                     |
| FY 2018 HOMELAND SECURITY GRANT PROGRAM                                 |                                       | 2018-0054                                    | 2,669                                     | -                                                     |
| FY 2019 HOMELAND SECURITY GRANT PROGRAM                                 |                                       | 2018-0054                                    | 25,349                                    | -                                                     |
|                                                                         |                                       |                                              | <u>54,162</u>                             | <u>-</u>                                              |
| <i>Passed through the County of Ventura</i>                             |                                       |                                              |                                           |                                                       |
| Emergency Management Performance Grant                                  | 97.042                                | 2019-0003                                    | 42,050                                    | -                                                     |
|                                                                         |                                       |                                              | <u>42,050</u>                             | <u>-</u>                                              |
| <i>Passed through the California Office of Emergency Services</i>       |                                       |                                              |                                           |                                                       |
| Hazard Mitigation Grant - Emergency Backup Generator at Oxnard Shores   | 97.039                                | HMGP#4344-460-120R                           | 54,452                                    | -                                                     |
|                                                                         |                                       |                                              | <u>54,452</u>                             | <u>-</u>                                              |
| <i>Direct Program</i>                                                   |                                       |                                              |                                           |                                                       |
| FEMA-Assistance to Firefighters Grant FY2018-19                         | 97.044                                | EMW-2017-FO-05281                            | 31,343                                    | -                                                     |
| FEMA-Assistance to Firefighters Grant FY2019-20                         |                                       | EMW-2018-FO-03109                            | 7,661                                     | -                                                     |
|                                                                         |                                       |                                              | <u>39,004</u>                             | <u>-</u>                                              |
| <i>Passed through the County of Ventura</i>                             |                                       |                                              |                                           |                                                       |
| Assistance to Firefighters Grant APR FY17                               |                                       | EMW-2017-FR-00154                            | 10,743                                    | -                                                     |
|                                                                         |                                       |                                              | <u>10,743</u>                             | <u>-</u>                                              |
|                                                                         |                                       |                                              | <u>49,747</u>                             | <u>-</u>                                              |
| <i>Passed through the California Office of Emergency Services</i>       |                                       |                                              |                                           |                                                       |
| Disaster Grants - Public Assistance (Presidentially Declared Disasters) | 97.036                                | EMA 4482-DR-CA-COVID-19 Pandemic             | 84,571                                    | -                                                     |
|                                                                         |                                       |                                              | <u>84,571</u>                             | <u>-</u>                                              |
| <b>Total U.S. Department of Homeland Security</b>                       |                                       |                                              | <u>284,982</u>                            | <u>-</u>                                              |

See accompanying notes to Schedule of Expenditures of Federal Awards and Independent Auditor's Report on Compliance for Each Major Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of Federal Awards required by the Uniform Guidance.

**CITY OF OXNARD**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (Continued)**  
**FOR THE YEAR ENDED JUNE 30, 2020**

| <b>Federal Grantor/Pass-through<br/>Grantor/Program Title</b>                                                          | <b>Federal<br/>Catalog<br/>Number</b> | <b>Program<br/>Identification<br/>Number</b> | <b>Total<br/>Program<br/>Expenditures</b> | <b>Total Amount<br/>Provided to<br/>Subrecipients</b> |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------------|-------------------------------------------|-------------------------------------------------------|
| <b>U.S. Department of Justice</b>                                                                                      |                                       |                                              |                                           |                                                       |
| <i>Direct Program</i>                                                                                                  |                                       |                                              |                                           |                                                       |
| Equitable Sharing                                                                                                      | 16.922                                | CA0560400-NCIC                               | 91,831                                    | -                                                     |
|                                                                                                                        |                                       |                                              | <u>91,831</u>                             | <u>-</u>                                              |
| <i>Direct Program</i>                                                                                                  |                                       |                                              |                                           |                                                       |
| FY16 Edward Byrne Justice Assistance Grant (JAG)                                                                       | 16.738                                | 2016-DJ-BX-0611                              | 4,829                                     | -                                                     |
| FY17 Edward Byrne Justice Assistance Grant (JAG)                                                                       |                                       | 2017-DJ-BX-0957                              | 102,011                                   | 42,576                                                |
|                                                                                                                        |                                       |                                              | <u>106,840</u>                            | <u>42,576</u>                                         |
| <i>Passed through the County of Ventura Sheriff Department</i>                                                         |                                       |                                              |                                           |                                                       |
| VCISO FY19 Edward Byrne Justice Assistance Grant (JAG)                                                                 | 16.738                                | BSCC 655-19                                  | 823                                       | -                                                     |
|                                                                                                                        |                                       |                                              | <u>823</u>                                | <u>-</u>                                              |
|                                                                                                                        |                                       |                                              | <u>107,663</u>                            | <u>42,576</u>                                         |
| <i>Direct Program</i>                                                                                                  |                                       |                                              |                                           |                                                       |
| COVID-19 FY2020 Coronavirus Emergency Supplemental Funding                                                             | 16.034                                | 2020-VD-BX-0321                              | 110,523                                   | -                                                     |
|                                                                                                                        |                                       |                                              | <u>110,523</u>                            | <u>-</u>                                              |
| <b>Total U.S. Department of Justice</b>                                                                                |                                       |                                              | <u><b>310,017</b></u>                     | <u><b>42,576</b></u>                                  |
| <b>U.S. Department of Transportation</b>                                                                               |                                       |                                              |                                           |                                                       |
| <b>Highway Planning and Construction Cluster</b>                                                                       |                                       |                                              |                                           |                                                       |
| <i>Passed through the State of California Department<br/>of Transportation</i>                                         |                                       |                                              |                                           |                                                       |
| Rice Ave. & 5th Street Grade Separation                                                                                | 20.205                                | STPL-5129(084)                               | 416,769                                   | -                                                     |
| Bicycle Facilities in Northeast Specific Plan                                                                          |                                       | CML-5129 (086)                               | 6,706                                     | -                                                     |
| C Street Bicycle Facilities                                                                                            |                                       | CML-5129 (087)                               | 22,604                                    | -                                                     |
| Westside of Rose Ave. Between Auto Ctr. & E. Collins                                                                   |                                       | CML-5129 (079)                               | 910                                       | -                                                     |
| Northside Vta Blvd. Between Balboa & Rose Avenue                                                                       |                                       | CML-5129 (078)                               | 2,559                                     | -                                                     |
| Channel Island Blvd over Mandalay Bay - Bridge                                                                         |                                       | BHLS-5129(069)                               | 169                                       | -                                                     |
| Cross Walk Beacon Phase II                                                                                             |                                       | CML-5129(091)                                | 452,174                                   | -                                                     |
| Traffic Signal Various Locations                                                                                       |                                       | HSIPL 5129 (093)                             | 68,845                                    | -                                                     |
| Vineyard Av Resurf PW 16-12                                                                                            |                                       | FERSTPL-5129(092)                            | 250,740                                   | -                                                     |
| OXNARD BLVD BIKE LANE 2017                                                                                             |                                       | ATPCML-5129(090)                             | 69,467                                    | -                                                     |
| City Wide Signal Mod                                                                                                   |                                       | HSIPL 5129 (095)                             | 163,719                                   | -                                                     |
|                                                                                                                        |                                       |                                              | <u>1,454,662</u>                          | <u>-</u>                                              |
| <b>Total Highway Planning and Construction Cluster</b>                                                                 |                                       |                                              | <u><b>1,454,662</b></u>                   | <u><b>-</b></u>                                       |
| <i>Passed through the California Department of Transportation,<br/>Division of Rail and Mass Transportation (DRMT)</i> |                                       |                                              |                                           |                                                       |
| Railroad Development Rice Ave & 5th Street Grade Separation                                                            | 20.314                                | 75A0501                                      | 1,498,085                                 | -                                                     |
|                                                                                                                        |                                       |                                              | <u>1,498,085</u>                          | <u>-</u>                                              |
| <b>Federal Transit Cluster</b>                                                                                         |                                       |                                              |                                           |                                                       |
| <i>Passed through the Ventura County Transportation Commission</i>                                                     |                                       |                                              |                                           |                                                       |
| Federal Transit Formula Grant Route 23 Bus Stop Install                                                                | 20.507                                | CA2019-039-00                                | 442,650                                   | -                                                     |
| <b>Total Federal Transit Cluster</b>                                                                                   |                                       |                                              | <u><b>442,650</b></u>                     | <u><b>-</b></u>                                       |
| <b>Highway Safety Cluster</b>                                                                                          |                                       |                                              |                                           |                                                       |
| <i>Passed through the State of California Office of<br/>Traffic Safety</i>                                             |                                       |                                              |                                           |                                                       |
| OTS TRAFFIC ENFORCEMENT - 2019                                                                                         | 20.600                                | PT19084                                      | 64,155                                    | -                                                     |
| OTS TRAFFIC ENFORCEMENT - 2020                                                                                         |                                       | PT20098                                      | 60,685                                    | -                                                     |
| <b>Total Highway Safety Cluster</b>                                                                                    |                                       |                                              | <u><b>124,840</b></u>                     | <u><b>-</b></u>                                       |
| <i>Passed through the State of California Office of<br/>Traffic Safety</i>                                             |                                       |                                              |                                           |                                                       |
| FY2019 Minimum Penalties for Repeat Offender for Driving While Intoxicated                                             | 20.608                                | PT19084                                      | 58,225                                    | -                                                     |
| FY2020 Minimum Penalties for Repeat Offender for Driving While Intoxicated                                             |                                       | PT20098                                      | 135,934                                   | -                                                     |
|                                                                                                                        |                                       |                                              | <u>194,159</u>                            | <u>-</u>                                              |
| <i>Passed through the State of California Office of<br/>Traffic Safety</i>                                             |                                       |                                              |                                           |                                                       |
| FY2019 National Priority Safety Programs                                                                               | 20.616                                | PT19084                                      | 2,060                                     | -                                                     |
|                                                                                                                        |                                       |                                              | <u>2,060</u>                              | <u>-</u>                                              |
| <b>Total U.S. Department of Transportation</b>                                                                         |                                       |                                              | <u><b>3,716,456</b></u>                   | <u><b>-</b></u>                                       |

See accompanying notes to Schedule of Expenditures of Federal Awards and Independent Auditor's Report on Compliance for Each Major Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of Federal Awards required by the Uniform Guidance.

**CITY OF OXNARD**  
**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS (Continued)**  
**FOR THE YEAR ENDED JUNE 30, 2020**

| <b>Federal Grantor/Pass-through<br/>Grantor/Program Title</b>    | <b>Federal<br/>Catalog<br/>Number</b> | <b>Program<br/>Identification<br/>Number</b>         | <b>Total<br/>Program<br/>Expenditures</b> | <b>Total Amount<br/>Provided to<br/>Subrecipients</b> |
|------------------------------------------------------------------|---------------------------------------|------------------------------------------------------|-------------------------------------------|-------------------------------------------------------|
| <b>Corporation for National and Community Service</b>            |                                       |                                                      |                                           |                                                       |
| <i>Direct Program</i>                                            |                                       |                                                      |                                           |                                                       |
| Retired and Senior Volunteer Program FY19-20                     | 94.002                                | 19SRPCA007                                           | <u>50,150</u>                             | <u>-</u>                                              |
| <b>Total Corporation for National and Community Service</b>      |                                       |                                                      | <u><b>50,150</b></u>                      | <u><b>-</b></u>                                       |
| <b>U.S. Department of Health and Human Services</b>              |                                       |                                                      |                                           |                                                       |
| <b>Aging Cluster</b>                                             |                                       |                                                      |                                           |                                                       |
| <i>Passed through the County of Ventura Area Agency on Aging</i> |                                       |                                                      |                                           |                                                       |
| Special Programs for the Aging, Senior Nutrition Services        | 93.045                                | 3500FY20-05                                          | <u>143,716</u>                            | <u>-</u>                                              |
| <b>Total Aging Cluster</b>                                       |                                       |                                                      | <u><b>143,716</b></u>                     | <u><b>-</b></u>                                       |
| <b>Total U.S. Department of Health and Human Services</b>        |                                       |                                                      | <u><b>143,716</b></u>                     | <u><b>-</b></u>                                       |
| <b>U.S. Department of Treasury</b>                               |                                       |                                                      |                                           |                                                       |
| <i>Passed through the State of California</i>                    |                                       |                                                      |                                           |                                                       |
| COVID-19 Coronavirus Relief Fund                                 | 21.019                                | CARES ACT CRF                                        | 2,547,855                                 | -                                                     |
| <i>Passed through the County of Ventura</i>                      |                                       |                                                      |                                           |                                                       |
| COVID-19 Coronavirus Relief Fund                                 |                                       | Ventura County COVID-19<br>Cities Assistance Program | <u>1,379,570</u>                          | <u>-</u>                                              |
| <b>Total U.S. Department of the Treasury</b>                     |                                       |                                                      | <u><b>3,927,425</b></u>                   | <u><b>-</b></u>                                       |
| Total Direct Program                                             |                                       |                                                      | 3,076,291                                 | 244,578                                               |
| Total Pass Through                                               |                                       |                                                      | <u>8,034,398</u>                          | <u>-</u>                                              |
| <b>TOTAL EXPENDITURES OF FEDERAL AWARDS</b>                      |                                       |                                                      | <u><b>\$ 11,110,689</b></u>               | <u><b>\$ 244,578</b></u>                              |

See accompanying notes to Schedule of Expenditures of Federal Awards and Independent Auditor's Report on Compliance for Each Major Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of Federal Awards required by the Uniform Guidance.

# CITY OF OXNARD

## NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FOR THE YEAR ENDED JUNE 30, 2020

### 1. BASIS OF PRESENTATION

The accompanying schedule of expenditures of Federal awards (Schedule) includes the Federal award activity of City of Oxnard (City) under programs of the Federal government for the year ended June 30, 2020. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (the Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the City, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the City. It does not include the Federal award activity of Oxnard Housing Authority, a blended component unit of the City, which expended \$25,470,172 in Federal awards.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the modified accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

### 3. INDIRECT COST RATE

The City has not elected to use the 10% de minimis indirect cost rate.

### 4. RELATIONSHIP TO FEDERAL FINANCIAL REPORTS

Amounts reported in the Schedule agree, in all material respects, with amounts reported in the basic financial statements of the City of Oxnard. The following presents a reconciliation of Federal expenditures to those reported in the financial statements:

|                                                                               | AMOUNT                |
|-------------------------------------------------------------------------------|-----------------------|
| Total expenditures per the schedule of expenditures of federal awards         | \$ 11,110,689         |
| Add: Expenditures of nonfederal awards                                        | 204,093,946           |
| <b>TOTAL GOVERNMENTAL FUNDS EXPENDITURES<br/>PER THE FINANCIAL STATEMENTS</b> | <b>\$ 215,204,635</b> |

### 5. FEDERALLY-FUNDED LOANS

The City administers loans, primarily forgivable loans, made from funds provided by the following Federal programs for the year ended June 30, 2020:

| FEDERAL PROGRAMS                                      | LOANS<br>OUTSTANDING |
|-------------------------------------------------------|----------------------|
| Community Development Block Grants<br>(CFDA #14.218)  | \$ 3,857,069         |
| HOME Investment Partnership Program<br>(CFDA #14.239) | 11,575,496           |

**CITY OF OXNARD**  
**SCHEDULE OF FINDINGS AND QUESTIONED COSTS**  
**FOR THE YEAR ENDED JUNE 30, 2020**

**SUMMARY OF AUDITOR'S RESULTS**

***Financial Statements***

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with GAAP:

Unmodified

Internal control over financial reporting:

- Material weaknesses identified?
- Significant deficiencies identified?

|               |     |               |               |
|---------------|-----|---------------|---------------|
| <u>      </u> | Yes | <u>  x  </u>  | No            |
| <u>  x  </u>  | Yes | <u>      </u> | None reported |

Noncompliance material to financial statements noted:

|               |     |              |    |
|---------------|-----|--------------|----|
| <u>      </u> | Yes | <u>  x  </u> | No |
|---------------|-----|--------------|----|

***Federal Awards***

Internal control over major programs:

- Material weaknesses identified?
- Significant deficiencies identified?

|               |     |              |               |
|---------------|-----|--------------|---------------|
| <u>      </u> | Yes | <u>  x  </u> | No            |
| <u>      </u> | Yes | <u>  x  </u> | None reported |

Type of auditor's report issued on compliance for major programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?

|               |     |              |    |
|---------------|-----|--------------|----|
| <u>      </u> | Yes | <u>  x  </u> | No |
|---------------|-----|--------------|----|

Identification of major programs:

| <u>CFDA No.</u> | <u>Name of Federal Program or Cluster</u> |
|-----------------|-------------------------------------------|
| 21.019          | Coronavirus Relief Fund                   |
| 20.314          | Railroad Development                      |

Dollar threshold used to distinguish between type A and type B programs:

\$750,000

Auditee qualified as low-risk auditee?

|               |     |              |    |
|---------------|-----|--------------|----|
| <u>      </u> | Yes | <u>  x  </u> | No |
|---------------|-----|--------------|----|

**CITY OF OXNARD**  
**SCHEDULE OF FINDINGS AND QUESTIONED COSTS**  
**FOR THE YEAR ENDED JUNE 30, 2020**

**INDEX**

**CURRENT YEAR**

**MAJOR FEDERAL AWARD PROGRAMS**

None

**FINANCIAL STATEMENTS**

Information Technology (IT) General Controls 2020-001

**PRIOR YEAR**

**MAJOR FEDERAL AWARD PROGRAMS**

Preparation of the Schedule of Expenditures of Federal Awards 2019-001

Indirect Cost 2017-005

**FINANCIAL STATEMENTS**

Bank Reconciliations 2019-002

Utility Billing Rates 2019-003

Inventory Control 2019-004

On-call Consultants 2019-005

Retirement Enhancement Plan Eligibility 2019-006

Use of Credit Cards 2019-007

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Lease Agreements 2018-015

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I Control Environment 2015-005 to 2015-009

II Risk Assessment 2015-011

III Control Activities 2015-012 to 2015-017

H Accounts Receivable 2015-052 & 2015-054

I Grants Management 2015-061

J Notes Receivable 2015-065 & 2015-068

L Capital Assets and Construction in Progress 2015-079 to 2015-083

N Long-Term Debt 2015-090 to 2015-091

R Municipal Golf Course 2015-100 & 2015-102

IV Information and Communication 2015-105

V Monitoring Activities 2015-106 & 2015-107



CITY OF OXNARD  
**SCHEDULE OF FINDINGS AND QUESTIONED COSTS**  
FOR THE YEAR ENDED JUNE 30, 2020

**FINDINGS AND QUESTIONED COSTS – FINANCIAL STATEMENTS**

**2020-001 – Information Technology (IT) General Controls (SD)**

**Criteria:** IT general controls (ITGC) are basic controls applied to IT systems. The objectives of ITGC are to ensure the integrity of data and processes that the IT systems support. ITGC have a pervasive effect on the City's system of internal control over financial reporting.

**Condition:** We evaluated the design and implementation of ITGCs and noted 12 findings. We communicated such findings to the IT Department. Because those findings reveal vulnerabilities to, or otherwise increase the potential for an attack on, the information technology systems of the City, the details of the findings will not be published in this document. They will, however, be communicated to the City Council via a separate confidential written report.

**Repeat of a Prior-Year Finding:** 5 out of 12 were repeat findings

**Recommendation:** Our recommendations will be communicated to the City Council via a separate confidential written report.

**City's Response:** The City's corrective action plan will be communicated to the City Council via a separate confidential written report. The auditors will follow up on the City's implementation of its corrective action plan in the next audit.

CITY OF OXNARD  
**SCHEDULE OF PRIOR AUDIT FINDINGS**  
FOR THE YEAR ENDED JUNE 30, 2020

**FINDINGS AND QUESTIONED COSTS – MAJOR FEDERAL PROGRAMS**

**2019-001 – Preparation of the Schedule of Expenditures of Federal Awards**

**CFDA Title and Number:** 16.922 Equitable Sharing Program  
**Name of Federal Agency:** U.S. Department of Justice  
**Compliance Requirement:** Auditee Requirements

**Criteria:** CFR 200.510(b) states that the auditee must prepare a schedule of expenditures of federal awards (SEFA) for the period covered by the auditee's financial statements which must include the total federal awards expended as determined in accordance with §200.502 Basis for determining federal awards expended. CFR 200.502 states that the determination of when a federal award is expended must be based on when the activity related to the federal award occurs. Generally, the activity pertains to events that require the non-federal entity to comply with federal statutes, regulations, and the terms and conditions of federal awards, such as: expenditure/expense transactions associated with awards including grants, cost-reimbursement contracts under the FAR, compacts with Indian Tribes, cooperative agreements, and direct appropriations; the disbursement of funds to subrecipients; the use of loan proceeds under loan and loan guarantee programs; the receipt of property; the receipt of surplus property; the receipt or use of program income; the distribution or use of food commodities; the disbursement of amounts entitling the non-Federal entity to an interest subsidy; and the period when insurance is in force.

**Condition:** The amount reported as expended related to Equitable Sharing Program included approximately \$180,000 in funds received but not expended.

**Cause:** The staff member who prepared the SEFA was unaware of the criteria noted above.

**Effect or Potential Effect:** The SEFA is the basis of the auditor's identification of major programs. Our determination of major programs was impacted by the overstatement of expenditures.

**Questioned Cost:** None.

**Context:** The errors were corrected during the audit.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** We recommend the City provide additional training to staff members who are responsible for preparing the SEFA.

**E+P's Comment 2020:** Complete.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2017-005 - Indirect Cost (SD)**

**CFDA Title and Number:** 14.218 - Community Block Grants

**Name of Federal Agency:** Department of Housing and Urban Development

**Internal Control over Compliance:** Allowable Cost

**Criteria:** 2 CFR Part 200.414 requires that governmental entities support indirect costs with a cost allocation plan or an indirect cost proposal prepared in accordance with the Uniform Guidance. 2 CFR Part 200 Appendices III-VII contain the requirements for the development and submission of indirect cost rate proposals and cost allocation plans. A non-Federal entity that has never received a negotiated indirect cost rate, may elect to charge a de minimis rate of 10% of modified total direct costs.

**Condition:** The City does not have a cost allocation plan or an indirect cost proposal prepared in accordance with the Uniform Guidance. The City has not elected to use the 10% de minimis rate either. The City charged \$76,912 of indirect costs to Fund 285 based on a City cost allocation plan.

**Cause:** The Finance Department was not aware of the requirements of the Uniform Guidance for indirect cost, and allocated cost to CDBG and posted the entry without consulting the grants administrator.

**Effect or Potential Effect:** Any indirect costs charged to the CDBG program are not eligible for reimbursement.

**Questioned Cost:** None

**Context:** The Housing Department discovered the error and did not claim reimbursement for the amount. The amount was not included in the Schedule of Expenditures of Federal Awards.

**Repeat of a Prior-Year Finding:** 2015-060

**Recommendation:** The City should establish a cost allocation plan or an indirect cost proposal. Without a cost allocation plan or indirect cost proposal prepared in accordance with the Uniform Guidance, no indirect cost should be charged to Federal grants.

**City's Response 2020:** Staff in the Finance Department is developing an indirect cost allocation plan in accordance with OMB's Uniform Guidance. Development is proceeding first with the Internal Service Funds (ISF) which were completed for the FY2020-2021 budget and will be further refined in the FY2021-2022 budget. The indirect cost allocation plan is in progress with various plan alternatives being considered. The anticipated implementation date is still for use in the FY2021-2022 budget, however there is a chance this may slip into early FY2021-2022. In the meantime, some progress is being made with grantees requesting the de minimis reimbursement, notably in Public Works grants.

**Planned Implementation Date:** ISFs completed prior to July 1, 2020, Indirect Cost Allocations by July 1, 2021

**Responsible Person:** Financial Analyst II Jim Costello

**E+P's Comment 2020:** In progress.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **FINDINGS AND QUESTIONED COSTS - FINANCIAL STATEMENTS**

#### **2019-002 – Bank Reconciliations (SD)**

**Criteria:** The City has a policy to reconcile the General Checking bank statement to the City's general ledger monthly.

**Condition:** The General Checking bank reconciliation process sometimes takes up to 3 months to complete. The General Checking bank reconciliation for June 30, 2019 was completed more than 3 months after the end of the month.

**Cause:** The use of pooled cash batches is making the process very labor intensive and time consuming. Cash transactions are pooled in batches of the accounting system's various modules: (1) accounts payable, (2) accounts receivable, (3) payroll, and (4) cash receipts. In the process of reconciling bank statements, staff has to unravel these batches to identify reconciling items.

**Effect or Potential Effect:** The current manual bank reconciliation process results in significant delays in closing the City's books and preparation of financial statements.

**Repeat of a Prior-Year Finding:** 2015-029

**Recommendation:** We recommend the City to improve timeliness of bank reconciliation process by providing additional training and resources.

**E+P's Comment 2020:** Complete.

#### **2019-003 – Utility Billing Rates (SD)**

**Criteria:** Bills are generated and recorded using current authorized rates and prices.

**Condition:** Out of the 40 utility bills examined, we noted 1 customer was charged a fee that was lower than the current rate billed to other customers. Upon further inquiry with City staff, the customer was billed at a lower fixed fee, instead of a usage-driven rate, for at least 7 years when the tiered rate structure was implemented. City staff has performed a system-wide query to review other customer accounts and have identified 5 total having a similar issue.

**Cause:** The City does not have a regular process in place to verify that customer billing rates are current. Lack of internal controls over the regular review on the maintenance of the master bill rates used on all customers.

**Effect or Potential Effect:** Loss on utility revenue on customers being under billed.

**Repeat of a Prior-Year Finding:** No

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Recommendation:** We recommend the City to review the billing master file periodically. During the review process, the file should be compared to current effective billing rates and be reviewed by authorized supervisory personnel.

**E+P's Comment 2020: Complete.**

### **2019-004 – Inventory Control (SD)**

**Criteria:** Having appropriate inventory control is essential in safeguarding the City's assets. Inventory control involves the process of initiating and approving purchases, receiving the goods purchased, tracking what's used (taking items off inventory), cost accounting, and physical inventory.

**Condition:** The City did not maintain appropriate inventory control at Fleet Division. The contractor was able to purchase and store parts and supplies with no checks and balances from Division staff. The Division could not produce purchase orders, receiving reports, or shipping documents. There was no indication of inventory counts.

**Cause:** Lack of policies and procedures over inventory. The Division relied on the contractor to maintain the inventory.

**Effect or Potential Effect:** The lack of documentation resulted in a dispute with the contractor over how much inventory remained when the contract was terminated. There is also potential for fraud, waste and abuse.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** The City should establish and implement policies and procedures including segregation of duties and periodic inventory counts.

**E+P's Comment 2020: Complete.**

### **2019-005 – On-Call Consultants (SD)**

**Criteria:** The City has a number of consultants who provide on-call services to the Public Works Department. The City has a policy that requires the issuance of a task order that is properly approved by the department head prior to commencement of each project.

**Condition:** It came to our attention that the approval process is not always followed. There have been instances when the department head only became aware that services were provided by an on-call consultant after the project had been completed and when the invoice was received.

**Cause:** This is caused either by lack of awareness by staff or lack of communication by management of the policy.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Effect or Potential Effect:** This practice could result in City staff circumventing the City's standard bidding process and could also result in bills that exceed the contract maximum amounts.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** We recommend strict enforcement of the City's approved policy, including imposing disciplinary action when necessary.

**E+P's Comment 2020:** Complete.

### **2019-006 – Retirement Enhancement Plan Eligibility (SD)**

**Criteria:** City benefits should only be granted and provided to City employees meeting eligibility requirements to ensure fairness and to protect City funds.

**Condition:** We noted one employee enrolled in the City's Retirement Enhancement Plan who does not meet the eligibility requirements.

**Cause:** Unknown. Employee in question shows multiple hire dates in employee plans, which might have led to confusion during the enrollment process.

**Effect or Potential Effect:** Enrolling ineligible employees results in the City providing benefits and expensing City funds that are not the City's obligation.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** We recommend that the City periodically review and monitor its plan census data to ensure accuracy and detect any errors as early as possible. We also recommend that the City consider its action plan regarding the employee that is ineligible but currently enrolled in the plan.

**E+P's Comment 2020:** Complete.

### **2019-007 – Use of Credit Cards (BP)**

**Criteria:** City staff may use City-issued credit cards (procurement cards) to pay for supplies and equipment purchased for the City and for City-related training and travel. The use of such procurement cards are governed by the Procurement Card Manual. The Manual states that the cardholder's department head or his/her designee must complete a procurement card request form to close the account as soon as notice of the employee's departure is given and obtain the procurement card from the departing employee.

In addition, the monthly statement of account shall be reviewed and approved by the cardholder's supervisor and department head prior to being submitted to accounts payable by the 10<sup>th</sup> day of the month.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Condition:** During our testing in June 2019, we noted one active procurement card account for an employee that was terminated in December 2018. In addition, we noted that 11 out of the 35 procurement card statements were received late (after the 10<sup>th</sup> of the following month) and two out of 35 statements that were lacking either cardholder or manager signatures.

**Cause:** City did not actively enforce the procurement card policies and procedures.

**Effect or Potential Effect:** Failing to deactivate procurement cards when cardholder leaves the City could result in unauthorized use of City funds. Failing to review and approve transactions in a timely manner could result in invalid and unauthorized charges getting paid.

**Repeat of a Prior-Year Finding:** 2015-095 and 2015-096

**Recommendation:** We recommend that the City reinforce the policy by providing continuing training. The City should also effectively communicate to City procurement cardholders that they will be held accountable for any consequences caused by noncompliance with the policy.

**E+P's Comment 2020: Complete.**

### **2019-008 – Journal Entries (BP)**

**Criteria:** Manual journal entries are prepared on a consistent internal process with appropriate backup to the authorized supervisory personnel for review and are entered into the journal entry log on a timely basis.

**Condition:** The City is not consistent in documenting journal entries using the journal voucher form template. In our review of 40 manual journal entries, 2 did not have the approved date, and 1 did not have the approver's name filled out. In addition, we noted 3 instances in which the City was delayed for more than 20 days in reviewing and approving a journal entry and 1 instance for 72 days.

**Cause:** Lack of implementation on the completeness of required fields on the journal voucher form documentation procedures over the manual journal entry preparation process. Lack of internal controls on the timely review of journal entries.

**Effect or Potential Effect:** Allowing journal vouchers to be entered into the accounting system despite required missing field information such as the approver's name on the journal voucher form template exposes the City in the processing of invalid journal entries. Financial statements could be misstated due to incorrect journal entries.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** We recommend the City to only accept fully filled out and reviewed journal entry forms being entered into the accounting system.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2019-009 – Payroll Records (BP)**

**Criteria:** All employers are required to keep records of employment taxes, including W-4, for at least four years after filing the 4<sup>th</sup> quarter report for the year. In addition, the City should ensure that payroll paid and recorded are accurate based on actual hours worked by City employees.

**Condition:** Out of 40 employee files examined, we noted two W-4 Forms missing. In addition, out of 40 timesheets requested, one was unavailable for review.

**Cause:** City missed these errors due to the volume of transactions on a periodic basis.

**Effect or Potential Effect:** The missing W-4 results in incomplete Human Resources/Payroll documentation. The missing timesheet could potentially result in inaccurate payroll and abuse of funds.

**Repeat of a Prior-Year Finding:** 2018-012

**Recommendation:** For the missing W-4, the City has a policy in place that states a default election as single with zero exemptions if employees don't complete a W-4 Form. However, we recommend that the City ensure all required employment tax forms are obtained and maintained for best practices. For the missing timesheet, we recommend that payroll is only processed with sufficient documentation that the hours entered are valid and authorized and that such documentation is filed in an easily-retrievable manner.

**E+P's Comment 2020:** Complete.

### **2019-010 – Vendor Master Files (BP)**

**Criteria:** The City has a policy to maintain an accurate database of vendor master files. Access to master vendor database is restricted to authorized personnel, and all changes are reviewed and approved by a supervisor. Vendors without transactions posted against them in a two-year period are flagged for deactivation.

**Condition:** A formal process has been made effective in the current year. However, out of 25 vendor information examined during the audit, we identified 3 vendors that did not have forms W-9 and 1099 on file. In addition, out of the total 3,073 vendor information scanned on their last transaction, we noted 8 vendors had been inactive for over 2 years but had not been deactivated.

**Cause:** Lack of thorough review of the existing vendor master files.

**Effect or Potential Effect:** Unauthorized and potentially fictitious vendors may exist.

**Repeat of a Prior-Year Finding:** No



## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Recommendation:** We recommend the City to review the vendor master files periodically. During the review process, the file should be compared to vendor W-9 forms, addresses compared to employees' addresses, and inactive vendors removed.

**E+P's Comment 2020: Complete.**

### **2019-011 – General Liability and Workers' Compensation Allocation (BP)**

**Criteria:** Governmental and business-type activities should accurately reflect transactions that occurred during the period. Business-type activities should be allocated a portion of general liability and workers' compensation liability for which they are responsible.

**Condition:** The City does not allocate the accrued liabilities and related expenses for general liability and workers' compensation between governmental and business-type activities.

**Cause:** A more complex methodology is necessary to determine the portion to be allocated to business-type activities rather than governmental activities.

**Effect or Potential Effect:** Passing on allocating accrued liabilities and related expenses for general liability and workers' compensation results in an understatement of expenses and liabilities in the business-type activities and an overstatement in governmental activities.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** We recommend that the City consider the need to establish a methodology to allocate accrued liabilities and related expenses for general liability and workers' compensation to business-type activities.

**E+P's Comment 2020: Complete.**

### **2018-009 - Properties Held for Sale (MW)**

**Criteria:** The City acts as the successor agency of the former RDA (CDC). The net position and activities of CDC are reported as a private purpose trust fund of the City. Therefore, the Finance Department is responsible for accounting for and reporting the fiduciary net position and activities of the CDC.

**Condition:** The Finance Department lacks internal control procedures over properties held by the CDC. A transfer of a building from the CDC to the City during the fiscal year 2017-2018 was not recorded until 5 months after the year ended.

**Cause:** The Finance Department does not have proper procedures in place to record transactions by the CDC completely and timely.

**Effect or Potential Effect:** Misstatement of fiduciary funds and City funds.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Repeat of a Prior-Year Finding:** 2017-011

**Recommendation:** The Finance Department should strengthen internal controls over the CDC transactions. This could be accomplished by assigning a liaison from the Finance Department to the CDC and improving communications between the two departments.

**E+P's Comment 2020:** Complete.

### **2018-014 - Cash Receipts (SD)**

**Criteria:** Cash is received in various locations within the City organization. Internal audits of cash receipts should be performed to determine whether internal controls over cash handling are properly designed and operating effectively.

**Condition:** There were no written procedures in place to perform internal audits of cash receipts in various locations within the City organization.

**Cause:** Weakness in design of internal control over cash receipts at offsite locations.

**Effect or Potential Effect:** Lack of internal control over cash handling exposes the City to the risk of fraud.

**Repeat of a Prior-Year Finding:** 2015-041

**Recommendation:** To adopt written procedures to perform internal audits of cash receipts in various locations within the City organization.

**E+P's Comment 2020:** Complete.

### **2018-015 – Lease Agreements (SD)**

**Criteria:** The City routinely enters into lease agreements. Lease agreements should be identified and evaluated by the Finance Department to determine proper accounting and ensure that they are properly reported in the City's financial reports.

**Finding:** The City has not implemented a process to identify and evaluate all lease agreements. In March 2018, the City entered into two capital lease agreements in the amount of \$5 million each, however the transaction was only recorded in September 2018 during audit fieldwork. In addition, one of the agreements was misclassified under the Wastewater Fund; instead of Environmental Resource Fund.

**Cause:** The Finance Department does not have a process to identify and evaluate all lease agreements.

**Effect or Potential Effect:** Misstatement of assets and liabilities.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **Repeat of a Prior-Year Finding: 2015-074**

**Recommendation:** Assign a member of the Finance Department who has sufficient knowledge and skills to identify and evaluate all lease agreements to ensure that they are properly reported in the financial statements and related disclosures. Communication should be made with those entering into agreements. The process should be documented in writing.

**City's Response 2020:** The City engaged an external accounting firm to provide assistance with the implementation of GASB 87. The firm conducted several training sessions in 2020 with department heads and other managers and staff involved with purchasing activities to educate them on how to identify when a contract may qualify as a lease for accounting purposes. The consultants also conducted a survey of all departments to identify contracts currently in place that require review for lease accounting criteria. In addition, a lease accounting checklist has been provided to the City's Purchasing Division to be used in conjunction with the contracting process. All contracts must go through the Purchasing Division prior to approval, so this is the best control point to flag potential leases for Accounting Division review. Although GASB 87 is not fully implemented yet, with the implementation of this checklist and completion of the training sessions, the City believes this corrective action plan addresses the finding and is ready for testing by the auditors.

**Planned Implementation Date:** Implemented.

**Responsible Person:** Assistant CFO, Donna Ventura

**E+P's Comment 2020:** To be tested.

### **2018-016 - Pension Plans (SD)**

**Criteria:** The City has four separate pension plans covering certain groups of employees.

The calculation of the City's net pension liability, deferred inflows and outflows of resources and pension expense is based to a large extent on the census data provided by the City to the actuaries. The City should review the census data and correct any errors on an annual basis.

**Condition:** Census data used by CalPERS and PARS to calculate the net pension liability was not reviewed. Discrepancies in demographic and compensation data were noted in current year as well as in prior years.

**Cause:** The City does not have a process in place to review the CalPERS and PARS census data.

**Effect or Potential Effect:** Potential misstatement of the net pension liability, deferred inflows and outflows of resources related to pension, and pension expense.

**Repeat of a Prior-Year Finding: 2015-092**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Recommendation:** Review the census data used by actuaries in calculating the net pension liability and ensure that discrepancies are investigated and resolved appropriately.

**City's Response 2020:** Payroll creates the PARS census data using information from HTE and the bi-weekly contribution reports. The PARS report is sent to Human Resources for their review. The employee data such as service date, date of birth, name, address, status (e.g., leave without pay, injury leave, etc.), compensation is reviewed and approved by HR annually. Payroll downloads the CalPERS census data from My CalPERS. Employee data are then reviewed by Payroll using audit procedures that have been developed and will be implemented for the next cycle (by the end of September.)

**Planned Implementation Date:** Implemented

**Responsible Person:** Payroll Manager, Casey Clay

**E+P's Comment 2020:** To be tested.

### **2018-017 – Year-end Closing Process (MW)**

**Criteria:** The year-end closing process is crucial to the preparation of the City's financial statements and to the success of the City's audit. The goal is to ensure that all revenues and expenses are recorded in the proper time period under generally accepted accounting principles (GAAP). Among the steps to do this is to review subsequent receipts and disbursements, analyze recorded revenues and expenses by comparing to prior year and budget, analyze and reconcile balance sheet accounts, close-out temporary accounts, post adjusting entries and generate the adjusted trial balance.

**Condition:** The Finance Department's process for year-end closing took more than 3 months. Many adjustments were missed during the 3 month process, this resulting in many post-closing entries that necessitate changes to the adjusted trial balance which caused delays in the audit. Additionally, several temporary accounts were not closed out properly.

**Cause:** The year-end process was very disorganized. The City focused mainly on reconciling balance sheet accounts and not enough attention is given to analyzing revenues and expenses. In addition, the Finance Department waits until year-end to record adjusting entries many of which could be made during the month-end process.

**Effect or Potential Effect:** Potential misstatements in the financial statements.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** The Finance Department should design and establish a plan for month-end and year-end closing processes.

**E+P's Comment 2020:** Complete.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2018-018 – 2018-037 –Information Technology (IT) General Controls (SD)**

**Criteria:** IT general controls (ITGC) are basic controls applied to IT systems. The objectives of ITGC are to ensure the integrity of data and processes that the IT systems support. ITGC have a pervasive effect on the City's system of internal control over financial reporting.

**Condition:** We evaluated the design and implementation of ITGCs and noted 20 findings. We communicated such findings to the IT department. Because those findings reveal vulnerabilities to, or otherwise increase the potential for an attack on, information technology systems of the City, the details of the findings will not be published in this document. They will however be communicated to the City Council via a separate confidential written report.

**Repeat of a Prior-Year Finding:** No

**Recommendation:** Our recommendations will be communicated to the City Council via a separate confidential written report.

**City's Response 2020:** The City's corrective action plan will be communicated to the City Council via a separate confidential written report. The auditors will follow-up on the City's implementation of its corrective action plan in the next audit.

**E+P's Comment 2020:**

Findings in progress: 3

Findings complete: 17

### **2017-013 - Clearing Funds (SD)**

**Criteria:** Clearing funds are used by the Finance Department to accumulate costs that are allocated to various funds or reimbursed by City Corps and Housing Authority. They are temporary in nature and should be "zeroed out" periodically. In addition, balances remaining in the account due to timing differences should be reconciled to subsequent disbursements.

**Condition:** Clearing fund #542 is used to record payroll and other payroll related expenditures, including pension, vacation sick-pay and other health related benefits at each pay-period. As expenditures are allocated to various City funds, the clearing fund should have a zero balance. At June 30, 2017, there are various balances remaining in 20 accounts that total approximately \$564,000 that have not been reviewed and reconciled for proper clearing.

**Cause:** The balances have accumulated over the years because, in the past, the Finance Department did not regularly review the postings in the clearing funds and no adjustments have been made to allocate or refund the remaining amounts to the various funds. Because the balances have carried forward from 4 years ago or more, it has become increasingly difficult to correct the errors.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

**Effect or Potential Effect:** Misclassification of expenditures among funds. When balances remain in these funds, it means the General Fund has either overcharged/undercharged the other funds and/or has been over/under-reimbursed by City Corps or Housing Authority.

**Repeat of a Prior-Year Finding:** 2015-103

**Recommendation:** Spend more time to analyze the clearing fund balances and close-out clearing funds periodically, quarterly or at least annually.

**E+P's Comment 2020:** Complete.

### **2017-016 - Information Technology General Controls (SD)**

**Criteria:** The City should establish and implement comprehensive data security controls to protect sensitive data, mitigate risks to confidentiality, and ensure the integrity and availability of data in the City's information systems.

**Condition:** We found deficiencies in data security controls. We communicated such findings to the IT department. Because those findings reveal vulnerabilities to, or otherwise increase the potential for an attack on, information technology systems of the City, the details of the findings will not be published in this document. They will however be communicated to the City Council via a separate confidential written report.

**Recommendation:** Our recommendations will be communicated to the City Council via a separate confidential written report.

**City's Response 2020:** The City's corrective action plan will be communicated to the City Council via a separate confidential written report. The auditors will follow-up on the City's implementation of its corrective action plan in the next audit.

**E+P's Comment 2020:** In progress.

### **2015-005 - Control Environment (MW)**

**Finding:** The City adopted appropriate policies and new management established proper "tone at the top." However, there is need to establish procedures to communicate and enforce the policies as well as monitor and evaluate implementation.

**Recommendation:** Establish procedures to communicate and enforce the policies as well as to monitor and evaluate the implementation. Responsibilities of each department/division/individual should be detailed in the procedures manual. Internal controls are most effective when responsibility for a given task is assigned to an individual.

**E+P's Comment 2020:** Complete.

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-006 - Control Environment (MW)**

**Finding:** Performance evaluations were not performed timely at all levels of the City. The City needs to hold individuals accountable for their internal control responsibilities.

**Recommendation:** Establish a process to evaluate employees' performance and implement regularly.

**E+P's Comment 2020: Complete.**

### **2015-007 - Control Environment (MW)**

**Finding:** Employees in the Finance Department were not properly trained to perform their tasks.

**Recommendation:** Establish a training program to improve Finance Department employees' knowledge and skills.

**E+P's Comment 2020: Complete.**

### **2015-009 - Control Environment (MW)**

**Finding:** There was a severe lapse in the City's financial operations when key Finance Department personnel left due to a lack of qualified successors.

**Recommendation:** Develop a succession plan for the Finance Department.

**E+P's Comment 2020: Complete.**

### **2015-011 - Risk Assessment (SD)**

**Finding:** City performed Organizational Assessment during the year 2015 and plan to continue implementation of the 3-year process to address the issues. No risk assessment related to accounting and financial reporting has been performed. No fraud risk assessment has been performed.

**Recommendation:** Establish procedures to perform a risk assessment related to accounting and financial reporting. The risk assessment should include identifying types of accounting errors, policy violations, fraud, or noncompliance with agreements, contracts, laws and regulations, as well as a plan of action to mitigate risks.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-012 - Control Activities (MW)**

**Finding:** The City's system of internal control is not designed to reduce the risk that accounting and financial reporting errors or fraud could occur and not be detected.

**Recommendation:** Develop an integrated system of internal control that defines control activities across the various departments, not just the Finance Department. Policies, procedures, and related internal controls should be documented, communicated to all affected members of City staff, and updated regularly. Implementation should be monitored closely.

**E+P's Comment 2020: Complete.**

### **2015-014 - Control Activities (MW)**

**Finding:** The City does not have properly-designed, implemented, and effective policies, procedures, processes and controls surrounding its financial reporting process to completely support beginning balance and year-end close-out related activity in its general ledger.

**Recommendation:** Refer to specific recommendations for findings: 2015-019 thru 029, 2015-049 thru 050 and 2015-055 thru 93.

**E+P's Comment 2020: Complete.**

### **2015-015 - Control Activities (MW)**

**Finding:** The City has ineffective controls affecting some key financial reporting processes including weaknesses in transactional and supervisory reviews over cash, receivables, capital assets, and construction in progress, accounts payable, and long-term liabilities.

**Recommendation:** Refer to specific recommendations for findings: 2015-019 thru 029, 2015-049 thru 050 and 2015-055 thru 93.

**E+P's Comment 2020: Complete.**

### **2015-016 - Control Activities (MW)**

**Finding:** The City was unable to effectively identify potential technical accounting issues, analyze the relevant facts and circumstances, and respond to auditor inquiries in a timely manner.

**Recommendation:** Refer to specific recommendations for findings: 2015-019 thru 029, 2015-049 thru 050 and 2015-055 thru 93.

**E+P's Comment 2020: Complete.**



## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-017 - Control Activities (MW)**

**Finding:** The City does not have an effective general ledger system. The City uses HTE software, which was developed almost two decades ago. In addition, the City has 176 self- balancing funds and over 8,300 accounts in its chart of accounts; 1,600 of these are balance sheet accounts. This system has severe functional limitations contributing to the City's challenge of addressing systemic internal control weaknesses in financial reporting.

**Recommendation:** Establish new, or improve the existing, general ledger system to enable it to process, store, and report financial data in a manner that ensures accuracy, confidentiality, integrity, and availability of financial data without substantial manual intervention.

**E+P's Comment 2020: Complete.**

### **2015-052 - Accounts Receivable (MW)**

**Finding:** The review of aging and collections for utilities was not centralized in the Finance Department. Review is not tied into the postings to the general ledger.

**Recommendation:** The receivable aging/subledger reconciliation by Finance Department should include utilities receivable.

**E+P's Comment 2020: Complete.**

### **2015-054 - Accounts Receivable (MW)**

**Finding:** There were no written accounting policies and procedures that specify the correct treatment for estimating the allowance for uncollectible accounts and bad debt expense.

**Recommendation:** Accounting policies and procedures must specify the correct treatment for estimating the allowance for uncollectible accounts and bad debt expense.

**E+P's Comment 2020: Complete.**

### **2015-061 - Grants Management (SD)**

**Finding:** There are no procedures in place to inform the Finance Department what items get capitalized and what items were donated.

**Recommendation:** Establish procedures for grant coordinators to communicate to the Finance Department when there are items that need to be capitalized and when capital assets are donated.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-065 - Notes Receivable (SD)**

**Finding:** Notes receivable are not tracked and reconciled to the general ledger. Repayment of HOME and CDBG loans were not properly classified as program income.

**Recommendation:** Notes receivable should be reconciled to the general ledger periodically by Finance. To assist in the reconciliation, information should be obtained from the Housing Department and Economic Development Department relating to current activity.

**E+P's Comment 2020: Complete.**

### **2015-068 - Notes Receivable (SD)**

**Finding:** There are no procedures in place to collect payments from developers based on residual revenues.

**Recommendation:** Policies and procedures must be developed and implemented to collect payments from developers based on residual revenues.

**City's Response 2020:** Housing Department staff has implemented policies and procedures that are currently in place and have been submitted to the Finance Department along with this response. The Housing Department will continue to implement and utilize these policies and procedures until such time as we are able to contract with a consultant to assist in determining if the policies can be improved. If the Housing Department chooses to update the policies at that time Housing Department staff will notify Finance Department staff and solicit feedback regarding any updates to the existing policies and procedures. The Housing Department is estimating they will be ready to go to the City Council for approval to execute a contract with the selected consultant within the next two months.

**Planned Implementation Date:** Implemented

**Responsible Person:** Housing Director, Emilio Ramirez

**E+P's Comment 2020: To be tested.**

### **2015-079 - Capital Assets and Construction in Progress (CIP) (MW)**

**Finding:** The rate and method of application of indirect labor cost (Labor markup) to capital projects was dated back to 2012 amounts. Application to projects is currently done through manual entries. Manual entries leave room for error and are often not timely or efficient.

**Recommendation:** Review and update the process for indirect cost allocation for accuracy. Review is needed to ensure that projects are assigned the appropriate labor cost.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-080 - Capital Assets and Construction in Progress (CIP) (MW)**

**Finding:** There is lack of sufficient controls to track asset acquisitions and compare actual costs incurred to approved capital budgets. CIP costs are allowed to exceed recorded capital budgets. Completed projects are not properly closed on a timely manner.

**Recommendation:** Establish policies and procedures to track asset acquisitions and construction and compare to approved capital budgets. Recorded capital budgets must be updated for approved change orders, otherwise CIP costs should not be allowed to exceed the approved capital budgets. Projects should be closed when completed. Additional costs must not be incurred on the project when it is complete.

**E+P's Comment 2020: Complete.**

### **2015-083 - Capital Assets and Construction in Progress (CIP) (MW)**

**Finding:** Project managers are designated to monitor construction projects; however, there was insufficient communication between the project managers and the finance department.

**Recommendation:** Establish policies and procedures relating to capital assets and CIP and communicate such policies and procedures to affected individuals in other departments. The finance department should lead the coordinated efforts of various departments to implement the policies and procedures.

**E+P's Comment 2020: Complete.**

### **2015-090 - Long-Term Debt (MW)**

**Finding:** No policies in procedures in place to capture new debt agreements and capital leases. Debt agreements and lease agreements are not reviewed for appropriate classification of outstanding debt and capitalization of assets on capital lease. Significant notes payable and capital leases were not recorded in the general ledger.

**Recommendation:** Procedures should be established to capture transactions that are infrequent or non-routine in nature on a timely basis. The Financial Resources Division should communicate to the Accounting Department activities such as issuance of debt or defeasance of debt.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-091 - Long-Term Debt (MW)**

**Finding:** Compliance with debt covenants particularly rate covenants in the water and wastewater funds were not determined and reviewed in a timely manner.

**Recommendation:** Procedures should be improved to ensure that debt compliance determinations are prepared and reviewed timely.

**E+P's Comment 2020: Complete.**

### **2015-100 - Municipal Golf Course (SD)**

**Finding:** There is a lack of oversight over the service concession at the municipal golf course. The privately-owned operator currently controls all finance functions. Only a project manager, who is a City employee, is responsible for oversight. A joint bank account has not been set-up or utilized as stated in the agreement between the City and operator.

**Recommendation:** The City should create an oversight board to oversee the Municipal Golf Course. The oversight board should review and approve the annual business plan which includes the budgets as well as all monthly financial reports.

**E+P's Comment 2020: Complete.**

### **2015-102 - Municipal Golf Course (SD)**

**Finding:** The City did not bill the company for water used on the municipal golf course.

**Recommendation:** The City should bill the operator for use of any City services to operate the municipal golf course.

**E+P's Comment 2020: Complete.**

### **2015-105 - Information and Communication (SD)**

**Finding:** The various departments of the City operated in silos. Department heads were not actively involved in the budget and financial reporting process. Communication between the finance department and various departments was not encouraged.

**Recommendation:** Improve Communications among departments. The Finance Department should hold meetings with department heads periodically.

**E+P's Comment 2020: Complete.**

## **SCHEDULE OF PRIOR AUDIT FINDINGS (Continued)**

### **2015-106 - Monitoring Activities (MW)**

**Finding:** There is a lack of written policies and procedures over monitoring of internal control over financial reporting.

**Recommendation:** Design and implement an integrated framework for internal control which includes monitoring of implementation of internal control and evaluating it on a regular basis.

**E+P's Comment 2020: Complete.**

### **2015-107 - Monitoring Activities (MW)**

**Finding:** Internal control over financial reporting was not sufficiently evaluated during FY 2015 and past years. Significant deficiencies were not communicated to senior management, Fiscal Policy Task Force, and City Council.

**Recommendation:** Design and implement an integrated framework for internal control, which includes monitoring of implementation of internal control and evaluating it on a regular basis.

**E+P's Comment 2020: Complete.**



# Single Audit Report for Fiscal Year Ended June 30, 2020

Finance and Governance  
Committee  
April 13, 2021







# Agenda

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|                                                        |   |
|--------------------------------------------------------|---|
| Introduction.....                                      | 1 |
| Schedule of Expenditures of Federal Awards (SEFA)..... | 2 |
| Single Audit Report Findings.....                      | 3 |



# Introduction

## CAFR

- Report Date:  
• December 9, 2020

## Single Audit Report

- Report Date:  
• February 10, 2021

## Federal Audit Clearinghouse

- Accepted Date:  
• March 17, 2021

## State Controller's Office

- Submission Date:  
• March 18, 2021



# Schedule of Expenditures of Federal Awards (SEFA)

- Total Expenditures \$11.1M
- Major Programs 2
- Total Programs 20



# Single Audit Report Findings

- Findings Categories
  - Material weakness (MW)
  - Significant deficiency (SD)
  - Non-compliance (NC)

| Category             | MW | SD | NC | Total |
|----------------------|----|----|----|-------|
| Federal Programs     | -  | 1  | -  | 1     |
| Financial Statements | -  | 3  | -  | 3     |
| IT                   | -  | 2  | -  | 2     |
| Total                | -  | 6  | -  | 6     |



# THANK YOU



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# 2020 SINGLE AUDIT REPORT AND UPDATE ON THE CORRECTIVE ACTION PLAN

Presentation to Finance & Governance Committee

Tonya Cheng, Controller  
April 13, 2021



## RECOMMENDATION

2

That Finance & Governance Committee receive the 2020 Single Audit Report from the audit firm Eadie + Payne, and update on the Corrective Action Plan (CAP) from staff, and give authorization to forward both presentations to City Council.

- Status of Corrective Action Plan
- Continued progress

## CAP STATUS DEFINITIONS

**Complete** – Auditors have tested and determined that corrective action for the finding has been effectively implemented

**To Be Tested** – Policies and Procedures (P&P) approved (if applicable), training completed and corrective action ready for auditors to test during the next single audit

**P&P Draft** – P&P drafted but not yet approved by CFO and/or training not yet provided.

**In Progress** – Staff has taken steps towards implementation, but not yet drafted P&P or completed training

**Not Started** – Staff has not initiated mitigations, implemented resolutions or provided training

**Passed/No Longer Required** – Staff disagrees with the finding and/or auditors have determined corrective action is no longer required

# CORRECTIVE ACTION PLAN STATUS THROUGH OCTOBER 2020

5

| FINDINGS STATUS (2015-2019)<br>(as of October '20) | MATERIAL<br>WEAKNESS | SIGNIFICANT<br>DEFICIENCY | NON-<br>COMPLIANCE | BEST<br>PRACTICE | TOTAL |
|----------------------------------------------------|----------------------|---------------------------|--------------------|------------------|-------|
| COMPLETE                                           | 68                   | 61                        | 8                  | 15               | 152   |
| TO BE TESTED                                       | 1                    | 2                         | 1                  | 0                | 46    |
| P&P DRAFT                                          | 0                    | 1                         | 0                  | 1                | 2     |
| IN PROGRESS                                        | 0                    | 10                        | 0                  | 2                | 12    |
| NOT STARTED                                        | 0                    | 0                         | 0                  | 1                | 1     |
| Passed / No Longer Required                        | 2                    | 2                         | 8                  | 0                | 12    |
| TOTAL Findings                                     | 71                   | 76                        | 17                 | 19               | 183   |
| Repeat Findings                                    | (7)                  | (11)                      | (4)                | (3)              | (25)  |
| TOTAL Unique Findings                              | 64                   | 65                        | 13                 | 16               | 158   |
| TOTAL Unresolved Unique Findings                   | 1                    | 10                        | 1                  | 4                | 16    |

# CORRECTIVE ACTION PLAN STATUS THROUGH MARCH 2021

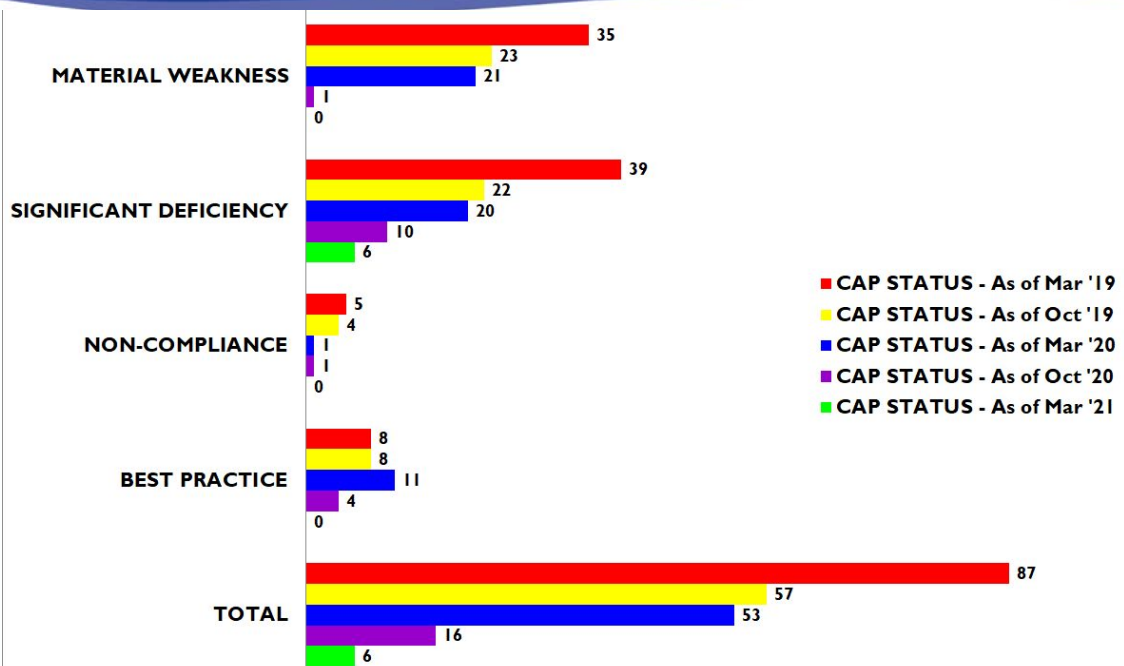
6

| FINDINGS STATUS (2015-2020)<br>(as of March '21) | MATERIAL<br>WEAKNESS | SIGNIFICANT<br>DEFICIENCY | NON-<br>COMPLIANCE | BEST<br>PRACTICE | TOTAL |
|--------------------------------------------------|----------------------|---------------------------|--------------------|------------------|-------|
| COMPLETE                                         | 69                   | 64                        | 9                  | 15               | 157   |
| TO BE TESTED                                     | 0                    | 5                         | 0                  | 0                | 5     |
| P&P DRAFT                                        | 0                    | 0                         | 0                  | 0                | 0     |
| IN PROGRESS                                      | 0                    | 5                         | 0                  | 0                | 5     |
| NOT STARTED                                      | 0                    | 0                         | 0                  | 0                | 0     |
| Passed / No Longer Required                      | 2                    | 3                         | 8                  | 4                | 17    |
| TOTAL Findings                                   | 71                   | 77                        | 17                 | 19               | 184   |
| Repeat Findings                                  | (7)                  | (12)                      | (4)                | (3)              | (26)  |
| TOTAL Unique Findings                            | 64                   | 65                        | 13                 | 16               | 158   |
| TOTAL Unresolved Unique Findings                 | 0                    | 6                         | 0                  | 0                | 6     |

The six (6) outstanding remaining findings:

- Update to Indirect Cost Allocation Plan [*Finance Department*]
- Lease Agreements: Develop a process to identify and evaluate lease agreements [*Finance Department*]
- Pension Plans: Develop and implement a process to review the CalPERS and PARS census data used in pension plan valuation [*Human Resources Department-Payroll*]
- Notes Receivable: Develop and implement policies and procedures to collect payments from developers based on residual revenues [*Housing Department*]
- Information Technology (IT) General Controls - 2 separate findings [*IT Department*]

## PROGRESS CONTINUES - UNRESOLVED\* FINDINGS 2015-2020



\*Includes all unique findings excluding "Complete" or "Passed/No Longer Required" status

- Internal Control-Integrated Framework (ICIF) and 6 implemented policies adopted by the City Council (September 2020 - March 2021)
- New Senior Manager, Internal Controls starting May 3, 2021
- Three remaining ICIF policies to be adopted in 2021
- On-going Training
  - Staff
  - Finance and Governance Committee serving as audit committee
    - Sessions completed February 9 and February 23, 2021
    - Two additional sessions scheduled for September 14 and November 9, 2021
- ERP implementation project on-going
  - New Chart of Accounts nearly final

That Finance & Governance Committee receive the 2020 Single Audit Report from the audit firm Eadie + Payne, and update on the Corrective Action Plan (CAP) from staff, and give authorization to forward both presentations to City Council.





**FINANCE AND GOVERNANCE COMMITTEE  
AGENDA REPORT  
REPORTS  
AGENDA ITEM NO. D.2**

**DATE:** April 13, 2021  
**TO:** Finance & Governance Committee  
**FROM:** Alexander Hamilton, Fire Chief, (805) 385-7700, alexander.hamilton@oxnard.org  
**SUBJECT:** Agreement with Falck Mobile Health Corporation and Purchase Order with Stryker Medical (0/30/30)

**RECOMMENDATION**

That the Committee recommend the City Council:

1. Approve and authorize the Mayor to execute Agreement A-8317 with Falck Mobile Health Corporation ("Falck") for three years, with an option to renew for an additional two years, not to exceed \$7,143,621 (Year 1), \$6,862,321 (Year 2), \$6,514,727 (Year 3), \$6,683,131 (Year 4), and \$6,826,999 (Year 5) for ambulance transport services; and
2. Approve and authorize the Mayor to execute a purchase order for the purchase of 10 EKG Monitors and 10 Stair-Pro Chairs using Stryker Flex Pay to be placed on ambulances operated by Falck in the City; and
3. Authorize the City Manager to approve and execute amendments to Agreement A-8317 within the City Manager's annual authorization as may be amended from time to time.

Please click the following link to view the required Measure M pre-recorded presentation video: <https://youtu.be/BMbzzG7Aj1U>

**BACKGROUND**

Currently the City of Oxnard contracts with the County of Ventura, for the provision and administration of ambulance services via the Agreement for Joint Exercise of Powers Relative to the Regulation of Ambulance Service and the Licensing Thereof (JPA). Over the last 10 years the City has experienced a decline in ambulance services, disproportionate delays in low-income areas, and a lack of reinvestment into the City's Emergency Medical Services (EMS) System.

The City has been unsuccessful in addressing these growing concerns through the means allowed for under the JPA, which is the agreement currently in effect that governs ambulance and medical services countywide. In 2010, Gold Coast Ambulance (GCA) was sold to American Medical Response ("AMR"). Prior to 2010, GCA was a small, locally owned and operated ambulance provider. Managed by local residents, GCA engaged directly with and was responsive to the community, fire agencies and other area stakeholders. Before its acquisition by AMR, GCA operated only within the boundaries of County Ambulance Service Area 6 (ASA 6),

which encompasses Oxnard, achieving ambulance response time compliance averages between 96% and 97%. After the purchase of GCA, Oxnard Fire Department (“Oxnard Fire”) noted incremental changes to management, ambulance staffing levels, unit redeployment to other service areas, reduced engagement with Oxnard Fire, and limited-to-no community reinvestment. Between 2015 and 2017 regular meetings between Oxnard Fire personnel and GCA staff dwindled to a halt. In an effort to improve services, Oxnard Fire began exploring methods to enhance prehospital care. In 2018, the City enhanced services via the development and implementation of a Fire Department First Responder Advanced Life Support program (FRALS). This program, which began development in 2017, was born out of the Fire Department’s frustration concerning poor ambulance performance to the City’s socioeconomically disadvantaged regions within south Oxnard. Data obtained from Ventura County Emergency Medical Services Agency (VCEMSA) by Oxnard Fire personnel was subsequently analyzed by Oxnard GIS. This analysis revealed a troubling correlation of increased ambulance delays by GCA: the ratio of delayed responses in various areas within Oxnard increased in proportion to the number of low -to moderate-income residents living in the areas. Through a combination of contractual response time “exemptions” and “extensions,” favorable call density and response geography, GCA technically met its contractual “compliance” obligation to VCEMSA. With Oxnard completely dependent on GCA for not only ambulance transport but also paramedic services, delayed ambulance responses also resulted in delayed paramedic advanced life support treatment. Because it lacked a contractual mechanism to force GCA to enhance south Oxnard services, VCEMSA supported the creation of the Oxnard Fire FRALS program. Utilizing a combination of Community Development Block Grants and special appropriation from Measure O, Oxnard Fire successfully launched enhanced EMS to South Oxnard residents in November of 2018. Within the first year of the program launch a measurable improvement in paramedic response times were noted. In the first 3 months a 20 percent improvement in ALS response time was observed. Under its current contract with the County and VCEMSA, GCA must respond to “Code 3” 911 calls for immediate emergency assistance within 8 minutes, 90% of the time. The contract further provides GCA a two-minute response time extension whenever fire agency FRALS units arrive at an emergency scene prior to an ambulance. Oxnard Fire protested this contract provision, which VCEMSA rejected. Subsequently, GCA leveraged the two-minute extension to redeploy resources outside the City and ASA 6. Rather than bear the expense to deploy additional ambulances to provide adequate coverage in other ASAs, GCA and parent company AMR chose to reduce coverage levels in Oxnard, relying on the two-minute response time extension in its contract with the County and VCEMSA. GCA’s reliance on Oxnard Fire FRALS to obtain the contractual two-minute response time extension became pronounced and obvious in June and July of 2020 when Squad 68 was placed out of service due to COVID-19 related budget constraints. Using compliance data provided directly to Oxnard from VCEMSA, GCA’s Code 3 response time compliance rate—including all contractual exemptions—dropped sharply to 91.74%, the lowest rate on record for GCA. Contributing to its poor performance, GCA reduced its daily ambulance deployment from six or seven units to five units.

Although the winter COVID-19 surge created an increase in call volume, GCA provided only five constantly staffed ambulances to the City. Preliminary estimates reveal a 13% increase in cardiac arrest responses between 2019 and 2020 with as much as 30% of overall cardiac arrest call volume occurring in late November through December. As GCA failed to increase staffing in the face of a pandemic, Oxnard Fire took action. Committed to serving the Oxnard community, the City Manager approved Oxnard Fire staffing all available Firefighter/Paramedics on engines throughout the City. This action led to increased paramedic staffing during the most critical months of the winter COVID-19 surge. Gold Coast’s contract with the County and VCEMSA has no provisions requiring reinvestment of ambulance service revenues within Oxnard, nor does it significantly penalize the private provider for delayed responses. Simply put, GCA and AMR are allowed to deploy, redeploy, and take out of service, ambulances with impunity so long as they meet certain “compliance” standards set forth in their contracts with the County and VCEMSA. These contracts are locked during its 5-to-10-year cycle. The contracts provide no incentive to GCA and AMR to do more than meet their contracts’

minimum standards. The County and VCEMSA have contracted with GCA (formerly Oxnard Ambulance) for 40 years without soliciting other providers or exploring new service model options through a competitive bidding process. The current agreement between the County and VCEMSA and GCA incentivizes efficiency over coverage and system resiliency. This “system” has allowed GCA and AMR to implement profit-driven deployment and response models, which move ambulances from some of the City’s most disadvantaged communities to provide service in more affluent communities located in the County. GCA and AMR use Oxnard-based ambulances in this manner to meet AMR’s contractual requirements in other ASAs in the County without incurring the increased expense of deploying additional ambulance transport units and staff. In analyzing the impact of GCA’s and AMR’s deployment decisions, the City evaluated the satellite and dispatch data of GCA ambulances from 2017-2019. The evaluation, conducted by Oxnard GIS, revealed that, over the 3-year period GCA ambulances assigned to and stationed from Oxnard, spent 24% of their total unit hours providing service to areas outside the City with less than a 1% reciprocal service by its parent company AMR. The compliance standards, lack of deployment rules, response delay exemptions, and failure to create meaningful contract protections for cities has directly resulted in this reduced level of service.

City Council received a report on the Emergency Medical Services System Valuation and Deployment Study presented by Oxnard Fire and AP Triton Consultants on December 1, 2020. At that time, City Council approved Resolution 15,399 to assert the City’s statutory right to provide ambulance and emergency medical services pursuant California Health & Safety Code section 1797.201 and authorizing the City Manager to withdraw from the JPA created by the County of Ventura.

The City's withdrawal from the JPA takes effect on July 1, 2021, and it will begin operating a municipal prehospital EMS and ambulance system on that date. As a result, the City requested proposals from qualified ambulance transport companies to contract with the City to provide emergency medical and ambulance services as a component of the City’s municipal prehospital EMS and ambulance system, and received a responsive proposal from Falck. The City will provide ten (10) LifePak 15 V4 Monitor/Defibrillators and ten (10) Stair-Pros, one for each vehicle deployed by Falck in the City of Oxnard.

On March 16, 2021, City Council awarded and authorized the Mayor to Agreement A-8299 with Wittman Enterprises, LLC for EMS billing and collection services. As described below, EMS billing revenue will pay the costs of ambulance transport services to be provided by Falck.

## **DISCUSSION**

### **The City’s Municipal Prehospital EMS and Ambulance System.**

The City is implementing a municipal prehospital EMS and ambulance system to better serve the residents of Oxnard. The City will be the provider of record, using its own National Provider Identification number, and will be responsible for the delivery of and cost recovery for such services. Oxnard Fire will operate the municipal prehospital EMS and ambulance system, overseeing day-to-day operations of, and providing FRALS services in conjunction with, an emergency ambulance services provider. The City will contract with specialized service providers for other system functions, such as emergency ambulance, billing, and collections services.

Historically, ambulance transports have been the only revenue-generating component of prehospital EMS systems. Revenue generated from emergency ambulance transports will be used to satisfy the City’s financial obligations related to its municipal prehospital EMS and ambulance system, including but not limited to, compensating specialized service providers and financing certain equipment purchases from specialized

ambulance and EMS equipment suppliers, as well as recovering the City's and Oxnard Fire's costs incurred in oversight of the system and in the provision of FRALS services (which are currently unrecoverable, but under the proposed contract with Falck would become recoverable). The implementation of a municipal prehospital EMS and ambulance system will enable the City to explore new and innovative models for emergency ambulance and medical services delivery across the care continuum to meet the needs of the residents of Oxnard more effectively. For example, Medicare announced a new Emergency Triage, Treat, and Transport (ET3) payment model in 2019, which expands reimbursements beyond traditional ambulance transports to hospital emergency room to include ambulance transportation to alternative low-acuity treatment destinations for calls and non-transport first responder treatment of patients supervised by a qualified health care partner at the scene of the 911 emergency response or via telehealth.

To the extent the City obtains surplus revenues from the municipal prehospital EMS and ambulance system, those funds can be reinvested back into the system to improve service quality by, among other things, purchasing better equipment, vehicles, and information technology systems. Although it is withdrawing from the JPA, the City's municipal prehospital EMS and ambulance system will be a statutorily authorized component of the County's EMS system under California Health & Safety Code 1797.201, subject to the medical direction and management of the Ventura County EMS Agency's medical director.

#### Agreement for Ambulance Transport Services.

A formal solicitation for Advanced Life Support (ALS) Ambulance Transport Services (Solicitation No. FI-21-51) was published on Public Purchase on January 19, 2021. The request for proposals closed on February 19, 2021. Ten ambulance service providers, including the current provider, Gold Coast, were emailed the bid directly. Nineteen ambulance companies accessed the bid and four participated in the mandatory pre-bid conference held on February 5, 2021. Less than one week after the City issued its formal solicitation for ALS Ambulance Transport Services, the County and VCEMSA placed on the Ventura County Board of Supervisors' (BOS') agenda, a request to approve new contracts with the current ambulance services providers. Oxnard Fire believes that this action had a chilling effect on the City's bid process. Specifically, two of the four companies that attended the mandatory pre-bid conference cited potential legal conflict and the risk of losing startup costs, not RFP structure or requirements, as reasons for declining to bid. A third local provider did not state its rationale for declining to bid.

Falck was the only bidder to submit a proposal. The proposal was reviewed by an evaluation panel consisting of Ventura City Fire Department's Assistant Chief, Contra Costa County EMS Agency's Medical Director, an outside agency Emergency Medical Services Coordinator, an Oxnard community member, and Oxnard Fire Department's Emergency Medical Services Coordinator. The Falck proposal was reviewed by the evaluation panel under its own merits with no consideration or bias given to the number of bidders. The proposal was robust, displaying the desired industry experience, logistical/supply chain, clinical support staff and implementation team capable of successfully launching a project of this size in the proposed time frame. Falck's experiences with similar projects, its detailed understanding of the scope of work and understanding of the City needs are clearly articulated in the RFP response. Service cost for the proposed scope of work is highly competitive by industry standards.

Under terms of the proposal, the City will deploy 9 regularly scheduled EMS resources consisting of: (4) 24 hour/7 day a week ambulances (3) 12 hour/7 day a week ambulances (1) 24 hour/7 day a week paramedic supervisor with support vehicle (1) 8 Hour/5 day per week clinical/operations manager with support vehicle Ambulance Surge is a term utilized to describe periods of increased ambulance 911 demand. To

account for this inevitability the department has included a second and third tier surge plan where as many as four additional ambulances may be added quickly to meet demand. In preparation for any large-scale disaster, a fourth ambulance surge tier is built into the ambulance system to rapidly request regional resources from as far as Los Angeles and Orange County. The City's ambulance resources are dedicated exclusively to Oxnard's EMS system for emergency response only. Under terms of the RFP, City ambulances may not be utilized for non-emergency transport nor be moved for regular coverage outside the city. Special consideration has been taken to develop ambulance move up and draw down plans that provide equitable coverage throughout the city. In contrast to GCA deployment, the City ambulance deployment plan emphasizes: South and Central Oxnard Coverage (Saviers/Channel Islands) (5th and C) Ambulance move up and posting for southwest Oxnard (Victoria/Channel Islands).

These paramedic units will deploy from strategically located ambulance stations and posting locations. Using data provided by the Ventura County Fire Department Communications, all medical calls for service between 2017 and 2019 were analyzed. Utilizing predictive analysis tools, the City GIS services team provided optimized ambulance station and posting locations throughout the city. Analysis of ambulance coverage was conducted for both peak and non-peak hours. Further analysis was conducted to provide coverage recommendations and posting locations for various ambulance draw down scenarios. Examples of this deployment and analysis are included in the attachments to this agenda report.

In consideration of surrounding regions, the Oxnard ambulance system deployment plan has built-in capacity ready and able to meet the needs of surrounding communities. Should mutual aid or coverage agreements be reached, the deployment of ambulances is scalable. Absent from the RFP is a response time standard. This is deliberate. As a subcontractor to the City the ambulance provider's coverage levels are now directed by the City and can be adjusted to meet the desired need. This removes any incentive to target efficiency or cost savings over appropriate ambulance coverage. Response metrics for the City's ambulance provider will emphasize system improvements that result in measurable performance or clinical improvements. Response time goals will continue to be evaluated and recorded but with emphasis on process improvements that result in faster response times, reduced on scene times for special cases (trauma, stroke, heart attack) or treatments where speed of successful procedure improves clinical outcomes. Current response performance target metrics are:

Ambulance arrival equal or less than 7 min and 30 Sec, 90% of the time or greater.

Advanced life support arrival equal or less than 5 minutes, 90% of the time.

Ambulance Chute time (wheels moving) 60 seconds or less, 90% of the time (Day) 120 seconds (Night) Exemptions are not being considered, nor will they be used in response reporting metrics.

Development of clinical metrics is ongoing. Revised continuous quality assurance (CQI) programs are being developed mutually by Oxnard Fire and Falck quality improvement and assurance (QA/QI) teams. Guided by the Oxnard Fire Department Medical Director, updated Oxnard CQI programs will emphasize evaluation of core measures that impact local needs with specific emphasis on emerging trends in Oxnard communities. Contracting ambulance transport services will allow the City to require Falck adhere to the Living Wage policy that was adopted by City Council on July 9, 2002, ensuring a minimum pay of \$16.30 per hour (with annual adjustments determined by the Consumer Price Index) and paid leave of no less than 96 hours. Employees hired by Falck will be eligible for higher wages than currently offered by private ambulance companies in the area. This will create sustainable jobs in the Oxnard community. In consideration of the reviewed RFP, staff recommends that City Council award the contract for ALS Ambulance Transport Services

to Falck. Staff has confirmed that Falck meets all required City contractual provisions including possession of a City business tax certificate, insurance certificates and corporate filing with the California Secretary of State.

**Procurement of Equipment** The City will purchase ten Lifepak 15 Monitor/Defibrillators (“Lifepak”) to equip each of the nine regularly scheduled and one surge capacity response vehicles operated by Falck in the City. The Lifepak monitors are a required piece of paramedic equipment and provide specific Advanced Life Support capabilities. In addition to defibrillation, the EKG monitors allow for detection of heart attacks through a 12 lead EKG, heart rhythm correction through synchronized cardioversion and lethal heart rhythm take over by external pace making. The Lifepak provides additional accountability and enhanced safety through continuous case tracking viewable in the department’s quality assurance software; this allows the department medical director to continuously improve the delivery of cardiac care through case review and paramedic feedback. The Oxnard Fire Department ALS uses Lifepak monitors for compatibility and patient safety. It is essential that Falck be provided the same monitors.

City purchase of this equipment provides multiple benefits. For quality control and case review, city owned equipment provides direct data and case access to the Oxnard Fire Medical Director. This ensures the ability to perform in depth EMS case review that is currently not available to the department. Purchase of the equipment ensures compatibility with both ambulance and Fire Department advanced lift support equipment. This streamlined approach reduces delays when providers transition care as well as provides an important safety net should critical lifesaving equipment fail on scene. City owned equipment also provides a benefit through a reduction in startup and billed cost from the proposed ambulance provider.

A Lifepak, monitor and accessories, cost approximately \$44,914.70 including a five year warranty. The estimated cost of ten monitors is \$449,147 and will be on a 5 year replacement schedule. At the end of 5 years, the monitors may be returned to Stryker for a credit of the depreciated value.

The Stryker Stair-Pro is a required piece of ambulance equipment. The Stair-Pro, or “stair chair” as they are more commonly known, is a victim transport device that enables first responders to quickly and safely transport a patient down stairs or in other difficult terrain where a stretcher would not be indicated for use. The cost per Stair-Pro is approximately \$4,323. The total investment for ten Stair-Pros is \$43,234 and will be on a 5 year replacement schedule.

Stryker is the sole-source provider of Lifepak monitors and Stair-Pro for Emergency Response Service markets in the U.S. and Canada. Stryker offers an eight year financing option the City will utilize for the purchase of the ten monitors.

## **STRATEGIC PRIORITIES**

This agenda item supports Public Safety strategy. The purpose of the Public Safety strategy is to restore and modernize the delivery of public safety services to provide for the safety of our neighborhoods and health of our community.

## **FINANCIAL IMPACT**

### Expenditures

*Falck Mobile Health Corporation:* Contract expenditures for the first full year of operation, which coincides precisely with FY 2021-22, are estimated at \$7.143 million. Along with other operational costs for pre-hospital

emergency services, an appropriation for this amount will be requested in the Proposed Budget for FY 2021-22.

*Stryker Medical:* Annual lease-purchase costs for 3-year financing at 0% interest of the ten Lifepak 15 Monitor/Defibrillators and ten Stair-Pro Chairs will be \$152,921.73, totaling \$458,765.19 over the life of the financing. An appropriation for the annual debt service will be requested each year beginning with the Proposed Budget for FY 2021-22. During the current fiscal year the City will pay 9.25% sales tax on all but \$95,350 of the purchase price (the service plan accompanying the acquisition is not taxable), or \$33,615.91. The source of payment for the sales tax this fiscal year will be the non-departmental contingency account, because the Fire Department's own budget cannot accommodate the expenditure.

## Revenues

Oxnard Fire and its consultant, AP Triton, project full-year revenue collections of \$9.697 million for pre-hospital emergency services, just enough to cover the \$7.143 million of estimated total costs for the operating contract with Falck Mobile Health Corporation; for the lease-purchase of Lifepak monitors from Stryker Medical; for AP Triton's own consulting fees; for Wittman Enterprises' 3.25% share of net billings collected; and for all other costs attributable to the new pre-hospital emergency services program.

For the first year (FY 2021-22), however, revenue of \$9.697 million is unlikely to be realized, because while services begin July 1, billing and collection take place only after the fact -- sometimes well after.

Reimbursement from Medicare and MediCal and even private insurance often takes months, sometimes even years, to be paid.

Therefore, it is likely that the General Fund will need to subsidize the new program during the first year of operation -- and possibly afterwards, too, if actual revenue collections end up falling short of the projections by Oxnard Fire and AP Triton. At this early stage it is estimated that an initial General Fund subsidy of 90 days' worth of operating expenses will be needed until revenue from ambulance billing and collections begins to flow consistently enough to cover ongoing operating expenses. Ninety days' worth of operating expenses is \$2.4 million, so a one-time General Fund subsidy of that amount will be recommended in the FY 2021-22 Proposed Budget.

Based on the projections in Table C below, the General Fund subsidy is expected to be recouped by accumulated net revenue just past the halfway mark of Year 3, or early calendar year 2024. Similar "Alliance" programs such as the Contra Costa County fire protection district were self-sustaining within the first 90 days of program launch.

The City of Chula Vista operates an "alliance" model ambulance transport program similar to the one proposed for Oxnard in this staff report. For comparison the most recent cost projections from that program are included below. Notable differences between Chula Vista and the proposed Oxnard program are that Chula Vista includes anticipated revenue from supplemental government ambulance transport reimbursement, as well as from a first responder fee. Oxnard assumes neither of those revenue sources.

## **Chula Vista Revenue Projections**

|                                                                    | 4th Quarter | Service Area with IGT |              |              |              |
|--------------------------------------------------------------------|-------------|-----------------------|--------------|--------------|--------------|
| Cost/Revenue                                                       | FY 20-21    | FY 21-22              | FY 22-23     | FY 23-24     | FY 24-25     |
| Transport Cost (Dispatch Included)                                 | \$2,291,990 | \$10,144,060          | \$10,603,611 | \$11,051,171 | \$11,544,585 |
| First Responder Cost                                               | \$779,720   | \$2,709,062           | \$2,894,560  | \$3,013,798  | \$3,127,966  |
| Total Cost                                                         | \$3,071,710 | \$12,853,122          | \$13,498,171 | \$14,064,969 | \$14,672,551 |
| Projected Revenue                                                  | \$3,431,899 | \$13,908,921          | \$14,187,099 | \$14,470,841 | \$14,760,258 |
| GEMT/QAF/Intergovernmental Transfer (IGT)                          | \$307,515   | \$2,383,405           | \$3,607,485  | \$3,679,635  | \$3,753,227  |
| Total Revenue                                                      | \$3,739,414 | \$16,292,326          | \$17,794,584 | \$18,150,476 | \$18,513,486 |
| Total Cost                                                         | \$3,071,710 | \$12,853,122          | \$13,498,171 | \$14,064,969 | \$14,672,551 |
| Net Revenue                                                        | \$667,704   | \$3,439,204           | \$4,296,413  | \$4,085,507  | \$3,840,935  |
| *Assumes 2% growth in transport volume and no change in base rate* |             |                       |              |              |              |

Five year cost recovery projections for Oxnard are listed below. The 5 year projection is contingent on future City Council approval of base ambulance transport rates that are slightly lower than those recently approved by Ventura County. The average rate in row one assumes projected base rate, plus mileage, and oxygen administration minus a \$100 discount compared to recently approved Ventura County ambulance rates. As noted above, anticipated collections and net cost recovery do not include any special supplemental government reimbursements.

Year one and two net cost recovery projections are less than in years three through five due to ambulance program startup cost and equipment acquisition. Repayments for Stryker medical equipment goods contained within this staff report are reimbursed through projected revenues. Table A represents estimated Year 1 (FY 2021-22) expenses and revenues. Table B represents estimated costs associated with the Admin/Supplies line of the expenses in table A. Table C represents year 2-5 projections. Table D represents estimated Payer Mix by insurance class.

| Table A                                                                                                                                                                                                       |                   |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--|--|
| Year 1 Projection                                                                                                                                                                                             |                   |  |  |
| Expenses                                                                                                                                                                                                      |                   |  |  |
| Falck contracts                                                                                                                                                                                               | \$ 7,143,621.00   |  |  |
| Billing services                                                                                                                                                                                              | \$ 315,161.00     |  |  |
| Admin/Supplies (detailed in Table B)                                                                                                                                                                          | \$ 2,094,952.00   |  |  |
| Expense Total                                                                                                                                                                                                 | \$ 9,553,734.00   |  |  |
| Revenue                                                                                                                                                                                                       |                   |  |  |
| Estimated ambulance transports                                                                                                                                                                                | 12,517            |  |  |
| Average transport rate, billed per call                                                                                                                                                                       | \$ 2,539.22       |  |  |
| Collections based on payer mix*                                                                                                                                                                               | \$ 9,697,281.00   |  |  |
| Less expenses                                                                                                                                                                                                 | \$ (9,553,734.00) |  |  |
| Net Revenue                                                                                                                                                                                                   | \$ 143,547.00     |  |  |
| * Collection rate conservatively estimated with 28% collection for government and self-insured payers and an additional 0.5% anticipated increase of gross collections from private and commercial insurance. |                   |  |  |



| Table B                                                                        |                 |
|--------------------------------------------------------------------------------|-----------------|
| Admin/Supplies Cost Breakdown                                                  |                 |
| Wellness Program                                                               | \$ 120,000.00   |
| Medical Director                                                               | \$ 100,000.00   |
| Medical supplies (McKesson/LifeAssist)                                         | \$ 198,492.00   |
| ALS supplies (MO2209)                                                          | \$ 136,000.00   |
| Licensing for Documentation (ImageTrend)                                       | \$ 37,782.00    |
| Dispatch Services                                                              | \$ 295,962.00   |
| Replacement Lucas                                                              | \$ 20,000.00    |
| Replacement Monitor                                                            | \$ 36,000.00    |
| Cap replacement = 10%                                                          | \$ 127,880.29   |
| Community Paramedic                                                            | \$ 165,535.00   |
| Stryker Lease Cost                                                             | \$ 186,537.64   |
| EMS Coordinator                                                                | \$ 160,894.00   |
| Contingency for Additional Ambulance Unit Hours (Disaster/Pandemic/Call Surge) | \$ 509,869.07   |
| Total cost for Admin/Supplies                                                  | \$ 2,094,952.00 |

| Table C                                                                                                                                                                                                       |                   |                   |                   |                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Projection Years 2-5                                                                                                                                                                                          |                   |                   |                   |                   |
| Expenses                                                                                                                                                                                                      |                   |                   |                   |                   |
|                                                                                                                                                                                                               | Year 2            | Year 3            | Year 4            | Year 5            |
| Falck contract                                                                                                                                                                                                | \$ 6,789,068.00   | \$ 6,405,947.00   | \$ 6,595,983.00   | \$ 6,688,999.00   |
| Billing services                                                                                                                                                                                              | \$ 324,070.00     | \$ 335,796.00     | \$ 348,144.00     | \$ 361,146.00     |
| Admin/Supplies                                                                                                                                                                                                | \$ 2,211,823.00   | \$ 2,329,050.00   | \$ 2,452,490.00   | \$ 2,582,472.00   |
| Expense Total                                                                                                                                                                                                 | \$ 9,324,961.00   | \$ 9,070,793.00   | \$ 9,396,617.00   | \$ 9,632,617.00   |
| Revenue                                                                                                                                                                                                       |                   |                   |                   |                   |
|                                                                                                                                                                                                               | Year 2            | Year 3            | Year 4            | Year 5            |
| Average billed rate                                                                                                                                                                                           | \$ 2,673.80       | \$ 2,815.51       | \$ 2,964.73       | \$ 3,121.86       |
| Collections based on payer mix*                                                                                                                                                                               | \$ 9,971,394.00   | \$ 10,332,188.00  | \$ 10,712,128.00  | \$ 11,112,181.00  |
| Less expenses                                                                                                                                                                                                 | \$ (9,324,961.00) | \$ (9,070,793.00) | \$ (9,396,617.00) | \$ (9,632,617.00) |
| Net Revenue                                                                                                                                                                                                   | \$ 646,433.00     | \$ 1,261,395.00   | \$ 1,315,511.00   | \$ 1,479,564.00   |
| * Collection rate conservatively estimated with 28% collection for government and self-insured payers and an additional 0.5% anticipated increase of gross collections from private and commercial insurance. |                   |                   |                   |                   |

| Table D                  |                 |                  |
|--------------------------|-----------------|------------------|
| City of Oxnard Payer Mix |                 |                  |
| Insurance Type           | % of Transports | Total Transports |
| Medicare                 | 44.20%          | 5,533            |
| Medi-Cal                 | 25.80%          | 3,229            |
| Commercial Insurance     | 19.20%          | 2,403            |
| Private Pay              | 10.80%          | 1,352            |
| Total                    | 100%            | 12,517           |

In the General Fund, the Fire Suppression unit is already paying more than \$400,000 of the pre-hospital emergency medical service costs shown in Tables A and B in the row labeled "Admin/Supplies." That \$400,000-plus of existing General Fund expenditures is attributable to, and thus shown as part of, the program being recommended here. The technical implication for the City's budget; however, is that during Year 1, General Fund appropriations will need to be increased by just \$9.1 million -- rather than by the full \$9.5 million of costs shown above for the whole program -- because \$0.4 million is already being paid by the General Fund in the Fire Suppression unit.

So, approving this contract and the pre-hospital emergency services program represents a commitment to increase General Fund spending by just over \$9 million in the Fiscal Year 2021-22 Budget, to be fully offset eventually by anticipated General Fund revenue from ambulance billing.

*Prepared by: Jaime Villa, EMS Coordinator, Amy Van Atta, Management Analyst II*

#### **ATTACHMENTS**

1. Falk Agreement
2. Map of Calls
3. Map Point of Coverage
4. Map Ambulance Site Allocation
5. Stryker Medical Financing Agreement
6. Agreement Falck PSC April 13.2021 Presentation

## PROFESSIONAL SERVICE AGREEMENT FOR AMBULANCE SERVICES

THIS AGREEMENT is made and entered into this \_\_\_ day of \_\_\_\_, 20\_\_ (“Effective Date”), by and between the City of Oxnard (“City”), a municipal corporation , and Falck Mobile Health Corp. (“Falck”).

### RECITALS:

A. WHEREAS, Falck represents that it has that degree of specialized expertise contemplated within California Government Code Section 37103, and holds or will obtain all necessary licenses to practice and perform the services herein contemplated; and

B. WHEREAS, City and Falck desire to contract for the specific services described in Exhibit “A” (the “Project”) and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

C. WHEREAS, no official or employee of the City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

### 1.0. SERVICES PROVIDED BY FALCK

1.1. Scope of Services. Falck shall provide the professional services described in City’s Request for Proposal (“RFP”), attached hereto as Exhibit “A,” and Falck’s Response to City’s RFP (the “Response”) attached hereto as Exhibit “B,” both incorporated herein by this reference.

1.2. Professional Practices. All professional services to be provided by Falck pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional contractors in similar fields and circumstances in accordance with sound professional practices. Falck also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise the City of any changes in any laws that may affect Falck’s performance of this Agreement.

1.3. Performance to Satisfaction of the City. Falck agrees to perform all the work to the reasonable satisfaction of the City and within the hereinafter specified. Evaluations of the work will be done by the City of Oxnard Fire Chief or his or her designee. If the quality of work is not satisfactory, the City in its discretion has the right to:

- (a) Meet with Falck to review the quality of the work and resolve the matters of concern.
- (b) Require Falck to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Falck warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement, including, but not limited to, the City's Living Wage Policy, attached hereto as Exhibit "C" and incorporated herein by this reference. Falck shall indemnify and hold harmless the City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against the City for, or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Falck's performance under this Agreement.

- (a) Falck will be responsible for ensuring that all facilities, properties, vehicles, material, and documents/records used or available for use in the performance of contractual services and/or in the execution of contractual obligations are in good condition, fully functional, and maintained in a clean, orderly, and organized manner.
- (b) Falck shall ensure that ambulance personnel have sufficient understanding of, and are at all times in compliance with, all applicable EMS-related laws (federal, state and local).
- (c) Falck shall ensure that ambulance personnel comply with all local, State and City protocols (i.e., official rules, policies, procedures, standing orders, guidelines, etc.), as well as Falck's internal protocols. Falck, including any individual ambulance operator, shall immediately bring to the attention of City any protocol that appears to conflict with other protocols in order to reconcile the inconsistency, contradiction, and/or ambiguity.
- (d) Falck shall ensure that relevant and frequent education and training courses are offered to assist field personnel in maintaining certification/licensure as defined in California Code of Regulations Title 22, Chapters 2, 4 and 11.

1.5. Non-discrimination. In performing this Agreement, Falck shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender or sexual orientation, except as permitted pursuant to Section 12940 of the Government Code.

1.6. Non-Exclusive Agreement. Falck acknowledges that City may enter into agreements with other providers for services similar to (but not in replacement of) the services that are subject to this Agreement or may have its own employees perform services similar to (but not in replacement of) those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of the City. Falck may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Falck's sole cost and expense.

1.8. Confidentiality.

(a) For the purposes of this Agreement, "Confidential Information" means all information, in whatever form transmitted, relating to the past, present or future business affairs of the City or Falck, including without limitation, (i) technical information, including patent, copyright, trade secret, and other proprietary information, techniques, sketches, drawings, models, inventions, processes, apparatus, equipment, algorithms, software programs, software source documents, and formulas; or (ii) non-technical information, including without limitation finances, financial and accounting data and information, suppliers, customers, customer lists, purchasing data and any other information belonging to

the City, Falck, or to a third party whose information is in the disclosing party's possession or control under obligations of confidentiality, and which is disclosed to the non-disclosing party or is developed by the non-disclosing party in whole or in part at the City's expense.

(b) All Documents and Materials shall be considered Confidential Information and shall not be reproduced, transmitted, disclosed or used by the Falck without the written consent of the disclosing party, except as may be necessary for Falck to fulfill its obligations to the City or as required pursuant to Section 6.14 below.

(c) Notwithstanding the above, these limitations shall not apply to information that (i) is already known to non-disclosing party at the time of that information's disclosure or becomes publicly known through no wrongful act or omission of the non-disclosing party, (ii) is communicated to a third party with the express written consent of the disclosing party and is not subject to restrictions on further use or disclosure, (iii) is independently developed by the non-disclosing party and has no relation to this Agreement, or (iv) is required by law, court order, court-issued subpoena or other legal process to be disclosed; provided, however, that before making such disclosure, such party shall immediately provide the other party with written notice and a reasonable opportunity to object to the disclosure or to take action to maintain the confidentiality of the information, unless such prior disclosure is legally impermissible.

(d) Each of the City and Falck shall use reasonable care to protect the Confidential Information. In the event of a breach or threatened breach of this Agreement, the non-breaching party shall be entitled to obtain an injunction prohibiting any such breach, the costs of which shall be paid by the breaching party. Any relief granted shall be in addition to and not in lieu of any other legal or equitable relief, including money damages. The parties acknowledge that Confidential Information is valuable and unique and that disclosure of the Confidential Information in breach of this Agreement may result in irreparable injury to the non-breaching party.

(a) Other than an obligation upon the disclosing party to deal in good faith, the disclosing party makes no warranties and shall bear no liability or responsibility for errors or omissions in any Confidential Information disclosed under this Agreement or for any business decisions made by the non-disclosing party in reliance on any Confidential Information disclosed under this Agreement.

(b) This Section 1.8 shall survive the termination of this Agreement.

## **2.0. COMPENSATION AND BILLING**

2.1. Compensation. City shall compensate Falck for actual costs incurred in accordance with the cost sheets attached hereto as Exhibit "D" and incorporated herein by this reference.

2.2. Additional Services. Falck shall not receive compensation for any services provided outside the scope of services specified in the Falck's Proposal unless the City or the Program Manager for this Project, prior to Falck performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

2.3. Method of Billing. Falck may submit invoices to the City for approval on a progress basis, but no more often than two times a month. Said invoice shall be based on the total of all Falck's services which have been completed to the City's sole satisfaction. The City shall pay Falck's invoice within forty-five (45) days from the date the City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Falck's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to the City or its Program Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the Effective Date.

### **3.0. TIME OF PERFORMANCE**

3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence on the Effective Date of this Agreement.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party.

### **4.0. TERM AND TERMINATION**

4.1. Term. This Agreement shall commence on the Effective Date and continue for a period of 36 months, ending on June 30, 2024, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties. This Agreement may be renewed by two (2) additional one (1) year periods upon mutual written agreement of both parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing no less than 60 days' written notice to Falck. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Falck shall immediately stop rendering services under this Agreement unless directed otherwise by City.

4.3. Compensation. In the event of termination, City shall pay Falck for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Falck. In the event that this Agreement is delayed or terminated and such delay or termination is directly or indirectly related to any dispute, finding, settlement, litigation, judicial order, or other action regarding the City's rights to enter into this Agreement (including, without limitation, the City's rights to contract for the services contemplated by

this Agreement separate from any State or County EMS Agency), the City shall reimburse Falck for any startup, fixed, or overhead expenses incurred by Falck (collectively, "Start Up Costs"). City's reimbursement to Falck for Start Up Costs shall not exceed \$150,000 (One Hundred and Fifty Thousand Dollars) for Start Up Costs incurred by Falck prior to Falck's commencement of operations. Prior to City reimbursing Falck for Start Up Costs, Falck shall provide City proof of Start Up Costs satisfactory to the City.

4.3.1 Acceptance of Payment. Falck's acceptance of final payment made pursuant to this Agreement shall constitute a release of City from all claims and liabilities for compensation to Falck for anything completed, finished or relating to the Services. City's payment shall not constitute nor be deemed a release of the responsibility and liability of Falck for the accuracy and competency of the information provided and/or the Services performed hereunder, nor shall such payment be deemed to be an assumption of responsibility or liability by City for any defect or error in the Services performed by Falck and its employees, agents and subcontractors. Falck shall provide City with a completed Request for Taxpayer Identification Number and Certification, as issued by the Internal Revenue Service. If any sales tax is due for the Services performed by Falck or materials or products provided to City by Falck.

4.3.2 Non-Appropriation of Funds. Payments to be made to Consultant by City for the Services performed within the current fiscal year are within the current fiscal budget and within an available, unexhausted and unencumbered appropriation of City. In the event City does not appropriate sufficient funds for payment of the Services beyond the current fiscal year, this Agreement shall cover payment for the Services only up to the conclusion of the last fiscal year in which City appropriated sufficient funds and shall automatically terminate at that fiscal year's conclusion.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Falck in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Falck, at no cost to the City. Any use of uncompleted documents without specific written authorization from Falck shall be at City's sole risk and without liability or legal expense to Falck.

## 5.0. INSURANCE

5.1. Falck shall obtain and maintain during the performance of the Services the insurance coverages as specified in Exhibit INS-R, attached hereto and incorporated herein by this reference, issued by a company satisfactory to the Risk Manager, unless the Risk Manager waives in writing the requirement that Consultant obtain and maintain such insurance coverages.

5.2 Falck shall, prior to performance of the Services, file with the Risk Manager evidence of insurance coverage as specified in Exhibit INS-R. Evidence of insurance shall be forwarded to the Risk Manager, addressed as specified in Exhibit INS-R.

5.3 Maintenance of proper insurance coverage by Falck is a material element of this Agreement. Falck's failure to maintain or renew insurance coverages or to provide evidence of renewal may be considered as a material breach of this Agreement.

## 6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City of Oxnard Fire Chief or his or her designee shall be the representative of the City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Falck shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Falck called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. The City shall designate a Program Manager to work directly with Falck in the performance of this Agreement.

Falck shall designate a Program Manager who shall represent it and be its agent in all consultations with the City during the term of this Agreement. Falck or its Program Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement, or the work hereunder may be provided by personal delivery, facsimile, overnight courier, or mail and shall be addressed as set forth below. Such communication shall be deemed served or delivered: a) at the time of delivery if such communication is sent by personal delivery; b) at the time of transmission if such communication is sent by facsimile; c) upon receipt if sent by overnight courier, and d) 48 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

CITY OF OXNARD  
City of Oxnard Fire Department  
360 West Second Street  
Oxnard, CA 93030

---

City of Oxnard  
City Attorney's Office  
305 West Third Street, Suite 100E  
Oxnard, CA 93030

FALCK  
Falck Mobile Health Corp.  
1517 W. Braden Court  
Orange, CA 92868  
Attn: Chief Executive Officer.

6.5. Drug-free Workplace Policy. Falck shall ensure compliance with the Drug Free



Workplace Policy in Exhibit “E” attached hereto and incorporated by this reference.

- 6.6. Attorneys’ Fees. In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys’ fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.
- 6.7. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Ventura County, California.
- 6.8. Assignment. Falck shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Falck’s interest in this Agreement without the City’s prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of the City’s consent, no subletting or assignment shall release Falck of Falck’s obligation to perform all other obligations to be performed by Falck hereunder for the term of this Agreement.
- 6.9. Indemnification and Hold Harmless.  
To the fullest extent permitted by law, Falck shall immediately defend, indemnify, and hold harmless City, its legislative and advisory bodies, and the City’s officials, directors, officers, employees, and agents (the “Indemnitees”) from and against all liabilities regardless of nature, type, or cause, arising out of or resulting from or in connection with Falck’s performance of the services contemplated by this Agreement or Falck’s failure to materially comply with any of its obligations contained in this Agreement. Liabilities subject to the duties to defend and indemnify include, without limitation, all claims, losses, damages, penalties, fines, and judgments; associated investigation and administrative expenses; defense costs, including but not limited to reasonable attorneys’ fees; court costs; and costs of alternative dispute resolution.

The duty to defend is a separate and distinct obligation from Falck’s duty to indemnify. Falck shall be obligated to defend in all legal, equitable, administrative, or special proceedings with counsel approved by the City Attorney immediately upon tender to Falck of the claim in any form or at any stage of an action or proceeding, whether or not liability is established. An allegation or determination of negligence or willful misconduct by any of the Indemnitees shall not relieve Falck from its separate and distinct obligation to defend the Indemnitees. The obligation to defend extends through final judgment, including exhaustion of any appeals. The defense obligation includes the obligation to provide independent defense counsel if Falck asserts that liability is caused in whole or in part by the negligence or willful misconduct of the Indemnitees. If it is finally adjudicated that liability was caused by the sole active negligence or sole willful misconduct of any of the Indemnitees, Falck may submit a claim to City for reimbursement of reasonable attorneys’ fees and defense costs.

The review, acceptance or approval of Falck’s work or work product by any of the Indemnitees shall not affect, relieve or reduce Falck’s indemnification or defense

obligations. This Section 6.9 shall survive completion of the Services or termination of this Agreement. The provisions of this Section 6.9 shall not be restricted by and do not affect the provisions of this Agreement relating to insurance.

- 6.10. Independent Contractor. Falck is and shall be always acting as an independent contractor and not as an employee of the City. Falck shall have no power to incur any debt, obligation, or liability on behalf of the City or otherwise act on behalf of the City as an agent. Neither the City nor any of its agents shall have control over the conduct of Falck or any of Falck's employees, except as set forth in this Agreement. Falck shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of the City. Falck shall secure, at its sole expense, and be responsible for all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Falck and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Falck shall indemnify and hold the City harmless from all taxes, assessments, penalties, and interest asserted against the City by reason of the independent contractor relationship created by this Agreement. Falck further agrees to indemnify and hold the City harmless from any failure of Falck to comply with the applicable worker's compensation laws. The City shall have the right to offset against the amount of any fees due to Falck under this Agreement any amount due to the City from Falck as a result of Falck's failure to promptly pay to the City any reimbursement or indemnification arising under this paragraph.

- 6.11. PERS Eligibility.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Falck and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by the City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

- 6.12. Cooperation. In the event any claim or action is brought against the City relating to Falck's performance or services rendered under this Agreement, Falck shall render any reasonable assistance and cooperation which the City might require.
- 6.13. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, files and tapes furnished or prepared by Falck or any of its subcontractors during performance of this Agreement, shall be and remain the sole property of the City. Falck agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of the City. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of the City and without liability or legal exposure to Falck. The City shall indemnify and hold harmless Falck from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Falck. Falck shall deliver to the City any findings, reports, documents, information, data, in any form, including but not

limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by the City or its authorized representative, at no additional cost to the City.

- 6.14. Public Records Act Disclosure. Falck has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Falck, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualifies as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Falck informs City of such trade secret. City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.
- 6.15. Conflict of Interest. Falck and its officers, employees, associates and subcontractors, if any, will comply with all conflict-of-interest statutes of the State of California applicable to Falck's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, *et seq.*) and Government Code Section 1090. During the term of this Agreement, Falck and its officers, employees, associates and subcontractors shall not, without the prior written approval of City Representative, perform work for another person or entity for whom Falck is not currently performing work that would require Falck or one of its officers, employees, associates or subcontractors to abstain from a decision under this Agreement pursuant to a conflict-of-interest statute.
- 6.16. Responsibility for Errors. Falck shall be responsible for its work and results under this Agreement. Falck, when requested, shall furnish clarification and/or explanation as may be required by City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Falck occurs, then Falck shall, at no cost to City, provide all necessary design drawings, estimates and other Falck professional services necessary to rectify and correct the matter to the sole satisfaction of the City and to participate in any meeting required with regard to the correction.
- 6.17. Prohibited Employment. Falck will not employ any regular employee of the City of Oxnard while this Agreement is in effect.
- 6.18. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, this Agreement shall govern over the document referenced. Further, the costs listed in Exhibit "D" shall prevail over those listed in any other Exhibit made part of this Agreement.
- 6.19. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except

as expressly provided herein.

- 6.20. No Third-Party Beneficiary Rights. This Agreement is entered into for the sole benefit of the City and Falck and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.
- 6.21. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.
- 6.22. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.
- 6.23. Amendments. Only writing executed by the parties hereto or their respective successors and assigns may amend this Agreement. Notwithstanding anything else in this Agreement, the parties may make operational changes to the Services, stations, and other operational aspects of this Agreement via mutual consent. Such amendments must be agreed to in writing. .
- 6.24. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.
- 6.25. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.
- 6.26. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.
- 6.27. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this

Agreement.

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

**CITY OF OXNARD**

**FALCK MOBILE HEALTH CORP.**

\_\_\_\_\_  
John C. Zaragoza,      Date  
Mayor

\_\_\_\_\_  
Michael Gorman, CEO      Date

\_\_\_\_\_  
Brian Richmond, Secretary      Date

ATTEST:

\_\_\_\_\_  
Rose Chaparro      Date  
City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Stephen M. Fischer, City      Date  
Attorney (always required)

# EXHIBIT A



# City of Oxnard Request for Proposals (RFP)

## ALS Ambulance Transport Services FI-21-51

Bid Close Date: February 19, 2021  
by 2:00 p.m. PT

**City of Oxnard**  
**Purchasing Division, Finance Department**  
300 West Third Street  
Oxnard, CA 93030

Solicitation opportunities: <https://www.oxnard.org/rfps-and-RFPs/>  
City Website: <https://www.oxnard.org/>

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**Attention Proposers: please complete Section Tabs A-F and upload as part of your bid response. Proposals must be submitted electronically at <https://www.publicpurchase.com>**

**All questions must go through the Public Purchase portal.**



## TIMLINE OF EVENTS

Proposers will be responsible to carefully examine the requirements contained herein.

### Proposed Timeline

| DATE                 | ACTIVITY                                                                                                                                                              |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| January 19, 2021     | Release of Solicitation                                                                                                                                               |
| February 5, 2021     | Mandatory Pre-Proposal Meeting at 10:00 a.m. via Google Meet. Contact <a href="mailto:Patricia.garcia@oxnard.org">Patricia.garcia@oxnard.org</a> for meeting details. |
| February 10, 2021    | Last day for Questions<br>Proposer inquiries must be submitted online: <a href="http://www.publicpurchase.com">www.publicpurchase.com</a>                             |
| February 19, 2021    | Submission of the Proposal is to be uploaded to the Public Purchase website by <b><u>2:00 p.m.</u></b>                                                                |
| February 22-26, 2021 | Review of Proposals                                                                                                                                                   |
| March 8-12, 2021     | Proposer Presentations                                                                                                                                                |
| March 15-19, 2021    | Agreement Development/Negotiations                                                                                                                                    |
| April 20, 2021       | City Council approval                                                                                                                                                 |
| July 1, 2021         | Contracted work begins                                                                                                                                                |

**The above dates are tentative and are subject to change as necessary.**

## **INTRODUCTION**

The City of Oxnard (hereinafter referred to as “City”) is soliciting proposals from qualified Ambulance Service Providers (hereinafter referred to as “Proposer”) to provide Emergency and non-Emergency ambulance services to the Oxnard Fire Department as a contractor. The awarded proposer will provide the requested services in accordance with the Sample Professional Service Agreement (Appendix A), Terms and Conditions, and Scope of Work. Prior to submitting a proposal, proposers are advised to carefully read the instructions contained in this proposal, including the Sample Professional Service Agreement and any solicitation attachments/exhibits.

## **BACKGROUND OF THE CITY OF OXNARD**

Oxnard, a vibrant and growing community of approximately 210,000 residents, is located on the beautiful Southern California coast and is the most populous city in the County of Ventura. Nestled about 60 miles northwest of Los Angeles and 35 miles south of Santa Barbara, Oxnard prides itself on its rich diversity and culture. Oxnard is a full-service city. Incorporated as a general law city in 1903, Oxnard operates under the council-manager form of government. The governing body, the City Council, is composed of seven (7) members.

This city by the Pacific Ocean is an ideal place to raise a family; Oxnard residents enjoy a spirit of community pride. With its attractive residential areas located among tree-lined streets, parks and beaches, Oxnard provides a wide variety of housing choices.

## **GENERAL INFORMATION**

The Oxnard Fire Department is a Department of the City of Oxnard, which operates under an elected City Council. The Department serves a population of approximately 210,000 covering a jurisdictional area of 27 square miles.

The Oxnard Fire Department is a “full service, all risk municipal fire department” providing a wide range of services. These services include fire protection, building safety and regulation, inspection, hazardous materials response, rescue and arson investigation.

The Oxnard Fire Department is a recognized Health and Safety Code Sec. 1797.201 provider for Dispatch, EMS First Response and Transport Services at both the ALS and BLS levels. On December 1, 2020, the City Council approved a resolution to withdraw from the Ventura County ambulance contract and start the process of providing emergency and non-emergency ambulance transport as part of the City’s essential services under the supervision of the Fire Department.

The successful proposer shall be expected to begin services July 1, 2021. The selected ambulance provider shall respond to all dispatch requests including emergency and non-emergency responses throughout the entire City. The provider may be required to respond without regard to jurisdictional boundaries as part of the countywide mutual aid system. These responses may include but are not limited to sick and ill persons, vehicle accidents, rescues,

IFT's, structure fires and any other incidents that may arise. The successful proposer may be dispatched to traditionally "non-EMS" related incidents such as structure fires, HazMat, Law Enforcement activities, and stand-by. The successful proposer shall not engage in any firefighting, rescue or law enforcement activities.

The successful proposer shall have experience in similar types of services. All Proposers responding to this Request for Proposal (RFP) will be evaluated on the basis of their expertise, prior experience on similar projects, demonstrated competence, ability to meet the requested services, adequate staffing, reference check, cost, responsiveness and understanding of services to meet the needs and concerns of the City.

**Important Notice:** The City has attempted to provide all information available. It is the responsibility of each Proposer to review, evaluate, and, where necessary, request any clarification prior to submission of a Proposal. Proposers are not to contact any City personnel including elected Council Members with any questions or clarifications concerning this Request for Proposal (RFP). The City's Purchasing Division shall be the official contact for this RFP. Any City response relevant to this RFP other than through or approved by City's Purchasing Division is unauthorized and will be considered invalid; the City may also reject that proposer's submission for failure to follow fair bidding procedures.

If clarification or interpretation of this solicitation is considered necessary by the City, a written addendum shall be issued and the information will be posted on City's website at [www.oxnard.org](http://www.oxnard.org). Any interpretation of, or correction to, this solicitation will be made only by addendum issued by the City's Purchasing Division. It is the responsibility of each Proposer to periodically check the City's website. The City will not be responsible for any other explanations, corrections to, or interpretations of the documents, including any oral information.

## **PERIOD OF PERFORMANCE**

The period of performance anticipated for this solicitation and shall be for two (2) years, with three (3) one-year option(s) to renew beginning on July 1, 2021 to June 30, 2026. The total number of years for this contract is five (5) years including renewal options.

Recommendation to the City Council for award is contingent upon the successful negotiation of final contract terms. Negotiations shall be subject to disclosure to the public upon award of the contract. If contract negotiations cannot be concluded successfully within a time period determined by the City, the City may terminate negotiations and commence negotiations with the next highest scoring Proposer or withdraw the RFP.

## **MANDATORY PRE-PROPOSAL MEETING**

A mandatory pre-proposal meeting will be held on February 5, 2021 at 10:00 a.m. Proposers will be required to submit an email request to [Patricia.garcia@oxnard.org](mailto:Patricia.garcia@oxnard.org) to secure a reservation to the meeting. The meeting is held to allow for questions and clarification concerning the City's RFP, the process, scope of services and subsequent contract award.

## EVALUATION CRITERIA

The Evaluation Committee will review and score only those proposals that are deemed responsive to this RFP and presented in the format as set forth above. Failure to include any sections in the proposal may result in that proposal being deemed nonresponsive. During the scoring process, the Evaluation Committee may contact the Proposer's references or any other sources deemed relevant by the Evaluation Committee as part of their review of the Proposer's qualifications to perform the requested services or work. At any time during the evaluation process, the City reserves the right to request clarifications or additional information from any or all proposers regarding their proposals.

Selection will be based on the following criteria:

1. **Method of Approach**
2. **Qualifications of Experience**
3. **Equipment & Facilities**
4. **Staffing**
5. **Cost Proposal**

**Evaluation of Proposals and Selection Process:** The City will adhere to the following procedures in evaluating proposals. An Evaluation Committee, which may include members of the City's staff, community leaders, subject matter experts and outside experts, will screen and review all proposals set forth above. While price is a major factor for an award, it is not the sole consideration.

**Responsiveness Screening:** Proposals will first be screened to ensure responsiveness to the RFP. The City may reject as non-responsive any proposal that does not include the documents required to be submitted by this RFP. At any time during the evaluation process, the City reserves the right to request clarifications or additional information from any or all Proposers regarding their proposals.

**Initial Proposal Review:** The Evaluation Committee will initially review and score all responsive written proposals based upon the Evaluation Criteria set forth above. Proposals that receive the highest evaluation scores may be invited to the next stage of the evaluation process. The City may reject any proposal in which a Proposer's approach, qualifications, or price is not considered acceptable by the City. The City may conclude the evaluation process at this point and recommend award to the lowest responsible bidder. Alternatively, the City may elect to negotiate directly with one or more Proposers to obtain the best result for the City prior to making a recommendation or selection.

**Presentations, Reference Checks, Request for Clarifications:** Following the initial screening and review of proposals, the Proposers included in this stage of the evaluation process may be invited to participate in an oral presentation. Presentations, if held, are tentatively scheduled for the week of March 8 – 12, 2021. These dates may be subject to change.

Individual(s) from Proposer's organization that will be directly responsible for carrying out the contract, if awarded, should be present at the oral presentation.

In addition to conducting an oral presentation, the City may during this stage of the evaluation process also contact and evaluate the Proposer's references, contact any Proposer to clarify any response or request revised or additional information, contact any current users of a Proposer's services, solicit information from any available source concerning any aspect of a Proposal, and seek and review any other information deemed pertinent to the evaluation process.

Following conclusion of this stage of the evaluation process, the Committee will again rank all Proposers according to the evaluation criteria set forth above. The Committee may conclude the evaluation process at this point, and make a recommendation for award, or it may request Best and Final Offers from Proposers. The City may accept the proposal or negotiate the terms and conditions of the agreement with the highest ranked organization. **The City may recommend award without Best and Final Offers, so Proposers should include their best proposal with their initial submission.**

Recommendation to the City Council for award is contingent upon the successful negotiation of final contract terms. If contract negotiations cannot be concluded successfully within a time period determined by the City, the City may terminate negotiations and commence negotiations with the next highest scoring Proposer or withdraw the RFP.

## GENERAL INSTRUCTIONS AND PROVISIONS

### 1. Proposal Format Guidelines:

Interested entities are to provide the City with a thorough proposal using the following guidelines: Proposal should be typed and should contain no more than 30 typed pages using a 12-point font size, including transmittal letter and resumes of key people, but excluding Index/Table of Contents, tables, charts, graphic exhibits and pricing forms. Each proposal will adhere to the following order and content of sections. Proposal should be straightforward, concise and provide "layman" explanations of technical terms that are used. Emphasis should be concentrated on conforming to the RFP instructions, responding to the RFP requirements, and on providing a complete and clear description of the offer. Proposals which appear unrealistic in terms of technical commitments, lack of technical competence or are indicative of failure to comprehend the complexity and risk of this contract may be rejected. The following Proposal sections are to be included in the Proposer's response:

- **Vendor Application Form and Cover Letter:** Complete Vendor Application Form, located in **Appendix B** section and attach to the cover letter. A cover letter, not to exceed three pages in length, should summarize key elements of the Proposal. An individual authorized to bind the Contractor must sign the letter. Indicate the address and telephone number of the contractor's office located nearest to, Oxnard California, and the office from which the business will be managed.

- **Background and Project Summary Section:** The Background and Project Summary Section should describe your understanding of the City, the work to be done, and the objectives to be accomplished. Refer to **Scope of Work, Attachment A** of this RFP.
- **Method of Approach:** Provide a detailed description of the approach and methodology that will be used to fulfill each requirement listed in the Scope of Work of this RFP.
- **Qualifications & Experience:** Describe the qualifications and experience of the organization or entity performing services/projects within the past five years that are similar in size and scope to demonstrate competence to perform these services. If the provider has been in business less than five years, the proposer shall detail key individual's past experience that can be used to assess the proposer's ability to perform the services in the scope of work. Information shall include:
  1. If the owner is a corporation please provide: Name of corporation, corporate office street address, city, state, and zip code, state where incorporated, date of incorporation, first and last name of officers, local office address, city, state & zip, and the date local office opened its doors for business.
  2. If the owner is a partnership or joint venture, please provide: Name of partnership or joint venture, principal office street address, city, state, and zip code, state of organization, date of organization, first and last name of general partner(s), local office address, city, state, and zip code, and date local office opened its doors for.
  3. List all businesses owned or controlled by yourself (proposer) or business manager doing similar business in California under another name. List business name and address and specify who owns or controls the business (e.g., self, business manager, etc.).
  4. List all businesses for which you or your business manager is or was an officer, director, or partner doing similar business in California under another name. List business name and address, title, date(s) in position; specify who was in position (e.g., self, business manager, etc.).
  5. How many years have you been in business under your present business name?
  6. List all business names that you operate in the City of Oxnard and the County of Ventura that are involved in ambulance operations/ambulance transportation related services.
  7. List all businesses for which you or your business manager have filed for bankruptcy protection while operating under a contract involving ambulance operations / ambulance transportation related services.
  8. Provide a list of current and previous contracts similar to the requirements for this RFP, including all public agencies served (if any). For each, provide a brief

description of the scope of work performed, the length of time you have been providing services, and the name, title, and telephone number of the person who may be contacted regarding your organization's service record.

9. Submit a description of the organization's qualifications, experience and abilities that make it uniquely capable to provide the services specified in the Scope of Work.
10. Provide copies of the organization's ethical standards, confidentiality policies, managerial philosophy, customer service standards and standards of service quality. State the manner in which these standards will be evaluated and maintained. The materials may include, but are not limited to:
  - a. Membership in and/or good standing with an organization that is devoted to ensuring high standards of customer service and consumer protection, such as the Better Business Bureau.
  - b. Membership in and/or good standing with a professional organization devoted to encouraging and maintaining ethical or service standards such as the American Ambulance Association, California Ambulance Association, CAAS, etc.
  - c. Evidence of training and education in customer service, maintaining quality standards and/or maintaining quality standards received by the firm, its employees and its subcontractors.
  - d. Letters of recommendation from customers and contracting agencies.
  - e. Copies of instructional material used to ensure employee adherence to ethical, quality and customer service standards.
  - f. A list of references that will attest to the organization's ethical, quality and service standards. The list should include the name, address and telephone number of the person who may be contacted and a description of the relationship between the organization and the reference.
11. City is interested in knowing how Proposers support the communities that they serve. Please provide information on your organization's participation in local community, charitable and civic organizations and events, including membership in the Chamber of Commerce, charitable contributions made by your organization, etc.
12. Any public entity which submits a Proposal should describe in detail how it currently performs services like those identified in the Scope of Work within its or other jurisdictions, including photographs, written policies and/or video of services provided. The City of Oxnard has a large population of Spanish speakers, proposer should include how hiring Spanish language speakers will be addressed. If you have

performed these services under contract for another public entity, please provide references for those entities as set forth above for private Proposers.

- **Equipment & Facilities:** The information requested in this section should describe the organization's equipment and facilities to be used in fulfillment of the requirements specified in the Scope of Work. Information shall include:
  1. Provide a list and short description of all of the vehicles proposed to be used in the performance of services. In the event that the organization does not currently own or lease a sufficient number of vehicles, provide a description of the organization's plan to acquire the necessary equipment.
  2. Provide a detailed description of the organization's facilities including storage lots and business offices. In the event that the organization does not currently own or lease sufficient facilities, provide a description of the organization's plan to acquire the necessary facilities within the City of Oxnard.
  3. Provide a detailed description of the security plan for personnel, vehicles, equipment/supplies and facilities.
- **Financial Capabilities:** Provide the Proposer's most recent three (3) years of audited financial statement or other pertinent information such as internal unaudited financial statements and financial references to allow the City to reasonably formulate a determination about the financial capabilities of the Proposer. Describe any administrative proceedings, claims, lawsuits, or other exposures pending against the Proposer.
- **Staffing:** It is essential that the Proposer provide adequate experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. The Proposer must agree to assign specific individuals to the key positions. Provide a list of staff who will be assigned under this contract.

The information requested in this section should describe how Proposer intends to fulfill all staffing-related requirements specified in the Scope of Work.

Proposer agrees that, once assigned to work under the contract, key personnel shall not be removed or replaced without written notice to the City.

If key personnel are not available for work under this contract for a continuous period exceeding thirty calendar days or are expected to devote substantial less effort to the work than initially anticipated, the Contractor shall immediately notify the City and shall, subject to the concurrence of the City, replace such personnel with personnel of substantially equal ability and qualifications.



If the City awards the contract to other than the current provider, the proposer shall agree to give first right of refusal to the incumbent workforce that may be displaced. The proposer shall describe their process to on-board the incumbent workforce.

- **Cost Proposal:** All Proposers are required to use **Cost Proposal, Tab F** to be submitted with their Proposal. Pricing instructions should be clearly defined to ensure fees proposed can be compared and evaluated. Proposals shall be valid for a minimum of 180 days following submission.
- **Disclosure:** Please disclose any and all past or current business and personal relationships with any current elected official, appointed official, City employee, or family member of any current elected official, appointed official, or City employee. **Any past or current business relationship won't necessarily disqualify the proposer from consideration.**
- **Sample Professional Service Agreement:** The proposal selected by the City will be required to execute a Professional Services Agreement with the City of Oxnard. A general template of the City's standard Professional Services Agreement is enclosed as **Appendix A**, though this agreement may be modified to suit the specific services and needs of the City in this particular situation. **If a Proposer has any exceptions or conditions to the Agreement, these must be submitted for consideration with the Proposal. Otherwise, the Proposer will be deemed to have accepted the form of Agreement.** See No. 12 of this RFP below.
- **Checklist of Forms to Accompany Proposal:** As a convenience to Proposers, following is a list of the forms, **Appendix B** included in this RFP, which should be included with Proposals:
  1. Vendor Application Form
  2. Ex Parte Communications Certificate
  3. Disclosure of Government Positions
  4. Disqualifications Questionnaire
  5. Staffing Plan

## 2. Process for Submitting Proposals:

- **Content of Proposal:** The Proposal must be submitted using the format as indicated in the Proposal format guidelines.
- **Preparation of Proposal:** Each Proposal shall be prepared simply and economically, avoiding the use of elaborate promotional material beyond those sufficient to provide a complete, accurate and reliable presentation.

- **Cost for Preparing Proposal:** The cost for developing the Proposal is the sole responsibility of the Proposer. All Proposals submitted become the property of the City of Oxnard.
- **Submission of Proposals:** Complete Proposals must be submitted online at [www.publicpurchase.com](http://www.publicpurchase.com) and uploaded by **2:00 p.m. (P.S.T)** on **February 19, 2021**. Proposals will not be accepted after this deadline. Faxed or e-mailed Proposals will not be accepted. **NO EXCEPTIONS.**
- **Inquiries:** All questions concerning this RFP must go through the Public Purchase Portal at: <https://www.publicpurchase.com>

Facilitator: Patricia Garcia, email: [Patricia.garcia@oxnard.org](mailto:Patricia.garcia@oxnard.org), Office: 805-385-7538.

The City reserves the right to amend or supplement this RFP prior to the Proposal due date. All addendum(s), responses to questions received, and additional information will be posted to the City website <https://www.oxnard.org/rfps-and-RFPs/>. Proposers should check this web page daily for new information. The City reserves the right not to answer all questions.

From the date that this RFP is issued until a proposal or entity is selected and the selection is announced, Proposers including public entities are not allowed to communicate outside the process set forth in this RFP with any

City employee including the City Council other than the contracting officer listed above regarding this RFP.

The City reserves the right to reject any Proposal for violation of this provision. No questions other than written will be accepted, and no response other than written will be binding upon the City.

- **Conditions for Proposal Acceptance:** This RFP does not commit the City to award a contract or to pay any costs incurred for any services. The City, at its sole discretion, reserves the right to accept or reject any or all proposals received as a result of this RFP, negotiate with any qualified source(s), or to cancel this RFP in part or in its entirety. The City may waive any irregularity in any proposal. All proposals will become the property of the City. If any proprietary information is contained in the proposal, it should be clearly identified.
- **Insurance & W-9 Requirements:** Upon recommendation of contract award, awarded proposer will be required to submit the following documents within ten (10) days of the City's notification, unless otherwise specified in the solicitation:

- **Insurance** – The City of Oxnard requires that licensees, lessees, and vendors have an approved Certificate of Insurance (not a declaration or policy) with the City for the issuance of a permit or contract. Prior to award of contract, successful Bidder must furnish to the City the Certificates of Insurance proving coverage as specified in the sample contract.
- **W-9** – Current signed form W-9 (Taxpayer Identification number & Certification) which includes Contractor's legal business name(s).

### 3. Protests:

All protests shall be in writing and state that the bidder is submitting a formal protest, and the protesting vendor is responsible to assure the protest is received within the protest deadlines. If the Purchasing Division does not receive the protest within one week of the opening of responses, the protest may be rejected. The mailing address for all protests, or the vendor may email the buyer, is:

City of Oxnard City Hall  
Purchasing Division  
300 West 3<sup>rd</sup> St. 2<sup>nd</sup>. Floor  
Oxnard, CA 93030

Failure to provide the following information could result in rejection of vendor's protest:

- Company name, mailing address, phone number, and name of company individual responsible for submission of the protest.
- Email address for communication, clarification, and disposition of the pending protest.
- The City's bid number, bid title, closing date and proposed award date of the solicitation.
- The specific action or decision protested.
- The basis for the protest.
- Indicate what relief or corrective action the City should make.
- Vendor must demonstrate that every reasonable effort was made within the schedule provided for this protest to be resolved, and the basis of the protest during the process, including asking questions, seeking clarification, requesting addenda, and otherwise alerting the City to any perceived problems.

- Protest letters must be signed by an authorized agent of the company or if send via email; the email must be sent by an authorized agent of the company.

A formal protest must contain the following to be considered:

- A specific identification of the statutory or regulatory provision(s), if applicable, that the alleged action is in violation.
- A specific description of each act alleged to have violated the statutory or regulatory provision(s), in applicable.
- A precise statement of the relevant facts and identification of the issue or issues needing addressed.
- Complaints about events or decisions made before the Solicitation deadline.
- Complaints that the Solicitation unduly constrains competition through improper minimum qualifications or specifications.
- Complaints that the pre-bid conference was not fair or accessible. Please note that bidders must attend in person all mandatory pre-bid conferences.
- Complaints that solicitation questions were not fully or properly addressed by the City.
- Complaints that the solicitation did not provide adequate information or contained improper criteria.

#### **4. Accuracy of Proposals:**

Proposers shall take all responsibility for any errors or omissions in their Proposals. Any discrepancies in numbers or calculations shall be interpreted to reflect the cost to the City.

If prior to contract award, a Proposer discovers a mistake in its Proposal which renders the Proposer unwilling to perform under any resulting contract, the Proposer must immediately notify the City's Purchasing Division and request to withdraw the Proposal. It shall be solely within City's discretion as to whether withdrawal will be permitted. If the solicitation contemplated evaluation and award of "all or none" of the items, then any withdrawal must be for the entire Proposal. If the solicitation provided for evaluation and award on a line item or combination of items basis, the City may consider permitting withdrawal of specific line item(s) or combination of items.

#### **5. Responsibility of Proposers:**

The City shall not be liable for any expenses incurred by potential Contractors in the preparation or submission of their Proposals. Pre-contractual expenses are not to be included in the Contractor's Pricing Sheet. Pre-contractual expenses are defined as, including but not limited to, expenses incurred by Proposer in Preparing a Proposal in response to this RFP;

- Submitting that Proposal to the City.
- Negotiating with the City any matter related to the Proposal; and,

- Any other expenses incurred by the Proposer prior to the date of the award and execution, if any, of the contract.

## **6. Confidentiality:**

The California Public Records Act (Cal. Govt. Code Sections 6250 et seq.) mandates public access to government records. Therefore, unless information is exempt from disclosure by law, the content of any request for explanation, exception, or substitution, response to this RFP, protest, or any other written communication between City and Proposer, shall be available to the public. The City intends to release all public portions of the Proposals following the evaluation process at such time as a recommendation is made to the City Council and an award has been made.

If a Proposer believes any communication contains trade secrets or other proprietary information that the Proposer believes would cause substantial injury to the Proposer's competitive position if disclosed, the Proposer shall request that the City withhold from disclosure the proprietary information by marking each page containing such proprietary information as confidential. Proposer may not designate its entire Proposal as confidential nor designate its Price Proposal as confidential.

Submission of a Proposal shall indicate that, if Proposer requests that the City withhold from disclosure information identified as confidential, and the City complies with the Proposer's request, Proposer shall assume all responsibility for any challenges resulting from the non-disclosure, indemnify and hold harmless the City of Oxnard from and against all damages (including but not limited to attorney's fees and costs that may be awarded to the party requesting the Proposer information), and pay any and all costs and expenses related to the withholding of Proposer information. Proposer shall not make a claim, sue, or maintain any legal action against the City, its directors, officers, employees, or agents concerning the disclosure, or withholding from disclosure, of any Proposer information. If Proposer does not request that the City withhold from disclosure information identified as confidential, the City shall have no obligation to withhold the information from disclosure and may release the information sought without any liability to the City.

## **7. Ex Parte Communications:**

Proposers and Proposers' representatives should not communicate with the City/Council members about this RFP. In addition, Proposers and Proposers' representatives should not communicate outside the procedures set forth in this RFP with an officer, employee or agent of the City of Oxnard, including any member of the evaluation panel, apart from the RFP Facilitator, regarding this RFP until after Contract Award. Proposers and their representatives are not prohibited, however, from making oral statements or presentations in public to one or more representatives of the City or Council during a public meeting.

A "Proposer" or "Proposer's representative" includes all of the Proposer's employees, officers, directors, Proposers and agents, any subcontractors or suppliers listed in the Proposer's Proposal, and any individual or entity who has been requested by the Proposer to contact City on the Proposer's behalf. Proposers shall include the Ex Parte Communications Form, **Appendix B** with their Proposals certifying that they have not had or directed prohibited communications as described in this section.

#### **8. Conflict of Interest:**

The Proposer warrants and represents that it presently has no interest and agrees that it will not acquire any interest which would present a conflict of interest under California Government Code Sections 1090 et seq., or Sections 87100 et seq., during the performance of services under any Agreement awarded. The Proposer further covenants that it will not knowingly employ any person having such an interest in the performance of any Agreement awarded. Violation of this provision may result in any Agreement awarded being deemed void and unenforceable.

#### **9. Disclosure of Governmental Position:**

In order to analyze possible conflicts that might prevent a Proposer from acting on behalf of the City of Oxnard, all Proposers shall disclose in their Proposals any positions that they hold as directors, officers, or employees of any governmental entity. Additional disclosure may be required prior to contract award or during the term of the contract. Each Proposer shall disclose whether any owner or employee of the firm currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months using the Disclosure of Government Positions Form, **Appendix B**.

### **Appendix A**

#### **10. Conditions to Agreement:**

The selected Proposer will execute a Professional Service Agreement for Services with the City describing the Scope of Services to be performed, the schedule for completion of the services, compensation, and other pertinent provisions. The contract shall follow the template of the City's Professional Services Agreement provided as **Appendix A** to this RFP, which will be modified by the City for the particulars of this service.

All Proposers are directed to particularly review the indemnification and insurance requirements set forth in the sample Agreement. The terms of the agreement, including insurance requirements have been mandated by the City and can be modified only if extraordinary circumstances exist. **Insurance requirements are provided as Attachment B.**

Submittal of a Proposal shall be deemed acceptance of all the terms set forth in this RFP and the sample agreement for services unless the Proposer includes with its Proposal, in writing, any conditions or exceptions requested by the Proposer to the proposed Agreement.

## **Appendix B**

### **11. Disqualification Questionnaire:**

Proposers shall complete and submit, under penalty of perjury, a standard form or questionnaire inquiring whether a Proposer, any officer of a proposer, or any employee of a Proposer who has a proprietary interest in the Proposer, has **ever** been disqualified, removed, or otherwise prevented from proposing on, or completing a federal, state, or local government project because of a violation of law or safety regulation and if so, to explain the circumstances. A Proposal may be rejected on the basis of a Proposer, any officer or employee of such Proposer, having been disqualified, removed, or otherwise prevented from proposing on, or completing a federal, state, or local project because of a violation of law or a safety regulation.

### **12. Standard Terms and Conditions:**

The City reserves the right to amend or supplement this RFP prior to the proposal due date. All addendum(s) and additional information will be posted to the City website at [www.oxnard.org](http://www.oxnard.org). Proposers should check this web page daily for new information.

## APPENDIX A

### SAMPLE PROFESSIONAL SERVICE AGREEMENT

THIS AGREEMENT is made and entered into this \_\_\_ day of \_\_\_\_, 20\_\_ (“Effective Date”), by and between the City of Oxnard , and \_\_\_\_\_, a [state] [type of corporation] (“Proposer”).

#### WITNESSETH:

A. WHEREAS, City proposes to utilize the services of Proposer as an independent contractor to \_\_\_\_\_, as more fully described herein; and

B. WHEREAS, Proposer represents that it has that degree of specialized expertise contemplated within California Government Code Section 37103, and holds all necessary licenses to practice and perform the services herein contemplated; and

C. WHEREAS, City and Proposer desire to contract for the specific services described in Exhibit “A” (the “Project”) and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

D. WHEREAS, no official or employee of the City has a financial interest, within the provisions of Sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

#### 1.0. SERVICES PROVIDED BY PROPOSER

1.1. Scope of Services. Proposer shall provide the professional services described in City’s Request for Proposal (“RFP”), attached hereto as Exhibit “A,” and Proposer’s Response to City’s RFP (the “Response”) attached hereto as Exhibit “B,” both incorporated herein by this reference.

1.2. Professional Practices. All professional services to be provided by Proposer pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional contractors in similar fields and circumstances in accordance with sound professional practices. Proposer also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise the City of any changes in any laws that may affect Proposer’s performance of this Agreement.



1.3. Performance to Satisfaction of the City. Proposer agrees to perform all the work to the complete satisfaction of the City and within the hereinafter specified. Evaluations of the work will be done by the City of Oxnard Fire Chief or his or her designee. If the quality of work is not satisfactory, the City in its discretion has the right to:

- (a) Meet with Proposer to review the quality of the work and resolve the matters of concern.
- (b) Require Proposer to repeat the work at no additional fee until it is satisfactory; and/or
- (c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Proposer warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Proposer shall indemnify and hold harmless the City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against the City for, or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Proposer's performance under this Agreement.

1.5. Non-discrimination. In performing this Agreement, Proposer shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religion, color, national origin, ancestry, age, physical handicap, medical condition, marital status, sexual gender or sexual orientation, except as permitted pursuant to Section 12940 of the Government Code.

1.6. Non-Exclusive Agreement. Proposer acknowledges that City may enter into agreements with other Proposers for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of the City. Proposer may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Proposer's sole cost and expense.

1.8. Confidentiality. Proposer in the course of their duties may have access to certain data of the City. Proposer covenants that all data, documents, discussion, or other information developed or received by Proposer or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Proposer without written authorization by the City.

The City shall grant such authorization if disclosure is required by law. All City data shall be returned to the City upon the termination of this Agreement. Proposer's covenant under this Section shall survive the termination of this Agreement.

## **2.0. COMPENSATION AND BILLING**

2.1. Compensation. Proposer shall be paid in accordance with the fee schedule set forth in Exhibit "C," attached hereto and made a part of this Agreement (the "Fee Schedule"). Proposer's total compensation shall not exceed \_\_\_\_\_ Dollars (\$ \_\_\_\_\_.00).

2.2. Additional Services. Proposer shall not receive compensation for any services provided outside the scope of services specified in the Proposer's Proposal unless the City or the Program Manager for this Project, prior to Proposer performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

2.3. Method of Billing. Proposer may submit invoices to the City for approval on a progress basis, but no more often than two times a month. Said invoice shall be based on the total of all Proposers' services which have been completed to the City's sole satisfaction. The City shall pay Proposer's invoice within forty-five (45) days from the date the City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Proposer's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to the City or its Program Manager for inspection and/or audit at mutually convenient times for a period of three (3) years from the Effective Date.

## **3.0. TIME OF PERFORMANCE**

3.1. Commencement and Completion of Work. The professional services to be performed pursuant to this Agreement shall commence on the Effective Date of this Agreement. Said services shall be performed in strict compliance with the Program Schedule approved by the City as set forth in Exhibit "D," attached hereto and incorporated herein by this reference. The Program Schedule may be amended by mutual agreement of the parties. Failure to commence work in a timely manner and/or diligently pursue work to completion may be grounds for termination of this Agreement.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a

party.

#### **4.0. TERM AND TERMINATION**

4.1. Term. This Agreement shall commence on the Effective Date and continue for a period of \_\_\_\_\_ months, ending on \_\_\_\_\_, 20\_\_, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties. This Agreement may be renewed by two (2) additional one (1) year periods upon mutual written agreement of both parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing written notice to Proposer. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Proposer shall immediately stop rendering services under this Agreement unless directed otherwise by City.

4.3. Compensation. In the event of termination, City shall pay Proposer for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Proposer.

4.3.1 Acceptance of Payment. Proposer's acceptance of final payment made pursuant to this Agreement shall constitute a release of City from all claims and liabilities for compensation to Proposer for anything completed, finished or relating to the Services. City's payment shall not constitute nor be deemed a release of the responsibility and liability of Proposer for the accuracy and competency of the information provided and/or the Services performed hereunder, nor shall such payment be deemed to be an assumption of responsibility or liability by City for any defect or error in the Services performed by Proposer and its employees, agents and subcontractors. Proposer shall provide City with a completed Request for Taxpayer Identification Number and Certification, as issued by the Internal Revenue Service. If any sales tax is due for the Services performed by Proposer or materials or products provided to City by Proposer.

4.3.2 Non-Appropriation of Funds. Payments to be made to Consultant by City for the Services performed within the current fiscal year are within the current fiscal budget and within an available, unexhausted and unencumbered appropriation of City. In the event City does not appropriate sufficient funds for payment of the Services beyond the current fiscal year, this Agreement shall cover payment for the Services only up to the conclusion of the last fiscal year in which City appropriated sufficient funds and shall automatically terminate at that fiscal year's conclusion.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Proposer in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Proposer, at no cost to the City. Any use of uncompleted documents without specific written authorization from Proposer shall be at City's sole risk and without liability or legal expense to Proposer.

## 5.0. INSURANCE

5.1. Proposer shall obtain and maintain during the performance of the Services the insurance coverages as specified in Exhibit INS-R, attached hereto and incorporated herein by this reference, issued by a company satisfactory to the Risk Manager, unless the Risk Manager waives in writing the requirement that Consultant obtain and maintain such insurance coverages.

5.2. Proposer shall, prior to performance of the Services, file with the Risk Manager evidence of insurance coverage as specified in Exhibit INS-R. Evidence of insurance shall be forwarded to the Risk Manager, addressed as specified in Exhibit INS-R.

5.3. Maintenance of proper insurance coverage by Proposer is a material element of this Agreement. Proposer's failure to maintain or renew insurance coverages or to provide evidence of renewal may be considered as a material breach of this Agreement.

## 6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City of Oxnard Fire Chief or his or her designee shall be the representative of the City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Proposer shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Proposer called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. The City shall designate a Program Manager to work directly

with Proposer in the performance of this Agreement.

Proposer shall designate a Program Manager who shall represent it and be its agent in all consultations with the City during the term of this Agreement. Proposer or its Program Manager shall attend and assist in all coordination meetings called by City.

- 6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement, or the work hereunder may be provided by personal delivery, facsimile or mail and shall be addressed as set forth below. Such communication shall be deemed served or delivered: a) at the time of delivery if such communication is sent by personal delivery; b) at the time of transmission if such communication is sent by facsimile; and c) 48 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

City of Oxnard Fire Department  
360 West Second Street  
Oxnard, CA 93030

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- 6.5. Drug-free Workplace Policy. Proposer shall provide a drug-free workplace by complying with all provisions set forth in City's Policy 15.6, attached hereto as Exhibit "F" and incorporated herein by reference. Proposer's failure to conform to the requirements set forth in Policy 15.6 shall constitute a material breach of this Agreement and shall be cause for immediate termination of this Agreement by the City.
- 6.6. Attorneys' Fees. In the event that litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.
- 6.7. Governing Law. This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Ventura County, California.
- 6.8. Assignment. Proposer shall not voluntarily or by operation of law assign,

transfer, sublet or encumber all or any part of Proposer's interest in this Agreement without the City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of the City's consent, no subletting or assignment shall release Proposer of Proposer's obligation to perform all other obligations to be performed by Proposer hereunder for the term of this Agreement.

- 6.9. Indemnification and Hold Harmless. Proposer agrees to defend, indemnify, hold free and harmless the City, its elected officials, officers, agents and employees, at Proposer's sole expense, from and against any and all claims, actions, suits or other legal proceedings brought against City, its elected officials, officers, agents and employees arising out of the performance of the Proposer, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply without any advance showing of negligence or wrongdoing by the Proposer, its employees, and/or authorized subcontractors, but shall be required whenever any claim, action, complaint, or suit asserts as its basis the negligence, errors, omissions or misconduct of the Proposer, its employees, and/or authorized subcontractors, and/or whenever any claim, action, complaint or suit asserts liability against the City, its elected officials, officers, agents and employees based upon the work performed by the Proposer, its employees, and/or authorized subcontractors under this Agreement, whether or not the Proposer, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable. Notwithstanding the foregoing, the Proposer shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Proposer's Proposal, which shall be of no force and effect.
- 6.10. Independent Contractor. Proposer is and shall be always acting as an independent contractor and not as an employee of the City. Proposer shall have no power to incur any debt, obligation, or liability on behalf of the City or otherwise act on behalf of the City as an agent. Neither the City nor any of its agents shall have control over the conduct of Proposer or any of Proposer's employees, except as set forth in this Agreement. Proposer shall not, at any time, or in any manner, represent that it or any of its or employees are in any manner agents or employees of the City. Proposer shall secure, at its sole expense, and be responsible for all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Proposer and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Proposer shall indemnify and hold the City harmless from all taxes, assessments, penalties,

and interest asserted against the City by reason of the independent contractor relationship created by this Agreement. Proposer further agrees to indemnify and hold the City harmless from any failure of Proposer to comply with the applicable worker's compensation laws. The City shall have the right to offset against the amount of any fees due to Proposer under this Agreement any amount due to the City from Proposer as a result of Proposer's failure to promptly pay to the City any reimbursement or indemnification arising under this paragraph.

- 6.11. PERS Eligibility Indemnification. In the event that Proposer or any employee, agent, or subcontractor of Proposer providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Proposer shall indemnify, defend, and hold harmless the City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Proposer or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of the City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Proposer and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by the City, including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

- 6.12. Cooperation. In the event any claim or action is brought against the City relating to Proposer's performance or services rendered under this Agreement, Proposer shall render any reasonable assistance and cooperation which the City might require.
- 6.13. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, files and tapes furnished or prepared by Proposer or any of its subcontractors during performance of this Agreement, shall be and remain the sole property of the City. Proposer agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of the City. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of the City and without liability or legal exposure to Proposer. The City shall indemnify and hold harmless Proposer from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Proposer. Proposer shall deliver to the City any findings, reports, documents,

information, data, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by the City or its authorized representative, at no additional cost to the City.

- 6.14. Public Records Act Disclosure. Proposer has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Proposer, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code Section 6250 *et seq.*). Exceptions to public disclosure may be those documents or information that qualifies as trade secrets, as that term is defined in the California Government Code Section 6254.7, and of which Proposer informs City of such trade secret. City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.
- 6.15. Conflict of Interest. Proposer and its officers, employees, associates and sub Proposers, if any, will comply with all conflict-of-interest statutes of the State of California applicable to Proposer's services under this agreement, including, but not limited to, the Political Reform Act (Government Code Sections 81000, *et seq.*) and Government Code Section 1090. During the term of this Agreement, Proposer and its officers, employees, associates and sub-Proposers shall not, without the prior written approval of City Representative, perform work for another person or entity for whom Proposer is not currently performing work that would require Proposer or one of its officers, employees, associates or sub-Proposers to abstain from a decision under this Agreement pursuant to a conflict-of-interest statute.
- 6.16. Responsibility for Errors. Proposer shall be responsible for its work and results under this Agreement. Proposer, when requested, shall furnish clarification and/or explanation as may be required by City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Proposer occurs, then Proposer shall, at no cost to City, provide all necessary design drawings, estimates and other Proposer professional services necessary to rectify and correct the matter to the sole satisfaction of the City and to participate in any meeting required with regard to the correction.
- 6.17. Prohibited Employment. Proposer will not employ any regular employee of the City of Oxnard while this Agreement is in effect.
- 6.18. Order of Precedence. In the event of an inconsistency in this Agreement and any



of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, this Agreement shall govern over the document referenced.

- 6.19. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.
- 6.20. No Third-Party Beneficiary Rights. This Agreement is entered into for the sole benefit of the City and Proposer and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.
- 6.21. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.
- 6.22. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.
- 6.23. Amendments. Only writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.
- 6.24. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

- 6.25. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.
- 6.26. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.
- 6.27. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

[Signatures on next page]

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

**CITY OF OXNARD**

**[VENDOR]**

☐ John C. Zaragoza, Mayor<sup>1</sup>    Date  
☐ Alexander Nguyen, City Manager  
☐ Daniel Willhite, Purchasing Agent  
☐ Patricia Garcia, Buyer

\_\_\_\_\_,<sup>2</sup>    Date  
  
\_\_\_\_\_,    Date

ATTEST:

\_\_\_\_\_  
Rose Chapparo, City    Date  
Clerk (only if Mayor signs)

APPROVED AS TO FORM:

\_\_\_\_\_  
Stephen M. Fischer, City    Date  
Attorney (always required)

**\*INSURANCE REQUIREMENTS FOR AGREEMENT ARE LOCATED IN  
ATTACHMENT B**

<sup>1</sup> The City Council must authorize and the Mayor must sign any agreement over \$175,000 annually. The City Manager may authorize and sign any agreement over \$100,000 but up to \$175,000 annually. The Purchasing Manager may authorize and sign any agreement up to \$100,000 annually. A Buyer may authorize and sign any agreement up to \$25,000 annually.

<sup>2</sup> The City requires the following for any contract:

- For a corporation, the signatures of the Board President, CEO or Vice President and of the Board Secretary, Assistant Secretary, CFO or Assistant Treasurer;
- For an LLC, the signatures of at least two managers of the LLC; or
- For a partnership, the signature of a partner. If the partnership is a limited partnership, the signer must be a general partner.

If the company has a different structure, or if the above-listed persons are not the appropriate signers, please submit to the City Attorney legally-binding documentation stating who can sign and bind your company.

## **APPENDIX B**

### **FORMS**

**Vendor Application Form**

**Ex Parte Communications Certification**

**Disclosure of Government Positions**

**Disqualification Questionnaire**

**Staffing Plan**

**VENDOR APPLICATION FORM  
FOR  
RFP NO. 21-51  
ALS AMBULANCE TRANSPORT SERVICES**

TYPE OF APPLICANT: ☐ NEW ☐ CURRENT VENDOR

Legal Contractual Name of Corporation: \_\_\_\_\_

Contact Person for Agreement: \_\_\_\_\_

Corporate Mailing Address: \_\_\_\_\_

State and Zip Code: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Contact Person for Proposals: \_\_\_\_\_

Title: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Business Telephone: \_\_\_\_\_

Business Fax: \_\_\_\_\_

Is your business: (check one)

☐ NON-PROFIT CORPORATION

☐ FOR PROFIT CORPORATION

Is your business: (check one)

☐ CORPORATION

☐ LIMITED LIABILITY PARTNERSHIP

☐ INDIVIDUAL

☐ SOLE PROPRIETORSHIP

☐ PARTNERSHIP

☐ UNINCORPORATED ASSOCIATION

**Names & Titles of Corporate Board Members**

(Also list Names & Titles of persons with written authorization/resolution to sign contracts)

| Names | Title | Phone |
|-------|-------|-------|
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |
| _____ | _____ | _____ |

Federal Tax Identification Number: \_\_\_\_\_

Business License Number: \_\_\_\_\_

(If none, you must obtain a Business License upon award of contract.)

Business License Expiration Date: \_\_\_\_\_

## EX PARTE COMMUNICATIONS CERTIFICATION

Please indicate by signing below one of the following two statements. **Only sign one statement.**

I certify that Proposer and Proposer's representatives have not had any communication with a City Council Member concerning **RFP No. 21-51 ALS AMBULANCE TRANSPORT SERVICES** at any time after **January 19, 2021**.

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Print

**OR**

I certify that Proposer or Proposer's representatives have communicated after **January 19, 2021** with a City Council Member concerning **RFP No. 21-51 ALS AMBULANCE TRANSPORT SERVICES**. A copy of all such communications is attached to this form for public distribution.

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_

\_\_\_\_\_  
Print

## DISQUALIFICATION QUESTIONNAIRE

The Proposer shall complete the following questionnaire:

Has the Proposer, any officer of the Proposer, or any employee of the Proposer who has proprietary interest in the Proposer, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or safety regulation?

**Yes** \_\_\_\_\_ **No** \_\_\_\_\_

If the answer is yes, explain the circumstances in the following space.



### **DISCLOSURE OF GOVERNMENT POSITIONS**

Each Proposer shall disclose below whether any owner or employee of Proposer currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months. List below or state "None."

**Yes** \_\_\_\_\_ **None** \_\_\_\_\_

If the answer is yes, explain the circumstances in the following space.

## STAFFING PLAN

1. **Primary Staff to perform work under this contract.**

| Name | Classification/Title | Years of Experience |
|------|----------------------|---------------------|
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |

2. **Alternate staff** (for use only if primary staff are not available)

| Name | Classification/Title | Years of Experience |
|------|----------------------|---------------------|
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |

Substitution or addition of Proposer's key personnel in any given category or classification shall be allowed only with prior written approval of the City.

The Proposer may reserve the right to involve other personnel, as their services are required. The specific individuals will be assigned based on the need and timing of the service required. Assignment of additional key personnel shall be subject to City approval. The City reserves the right to have any of Proposers personnel removed from providing services to the City under this Contract. The City is not required to provide any reason for the request for removal of any Proposer personnel.

**ATTACHMENT A**  
**SCOPE OF WORK**  
**FOR**  
**ALS AMBULANCE TRANSPORT SERVICES**

**A. Introduction to Scope of Work**

1. Authority - The core function of local government is to provide for the essential needs of the community it serves. These services include among other things Fire-Suppression/Rescue and Ambulance Transport/Emergency Medical Services (EMS) that are critical to the protection and preservation of life, health, and property (California Government Code, Title 5, Division 2, Part 1, Section 54980). This Request for Proposals (RFP) was authorized by the Oxnard Fire Department, City Council and the Fire Chief of Department pursuant to Section 54980 powers, and also according to Department's sovereign and absolute authority over the provision, administration, and operational control of all prehospital EMS within its jurisdiction including, but not limited to, emergency ambulance response and patient transport services at both the Basic Life Support and Advanced Life Support levels, pursuant to Section 1797.201 of the California Health & Safety Code (Division 2.5, Chapter 4, Article 1).
2. History - The City of Oxnard provided ambulance services via contract with several private ambulance providers until 1970. In 1971 Oxnard, along with the other cities of Ventura County entered into a Joint Powers Agreement (JPA) establishing the Ventura County Ambulance System. This Pre-EMS act contract between Ventura County and the city allowed the county to exercise the powers common to each city of the JPA for ambulance service contracting. On December 1 of 2020, in an effort to enhance ambulance services the City chose to declare its intent to withdraw from the JPA effective June 30, 2021.

The Oxnard Fire Department is an all risk, all hazard agency providing fire suppression, prevention, rescue, and emergency medical services (EMS). The department executes its EMS mission through a combination of basic and advanced life support services. Currently these services are provided via Engine Companies, Truck Companies and Squads from strategically located Fire Stations throughout the City. The Department responds to approximately 15,869 EMS incidents annually.

3. Mission - One of the many critical functions of the Department is the provision of prehospital EMS. The primary mission of the Department's EMS is to optimize patient outcome by providing superior quality prehospital care in a proficient and compassionate manner. In furtherance of this goal, it is imperative that all aspects of the EMS system and the patient "continuum of care" function as effectively and as efficiently as possible. The transportation of patients with medical emergencies from the incident scene to the appropriate emergency receiving center is one of the most important aspects of the EMS system and continuum of care. Therefore, all requirements and conditions

listed in this document are written with the specific intent to ensure the most optimal emergency ambulance transportation system possible based on the following parameters:

- a. Patient Care - Superior patient care provided proficiently and compassionately by Paramedics and EMTs who conduct themselves with dignity and humility.
  - b. Resource Utilization - Deployment of resources in a manner that is operationally efficient and maximally effective in achieving the best patient outcomes practical.
  - c. System Adaptability - Maximum flexibility for ongoing adaptation to the rapid changes in EMS/prehospital care specifically, and community health and safety generally.
  - d. Fiscal Prudence - Fair and reasonable cost recovery plan with a compassionate billing and collection policy that achieves an enhanced level of service and more efficient deployment model without increasing costs to the local taxpayer.
4. Philosophy - This RFP is an official and legal document written by the City in our solemn role as advocates for, and protectors of, the citizens and visitors to our communities. It is important to know that, notwithstanding the strict standards and requirements enumerated, it is our sincere desire and intent to work with the prevailing organization in the spirit of cooperation, and mutual respect, and with sensitivity to its needs, interests, and concerns, as we strive together to provide the highest quality prehospital care possible.
5. Scope of Work Overview - The City is soliciting proposals from qualified organizations to contract for the provision of ALS Ambulance Transport services for the City in furtherance of its EMS mission. All ambulance services described in this RFP document and Scope of Work refer only to *ground* ambulance services.

The City desires to staff Four (4) 24-hour units and two (2) 12-hour units seven days per week (43,800-unit hours per year) with one (1) EMT/P and one (1) EMT provided by a single Contractor. The City intends to bill and collect for all services provided by Contractor. The City shall provide dispatching services at no cost to the contractor. The Scope of Work to be provided by Contractor may be categorized into four (4) service tiers:

- a. First Tier Service: ALS Ambulance Transport all inclusive
- b. Second Tier Service: Reserve Ambulances
- c. Third Tier Service: Surge Plan
- d. Fourth Tier Service: Mutual Aid

- B. **Terminology** – The terminology and definitions listed below are for use in this Scope of Work section exclusively and, therefore, may have different meanings than used or defined elsewhere.

ALS – Advanced Life Support. Level of care as approved in CA and Ventura County.

BLS – Basic Life Support. Both EMTs and Paramedics can provide this level of care.

CITY – Program management.

DEPARTMENT - City of Oxnard Fire Department

DISPATCH – Ventura County Communications Center.

CONTRACTOR – The organization that is selected and awarded a contract to provide the services (Scope of Work) described in this RFP document. Used interchangeably and synonymously with “Proposer” depending on the context.

EMS – Emergency Medical Services. Refers to the prehospital environment.

EMT – Emergency Medical Technician. Locally certified to provide BLS level care.

MICP – Mobile Intensive Care Paramedic. State licensed and locally accredited to provide BLS *and* ALS level care.

LEMSA – Local Emergency Medical Services Agency.

PROPOSER – An organization that submits a proposal and competes in the RFP process. Used interchangeably and synonymously with “Contractor” depending on the context.

CONTRACT AMBULANCE – An apparatus controlled by the City that is capable of transporting patients with medical emergencies. Units must be inspected and approved per the CVC/CHP

RFP – The “City Request for Proposals for ALS Ambulance Transport Services (i.e., this document).

PROPOSAL – The official response to this RFP by an organization that is competing in the RFP process that usually refers to a Proposer’s formal written responses, but may also refer more broadly to all statements, materials, and actions by a Proposer as part of the official RFP process (e.g., Oral Presentation statements, compliance with RFP process procedural requirements, etc.)

## C. General Requirements

1. Performance Expectations - Contractor shall perform all contractual services in accordance with both the letter and spirit of all requirements, conditions, specifications, expectations, and other parameters delineated in the contract, to the complete satisfaction of City. All statements made and actions taken by Contractor in the execution of contractual obligations shall be done in a prudent, professional, and courteous manner that supports and/or advances the City's EMS mission of optimizing patient outcome by providing superior quality patient care with proficiency and compassion. Most important, Contractor decision making, and conduct shall always be guided by and reflect only the highest ethical standards, comport with the principles of fairness and equal justice, and demonstrate respect and dignity for all human beings.
2. Contract Performance Costs - Unless otherwise indicated, all expenses necessary to meet RFP/contract requirements and/or perform contractual services and obligations will be paid solely by Contractor.
3. Contract Performance Standards - During the contract period, Contractor will be responsible for ensuring that all facilities, properties, vehicles, materiel, and documents/records used or available for use in the performance of contractual services and/or in the execution of contractual obligations are in good condition, fully functional, and maintained in a clean, orderly, and organized manner.
4. Inter-Agency Communications - Contractor shall designate one person as its official liaison to the City who will serve as the primary contact and interface, and whose office shall be in Ventura County or as close to as practical and agreed upon by the City. In order to foster teamwork and efficiency, it is imperative that there be an outstanding working relationship and excellent communications between agencies and agency liaisons.
5. Field Supervisor - Contractor shall ensure that during each 24-hour shift, there is one (1) designated Field Supervisor(s), stationed within the city of Oxnard, who is immediately available by mobile phone and/or VHF radio to the on-duty City EMS Chief/Supervisor or designee at all times during the shift. After contract is executed and future Field Supervisors are promoted, all Field Supervisors shall be fully VCEMSA accredited paramedics and must have a minimum of 2 years of paramedic field experience, and 6 months field experience in the Oxnard 911 system. Field supervisor shall within 6 months of hire or promotion complete training in ICS 100, 200, and 300 as well as NIMS 700 and 800. Field supervisors must complete the VCEMSA Advanced MCI training course on a semi-annual basis or as available. Field supervisors will be equipped with a code 3 capable, light duty truck or SUV paramedic support vehicle (PSV) and advanced life support equipment in accordance with VCEMSA Policy 504. Field Paramedic supervisors may provide backup ambulance surge protection when paired with a BLS ambulance in response to an emergency. This method shall not be used as the primary method of surge protection unless the BLS ambulance is solely dedicated to the 911 system. The Field Supervisor shall be able to respond to any incident within 7 minutes of

being requested by Dispatch/Department in the Paramedic Support role or 7 minutes and 30 seconds when paired with a BLS ambulance in response to an emergency. Associate or part time supervisors may be used to cover supervisor absences, vacations, and temporary or short term (<6 month) vacancies due to injury, or illness. Associate supervisors shall be VCEMSA accredited paramedics and have a minimum of 1 year paramedic field experience as well as 6 months experience in the Oxnard 911 system.

6. Clinical/Administrative Manager - Contractor shall designate one person as its clinical and administrative manager. This individual shall maintain his or her office in the City of Oxnard. The Clinical/Administrative manager shall be responsible for the training, certification, QA/QI and regulatory compliance of his or her personnel. The Clinical/Admin manager will liaise directly with the Fire Department EMS Coordinator and provide quarterly or as requested ambulance response and clinical performance reports. The Clinical/Administrative manager may fulfill dual roles as the contractor's operational manager but may not be fulfilled by 24 hour field supervisors.
7. Medical Director - Contractor shall provide for its own medical director for its operations.
8. Legal Compliance - Contractor shall ensure that ambulance personnel have sufficient understanding of, and are at all times in compliance with, all applicable EMS-related laws (federal, state, local), including, but not limited to: 1) California Health & Safety Code, Division 2.5; 2) California Code of Regulations, Title 22, Division 9, Chapter 2; and 3) California Vehicle Code.
9. Protocols Compliance - Contractor shall ensure that ambulance personnel comply with all local, State and Department protocols (i.e., official rules, policies, procedures, standing orders, guidelines, etc.), as well as Contractor's internal protocols. Contractor, including any individual ambulance operator, shall immediately bring to the attention of the City any protocol that appears to conflict with other protocols in order to reconcile the inconsistency, contradiction, and/or ambiguity.
10. Time Standards - The Agreement issued as a result of this RFP will include a one hundred percent (100%) compliance to the response time standards specified to all areas of City and its operational areas.
11. Equality of Care - Contractor shall provide all services in the Scope of Work without regard to the patient's national origin, ethnicity, color, religion, sexual orientation, gender, age, insurance status, or ability/inability to pay. Any violation of this policy will be deemed a major breach and grounds for immediate contract termination.
12. CQI Plan - Contractor shall develop and maintain a comprehensive and relevant Continuous Quality Improvement plan and system that compliments and interfaces with City's CQI plan/quality management system.

13. Continuing Education Contractor - shall ensure that relevant and frequent education and training courses are offered to assist field personnel in maintaining certification/licensure as defined in California Code of Regulations Title 22, Chapters 2, 4 and 11 and, to the extent possible, shall be built upon observation and findings derived from the Quality Assurance / Continuous Quality Improvement. Contractor may as part of its response to this RFP include options for incorporating first responder agencies into their training program and schedule.
14. Pilot Programs / Research Projects - Contractor shall participate in all approved pilot programs or research projects as requested by the City. Contractor agrees that their participation shall entail no additional cost to City unless determined otherwise. Any additional costs incurred by the contractor shall warrant a meet and confer negotiation for participating in these programs. Contractor further agrees that services provided under pilot programs or research projects shall be in addition to the other services described herein.
15. Comprehensive & Responsive Proposal - Proposals should fully demonstrate and explain how the Proposer would meet all the requirements and expectations specified in the RFP document, including the Scope of Work and all other attachments and addendums. Although many items in this RFP will have express language such as “proposals shall include...,” Proposers should not infer that just because such similar language is absent regarding other items that they can omit explanations of how they would satisfy the letter or intent of those items.
16. Incorporation by Reference - The Proposal submitted in response to this RFP will be retained and will be incorporated and referenced, and made a part of the final Agreement, except that in the case of any conflicting provisions, the provisions contained in the final Agreement shall prevail.
17. Proposer Fees - Reimbursement to the City for costs for the development and implementation for this RFP process shall not exceed \$100,000. The successful proposer shall have the option of a single one-time payment. Four (4) quarterly payments in the first year of the contract or including the payment as part of their unit hour cost for one year to commence upon the start of the contracting period.

#### **D. First Tier Services: ALS AMBULANCE TRANSPORT SERVICES**

1. General Contractor shall provide; Four (4) Ambulance units deployed 24 hours per day and two (2) Ambulance units deployed 12 hours per day, 365 days per year, for a total of 43,800 yearly unit hours. Contractor shall ensure that all six (6) units are minimally staffed at all times by One (1) Paramedic (EMT/P) and one (1) Emergency Medical Technicians (EMT) certified in Ventura County. In addition to the ambulance unit staffing, proposer shall provide one (1) field Supervisor on Duty 24 hours per day and 1 Clinical/Administrative manager.



2. **Staffing & Selection Criteria** - The Proposal shall describe the specific *criteria* that will be used to determine and select which EMTs and paramedics are qualified, and also the specific *process* by which qualified EMTs would be selected for assignment to a City contract Ambulance.
  - a. The Proposal shall describe the staffing model(s) that will be used to meet the minimum number of unit hours required (shift schedules, etc). Proposer shall provide a breakdown of salaries and benefits for each model to ensure compliance city ordinance, and state and federal labor laws.
  - b. **Staffing Principles** – Contractor shall take all necessary steps, and make all reasonable efforts, to ensure that field personnel on its contract eligibility list are well qualified, sufficiently experienced, proven reliable and responsible, and who possess the interpersonal characteristics and skills necessary for them to function effectively as part of the City’s Fire Department team.
3. **Credentials Tracking & Renewal** - The Proposal shall describe the system that will be used to monitor expiration dates of required credentials for all employees to prevent lapses in certification, and to facilitate the renewal process. Contractor shall be responsible for ensuring that all employees credentials—including, but not limited to, state and county certification/accreditation—are renewed in a timely manner. Contractor employees working City contract ambulances with expired/lapsed credentials will be deemed a major breach and grounds for immediate contract termination.
4. **Cognitive & Psychomotor Proficiency** - The Proposal shall describe the education and training system that will be used to ensure that all field personnel employed by Contractor maintain proficiency in all relevant ALS/BLS level clinical skills and knowledge, including all applicable State and local protocols.
5. **General Employment Policies**
  - a. **Employee Wellness & Personnel Assistance Resources** – The Proposal shall describe in detail the Proposer’s Employee Wellness & Personnel Assistance programs and/or resources.
  - b. **Criminal Background Check** – Contractor shall comply with all state EMS Authority and LEMSA criminal history check requirements for all employees who work in Ventura County. Contractor shall contact all references given on applications, including but not limited to, any former EMS employers.
  - c. **Physical Fitness Testing & Training** – The Proposal shall describe any physical fitness testing or training used as part of the initial hiring process and/or ongoing health maintenance.

- d. Medical Examination / Health Screening – The Proposal shall describe the specific process used for pre-employment and/or ongoing screening.
- e. Local Protocols – The Proposal shall describe the process used to ensure that all ambulance personnel are sufficiently knowledgeable and proficient in all relevant Local protocols.
- f. Bilingual – The Proposal shall describe the process used for hiring Spanish speaking personnel.
- g. Driver History – Contractor shall require all ambulance driver candidates in its employ to submit a current California Department of Motor Vehicles Driving Record Report as requested by City. Contractor shall utilize the California Department of Motor Vehicles “Pull Notice Program” for all ambulance personnel in its employ.
- h. Driver Training Program – Contractor shall require all ambulance personnel in its employ to successfully complete an approved emergency ambulance driver-training program to ensure that ambulances are operated in a legal and safe manner. The driver-training program should be designed to verify driving proficiency upon hire and at reasonably spaced periodic intervals. The driver program shall meet or exceed industry standards. Contractor shall ensure that its vehicles are at all times operated in a safe manner.
- i. Vehicle & Equipment Familiarity – Contractor shall ensure that all employees who staff any ambulance as part of the City contract are thoroughly familiar with all aspects of vehicle operation, and the location and use of all on-board equipment and supplies.
- j. Recruitment & Retention – It is especially important that Contractor attracts the highest quality employees in the industry as possible. The Proposal must describe Proposer’s compensation and benefits plans and provide at least a general indication as to how the plans compare to the other similar organizations in the county in terms of attracting and retaining employees. The Proposal must also describe Proposer’s recruitment strategy.

## 6. Uniforms & Personal Protective Equipment

- a. Uniforms – Contractor’s employees shall wear uniforms that are approved by the City. Uniforms shall be neat and clean when functioning as an on-duty EMT or paramedic on a City contract Ambulance. Uniform requirements may be changed at any time during the duration of the contract at the sole discretion of the Fire Chief. Any change in uniform Specs shall be made 30-45 days prior to implementation of the new spec.

- b. Personal Protective Equipment (PPE) – Contractor shall ensure that employees have the appropriate PPE that meets national safety and California OSHA standards for EMS personnel, to include blue helmet, NFPA 1999 compliant high visibility protective coat, eye protection, ear/hearing protection, respiratory protection and non latex disposable gloves. Contractor is expected to maintain a stock of no less than 3 months of disposable PPE. The Department reserves the right to increase or decrease these requirements based on current threats or states of emergency.

Costs – Contractor or their employees shall bear all uniform and PPE related costs except where specified otherwise, including cleaning, maintenance, repair, and replacement. Before commencement of the contract period, City and Contractor will mutually agree on the specific brand/model/type of PPE to be used.

- c. Radios – Mobile and portable radios to be supplied by contractor and must be FCC Part 90 certified; VHF with 1000 channel capability; programmed to the current Ventura County Operational Area VHF Communication Plan (including OXD specific zone) to be provided by Oxnard Fire Department. Each unit must have a minimum one (1) mobile radio and two (2) portable/handheld radios meeting above requirements. Contractor to program its own radios and reprogram as needed when Ventura County Op Area Communications Plan is updated.
- d. Incident Alerting - For incident alerting, Motorola Minitor, or pagers capable of receiving Motorola Quick Call two tone signals transmitted on Ventura County Operational Area VHF Communications Plan Channel-1 for incident dispatch. Radios with equivalent capability are acceptable to fulfill this requirement. Provider must stay current with technology used by Ventura County Fire Protection District for incident alerting.

## **7. Employee Appearance & Behavior**

- a. City Policies/Procedures – Contractor shall ensure that employees adhere to all relevant City of Oxnard Fire Department policies/procedures regarding appearance and behavior as agreed upon by the Proposer and City.
- b. General Appearance – Contractor shall ensure that employees at all times look and act in a professional manner to instill confidence in the residents we serve, and to preserve the reputation of the City and the Fire Service/EMS profession generally.
- c. Grooming & Hygiene – Employees shall be clean and well-groomed at all times while on-duty or otherwise representing the City, and exercise good personal hygiene habits as agreed upon by the Proposer and City.
- d. Mental Alertness – Employees shall report for duty well rested, alert, and not under the influence of any substance, legal or illegal, that may impair their judgment and/or performance.

- Maximum continuous hours on duty is 72 hours. Once 72 has been reached, a minimum of an 8 hour rest period is required prior to returning to duty. 72 hour rules can be waived, with approval from OFD based on extreme unforeseen circumstances.
- e. Physical Fitness – Employees shall keep themselves at a level of physical fitness sufficient to ensure they are capable of performing all the physical functions expected of an EMT and Paramedic.
  - f. Conduct – Employees shall always act in a safe, professional, and courteous manner.
  - g. Advocacy – Employees are deemed part of the EMS system and are therefore expected to always act in the best interests of the EMS system and the patients who depend on us.
8. **Vehicle Specifications** – Contractor may use any Type I, Type II or Type III ambulance in its fleet for contract purposes so long as it meets or exceeds the requirements of the California Highway Patrol, the California Department of Motor Vehicles, the United States Department of Transportation, and the Ventura County EMS Agency. All vehicles are subject to the reasonable approval of the City. It is the Department's preference that the contractor provide Type I or Type III ambulances in their Tier 1 fleet but not required. All Tier 1 ambulances are limited to a maximum of 150,000 miles. Contractor shall provide to the department on an annual basis copies of CHP annual safety inspections.
9. **Minimum Required Equipment / Supplies / Inventory**
- a. Radios – See 6.c above
  - b. Automatic Vehicle Locator (AVL) System – Each ambulance shall be equipped with AVL hardware and software / GPS system that interface with the Dispatch center.
  - c. Medical Equipment & Supplies Inventory – Contractor shall ensure that the medical equipment and supplies inventory of all ambulances comply with Ventura County EMSA protocols (VCEMSA Protocol policy 504). Contractor shall be responsible for purchase of medical equipment such as gurneys, stair chairs, and ECG monitors. Medical Equipment shall be serviced at regular intervals. Record of service along with regular safety inspections of equipment shall be provided annually. All Contractor equipment shall be capable of interfacing with Ventura County EMSA EPCR, and QA/QI systems. Any Department change of equipment will be discussed with the contractor prior to implementation.

On each unit the successful Proposer will provide: One (1) wheeled powered stretcher, with a minimum unassisted lift capacity of 500 pounds; one (1) wheeled stair chair with track system rated with a minimum 500 pound load limit; one (1) Set

- of any combination of EMS carry bag, O2 bags, or EMS pelican case as first in response pack; one (1) EKG Monitor/Defibrillator. For equipment compatibility purposes EKG monitors/defibrillators shall be Lifepak15 with twelve (12) lead capability, non-invasive pacing, SpO2, NIBP, SpCO, EtCO2, and cellular modem. Winning bidder is also responsible for all associated carrying cases, cables, pouches, blood pressure cuffs and sensors to include SpCO.
- d. Standardized Inventory – The Proposal shall describe the plan/system to ensure standardization of EMS equipment of ambulances with the EMS equipment and used by the City.
  - e. Supplies Restock System – To ensure consistency of EMS operations, City shall provide to contractor standardized non durable medical supply that meets the VCESMA 504 Policy. Medical supplies will be restocked by City with the exception of oxygen and controlled substances.
  - f. Maintenance & Repair– Contractor shall be responsible and bear all costs for all routine preventive maintenance and repairs of ambulances. Contractor shall adhere to its maintenance and maintenance records plan during the contract period. Disruption in service due to Contractor’s non-compliance with the maintenance plan will be considered a major breach and grounds for immediate contract termination.

The Proposal shall describe the maintenance plan, vehicle service records system, and mechanism for allowing the City to inspect vehicle service records.

## 10. Facilities

- a. Ambulance Station / Crew Quarters – The Proposal shall describe in detail the facilities that will be used to comply with the terms of the contract and the delivery of the services. The City prefers two locations, one for the primary office and ambulance station and the other for a secondary substation. The preferred locations are within a one mile radius of Saviers Road and Channel Islands Boulevard and within a one mile radius of West Gonzalez Avenue and Lantana Street. Facilities at minimum shall provide sleeping quarters, dayroom, shower, and kitchen facilities.
- b. Security – The Proposal shall describe the security plan/measures that will be used to adequately protect the personnel, equipment, supplies, and Ambulances while in quarters and in the field setting.
- c. Inspections – The on-duty Department EMS Coordinator or designee will have the authority, but not the obligation, to inspect all facilities, properties, vehicles, and documents/records used or available for use in the performance of contractual services and/or in the execution of contractual obligations. Contractor refusal to permit such an

inspection will be deemed a major breach and grounds for immediate contract termination.

## **11. Operations**

- a. Dispatch – Contractor shall be solely responsible for obtaining, installing, and maintaining a system that directly links all contract ambulances and crews, and will be solely responsible for all installation, maintenance, repair, and other related costs necessary to ensure that the system remains operational at all times. Contractor shall describe how the above system will be provided and maintained
- b. Incident Command & Patient Authority – Responsibility for patient care and authority to make assessment, treatment, and/or transport decisions vests with Paramedic(s) on the scene. Scene management is defined by Californian statute and resides with the Captain/Incident Commander and/or the Paramedics in charge of the patient and/or incident. Contract employee's actions should be in support of, and consistent with those efforts. Contract employees shall respond to the directions of City and first responder personnel in a positive and affirmative manner. At times when the contract ambulance arrives prior to First responders the paramedic on scene shall function as the Incident commander until a first responder agency arrives on scene.

12. **Time Standards** – The following ground ambulance time standards must be met at a compliance rate of at least 90% (fractile) by contract crews. Monetary penalties will be applied for non-compliance with time standards with limited exemptions.

|                                            |             |
|--------------------------------------------|-------------|
| ALARM to ENROUTE INTERVAL, 07:00 - 23:00 → | ≤ 1 minute  |
| ALARM to ENROUTE INTERVAL, 23:00 - 07:00 → | ≤ 2 minutes |

## **E. Second Tier Services: RESERVE AMBULANCES**

1. Reserve Ambulances – There will be times when contract “first tier” ambulances must be taken out of service for mechanical problems, routine maintenance, operational needs, or other various reasons. During these situations, Contractor must be able to immediately provide a fully operational emergency ambulance until the “first tier” Ambulance is put back into service. Reserve ambulances shall not be used for routine service and on a temporary nature.
  - a. The Proposal shall describe the capacity and plan for providing reserve ambulances in these situations.
2. Vehicle Specifications – The Proposal shall describe the specific vehicles that will be used as reserve ambulances for the City contract. Tier 2 ambulances must meet the same state and local safety regulation and standards and may not exceed 200,000 miles.

3. Minimum Required Equipment / Supplies / Inventory

- a. Radio - Each reserve ambulance shall be equipped with the same capabilities as Tier 1 units.
- b. Automatic Vehicle Locator (AVL) System – Each reserve ambulance shall be equipped with AVL hardware and software / GPS system that interface with Dispatch.
- c. Medical Equipment & Supplies Inventory – Contractor shall ensure that the medical equipment and supplies inventory of all reserve ambulances complies with Ventura County protocols.
- d. Standardized Inventory – The Proposal shall describe the plan/system to ensure standardization of EMS equipment and supplies of ambulances with the EMS equipment and supplies used by the City.
- e. Ambulance Supplies Restock System – Contractor shall be responsible for, and pay all costs in furtherance of, ensuring that all reserve ambulances are at all times equipped and supplied with the minimum required inventory. The Proposal shall describe the supply/restock system generally and explain how reserve ambulances will be restocked specifically.

4. Maintenance & Repair – Contractor shall be responsible and bear all costs for all routine preventive maintenance and repairs of reserve ambulances. Contractor shall adhere to its maintenance and maintenance records plan during the contract period. Disruption in service due to Contractor's non-compliance with the maintenance plan will be considered a major breach and grounds for immediate contract termination.

- a. The Proposal shall describe the maintenance plan, vehicle service records system, and mechanism for allowing the City to inspect vehicle service records.

5. Vehicle Replacement

- a. General Replacement Policy - Whenever a Tier 1 ambulance must be taken out of service for any reason (including mechanical failure or scheduled preventive maintenance) Contractor shall ensure that a replacement ambulance is immediately provided that meets the above requirements. When a Tier 1 unit is out of service for more than 30 days a reserve unit meeting the spec's for Tier 1 ambulance must be provided.
- b. The Proposal shall describe the replacement ambulance plan, including the designations (unit number) and specifications and mileage of the planned replacement ambulances.

## **F. Third Tier Services: SURGE PLAN**

1. Surge Capacity Defined – For purposes of this RFP and subsequent Agreement with the prevailing Proposer, Surge Capacity is defined as the maximum delivery of emergency ambulance response and transportation services that City’s EMS System can provide when all of its available and potential resources are mobilized. Both City and Contractor must have plans in place to handle routine foreseeable surge situations (e.g., during periods of heavy call volume, including isolated Multiple Casualty Incidents), as well as larger scale sudden disaster situations or major Multiple Casualty Incidents affecting multiple EMS jurisdictions at the county or state levels.
2. Surge Plan – The Proposal shall describe the Surge Plan in all details. The proposer shall describe their “in-house” capabilities to provide surge. If the proposer plans to utilize the services of another or outside vendor proposer must include a description of the vendor’s capabilities to meet the needs for surge capacity.
3. Vehicle Specifications – Contractor may use any ambulance in its fleet for surge purposes so long as it meets or exceeds the requirements of the California Highway Patrol, the California Department of Motor Vehicles, the United States Department of Transportation, and the Ventura County EMS Agency.
4. Minimum Required Equipment / Supplies / Inventory
  - a. Radios – Surge ambulances normally stationed within Ventura County shall be equipped with one mobile and two portable/handheld VHF radios meeting the requirements of Tier 1 and Tier 2 ambulances. Surge ambulances brought into Oxnard from outside Ventura County shall be equipped with two portable/handheld VHF radios meeting requirements of Tier 1 and Tier 2 ambulances. Contractor must have sufficient reserve of such radios to allow for immediate deployment on surge ambulances
  - b. Medical Equipment & Supplies Inventory – Contractor shall ensure that the medical equipment and supplies inventory of all surge ambulances complies with Ventura County 504 protocols. Durable Medical Equipment such as gurneys, stairchairs, and ECG monitors shall be serviced at regular intervals. Record of service along with regular safety inspections of equipment shall be provided annually. All Contractor equipment shall be compatible with current Oxnard fire equipment and be capable of interfacing with Ventura County EMSA EPCR, and QA/QI systems. Any change to high value equipment will be discussed with the contractor prior to implementation.
  - c. Ambulance Supplies Restock System – Contractor shall be responsible for, and pay all costs in furtherance of, ensuring that all surge ambulances are at all times equipped and supplied with the minimum required inventory.



5. Special Events – City will sometimes utilize its Ambulances for non-emergency purposes that will normally be scheduled in advance. During these special events, Contractor shall provide a backup ambulance and crew for the duration of the event, to cover for the unit involved and allow them to participate without interruption, provided the City gives Contractor sufficient advance notice.
6. Exclusivity Exception – Contractor will be the exclusive provider of all Contract, surge and backup emergency ambulance services for the City except in exigent and extenuating circumstances.
7. Data Collection & Reporting – Contractor shall track all relevant data from all ambulance responses initiated by the City. Contractor shall prepare and submit a report (electronic/e-mail preferred) to City on a quarterly basis. Before commencement of the contract period, the City and Contractor will meet to discuss and agree on the reporting format and the specific information to be included. Each quarterly report shall include, but not necessarily be limited to, the following:
  - a. Individual Incident Data (for each incident in a given 3-month period) – City Incident Number, Ambulance Unit Number (indicate if another ambulance company was used), 911 Call Time, Alarm Time, Enroute Time, On Scene Time, At Patient Time, Scene Departure Time, At Hospital Time, Transfer of Care Time, Available Time, Alarm to Enroute Interval Time, Enroute to On Scene Interval Time.
  - b. Quarterly Incident Totals Data (includes all incidents during a given 3-month period) – Dispatches, Responses Upgraded to Code 3, Responses Cancelled Enroute, Ambulance Crew First At Patient (prior to City arrival), Dry Runs (arrived on scene but no transport), BLS Transports, ALS Transports, Responses Meeting Alarm to Enroute Interval Time Standard, Responses Exceeding Alarm to Enroute Interval Time Standard, Responses Meeting Enroute to On Scene Interval Time Standard, Responses Exceeding Enroute to On Scene Interval Time Standard.

#### **G. Fourth Tier Services: MUTUAL AID**

1. Mutual Aid Plan – Contractor shall enter into an Agreement with a separate organization that is licensed, qualified, and capable of providing emergency ambulance response and transportation services for situations when there are no City or Contractor ambulances available. The Agreement between Contractor and the separate organization must be approved by the City before it may commence. This may be completed after the award of the RFP.

The Proposal shall describe the Mutual Aid plan/system in detail.

## Tab A – Proposal Checklist

### ***Instructions:***

- a) This section must be filled in and each item checked off to ensure all items requested by the City in this solicitation have been submitted.
- b) Follow the instructions in each section of this solicitation.
- c) Present all requested items in the index tabs ordered A through F as shown.
- d) Label each item presented and include additional items on your table of contents.
- e) All proposals must include a detailed description of each proposed service to be provided.
- f) Proposers that do not follow the bid instructions found in the separate document titled “**Terms and Conditions**” may be found to be “non-responsive” and disqualified from the bid process.

**Name of Company:**

---

**Service to provide:**

---

**Main Point of Contact:**

---

**E-mail:**

---

**Phone:**

---

## **Tab A Proposal Submission Checklist**

### **General Proposer Information**

*Please provide one copy of the following items in your proposal. Indicate the page number where the item is located.*

#### **Page Number**

- ☐ Tab A: Proposal Checklist (*this page*)
- ☐ Tab B: Acknowledgements
- ☐ Tab C: Company Profile/ Experience
- ☐ Tab D: Scope of Services
- ☐ Tab E: References
- ☐ Tab F: Cost/Budget Narrative
- ☐ Tab G: Proposer Attachment

---

## **CERTIFICATION**

I, the undersigned, certify and declare I have read and know the contents of the proposal the proposer listed below is submitting to the City of Oxnard ("City"). I certify under penalty of perjury that the preparer(s) of this proposal has/have provided only complete and truthful information to the City in this proposal. I understand that any misrepresentations or material omissions within this proposal will be grounds for potentially disqualifying the proposer or not awarding the contract to the proposer. Additionally, any misrepresentations or material omissions within this proposal are considered breaches of the contract (should the proposer be awarded that contract); the City shall have the right to terminate the contract immediately without consequences, and the City retains all other legal rights available to the City for breach of contract.

I, the undersigned, hereby give permission to the City and its employees and agents to contact references—including those references' officials, employees, and agents (collectively, "References")—of the proposer and its officers, managers, members, general partners, limited partners, or other owners of at least ten percent (10%) of the business, or if the business is a corporation or s-corporation, of its stock (collectively, "Owners"), and request information from other clients—including those clients' officials, employees and agents (collectively, "Other Clients"). I further give permission for the City to review any criminal records of the Owners and obtain public records regarding the Owners, such as records of arrests, indictments, convictions, civil judicial actions, tax liens, and outstanding judgments. I have authority to waive, and I do waive, any and all rights and claims by the proposer, the Owners, and all of their heirs and assigns against the City and its officials, employees and agents, the References, and the Other Clients regarding any actions taken pursuant to, related to or incidental to, the authorization given in this paragraph. Furthermore, I agree that the City and its officers, employees and agents may but have no obligation to share any such information.

I am executing this proposal on behalf of the proposer. I warrant and represent under penalty of perjury that I have the authority to execute this proposal on behalf of the proposer and I have the authority to bind the proposer to the answers provided in this proposal. If any information provided herein becomes inaccurate, I will immediately notify the City and provide updated accurate information in writing, under penalty of perjury.

CERTIFICATIONS

I, \_\_\_\_\_ of \_\_\_\_\_  
**Printed Name of Agent/Officer** **Name of Organization**

Hereby certify that by submission of this proposal in response to the solicitation, agree upon contract award to carry out the requirements specified and obligations set forth therein.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Title of Agent/Officer: \_\_\_\_\_

*Execution hereof is certification that the undersigned has read and understands the terms and conditions hereof, and that the undersigned's principal is fully bound and committed.*

## Tab B - Acknowledgement

### 1. Clarifications, Exceptions, or Deviations

All Proposer(s) shall describe any exception or deviation from the requirements of the solicitation. Each clarification, exception, or deviation must be clearly identified. If your company/firm/sole proprietorship has no clarifications, exceptions, or deviations, a statement to that effect shall be included in this section. The sample service agreement is a separate attachment discussed in the solicitation labeled "Sample Agreement" and "Proposer Terms and Conditions" document located on the Public Purchase website and incorporated herein by this reference.

The following contractual terms are **non-negotiable**:

- a. Termination
- b. Indemnification
- c. Insurance
- d. Conflict of Interest
- e. Governing Law
- f. Assignability of Agreement

*Do you have any other exceptions/deviations? If so, please identify the exception and provide an explanation:*

**PROPOSER'S RESPONSE:**

### 2. Evidence of Insurability/Business Licenses

All Proposer(s) shall submit evidence of all required insurance. Prior to award of contract Proposer must produce the required insurances, including a certified endorsement naming the City as additionally insured. The Proposer shall certify to the possession of any and all current required licenses or certifications. Proposer must provide a copy of current business license or other applicable licenses.

### 3. Transition (If applicable)

Upon expiration or termination of this agreement for any reason, during the transition close-out period the company/firm/contractor agrees to:

- a. Continue delivering services until notified otherwise; and
- b. Assist the City in the orderly transition and transfer of all collaborations and committees to the City and the subsequent company/firm/contractor; and
- c. Provide, in a timely manner, all file and information deemed necessary by the City for use in subsequent contracting activities without additional cost to the City or the new

- company/firm/contractor, upon termination or expiration of this agreement for any reason; and
- d. Cooperate with the City during a transition close-out period to ensure orderly and seamless delivery of services to the City.

### Tab C - Company Profile/Experience

This section of the proposal is designed to establish the proposer as an entity with the ability and experience to operate the program as specified in the solicitation. The company profile should be concise and clear, including descriptive information regarding service delivery. The following information must be provided as follows:

1. Company legal name and legal business status (i.e. partnership, corporation, etc.) If your firm is a sole proprietorship doing business under a different name, please indicate sole proprietor's name and the name you are doing business under. If your firm is incorporated, please list the State Incorporated.

**PROPOSER'S RESPONSE:**

2. Business Address, number, email address and website address.

**PROPOSER'S RESPONSE:**

3. Length of time the firm has been in business and length of time at current location.

**PROPOSER'S RESPONSE:**

4. Contact person/project manager in reference to this solicitation, please provide phone number, email address.

**PROPOSER'S RESPONSE:**

5. Company overview and disclosure of services or activities performed, including:
  - a. The City of Oxnard is a public agency with a City Council composed of elected officials. The elected officials are restricted from voting on any action concerning a contract whose owners have made a campaign contribution of \$250 or more in the previous 12 months. To assist them in their decision making process, please indicate the owners of the company and if any contributions were made to any Oxnard elected officials.
  - b. Company hierarchy (President, Vice President, Company Officers, etc.) and an organizational chart. The organizational chart shall clearly identify all staff members that will provide services under this contract.
  - c. The number of years in business under the present business name, as well as prior business names, and the number of years of experience providing the proposed, equivalent or related services.
  - d. Location of the office from which the work under this contract will be provided and the staff allocation at that office.

a. **PROPOSER'S RESPONSE:**

b. **PROPOSER'S RESPONSE:**

c. **PROPOSER'S RESPONSE:**

d. **PROPOSER'S RESPONSE:**

6. An explanation of any litigation, current or within the last 5 years, involving the Proposer or any principal officers thereof in connection with any contract. Is your firm, or the principals associated with your firm, under investigation, being sued, suing, or affiliated in any lawsuit or alternative dispute resolution with any governmental agency? If so, please provide details.

**PROPOSER'S RESPONSE:**

7. List the members of your organization who are authorized to negotiate the agreement. Please provide an email address for each individual listed.

**PROPOSER'S RESPONSE:**

**8. Credentials/Resumes/Certifications/Licenses:**

This section shall state all employees/subcontractors responsible for administering or providing services. Provide a summary list of the organizational personnel that will actively participate and contribute their skills to this project. Include in this list the individual's name, job title, work location and relevant experience in projects of similar size and complexity. (Responses may be one page per individual.)

Proposer shall specifically provide the following information on all employees to be providing services related to this solicitation:

- a. Current Responsibilities
- b. Qualifications/Experiences
- c. Education
- d. Certifications/licenses, if applicable
- e. List other pertinent information that will assist in evaluating Proposer's qualifications.

a. **PROPOSER'S RESPONSE:**

b. **PROPOSER'S RESPONSE:**

c. **PROPOSER'S RESPONSE:**

d. **PROPOSER'S RESPONSE:**

e. **PROPOSER'S RESPONSE:**



Proposer can add as many sections to this response box as it needs to state all employees providing services.

## Tab D - References

All Proposer(s) must include present and past performance information with a minimum of three (3) references of recent similar projects. References cannot include City staff as a reference. However, references can include other governmental agencies. Please verify that all reference information is correct.

| Reference 1                   |  |
|-------------------------------|--|
| Company name:                 |  |
| Address:                      |  |
| Contact person:               |  |
| Email address:                |  |
| Telephone address:            |  |
| Project name:                 |  |
| Dates worked performed:       |  |
| Summary of scope of services: |  |
| Project cost:                 |  |

| Reference 2                   |  |
|-------------------------------|--|
| Company name:                 |  |
| Address:                      |  |
| Contact person:               |  |
| Email address:                |  |
| Telephone address:            |  |
| Project name:                 |  |
| Dates worked performed:       |  |
| Summary of scope of services: |  |
| Project cost:                 |  |

| Reference 3     |  |
|-----------------|--|
| Company name:   |  |
| Address:        |  |
| Contact person: |  |
| Email address:  |  |

|                               |  |
|-------------------------------|--|
| Telephone address:            |  |
| Project name:                 |  |
| Dates worked performed:       |  |
| Summary of scope of services: |  |
| Project cost:                 |  |

1. Provide a list of all contracts that your company has been awarded during the last three (3) years, showing year, type of services, dollar amounts of services provided, location, contracting company, contact name, and phone number.

**PROPOSER'S RESPONSE:**

2. Provide details of any failure or refusal to complete a contract. If none, that must be stated.

**PROPOSER'S RESPONSE:**

### Tab E - Cost Proposal/Budget Narrative

In this section, please complete and include this Cost Proposal. The City reserves the right to negotiate final fees with the selected Contractor(s). Proposals must fully describe all costs of charges to the City as part of this service/project. As stated in the Cost Proposal, Proposers must provide fully inclusive blended rates, which are all-encompassing of the Proposer's project-related or supported expenses. Proposers may also include any other documents as information to further explain the proposed costs.

#### COST SHEET EMT (FULL TIME)

| Cost Center    | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|--------|--------|--------|--------|--------|
| # of Hours*    |        |        |        |        |        |
| Hour Wage avg. |        |        |        |        |        |
| Annual OT**    |        |        |        |        |        |
| Paid Vacation  |        |        |        |        |        |
| Paid Holidays  |        |        |        |        |        |
| Sick Leave     |        |        |        |        |        |
| Continuing Ed. |        |        |        |        |        |
| Uniforms       |        |        |        |        |        |
| Tuition        |        |        |        |        |        |
| Health Care*** |        |        |        |        |        |
| Deductible     |        |        |        |        |        |
| Dental***      |        |        |        |        |        |
| Deductible     |        |        |        |        |        |
| Vision***      |        |        |        |        |        |
| Deductible     |        |        |        |        |        |
| Other          |        |        |        |        |        |
| Other          |        |        |        |        |        |
| Other          |        |        |        |        |        |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA/staffing requirements

\*\*\*amount paid by employer that counts against total employee costs

#### COST SHEET EMT (PART TIME)

| Cost Center    | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|----------------|--------|--------|--------|--------|--------|
| Hour Wage avg. |        |        |        |        |        |
| Paid Vacation  |        |        |        |        |        |
| Paid Holidays  |        |        |        |        |        |
| Sick Leave     |        |        |        |        |        |
| Continuing Ed. |        |        |        |        |        |
| Uniforms       |        |        |        |        |        |
| Tuition        |        |        |        |        |        |

|               |  |  |  |  |  |
|---------------|--|--|--|--|--|
| Health Care** |  |  |  |  |  |
| Deductible    |  |  |  |  |  |
| Dental**      |  |  |  |  |  |
| Deductible    |  |  |  |  |  |
| Vision**      |  |  |  |  |  |
| Deductible    |  |  |  |  |  |
| Other         |  |  |  |  |  |
| Other         |  |  |  |  |  |
| Other         |  |  |  |  |  |

\*\*amount paid by employer that counts against total employee costs

### **COST SHEET PARAMEDIC (FULL TIME)**

| <b>Cost Center</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|--------------------|---------------|---------------|---------------|---------------|---------------|
| # of Hours*        |               |               |               |               |               |
| Hour Wage avg.     |               |               |               |               |               |
| Annual OT**        |               |               |               |               |               |
| Paid Vacation      |               |               |               |               |               |
| Paid Holidays      |               |               |               |               |               |
| Sick Leave         |               |               |               |               |               |
| Continuing Ed.     |               |               |               |               |               |
| Uniforms           |               |               |               |               |               |
| Tuition            |               |               |               |               |               |
| Health Care***     |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Dental***          |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Vision***          |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA staffing requirements

\*\*\* amount paid by employer that counts against total employee costs

**COST SHEET PARAMEDIC (PART TIME)**

| <b>Cost Center</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|--------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Wage avg.     |               |               |               |               |               |
| Paid Vacation      |               |               |               |               |               |
| Paid Holidays      |               |               |               |               |               |
| Sick Leave         |               |               |               |               |               |
| Continuing Ed.     |               |               |               |               |               |
| Uniforms           |               |               |               |               |               |
| Tuition            |               |               |               |               |               |
| Health Care**      |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Dental**           |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Vision**           |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |

\*\*amount paid by employer that counts against total employee costs

**COST SHEET SUPERVISOR (FULL TIME)**

| <b>Cost Center</b> | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|--------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Rate avg.     |               |               |               |               |               |
| Annual OT*         |               |               |               |               |               |
| Paid Vacation      |               |               |               |               |               |
| Paid Holidays      |               |               |               |               |               |
| Sick Leave         |               |               |               |               |               |
| Continuing Ed.     |               |               |               |               |               |
| Uniforms           |               |               |               |               |               |
| Tuition            |               |               |               |               |               |
| Health Care**      |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Dental**           |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Vision**           |               |               |               |               |               |
| Deductible         |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |
| Other              |               |               |               |               |               |

\*amount of overtime paid based on FLSA staffing requirements

\*\*amount paid by employer that counts against total employee costs

### COST SHEET VEHICLES

| Cost Center               | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|--------|--------|--------|--------|--------|
| Fuel                      |        |        |        |        |        |
| Repair/maintenance        |        |        |        |        |        |
| Registration              |        |        |        |        |        |
| Insurance                 |        |        |        |        |        |
| Lease/Depreciation        |        |        |        |        |        |
| <b>Total Vehicle Cost</b> |        |        |        |        |        |

### COST SHEET A&G

| Cost Center               | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------------------|--------|--------|--------|--------|--------|
| Rents & Leases            |        |        |        |        |        |
| Utilities                 |        |        |        |        |        |
| Office supplies           |        |        |        |        |        |
| Overhead                  |        |        |        |        |        |
| Indirect cost             |        |        |        |        |        |
| Other                     |        |        |        |        |        |
| <b>Total A&amp;G Cost</b> |        |        |        |        |        |

### COST SHEET INSURANCE

| Cost Center                 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------|--------|--------|--------|--------|--------|
| Workers Compensation        |        |        |        |        |        |
| General liability           |        |        |        |        |        |
| Errors & Omissions          |        |        |        |        |        |
| Other                       |        |        |        |        |        |
| <b>Total Insurance Cost</b> |        |        |        |        |        |

### COST SHEET PROFESSIONAL SERVICES

| Cost Center                    | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--------------------------------|--------|--------|--------|--------|--------|
| Legal                          |        |        |        |        |        |
| Training                       |        |        |        |        |        |
| Associations                   |        |        |        |        |        |
| Other                          |        |        |        |        |        |
| <b>Total Professional Sev.</b> |        |        |        |        |        |

## Tab F - Proposer Attachment

Any response that Proposers are finding difficulty pasting into the “Proposers Response” boxes in any section of the solicitation, proposers shall paste in Tab F. When pasting attachments to Tab F, label the attachments “Attachment 1”, Attachment 2” and so forth. Enter the corresponding “Attachment Number” into the Proposer’s Response box as the example shows below:

**Below is an example:**

**Tab C - Company Profile**

This section of the proposal is designed to establish the proposer as an entity with the ability and experience to operate the program as specified in the solicitation. The Company Profile should be concise and clear, and include descriptive information regarding service delivery. The following information must be provided as follows:

1. Business name and legal business status (i.e. partnership, corporation, etc.)

***PROPOSER’S RESPONSE:*** Located in “Attachment 1”

2. Proof of non-profit status, if applicable

***PROPOSER’S RESPONSE:*** Located in “Attachment 2”

Tab F - Any response that Proposers are finding difficulty pasting into the “Proposers Response” boxes in any section of the solicitation, proposers shall paste in Tab F. When pasting attachments to Tab F, label the attachments “Attachment 1”, Attachment 2” and so forth. Enter the corresponding Attachment Number into the Proposer’s response box with the words “See Tab F.” List all attachments with an index tab.

List all attachments included in this Section. Please use additional pages to list attachments if necessary.

| Attachment Number | Document Title | Page Number |
|-------------------|----------------|-------------|
| Attachment 1      |                |             |
| Attachment 2      |                |             |
| Attachment 3      |                |             |
| Attachment 4      |                |             |
| Attachment 5      |                |             |



|              |  |  |
|--------------|--|--|
| Attachment 6 |  |  |
| Attachment 7 |  |  |

# EXHIBIT B



**Proposal to Provide ALS Ambulance Transport Services for the**

# **City of Oxnard**

**Solicitation # FI-21-51**

**February 19, 2021**



|                                                              |          |
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## COVER LETTER & VENDOR APPLICATION FORM



**FALCK**



## COVER LETTER & VENDOR APPLICATION FORM

Falck Mobile Health Corp.  
1517 W. Braden Ct.  
Orange, CA 92868

February 19, 2021

City of Oxnard  
Purchasing Division, Finance Department  
300 West Third St.  
Oxnard, CA 93030



Ms. Garcia:

On behalf of Falck Mobile Health Corp. ("Falck"), thank you for the opportunity to respond to the City of Oxnard's RFP for ALS Ambulance Transport Services (Solicitation No. FI-21-51). Falck Mobile Health Corp. is formerly known as Care Ambulance Service, Inc. With over 100 years in emergency services, Falck is one of the largest and oldest international ambulance service providers in the world and in the United States. Falck is highly qualified to execute the RFP's requirements and offers unparalleled service, stability and industry expertise. Falck has a proven track record of successfully partnering with EMS agencies and first responder agencies to achieve EMS system priorities, continuous quality improvement and desired results. Importantly, we tailor our services to meet local needs and bid responsibly to ensure our ability to deliver on our contractual commitments.



Based upon a careful analysis of the RFP, local market conditions and Falck's similar contract experience, we are confident in Falck's ability to deliver a fiscally prudent and sustainable EMS program, in collaboration with Oxnard Fire Department, that meets all objectives. Our proposal describes Falck's methods for achieving the Scope of Work in support of the Fire Department's mission to optimize patient outcomes by providing superior and compassionate prehospital care. Key elements of our proposal include:

- No RFP/Contract Exceptions
- 3 Field Supervisors, 1 on duty 24/7
- 16 EMTs+ & 16 Paramedics+
- Two Oxnard Ambulance Stations
- Experienced Clinical/Operations Manager
- Substantial Experience Under Similar EMS Models
- Tier 1 Ambulances – 6 Ford E350 Type III
- Tier 2 Ambulances – 2 Mercedes Sprinter Type II
- Tier 3 Ambulances – 2 Mercedes Sprinter Type II (Oxnard-based)
- Additional 5+ Surge Units – BLS, LA-Based
- Extensive MCI/Disaster & ICS Experience

Sincerely,



Troy Hagen  
Chief Commercial Officer, Falck Mobile Health Corp.  
(714) 980-3136; [troy.hagen@falck.com](mailto:troy.hagen@falck.com)

City of Oxnard  
Purchasing Division

Solicitation #21-51  
Bid Close Date: 02/19/21 by 2:00 PM PT.

**VENDOR APPLICATION FORM  
FOR  
RFP NO. 21-51  
ALS AMBULANCE TRANSPORT SERVICES**

TYPE OF APPLICANT: ☒ NEW ☐ CURRENT VENDOR

Legal Contractual Name of Corporation: Falck Mobile Health Corp.

Contact Person for Agreement: Troy Hagen, Chief Commercial Officer

Corporate Mailing Address: 1517 West Braden Court

State and Zip Code: Orange, CA 92868

E-Mail Address: troy.hagen@falck.com

Phone: (714) 980-3136 Fax: N/A

Contact Person for Proposals:  
Troy Hagen

Title: Chief Commercial Officer E-Mail Address: troy.hagen@falck.com

Business Telephone: (714) 980-3136 Business Fax: N/A

Is your business: (check one)

☐ NON-PROFIT CORPORATION ☒ FOR PROFIT CORPORATION

Is your business: (check one)

☒ CORPORATION ☐ LIMITED LIABILITY PARTNERSHIP

☐ INDIVIDUAL ☐ SOLE PROPRIETORSHIP

☐ PARTNERSHIP ☐ UNINCORPORATED ASSOCIATION

**Names & Titles of Corporate Board Members**

(Also list Names &amp; Titles of persons with written authorization/resolution to sign contracts)

| Names                  | Title                                         | Phone                 |
|------------------------|-----------------------------------------------|-----------------------|
| <u>Matt Gallagher</u>  | <u>Director &amp; Chief Executive Officer</u> | <u>(714) 288-3800</u> |
| <u>Michael Gorman</u>  | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u>Ali Mian</u>        | <u>Director &amp; Chief Financial Officer</u> | <u>(714) 288-3800</u> |
| <u>Dan Richardson</u>  | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u>Rick Richardson</u> | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u> </u>               | <u> </u>                                      | <u> </u>              |

Federal Tax Identification Number: Tax ID 33-0285453Business License Number: Business license will be obtained upon contract award.

(If none, you must obtain a Business License upon award of contract.)

Business License Expiration Date: Business license will be obtained upon contract award.

## BACKGROUND & PROJECT SUMMARY



**FALCK**

## BACKGROUND & PROJECT SUMMARY

Falck understands and appreciates Oxnard Fire Department's (OFD's) mission to provide exceptional emergency medical response, prehospital care and ALS-level ambulance transportation services. We also understand and agree that OFD holds sovereign and absolute administrative and operational authority over the provision of prehospital EMS within the jurisdiction. Falck stands ready to support the City's public-private partnership vision by delivering the Four Tiers of Service delineated in the RFP.

We sincerely appreciate OFD's advocacy for the community they serve and the Department's expressed desire to provide an EMS system where all aspects of the program and the patient "continuum of care" function as efficiently and effectively as possible. Our management team is committed to working alongside the Department to customize an EMS model that suits the City's needs and provides exceptional results for the public.

The EMS services, leadership and resources Falck offers will achieve the City's goals with this RFP, including:

- 1) Superior prehospital patient care, delivered with compassion and humility;
- 2) Efficient resource utilization to achieve the best patient outcomes;
- 3) System adaptability and responsiveness; and
- 4) Fair and reasonable costs.

Falck has a strong history of collaborating with fire agencies in California to deliver a Scope of Work similar to that required in the RFP. As one of the largest ambulance service providers in California, we offer substantial fleet and staffing resources that are immediately available to initiate service in the City of Oxnard. In collaboration with Oxnard Fire Department, we stand ready to deliver the RFP's Four (4) Tiers of Service and all other contract requirements. Our methods for achieving the RFP's Scope of Work are described in the Method of Approach section, beginning on the next page. *Note:* Falck Mobile Health Corp. ("Falck") is the legal entity under which will perform all work required for this project. The company is referenced as "Falck" throughout our response.

### Falck Organization & Project Highlights

- Largest Emergency & Non-Emergency Ambulance Service Provider in Southern California
- CAAS-Accredited in CA Since 1993
- Similar Contract Experience in the Cities of Anaheim, Costa Mesa, Fullerton, La Habra, Santa Ana, San Clemente & Westminster
- Fleet of 319 Vehicles in CA
- Type III First Tier Units
- Type II Second & Third Tier Units
- Additional Surge Capacity from Falck's LA Fleet
- State-of-the Art Equipment
- Experienced Clinical/Operations Manager, Extensive Local Support in Southern CA & a Dedicated Contract Implementation Team
- Financially Strong & Stable
- Committed to Customizing Patient Transport Solutions with OFD
- Active in Community Outreach
- No Exceptions to RFP or Scope of Work Requirements

## METHOD OF APPROACH



**FALCK**



## METHOD OF APPROACH

Sections A and B of the Scope of Work are addressed above in the “Background and Project Summary” Section. The remainder of the Scope of Work is addressed in this section.

### C. General Requirements

#### 1. Performance Expectations

Falck shall perform all contractual services per both the letter and spirit of all requirements, conditions, specifications, expectations, and other parameters delineated in the contract and to the City's complete satisfaction. All statements made and actions taken by Falck in the execution of contractual obligations shall be done in a prudent, professional and courteous manner that supports and/or advances the City's EMS mission to optimize patient outcomes by providing prehospital care and transportation that is effective, efficient and compassionate. Falck's decision-making and conduct reflect the highest ethical standards, comports with the principles of fairness and equal justice and demonstrates respect and dignity for all human beings.

#### 2. Contract Performance Costs

Unless otherwise indicated, Falck will pay all expenses necessary to meet the RFP/contract requirements and perform contractual services and obligations. Unless otherwise indicated, Falck will pay all expenses necessary to meet the RFP/contract requirements and perform contractual services and obligations. We bid responsibly and with transparency regarding operating costs to ensure the long-term sustainability of the proposed EMS program. Falck provides the best value for the City for the high-quality services and equipment we provide.

#### 3. Contract Performance Standards

During the contract period, Falck will ensure that all facilities, properties, vehicles, materials and associated with contracted services are in good condition, fully functional and maintained in a clean, orderly and organized manner.

#### 4. Inter-Agency Communications

To foster a communicative and cohesive working relationship with OFD staff and the City, Falck shall designate an official liaison to the City of Oxnard, whose permanent office shall be located in Ventura County. Upon award and in consultation with the OFD, Falck shall establish its local operations base and identify dedicated, local key personnel, including the liaison for this collaboration. For the RFP response, Falck's Chief Commercial Officer, Troy Hagen, shall act as the company's designated liaison and point of contact. Troy's office is located in the City of Orange, California. He will travel to Oxnard, as needed, to be onsite and available for meetings with OFD and City staff and to ensure a smooth contract implementation. Once the contract begins, the Oxnard-based Clinical/Administrative Manager will be the primary liaison to the City.

#### 5. Field Supervisor

Falck shall ensure that during each 24-hour shift, there is one (1) designated Field Supervisor(s), stationed within the City of Oxnard, who is immediately available by mobile phone and/or VHF radio to the on-duty City EMS Chief/Supervisor or designee at all times during the shift. To provide 24/7 coverage, Falck will provide three (3) full-time Field Supervisors.

Falck understands and agrees that after the contract is executed and future Field Supervisors are promoted, all Field Supervisors must be fully VCEMSA-accredited paramedics and have a minimum of 2 years of paramedic field experience and 6 months field experience in the Oxnard 911 system. Within 6 months of hire or promotion, Field Supervisors shall complete training in ICS 100, 200 and 300 as well as NIMS 700 and 800. (As a standard business practice, Falck Supervisors meet or exceed the RFP's ICS/NIMS requirements.) Field Supervisors will also complete the VCEMSA Advanced MCI training course on a semi-annual basis or as available.

Field supervisors will be equipped with a Code 3 capable, light-duty truck or SUV paramedic support vehicle (PSV) and advanced life support equipment per VCEMSA Policy 504. To meet this requirement, Falck will provide two (2) new Ford Explorer Interceptor SUVs with full communications capabilities. Attachment 1 includes standard specifications for the 2021 Interceptor model.

Falck understands and agrees Field Paramedic supervisors may provide backup ambulance surge protection when paired with a BLS ambulance in response to an emergency. This method shall not be used as the primary method of surge protection unless the BLS ambulance is solely dedicated to the 911 system. Both supervisor vehicles will be equipped with a LifePak 15 monitor and have full communications and ALS capabilities.

The on-duty Field Supervisor shall respond to any incident within 7 minutes of being requested by Dispatch/Department in the Paramedic Support role or 7 minutes and 30 seconds when paired with a BLS ambulance in response to an emergency call. Falck understands part-time supervisors may be used to cover supervisor absences, vacations and temporary or short-term (<6 month) vacancies due to injury or illness. Field Supervisors shall be VCEMSA-accredited paramedics and have a minimum of one year of paramedic field experience and 6 months of experience in the Oxnard 911 system.

A position description for the Field Supervisor role is included in Attachment 5. Specifications for the proposed Field Supervisor SUVs are included in Attachment 1.

## **6. Clinical/Administrative Manager**

Falck shall designate a Clinical and Administrative Manager who will maintain their office in the City of Oxnard. The Clinical/Administrative Manager shall be responsible for the training, certification, QA/QI and regulatory compliance of his or her personnel. This manager will liaise directly with the Fire Department EMS Coordinator and provide quarterly, or as requested, ambulance response and clinical performance reports. Falck's Clinical/Administrative manager will fulfill a dual role as the local Operational Manager. We understand 24-hour Field Supervisors may not fulfill this role.

Falck proposes Jorge Reyes, EMT-P, to fulfill the role of Clinical and Administrative Manager in the City of Oxnard. Mr. Reyes has 15 years of experience as an Operations Manager in Falck's Care Ambulance Service division in Southern California and is fluent in Spanish. His resume is included with the Key Personnel resumes in Attachment 9.

## **7. Medical Director**

Falck will provide a Medical Director for the company's Oxnard operation. A resume for Dr. Freddy Sotelo, MD, MPH, is included with the Key Personnel resumes in Attachment 9. Dr. Sotelo is fluent in Spanish.

## **8. Legal Compliance**

Falck shall ensure that ambulance personnel have sufficient understanding of and are at all times in compliance with, all applicable EMS-related laws (federal, state, local), including, but not limited to:



- 1) California Health & Safety Code, Division 2.5.
- 2) California Code of Regulations, Title 22, Division 9, Chapter 2.
- 3) California Vehicle Code.

Our training program covers all aspects of legal and regulatory compliance specific to employees' roles.

## **9. Protocols Compliance**

Falck shall ensure that ambulance personnel comply with all local, State and Department protocols (i.e., official rules, policies, procedures, standing orders, guidelines, etc.), as well as Falck's internal protocols. Falck staff, including any individual ambulance operator, shall immediately bring to the City's attention any protocol that appears to conflict with other protocols to reconcile the inconsistency, contradiction or ambiguity. Falck's designated Clinical Manager and Medical Director will monitor ambulance staff performance and oversee adherence to Falck's Quality Management (QM) Plan. A sample QM Plan for ALS services is provided in Attachment 2. Falck will collaborate with OFD to modify the plan to comport with local protocols and standards.

## **10. Time Standards**

Falck understands and agrees the Agreement issued as a result of this RFP will require compliance with the response time standards specified for all areas of City and its operational areas.

## **11. Equality of Care**

Falck will deliver all services in the Scope of Work without regard to a patient's national origin, ethnicity, color, religion, sexual orientation, gender, age, insurance status or ability/inability to pay. Equality of care is a corporate-wide service expectation and Falck's standard business practice. We agree any violation of this policy will be deemed a major breach and grounds for immediate contract termination.

## **12. CQI Plan**

Falck shall develop and maintain a comprehensive and relevant Continuous Quality Improvement plan and system that complements and interfaces with City's CQI plan/quality management system. For reference, we have provided a sample ALS-level Quality Management Plan in Attachment 2. This plan will be modified in collaboration with the OFD to align with local EMS standards and protocols.

## **13. Continuing Education**

Falck shall ensure that relevant and frequent education and training courses are offered to assist field personnel in maintaining certification/licensure, as defined in California Code of Regulations Title 22, Chapters 2, 4 and 11. Falck will apply to Ventura County to be an approved CE provider, and any continuing education opportunities will be offered to City fire personnel. Our training and education program integrates observations and findings derived through our Quality Management process. Please see Attachment 3 for a complete description of Falck's education programs, including continuing education. The Quality Management Plan is included in Attachment 2.

## **14. Pilot Programs / Research Projects**

Falck shall participate in all approved pilot programs or research projects as requested by the City. Falck understands participation shall entail no additional cost to the City unless determined otherwise. Any additional costs incurred by Falck shall warrant a meet-and-confer negotiation before a new program commences. We understand that services provided under pilot programs or research projects shall be in addition to the other services described herein.

Falck has a long history of participating in innovative research and EMS pilot programs in the United States and internationally. For additional information, please refer to Attachment 4.

## **15. Comprehensive & Responsive Proposal**

Falck's proposal demonstrates how the company will meet all the requirements and expectations specified in the RFP document, including the Scope of Work and all other attachments and addenda. Should any additional information be required, we welcome the opportunity to discuss how Falck may best serve the City of Oxnard and the Oxnard Fire Department.

## **16. Incorporation by Reference**

Falck agrees this proposal will be retained and will be incorporated and referenced and made a part of the final Agreement, except that in the case of any conflicting provisions, in which case the provisions contained in the final Agreement shall prevail.

## **17. Proposer Fees**

Upon execution of a final agreement, Falck agrees to reimburse the City for costs for this RFP process's development and implementation, not to exceed \$100,000. We understand that as the successful proposer, Falck will have options in reimbursing the City for this cost, including submission of a single, one-time payment, four (4) quarterly payments in the first year of the contract, or payment as part of the unit hour cost for one year, to commence upon the start of the contracting period.

# **D. FIRST TIER: ALS AMBULANCE TRANSPORT SERVICES**

## **1. General**

Falck shall provide, staff and deploy four (4) ALS ambulances 24 hours per day and two (2) ALS ambulances 12 hours per day, 365 days per year, for a total of 43,800 yearly unit hours. Falck shall ensure that all six (6) units are staffed at all times by one (1) Paramedic (EMT-P) and one (1) Emergency Medical Technician (EMT). All credentialed staff will be appropriately certified in the Ventura County EMS system. For First Tier services, Falck will provide six (6) Type III Ford E350 ambulances. (First Tier vehicle specifications are addressed in No. 8, below.)

Falck will provide a minimum of 16 EMT-Ps and 16 EMTs to staff the required ambulances. In addition, Falck will provide and one (1) Clinical/Administrative Manager and three (3) FTE Field Supervisors to ensure one (1) Field Supervisor is on-duty 24/7.

An organizational chart for the proposed Oxnard operation is provided in Attachment 6.

## 2. Staffing & Selection Criteria

All EMTs, Paramedics and other personnel assigned to the Oxnard contract shall be qualified to work in the City of Oxnard EMS system, per all RFP requirements and Falck's minimum standards for these roles. Our proposed shift schedule, including weekly unit hours and Falck's staffing principles, are described below Sections a and b, respectively. Position descriptions for field roles are included in Attachment 5.

### a. Staffing Models

Falck will provide 16 EMT-Ps, 16 EMTs, 3 Field Supervisors and one (1) Clinical/Administrative Manager. An organizational chart for the proposed Oxnard operation is included in Attachment 6. Our proposed ambulance staffing model for the City of Oxnard is described here:

| Falck Staffing Plan - Oxnard |               |                      |                   |        |        |         |           | Weekly Unit Hours |        | 840      |
|------------------------------|---------------|----------------------|-------------------|--------|--------|---------|-----------|-------------------|--------|----------|
|                              |               |                      |                   |        |        |         |           | Peak Ambulances   |        | 6        |
|                              |               |                      |                   |        |        |         |           | FTE's Required    |        | 32       |
| Shift Duration in Hours      | Days per Week | Location / Shift     | Weekly Unit Hours | Sunday | Monday | Tuesday | Wednesday | Thursday          | Friday | Saturday |
| 24                           | 7             | Station 1 / Shift #1 | 168               | 6:00   | 6:00   | 6:00    | 6:00      | 6:00              | 6:00   | 6:00     |
| 24                           | 7             | Station 2 / Shift #2 | 168               | 7:00   | 7:00   | 7:00    | 7:00      | 7:00              | 7:00   | 7:00     |
| 24                           | 7             | Station 1 / Shift #3 | 168               | 8:00   | 8:00   | 8:00    | 8:00      | 8:00              | 8:00   | 8:00     |
| 24                           | 7             | Station 2 / Shift #4 | 168               | 9:00   | 9:00   | 9:00    | 9:00      | 9:00              | 9:00   | 9:00     |
| 12                           | 7             | Station 1 / Shift #5 | 84                | 8:00   | 8:00   | 8:00    | 8:00      | 8:00              | 8:00   | 8:00     |
| 12                           | 7             | Station 1 / Shift #6 | 84                | 10:00  | 10:00  | 10:00   | 10:00     | 10:00             | 10:00  | 10:00    |

*Note:* Resumes for Key Personnel are provided in Attachment 9 and an organizational chart is in Attachment 6. Wages are provided in the Tab E Cost Proposal/Budget Narrative. Falck's benefits package is included in Attachment 8.

### b. Staffing Principles

Falck is committed to collaborating with the Oxnard Fire Department to assemble a team of qualified EMTs and Paramedics who meet or exceed all contract standards, are sufficiently experienced, reliable, cooperative, responsible and compatible with the Department's culture. We understand the value of retaining local staff for program continuity and EMS system familiarity. Falck shall prioritize the retention of local EMTs, Paramedics and Field Supervisors, to the extent desired. We will collaborate with the OFD on a hiring process that recognizes the impact Falck's staff have on Department operations. Should the OFD wish to participate in ambulance staff interviews, we would be happy to accommodate an inclusive process.

Falck's standard position descriptions for field personnel are provided in Attachment 5. These descriptions include the criteria, credentials, physical capabilities and other minimum standards applicants must meet to be considered for each position. Please note that position descriptions will be modified, as needed, for the Oxnard EMS program.

### **3. Credentials Tracking & Renewal**

Falck EMTs and Paramedics are properly credentialed. It is our responsibility and standard business practice to ensure our employees' credentials, including but not limited to State and County certifications/accreditations, are renewed on time. To facilitate this process, Falck uses the ePro Scheduler Plus system. ePro carefully tracks employee credentials and integrates shift scheduling, timekeeping and reporting functionality. Ambulance crews receive automated certification warnings when they log in regarding upcoming expirations or requirements. Scheduling controls prevent employees from staffing ambulances if their certifications lapse or they have exceeded Falck's limitations on consecutive work hours.

We understand and agree that in the unlikely event a Falck employee does work on a City contract ambulance with expired/lapsed credentials, it would be deemed a major breach and grounds for immediate contract termination. For more information on the ePro Scheduler Plus system, please see Attachment 7.

### **4. Cognitive & Psychomotor Proficiency**

Falck ensures ambulance crews demonstrate the cognitive and psychomotor proficiency required to operate competently in an EMS environment. Our proven New Employee Orientation and Training Program, referred to as the Field Training and Evaluation Program (FTEP), is the process through which Falck trains and evaluates new field employees. The program helps ensure staff achieve their maximum potential and are prepared to perform in a high-performance ALS EMS system. FTEP follows the National EMS Management Association's industry-leading guidelines. The program employs an organized structure and rigid training format to ensure all required subjects are covered. New EMTs participate in a minimum of 190 hours of initial training, and paramedic recruits receive a minimum of 240 hours of initial orientation/education. The program includes a combination of ambulance and equipment lectures with practical hands-on experiences. Please see Attachment 3 for a thorough description of the FTEP orientation program and Falck's continuing education program. Attachment 5 includes position descriptions for field staff, including the cognitive/psychosocial standards for each role.

### **5. General Employment Policies**

#### **a. Employee Wellness & Personnel Assistance Resources**

Falck offers a comprehensive benefits package to employees, including medical, dental vision, flexible spending accounts, life insurance, disability, 401k retirement and an Employee Assistance Program (EAP). All full-time staff are eligible for benefits, typically on the first of the month following their date of hire. Each year, Falck reassesses the benefits package to ensure the best possible coverage at an economical rate for the company and employees.

For additional information on the 2021 Falck Benefits Program, please see Attachment 8.

#### **b. Criminal Background Check**

Falck shall comply with all state EMS Authority and LEMSA criminal history check requirements for all employees who work in Ventura County. Falck shall contact all references given on applications, including but not limited to any former EMS employers. Candidates for Falck employment are thoroughly screened to ensure they meet all applicable company and local EMS system requirements and certifications/qualifications required for their position. The pre-

employment process consists of two phases and is designed to help protect patients, the City, the Fire Department, other public safety partners and the Falck organization.

Phase One of the screening process includes a general knowledge written test, a practical skills assessment appropriate to the position and a panel interview. Applicants who complete this phase will progress. Phase Two is an offer of employment, contingent on successfully completing a routine background and motor vehicle record (MVR) check, pre-employment drug screen and physical ability test. The standardized background screening includes:

- Social Security Number Trace;
- Investigative Nationwide Criminal Search;
- Employment Verification;
- Motor Vehicle Record (MVR) Search; and
- OIG Medicare/Medical Sanction Report (to verify credentials).

Applicants must pass the full screening process, including the drug screen and physical ability test, to proceed to the orientation program.

#### c. Physical Fitness Testing & Training

Candidates for employment must complete a physical agility/fitness evaluation based upon their position requirements. Applicants also undergo an Avesta EMS and medical transportation behavior-based assessment, which was specifically developed to help EMS organizations select the right people for this specialized healthcare field. Field personnel must be able to perform the physical demands of their position. Physical requirements for each position are included in the job descriptions provided in Attachment 5. New candidates complete a physical ability test during the screening process.

#### d. Medical Examination / Health Screening

Paramedic and EMT candidates must pass a pre-employment physical/health screening and drug testing, provided at Falck's expense through a local urgent care facility. Screening includes a TB test, which is also conducted annually. Employees are also offered Hepatitis A and B vaccinations at no cost. Additional screenings and vaccinations are conducted any time an employee is potentially exposed to an infectious disease, per State and County requirements and Falck's Infection Control Policy.

#### e. Local Protocols

Falck employees are trained to comply with local protocols. They receive thorough instruction in system protocols and are tested in their proficiency during orientation. Falck conducts annual refresher training and evaluations to ensure on-going competency. Falck's Quality Management Program, which includes Medical Director oversight, is designed to ensure day-to-day compliance with protocols. The Clinical Administrative Manager, Field Supervisors and designated Field Training Officers will all provide field-level leadership and guidance to ambulance crews. A copy of Falck's Quality Management Plan is included in Attachment 2.

#### f. Bilingual

Falck shall make it a priority to recruit staff with Spanish language skills. Our proposed Clinical/Operations Manager, Jorge Reyes, and our Medical Director, Dr. Freddy Sotelo, are fluent in Spanish. We are committed to partnering with



diverse community organizations in the Oxnard/Ventura area (Chamber of Commerce, NAACP, Community Relations Commission, etc.) to introduce new populations to EMS careers and to support local recruiting. Falck routinely develops relationships with local EMT training programs to attract a diverse pool of candidates. Bilingual language skills will be included as a preference in Falck job postings. We will communicate with staff and partner agencies regarding the referral of diverse candidates to fill open Falck positions.

To facilitate communication with Spanish-speaking patients, Falck will provide ambulance crews with in-vehicle reference tools for common medical Spanish phrases. Falck staff will also receive training in the use of Google Translate via their mobile device to facilitate communication with patients who do not speak English.

#### g. Driver History

Falck shall require all ambulance driver candidates to submit a current California Department of Motor Vehicles Driving Record Report, if requested by City. As a standard practice, Falck utilizes the California Department of Motor Vehicles "Pull Notice Program" for ambulance personnel.

#### h. Driver Training Program

Falck requires all ambulance personnel to complete an industry-leading emergency vehicle operator training program, which helps ensure ambulance operations are operated safely and legally. Our comprehensive in-house training integrates the Emergency Vehicle Operator Course National Standard Curriculum and Coaching the Emergency Vehicle Operator courses CEVO Driver training curriculum. Driver training is required upon hire and staff must complete annual refresher training. For details on our program, please see Attachment 10.

#### i. Vehicle & Equipment Familiarity

Falck shall ensure that all employees who staff any ambulance as part of the City contract are thoroughly familiar with all aspects of vehicle operation and the location and use of all on-board equipment and supplies. Vehicles are identically configured to promote crew familiarity. Falck trains ambulance crews during their orientation on the proper use and care of equipment. Equipment is inspected prior to every shift.

#### j. Recruitment & Retention

Falck seeks to recruit and retain the highest quality workforce. To this end, Falck offers competitive compensation and a comprehensive benefits package. The company conducts all human resources and workplace activities fairly and consistently in full compliance with all federal, state and local employment laws and regulations. Employment decisions and actions occur without regard to an employee's or candidate's race, color, religion, gender, national origin, ancestry, age, physical or mental disability, medical condition, marital status, pregnancy, military or veteran status, genetic information, sexual orientation, gender identity, gender expression or any other category protected by federal, state and local laws. This policy applies to all aspects of the employment relationship, including recruitment, hiring, compensation, promotion, transfer, disciplinary action and/or termination, layoff, return from layoff, leave of absence/return and training.

Falck understands there are many highly qualified incumbent staff who currently work with the City. We believe that it is in all parties' interests for Falck to retain, to the greatest extent possible, this local system knowledge and expertise to minimize disruption to the EMS system during a service transition. Falck has established processes for retaining

incumbent staff. Upon notification of intent to proceed, our team will reach out to OFD to discuss staffing preferences. We will immediately schedule open house events for local providers to meet the management team and learn more about the organization and hiring process.

A copy of Falck's 2021 Benefits Plan is Attachment 8. We do not currently have a CBA in place for Ventura County or the Oxnard area. Wage projections provided in the Tab E Cost Proposal are estimates only. Falck will adjust wage scales once the CBA wage scale is known.

## 6. Uniforms & Personal Protective Equipment

### a. Uniforms

Falck staff shall wear uniforms that the City approves. Uniforms shall be neat and clean when functioning as an on-duty EMT or paramedic on a City contract Ambulance. We understand uniform requirements may change at any time during the contract's duration, at the sole discretion of the Fire Chief. We also understand any changes to the uniform specifications occur 30-45 days before the new policy will take effect.

Falck field personnel are provided with professional uniforms at no cost to the employees. Falck maintains a Uniform/Professional Appearance Policy that dictates uniforms must be clean, wrinkle-free and appropriately worn. Other standards for professional appearance are established in this policy. Our standard uniform package is described below. Required PPE is addressed in Section b.

| THE FALCK UNIFORM PACKAGE         |           |           |
|-----------------------------------|-----------|-----------|
| Item                              | Full-Time | Part-Time |
| Class B Shirt                     | 4         | 2         |
| Pants                             | 4         | 2         |
| High-Visibility EMS Jacket        | 1         | 1         |
| Badge                             | 1         | 1         |
| Belt                              | 1         | 1         |
| Nametag (or Embroidery on Shirts) | 1         | 1         |

### b. Personal Protective Equipment (PPE)

Falck will provide its staff with appropriate PPE that meets national safety and California OSHA standards for EMS personnel. Equipment will include a blue helmet, an NFPA 1999-compliant high-visibility protective coat, eye protection, ear/hearing protection, respiratory protection and non-latex disposable gloves. Falck will maintain a stock of no less than three (3) months of disposable PPE. We understand and agree that the Department reserves the right to increase or decrease these requirements based on current threats or states of emergency.

#### c. Costs

The City shall not bear any Falck uniform or PPE-related costs, except where specified otherwise, including cleaning, maintenance, repair and replacement. Before the contract initiation date, the City and Falck will mutually agree on the PPE specifications.

#### d. Radios

Falck will provide all required mobile and portable radios. Radio features will meet the following specifications: FCC Part 90 certification, VHF with 1000 channel capability and programming per the current Ventura County Operational Area VHF Communication Plan (including OXD specific zone). Every First Tier ambulance will carry a minimum of one (1) mobile radio and two (2) portable/handheld radios meeting these requirements.

Falck proposes to equip ambulances with one (1) APX 8500 All-Band Mobile Radio and two (2) Kenwood Portable VHF Radios. Falck will provide the programming for the company's radios and reprogram them, as needed, should the Ventura County Op Area Communications Plan be updated. For copies of the proposed radio equipment and all other communications equipment, please see Attachment 11.

#### e. Incident Alerting

For incident alerting, Falck will provide staff with Motorola Minitor VI pagers capable of receiving Motorola Quick Call two-tone signals transmitted on the Ventura County Operational Area VHF Communications Plan Channel-1 incident dispatch. We will ensure the company stays current with the Ventura County Fire Protection District technology used for incident alerting. A specification sheet for the proposed Minitor VI Two-Two Voice Pager is in Attachment 11.

## 7. Employee Appearance & Behavior

#### a. City Policies/Procedures

Falck shall ensure employees adhere to all relevant City of Oxnard Fire Department policies and procedures regarding appearance and behavior, as agreed upon by Falck and City.

#### b. General Appearance

Falck ensures employees maintain a professional appearance and conduct themselves professional manner. We understand and agree maintain a professional demeanor helps instill confidence in the residents we serve and reflects upon partner agencies and the City in general. Falck maintains comprehensive policies regarding conduct, grooming and appearance. These standards will be reviewed in collaboration with the OFD and refined as needed before the contract start date.

#### c. Grooming & Hygiene

Falck maintains a grooming and hygiene policy to ensure employees exercise good personal hygiene habits and project a professional image. These standards will be reviewed in collaboration with the OFD and refined as needed before the contract start date.



#### d. Mental Alertness

Falck requires employees to report for duty well-rested, alert and free from the influence of any substance, legal or illegal, that may impair their judgment or performance.

As a standard business practice, Falck prohibits employees from being on duty for more than 72 hours. Falck requires a minimum 8-hour rest period before returning to duty, in cases where this threshold is reached. Falck understands and agrees that the 72-hour rule may be waived, with approval from OFD, based on extreme unforeseen circumstances.

#### e. Physical Fitness

Falck field personnel must maintain the level of physical fitness and capacity required to perform their roles. These requirements are screened upon hire and delineated in position descriptions. Falck is one of the few service providers that requires EMT and Paramedic candidates to pass a physical exam and fitness-for-duty screening, including a lift test and isokinetic strength assessment conducted by a physician. For additional information on the physical requirements for field positions, please see Attachment 5.

#### f. Conduct

Falck maintains corporate and local policies related to safety and professional conduct. Policies are covered during New Employee Orientation. A copy of the company's Code of Conduct is included in Attachment 12..

#### g. Advocacy

Falck understands and agrees that employees are deemed part of the EMS system. Falck expects employees to always act in the EMS system's best interest and to advocate for the patients in their care. Ambulance crews will be properly oriented to the Oxnard system before staffing ambulances. They will also complete any required OFD EMS operations training.

## 8. Vehicle Specifications

For First Tier vehicles, Falck proposes six (6) Type III Ford E350 ambulances with a V10 engine from our Southern California fleet. These vehicles are ready for service and meet or exceed California Highway Patrol, California Department of Motor Vehicles, U.S. Department of Transportation and Ventura County EMS Agency requirements. We understand and agree that all vehicles shall be subject to the reasonable approval of the City. Per the RFP, all First Tier ambulances will be limited to a maximum of 150,000 miles. On an annual basis, Falck shall provide the Department with copies of CHP and annual safety inspections.

Falck selected the six (6) First Tier units, specified in the table below, based upon the RFP's vehicle requirements, the two-year term for the agreement, the vehicles' good condition and the economical value they offer the City. We want to reiterate, however, that Falck has a large fleet of ambulances in California. We would be happy to present the City with additional fleet options and cost estimates, should that be desirable. We welcome the opportunity to discuss in person a Falck fleet package that will best meet the City's needs and budget considerations.

## TIER 1 – TYPE III AMBULANCES

| Unit No. | Model Year | Make | Model   | Body Type | VIN Number         | License Plate | OEM Mfr. Date | Build Number | Chassis Upfitter | Engine Type | Mileage |
|----------|------------|------|---------|-----------|--------------------|---------------|---------------|--------------|------------------|-------------|---------|
| 330      | 2013       | Ford | E350 SD | Mod       | 1FDWE3FS2 DDA75167 | CARE 330      | 04/13         | R45733       | Leader           | 6.8 Gas     | 142662  |
| 331      | 2013       | Ford | E350 SD | Mod       | 1FDWE3FS9 DDA56468 | CARE 331      | 02/13         | R45693       | Leader           | 6.8 Gas     | 145752  |
| 332      | 2013       | Ford | E350 SD | Mod       | 1FDWE3FS2 DDA59096 | CARE 332      | 02/13         | R45703       | Leader           | 6.8 Gas     | 144371  |
| 338      | 2013       | Ford | E350 SD | Mod       | 1FDWE3FS6 DDA75169 | CARE 338      | 04/13         | R45743       | Leader           | 6.8 Gas     | 139486  |
| 373      | 2014       | Ford | E350 SD | Mod       | 1FDWE3FS8 EDB20985 | CARE 373      | 06/14         | R54244       | Leader           | 6.8 Gas     | 144858  |
| 374      | 2014       | Ford | E350 SD | Mod       | 1FDWE3FSX EDB20986 | CARE 374      | 06/14         | R54254       | Leader           | 6.8 Gas     | 122555  |

## 9. Minimum Required Equipment / Supplies / Inventory

### a. Radios

Falck will provide all required mobile and portable radios. Radio features will meet the following RFP specifications: FCC Part 90 certification, VHF with 1000 channel capability and programming per the current Ventura County Operational Area VHF Communication Plan (including OXD specific zone). Every First Tier ambulance will carry a minimum of one (1) mobile radio and two (2) portable/handheld radios meeting these requirements.

To meet the communications requirements, Falck will equip ambulances with one APX 8500 All-Band Mobile Radio and two (2) Kenwood NX-5200 VHF Radios. Falck will provide the programming for the company's radios and reprogram them, as needed, if the Ventura County Communications Plan is updated. Radio and communications specifications are included in Attachment 11.

### b. Automatic Vehicle Locator (AVL) System

Each ambulances shall be equipped with a Cradlepoint AVL hardware and software / GPS system that interfaces with the Dispatch center. A specification sheet for the proposed Cradlepoint AVL router is included in Attachment 11.

### c. Medical Equipment & Supplies Inventory

Falck will ensure its ambulance medical equipment and supplies comply with Ventura County EMSA protocols (VCEMSA Protocol policy 504). The company will purchase all medical equipment required for its ambulance fleet. As a standard practice, durable medical equipment is serviced at regular intervals but at least annually, in accordance with manufacturer recommendations. Routine equipment inspections are conducted at the beginning of each shift

All Falck equipment shall be capable of interfacing with the Ventura County EMSA ePCR and QA/QI systems. Falck is proposing to use the ImageTrend Elite ePCR system. We understand that any Department change of equipment will be discussed with Falck prior to implementation. (More information on the ImageTrend ePCR is provided in Attachment 19.

Falck will provide on every ambulance:

- One (1) Stryker Power Pro X Cot with the Expandable Patient Surface (capable of lifting 500 pounds);
- One (1) Stryker Stair Chair with track system rated with a minimum 500 pound load limit;
- One (1) Set of any combination of EMS carry bag, O2 bags or EMS pelican case as first in response pack;
- One (1) Lifepak 15 EKG Monitor/Defibrillator. Lifepak 15s feature 12-lead capability, non-invasive pacing, SpO2, NIBP, SpCO, EtCO2 and cellular modem.
- All associated carrying cases, cables, pouches, blood pressure cuffs and sensors, to include SpCO.

For equipment specifications, please see Attachment 13.

#### d. Standardized Inventory

Inventory and equipment on Oxnard ambulances shall be standardized to assure staff familiarity. Falck will confer with OFD regarding the location of equipment or supplies accessible to Department staff.

#### e. Supplies Restock System

Falck understands the City shall provide Falck with standardized non-durable medical supplies that meet the VCESMA 504 Policy. We also understand that medical supplies will be restocked by the City, except for oxygen and controlled substances. Falck proposes to use the Narc Box system to secure controlled substances on ambulances. For Narc Box specifications, please see Attachment 14.

#### f. Maintenance & Repair

Falck shall be responsible and bear all costs for all routine preventive maintenance and repairs of ambulances. Falck shall adhere to its maintenance and maintenance records plan during the contract period. We agree that disruption in service due to Falck's non-compliance with the maintenance plan would be considered a major breach and grounds for immediate contract termination.

Falck will utilize the services of two local dealerships to provide preventive maintenance and repairs for Tier 1 (Ford) and Tier II (Mercedes Sprinter) ambulances, as well as the Ford Explorer Supervisor SUVs. Vehicles are maintained according to the manufacturers' recommended service intervals. Engines will be replaced as needed to maintain our fleet. Falck utilizes the FleetWave records management system for fleet records. We will collaborate with the City on a convenient process for the City to inspect service records. The local dealerships Falck plans to use for fleet maintenance and repair services include:

Vista Ford of Oxnard  
1501 Auto Center Dr,  
Oxnard, CA 93036

Mercedes Benz of Oxnard  
1511 Auto Center Dr,  
Oxnard, CA 93036

## 10. Facilities

### a. Ambulance Station / Crew Quarters

Falck shall provide the ambulance stations and crew quarters required to deliver the scope of services and meet RFP requirements. Upon notification of intent to proceed with a contract, Falck will secure appropriate facility locations, based upon market availability, in the City's preferred location (within a one mile radius of Saviers Road and Channel Islands Boulevard and within a one mile radius of West Gonzalez Avenue and Lantana Street). These facilities will provide sleeping quarters, a dayroom, shower and kitchen facilities.

Falck has already engaged an agent to identify appropriate locations meeting the following additional requirements (contingent on available properties):

- Primary Office & Ambulance Station: Approximately 10,000 sq ft of space, including 5,000 sq ft in office and crew quarters and 5,000 sq ft of warehouse and garage space to house two 24-hour and one 12-hour ambulance crew, plus space for training and administration.
- Sub-Station: approx. 5,000 sq ft for two 24-hour and one-12 hour crew quarters, plus parking/garages

### b. Security

Falck provides security systems to protect personnel, equipment, supplies and ambulances while in quarters and in the field. Standard facility security measures include access-controlled doors, Falck photo ID badges that operate designated points of entry for specific staff and during specific hours, and interior and exterior cameras with a video feed to our 24/7 dispatch center. Field crews follow clear procedures regarding vehicle security and personal safety while working in the field.

### c. Inspections

Falck understands that the on-duty Department EMS Coordinator or designee will have the authority, but not the obligation, to inspect all facilities, properties, vehicles and documents/records used or available for use in the performance of contractual services and/or in the execution of contractual obligations. We also understand that Falck's refusal to permit such an inspection would be deemed a major breach and grounds for immediate contract termination.

## 11. Operations

### a. Dispatch

Falck will obtain, install and maintain a system that directly links all contracted Falck ambulances and crews to dispatch. We understand and agree that Falck will be solely responsible for all installation, maintenance, repair and other related costs necessary to ensure that the system remains operational at all times.

Tier 1 and 2 ambulances will connect with the City's provided CAD system using the TriTech VisiNET mobile solution. Our in-house IT staff will collaborate with the Dispatch Center to ensure vehicle dispatch systems are established before the contract initiation date. Falck has extensive in-house experience using the TriTech VisiNET system.

#### b. Incident Command & Patient Authority

Falck understands and agrees the responsibility for patient care and authority to make assessment, treatment and/or transport decisions vests with the Paramedic(s) on scene. We understand and agree scene management is defined by California statute and resides with the Captain/Incident Commander and/or the Paramedics in charge of the patient and/or the incident. Falck thoroughly trains staff in the Incident Command System. Our EMTs and Paramedics are prepared to fulfill their appropriate role within the ICS framework. Falck employees shall respond to City and first responder directions in a positive and affirmative manner. We understand and agree that in cases where the Falck ambulance arrives before the first responders, the Paramedic on scene shall function as the Incident commander until the Fire Department arrives.

#### c. Time Standards

Falck understands and agrees that the following ground ambulance time standards must be met by ambulance crews with a compliance rate of at least 90% (fractile). We understand monetary penalties will be applied for non-compliance with time standards, with limited exemptions.

ALARM to ENROUTE INTERVAL, 07:00 - 23:00 → ≤ 1 minute

ALARM to ENROUTE INTERVAL, 23:00 - 07:00 → ≤ 2 minutes

## E. SECOND TIER SERVICES: RESERVE AMBULANCES

### 1. Reserve Ambulances

When a First Tier ambulance is taken out of service for mechanical problems, routine maintenance, operational needs or any other reason, Falck will immediately provide a fully operational emergency ambulance until the First Tier Ambulance is back in service. We understand and agree that reserve ambulances shall not be used for routine operations and may only be used temporarily.

#### a. Capacity & Plan for Reserve Ambulances

Falck proposes to provide two (2) dedicated ALS reserve ambulances for the City of Oxnard contract. These Type II Mercedes Sprinters will be equipped to the same standards as First Tier units and will be in the City and immediately available to rotate into the system as needed.

### 2. Vehicle Specifications

Falck proposes the following two ALS-equipped units for use as reserve ambulances for the City contract. Tier 2 ambulances will meet the same state and local safety regulations and standards as Tier 1 units. These units will not exceed 200,000 miles.



### Second Tier Reserve Ambulances

| Unit No. | Yr   | Make     | Model | Type | VIN Number            | License Plate | OEM Mfr. Date | Build No. | Chassis | Engine Type | Miles  |
|----------|------|----------|-------|------|-----------------------|---------------|---------------|-----------|---------|-------------|--------|
| 314      | 2013 | Sprinter | 2500  | Van  | WD3PE7CC2<br>D5747231 | CARE 314      | 11/12         | 45503     | Leader  | 3.0L        | 131480 |
| 358      | 2013 | Sprinter | 2500  | Van  | WD3PE7CC6<br>D5778160 | CARE 358      | 02/13         | 45363     | Leader  | 3.0L        | 115086 |

### 3. Minimum Required Equipment / Supplies / Inventory

#### a. Radio

The Tier 2 reserve ambulances will have the same radios as First Tier units. Falck will equip ambulances with one APX 8500 All-Band Mobile Radio and two (2) Kenwood NX-5200 VHF Radios. Falck will provide the programming for the company's radios and reprogram them, as needed, if the Ventura County Communications Plan is updated. Radio and communications specifications are included in Attachment 11.

#### b. Automatic Vehicle Locator (AVL) System

Reserve ambulances will be equipped with the same AVL hardware and software / GPS for interface with Dispatch as the First Tier ambulances. Falck uses the Cradlepoint IBR 900 series router for AVL. Communications equipment specifications are provided in Attachment 11.

#### c. Medical Equipment & Supplies Inventory

Falck shall ensure that all the reserve ambulances' medical equipment and supply inventories comply with Ventura County protocols.

#### d. Standardized Inventory

Falck will standardize the location and inventory of EMS equipment and supplies on ambulances to ensure items are ready and quickly accessible to ambulance and first responder crews.

#### e. Ambulance Supplies Restock System

Falck will ensure the Tier 2 ambulances are fully stocked at the contract start. Units will only be restocked by the City if they are used to provide 9-1-1 services.

#### **4. Maintenance & Repair**

Falck shall bear all costs for routine preventive maintenance and repairs of reserve ambulances. We will also adhere to the company's maintenance and maintenance records plan throughout the contract period. Falck understands and agrees disruption in service due to Falck's non-compliance with the maintenance plan would be considered a major breach and grounds for immediate contract termination.

##### **a. Maintenance Plan & Vehicle Service Records**

Reserve vehicles will be maintained in the same manner as First Tier ambulances, per manufacturer guidelines. Falck intends to contract with Mercedes Benz of Oxnard to provide routine maintenance for the proposed Tier Two ambulances. Records will be maintained in the FleetWave records management system.

#### **5. Vehicle Replacement**

##### **a. General Replacement Policy**

When a Tier 1 ambulance is removed from service for any reason, including mechanical failure or scheduled preventive maintenance, Falck will immediately provide a replacement ambulance that meets the Tier 1 requirements. If a Tier 1 unit is out of service for more than 30 days, Falck will provide a reserve unit that meets the Tier 1 ambulances specifications.

In the event of vehicle failure or accident, etc., Falck will immediately provide a replacement vehicle from the company's fleet that meets the RFP's requirements.

Falck will adhere to the mileage requirements in the agreement.

#### **F. THIRD TIER SERVICES: SURGE PLAN**

##### **1. Surge Capacity Defined**

For purposes of this RFP and the subsequent Agreement, Falck agrees that Surge Capacity is defined as the maximum delivery of emergency ambulance response and transportation services that the City's EMS System can provide when all of its available and potential resources are mobilized. Falck routinely plans for foreseeable surge situations (e.g., periods of heavy call volume, Multiple Casualty Incidents), as well as large-scale sudden disaster situations or major Multiple Casualty Incidents affecting numerous EMS jurisdictions at the county or state levels. We have established procedures for recalling staff and quickly deploying additional response resources to meet surge demands.

##### **2. Surge Plan**

Falck has substantial fleet and staffing capacity in the region that will provide in-house surge response resources in the City of Oxnard. For immediate surge capacity, Falck will station two (2) Sprinter ambulances in the City of Oxnard (in addition to the dedicated two (2) Second Tier Reserve ALS ambulances). Falck will use these ambulances for interfacility transport (IFT) services as well as surge protection. Vehicle information for the surge units is included below:

### Third Tier Surge Ambulances - Oxnard

| Unit No. | Yr   | Make     | Model | Type | VIN Number         | License Plate | OEM Mfr. Date | Build No. | Chassis | Engine Type | Miles   |
|----------|------|----------|-------|------|--------------------|---------------|---------------|-----------|---------|-------------|---------|
| 359      | 2013 | Sprinter | 2500  | Van  | WD3PE7CC4 D5780795 | CARE 359      | 03/13         | 45373     | Leader  | 3.0L        | 66,575  |
| 307      | 2013 | Sprinter | 2500  | Van  | WD3PE7CC7 C5700453 | CARE 307      | 06/12         | 45432     | Leader  | 3.0L        | 101,498 |

In addition to the two (2) ALS Tier 2 Reserve units and two (2) Oxnard-based BLS Surge units (listed above), Falck can staff 5+ additional BLS units from the Los Angeles operation within 60 minutes. As needed, a Field Supervisor and/or the Clinical/Operations Manager will staff the Oxnard-based or LA surge resources at the ALS level, using the monitor/defibrillators from the Supervisor SUVs. Falck has established and proven policies for recalling crews to staff ambulances during surge events. In cases of large-scale disasters, our operations team quickly collaborates to ensure resources are appropriately deployed, without adverse impact to 911 operations in any community we serve.

To further enhance EMS system capacity, Falck believes that IFT transports within the City of Oxnard (at the BLS, ALS, and CCT level) be exclusive to the selected provider. This arrangement offers advantages to the City's 911 system:

- IFT units offer readily available resources, should surge or mutual-aid be needed
- Shared overhead and facility costs help reduce unit-hour costs to the City

### 3. Vehicle Specifications

Falck understands the company may use any ambulance in the fleet for surge purposes, so long as it meets or exceeds the requirements of the California Highway Patrol, the California Department of Motor Vehicles, the U.S. Department of Transportation and the Ventura County EMS Agency. In California, Falck currently operates a fleet of 319 Type III, Type II, SUVs and other support vehicles, which may be drawn upon to provide surge capacity or replace vehicles, as needed.

### 4. Minimum Required Equipment / Supplies / Inventory

#### a. Radios

Falck will equip the two (2) surge ambulances normally stationed within Ventura County with one (1) mobile and two (2) portable/handheld VHF radios that meet the same requirements as Tier 1 and Tier 2 ambulances. Surge ambulances brought into Oxnard from outside Ventura County shall also be equipped with two (2) portable/handheld VHF radios meeting Tier 1 and Tier 2 ambulances requirements. Falck will ensure a sufficient reserve of portable radios to allow for immediate deployment on surge ambulances. Communications specifications are included in Attachment 11.

#### b. Medical Equipment & Supplies Inventory

Falck shall ensure that the medical equipment and supply inventories on all surge ambulances comply with Ventura County 504 protocols. Durable Medical Equipment is serviced at regular intervals. Service and inspection records will be provided to the City on an annual basis. Falck uses the FleetWave system to document maintenance.



All Falck equipment shall be compatible with current Oxnard Fire equipment and capable of interfacing with Ventura County EMSA EPCR and QA/QI systems. We understand and agree that any changes to high-value equipment will be discussed with Falck before implementation.

#### c. Ambulance Supplies Restock System

Falck shall pay all costs associated with ensuring surge ambulances are equipped and supplied at all times with the minimum required inventory.

## 5. Special Events

Falck routinely staffs ambulances for special events in the communities we serve, and we are happy to provide special event coverage in the City of Oxnard. We understand the City sometimes requires ambulances for non-emergency purposes and that these events are normally scheduled in advance. During special events, Falck will provide a backup ambulance and crew for the event's duration to cover for the unit involved and allow the assigned crew to participate without interruption, provided the City gives Falck sufficient advance notice.

## 6. Exclusivity Exception

Falck understands the company will be the exclusive provider of all contract, surge and backup emergency ambulance services for the City, except in exigent and extenuating circumstances. Our proposal provides appropriate staff and fleet capacity to meet the EMS program's needs and the RFP's requirements.

## 7. Data Collection & Reporting

Falck shall track all relevant data from all ambulance responses initiated by the City. Falck shall prepare and submit an electronic report to City every quarter. Before the contract commences, we will meet with the City to discuss and agree upon the reporting format and the specific information. We propose to utilize Microsoft Power BI to report the required data, which would originate from Falck's LA Dispatch Center and ZOLL CAD System.

Each quarterly report shall include, but not necessarily be limited to, the following:

#### a. Individual Incident Data (for each incident in a given 3-month period)

City Incident Number, Ambulance Unit Number (indicate if another ambulance company was used), 911 Call Time, Alarm Time, Enroute Time, On Scene Time, At Patient Time, Scene Departure Time, At Hospital Time, Transfer of Care Time, Available Time, Alarm to Enroute Interval Time, Enroute to On Scene Interval Time.

Quarterly Incident Totals Data (includes all incidents during a given 3-month period) – Dispatches, Responses Upgraded to Code 3, Responses Cancelled Enroute, Ambulance Crew First At Patient (prior to City arrival), Dry Runs (arrived on scene but no transport), BLS Transports, ALS Transports, Responses Meeting Alarm to Enroute Interval Time Standard, Responses Exceeding Alarm to Enroute Interval Time Standard, Responses Meeting Enroute to On Scene Interval Time Standard, Responses Exceeding Enroute to On Scene Interval Time Standard.

## G. FOURTH TIER SERVICES: MUTUAL AID

### 1. Mutual Aid Plan

For mutual aid, Falck shall enter into Agreements with separate, licensed, qualified organizations capable of providing emergency ambulance response and transportation services during times when City or Falck ambulances are not available. We understand and agree that the City must approve any agreement between Falck and a separate organization before the agreement may commence.

Falck maintains mutual aid agreements with ambulance service providers throughout the State of California. Upon contract award, Falck will pursue mutual-aid contracts with area agencies.

## QUALIFICATIONS & EXPERIENCE



**FALCK**

## QUALIFICATIONS & EXPERIENCE

Please also see Falck's response to the Tab C Company Profile/Experience section.

1. If the owner is a corporation please provide: Name of corporation, corporate office street address, city, state and zip code, state where incorporated, date of incorporation, first and last name of officers, local office address, city, state & zip and the date local office opened its doors for business.  
Falck Mobile Health Corp.
2. If the owner is a partnership or joint venture, please provide: Name of partnership or joint venture, principal office street address, city, state and zip code, state of organization, date of organization, first and last name of general partner(s), local office address, city, state and zip code and date local office opened its doors for.  
Not applicable.
3. List all businesses owned or controlled by yourself (proposer) or business manager doing similar business in California under another name. List business name and address and specify who owns or controls the business (e.g., self, business manager, etc.).  
Care Ambulance Service, Inc., has been in business since 1969. The company's name changed to Falck Mobile Health Corp. in 2020.
4. List all businesses for which you or your business manager is or was an officer, director, or partner doing similar business in California under another name. List business name and address, title, date(s) in position; specify who was in position (e.g., self, business manager, etc.).  
Falck operates in California under the Falck and Care Ambulance Service brands.
5. How many years have you been in business under your present business name?  
Care Ambulance Service, Inc., has been in business since 1969. The company's name changed to Falck Mobile Health Corp. in 2020.
6. List all business names that you operate in the City of Oxnard and the County of Ventura that are involved in ambulance operations/ambulance transportation related services.  
None.
7. List all businesses for which you or your business manager have filed for bankruptcy protection while operating under a contract involving ambulance operations / ambulance transportation related services.  
None.
8. Provide a list of current and previous contracts similar to the requirements for this RFP, including all public agencies served (if any). For each, provide a brief description of the scope of work performed, the length of time you have been providing services and the name, title and telephone number of the person who may be contacted regarding your organization's service record.  
The requested list of contracts is provided in Attachment 22.

9. Submit a description of the organization's qualifications, experience and abilities that make it uniquely capable to provide the services specified in the Scope of Work.

Falck is a demonstrated leader in the delivery of high-performance emergency 9-1-1 ambulance services in the United States. Please note that the operations described below do not represent an all-inclusive list of Falck's U.S. service areas but are instead offered to provide insight into operations we believe are commensurate to the RFP's scope of work. Falck Mobile Health Corp. operates in Southern California (formerly Care Ambulance Service). Falck Northern California Corp. operates in the Bay Area.

In Northern California, Falck is the exclusive ALS-level 9-1-1 ambulance service provider for Alameda County and offers primary ALS interfacility and backup ALS-level 9-1-1 services in Sonoma County, Sacramento County and Santa Clara County. Falck's service as the exclusive ALS-level 9-1-1 provider for Alameda County exemplifies the company's capabilities with regard to the successful transition of a large-scale, high-performance ALS 9-1-1 ambulance system. Contracted services in Alameda County began as scheduled on July 1, 2019, following a competitive RFP process in 2018. For perspective on the scope of this operation, the Alameda County EOA is among the largest in the nation. The contract involves collaboration with numerous fire first responder agencies and the seamless integration with two public safety access points (PSAPs). Falck's Alameda County operation encompasses the provision of 24/7 ALS-level 9-1-1 service to more than 1.3 million people in partnership with the County EMS Agency and numerous fire departments. Alameda County historically receives about 140,000 9-1-1 requests for assistance every year. In a typical year, the EMS system transports approximately 100,000 patients to area hospitals.



In Southern California, Falck's Care Ambulance Service is the largest private ambulance service provider in Orange and Los Angeles Counties. Notably, Falck is the exclusive contracted provider in four Orange County emergency operating areas (EOAs) and four Los Angeles County EOAs. Each EOA encompasses several municipalities, with emergency medical services delivered in collaboration with the local fire departments.

In addition to the two county agreements, Falck's Care Ambulance Service directly contracts with several cities in the region to provide 9-1-1 ambulance services under highly collaborative partnerships with fire first responder agencies—models very similar to that envisioned for the City of Oxnard. Altogether, Falck's Southern California operation provides emergency 9-1-1 coverage for more than 5 million people, employs 1,400 EMS professionals, and operates a fleet of more than 300 vehicles. Falck was also recently awarded the exclusive ALS-911 contract for the City of San Diego through a competitive RFP process. Services will commence this year.

In the Pacific Northwest, Falck provides interfacility ambulance services in Washington and emergency 9-1-1 and non-emergency ambulance services in the State of Oregon. Notably, Falck is the contracted ALS-level 9-1-1 ambulance service provider for the City of Salem, Oregon. As the exclusive provider for the Ambulance Service Area (ASA), Falck responds to roughly 25,000 calls for assistance in the City of Salem and portions of Polk County. Annually, Falck transports nearly 19,000 9-1-1 patients in the ASA. The Falck team in Salem also provides innovative 24-hour, hospital-based staffing services for the local hospital system. Under this contracted service,



Falck personnel facilitate patient flow and hospital throughput by assessing and triaging patients as they enter the emergency department.

Falck's 9-1-1 services in Salem illustrate the company's "cold" contract startup experience in the United States. In 2015, Falck launched a full-service operation from the ground up in Salem after the company was named the exclusive provider for the City following a competitive RFP process. Five years later, Falck remains committed to providing exceptional emergency services to the Salem community. Operations have since expanded to include an innovative bike team and medical standby services for the State Fair, which hosts about 78,000 attendees and various other community events.

Falck Rocky Mountain is another example of the company's proven competency in 9-1-1 contract implementation. Falck's highly experienced Colorado leadership team founded Falck Rocky Mountain in 2015, when the company was awarded the exclusive contract to provide high-performance ALS-level 9-1-1 emergency medical services for the City of Aurora in partnership with Aurora Fire Rescue. The company's business focuses solely on providing exceptional emergency and non-emergency medical transportation services within the State of Colorado.

Falck Rocky Mountain has a proven record of successful EMS contract implementation and lasting performance. Falck Rocky Mountain executes sophisticated and proven operational strategies, communications programs and quality monitoring systems to deliver high-performance and efficient results while maintaining quality services.

A testament to the organization's performance under rigorous response-time standards, Falck continually exceeds its contractual response-time requirements in Aurora, where Falck serves a population of 374,000 and responds to more than 40,000 emergency requests every year. The company also provides primary ALS-level emergency ambulance services to Buckley Air Force Base and backup emergency mutual-aid services in neighboring Aurora jurisdictions.

Licensed to operate in nine (9) Colorado counties, Falck Rocky Mountain staff maintain strong relationships with several hospital systems, supplying non-emergency ambulance and other medical transportation for health care systems in the Rocky Mountain region, including HCA-HealthONE, UC Health, Centura Health and Denver Health. The company's commitment to the Rocky Mountain community also involves significant outreach and education programs intended to support public health and safety, which are frequently delivered in collaboration with first responders and other EMS system stakeholders.

We believe each of these service areas exemplifies Falck's unparalleled ability to execute and sustain high-performance emergency 9-1-1 ambulance services in collaboration with local jurisdictions. We would be happy to provide additional information for any of these contracted areas upon request

10. Provide copies of the organization's ethical standards, confidentiality policies, managerial philosophy, customer service standards and standards of service quality. State the manner in which these standards will be evaluated and maintained. The materials may include, but are not limited to:
  - a. Membership in and/or good standing with an organization that is devoted to ensuring high standards of customer service and consumer protection, such as the Better Business Bureau.

Falck is a member of the Emergency Medical Error Reduction Group (EMERG). EMERG is a member-driven organization dedicated to improving the safety and quality of our country's emergency medical system. Members from across the emergency medical continuum, from 9-1-1 centers to hospital emergency

departments, collect, analyze and share lessons learned and best practices. EMERG is a federally listed patient safety organization (PSO) and part of the non-profit [Center for Leadership Innovation and Research in EMS](#). Being an EMERG member represents the highest level of dedication to improving the “culture of safety,” or the priority and process of ensuring the highest levels of quality and safety in all aspects of clinical care and service delivery.

- b. Membership in and/or good standing with a professional organization devoted to encouraging and maintaining ethical or service standards such as the American Ambulance Association, California Ambulance Association, CAAS, etc.

Falck has been CAAS accredited in California since. A copy of our CAAS certificate is provided in Attachment 18.

- c. Evidence of training and education in customer service, maintaining quality standards and/or maintaining quality standards received by the firm, its employees and its subcontractors.

A copy of Falck’s Code of Conduct is provided in Attachment 12. A description of Falck’s training and education programs is included in Attachment 3.

- d. Letters of recommendation from customers and contracting agencies.

Letters of Recommendation from the City of Santa Ana and the City of Westminster are included in Attachment 21.

- e. Copies of instructional material used to ensure employee adherence to ethical, quality and customer service standards.

A copy of Falck’s Code of Conduct is provided in Attachment 12. A description of Falck’s training and education programs is included in Attachment 3.

- f. A list of references that will attest to the organization’s ethical, quality and service standards. The list should include the name, address and telephone number of the person who may be contacted and a description of the relationship between the organization and the reference.

References are provided in the Tab D Form.

11. City is interested in knowing how Proposers support the communities that they serve. Please provide information on your organization’s participation in local community, charitable and civic organizations and events, including membership in the Chamber of Commerce, charitable contributions made by your organization, etc.

Falck routinely collaborates with fire agencies and other public and non-profit organizations to deliver a broad scope of community outreach and education programs. Our team is committed to collaborating with the Oxnard Fire Department on educational programs that directly address the local community’s unique needs. We welcome the

opportunity to participate in special events. Every year in California, Falck provides hundreds of hours of community service and educational programming. Falck has recently hosted approximately 250 hours of COVID vaccination clinic services and vaccinated more than 10,000 California residents.

For more detailed information on Falck's experience with community education and outreach, please see Attachment 20.

12. Any public entity which submits a Proposal should describe in detail how it currently performs services like those identified in the Scope of Work within its or other jurisdictions, including photographs, written policies and/or video of services provided. The City of Oxnard has a large population of Spanish speakers, proposer should include how hiring Spanish language speakers will be addressed. If you have performed these services under contract for another public entity, please provide references for those entities as set forth above for private Proposers.

Not applicable.



## EQUIPMENT & FACILITIES



**FALCK**

## EQUIPMENT & FACILITIES

The information requested in this section should describe the organization's equipment and facilities to be used in fulfillment of the requirements specified in the Scope of Work. Information shall include:

1. Provide a list and short description of all of the vehicles proposed to be used in the performance of services. In the event that the organization does not currently own or lease a sufficient number of vehicles, provide a description of the organization's plan to acquire the necessary equipment.

| First Tier -Type III<br>ALS Ambulances           |            |          |         |           |                    |               |               |              |                  |             |         |
|--------------------------------------------------|------------|----------|---------|-----------|--------------------|---------------|---------------|--------------|------------------|-------------|---------|
| Unit No.                                         | Model Year | Make     | Model   | Body Type | VIN Number         | License Plate | OEM Mfr. Date | Build Number | Chassis Upfitter | Engine Type | Mileage |
| 330                                              | 2013       | Ford     | E350 SD | Mod       | 1FDWE3FS2 DDA75167 | CARE 330      | 04/13         | R45733       | Leader           | 6.8 Gas     | 142662  |
| 331                                              | 2013       | Ford     | E350 SD | Mod       | 1FDWE3FS9 DDA56468 | CARE 331      | 02/13         | R45693       | Leader           | 6.8 Gas     | 145752  |
| 332                                              | 2013       | Ford     | E350 SD | Mod       | 1FDWE3FS2 DDA59096 | CARE 332      | 02/13         | R45703       | Leader           | 6.8 Gas     | 144371  |
| 338                                              | 2013       | Ford     | E350 SD | Mod       | 1FDWE3FS6 DDA75169 | CARE 338      | 04/13         | R45743       | Leader           | 6.8 Gas     | 139486  |
| 373                                              | 2014       | Ford     | E350 SD | Mod       | 1FDWE3FS8 EDB20985 | CARE 373      | 06/14         | R54244       | Leader           | 6.8 Gas     | 144858  |
| 374                                              | 2014       | Ford     | E350 SD | Mod       | 1FDWE3FSX EDB20986 | CARE 374      | 06/14         | R54254       | Leader           | 6.8 Gas     | 122555  |
| Second Tier -Type II -Units<br>ALS Ambulances    |            |          |         |           |                    |               |               |              |                  |             |         |
| 314                                              | 2013       | Sprinter | 2500    | Van       | WD3PE7CC2 D5747231 | CARE 314      | 11/12         | 45503        | Leader           | 3.0L        | 131480  |
| 358                                              | 2013       | Sprinter | 2500    | Van       | WD3PE7CC6 D5778160 | CARE 358      | 02/13         | 45363        | Leader           | 3.0L        | 115086  |
| Third Tier - Surge / IFT Units<br>BLS Ambulances |            |          |         |           |                    |               |               |              |                  |             |         |
| 359                                              | 2013       | Sprinter | 2500    | Van       | WD3PE7CC4 D5780795 | CARE 359      | 03/13         | 45373        | Leader           | 3.0L        | 66575   |
| 307                                              | 2012       | Sprinter | 2500    | Van       | WD3PE7CC7 C5700453 | CARE 307      | 06/12         | 45432        | Leader           | 3.0L        | 101498  |

2. Provide a detailed description of the organization's facilities including storage lots and business offices. In the event that the organization does not currently own or lease sufficient facilities, provide a description of the organization's plan to acquire the necessary facilities within the City of Oxnard.

Falck shall provide the ambulance stations and crew quarters required to meet the scope of services and all RFP requirements. Upon notification of intent to proceed with an agreement, Falck will lease two ambulance stations, subject to market availability, in the City's preferred location. These two stations will provide sleeping quarters, a dayroom, shower and kitchen facilities.

Falck has already engaged an agent to identify potential locations that meet the following requirements:

- Primary Office & Ambulance Station: Approximately 10,000 sq ft of space, including 5,000 sq ft in office and crew quarters and 5,000 sq ft of warehouse and garage space to house two 24-hour and one 12-hour ambulance crew as well as provide administrative/training space.
- Sub-Station: Approximately 5,000 sq ft for two(2) 24-hour and one (1) 12-hour crews, plus parking/garages

3. Provide a detailed description of the security plan for personnel, vehicles, equipment/supplies and facilities.

Falck provides security systems to protect personnel, equipment, supplies and ambulances while in quarters and in the field setting. Standard facility security measures include access-controlled doors, Falck photo ID badges that operate designated entry points for specific staff and during particular hours, and interior and exterior cameras with a video feed to our 24/7 dispatch center. Field crews follow clear procedures on vehicle security and personal safety while working in the field.

## FINANCIAL CAPABILITIES



**FALCK**

## FINANCIAL CAPABILITIES

*Provide the Proposer's most recent three (3) years of audited financial statements or other pertinent information such as internal unaudited financial statements and financial references to allow the City to reasonably formulate a determination about the financial capabilities of the Proposer.*

*Describe any administrative proceedings, claims, lawsuits, or other exposures pending against the Proposer.*

Legal proceedings are provided in Attachment 15.

Falck Mobile Health Corp. is privately held and financially strong, offering the City peace of mind in the knowledge that the ambulance service provider they select to provide this critical public safety service is financially secure and stable.

Falck expects to fund the initial capital and ongoing operational expenses through a combination of financing and working capital. The requested three years of audited financial statements are provided in Attachment 16.

## STAFFING



**FALCK**

## STAFFING

Falck will provide adequate experienced personnel, capable of and devoted to the successful accomplishment of work to be performed under this contract. Falck will assign specific individuals to the key positions. We agree that, once assigned to work under the contract, key personnel shall not be removed or replaced without written notice to the City.

If key personnel are not available for work under this contract for a continuous period exceeding 30 calendar days or are expected to devote substantial less effort to the work than initially anticipated, Falck will immediately notify the City and, subject to the City's mutual agreement, replace such personnel with a candidate of substantially equal ability and qualifications.

### Falck Staffing Plan - Oxnard

|                   |     |
|-------------------|-----|
| Weekly Unit Hours | 840 |
| Peak Ambulances   | 6   |
| FTE's Required    | 32  |

| Shift Duration in Hours | Days per Week | Location / Shift     | Weekly Unit Hours | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
|-------------------------|---------------|----------------------|-------------------|--------|--------|---------|-----------|----------|--------|----------|
| 24                      | 7             | Station 1 / Shift #1 | 168               | 6:00   | 6:00   | 6:00    | 6:00      | 6:00     | 6:00   | 6:00     |
| 24                      | 7             | Station 2 / Shift #2 | 168               | 7:00   | 7:00   | 7:00    | 7:00      | 7:00     | 7:00   | 7:00     |
| 24                      | 7             | Station 1 / Shift #3 | 168               | 8:00   | 8:00   | 8:00    | 8:00      | 8:00     | 8:00   | 8:00     |
| 24                      | 7             | Station 2 / Shift #4 | 168               | 9:00   | 9:00   | 9:00    | 9:00      | 9:00     | 9:00   | 9:00     |
| 12                      | 7             | Station 1 / Shift #5 | 84                | 8:00   | 8:00   | 8:00    | 8:00      | 8:00     | 8:00   | 8:00     |
| 12                      | 7             | Station 1 / Shift #6 | 84                | 10:00  | 10:00  | 10:00   | 10:00     | 10:00    | 10:00  | 10:00    |

### Commitment to the Incumbent Workforce

Falck understands there are many highly qualified incumbent staff who currently work with the City. We believe that it is in all parties' interests for Falck to retain, to the greatest extent possible, this local system knowledge and expertise to minimize disruption to the EMS system during a service transition. We are adept at effecting 9-1-1 service transitions that recognize the significant local talent that already exists in the EMS system.

Upon notification of intent to proceed, Falck will reach out to the OFD to discuss staffing preferences and any particular concerns. We will host open houses on a rotating schedule for incumbent staff to meet with Falck's leadership team and learn more about the company. Should the Department wish to participate in the interview process for key personnel, we would be happy to facilitate this process. All required staff members will be in place and appropriately trained before the contract initiation date.

We will develop a timetable for staff recruitment and training events, in collaboration with OFD, upon notification of contract award. Note: Attachment 9 includes resumes for key personnel. Attachment 6 includes an organizational chart for the proposed Oxnard operation.



## **COST PROPOSAL**



**FALCK**



## COST PROPOSAL

*All Proposers are required to use Cost Proposal, Tab E to be submitted with their Proposal. Pricing instructions should be clearly defined to ensure fees proposed can be compared and evaluated. Proposals shall be valid for a minimum of 180 days following submission.*

The Tab E Cost Proposal / Budget Narrative is completed and provided on p. 56.

**DISCLOSURE**



**FALCK**

## DISCLOSURE

Falck does not have any all past or current business or personal relationships with any current elected official, appointed official, City employee or family member of any current elected official, appointed official, or City employee. We understand that past or current business relationships won't necessarily disqualify the proposer from consideration.

# **SAMPLE SERVICE AGREEMENT**



**FALCK**

## SAMPLE PROFESSIONAL SERVICE AGREEMENT

Falck understands the contractor selected by the City will be required to execute a Professional Services Agreement with the City of Oxnard. We reviewed the template of the City's standard Professional Services Agreement (Appendix A), and while this agreement may be modified to suit the specific services and needs of the City in this particular situation, Falck does not take any exception to the terms or any terms in the RFP.

**FORMS**



**FALCK**

## FORMS

### Vendor Application Form

**VENDOR APPLICATION FORM  
FOR  
RFP NO. 21-51  
ALS AMBULANCE TRANSPORT SERVICES**

TYPE OF APPLICANT: ☒ NEW ☐ CURRENT VENDOR

Legal Contractual Name of Corporation: Falck Mobile Health Corp.

Contact Person for Agreement: Troy Hagen, Chief Commercial Officer

Corporate Mailing Address: 1517 West Braden Court

State and Zip Code: Orange, CA 92868

E-Mail Address: troy.hagen@falck.com

Phone: (714) 980-3136 Fax: N/A

Contact Person for Proposals: Troy Hagen

Title: Chief Commercial Officer E-Mail Address: troy.hagen@falck.com

Business Telephone: (714) 980-3136 Business Fax: N/A

Is your business: (check one)

☐ NON-PROFIT CORPORATION ☒ FOR PROFIT CORPORATION

Is your business: (check one)

☒ CORPORATION ☐ LIMITED LIABILITY PARTNERSHIP

☐ INDIVIDUAL ☐ SOLE PROPRIETORSHIP

☐ PARTNERSHIP ☐ UNINCORPORATED ASSOCIATION

**Names & Titles of Corporate Board Members**

(Also list Names &amp; Titles of persons with written authorization/resolution to sign contracts)

| Names                  | Title                                         | Phone                 |
|------------------------|-----------------------------------------------|-----------------------|
| <u>Matt Gallagher</u>  | <u>Director &amp; Chief Executive Officer</u> | <u>(714) 288-3800</u> |
| <u>Michael Gorman</u>  | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u>Ali Mian</u>        | <u>Director &amp; Chief Financial Officer</u> | <u>(714) 288-3800</u> |
| <u>Dan Richardson</u>  | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u>Rick Richardson</u> | <u>Director</u>                               | <u>(714) 288-3800</u> |
| <u> </u>               | <u> </u>                                      | <u> </u>              |

Federal Tax Identification Number: Tax ID 33-0285453Business License Number: Business license will be obtained upon contract award.

(If none, you must obtain a Business License upon award of contract.)

Business License Expiration Date: Business license will be obtained upon contract award.



## Ex Parte Communications Certificate

City of Oxnard  
Purchasing Division

Solicitation #21-51  
Bid Close Date: 02/19/21 by 2:00 PM PT.

### EX PARTE COMMUNICATIONS CERTIFICATION

Please indicate by signing below one of the following two statements. **Only sign one statement.**

I certify that Proposer and Proposer's representatives have not had any communication with a City Council Member concerning **RFP No. 21-51 ALS AMBULANCE TRANSPORT SERVICES** at any time after **January 19, 2021**.



Signature

Date: 02/18/2020

Troy Hagen, Chief Commercial Officer  
Print

OR

I certify that Proposer or Proposer's representatives have communicated after **January 19, 2021** with a City Council Member concerning **RFP No. 21-51 ALS AMBULANCE TRANSPORT SERVICES**. A copy of all such communications is attached to this form for public distribution.

Signature

Date: \_\_\_\_\_

Print

## Disclosure of Government Positions

City of Oxnard  
Purchasing Division

Solicitation #21-51  
Bid Close Date: 02/19/21 by 2:00 PM PT.

### DISCLOSURE OF GOVERNMENT POSITIONS

Each Proposer shall disclose below whether any owner or employee of Proposer currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months. List below or state "None."

Yes \_\_\_\_\_ None  X

If the answer is yes, explain the circumstances in the following space.

None.

## Disqualifications Questionnaire

City of Oxnard  
Purchasing Division

Solicitation #21-51  
Bid Close Date: 02/19/21 by 2:00 PM PT.

### DISQUALIFICATION QUESTIONNAIRE

The Proposer shall complete the following questionnaire:

Has the Proposer, any officer of the Proposer, or any employee of the Proposer who has proprietary interest in the Proposer, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or safety regulation?

Yes \_\_\_\_\_ No X

If the answer is yes, explain the circumstances in the following space.

## Staffing Plan

### 1. Primary Staff to perform work under this contract.\*

| Name                   | Classification/Title                                                           | Years of Experience |
|------------------------|--------------------------------------------------------------------------------|---------------------|
| Jorge Reyes, EMT-P     | Proposed Oxnard Clinical / Operations Manager                                  | 17                  |
| Freddy Sotelo, MD, MPH | Proposed Falck Medical Director                                                | 5                   |
| Troy Hagen             | Commercial Team – Chief Operating Officer & the Falck contact for this project | 30                  |
| Lorie Lopez            | Commercial Team – Director of Operations                                       | 28                  |
| Michael Gorman         | Falck – Regional Managing Director (Advisor)                                   | 17                  |
| Chris Wilson           | Falck – Clinical Manager (Advisor)                                             | 20                  |
| Bill Weston            | Falck – Director of Operations (Advisor)                                       | 35                  |
| CJ Bartholomew         | Falck – Nurse Clinical Manager (Advisor)                                       | 20                  |

### 2. Alternate staff (for use only if primary staff are not available)

| Name | Classification/Title | Years of Experience |
|------|----------------------|---------------------|
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |
|      |                      |                     |

Substitution or addition of Proposer's key personnel in any given category or classification shall be allowed only with prior written approval of the City.

The Proposer may reserve the right to involve other personnel, as their services are required. The specific individuals will be assigned based on the need and timing of the service required. Assignment of additional key personnel shall be subject to City approval. The City reserves the right to have any of Proposers personnel removed from providing services to the City under this Contract. The City is not required to provide any reason for the request for removal of any Proposer personnel.

### **\*Experienced Clinical/Operations Manager & Dedicated Commercial Team for Successful Contract Implementation**

Falck has significant experience initiating high-performance 9-1-1 contract services in new jurisdictions and substantial experience operating under the collaborative model envisioned in the RFP. We do not currently provide ambulance services Ventura County; however, we understand there are number of local EMS professionals who currently serve in the area who may be interested in transitioning to the Falck organization. To minimize unnecessary disruption to either the EMS system or the local workforce, Falck seeks to employ, to the greatest extent possible, incumbent EMS system personnel who would be an

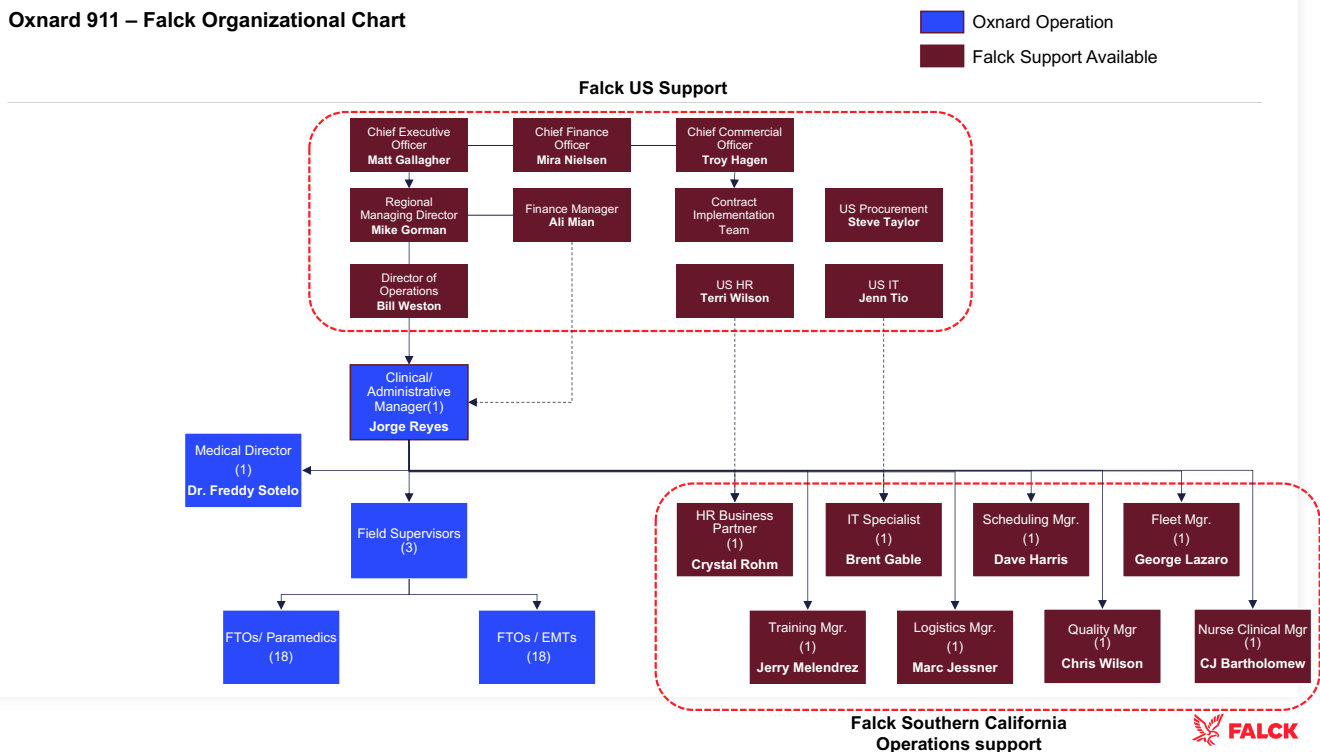
appropriate fit for Oxnard's EMS program. We also value the Oxnard Fire Department's input on key personnel decisions, recognizing that our staff will work closely with Department personnel.

As such, upon contract notification, Falck will reach out to the OFD to gather Department feedback on staffing preferences. We will then quickly identify the permanent key personnel, meeting all RFP requirements, who will be based in the City of Oxnard. We have already identified a highly qualified candidate to fulfill the Oxnard Clinical/Operations Manager role. Jorge Reyes has nearly 20 years of experience in Southern California working in collaboration with local fire agencies under collaborative EMS models. He is also fluent in Spanish. We would be happy to arrange an opportunity for OFD staff to meet with Mr. Reyes.

While final staffing decisions are being made, Falck's dedicated and experienced Commercial Team will immediately begin executing the Scope of Services and preparing for contract initiation. The Commercial team is based in Southern California and focuses exclusively on ensuring new contracts are successfully executed. The proposed Clinical/Operations Manager and Commercial Team, described here will lead the contract implementation, including a smooth workforce transition and retention of talented local staff.

Resumes for these key personnel are provided in Attachment 9. An organizational chart for Falck's proposed Oxnard operation is illustrated below.

**Oxnard 911 – Falck Organizational Chart**



## Tab A: Proposal Checklist

### Tab A – Proposal Checklist

#### *Instructions:*

- a) This section must be filled in and each item checked off to ensure all items requested by the City in this solicitation have been submitted.
- b) Follow the instructions in each section of this solicitation.
- c) Present all requested items in the index tabs ordered A through F as shown.
- d) Label each item presented and include additional items on your table of contents.
- e) All proposals must include a detailed description of each proposed service to be provided.
- f) Proposers that do not follow the bid instructions found in the separate document titled “**Terms and Conditions**” may be found to be “non-responsive” and disqualified from the bid process.

**Name of Company:** Falck Mobile Health Corp.

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**Service to provide:** ALS Ambulance Transport Services

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**Main Point of Contact:** Troy Hagen, Chief Commercial Officer

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**E-mail:** [troy.hagen@falck.com](mailto:troy.hagen@falck.com)

**Phone:** (714) 980-3136

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### **Tab A Proposal Submission Checklist**

#### **General Proposer Information**

*Please provide one copy of the following items in your proposal. Indicate the page number where the item is located.*

|                                                                                    | <b>Page Number</b> |
|------------------------------------------------------------------------------------|--------------------|
| <input checked="" type="checkbox"/> Tab A: Proposal Checklist ( <i>this page</i> ) | 45                 |
| <input checked="" type="checkbox"/> Tab B: Acknowledgements                        | 47                 |
| <input checked="" type="checkbox"/> Tab C: Company Profile/ Experience             | 49                 |
| <input checked="" type="checkbox"/> Tab D: References                              | 52                 |
| <input checked="" type="checkbox"/> Tab E: Cost/Budget Narrative                   | 56                 |
| <input checked="" type="checkbox"/> Tab F: Proposer Attachment                     | 62                 |

### **CERTIFICATION**

I, the undersigned, certify and declare I have read and know the contents of the proposal the proposer listed below is submitting to the City of Oxnard ("City"). I certify under penalty of perjury that the preparer(s) of this proposal has/have provided only complete and truthful information to the City in this proposal. I understand that any misrepresentations or material omissions within this proposal will be grounds for potentially disqualifying the proposer or not awarding the contract to the proposer. Additionally, any misrepresentations or material omissions within this proposal are considered breaches of the contract (should the proposer be awarded that contract); the City shall have the right to terminate the contract immediately without consequences, and the City retains all other legal rights available to the City for breach of contract.

I, the undersigned, hereby give permission to the City and its employees and agents to contact references—including those references' officials, employees, and agents (collectively, "References")—of the proposer and its officers, managers, members, general partners, limited partners, or other owners of at least ten percent (10%) of the business, or if the business is a corporation or s-corporation, of its stock (collectively, "Owners"), and request information from other clients—including those clients' officials, employees and agents (collectively, "Other Clients"). I further give permission for the City to review any criminal records of the Owners and obtain public records regarding the Owners, such as records of arrests, indictments, convictions, civil judicial actions, tax liens, and outstanding judgments. I have authority to waive, and I do waive, any and all rights and claims by the proposer, the Owners, and all of their heirs and assigns against the City and its officials, employees and agents, the References, and the Other Clients regarding any actions taken pursuant to, related to or incidental to, the authorization given in this paragraph. Furthermore, I agree that the City and its officers, employees and agents may but have no obligation to share any such information.



I am executing this proposal on behalf of the proposer. I warrant and represent under penalty of perjury that I have the authority to execute this proposal on behalf of the proposer and I have the authority to bind the proposer to the answers provided in this proposal. If any information provided herein becomes inaccurate, I will immediately notify the City and provide updated accurate information in writing, under penalty of perjury.

CERTIFICATIONS

|                                      |    |                             |
|--------------------------------------|----|-----------------------------|
| I, Michael Gorman                    | of | Falck Mobile Health Corp.   |
| <b>Printed Name of Agent/Officer</b> |    | <b>Name of Organization</b> |

Hereby certify that by submission of this proposal in response to the solicitation, agree upon contract award to carry out the requirements specified and obligations set forth therein.

|                                                                                              |                  |
|----------------------------------------------------------------------------------------------|------------------|
| Signature:  | Date: 02/18/2021 |
|----------------------------------------------------------------------------------------------|------------------|

Title of Agent/Officer: Regional Managing Director

*Execution hereof is certification that the undersigned has read and understands the terms and conditions hereof, and that the undersigned's principal is fully bound and committed.*



## Tab B: Acknowledgements

### Tab B - Acknowledgement

#### 1. Clarifications, Exceptions, or Deviations

All Proposer(s) shall describe any exception or deviation from the requirements of the solicitation. Each clarification, exception, or deviation must be clearly identified. If your company/firm/sole proprietorship has no clarifications, exceptions, or deviations, a statement to that effect shall be included in this section. The sample service agreement is a separate attachment discussed in the solicitation labeled "Sample Agreement" and "Proposer Terms and Conditions" document located on the Public Purchase website and incorporated herein by this reference.

The following contractual terms are **non-negotiable**:

- a. Termination
- b. Indemnification
- c. Insurance
- d. Conflict of Interest
- e. Governing Law
- f. Assignability of Agreement

*Do you have any other exceptions/deviations? If so, please identify the exception and provide an explanation:*

**PROPOSER'S RESPONSE:** Falck accepts all contract terms without exception.

#### 2. Evidence of Insurability/Business Licenses

All Proposer(s) shall submit evidence of all required insurance. Prior to award of contract Proposer must produce the required insurances, including a certified endorsement naming the City as additionally insured. The Proposer shall certify to the possession of any and all current required licenses or certifications. Proposer must provide a copy of current business license or other applicable licenses.

A Certificate of Insurance is provided in Attachment 17.

### 3. Transition (If applicable)

Upon expiration or termination of this agreement for any reason, during the transition close-out period the company/firm/contractor agrees to:

- a. Continue delivering services until notified otherwise; and
- b. Assist the City in the orderly transition and transfer of all collaborations and committees to the City and the subsequent company/firm/contractor; and
- c. Provide, in a timely manner, all file and information deemed necessary by the City for use in subsequent contracting activities without additional cost to the City or the new company/firm/contractor, upon termination or expiration of this agreement for any reason; and
- d. Cooperate with the City during a transition close-out period to ensure orderly and seamless delivery of services to the City.

If applicable, Falck agrees to abide by the transition requirements specified in a-d.

## Tab C: Company Profile / Experience

### Tab C - Company Profile/Experience

This section of the proposal is designed to establish the proposer as an entity with the ability and experience to operate the program as specified in the solicitation. The company profile should be concise and clear, including descriptive information regarding service delivery. The following information must be provided as follows:

1. Company legal name and legal business status (i.e. partnership, corporation, etc.) If your firm is a sole proprietorship doing business under a different name, please indicate sole proprietor's name and the name you are doing business under. If your firm is incorporated, please list the State Incorporated.

**PROPOSER'S RESPONSE:** Falck Mobile Health Corp.

2. Business Address, number, email address and website address.

**PROPOSER'S RESPONSE:** 1517 W. Braden Court, Orange, CA 92868; [info@careambulance.net](mailto:info@careambulance.net)  
[https://us.falck.com/en/us\\_emergency/](https://us.falck.com/en/us_emergency/)

3. Length of time the firm has been in business and length of time at current location.

**PROPOSER'S RESPONSE:** 52 years

4. Contact person/project manager in reference to this solicitation, please provide phone number, email address.

**PROPOSER'S RESPONSE:**  
 Troy Hagen, Chief Commercial Officer, (714) 980-3136, [troy.hagen@falck.com](mailto:troy.hagen@falck.com)

5. Company overview and disclosure of services or activities performed, including:
  - a. The City of Oxnard is a public agency with a City Council composed of elected officials. The elected officials are restricted from voting on any action concerning a contract whose owners have made a campaign contribution of \$250 or more in the previous 12 months. To assist them in their decision making process, please indicate the owners of the company and if any contributions were made to any Oxnard elected officials.
  - b. Company hierarchy (President, Vice President, Company Officers, etc.) and an organizational chart. The organizational chart shall clearly identify all staff members that will provide services under this contract.

- c. The number of years in business under the present business name, as well as prior business names, and the number of years of experience providing the proposed, equivalent or related services.
- d. Location of the office from which the work under this contract will be provided and the staff allocation at that office.

a. ***PROPOSER'S RESPONSE:***

No contributions were made.

b. ***PROPOSER'S RESPONSE:***

An organizational chart is provided in Attachment 6.

c. ***PROPOSER'S RESPONSE:***

52 years of business experience

d. ***PROPOSER'S RESPONSE:***

Falck will establish an office and ambulance stations in the City of Oxnard. The exact location will be determined upon contract award.

6. An explanation of any litigation, current or within the last 5 years, involving the Proposer or any principal officers thereof in connection with any contract. Is your firm, or the principals associated with your firm, under investigation, being sued, suing, or affiliated in any lawsuit or alternative dispute resolution with any governmental agency? If so, please provide details.

***PROPOSER'S RESPONSE:*** Litigation is provided in Attachment 15.

7. List the members of your organization who are authorized to negotiate the agreement. Please provide an email address for each individual listed.

***PROPOSER'S RESPONSE:***

Michael Gorman, Chief Executive Officer, and Troy Hagen, Chief Commercial Officer, are authorized to negotiate the agreement.

Email Addresses: [Michael.gorman@falck.com](mailto:Michael.gorman@falck.com) and [Troy.hagen@falck.com](mailto:Troy.hagen@falck.com)

8. **Credentials/Resumes/Certifications/Licenses:**

This section shall state all employees/subcontractors responsible for administering or providing services. Provide a summary list of the organizational personnel that will actively participate and contribute their skills to this project. Include in this list the individual's name, job title, work location and relevant experience in projects of similar size and complexity. (Responses may be one page per individual.)

Proposer shall specifically provide the following information on all employees to be providing services related to this solicitation:

- a. Current Responsibilities
- b. Qualifications/Experiences
- c. Education
- d. Certifications/licenses, if applicable
- e. List other pertinent information that will assist in evaluating Proposer's qualifications.

Resumes for proposed key personnel, to include the a-e requirements, are included in Attachment 9.

## Tab D: References

### Tab D - References

All Proposer(s) must include present and past performance information with a minimum of three (3) references of recent similar projects. References cannot include City staff as a reference. However, references can include other governmental agencies. Please verify that all reference information is correct.

| Reference 1                   |                                                                |
|-------------------------------|----------------------------------------------------------------|
| Company name:                 | City of Santa Ana                                              |
| Address:                      | 20 Civic Center Plaza, M-15, Santa Ana, CA 92702               |
| Contact person:               | Willard Holt, Treasury                                         |
| Email address:                | wholt@santa-ana.org                                            |
| Telephone:                    | (714) 647-5456                                                 |
| Project name:                 | BLS 911 Ambulance Service Agreement with the City of Santa Ana |
| Dates worked performed:       | 2012 to Present                                                |
| Summary of scope of services: | BLS 911 Ambulance Services – Alliance Model                    |
| Project cost:                 | \$4.6MM Annually                                               |

| Reference 2                   |                                                        |
|-------------------------------|--------------------------------------------------------|
| Company name:                 | City of Westminster                                    |
| Address:                      | 8200 Westminster Blvd., Westminster, CA 92683          |
| Contact person:               | Mark Lauderback, Police Chief                          |
| Email address:                | MLauderback@Westminster-CA.gov                         |
| Telephone address:            | (714) 548-3200                                         |
| Project name:                 | BLS 911 Ambulance Services for the City of Westminster |
| Dates worked performed:       | 2016 to Present                                        |
| Summary of scope of services: | BLS 911 Ambulance Services – Alliance Model            |
| Project cost:                 | \$1.4MM Annually                                       |

| <b>Reference 3</b>            |                                                                   |
|-------------------------------|-------------------------------------------------------------------|
| Company name:                 | County of Los Angeles (EOA 2, 3, 4, 5)                            |
| Address:                      | 10100 Pioneer Blvd., Santa Fe Springs, CA 90670                   |
| Contact person:               | Cathy Chidester                                                   |
| Email address:                | cchidester@dhs.lacounty.gov                                       |
| Telephone:                    | (562) 347-1604                                                    |
| Project name:                 | BLS 911 Ambulance Service Agreement for the County of Los Angeles |
| Dates worked performed:       | 2017 - Present                                                    |
| Summary of scope of services: | BLS 911 Ambulance Services – Alliance Model                       |
| Project cost:                 | \$63.9MM Annually                                                 |

1. **Provide a list of all contracts that your company has been awarded during the last three (3) years, showing year, type of services, dollar amounts of services provided, location, contracting company, contact name, and phone number.**

**PROPOSER'S RESPONSE:**

Falck has been awarded nine 12 contracts over the last (3) three years:

**Alameda County**

- Year: 2019
- Type of services: Exclusive 911 ALS
- Dollar amounts of services provided: \$59.6MM Annually
- Location: Alameda County, CA
- Contracting company: Alameda County EMS Agency
- Contact Name: Lauri McFadden
- Phone #: (510) 618-2055

**Orange County (Regions B, C, D and E)**

- Year: 2020
- Type of services: 911 BLS
- Dollar amounts of services provided \$22.7MM Annually
- Location: Orange County, CA
- Contracting company: County EMS
- Contact Name Tamara McConnell
- Phone (714) 834-3500

*Cont.*



**Los Angeles County – EOA 2**

- Year: 2019
- Type of services: 911 BLS
- Dollar amounts of services provided: \$1MM Annually
- Location: Los Angeles County, CA
- Contracting company: County EMS
- Contact Name: Cathy Chidester
- Phone #: (562) 347-1604

**City of La Habra:**

- Year: 2020
- Type of Service: Alliance
- Dollar amounts of services provided: \$1.2MM Annually
- Location: La Habra, CA
- Contracting company: City of La Habra
- Contact Name: Robert Ferrier
- Phone #: (562) 383-4010

**City of Anaheim:**

- Year: 2019
- Type of Service: Alliance - BLS 911
- Dollar amounts of services provided: \$6.1MM Annually for Tier 1 Services
- Location: Anaheim, CA
- Contracting Company: City of Anaheim
- Contact Name: Pat Russell – Fire Chief
- Contact Phone Number: (714) 765-4000

**City of Costa Mesa:**

- Year: 2018
- Type of Service: Alliance BLS 911
- Dollar amounts of services provided: \$1.8MM Annually for Tier 1 Services
- Location: Costa Mesa, CA
- Contracting Company:
- Contact Name: Dan Stefano – Fire Chief
- Contact Phone Number: (714) 754-5106

*Cont.*



**City of Fountain Valley:**

- Year: 2020
- Type of Service: Alliance BLS 911
- Dollar amounts of services provided: \$1.1MM Annually for Tier 1 Services
- Location: Fountain Valley, CA
- Contracting Company: City of Fountain Valley
- Contact Name: Ron Cookston – Fire Chief
- Contact Phone Number: (714) 593-4436

**Santa Ana:**

- Year: 2018
- Type of Service: Alliance – BLS 911
- Dollar amounts of services provided: \$4.6MM Annually for Tier 1 Services
- Location: Santa Ana, CA
- Contracting Company: City of Santa Ana
- Contact Name: Willard Holt - Treasury
- Contact Phone Number: (714) 647-5456

**Westminster:**

- Year: 2018
- Type of Service: Alliance - BLS 911
- Dollar amounts of services provided: \$1.4MM Annually for Tier 1 Services
- Location: Westminster, CA
- Contracting Company: City of Westminster
- Contact Name: Mike Lauderback, Police Chief
- Contact Phone Number: (714) 548-3200

2. Provide details of any failure or refusal to complete a contract. If none, that must be stated.

**PROPOSER'S RESPONSE:** None.

## Tab E: Cost / Budget Narrative

### Tab E - Cost Proposal/Budget Narrative

In this section, please complete and include this Cost Proposal. The City reserves the right to negotiate final fees with the selected Contractor(s). Proposals must fully describe all costs of charges to the City as part of this service/project. As stated in the Cost Proposal, Proposers must provide fully inclusive blended rates, which are all-encompassing of the Proposer's project-related or supported expenses. Proposers may also include any other documents as information to further explain the proposed costs.

#### COST SHEET EMT (FULL TIME)

| Cost Center                     | Year 1    | Year 2    | Year 3    | Year 4    | Year 5    |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| # of Hours* <sup>a</sup>        | 56 / 42   | 56 / 42   | 56 / 42   | 56 / 42   | 56 / 42   |
| Hour Wage avg. <sup>b</sup>     | \$20.00   | \$20.00   | \$20.00   | \$20.00   | \$20.00   |
| Annual OT**                     | \$446,006 | \$459,386 | \$473,168 | \$487,363 | \$501,984 |
| Paid Vacation                   | \$59,486  | \$61,270  | \$63,108  | \$65,002  | \$66,952  |
| Paid Holidays                   | \$23,794  | \$24,508  | \$25,243  | \$26,001  | \$26,781  |
| Sick Leave                      | \$5,949   | \$6,127   | \$6,311   | \$6,500   | \$6,695   |
| Continuing Ed.                  | \$6,778   | \$6,981   | \$7,191   | \$7,407   | \$7,629   |
| Uniforms                        | \$12,454  | \$12,828  | \$13,213  | \$13,609  | \$14,017  |
| Tuition                         |           |           |           |           |           |
| Health Care***                  | \$111,386 | \$114,727 | \$118,169 | \$121,714 | \$125,366 |
| Deductible                      |           |           |           |           |           |
| Dental***                       | \$20,130  | \$20,734  | \$21,356  | \$21,997  | \$22,656  |
| Deductible                      |           |           |           |           |           |
| Vision***                       | \$4,026   | \$4,147   | \$4,271   | \$4,399   | \$4,531   |
| Deductible                      |           |           |           |           |           |
| Other - 401k,<br>Other Benefits | \$35,691  | \$36,762  | \$37,865  | \$39,001  | \$40,171  |
| Other - Payroll<br>Taxes        | \$107,074 | \$110,286 | \$113,595 | \$117,003 | \$120,513 |
| Other - Normal<br>Payroll       | \$775,994 | \$799,274 | \$823,252 | \$847,950 | \$873,389 |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA/staffing requirements

\*\*\*amount paid by employer that counts against total employee costs

a. Reflects average work week hours for 24-hour shift / 12-hour shift

b. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.

**COST SHEET EMT (PART TIME)<sup>c</sup>**

| <b>Cost Center</b>              | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Wage avg. <sup>b</sup>     | \$20.00       | \$20.00       | \$20.00       | \$20.00       | \$20.00       |
| Paid Vacation                   | \$2,454       | \$2,528       | \$2,604       | \$2,682       | \$2,762       |
| Paid Holidays                   | \$982         | \$1,011       | \$1,041       | \$1,073       | \$1,105       |
| Sick Leave                      | \$245         | \$253         | \$260         | \$268         | \$276         |
| Continuing Ed.                  | \$847         | \$872         | \$899         | \$926         | \$953         |
| Uniforms                        | \$1,557       | \$1,603       | \$1,652       | \$1,701       | \$1,752       |
| Tuition                         |               |               |               |               |               |
| Health Care**                   | \$4,595       | \$4,733       | \$4,875       | \$5,022       | \$5,172       |
| Deductible                      |               |               |               |               |               |
| Dental**                        | \$830         | \$855         | \$881         | \$908         | \$935         |
| Deductible                      |               |               |               |               |               |
| Vision**                        | \$166         | \$171         | \$176         | \$182         | \$187         |
| Deductible                      |               |               |               |               |               |
| Other - 401k,<br>Other Benefits | \$1,473       | \$1,517       | \$1,562       | \$1,609       | \$1,657       |
| Other - Payroll<br>Taxes        | \$4,418       | \$4,550       | \$4,687       | \$4,827       | \$4,972       |
| Other - Normal<br>Payroll       | \$31,416      | \$32,359      | \$33,330      | \$34,329      | \$35,359      |

\*\*amount paid by employer that counts against total employee costs

- b. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.
- c. Falck reviews actual hours worked by part-time employees to review eligibility for benefits. These estimated costs are based on experience from our existing operation in Southern California.

**Cont. next page**

**COST SHEET PARAMEDIC (FULL TIME)**

| <b>Cost Center</b>          | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| # of Hours* <sup>a</sup>    | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       |
| Hour Wage avg. <sup>b</sup> | \$25.00       | \$25.00       | \$25.00       | \$25.00       | \$25.00       |
| Annual OT**                 | \$568,552     | \$585,609     | \$603,177     | \$621,272     | \$639,911     |
| Paid Vacation               | \$74,357      | \$76,588      | \$78,885      | \$81,252      | \$83,690      |
| Paid Holidays               | \$29,743      | \$30,635      | \$31,554      | \$32,501      | \$33,476      |
| Sick Leave                  | \$7,436       | \$7,659       | \$7,889       | \$8,125       | \$8,369       |
| Continuing Ed.              | \$9,665       | \$9,955       | \$10,254      | \$10,561      | \$10,878      |
| Uniforms                    | \$12,454      | \$12,828      | \$13,213      | \$13,609      | \$14,017      |
| Tuition                     |               |               |               |               |               |
| Health Care***              | \$139,232     | \$143,409     | \$147,711     | \$152,143     | \$156,707     |
| Deductible                  |               |               |               |               |               |
| Dental***                   | \$25,162      | \$25,917      | \$26,695      | \$27,496      | \$28,321      |
| Deductible                  |               |               |               |               |               |
| Vision***                   | \$5,032       | \$5,183       | \$5,339       | \$5,499       | \$5,664       |
| Deductible                  |               |               |               |               |               |
| Other - 401k,<br>Other Bens | \$44,614      | \$45,953      | \$47,331      | \$48,751      | \$50,214      |
| Other - Payroll<br>Taxes    | \$133,843     | \$137,858     | \$141,994     | \$146,254     | \$150,641     |
| Other - Normal<br>Payroll   | \$966,365     | \$995,356     | \$1,025,216   | \$1,055,973   | \$1,087,653   |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA staffing requirements

\*\*\* amount paid by employer that counts against total employee costs

a. Reflects average work week hours for 24-hour shift / 12-hour shift

b. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.

**Cont. next page**

**COST SHEET PARAMEDIC (PART TIME) <sup>c</sup>**

| <b>Cost Center</b>          | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Wage avg. <sup>b</sup> | \$25.00       | \$25.00       | \$25.00       | \$25.00       | \$25.00       |
| Paid Vacation               | \$1,473       | \$1,517       | \$1,562       | \$1,609       | \$1,657       |
| Paid Holidays               | \$589         | \$607         | \$625         | \$644         | \$663         |
| Sick Leave                  | \$147         | \$152         | \$156         | \$161         | \$166         |
| Continuing Ed.              | \$1,812       | \$1,866       | \$1,922       | \$1,980       | \$2,039       |
| Uniforms                    | \$2,335       | \$2,405       | \$2,477       | \$2,552       | \$2,628       |
| Tuition                     |               |               |               |               |               |
| Health Care**               | \$2,757       | \$2,840       | \$2,925       | \$3,013       | \$3,104       |
| Deductible                  |               |               |               |               |               |
| Dental**                    | \$498         | \$513         | \$529         | \$545         | \$561         |
| Deductible                  |               |               |               |               |               |
| Vision**                    | \$100         | \$103         | \$106         | \$109         | \$112         |
| Deductible                  |               |               |               |               |               |
| Other - 401k,<br>Other Bens | \$884         | \$910         | \$937         | \$966         | \$994         |
| Other - Payroll<br>Taxes    | \$2,651       | \$2,730       | \$2,812       | \$2,897       | \$2,983       |
| Other - Normal<br>Payroll   | \$58,906      | \$60,673      | \$62,493      | \$64,368      | \$66,299      |

\*\*amount paid by employer that counts against total employee costs

b. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.

c. Falck reviews actual hours worked by part-time employees to review eligibility for benefits. These estimated costs are based on experience from our existing operation in Southern California.

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**COST SHEET SUPERVISOR (FULL TIME)**

| <b>Cost Center</b>              | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Rate avg-<br>Salary        | \$210,000     | \$216,300     | \$222,789     | \$229,473     | \$236,357     |
| Annual OT*                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Paid Vacation                   | \$14,700      | \$15,141      | \$15,595      | \$16,063      | \$16,545      |
| Paid Holidays                   | \$2,100       | \$2,163       | \$2,228       | \$2,295       | \$2,364       |
| Sick Leave                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Continuing Ed.                  | \$0           | \$0           | \$0           | \$0           | \$0           |
| Uniforms                        | \$0           | \$0           | \$0           | \$0           | \$0           |
| Tuition                         | \$0           | \$0           | \$0           | \$0           | \$0           |
| Health Care**                   | \$21,706      | \$22,357      | \$23,028      | \$23,719      | \$24,431      |
| Deductible                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Dental**                        | \$3,972       | \$4,091       | \$4,214       | \$4,340       | \$4,471       |
| Deductible                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Vision**                        | \$794         | \$818         | \$843         | \$868         | \$894         |
| Deductible                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Other – 401k,<br>Other Benefits | \$23,100      | \$23,793      | \$24,507      | \$25,242      | \$25,999      |
| Other – Payroll<br>Taxes        | \$16,800      | \$17,304      | \$17,823      | \$18,358      | \$18,909      |
| Other                           |               |               |               |               |               |

\*amount of overtime paid based on FLSA staffing requirements

\*\*amount paid by employer that counts against total employee costs

**COST SHEET VEHICLES**

| <b>Cost Center</b>              | <b>Year 1</b>  | <b>Year 2</b>  | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| Fuel                            | 125,170        | 128,925        | 132,793        | 136,777        | 140,880        |
| Repair/maintenance              | 112,653        | 116,033        | 119,514        | 123,099        | 126,792        |
| Registration                    | 8,000          | 8,240          | 8,487          | 8,742          | 9,004          |
| Insurance                       | 40,000         | 41,200         | 42,436         | 43,709         | 45,020         |
| Lease/Depreciation <sup>d</sup> | 488,671        | 488,671        | 0              | 0              | 0              |
| <b>Total Vehicle Cost</b>       | <b>774,494</b> | <b>783,069</b> | <b>303,230</b> | <b>312,327</b> | <b>321,696</b> |

d. 2-year depreciation is based on initial term of contract. Subject to negotiation.

Cont. next page

**COST SHEET A&G**

| <b>Cost Center</b>             | <b>Year 1</b>    | <b>Year 2</b>    | <b>Year 3</b>    | <b>Year 4</b>    | <b>Year 5</b>    |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| Rents & Leases                 | 207,000          | 213,210          | 140,039          | 144,240          | 148,567          |
| Utilities                      | 56,400           | 58,092           | 59,835           | 61,630           | 63,478           |
| Office supplies                | 18,000           | 18,540           | 19,096           | 19,669           | 20,259           |
| Overhead                       | 481,911          | 479,609          | 471,352          | 483,345          | 495,618          |
| Indirect cost (IT and Related) | 277,308          | 265,324          | 253,862          | 261,477          | 269,322          |
| Other – Supplies               | 185,318          | 19,339           | 19,919           | 20,517           | 21,133           |
| Other – Start-Up Expense       | 217,934          |                  |                  |                  |                  |
| Other – Margin                 | 644,979          | 619,770          | 575,849          | 593,125          | 610,672          |
| <b>Total A&amp;G Cost</b>      | <b>2,088,849</b> | <b>1,673,884</b> | <b>1,539,952</b> | <b>1,584,002</b> | <b>1,629,049</b> |

**COST SHEET INSURANCE**

| <b>Cost Center</b>          | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|-----------------------------|---------------|---------------|----------------|----------------|----------------|
| Workers Compensation        | 21,500        | 22,145        | 22,810         | 23,494         | 24,199         |
| General liability           | 75,000        | 77,250        | 77,250         | 79,568         | 79,568         |
| Errors & Omissions          |               |               |                |                |                |
| Other                       |               |               |                |                |                |
| <b>Total Insurance Cost</b> | <b>96,500</b> | <b>99,395</b> | <b>100,060</b> | <b>103,061</b> | <b>103,766</b> |

**COST SHEET PROFESSIONAL SERVICES**

| <b>Cost Center</b>             | <b>Year 1</b>  | <b>Year 2</b>  | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| Legal                          | 34,800         | 35,844         | 36,919         | 38,027         | 39,168         |
| Training                       | 46,997         | 48,407         | 49,859         | 51,355         | 52,896         |
| Associations                   | 1,200          | 1,236          | 1,273          | 1,311          | 1,351          |
| Other                          | 84,000         | 86,520         | 89,116         | 91,789         | 94,543         |
| <b>Total Professional Sev.</b> | <b>166,997</b> | <b>172,007</b> | <b>177,167</b> | <b>182,482</b> | <b>187,957</b> |



## Tab F: Proposer Attachments

### Tab F - Proposer Attachments

Tab F - Any response that Proposers are finding difficulty pasting into the “Proposers Response” boxes in any section of the solicitation, proposers shall paste in Tab F. When pasting attachments to Tab F, label the attachments “Attachment 1”, Attachment 2” and so forth. Enter the corresponding Attachment Number into the Proposer’s response box with the words “See Tab F.” List all attachments with an index tab.

List all attachments included in this Section. Please use additional pages to list attachments if necessary.

| Attachment Number | Document Title                                       | Page Number |
|-------------------|------------------------------------------------------|-------------|
| Attachment 1      | Ford Interceptor Specifications – Supervisor Vehicle | PDF p. 80   |
| Attachment 2      | Falck ALS Quality Management Plan                    | PDF p. 83   |
| Attachment 3      | Falck Education & Training Programs                  | PDF p. 116  |
| Attachment 4      | Falck Research Projects & Experience                 | PDF p. 123  |
| Attachment 5      | Field Position Job Descriptions & Requirements       | PDF p. 135  |
| Attachment 6      | Proposed Oxnard Organizational Chart                 | PDF p. 150  |
| Attachment 7      | ePro Scheduler Plus System for Credentials Mgmt      | PDF p. 152  |
| Attachment 8      | Falck Benefits Overview                              | PDF p. 155  |
| Attachment 9      | Key Personnel Resumes                                | PDF p. 173  |
| Attachment 10     | Emergency Vehicle Operator Training                  | PDF p. 191  |
| Attachment 11     | Communications Equipment Specifications              | PDF p. 195  |
| Attachment 12     | Code of Conduct Training                             | PDF p. 235  |
| Attachment 13     | Medical Equipment Brochures & Specifications         | PDF p. 256  |
| Attachment 14     | NarcBox Specifications                               | PDF p. 285  |
| Attachment 15     | Litigation                                           | PDF p. 288  |
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# ATTACHMENT 1

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Ford Interceptor Supervisor Vehicle  
Specification

**Falck**

Solicitation No. FI-21-51

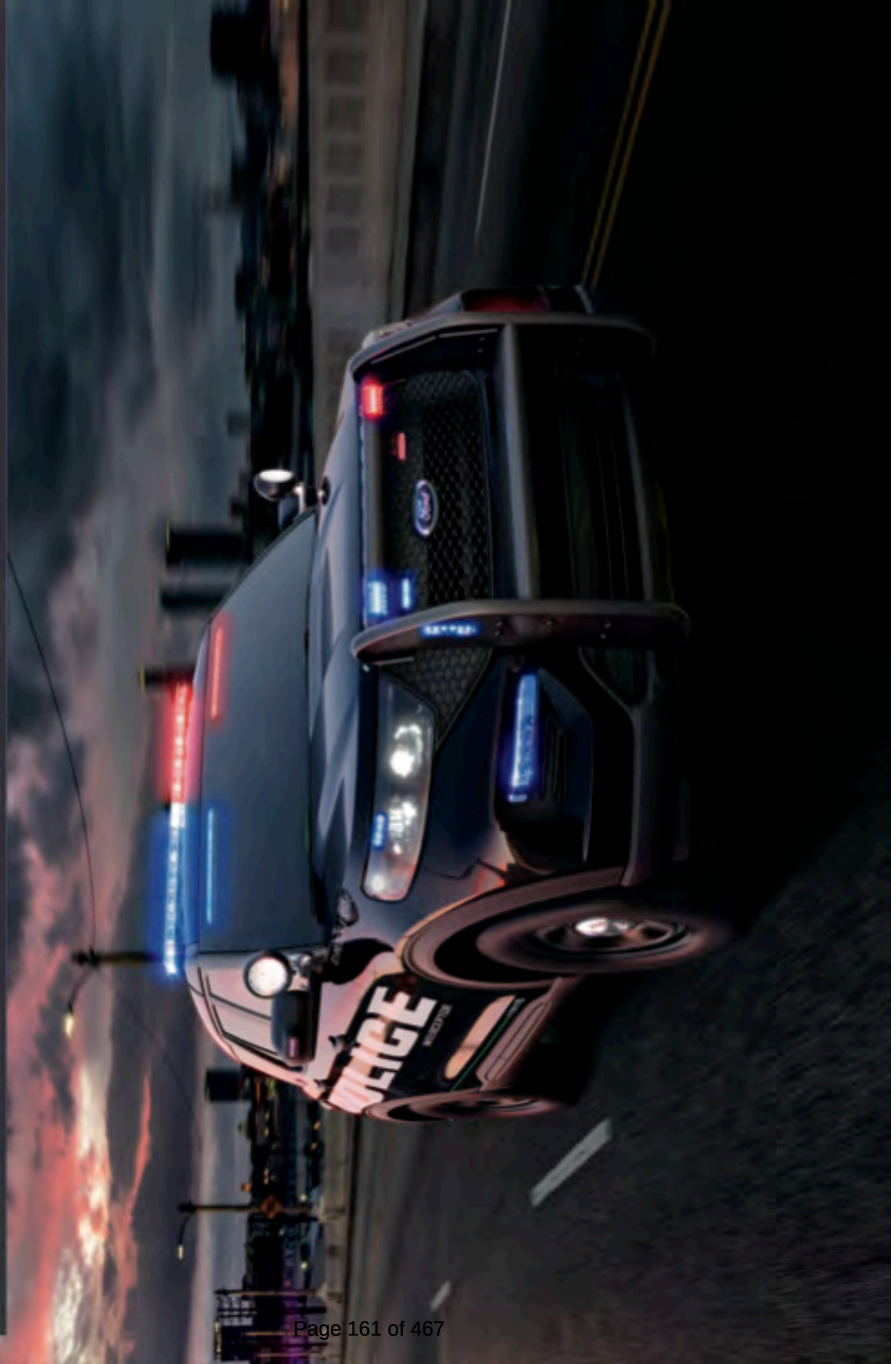
PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

**2021**

## POLICE & SPECIAL SERVICE VEHICLES



| FORD FLEET







# ATTACHMENT 2

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## Falck ALS Quality Management Plan\*

*\*Example - The actual QM Plan will be customized for the City of Oxnard EMS system.*

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

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## **I. Structure and Organizational Description**

### **Falck California**

The team of Falck California strives for excellence and transparency. Our commitment to a culture of safety is evident in our Quality Management planning and operation. Our selection process includes culturally adept and competent personnel, training, and validation of competencies, and support of our key mission functions with superior equipment and up to date data driven processes.

As a stakeholder in complex systems of healthcare, along with the EMS Agencies, we offer a team with a progressive outlook on pre-hospital care and transportation. We are open to new ideas, collaboration, and partnerships with our stakeholders, customers, and employees in an effort to uphold our motto: "Always there."

Measuring and assuring the quality of our service is of utmost importance to our team and our employees. It is our expectation that continuous feedback is standard to our operations and our success. We pride ourselves on an environment that acknowledges excellent performance and builds the confidence of our team to assure that self-reporting occurs. As always, "Best of practices" standards are engaged, and service monitoring is ongoing.

### **Mission Statement**

For more than 100 years, it has been Falck's mission to prevent accidents, disease, and emergency situations, to rescue and assist people in emergencies quickly and competently, and to rehabilitate people after illness and injury.

### **Vision Statement**

To develop a major international business working within assistance, healthcare, emergency management, rescue, and rehabilitation services.

### **Values**

The values of our company help employees meet the goals of our organization. As noted above, Falck California's vision is clearly defined and helps give direction for employees to follow. However, for a better understanding, Falck California has defined a set of values that addresses the culture, social responsibility, and the ethics within the community.

The development of the company has been based on the six strong core values: Reliable, Accessible, Fast, Helpful, Competent, and Efficient, which were defined and established in 2002. At Falck California, our values serve as an integrated part of the way we do business. These values guide our behavior and ensure that we make sound decisions that are aligned with our culture. Below is a breakdown of how we use our values every day.



## **Core Values**

### ***Accessible***

We are always available and ready to help. This means that Falck California employees are here to help, are friendly, forthcoming, attentive and approachable.

### ***Competent***

We constantly make an effort to retain and improve our skills. This means that Falck California employees add to their expertise and they expand and meet new challenges, always deliver, are determined to learn and they consistently refine their skills.

### ***Efficient***

We look for solutions rather than problems. This means that Falck California employees take responsibility, show initiative, do the job, and do it on time.

### ***Fast***

We respond quickly and with dedication whenever people need our help. This means that Falck California employees are on top of the situation, flexible yet focused, and capable of doing things right—the first time.

### ***Helpful***

We want to make people safer in their everyday lives. This means that Falck California employees will make an extra effort, they will share their knowledge, and take pride in being considerate and caring.

### ***Reliable***

We repay the faith our customers have in us by always keeping our promises. This means that Falck California employees are people you can trust, can have an open dialogue with, and are dependable, resourceful, and respectful.

## **Purpose**

The purpose of the Falck California Quality Management Plan (QMP) is to establish an effective tool for evaluating and improving the quality of pre-hospital care and medical transportation. This tool will focus on improvement efforts to identify root causes of problems,

interventions that correct problems, and to promote consistent participation in the system. The QMP will also recognize excellence in performance and service to the community.

The Falck California QMP is developed with our focus and aim on consistently focusing on the following tenets of healthcare delivery:

- 1) **Safe:** avoid injuries to crewmembers and patients
- 2) **Effective:** provide only those services that will benefit the patients' well-being
- 3) **Patient-centered:** providing care that is respectful of individual patient preferences, needs, and values, and ensuring the patient's values are considered in making clinical decisions
- 4) **Timely:** reduce waits and delays for our services
- 5) **Efficient:** avoiding waste: including equipment, supplies, ideas & energy
- 6) **Equitable:** providing consistent quality care regardless of personal characteristics such as gender/ethnicity/geographic location/socio-economic status

Prospective, concurrent and retrospective quality management practices are inherent in the Falck California QMP.

### **PROSPECTIVE EVALUATION**

The prospective element is a key component to the Quality Management process. Strong emphasis on prospective will increase the probability of positive findings in concurrent and retrospective evaluation.

The following are key areas of prospective evaluation:

- Employee Recruitment
- Interview Process
- Pre-Employment Physical and Post-Offer Drug Testing
- Affirmative Action Plan
- Internal Education/Training Program
  - o New employee orientation (FTEP)
  - o Field training officer/preceptor program
  - o Continuing medical education (CE)
  - o Individualized training
  - o OSHA required training
  - o Required LEMSA training
- Community Education/Training

- o Ambulance demonstrations
- o Safety and prevention programs
- o Career Day presentations
- o CPR, First Aid, and AED
- o Specialty presentations on EMS related topics

### **CONCURRENT EVALUATION**

The concurrent evaluation is the opportunity to directly observe a process as it works. It provides the opportunity to not only observe but also to educate at the same time. The concurrent phase will provide valuable insight into the effectiveness of the prospective phase. Individuals who perform concurrent evaluation should be well versed in the delivery of care in an uncontrolled environment, with an appreciation of extenuating circumstances.

The following are key areas of the concurrent evaluation process:

- Field Observation
- Inventory/Equipment Audits
- Child/Elder Abuse Mandated Reporting
- Risk Management
  - o Infection control Training
  - o Safety standards
  - o Employee injury reports
  - o Hazardous materials training
  - o Medical hazardous waste handling

### **RETROSPECTIVE EVALUATION**

The retrospective evaluation provides valuable insight to individual and overall system performance. The main drawback to retrospective evaluation is that all findings, positive or negative, are after the fact. The follow-up on issues may have a time delay. This may lead to employees not having complete recollection of events.

Retrospective evaluation is excellent for data collection and trend identification. Findings are then evaluated with adjustments made to the appropriate prospective and concurrent evaluation components to meet system needs.

The following are key areas of retrospective evaluations:

- Current Indicators
- Patient Care Audits

- Base Station Tape Reviews
- Facility/Agency Visits
- Customer Complaint Follow-up
- Documentation of QI Interventions
  - Incident reports
  - Target Corrective Measures by Employees
  - Exceptional performance
- Review of Sentential Events
- Quality Management Committee
- Program Review

### **Definitions**

|       |                                         |
|-------|-----------------------------------------|
| CES   | Clinical/Education Specialist           |
| CQI   | Continuous Quality Improvement          |
| PSO   | Patient Safety Organization             |
| QM    | Quality Management                      |
| QMC   | Quality Management Committee            |
| QMP   | Quality Management Plan                 |
| QSC   | Quality Sub-Committee                   |
| QSC   | Quality Sub-Committee                   |
| QI    | Quality Indicator                       |
| LEMSA | Local Emergency Medical Services Agency |
| TAG   | Technical Advisory Group                |
| PCR   | Patient Care Record                     |

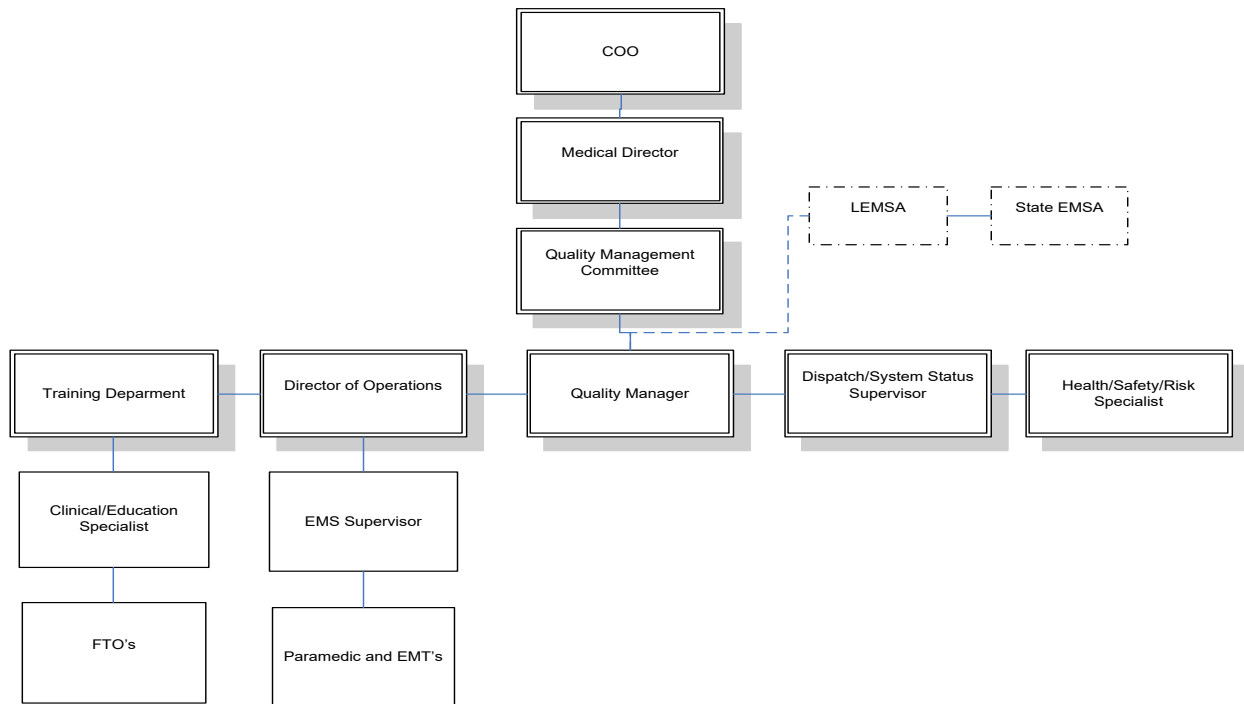
### **Responsibilities for Oversight**

At Falck California, we recognize a QMP is a key element to the success of day-to-day operations and long-term success. The Medical Director will have significant input and control of the Quality Management Plan. The Quality Manager shall be the management representative responsible for the day-to-day monitoring of the plan.

### **Organizational Chart**

Falck California will engage all participants in clinical and quality management of EMS system.

See next page for Org. Chart Graph.



### **Roles and Responsibilities:**

#### **Medical Director**

A board certified emergency physician who oversees the internal medical/clinical components of the Falck California's clinical care delivery system.

Demonstrate Falck California's commitment and dedication to the goals outlined in the QMP by serving as a team leader for the organization, providing educational opportunities, training, and encouraging communication of skills to facilitate the team-building network.

Provide oversight of the Falck California's QMP while focusing on the opportunity for improvement as well as identification and prevention of performance shortfalls. Implement resolutions to problems, evaluating outcomes, as well as providing positive recognition for outstanding performance.

#### **Director of Operations**

Falck California's Director of Operations is responsible for the overall direction and coordination of the division assigned. Ensures that all Operational Management and Supervisors work with the Quality Manager to implements and support the QMP.

### **Quality Manager**

Falck California's Quality Manager will be the primary resource for QMP activity reporting and will perform or designate the following functions:

- Cooperate with the LEMSA in carrying out the responsibilities of the LEMSA's EMS CQI Program and participate in the LEMSA Technical Advisory Group (TAG).
- Cooperate with the LEMSA in the implementation of state required EMS system indicators.
- Cooperate with the LEMSA in the implementation of state optional EMS system indicators.
- Cooperate with the local EMS agency in monitoring, collecting data on, and evaluating state required and optional EMS system indicators.
- Cooperate with the local EMS agency in monitoring, collecting data on, and evaluating local/regional EMS system indicators.
- Cooperate in the re-evaluation and improvement of state and local EMS system indicators.
- Develop, monitor, collect data on, and evaluate indicators specific to the EMS provider as needed.
- Conduct meetings for internal review of EMS provider information and development of performance improvement plans related to the findings.
- Establish a mechanism to receive input from the local EMS agency, other service providers and other EMS system participants for the development of performance improvement plans.
- Assure reasonable availability of LEMSA CQI Program training and in-service education for EMS provider personnel.
- Prepare plans for expanding or improving the EMS Provider EMS CQI Program.
- Participate in meetings and presentations of state and local EMS system information for peer review to local designated advisory groups and other authorized constituents.

### **Clinical/Education Specialist**

Falck California's Clinical/Education Specialist (CES) oversees and develops training for the clinical and continuing education requirements for the field staff in compliance with the Local Emergency Medical Services Agency (LEMSA). The CES will work with the Quality Manager and QMC to implement the QMP.

### **Dispatch/System Status Supervisor**

Falck California's Dispatch/System Status Supervisor will insure the successful deployment of ambulance resources in the system status plan. Ensure dispatchers are properly utilizing the company's resources.

### **Operations Supervisor**

Falck California's Operations Supervisor shall serve as a liaison to the management team, employees, medical community, and citizens they serve. The Manager is responsible for assuring the EMS Supervisors, Field Training Officers and field employees have the necessary resources to operate effectively.

### **EMS Supervisor**

Falck California's EMS Supervisor is responsible for the smooth operations of field operations, ensuring all Care Ambulance personnel and equipment operate in a professional and efficient manner. The EMS Supervisor provides hands-on daily coaching in the field, offering assistance, guidance, and mentoring to field personnel to improve their level of skill and service

### **Health/Safety/Risk Management Specialist**

Falck California's is responsible for the Health and Safety Programs. He / She works closely with the Operations, Training and Quality Management Program to implement the Falck National and Local Risk Management Plan.

### **Field Training Officers**

Falck Field Training Officers work directly with the new employees to assist with onboarding and peer support. Field Training Officers have daily contact with new hire personnel and other field employees and are responsible for the training and assisting with any questions or issues in their respective of each service area.

### **Field Employees**

Our employees affect our communities, stakeholders, patients, their family members, and other medical professionals on a daily basis. Observations and suggestions for improvement are encouraged to be brought to the attention of the Falck California management team, Quality Management staff, and Medical Director through a variety of communication options which include: incident-reporting, letters to the company, input at the Communication Center level, and electronic communication.

Self-reporting is encouraged and responded to with action plans, training and communication loop closure so the employees and their colleagues recognize they are an integral part of our team success.

### **QUALITY MANAGEMENT COMMITTEE**

The Falck California Quality Management Committee (QMC) is a multi-disciplinary group that utilizes collective insight to evaluate system issues. The committee will meet a monthly and review audit findings/results regarding field care issues, develop Quality indicators (QI's), acknowledge performance improvement, and develop action plans for deficiencies. The committee does not determine disciplinary action. The focus is to look at "global" system-wide issues. If field care is to be reviewed the employees who participated in the call are to remain anonymous. The committee will look at issues such as policies, procedures, protocols, equipment, skills performance and clinical QI's. The group can evaluate any issue at the request of appropriate individuals. To be effective there should be representation from management, the field and dispatch. This is the opportunity for employees to participate in the quality management process and truly make a difference. The committee acts as a resource to the overall EMS system. Quality Manager will manage all meeting minutes and attendance.

The committee will have a chairperson to conduct the meeting and will serve in that role for one (1) year. There will also be a vice-chairperson to back up the chairperson in the event they cannot make the meeting. The chair and vice-chair persons can be any member of the committee.

Falck California is a Patient Safety Organization (PSO) that conducts patient safety activities, which are efforts to improve patient safety and engage in quality improvement activities, in a privileged and confidential environment without fear of litigation, professional sanctions, or injury to professional reputation.

The committee meeting may be composed of as few as four members of the committee or as many as the following:

- Medical Director



- Operations Director
- Quality Manager
- Health/Safety/Risk Management Specialist
- Dispatch/System Status Supervisor
- Operations Supervisor
- EMS Supervisor
- Clinical/Education Specialist
- Field Staff (Paramedics, EMT's)
- Quality Sub-Committee

### **Quality Sub-Committee**

Quality Sub-Committee (QSC) is an ad-hoc developed by the by Quality management Committee or by the TAG for the purpose of finding a solution to a specific improvement need. The QSC may be comprised of personnel from previously stated bodies, company departments or may include consultants or experts from other agencies as needed. Each QSC will be assigned only one specified project and be disbanded on completion. The QSC will be chaired by a member of the Quality Committee.

### **Technical Advisory Group (TAG)**

Falck California is committed to work with all stakeholders to make the EMS system better and correct deficiencies in a timely matter. The Technical Advisory Group (TAG) will work with stakeholders outside of the company. The group will evaluate the Falck California QMP, re-evaluate or improve current indicators, and recommend new indicators. The group will also share best practices with other stakeholders in the EMS system. The group should be convened at least once a year or as needed to meet system needs. Members of the group should include, but are not limited to, representative(s) from the following organizations:

- Falck Medical Director
- Falck Quality Manager
- Falck Operations Supervisor
- Falck EMS Supervisor
- Designated Representative from Receiving Hospital
- LEMSA Representative
- Fire Agency Representative
- Police Agency Representative

### **Patients Privacy**

All Quality Management Committee, Sub-Committee and TAG Meetings will follow strict patient privacy guidelines under Falck California HIPAA Policy, Falck USA Corporate Ethics & Compliance Program and Falck USA Employee Handbook.

## **II. Data Collection and Reporting**

### **Purpose**

Collecting performance data at all levels of the organization allows us to measure the satisfaction of our patients, stakeholders, and employees. From treatment and transport, to customer service, on-time performance, and efficiencies in our delivery model, we will strive to remain on the cutting edge of pre-hospital medicine and transportation services.

### **Methods**

Monitoring our performance to support our crews and provide for the safety of our patients is our primary goal. Clinical data is gathered and reviewed by the QM team and the Medical Director for random audits, investigations, and performance review. Compliant documentation is a component to assess care, transportation, and destination processes, and evaluate adherence to company and county protocols and/or policies. Documentation evaluation is an important tool utilized to assure competency and compliance.

Each and every patient contact shall be documented using a standardized patient care report (PCR). All PCRs that fall under the clinical triggers shall be reviewed by a designated person for overall quality assurance and medical necessity. PCRs meeting specific criteria shall be forwarded on in the QM process to a specified clinical QM person for further review.

Our goal is to observe system performance over time, include interactions between field care providers and receiving facilities, and between clinical crews and other system participants, including co-responders. When aggregated, these observations provide a strong tool for system analysis and process improvement. In order to ensure that quality care and customer service is provided, we implement a prospective, concurrent, and retrospective quality improvement process. This is done through training, peer review, and through the QM process.

Through a clinical supervision structure made up of EMS Supervisors, and the Medical Director, Falck California has the means to evaluate and adjust the quality of the services it provides before the work starts, while work is in progress and after the work has been completed. The performance management program includes the following methods of providing quality improvement:

**Field Observation:** Operation Supervisors or EMS Supervisors will randomly audit crews to evaluate both team performance and the system in action. Crews will be provided with immediate feedback, compliments, and correction where necessary.

**Patient Care Records Review:** Patient care reports generated by clinical crewmembers shall be audited for completion and for quality of care provided. All Electronic copies of PCR's and QA forms will be stored in our secured electronic database servers. This data can only be accessed by approved staff. PCR's for audits will be selected according to the criteria listed in the quality indicators located in the QMP.

### **Quality Management Process**

The quality management processes often identify potential clinical issues or excellent clinical care. We encourage all of our employees through to self-report potential clinical issues and constantly address shortfalls through training and clinical reviews. By doing this, Falck California is able to improve the quality of care given by each individual.

In addition to self-reporting, another option for the QM process is through other employees who have reported an issue with clinical care. This can be either through coworkers, managers, or through any other internal employee. We strongly encourage employees to perform with strong and good morals and values using good moral reasoning. This encourages employees to do the right thing and help others get better with patient care. Falck California has high standards with patient care and expects all employees to follow these standards.

Another identified internal process is through routine random audits. Any member of management can perform these audits. The intent behind this process is to non-selectively find patient care reports and evaluate them. This blind process allows Falck California to gather data to determine if a problem is a systemic issue or just a provider issue.

Falck California also uses automatic patient care triggers in its electronic patient care software. These triggers include but are not limited to cardiac arrest, advanced airways, strokes, STEMI's, sepsis, etc. The intent behind this process is to ensure that the best possible care is being delivered. These types of events are considered low-frequency/high-risk patients and will be audited for performance and clinical oversight.

Hospital reporting is another form of quality assurance. Falck California prides itself on its partnerships with local hospitals and utilizes hospital CQI reports and notifications to augment the QMP Plan. This method allows us to provide a well-rounded QMP plan and better opportunities to provide the highest level of care and customer service.

Much like our partnerships with the hospitals, we focus on our relationships with local fire departments. Our goal is to provide the best possible care in conjunction with other health care providers. When an incident report is made via this channel, we look to get the incident information from the fire department and merge it with our investigation. This process allows us to provide both an internal and external view of the same response.

Another method of the QM Process is a County EMS report. This method is less common, but just as important as a hospital or fire department report. As noted above, we focus on our partnerships with the fire departments and hospitals much as we do with the local EMS agencies. When a report is received through this channel, we look to get as much information from other providers that were involved. Once all the information is gathered, we will conclude the investigation and turn a report over to the requesting agency. This method allows for a full and transparent investigation and resolution.

Finally, the last method of an external channel is through patients or customer reports. This process gives us an additional view other than a care provider. This method of reporting is of high importance to us as we are a patient focused and care centered organization. This method of reporting allows us to find both positive and negative care practices and resolve the issues noted from a QM investigation.

### **Quality Management Flow**

Once an issue has been identified, the appropriate Manager, Supervisor or the Quality Manager will open a QM incident in the GEMS system. Once the QM issue has been opened, either the Operations Supervisor or the Quality Manager will assign the QM issue to a EMS Supervisor or they will begin the investigation themselves.

The first step in the process is for the assigned person to begin interviews with the crewmembers involved and any outside agencies. Once sufficient information is obtained, the assigned person will determine if any immediate education is needed. In addition, this step will help reinforce and identify any positive provisions of care and discuss any minor issues identified from the investigation and provide some resolution to those issues.

The second step is to use the systems and behaviors response guide to assign a behavior category. This determines the employee behaviors and if this is a human error, justifiable choice, at-risk choice, system issue and a reckless choice.

The final step is for the assigned person to determine if any additional interventions are needed. If no additional interventions are needed, the QM investigation can be closed. If additional interventions are warranted, then the assigned person will issue either discipline or additional education as needed. Once the discipline or education has been completed, then the assigned person will close the issue in our database.

In some minor cases, additional review will be needed. In these cases, once the supervisor or assigned manager has concluded his or her investigation, he or she will make the determination if additional review is needed. These cases will be brought to the Operations Director and Medical Director where an additional review will take place. The Operations Director and the Medical Director will conclude the investigation with a resolution. All performance improvement plans, must go through the Operations Director and the Medical Director. In

addition, the Operations Director will approve any discipline or additional education prior to issuance by the Supervisor.

When closing the issue, the assigned person will provide a summary of the QM investigation and the resolution provided in the database system. In addition, the assigned person will make contact and provide the County EMS agency with any information needed for reportable events as required by County Policy and set timelines.

### **Mandatory and Required Reporting**

In some of these quality improvement cases, certain incidents will trigger a requirement for a mandatory report to a County EMS Agency. In these cases, all reporting will be made as required by the County Agency.

### **Peer-to-Peer Reporting**

Peer-to-Peer reporting is any incident or event such as minor interpersonal conflicts, misunderstandings, and demeanor issues that are unrelated to patient care activities or minor operational issues.

### **Quality Indicators**

Falck California QMP includes QI's, covering the areas listed in the California Code of Regulations, Title 22, Chapter 12 of the Emergency Medical Services System Quality Improvement Program, which address, but are not limited to, the following:

#### **Personnel**

| <b>Monitored</b>                | <b>Why evaluated</b>        | <b>How evaluated</b>                                                 | <b>Who evaluates</b>     |
|---------------------------------|-----------------------------|----------------------------------------------------------------------|--------------------------|
| Workplace Satisfaction          | Recruitment & retention     | Attrition Rates, Exit Interviews, Open Communication                 | HR & Management          |
| Lifting and Transfer Techniques | Employee and patient safety | Training review, direct observation, Injury/incident reports, Audits | HR, FTO, CQI, Management |

#### **Equipment and Supplies**

| <b>Monitored</b>  | <b>Why evaluated</b>            | <b>How evaluated</b>                     | <b>Who evaluates</b>        |
|-------------------|---------------------------------|------------------------------------------|-----------------------------|
| Gurney            | Ensure Functionality and Safety | Daily Inspections and Annual Inspections | Fleet                       |
| Durable Equipment | Ensure Functionality and Safety | Daily Inspections and Annual Inspections | Fleet, Supply, & Management |

|                     |                          |                     |                     |
|---------------------|--------------------------|---------------------|---------------------|
| Vehicle maintenance | Employee & public safety | Daily Vehicle Check | All field employees |
|---------------------|--------------------------|---------------------|---------------------|

#### Documentation

| Monitored        | Why evaluated                           | How evaluated           | Who evaluates                    |
|------------------|-----------------------------------------|-------------------------|----------------------------------|
| HIPAA Compliance | Compliance with documentation standards | Audit, Incident Reports | CQI, Billing, & Medical Director |
| Narcotic Logs    | Compliance with DEA standards           | Audit, Incident Reports | CQI and Management               |

#### Clinical Care and Patient Outcomes

| Monitored               | Why evaluated                                              | How evaluated                                                   | Who evaluates                          |
|-------------------------|------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------|
| Stroke                  | Quality of Patient Care, LEMSA, CEMSIS, NEMSIS requirement | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Trauma Activations      | Quality of Patient Care, LEMSA, CEMSIS, NEMSIS requirement | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Psychiatric/5150        | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| 12-Leads                | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Sedatives or Paralytics | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| IO Access               | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Cricothyrotomy          | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Cardioversion/TCP       | Quality of Patient Care                                    | Skills validation, incident report, and audit                   | Management, FTO, CQI, Medical Director |
| Chest Pain              | Quality of Patient Care, LEMSA, CEMSIS, NEMSIS requirement | Skills validation, code data review, incident report, and audit | Management, FTO, CQI, Medical Director |
| Cardiac Arrest          | Quality of Patient Care, LEMSA, CEMSIS, NEMSIS requirement | Skills validation, code data review, incident report, and audit | Management, FTO, CQI, Medical Director |

|                            |                                                            |                                                         |                                        |
|----------------------------|------------------------------------------------------------|---------------------------------------------------------|----------------------------------------|
| Advanced Airway Management | Quality of Patient Care                                    | Training review, data review, direct observation, Audit | Management, FTO, CQI, Medical Director |
| Shortness of Breath        | Quality of Patient Care, LEMSA, CEMSIS, NEMSIS requirement | Training review, data review, direct observation, Audit | Management, FTO, CQI, Medical Director |

#### **Skills Maintenance/Competency**

| <b>Monitored</b>     | <b>Why evaluated</b>       | <b>How evaluated</b>            | <b>Who evaluates</b>            |
|----------------------|----------------------------|---------------------------------|---------------------------------|
| Certifications       | Compliance                 | Audit and E-Pro                 | Management and Human Resources  |
| Continuing Education | Compliance                 | Audit and On-Line Tracking Tool | Human Resources                 |
| Infrequent Skills    | Employee skill development | Training and skills validation  | Clinical Team, Medical Director |

#### **Transportation /Facilities**

| <b>Monitored</b> | <b>Why evaluated</b>                 | <b>How evaluated</b>   | <b>Who evaluates</b>        |
|------------------|--------------------------------------|------------------------|-----------------------------|
| Chute Times      | Contract Compliance & Patient Safety | CAD Reports and Audits | Communications & Management |
| Response Times   | Contract Compliance & Patient Safety | CAD Reports and Audits | Communications & Management |

#### **Risk Management**

| <b>Monitored</b>                                     | <b>Why evaluated</b>        | <b>How evaluated</b>                | <b>Who evaluates</b>         |
|------------------------------------------------------|-----------------------------|-------------------------------------|------------------------------|
| Patient, Family, and Facility stakeholder complaints | Customer service            | Audit and respond to client needs   | Managers                     |
| Pt Injury                                            | Patient Safety              | Incident Reports and Investigations | Managers                     |
| Employee Injuries                                    | Employee and patient safety | Audit, injury reports               | Human Resources and Managers |
| Vehicle accidents                                    | Employee and patient safety | Audit, incident report              | Managers                     |

#### **Public Education**

| <b>Risk</b> | <b>Why evaluated</b> | <b>How evaluated</b> | <b>Who evaluates</b> |
|-------------|----------------------|----------------------|----------------------|
|-------------|----------------------|----------------------|----------------------|



|                       |                  |                                             |          |
|-----------------------|------------------|---------------------------------------------|----------|
| Community Education   | Patient Safety   | Outreach, Donations, Classes and attendance | Managers |
| Customer Satisfaction | Customer service | Customer Complaints and Compliments         | Managers |

#### LEMSA Required

| Risk | Why evaluated | How evaluated | Who evaluates |
|------|---------------|---------------|---------------|
| TBD  | TBD           | TBD           | TBD           |
| TBD  | TBD           | TBD           | TBD           |

Quality Indicators will be tracked and trended to determine compliance with established thresholds as well as reviewed for potential issues. Falck California will maintain on-going records ensuring compliance to the requirements set forth. This monitoring system will provide a standardized guideline for the assessment, identification, evaluation, feedback, and implementation of changes to meet the needs of our organization.

### **Frequency, Analysis, and Evaluation**

Data will be evaluated and reviewed on an ongoing basis by the QM Committee, with the goal of mandatory auditing of specific call types (e.g. cardiac arrest, intubation, Bi-PAP usage, bariatric transfers, transfer of care to an alternate pre-hospital agency, transfer of level of care, mass-casualty incidents, non-transports, sentinel events, etc.). The QM Committee and the Medical Director shall continually review the relevance and usefulness of the utilized indicators and will determine whether a change of indicator use is required dependent on quality of data received.

### **Customer Satisfaction**

Customer satisfaction is often viewed as an indicator important to business quality and repeat patronage, but it is also an indicator important to the quality of care provided. Many separate actions experienced by the patient and/or other significant stakeholders leads to a high or low rating of customer satisfaction, including but not limited to staff professionalism, empathy, clinical knowledge, procedural expertise, efficiency, effectiveness, and value. Therefore, aside from the core indicators, customer satisfaction will also be evaluated.

### **Development of Standardized Quality Indicators**

#### **The Process**

The primary QM tool is the standardized Quality indicator. Methods for developing and using the indicators to measure EMS system performance are described in the following steps:

#### STEP 1. Asking the Questions

- The QM committee will review all available incident reports (near misses, patient safety events, customer satisfaction, outside agency issues) and use a brainstorming session with the group find out what questions they have regarding the issues. The committee Chair-Person will clearly state the purpose of the brainstorming session. Take a turn, in sequence, around the entire group. Do not criticize or discuss any ideas. Record each question carefully. Distributing a survey can also facilitate this step.
- Clarify the brainstorming questions and make sure everyone understands all the items. Categorize the questions based upon related subject matter and/or discipline
- Prioritize or rank the questions based upon the level of importance to Committee members.
- If possible, narrow the list of questions by eliminating any duplication or questions which may be too complex or off limits i.e.; finances, working conditions, etc.

#### STEP 2. Defining the Quality Indicator

Begin by clearly stating the question to be answered. Stratify the question (break down) into steps identifying the structures (who, what, where) and the activities (how), which lead to the outcome, that will be measured.

#### STEP 3. Develop the Quality Indicator

Standardize how the information will be gathered, and define the following:

- Population (inclusion criteria)
- Data numerator
- Data denominator
- Reporting formula
- Reported item

#### STEP 4: Collecting the Quality Indicator Information

- Work with technical personnel to design systems which can capture the data
- Develop the easiest and most efficient technology design

- Educate all personnel who will be collecting data on the technology and the QI. This could be EMS Supervisor, Quality Manager, Analyst and Clinical Education Specialist.
- Issue the "step by step - how to memo" information in writing and explain the indicator process
- Provide resource & contact point for FAQ's and troubleshooting

#### STEP 5: Organizing the Data into Quality Indicator Format

- Assure all data submissions have been received and checked
- Identify and segregate data by indicator or sub-indicators
- Reference the indicator to identify details such as denominators and numerators
- Perform tests as defined previously by the indicator
- Summarize and organize all results
- Prepare data for presentation
- Perform appropriate tests and measurements of central tendencies
- If appropriate-aggregate and blind the data
- Select and prepare appropriate presentation format (Charts, graphs, check sheet, diagram)
- Select appropriate presentation medium (slide, overhead, document)

#### STEP 6: Present and Evaluate the Quality Indicator

This step also gives participants the opportunity to evaluate the credibility of the data and the meaning of the results. It is very important that all participants do their homework by reviewing the preliminary results prior to the presentation. Participants should receive preliminary reports well ahead of the scheduled evaluation meeting date.

It is at this step in the process where participants will have to make a collective decision; the decision whether to act or not to act on the answer.

##### Present data

- The data will be presented to QM Committee
- Directors
- Medical Director
- Corporate Board
- Employee's
- Schedule presentation date and time

- Assure all participants can attend presentation
- Issue report, date, time and location of report presentation
- Present report to consortium with project Question-Answer statement from Steps 1 &2
- Present report to consortium with project indicators/measurements
- Present relevant list of benchmarks from past projects & published studies
- Identify any data collection or analysis problems
- Provide consultation regarding data indicators during meeting
- Assure that all participants have had an opportunity to review the results prior to presentation.
- Assure that all pertinent information has been presented
- Evaluate Data
  1. Assure that all participants understand the presented information
  2. Does the data suffice to answer the proposed questions?
  3. Is the data presented in a format that is understood?
  4. Is the data and results reasonably believable?
  5. Is the answer (data) within an acceptable performance range?
  6. Does the answer (data) demonstrate that action to improve performance is warranted?

#### STEP 7: Acting to Improve the Quality Indicator

- Assure all participants have opportunity for input
- Review results and evaluation process
- Identify reasons for improvement
- Identify and verify root causes or need for improvement
- Brainstorm potential performance improvement-action plans
- Reduce & select performance improvement-action plan
- Decide whether performance improvement-action plan is short term
- (60 days-rapid cycle model) or longer (over 60 days-traditional model)
- Create a performance improvement - action plan with specific steps identifying who, what, how and when they will occur.

- Elect a performance improvement project leader
- Schedule performance improvement plan
- Implement performance improvement plan with appropriate schedule

#### STEP 8: Checking for Improvement

- Set a target date for re-evaluation
- Repeat steps 1 -8
- Obtain consensus from participants (QM Committee, COO and CEO) for sharing results
- Identify Authors and associated participants
- Draft final publication document
- Resubmit to group for final approval
- Publish document.

### **Section III: Evaluation of Quality Indicators**

#### **Analysis**

Falck California uses an electronic trending analysis tools that will be displayed electronically for any stakeholder. Each quarter there is an area for summarizing findings, trends identified, effectiveness of previous actions and corrective actions. The data is reviewed by the Quality Manager or a designee before it is published to the stakeholders.

#### **Presentation**

This information will be presented to the QM Committee with the trending analysis tools and any raw data.

The QM Committee will meet to evaluate and discuss the data provided by the Quality Manager or a designee according to the following agenda:

1. Review of prior meeting action items.
2. Presentation of indicators and results/trends.
  - a. For each indicator that the committee reviews, the following process will be followed:

- I. Identify the objectives of the evaluation.
  - II. Present indicators and related EMS information
  - III. Compare performance with goals or benchmarks
  - IV. Discuss performance with peers/colleagues
  - V. Determine whether improvement or further evaluation is required.
  - VI. Establish plan based upon decision
  - VII. Assign responsibility for post-decision action plan
3. Examine correlations between/among trends.
  4. Acknowledgement of positive trends; discussion of unsatisfactory trends.
  5. Receive reports from Quality Sub-Committee, if any.
  6. Discuss changes needed to indicators.
  7. Recommend the chartering of Quality Sub-Committee, if any.
  8. Provide input to the QM Committee from the Strategic Plan.
  9. Summarize action items identified at this meeting.
  10. Recommend training/educational needs.
  11. Evaluation of the meeting.

#### **Section IV: Action to Improve**

- A. Once a need for improvement in performance has been identified by the Quality Management Committee or TAG, Falck California will be utilizing the FOCUS-PDSA model for performance improvement. FOCUS-PDSA involves the following steps:
  1. Find a process to improve – the QM Committee/TAG will identify improvement needs.
  2. Organize a team that knows the process – the QM Committee will form QM Sub-Committee(s) as needed and review process documents.

3. **Clarify** current knowledge of the process – review indicator trends relevant to the process, collect other information
4. **Understand** causes of process variation utilizing tools such as fishbone diagrams, Pareto analyses, etc.
5. **Select** process improvement to reduce or eliminate cause(s).
6. **Plan** – State objective of the test, make predictions, Develop plan to carry out the test (who, what where, when)
7. **Do** - Carry out the test, document problems and unexpected observations, begin analysis of the data
8. **Study** - Complete the analysis of the data, compare the test data to predictions, and summarize what was learned
9. **Act** - What changes are to be institutionalized? What will be the objective of the next cycle? What, if any, re-education or training is needed to effect the changes?

Once a Performance Improvement Plan has been implemented, the results of the improvement plan will be measured. Changes to the system will be standardized and/or integrated. A plan for monitoring future activities will be established.

- B. The QM Committee will identify indicators that signal a need for improvement and make recommendations for chartering a QM Sub-Committee with a task, if needed. The QM Committee will select members and charter the Sub-Committee, with a specific objective for improvement. Each Sub-Committee, will use the FOCUS-PDSA model to conduct improvement planning and prepare recommendations or a report for review by the QM Committee on the defined task. The QM Committee will modify or accept and implement recommendations of the Sub-Committee and prepare the report for distribution to the QM Committee or TAG. The QM Committee or TAG will also disband the Sub-Committee, at the appropriate time.

### **Notify the Departments and Employees**

The Quality Manager will put together a department task force to plan and implement the indicator under review. This could be a memo sent out to the field or mandatory training. If the indicator is a clinician documentation improvement issue, then the Operations and Training Department will implement a plan. This plan may be a simple memo to the ambulance crews or a CE class. Quality Manager will report back to the QM Committee with the plan being implemented.

All indicators will be shared with the employees affected by using the electronic bulletin board system used by Falck California.

### **Periodic Review of Discontinued Quality Indicators**

The Quality Manager will review periodically discontinued indicators to make sure they meet the standards of the previous study. If they fail to meet the standards then the discontinued indicator will be brought back to the QM Committee for further evaluation.

## **V. Training and Education**

### **Purpose**

This section describes the measures that Falck California uses to ensure that EMS personnel meet the performance expectations of the community. Prospective Training programs provide a mechanism for ensuring quality performance before work actually occurs – it is prospective performance management.

### **Selection of Personnel**

Falck California has outsourced some personnel selection processes with Avesta Corporation. Avesta utilizes validated testing online to rank the applicant pool a validated process specific to EMS professionals to continue them in the onboarding process. The Falck California management team executes a standardized interview process and a group discussion is completed to review the candidate responses.

During the selection process, candidates must participate in a lift assessment. The lift assessment is EMS / ambulance work specific and must be completed according to our standards.

After completing these early stages of onboarding, the candidate must undergo and pass a medical exam including drug testing, a background check, DMV report, and criminal record search.

### **Initial Training**

The recruit academy will use an organized structure and rigid training format. The EMT-Basis recruit will have minimum 190 hours and the Paramedic recruit will have a minimum of 240 hours.

The Field Training and Evaluation Program (FTEP) is the process in which new hires are trained and evaluated to ensure their maximum potential and opportunity for success as they begin their career with Falck. The program consists of multiple phases and decision points that will be used to determine how the new trainee will proceed. Success is defined when the trainee has progressed through the program to a point in which he or she is working independently and is satisfactorily performing according to the Falck standard evaluation guidelines and other



performance metrics. The FTEP program begins once the employee has successfully completed the hiring process and has accepted employment with Falck California.

### **Phase 0**

Phase 0 (zero) is the time between the conditional job offer and the employee starting the new hire orientation academy. Certain pre-requisites are necessary for the trainee to begin prior to their first day in the academy. These are requirements of federal, state, or local government and must be completed before the trainee is eligible to work in the field. Falck expects these requirements to be completed prior to starting the academy and is considered part of the conditions for employment.

Phase 0 includes ICS 100, ICS 200, IS 700 IS 800 and SEMS. These courses can be found at FEMA.gov. In addition to the FEMA courses, employees will be required to complete their LEMSA accreditation class. The employee must also have an Ambulance Driver's License issued by the State of California. It is expected the Ambulance Driver's License will be obtained prior to Day 1 of the academy. If the employee experiences delays in processing by the DMV, the employee can complete Phase 1 and Phase 2 of the FTEP, but cannot complete Phase 3 until the Ambulance Driver's License is submitted to Falck California. The trainee will complete all courses and submit proof of the completed classes on day 1 of the academy.

### **Phase 1**

Phase 1 (one) is the new hire orientation/academy. The goal of the academy is to cover the didactic material and physical skills necessary to be successful in the field as an EMS provider for Falck. The academy will include classroom, ePCR computer skills lab, clinical operational skills labs, and driver training. Trainees will complete Phase 1 when they successfully pass the academy exit exam. The exam will test familiarity with the content of the academy. If the trainee fails the exam, remedial training may be offered at the discretion of the Training Manager and the opportunity to retest.

The orientation/academy program is taught by our Training Manager/Education Specialist Staff with the assistance of the Training Supervisors who maintains written documentation throughout the process. The Training Supervisors report to the Training Manager who oversees the Training Department.

The following is an overview of the areas that are covered in Phase 1 (one) is the new hire orientation/academy:

- Company Overview and Introductions
- Falck California Policies and procedures, HIPAA Policy, Falck USA Corporate Ethics & Compliance Program and Falck USA Employee Handbook
- Personnel Files (sign required forms and review job description)
- Customer Service
- Patient Lifting and Movement
- Gurney Operations
- Equipment Familiarization
- Radio Procedures
- EMT-B Assisting the Paramedic
- Paramedic Skills
- Patient Restraints
- CPR / AED
- Mapping (Thomas Bros. & District Maps) GPS System used
- Quality Management
- Blood Borne and Air Borne Pathogens
- LEMSA's Expanded Scope of Practices or Accreditations
- LEMSA policies and procedures.
- Patient Care Documentation (ePCR)
- Electronic Software Tools used by the Company (ePCR, GPS, Incident Reporting)
- Hazardous Materials
- Public Agency Requirements (Fire Agency Policies)
- Incident Command System
- Drivers Training
  - Class Room: Emergency Vehicle Operators Course National Standard Curriculum
  - Closed Cone Course where trainees hone their driving skills in a controlled environment.

## **Phase 2**

Phase 2 (two) is the first experience in the field at Falck California. The trainee is a 3rd person along with a two person EMS team, one of which is a Field Training Officer (FTO). This initial two-week phase is intended to both train and evaluate the trainee to be a good Falck employee. While this phase is predominantly about training the individual, the trainee will be evaluated each shift according to the company approved Standard Evaluation Guidelines (SEGs) and documented on the Daily Observation Report (DOR). The FTO involved during this phase will either move the trainee on to Phase 3 or call for a meeting with the Training Manager and Training Supervisor to recommend an extension of Phase 2, remedial training or termination from the FTEP program. The Training Manager/Education Specialist can approve remedial

training or one extension of Phase 2, either in whole or in part, not to exceed 2 weeks. If termination is recommended, an HR representative and a Operations Director will be involved in making the determination.

### **Phase 3**

Once the trainee successfully completes Phase 2, the trainee will move on to Phase 3. Phase 3 involves working side by side with an FTO as their partner. There is no 3rd person on the vehicle. While Phase 2 focuses on training with some evaluation, Phase 3 focuses on evaluation while continued training. The Phase 3 FTO will be a different FTO than Phase 2 and will evaluate the trainee for one week according to the SEGs. If the trainee achieves a score of 4 or higher on the DOR and successfully completes the required tasks, the FTO will sign off on the trainee to be approved to work with regular partners without an FTO partner. The trainee will complete an FTEP evaluation and will be eligible to be placed on the regular schedule.

### **Phase 4**

After 90 days working in the field independently, the trainee will undergo a quality review using the report card. The trainee will meet with the Education Specialist and Training Manager and review their progress. During the review, administration will determine if the trainee is released from the FTEP Program without restriction or whether the trainee needs a performance improvement plan with remedial training and additional evaluation. If it is determined the trainee is not responsive to training, the trainee will be terminated from the program after consultation and approval from HR and a Operations Director. If the trainee has successfully completed all aspects of the program, he or she will be released from the FTEP program and able to work without restriction. The employee will complete a full FTEP evaluation used for quality management.

### **Continuing In-service Training**

Regular training and education will be offered to all employees providing specific updates and skill validation to address system issues identified through the performance management and/or quality management program, and maintenance of seldom-used skills.

### **Performance Improvement Plans (PIP)/Clinical Education Assignment (CEA)**

In some cases, employees may require additional oversight and training for poor performance or inappropriate medical treatment. In these events, employees are placed on a performance improvement plan/Clinical Education Assignment. These plans are designed to alter or fix unwanted behavior or lack of knowledge by providing education and proper training.

Once a Supervisor, Manager, or Director has determined that an employee needs to be placed on a performance improvement plan, the QM team will develop criteria aimed at fixing any identified QM issues. The employee will then go through training and education that has been developed based on the criteria that was identified. Depending on the success of the performance improvement plan, the employee either will be returned back for full duty or may require additional training or discipline.

### **Progressive Discipline**

Employees who have had multiple occasions of poor clinical judgments or have gravely mistreated a patient will be held accountable through the standard progressive discipline process. Dependent on the issue, a report will be filed with the LEMSA regarding the clinical error and an investigation will take place. Such investigation will involve all parties and will conclude within a reasonable amount of time according to company policy or State/County LEMSA policies.

If at the conclusion of the investigation, it is determined that the employee made a poor clinical decision, then that said employee will be held responsible through progressive discipline as needed.

### **Commendations**

Employees who have had commendations or good customer service reports are celebrated at Falck California. We pride our organization on providing excellent patient care and superior customer service. Employees who have been given a commendation by a patient, family member, coworker, or an outside agency are notified in person about the job well done and a note is placed in the employee personal file.

### **Training Departments Responsibility to the QM Committee**

Training Manager or designee will report to the QM Committee the topics and attendance of each class. Continuing education is crucial to ensuring ongoing quality. An increase in knowledge and confidence leads to an increase in the quality and level of care provided.

## **VI. Annual Update**

Falck California acknowledges that communication and follow-through on activities related to the QM plan are the keys to its success. The QM team and executive management shall review this plan yearly. The annual review / update report will cover the following topics:

- Updated organizational chart related to QM processes
- Determine if goals and objectives were met
- Indicators monitored - State, County, and Provider.
- Audit critical skills
- Determine appropriate follow - up of unresolved issues.
- Create improvement action plan / Following year work plan.
- Identify trending issues
- Important findings / Identify key issues.
- List opportunities for improvement and plans for next review cycle
- Revision of in-house policies
- Describe next year's work plan
- Describe continuing education and skill training
- Review QM and Training Activities



# ATTACHMENT 3

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Overview of Falck's New Employee Orientation Program,  
Continuing Education Program & Target Safety Web Education

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



## Falck's New Employee Orientation Program

Falck's proven New Employee Orientation and Training Program, referred to as the Field Training and Evaluation Program (FTEP), is the process through which new hires are trained and evaluated to ensure their maximum potential and opportunity for success in a high-performance ALS EMS system. FTEP follows the National EMS Management Association's FTEP program guidelines and employs an organized structure and rigid training format to ensure all required subjects are covered. New EMTs participate in a minimum of 190 hours of initial training and paramedic recruits receive a minimum of 240 hours of initial orientation/education.



The program consists of multiple phases and decision points that determine how a new trainee will proceed. Success is achieved when the trainee progresses through the entire program and is deemed capable and prepared to work independently in the 911 system. Rigorous evaluation guidelines and impartial performance metrics are utilized by Falck's experienced training staff to ensure preparedness. FTEP training begins once an employee successfully completes Falck's thorough screening and hiring process and has accepted employment with Falck.

Each phase of training is described here (Phases 0 – 4):

- **FTEP PHASE 0:** Phase 0 is the time between the conditional job offer and the EMT or Paramedic starting the new hire orientation academy. Certain prerequisites must be met before the trainee can start their first day in the academy, including completion of all federal, state or local government requirements, which must be completed before the trainee is eligible to work in the field. Falck expects all requirements to be completed as a condition of employment. The employee must also have an Ambulance Driver's License issued by the State of California in order to complete training.

**Falck's Field Training & Evaluation Program (FTEP) provides new EMTs with 190 hours of initial training & Paramedic recruits with 240 hours of initial training.**



**Phase 0 Incident Command System training includes:** ICS 100, ICS 200, IS 700 IS 800 and SEMS. In addition to the FEMA courses, employees will complete all of the required City coursework. The trainee must complete all courses and submit proof of the completed classes on Day 1 of the FTEP academy.

- **FTEP PHASE 1:** Phase 1 of new-hire training is the opening phase of the new-hire orientation academy. The academy covers the didactic material and physical skills necessary to be successful in the field as an EMS provider. It will be taught by a highly experienced, local training specialist with the assistance of a team of FTOs, who maintain written documentation throughout the process. The academy includes classroom training, an ePCR computer skills lab, clinical operational skills labs and driver training. Trainees will complete Phase 1 when they successfully pass the academy exit exam, which tests mastery of course content. Trainees who fail the exam may be offered remedial training and an opportunity to retest, at the discretion of the training specialist.

An overview of the topics covered during Phase 1 of the new-hire academy is provided in the table below.

## NEW EMPLOYEE ORIENTATION PROGRAM / FTEP OVERVIEW & CURRICULUM

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Company Overview and Introductions</li><li>• Local Falck Policies and Procedures, HIPAA Policy, Corporate Ethics &amp; Compliance Program and other corporate Policies</li><li>• Personnel Files (sign required forms and review job description)</li><li>• Customer Service</li><li>• Patient Lifting and Movement</li><li>• Gurney Operations</li><li>• Equipment Familiarization</li><li>• Radio Procedures</li><li>• EMT-B Skills / Assisting the Paramedic</li></ul> | <ul style="list-style-type: none"><li>• Navigation/ Mapping (Thomas Bros. &amp; District Maps) &amp; GPS System</li><li>• Quality Management / CQI Overview</li><li>• Bloodborne and Airborne Pathogens</li><li>• LEMSA's Expanded Scope of Practices or Accreditations</li><li>• LEMSA Policies &amp; Protocols.</li><li>• Electronic Patient Care Record (ePCR) Documentation</li><li>• Other Electronic Software Tools used by the Company (Ambulance Checklists, Incident Reporting Tools, etc.)</li><li>• Hazardous Materials Training</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|





## NEW EMPLOYEE ORIENTATION PROGRAM / FTEP OVERVIEW & CURRICULUM

- |                                                                                                                                   |                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Paramedic Skills</li><li>• Patient Restraints</li><li>• CPR / AED / Monitor Use</li></ul> | <ul style="list-style-type: none"><li>• Fire Agency Policies</li><li>• Incident Command System</li><li>• Driver Training</li></ul> |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|

- **FTEP PHASE 2:** This phase of the FTEP Academy provides trainees' first experience in the field. Under the direct supervision of a Field Training Officer (FTO), they ride as the third person on the ambulance crew. This initial two-week phase is intended to both train and evaluate the trainee, consistent with Falck's high company standards and all applicable EMS system requirements. While this phase predominantly focuses on training the individual, the trainee is evaluated each shift on the ambulance. Their assigned FTO will ultimately determine if a trainee is ready to proceed to Phase 3, if remedial training is required, or if termination from the FTEP academy is appropriate.
- **FTEP PHASE 3:** Phase 3 of the FTEP academy involves new-hire trainees working side-by-side with a different FTO as their partner; there is not a third person on the vehicle. While Phase 2 focuses on training with some evaluation, Phase 3 focuses on evaluation with continued training. The Phase 3 FTO is a different FTO than in Phase 2 by design, as an added layer of quality assurance. They evaluate the trainee for one week. If the trainee successfully completes the required tasks, the FTO will document that the employee is cleared to staff an ambulance as part of an ambulance crew and without an FTO partner. All trainees must complete a standardized FTEP evaluation to be eligible to be placed on the schedule to staff ambulances.

**Field Training Officers closely observe new hires to determine their readiness to work in the EMS system.**

- **FTEP PHASE 4:** After 90 days working in the field independently, trainees undergo a quality review using a "report card." Each trainee meets with the Training Supervisor and Training Manager to review their progress. During the review, the administration determines if the trainee should be formally released from the FTEP academy, without restriction, or if the trainee requires a Performance Improvement Plan (PIP) with remedial training and additional evaluation.

If it is determined the trainee is not responsive to training, in consultation and with approval from



HR and the Training Manager, a trainee may be terminated from the program.

If the trainee successfully completes all phases of the FTEP program, he or she will be released to work without restriction. For quality management purposes, all field employees complete a full FTEP evaluation without, exception.

## Continuing Education & In-Service Training

Falck offers a variety of in-house, no-cost training programs, including on-line continuing education (CE) and in-service training, to ensure our staff remain prepared to fulfill their EMS roles. As a standard practice, Falck offers all field personnel ample opportunity on rotating schedules to meet or exceed the local LEMSA and State of California continuing education (CE) requirements.

An overview of Falck's continuing education program is included in the table below. We also welcome the opportunity to collaborate with the Fire Department on curriculum or special training programs. All continuing education classes will be open to the City's Fire Department staff to attend at no-cost.



**Falck's Field Training Officers periodically review best practices, such as safe gurney operations, with field crews.**

| FALCK CE PROGRAM | DESCRIPTION                                                                                                             |
|------------------|-------------------------------------------------------------------------------------------------------------------------|
| Driver Training  | Mandatory annual refresher training in Certified Emergency Vehicle Operator (CEVO III). Also covers vehicle monitoring. |



| FALCK CE PROGRAM                      | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| In-House Continuing Education         | Provided on a regular, rotating basis to accommodate shift schedules. Enough to meet or exceed all EMT/Paramedic credentialing requirements. Classes are open at no cost to all system partners. Continuing education classes are offered on a variety of subjects.                                                                                                                                                                                                                    |
| On-Line Education                     | Web-based training via Target Solutions in many specialty topics (described after the table).                                                                                                                                                                                                                                                                                                                                                                                          |
| Annual Mandatory Training             | Annual Mandatory Training is a requirement for all field employees. Topics such as Blood and Airborne Pathogens, Emergency Vehicle Operations, Customer Service, Incident Command System, Hazardous Materials, and Patient Care Documentation are covered. Other mandatory training topics include Compliance and HIPAA. Topics that are discussed in the QI Committee are also taught during this time. CE credit is given for those subjects that meet the criteria for CE approval. |
| LEMSA Training                        | Mandatory upon hire and refreshed as need to remain current.                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Field Training Officer (FTO) Meetings | Field Training Officer Meetings are held on a monthly basis. This is an opportunity to meet with all FTOs at the same time. Each meeting has an agenda and an educational component. FTOs can then share information with field employees.                                                                                                                                                                                                                                             |
| Tailboard Training                    | This is a written informative training update that is distributed to field personnel on a regular basis. It is designed to be a quick, easy read. Tailboard Training is very effective for addressing current issues of interest and for                                                                                                                                                                                                                                               |



| FALCK CE PROGRAM                 | DESCRIPTION                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | reinforcing high-priority EMS system requirements and safety practices.                                                                                                                                                                                                                                                                                       |
| Individual or Remedial Education | Individual education may be provided to strengthen an individual's skills or knowledge in specific areas. Related actions may include a Performance Improvement Plan or provider-specific call monitoring via ePCR audits.                                                                                                                                    |
| Conference Attendance            | Operations and Training personnel frequently attend EMS conferences. Any personnel that attend conferences are required to share information that was learned with other employees. Information can be shared in Annual Mandatory Training, CE classes, company meetings, Tailboard Training or in an informal setting with employees.                        |
| Management Development           | Managers and supervisors attend professional conferences and local training sessions to remain current on EMS activities. Some local training is facilitated by public providers or hospitals. They also participate in an "Article Review" process, where staff read an article or research study of current interest and then meet to discuss its contents. |

## Web-Based Target Solutions Learning Management System

Falck provides the web-based Target Solutions learning management system (LMS) for Falck EMTs and Paramedics. Target Solutions augments but never replaces Falck's extensive in-house education and in-service training opportunities. The system provides a wide variety of accredited online course offerings to ensure ambulance staff remain current on EMS topics and complete the require CE hours to maintain their credentials. Falck will collaborate with Fire Department to identify any preferred courses and/or mandate that ambulance staff complete specific Target Solutions coursework, as desired.



# ATTACHMENT 4

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Examples of Falck's participation in clinical collaborations & EMS research

**Falck**

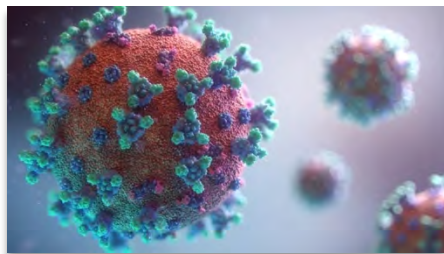
Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



As global innovator in prehospital care, Falck is an active participant in research and EMS studies designed to advance the profession. Without reservation, we welcome the opportunity contribute to research efforts or alternative care models in the City of Oxnard. Highlighted below are several examples of Falck's leadership and participation in innovative clinical collaborations and EMS research projects.

## Global Falck COVID-19 Antibody Testing



The Falck Group recently embarked on an ambitious global COVID-19 Antibody Testing Strategy and research project that's already well underway. The antibody testing strategy ultimately seeks to provide all Falck employees with the opportunity to test for COVID-19 antibodies. The initial phase of the project began in Denmark and Sweden in the Spring of 2020, where over 5,000 employees have voluntarily signed on to participate. This demonstration phase of the project will assess the validity of the tests and refine and standardize the testing and documentation processes before the program is rolled out to interested Falck operations across the globe.

When infected with the COVID-19 virus for the first time, the immune system produces antibodies specific to the virus. The point of care test measures these antibodies in the blood. The test is performed with a self-administered finger prick. Antibodies might not appear until the illness has run its course. The test can tell whether someone has had COVID-19, but not necessarily if the person is infected but not yet producing measurable antibodies. Participants are retested every 14 days on an ongoing basis. Inclusion in the program is voluntary and does not affect employment.

Falck employees in the United States have access to COVID testing and antibody testing at any time upon request.

## HealthDrone Project

Falck contributes financial support to HealthDrone, a three-year innovation project initiated in January 2019 funded in part by Innovation Fund Denmark. The program is a collaboration between Falck, Autonomous Mobility, Unifly, Scandinavian Avionics, Odense University Hospital (OUH) and the University of Southern Denmark. The project's aim is to develop and test HealthDrones to transport patient samples, medicine and medical equipment between hospital units, medical practices and home-visiting





Falck provides financial support for the HealthDrone innovation project, which is studying the potential use of drones for medical applications.

nurses. In the long term, drones may also transport people, such as highly specialized doctors, who may, for example, be acutely lacking in an operating room. Ultimately, the project is investigating use cases that are potentially applicable to healthcare systems worldwide.

The HealthDrone Innovation Project is investigating the use of drones to transport patient samples between medical facilities.

## CARES Registry Participation

Falck contributes cardiac arrest data to the Cardiac Arrest Registry to Enhance Survival (CARES) in California and Colorado.

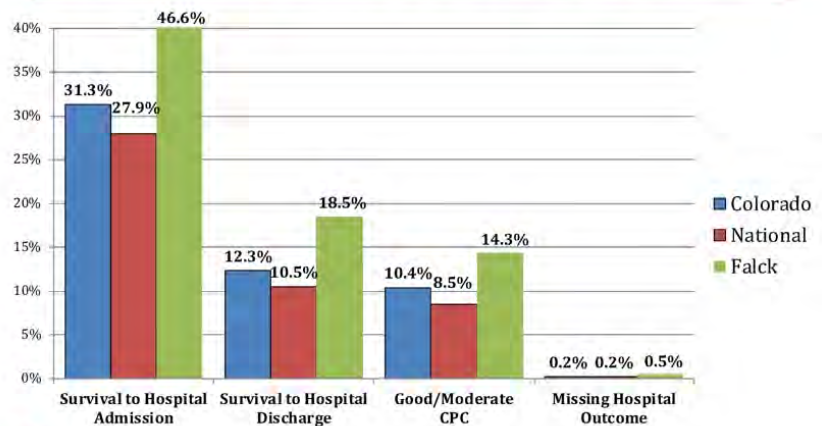
Participation in CARES, which is a collaboration between the CDC and Emory University, enables

communities to compare cardiac arrest patient populations, interventions and outcomes to identify ways to improve quality of cardiac arrest care and compliance with evidence-based guidelines. The registry provides standard outcome measures for out-of-hospital cardiac arrest (OHCA) to allow for quality improvement efforts and

benchmarking of outcomes with similar agencies. Falck's Alameda County and Aurora, Co., operations currently participate. In the graphic above, we highlight 2019 data for



### Survival Rates: Overall Survival





Falck's Aurora operation. As you can see, Falck patients experienced better outcomes than cardiac arrest patients in other communities.

## Community Paramedicine Pilot Project for Alternative Destinations – Orange County

Falck's Care Ambulance collaborated on an alternative destination/community paramedicine model through participation in the State of California's Community Paramedicine Pilot Project for Alternative Destinations, which concluded in September of 2016. Other participants in this pilot program/study included the Fountain Valley, Newport Beach and Huntington Beach Fire Departments, Covenant Health Network, Kaiser Permanente, Hoag Hospital and Memorial Care Health Systems. Designed to create a better patient experience, minimize ED wait times and reduce healthcare, the pilot study offered patients with minor injuries or medical conditions ambulance transport to an urgent care center, rather than an ED.

Patients with any of the following conditions were possible candidates for care under the pilot program:

- Isolated closed extremity injury;
- Laceration with controlled bleeding;
- Soft tissue injury;
- Isolated fever or cough; or
- Other minor injury.

The study yielded results, and savings were realized. Insurers paid less for treatment provided in the more economical urgent care setting for injuries otherwise treated at the hospital. However, the study ultimately concluded with insufficient data due to the limited number of patients enrolled. We remain optimistic that other studies will ultimately provide the scale necessary to demonstrate the significant benefits of an alternative-designation model in the United States, and we would welcome the opportunity to participate.

## Falck Chronic Obstructive Pulmonary Disease (COPD) Demonstration Project

Internationally, Falck has joined forces with the Region of Southern Denmark to help find holistic and innovative healthcare solutions for the country's aging population, including those with chronic diseases such as COPD. Approximately 23,000 COPD patients are hospitalized every year in Denmark, and 30% of these patients are





discharged within 24 hours. These patients frequently utilize emergency medical services and are often readmitted to hospitals for continuing care. The project's aim was to ultimately provide better healthcare for COPD patients, reduce hospital readmissions, reduce total healthcare costs and reduce chronic disease sufferers' reliance on emergency services. The Region of Southern Denmark contributed approximately \$25,000 and Falck contributed approximately \$210,000.



Utilizing mobile ultrasound technology, Falck paramedics diagnosed and treated COPD patients in their homes in consult with a remote physician via live video.

### **The demonstration project sought to deliver better care, reduce hospital readmissions, reduce total healthcare costs & reduce COPD sufferers' reliance on emergency services**

The first results of the project were presented to industry leaders from around the world at the international EMS 2019 conference in Madrid. The project showed that certain patients with COPD as their primary disease can be safely assessed and treated by paramedics in their homes via a telemedical consultation with a remote physician. As part of the program, 10 Falck ambulances were equipped with supplementary technology and approximately 100 paramedics were trained to perform blood tests and ultrasound scans of patients' lungs using mobile equipment from Abbott and Philips, respectively. Utilizing telemedicine, paramedics consulted with emergency physicians, who watched a livestream of the paramedics' ultrasound scans and directed care.

The project has raised interest in exploring how ultrasound technology and telemedicine could potentially be used for other healthcare applications onboard ambulances. While the healthcare system and governing regulations in Denmark differ substantially from those in the United States, EMS systems worldwide grapple with many of the same healthcare challenges. Ultimately, demonstration projects such as this one will lead to innovative healthcare solutions within the United States. In addition, Falck's COPD project demonstrates the company's firm financial and operational commitment to leading and supporting innovative EMS studies that advance the practice of prehospital patient care.



## The Lundbeck Foundation



Falck's largest shareholder (59.15%) is The Lundbeck Foundation, a Danish-based commercial foundation striving to significantly improve people's health and wellbeing. The Foundation

annually grants approximately \$75 million to support medical research and educational and communication activities worldwide. In March, the Lundbeck Foundation allocated \$4.4 million in grant funding for research targeting the coronavirus pandemic. Their largest single recent grant is a three-year, \$18 million grant to expand the integrated psychiatric research project iPSYCH. This research program brings together leading scientists in the United States, Europe and Australia. The funding will allow iPSYCH to pursue its pioneering research into the mechanisms behind several major psychiatric diseases.

### Past U.S. EMS Studies Supported by Falck Grants

*Improving the Quality of Prehospital Traumatic Shock Care in Resource-Limited Settings – University of Colorado Denver*

*Ambulance Crashes in the United States: 2000-2015 – Harvard Medical School / Brigham and Women's Hospital*

*Developing a Pre-Hospital Direct Transport Protocol for Non-Trauma Pediatric Emergency Patients - The Johns Hopkins University*

The Lundbeck Foundation has in recent years also increased its focus on providing personal grants. The Foundation's latest initiative, Lundbeckfond Emerge, works to accelerate the commercialization of early scientific projects by way of investment and active project participation. For more information on The Lundbeck Foundation and its activities, please visit <https://www.lundbeck.com/global/about-us/facts-and-background/the-lundbeck-foundation>.

## National Emergency Medical Error Reduction Group (EMERG) Participant

On the national level, Falck actively engages in quality management initiatives and working groups to improve our own operations and to advance the EMS profession. In 2014, Falck's Care Ambulance proudly became the first ambulance service in the country to participate in Emergency Medical Error Reduction Group (EMERG)—a testament to the company's commitment to





continually improve performance. EMERG is a U.S. federally certified Patient Safety Organization (PSO) under the Agency for Healthcare Research and Quality (AHRQ) and a component of the Alliance for Quality Improvement and Patient Safety (AQIPS). EMERG facilitates the reporting of “near-miss” events among employees and strives to create a culture of safety across the entire emergency medical continuum. Part of the non-profit Center for Leadership Innovation and Research in EMS, EMERG has provided an anonymous error reporting system for more than a decade. It is led by industry experts in safety and quality in the community.

The Emergency Medical Error Reduction Group (EMERG) enables EMS stakeholders to work together to find, implement and sustain improvements that make patient care and delivery safer, more effective and ultimately without preventable error through the sharing of information and lessons learned. All data and information collected by EMERG and its members is protected under federal law from legal discovery, enhancing peer-review protection.

Under EMERG, field staff submit reports for the following incidents/near-misses:

- Provider Violence Events;
- Patient Near Miss Reports;
- Patient Safety Events; and
- Ambulance Collisions.

The goal is to learn from our own errors and near misses, as well as the errors and near misses of others in the industry to ultimately improve both patient and provider safety. We also use EMERG data for our Quality Improvement miscellaneous fallout tracking, which helps drive the development of future Key Performance Indicators (KPIs).

Should the City wish to participate in the EMERG program, Falck will facilitate the process and ensuring its implementation.

**EMERG strives to create a culture of safety  
across the entire emergency medical continuum.**



**Falck frequently drives the EMS discussion in leading industry journals and trade publications.**

## Falck Staffing of Skilled Nursing Facilities

Falck recently stepped up to help solve the critical staffing shortage facing many skilled nursing facilities (SNFs) amid the ongoing pandemic. Our operations team acted swiftly in collaboration with local health departments and EMS agencies to quickly accommodate this unique staffing challenge. Under local agreements in Orange County and Alameda County, Falck provides EMTs and Paramedics to assist with patient care at SNFs where staffing shortages or workload may affect this particularly vulnerable population. All personnel operate within their scope of practice to help safeguard and serve facilities under the management of SNF leadership.

## Community Care Response Unit (CCRU) Pilot Program in Orange County, CA

In 2014, Falck's Care Ambulance Service participated in a year-long Community Care Response Unit (CCRU) pilot program led by Anaheim Fire Rescue and in collaboration with Kaiser Permanente. The CCRU Pilot Program sought to test, demonstrate and evaluate new healthcare delivery alternatives. At the time of dispatch, calls were screened by an Emergency Medical Dispatcher (EMD) to identify non-emergency patients who may benefit from definitive care within the scope of practice of a nurse practitioner.

Dispatchers followed clinically appropriate, legally compliant, pre-determined dispatch protocols, which were developed in collaboration with the local Emergency Medical Services Agency (EMSA) and Medical Director. When appropriate, the CCRU was dispatched to the patient location to provide on-site evaluation, treatment, and coordination of care and/or referral. A paramedic-level response was assessed any time the CCRU crew felt the patient would benefit by transport to the emergency department. Conversely, the CCRU crew was called if, after a paramedic assessment, the paramedic believed the patient could benefit from the care capacity of the nurse practitioner.



The yearlong CCRU Pilot Project sought to:

- Study the effectiveness of whether providing on-scene treatment and referral to appropriate service will improve efficiency of healthcare delivery;
- Study how patients may benefit from receiving services within the scope of practice of a nurse practitioner;
- Examine the impact of decreasing low acuity ambulance transports and emergency department visits;
- Study the effects of the CCRU response model on patient satisfaction;
- Examine emergency medical dispatch criteria;
- Examine CCRU response protocols;
- Examine CCRU nurse practitioner standardized procedures;
- Study and evaluate a cost-effective model for the future. Test and evaluate a new modified Accountable Care Organization (ACO) payment model that works in conjunction with the proposed Community Care Response;
- Study the efficiency, effectiveness and sustainability of an ACO approach; and
- Study the opportunity to improve care management and efficiency by enabling patients to obtain post-EMS response care from the integrated health delivery systems from which they obtain the rest of their care.



**Falck's Care Ambulance Service participated in Anaheim Fire Rescue's collaborative CCRU pilot program in Orange County.**





## Transitional Health Solutions - Florida

In another program, now concluded, Falck's American Ambulance in Florida collaborated with multiple system partners to facilitate the transition of high-risk patients being discharged from the hospital back into the community. The "Transitional Health Solutions" (THS) mission was to improve patient care, avoid hospital readmissions and reduce healthcare costs within the Medicare, Medicaid and CHIP patient populations. Falck strategically brought together organizational partners and individuals with vast amounts of experience in emergency medical services, community-based healthcare and telemedicine.

The THS model utilized an innovative approach to develop a comprehensive transitional health program designed to provide a primary care level of service to a "high-risk" demographic, including patients leaving an acute care hospital with any of the following discharge diagnoses: CVA/TIA, AMI, heart failure, asthma, COPD, pneumonia, post-CABG, post-cath lab procedures which included PCI and/or stent placement, post-arrest, post-trauma intensive care stays, post-complex cardiac and vascular procedures such as correction of aortic and/or thoracic aneurysm or dissections, and post-acute discharge of neuro-radiological intervention. THS provided services to these high-risk patients during the night hours and weekends, which have traditionally represented the gap periods in outpatient care. THS utilized a multi-tiered delivery model, illustrated above, to achieve its stated goals.

Registered Nurses served as Call Receiving Coordinators and were responsible for receiving calls from the health agency participants informing THS that one of the patients in the target population would be discharged from an acute care hospital. Throughout the time that THS oversaw the care of the patient, the nurse was the main point of contact for the patient and coordinated all care.

**THS aimed to reduce the frequency of unnecessary  
emergency transports, visits to the ED  
& avoidable hospital readmissions.**

"Paramedic Extenders"—highly trained community-type Falck paramedics with Critical Care Transport training and certification—conducted all the pre-discharge patient assessments and post-discharge patient evaluations. They utilized electronic patient care reporting to document the patient's medical information. An important part of these post-discharge patient evaluations was the educational component, in which the



Paramedic Extenders educated the patient on use of 911 versus the appropriateness of calling THS to initiate a Paramedic Extender Response. Paramedic Extender Responses were limited to nights and weekends (gap periods) where the patient could not contact his or her primary care physician (PCP) or receive services from a home health care agency.

All care was provided under the supervision and guidance on an on-call physician. THS utilized state-of-the-art technologies to bring the diagnostic capabilities of an emergency department to the residence or skilled nursing facility of recently discharged patients.

The program did not replace the oversight of the patient's PCP but was merely an adjunct used to provide services to patients when the PCP was unavailable. All contact between the THS physicians and patients was documented and communicated immediately and effectively to the patient's PCP.

The THS program, now concluded, aimed to reduce the frequency of unnecessary emergency transports, visits to the emergency department and avoidable readmissions to hospitals. Additionally, the model sought to improve preventive care, increase patient satisfaction and reduce health disparities and mortality rates.

## LOGIS Computer Aided Dispatch (CAD) Test Developer

As an international EMS provider, Falck is often requested to participate in product demonstrations, field-test products before official launch or to enhance existing products. Our team of subject matter experts frequently advise or provide feedback or data as technology and information systems developers seek to refine their products to better serve patients and EMS providers. A recent example includes Falck contributions to LOGIS Solutions' Computer Aided Dispatch (CAD) solution. Falck lent valuable expertise and insight to LOGIS as the company refined and developed its innovative dispatch technology. This cutting-edge CAD solution is deployed in high-performance EMS systems throughout the world.

**Falck has collaborated with LOGIS to test & help refine  
LOGIS computer-aided dispatch (CAD) technology.**

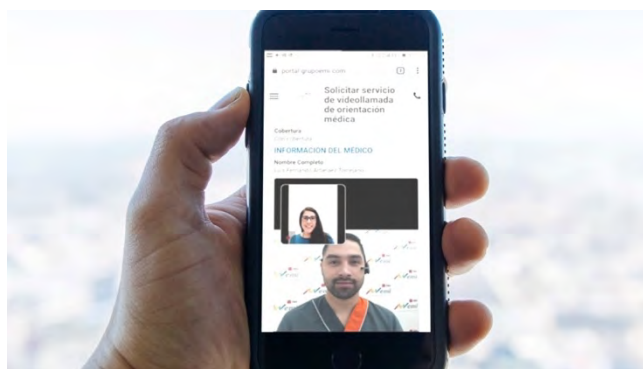


## Innovative Telehealth Services



Falck is a leading provider worldwide of innovative telehealth patient care services. Other parts of the world have embraced the efficiency and enhanced accessibility that telehealth affords, and Falck offers these services in many areas around the world, as approved by local regulators. For example, Falck is a leading healthcare provider in South America, where several alternative models ensure the delivery of healthcare to over 1 million Falck subscribers. For example, in Colombia Falck provides 24/7 access to emergency, urgent care and medical consultation services. Almost 20% of subscribers to Falck's program in Colombia use digital services, including video consultations with medical professionals.

These services are particularly beneficial to families living in remote areas or those who have difficulty accessing transportation to medical services—common challenges here in the United States. In Colombia, remarkably over 90% of patients have been treated at home and use telehealth services to augment their care. With this substantial real-world experience, Falck stands ready to support alternative care models as the healthcare system evolves in the United States.



**Falck operates as EMI in South America, where telehealth and home-based care are standard practice and widely accepted.**





# ATTACHMENT 5

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Field Position Job Descriptions & Minimum  
Requirements

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



|                        |                      |                                |                       |
|------------------------|----------------------|--------------------------------|-----------------------|
| <b>Job Code:</b>       | 19114                | <b>Pay Status/FLSA Code:</b>   | Non-Exempt            |
| <b>Position Title:</b> | Paramedic Supervisor | <b>Reports To:</b>             | Operations Manager(s) |
| <b>Job Family:</b>     | Operations           | <b>Reviewed &amp; Updated:</b> | 03/01/2018            |

**Position Summary:**

Under the general supervision of the Operations Leadership, the Paramedic Supervisor is responsible for the daily oversight of company-wide operations while demonstrating the highest level of customer service. The Paramedic Supervisor works in close collaboration with the Operations Manager(s) to ensure the safe and efficient operations of the company. The Paramedic Supervisor will maintain daily oversight of company operations while maintaining a full time position on the ambulance. Paramedic Supervisor is classified as a non-union position.

**Essential Functions:**

The Paramedic Supervisor duties may include, but are not limited to, the following:

- Demonstrate exceptional customer service skills with both internal and external customers.
- Serve as a professional role model in both appearance and demeanor at all times.
- Promote a culture of trust and teamwork within all divisions of the company.
- Serve as the first point of contact and support for daily operational issues.
- Possess a thorough understanding of company service areas, current services, and contracted facilities.
- Work closely with the Communications Center and Fleet Department staff to ensure safe and efficient daily operations.
- Demonstrate a high degree of familiarity with local, regional, and state regulations that pertain to EMS.
- Demonstrate a high degree of familiarity and compliance with all internal and customer policies and procedures related to daily operations.
- Provide guidance and/or corrective action to subordinates when needed
- Act as a resource for all field employees and Supervisors
- Provide daily oversight for Operations
- Assist Operations Manager(s) with operational changes
- Assist with the development, implementation and maintenance of the quality assurance and improvement program.
- Demonstrate a high degree of familiarity and compliance with all established Company and customer policies and procedures related to coordination of patient transport.

**Additional Duties:**

The Paramedic Supervisor may be assigned one or more additional duties. These duties may include, but are not limited to, the following:

- Attend all mandatory meetings and trainings.
- Perform other duties and projects as assigned.
- Contribute to the assessment and evaluation of field employees

**Qualifications:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The individual in this position must possess the following qualifications:

- Two (2) years of work experience in a busy EMS system.
- Demonstrated background of successful customer service experience.
- Driving record in compliance with Company policy regarding insurability.
- Excellent oral, written, and interpersonal communication skills.

- Current valid State of California Paramedic Certification, as well as any and all other licenses and certification required by field personnel.
- Experience in teaching highly recommended

### **Education Requirements:**

The individual in this position must possess the following education requirements:

- High school diploma or general education degree (GED)
- Paramedic certification
- Current Paramedic accreditation in Coastal Valleys
- Associates or Bachelor's degree or equivalent experience preferred

### **Certifications and Licenses:**

- A valid California driver's license
- Current California Paramedic license
- Current CPR certification
- CPR Instructor highly recommended
- Ambulance Driver's certification
- Current Medical Examiners Certification
- NREMT and other certifications as required
- ACLS Certification
- ACLS Instructor highly recommended
- PALS Instructor highly recommended
- PALS Certification
- ITLS or PHTLS certification
- One year of experience in the field of rescue and emergency medical services highly recommended
- ICS Courses 3,100, 200, 300, 400, 700, 701, 702, 703, 704, 800, SEMS, HazMat FRO, AWR-160 highly recommended
- Infection Control Training highly recommended

### **Physical Requirements:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Frequently: Ability to lift, carry, and balance 110 pounds; ability to exert on a regular basis 50 pounds of force and at times up to 100 pounds.

Constantly: Ability to bend and stoop, ability to sit and stand for extended periods of time, possess hand-eye-foot coordination and color recognition, good manual dexterity, with the ability to perform all tasks related to Emergency Medical Services Duty.

All Operation Supervisors must also be able to endure the following weight scale as defined:  
(O=Occasionally; F=Frequently; C=Constantly)

|                                    | Occasionally | Frequently | Constantly |
|------------------------------------|--------------|------------|------------|
| <b>Lifting, Static</b>             |              |            |            |
| Knuckle Height                     | 110          | 55         | 22         |
| Bench Height                       | 74           | 37         | 15         |
| Ankle Height                       | 74           | 37         | 15         |
| Shoulder Height                    | 74           | 37         | 15         |
| <b>Lifting, Dynamic – Floor to</b> |              |            |            |
| Bench Height Left                  | 110          | 55         | 22         |
| Bench Height Center                | 110          | 55         | 22         |
| Bench Height Right                 | 110          | 55         | 22         |
| Shelf Height Center                | 55           | 28         | 11         |

|                         |    |    |    |
|-------------------------|----|----|----|
| Shelf Height Left       | 55 | 28 | 11 |
| Shelf Height Right      | 55 | 28 | 11 |
| <b>Carrying, Static</b> |    |    |    |
| Pushing Cart Height     | 59 | 30 | 12 |
| Pulling Cart Height     | 49 | 25 | 10 |
| Pushing Shoulder Height | 49 | 25 | 10 |
| Pulling Shoulder Height | 37 | 19 | 8  |

### **Cognitive/Psychosocial Requirements:**

The mental demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Occasionally: Memorization, critical judgment, problem solving.
- Frequently: Ability to remain calm in high stress situations and make good judgments, ability to be unaffected by loud noises, flashing lights and strobes. Simple and complex mathematic skills, reasoning.
- Constantly: Logic, ethical judgment and reasoning, active listening skills, decision making, ability to communicate effectively in written and verbal formats, as well as via telephone and radio equipment.
- Ability to interpret written, oral, and diagnostic form instructions.
  - Ability to work throughout an entire work shift without interruption.
  - Ability to calculate weight and volume ratios and read small print.
  - Ability to read English and converse in English with co-workers.
  - Ability to read and understand road maps, discern street signs and address numbers.
  - Ability to document in writing, all relevant information in prescribed format in light of legal ramifications of such.
  - Ability to learn, use and become proficient in all equipment related to patient care.
  - Ability to understand and retain a multitude of instructions over a short period of time, and be capable of executing those instructions with accuracy, and in event order.

### **Clinical Requirements:**

The clinical requirements described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Administer basic and advanced life support to treat patients at the scene, en route to the hospital, and in a pre-hospital setting.
- Providing Basic and Advanced Life Support Care and transport while working as a member of an emergency medical team to patients while in adherence to the scope of practice, patient care procedures, protocols and medical direction according to their level of certification/licensure.
- Determining the nature and extent of illness or injury, magnitude of catastrophe, need for additional assistance, establishing and providing patient care by developing a patient care plan and performing skills within the scope of practice and according to patient care procedures, protocols and medical direction.
- Monitoring patient conditions and responses to care.

- Communicating with professional medical personnel interagency and at emergency and non-emergency treatment facilities.
- Obtaining instructions regarding further treatment from qualified personnel, arranging for reception of patients at treatment facilities and assisting with Advanced Life Support Care as directed by individuals with that level of qualification.
- Completes patient care reports in accordance with documentation standards as required by Falck Northern California and other regulating agencies.
- Assists health care facilities and personnel to obtain and record information related to patients' vital statistics, circumstances of transport/emergency and the documentation of patient care provided.
- Acknowledges accountability for all patient care provided.
- May assist in controlling crowds, protecting valuables, or performing other duties while mitigating incidents.
- Maintains and continues to obtain at least the minimum prescribed continuing education required to keep your certification/licensure in the state.
- Attends mandatory minimum Base Station meetings as determined by the company Medical Advisor.
- Attends mandatory crew meetings and other mandatory training events as prescribed and required by Falck Northern California or other regulating agencies.

#### **Equipment Operated:**

The individual in this position must be familiar with using the following equipment to perform the essential functions of this job.

Occasionally: Fax machine, copy machine, hole-punch, calculator, laminator, and computer.

Frequently: Computer, printer, telephone, vehicle lubricant dispensing devices, wheel chair lift, wheel chair.

Constantly: Watch/Clock, medical EMS equipment and supplies, radios and paging systems, transportation devices.

#### **Working Conditions:**

The working environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Occasionally: Exposure to infectious organisms and agents, exposure to toxic chemicals.

Frequently: Physical and emotional stamina, heavy lifting and extrication in multiple scenarios.

Constantly: Ability to work as a team member with staff members and other agencies, legible documentation, sensory skills to differentiate clinical findings, visual and auditory acuity.

Driving approximately 90% of time.

#### **Environmental Conditions:**

Except where appropriate and conducive to accomplishing the goals and objectives of a particular task (such as in an emergency situation) the Paramedic Supervisor will work in a well-lighted area that is ventilated and is as physically and psychologically innocuous as possible under the conditions which exist at a particular time. Because the essential function of the job of Paramedic Supervisor may require exposure to hazardous materials as well as infectious waste, diseases, odors and other situations associated with health care, including but not limited to exposure to AIDS, HIV and Hepatitis B viruses involving Risk Classification Category 3, environmental conditions will fluctuate. To be qualified for the position of Paramedic Supervisor, an applicant/employee will have the ability to work in an environment conducive to caring for patients, with or without reasonable accommodation and without posing a direct threat to self or others.

The Paramedic Supervisor regularly works in outside weather and is regularly exposed to wet or dry conditions, extreme cold and extreme heat. The Paramedic Supervisor frequently works near moving mechanical parts and is occasionally exposed to fumes or airborne particles (potential exposure to communicable diseases, blood-borne and airborne pathogens), toxic or caustic chemicals, risk of electrical shock, risk of radiation, and vibration.

The noise level in the work environment is moderately loud.

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The statements in this document are intended to describe the general nature and level of work performed by individuals assigned to the classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of personnel so classified. This document in no way constitutes a contract of employment. Falck Northern California reserves the right to modify job descriptions, policies or any other procedural documents at any time, for any reason without prior notice.

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**APPROVALS:**

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_

DEPARTMENT HEAD: \_\_\_\_\_ DATE: \_\_\_\_\_

GENERAL MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_

H/R MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_



|                        |            |                                |                |
|------------------------|------------|--------------------------------|----------------|
| <b>Job Code:</b>       | 19113      | <b>Pay Status/FLSA Code:</b>   | Non-Exempt     |
| <b>Position Title:</b> | Paramedic  | <b>Reports To:</b>             | OPS Supervisor |
| <b>Job Family:</b>     | Operations | <b>Reviewed &amp; Updated:</b> | 04/30/2014     |

**Position Summary:**

The primary responsibility of the Paramedic is to provide emergency medical care to the sick and injured in accordance with all applicable laws, regulations, and Company policies.

**Essential Functions:**

The Paramedic may be assigned one or more duties. These duties may include, but are not limited to, the following:

- Presents himself/herself in a professional manner and displays a good public image for the employee and Falck Northern California in accordance with company policy.
- Adheres to the policies and procedures of Falck Northern California, including the operation's Standard Operating Procedures and Medical Protocols.
- Participates and completes all daily assignments proficiently, punctually and in accordance with the directives of the Operations Supervisor, General Manager and other management team members.
- Completes appropriate documentation in accordance with company policies and procedures.
- Provides an environment and equipment conducive to safety for patients, family members, visitors, and employees, and in compliance with set precautions and approved standards. Assesses risks to patient safety.
- Operates the emergency vehicle in a safe manner at all times.
- Maintains vehicles and stations in a clean and presentable manner at all times. The employee shall strive to exceed Falck Northern California expectations for cleanliness of the vehicles and stations.
- Responds to instructions from dispatcher and drives specially equipped emergency vehicles to specified locations.
- Develops and strives to achieve personal and professional goals established by the employee. Utilizes all resources available to achieve personal and professional goals.
- Maintains communications equipment, medical equipment and supplies in accordance with applicable standards.
- Respond to an emergency efficiently and promptly.

**Additional Duties:**

The Paramedic may be assigned one or more additional duties. These duties may include, but are not limited to, the following:

- Perform other job related duties as assigned by Management.

**Qualifications:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The individual in this position must possess the following qualifications:

- Current state driver's license.
- Satisfactory driving record in accordance with the Falck Northern California Driving Policy.
- Other qualifications specific to the local operation and/or contract.
- Excellent communication and customer service skills.

- Ability to work cooperatively with other employees and medical agencies to provide the highest level of patient care.
- Ability to read and interpret all required documents and write required reports and correspondence.
- Physical ability to perform all tasks required in the performance of typical Paramedic duties including but not limited to bending/stooping, pushing, pulling, lifting at established weight requirements, climbing, working at heights, etc. (satisfactorily meet company physical assessments/tests).
- Strong interpersonal and communication skills with an ability to work effectively with a diverse range of individuals, teams, managers, supervisors, and external customers. Excellent ability to communicate and work cohesively across Department lines.
- Must have the ability to consistently deliver outstanding customer service to all internal and external customers.
- Strong organization skills and attentiveness to detail.
- Ability to maintain a professional manner and appearance at all times.

Within 3 months of employment, Paramedic must have:

- State required courses (i.e. IV Monitor/Maintenance Course for the Paramedic)

### **Education Requirements:**

The individual in this position must possess the following education requirements:

- High school diploma or general education degree (GED)

### **Certifications and Licenses:**

- A valid California driver's license
- Current California Paramedic license
- Current CPR certification
- Ambulance Driver's certification
- Current Medical Examiners Certification
- Current DMV Printout
- NREMT and other certifications as required
- ACLS Certification
- PALS Certification
- ITLS or PHTLS certification
- One year of experience in the field of rescue and emergency medical services highly recommended

### **Physical Requirements:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Frequently: Ability to lift, carry, and balance 110 pounds; ability to exert on a regular basis 50 pounds of force and at times up to 100 pounds.

Constantly: Ability to bend and stoop, ability to sit and stand for extended periods of time, possess hand-eye-foot coordination and color recognition, good manual dexterity, with the ability to perform all tasks related to Emergency Medical Services Duty.

All Paramedic's must also be able to endure the following weight scale as defined:

(O=Occasionally; F=Frequently; C=Constantly)

|                                    | Occasionally | Frequently | Constantly |
|------------------------------------|--------------|------------|------------|
| <b>Lifting, Static</b>             |              |            |            |
| Knuckle Height                     | 110          | 55         | 22         |
| Bench Height                       | 74           | 37         | 15         |
| Ankle Height                       | 74           | 37         | 15         |
| Shoulder Height                    | 74           | 37         | 15         |
| <b>Lifting, Dynamic – Floor to</b> |              |            |            |
| Bench Height Left                  | 110          | 55         | 22         |



|                         |     |    |    |
|-------------------------|-----|----|----|
| Bench Height Center     | 110 | 55 | 22 |
| Bench Height Right      | 110 | 55 | 22 |
| Shelf Height Center     | 55  | 28 | 11 |
| Shelf Height Left       | 55  | 28 | 11 |
| Shelf Height Right      | 55  | 28 | 11 |
| <b>Carrying, Static</b> |     |    |    |
| Pushing Cart Height     | 59  | 30 | 12 |
| Pulling Cart Height     | 49  | 25 | 10 |
| Pushing Shoulder Height | 49  | 25 | 10 |
| Pulling Shoulder Height | 37  | 19 | 8  |

### **Cognitive/Psychosocial Requirements:**

The mental demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Occasionally: Memorization, critical judgment, problem solving.

Frequently: Ability to remain calm in high stress situations and make good judgments, ability to be unaffected by loud noises, flashing lights and strobes. Simple and complex mathematic skills, reasoning.

Constantly: Logic, ethical judgment and reasoning, active listening skills, decision making, ability to communicate effectively in written and verbal formats, as well as via telephone and radio equipment.

- Ability to interpret written, oral, and diagnostic form instructions.
- Ability to work throughout an entire work shift without interruption.
- Ability to calculate weight and volume ratios and read small print.
- Ability to read English and converse in English with co-workers.
- Ability to read and understand road maps, discern street signs and address numbers.
- Ability to document in writing, all relevant information in prescribed format in light of legal ramifications of such.
- Ability to learn, use and become proficient in all equipment related to patient care.
- Ability to understand and retain a multitude of instructions over a short period of time, and be capable of executing those instructions with accuracy, and in event order.

### **Clinical Requirements:**

The clinical requirements described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Administer basic and advanced life support to treat patients at the scene, en route to the hospital, and in a pre-hospital setting.
- Providing Basic and Advanced Life Support Care and transport while working as a member of an emergency medical team to patients while in adherence to the scope of practice, patient care procedures, protocols and medical direction according to their level of certification/licensure.
- Determining the nature and extent of illness or injury, magnitude of catastrophe, need for additional assistance, establishing and providing patient care by developing a patient care plan and performing skills within the scope of practice and according to patient care procedures, protocols and medical direction.
- Monitoring patient conditions and responses to care.
- Communicating with professional medical personnel interagency and at emergency and non emergency treatment facilities.
- Obtaining instructions regarding further treatment from qualified personnel, arranging for reception of patients at treatment facilities and assisting with Advanced Life Support Care as directed by individuals with that level of qualification.
- Completes patient care reports in accordance with documentation standards as required by Falck Northern California and other regulating agencies.

- Assists health care facilities and personnel to obtain and record information related to patients' vital statistics, circumstances of transport/emergency and the documentation of patient care provided.
- Acknowledges accountability for all patient care provided.
- May assist in controlling crowds, protecting valuables, or performing other duties while mitigating incidents.
- Maintains and continues to obtain at least the minimum prescribed continuing education required to keep your certification/licensure in the state.
- Attends mandatory minimum Base Station meetings as determined by the company Medical Advisor.
- Attends mandatory crew meetings and other mandatory training events as prescribed and required by Falck Northern California or other regulating agencies.

#### **Equipment Operated:**

The individual in this position must be familiar with using the following equipment to perform the essential functions of this job.

Occasionally: Fax machine, copy machine, hole-punch, calculator, laminator, and computer.

Frequently: Computer, printer, telephone, vehicle lubricant dispensing devices, wheel chair lift, wheel chair.

Constantly: Watch/Clock, medical EMS equipment and supplies, radios and paging systems, transportation devices.

#### **Working Conditions:**

The working environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Occasionally: Exposure to infectious organisms and agents, exposure to toxic chemicals.

Frequently: Physical and emotional stamina, heavy lifting and extrication in multiple scenarios.

Constantly: Ability to work as a team member with staff members and other agencies, legible documentation, sensory skills to differentiate clinical findings, visual and auditory acuity.

Driving approximately 90% of time.

#### **Environmental Conditions:**

Except where appropriate and conducive to accomplishing the goals and objectives of a particular task (such as in an emergency situation) the Paramedic will work in both well lighted areas and some poorly lighted areas that is ventilated and is as physically and psychologically innocuous as possible under the conditions which exist at a particular time. Because the essential function of the job of Paramedic may require exposure to hazardous materials as well as infectious waste, diseases, odors and other situations associated with health care, including but not limited to exposure to AIDS, HIV and Hepatitis B viruses involving Risk Classification Category 3, environmental conditions will fluctuate. To be qualified for the position of Paramedic, an applicant/employee will have the ability to work in an environment conducive to caring for patients, with or without reasonable accommodation and without posing a direct threat to self or others.

The Paramedic regularly works in outside weather and is regularly exposed to wet or dry conditions, extreme cold and extreme heat. The Paramedic frequently works near moving mechanical parts and is occasionally exposed to fumes or airborne particles (potential exposure to communicable diseases, blood-borne and airborne pathogens), toxic or caustic chemicals, risk of electrical shock, risk of radiation, and vibration.

The noise level in the work environment is moderately loud.

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The statements in this document are intended to describe the general nature and level of work performed by individuals assigned to the classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of personnel so classified. This document in no way constitutes a contract of employment. Falck Northern California reserves the right to modify job descriptions, policies or any other procedural documents at any time, for any reason without prior notice.

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**APPROVALS:**

EMPLOYEE: \_\_\_\_\_ DATE: \_\_\_\_\_

DEPARTMENT HEAD: \_\_\_\_\_ DATE: \_\_\_\_\_

GENERAL MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_

HR MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_



|                        |            |                                |                  |
|------------------------|------------|--------------------------------|------------------|
| <b>Job Code:</b>       | 19104      | <b>Pay Status/FLSA Code:</b>   | Non-Exempt       |
| <b>Position Title:</b> | EMT-Basic  | <b>Reports To:</b>             | Field Supervisor |
| <b>Job Family:</b>     | Operations | <b>Reviewed &amp; Updated:</b> | 04/04/2014       |

**Position Summary:**

The primary responsibility of the EMT is to respond to emergency and non-emergency requests, provides basic life support (BLS) as needed, and transports sick or injured persons to the appropriate medical facility.

**Essential Functions:**

The EMT may be assigned one or more duties. These duties may include, but are not limited to, the following:

- Presents himself/herself in a professional manner and displays a good public image for the employee and Falck Northern California in accordance with company policy.
- Adheres to the policies and procedures of Falck Northern California, including the operation's Standard Operating Procedures and Medical Protocols.
- Participates and completes all daily assignments proficiently, punctually and in accordance with the directives of the Operations Supervisor, General Manager and other management team members.
- Completes appropriate documentation in accordance with company policies and procedures.
- Provides an environment and equipment conducive to safety for patients, family members, visitors, and employees, and in compliance with set precautions and approved standards. Assesses risks to patient safety.
- Operates the emergency vehicle in a safe manner at all times.
- Maintains vehicles and stations in a clean and presentable manner at all times. The employee shall strive to exceed Falck Northern California expectations for cleanliness of the vehicles and stations.
- Responds to instructions from dispatcher and drives specially equipped emergency vehicles to specified locations.
- Develops and strives to achieve personal and professional goals established by the employee. Utilizes all resources available to achieve personal and professional goals.
- Maintains communications equipment, medical equipment and supplies in accordance with applicable standards.

**Additional Duties:**

The EMT may be assigned one or more additional duties. These duties may include, but are not limited to, the following:

- Perform other job related duties as assigned by Management.

**Qualifications:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The individual in this position must possess the following qualifications:

- Current state driver's license.
- Satisfactory driving record in accordance with the Falck Northern California Driving Policy.
- Other qualifications specific to the State or Local operation and/or contract.
- Excellent communication and customer service skills.
- Ability to work cooperatively with other employees and medical agencies to provide the highest level of patient care.
- Ability to read and interpret all required documents and write required reports and correspondence.

- Physical ability to perform all tasks required in the performance of typical EMT duties including but not limited to bending/stooping, pushing, pulling, lifting at established weight requirements, climbing, working at heights, etc. (satisfactorily meet company physical assessments/tests).
- Strong interpersonal and communication skills with an ability to work effectively with a diverse range of individuals, teams, managers, supervisors, and external customers. Excellent ability to communicate and work cohesively across Department lines.
- Must have the ability to consistently deliver outstanding customer service to all internal and external customers.
- Strong organization skills and attentiveness to detail.
- Ability to maintain a professional manner and appearance at all times.

#### **Education Requirements:**

The individual in this position must possess the following education requirements:

- High school diploma or general education degree (GED)

#### **Certifications and Licenses:**

- A valid California driver's license
- Current California EMT license
- Current CPR certification
- Ambulance Driver's certification
- Current Medical Examiners Certification
- Current DMV Printout
- NREMT and other certifications as required

#### **Physical Requirements:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Frequently: Ability to lift, carry, and balance 110 pounds; ability to exert on a regular basis 50 pounds of force and at times up to 100 pounds.

Constantly: Ability to bend and stoop, ability to sit and stand for extended periods of time, possess hand-eye-foot coordination and color recognition, good manual dexterity, with the ability to perform all tasks related to Emergency Medical Services Duty.

All EMT's must also be able to endure the following weight scale as defined:  
(O=Occasionally; F=Frequently; C=Constantly)

|                                    | Occasionally | Frequently | Constantly |
|------------------------------------|--------------|------------|------------|
| <b>Lifting, Static</b>             |              |            |            |
| Knuckle Height                     | 110          | 55         | 22         |
| Bench Height                       | 74           | 37         | 15         |
| Ankle Height                       | 74           | 37         | 15         |
| Shoulder Height                    | 74           | 37         | 15         |
| <b>Lifting, Dynamic – Floor to</b> |              |            |            |
| Bench Height Left                  | 110          | 55         | 22         |
| Bench Height Center                | 110          | 55         | 22         |
| Bench Height Right                 | 110          | 55         | 22         |
| Shelf Height Center                | 55           | 28         | 11         |
| Shelf Height Left                  | 55           | 28         | 11         |
| Shelf Height Right                 | 55           | 28         | 11         |
| <b>Carrying, Static</b>            |              |            |            |
| Pushing Cart Height                | 59           | 30         | 12         |
| Pulling Cart Height                | 49           | 25         | 10         |
| Pushing Shoulder Height            | 49           | 25         | 10         |
| Pulling Shoulder Height            | 37           | 19         | 8          |

**Cognitive/Psychosocial Requirements:**

The mental demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Occasionally: Memorization, critical judgment, problem solving.
- Frequently: Ability to remain calm in high stress situations and make good judgments, ability to be unaffected by loud noises, flashing lights and strobes. Simple and complex mathematic skills, reasoning.
- Constantly: Logic, ethical judgment and reasoning, active listening skills, decision making, ability to communicate effectively in written and verbal formats, as well as via telephone and radio equipment.
- Ability to interpret written, oral, and diagnostic form instructions.
  - Ability to work throughout an entire work shift without interruption.
  - Ability to calculate weight and volume ratios and read small print.
  - Ability to read English and converse in English with co-workers.
  - Ability to read and understand road maps, discern street signs and address numbers.
  - Ability to document in writing, all relevant information in prescribed format in light of legal ramifications of such.
  - Ability to learn, use and become proficient in all equipment related to patient care.
  - Ability to understand and retain a multitude of instructions over a short period of time, and be capable of executing those instructions with accuracy, and in event order.

**Clinical Requirements:**

The clinical requirements described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Providing Basic Life Support Care and transport while working as a member of an emergency medical team to patients while in adherence to the scope of practice, patient care procedures, protocols and medical direction according to their level of certification/licensure.
- Determining the nature and extent of illness or injury, magnitude of catastrophe, need for additional assistance, establishing and providing patient care by developing a patient care plan and performing skills within the scope of practice and according to patient care procedures, protocols and medical direction.
- Monitoring patient conditions and responses to care.
- Communicating with professional medical personnel interagency and at emergency and non emergency treatment facilities.
- Obtaining instructions regarding further treatment from qualified personnel, arranging for reception of patients at treatment facilities and assisting with Advanced Life Support Care as directed by individuals with that level of qualification.
- Completes patient care reports in accordance with documentation standards as required by Falck Northern California and other regulating agencies.
- Assists health care facilities and personnel to obtain and record information related to patients' vital statistics, circumstances of transport/emergency and the documentation of patient care provided.
- Acknowledges accountability for all patient care provided.
- May assist in controlling crowds, protecting valuables, or performing other duties while mitigating incidents.
- Maintains and continues to obtain at least the minimum prescribed continuing education required to keep your certification/licensure in the state.
- Attends mandatory minimum Base Station meetings as determined by the company General Manager(s).
- Attends mandatory crew meetings and other mandatory training events as prescribed and required by Falck Northern California or other regulating agencies.

**Equipment Operated:**

The individual in this position must be familiar with using the following equipment to perform the essential functions of this job.

Occasionally: Fax machine, copy machine, hole-punch, calculator, laminator, and computer.

Frequently: Computer, printer, telephone, vehicle lubricant dispensing devices, wheel chair lift, wheel chair.

Constantly: Watch/Clock, medical EMS equipment and supplies, radios and paging systems, transportation devices.

**Working Conditions:**

The working environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

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Frequently: Physical and emotional stamina, heavy lifting and extrication in multiple scenarios.

Constantly: Ability to work as a team member with staff members and other agencies, legible documentation, sensory skills to differentiate clinical findings, visual and auditory acuity.

Driving approximately 90% of time.

**Environmental Conditions:**

Except where appropriate and conducive to accomplishing the goals and objectives of a particular task (such as in an emergency situation) the EMT will work in both well lighted areas and some poorly lighted areas that is ventilated and is as physically and psychologically innocuous as possible under the conditions which exist at a particular time. Because the essential function of the job of EMT may require exposure to hazardous materials as well as infectious waste, diseases, odors and other situations associated with health care, including but not limited to exposure to AIDS, HIV and Hepatitis B viruses involving Risk Classification Category 3, environmental conditions will fluctuate. To be qualified for the position of EMT, an applicant/employee will have the ability to work in an environment conducive to caring for patients, with or without reasonable accommodation and without posing a direct threat to self or others.

The EMT regularly works in outside weather and is regularly exposed to wet or dry conditions, extreme cold and extreme heat. The EMT frequently works near moving mechanical parts and is occasionally exposed to fumes or airborne particles (potential exposure to communicable diseases, blood-borne and airborne pathogens), toxic or caustic chemicals, risk of electrical shock, risk of radiation, and vibration.

The noise level in the work environment is moderately loud.

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The statements in this document are intended to describe the general nature and level of work performed by individuals assigned to the classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of personnel so classified. This document in no way constitutes a contract of employment. Falck Northern California reserves the right to modify job descriptions, policies or any other procedural documents at any time, for any reason without prior notice.

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**APPROVALS:**

|                  |       |       |       |
|------------------|-------|-------|-------|
| EMPLOYEE:        | _____ | DATE: | _____ |
| DEPARTMENT HEAD: | _____ | DATE: | _____ |
| GENERAL MANAGER: | _____ | DATE: | _____ |
| HR MANAGER:      | _____ | DATE: | _____ |



# ATTACHMENT 6

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Organizational Chart for the Proposed Oxnard Operation

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

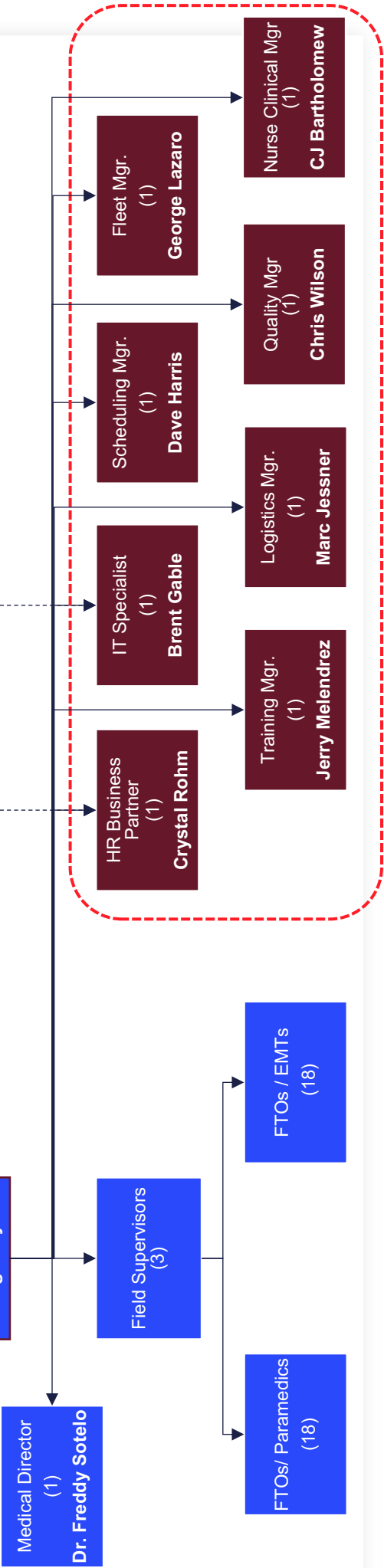
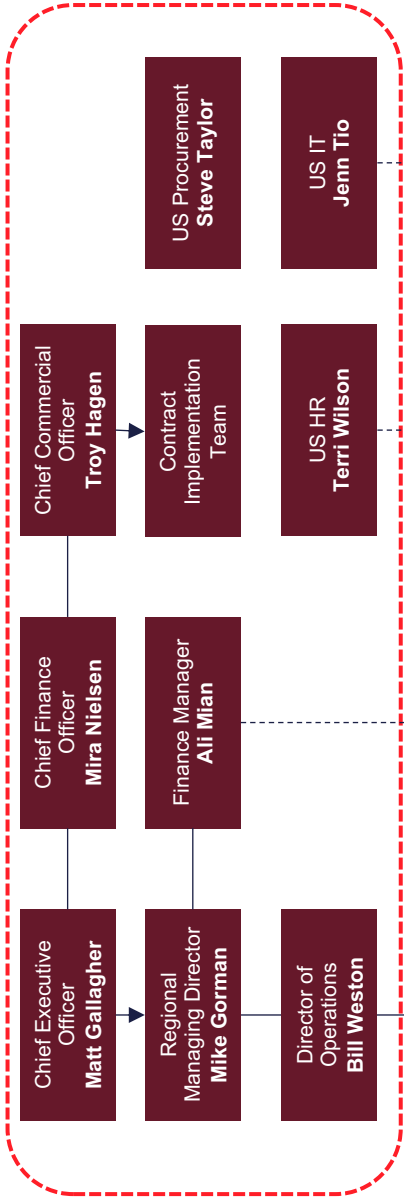


Oxnard 911 – Falck Organizational Chart

Oxnard Operation

Falck Support Available

Falck US Support



Falck Southern California  
Operations support





# ATTACHMENT 7

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ePro Scheduler Plus Credentials Tracking &  
Scheduling System

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



# TAKE CONTROL OF YOUR SCHEDULE



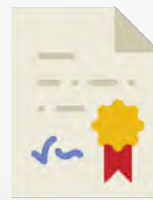
## Employee Scheduling

Automated employee scheduling for agencies of any shape or size



## Time & Attendance

Money saving timekeeping & payroll reporting tools



## Certification Tracking

Track employee licenses and certifications including automated alerts



## Dashboards Plus

Dashboards plus a variety of tools for maximum value



## About ePro Scheduler Plus

**ePro Scheduler Plus combines employee scheduling, time & attendance, overtime control, messaging via text and email, certification tracking, document storage, dynamic dashboards, business calendar management and more into one easy to use, industry-proven tool. Call us today!**

## Why ePro Scheduler Plus?

ePro Scheduler Plus is an industry-proven online employee scheduling solution used by EMS and Fire Departments across the nation.

From its inception in 2002, and throughout its continuous evolution to date, our singular focus remains **saving you time & money** via overtime control, schedule and payroll accuracy, clear and fast communication, and ease of use, allowing you to focus on other critical aspects of the job at hand.

When you choose ePro Scheduler Plus, you also get a built in team of service professionals that support you every step of the way. The eCore Support Team imports your data, helps you configure your schedule, teaches you how to use ePro Scheduler, develops a custom implementation plan that best suits your needs, and continues to be readily available for support going forward.

Whether you are looking for basic online employee scheduling, or need more advanced functionality like timekeeping, payroll reporting, incident tracking, fleet management, or continuing education, ePro Scheduler Plus has what you need at an affordable price.

**Call us today to find out more about how ePro Scheduler Plus can save you time and money!**

## ePro Scheduler Express

eCore's baseline package includes...

- Automated employee scheduling
- Overtime management tools
- Dynamic and responsive dashboards
- Time-off and shift-trade request management
- Open shift broadcasting with Direct Response
- Employee profile management
- Certification tracking with automated alerts
- Business calendar management
- Unlimited online document storage
- Messaging with forced acknowledgment

## ePro Scheduler Advanced

ePro Scheduler Express functionality plus...

- IP restricted time clocks
- Timecard management
- Payroll export to third-party payroll apps
- Time-off bank accruals/deductions
- Holiday pay management
- Differential pay automation
- Optional biometric time clocks



# ATTACHMENT 8

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Falck 2021 Employee Benefits Guide

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



**FALCK**

**2021**

# **Employee Benefits Guide**



## VIRTUAL VISITS

Virtual Visits are a great alternative to urgent care and emergency room visits because they provide you 24/7/365 access to U.S. board-certified doctors – receive the treatment you need in an easy and timely manner. In addition, you have the ability to send your visit results to your primary care physician.



**24/7/365**



**Quality Doctors**



**No ER Wait**



**Easy Access to Care**

## REMOTE HEALTH CARE CAN TREAT MANY COMMON HEALTH ISSUES

Virtual Visit doctors can diagnose many health issues like cold and flu symptoms, allergies, rash, skin problems and so much more! If medically necessary, a prescription will be sent to the pharmacy of your choice.

- |                         |                            |                         |
|-------------------------|----------------------------|-------------------------|
| - Abdominal Pain/Cramps | - Eye Infection/Irritation | - Strep                 |
| - Cold and Flu Symptoms | - Sore Throat              | - Blood Pressure Issues |
| - Respiratory infection | - Asthma                   | - Poison Ivy/Oak        |
| - Allergies             | - Headaches/Migraines      | - Bronchitis            |
| - Dizziness             | - Sprains and Strains      |                         |
| - Sinusitis             | - Backache                 |                         |
| - Animal/Insect Bites   | - Laryngitis               |                         |



### Virtual Visits with Anthem (LiveHealth Online)

Visit [www.livehealthonline.com](http://www.livehealthonline.com) or you can also download the app for an easier way to visit with a doctor.



Call 888-548-3432

### Virtual Visits with Kaiser

Visit [www.kp.org/getcare](http://www.kp.org/getcare) or you can also download the app for an easier way to visit with a doctor.

Call 833-574-2273



# WELLNESS PROGRAMS

At Falck we recognize that you are at your best when you feel your best. We encourage you to take advantage of the many resources both Anthem and Kaiser provide to help manage all aspects of your wellbeing.

## ANTHEM WELLNESS RESOURCES

### PREVENTIVE CARE

Preventive care is the most important step you can take to manage your health. Preventive care includes annual physicals, well-woman appointments, and dental cleanings. Some medicines are preventive, such as immunizations and allergy medications. Screenings, such as tests for skin cancer, high cholesterol, and colonoscopies, are also effective preventive measures.

Preventive care is typically covered at 100%. Diagnostic tests or screenings performed to diagnose or treat a medical condition are typically covered at your plan's standard benefit level.

### GET YOUR FLU SHOT

Anthem Blue Cross covers the flu shot under your preventive care benefits at 100% when you go to a doctor in your plan. Contact your primary care doctor to get your flu shot. You can also get it at urgent care facilities, retail health clinics or walk-in doctors' offices in your plan.

### SYDNEY HEALTH MOBILE APP

With Sydney Health, you can find everything you need to know about your medical, pharmacy, dental, vision, life insurance, and disability insurance benefits all in one place. Sydney's My Health Dashboard is your hub for personalized health and wellness. Find programs that interest you, build an action plan to help you meet your health goals, sync your fitness tracker and earn points for your progress.

Sydney also lets you manage your prescriptions. You can refill and renew your prescriptions, find a pharmacy and even look up the price of a drug before you get it.

## KAISER HEALTHY LIVING PROGRAM

### TAKE THE TOTAL HEALTH ASSESSMENT

This online questionnaire will help you see what's impacting your overall health, and it only takes about 20 minutes to complete. It has 4 parts — biometrics, body, mind, and lifestyle — and once you complete them all, you'll get a customized plan to help you make healthy lifestyle changes. It's also available in Spanish. To get started, go to [kp.org/tha](https://kp.org/tha).

### SET A HEALTH GOAL AND PICK A PROGRAM

The programs only take about 20 minutes to complete, and you can do so at your own pace. With most programs, we'll send customized emails to help you stay on track. To start a program, go to [kp.org/healthylifestyles](https://kp.org/healthylifestyles).

- **Balance** – Learn how to lose weight and keep it off with this comprehensive weight management program.
- **Breathe** – Create your plan to quit smoking, and discover proven strategies to deal with cravings.
- **Care for Diabetes** – Get help managing this complex condition with a program designed around your needs.
- **Care for Pain** – Create a personalized plan to manage chronic pain.
- **Nourish** – Learn how to improve your health and well-being with a nutritional plan that fits your lifestyle.
- **Care for Depression** – Lead a happier, fuller life by finding ways to help manage depression and its symptoms.
- **Dream** – Learn how to get a good night's rest, wake up refreshed, and be ready for the day.
- **Relax** – Get a customized stress-management plan that can help you live longer, healthier, and more relaxed.



## MEDICAL PLAN COMPARISON

Learn more about benefit basics. <https://www.youtube.com/watch?v=WDagG0ofzAs>

|                                                       | KAISER BASE HMO                  | KAISER BUY UP HMO | ANTHEM HMO                       | ANTHEM HSA \$1500                           |                                   |
|-------------------------------------------------------|----------------------------------|-------------------|----------------------------------|---------------------------------------------|-----------------------------------|
|                                                       | In-Network Only                  | In-Network Only   | In-Network Only                  | In-Network                                  | Out-of-Network                    |
|                                                       | YOU PAY                          | YOU PAY           | YOU PAY                          | YOU PAY                                     |                                   |
| PLAN YEAR DEDUCTIBLE                                  |                                  |                   |                                  |                                             |                                   |
| Individual                                            | \$1,000                          | \$0               | \$0                              | \$1,500                                     | \$4,500                           |
| Member/Family                                         | \$2,000                          | \$0               | \$0                              | \$2,800**/\$3,000                           | \$4,500/\$9,000                   |
| PLAN YEAR OUT-OF-POCKET MAXIMUM (INCLUDES DEDUCTIBLE) |                                  |                   |                                  |                                             |                                   |
| Individual                                            | \$2,000                          | \$1,500           | \$2,000                          | \$3,000                                     | \$9,000                           |
| Family                                                | \$4,000                          | \$3,000           | \$4,000                          | \$3,000/\$6,000                             | \$9,000/\$18,000                  |
| COINSURANCE                                           |                                  |                   |                                  |                                             |                                   |
| Preventive Care                                       | \$0                              | \$0               | \$0                              | \$0                                         | 40%*                              |
| Primary Care Physician                                | \$20 copay                       | \$20 copay        | \$20 copay                       | 20%*                                        | 40%*                              |
| Specialist                                            | \$30 copay                       | \$40 copay        | \$40 copay                       | 20%*                                        | 40%*                              |
| Hospitalization                                       | 20%*                             | \$500 copay       | \$500 copay                      | 20%*                                        | 40%*                              |
| Urgent Care                                           | \$20 copay                       | \$20 copay        | \$20 copay                       | 20%*                                        | 40%*                              |
| Emergency Room                                        | 20%*                             | \$200 copay       | \$200 copay (waived if admitted) | 20%*                                        | 20%*                              |
| PHARMACY                                              |                                  |                   |                                  |                                             |                                   |
| RETAIL RX (UP TO 30-DAY SUPPLY)                       |                                  |                   |                                  |                                             |                                   |
| Tier 1a (Generic)                                     | \$15                             | \$10              | \$10                             | \$5*                                        | 40% up to \$250 per prescription* |
| Tier 1b (Generic)                                     | N/A                              | N/A               | N/A                              | \$15*                                       |                                   |
| Tier 2 (Brand)                                        | \$30                             | \$20              | \$30                             | \$40*                                       |                                   |
| Tier 3                                                | N/A                              | N/A               | \$60                             | \$60*                                       |                                   |
| Tier 4 (Specialty)                                    | 20% up to \$150 per prescription |                   |                                  | 30%* up to \$250 per prescription           |                                   |
| MAIL ORDER RX (UP TO 100-DAY SUPPLY)                  |                                  |                   |                                  |                                             |                                   |
| Tier 1a (Generic)                                     | \$30                             | \$20              | \$25                             | \$12.50*                                    | N/A                               |
| Tier 1b (Generic)                                     | N/A                              | N/A               | N/A                              | \$37.50*                                    | N/A                               |
| Tier 2                                                | \$60                             | \$40              | \$90                             | \$120*                                      | N/A                               |
| Tier 3                                                | N/A                              | N/A               | \$180                            | \$180*                                      | N/A                               |
| Specialty                                             | N/A                              | N/A               | N/A                              | 30%* up to \$250 per prescription (30 days) | N/A                               |

\*After Deductible

\*\*Non-Embedded Deductible – There is no individual deductible. So the overall family deductible must be reached, either by an individual or by the family, in order for the insurance company to pay for services.

Please refer to medical plan summary for full benefit details.

## MEDICAL PLAN COMPARISON

|                                                       | ANTHEM SILVER PPO                                                  |                                                    | ANTHEM GOLD PPO                                                    |                                                    |
|-------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------|
|                                                       | In-Network                                                         | Out-of-Network                                     | In-Network                                                         | Out-of-Network                                     |
|                                                       | YOU PAY                                                            |                                                    | YOU PAY                                                            |                                                    |
| PLAN YEAR DEDUCTIBLE                                  |                                                                    |                                                    |                                                                    |                                                    |
| Individual                                            | \$1,500                                                            | \$3,000                                            | \$1,000                                                            | \$3,000                                            |
| Family                                                | \$3,000                                                            | \$6,000                                            | \$2,000                                                            | \$6,000                                            |
| PLAN YEAR OUT-OF-POCKET MAXIMUM (INCLUDES DEDUCTIBLE) |                                                                    |                                                    |                                                                    |                                                    |
| Individual                                            | \$4,000                                                            | \$8,000                                            | \$3,000                                                            | \$6,000                                            |
| Family                                                | \$8,000                                                            | \$16,000                                           | \$6,000                                                            | \$12,000                                           |
| COINSURANCE                                           |                                                                    |                                                    |                                                                    |                                                    |
| Preventive Care                                       | \$0                                                                | 50%*                                               | \$0                                                                | 30%*                                               |
| Primary Care Physician                                | \$20 copay                                                         | 50%*                                               | \$15 copay                                                         | 30%*                                               |
| Specialist                                            | \$30 copay                                                         | 50%*                                               | \$20 copay                                                         | 30%*                                               |
| Hospitalization                                       | 20%*                                                               | 50%*                                               | 10%*                                                               | 30%*                                               |
| Urgent Care                                           | \$50 copay                                                         | 50%*                                               | \$50 copay                                                         | 30%*                                               |
| Emergency Room                                        | \$250 copay and deductible, then 25%<br>(copay waived if admitted) |                                                    | \$200 copay and deductible, then 20%<br>(copay waived if admitted) |                                                    |
| PHARMACY                                              |                                                                    |                                                    |                                                                    |                                                    |
| RETAIL RX (UP TO 30-DAY SUPPLY)                       |                                                                    |                                                    |                                                                    |                                                    |
| Tier 1 (Generic)                                      | \$10                                                               | 50% coinsurance<br>up to \$250 per<br>prescription | \$10                                                               | 50% coinsurance<br>up to \$250 per<br>prescription |
| Tier 2 (Brand)                                        | \$30                                                               |                                                    | \$20                                                               |                                                    |
| Tier 3                                                | \$50                                                               |                                                    | \$35                                                               |                                                    |
| Specialty                                             | Applicable copay                                                   |                                                    | Applicable copay                                                   |                                                    |
| MAIL ORDER RX (UP TO 90-DAY SUPPLY)                   |                                                                    |                                                    |                                                                    |                                                    |
| Tier 1 (Generic)                                      | \$25                                                               | N/A                                                | \$25                                                               | N/A                                                |
| Tier 2 (Brand)                                        | \$90                                                               |                                                    | \$60                                                               |                                                    |
| Tier 3                                                | \$150                                                              |                                                    | \$105                                                              |                                                    |
| Specialty                                             | Applicable copay                                                   |                                                    | Applicable copay                                                   |                                                    |

\*After Deductible

Please refer to medical plan summary for full benefit details.

Fax (714) 466-6601

# DENTAL

Taking care of your oral health is not a luxury, it is a necessity to long-term optimal health. With a focus on prevention, early diagnosis and treatment, dental insurance can greatly reduce your costs when it comes to restorative, and emergency procedures. All dental plan options available to you will cover preventive services at no cost to you, including routine exams and cleanings. Deductibles and coinsurance or copays will apply for basic and major dental services. Please refer to your carrier benefit summary for details.

If you are enrolling in a PPO plan, please note that you will maximize your savings if you visit in-network providers. These dentists have agreed to reduced fees, which means you won't get charged more than your expected share of the bill.

|                                                                                                              | AETNA HMO                                       | AETNA LOW PPO                                                          |                | AETNA HIGH PPO                                                              |                |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------|----------------|
|                                                                                                              | IN-NETWORK ONLY                                 | IN-NETWORK                                                             | OUT-OF-NETWORK | IN-NETWORK                                                                  | OUT-OF-NETWORK |
|                                                                                                              | YOU PAY                                         | YOU PAY                                                                |                | YOU PAY                                                                     |                |
| PLAN YEAR DEDUCTIBLE                                                                                         |                                                 |                                                                        |                |                                                                             |                |
| Individual                                                                                                   | \$0                                             | \$50                                                                   | \$100          | \$50                                                                        |                |
| Family                                                                                                       | \$0                                             | \$150                                                                  | \$300          | \$150                                                                       |                |
| PLAN YEAR MAXIMUM                                                                                            |                                                 |                                                                        |                |                                                                             |                |
| Per Individual                                                                                               | Unlimited                                       | \$1,500                                                                | \$1,000        | \$2,000                                                                     | \$1,500        |
| PREVENTIVE CARE                                                                                              |                                                 |                                                                        |                |                                                                             |                |
| Exams, Cleanings, X-rays, Fluoride Treatments                                                                | \$10 copay                                      | \$0                                                                    | 20%*           | \$0                                                                         | \$0            |
| BASIC SERVICES                                                                                               |                                                 |                                                                        |                |                                                                             |                |
| Fillings, Space Maintainers, Sealants, Extractions, Oral Surgery, Endodontics, Periodontics, Emergency Exams | Various copays apply. See Schedule of Benefits. | 20%*                                                                   | 40%*           | 10%*                                                                        | 20%*           |
| MAJOR PROCEDURES                                                                                             |                                                 |                                                                        |                |                                                                             |                |
| Crowns, Inlays/Onlays , Dentures and Bridgework, Repairs                                                     | Various copays apply. See Schedule of Benefits. | 50%*                                                                   | 50%*           | 40%*                                                                        | 50%*           |
| ORTHODONTIA                                                                                                  |                                                 |                                                                        |                |                                                                             |                |
|                                                                                                              | Adult and Child<br>\$1,945**                    | Child Only<br>50%<br>(\$1,000 lifetime maximum benefit per individual) |                | Adult and Child<br>50%<br>(\$1,000 lifetime maximum benefit per individual) |                |

\*After Deductible

\*\*24-Month Treatment Fee - Additional fees will apply for pre-ortho visits and treatment, records and retention, and banding  
Please refer to plan summary for full plan coverage details.



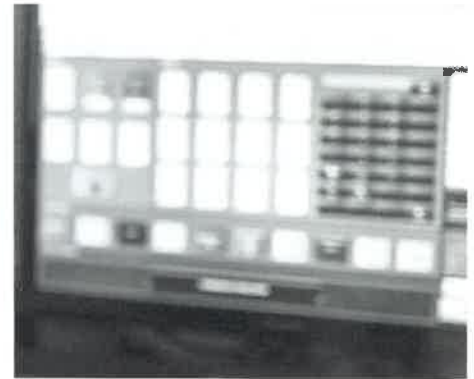
## VISION

Healthy eyes and clear vision are an important part of your overall health and quality of life. You may enroll yourself and your eligible dependents or you may waive vision coverage. You do not have to be enrolled in medical or dental coverages to enroll in vision coverage. You also do not need to enroll the same number of dependents in vision as you do for medical and dental coverages.

The table below summarizes the key features of the vision plan options available to you. Please refer to the official plan documents for additional information on coverage and exclusions.

|                                                      | EYEMED LOW PLAN               |                | EYEMED HIGH PLAN              |                |
|------------------------------------------------------|-------------------------------|----------------|-------------------------------|----------------|
|                                                      | IN-NETWORK                    | OUT-OF-NETWORK | IN-NETWORK                    | OUT-OF-NETWORK |
| COST                                                 |                               |                |                               |                |
| Exams                                                | Not covered                   |                | \$10 copay                    | Up to \$30     |
| COVERED SERVICES – LENSES                            |                               |                |                               |                |
| Single Vision                                        | \$20 copay                    | Up to \$25     | No charge                     | Up to \$25     |
| Bifocal                                              | \$20 copay                    | Up to \$40     | No charge                     | Up to \$40     |
| Trifocal                                             | \$20 copay                    | Up to \$60     | No charge                     | Up to \$60     |
| Lenticular                                           | \$20 copay                    | Up to \$60     | No charge                     | Up to \$60     |
| Frames                                               | \$0 copay, \$130 allowance    | Up to \$65     | \$0 copay, \$150 allowance    | Up to \$75     |
| COVERED SERVICES - CONTACTS IN LIEU OF FRAMES/LENSES |                               |                |                               |                |
| Medically Necessary                                  | No charge                     | Up to \$200    | No charge                     | Up to \$200    |
| Elective                                             | No charge;<br>\$130 allowance | Up to \$104    | No charge;<br>\$150 allowance | Up to \$200    |
| BENEFIT FREQUENCY                                    |                               |                |                               |                |
| Exams                                                | Not covered                   |                | Once every 12 Months          |                |
| Lenses                                               | Once every 12 Months          |                | Once every 12 Months          |                |
| Frames                                               | Once every 24 Months          |                | Once every 12 Months          |                |
| Contacts                                             | Once every 12 Months          |                | Once every 12 Months          |                |





# SUPPLEMENTAL MEDICAL

Just as it sounds, Supplemental Medical Plans (Accident, Critical Illness, and Hospital Indemnity insurance) can help you pay for costs you may incur after an accidental injury, illness or hospitalization.

Supplemental Medical Plans pay a fixed, one-time benefit amount which you can use for any purpose you like. They can help pay for expenses not covered by your health care plan (such as your deductible or copays), lost income, childcare, travel to and from treatment, home health care costs or any of your regular household expenses.

## ACCIDENT INSURANCE

### ELIGIBLE EXPENSES



**Emergency Room Visits**



**Medical Exams**

Including major diagnostic exams



**Fractures and Dislocations**



**Hospital Stays**



**Physical Therapy**



**Transportation and Lodging** – if you are away from home when the accident happens

### HOW THE PLAN WORKS

- On his way to work, John was in a car accident.
- He was transported by ground ambulance to the emergency room and admitted to the hospital.
- He had a dislocated hip and spent five days in the hospital.
- He had several physical therapy sessions before returning to work.
- John submitted his accident claim and received \$5,850 from his accident insurance coverage.
- He used it towards his deductible, copay and physical therapy sessions.

### SAMPLE REIMBURSEMENTS

|                                           |                |
|-------------------------------------------|----------------|
| <b>Ground Ambulance</b>                   | \$300          |
| <b>Emergency Room</b>                     | \$150          |
| <b>X-ray</b>                              | \$50           |
| <b>MRI</b>                                | \$150          |
| <b>Hospital Stay – Admission + 5 days</b> | \$2,000        |
| <b>Dislocated Hip</b>                     | \$3,000        |
| <b>Appliances</b>                         | \$100          |
| <b>Physical Therapy (4 sessions)</b>      | \$100          |
| <b>TOTAL BENEFIT PAID</b>                 | <b>\$5,850</b> |

# SUPPLEMENTAL MEDICAL (CONT.)

## CRITICAL ILLNESS INSURANCE

### SAMPLE OF COVERED CONDITIONS



Heart Attack



Multiple Sclerosis



Alzheimer's Disease



Parkinson's Disease



Stroke



Major Organ Failure

### HOW THE PLAN WORKS

- Tom suffered a relatively small stroke.
- He was hospitalized for five days.
- He began rehab to get back to where he was physically before the stroke.
- Tom submitted his claim and received a lump-sum payment of \$10,000.

### BENEFIT AMOUNT OPTIONS

|                     |                                          |
|---------------------|------------------------------------------|
| Employee and Spouse | \$5,000 – \$30,000 in \$5,000 increments |
| Children            | \$1,000 – \$15,000                       |

## HOSPITAL INDEMNITY INSURANCE

### SAMPLE OF COVERED CONDITIONS



Hospital Admission



Hospital Confinement



Surgical Care



Medical Diagnostic and Imaging



Hospital Intensive Care



Transportation and Lodging

### HOW THE PLAN WORKS

- In April, Sarah unexpectedly needed back surgery.
- Sarah was admitted to the hospital for surgery.
- After surgery, she began physical therapy to increase her strength and flexibility.
- Sarah submitted her claim and received a lump-sum payment of \$1,000.

|                    |         |
|--------------------|---------|
| TOTAL BENEFIT PAID | \$1,000 |
|--------------------|---------|

# HEALTH SAVINGS ACCOUNT (HSA)

An HSA is a personal savings account you can use to pay for qualified out-of-pocket medical expenses with pretax dollars — now or in the future. Once you're enrolled in the HSA, you'll receive a debit card to help manage your HSA reimbursements. Your HSA can also be used for your expenses and those of your spouse and dependents, even if they are not covered by the Anthem HSA \$1500 medical plan.

## HOW A HEALTH SAVINGS ACCOUNT (HSA) WORKS



### Eligibility

You must be enrolled in the Anthem HSA \$1500 medical plan. You are not covered by any other non-HDHP plan, such as a spouse's plan, that provides any benefits covered by your HDHP plan. You aren't enrolled in Medicare, TRICARE or TRICARE for Life. You can't be claimed as a dependent on someone else's tax return. You haven't received VA benefits within the past three months, except for preventive care. You are not covered by a general purpose health care flexible spending account (FSA) or health reimbursement account (HRA). Enrollment in a limited-purpose FSA is permitted.



### Your Contributions

You contribute on a pretax basis and can change how much you contribute from each paycheck up to the IRS maximum of \$3,600 if you enroll only yourself, or \$7,200 if you enroll in family coverage. You can make an additional catch-up contribution if you are age 55.



### Eligible Expenses

Medical, dental, vision and prescription drug expenses incurred by you and your eligible family members. If you want to enroll in a Health Care FSA, you are eligible to enroll in a Limited Purpose FSA.



### Using Your Account

Use the debit card linked to your HSA to cover eligible expenses, or pay for expenses out of your own pocket and save your HSA money for future health care expenses.



### Your HSA is always yours – no matter what

One of the best features of an HSA is that any money left in your HSA account at the end of the year rolls over so you can use it next year or sometime in the future. And if you leave the company or retire, your HSA goes with you and you can continue to pay and save for future eligible health care expenses.

## HOW THE HSA AND ANTHEM HSA \$1500 PLAN WORK TOGETHER

<https://www.brainshark.com/willis/vu?pi=zHYzjjJFkzaDe3z0>



## THE TRIPLE TAX ADVANTAGE

1

You can use your HSA funds to cover qualified medical expenses, plus dental and vision expenses too – tax-free.

2

Unused funds grow and can earn interest over time – tax-free.

3

You can save your HSA funds to use for your health care when you leave the Company or retire – tax-free.



# FLEXIBLE SPENDING ACCOUNTS (FSA)

Flexible Spending Accounts (FSAs) allow you to pay for eligible health care and dependent care expenses using tax-free dollars. If you are a participant in a Health Savings Account (HSA), you are not eligible for the Traditional Healthcare FSA reimbursement account. **There are three types of FSAs — the Traditional Healthcare FSA, the Limited Purpose Healthcare FSA, and the Dependent Care FSA:**

| TRADITIONAL HEALTHCARE FSA                                                                                                                                                                                                                                                                             | LIMITED PURPOSE HEALTHCARE FSA                                                                                                                                                                                                                                                                         | DEPENDENT CARE                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Contribute up to \$2,750 per year, pretax to pay for services not covered by your medical, dental or vision plan such as copays, coinsurance, deductibles, prescription expenses, lab exams and tests, contact lenses and eyeglasses.</p>                                                           | <p>Used if you are enrolled in the HDHP with medical plan; it works the same way as the Traditional Healthcare FSA; however, you may only use it to pay for eligible vision and dental expenses. Contribute up to \$2,750 per year, pretax.</p>                                                        | <p>Contribute up to \$5,000 per year, pretax, or \$2,500 if married and filing separate tax returns to pay for day care expenses associated with caring for elder or child dependents that are necessary for you or your spouse to work or attend school full-time. You cannot use your Health Care FSA to pay for Dependent Care expenses.</p>          |
| <p>Eligible expenses include medical copays, coinsurance, deductibles, eyeglasses, over-the-counter medications prescribed by your doctor.</p>                                                                                                                                                         | <p>Eligible expenses include dental and vision copays, coinsurance, deductibles, eyeglasses and over-the-counter medications prescribed by your doctor.</p>                                                                                                                                            | <p>Can only be used to pay for eligible dependent care expenses including day care, after-school programs and elder care programs.</p>                                                                                                                                                                                                                   |
| <p>You may carry over up to \$550 of unused FSA funds into the new plan year. Active employees have 60 days from the start of the plan year to submit eligible expenses from the previous year. Terminated employees have 90 days from the start of the plan year to submit eligible FSA expenses.</p> | <p>You may carry over up to \$550 of unused FSA funds into the new plan year. Active employees have 60 days from the start of the plan year to submit eligible expenses from the previous year. Terminated employees have 90 days from the start of the plan year to submit eligible FSA expenses.</p> | <p>Submit claims up to <b>March 31</b> of the following year for expenses from January 1 to December 31. Note: If you do not spend all the money in this FSA by <b>March 31</b>, per IRS regulations, unused dollars will be forfeited for pretax contributions. If you leave the company, you will have 60 days to submit claims for reimbursement.</p> |



# LIFE AND ACCIDENTAL DEATH & DISMEMBERMENT (AD&D) INSURANCE



## LIFE INSURANCE

### BASIC TERM LIFE AND AD&D

Although we don't like to think about it, should death occur, the survivors left behind could face serious financial hardships. Your family might need an alternative source of income to pay off your bills and meet their ongoing financial responsibilities. That is the purpose of life insurance – to provide funds for those left behind. As a benefits-eligible employee, you are provided with basic term life coverage in the amount of one times your annual salary up to a maximum of \$50,000 at no cost to you. It is also possible that an accident could cause serious injury – the loss of limbs or eyesight, for example. There is special insurance coverage which pays benefits if an accident causes loss of life, limb or sight – it is called accidental death and dismemberment (AD&D) insurance. AD&D pays an amount equal to your life insurance benefit in the event of your accidental death. It also provides benefits for certain accidental injuries.

### VOLUNTARY TERM LIFE AND AD&D

In addition to the company provided basic term life coverage, you may purchase additional amounts of individual term life insurance for yourself, your spouse or your domestic partner, and your children. Employees may purchase amounts of voluntary term life insurance coverage in increments of \$10,000 up to a maximum of \$500,000. Spouse or domestic partner voluntary term life insurance is available at 100% of the employee's benefit, not to exceed \$500,000. You may also cover your children up to \$10,000.

Voluntary term life insurance amounts of up to \$200,000 will be issued to you on a guarantee issue basis as long as you apply during your initial eligibility period. Guaranteed issue is only available upon your initial opportunity to enroll.

Coverage amounts of up to \$30,000 for dependent spouses and domestic partners and up to \$10,000 for children will also be issued on a guarantee issue basis during your initial eligibility period. Additional amounts of voluntary term life insurance above the guarantee issue limits, and any other amount applied for after your initial eligibility period, are subject to medical underwriting review by **CIGNA**. This means that you will need to complete an evidence of insurability form when you elect coverage in excess of these guarantee issue amounts.

Voluntary AD&D insurance is available for accident protection and is an affordable way to supplement your life insurance policy. Employees may purchase amounts of AD&D insurance coverage in increments of \$10,000 up to a maximum of \$500,000. Spouse or domestic partner AD&D insurance is available at 100% of the employee's benefit, not to exceed \$500,000. You may also cover your children up to \$10,000.

# LIFE AND ACCIDENTAL DEATH & DISMEMBERMENT (AD&D) INSURANCE OVERVIEW OF COVERAGE

Life insurance pays a lump-sum benefit to your beneficiary(ies) to help meet expenses in the event of your death. AD&D Insurance pays a benefit if you die or suffer certain serious injuries as the result of a covered accident. In the case of a covered accidental injury (e.g., loss of sight, loss of a limb), the benefit you receive is a percentage of the total AD&D coverage you elected based on the severity of the accidental injury.

| LIFE / AD&D INSURANCE - FOR YOU                       |                                                             |                                                                  |
|-------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------|
|                                                       | LIFE AND AD&D                                               | VOLUNTARY LIFE AND AD&D                                          |
| <b>Coverage Amount</b>                                | 1 times your basic annual earnings to a maximum of \$50,000 | Increments of \$10,000 not to exceed \$500,000                   |
| <b>Evidence of Insurability/ Proof of Good Health</b> | None                                                        | Required if electing coverage equal to or greater than \$200,000 |

## DEPENDENT VOLUNTARY LIFE

Voluntary Life insurance for your dependents can help protect your family during difficult times.

| LIFE / AD&D INSURANCE - FOR YOUR DEPENDENTS           |                                                                                  |                                 |
|-------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------|
|                                                       | SPOUSE                                                                           | CHILD(REN)                      |
| <b>Coverage Amount</b>                                | Increments of \$10,000 up to \$500,000 – not to exceed 100% of Employee coverage | Units of \$2,000 up to \$10,000 |
| <b>Evidence of Insurability/ Proof of Good Health</b> | Required for amounts equal to or greater than \$30,000                           | None                            |

## GUARANTEED ISSUE (GI) AND EVIDENCE OF INSURABILITY (EOI)

Employees and spouses who elect coverage when first eligible can elect up to the Guaranteed Issue (GI) amount without Evidence of Insurability (EOI). If the amount requested is more than GI, you will need to provide EOI before the amount over GI becomes effective.

## IMPUTED INCOME

Under current tax laws, imputed income is the value of your Basic Life insurance that exceeds \$50,000 and is subject to federal income, Social Security, and state income taxes, if applicable. This imputed income amount will be included in your paycheck and shown on your W-2 statement.

# DISABILITY INSURANCE

Short Term (STD) and Long Term (LTD) Disability insurance can keep you financially stable should you become disabled and unable to work. It can help provide a sense of security, knowing that if the unexpected should happen, you'll still receive a monthly income.

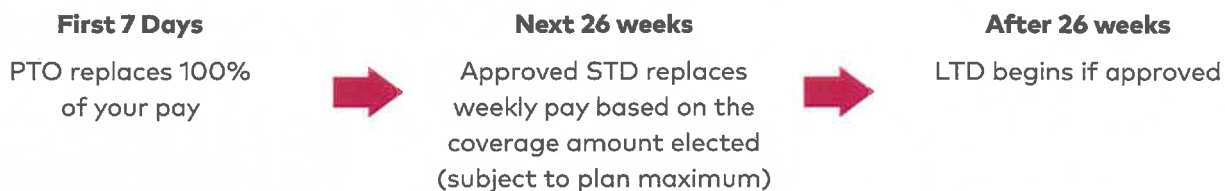
## STD BENEFITS AT A GLANCE

|                                                     |                                                                                                                                                                                                                                      |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coverage</b>                                     | \$50, \$100, \$150, \$200, \$250, \$300, \$350, \$400, \$450 or \$500<br>(the benefit option is limited to a maximum of 20% of the employee's earnings before disability up to a maximum of \$500 weekly) for a maximum of 26 weeks. |
| <b>Choose weekly amounts of disability coverage</b> |                                                                                                                                                                                                                                      |
| <b>When Benefits Begin</b>                          | Benefit begins after 7 days of disability.                                                                                                                                                                                           |
| <b>Election Required</b>                            | Yes / Employee Paid                                                                                                                                                                                                                  |

## LTD BENEFITS AT A GLANCE

|                            |                                                                                                                                                                               |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Coverage</b>            | 60% of your pre-disability earnings, up to a maximum benefit of \$2,000 per month until you recover or reach your Social Security Normal Retirement Age, whichever is sooner. |
| <b>When Benefits Begin</b> | Benefit begins after 180 days of disability.                                                                                                                                  |
| <b>Election Required</b>   | Yes / Employee Paid                                                                                                                                                           |

## HOW STD AND LTD WORK TOGETHER



A qualifying disability is a sickness or injury that causes you to be unable to perform any other work for which you are or could be qualified by education, training or experience.





# EMPLOYEE ASSISTANCE PROGRAM

In our increasingly fast-paced world, you may find it challenging to take care of yourself while balancing your responsibilities at work with your obligations at home. In addition to counseling, your LifeWorks Employee Assistance Program (EAP) can help by offering you timely, professional assistance and support to manage all of life's stages and complexities.

- Stress
- Marital or family problems
- Anxiety and depression
- Substance abuse (alcohol and/or drugs)
- Financial issues
- Child care issues – including identifying schools, daycare, tutors, and more
- Aging parents
- Pet care
- Maintenance and repair providers
- Community volunteer opportunities
- Adoption services
- Caregiver support groups
- Landlord and tenant issues
- Summons, warrants, and subpoenas
- Custody and child support

**CONTACT LIFEWORKS**  
**ONLINE: [LOGIN.LIFEWORKS.COM](https://login.lifeworks.com)**  
**USERNAME: FALCK**  
**PASSWORD: LIFEWORKS**

**CALL: 877-234-5151**  
**TTY: 800-999-3004**  
**EN ESPAÑOL: 888-732-9020**

It's important to note that all EAP conversations are voluntary and strictly confidential. If you and your counselor determine that additional assistance is needed, you'll be referred to the most appropriate and affordable resource available. Although you're responsible for the cost of referrals, these costs are often covered under your medical plan.



# EMPLOYEE ASSISTANCE PROGRAM CONTINUED ...

## CHILDCARE SERVICES

Your Employee Assistance Program (EAP) offers a personalized approach to helping you and your family. Through a telephonic consultation with our professional advisors, you get the answers, information and resources you need to help with the day-to-day child care responsibilities. LifeWorks' professional advisors and research team will assess, identify and locate caregiving services including:

- Parenting classes
- Childcare and after-school programs
- Schools, educational services, and special needs programs
- Adoption resources

## FINANCIAL WELLBEING

Financial well-being is as important as physical and mental wellness. It's about feeling in control of your finances, being able to handle a financial setback, and being on track to achieve your financial and life goals (including having a plan for retirement).

With LifeWorks, you have access to financial counselors offering support on a variety of issues:

- Budgeting and overall money management
- Credit card debt & debt management options
- Credit management and rebuilding of credit
- Financial emergency options
- Difficulty paying student loans
- Foreclosure and other housing issues
- Basic mortgage questions including buying versus renting
- Financial aspects and implications of bankruptcy
- Identity theft
- Working Together on Your Financial Plan

## LEGAL SERVICES

Whether it's a question about divorce, real estate, writing a will, estate planning, handling a legal dispute, or finding a lawyer in your area, LifeWorks can help. LifeWorks can refer you to a lawyer through their Legal Referral Service for a free, 30-minute telephonic consultation in almost all areas of law, except for business and employment law. An easy-to-browse legal library with hundreds of articles,

## ELDERCARE SERVICES

The realization that an aging family member requires some level of assistance can raise many questions and concerns. Your loved one may be having difficulty in getting around or experiences significant hearing, vision or cognitive problems, and you might wonder how best to provide them with the care they need. LifeWorks is here to offer support through counseling, articles and other online resources.



### CONTACT LIFEWORKS

ONLINE: [LOGIN.LIFEWORKS.COM](https://login.lifeworks.com)

USERNAME: FALCK

PASSWORD: LIFEWORKS

CALL: 877-234-5151

TTY: 800-999-3004

EN ESPAÑOL: 888-732-9020

# PLANNING FOR RETIREMENT

What does retirement look like for you? Maybe you plan to travel the world. Or maybe you'd like to take up some hobbies closer to home. Whatever your goal, it's important to take responsibility for your own finances so you have the income you'll need in the future.

One of the best ways to ensure a secure retirement is to start saving as early as possible. Our 401(k) savings plan allows you to save for retirement on a tax-advantaged basis. You can begin contributing to the plan at any time once you become eligible and start making contributions to your account through convenient payroll deductions. Pay yourself first each and every payday!

## Features<sup>1</sup> of the Falck USA 401(k) Plan include:

- Elect your contributions as either a percentage of gross pay or a fixed dollar amount.
- Contribute up to the \$19,500 IRS annual limit through convenient payroll deductions, or up to \$26,000 if you are age 50+.
  - Note: These are the 2020 limits and may increase in 2021.
- Dollar-for-dollar immediately vested matching contributions up to 6% of your pay.
- You may elect pre-tax contributions, Roth contributions, or a combination of both.
- Rollover of your old retirement accounts for ease of management is allowed.
- Excellent selection of investment options with fiduciary-based investment advice.
- 24/7 online account management.

## To get started with your 401(k) simply:

- Log in at [www.RetirementVista.com](http://www.RetirementVista.com) using your SSN and default password<sup>2</sup>.
- Follow the online steps to complete your enrollment.

Complete your online enrollment and your payroll deduction contributions will automatically commence within 1 to 2 pay dates.



## Monitor your account progress:

- Online account management at [www.RetirementVista.com](http://www.RetirementVista.com)
- Quarterly account statements available electronically or mailed to your address.

Need enrollment, investment or account management assistance? Contact WESPAC by phone at 800-535-4253 or through your RetirementVista online account.

<sup>1</sup> Please refer to the Falck USA, Inc. Summary Plan Description and Falck USA, Inc. 401(k) Plan Fee and Investment Notice documents for complete information.

<sup>2</sup> The initial default password is your date of birth in the MMDDYYYY format. As part of the enrollment process, you will be guided to establish your unique password and other account security features.



# ATTACHMENT 9

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Key Personnel Resumes

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

**FALCK****JORGE A. REYES, EMT- P*****Proposed Oxnard Clinical / Operations Manager*****SUMMARY**

Highly resourceful, innovative and committed EMS Manager. Capable of confident decision making and effectively acting in high pressure situations. Solid communication skills capable of conveying directives in challenging emergency situations. Adept at multi-tasking and proactive problem solving.

**PROFESSIONAL  
EXPERIENCE**

**Care Ambulance Service (Parent Company, Falck), L.A. County, Orange County,  
Riverside County, CA      2006 - Present**

- EMT-B, EMT-P, Training Supervisor, Operations Manager

**American Medical Response, L.A. County Operational Region      2004 - 2006**

- Emergency Medical Technician Basic

**CERTIFICATIONS  
& PROFICIENCIES**

- EMT-P
- ICS-100
- ICS-200
- ICS-300
- ICS-700
- ICS-800
- ACLS
- PALS
- PHTLS
- PCCC
- PEPP
- Fluent in Spanish

**EDUCATION**

**Paramedic Education Program 2008  
*Palomar College, San Marcos, CA***

**Emergency Medical Technician 2003  
*S.C.R.O.C. Torrence, CA***

**Plastics/Composite Manufacturing Technology, 2004 - 2007  
*Cerritos College, Norwalk, CA***

**SERVICES & AWARDS**

WE CARE Committee member

Certificate of Appreciation, OC Health Care Agency

Certificate of Appreciation, American Red Cross

Employee Recognition Award, Care Ambulance



**FALCK****FREDDY SOTELO, MD, MPH** *Medical Director***PROFESSIONAL  
SUMMARY**

- Accomplished physician leader with a focus on maximizing the strengths of a large medical staff and organization
- Focused and motivated in developing best practice care delivery models and producing results
- Exceptional verbal and written communication skills on an individual and group level
- Well-versed in all elements of medical management, evidence-based practice, and physician engagement to create a successful hospital-physician collaboration
- Fluent in Spanish

**PROFESSIONAL  
EXPERIENCE*****Board Certified Emergency Medicine Physician, Attending******Vice President, Columbia Emergency Medical Group******Jun 2010 - Present***

- Evaluate patients, diagnose disorders and manage emergency care delivery to patients in a large tertiary care that is a STEMI receiving center, level 2 trauma center, specialized in pediatrics, and a certified comprehensive stroke center.
- Oversee financial operations, including the producing of profit and loss reports and financial outlook forecasts
- Developed and achieved financial growth goals of 15% increase for FY 18 and 19.
- Maintain positive relationships between department heads, medical staff and governing boards by attending leadership meetings and synchronizing interdepartmental functions.

***Utilization Review Committee******Jun 2018 to current******Long Beach Memorial Medical Center, Co-Chair, Long Beach, CA***

- Serve as co-chair in reviewing services of the institution and medical staff care provided to patients
- Led committee in reduction of LOS by 8% of the first fiscal year of committee involvement
- Delegate communication tasks between department heads, medical staff and governing boards by attending leadership meetings and synchronizing interdepartmental functions.

***Medical Director, Clinical Documentation Integrity******Apr 2014 to Current******MemorialCare Health Systems, Fullerton, CA***

- Provide medical direction, coordination and oversight for the program and the medical centers.
- Accomplishments: Challenged with a case mix and mortality indices ranked in the lowest quartile among peers for our large multi-specialty teaching hospital in Long Beach I have led a diverse medical staff (approximately 1500 physicians) in capturing true, and compliant patient severity of illness and risk or mortality. Role and responsibilities also included overseeing coding and CDI staff of our entire 5-hospital system.
- Results: our case mix index has increased from 1.6 (FY 2015) to 1.95 (FY 2018). System-wide revenue has increased by 3.1M in FY 2016, 4.7M in FY 2017 and, currently, 3.29 M for FY2018. Mortality index has also improved to reflect the true care across the system.
- Part of the success has been educating and engaging physicians on an individual and group level on adequate data capture practices that are compliant, consistent, efficient and accurate.
- Success has also required competent and innovative use of 3M encoder and Crimson Continuum of Care analytics.
- The program also requires close and constant collaboration with hospital Medical Directors, Chairs of surgical and medical departments, the Chief of Staff, and hospital administration.

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**PROFESSIONAL  
EXPERIENCE,**  
*continued*

***Medical Director, Care Ambulance (A Falck Company), Orange, CA***

***Sep 2016 to Current***

- Lead and direct medical quality and appropriateness of care rendered at all levels of service: BLS, CCT-RN and Paramedic level for non-911 services.
- Oversee a staff of 1500 EMTs, 80 medics and 13 RNs.
- Accomplishments: Confronted with low call volumes for critical care transport in the large southern California region of Los Angeles, Orange, and Riverside counties I developed a new (and marketable) critical care transport team to meet the high demand, but under utilized section, of critical patient transport market. Results: reduced staffing cost by 600K annually all while increasing our capacity and improving our quality.
- Collaborated with Los Angeles County EMS and Fire Medical directors in securing the contract and assuring quality care are provided by our ALS service. Results led to increasing our market share in the eastern Los Angeles County regions

***Chair, Health Information Management***

***Sep 2014 to Current***

***Long Beach Memorial Medical Center – Long Beach, CA***

- Oversees the approval process for the structure, content, and usability of all forms used to document and capture patient information in the health record; compliant with State, Federal, and Joint Commission regulatory requirements and accreditation standards.

***The Advisory Board Crimson Continuum of Care, Physician Analyst and Advisor  
MemorialCare Health Systems, Long Beach Memorial Medical Center***

***Apr 2014 to Current***

- Lead and direct implementation of Crimson Clinical Advantage
- Accomplishments: Extensive presentations and educational sessions with multiple medical center departments, medical groups and individual clinicians (in a large pluralistic medical staff of 1500 at a tertiary care hospital) led to a paradigm shift in increasing use of data as a gauge for medical care across the medical center.
- As a result, our medical groups and individual physicians now routinely track metrics such as case mix index, resource utilization, mortality indices, and Ongoing Professional Practice Evaluation
- (OPPE) and Focused Professional Practice Evaluation (FPPE) processes.

***Lean Leader, Process Owner, 12/2013 to Current***

***Long Beach Memorial Emergency Department – Long Beach, CA***

- With an increasing census and declining patient experience our wait times were increasing; this led to finding an innovative way to decrease our length of stay for 'dischargeable' patient from the waiting room.
- I secured a previously underutilized room in the ED to create a new pathway for early discharges and improvement in patient experience in the emergency department.
- The process required significant cultural change in nursing and physician practice and key frequent communication with ED staff. Improved efficiency by increasing capacity without changes or additions to staffing.
- Results: AMA has decreased 20% since the start of process and length of stay for early discharges has decreased below target of 210 minutes. Improved ED arrival to ED bed times by 20% over 12 months.

***Committee Member, 08/2008 to 06/2010***

***Harbor UCLA Emergency Department and Surgical/Trauma Department – Torrance, CA***

- Trauma service, Harbor-UCLA Medical Center Member, Quality Improvement, Risk Management and Patient Safety Task force

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## EDUCATION

*Emergency Medicine Resident Physician:* June 2007-June 2010

Harbor-UCLA Medical Center – Torrance, CA

*Master of Public Health:* Public Policy and Health administration, Sept 2006-June 2007 UCLA School of Public Health – Los Angeles, CA

*Doctor of Medicine:* Aug 2002-June 07

David Geffen School of Medicine at UCLA - Los Angeles, CA

*Bachelor of Science:* Biology, June 02

University of California, Los Angeles - Los Angeles, CA

## AFFILIATIONS

Jun 2015-present American Association of Physician Leadership

Jun 2009- present American College of Emergency Physicians

Jun 2010-present MemorialCare Physician Society

CERTIFICATIONS  
& AWARDS

Nov 2019 Long Beach Memorial Medical Center, Physician Excellence in Leadership Award

May 2019 American Association of Physician Leadership, Certified Physician Executive

Feb-Oct 2015 MemorialCare Physician Leadership Academy

Oct-Nov 2014 The Advisory Board Crimson Analytics Fellow

Jun 2010-present LEAN Leader trained

Jun 2010-present ACLS, BLS, PALS certified

Jun 2009-present American Board of Emergency Medicine, Board Certified

Jan 2008-present California license and DEA certified



**FALCK**

## TROY HAGEN, MBA

*Troy.Hagen@falck.com*

*Falck USA Chief Commercial Officer & Implementation Team Lead*

### SUMMARY

Troy Hagen is the Chief Commercial Officer for Falck USA, based in Orange County, CA. Troy has been involved in Emergency Medical Services since 1989. His background includes: paramedic, volunteer fire fighter, reserve deputy sheriff, flight medic, tactical medic, technical rescue team commander, community paramedicine, field supervisor, management, and executive positions.

Troy holds a Bachelor of Science degree in Biology and a Master's degree in Business Administration. He is a frequent lecturer and writer on EMS leadership and management topics, EMS finance, emergency preparedness and special events planning. Troy served as Medical Commissioner and Incident commander for the 2009 Special Olympic World Winter Games. He is currently serving as Incident Commander for Falck's CoVID-19 National Response and Emergency Operations Center.

Troy was the 2010 Pinnacle Leadership Award Winner and was recognized for outstanding dedication to improving EMS, and for his lead role in developing a white paper entitled "EMS Makes a Difference" published by the U.S. Department of Transportation. Troy is a Past President of the National EMS Management Association (NEMSMA) and served as the Finance Committee Chair for the national EMS Advisory Council (NEMSAC) from 2010 to 2012. Troy was awarded the international distinction of Falck Manager of the Year for 2020 by Falck Global CEO, Jakob Riis.

### EDUCATIONAL ACHIEVEMENTS

Ada County Strategic Leadership Program 5/09  
George Fox University, Meridian, ID

Master in Business Administration 10/05  
University of Phoenix, Meridian, ID

Level One Reserve P.O.S.T. Academy 7/94  
Ada County Sheriff's Office, Boise, ID

Paramedic Program 6/93  
Mckennan Hospital, Sioux Falls, SD

Bachelor of Science Degree, Biology with Minor in Chemistry 5/92  
South Dakota State University, Brookings, SD

Emergency Medical Technician - Special Skills 6/91 Mitchell, SD  
Emergency Medical Technician - Basic 4/89 Brookings, SD

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PROFESSIONAL  
EXPERIENCE

PROFESSIONAL  
AFFILIATIONS

TROY HAGEN | PG 2 OF 3

***Falck USA, Orange, CA***

Falck USA Chief Commercial Officer 12/19 - Present  
Falck California CEO 5/17 - 12/19  
Care Ambulance Service CEO 1/13 - 5/17

***Ada County Paramedics, Boise, ID***

Director 5/04 - 1/13  
Assistant Director 7/02 - 5/04  
Emergency Medical Dispatch QI Coordinator 3/00 - 5/04  
Field Supervisor 5/99 - 7/02  
EMT - Paramedic 9/93 - Present  
Special Operation Team (SOT) Commander 12/96 - 5/03  
SOT Training Officer 12/95 - 12/96

***Unified Emergency Response Consulting, Boise, ID***

Partner, Consultant, Instructor 2/04 - 12/09

***Life Flight - St. Alphonsus Regional Medical Center, Boise, ID***

Flight Paramedic 7/98 - 1/00

***Ada County Sheriff's Department, Boise, ID***

Reserve Deputy 2/94 - 9/96

***West Idaho Critical Incident Stress Management Team, Boise, ID***

EMS Consultant 9/94 - 9/96

***Brookings Ambulance, Brookings, SD***

EMT - Paramedic 6/93 - 9/93  
Education Coordinator 8/92 - 9/93  
EMT - Special Skills 7/91 - 6/93  
QI Assistant Coordinator 1/91 - 9/93  
EMT - Basic 8/89 - 7/91

***Canistota Fire Department, Canistota, SD***

Rescue Squad, Firefighter 6/89 - 9/93

***Canistota Municipal Pool, Canistota, SD***

Lifeguard/Safety Instructor/Manager Summers 1986 - 1989

*Adaptive Business Leaders (ABL) Orange County (CA) Healthcare CEO Roundtable - Member*

*Commission of the Accreditation of Ambulance Services (CAAS) - Board Member*

*National EMS Management Association – Past President*

*Center for Leadership, Innovation and Research (CLIR) – Board Member*

*National EMS Advisory Council – Member 2010-2012*

*DHS First Responder Working Group – Past Member*

*Idaho Incident Management and Support Team – Incident Commander*

*Idaho EMS Chiefs Association – Member*

*Idaho Emergency Communications Commission – Past Commissioner*

*Idaho State University Paramedic Degree Program – Past Adjunct Faculty and Advisory Board Member*

*2009 Special Olympics World Winter Games – Medical Commissioner and Area Commander*

*Burning Man – Medical Incident Commander (2012-13)*

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**AWARDS &  
RECOGNITIONS**

**CERTIFICATIONS  
& TRAINING**

**TROY HAGEN | PG 3 OF 3**

2020 Falck International Manager of the Year

2010 Pinnacle EMS Leadership Award of Excellence

2009 Idaho Health Care Hero

- National Registered Paramedic
- Advanced Cardiac Life Support Provider
- Pediatric Advanced Life Support Provider
- Neonatal Resuscitation Provider
- Incident Command System (ICS) 100-400 Instructor
- NIMS 700 and 800
- Integrated Emergency Management Course
- All Hazards Incident Management Team - Incident Commander
- ICS to Emergency Operations Center (EOC) Interface
- Exercise Design
- Basic Public Information Officer
- Multi-Agency Coordination
- Six Sigma Black Belt
- Project Management
- Strategic Planning and Leadership
- The Speed of Trust (Steven MR Covey) - Instructor
- State of Idaho EMS Instructor - EMT through Paramedic
- State of Idaho Emergency Services Training Instructor
- Idaho State University Institute of Emergency Management Adjunct Faculty
- Rope Rescue Technician
- Haz Mat Operations
- Confined Space Rescue Operations
- Structure Collapse Awareness Instructor
- CMC Level 1 and 2 Rope Rescue/Rappelling
- AMSAR Level 1 and 2 Rope Rescue
- C.O.N.T.O.M.S. Tactical Paramedic
- Emergency Medical Dispatcher (EMD) and EMD-QI
- Basic Critical Incident Stress Management
- P.O.S.T. Peace Officer and Marine Duty
- Emergency Vehicle Operations Course



## MICHAEL GORMAN, MBA *Regional Managing Director*

### QUALIFICATIONS

- Strategic business driver and process improvement authority
- Known for championing innovations and productivity efficiencies within healthcare organizations
- Skilled at employee relations, enhancing customer experience, and building large logistically sound 911 systems
- Acclaimed for leading multi-site operations and building diverse high-performance teams to meet system goals
- Experienced 911 system expert, leveraging expertise in logistics and statistics to mine data and build reporting tools that maximize 911 system performance

### PROFESSIONAL EXPERIENCE

#### **Care Ambulance / Falck Southern California, Orange / LA Counties, CA 2019 - Present** *Managing Director*

Global leader in EMS services. In Southern California, manage 911 system that covers 4.5 million residents. Manage 10 direct reports and 1,300 employees.

#### **Ambulanz, New York, NY 2018-2019** *Vice President of Operations*

Global ambulance provider utilizing technology and innovation to optimize patient flow. Operations in California, Colorado, Tennessee, New York, Pennsylvania, New Jersey and London. Managed 1,200 employees and eight direct reports.

#### **Covalent Health, San Francisco CA 2013-2018** *Chief Operations Officer*

Leading provider of healthcare logistic solutions; comprised of 5 ambulance companies. Headquartered in San Francisco with 4 national offices stretching from California to Florida, with 2,300 employees.

#### **American Medical Response, Las Vegas NV 2010-2013** *Division General Manager*

Las Vegas division encompassed the City of Las Vegas, City of North Las Vegas and the unincorporated parts of Clark County, Nevada, in the Las Vegas valley which serves a population of approximately 2.2 million people. Managed 12 direct reports and 1,000 employees.

#### **Rural/Metro Ambulance, Cleveland OH / Atlanta GA / Buffalo NY 2004-2010** *Regional Operations Director / Division General Manager / Financial Analyst*

Atlanta, GA division encompassed Fulton and Forsyth Counties, GA with population of approximately 1.2 million people. Buffalo, NY division encompassed Erie and Niagara Counties, NY with population of approximately 1.1 million people. Managed a total of 1,000 employees and nine direct reports.

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**EDUCATION**

Master of Business Administration (MBA), Finance and Accounting  
Regis University, Denver, CO, 2011

Bachelor of Science (BSc), Biochemistry  
Case Western Reserve University, Cleveland, OH, 1998

**CERTIFICATIONS  
AND TRAINING**

Lean Six Sigma Black Belt – Villanova University, Philadelphia, PA, 2016  
Professional Development Training:

- Leadership North Las Vegas Training
- Dale Carnegie Sales Training



**FALCK**

## KATHRYN “LORIE” LOPEZ

### LEADERSHIP SUMMARY

Passionate and Dedicated EMS Manager with more than 25 years of recognizable leadership ability and exceedingly above average work ethic. Self-starter and enthusiastic team member with success in developing and managing new “start-up” operations, program services and plans. Employee advocate and committed business partner, balancing the goals and objectives of the organization with the needs and desires of her team.

### LEADERSHIP EXPERIENCE

#### ***Falck USA / Care Ambulance Service 2006 - Present***

##### ***COMMERCIAL TEAM DIRECTOR OF OPERATIONS (2020-PRESENT)***

Oversees the implementation of new/start-up contracts. Works with area management to ensure the organization’s daily business activities are displayed publicly and online. Responsible for ensuring area management understands how to manage their resources, develop and implement their operational plan and ensuring that procedures are carried out properly. Leads the management team in evaluating organizational efficiency and making necessary changes to maximize staff productivity.

##### ***FALCK SOUTHERN CALIFORNIA SCHEDULING MANAGER (2017-2020)***

Responsibilities included daily oversight over California scheduling, which included 1,300+ employees. Oversaw overtime to ensure company stays financially responsible and routinely checked with scheduling staff on weekends to ensure all shifts were sufficiently filled. Maintained position while in full-time Division Manager role for Irwindale.

##### ***DIVISION MANAGER, RIVERSIDE (2013-2019), IRWINDALE (2017-2020)***

Responsible for the initial setup and “start-up” of Riverside and Irwindale division operations, ensuring that the both areas met and maintained regulatory compliance requirements operationally and clinically. Managed daily operations and served as the **24-hour contact** for personnel concerns, fleet maintenance, customer service inquiries and requests for new business. Heavily participated in the City of Riverside approval process, granting CARE the ability to provide non-emergency, despite the area’s decade-long “closed-city” policy.

##### ***INTERFACILITY OPERATIONS MANAGER, LOS ANGELES COUNTY DIVISION (2008-2012)***

Supervised and managed the activities of 300+ field employees. Conducted investigations for customer concerns, vehicle contacts and employee (or patient) accidents and injuries. Completed employee counselings and performance evaluations. Developed sustainable partnerships with local hospitals and nursing facilities which dramatically improved the daily submission/collection rate of time-sensitive billing documents.

##### ***24-HR FIRE-SIDE OPERATIONS MANAGER, LOS ANGELES DIVISION (2006-2009)***

Supervised and managed the activities of 200+ field employees. Coordinated requests from customers for special event coverage. Assisted field personnel and local fire/police agencies during disaster events and mass casualty incidents. Honored for “**Outstanding Strike Team Leadership**” during the 2007 Malibu fires. Actively participated on the LA County “start-up” team by assisting with operational logistics and the staffing acquisition of more than 200 new employees within a few weeks’ time.

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LEADERSHIP  
EXPERIENCE  
*continued*

*American Medical Response      1993 - 2006*  
**OPERATIONS MANAGER (2003 - 2006)**

Responsible for the implementation of cost-effective ambulance deployment strategies, hiring, training, investigations, general personnel concerns and budget implementation. In 2005, led strike team to Hurricane Katrina relief and rescue. Coordinated with local fire and police agencies in New Orleans to provide relief to disaster area. 2006 “Star of Life” Award Recipient.

**OPERATIONS SUPERVISOR (1998 - 2003)**

Supervise and manage the activities of over 300+ field employees on a 24-HR shift. Respond to mass casualty incidents and handle field employee issues and concerns. Investigate customers complements/complaints and handle disciplinary actions.

**FIELD TRAINING OFFICER (1995 - 1998)**

Responsible for the training of newly hired EMT’s. Would provide EMT’s guidance and instruction of company policies and procedures. Would act as interim supervisor when Operations Supervisors were unavailable.

**EMERGENCY MEDICAL TECHNICIAN (1993 - 1998)**

Responsible for the training of newly hired EMT’s. Would provide EMTs guidance and instruction of company policies and procedures. Would act as interim supervisor when Operations Supervisors were unavailable.

TRAINING &  
CERTIFICATIONS

|                                                                                       |           |
|---------------------------------------------------------------------------------------|-----------|
| Certified Emergency Medical Technician, State of California                           | CURRENT   |
| Certified Ambulance Driver, State of California                                       | CURRENT   |
| Medical Examiners Certificate                                                         | CURRENT   |
| Certified CPR Instructor, American Heart Association                                  | CURRENT   |
| ICS100, ICS200, ICS30, Homeland Security & National Fire Academy                      | CURRENT   |
| IS100, IS200, IS230, IS235, IS240, IS241, IS242, IS292, IS700a, IS703, IS800a         | CURRENT   |
| Ambulance Strike Team/Medical Task Force Leader Training                              | CURRENT   |
| Leadership Academy I, II, III                                                         | 2016-2017 |
| Six Sigma Yellow and Green Belt, Integral Performance Solutions                       | 2014      |
| WMD Technical Emergency Response/Cobra Training & WMD Standardized Awareness Training | 2007-2008 |
| Basic Supervisory Practices, Texas A&M University System EMS Leadership               | 2007      |
| Management Training Certificate, American Ambulance Association                       | 2007      |
| HAZMAT and First Responder Awareness                                                  | 2006      |
| AMR L.E.A.D University, American Medical Response                                     | 2004      |
| MCI Basic Field Operations, American Medical Response                                 | 2004      |

EDUCATION

|                                                                                |             |
|--------------------------------------------------------------------------------|-------------|
| Bachelor Of Science, Animal Science, California Polytechnic University, Pomona | In Progress |
|--------------------------------------------------------------------------------|-------------|

VOLUNTEER  
WORK &  
CAUSES

|                                                                                                                                                                                                                                                                                                        |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Michelle’s Place    2016-Present<br>Volunteer<br>Annually participates in the “Reality Rally” and provides physical and emotional support to those fighting cancer, and their families.                                                                                                                |  |
| Feline Underground Network, Barnyard Guardians    2016–Present<br>Volunteer And Animal Caregiver<br>Provides immunizations, wellness care, and neutering support for all feral cats. Clears out area that cats are being sheltered. Assists with home placement, adoption events, enclosure buildouts. |  |
| Trap, Neuter, Return – Riverside    2015-Present<br>Volunteer And Animal Caregiver<br>Community Liaison and Advocate that traps, picks up, and cares for feral cats. Once in our care, we provide the cats with neutering and wellness services, and work to get them adopted once well.               |  |

**FALCK****CHRISTOPHER WILSON****KEY  
QUALIFICATIONS**

Christopher Wilson has over 15 years of experience in management, and more than 25 years as an Emergency Medical Technician. He is an organized, efficient, and detail-oriented individual who is able to easily multi-task. A proven leader, Christopher Wilson is skilled at identifying and implementing programs to enhance service quality.

**PROFESSIONAL  
EXPERIENCE*****Care Ambulance - Orange & LA Counties, CA 2006 - Present******QUALITY MANAGER******2007 - Present***

- Management of the Quality Management Program.
- Identify quality indicators to be monitored.
- Report quality findings to appropriate internal and external parties.
- Work with the Training Department to identify areas for training based on findings in the quality improvement process.
- Work with all departments (Operations, Communications, Billing) to identify projects that qualify for continuous quality improvement (CQI).
- Perform needs analysis for proposed projects. Make recommendations based on the needs analysis.
- Identify impact the project has on business operations.
- Coordinate the company's Workers Compensation Program with the corporate Risk and Safety Department.
- Infection Control Officer.

***TRAINING MANAGER******2006 - 2007***

- Provide direct supervision of 15 Field Training Officers.
- Schedule applicants for pre-employment written test, skills test, and oral interviews.
- Facilitate the classroom environment for new employee orientation.
- Schedule employees and members of outside agencies for state required EMT skills testing and CPR recertification.
- Communicate recommendations for training or concerns to the Employee Development Manager.
- Assist with off site classes such as Law Enforcement First Aid and CPR.

***American Medical Response******1989-2006******COMMUNICATION CENTER MANAGER******2003 - 2006***

- ***Supervised 98 employees including 13 supervisors.***
- Responsible for leading and coaching team members using weekly and monthly planning meetings.
- Implemented and developed System Status plans to insure proper ambulance deployment within the company's contracted areas.
- Developed and implemented programs to enhance communications and field operation efficiency by using weekly newsletters and Internet websites.
- Monitored and maintained contractual emergency response compliance using Microsoft Access and ISERA programs.
- Developed and maintained division budget unit hours.
- Managed the scheduling and timekeeping departments, which included 8 employees. Ensured that daily unit hours were staffed and maintained.

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**PROFESSIONAL  
EXPERIENCE,**  
*continued*

***American Medical Response, continued***

- Developed and participated in quality improvement activities to ensure a 98% customer service satisfaction. Developed customer service programs to enhance customer satisfaction.
- Maintain competency and enhances professional growth and development through continuing education, conferences, and seminars.
- Participates in programs to enhance company's community image by working with various community groups, school programs and local government.

**COMMUNICATION CENTER SUPERVISOR      2000 - 2003**

- ***Supervised 15 employees***
- Managed the System Status Management (SSM) activities of assigned shifts.
- Maintained exceptional knowledge of specified service contracts by keeping current on various ordinances and laws concerning the emergency medical services (EMS) field.
- Effectively communicated to employees using newsletters and meetings, and motivates employees using reward systems developed from employee input.
- Serves as a department resource and deals effectively with operational difficulties within the communications center.
- Communicates with employees to effectively bring resolution to departmental issues and provides adequate follow-up.
- Troubleshoot communications center equipment and reported failures to appropriate repair vendors.

**EMERGENCY MEDICAL DISPATCHER      1996 - 1999**

- ***Supervised 15 employees***
- Responsible for obtaining information from customers regarding ambulance transportation.
- Timely follow-up with customers to ensure a safe, efficient, and timely transportation.
- Determined what type of transport is required for a specific situation.
- Effectively listened to customers and recorded accurate transport information.
- Dealt with employees that had different various personalities.
- Received and documented customer complaints related to transport or billing issues and routed to appropriate personnel for handling.

**EMERGENCY MEDICAL TECHNICIAN      1989 - 1996**

- Assessed each call situation to determine the best course of action and appropriate protocol.
- Utilized medical equipment to assess patient needs and carry out basic life support functions.
- Developed and utilized triage skills to provide optimal efficiency during calls.
- Assisted paramedic or nurse with the preparation of advanced life support equipment.
- Provided patient care according to clinical protocols and safety requirements.
- Lifted and moved patients as required providing optimum care.
- Communicated with receiving facility to receive medical direction and to provide critical information.
- Communicated with patients and loved ones to provide information and assurance that care was being given and to show compassion.
- First point of contact between customer and company.

*continued next page*



## PROFESSIONAL EXPERIENCE, *continued*

### **Orange County Fire Authority**

**1989-2003**

*The Orange County Fire Authority is a regional fire service agency that serves 22 cities in Orange County and all unincorporated areas. The OCFA protects over 1,300,000 residents from its 60 fire stations located throughout Orange County. OCFA Reserve Firefighters work 21 stations throughout Orange County.*

### **PAID CALL FIREFIGHTER (PCF) STATION CAPTAIN 1995-2003**

- **Supervised 25 paid call firefighters**
- Provided valuable service to communities by assisting career firefighters at a variety of emergencies including structure fires, medical emergencies, traffic collision, floods and rescues.
- Maintained fire station records and reports for the Orange County Fire Authority.
- Responded on fire, medical, and other miscellaneous call for the Orange County Fire Authority.

## EDUCATION

Rancho Santiago College (1 year)  
Fire Science and General Education Classes  
University of Phoenix (Currently attending)  
Major in Health Care Administration

## COMPUTER SKILLS

GEAC Computer Aided Dispatcher Program  
Microsoft Outlook, Excel, Access, Word, Internet

## CERTIFICATIONS

EMT Certification – Current  
Certified Ambulance Privacy Officer -2019  
Notary Public 2004 to 2008  
National EMS Instructor 2007  
California Fire Service Instructor 1A and 1B  
California Fire Service ICS-200 and 300  
FEMA WMD Standardized Awareness Training AWR-160  
FEMA National Response Plan IS-800  
FEMA National Incident Management System IS-700  
American Ambulance Assoc. Management Training Institute  
Community Emergency Response Team Trainer 2007  
Emergency Telecommunicator Certified Instructor  
Designated Infection Control Officer Training 2017  
California Awards for Performance Excellence Examiner Training

**FALCK****C.J. BARTHOLOMEW JR., BSN, RN, CEN, CCRN****PROFESSIONAL  
EXPERIENCE**

**Care Ambulance, Flack Mobile Health Corps. - Orange & LA Counties, CA Jun 2015 - Present**  
**NURSE MANAGER**

**Critical Care Transport & Paramedic Coordinator, Information & Guidance Branch Director:  
COVID Response Team, FTO**

Management of transport ventilators, multi-channel infusion pump, cardiac monitoring, pediatric, neonatal, obstetric, higher-level of care and emergency CCT transport capabilities.

Created and implemented CCT and ALS Orientation Programs, worked on national level to create information and guidance to field crews during COVID pandemic, created and implemented COVID testing and vaccine programs and participated in QA/QI and Safety Committees.

**ProCare Nursing Registry - Orange & LA Counties, CA Feb 2014 - June 2015**  
**REGISTERED NURSE, EMERGENCY DEPT.**

Worked in various Emergency Departments throughout Orange and Los Angeles Counties.

**Bowers and Pacific Ambulance (Rural Metro Companies)- Orange & LA Counties, CA**  
**Jan 2010 - Feb 2014**  
**REGISTERED NURSE**

**Critical Care Transports, Field Training Officer, Skills Educator**

Management of transport ventilators, multi-channel infusion pump, cardiac monitoring, pediatric, neonatal, obstetric, higher-level of care and emergency CCT transport capabilities.

**Shoreline Ambulance- Huntington Beach, CA Jan 2008 - Jan 2010**  
**REGISTERED NURSE**

**Critical Care Transports**

Management of transport ventilators, multi-channel infusion pump, cardiac monitoring, pediatric, neonatal, obstetric, higher-level of care and emergency CCT transports.

Maintenance of CCT equipment, medication ordering and tracking, assisted with field training of EMT's, created EMT training guide and program for new hire EMT's, performed supervisory role on 911 calls as well as EMT educator.

**Summer Winter Action Tours, Costa Mesa, CA Dec 2009 - April 2013**  
**MEDICAL & SAFETY DIRECTOR, Seasonal Student Tour Group**

Medical and Safety Director for student tour group providing snowboarding and spring break trips to high school students. Trips would average 1,500-2,000 students of which would be responsible for all aspects of medical and safety care and coordination. Using the NIMS Incident Command System model, managed 35+ medical staff overseeing the medical needs of student travelers while 700 miles away from parents. Seasonal position.

**Infusion of Care, Huntington Beach, CA Apr 2008 - present**  
**ASSISTANT CLINICAL DIRECTOR, REGISTERED NURSE**

**Home Infusion Therapies**

Performed home IV-Immunoglobulin (IVIG) and Enzyme Replace Therapy (ERT) infusions to patients with auto-immune or metabolic disorders. Specialized in pediatric and VIP patients.

*continued next page*

**PROFESSIONAL  
EXPERIENCE,**  
*continued*

*Los Alamitos Medical Center, Los Alamitos, CA*

**REGISTERED NURSE** ER, ICU/CCU, Tele/Med/Surg *July 2006 - July 2008*

**EMT** Emergency Department Technician, Unit Secretary *Aug 2001 - July 2008*

**RN:** Precepted on Tele/Med/Surg as IP-RN, upon obtaining RN license precepted in ICU and worked independently prior to being precepted in ER working independently in triage, crash bed and peds bed assignments.

**EMT:** Splinting, wound care, 12-lead ECG, Code Blue Response Team, stocking and supply inventory.

Performed ordering and inventory of entire ER supplies for three years, MedHost SuperUser, assisted department directors in creating PI graphs for display, participated in Stoke Receiving Center designation process, trained and precepted new EMT's and RN's.

*American Medical Response, Los Angeles, CA* *Mar 2000 - July 2006*

**EMT, Los Angeles Metro South**

Basic, Advanced and Critical Care Transport, Pediatric and Neo-Natal Team Transport, 911 Emergency Response in Orange and Los Angeles Counties, special events, MCI responses and drills.

Special Event Team member, Toy-Drive coordinator, "ER" cast member, shared employee amongst 4 divisions, "Adopt-A-Family" participant and volunteer EMT skills instructor with various EMT programs.

**EDUCATION &  
CERTIFICATIONS**

|                 |                                                                                               |
|-----------------|-----------------------------------------------------------------------------------------------|
| Sep 2016        | National Disaster Life Support Foundation / Core Disaster Life Support (CDLS)                 |
| Aug 2015        | American Academy of Pediatrics / Neonatal Resuscitative Program (NRP)                         |
| Aug 2015        | Federal Emergency Management Agency / Incident Command System (ICS-100)                       |
| Aug 2013        | Emergency Nurses Association, Las Vegas, NV / Trauma Nurse Core Course (TNCC)                 |
| <b>Sep 2011</b> | <b>University of Phoenix, Costa Mesa, CA Bachelor's of Science in Nursing GPA 3.53</b>        |
| Mar 2010        | UCLA Center for Prehospital Care / Pre-Hospital Trauma Life Support (PHTLS)                   |
| Sep 2008        | American Heart Association, Heart Savors, Torrance, CA / Basic Life Support Instructor Course |
| Aug 2006        | Mission Ambulance Service / ACLS Instructor Course                                            |
| Aug 2007        | ER Stat, Los Alamitos Medical Center, Los Alamitos, CA / Emergency Nursing Course             |
| Jun 2007        | ER Stat, Los Alamitos Medical Center, Los Alamitos, CA / Critical Care Nursing Course         |
| <b>May 2006</b> | <b>Golden West College, Huntington Beach, CA Associate's Degree in Nursing</b>                |
| Aug 2001        | Los Alamitos Medical Center / Intermediate ECG                                                |
| Jul 2008        | Los Alamitos Medical Center / ESI Triage                                                      |
| Jun 2001        | Coastline ROP, Costa Mesa, CA / Medical Terminology                                           |
| Feb 2000        | Coastline ROP, Costa Mesa, CA / Emergency Medical Technician                                  |

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**AWARDS**

|                        |                                                                                               |
|------------------------|-----------------------------------------------------------------------------------------------|
| Feb 2000               | Coastline ROP, Costa Mesa, CA / Emergency Medical Technician                                  |
| Apr 2006               | California Ambulance Association, Sacramento, CA / EMS "Star-of-Life" Award                   |
| Apr 2006               | California State Legislature, Sacramento, CA / Certificate of Recognition                     |
| Aug 2005               | American Medical Response, Orange County, CA / "Act of Heroism" and "Act of Excellence" Award |
| Jun 2005               | American Medical Response, Los Angeles County, CA / Service Excellence Award                  |
| Aug 2001 thru Jul 2008 | Los Alamitos Medical Center, Los Alamitos, CA / "Going The Extra Mile" Awards (3)             |

**PROFESSIONAL ASSOCIATIONS**

|          |                                                     |
|----------|-----------------------------------------------------|
| Jan 2017 | Emergency Nurses Association (ENA)                  |
| Dec 2017 | Air & Surface Transport Nurses Association (ASTNA)  |
| Mar 2019 | American Association of Critical Care Nurses (AACN) |

**CONFERENCES & SPECIAL TRAINING**

|          |                                              |                                                         |
|----------|----------------------------------------------|---------------------------------------------------------|
| Mar 2019 | American Association of Critical Care Nurses | <i>Certified Critical Care Registered Nurse</i>         |
| Oct 2018 | Mission Regional Hospital                    | <i>Mission Trauma Symposium</i>                         |
| Oct 2018 | Riverside County Fire Department             | <i>Emergency Resilience for EMS Providers</i>           |
| Oct 2018 | REACH Air Medical Services                   | <i>Emergency Medicine &amp; Critical Care Symposium</i> |
| Sep 2018 | Orange County Fire Authority                 | <i>Vegas Strong: Route 91 After Action Review</i>       |
| Aug 2018 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Wilderness Medicine</i>                     |
| Sep 2018 | Mercy Air Medical Services                   | <i>Critical Care Transport Medicine Symposium</i>       |
| Feb 2018 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Disaster Management</i>                     |
| Jul 2017 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Life in the ER</i>                          |
| Mar 2017 | Emergency Nurses Association                 | <i>Certified Emergency Nurse Certification</i>          |
| Aug 2015 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Pregnancy to Premie</i>                     |
| Aug 2015 | Care Ambulance Service                       | <i>EMS Update 2015</i>                                  |
| Feb 2015 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Bugs &amp; Slugs (Infectious Disease)</i>   |
| Sep 2014 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Stroke</i>                                  |
| May 2014 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Pediatric</i>                               |
| Feb 2014 | Orange County Base Hospital Coordinators     | <i>NO FEAR: Cardiac</i>                                 |
| Dec 2011 | Bowers and Pacific Ambulance                 | <i>Transport of the High Risk OB Patient</i>            |
| Jan 2011 | Bowers and Pacific Ambulance                 | <i>Advance Practice for Invasive Line Monitoring</i>    |
| Jan 2011 | Bowers and Pacific Ambulance                 | <i>Considerations for Ventilator/Bi-Level CCT</i>       |

**VOLUNTEER EXPERIENCES**

|           |                                                 |                                                                                                                                             |
|-----------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1995-1998 | Orange County Fire Authority Explorer Post 9608 | <i>Fire Explorer</i><br>Experience: Fire Explorer Academy, Ride-A-Longs, Explorer Post Secretary                                            |
| 1996-1999 | Westminster Police Department Explorer Post 810 | <i>Police Explorer, Sergeant</i><br>Experience: Police Explorer Academy (2), Special Events, Ride-A-Longs, Communications Center Operations |





# ATTACHMENT 10

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Emergency Vehicle Operator Training Program

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



## Emergency Vehicle Operator Training Program

Falck's comprehensive in-house emergency vehicle driver program includes the Emergency Vehicle Operator Course National Standard Curriculum and Coaching the Emergency Vehicle Operator courses. These programs provide comprehensive classroom instruction, competency field training and evaluation for new and existing drivers. Falck's program verifies proficiency in concepts associated with emergency vehicle driving, as well as the practical application of that knowledge.

The program meets or exceeds performance standards established for the ambulance industry by the National Highway Traffic Safety Administration,

Department of Transportation (NHTSA DOT), the National Commission on the Accreditation of Ambulance Services (CAAS), the California State Department of Motor Vehicles and the California Highway Patrol. Components of the program are described below.



**Falck's driver trainees must demonstrate competence in the classroom, on a closed-cone course and on the road prior to being released to work in the EMS System.**

## Pre-Employment Driver Screening

Falck's risk management approach to safe vehicle operation begins with extensive new-hire screening practices to recruit high-caliber personnel. Falck requires all field-level personnel to possess a valid California driver's license, with all required certifications, and to remain compliant with all provisions of the California Vehicle Code. The company performs an extensive background check of all ambulance crew applicants and ensures that no ambulance drivers have been convicted of or have pled nolo contendere to any crime involving a stolen vehicle, stolen property, violence, drugs or moral turpitude, or fraud, misdemeanor or felony driving under the influence of alcohol or drugs.

## Three-Phased Driver Training Program

The comprehensive driver training program is taught in three-phases and incorporates: classroom instruction (Phase 1), practice on a closed-cone course (Phase 2), and a supervised, on-the-road practical experience (Phase 3). Students are required to complete a minimum of 56 hours of driving instruction; however, this time may be extended if the instructor determines more experience or training is necessary before the trainee is deemed ready to safely operate an emergency ambulance.



- **Phase 1 – Classroom Instruction**

Phase 1 consists of 8 hours of class instruction and covers the basic components of driving and emergency vehicle operations. The driver trainee learns low force driving techniques, vehicle dynamics, vehicle code law, due regard and Falck's policies and procedures related to ambulance operations. Specific topics covered in Phase 1 include: backing, lane changes, intersection and skid control, special awareness, following distances, fatigue recognition, on-scene vehicle placement, daily crew responsibilities and operator liabilities. The classroom session includes case-study reviews of actual emergency vehicle collisions and actions that could have been taken to avoid those collisions. The final component of the classroom experience is a 50-question written exam. Exams are submitted to the National Safety Council for independent grading.

- **Phase 2 – Closed Cone Course**

Upon successful completion of Phase 1, the driver trainee moves to Phase 2, the Closed Cone Course. The Closed Cone Course is conducted under the watchful eyes of Falck's certified driving instructors. The course consists of 8 hours of practice, where trainees hone their driving skills in a controlled environment. During the cone course, trainees are required to demonstrate their ability to safely perform the following actions: safely drive their ambulance through a series of obstacles such as diminishing lanes, backing, evasive maneuvers, forward and reverse serpentine, controlled braking and turning movements. Trainees are scored on their control of the vehicle and must achieve 100% accuracy before proceeding to the next phase.

- **Phase 3 – Supervised Practical Road Experience**

Driver trainees must successfully complete both Phase 1 and Phase 2 of Falck's driver training program before being assigned to work with a Field Training Officer (FTO) in our behind-the-wheel driving experience. Phase 3 includes 40 hours of supervised practical road experience in which the trainee is paired with an FTO who continues to coach the trainee on an as-needed basis. This behind-the-wheel experience allows trainees to practice their driving skills in California's unique driving environment, enhancing their ability to understand local traffic patterns, road and weather conditions and the reaction of other drivers to emergency vehicles.

## Driver Training Remediation

Driver performance is continually assessed and monitored to ensure safe driving practices and skills maintenance. While Falck's Driver Training Program consists of a minimum of 56 hours of instructor-led education, individual remedial training may be extended for those who have difficulty mastering a section of the program. If they are still unsuccessful, they will be removed from the program and returned to operations as an ambulance attendant.



## Map Reading Skills

Fast and accurate map reading skills are essential to any timely ambulance response. Onboard mapping/routing will be provided via the ambulance's mobile data computer (MDC) and through the integrated CAD system.

While mapping technology is vital to providing fast and routine routing to 911 calls, the possibility for unexpected failure does exist. As a contingency plan, we spend a great deal of training time dedicated to map reading skills—specifically navigating to locations using an “old-school” Thomas Brothers map and district maps created for each individual jurisdiction. New-hire trainees learn how to locate key area landmarks and specific routes to area hospitals using the familiar Thomas Brothers mapping grid system of rows and columns. They also listen to a training lecture and then participate in several written exercises to verify their mapping skills.



# ATTACHMENT 11

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Communications Equipment Specifications

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD





# APX 8500

ALL-BAND P25 MOBILE RADIO



## UNLIMITED MOBILITY. MAXIMUM CONNECTIVITY.

Your next incident doesn't care about frequencies and neither should your first responders. Give them the communication tools to stay connected and stay safe wherever the call takes them. Give them the APX 8500 all-band mobile radio.

The APX 8500 radio enables you to exchange critical voice and data seamlessly with multiple agencies and jurisdictions operating on different radio bands. The available high-power transmitter gives you extraordinary P25 range while the integrated Wi-Fi or tethered

in-vehicle broadband modem can extend communication beyond P25 radio service areas. Offload data to a broadband connection and create a data ecosystem in and around your vehicle. Or, use your broadband connection to send and receive P25 voice and data when outside of P25 coverage. And when your vehicle sustains a high impact, the radio can automatically send an alert to dispatch.

Stay connected and stay safe in more ways than ever with the all-band APX 8500 mobile radio.





### ALL BANDS. NO BOUNDARIES.

With a 4-in-1 mobile radio and an all-band antenna, you now have the ability to stay connected and expand communications across multiple agencies with one device. Extend your reach further with an available high-power transmitter and communicate with widely dispersed teams across different bands.



### VOICE AND DATA, ALL AT ONCE

Packed with all the connections you need, the APX 8500 keeps your team in touch and within reach of over-the-air updates. Receive new codeplugs, firmware updates and software features at the speed of Wi-Fi— without interruptions to voice communications.



### GET CONNECTED AND STAY CONNECTED

When the mission takes you out of range, you risk being left in the dark. The APX 8500, equipped with SmartConnect, can reroute P25 voice and data communication over broadband via built-in Wi-Fi or a tethered LTE/satellite router. Stay connected to your P25 radio system, even when outside of P25 coverage.



### FAST INFORMATION RETRIEVAL

Running routine database queries doesn't need to slow you down. Simply press a button on the keypad microphone and ask ViQi for the information you need. Keep your eyes on the situation and free up dispatchers to focus on more critical events. Move intelligence faster than ever with ViQi.



### KEEP VOICE AND DATA PROTECTED

The APX 8500 secures voice and data using multiple hardware encryption algorithms and the ability to rekey over the air, so it's protected from scanners and eavesdroppers. What's more, P25 Radio Authentication ensures only valid users can access the system while the available two-factor authentication secures database logins.



### ALL THE SUPPORT YOU NEED

Motorola Solutions offers three levels of service plans – Essential, Advanced and Premier. From simple support for technical troubleshooting to a complete transfer of optimization and maintenance services to Motorola Solutions, you choose the level of support that suits you best.

## 02 CONTROL HEAD

### EXTREME USABILITY

The 02 control head provides rugged simplicity for efficient and confident communication. Extreme controls with easy to read color display and a built-in 7.5 watt speaker provides clear visual and audible user experiences. Available in high impact green or black.



## 03 HANDHELD CONTROL HEAD

### HANDHELD FLEXIBILITY

The 03 corded control head fits all your mobile controls in your hand. With the 03 your radio controls are never out of reach.



# APX 8500 CONTROL HEADS\*



## E5 CONTROL HEAD

### UNMATCHED READABILITY. OPTIMIZED USABILITY.

A bright color display and intelligent lighting makes the E5 easy to read under any condition while the optimized tactility and button placement reduces inadvertent actuations.

## 07 CONTROL HEAD

### INTEGRATED MULTI-FUNCTIONALITY

The 07 is a sophisticated control head with a color display and built-in keypad. It can integrate your radio vehicle control into a single ergonomic interface and supports dual radio installations.



# FEATURES

## OPERATION MODES

Digital Trunking: 9600 Baud APCO P25 Phase 1 FDMA and Phase 2 TDMA

Digital Conventional: APCO 25

Analog Trunking: 3600 Baud SmartNet, SmartZone, Omnilink

Analog Conventional: MDC 1200

ASTRO® 25 Integrated Voice and Data

SmartConnect Multi-net Connectivity\*

## FREQUENCY BANDS

All-band: Simultaneous Operation in VHF, UHF Range 1, UHF Range 2, 700 and 800 MHz Bands

100 Watt High-Power available in VHF and UHF Range 1 bands (High-Power model only)

Up to 3,000 Channels

## ADDITIONAL CONNECTIVITY

Wi-Fi 802.11 b/g/n\*

Data Modem Tethering\*

SmartConnect\*

## MANAGEMENT

Radio Management

Customer Programming Software

## LOCATION-TRACKING

Integrated GPS/GLONASS for Outdoor Location Tracking

Mission-Critical Geofence\*

## SECURITY

256-bit AES, ADP, DES, DVP\*

FIPS 140-2 Level 3, FIPS 197

P25 Authentication\*

Multikey for 128 keys and Multi-algorithm\*

Over-The-Air-Rekeying (OTAR)\*

## USER INTERFACE

07 Multi Functional Control Head

E5 Enhanced Control Head

03 Handheld Control Head

02 Extreme Usability Control Head

Supports the discontinued 09 Control Head and the 05 Control Head

## OTHER FEATURES

Intelligent Priority Scan

Instant Recall

Impact Detection\*

Intelligent Lighting

Tactical Inhibit\*

Digital Tone Signaling\*

12 Character RFID Asset Tracking\*

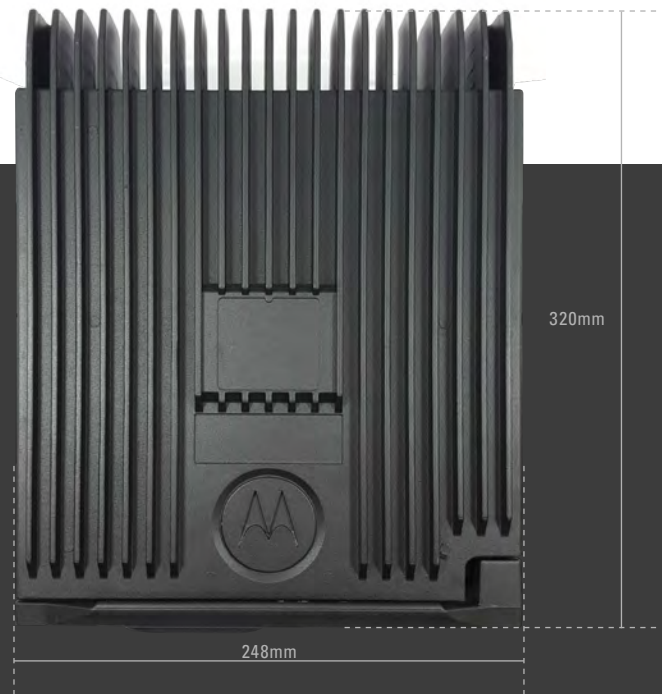
ViQi Virtual Partner\*





#### DIMENSIONS AND WEIGHT

|                                                              | Dimensions (H x W x D)                  | Weight            |
|--------------------------------------------------------------|-----------------------------------------|-------------------|
| O7 Control Head - Remote Mount                               | 51 x 178 x 81 mm (2.0 x 7.0 x 3.2 in)   | -                 |
| E5 Control Head - Remote Mount                               | 51 x 178 x 79 mm (2.0 x 7.0 x 3.1 in)   | -                 |
| O5 Control Head - Remote Mount                               | 51 x 178 x 74 mm (2.0 x 7.0 x 2.9 in)   | -                 |
| O2 Control Head - Remote Mount                               | 68 x 206 x 96 mm (2.7 x 8.1 x 3.8 in)   | -                 |
| Mid Power Radio Transceiver and O7 Control Head - Dash Mount | 51 x 178 x 256 mm (2.0 x 7.0 x 10.1 in) | 3.1 kg (6.8 lbs)  |
| Mid Power Radio Transceiver and E5 Control Head - Dash Mount | 51 x 178 x 255 mm (2.0 x 7.0 x 10.0 in) | 3.1 kg (6.8 lbs)  |
| Mid Power Radio Transceiver and O5 Control Head - Dash Mount | 51 x 178 x 250 mm (2.0 x 7.0 x 9.8 in)  | 3.1 kg (6.8 lbs)  |
| Mid Power Radio Transceiver and O2 Control Head - Dash Mount | 68 x 206 x 271 mm (2.7 x 8.1 x 10.7 in) | 3.3 kg (7.23 lbs) |
| Mid Power Radio Transceiver and Remote Mount                 | 51 x 178 x 232 mm (2.0 x 7.0 x 9.1 in)  | 2.9 kg (6.4 lbs)  |
| High Power Radio Transceiver and Remote Mount                | 88 x 248 x 320 mm (3.4 x 9.7 x 12.6 in) | 8.0 kg (17.6 lbs) |



APX 8500 High-Power Model Shown

# PERFORMANCE AND REGULATORY

| TRANSMITTER- TYPICAL PERFORMANCE SPECIFICATIONS                  |                                            |                     |                                            |                     |                                                                      |                     |                                              |                         |                                              |                     |
|------------------------------------------------------------------|--------------------------------------------|---------------------|--------------------------------------------|---------------------|----------------------------------------------------------------------|---------------------|----------------------------------------------|-------------------------|----------------------------------------------|---------------------|
|                                                                  | VHF                                        |                     | UHF R1                                     |                     | UHF R2                                                               |                     | 700 MHz                                      |                         | 800 MHz                                      |                     |
| Frequency Range Band Splits                                      | 136-174 MHz                                |                     | 380-470 MHz                                |                     | 450-520 MHz                                                          |                     | 764-776, 794-806 MHz<br>806-825, 851-870 MHz |                         | 764-776, 794-806 MHz<br>806-825, 851-870 MHz |                     |
| Channel Spacing                                                  | 30/25/12.5 kHz                             |                     | 25/20/12.5 kHz                             |                     | 25/20/12.5 kHz                                                       |                     | 25/20/12.5 kHz                               |                         | 25/20/12.5 kHz                               |                     |
| Maximum Frequency Separation                                     | Full Bandsplit                             |                     | Full Bandsplit                             |                     | Full Bandsplit                                                       |                     | Full Bandsplit                               |                         | Full Bandsplit                               |                     |
| Rated RF Output Power <sup>1</sup> (Adjustable)                  | 1-50 W (Mid Power)<br>1-100 W (High Power) |                     | 1-40 W (Mid Power)<br>1-100 W (High Power) |                     | 1-45 W (450-485 MHz)<br>1-40 W (485-512 MHz)<br>1-25 W (512-520 MHz) |                     | 1-30 W                                       |                         | 1-35 W                                       |                     |
| Frequency Stability <sup>1</sup><br>(-30°C to +85°C; +25°C Ref.) | ±0.8 PPM                                   |                     | ±0.8 PPM                                   |                     | ±0.8 PPM                                                             |                     | ±0.8 PPM                                     |                         | ±0.8 PPM                                     |                     |
| Modulation Limiting                                              | ±5/±2.5 kHz                                |                     | ±5/±2.5 kHz                                |                     | ±5/±2.5 kHz                                                          |                     | ±5/±2.5 kHz                                  |                         | ±5/±4 (NPSPAC) / ±2.5 kHz                    |                     |
| Modulation Fidelity (C4FM)<br>12.5 kHz Digital Channel           | 1.10%                                      |                     | 1.10%                                      |                     | 1.10%                                                                |                     | 1.10%                                        |                         | 1.10%                                        |                     |
| Emissions <sup>1</sup>                                           | Conducted<br>-85 dBc                       | Radiated<br>-20 dBm | Conducted<br>-85 dBc                       | Radiated<br>-20 dBm | Conducted<br>-85 dBc                                                 | Radiated<br>-20 dBm | Conducted<br>-75/-85 dBc                     | Radiated<br>-20/-40 dBm | Conducted<br>-75 dBc                         | Radiated<br>-20 dBm |
| Audio Response <sup>1</sup>                                      | +1, -3 dB (EIA)                            |                     | +1, -3 dB (EIA)                            |                     | +1, -3 dB (EIA)                                                      |                     | +1, -3 dB (EIA)                              |                         | +1, -3 dB (EIA)                              |                     |
| FM Hum & Noise <sup>1</sup> (25 kHz / 12.5 kHz)                  | 53 dB/ 52 dB                               |                     | 53 dB/ 50 dB                               |                     | 53 dB/ 50 dB                                                         |                     | 50 dB/ 48 dB                                 |                         | 50 dB/ 48 dB                                 |                     |
| Audio Distortion <sup>1</sup> (25 & 20 kHz / 12.5 kHz)           | 0.50% / 0.50%                              |                     | 0.50% / 0.50%                              |                     | 0.50% / 0.50%                                                        |                     | 0.50% / 0.50%                                |                         | 0.50% / 0.50%                                |                     |

| RECEIVER - TYPICAL PERFORMANCE SPECIFICATIONS                       |                                   |                                    |                                   |                                    |                                   |                                    |                        |                        |                       |  |
|---------------------------------------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|------------------------|------------------------|-----------------------|--|
|                                                                     | VHF                               |                                    | UHF R1                            |                                    | UHF R2                            |                                    | 700 MHz                |                        | 800 MHz               |  |
| Frequency Range Band Splits                                         | 136-174 MHz                       |                                    | 380-470 MHz                       |                                    | 450-520 MHz                       |                                    | 764-776 MHz            | 799-806 MHz            | 851-870 MHz           |  |
| Channel Spacing                                                     | 30/20/12.5 kHz                    |                                    | 25/20/12.5 kHz                    |                                    | 25/20/12.5 kHz                    |                                    | 25/20/12.5 kHz         |                        | 25/20/12.5 kHz        |  |
| Minimum Frequency Separation                                        | Full Bandsplit                    |                                    | Full Bandsplit                    |                                    | Full Bandsplit                    |                                    | Full Bandsplit         |                        | Full Bandsplit        |  |
| Audio Output Power<br>3% distortion, 8/3.2 Ohm speakers             | 7.5 W/15 W                        |                                    | 7.5 W/15 W                        |                                    | 7.5 W/15 W                        |                                    | 7.5 W/15 W             |                        | 7.5 W/15 W            |  |
| Frequency Stability <sup>1</sup><br>(-30 °C to +85 °C; +25 °C Ref.) | ±0.8 PPM                          |                                    | ±0.8 PPM                          |                                    | ±0.8 PPM                          |                                    | ±0.8 PPM               |                        | ±0.8 PPM              |  |
| Analog Sensitivity <sup>1</sup> (12 dB SINAD)                       | Pre-Amp<br>-123 dBm<br>(0.158 µV) | Standard<br>-119 dBm<br>(0.251 µV) | Pre-Amp<br>-123 dBm<br>(0.158 µV) | Standard<br>-119 dBm<br>(0.251 µV) | Pre-Amp<br>-123 dBm<br>(0.158 µV) | Standard<br>-119 dBm<br>(0.251 µV) | -121 dBm<br>(0.199 µV) | -120 dBm<br>(0.224 µV) | -121 dBm (0.199 µV)   |  |
| Digital Sensitivity (5% BER)                                        | -123 dBm<br>(0.158 µV)            | -119 dBm<br>(0.251 µV)             | -123 dBm<br>(0.158 µV)            | -119 dBm<br>(0.251 µV)             | -123 dBm<br>(0.158 µV)            | -119 dBm<br>(0.251 µV)             | -123 dBm<br>(0.158 µV) | -120 dBm<br>(0.224 µV) | -121.5 dBm (0.188 µV) |  |
| Intermodulation Rejection<br>(12.5 kHz / 25 kHz)                    | Pre-Amp<br>84 dB / 85 dB          | Standard<br>86 dB /<br>96 dB       | Pre-Amp<br>82 dB /<br>83 dB       | Standard<br>86 dB /<br>86 dB       | Pre-Amp<br>82 dB /<br>83 dB       | Standard<br>86 dB /<br>86 dB       | 85 dB / 85 dB          |                        | 85 dB / 85 d          |  |
| Spurious Rejection                                                  | 90 dB                             |                                    | 90 dB                             |                                    | 90 dB                             |                                    | 100 dB                 |                        | 100 dB                |  |
| Audio Response <sup>1</sup>                                         | +1, -3 dB (EIA)                   |                                    | +1, -3 dB (EIA)                   |                                    | +1, -3 dB (EIA)                   |                                    | +1, -3 dB (EIA)        |                        | +1, -3 dB (EIA)       |  |
| Audio Distortion at rated <sup>1</sup>                              | 1.20%                             |                                    | 1.20%                             |                                    | 1.20%                             |                                    | 1.20%                  |                        | 1.20%                 |  |
| Selectivity <sup>1</sup><br>(12.5 kHz / 25 kHz / 30 kHz)            | 76 dB<br>87 dB<br>90 dB           |                                    | 76 dB<br>82 dB<br>-               |                                    | 76 dB<br>82 dB<br>-               |                                    | 72 dB<br>82.5 dB<br>-  |                        | 72 dB<br>82.5 dB<br>- |  |

| POWER AND BATTERY DRAIN                      |                                            |                                             |                                                                      |                                |                                |
|----------------------------------------------|--------------------------------------------|---------------------------------------------|----------------------------------------------------------------------|--------------------------------|--------------------------------|
|                                              | VHF                                        | UHF R1                                      | UHF R2                                                               | 700 MHz                        | 800 MHz                        |
| Frequency Range Band Splits                  | 136-174 MHz                                | 380-470 MHz                                 | 450-520 MHz                                                          | 764-775, 794-806 MHz           | 806-825, 851-870 MHz           |
| RF Power Output                              | 1-50 W (mid-power)<br>1-100 W (high-power) | 10-40 W (mid-power)<br>1-100 W (high-power) | 1-45 W (450-485 MHz)<br>1-40 W (485-512 MHz)<br>1-25 W (512-520 MHz) | 1-33 W                         | 1-35 W                         |
| Operation                                    | 13.8 V DC ±20% Negative Ground             | 13.8 V DC ±20% Negative Ground              | 13.8 V DC ±20% Negative Ground                                       | 13.8 V DC ±20% Negative Ground | 13.8 V DC ±20% Negative Ground |
| Standby at 13.8 V                            | 1.4 A                                      | 1.4 A                                       | 1.4 A                                                                | 1.4 A                          | 1.4 A                          |
| Receive Current at Radio Audio at 13.8 V     | 3.2 A                                      | 3.2 A                                       | 3.2 A                                                                | 3.2 A                          | 3.2 A                          |
| Transmit Current at Rated Power (mid-power)  | 8 A @ 15 W<br>15 A @ 50 W                  | 8 A @ 15 W<br>15 A @ 40 W                   | 8 A @ 15 W<br>13 A @ 45 W                                            | 8 A @ 15 W<br>13 A @ 33 W      | 8 A @ 15 W<br>13 A @ 33 W      |
| Transmit Current at Rated Power (high-power) | 8 A @ 15 W<br>30 A @ 100 W                 | 8 A @ 15 W<br>30 A @ 100 W                  | -                                                                    | -                              | -                              |



LOCATION - TRACKING

|                       |                                        |
|-----------------------|----------------------------------------|
| Channels              | 12                                     |
| Tracking Sensitivity  | -164 dBm                               |
| Accuracy <sup>2</sup> | <5 meters (95%)                        |
| Cold Start            | <60 seconds (95%)                      |
| Hot Start             | <5 seconds (95%)                       |
| Mode of Operation     | Autonomous (Non-Assisted) GNSS or SBAS |

FCC/IC TYPE ACCEPTANCE

| FCC/IC ID                                   | Band and Power Level  |
|---------------------------------------------|-----------------------|
| FCC ID: AZ492FT7089<br>IC ID: 109U-92FT7089 | 764-776 MHz (10-30 W) |
|                                             | 794-806 MHz (10-30 W) |
|                                             | 806-824 MHz (10-35 W) |
|                                             | 851-870 MHz (10-35 W) |
|                                             | 136-174 MHz (10-50 W) |
|                                             | 380-470 MHz (10-40 W) |
|                                             | 450-485 MHz (10-45 W) |
|                                             | 485-512 MHz (10-40 W) |
| FCC ID: AZ492FT7118<br>IC: N/A              | 512-520 MHz (10-25 W) |
|                                             | 136-174 MHz (1-100 W) |
|                                             | 380-470 MHz (1-100 W) |

<sup>1</sup> Measured in the analog mode per TIA / EIA 603 single-tone method under nominal conditions  
<sup>2</sup> Measured conductivity with >6 satellites visible at a nominal -130 dBm signal strength.

ENCRYPTION

|                                   |                                                                                                                      |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Supported Encryption Algorithms   | 256-bit AES, ADP, DES, DES-XL, DES-OFB, DVP-XL                                                                       |
| Encryption Algorithm Capacity     | 8                                                                                                                    |
| Encryption Keys per Radio         | Module capable of storing 1024 keys. Programmable for 128 Common Key Reference (CKR) or 16 Physical Identifier (PID) |
| Encryption Frame Re-sync Interval | P25 CAI 300 mSec                                                                                                     |
| Encryption Keying                 | Key Loader                                                                                                           |
| Synchronization                   | XL – Counter Addressing OFB – Output Feedback                                                                        |
| Vector Generator                  | National Institute of Standards and Technology (NIST) approved random number generator                               |
| Encryption Type                   | Digital                                                                                                              |
| Key Storage                       | Tamper protected volatile or non-volatile memory                                                                     |
| Key Erasure                       | Keyboard command and tamper detection                                                                                |
| Standards                         | FIPS 140-2 Level 3, FIPS 197                                                                                         |

ENVIRONMENTAL SPECIFICATIONS

|                        |              |
|------------------------|--------------|
| Operating Temperature  | -30°C/+60°C  |
| Storage Temperature    | -40°C/+85°C  |
| Humidity               | Per MIL-STD  |
| ESD                    | IEC 801-2 KV |
| Water & Dust Intrusion | IP56         |





#### MOBILE MILITARY STANDARDS 810, C, D, E, F & G

|                   | MIL-STD 810C |                 | MIL-STD 810D |             | MIL-STD 810E |             | MIL-STD 810F |               | MIL-STD 810G |               |
|-------------------|--------------|-----------------|--------------|-------------|--------------|-------------|--------------|---------------|--------------|---------------|
|                   | Method       | Proc./Cat.      | Method       | Proc./Cat.  | Method       | Proc./Cat.  | Method       | Proc./Cat.    | Method       | Proc./Cat.    |
| Low Pressure      | 500.1        | I               | 500.2        | II          | 500.3        | II          | 500.4        | I/II          | 500.5        | II            |
| High Temperature  | 501.1        | I, II           | 501.2        | I/A1, II/A1 | 501.3        | I/A1, II/A1 | 501.4        | I/Hot, II/Hot | 501.5        | I/A1, II/A1   |
| Low Temperature   | 502.1        | I               | 502.2        | I/C3, II/C1 | 502.3        | I/C3, II/C1 | 502.4        | I/C3, II/C1   | 502.5        | I/C3, II/C1   |
| Temperature Shock | 503.1        | I Proc          | 503.2        | 1/A1C3      | 503.3        | 1/A1C3      | 503.4        | I             | 503.5        | I/C           |
| Solar Radiation   | 505.1        | II              | 505.2        | I           | 505.3        | I           | 505.4        | I             | 505.5        | I/A1          |
| Rain              | 506.1        | I, II           | 506.2        | I, II       | 506.3        | I, II       | 506.4        | I, III        | 506.5        | I, III        |
| Humidity          | 507.1        | II              | 507.2        | II          | 507.3        | II          | 507.4        | I Proc        | 507.5        | II/Aggravated |
| Salt Fog          | 509.1        | I Proc          | 509.2        | I Proc      | 509.3        | I Proc      | 509.4        | I Proc        | 509.5        | I Proc        |
| Blowing Dust      | 510.1        | I               | 510.2        | I, II       | 510.3        | I, II       | 510.4        | I, II         | 510.5        | I, II         |
| Vibration         | 514.2        | VIII/F, Curve-W | 514.3        | I/10, II/3  | 514.4        | I/10, II/3  | 514.5        | I/24          | 514.6        | I/24          |
| Shock             | 516.2        | I, III, V       | 516.3        | I, V, VI    | 516.4        | I, V, VI    | 516.5        | I, V, VI      | 516.6        | I, V, VI      |

For more information, please visit us on the web at: [www.motorolasolutions.com/APX](http://www.motorolasolutions.com/APX)



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## NEXEDGE®

# NX-740HV/840HU

NEXEDGE VHF/UHF Digital & FM Mobile Radios

**NXDN™** FleetSync®  
by KENWOOD

It's true that analog radios are still playing a role in mobile communications. But the future is unquestionably digital, and the new NEXEDGE NX-740HV/840HU demonstrates why, offering increased effective coverage area, low noise for superior clarity, and inherent secured voice. As you would expect from KENWOOD, intuitive operation, high-powered performance, and round-the-clock reliability come as standard. But there's more. This mobile radio has a dual personality: it operates in both analog FM and NXDN digital modes, enabling smooth migration from legacy systems.

### NXDN DIGITAL AIR INTERFACE

NEXEDGE radios employ NXDN, an FDMA digital air interface with AMBE+2™ voice coding technology, unique filtering and a 4-level FSK modulation technique with low bit error rate (BER) even at weak RF signal strengths.

### ENHANCED AUDIO QUALITY

AMBE+2 VOCODER technology accurately replicates natural human speech nuances for superior voice quality, even at highway speeds. Additionally, the powerful 2-1/4"x 1-3/8" oval speaker delivers up to 4W (4Ω impedance) audio output, providing undeniably clearer and crisper audio.

### ULTIMATE PERFORMANCE

Maximum RF output power is 50W on the NX-740HV VHF model, 45W on the NX-840HU UHF model. Additionally, the UHF frequency coverage on the NX-840HU is 70 MHz.

### HIGH SECURITY

Confidentiality in radio communications is a KENWOOD priority, and helping to maintain a high level of security in analog mode is a 16-code voice inversion scrambler, while robust NXDN encryption is available in digital mode.

### 32 CHANNELS / 2 ZONES

This radio can be used with two conventional zones, offering up to 16 channels per zone.

### SWITCHABLE DIGITAL AND ANALOG DUAL MODES

The NX-740HV/840HU is effectively two radios in one – analog and digital – operating on 12.5/ 25\* kHz in analog zones, and on 6.25/12.5 kHz NXDN in digital zones. For convenience, a PF key can be used to switch between zones.

\*25 kHz is not included in the models sold in the USA or US territories.

### 6.25 & 12.5 kHz NXDN DIGITAL CHANNELS

Digital communications are more spectrum-efficient and offer wider area coverage than analog.

### NXDN DIGITAL CONVENTIONAL

Compatible with NEXEDGE Digital Conventional Mode, this radio offers 64 RAN (Radio Access Numbers) and individual & conference group calling to ensure expeditious communications.

### NXDN TYPE-D DIGITAL TRUNKING\*

The NX-740HV/840HU supports the NXDN Type-D digital trunking protocol.\* With this architecture, also known as distributed or decentralized trunking, all channels can operate as traffic channels without the need for a dedicated control channel. This makes it possible to develop an efficient and reliable yet affordable trunking system. Type-D trunking is thus suitable for users considering migration to a small-scale digital trunking system.

\*Requires activation

### GPS FEATURE

Connecting a GPS unit to the NX-740HV/840HU enables you to transmit accurate vehicle location (GPS) data to the central base station for fleet management purpose.

### EXTERNAL D-SUB 15-PIN INTERFACE

The radio's D-Sub 15-pin terminal can be used to connect peripherals, enabling Ignition Sense, External Switch, Horn Alert, etc. Molex interface compatibility is provided by the optional KCT-60 cable.

### OTHER FEATURES

**DIGITAL:** • Over-The-Air Alias (TX only) • Paging Call • Individual Call & Conference Group Call • Status Messaging • Remote Monitor • Site Roaming • Late Entry • NXDN ESN  
**ANALOG:** • FleetSync, MDC-1200, DTMF • QT/DQT/2-tone • Compander • Squelch Level  
**GENERAL:** • Multiple Scan • 4-Color LED (Blue / Red / Green / Orange) • 9 PF Keys • Voice Announcement (select a language from English, Spanish, French, or Russian) • Emergency Call • Remote Stun/Kill • Lone Worker Alert • Time Out Timer • Busy Channel Lockout • Horn Alert • Ignition Sense • Wired Cloning • Password Protection • PTT Release Tone • Minimum Volume • Mic Sense • MIL-STD-810 C/D/E/F/G • IP54 Water & Dust Intrusion



## OPTIONAL ACCESSORIES

|                                       |                                      |                                         |                                             |
|---------------------------------------|--------------------------------------|-----------------------------------------|---------------------------------------------|
| ■ <b>KMC-27A</b><br>Microphone        | ■ <b>KMC-35</b><br>Microphone        | ■ <b>KCT-18</b><br>Ignition Sense Cable | ■ <b>KPS-10A</b><br>DC Power Supply         |
| ■ <b>KMC-27B</b><br>Microphone        | ■ <b>KMC-36</b><br>Keypad Microphone | ■ <b>KCT-36</b><br>Extension Cable      | ■ <b>KPS-15</b><br>DC Power Supply          |
| ■ <b>KMC-28B</b><br>Keypad Microphone | ■ <b>KMC-9C</b><br>Base Microphone   | ■ <b>KCT-60</b><br>Connection Cable     | ■ <b>KMB-24</b><br>Mounting Case for KPS-15 |
| ■ <b>KMC-30</b><br>Microphone         | ■ <b>KES-3</b><br>External Speaker   | ■ <b>KLF-2</b><br>Line Filter           |                                             |
| ■ <b>KMC-32</b><br>Keypad Microphone  | ■ <b>KES-5</b><br>External Speaker   | ■ <b>KMB-10</b><br>Key Lock Adapter     |                                             |

All accessories and options may not be available in all markets.  
Contact an authorized KENWOOD dealer for details and complete list of all accessories and options.

## SPECIFICATIONS

|                             |                          | NX-740HV                                    | NX-840HU    |
|-----------------------------|--------------------------|---------------------------------------------|-------------|
| <b>GENERAL</b>              |                          |                                             |             |
| Frequency Range             |                          | 136-174 MHz                                 | 450-520 MHz |
| Number of Channels          |                          | Max. 32                                     |             |
| Number of Zones             |                          | 2                                           |             |
| Max. Channels per Zone      |                          | 16                                          |             |
| Channel Spacing             | Analog                   | 12.5/25 kHz                                 |             |
|                             | Digital                  | 6.25/12.5 kHz                               |             |
| Operating Voltage           |                          | 13.6V DC ± 15 %                             |             |
| Operating Temperature Range |                          | -22 °F ~ +140 °F (-30 °C ~ +60 °C)          |             |
| Frequency Stability         |                          | ±2.0 ppm                                    | ±1.0 ppm    |
| Antenna Impedance           |                          | 50 Ω                                        |             |
| Dimensions (W x H x D)      | Projections Not Included | 6.29 x 1.69 x 4.82 in (160 x 43 x 122.6 mm) |             |
| Weight (net)                | Radio only               | 2.42 lbs (1.10 kg)                          |             |
| FCC ID                      |                          | K44452600                                   | K44452700   |

|                   |                              | NX-740HV                                                                        | NX-840HU |
|-------------------|------------------------------|---------------------------------------------------------------------------------|----------|
| RECEIVER          |                              |                                                                                 |          |
| Sensitivity       | Digital @ 6.25 kHz (3 % BER) | 0.28 μV                                                                         |          |
|                   | Digital @ 12.5 kHz (3 % BER) | 0.28 μV                                                                         |          |
|                   | Analog (12 dB SINAD)         | 0.28 μV                                                                         |          |
| Selectivity       | Analog @ 12.5 kHz            | 65 dB                                                                           |          |
|                   | Analog @ 25 kHz              | 75 dB                                                                           |          |
| Intermodulation   | Analog                       | 70 dB                                                                           |          |
| Spurious Response | Analog                       | 75 dB                                                                           |          |
| Audio Distortion  |                              | Less than 5 %                                                                   |          |
| Audio Output      |                              | 4W / 4Ω                                                                         |          |
| TRANSMITTER       |                              |                                                                                 |          |
| RF Power Output   |                              | 50-5 W                                                                          | 45-5 W   |
| Spurious Response |                              | 70 dB                                                                           |          |
| FM Hum & Noise    | Analog @ 12.5 kHz            | 40 dB                                                                           |          |
|                   | Analog @ 25 kHz              | 45 dB                                                                           |          |
| Audio Distortion  |                              | Less than 5 %                                                                   |          |
| Modulation        |                              | 16K0F3E, 11K0F3E, 4K00F1E, 4K00F1D, 4K00F7W, 4K00F2D, 8K30F1E, 8K30F1D, 8K30F7W |          |

\*Ver. 2.0 models are compatible with Analog 25 kHz and Digital 12.5 kHz Channel Spacing. However, Analog 25 kHz is not included in the models sold in the USA or US territories.

Measurements made per CAI measurement procedures (digital) and TIA-603 (analog); specification are typical.

Details and timing of firmware and software updates are subject to change without notice.

Specifications are subject change without notice, due to advancements in technology.

FleetSync® is a registered trademark of JVC KENWOOD Corporation.

Windows® is a registered trademark of Microsoft Corporation in the United States and other countries.

AMBE+2™ is a trademark of Digital Voice Systems Inc.

NXDN™ is a trademark of JVC KENWOOD Corporation and Icom Inc.

NEXEDGE® is a registered trademark of JVC KENWOOD Corporation.

## APPLICABLE MIL-STD & IP

| MIL Standard                      | MIL 810C<br>Methods/Procedures | MIL 810D<br>Methods/Procedures | MIL 810E<br>Methods/Procedures | MIL 810F<br>Methods/Procedures | MIL 810G<br>Methods/Procedures |
|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Low Pressure                      | 500.1/Procedure I              | 500.2/Procedure I, II          | 500.3/Procedure I, II          | 500.4/Procedure I, II          | 500.5/Procedure I, II          |
| High Temperature                  | 501.1/Procedure I, II          | 501.2/Procedure I, II          | 501.3/Procedure I, II          | 501.4/Procedure I, II          | 501.5/Procedure I, II          |
| Low Temperature                   | 502.1/Procedure I              | 502.2/Procedure I, II          | 502.3/Procedure I, II          | 502.4/Procedure I, II          | 502.5/Procedure I, II          |
| Temperature Shock                 | 503.1/Procedure I              | 503.2/Procedure I              | 503.3/Procedure I              | 503.4/Procedure I, II          | 503.5/Procedure I              |
| Solar Radiation                   | 505.1/Procedure I              | 505.2/Procedure I              | 505.3/Procedure I              | 505.4/Procedure I              | 505.5/Procedure I              |
| Rain*                             | 506.1/Procedure I, II          | 506.2/Procedure I, II          | 506.3/Procedure I, II          | 506.4/Procedure I, III         | 506.5/Procedure I, III         |
| Humidity                          | 507.1/Procedure I, II          | 507.2/Procedure II, III        | 507.3/Procedure II, III        | 507.4                          | 507.5/Procedure II             |
| Salt Fog*                         | 509.1/Procedure I              | 509.2/Procedure I              | 509.3/Procedure I              | 509.4                          | 509.5                          |
| Dust*                             | 510.1/Procedure I              | 510.2/Procedure I              | 510.3/Procedure I              | 510.4/Procedure I, III         | 510.5/Procedure I              |
| Vibration                         | 514.2/Procedure VIII, X        | 514.3/Procedure I              | 514.4/Procedure I              | 514.5/Procedure I              | 514.6/Procedure I cat. 20      |
| Shock                             | 516.2/Procedure I, II, III, V  | 516.3/Procedure I, IV, V       | 516.4/Procedure I, IV, V       | 516.5/Procedure I, IV, V       | 516.6/Procedure I, IV, V       |
| International Protection Standard |                                |                                |                                |                                |                                |
| Dust & Water Protection           | IP54*                          |                                |                                |                                |                                |

\* Required conditions: Microphone (KMC-35 or KMC-36) is connected; Cap shall be installed on the speaker connector; Cover shall be installed at D-sub connector (15pin); and KCT cable and/or SP cable are not connected.

## ACCESSORIES INCLUDED

- KMC-35 Microphone
- DC Cable
- Fuse
- Set of Screws
- Mic. Hanger
- Bracket

Supplied accessories may vary depending on the market.

## JVC KENWOOD USA Corporation

### Communications Sector Headquarters

3970 Johns Creek Court, Suite 100, Suwanee, GA 30024-1265

### Order Administration/Distribution

P.O. BOX 22745, 2201 East Dominguez St., Long Beach, CA 90801-5745



ISO9001 Registered  
Communications Systems Business Unit  
JVC KENWOOD Corporation



## NX-5200/5300/5400



**NXDN®**

**NEXEDGE® VHF/UHF / 700-800MHz  
MULTI-PROTOCOL DIGITAL & ANALOG PORTABLE RADIOS**

**NEXEDGE®** **Bluetooth®** **GPS** **FleetSync®** by KENWOOD

### ● FEATURE HIGHLIGHTS

- **Multi-Protocol** operation in P25 (Phase I&II), NXDN® and Analog protocols
- **Mixed Digital & FM Analog Operation** allows intelligent migration in mixed sites and easy migration with digital radios in other sites
- **Large, Color 1.74" (240 x 180 pixels) Transflective TFT Display** for better interface even in direct sunlight and with use of polarized sunglasses
- **Easy to follow GUI** for at-a-glance operational status checking and Multi-line Text to convey more information
- **4-way Directional-pad (D-pad)** and **2-Position Lever Switch** for intuitive control and operation
- **Built-In GPS Receiver/Antenna** for effective fleet management
- **Bluetooth® Module built-in** for hands-free operation
- **Active Noise Reduction (ANR)** utilizing built-in DSP with two microphones for suppression of ambient noise
- **Renowned KENWOOD Digital Audio Quality**
- Built-in **56-bit DES Encryption**
- Optional **256-bit AES Encryption**
- **Built-in Motion Sensor** for life-critical man down detection
- **MicroSD/microSDHC Memory Card Slot** for increased memory capacity for "Voice & Data"
- **IP67/68** and **MIL-STD-810 C/D/E/F/G**

### ● GENERAL FEATURES

- 5 W (136-174 MHz) Models
- 5 W (380-470, 450-520 MHz) Models
- 3 W (700/800 MHz) Models
- Full Key Models (w/ numeric keypad) and Standard Key Models (w/o numeric keypad)
- Maximum of 4,000 CH/Radio capacity, 512 CH/Zone, 128 Zones
- 1 W Loud Speaker Audio

### ● DIGITAL – P25 MODE

- P25 Conventional Trunking (Phase 1/Phase 2) Protocol
- AMBE+2™ Enhanced Vocoder
- Talk Group ID Lists
- Individual ID Lists
- Caller ID Display
- Remote Monitor/Remote Check
- Radio Inhibit

- Encryption Key Zeroize & Retention
- P25 GPS Location
- Over-the-Air Programming<sup>2</sup>

### ● DIGITAL – NXDN® MODE

- NXDN® Conventional/Trunking Protocol<sup>1</sup>
- AMBE+2™ VOCODER
- 6.25 & 12.5 kHz Channels
- Over-the-Air Alias
- Over-the-Air Programming<sup>2</sup>
- Paging Call
- Emergency Call
- All Group Call
- Status Messaging<sup>3</sup>
- Remote Stun/Kill<sup>3</sup>
- Remote Check<sup>3</sup>
- Short & Long Data Messages<sup>3</sup>
- GPS Location
- NXDN® Digital Scrambler Included

### ● FM MODES – GENERAL

- Conventional & LTR Zones
- NPSPAC (USA only) Channels (±4.0 Modulation)
- FleetSync®/II: PTT ID ANI / Caller ID Display, Selective Group Call, Emergency Status / Text Messages
- MDC-1200: PTT ID ANI / Caller ID Display, Emergency, Radio Check / Inhibit
- QT / DQT & Two-Tone
- Built-in Voice Inversion Scrambler

### ● INTELLIGENT BATTERY SYSTEM (Option)

- System consists of the optional high-capacity Li-Ion Battery Series (KNB-L1/L2/L3), Rapid Charger (KSC-Y32), and Battery Reader (KAS-12) software
- Up to 30 Rapid Chargers can be chain-connected to a PC installed with the KAS-12
- KAS-12 Battery Reader software can display and manage information including battery type, model name, voltage, temperature, discharge cycle, expected life, and remaining capacity
- Up to 1,000 batteries can be managed at a time (requires an additional option)

<sup>1</sup> Only supports TYPE-C Protocol

<sup>2</sup> Requires KENWOOD OTAP Management software.

<sup>3</sup> Requires NX subscriber unit PC serial interface compatible software application (e.g. KENWOOD AVL & Dispatch Messaging software) or hardware (e.g. console).





## Options

### ■ KNB-L1/L2/L3

Li-ion Battery Pack  
(IP67/68 Immersion)



### ■ KSC-Y32

Rapid Charger



### ■ KSC-32/32S

Rapid Charger



### ■ KSC-326/326S

Rapid Charger



### ■ KAS-12

Battery Reader  
(PC Software)

### ■ KRA-26

VHF Helical Antenna  
(Standard Length)



### ■ KRA-27

UHF Whip Antenna  
(Standard Length)



### ■ KRA-32

700/800MHz Whip Antenna



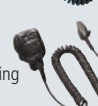
### ■ KMC-41D

Speaker Microphone (IP54/55)



### ■ KMC-54W

Speaker Microphone  
• 2-mic digital noise cancelling via the radio's DSP  
• 3.5mm-diameter EP jack  
• Complies with MIL-STD 810C/D/E/F/G  
• IP65/67 Dust & Water\*



### ■ KWD-AE30/AE31

Secure Cryptographic Module



### ■ KPG-180AP

OTAP Manager

### ■ KBH-11

Belt Clip



## Main Specifications

All accessories and options may not be available in all markets.  
Contact an authorized Kenwood dealer for details and complete list of all accessories and options.

|                                                  | NX-5200                                                               | NX-5300                                    | NX-5400                                                                   |
|--------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|
| <b>GENERAL</b>                                   |                                                                       |                                            |                                                                           |
| <b>Frequency Range</b>                           | 136-174 MHz                                                           | Type 1: 450-520 MHz<br>Type 2: 380-470 MHz | RX: 763-776, 851-870 MHz<br>TX: 763-776, 793-806,<br>806-825, 851-870 MHz |
| <b>Max. Channels Per Radio</b>                   | 1024 (Up to 4000 CH with option)                                      |                                            |                                                                           |
| <b>Number of Zones</b>                           | 128                                                                   |                                            |                                                                           |
| <b>Max. Channels per Zone</b>                    | 512                                                                   |                                            |                                                                           |
| <b>Channel Spacing</b>                           | Analog<br>Digital                                                     | 12.5/25 kHz*<br>6.25kHz/12.5kHz            | 12.5/25 kHz<br>12.5 kHz (6.25 kHz)                                        |
| <b>Power Supply</b>                              | 7.5V DC $\pm$ 20%                                                     |                                            |                                                                           |
| <b>Battery Life</b> (5-5-90/10-10-80 duty cycle) | 10 hours / 6.5 hours<br>12.5 hours / 8.5 hours<br>17 hours / 11 hours |                                            |                                                                           |
| <b>Operating Temperature</b>                     | -22°F to +140°F (-30°C to +60°C)                                      |                                            |                                                                           |
| <b>Frequency Stability</b>                       | $\pm$ 2.0 ppm                                                         | $\pm$ 1.0 ppm                              | $\pm$ 1.5 ppm                                                             |
| <b>Dimensions</b> Radio w/Control Head           | (W x H x D)                                                           |                                            |                                                                           |
| KNB-L1 (2,000 mAh)                               | 2.28 x 5.47 x 1.52 in. (58 x 139 x 38.8 mm)                           |                                            |                                                                           |
| KNB-L2 (2,600 mAh)                               | 2.28 x 5.47 x 1.65 in. (58 x 139 x 41.8 mm)                           |                                            |                                                                           |
| KNB-L3 (3,400 mAh)                               | 2.28 x 5.47 x 1.86 in. (58 x 139 x 47.2 mm)                           |                                            |                                                                           |
| <b>Weight</b> (net) Radio w/Control Head         | 15.52 oz (440 g)<br>16.57 oz (470 g)<br>17.98 oz (510 g)              |                                            |                                                                           |
| <b>FCC ID</b>                                    | Type 1<br>Type 2                                                      | K44431400<br>K44431500<br>K44431501        | ALH442000                                                                 |
| <b>IC Certification</b>                          | Type 1<br>Type 2                                                      | 282F-431400<br>-<br>282F-431501            | 282D-442000                                                               |

\*25 and 30 kHz are not included in the models sold in the USA or US territories.  
Analog measurements made per TIA 603 and specifications shown are typical.  
Digital measurements made per TIA 102CAAA and specifications shown are typical.  
Specifications are subject to change without notice, due to advancements in technology.

|                                 | NX-5200                                                                                                    | NX-5300 | NX-5400                                                                                                              |
|---------------------------------|------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------------------------------------------------------------------------------|
| RECEIVER                        |                                                                                                            |         |                                                                                                                      |
| Sensitivity                     |                                                                                                            |         |                                                                                                                      |
| NXDN® 6.25 kHz Digital (3% BER) | 0.20 µV                                                                                                    |         | -                                                                                                                    |
| NXDN®12.5 kHz Digital (3% BER)  | 0.25 µV                                                                                                    |         | -                                                                                                                    |
| P25 Digital (5% BER)            |                                                                                                            | 0.25 µV |                                                                                                                      |
| P25 Digital (1% BER)            |                                                                                                            | 0.40 µV |                                                                                                                      |
| Analog (12dB SINAD)             |                                                                                                            | 0.24 µV |                                                                                                                      |
| Selectivity                     |                                                                                                            |         |                                                                                                                      |
| P25 Digital                     |                                                                                                            | 60 dB   |                                                                                                                      |
| Analog @ 25 kHz                 |                                                                                                            | 73 dB   |                                                                                                                      |
| Analog @12.5 kHz                |                                                                                                            |         | 64 dB                                                                                                                |
| Intermodulation                 | 73 dB                                                                                                      |         | 75 dB                                                                                                                |
| Spurious Rejection              | 80 dB                                                                                                      | 75 dB   |                                                                                                                      |
| Audio Distortion                | 3%                                                                                                         |         |                                                                                                                      |
| Audio Output Power              | 500 mW/8Ω (3% Distortion) / 1,000 mW /8Ω (5% Distortion)                                                   |         |                                                                                                                      |
| TRANSMITTER                     |                                                                                                            |         |                                                                                                                      |
| RF Power Output Power           | 5 W to 1 W                                                                                                 |         | 3 W to 1 W                                                                                                           |
| Spurious Emission               | -70 dB                                                                                                     |         |                                                                                                                      |
| FM Hum & Noise                  |                                                                                                            |         |                                                                                                                      |
| Analog @ 25 kHz                 |                                                                                                            | 40 dB   |                                                                                                                      |
| Analog @ 12.5 kHz               |                                                                                                            | 45 dB   |                                                                                                                      |
| Audio Distortion                | 2%                                                                                                         |         |                                                                                                                      |
| Modulation                      |                                                                                                            |         |                                                                                                                      |
|                                 | 16K0F3E, 11K0F3E, 8K10F1E, 8K10F1D, 8K10F1W, 8K30F1E, 8K30F1D, 8K30F7W, 4K00F1E, 4K00F1D, 4K00F7W, 4K00F2D |         | 16K0F3E, 14K0F3E, 11K0F3E, 8K10F1E, 8K10F1D, 8K10F1W, 8K30F1E, 8K30F1D, 8K30F7W, 4K00F1E, 4K00F1D, 4K00F7W, 4K00F2D) |

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NEXEDGE® is a registered trademark of JVCKENWOOD Corporation.

## Applicable MIL-STD & IP

| MIL Standard                             | MIL 810C<br>Methods/Procedures | MIL 810D<br>Methods/Procedures | MIL 810E<br>Methods/Procedures | MIL 810F<br>Methods/Procedures | MIL 810G<br>Methods/Procedures |
|------------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Low Pressure</b>                      | 500.1/Procedure I              | 500.2/Procedure I, II          | 500.3/Procedure I, II          | 500.4/Procedure I, II          | 500.5/Procedure I, II          |
| <b>High Temperature</b>                  | 501.1/Procedure I, II          | 501.2/Procedure I, II          | 501.3/Procedure I, II          | 501.4/Procedure I, II          | 501.5/Procedure I, II          |
| <b>Low Temperature</b>                   | 502.1/Procedure I              | 502.2/Procedure I, II          | 502.3/Procedure I, II          | 502.4/Procedure I, II          | 502.5/Procedure I, II          |
| <b>Temperature Shock</b>                 | 503.1/Procedure I              | 503.2/Procedure I              | 503.3/Procedure I              | 503.4/Procedure I, II          | 503.5/Procedure I              |
| <b>Solar Radiation</b>                   | 505.1/Procedure I              | 505.2/Procedure I              | 505.3/Procedure I              | 505.4/Procedure I              | 505.5/Procedure I              |
| <b>Rain</b>                              | 506.1/Procedure I, II          | 506.2/Procedure I, II          | 506.3/Procedure I, II          | 506.4/Procedure I, III         | 506.5/Procedure I, III         |
| <b>Humidity</b>                          | 507.1/Procedure I, II          | 507.2/Procedure II, III        | 507.3/Procedure II, III        | 507.4                          | 507.5/Procedure II             |
| <b>Salt Fog</b>                          | 509.1/Procedure I              | 509.2/Procedure I              | 509.3/Procedure I              | 509.4                          | 509.5                          |
| <b>Dust</b>                              | 510.1/Procedure I              | 510.2/Procedure I              | 510.3/Procedure I              | 510.4/Procedure I, III         | 510.5/Procedure I              |
| <b>Vibration</b>                         | 514.2/Procedure VIII, X        | 514.3/Procedure I              | 514.4/Procedure I              | 514.5/Procedure I              | 514.6/Procedure I              |
| <b>Shock</b>                             | 516.2/Procedure I, II, V       | 516.3/Procedure I, IV          | 516.4/Procedure I, IV          | 516.5/Procedure I, IV          | 516.6/Procedure I, IV          |
| <b>International Protection Standard</b> |                                |                                |                                |                                |                                |
| <b>Dust &amp; Water Protection</b>       | IP54/55                        |                                |                                |                                |                                |
| <b>Immersion</b>                         | IP67/68*                       |                                |                                |                                |                                |

\*IP68=1m/2H or 2m/0.5H

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ISO9001 Registered  
Professional Systems Business Group  
JVCKENWOOD Corporation

ADS#34914 Printed in USA

# MINITOR VI™ TWO-TONE VOICE PAGER

**FLEXIBLE, RUGGED AND RELIABLE.  
BUILT FOR THE REALITIES OF FIRST RESPONDERS.**



Red and Green housing available in VHF non-IS models

When you really need to stay in touch – whether during an urban incident or a wildland fire – a pager is an excellent solution. It's got to be simple, rugged and reliable, built for the realities of first responders.

No matter where an emergency occurs, you need to hear the message loud and clear and be able to replay it at will. We know that firsthand because we've been supporting the needs of fire and rescue services since 1941. We understand the challenges you confront and the conditions you face.

## **RUGGED, COMPACT AND EXCEPTIONALLY RELIABLE**

Small, light yet incredibly tough, the MINITOR VI is built to get the job done right. Its improved receiver design ensures maximum range and intelligibility. We engineered the MINITOR VI for people working in challenging environments: it's been through Motorola's arduous Accelerated Life Testing. The Intrinsically Safe models are certified for use in hazardous environments, and the Non-Intrinsically Safe models have improved field serviceability and battery options.

## **DESIGNED TO FIT YOUR RESPONSE STYLE**

Record up to 16 minutes of messages, then replay, skip, fast forward, rewind, lock, unlock and delete those messages directly on the MINITOR VI pager. You can customize call alerts and channel announcements, and choose different vibrate profiles for different call addresses.

## **FLEXIBLE BATTERY OPTIONS ARE MISSION-CRITICAL**

The MINITOR VI comes with a rechargeable battery and offers other responder-essential accessories. These include a charger with a built in voice amplifier so you never miss an alert; an alkaline battery tray for emergency in-field battery replacement; and voice announcements that indicate battery levels.

## **FEATURES**

- Single or 5-channel models
- Wideband receiver design: Single pager covers entire VHF band.
- Up to 16 mins voice message storage
- Message management: Next/Prev, FF/RWD, DEL, Lock/Unlock
- Customizable alert tones and voice announcements
- Programmable alerts and vibrate profiles
- Battery level voice announcements
- Alkaline battery support (non-Intrinsically Safe models only)
- IP56 for dust and water intrusion
- Location for asset tag

| GENERAL SPECIFICATIONS                             |                                            |                      |                      |                      |
|----------------------------------------------------|--------------------------------------------|----------------------|----------------------|----------------------|
|                                                    | VHF                                        | UHF1                 | UHF2                 | UHF3                 |
| Channels                                           | 1 or 5                                     | 1 or 5               | 1 or 5               | 1 or 5               |
| Frequency Range                                    | 143-174MHz                                 | 406-430MHz           | 450-486MHz           | 476-512MHz           |
| Typical Alerting Sensitivity<br>(Wide/Narrow Band) | 3.5µV/m /<br>4.5µV/m                       | 3.0µV/m /<br>4.0µV/m | 3.0µV/m /<br>4.0µV/m | 3.0µV/m /<br>4.0µV/m |
| Maximum Alerting Sensitivity<br>(Wide/Narrow Band) | 4.5µV/m /<br>5.5µV/m                       | 4.0µV/m /<br>5.0µV/m | 4.0µV/m /<br>5.0µV/m | 4.0µV/m /<br>5.0µV/m |
| Selectivity                                        | >65 dB                                     | >65 dB               | >65 dB               | >65 dB               |
| Spurious Image Rejection                           | >70 dB                                     | >70 dB               | >70 dB               | >70 dB               |
| Audio Output @ 12" (Alert/Voice)                   | 96 dB / 94 dB                              | 96 dB / 94 dB        | 96 dB / 94 dB        | 96 dB / 94 dB        |
| Audio Distortion                                   | < 3%                                       | < 3%                 | < 3%                 | < 3%                 |
| Frequency Stability                                | ±10 ppm                                    | ±5 ppm               | ±5 ppm               | ±5 ppm               |
| Channel Spacing Wide/Narrow Band                   | 25kHz / 12.5kHz                            | 25kHz / 12.5kHz      | 25kHz / 12.5kHz      | 25kHz / 12.5kHz      |
| Dimensions and Weight                              | 4.1 x 2.4 x 1.0 inches (H x W x D), 6.2 oz |                      |                      |                      |
| Programmable Addresses                             | 15 per Channel                             |                      |                      |                      |
| Voice Storage Time                                 | 16 Minutes                                 |                      |                      |                      |
| Power Supply                                       | 3.7V Li-ion Battery Pack                   |                      |                      |                      |
| Battery Life <sup>1</sup> (between charge cycles)  | 10 Days (80 hours)                         |                      |                      |                      |
| UL Intrinsically Safe Rating <sup>2</sup>          | Optional                                   | Optional             | Optional             | Optional             |

<sup>1</sup> Duty Cycle: 8 Hour Day / 5 messages @ 30 seconds each

<sup>2</sup> UL certified intrinsically safe for hazardous locations: Division 1, Class I, Group C, D, Class II, Group E, F, G, Class III, T3C

| ACCESSORIES |                                                                                                                                                                                                                               |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PMLN6725    | Nylon Carry Case                                                                                                                                                                                                              |
| RLN6505     | Standard Charger Kit. Charges battery pack while in pager, as well as spare. Includes power supply.                                                                                                                           |
| RLN6506     | Amplifier Charger Kit. Charges battery pack while in pager, as well as spare. Also has a 2.5 watt audio amplifier for louder output in high noise environments, and provision for an external antenna. Includes power supply. |
| RLN6507     | VHF Amplifier Charger Antenna                                                                                                                                                                                                 |
| RLN6508     | UHF Amplifier Charger Antenna                                                                                                                                                                                                 |
| RLN6526     | Alkaline Battery Tray, IP56. Operate the pager with three AAA batteries (Non-Intrinsically Safe models only)                                                                                                                  |
| RLN6509     | Belt Clip                                                                                                                                                                                                                     |
| 25009298001 | Spare Standard Charger Power Supply                                                                                                                                                                                           |
| EPNN9288A   | Spare Amplifier Charger Power Supply                                                                                                                                                                                          |
| PMNN4438    | Intrinsically Safe Lithium Ion Battery, IP56                                                                                                                                                                                  |
| PMNN4451    | Non-Intrinsically Safe Lithium Ion Battery, IP56                                                                                                                                                                              |
| RLN6527     | Programming Kit                                                                                                                                                                                                               |

| ENVIRONMENTAL SPECIFICATIONS       |                                                                             |
|------------------------------------|-----------------------------------------------------------------------------|
| Operating Temperature <sup>3</sup> | -30°C / +60°C                                                               |
| Storage Temperature                | -40°C / +85°C                                                               |
| Thermal Shock                      | Per MIL-STD 810G                                                            |
| Humidity                           | Per MIL-STD 810G                                                            |
| ESD                                | IEC 61000-4-2 Level 3                                                       |
| Dust and Water Intrusion           | IEC60528 - IP56                                                             |
| Rain                               | Per MIL-STD 810 E I (Blowing Rain)<br>Per MIL-STD 810 G III (Dripping Rain) |

<sup>3</sup>Pager only - Li-Ion battery -10°C to +60°C



For more information on the MINITOR VI pager, visit [motorolasolutions.com/MINITOR](https://motorolasolutions.com/MINITOR)



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# IBR900 Series Spec Sheet



*Shown: IBR900-1200M-B*

Cradlepoint IBR900 Series mobile routers are sold as part of an all-inclusive mobile networking package.

**NetCloud Mobile Packages include:**

- Ruggedized endpoints, purpose-built for mobile applications
- A NetCloud Service Plan tailored for mobile networking and set for a specific term
- 24x7 support and limited lifetime warranty

## What to Buy

### NetCloud Packages and Plans

| REGION                                                                      | DESCRIPTION                                                                    | PART NUMBER      |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------|
| <b>North America:</b><br>U.S. & Canada                                      | NetCloud Mobile Essentials Plan with IBR900-1200M-B-NPS                        | MAx-0900120B-NNA |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900-1200M-NPS                          | MAx-09001200-NNA |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900-600M-NPS                           | MAx-0900600M-NNA |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900-600M                               | MAx-0900NM-0NA   |
|                                                                             | NetCloud Mobile Essentials and Advanced Plans with IBR900-600M                 | MAAx-0900600M-NA |
|                                                                             | NetCloud Mobile Essentials and Advanced Plans with IBR900-1200M-B              | MAAx-0900120B-NA |
|                                                                             | NetCloud Ruggedized IoT Essentials Plan with IBR900-600M                       | TC0x-0900600M-NN |
|                                                                             | NetCloud Ruggedized IoT Essentials Plan with IBR900-1200M-B                    | TC0x-0900120B-NN |
|                                                                             | NetCloud Ruggedized IoT Essentials and Advanced Plans with IBR900-600M         | TCAx-0900600M-NN |
|                                                                             | NetCloud Ruggedized IoT Essentials and Advanced Plans with IBR900-1200M-B      | TCAx-0900120B-NN |
| <b>Europe:</b><br>European Union<br>(EU) & United<br>Kingdom (UK)           | NetCloud Mobile Essentials Plan with IBR900-600M-EU-NPS                        | MAx-0900600M-EWA |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900-EU                                 | MAx-0900NM-0WA   |
|                                                                             | NetCloud Ruggedized IoT Essentials and Advanced Plans with IBR900-150M         | TBAx-600C150M-EM |
|                                                                             | NetCloud Ruggedized IoT Essentials and Advanced Plans with IBR900-600M         | TCAx-0900600M-EM |
| <b>Asia-Pacific:</b><br>Singapore, Australia<br>(AP), & New<br>Zealand (NZ) | NetCloud Mobile Essentials Plan with IBR900-600M-AP-NPS                        | MAx-0900600M-PWA |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900LP5-NPS-AP                          | MAx-0900LP5-PWA  |
|                                                                             | NetCloud Mobile Essentials Plan with IBR900-AP                                 | MAx-0900NM-0WA   |
|                                                                             | NetCloud Ruggedized IoT Essentials and Advanced Plans with IBR900-600M         | TCA3-0900600M-PM |
| <b>All Regions:</b>                                                         | Renewal NetCloud Mobile Essentials Plan                                        | MAx-NCESS-R      |
|                                                                             | NetCloud Mobile Advanced Plan (requires corresponding Essentials Plan)         | MAx-NCADV        |
|                                                                             | Renewal NetCloud Mobile Advanced Plan (requires corresponding Essentials Plan) | MAx-NCADV-R      |
|                                                                             | Renewal NetCloud Mobile Essentials and Advanced Plans                          | MAAx-NCEA-R      |
|                                                                             | Renewal NetCloud Ruggedized IoT Essentials Plan                                | TC0x-NCESS-R     |
|                                                                             | NetCloud Ruggedized IoT Advanced Plan (requires corresponding Essentials Plan) | TC0x-NCADV       |
|                                                                             | Renewal NetCloud Ruggedized IoT Advanced Plan                                  | TC0x-NCADV-R     |
|                                                                             | Renewal NetCloud Ruggedized IoT Essentials and Advanced Plans                  | TCAx-NCEA-R      |

x = 1, 3, or 5 years

**NetCloud Mobile Essentials** packages and plans contain all the features and capabilities required for a broad range of mobile or in-vehicle applications. Essentials packages include 24x7 support (phone support: 24 hour weekdays with emergency response on weekends, web: 24x7, chat: 24x5) and a limited lifetime warranty.

For additional capabilities, a **NetCloud Mobile Advanced Plan** can be added to the NetCloud Mobile Essentials Package at any time.

See additional details of what is included in the Essential and Advanced NetCloud software: [cradlepoint.com/netcloud-service](https://cradlepoint.com/netcloud-service)

For more details on the IBR900 Series mobile router, included with the NetCloud Mobile Packages, see below.

## What's in the Box

- Ruggedized high-performance router with embedded, business-class LTE modem
  - Includes integrated mounting plate
- One (1) 4-Wire Power/GPIO Cable (3 meters)
- Two (2) extra SIM door screws
- Safety, Regulatory, and Warranty Guide

## Models

- IBR900-1200M-B: LTE Advanced Pro 1 Gbps LTE/HSPA+ with SIM-based, auto-carrier selection
  - FirstNet Ready™
- IBR900-1200M: LTE Advanced Pro 1 Gbps LTE/HSPA+ with SIM-based, auto-carrier selection
  - FirstNet Ready
- IBR900-600M: LTE Advanced 600 Mbps LTE/HSPA+ (SIM-based, auto-carrier selection for all North American, European, and Asia-Pacific carriers; includes support for 700 MHz Band 28 in Asia-Pacific)
- IBR900LP6: LTE Advanced 600 Mbps LTE/HSPA+ (SIM-based, auto-carrier selection for all North American, European, and Asia-Pacific carriers; includes support for 700 MHz Band 28 in Asia-Pacific)
- IBR900LP5: 300 Mbps LTE Advanced for operators in Asia-Pacific and Saudi Arabia (SIM-based, auto-carrier selection)

## Key Features

### WAN

- Dual-modem capable with optional COR Extensibility Dock
- Wi-Fi-as-WAN, with WPA2 Enterprise Authentication for Wi-Fi-as-WAN
- Failover/Failback
- Load Balancing
- Advanced Modem Failure Check
- WAN Port Speed Control

- WAN/LAN Traffic Steering
- IP Passthrough
- Standby
- DynDNS
- QoS (DSCP and Priority Queuing)

## LAN

- VLAN 802.1Q
- DHCP Server, Client, Relay<sup>2</sup>
- DNS and DNS Proxy
- UPnP
- DMZ
- Multicast/Multicast Proxy
- MAC Address Filtering

## Wi-Fi<sup>1</sup>

- Dual-Band, dual-concurrent
- 802.11 a/b/g/n/ac Wave 2—MU-MIMO and 256 QAM support
- Multiple SSIDs: 2 per radio (4 total)
- WPA2 Enterprise (Wi-Fi)
- Hotspot/Captive Portal
- SSID-based Priority
- Client Mode for faster data offload
- Frequencies supported:
  - 2.4 GHz (2412 – 2472 MHz)
  - 5 GHz
    - U-NII-1 (5.150-5.250 GHz)
    - U-NII- 2a (5.250-5.350 GHz) North America IBR900-600M Only
    - U-NII-2c (5.470-5.725 GHz) North America IBR900-600M Only
    - U-NII-3 (5.7225-5.825 MHz) North America Only

## Management

- Cradlepoint NetCloud Manager
- Web UI, API, CLI
- Active GPS support on all models
- Data Usage Alerts (router and per client)
- Advanced Troubleshooting (support)
- Device Alerts

- SNMP
- SMS control
- Serial Redirector
- Auto APN Recovery
- Syslog

## VPN & Routing

- IPsec Tunnel – up to ten concurrent sessions
- L2TP
- GRE Tunnel
- OSPF/BGP/RIP
- Route Filters (Access Control Lists, Prefix Filters, Route Maps, Communities for BGP)
- Per-Interface Routing
- Routing Rules
- Policy-based Routing
- NAT-less Routing
- Virtual Server/Port Forwarding
- NEMO/DMNR
- IPv6
- VRRP
- STP
- NHRP
- VTI Tunnel support
- OpenVPN support
- CP Secure VPN compatible
- Serial PAD Mode

## Security

- RADIUS and TACACS+ support\*
- 802.1x authentication for Ethernet\*\*
- Zscaler integration
- Certificate support
- ALGs
- MAC Address Filtering
- Advanced Security Mode (local user management only)
- FIPS 140-2 Inside version available
- Per-Client Web Filtering
- IP Filtering



- Content Filtering (basic)
- Website Filtering
- Zone-Based Object Firewall with host address (IP or FQDN), port, and MAC address

\*Native support for authentication. Authorization and accounting support through hotspot/captive portal services.

\*\*802.1x Authentication for Ethernet not available for FIPS SKUs.

## Cloud Optimized IP Communications

- Automated WAN Failover/Failback support
- WAN Affinity and QoS allow prioritization of VoIP services
- Advanced VPN connectivity options to HQ
- SIP ALG and NAT to allow VoIP and UC communications to traverse firewall
- MAC Address Filtering
- 802.1p/q for LAN QoS segmentation and treatment of VoIP on LAN
- Private Network support (wired and 4G WAN)
- Cloud-based management

## IoT Connector

- NetCloud Edge Connector for Microsoft® Azure IoT Central

1 Wi-Fi-related functions are only supported on IBR900 models

2 DHCP Relay across a wide area network (WAN) only available on the LP3 and LP5 models. All other models require a VPN tunnel present for DHCP Relay to function properly.

## Specifications

The following features are delivered through the hardware.

### WAN:

- Dual-modem capable with optional COR Extensibility Dock
- Embedded 1200M LTE Advanced Pro modem (with DC-HSPA+ failover), delivering 1 Gbps\*\*
- Embedded 600M LTE Advanced 600 Mbps modem (with DC-HSPA+ failover)
- Two LAN/WAN switchable 10/100/1000 Gigabit Ethernet ports – one default WAN (cable/DSL/T1/satellite/Metro Ethernet)
- Wi-Fi-as-WAN, Metro Wi-Fi; 2x2 MIMO “N” 2.4 GHz or 5 GHz; 802.11 a/b/g/n/ac Wave 2 (IBR900 only)

### LAN:

- Dual-band, dual-concurrent Wi-Fi; 802.11 a/b/g/n/ac Wave 2 (IBR900 only)
- Two LAN/WAN switchable 10/100/1000 Gigabit Ethernet ports — one default LAN
- Serial console support for Out-of-Band Management of a connected device

**Ports:**

- 4-Wire power/GPIO
- Add more GPIO ports with optional 9-wire power/GPIO cable or COR Extensibility Dock with 2x10-wire power/GPIO cable
- USB 2.0
- Two Ethernet LAN/WAN
- Two cellular antenna connectors (SMA)
- One active GPS antenna connector (SMA)
- Two Wi-Fi antenna connectors (RP-SMA)
- 15-pin dock port for COR Extensibility Dock, 9-wire GPIO cable, or COR Extensibility Port to Serial Cable

**Temperature:**

- -30 °C to 70 °C (-22 °F to 158 °F) operating with optional\* 9-Wire Extensibility Port to GPIO Cable (Part #170680-001)
- -30 °C to 70 °C (-22 °F to 158 °F) operating with optional Power Supply, 12V, 5.5A, Extended Temperature (Part #170648-001; [see this page for line cord details](#))
- -20 °C to 60 °C (-4 °F to 140 °F) operating with included† standard AC power supply
- -40 °C to 85 °C (-40 °F to 185 °F) storage

\* Included with "-NPS" version,

† Not included with "-NPS" version

**Humidity (non-condensing):**

- 5% to 95% operating
- 5% to 95% storage

**Power:**

- DC input steady state voltage range: 9–33 VDC (requires in-line fuse for vehicle installations)
  - For 9–24 VDC installations, use a 3 A fuse
  - For > 24 VDC installations, use a 2.5 A fuse
- Reverse polarity and transient voltage protection per ISO 7637-2
- Ignition sensing (automatic ON and time-delay OFF)
- Power consumption:
  - Idle: 4W
  - LTE Tx/Tx: 6.25W
  - Wi-Fi Tx/Rx: 9W
  - 12 VDC / 2 A adapter recommended

**Wi-Fi Power:**

- 2.4 GHz: 18 dBm conducted
- 5 GHz VHT20: 17.5 dBm conducted

- 5 GHz VHT40: 17 dBm conducted
- 5 GHz VHT80: 16.5 dBm conducted

**Size:** 4.6 × 4.5 × 1.2 in (118 × 113.5 × 29.3 mm)

**Weight:** 14 oz (400 g)

**Certifications:**

- Wi-Fi Alliance (IBR900 only) — 802.11a/b/g/n/ac Wave 2 certified
- Safety: UL/CUL, CB Scheme, EN60950-1
- Hazardous Locations: Class1, Div 2. IBR900-600M-NA only.
- Shock/Vibration/Humidity: Compliant with MIL STD 810G and SAEJ1455
- Ingress Protection: Compliant with IP54 (includes protection from dust and splashing water)
- Materials: WEEE, RoHS, RoHS-2, California Prop 65
- Telecom: PTCRB/CTIA, GCF-CC
- Regulatory Models: S5A643A, S5A644A, S5A648A, S5A701A, S5A706A, S5A843A, S5A848A
- FIPS 140-2 Inside

**GPS:**

- GPS Protocols: TAIP and NMEA 0183 V3.0
- Satellite channels: Maximum 55 channels, simultaneous tracking
- Concurrent standalone GPS, GLONASS, BeiDou and Galileo
- 1 Hz refresh rate
- Accuracy:
  - < 2 m: 50%
  - < 5 m: 90%
  - Horizontal: < 2 m (50%); < 5 m (90%)
  - Altitude: < 4 m (50%); < 8 m (90%)
  - Velocity: < 0.2 m/s
- Acquisition (measured with signal strength = -145 dBm):
  - Hot start: 1 second
  - Warm start: 29 seconds
  - Cold start: 32 seconds
- Sensitivity:
  - Tracking: -160 dBm (tracking sensitivity is the lowest GNSS signal level for which the device can still detect an in-view satellite 50% of the time when in sequential tracking mode)
  - Acquisition (standalone): -145 dBm (acquisition sensitivity is the lowest GNSS signal level for which the device can still detect an in-view satellite 50% of the time)
- Operational limits: Altitude < 6000 m or velocity < 100 m/s (either limit may be exceeded, but not both)

## Router Performance

- Max Throughout (Default Configuration\*): 940 Mbps
- Max Concurrent TCP Sessions: 16,000
- Recommended Max Client Count: 10\*\*

Performance testing was conducted based off requirements as defined in RFC2544 using a mix of 64, 256, and 1500-byte packet sizes. Throughput is shown as bi-directional TCP traffic with less than a 1% packet loss using four wired clients.

Specifications and information in this datasheet are subject to change without notice.

\*Cradlepoint defines client as any network connected device utilizing resources, such as bandwidth, on the local network.

\*\*If CP Secure Threat Management or Application Analytics are enabled, the recommended max client count is 5.

## Accessories

The IBR900 Series mobile router do not include antennas and, therefore, requires the following accessories for optimal performance:

### Required Accessories

- 3G/4G LTE cellular antennas (Qty. 2)
  - Recommended for bench test: Cellular Antenna, Charcoal, 600 MHz – 6 GHz, SMA (1x), (Part # 170801-000)
- 2.4/5 GHz Dual Band Wi-Fi antennas (Qty. 2)
  - Recommended for bench test: Wi-Fi Antenna, Charcoal, Dual-band 2.4/5 GHz, (Part # 170836-000)
- An active (powered) GPS antenna
  - Recommended for bench test: Cellular Antenna, Charcoal, 600 MHz – 6 GHz, SMA (1x), Part # 170801-000

Additional Cradlepoint accessory options for extensibility, power, and antennas include:

### Second Integrated LTE Modem with MC400

- MC400-1200M-B
- MC400-1200M
- MC400LP6 (North America or EU)
- MC400LP5 (Asia-Pacific or Saudi Arabia)
- MC400LP4 (AT&T, Verizon, T-Mobile, and Canada)

### Extensibility

- COR Extensibility Dock (Part # 170700-000)
- 9-Wire Extensibility Port to GPIO Cable (Part # 170680-001)
- COR Extensibility Port to Serial DB9 Cable (Part # 170767-000)

### Power

*Vehicle Options:*

- Power Supply, Vehicle, 12V DC, 2x2 (Part # 170635-000)
- GPIO & Power Cable, 2x2 (Part # 170585-001)

*Power Supplies/Adapters:*

- North America IBR900/IBR950 power supply (Part # 170716-000)
- Power Supply for North America, 12V, 2A, 2x2(Part # 170717-000)
- 2x2 Power to Barrel Adapter (Part # 170665-000)
- Power Supply, 12V, 5.5A, Extended Temperature (Part # 170648-001; [see line cord details](#))

**Antennas — 3G/4G Modem, Wi-Fi & GPS:**

- Cellular Antenna, Charcoal, 600 MHz – 6 GHz, SMA (1x), (Part # 170801-000)
- Wi-Fi Antenna, Charcoal, Dual-band 2.4/5 GHz, (Part # 170836-000) — Wi-Fi models only

**Vehicle Antennas:**

See the [Cradlepoint Certified Antennas for Mobile](#) for more information about antennas. Also see the [Antenna Reference Guide](#), also available in the Resources section of antenna and router product pages.

## Enterprise-Class Modem Specifications

**IBR900-1200M-B**

IBR900-1200M-B models include an embedded, LTE Advanced Pro modem with SIM-based, auto-carrier selection. Simply insert the SIM, and wait for the router to automatically detect the SIM and establish a connection.

- Technology: Category 18 LTE Advanced Pro, DC-HSPA+ with SIM-based auto-carrier selection
- Downlink Rates: LTE 1000 Mbps, DC-HSPA+ 42.2 Mbps\*
- Uplink Rates: LTE 150 Mbps, DC-HSPA+ 5.76 Mbps\*
- MIMO: 2x2 MIMO
- 256 QAM support
- Frequency Bands:
  - LTE Bands
    - LTE FDD: 2(25), 4(66), 5(26), 12(17), 13, 14, 29, 71
- Carrier Aggregation: Up to 5CA.
  - AT&T:
    - LTE FDD: 2, 4, 5, 12, 13, 14, 17, 25, 26, 29 (DL), 66, 71 (FDD)
    - 3G DC-HSPA+: 1, 2, 4, 5, 8
    - 2CA DL carrier aggregation combinations:
      - CA\_2A-4A, CA\_2A-5A, CA\_2A-12A, CA\_2A-14A, CA\_2A-29A, CA\_2A-66A, CA\_2A-71A, CA\_4A-5A, CA\_4A-12A, CA\_4A-29A, CA\_4A-71A, CA\_5A-66A, CA\_12A-66A, CA\_14A-66A, CA\_25A-26A, CA\_29A-66A, CA\_66A-71A, CA\_2A-2A, CA\_4A-4A, CA\_25A-25A, CA\_66A-66A, CA\_2C, CA\_5B, CA\_12B, CA\_66B, CA\_66C
    - 3CA DL carrier aggregation combinations:
      - CA\_2A-2A-5A, CA\_2A-2A-12A, CA\_2A-2A-66A, CA\_2A-2A-71A, CA\_2A-4A-4A, CA\_2A-4A-5A, CA\_2A-4A-12A, CA\_2A-4A-29A, CA\_2A-4A-71A, CA\_2A-5A-66A, CA\_2A-12A-66A, CA\_2A-12B, CA\_2A-14A-66A, CA\_2A-66A-66A,

CA\_2A-66A-71A, CA\_2A-66C, CA\_2A-66C, CA\_4A-4A-5A, CA\_4A-4A-12A, CA\_4A-4A-71A, CA\_4A-12B, CA\_5A-66A-66A, CA\_5A-66C, CA\_12A-66A-66A, CA\_12A-66C, CA\_14A-66A-66A, CA\_25A-25A-26A, CA\_29A-66A-66A, CA\_66A-66A-71A

— 4CA DL carrier aggregation combinations:

CA\_2A-2A-5A-66A, CA\_2A-2A-12A-66A, CA\_2A-2A-66A-66A, CA\_2A-2A-66A-71A, CA\_2A-2A-66C, CA\_2A-4A-4A-12A, CA\_2A-5A-66A-66A, CA\_2A-5B-66A, CA\_2A-12A-66A-66A, CA\_2A-66A-66A-71A, CA\_2A-66C-71A, CA\_2C-66A-66A, CA\_5B-66A-66A

— 5CA DL carrier aggregation combinations:

CA\_2A-5B-66A-66A

— 2CA UL carrier aggregation combinations:

UL\_2A-5A, UL\_2A-12A, UL\_4A-12A, UL\_5A-66A, UL\_5B

— Verizon:

— LTE FDD: 2, 4(66), 5, 13

— 3G (Roaming): 1, 2, 4, 5, 8

— 2CA DL carrier aggregation combinations:

CA\_2A-2A, CA\_2A-4A, CA\_2A-5A, CA\_2A-13A, CA\_2A-66A, CA\_4A-4A, CA\_4A-5A, CA\_4A-13A, CA\_5A-66A, CA\_5B, CA\_13A-66A, CA\_66A-66A, CA\_66B, CA\_66C

— 3CA DL carrier aggregation combinations:

CA\_2A-2A-5A, CA\_2A-2A-13A, CA\_2A-2A-66A, CA\_2A-4A-5A, CA\_2A-4A-13A, CA\_2A-5A-66A, CA\_2A-13A-66A, CA\_2A-66A-66A, CA\_2A-66B, CA\_2A-66C, CA\_4A-4A-5A, CA\_4A-4A-13A, CA\_5A-66A-66A, CA\_5A-66B, CA\_5A-66C, CA\_13A-66A-66A, CA\_13A-66B, CA\_13A-66C, CA\_66A-66C, CA\_66D

— 2CA UL carrier aggregation combinations:

CA\_2A-13A, CA\_4A-13A

— Fallback: WCDMA/DC-HSPA+ (42/5.76 Mbps): Bands 1, 2, 4, 5, 8

— Power: LTE 23 dBm ± 1, DC-HSPA+ 23 dBm ± 1

— Antennas: SMA & RP-SMA male plugs, maximum torque not to exceed 4 in-lbs

— GPS: Active GPS support

— SMS: SMS support

— Industry Standards & Certs: FCC, PTCRB, AT&T, FirstNet, Verizon

## IBR900-1200M-NA

IBR900-1200M models include an embedded LTE Advanced Pro 4G LTE modem with SIM-based, auto-carrier selection for FirstNet, AT&T, and Verizon. Simply insert the SIM and wait for the router to automatically detect the SIM and establish a connection.

— Technology: Category 18 LTE Advanced Pro, DC-HSPA+

— Downlink Rates: LTE 1 Gbps, DC-HSPA+ 42.2 Mbps\*

— Uplink Rates: LTE 150 Mbps, DC-HSPA+ 5.76 Mbps\*

— MIMO: 2x2 MIMO

— 256 QAM support

— Frequency Bands:

— LTE Bands

— LTE FDD: 2, 4(66), 5, 12, 13, 14, 29

- Carrier Aggregation: Up to 5CA. [ ] indicates 4x4 MIMO
  - AT&T: 2,4,5,12,14,29,66; 3G 2, 5
    - 2CA DL carrier aggregation combinations:  
CA\_2A-2A, CA\_2A-4A, CA\_2A-5A, CA\_2A-12A, CA\_2A-14A, CA\_2A29A, CA\_2A-66A, CA\_2C, CA\_4A-4A, CA\_4A-5A, CA\_4A-12A, CA\_4A-29A, CA\_5A-66A, CA\_5B, CA\_12A-66A, CA\_12B, CA\_14A-66A, CA\_29A-66A, CA\_66<sup>a</sup>-66A, CA\_66B, CA\_66C
    - 3CA DL carrier aggregation combinations:  
CA\_2A-2A-5A, CA\_2A-2A-12A, CA\_2A-2A-14A, CA\_2A2A-66A, CA\_2A-4A-4A, CA\_2A-4A-4A, CA\_2A-4A-5A, CA\_2A-4A-5A, CA\_2A-4A-12A, CA\_2A-4A-12A, CA\_2A-5A-66A, CA\_2A-5A-66A, CA\_2A-12A-66A, CA\_2A-12A-66A, CA\_2A-14A-66A, CA\_2A-66A-66A, CA\_4A-4A-5A, CA\_4<sup>a</sup>-4A-12A, CA\_4A-12B, CA\_5A-66A-66A, CA\_5A-66C, CA\_12A-66A-66A, CA\_14A-66A-66A, CA\_29A-66A-66A
    - 4CA DL carrier aggregation combinations:  
CA\_2A-2A-5A-66<sup>a</sup>, CA\_2A-2A12A-66A, CA\_2A-2A-14A-66A, CA\_2A-2A-66A-66A, CA\_2A-4A-4A-12A, CA\_2A-5A-66A-66A, CA\_2A-5B-66A, CA\_2A-12A-66A-66A, CA\_2A-14A66A-66A, CA\_5B-66A-66A
    - 5CA DL carrier aggregation combinations:  
CA\_2A-5B-66A-66A
    - 2CA UL carrier aggregation combinations:  
CA\_2A-12A, CA\_2A-5A, CA\_4A-12A, CA\_5A-66A, CA\_5B, CA\_12A-66A
  - Verizon:
    - LTE FDD: 2, 4(66), 5, 13
    - 3G (Roaming): 1, 2, 4, 5, 8
    - 2CA DL carrier aggregation combinations:  
CA\_2A-2A, CA\_2A-4A, CA\_2A-5A, CA\_2A-13A, C\_2A-66A, CA\_4A-4A, CA\_4A-5A, CA\_4A-13A, CA\_5A-66A, CA\_5B, CA\_13A-66A, CA\_66A-66A, CA\_66B, CA\_66C,
    - 3CA DL carrier aggregation combinations:  
CA\_2A-2A-5A, CA\_2A-2A-13A, CA\_2A-2A-66A, CA\_2A-2A-66A, CA\_2A-4A-5A, CA\_2A-4A-5A, CA\_2A-4A-13A, CA\_2A-4A-13A, CA\_2A-5A-66A, CA\_2A-5A-66A, CA\_2A-13A-66A, CA\_2A-13A-66A, CA\_2A-66A-66A, CA\_2A-66A-66A, CA\_2A-66B, CA\_2A-66C, CA\_4A-4A-5A, CA\_4A-4A-13A, CA\_5A-66A-66A, CA\_5A-66B, CA\_5A-66C, CA\_13A-66A-66A, CA\_13A-66B, CA\_13A-66C, CA\_66A-66C, CA\_66D
    - 2CA UL carrier aggregation combinations:  
CA\_2A-13A, CA\_4A-13A
- Fallback: WCDMA/DC-HSPA+ (42/5.76 Mbps): Bands 1, 2, 4, 5, 8
- Power: LTE 23 dBm ± 1, DC-HSPA+ 23 dBm ± 1
- Antennas: SMA & RP-SMA male plugs, maximum torque not to exceed 4 in-lbs
- GPS: Active GPS support
- SMS: SMS support
- Industry Standards & Certs: FCC, PTCRB, AT&T, FirstNet, Verizon

**IBR900-600M-NA / -EU**

IBR900-600M models include an embedded LTE Advanced 600 Mbps 4G LTE modem. The 600M modems support worldwide, SIM-based, auto-carrier selection. Simply insert the SIM, and wait for the router to automatically detect the SIM and establish a connection.

- Technology: Category 11 LTE Advanced, HSPA+

- Downlink Rates: LTE 600 Mbps, HSPA+ 42.2 Mbps\*
- Uplink Rates: LTE 75 Mbps, HSPA+ 5.76 Mbps\*
- Frequency Bands:
  - LTE Bands
    - LTE FDD: 1–5, 7–8, 12–13, 17, 20, 25–26, 28–30, 66
    - LTE TDD: 38, 40–41
    - HSPA+: 1–2, 4–5, 8
  - LTE 2DL Carrier Aggregation Combinations:
 

B2+B2, B2+B4, B2+B5, B2+B12, B2+B13, B2+B17, B2+B29, B2+B30, B4+B4, B4+B5, B4+B7, B4+B12, B4+B13, B4+B17, B4+B29, B4+B30, B5+B30, B12+B12, B12+B30, B25+B25, B25+B26, B25+B41, B26+B41, B29+B30, B41+B41, B1+B20, B3+B3, B3+B7, B3+B20, B3+B38, B7+B7, B7+B8, B7+B20, B38+B38, B1+B3, B1+B7, B1+B28, B3+B8, B3+B28, B5+B7, B5+B40, B7+B8, B7+B20
  - LTE 3DL Carrier Aggregation Combinations:
 

B2+B2+B12/17, B2+B2+B13, B2+B2+B4, B2+B4+B5, B2+B4+B12, B2+B4+B13, B2+B4+B29, B2+B5+B30, B2+B12+B12, B2+B12+B30, B2+B29+B30, B4+B4+B5, B4+B4+B7, B4+B4+B12, B4+B4+B13, B4+B5+B30, B4+B12+B12, B4+B12+B30, B4+B29+B30, B25+B26+B41, B25+B41+B41, B26+B41+B41, B41+B41+B41, B1+B3+B20, B1+B7+B20, B3+B3+B7, B3+B3+B20, B3+B7+B20, B3+B7+B7, B3+B20+B38, B3+B38+B38, B3+B3+B5, B3+B3+B8, B3+B7+B7, B3+B7+B28, B7+B7+B28, B28+B40+B40, B40+B40+B40
- Fallback: WCDMA/DC-HSPA+ (42/5.76 Mbps): Bands 1, 2, 4, 5, 8
- Power: LTE 23 dBm ± 1, HSPA+ 23 dBm ± 1
- Antennas: SMA & RP-SMA male plugs, torque not to exceed 4 in-lbs
- GPS: Active GPS support
- SMS: SMS support
- Industry Standards & Certs: CE, FCC, GCF-CC, IC, PTCRB, AT&T, Sprint, Sprint Curiosity™ IoT, Verizon, Verizon NEMO/DMNR for Primary Wireless Access, AS, NZS, SGP (IMDA)

#### IBR900LP5-AP, COR IBR950LP5-AP

IBR900/IBR950LP5 models include an embedded LTE Advanced 300 Mbps 4G LTE modem, and support Asia Pacific and Saudi Arabia. The LP5 modems support SIM-based, auto-carrier selection. Simply insert the SIM, and wait for the router to automatically detect the SIM and establish a connection.

- Technology: FDD/TDD (300 Mbps) LTE Advanced, DC-HSPA+
- Downlink Rates: LTE 300 Mbps, DC-HSPA+ 42.2 Mbps\*
- Uplink Rates: LTE 50 Mbps, DC-HSPA+ 5.76 Mbps\*
- Frequency Bands:
  - LTE Bands: 1, 3, 5, 7, 8, 18, 19, 21, 28, 38, 39, 40, 41
  - TD-SCDMA 39
- Carrier Aggregation:
  - 1 + 8/18/19/21, 3 + 5/7/19/28, 5 + 3/7, 7 + 3/5/7/28, 8 + 1, 18 + 1, 19 + 1/3/21, 21 + 1/19, 28 + 3/7, 38 + 38, 39 + 39, 40 + 40, 41 + 41
- Fallback: WCDMA/DC-HSPA+ (42/5.76 Mbps): Bands 1, 5, 6, 8, 9, 19



- Power: LTE: 23 dBm ± 1; DC-HSPA+: 23 dBm ± 1
- Antennas: SMA & RP-SMA male plugs, maximum torque not to exceed 4 in-lbs
- GPS: Active GPS support
- SMS: SMS support
- Industry Standards & Certs: CE, GCF-CC, RC Australia, others pending

\*Theoretical

\*\*Theoretical max speed with 2 LTE antennas

## Support & Warranty

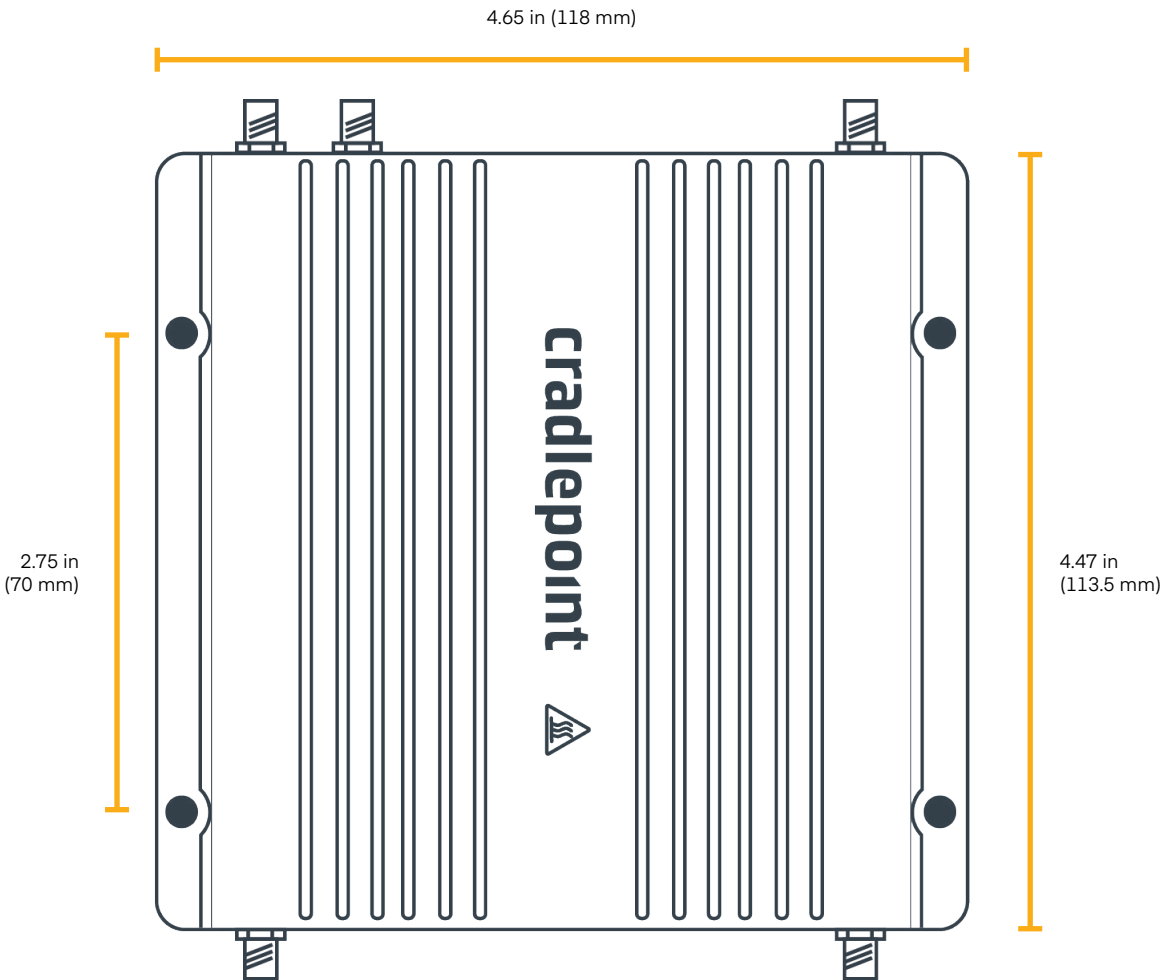
The IBR900 Series endpoints are only sold as components of NetCloud Packages.

- NetCloud Packages include support for the full subscription term.
- All Cradlepoint hardware products are covered by a limited lifetime warranty for as long as they have a subscription license to an active NetCloud Service Plan.

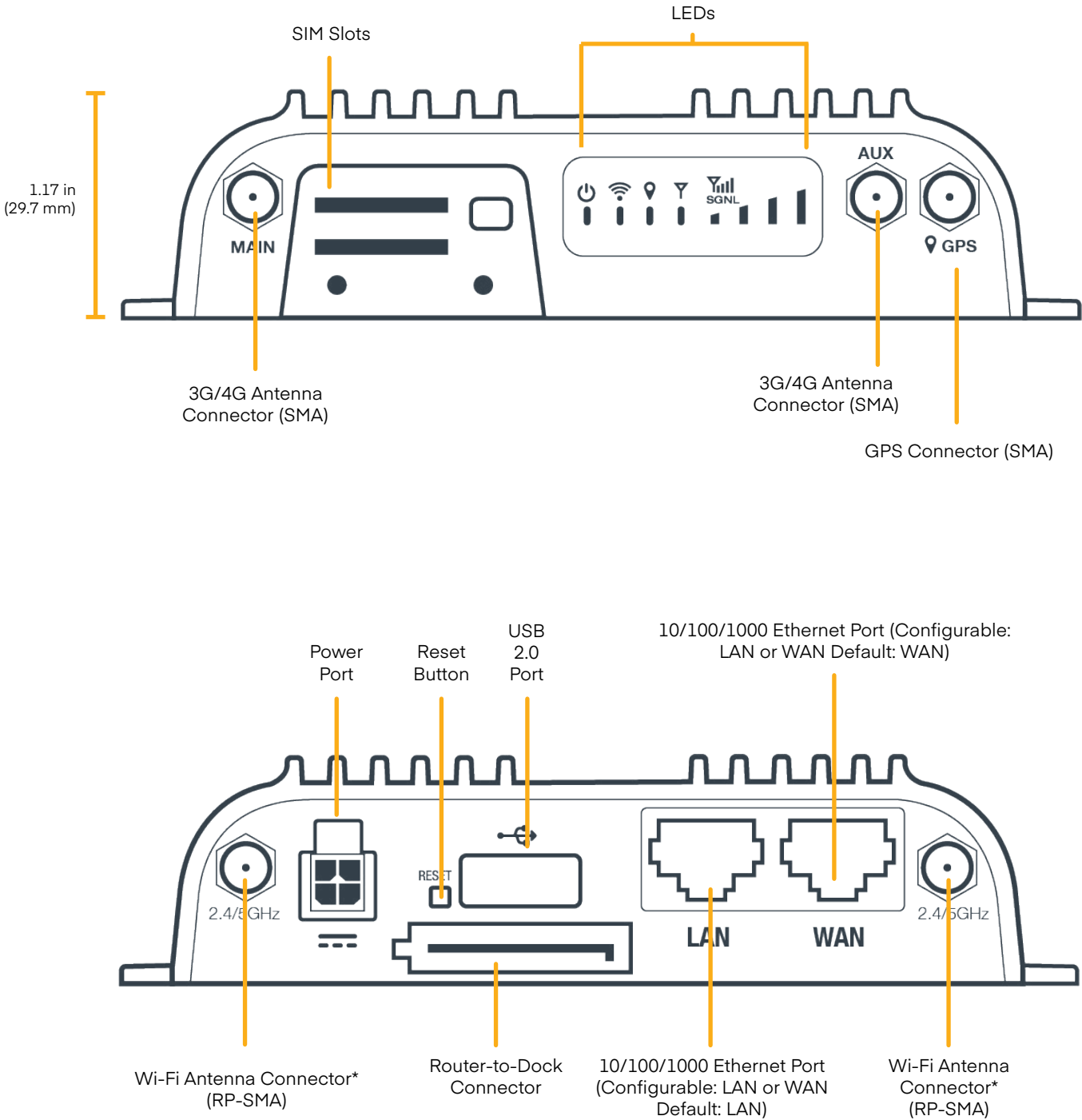
FirstNet and FirstNet Ready are registered trademarks and service marks of the First Responder Network Authority, an independent authority within the U.S. Department of Commerce.

## Hardware

Top



IBR900-1200M-B & 600M



\*Only on IBR900

## LEDs

| Indicator                                                                           | Behavior                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <p><b>Power:</b> The Cradlepoint IBR900/IBR950 must be powered using an approved 9–33 V DC power source.</p> <ul style="list-style-type: none"> <li>Green = Powered ON.</li> <li>No Light = Not receiving power. Check the power source connection.</li> </ul>                                                                                                                                                                                                     |
|    | <p><b>WiFi Broadcast:</b> Indicates WiFi activity (IBR900 only).</p> <ul style="list-style-type: none"> <li>Green = On and operating normally.</li> <li>Yellow = Attention.</li> </ul>                                                                                                                                                                                                                                                                             |
|    | <p><b>GPS:</b> Indicates the status of GPS connection.</p> <ul style="list-style-type: none"> <li>Blue = GPS locked.</li> <li>Blinking Blue = Obtaining lock.</li> <li>No Light = Off/no lock.</li> </ul>                                                                                                                                                                                                                                                          |
|   | <p><b>Embedded Modem:</b> Indicates information about the embedded modem.</p> <ul style="list-style-type: none"> <li>Green = Modem has established an active connection.</li> <li>Blinking Green = Modem is connecting.</li> <li>Amber = Modem is not active.</li> <li>Blinking Amber = Data connection error. No modem connection possible.</li> <li>Blinking Red = Modem is in the process of resetting.</li> <li>No Light = Modem not connected.</li> </ul>     |
|  | <p><b>Signal Strength:</b> Blue LED bars indicate the active modem's signal strength.</p> <ul style="list-style-type: none"> <li>4 Solid Bars = Strongest signal.</li> <li>1 Blinking Bar = Weakest signal. (A blinking bar indicates half of a bar.)</li> </ul>                                                                                                                                                                                                   |
| Other                                                                               | <p><b>Additional LED Indicators:</b></p> <ul style="list-style-type: none"> <li>Several different LEDs blink when the factory reset button is detected.</li> <li>Two of the modem LEDs blink red in unison for 10 seconds when there is an error during NCOS upgrade.</li> <li>Dock Ethernet LEDs: only right LED will light up and/or blink with data.</li> <li>When an external USB modem is plugged in, only the Signal Strength LEDs will light up.</li> </ul> |



## TOUGHBOOK 20

- 10.1" fully rugged PC for use as a laptop or tablet
- Infrared webcam and Windows Hello enables biometric user authentication
- Optional quick-release SSD includes insertable SmartCard CAC reader
- Bridge battery enables hot-swap battery replacement for continuous use
- Integrated 2nd battery, CAC SmartCard, fingerprint, magstripe, barcode options and more
- Optional FirstNet Ready™ EM7511 Band 14 mobile broadband

### THE WORLD'S FIRST FULLY RUGGED DETACHABLE LAPTOP.

The TOUGHBOOK 20 is the first fully rugged detachable PC with a removable keyboard that quickly transforms from a laptop into a fully functioning tablet with just one hand. At only 3.9 pounds, it's good on the go with a clever built in handle that also functions as a kickstand, a bridge battery that allows hot swappable battery replacement while running without disruption and the broadest range of ports and integrated options in its class including optional FirstNet Ready™ CF-20 EM7511 Band 14 mobile broadband. The TOUGHBOOK 20 display can be used with or without gloves and its sunlight-viewable 800 nit IPS display with direct bonding enables wider viewing angles and richer colors.

MIL-STD-810G

MIL-STD-461F

IP65

C1D2  
HAZ LOC

4-FOOT  
DROP RATING

**TOUGHBOOK®**

[na.panasonic.com/us/TOUGHBOOK20](http://na.panasonic.com/us/TOUGHBOOK20) | 1-888-245-6344

TOUGHBOOK 20 MK2

SPEC SHEET



## TOUGHBOOK 20

### SOFTWARE

- Windows® 10 Pro 64-bit
- Panasonic Utilities and Recovery Partition
- Enterprise ready driver packages including CAB files and one-click driver bundles

### CERTIFICATIONS AND DURABILITY

- MIL-STD-810G
  - 4' drop (5' tablet only) shock, vibration, rain, dust, sand, altitude, freeze/thaw, high/low temperature, temperature shock, solar radiation, salt fog, humidity, explosive atmosphere<sup>1</sup>
- MIL-STD-461F<sup>1</sup>
- IP65<sup>1</sup>
- Optional ANSI hazardous location C1D2 (class 1 div 2) groups ABCD
- Magnesium alloy chassis encased with ABS and elastomer edges
- Fanless sealed all-weather design
- Built-in dual purpose handle & kickstand
- Solid state drive heater
- Optional quick-release storage drive<sup>4,8</sup>
- Removable battery
- Optional rotating hand strap
- Reinforced locking port covers
- Raised bezel for LCD impact protection
- Replaceable screen protector

### CPU

- Intel® Core™ i5-7Y57 vPro™ processor
  - 1.2GHz with Turbo Boost up to 3.3GHz, 4MB cache

### STORAGE & MEMORY

- Factory installed 8GB or 16GB SDRAM (LPDDR3-1866MT/s)<sup>2</sup>
- 256GB or 512GB SSD with heater<sup>2</sup>
- Optional quick-release SSD (comes with Insertable Smartcard CAC reader)<sup>4,8</sup>
- Optional OPAL encrypted SSD with heater

### DISPLAY

- 10.1" WUXGA 1920 x 1200
  - Capacitive gloved multi touch + digitizer
- 2-800 nit
- IPS display with direct bonding
- Anti-reflective (AR) and anti-glare (AG) screen treatments
- Intel® HD Graphics 615
- 4 monitor support
- Concealed mode (configurable)

### AUDIO

- Integrated dual array microphone
- Intel® High Definition Audio compliant
- Integrated speaker
- On-screen and button volume and mute controls

### CAMERAS

- 1080p webcam with dual array mic
  - Infrared with Windows Hello support
- 8MP rear camera with autofocus and triple LED flash

### KEYBOARD & INPUT

- Waterproof IP55 stylus pen with integrated stylus holder, tether and cleaning cloth
- Supports glove mode and rain mode
- 7 tablet buttons (5 user-definable including A1/A2 buttons)
- On-screen QWERTY keyboard
- 82-key with dedicated Windows® key
- Emissive white backlit keyboard with 4 adjustable levels
- Pressure-sensitive touchpad with multi touch

### INTERFACE & EXPANSION

- On the tablet:
  - USB-A 3.0 x1 (1.5A)
  - Optional 2nd USB-A 2.0<sup>3,4</sup>
  - MicroSDXC UHS-I
  - HDMI
  - 10/100/1000 Ethernet RJ-45
  - Optional Serial (True) D-sub 9-pin<sup>3,4</sup>
  - Audio In/Out 3.5mm Mini-jack stereo
  - SIM 4FF
- On the keyboard:
  - Docking Connector 24-pin
  - USB-A x3 (3.0 x2, 2.0 x1)
  - SDXC UHS-I
  - HDMI
  - VGA D-sub 15-pin
  - 10/100/1000 Ethernet RJ-45
  - Serial (USB) D-sub 9-pin

### WIRELESS

- Optional (EM7455 or Band 14 EM7511) 4G LTE-A multi carrier w/satellite GPS<sup>5</sup>
  - AT&T, FirstNet™, Verizon
- Optional dedicated GPS (u-blox NEO M8N)<sup>5</sup>
- Dual antenna pass-through
- Intel® Dual Band Wireless-AC 8265 Wi-Fi 802.11a/b/g/n/ac
- Bluetooth® v4.1 (Class 1) + EDR

### SECURITY FEATURES

- TPM v2.0
- NIST BIOS compliant
- Persistence® technology by Absolute embedded in BIOS<sup>7</sup>
- Kensington cable lock slots x2 (on tablet and keyboard)
- Optional fingerprint reader<sup>8</sup>
- Optional insertable SmartCard CAC reader<sup>8</sup>
- Optional contactless SmartCard CAC reader<sup>8</sup>
  - 13.56MHz (ISO 14443 A/B compliant)

### POWER

- Li-Ion Battery:
  - 8.5 hours (17 hours with opt. 2nd battery)<sup>6</sup>
  - 11.4V, 2600mAh (each battery)
- Bridge battery: 1 minute hot swap time
- Battery charging time: 3 hours (3.5 hours with opt. 2nd battery)<sup>6</sup>
- AC Adapter: AC 100V-240V 50/60Hz, auto sensing/switching worldwide power supply

### DIMENSIONS & WEIGHT

- 10.7" (L) x 9.2" (W) x 1.3" (H)<sup>4,9</sup>
- 3.9 lbs.<sup>10</sup>

### WARRANTY

- 3-year limited warranty, parts and labor

### INTEGRATED OPTIONS

- Choice of 4G LTE multi carrier with satellite GPS (EM7455 or Band 14 EM7511) or dedicated GPS (u-blox NEO M8N)
- Choice of 1D/2D capable barcode reader (N6603), serial (true), or second USB-A 2.0 port
- Choice of magstripe, insertable SmartCard CAC, contactless SmartCard CAC or fingerprint reader or quick-release SSD (comes with insertable SmartCard CAC)<sup>4</sup>

Please consult your reseller or Panasonic representative to learn more about the TOUGHBOOK 20 and the wide variety of accessories and services offered.

- 1 Tested by national independent third party lab following MIL-STD-810G Method 516.6 Procedure IV for transit drop test and IEC 60529 Sections 13.4, 13.6.2, 14.2.5 and 14.3 for IP65. 461F requires CF-AA5713AM.
- 2 1GB=1,000,000,000 bytes. Total usable memory will be less depending upon actual system configuration.
- 3 Barcode, Serial (true) and 2nd USB-A Port are mutually exclusive.
- 4 Magstripe, Serial, 2nd USB-A, Barcode+Insertable SmartCard or Quick-release SSD integrated options increase overall height and prohibit use in convertible mode.
- 5 Dedicated GPS and 4G LTE are mutually exclusive.
- 6 Battery performance features such as charge time and life span can vary according to the conditions under which the computer and battery are used. Battery operation and recharge times will vary based on many factors, including screen brightness, applications, features, power management, battery conditioning and other customer preferences. Battery testing results from MobileMark 2014 at 150 nit and no cellular mobile broadband.
- 7 Requires software and activation to enable theft protection.
- 8 Magstripe, Insertable SmartCard, Contactless SmartCard, Fingerprint Readers and optional Quick-release SSD (comes with Insertable SmartCard) are mutually exclusive.
- 9 Includes tablet and keyboard with handle. Tablet when detached is 10.7" (L) x 7.7" (W) x 0.6" (H). Optional Quick-release SSD (comes with Insertable Smartcard CAC reader) adds 0.5" (H).
- 10 Includes tablet and keyboard with handle. Tablet when detached is 2.1 lbs. Optional 2nd battery weighs 0.4 lbs. Optional Quick-release SSD (comes with Insertable Smartcard CAC reader) adds 0.5 lbs.



iPad

OverviewWhy iPadTech Specs

Buy

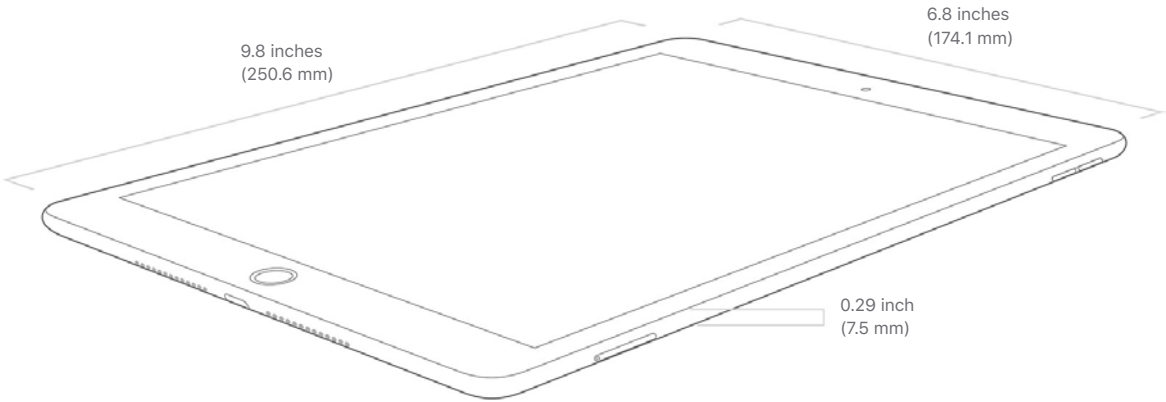
Finish



Capacity<sup>1</sup>

32GB  
128GB

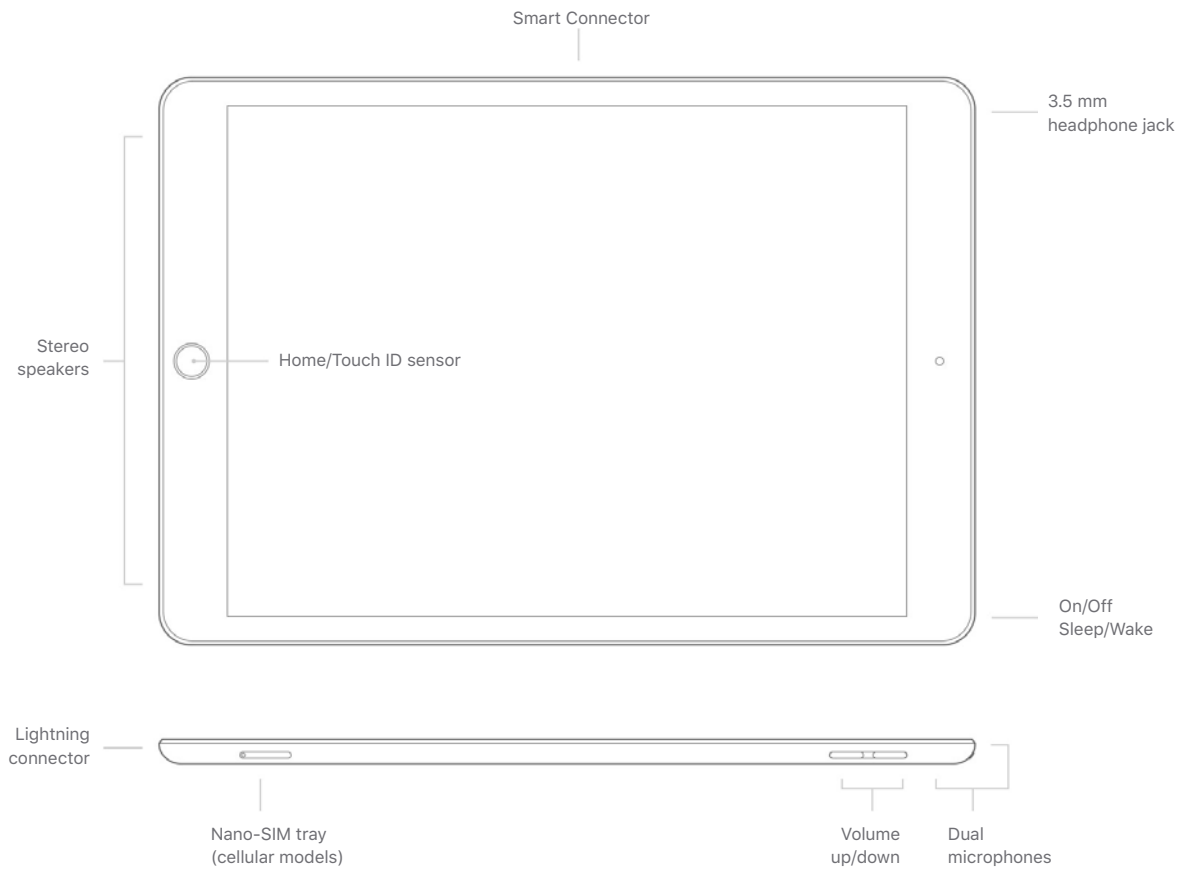
Size and Weight<sup>2</sup>



**Wi-Fi models**  
1.08 pounds (490 grams)

**Wi-Fi + Cellular models**  
1.09 pounds (495 grams)

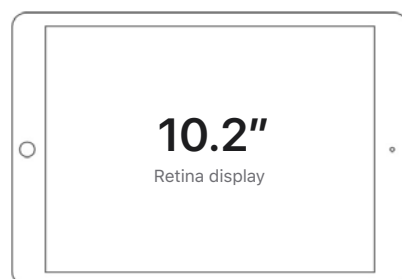
## Buttons and Connectors



## In the Box

iPad  
Lightning to USB-C Cable  
USB-C Power Adapter

## Display



### Retina display

10.2-inch (diagonal) LED-backlit Multi-Touch display with IPS technology  
2160-by-1620-pixel resolution at 264 pixels per inch (ppi)  
500 nits brightness  
Fingerprint-resistant oleophobic coating

## Chip



A12 Bionic chip with 64-bit architecture  
Neural Engine

---

## Camera

8MP camera  
 $f/2.4$  aperture  
Five-element lens  
Hybrid IR filter  
Backside illumination  
Live Photos  
Autofocus  
Panorama (up to 43MP)  
HDR for photos  
Exposure control  
Burst mode  
Tap to focus  
Timer mode  
Auto image stabilization  
Body and face detection  
Photo geotagging

---

## Video Recording

1080p HD video recording at 30 fps  
Slo-mo video support for 720p at 120 fps  
Time-lapse video with stabilization  
Video image stabilization  
Body and face detection  
3x video zoom  
Video geotagging

---



|                            |                                                                                                                                            |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| FaceTime HD Camera         | 1.2MP photos                                                                                                                               |
|                            | f/2.4 aperture                                                                                                                             |
|                            | Retina Flash                                                                                                                               |
|                            | Backside illumination                                                                                                                      |
|                            | Live Photos                                                                                                                                |
|                            | 720p HD video recording                                                                                                                    |
|                            | HDR for photos                                                                                                                             |
|                            | Body and face detection                                                                                                                    |
|                            | Burst mode                                                                                                                                 |
|                            | Exposure control                                                                                                                           |
|                            | Timer mode                                                                                                                                 |
|                            |                                                                                                                                            |
| Video Calling <sup>3</sup> | FaceTime video                                                                                                                             |
|                            | iPad to any FaceTime-enabled device over Wi-Fi or cellular                                                                                 |
| Audio Calling <sup>3</sup> | FaceTime audio                                                                                                                             |
|                            | iPad to any FaceTime-enabled device over Wi-Fi or cellular                                                                                 |
| Speakers                   | Stereo speakers                                                                                                                            |
|                            |                                                                                                                                            |
| Microphones                | Dual microphones for calls, video recording, and audio recording                                                                           |
|                            |                                                                                                                                            |
| Cellular and Wireless      | All models                                                                                                                                 |
|                            | Wi-Fi (802.11a/b/g/n/ac); dual band (2.4GHz and 5GHz); HT80 with MIMO                                                                      |
|                            | Bluetooth 4.2 technology                                                                                                                   |
|                            | Wi-Fi + Cellular models                                                                                                                    |
|                            | UMTS/HSPA/HSPA+/DC-HSDPA (850, 900, 1700/2100, 1900, 2100 MHz); GSM/EDGE (850, 900, 1800, 1900 MHz)                                        |
|                            | Gigabit-class LTE (Bands 1, 2, 3, 4, 5, 7, 8, 11, 12, 13, 14, 17, 18, 19, 20, 21, 25, 26, 29, 30, 34, 38, 39, 40, 41, 66, 71) <sup>4</sup> |

Data only<sup>5</sup>  
Wi-Fi calling<sup>4</sup>  
eSIM<sup>6</sup>  
[Learn more about cellular data >](#)

---

**SIM Card**

Nano-SIM (supports Apple SIM<sup>6</sup>)  
eSIM<sup>6</sup>

---

**Location**

**All models**  
Digital compass  
Wi-Fi  
iBeacon microlocation

**Wi-Fi + Cellular models**  
Built-in GPS/GNSS  
Cellular

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**Sensors**

Touch ID  
Three-axis gyro  
Accelerometer  
Barometer  
Ambient light sensor

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**Touch ID**

Unlock iPad  
Secure personal data within apps  
Make purchases from the iTunes Store, App Store, and Apple Books

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**Apple Pay**

Pay with your iPad using Touch ID within apps and on the web  
Send and receive money in Messages  
[Learn more about Apple Pay >](#)

---

## Siri<sup>7</sup>

Use your voice to send messages, set reminders, and more

Get proactive suggestions

Use hands-free

Listen and identify songs

[Learn more about Siri >](#)

---

## Power and Battery<sup>8</sup>

### All models

Built-in 32.4-watt-hour rechargeable lithium-polymer battery

Up to 10 hours of surfing the web on Wi-Fi or watching video

Charging via power adapter or USB to computer system

### Wi-Fi + Cellular models

Up to 9 hours of surfing the web using cellular data network

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## Operating System

### iPadOS 14

iPadOS comes with powerful features and built-in apps designed to take advantage of the unique capabilities of iPad.

[See what's new in iPadOS 14 >](#)

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## Accessibility

Accessibility features help people with disabilities get the most out of their new iPad. With built-in support for vision, hearing, mobility, and learning, you can create and do amazing things.

[Learn more >](#)

### Features include:

- Voice Control
- VoiceOver
- Zoom
- Magnifier
- Siri and Dictation
- Switch Control
- Closed Captions
- AssistiveTouch
- Speak Screen

---

## Built-in Apps

|             |         |          |           |              |             |
|-------------|---------|----------|-----------|--------------|-------------|
| App Store   | Books   | Calendar | Camera    | Clock        | Contacts    |
| FaceTime    | Files   | Find My  | Home      | iTunes Store | Mail        |
| Maps        | Measure | Messages | Music     | News         | Notes       |
| Photo Booth | Photos  | Podcasts | Reminders | Safari       | Settings    |
| Shortcuts   | Siri    | Stocks   | Tips      | TV           | Voice Memos |

## Free Apps from Apple

Pages, Numbers, Keynote, iMovie, GarageBand, Clips, and Apple Store app are preinstalled on iPad.

|          |             |         |                   |            |             |
|----------|-------------|---------|-------------------|------------|-------------|
| Pages    | Numbers     | Keynote | iMovie            | GarageBand | Apple Store |
| Trailers | Music Memos | Clips   | Swift Playgrounds | Support    |             |

## System Requirements

Apple ID (required for some features)

Internet access<sup>9</sup>

### Syncing to a Mac or PC requires:

- macOS Catalina 10.15 using the Finder
- macOS El Capitan 10.11.6 through macOS Mojave 10.14.6 using iTunes 12.8 or later
- Windows 7 or later using iTunes 12.10 or later (free download from [itunes.com/download](https://itunes.com/download))

## Languages

### Language support

English (Australia, UK, U.S.), Chinese (Simplified, Traditional, Traditional Hong Kong), French (Canada, France), German, Italian, Japanese, Korean, Spanish (Latin America, Spain), Arabic, Catalan, Croatian, Czech, Danish, Dutch, Finnish, Greek, Hebrew, Hindi, Hungarian, Indonesian,



# ATTACHMENT 12

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Code of Conduct Training

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



Falck

# CODE OF CONDUCT



INTRODUCTION



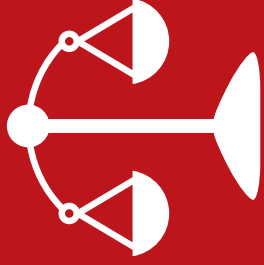
BRIBERY AND  
CORRUPTION



FACILITATION  
PAYMENTS



GIFTS AND  
HOSPITALITY



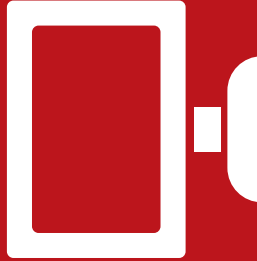
CONFLICT  
OF INTEREST



FRAUD



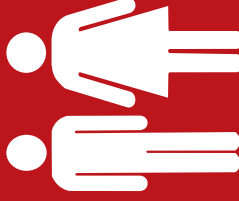
COMPETITION  
COMPLIANCE



COMPANY ASSETS AND  
DATA PROTECTION



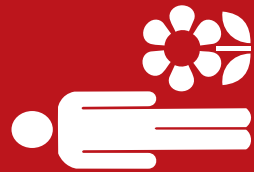
WORKING WITH  
BUSINESS PARTNERS



HUMAN RIGHTS



OCCUPATIONAL HEALTH  
AND SAFETY



ENVIRONMENT



SOCIAL INVESTMENTS



FALCK ALERT



YOUR ROLE



## A WORD FROM THE CEO

### BEING A TRUSTED BUSINESS PARTNER

Each day we make decisions when assisting people in need, and complete trust is vital. This Code of Conduct secures that we conduct our business in a way that will never compromise the trust of our partners and customers.

This global Code of Conduct sets the minimum standards and ethical principles applicable to all employees and Business Partners. This Code of Conduct serves as a guideline and point of reference for anyone faced with dilemmas, doubts or concerns. By introducing this Code of Conduct, we provide everyone with a common understanding of how we conduct business and how it ties into their role.

Aside from using this Code of Conduct as a guide on how to conduct business, we will use it to set an example for each other, and report any concerns or violations of the Code of Conduct as soon as they arise. We need to safeguard our organization through transparency and by maintaining an ethical culture that feels comfortable with raising concerns when we fail to live up to our own and our communities' expectations.

Everyone has an obligation to act in accordance with our Code of Conduct. When faced with uncertainties it is our duty to ask for guidance.

JAKOB RIIS  
PRESIDENT & CEO



## SCOPE AND APPLICATION

This Code of Conduct ("the Code") replaces the former Employee and the Supplier Codes of Conduct and will be periodically reviewed and updated. The Code has been consolidated into a singular Code applicable to everyone in the Falck Group and Business Partners – which includes our customers, suppliers, vendors, agents, and any other third parties with whom Falck has any form of alliance through an agreement.

This Code reflects the ethical principles which forms the basis upon which our employees and Business Partners must conduct business.

We adhere to **all applicable laws**, including the FCPA and the UK Bribery Act, and adhere to Falck **policies and procedures**

We set the example for each other by being **honest** and **fair**

We promote a **culture of integrity** with the highest ethical standard through **mutual respect and trust in each other**

We hold each other **accountable** and **report any potential violations** when we become aware of them

Non-compliance with this Code can result in re-training, disciplinary actions leading up to and including dismissal, as well as possible criminal sanctions depending on the act. In cases of doubt, please consult your manager or Global Compliance first before proceeding with the relevant decision or action.



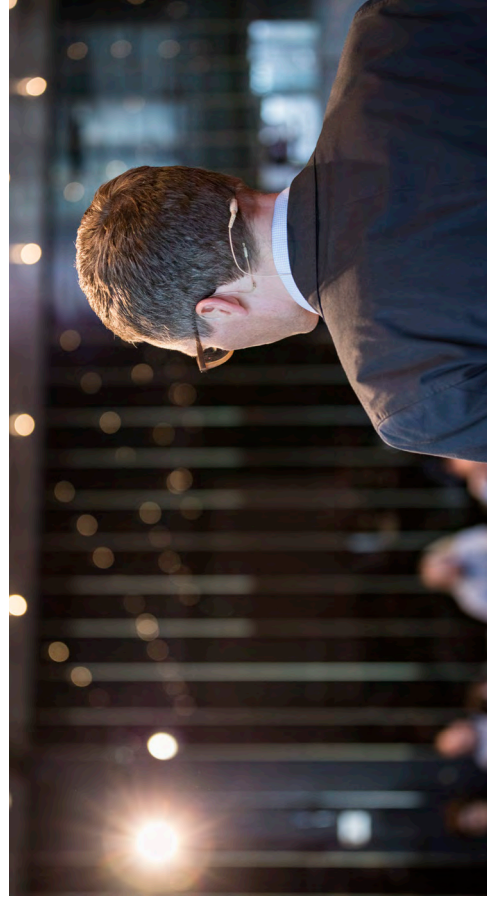


## LAWS AND REGULATIONS

We conduct business in accordance with **all relevant laws and regulations in all countries** in which we operate. Where this Code conflicts with local law, and you are unsure how to proceed, the law takes priority. In case of any doubt as to the applicable law, please **consult Global Compliance**.

We conduct business in line with the **UN Global Compact** principles, respecting and promoting the principles set forth by implementing policies to ensure our compliance with them.

We expect our **Business Partners to adhere to and support** all applicable laws, regulations and such international initiatives. We will not conduct business with parties that do not share our principles.



## WORKING WITH THIS CODE

On each page, we have highlighted **grey areas** that we might encounter as guidance on how to **Work with This Code**. In these specific situations, we have highlighted the essential elements to take into consideration when making decisions, giving us **the tools to make the best decision**. Each grey area will show which positive action they can take in that area, and on the other hand what they should not do in that area.

# BRIBERY AND CORRUPTION

We believe that fair competition and integrity should be reflected in all our activities. We have a zero-tolerance approach towards any form of direct or indirect bribery and corruption; whether committed by employees, agents or any other Business Partners.

## What is expected of you?

- Never offer, pay or accept bribes.
- You must refuse any payment to Public Officials that are not required by law or an existing written agreement.
- Only accept or give gifts in alignment with this Code.
- Never offer, pay or accept any form of kickback, rebate or anything of value to obtain any kind of business advantage, or personal benefit.
- Always ensure that the nature of all transactions is transparent.
- Report any actual, suspected or requests for bribes to your manager or Falck Alert.

## WORKING WITH THIS CODE

### Should I confront a Business Partner if we have found that they have recently been involved in a bribery case?



If you find that a Business Partner has been involved in a bribery case, you should raise your concern to your manager or Falck Alert. Our Business Partners' actions reflect on us as well.



We will not become party to any unethical or illegal dealings. Falck has a responsibility to ensure that all our Business Partners live up to our commitment to conduct business ethically.

### Should I pay a cash amount at the border when on business travel?



The request for such payments may only be accepted as part of a legal procedure (e.g. fast-track option) and if a receipt can be obtained. Cash payments at borders are usually a bribe and therefore, cannot be permitted.



Small unofficial payments at customs are not permitted, except where an individual feels harm may be imminent. The payment must then immediately be reported to your manager and Global Compliance.



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## FACILITATION PAYMENTS

Facilitation payments are small payments or gifts (e.g. cigarettes, alcohol, perfume) given to Public Officials, intended to secure or speed up routine government actions, which you are already entitled to without the need for such payment; or to obtain unlawful preferential treatment.

### What is expected of you?

- If a Public Official requests a facilitation payment, you may only make the payment if there is a threat to your or another person's health or safety. Afterwards, you must immediately report it to Global Compliance, and record it in your financial records.
- If faced with a demand for a facilitation payment, and there is no threat to health or safety, you should never make the payment. If one is requested:
  - » Question the legality of the request and inform the Public Official that it goes against our Code,
  - » Inform them that you need to call your manager or Global Compliance first for approval,
  - » If the Public Official persists, ask for a receipt or other documentation of the payment,
  - » If such a receipt cannot be given, ask to speak to their manager or supervisor,
  - » Record the payments in the books for accounting purposes, and
  - » Report the incident (without delay) in writing to your manager and Global Compliance.

## WORKING WITH THIS CODE

### Can I pay a small amount when we are pressed for time and need a permit from a local government?



If there is a fast track option where a receipt can be obtained, then such payments are permitted as these are not considered facilitation payments. All transactions must be legitimate and transparent.



Falck does not make any improper payments, or offer anything else of value to any government employee, or other Public Official to speed up or secure a process.

### Are facilitation payments a form of bribery?



We recognise that there may be instances where facilitation payments are unavoidable, for example in instances where one's safety may be at risk. In these cases, you must always report the payment.



We find that, at the end of the day, there is no material difference between a bribe and facilitation payments. We will not engage in unethical or illegal behaviour to obtain or retain any of our business activities.

# GIFTS AND HOSPITALITY

We are committed to conducting our business with integrity and in compliance with applicable anti-corruption and bribery laws and regulations. Gifts and Hospitality (G&H) could be considered part of doing business and maintaining relationships; however, these must be limited to the extent possible.

## What is expected of you?

- Ensure that any G&H given or received have a legitimate business purpose, are of moderate value, and are reasonable, proportionate and appropriate to the relationship in each case.
- Think carefully about how our actions may be perceived by others, considering the frequency, type and purpose of each G&H.
- Ensure that any G&H of more than 100 USD in value is documented and approved by your manager.
- Do not accept personal benefits or favours of any kind.
- Seek approval from your manager for travel or lodging offered by a third party.
- Contact Global Compliance regarding any G&H (of any value) provided to Public Officials.
- Never give or receive G&H during periods where important business decisions are being made.
- Remember that the following are never acceptable G&H and should be rejected: cash or cash equivalents, personal services, loans, or any illegal gifts or activities.

## WORKING WITH THIS CODE

### When entertaining Business Partners, should we pay for food and drinks?



We may take Business Partners to dinner, but we shall be cautious and exercise discretion so that the benefit is appropriate to the relationship. Any expenses must be properly recorded according to internal controls.



Falck will not provide unreasonable or disproportionate hospitality. This is especially so during a negotiation period, as our actions during such a period could be perceived as an inducement to enter into a contract.

### Upon conclusion of a contract with a new customer, can we give a gift to our Business Partner?



Giving gifts can be acceptable, but we must exercise caution by always considering the circumstances, type and purpose of the gift, and whether these are appropriate. Falck merchandise is not a mandatory gift, but it is a good and appropriate idea.



For the avoidance of doubt, the following are never acceptable gifts: cash or cash equivalents; illegal or indecent gifts; events where both parties are not present. We must always consider how our actions are perceived by others.



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## CONFLICT OF INTEREST

We need to ensure that business decisions are made in the best interests of Falck and never compromise our integrity or the trust of our Business Partners. Therefore, we disclose promptly any interest that might objectively be perceived as affecting our decision-making.

### What is expected of you?

- Never involve yourself in commercial activities if they contain a financial or private interest that causes a conflict with your responsibility or business decisions at Falck.
- You must disclose and document any actual or perceived conflict of interest.
- Ownership or financial interest in a company that is a customer or supplier to Falck should be avoided unless disclosed and approved by your manager.
- Never direct business or give favourable terms to a company that you, a close friend or a family member has an interest in.
- Never hire friends or family unless they are the best qualified candidate and the relationship is disclosed and approved by your manager.
- Never allow situations where family members or close relatives are in direct reporting relationships or relationships involving supervision, evaluation, or determination of pay or other benefits.

## WORKING WITH THIS CODE

### I have managed the professional relationship with our chosen supplier for several years, do I have a conflict of interest?



The existence of a relationship does not in itself create a conflict of interest, but rather a conflict arises where the relationship has the potential to interfere with your ability to work in Falck's best interests.



You must ensure that all applicable processes and controls are applied correctly, even after a long period of business with a certain Business Partner.

### Do I always need to disclose a conflict of interest?



Conflicts of interest can happen at any time and you have an ongoing duty to report them. You must always disclose a conflict of interest to your manager, despite other contractual or reporting obligations.



Individuals cannot rely on contractual clauses to cover their obligation of disclosing their actual, potential or apparent conflicts of interest. The disclosure must occur whenever a conflict arises.





# FRAUD

At Falck, we must all act in an ethical and responsible way, in accordance with the company's policies and applicable laws and regulations. Falck does not tolerate any form of fraud, including theft, embezzlement, money laundering or misuse of the company's property.

## What is expected of you?

- You must use Falck funds solely for company purposes.
- All credit cards expenses and reimbursements must be accurately reported and documented.
- Be aware that committing or participating in fraudulent activities is a serious criminal offence and consequently affects our reputation.
- You understand that embezzlement refers to the criminal act of withholding or misappropriating funds with the purpose of converting of those assets.
- Do not accept or authorize payments without the correct underlying documentation or invoice.
- You should keep accurate records of all transactions and keep them up to date.
- Refuse any cash payments or cheques issued by an unknown third party.
- Avoid any financial transactions, which bypass registration and reporting requirements.
- You must avoid making payments in countries where Falck has not received any service, unless it is documented and transparent.
- Always avoid process deviations such as insufficient, suspicious or false payment information.

## WORKING WITH THIS CODE

### Can we skip internal controls where a customer is in a hurry?



Falck processes and internal control should always be followed. Where there is no internal controls or processes, this must be defined and documented before proceeding with the action.



Internal control activities cannot be ignored merely because a customer is pressuring to accelerate the process. Furthermore, you are not entitled to make such promises at the risk of the business.

### Can I use a Falck corporate cards for private purposes if I report it?



Falck's corporate cards serve the sole purpose of covering the employee's expenses related to work (e.g. accommodation and meals during a work trip). All expense claims must always be accurately reported.



Corporate cards are not to be used for private purposes, even during a business trip.



Falck





## COMPETITION COMPLIANCE

We conduct our business in full compliance with applicable competition and antitrust laws. We are committed to fair, open and unrestricted competition and do not accept any form of illegal, anti-competitive behaviour or unethical practices as a means to win or maintain business.

### What is expected of you?

- Never make agreements with competitors to determine or fix prices directly or indirectly.
- Never agree to share or allocate markets and/or customers, including agreeing bid or tender responses with competitors.
- Never collaborate with other companies to exclude competition.
- Never share commercially sensitive business information with a competitor or representative of a competitor, which may include information relating to prices, ongoing bids, terms and conditions, market share, costs or profit margins.
- When participating in trade associations or other interactions with competitor, never engage in any behaviour contrary to this Code. If a competitor seeks to engage in such behaviours, express your disagreement and withdraw from the discussion.
- If we hold a leading market position, never act in a way that could be perceived to abuse this position (such as selling products or services below cost, or charging excessive prices), or be in breach of local laws and regulations.

## WORKING WITH THIS CODE

### Can I discuss our pricing strategy with other companies when they are not our competitors?



Falck encourages well-functioning markets and does not participate in anti-competitive behaviour. Pricing strategy is particularly sensitive information, and we will not share this with any third parties.



We do not disclose pricing strategies to any companies competing with Falck. Sharing such sensitive information with competitors constitutes an anti-competitive behaviour that restricts fair competition.

### Do I need prior approval to attend a trade association event?



You do not necessarily need approval to attend a trade association event but must comply with this Code when doing so. In case of doubt or some concern, please consult your manager or Global Compliance.



Falck will not share competitively sensitive information with competitors or their representatives. Information about competitors must be obtained in a lawful manner, e.g. from public sources.



## COMPANY ASSETS AND DATA PROTECTION

We all have a responsibility to take care of our company assets, to make good use of the equipment and to ensure that personal data is treated and processed in a legitimate way. We use our assets – human, financial, physical and intellectual – efficiently to grow our business.

### What is expected of you?

- Only make use of company assets for working purposes, unless otherwise authorised.
- Never seek personal gain from the use, sale, transfer or other disposal of our company assets.
- Always value company time and work diligently to fulfil the responsibility of your role.
- Ensure no confidential company information is shared with anyone, unless authorised.
- Ensure your social media usage and public speaking related to Falck is accompanied with respect, good judgement, responsibility and loyalty to the company.
- You must treat confidential information and personal data from Business Partners responsibly, meeting all applicable data protection laws and regulations.
- Never share personal data unless such sharing complies with applicable data protection laws and regulations and is undertaken in a secure manner.

## WORKING WITH THIS CODE

### Can I discuss company matters with a colleague whilst on public transport?



Employees must, when publicly discussing company matters, act in a responsible manner. Ensure nobody is listening when discussing company matters in public to ensure no confidential information is shared.



It is important to keep confidential company information within Falck, and not in the hands of any external parties. Internally, information shall only be shared on a need to know basis.

### How can I treat confidential information and personal data correctly?



Falck provides training and resources so that our employees know what controls to implement to ensure they treat data correctly, such as retention policies in our email, shredding confidential documents, etc.



We act responsibly when in possession of such data by ensuring we have taken steps to protect it. We will not leave sensitive information lying around the office, nor leave our computer unlocked and unattended.







## WORKING WITH BUSINESS PARTNERS

We recognise that the actions of our Business Partners reflect on us. Falck therefore seeks an ethical and transparent relationship with its Business Partners and expects Business Partners to adhere to all applicable laws and regulations, and follow the principles expressed in our Code.

### What is expected of you?

- Our interactions with Business Partners must be transparent and open.
- You ensure Business Partners do not damage Falck's reputation.
- Ensure that Business Partners adhere to our Code when acting on our behalf.
- Only pay a Business Partner an amount that is proportionate to the services provided.
- Ensure that we receive a genuine, professional service from our suppliers and agents.
- When selecting suppliers and vendors, do not let your decisions be influenced by bribes, kickbacks, gifts, favours or entertainment.
- Do not offer or accept Gifts and Hospitality that do not comply with this Code, applicable law, including local laws and regulations.
- You ensure adequate due diligence is conducted on Business Partners prior to contracting, especially with Business Partners that are owned or controlled by the government, by a Public Officials, or by your close family members.

## WORKING WITH THIS CODE

### How does a Business Partner's conduct reflect on our reputation?



Our Business Partners' conduct will reflect on us where they are not compliant with this Code or applicable laws. We must therefore ensure that our interactions with Business Partners are transparent and legitimate.



We will not enter into an agreement with Business Partners that do not share or support our principles, or this Code. We will therefore not let our decisions be influenced by any illegal or unethical inducements.

### Are our suppliers subject to compliance clauses?



Suppliers are expected to comply with our Code, its policies and our ethical principles. Direct suppliers are responsible for ensuring that any sub-suppliers adhere to a substantially equivalent business conduct.



Direct suppliers must perform due diligence on their sub-suppliers and must share the result with Falck on request. If applicable, Falck has the right to disapprove of sub-suppliers.

# HUMAN RIGHTS

Falck adheres to all relevant laws and regulations aimed at the protection and promotion of human rights globally and at work. We train our employees in human rights, respect their right to freedom of association, and recognise the right to be member of a union or other collective bargaining group.

## What is expected of you?

- You participate in the development of a culture that supports and respects human rights.
- You adhere to laws and regulations relating to labour conditions, ensure that employees and other workers are compensated fairly, receive sufficient breaks and are employed of their own free will.
- Apply relevant and objective criteria when making decisions regarding hiring, promotions and compensation.
- Never discriminate based on gender, ethnic origin, race, religion, age, sexual orientation, parental and marital status, etc.
- Never participate in any kind of harassment. This includes any unwelcome verbal or physical conduct which creates a hostile or offensive working environment for anyone at work.

## WORKING WITH THIS CODE

### How do Human Rights apply to me at work?



At Falck, we adhere to all relevant laws and regulations, as well as conducting training and onboarding procedures to ensure that we build up a compliance culture that respects the protection of human rights.



Our goal is to reduce and eliminate any adverse human rights impacts we may have in our organisation and supply chain. This is done by conducting adequate due diligence in all our activities.

### How can we conduct business with integrity in the workplace?



We will only make use of objective criteria such as merit, performance reviews and other relevant criteria when considering promotions or new hires. We do not discriminate anyone.



We do not participate in any harassment, which can include any behaviour, which affects an individual or party's dignity and is considered unwanted, inappropriate or offensive.



Falck





## OCCUPATIONAL HEALTH AND SAFETY

We see it as our duty to protect our employees, Business Partners and anyone affected by our activities, by ensuring that workplaces are operated in a safe and sound manner. We motivate, train and involve people in occupational health & safety.

### What is expected of you?

- Take all appropriate precautions to ensure your own safety and those of others around you.
- You promote a healthy and safe working environment.
- Ensure that you, and others, are aware of our health & safety policies and procedures, and are aware of how they impact our work.
- You use the appropriate personal protective equipment where necessary and in accordance with the correct procedures.
- You never compromise on health & safety and report any concerns you may have to your manager.
- You communicate new opportunities and changes in your daily work routines to your manager to improve health & safety practices.
- You never consume, or are under the influence of alcohol or drugs at work.

## WORKING WITH THIS CODE

### Can we follow another person's habits rather than our regular training procedures?



We ensure that you are trained according to legal and internal standards to carry out your work safely. You are encouraged to speak up where you may feel that we are not meeting this standard.



We recognize that good health & safety management is a strong contributor to our success. We must follow the internal instructions without taking a different approach even if it seems faster or easier.

### I have noticed that a colleague does not follow the standard procedure, should I report this behaviour?



Our procedures are in place to ensure that you are not injured at work or risk injuring other people. You should report any illegal or inappropriate conduct to your manager or Falck Alert.



It is strictly prohibited to be under the influence of alcohol or drugs at work. If you notice behaviour that does not follow our standards and procedures, you must always report it.



## ENVIRONMENT

At Falck, we aim to mitigate as far as possible any negative environmental impact that our business activities may cause. We expect our employees and Business Partners to support a precautionary approach to the environment and take steps to work in a sustainable manner.

### What is expected of you?

- You comply with the rules of national and local authorities regarding the environment and the workplace.
- You continuously work to generate the smallest possible detrimental impacts for the environment when making business decisions.
- Ensure the efficient use of Falck's resources and contribute to energy saving and efficiency objectives, including on reduction of water and natural resources consumption, waste, and carbon emissions.
- You encourage our Business Partners to act in an environmentally conscious way and to comply with applicable environmental laws and regulations.

## WORKING WITH THIS CODE

### How can we apply environmental consciousness into our everyday work?



In every decision we make, we consider the impact on the environment. By encouraging individuals to make a sustainable use of resources, fuel and electricity, we create a climate-conscious working environment.



We expect our Business Partners to implement environmental controls in their products and with their subcontractors. We will ensure that our activities do not create unnecessary damage to the environment.



## SOCIAL INVESTMENTS

Social investments are defined as charitable, non-commercial contributions in the form of funds, goods or services. To maximise our impact, Falck will focus on social investment activities that demonstrate a clear link to our business.

### What is expected of you?

- You understand that social investments, such as providing first aid training before professional care arrives on-site, are our focus as they are closely linked to our business.
- Avoid conflicts of interests when deciding on social investments.
- Social Investments must be approved by appropriate management based on documentation.
- Social Investments must be preceded by appropriate due diligence of the target.
- Avoid making or being involved in political investments.

## WORKING WITH THIS CODE

### Can we make charitable donations to any recognised organisation?



Donations to well-known charities are acceptable as long as they are made in a responsible and transparent manner, and they are compliant with the Social Investments Policy.



Falck does not make donations that have not been preceded by the appropriate due diligence as well as approval from management. Furthermore, social investments to individuals is not permitted.

### Must all social investments be approved by executive management?



To ensure that our social investments are transparent, legitimate and in accordance with the Policy, they must be preceded by written approval from the relevant management, along with the correct documentation.



Falck funds will not be used to make a donation that has been requested or suggested by a Public Official. All our investments must be in line with the Social Investments Policy and clearly linked to our business.

# FALCK ALERT

We encourage employees to raise their concerns about irregularities or improper actions that have already been committed, are likely to be committed in the future or actions that fail to comply with applicable laws and regulations, this Code or internal procedures – [www.falckalert.com](http://www.falckalert.com).

## What is expected of you?

- Falck Alert is a global Whistleblower system that can be used in 8 different languages 24/7.
- You raise any concern through the available channels (local manager, HR, Global Compliance) or by using the Whistleblower system 'Falck Alert'.
- Reports can either be made online (Falckalert.com) or by using the app Falck Alert. The system guarantees anonymity.
- All data will be processed with a high level of security. Data is deleted when no longer needed.
- Reporters will be protected from retaliation.
- By making a report, you are giving Falck the opportunity to deal with the issue directly. Remaining silent about possible misconduct may worsen a situation and decrease trust.

## WORKING WITH THIS CODE

### Should I report any unethical behaviour when I see it?



Falck encourages all employees to report, in good faith, any concerns or knowledge of improper actions. This could include, amongst others: unlawful activity; fraud; bribery or corruption; violation of internal policies.



You should not ignore suspected or actual unethical or illegal conduct, but you should make use of reporting channels where necessary. Falck Alert should not be used for ordinary employment or practical complaints.

### Is reporting on Falck Alert only available for certain employees?



Making a report on Falck Alert is available to all employees at any time, either online or by using the app. A report can be made anonymously for those that may prefer it.



Reports must only be made in good faith and without malicious intent. An employee found responsible for making a report in bad faith will be subject to disciplinary action.



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## YOUR ROLE

The Code **cannot address every situation** that we will face in our businesses as there will continue to be emerging areas, legal and regulatory uncertainties, risks and challenges going forward. In all cases **your responsibilities** include:

- Read, understand and follow the Code and its policies
- Promptly raise any concerns through the channels provided
- Know when to seek guidance or request more training
- Avoid any practices that may lead to unlawful conduct or damage Falck's reputation
- With every decision and action, consider first
  - » Is it legal?
  - » Is it consistent with our Code and policies?
  - » Would you be comfortable with this being released to the press?





## DEFINITIONS

### BUSINESS PARTNERS

Business Partners include any commercial entity or individual with whom Falck has any form of alliance through an agreement. This can include, among others, customers, clients, suppliers, agents, etc.

### COMMERCIALLY SENSITIVE BUSINESS INFORMATION

Commercially sensitive business information is any information that, if disclosed, could influence Falck's commercial interests or have economic harm. This could include, among others, pricing strategies, trade secrets, profit margins, contractual clauses, etc.

### COMPANY ASSETS

Company assets includes any tangible and intangible Falck resources. Some examples of this can include Falck funds, software systems, confidential information of the company, inventories, computers, buildings, etc.

### CONFLICT OF INTEREST

A conflict of interest occurs where an individual's or party's private or personal interests conflict with Falck's interest as well as their ability to work

in Falck's best interest. The private or personal interests could include any close connection to another individual or party, such as familial or friendship ties, as well as commercial or financial interests, such as having a stake in another party's company.

### FRAUD

Fraud is the deliberate deception intended to secure financial or personal gain or to deprive another individual or party of their valuables.

### GIFTS AND HOSPITALITY

In the context of this Code, Gifts and Hospitality is intended to cover any kind benefit conferred to obtain a business advantage without receiving a benefit in return. A benefit conferred can be anything tangible as well as personal benefits, such as loaning your summer house to a supplier. Gifts and Hospitality will include, among others, entertainment, dinners and lodging.

### KICKBACK

A kickback is a form of negotiated bribery where a commission is paid to an individual or party in exchange for services rendered.

### MONEY LAUNDERING

Money laundering refers to a type of transaction, or series of transactions, used in order to hide the real origin of illicit money to make the funds appear legitimate.

### PUBLIC OFFICIALS

- a. Any appointed official or any director, officer or other person employed in any capacity
  - i. at any level of national, regional or local government (e.g. employees of customs and immigration authorities),
  - ii. at any entity owned, managed or otherwise controlled by any government or political party
  - iii. in any public international organization such as the United Nations or the European Union, including any department or agency thereof,
- b. any candidate or officer or other person employed by a political party, or
- c. any person acting in any official capacity for or on behalf of any person or organization listed in a. or b.



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**Falck**

Version 1.0 - August 2018



# ATTACHMENT 13

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Patient Care Equipment - Brochures & Specifications

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



# **Power-PRO™ XT**

powered  
ambulance cot

# Power-PRO XT

## powered ambulance cot

Shown with optional accessories.

Reduce the risk of injuries when  
raising and lowering

**Power-PRO XT reduces risk of cumulative trauma injuries,  
and lost or modified workdays.**

**Power raise and lower**  
using your finger, not your back.



**Raise and lower patients with the  
touch of a button<sup>3</sup>**

Operator injuries result from repetitive spinal loading. Our innovative powered ambulance cot is designed to lift patient weight with the touch of a button — not your back.

Medics experience frequent spinal loading due to repetitive motions such as lifting, lowering, carrying, and bending. Use of the Power-PRO XT has proven to reduce spinal loading, resulting in reduced injuries, lost or modified workdays and Workers' Compensation costs, and increased recruitment and retention. The Stryker Power-PRO XT — now the industry standard of care.

- **An innovative battery-powered hydraulic system raises and lowers the patient at the touch of a button.<sup>3</sup>**
- **Utilizes an easy-to-use manual back-up system for all powered cot functions.**
- **The retractable head section reduces footprint, and allows the cot to navigate very tight spaces in any height position.**
- **A Stryker exclusive: automatic high-speed retracting feature saves precious seconds when loading and unloading.**
- **Reduces workers' compensation costs, injuries, and lost and modified workdays, while improving recruitment and retention.**

### **Reduce load and unload times**

A Stryker exclusive. The high-speed retract system of the Power-PRO XT will reduce your load and unload times. When the cot senses the weight is off the wheels, the base will fully retract in 2.4 seconds when the "minus" button is depressed.







**Shock, Flat Leg, or Optional Knee Gatch Positioning**

Knee gatch provides patient comfort and greater lift clearance.

**Bolster Mattress**

The Stryker-preferred sealed bolster mattress provides patients a greater sense of security during transport.

**Fold-Down Side Rails**

A Stryker innovation. Side rails are designed to provide patients with a greater sense of security.

**Settable Load Height with Jog Function**

A Stryker exclusive. Adjusts to fit your ambulance.

**Pneumatically Assisted Backrest**

A Stryker innovation. Significantly reduces operator effort and increases patient comfort.

**Retractable Head Section**

Provides 360-degree mobility in any height position.

**Hydraulic Lift System**

Battery-powered hydraulic lift system with manual back-up for operator confidence.

**Patented X-frame**

Proven reliability. Will **NOT** "hot drop."

**X-frame Guards**

Protect X-frame from ambulance bumper contact.

**Lift-Capable Safety Bar**

Assures handling confidence. Reduces lift height for smaller operators.

**Head- and Foot-end Lift and Grip Section**

Unmatched ergonomics. Lifting handles optimized to 30 degrees, the angle preferred by most operators. Grips have a textured, durable, nonslip surface for maximum operator control.

**Foot End Controls**

Controls are duplicated on both upper and lower lift bars to accommodate operators of all sizes.

**Oversized Wheels**

Requires less force to roll, improving maneuverability over rough terrain.

**700lb**  
capacity



The retractable head section with safety bar has conveniently located release handles that retract the head section into the cot. The safety bar release is designed to keep hands away from the cot mechanism for safety.

**Retractable Head Section**

Provides 360-degree mobility in any height position.

## Features

### 1 Textured Hand Grips

At the head and foot end provide a durable nonslip surface for operator control.

### 2 Battery Pack Power Level Indicator

Keeps operator informed of power status and flashes amber when the battery pack needs to be changed.

### 3 Hour Meter

Indicates how many hours the cot has been in operation for preventive maintenance purposes.

### 4 Built-in Pull Handle

Offers maximum operator control during transport and stows out of the way when not in use.

### 5 Shock, Flat Leg, or Optional Knee Gatch Positioning

Knee gatch provides patient comfort and greater lift clearance.

### 6 Battery Pack Release Control

Accessible and easily changed in any situation.

### 7 Manual Back-up Release Handle

Allows non-powered operation of all powered cot functions.

### 8 Power Controls

Contoured control buttons allow for instant touch recognition and ease of operation.

### 9 Lower Lifting Bar

Provides maximum versatility for operators of all sizes.

## Warranty

- Two-year parts, labor, and travel
- One-year soft goods
- Three-year X-frame components
- Three-year limited powertrain
- Lifetime on all welds\*

### Extended warranties available.

\* 7-year service life

## Certifications

CE  IPX6 IEC-60601



### Marine-grade Hydraulic System

Provides reliable operation in harsh conditions.



### Hand Clearance

Hand clearance around the litter frame for operator safety.



### Built-in Pull Handle

Offers maximum operator control during transport and stows out of the way when not in use.



### In-fastener Shut-off

Automatically disables cot when locked in the cot fastener system for safety.



### SMRT™ Power System

Automatic power management, zero memory, and in-vehicle charging. 12V ships with cot.



### Lift-capable Safety Bar

Assures handling confidence. Reduces lift height for smaller operators.



## Optional Features



### Power-LOAD™ Compatibility

An industry first, the Power-LOAD cot fastener system improves safety to you and your patients by lifting and lowering the Power-PRO XT cot into and out of the ambulance—helping to reduce spinal loads that result in cumulative trauma failure. The Power-LOAD cot compatibility option allows the Power-PRO XT to be fully compatible with the Power-LOAD system. This system meets dynamic crash test standards for maximized occupant safety<sup>5</sup> and will automatically charge the Power-PRO XT SMRT battery.



### Antenna

Allows for wireless communication between the Power-PRO XT and the Power-LOAD system.



### Locking Pins

Secures the head end of the cot into the Power-LOAD system for loading and unloading.



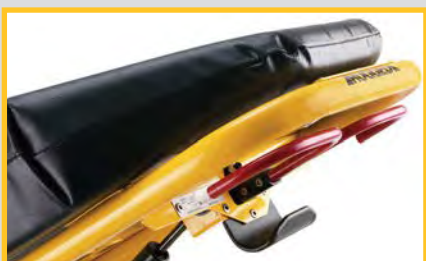
### Foot-end Hitch

Secures the foot end of the cot into the Power-LOAD system for transport.



### Power Controls

Controls the Power-LOAD system during loading and unloading for ease of operation and maximum convenience.



### Equipment Hook (Fits most monitors)



### Steer-Lock



### Knee Gatch



### Retractable Head-end O<sub>2</sub> Bottle Holder

- **Heavy duty two- or three-stage IV poles** (patient right or left)
- **Permanent or removable O<sub>2</sub> bottle holders** (head-end, foot-end, or fowler)
- **Dual wheel locks**
- **Head extension with pillow**
- **Equipment hook**
- **Backrest storage pouch**
- **Steer-Lock**
- **Defibrillator platform**
- **Transfer flat**
- **Base storage net**
- **Knee gatch**
- **SMRT charger mounting bracket**
- **Power-LOAD compatibility**

## Power-PRO XT Specifications

|                                                                                             |                     |
|---------------------------------------------------------------------------------------------|---------------------|
| <b>Model Number</b>                                                                         | <b>6506</b>         |
| <b>Height<sup>1</sup></b> (infinite height positioning between lowest and highest position) |                     |
| Highest Position                                                                            | 41.5 in (105 cm)    |
| Lowest Position                                                                             | 14 in (36 cm)       |
| <b>Length</b>                                                                               |                     |
| Standard                                                                                    | 81 in (206 cm)      |
| Minimum                                                                                     | 63 in (160 cm)      |
| <b>Width</b>                                                                                | 23 in (58 cm)       |
| <b>Weight<sup>2</sup></b>                                                                   | 125 lb (57 kg)      |
| <b>Wheels</b>                                                                               |                     |
| Diameter                                                                                    | 6 in (15 cm)        |
| Width                                                                                       | 2 in (5 cm)         |
| <b>Articulation</b>                                                                         |                     |
| Backrest                                                                                    | 0° – 73°            |
| Shock Position                                                                              | +15°                |
| Optional Knee Gatch                                                                         | 30°                 |
| <b>Maximum Weight Capacity<sup>3</sup></b>                                                  | 700 lb (318 kg)     |
| <b>Minimum Operators Required</b>                                                           |                     |
| Occupied Cot                                                                                | 2                   |
| Unoccupied Cot                                                                              | 1                   |
| <b>Recommended Fastener System</b>                                                          |                     |
| Power-LOAD                                                                                  | Model 6390          |
| Floor Mount                                                                                 | Model 6370 or 6377  |
| Wall Mount                                                                                  | Model 6371          |
| <b>Recommended Loading Height<sup>4</sup></b>                                               | Up to 36 in (91 cm) |

<sup>1</sup>Height measured from bottom of mattress, at seat section, to ground level.

<sup>2</sup>Cot is weighed with one battery pack, without mattress and restraints.

<sup>3</sup>700 lb weight capacity with an unassisted lift capacity of 500 lb (Cot loads over 300 lb (136 kg) may require additional assistance to meet the set cot load height).

<sup>4</sup>Can accommodate load decks up to 36 in. Load height can be set between 26 in and 36 in.

<sup>5</sup>Meets dynamic crash standards for Power-PRO XT (AS/NZS-4535 and BS EN-1789) and Performance-PRO XT (BS EN-1789).

Stryker reserves the right to change specifications without notice.

In-service video included with each order.

The Power-PRO XT is designed to conform to Federal Specification for the Star-of-Life Ambulance KKK-A-1822.

The Power-PRO XT is designed to be compatible with competitive cot fastener systems.

Patents pending.

**stryker**<sup>®</sup>

### Reconstructive

Hips  
Knees  
Trauma & Extremities  
Joint Preservation  
Orthobiologics

### Medical & Surgical

Power Tools & Surgical Accessories  
Image Guided Navigation  
Endoscopy & Arthroscopy  
Integrated Communications  
Beds, Stretchers & EMS  
Sustainability Solutions

### Neurotechnology & Spine

Cranio-maxillofacial  
Interventional Spine  
Neurosurgical, Spine & ENT  
Neurovascular  
Spinal Implants

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Mkt Lit 112-06162005 Rev J

DDM/PDF 0612

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# XPS

expandable patient surface

## EMS Equipment



### Standard Features

- Increased patient surface area
- Adjustability for patients and environments
- 7 locking positions
- Integrated into cot – Always there
- Easily retrofitted to existing compatible cots
- Enhanced safety built into release handle
- Durable aluminum over-mold design
- Mattress design reduces transfer gap
- Enhanced patient comfort
- Compliant with tip stability and dynamic crash certifications¹

### Specifications

#### Includes

2 XPS Siderails  
XPS Mattress

**Weight²** 8 lb (4 kg)

**7 Locking Positions** Between 10°-52°

#### Surface Area Expansion

| Locking Angle              | Width - Total Surface Area |
|----------------------------|----------------------------|
| 10°                        | 23 in (58 cm)              |
| 17°                        | 25 in (64 cm)              |
| 24°                        | 27 in (69 cm)              |
| 31°                        | 29 in (74 cm)              |
| 38°                        | 30 in (76 cm)              |
| 45°                        | 32 in (81 cm)              |
| 52°                        | 33 in (84 cm)              |
| <b>1 Height</b>            | 10 in (25 cm)              |
| <b>2 Length</b>            | 30 in (76 cm)              |
| <b>XPS Mattress Width³</b> | 23 in (58 cm)              |

#### XPS Compatible Cots

|                    |                 |
|--------------------|-----------------|
| Power-PRO XT       | Model 6500/6506 |
| Power-PRO TL       | Model 6550      |
| Performance-PRO XT | Model 6085/6086 |

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Portage, MI 49002 U.S.A.  
t: 269 329 2100 f: 866 795 2233  
toll free: 800 784 4336  
www.ems.stryker.com

¹Certified to IEC 60601-1 for Power-PRO XT and Power-PRO TL.  
BS-EN 1789 for Power-PRO XT, Power-PRO TL, and Performance-PRO XT.

²Additional weight compared to standard siderails not including mattress

³Width is measured at widest point (Standard bolster mattress 19 in / 48 cm)

Patents pending.  
Stryker reserves the right to change specifications without notice.  
All numbers rounded to nearest whole value.

XPS Specifications

|                                 |                                   |
|---------------------------------|-----------------------------------|
| <b>Includes</b>                 |                                   |
| 2 XPS Siderails<br>XPS Mattress |                                   |
| <b>Weight¹</b>                  | 8 lb (4 kg)                       |
| <b>7 Locking Positions</b>      | Between 10°-52°                   |
| <b>Surface Area Expansion</b>   |                                   |
| <b>Locking Angle</b>            | <b>Width - Total Surface Area</b> |
| 10°                             | 23 in (58 cm)                     |
| 17°                             | 25 in (64 cm)                     |
| 24°                             | 27 in (69 cm)                     |
| 31°                             | 29 in (74 cm)                     |
| 38°                             | 30 in (76 cm)                     |
| 45°                             | 32 in (81 cm)                     |
| 52°                             | 33 in (84 cm)                     |
| <b>Height</b>                   | 10 in (25 cm)                     |
| <b>Length</b>                   | 30 in (76 cm)                     |
| <b>XPS Mattress Width²</b>      | 23 in (58 cm)                     |
| <b>XPS Compatible Cots³</b>     |                                   |
| Power-PRO XT                    | Model 6500/6506                   |
| Power-PRO TL                    | Model 6550                        |
| Performance-PRO XT              | Model 6085/6086                   |

¹Additional weight compared to standard siderails not including mattress  
²Width is measured at widest point (Standard bolster mattress 19 in / 48 cm)  
³Certified to IEC 60601-1 for Power-PRO XT and Power-PRO TL.  
BS-EN 1789 for Power-PRO XT, Power-PRO TL, and Performance-PRO XT.

Patents pending.  
Stryker reserves the right to change specifications without notice.  
All numbers rounded to nearest whole value.

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Patient Care & Handling Equipment

EMS Equipment

|                                   |
|-----------------------------------|
| Joint Replacements                |
| Trauma, Extremities & Deformities |
| Cranio-maxillofacial              |
| Spine                             |
| Biologics                         |
| Surgical Products                 |
| Neuro & ENT                       |
| Interventional Spine              |
| Navigation                        |
| Endoscopy                         |
| Communications                    |
| Imaging                           |

XPS

expandable patient surface







# Stair-PRO®

stair chair

# Stair-PRO

## stair chair

MODEL 6252

Reduce the risk of injuries  
when on the stairs

### Stair-PRO is scientifically proven to reduce the risk of operator injury.

Independent ergonomic experts found Stair-PRO users had less physical stress and risk of back injury than operators of any of the six major competitive chairs\*. The operator position, adjustability of handles, angle of the track and the built-in descent control made Stair-PRO the safest chair in its product category.

- **Extendable head and foot end lift handles support proper ergonomic lifting technique**
- **Good line of vision and personal space between operators and patient**
- **Positive locking for security and rigidity**
- **Molded handgrips for better control**
- **Thick wall, square channel aluminum frame for high strength and light weight**
- **Durable powder coated finish eliminates oxidation and facilitates easy decontamination — power washable**
- **Folds to compact size for convenient storage**

**Upper Control Handle**  
Extends to be ergonomically positioned for optimal operator control. ▼

**Durable Powder Coated Frame** ▶  
Eliminates oxidation and facilitates easy decontamination.

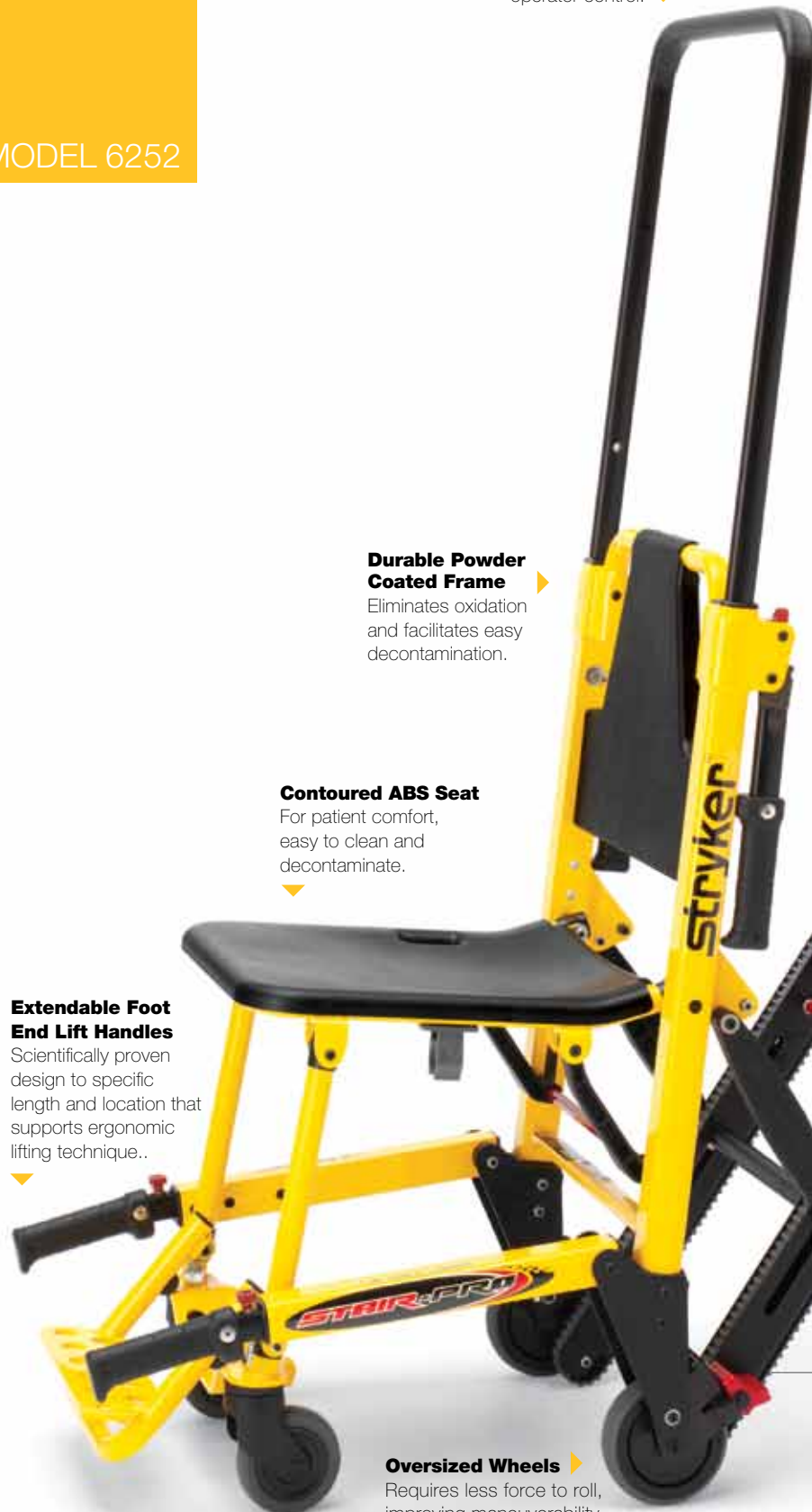
**Contoured ABS Seat**  
For patient comfort, easy to clean and decontaminate. ▼

**Extendable Foot End Lift Handles**  
Scientifically proven design to specific length and location that supports ergonomic lifting technique.. ▼

**Oversized Wheels** ▶  
Requires less force to roll, improving maneuverability over rough terrain.

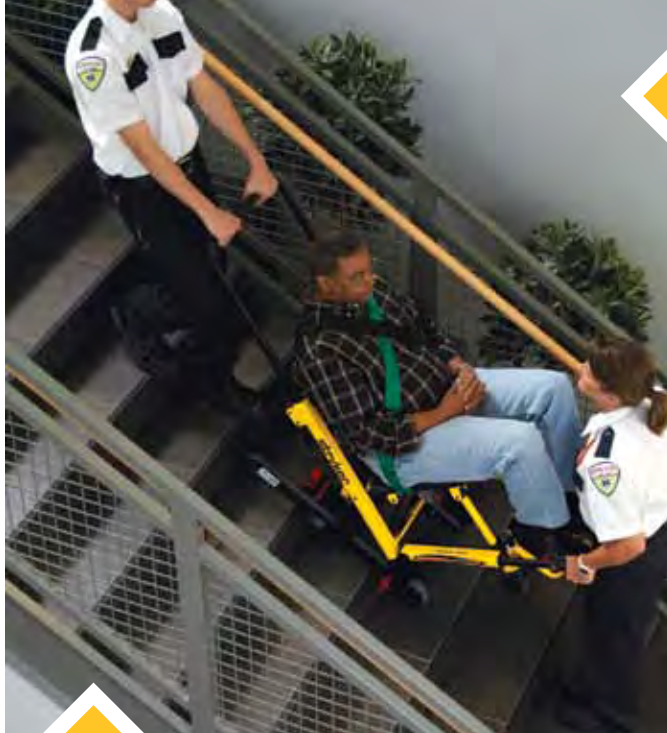
**Four-Inch Front Caster Wheels**  
Enable wheelchair-like mobility and maximize maneuverability in tight spaces. ▲

**Dual Wheel Locks**  
Stable patient transfer. ▲



\* Download the Ergonomic Case Study at [www.stryker.com/en-us/products/PatientHandlingEMSandEvacuationEquipment/EmergencyCotsChairs/EMS/6252/index.htm](http://www.stryker.com/en-us/products/PatientHandlingEMSandEvacuationEquipment/EmergencyCotsChairs/EMS/6252/index.htm)





**Handle length and placement designed for up and down stair mobility.**

◀ **Locking Rear Lift Handles**  
Length and placement optimized for up-stair mobility.

◀ **Molded Hand Grips**  
Added security.



▶ **Innovative Stair-TREAD™ System**  
Allows operator to control movement down stairs without lifting and reduces your risk of lower back disorder. The dual treads, made with Kevlar®, stand up to tough use and assist descent.



**Compact Storage Size** ▶  
Folds to 8 inches for convenient storage.

**500lb.**  
capacity

**Certifications**

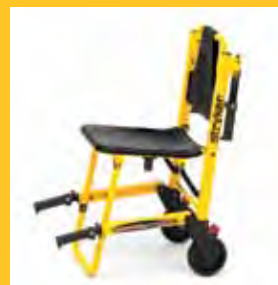


#### Warranty

- One-year parts, labor and travel or two-year parts only
- Lifetime on all welds\*

**Extended warranties available.**

\* 7-year service life



**Model 6250**  
500 lb. capacity

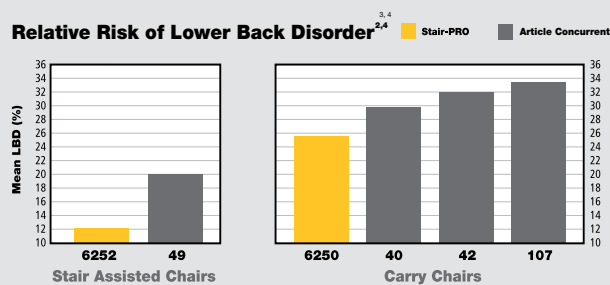
Rugged, dependable, lightweight, stores in existing vehicle compartments.



**Model 6251**  
500 lb. capacity

Front caster wheels add wheelchair-like mobility in tight spaces.

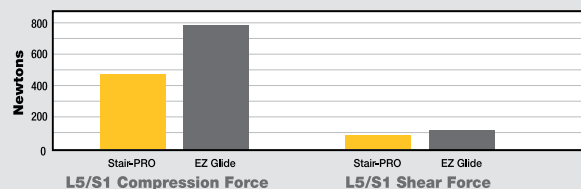
**Stair-PRO has been scientifically tested and proven to reduce the risk of lower back disorder.**



#### Result

The Stair-PRO model 6252 was found to reduce the relative risk of lower back disorder significantly as compared to all other models tested.<sup>3</sup>

**Comparing tracked chairs, Stair-PRO reduces L5 and S1 compression and shear forces by approximately 40 percent compared to EZ Glide®**



#### Result

Subtle differences in product design can have a measurable impact on product efficacy.

## Optional Features



#### 1 Foot Support

- Provides the patient greater comfort and a sense of security
- Stair chair folds to same convenient storage size
- Innovative tip safety guard feature prevents the Stair-PRO from tipping when stepped on



#### 2 O<sub>2</sub> Holder

- Quick attachment straps
- Secure, protected and out of the way
- Easily accessible



#### 3 IV Clip

- Supports IV bags weighing up to 10 pounds
- Remains on Stair-PRO chair — no need to search for separate pole
- Velcro® tube manager prevents IV tube from tangling

## Stair-PRO Specifications<sup>1</sup>

| Models                          | 6250             | 6251             | 6252             |
|---------------------------------|------------------|------------------|------------------|
| <b>Height</b>                   | 36 in. (91 cm)   | 36 in. (91 cm)   | 37.5 in. (95 cm) |
| <b>Width</b>                    | 20.5 in. (52 cm) | 20.5 in. (52 cm) | 20.5 in. (52 cm) |
| <b>Depth<sup>2</sup></b>        | 28 in. (71 cm)   | 28 in. (71 cm)   | 28 in. (71 cm)   |
| <b>Folded Depth</b>             | 8 in. (20 cm)    | 8 in. (20 cm)    | 8 in. (20 cm)    |
| <b>Weight</b>                   | 20 lb. (9 kg)    | 23 lb. (10 kg)   | 31.5 lb. (14 kg) |
| <b>Maximum Load<sup>3</sup></b> | 500 lb. (227 kg) | 500 lb. (227 kg) | 500 lb. (227 kg) |

<sup>1</sup>Dimensions are measured from the outermost edges of the main frame. Specifications are rounded to the nearest whole number. Conversions are calculated before rounding.

<sup>2</sup>Depth dimensions are measured with extendable handles retracted.

<sup>3</sup>Maximum load capacity is total weight distributed in accordance to basic human anatomy. EMTs must consider the weight of the patient, equipment and accessories when determining the total weight on the product.

<sup>4</sup>Patient restraint set includes two cross-chest restraints and one ankle restraint. Cross-chest restraints can also be used in a chest and lap restraint configuration.

In-service video included with every order.

Stryker reserves the right to change specifications without notice.

**stryker**<sup>®</sup>

### Joint Replacements

### Trauma, Extremities & Deformities

### Craniomaxillofacial

### Spine

### Biologics

### Surgical Products

### Neuro & ENT

### Interventional Spine

### Navigation

### Endoscopy

### Communications

### Imaging

### Patient Care & Handling Equipment

### EMS Equipment

## References

1. Hogya, P.T., and L. Ellis. 1990. Evaluation of the Injury Profile of Personnel in a Busy Urban EMS System. *Journal of Emergency Medicine*. 8:308 – 311.
2. Wiker, S.F. 1989. Shoulder Posture and Localized Muscle Fatigue and Discomfort. *Ergonomics*. 32:211 – 237.
3. Human Performance Institute, Dept of Industrial and Manufacturing Engineering. March 2002. *Comparison of Commercial Stair Chairs Using Data Envelopment Analysis*. Western Michigan University.
4. Human Performance Institute, Dept of Industrial and Manufacturing Engineering. March 2002. *Postural Analysis of Paramedics Using Stair Chairs*. Western Michigan University.

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# LIFEPAK<sup>®</sup> 15

## monitor/defibrillator



**For emergency medical services**





When you respond to emergencies, you need the most advanced monitor/defibrillator that sets the standard in innovation, operations and toughness.





## The LIFEPAK 15 monitor/defibrillator delivers

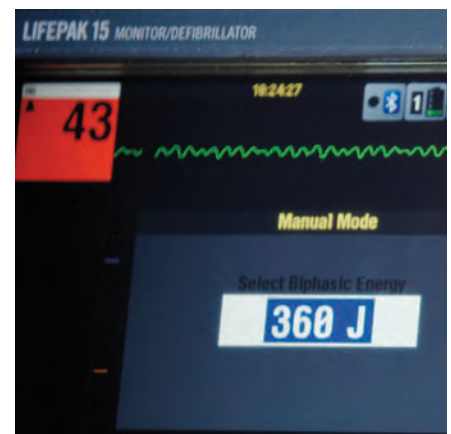
Physio-Control defibrillators have set the standard for six decades, and the latest version of the LIFEPAK 15 monitor/defibrillator raises the bar. As our most advanced emergency response monitor/defibrillator, the LIFEPAK 15 device balances sophisticated clinical technologies and supreme ease of use in a device that's tough enough to stand up to your most challenging environments. Evolving from its original platform, the LIFEPAK 15 features temperature monitoring and external power to complement 360J of energy and 12-lead ECG transmission capability. And that means your team can be even more effective.

A LIFEPAK device never stands on its own—and the LIFEPAK 15 monitor is no different. Physio-Control is committed to providing innovative solutions for emergency response care, from first responders to throughout the hospital.

**Our products have helped save tens of thousands of lives. We're proud to continue this work with the features in the LIFEPAK 15 monitor/defibrillator.**

# The standard in clinical innovation

The pioneer in portable defibrillation and monitoring technology, Physio-Control is committed to creating technologies and devices that change the way you provide emergency care. You can see the results in the latest version of the LIFEPAK 15 monitor/defibrillator, which sets the standard in innovation—yet again.



### Advanced monitoring parameters

With more monitoring capabilities than any other monitor/defibrillator, the LIFEPAK 15 gives you EtCO<sub>2</sub> with continuous waveform capture. Masimo® Rainbow® technology helps you detect hard-to-diagnose conditions



and improve patient care with noninvasive monitoring of carbon monoxide, SpO<sub>2</sub> and methemoglobin. In addition, the LIFEPAK 15 offers temperature monitoring—and like other data, you can transmit it to other systems, trend it, or display for post-event review in CODE-STAT™ data review software.

### Advanced support for treating cardiac patients

The LIFEPAK 15 continuously monitors all 12 leads in the background and alerts you to changes using the ST-Segment trend monitoring feature, after acquiring the initial 12-lead. Additionally, STJ values are included on the 12-lead printout to help you identify changes. The LIFEPAK 15 also works seamlessly with the web-based LIFENET System 5.0, so you can automatically share critical patient data with multiple patient care teams.

### Full energy up to 360 joules, for every patient who needs it

The LIFEPAK 15 monitor/defibrillator features 360J biphasic technology, which gives you the option of escalating your energy dose up to 360J for difficult-to-defibrillate patients. Why is this necessary? Recent studies have shown that refrillation is common among VF cardiac arrest patients and that defibrillation of recurring episodes of VF is increasingly difficult. A randomized controlled clinical trial shows the rate of VF termination was higher with an escalating higher energy regimen of 200J and over.<sup>1</sup>

### Proven CPR guidance and post event review

The CPR Metronome in the LIFEPAK 15 monitor uses audible prompts to guide you without distracting vocal critique. A metronome has been a feature that has been demonstrated to help professionals perform compressions and ventilations within the recommended range of the 2015 AHA Guidelines. Post-event review of CPR data and delivering feedback to the team has been shown to be effective in improving CPR quality in both hospital and out-of-hospital.<sup>2,3,4</sup> And by transmitting code data directly to CODE-STAT Data Review software, EMS personnel can review CPR statistics and provide training and feedback where it is most needed.



**Post-event review of CPR data and delivering feedback to the team has been shown to be effective in improving CPR quality in both hospital and out-of-hospital.<sup>2,3,4</sup>**

# The standard in operational effectiveness

Flexible, connected and easy to use, the LIFEPAK 15 monitor/defibrillator was designed based on the feedback and needs specific to working in the field.

## **Dual-mode LCD screen with SunVue™ display**

Switch from full-color to high-contrast SunVue mode with a single touch for the best full-glare view in the industry. A large screen (8.4 inches diagonally) and full-color display provide maximum viewability from all angles.

## **Flexible power options**

Choose between external worldwide AC or DC power, or use the latest Lithium-ion dual battery technology for up to six hours of power. The LIFEPAK 15 monitor's two-battery system requires no maintenance or conditioning, and allows you to charge batteries in the device. In addition, you can track the status and service life of your batteries using LIFENET® Asset, part of the LIFENET System data network.

## **Data connectivity**

The LIFEPAK 15 collects code summaries and equipment status data along with critical clinical information as you treat patients. Using LIFENET Connect, part of the LIFENET System data network, the code summaries can be sent directly to your quality improvement team for review with CODE-STAT Data Review Software. Your equipment manager can also view equipment status on the LIFENET System 5.0 using LIFENET Asset and alert you to any potential issues.

## **Upgradable platform**

The LIFEPAK 15 platform is flexible enough to adapt to evolving protocols and new guidelines, and can be upgraded as you're ready to deliver new capabilities. With more processing power and speed, the LIFEPAK 15 is designed to grow as your needs change, helping you avoid costly premature replacements.

## **Attention to detail**

The LIFEPAK 15 monitor is designed based on field feedback to make it a more effective tool. The LIFEPAK 15 has a larger handle for easier handoffs, an easy to clean keypad, and a common interface to the LIFEPAK 12 defibrillator/monitor that helps reduce training.

**Code summaries can be sent directly to your quality improvement team for review with CODE-STAT Data Review Software.**





# The standard in toughness

We believe LIFEPAK equipment should live up to the highest expectations of those working in the harshest settings. The LIFEPAK 15 is LIFEPAK TOUGH™, with improved ruggedness and durability you can rely on.

## **Works when dropped, kicked, soaked or dirty**

The LIFEPAK 15 monitor/defibrillator passes 30-inch drop tests, which is equal to falling off a cot or dropping it in transit. And with an IP44 rating, it doesn't matter how wet or dirty it gets, so you can keep working in steady wind, rain and other harsh environments.

## **Toughened inside and out**

We heard from emergency response teams that they wanted a tougher device—so we added a shock-absorbing handle, a double-layer screen that can take a beating from doorknobs and cot handles, and redesigned cable connections for confident monitoring and therapy delivery.

## **Unmatched field service**

The unit's self-checking feature alerts our service team if the device needs attention. Our on site maintenance and repair, access to original manufacturer parts, and highly trained, experienced service representatives give you the peace of mind that your LIFEPAK 15 monitor will be ready when you need it.\*



Data connectivity



LIFEPAK TOUGH™



Dual-mode LCD screen with SunVue display

\*A variety of customized service options are available.







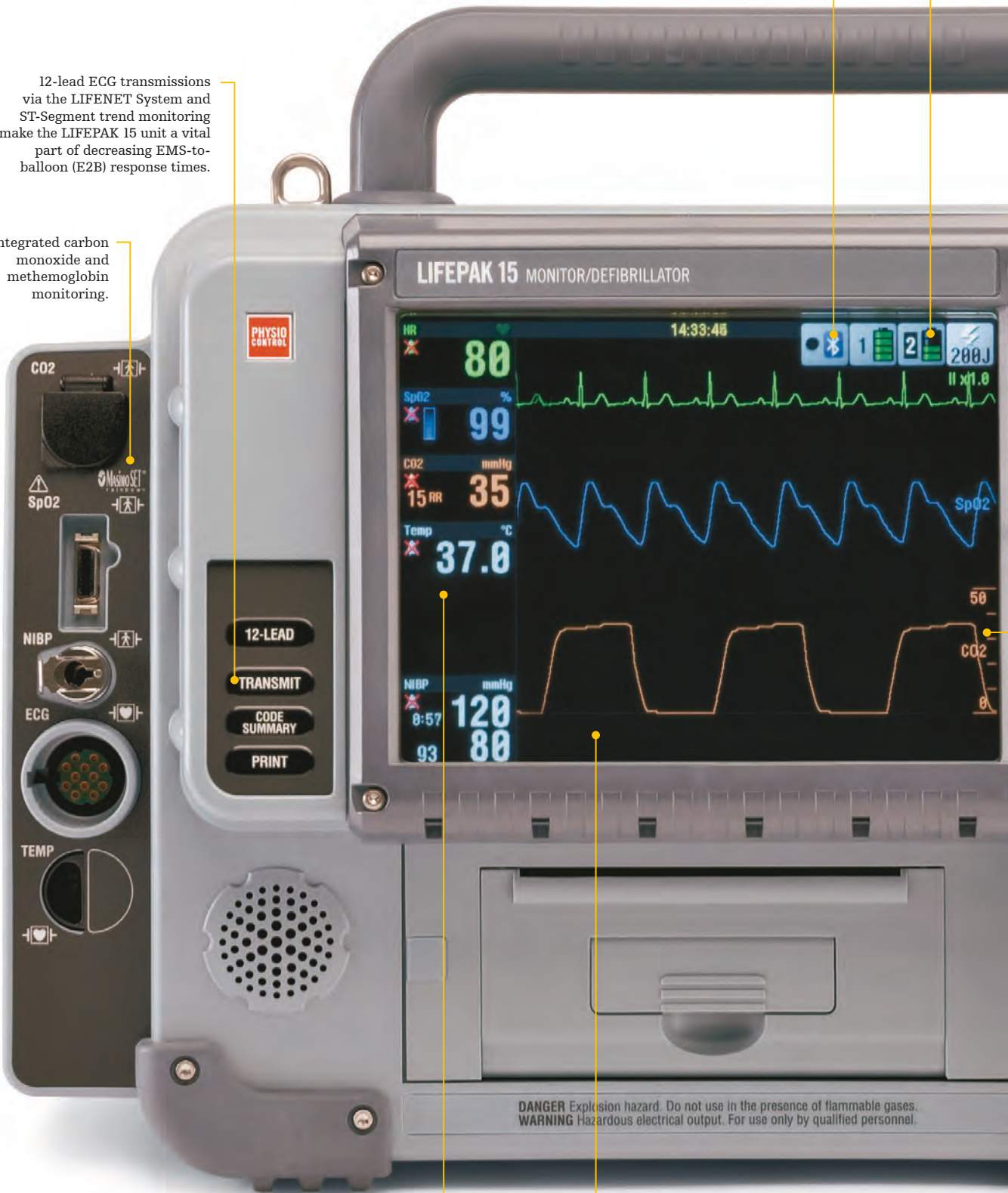
**LIFEPAK 15** monitor/defibrillator

The latest lithium-ion battery technology and dual battery system allows for nearly six hour run time, automatic switching between external power and batteries and an approximate two-year replacement cycle.

Easy one-touch Bluetooth® data transmission.

12-lead ECG transmissions via the LIFENET System and ST-Segment trend monitoring make the LIFEPAK 15 unit a vital part of decreasing EMS-to-balloon (E2B) response times.

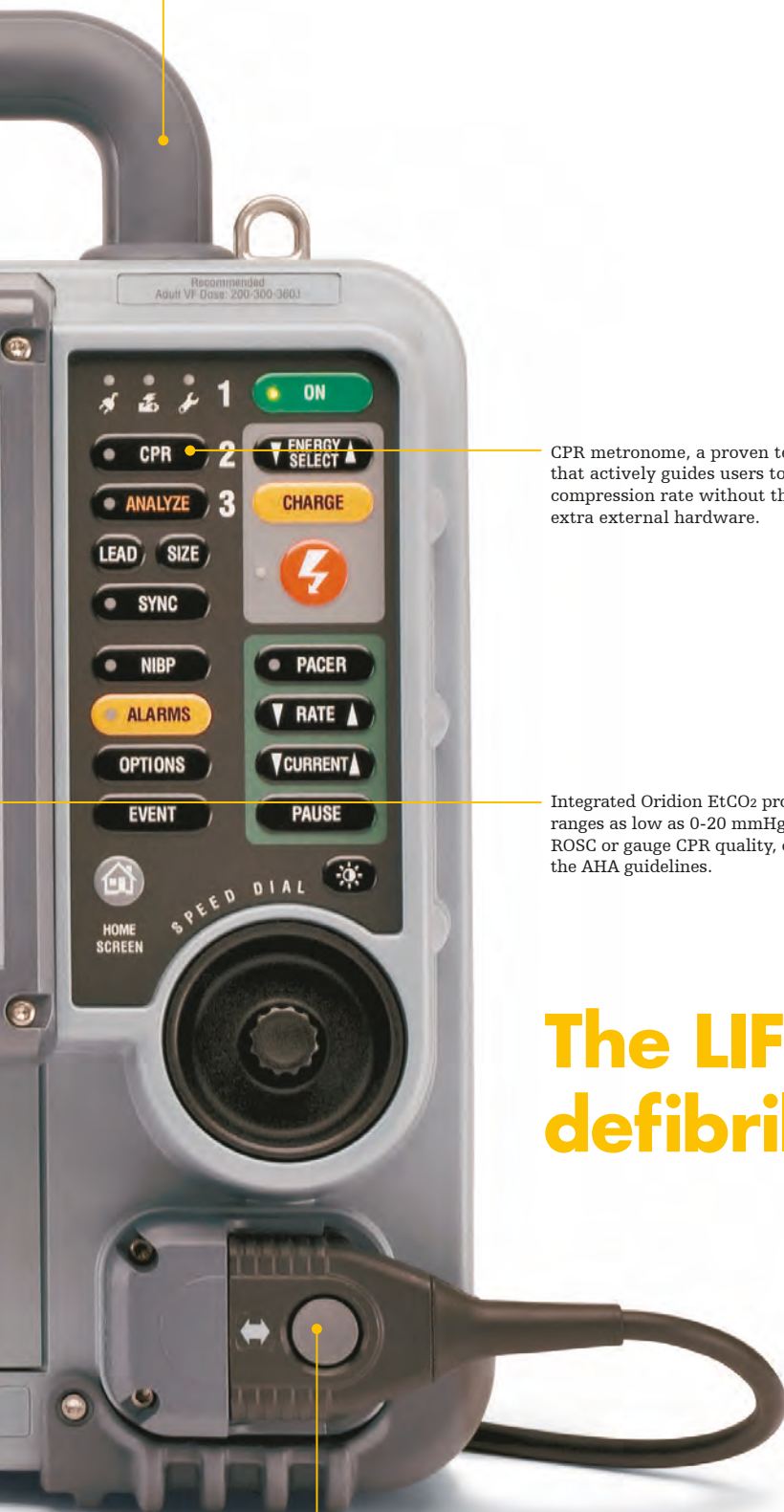
Integrated carbon monoxide and methemoglobin monitoring.



On-screen temperature display in either Celsius or Fahrenheit.

Large screen for better visibility and easy monitoring and one touch to switch from LCD color view to SunVue™ mode for best viewing in sunlight.

Ergonomically designed handle has built-in shock absorbers for cushion and fits two gloved hands for easy pass off.



CPR metronome, a proven technology that actively guides users to a consistent compression rate without the need for extra external hardware.

Integrated Oridion EtCO<sub>2</sub> provides waveform ranges as low as 0-20 mmHg to help identify ROSC or gauge CPR quality, consistent with the AHA guidelines.

## The LIFEPAK 15 monitor/defibrillator at a glance

Redesigned cable connector for confidence in secure therapy delivery.





For six decades, Physio-Control has been developing technologies and designing devices that are legendary among first response professionals, clinical care providers, and the community.







## A legacy of trust

Since we were founded in 1955, Physio-Control has been giving medical professionals around the world legendary quality and constant innovation. Our LIFEPAK devices have been carried to the top of Mount Everest. They've been launched into orbit on the International Space Station. And you'll find more than half a million units in use today on fire rescue rigs, ambulances, and hospital crash carts worldwide.

We are inspired and informed by the rescuers who choose our products to save lives. The knowledge gained from working with some of the world's largest EMS organizations helps us constantly improve clinical standards and durability.

Today, we continue our legacy of innovation with leading technologies that improve patient care. Our 360J biphasic technology gives patients the best chance at survival. Our secure, web-based flow of ECG data helps improve STEMI patient outcomes. And our carbon monoxide monitoring helps catch the number one cause of poisoning deaths.

From the streets to the emergency room to the administrative office, we offer a powerful suite of solutions that range from code response to quality control analysis. And even as we bring ground-breaking products to the market, some things don't change. As always, when you choose our products, you don't just get a device. You also get the most comprehensive warranty in the business, industry-leading technical service, and a partner with six decades of experience in emergency care.

**For more information about the LIFEPAK 15 monitor/defibrillator—and how it can help you do what you do best—please contact your local Physio-Control representative or visit [www.physio-control.com](http://www.physio-control.com).**

## Specifications

### General

**The LIFEPAK 15 monitor/defibrillator has six main operating modes:**

**AED mode:** for automated ECG analysis and a prompted treatment protocol for patients in cardiac arrest.

**Manual mode:** for performing manual defibrillation, synchronized cardioversion, noninvasive pacing, and ECG and vital sign monitoring.

**Archive mode:** for accessing stored patient information.

**Setup mode:** for changing default settings of the operating functions.

**Service mode:** for authorized personnel to perform diagnostic tests and calibrations.

**Demo mode:** for simulated waveforms and trend graphs for demonstration purposes.

### Physical characteristics

#### Weight:

- Basic monitor/defibrillator with new roll paper and two batteries installed: 17.5 lb (7.9 kg)
- Fully featured monitor/defibrillator with new roll paper and two batteries installed: 18.5 lb (8.4 kg)

**Lithium-ion battery:** ≤1.3 lb (0.6 kg)

**Accessory bags and shoulder strap:** 3.9 lb (1.77 kg)

**Standard (hard) paddles:** 2.1 lb (0.95 kg)

**Height:** 12.5 in (31.7 cm)

**Width:** 15.8 in (40.1 cm)

**Depth:** 9.1 in (23.1 cm)

### Display

**Size (active viewing area):** 8.4 in (212 mm) diagonal; 6.7 in (171 mm) wide x 5.0 in (128 mm) high

**Resolution:** display type 640 dot x 480 dot color backlit LCD

**User selectable display mode:** full color or SunVue™ display high contrast

**Display:** a minimum of 5 seconds of ECG and alpha-numeric values, device instructions, or prompts

**Display:** up to three waveforms

**Waveform display sweep speed:** 25 mm/sec for ECG, SpO<sub>2</sub>, IP, and 12.5 mm/sec for CO<sub>2</sub>

### Data management

The device captures and stores patient data, events (including waveforms and annotations), and continuous waveform and patient impedance records in internal memory.

The user can select and print reports, and transfer the stored information via supported communication methods.

#### Report types:

- Three format types of CODE SUMMARY™ critical event record: short, medium, and long
- 12-lead ECG with STEMI statements
- Continuous Waveform (transfer only)
- Trend Summary
- Vital Sign Summary
- Snapshot

**Memory capacity:** Total capacity is 360 minutes of continuous ECG, 90 minutes of continuous data from all channels, or 400 single waveform events. Maximum memory capacity for a single patient includes up to 200 single waveform reports and 90 minutes of continuous ECG.

### Communications

The device is capable of transferring data records by wired or wireless connection. This device complies with Part 15 of the FCC rules, and its operation is subject to the following two conditions: (1) this device may not cause harmful interference, and (2) this device must accept any interference received, including interference that may cause undesired operation.

- Serial Port RS232 communication + 12V available
- Limited to devices drawing maximum 0.5 A current
- Bluetooth® technology provides short-range wireless communication with other Bluetooth-enabled devices

### Monitor

#### ECG

**ECG is monitored via several cable arrangements:**

A 3-wire cable is used for 3-lead ECG monitoring.

A 5-wire cable is used for 7-lead ECG monitoring.

A 10-wire cable is used for 12-lead ECG acquisition. When the chest electrodes are removed, the 10-wire cable functions as a 4-wire cable.

Standard paddles or QUIK-COMBO pacing/defibrillation/ECG electrodes are used for paddles lead monitoring.

#### Frequency response:

- Monitor: 0.5 to 40 Hz or 1 to 30 Hz
- Paddles: 2.5 to 30 Hz
- 12-lead ECG diagnostic: 0.05 to 150 Hz

#### Lead selection:

- Leads I, II, III, (3-wire ECG cable)
- Leads I, II, III, AVR, AVL, and AVF acquired simultaneously (4-wire ECG cable)
- Leads I, II, III, AVR, AVL, AVF, and C lead acquired simultaneously (5-wire ECG cable)
- Leads I, II, III, AVR, AVL, AVF, V1,V2,V3,V4,V5, and V6 acquired simultaneously (10-wire ECG cable)

**ECG size:** 4, 3, 2.5, 2, 1.5, 1, 0.5, 0.25 cm/mV (fixed at 1 cm/mV for 12-lead)

#### Heart rate display:

- 20–300 bpm digital display
- Accuracy: ±4% or ±3 bpm, whichever is greater
- QRS Detection Range Duration: 40 to 120 msec
- Amplitude: 0.5 to 5.0 m

**Common mode rejection (CMRR):** ECG Leads: 90 dB at 50/60 Hz

#### SpO<sub>2</sub>/SpCO/SpMet

##### Sensors:

- MASIMO® sensors including RAINBOW® sensors
- NELLCOR® sensors when used with the MASIMO RED™ MNC adapter

#### SpO<sub>2</sub>

**Displayed saturation range:** “<50” for levels below 50%; 50 to 100%

**Saturation accuracy:** 70–100% (0–69% unspecified)

#### Adults/pediatrics:

±2 digits (during no motion conditions)

±3 digits (during motion conditions)

Dynamic signal strength bar graph

Pulse tone as SpO<sub>2</sub> pulsations are detected

**SpO<sub>2</sub> update averaging rate user selectable:**

4, 8, 12 or 16 seconds

**SpO<sub>2</sub> sensitivity user selectable:** Normal, High

**SpO<sub>2</sub> measurement:** Functional SpO<sub>2</sub> values are displayed and stored

**Pulse rate range:** 25 to 240 bpm

**Pulse rate accuracy (adults/pediatrics):**

±3 digits (during no motion conditions)

±5 digits (during motion conditions)

Optional SpO<sub>2</sub> waveform display with autogain control

#### SpCO\*

**SpCO concentration display range:** 0 to 40%

**SpCO accuracy:** ±3 digits

#### SpMET\*

**SpMet saturation range:** 0 to 15.0%

**SpMet display resolution:** 0.1% up to 10%

**SpMet accuracy:** ±1 digit

#### NIBP

**Blood pressure systolic pressure range:** 30 to 255 mmHg

**Diastolic pressure range:** 15 to 220 mmHg

**Mean arterial pressure range:** 20 to 235 mmHg

**Units:** mmHg

**Blood pressure accuracy:** ±5 mmHg

**Blood pressure measurement time:** 20 seconds, typical (excluding cuff inflation time)

**Pulse rate range:** 30 to 240 pulses per minute

**Pulse rate accuracy:** ±2 pulses per minute or ±2%, whichever is greater

**Operation features initial cuff pressure:** User selectable, 80 to 180 mmHg

**Automatic measurement time interval:** User selectable, from 2 min to 60 min

**Automatic cuff deflation excessive pressure:** If cuff pressure exceeds 290 mmHg

**Excessive time:** If measurement time exceeds 120 seconds

#### CO<sub>2</sub>

**CO<sub>2</sub> range:** 0 to 99 mmHg (0 to 13.2 kPa)

**Units:** mmHg, %, or kPa

**Respiration rate accuracy:**

- 0 to 70 bpm: ±1 bpm
- 71 to 99 bpm: ±2 bpm

**Respiration rate range:** 0 to 99 breaths/minute

**Rise time:** 190 msec

**Response time:** 3.3 seconds (includes delay time and rise time)

**Initialization time:** 30 seconds (typical), 10–180 seconds

**Ambient pressure:** automatically compensated internally

**Optional display:** CO<sub>2</sub> pressure waveform

- Scale factors: Autoscale, 0–20 mmHg (0–4 Vol%), 0–50 mmHg (0–7 Vol%), 0–100 mmHg (0–14 Vol%)

#### Invasive pressure

**Transducer type:** Strain-gauge resistive bridge  
Transducer Sensitivity: 5μV/V/mmHg

**Excitation voltage:** 5 Vdc

**Connector:** Electro Shield: CXS 3102A 14S-6S

**Bandwidth:** Digital filtered, DC to 30 Hz (< -3db)

**Zero drift:** 1 mmHg/hr without transducer drift

**Zero adjustment:** ±150 mmHg including transducer offset

**Numeric accuracy:** ±1 mmHg or 2% of reading, whichever is greater, plus transducer error

**Pressure range:** -30 to 300 mmHg, in six user selectable ranges

#### Invasive pressure display

**Display:** IP waveform and numerics

**Units:** mmHg

**Labels:** P1 or P2, ART, PA, CVP, ICP, LAP (user selectable)

#### Temperature

**Range:** 76.6° to 113.4°F (24.8° to 45.2°C)

**Resolution:** 0.1°C

**Accuracy:** ±0.2°C including sensor

**Reusable temperature cable:** 5 foot or 10 foot

**Disposable sensor types:** Surface–Skin; Esophageal/Rectal

#### Trend

**Time scale:** Auto, 30 minutes, 1, 2, 4, or 8 hours

**Duration:** Up to 8 hours

**ST segment:** After initial 12-lead ECG analysis, automatically selects and trends ECG lead with the greatest ST displacement

**Display choice of:** HR, PR (SpO<sub>2</sub>), PR (NIBP), SpO<sub>2</sub> (%), SpCO (%), SpMet (%), CO<sub>2</sub> (EtCO<sub>2</sub>/FiCO<sub>2</sub>), RR (CO<sub>2</sub>), NIBP, IP1, IP2, ST

### Alarms

**Quick set:** Activates alarms for all active vital signs

**VF/VT alarm:** Activates continuous (CPSS) monitoring in Manual mode

**No breath alarm:** Occurs when 30 seconds has elapsed since last detected respiration

**Heart rate alarm limit range:** Upper, 100–250 bpm; lower, 30–150 bpm

### Interpretive algorithm

**12-Lead interpretive algorithm:** University of Glasgow 12-Lead ECG Analysis Program, includes AMI and STEMI statements

### Printer

Prints continuous strip of the displayed patient information and reports

**Paper size:** 3.9 in (100 mm)



**Print speed:** 25 mm/sec or 12.5 mm/sec

- Optional: 50 mm/sec time base for 12-lead ECG reports

**Delay:** 8 seconds

**Autoprint:** Waveform events print automatically

**Frequency response:**

- Diagnostic: 0.05 to 150 Hz or 0.05 to 40 Hz
- Monitor: 0.67 to 40 Hz or 1 to 30 Hz

**Defibrillator**

**Biphasic waveform:** Biphasic Truncated Exponential

**The following specifications apply from 25 to 200 ohms, unless otherwise specified:**

**Energy accuracy:** ±1 joule or 10% of setting, whichever is greater, into 50 ohms, ±2 joules or 15% of setting, whichever is greater, into 25-175 ohms.

**Voltage compensation:** Active when disposable therapy electrodes are attached. Energy output within ±5% or ±1 joule, whichever is greater, of 50 ohms value, limited to the available energy which results in the delivery of 360 joules into 50 ohms.

**Paddle options:** QUIK-COMBO® pacing/defibrillation/ECG electrodes (standard). Cable Length 8 foot long (2.4 m) QUIK-COMBO cable (not including electrode assembly).

Standard paddles (optional)

**Manual mode**

**Energy select:** 2, 3, 4, 5, 6, 7, 8, 9, 10, 15, 20, 30, 50, 70, 100, 125, 150, 175, 200, 225, 250, 275, 300, 325, and 360 joules

**Charge time:** Charge time to 360 joules in less than 10 seconds, typical

**Synchronous cardioversion:** Energy transfer begins within 60 msec of the QRS peak

**Paddles leads off sensing:** When using QUIK-COMBO electrodes, the device indicates Paddles Leads Off if the resistive part of the patient impedance is greater than 300 ±15% ohms, or if the magnitude of the patient impedance is greater than 440 ±15% ohms.

**AED Mode**

**Shock Advisory System™ (SAS):** an ECG analysis system that advises the operator if the algorithm detects a shockable or non-shockable ECG rhythm. SAS acquires ECG via therapy electrodes only.

**Shock ready time:** Using a fully charged battery at normal room temperature, the device is ready to shock within 20 seconds if the initial rhythm finding is “SHOCK ADVISED”

**Biphasic output:** Energy Shock levels ranging from 150–360 joules with same or greater energy level for each successive shock

**cprMAX™ Technology:** In AED mode, cprMAX™ technology provides a method of maximizing the CPR time that a patient receives, with the overall goal of improving the rate of survival of patients treated with AEDs.

**Setup options:**

- Auto Analyze: Allows for auto analysis. Options are OFF, AFTER 1ST SHOCK
- Initial CPR: Allows the user to be prompted for CPR for a period of time prior to other activity. Options are OFF, ANALYZE FIRST, CPR FIRST
- Initial CPR Time: Time interval for Initial CPR. Options are 15, 30, 45, 60, 90, 120, and 180 seconds.
- Pre-Shock CPR: Allows the user to be prompted for CPR while the device is charging. Options are OFF, 15, 30 seconds.
- Pulse Check: Allows the user to be prompted for a pulse check at various times. Options are ALWAYS, AFTER EVERY SECOND NSA, AFTER EVERY NSA, NEVER
- Stacked Shocks: Allows for CPR after 3 consecutive shocks or after a single shock. Options are OFF, ON
- CPR Time: 1 or 2 User selectable times for CPR. Options are 15, 30, 45, 60, 90, 120, 180 seconds and 30 minutes.

**Pacer**

**Pacing mode:** Demand or non-demand rate and current defaults

**Pacing rate:** 40 to 170 PPM

**Rate accuracy:** ±1.5% over entire range

**Output waveform:** Monophasic, truncated exponential current pulse (20 ± 1 ms)

**Output current:** 0 to 200 mA

**Pause:** Pacing pulse frequency reduced by a factor of 4 when activated

**Refractory period:** 180 to 280 msec (function of rate)

**Environmental**

**Unit meets functional requirements during exposure to the following environments unless otherwise stated.**

**Operating temperature:** 32° to 113°F (0° to 45°C); -4°F (-20°C) for 1 hour after storage at room temperature; 140°F (60°C) for 1 hour after storage at room temperature

**Storage temperature:** -4° to 149°F (-20° to 65°C) except therapy electrodes and batteries

**Relative humidity, operating:** 5 to 95%, non-condensing. NIBP: 15 to 95%, non-condensing

**Relative humidity, storage:** 10 to 95%, non-condensing

**Atmospheric pressure, operating:** -1,253 to 15,000 ft (-382 to 4,572 m). NIBP: -500 to 10,000 ft (-152 to 3,048 m)

**Water resistance, operating:** IP44 (dust and splash resistance) per IEC 529 and EN 1789 (without accessories except for 12-lead ECG cable, hard paddles, and battery pack)

**Vibration:** MIL-STD-810E Method 514.4, Propeller Aircraft - category 4 (figure 514.4-7 spectrum a), Helicopter - category 6 (3.75 Grms), Ground Mobile - category 8 (3.14 Grms), EN 1789: Sinusoidal Sweep, 1 octave/min, 10-150 Hz, ±0.15 mm/2 g

**Shock (drop):** 5 drops on each side from 18 inches onto a steel surface EN 1789: 30-inch drop onto each of 6 surfaces

**Shock (functional):** Meets IEC 60068-2-27 and MIL-STD-810E shock requirements 3 shocks per face at 40 g, 6 ms half-sine pulses

**Bump:** 1000 bumps at 15 g with pulse duration of 6 msec

**Impact, non-operating:** EN 60601-1 0.5 + 0.05 joule impact UL 60601-1 6.78 Nm impact with 2-inch diameter steel ball. Meets IEC62262 protection level IK 04.

**EMC:** EN 60601-1-2:2006 Medical Equipment -General Requirements for Safety - Collateral

**Standard:** Electromagnetic Compatibility - Requirements and Tests EN 60601-2-4:2003: (Clause 36) Particular Requirements for the Safety of Cardiac Defibrillators and Cardiac Defibrillator-Monitors

**Cleaning:** Cleaning 20 times with the following: Quaternary ammonium, isopropyl alcohol, hydrogen peroxide

**Chemical resistance:** 60 hour exposure to specified chemicals: Betadine (10% Povidone-Iodine solution), Coffee, Cola, Dextrose (5% Glucose solution), Electrode Gel/Paste (98% water, 2% Carbopol 940), HCL (0.5% solution, pH=1), Isopropyl Alcohol, NaCl solution (0.9% solution), Cosmetic discoloration of the paddle well shorting bar shall be allowed following exposure to HCL (0.5% solution).

**Power**

**Power adapters:** AC or DC

Power Adapters provide operation and battery charging from external AC or DC power

- Full functionality with or without batteries when connected to external AC/DC
- Typical battery charge time while installed in LIFEPAK 15 device is 190 minutes
- Indicators: external power indicator, battery charging indicator

**Dual battery:** Capability with automatic switching

**Low battery indication and message:** Low battery fuel gauge indication and low battery message in status area for each battery

**Replace battery indication and message:** Replace battery fuel gauge indication, audio tones and replace battery message in the status area for each battery. When replace battery is indicated, device auto-switches to second battery. When both batteries reach replace battery condition, a voice prompt instructs user to replace battery.

**Battery capacity**

For two, new fully-charged batteries, 68°F (20°C)

| Operating mode             | Defibrillation (360J discharges) |                  |     |     |
|----------------------------|----------------------------------|------------------|-----|-----|
|                            | Monitoring (minutes)             | Pacing (minutes) |     |     |
| Total capacity to shutdown | Typical                          | 360              | 340 | 420 |
|                            | Minimum                          | 340              | 320 | 400 |
| Capacity after low battery | Typical                          | 21               | 20  | 30  |
|                            | Minimum                          | 12               | 10  | 6   |

**Battery**

**Battery specifications**

**Battery type:** Lithium-ion

**Weight:** ≤1.3 lb (0.6 kg)

**Charge time (with fully depleted battery):** 4 hours and 15 minutes (typical)

**Battery indicators:** Each battery has a fuel gauge that indicates its approximate charge. A fuel gauge that shows two or fewer LEDs after a charge cycle indicates that the battery should be replaced.

**Charging temperature range:** 41° to 113°F (5° to 45°C)

**Operating temperature range:** 32° to 113°F (0° to 45°C)

**Short term (<1 week) storage temperature range:** -4° to 140°F (-20° to 60°C)

**Long term (>1 week) storage temperature range:** 68° to 77°F (20° to 25°C)

**Operating and storage humidity range:** 5 to 95% relative humidity, non-condensing

## References

1. Stiell I, Walker R, Nesbitt L, et al. Biphasic Trial: A randomized comparison of fixed lower versus escalating higher energy levels for defibrillation in out-of-hospital cardiac arrest. *Circulation*. 2007;115:1511-1517.
2. Edelson D, Litzinger B, Arora V, et al. Improving in-hospital cardiac arrest process and outcomes with performance debriefing. *Arch Intern Med*. 2008;168:1063-1069.
3. Olasveengen T, Wik L, Kramer-Johansen J, et al. Is CPR quality improving? A retrospective study of out-of-hospital cardiac arrest. *Resuscitation*. 2007;75:260-266.
4. Fletcher D, Galloway R, Chamberlain D, et al. Basics in advanced life support: A role for download audit and metronome. *Resuscitation*. 2008;78:127-134.

**All claims valid as of August 2018.**

**Physio-Control is now part of Stryker.**

**For further information, please contact Physio-Control at 800.442.1142 (U.S.), 800.668.8323 (Canada) or visit our website at [www.physio-control.com](http://www.physio-control.com)**

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### Physio-Control Headquarters

11811 Willows Road NE  
Redmond, WA 98052  
[www.physio-control.com](http://www.physio-control.com)

### Customer Support

P. O. Box 97006  
Redmond, WA 98073  
Toll free 800 442 1142  
Fax 800 426 8049

### Physio-Control Canada

Physio-Control Canada Sales, Ltd.  
45 Innovation Drive  
Hamilton, ON  
L9H 7L8  
Canada  
Toll free 800 668 8323  
Fax 877 247 7925



**Physio-Control, Inc.**, 11811 Willows Road NE, Redmond, WA 98052 USA





# ATTACHMENT 14

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Narc Box - Secure Narcotics Storage

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



NarcBox

## NarcBox Specifications

| NarcBox (Standard)                                                                                                                                                                                                                                                                                                                                                           | NarcBox XL                                                                                                                                                                                                                                                                                                                                                                   | NarcBox HQ                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Narc Box w/110V Power Supply<br>Narc Box w/12V Power Supply                                                                                                                                                                                                                                                                                                                  | Narc Box XL w/110V Power Supply<br>Narc Box XL w/12V Power Supply                                                                                                                                                                                                                                                                                                            | Supply room narcotic storage solution that fully integrates with the NarcBox and NarcBox XL units                                                                                                                                                                                                                                                                               |
| External Dimensions: 10" tall x 8" wide x 4" deep                                                                                                                                                                                                                                                                                                                            | External Dimensions: 10" tall x 13.5" wide x 4" deep                                                                                                                                                                                                                                                                                                                         | External Dimensions: 24" tall x 16" wide x 6" deep                                                                                                                                                                                                                                                                                                                              |
| Internal Dimensions: 8" tall x 6" wide x 3.6" deep                                                                                                                                                                                                                                                                                                                           | Internal Dimensions: 8" tall x 12" wide x 3.6" deep                                                                                                                                                                                                                                                                                                                          | Internal Dimensions: 21.75" tall x 13.25" wide x 5.5" deep                                                                                                                                                                                                                                                                                                                      |
| Weight: 3.5lbs                                                                                                                                                                                                                                                                                                                                                               | Weight: 5lbs                                                                                                                                                                                                                                                                                                                                                                 | Weight: 20lbs                                                                                                                                                                                                                                                                                                                                                                   |
| Interface: 3.2" Resistive touch (works with gloves)                                                                                                                                                                                                                                                                                                                          | Interface: 3.2" Resistive touch (works with gloves)                                                                                                                                                                                                                                                                                                                          | Control Panel: 11" wide x 6" tall x max 3" deep - 7" Touchscreen Display - connects via Bluetooth to man HQ Locker                                                                                                                                                                                                                                                              |
| Stainless-Steel Locking Mechanism                                                                                                                                                                                                                                                                                                                                            | Stainless-Steel Locking Mechanism                                                                                                                                                                                                                                                                                                                                            | Dual Stainless-Steel Locking Mechanisms                                                                                                                                                                                                                                                                                                                                         |
| External Power Port Reset                                                                                                                                                                                                                                                                                                                                                    | External Power Port Reset                                                                                                                                                                                                                                                                                                                                                    | RFID Capable, Fingerprint Biometric included                                                                                                                                                                                                                                                                                                                                    |
| RFID Capable, Fingerprint Biometrics Optional                                                                                                                                                                                                                                                                                                                                | RFID Capable, Fingerprint Biometrics Optional                                                                                                                                                                                                                                                                                                                                | Can connect keyboard and/or mouse via (2) usb                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                              | Ethernet port for landline connection - Also Power over Ethernet                                                                                                                                                                                                                                                                                                                |
| <u>External Power:</u><br>Dual receptacle 2.5 x 5.5mm Barrel Jack<br>12V Nominal input (automotive power spec compliant)<br>Max current draw: 1.5A                                                                                                                                                                                                                           | <u>External Power:</u><br>Dual receptacle 2.5 x 5.5mm Barrel Jack<br>12V Nominal Input (automotive spec compliant)<br>Max current draw: 1.5A                                                                                                                                                                                                                                 | <u>External Power:</u><br>Dual receptacle 2.5 x 5.5mm Barrel Jack<br>110V Power Input or Power over Ethernet<br>Max current draw: 2.5A                                                                                                                                                                                                                                          |
| Typical Power Consumption (battery fully charged):<br>Awake: 840mW<br>Sleep: 156mW                                                                                                                                                                                                                                                                                           | Typical Power Consumption (battery fully charged):<br>Awake: 840mW<br>Sleep: 156mW                                                                                                                                                                                                                                                                                           | Typical Power Consumption (battery fully charged):<br>Awake: 6W                                                                                                                                                                                                                                                                                                                 |
| <u>Battery:</u><br>LiFePo4 1600mAh<br>3000 Charge cycle life minimum<br>Max Battery Life: 50 hours<br>(Battery life is dependent on how much time the Narcbox spends in the Awake state, and how many times the door has been opened while on battery power. The above max specification assumes the Narcbox has been asleep 95% of the time, and opened less than 10 times) | <u>Battery:</u><br>LiFePo4 1600mAh<br>3000 Charge cycle life minimum<br>Max Battery Life: 50 hours<br>(Battery life is dependent on how much time the Narcbox spends in the Awake state, and how many times the door has been opened while on battery power. The above max specification assumes the Narcbox has been asleep 95% of the time, and opened less than 10 times) | <u>Battery:</u><br>LiFePo4 9.6V 3300mAh<br>3000 Charge cycle life minimum<br>Max Battery Life: 12+ hours<br>(Battery life is dependent on how much time the Narcbox spends in the Awake state, and how many times the Panel has been used while on battery power. The above max specification assumes the Narcbox has been asleep 95% of the time, and used less than 10 times) |
| <u>WiFi:</u><br>2.4Ghz IEEE 802.11b/g<br>802.11b Compatibility: DSSS (CCK-11,CCK-5.5, DQPSK-2, DBPSK-1)<br>Encryption: AES 128<br>Internal patch antenna<br>Security:<br>WEP-128<br>WPA-PSK (TKIP)<br>WPA2-PSK (AES)                                                                                                                                                         | <u>WiFi:</u><br>2.4Ghz IEEE 802.11b/g<br>802.11b Compatibility: DSSS (CCK-11,CCK-5.5, DQPSK-2, DBPSK-1)<br>Encryption: AES 128<br>Internal patch antenna<br>Security:<br>WEP-128<br>WPA-PSK (TKIP)<br>WPA2-PSK (AES)                                                                                                                                                         | <u>WiFi:</u><br>2.4Ghz IEEE 802.11b/g<br>802.11b Compatibility: DSSS (CCK-11,CCK-5.5, DQPSK-2, DBPSK-1)<br>Encryption: AES 128<br>Internal patch antenna<br>Security:<br>WEP-128<br>WPA-PSK (TKIP)<br>WPA2-PSK (AES)                                                                                                                                                            |
| <u>System:</u><br>Operating Temperature Range: -40C-+85C<br>Screen rotation allows any mounting orientation<br>Medication Tracking (configurable via website)<br>Shift Change / Inventory Audit reporting<br>Temperature alerts (configurable via website)                                                                                                                   | <u>System:</u><br>Operating Temperature Range: -40C-+85C<br>Screen rotation allows any mounting orientation<br>Medication Tracking (configurable via website)<br>Shift Change / Inventory Audit reporting<br>Temperature alerts (configurable via website)                                                                                                                   | <u>System:</u><br>Operating Temperature Range: 0C-40C<br>Medication Tracking (configurable via website)<br>Shift Change / Inventory Audit reporting<br>RFID Enabled<br>Temperature alerts (configurable via website)                                                                                                                                                            |

|                              |                              |                              |
|------------------------------|------------------------------|------------------------------|
| RFID Enabled                 | RFID Enabled                 | Includes Biometric Entry     |
| Biometric Optional           | Biometric Optional           | Over-The-Air Firmware update |
| Over-The-Air Firmware update | Over-The-Air Firmware update |                              |
|                              |                              |                              |

<https://desk.zoho.com/portal/narcbox/en/kb/articles/nar>



# ATTACHMENT 15

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Litigation - **CONFIDENTIAL**

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

## CONFIDENTIAL

### **TAB C – ITEM 6. Litigation**

Falck has the following litigation to report:

Scott Griffith Collaborative Solutions, LLC, d/b/a SG Collaborative Solutions, LLC v. Falck Northern California Corp, Care Ambulance, Inc. (now Falck Mobile Health Corp.) and Falck USA, Inc.

Description: Plaintiff alleges breach of contract and misappropriation of trademark. Falck is vigorously defending all allegations.



# ATTACHMENT 16

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Financial Statements

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



CARE AMBULANCE SERVICE, INC.  
DECEMBER 31, 2019

FINANCIAL STATEMENTS &  
INDEPENDENT AUDITORS' REPORT

Focused  
on YOU





CARE AMBULANCE SERVICE, INC.  
FINANCIAL STATEMENTS &  
INDEPENDENT AUDITORS' REPORT

DECEMBER 31, 2019

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Care Ambulance Service, Inc.  
Orange, California

We have audited the accompanying financial statements of Care Ambulance Service, Inc. (a California C-corporation), which comprise the balance sheet as of December 31, 2019, and the related statements of income, changes in stockholder's equity, and cash flows for the year then ended, and the related notes to the financial statements.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Care Ambulance Service, Inc. as of December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads "Lance, Soll &amp; Lunghard, LLP".

Santa Ana, California  
June 3, 2020



**CARE AMBULANCE SERVICE, INC.**

**BALANCE SHEET**  
**DECEMBER 31, 2019**

---

**Assets**

Current assets

|                                                                                                          |                |
|----------------------------------------------------------------------------------------------------------|----------------|
| Cash                                                                                                     | \$ 2,799,951   |
| Accounts receivable, net of provisions for<br>contractual allowances and allowance for doubtful accounts | 20,953,295     |
| Other receivables                                                                                        | 6,017          |
| Prepaid insurance                                                                                        | 389,462        |
| Prepaid expenses                                                                                         | <u>704,397</u> |

|                      |                   |
|----------------------|-------------------|
| Total Current Assets | <u>24,853,122</u> |
|----------------------|-------------------|

Property and Improvements

|                                 |                  |
|---------------------------------|------------------|
| Ambulances and support vehicles | 39,130,059       |
| Ambulance equipment             | 3,323,293        |
| Office equipment                | 1,473,235        |
| Furniture and fixtures          | 563,773          |
| Leasehold improvements          | <u>1,474,521</u> |

|                                 |            |
|---------------------------------|------------|
| Total Property and Improvements | 45,964,881 |
|---------------------------------|------------|

|                                                |                     |
|------------------------------------------------|---------------------|
| Less Accumulated Depreciation and Amortization | <u>(27,547,243)</u> |
|------------------------------------------------|---------------------|

|                                |                   |
|--------------------------------|-------------------|
| Property and Improvements, Net | <u>18,417,638</u> |
|--------------------------------|-------------------|

Other Assets

|                     |                  |
|---------------------|------------------|
| Due from affiliates | 45,472,190       |
| Deposits            | <u>3,132,653</u> |

|                    |                   |
|--------------------|-------------------|
| Total Other Assets | <u>48,604,843</u> |
|--------------------|-------------------|

|                     |                             |
|---------------------|-----------------------------|
| <b>Total Assets</b> | <b><u>\$ 91,875,603</u></b> |
|---------------------|-----------------------------|

**CARE AMBULANCE SERVICE, INC.**

**BALANCE SHEET**  
**DECEMBER 31, 2019**

---

**Liabilities and Stockholder's Equity**

Current Liabilities

|                                              |                   |
|----------------------------------------------|-------------------|
| Current portion of capital lease obligations | \$ 4,650,168      |
| Accounts payable                             | 1,448,128         |
| Accrued liabilities                          | <u>16,672,181</u> |

|                           |                   |
|---------------------------|-------------------|
| Total Current Liabilities | <u>22,770,477</u> |
|---------------------------|-------------------|

Non-Current Liabilities

|                                                |                  |
|------------------------------------------------|------------------|
| Capital lease obligations less current portion | 3,536,500        |
| Deferred income taxes                          | <u>3,056,000</u> |

|                               |                  |
|-------------------------------|------------------|
| Total Non-Current Liabilities | <u>6,592,500</u> |
|-------------------------------|------------------|

|                   |                   |
|-------------------|-------------------|
| Total Liabilities | <u>29,362,977</u> |
|-------------------|-------------------|

Stockholder's Equity

|                                                                                     |                   |
|-------------------------------------------------------------------------------------|-------------------|
| Common stock, 1,000 shares authorized, issued,<br>and outstanding, \$0.01 par value | 10                |
| Additional paid-in capital                                                          | 119,517           |
| Retained earnings                                                                   | <u>62,393,099</u> |

|                            |                   |
|----------------------------|-------------------|
| Total Stockholder's Equity | <u>62,512,626</u> |
|----------------------------|-------------------|

|                                                   |                             |
|---------------------------------------------------|-----------------------------|
| <b>Total Liabilities and Stockholder's Equity</b> | <b><u>\$ 91,875,603</u></b> |
|---------------------------------------------------|-----------------------------|

**CARE AMBULANCE SERVICE, INC.**

**STATEMENT OF INCOME  
FOR THE YEAR ENDED DECEMBER 31, 2019**

---

|                                                      |                             |
|------------------------------------------------------|-----------------------------|
| <b>Revenues</b>                                      | <b>\$ 385,697,269</b>       |
| Less Contractual Allowances                          | <u>233,032,803</u>          |
| Revenues, Net of Contractual Allowances              | 152,664,466                 |
| Less Provision for Bad Debts                         | <u>24,022,811</u>           |
| Net Revenues                                         | 128,641,655                 |
| Cost of Revenues                                     | <u>90,077,004</u>           |
| Gross Profit                                         | 38,564,651                  |
| Dispatch, General, and Administrative Expenses       |                             |
| Dispatch and business office                         | 10,703,455                  |
| General and administrative                           | <u>12,525,749</u>           |
| Total Dispatch, General, and Administrative Expenses | <u>23,229,204</u>           |
| Income from Operations                               | <u>15,335,447</u>           |
| Other Income and (Expenses)                          |                             |
| Interest expense                                     | (524,898)                   |
| Gain on sale of equipment                            | 14,986                      |
| Other expense                                        | (596,420)                   |
| Other income                                         | <u>437,442</u>              |
| Total Other Income and (Expenses)                    | <u>(668,890)</u>            |
| Net Income Before Income Taxes                       | 14,666,557                  |
| Provision for Income Taxes                           | <u>(4,415,000)</u>          |
| <b>Net Income</b>                                    | <b><u>\$ 10,251,557</u></b> |

**CARE AMBULANCE SERVICE, INC.****STATEMENT OF CHANGES IN STOCKHOLDER'S EQUITY  
FOR THE YEAR ENDED DECEMBER 31, 2019**

|                                                | Common<br>Stock | Additional<br>Paid-In Capital | Retained<br>Earnings | Total<br>Stockholder's<br>Equity |
|------------------------------------------------|-----------------|-------------------------------|----------------------|----------------------------------|
| Balance, December 31, 2018, before restatement | \$ 10           | \$ 119,517                    | \$ 39,673,379        | \$ 39,792,906                    |
| Prior period adjustment (Note 12)              | -               | -                             | 12,468,163           | 12,468,163                       |
| Balance, December 31, 2018, as restated        | 10              | 119,517                       | 52,141,542           | 52,261,069                       |
| Net income                                     | -               | -                             | 10,251,557           | 10,251,557                       |
| Balance, December 31, 2019                     | <u>\$ 10</u>    | <u>\$ 119,517</u>             | <u>\$ 62,393,099</u> | <u>\$ 62,512,626</u>             |

**CARE AMBULANCE SERVICE, INC.**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2019**

---

**Cash Flows From Operating Activities**

|                                                                                             |                      |
|---------------------------------------------------------------------------------------------|----------------------|
| Net income                                                                                  | <u>\$ 10,251,557</u> |
| Adjustments to reconcile net income to net cash provided by (used in) operating activities: |                      |
| Allowance for doubtful accounts                                                             | (13,688,522)         |
| Depreciation and amortization                                                               | 6,213,495            |
| Gain on sale of property                                                                    | (14,986)             |
| Deferred income tax expense                                                                 | (496,000)            |
| Changes in operating assets and liabilities:                                                |                      |
| Accounts receivable                                                                         | 14,483,277           |
| Other receivables                                                                           | 29,096               |
| Prepaid insurance                                                                           | 173,114              |
| Prepaid expenses                                                                            | 120,165              |
| Due from affiliates                                                                         | (13,248,264)         |
| Deposits                                                                                    | (2,809,271)          |
| Accounts payable                                                                            | (207,057)            |
| Accrued liabilities                                                                         | <u>4,359,716</u>     |
| Net Cash Provided by Operating Activities                                                   | <u>5,166,320</u>     |

**Cash Flows From Investing Activities**

|                                        |                  |
|----------------------------------------|------------------|
| Purchases of property and improvements | (216,457)        |
| Proceeds on sales of property          | <u>19,350</u>    |
| Net Cash Used in Investing Activities  | <u>(197,107)</u> |

**Cash Flows From Financing Activities**

|                                       |                            |
|---------------------------------------|----------------------------|
| Payments on capital lease obligations | <u>(4,806,084)</u>         |
| Net Cash Used in Financing Activities | <u>(4,806,084)</u>         |
| Net Increase in Cash                  | 163,129                    |
| Cash, Beginning of Year               | <u>2,636,822</u>           |
| <b>Cash, End of Year</b>              | <u><u>\$ 2,799,951</u></u> |



STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2019

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Supplemental Disclosures of Cash Flow Information

Cash paid during the year for:

|          |                          |
|----------|--------------------------|
| Interest | <u><u>\$ 524,898</u></u> |
|----------|--------------------------|

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**

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**Note 1: Nature of Business**

Care Ambulance Service, Inc. (the "Company") was formed on March 24, 1988. The Company provides emergency and non-emergency ambulance services. Emergency response services include the dispatch of ambulances equipped with life support equipment and staffed with paramedics and/or emergency medical technicians ("EMTs") to provide immediate medical care to injured or ill patients. Non-emergency services utilize paramedics, EMTs and/or nurses to transport patients between healthcare facilities. The Company is headquartered in Orange, California, and provides services to patients in Southern California.

The Company is wholly owned by FCA Corp., a California corporation ("FCA"). FCA is a wholly owned subsidiary of Falck USA Inc., a Delaware corporation ("Falck USA"). Falck USA is a wholly owned subsidiary of Falck A/S, a Denmark corporation ("Falck Denmark").

**Note 2: Summary of Significant Accounting Policies**

This summary of significant accounting policies of the Company is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who is responsible for their integrity and objectivity.

**Basis of Accounting**

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The accrual basis of accounting recognizes revenues in the accounting period in which revenues are earned regardless of when cash is received and recognizes expenses in the accounting period in which expenses are incurred regardless of when cash is disbursed.

**Revenue Recognition**

In May 2014, Financial Accounting Standards Board ("FASB") Accounting Standards Update ("ASU") No. 2014-09, ASC Topic 606, *Revenue from Contracts with Customers*, was issued as the new standard for revenue recognition. The purpose of ASC 606 is to provide a single, comprehensive revenue recognition model for all contracts with customers to improve comparability across industries. Effective January 1, 2019, the Company adopted ASC 606 utilizing the modified retrospective transition method. Adoption of this standard did not have a material impact on the Company's financial position or results of operations for any periods presented. As such, a cumulative adjustment was not recorded to the Company's beginning retained earnings balance.

The Company contracts with communities to provide emergency transport services that are typically exclusive, with terms of three to five years in length and generally are obtained through a competitive bidding process. In some instances where the Company is the existing provider, communities elect to renegotiate existing contracts rather than initiate new bidding processes.

Patient care service revenue is reported at the amount that reflects the consideration to which the Company expects to be entitled in exchange for providing patient care. These amounts are due from patients and third-party payors (including health insurers and government payors), on the basis of contractual rates for the services rendered. Revenue is recognized as the performance obligations are satisfied.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 2: Summary of Significant Accounting Policies (Continued)**

The Company determines the transaction price based on rates established with the communities in which the services were provided. The gross charges are reduced by contractual adjustments provided to third-party payors. The Company determines its estimates of contractual adjustments and discounts based on contractual agreements with each payor group. The payment arrangements with major third-party payors are paid at prospectively determined rates based on the services performed.

The Company also performs billing services on behalf of county fire departments for advanced life support services that are performed during some of the Company's trips. For these services the Company has determined that they are the agent in accordance with FASB ASU No. 2016-08, Topic 606, *Revenue from Contracts with Customers: Principal Versus Agent Considerations*. The revenues for these contracts are recognized as the net amount that the Company is entitled to for its services as agent.

The Company has determined that the nature, amount, timing, and uncertainty of revenue and cash flows are affected by the following factors:

- Payors (for example, Medicare, Medicaid, managed care or other insurance, patient) have different reimbursement and payment methodologies
- Geography of the service location

The Company's revenues net of contractual allowances from third-party payers, the uninsured and other sources before provision for doubtful accounts are summarized in the following table (dollars in millions):

|                              |    |          |
|------------------------------|----|----------|
| Medicare                     | \$ | 178.42   |
| Medicaid                     |    | 105.37   |
| Managed care                 |    | 62.83    |
| Facility contract            |    | 2.39     |
| Indemnity, self-pay, other   |    | 36.68    |
|                              |    | <hr/>    |
|                              |    | 385.69   |
| Less: contractual allowances |    | <hr/>    |
|                              |    | (233.03) |
|                              |    | <hr/>    |
|                              | \$ | 152.66   |
|                              |    | <hr/>    |

**Provision for Bad Debts**

The Company provides for accounts receivable that could become uncollectible by establishing an allowance to reduce the carrying value of such receivables to their estimated net realizable value. The Company estimates this allowance based on the aging of its accounts receivable, historical collections experience for each type of payor, and other relevant factors. The Company's policy is to attempt to collect amounts due from patients, including copayments and deductibles due from patients with insurance, while complying with all federal and state laws and regulations.

NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2019

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**Note 2: Summary of Significant Accounting Policies (Continued)**

**Property and Improvements**

Property and leasehold improvements are stated at cost. Major repairs and leasehold improvements are capitalized. Maintenance and repairs are expensed as incurred. Depreciation of property is provided over the estimated useful lives of the respective assets using the straight-line method. Leasehold improvements are amortized on the straight-line basis over the terms of the respective leases. The estimated useful lives of the related assets are as follows:

|                                 |              |
|---------------------------------|--------------|
| Ambulances and support vehicles | 3 - 7 years  |
| Ambulance equipment             | 5 - 7 years  |
| Office equipment                | 3 - 7 years  |
| Furniture and fixtures          | 5 - 7 years  |
| Leasehold improvements          | 3 - 10 years |

Depreciation and amortization expense for the year ended December 31, 2019 was \$6,213,495.

When assets are retired, or otherwise disposed of, the cost and related accumulated depreciation and amortization are removed from the accounts, and any resulting gain or loss is reflected in income for the period.

Long-lived assets of the Company are reviewed annually as to whether their carrying value has been impaired. Management considers assets to be impaired if the carrying value exceeds the future projected cash flows from related operations. Management also reevaluates the periods of depreciation and amortization to determine whether subsequent events and circumstances warrant revised estimates of useful lives. As of December 31, 2019, management expects the carrying value of its long lived assets to be fully recoverable.

**Ground Emergency Transport Quality Assurance Fee Program**

In accordance with Senate Bill 523 (Chapter 773, Statutes of 2017), the Department of Health Care Services established the Ground Emergency Transport Quality Assurance Fee Program ("GEMT QAF Program") to provide supplemental Medi-Cal payments to GEMT providers. Using data collected from GEMT providers, the Department of Healthcare Services calculates the annual GEMT QAF rate that will be imposed on each emergency medical transport provided by each GEMT providers. The QAF fees collected are then supplemented by federal funds and held in the Medi-Cal Emergency Fund. The funds in the Medi-Cal Emergency Fund are then used to provide additional reimbursement to Medi-Cal GEMT providers.

The Company is participating in the program and is required to report quarterly data on gross receipts and various other data. The Company pays a quarterly Quality Assurance Fee to the program. For the year ended December 31, 2019, the Company recognized \$5,348,501 in QAF expenses and Medi-Cal reimbursement revenues of \$13,029,464 as a result of their participation in the GEMT QAF program.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 2: Summary of Significant Accounting Policies (Continued)****Deposits**

In April 2019, the Company made deposits of \$2,848,049 to the GEMT QAF Program. The deposits will be held until the dissolution of the program and will then be used against the Company's final QAF payments. At December 31, 2019, the balance of the deposit included in the accompanying balance sheet is \$2,848,049. In addition to the GEMT QAF related deposits, the Company also has \$284,604 on deposit in relation to operating leases.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

**Date of Management's Review**

Events occurring after December 31, 2019 have been evaluated for possible adjustment to the financial statements or disclosure as of June 3, 2020, which is the date the financial statements were available to be issued.

**Note 3: Concentrations of Credit Risk**

The Company may be subject to credit risk on its cash balances. At December 31, 2019, the Company maintains its cash balances at two institutions. Accounts at these institutions are insured by the FDIC, which covers up to \$250,000 for substantially all depository accounts. At various times throughout the year, the balances in these accounts may be in excess of federally insured limits. Management believes the Company is not exposed to any significant credit risk on cash balances.

Concentrations of credit risks in accounts receivable are limited, due to the large number of customers comprising the Company's customer base. A significant component of the Company's revenue is derived from Medicare and Medicaid. Given that these are government programs, the credit risk for these customers is considered low. The Company performs ongoing credit evaluations of its other customers but does not require collateral. For the year ended December 31, 2019, the Company derived approximately 74% of its revenues from Medicare and Medicaid and 26% from insurance providers, contracted payers and directly from patients.

**Note 4: Accounts Receivable**

Accounts receivable as of December 31, 2019 consist of the following:

|                                      |                      |
|--------------------------------------|----------------------|
| Accounts receivable                  | \$ 41,119,738        |
| Less allowance for doubtful accounts | <u>(20,166,443)</u>  |
| Accounts receivable, net             | <u>\$ 20,953,295</u> |

**CARE AMBULANCE SERVICE, INC.**

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**

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**Note 5: Capital Leases**

The Company leases ambulances under multiple lease agreements through Falck USA expiring in various years through 2022. The assets and liabilities under capital leases are recorded at the lower of the present value of the minimum lease payments or the fair value of the asset. The assets are depreciated over the lesser of their related lease terms or the estimated useful lives. Depreciation of assets held under capital leases is included in depreciation expense in the accompanying statement of income and totaled \$3,436,952 for the year ended December 31, 2019.

The following is a summary of property held under capital leases, net:

|                               |                      |
|-------------------------------|----------------------|
| Ambulances                    | \$ 23,982,459        |
| Less accumulated depreciation | <u>(9,986,978)</u>   |
|                               | <u>\$ 13,995,481</u> |

Future minimum lease payments under capital leases are as follows:

| <u>Year Ending December 31,</u>                |                     |
|------------------------------------------------|---------------------|
| 2020                                           | \$ 5,101,612        |
| 2021                                           | 3,450,928           |
| 2022                                           | <u>296,444</u>      |
| Total minimum lease payments                   | 8,848,984           |
| Less interest                                  | <u>(662,316)</u>    |
| Present value of future minimum lease payments | 8,186,668           |
| Current portion                                | <u>(4,650,168)</u>  |
| Non-current portion                            | <u>\$ 3,536,500</u> |

The interest rate on these capitalized leases is variable. At December 31, 2019, the interest rate was approximately 5.51%.

**CARE AMBULANCE SERVICE, INC.**

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**

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**Note 6: Accrued Liabilities**

At December 31, 2019, accrued liabilities were as follows:

|                                                            |                      |
|------------------------------------------------------------|----------------------|
| Agency contract and reimbursement payables                 | \$ 6,222,562         |
| Accrued workers' compensation and auto liability insurance | 2,328,000            |
| Accrued payroll and vacation                               | 4,066,358            |
| Patient refunds due                                        | 1,375,841            |
| Quality Assurance Fees (QAF)                               | 1,297,235            |
| Dispatch fees                                              | 319,000              |
| Licensing                                                  | 165,000              |
| Other accrued liabilities                                  | <u>898,185</u>       |
|                                                            | <u>\$ 16,672,181</u> |

**Note 7: Income Taxes**

For income tax reporting purposes, the Company is part of a consolidated group, which includes other U.S. affiliates of Falck USA. Therefore, the Company does not file separate federal and state income tax returns for its stand-alone activity.

The Company provides for income taxes under the asset/liability method. Deferred income taxes are recognized for the tax consequences in future years for the differences between the tax bases of assets and liabilities and their financial reporting amounts at each year end, based on enacted laws and statutory tax rates applicable to the periods in which the differences are expected to affect taxable income.

For the year ended December 31, 2019, income tax expense consists of the following:

|                                     |                     |
|-------------------------------------|---------------------|
| Current income tax provision        | \$ 4,911,000        |
| Deferred provision for income taxes | <u>(496,000)</u>    |
|                                     | <u>\$ 4,415,000</u> |

Non-deductible expenses account for the primary difference between the Company's effective tax rate and the expected tax rate computed based upon applying the federal statutory rate



**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 7: Income Taxes (Continued)**

The significant components of the deferred tax assets and liabilities at December 31, 2019 are as follows:

|                                                                    |                       |
|--------------------------------------------------------------------|-----------------------|
| Deferred income tax assets                                         |                       |
| Reserves and accruals                                              | \$ 565,000            |
| Deferred income tax liabilities                                    |                       |
| Depreciation of property, equipment,<br>and leasehold improvements | <u>(3,621,000)</u>    |
| Deferred income taxes                                              | <u>\$ (3,056,000)</u> |

The Company did not have any unrecognized tax benefits as of December 31, 2019 and does not expect this to change significantly over the next twelve months. In accordance with FASB ASC 740, the Company recognizes interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense. As of December 31, 2019, the Company has not accrued interest or penalties related to uncertain tax positions.

**Note 8: Operating Lease Commitments****Main Office**

The Company leases adjacent facilities in Orange, California which serve as the Company's main office facilities. The facilities are leased under two separate leases with separate lessors. One of the leases expires in August 2023. The monthly rent on this lease ranged from \$21,203 to \$21,839 in 2019 and includes provisions for annual increases. The second lease expires in April 2025. The monthly rent on the second lease for 2019 is \$102,977. Under the leases, the Company is responsible for monthly rent payments as well as the payment of all taxes, insurance premiums, repairs, utilities and maintenance.

For the year ended December 31, 2019, the total rent expense was \$1,444,703 for its main leased office.

**Substations/Operation Centers Leases**

The Company has 42 operating lease agreements with starting dates ranging from December 2012 through December 2027 for various substations and an operations center. The lease terms are from two to ten years with monthly payments ranging from approximately \$880 to \$16,656. Most of the lease agreements have provisions for annual increases to the monthly rent. As of December 31, 2019, the Company was also leasing 42 substations on a month-to-month basis.

For the year ended December 31, 2019, the total rent expense for these substations was \$2,783,967.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 8: Operating Lease Commitments (Continued)****Equipment**

The Company leased equipment under operating lease agreements that expired through May 2019. The lease terms were from five to six years with monthly payments ranging from \$600 to 1,880. Total lease expense for equipment under operating lease agreements for the year ended December 31, 2019 was \$47,360.

**Other Operating Leases**

The Company has month-to-month leases for two additional parking lots with monthly payments of \$7,500. The rent expense for the year ended December 31, 2019 was \$90,000.

As of December 31, 2019, the Company had a month-to-month sublease rental agreement with an unrelated entity for office space located near its main office premises, with a monthly payment of \$4,000. Sublease income for the year ended December 31, 2019 was \$48,000, and is reflected as a reduction of rent expense.

**Minimum Annual Rentals**

Minimum annual lease payments under non-cancellable operating leases for the years subsequent to December 31, 2019 are as follows:

| Year Ending<br>December 31, | Main<br>Office      | Substations/<br>Ops. Center | Total                |
|-----------------------------|---------------------|-----------------------------|----------------------|
| 2020                        | \$ 1,056,690        | \$ 1,281,190                | \$ 2,337,880         |
| 2021                        | 1,483,670           | 1,032,314                   | 2,515,984            |
| 2022                        | 1,529,289           | 808,759                     | 2,338,048            |
| 2023                        | 1,475,393           | 624,530                     | 2,099,923            |
| 2024                        | 1,324,800           | 571,822                     | 1,896,622            |
| Thereafter                  | 446,400             | 1,041,870                   | 1,488,270            |
|                             | <u>\$ 7,316,242</u> | <u>\$ 5,360,485</u>         | <u>\$ 12,676,727</u> |

Total rent expense for the year ended December 31, 2019 was \$4,318,030.

**Note 9: Contingencies**

The Company is subject to certain outside claims and litigation arising in the ordinary course of business. In the opinion of the Company's management and its counsel, the outcome of such matters will not have a material effect on the accompanying financial statements.

**Note 10: 401(k) Pension Plan**

The Company participates in a 401(k) pension plan that is sponsored by Falck USA. Employees who are at least 21 years of age and have met the service requirements of the plan are eligible to participate. The Plan provides for employer contributions to eligible employees. Employer contributions to the 401(k) plan for 2019 totaled \$1,239,683.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 11: Related-party Transactions**

The Company regularly engages in various related party transactions with Falck Denmark, Falck USA, and other Falck USA related entities. The following table is a summary of the net amounts due to the Company as a result of these transactions:

|                            |                      |
|----------------------------|----------------------|
| Falck Denmark              | \$ 22,914,580        |
| Falck USA                  | 5,888,833            |
| Falck USA related entities | <u>16,668,777</u>    |
|                            | <u>\$ 45,472,190</u> |

Net receivables from Falck Denmark are a result of cash forwarded to the parent company less costs paid by Falck Denmark on behalf of the Company. Net receivables from Falck USA and Falck USA related entities are the result of start-up costs paid on behalf of the other entities. For the purposes of the consolidated tax return, all related balances will be eliminated upon consolidation. These balances bear interest and Falck Denmark ultimately determines when repayment will be made.

The Company is charged a management fee from Falck based upon a percentage of net revenues before provision for bad debts. For 2019, management fees totaled \$1,031,014, which is included in general and administrative expenses in the accompanying statement of income.

**Note 12: Prior Period Adjustments**

The accompanying financial statements reflect prior period adjustments to the beginning balance of retained earnings to correct certain errors related to the recognition of prior year revenues.

**Ground Emergency Transport Quality Assurance Fee Program**

In 2018, the Company began participating in the GEMT QAF Program as discussed at Note 2. In 2018, this program was in its preliminary phase and the Company did not record any related revenues due to the uncertainty of collection. In 2019, the Company began collecting higher revenue rates from the State of California ("the State") for Medi-Cal transports retroactively to the July 1, 2018 effective date. In order to participate in the program, the Company was also required to pay the State a fee of \$25.23 for each Medi-Cal transport retroactively to the July 1, 2018 effective date.

As a result, the accompanying statement of changes in stockholder's equity reflects this prior period adjustment to the beginning balance of retained earnings to correct these errors. The effect of the prior period adjustment on the 2018 statement of income is an increase of \$2,632,806. Stockholder's equity balance has been increased by \$2,632,806 as of January 1, 2019.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2019**


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**Note 12: Prior Period Adjustments (Continued)****Revenue Recognition Error**

In 2019, revenue recognition errors relating to trips run by the Company during 2018 and prior years were found not properly recorded on the prior financial statements. As such, the revenues from these trips were not recognized in the proper periods. As a result of this accounting error, the accompanying statement of changes in stockholder's equity reflects this prior period adjustment to the beginning balance of retained earnings to correct these errors. The effect of the prior period adjustment on the 2018 statement of income cannot be readily determined as these revenues are from various prior years. Stockholder's equity balance has been increased by \$9,835,357 as of January 1, 2019.

**Cumulative Effect of Prior Period Adjustments**

|                                                                                           | Increase<br>(Decrease) in<br>Stockholder's Equity<br>as of January 1, 2019 |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| Adjustment to record 2018 revenues pertaining to<br>the GEMT QAF program                  | \$ 6,019,008                                                               |
| Adjustment to record 2018 fees and bad debt expense<br>pertaining to the GEMT QAF Program | (3,386,202)                                                                |
| Adjustment to record unbilled revenues                                                    | <u>9,835,357</u>                                                           |
| Net increase in stockholder's equity as of<br>January 1, 2019                             | <u>\$ 12,468,163</u>                                                       |

**Note 13: Subsequent Events**

In December 2019, an outbreak of a novel strain of coronavirus ("COVID-19") originated in China and has since spread to a number of other countries, including the United States. On March 11, 2020, the World Health Organization characterized COVID-19 as a pandemic. On March 19, 2020, the governor of California issued a stay at home order for all residents of California, in an effort to slow the spread of COVID-19.

Potential impacts to our business include the disruption or restrictions on our employees' ability to work. In addition, some of our vendors and suppliers could be adversely affected, resulting in additional disruptions to our operations. While the disruption is currently expected to be temporary, there is considerable uncertainty around the duration. Therefore, while the Company expects this matter to impact its operations, the related financial impact cannot be reasonably estimated at this time.



CPAs AND ADVISORS

CARE AMBULANCE SERVICE, INC.  
DECEMBER 31, 2018

FINANCIAL STATEMENTS  
& INDEPENDENT  
AUDITORS' REPORT

Focused  
on YOU



CARE AMBULANCE SERVICE, INC.

DECEMBER 31, 2018

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Care Ambulance Service, Inc.  
Orange, California

We have audited the accompanying financial statements of Care Ambulance Service, Inc. (a California C-corporation), which comprise the balance sheet as of December 31, 2018, and the related statements of income, retained earnings, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Care Ambulance Service, Inc. as of December 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink that reads "Lance, Soll &amp; Loughard, LLP". The signature is written in a cursive, flowing style.

Santa Ana, California  
June 10, 2019





**CARE AMBULANCE SERVICE, INC.**

**BALANCE SHEET**  
**DECEMBER 31, 2018**

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ASSETS

CURRENT ASSETS

|                                                                                                          |                   |
|----------------------------------------------------------------------------------------------------------|-------------------|
| Cash                                                                                                     | \$ 2,636,822      |
| Accounts receivable, net of provisions for<br>contractual allowances and allowance for doubtful accounts | 9,279,887         |
| Other receivables                                                                                        | 35,113            |
| Prepaid insurance                                                                                        | 562,576           |
| Prepaid expenses                                                                                         | <u>824,562</u>    |
|                                                                                                          | <u>13,338,960</u> |

PROPERTY, EQUIPMENT, AND IMPROVEMENTS

|                                                |                     |
|------------------------------------------------|---------------------|
| Ambulances and support vehicles                | 40,452,863          |
| Ambulance equipment                            | 3,216,362           |
| Office equipment                               | 1,473,235           |
| Furniture and fixtures                         | 563,773             |
| Leasehold improvements                         | <u>1,463,021</u>    |
|                                                | 47,169,254          |
| Less accumulated depreciation and amortization | <u>(22,750,214)</u> |
|                                                | <u>24,419,040</u>   |

OTHER ASSETS

|                     |                             |
|---------------------|-----------------------------|
| Due from affiliates | 32,223,926                  |
| Deposits            | <u>323,382</u>              |
|                     | <u>32,547,308</u>           |
|                     | <u><u>\$ 70,305,308</u></u> |

**CARE AMBULANCE SERVICE, INC.**

**BALANCE SHEET**  
**DECEMBER 31, 2018**

---

LIABILITIES AND STOCKHOLDER'S EQUITY

CURRENT LIABILITIES

|                                              |                   |
|----------------------------------------------|-------------------|
| Current portion of capital lease obligations | \$ 4,806,084      |
| Accounts payable                             | 1,655,185         |
| Accrued liabilities                          | <u>12,312,465</u> |
|                                              | <u>18,773,734</u> |

LONG-TERM LIABILITIES

|                                                |                   |
|------------------------------------------------|-------------------|
| Capital lease obligations less current portion | 8,186,668         |
| Deferred income taxes                          | <u>3,552,000</u>  |
|                                                | <u>11,738,668</u> |
|                                                | <u>30,512,402</u> |

STOCKHOLDER'S EQUITY

|                                                                                     |                             |
|-------------------------------------------------------------------------------------|-----------------------------|
| Common stock, 1,000 shares authorized, issued,<br>and outstanding, \$0.01 par value | 10                          |
| Additional paid-in-capital                                                          | 119,517                     |
| Retained earnings                                                                   | <u>39,673,379</u>           |
|                                                                                     | <u>39,792,906</u>           |
|                                                                                     | <u><u>\$ 70,305,308</u></u> |

**CARE AMBULANCE SERVICE, INC.**

**STATEMENT OF INCOME  
FOR THE YEAR ENDED DECEMBER 31, 2018**

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|                                                |                            |
|------------------------------------------------|----------------------------|
| Revenues                                       | \$ 354,867,962             |
| Less contractual allowances                    | <u>209,521,536</u>         |
| Revenues, net of contractual allowances        | 145,346,426                |
| Less provision for bad debts                   | <u>37,303,174</u>          |
| Net revenues                                   | 108,043,252                |
| Cost of revenues                               | <u>84,076,731</u>          |
| Gross profit                                   | 23,966,521                 |
| Dispatch, general, and administrative expenses |                            |
| Dispatch and business office                   | 10,931,470                 |
| General and administrative                     | <u>8,140,940</u>           |
|                                                | <u>19,072,410</u>          |
| INCOME FROM OPERATIONS                         | 4,894,111                  |
| OTHER INCOME AND (EXPENSES)                    |                            |
| Interest expense                               | (688,073)                  |
| Other income                                   | <u>925,259</u>             |
|                                                | <u>237,186</u>             |
| NET INCOME BEFORE INCOME TAXES                 | 5,131,297                  |
| Provision for income taxes                     | <u>(1,723,000)</u>         |
| NET INCOME                                     | <u><u>\$ 3,408,297</u></u> |

CARE AMBULANCE SERVICE, INC.

STATEMENT OF RETAINED EARNINGS  
FOR THE YEAR ENDED DECEMBER 31, 2018

---

|                            |                             |
|----------------------------|-----------------------------|
| Balance, December 31, 2017 | \$ 36,265,082               |
| Net income                 | <u>3,408,297</u>            |
| Balance, December 31, 2018 | <u><u>\$ 39,673,379</u></u> |

**CARE AMBULANCE SERVICE, INC.**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2018**

---

CASH FLOWS FROM OPERATING ACTIVITIES

|                                                                                             |              |
|---------------------------------------------------------------------------------------------|--------------|
| Net income                                                                                  | \$ 3,408,297 |
| Adjustments to reconcile net income to net cash provided by (used in) operating activities: |              |
| Allowance for doubtful accounts                                                             | 8,093,657    |
| Depreciation and amortization                                                               | 6,708,193    |
| Gain on sales of equipment                                                                  | (32,406)     |
| Deferred income tax expense                                                                 | (43,000)     |
| Changes in operating assets and liabilities:                                                |              |
| Accounts receivable                                                                         | 3,723,689    |
| Other receivables                                                                           | (9,460)      |
| Prepaid insurance                                                                           | (59,040)     |
| Prepaid expenses                                                                            | (224,746)    |
| Due from affiliates                                                                         | (15,385,822) |
| Deposits                                                                                    | 80,632       |
| Accounts payable                                                                            | 1,312,596    |
| Accrued liabilities                                                                         | (445,620)    |
| Total adjustments                                                                           | (4,374,984)  |

|                                           |           |
|-------------------------------------------|-----------|
| NET CASH PROVIDED BY OPERATING ACTIVITIES | 7,126,970 |
|-------------------------------------------|-----------|

CASH FLOWS FROM INVESTING ACTIVITIES

|                                                    |           |
|----------------------------------------------------|-----------|
| Purchases of property, equipment, and improvements | (943,239) |
| Proceeds on sales of equipment                     | 75,000    |

|                                       |           |
|---------------------------------------|-----------|
| NET CASH USED IN INVESTING ACTIVITIES | (868,239) |
|---------------------------------------|-----------|

CASH FLOWS FROM FINANCING ACTIVITIES

|                                       |             |
|---------------------------------------|-------------|
| Payments on capital lease obligations | (4,806,084) |
|---------------------------------------|-------------|

|                                       |             |
|---------------------------------------|-------------|
| NET CASH USED IN FINANCING ACTIVITIES | (4,806,084) |
|---------------------------------------|-------------|

|                      |           |
|----------------------|-----------|
| NET INCREASE IN CASH | 1,452,647 |
|----------------------|-----------|

|                         |           |
|-------------------------|-----------|
| CASH, BEGINNING OF YEAR | 1,184,175 |
|-------------------------|-----------|

|                   |              |
|-------------------|--------------|
| CASH, END OF YEAR | \$ 2,636,822 |
|-------------------|--------------|

CARE AMBULANCE SERVICE, INC.

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2018

---

SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash paid during the year for:

|          |                   |
|----------|-------------------|
| Interest | <u>\$ 688,073</u> |
|----------|-------------------|

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**


---

**Note 1: Nature of Business**

Care Ambulance Service, Inc. (the "Company") was formed on March 24, 1988. The Company was previously incorporated as Care Convalescent Ambulance, Inc. on August 3, 1976. The Company provides 911, emergency and non-emergency ambulance services, including neonatal intensive care, pediatric intensive care and specialty/critical care transports in California. The Company's main office is located in Orange, California.

The Company is wholly owned by FCA Corp., a California corporation ("FCA"). FCA is a wholly owned subsidiary of Falck USA Inc., a Delaware corporation ("Falck USA"). Falck USA is a wholly owned subsidiary of Falck A/S, a Denmark corporation ("Falck Denmark").

**Note 2: Summary of Significant Accounting Policies**

This summary of significant accounting policies of the Company is presented to assist in understanding the Company's financial statements. The financial statements and notes are representations of the Company's management who is responsible for their integrity and objectivity.

**Basis of Accounting**

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The accrual basis of accounting recognizes revenues in the accounting period in which revenues are earned regardless of when cash is received, and recognizes expenses in the accounting period in which expenses are incurred regardless of when cash is disbursed.

**Revenue Recognition and Patient Receivables**

The Company recognizes patient service revenues associated with services provided to patients who have third-party payer coverage; including Medicare, Medicaid and other managed care contractual arrangements, on the basis of contractual rates for the services rendered. For uninsured patients that do not qualify for charity care, the Company recognizes revenues on the basis of its standard rates for services provided.

The Company's revenues net of contractual allowances from third-party payers, the uninsured and other sources before provision for doubtful accounts are summarized in the following table (dollars in millions):

|                              |    |          |
|------------------------------|----|----------|
| Medicare                     | \$ | 162.81   |
| Medicaid                     |    | 96.91    |
| Managed care                 |    | 59.80    |
| Indemnity, self-pay, other   |    | 35.35    |
|                              |    | <hr/>    |
|                              |    | 354.87   |
| Less: contractual allowances |    | <hr/>    |
|                              |    | (209.52) |
|                              |    | <hr/>    |
|                              | \$ | 145.35   |
|                              |    | <hr/>    |



**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**


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**Note 2: Summary of Significant Accounting Policies (Continued)****Revenue Recognition and Patient Receivables**

The Company recognizes patient service revenues based upon estimated amounts due from payers. The Company estimates contractual adjustments and allowances based upon payment terms set forth in its commercial health insurance contracts and by federal and state regulations. For the majority of its patient service revenues, the Company applies contractual adjustments to patient accounts at the time of billing using specific payer contract terms entered into the accounts receivable systems, but in some cases the Company records an estimated allowance until payment is received. The Company derives most of its patient service revenues from health care services provided to patients with Medicare, Medicaid and commercial health insurance.

**Provision for Bad Debts**

The Company provides for accounts receivable that could become uncollectible by establishing an allowance to reduce the carrying value of such receivables to their estimated net realizable value. The Company estimates this allowance based on the aging of its accounts receivable, historical collections experience for each type of patient, and other relevant factors. The Company's policy is to attempt to collect amounts due from patients, including copayments and deductibles due from patients with insurance, while complying with all federal and state laws and regulations.

Accounts receivable as of December 31, 2018 consist of the following:

|                                  |                     |
|----------------------------------|---------------------|
| Patient accounts receivable      | \$ 43,134,852       |
| Less provision for bad debts     | <u>(33,854,965)</u> |
| Patient accounts receivable, net | <u>\$ 9,279,887</u> |

**Property, Equipment, and Improvements**

Property, equipment, and leasehold improvements are stated at cost. Major repairs and leasehold improvements are capitalized. Maintenance and repairs are expensed as incurred. Depreciation of property and equipment is provided over the estimated useful lives of the respective assets using the straight-line method. Leasehold improvements are amortized on the straight-line basis over the terms of the respective leases. The estimated useful lives of the related assets are as follows:

|                                 |              |
|---------------------------------|--------------|
| Ambulances and support vehicles | 3 - 7 years  |
| Ambulance equipment             | 5 - 7 years  |
| Office equipment                | 3 - 7 years  |
| Furniture and fixtures          | 5 - 7 years  |
| Leasehold improvements          | 3 - 10 years |

Depreciation and amortization expense for the year ended December 31, 2018 was \$6,708,193.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**

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**Note 2: Summary of Significant Accounting Policies (Continued)**

**Property, Equipment, and Improvements**

When assets are retired, or otherwise disposed of, the cost and related accumulated depreciation and amortization are removed from the accounts, and any resulting gain or loss is reflected in income for the period.

Long-lived assets of the Company are reviewed annually as to whether their carrying value has been impaired. Management considers assets to be impaired if the carrying value exceeds the future projected cash flows from related operations. Management also reevaluates the periods of depreciation and amortization to determine whether subsequent events and circumstances warrant revised estimates of useful lives. As of December 31, 2018, management expects the carrying value of its long lived assets to be fully recoverable.

**Use of Estimates**

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

**Subsequent Events**

Events occurring after December 31, 2018 have been evaluated for possible adjustment to the financial statements or disclosure as of June 10, 2019, which is the date the financial statements were available to be issued.

**Note 3: Concentrations of Credit Risk**

The Company may be subject to credit risk on its cash and cash equivalent investments. At December 31, 2018, the Company maintains its cash balances at three institutions. Accounts at these institutions are insured by the FDIC, which covers up to \$250,000 for substantially all depository accounts. At various times throughout the year, the balances in these accounts may be in excess of federally insured limits. Management believes the Company is not exposed to any significant credit risk on cash and cash equivalents.

Concentrations of credit risks in accounts receivable are limited, due to the large number of customers comprising the Company's customer base. A significant component of the Company's revenue is derived from Medicare and Medicaid. Given that these are government programs, the credit risk for these customers is considered low. The Company performs ongoing credit evaluations of its other customers, but does not require collateral to support customer accounts receivable. The Company establishes an allowance for uncompensated care based on the credit risk applicable to particular customers, historical trends and other relevant information. For the year ended December 31, 2018, the Company derived approximately 73% of its revenues from Medicare and Medicaid and 27% from insurance providers, contracted payers and directly from patients.

**CARE AMBULANCE SERVICE, INC.****NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2018**

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**Note 4: Accrued Liabilities**

At December 31, 2018, accrued liabilities were as follows:

|                                             |                      |
|---------------------------------------------|----------------------|
| Agency contract and reimbursement payables  | \$ 3,525,573         |
| Accrued workers' compensation and insurance | 1,461,000            |
| Accrued payroll and vacation                | 4,651,346            |
| Patient refunds due                         | 1,482,333            |
| Other accrued liabilities                   | <u>1,192,213</u>     |
|                                             | <u>\$ 12,312,465</u> |

**Note 5: Capital Leases**

The Company leases ambulances under multiple lease agreements through Falck USA that expire at various dates through December 2022. The asset and liability held under capital leases are recorded at the lower of the present value of the minimum lease payments or the fair value of the related assets. The assets are depreciated over the lower of the related lease terms or the estimated useful life. Depreciation of the assets under capital lease is included in general and administrative expenses in the accompanying statement of income.

The following is a summary of property held under capital leases, net:

|                                |                      |
|--------------------------------|----------------------|
| Ambulances                     | \$ 23,982,459        |
| Less: accumulated depreciation | <u>(6,550,026)</u>   |
|                                | <u>\$ 17,432,433</u> |

Depreciation of assets held under capital leases is included in depreciation expense in the accompanying statement of income and totaled \$3,437,001 for the year ended December 31, 2018.

Future minimum lease payments under capital leases are as follows:

Year Ending December 31,

|                                                |                     |
|------------------------------------------------|---------------------|
| 2019                                           | \$ 5,615,864        |
| 2020                                           | 5,173,006           |
| 2021                                           | 3,502,194           |
| 2022                                           | <u>255,140</u>      |
| Total minimum lease payments                   | 14,546,204          |
| Less: interest                                 | <u>(1,553,452)</u>  |
| Present value of future minimum lease payments | 12,992,752          |
| Current portion                                | <u>(4,806,084)</u>  |
| Long-term portion                              | <u>\$ 8,186,668</u> |

The interest rate on these capitalized leases is variable. At December 31, 2018, the interest rate was approximately 6.23%.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**


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**Note 6: Income Taxes**

For income tax reporting purposes, the Company is part of a consolidated group, which includes other U.S. affiliates of Falck USA. Therefore, the Company does not file separate federal and state income tax returns for its stand-alone activity.

The Company provides for income taxes under the asset/liability method. Deferred income taxes are recognized for the tax consequences in future years for the differences between the tax bases of assets and liabilities and their financial reporting amounts at each year end, based on enacted laws and statutory tax rates applicable to the periods in which the differences are expected to affect taxable income.

For the year ended December 31, 2018, income tax expense consists of the following:

|                                     |                     |
|-------------------------------------|---------------------|
| Current income tax provision        | \$ 2,237,000        |
| Deferred provision for income taxes | <u>(514,000)</u>    |
|                                     | <u>\$ 1,723,000</u> |

State income taxes account for the primary difference between the Company's effective tax rate and the expected tax rate computed based upon applying the federal statutory rate.

The significant components of the deferred tax assets and liabilities at December 31, 2018 are as follows:

|                                                                    |                       |
|--------------------------------------------------------------------|-----------------------|
| Deferred income tax assets                                         |                       |
| Reserves and accruals                                              | \$ 2,995,000          |
| Deferred income tax liabilities                                    |                       |
| Depreciation of property, equipment,<br>and leasehold improvements | (4,310,000)           |
| Income tax payable - stand alone basis                             | <u>(2,237,000)</u>    |
| Deferred income taxes                                              | <u>\$ (3,552,000)</u> |

The federal income tax returns related to the Company's activity for tax years 2015 and beyond remain subject to examination by the Internal Revenue Service. The California income tax returns related to the Company's activity for tax year 2014 and beyond remain subject to examination by the Franchise Tax Board.

The Company did not have any unrecognized tax benefits as of December 31, 2018 and does not expect this to change significantly over the next twelve months. In accordance with FASB ASC 740, the Company recognizes interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense. As of December 31, 2018, the Company has not accrued interest or penalties related to uncertain tax positions.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**

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**Note 7: Operating Lease Commitments**

**Main Office**

The Company leases adjacent facilities in Orange, California which serve as the Company's main office facilities. The facilities are leased under two separate leases with separate lessors. One of the leases expired in August 2018, but was amended in March 2018 for another five year term, which expires in August 2023. The monthly rent on this lease ranged from \$16,445 to \$21,203 in 2018 and includes provisions for annual increases. The second lease expires in November 2019, and includes three five-year renewal options exercisable at the sole discretion of the Company. The monthly rent on the second lease is \$102,977. Under both leases the Company is responsible for monthly rent payments as well as the payment of all taxes, insurance premiums, repairs, utilities and maintenance.

For the year ended December 31, 2018, the total rent expense was \$1,428,168 for its main leased office.

**Substations/Operation Centers Leases**

The Company has 53 operating lease agreements with starting dates ranging from December 2012 through December 2027 for various substations and an operations center. The lease terms are from two to ten years with monthly payments ranging from approximately \$700 to \$14,743. Most of the lease agreements have provisions for annual increases to the monthly rent. As of December 31, 2018, the Company was also leasing 42 substations on a month-to-month basis, 24 of which the rents are based on the actual number of days of utilization.

For the year ended December 31, 2018, the total rent expense for these substations was \$3,137,159.

**Equipment**

The Company leases equipment under operating lease agreements expiring through May 2019. The lease terms are from four to five years with monthly payments ranging from \$264 to \$1,880. Total lease expense for equipment under operating lease agreements for the year ended December 31, 2018 was \$43,204.

**Other Operating Leases**

The Company has month-to-month leases for two additional parking lots with monthly payments of \$7,500. The rent expense for the year ended December 31, 2018 was \$90,000.

As of December 31, 2018, the Company had a month-to-month sublease rental income agreement with an unrelated entity for office space located near its main office premises, with a monthly payment of \$4,000. Sublease income for the year ended December 31, 2018 was \$48,000, and is reflected as a reduction of rent expense.

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**
**Note 7: Operating Lease Commitments (Continued)****Minimum Annual Rentals**

Minimum annual lease payments under non-cancellable operating leases for the years subsequent to December 31, 2018 are as follows:

| Year Ending<br>December 31, | Main<br>Office      | Substations/<br>Ops. Center | Equipment        | Total               |
|-----------------------------|---------------------|-----------------------------|------------------|---------------------|
| 2019                        | \$ 1,286,750        | \$ 1,287,029                | \$ 11,202        | \$ 2,584,981        |
| 2020                        | 264,690             | 924,406                     | -                | 1,189,096           |
| 2021                        | 272,630             | 718,723                     | -                | 991,353             |
| 2022                        | 280,809             | 497,060                     | -                | 777,869             |
| 2023                        | 190,913             | 326,364                     | -                | 517,277             |
| Thereafter                  | -                   | 1,020,984                   | -                | 1,020,984           |
|                             | <u>\$ 2,295,792</u> | <u>\$ 4,774,565</u>         | <u>\$ 11,202</u> | <u>\$ 7,081,560</u> |

Total rent expense for the year ended December 31, 2018 was \$4,650,531.

**Note 8: Contingencies**

The Company is subject to certain outside claims and litigation arising in the ordinary course of business. In the opinion of the Company's management and its counsel, the outcome of such matters will not have a material effect on the accompanying financial statements.

**Note 9: 401(k) Pension Plan**

The Company participates in a 401(k) pension plan that is sponsored by Falck USA. Employees who are at least 21 years of age and have met the service requirements of the plan are eligible to participate. The Plan provides for employer contributions to eligible employees. Employer contributions to the 401(k) plan for 2018 totaled \$1,123,253.

**Note 10: Related-party Transactions**

The Company regularly engages in various related party transactions with Falck Denmark, Falck USA, and other Falck USA related entities. The following table is a summary of the amounts due to the Company as a result of these transactions:

|                            |                      |
|----------------------------|----------------------|
| Falck Denmark              | \$ 14,975,787        |
| Falck USA related entities | 6,146,700            |
| Falck USA related entities | <u>11,101,439</u>    |
|                            | <u>\$ 32,223,926</u> |

For the purposes of the consolidated tax return all Falck USA and related balances will be eliminated upon consolidation. These balances do not bear interest and Falck Denmark ultimately determines when repayment will be made.

**CARE AMBULANCE SERVICE, INC.**

**NOTES TO FINANCIAL STATEMENTS**  
**DECEMBER 31, 2018**

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**Note 10: Related-party Transactions (Continued)**

The Company is charged a management fee from Falck based upon a percentage of net revenues before provision for doubtful accounts. For 2018, management fees totaled \$918,926, which is included in general and administrative expenses in the accompanying statement of income.





## CARE AMBULANCE SERVICE, INC. FOR THE YEAR ENDED DECEMBER 31, 2017

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FINANCIAL STATEMENTS  
& INDEPENDENT  
AUDITORS' REPORT

Focused  
on YOU



CARE AMBULANCE SERVICE, INC.

YEAR ENDED DECEMBER 31, 2017

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Care Ambulance Services, Inc.  
Orange, CA

We have audited the accompanying financial statements of Care Ambulance Service, Inc. (a California corporation), which comprise the balance sheet as of December 31, 2017, and the related statements of income, retained earnings, and cash flows for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Care Ambulance Service, Inc. as of December 31, 2017, and the results of its operations and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

*Lance, Soll & Luyhard, LLP*

Santa Ana, California  
June 11, 2018

CARE AMBULANCE SERVICE, INC.  
BALANCE SHEET  
DECEMBER 31, 2017

ASSETS

CURRENT ASSETS

|                                                                                                          |                |
|----------------------------------------------------------------------------------------------------------|----------------|
| Cash                                                                                                     | \$ 1,184,175   |
| Accounts receivable, net of provisions for<br>contractual allowances and allowance for doubtful accounts | 21,097,233     |
| Other receivables                                                                                        | 25,653         |
| Prepaid insurance                                                                                        | 503,536        |
| Prepaid expenses                                                                                         | <u>599,816</u> |
|                                                                                                          | 23,410,413     |

PROPERTY, EQUIPMENT, AND IMPROVEMENTS

|                                                 |                     |
|-------------------------------------------------|---------------------|
| Ambulances and support vehicles                 | 41,445,148          |
| Ambulance equipment                             | 7,769,942           |
| Office equipment                                | 3,615,133           |
| Furniture and fixtures                          | 1,305,223           |
| Leasehold improvements                          | <u>1,371,316</u>    |
|                                                 | 55,506,762          |
| Less: accumulated depreciation and amortization | <u>(25,280,174)</u> |
|                                                 | 30,226,588          |

OTHER ASSETS

|                     |                             |
|---------------------|-----------------------------|
| Due from affiliates | 16,838,104                  |
| Deposits            | <u>404,014</u>              |
|                     | <u>17,242,118</u>           |
|                     | <u><u>\$ 70,879,119</u></u> |

See independent auditors' report and notes to financial statements.

CARE AMBULANCE SERVICE, INC.  
BALANCE SHEET  
DECEMBER 31, 2017

LIABILITIES AND STOCKHOLDER'S EQUITY

CURRENT LIABILITIES

|                                              |                  |
|----------------------------------------------|------------------|
| Accounts payable                             | \$ 342,589       |
| Accrued liabilities                          | 12,758,085       |
| Current portion of capital lease obligations | <u>4,805,810</u> |
|                                              | 17,906,484       |

LONG-TERM LIABILITIES

|                           |                   |
|---------------------------|-------------------|
| Capital lease obligations | 12,993,026        |
| Deferred income taxes     | <u>3,595,000</u>  |
|                           | <u>16,588,026</u> |
|                           | 34,494,510        |

STOCKHOLDER'S EQUITY

|                            |                             |
|----------------------------|-----------------------------|
| Common stock               | 10                          |
| Additional paid-in-capital | 119,517                     |
| Retained earnings          | <u>36,265,082</u>           |
|                            | <u>36,384,609</u>           |
|                            | <u><u>\$ 70,879,119</u></u> |

See independent auditors' report and notes to financial statements.

CARE AMBULANCE SERVICE, INC.  
STATEMENT OF INCOME  
FOR THE YEAR ENDED DECEMBER 31, 2017

|                                               |                            |
|-----------------------------------------------|----------------------------|
| REVENUES                                      | \$ 293,363,857             |
| LESS: CONTRACTUAL ALLOWANCES                  | <u>171,497,121</u>         |
| REVENUES, NET OF CONTRACTUAL ALLOWANCES       | 121,866,736                |
| LESS: PROVISION FOR BAD DEBTS                 | <u>31,135,245</u>          |
| NET REVENUES                                  | 90,731,491                 |
| COST OF REVENUES                              | <u>70,030,544</u>          |
| GROSS PROFIT                                  | 20,700,947                 |
| DISPATCH, GENERAL AND ADMINISTRATIVE EXPENSES |                            |
| Dispatch and business office                  | 8,890,666                  |
| General and administrative                    | <u>8,433,367</u>           |
|                                               | <u>17,324,033</u>          |
| INCOME FROM OPERATIONS                        | 3,376,914                  |
| OTHER INCOME AND (EXPENSES)                   |                            |
| Interest expense                              | (819,937)                  |
| Other income                                  | <u>19,708</u>              |
|                                               | <u>(800,229)</u>           |
| NET INCOME BEFORE INCOME TAXES                | 2,576,685                  |
| PROVISION FOR INCOME TAXES                    | <u>1,058,000</u>           |
| NET INCOME                                    | <u><u>\$ 1,518,685</u></u> |

See independent auditors' report and notes to financial statements.



CARE AMBULANCE SERVICE, INC.  
STATEMENT OF RETAINED EARNINGS  
FOR THE YEAR ENDED DECEMBER 31, 2017

|                                      |                             |
|--------------------------------------|-----------------------------|
| RETAINED EARNINGS, BEGINNING OF YEAR | \$ 34,746,397               |
| NET INCOME                           | <u>1,518,685</u>            |
| RETAINED EARNINGS, END OF YEAR       | <u><u>\$ 36,265,082</u></u> |

See independent auditors' report and notes to financial statements.

CARE AMBULANCE SERVICE, INC.  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2017

|                                                                                             |                            |
|---------------------------------------------------------------------------------------------|----------------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES                                                        |                            |
| Net income                                                                                  | \$ 1,518,685               |
| Adjustments to reconcile net income to net cash provided by (used in) operating activities: |                            |
| Depreciation and amortization                                                               | 5,305,722                  |
| Loss on disposition of equipment                                                            | 7,924                      |
| Deferred income tax expense                                                                 | 1,058,000                  |
| Changes in operating assets and liabilities:                                                |                            |
| Accounts receivable                                                                         | 3,909,161                  |
| Other receivables                                                                           | 36,809                     |
| Prepaid insurance                                                                           | (145,889)                  |
| Prepaid expenses                                                                            | 1,952,558                  |
| Due from affiliates                                                                         | (7,333,337)                |
| Deposits                                                                                    | (96,144)                   |
| Accounts payable                                                                            | (388,126)                  |
| Accrued liabilities                                                                         | <u>2,119,776</u>           |
| NET CASH PROVIDED BY OPERATING ACTIVITIES                                                   | 7,945,139                  |
| CASH FLOWS FROM INVESTING ACTIVITIES                                                        |                            |
| Purchases of property, equipment, and leasehold improvements                                | <u>(3,109,611)</u>         |
| NET CASH USED IN INVESTING ACTIVITIES                                                       | (3,109,611)                |
| CASH FLOWS FROM FINANCING ACTIVITIES                                                        |                            |
| Payments on capital lease obligations                                                       | <u>(4,653,543)</u>         |
| NET CASH USED IN FINANCING ACTIVITIES                                                       | <u>(4,653,543)</u>         |
| NET INCREASE IN CASH                                                                        | 181,985                    |
| CASH, BEGINNING OF YEAR                                                                     | <u>1,002,190</u>           |
| CASH, END OF YEAR                                                                           | <u><u>\$ 1,184,175</u></u> |

See independent auditors' report and notes to financial statements.

CARE AMBULANCE SERVICE, INC.  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED DECEMBER 31, 2017

SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION

Cash paid during the year for:

|          |            |
|----------|------------|
| Interest | \$ 819,937 |
|----------|------------|

NON-CASH INVESTING ACTIVITIES

|                                                              |                    |
|--------------------------------------------------------------|--------------------|
| Purchases of property, equipment, and leasehold improvements | \$ 11,439,430      |
| Less: ambulances held under capital leases                   | <u>(8,329,819)</u> |

|                                                    |                     |
|----------------------------------------------------|---------------------|
| Cash paid for equipment and leasehold improvements | <u>\$ 3,109,611</u> |
|----------------------------------------------------|---------------------|

See independent auditors' report and notes to financial statements.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 1 – NATURE OF BUSINESS AND ORGANIZATION

Care Ambulance Service, Inc. (the “Company”) was formed on March 24, 1988. The Company was previously incorporated as Care Convalescent Ambulance, Inc. on August 3, 1976. The Company provides 911, emergency and non-emergency ambulance services, including neonatal intensive care, pediatric intensive care and specialty/critical care transports in Southern California. The Company’s main office is located in Orange, California.

The Company is wholly owned by FCA Corp., a California corporation (“FCA”). FCA is a wholly owned subsidiary of Falck USA Inc., a Delaware corporation (“Falck”).

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This summary of significant accounting policies of the Company is presented to assist in understanding the Company’s financial statements. The financial statements and notes are representations of the Company’s management who is responsible for their integrity and objectivity.

*Basis of Accounting*

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The accrual basis of accounting recognizes revenues in the accounting period in which revenues are earned regardless of when cash is received, and recognizes expenses in the accounting period in which expenses are incurred regardless of when cash is disbursed.

*Revenue Recognition and Patient Receivables*

The Company recognizes patient service revenues associated with services provided to patients who have third-party payer coverage; including Medicare, Medicaid and other managed care contractual arrangements, on the basis of contractual rates for the services rendered. For uninsured patients that do not qualify for charity care, the Company recognizes revenues on the basis of its standard rates for services provided.

The Company's revenues from third-party payers, the uninsured and other sources before provision for doubtful accounts are summarized in the following table (dollars in millions):

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Revenue Recognition and Patient Receivables (Cont'd)

|                              |                         |
|------------------------------|-------------------------|
| Medicare                     | \$ 141.11               |
| Medicaid                     | 68.85                   |
| Managed care                 | 51.51                   |
| Indemnity, self-pay, other   | <u>31.89</u>            |
|                              | 293.36                  |
| Less: contractual allowances | (171.50)                |
|                              | <u><u>\$ 121.86</u></u> |

The Company recognizes patient service revenues based upon estimated amounts due from payers. The Company estimates contractual adjustments and allowances based upon payment terms set forth in its commercial health insurance contracts and by federal and state regulations. For the majority of its patient service revenues, the Company applies contractual adjustments to patient accounts at the time of billing using specific payer contract terms entered into the accounts receivable systems, but in some cases the Company records an estimated allowance until payment is received. The Company derives most of its patient service revenues from health care services provided to patients with Medicare, Medicaid and commercial health insurance.

Provision for Bad Debts

The Company provides for accounts receivable that could become uncollectible by establishing an allowance to reduce the carrying value of such receivables to their estimated net realizable value. The Company estimates this allowance based on the aging of its accounts receivable, historical collections experience for each type of patient, and other relevant factors. The Company's policy is to attempt to collect amounts due from patients, including copayments and deductibles due from patients with insurance, at the time of service while complying with all federal and state laws and regulations.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Provision for Bad Debts (Cont'd)

Accounts receivable as of December 31, 2017 consist of the following:

|                                  |                             |
|----------------------------------|-----------------------------|
| Patient accounts receivable      | \$ 46,858,541               |
| Less: provision for bad debts    | <u>(25,761,308)</u>         |
| Patient accounts receivable, net | <u><u>\$ 21,097,233</u></u> |

Property, Equipment, and Improvements

Property, equipment, and leasehold improvements are stated at cost. Major repairs and leasehold improvements are capitalized. Maintenance and repairs are expensed as incurred. Depreciation of property and equipment is provided over the estimated useful lives of the respective assets using the straight-line method. Leasehold improvements are amortized on the straight-line basis over the terms of the respective leases. The estimated useful lives of the related assets are as follows:

|                                 |              |
|---------------------------------|--------------|
| Ambulances and support vehicles | 3 - 7 years  |
| Ambulance equipment             | 5 - 14 years |
| Office equipment                | 3 - 7 years  |
| Furniture and fixtures          | 5 - 7 years  |
| Leasehold improvements          | 3 - 10 years |

Depreciation and amortization expense for the year ended December 31, 2017 was \$5,305,722.

When assets are retired, or otherwise disposed of, the cost and related accumulated depreciation and amortization are removed from the accounts, and any resulting gain or loss is reflected in income for the period.

Long-lived assets of the Company are reviewed annually as to whether their carrying value has been impaired. Management considers assets to be impaired if the carrying value exceeds the future projected cash flows from related operations. Management also reevaluates the periods of depreciation and amortization to determine whether subsequent events and circumstances warrant revised estimates of useful lives. As of December 31, 2017, management expects the carrying value of its long lived assets to be fully recoverable.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Statement of Cash Flows

For purposes of the statement of cash flows, the Company's cash equivalents include time deposits and all highly-liquid temporary interest-bearing deposits having an original maturity date of three months or less.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Accordingly, actual results could differ from those estimates.

NOTE 3 – CONCENTRATIONS OF CREDIT RISK

The Company may be subject to credit risk on its cash and cash equivalent investments. At December 31, 2017, the Company maintains its cash balances at three institutions. Accounts at these institutions are insured by the FDIC, which covers up to \$250,000 for substantially all depository accounts. At various times throughout the year, the balances in these accounts may be in excess of federally insured limits. Management believes the Company is not exposed to any significant credit risk on cash and cash equivalents.

Concentrations of credit risks in accounts receivable is limited, due to the large number of customers comprising the Company's customer base. A significant component of the Company's revenue is derived from Medicare and Medicaid. Given that these are government programs, the credit risk for these customers is considered low. The Company performs ongoing credit evaluations of its other customers, but does not require collateral to support customer accounts receivable. The Company establishes an allowance for uncompensated care based on the credit risk applicable to particular customers, historical trends and other relevant information. For the year ended December 31, 2017, the Company derived approximately 72% of its revenues from Medicare and Medicaid and 28% from insurance providers, contracted payers and directly from patients.



CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 4 – ACCRUED LIABILITIES

Accrued liabilities were as follows as of December 31, 2017:

|                                                     |                      |
|-----------------------------------------------------|----------------------|
| Agency contract and reimbursement payables          | \$ 4,520,040         |
| Accrued workers' compensation insurance liabilities | 1,400,000            |
| Accrued payroll and vacation                        | 2,896,262            |
| Other accrued liabilities                           | <u>3,941,783</u>     |
|                                                     | <u>\$ 12,758,085</u> |

NOTE 5 – CAPITAL LEASES

The Company leases ambulances under multiple lease agreements through Falck that expire at various dates through 2022. The asset and liability held under capital leases are recorded at the lower of the present value of the minimum lease payments or the fair value of the related assets. The assets are depreciated over the lower of the related lease terms or the estimated useful life. Depreciation of the assets under capital lease is included in general and administrative expenses in the accompanying statement of income.

The following is a summary of property held under capital leases, net:

|                                |                      |
|--------------------------------|----------------------|
| Ambulances                     | \$ 23,982,459        |
| Less: accumulated depreciation | <u>(3,113,025)</u>   |
|                                | <u>\$ 20,869,434</u> |

Depreciation of assets held under capital leases is included in depreciation expense in the accompanying statement of income and totaled \$2,290,164 for the year ended December 31, 2017.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 5 – CAPITAL LEASES (CONT'D)

Future minimum lease payments under capital leases are as follows:

| <u>Year Ending December 31,</u>                |                      |
|------------------------------------------------|----------------------|
| 2018                                           | \$ 5,397,121         |
| 2019                                           | 5,238,100            |
| 2020                                           | 4,935,432            |
| 2021                                           | 3,400,274            |
| 2022                                           | <u>249,170</u>       |
| Total minimum lease payments                   | 19,220,097           |
| Less: interest                                 | <u>(1,421,261)</u>   |
| Present value of future minimum lease payments | <u>\$ 17,798,836</u> |

The interest rate on these capitalized leases is variable. At December 31, 2017, the interest rate was 3.3%.

NOTE 6 – INCOME TAXES

For income tax reporting purposes, the Company is part of a consolidated group, which includes other U.S. affiliates of Falck. Therefore, the Company does not file separate federal and state income tax returns for its stand-alone activity.

The Company provides for income taxes under the asset/liability method. Deferred income taxes are recognized for the tax consequences in future years for the differences between the tax bases of assets and liabilities and their financial reporting amounts at each year end, based on enacted laws and statutory tax rates applicable to the periods in which the differences are expected to affect taxable income.

For the year ended December 31, 2017, income tax expense consists of the following:

|                                     |                     |
|-------------------------------------|---------------------|
| Current income tax provision        | \$ 1,764,000        |
| Deferred provision for income taxes | <u>(706,000)</u>    |
|                                     | <u>\$ 1,058,000</u> |

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 6 - INCOME TAXES (CONT'D)

State income taxes account for the primary difference between the Company's effective tax rate and the expected tax rate computed based upon applying the federal statutory rate.

The significant components of the deferred tax assets and liabilities at December 31, 2017 are as follows:

|                                                                    |                       |
|--------------------------------------------------------------------|-----------------------|
| Deferred income tax assets                                         |                       |
| Reserves and accruals                                              | \$ 2,863,000          |
| Deferred income tax liabilities                                    |                       |
| Depreciation of property, equipment,<br>and leasehold improvements | <u>(6,458,000)</u>    |
| Net deferred tax liabilities                                       | <u>\$ (3,595,000)</u> |

The federal income tax returns related to the Company's activity for tax years 2014 and beyond remain subject to examination by the Internal Revenue Service. The California income tax returns related to the Company's activity for tax year 2013 and beyond remain subject to examination by the Franchise Tax Board.

The Company did not have any unrecognized tax benefits as of December 31, 2017 and does not expect this to change significantly over the next twelve months. In accordance with FASB ASC 740, the Company recognizes interest and penalties accrued on any unrecognized tax benefits as a component of income tax expense. As of December 31, 2017, the Company has not accrued interest or penalties related to uncertain tax positions.

NOTE 7 – COMMON STOCK

The Company is authorized to issue 1,000 shares of common stock at a stated value of \$0.01 per share. At December 31, 2017, there were 1,000 shares of common stock issued and outstanding.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 8 – OPERATING LEASE COMMITMENTS

Main Office

The Company leases adjacent facilities in Orange, California which serve as the Company's main office facilities. The facilities are leased under two separate leases with separate lessors. One of the leases expires in August 2018, but was amended in March 2018 for another five year term, which expires in August 2023. The monthly rent on this lease is \$16,445 and includes provisions for annual increases. The second lease expires in November 2019, and includes three five-year renewal options exercisable at the sole discretion of the Company. The monthly rent on the second lease is \$102,977. Under both leases the Company is responsible for monthly rent payments as well as the payment of all taxes, insurance premiums, repairs, utilities and maintenance.

For the year ended December 31, 2017, the total rent expense was \$1,405,962 for its main leased office.

Substations/Operation Centers Leases

The Company has 49 operating lease agreements with starting dates ranging from December 2012 through September 2017 for various substations and an operations center. The lease terms are from two to ten years with monthly payments ranging from approximately \$700 to \$14,743. Most of the lease agreements have provisions for annual increases to the monthly rent.

As of December 31, 2017, the Company was also leasing 48 substations on a month-to-month basis, 25 of which the rents are based on the actual number of days of utilization.

For the year ended December 31, 2017, the total rent expense for these substations was \$2,873,834.

Equipment

The Company leases equipment under operating lease agreements expiring through May 2019. The lease terms are from four to five years with monthly payments ranging from \$264 to \$1,658. Total lease expense for equipment under operating lease agreements for the year ended December 31, 2017 was \$40,197.

Other Operating Leases

The Company has month-to-month leases for two additional parking lots with monthly payments of \$9,500. The rent expense for the year ended December 31, 2017 was \$97,500.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 8 – OPERATING LEASE COMMITMENTS (CONT'D)

Other Operating Leases (Cont'd)

As of December 31, 2017, the Company had a month-to-month sublease rental income agreement with an unrelated entity for office space located near its main office premises, with a monthly payment of \$4,000. Sublease income for the year ended December 31, 2017 was \$48,000, and is reflected as a reduction of rent expense.

Minimum Annual Rentals

Minimum annual lease payments under non-cancellable operating leases for the years subsequent to December 31, 2017 are as follows:

| Year Ending<br>December 31, | Main<br>Office      | Substations/<br>Ops. Center | Equipment        | Total               |
|-----------------------------|---------------------|-----------------------------|------------------|---------------------|
| 2018                        | \$ 1,452,094        | \$ 1,651,495                | \$ 45,663        | \$ 3,149,252        |
| 2019                        | 1,286,750           | 1,132,447                   | 11,053           | 2,430,250           |
| 2020                        | 264,690             | 718,759                     | -                | 983,449             |
| 2021                        | 272,630             | 552,570                     | -                | 825,200             |
| 2022                        | 280,809             | 411,854                     | -                | 692,663             |
| Thereafter                  | 190,913             | 1,193,980                   | -                | 1,384,893           |
|                             | <u>\$ 3,747,886</u> | <u>\$ 5,661,105</u>         | <u>\$ 56,716</u> | <u>\$ 9,465,707</u> |

Total rent expense for the year ended December 31, 2017 was \$4,369,494.

NOTE 9 – CONTINGENCIES

The Company is subject to certain outside claims and litigation arising in the ordinary course of business. In the opinion of the Company's management and its counsel, the outcome of such matters will not have a material effect on the accompanying financial statements.

NOTE 10 – 401(k) PENSION PLAN

The Company participates in a 401(k) pension plan that is sponsored by Falck. Employees who are at least 21 years of age and have met the service requirements of the plan (as defined) are eligible to participate. The Plan provides for employer contributions to eligible employees. Employer contributions to the 401(k) plan for 2017 totaled \$946,500.

CARE AMBULANCE SERVICE, INC.  
NOTES TO FINANCIAL STATEMENTS  
DECEMBER 31, 2017

NOTE 11 – RELATED PARTY TRANSACTIONS

From time to time the Company will engage in transactions with Falck and affiliates controlled by Falck. As a result of these transactions, the Company had a net due from affiliates of \$16,838,104 as of December 31, 2017.

The Company is charged a management fee from Falck based upon a percentage of net revenues before provision for doubtful accounts. For 2017, management fees totaled \$891,282, which is included in general and administrative expenses in the accompanying statement of income.

NOTE 12 – SUBSEQUENT EVENTS

Events occurring after December 31, 2017 have been evaluated for possible adjustment to the financial statements or disclosure as of June 11, 2018, which is the date the financial statements were available to be issued.



# ATTACHMENT 17

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Certificate of Insurance

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **DESIGNATED INSURED FOR COVERED AUTOS LIABILITY COVERAGE**

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM  
BUSINESS AUTO COVERAGE FORM  
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" for Covered Autos Liability Coverage under the Who Is An Insured provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

**Named Insured:** FALCK USA, Inc.

**Endorsement Effective Date:** October 1, 2020

### **SCHEDULE**

**Name Of Person(s) Or Organization(s):**

Where required by written contract executed prior to loss.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

Each person or organization shown in the Schedule is an "insured" for Covered Autos Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured provision contained in Paragraph **A.1.** of Section **II** – Covered

Autos Liability Coverage in the Business Auto and Motor Carrier Coverage Forms and Paragraph **D.2.** of Section **I** – Covered Autos Coverages of the Auto Dealers Coverage Form.

## ADDITIONAL INSURED – AUTOMATIC STATUS WHEN REQUIRED IN A WRITTEN AGREEMENT WITH YOU

| Attached to and forming part of Policy Number: | First Named Insured: | Policy Period:                                                                                                        |
|------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------|
| 005CA000027739                                 | Falck USA, Inc.      | 10/01/2020 to 10/01/2021<br><br>At 12:01 AM Standard Time at the address of the First Named Insured as stated herein. |

### THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies the insurance provided under the following:

Entity Medical Professional Liability Coverage Part  
Commercial General Liability Coverage Part

Subject to all other terms and conditions of the POLICY, it is agreed and understood that:

A. Section II. Definition of Insured is amended to include as an additional INSURED any person(s) or organization(s) when YOU and such person(s) or organization(s) have agreed in writing in a contract or agreement that such person(s) or organization(s) be added as an additional INSURED on your POLICY. Such person(s) or organization(s) is an INSURED only with respect to liability arising out of the activities as described within the contract by a NAMED INSURED and such person(s) or organization(s). However, the insurance afforded to such additional INSURED:

1. Only applies to the extent permitted by law; and
2. Will not be broader than that which a NAMED INSURED is required by the contract or agreement to provide for such additional INSURED.

A person's or organization's status as an additional INSURED under this endorsement ends when their contract or agreement with YOU ends.

B. With respect to the insurance afforded to the additional INSURED, the following is added to Section III. Our Limit of Liability:

If coverage provided to the additional INSURED is required by a contract or agreement, the most WE will pay on behalf of the additional INSURED is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Liability shown in the DECLARATIONS; whichever is less.

This endorsement shall not increase the applicable Limit of Liability shown in the DECLARATIONS.

Nothing in this endorsement shall vary, alter, waive or extend any of the terms and conditions of the POLICY, other than as expressly stated above.

Sam Mezzich  
President

Erin B. Bagley  
Assistant Secretary



# ATTACHMENT 18

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CAAS Accreditation

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD

# The Commission on Accreditation of Ambulance Services

## *Certificate of Accreditation*

Care Ambulance Service, Inc.  
Orange, California

The Commission on Accreditation of Ambulance Services presents this certificate of Accreditation in recognition of this service's voluntary compliance with the Commission's high standards. These standards have been established to encourage and promote improved quality patient care in the medical transportation system. This service has successfully completed a comprehensive external review to verify compliance with these national standards.

**Issued:** December, 2019



Matthew R. Stregger, Chair  
Panel of Commissioners



**Expires:** January 31, 2023



Dale J. Berry, Chair  
Board of Directors



# ATTACHMENT 19

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ImageTrend Elite Electronic Patient Care Record (ePCR) System

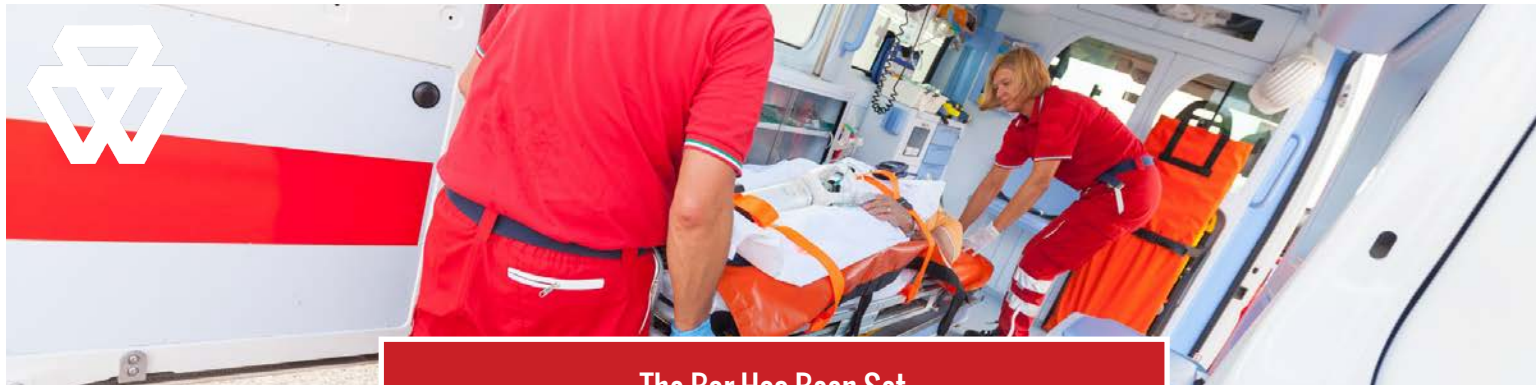
**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD







## The Bar Has Been Set

ImageTrend Elite™ is the gold standard of electronic documentation and reporting. It was developed with the user in mind, with a fluid interface optimized across multiple platforms and operating systems. The smart dashboard and real-time validation further improve productivity by allowing flexibility and reducing inaccuracies.

### Built on Standards

You can count on standardized data formats - including certified compliant NEMSIS version 3 and NFIRS 5.0 - from the field to final reporting in national databases.



### Multi-Device Ready

Choose the right type of device for your department, rather than being tied to one type of operating system, or even run a mix of devices. Ruggedized Windows-based laptops can coexist with Apple iPad and a Google Android tablets – all using the same software. That equates to less configuration time, faster training and consistent user experience, even in a mixed-platform environment. See *System Requirements* at ImageTrend.com for details.

### Fluid, Intelligent Interface

The Elite interface was built from the ground up for the ultimate user experience in data collection and reporting.

- Up-front view of key performance indicators (KPIs) with the dashboard
- Visual cues for users with color-blindness
- Contrasting hues provide quick alerts to validation status
- Rapidly assign fields to a form with the Form Manager
- Experience a layout that automatically adjusts to each device



### Report and Analyze

ImageTrend's powerful reporting database gives you the flexibility to quickly and easily create dynamic reports. Monitor key performance indicators, set up alerts or triggers, or integrate multiple data sources to reveal the trends in your community.

### Dynamic Power Tools™ and Situation Tools™

Dynamic Power Tools and Situation Tools make complex or repetitive documentation a breeze, reducing documentation effort for common procedures or doses to something as easy as a single tap based on the situation at hand. Crews can save valuable time without sacrificing accuracy.



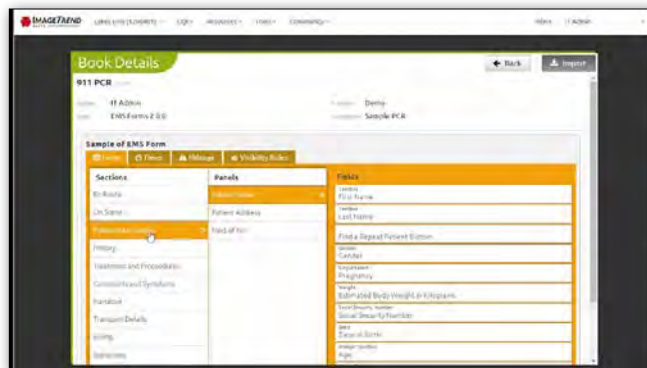


Elite connects multiple disciplines with a single platform and integrates with other systems to aid data sharing and submission. With the Open Platform through Health Information Hub™ (HIH™), Elite can connect with hospitals or transfer encounters to and from other agencies - even if they don't have Elite!\*

With optional Elite Field, incidents and inspections can still be documented without a wifi signal. Once connection is restored, completed reports can be submitted to Elite's cloud-based system. Elite Field's encrypted database keeps sensitive data protected from unauthorized access on the local device.

There is no need to have separate fire RMS and ePCR documentation. With Elite, incidents can be linked to reduce data entry and discrepancies. With the optional Critical Care Module, agencies providing CCT (critical care transport) can document data points specific to their industry in the same system. The common interface also reduces training times for crew with both fire and EMS duties.

To simplify setup and encourage best practices, the Library makes it easy to share user-generated content with peers in other departments. Users can share form templates, worksheets, print reports, Dynamic Power Tools and system level validation rules in the library. All are categorized and searchable.



One of the key reasons Elite can do so much is because of its extended enterprise capabilities.

- Scalable from smaller agencies or departments with 200 incidents/year to a large statewide system
- Configurable access and security based on permission groups
- Tiered administration and reporting based on your organizational structure
  - ◊ Statewide, countywide, regional or district
  - ◊ Cooperative or large private ambulance
  - ◊ Custom groupings of more than one agency or department
- Users associated with multiple agencies can belong to a different permission group for each
- System configurable and service configurable settings

\* Requires each endpoint to be certified NEMESIS version 3 compliant. Special data sharing agreements required - contact ImageTrend for details.



**Join us at our annual Connect User Conference!**

Connect with industry leaders and peers nationwide. More information: [ImageTrend.com/Connect](http://ImageTrend.com/Connect)





# ATTACHMENT 20

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Community Outreach & Education Overview

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD





## Community Outreach & Education

Falck recognizes the company's special role in promoting public health and safety in the communities we serve. Annually, Falck provides hundreds of hours of community service and education programming throughout California. Falck's Clinical Manager in Oxnard will coordinate community education and outreach programming with the Oxnard Fire Department to ensure programs integrate well with OFD offerings and address the community's special needs. We offer a variety of educational programs tailored to local service areas that are designed to improve access to the 9-1-1 system and to promote health and wellness. Educational programs will be provided to schools and community groups within the City on a regular basis. Falck routinely collaborates with fire agencies, non-profit organizations and EMS-related groups, such as the American Heart Association, the American Red Cross, to develop and deliver quality education for a variety of audiences.



**Falck routinely hosts ambulance tours and educational programs at schools to educate children about EMS and the 9-1-1 system.**

While our programs in the City will be customized in collaboration with OFD, we describe several popular outreach programs below that reflect Falck's experience in community education.

### Stop the Bleed Campaign



With an eye toward addressing pressing public health concerns, including mass shooting events, Falck participates in the Stop the Bleed educational program. Stop the Bleed is a national campaign spearheaded by the Department of Homeland Security (DHA) that enhances community preparedness for mass shootings and other traumatic incidents. The program encourages bystanders to become trained, equipped and empowered to assist victims in a bleeding emergency until EMS arrives.

The program includes school-age children and adults, with classes coordinated through schools and community organizations and material tailored to the age of the audience. The program also helps spread awareness of the Stop the Bleed App, which provides straightforward, step-by-step first aid and tourniquet instructions to citizen responders via phone app to help curtail bleeding in a trauma victim until EMS arrives. Falck's instructors are specially trained in the Stop the Bleed curriculum.



## Hands-Only CPR Education & Events

Falck routinely supports Sidewalk CPR and Hands-Only CPR/AED education throughout the areas we serve. Hands-only CPR is American Heart Association (AHA)-sanctioned education that's often provided in collaboration with fire agencies and other community groups. The program delivers effective CPR education en masse to increase the number of citizen CPR responders in the community prepared to initiate resuscitation efforts before EMS arrives, as they are often the "first responders" on scene. The company provides certified CPR instructors and equipment for Sidewalk CPR stations.

## Teen DUI Education

Falck is an active supporter of programs designed to educate teens about the dangers of driving under the influence. For example, the company is highly involved in the "Every 15 Minutes Program" in California and Colorado, which brings together a broad coalition of local agencies in the state to reduce alcohol-related accidents among teens. The program is a collaboration between the Highway Patrol, local law enforcement agencies, hospitals, first responder agencies, schools, businesses and service clubs. It's designed to promote good choices among teenagers and to raise awareness about the very tragic consequences of driving under the influence. This powerful two-day program challenges students to think about drinking, texting while driving, personal safety, and the responsibility of making mature decisions when lives are on the line. Similar teen programs will be provided or supported in collaboration with partner agencies in Harris County.



**Teens in Laguna Hills, California, participate in a hands-on Every 15 Minutes mock accident to experience first-hand the potentially devastating consequences of driving under the influence.**

## EMS Education for Kids

Falck often collaborates with local non-profits and hospital systems to provide education and safety programs for children. For example, in California Falck is an active coalition member of Safe Kids Orange County and the Orange County Child Passenger Safety Task Force, with Children's Hospital of Orange County (CHOC) acting as the lead for both organizations. Falck's Care Ambulance Service collaborates with CHOC to help enhance public awareness and improve safety for the area's youngest residents.



**Falck staff deliver first aid and other youth-focused education in collaboration with non-profits and children's hospitals.**

Community education programs focus on teaching evidence-based best practices in childhood injury prevention and wellness, including car seat installation events and the hosting of NHTSA-certified car seat technician courses for partner agencies.

In addition, Falck EMTs and Paramedics teach a variety of Safe Kids classes in the regions we serve, in partnership with LEMSAs and the local first responder agencies. Topics include water safety, home safety, helmet use, car seat use, babysitting preparedness, medication safety and sports safety. Programs, which are frequently delivered at schools and community centers, are led by a designated Falck Community Education Coordinator and supported by specially trained field-level staff who have an interest in, and affinity for, community education and outreach.

## Senior-Focused Education & Care

Senior citizens represent another vulnerable population that benefits from EMS involvement in outreach and education. In areas with a high concentration of senior communities, Falck may provide a dedicated 24-hour ambulance. Staff in these locations receive specialized customer service training focused on common senior health issues. Ambulance personnel conduct senior welfare checks and provide specialized public health and education programs targeted to this older demographic, such as blood pressure screenings or fall prevention.

## Public Access Defibrillation (PAD), CPR & First Aid Education

Working with local jurisdictions, Falck provides Public Access Defibrillation (PAD) services upon request. The company provides required medical oversight of these important life-saving programs, and trains and certifies local police agencies and local government employees in the proper use of AEDs. Falck also routinely delivers CPR and first-aid education for city or county staff in the EOAs we serve.

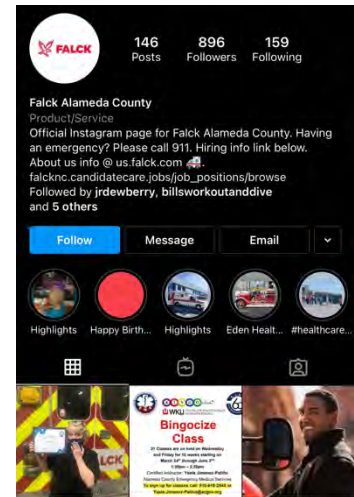


## Community Engagement Via Social Media

Falck maintains active social media campaigns via Instagram and/or Facebook as a tool to educate and inform the communities we serve. These popular social media platforms help us better engage with the local community, our workforce, our partner agencies and the global EMS community.

We often post timely public service announcements (PSAs) regarding national public health campaigns and communicate on Instagram during local disaster events. We also use social to promote ongoing community education initiatives and to disseminate company news and EMS event announcements. In addition, Falck frequently uses these platforms to “high-five” staff for a job well-done.

Programs such as those described here will be developed in collaboration with OFD to ensure outreach and education addresses the local community needs and achieves unified messaging.



**Local Falck operations are active on social media to educate the public and engage with employees.**





# ATTACHMENT 21

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Letters of Recommendation

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



Westminster Police Department  
Mark Lauderback, Chief of Police  
8200 Westminster Boulevard, Building 5, Westminster, CA 92683  
[www.westminster-ca.gov](http://www.westminster-ca.gov) (714) 898-3315



February 17, 2021

**City of Oxnard Fire Department**  
360 W. Second St.  
Oxnard, CA 93030

To Whom It May Concern:

Since 2016, the City of Westminster has contracted with Falck Mobile Health Corp. dba Care Ambulance for 911 ambulance services in conjunction with Orange County Fire Authority (OCFA). We are an ethnically diverse community with a population over 91,000.

Throughout our partnership, the team at Falck/Care has consistently delivered reliable, high-quality, and equitable service to our City. They have proven to be collaborative, transparent, and responsive to all matters related to our system. It is my firm belief that the City of Oxnard would receive the same level of service we have experienced should it choose Falck Mobile Health in its RFP process.

Should you require any further information related to our contract, please do not hesitate to contact me directly at (714) 548-3200.

Respectfully,

A handwritten signature in blue ink, appearing to read "Mark Lauderback".

Mark Lauderback  
Chief of Police

MAYOR  
Vicente Sarmiento  
MAYOR PRO TEM  
David Penaloza  
COUNCILMEMBERS  
Phil Bacerra  
Johnathan Ryan Hernandez  
Jessie Lopez  
Nelida Mendoza  
Thai Viet Phan



CITY MANAGER  
Kristine Ridge  
CITY ATTORNEY  
Sonia R. Carvalho  
CLERK OF THE COUNCIL  
Daisy Gomez

## CITY OF SANTA ANA

### FINANCE AND MANAGEMENT SERVICES

20 Civic Center Plaza • P.O. Box 1964 | Santa Ana, California 92702

February 17, 2021

To Whom It May Concern,

Since 2012, the City of Santa Ana has contracted with Falck Mobile Health Corp., dba Care Ambulance for 911 ambulance services in conjunction with the Orange County Fire Authority (OCFA). In December 2018, the City awarded Care Ambulance a five year contract renewal through December 31, 2023, with subsequent renewal options totaling an addition five years through December 31, 2028.

We are an ethnically diverse community with a population over 335,000 spread over 27.5 square miles. Amongst cities in the United States with a population of 300,000 or more, Santa Ana is the fourth-most densely populated: with 12,471.5 people per square mile.

Throughout our relationship, the team at Falck/Care has consistently delivered reliable, high-quality, and equitable service to our City. They have proven to be collaborative, transparent, and responsive to all matters related to our system. It is my belief that the City of Oxnard would receive the same consistently high level of service that we have experienced should it choose Falck Mobile Health in its RFP process.

Should you require any more information related to our contract, please do not hesitate to contact Alex Gutierrez, Management Analyst, by phone at (714) 647-5497 or via email at [agutierrez@santa-ana.org](mailto:agutierrez@santa-ana.org).

Sincerely,

Willard V. Holt  
Treasury & Customer Services Manager  
Finance and Management Services Agency

cc: Alex Gutierrez, Management Analyst

#### SANTA ANA CITY COUNCIL

Vicente Sarmiento  
Mayor  
[vsarmiento@santa-ana.org](mailto:vsarmiento@santa-ana.org)

David Penaloza  
Mayor Pro Tem, Ward 2  
[dpenaloza@santa-ana.org](mailto:dpenaloza@santa-ana.org)

Thai Viet Phan  
Ward 1  
[tphan@santa-ana.org](mailto:tphan@santa-ana.org)

Jessie Lopez  
Ward 3  
[jessielopez@santa-ana.org](mailto:jessielopez@santa-ana.org)

Phil Bacerra  
Ward 4  
[pbacerra@santa-ana.org](mailto:pbacerra@santa-ana.org)

Johnathan Ryan Hernandez  
Ward 5  
[jryanhernandez@santa-ana.org](mailto:jryanhernandez@santa-ana.org)

Nelida Mendoza  
Ward 6  
[nmendoza@santa-ana.org](mailto:nmendoza@santa-ana.org)



# ATTACHMENT 22

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List of 911 Contracts

**Falck**

Solicitation No. FI-21-51

PROPOSAL TO PROVIDE ADVANCED LIFE SUPPORT (ALS) AMBULANCE TRANSPORT SERVICES  
FOR THE CITY OF OXNARD



## LIST OF 911 CONTRACTS

### SOUTHERN CALIFORNIA – FALCK MOBILE HEALTH CORP./CARE AMBULANCE SERVICE, INC.

| Location                        | Contract | Reimbursement   | Contact          | Phone        | Original Contract Start |
|---------------------------------|----------|-----------------|------------------|--------------|-------------------------|
| Anaheim Fire and Rescue         | BLS 911  | Alliance        | Pat Russell      | 714-765-4000 | 1998                    |
| City of Buena Park              | BLS 911  | Fee For Service | Aaron France     | 714-562-3554 | 1999                    |
| Costa Mesa Fire and Rescue      | BLS 911  | Alliance        | Dan Stefano      | 714-754-5106 | 2008                    |
| Fountain Valley Fire Department | BLS 911  | Alliance        | Ron Cookston     | 714-593-4436 | 1998                    |
| Fullerton Fire Department       | BLS 911  | Alliance        | Adam Loeser      | 714-738-6500 | 2003                    |
| City of Garden Grove            | BLS 911  | Fee For Service | Scott Stiles     | 714-741-5100 | 2001                    |
| City of La Habra                | BLS 911  | Alliance        | Robert Ferrier   | 562-383-4010 | 2008                    |
| County of Los Angeles EOA 2     | BLS 911  | Fee For Service | Cathy Chidester  | 562-347-1604 | 2019                    |
| County of Los Angeles EOA 3     | BLS 911  | Fee For Service | Cathy Chidester  | 562-347-1604 | 2017                    |
| County of Los Angeles EOA 4     | BLS 911  | Fee For Service | Cathy Chidester  | 562-347-1604 | 2016                    |
| County of Orange - Reg B        | BLS 911  | Fee For Service | Tamara McConnell | 714-834-3500 | 2008                    |
| County of Orange - Reg C        | BLS 911  | Fee For Service | Tamara McConnell | 714-834-3500 | 2015                    |
| County of Orange - Reg D        | BLS 911  | Fee For Service | Tamara McConnell | 714-834-3500 | 2015                    |
| County of Orange - Reg E        | BLS 911  | Fee For Service | Tamara McConnell | 714-834-3500 | 2015                    |
| City of Santa Ana               | BLS 911  | Alliance        | Willard Holt     | 714-647-5456 | 2012                    |
| City of San Clemente            | BLS 911  | Alliance        | Erik Sund        | 949-361-8200 | 2015                    |
| City of Westminster             | BLS 911  | Alliance        | Mark Lauderback  | 714-548-3200 | 2016                    |

### NORTHERN CALIFORNIA – FALCK

| Location       | Contract           | Reimbursement | Contact        | Phone        | Original Contract Start |
|----------------|--------------------|---------------|----------------|--------------|-------------------------|
| Alameda County | Exclusives 911 ALS | FFS           | Lauri McFadden | 510-618-2055 | 7/1/19                  |



## LIST OF 911 CONTRACTS

Cont.

### COLORADO – FALCK

| Location       | Contract           | Reimbursement | Contact        | Phone        | Original Contract Start |
|----------------|--------------------|---------------|----------------|--------------|-------------------------|
| City of Aurora | Exclusives 911 ALS | FFS           | Jason Bachelor | 303-739-7060 | 9/1/15                  |

### OREGON - FALCK

| Location      | Contract           | Reimbursement | Contact       | Phone        | Original Contract Start |
|---------------|--------------------|---------------|---------------|--------------|-------------------------|
| City of Salem | Exclusives 911 ALS | FFS           | Darrin George | 503-932-5785 | 2015                    |

## EXHIBIT C

### LIVING WAGE POLICY EXHIBIT

The Living Wage Policy of the City of Oxnard is hereby adopted by the City Council on July 9, 2002 to be effective October 1, 2002.

1. Pursuant to this Living Wage Policy, Falck shall pay those employees who provide services to the City under contract:
  - (a) Effective October 1, 2002, at least \$9.00 an hour for the time during which the employee is providing services to the City;
  - (b) Effective July 1, 2003, at least \$9.25 an hour for the time during which the employee is providing services to the City and 32 hours of paid leave per every calendar year in which an employee provides services to the City;
  - (c) Effective July 1, 2004, at least \$10.59 an hour for the time during which the employee is providing services to the City and 64 hours of paid leave per every calendar year in which an employee provides services to the City;
  - (d) Effective July 1, 2005, at least \$12.22 an hour for the time during which the employee is providing services to the City and 96 hours of paid leave per every calendar year in which an employee provides services to the City.
2. The hourly rates established in Section 1 shall be adjusted July 1, 2006 and, each July 1 thereafter, according to the percentage change since July 1, 2005 in the Consumer Price Index prepared by the Bureau of Labor Statistics for the Los Angeles area relating to all urban consumers.
3. A service contractor executing a service contract with the City for which the City will pay the contractor \$25,000 or more during the contract term shall be subject to the Living Wage Policy.
4. A service contractor executing more than one service contract with the City, and the combined monetary total of the payments by the City pursuant to such contracts is \$25,000 or more for the combined contract terms shall be subject to the Living Wage Policy.
5. This Living Wage Policy shall not govern the following types of contracts for: (a) the purchase, rental or lease of goods, products, equipment, supplies or other personal property; (b) public works projects as defined in State or local law; and (c) professional services.
6. This Living Wage Policy shall not govern the following service contractors: (a) nonprofit entities organized under IRS Code section 501(c)(3); (b) public entities such as cities, counties, special districts, states and the federal government; and (c) businesses employing fewer than five persons.
7. The City Attorney is directed to include in all standard trade services contracts and all contracts involving unique trade services, the language set forth in **Exhibit 1** attached hereto and incorporated herein by this reference.
8. If Falck fails to comply with this Living Wage Policy, the City Manager is directed to terminate the subject service contract immediately and to impose appropriate fines and penalties as set forth in the service contract.
9. The City Manager and the City Attorney are responsible for the administration and enforcement, respectively, of the Living Wage Policy. If an employee of a service contractor governed by the Living Wage Policy concludes that he/she has been retaliated against for the exercise of rights under the Living Wage Policy, the employee should contact the City Manager at 385-7430.
10. The City Manager shall reasonably cooperate with representatives of the Ventura County Living Wage Coalition to ensure the effective administration and enforcement of the Living Wage Policy.
11. This Living Wage Policy may be changed only by City Council and only after a duly noticed public hearing.



12. The City Manager is directed to ensure that the City Council will review the Living Wage Policy as part of the FY 2003-2004/05 budget process.

**Exhibit 1****Living Wage Policy**

Pursuant to the Living Wage Policy adopted July 9, 2002 by the City Council and effective October 1, 2002, the City Manager and City Attorney are directed to include the following language in all standard trade services contracts and all unique trade services contracts governed by the Living Wage Policy.

A. Falck shall compensate any employee of Falck who provides services under this Agreement in accordance with the Living Wage Policy, attached hereto and incorporated herein by reference as the Living Wage Policy Exhibit. While this Agreement is in effect, Falck shall pay such employee no less than \$16.30 per hour for each hour that such employee provides services under this Agreement. In addition, while this Agreement is in effect, Falck shall provide to such employee no less than 96 hours of paid leave per calendar year.

B. Falck agrees to post, at a location readily accessible to those employees providing services to the City, a copy of the Living Wage Policy adopted by City Council on July 9, 2002 and effective October 1, 2002.

C. If Falck fails to compensate such employee pursuant to the Living Wage Policy, the City Manager or designee shall terminate this Agreement on written notice to Falck, effective immediately.

D. In addition, if Falck fails to comply with the Living Wage Policy in any manner, Falck shall pay to City a fine of \$500 and shall pay to any employee providing services under this Agreement a penalty of three times the amount or value of the compensation owed to such employee under the Living Wage Policy. Falck shall pay such fine and penalty within 15 days after the City Manager or designee provides written notice to Falck of the amount owed.

**CITY OF OXNARD LIVING WAGE REQUIREMENTS  
EFFECTIVE JULY 1, 2020**

Falck shall compensate any employee of Falck who provides services under this Agreement in accordance with the Living Wage Policy, attached hereto and incorporated herein by reference as Exhibit 1. While this Agreement is in effect, Falck shall pay such employee no less than **\$16.30 per hour** for each hour that such employee provides services under this Agreement. **This hourly rate shall be adjusted on July 1, 2021, and each July 1 thereafter, according to the percentage change in the Consumer Price Index**, all items, prepared by the Bureau of Labor Statistics for the Los Angeles area relating to all urban consumers (CPI-U), index base 1982-84=100, comparing May of the previous year to May of the current year. In addition, while this Agreement is in effect, Falck shall provide to such employee no less than 96 hours of paid leave per calendar year.

- a. Falck agrees to post, at a location readily accessible to those employees providing services to the City, a copy of the Living Wage Policy adopted by the Oxnard City Council on July 9, 2002 and effective October 1, 2002.
- b. If Falck fails to compensate such employee pursuant to the Living Wage Policy, the City Manager or designee shall terminate this Agreement on written notice to Falck, effective immediately.
- c. In addition, if Falck fails to comply with the Living Wage Policy in any manner, Falck shall pay to City a fine of \$500 and shall pay to any employee providing services under this Agreement a penalty of three times the amount or value of the compensation owed to such employee under the Living Wage Policy. Falck shall pay such fine and penalty within 15 days after the City Manager or designee provides written notice to Falck of the amount owed.

**EXHIBIT D****COST SHEET EMT (FULL TIME)**

| <b>Cost Center</b>              | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| # of Hours* <sup>a</sup>        | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       |
| Hour Wage avg. <sup>b</sup>     | \$20.00       | \$20.00       | \$20.00       | \$20.00       | \$20.00       |
| Annual OT**                     | \$446,006     | \$459,386     | \$473,168     | \$487,363     | \$501,984     |
| Paid Vacation                   | \$59,486      | \$61,270      | \$63,108      | \$65,002      | \$66,952      |
| Paid Holidays                   | \$23,794      | \$24,508      | \$25,243      | \$26,001      | \$26,781      |
| Sick Leave                      | \$5,949       | \$6,127       | \$6,311       | \$6,500       | \$6,695       |
| Continuing Ed.                  | \$6,778       | \$6,981       | \$7,191       | \$7,407       | \$7,629       |
| Uniforms                        | \$12,454      | \$12,828      | \$13,213      | \$13,609      | \$14,017      |
| Tuition                         |               |               |               |               |               |
| Health Care***                  | \$111,386     | \$114,727     | \$118,169     | \$121,714     | \$125,366     |
| Deductible                      |               |               |               |               |               |
| Dental***                       | \$20,130      | \$20,734      | \$21,356      | \$21,997      | \$22,656      |
| Deductible                      |               |               |               |               |               |
| Vision***                       | \$4,026       | \$4,147       | \$4,271       | \$4,399       | \$4,531       |
| Deductible                      |               |               |               |               |               |
| Other - 401k,<br>Other Benefits | \$35,691      | \$36,762      | \$37,865      | \$39,001      | \$40,171      |
| Other - Payroll<br>Taxes        | \$107,074     | \$110,286     | \$113,595     | \$117,003     | \$120,513     |
| Other - Normal<br>Payroll       | \$775,994     | \$799,274     | \$823,252     | \$847,950     | \$873,389     |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA/staffing requirements

\*\*\*amount paid by employer that counts against total employee costs

1. Reflects average work week hours for 24-hour shift / 12-hour shift
2. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.

**COST SHEET EMT (PART TIME)<sup>c</sup>**

| <b>Cost Center</b>          | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Wage avg. <sup>b</sup> | \$20.00       | \$20.00       | \$20.00       | \$20.00       | \$20.00       |
| Paid Vacation               | \$2,454       | \$2,528       | \$2,604       | \$2,682       | \$2,762       |
| Paid Holidays               | \$982         | \$1,011       | \$1,041       | \$1,073       | \$1,105       |
| Sick Leave                  | \$245         | \$253         | \$260         | \$268         | \$276         |
| Continuing Ed.              | \$847         | \$872         | \$899         | \$926         | \$953         |
| Uniforms                    | \$1,557       | \$1,603       | \$1,652       | \$1,701       | \$1,752       |
| Tuition                     |               |               |               |               |               |
| Health Care**               | \$4,595       | \$4,733       | \$4,875       | \$5,022       | \$5,172       |
| Deductible                  |               |               |               |               |               |

|                                 |          |          |          |          |          |
|---------------------------------|----------|----------|----------|----------|----------|
| Dental**                        | \$830    | \$855    | \$881    | \$908    | \$935    |
| Deductible                      |          |          |          |          |          |
| Vision**                        | \$166    | \$171    | \$176    | \$182    | \$187    |
| Deductible                      |          |          |          |          |          |
| Other - 401k,<br>Other Benefits | \$1,473  | \$1,517  | \$1,562  | \$1,609  | \$1,657  |
| Other - Payroll<br>Taxes        | \$4,418  | \$4,550  | \$4,687  | \$4,827  | \$4,972  |
| Other - Normal<br>Payroll       | \$31,416 | \$32,359 | \$33,330 | \$34,329 | \$35,359 |

\*\*amount paid by employer that counts against total employee costs

1. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.
2. Falck reviews actual hours worked by part-time employees to review eligibility for benefits. These estimated costs are based on experience from our existing operation in Southern California.

#### **COST SHEET PARAMEDIC (FULL TIME)**

| <b>Cost Center</b>             | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| # of Hours* <sup>a</sup>       | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       | 56 / 42       |
| Hour Wage<br>avg. <sup>b</sup> | \$25.00       | \$25.00       | \$25.00       | \$25.00       | \$25.00       |
| Annual OT**                    | \$568,552     | \$585,609     | \$603,177     | \$621,272     | \$639,911     |
| Paid Vacation                  | \$74,357      | \$76,588      | \$78,885      | \$81,252      | \$83,690      |
| Paid Holidays                  | \$29,743      | \$30,635      | \$31,554      | \$32,501      | \$33,476      |
| Sick Leave                     | \$7,436       | \$7,659       | \$7,889       | \$8,125       | \$8,369       |
| Continuing Ed.                 | \$9,665       | \$9,955       | \$10,254      | \$10,561      | \$10,878      |
| Uniforms                       | \$12,454      | \$12,828      | \$13,213      | \$13,609      | \$14,017      |
| Tuition                        |               |               |               |               |               |
| Health Care***                 | \$139,232     | \$143,409     | \$147,711     | \$152,143     | \$156,707     |
| Deductible                     |               |               |               |               |               |
| Dental***                      | \$25,162      | \$25,917      | \$26,695      | \$27,496      | \$28,321      |
| Deductible                     |               |               |               |               |               |
| Vision***                      | \$5,032       | \$5,183       | \$5,339       | \$5,499       | \$5,664       |
| Deductible                     |               |               |               |               |               |
| Other - 401k,<br>Other Bens    | \$44,614      | \$45,953      | \$47,331      | \$48,751      | \$50,214      |
| Other - Payroll<br>Taxes       | \$133,843     | \$137,858     | \$141,994     | \$146,254     | \$150,641     |
| Other - Normal<br>Payroll      | \$966,365     | \$995,356     | \$1,025,216   | \$1,055,973   | \$1,087,653   |

\*number of hours to be considered full time

\*\*amount of overtime paid based on FLSA staffing requirements

\*\*\* amount paid by employer that counts against total employee costs

1. Reflects average work week hours for 24-hour shift / 12-hour shift
2. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.

**COST SHEET PARAMEDIC (PART TIME) <sup>c</sup>**

| <b>Cost Center</b>             | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Wage<br>avg. <sup>b</sup> | \$25.00       | \$25.00       | \$25.00       | \$25.00       | \$25.00       |
| Paid Vacation                  | \$1,473       | \$1,517       | \$1,562       | \$1,609       | \$1,657       |
| Paid Holidays                  | \$589         | \$607         | \$625         | \$644         | \$663         |
| Sick Leave                     | \$147         | \$152         | \$156         | \$161         | \$166         |
| Continuing Ed.                 | \$1,812       | \$1,866       | \$1,922       | \$1,980       | \$2,039       |
| Uniforms                       | \$2,335       | \$2,405       | \$2,477       | \$2,552       | \$2,628       |
| Tuition                        |               |               |               |               |               |
| Health Care**                  | \$2,757       | \$2,840       | \$2,925       | \$3,013       | \$3,104       |
| Deductible                     |               |               |               |               |               |
| Dental**                       | \$498         | \$513         | \$529         | \$545         | \$561         |
| Deductible                     |               |               |               |               |               |
| Vision**                       | \$100         | \$103         | \$106         | \$109         | \$112         |
| Deductible                     |               |               |               |               |               |
| Other - 401k,<br>Other Bens    | \$884         | \$910         | \$937         | \$966         | \$994         |
| Other - Payroll<br>Taxes       | \$2,651       | \$2,730       | \$2,812       | \$2,897       | \$2,983       |
| Other - Normal<br>Payroll      | \$58,906      | \$60,673      | \$62,493      | \$64,368      | \$66,299      |

\*\*amount paid by employer that counts against total employee costs

1. Wages reflect numbers from AP Triton Report. Collective Bargaining Agreement of current workforce (NAGE) has not been provided.
2. Falck reviews actual hours worked by part-time employees to review eligibility for benefits. These estimated costs are based on experience from our existing operation in Southern California.

**Cont. next page**

**COST SHEET SUPERVISOR (FULL TIME)**

| <b>Cost Center</b>           | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b> | <b>Year 4</b> | <b>Year 5</b> |
|------------------------------|---------------|---------------|---------------|---------------|---------------|
| Hour Rate avg. Salary        | \$210,000     | \$216,300     | \$222,789     | \$229,473     | \$236,357     |
| Annual OT*                   | \$0           | \$0           | \$0           | \$0           | \$0           |
| Paid Vacation                | \$14,700      | \$15,141      | \$15,595      | \$16,063      | \$16,545      |
| Paid Holidays                | \$2,100       | \$2,163       | \$2,228       | \$2,295       | \$2,364       |
| Sick Leave                   | \$0           | \$0           | \$0           | \$0           | \$0           |
| Continuing Ed.               | \$0           | \$0           | \$0           | \$0           | \$0           |
| Uniforms                     | \$0           | \$0           | \$0           | \$0           | \$0           |
| Tuition                      | \$0           | \$0           | \$0           | \$0           | \$0           |
| Health Care**                | \$21,706      | \$22,357      | \$23,028      | \$23,719      | \$24,431      |
| Deductible                   | \$0           | \$0           | \$0           | \$0           | \$0           |
| Dental**                     | \$3,972       | \$4,091       | \$4,214       | \$4,340       | \$4,471       |
| Deductible                   | \$0           | \$0           | \$0           | \$0           | \$0           |
| Vision**                     | \$794         | \$818         | \$843         | \$868         | \$894         |
| Deductible                   | \$0           | \$0           | \$0           | \$0           | \$0           |
| Other – 401k, Other Benefits | \$23,100      | \$23,793      | \$24,507      | \$25,242      | \$25,999      |
| Other – Payroll Taxes        | \$16,800      | \$17,304      | \$17,823      | \$18,358      | \$18,909      |
| Other                        |               |               |               |               |               |

\*amount of overtime paid based on FLSA staffing requirements

\*\*amount paid by employer that counts against total employee costs

**COST SHEET VEHICLES**

| <b>Cost Center</b>              | <b>Year 1</b>  | <b>Year 2</b>  | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| Fuel                            | 125,170        | 128,925        | 132,793        | 136,777        | 140,880        |
| Repair/maintenance              | 112,653        | 116,033        | 119,514        | 123,099        | 126,792        |
| Registration                    | 8,000          | 8,240          | 8,487          | 8,742          | 9,004          |
| Insurance                       | 40,000         | 41,200         | 42,436         | 43,709         | 45,020         |
| Lease/Depreciation <sup>d</sup> | 465,922        | 461,922        | 108,780        | 87,148         | 38,000         |
| <b>Total Vehicle Cost</b>       | <b>751,745</b> | <b>756,320</b> | <b>412,010</b> | <b>399,475</b> | <b>359,696</b> |

3. 2-year depreciation is based on initial term of contract. Subject to negotiation.

**Cont. next page**



**COST SHEET A&G**

| <b>Cost Center</b>             | <b>Year 1</b>    | <b>Year 2</b>    | <b>Year 3</b>    | <b>Year 4</b>    | <b>Year 5</b>    |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| Rents & Leases                 | 207,000          | 213,210          | 140,039          | 144,240          | 148,567          |
| Utilities                      | 56,400           | 58,092           | 59,835           | 61,630           | 63,478           |
| Office supplies                | 18,000           | 18,540           | 19,096           | 19,669           | 20,259           |
| Overhead                       | 481,911          | 479,609          | 471,352          | 483,345          | 495,618          |
| Indirect cost (IT and Related) | 277,308          | 265,324          | 253,862          | 261,477          | 269,322          |
| Other – Supplies               | 185,318          | 19,339           | 19,919           | 20,517           | 21,133           |
| Other – Start-Up Expense       | 217,934          |                  |                  |                  |                  |
| Other – Margin                 | 644,979          | 619,770          | 575,849          | 593,125          | 610,672          |
| <b>Total A&amp;G Cost</b>      | <b>2,088,849</b> | <b>1,673,884</b> | <b>1,539,952</b> | <b>1,584,002</b> | <b>1,629,049</b> |

**COST SHEET INSURANCE**

| <b>Cost Center</b>          | <b>Year 1</b> | <b>Year 2</b> | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|-----------------------------|---------------|---------------|----------------|----------------|----------------|
| Workers Compensation        | 21,500        | 22,145        | 22,810         | 23,494         | 24,199         |
| General liability           | 75,000        | 77,250        | 77,250         | 79,568         | 79,568         |
| Errors & Omissions          |               |               |                |                |                |
| Other                       |               |               |                |                |                |
| <b>Total Insurance Cost</b> | <b>96,500</b> | <b>99,395</b> | <b>100,060</b> | <b>103,061</b> | <b>103,766</b> |

**COST SHEET PROFESSIONAL SERVICES**

| <b>Cost Center</b>             | <b>Year 1</b>  | <b>Year 2</b>  | <b>Year 3</b>  | <b>Year 4</b>  | <b>Year 5</b>  |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| Legal                          | 34,800         | 35,844         | 36,919         | 38,027         | 39,168         |
| Training                       | 46,997         | 48,407         | 49,859         | 51,355         | 52,896         |
| Associations                   | 1,200          | 1,236          | 1,273          | 1,311          | 1,351          |
| Other                          | 84,000         | 86,520         | 89,116         | 91,789         | 94,543         |
| <b>Total Professional Sev.</b> | <b>166,997</b> | <b>172,007</b> | <b>177,167</b> | <b>182,482</b> | <b>187,957</b> |

**COST SHEET TOTAL**

|                     | <b>Year 1</b>      | <b>Year 2</b>      | <b>Year 3</b>      | <b>Year 4</b>      | <b>Year 5</b>       |
|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| <b>Total</b>        | <b>\$7,143,621</b> | <b>\$6,862,321</b> | <b>\$6,514,727</b> | <b>\$6,683,131</b> | <b>\$6,826,999</b>  |
| <b>5-Year Total</b> |                    |                    |                    |                    | <b>\$34,030,799</b> |

## Exhibit D

City of Oxnard 911  
Falck - Revised Tables

## #1 - Revised Vehicles

| First Tier -Type III - UPDATED<br>ALS Ambulances |               |       |         |              |                    |                  |                  |                 |                     |                |         |  |
|--------------------------------------------------|---------------|-------|---------|--------------|--------------------|------------------|------------------|-----------------|---------------------|----------------|---------|--|
| Unit<br>No.                                      | Model<br>Year | Make  | Model   | Body<br>Type | VIN<br>Number      | License<br>Plate | OEM Mfr.<br>Date | Build<br>Number | Chassis<br>Upfitter | Engine<br>Type | Mileage |  |
| 375                                              | 2015          | Ford  | E350 SD | Mod          | 1FDWE3FS1 FDA27002 | CARE 375         | 42036            | R54315          | Leader              | 6.8 Gas        | 129555  |  |
| 385                                              | 2015          | Ford  | E350 SD | Mod          | 1FDWE3FS5 FDA27004 | CARE 385         | 42036            | RG54365         | Leader              | 6.8 Gas        | 14427   |  |
| 384                                              | 2015          | Chevy | G3500   | Mod          | 1GB3G2CL8 F1185917 | CARE 384         | 42036            | R5642           | Road Rescue         | 6.6 DIT        | 110774  |  |
| 388                                              | 2015          | Chevy | G3500   | Mod          | 1GB3G2CL7 F1168560 | CARE 388         | 42005            | MC36270         | Leader              | 6.6 DIT        | 97669   |  |
| 442                                              | 2017          | Ford  | E350 SD | Mod          | 1FDWE3FS6 GDC57362 | CARE 442         | 42461            | MFG59806        | Leader              | 6.8 Gas        | 79643   |  |
| 459                                              | 2017          | Ford  | E350 SD | Mod          | 1FDWE3FS7 HDC16627 | CARE 459         | 42614            | MFG59997        | Leader              | 6.8 Gas        | 89018   |  |

## #2 - Revised Cost Sheet - Vehicles Portion

| COST SHEET - VEHICLES     |                |                |                |                |                |
|---------------------------|----------------|----------------|----------------|----------------|----------------|
| Cost Center               | Year 1         | Year 2         | Year 3         | Year 4         | Year 5         |
| Fuel                      | 125,170        | 128,925        | 132,793        | 136,777        | 140,880        |
| Repair/maintenance        | 112,653        | 116,033        | 119,514        | 123,099        | 126,792        |
| Registration              | 8,000          | 8,240          | 8,487          | 8,742          | 9,004          |
| Insurance                 | 40,000         | 41,200         | 42,436         | 43,709         | 45,020         |
| Lease/Depreciation        | 465,922        | 461,922        | 108,780        | 87,148         | 38,000         |
| <b>Total Vehicle Cost</b> | <b>751,745</b> | <b>756,320</b> | <b>412,010</b> | <b>399,475</b> | <b>359,696</b> |

| Drug Free Work Place |                 |                              |                             |
|----------------------|-----------------|------------------------------|-----------------------------|
| <b>Section:</b>      | Human Resources | <b>Effective Date:</b>       | June 2016                   |
| <b>Policy #:</b>     | 316             | <b>Responsible Position:</b> | Director of Human Resources |

## **Policy:**

Care Ambulance Service will provide a drug free work place for its employees, therefore, all employees are to be free of the effects of drugs and alcohol at all times, when on duty, as a condition of employment.

The unauthorized possession of alcohol or controlled substances including marijuana regardless of legal status for personal use, procurement, sale or distribution or controlled substance drugs on Company premises is prohibited.

## **Procedure:**

The purpose of the Company's drug and alcohol policy is to ensure a work environment free of prohibited drug and alcohol abuse by employees both on and off the job to the extent that it would affect job performance or safety at any of the Company's facilities or work locations. All provisions of the drug and alcohol policy are to be construed liberally to achieve this goal. The Company intends to comply with all applicable laws governing the maintenance of a drug free workplace. This policy may be modified from time to time to assure that its purposes are met.

**Covered Personnel** - All employees and applicants for employment are covered by the terms and conditions of this Policy and Procedure.

**Prohibited Conduct** - Employees shall not possess, consume, use, or be under the influence of, alcohol or any form of drugs or chemical substance prohibited under federal or state law in the workplace or while conducting Company business off Company premises except for customary business practices. Use, possession, unlawful manufacturing, sale or solicitation of prohibited drugs, alcohol, or chemical substances on Company premises or when conducting Company business or reporting to work with any detectable amount of prohibited drugs or alcohol in the bodily system as determined by testing may result in disciplinary action, up to and including immediate discharge. Employees rendered ineffective or otherwise impaired by over-the-counter or prescription drugs will not be permitted to work. Employees terminated for any of the above causes will not be eligible for any Company sponsored rehabilitative leave programs.

This policy also applies to any individual or personnel of other companies or contractors having business with the Company. No persons in possession of or impaired by drugs or alcohol are permitted on Company premises or work sites.

| <b>Drug Free Work Place</b> |                 |                              |                             |
|-----------------------------|-----------------|------------------------------|-----------------------------|
| <b>Section:</b>             | Human Resources | <b>Effective Date:</b>       | June 2016                   |
| <b>Policy #:</b>            | 316             | <b>Responsible Position:</b> | Director of Human Resources |

The employee must notify the Company of any criminal drug statute convictions within 24 hours of any conviction.

### **Policy and Violation Investigation**

1. The Company may conduct unannounced searches for prohibited drugs or alcohol on Company property or work sites. Employees are expected to cooperate in the conducting of such searches.
2. All applicants to be made a job offer will be tested for prohibited drugs and/or alcohol. Employment may be contingent upon securing a negative test result from a laboratory approved by the Company.
3. Collection of samples will be supervised by a local medical facility designated by the Company for medical assessment or by qualified collection personnel.
4. Presence of prohibited drugs and/or alcohol or positive test results, without adequate explanation and verification, will result in termination of the applicant's candidacy, and the applicant will not be eligible to be reconsidered for a one (1) year period.
5. Applicants who refuse to be tested for prohibited drugs or alcohol will be removed from consideration for employment.

### **Employee Initiated Treatment**

1. Any employee who believes he or she has developed an alcohol or drug problem is encouraged to seek help through the Employee Assistance Program. Human Resources can provide, either through the EAP or medical insurance plans, a resource for treatment and rehabilitation centers that are covered through Care Ambulance Service's designated HMOs and PPO. All requests for help are confidential.
2. Employees who identify their problem with drugs or alcohol and request treatment prior to discovery by the Company will not be subject to employment termination as a result of prior use of drugs or alcohol. Employees may be considered for return to a vacant position for which they are qualified after successful completion of rehabilitation.
3. This applies only to the first time an employee admits he or she has developed a problem with drugs or alcohol. Care Ambulance Service Management, in its sole discretion, shall determine whether an employee on drug rehabilitation leave shall receive any pay or benefits during his or her leave of absence.

### **Rehabilitative Leave**

1. Employees initiating treatment under this policy must enroll in a Company approved rehabilitation program at the employee's expense. When requested by the Company, the employee must provide sufficient evidence of his/her participation and progress in the rehabilitation program. The decision will then be made by the Company as to whether the employee will continue in the rehabilitation program,

| <b>Drug Free Work Place</b> |                 |                              |                             |
|-----------------------------|-----------------|------------------------------|-----------------------------|
| <b>Section:</b>             | Human Resources | <b>Effective Date:</b>       | June 2016                   |
| <b>Policy #:</b>            | 316             | <b>Responsible Position:</b> | Director of Human Resources |

return to work or have his/her employment with the Company terminated. The employee will not be allowed to return to work until the rehabilitation program provides a release directly to the Company. The release must certify that the employee has successfully completed the drug and/or alcohol program. The Company, in its sole discretion, shall determine whether an employee on drug rehabilitation leave shall receive any pay or benefits during his/her leave of absence.

2. Upon returning from rehabilitative leave, employees will remain drug and alcohol free and, if necessary, continue to participate in the rehabilitation program. Employees returning from leave may be periodically tested at the discretion of the Company to ensure that they remain drug and alcohol free. Employees returning from rehabilitative leave shall be discharged if they fail to remain drug and alcohol free as required by this Policy.

### **Employee Testing**

1. Employees shall not report to work while under the influence or having present in their bodily systems any detectable amount of prohibited drugs, alcohol, or chemical substance. Employees shall be discharged for violation of the above prohibitions, except as provided above. Employees shall be discharged for refusal to submit to or cooperate with drug or alcohol screening that is required by the Company.
2. No employee shall report to work with alcoholic beverages in their system. To insure this, no alcohol will be consumed within eight hours prior to the beginning of the shift. These eight hours may need to be extended to accommodate varying metabolic rates, alcohol tolerance, amount of consumption, etc.
3. When an employee reports to work and there is reasonable suspicion or cause to believe the employee is under the influence of prohibited drugs and/or alcohol, or exhibits impaired job performance, the Company may require that the employee submit to a drug and/or alcohol screening test. Reasonable cause shall be based on "observable actions" or reports which we believe to be reliable that indicate an employee may be under the influence of drugs and/or alcohol. Reasonable cause includes impaired job performance for the purpose of this program.
4. Supervisory personnel who have reasonable suspicion that an employee may be under the influence of prohibited drug and/or alcohol will have the suspicion confirmed by another member of management when possible.
5. When an employee is changing job classifications i.e., part-time to full-time or an employee is being considered for a management position, that employee may be required to submit to drug and alcohol screening.
6. Employees who are involved in or believed to have contributed to an incident or vehicle collision will be required to submit to drug and alcohol screening tests. Employees will be required to submit to drug and alcohol screening following any vehicle collision.
7. Unannounced Random Testing – All employees occupying safety-sensitive positions are subject to unannounced random drug testing, consistent with applicable laws. Employees will be selected for testing at random – using a neutral, objective

| <b>Drug Free Work Place</b> |                 |                              |                             |
|-----------------------------|-----------------|------------------------------|-----------------------------|
| <b>Section:</b>             | Human Resources | <b>Effective Date:</b>       | June 2016                   |
| <b>Policy #:</b>            | 316             | <b>Responsible Position:</b> | Director of Human Resources |

selection procedure – from the pool of individuals subject to such testing. Employees will be notified at the time of their hire or at the time they become subject to such tests if they will be subject to unannounced random drug tests. Safety-sensitive positions are ones in which the employee's duties are so fraught with hazard that his or her attempts to perform them while in a state of impairment would pose a threat to co-workers, to the workplace, or to the public at large. Safety-sensitive job categories shall include emergency medical technicians, paramedics, registered nurses, respiratory therapists, and other health care professionals responsible for direct patient care, people who routinely operate ambulances or other emergency vehicles, and dispatchers and other communications workers who are responsible for relaying directions and other preparatory information to first responders.

8. The Company may require the employee to submit to a drug and/or alcohol screening test when an employee has a work-related injury in which employee drug use is likely to have contributed to the incident, and for which the drug test can accurately identify impairment caused by drug use. Pursuant to this policy, and to the extent not otherwise restricted by law, employees may be subjected to drug testing procedures including but not limited to blood testing, urine testing, or breath analyzing for drugs and alcohol.
9. When any prohibited substance, including an alcoholic beverage, or any unauthorized item such as drug paraphernalia is found in an area controlled or used by the employee, the employee will be subject to discipline up to and including immediate termination.
10. The confidentiality of the results must be protected and only Company employees with a need to know and others as required by law will be given the results. Employees will be informed of positive test results in writing within five (5) working days of receipt of a positive confirmed test result from the laboratory. Upon request, the employee may be given a copy of the test result report. Applicants who request notification of their test results within sixty (60) days of the disposition of their application will be informed of their test results.
11. Within ten (10) working days after receiving notice of a positive confirmed test result, the employee may submit information explaining the test results and why the test results do not constitute a violation of the Drug and Alcohol Policy. If the employee's explanation is not satisfactory, a written explanation as to why it is not satisfactory and the report of positive test results shall be placed in the employee's medical and personnel records.
12. The Director of Human Resources or his/her designated representative shall receive and evaluate all drug and alcohol test results.
13. The appropriate supervisor or manager will complete an incident report immediately.

### **Testing Laboratory**

All drug and alcohol screening tests will be performed by a laboratory which is certified as required by law.

| <b>Drug Free Work Place</b> |                 |                              |                             |
|-----------------------------|-----------------|------------------------------|-----------------------------|
| <b>Section:</b>             | Human Resources | <b>Effective Date:</b>       | June 2016                   |
| <b>Policy #:</b>            | 316             | <b>Responsible Position:</b> | Director of Human Resources |

**The following examples will result in disciplinary action, up to and including termination.**

1. Refusal to take a blood or chemical test.
2. Drinking alcoholic beverages or using drugs and/or intoxicants during working hours, or during breaks, between shifts, or at lunch if the employee is scheduled or may be assigned to work thereafter on the same work day.
3. Working or reporting to work when ability to perform is impaired by drugs, alcohol and/or other intoxicants.
4. A positive blood or chemical test which shows the presence of any drug, alcohol and/or intoxicant in the employee's system.
5. Possession, concealment, promotion or sale of any prohibited substance, including alcoholic beverages, while on duty or on Company premises.

Approved By : Troy M. Hagen, Chief Executive Officer

Review Date : May 2019



**INSURANCE REQUIREMENTS FOR CONTRACTORS  
(WITH ERRORS AND OMISSIONS REQUIREMENT)**

1. Contractor shall obtain and maintain during the performance of any services under this Agreement the following insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of services hereunder by Contractor, its agents, representatives, employees or subcontractors.

a. Commercial General Liability Insurance, including Contractual Liability, in an amount not less than \$2,000,000 per occurrence for bodily injury and property damage for each claimant for general liability with coverage equivalent to Insurance Services Office commercial general liability coverage (Occurrence Form CG 0001). If a general aggregate limit is used, that limit shall apply separately to the project or shall be twice the occurrence amount;

b. Business automobile liability insurance in an amount not less than \$2,000,000 combined single limit for bodily injury and property damage for each claimant for automobile liability with coverage equivalent to Insurance Services Office automobile liability coverage (Occurrence Form CA0001) covering Code No. 1, "any auto;"

c. Workers' compensation insurance in compliance with the laws of the State of California, and employer's liability insurance in an amount not less than \$1,000,000 per claimant. Additionally, the workers' compensation policy shall include a waiver of all rights of subrogation which the insurer may have against the City.

d. Professional liability/errors and omissions insurance appropriate to Contractor's profession to a minimum coverage of \$2,000,000. The professional liability/errors and omissions insurance must have at least a one-year extended reporting period, or longer upon request.

e. Comprehensive blanket crime policy, with each insuring agreement in an amount not less than \$1,000,000 insuring against loss of property referred to hereunder which may result from dishonesty or fraudulent acts of officers, directors, employees of Contractor, or disappearance, destruction or wrongful abstraction inside or outside the premises of Contractor while in the care, custody or control of Contractor, or sustained through forgery or alterations of checks, drafts or any order or direction to pay a sum certain in money. Such insurance shall be primary to any other similar insurance maintained by City as its interest may appear.

1. Contractor shall, prior to performance of any services, file with the Risk Manager certificates of insurance with original endorsements effecting coverage required by this Exhibit INS-R. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be on the attached forms or on other forms approved by the Risk Manager. All certificates and endorsements are to be received and approved by the Risk Manager before commencement of services. City reserves the right to require complete certified copies of all required insurance policies at any time. The certificates of insurance and endorsements shall be sent via email (or fax if necessary) to the Risk Manager, addressed as follows (do not send hard copies):

City of Oxnard  
Insurance Compliance  
Reference No. \_\_\_\_\_  
P.O. Box 100085 – OX  
Duluth, GA 30096  
Via Email: [cityofoxnard@ebix.com](mailto:cityofoxnard@ebix.com)  
Via Fax: 678-259-1007

2. Contractor agrees that all insurance coverages shall be provided by a California admitted insurance carrier with an A.M. Best rating of A:VII or better and shall be endorsed to state that coverage may not be suspended, voided, canceled, or reduced in coverage or limits without 30 days' prior written notice to the Risk Manager. The Risk Manager shall not approve or accept any endorsement if the endorsement contains "best effort" modifiers or if the insurer is relieved from the responsibility to give such notice.

3. Contractor agrees that the commercial general liability and business automobile liability insurance policies shall be endorsed to name City, its City Council, officers, employees, agents and volunteers as additional insureds as respects: liability arising out of activities performed by or on behalf of Contractor; products and completed operations of Contractor; premises owned, occupied or used by Contractor; or automobiles owned, leased, hired or borrowed by Contractor. The coverage shall contain no special limitations on the scope of protection afforded to City, its City Council, officers, employees, agents and volunteers. **The General Liability Special Endorsement Form and Automobile Liability Special Endorsement Form attached to this Exhibit INS-R or substitute forms containing the same information and acceptable to the Risk Manager shall be used to provide the endorsements (ISO form CG 2010 11/85 or if not available, CG 2010 with an edition date prior to 01/04 and CG 2037).**

4. The coverages provided to City shall be primary and not contributing to or in excess of any existing City insurance or self-insurance coverages (**this must be endorsed**). Additionally, the workers' compensation policy shall include a waiver of all rights of subrogation which the insurer may have against the City. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its City Council, officers, employees and volunteers. The insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5. The insurer shall declare any deductibles or self-insured retentions to and be approved by the Risk Manager. At the option of the Risk Manager, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects City, its City Council, officers, employees and volunteers, or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

6. All insurance standards applicable to Contractor shall also be applicable to Contractor's subcontractors. Contractor agrees to maintain appropriate agreements with subcontractors and to provide proper evidence of coverage upon receipt of a written request from the Risk Manager.

## INSTRUCTION FOR SUBMITTING INSURANCE CERTIFICATES AND ENDORSEMENT FORMS

### *Certificates of Insurance*

The sample accord form on the following page is provided to facilitate your preparation and submission of certificates of insurance. You may use this or any industry form that shows coverage as broad as that shown on the attached sample. **Please note the certificate holder address must be as shown on the attached sample accord form with the contract number and insurance exhibit identification information completed.** Improperly addressed certificates may delay the contract start-up date because the City's practice is to return unidentifiable insurance certificates to the insured for clarification as to the contract number. **Cancellation provisions must be endorsed to the policy. Modifying the certificate does not change coverage or obligate the carrier to provide notice of cancellation.**

### *Endorsement Forms*

Original endorsements are required for commercial general liability and business automobile liability insurance policies and must be attached to the applicable certificate of insurance. City preference is that the Contractor/insurer use the endorsement forms which are attached. Substitute forms will be accepted, however, as long as they include provisions comparable to the sample accord form.

INS-R.doc

# ACORD CERTIFICATE OF INSURANCE

ISSUE DATE (MM/DD/YY)

**PRODUCER**

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

CODE SUB-CODE

## COMPANIES AFFORDING INSURANCE COVERAGE

INSURED

COMPANY  
LETTER **A** SPECIFY COMPANY NAMES IN THIS SPACE

COMPANY  
LETTER **B**

## COVERAGES

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| CO LTR | TYPE OF INSURANCE                                                                                                                       | POLICY NUMBER | POLICY EFFECTIVE DATE (MM/DD/YY) | POLICY EXPIRATION DATE (MM/DD/YY) | LIMITS                                                                                                                                                                                                       |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A      | <b>GENERAL LIABILITY</b><br>[x] COMMERCIAL GENERAL LIABILITY<br>[x] CLAIMS MADE [x] OCCUR.<br>[x] OWNER'S & CONTRACTOR'S PROT.          |               |                                  |                                   | GENERAL AGGREGATE \$2,000,000<br>PRODUCTS COMP/OP AGG. \$2,000,000<br>PERSONAL & ADV. INJURY \$2,000,000<br>EACH OCCURRENCE \$2,000,000<br>FIRE DAMAGE (Any one fire) \$<br>MED. EXPENSE (Any one person) \$ |
| A      | <b>AUTOMOBILE LIABILITY</b><br>[x] ANY AUTO<br>ALL OWNED AUTOS<br>SCHEDULED AUTOS<br>HIRED AUTOS<br>NON-OWNED AUTOS<br>GARAGE LIABILITY |               |                                  |                                   | COMBINED SINGLE LIMIT \$2,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE \$                                                                                  |
| A      | <b>EXCESS LIABILITY</b><br>UMBRELLA FORM<br>OTHER THAN UMBRELLA FORM                                                                    |               |                                  |                                   | EACH OCCURRENCE \$<br>AGGREGATE \$                                                                                                                                                                           |
| A      | <b>WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY</b>                                                                                   |               |                                  |                                   | STATUTORY LIMITS<br>EACH ACCIDENT \$1,000,000<br>DISEASE-POLICY LIMIT \$1,000,000<br>DISEASE-EACH EMPLOYEE \$1,000,000                                                                                       |
| A      | <b>OTHER</b><br>Errors and omissions insurance or malpractice insurance available for the insured's profession                          |               |                                  |                                   | Minimum coverage \$2,000,000                                                                                                                                                                                 |

### DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/RESTRICTIONS/SPECIAL ITEMS

CERTIFICATE HOLDER

**CITY OF OXNARD**  
**Attn: Insurance Compliance**  
**Reference No. \_\_\_\_\_**  
**P.O. Box 100085 – OX**  
**Duluth, GA 30096**  
**Via Email: [cityofoxnard@ebix.com](mailto:cityofoxnard@ebix.com)**  
**Via Fax: 678-259-1007**

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

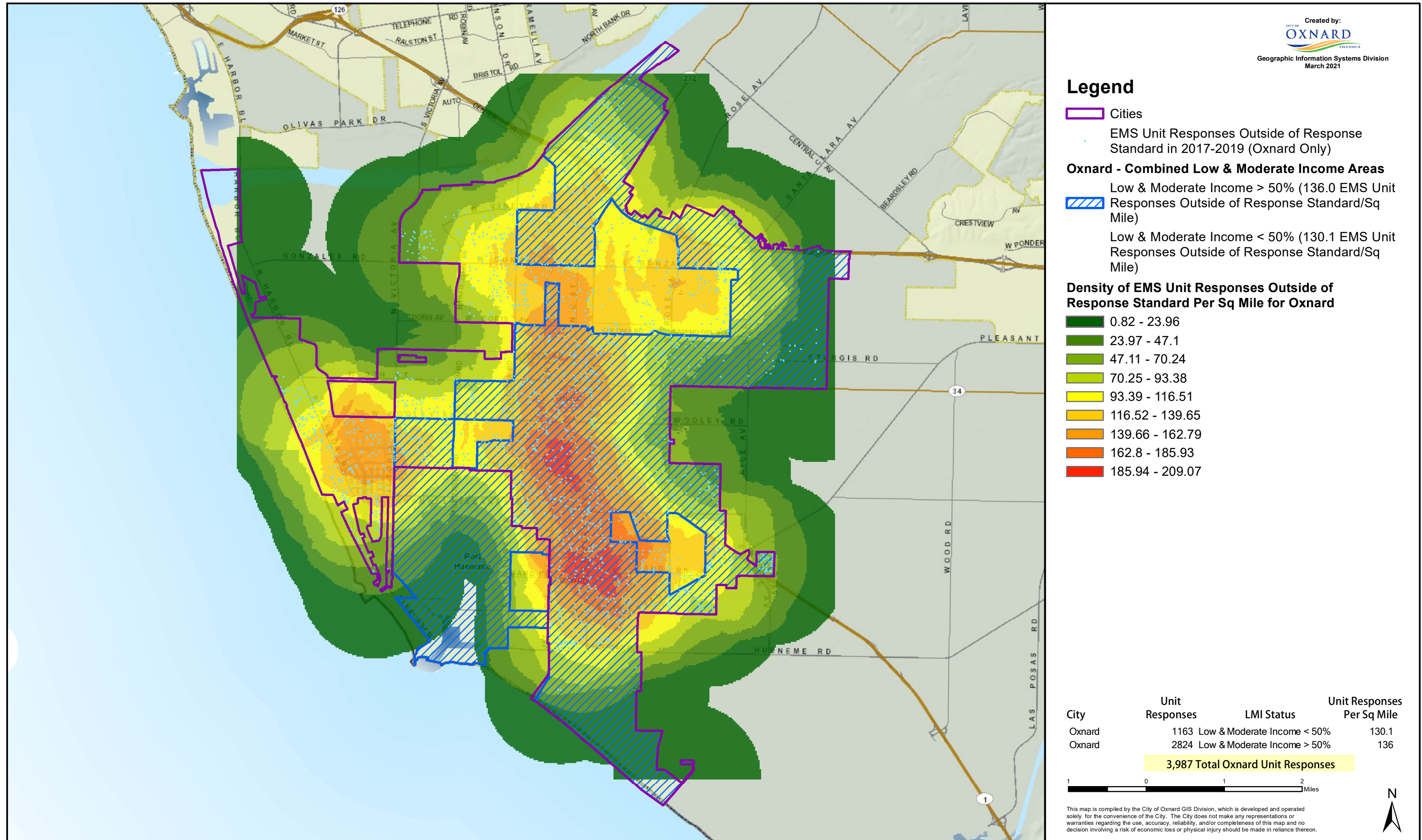
AUTHORIZED REPRESENTATIVE

[illegible]

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                 |                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------|-----------------------|
| <b>AUTOMOBILE LIABILITY SPECIAL ENDORSEMENT<br/>FOR THE CITY OF OXNARD (the "City")</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                       | <b>SUBMIT IN DUPLICATE</b><br><table border="1"> <tr> <td>ENDORSEMENT NO.</td> <td>ISSUE DATE (MM/DD/YY)</td> </tr> </table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | ENDORSEMENT NO. | ISSUE DATE (MM/DD/YY) |
| ENDORSEMENT NO.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | ISSUE DATE (MM/DD/YY) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                 |                       |
| PRODUCER<br><br>Telephone:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                       | POLICY INFORMATION:<br>Insurance Company:<br>Policy No.:<br>Policy Period: (from) _____ (to)<br>LOSS ADJUSTMENT EXPENSE <input type="checkbox"/> Included in Limits<br><input type="checkbox"/> In Addition to Limits                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |                 |                       |
| NAMED INSURED                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                       | <input type="checkbox"/> Deductible <input type="checkbox"/> Self-Insured Retention (check which) of \$ _____<br>with an Aggregate of \$ _____ applies to _____<br>coverage. <input type="checkbox"/> Per Occurrence <input type="checkbox"/> Per Claim                                  (which)<br><br><b>APPLICABILITY.</b> This insurance pertains to the operations, products and/or tenancy of the named insured under all written agreements and permits in force with the City unless checked here <input type="checkbox"/> in which case only the following specific agreements and permits with the City are covered:<br><br>CITY AGREEMENTS/PERMITS |  |                 |                       |
| <b>TYPE OF INSURANCE</b><br><input type="checkbox"/> COMMERCIAL AUTO POLICY<br><input type="checkbox"/> BUSINESS AUTO POLICY<br><input type="checkbox"/> OTHER                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                       | <b>OTHER PROVISIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |                 |                       |
| <b>LIMIT OF LIABILITY</b><br><br>\$ _____ per accident, for bodily injury and property damage.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                       | <b>CLAIMS:</b> Underwriter's representative for claims pursuant to this insurance.<br>Name: _____<br>Address: _____<br>_____<br>Telephone: ( ) _____                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |                 |                       |
| In consideration of the premium charged and notwithstanding any inconsistent statement in the policy to which this endorsement is attached or any endorsement now or hereafter attached thereto, insurance company agrees as follows:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                 |                       |
| <p>1. <b>INSURED.</b> The City, its officers, agents, volunteers and employees are included as insureds with regard to liability and defense of suits arising from the operations, products and activities performed by or on behalf of the named insured.</p> <p>2. <b>CONTRIBUTION NOT REQUIRED.</b> As respects: (a) work performed by the named insured for or on behalf of the City; or (b) products sold by the named insured to the City; or (c) premises leased by the named insured from the City, the insurance afforded by this policy shall be primary insurance as respects the City, its officers, agents, employees or volunteers; or stand in an unbroken chain of coverage excess of the named insured's scheduled underlying primary coverage. In either event, any other insurance maintained by the City, its officers, agents, employees or volunteers shall be in excess of this insurance and shall not contribute with it.</p> <p>3. <b>SEVERABILITY OF INTEREST.</b> This insurance applies separately to each insured against whom claim is made or suit is brought except with respect to the company's limits of liability. The inclusion of any person or organization as an insured shall not affect any right which such person or organization would have as a claimant if not so included.</p> <p>4. <b>CANCELLATION NOTICE.</b> With respect to the interests of the City, this insurance shall not be canceled, or materially reduced in coverage or limits except after thirty (30) days prior written notice by receipted delivery has been given to the City.</p> <p>5. <b>PROVISIONS REGARDING THE INSURED'S DUTIES.</b> Any failure to comply with reporting provisions of the policy or breaches or violations of warranties shall not affect coverage provided to the City, its officers, agents, employees or volunteers.</p> <p>6. <b>SCOPE OF COVERAGE.</b> This policy, if primary, affords coverage at least as broad as:</p> <p>a. Insurance Services Office Automobile Liability Coverage, "occurrence" form CA0001, code ("any auto"); or</p> <p>b. If excess, affords coverage which is at least as broad as the primary insurance form referenced in the preceding section (1).</p> <p>Except as stated above nothing herein shall be held to waive, alter or extend any of the limits, conditions, agreements or exclusions of the policy to which this endorsement is attached.</p> |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                 |                       |
| <b>ENDORSEMENT HOLDER</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                 |                       |
| <b>CITY OF OXNARD</b><br>Attn: Insurance Compliance<br>Reference No. _____<br>P.O. Box 100085 – OX<br>Duluth, GA 30096<br>Via Email: <a href="mailto:cityofoxnard@ebix.com">cityofoxnard@ebix.com</a><br>Via Fax: 678-259-1007                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                       | <b>AUTHORIZED REPRESENTATIVE</b><br><input type="checkbox"/> Broker/Agent <input type="checkbox"/> Underwriter <input type="checkbox"/> _____<br>I _____ (print/type name), warrant that I have authority to bind the above-mentioned insurance company and by my signature hereon do so bind this company to this endorsement.<br>Signature _____<br>_____<br>(Original signature required)<br>Telephone: ( ) _____ Date Signed _____                                                                                                                                                                                                                        |  |                 |                       |

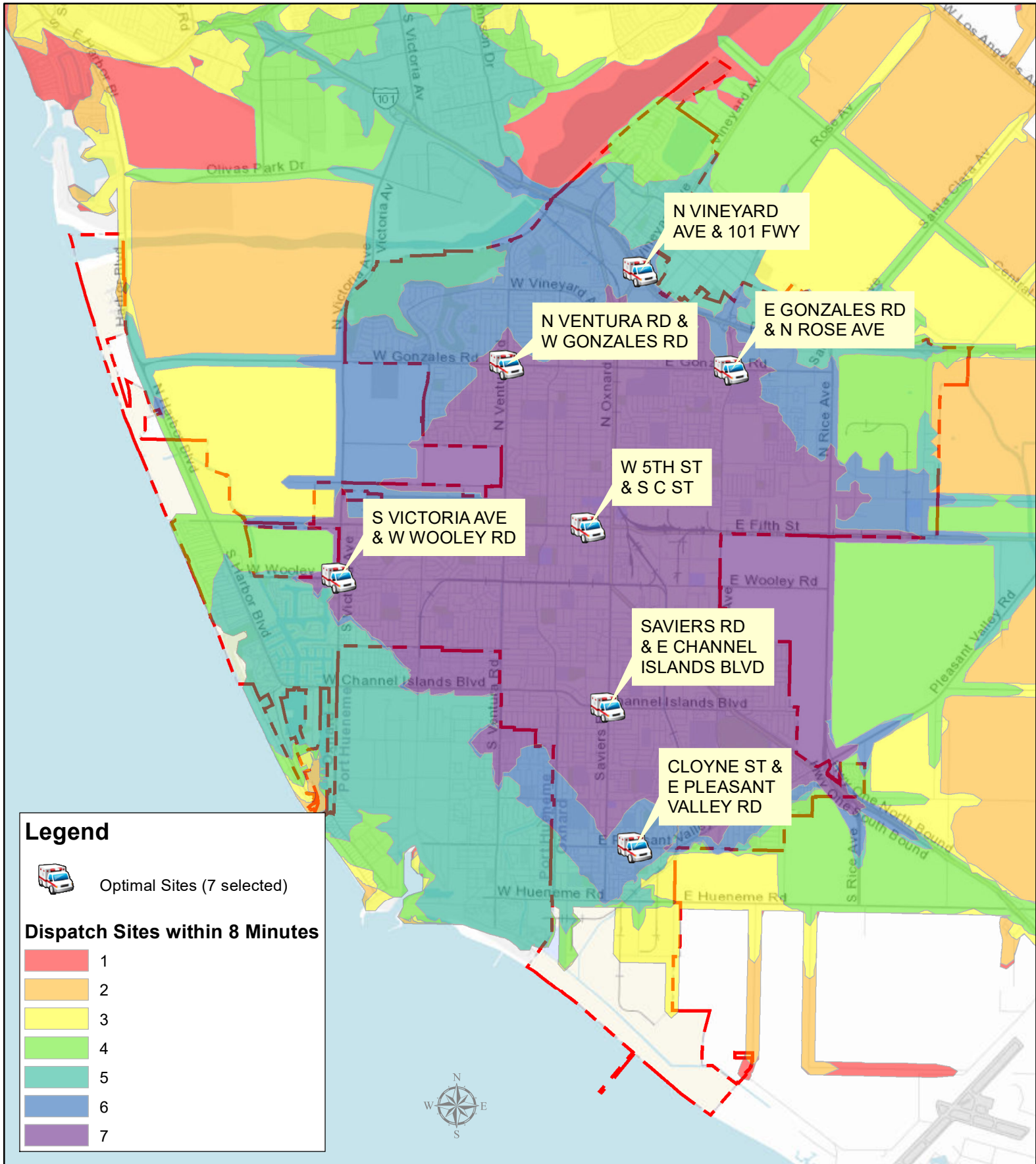


EMS MED 400 & MED 600 UNIT RESPONSES OUTSIDE OF RESPONSE STANDARD - JANUARY 1 2017 THROUGH DECEMBER 31 2019



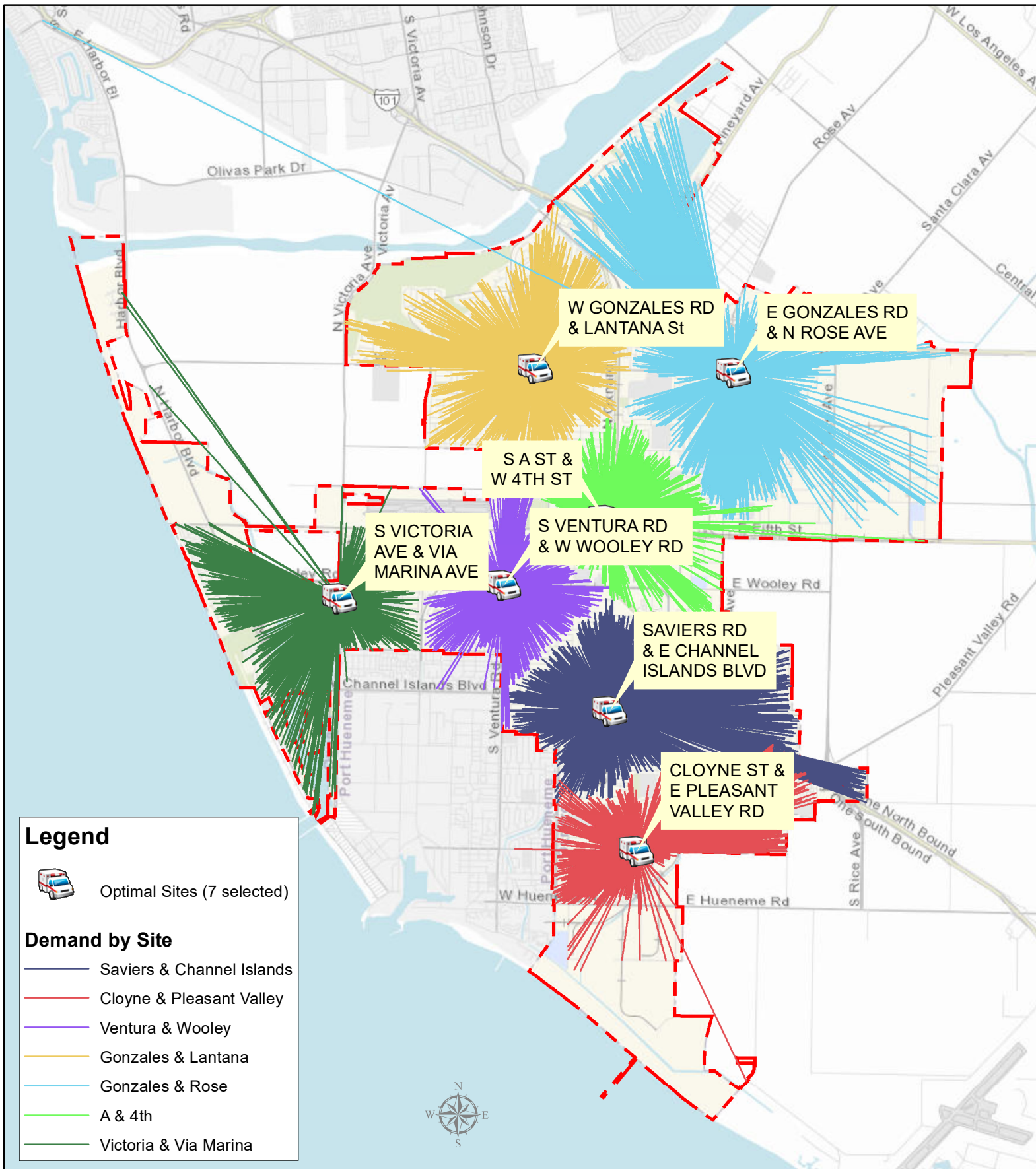


# Ambulance Dispatch Peak-Hours City Coverage Seven Sites Optimized for 2019 Calls for Service





# Ambulance Dispatch Peak-Hours Site Allocation Seven Sites Based on 2018-2019 Calls for Service



Flex Financial, a division of Stryker Sales, LLC  
1901 Romence Road Parkway  
Portage, MI 49002  
t: 1-888-308-3146 f: 877-204-1332  
www.stryker.com



Date: April 6, 2021

RE: Reference no: 2110121510

City Of Oxnard  
360 W 2ND ST  
OXNARD, California 93030

Thank you for choosing Stryker for your equipment needs. Enclosed please find the documents necessary to enter into the arrangement. Once all of the documents are completed, properly executed and returned to us, we will issue an order for the equipment.

**PLEASE COMPLETE ALL ENCLOSED DOCUMENTS TO EXPEDITE THE SHIPMENT OF YOUR ORDER.**

**Short Form Conditional Sale Agreement  
Exhibit A - Detail of Equipment  
Insurance Authorization and Verification  
State and Local Government Rider  
Addendum**

**\*\*Conditions of Approval: Insurance Authorization and Verification, State and Local Government Rider**

**PLEASE PROVIDE THE FOLLOWING WITH THE COMPLETED DOCUMENTS:**

|                               |       |                       |       |
|-------------------------------|-------|-----------------------|-------|
| <b>Federal tax ID number:</b> | _____ | <b>AP address:</b>    | _____ |
| <b>Purchase order number:</b> | _____ | <b>Contact name:</b>  | _____ |
| <b>Phone number:</b>          | _____ | <b>Email address:</b> | _____ |

**Please fax completed documents to (877) 204-1332. Return original documents to 1901 Romence Road Parkway Portage, MI 49002 (using Fed-Ex Shipping ID# 612-309469)**

Your personal documentation specialist is Megan Bernard and can be reached at 763-568-4597 or by email [megan.bernard@stryker.com](mailto:megan.bernard@stryker.com) for any questions regarding these documents.

The proposal evidenced by these documents is valid through the last business day of **April, 2021**

Sincerely,

**Flex Financial, a division of Stryker Sales, LLC**

**Notice: To help the government fight the funding of terrorism and money laundering activities, U.S. Federal law requires financial institutions to obtain, verify and record information that identifies each person (individuals or businesses) who opens an account. What this means for you: When you open an account or add any additional service, we will ask you for your name, address, federal employer identification number and other information that will allow us to identify you. We may also ask to see other identifying documents. For your records, the federal employer identification number for Flex Financial, a Division of Stryker Sales, LLC is 38-2902424.**

---

## Short Form Conditional Sale Agreement No. 2110121510

Owner ("we" or "us") :  
Flex Financial, a division of Stryker Sales, LLC  
1901 Romence Road Parkway  
Portage, MI 49002

|                                                                                                             |                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer name and address ("You" and "Your"):<br>City Of Oxnard<br>360 W 2ND ST<br>OXNARD, California 93030 | <b>Equipment location:</b> 360 W 2ND ST, OXNARD, California 93030<br><b>Supplier:</b> Stryker Sales, LLC, 3800 E. Centre Avenue, Portage, MI 49002<br><b>Equipment description:</b> see <b>Exhibit A</b> (and/or as described in invoice(s) or equipment list attached hereto and made a part hereof) |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Payment information

| Number of payments | Payment frequency | Payment amount                                                                                                                               |
|--------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 11                 | Monthly           | \$0.00 (First payment due 30 days after Agreement is commenced), (includes estimate of sales taxes - see "Taxes" section below) followed by: |
| 3                  | Annual            | \$164,127.03 (includes estimate of sales taxes - see "Taxes" section below)                                                                  |

### Terms and conditions:

**1. Purchase agreement/ acceptance/ payments:** You agree to purchase from us the Equipment and services, if any, described above and on any attached schedule (the "Equipment") in accordance with the terms of this Agreement (this "Agreement"). You shall be deemed to have accepted the Equipment for purchase under this Agreement on the date that is ten (10) days after the date it is shipped to you by the Supplier ("Acceptance Date") and, at our request, you shall confirm for us such acceptance in writing. No acceptance of any item of Equipment may be revoked by you. You agree to pay the Payments described above ("Payments") beginning on the Acceptance Date or any later date we designate and thereafter until all fully paid. Unless otherwise instructed by us in writing, all Payments and other amounts due hereunder shall be made to our address above. This Agreement is non-cancelable and may not be prepaid. Your obligations under this Agreement (your "Obligations") are absolute, unconditional, and are not subject to cancellation, defense, recoupment, reduction, setoff or counterclaim. If a Payment is not made when due, you will pay us a late charge of 5% of each Payment or \$10.00, whichever is greater, but only to the extent permitted by law. We may charge you a fee of \$55.00 for any check that is returned. You authorize us to adjust the Payments at any time if taxes included in the Payments differ from our estimate. You agree that the Payments were calculated by us based, in part, on an interest rate equivalent as quoted on the Intercontinental Exchange website, at <https://www.theice.com/marketdata/reports/180>, under the USD Rates 1100 Series, its successor, or any other generally recognized financial information service selected by us, that would have a repayment term equivalent to the Term (or an interpolated rate if a like-term is not available) as reasonably determined by us and in the event the Term of this Agreement starts more than 30 days after we send this Agreement to you, we may adjust the Payments once to compensate us, in good faith, for any increase in such rate.

**2. Ownership/security interest/laws/use/maintenance:** Upon acceptance of the Equipment by you, you shall hold title to and be the owner of the Equipment for all purposes including, without limitation, tax purposes. The purchase of the Equipment by you under this Agreement shall be "AS IS, WHERE IS", without representation or warranty of any kind from us, provided that this Agreement shall not impair any express warranties or indemnifications, written service agreements or other obligations of Stryker Corporation or any of its subsidiaries to you regarding the Equipment and we hereby assign all of our rights in any Equipment warranties to you. As security for all of your Obligations, you hereby grant to us a first priority security interest in all of your rights, title and interests in the Equipment, all replacements, additions, accessions, accessories and substitutions thereto or therefore and all proceeds and products thereof, including, without limitation, all proceeds of insurance. Upon timely payment of all amounts due hereunder (plus all applicable Taxes), our security interest in the Equipment shall terminate and you shall be the owner of the Equipment, free and clear of any interest created by us. You agree not to permit any lien, security interest (except ours), claim or encumbrance to be placed upon the Equipment. You shall comply with all applicable laws, rules and regulations and manufacturer's specifications and instructions concerning the operation, ownership, use and/or possession of the Equipment. You must, at your cost, keep the Equipment in good working condition. If Payments include maintenance and/or service costs, you agree that (i) no Assignee (as defined below) is responsible to provide the maintenance or service, (ii) you will make all maintenance and service related claims to the persons providing the maintenance, service or warranty, and (iii) any maintenance, warranty or service claims will not impact your Obligations. The Equipment cannot be moved from the location above without our prior written consent.

**3. Taxes:** You shall pay when and as due all sales, use, property, excise and other taxes, and all license and registration fees now or hereafter imposed by any governmental body or agency upon this Agreement or the ownership, use, or sale of the Equipment, together with all interest and penalties for their late payment or non-payment ("Taxes"). You shall indemnify and hold us harmless from any such Taxes. You shall prepare and file all tax returns relating to Taxes for which you are responsible hereunder. If we receive any tax bill pertaining to the Equipment from the appropriate taxing authority, we may, without obligation, pay such tax and if we pay such tax bill we will invoice you for the expense. Upon receipt of such invoice, you will promptly reimburse us for such expense.

**4. Assignment:** You agree not to transfer, sell, lease, assign, pledge or encumber the Equipment or any rights under this Agreement without our prior written consent, which consent shall not be unreasonably withheld, and if you do, even with our consent, you will still be fully responsible for all your Obligations. You shall provide us with at least 45 days' prior written notice of any change to your principal place of business, organization or incorporation. You agree that we may, without notice to you, sell, assign, or transfer ("Transfer") this Agreement to a third party (each, an "Assignee"), and each Assignee will have our Transferred rights, but none of our obligations, and such rights will not be subject to any claims, recoupment, defenses, or setoffs that you may have against us or any supplier even though an Assignee may continue to bill and collect all of your Obligations in the name of "Flex Financial, a division of Stryker Sales, LLC".

**5. Risk of loss, insurance and reimbursement:** Effective upon delivery to you, you shall bear all risk of Equipment loss or damage. If any such loss or damage occurs you still must satisfy all of your Obligations. You will (i) keep the Equipment insured against all risks of loss or damage for an amount equal to its replacement cost, (ii) list us as the insurance sole loss payee and (iii) give us written proof of the insurance. If you do not provide such insurance, we have the right, without obligation, to obtain such insurance and add an insurance fee (which may include a profit) to the amount due from you. You will obtain and maintain comprehensive public liability insurance naming us as an additional insured with coverages and amounts acceptable to us. To the extent not expressly prohibited by applicable law, you will reimburse and defend us, including each Assignee for and against any losses, injuries, damages, liabilities, expenses, claims or legal proceedings asserted against or incurred by us, including any Assignee, relating to the Equipment and which relate to or arise out of your act or omission or the act or omission of your agents or employees or others (excluding us) with access to the Equipment. The terms of this paragraph will continue after the termination of this Agreement.

**6. Default remedies:** You are in default under this Agreement if: a) you fail to pay a Payment or any other amount when due; or b) you breach any other obligation under this Agreement; or c) your principal owner or any guarantor of this Agreement dies; or d) you or any guarantor dissolves, ceases to do business as a going concern, becomes insolvent, bankrupt, merges, or is sold; or e) you or any guarantor fails to pay any other material obligation owed to us or any of our affiliates.

## Short Form Conditional Sale Agreement No. 2110121510

Upon default, we may: a) declare the entire balance of unpaid Payments immediately due and payable; b) sue you for and receive the total amount due with future Payments discounted to the date of default at a rate of 3% per annum; c) charge you interest on all monies due at the rate of 18% per year or the highest rate permitted by applicable law from the date of default until paid; and/or d) require you to immediately return the Equipment to us or we may peaceably repossess it. Upon default, you will also pay all expenses including but not limited to reasonable attorneys' fees, legal costs, cost of storage and shipping incurred by us in the enforcement and attempted enforcement of any remedies under this Agreement. If the Equipment is returned or repossessed we will, if commercially reasonable, sell or otherwise dispose of the Equipment at terms we determine, at one or more public or private sales, with notice as required by law, and apply the net proceeds (after deducting any related expenses) to your Obligations. You remain liable for any deficiency with any excess being retained by us or applied as required by applicable law.

**7. Miscellaneous:** This Agreement shall be governed and construed in accordance with the laws of Michigan. You agree that the Equipment will only be used for business purposes and not for personal, family or household use. This Agreement may be executed in counterparts and any facsimile, photographic or other electronic transmission and/or electronic signing of this Agreement by you and when manually countersigned by us or attached to our original signature counterpart and/or in our possession shall constitute the sole original chattel paper as defined in the UCC for all purposes and will be admissible as legal evidence thereof. No security interest in this Agreement can be perfected by possession of any counterpart other than the counterpart bearing our original signature. You agree not to raise as a defense to the enforcement of this Agreement or any related documents hereto the fact that such documents were executed by electronic means. We may inspect the Equipment at any time prior to payment in full of your Obligations. No failure to act shall be deemed a waiver of any rights hereunder. If you fail to pay (within thirty days of invoice date) any freight, sales tax or other amounts related to the Equipment which are not financed hereunder and are billed directly by us to you, such amounts shall be added to the Payments set forth above (plus interest or additional charges thereon) and you authorize us to adjust such Payments accordingly. If you are required to report the components of your payment obligations hereunder to certain state and/or federal agencies or public health coverage programs such as Medicare, Medicaid, SCHIP or others, and such amounts are not adequately disclosed in any attachment hereto, then Stryker Sales, LLC will, upon your written request, provide you with a detailed outline of the components of your payments which may include equipment, software, service and other related components. You acknowledge that you have not received any tax or accounting advice from us. You agree that you shall upon request from us, promptly provide to us a copy of your most recent annual financial statements and any of your other financial information (including interim financial statements) that we may request. You authorize us to share such information with our affiliates, subsidiaries and Assignees. This Agreement, any schedules hereto, any attachments to this Agreement or any schedules and any express warranties made by Stryker Sales, LLC constitute the entire agreement between the parties hereto regarding the Equipment and its use and possession and supersede all prior agreements and discussions regarding the Equipment and any prior course of conduct. You waive all rights to any indirect, punitive, special or consequential damages in connection with the Equipment or this Agreement. There are no agreements, oral or written, between the parties which are contrary to the terms of this Agreement and such other documents. YOU AGREE THAT THIS IS A NON-CANCELLABLE AGREEMENT AND WAIVE TRIAL BY JURY.

### I CERTIFY THAT I AM AUTHORIZED TO SIGN THIS AGREEMENT FOR CUSTOMER

|                           |              |
|---------------------------|--------------|
| <b>Customer signature</b> |              |
| <b>Signature:</b>         | <b>Date:</b> |
| <b>Print name:</b>        |              |
| <b>Title:</b>             |              |

|                                                                     |              |
|---------------------------------------------------------------------|--------------|
| <b>Accepted by Flex Financial, a division of Stryker Sales, LLC</b> |              |
| <b>Signature:</b>                                                   | <b>Date:</b> |
| <b>Print name:</b>                                                  |              |
| <b>Title:</b>                                                       |              |

## Exhibit A to Short Form Conditional Sale Agreement Number 2110121510

### Description of equipment

**Customer name:** City Of Oxnard

**Delivery address:** 360 W 2ND ST, OXNARD, California 93030

**Part I - Equipment/Service Coverage (if applicable)**

| Model number | Equipment description                            | Quantity |
|--------------|--------------------------------------------------|----------|
| 6252000000   | STAIR PRO - MODEL 6252                           | 10       |
| 99577-001957 | LP15,EN,SPO2CO,3L/12L,EX,NIBP,CO2,TR,VR,BT,V4    | 10       |
| 41577-000288 | LP15 ACCRY SHIPKIT,AHA,S                         | 10       |
| 11577-000004 | LI-ION CHARGER, STATION, STD POWER CORD          | 10       |
| 21330-001176 | BATTERY PACK-LI-ION                              | 30       |
| 11171-000049 | RAINBOW DCI ADT REUSABLESENSOR, REF 2696,ROHS    | 10       |
| 11171-000046 | M-LNCS DCI, ADULT REUSABLE SENSOR, REF 2501,ROHS | 10       |
| 11160-000013 | NIBP CUFF-REUSEABLE,CHILD, BAYONET               | 10       |
| 11160-000017 | NIBP CUFF-REUSEABLE,LARGE ADULT, BAYONET         | 10       |
| 11160-000019 | NIBP CUFF- REUSEABLE,X-LARGE ADULT, BAYONET      | 10       |
| 11996-000480 | ASSEMBLY,GATEWAY,4G,WIFI,VOICE                   | 10       |
| 11577-000002 | KIT - CARRY BAG, MAIN BAG                        | 10       |
| 11220-000028 | TOP POUCH                                        | 10       |
| 11260-000039 | KIT - CARRY BAG, REAR POUCH, 3RD EDITION         | 10       |

**Total equipment:** \$363,415.20

**Service coverage:**

| Model number | Service coverage description | Quantity | Years |
|--------------|------------------------------|----------|-------|
| 77301ST      | PM ONLY - Stair Chair        | 10       | 5.0   |
| 78000008     | LP15 On Site Prevent w batt  | 10       | 5.0   |

**Total service coverage: \$95,350.00**

**Total upfront sales tax:** \$33,615.91

**Total Amount:** \$492,381.11

| Customer signature |       | Accepted by Flex Financial, a division of Stryker Sales, LLC |       |
|--------------------|-------|--------------------------------------------------------------|-------|
| Signature:         | Date: | Signature:                                                   | Date: |
| Print name:        |       | Print name:                                                  |       |
| Title:             |       | Title:                                                       |       |

# Insurance Authorization and Verification



Date: April 6, 2021

Short Form Conditional Sale Agreement Number 2110121510

To: City Of Oxnard ("Customer")  
360 W 2ND ST  
OXNARD , California 93030

From: Flex Financial, a division of Stryker Sales, LLC ("Creditor")  
1901 Romence Road Parkway  
Portage, MI 49002

**TO THE CUSTOMER:** In connection with one or more financing arrangements, Creditor may require proof in the form of this document, executed by both Customer\* and Customer's agent, that Customer's insurable interest in the financed property (the "Property") meets the requirements as follows, with coverage including, but not limited to, fire, extended coverage, vandalism, and theft:

Creditor, and its successors and assigns shall be covered as both **ADDITIONAL INSURED** and **LENDER'S LOSS PAYEE** with regard to all equipment financed or acquired for use by policy holder through or from Creditor.

Customer must carry **GENERAL LIABILITY** (and/or, for vehicles, Automobile Liability) in the amount of **no less than \$1,000,000.00** (one million dollars).

Customer must carry **PROPERTY Insurance** (or, for vehicles, Physical Damage Insurance) in an amount **no less than the 'Insurable Value' \$363,415.20** with deductibles **no more than \$10,000.00**.

\*PLEASE PROVIDE THE INSURANCE AGENTS INFORMATION REQUESTED BELOW & SIGN WHERE INDICATED

By signing, Customer authorizes the Agent named below: 1) to complete and return this form as indicated; and 2) to endorse the policy and subsequent renewals to reflect the required coverage as outlined above.

|                   |  |
|-------------------|--|
| Insurance agency: |  |
| Agent name:       |  |
| Address:          |  |
| Phone/fax:        |  |
| Email address:    |  |

|                |       |
|----------------|-------|
| City Of Oxnard |       |
| Signature:     | Date: |
| Print name:    |       |
| Title:         |       |

\*Customer: Creditor will fax the executed form to your insurance agency for endorsement. In Lieu of agent endorsement, Customer's agency may submit insurance certificates demonstrating compliance with all requirements. If fully executed form (or Customer-executed form plus certificates) is not provided within 15 days, we have the right but not the obligation to obtain such insurance at your expense. Should you have any questions please contact Megan Bernard at 763-568-4597.

**TO THE AGENT:** In lieu of providing a certificate, please execute this form in the space below and promptly fax it to Creditor at 877-204-1332 . This fully endorsed form shall serve as proof that Customer's insurance meets the above requirements.

Agent hereby verifies that the above requirements have been met in regard to the Property listed below.

|                         |       |
|-------------------------|-------|
| Agent signature         |       |
| Signature:              | Date: |
| Print name:             |       |
| Title:                  |       |
| Carrier name:           |       |
| Carrier policy number : |       |
| Policy expiration date: |       |

Insurable value: \$363,415.20

ATTACHED: PROPERTY DESCRIPTION FOR Short Form Conditional Sale Agreement Number 2110121510

See Exhibit A to Short Form Conditional Sale Agreement Number 2110121510

TOGETHER WITH ALL REPLACEMENTS, PARTS, REPAIRS, ADDITIONS, ACCESSIONS AND ACCESSORIES INCORPORATED THEREIN OR AFFIXED OR ATTACHED THERETO AND ANY AND ALL PROCEEDS OF THE FOREGOING, INCLUDING, WITHOUT LIMITATION, INSURANCE RECOVERIES.

## State and Local Government Customer Rider

This State and Local Government Customer Rider (the "Rider") is an addition to and hereby made a part of **Short Form Conditional Sale Agreement Number 2110121510** (the "Agreement") between **Flex Financial**, a division of Stryker Sales, LLC ("Owner") and City Of Oxnard ("Customer") to be executed simultaneously herewith and to which this Rider is attached. Capitalized terms used but not defined in this Rider shall have the respective meanings provided in the Agreement. Owner and Customer agree as follows:

- Customer represents and warrants to Owner that as of the date of, and throughout the Term of, the Agreement: (a) Customer is a political subdivision of the state or commonwealth in which it is located and is organized and existing under the constitution and laws of such state or commonwealth; (b) Customer has complied, and will comply, fully with all applicable laws, rules, ordinances, and regulations governing open meetings, public bidding and appropriations required in connection with the Agreement, the performance of its obligations under the Agreement and the acquisition and use of the Equipment; (c) The person(s) signing the Agreement and any other documents required to be delivered in connection with the Agreement (collectively, the "Documents") have the authority to do so, are acting with the full authorization of Customer's governing body, and hold the offices indicated below their signatures, each of which are genuine; (d) The Documents are and will remain valid, legal and binding agreements, and are and will remain enforceable against Customer in accordance with their terms; and (e) The Equipment is essential to the immediate performance of a governmental or proprietary function by Customer within the scope of its authority and will be used during the Term of the Agreement only by Customer and only to perform such function. Customer further represents and warrants to Owner that, as of the date each item of Equipment becomes subject to the Agreement and any applicable schedule, it has funds available to pay all Agreement payments payable thereunder until the end of Customer's then current fiscal year, and, in this regard and upon Owner's request, Customer shall deliver in a form acceptable to Owner a resolution enacted by Customer's governing body, authorizing the appropriation of funds for the payment of Customer's obligations under the Agreement during Customer's then current fiscal year.
- To the extent permitted by applicable law, Customer agrees to take all necessary and timely action during the Agreement Term to obtain and maintain funds appropriations sufficient to satisfy its payment obligations under the Agreement (the "Obligations"), including, without limitation, providing for the Obligations in each budget submitted to obtain applicable appropriations, causing approval of such budget, and exhausting all available reviews and appeals if an appropriation sufficient to satisfy the Obligations is not made.
- Notwithstanding anything to the contrary provided in the Agreement, if Customer does not appropriate funds sufficient to make all payments due during any fiscal year under the Agreement and Customer does not otherwise have funds available to lawfully pay the Agreement payments (a "Non-Appropriation Event"), and provided Customer is not in default of any of Customer's obligations under such Agreement as of the effective date of such termination, Customer may terminate such Agreement effective as of the end of Customer's last funded fiscal year ("Termination Date") without liability for future monthly charges or the early termination charge under such Agreement, if any, by giving at least 60 days' prior written notice of termination ("Termination Notice") to Owner.
- If Customer terminates the Agreement prior to the expiration of the end of the Agreement's initial (primary) term, or any extension or renewal thereof, as permitted under Section 3 above, Customer shall (i) on or before the Termination Date, at its expense, pack and insure the related Equipment and send it freight prepaid to a location designated by Owner in the contiguous 48 states of the United States and all Equipment upon its return to Owner shall be in the same condition and appearance as when delivered to Customer, excepting only reasonable wear and tear from proper use and all such Equipment shall be eligible for manufacturer's maintenance, (ii) provide in the Termination Notice a certification of a responsible official that a Non-Appropriation Event has occurred, (iii) deliver to Owner, upon request by Owner, an opinion of Customer's counsel (addressed to Owner) verifying that the Non-Appropriation Event as set forth in the Termination Notice has occurred, and (iv) pay Owner all sums payable to Owner under the Agreement up to and including the Termination Date.
- Any provisions in this Rider that are in conflict with any applicable statute, law or rule shall be deemed omitted, modified or altered to the extent required to conform thereto, but the remaining provisions hereof shall remain enforceable as written.

| Customer signature |       | Accepted by Flex Financial, a division of Stryker Sales, LLC |       |
|--------------------|-------|--------------------------------------------------------------|-------|
| Signature:         | Date: | Signature:                                                   | Date: |
| Print name:        |       | Print name:                                                  |       |
| Title:             |       | Title:                                                       |       |



# ADDENDUM TO SHORT FORM CONDITIONAL SALE AGREEMENT NO. 2110121510 BETWEEN FLEX FINANCIAL, A DIVISION OF STRYKER SALES, LLC AND CITY OF OXNARD

This Addendum is hereby made a part of the agreement described above (the "Agreement"). In the event of a conflict between the provisions of this Addendum and the provisions of the Agreement, the provisions of this Addendum shall control.

The parties hereby agree as follows:

1. A new Section 8 is hereby added to the Agreement which shall read as follows:

**"8. Upgrade of Equipment.** We will provide you with the opportunity to upgrade your Equipment within the same product class and with like technology, upon our offering such upgraded Equipment for general sale, under terms and conditions as mutually agreed upon at the time of upgrade, including the interest rate applicable to the upgrade transaction, amount financed, payment, term and tax rates. In the event you elect to upgrade your Equipment as herein provided, you shall give us 30 days' prior written notice. Any Equipment upgrade is subject to the credit approval at that time and subject to the execution of mutually acceptable documentation; it being agreed to and understood that this option will not change your obligations under the Agreement, unless and until new mutually acceptable documentation is executed."

| Customer signature |       | Accepted by Flex Financial, a division of Stryker Sales, LLC |       |
|--------------------|-------|--------------------------------------------------------------|-------|
| Signature:         | Date: | Signature:                                                   | Date: |
| Print name:        |       | Print name:                                                  |       |
| Title:             |       | Title:                                                       |       |

# OXNARD EMERGENCY AMBULANCE SERVICES

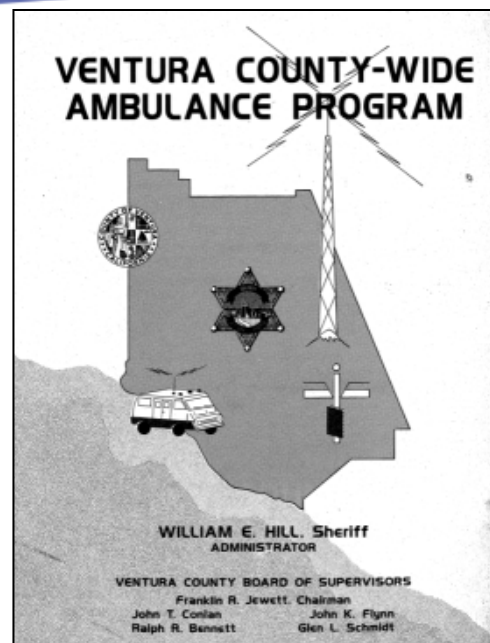
Alexander Hamilton, Fire Chief



## That the Committee recommend the City Council:

- Approve and authorize the Mayor to execute Agreement A-8317 with Falck Mobile Health Corporation (“Falck”) for three years, with an option to renew for two additional years
- Approve and authorize the Mayor to execute a purchase order for the procurement of 10 EKG Monitors and 10 Stair-Pro Chairs to be placed on Falck ambulances
- Authorize the City Manager to approve and execute amendments to Agreement A-8317 for amounts within the City Manager’s purchasing authority

- In 1971 The city entered into an “Agreement for the Joint Exercise of Powers Relative to the Regulation of Ambulance Services and the Licensing Thereof” (JPA)
- Later amended in 1973 to include the city of Simi Valley



AN AGREEMENT FOR THE JOINT  
EXERCISE OF POWERS RELATIVE  
TO THE REGULATION OF AMBULANCE  
SERVICE AND THE LICENSING  
THEREOF

This Agreement is entered into by and between the COUNTY OF VENTURA, a political subdivision of the State of California, hereinafter referred to as COUNTY, and the CITY OF SAN BUENAVENTURA, a charter city, the CITY OF OJAI, a municipal corporation, the CITY OF OXNARD, a municipal corporation, the CITY OF CAMARILLO, a municipal corporation, the CITY OF SIMI VALLEY, a municipal corporation, the CITY OF SANTA PAULA, a municipal corporation, the CITY OF THOUSAND OAKS, a municipal corporation, the CITY OF FILLMORE, a municipal corporation, and the CITY OF PORT HUENEME, a municipal corporation, hereinafter referred to as CITIES.

- Between 1971 and 2010 Ambulance Services are provided by Gold Coast Ambulance (GCA)



- Prior to 2010 GCA is a small business, locally owned and operated

- Provides Service only to Ambulance Service Area 6 (ASA 6)
  - Area comprised of Oxnard, Port Hueneme, El Rio, 2 Naval bases, and other unincorporated areas
  - GCA compliance times were consistently high
    - 99.13% (1996)
    - 96.56% (2010)





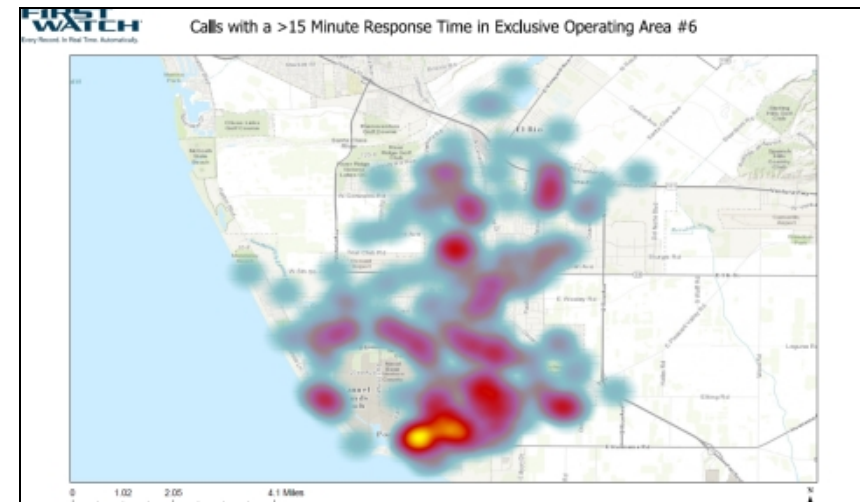
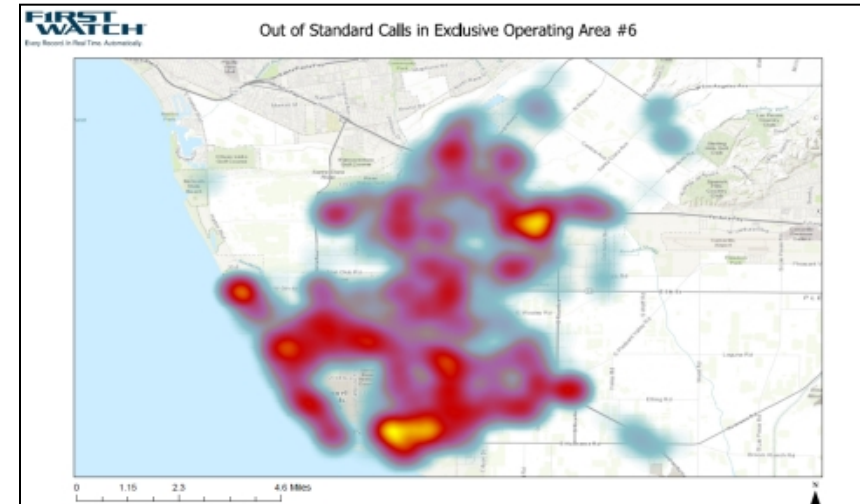
In 2010 GCA is purchased by American Medical Response (AMR)



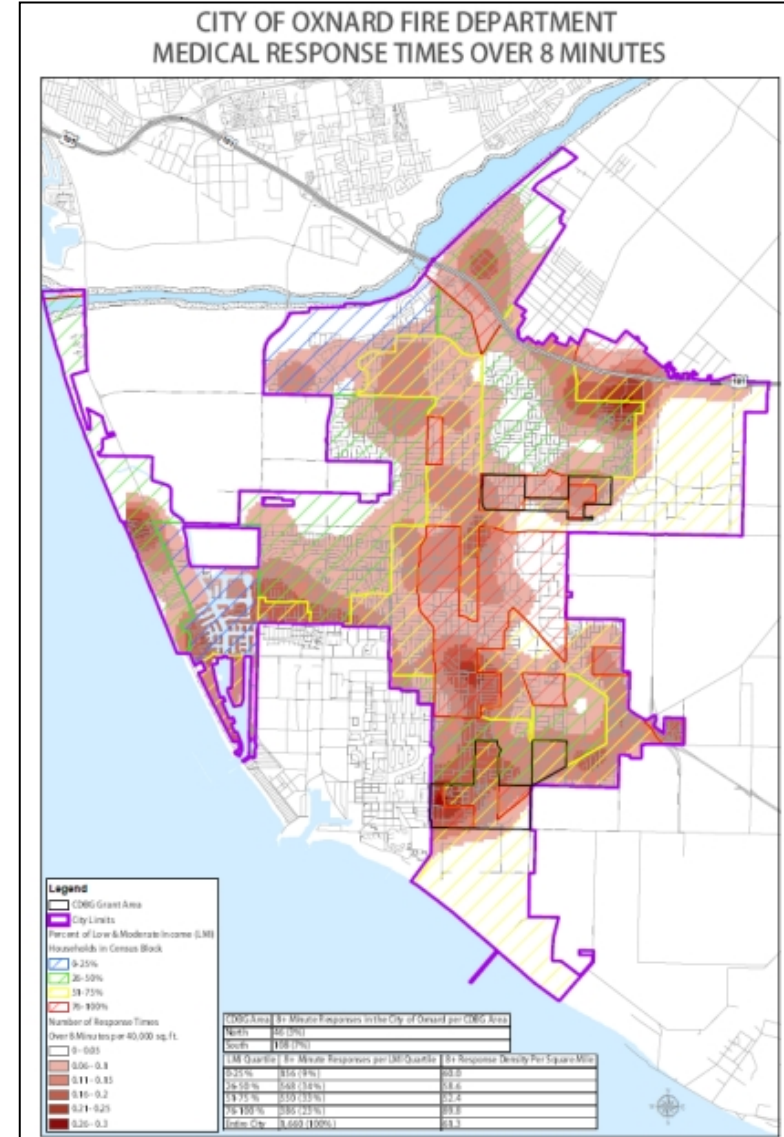
- Services begin to slide
  - By July of 2020 compliance drops to 91.47% with “Exemptions”



- GCA and AMR ambulances are allowed to freely move between ASA zones
- AMR begins utilizing GCA ambulances to cover surrounding ASA's at Oxnard expense
- By 2017 major pockets of delays begin to emerge in south Oxnard



- In 2017 Oxnard Fire begins analyzing delays
  - Data reveals major response equity issues
    - Highest volume of delays present in lowest income neighborhoods
- Oxnard Fire is awarded Community Development Block Grants (CDBG) to address the issue



- Oxnard Fire begins First Responder Advanced Life Support (FRALS) Services
  - Responding from Station 8, Squad 68 average (fractal) on scene time is 4 minutes 38 seconds



- The pandemic had major impacts to private ambulance providers revenues
  - Temporary drop in 911 responses
    - Call volumes recovered by September of 2020
  - Drop in non emergency transports (IFT)
- In response AMR/GCA reduced 911 ambulance levels to cover profit losses

## GCA DEPLOYMENT REDUCTION

5 - 24 hour Ambulances  
1 -12 hour Ambulance



4 - 24 hour Ambulances  
1 - 12 hour Ambulance

- As the winter COVID-19 surge manifested EMS call volumes increased dramatically
- Early estimates show an approximate increase of 13% in cardiac arrest responses over 2019\*
- With no increase in ambulance deployments by AMR/GCA, Oxnard City Manager authorized immediate deployment of all Oxnard Fire Paramedic resources



\*Cares 2020/2019 Database



- On December 1, 2020 Oxnard City Council directed the City Manager to give notice of withdraw from the Joint Powers Agreement
  - Withdrawal from JPA does not change the City's status as a statutorily authorized component of the EMS system
  - 1797.201 Cities are still subject to a local emergency medical services agencies medical control, Continuous Quality Improvement programs, and regulatory oversight as permitted by statute

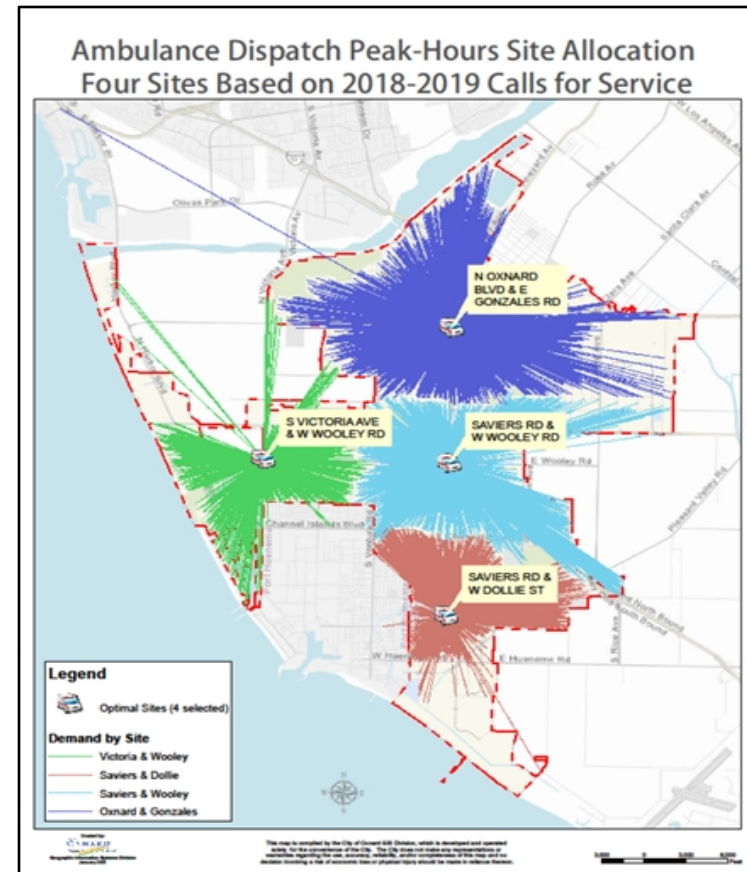
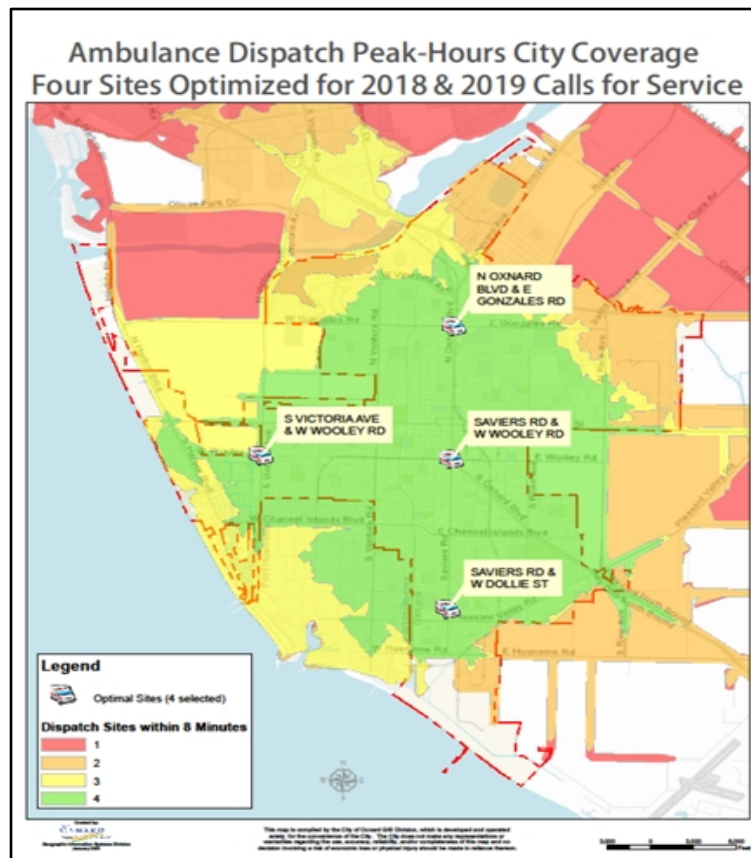
- January 19, 2021 formal bid solicitation for ambulance transport services was published
  - Published on Public Purchase
  - Accessed by 19 ambulance providers
  - 10 ambulance providers including Gold Coast Ambulance were emailed the bid directly
  - 4 providers participated in the mandatory pre-bidders conference
- February 26, 2021 a 5 person panel conducted bid proposal review
  - Panel consisted of (2) EMS Coordinators, (1) Medical Director, (1) Private Resident and (1) Outside Fire Agency Assistant Chief



- Provider Recommendation: Falck Ambulance
  - One of the largest providers of ambulance service globally
    - Multiple 911 contracts in San Diego, Orange, Los Angeles,
    - Robust Implementation program
    - Requisite experience with similar cities
    - Large back up fleet for mutual aid and disaster response
    - Very competitive pricing



- Oxnard Fire System Development
  - Utilizing multiyear historical call data combined with GIS predictive analytics a comprehensive deployment plan has been developed



- System improvements include:
  - 911 exclusive ambulances
  - No regular move up by system ambulances



## 9 Operational Resources

- (4) 24 hour ambulances
- (3) 12 hour ambulances
- (1) 24 hour supervisor
- (1) Daytime Clinical/Ops Manager

## Equipment Improvements

- Type 3 (box) ambulances
- 2 New Paramedic Support Units (Light SUV)

## Local Control

- Allows Oxnard needs to drive response metrics
  - Current system is ripe for manipulation, only rewards efficiency
  - Measuring success should be focused on metrics that produce better patient outcomes

## Oxnard response goals

- On scene 7:30 from time of alarm, 90% or greater
- Advanced Life Support (ALS) on scene 5 minutes or less, 90% or greater
- Wheels moving
  - 60 seconds day
  - 120 seconds night

- Equip each Falck ambulance with 2 types of equipment
  - Lifepak 15 EKG monitor/defibrillator
    - Perform a full range of clinical interventions and diagnostic procedures
  - “Stair-Pro” Stair-chair
    - Transport patients safely from steep angles and stairs



- Projection is for first full year
  - Includes start up cost
  - First year operation will coincide with FY 2021-22
- Appropriation will be requested on FY 21-22 budget
- Collection will run behind approximately 3-6 months on initial start up

**Expenditure FY 21-22**  
**\$7.1 Million**

**Reimbursement**  
**\$9.65 Million**



- Stryker Equipment Purchase
  - 0% financing
  - 3 year term
  - Cost recovery from transport user fees will cover purchase cost

**Year one cost**

\$33,615.91 tax  
+ \$152,921.73 annual payment

**\$186,537.64**

**Total cost**

**\$492,381.11**





# QUESTIONS