

Greeley City Council Agenda

Work Session

Tuesday, April 26, 2022 at 6:00 p.m.

City Council Chambers at City Center South, 1001 11th Ave, Greeley, CO 80631

Zoom Webinar link: <https://greeleygov.zoom.us/j/94321296765>

NOTICE:

City Council Work Sessions are held on the 2nd and 4th Tuesdays of each month in the City Council Chambers. Meetings are conducted in a hybrid format, with a Zoom webinar in addition to the in person meeting in Council Chambers.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

Members of the public are also invited to view Council work sessions in person or remotely. **Work sessions do not include public input in any format. Public comment is only permitted at regular Council meetings on the 1st and 3rd Tuesdays of each month.**

Watch Meetings:



Meetings are open to the public and can be attended in person by anyone.



Meetings are livestreamed on YouTube at youtube.com/CityofGreeley as well as over the Zoom webinar. Public participation in the Zoom webinar only allows viewing the meeting.

For more information about this meeting or to request reasonable accommodations, contact the City Clerk's Office at 970-350-9740 or by email at cityclerk@greeleygov.com.

Meeting agendas, minutes, and archived videos are available on the City's meeting portal at greeley-co.municodem meetings.com/





Mayor
John Gates

Councilmembers

Tommy Butler
Ward I

Deb DeBoutez
Ward II

Johnny Olson
Ward III

Dale Hall
Ward IV

Brett Payton
At-Large

Ed Clark
At-Large

A City Achieving
Community Excellence

Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work, and play.

City Council Work Session Agenda

April 26, 2022 at 6:00 PM

**City Council Chambers, City Center South, 1001 11th Ave &
via Zoom at <https://greeleygov.zoom.us/j/94321296765>**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
- [4.](#) Reports from Mayor and Council Members
- [5.](#) COVID-19 Update
- [6.](#) Fire Department Update including the 911 Emergency Medical Services Transport System
- [7.](#) Xcel Energy Update
- [8.](#) Scheduling of Meetings, Other Events
9. Adjournment

Work Session Agenda Summary

Title:

Reports from Mayor and Council Members

Background:

During this portion of the meeting any Council Member may offer a summary of the Council Member's attendance at assigned board/committee meetings and should include key highlights and points that may require additional decision and discussion by the full Council at this or a future Worksession.

Board/Committee	Meeting Day/Time	Assignment
--Team of 2-- Board/Commission Interviews	Monthly as Needed	Council Rotation
Water & Sewer Board	3 rd Wed, 2:00 pm	Gates
Youth Commission Liaison	4 th Mon, 6:00 pm	Clark
Historic Preservation Loan Committee	As Needed	DeBoutez
Human Relations Commission	2 nd Mon, 4:00 pm	DeBoutez
Police Pension Board	Quarterly	Clark
Employee Health Board	As Needed	DeBoutez
Airport Authority	3 rd Thur, 3:30 pm	Payton/Clark
Visit Greeley	3 rd Wed, 7:30 am	Butler
Upstate Colorado Economic Development	Last Wed, 7:00 am	Gates
Greeley Chamber of Commerce	4 th Mon, 11:30 am	Hall
Island Grove Advisory Board	1 st Thur, 3:30 pm	Butler
Weld Project Connect Committee (United Way)	As Needed	Butler
Downtown Development Authority	3 rd Thur, 7:30 am	Butler/DeBoutez
Transportation/Air Quality MPO	1 st Thur, 6:00 pm	Olson/Payton
Poudre River Trail	1 st Thur, 7:00 am	Hall
Interstate 25 Coalition	As Needed	Olson
Highway 85 Coalition	As Needed	Gates
Highway 34 Coalition	As Needed	Olson
CML Policy Committee (Council or Staff)	As Needed	Payton/Lee Gates alternate
CML Executive Board opportunity	As Needed	Hall
CML - Other opportunities	As Available/Desired	

Work Session Agenda Summary

Key Staff Contact: Raymond Lee, City Manager, 970-350-9750

Title:

COVID-19 Update

Summary:

There will be a brief update to Council regarding COVID-19. The latest updates are available via the City's Dashboard:

<https://www.arcgis.com/apps/dashboards/78156f8c2f104973a00b40711296e8ae>

Worksession Agenda Summary

April 26, 2022
Brian Kuznik, Fire Chief, 970-350-9501

Title:
Fire Department Update including the 911 Emergency Medical Services Transport System

Background:
This presentation is intended to provide Council with an update on the Fire Department, which will highlight the department's priorities and strategic initiatives. This presentation also includes an update on the 911 Emergency Medical Services Transport System and will include an overview of response data from the first quarter of 2022.

Fire Department Overview:

The Fire Department (Department) is an all-hazards – all-response department that provides Advanced Life Support capabilities at the paramedic level and maintains an Insurance Services Public Protection Classification of 2. The Department serves the greater community from seven (7) strategically located fire stations and is comprised of 131 employees who are dedicated to the protection of the lives and property of the residents, businesses, and visitors within the community. The Department's response area encompasses 64.5 square miles, which includes providing Fire and Emergency Medical Services for the Western Hills Fire Protection District. The core programs and services provided by the Department are listed below.

Core Programs of the Greeley Fire Department			
Fire Suppression	Emergency Medical Services		Technical Rescue
Community Medical Unit	Hazardous Materials Mitigation		Community Risk Reduction
Disaster Preparedness Planning and Response	Wildland Fire Services	Fire Investigation	Public Fire and Life Safety Education

Fire Department Emergency Response Statistics for 2021:

EMS Calls	12,157	Avg Emergent EMS Response Time – 3m 36s
Fire Calls	301	Avg Emergent Fire Response Time – 3m 50s
*Other	3,289	
<u>Total Calls for Service</u>	<u>15,747</u>	

**Other accounts for those calls that are coded as either Hazardous Condition, Service and Good Intent Calls, Special Events, Weather, or False Alarms.*

Strategic Plan Update:

To ensure the Department remains aligned with the needs and expectations of the community, the department initiated a strategic planning process in 2019 that resulted in the Department adopting what is known as a Community Driven Strategic Plan (attached). The planning process – which included an evaluation of the Department from both an internal and external stakeholder perspective - resulted in the eight (8) strategic initiatives. These initiatives are designed to provide short-term direction to the organization through 2024.

Greeley Fire Department’s Strategic Initiatives			
EMS Service Delivery	Internal Communications	External Communications	Training
Health, Wellness, and Safety	Human Resources	Physical Resources	Accreditation

Emergency Medical Services (EMS) Transport System Update:

Emergency Medical Services (EMS) account for approximately 75% of all the calls for service that the Department responds to with approximately 67% of all EMS calls resulting in transport to a medical facility. As such, the Department's highest priority, as outlined in the strategic plan, is to work towards enhancing the Department's EMS service delivery to ensure excellence in patient care and outcomes. With this in mind, the City of Greeley (City) initiated a competitive process designed to seek out the most qualified transport provider to help the department achieve this goal. As a result, UCHHealth (UCH) was selected as the City's exclusive provider of 911 Ambulance Services effective December 1, 2021. UCH is contracted with the City through a performance-based 911 Ambulance Services Transport Agreement (attached) until November 30, 2024, with the option to extend the agreement for up to two additional 1-year terms.

The Fire Chief assumes responsibility of contract oversight and represents the City to ensure the highest level of EMS care and service is provided to the community. This requires constant monitoring of the transport providers service delivery outcomes and their ability to comply with nationally accepted standards of care and medical protocols as defined through law, regulation, ordinance, agreement, and policy.

A performance review of the 2022 first quarter has been completed and UCH has demonstrated its commitments to the community including (a) meeting service demands; and (b) ensuring excellence in patient care and outcomes.

Strategic Work Program Item or Applicable Council Priority and Goal:

We are Greeley Proud.
We are One.
Safe Community

Decision Options:

None – for information only

Attachments:

1. Council Powerpoint
2. UCH Powerpoint
3. Greeley Fire Department 2019 – 2024 Strategic Plan
4. 911 Ambulance Services with Advanced Life Support Ambulance Transport Agreement

Greeley Fire Department

Fire Department Update including
911 EMS Transport System

April 26, 2022



Strategic Plan Overview

The department’s strategic plan was adopted in 2019 for the purposes of providing short-term direction to the department through 2024.

Core Programs of the Greeley Fire Department			
Fire Suppression	Emergency Medical Services	Technical Rescue	
Community Medical Unit	Hazardous Materials Mitigation	Community Risk Reduction	
Disaster Preparedness Planning and Response	Wildland Fire Services	Fire Investigation	Public Fire and Life Safety Education

Greeley Fire Department’s Strategic Initiatives			
EMS Service Delivery	Internal Communications	External Communications	Training
Health, Wellness, and Safety	Human Resources	Physical Resources	Accreditation

Department Priorities

Prevent loss of life and property

- Enhance community risk assessment efforts
- Increase public fire and life safety education
- Fire code compliance, plans review, inspections

Prepare for emergencies

- Provide adequate staffing and resources
- Build and maintain an effective workforce
- Increase training and education to enhance response effectiveness

Respond efficiently and effectively to emergencies

- Reduce response times
- Increase operational capabilities
- Customer satisfaction



GFD's SERVICE AREA

- 64 Square Miles / 115,000 Residents
 - Includes Western Hills Fire Protection District

OPERATIONS - SERVICES PROVIDED

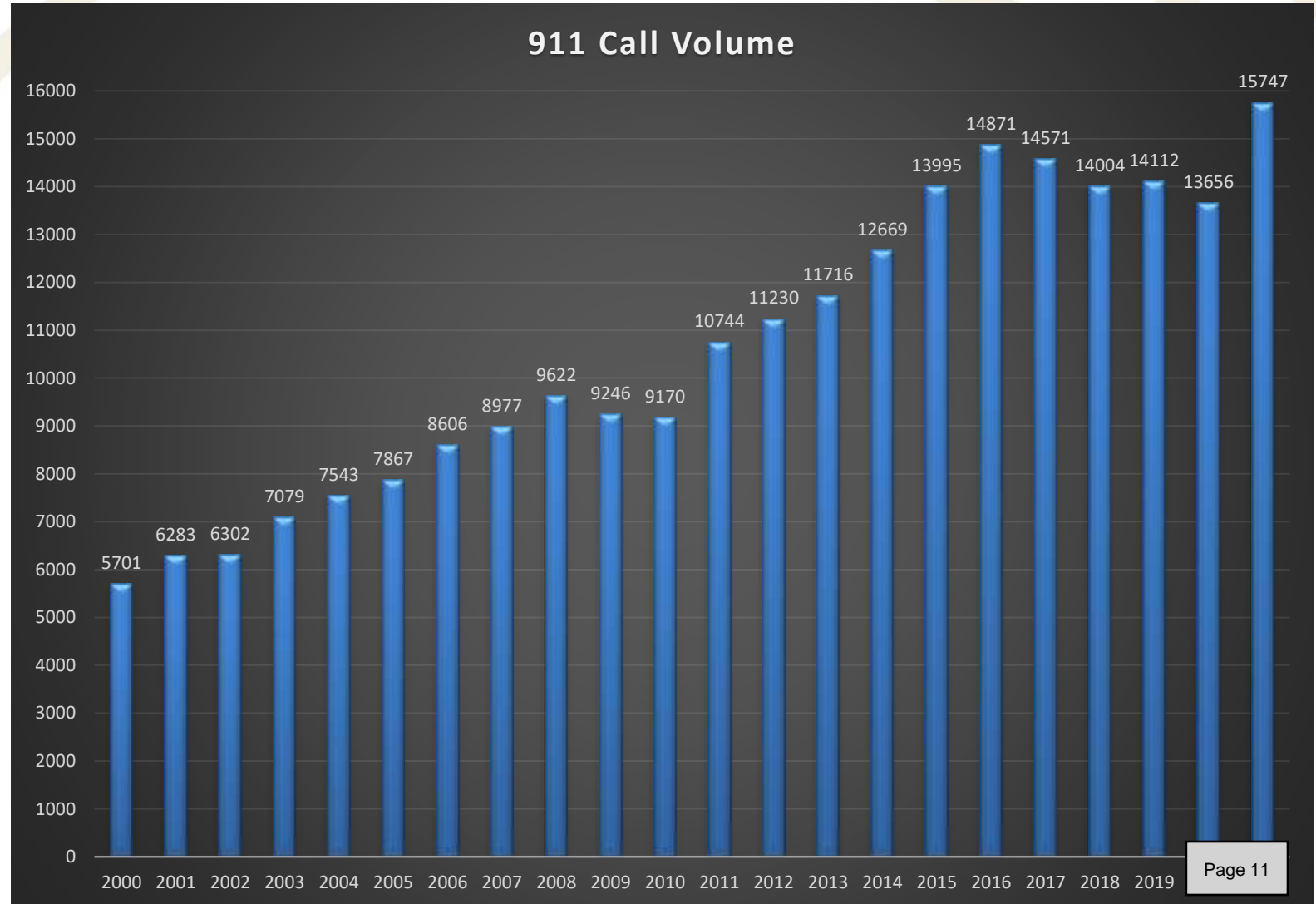
- Fire Response
 - Structure, wildfire, vehicle, oil and gas
- Medical
 - Advanced Life Support - Paramedic Level
 - Community Paramedic program
- Specialized Rescue
 - Vehicle, machinery, water, confined space, building collapse
- Hazardous Materials
 - Transportation, industrial, environmental and terrorism
 - Oil and gas

RESOURCES

- 131 Employees
- 7 Fire Stations
- 11 Fire Engines
- 2 Aerial Ladder Trucks
- 2 Water Tenders
- 2 Brush Trucks
- 1 Heavy Rescue Truck
- 1 Hazardous Materials Unit
- 1 Dive Boat

Calls for Service

- 2021 – 15,747
- 2001 – 6,238
- 176.2% increase since 2001
- Over 75% of all calls for service are EMS



Calls for Service – by incident type

*NFIRS Code	Incident Type	2019	2020	2021
100	Fires	222	318	301
200	Overpressure / Rupture/ Explosions	10	6	13
300	EMS	9,407	10,767	12,157
400	Hazardous Conditions / Hazmat	229	235	255
500	Service Calls	715	550	671
600	Good Intent Calls	2,654	963	1,368
700	False Alarms	809	770	905
800	Weather / Natural Disaster	4	1	9
900	Special Incident Type / Other	62	46	68
	Total Call Volume	14,112	13,656	15,747

* *NFIRS – National Fire Incident Reporting System*

Performance Measures

GFD Response Time Compliance								2021		
Description	Target	2016	2017	2018	2019	2020	2021	Emergent	Non-Emergent	Combined
EMS Response to Service Calls within 5 Minutes	75.0%	70.0%	71.0%	68.7%	66.6%	65.7%	72.10%	83.10%	62%	72.10%
Average EMS Response Time	<5 Minutes	4m 24s	4m 22s	4m 25s	4m 46s	4m 27s	4m 16s	3m 36s	4m 53s	4m 16s
Respond to Fire Incidents within 5 Minutes	75.0%	73.0%	74.0%	75.0%	74.7%	80.7%	74.70%	77.60%	60.80%	74.70%
Average Fire Incident Response Time	<5 Minutes	5m 37s	5m 32s	5m 24s	5m 37s	4m 22s	3m 58s	3m 50s	4m 32s	3m 58s

EMS System Update

Goal #1:

To enhance the department's EMS service delivery to ensure excellence in patient care and outcomes.

- April 15, 2021 – Competitive process initiated
- December 1, 2021 – UCH begins service as the City's exclusive provider of 911 Ambulance Transport Services

UCHealth Overview

- Experience - 40+ years of experience supporting 911 ambulance services in Northern Colorado
- Leadership - 50+ years of combined Fire and EMS System Management
- Accreditation – Commission on Accreditation of Ambulance Services (CAAS) – “Gold Standard”
- Established Community Paramedic Program – Hospital discharge follow-up
- Established Critical Care Transport Team
- System Performance Enhancement – MARVLIS and First Watch Technology
- Clinical Care Performance Improvement Systems – QA/QI – First Pass Technology
- Two Medical Directors



Online Compliance
Utility

**FIRST
PASS**





Greeley City Council- System Update

Ryan C. McLean – Sr. Director of Pre-Hospital Care

Kevin Waters – Director of 911 Services

Dr. Darren Tremblay – Medical Director

Our approach...

- Public safety mindset
- Patient first
- Provider focused
- Progressive approach to service
- 5 Pillars of clinical excellence**
- This is how we make a difference!



Outcomes...

A story of success!

Non-Traumatic Etiology Survival Rates	
Overall:	9.0% (127376)
Bystander Wit'd:	13.3%(47206)
Unwitnessed:	4.1% (63820)
Utstein ¹ :	29.2% (12241)
Utstein Bystander ² :	33.0% (7269)

National Average

Non-Traumatic Etiology Survival Rates	
Overall:	19.3% (109)
Bystander Wit'd:	25.0%(40)
Unwitnessed:	13.8% (58)
Utstein ¹ :	71.4% (7)
Utstein Bystander ² :	100.0% (3)

NLCERA

EMS Total Call Volume Comparison

Banner Health as Transport Provider

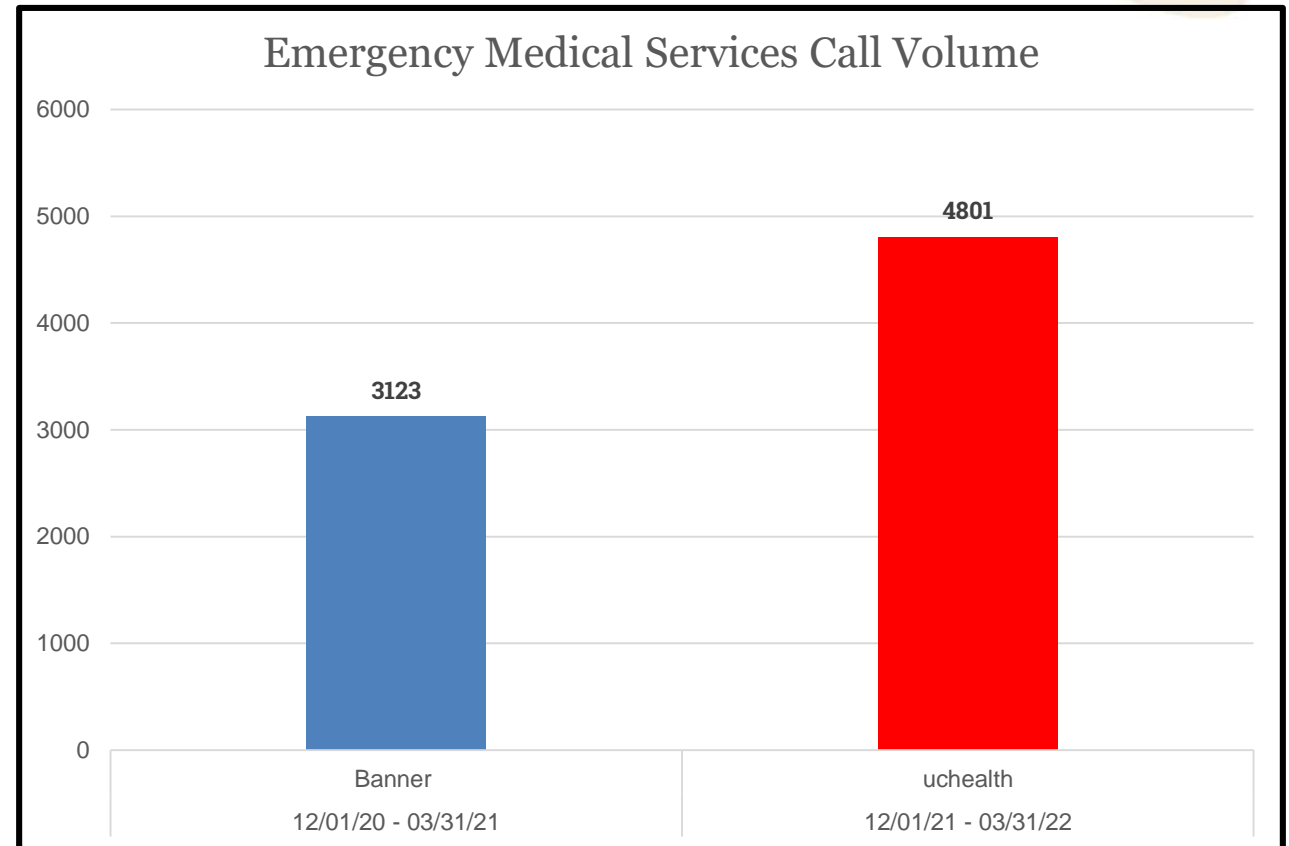
- December 1, 2020 – March 31, 2021
- 3,123 total calls

UCHealth as Transport Provider

- December 1, 2021 – March 31, 2022
- 4,801 total calls

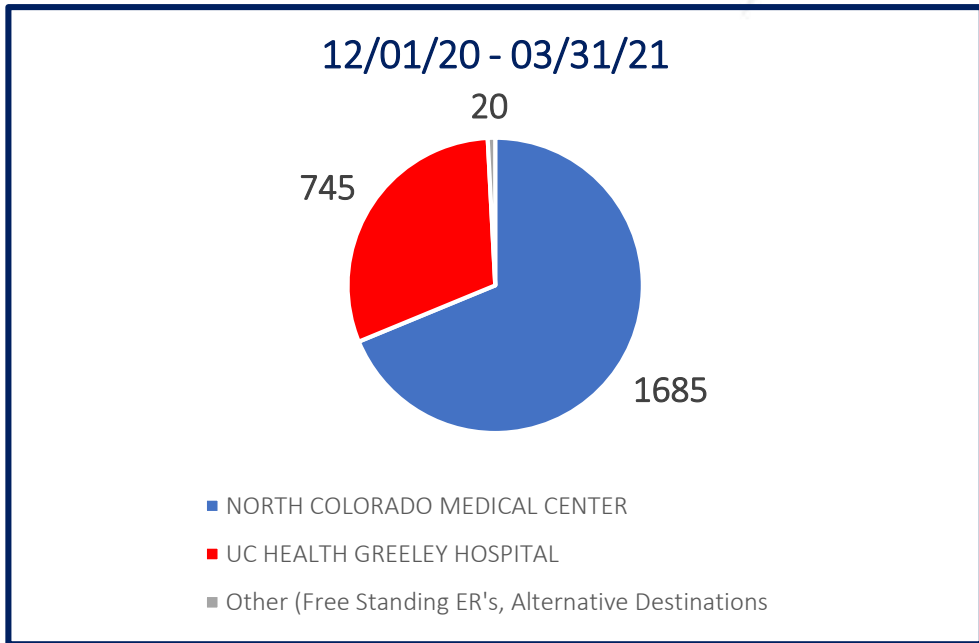
120-day time slice comparison

- 54% increase in total EMS calls
- Difference of 1,678 total calls



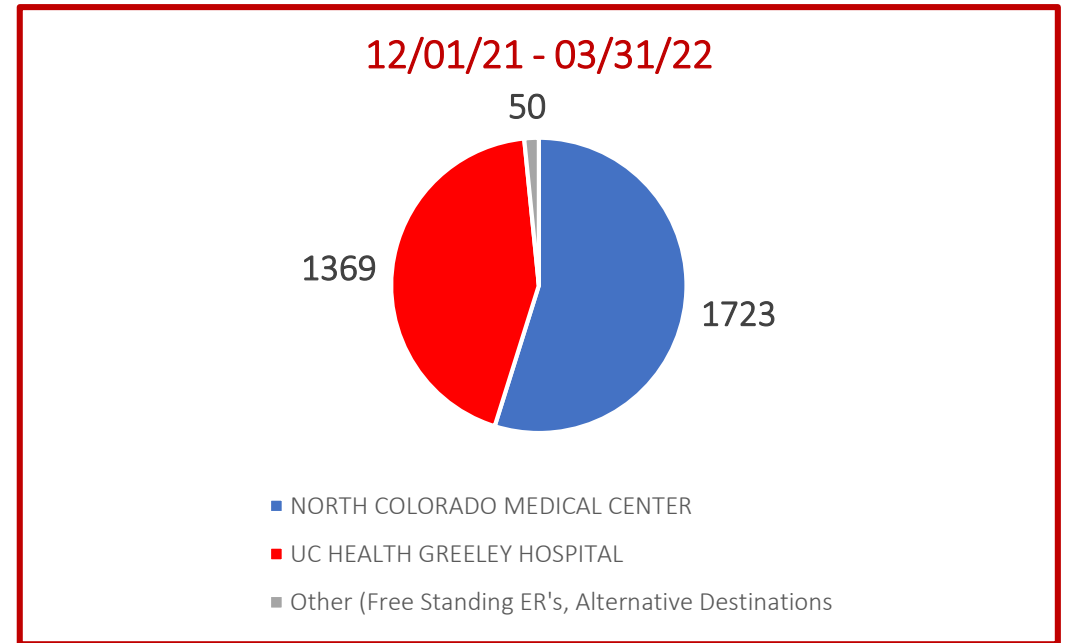
Transport Destination Comparison

Banner Health as Transport Provider



Total Transports – 2,450
~ 69% of transports to Banner Health

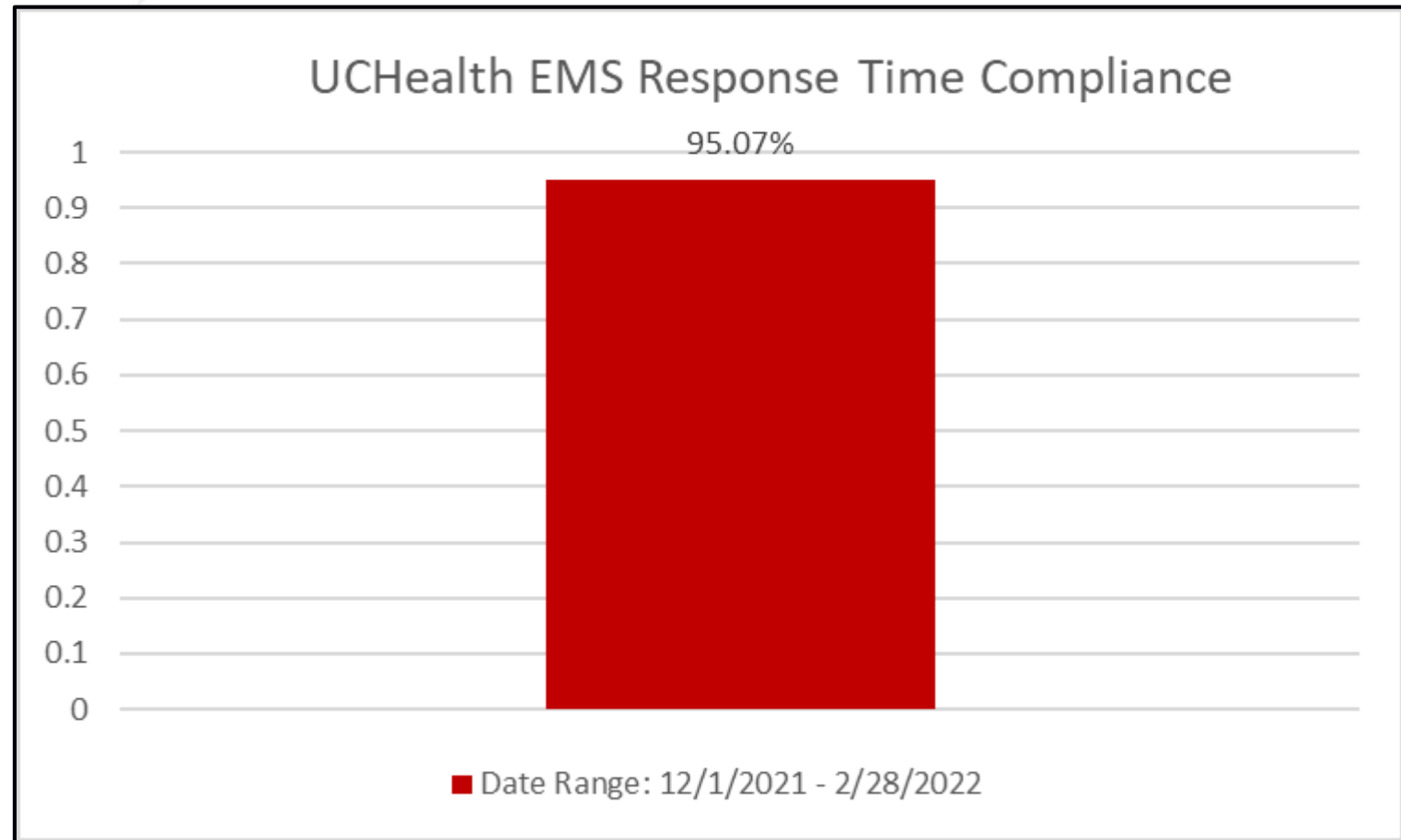
UCHealth as Transport Provider



Total Transports – 3,142
~ 55% of transports to Banner Health

EMS Response Time Compliance

Ambulances shall arrive on scene within eight minutes zero seconds (8:00) ninety percent (90%) of the time on all Emergency responses.



Summary

UCHealth has demonstrated its commitment to meet the service demands of our community and a commitment to ensuring excellence in patient care and outcomes.

- Collaboration
- Service delivery enhancements
- Clinical quality improvement processes



Questions





Greeley City Council- System Update

Ryan C. McLean – Sr. Director of Pre-Hospital Care

Kevin Waters – Director of 911 Services

Dr. Darren Tremblay – Medical Director

UCH mission

We improve lives.

In big ways through learning, healing and
discovery.

In small, personal ways through human
connection.

But in all ways, we improve lives.

Vision

From health care to health.

Our values

Patients first

Integrity

Excellence

A Partnership...

History

UCHealth EMS has been providing ambulance transport services within Northern Colorado for over 40 years, currently providing service for over 3000 sq. miles

Growth/Evolution/Change

As we have grown, we are always striving to provide the highest level of service to the communities we service, being responsive to expectations and the demands of growth.

Strategic Planning

We are proactively involved in strategic planning processes to inform our decision making and growth strategies.

How we are different in Pre-hospital Care...

Leadership

We understand the complex challenges faced by fire service leadership in overseeing an all hazards emergency response system. We have over 50 yrs. experience in fire and emergency services.

We understand how public-private partnerships can strengthen the public safety system to provide exceptional service to benefit the community.

Access to Specialties

UCHealth provides comprehensive health care, allowing us access to experts in all areas. We can bring this expertise to bear in the pre-hospital setting to benefit the patient.

How we are different in EMS...

Commitment

We currently provide ambulance services through public/private partnerships in fifteen (15) fire jurisdictions across northern Colorado, including 6 in Weld County.

More than that...public education, community outreach, behavioral health, car seats...

Approach

We approach our work from the patients perspective first, and ensure we support our employees so that they can provide the highest quality clinical care.

Our approach...

Public safety mindset

Patient first

Provider focused

Progressive approach to service

5 Pillars of clinical excellence

This is how we make a difference!



Outcomes...

A story of success!

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Bystander Wit'd:	
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Utstein ² :	

National Average

Non-Traumatic Etiology Survival P	
Overall:	10.0%
Bystander Wit'd:	
Unwitnessed:	
Utstein ¹ :	
Utstein ² :	

NLCERA

Impact...

Dedication, Excellence, Honor, Integrity,
Respect, Safety



Conclusion...

Recognize this relationship has a big impact to your community...

UCHealth is committed to providing high quality service and growing together with the City of Greeley / Greeley Fire Department to ensure a safe, healthy and well protected community!

Excited for the future and the opportunity to do more together...



Questions...



GREELEY FIRE DEPARTMENT 2019-2024 STRATEGIC PLAN



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Introduction

The Greeley Fire Department (GFD) provides an all-hazards approach in the protection of the lives and property of the residents, businesses, and visitors of Greeley, Colorado. GFD is consistently working to achieve and/or maintain the highest level of professionalism and efficiency on behalf of those it serves, and thus, contracted with the Center for Public Safety Excellence (CPSE) to facilitate a method to document the department's path into the future via a "Community-Driven Strategic Plan." The following strategic plan was written in accordance with the guidelines set forth in the Commission on Fire Accreditation (CFAI) *Fire & Emergency Service Self-Assessment Manual 9th Ed.* and is intended to guide the organization within established parameters set forth by the authority having jurisdiction.

The CPSE utilized the community-driven strategic planning process to go beyond just the development of a document. It challenged the department's members to critically examine paradigms, values, philosophies, beliefs and desires, and challenged individuals to work in the best interest of the "team." It further provided the department with an opportunity to participate in the development of their organization's long-term direction and focus. Members of the organization's community and department stakeholders' groups demonstrated commitment to this important project and remain committed to the document's completion and plan execution.

GREELEY FIRE DEPARTMENT | STRATEGIC PLAN

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Organizational Background

The City of Greeley was originally incorporated as a city in 1885 after its founding in 1869 as the Union Colony during the Pike's Peak Gold Rush. The city was later named in honor of Horace Greeley, the editor of the New York Tribune after he came to the area in 1859. The city is the county seat of Weld County and is located north-northeast of Colorado's state capitol, Denver. Greeley is a major city of the



Front Range Urban Corridor and is a mix of residential, business, and industrial impacts that drive the local economy. Boasting an approximate residential population of 105,000, within its approximate 48 square miles, the community provides variety and is a blend of modern and historical representation indicative of the true, vast history of the area. Greeley is a hub for energy, education, and other manufacturing, providing for a strong economy and a quality way of life.

The city continues to grow and evolve, contributing to the various risks that impact emergency services. Greeley is a diverse city that supports a variety of cultures, based on its populace. The city acknowledges its past while embracing the changes and challenge encountered with growth.

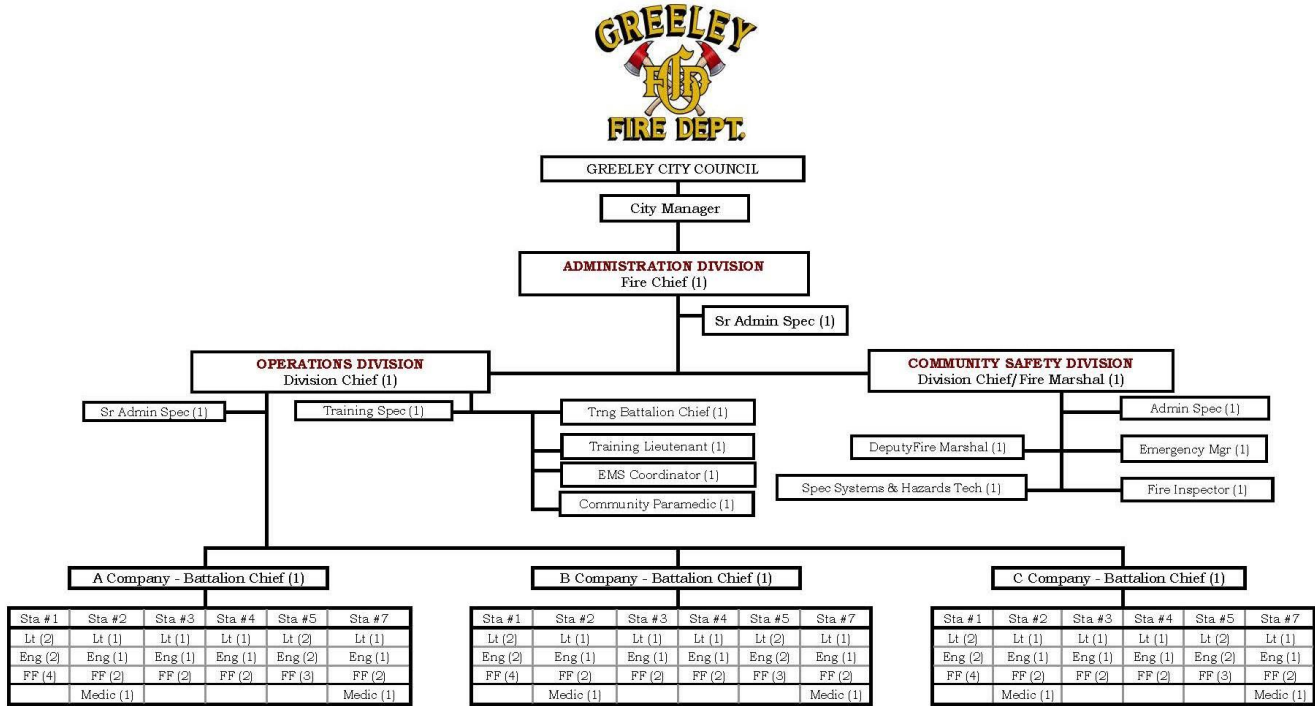


The Greeley Fire Department's genesis dates to 1871 after being inspired by the devastation of the Great Chicago Fire in the same year. While the city built its first fire station, the staffing was accomplished by volunteer hose companies and hook-and-ladder companies within the area. In 1913, the department transitioned to staffing with professional municipal firefighters and has continued to grow and evolve

based on the changes encountered within the city and the various demands placed on them.

Today the department provides its services from fire stations and apparatus located strategically throughout the city, based on risk and demand. Staffed with 117 uniformed and civilian professionals, the department strives to create and maintain a safe and healthy community by the delivery of world-class emergency services. The Greeley Fire Department continues to remain mission-focused and is dedicated to those it serves.

Organizational Structure



Community-Driven Strategic Planning

For many successful organizations, the voice of the community drives their operations and charts the course for their future. A community-driven emergency service organization is one that seeks to gather and utilize the needs and expectations of its community in the development and/or improvement of the services provided. To ensure that the community remains a focus of an organization’s direction, a community–driven strategic planning process was used to develop this strategic plan.

A strategic plan is a living management tool that provides short-term direction, builds a shared vision, documents goals and objectives, and optimizes use of resources. The process of strategic planning can be defined as “a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide what an organization (or other entity) is, what it does, and why.”¹

Effective strategic planning benefits from a consistent and cohesively structured process employed across all levels of the organization. Planning is a continuous process, one with no clear beginning and no defined end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the management, employees, and stakeholders through a common understanding of where the organization is going, how everyone involved can work to that common purpose, and how progression and success will be measured.



Community Stakeholders Work Session

¹ See Definition, Purpose, and Benefits of Strategic Planning (Bryson 8)

The Community–Driven Strategic Planning Process Outline

1. Define the programs provided to the community.
2. Establish the community’s service program priorities and expectations of the organization.
3. Identify any concerns the community may have about the organization, along with aspects of the organization that the community views positively.
4. Revisit the mission statement, giving careful attention to the services and programs currently provided, and which logically can be provided in the future.
5. Revisit the values of the organization’s membership.
6. Identify the internal strengths and weaknesses of the organization.
7. Identify areas of opportunity or potential threats to the organization.
8. Identify the organization’s critical issues and service gaps.
9. Determine strategic initiatives for organizational improvement.
10. Establish a realistic goal and objectives for each initiative.
11. Identify implementation tasks for the accomplishment of each objective.
12. Determine the vision of the future.
13. Develop organizational and community commitment to accomplishing the plan.

Process and Acknowledgements

The Center for Public Safety Excellence (CPSE) acknowledges and thanks the community and department stakeholders for their participation and input into this community–driven strategic planning process. The CPSE also recognizes Fire Chief Dale Lyman and the team of professionals that participated for their leadership and commitment to this process.

Development of this strategic plan took place in March 2019, beginning with meetings hosted by a representative from the CPSE for members of the community (as named in the following table). The department identified community stakeholders to ensure broad representation. The community stakeholders were comprised of some who reside or work within the Greeley Fire Department’s coverage area, and some who were recipients of GFD’s service(s).

STRATEGIC PLAN 2019-2024



Greeley Fire Department's Community Stakeholders

Amanda Albano	Susan Anschutz	Bill Baker	Dave Baker
Mary Jo Brockshus	Rosemary Fri	Bill Gillard	Nancy Haffner
George Heath	Ron Heil	Paul Henneck	Wendell Heyen
Don Hobart	Dr. Matthew Hortt	Whitney Janzen-Pankratz	Mike Ketterling
Ruth Leitel	Jeanne Lipman	Lavonna Longwell	Larry Modlin
Craig Montgomery	Roger Muller	Charles Odenhal	Jon Rarick
Rick Reeser	Rhoda Rogers	Loretta Scott	Randy Souther
Kate Stewart	Annie Wickum	Kristin Zasada	



Community Stakeholders Work Session

Community Group Findings

A key element of the Greeley Fire Department’s organizational philosophy is having a high level of commitment to the community, as well as recognizing the importance of community satisfaction. Thus, the department invited community representatives to provide feedback on services provided by the department. Respondents were asked to provide a prioritized perspective of the programs and services provided by the department. Additionally, input was gathered during the meeting that revolved around community expectations and concerns (prioritized), as well as positive and other comments about the organization. Specific findings of the community stakeholders are provided in the appendix of this document. The department stakeholders utilized the full feedback from the community stakeholders in understanding the current challenges encountered within the organization. Additionally, the community stakeholders’ feedback provided a process to ensure alignment with the work completed on the organizational mission, values, vision, and goals for improvement.



Community Stakeholders Work Session

Community Priorities

To best dedicate time, energy, and resources to services most desired by its community, the Greeley Fire Department needs to understand what the customers consider to be their priorities. With that, the community stakeholders were asked to prioritize the programs offered by the department through a process of direct comparison. The results were as follows:

Programs	Ranking	Score
Fire Suppression	1	233
Emergency Medical Services	2	206
Technical Rescue	3	186
Community Medical Unit	4	175
Hazardous Material Mitigation	5	138
Community Risk Reduction	6	97
Disaster Preparedness Planning and Response	7	91
Wildland Fire Services	8	83
Fire Investigation	9	82
Public Fire and Life Safety Education	10	59

See Appendix 1 for a complete list of the community findings including expectations, areas of concern, positive feedback, and other thoughts and comments.



Community Stakeholders Work Session

Department Stakeholder Group Findings

The department stakeholder work sessions were conducted over the course of three days. These sessions served to discuss the organization’s approach to community-driven strategic planning, focusing on the department’s mission, values, core programs and support services. Additionally, focus was given to the organization’s perceived strengths, weaknesses, opportunities, and threats. The work sessions involved participation by a stakeholder group that represented a broad cross-section of the department, as named and pictured below.

Greeley Fire Department Stakeholders				
Greg Becker <i>Engineer</i>	Rick Cudworth <i>Lieutenant</i>	Rob Fagler <i>Engineer</i>	John Forster <i>Lieutenant</i>	Susan Frame <i>Training Specialist</i>
Bob Fries <i>Battalion Chief</i>	Brian Kuznik <i>Division Chief</i>	Dale Lyman <i>Fire Chief</i>	Kevin Maloney <i>Battalion Chief</i>	Adam Marcove <i>Engineer</i>
Chris Mirowski <i>Lieutenant</i>	Pete Morgan <i>Division Chief</i>	Ben Ojinaga <i>Battalion Chief</i>	Eric Page <i>Engineer</i>	Janice Perekrestenko <i>Senior Administrative Specialist</i>
Dayne Schaeffer <i>Engineer</i>	Wes Scott <i>Lieutenant</i>	Rick Smith <i>Lieutenant</i>	Randy Sparkman <i>Firefighter</i>	Greta Steinmetz <i>Senior Administrative Specialist</i>
Ryan Swain <i>Firefighter</i>	Luke Zimmermann <i>Firefighter</i>			



Department Stakeholders

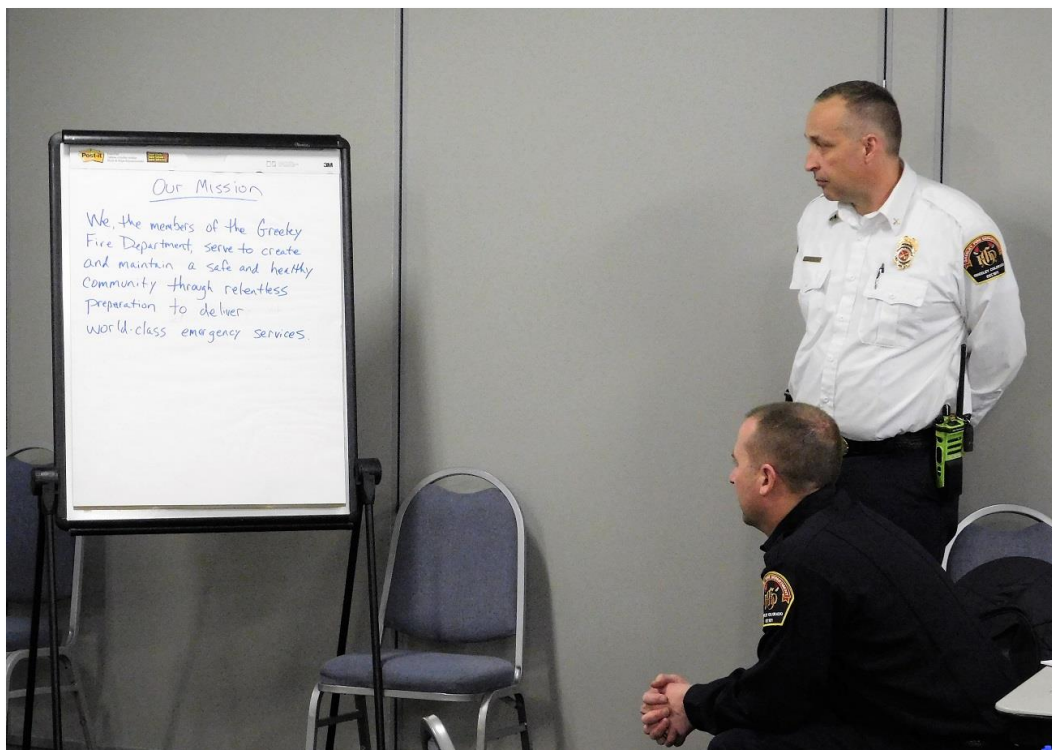
Mission

The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission and, after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

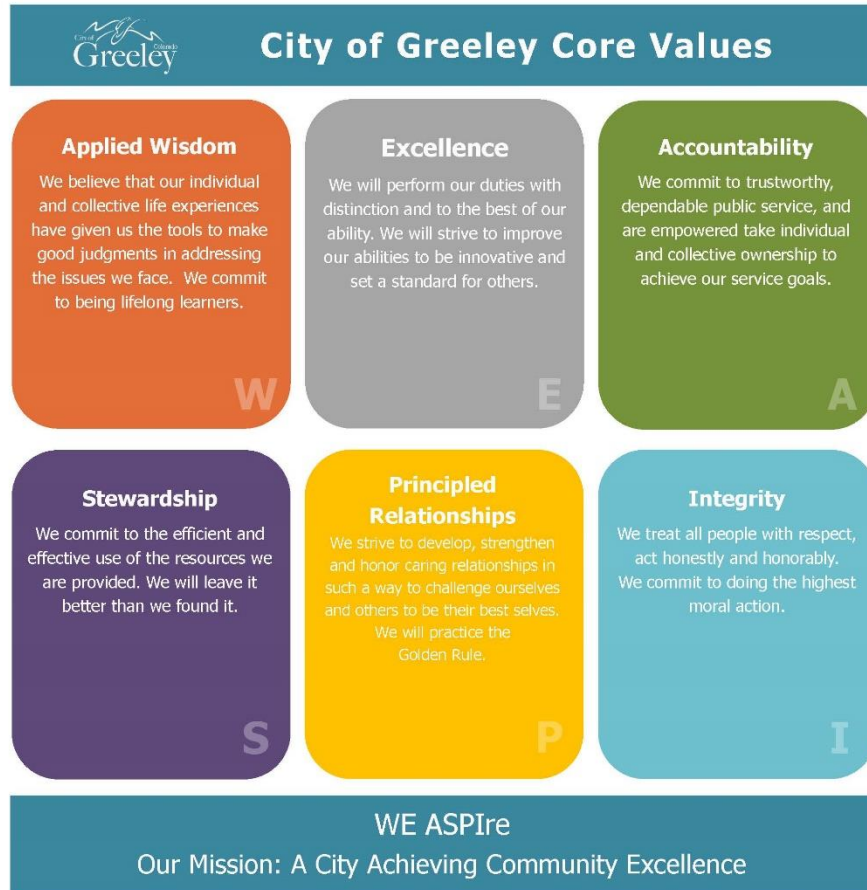
**WE, the members of the Greeley Fire Department,
serve to create and maintain a safe and healthy community
through relentless preparation and delivery of world-class emergency services.**



Department Stakeholders Work Session

Values

Organizational core values are an important foundational piece, which must align with not only the community, but with the governance that creates the organization’s existence. In 2016, the City of Greeley established the broad core values for the city as a basis for all departments within the governance structure. The City of Greeley core values are:



Core values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture specific to the department. With respect of the City's core values, a workgroup met to revisit the existing departmental core values and proposed a revision that was discussed. These will be known as the department Operating Principles and each is tied directly to one of the City's core values:

Dedication: We are devoted and accountable to those we serve and each other. (Accountability)

Excellence: We strive to provide the highest quality in everything we do. (Excellence)

Honor: We are driven to serve and do so with humility. (Stewardship)

Integrity: We commit to achieving the highest moral action. (Integrity)

Respect: We will show due regard to our citizens and each other. (Principled Relationships)

Safety: We will wisely manage our risks in all situations. (Applied Wisdom)

The mission and City core values are the foundation of this organization. Thus, every effort will be made to keep these current and meaningful so that the individuals who make up the Greeley Fire Department are guided by them in the accomplishment of the goals, objectives, and day-to-day tasks.

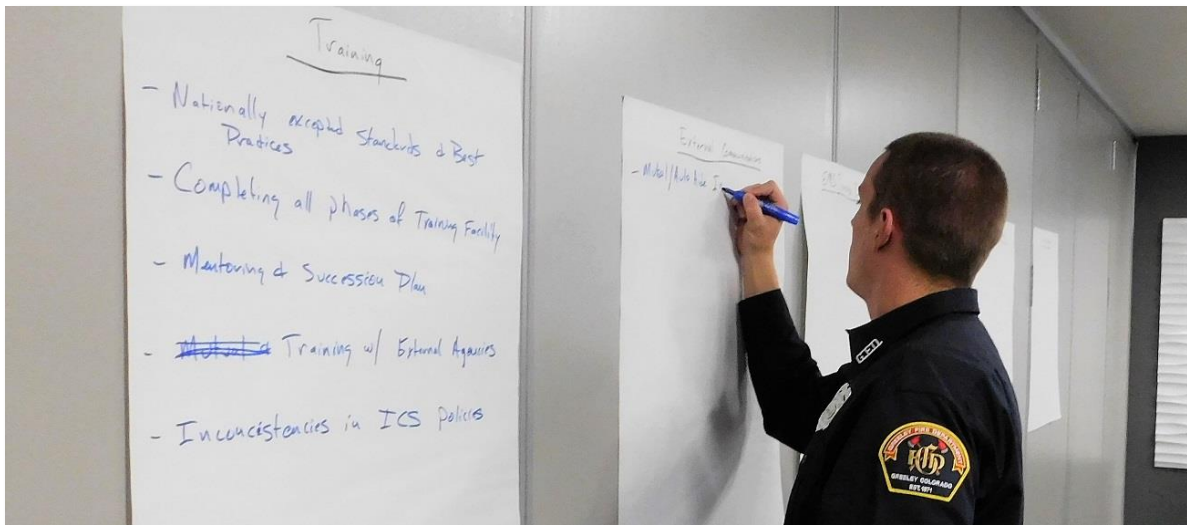


Department Stakeholders Work Session

Programs and Services

The department stakeholders identified the core programs provided to the community, as well as many of the services that enable the organization to deliver those programs. The department’s core programs are provided below, while supporting services are provided in Appendix 2.

Core Programs of the Greeley Fire Department			
Fire Suppression	Emergency Medical Services	Technical Rescue	
Community Medical Unit	Hazardous Materials Mitigation	Community Risk Reduction	
Disaster Preparedness Planning and Response	Wildland Fire Services	Fire Investigation	Public Fire and Life Safety Education



Department Stakeholders Work Session

SWOT Analysis

Through a SWOT analysis (strengths, weaknesses, opportunities, and threats), an organization candidly identifies its positive and negative attributes. The SWOT analysis also provides an opportunity for an organization to evaluate its operating environment for areas in which it can capitalize, as well as those that pose a danger. Department stakeholders participated in this activity to record GFD’s strengths and weaknesses, as well as the possible opportunities and potential threats. Information gathered through this analysis provides guidance toward the larger issues and gaps that exist within the agency. The information gleaned will assist the agency in finding its broader critical issues and service gaps.

Appendix 3 consists of the SWOT data and analysis collected by the department stakeholders.

Critical Issues and Service Gaps

Following the identification and review of the department’s SWOT, two separate groups of department stakeholders met to identify themes as primary critical issues and service gaps (found in Appendix 4). The critical issues and services gaps identified by the stakeholders provides further guidance toward identification of the strategic initiatives, which will ultimately lend direction for the development of goals, objectives, critical tasks, and timelines.



Department Stakeholders Work Session

Strategic Initiatives

Based upon all previously captured information and the determination of critical issues and service gaps, the following strategic initiatives were identified as the foundation for the development of goals and objectives.

Greeley Fire Department’s Strategic Initiatives			
EMS Service Delivery	Internal Communications	External Communications	Training
Health, Wellness, and Safety	Human Resources	Physical Resources	Accreditation



Department Stakeholders Work Session

Goals and Objectives

To continuously achieve the mission of the Greeley Fire Department, realistic goals and objectives with timelines for completion must be established. These will serve to enhance strengths, address identified weaknesses, provide a clear direction, and address the concerns of the community. These should become a focus of the department’s efforts, as they will direct the organization to its desired future while reducing the obstacles and distractions along the way. Leadership-established work groups should meet and manage progress toward accomplishing these goals and objectives and adjust timelines as needs and the environment change. Regular reports of progress and changes should be shared with the GFD’s leadership.

Goal 1	Enhance the department’s EMS service delivery to ensure excellence in patient care and outcomes.	
Objective 1A	Assess both GFD’s and Banner Health Paramedic Services’ current capacity to enhance EMS delivery to the community.	
Timeframe	4 months	Assigned to:
	<ul style="list-style-type: none"> • Identify the logistical needs of the already formed Joint EMS Task Force to complete an internal assessment process. • Analyze the current GEMS contract regarding incident safety and management, staffing, equipment, and overall contract compliance. • Identify strengths or weaknesses in current operational staffing and deployment model. • Research both agencies personnel management, policies, and procedures as it relates to emergency service delivery. • Research the ability to effectively utilize incident command system procedures, accounting for safety, accountability, and effectiveness on emergency scenes. 	
Critical Tasks	<ul style="list-style-type: none"> • Research both agency safety and accountability procedures. • Analyze ability to provide effective and current training practices backed with adequate record keeping. • Analyze agency response times to all City of Greeley jurisdictional response areas. • Analyze hiring and promotional procedures regarding initial vetting of candidates, as well as qualifications for advancement. • Research agency capacity to ensure adequate vehicle maintenance and repair procedures. • Identify the ability to conduct quality assurance/improvement and post incident analysis. • Report all findings and recommendations to the leadership team for further consideration and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

STRATEGIC PLAN 2019-2024



Objective 1B	Review and measure EMS service delivery based on current system to evaluate performance deficiencies presently and in the future.	
Timeframe	9 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a comprehensive survey and solicit feedback from current GFD service providers on status and proposed model(s) of EMS delivery. • Seek funding for an independent consultant and draft an all-encompassing RFP that will meet the needs of our research. • Utilize the task force to specify, interview, and select an independent consultant. • Contract with an independent consultant to evaluate the EMS delivery. • Evaluate findings to determine the course of EMS in the community. • Identify the immediate needs to implement study findings. • Identify a plan that provides the highest possible level of EMS delivery within the department's jurisdiction. • Develop a presentation to city leaders to include findings from an internal assessment as well as an independent third-party consultant. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 1C	Develop a comprehensive plan based upon assessment results to preserve or improve EMS delivery.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Utilizing the independent study and selected GFD stakeholders to determine the feasibility of how EMS delivery is provided within GFD's jurisdiction. • Assess different options for EMS service delivery within the department's jurisdiction. • GFD EMS Labor/Management Task Force will develop comprehensive plan of action for implementation of identified model. • Obtain approval from city leadership to implement the selected EMS delivery model. • Secure funding for implementation of EMS delivery model. • Utilize GFD EMS Labor/Management Task Force to implement the plan. • Evaluate implemented delivery model annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 2	Enhance the department's internal communication procedures to ensure an effective transfer of information to all personnel.	
Objective 2A	Identify the strengths and weaknesses of existing internal communication procedures and implement best practices.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a committee consisting of all ranks to review current communication formats. • Review effectiveness of all formats. • Determine issues or deficiencies in current communications. • Determine what the department is doing right. • Determine untapped resources and technology that may be used for communication enhancement. • Evaluate other organizations that have successful lines of communication. • Select the most appropriate lines of communication for GFD. • Develop and write a new communication SOP. • Develop training to educate the organization. • Review efficacy of new procedures. • Seek feedback regarding new procedures. • Implement changes as needed. • Revise based on feedback. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 2B	Develop a method to enhance the department's program management procedure to eliminate redundancy and missed information within all ranks.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Command staff will identify all current programs and project managers, as well as special teams and team leaders. • Analyze current roles and responsibilities for project and program managers. • Determine issues or deficiencies in current program management model. • Develop an outline of the roles and responsibilities. • Develop a process and define program oversight for effective program management. • Establish goals and objectives. • Create a budget template for beginning and end of year reports. • Inform and disseminate information prior to program roll out. • Train all personnel on new program management model. • Implement the new process. • Review process annually. • Revise as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

STRATEGIC PLAN 2019-2024



Objective 2C Develop a systematic approach to deliver information that will standardize operations between shifts to ensure continuity.

Timeframe 12 – 24 months **Assigned to:**

- Critical Tasks**
- Form a committee consisting of all ranks from each shift, to review differences in operations and information delivery.
 - Identify the differences between the shifts (in-house, operations, service delivery), then the level at which the differences are occurring.
 - Determine what we are doing right.
 - Analyze root causes of the differences.
 - Evaluate other organizations and other industries that have successful standardized models.
 - Develop a training program for battalion chiefs to standardize operations across the shifts.
 - Develop the actual processes to be used to ensure cohesiveness between shifts.
 - Seek approval from the operations division.
 - Implement the new internal training program.
 - Review process annually.
 - Revise as needed.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 2D Review and analyze all GFD policies and procedures to identify deficiencies and make improvements.

Timeframe 12 – 24 months **Assigned to:**

- Critical Tasks**
- Create a task force consisting of labor and management.
 - Develop a sustainable process for the review and revision of all policies.
 - Identify any policy over one year old.
 - Analyze and/or evaluate the relevancy of GFD’s Administrative Policies and Procedures (Volume 1).
 - Analyze and/or evaluate the relevancy of GFD’s Incident Command Book (Volume 2).
 - Analyze and/or evaluate the relevancy of GFD’s Facility and Equipment Maintenance (Volume 3).
 - Research current and new standards.
 - Remove or amend all outdated policies.
 - Add needed policies.
 - Use new process to create/subtract/maintain current policies and procedures.
 - Seek approval from the operations division.
 - Implement the new process.
 - Review process annually.
 - Revise as needed.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 3	Develop and implement a GFD external communication strategy to engage, inform, and serve our customers.	
Objective 3A	Develop a comprehensive social media program to increase communication with the Greeley community.	
Timeframe	1 year	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup including City of Greeley Community Engagement Office. • Identify platform moderators. • Research the social media practices of other fire departments. • Collaborate with all Greeley departments that have separate social media moderators. • Analyze gaps and opportunities. • Seek approval and funding then procure specific equipment. • Develop social media strategy and policy. • Establish plan for real time reporting of GFD activities. • Educate department and moderators on developed strategy and policy. • Implement training programs, review and revise programs annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3B	Create an emergency communication plan to inform our citizens of significant events.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Assign as a work program to the Incident Support Team. • Integrate with social media strategy. • Seek approval and funding. • Implement training programs, review and revise programs annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3C	Create a recruitment strategy to reach a high quality and diverse applicant pool.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup. • Identify deficiencies with current practices. • Research recruitment practices of other fire departments. • Identify high quality and diverse applicant pools. • Develop recruitment strategy to market GFD to identified applicant pools. • Seek approval and funding. • Implement recruitment strategy; review and revise recruitment prior to each hiring process. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 3D	Create a non-emergency communication plan to educate and inform our community of activities, resources, challenges, and capabilities.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup including City of Greeley Community Engagement Office. • Analyze gaps and opportunities. • Identify pertinent information to be shared. • Identify communication media. • Create a written strategy and policy for non-emergency communications. • Seek approval and funding. • Implement program, review and revise program bi-annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3E	Enhance principled relationships with partnering agencies by developing an organized strategy to communicate activities, resources, challenges, and capabilities.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create an inter-agency communication workgroup. • Analyze communication gaps and opportunities. • Identify pertinent information to be shared. • Identify appropriate communication media. • Create a written strategy and policy for inter-agency communications. • Seek approval and funding, if required. • Implement strategy, review and revise program annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 3F	Create a comprehensive public education and outreach program to ensure the Greeley community is prepared and resilient.	
Timeframe	24 – 36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Develop a Community Risk Reduction Workgroup. • Identify current processes utilized for community engagement. • Analyze what is working and what is not. • Research other opportunities for community engagement from fire departments in the region. • Identify at risk and/or underserved populations in our community. • Evaluate how other processes would work for our department. • Identify pertinent information to be shared. • Develop educational programs for at risk and underserved populations. • Identify appropriate communication media. • Create written strategy and policy for Community Risk Reduction programs. • Seek approval and funding, if required. • Implement strategy, review and revise program annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 4	Assess and improve GFD's safety, health, and wellness for all members from date of employment throughout the member's retirement.	
Objective 4A	Implement cancer prevention and treatment strategies for all employees and retirees.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify cancer hazards faced by personnel. • Utilize recognized outside resources to enhance cancer prevention and treatment opportunities. • Review and enforce policies and procedures to ensure best practices for risk reduction. • Determine and implement methods to reduce exposure to personnel. • Provide administrative support to personnel who are diagnosed with cancer. • Develop record-keeping methods that automatically document potential exposures suffered by employees during employment. • Establish and provide instruction on safe handling of contaminated PPE. • Seek funding. • Annual reevaluation and continuation of best practices related to cancer prevention and treatment. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4B	Improve and provide mental health and wellness strategies, treatment, and resources for employees and retirees.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify mental health hazards faced by personnel. • Review our current peer support program and funding to identify potential improvements in our system. • Utilize recognized outside resources to enhance mental health opportunities. • Include retirees in voluntary post-employment checks and wellness opportunities. • Provide an annual voluntary mental health evaluation for employees. • Sponsor an annual voluntary mental health session for employee's families. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 4C	Implement a comprehensive safety plan to address occupational hazards to enhance long-term health and wellness.	
Timeframe	2 years	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Identify occupational hazards faced by employees. Coordinate, review/revise current fire department and city safety policies and plans to identify deficiencies. Continue to utilize best practices for peer fitness efforts for all employees. Expand our peer fitness program to include retirees participating in a voluntary annual health risk assessment. Conduct a feasibility study to determine the needs for a specialized resource to manage, coordinate, and conduct the Health and Wellness Program. Assess and revise content and frequency of current physical/medical assessments based upon employee’s age and special team membership or higher-risk activities (e.g. HazMat, dive, etc.). Develop a specific policy and procedure to follow any employees who may be exposed to a higher than normal hazard and provide prophylactic care (e.g. extreme exposures during natural or man-made disasters). 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 4D	Develop post-injury/illness return to duty planning and support to any employee who suffers long-term injury or illness.	
Timeframe	12 – 18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> Implement a Return to Work Task Force selected by the labor/management team. Review current city and fire department policies to determine best practices for return to work procedures. Develop proposal of possible updates to return to work procedures. Implement proposal of possibly new guidelines. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 5	Build and maintain an effective workforce to support the department’s mission, vision, and values.	
Objective 5A	Identify anticipated workforce needs based on the city’s growth forecasted projections, to ensure adequate service delivery is maintained.	
Timeframe	18 – 24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Analyze federal, state, and local demographic information. • Review GFD Facilities Master Plan to drive or identify workforce needs. • Conduct an internal audit of current staff to forecast anticipated vacancies. • Conduct analysis of workload by position/assignment. • Develop recommendations for hiring and staffing master plan. • Determine administrative needs. • Determine operational needs (minimum staffing four (4) on each apparatus). • Collaborate with human resources and finance to ensure congruency with city staffing and funding model. • Seek funding for proposed staffing model. • Present recommendations to stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5B	Develop a comprehensive recruitment, selection, and hiring plan to fulfill current and future staffing requirements.	
Timeframe	18 – 36 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Review the current recruitment, selection, and hiring policies and practices. • Review the Fire Team test adequacy for GFD. • Review and compare GFD practices to similar organizations. • Develop a comprehensive advertising campaign that is reflective of the community’s diversity. • Collaborate with human resources to increase organizational visibility. • Evaluate on a continual basis, a comparison recruit wages from regional departments. • Develop a comprehensive recruitment and selection master plan, based on compiled information. • Present recommendations to stakeholders based on evaluations. • Implement approved recommendations. • Review and revise plan annually, making sure plan is meeting department needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 5C	Evaluate structure and pay steps for all GFD positions to enhance recruitment and retention efforts.	
Timeframe	12 – 24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current pay structures within the organization. • Collect, then compare data from similar and surrounding fire agencies. • Collaborate with Local 888 to ensure continuity from both sides. • Formulate a proposal for consideration by city management. • Implement recommendations after required approvals. • Review and revise, coinciding with city budgetary schedule. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 5D	Evaluate current off-duty callback procedures to ensure appropriate jurisdictional coverage during multi-alarm and large-scale events.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate the current GFD callback policies and procedures. • Determine strengths and weaknesses of the current callback procedures. • Evaluate current trigger points for a second alarm. • Evaluate the current dispatch callback policies and procedures. • Determine strengths and weaknesses of current callback procedures. • Develop a membership survey to determine barriers to response. • Compile data from GFD and dispatch, related historic responses on second alarms, and staffing pages. • Evaluate the procedures of similar sized fire departments. • Evaluate alternative staffing plans. • Formulate recommendations and present to stakeholders. • Implement approved recommendations. • Review and revise plan annually, making sure the plan is meeting department needs. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Objective 5E Enhance retention efforts through the creation of formal mentorship, succession planning, and professional development programs at all levels to ensure an effective workforce.

Timeframe 36 – 48 months **Assigned to:**

- Review current informal and formal mentorship methods to include but not limited to:
 - Task books
 - Professional development.
- Identify current mentorship expertise and explore current processes used.
- Research outside agencies and their current mentorship, succession planning, and professional development programs.
- Evaluate effectiveness of current formal and informal processes.
- Develop action items for formal mentorship, succession planning, and professional development programs at all positions.
- Formulate recommendations and present to stakeholders.
- Implement recommendations as approved.
- Review and revise plan annually, making sure the plan is meeting department needs.

Critical Tasks

Funding Estimate Capital Costs: Consumable Costs:
 Personnel Costs: Contract Services Costs:

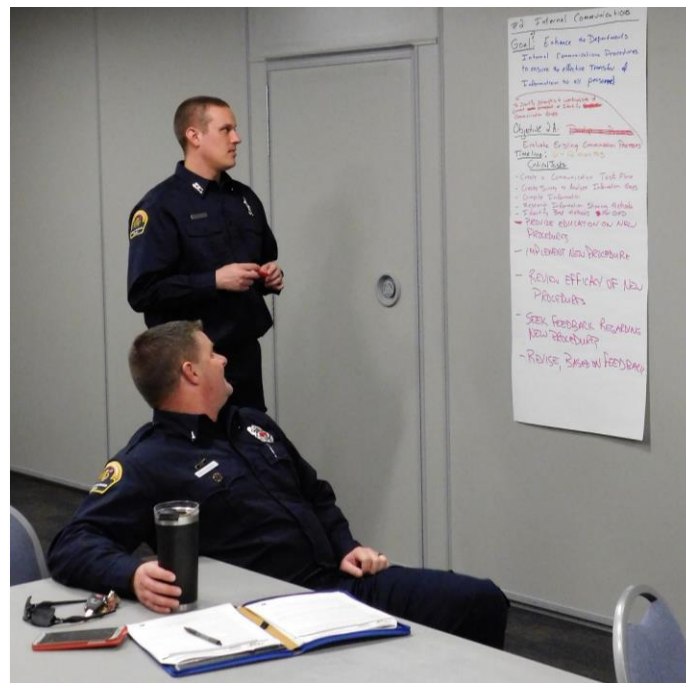


Department Stakeholders Work Session

STRATEGIC PLAN 2019-2024



Goal 6	Identify and forecast physical resource needs of GFD to enhance core program delivery.	
Objective 6A	Develop a facilities master plan in order to determine current and future facility needs in providing core program delivery.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Form a committee to conduct facility assessments and perform critical tasks. • Obtain data on community growth and development from Community Development Department. • Obtain information from GFD incident reporting database to determine current service adequacy and needs. • Conduct an existing facilities assessment to determine repairs, modifications, additions, and replacements based on the evaluation. • Coordinate with City of Greeley Facilities management on facility repair and maintenance schedule to ensure congruency. • Conduct an assessment of current GFD special program locations to determine proper geographic location, facility features, and capabilities. • Evaluate collected data and information to determine current gaps and project future needs. • Report all findings and recommendations to the leadership team for further consideration and direction. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:



Department Stakeholders Work Session

Objective 6B	Evaluate the GFD apparatus fleet to determine current and future needs in providing core program delivery.	
Timeframe	9 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Evaluate size, scope, and membership of current Equipment Apparatus Replacement Committee (EAR) and determine if changes are required. • Obtain data from City of Greeley Fleet Services based on: <ul style="list-style-type: none"> ○ In-service versus out-of-service ratio ○ Engine hours versus mileage ○ Cost per mile ○ Maintenance and repair cost ○ Maintenance and repair history on current fleet. • Assess the current GFD apparatus fleet as it relates to incident call volume, utilizing GFD records management system. • Evaluate the current GFD apparatus locations to determine proper distribution, facility adequacy, and capabilities. • Evaluate collected data and information to determine current gaps and project future needs. • Enhance the GFD apparatus master plan with recommended actions to present to stakeholders. • Ensure this document is congruent with City of Greeley Fleet Services replacement schedules. • Seek funding based on recommendations. • Review and revise the plan annually. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 6C Evaluate the GFD equipment inventory to determine current and future needs in providing core program delivery.

Timeframe 18 months **Assigned to:**

- Evaluate all equipment management programs and replacement schedules, based on industry standards and best practices.
- Determine equipment acquisition and replacement needs based on objective data sources to include, but not limited to:
 - Repair and maintenance history
 - Established life cycles of equipment based on usage and manufacturers recommendations.
 - Data from internal equipment testing, e.g. hose testing.
- Project future equipment needs.

- Critical Tasks**
- Determine equipment needs based on projected growth data.
 - Reference facility and apparatus master plans to drive equipment acquisition.
 - Project future equipment needs based on advances in technology.
 - Evaluate the need for a research and development committee for all types of equipment.
 - Evaluate collected data and information to determine current gaps and project future equipment needs.
 - Create a GFD equipment master plan.
 - Prioritize in advance of final recommendations.
 - Seek funding based on recommendations.
 - Review and revise the plan annually.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Objective 6D Evaluate current communication center capabilities to determine effectiveness in meeting community needs.

Timeframe 18 – 24 months **Assigned to:**

- Evaluate current communication center policies and procedures as it relates to GFD.
- Collaborate with Greeley Police Department and City of Greeley Public Works on each of our specific needs.
- Conduct assessment of cities and communities of similar size to Greeley and determine emergency communication effectiveness.
- Project future dispatch and communication needs.
- Evaluate collected data and information to determine current gaps and project future equipment needs.
- Create a GFD dispatch and communication recommendations to present to stakeholders.
- Prioritize final recommendations.
- Seek funding based on recommendations.
- Review and revise the plan annually.

Funding Estimate Capital Costs: Consumable Costs:
Personnel Costs: Contract Services Costs:

Goal 7	Enhance training to increase firefighter and citizen safety, quickly and effectively mitigate all hazards encountered, and perform at an elite level.	
Objective 7A	Develop and implement training with partnering agencies in fire, EMS, and disaster preparedness to increase the quality of regional emergency response.	
Timeframe	15 – 18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Coordinate and facilitate training with surrounding fire departments to increase the quality of regional emergency response. <ul style="list-style-type: none"> ○ Identify a workgroup. ○ Identify surrounding mutual aid departments. ○ Analyze current emergency response capabilities. ○ Identify GFD deficiencies and interoperability. ○ Identify specific equipment needed for mutual aid response. ○ Seek approval and funding then procure specific equipment. ○ Develop a training program. ○ Implement the training programs; review and revise programs as needed. • Develop and implement EMS training program for all providers in the GEMS system to ensure high quality standardization of care. <ul style="list-style-type: none"> ○ Identify a workgroup. ○ Analyze current emergency response capabilities. ○ Collect baseline data on patient outcomes, protocol compliance, procedure success rate, and standardization of care. ○ Identify GEMS areas of improvement and interoperability. ○ Develop a training program. ○ Implement the training program; review and revise program as needed. • Train GFD on City of Greeley’s emergency operations plan to facility response and recovery during a disaster. <ul style="list-style-type: none"> ○ Identify a workgroup. ○ Analyze the current City of Greeley emergency operations plan. ○ Identify specific roles filled by GFD operations. ○ Develop a training program, specific to identified roles. ○ Implement training program; review and revise program as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 7B	Develop and improve identified training programs to comply and exceed industry standards.	
Timeframe	9 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup to identify applicable standards. Workgroup to include labor, management, and the training division. • Identify any gaps between applicable standards and current practices. • Prioritize, seek approval, and secure funding. • Develop specific training programs to increase compliance with identified standards. • Implement training programs; review and revise programs as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7C	Develop and implement a mentoring program at all levels of the organization to empower all personnel to better serve in their rank and prepare for advancement.	
Timeframe	18 – 24 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a workgroup to identify mentorship opportunities. Workgroup to include labor, management, and the training division. • Form task groups for each specific mentorship area. • Develop mentorship programs in identified area. • Seek input from promotional committees. • Prioritize, seek approval, and secure funding. • Implement mentorship programs; review and revise programs as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7D	Develop and implement culturally specific training to better serve the diverse populations in our community.	
Timeframe	9 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a task group to identify underserved populations within Greeley. • Seek out community leaders and organizations to help identify opportunities and develop training programs. • Prioritize, seek approval, and secure funding. • Implement training programs; review and revise programs as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 7E	Identify potential risks to our personnel and citizens that local industries present and develop training and response models to mitigate risks.	
Timeframe	18 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Create a task group to identify potential risks to our personnel and citizens that local industries present. • Seek out industry leaders and organizations to help identify potential risks and develop training programs. • Prioritize, seek approval, and secure funding. • Implement training programs; review and revise programs as needed. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Goal 8	Prepare for, pursue, achieve and maintain international accreditation to better serve our community and to embrace excellence.	
Objective 8A	Form team or committee structures with management components as needed to pursue and maintain accreditation.	
Timeframe	30 days	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Identify the needed team or committee structure(s) for the various components of the accreditation process. • Create the management oversight positions to lead the teams or committees, as well as the process overall. • Establish team or committee member criteria. • Determine the composition of the teams or committees. • Solicit participation to meet the composition of the teams or committees. • Develop and complete the selection process. • Provide for the needed educational components provided through the Commission on Fire Accreditation International to ensure the relevant members have the needed training. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8B	Prepare a community-driven strategic plan.	
Timeframe	3 months and on-going	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Hold an external stakeholder meeting where community members provide feedback on program priorities, service expectations, concerns and strengths perceived about GFD. • Provide internal stakeholder work sessions to evaluate (and update if necessary) the mission, vision and values; determine internal strengths and weaknesses, external opportunities and threats; establish critical issues and service gaps, determine goals and objectives to achieve over five years. • Determine a work plan for the accomplishment of each goal and implement the plan. • Annually evaluate objectives accomplished with the plan. • Report annual plan progress to internal and external stakeholders. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8C	Conduct a community hazards and risk assessment and publish a Community Risk Assessment - Standards of Cover document.	
Timeframe	6 – 12 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on hazard and risk assessment, and standards of cover preparation. • Perform community hazards and risk assessment. • Evaluate historical community emergency response performance and coverage. • Establish benchmark and baseline emergency response performance objectives. • Establish and publish the Community Risk Assessment - Standards of Cover. • Maintain, and annually update the Standards of Cover document. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

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Objective 8D	Conduct and document a self-assessment of the department utilizing the CPSE/CFAI Fire and Emergency Services Self-Assessment Manual criteria.	
Timeframe	6 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Obtain instruction on writing a CFAI self-assessment manual. • Assign self-assessment manual category and criterion writing to the department accreditation committee/team members as appropriate. • Review self-assessment and ensure all reference items are in order. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8E	Achieve agency accreditation by the CFAI.	
Timeframe	4 months	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Apply for “Candidate Agency” status with the CFAI. • Prepare for CFAI Peer Assessor Team visit. • Upload Strategic Plan, Standards of Cover, and Self-Assessment Categories and Criterion for review and comment by CFAI Peer Team. • Host CFAI Peer Team site visit for accreditation review. • Receive CFAI Peer Team recommendation to CFAI for Accredited status. • Receive vote during the CFAI hearings in favor of Accredited status. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:
Objective 8F	Maintain accreditation with the CFAI.	
Timeframe	Ongoing	Assigned to:
Critical Tasks	<ul style="list-style-type: none"> • Submit required Annual Compliance Reports. • Attend CFAI “Dayroom Discussion” web-meetings for continued education. • Participate in the accreditation process by providing “peer assessors” for external department review and identification of possible best practices. • Participate in the annual CPSE Excellence Conference for continued education and networking with other accreditation teams and accredited agencies. • Submit Annual Compliance Reports as required by CFAI policies. • Establish succession development of internal accreditation team in preparation for next accreditation cycle. 	
Funding Estimate	Capital Costs: Personnel Costs:	Consumable Costs: Contract Services Costs:

Vision

On the final day of the process, the CPSE presented a strategic plan vision of where the organization will be in the future if the strategic plan is accomplished. This is not to override the department's global vision but rather, to confirm the futurity of the work that was designed by the department stakeholders. This vision is intended as a target of excellence to strive toward and provides a basis for its goals and objectives.

“Vision is knowing who you are, where you’re going, and what will guide your journey”

Ken Blanchard

Greeley Fire Department’s 2024 Vision

is to be widely known as an accredited organization that embraces excellence. We will continue to fulfill our personal and organizational commitment to create and maintain a safe and healthy community, while embodying all core values as we deliver world-class emergency services. This vision, our true futurity, will only become reality by striving to accomplish our goals. We will become this future by:

Growing an even greater relationship with those we serve, while working toward greater efficiency. Through initiatives on physical resources, we will manage these for effectiveness, considering strategy, safety, and needs to best deliver services for all our stakeholders. Our concentration on external communications will ensure transparency and an informed public. As we communicate better internally, more efficiencies will be revealed, and consistency will be realized. Our initiative on EMS service delivery will support our desire to provide what is best for our community, while being good stewards of those resources entrusted to us.

Focusing on our greatest asset, our members, by ensuring we have a workforce that remains mission-based and is trained to meet our calling of providing quality services in all that we may encounter. Our emphasis on their health, wellness, and safety will make sure quality performance now and in the future. All of this will provide for sustainability, growth, and afford a return for those who live, work, and play in Greeley.

Dedicating ourselves to service, embracing our history while pursuing transformation, living for our future, and being the best of the best in all that we do. Together, we will strive to bring this vision to fruition.

Performance Measurement

To assess and ensure that an organization is delivering on the promises made in their strategic plan, the organization's leaders must determine performance measures for which they are fully accountable. As output measurement can be challenging, the organization must focus on the assessment of progress toward achieving improved output. Jim Collins states, "What matters is not finding the perfect indicator, but settling upon a *consistent and intelligent* method of assessing your output results, and then tracking

your trajectory with rigor."² Organizations must further be prepared to revisit and revise their goals, objectives, and performance measures to keep up with accomplishments and environmental changes.

To establish that the department's strategic plan is achieving results, performance measurement data will be implemented and integrated as part of the plan. An integrated process, known as "Managing for Results," will be utilized, which is based upon:

- The identification of strategic goals and objectives;
- The determination of resources necessary to achieve them;
- The analyzing and evaluation of performance data; and
- The use of that data to drive continuous improvement in the organization.

- **If you don't measure the results of your plan, you can't tell success from failure.**
- **If you can't see success, you can't reward it.**
- **If you can't reward success, you're probably rewarding failure.**
- **If you can't see success, you can't learn from it.**
- **If you can't recognize failure, you can't correct it.**
- **If you can demonstrate results, you can win public support.**

Reinventing Government

David Osborn and Ted Gaebler

² Collins Good to Great and the Social Sectors. Boulder, 2009

A “family of measures” typically utilized to indicate and measure performance includes:

- **Inputs** - Value of resource used to produce an output.
- **Outputs** – Quantifiable units produced which are activity-oriented and measurable.
- **Efficiency** - Inputs used per output (or outputs per input).
- **Service Quality** - The degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
- **Outcome** - Qualitative consequences associated with a program/service; i.e., the ultimate benefit to the customer. Focused on the “why” of providing a service.

The Success of the Strategic Plan

The department has approached its desire to develop and implement a strategic plan by asking for and receiving input from the community and members of the organization during the development stage of the planning process. To assist in the development of this plan, the department used professional guidance to conduct a community-driven strategic planning process. The success of this strategic plan will not depend upon implementation of the goals and their related objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large.

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors
Jim Collins

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify department and community stakeholders. This can be accomplished through a jointly developed understanding of organizational direction, focusing on all vested parties working to achieve the mission, goals, and vision. Further consideration must be made on how the organization will measure and be accountable for its progress and successes.³

³ Matthews (2005). *Strategic Planning and Management for Library Managers*

Glossary of Terms, Acronyms, and Initialisms

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
ALS	Advanced Life Support
CDOT	Colorado Department of Transportation
CFAI	Commission on Fire Accreditation International
CO	Carbon Monoxide
CPSE	Center for Public Safety Excellence
CSD	Community Safety Division
Customer(s)	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Efficiency	A performance indication where inputs are measured per unit of output (or vice versa).
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Environment	Circumstances and conditions that interact with and affect an organization. These can include economic, political, cultural, and physical conditions inside or outside the boundaries of the organization.
FEMA	Federal Emergency Management Agency
FRFC	Front Range Fire Consortium
GEMS	Greeley Emergency Medical Services
HazMat	Hazardous Materials
IAFC	International Association of Fire Chiefs
IAFF	International Association of Firefighters
IFSTA	International Fire Service Training Association
Input	A performance indication where the value of resources is used to produce an output.
Mission	An enduring statement of purpose; the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
NESR	Non-Emergency Service Requests
NFA	National Fire Academy
NFPA	National Fire Protection Association

NIST	National Institute of Standards and Technology
NREMT	National Registry of Emergency Medical Technicians
Outcome	A performance indication where qualitative consequences are associated with a program/service; i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSTF	Public Safety Training Facility
RFP	Request for Proposal
SCBA	Self-Contained Breathing Apparatus
SOP	Standard Operating Procedure
Stakeholder	Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Goal	A broad target that defines how the agency will carry out its mission over a specific period. An aim. The result of an action. Something to accomplish in assisting the agency to move forward.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.
Strategic Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.
Strategy	A description of how a strategic objective will be achieved. A possibility. A plan or methodology for achieving a goal.
SWAT	Special Weapons and Tactics
SWOT	Strengths, Weaknesses, Opportunities and Threats.
UNC	University of Northern Colorado
USAR	Urban Search and Rescue
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.

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Appendix 1

Community Expectations

Understanding what the community expects of its fire service organization is critically important to developing a long-range perspective. With this knowledge, internal emphasis may need to be changed or bolstered to fulfill the community needs.

Respondents were asked to list, in priority order, up to five subjects relative to the expectations they have for the Greeley Fire Department. Responses were then analyzed for themes and weighted. The weighting of the prioritized responses was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the expectation responses of the community stakeholders:

Community Expectations of the Greeley Fire Department (in priority order)

1. They show up quickly in an emergency. That once contacted, the truck will arrive quickly and safely to the accident/fire. Fast response to emergency need. Expect fire personnel will arrive on scene in a safe, timely manner in the shortest response time. To arrive at my emergency situation as quickly as possible. (126)
2. That each person is trained to the best of their ability. That the city provide training above national requirements. Trained personnel for all emergencies. They are trained to handle emergency situations. (78)
3. Teaching residents in my neighborhood how to prevent fires. Our school children need education - fires and emergencies. Public education on all aspects of safety. To educate our children on safety. (50)
4. Put out all fires in buildings, homes, businesses, schools, etc. They keep me and my property safe from fire, hazardous materials, etc. Traffic accident response. Excellent medical service. Excellent fire mitigation. (46)
5. That the city provides each firefighter the equipment they need to be safe. They have the necessary equipment to handle situations/emergencies. (37)

6. They participate in our community events - go to schools, etc. Community involvement to all levels of the community. Community outreach. (24)
7. Ready to do your job. Once at the location, they can effectively act. At the location, their duties are defined so each person knows exactly what their role is. (12)
8. The fire department has to work in a cooperative manner with law enforcement and advanced life support providers. That the fire department regularly works with other city departments in coordination of efforts as needed. (12)
9. They are staffed adequately for multiple emergencies. They seek out and hire qualified people - during the interview process, they "weed out" persons who did not apply for the right reason(s) or meet qualifications/expected standards. (11)
10. Responding to my needs of falls, entrapments, etc. in my home. Coming to my home (Greeley Place - independent retirement center) when others have needs and ambulances are called. (7)
11. Dedication to Greeley and extended service area. Dedication to the department. (7)
12. To treat me with respect. Kind, respectful staff. (6)
13. Pre-emergency planning for help for senior citizens. They have a plan for exigent-type circumstances. (5)
14. Sensitivity to family needs. (5)
15. Adequate coverage for the community. (5)
16. Professionalism. (5)
17. Would like to see more involvement in plan review of new construction and major remodeling of existing structures. (5)
18. Willingness to go beyond the immediate. (4)
19. Ready to serve under any circumstances. (3)
20. Personal attention. (3)



Community Stakeholders Work Session

21. Auditing community/shared spaces for safety. (3)
22. Non-discriminatory service. (3)
23. Would prefer public firefighters/EMTs be the only ambulance/medical responders as they seem to show up faster. (2)
24. Making sure the underserved needs are being addressed - mobile home parks. (2)
25. To protect my privacy. (2)
26. Willing to do the extraordinary. (2)
27. Fiscal integrity/wise, careful use of resources. (2)
28. Thoughtful approach to tradition - adjust to the new. To keep up on new ways of doing business. (2)
29. Staff with the ability to think outside the box. (2)
30. To inspect businesses for fire safety concerns and provide feedback for correction. (2)
31. Courteous - objective face-to-face contact at all times. (1)
32. I expect them to work to improve the 911 system. (1)
33. Firefighters meet/exceed required physical tests. (1)
34. Live where you work. (1)

Areas of Community Concern

The planning process would be incomplete without an expression from the community stakeholders regarding concerns about the organization. Some areas of concern may in fact be a weakness within the delivery system, while some weaknesses may also be misperceptions based upon a lack of information, understanding, or incorrect information.

Respondents were asked to list, in priority order, up to five concerns they have about or for the department. Responses were then analyzed for themes and weighted. The weighting of the prioritized concerns was as follows: if it was the respondent's first entry, then it received five weighted points. Weighting gradually decreased so that if it was the respondent's fifth entry, then it received one weighted point. The weighted themes were then sorted from the highest cumulative weight to the lowest cumulative weight and listed below. The numbers in the parentheses are the cumulative weighted value that correlated with the theme identified. While the themes are listed in prioritized, weighted order, all responses were important in the planning process. The following are the concerns of the community stakeholders prioritized and weighted accordingly:

Areas of Community Concern about the Greeley Fire Department (verbatim, in priority order)

1. Concerned that they don't have the funds needed to meet population increase, and HazMat needs of Greeley as we continue to grow. Possible funding/staffing issues. City does not allocate sufficient resources to finance an adequate fire department. That they will not continue to be adequately funded. Are new funds being appropriated wisely in regard to needs and budget? (57)
2. The right tools to do the job. Equipment is becoming outdated. Changes in equipment improvements are not being kept up to meet changes. The fire department needs modern equipment that is well maintained. (47)
3. Lack of communication with citizens in the time of an emergency - a major storm or evacuation. Need better communication of support services provided by the fire department. Need a better communication system for the little signs on the refrigerator door - emergency assistance personal record. Public interface. Loss of public contact through social media. (27)
4. My old neighborhood is all new now - will they get trained as we did 20 years ago? Firefighters aren't able to access updated training. Additional physical and psychological training. (20)
5. City growth, population/area, is outgrowing the department at a faster pace. The department's ability to keep up with the growth in the area? (18)

6. Will the GFD cut me off if I call too often for help? Knowledge of other resources to refer to for "repeat offenders." Dealing with "frequent flyers" problem - personnel, equipment, funding. (17)
7. Requirement to take a ladder to medical emergencies - take only what is needed to assist the ambulance. I'm concerned that fire trucks are sent to an emergency and are not needed. (16)
8. Do they have enough people to respond to multiple emergencies? Do they have the staffing to operate? (11)
9. Time of response - location. Medical support times. (9)
10. That their salaries will not reflect their value to the community. Are salaries high enough to attract and retain quality employees/firefighters/support staff? (8)
11. That not enough effort is focused on college age students, living on their own for the first time. (8)
12. Do they have the backing of the city council and mayor to do changes? (5)
13. How important are animal rescues - should first responders be putting their time into this and their lives on the line for such? (5)
14. Concerned for your safety with the meth-lab or chemical fire calls. (5)
15. With all of the old and new oil wells/sites in our city, I am concerned about any chemicals released in our air and having that air quality measured and reported and the safety of older wells and having enough trained firefighters to perform these inspections - they need more than two people. (4)
16. They city's infrastructure (roads and water systems) have to be adequate and well maintained. (4)
17. Taking the big truck to the store to shop. (4)
18. Will the GFD reach out to assist other nearby fire departments when they are overwhelmed? (3)
19. Need better pre-emergency planning for senior citizens. (3)
20. Fire trucks can't find my location. (3)
21. Is the lack of compliance with fireworks restrictions on July 4th a problem? (3)
22. Do they have a good work/home balance, so they are not too burned out or resentful? (3)
23. Are they reaching out to all areas of the community for feedback? (3)
24. The influx of homelessness and mental illness in the area and the strain it is putting on the department. (3)
25. Not using updated services - like ordering food online. (3)
26. Drug overdoses. (3)
27. Do any first-line equipment in East Greeley have to cross the tracks to get to a call? (3)
28. Will they respond to other types of emergencies, i.e. medical, disaster, entrapments? (2)

29. Need a person in all fire stations at all times - I went to one station two different times - no one was there, and the door was locked. (2)
30. Expansion of various types of work and industry poses different responses and equipment they are not being kept up. (2)
31. Public use of distractive media, avoid accidents. (2)
32. Do they have minorities and women on the force? (2)
33. We don't have enough EMS providers. (1)
34. Immigrant awareness in role of the fire department. (1)
35. Are the fire inspectors certified to do inspections by a national organization? (1)



Community Stakeholders Work Session

Positive Community Feedback

The CPSE promotes the belief that, for a strategic plan to be valid, the community's view on the organization's strengths must be established. Needless efforts are often put forth in over-developing areas that are already successful. However, proper utilization and promotion of the strengths may often help the organization overcome or offset some of the identified weaknesses.

Positive Community Comments about the Greeley Fire Department (verbatim, in no particular order)

- Visible to the community.
- Interact with the community.
- Current staff is hard working and dedicated.
- Currently working well with adjacent agencies.
- Overall very quick response time.
- Caring personnel who are well trained in most scenarios.
- Good interpersonal skills with general public.
- Good training opportunities in-house.
- Great public image.
- Very professional.
- Organized/well-trained.
- The local fire department has responded more promptly than I expected.
- All personnel were care giving – kind – and very helpful for ways to solve my issues.
- The department seems to do quite a bit of community outreach.
- I have had only positive experiences when having/doing safety checks.
- I like the program that was created to deal with all the non-emergency calls the fire department was getting. I cannot remember the name of the program (community medical unit), but hope that it continues to be saving time, money and resources.
- Any experience I have had with firefighters, they have been very professional, and I feel safer when they are around.
- It has all been good so far, both fire and medical.
- I was removed from a fall from my wheelchair into the dirty cat box. GFD helped me understand the importance of using my wheelchair.

- A child in my neighborhood fell down a well – GFD was there to rescue.
- Firefighters caught a thief that had stolen silverware from my neighbor.
- My five-year-old thinks you are heroes. He knows you are helpers and has interacted with fire trucks and firefighters at events.
- I have never heard any of my clients (older adults) express any concern about their trust in the fire department.
- Openness to asking community members to share our feedback to you!
- Timeliness in responding to calls. Great job!
- Quality of all fire staff - I observed this first-hand last year – incredible!!
- Willingness to volunteer in the community.
- Always available – on or off-duty.
- Most are men and woman of character.
- Time and demand not a problem.
- Example to others in the community.
- They have a well-deserved reputation for excellence.
- I can't think of a single instance where the Greeley Fire Department hasn't immediately improved a resident's worst day! Thank you!
- When fire is called, they responded.
- Firefighters with whom I've interacted were well informed and knew how to respond to my call.
- Firefighters treated me with respect.
- Quick response times.
- Kind and respectful staff.
- Our building is used a training site.
- Willing to meet with residents to give safety tips and answer questions.
- Have noticed that fire department personnel always look and act professionally (even at the grocery store on Sunday).
- Fire department employees are very engaged in the community.
- Concerned for residents.
- Look out for the seniors in the community.
- They do well with funds received.

- The fire department has been a great pride of Greeley.
- The workers are proud of the work they do.
- Firefighters go beyond the initial call to aid citizens with clean up and additional protections in the home (i.e. – CO detectors).
- All emergency encounters I have had with our fire fighters have been excellent.
- Response to fire alerts seems to be good.
- Like the fact that fire department is willing to replace batteries in detectors.
- I have had limited interaction, but when I have, I always encounter friendliness. Makes them much more approachable.
- Chief Dale!
- Professionalism and dedication.
- Planning for the future facilities/equipment/staffing/training.
- Positives relations in the community – all staff, including the police department.
- Quick response time.
- Friendly and supportive.
- Professional.
- Clean and well-maintained equipment and facilities.
- A desire to hear community input.
- Good public relations – locally – positive.
- Meet the public programs – positive.
- Positive stories in the newspaper.
- Programs in schools – encourage joining the fire department.
- Thank you for providing car seat safety check services!
- Thank you for visiting my daughter’s preschool classroom to educate her about fire safety and what firefighters do.
- Thank you for getting community feedback and staying engaged in your local community.
- I’m impressed with the partnerships the department has formed with the police department and North Range Behavioral.
- The department has done a great job responding to the opioid and mental health crises.
- I always have positive interactions with department staff.

- Six stations for a community this size is a good start.
- Always participates in UNC community events – great relationship with the community – as far as I can see.
- You guys and gals are always so positive and kind.
- Ready to help, and even going out of the way to do so – Greg B. and Greg C. – thank you for fire drill support at UNC.
- Easy to work with.
- Great fire code resource and fire systems resources.
- Professional.
- Well-trained.
- Progressive.
- Asset to the community.
- Professional, caring people.
- Well-trained.
- They do a good job of responding to fires and accidents.
- They have a community presence downtown during events.
- Fire stations are divided evenly around the city.
- Willingness to go above and beyond in client tragedy.
- 24/7, day after day.
- Reaching out to the community.
- Staff appears to be well-trained and competent.

Other Thoughts and Comments

The community was asked to share any other comments they had about the department or its services. The following written comments were received:

Other Community Comments about the Greeley Fire Department (verbatim, in no particular order)

- Could the fire department act as a safe location to drop off unused prescription drugs that would then be collected by the state?
- Overall, the Greeley Fire Department is very responsive to the needs of the community.

- Fire investigation is vital for safety and protection of property.
- Thank you for all that you do! I live in an industrial area and hazmat and air quality are important to me.
- I do a lot of work for fall protection for older adults in the community. I have heard of fire departments partnering on these efforts in other parts of the state/country. If you are interested in discussing a potential partnership, let me know.
- Thank you for the invite today! Continue to the incredible job you do!
- A willingness to learn the new.
- Considered a community example.
- Need to educate young people (and serve as role models) to encourage others to become firefighters.
- Nothing impresses youth more than one to one positive encounters with a fire fighter in uniform and hands on a truck.
- When building new fire stations, firefighters should have more input in the design and development of the plans and specifications.
- The most engaged fire chief we have had.
- I believe that we need to watch the staffing at a scene, and not standing around to do nothing like standing around and talking or trying to get on television.
- Thank you all – each of you – for your sacrifices make in order to keep residents and visitors safe.
- Grandson is career firefighter – supportive health problems due to exposure in fires – cancer, lung problems.
- The High Plains Library District and Riverside Library did an event where kids could tour a firetruck/ambulance/etc. at a “big truck” event. Please repeat this and do similar programs.
- It is great to see the department going through this process. Thank you for including me.
- Working with you guys and gals is a delight. I really couldn’t ask for a better group of people. Thanks.
- Thank you for the work you do – protecting our community resources and people!
- I am always concerned about the personal sacrifices that these men and women take on, sometimes with little emotional support.
- I understand that when the new fire station will be built at the western edge of the city, that one station will be closed. Please request additional resources to keep all stations operational.

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Appendix 2

Supporting Services of the Greeley Fire Department

Administrative Staff	Air Ambulances	American Heart Association
Ames Community College	Banner Paramedics	CDOT
Centers for Disease Control	Chem-Trec	City Attorney's Office
City Council	City Facilities	City Manager
City Transportation	Civil Support Team 8	Civic Organizations
Colorado Department of Health and Environment	Colorado Emergency Management	Colorado Homeland Security
Colorado Oil and Gas	Colorado Professional Firefighters	Colorado Task Force 1
Community Development	Counseling Services	CPSE
Department of Energy/Nuclear Regulatory Commission	Division of Fire Prevention and Control	FEMA
Finance Department	Front Range Fire Consortium	Greeley Chamber of Commerce
Greeley Recreation Department	Greeley-Weld County Airport	Health Department
Hospitals	Human Resources	IAFC
IAFF Local 888	IFSTA	Information Technology
International Code Council	Law Enforcement	Local Business
Local Industry	Mutual Aid Departments	National Fire Academy
National Guard	NFPA	NIST
Northern Colorado Health Alliance	North Range Behavioral Health	NREMT
Public Works	Railroads	Red Cross
School Districts	Training Division	Underwriters Laboratory
University of Northern College	Water Department	Weld County Regional Communications Center

Appendix 3

Strengths

It is important for any organization to identify its strengths to ensure that it can provide the services requested by the community, and that strengths are consistent with the issues facing the organization. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the organization, should be seriously reviewed to evaluate the rate of return on staff time and allocated funds.

Through a consensus process, the department stakeholders identified the department's strengths as follows:

Strengths of the Greeley Fire Department	
High-level of professionalism	Community support
Talented/experienced personnel	Commitment to improve services
Fleet, equipment	Front Range Fire Consortium
Volume and quality of department and company training	Quality of newly-trained paramedics (field instruction)
Recruitment of quality candidates	Dedication of team leaders
Aggressive health and safety (PPE, SCBA)	Quality of newer stations
Quality of graduating recruits	Supportive and progressive command staff
Willingness to evaluate and implement new ideas	Colorado Task Force 1 (USAR) participation
Quality of administrative staff	Increased priority to CSD
Improved relationships with other city departments	Improved relationships with other surrounding fire departments
Squad 1	NESR – community outreach
Increased outside training involvement – Aims riders	Wildland rapid extraction module support team development
Educational opportunities	Increased exposure via subject matter experts
Sharing of knowledge, skills, and abilities	Internal engagement opportunities
Overall accountability	Peer support team
Quality of medical equipment	Quality of medical training
Overall positive culture	Embracing new technology – ESO, Target Solutions
Common (shared) operating picture	Increased skill competency/mastery
Public safety training facility	Heart-safe community – administrative staff driven
Oil & gas inspection, regulation, and relationship	City of Greeley prescribed fire program

STRATEGIC PLAN 2019-2024



Increased paramedic skill and leadership level	Two sets of bunker gear
Health and Wellness Program	Administrative support staff
Ground-up mentality	Local 888 and GFD relationship
Strong current budget	Local 888 community involvement
Improved GFD policies	Improved medical protocols
Taxpayer support	Geographic location growth and opportunities
Financially health city and county	Organizational agility
Solid pension plans	Committed membership
Firefighter club	High level of trust of employees
Special teams	Program managers
Sense of family	Progressive, not complacent
Membership voices are heard	GFD culture
Service delivery	“Can do” attitude – we make it work
Incident support team	Quality of people within the organization
Proud organization with strong tradition – 100-year department	Perception within the community – support, reputation
Partnership with the burn unit	Safety-conscious
Willingness for administration to listen	



Department Stakeholders Work Session

Weaknesses

For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas where it functions poorly or not at all. These areas of needed enhancements are not the same as threats to be identified later in this document, but rather those day-to-day issues and concerns that may slow or inhibit progress. The following items were identified by the department stakeholders as weaknesses:

Weaknesses of the Greeley Fire Department	
Inconsistent internal communication	Outdated policies and procedures
Effectiveness of dispatch	Staffing at the administrative level
GEMS medics role reduction to single role – paramedic only	Dedicated person for public information and social media
Relationships with partner organizations	Cultural differences between crews
Cultural and operational differences between shifts	Lack of administrative support staff
Misalignment of organization structure – workload balance	Increased travel assignments due to paramedic staffing Prevention staffing levels – school programs, etc.
Crew pride interfering with department pride	Small recruitment pool
The ability to say no	East side city response
Not very deep with response/coverage gaps	Second alarm/callback
Lack of automatic aid	Competing budget priorities
Lack of residency in city limits	Formal mentorship
Small city perception – department not matching city growth	Inability to maintain oversight of inspections and occupancies
Lack of succession planning	Units out of position – primary district, errands, etc.
Not following chain-of-command	Incomplete training facility
Lack of time for strategic foresight/planning	Access to data – lack of automatic reports
Lack of leadership in the county	Cling to traditions
Undermining of leadership	Lack of Greeley-specific EMS protocols
Lack of dedicated physician advisor	Balance of workload
Can-do cultural attitude	Maintenance of reserve apparatus
Room for growth/planning for growth	Three-person staffing due to lack of facilities
Resistance to change	Too much change too quickly
Lack of research and implementation group	Limited recruiting efforts
Lack of diversity	Inconsistencies with mutual aid response
Relationship with surrounding fire departments	Inconsistencies in ICS across shifts
Overly complex command book	Support/funding of special teams

Utilization of education/tuition reimbursement	Utilization of space in stations
Community outreach	Over-extension of current staffing
Relationship with Greeley Police Department - interoperability	

Opportunities

The opportunities for an organization depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the traditional service area. The department stakeholders identified the following potential opportunities:

Opportunities for the Greeley Fire Department	
Possibly provide ALS transport with all-hazard firefighters	Enhance public outreach
Mutual aid relationships	Enhanced recruitment
Enhanced social media	Law enforcement relationships
Explorer program – citizens fire academy	Membership volunteer opportunities
External funding/grants/deployments	Partner with all patient destinations
24/7 squad unit	Fire Ops 101 for political figures
Regionalized service delivery/procurement	Disaster preparation
Expansion of FRFC	Quarterly and annual reporting
Dedicated PIO/social media	UNC/school district recruiting
Revenue generation with provided services beyond emergency response	Expand internal programs – peer support, peer fitness, etc.
Enhanced relationships – inner city department programs	Utilizing third-party resources – hose testing, gear washing, etc.
Personnel exchange program – international	NFA outreach
Dedicated fire-based dispatcher	SWAT medic program/tactical EMS
Drones for incidents	Continued advances in technology use
Complete phases to the training center	Partner with Aims Community College
Mentorship program	Having our own quartermaster
Retiree volunteer opportunities	Develop Greeley-specific medial protocols
Community outreach to underserved population	Regionalization of special teams
Increased training opportunities with mutual aid partners	Utilize research and meta-analysis resources for funding
Report out to the community – progress, developments, etc.	Automatic aid agreements in targeted/vulnerable locations
Recruiting in culturally diverse communities	GFD video production
Community resiliency program outreach – disaster preparedness, smoke detectors, car seats, web-based videos	

Threats

By recognizing possible threats, an organization can reduce the potential for loss. Fundamental to the success of any strategic plan is the understanding that threats are not completely and/or directly controlled by the organization. Some of the current and potential threats identified by the department stakeholders were as follows:

Potential Threats to the Greeley Fire Department	
Compromise to funding	Changing political landscapes
Adapting to regulations, laws, and standards	Negative public perception
Unfunded demands for fire department services – oil and gas, super-users	Limited influence with communication operations and standards
Rapid population growth	External substandard EMS services
Local politics	Holding on to a small-town mentality
Natural/manmade disasters	Not keeping up with technology
Negative public action	Increasing call load
Outside challenges to response practices	Downturn in oil and gas
Privatizing of the fire service	Reduction of federal dollars
Political agendas	Cancer risks/suicide
Maintaining service relevance	Economic downturn
Recruitment due to wage gap	Loss of public trust
Cyber attacks	Reduction of qualified applicants
Inherent dangers of the job	Retention of staff
Unknown health risks	Change in community priorities
Change in Western Hills Contract	Unrealistic expectations of the community
Aging population	

Appendix 4

Critical and Service Gap Issues Identified by the Department Stakeholders	
Group 1	Group 2
<p>EMS Delivery</p> <ul style="list-style-type: none"> ○ Staffing of ambulances ○ Response times ○ Squad 1 – super users ○ Service model ○ EMS protocols ○ Recruitment ○ Dedicated physician advisor ○ SWAT medic ○ Committee member R&I 	<p>EMS Service Delivery</p> <ul style="list-style-type: none"> ○ Lack of GFD EMS protocols ○ GFD authority having jurisdiction ○ Supervision of EMS division – division/battalion chief ○ Single-service delivery role ○ Red ambulances ○ Dual role versus single role medics
<p>Internal Communications</p> <ul style="list-style-type: none"> ○ Chain-of-command ○ Consistency between shifts and crews ○ Data sharing ○ Regular department updates ○ Meeting minutes ○ Evolution of labor management 	<p>Internal Communications</p> <ul style="list-style-type: none"> ○ Policies and procedures ○ Consistent messages ○ Quarterly and annual reporting
<p>External Communications</p> <ul style="list-style-type: none"> ○ Funding allocation ○ Emergency communication to the public ○ Increase social media and public reports ○ Department operations ○ Public education ○ Recruitment ○ Communication with Banner ○ Communication with dispatch ○ Data sharing ○ Relationship with surrounding fire departments ○ Relationship with other city departments 	<p>External Communications</p> <ul style="list-style-type: none"> ○ Mutual/automatic aid relationships ○ Fire Ops 101/Citizen Fire Academy ○ Public outreach/communication ○ Recruitment ○ Partnering agencies – GFD, Banner, etc. ○ Disaster planning ○ Dedicated PIO/social media ○ Community resiliency education ○ Quarterly and annual reporting ○ Robust social media program ○ Oil and Gas
<p>Health and Wellness</p> <ul style="list-style-type: none"> ○ Additional psychological resiliency training ○ Balance of workload ○ Cancer prevention ○ Home/family life ○ Unknown health risks ○ Frequency of health screenings 	<p>Health, Wellness, and Safety</p> <ul style="list-style-type: none"> ○ Unknown health risks ○ Cancer awareness ○ Peer support ○ Third-party gear decontamination/inspection

Critical and Service Gap Issues Identified by the Department Stakeholders (continued)

Group 1	Group 2
<p>Human Resources</p> <ul style="list-style-type: none"> ○ Forecasting resource needs – population growth ○ Competitive salaries/retention of staff ○ Recruitment/small pool ○ Second alarm/call back ○ Balance of workload ○ Mentorship ○ Diversity 	<p>Human Resources</p> <ul style="list-style-type: none"> ○ Recruitment – retention ○ Minimum staffing requirements – 4 ○ Increase support staff ○ Diverse workforce ○ Staffing levels consistent with city growth
<p>Physical Resources</p> <ul style="list-style-type: none"> ○ HazMat needs ○ Outdated equipment ○ Forecasting resource needs ○ Keeping up with growth ○ PSTF future needs ○ Bay space ○ Station utilization ○ Equipment maintenance ○ Coverage of the city 	<p>Capital Improvements</p> <ul style="list-style-type: none"> ○ Replacement and acquisition plans for facilities, apparatus, and equipment ○ Technology ○ Dedicated fire dispatch ○ Alternate funding opportunities ○ Oil and Gas
	<p>Training</p> <ul style="list-style-type: none"> ○ National accepted standards and best practices ○ Completing all phases of the training facility ○ Mentoring and succession planning ○ Training with external agencies ○ Inconsistencies in ICS practices ○ Combined EMS training with GEMS ○ Cultural and diversity training ○ Disaster planning ○ Oil and Gas



911 Ambulance Services with Advanced Life Support Ambulance Transport Agreement

December 1, 2021

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Item No. 6.

AGREEMENT WITH CONTRACTOR FOR AMBULANCE SERVICES WITH ADVANCED LIFE SUPPORT AMBULANCE TRANSPORT

This Agreement ("Agreement"), entered into this ____ day of _____, 2021, by and between the CITY OF GREELEY, hereinafter called "City" and Poudre Valley Health Care, Inc. d/b/a Poudre Valley Hospital, hereinafter collectively called "Contractor" (City, together with Contractor, each, a "Party" and, collective, the "Parties");

WITNESSETH:

WHEREAS, City, pursuant to C.R.S. §31-15-201(l)(f) wishes to engage a Contractor to be the exclusive provider of 911 Ambulance Services in the City of Greeley and the Greeley Fire Department response area (the "Service Area"); and

WHEREAS, Contractor agrees to provide such exclusive 911 Ambulance Services, and not assign or subcontract for such 911 Ambulance Services for the Service Area; and

WHEREAS, the City has determined that requests for 911 Ambulance Services shall be met through an integrated system of Paramedic equipped and staffed Ambulances and Advanced Life Support (ALS) equipped and staffed Ambulances; and

WHEREAS, the City has designated Weld County Regional Communications Center ("WCRCC") to provide Emergency Medical Dispatch services throughout the Greeley Fire Department Service Area; and

WHEREAS, the City engaged in a fair competitive process in accordance with State law and City Charter; and

WHEREAS, City and Contractor wish to enter into this performance-based Agreement for the Contractor's provision of 911 Ambulance Services with ALS transport; and

WHEREAS, the Parties agree that Contractor shall respond to all 911 Emergency and 911 non-emergency Ambulance Services calls in the Service Area; and

WHEREAS, the Parties agree that Contractor shall provide related services as described in this Agreement;

NOW, THEREFORE, THE PARTIES HERETO AGREE as follows:

SECTION 1: ADMINISTRATION OF THE AGREEMENT AND TERMS

1.1 Definitions

Capitalized terms shall have the meaning given to such terms as stated in Exhibit 1.

1.2 Agreement Administration

The Greeley Fire Chief or his/her designee shall represent the City in all matters pertaining to this Agreement and shall serve as the Agreement Administrator on behalf of the City. The Greeley Fire Department Fire Chief or her/his designee may:

- 1) Monitor the Contractor's EMS service delivery and performance for compliance with standard of care, and Medical Protocol as defined through law, regulation, ordinance, agreement, and Greeley Fire Department policies and procedures; and
- 2) Provide technical guidance and/or direction, as the Greeley Fire Department deems appropriate.

1.3 Agreement Term

This Agreement shall begin on December 1, 2021 at 00:00:00 hours (the "Effective Date"), Mountain Standard Time and its initial term shall end at 23:59:59 hours, Mountain Standard Time on November 30, 2024.

1.4 Creation of the Agreement

This Agreement has been created from the Request for Proposal FD21-04-099 dated April 16, 2021 and all addenda thereto and the Contractor's proposal in response to that RFP dated May 21, 2021.

1.5 Conditions for Extension of the Agreement

The Fire Chief may extend this Agreement for two additional 1-year terms which shall end at 23:59:59 hours Mountain Standard Time on November 30, of each year. The Fire Chief and Contractor agree that Contractor's performance in meeting and/or exceeding the terms and conditions of the Agreement shall be the determining factor considered relative to granting of the Agreement extensions.

- A. The Greeley Fire Department shall annually submit to the Greeley Fire Chief / designee their observations and recommendations following its review of the Contractor's annual performance in each of the following categories:
 - 1) Overall compliance with the terms and conditions this Agreement
 - 2) Compliance with Response Time Standards.
 - 3) Effectiveness of quality management program in assuring the consistent delivery of high-quality clinical care.
 - 4) Financial stability.
 - 5) Cooperation of Contractor's personnel in collaborating with the Greeley Fire Department and system stakeholders to deliver efficient, effective and compassionate prehospital care to the residents and visitors of the City.
 - 6) Customer satisfaction.
 - 7) Community engagement, including education and prevention activities.

- B. The Fire Chief shall review the observations and recommendations of the Greeley Fire

Department and the Greeley Fire Department Fire Chief / designee shall inform the Contractor in writing not later than six months prior to the expiration of this Agreement of the approval or denial of the 1-year term extension.

SECTION 2: NOTICES

2.1 Agreement Communication

All notices, requests, demands, or other communications under this Agreement shall be in writing. Notices shall be given for all purposes as follows:

- A. Personal delivery: When personally delivered to the recipient, notices are effective on delivery.
- B. First Class Mail: When mailed first class to the last address of the recipient known to the party giving notice, notice is effective three (3) mail delivery days after deposit in a United States Postal Service office or mailbox. Certified Mail: When mailed certified mail, return receipt requested, notice is effective on receipt, if delivery is confirmed by a return receipt.
- C. Overnight Delivery: When delivered by overnight delivery (Federal Express/Airborne/United Parcel Service/DHL Worldwide Express) with charges prepaid or charged to the sender's account, notice is effective on delivery, if delivery is confirmed by the delivery service.
- D. Telex, facsimile, or electronic mail transmission: When sent by telex, facsimile, or electronic mail to the last telex, facsimile number or electronic mail address of the recipient known to the party giving notice, notice is effective on receipt, provided that: a.) a duplicate copy of the notice is promptly given by first-class or certified mail or by overnight delivery; or b.) the receiving party delivers a written confirmation of receipt. Any notice given by telex, facsimile, or electronic mail shall be deemed received on the next Business Day if it is received after 5:00 p.m. (recipient's time) or on a non-Business Day.

Addresses for purpose of giving notice are as follows:

To City:	Greeley Fire Department Attn: Fire Chief 1155 10 th Avenue Greeley, CO 80631
Copy To:	City of Greeley City Attorney's Office 1100 10 th Street, Ste. 401 Greeley, CO 80631
To Contractor:	Poudre Valley Hospital Attn: President/Chief Executive Officer 1024 South Lemay Avenue Fort Collins, CO 80524
Copy To:	Poudre Valley Hospital

Attn: Legal Department
2315 East Harmony Road, Suite 200
Fort Collins, CO 80528

- E. Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities, messenger, or overnight delivery service.

2.2 Change of Contact Information

Any party may change its address, telex, facsimile number, or electronic mail address by giving the other party notice of the change in any manner permitted by this Agreement.

SECTION 3: ROLES AND RESPONSIBILITIES

3.1 Services to be performed by Contractor

- A. 911 Ambulance Services with Advanced Life Support (ALS) Transport
1. Contractor, under the general direction of the Fire Chief of the Greeley Fire Department, shall provide 911 Ambulance Services with ALS transport to the Greeley Fire Department Service Area. The Service Area is comprised of all incorporated and unincorporated areas of the City, and the contracted Western Hills Fire Protection District. In addition, Contractor is hereby granted the right to be the exclusive provider of Emergency and ALS Ambulance Services, including 911 Emergency response within the City.
 - a. Contractor shall enter into a service level agreement with Weld County radio services, to include programming of portable and mobile radios and connectivity to the WCRCC radio system. Contractor shall be responsible for all costs associated with the radio service agreement.
 - b. All system radio communications that are required for 911 response will be completed on the Greeley Fire Department designated channel. Utilization of technology in the Ambulance shall be used for notifying WCRCC of response status unless direct verbal communication on the radio would improve communications with incident command, resource allocation, etc.
 - c. Greeley Fire Department and community partners have developed the Community Action Collaborative (CAC). A portion of the CAC operates as Greeley Fire Department Squad 1 that responds to appropriate 911 calls and provide immediate assessment, management, alternative destination transport, and referral as appropriate to individuals presenting with behavioral emergencies, or individuals needing assistance navigating the healthcare system in the prehospital setting. The goal of the program is to provide the care and services that will best meet the needs of the individual. The CAC team responds to law enforcement emergency requests for individuals experiencing

behavioral health emergencies and performs a medical and mental health assessment. The CAC team is trained to de-escalate behavioral health crises, transport clients to appropriate healthcare facilities and if necessary, place the client under a mental health hold. Contractor recognizes the vital importance and necessity of CAC in the context of behavioral health, EMS/ambulance response, appropriate management of patients in the prehospital setting, and appropriate patient transport to ensure the public health of citizens and visitors to the served community. Contractor desires to support and partner with the CAC team to ensure superior care of Emergency Medical Services patients, patients presenting with behavioral emergencies, and individuals needing assistance in the prehospital setting. Therefore, Contractor shall participate in the CAC Steering Committee meetings and shall contribute financially to the cost of providing these vital community services. Contractor shall contribute \$100,000 to the City each year for the CAC. The contribution shall be paid to the City no later than February 1st of each year while this Agreement is in effect. All CAC services are equally provided to all qualified patients/community members, without regard to payer status or ability to pay, and the CAC does not discriminate against patients based upon their ability to pay or their payer source or status. The Greeley Fire Department and Contractor expect the CAC to contribute meaningfully to their ability to maintain or increase the availability, or enhance the quality, of Emergency Medical Services provided to the served community. The Greeley Fire Department agrees to immediately notify Contractor and eliminate the CAC financial contribution if the CAC is no longer contributing meaningfully to the ability to maintain or increase the availability and/or quality of EMS, behavioral emergency, and/or prehospital services.

2. Contractor shall perform the following services to the satisfaction of the Greeley Fire Department:
 - a. Contractor shall furnish 911 Ambulance Services, including 911 Emergency response for the entire population of the Service Area. All of Contractor's 911 Ambulance Services shall be provided at the ALS level.
 - b. Contractor shall provide 911 Ambulance Services, without interruption, 24-hours per day, 7 days per week, 52 weeks per year, for the full term of the Contract. Contractor shall provide all of its services without regard to the patient's race, color, national origin, religion, sexual orientation, age, sex, or ability to pay.
 - c. All medical 911 calls for Emergency Medical Services originating in the Service Area will be referred to Contractor. Contractor shall be the sole Ambulance provider authorized by the Fire Chief in the Service Area covered under this Agreement to provide 911 Ambulance Services, except for Mutual Aid and disaster response.
 - d. Contractor shall follow all Greeley Fire Department Policies and Procedures

as communicated to Contractor in writing prior to commencement of services and as communicated by Greeley Fire Department to Contractor thereafter during the term of this Agreement. Upon signing this Agreement, Contractor acknowledges it has received a Notice to Proceed and shall follow its Implementation Schedule as approved by the Greeley Fire Department.

- e. Contractor shall ensure that relevant and frequent educational courses are offered to assist Contractor's field personnel in maintaining certification/licensure as required by this Agreement, and as defined in Colorado Department of Health and Environment rules. To the extent possible, education shall be built upon observation and findings derived from the quality improvement system. Contractor will extend access to such educational courses to the Greeley Fire Department personnel whenever excess capacity exists in such courses.
- f. Contractor shall develop and maintain a comprehensive and relevant quality improvement plan and system that compliments and interfaces with the Greeley Fire Department's quality improvement system.
- g. Contractor shall collaborate with system stakeholders in pilot or research programs as requested by the Greeley Fire Department / EMS Medical Director and authorized by the Greeley Fire Department Fire Chief / designee. The Greeley Fire Department must approve all pilot or research programs. As long as Contractor's participation in pilot or research programs does not require Contractor to incur additional cost or utilize additional resources, Contractor agrees that such participation shall entail no additional cost to the City. Contractor further agrees that services provided under pilot or research programs shall be in addition to the other services described herein. If a pilot or research program would have a financial impact on Contractor, the Greeley Fire Department agrees to meet and confer with Contractor over that impact including implementation and ongoing cost mitigation.
- h. Contractor is currently Commission on Accreditation for Ambulance Service (CAAS) accredited. The Contractor must maintain this accreditation for the entire term of this Agreement and any subsequent renewals.

3.2 ALS Mandate

Contractor is mandated to and shall respond to all requests for 911 Ambulance Services using an ALS Ambulance. Each ALS Ambulance shall be staffed with two personnel, at least one of whom shall be certified as a Paramedic. The second crew member shall be another certified Paramedic or certified EMT-Basic IV.

3.3 Stand-by Services

- A. Contractor shall provide, at no charge to City or the requesting agency, Ambulance and/or medical stand-by services at the scene of an Emergency incident within the Service Area where there may be an imminent life threat when directed by WCRCC, for events sponsored by the City, or upon request of a public safety agency Incident Commander.
- B. A unit placed on stand-by shall be dedicated to the incident for which it has been placed on stand-by unless released by the Incident Commander.
- C. Stand-by periods exceeding four (4) hours shall be approved by the Greeley Fire Department Chief or her/his designee.

3.4 Mutual Aid

- A. Contractor must respond to requests for Mutual Aid made at the Regional level as part of the Regional response system, if directed to do so by the Greeley Fire Department Fire Chief, her/his designee, or WCRCC unless the request would fundamentally cause immediate failure of service to the Greeley Fire Department's Service Area. Any Mutual Aid refusal must be in consultation with the Greeley Fire Department Fire Chief or her/his designee.
- B. In-City or neighboring jurisdiction Mutual Aid requests. Contractor shall respond to in-City or neighboring jurisdiction Mutual Aid which may be requested through WCRCC or the Greeley Fire Department Fire Chief or her/his designee, unless the Field Supervisor, Greeley Fire Battalion Chief, or WCRCC can verify that a given request would cause immediate failure of service to the Greeley Fire Department's Service Area. All Mutual Aid refusals are to be reported to the Fire Chief or his/her designee the next Business Day following the refusal. Contractor shall maintain and document:
 - 1. The number and nature of Mutual Aid responses it makes into any neighboring jurisdiction; and,
 - 2. The number and nature of Mutual Aid responses made by other agencies to calls originating within the Contractor's Service Area.
- C. Contractor shall not be held accountable for Emergency Response Time compliance for any Mutual Aid assignment originating outside the Service Area and these calls will not be counted in the total number of calls used to determine Response Time compliance.

If Contractor utilizes Mutual Aid support from a specific agency and in the event Mutual Aid usage exceeds 133% of the number of Mutual Aid responses that it provides that agency in a calendar quarter, the Fire Chief, the Contractor, and impacted parties will agree to engage in a discussion to evaluate such level of Mutual Aid service between the agencies and all impacted parties will be involved in developing solutions to discuss usage reduction, if any are required.

3.5 Disaster Preparedness, Assistance, and Response

A. Multi-casualty/Disaster Response:

Contractor shall cooperate fully with the Fire Chief or his/her designee in rendering emergency assistance during disasters, or in Multi-Casualty Incident responses as identified in the Greeley Fire Department's plans. Contractor's personnel shall perform in accordance with appropriate City multi-casualty response plan(s) and the Incident Command System (ICS).

Contractor shall be involved in disaster preparedness planning for the Greeley Fire Department's Service Area and provide support to the Emergency Operations Center if requested through proper channels unless the request would cause immediate failure of service to the Greeley Fire Department's Service Area. Any refusal must be in consultation with the Greeley Fire Department Fire Chief or her/his designee. Contractor shall recognize and adhere to the incident command structure, including cooperating with and following direction provided by the Greeley Fire Department Fire Chief / designee or Greeley Fire Department public safety officer in accordance with their respective authority.

B. Emergency Operations Plan:

Contractor shall be prepared to fulfill its role in the City's Emergency Operations Plan and MCI plans.

C. Continuity of Operations:

Contractor shall submit a Continuity of Operations Plan to the Greeley Fire Department Fire Chief for approval, before the start of service. The COOP will comprehensively describe the organization's continuity of business plans for management of incidents or disasters, which disrupt the normal ability to provide EMS service.

D. Incident Notification:

Contractor shall have a mechanism in place to communicate current field information to appropriate Greeley Fire Department staff during multi-casualty, disaster response, hazardous materials incidents, and other unusual occurrences as specified and approved by the Greeley Fire Department Fire Chief.

E. Emergency Recall of Workforce:

Contractor shall have the ability to efficiently and effectively recall personnel to increase Ambulance deployment to meet demand for service within the Service Area.

F. Personal Protective Equipment:

Contractor shall provide personal protective equipment for all of Contractor's field personnel, consistent with the standards of Emergency Medical Services, minimum personal protective equipment (PPE) for ambulance personnel in Colorado, as well as all other applicable State and Federal requirements.

- G. In the event the City declares a disaster within the City:
1. If requested, Contractor will assign and deploy at least one (1) Field Supervisor or Manager to work closely with the Emergency Operations Center (EOC).
 2. In the event the Fire Chief or his/her designee directs Contractor to respond to a disaster in a neighboring jurisdiction, normal operations may be suspended if approved by the Greeley Fire Department Chief. Contractor shall use its best efforts to maintain primary emergency services.
 3. Contractor shall follow the direction of the Greeley Fire Department Fire Chief or her/his designee during a disaster.
 4. During a disaster proclaimed by the City, the Fire Chief will determine, on a case-by-case basis, if the Contractor may be temporarily exempt from Response Time criteria. When notified that multi-casualty or disaster assistance is no longer required, Contractor shall return all of its resources to primary area(s) of responsibility and shall resume all operations in a timely manner.

3.6 Interagency Training for Exercises/Drills

Contractor shall be required to participate in any Greeley Fire Department approved disaster drill in which the City disaster plan/multi-casualty incident plan is exercised.

3.7 Deployment of Ambulance and Other Contractor-Managed Disaster Resources

- A. Contractor shall deploy Ambulances, and other resources, as directed by the Greeley Fire Department Fire Chief, her/his designee, or the EOC. Any Mutual Aid refusal must be in consultation with the Greeley Fire Department Fire Chief or her/his designee.

Contractor shall ensure that current, and newly hired Field Supervisors attain NIMS 300 & 400 certification within one (1) year of hire.

3.8 Air Ambulance Service

- A. The Fire Chief does not expect Contractor to provide or arrange for air ambulance services.
- B. Notwithstanding any other provision of this Agreement, the Greeley Fire Department Incident Commander may request air transport from an air ambulance transport provider when such transportation is deemed to be medically in the best interest of the patient(s).
- C. Air transport shall not be utilized for patient transport when a ground Ambulance is at scene and transport time by ground Ambulance to the most accessible emergency medical facility equipped, staffed, and prepared to administer care appropriate to the needs of the patient is the same or less than the estimated air transport time per local

protocol.

3.9 Response and Transport Exceptions and Limitations

A. Response:

1. As outlined in this Agreement, Contractor has an obligation to respond to all Emergency medical requests in the Service Area and provide at scene care and Ambulance transport in accordance with Greeley Fire Department policy and protocols approved by the EMS Medical Director except for Mutual Aid requests.
2. Although Contractor's primary responsibility is to provide ALS Ambulance transportation services, Contractor will occasionally arrive at scene in the absence of public safety responders. In such cases, Contractor shall provide first response, patient care, transportation service until the appropriate public safety responder having primary authority arrives at scene and assumes incident command.
3. Contractor may temporarily provide service utilizing one or more Basic Life Support ("BLS") Ambulances under the following circumstances: 1) all of Contractor's available ALS Ambulance resources are committed to active incidents, or 2) in the event of a mass casualty incident as authorized by the Greeley Fire Department. In each such circumstance Contractor shall promptly notify the Greeley Fire Department on-duty Battalion Chief. Contractor shall forfeit the ability to provide BLS services under this paragraph if, in the judgment of the Greeley Fire Department, Contractor regularly uses BLS services in lieu of ALS. Each BLS Ambulance shall be staffed by a minimum of two (2) EMT-Basic IV's.

B. Transport:

1. Contractor shall be required to transport patients from all areas of the Service Area, in accordance with Greeley Fire Department Policies and Procedures and protocols approved by the EMS Medical Director.
2. Contractor personnel are prohibited from influencing a patient's destination selection other than as outlined in the Greeley Fire Department protocol, policy & procedures.
3. While at scene, the initial patient care provider will work directly through the Incident Commander for resource requests or other needs. The Incident Commander and initial patient care provider shall always work collaboratively to provide quality patient care and transportation of the patient to the appropriate destination. The initial patient care provider on 911 Emergency and 911 non-emergency scenes will be the first arriving Emergency Medical Services provider from the Greeley Fire Department or Contractor that establishes patient contact and begins patient care. If Greeley Fire Department personnel arrive first and establish patient care, that provider shall maintain the patient care for the duration of the 911 call and transport or until patient care has been transferred utilizing a hand off report to the Contractor provider on the responding Ambulance. Hand off report shall happen in a timely manner if the patient care is expected to be transferred. Scene times for both medical and trauma patients will be monitored

based on current Medical Protocols.

SECTION 4: DEPLOYMENT

4.1 Ambulance Deployment System Status Plan

A. Requirements:

1. Contractor's Response Time obligations are for a performance-based approach rather than a "level of effort" undertaking involving defined locations and/or staffing patterns. Contractor shall commit to and shall be responsible for deploying and employing whatever level of effort is necessary to achieve the clinical Response Time requirements for 911 Ambulance Services requests located within the Service Area. Contractor shall deploy Ambulance resources in a manner consistent with this goal. Ambulance System Status Plans ("SSP") will be reviewed, and agreed to by the Greeley Fire Department. The plan will describe:
 - a. Proposed locations of Ambulances and numbers of vehicles to be deployed during each hour of the day and day of the week.
 - b. 24-hour and System Status Management strategies.
 - c. Mechanisms to meet the demand for Emergency Ambulance response during peak periods or unexpected periods of unusually high call volume including disasters and other surge events, such as high flu season. Include a process that identifies how additional Ambulance hours will be added by the Contractor if the Response Time performance standard is not met.
 - d. Maps identifying proposed Ambulance station(s) and/or post locations within the geographic zones within the Response Time compliance areas.
 - e. Work force necessary to fully staff Ambulances identified in the deployment plans.
 - f. Any planned use of on-call crews.
 - g. Ambulance shifts and criteria to be used in determining shift length.
 - h. Any mandatory overtime requirements.
 - i. Record keeping and statistical analyses to be used to identify and correct Response Time performance problems.
 - j. Any other strategies to enhance system performance and/or efficiency through improved deployment/redeployment practices.

B. Contractor shall provide a sufficient number of Ambulances within the Service Area that are fully stocked to meet 133% of peak system demand (each a "Dedicated Ambulance"). For example, if 6 Ambulances are needed to meet peak demand, a total of eight (8) Dedicated Ambulances are required to be fully equipped and ready for utilization to meet this standard.

C. The deployment plan in place at the time of transition by the Contractor shall be maintained for at least the first ninety (90) days after implementation. Should call demand necessitate, Contractor may add Unit Hours.

D. The management of the Dedicated Ambulance resources and personnel working on

those dedicated resources need to operate efficiently and effectively. History has proven that attempting to take direction or orders from multiple leaders can create confusion, inefficiency and potential safety issues. Accordingly, Contractor shall ensure that Contractor's personnel working on the Dedicated Ambulances follow direction from the Greeley Fire Department Battalion Chiefs, Company Officers or Incident Commanders at scene when responding to a 911 incident. Contractor personnel shall remain employees of Contractor, however, the Contractor employees working on the Dedicated Ambulances will follow the directions and orders of the Greeley Fire Department Battalion Chief's, Company Officers and Incident Commanders at scene when attached to a 911 incident.

- E. The Greeley Fire Department Battalion Chiefs, Company Officers or Incident Commanders may confer with Contractor leadership pertaining to daily activities, response coverage, movement of Ambulance resources or special event coverage.

SECTION 5: OPERATIONS

5.1 Response Time Compliance Zones

- A. There are seven (7) separate Response Time Compliance Zones (see Exhibit 3 for maps). The Zones consist of:
 1. District 1 – Includes all response area surrounding Fire Station 1
 2. District 2 – Includes all response area surrounding Fire Station 2
 3. District 3 – Includes all response area surrounding Fire Station 3
 4. District 4 – Includes all response area surrounding Fire Station 4
 5. District 5 – Includes all response area surrounding Fire Station 5
 6. District 6 – Includes all response area surrounding Fire Station 6
 7. District 7 – Includes all response area surrounding Fire Station 7

5.2 Response Time Criteria

- A. Response Time criteria may be modified by mutual agreement of the Greeley Fire Department and Contractor based upon updated population, changes to Service Area, or census data. If Response Time Areas are modified and Contractor demonstrates an associated financial impact, the Greeley Fire Department agrees to meet and confer with Contractor over that impact to cost or revenue.
- B. Contractor shall comply with the Response Time Standards identified in Exhibit 5, attached hereto and incorporated herein.
- C. The Greeley Fire Department system is a tiered ALS first response and ALS Ambulance transport model. Response times shall be in whole minutes with seconds. The emergency Ambulance Response Time Standards are contingent upon the provision of ALS first response as set forth in Exhibit 5.

5.3 Response Time Management

- A. WCRCC Dispatch CAD data shall be used to calculate Response Times. Currently,

this data is transferred directly to the Greeley Fire Department records management system. The Contractor shall submit a report to the Greeley Fire Department in a manner specified by the Greeley Fire Department Fire Chief or his/her designee monthly, or on request. This report is to be as depicted in Exhibit 6 to this Agreement. Ambulance Response Time measures are designed to provide the appropriate pre-hospital clinical care in a time frame that is appropriate to the patient situation. Response Time shall be measured in minutes and integer (whole) seconds and compliance determined on a Fractile Basis.

- B. Response Time specifications are for a performance-based approach rather than a level of effort undertaking involving defined locations. Contractor shall commit to employ whatever level of effort is necessary to achieve the clinical Response Time requirements for 911 Ambulance Services requests located within the Service Area. Contractor shall deploy Ambulance resources in a manner consistent with this goal.
- C. Each incident is a separate response:
Each incident will be counted as a single response regardless of the number of units that are utilized.
- D. The Response Time of the Contractor's first arriving Ambulance will be used to compute Contractor's Response Time for that incident. This includes Ambulance response from an entity requested to provide Mutual Aid for the Contractor. Contractor shall alert WCRCC of all Field Supervisor responses to the scene of an emergency and all associated times shall be documented; however, Field Supervisor response times shall not be utilized for purposes of computing Response Time compliance.

5.4 Calculation of Response Times

- A. Calculation of Response Time shall begin at the time the following information, at a minimum, is transmitted to the assigned Ambulance crew:
 - 1. Call priority;
 - 2. Exact address or descriptive location such as building or landmark;
 - 3. If no Ambulance is available at the time that the dispatcher is ready to dispatch an Ambulance, the Ambulance Response Time shall begin at the time that the dispatcher notes in the automated dispatch system record that no Ambulance is available.
- B. Calculation of Response Time shall stop when:
 - 1. The assigned Ambulance notifies WCRCC that it is "at-scene," which is defined as fully stopped (wheels not in motion) at the location where it shall be parked during the incident;
 - 2. In the event "staging" is necessary for personnel safety, at the time the assigned Ambulance arrives at the staging area; or

3. At the time that WCRCC notifies the assigned Ambulance to cancel its response.
- C. In incidents when the assigned Ambulance crew fails to report their arrival at scene, the time of the next radio communication from the crew or other at scene personnel to WCRCC that indicates that the Ambulance has already arrived at the scene shall be used as the arrival at scene time. Contractor may also validate at scene time by MDT time stamp as documented in CAD or AVL playback.
- D. Calculating Response Times - Changes in Call Priority:
1. Response Time calculations to determine compliance with Agreement standards and penalties for non-compliance shall be as follows:
 - a. Downgrades – If a call is downgraded to a lower priority prior to the Contractor’s Ambulance’s arrival at the scene, Contractor’s compliance and penalties will be calculated based on Non-Emergency Call Response Time standard.
 - b. Upgrades – If a call is upgraded or there is more than one priority change associated with a given incident prior to Contractor’s Ambulance’s arrival at scene, Contractor shall be deemed compliant and not subject to penalties, provided the upgrade or change in priority does not occur after the passage of the lower priority Response Time threshold.
 - c. Reassignment En-route – If an Ambulance is reassigned en-route or turned around prior to arrival at scene (e.g., to respond to a higher priority request), compliance and penalties will be calculated based on the Response Time standard applicable to the assigned priority of the initial response. The Response Time clock will not stop until the arrival of an emergency Ambulance at scene from which the Ambulance was diverted.
 - d. Canceled Calls – If an assignment is canceled prior to the Ambulance’s arrival at scene, compliance and penalties will be calculated based on the elapsed time from dispatch to the time the call was canceled.

5.5 Response Time Corrections and Exceptions

- A. Contractor may request Response Time Correction(s) of arrival On Scene time(s). In incidents when the assigned Ambulance crew fails to report their arrival On Scene, the time of the next radio communication from the crew or other at scene personnel to WCRCC that indicates that the Ambulance has already arrived at the scene shall be used as the arrival On Scene time. Alternatively, On Scene time may be validated by CAD timestamp or Global Positioning System (GPS) based on AVL technology playback.
- B. In some cases, certain specified responses will be accepted by the Greeley Fire Department and thereby deemed as compliant responses to be included in Response Time compliance calculations. These Response Time Exceptions will be for good

cause only, as reasonably determined by the Greeley Fire Department. The burden of proof that there is good cause for the Response Time Exception shall rest with Contractor.

- C. Contractor shall file a request for each desired Response Time correction or Exception on a monthly basis with the Greeley Fire Department via electronic communication with all data required to make an informed decision within 15 days of the end of the previous month. Such request shall list the date, the time, and the specific circumstances causing the delayed response. The Fire Chief or her/his designee shall grant or deny Response Time Exceptions to performance standards and shall so advise the Contractor. The Fire Chief or her/his designee will respond to time correction requests utilizing written electronic communication. Examples of Response Time Exceptions include but are not limited to:
1. Automatic Appeals (*to be granted by Greeley Fire Department*):
 - a. Call was downgraded from emergent response to non-emergent by at scene responders or by the dispatcher in accordance with Greeley Fire Department protocol and is Response Time compliant;
 - b. Call was upgraded and is Response Time compliant; and
 - c. Response canceled prior to the unit's arrival at scene; must provide evidence that call was canceled within required Response Time.
 2. Case-by-Case Appeals (*to be considered by Greeley Fire Department*):
 - a. Dispatch error (e.g., inaccurate address, CAD failure) or during EMD system overload where call does not receive a determinant; and
 - b. Off-road or off-paved road locations. On time performance will be measured from the time of dispatch to the time of the Ambulance arrival at the unpaved road.
- D. Until such time as the Contractor provides monthly performance data directly to the Greeley Fire Department, the Contractor shall submit these requests in a report to the Greeley Fire Department in a manner specified by the Greeley Fire Department Fire Chief or his/her designee.

5.6 Response Time Exemptions

- A. Contractor shall maintain sufficient resources to achieve the specified Response Time standards. Contractor shall be responsible for prudent and reasonable planning and action related to system deployment. This may include, but is not limited to, deploying additional Unit Hours for holidays, special events, and weather- related emergencies, including periods of excessive heat or cold, or other weather related anomalies, to accommodate related additional workload.
- B. In the monthly calculation of Contractor's performance to determine compliance with Response Time Standards, every request for 911 Ambulance Services from WCRCC

located within the Contractor's assigned Service Area shall be included except in some cases, late and specified other responses will be excluded from Response Time compliance calculations and financial penalties. These Response Time Exemptions will be for good cause only, as reasonably determined by the Greeley Fire Department in its sole discretion. The burden of proof that there is good cause for a Response Time Exemption shall rest with the Contractor. Contractor may request a Response Time Exemption if that call meets the criteria defined below. Contractor shall file a request for each desired Response Time Exemption on a monthly basis with the Greeley Fire Department within 15 days of the end of the previous month. Such request shall list the date, the time, and the specific circumstances causing the delayed response. The Fire Chief or her/his designee shall grant or deny Response Time Exemptions and shall so advise the Contractor. The Fire Chief or her/his designee will respond to Response Time Exemption requests utilizing written electronic communication. Until such time as the Contractor provides monthly performance data directly to the Greeley Fire Department, the Contractor shall submit these requests in a report to the Greeley Fire Department in a manner specified by the Fire Chief or his/her designee.

- C. Examples of Response Time Exemptions include, but are not limited to:
1. Automatic Appeals (*to be granted by Greeley Fire Department*):
 - a. Additional Ambulances responding to the same incident; first unit must meet Response Time standard; and
 - b. Responding Ambulance is involved in a traffic collision, and Contractor is determined to be not at fault by law enforcement.
 2. Case-by-Case Appeals (*to be considered by Greeley Fire Department*):
 - a. Multi-Casualty Incident (MCI);
 - b. Verifiable traffic related to the incident impeding response;
 - c. Weather (e.g., heavy fog, snow, or heavy rain) that impairs visibility, requires reduced speed of travel, or creates other unsafe driving conditions;
 - d. Road closures/construction for areas with limited access;
 - e. Public events unknown to Contractor creating access delays; or
 - f. Emergency standby, or times of declared emergencies, locally or in a neighboring City, as defined by the emergency operations procedures of the jurisdictions involved (e.g., Fire Department or City).

5.7 Response Time Reporting Requirements

- A. Response Time performance reporting requirements and documentation of incident time shall include, but is not limited to:

1. Time call received by WCRCC from PSAP;
 2. Time call received by Contractor;
 3. Time location verified;
 4. Time Ambulance crew assigned;
 5. Time en-route to scene;
 6. Arrival at scene time;
 7. Arrival at patient's side;
 8. Total at scene time;
 9. Time en-route to transport destination;
 10. Total time to transport to destination;
 11. Arrival time at the destination;
 12. Time of patient transfer to receiving hospital personnel (transfer of care); and
 13. Time available at the destination (i.e. return to in service status).
- B. These reporting requirements may change. The Greeley Fire Department agrees to meet and confer with Contractor over such changes. If reporting requirements are modified and Contractor demonstrates an associated financial impact, the Greeley Fire Department agrees to meet and confer with Contractor over that impact and cost or revenue mitigation.
- C. Contractor must synchronize its clocks with the Universal Time Coordinated ("UTC"). UTC is the basis for civil time. This 24-hour time standard is kept using highly precise atomic clocks combined with the earth's rotation.

5.8 Response Time Penalties

It is the goal of the Greeley Fire Department to deliver the expected clinically-driven response times to all incidents ninety percent (90%) of the time. An allowance of ten percent (10%) for isolated instances of individual deviations of response times is built into the Response Time measures.

- A. Contractor shall report monthly Response Time performance in each of the Response Time criteria for Emergency response in each of the seven (7) Response Time Compliance Zones for Ambulances. Contractor shall also report monthly Response Time criteria for Non-Emergency Calls in each of the seven (7) Response Time

Compliance Zones. Contractor is expected to maintain a minimum compliance of 90% monthly in each Response Time compliance zone.

- B. Contractor shall pay penalties to the Greeley Fire Department each and every month that Contractor fails to attain response time compliance of at least ninety percent (90%) in each Response Time Compliance Zone. Penalties paid by the Contractor for each Response Time Compliance Zone in which it fails to maintain the requisite compliance shall be as follows:

Response Time Penalties			
	89.5 - <90%	89 - <89.5%	<89%
30 Day Compliance:	\$50,000	\$100,000	\$150,000
60 Day Compliance:	\$100,000	\$200,000	\$300,000

- C. Contractor shall pay penalties to the Greeley Fire Department of \$500 for each and every incident in which a preventable mechanical failure of an Ambulance occurs during response to a scene while a patient is on-board, *if* the Ambulance is out of compliance with the Fire Chief's approved maintenance schedule and/or exceeds mileage or age limits.
- D. Furthermore, Contractor shall pay penalties to the Greeley Fire Department of \$250 for each and every incident in which Contractor's crew fails to report an On Scene time which is not verifiable by verbal radio traffic, CAD timestamp or GPS based AVL technology playback.
- E. Phase-In Period (Discovery Period):
1. For the first ninety (90) days following the transition to the awarded Contractor, Response Time requirements specified herein shall be enforced but the penalty assessment will be waived to allow for adjustments in System Status Management. For the remainder of the Agreement period, Response Time requirements must be met, and penalties will be assessed for non-compliance.
 2. Contractor may request, and the Greeley Fire Department may extend the Phase-In period to accommodate implementation of adequate System Status Management and data acquisition at the sole discretion of the Fire Chief or his/her designee.
- F. Other Repercussions:
- If Greeley Fire Department determines that Contractor for three consecutive months has failed to maintain Response Time compliance as required by this Agreement and/or has Extended Response Time as defined as 1.5x established Response Time criteria on more than five percent (5%) of all late calls in any Response Time Compliance Zone which have not been granted corrections, Response Time Exceptions and/or Response Time Exemptions, the Fire Chief may determine that Contractor has breached this Agreement.

The Fire Chief and Contractor acknowledge that the purpose of the Extended Response Time compliance requirement is to ensure quality of patient care and that invoking the breach provision relative to Extended Response Time compliance may be necessary only where Contractor is not operating in good faith to resolve issues affecting patient care. Therefore, prior to invoking a breach of contract for Extended Response Time non-compliance, Fire Chief shall provide Contractor an opportunity to cure any failure to comply with Extended Response Time requirements and agrees not to invoke the breach provision for Extended Response Time if Contractor demonstrates good faith and best efforts to resolve issues contributing to Contractor's failure to meet the Extended Response Time compliance requirements. Actions constituting best efforts include, but are not limited to the following:

1. Contractor agrees to conduct and participate in a study to identify causes and opportunities to reduce the number of extended responses.
2. In consultation with Greeley Fire Department, Contractor agrees it will utilize best efforts, available resources and technology that do not unreasonably impact Contractor's cost or revenue, to implement all study recommendations.
3. Contractor agrees to conduct 100% review (Clinical and Operations) on extended response calls.

G. Payments and Use of Penalty Assessment:

1. The Greeley Fire Department will make the final penalty determination based on this section and will inform the Contractor of the incidents and penalties incurred on a monthly basis. Contractor shall pay the Greeley Fire Department all penalties within 30 days of receipt of the notification. Any amounts not paid within 30 days shall accrue interest at 1.5% per month until paid.

5.9 Vehicles

Contractor shall provide and maintain all Ambulances, support vehicles, and on-board equipment used by Contractor to perform the services required by this Agreement. All Contractor vehicles herein shall be fully committed to services provided to Greeley Fire Department response area under the terms of this Agreement, unless otherwise agreed to by the parties. All costs associated with these vehicles shall be the responsibility of the Contractor.

- A. Contractor shall continuously provide a sufficient number of Ambulances to meet 133% of peak system demand and not less than four (4) Ambulances total.
- B. Contractor shall maintain a fleet of Ambulances that operate in the Service Area that are no more than six (6) years old, and less than one hundred and sixty thousand (160,000) miles.
- C. Contractor shall ensure all Ambulances are Type I or III modular units of identical or similar layout.

- D. 25% of Contractor's Ambulances on duty during the term of this Agreement must have four-wheel drive capability.
- E. Contractor shall ensure that all Ambulances are equipped with, at minimum, all equipment required by the State of Colorado and the County of Weld.
- F. Contractor shall equip each Ambulance with stair chair, power load / power lift cot, video laryngoscope, and other equipment that improves provider / patient safety.

5.10 Vehicle Specifications

A. Ambulances:

1. Ambulances must conform to the following requirements:

- a. Industry standard Type I or Type III Ambulance;
- b. To the extent possible, be identically configured. It is understood that there will be manufacturer changes that are beyond the control of the Contractor;
- c. Meet or exceed Federal and State standards at the time of the vehicles' original manufacture, except where such standards conflict, in which case the State standards shall prevail;
- d. Meet or exceed the recommendations for Ambulances by the Ambulance Manufacturers Division of the National Truck Equipment Association;
- e. Be limited to a maximum mileage of 160,000 miles; and
- f. Meet or exceed the equipment standards of the State of Colorado and Greeley Fire Department Policy.

B. Bariatric Ambulance:

Contractor shall ensure the availability of appropriate transport for bariatric patients in the Service Area with 2 hours' notice. The bariatric ambulance must provide safe and dignified transport of the morbidly obese patient weighing up to 1400 pounds and shall include a bariatric stretcher and hydraulic lift.

C. Vehicle Markings:

- 1. Vehicle markings shall be consistent with State & local regulations.
- 2. Ambulances and other emergency vehicles used by contractor must be equipped with lighting and reflective markings in conformity with the National Fire Protection Agency (NFPA) Standard 1917 (2019), and all subsequent revisions or replacements thereof, then in effect for such vehicles at the time Contractor obtains such Ambulance or emergency vehicle.
- 3. Ambulance and Supervisor vehicles shall display the "9-1-1" emergency telephone number but shall not display any other telephone number or advertisement.
- 4. Ambulance and Supervisor vehicles shall be marked to identify the name of the

Contractor.

5.11 Equipment

- A. Contractor shall have sole responsibility for furnishing all equipment necessary to provide required service. Contractor shall provide and maintain in good repair and safe working order all vehicles, medical supplies/equipment, on-board mobile voice and data equipment compatible with Greeley Fire Department & County systems, office facilities and furnishings, and voice/IT equipment to be used by Contractor to perform its 911 Ambulance Services. The Greeley Fire Department shall have the right and be granted reasonable access to inspect Contractor's vehicles at any time with 24 hours' notice and provided said inspection does not interfere with operations.
- B. Contractor Ambulance vehicles shall be stocked by the Contractor with ALS supplies and equipment in accordance with Greeley Fire Department and Weld County requirements and carry essential medical equipment and supplies so that initial patient care can be provided should this vehicle arrive first at the scene of an emergency. Additionally, these vehicles will carry equipment and supplies necessary for Multi-Casualty Incidents as specified by the Greeley Fire Department.
- C. Contractor agrees that equipment and supply requirements may be changed with the approval of the Greeley Fire Department Fire Chief or his/her designee due to changes in technology, regulations, or for other appropriate reasons. Should requirement changes have a financial impact, Contractor and Greeley Fire Department agree to meet and confer over that impact, both short and long-term.
- D. Each Ambulance must carry standardized equipment and supplies that meet federal, State, and local Greeley Fire Department requirements, policies and procedures. To the extent possible, such equipment and supplies will be stored in the same location in all Ambulances.
- E. All expendable supplies, including medications, must be restocked by Contractor. Controlled substance medications will not be restocked by the Contractor. All medical equipment shall be in good repair and safe working order at all times. Each Ambulance will be fully stocked and there will be sufficient medical equipment and expendable supplies to accommodate replacement during repair and for times of excessive demand in the system.
- F. Contractor shall provide monitor/defibrillators conforming to Greeley Fire Department requirements.
- G. Vehicle and Equipment Maintenance:
 1. Contractor shall maintain all vehicles in good working order consistent with the manufacturer's specifications. In addition, detailed records shall be maintained in an electronic database that is easily queried as to work performed, costs related to repairs, and operating and repair costs analyses where appropriate. Repairs shall be accomplished, and systems shall be maintained to achieve at least the

industry norms in vehicle performance and reliability.

2. Contractor shall be responsible for all maintenance of Ambulances, support vehicles, and on-board equipment used in the performance of its work. The Greeley Fire Department requires that all Ambulances and equipment used in the performance of this Agreement be maintained in good repair and safe working order. Any Ambulance, support vehicle, and/or piece of equipment with any deficiency that compromises, or may reasonably compromise its function, or the safety of the operators or the public, must immediately be removed from service and repaired or replaced in a timely manner.
 3. The Greeley Fire Department requires that Ambulances and equipment that have defects, including a cumulative appearance of being worn out or not maintained, be removed from service and repaired or replaced in a timely manner.
 4. Contractor must implement an Ambulance maintenance program that is designed and conducted to achieve the highest standard of reliability appropriate to provide modern high performance 9-1-1 Ambulance Services by:
 - a. Utilizing appropriately trained personnel knowledgeable in the maintenance and repair of commercial vehicles;
 - b. Developing and implementing standardized maintenance practices; and
 - c. Incorporating an automated electronic maintenance program record-keeping system.
 5. Contractor shall submit its vehicle maintenance plan to the Greeley Fire Department annually.
 6. Contractor shall provide a replacement plan for all Ambulances utilized as part of this Agreement.
 7. Contractor shall maintain its vehicles and bio-medical equipment to, or exceeding, manufacturer's recommendations and standards which shall be updated annually at minimum. All costs of compliance testing, maintenance and repairs, including parts, supplies, and inventories of supplies, labor, sub-contracted services and costs of extended warranties, shall be at the Contractor's expense.
 8. The Greeley Fire Department shall have access to all vehicle and equipment maintenance reports upon request within two (2) Business Days of the request.
- H. Communication System Equipment and Management:
1. Contractor shall utilize Greeley Fire Department's radio channels on the WCRCC platform for two-way voice communications between WCRCC, Ambulances, fire apparatus, supervisor vehicles and hospitals. WCRCC radio communications utilize 700-800 MHz bandwidths owned and operated by Weld County. Radios

must be fully compatible with the WCRCC radio system.

2. Each Ambulance and supervisor vehicle shall be equipped with a 700-800 MHz mobile radio in the front cab and shall also be capable of hospital communication in the rear/patient compartment.
3. Each Ambulance and supervisor vehicle shall be equipped with a 700-800MHz portable radio for each assigned crew member for medical communication, and at least one portable radio which is capable of communicating on fire channels when necessary.
4. Contractor shall equip each of its Ambulances and supervisors with appropriate emergency communications and redundant alerting devices enabling immediate notification of on-duty Ambulance and supervisor of emergency situations and associated system needs. Each Ambulance and supervisor on-duty must be able to communicate at all times and locations with WCRCC, other Ambulances, supervisors, receiving hospitals, County fire agencies, and the Greeley Fire Department.
5. Contractor shall equip and have AVL/ GPS technology in its Ambulances and Supervisor Vehicles. AVL/GPS shall be continuously operable while the vehicle is in service (except when compromised by factors determined by the Greeley Fire Department beyond the Contractor's control) for purposes of System Status Management including but not limited to unit selection, dispatch, tracking, safety, and Response Time reporting. This AVL/GPS equipment shall be interfaced with the CAD system at WCRCC and shall transmit data with speed as close to near real-time as technologically possible.
6. Each Ambulance and supervisor vehicle shall have a mobile data computer ("MDC") which shall be interfaced to and capable of timely receiving from and transmitting to the WCRCC CAD essential incident and status data in accordance with Greeley Fire Department requirements. The MDC shall contain integrated mapping software which provides real time automated distance and traffic-based destination routing, thereby enabling efficient and timely vehicle travel. MDCs and associated software shall transmit, receive, and process data with speeds as close to near real-time as technologically possible.
7. Contractor shall provide mobile computers or tablets with software to generate an ePCR and cellular data transmission capabilities to send an ePCR to the receiving hospital for each of its Ambulances. This technology shall link the fire agency generated ePCR to the Ambulance transport ePCR for each patient.
8. In addition to the above requirements, the Contractor shall meet the following requirements on all Ambulances and supervisor vehicles:
 - a. Communications Equipment – Contractor shall provide cell phones for direct communications with the Base Hospital, receiving hospitals, dispatch centers,

and other necessary personnel or agencies.

- b. Availability of 12-Lead ECG. Contractor shall install necessary equipment in all of its ALS Ambulances enabling capture of 12-Lead electrocardiograms and having them available for destination providers.
9. Contractor shall be 100% responsible for the cost of maintenance, repair, and replacement of pagers, cell phones, tablets, computers, MDCs, station alerting systems (for fixed ambulance posts), mobile gateways, cellular cards, and cellular accounts, including data fees on equipment owned by Contractor.
 10. Contractor agrees to restock the Greeley Fire Department on a one-to-one basis for those "Disposable Medical Supplies" used by the Greeley Fire Department during all mutually responded to 911 emergencies or 911 non-emergencies, where Contractor ultimately provides transport to a hospital, or treated and released the patient for whom such supplies were used. The Fire Chief agrees that Greeley Fire Department shall not bill for any items which Contractor has replenished on a one-to-one basis. "Disposable Medical Supplies" are those medically necessary items used by Greeley's Fire Department personnel which are not used on more than one individual, have a limited life expectancy and are consumable, expendable, disposable, or nondurable in nature. This includes pharmacological medications that are used by the Greeley Fire Department during all mutually responded to 911 emergencies or 911 non-emergencies, where Contractor ultimately provides transport to a hospital or treated and released the patient for whom such supplies were used. Disposable Medical Supply Exclusions: Contractor will not be responsible for restocking pharmaceuticals classified as controlled Narcotics or Benzodiazepines that are controlled by the DEA.
 11. Contractor will provide, at its own expense, all portable cylinders at all Greeley Fire stations for use on fire apparatus for 911 response. This includes the costs associated with cylinders, maintenance, refills, delivery and storage. The cylinder type, regulator type, and quantity shall be approved by the Fire Chief or his/her designee.

5.12 Emergency Medical Dispatch

WCRCC is accredited by the International Academy of Emergency Medical Dispatch as an Accredited Center of Excellence ("ACE"). WCRCC provides 9-1-1 EMD services for the Greeley Fire Department and will dispatch Contractor's Ambulances in accordance with Contractor's System Status Management/deployment plan. Contractor, Greeley Fire Department, and WCRCC shall collaborate to optimally deploy prehospital personnel in accordance with the Medical Priority Dispatch System ("MPDS") under the medical control requirements of the Greeley Fire Department.

A. Requirements:

1. Contractor shall utilize the MPDS EMD protocol reference system as approved by

the Greeley Fire Department. MPDS requires use of its language and protocols to categorize call types (OMEGA – ECHO) but allows the Greeley Fire Department discretion on the response prioritization, configuration and mode. The decision on response prioritization, configuration and mode will be data driven and evidence based and may be modified by the EMS Medical Director from time to time as new information becomes available. Should EMD changes be required, and Contractor demonstrates an associated financial impact, Contractor and Greeley Fire Department agree to meet and confer over that impact to cost or revenue.

2. WCRCC will provide Contractor with dispatch services as part of the Greeley Fire Department deployment 24-hours a day, seven days a week, and 365 days of the year.
3. Greeley Fire Department and Contractor are provided with real-time access to all required data in accordance with the Greeley Fire Department's medical control requirements at all times, 24 hours per day 7 days per week ("24/7").

B. CAD:

1. Contractor acknowledges that it will incur costs associated with integrating Contractor's vehicles with AVL/GPS/MDC to interface with incoming CAD system. These costs will be the responsibility of the Contractor.
2. Contractor acknowledges that it will incur costs associated with equipment and licensing for Mobile Data Computers or other devices used by the Contractor connected to the CAD system. These costs will be the responsibility of the Contractor.

SECTION 6: PERSONNEL

6.1 Key Personnel

The following positions are Key Personnel for all purposes. The Greeley Fire Department shall have direct access to the Key Personnel identified in this Agreement at all times. This includes the right to call regular meetings with Key Personnel, as well as unscheduled meetings. Key Personnel shall be required to cooperate fully with the Greeley Fire Department.

The Greeley Fire Department expects and requires professional and courteous conduct and appearance at all times from Contractor's Ambulance personnel, managers, and executives. Contractor shall address and correct any departure from this standard of conduct.

A. Operations Director:

1. Contractor must provide a full-time Operations Director who shall oversee and be accountable for all aspects of the Services provided by the Contractor.
2. This individual shall have significant prior experience managing large, high-performance 9-1-1 Emergency Medical Services.

3. This individual shall be responsible for strategic planning, stewarding quality improvement and management initiatives, budgeting, and leading internal and external customer relations.

B. Operations Manager:

1. Contractor must provide a full-time Operations Manager who shall oversee and be responsible for the overall performance of its operations, including ensuring adherence to organizational policies and procedures guiding the delivery of high-quality services.
2. This individual shall be qualified by education, training, and experience to manage the day-to-day operations of a large, complex organization that provides 911 Ambulance Services.

C. Performance and Compliance Manager:

1. Contractor must provide a full-time Performance and Compliance Manager to oversee the consistency, efficiency and effectiveness of its services.
2. This individual shall be responsible for Response Time compliance, all data requests, daily monitoring of operational Key Performance Indicators.

E. EMS Medical Director:

1. Contractor shall provide a physician licensed by the State of Colorado, experienced in Emergency Medical Services, to oversee its clinical services and the services of Greeley Fire Department. The EMS Medical Director shall be approved by the Fire Chief or his/her designee. The cost of the EMS Medical Director will be the responsibility of the Contractor.
2. This individual must be certified by the American Board in Emergency Medicine, experienced in emergency medicine, and preferably fellowship-trained in Emergency Medical Services.
3. This individual shall facilitate the procurement of, be responsible for, and oversee all pharmaceuticals including but not limited to controlled substances used by the Contractor or Greeley Fire in delivering service.

F. Clinical Education Manager:

1. The clinical education services manager is a Paramedic or registered nurse with extensive experience in emergency and critical care with a minimum of three years' full-time experience working in a large, complex 911 Ambulance Services system.
2. This individual shall be responsible for day-to-day clinical oversight of Contractor's certified Paramedics and certified EMT-Basic IV's, clinical investigations, new hire orientation, initial and continuing education, employee development, clinical quality

assurance and continuous quality improvement in collaboration with the Greeley Fire Department EMS Lieutenant.

6.2 Changes in Persons Acting as Key Personnel

- A. Contractor agrees that each Key Personnel position is separate and distinct, that it must be filled by a separate individual who is committed to and responsible for the functions of that position, and that it shall not transfer or reassign an individual identified above as Key Personnel without notifying the Greeley Fire Department and meeting to discuss the impact.
- B. Prior to any replacement of Contractor's Key Personnel with responsibility for this Agreement, Contractor must provide the Fire Chief with the resume or CV of the candidates Contractor selects for interviews and must consult with the Fire Chief regarding Contractor's selection of a top candidate prior to extending an offer.
- C. Should Greeley Fire Department have or learn of performance, behavior, or other concerns related to Contractor's Key Personnel which impact Contractor's performance of this Agreement or the Greeley Fire Department, such concerns will be documented and reported to Contractor's Operations Director or Chief Operating Officer as soon as reasonably practicable. Contractor shall address such concerns related to its personnel consistent with Contractor's rules, policies, and procedures, at its sole discretion, and shall remove such Key Personnel from responsibility for this Agreement at the discretion of the Fire Chief.

6.3 Other Mandatory Leadership Personnel

Contractor shall have management and supervisory personnel to manage all aspects of 911 Ambulance Services, including administration, operations, EMS training, clinical quality improvement, record keeping, and field supervision. Such supervision shall be provided continuously 24-hours per day.

A. Support and Field Supervisors:

1. Contractor shall supply Field and support Supervisors to oversee day-to-day functions of Contractor's operations. Should Greeley Fire Department have or learn of performance, behavior, or other concerns related to Contractor's Field and support Supervisors which impact Contractor's performance of this Agreement or the Greeley Fire Department, such concerns will be documented and reported to Contractor's Operations Director or Chief Operating Officer as soon as reasonably practicable. Contractor shall address such concerns related to its personnel consistent with Contractor's rules, policies, and procedures, at its sole discretion, and shall remove such Field or support Supervisor from responsibility for this Agreement at the discretion of the Fire Chief.
 - a. Contractor shall employ field-based Field Supervisors such that a minimum of one (1) is available 24-hours a day, 7 days a week, 365 days a year, deployed in an emergency response supervisor vehicle, to provide coverage only within the Service Area.

- b. The Field Supervisor is responsible for the day-to-day operations of field staff, including facilitation of internal communications between field staff and management, outside agency interface, real-time system status monitoring, facilitating short-term scheduling needs, and other operational support functions as assigned by the Operations Manager.
 - c. Field Supervisors serve as the Contractor's on-duty EMS Field Commanders and accordingly must be Paramedics with a minimum of three (3) years' experience in a complex 9-1-1 system, who are highly experienced and competent both administratively and in the management of large and complex emergencies as demonstrated through experience and extensive training in the Incident Command System.
 - d. The Field Supervisor must be able to disseminate initial level corrective action and reports through the operational command structure. It is understood that not all actions are time sensitive and/or need to be approved at the highest levels of the Contractor's management.
 - e. The Field Supervisor is responsible for:
 - i. Real-time, non-dispatch center-initiated System Status Plan staffing adjustments, and minimizing unscheduled unit out-of-service and turnaround times at receiving facilities;
 - ii. Investigating vehicle and general liability issues;
 - iii. Initial management of workers compensation issues; and
 - iv. Managing employee performance issues, and customer or stakeholder complaints.
 - f. The Field Supervisor shall also:
 - i. Integrate into the ICS structure, assisting with management of complex incidents as needed or requested by partner agencies;
 - ii. Collaborate and cooperate with Greeley Fire Department leadership, incident commanders, and support personnel; and
 - iii. Communicate with Greeley Fire Department on-duty personnel.
- B. Clinical and Operational Data Analyst:
Contractor shall employ and maintain one (1) full-time Clinical and Operational Data Analyst position. This Analyst will mine, analyze, and interpret local clinical and operational data derived from ePCR system, and other data sources to promote clinical quality, high performance service delivery, and community health.
- C. Community Educator/Service Advocate:
Contractor shall employ and maintain one (1) full-time Community Educator/Service Advocate. This Advocate will be responsible for coordinating and participating in community health education, community outreach, injury prevention, and programs

targeted to increase public access/awareness of EMS in the response area.

D. ePCR Specialist:

Contractor shall designate an ePCR Specialist responsible for ensuring that all Contractor owned technology utilized in the Greeley Fire Department and Contractor works effectively and reliably. The specialist or designee will be available to all system users of Greeley Fire Department's ePCR data to provide 24/7 support and live/immediate response to all technology customer service calls including maintaining first responder and Contractor ePCR devices. The specialist shall also support Contractor owned ePCR/AVL/MDC hardware, CAD connectivity, cellular, Windows, Mac, network up time, and operational staff needs.

6.4 Ambulance Staffing Requirements

- A. All Ambulances rendering services under this Agreement shall be staffed and equipped to render ALS level care and transport.
- B. Ambulances must be staffed with at least one certified or licensed Paramedic. The second crew member shall be another certified or licensed Paramedic or certified EMT-Basic IV. Contractor personnel must be prepared to interface seamlessly with fire department personnel responding to the same call.

6.5 Cohesive Work Environment

The parties agree to address personnel issues that are affecting the cohesive interactions of personnel from both entities by reporting any concerns to the chain of command of both agencies. Personnel shall attempt conflict resolution at the lowest level unless the issue requires higher authority or attention. Temporary re-assignment may be immediately necessary. The shift supervisor of the affected party shall handle temporary re-assignment. The discipline or removal of an employee as it pertains to this Agreement, will be reviewed and approved by the Fire Chief and the Operations Director. Employees must comply with their respective agencies' personnel policies. Multiple infractions by an individual may require permanent re-assignment. In the event of disagreement regarding removal or re-assignment of a Greeley Fire Department employee or a Contractor employee, the decision of the Fire Chief is final, provided the Fire Chief and Greeley Fire Department shall not have the right to require Contractor to remove or re-assign any Contractor employee in violation of any federal, state or local laws, rules and regulations including, without limitation, the Older Workers Benefit Protection Act, the Family and Medical Leave Act of 1993, the Age Discrimination in Employment Act of 1967, Title VII of the Civil Rights Act of 1964, Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973, as currently in effect or subsequently modified.

SECTION 7: CLINICAL QUALITY AND PERFORMANCE

7.1 Medical Oversight

- A. The Contractor in coordination with the Greeley Fire Department will furnish the EMS Medical Director for all system participants' functions in the EMS System (e.g., medical communications, Greeley Fire Department, transport providers).

- B. The Contractor, through Base Hospital physicians shall also provide online medical control to field personnel 24- hours a day, seven days a week, 365 days a year.
- C. The Greeley Fire Department recognizes the unique role of the EMS Medical Director in delegating to Contractor's personnel the authority to perform certain medical interventions in accordance with the standards outlined by Colorado law.
- D. Contractor shall immediately notify the Greeley Fire Department of any incident occurring in the performance of services under this Agreement involving potential violations of local, state or federal law or Greeley Fire Department EMS policy and protocols. Contractor shall complete an incident or unusual occurrence report within 24-hours for personnel involved in an unusual occurrence. Contractor shall cooperate fully with the Greeley Fire Department and/or the Colorado EMS Authority in the investigation of an incident or unusual occurrence.

7.2 Protocols, Policies, and Procedures

- A. To ensure appropriate levels of quality care, Contractor and its personnel shall comply with all Greeley Fire Department policies, procedures, and Medical Protocols and other requirements established by the EMS Medical Director.
- B. The Greeley Fire Department may request that Contractor attend a medical review/audit when necessary for clinical quality improvement purposes, at no cost to the Greeley Fire Department or the City.

7.3 Clinical Quality Improvement

- A. The goal of Contractor's Quality Improvement Plan is to attain the highest level of performance for an Emergency Medical Services system in Colorado. Services and care delivered must be evaluated by the Contractor's internal quality improvement processes and, as necessary, through the Greeley Fire Department's quality improvement procedures to improve and maintain clinical excellence.
- B. The Contractor must make a continuous effort to detect and correct performance deficiencies and to continuously upgrade the performance and reliability of the entire EMS System. Clinical and response-time performance must be extremely reliable, with equipment failure and human error held to an absolute minimum through constant attention to performance, protocol, procedure, performance auditing, and prompt and definitive corrective action.

7.4 Quality Performance

- A. Contractor, in collaboration with the Greeley Fire Department, and WCRCC shall participate in the development of a written quality improvement plan which shall be approved by the Greeley Fire Department.
- B. Contractor must submit the quality improvement ("QI") plan prior to the Service Start

Date. The plan shall be consistent with the guidelines outlined in Colorado Department of Health and Environment EMS rules and regulations, and the Greeley Fire Department EMS Quality Improvement Plan. It shall adhere to any future changes to the plan. The plan must be an organized, coordinated, multidisciplinary approach to the assessment of prehospital emergency medical response and patient care for the purpose of improving patient care service and outcome. The plan may not be limited to clinical functions alone. It must include methods to measure performance, identify areas needing improvement, development and implementation of improvement plans, and then evaluate the results. The program shall describe customer service practices.

C. Ongoing QI requirements:

1. Review and submit the QI program annually for appropriateness to the provider's operation and revise as needed;
2. Develop, in cooperation with appropriate personnel/agencies, a performance improvement action plan when the QI program identifies a need for improvement. If the area identified as needing improvement includes system clinical issues, collaboration is required with the EMS Medical Director or her/his designee;
3. Submit a monthly report to the Greeley Fire Department to show compliance with the approved plan and areas for improvement including key performance indicators for STEMI, stroke, advanced airway, cardiac arrest, trauma, pain, sepsis, customer satisfaction, pediatric skills, medication errors, complaint satisfaction, employee satisfaction, Paramedic skill retention and safety; and
4. Provide the Fire Chief or his/her designee with an annual update, from date of approval and annually thereafter, on the provider's QI program. The update shall include, but not be limited to, a summary of how the QI program addressed the program indicators including trends.

D. Contractor shall actively participate in the Greeley Fire Department's Quality Leadership Group that may include making available relevant records for program monitoring, to the extent permitted by applicable privacy laws and regulations. This commitment includes, but is not limited to:

1. Active participation of Contractor's senior leadership in EMS groups or committees dealing with quality management;
2. Designation of a Quality Manager to oversee Contractor's quality program;
3. Submission of monthly comprehensive key performance indicator reports to the Greeley Fire Department;
4. Active participation in projects designed to improve the quality of EMS in the Service Area;
5. Description of the Contractor's overall approach to comprehensive quality management; and

6. Active participation in the CAC Leadership and Steering Committee, and Health Information Exchange (“HIE”) data sharing initiatives approved by the Greeley Fire Department.

7.5 Quality Processes and Practices

- A. The Contractor shall strive for clinical excellence. This includes, but is not limited to:
 1. Clinical care and patient outcome;
 2. Skills maintenance/competency;
 3. Mastery of Greeley Fire Department Policies and Procedures;
 4. Patient care and incident documentation;
 5. Evaluation and remediation of field and dispatch personnel;
 6. Measurable performance standards; and
 7. Implementation and operationalization of its Quality Improvement Plan.

7.6 Clinical and Operational Benchmarking

- A. Benchmarking of Key Performance Indicators (KPI) including those focused on clinical care is required. It is anticipated that the KPIs will evolve with the development of the local EMS System as approved from time to time by the EMS Medical Director and Greeley Fire Department Fire Chief or his/her designee.
- B. Contractor shall provide information necessary to benchmark KPIs. KPI benchmarking may include comparing clinical data published by the National Association of EMS Physicians or other national organizations comparing Greeley Fire Department EMS with other similarly designed clinically sophisticated systems.
- C. Collaborate with EMS System partners in, or publishing the results of, peer reviewed research is another strong process measure of a system’s ongoing commitment to clinical sophistication. To that end, Contractor shall use best efforts over the term of this Agreement to support out-of-hospital research. Such projects might include but are not limited to research involving:
 1. Impact of Public Access Defibrillation (PAD);
 2. Reduction of “at scene” time;
 3. Reduction of “at patient” time to improve time to first defibrillation or ALS intervention; and
 4. Communications system research projects or other research projects as approved by the Greeley Fire Department.

SECTION 8: DATA AND REPORTING

8.1 ESO System Requirements

A. **System Requirements for Response Time and Clinical Performance Measurement.**

All patient care reporting for 911 Emergency and Non-Emergency Calls in the Service Area will be documented in Contractor's ESO records management system by Contractor. Contractor shall connect its ESO cloud to Greeley Fire Department's ESO records management system or otherwise grant Greeley Fire Department access to Contractor's ESO cloud in order to comply with the terms of this Agreement and as permitted under HIPAA and other applicable privacy laws and regulations.

8.2 **Performance Data and Reporting**

- A. Contractor will collaborate with the Greeley Fire Department to provide routine and on-request reports.
- B. Contractor shall support the implementation of technology that will fully integrate electronic records and alignment of data sets system-wide, in cooperation with the Greeley Fire Department and State of Colorado. A fully implemented tool will be capable of the following:
1. Allow for quantitative and qualitative reporting of overall clinical and operational performance, which can be tied to providing integrated EMS System patient care solutions, training and community prevention, meaningful data comparison, and greater collaborative research opportunity; and
 2. Provide real-time data access to Greeley Fire Department for use in fire-based EMS QI activities.
- C. Contractor shall work in earnest and good faith with the Greeley Fire Department on all data initiatives used to support clinical care and quality improvement.

8.3 **Electronic Patient Care Reporting**

- A. Contractor will be required to provide electronic patient care record ("ePCR") data, in a form and timeframe prescribed by the Greeley Fire Department and as allowed by law. This shall include documentation on all responses by Contractor within the response area including patient contacts, cancelled calls, and non-transports to the extent permitted by applicable privacy laws and regulations. The ePCR shall be accurately completed to include all information required by the Greeley Fire Department and Colorado Rules of Regulations to the extent permitted by applicable privacy laws and regulations.
- B. The ePCR system shall comply with the current versions of NEMESIS. Compliant means a system that has been tested and certified "compliant" by NEMESIS. The ePCR system must be interoperable with other data systems, including the functionality to exchange electronic patient health information with other entities such as hospitals in an HL7 format.
- C. The Contractor shall incorporate at its own expense, software or hardware required for ePCR system to:

1. Link with the CAD to import all data for all calls;
 2. File the Emergency Medical Services Patient Care Report data directly into the patient's electronic health record for a better longitudinal patient record; and
 3. Reconcile the electronic health record information including diagnoses and disposition back into the EMS patient care report for use in improving the EMS System.
- D. The Greeley Fire Department approved ePCR must be completed for all patients at the earliest opportunity and not later than twenty-four (24) hours after patient contact pursuant to Greeley Fire Department policy. Contractor must provide access to patient care records at the receiving facilities in computer readable format and suitable for statistical analysis for all 9-1-1 Ambulance responses. Records shall contain all information documented on the ePCR for all responses including patient contacts, cancelled calls, and non-transports. Contractor shall provide electronic ePCR data to the Greeley Fire Department to the extent permissible by applicable law, including applicable privacy regulations.
- E. The Greeley Fire Department approved ePCR, shall be entered at the receiving hospital before returning to service for each critical patient pursuant to Greeley Fire Department policy.
- F. Contractor's ePCR must provide other data points reasonably requested by the Greeley Fire Department, to the extent permitted under privacy laws and regulations, including any needed modifications to support EMS System data collection.
- G. As health information systems evolve, the Contractor agrees to work with the Greeley Fire Department and local hospitals to establish, and/or participate in, a Health Information Exchange ("HIE") with each receiving facility, with automated data sharing for purposes of enhancing EMS System-level treatment, payment and operations through continuous quality improvement activities including analysis of outcome data associated with individual patients. Should Contractor demonstrate that such HIE efforts have an associated financial impact, Contractor and Greeley Fire Department agree to meet and confer over that impact to cost or revenue.

8.4 Records and Required Reports

- A. Personnel Reports:
1. Contractor shall provide the Greeley Fire Department with a list of all EMT-Basic IV's and Paramedics, identified by name, currently employed by Contractor and expected to provide services under this Agreement as of the Effective Date of this Agreement, and shall update that list whenever there is a change throughout the year.
 2. The personnel list shall include Contractor's attestation that each listed employee:
 - a. Holds a current Colorado Paramedic or EMT-Basic IV certificate;

- b. Has completed all required educational courses to provide services under this Agreement; and
 - c. Has a valid Colorado driver's license.
 - B. The Fire Chief expects Contractor to proficiently plan for and manage turnover so as to ensure the stability of its operations at all levels. Contractor shall develop and implement mechanisms to track, report, and address turnover to the satisfaction of the Greeley Fire Department Fire Chief or his/her designee.

8.5 Community Report

- A. Contractor shall provide a quarterly and annual report to the Greeley Fire Department on community activities meeting Greeley Fire Department requirements including, but not limited to:
 1. Number of conducted community education events;
 2. Public relations activities; and
 3. Employee recognition.

8.6 Customer Feedback Surveys

- A. Customer Service Outreach and Customer Inquiries:
 1. Contractor will develop a mechanism for internal and external customers to comment on the care provided by Contractor and will provide access to comments to the Greeley Fire Department. All complaints may be anonymous but are to be counted with a unique identification number along with date and time of receipt.
 2. Contractor shall have a customer service telephone line(s) giving internal and external customers and system participants the ability to contact a designated liaison of the Contractor's leadership team to discuss recommendations or suggestions for service improvements. The telephone line(s) shall be accessible without charge to all callers within the continental United States.
 - a. The number may be answered by a designated manager or provide an opportunity for the caller to leave a voicemail message. The number will be published on the Contractor's website and provided to patients.
 - b. If the number is answered by an automatic greeting and/or menu selection, the initial message must immediately convey that this is a customer service line, and if caller has an Emergency to hang up and dial 9-1-1 in case the caller inadvertently called the customer service line looking for Emergency service.
 3. Members of the Contractor's Leadership Team shall be notified of any incoming external complaint calls. Incidents that require follow up to the customer must be promptly resolved, and prompt notification must be made to the customer with the status of the request.

B. Handling Service Inquiries and Complaints:

1. Contractor shall log the date and time of each inquiry and service complaint. Contractor shall provide a prompt response and follow-up to each inquiry and complaint. Such responses shall be subject to the limitations imposed by patient confidentiality restrictions.
2. Contractor shall submit to the Greeley Fire Department, on a monthly basis, a list of all complaints received and the disposition/resolution. Copies of any inquiries and resolutions of a clinical nature shall be referred to the EMS Medical Director and the Greeley Fire EMS Lieutenant via electronic communication within twenty-four (24) hours of the initial inquiry to the extent permitted by applicable law, including applicable privacy regulations.

C. Contractor shall submit the results of a customer satisfaction survey to the Greeley Fire Department Fire Chief annually.

8.7 Other Reports

- A. To the extent permitted by applicable law and regulations, Contractor shall promptly allow for the inspection of and/or provide a copy of other reports and/or records as may be reasonably required by the Greeley Fire Department Fire Chief or his/her designee.
- B. These reports and/or records include copies of any memos and/or other correspondence distributed to field personnel related to EMS clinical or operational issues as well as newsletters or updates provided to Contractor's personnel and/or system stakeholders.

SECTION 9: SUB-CONTRACTING

9.1 Sub-contracting Restrictions

Except for the sub-contracting provisions specified herein, Contractor shall not assign or sub-contract any portion of the Agreement for services to be rendered without prior written consent of the Greeley Fire Department and any assignment made contrary to the provisions of this section may be deemed a material breach of the Agreement and, at the option of the Greeley Fire Department shall not convey any rights to the assignee.

SECTION 10: ADMINISTRATIVE REQUIREMENTS

10.1 Regulatory and Policy Requirements

- A. Contractor shall provide services in accordance with the requirements of Colorado Department of Health and Environment EMS Division, Greeley Fire Department Policies and Procedures, and all other applicable State and Federal requirements, including any amendments or revisions thereof.

- B. Contractor shall follow all direction provided by the Greeley Fire Department Fire Chief, her/his designee, or the EMS Medical Director.
- C. Contractor shall comply with Response Time Standards to all areas of the Service Area.
- D. Contractor will cooperate with the Greeley Fire Department's ongoing development of policies and procedures for appropriate patient care.

10.2 Personnel

Workforce and Diversity. The Contractor shall establish a recruitment, hiring and retention system consistent with ensuring a quality workforce of clinically competent employees that are appropriately certified, licensed and/or accredited. Field personnel with bilingual skills reflecting the diversity of languages spoken in the Service Area are highly valued. Contractor is encouraged to ensure diversity in the workforce and address diversity alignment with its communities served.

10.3 Work Schedules and Human Resource Issues

Contractor shall employ reasonable work schedules and conditions. Provider fatigue and the impairment associated with fatigue pose a significant safety risk for patients, partners, and others in the community. Patient care must not be compromised by impaired motor skills of personnel working extended shifts, voluntary overtime, or mandatory overtime without adequate rest.

- A. At least 51% of the Contractor's proposed schedule shall be Contractor's full-time employees.
- B. Contractor's work schedules and assignments will provide reasonable working conditions for Ambulance and Field Supervisor personnel. Neither Ambulance nor Field Supervisor personnel shall be fatigued to an extent that their judgment or motor skills might be impaired. Ambulance and Field Supervisor personnel shall have sufficient rest periods to ensure that they remain alert and well rested during work periods.
- C. Average Unit Hour Utilization ratios for Contractor's Ambulance crews regularly scheduled to work in excess of twenty-four (24) hours must not exceed 0.40.
- D. Contractor shall track Unit Hour Utilization and, upon request, make that data available to the Greeley Fire Department.

10.4 Personnel Licensure and Certification

- A. All persons employed by Contractor in the performance of its work, shall be competent and hold appropriate licenses, certifications, and permits in their respective professions and shall undergo a criminal record check.

- B. All of Contractor's Ambulance, and Field Supervisor personnel responding to Emergency medical requests shall be currently and appropriately certified and/or licensed to practice in the State of Colorado.
- C. At all times, Contractor shall retain current documentation including issued course completion certificates and/or cards of all credentials required by the Greeley Fire Department and/or the State of Colorado including but not limited to copies of current and valid EMT-Basic IV Certification and Paramedic Certification / License and documentation for all emergency medical personnel including supervisory and management staff performing services under this Agreement. Failure to retain such records and/or permitting personnel to provide services absent required credentialing shall be immediately reported to the Greeley Fire Department with a correlating corrective action plan. Contractor's failure to cure repetitive non-compliance with the provisions of this paragraph may constitute breach of this Agreement.
- D. Contractor shall participate in the DMV Employer Pull Notice ("EPN") program.

10.5 Personnel Training

- A. Training and Continuing Education Program Requirements:
 - 1. Contractor shall maintain approval for providing EMS Education Program for EMT-Basic IV and Paramedic at minimum, as defined in Colorado Rules & Regulations.
 - a. Contractor must provide a comprehensive training/education program for all Paramedic and EMT-Basic IV personnel. Joint training sessions for Contractor and the Greeley Fire Department are encouraged. Such a program shall be subject to approval by the Greeley Fire Department and include, but not be limited to:
 - i. Advanced training for EMT-Basic IV's staffing ALS Ambulances;
 - ii. Orientation to the Greeley Fire Department EMS System;
 - iii. Customer service and cultural sensitivity;
 - iv. Field evaluation for Paramedics; and
 - v. ACLS, PALS
 - vi. Optional - ATLS, AMLS, & PHTLS

10.6 Paramedic Training Requirements

- A. Cardiopulmonary Resuscitation Certification:
 - 1. All Paramedics shall be certified in Cardio-Pulmonary Resuscitation ("CPR") and have a current course completion card in CPR for the healthcare provider, issued by the American Heart Association, or the Contractor shall document that each Paramedic has satisfactorily completed comparable training approved by the EMS Medical Director and adequate to ensure competency in the skills included in the CPR curriculum.
 - 2. At all times, Contractor shall retain copies of the current training documentation and valid certifications of all CPR qualified Paramedics performing services under

this Agreement.

B. Advanced Cardiac Life Support (ACLS) Certification:

1. All Paramedics shall have a current ACLS Course Completion Card, issued by the American Heart Association or the Contractor shall document that each Paramedic has satisfactorily completed comparable training approved by the EMS Medical Director and adequate to ensure competency in the skills included in the ACLS curriculum.
2. At all times, Contractor shall retain copies of the current training documentation and valid certifications of all ACLS qualified Paramedics performing services under this Agreement.

C. ECG Training:

1. All Paramedics, if not previously trained, must be trained in acquiring and interpreting 12-Lead ECGs for ST elevation and subsequent transport to a designed cardiac receiving center.

D. Trauma Training:

1. All Paramedics are strongly encouraged to be certified in either Prehospital Trauma Life Support (PHTLS), International Trauma Life Support (ITLS), or the Contractor shall document that each Paramedic has satisfactorily completed comparable training approved by the EMS Medical Director and adequate to ensure competency in the skills included in the PHTLS or ITLS curriculum.
2. At all times, Contractor shall retain copies of the current training documentation and valid certifications of all PHTLS or ITLS qualified Paramedics performing services under this Agreement.

E. Pediatric Education:

1. All Paramedics shall be certified in one of the following pediatric training programs:
 - a. Pediatric Education for Prehospital Personnel (PEPP) Pediatric Advanced Life Support (PALS), or
 - b. Contractor shall document that each Paramedic has satisfactorily completed comparable training approved by the EMS Medical Director and adequate to ensure competency in the skills included in the PEPP/PALS curriculum.
2. At all times, Contractor shall retain copies of the current training documentation and valid certifications of all PEPP/PALS qualified Paramedics performing services under this Agreement.

F. Bariatric Training:

Contractor's Paramedics shall have specialized training for the safe movement and transport of morbidly obese patients.

- G. Hazardous Materials Awareness Training: Fire Chief or his/her designee approved Hazardous Materials Awareness education program specifically dealing with hazardous materials awareness, response and treatment annually.
- H. Mass Casualty Incident Training: Contractor shall train all ambulance personnel and supervisory staff in their respective roles and responsibilities under the Greeley Fire Department's Multi-Casualty Incident Plan to prepare them to function in the medical branch of the Incident Command System. Contractor must participate in multi-agency MCI Drills as required by the Fire Chief or his/her designee.
- I. Interagency Training: Contractor shall participate in Greeley Fire Department sanctioned exercises, disaster drills, and interagency trainings.
- J. Collaborative Policy Trainings: Provider shall utilize a system wide provider communication forum (E.G., all staff email, all staff meetings, etc.), inclusive of Leadership from both Contractor and Greeley Fire Department (when necessary), to provide collaborative system updates or changes to policies and procedures, to ensure unified understanding and interpretation.

10.7 EMT-Basic IV Training Requirements

- A. Cardiopulmonary Resuscitation Certification:
 - 1. All EMT-Basic IV's employed by or contracted with Contractor and providing 911 Ambulance Services under this Agreement shall be certified in CPR and have a current course completion card in CPR for the Professional Rescuer, issued by the American Heart Association, or the Contractor shall document that each EMT-Basic IV has satisfactorily completed comparable training approved by the EMS Medical Director and adequate to ensure competency in the skills included in the CPR curriculum.
 - 2. At all times, Contractor shall retain copies of the current training documentation and valid certifications of all CPR qualified EMT-Basic IV's performing services under this Agreement.
- B. Bariatric Training:

Contractor's EMT-Basic IV's shall have specialized training for the safe movement and transport of morbidly obese patients.
- C. Hazardous Materials Awareness Training: Fire Chief approved Hazardous Materials Awareness education program specifically dealing with hazardous materials awareness, response and treatment annually.
- D. Mass Casualty Incident Training: Contractor shall train all ambulance personnel and supervisory staff in their respective roles and responsibilities under the Greeley Fire Department's Multi-Casualty Incident Plan to prepare them to function in the medical branch of the Incident Command System. Contractor must participate in multi-agency MCI Drills as required by the Fire Chief or his/her designee.

- E. Interagency Training: Contractor shall participate in Greeley Fire Department sanctioned exercises, disaster drills, and interagency trainings.
- F. Collaborative Policy Trainings: Provider shall utilize a system wide provider communication forum (E.G., all staff email, all staff meetings, etc.), inclusive of Leadership from both Contractor and Greeley Fire Department (when necessary), to provide collaborative system updates or changes to policies and procedures, to ensure unified understanding and interpretation.

10.8 Company Orientation

- A. Contractor shall properly orient all field personnel before assigning them to respond to Emergency medical requests. Such orientation shall be approved by the Greeley Fire Department and include at a minimum:
 - 1. Provider agency policies and procedures;
 - 2. Radio communications with and between the provider agencies, Base Hospital, receiving hospitals, and WCRCC communications centers;
 - 3. Ambulance and equipment utilization and maintenance;
 - 4. Continual orientation to customer service expectations;
 - 5. Performance improvement, and
 - 6. The billing and reimbursement process, and compliance.

10.9 EMS Orientation

- A. Contractor shall ensure that all field personnel, not previously employed in the response area attend a company orientation to the Greeley Fire Department EMS System which shall be approved by the Greeley Fire Department.
- B. This orientation shall offer an overview of the Greeley Fire Department EMS system, review of Greeley Fire Department Policies and Procedures with particular attention to specialized systems of care, EMS documentation requirements, and local scope practice protocols.

10.10 Incident Management

- A. Incident Command System and National Incident Management System (NIMS) Training.
 - 1. Contractor shall train all ambulance personnel, supervisory personnel, and management personnel in the Incident Command System, Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS), consistent with federal, state, and local rules. At this time, training standards include:
 - a. Non-supervisory field personnel: ICS-100, ICS-200, IS-700, IS- 800
 - b. Supervisory field personnel: ICS-100, ICS-200, ICS-300, ICS-400, IS- 700, IS- 800

- c. Management personnel and personnel who may be assigned to a department or Operational Area Emergency Operations Center: ICS-100, ICS-200, ICS-300, ICS-400, IS-700, IS-800

10.11 Multi-Casualty Response

- A. Contractor shall train all ambulance personnel and supervisory staff in their respective roles and responsibilities under the Greeley Fire Department Multi-Casualty Incident Plan including training in the medical/health portion of the Incident Command System.
- B. The specific roles of the Contractor and other public safety personnel will be defined by the relevant plans and command structure.

10.12 Stress Management and Employee Resilience

- A. Contractor shall establish a stress management and employee resilience program for its employees to include an on-going stress reduction program, a critical incident stress action plan, and reliable access to trained and experienced professional counselors through an employee assistance program.
- B. Contractor's programs and any changes made to the programs shall be approved by the Greeley Fire Department Fire Chief or his/her designee.

10.13 Behavior Management Training

Contractor shall provide ambulance personnel with the training, knowledge, understanding, and skills to effectively manage patients with psychiatric, drug/alcohol, or other behavioral or stress related problems, as well as difficult scenes on an on-going basis.

10.14 Driver Training

- A. Contractor shall provide emergency vehicle operator's course (EVOC) or emergency vehicle operator safety (EVOS) training to promote safe driving and prevent vehicular crashes/incidents to each of its personnel who operate a vehicle in performing service under this Agreement, including on-going driver-training for ambulance and field supervisory personnel.
- B. Training and skill proficiency is required at initial employment with annual training refresher courses and skill confirmation for ambulance and field supervisory personnel. Records should be available to Greeley Fire Department on request.

10.15 Additional Qualifications and Training

- A. Contractor may offer and/or require additional personnel qualifications and training beyond the Greeley Fire Department requirements.
- B. The Fire Chief or his/her designee and Contractor may add or delete requirements during the term of this Agreement as educational requirements change upon mutual

agreement.

10.16 Workforce Wellness Program

Contractor will have an employee wellness programs to include activities such as company-sponsored exercise, weight-loss, educational seminars, tobacco-cessation programs, and health screenings that are designed to help employees eat better, lose weight, and improve their overall physical health.

10.17 Health and Safety

- A. Contractor shall have a Greeley Fire Department approved Communicable Disease Policy that complies with all Occupational Safety and Health Administration (OSHA) requirements and other regulations related to prevention, reporting of exposure, and disposal of medical waste.
- B. All prehospital personnel shall be trained in prevention, personal protective equipment, and universal precautions.
- C. The Health and Safety program shall include, at a minimum:
 - 1. Pre-screening of potential employees (including drug testing);
 - 2. Initial and on-going driver training;
 - 3. Lifting technique training;
 - 4. Hazard reduction training;
 - 5. Review employee health/infection control related information such as needle sticks, employee injuries, immunizations, exposures and other safety/risk management issues;
 - 6. Involvement of employees in planning and executing its safety program; and
 - 7. Review current information related to medical device FDA reportable events, recall, equipment failure, accidents.
- D. Contractor's health, safety and risk mitigation process will include, at a minimum:
 - 1. Gathering data on all incidents that occur among the Contractor's workforce;
 - 2. Analyzing the data to find causative factors and determine preventive measures;
 - 3. Devising policies prescribing safe practices and providing intervention in unsafe or unhealthy work-related behaviors;
 - 4. Gathering health and safety information as required by law;
 - 5. Implementing training and corrective action on health and safety related incidents, as required by law;
 - 6. Providing initial and on-going training on safe practices and interventions; and
 - 7. Providing safe equipment and vehicles.
- E. Contractor shall provide adequate Personal Protective Equipment ("PPE") to employees, including universal precautions for routine care, uniforms and personal protective gear to employees working in hazardous environments, including but not limited to; rescue operations and motor vehicle collisions. The Contractor shall select this equipment in conjunction with field providers to ensure it complies with current workflow and will be adapted in the care process. All field providers must be trained in

the use of PPE and fit tested when appropriate. Policies and procedures must clearly describe the routine use of PPE on all patient encounters. The Contractor shall maintain uniform standardization as approved by the Greeley Fire Department.

- F. Personal Protective Equipment shall meet all State and Federal requirements specific to EMS use and State of Colorado recommendations for PPE. At a minimum, personal protective gear shall include appropriate protection for:
1. Head (i.e. safety helmet) optional;
 2. Eyes (i.e. safety helmet face shield or goggles);
 3. Ear protection;
 4. Skin (i.e. jacket and gloves); and
 5. Respiratory protection (i.e. face masks and N95 masks).

10.18 Evolving OSHA and Other Regulatory Requirements

- A. If regulatory requirements change for occupational safety and health, including but not limited to, infection control, blood borne pathogens, and TB during the term of this Agreement the Contractor shall adopt procedures that meet or exceed all requirements.
- B. Contractor shall make health screening and all currently recommended immunizations available to its high-risk personnel at no cost.

10.19 Support of Local EMS Training Activities

- A. The Greeley Fire Department expects the Contractor to collaborate and work with EMS System stakeholders in improving service, clinical care, and system performance. The most important stakeholder groups include the physicians, nurses, police, Paramedics, EMT-Basic IV's, and fire service personnel.
- B. In an effort to continually bring new caregivers into the EMS system, Contractor shall:
1. Offer educational opportunities for EMT-Basic students to participate in ride-alongs on Contractor's Ambulances. Preference should be given to local EMT training programs. Participating programs will be required to execute a ride-along agreement with Contractor; and
 2. Provide preceptors and internships for Paramedic students enrolled in community colleges and private training programs located in Northern Colorado. These local training programs will generally have priority over out-of-area training programs, but not over Contractor's local employees who may be enrolled in an out-of-area training program.

10.20 Participation in EMS System Development

The Greeley Fire Department anticipates further development of its EMS system and regional efforts to enhance disaster and mutual-aid response. The Greeley Fire Department requires that its contactor(s) actively participate in EMS activities, committee meetings, and work groups including disaster preparedness planning. Contractor shall

participate and assist in the development of system changes.

10.21 Community Education

- A. Contractor will support prevention and system access through community education programs provided to schools, and community groups. Contractor shall lead or participate in such programs working collaboratively with the Greeley Fire Department, other public safety and EMS-related groups.
- B. Contractor shall:
1. Annually plan and implement definitive community education programs, including:
 - a. Support pilot program educating medical clinics and Skilled Nursing Facilities (“SNF”) on accessing and efficient use of 9-1-1, and collaborate with stakeholders for possible facility expansion;
 - b. Chest Pain Awareness, Hands-Only CPR, and Stop the Bleed initiatives;
 - c. Stroke Awareness;
 - d. Every 15 Minutes/DUI Awareness;
 - e. Fall Prevention education;
 - f. CPR and First Aid training; and
 - g. National Night Out neighborhood awareness.
 2. Collaborate with the Greeley Fire Department and WCRCC to participate in offering free of charge education to a minimum of five (5) skilled nursing facilities and large medical clinics on effective access and efficient utilization of the 9-1-1 system on an annual basis. This program will build relationships that influence the public’s perception of the EMS System within these care communities and provide training to facility staff on:
 - a. Greeley Fire Department’s EMS response;
 - b. How to be prepared when calling 9-1-1;
 - c. Requests for EMS with DNR orders in place; and
 - d. What EMS responders will need when they arrive.
 3. Deliver training on chest pain awareness, hands-only CPR, and Stop the Bleed on an annual basis to a minimum of 200 community members in partnership with Greeley Fire Department and community partners.
 4. Partner with the local law enforcement for Every 15-Minutes and other DUI reduction programs and provide event planning support, EMS staff, and equipment for programs in the response area as requested.

10.22 Conformity with Laws and Safety

In performing services under this Agreement, Contractor shall observe and comply with all applicable laws, ordinances, codes and regulations of governmental agencies, including federal, state, municipal, and local governing bodies, having jurisdiction over the scope of services, including all applicable provisions of Colorado Law. Contractor shall indemnify and hold City harmless from any and all liability, fines, penalties and consequences from any of Contractor’s failures to comply with such laws, ordinances,

codes and regulations.

10.23 Equal Employment Opportunity Practices Provisions

- A. Contractor assures that he/she/it will comply with Title VII of the Civil Rights Act of 1964 and that no person shall, on the grounds of race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this Agreement.
- B. Contractor shall, in all solicitations or advertisements for applicants for employment placed as a result of this Agreement, state that it is an "Equal Opportunity Employer" or that all qualified applicants will receive consideration for employment without regard to their race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor.
- C. Contractor shall, if requested to so do by the Fire Chief or his/her designee, certify that it has not, in the performance of this Agreement, discriminated against applicants or employees because of their race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor.
- D. If requested to do so by the Fire Chief or his/her designee, Contractor shall provide the Fire Chief or his/her designee with access to copies of all of its records pertaining or relating to its employment practices, except to the extent such records or portions of such records are confidential or privileged under state or federal law.
- E. Nothing contained in this Agreement shall be construed in any manner so as to require or permit any act, which is prohibited by law.

10.24 Drug Free Workplace

Contractor shall maintain a drug-free workplace. Contractor shall not unlawfully manufacture, distribute, dispense, possess or use controlled substances, as defined in 21 U.S. Code § 812, including, but not limited to, marijuana, heroin, cocaine, and amphetamines, at any facility or work site.

10.25 Time of Essence

Time is of the essence in respect to all provisions of this Agreement that specify a time for performance; provided, however, that the foregoing shall not be construed to limit or deprive a party of the benefits of any grace or use period allowed in this Agreement.

10.26 Accidents

- A. If a death, serious personal injury, or substantial property damage occurs in connection with Contractor's performance of this Agreement and/or warrants submission of a Greeley Fire Department EMS Occurrence Report (as per Greeley Fire Department

Policy), Contractor shall immediately notify the Greeley Fire Department by contacting and speaking with the Greeley Fire Department on Duty Battalion Chief.

- B. Contractor further agrees to take all reasonable steps to preserve all physical evidence and information which may be relevant to the circumstances surrounding a potential claim, while maintaining public safety, and to grant the Greeley Fire Department the opportunity to review and inspect such evidence, including the scene of the accident.

10.27 Worker's Compensation

Contractor shall provide Workers' Compensation insurance on behalf of Contractor's employees, as applicable, at Contractor's own cost and expense and further, neither the Contractor nor its carrier shall be entitled to recover from City any costs, settlements, or expenses of Workers' Compensation claims arising out of this Agreement.

SECTION 11: FISCAL REQUIREMENTS

11.1 Pricing, Billing, and Collections

- A. The primary means of Contractor compensation is through fee-for-service reimbursement of patient charges.
- B. Contractor shall be solely responsible for billing and collections associated with services provided under this Agreement, including direct patient billing and billing to commercial payors and governmental payors as appropriate, pursuant to Contractor's established billing rates and processes.
- C. Contractor shall comply with all laws and regulations applicable to billing for healthcare services, including those prohibiting fraudulent and misleading billing practices.
- D. Contractor shall not receive a subsidy from the City for the performance of any services described within this Agreement. Nothing herein shall prohibit the City from entering into a separate agreement(s) with Contractor.

11.2 Dedicated Standby

Contractor may charge a reasonable fee to the responsible party (-ies) for a dedicated ALS standby Ambulance at an event. Contractor may enter into a separate agreement with the sponsor for the provision and payment for such services.

11.3 Medicare and Medicaid

Contractor will accept assignment from Medicare and Medicaid for patients meeting the medical necessity requirement.

11.4 Rate Adjustments

- A. The Fire Chief's intent for this Agreement is to provide a business model that will provide high quality, stable, long-term, efficient and cost-effective 911 Ambulance

Services including 911 emergency response within the Service Area.

- B. Changes to billing rates. Contractor shall provide Greeley Fire Department with a copy of the its billing rates no less than thirty (30) days prior to the billing rates becoming effective. Contractor shall provide Greeley Fire Department with a copy of its applicable billing rates upon request.
- C. Contractor's billing rates must not increase more than seven and one-half percent (7.5%) in any twelve-month period. Notwithstanding anything in this section, Contractor may request a rate increase greater than seven and one-half percent (7.5%) in any twelve-month period from the Fire Chief. With any such request, Contractor shall submit any information which supports such rate increase and shall provide such additional information as the Fire Chief may reasonably request. The rate increase shall be approved by the Fire Chief if the request is supported by competent information. Such approval shall not be unreasonably withheld.
- D. Greeley Fire Department acknowledges and understands the sensitive nature of information shared by Contractor under this Section 11 and agrees to never use or disclose such information to any third party unless such disclosure is necessary to facilitate services under this Agreement or required by Colorado law. In the event that Contractor's information is disclosed to any third party pursuant to Colorado law, Greeley Fire Department shall notify Contractor of such disclosure as soon as possible.

11.5 Billing and Collection Services

- A. Contractor shall contract for or self-operate a billing and accounts receivable system that is well-documented, easy to audit, and which minimizes the effort required of patients to recover from third party sources for which they may be eligible.
- B. Contractor shall be responsible for humane billing and collection practices. Contractor shall conduct all billing and collection functions in a professional and courteous manner.
- C. Contractor's billing and collection practices shall not be burdensome or oppressive and will be in accordance with all State and Federal laws and regulations.
- D. Contractor's accounts receivable management system will be capable of timely response to patient and third- party payor inquiries regarding submission of insurance claims, dates, and types of payments made, itemized charges and other inquiries.
- E. There will be staff available at the Contractor's local headquarters to provide an initial response to questions regarding patient bills. Contractor will provide for interpreter service, relative to billing and collections, to parties having limited English proficiency.

- F. Contractor shall not engage in collections at the time of service including but not limited to a scene, en-route, or upon delivery of the patient unless approved by Fire Chief and in accordance with policies and procedures approved by City.
- G. If a patient is initially billed directly, Contractor's first invoice will request third-party payment information and ask the patient to contact the billing office. A toll-free number and return envelope will be provided.
- H. If a patient has no third-party coverage, Contractor will have a liberal installment plan policy for payment arrangements. If the payment arrangements are not adhered to, the account may be assigned for collection.

11.6 Financial Hardship Policy and City Programs

- A. Contractor shall have a written financial hardship/compassionate care policy which shall apply to patients who do not have medical insurance and who have limited financial capacity. The policy shall extend discounts to patients who are at or below 250% of the Federal Poverty Level standards, ineligibility for Medicare/Medicaid or other third-party coverage, as well as extenuating circumstances.
- B. Contractor shall annually submit the results of a customer satisfaction survey administered by an external provider as approved by the Greeley Fire Department to the Greeley Fire Department Fire Chief.

11.7 Accounting and Payments to City

- A. Invoicing and Payment for Service:
Greeley Fire Department shall render its invoice for any fees or penalties to the Contractor within 30 Business Days of the Greeley Fire Department's receipt of the Contractor's monthly performance reports. The Contractor shall pay the Greeley Fire Department on or before the 30th day after receipt of the invoice. Any disputes of the invoiced amounts shall be resolved in this thirty-day period. If they have not been resolved to the Greeley Fire Department's satisfaction, the invoice shall be paid in full and subsequent invoices will be adjusted to reflect the resolution of disputed amounts. Failure of Contractor to pay liquidated damages to the Greeley Fire Department as specified within the timeline identified herein shall constitute material breach of this Agreement.
- B. Payments to City: All below listed payments to City by Contractor shall be due on the last day of each month beginning January 1, 2022. All payments not paid within thirty days shall bear interest at 1.5% per month.

	Estimated Annual Fees	Avg. Monthly
1. Dispatch Fees (Example - \$20.22 X EMS calls per year) 2020 calls 10,778	Actual Cost from WCRCC	Actual Cost from WCRCC
2. Community Action Collaborative Contribution	\$100,000	\$8,333.34
3. Radio System Maintenance Fees (Paid to Weld County)	Actual cost from Weld County Radio	Actual cost from Weld County Radio
4. Security Devices for accessing the CAD	Actual Cost from WCRCC Shop	Actual Cost from WCRCC
5. Penalties as set forth in this Agreement	As Required	As Required

1. Dispatch Fees: Contractor shall pay the Greeley Fire Department's cost of Emergency Medical Dispatch services utilized by Contractor. Calculation for this payment is based on number of EMS calls times the per call charge from WCRCC to the Greeley Fire Department for each EMS response.
2. CAC: Contractor shall contribute \$100,000 per calendar year to the CAC as specified in section 3.1(A)(1)(c) of this Agreement.
3. Radio: Contractor shall pay Weld County Radio Shop for actual costs for maintenance of radios utilized by Contractor. Contractor shall meet and confer with Weld County Radio Shop regarding this cost. In the event Contractor does not contract directly with Weld County Radio Shop for these services, Greeley Fire Department shall invoice Contractor for Greeley Fire Department's cost for these services.
4. CAD: Contractor shall pay fees associated with security devices required by WCRCC for accessing the CAD for each employee or device requiring access.
5. Penalties: Contractor shall pay all Penalties to the Greeley Fire Department pursuant to the terms of this Agreement.

11.8 Taxes

Payment of all applicable federal, state, and local taxes shall be the sole responsibility of the Contractor.

SECTION 12: GENERAL AGREEMENT REQUIREMENTS

12.1 Training Documentation Retention

Contractor shall ensure that all personnel subject to training requirements have obtained all necessary education. At all times, Contractor shall retain copies of the current training documentation including but not limited to course completion certificates for all Paramedics and EMT-Basic IV's performing services under this Agreement.

12.2 Audits and Inspections

A. Contractor shall maintain separate full and accurate financial records for services provided pursuant to this Agreement in accordance with generally accepted accounting principles.

12.3 Annual Performance Evaluation

- A. The Fire Chief or his/her designee will evaluate the performance of Contractor annually through the committee designated by the Greeley Fire Department Fire Chief. Contractor shall produce an annual performance report as required by the Greeley Fire Department Fire Chief, which at a minimum, shall include the following in the performance evaluation:
1. Documentation of Contractor's overall compliance with the terms and conditions of this Agreement;
 2. Objective documentation of Contractor's compliance with Response Time Standards;
 3. Objective documentation of effectiveness of Contractor's quality management program in assuring the consistent delivery of high-quality clinical care;
 4. Objective and auditable documentation of Contractor's financial performance and stability;
 5. Documentation of actions of Contractor's personnel in collaborating with the Greeley Fire Department and system stakeholders to deliver efficient, effective, and compassionate prehospital care to the residents and visitors of the City;
 6. Objective and subjective documentation of satisfaction of Contractor's customers; and
 7. Objective documentation of community engagement by Contractor, including education and prevention activities.

12.4 Continuous Service Delivery

A. Contractor agrees that, in the event of a material breach by Contractor, Contractor will work with the Fire Chief to ensure continuous and uninterrupted delivery of services that meet or exceed all performance standards under the Agreement, regardless of

the nature or causes underlying such breach.

- B. Contractor agrees that there is a public health and safety obligation to assist Fire Chief in every effort to ensure uninterrupted and continuous service delivery in the event of a material breach, even if Contractor disagrees with the determination of material breach.

12.5 Performance Security

Contractor will provide performance security by providing the City with an irrevocable letter of credit in a form satisfactory to the City. The amount of the letter of credit will be one million five hundred thousand dollars (\$1,500,000.00) issued by a federally insured (FDIC) banking institution with a debt rating of 1A or higher by the FDIC, A or higher by Standard & Poor's, A or higher by Moody's Investors, or a comparable rating by a comparable rating system. The federally insured banking institution on which the irrevocable letter of credit is to be drawn shall be acceptable as determined by the City's Finance Director. In the event the performance security is used for breaches such that the total is reduced to one million, two hundred fifty thousand dollars (\$1,250,000), the performance security will be immediately replenished to one million, five hundred thousand dollars (\$1,500,000).

12.6 Material Breach and Provisions for Termination of This Agreement

- A. The Fire Chief shall have the right to terminate or cancel this Agreement or to pursue any appropriate legal remedy in the event Contractor materially breaches this Agreement and fails to correct such material breach within thirty (30) days following the service on it of a written notice by Fire Chief specifying the material breach complained of and the date of intended termination of rights hereunder absent cure.
- B. The Fire Chief reserves the right to immediately terminate or cancel this Agreement if in the determination of the Greeley Fire Department Fire Chief continued service by Contractor poses an immediate threat to public health and safety.

12.7 Definitions of Breach

- A. Conditions and circumstances that shall constitute a material breach by Contractor shall include but not be limited to the following:
 - 1. Willful failure of Contractor to operate the 911 Ambulance Services including 9-1-1 emergency response system in a manner which enables Greeley Fire Department or Contractor to remain in substantial compliance with the requirements of the applicable Federal, State, and City laws, rules, and regulations. Individual minor infractions of such requirements shall not constitute a material breach, but such willful and repeated breaches shall constitute a material breach;
 - 2. Willful falsification of data supplied to the Fire Chief or his/her designee by Contractor during the course of operations, including by way of example but not by way of exclusion, dispatch data, patient report data, Response Time data, financial data, or falsification of any other data required under Agreement;

3. Willful failure by Contractor to maintain equipment in accordance with good maintenance practices;
4. Deliberate and unauthorized scaling down of operations to the detriment of performance by Contractor prior to the end of the term of this Agreement, or any subsequent renewals thereof;
5. Contractor attempts to assign any of its rights or obligations herein to a third party;
6. Chronic and persistent failure of Contractor's employees to conduct themselves in a professional and courteous manner, or to present a professional appearance;
7. Willful failure of Contractor to comply with approved rate setting, billing, and collection procedures;
8. Repeated failure of Contractor to meet Response Time requirements after receiving notice of non-compliance from the Greeley Fire Department Fire Chief;
9. Repeated failure of Contractor to pay undisputed penalties to the Greeley Fire Department on or before the 30th day after receipt of the invoice;
10. Failure to employ Key Personnel or suitable replacement(s) performing to the satisfaction of the Greeley Fire Department Fire Chief and/or EMS Medical Director at any time during the course of this Agreement term;
11. Failure of Contractor to provide and maintain the required insurance as described in Exhibit 4;
12. Repeated failure to provide data and/or reports generated in the course of operations, including, but not limited to, dispatch data, patient care data, Response Time data, or financial data, within the time periods specified;
13. Any failure of performance, clinical or other, which is determined by the Greeley Fire Department Fire Chief and confirmed by the EMS Medical Director to constitute an endangerment to public health and safety; or
14. Failure of Contractor to comply with the vehicle lease provisions, if applicable.

12.8 City's Remedies

A. Termination:

If conditions or circumstances constituting a material breach exist, City shall have all rights and remedies available at law and in equity, specifically including the right to terminate this Agreement.

B. Effect of Breach

1. The City shall have the right to pursue Contractor for damages and any appropriate injunctive relief including, but not limited to as set forth in Sections 12.8,12.9. 12.10 and/or 12.11 of this Agreement.
2. All City's remedies shall be non-exclusive and shall be in addition to any other remedy available to the City.

12.9 Provisions for Curing Material Breach

A. Specifications:

1. In the event the Fire Chief determines that there has been a material breach by Contractor of the standards and performances as described in this Agreement, which breach represents a threat to public health and safety, such action shall constitute a material breach of this Agreement. In the event of a material breach, the Fire Chief shall give Contractor written notice, by regular mail, return receipt requested, setting forth with reasonable specificity the nature of the material breach.
2. Except where the Greeley Fire Department Fire Chief determines that the breach presents an immediate threat to public health and safety requiring an immediate termination of this Agreement, Contractor shall have the right to cure such material breach within thirty (30) days of delivery of such notice and the reason such material breach endangers the public's health and safety. However, within three (3) Business Days of receipt of such material breach notice, Contractor shall deliver to Greeley Fire Department, in writing, a plan of action to cure such material breach. If, within the Greeley Fire Department's sole determination, Contractor fails to cure such material breach within the period allowed for cure or Contractor fails to deliver the cure plan to the Greeley Fire Department in a timely manner, Contractor shall cooperate completely and immediately with Greeley Fire Department to ensure continuous delivery of services and affect a prompt and orderly transition of all responsibilities to Greeley Fire Department or another EMS vendor selected by Greeley Fire Department.
3. Contractor shall not be prohibited from disputing any such finding of material breach through litigation, provided, however that such litigation shall not have the effect of delaying, in any way, the transition of operations to Greeley Fire Department or another EMS vendor selected by the Greeley Fire Department. These provisions shall be specifically stipulated and agreed to by both parties as being reasonable and necessary for the protection of public health and safety, and any legal dispute concerning the finding that a material breach has occurred, shall be initiated, and shall take place only after the transition of services has been completed.
4. Contractor's cooperation with and full support of such transition shall not be construed as acceptance by Contractor of the findings and material breach and shall not in any way jeopardize Contractor's right of recovery should a court later find that the declaration of material breach was made in error. However, failure on the part of Contractor to cooperate fully with the Fire Chief to affect a smooth and

safe transition of operations, shall itself constitute a breach of this Agreement, even if it was later determined that the original declaration of material breach by the Fire Chief was made in error.

5. For any material breach by Contractor, which does not endanger public health and safety, or for any material breach by City, which cannot otherwise be resolved, early termination provisions that may be agreed to by the parties will supersede these specifications.

12.10 No Waiver

No waiver of a breach, failure of any condition, or any right or remedy contained in or granted by the provisions of this Agreement shall be effective unless it is in writing and signed by the party waiving the breach, failure, right or remedy. No waiver of any breach, failure, right or remedy shall be deemed a waiver of any other breach, failure, right or remedy, whether or not similar, nor shall any waiver constitute a continuing waiver unless the writing so specifies.

12.11 Termination by Mutual Agreement

A. Written Notice:

This Agreement may be canceled immediately on a date specified by written mutual agreement of the Contractor and the City.

12.12 "Lame Duck" Provisions

A. Conditions:

1. Should this Agreement not be renewed or extended, or if the Greeley Fire Department has indicated its intent to enter into a procurement process to seek a different 911 Ambulance Services provider, including 9-1-1 emergency response provider, Contractor agrees to continue to provide all services required in and under this Agreement until the Greeley Fire Department or a new entity approved by the Fire Chief assumes service responsibilities. Under these circumstances, Contractor will serve as a lame duck Contractor for an extended period of time, which could be a year or longer. To ensure continued performance fully consistent with the requirements in this Agreement through any such period, the following provisions shall apply:
 - a. Contractor shall continue all operations and support services at the same level of effort and performance as were in effect prior to the award of the subsequent contract to a competing organization, including but not limited to compliance with provisions of this Agreement related to qualifications of key personnel. Neither shall the Contractor inflate costs that a new Contractor would be required to assume;
 - b. Contractor shall make no changes in methods of operation that actually reduce or could reasonably be considered to be aimed at reducing Contractor's service and operating costs to maximize or affect a gain during the final stages of this

Agreement;

- c. Contractor shall make no changes to employee salaries during this period that could reasonably be considered to be aimed at increasing costs to the incoming provider. Regularly scheduled increases based on length of service or contained in pre-existing binding contracts or labor agreements will be allowed;
- d. Should there be a change in provider, the current service provider shall not penalize or bring personal hardship to bear upon any of its employees who apply for work on a contingent basis with competing Bidders and shall allow without penalty its employees to sign contingent employment agreements with competing Bidders at employees' discretion. The current service provider acknowledges and agrees that supervisory personnel, EMT-Basic IV's, Paramedics, and personnel working in the EMS system have a reasonable expectation of long-term employment in the system, even though contractors may change. However, the current service provider may prohibit its employees from assisting competing Bidders in preparing proposals by revealing trade secrets or other information about the current service provider business practices or field operations;
- e. The Greeley Fire Department recognizes that if another organization should be selected to provide service, the current service provider may reasonably begin to prepare for transition of service to the new entity. The Greeley Fire Department shall not unreasonably withhold its approval of the current service provider request to begin an orderly transition process, including reasonable plans to relocate staff, scale down certain inventory items, etc., as long as such transition activity does not impair the current service provider performance during this period; and
- f. Should the Greeley Fire Department select another organization as a service provider in the future, the current service provider personnel shall have reasonable opportunities to discuss issues related to employment with such organizations without adverse employment-action, interference, or retaliation by the current service provider or Greeley Fire Department.

12.13 Federal Healthcare Program Compliance Provisions

Contractor shall comply with all applicable Federal laws, rules and regulations for operation of its enterprise, 911 Ambulance Services, including 9-1-1 emergency response and those associated with employees.

12.14 Medicare Compliance Program Requirements

Contractor shall implement a comprehensive Compliance Program for all activities, particularly those related to documentation, claims processing, billing and collection processes. Contractor's Compliance Program shall substantially comply with the current

regulatory approach program outlined in the Office of Inspector General (OIG) Compliance Program Guidance for Ambulance Suppliers as published in the Federal Register on March 24, 2003 (03 FR 14255).

12.15 Health Insurance Portability and Accountability ACT (HIPAA)

- A. The parties are committed to ensuring confidentiality with respect to information shared for purposes of this Agreement. The parties agree that Contractor is a covered entity under HIPAA and is therefore subject to privacy and security requirements for managing protected health information (“PHI”).
- B. Pursuant to HIPAA, Contractor is permitted to use and disclose PHI (limited to the minimum necessary) for its own treatment, payment, or health care operations, which includes conducting quality assessment and improvement activities and outcome evaluations. Therefore, Contractor shall disclose PHI to designated employees of Greeley Fire Department (“Designated GFD Employees”) for the purpose of evaluating the services, conducting quality assessments and identifying quality improvement opportunities for services provided hereunder. The Designated GFD Employees shall have access to the portal in which Contractor enters and maintains patient care records for EMS services for the sole purpose of performing quality assessment and improvement activities, and the parties agree to develop a schedule of regular audits to ensure that the Designated GFD Employees are accessing only information required to perform those activities. In addition, the City and Greeley Fire Department agree to require the Designated GFD Employees to sign confidentiality agreements outlining their responsibilities with respect to information accessed and used to perform their duties.
- C. Notwithstanding any other provisions of this Agreement, to the extent that Contractor provides protected health information to the City and/or Greeley Fire Department for any purpose outside of quality assessment and improvement, such information shall be de-identified as dictated by HIPAA regulations.
- D. Contractor is required to implement a comprehensive plan and develop the appropriate policies and procedures to comply with the provisions of HIPAA and the current rules and regulations enacted by the Department of Health and Human Services. Contractor is responsible for all aspects of complying with these rules and particularly those enacted to protect the confidentiality of patient information.

12.16 State and Local Regulations Compliance Provisions

Contractor shall comply with all applicable state and local laws, rules and regulations for businesses, Ambulance Services, and those associated with employees. Contractor shall also comply with Greeley Fire Department policies, procedures and protocols communicated to Contractor prior to the commencement of services and as communicated during the term, and any renewal thereof, of this Agreement. Contractor is responsible for complying with all rules and regulations associated with providing services

for recipients of and being reimbursed by state Medicare / Medicaid and other state and federally funded programs.

12.17 Permits and Licenses

- A. Contractor shall be responsible for and shall hold all required federal, state or local permits or licenses required to perform its obligations under the agreement.
- B. Contractor shall make all necessary payments for licenses and permits for the services and for issuances of state permits for all Ambulance vehicles used.
- C. It shall be entirely the responsibility of Contractor to schedule and coordinate all such applications and application renewals as necessary to ensure that Contractor is in complete compliance with federal, state and local requirements for permits and licenses as necessary to provide the services.
- D. Contractor shall be responsible for ensuring that its employee's state and local certifications as necessary to provide the services, if applicable, are valid and current at all times.

12.18 Compliance with Laws and Regulations

All services furnished by Contractor under this Agreement shall be rendered in full compliance with all applicable federal, state and local laws, ordinances, rules and regulations. It shall be Contractor's sole responsibility to determine which, and be fully familiar with all laws, rules, and regulations that apply to the services under this Agreement, and to maintain compliance with those applicable standards at all times.

12.19 Private Work

Contractor shall not be prevented from conducting private work that does not interfere with the requirements of this Agreement or allocation of overhead and that is not inconsistent with the terms of this Agreement. In the event Contractor does private work outside of this Agreement, and if any overhead costs are shared between the two businesses, financial information provided regarding this Agreement shall clearly identify the relation and percentage shared.

12.20 Retention of Records

Contractor shall retain all documents pertaining to this Agreement as required by Federal and State laws and regulations, and no less than seven (7) years from the end of the fiscal year following the date of service and until all Federal/State audits are complete and exceptions resolved for this Agreement's funding period. Upon request, and except as otherwise restricted by law, Contractor shall make these records available to authorized representatives of the City, the State of Colorado, and the United States Government.

12.21 Product Endorsement/Advertising

Contractor shall not use the name of City or Greeley Fire Department for the endorsement of any commercial products or services without the prior express written permission of the Greeley Fire Department Fire Chief.

12.22 Observation and Inspections

- A. A Greeley Fire Department representative may ride along on any of Contractor's Ambulances or Supervisor Vehicles at any time, provided it does not interfere with Contractor's operations.
- B. A Greeley Fire Department representative may inspect any of Contractor's Ambulances or Supervisor Vehicles at any time to ensure they meet the requirements of this Agreement.
- C. By mutual agreement of the Greeley Fire Department and Contractor, Greeley Fire Department representatives may observe Contractor's office operations related to the services being provided under this Agreement
- D. Contractor shall provide access to various monitoring systems used by Contractor, including but not limited to CAD, AVL, mapping, System Status Management, operational and clinical performance, as well as screens for displaying dynamic data and information contained therein at the Greeley Fire Department as allowed under applicable law.

12.23 Rights and Remedies Not Waived

Contractor covenants that the provision of services to be performed by Contractor under this Agreement shall be completed without compensation from the City, except as specified herein. The acceptance of work under this Agreement shall not be held to prevent maintenance of an action for failure to perform work in accordance with this Agreement.

12.24 Consent to Jurisdiction

Contractor shall consent to the exclusive jurisdiction of the courts of the State of Colorado or a federal court in Colorado in all actions and proceedings between the parties hereto arising under or growing out of this Agreement. Venue shall lie in the City of Greeley, Colorado.

12.25 Cost of Enforcement

If City or Contractor institutes litigation against the other party to enforce its rights pursuant to performing the work under this Agreement, the actual and reasonable cost of litigation incurred by the prevailing party, including but not limited to attorney's fees, consultant and expert fees, or other such costs shall be paid or reimbursed within ninety (90) days after receiving notice by the prevailing party following a final decision or exhaustion of all appeals.

12.26 Independent Contractor

- A. No relationship of employer and employee is created by this Agreement; it being

understood and agreed that Contractor is an independent contractor. Contractor is not the agent or employee of the City in any capacity whatsoever, and City shall not be liable for any acts or omissions by Contractor nor for any obligations or liabilities incurred by Contractor. Contractor shall have no claim under this Agreement or otherwise, for seniority, vacation time, vacation pay, sick leave, personal time off, overtime, health insurance medical care, hospital care, retirement benefits, social security, disability, Workers' Compensation, or unemployment insurance benefits, civil service protection, or employee benefits of any kind.

- B. Contractor shall be solely liable for and obligated to pay directly all applicable payroll taxes (including federal and state income taxes) or contributions for unemployment insurance or old age pensions or annuities which are imposed by any governmental entity in connection with the labor used or which are measured by wages, salaries or other remuneration paid to its officers, agents or employees and agrees to indemnify and hold City harmless from any and all liability which City may incur because of Contractor's failure to pay such amounts.
- C. In carrying out the work contemplated herein, Contractor shall comply with all applicable federal and state workers' compensation and liability laws and regulations with respect to the officers, agents and/or employees conducting and participating in the work; and agrees that such officers, agents, and/or employees will be considered as independent contractors and shall not be treated or considered in any way as officers, agents and/or employees of City.
- D. Contractor does, by this Agreement, agree to perform her/his said work and functions at all times in strict accordance with currently approved methods and practices in her/his field and that the sole interest of Fire Chief is to insure that said service shall be performed and rendered in a competent, efficient, timely and satisfactory manner and in accordance with the standards required by the Fire Chief.

12.27 Indemnification

To the fullest extent permitted by law, Contractor shall hold harmless, defend and indemnify the City, its City Council, employees and agents from and against any and all claims, losses, damages, liabilities and expenses, including but not limited to attorneys' fees, arising out of or resulting from Contractor's performance of services under this Agreement, provided that any such claim, loss, damage, liability or expense is attributable to bodily injury, sickness, disease, death or to injury to or destruction of property, including the loss therefrom, or to any violation of federal, state or municipal law or regulation, which arises out of or is any way connected with the performance of this Agreement (collectively "Liabilities") except to the extent such Liabilities are caused by the negligence or willful misconduct of any indemnitee. The City may participate in the defense of any such claim without relieving Contractor of any obligation hereunder. The obligations of this indemnity shall be for the full amount of all damage to City, including defense costs, and shall not be limited by any insurance limits.

12.28 Insurance

Contractor shall at all times during the term of the Agreement with the City maintain in force, at minimum, those insurance policies as designated in the attached Exhibit 4 and will comply with all those requirements as stated therein. The City and all parties as set forth on Exhibit 4 shall be considered an additional insured or loss payee if applicable. All of Contractor's available insurance coverage and proceeds in excess of the specified minimum limits shall be available to satisfy any and all claims of the City, including defense costs and damages. Any insurance limitations are independent of and shall not limit the indemnification terms of this Agreement. Contractor's insurance policies, including excess and umbrella insurance policies, shall include an endorsement and be primary and non-contributory and will not seek contribution from any other insurance (or self-insurance) available to City. Contractor's excess and umbrella insurance shall also apply on a primary and non-contributory basis for the benefit of the City before City's own insurance policy or self-insurance shall be called upon to protect it as a named insured.

12.29 Conflicts of Interest

Contractor covenants that it presently has no interest, and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of services required under this Agreement. Without limitation, Contractor represents to and agrees with the City that Contractor has no present, and will have no future, conflict of interest between providing the City services hereunder and any other person or entity (including but not limited to any federal or state wildlife, environmental or regulatory agency) which has any interest adverse or potentially adverse to the City, as determined in the reasonable judgment of the Fire Chief.

12.30 Headings or Capitalization

Headings or capitalization herein are for convenience of reference only and shall in no way affect interpretation of the Agreement.

12.31 Debarment and Suspension Certification

- A. Contractor shall comply with applicable Federal suspension and debarment regulations:
1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency; and
 2. Shall not knowingly enter into any covered transaction with a person who is proposed for debarment under federal regulations, debarred, suspended, declared ineligible, or voluntarily excluded from participation in such transaction.

12.32 Ownership of Documents

- A. Contractor hereby assigns to the City and its assignees all copyright and other use rights in any and all proposals, plans, specification, designs, drawings, sketches, renderings, models, reports and related documents (including computerized or electronic copies) to the extent created at the City's direction and with use of the City's resources (collectively, "City Documents and Materials"). This explicitly includes the

electronic copies of all above stated documentation.

- B. Contractor shall be permitted to retain copies, including reproducible copies and computerized copies, of City Documents and Materials. Contractor agrees to take such further steps as may be reasonably requested by Fire Chief to implement the aforesaid assignment. If for any reason said assignment is not effective, Contractor hereby grants the City and any assignee of the City an express royalty-free license to retain and use City Documents and Materials. The City's rights under this paragraph shall apply regardless of the degree of completion of the City Documents and Materials and whether or not Contractor's services as set forth in this Agreement have been fully performed or paid for.
- C. In Contractor's contracts with sub-contractors, Contractor shall expressly obligate its Sub-Contractors to grant the City the aforesaid assignment and license rights as to the City Documents and Materials. Contractor agrees to defend, indemnify, and hold the City harmless from any damage caused by a failure of the Contractor to obtain such rights from its Contractors and/or Sub-Contractors.
- D. Contractor shall pay all royalties and license fees which may be due for any patented or copyrighted materials, methods or systems selected by the Contractor and incorporated into the work as set forth in this Agreement, and shall defend, indemnify and hold the City harmless from any claims for infringement of patent or copyright arising out of such selection. The City's rights under this Paragraph shall not extend to any computer software used to create such City Documents and Materials.

12.33 Modification and Amendment

The terms of this Agreement may be modified by mutual consent of the City and the Contractor in writing. If an agreed-to modification requires approval by Greeley Fire Department, Contractor agrees to assist in obtaining that approval, if requested by the Greeley Fire Department Fire Chief. All changes to the Agreement shall be approved by the Greeley Fire Department Fire Chief following standard contract amendment procedures.

12.34 Severability

If a court of competent jurisdiction holds any provision of this Agreement to be illegal, unenforceable, or invalid in whole or in part for any reason, the validity and enforceability of the remaining provisions, or portions of them, will not be affected, unless an essential purpose of this Agreement would be defeated by the loss of the illegal, unenforceable, or invalid provision.

12.35 Arm's Length Transaction

This Agreement has been negotiated in an arm's length transaction, has not been determined in a manner which takes into account the volume or value of referrals or business that may otherwise be generated between the parties, and any monetary

contributions or penalties to be provided as set forth herein reflect the commercially reasonable needs of the City. Further, this Agreement is not intended to violate anti-kickback or any state or federal law governing billing or claim submission and does not involve the counseling or promotion of a business arrangement or other activity that violates the law.

12.36 Federal Health Care Program Business

The services provided under this agreement, including any monetary contributions and/or penalties, are not conditioned on the volume or value of federal health care program business generated between the City, the Greeley Fire Department, and/or Contractor. Neither the City nor the Greeley Fire Department or their employees are required to refer or send patients to Contractor or its affiliates. Neither the City nor the Greeley Fire Department are restricted from referring patients to any particular individual or entity. Contractor shall neither control nor direct the professional judgment of EMS Medical Director or any Emergency Medical Services worker affiliated, and such professional judgment rests solely with each Emergency Medical Services worker. The City, the Greeley Fire Department and Contractor hereby support the rights of EMS Medical Director and EMS workers to select the medical facility or facilities appropriate for the proper care and treatment of patients and the medical facility or facilities of the patient's choice.

12.37 Exclusion

Neither City, Greeley Fire Department or Contractor is now or ever has been excluded from participation under any federal health care program, for the provision of items or services for which payment may be made under a federal health care program, and no final adverse action as such term is defined under 42 U.S.C. § 1320a-7e(g), has occurred or is pending against any party.

12.38 Miscellaneous

- A. Complete Agreement. This Agreement represents the entire agreement between the Parties with respect to the subject matter of this Agreement. All prior agreements, representations, statements, negotiations, and undertakings, whether oral or written, are superseded hereby.
- B. Counterparts and Electronic Signatures. This Agreement may be executed in any number of counterparts, and each of such counterparts shall, for all purposes, be deemed to be an original, and all such counterparts shall together constitute on and the same instrument. Facsimile and electronic signatures shall constitute original signatures for all purposes of this Agreement.

Item No. 6.

IN WITNESS WHEREOF, the parties have executed this Agreement individually or by signature of their duly authorized representatives as of the signature dates set forth below, to be effective as of the Effective Date.

FOR Contractor:

FOR CITY OF GREELEY:

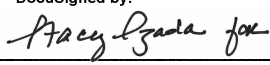
DocuSigned by:
By: 
Kevin Blinger
President and Chief Executive Officer

DocuSigned by:
By: 
Raymond Lee
INTERIM CITY MANAGER

Date: 9/30/2021

Date: 10/4/2021

APPROVED AS TO LEGAL FORM:

DocuSigned by:
By: 
Douglas Marek
CITY ATTORNEY

APPROVED AS TO AVAILABILITY OF FUNDS

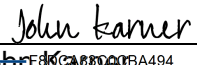
DocuSigned by:
By: 
John Karner
DIRECTOR OF FINANCE

EXHIBIT 1: Definitions and Terms

911 Ambulance Services – All 911 Emergency response ambulance services and non-Emergency ALS ambulance services to be provided by Contractor pursuant to this Agreement.

Advanced Life Support or ALS – Definitive emergency care or medical procedures for sustaining life including advanced diagnosis and protocol driven treatment of a patient in the field such as defibrillation, airway management, and administration of medications. It can be provided by trained Paramedics or Emergency Medical Technician – Intermediates.

Agreement - The agreement between the City and Contractor awarded pursuant to the Emergency Ambulance Services with ALS Ambulance Transport Request for Proposal solicitation.

Ambulance – Any vehicle specially constructed, modified or equipped and used for transporting sick, injured, infirmed or otherwise incapacitated person and capable of supporting BLS or a higher level of care.

Ambulance Service – The furnishing, operating, conducting, maintaining, advertising, or otherwise engaging in or professing to be engaged in the transportation of patients by Ambulance. Taken in context, it also means the person so engaged or professing to be so engaged.

AVL – Automatic vehicle locator.

Bariatric Ambulance - A bariatric ambulance is an ambulance vehicle modified to carry the severely obese. They have extra-wide interiors and carry "bariatric stretchers" and specialized lifting gear that can carry patients up to 1,400 pounds in weight.

Base Hospital – The source of direct medical communications with and supervision of the immediate field emergency care performance by EMTs or Paramedics.

Basic Life Support (BLS) – Basic life support is a level of medical care which is used for victims of life-threatening illnesses or injuries until they can be given full medical care at a hospital. It can be provided by trained medical personnel, such as Emergency Medical Technicians.

Business Day - Monday through Friday except for holidays as observed by the City.

Cardio-Pulmonary Resuscitation or CPR – An emergency procedure that combines chest compressions often with artificial ventilation in an effort to manually preserve intact brain function.

City – City of Greeley, Colorado.

Computer-Aided Dispatch or CAD – A system consisting of but not limited to associated hardware and software to facilitate call taking, System Status Management, unit selection, ambulance coordination, resource dispatch and deployment, event time stamping, creation and real time maintenance of incident database, and providing management information.

Continuity of Operations Plan – A plan that helps to ensure trouble-free operations through unanticipated events without loss of or a reduction in service.

Contractor - Poudre Valley Health Care, Inc. d/b/a Poudre Valley Hospital.

Dedicated Ambulance(s) - Ambulance(s) assigned to the Service Area for dispatch to 911 calls within the Greeley Fire Department Service Area exclusively except in instances of system overload or a Mass Casualty Incident in a neighboring jurisdiction with whom Greeley Fire Department has entered into a Mutual Aid Agreement.

Electronic Patient Care Report or ePCR – A document that records patient information, assessment, care, treatment, and disposition by prehospital personnel.

Emergency – Any real or self-perceived event which threatens life, limb or well-being of an individual in such a manner that a need for immediate medical care is created.

Emergency Medical Dispatch or EMD – A structured method of prioritizing requests for ambulance and first responder services, based upon highly structured telephone protocols and dispatch algorithms. Its primary purpose is to safely allocate available resources among competing demands for service. EMD includes but is not limited to personnel trained to state and national standards on emergency medical dispatch techniques including call screening, call and resource priority and pre-arrival instruction.

EMS Medical Director – shall mean the physician or physicians selected by Contractor to authorize and direct, through protocols and standing orders, the performance of EMS providers and oversee the quality assurance programs of Contractor's EMS structure.

Emergency Medical Services (EMS) – This refers to the full spectrum of pre-hospital care and transportation, encompassing bystander action (e.g., CPR), priority dispatch and pre-arrival instructions, first response and rescue service, Ambulance Services, and on-line medical control.

EMS System – The EMS System consists of those organizations, resources and individuals from whom some action is required to ensure timely and medically appropriate response to medical emergencies.

Emergency Medical Technician or EMT-Basic – An individual who has a current and valid EMT certificate issued by the Colorado Department of Public Health and Environment and who is authorized to provide basic emergency medical care in accordance with the Rules Pertaining to EMS Practice and EMS Medical Director Oversight. For the purposes of these rules, EMT includes the historic EMS Provider level of EMT-Basic (EMT-B).

Emergency Medical Technician with IV Authorization or EMT-Basic IV – An individual who has a current and valid EMT certificate issued by the Colorado Department of Public Health and Environment and who has met the conditions defined in the Rules Pertaining to EMS Practice and EMS Medical Director relating to IV authorization.

Fire Chief – Greeley Fire Department's Fire Chief or his/her designated representative.

Fractile Basis – A method of measuring ambulance Response Times in which all-applicable response times are stacked in ascending length. Then, the total number of calls generating response within eight minutes (for example) is calculated as a percent of the total number of calls. A 90th percentile, or 90 percent, standard is most commonly used. When a 90th percentile Response Time standard is employed, 90 percent of the applicable calls are arrived at in less than eight minutes, while only 10 percent take longer than eight minutes.

Global Positioning System (GPS) – A satellite-based radio navigation system that provides geolocation and time information to GPS receivers to determine the receiver's location on Earth.

Greeley Fire Department – The City of Greeley's fire department.

Health Insurance Portability and Accountability Act or HIPAA – refers to the Health Insurance Portability and Accountability Act of 1996, which provides legislative data privacy and security provisions for safeguarding medical information.

Incident Command System or ICS – Standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective.

Key Personnel - Contractor's employees serving as Operations Director, Operations Manager, Performance and Compliance Manager, EMS Medical Director, and Clinical Education Manager, as described in Section 6.1.

MDC – Mobile data computer; also referred to as mobile data terminal (MDT)

Medical Priority Dispatch System or MPDS – A set of established protocols utilized by dispatchers to determine the level of response necessary.

Medical Protocol – Written standards for patient medical assessment and management.

Multi-Casualty Incident or MCI – An event that results in more victims than are normally handled by the system. The event takes place within a discrete location and does not involve the entire community. It is expected that the number of victims would range from 6 to 50 and that the system would be stressed, including delays in treatment of patients with relatively minor injuries or illnesses.

Mutual Aid – shall refer to: 1. responses into the Greeley Fire Department Service Area from a ground transport provider outside the Service Area for the purpose of assisting the Contractor with emergency and/or non-emergency requests for service; and 2. responses by the Contractor to areas outside the Greeley Fire Department Service Area for the purpose of assisting the ground transport provider in that service area.

National Incident Management System (NIMS) – A systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the

private sector to work together seamlessly.

Non-Emergency Call – Any request for service designated as non-life threatening by dispatch personnel in accordance with Greeley Fire Department policy and pre-established dispatch protocols, requiring the immediate dispatch of an ambulance without the use of lights and sirens.

Occupational Safety and Health Administration or OSHA – Federal agency that protects and improves the health and safety of working men and women.

On Scene – The moment when a unit communicates to dispatch that it has arrived at the address of the call. Normally, this is when the vehicle is put into park. If staging is required for crew safety, at scene is determined when the unit reaches a safe distance from the call and waits for law enforcement to determine it is safe to enter. If off-road location, such as a park or private road with gated access, at scene is determined by reaching the end of paved roadway or closed gate.

Paramedic – An individual trained, certified or licensed to perform advanced life-support (ALS) procedures under the direction of a physician, and whose scope of practice to provide advanced life support is according to the Colorado Rules and Regulations and whom has a valid certificate or license issued pursuant to those rules.

Public Access Defibrillation (PAD) – A program that place automatic external defibrillators throughout communities.

Response Time Exception – A variance from Response Time standards which when approved by the Greeley Fire Department is deemed a compliant call at the Response Time standard and shall be included in Response Time compliance calculations.

Response Time Exemption – A late or specified other response which when approved by the Greeley Fire Department shall be excluded from Response Time compliance calculations and financial penalties.

Response Time – The actual elapsed time between receipt by the Contractor of a call that an ambulance is needed and the arrival of the ambulance On Scene.

Response Time Compliance Zone – means those areas defined by the maps in Exhibit 3 within which Contractor must measure and record its Response Time for each call for service.

Service Area - The geographical area in which Contractor shall provide the 911 Ambulance Services, Special Events Services and Public Safety Services pursuant to this Agreement shall be all area within the Greeley Fire Department's jurisdiction, as may be modified from time to time through the inclusion/exclusion of real property, and such other areas to which the Greeley Fire Department is obligated, or may become legally obligated, to provide emergency medical or Ambulance Services by Intergovernmental Agreement, Mutual Aid Agreement, or Automatic Aid Agreement. For reference the Service Area as of the execution of this Agreement is depicted in Exhibit 2.

ST-Elevation Myocardial Infarction or STEMI – A heart attack caused by the complete blockage of a heart artery.

System Status Management - A management tool to define the "unit hours" of production time, their positioning and allocation, by hour and day of week to best meet demand patterns.

System Status Plan (SSP) – A planned protocol or algorithm governing the deployment and event-driven redeployment of system resources, both geographically and by time of day/day of week. Every system has a system status plan. The plan may or may not be written, elaborate or simple, efficient or wasteful, effective or dangerous.

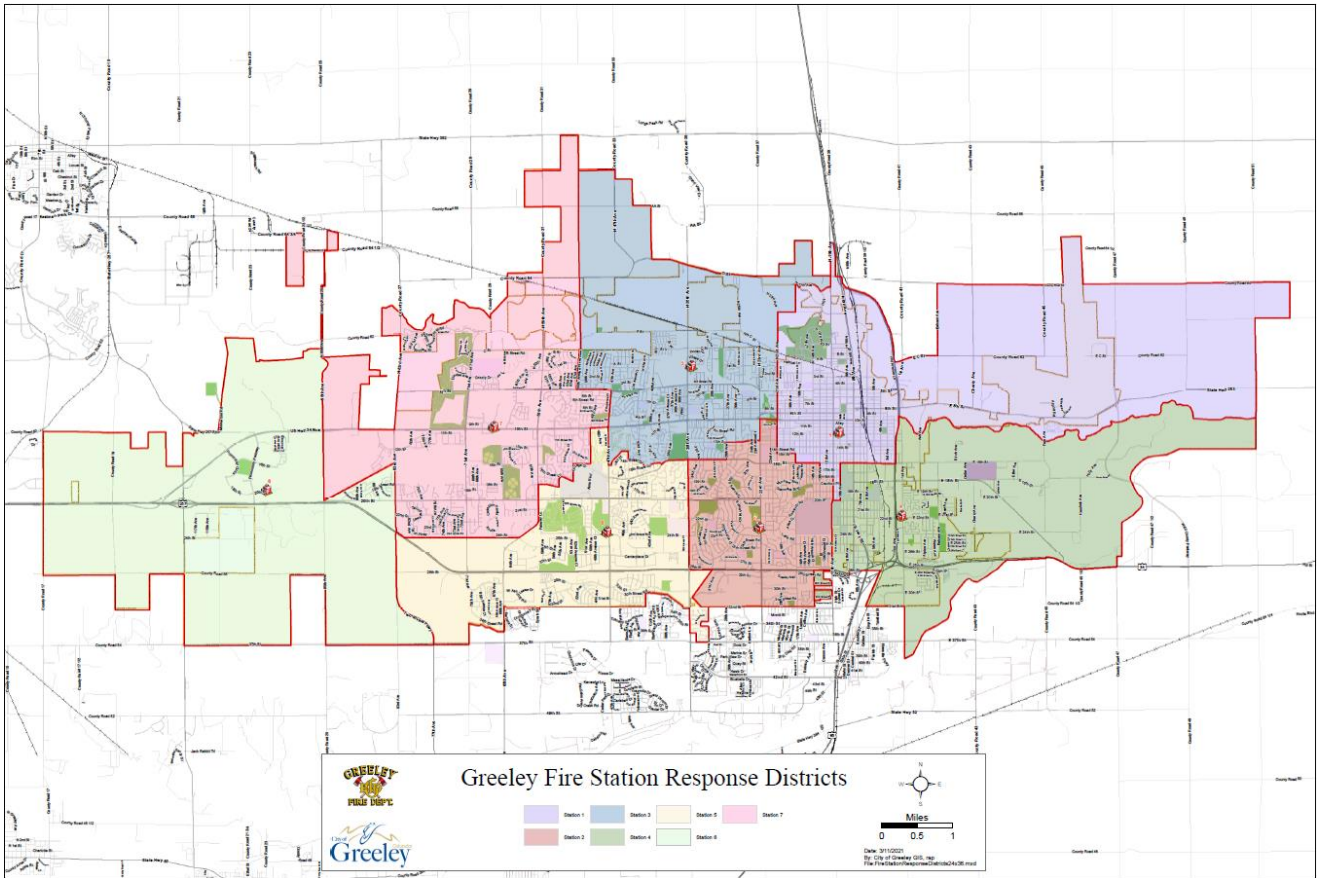
Unit Hour – One hour of service by a fully equipped and staffed Ambulance assigned to a call or available for dispatch.

Unit Hour Utilization (UHU) Ratio – A measurement of how hard and how effectively the system is working. It is calculated by dividing the number of responses initiated during a given period of time, by the number of unit hours (hours of service) produced during the same period of time. Special event coverage and certain other classes of activity are excluded from these calculations.

Weld County Regional Communications Center or WCRCC – the Ambulance dispatch service provider for the Service Area.

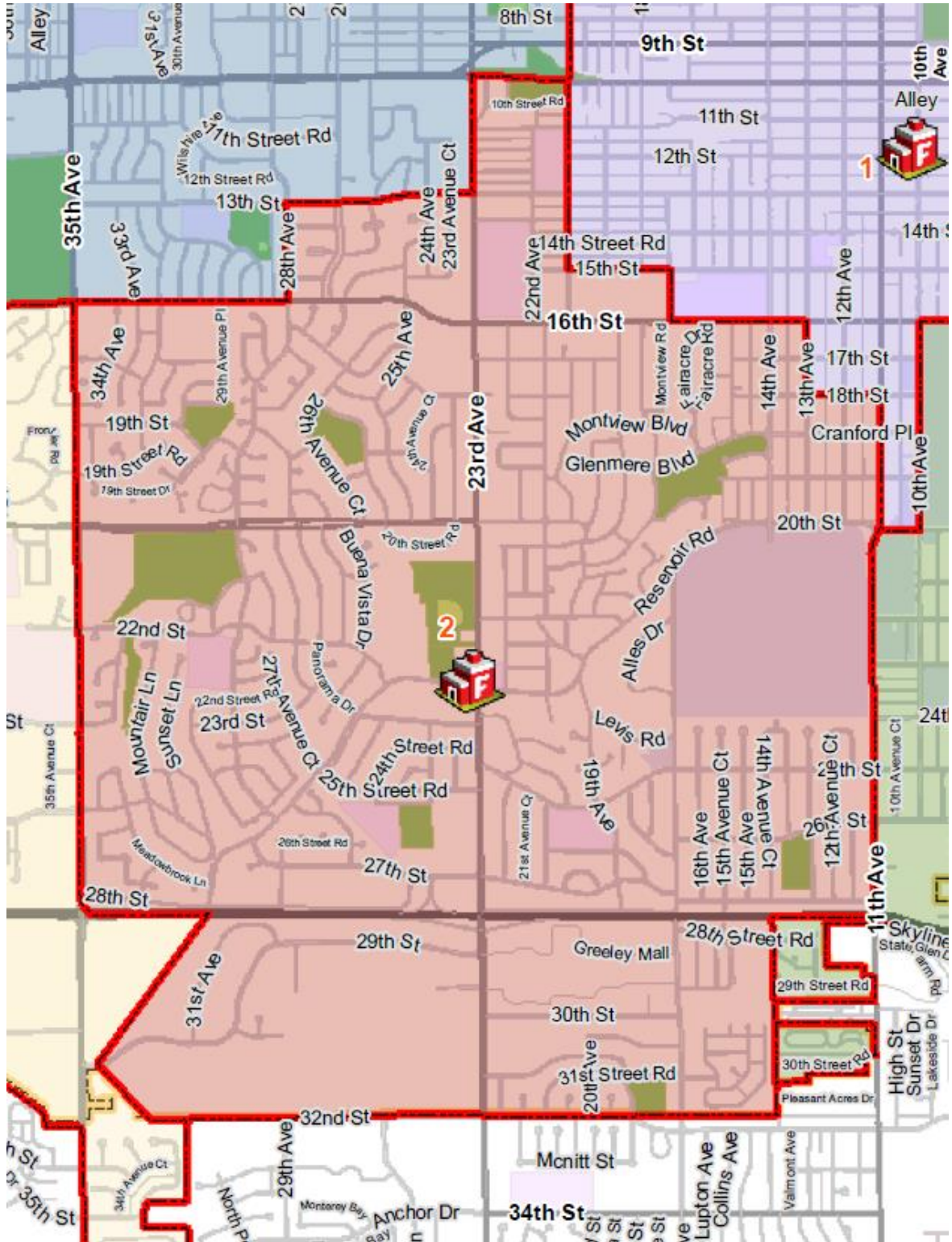
Item No. 6.

EXHIBIT 2: Map Showing Greeley Fire Department Service Area

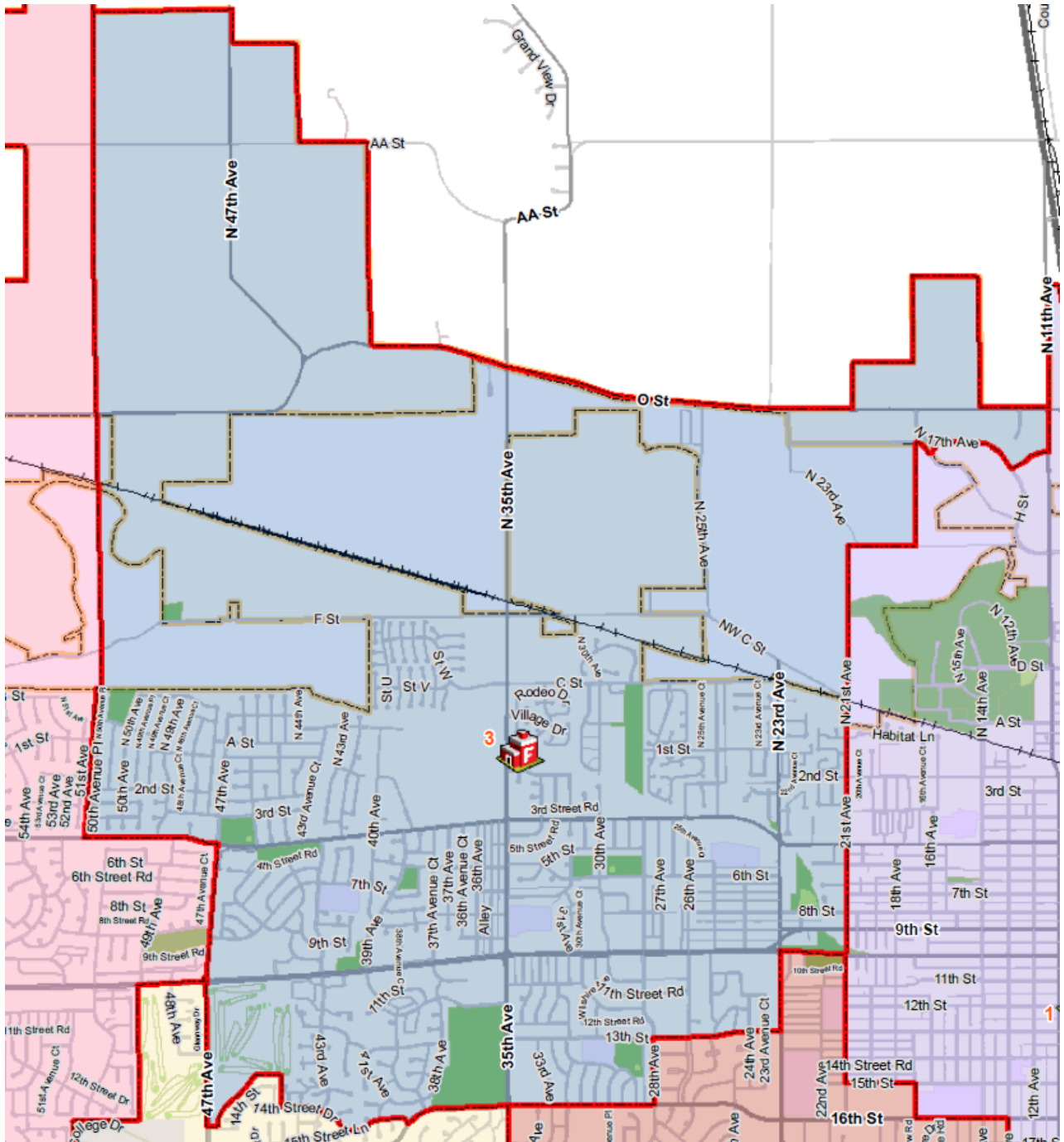


Item No. 6.

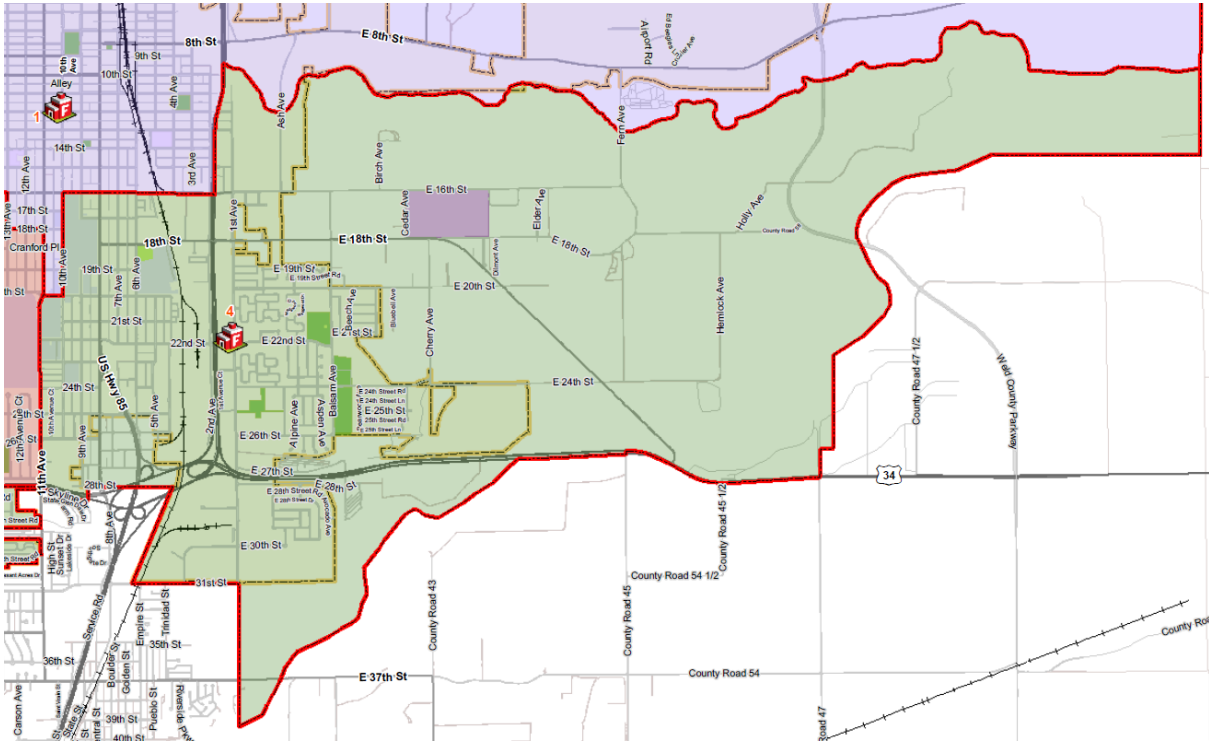
District 2



District 3

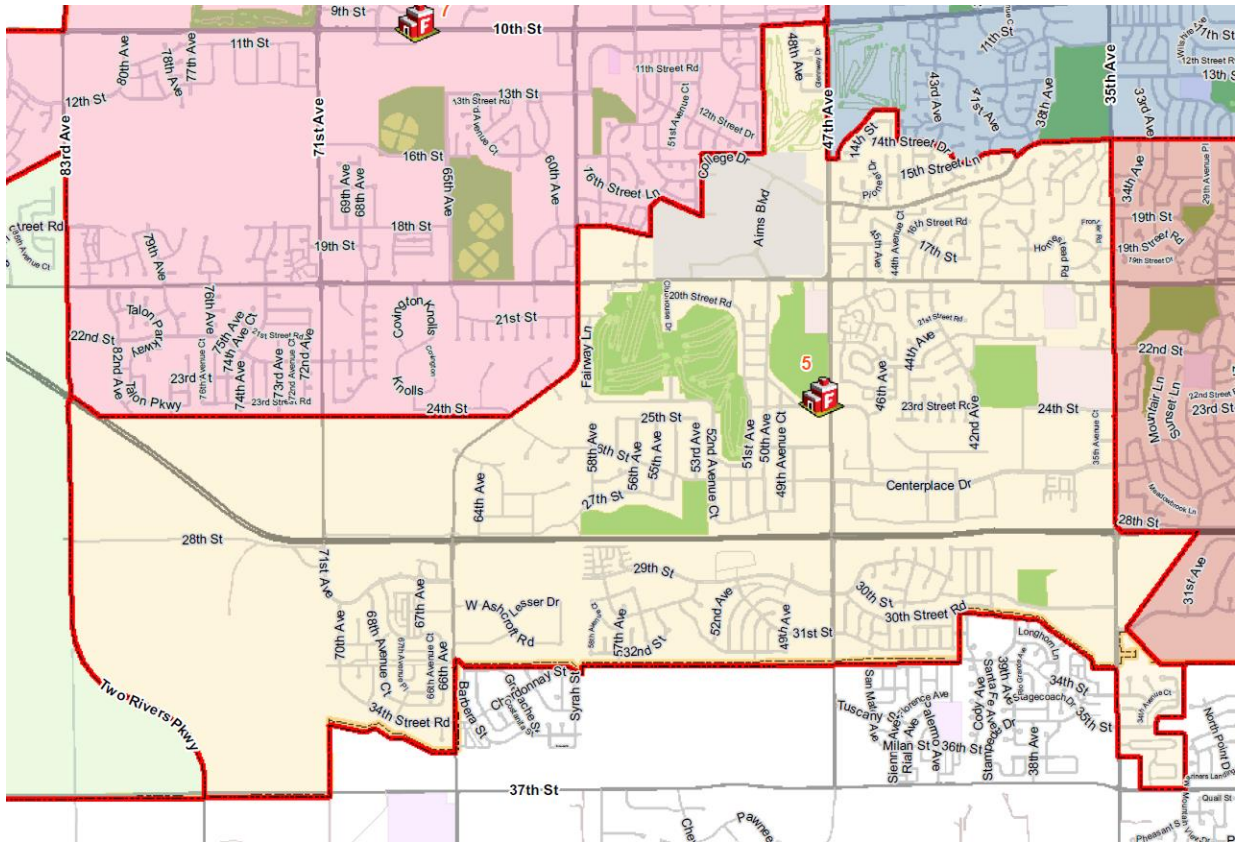


District 4



Item No. 6.

District 5



Item No. 6.

District 7

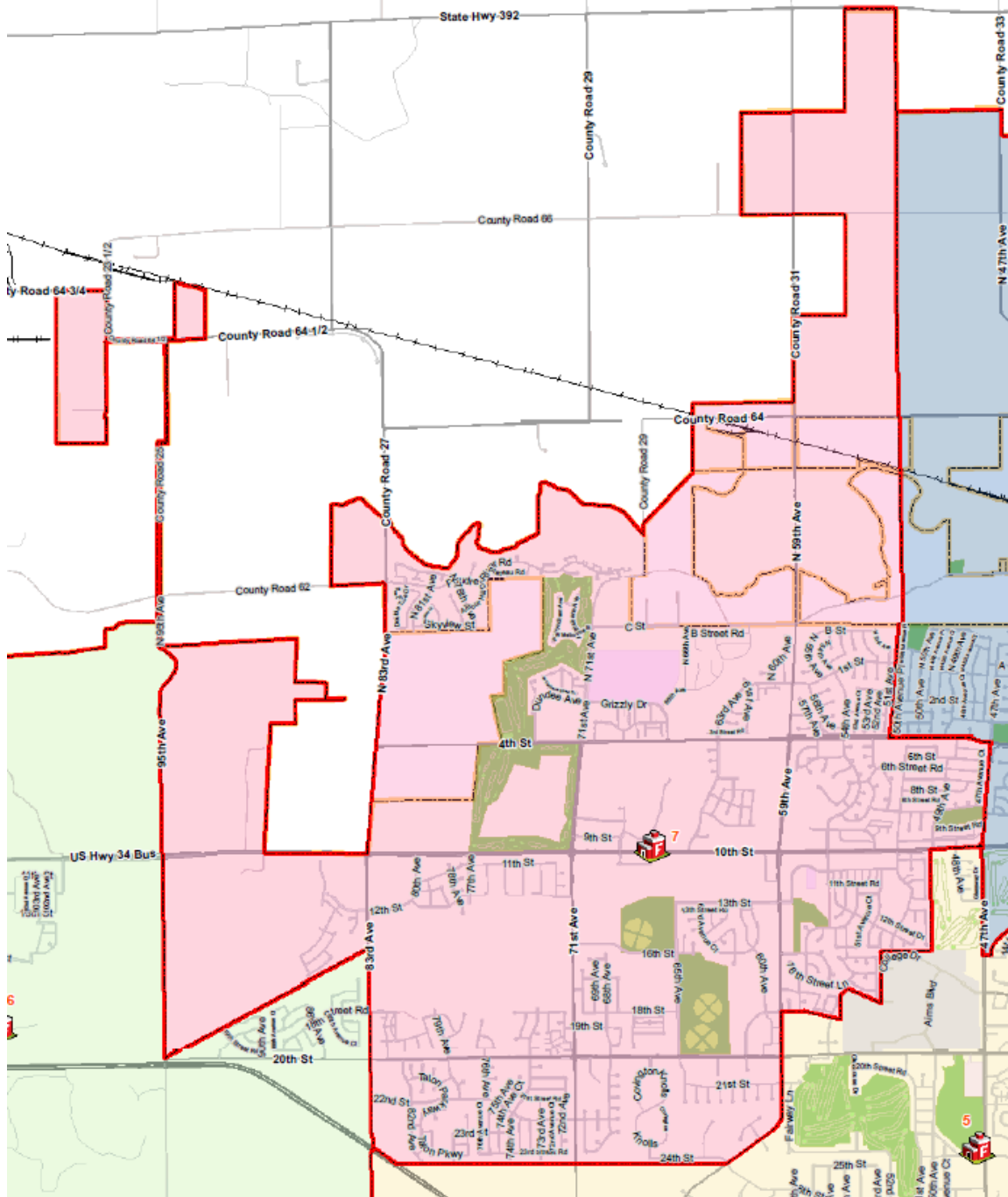


EXHIBIT 4: Minimum Insurance Requirements

Provide Certificate of Insurance, or other proof of insurance naming the City of Greeley as “additional insured”, for each of the following categories:

<p>General Liability (Including operations, products and completed operations, as applicable.)</p>	<p>\$2,000,000 - per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit either must apply separately to this project or must be twice the required occurrence limit.</p>
<p>Comprehensive Automobile Liability</p>	<p>\$1,000,000 –Motor Vehicle Liability Insurance per accident for bodily injury and property damage, plus an additional amount adequate to pay related attorneys’ fees and defense costs for each of the Contractors owned, hired or non-owned vehicles assigned to or used in performance of this Agreement.</p>
<p>Workers’ Compensation</p>	<p>As required by the State of Colorado</p>
<p>Employers’ Liability</p>	<p>\$1,000,000 - each accident, \$1,000,000 policy limit bodily injury by disease, \$1,000,000 each employee bodily injury by disease.</p>
<p>Professional Liability (Errors and Omissions)</p>	<p>\$1,000,000 - per occurrence.</p>
<p>Cyber Liability</p>	<p>\$5,000,000 per occurrence for Privacy and Network Security, \$1,000,000 per occurrence for Technology Errors and Omissions</p> <p>To be carried at all times during the term of the Contract and for three years thereafter.</p>

EXHIBIT 5: Response Time Standards

Response time requirements are set forth as follows:

1. Contractor Ambulances shall arrive on scene within eight minutes zero seconds (8:00) ninety percent (90%) of the time each calendar month on all Emergency responses. 90th percentile will be calculated in each Greeley Fire Department response district.
2. Contractor Ambulances shall arrive on scene within 12 minutes zero seconds (12:00) 90% of the time each calendar month on all Non-Emergency Calls. 90th percentile will be calculated in each Greeley Fire Department response district.

EXHIBIT 6: Sample Compliance Reporting

[Month] [Year] Compliance Summary Report

Medic Unit - Emergent Response (Entire Response Area)			
Description	2019	2020	2021 YTD
Average Response Time	6:16	6:34	4:58
Percent of Emergency Responses < 8:00	80%	77%	92%
# of Days in Time Slice	99	366	77
Unit Responses	1197	6965	909

Medic Unit - Emergent Response (District 1)			
Description	2019	2020	2021 YTD
Average Response Time	5:25	5:50	4:21
Percent of Emergency Responses < 8:00	86%	83%	94%
# of Days in Time Slice	99	366	77
Unit Responses	81	1508	215

Medic Unit - Emergent Response (District 2)			
Description	2019	2020	2021 YTD
Average Response Time	6:25	6:29	4:24
Percent of Emergency Responses < 8:00	76%	79%	93%
# of Days in Time Slice	99	366	77
Unit Responses	38	1251	196

Medic Unit - Emergent Response (District 3)			
Description	2019	2020	2021 YTD
Average Response Time	6:48	6:50	5:28
Percent of Emergency Responses < 8:00	80%	75%	89%
# of Days in Time Slice	99	366	77
Unit Responses	51	1228	178

Medic Unit - Emergent Response (District 4)			
Description	2019	2020	2021 YTD
Average Response Time	5:31	6:29	5:21
Percent of Emergency Responses < 8:00	84%	79%	87%
# of Days in Time Slice	99	366	77
Unit Responses	44	848	95

Medic Unit - Emergent Response (District 5)			
Description	2019	2020	2021 YTD
Average Response Time	8:12	8:19	5:02
Percent of Emergency Responses < 8:00	56%	55%	95%
# of Days in Time Slice	99	366	77
Unit Responses	25	608	117

Medic Unit - Emergent Response (District 6)			
Description	2019	2020	2021 YTD
Average Response Time	N/A	7:16	6:48
Percent of Emergency Responses < 8:00	N/A	63%	80%
# of Days in Time Slice	N/A	57	77
Unit Responses	N/A	8	5

Medic Unit - Emergent Response (District 7)			
Description	2019	2020	2021 YTD
Average Response Time	6:45	6:46	5:07
Percent of Emergency Responses < 8:00	80%	76%	90%
# of Days in Time Slice	99	366	77
Unit Responses	35	787	96

Medic Unit - Non-Emergent Response (Entire Response Area)			
Description	2019	2020	2021 YTD
Average Response Time	7:06	7:19	6:09
Percent of Non-Emergency Responses < 12:00	92%	91%	95%
# of Days in Time Slice	99	366	77
Unit Responses	284	1044	717

Medic Unit - Non-Emergent Response (District 1)			
Description	2019	2020	2021 YTD
Average Response Time	6:11	6:36	5:35
Percent of Non-Emergency Responses < 12:00	97%	93%	96%
# of Days in Time Slice	99	366	77
Unit Responses	67	250	200

Medic Unit - Non-Emergent Response (District 2)			
Description	2019	2020	2021 YTD
Average Response Time	6:40	7:09	5:48
Percent of Non-Emergency Responses < 12:00	94%	92%	98%
# of Days in Time Slice	99	366	77
Unit Responses	62	254	166

Medic Unit - Non-Emergent Response (District 3)			
Description	2019	2020	2021 YTD
Average Response Time	7:30	7:30	6:35
Percent of Non-Emergency Responses < 12:00	90%	95%	95%
# of Days in Time Slice	99	366	77
Unit Responses	49	172	125

Medic Unit - Non-Emergent Response (District 4)			
Description	2019	2020	2021 YTD
Average Response Time	6:36	7:07	6:48
Percent of Non-Emergency Responses < 12:00	91%	90%	91%
# of Days in Time Slice	99	366	77

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Unit Responses	55	173	78
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Medic Unit - Non-Emergent Response (District 5)			
Description	2019	2020	2021 YTD
Average Response Time	9:00	9:53	7:11
Percent of Non-Emergency Responses < 12:00	85%	80%	90%
# of Days in Time Slice	99	366	77
Unit Responses	26	76	92

Medic Unit - Non-Emergent Response (District 6)			
Description	2019	2020	2021 YTD
Average Response Time	N/A	8:26	5:46
Percent of Non-Emergency Responses < 12:00	N/A	100%	100%
# of Days in Time Slice	N/A	57	77
Unit Responses	N/A	1	2

Medic Unit - Non-Emergent Response (District 7)			
Description	2019	2020	2021 YTD
Average Response Time	8:18	7:29	5:42
Percent of Non-Emergency Responses < 12:00	92%	90%	96%
# of Days in Time Slice	99	366	77
Unit Responses	24	116	54

[Month] [Year] Liquidated Damages Summary Report

Type	Criteria	Amount Per Incident	Quantity	Total
30 Day Compliance:	89.5 - <90%	\$50,000		
30 Day Compliance:	89 - <89.5%	\$100,000		
30 Day Compliance:	<89%	\$150,000		
60 Day Compliance:	89.5 - <90%	\$100,000		
60 Day Compliance:	89 - <89.5%	\$200,000		
60 Day Compliance:	<89%	\$300,000		
Mechanical Failure	While en-route or patient on board	\$500		
Failure to report at scene	Failure to report at scene	\$250		

Daily / Monthly / Quarterly / Annual Reporting Requirements

Response Compliance	Daily	Monthly	Quarterly	Annual
Response Time Compliance -911 Emergency District 1	*	X	X	X
Response Time Compliance -911 Emergency District 2	*	X	X	X
Response Time Compliance -911 Emergency District 3	*	X	X	X
Response Time Compliance -911 Emergency District 4	*	X	X	X
Response Time Compliance -911 Emergency District 5	*	X	X	X
Response Time Compliance -911 Emergency District 6	*	X	X	X
Response Time Compliance -911 Emergency District 7	*	X	X	X
Response Time Compliance -911 Emergency Entire District	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 1	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 2	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 3	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 4	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 5	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 6	*	X	X	X
Response Time Compliance - 911 Non-Emergency District 7	*	X	X	X
Response Time Compliance - 911 Non-Emergency Entire District	*	X	X	X
Medical Scene Times (15 Minutes)	*	X	X	X
Trauma Scene Times (10 Minutes)	*	X	X	X
Penetrating Trauma Scene Times (3 Minutes)	*	X	X	X
Number of times ambulance levels reaching status Zero	X	X	X	X
Total # of Responses	*	X	X	X
Total Patient Refusals	*	X	X	X
Total ALS, BLS , and Intercept	*	X	X	X
Mutual Aid Responses - In to District	X	X	X	X
Mutual Aid Responses - Out to District	X	X	X	X
Destination Report	X	X	X	X

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Patient Outcome	Daily	Monthly	Quarterly	Annual
Trauma Team Activation	*	X	X	X
Sepsis Alert	*	X	X	X
Cardiac Alert	*	X	X	X
Cardiac Arrest	*	X	X	X
Stroke Alert	*	X	X	X

Financial Condition	Daily	Monthly	Quarterly	Annual
Break Down of Payer Mix & Collection Rate for all responses within response area			X	X

Misc. Compliance	Daily	Monthly	Quarterly	Annual
Patient Complaint Reports, details, resolution	X	X	X	X
Staffing Issues / Unable to staff ambulance	X	X	X	X
Vehicle Breakdowns while responding to, or while transporting	X	X	X	X
Ambulance Age, Miles, Condition	*	X	X	X
Reserve Ambulance Availability	*	X	X	X
Motor Vehicle Accidents, including investigation	X	X	X	X
Rate / Fee for Service Schedule				X

* These items may be requested on a daily basis at the request of the Fire Chief or his/her designee

All reports will be produced and delivered in formats that allow review and reorganization of the information that may be shared with Greeley Fire Department leadership. Examples would be Word, Excel, or other formats approved by the Fire Chief or his/her designee.

The Fire Chief reserves the right to add or change data requests that will help improve efficient and effective 911 response in the service area.

Worksession Agenda Summary

April 26, 2022

Paul Trombino, Public Works Director, 970-350-9795

Title:

Xcel Energy Update

Background:

Xcel Energy, at the request of the City Manager's office, will provide an update on Xcel Energy's priorities and objectives over the next few decades here in Colorado and more specifically Greeley. The goal of the update is to not only outline Xcel's long term strategic initiatives but also provide insight into future localized projects and coordination efforts to enhance Xcel's partnership with the City of Greeley.

Strategic Work Program Item or Applicable Council Priority and Goal:

A Dynamic and Resilient Economy

Decision Options:

Informational Presentation Purposes Only

Attachments:

Presentation



BUILDING COLORADO'S ENERGY FUTURE

CLEAN, SAFE, RELIABLE

Andrew Holder- Northern Colorado Area Manager

April 26, 2022

Xcel Energy

Serving eight states

3.7 million electricity customers

2.1 million natural gas customers

Nationally recognized leader:

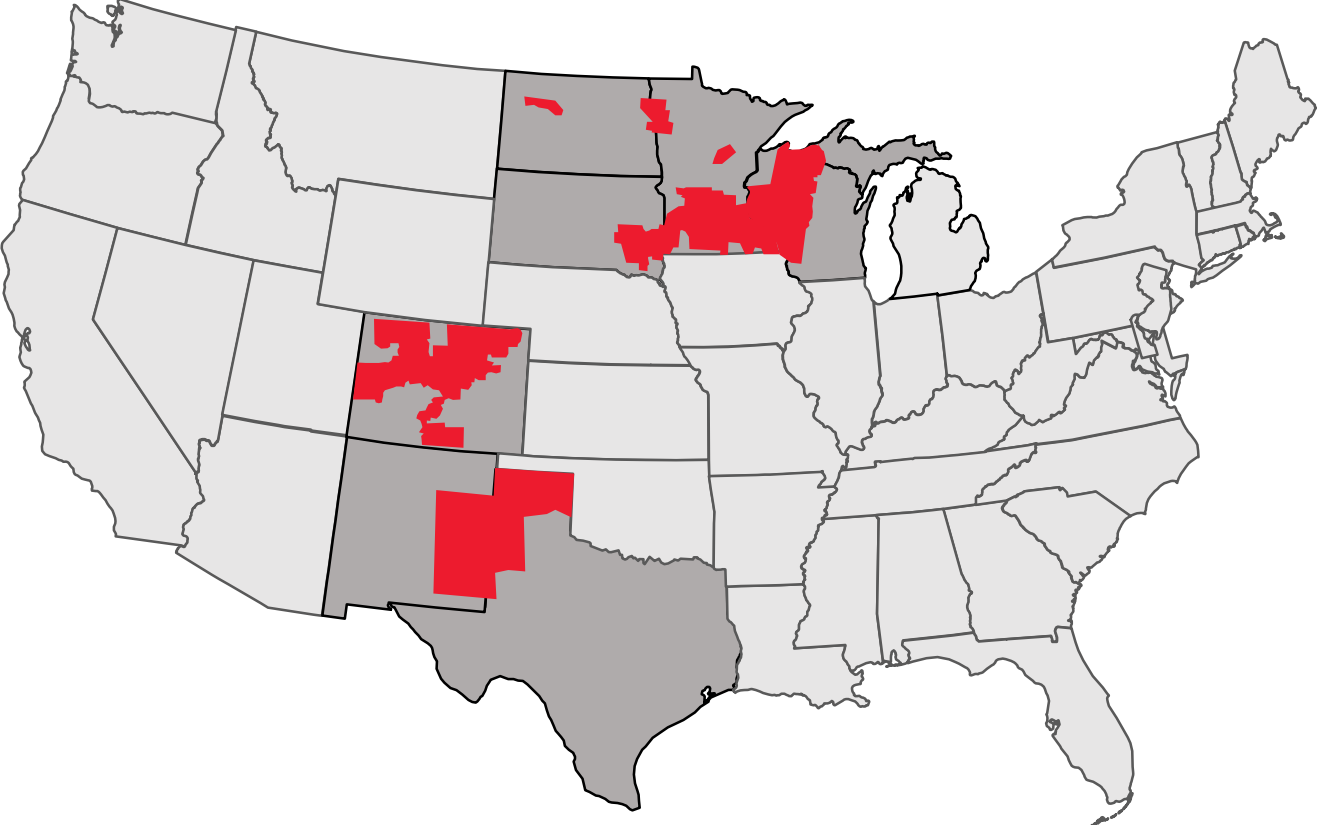
Wind energy

Energy efficiency

Carbon emissions reductions

Innovative technology

Storm restoration



Xcel Energy Priorities



Lead the Clean Energy Transition



Enhance the Customer Experience



Keep Bills Low

Xcel Energy Priorities

Lead the Clean Energy Transition

- 100% carbon-free electricity by 2050
- Reduce carbon 80% by 2030
- 1.5 million electric vehicles by 2030
- Net-zero natural gas by 2050

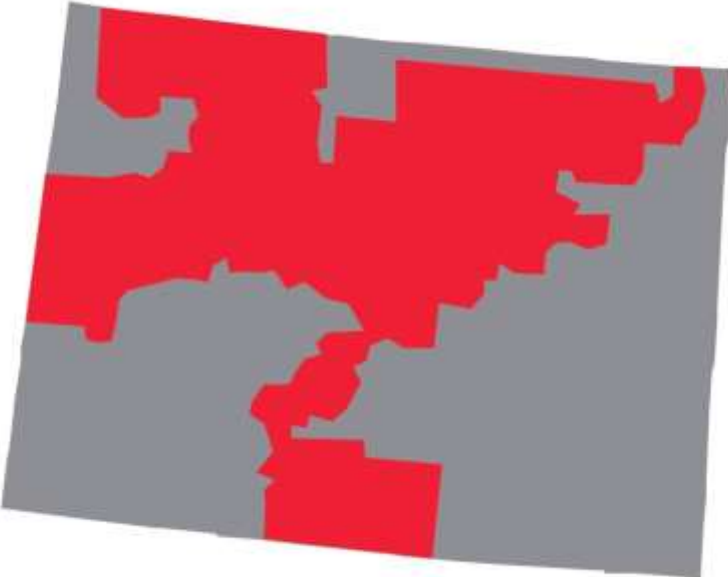
Enhance the Customer Experience

- Know our customers' needs and interests
- Make it easy to do business with us
- Deliver meaningful products, services and experiences

Keep Bills Low

- Bills below national average
- Low-cost renewables
- Extensive customer efficiency programs

Colorado Customers



**1.5 million
Electric
Customers**



**1.4 million
Natural Gas
Customers**



**99.98%
Electric
Reliability**

Xcel Energy's Comprehensive Clean Energy Strategy

Clean energy across all the ways we power people's lives



100% Carbon-Free Electricity



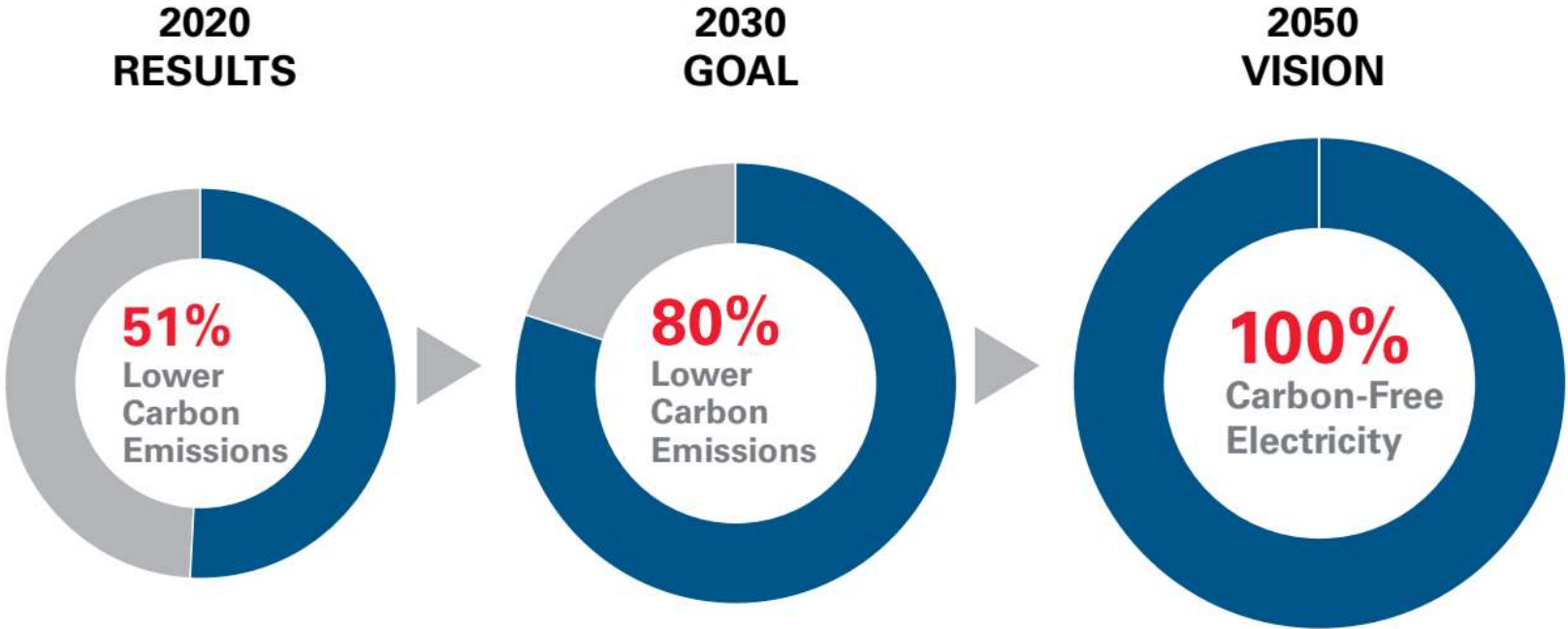
Net-Zero Natural Gas



1.5 Million EVs

A Bold Vision for a Carbon-free Future

Company-wide electric system

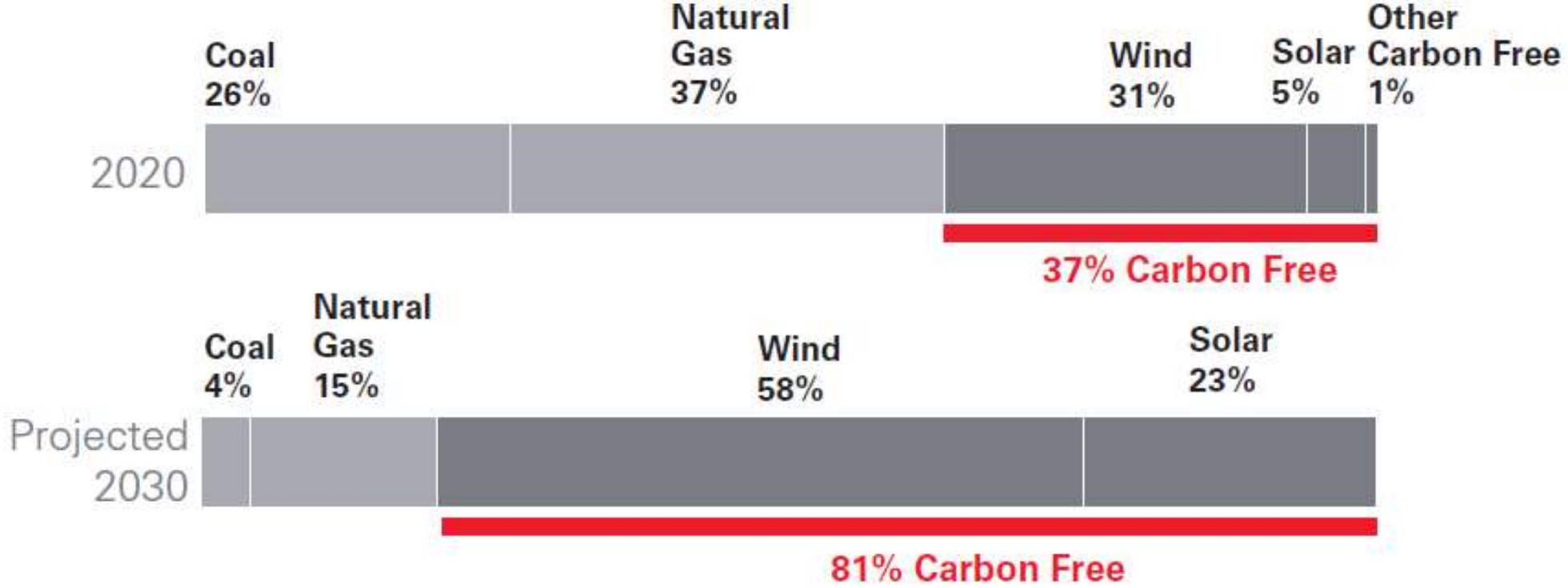


One of the top providers of clean power in the U.S.

**Graphic compares emissions to emissions in 2005*

A Cleaner Energy Mix

Colorado electricity sources



2050 Net-Zero Vision for Natural Gas

25% net reduction in greenhouse gas emissions by 2030

Natural Gas Suppliers



Influence natural gas suppliers

Purchase exclusively natural gas with certified low-methane emissions by 2030

Xcel Energy System



Operate the cleanest system possible

Achieve net-zero methane emissions by 2030

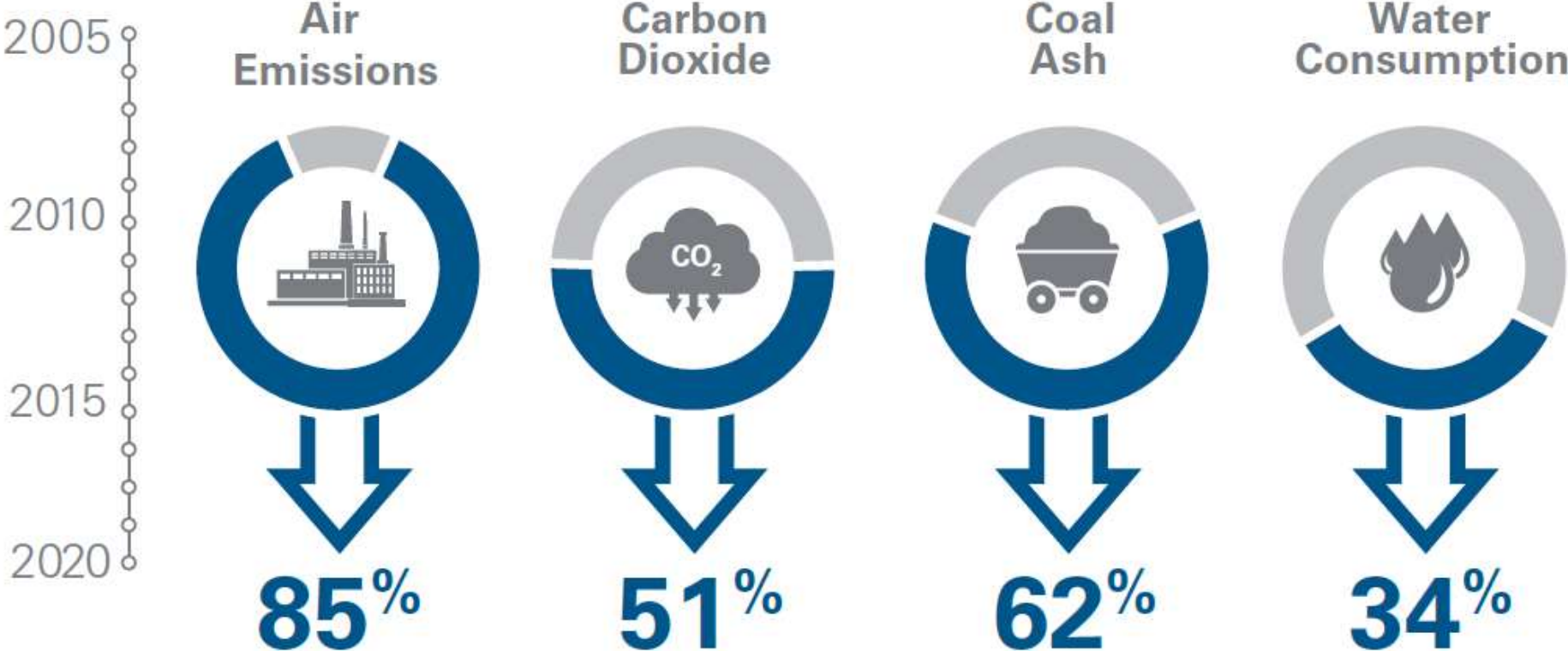
Customers



Offer more options and choice

New and expanded voluntary programs

Protecting the Environment Company-wide



Innovation and Technology



Advanced Grid

Robotic Process Automation

Energy Impact Partners

Google Assistant

Hydrogen Production

Our Electric Vehicle Vision



1.5 MILLION EVs

On the road in the areas we serve by 2030



\$1 BILLION

In customer fuel savings annually by 2030



\$1 OR LESS PER GALLON

To drive an EV with Xcel Energy's low, off-peak electricity prices



5 MILLION TONS OF CARBON EMISSIONS

Eliminated annually by 2030 with our clean energy

Powering the Colorado Economy



**\$1.3 billion
spent in local
economies**



3,700+ jobs

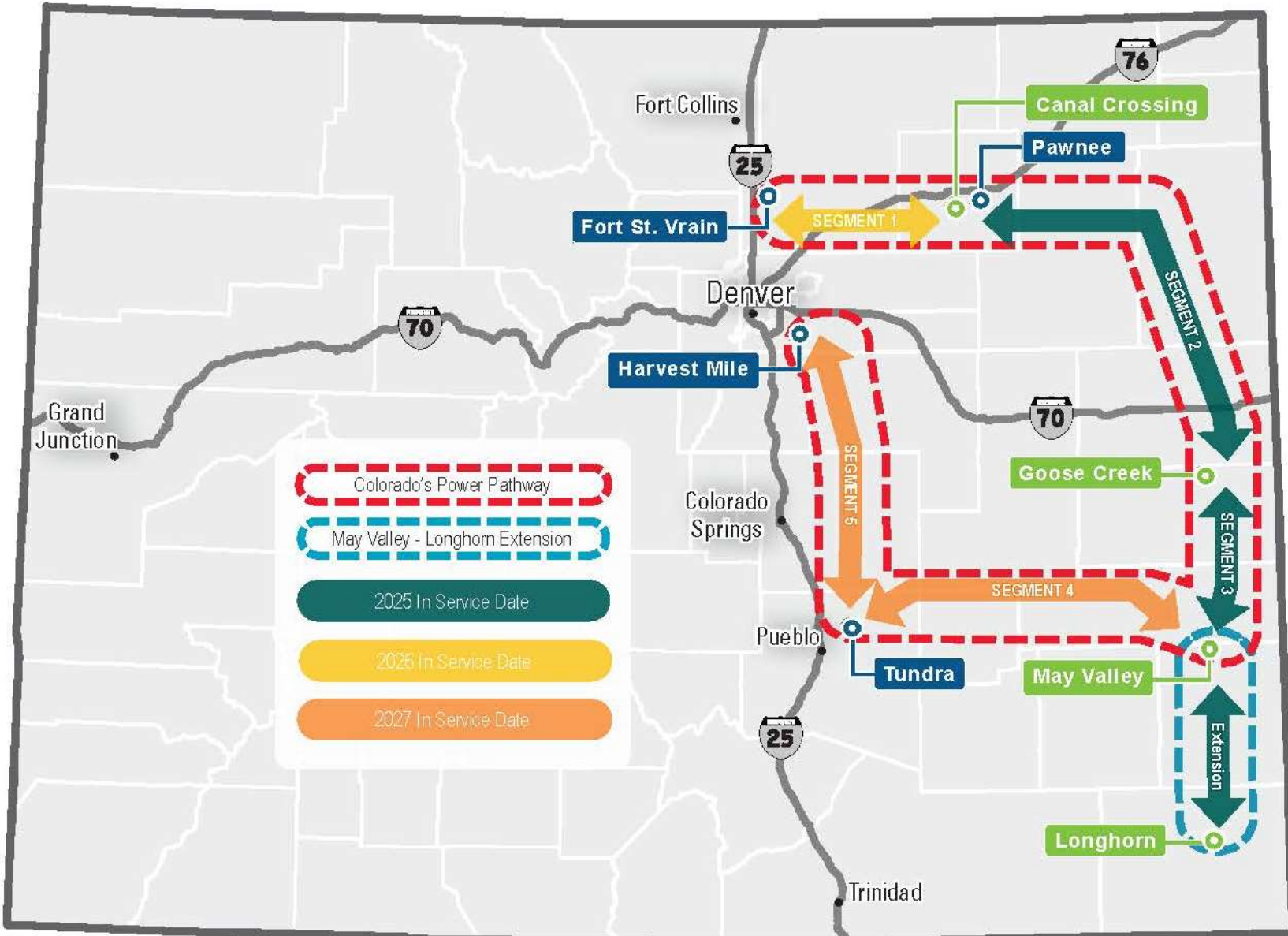


**\$66 million
spent with
diverse
suppliers**



**\$198 million
in property
taxes**

Colorado's Power Pathway



Pathway Benefits:

- 560 miles, new 345 kV double circuit transmission line
- Five segments, plus an optional additional segment
- Increases geographic diversity of renewables
- \$1.7B in investment: rural economic development in eastern Colorado
- Unlocks thousands of MWs of high-quality wind and solar resources, unleashing further economic development for Colorado
- Potential partnerships enabling utilities to meet aggressive clean energy targets that in turn support Colorado's GHG targets

Keeping Colorado Strong

22,000+ hours of volunteering

- 380+ nonprofits served
- \$610,000 in economic impact

\$1.4 million in Foundation focus area grants

\$2.1 million to United Way



We work and live here



2020 Data

Making an impact in Colorado through our Foundation giving programs in 2020



Arts and Culture

\$320,000

19 nonprofits helped people receive access to arts and cultural programs



STEM Education

\$675,000

39 nonprofits helped K-12 students receive STEM learning opportunities



Economic Sustainability

\$245,000

16 nonprofits helped place individuals in jobs with workforce development programs



Environment

\$210,000

11 nonprofits helped improve habitats and parks

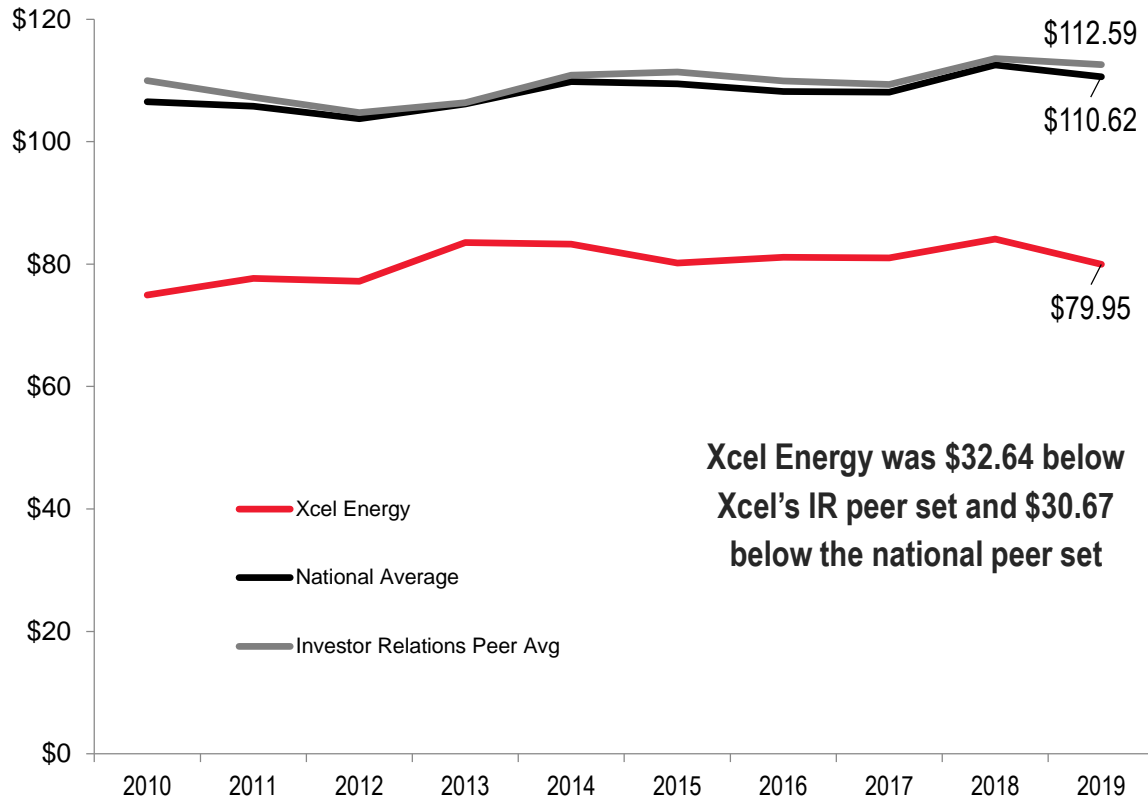
Helping Customers Save Energy and Money



Our programs helped customers save enough electricity and natural gas to power more than 77,400 homes in 2020

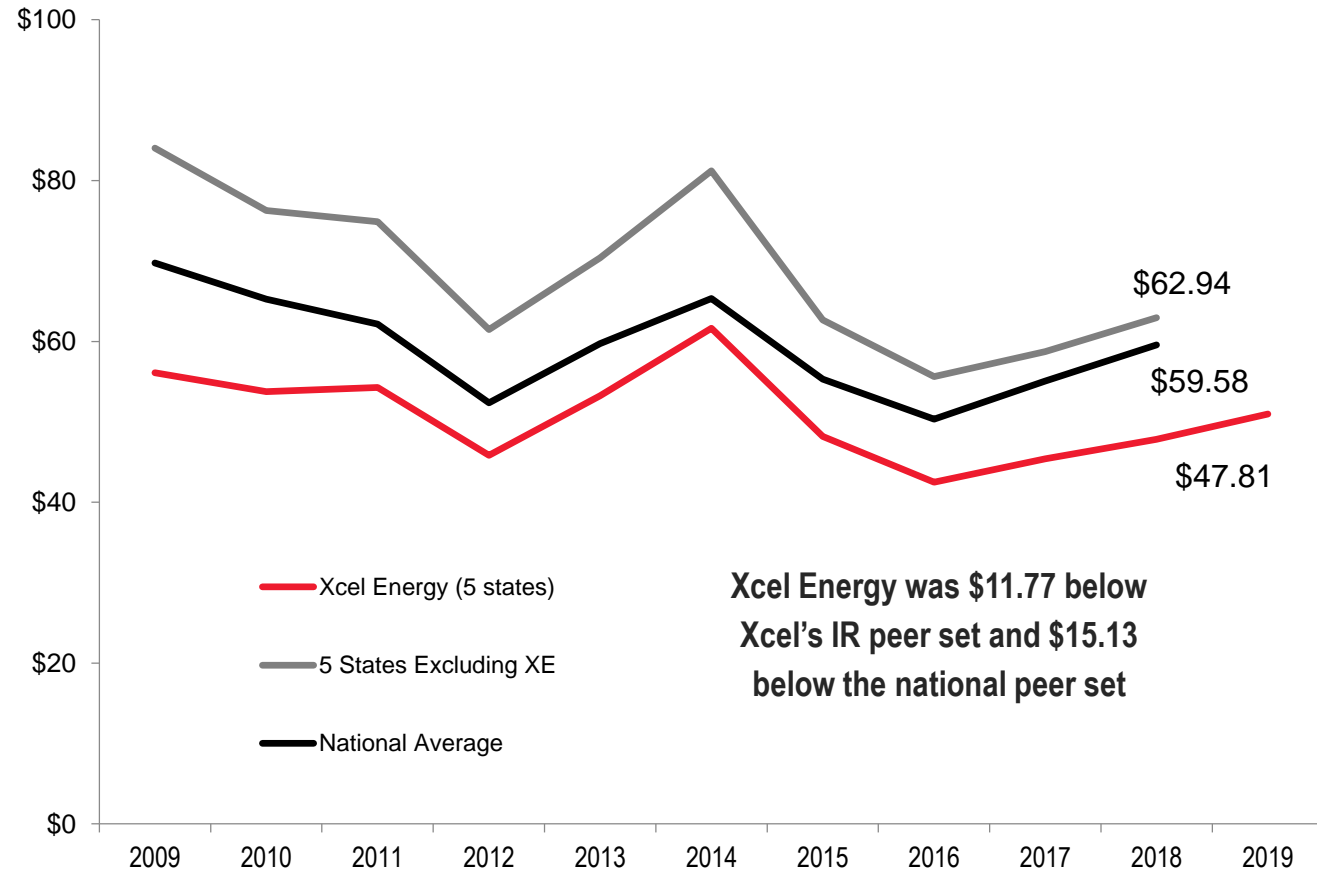
Colorado customers completed nearly 1.7 million energy efficiency projects in 2020.

Electric Benchmark: Xcel vs. National/IR



Xcel Energy customer bills on average are consistently ~\$28/month lower than customers nationally this past decade (2010-20) as well as our investor relations peer set

Gas Benchmark: Xcel vs. National/State



Xcel Energy customer bills on average have been \$8.61 below the national average and \$17.95 compared to the other utilities in the states we serve (2019-20). Performance is not as consistent compared to electric as gas bills are more weather sensitive

Our Energy Goals



Safe



Clean



Reliable



Affordable



Work Session Agenda Summary

Title

Scheduling of Meetings, Other Events

Summary

During this portion of the meeting the City Manager or City Council may review the attached Council Calendar or Worksession Schedule regarding any upcoming meetings or events.

Attachments

Council Meetings and Other Events Calendar

Council Meeting and Work Session Schedule

Status Report of Council Initiatives and Related Information

April 25, 2022 - May 1, 2022

April 2022							May 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

Monday, April 25

- 11:30am - 12:30pm Greeley Chamber of Commerce (Hall) ↻
- 6:00pm - 7:00pm Youth Commission (Clark) ↻

Tuesday, April 26

- 8:00am - 8:30am Greeley Fire Dept. Pinning Ceremony (GFD Station #1, Nussbaum room, 1155 10th Avenue, Greeley) - Council Master Calendar
- 6:00pm - City Council Worksession Meeting - Council Master Calendar ↻

Wednesday, April 27

- 7:00am - 8:00am Upstate Colorado Economic Development (Gates/Hall) (Upstate Colorado Conference Room) - Council Master Calendar ↻

Thursday, April 28

- 7:30am - Poudre River Trail (Hall) ↻

Friday, April 29

Saturday, April 30

- 9:00am - 10:00am Arbor Day Celebration (Gates) (Broadview Park-6th Street and 28th Avenue) - Council Master Calendar

Sunday, May 1

May 2, 2022 - May 8, 2022

May 2022							June 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30		

Monday, May 2

Tuesday, May 3

- 6:00pm - 7:00pm Chamber of Commerce Update at Greeley City Council meeting (City Center South, 1001 11th Avenue, Greeley, CO) - Council Master Calendar
- 6:00pm - City Council Meeting (Council Chambers and via Zoom) - Council Master Calendar ↻

Wednesday, May 4

Thursday, May 5

- 3:30pm - IG Adv. Board (Butler) ↻
- 4:30pm - 8:00pm Community Foundation of Northern Colorado Celebration of Philanthropy (Gates) (Embassy Suites Loveland) - Council Master Calendar
- 6:00pm - MPO (Olson/Payton) ↻

Friday, May 6

Saturday, May 7

Sunday, May 8

May 9, 2022 - May 15, 2022

May 2022

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2022

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Monday, May 9

Tuesday, May 10

6:00pm - City Council Worksession Meeting (Council Chambers and via Zoom) - Council Master Calendar ↻

Wednesday, May 11

Thursday, May 12

7:30am - Poudre River Trail (Hall) ↻

Friday, May 13

Saturday, May 14

Sunday, May 15

May 16, 2022 - May 22, 2022

May 2022							June 2022						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30		

Monday, May 16

10:00am - 11:30am CML Spring Outreach Meeting (Colorado River Community Room, 222 Laporte Ave., Fort Collins) - Council Master Calendar

Tuesday, May 17

6:00pm - City Council Meeting - Council Master Calendar

Wednesday, May 18

2:00pm - 5:00pm Water & Sewer Board (Gates)

Thursday, May 19

7:30am - 8:30am DDA (DeBoutez/Butler)

3:30pm - 4:30pm Airport Authority (Clark/Payton)

Friday, May 20

Saturday, May 21

11:00am - 1:00pm Armed Forces Day recognition (Payton) (Weld County Veteran's Memorial, Bittersweet Park) - Council Master Calendar

Sunday, May 22

City Council Meeting Scheduling 2022			
	4/21/2022		
	This schedule is subject to change		
Date	Description	Sponsor	Placement/Time
May 3, 2022 Council Meeting	Proclamation- Historic Preservation Month	Betsy Kellums	Intro
	Proclamation- National Police Week	Adam Turk	Intro
	Proclamation- Women2Women		Intro
	Chamber of Commerce update		Intro
	Resolution- Appointment of City Clerk	Raymond Lee	Consent
	Ordinance - PH and Second Reading - GMC Non-potable irrigation code clean up for privitized systems	Sean Chambers	Regular
May 10, 2022 Worksession Meeting	Update on metro district standards	Becky Safarik	0.5
	Briefing on Regional Water Group Formation	Sean Chambers	
May 17, 2022 Council Meeting	Proclamation- Mental Health Awareness Month		Intro
	Intro - Ordinance - Disposition of Water and Sewer Balmer farm property (tentative pending contract)	Lindsay Kuntz	Consent
	Intro - Ordinance - Watermark Rezone	Sean Chambers	Consent
	Intro-Ordinance - Conveyance of Easement to City of Loveland - Centerra Trail Project	Sean Chambers	Consent
	Intro - Ordinance - HP Rezone	Becky Safarik	Consent
	Intro - Ordinance - Delantero PUD	Becky Safarik	Consent
	Mobility Hub discussion and Resolution	Paul Trombino	Regular
May 24, 2022 Worksession Meeting	Housing Affordability Update	Ben Snow	Regular
	COVID 19 Update	Brian Kuznik	
	Update on Revenue Sources	Jon Karner	
	Transportation Master Plan	Paul Trombino	

Greeley City Council

Status Report of Council Initiatives

Initiative No.	Council Member Initiating	Council Request	Council Meeting or Work Session Date Requested	Status or Disposition (After completion, item is shown one time as completed and then removed.)	Assigned to:
15-2021	Olson	Formation of a committee for implementation of a funding strategy for the 35 th and 47 th interchanges.	December 7, 2021 Council Meeting	Council Member Olson will be following up with Manager Lee and Director Trombino on next steps	Paul Trombino
02-2022	Clark	Request update on City's graffiti removal program	March 15, 2022 Council Meeting	Requested Public Works provide an update to Council on the City's graffiti removal program	Paul Trombino
04-2022	Olson	Request update on City's involvement on LinkNoCo transit.	April 5, 2022 Council Meeting	Requested Public Works provide a report to Council on LinkNoCo Transit projects.	Paul Trombino
05-2022	Butler	Request a Housing Affordability update. Prepare a baseline on where Greeley stands on housing costs; new versus rentals, and where Greeley stands in the housing market	April 19, 2022 Council Meeting	Requested Economic Health and Housing provide a report on housing affordability within the City of Greeley.	Ben Snow
06-2022	Butler	Review of the G-HOPE assistance program which is a grant program to assist citizens and City employees with down payment assistance to purchase a home.	April 19, 2022 Council Meeting	Human Resources will review the G-HOPE assistance program and provide recommendations to revamp the program to meet current housing needs at a Council work session.	Kathleen Hix