

RFP B2011-11

RFP to Provide Ambulance and Patient Billing Services for the Torrance Fire Department

SECTION III PROPOSAL SUBMITTAL

FAILURE TO COMPLETE ALL ITEMS IN THIS SECTION MAY INVALIDATE PROPOSAL.

In accordance with your "Invitation to RFP", the following proposal is submitted to the City of Torrance.

RFP Submitted By:

AmbuServe, Inc.

Name of Company

15105 S. Broadway

Address

Gardena CA 90248

City/State/Zip Code

310-644-0500 FAX 310-644-4500

Telephone Number/Fax Number

Melissa Harris, President

Printed Name/Title


Signature

3/31/11
Date

Contact for Additional Information:

Please provide the name of the individual at your company to contact for any additional information

Traci Taylor

Name

General Manager

Title

310-644-0500 FAX 310-644-4500

Telephone Number/Fax Number

Form of Business Organization: Please indicate the following (check one);

Corporation Partnership Sole Proprietorship Other: _____

Business History:

How long have you been in business under your current name and form of business organization?

Eleven (11) years Years

If less than three (3) years and your company was in business under a different name, what was that name?

The company has never operated under a different name.

Addenda Received:

Please indicate addenda information you have received regarding this RFP:

Addendum No. <u>1</u>	Date Received: <u>March 21, 2011</u>
Addendum No. <u>2</u>	Date Received: <u>March 22, 2011</u>
Addendum No. <u> </u>	Date Received: <u> </u>
Addendum No. <u> </u>	Date Received: <u> </u>

 No Addenda received regarding this RFP.

Renewal Option:

Please state, if requested by the City, if your company would agree to a renewal of this contract with price, terms and conditions unchanged.

Yes we would agree to add one (1) additional 2-year term (after initial contract term)

Yes X we would agree to add two (2) additional 2-year terms (after initial contract term)

No we would not be interested in renewing this contract.

Delivery:

What is the lead time for delivery/ start? No Grace Period days/weeks

Can you start the provision of ambulance and patient billing services for the City on July 16, 2011? YES

If no, what is your proposed Start Date?

Start Up Plan:

1. Describe in detail how you propose to start operations in a timely manner. Include any time frames or delays due to equipment or vehicle acquisition. Discuss in detail the system design you propose.

AmbuServe has completely answered this question behind TAB: Section III #1

Startup Plan



(The following should be considered the "additional pages" as provided by the Torrance RFP Proposal Submittal Form). Describe in detail how you propose to start operations in a timely manner. Include any time frames or delays due to equipment or vehicle acquisition. Discuss in detail the system design you propose.

Introduction

AmbuServe proudly presents this proposal to provide nationally accredited ambulance and patient billing services to support the City of Torrance and the high quality emergency medical services it offers citizens through the Torrance Fire Department. In anticipation of this RFP, the company has been preparing for this opportunity to serve the City of Torrance and its fire department for the past eight years.

1. AmbuServe purchased, staffed and equipped every ambulance in the fleet to satisfy all state and federal requirements for operating as an emergency ambulance service capable of responding to 9-1-1 requests for ambulance services.
2. AmbuServe offers 9-1-1 backup BLS and ALS ambulance services for numerous 9-1-1 contractors in Southern California, including McCormick Ambulance and Beverly Hills Fire.

3. AmbuServe has offered BLS and ALS ambulance services since 2000, responding to medical facilities' pre-scheduled routine patient transfers and facilities' unscheduled ALS emergencies.

4. The company has invested the time, money and energy to achieve and maintain the distinction of being nationally accredited by the Commission on the Accreditation of Ambulance Services (CAAS). CAAS accreditation begins with an almost two-year application process documenting that the company *walks its talk* regarding more than 100 company policies and procedures inclusive of every department, including the organization, inter-agency relations, management, finance, community relations, public affairs, human resources, clinical standards, safety, risk management, equipment, facilities and communications center operations.

AmbuServe is one of only a few California ambulance services that's currently CAAS accredited, a distinction held by about 1% of all the ambulance services in the U.S.

The company is in the process of submitting documentation for its third three-year accreditation. To view CAAS accreditation criteria, please see Attachment 2.

5. AmbuServe researched, selected, purchased and implemented ZOLL state-of-the-art dispatch CAD and radio and billing technologies and honed its acumen for efficient ambulance deployment.

6. The company's accredited accounts receivable and ambulance billing department already achieves marked success maximizing ambulance fee reimbursement through third-party payors such as Medicare, MediCal and private insurance companies/networks, etc.



7. AmbuServe has developed strong relationships and exclusive contracts with numerous medical facilities and insurance groups. Since 2000, it's regularly welcomed a continually growing list of new ambulance services clients, achieving growth that's led to the financial integrity necessary to support the City of Torrance's request for 9-1-1 ambulance services.

8. AmbuServe is an engaged corporate citizen. The company is already a member of the Torrance Chamber of Commerce and Los Angeles County Ambulance Association. AmbuServe currently provides CPR classes for medical facility personnel. The company also makes presentations for community college job fairs, provides special event medical standby services free of charge or at its cost, and donates used ambulances and medical equipment. The company also donates to numerous charitable and humanitarian causes.

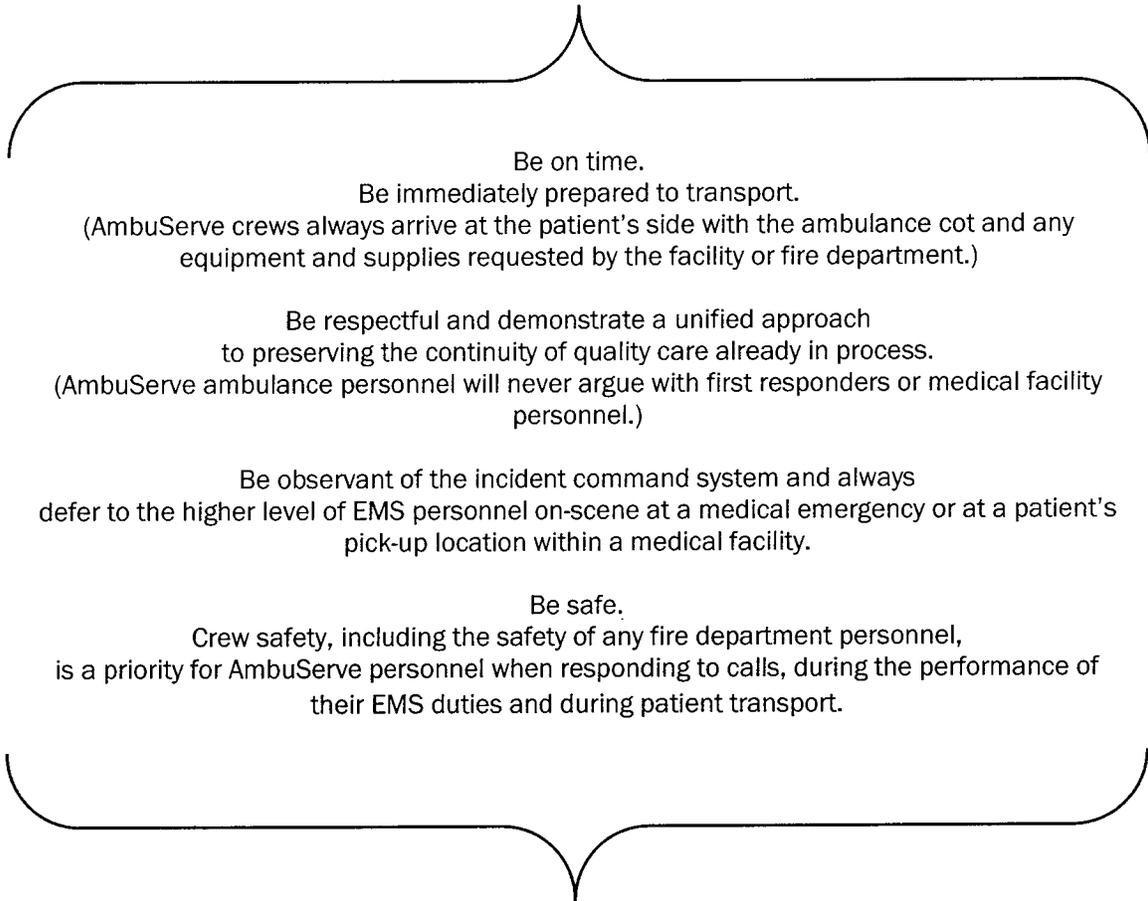
9. The City of Torrance ambulance contract is not just another in a whole list of 9-1-1 contracts for AmbuServe. There will be no *servicing many masters* because the company's priority focus will be the City of Torrance's ambulance services.

10. While there have been other opportunities to bid on 9-1-1 contracts, the Torrance contract presents the most logical and perfect fit for AmbuServe, since the company already provides ambulance services in the City of Torrance. AmbuServe's headquarters are just a few minutes away from Torrance. The Torrance City Council is supportive of women-owned businesses that have taken the steps necessary to prove their willingness to serve the City.

11. AmbuServe is not for sale. The company has not been sold nor is it entertaining offers for sale. AmbuServe is not experiencing any form of instability or operational distraction, something that can't be said of other bidders that are in transition due to a sale or are being considered for consolidation by big investment group-owned ambulance corporations.

AmbuServe RFP Response, City of Torrance

The company's slogan, *Taking Pride in Quality Care*, declares AmbuServe's culture and image. Its administrators, managers and professional staff animate that declared culture as the company's dependable, trustworthy, customer-centric brand. It's what distinguishes AmbuServe from other companies that perform similar services.



To date, the company's ambulance crews primarily respond to the needs of medical facilities' personnel who call for ambulance services on behalf of patients. AmbuServe personnel are already accustomed to seeing medical personnel and first responders as their "first customer" and as the intended first recipient of their customer service. Therefore, the members of AmbuServe's professional EMS staff are expected to perform as follows regardless of whether they're responding to pick up patients at medical facilities or 9-1-1 emergency scenes:

AmbuServe's owner and managers all understand there are unique requirements inherent to providing high-quality EMS services from one service area to the next. This observation holds

particularly true for the demographically diverse EMS systems throughout the Los Angeles County area. AmbuServe's executive staff and professional EMS employees all recognize the importance of custom designing proposed operations to reflect the efficiency, sophistication and customer service desired by the City of Torrance and its Fire Department first responders. In the pages that follow, proposal reviewers will see how AmbuServe continually hones the ambulance industry's best practices for ambulance deployment and patient care on a daily basis. Additionally, AmbuServe's proposal has aligned the company's mission to complement that of the Fire Department's mission and its EMS goals as stated on the City of Torrance website and below:

Torrance Fire Department - Our Mission

We are dedicated to protecting the community and providing for Life Safety, Environmental Protection and Property Conservation through Education, Hazard Reduction and Emergency Response. We are committed to the highest standards of Professionalism and Integrity that are the tradition of the Fire Service. Programs developed to perform our mission include:

Fire Suppression Services

Hazardous Materials Emergency Services

(All AmbuServe personnel have at least hazard awareness training)

Emergency Medical Services

(AmbuServe's singular focus is caring for and transporting patients. The company is already staffed, equipped and prepared to respond to emergency patients.)

Rescue Systems Services

(AmbuServe has already responded to disasters as part of the California Strike Team system. Additionally, AmbuServe is a FEMA subcontractor for American Medical Response (AMR), which holds the national FEMA contract.)

Specialty Emergency Response Services

(AmbuServe currently offers NICU team transports.)

Fire Prevention

(AmbuServe believes that by participating with the Fire Department's fire prevention activities, unfortunate tragedies can be avoided in the City of Torrance.)

Public Education

(AmbuServe offers numerous system enhancements in support of the Torrance Fire Department, including PSA production, website pages, presentation support and participation, etc.)

Fire Department EMS Goal

To provide quality pre-hospital
emergencymedical care.

AmbuServe Goal

Taking Pride in Quality Care



AmbuServe Requires No Grace Period for Startup.

AmbuServe's proximity to the City of Torrance (just down the highway in Gardena), combined with the eagerness of the company's employees to serve the City further augments the company's proposed startup plan detailed in the pages of this proposal. A full charting of the anticipated schedule, timelines and implementation is provided at the end of the startup plan section.

Community Outreach

Earning the City's business to provide nationally accredited ambulance services as AmbuServe's only 9-1-1 contract will be personally gratifying to the company's owner and managers. As the City's new partner, AmbuServe is interested in continuing to support the Torrance Fire Department's stellar EMS reputation through community relations outreach initiatives it may not currently have the budget to implement internally. Although the RFP doesn't ask for AmbuServe's community outreach commitment specifically, the company has elected to detail what it feels to be a very important part of its new relationship with the City below.

AmbuServe seeks a partnership with the City of Torrance and its Fire Department first responders that's meaningful and effective, and communicates with many more individuals than those transported in the system's ambulances. In exchange for the City's trust and reliance on AmbuServe for its 9-1-1 ambulance services, AmbuServe can offer the City of Torrance and its Fire Department first responders assistance with their current and future community outreach. AmbuServe commits to offer volunteer personnel for community relations projects including

assistance with the Fire Department's Auxiliary Firefighter Program, EMS Week Celebrations, and delivery of EMS system awareness and EMT/paramedic career information.

With the Fire Department's approval, AmbuServe presents the following list of community relations initiatives as being representative of the level of its commitment to serve the City and Fire Department in this regard:

No Panic Please- Jr. Paramedic Program

AmbuServe offers to private label the City of Torrance's No Panic Please- Jr. Paramedic program, its elementary-age EMS awareness course and related take-home materials (i.e., coloring page, stickers, posters), for presentations and distribution to Torrance students in kindergarten through sixth grade. All No Panic Please- Jr. Paramedic program materials will bear the logos of the Torrance Fire Department and AmbuServe. The No Panic Please- Jr. Paramedic program offers an original song, banners, signs, stories and first aid information (appropriate for each grade level), and also provides children with an awareness of what happens during a 9-1-1 response. The program includes a tour of an ambulance (and/or fire rescue squad vehicle). AmbuServe will be available to present the program on behalf of the Fire Department should it choose to delegate this community relations responsibility to AmbuServe personnel. The program is available for review as Attachment 3.



Chamber of Commerce

AmbuServe will continue to actively participate in Torrance Chamber of Commerce activities. Most recently, AmbuServe toured Torrance citizens through a company ambulance and provided company information at the March 17 Chamber Business Expo.

Public Service Announcements

Through the efforts of AmbuServe's contracted video producer, the company will pay for the scripting, direction and production of quarterly TV public service announcements featuring the Torrance Fire Department and its spokesperson(s) to address the following draft list of topics:

1. Warning signs of heart attack/stroke
2. Fall prevention for senior citizens
3. Drowning prevention (pools and beaches)
4. Recreational safety/surfing/skateboarding/hiking
5. Drunk and drugged driving prevention during the holidays

(The City's Fire Department, its personnel and vehicles and/or its EMS spokesperson will be featured in all these PSAs. Should an ambulance be needed for their taping, AmbuServe will provide one free of charge.)

Commercial

AmbuServe will produce a quality commercial touting the importance of the opportunity for citizens to become members of the Torrance Fire Department Auxiliary. The commercial will serve to build the public's awareness of how the City encourages, trains, and prepares for future staffing for fire suppression and EMS response for citizens.

Website

Keeping a website vibrant and up-to date is challenging for any business, let alone a busy Fire Department, but Internet presence is imperative for getting the good word out about EMS and illness and injury prevention. AmbuServe will pay for and house on its server an EMS public education and information website with video and graphic art content that champions the Torrance Fire Department and its spokespersons. (The site and/or these special pages could link directly from the Fire Department's current "Public Education" page. Department designees will direct the website's content and key messages. AmbuServe will regularly update the site, keeping it current with planned EMS and community service initiatives, scheduled presentations, and seasonal injury and illness information to include the video PSAs AmbuServe has offered to produce and any other desired Fire Department messages.

Parades/Community Events

AmbuServe looks forward to assisting with City-sponsored community events, offering manpower, financial support and its EMS expertise for medical standby services free of charge or at its cost.

Complimentary CPR Courses

AmbuServe will continue to offer free CPR courses for members of not-for-profit organizations and community groups.



AmbuServe looks forward to the Fire Department's feedback regarding the community relations initiatives as well as the programs, presentations and outreach well underway at Torrance Fire Department.

The AmbuServe Value Proposition



AmbuServe EXCEEDS the Torrance RFP requirement by offering nationally accredited (CAAS) ambulance services. Please see Attachment 2.

AmbuServe EXCEEDS the Torrance RFP requirement by offering six dedicated ambulances.

AmbuServe EXCEEDS the Torrance RFP by offering 16 brand-new AEV Type III ambulances for immediate access by the City of Torrance Public Safety Communications Center. All 16 new ambulances will be equipped as per the specifications of the RFP.

AmbuServe EXCEEDS the Torrance RFP requirements by offering to standardize the placement of all ambulance equipment and supplies as desired by the Torrance Fire Department EMS Chief companywide.

AmbuServe EXCEEDS the Torrance RFP requirements by offering to add a private label and custom graphic design for all dedicated Torrance ambulances.

AmbuServe EXCEEDS the Torrance RFP requirements by offering 6 and up to 20 ambulances outside those serving in the eight-minute response zone. (These ambulances will meet the 12 minute response time).

AmbuServe EXCEEDS the Torrance RFP requirements by offering full staffing of Fire Department-approved EMS personnel to staff ambulances and open hiring for qualified Fire Department Auxiliary and Incumbent Personnel.

AmbuServe EXCEEDS the Torrance RFP requirements by offering a comprehensive community relations program commitment.

AmbuServe EXCEEDS the Torrance RFP requirement for insurance coverage.

AmbuServe EXCEEDS the City of Torrance RFP by offering a disaster/large scale incident trailer equipped and supplied to support the mass casualty EMS needs of up to thirty (30) patients

AmbuServe EXCEEDS the Torrance RFP requirements by upgrading its Computer Aided Dispatch Center to include ZOLL Dispatch Pro to optimize unit deployment, new radios and new on-board technologies. AmbuServe will purchase Fire Department-recommended equipment. (AVL, mobile data terminals, ePCR hardware/software).

AmbuServe EXCEEDS the Torrance RFP requirements by offering comprehensive clinical quality assurance reporting for the Torrance Fire Department (reports regarding all patients transported without Fire Department ride-in).

AmbuServe EXCEEDS the Torrance RFP requirements by offering comprehensive billing and collections services that maximize third-party reimbursements and minimize out-of-pocket fees for citizens AmbuServe and also focuses on service *after the call* by inviting customer satisfaction survey completion, survey analysis, and facility personnel feedback.

AmbuServe EXCEEDS the Torrance RFP requirements by offering to replace its dedicated ambulances with natural gas ambulances when they become available should the City desire such a replacement. AmbuServe is the recipient of an Air Quality Management District grant for initiating a pilot program through which AmbuServe will place CNG (compressed natural gas) ambulances into the operation.

AmbuServe RFP Response, City of Torrance

AmbuServe's experience with the work of its ambulance distributor, Leader Industries, has been so positive that the company presents its plan for six dedicated AEV Type III ambulances with the utmost pride and confidence. In anticipation of the Torrance ambulance RFP, AmbuServe requested and received verification of Leader Industries' commitment to provide 16 custom-designed AEV Type III ambulances by the City of Torrance contract start date. A quote from Leader Industries is available for reviewers' perusal as Attachment 4.

AmbuServe will procure the insurance required by the RFP: AmbuServe already has confirmation that it can purchase the required insurance in the amounts and structure stipulated in the City of Torrance RFP and the RFP addenda in this regard. A letter from AmbuServe's insurance broker Shirley Greene of Der Manouel Insurance Group is available for the review committee as Attachment 5.

City of Torrance Fire Department-EMS Ambulance Operation

Working Implementation Plan Summary

Contract Start: (July 16 , 2011)

Department	Action	Start	End	Accountability
Administration	Contract negotiation	TBD	TBD	President/CEO EMS Consultants
	Finalize and assign leadership team	April 1, 2011 Already working on	June 1, 2011	President/ CEO Management Team/Consultants
	Locate/acquire local offices and facilities	03/17/2011	03/22/2011 Have Torrance location	President/CEO Operations Director
	Build out facilities, phone/utilities, etc.	May 1, 2011	June 1, 2011	Operations Director Operations Manager
	Move into facilities	June 1, 2011	July 1, 2011	Operations Director Operations Manager Operations Supervisor
	Formalize Transition Task Force with Fire Department	June 1, 2011	July 1, 2011	President/CEO Onsite Manager
Operations	Initiate equipment delivery plan	May 1, 2011	July 2011	General Manager Onsite Torrance Manager
	Initiate SPOT mobile software	May 1, 2011	July 2011	AmbuServe Communications Manager, Radio Satellite Integrators,
	Coordinate with first responders	June 1, 2011	ongoing	Company President FD EMS Chief
	Finalize SSP with FD	June 1, 2011	July 2011	Operations Director FD EMS Chief

AmbuServe RFP Response, City of Torrance

Department	Action	Start	End	Accountability
Control Center	Initiate onsite process with Zoll for system expansion	May 1, 2011	June 15, 2011	Operations Director Operations Manager
	Order/install/test radio infrastructure	June 1, 2011	Have ready for start date	Torrance Public Safety Dispatch Manager
	Design and implement radio interfaces	June 1, 2011	Have ready for start date	General Manager Radio Installer
	Confirm radio and/or cell coverage systemwide	June 1, 2011	Have ready for start date	Communications Center Manager
	New cell phone and radio system vendors and equipment	May 1, 2011	June 1, 2011 to be ready for start date	Communications Center Manager
QI and Clinical Education		Already have this in place	Already have this in place	
Human Resources	Finalize staffing needs	June 2011	July 2011 ready for start date	BLS Manager HR Manager
	Recruiting process	May 2011	ongoing	BLS Manager HR Manager
	New/added benefits	June 1, 2011	ongoing	BLS Manager HR Manager
	Employee selection process	May 1, 2011	ongoing	BLS Manager HR Manager
	Orientation and training	May 1, 2011	ongoing	BLS Manager HR Manager
Fleet & Maintenance	Finalize vehicle specs	April 1, 2011	Ready for July start date	General Manager
	Implement vehicle plan	June 1, 2011	July 1, 2011	General Manager
	Finalize any local vendors	May 1, 2011	July 1, 2011	General Manager
	Finalize and implement "in-house" vehicle checkout program	Already have this	Already have this	General Manager

AmbuServe RFP Response, City of Torrance

	Install IT/paint and logo/license	June 1, 2011	July 1, 2011	General Manager
	PM program training	Already have this	Already have this	General Manager
	Delivery of major bio-medical equipment	June 1, 2011	July 1, 2011	General Manager

Please provide the following information:

2. Number of ambulances and qualified employees available for assignment to the City of Torrance.

AmbuServe has completely answered this question behind
TAB Section III #2

3. Average age of ambulances.

The average age of ambulances is 3.5 years.

4. Number of ambulances and employees in direct ownership or employ of the Proposer.

AmbuServe has completely answered this question behind
TAB Section III #4

5. Describe the experience and qualifications of Proposer's management, billing, and line personnel (drivers, attendants, and dispatchers), who will be assigned to and involved with Torrance contract. Please provide relevant supporting documents such as: resumes, licenses, and certificates.

AmbuServe has completely answered this question
behind TAB Section III #5, as there was not
enough space here.

6. Complete the following Personnel Information Sheet:

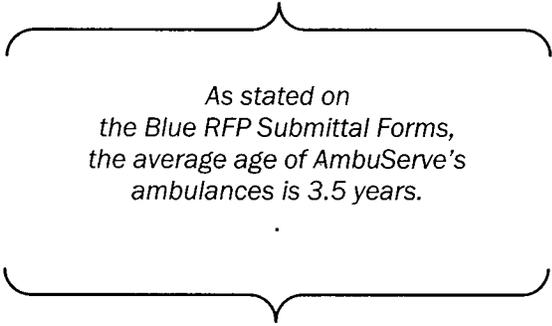
	Management	Billing	Line Personnel	Support
Total number of employees employed by Proposer	6	6	125	4
Average time in profession	15 yrs	10 yrs	3 yrs	2 yrs
Average time with Proposer	7 yrs	8 yrs	3 yrs	1 yr
Number of employees (employed by Proposer) that will be assigned to Torrance	3	2	37	1
Average time in profession	31 yrs	10 yrs	3 yrs	1 yr
Average time with Proposer	1 yr	6 yrs	3 yrs	1 yr

Number of Employees and Ambulances

2. Number of ambulances and qualified employees available for assignment to the City of Torrance.

As stated on the Blue RFP Submittal Forms, AmbuServe has 130 employees and 16 ambulances available for assignment to the City of Torrance. AmbuServe can offer at least 6-20 additional ambulances that can meet the 12 minute response time.

3. Average age of ambulances



*As stated on
the Blue RFP Submittal Forms,
the average age of AmbuServe's
ambulances is 3.5 years.*

Number of Ambulances and Employees



4. Number of ambulances and employees in direct ownership or employ of the Proposer

Number of Qualified Employees

Upon the intent to award the contract, AmbuServe will present a dedicated roster of 108 EMT personnel from AmbuServe's current staff of 130 EMS professionals. The company will also interview EMTs from the incumbent workforce and/or EMT members of the Fire Department's Auxiliary. Should the fire department's EMS chief wish to sit in on final interviews for dedicated Torrance field staff, Ambuserve will make that opportunity available.

AmbuServe's dedicated ambulance resources will be scheduled for 24-hours a day and in concert with the Fire Department's Kelly schedule. Other ambulance resources available for dispatch by the City of Torrance Public Safety Communications Center will be staffed on a variety of shifts (24, 10 and 8 hour shifts) to achieve maximum operational efficiency. Torrance operations will have 24h supervision.

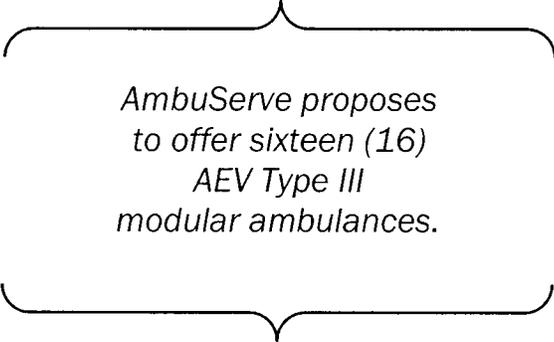
AmbuServe will promote at least two of the most experienced billing and collection personnel to serve as dedicated billing and collection personnel for the Torrance operation.

AmbuServe will promote experienced personnel for at least one 24-hour dedicated dispatch center position for the Torrance EMS operation. Because these dedicated personnel will regularly interface with the City's Public Safety Communications Center personnel, AmbuServe

will invite the center's manager to sit in on the interviews for these positions at AmbuServe should he/she so desire. (There will always be at least two people in the dispatch center at AmbuServe).

Number of Ambulances

AmbuServe will staff and fully equip the following ambulance resources for the City of Torrance:



*AmbuServe proposes
to offer sixteen (16)
AEV Type III
modular ambulances.*

The owner, managers and staff members at AmbuServe believe the best way to mitigate any possible customer service issue for the City of Torrance's firefighter EMS first responders is to ensure ambulance resources are always at the ready. To that end, AmbuServe will dedicate six new, fully staffed and equipped ambulances that will only respond to the City of Torrance 9-1-1 system calls for ambulance services. (See lines 1-16 on Chart # 14 answering Question # 14 of this RFP.)

Additionally, AmbuServe will ensure immediate access to ten area-dedicated (24-square-mile radius) Leader Type III backup modular ambulances. At least six (6) among an additional twenty 20 in-service AmbuServe ambulances (responding from surrounding areas) will also be available to respond to City of Torrance calls within the twelve (12) minute response time.

Key Personnel

5. Describe the experience and qualifications of Proposer's management, billing and line personnel (drivers, attendants and dispatchers), who will be assigned to and involved with Torrance contract. Please provide relevant supporting documents such as: resumes, licenses and certificates

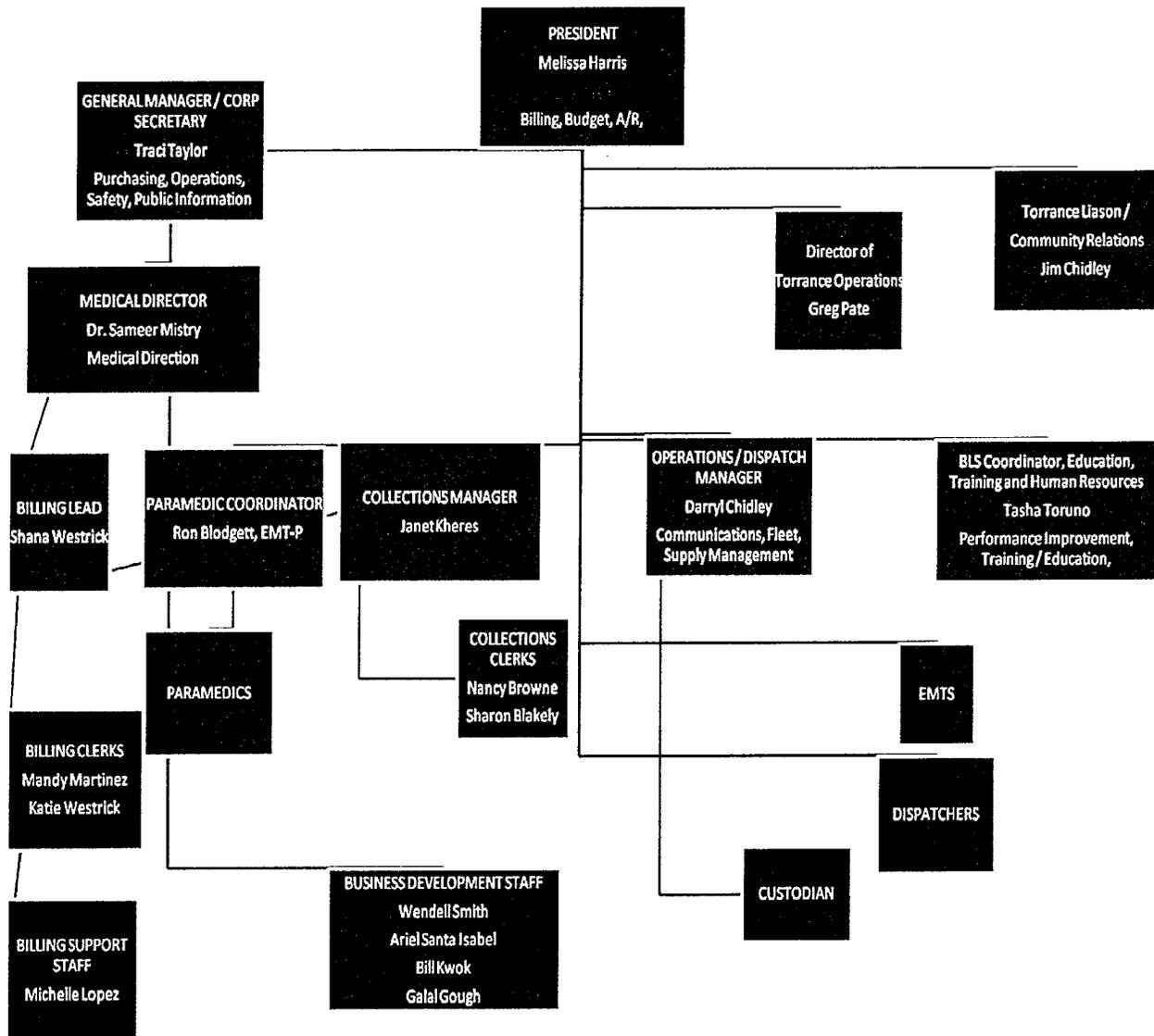
AmbuServe's plan mirrors the City's RFP in tone and spirit, as well as addressing and agreeing to its specifications. Upon contract award, the listed transition team and managers onsite in Torrance will immediately be assigned to implement the startup plan. Under the direction of General Manager Traci Taylor, the team will take the necessary steps to ensure a smooth transition.

AmbuServe's key personnel proposed for the City of Torrance are individuals who currently comprise its executive management team. All these managers understand the unique requirements inherent to the provision of high-quality EMS. AmbuServe also proposes a full-time Director of 9-1-1 Operations, Gregory Pate and a Fire Department Liaison/community relations manager, Jim Chidley. AmbuServe will also provide 24-hour supervisors to staff the Torrance-based EMS ambulance operations. AmbuServe's owner, Melissa Harris, and AmbuServe's executive team members will support these supervisors on a daily basis, offering onsite consultation from day one of the new Torrance contract. Additionally, AmbuServe has retained the services of high performance EMS veteran, Louis Cox as the onsite transition team leader in Torrance.

AmbuServe proudly presents the company's team of key personnel for the City of Torrance, the professionals who will initiate and maintain all aspects of AmbuServe's proposed EMS operations. Reviewers may notice that AmbuServe's corporate leadership is quite atypical of most EMS ambulance providers. The owner, general manager and at least two others on the company's executive team are women. The combined EMS management experience at AmbuServe collectively totals more than a half-century of customer-centric ambulance accounts receivable, ambulance operations and clinical protocol compliance.

Please refer to AmbuServe's organizational chart on the next page.

AmbuServe RFP Response, City of Torrance



Melissa Harris is a hands-on medical transportation businesswoman who administrates and continues to lead her mobile healthcare and ambulance transport services company, AmbuServe, as she has since it was founded in 2000. Under her direction, during the most difficult economic times our country has faced for decades, the company has

[Melissa Harris]
[President]
[10yrs Experience]



evolved from a two-ambulance operation to the thriving company it is today. It is to Melissa's credit that scores of ambulances and more than 130 employees serve numerous healthcare facilities and insurance networks with nationally accredited, on-time, urgent and non-emergency ALS, BLS and neo-natal team ambulance transports under contract in greater Los Angeles County. *The company's success is due in part to her success in being granted one of the Los Angeles Department of Transportation's largest simultaneous number of ambulance permits (15).*

Melissa maintains her business with an arsenal of personal core competencies that include a keen acumen for selecting, motivating, and inspiring a loyal team of executive managers and professional staff who have served the company for years. Additionally, her evolving technical familiarity with ADP payroll software, Microsoft products and the Zoll-powered accounts receivable and dispatch CAD at AmbuServe continue to facilitate the kind of *leadership by example* philosophy that has helped her realize the state of readiness the company has as it competes for the City of Torrance ambulance contract. Melissa designed and planned the implementation for educating line-level professionals to ensure HIPAA compliance.

Melissa received her Bachelor's Degree Science in 1999 from Malibu's Pepperdine University.

She's an active member of the Los Angeles County Ambulance Association and is also a member of Minority- and Women-Owned Business Enterprise Association.

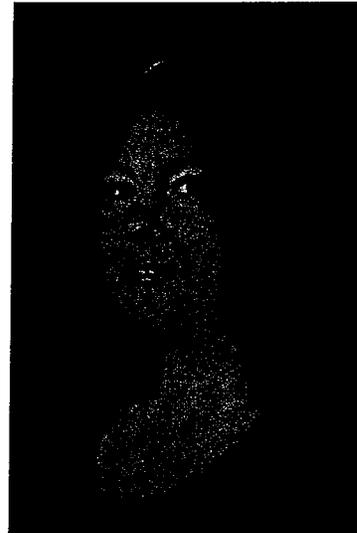
Melissa is the Medicare Compliance Officer for AmbuServe.

AmbuServe RFP Response, City of Torrance

She is also personally involved in vendor relations, marketing and finance. Melissa Harris' resume is available as Attachment 6.

Traci Taylor is the *go to* manager at AmbuServe. Her EMS experience spans almost two decades, during which she's attained hands-on experience in almost every ambulance department, including operations, employee supervision, dispatch supervision and accounts receivable management. Traci is cheerful, capable and patient with those she supervises and advises. Her enthusiastic

[Traci Taylor]
[General Manager]
[19yrs Experience]



and common sense approach to serving others will quickly earn the City of Torrance Fire Department EMS partners' trust and confidence.

Before her promotion to general manager in 2003, Traci's AmbuServe career saw her ambitiously move through the positions of office manager (ambulance driver and attendant) and operations manager. Now, as an empowered and conscientious general manager who reports directly to the company's owner, Traci has the direct reports of the company's ALS coordinator and BLS coordinator/HR training executives as well as the operations/dispatch supervisor. She also serves as the company's notary public, a credential she's maintained for years, and is AmbuServe's purchasing agent, approving orders for ambulance and equipment preventive maintenance and repairs, ordering medical supplies, creating administrative reports, and representing the company during public and client relations activities.

For the City of Torrance, Traci will be instrumental in putting the people and systems in play to affect an on-time, seamless contract implementation.

She'll work daily to support the Fire Department liaison and his supervisory staff organizations.

Traci has an Associate's of Science Degree in Fire Technology

Traci was instrumental in gathering, documenting and packaging all required materials for CAAS re-accreditation in 2008, and she heads up the re-accreditation effort that's currently underway.

AmbuServe RFP Response, City of Torrance

Traci's EMS credentials are bolstered by her successful completion of Hazardous Materials Training and her certified completion of Los Angeles County Incident Command Training. She's also received Los Angeles Department of Health Services 1:1 staffing program certification. Traci attends the California Ambulance Association's national education conferences and ADP payroll training courses, and she's an active member of the Los Angeles County Ambulance Association.

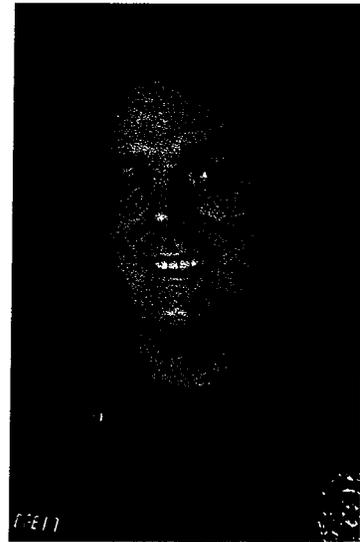
To Traci's credit, ambulance operations at AmbuServe run smoothly. AmbuServe is on time; ambulances are well maintained, staffed and equipped; and ample supplies are available for re-supply or when it becomes necessary to add new resources to AmbuServe's out-of-hospital healthcare operation. Customers receive personalized service, and employees are motivated, inspired and fulfilled.

Before working at AmbuServe, Traci served the Los Angeles School District as an educational resource aid who supported the Special Education Department and the school psychologist. Prior to that, she served MedReach Ambulance Service in Los Angeles County, serving as an EMT, dispatch manager and operations manager.

Traci Taylor's resume is available for review as Attachment 6.

Ronald Blodgett (paramedic) has served on the AmbuServe executive management team as the Advanced Life Support (ALS) Coordinator, reporting to the General Manager since 2006. He's accountable for tracking, trending and reporting all ALS personnel's clinical performance to the company's medical director, Dr. Sameer Mistry. Through his efforts to record quality assurance data, Ron ensures the paramedics comply with Los Angeles County clinical protocols. After meeting with the medical director regarding quality improvement data, he schedules or recommends remedial training. Ron also coordinates all ALS in-service training presentations, recommends any necessary changes for optimal patient care to the medical director, and serves as the liaison between the company's ALS program and physicians at the numerous hospitals that contract or call for ALS services. He's also a Field Training Officer and oversees the FTO program at the company, regularly scheduling meetings with management and the ALS staff. Ron often has the opportunity to evaluate AmbuServe's choice of equipment, supplies and medication brands and is invited to offer his recommendations for any change or addition to its ALS equipment and supply inventory. He also represents AmbuServe at all Los Angeles County EMS agency quality improvement meetings.

[Ronald Blodgett]
[ALS Coordinator]
[10yrs Experience]



Ron currently holds the following list of EMS credentials:

- *County of Los Angeles, Certified Licensed Paramedic*
- *CA EMSA, Licensed Paramedic*
- *ACLS Provider*
- *Red Cross CPR Instructor*
- *BLS Healthcare Provider*
- *Pediatric Advanced Life Support*
- *Pre-hospital Trauma Life Support*

He has also completed the CPAT, and he has extensive training in Incident Command Systems (ICS) through FEMA.

AmbuServe RFP Response, City of Torrance

Before joining AmbuServe, Ron worked for Schaeffer Ambulance in Los Angeles County, California for four years as a paramedic. Prior to that, he served as an EMT and CPR/First Aid Instructor for Medic One Ambulance in San Dimas.

Ron became an EMT in 2002 after completing the Baldy View Regional Occupational EMT program in Ontario, California. He earned his paramedic credential through the Victor Valley College Paramedic Academy in 2005.

Mr. Ron Blodgett's full resume is available as Attachment 6.

Nastassia Toruno works closely with General Manager Traci Taylor to fulfill company's long-term goals while playing two major roles within the company.

In her capacity as Human Resource Manager, Nastassia is responsible for oversight of more than 130 field employees. She maintains personnel files for all full- and part-time employees; oversees all disciplinary/promotional processes; and administers the company's EMT quality improvement and assurance program, preparing all relevant reports, summaries, logs, and data required for compliance, oral presentations, and internal reviews.

As a BLS Coordinator, Nastassia is responsible for the interpretation and implementation of patient transport, medical records and belongings. This includes conveying all pertinent patient information to the receiving facility and ensuring patients' rights and confidentiality. To fulfill her duties, she stays knowledgeable of CORBA/EMTALA laws and is proficient in Zoll Data Systems RescueNet Reporting and all relevant documentation practices.

Nastassia participates in a CEU program to maintain up-to-date knowledge of the current trends and developments associated with EMT practice, legal issues, and skill maintenance

Natassia Tournó's full resume is available as Attachment6

[NastassiaToruno]
[BLS Coordinator]
[HR Manager]
[6yrs Experience]



Nastassia's unique division of responsibilities as HR Manager and EMT Coordinator works to the company's advantage, as she's able to leverage her expertise from each position to benefit the other.

Nastassia is a certified CPR/Automatic External Defibrillator Instructor and Los Angeles County EMT-Basic certified. She obtained a B.A. in urban and environmental policy from Los Angeles' Occidental College in 2007.

Darryl Chidley comes from a long line of EMS professionals stemming from his grandfather who founded McCormick Ambulance to his father who has 33 years as a Firefighter Paramedic, including 10 other family members who served as EMTs, firefighters, paramedics and police officers. He's been close to the ambulance industry and working in it since 1995. In his dual role at

AmbuServe, Darryl has spent the last decade perfecting his expertise producing on-time, contract compliant ambulance arrival as AmbuServe's Communications Center Manager while mastering the most efficient deployment planning skills as its Operations Manager. His talent for matching ambulance resources with call volume demand is evident by the company's financial integrity and growing list of satisfied customers.

In addition to his role of overall management and overseeing company operations, field operations, dispatch, tracking ambulances and equipment, Darryl assists the General Manager in making sure ambulances are rotated through their preventive vehicle maintenance schedules. He also helps order medical supplies to stock the company's ambulances.

Darryl Chidley's full resume is available as Attachment 6

[Darryl Chidley]
[Operations Manager]
[Comm. Manager]
[17yrs Experience]



Darryl joined AmbuServe as a dispatcher, and he was promoted to his current responsibilities in 2010 after serving as dispatch supervisor for four years.

Prior to that, he completed his EMT training in 1995 and earned his Emergency Medical Dispatcher credentials in 2001.

Darryl worked at numerous ambulance companies as an EMT from 1995-2001.

On-Site Transition Team for the City of Torrance

Louis Cox, Transition Team Leader

AmbuServe has retained the services of Mr. Louis Cox to lead the on-site transition team for implementing AmbuServe's plan to serve as the City of Torrance 9-1-1 ambulance provider. As such, Louis will work in Torrance during transition to facilitate a seamless transition into the City of Torrance in terms of integrating AmbuServe's planned new technologies, communications center interface, and ambulance staffing and deployment plan.

Louis Cox recently retired from Hall Ambulance located in Bakersfield, California where he served for more than 20 years as operations manager for the nationally accredited, exclusive, high performance EMS ground and air ambulance provider for the City and in the unincorporated areas of Kern County. Louis also administered the Hall Ambulance quality assurance division for the company. In his roles at Hall Ambulance, Mr. Cox was responsible for the operational performance and efficiency of the ambulance operation. He was also held accountable to an annual budget, cost containment measures and operational compliance. He assisted with the company's contract with health maintenance organizations and new business development.

Louis is also an experienced paramedic course faculty member for the Community College in Bakersfield. It is to Louis' credit that Hall Ambulance's CAAS application and all required CAAS documents represented the company's performance

Louis developed and refined Hall Ambulance's ambulance deployment plan and the CEVO drivers' training program at Hall Ambulance.

He assisted in the development and implementation of first responder paramedics in Bakersfield and was instrumental in founding and overseeing the company's EMT course program offering.

Before joining Hall Ambulance in 1988, Louis was the director of health and environmental services for the City of Blue Springs, Missouri where he oversaw the EMS effort for the City in addition to numerous other responsibilities.

For the city of Blue Springs, Louis also served as a paramedic and the director of emergency medical services.

as being worthy of national accreditation.

Louis has been honored as the 1981 Executive of the Year by the Mid-America regional Council, the 1990 National Association of Emergency Medical Technicians' Stephen A. Frew National Leadership Award. Louis served on the Kern County Emergency Care Advisory Board, Citizens Advisory Kern County. Lois was also the First Vice-President for the National Society of Emergency Medical Services Administrators and the National Association of EMTs. Louis earned his degree in Public Administration from Park College in Kansas City, MO.

A copy of Louis Cox's resume is available in Attachment 6.

**Gregory A. Pate,
Director of 9-1-1 Operations**

Gregory A. Pate will be proposed for the position of Director of 9-1-1 Operations for AmbuServe in Torrance. His long and impressive EMS career prepares him for the City of Torrance opportunity in a way that's very likely unmatched by any other bidder's proposed onsite team leader. Greg has a demonstrated talent for manifesting a big picture vision for the companies and personnel he leads. Due to his leadership presence on numerous boards and committees for local, regional and State of California ambulance- and EMS-related organizations and associations, he also proves his skill for working through operational, educational, clinical, or political processes to achieve specific professional goals and help achieve his employer's vision.

As an EMS operations and educational leader in Southern California, Greg has developed, coordinated, and implemented numerous clinical education and testing programs and overseen the clinical quality assurance programs he developed. As an EMT working in the emergency department at Coastal Communities Hospital, he has worked closely with hospital emergency department physicians and other caregivers and represented the emergency department for all safety- and disaster-related preparedness. Greg also has a strong educational background and practical experience in 9-1-1 response management and disaster response. He served as a California strike team leader, deploying to three separate incidents in the state while employed by Lynch Ambulance in Orange County.

Greg began his public safety/law enforcement and EMS career in the 1980s, achieving his EMT certificate and Police Officer Safety Training (P.O.S.T.) certification.

South Coast Plaza in Costa Mesa employed him as a Security Supervisor, and Greg subsequently was employed as the Assistant Director of Security at Meridian Hotel in Newport Beach, where he was involved in managing public relations and overseeing other officers' work in public safety, crime investigations and medical emergencies.

He also leveraged his public safety and security experience during a brief period of employment as a part-time park ranger for 27 parks in the national park service.

AmbuServe RFP Response, City of Torrance

Greg's long list of educational achievements are only upstaged by the numerous awards, commendations and affiliations he's received while employed as an emergency medical services manager, care provider and educator. His full resume is available as Attachment 6.

**Jim Chidley,
Fire Department Liaison/Community
Relations Manager**

AmbuServe proudly presents James V. Chidley as the company's onsite Fire Department Liaison and Community Relations Manager in Torrance. He currently serves AmbuServe as a Field Operations Area Manager, with involvement in EMT and paramedic field supervision, community relations, and customer service quality assurance.

Jim's 9-1-1 experience on both the private ambulance and fire department first response sides of EMS delivery offers Torrance Fire Department personnel a *no learning curve* resource for immediately assimilating and communicating department culture, first responder needs and the keys to optimal working rapport. His resume is available in full detail as Attachment 6.

Jim has been involved in EMS since 1973, when he became an EMT for his family's business, McCormick Ambulance

He moved through the ranks of EMT, paramedic and paramedic coordinator at McCormick prior to becoming a Los Angeles County firefighter/paramedic in 1981.

After 22 years in the fire service, responding to 9-1-1 emergencies, he retired from Fire Department and returned to the family business as a Field Supervisor in 2006, a position he held until joining AmbuServe in 2006.

**Janet Kheres-
Billing Manager**

Since 2006, Janet Kheres has served as AmbuServe's collections manager. Reporting directly to the owner/business office manager, she works closely with the executive team to supply reports and information regarding the success of the accounts receivable part of the business office's activities. Janet also participates in hiring business office employees, training employees and overseeing the day-to-day activities of her department.

Janet is responsible for the company's overall collections practices and success through the supervision of six collection staff members. Not only does she organize and delegate collections tasks, she's been empowered to create the overall collection plan, analyze receivables and forecast accounts' collectability. As a hands-on manager in the AmbuServe business office, Janet is a willing steward for those who work under her, lending a hand to resolve individual client issues, double-check accounts' accuracy and provide help in setting priorities and making decisions regarding the implementation of the collections plan. She works with contract holders and negotiates potential contracts with various payors, and is also responsible for importing and downloading Medicare and Medi-cal claims as well as posting all payments received by the business office.

Janet is being promoted to serve as AmbuServe's Torrance Collections Manager. She'll work with one billing clerk, who will also be dedicated to Torrance patient accounts, and they'll be supported by other members of the AmbuServe business office staff as needed for Torrance

**[Janet Kheres]
[Collection Manager]
[25yrs Experience]**



Janet's thorough knowledge of ICD-9/CPT; HCPC coding; Medicare requirements; Medicare, Medi-cal and HMO billing; and her approachable and friendly management style are just a few personal attributes that make her a pleasure to work with for staff members and clients alike.

She's organized, pays attention to detail and has a proven track record of success in performing her duties.

accounts.

Before joining AmbuServe, Janet worked as a collector for MSCS Collection Agency in Culver City, where she focused on collections for hospital and workers' compensation accounts. Prior to that, she worked as a workers' compensation collector for Key Health Management in West Lake Village and managed billing and collecting for a dentist. Janet attended West Los Angeles College, majoring in bookkeeping.

Please review Janet's resume in Attachment 6.

Nancy Browne, Medical Billing Clerk

Nancy Browne, who's been part of the AmbuServe team since 2007, has been slated to serve as a dedicated member of the accounts receivable team for Torrance 9-1-1 system patient accounts. Her previous 9-1-1 ambulance billing experience, working with McCormick Ambulance, and her medical billing work with Cedars Sinai and Centinela Freeman hospitals add to the confidence AmbuServe has regarding Nancy's performance on behalf of the City of Torrance. She'll leverage her expertise in collecting patient care reports, performing accurate medical billing, preparing treatment authorization requests, and obtaining authorizations and insurance verification for the quick resolution of all Torrance-based accounts. Nancy will also be responsible for reviewing accounts to determine billing/collections procedures. Please refer to Nancy's resume in Attachment 6.

Nancy is adept in using the company's in-house computer system for billing and collection activities and has expert familiarity with ICD-9, CPT, and HCPC coding.

She's experienced with processing insurance verifications and obtaining transportation authorizations as well as all forms required by Medicare and Medi-cal.

Startup Plan: EMS Personnel



EMT

Emergency Medical Technicians (EMTs) at AmbuServe carry out company policies and strictly observe Los Angeles Department of Health Services guidelines related to patient care in the field.

EMTs are primarily responsible for all aspects of basic patient care, before, during and after the transport from one facility to another. They must adequately assess patients, and in conjunction with referring facility staff, determine their need for transport.

EMD

Emergency Medical Dispatchers (EMDs) at AmbuServe carry out company policies related to all phases of dispatch activities. Reporting to the Dispatch Manager, they possess thorough knowledge of field operations, the dispatch system, and emergency medical procedures. They also have excellent mapping skills, and in-depth knowledge of the Los Angeles and Orange county areas. The position requires excellent customer service skills and telephone etiquette.

EMDs' essential duties and responsibilities include providing proper information to various healthcare agencies and fire departments concerning AmbuServe customers, ensuring they receive transportation in a timely manner, and following all dispatch policies and procedures as outlined in the Communications Handbook and overseen by the Dispatch Manager. EMDs also advise the Dispatch Manager about customer and employee issues, and provide communication between customers and the field staff. EMDs must utilize proper codes and conduct while communicating over the telephone and radio.

To be qualified for an EMD position, candidates should possess 1-3 years of experience in the emergency medical field as an EMT and have excellent organization and communication skills, expert familiarity with the company's service areas, and an ability to work under pressure.

AmbuServe is a great place to work- compensation and benefits

AmbuServe has carefully selected key personnel to reflect the specifications of the City of Torrance RFP. The company understands that attracting high caliber employees is pertinent to its relations with the City of Torrance Fire Department. Therefore, to ensure that AmbuServe's operation continues to draw the best in the field, the company offers excellent benefits.

AmbuServe is an equal opportunity employer. The company considers employee satisfaction and low turnover rates as carefully tracked indicators of satisfaction with the AmbuServe employee pay and benefits program. AmbuServe determines a salary and hourly wage schedule for all staff positions, giving relative importance for each position. AmbuServe bases its range of salaries on the current labor market and allows for increases in compensation when employees are promoted.

AmbuServe is open to hiring the out-placed contractor's qualified personnel.

AmbuServe offers competitive compensation for its City of Torrance

staff: AmbuServe has designed its compensation plan for all employees, including those who'll work in the City of Torrance, to reflect an appreciation for employees' needs. It communicates the company's priority for the kind of performance and skill level that can only be realized by rewarding conscientious caregivers with increasing opportunities to earn. AmbuServe pays its ambulance personnel using a regular hourly rate and overtime at time-and-a-half. All EMTs are paid \$9.50 an hour to start.

AmbuServe rewards meritorious service: As a way of communicating constructive feedback regarding employees' performance, AmbuServe's direct field supervisor(s) conduct individual performance appraisals for all staff members on an annual basis. AmbuServe considers all performance reviews as being strictly confidential, but they're crucial to employees' promotions and wage increases. Wage increases based on merit at AmbuServe can be as high as 3.5%.

Benefits include, but are not limited to, the package of features on the following page.

Benefits

Due to the diverse range of ages and personal lifestyles present in any pre-hospital cadre of professionals, AmbuServe provides benefit packages that allow staff members to choose options that best meet their individual needs.

Medical Insurance: AmbuServe offers a competitive health insurance package for its employees, and pays 50% of their premiums. Dependent coverage is available. A 401K plan is also in process.

Paid Time Off (PTO): PTO can be used as vacation time, sick time or an opportunity for employees to take care of personal matters at their discretion. All full time EMS employees receive 40 annual hours of PTO.

Paid Holidays: AmbuServe observes the following paid holidays during the year:

- New Year's Day
- Memorial Day
- 4th of July
- Labor Day
- Thanksgiving
- Christmas

Other Benefits: AmbuServe understands it's sometimes necessary for employees to take time off for personal business or medical reasons. The company follows all federal rules and regulations in this regard.

Respiratory Protection Program: The company provides N95 masks for all employees as protection against airborne contagious events.

Hepatitis B Vaccine and Post-Exposure Evaluation and Follow-up: AmbuServe offers the Hepatitis B vaccine and vaccination series available for all employees who have occupational exposure. The company also offers post-exposure follow-up for employees who've had an exposure. Employees also have the option for TB testing.

Personnel Information Sheet

6. Complete the following Personnel Information Sheet:

	Management	Billing	Line Personnel	Support
Total number of employees employed by Proposer	6	6	125	4
Average time in profession	15 yrs	10 yrs	3 yrs	2 yrs
Average time with Proposer	7 yrs	8 yrs	3 yrs	1 yr
Number of employees (employed by Proposer) that will be assigned to Torrance	3	2	37	1
Average time in profession	31 yrs	10 yrs	3 yrs	1 yr
Average time with Proposer	1 yr	6 yrs	3 yrs	1 yr

7. Describe Proposer's current programs utilized for training of new employees, including driver training, and for the ongoing continuing education of existing employees, including remediation. Include the location of training records. Training records (Driver, Substance abuse and EMT) may be requested for review.

AmbuServe has completely answered this question behind TAB Section III #7, as there was not enough space here.

8. Describe how Proposer will ensure that the EMTs in its employ obtain the competencies required for renewal, and how Proposer's EMT certification renewal process works.

AmbuServe has completely answered this question behind TAB Section III #8, as there was not enough space here.

9. Do you agree to comply with the response requirement? Describe how this standard will be met? Contractor shall respond to all emergency calls received from the City's Public Safety Communications Center within eight (8:00) minutes ninety-two percent (92%) of the time. In any case where the estimated response time exceeds eight (8:00) minutes, Contractor shall give notification of such fact to the requesting individual(s) at the time the emergency call is received. (Response time is elapsed time from the time ambulance dispatch receives the information to the time first ambulance unit arrives on scene.)

AmbuServe has completely answered this question behind TAB Section III #9, as there was not enough space here.

Training and Continuing Education



7. Describe Proposer's current programs utilized for training of new employees, including driver training and for the ongoing continuing education of existing employees, including remediation. Include the location of training records. Training records (Driver, Substance abuse and EMT) may be requested for review.

Personnel requirements/personnel file contents & City of Torrance's legal access to files:

AmbuServe's executive team concurs with the notion that employee recruitment, selection, hiring and orientation are instrumental in creating and fostering a high-quality customer service culture. As a result, the company considers orientation, the first instruction a newly hired employee receives, as playing a pivotal role in the company's success. The AmbuServe brand is preserved during recruitment, selection, hiring and comprehensive orientation.

For the City of Torrance ambulance contract, employee recruitment, hiring and selection will mirror AmbuServe's current practices as listed on the following page.

Recruitment

The company uses its company website as the main conduit for employee recruitment. It also relies on "word of mouth" and referrals from the current staff of paramedics and EMTs. AmbuServe reaches out to area EMT and paramedic training programs to cultivate interest for working at the company. Additionally, the company provides ride-along experience for EMS students.

Selection

1. AmbuServe's HR Manager and her staff first verify an applicant's preliminary application and submission of the following EMS and other credentials:

- Valid EMT certification card
- Valid CPR card
- Valid State of California driver's license
- Valid California Ambulance Driver's Certificate
- Valid California H-6 driver's record
- Original Social Security card

2. All applicants must sign a release allowing AmbuServe to contact their personal references, EMS credentialing entities, and former employers as part of the company's background investigation process. A copy of the employment application and the release of information form are available as Attachment 7.

3. Verifying applicants' education credentials is usually accomplished by telephoning applicants' EMS schools or other credentialing entities. If no one is available by telephone to verify former students' credentials, written requests are sent via facsimile and the U.S. mail. AmbuServe requires background

City of Torrance Access to AmbuServe Employees' Personnel Files

AmbuServe retains employees' records and updates all personnel credentials as required using a paper to computer process.

AmbuServe places credential update information in all employees' respective personnel files and in the eCore business software used at AmbuServe.

All professional EMS staff members are personally held responsible for keeping their individual licenses and credentials current while in AmbuServe's employ.

Technology assets at AmbuServe provide added security in regards to ensuring every on-duty ambulance crew has up-to-date EMS credentials. For instance, AmbuServe's CAD in the dispatch center will not allow an individual whose credentials are expired to be assigned to an ambulance.

Under the future City of Torrance contract, the Contract Compliance Officer or Fire Chief will be privy to AmbuServe's personnel files to the extent the law allows.

information from at least two former employers (when applicable) and a minimum of two personal references prior to scheduling applicants for an employment interview.

4. AmbuServe conducts its background investigations for applicants' former employers by telephone and ensures appropriateness of the contacts by faxing potential employees' signed releases to the places of inquiry. Personal reference verifications are conducted solely by telephone.

5. AmbuServe's HR Director interviews new applicants with a senior paramedic. Successful candidates are scheduled for AmbuServe's orientation program and a drug test. Torrance Fire Department will have the opportunity to sit in on employee interviews.

Existing and Proposed Training for Newly Hired Employees



AmbuServe recognizes the vital role education plays in the delivery of quality patient care, and has therefore structured new employee orientation, continuing EMS education and in-service training programs to prepare its staff to demonstrate the AmbuServe ambulance brand. AmbuServe's orientation curriculum will also dovetail with the local Torrance contract requirements. AmbuServe supplies a list of ongoing continuing education training programs and offers personnel ample opportunities to exceed the State of California's recertification requirements.

AmbuServe Orientation Program

AmbuServe's orientation program offers newly hired employees a perspective for AmbuServe's special brand of EMS quality, culture and customer service. During orientation, the employee handbook is fully explained as well as all standard operating procedures, including safety policies and procedures (i.e., blood-borne pathogens, OSHA safety requirements, etc). Respect for patients' privacy and strict adherence to federal HIPAA regulations are fully explained, along with the documentation for all patient care reports submitted to the AmbuServe accounts

receivable department and/or to hospitals and EMS regulators, contract compliance officers, etc. Employees' on-duty professionalism, working rapport with first responders and personal appearance requirements are fully explained, as are procedures for monitoring the appearance and functionality of all AmbuServe ambulances and equipment. Copies of the table of contents for the AmbuServe Policy and Procedure Manual can be reviewed as Attachment 8. Full manuals are available upon request.

New hire orientation concludes with newly hired employees undergoing a five-day observation period by an experienced AmbuServe ambulance crew. Crew members act as (FTO) mentors for newly hired employees as they encounter first responders, medical facility personnel and patients during the course of at least five separate shifts. New hires are also observed as they locate, successfully operate and appropriately use on-board equipment and supplies. AmbuServe crews must evaluate and document newly hired employees' performance, completing observation forms and providing them to on-duty supervisors. A copy of the newly hired EMT's sign-off form is available for reviewers as Attachment 9.



Proposal Highlight

For the Torrance EMS operation, AmbuServe proposes the following enhancement for its new hire orientation program: All employees, regardless of whether they are current employees moving to the dedicated Torrance operation or newly hired EMS professionals, will attend a Torrance orientation session covering the following topics:

Map class with requirements of successfully completing a Torrance-based map test.

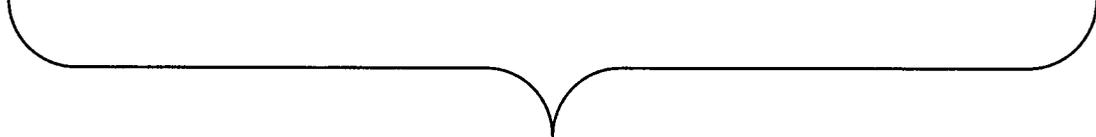
Fit test (new employees only)

Written clinical and practical skills test

Bariatric gurney in-service training

Paramedic assist orientation course (AmbuServe will request input from the Torrance

Fire Department during the research and design of this program and request its assistance implementing this part of the Torrance orientation program.)



Current and Proposed Continuing Education for Torrance EMS Employees

AmbuServe considers continuing education to play a major role in the company's concurrent quality assurance and improvement program. Gathering performance data, analyzing it and then establishing programs and education to augment or enhance future performance is how AmbuServe has fostered and maintained its in-house quality operations to date. To that end, the company proposes to continue to implement the continuing education program outlined below.

Driver Training

Because of the safety and financial issues relevant to ambulance driving, AmbuServe has implemented an 18-hour driver training module produced by the National Safety Council, CEVO. This module consists of navigation and map book skills, supervised time behind the wheel with an FTO, and slow speed obstacle course driving. Aside from actual time driving, the module consists of a five-page outline, video and 25-question fill-in-the-blank test. All drivers are expected to pass the test after approximately 60 hours of road time. A copy of this document is located as Attachment 10.



In-Service Training

AmbuServe will continue to conduct in-service training pertaining to the proper use of ambulance equipment and supplies, new education topics, and/or remedial training on at least a quarterly basis during regularly scheduled company meetings. Spontaneous training will occur immediately whenever performance dictates or if approved new equipment items are added to the inventory of an AmbuServe ambulance.

Internet-based training

AmbuServe will augment its current education program by recommending online Internet courses that have been approved by the company's medical director. Numerous EMS trade Internet sites offer education modules that stand muster with California's continuing education unit (CEU) criteria for EMS professionals. The company's BLS and ALS coordinators will research these courses and present those of interest to the company's medical director for approval. AmbuServe's new website will include an employee portal containing links to these approved courses.

Certification Renewal and Quality Assurance

8. Describe how Proposer will ensure that the EMTs in its employ obtain the competencies required for renewal, and how Proposer's EMT certification renewal process works.

AmbuServe's quality assurance and improvement program plays a pivotal role in ensuring its employees' clinical competence. In addition to the educational opportunities/sources AmbuServe makes available and the company's in-service training programs, AmbuServe has also implemented new technologies that augment the company's ability to monitor and resolve all employee certification or recertification issues. In this section of AmbuServe's proposal, the company offers a description of its quality assurance and improvement program as well as a full explanation of the technology assets the company uses to ensure the up-to-date credentials of its cadre of EMS professionals.

Company Software Monitors Employee Credentials

AmbuServe utilizes ePro Scheduler Software to keep track of employees' credentials and certifications. ePro Scheduler is a web-based, enterprise solution that combines schedule control, time and attendance, and payroll management into one accessible tool. Managers and field personnel are able to access ePro Scheduler anywhere an Internet connection is available using a web browser. The program is designed specifically to meet the needs of high-performance EMS operations. ePro Scheduler is hosted and maintained by eCore Software Inc. The software carries out two major functions to ensure that employee credentials are up-to-date:

- **Certification Tracking:** Managers assign certifications and expiration dates to employees and flag any number of them as critical. Personnel receive warnings about all expiring certifications.
- **Critical Certifications Monitoring:** Personnel aren't able to clock in or request an open shift when a critical certification has expired. Managers are also kept from scheduling employees with critical expired certifications.

Reviewers will find more information about the software in Attachment 11.

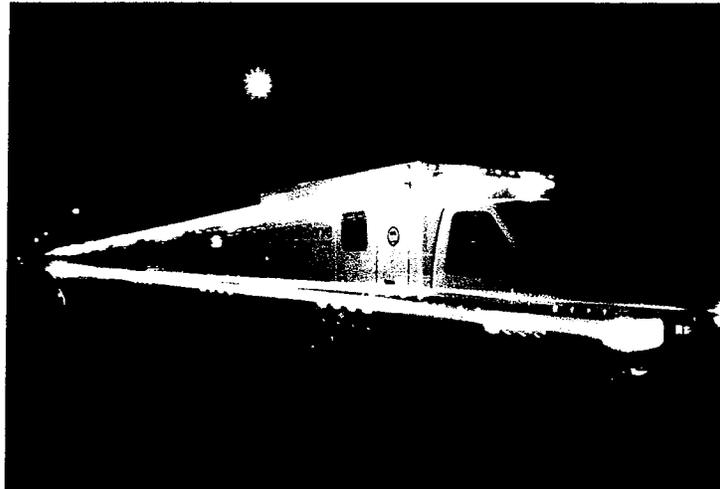
AmbuServe Guarantees an Educated and Credentialed Workforce

Training and retraining prepare AmbuServe ambulance crews to be ready for any 9-1-1 emergency. To that end, the company relies on its quality assurance and improvement program to inform the education and re-education available for the company. AmbuServe also offers personnel a wide variety of options for all recertification. (Employees are held personally responsible for keeping their credentials current.)

The AmbuServe quality assurance and improvement program serves as the company's clinical and operational conscience, so the company has established numerous clinical indicators and operational benchmarks against which company performance is continually measured. Quality assurance and improvement program hallmarks are listed below. A detailed description of the company's quality assurance program is available as Attachment 12.

- AmbuServe currently monitors and reviews clinical performance indicators to adjust its ALS and BLS operations so it will achieve target goals of 100% accuracy for patient contact documentation and protocol compliance. The company offers monthly trending data to the Los Angeles County Quality Improvement Manager, Susan Mori. The violent patient restraint protocol is also 100% flagged for performance review.
- AmbuServe considers and aligns with industry best practices as required by CAAS and adheres with all state and county protocols before implementing any new policies, procedures or patient care techniques for its clinical program.
- AmbuServe's employee incentive programs produce high-quality EMS services and customer attentiveness.
- AmbuServe's ALS and BLS Coordinators shall attend all Department of Health Services' QI meetings.
- AmbuServe commits to monthly submissions of reviewed EMS forms for data entry into the countywide TEMIS system. Currently, the company's ALS division provides these data sets. The BLS operation currently provides a random audit of at least 30 patient encounters, but it audits and reports 100% of the calls where patient restraints are used.
- AmbuServe will continue to focus on performance improvement and systems functions, including establishing priorities for the improvement or resolution of known or suspected problems that directly impact patient care or customerservice. AmbuServe addresses any patient care issue on a monthly or spontaneous basis. Additionally, AmbuServe's ALS and BLS Coordinators attend Los Angeles County's Technical Advisory Group with the company's Medical Director.
- AmbuServe will continue to flag and review 100% of all advanced life support transports on a monthly basis. Protocol and contract compliance will be documented. Concerning patient care reports will be reviewed with appropriate personnel.

Response Time Performance



9. Do you agree to comply with the response requirement? Describe how this standard will be met? Contractor shall respond to all emergency calls received from the City's Public Safety Communications Center within eight (8:00) minutes ninety-two percent (92%) of the time. In any case where the estimated response time exceeds eight (8:00) minutes, Contractor shall give notification of such fact to the requesting individual(s) at the time the emergency call is received. (Response time is elapsed time from the time ambulance dispatch receives the information to the time first ambulance unit arrives on scene).

Probably the most measurable indicator of an ambulance contractor's commitment to deliver on its promises is its track record for response time reliability. AmbuServe considers keeping its performance promise paramount to preserving its reputation and preserving its longevity. For the City of Torrance, AmbuServe understands the RFP's definition of response time and stands behind its performance promise in terms of meeting and/or exceeding the City's response time requirements as stipulated in the RFP. In the rare case of an anticipated long response, the company's ZOLL-powered computer aided dispatch system and automatic vehicle locator will automatically pinpoint and electronically alert the dedicated Torrance EMS dispatcher, who will immediately alert the requesting party at the time of dispatch or at any time during a delayed response. AmbuServe understands it is accountable to this most important service promise.

AmbuServe's Policy for Response Time Measurement

AmbuServe responds under contract with numerous medical facilities where response time reliability is the linchpin for repeat business. As a result, AmbuServe is on time. AmbuServe has established standards for the following time intervals for its current books of business:

- Total time to process a request prior to it being assigned to an ambulance
- Total time for an ambulance to start responding once notified of a request
- Total response time

These time intervals are defined for life-threatening, emergency and non-emergency requests.

Response time is measured as "the actual elapsed time in minutes and seconds from the moment the patient location is known and verified, a call-back number is obtained, and a chief complaint is established, to the moment the first ambulance arrives at the scene of the incident."

Elapsed time begins when all available information is recorded into the system and the call-taker/dispatcher presses "Enter" on the CAD terminal keyboard. It ends when the "On Scene" message is received, acknowledged and time-stamped by the CAD system. These times are identified as "Call Received" and "On Scene," respectively, on each CAD-generated Run Complete form.

When the responding ambulance arrives at the address to which it was dispatched, personnel assigned to that unit will immediately broadcast the change to "10-97" status by voice transmission.

The "Response Time" listed on the Run Complete form is the total elapsed time from "Call Received" to "On Scene" measured in minutes and seconds. Response times that exceed response time requirements are designated as "Exceptions" to contractual and company obligations.

AmbuServe self imposes specific response time obligations for EMS crews. Excused long responses are:

- Severe Weather Conditions
- Declared Disaster
- Multiple Ambulance Response Incidents

Severe Weather Conditions: When inclement weather creates unusually hazardous driving conditions (ice storms, snow, freezing drizzle, heavy rain, dense fog or similar dangerous situations) and the threat to individual safety created by attempting to comply with response

time obligations outweighs the threat to individual patient care from a delayed response time, AmbuServe may be exempt from specific responses with usual response time requirements.

When unusual weather that compromises system safety is identified and is first reported, on-duty EMD personnel will notify the Field Supervisor and the administrator on call. Said notification will include:

- Type of weather conditions encountered
- Time of onset
- Brief description of events
- Time the unusual conditions abated

Declared Disaster: Response time requirements shall be suspended during a declared disaster in AmbuServe service areas or during a declared disaster in a neighboring jurisdiction in which its service has been requested by the Los Angeles County Emergency Medical Services Department.

Multiple Ambulance Response Incidents: In cases of multiple ambulance response incidents (i.e., where more than one ambulance is sent to the same incident), the response time of each arriving ambulance shall be counted for purposes of measuring AmbuServe's response time performance.

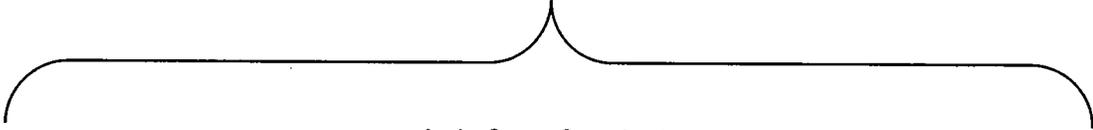
Response Time Audits

Analysis reports for all response time standards are compiled on a weekly, monthly and annual basis. Response time analysis uses a fractile (reliability percentages) method and results are compared to community and clinical standards set by the Medical Director. Response Time Analysis Reports are shared with employees and management.

Trends in response time exceptions will be identified from the Response Time Analysis Reports by Darryl Chidley. Operational changes are implemented as soon as possible, and ongoing reassessment of the need for further refinement continues until the trend in response time exceptions is no longer present.

Under no circumstances will anyone manually change a unit's status to "On Scene" unless a clearly understandable voice signal has been received from that unit or the Patient Care Report

(PCR) indicates a time different than that recorded by the dispatcher.



AmbuServe Standards

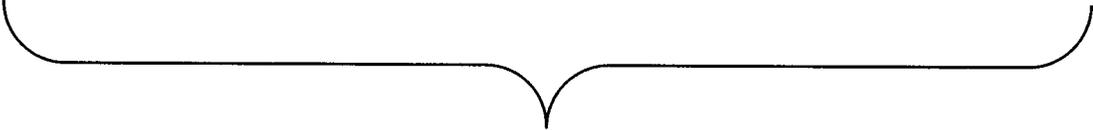
AmbuServe's response time response standards for its current books of business are as follows:

Total time to process a request prior to assigning an ambulance < *5 minutes*

Total time for an ambulance to start responding once notified of call < *2 minutes*

Total response time (non 9-1-1 calls) = *25-35 minutes*

AmbuServe will add a new response time standard to satisfy the response time requirements stipulated in the RFP.



How do you intend to meet the following minimum requirements? Please specifically delineate resources that you own, and where they are normally assigned, by address. Please indicate your assumed response times from these addresses to the City of Torrance. Reliance upon state, regional, or local mutual aid is not acceptable for providing the required depth of resources. In the event that this requirement for depth of resources is to be met with resources other than owned by your company, detail of contractual relationships and the specific location of contracted resources should be disclosed as above. As a reminder, the requirements listed below shall be staffed pursuant to the "Scope of Service."

- 10. Contractor shall have five (5) United States Department of Transportation Standards KKK-1822-A for Type III ambulances dedicated solely to the Torrance Fire Department on a twenty-four (24) hour basis. Once the National Fire Protection Association standard NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1822-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

AmbuServe has completely answered this question behind TAB III #10, as there was not enough space here.

Contractor shall equip the ambulance units dedicated to Torrance with the following equipment specified by the Torrance Fire Department: 1) a 2-way radio using Torrance Fire Department frequencies; and 2) radio and Automatic Vehicle Locator (AVL) equipment to connect to the City's Public Safety Communications Center Computer-Aided Dispatch System; 3) a mobile computer system that has the ability to send & receive incident info and update vehicle status into the City's Public Safety Communications Center CAD. Any needed tech support will be provided by an outside contractor or can be contracted with the city for a fee. Contractor shall identify the ambulances with the specific unit identifier assigned by the Torrance Fire Department. This identifier will be used by Contractor dispatchers and City of Torrance dispatchers to dispatch the ambulances and in all communications. Contractor shall incur all associated cost. Please describe if (and how) you can comply with this requirement.

AmbuServe has completely answered this question behind TAB III #10, as there was not enough space here.

Radios and Equipment



10. How do you intend to meet the following minimum requirements? Please specifically delineate resources that you own, and where they are normally assigned, by address. Please indicate your assumed response from these addresses to the City of Torrance. Reliance upon state, regional, or local mutual aid is not acceptable for providing the required depth of resources. In the event that this requirement for depth of resources is to be met with resources other than owned by your company, detail of contractual relationships requirements listed below shall be staffed pursuant to the "Scope of Service".

AmbuServe already staffs five ambulances in the City of Torrance for emergency and non-emergent requests for ambulance services. For the new contract, AmbuServe will dedicate six brand-new Leader AEV Type III ambulances.

During times of increased or unanticipated call volume, AmbuServe will not have to rely on state, regional or local mutual aid, except perhaps during a large-scale disaster or act of terrorism.

Instead, AmbuServe has anticipated and planned for immediate access to 10 additional on-duty ambulance resources that will move fluidly within the Torrance city limits as well as immediate access of at least another 20 on-duty ambulances operating in the area.

AmbuServe RFP Response, City of Torrance

Should one or more of the dedicated ambulances in Torrance transport a patient outside the service area, AmbuServe's ZOLL-powered communications center will immediately alert and begin moving and dedicated system ambulances from the Torrance service area until the "dedicated" new ambulance(s) return from out-of-area transports. Should additional ambulances be required, AmbuServe will immediately back-fill from its on-duty resources.

AmbuServe occasionally receives urgent calls (not Code 3) for ambulance services from McCormick Ambulance and medical facilities and diagnostic centers located in the Torrance area. The company's historical analysis of emergency and non-emergency call volume within Torrance's city limits informs the ambulance staffing and deployment plan AmbuServe proudly presents for the review committee's consideration. Additionally, AmbuServe can immediately staff an ambulance with supervisory personnel. Off-duty staff members are also available for immediate mandatory callback.

During the past 10 years, AmbuServe has never needed to request services from a mutual aid provider to ensure on-time performance for any contract.

AmbuServe is a FEMA provider under subcontract with American Medical Response as a strike team (five ambulances and a strike team leader). The strike team leader is Nastassia Toruno and the strike teams' credentials are 100 A, 200 A, 300, 701-A, 704, 703-A and 800 NIMS.

The company responded to the San Diego firestorm in 2007.

All newly hired employees must show they have completed Incident Command Services (ICS) training. The ICS (prerequisite) is a course that is available via the Internet. All Torrance personnel will have 100, 700 and 800 by the start of the new contract.



AmbuServe will consult with the EMS Fire Chief for his recommendations for stocking a disaster/large scale incident trailer with EMS supplies, backboards, oxygen and oxygen supplies. The trailer will be available to the City of Torrance should there ever be a need to amass supplies and equipment quickly for citizens' safety and care.



Schedule Management and Employee Management to Ensure AmbuServe Meets Deployment Requirements

Employee Scheduling:

AmbuServe's management is in the process of implementing *ePro Scheduler* software to assist in employee deployment and scheduling. ePro Scheduler provides the tools to quickly find qualified and cost-effective personnel to fill open shifts while preventing double-booking and maintaining maximum consecutive hours compliance.

The schedule management tools include the Best Fit Window, a function that provides a list of qualified personnel sorted by labor hours for the current work week, placing employees with the least amount of hours at the top of the list when looking for someone to fill an open shift.

Other decision-making criteria are readily available, including pay rate (optional), availability, seniority date,

Ensuring Timely Arrival of Employees:

AmbuServe employees clock in and out using web-based kiosks and/or ePro BioClocks that provide the same features as a kiosk with an added layer of security requiring a fingerprint scan prior to clocking in or out.

Web-based kiosks only appear on computers designated by administrators. As employees clock in or out early or late, they're prompted to enter feedback explaining each discrepancy.

If a critical certification has expired, the employee is kept from clocking in altogether.

full-time/part-time status, home cost center (department code), and more.

The Best Fit Window provides SMS text messaging functionality for quickly notifying personnel of an open shift. It also provides a call-logging feature for noting calls made when trying to find a resource to cover a shift. History reports are available for pulling calls made to employees by date span along with the employee's response and any additional notes.

Once a resource is selected using the Best Fit Window, an SMS text message and emails are sent notifying the employee of the assignment.

When managing requests from employees to "pick up" open shifts, employee's labor hours are listed along with date/timestamp of each request and seniority dates. Employees beyond the overtime threshold appear in red, those nearing it appear in yellow, and those not yet nearing it appear in black, providing a quick and easy visual of the most prudent options.

10. Contractor shall have five (5) United States Department of Transportation Standards KKK-1822-A for Type III ambulances dedicated solely to the Torrance Fire Department on a twenty-four (24) hour basis. Once the National Fire Protection Association Standards NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1822-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

Contractor shall equip the ambulance units dedicated to Torrance with the following equipment specified by Torrance Fire Department: 1) a 2-way radio using Torrance Fire Department frequencies; and 2) radio and Automatic Vehicle Locator (AVL) equipment to connect to the City's Public Safety Communications Center Computer-Aided Dispatch System; 3) a mobile computer system that has the ability to send & receive incident info and update vehicle status into the City's Public Safety Communications Center CAD. Any needed tech support will be provided by an outside contractor or can be contracted with the city for a fee. Contractor shall identify the ambulances with the specific unit identifier assigned by the Torrance Fire Department. This identifier will be used by Contractor dispatchers and City of Torrance dispatchers to dispatch the

ambulances and in all communications. Contractor shall incur all associated cost. Please describe if (and how) you can comply with this requirement.

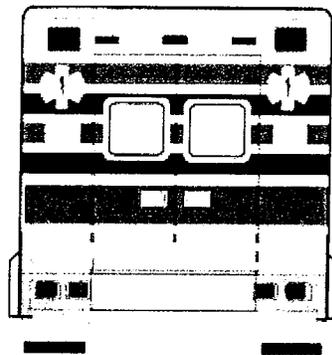
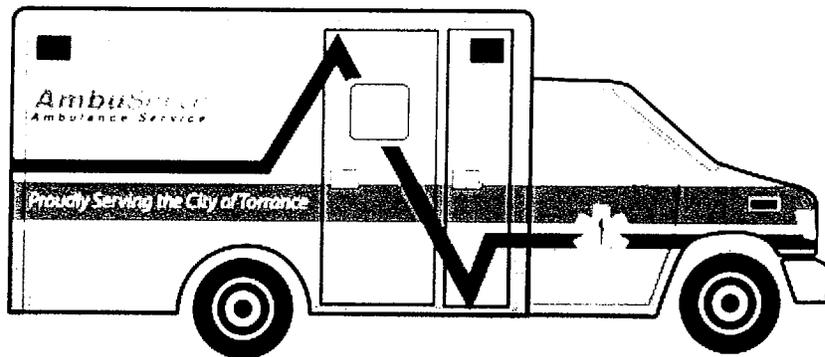
AmbuServe's executive managers all personally appreciate the importance of the company's ambulance design in terms of its compliance with national KKK standards and future NFPA standards. The company believes it has distinguished itself as a provider that considers the ambulance as a safe haven for clinical care regardless of what might be occurring outside the patient compartment. To that end, AmbuServe insists on the kind of patient and crew comfort, utility, and safety that are reflected in custom-designed Leader AEV ambulances planned for AmbuServe's Torrance operation.

All sixteen (16) AmbuServe available for the City of Torrance- will meet the specifications of the City's RFP to include the design and functional attributes noted below. AmbuServe proposes to supply all the equipment listed in the RFP with two additional radios: one for the Torrance Fire Department and one for AmbuServe's dispatch.

Item	Vendor
V-Track AVL Unit (With Verizon CDMA*)	Radio Satellite Integrators, Torrance, CA
V-Track installation	Radio Satellite Integrators, Torrance, CA
Monthly data access plan*	Verizon Wireless
SPOT mobile software	Radio Satellite Integrators, Torrance CA
Annual Support of V-Track and SPOT	Radio Satellite Integrators, Torrance CA
Mobile computer w/Windows XP Prof.	Panasonic Toughbook CF-19 or CF-31 or equivalent.
Mobile computer dock & install	Gamber Johnson dock for CF-19 or CF-31 (or compatible equivalent)
Optional- Vehicle battery charger	Kussmaul

AmbuServe proposes to custom paint and private label City of Torrance dedicated ambulances.

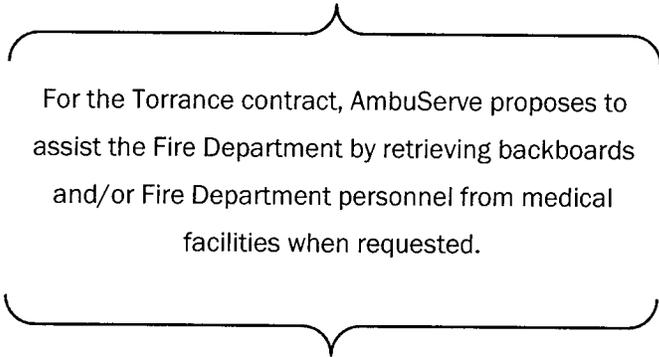
AmbuServe will meet with the City of Torrance and Fire Department EMS officials to determine the City's interest in having its dedicated ambulances bear a custom logo showcasing the City's decision to choose AmbuServe as its ambulance provider with a "rolling billboard." For purposes of illustration, AmbuServe offers the following draft ambulance paint scheme:



AmbuServe RFP Response, City of Torrance

AmbuServe understands and agrees to comply with the RFP requirement pertaining to procuring tech support to ensure the on-board ambulance computers and radios interface with the City's public safety identifiers and dispatch center. Proposal reviewers will find a letter from AmbuServe's leasing company claiming that the company has substantial capital to complete the purchases in Attachment 13

AmbuServe has already contacted vendors to request quotes for new equipment. A quote for stair chairs from Stryker can be reviewed in Attachment 14. In addition, the company is committed to purchasing MX-Pro from Stryker and inverters (power items).



For the Torrance contract, AmbuServe proposes to assist the Fire Department by retrieving backboards and/or Fire Department personnel from medical facilities when requested.

AmbuServe will consult with the EMS Fire Chief for his recommendations for stocking a disaster/large scale incident trailer with EMS supplies, backboards, and oxygen and oxygen supplies. The trailer will be available to the City of Torrance should there ever be a need to amass supplies and equipment quickly for citizens' safety and care.

11. During the hours of 7 a.m. to 7 p.m. each day, sixteen (16) United States Department of Transportation Standards KKK-1822-A for Type III ambulances. The minimum requirement for sixteen ambulances includes the five dedicated ambulances. Once the National Fire Protection Association standard NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1822-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

AmbuServe has completely answered this question behind TAB III #11, as there was not enough space here.

12. During the hours of 7 p.m. to 7 a.m. each day, eight (8) United States Department of Transportation Standards KKK-1822-A for Type III ambulances. The minimum requirement for eight ambulances includes the five dedicated ambulances. Once the National Fire Protection Association standard NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1822-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

AmbuServe has completely answered this question behind TAB III #12, as there was not enough space here.

13. In addition to the above, Contractor must be capable of providing six (6) additional back-up ambulances (22 total) capable of responding within twelve (12) minutes for a second response, fourteen (14) ambulances (30 total) capable of responding within twenty (20) minutes for a third response, and twenty (20) ambulances (36 ambulances) capable of responding within thirty (30) minutes for a fourth response. Note: These ambulances may be Type I, Type II or Type III.

AmbuServe has completely answered this question behind TAB III #13, as there was not enough space here.

Day Deployment Plan

11. During the hours of 7a.m. to 7p.m. each day, sixteen (16) United States Department of Transportation Standards KKK-1822-A for Type III ambulances. The minimum requirement for sixteen ambulances includes the five dedicated ambulances. Once the National Fire Protection Association standard NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1822-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

AmbuServe presents the following map showing its ambulance placement for the hours of 7:00 a.m. to 7:00 pm. Please note, AmbuServe exceeds the number of dedicated ambulances. Should this placement need re-tooling after AmbuServe's Dispatch Pro technology collects and analyzes call volume demand against AmbuServe's initial placement and real-time drive times and any real-time road closures, AmbuServe will adjust the deployment plan. Of course, the EMS Chief will be consulted regarding any change in AmbuServe's posting plan prior to the change being made.

■ 6 Dedicated Cars:

[Number of Ambulances/ Post Location]

- 1 Crenshaw Blvd. / Carson St
- 1 Crenshaw Blvd. / Pacific Coast Highway
- 1 Calle Mayor / Pacific Coast Highway
- 1 Sepulveda Blvd. / Hawthorne Blvd
- 1 Crenshaw Blvd. / Artesia Blvd.
- 1 Prairie Avenue / 190th Street

Total: 6

When a dedicated car is on a call, we will back fill immediately with one of the area cars.

When we have only 5 out of the 16 cars left available we will start to back fill from our IFT Fleet.

NOTE: At least six (6) and up to twenty (20) additional ambulances are available at AmbuServe's Headquarters at: 15105 South Broadway St., Gardena CA 90248

■ 10 Area Cars:

[Number of Ambulances/ Post Location]

- 2 Lomita Blvd. / Medical Center Drive (Torrance Memorial Medical Center)
- 2 Torrance Blvd / Earl Street (Little Company of Mary Hospital)
- 1 Palos Verdes Blvd. / Catalina Avenue
- 1 Carson Street / Western Avenue
- 2 237th Street / Crenshaw Blvd. (Torrance Station)
- 1 Crenshaw Blvd. / Redondo Beach Blvd.
- 1 190th Street / Western Avenue

Total:

Night Deployment Plan

12. During the hours of 7p.m. to 7a.m. each day, eight (8) United States Department of Transportation Standards KKK-1822-A for Type III ambulances. The minimum requirements for eight ambulances include the five dedicated ambulances. Once the National Fire Protection Association standard NFPA 1917 is adopted, it shall supersede the US DOT Standards KKK-1812-A. Contractor must provide ambulances that meet the requirements of the National Fire Protection Association standard NFPA 1917 upon its adoption.

AmbuServe presents the following map showing its ambulance placement for the hours of 7:00 p.m. to 7:00 a.m. Please note, AmbuServe exceeds the number of dedicated ambulances. Should this placement need re-tooling after AmbuServe's Dispatch Pro technology collects and analyzes call volume demand against AmbuServe's initial placement and real-time drive times and any real-time road closures, AmbuServe will adjust the deployment plan. Of course, the EMS Chief will be consulted regarding any change in AmbuServe's posting plan prior to changes being made.

■ 6 Dedicated Cars

1	Crenshaw Blvd. / Carson St
1	Crenshaw Blvd. / Pacific Coast Highway
1	Calle Mayor / Pacific Coast Highway
1	Sepulveda Blvd. / Hawthorne Blvd
1	Crenshaw Blvd. / Artesia Blvd.
1	Prairie Avenue / 190th Street

Total: 6

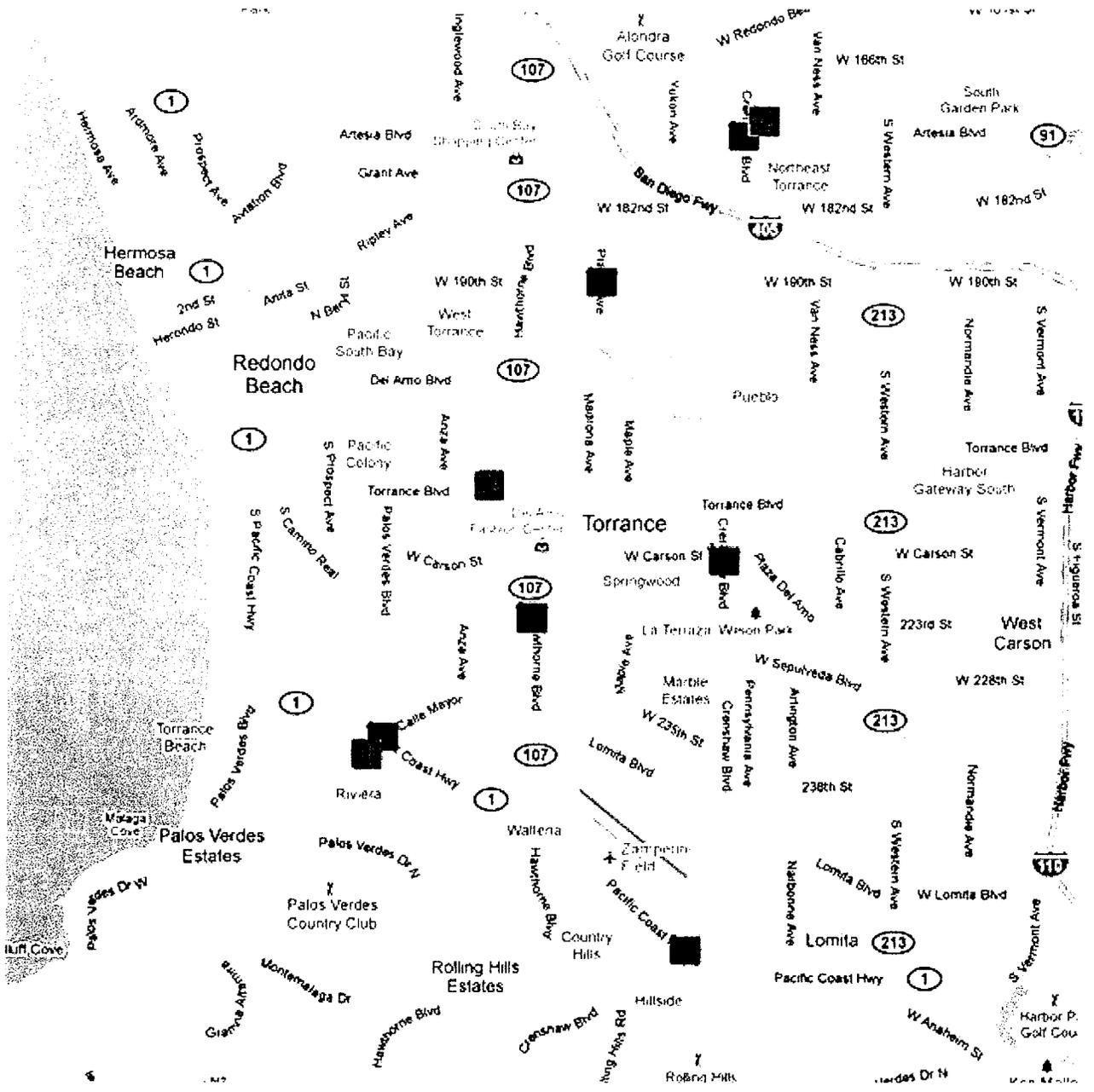
■ 3 Area Cars:

Number of Ambulances	Post Location
1	Crenshaw Blvd. / Artesia Blvd.
1	Torrance Blvd / Earl Street
1	Pacific Coast Highway / Calle Mayor

Total: 3

NOTE: At least six (6) and up to twenty (20) additional ambulances (that meet the 12 minute response time) are available at AmbuServe's Headquarters at: 15105 South Broadway St., Gardena CA 9024

AmbuServe RFP Response, City of Torrance



Additional Resources

13. In addition to the above, Contractor must be capable of providing six (6) additional back-up ambulances (22 total) capable of responding within twelve (12) minutes for a second response, fourteen (14) ambulances (30) total capable of responding within (20) minutes for a third response, and twenty (20) ambulances (36 ambulances) capable of responding within thirty (30) minutes for a fourth response. Note: These ambulances may be Type I, Type II, or Type III.

AmbuServe's deployment plan includes at least six (6) and up to twenty (20) additional ambulances that can meet a 12 minute response time. These ambulances will be available should there be an unanticipated call volume demand that exhausts the City's dedicated and area resources as specified in the RFP. The six (6) additional ambulances and up to twenty (20) additional ambulances may be drawn from on-duty resources. Ambulance resources needed by the City that exceed the availability of on-duty ambulances will be staffed by employees who are called in to cover the demand.

AmbuServe will deploy additional ambulances from the posting plan or from its headquarters at 15105 S. Broadway in Gardena, California.

Dedicated and Back-up Ambulances

14. List the dedicated and back up emergency ambulance vehicles that will be used to service the City of Torrance. Indicate the unit #, age, make, type, and mileage of each ambulance to be utilized for this contract. (Mileage is defined as the mileage at time of proposal submission.) If the vehicles listed below are subcontracted, identify the subcontractor.

AmbuServe Dedicated and Back-Up Ambulances									
Unit #	License Plate #	Manufacturer / Model	Manuf. Year	Age	Mileage	Proposed Dedicated 911	Proposed Back-up	Inter-facility	Own /Subcontractor
770	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
771	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
772	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
773	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
774	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
775	TBD	FORD E350 TYPE III	2011	NEW	0	X			Own
776	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
777	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
778	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
779	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
780	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
781	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
782	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
783	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
784	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
785	TBD	FORD E350 TYPE III	2011	NEW	0		X		Own
770	TBD	FORD E350 TYPE II	2011	NEW	0			X	Own

AmbuServe RFP Response, City of Torrance

Unit #	License Plate #	Manufacturer / Model	Manuf. Year	Age	Mileage	Proposed Dedicated 911	Proposed Back-up	Inter-facility	Own /Subcontractor
771	TBD	FORD E350 TYPE II	2011	NEW	0			X	Own
772	TBD	FORD E350 TYPE II	2011	NEW	0			X	Own
773	TBD	FORD E350 TYPE II	2011	NEW	0			X	Own
774	TBD	FORD E350 TYPE II	2011	NEW	0			X	Own
Unit 02	AMBU 02	FORD E350 TYPE II	2003	8	234746			X	Own
Unit 03	AMBU 3	FORD E350 TYPE II	2005	6	116463			X	Own
Unit 04	AMBU 04	FORD E350 TYPE II	2003	8	220281			X	Own
Unit 05	AMBU 05	FORD E350 TYPE II	2005	6	156894			X	Own
Unit 06	AMBU 6	FORD E350 TYPE II	2005	6	198824			X	Own
Unit 07	AMBU 7	FORD E350 TYPE II	2005	6	196456			X	Own
Unit 08	AMBU 08	FORD E350 TYPE II	2006	5	165106			X	Own
Unit 09	AMBU 09	FORD E350 TYPE II	2003	8	107912			X	Own
Unit 10	AMBU 10	FORD E350 TYPE III	2003	8	264997			X	Own
Unit 11	AMBU 11	FORD E450 TYPE III	2006	5	84677			X	Own
Unit 12	AMBU 12	FORD E350 TYPE II	2002	9	244991			X	Own
Unit 14	AMBU 14	FORD E350 TYPE II	2002	9	201294			X	Own
Unit 15	AMBU 15	FORD E350 TYPE II	2002	9	219998			X	Own
Unit 16	8U41670	Dodge Sprinter TYPE II	2008	3	66436			X	Own
Unit 17	AMBU 17	FORD E350 TYPE II	2003	8	356946			X	Own
Unit 18	AMBU 18	FORD E350 TYPE II	2003	8	194670			X	Own
Unit 19	AMBU 19	FORD E350 TYPE II	2003	8	342140			X	Own
Unit 20	8U93802	Dodge Sprinter TYPE II	2008	3	68116			X	Own
Unit 21	8U41671	Dodge Sprinter TYPE II	2008	3	62116			X	Own
Unit 22	8U41641	Dodge Sprinter TYPE II	2008	3	77428			X	Own

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AmbuServe RFP Response, City of Torrance

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Unit #	License Plate #	Manufacturer / Model	Manuf. Year	Age	Mileage	Proposed Dedicated 911	Proposed Back-up	Inter-facility	Own /Subcontractor
Unit 23	AMBU 23	FORD E350 TYPE II	2006	5	167773			X	Own
Unit 24	AMBU 24	FORD E350 TYPE II	2006	5	174984			X	Own
Unit 26	AMBU 26	FORD E350 TYPE II	2002	9	381973			X	Own
Unit 27	AMBU 27	FORD E350 TYPE II	2006	5	186180			X	Own
Unit 28	AMBU 28	FORD E350 TYPE II	2006	5	213480			X	Own
Unit 29	AMBU 29	FORD E350 TYPE II	2006	5	160530			X	Own
Unit 30	AMBU 30	Dodge Sprinter TYPE II	2006	5	88530			X	Own

Vehicle Maintenance Program



15. Describe, in detail, the preventative and regular maintenance program for dedicated and backup vehicles. Include average number of miles between service appointments for first line and reserve units. Also include the name and location of vehicle maintenance facility (contracted or own) and the location where the vehicle specification and maintenance records can be reviewed. Include the replacement ambulance plan/system.

AmbuServe's key managers continually demonstrate their unwavering commitment to providing their line-level EMS professionals with well-maintained and continually serviced ambulances. That commitment begins with doing business with one of the most highly sought ambulance manufacturers in America, Leader Industries, which is conveniently located in Southern California, so design issues are easily mitigated. Citizen Automotive, the facility used by AmbuServe for vehicle maintenance, is located in Gardena, just a short distance from the City of Torrance.

AmbuServe believes its ambulances retain their value far longer than other ambulance providers due to the driver training program every driver must successfully complete while in the company's employ.

AmbuServe schedules regular preventive maintenance services for all ambulances at Citizen Automotive's Vehicle Maintenance Center, where ambulance electronics, engine, transmission,

AmbuServe RFP Response, City of Torrance

lubricants, brakes, and all other maintenance including body repair and vehicle paint services are available.

AmbuServe takes the preventive maintenance of its vehicles very seriously. Its line-level staff must check all fluid levels, belts and tires daily, performing a visual bumper-to-bumper inspection before starting an on-duty shift. Electrical and safety components are also checked prior to any ambulance being designated on-duty. The checkout sheet is available as Attachment 15.

If any mechanical problem is noted that prevents the vehicle being available for field use, the senior crewmember is responsible for notifying the shift supervisor of the unavailable status. When an ambulance is placed out of service, AmbuServe will assign an appropriate replacement while the out of service ambulance is repaired.

Secondary to these checks is the routine and regularly scheduled preventive maintenance that occurs for every ambulance. AmbuServe maintains excellent relationships with its maintenance suppliers and utilizes a paper to computer system to schedule and track maintenance for every vehicle in its fleet. The company monitors and logs vehicle mileage every time refueling occurs to ensure preventive maintenance inspections are scheduled every 3,000 miles.

AmbuServe and its maintenance contractor adhere to the following vehicle safety standards:

- *Maintain an OSHA-approved clean/dirty decontamination equipment area*
- *Implement environmentally safe decontamination and cleaning practices using industry-standard supplies and procedures*

All vehicle specification and maintenance records can be reviewed at:

Citizen Automotive, Inc.

2129 W. Rosecrans Avenue

Gardena, CA 90248

(310) 769-1574

Citizen Automotive holds all of AmbuServe's maintenance logs and automotive files.

16. Describe in detail the dispatch system to be utilized. Include any Automatic Vehicle Locator systems, other equipment and telephone lines employed in conjunction with the dispatch system.

AmbuServe has completely answered this question behind TAB Section III #16, as there was not enough space here.

17. List names and location of existing or proposed facilities, business office, etc. Indicate if it is proposed. Which facility will be used for the Torrance contract? Do you currently have a facility within Torrance city limits? If not, do you plan to establish and maintain a minimum of one facility within Torrance city limits?

AmbuServe has completely answered this question behind TAB Section III #17, as there was not enough room here.

18. Using the information about the fees that the City of Torrance charges and the parameters described in the RFP, describe in detail how Proposer would calculate, bill, and collect all applicable charges (billing codes, systems, software and procedures). Attach additional page(s), sample bills and reports.

AmbuServe has completely answered this question behind TAB section III #18, as there was not enough space here.

Dispatch System



16. Describe in detail the dispatch system to be utilized. Include any Automatic Vehicle Locator systems, other equipment and telephone lines employed in conjunction with the dispatch system.

AmbuServe's ZOLL-Powered Communications Center

AmbuServe's fully accredited, ZOLL-powered communications center is staffed with professionally adept call-takers and ambulance dispatchers who are fluent in maximizing the efficiencies of the computer aided dispatch and ambulance deployment technologies available.

AmbuServe also utilizes a paging system for all employees to receive calls that's linked to the RightCAD system, so all calls are sent through the pagers.

The company's RightCAD system integrates dispatch, billing, mapping, tracking and paging. This full-service computer system has a four-hour battery backup as well as a backup generator in case of power outages. The RightCAD system can also be accessed through an offsite computer system by the company IT consultant if necessary.

ZOLL's Windows-based RightCAD is easy to use and has been fully functional since the company's inception. True to the coveted industry leader in dispatch and billing standard it holds, the ZOLL's RightCAD has proven itself reliable during high volume situations. It's been flexible and scalable over time and contributes daily to AmbuServe's on-time arrivals.

Because RightCAD begins the tracking process when the dispatch phone is picked up, calls can be easily routed, followed and logged from beginning to end. AmbuServe's RightCAD system logs all call information automatically, resulting in accurate tracking for each and every call. The RightCAD simplifies recordkeeping, compilation of statistics, and quality-assurance protocols. Right-CAD is a highly adaptable software platform with numerous features that enable dispatch personnel to accomplish the following demanding tasks:

- ✓ Quickly take large amounts of incoming call information
- ✓ Track the locations of multiple ambulances via GPS
- ✓ Easily assign/reassign calls with a simple drag and drop feature
- ✓ Improve management's auditing/oversight by generating of a wide spectrum of custom reports

The RightCAD also integrates with the company's ZOLL-powered ambulance billing and collections software, streamlining patient services after calls.

AmbuServe Proposes to Enhance the Communications Center with new ZOLL Dispatch Pro Technologies

When AmbuServe first purchased the ZOLL CAD, the company's owner and managers knew its capabilities far exceeded the needs of a non-emergency mobile healthcare provider. However, the company anticipated the day when it would bid for a 9-1-1 system for which the CAD is designed. Because ambulance dispatchers working for the City in the Public Safety Communications Center will rely on AmbuServe's expertise for optimally locating ambulances, the company has researched and agreed to purchase a sophisticated ZOLL CAD module that will help AmbuServe dispatchers do just that.

RescueNet Dispatch PRO automates historical call volume demand statistics and will help AmbuServe



anticipate, cover and react in real-time to the constantly changing use of its ambulance resources. AmbuServe's Dispatch Pro enhancement uses the technology of three different components: CADGIS, Visual System Status Management (VSSM) and an Impedance Monitor. Please refer to Attachment 16 for more information about Dispatch PRO.

CADGIS:

The CADGIS component allows the AmbuServe dispatcher to select the closest vehicle to an incoming call based on driving time calculated from actual driving distances and up-to-date road conditions. It also provides the dispatcher with a routing image and directions to the scene or medical facility. Road closures can be entered or removed and vehicle routes are re-calculated based on this information.

VSSM

VSSM is the tech tool that breaks vehicle deployment planning into the following three phases: Analyzing, planning and reacting.

Analyzing historical demand data and offering a visual display showing incident locations and demand densities.

Darryl Chidley and his communications center staff will then plan or re-tool ambulance posting to most efficiently cover demand and geography in balance.

And, lastly, The VSSM will compare the computer's post locations with the company's current plan.

Impedance Monitor

The DispatchPro Impedance Monitor will improve AmbuServe's ability to predict how fast vehicles can travel across a route by analyzing the speed limits of roads and updating them with the actual speeds you encountered historically while driving the same routes. This analysis will help dispatchers ensure the most accurate information informs its posting plan.

AmbuServe will happily assist the Torrance Public Safety Communications Center Personnel regarding the selection of the closest and most appropriate ambulance based on AmbuServe's CAD recommendations should they so desire.

Omni Source Voice Logger Phone Recording System

AmbuServe utilizes the Omni Source Voice Logger Phone Recording System so all phone calls coming in to the dispatch center and two way radio communications are easily reviewed as necessary. AmbuServe dispatch is equipped with an installed two-way radio system at each dispatch station, 24-line landline telephones and a cellular phone as backup. AmbuServe adheres to the Paramedic Communication Systems policy set forth by the Los Angeles County Department of Health Services for ALS providers. Each ambulance has an installed two-way radio, portable handheld radio and cellular phone. In the case of BLS, AmbuServe has a primary two-way radio installed in each vehicle as well as two EMTs with cellular telephones. AmbuServe will install a direct phone line to the Torrance Public Safety Communications Center. AmbuServe will install a direct phone line linking our dispatch center and the Torrance Public Safety Communications Center.

Proposed City of Torrance Mobile Computer Systems

For purposes of navigation and communication, AmbuServe will equip each of the six (6) dedicated City of Torrance response units and the additional 10 ambulances available with the following list of equipment.

Item	Vendor
V-Track AVL Unit (With Verizon CDMA*)	Radio Satellite Integrators, Torrance, CA
V-Track installation	Radio Satellite Integrators, Torrance, CA
Monthly data access plan	Verizon Wireless
SPOT mobile software	Radio Satellite Integrators, Torrance CA
Annual Support of V-Track and SPOT	Radio Satellite Integrators, Torrance CA
Mobile computer w/Windows XP Prof.	Panasonic Toughbook CF-19 or CF-31
Mobile computer dock & install	Recommended Gamber Johnson dock for CF-19 or CF-31
Optional- Vehicle battery charger	Kussmaul

Two Way Radio (Torrance Frequencies):

AmbuServe will ensure that all ambulances and the communications center will be equipped with Motorola VHF two way radio communications.

Communication Center Preventative Maintenance Program

As per CAAS accreditation requirements, AmbuServe's Communications Center has a preventive maintenance program for all communications equipment. The program includes scheduled testing, calibration, and/or preventive maintenance based on manufacturer recommendations, service contracts for maintenance of all communications equipment, and planned component replacement schedule prior to projected equipment failure. When there are no manufacturer recommendations for equipment, the Communications Center Manager determines a schedule.

Communication Center Contingency Plan

As per CAAS accreditation requirements, AmbuServe's Communications Center has a contingency plan to provide immediate backup communications equipment and/or power sources as may be necessary for its continued operation in the event of equipment or power failure. The contingency plan includes telephone and radio communications, paging systems (if applicable), CAD hardware and software, backup power supply, and offsite capabilities in the event of an incident in the Communications Center building. The contingency plan has (how many) levels of backup.

Radio Service, Inc. installs and maintains the functionality for AmbuServe's radio equipment. Once the radios are installed, Radio Service will continue to perform radio maintenance on an as-needed basis:

*Radio Service, Inc.
7563 Acacia Ave
Garden Grove, CA 92841
(714) 890-3150*

Network Inc. maintains all AmbuServe's company computers, providing 24-hour technical assistance if needed.

Equipment Failure and Problem Notification

In the event that an item of communications or ancillary equipment in the Communications Center malfunctions or fails, the following procedure will be followed:

The dispatcher will notify the Communications Center Supervisor or designee, who will immediately and directly contact appropriate technical support personnel and note in the communications log the nature of the equipment and repair.

In the event of phone and/or radio failure, the dispatcher is to follow the procedures indicated above as well as transferring all dispatch information to paper dispatch logs and utilize cell phones for two-way communication.

In the case of a power failure or other emergency, an automatic generator will turn on, providing power to the radio and telephone systems. The CAD system is also capable of being accessed from an offsite computer and the telephones can be transferred to an offsite or cell phone line.

If landlines are completely down, cellular phones will be utilized.

In the case of a full computer shutdown, the pen and paper method of call taking will be used.

All calls can be printed the day before they're scheduled to be run to provide a backup call log. *NOTE: The dispatcher doesn't leave his post unless there's an incident involving the actual physical administrative building.*

AmbuServe currently operates its Communications Center out of its Gardena headquarters. Given the concern in the Los Angeles area regarding the possibility of natural disasters and/or large-scale terrorist actions, AmbuServe has put in place measures to ensure that during any such circumstances, the company's day-to-day operations will continue without significant disruption.

AmbuServe internal computer resources are running on a state-of-the-art, full contingency architecture platform based on Dell hardware. *The computer network has complete backup capabilities, remote shutdown capability, a backup battery system with two hours of runtime, and a propane-powered generator supplied with an additional 12 hours of fuel.*

AmbuServe RFP Response, City of Torrance

All AmbuServe ambulance personnel are issued alpha-numeric pagers (service provided by American Messaging). These fully integrated pagers are programmed to interface with AmbuServe's existing CAD system. The ZOLL dispatch CAD system connects each pager with its respective ambulance notification system. When calls are assigned to that particular unit, call information is automatically sent via pager to the ambulance crew. This information includes: patient name, pick-up location, destination, diagnosis and time of call assignment



*AmbuServe will make sure this same
paging capability is available for the
City's Public Safety Communications
Center personnel.*



Location of Operations



17. List names and location of existing or proposed facilities, business office, etc. Indicate if it is proposed. Which facility will be used for the Torrance contract? Do you currently have a facility within Torrance city limits? If not, do you plan to establish and maintain a minimum of one facility within Torrance city limits?

AmbuServe's existing facility is located at:

15105 South Broadway Street, Gardena, CA 90248

AmbuServe has already contracted with a commercial real estate broker in Torrance to determine the optimal Torrance-based headquarters for its new ambulance operation. The company is currently contemplating the attributes of the following location to house the City-dedicated ambulances:

2570 West 237th Street, Ste. B, Torrance, CA 90505 (located at Crenshaw Blvd.)

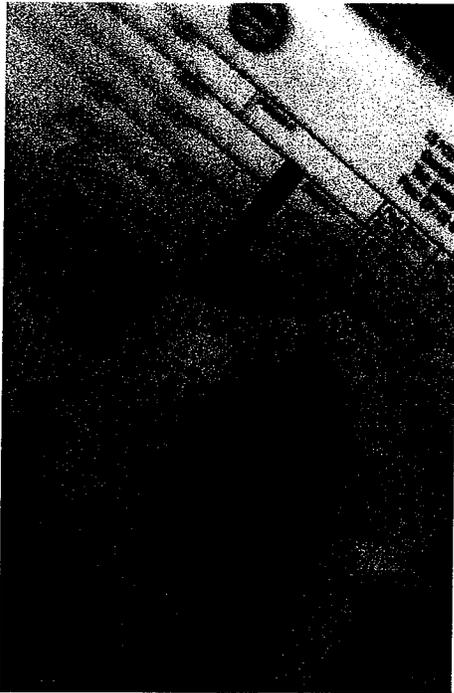
Upon the *intent to award the contract* announcement, AmbuServe will invite the Torrance Fire Chief and EMS Chief to offer their personal recommendations regarding where AmbuServe might locate its headquarters and crew stations.

AmbuServe Cares About the Environment - Your Green Ambulance Fleet

AmbuServe has numerous environmental practices in place. For all its operations, including Torrance, AmbuServe insists on recycling bottles and cans at the company headquarters, using synthetic oils and lubricants during ambulance preventive maintenance, and operating a nearly paperless business office. The company recently received an Air Quality Management District grant to offer "clean ambulances" that burn natural gas. AmbuServe is already having discussions with the vendors that can make a "green fleet" an operational reality. Should the City desire, AmbuServe will replace the dedicated Torrance ambulances with "clean ambulances" as soon as they become available.

Billing and Collections

18. Using the information about the fees that the City of Torrance charges and the parameters described in the RFP describe in detail how Proposer would calculate, bill and collect all applicable charges (billing codes, systems, software and procedures). Attach additional page(s), sample bills and reports.



AmbuServe Administrates a Nationally Accredited Accounts Receivable Business Office

AmbuServe generates billing information from EMS field crews' patient care reports stored and transmitted from paper forms to data input in the billing office. Owner Melissa Harris personally administrates the billing office and serves as the company's compliance officer. Her attention to detail and acumen for maximizing third-party reimbursement has kept AmbuServe fiscally sound and confident in its ability to continue to serve current contracts as well as join the City of Torrance EMS system as its exclusive 9-1-1 ambulance provider.

AmbuServe understands the RFP's requirements for accepting assignment from federal, state and third-party insurance for ambulance fee reimbursement. Additionally the company will accept first-, second-, and third-party billing and won't require patient payment prior to insurance payment. As is its current practice, AmbuServe will, if necessary and reasonable, allow patients to make interest-free payments on bills for services. Additionally, AmbuServe will work with the City's collection agency for all delinquent Torrance accounts.

AmbuServe Proposes ePCR for the City of Torrance EMS System

In the near future and as a proposal highlight for AmbuServe's contract with the City of Torrance, AmbuServe will use an electronic patient care reporting system, ePCR from ZOLL for all 16 ambulances that will be immediately available for dispatch by the City's Public Safety Communications Center. The ePCR is facilitated by crews entering their call information into the software contained on rugged laptop computers they'll use during ambulance calls. After the call, the company's ZOLL RescueNet CAD billing software integrates with dispatch information tracked during a response and patient care information to create a complete picture of each patient's encounter in real-time.

AmbuServe electronically bills Medicare and Medicaid, observing strict compliance guidelines. Medical Insurance billing is done manually (paper billing). Payments are electronically posted through electronic remittance.



AmbuServe will have all Torrance personnel equipped and trained on the software within the first six months of the contract.

As explained in the startup description of this proposal, AmbuServe will be offering the Torrance Fire Department EMS Chief reports regarding all calls, including those not requiring the firefighter paramedic to ride in the ambulance to the hospital.

AmbuServe will consult with the EMS Chief to determine if the Fire Department would like any custom fields added to the report.



AmbuServe RFP Response, City of Torrance

The City of Torrance accounts receivable process will require new data points specific to Torrance ambulance transports entered into the billing software. Unless negotiated otherwise, the Torrance fee structure for ambulance invoices will follow the stipulated language in the RFP as follows:

• Base response charge	\$880.75
• Code 2 Response or Transport Fee	\$46.50
• Mileage	\$17.00
• Oxygen	\$59.25
• Oxygen cannula/mask	\$24.75
• Backboard, splint, KED	\$46.25
• Bandages, dressings	\$24.75
• ALS Emergency Response & Transport (With paramedic)	\$351.75
• Code 3 Response or transport fee (With paramedic)	\$118.00
• ALS Assessment (Transport without a paramedic)	\$351.75
• Dry run (ambulance cancelled en route)	No charge
• First responder supplies/services	\$23.00

AmbuServe Summarizes its Billing Process

Step 1: Ambulance crews enter patient care information on the paper PCR and for Torrance, on the electronic Pre-hospital Care Report (ePCR), along with all other pertinent information.

Step 2: The information is then delivered or uploaded to the AmbuServe business office.

The paper patient care reports and ePCRs are reviewed for protocol and documentation compliance. Any files requiring further input by the ambulance crew are flagged and given to the ALS or BLS Coordinator.

Step Three: Data points from the ePCRs are input into the ZOLL RescueNet billing software system so claims and invoices can be printed at the end of each day. Once the claims are printed, the billing process for patient insurance begins.

AmbuServe RFP Response, City of Torrance

For the City of Torrance, 9-1-1 ambulance fees will be billed on separate bills (itemized) and will be collected separately.

AmbuServe's invoice schedule complies with the City of Torrance RFP. The schedule is as follows:

1. Initial bill (usually within 72 hours of service)
2. 15 Days (Reminder)
3. 30 Days (1st Past Due Notice)
4. 45 Days – (Call/Past Due Notice)

Step Four: Payments are received in approximately 14 days from Medicare and 45 to 60 days for other insurances.

Step Five: Once an account is paid correctly, it's placed in a zero balance schedule, so it's off the books and doesn't need to be worked any further.

AmbuServe will remit all City-owed fees collected within seven days of receipt along with the required monthly statement (total of fees billed and sums remitted) and the following monthly Payments Received Reports:

- ALS Emergency Response/Transport Payment Received Report
- ALS Assessment Payment Received Report
- Collections Service Remittance Payment Received Report

All reports pertaining to the City of Torrance ambulance invoices will include the following required list of information:

- Incident number
- Date of ALS service
- Invoice #
- Insurance information (i.e., Blue Cross, Medicare, Medi-Cal, private pay)
- Amount billed
- Total payments received
- Balance owed

Upon the City's request, AmbuServe will help it better understand the payor mix for ambulance services by offering revenue reports summarizing revenues billed and collected for ALS services by payor type (i.e., commercial insurance, private pay, Medicare, etc.).

Note: When a denial is received, AmbuServe continues to work to obtain payment. If nothing is received from the patient or the patient's insurance, AmbuServe contacts the patient, making him/her aware of the delinquent account. A daily report is generated by the business office of delinquent accounts' progress.

For sample bills and reports please refer to Attachment 17.

AmbuServe Educates and Trains Account Representatives

AmbuServe billing and collections personnel benefit from Melissa Harris' day-to-day presence in the business office. To her credit, she's created a training curriculum that fully explains the topics listed in the AmbuServe billing and collections manual. The manual's listed Table of Contents appears below. The entire manual is available at the review committee's request).

**Billing and Collections Manual
Table of Contents**

Part I

Accounts Receivable Policies
Customer Service
Collections and Billing Procedures
Exceptions / Write Offs
Complaint Handling
Insurance Denials

Part II

Model Code of Conduct (in reference to the billing office)
Medical Necessity (procedures relating to medically necessary transportation)
Fraud and Abuse

AmbuServe plans to grow its current billing and collections staff in anticipation of the new City of Torrance contract and will dedicate at least two new positions for processing City of Torrance ambulance transports.



Corporate Compliance Program

AmbuServe Protects Patients' Health Information

Patient health information is held in strictest confidence and patients are notified regarding AmbuServe's privacy policies at the time of service. In the following paragraphs, AmbuServe further outlines its commitment to patient privacy and the security of patient health information as well as its training program for ambulance crews in this regard.

AmbuServe's notice to patients regarding its privacy practices is available as Attachment 18.

AmbuServe Proposes Portable Laptop Technology

AmbuServe ambulance crews will use rugged laptop-powered electronic patient data gathering and reporting software, the proven ePCR technology available from ZOLL Industries. AmbuServe will ensure the software will be customized and City and County approved before implementing the ePCR in Torrance. Implementing the ePCR technology may not occur at the contract start date due to the importance of integrating custom data gathering fields which may be desired by the City and LA County EMS. The ePCR contains specially designed software that considers the data sets required by Los Angeles County and the State of California. Additionally, the City of Torrance Fire Department is invited to add data sets to augment quality improvement/assurance if it so desires. AmbuServe will implement its current paper (patient care report) to computer process until the ePCR program has been fully developed with the Torrance Fire Department's requests, recommendations and approval.

AmbuServe' tough books will also be customized to offer 100% compliance with the State of California's requirements (inspections/ambulance log/call log/ training).

AmbuServe Requires Informed and Educated Ambulance Crews

All newly hired AmbuServe field employees must successfully complete the company orientation program, where they receive information regarding the proper method for documenting patient care encounters. The topics covered during this training include but are not limited to the following:

- Documenting Medicare/Medicaid medical necessity information
- The importance of obtaining appropriate signatures and signed PCS forms from patients, physicians and/or medical facility personnel who request patient transfers.

- HIPAA rules and regulations pertaining to preserving patients' private medical history information
- Step-by-step instruction on how and where to document the patient's history and chief complaint, including all treatments given and equipment used during an ambulance response

AmbuServe Ensures HIPAA Patient Privacy and Electronic Security Compliance for Patient Health Information

All AmbuServe business office employees are schooled on the company's custom billing process and the use of the ZOLL RescueNet billing software program that interfaces with the company's ZOLL CAD system. Additionally, AmbuServe spends considerable time instructing business office employees regarding HIPAA compliance. The company's corporate compliance manual also outlines the patient privacy rules and regulations. Reviewers may see a copy of the Corporate Compliance Manual upon request.

Please see a full description of the ZOLL RescueNet billing and collections software as Attachment 16

Reviewers may find a copy of the HIPAA form and AmbuServe' proprietary patient privacy and security policies as Attachment 19

Monitoring and Maintaining HIPAA Compliance

AmbuServe has gone to great lengths to protect its patients' privacy in terms of its policies and procedures. The fact that the business office is located upstairs and out of view of the public and well privacy screens are between each business office desk protects patient information from any outside view.

AmbuServe's headquarters in Torrance will include the presence of at least one billing specialist so Torrance citizens can visit the office personally should they have questions regarding their ambulance bill. Regardless of where patients encounter AmbuServe billing personnel, patient privacy is protected. Billing specialists are instructed to make sure that patients/customers visiting the business office remain in the front portion of the office. Visitors aren't permitted to roam freely in the office where they might see patient history information (PHI); they must be escorted to a staff member's office if required.

In Gardena and at our Torrance operation, the company mandates that if a patient/customer visits to make a payment, the payment will be posted and a receipt for it will be provided.

Maintenance of Patient Care Reports and Records

AmbuServe preserves patient privacy through meticulous onsite storage and records access. The company is required by law to keep records onsite for seven years and up to 10 years offsite. Onsite patient care records are kept in locked file cabinets and/or in storage boxes in a locked supply room in the administration building in Gardena. All records older than 10 years are sent to offsite storage. The patient care records kept onsite are protected at all times under HIPAA guidelines.

At each billing specialist's workstation, patient care records aren't visible to visitors or field employees. At the end of each day, AmbuServe locks all patient care records in file cabinets or cupboards.

AmbuServe is fully aware of HIPAA's patient privacy and security requirements and has set up systems to ensure ongoing monitoring and compliance for both these important provisions of HIPAA law.

Past and Current Service Recipients

20. Please provide the names of all hospitals and fire departments, for which you are supplying or have supplied ambulance service in the past 10 years.

AmbuServe has been offering ALS and BLS ambulance services for numerous hospitals and other medical facilities under formal contracts, formal agreements and informal agreements since 2000. In many cases, 'start dates' have occurred spontaneously and without documentation. In some cases, the contact person may be one or more persons at a medical facility or fire department. Therefore, AmbuServe does not have contact names for the listed customers below.

AmbuServe Past and Current Service Recipients								
Facility Name	Address				Person to Contact	Tel. Number	Start Date	Exp. Date
Los Angeles City Fire Department	202 E 1ST ST	LOS ANGELES	CA	90033		213-978-3800		Ongoing
Los Angeles County Fire Department	141 W REGENT ST	INGLEWOOD	CA	90301		323-881-2411		Ongoing
Santa Monica Fire Department	1444 4TH ST	SANTA MONICA	CA	90404		310-393-8461		Ongoing
Beverly Hills Fire Department	445 N. Rexford	BEVERLY HILLS	CA	90210		310-281-2700		Ongoing

AmbuServe RFP Response, City of Torrance

AHMC Garfield Medical Center	525 N GARFIELD AVE	MONTEREY PARK	CA	91754		626-573-2222	1/1/2009	Ongoing
AHMC Greater El Monte Community Hospital	1701 SANTA ANITA AVE	SOUTH EL MONTE	CA	91733		626-350-7975	1/1/2009	Ongoing
AHMC Monterey Park Hospital	900 S ATLANTIC BLVD	MONTEREY PARK	CA	91754		626-570-9000	1/1/2009	Ongoing
AHMC San Gabriel Valley Medical CTR	438 W LAS TUNAS DR	SAN GABRIEL	CA	91776		626-289-5454	1/1/2009	Ongoing
AHMC Whittier Hospital Medical Center	9080 COLIMA RD	WHITTIER	CA	90605		562-945-3561	1/1/2009	Ongoing
Alhambra Community Hospital	100 S RAYMOND AVE	ALHAMBRA	CA	91801		626-570-1606		Ongoing
Barlow Respiratory Hospital	2000 STADIUM WAY	LOS ANGELES	CA	90026		213-250-4200		Ongoing
Bellflower Medical Center	9542 ARTESIA BLVD	BELLFLOWER	CA	90706		562-925-8355		Ongoing
Bellwood General Hospital	10250 ARTESIA BLVD	BELLFLOWER	CA	90706		No Longer in Business		
Beverly Hospital	309 W BEVERLY BLVD	MONTEBELLO	CA	90640		323-726-1222		Ongoing
Brotman Medical Center	3828 DELMAS TER	CULVER CITY	CA	90232		310-836-7000		Ongoing

AmbuServe RFP Response, City of Torrance

California Hospital Medical Ctr	1401 S GRAND AVE	LOS ANGELES	CA	90015		213-748-2411		Ongoing
Cedars Sinai Medical Center	8700 BEVERLY BLVD	LOS ANGELES	CA	90048		310-423-5000		Ongoing
Centinela Hospital Medical Center	555 E HARDY ST	INGLEWOOD	CA	90301		310-673-4660		Ongoing
Century City Hospital	2070 CENTURY PARK E	LOS ANGELES	CA	90067		No Longer in Business		
Children's Hospital Los Angeles	4650 W SUNSET BLVD	LOS ANGELES	CA	90027		323-669-2164		Ongoing
Childrens Hospital Los Angeles Mental Health	3250 WILSHIRE BLVD	LOS ANGELES	CA	90005		323-669-2164		Ongoing
Citrus Valley Hospital	210 W SAN BERNARDINO RD	COVINA	CA	91723		626-331-7331		Ongoing
City of Angels Ingleside Campus	7500 HELLMAN AVE	ROSEMEAD	CA	91770		213-484-3200		Ongoing
City of Hope National Medical Ctr	1500 DUARTE RD	DUARTE	CA	91010		626-359-8111		Ongoing
Coast Plaza Doctor's Hospital	13100 STUDEBAKER RD	NORWALK	CA	90650		562-868-3751		Ongoing
College Hospital Cerritos	10802 COLLEGE PL	CERRITOS	CA	90703		562-924-9581		Ongoing

AmbuServe RFP Response, City of Torrance

Community Hospital of Gardena	1246 W 155TH ST	GARDENA	CA	90247		No Longer in Business		
Community Hospital of Huntington Park	2623 E SLAUSON AVE	HUNTINGTON PARK	CA	90255		323-583-1931		Ongoing
Community Hospital of Norwalk	13222 BLOOMFIELD AVE	NORWALK	CA	90650		562-863-4763		Ongoing
Daniel Freeman Inglewood	333 N PRAIRIE AVE	INGLEWOOD	CA	90301		No Longer in Business		
Del Amo Hospital	23700 CAMINO DEL SOL	TORRANCE	CA	90505		310-325-9110	9/28/09	Ongoing
Doctor's Hospital Montclair	5000 SAN BERNARDINO ST	MONTCLAIR	CA	91763		909-625-5411		Ongoing
Doctors Hospital West Covina	725 N ORANGE AVE	WEST COVINA	CA	91790		626-338-8481		Ongoing
Downey Community Hospital	11500 BROOKSHIRE AVE	DOWNEY	CA	90241		562-904-5000		Ongoing
east la doctors hospital	4060 WHITTIER BLVD	LOS ANGELES	CA	90023		323-268-5514		Ongoing
East Valley Hospital	150 W ROUT 66	GLENDORA	CA	91740		626-852-5000		Ongoing
ELA Star Hospital	319 N HUMPHREYS AVE	LOS ANGELES	CA	90022		323-266-6500		Ongoing
Encino- Hospital	16237 VENTURA BLVD	ENCINO	CA	91436		818-995-5000		Ongoing
Foothill Presbyterian Hospital	250 S GRAND AVE	GLENDORA	CA	91741		626-963-8411		Ongoing

AmbuServe RFP Response, City of Torrance

Gateway Hospital & Mental Health Ctr	1891 EFFIE ST	LOS ANGELES	CA	90026		323-644-2000	3/1/10	Ongoing
Glendale Memorial	1420 CENTRAL AVE S	GLENDALE	CA	91204		818-502-1990		Ongoing
Good Samaritan Hospital	616 WITMER ST	LOS ANGELES	CA	90017		213-977-2121		Ongoing
Harbor UCLA Medical Center	1000 W CARSON ST	TORRANCE	CA	90502		310-222-2101		Ongoing
Hollywood Community Hospital	6245 DE LONGPRE AVE	LOS ANGELES	CA	90028		323-462-2271		Ongoing
Holy Cross Medical Center	15031 RINALDI ST	MISSION HILLS	CA	91345		818-365-8051		Ongoing
Huntington Hospital	265 S FAIR OAKS AVE	PASADENA	CA	91105		626-397-5555		Ongoing
Huntington Memorial	100 CALIFORNIA BLVD E	PASADENA	CA	91105		626-397-5000		Ongoing
Kaier Permanente Hospital of Woodland Hills	21263 ERWIN ST	WOODLAND HILLS	CA	91367		818-719-2000		Ongoing
Kaiser Downey	9333 IMPERIAL HWY	DOWNEY	CA	90242		562-461-6007		Ongoing
Kaiser Harbor City	25825 VERMONT AVE	HARBOR CITY	CA	90710		310-517-6441		Ongoing
Kaiser Panorama City	13652 CANTARA ST	PANORAMA CITY	CA	91402		818-375-3333		Ongoing

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Kaiser Sunset	4867 W SUNSET BLVD	LOS ANGELES	CA	90027		323-783-4011		Ongoing
Kaiser West L.A.	6041 CADILLAC AVE	LOS ANGELES	CA	90034		213-857-2201		Ongoing
Kindred Hospital LA	5525 W SLAUSON AVE	LOS ANGELES	CA	90056		310-642-0325		Ongoing
King Drew Medical Center	12021 WILMINGTON AVE	LOS ANGELES	CA	90059		310-668-5011		Ongoing
LA Community Hospital	4081 E OLYMPIC BLVD	LOS ANGELES	CA	90023		323-367-0477		Ongoing
LA Metro Hawthorne	13300 HAWTHORNE BLVD	HAWTHORNE	CA	90250		310-679-3321		Ongoing
LA Metro Los Angeles	2231 S WESTERN AVE	LOS ANGELES	CA	90018		323-730-7300		Ongoing
Lakewood Regional Medical Center	3700 SOUTH ST	LAKEWOOD	CA	90712		562-602-6751		Ongoing
LCM Hospital	4101 TORRANCE BLVD	TORRANCE	CA	90503		310-540-7676		Ongoing
LCM SAN PEDRO	1300 W 7TH ST	SAN PEDRO	CA	90731		310-832-3311		Ongoing
Long Beach Community Hospital	1720 TERMINO AVE	LONG BEACH	CA	90804		562-498-1000		Ongoing
Long Beach Memorial Medical Ctr	2801 ATLANTIC AVE	LONG BEACH	CA	90806		562-933-2000		Ongoing
Los Alamitos Hospital	3751 KATELLA	LOS ALAMITOS	CA	90720		562-799-3220		Ongoing
Marina Del Rey Hospital	4650 LINCOLN BLVD	MARINA DEL REY	CA	90292		310-823-8911		Ongoing

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Memorial Hospital of Gardena	1145 W REDONDO BEACH BLVD	GARDENA	CA	90247		310-532-4200		Ongoing
Metropolitan State Hospital	11400 NORWALK BLVD	NORWALK	CA	90650		562-863-7011		Ongoing
Miller's Children Hospital	2801 ATLANTIC AVE	LONG BEACH	CA	90806		562-933-8001		Ongoing
Mission Community Hospital	14850 ROSCOE BLVD	PANORAMA CITY	CA	91402		818-787-2222		Ongoing
Olive View	14445 OLIVE VIEW DR	SYLMAR	CA	91342		818-364-3559		Ongoing
Olympia Medical Center	5925 SAN VICENTE BLVD	LOS ANGELES	CA	90019		310-657-5900		Ongoing
Orthopedic Medical Center	18039 SHERMAN WAY	RESEDA	CA	91335		818-708-8100		Ongoing
pacific hosp of long beach (south)	1725 PACIFIC AVE	LONG BEACH	CA	90813		562-595-1911		Ongoing
Pacific Hospital of Long Beach (main)	2776 PACIFIC AVE	LONG BEACH	CA	90806		562-595-1911		Ongoing
Pacifica Hospital of The Valley	9449 SAN FERNANDO RD	SUN VALLEY	CA	91352		818-767-3310		Ongoing
Pomona Valley Hospital	1798 N GAREY AVE	POMONA	CA	91767		909-865-9580		Ongoing

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Queen of Angels/Hollywood Pres.	1300 N VERMONT AVE	LOS ANGELES	CA	90027		213-413-3000		Ongoing
Queen of the Valley Hospital	1115 S SUNSET AVE	WEST COVINA	CA	91790		626-814-2460		Ongoing
Rancho Los Amigos Medical Center	7607 IMPERIAL HWY	DOWNEY	CA	90242		562-401-7022		Ongoing
San Dimas Community Hospital	1350 W COVINA BLVD	SAN DIMAS	CA	91773		909-599-6811		Ongoing
San Fernando Valley Community	14535 SHERMAN CIR	VAN NUYS	CA	91405		818-787-2222		Ongoing
Santa Monica - UCLA Medical Ctr	1250 16TH ST	SANTA MONICA	CA	90404		310-319-4000		Ongoing
silverlake hospital	1711 W TEMPLE ST	LOS ANGELES	CA	90026		213-989-6123		Ongoing
South Bay Community Hospital	14148 FRANCISQUITO AVE	BALDWIN PARK	CA	91706		No Longer in Business		
St Francis Medical Center	3630 E IMPERIAL HWY	LYNWOOD	CA	90262		310-900-8900		Ongoing
St John's Hospital	1328 22ND ST	SANTA MONICA	CA	90404		310-829-5511		Ongoing
St Josephs Hospital	501 S BUENA VISTA ST	BURBANK	CA	91505		818-847-3435		Ongoing
St Joseph's Hospital OC	1100 W STEWARD DR.	ORANGE	CA	92868		714-771-8000		Ongoing

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St Mary's Medical Center	1050 LINDEN AVE	LONG BEACH	CA	90813		562-491-9000		Ongoing
St Vincent Medical Center	2131 W 3RD ST	LOS ANGELES	CA	90057		213-484-7111		Ongoing
Temple Community Hospital	235 N HOOVER ST	LOS ANGELES	CA	90026		213-382-7252		Ongoing
Torrance Memorial Hospital	3330 LOMITA BLVD	TORRANCE	CA	90505		310-325-9110		Ongoing
Tri City Hospital	21530 PIONEER BLVD	HAWAIIAN GARDENS	CA	90716		562-860-0401		Ongoing
uci med center	101 THE CITY DR.	ORANGE	CA	92868		714-456-7122		Ongoing
UCLA hospital (c.h.s.)	10833 LE CONTE AVE	LOS ANGELES	CA	90024		310-825-9111		Ongoing
USC Medical Center	1200 N STATE ST	LOS ANGELES	CA	90033		323-226-2800		Ongoing
USC University Hospital	1500 SAN PABLO ST	LOS ANGELES	CA	90033		323-442-8656		Ongoing
USC Womans& Children Hospital	1240 N MISSION RD	LOS ANGELES	CA	90031		323-226-3691		Ongoing
USC/Norris Comprehensive Cancer Center	1441 EASTLAKE AVE	LOS ANGELES	CA	90033		323-865-3000		Ongoing
VA Hospital North Hills	16111 PLUMMER ST	NORTH HILLS	CA	91343		310-478-3711		Ongoing

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VA Long Beach	5901 E 7TH ST	LONG BEACH	CA	90815		310-478-3711		Ongoing
VA West LA	11301 WILSHIRE BLVD	LOS ANGELES	CA	90049		310-478-3711		Ongoing
Verdugo Hills Hospital	1812 VERDUGO BLVD	GLENDALE	CA	91208		818-790-7100		Ongoing
West Anaheim Hospital	3033 W ORANGE AVE	ANAHEIM	CA	92804		714-827-3000		Ongoing
West Hills Hospital	7300 MEDICAL CENTER DR	WEST HILLS	CA	91307		818-676-4000		Ongoing
White Memorial Medical Center	1720 E CESAR E CHAVEZ AVE	LOS ANGELES	CA	90033		323-268-5000		Ongoing
Whittier Medical Center	9080 COLIMA RD	WHITTIER	CA	90605		562-945-3561		Ongoing
Whittier Presbyterian Hospital	12401 WASHINGTON BLVD	WHITTIER	CA	90606		562-698-0811		Ongoing

Current Service Contracts

21. Please provide information regarding your company's current contracts for ambulance services:

AmbuServe Current Contracts			
Name of Agency	Start Date	Expiration Date	Dedicated Units by Contract: Quantity/ Type
Aetna	4/20/2009	yearly / auto renew unless cancelled	
AHMC Hospitals (5)	1/1/2009	yearly / auto renew unless cancelled	
Blue Shield	8/28/2006	yearly / auto renew unless cancelled	
Cigna	12/1/2007	yearly / auto renew unless cancelled	
Citizens Choice	1/1/2010	yearly / auto renew unless cancelled	
Clinica De San Miguel	1/1/2008	yearly / auto renew unless cancelled	
County of Los Angeles Overflow	6/1/2008	5/31/2013	
Del Amo Hospital	9/28/2009	yearly / auto renew unless cancelled	
Gateway Mental Health	3/1/2010	yearly / auto renew unless cancelled	
Harriman Jones Urgent Care Long Beach	9/1/2006	yearly / auto renew unless cancelled	1 ALS
Health Choice	12/2/2009	yearly / auto renew unless cancelled	
Healthcare Partners Region 1	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Region 2	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Region 3	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Region 4	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Region 5	9/1/2006	yearly / auto renew unless cancelled	

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Healthcare Partners Talbert Region 6	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Urgent Care Georgia Street	9/1/2006	yearly / auto renew unless cancelled	
Healthcare Partners Urgent Care Pasadena	9/1/2006	yearly / auto renew unless cancelled	1 ALS
LA County Dept. of Mental Health	1/11/2010	12/31/2014	
Logisticare	3/1/2002	yearly / auto renew unless cancelled	
MD Care	1/1/2008	yearly / auto renew unless cancelled	
National Preferred Provider	11/3/2009	yearly/auto renew	
Regal Medical Group	5/1/2008	Yearly/auto renew	
St. Vincent's Medical Center	12/14/2009	12/14/2012 3 years auto renewal yearly	1 BLS
UCLA	7/17/2007	yearly/auto renew	
Universal Care	2/1/2009	yearly/auto renew	
USC Universal Medical Clinic	12/17/2007	yearly/auto renew	

24. List name, address, and share of ownership of all owners of the proposing company.

Melissa Harris, President, owns 100% of AmbuServe

Melissa Harris

25. List names of all organizations, corporations, or firms, for which the proposing corporation/firm holds controlling or financial interest.

The corporation does not hold or control financial interest in any other entity.

26. Explain any previous or current litigation involving the proposing company, or any principal officers, in connection with any contracts or proposals for emergency ambulance services.

There has been no litigation involving AmbuServe or its officers in connection with any contracts or proposals for emergency ambulance services.

27. Explain any failure or refusals by the Proposer to fulfill the requirements of a contract for emergency ambulance service or any other ambulance service contract.

AmbuServe has never failed or refused to fulfill the requirements of a contract for emergency ambulance service or any other ambulance service contract.

References:

Please supply the names of companies/agencies for which you recently supplied comparable services as requested in this RFP.

	2600 Redondo Ave.	
Health Care Partners	Long Beach CA 90806	Tim Harju (562) 988 7183
Name of Company/Agency	Address	Person to contact/Telephone No.
Coast Plaza Hospital	13100 STUDEBAKER RD NORWALK, CA 90650	Eral S. Gough, M.D. / 562 868 371
Name of Company/Agency	Address	Person to contact/Telephone No.
UCLA Medical Center	UCLA Medical Center Room A3 - 269, CA 90095	John Weaver / 310 825 9026
Name of Company/Agency	Address	Person to contact/Telephone No.
Royal Wood Care Center	22520 Maple Ave. Torrance CA 90505	FE AVILA, RN 310 326 9131

Vendor Name: AmbuServe, Inc

RFP Submittal Requirement and Acknowledgement

Vendors are required to place a check mark in Column A indicating that your proposal is as per the specifications of this Request for Proposals.

Vendors are required to place a check mark in Column B indicating that your proposal deviates from the specifications of this Request for Proposal. If you are proposing anything other than what is specified, you must explain in detail how your proposal differs by attaching additional pages to your RFP submittal and indicating the page number in Column C.

You may attach additional sheets to your RFP submittal describing in detail the service you are proposing. You must indicate the page number reference in Column C.

Description	Column A	Column B	Column C
RFP Specification/Requirement	Place a check mark in this column indicating that your proposal is as per the specifications in this RFP	Place a mark in this column if you are proposing something different then what is specified in this RFP	You may attach additional sheets to your proposal submittal describing in detail the service you are proposing. Please reference the page number in the space below.
Service Area	X		TAB Section III: 1
Ambulance Staffing and Personnel Training		X	TAB Section III: 2
Response Times Compliance	X		TAB Section III: 9
Ambulance and equipment requirements		X	TAB Section III: 10
Telephone lines requirement	X		TAB Section III: 10, 16
Facilities		X	TAB Section III: 17
Inspection and Maintenance of facilities and equipment			TAB Section III: 15, 16
Hospitals to be used	X		TAB Section III # 1
Safety	X		TAB Section III # 1
Situation control	X		TAB Section III # 1
Permits and Licenses	X		
Legal Compliance	X		
HIPAA Compliance	X		TAB: Attachments 18/19
Exclusive Right	X		
Contractor's maximum allowable charges	X		TAB: Section III: 17
City's fees and patient billing by Contractor	X		TAB Section III 17
Medicare billing and pass through	X		TAB Section III 17
Medical supplies reimbursement	X		TAB Section III 17
Work with City's collection agency & reconcile billing	X		
"Dry runs"	X		Tab Section III # 17
Records and Reports	X		
Contract Period and Renewal	X		
Termination	X		
Other RFP terms	X		
Agreement Terms and Conditions	X		

Vendor Name: Amber Serve, Inc.

Submittals: Please indicate that the following are included with your proposal:

Submittal Requirements	Check here if included:
Proposer's Response (Section III of this document) (TAB Section III References)	X
Proposer's Affidavit (Attachment 1) (TAB Section III)	X
Audited Financial Statements (Attachment 2) TAB: Financial Statements	X