

**CITY OF ROYAL OAK, MICHIGAN
INVITATION TO BID
EMERGENCY MEDICAL SERVICES
BID NO.: SPB-FIRE-10-037**

DATE: August 9, 2010

Sealed proposals for **EMERGENCY MEDICAL SERVICES** will be received by the City of Royal Oak Clerks Office, Room 101, 211 Williams Street, Royal Oak, Michigan 48067, up to 3:00 PM on **SEPTEMBER 8, 2010**, at which time they will be publicly opened and read at the Royal Oak City offices.

PLEASE MARK ENVELOPES: SPB-FIRE-10-037 EMERGENCY MEDICAL SERVICES ON THE LOWER LEFT-HAND CORNER.

Bids shall be submitted in accordance with the attached specifications. In submitting you bid, your company shall use the attached specifications and bid sheet. **FAX BIDS WILL NOT BE CONSIDERED NOR ACCEPTED. IT IS RECOMMENDED THAT BIDS BE MARKED "ATTENTION: CLERKS OFFICE, ROOM 101".**

Your company is to list, on the lines provided for that purpose, any and all deviations from the specifications.

All bids shall specify terms and show delivery dates. The City of Royal Oak reserves the right to accept or reject any or all bids, to advertise for bids a second time, and to waive any minor irregularities in any bids.

FURTHER INSTRUCTIONS TO BIDDERS

1. Any and all bids **must be on the City of Royal Oak proposal forms and must be delivered to the Clerks Office, Room 101.** If more than one bid is submitted, a separate bid proposal form must be used for each. Additional forms may be obtained from the City of Royal Oak Purchasing Department.
2. Municipalities are exempt from Michigan State Sales and Federal Excise taxes. Do not include such taxes in the proposal figure. The City will furnish the successful bidder with tax exemption certificates when requested.
3. All items shall be F.O.B. delivered in accordance with specifications if applicable.
4. If further information regarding this bid is required, please contact the Purchasing Department at (248) 246-3202.
5. A successful bidder does agree to hold the City harmless from liability loss and also have his workers covered by Worker's Compensation, and furnish the bidder's standard insurance certificate showing coverage for bodily injury and property damage and worker's compensation to the Purchasing Department within 48 hours of a verbal request.

SPECIAL INSTRUCTIONS

1. Between the time of the formal opening of sealed bids and the final bid award, it shall be the responsibility of the bidders to request information they might need regarding such bids.
2. If your proposal is based on "one lot" pricing and is not to be broken up by item, you must indicate this on the bid proposal under exceptions.
3. All efforts will be made to provide bid tabulation.
4. Please contact Acting Chief Pat Mulligan at (248) 246-3801 with any questions regarding technical specifications.

**CITY OF ROYAL OAK, MICHIGAN
GENERAL REQUIREMENTS
FOR EMERGENCY MEDICAL SERVICES**

METHOD OF AWARD

The recommendation to award will be based on the lowest total bid meeting specifications, or in any manner deemed to be in the best interest of the City. The City reserves the right to withhold award on an item by item basis, unless the bidder submits an exception in writing with its bid. The City reserves the right to award to one or more bidders. Previous experience and performance may be a factor in making the award.

NON-DISCRIMINATION CLAUSE

In the performance of any Contract or Purchase Order resulting wherefrom, the Contractor agrees to obey and abide by all the laws of the State of Michigan relating to the employment of labor and public work, and all ordinances and requirements of the City regulating or applying to public improvements.

Furthermore, the Contractor agrees not to discriminate against any employee or applicant for employment, to be employed in the performance of this Contract or Purchase Order, with respect to his or her hire, tenure, terms, conditions or privileges or employment because of religion, race, color, national origin, ancestry, age, sex, height, weight, marital status, or physical or mental disability except when said disability prevents such individual from performing the essential job functions, and the disability cannot be reasonably accommodated. The Contractor further agrees that every subcontract entered into for the performance of this Contract or Purchase Order will contain a provision requiring non-discrimination in employment, as herein specified, binding upon each subcontractor. Breach of this covenant may be regarded as a material breach of the Contract or Purchase Order.

ETHICS POLICY

Gratuities It shall be unethical for any person to offer, give, or agree to give any City employee or former City employee, or for any City employee or former City employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

Kickbacks It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

ADA COMPLIANCE

The City of Royal Oak will provide necessary, reasonable auxiliary aids and services, and provide assistance in filling out forms, to individuals with disabilities when doing business with the City of Royal Oak. Individuals with disabilities requiring such auxiliary aids or services, should contact the City of Royal Oak by writing or calling the following:

Mary Jo Dipaolo, PO Box 64, Royal Oak, Michigan 48068, (248) 246-3072, or TDD (248) 546-6399

**CITY OF ROYAL OAK
ROYAL OAK, MICHIGAN
BID NO.:
FORM OF PROPOSAL**

TO: **Purchasing Department, City of Royal Oak, Michigan**

The undersigned hereby offers to furnish to the City of Royal Oak all materials and/or services at the prices quoted in conformance with the City's specifications described herein.

Five (5) copies of bid to be presented at bid opening.

THE BIDDER CERTIFIES THAT THIS BID IS IN COMPLETE COMPLIANCE WITH ALL SPECIFICATIONS EXCEPT AS SPECIFICALLY LISTED ON THE FOLLOWING LINES:

FIRM FOR: _____

FIRM FOR SIGNATURE: _____

(NOTE: 'Firm for Signature' must be signed in order for bid to be considered.)

F.O.B.: **DELIVERED**

INVOICE TERMS: _____ DELIVERY DATE: _____

NAME OF COMPANY: _____

COMPANY ADDRESS: _____

(CITY, STATE)

(ZIP CODE)

BID PREPARED BY: _____
(TYPED NAME OF INDIVIDUAL) (TITLE)

AUTHORIZED SIGNATURE: _____

DATE SUBMITTED: _____

COMPANY PHONE NO.: _____ FAX NO.: _____

August 9, 2010

TO: All Prospective Companies
FROM: The City of Royal Oak Fire Department
RE: Request for Proposal, RFP for
Emergency Medical Services

The City of Royal Oak Fire Department invites prospective service providers to review the attached Standard Bid Proposal (SBP). This document will be used to determine the most qualified Emergency Medical Service Provider to furnish the City of Royal Oak with specified services.

The resulting decision will be deemed in the City of Royal Oak's best interest and will be final pending approval of the City Commission. The City of Royal Oak encourages all interested service providers to submit the enclosed SBP (Standard Bid Proposal).

Sincerely,

Pat Mulligan
Acting Fire Chief

STANDARD BID PROPOSAL

DATE: August 9, 2010

Sealed responses to this request for qualifications and proposals for **EMERGENCY MEDICAL SERVICE** will be received by the City of Royal Oak Clerk's Office, 211 Williams, Room 101, Royal Oak MI 48067 until **3:00 PM on Wednesday September 8th, 2010**, after which they will be opened and read.

MARK ENVELOPES: SBP-FIRE-10-037 EMERGENCY MEDICAL SERVICE - ON THE LOWER LEFT-HAND CORNER.

MANDATORY PRE-BID MEETING - Friday August 27th 10:00 am at Fire Station # 1 - 215 East 6th Street, Royal Oak, Michigan, 48067.

The Standard Bid Proposal will be for Emergency Medical Service. Specifications are listed in the proposal form on file in the office of the City Clerk.

All proposals shall specify terms and show delivery dates. The City reserves the right to reject any or all proposals, to waive any informality in the proposal received, and to accept any proposal or part thereof, which it shall deem to be most favorable to the interests of the City.

INSTRUCTIONS TO BIDDERS

1. Municipalities are exempt from Michigan State Sales and Federal Excise taxes. Do not include such taxes in the proposal figure. The City will furnish the successful bidder with tax exemption certificates when requested and where applicable.
2. If further information regarding this proposal is required, please contact Acting Chief Pat Mulligan at Fire Department at (248) 246-3801.
3. A successful bidder furnishing labor on City/public premises agrees to have his workers covered by Worker's Compensation, and furnish a certificate of insurance showing coverage for bodily injury and property damage and worker's compensation to the City within 48 hours of a verbal request. The "Company Representative" warrants that by signing the proposal document, the "additional insured endorsement" will be included in the Insurance Coverage supplied to the City as part of the specified requirements.
4. To the fullest extent permitted by law, the successful bidder agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Royal Oak, it's elected and appointed officials, employees and volunteers and others working on behalf of the City of Royal Oak against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Royal Oak, it's elected and appointed officials, employees, volunteers or others working on behalf of the City of Royal Oak, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of or in any way connected or associated with this contract.

5. To the extent permitted by law, the City of Royal Oak and the successful bidder waive all rights against each other and any of their subcontractors, agents and employees, and the architect, architect's consultants, separate contractors, if any, and any of their of their subcontracts, subcontractors, agents and employees, for damages caused by fire or other perils to the extent covered by property insurance obtained pursuant to this agreement or other property insurance applicable to this work. The policies shall provide such waivers of subrogation by endorsement or otherwise. A waiver of subrogation shall be effective as to a person or entity even though that person or entity would otherwise have a duty of indemnification, contractual or otherwise, did not pay the insurance premium directly or indirectly, and whether or not the person or entity had an insurable interest in the property damaged for this contract.
6. The following pages including the proposal pricing sheets are to be completed by each service provider. The service provider must initial any corrections made to the proposal.
7. The response must follow the format provided. **Each responding company must provide a response to each individual item for the areas of the proposal entitled Sections II and III (pages 2 of 8 through 8 of 8).** Your responses should be concise and complete and use the numbering/lettering scheme provided. The City of Royal Oak reserves the right to eliminate from consideration any Proposal found to be incomplete or not organized as required.
8. Completed forms may be duplicated as required. ***Five (5) copies of the complete package shall be submitted at the time of proposal submission.***
9. The proposal is to be completed in legible form, preferably typewritten.
10. Any additional written material thought to be important may be attached and submitted to augment the requested data.
11. NO FAXED DOCUMENTS WILL BE ACCEPTED EXCEPT AS NOTED (Insurance Certificate)
12. TIMELY SUBMITTALS: Late submittals will not be accepted.
13. All information requested herein shall be submitted with the Standard Bid Proposal (SBP); failure to do so may result in rejection of the SBP as non-responsive and/or incomplete.
14. Questions regarding this Request for Proposals should be directed to Acting Chief Pat Mulligan of the Royal Oak Fire Department, at (248) 246-3801.

SELECTION PROCESS

CRITERIA FOR SELECTION OF THE MOST QUALIFIED COMPANY:

The City of Royal Oak Fire Department will review the proposals. The City of Royal Oak reserves the right to award this proposal to the service provider considered the most qualified based upon a combination of factors including but not limited to the following.

Evaluation Process:

Phase 1: **Evaluation of Proposals – Must meet minimum requirements.**

Bidders will be required to meet minimum specified requirements. The City of Royal Oak Fire Department will make the initial pass/fail evaluation

Phase 2: **Weighted Service Evaluation Process.**

The City of Royal Oak Fire Department will evaluate targeted items of the proposals to determine the level of service to be provided.

Phase 3: **Final Scoring and Service Provider Selection.**

1. The proposals shall be arranged from lowest proposal to highest proposal
2. High Proposal (-) Low Proposal = Range

For award purposes only, calculations for the Ambulance service will be based upon the costs associated with the ***minimum response times and the operational requirements in Section II.***

PROPOSAL PRICING

TERMS AND CONDITIONS

Contract Term:

The initial contract term shall be three calendar years from the start-up date. The first contract year shall commence on October 1, 2010 or within 90 days of October 1, 2010. Due to current contract commitments, the start-up date can be no sooner than October 1, 2010. The City of Royal Oak and the recommended service provider will mutually agree upon the exact date.

IMPORTANT: The service provider must include an *Ambulance User Charge Schedule* with their proposal document to be considered for award.

Ambulance Service

Prices listed will be the **monthly subsidy** required by the service provider to maintain the service level at the response time indicated for 90% of all emergencies.

Response Time	Year 10/1/2010 - 10/1/2013
8 Minutes- Required	\$ /mo.
6 Minutes-Required	\$ /mo.

INFORMATION:

For additional general information or questions about this project, please contact Pat Mulligan, the Acting Fire Chief, at (248) 246-3801 between the hours of 8:30 A.M. to 3:00 P.M. weekdays

COMPANY NAME: _____

TERMS AND CONDITIONS - Continued

AWARD: The evaluation and award of this proposal shall be a combination of factors including, but not limited to: professional competence, references, and the correlation of the proposal submitted to the needs of the City of Royal Oak and any other factors considered to be in the best interest of the City of Royal Oak.

The City of Royal Oak reserves the right to award the proposed contract to the provider who can provide the highest level of service at the lowest cost to the City of Royal Oak as a result of the evaluation process (see page 3 of 8, Selection Process); to reject proposals which contain major deviations from specified requirements; to accept a proposal which has only minor deviations from specified requirements. The City of Royal Oak reserves the right to reject any and all bids.

PRICES: Prices quoted shall remain firm for 90 days or proposal award, whichever comes first, except the successful provider whose prices shall remain firm for the three year contract period. The contract shall commence on October 1, 2010 or on a date that allows a 30-day start-up period after award. It is assumed that the 30-day interval after award will occur so the commencement date will be after October 1, 2010. The City of Royal Oak and the recommended service provider will mutually agree upon the exact date.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

COMPANY NAME: _____

TERMS AND CONDITIONS - Continued

CONTRACT CANCELLATION DUE TO POOR PERFORMANCE:

Due to the emergency nature of the services to be provided, and in the event that the service provider does not or cannot perform to mutually decided criteria, the City of Royal Oak reserves the right, at its sole discretion, to cancel the contract and/or employ as necessary other companies or additional companies and/or municipal personnel as necessary

DOWNPAYMENTS OR PREPAYMENTS:

Any proposal submitted which requires a down payment or prepayment for services to be provided prior to work completion as stipulated and full acceptance as being in conformance with the specified requirements of the proposal will not be considered for award.

COMPANY NAME: _____

INSURANCE: Insurance requirements shall be in accordance with the attached APPENDIX A and shall cover the City of Royal Oak. The required Insurance Certificate must be submitted to the City of Royal Oak within 48 hours of a verbal request. The proposal will not be awarded completely without this Insurance Certificate. The Insurance Certificate may be faxed to Royal Oak City Offices [phone # (248-) 246-3805, and is the only proposal document accepted in this format.

- () We can meet the specified insurance requirements.
- () We cannot meet the specified insurance requirements.
- () We do not carry the specified limits but can obtain the additional insurance coverage.

The cost of the additional insurance coverage must be included in the prices quoted for the services to be provided. No additional cost for insurance will be accepted by the City of Royal Oak.

IMPORTANT: A Certificate of Insurance on an ACORD Form showing present coverages **SHOULD** be attached to the document before submission of the proposal to the Office of the City Clerk.

PLEASE SUBMIT A LETTER INDICATING THAT YOUR COMPANY WILL BE ABLE TO MEET THE INSURANCE SPECIFICATIONS IF AWARDED A CONTRACT. THE LETTER SHOULD INCLUDE THE FOLLOWING VERBIAGE:

“Your Company’s Name” WILL MEET ALL INSURANCE SPECIFICATIONS AS SPECIFIED IN APPENDIX A IN THE PROPOSAL TO PROVIDE EMERGENCY MEDICAL AND FIRST RESPONDER SERVICE IF “Your Company’s Name” IS AWARDED A CONTRACT.”

THIS LETTER SHOULD BE SUBMITTED WITH YOUR RFQ AND RFP DOCUMENTS TO BE CONSIDERED AND SHOULD BE SIGNED BY AN AUTHORIZED REPRESENTATIVE OF YOUR COMPANY.

NOTE: *Failure on the part of any bidder to contact his/her insurance carrier to verify that the insurance carried by the bidder meets the City of Royal Oak specifications may result in this proposal being completed incorrectly. The award will not be final until the correct insurance documents are received.*

OTHER: Sole proprietors must execute a certificate of exemption from Worker’s Compensation requirements or provide proof of Worker’s Compensation Insurance.

All coverage shall be with insurance carriers licensed and admitted to do business in Michigan and acceptable to the City of Royal Oak

The “Service Provider” does warrant that by signing the proposal document, the “additional insured endorsement” will be included in the insurance coverage supplied to the City of Royal Oak as part of the specified requirements.

COMPANY NAME: _____

REFERENCES

References- Providers shall submit a complete reference list consisting of agencies to which your company has provided services similar to those requested (attach and mark REFERENCES for identification. List the three largest clients (by volume of runs) below.

AGENCY: _____
ADDRESS: _____
PHONE: _____ CONTACT: _____
Ambulance Service: () yes () no

AGENCY: _____
ADDRESS: _____
PHONE: _____ CONTACT: _____
Ambulance Service: () yes () no

AGENCY: _____
ADDRESS: _____
PHONE: _____ CONTACT: _____
Ambulance Service: () yes () no

SERVICE PROVIDER _____
ADDRESS _____ CITY _____ STATE _____ ZIP _____
TELEPHONE NUMBER (____) _____ FAX NUMBER: (____) _____
REPRESENTATIVE NAME _____ (Print)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE _____
PAYMENT TERMS _____ Email: _____

EXCEPTIONS:

Any exceptions, substitutions, deviations, etc. from the specifications and this proposal must be stated below. The reason(s) for the exceptions, substitutions, deviations, etc. are an integral part of this proposal.

IMPORTANT: All purchases require a MATERIAL SAFETY DATA SHEET, where applicable, in compliance with the MIOSHA "Right to Know" Law.

NOTE: The City of Royal Oak, at its discretion, may require the service provider(s) to Supply a Financial Report from an impartial Financial Credit Reporting Service before award of contract.

U. S. FUNDS: All prices quoted shall be in U. S. Currency.

**APPENDIX A
EMERGENCY MEDICAL SERVICES
INSURANCE REQUIREMENTS**

The Contractor shall procure and maintain during the term of this contract, the insurance coverage outlined below. All coverage shall be with insurance companies licensed and admitted to do business in the State of Michigan. All coverage shall be with insurance carriers acceptable to the City of Royal Oak.

WORKER'S COMPENSATION INSURANCE: The Service Provider shall procure and maintain during the life of this contract, Worker's Compensation Insurance, including employer's liability in accordance with all applicable statutes of the State of Michigan.

COMMERCIAL GENERAL LIABILITY INSURANCE: The Service Provider shall procure and maintain during the life of this contract, Commercial General Liability Insurance on an "occurrence basis" with limits of liability of not less than \$5,000,000 per occurrence and/or aggregate combined single limit, personal injury, bodily injury and property damage. Coverage shall include the following extensions: (A) Contractual Liability; (B) Products & Completed Operations Coverage; (C) Independent Contractors Coverage; (D) Broad Form General Liability Extensions or equivalent; (E) Annual contract aggregate applicable to this contract.

MOTOR VEHICLE LIABILITY: The Service Provider shall procure and maintain, during the life of this contract, Motor Vehicle Liability Insurance, including Michigan No-Fault Coverage's, with limits of liability of not less than \$5,000,000 per occurrence combined single limit Bodily Injury and Property Damage. Coverage shall include all owned, non-owned, and hired vehicles.

AMBULANCE AND PROFESSIONAL MALPRACTICE LIABILITY: The Service Provider shall procure and maintain during the life of this contract, Ambulance Professional Malpractice Liability Insurance in an amount of not less than \$1,000,000 per occurrence and/or aggregate combined single limit for bodily injury and personal injury arising out of operations.

ADDITIONAL INSURED: Commercial General Liability Insurance, Motor Vehicle Liability Insurance, and Ambulance Professional Malpractice Liability Insurance as described above, shall include an endorsement stating the following as "Additional Insured" the City of Royal Oak all elected and appointed officials, all employees and volunteers, all boards, commissions and/or volunteers thereof.

CANCELLATION NOTICE: Worker’s Compensation Insurance, Commercial General Liability Insurance, Motor Vehicle Liability Insurance and Ambulance Professional Liability Insurance, as described above, shall include an endorsement stating the following: “It is understood and agreed that Thirty (30) Days Advance Written Notice of Cancellation, Non-renewal, Reduction and/or Material Change shall be sent to City of Royal Oak, City Attorney’s Office, 211 Williams, Royal Oak, MI 48067”

PROOF OF INSURANCE: Upon Notice of Award, the service provider shall provide to the City of Royal Oak certificates of insurance and policies in full compliance with specifications as listed below:

1. Two (2) copies of the Certificate of Insurance for Worker’s Compensation Insurance;
2. Two (2) copies of the Certificate of Insurance for Commercial General Liability Insurance;
3. Two (2) copies of Insurance for Vehicle Liability Insurance;
4. Two (2) copies of Certificate of Insurance for Ambulance Professional Malpractice Liability Insurance.
5. If so requested, Certified Copies of all policies mentioned above will be furnished.

Note: If any of the above coverage expires during the term of this contract, the service provider shall deliver renewal certificates of insurance to the City of Royal Oak at least ten (10) days prior to the expiration thereof.

HOLD HARMLESS CLAUSE

To the fullest extent permitted by law, the _____
(Name of service provider)

agrees to defend, pay in behalf of, indemnify and hold harmless the City of Royal Oak, its elected and appointed officials, employees, volunteers, and others working on behalf of the City of Royal Oak against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Royal Oak, its elected and appointed officials, employees, volunteers or others working in behalf of the City of Royal Oak by reason of personal injury, including bodily injury and death and/or property damage, including loss of use thereof, which arises out of or is in any way connected or associated with this contract.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

STANDARD BID PROPOSAL EMERGENCY MEDICAL SERVICES

SECTION I: OVERVIEW

Anticipated Services: The City of Royal Oak is soliciting proposals from qualified providers for the provision of advanced life support ambulances and related services. Proposals shall encompass, at a minimum, advanced life support ambulance service for the City of Royal Oak. Historically, the City of Royal Oak has not subsidized for ALS ambulance services.

Contract Term: It is the intent of the City of Royal Oak to enter into a contract with the provider that can provide the highest level of service at the lowest cost to the City of Royal Oak. After the initial 3-year contract period, the contract may be extended for an additional three calendar years at 1-year renewal increments through mutual consent of both parties within 90 days of contract termination.

Contract Termination: Termination of the contract by either party (the City of Royal Oak or the service provider) shall require written notice a minimum of 90 days in advance.

Desired System: The desired system will consist of a system of advanced life support ambulances for transportation that will be dedicated to the City of Royal Oak.

Innovative System Models: Prospective providers are encouraged to propose innovative system models with the goal of providing the highest possible level of service while keeping the costs as low as possible.

Activity Summaries: Attached is the activity summary for the year 2009 for the City of Royal Oak that detail requests for emergency medical care. It is anticipated that this data will be useful in developing a flexible unit deployment plan to provide a cost effective system that can meet peak service demands.

Section II: Operational Requirements – Ambulance Service

The following are the operational requirements for the ambulance service component of the system. Providers are encouraged to propose innovative strategies for the provision of emergency medical services.

A. Response time- Our standards for ambulance response time for the City of Royal Oak:

A requirement to bid on a 8 minutes 00 seconds for 90% of emergency responses along with a 2nd requirement to bid on a 6 minute 00 second 90% of emergency responses.

Response time criteria shall not apply to incidents that are dispatched as non-emergency or downgraded to non-emergency prior to the arrival of the ambulance. There shall also be consideration given for area wide weather emergencies including but not limited to: snowstorms, ice storms, high winds, or other area wide conditions.

B. Deployment plan- The provider shall include in its proposal, proposed deployment plans indicating the number of ALS units, with a minimum of two ALS units dedicated to and Stationed in Royal Oak, required to meet the 8 minute response time standard and the 6 minute response time standard. The deployment plans shall specify the required unit coverage by hour and day of the week.

C. Licensure- The provider's service area, vehicles, and personnel shall be appropriately licensed including those specifically required by the Michigan Department of Community Health. **A copy of the appropriate State of Michigan and Oakland County Medical Control Authority license approval to provide services in Oakland County Michigan must be submitted with the proposal.**

D. Advanced Life Support- All ambulances utilized by the provider shall be capable of providing advanced life support in accordance with the Oakland County Medical Control Authority Protocols and Policies.

E. Vehicles- Providers shall include in their proposal the specific information for the vehicles they propose to utilize including age, type, and mileage. All vehicles shall be maintained in safe operating condition. Vehicle chassis over 5 years old are not acceptable. Maintenance logs shall be maintained for each vehicle and be available for inspection. Providers shall indicate what preventative maintenance programs are in place and shall indicate the number of "critical vehicle failures" per 100,000 miles driven for the last three years. Providers shall include the procedure their company uses to maintain and repair their vehicles including how, when, and where the vehicles are serviced.

Section II: Operational Requirements – Ambulance Service continued

- F. Reports-** Response-time summaries shall be reported at least monthly. These reports shall include: compliance with response-time standards, list of calls referred to other agencies, call downgrades and other reports used to determine contract compliance. These reports may vary from month to month depending on specific issues that need to be addressed. In addition to hard copies, the City may request data be submitted in computer format. The provider shall also submit required information to the MCA in a manner and format prescribed by the MCA (i.e. compatibility with an information system prescribed by the MCA). Non-compliance with this provision will be subject to contract termination based upon the 90-day notice provision.
- G. Supervision-** Contractor shall provide organized Field Supervision Personnel (e.g. field training officers, field supervisors). The supervisory personnel shall be in sufficient numbers to provide field evaluation and job supervision.

Contractor shall provide, at a minimum, one field supervisor certified at the paramedic level, available to the City of Royal Oak service area on a 24-hour on-call basis. This person shall be immediately available by phone at all times. The supervisor shall be dedicated to the City of Royal Oak and shall act as a liaison to the City of Royal Oak and related public-safety agencies.

The Contractor shall have policies for automatic supervisor response that include, but are not limited to:

- (1.) Incidents requiring two or more ALS-unit response;
 - (2.) Multi-casualty or disaster incidents;
 - (3.) Hazardous materials incidents involving patient care; and,
 - (4.) Life-threatening incidents in immediate area of supervisor at time of dispatch.
- H. Monthly meetings-** A supervisory member of the provider's staff shall participate in a monthly meeting with members of the City of Royal Oak Fire Department to assess the effectiveness of the program.

Section II: Operational Requirements – Ambulance Service - continued

- I. **Personnel-** The provider shall perform a CCH (Complete Criminal History) on all of its Paramedics. Employees with a conviction for Criminal Sexual Conduct (CSC) or violation of the Controlled Substances Act shall not be allowed to work in the City of Royal Oak. Employees with a conviction for theft or larceny within the last five (5) years shall not be allowed to work in the City of Royal Oak.

The provider shall perform a Complete Driving History on all of its Paramedics and Emergency Medical Technicians. Employees with two or more convictions for Operating Under Influence of Liquor (OUIL), Unlawful Blood Alcohol Level (UBAL), Operating While Impaired (OWI), Operating While Under the Influence of Narcotic (OUIN), or any two or more convictions of any combination there of, shall not be allowed to work in this area. Employees with a conviction for Operating Under Influence of Liquor (OUIL), Unlawful Blood Alcohol Level (UBAL), Operating While Impaired (OWI), Operating While Under the Influence of Narcotic (OUIN), in the last five years shall not work in the City of Royal Oak.

The provider shall indicate how personnel are screened for motor vehicle operator records and what additional criteria are used for qualification and/or disqualification in the screening. All vehicle operators shall be required to attend a nationally recognized driver-training program.

The provider shall notify the Oakland County Medical Control Board and the State Division of Emergency Medical Services if any of its Paramedics are criminally charged with any felony, or terminated from employment for any narcotic larceny or narcotic/alcohol use problem.

The provider shall agree to remove an employee from the City of Royal Oak operating area upon written request of the fire chief.

- J. **Drug testing-** The provider shall have a random and probable cause drug-testing program for all personnel operating in the City of Royal Oak.
- K. **Quality assurance program-** The contractor shall provide a description of the quality assurance program in place to continually assess the quality of treatment by EMS personnel.

Section II: Operational Requirements – Ambulance Service – continued

- L. Complaint resolution-** In the event a complaint arises over the provision of contract performance or emergency medical care, the procedure shall be as follows:
- (1) The complaint shall be forwarded to the provider's field supervisor, for investigation and review. The complaint shall be investigated and a written report provided to the City within 60 days.
 - (2) In the event the complaint is not resolved, it shall be referred to the Quality Improvement Committee of the Medical Control Authority.
- M. Incident Command System-** The contractor shall provide training on an annual basis for ambulance personnel operating in the City of Royal Oak on their role and responsibilities within the framework of the Incident Command System.
- N. Police Incident Training-** The contractor shall provide training on an annual basis for ambulance personnel operating in the City of Royal Oak for EMS response to specific police incidents. This training when requested will be provided by the City of Royal Oak Police Department.
- O. Hazardous Materials Training-** All ambulance personnel shall be trained to the hazmat first responder awareness level and WMD Awareness as designated by the Michigan Firefighters Training Council. The provider shall submit documentation of this training.
- P. Insurance-** Providers shall comply with the insurance requirements specified in Appendix A of this RFP.
- Q. Mutual Aid-** The provider shall submit a mutual aid resource plan showing the average number of Basic and Advanced ambulances that could be provided for **a back to back or multi-casualty incident**. This shall include typical response times based on average activity. The plan should include contingency planning for multiple back-to-back incidents across geographic areas.

Section II: Operational Requirements – Ambulance Service – continued

- R. Incident Standby-** The contractor shall provide ambulance units as requested to standby at public safety emergency scenes such as fires, hazardous materials incidents, police tactical incidents, and police and fire training incidents as requested. These units shall not leave the incident unless released by the incident commander. The ambulance units shall assist in medical evaluation of emergency personnel as required. When an ALS unit is on standby provisions must be made to have an additional ALS Unit dedicated to and stationed in the City of Royal Oak.
- S. Event Standby-** The contractor shall provide ambulance units as requested in advance to standby at community events such as fairs etc. These units shall be available for emergency responses as needed.
- T. Communications-** The Advanced Life Support ambulances shall be equipped with mobile and portable communications equipment allowing them to communicate with: provider's dispatch, local medical first responder, fire and police units. The providers shall indicate what backup systems exist to facilitate dispatch communications in the event of a failure of the primary radio transmitter. Oakland County is currently using the County 800 MHz radio system for ALS unit to hospital communications and is currently expanding the current system to accommodate all police and fire departments within the County.
- U. Recording Capability-** The provider shall record all telephone and radio communications and retain the recordings for a minimum of 1 year.
- V. E-911 Interface-** The provider shall operate an Enhanced 911 (E-911) secondary PSAP capable of interfacing with all of the E-911 systems utilized by the City of Royal Oak to allow the transfer of E-911 calls including ANI/ALI information to minimize the time required to initiate a response.
- W. Personnel recall capability-** The provider shall indicate what capability exists to recall off duty personnel in the event of multi-casualty or other incident beyond the scope of normal operations.
- X. Computer Aided Dispatch System-** The provider shall utilize a computer aided dispatch system, which provides for optimum system deployment. The provider shall agree to work with the City of Royal Oak in exploring the potential for CAD integration between the provider and the City of Royal Oak.

Section II: Operational Requirements – Ambulance Service – continued

- Y. Emergency Medical Dispatch-** The provider shall utilize a nationally accepted telephone triage system and all dispatch personnel shall be certified in its use. Dispatchers shall provide pre-arrival emergency care instructions to the calling party when appropriate.
- Z. Emergency Operations Center Support-** The contractor shall provide a supervisor to represent EMS in the Emergency Operations Center of the City of Royal Oak in the event of EOC activation due to a community emergency.
- AA. Disposal of biohazard contaminated waste-** The contractor shall provide disposal service for any contaminated materials generated by the police or fire departments. Waste will be bagged and tagged with appropriate labels by the City of Royal Oak personnel and forwarded to the provider for disposal.
- BB. Base of Operations-** The provider shall identify the location(s), which are to serve as the base of operations for this program.
- CC. Charges-** The provider shall specify what ambulance user charges are to be assessed and include a current schedule of charges.
- DD. Staffing Coverage:** Deployment plans shall specify staffing and unit coverage to meet the performance requirements for advanced life support (ALS) ambulance service and be included in the proposal.

Section IV: Miscellaneous Proposal Terms and Conditions

Inspection- The City of Royal Oak reserves the right to inspect any or all of the provider's facilities and records as part of the selection criteria. If any material to be reviewed by the City of Royal Oak is considered "proprietary", and not subject to a "Freedom of Information Request", that material must be designated as such.

Payment- Ambulance Service Payments: In the event payments are due to the provider from the City of Royal Oak as part of a subsidy, the billing shall be for the previous month's service and shall be forwarded to the City by the 15th of the following month.

Purchase Order Issuance- After the award recommendation has been approved by the City Commission, the successful service provider will receive a purchase order that will create a bilateral contract between the City of Royal Oak and the successful bidder. The purchase order shall commit the service provider to perform the contract in accordance with the proposal submitted and the mandatory requirements as stated in this proposal. A contract document will not be issued.

**STATEMENT OF NO BID
CITY OF ROYAL OAK**

BID NUMBER: SBP-FIRE-10-037
TITLE: EMERGENCY MEDICAL SERVICES

Please Send or Fax To:

City of Royal Oak Purchasing Department
211 Williams
Royal Oak, MI 48067

FAX NUMBER: (248) 246-3001

We, the undersigned, have declined to bid on the subject bid for the following reasons:

Check All That Apply	REASON
	Our company does not handle the type of product / service
	We cannot meet the specifications nor provide an approved alternate – please explain below
	Our company is not interested in bidding at this time
	Job is too small
	Job is too large
	Cannot be competitive
	Liability Issues such as insurance, bonding, indemnification, hold harmless
	Insufficient time to respond – please explain below
	Our company's schedule would not permit performance of the specifications
	Other – describe below
	Remove our company's name from this commodity code (Please note that NIGP Commodity Code numbers used by the City of Royal Oak are general classes of items and may result in deletion from a list for another relevant item / service.)

REMARKS: _____

BID LIST RETENTION:

Please retain _____ on the bid list for the item described above.
(COMPANY NAME)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: _____

TITLE: _____

COMPANY: _____

ADDRESS: _____

FAX NUMBER: _____ TELEPHONE NUMBER: _____

IMPORTANT NOTE: Failure to respond, either by submitting a bid or this completed form, may result in your company being removed from the City of Royal Oak bid list. To qualify as a respondent to the bid, the vendor must submit a bid or complete this form.

Royal Oak Fire Department

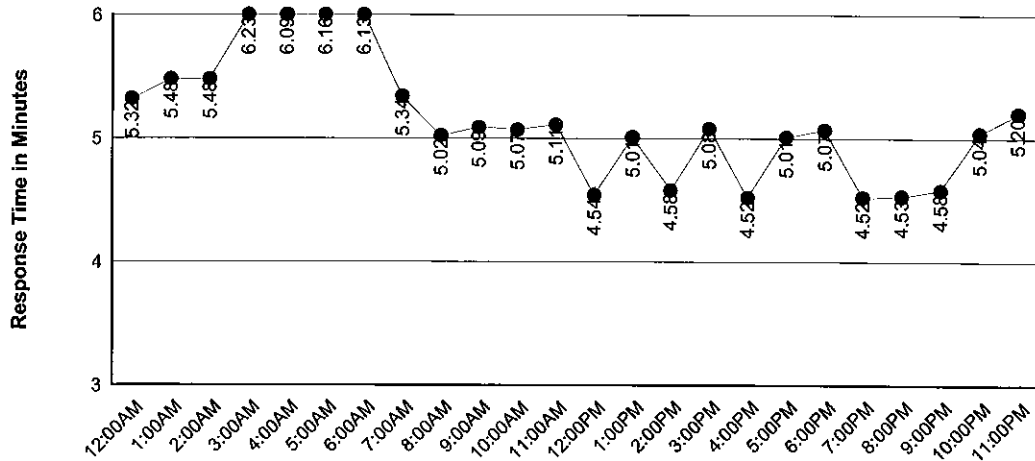
All Calls Response Time by Time of Day

Report Period: From 1/1/2009 To 12/31/2009

Time of Day	Count	Average Response Time
12:00AM	137	5:32
1:00AM	144	5:48
2:00AM	113	5:48
3:00AM	102	6:23
4:00AM	99	6:09
5:00AM	82	6:16
6:00AM	125	6:13
7:00AM	149	5:34
8:00AM	216	5:02
9:00AM	246	5:09
10:00AM	289	5:07
11:00AM	307	5:11
12:00PM	303	4:54
1:00PM	306	5:01
2:00PM	291	4:58
3:00PM	254	5:08
4:00PM	279	4:52
5:00PM	263	5:01
6:00PM	232	5:07
7:00PM	209	4:52
8:00PM	215	4:53
9:00PM	252	4:58
10:00PM	200	5:04
11:00PM	129	5:20

Total Number of Responses 4,942 -- Total Average Response 5:12

Response Time by Hour of Day



Incident Count By Type

Date Range: From 1/1/2009 To 12/31/2009

Incident

Type	Description	Count	
100 - Fire, other		7	0.14%
111 - Building fire		45	0.87%
112 - Fires in structures other than in a building		1	0.02%
113 - Cooking fire, confined to container		15	0.29%
114 - Chimney or flue fire, confined to chimney or flue		1	0.02%
118 - Trash or rubbish fire, contained		7	0.14%
121 - Fire in mobile home used as fixed residence		1	0.02%
130 - Mobile property (vehicle) fire, other		1	0.02%
131 - Passenger vehicle fire		22	0.42%
132 - Road freight or transport vehicle fire		2	0.04%
138 - Off-road vehicle or heavy equipment fire		1	0.02%
140 - Natural vegetation fire, other		1	0.02%
143 - Grass fire		1	0.02%
150 - Outside rubbish fire, other		7	0.14%
151 - Outside rubbish, trash or waste fire		12	0.23%
154 - Dumpster or other outside trash receptacle fire		10	0.19%
160 - Special outside fire, other		4	0.08%
162 - Outside equipment fire		1	0.02%
Total - Fires		139	100.00%
240 - Explosion (no fire), other		2	0.04%
Total - Overpressure Rupture, Explosion, Overheat - no fire		2	100.00%
311 - Medical assist, assist EMS crew		2	0.04%
321 - EMS call, excluding vehicle accident with injury		3,421	66.00%
322 - Vehicle accident with injuries		128	2.47%
323 - Motor vehicle/pedestrian accident (MV Ped)		25	0.48%
324 - Motor vehicle accident with no injuries		72	1.39%
350 - Extrication, rescue, other		2	0.04%
351 - Extrication of victim(s) from building/structure		1	0.02%
353 - Removal of victim(s) from stalled elevator		7	0.14%
355S - Confined space Survey, Standby		1	0.02%
381 - Rescue or EMS standby		1	0.02%
Total - Rescue & Emergency Medical Service Incidents		3,660	100.00%
400 - Hazardous condition, other		1	0.02%
410 - Flammable gas or liquid condition, other		3	0.06%
411 - Gasoline or other flammable liquid spill		12	0.23%
412 - Gas leak (natural gas or LPG)		30	0.58%
413 - Oil or other combustible liquid spill		3	0.06%
422 - Chemical spill or leak		3	0.06%
424 - Carbon monoxide incident		6	0.12%
440 - Electrical wiring/equipment problem, other		7	0.14%
441 - Heat from short circuit (wiring), defective/worn		1	0.02%
442 - Overheated motor		6	0.12%
444 - Power line down		106	2.05%
445 - Arcing, shorted electrical equipment		19	0.37%
463 - Vehicle accident, general cleanup		2	0.04%
Total - Hazardous Conditions (No fire)		199	100.00%



Incident Type Count Report

Date Range: From 1/1/2009 To 12/31/2009

Selected Station(s): All

Incident

Type	Description	Count	
Station:			
100 - Fire, other		1	0.02%
Total - Fires		1	3.23%
6111 - Accidental Dispatch		29	0.56%
Total - Good Intent Call		29	93.55%
74 - Unintentional system/detector operation - no fire		1	0.02%
Total - Fals Alarm & False Call		1	3.23%
Total for Station		31	0.60%
Station: ST 1			
100 - Fire, other		3	0.06%
111 - Building fire		25	0.48%
113 - Cooking fire, confined to container		5	0.10%
114 - Chimney or flue fire, confined to chimney or flue		1	0.02%
118 - Trash or rubbish fire, contained		3	0.06%
121 - Fire in mobile home used as fixed residence		1	0.02%
131 - Passenger vehicle fire		11	0.21%
132 - Road freight or transport vehicle fire		2	0.04%
150 - Outside rubbish fire, other		2	0.04%
151 - Outside rubbish, trash or waste fire		5	0.10%
154 - Dumpster or other outside trash receptacle fire		6	0.12%
160 - Special outside fire, other		3	0.06%
Total - Fires		67	3.15%
240 - Explosion (no fire), other		1	0.02%
Total - Overpressure Rupture, Explosion, Overheat - no fire		1	0.05%
311 - Medical assist, assist EMS crew		1	0.02%
321 - EMS call, excluding vehicle accident with injury		1,379	26.61%
322 - Vehicle accident with injuries		65	1.25%
323 - Motor vehicle/pedestrian accident (MV Ped)		15	0.29%
324 - Motor vehicle accident with no injuries		35	0.68%
350 - Extrication, rescue, other		2	0.04%
353 - Removal of victim(s) from stalled elevator		4	0.08%
355S - Confined space Survey, Standby		1	0.02%
381 - Rescue or EMS standby		1	0.02%
Total - Rescue & Emergency Medical Service Incidents		1,503	70.73%
400 - Hazardous condition, other		1	0.02%
410 - Flammable gas or liquid condition, other		3	0.06%
411 - Gasoline or other flammable liquid spill		7	0.14%
412 - Gas leak (natural gas or LPG)		18	0.35%
413 - Oil or other combustible liquid spill		1	0.02%
422 - Chemical spill or leak		1	0.02%
424 - Carbon monoxide incident		2	0.04%
440 - Electrical wiring/equipment problem, other		1	0.02%

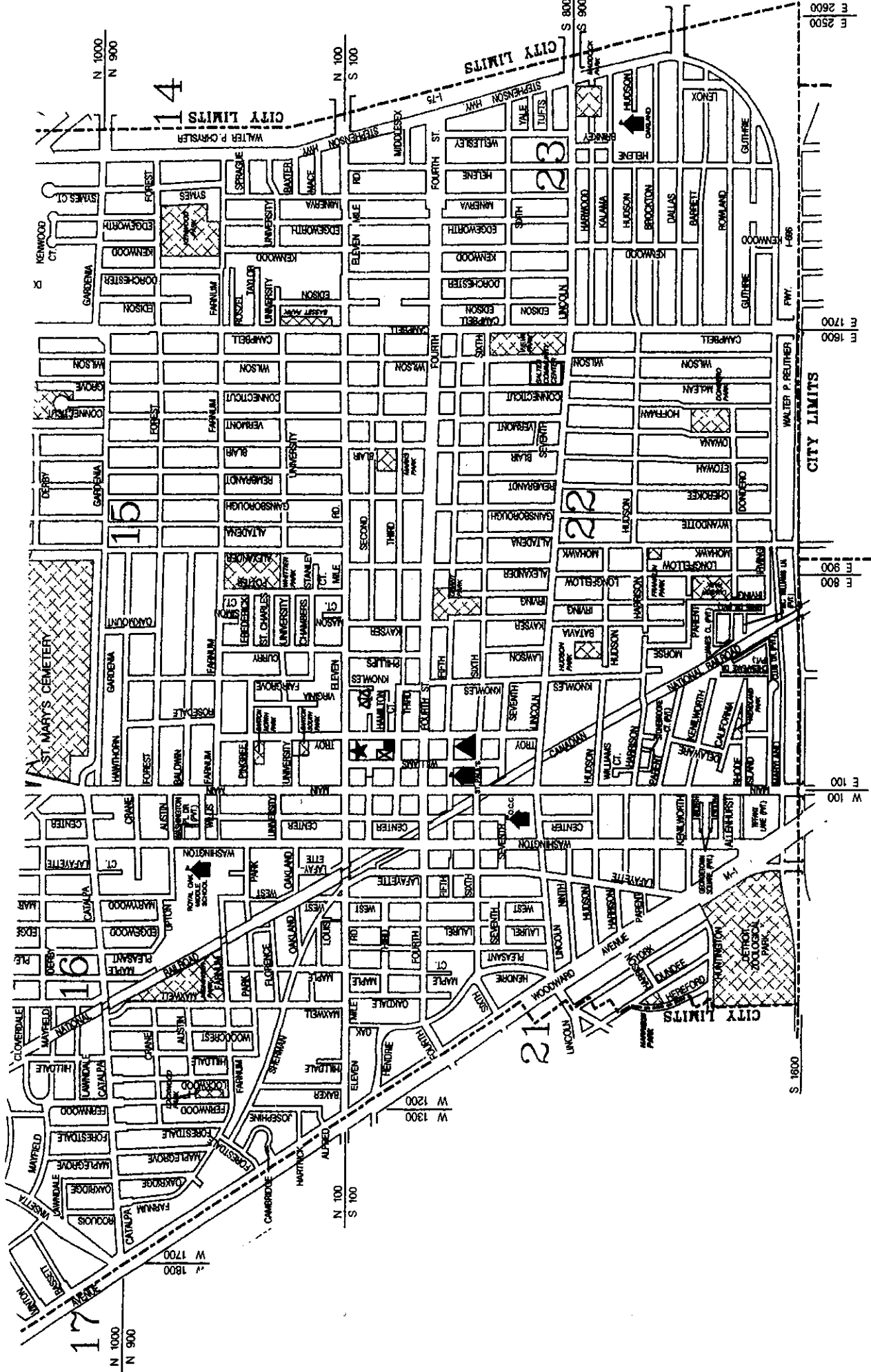
Incident

Type	Description	Count	
Station: ST 2			
100	- Fire, other	3	0.06%
111	- Building fire	8	0.15%
113	- Cooking fire, confined to container	5	0.10%
118	- Trash or rubbish fire, contained	3	0.06%
131	- Passenger vehicle fire	7	0.14%
138	- Off-road vehicle or heavy equipment fire	1	0.02%
140	- Natural vegetation fire, other	1	0.02%
150	- Outside rubbish fire, other	2	0.04%
151	- Outside rubbish, trash or waste fire	3	0.06%
154	- Dumpster or other outside trash receptacle fire	3	0.06%
Total - Fires		36	1.91%
240	- Explosion (no fire), other	1	0.02%
Total - Overpressure Rupture, Explosion, Overheat - no fire		1	0.05%
311	- Medical assist, assist EMS crew	1	0.02%
321	- EMS call, excluding vehicle accident with injury	1,280	24.70%
322	- Vehicle accident with injuries	37	0.71%
323	- Motor vehicle/pedestrian accident (MV Ped)	7	0.14%
324	- Motor vehicle accident with no injuries	27	0.52%
351	- Extrication of victim(s) from building/structure	1	0.02%
353	- Removal of victim(s) from stalled elevator	3	0.06%
Total - Rescue & Emergency Medical Service Incidents		1,356	72.09%
411	- Gasoline or other flammable liquid spill	3	0.06%
412	- Gas leak (natural gas or LPG)	8	0.15%
413	- Oil or other combustible liquid spill	2	0.04%
422	- Chemical spill or leak	2	0.04%
440	- Electrical wiring/equipment problem, other	4	0.08%
442	- Overheated motor	2	0.04%
444	- Power line down	35	0.68%
445	- Arcing, shorted electrical equipment	9	0.17%
463	- Vehicle accident, general cleanup	1	0.02%
Total - Hazardous Conditions (No fire)		66	3.51%
500	- Service Call, other	1	0.02%
511	- Lock-out	1	0.02%
520	- Water problem, other	1	0.02%
531	- Smoke or odor removal	3	0.06%
541	- Animal problem	1	0.02%
542	- Animal rescue	1	0.02%
550	- Public service assistance, other	3	0.06%
551	- Assist police or other governmental agency	2	0.04%
552	- Police matter	1	0.02%
553	- Public service	6	0.12%
554	- Assist invalid	90	1.74%
561	- Unauthorized burning	13	0.25%
571	- Cover assignment, standby, moveup	1	0.02%
Total - Service Call		124	6.59%
600	- Good intent call, other	62	1.20%
611	- Dispatched & cancelled en route	27	0.52%
6111	- Accidental Dispatch	30	0.58%
611E	- EMS: Dispatched & cancelled en route	3	0.06%

Incident

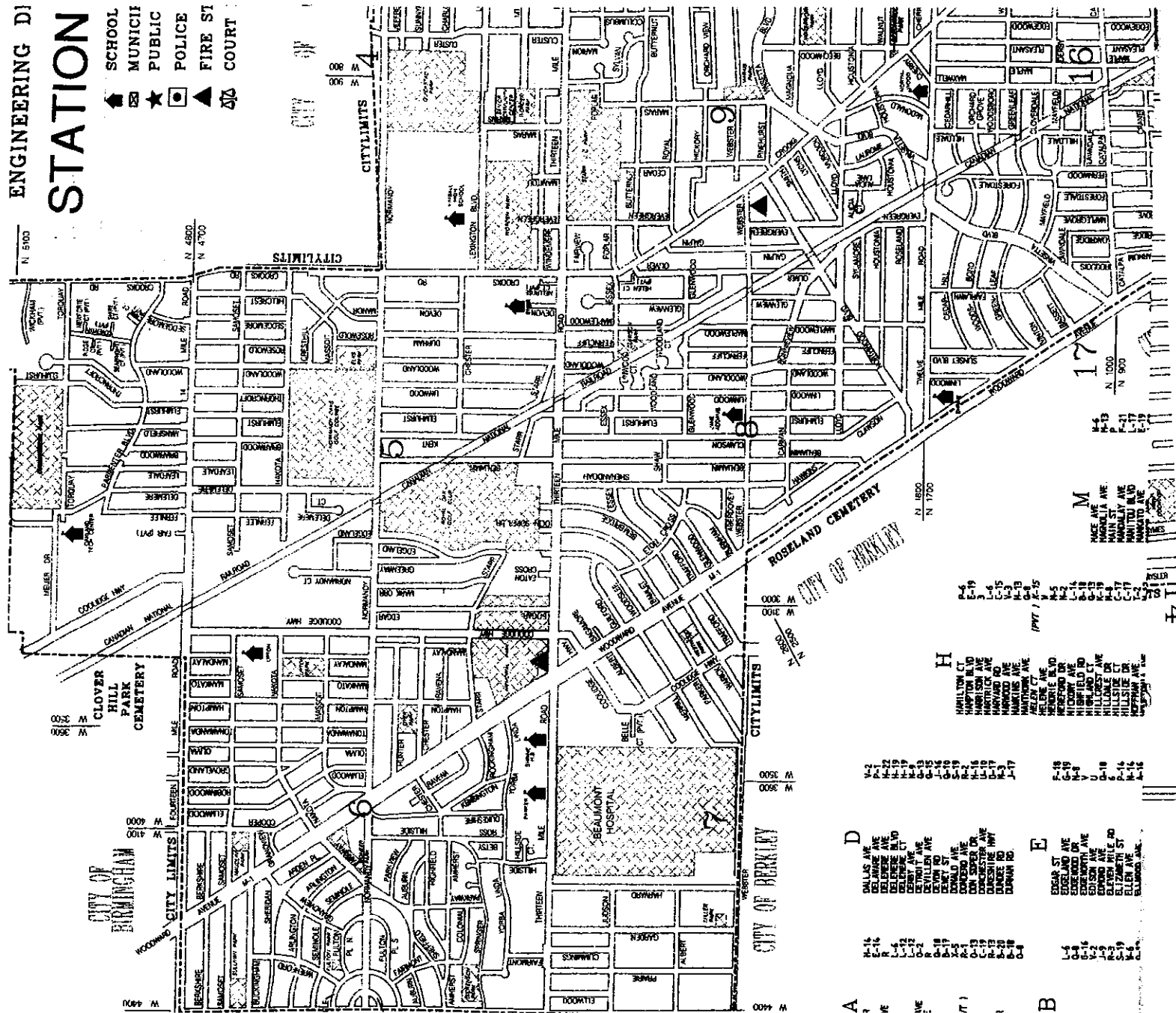
Type	Description	Count	
Station: ST 2 - (Continued)			
621	- Wrong location	2	0.04%
622	- No incident found on arrival at dispatch address	51	0.98%
651	- Smoke scare, odor of smoke	23	0.44%
652	- Steam, vapor, fog or dust thought to be smoke	2	0.04%
671	- Hazmat release investigation w/ no hazmat	1	0.02%
Total - Good Intent Call		201	10.69%
7	- False Alarm & False Call	1	0.02%
700	- False alarm or false call, other	4	0.08%
710	- Malicious, mischievous false call, other	1	0.02%
714	- Central station, malicious false alarm	1	0.02%
715	- Local alarm system, malicious false alarm	2	0.04%
730	- System malfunction, other	5	0.10%
731	- Sprinkler activation due to malfunction	3	0.06%
732	- Extinguishing system activation due to malfunction	2	0.04%
733	- Smoke detector activation due to malfunction	15	0.29%
734	- Heat detector activation due to malfunction	1	0.02%
735	- Alarm system sounded due to malfunction	10	0.19%
736	- CO detector activation due to malfunction	17	0.33%
74	- Unintentional system/detector operation - no fire	1	0.02%
740	- Unintentional transmission of alarm, other	14	0.27%
741	- Sprinkler activation, no fire - unintentional	1	0.02%
743	- Smoke detector activation, no fire - unintentional	8	0.15%
744	- Detector activation, no fire - unintentional	6	0.12%
745	- Alarm system sounded, no fire - unintentional	3	0.06%
746	- Carbon monoxide detector activation, no CO	1	0.02%
Total - Fals Alarm & False Call		96	5.10%
9001	- Accidental Dispatch	1	0.02%
Total - Special Incident Type		1	0.05%
Total for Station		1,881	36.29%
Station: ST 3			
111	- Building fire	12	0.23%
112	- Fires in structures other than in a building	1	0.02%
113	- Cooking fire, confined to container	5	0.10%
118	- Trash or rubbish fire, contained	1	0.02%
130	- Mobile property (vehicle) fire, other	1	0.02%
131	- Passenger vehicle fire	4	0.08%
143	- Grass fire	1	0.02%
150	- Outside rubbish fire, other	3	0.06%
151	- Outside rubbish, trash or waste fire	4	0.08%
154	- Dumpster or other outside trash receptacle fire	1	0.02%
160	- Special outside fire, other	1	0.02%
162	- Outside equipment fire	1	0.02%
Total - Fires		35	3.05%
321	- EMS call, excluding vehicle accident with injury	762	14.70%
322	- Vehicle accident with injuries	26	0.50%
323	- Motor vehicle/pedestrian accident (MV Ped)	3	0.06%
324	- Motor vehicle accident with no injuries	10	0.19%
Total - Rescue & Emergency Medical Service Incidents		801	69.90%
411	- Gasoline or other flammable liquid spill	2	0.04%

STATION 1



STATION 2

- SCHOOL
- MUNICIPAL
- PUBLIC
- POLICE
- FIRE ST
- COURT



- | | | | | | |
|----------|-------|----------|-------|----------|-------|
| A | 1-14 | D | 2-22 | E | 1-18 |
| 2 | 1-15 | 2-23 | 2-24 | 2-19 | 2-19 |
| 3 | 1-16 | 2-25 | 2-26 | 2-20 | 2-20 |
| 4 | 1-17 | 2-27 | 2-28 | 2-21 | 2-21 |
| 5 | 1-18 | 2-29 | 2-30 | 2-22 | 2-22 |
| 6 | 1-19 | 2-31 | 2-32 | 2-23 | 2-23 |
| 7 | 1-20 | 2-33 | 2-34 | 2-24 | 2-24 |
| 8 | 1-21 | 2-35 | 2-36 | 2-25 | 2-25 |
| 9 | 1-22 | 2-37 | 2-38 | 2-26 | 2-26 |
| 10 | 1-23 | 2-39 | 2-40 | 2-27 | 2-27 |
| 11 | 1-24 | 2-41 | 2-42 | 2-28 | 2-28 |
| 12 | 1-25 | 2-43 | 2-44 | 2-29 | 2-29 |
| 13 | 1-26 | 2-45 | 2-46 | 2-30 | 2-30 |
| 14 | 1-27 | 2-47 | 2-48 | 2-31 | 2-31 |
| 15 | 1-28 | 2-49 | 2-50 | 2-32 | 2-32 |
| 16 | 1-29 | 2-51 | 2-52 | 2-33 | 2-33 |
| 17 | 1-30 | 2-53 | 2-54 | 2-34 | 2-34 |
| 18 | 1-31 | 2-55 | 2-56 | 2-35 | 2-35 |
| 19 | 1-32 | 2-57 | 2-58 | 2-36 | 2-36 |
| 20 | 1-33 | 2-59 | 2-60 | 2-37 | 2-37 |
| 21 | 1-34 | 2-61 | 2-62 | 2-38 | 2-38 |
| 22 | 1-35 | 2-63 | 2-64 | 2-39 | 2-39 |
| 23 | 1-36 | 2-65 | 2-66 | 2-40 | 2-40 |
| 24 | 1-37 | 2-67 | 2-68 | 2-41 | 2-41 |
| 25 | 1-38 | 2-69 | 2-70 | 2-42 | 2-42 |
| 26 | 1-39 | 2-71 | 2-72 | 2-43 | 2-43 |
| 27 | 1-40 | 2-73 | 2-74 | 2-44 | 2-44 |
| 28 | 1-41 | 2-75 | 2-76 | 2-45 | 2-45 |
| 29 | 1-42 | 2-77 | 2-78 | 2-46 | 2-46 |
| 30 | 1-43 | 2-79 | 2-80 | 2-47 | 2-47 |
| 31 | 1-44 | 2-81 | 2-82 | 2-48 | 2-48 |
| 32 | 1-45 | 2-83 | 2-84 | 2-49 | 2-49 |
| 33 | 1-46 | 2-85 | 2-86 | 2-50 | 2-50 |
| 34 | 1-47 | 2-87 | 2-88 | 2-51 | 2-51 |
| 35 | 1-48 | 2-89 | 2-90 | 2-52 | 2-52 |
| 36 | 1-49 | 2-91 | 2-92 | 2-53 | 2-53 |
| 37 | 1-50 | 2-93 | 2-94 | 2-54 | 2-54 |
| 38 | 1-51 | 2-95 | 2-96 | 2-55 | 2-55 |
| 39 | 1-52 | 2-97 | 2-98 | 2-56 | 2-56 |
| 40 | 1-53 | 2-99 | 2-100 | 2-57 | 2-57 |
| 41 | 1-54 | 2-101 | 2-102 | 2-58 | 2-58 |
| 42 | 1-55 | 2-103 | 2-104 | 2-59 | 2-59 |
| 43 | 1-56 | 2-105 | 2-106 | 2-60 | 2-60 |
| 44 | 1-57 | 2-107 | 2-108 | 2-61 | 2-61 |
| 45 | 1-58 | 2-109 | 2-110 | 2-62 | 2-62 |
| 46 | 1-59 | 2-111 | 2-112 | 2-63 | 2-63 |
| 47 | 1-60 | 2-113 | 2-114 | 2-64 | 2-64 |
| 48 | 1-61 | 2-115 | 2-116 | 2-65 | 2-65 |
| 49 | 1-62 | 2-117 | 2-118 | 2-66 | 2-66 |
| 50 | 1-63 | 2-119 | 2-120 | 2-67 | 2-67 |
| 51 | 1-64 | 2-121 | 2-122 | 2-68 | 2-68 |
| 52 | 1-65 | 2-123 | 2-124 | 2-69 | 2-69 |
| 53 | 1-66 | 2-125 | 2-126 | 2-70 | 2-70 |
| 54 | 1-67 | 2-127 | 2-128 | 2-71 | 2-71 |
| 55 | 1-68 | 2-129 | 2-130 | 2-72 | 2-72 |
| 56 | 1-69 | 2-131 | 2-132 | 2-73 | 2-73 |
| 57 | 1-70 | 2-133 | 2-134 | 2-74 | 2-74 |
| 58 | 1-71 | 2-135 | 2-136 | 2-75 | 2-75 |
| 59 | 1-72 | 2-137 | 2-138 | 2-76 | 2-76 |
| 60 | 1-73 | 2-139 | 2-140 | 2-77 | 2-77 |
| 61 | 1-74 | 2-141 | 2-142 | 2-78 | 2-78 |
| 62 | 1-75 | 2-143 | 2-144 | 2-79 | 2-79 |
| 63 | 1-76 | 2-145 | 2-146 | 2-80 | 2-80 |
| 64 | 1-77 | 2-147 | 2-148 | 2-81 | 2-81 |
| 65 | 1-78 | 2-149 | 2-150 | 2-82 | 2-82 |
| 66 | 1-79 | 2-151 | 2-152 | 2-83 | 2-83 |
| 67 | 1-80 | 2-153 | 2-154 | 2-84 | 2-84 |
| 68 | 1-81 | 2-155 | 2-156 | 2-85 | 2-85 |
| 69 | 1-82 | 2-157 | 2-158 | 2-86 | 2-86 |
| 70 | 1-83 | 2-159 | 2-160 | 2-87 | 2-87 |
| 71 | 1-84 | 2-161 | 2-162 | 2-88 | 2-88 |
| 72 | 1-85 | 2-163 | 2-164 | 2-89 | 2-89 |
| 73 | 1-86 | 2-165 | 2-166 | 2-90 | 2-90 |
| 74 | 1-87 | 2-167 | 2-168 | 2-91 | 2-91 |
| 75 | 1-88 | 2-169 | 2-170 | 2-92 | 2-92 |
| 76 | 1-89 | 2-171 | 2-172 | 2-93 | 2-93 |
| 77 | 1-90 | 2-173 | 2-174 | 2-94 | 2-94 |
| 78 | 1-91 | 2-175 | 2-176 | 2-95 | 2-95 |
| 79 | 1-92 | 2-177 | 2-178 | 2-96 | 2-96 |
| 80 | 1-93 | 2-179 | 2-180 | 2-97 | 2-97 |
| 81 | 1-94 | 2-181 | 2-182 | 2-98 | 2-98 |
| 82 | 1-95 | 2-183 | 2-184 | 2-99 | 2-99 |
| 83 | 1-96 | 2-185 | 2-186 | 2-100 | 2-100 |
| 84 | 1-97 | 2-187 | 2-188 | 2-101 | 2-101 |
| 85 | 1-98 | 2-189 | 2-190 | 2-102 | 2-102 |
| 86 | 1-99 | 2-191 | 2-192 | 2-103 | 2-103 |
| 87 | 1-100 | 2-193 | 2-194 | 2-104 | 2-104 |
| 88 | 1-101 | 2-195 | 2-196 | 2-105 | 2-105 |
| 89 | 1-102 | 2-197 | 2-198 | 2-106 | 2-106 |
| 90 | 1-103 | 2-199 | 2-200 | 2-107 | 2-107 |
| 91 | 1-104 | 2-201 | 2-202 | 2-108 | 2-108 |
| 92 | 1-105 | 2-203 | 2-204 | 2-109 | 2-109 |
| 93 | 1-106 | 2-205 | 2-206 | 2-110 | 2-110 |
| 94 | 1-107 | 2-207 | 2-208 | 2-111 | 2-111 |
| 95 | 1-108 | 2-209 | 2-210 | 2-112 | 2-112 |
| 96 | 1-109 | 2-211 | 2-212 | 2-113 | 2-113 |
| 97 | 1-110 | 2-213 | 2-214 | 2-114 | 2-114 |
| 98 | 1-111 | 2-215 | 2-216 | 2-115 | 2-115 |
| 99 | 1-112 | 2-217 | 2-218 | 2-116 | 2-116 |
| 100 | 1-113 | 2-219 | 2-220 | 2-117 | 2-117 |

STATION 3

▲ FIRE STATION
 ☒ COURT HOUSE

CITY OF CLAWSON

