

EXHIBIT A

DEFINITION OF SERVICES

CONTRACTOR shall provide the following services in two phases, as necessary and directed by the COUNTY:

Phase I: EOA Feasibility Analysis

Assist in determining the feasibility of the establishment of an exclusive operating area (EOA) related to countywide emergency medical services (EMS).

1. Identify stakeholders and finalize timeline for completion of Phase I (see Exhibit E).
2. Gather service provider information and stakeholder input for establishing an EOA for ambulance services specific to Mendocino County.
 - a. Meet with representatives from:
 - i. Mendocino County;
 - ii. Coastal Valleys EMS Agency;
 - iii. Cities;
 - iv. Fire districts;
 - v. Receiving hospitals;
 - vi. Ambulance responders;
 - vii. Dispatch center(s);
 - viii. Community; and
 - ix. Others stakeholders identified by the County.
3. Prepare an analysis of the feasibility and operational sustainability of an EOA for ambulance services.
 - a. Evaluate how an EOA would improve the County's EMS system based on the operational issues identified in the February 14, 2011 EMS Assessment (previously prepared by CONTRACTOR), with specific emphasis on the following issue areas:
 - i. Accountability;
 - ii. Performance monitoring and measurement;
 - iii. Coordination;
 - iv. Operational flexibility;
 - v. Resources (including fiscal); and
 - vi. Quality improvement and oversight.
4. Produce final report of feasibility analysis by May 15, 2013, and present findings and recommendation to the Board of Supervisors.
 - a. If an EOA for ambulance services is feasible, and if desired by the County, begin Phase II, Option 1.
 - b. If an EOA for ambulance services is not feasible, begin Phase II, Option 2, if desired by the County, to assess long-term implications and make specific recommendations for other strategies to improve the current system regarding the issue areas above. It remains at the County's discretion whether either option of Phase II will be commenced.

Phase II, Option 1: EOA Implementation

Prepare an RFP, conduct a competitive process for exclusive ambulance services, and assist the County in negotiating a written agreement with selected provider.

1. Incorporate results from Phase I into a plan for implementing an EOA that meets the following requirements:
 - a. High level of emergency medical response;
 - b. Reasonable cost and efficient service;
 - c. Compliance with all applicable government and industry performance standards;
 - d. Provision of Basic Life Support (BLS) and Advanced Life Support (ALS) services;
 - e. Provision of Critical Care Transport (CCT) and air ambulance, as appropriate or applicable;
 - f. Evaluation of potential partnerships with existing ambulance service providers;
 - g. Specific oversight mechanism for quality improvement of operational and medical services; and
 - h. Provides an adequate level of service to the citizens of Mendocino County in consideration of the unique geographic composition of the area.
2. Develop a comprehensive Request for Proposal (RFP) for exclusively operated ambulance services specific to Mendocino County (see Exhibit D) that will achieve the above stated requirements. Complete RFP phase by the end of calendar year 2013.
3. Present the project to the Board of Supervisors at a public meeting.
4. Conduct a competitive selection process resulting in one or more emergency ambulance service contracts and assist the County in negotiations.

Phase II, Option 2: Assess options and provide recommendations to COUNTY to stabilize and improve EMS without a countywide EOA.

1. Incorporate results from Phase I into a plan for implementing EMS system improvements.
 - a. High level of emergency medical response;
 - b. Reasonable cost and efficient service;
 - c. Compliance with all applicable government and industry performance standards;
 - d. Provision of Basic Life Support (BLS) and Advanced Life Support (ALS) services;
 - e. Provision of Critical Care Transport (CCT) and air ambulance, as appropriate or applicable;
 - f. Evaluation of potential partnerships with existing ambulance service providers;
 - g. Specific oversight mechanism for quality improvement of operational and medical services; and
 - h. Provides an adequate level of service to the citizens of Mendocino County in consideration of the unique geographic composition of the area.

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2. Incorporate stakeholder input and consultant analysis into a report with options for improving EMS delivery, enhancing system stability, and alternative funding sources for consideration.
3. Present the findings to the Board of Supervisors at a public meeting.

[END OF EXHIBIT A: DEFINITION OF SERVICES]

