

NOTICE INVITING STATEMENTS OF PROPOSAL FOR EMERGENCY MEDICAL SERVICES BILLING SERVICES FOR THE CITY OF EDINA, MINNESOTA

August 10, 2018

The City of Edina is requesting Statements of Proposal to provide emergency medical services (EMS) billing accounts receivable services. This includes complete management of the billing process from patient billing until delinquent accounts are sent to collections. The Request for Proposal (RFP) defines the scope of services to be provided and outlines the requirements that must be met by service providers interested in providing these services.

Qualified service providers are invited to submit five (5) paper copies, one (1) electronic copy and one (1) redacted electronic copy (to be provided to competitors upon request) of a State of Proposal as described in the City's Request for Proposals EMS Billing Services.

Remit questions and/or Statements of Proposal to:

City of Edina
Attn: Andrea Rich
4801 West 50th Street
Edina, MN 55424

If you have questions not addressed in the RFP that follows they must be received via e-mail by August 24, 2018; for which the City will post responses to all service providers by August 31, 2018. **All Statements of Proposal must be received no later than 4:00 p.m. on September 17, 2018.** Statements of Proposal will be reviewed, and those service providers whose proposals most appropriately meet the City's needs will be considered.

Thank you for your interest.

Sincerely,
Andrea Rich
Financial Analyst
City of Edina
arich@EdinaMN.gov

CITY OF EDINA, MINNESOTA

Request for Proposals For EMS Billing Services

**City of Edina
4801 West 50th Street
Edina, MN 55424
www.EdinaMN.gov**

August 2018

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I. INTRODUCTION AND BACKGROUND

A. Purpose

The City of Edina (the City) is requesting Statements of Proposal to provide emergency medical services (EMS) billing, collection, financial reporting and analytical services. This includes complete management of the billing process from patient transport to delinquent account. The City is seeking a billing provider that offers a full line of services and one which demonstrates its commitment to expertise and knowledge of medical billing and expanding its lines of services as new technology and new industry trends develop. Proposers are invited to propose specific tasks and activities to improve billing, patient service and collections.

B. General Information

The City, incorporated in 1888, is a fully developed first-ring suburb of Minneapolis. The City currently occupies a land area of 16 square miles and serves a population of approximately 50,000. Currently, 98% of the City is developed with 56% of the land attributed to residential uses, 13% to roadways and 12% supporting the park and open spaces. The remainder of the land is used for commercial, industrial and public/semi-public uses. The City is empowered to levy a property tax on both real and personal property located within its boundaries.

The City has operated under the Council-Manager form of government since 1955. Policy-making and legislative authority are vested in a City Council (Council) consisting of the Mayor and four other members, all elected on a non-partisan basis. The Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the City Manager. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the city government, and for appointing the heads of the various departments. Council members serve four-year terms, with two Council members elected every two years. The Mayor also serves a four-year term. The Council and Mayor are elected at large.

The City provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; water and sewer services and recreational and cultural activities and events.

For more information about the City of Edina, please visit www.edinamn.gov.

C. Fire Department EMS Service

The Edina Fire Department is unique in Hennepin County in that the City runs its own ambulance service. A minimum 18 of the 31 full-time staff are trained as paramedics who are available to assist Edina's residents 24-hours a day.

On average, the Edina Fire Department responds to more than 375 medical-related calls every month. The City provides Advanced Life Support (ALS) service with four ALS ambulances staffed with cross-trained firefighter/paramedics operating out of two strategically located fire stations. Additionally, the Fire Department's engine companies have ALS capabilities and often respond with the ambulance personnel to assist in patient care.

Most EMS services are provided within the City's boundaries. The City has mutual aid agreements with neighboring communities so a small portion of patients are transported from other communities. About 62% of patients are transported to Fairview Southdale located in Edina. Patients are also transported to several other hospitals in the metro area. The Fire Department estimates it responds to approximately 4,500 ambulance calls annually. Of these calls, about 3,500 are billable calls. The City estimates 2018 calls to reach nearly 4,600 with a continued upward trend. As the number of calls continues to increase, the Fire Department will continue to adapt to the change to advance the Department's goal to providing the highest level of patient care possible.

In 2017, the City had approximately \$6.1 million in gross charges. After contractual adjustments (primarily Medicare/Medicaid), net charges were approximately \$2.9 million. Approximately \$375,000 of unpaid accounts are sent to collections each year.

The Fire Department is responsible for all medical patient care aspect of EMS and is responsible for providing the available billing information. The paramedics obtain as much billing information as possible at the time from the patient and from hospital information; however, it is not always possible to gather all information in certain circumstances. The Fire Department uses HealthEMS by Sansio for electronic patient care reporting. Using mobile ePCR computers, EMS personnel enter patient information including demographics, medical findings and treatment and billing information.

The Fire Department's Administrative Assistant is responsible for monitoring the electronic data collection and transferring the data to the billing provider. The Department's Assistant Fire Chief of Operations will handle any patient care or medical code issues with the Administrative Assistant.

The City's Finance Department is responsible for the receivable side of the billing process and any accounting procedure issues as well as monitoring revenues and receivables. All patient payments are received at the City of Edina's lockbox or through an online credit card payment system that is maintained by the Service Provider. The Service Provider has direct, electronic access to lockbox payment information. The Service Provider obtains payment information daily and applies payments to the patient accounts. The City's Finance Department approves any billing adjustments, write-offs and any changes to accounting policies and procedures.

II. SCOPE OF SERVICES

The scope of services requested by the City in connection with this RFP is to provide emergency medical services (EMS) billing, account collections, patient customer support, financial reporting and analytical services. This includes complete management of the billing process from patient transport to preparation of delinquent accounts for collections.

The Service Provider shall provide all necessary software and equipment needed to meet the service requirements of this RFP. The Service Provider shall also provide a system that will ensure secure as well as complete and uninterrupted flow of service. This includes adequate back-up systems and a data recovery plan/system should a business continuity issue or disaster occur. The Service Provider must also agree to retain records according to the City's record retention plan.

The City is committed to using technology to improve the efficiency and effectiveness of processes. The City expects the provider's operation to effectively use technology.

City of Edina, RFP

The City is seeking an EMS billing provider with extensive experience and expertise in ambulance billing with efficient processes to provide timely, accurate and effective services. The City desires a partnership with a Service Provider that will function as an extension of the City's Finance Department and assist the City with its efforts to build an optimal revenue cycle in maximize collection of EMS revenues while maintaining excellent customer service.

The Service Provider is expected to be knowledgeable in HIPAA regulations. Compliance with HIPAA requirements is mandatory.

The Service Provider is expected to be knowledgeable with rules and regulations of both Medicare and Medicaid. Service Provider and any of its employees must not be on the Health and Human Services exclusion database. Service provider must regularly check the exclusion database to ensure compliance.

The City's priorities follow:

- Knowledgeable and trained staff
- Accounting policies and procedures including internal controls and review procedures
- Accuracy
- Timely billing
- Effective use of technology
- Effective collection efforts
- Professional, courteous and respectful communication
- Professional judgment to identify issues and trends

The City is open to new ideas for enhancing revenue collection and reducing costs. Proposals for value-added services should be addressed in your response.

The Service Provider will be expected to communicate with City staff on a regular basis to review billing issues, receivables performance and any other issues that have been encountered.

Services to be provided include but are not limited to, the following:

A. Billing

The Service Provider shall maintain accounting policies and procedures that provide for assurance of accurate and timely billing of City's EMS accounts. Procedures should be efficient and cost effective, but should include a system of segregation of duties, review procedures and internal controls. The Service Provider will be required to:

1. Provide all materials and resources (e.g. facilities, equipment, statements, postage, computer hardware and software, billing and insurance forms, lien forms, office supplies and personnel) necessary to function on a day-to-day basis as it relates to the City's accounts.
2. Assign the City Certified Ambulance coders/billers as defined by the National Academy of Ambulance Coding and provide the City a dedicated account manager.
3. Invoice in accordance to the rates established by the City.

City of Edina, RFP

4. Retrieve the billing information electronically from the City. Any billing system proposed must be able to import data from the City's HealthEMS by Sansio software. Within three business days, notify the City regarding any missing information required to complete the billing process.
5. Prepare and mail invoices to patients and third-party payers.
6. Prepare and submit accurate and complete insurance claims (electronically as required) in accordance with all applicable State and Federal laws and regulations including Medicare, Medicaid and any other insurance regulations.
7. Verify insurance eligibility utilizing available resources and commercial databases prior to the submissions of any patient claim for reimbursement.
8. Research proper mailing address for patient utilizing available resources and commercial databases should mailing be returned with an invalid address.
9. Confirm compliance with guidelines as applicable (e.g. assignment of benefit signature forms).
10. Verify reimbursement rates and procedures from third party insurance companies, Medicare, Medicaid and other related parties. Respond to requests for additional information in a timely manner to expedite the reimbursement process.
11. File any claim reviews.
12. Prepare and mail invoices to patients/parties responsible for co-pays and/or deductibles, private pay and uninsured patients or as directed by the City. Provide duplicate claims as needed and ensure timely delivery of invoice to responsible parties.

The City reserves the right to recall accounts from the Service Provider upon written notice. Further, the City reserves the right to return accounts from delinquent collections to the Service Provider if the Service Provider has failed to file proper insurance or follow up on outstanding insurance claims.

B. Patient Account Management

All payments on accounts will be directed to the City of Edina's lockbox or paid online through a credit card payment system maintained by the Service Provider.. The Service Provider is responsible for obtaining all payment information directly to be applied to the patient accounts.

The Service Provider will post payments to the appropriate accounts promptly within one business day of receipt of payment.

The City expects that the Service Provider will make reasonable effort to collect unpaid amounts and will respond to any billing and collections questions promptly and professionally. While the Service Provider is holding any account, monthly billing is expected to send reminder notices and attempt to contact patients periodically.

Detailed records of communications and collection efforts shall be maintained on each account. The City expects persistent efforts in communication through both written correspondence and verbal

communication. The City accepts weekly and monthly installment payments. Any write-off must be authorized by the City prior to removing any outstanding balance.

The Service Provider will manage bankruptcy accounts, file claims for notices received and file civil complaints on behalf of the City, as necessary.

Accounts that have exhausted all other efforts will be addressed through use of a collection agent and revenue recapture. The Service Provider will prepare and submit accounts to the collection agency and the City's Finance Department for revenue recapture for accounts that remain unpaid after reasonable collection efforts have been exhausted.

All billing and collection efforts will be within Fair Debt Collection regulations and provider will maintain certification in Fair Debt Collection Practices Act.

C. Patient Customer Service

Excellent customer service is very important to the City of Edina. The Service Provider will be acting on behalf of the City and will be expected to represent the City of Edina with a high level of professionalism. Both written correspondence and verbal communication with patients must be respectful and maintain the high level of patient care the City provides throughout the billing process. Patients shall be treated with respect and their billing concerns should be addressed by a knowledgeable staff person. The City expects the same level of professionalism in working with third-party payers.

The Service Provider will inform City staff of any conflicts with patients/responsible parties and/or with any complaints received. With regard to issues raised with customer service satisfaction and conflict between patients/responsible parties, the City shall act as the final arbitrator.

The City requires patient telephone numbers to be local or toll-free. Phone support hours must be staffed at a minimum from 8:00 a.m. to 4:30 p.m. CST, Monday – Friday (excluding regular business holidays). Extended customer service hours would be preferred.

Staffing levels should be sufficient to provide for the majority of calls to be answered by a customer service representative during business hours. If overflow calls go to voicemail during business hours, messages should be returned on the same business day.

Outside of normal business hours, patients must be able to leave a message and messages must be responded to the next business day.

D. Accounting and Reporting

The Service Provider must have the ability to provide a wide range of management reports to meet the City's need to monitor the activities of its accounts receivable. The ability to provide reports in electronic format is required.

Accounting for all billing pursuant to Generally Accepted Accounting Principles will be provided on a monthly and annual basis or as requested by the City. The City prefers to have the ability to view online real-time information in addition to standard monthly reports. It is the City's expectation that monthly reports and all supporting documentation be submitted to the City within ten (10) business days after the end of the month.

All reports should be able to be summarized by payer type. All reports must be able to be run by various criteria including service date ranges. The following list of reports is a sampling, not all inclusive:

1. Detail and summary reports of account balances
2. Detail and summary reports of claims billed, cash receipts, adjustments, write-offs and any other activity
3. Detail and summary aged accounts receivable reports
4. Detail and summary reports of collection activities
5. Volume reports of activity to assist with City quality assurance review to verify all calls were billed appropriately
6. Data such as claims billed, cash receipts and number of claims by payer as well as average payment received by procedure code for each payer for DHS Supplemental payment requests
7. Data such as gross receipts and adjustments by payer for MinnesotaCare Tax quarterly submissions

E. Training and Consulting Services

The City will be relying on the Service Provider to keep the City Staff informed of current and future EMS billing rules and regulation changes. The City expects written and verbal communication from the Service Provider on current topics and best practices related to ambulance billing and collections at no additional cost.

The City also requests a base level of training services for each of three shifts of paramedics at mutually agreed upon times and dates. This training may be provided on-site or via live webinar. The cost for this training may be included at no additional cost or as a separately stated cost in the cost proposal whichever is the most cost effective approach for the City. The Cost Proposal must be specific about the fees or it will be assumed that it is included.

Periodic ongoing training should be offered to the city staff to ensure changes in laws, emerging trends in EMS billing and best practices are provided.

F. Records Management, Disaster Recovery and Business Continuity

The Service Provider must have procedures in place to protect the City's information from loss due to disaster or disruption of services. Adequate daily data backups must be maintained with frequent transfer of data to offsite storage.

Further, the Service Provider shall agree to maintain records of all details with respect to the services performed for the City for a period of six (6) years or at least two (2) years after final disposition of any judicial proceedings in which testimony was given, whichever period expires last.

G. Other Services

The City expects to maximize the efficiency and effectiveness of the use of EMS billing services over the term of the contract. The City is seeking a billing provider that offers a full line of services and one which demonstrates its commitment to expertise and knowledge of medical billing and expanding its lines of services as new technology and new industry trends develop. Proposers are invited to propose specific tasks and activities to improve billing, patient service and collections or any value-added services.

III. RFP DATES AND DEADLINES

During the evaluation process, the City shall reserve the right to request additional information or clarifications from a firm, or to allow corrections of errors and/or omissions.

City issues Request for Proposal	August 10, 2018
Deadlines for all Service Providers to submit questions via e-mail	August 24, 2018
City posts responses to all Service Providers' questions	August 31, 2018
State of Proposal due date	September 17, 2018
Review of RFP responses is completed	October 1, 2018
Oral presentations/interviews	week of October 15, 2018
Evaluation Committee decision (<i>tentative</i>)	October 22, 2018
Contract negotiation completed (<i>tentative</i>)	October 30, 2018
Contract consideration by the City Council (<i>tentative</i>)	November 7, 2018
Transition planning	November 8–December 31, 2018
Training	week of December 10, 2018
Contract beginning date	January 1, 2019

NOTE: ALL STATEMENTS OF PROPOSAL MUST BE RECEIVED BY September 17, 2018 AT EDINA CITY HALL NO LATER THAN 4:00 P.M. CST

IV. STATEMENT OF PROPOSAL CONTENT AND INSTRUCTIONS

The following material is required to be **submitted in a sealed envelope marked “EMS Billing Services Proposal”**, for a Proposer to be considered:

A. Preparation of Proposal

Proposals should be as thorough as possible so that the City can properly evaluate the Service Provider’s capabilities. Proposals that contain insufficient information for a meaningful evaluation or are not legible may result in disqualification from further consideration.

Please submit written questions regarding the contents of the RFP on or before August 24, 2018. The City will post responses to any questions received by August 31, 2018.

B. Cover Letter/Title Page

Title page showing the following:

1. Proposal for EMS Billing Services
2. Service Provider name, address, telephone, and contact information of the primary contact person
3. Date of the Proposal

C. Transmittal Letter

The Service Provider must provide a letter of transmittal, signed by an official authorized to bind the company, briefly stating the Service Provider's understanding of the work to be performed, interest and commitment to perform the requested services and a statement why the Service Provider believes that it is best qualified to perform the services.

The letter should include a brief summary of the Service Provider's prior experience performing similar services presented in this RFP. The transmittal letter shall expressly state that to the best of the Respondent's abilities, all information contained the Proposal is complete and accurate and the Proposal is valid for ninety (90) days after the proposal due date.

D. Technical Proposal

The purpose of the Technical Proposal is to demonstrate the qualifications, competence and capacity of the service providers seeking EMS billing services in conformity with the requirements of this RFP. As such, the substance of the proposals will carry more weight than form or manner of presentation. Be sure to document any assumptions used including assistance needed from City staff.

Section 1: Background and Overview

Please provide a brief history and qualifications of the Company, qualifications and years of experience providing EMS billing services. Include the number and types of entities served, length of service, volumes in number of claims and total dollars.

Include a bio of key management personnel and an organization chart for the company.

Include a signed statement confirming that:

1. The Service Provider is not presently the subject of any federal or state investigation involving fraudulent or abusive billing practices and if such investigations are ongoing or have occurred within the past five (5) years, the Service Provider shall provide the nature and outcome of such investigations with the response to this RFP.
2. The Service Provider has not had a contract terminated for default in the last five (5) years. If there has been a termination for default, describe the nature and circumstances. For purposes of this RFP, termination for default is defined as notice to stop performance due to the Service Provider's non-performance or poor performance and the issues of performance was either (a) not litigated due to inaction on the part of the Service Provider, or (b) litigated, and such litigation determined that the Vendor was in default.

You may include any other information, qualifications and/or exceptions that may be appropriate for the Evaluation Committee to consider as part of the evaluation process.

Section 2: Qualifications and Services

Please describe your approach to the scope of work as described in Section II of this RFP. Your response should also include a description of your accounting policies and procedures and internal controls as applicable. The following areas should be addressed in this section:

1. **Emergency Medical Services (EMS) billing expertise** - In your response be sure to address how you monitor, implement and communicate changes to laws and regulations as well as any training and expertise.
2. **Trained staff** - Indicate whether you employ certified ambulance coders/billers and if so, the number of certified staff. Describe staffing levels and skills of employees assigned to the City. Provide a short bio of staff who will be assigned to the City's accounts. Describe how trained staff will provide continuous coverage for the City's accounts.
3. **Patient billing** - Describe your ability to accept the billing information electronically from the City's EMS software, review for completeness, accuracy and correct use of medical codes. Describe how you address any missing patient information. Further, describe your approach to processing patient billing and resolving discrepancies.
4. **Third-party payer billing** - Describe how you ensure provider expertise is maintained to ensure compliance with government laws and regulations with respect to claims for reimbursement. Describe how you maximize third party reimbursements and keep your clients in compliance with laws and regulations.
5. **Customer service** - Describe your customer service capabilities. In your response, describe how you meet the City's expectation of handling customer service in a professional, caring manner. Further, describe how you ensure customer service representatives (CSRs) are knowledgeable in billing and frequently asked questions.
6. **Account collection** - Describe the steps you take and your recommendations to maximize collections in the first few months and ongoing. Address collections on insurance accounts receivable as well as collections for patient accounts receivable. In the response, indicate what clearinghouse is used as well as turnaround time on insurance submissions to the clearinghouse.
7. **Collection agency/revenue recapture** - Describe services provided and account activity tracking once accounts are turned over to a collection agency or revenue recapture program.
8. **Reporting and analytics** - Describe your reporting capabilities. Be sure to address whether City staff will have access to view and download reports and how reports will be provided to the City. Also, describe your analysis tools and capabilities in detail.
9. **Training and consulting services** - Describe in detail training and consulting services that you can provide to cities. Address how you will keep City staff informed on legal and regulation changes. Describe how you will assist the City in incorporating best practices into their processes. Provide examples of the types of consulting services you provide to other municipalities.
10. **Compliance** - Confirmation that you have a compliance plan in place to ensure billing procedures comply with all local, State and federal laws, rules and regulations. List the name and title of the compliance officer.

11. **Collection Averages** - Description of your methods to improve your client's collection averages and benchmarks used to compare revenue averages. Include success stories of client improvements achieved.
12. **Transition of Accounts** – Describe approach to transition existing patient accounts.
13. **Value added services** – Describe services you could provide that are not covered by the RFP, but would assist the City in enhancing its collections. Include examples of these services.

Section 3: Reports

Provide a brief overview of your standard monthly reports and reports that can be generated upon request. Include information on the extent of on-line access to real-time information, customization criteria and the ability to download data into other electronic formats for analysis.

Please provide examples of standard monthly reports and comparative analysis that you provide to your clients.

Section 4: References

Provide e-mail and telephone contact information for three to five EMS providers for whom you are currently providing EMS billing services. References must have been utilizing your billing services for a minimum of two years. Minnesota or Midwest area clients are preferred. References should be of similar size to the City or larger.

Section 5: Cost Proposal

The City is interested in selecting a firm that provides optimal services yet meets the City's concerns regarding cost of service. The Cost Proposal should clearly set forth the basis for fees to be charged for the work proposed.

The City is open to considering various types of fee structures including but not limited to flat fee, fee per transaction, percentage of collected revenues and collection performance incentives. The City will consider all factors that will increase its net EMS revenue (collected EMS fees less billing service costs). The Cost Proposal may include more than one fee structure option. If more than one option is offered, the options must be clearly outlined.

Additional or optional charges must be included in the Cost Proposal. The service provider may not charge the City fees for services not specifically listed in the proposal unless mutually agreed upon in advance by both parties. The Cost Proposal should clearly outline any incidental expenses and state whether the proposer or the City will bear ultimate responsibility for the payment of incidental (out of pocket) expenses. Should the City be assigned responsibility for incidental expenses, then it will be necessary to set forth in the Cost Proposal the basis for each type of incidental expense, including the following: data processing charges, printing costs and travel expenses.

The City is seeking a five-year contract, subject to annual review and satisfactory performance. Fees included in the Cost Proposal should cover the five-year period. If you are proposing any annual increases, this should be clearly stated in your Cost Proposal.

The Statement of Proposal must include a detailed fee structure and must include a projection of annual total revenues collected and fees charged. The projection must include a narrative that fully describes the projection and the assumptions used. The City understands that the projections are estimates and many

variables may affect actual performance. It is the expectation that projections should be conservative and not overly aggressive. Projections will be used as a measure to evaluate satisfactory performance during the term of the contract.

The Cost Proposal should also clearly define the billing process, including the timing of billings as it relates to work performed.

Section 6: Additional Documents

Provide one example of each of the following:

1. Sample invoice to patient – current
2. Sample invoice to patient – past due
3. Sample request for patient information letter

E. Proposal Submission

Five (5) paper copies, one (1) electronic copy and one (1) electronic redacted copy of the Proposal shall be submitted to:

Andrea Rich
Finance Department
City of Edina
4801 West 50th Street
Edina, MN 55424
952-826-0319
arich@EdinaMN.gov

All responses, questions, and correspondence should be directed Andrea Rich. Please provide all questions via e-mail by August 24, 2018. In the interest of fairness to all respondents, please do not contact other staff or elected or appointed officials.

E-mail copies will be accepted if received by the deadline only if they are followed by receipt by the next business day of the original five (5) hard copies submitted directly to the City as indicated above.

V. EVALUATION AND SELECTION CRITERIA

The City will assemble an Evaluation Committee comprised of City Fire Department and Finance staff. The Evaluation Committee will evaluate all proposals submitted to the City using both an objective and subjective process. The City intends to select and award a contract to the service provider evaluated to be best qualified to perform the service maximizing revenue at a reasonable cost. The Evaluation Committee may request additional information from Proposers.

A. Minimum Qualifications

1. Proposal received on time with all required elements
2. Signed transmittal letter with all requirements incorporated

3. Three to five professional references with contact information
4. Sample work products included (e.g. invoices, letters)
5. Cost Proposal

B. Evaluation Criteria

The following criteria will be used in order to ascertain which proposal best meets the needs of the City. Evaluation of the Statements of Proposal will be based upon, but not limited to:

1. Ability to comply with Scope of Services including approach to scope of work/service
2. Quality of professional personnel to be assigned to the City
3. Quality and effectiveness of proposed operating procedures, reporting, and collection practices
4. References and applicable experience including provider's past experience and performance with comparable EMS billing accounts
5. Cost

The City may limit the final vendor list to the top two to four responses and invite those vendors to conduct interviews.

C. Review and Recommendation Process

The City intends to select and award a contract to the Service Provider it believes to be best qualified to perform the services outlined in this RFP. The City reserves the right to reject some or all of the proposals.

Proposals will be evaluated by the Evaluation Committee who will make a recommendation to the City Council. The recommendation for the successful provider will be based upon the following factors:

1. Provider best qualified to perform the work based on compatibility and other performance factors such as capability and experience, use of technology, evidence of collection rates and history of compliance with accepted billing practices.
2. Service Provider's ability to meet the City's schedules and provide excellent customer service for patients and third-party payers.
3. Information obtained through reference checks

D. Oral Presentation

Service Providers will be required to make oral presentations at the City to supplement the Proposal to be scheduled the week of October 15, 2018. Discussion may be conducted with the most qualified providers for the purpose of clarification to assure full understanding of and conformance to the solicitation requirements. Any oral presentations will be made to the Evaluation Committee.

VI. CONTRACT EXECUTION

The information below is being provided as part of this RFP to give proposers an understanding of the City's expectations with respect to contract execution.

Negotiations and Contract Execution

Negotiations of costs are generally not used, as the competitive RFP process is superior for achieving the best value for the City. The City reserves the right to negotiate the final terms and conditions of the contract to be executed, including award amount.

Should the City and a Service Provider be unable to agree upon the entire contract, the City reserves the right to discontinue negotiations, select another vendor or reject all of the Statements of Proposal.

Upon completion of negotiations agreeable to the City and Service Provider, a contract shall be executed. It is expected that the form of agreement will be prepared by City staff and subject to City Council approval.

Contracts will be awarded for a period of five (5) years assuming satisfactory service delivery.

VII. REPORTING

The successful Service Provider will take direction from the City's Fire Chief, Tom Schmitz and the City's Finance Department or their designees.

VIII. FINANCIAL LIABILITY LIMITATIONS

The City shall not be liable for any expenses incurred by the applicant including but not limited to expenses associated with the preparation of the Proposal, attendance at the oral presentations, preparation of a compensation (fees) schedule or final contract negotiations.

IX. AFFIRMATIVE ACTION

The City requires affirmative action and therefore, the vendor selected shall not discriminate under the contract against any person in accordance with federal, state, and local regulations.

X. OTHER INFORMATION

The City reserves the right, where it may serve the City's best interest, to request additional information or clarification from proposers or to allow correction of errors or omissions. At the discretion of the City, vendors submitting Statements of Proposal may be requested to make oral presentations at the City as part of the evaluation process. Following a review of the proposals, a recommendation for award of contract will be made by City staff. The City reserves the right to retain all proposals submitted and to use any ideas in the proposals regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the proposer of the conditions contained in this RFP unless clearly and specifically noted in the proposal submitted. The City reserves the right to terminate the selection process at any time and reject any or all offers. The City shall not be held liable for any costs incurred by interested providers participating in the selection process.