

Plains to Peaks RETAC | Rural Health Transformation Program

Request for Proposals: Independent Contractor

RHTP Program Coordinator — Grant Implementation & Management

Emergency Medical Task Force (EMTF) & Interfacility Transfer (IFT) Project

Cheyenne County, Colorado dba Plains to Peaks Regional Emergency Medical and Trauma Advisory Council (RETAC), is seeking proposals from qualified independent contractors to implement, monitor, and manage the Plains to Peaks RETAC's Rural Health Transformation Program (RHTP) grant from the Colorado Department of Health Care Policy & Financing (HCPF), including the statewide deployment of the EMTF & IFT software. One contract will be awarded.

Definitions

The following terms have the meanings below when used in this RFP.

2 CFR Part 200 (Uniform Guidance)	The federal rules for administering federal grant funds, including cost principles, procurement, records retention, audit, and closeout requirements.
Acceptance	Written confirmation from the Contract Manager that a deliverable or monthly progress report meets the requirements of the contract. Each monthly payment is made only after acceptance.
Acute care facility	A hospital that provides short-term inpatient treatment for serious illness or injury, including Critical Access Hospitals.
Additional insured	A party added to the contractor's insurance policy so that it is also covered for claims arising from the contractor's work.
Ambulance strike team	A group of ambulances, typically five of the same type, with a designated leader and common communications, assembled to respond as one unit when local resources are exceeded.
Budget-to-actual report	A report comparing grant funds spent to date against the approved grant budget, by budget line.
Business associate agreement (BAA)	An agreement required under HIPAA when a contractor creates, receives, maintains, or transmits protected health information on behalf of a covered entity. It sets out how that information must be protected.
Business day	Monday through Friday, excluding federal and Colorado state holidays.
Closeout	The final reports, financial reconciliation, and records required at the end of each contract period and at the end of the grant, under HCPF requirements and 2 CFR Part 200.
Conflict of interest	Any situation in which the contractor's other work, financial interests, or relationships could improperly influence, or appear to influence, the contractor's work or recommendations under this contract.
Contract	The written agreement signed by the Contract Manager and the contractor. If this RFP and the contract differ, the contract governs.

Contract Manager	The Plains to Peaks RETAC Executive Director, who is the point of contact for deliverables, schedules, and acceptance of work.
Contract period	Each 12-month period of the contract term, beginning on the contract start date, or a shorter period if stated in the contract.
Contractor	The individual selected through this RFP, operating through a limited liability company (LLC), who signs the contract to provide the services described.
Critical Access Hospital (CAH)	A rural hospital designated under the Medicare program that has no more than 25 inpatient beds, is generally more than 35 miles from another hospital, and keeps an annual average length of stay of 96 hours or less.
Deliverable	A specific product, report, or result the contractor must provide, as listed in the Deliverables and Reporting section or in the contract.
Emergency Medical Task Force (EMTF)	A statewide, scalable force of ambulance strike teams drawn from licensed ground ambulance services. It expands and contracts to meet events such as mass casualty incidents, evacuations, and load leveling.
Employer Identification Number (EIN)	The federal tax identification number the IRS issues to a business.
EMS agency (licensed ground ambulance service)	An organization licensed in Colorado to provide emergency medical care and ground ambulance transport. Career agencies are staffed mainly by paid personnel; volunteer agencies mainly by unpaid or stipended members; many use a combination.
EMS provider	An individual certified or licensed in Colorado to provide emergency medical care, such as an Emergency Medical Technician (EMT), Advanced EMT, or Paramedic.
EMTF & IFT software	The Earth Technology Integration software platform, originally developed for the South Carolina EMS Association, being deployed statewide in Colorado for the EMTF, interfacility transfers, the statewide EMS database, and public recruitment.
Frontier and rural	In Colorado, a frontier county has six or fewer people per square mile; a rural county is one outside a federally designated metropolitan area.
Grant agreement	The agreement between HCPF and Cheyenne County, Colorado dba Plains to Peaks RETAC that awards the RHTP funds for this project and sets the terms and conditions for their use.
Grant Manager	The person or organization designated by the Plains to Peaks RETAC to manage the RHTP grant, receive data and progress reports from the contractor, and prepare grant reports to HCPF.
HCPF	The Colorado Department of Health Care Policy & Financing, which administers Colorado's Rural Health Transformation Program.
HIPAA and protected health information (PHI)	The federal Health Insurance Portability and Accountability Act and its privacy and security rules. PHI is individually identifiable health information, such as a patient's name together with their condition or treatment.

Hypha Starlink satellite communication package	A Starlink-based satellite and cellular connectivity kit that gives rural and frontier EMS agencies voice and data communication where cellular or internet service is limited or lost.
Interfacility transfer (IFT)	Moving a patient from one acute care facility to another, either to a higher level of care or back to a facility closer to home, usually by ground ambulance.
IRS Form 1099-NEC and Form W-9	Form W-9 is completed by the contractor to provide its legal business name, entity type, and taxpayer identification number. Form 1099-NEC is the form the County uses to report payments to the contractor to the IRS.
Limited liability company (LLC)	A business entity registered with the Colorado Secretary of State. All contract payments are made to the contractor's LLC.
Load leveling	Moving patients among facilities to balance demand when some facilities are at or over capacity, such as during a pandemic.
Mass casualty incident (MCI)	An incident that produces more patients than available local resources can manage using normal procedures.
Partner sites	The EMS agencies, acute care facilities, and other organizations taking part in the RHTP projects described in this RFP.
Plains to Peaks RETAC	The Plains to Peaks Regional Emergency Medical and Trauma Advisory Council, one of Colorado's regional councils that plan and coordinate EMS and trauma care in their regions. It operates through Cheyenne County, Colorado, the contracting entity for this RFP.
Proposer	Any individual or business that submits a proposal in response to this RFP.
Pulsara MedOps	A Pulsara communications platform that gives EMS agencies, hospitals, and emergency and medical operations centers shared, real-time information on patients from the start of an incident through follow-up and reporting.
RHTP Work Plan	The approved work plan for this project under the grant agreement, setting out activities, milestones, deliverables, and schedule. The Plains to Peaks RETAC will provide it to the contractor.
Rural Health Transformation Program (RHTP)	A five-year federal program (2026–2030) created by Public Law 119-21 (the One Big Beautiful Bill Act) and administered by the Centers for Medicare & Medicaid Services (CMS), which funds state plans to strengthen rural health care. HCPF administers Colorado's program.
SAM.gov, suspension and debarment	SAM.gov is the federal System for Award Management. Suspension or debarment is a federal action that bars a person or business from receiving federally funded contracts; SAM.gov lists those excluded.
Statewide EMS database	The record within the EMTF & IFT software of all Colorado ground ambulance services and their certified or licensed EMS providers.

Contract Summary

Contracting entity	Cheyenne County, Colorado dba Plains to Peaks RETAC
Engagement type	Independent contractor. This is a contract for services, not employment. Payments are reported on IRS Form 1099-NEC; no taxes are withheld. Contractor is required to have a Limited Liability Company (LLC) to which all payments are made.
Benefits	None. The contractor is not eligible for County or RETAC benefits of any kind, including health insurance, retirement, paid leave, unemployment insurance, or workers' compensation.
Contract value	Fixed fee of up to \$125,000.00 per 12-month contract period, paid in monthly installments upon receipt of an invoice and acceptance of that month's deliverables and progress report.
Travel expenses	Pre-approved mileage and lodging reimbursed separately at rates not to exceed \$0.65/mile plus necessary hotel lodging at the state per diem rate up to \$6800.00 per contract period, with receipts.
Contract term	Contract in effect starting with confirmation of both parties signatures through September 30, 2027, renewable by mutual written agreement, subject to performance and continued grant funding.
Location	Statewide. The contractor decides where and how the work is done. In-person site visits across Colorado are expected, especially early in the project; virtual delivery is acceptable when appropriate for the audience.
Funding	Funded by a Rural Health Transformation Program grant awarded by the Colorado Department of Health Care Policy & Financing (HCPF), and contingent on award and continued availability of funds.

IMPORTANT NOTICE: The contractor selected will not be entitled to unemployment insurance benefits unless unemployment compensation coverage is provided by the contractor or some other entity, will not be entitled to workers' compensation benefits from Cheyenne County or the Plains to Peaks RETAC, and will be obligated to pay federal and state income tax, including self-employment tax, on any moneys paid under the contract.

About the Colorado EMTF & IFT Project

The Earth Technology Integration software was developed in South Carolina for that state's EMS association. In Colorado it will be used for:

- **Ambulance strike teams and a statewide Emergency Medical Task Force.** Communication among all licensed ground ambulance services to form strike teams when local resources are exceeded. The task force will expand and contract to meet the event: mass casualty incidents, hospital or facility evacuations, wildfire evacuations, facility load leveling during pandemics, and other short- or long-term deployments.
- **Interfacility transfers.** Communication among acute care facilities to place patients who need transfer to a higher level of care or return to a local facility, and to secure appropriate licensed ground ambulance transport, reducing the time needed to find both a bed and a ride.

- **A statewide EMS database.** A record of all ground ambulance services and their certified or licensed providers, giving the state a consistent communication tool for safety, recruitment, retention, and other information.
- **Public recruitment.** An FAQ section for anyone interested in the EMS profession, connecting them directly with local resources about jobs and training.

Scope of Work

The contractor will be responsible for delivering the results below. The contractor determines the methods, sequence, and hours used to deliver them, consistent with the RHTP Work Plan and grant requirements. The Plains to Peaks RETAC retains final authority over expenditures, reports submitted to the State, and grant compliance decisions.

1. Grant implementation, monitoring, and management (primary)

Contractor will provide data and project progress reports to Contract Manager and Grant Manager. Grant Manager will complete the following:

- Carry out the approved RHTP Work Plan and track all milestones and deliverables against the grant schedule.
- Monitor budget spend against the approved grant budget and prepare monthly budget-to-actual reports for County and RETAC review. Recommend, but not approve, expenditures and budget adjustments.
- Prepare drafts of required RHTP progress, performance, and financial reports and data submissions to the Colorado Department of Health Care Policy & Financing (HCPF) for County review and signature.
- Monitor compliance with the grant agreement, applicable federal requirements (including 2 CFR Part 200), and HCPF guidance; identify and report compliance risks promptly.
- Coordinate with participating partner sites and attend RHTP and HCPF compliance meetings.
- Maintain complete, organized project records that support audits and grant closeout.

2. EMTF & IFT software deployment

- Plan and carry out the statewide rollout of the Earth Technology Integration software, including onboarding ground ambulance services and acute care facilities.
- Support population and upkeep of the statewide EMS agency and provider database.
- Identify and help resolve implementation barriers, escalating significant issues to the Contract Manager.

3. Training and education

- Develop and deliver training for EMS agencies and facilities statewide, in person and virtually as appropriate for the audience.

4. Related RHTP projects

- Coordinate the delivery and deployment of up to 17 Hypha Starlink satellite communication packages to rural and frontier EMS agencies. Equipment will be purchased by the Plains to Peaks RETAC under its procurement policies.
- Provide secondary support for the statewide Pulsara MedOps program as an additional program funded through the RHTP grant.

5. Stakeholder relationships

- Build and maintain working relationships with RETAC leadership, EMS agencies (career and volunteer), hospitals, and other partners statewide.

Deliverables and Reporting

Deliverable	Due
Implementation plan and schedule aligned to the RHTP Work Plan	Within 30 days of contract start
Monthly progress report: milestones, budget-to-actual, agencies and facilities onboarded, trainings delivered, issues and risks (submitted with invoice)	By the 10th of each month
Provide necessary data to Grant Manager regarding RHTP progress, performance, and financial reports for HCPF	10 business days before each State due date
Training curriculum and materials	Within 60 days of contract start
Software onboarding milestones	Per the RHTP Work Plan
Starlink deployment summary	Per the RHTP Work Plan
Annual summary and closeout documentation	Within 30 days after each contract period ends

Independent Contractor Relationship

The contract will include the following terms. Applicants should be prepared to operate as an LLC independent business.

- The contractor controls the manner, means, methods, location, and hours of the work. The Plains to Peaks RETAC will provide the Work Plan, specifications, and a deliverable schedule, and the parties may agree on a range of working hours for meetings and scheduled trainings.
- The contractor is not exclusive to the Plains to Peaks RETAC and is free to provide services to other clients during the contract term, provided no conflict of interest with the RHTP project exists.
- Payment is a fixed contract rate tied to deliverables, not a salary or hourly wage, and is made payable to the contractor's LLC business name. A completed IRS Form W-9 is required.
- The contractor furnishes their own vehicle, computer, phone, workspace, and business software. Project software licenses and Starlink equipment are project materials provided by the program.
- Training provided to the contractor is limited to a vendor orientation on the Earth Technology Integration platform.
- The contract may be terminated only if the contractor breaches its terms or fails to deliver results that meet its specifications, or if grant funding is reduced or ends.
- The contractor is responsible for their own taxes, insurance, licenses, and business expenses, and may engage assistants at their own expense with prior written approval.
- The contractor has no authority to bind the Plains to Peaks RETAC or to obligate grant funds and will identify as "RHTP Program Coordinator (Contractor)," not as a Cheyenne County or Plains to Peaks RETAC employee.

Contractor Requirements

- An established business (LLC), registered with the Colorado Secretary of State with a separate EIN.
- Insurance, with the Plains to Peaks RETAC named as additional insured where applicable: commercial general liability, automobile liability, and professional liability, in amounts set by the County [e.g., \$1,000,000 per occurrence]; and workers' compensation if the contractor has employees.
- No suspension or debarment from federal contracting (verified through SAM.gov).
- Successful background check and acceptable motor vehicle record.
- Signed conflict-of-interest disclosure and confidentiality agreement, and a HIPAA business associate agreement if the work involves access to protected health information.
- Records are retained and made available for audit for at least three years after final grant reporting, per 2 CFR 200.334.

Qualifications

Required

- Associate's or bachelor's degree in EMS, healthcare administration, nursing, public health, or a related field; equivalent EMS or Nursing field experience will be considered.
- At least 2–3 years of experience in EMS, prehospital care, or clinical/hospital operations.
- Experience managing or administering grant-funded projects, including budget tracking, milestone monitoring, and reporting.
- Experience delivering hands-on training and simulation-based education.
- Demonstrated ability to build working relationships with career and volunteer EMS agencies and to navigate the operational realities of rural and frontier services.
- Proficiency with common business software (word processing, spreadsheets, video conferencing) and the ability to learn new software platforms quickly.
- Valid driver's license, reliable vehicle with current auto insurance, and ability to travel independently statewide.

Preferred

- Current or former EMT, Paramedic, or RN licensure/certification.
- Experience in Leadership with Critical Access Hospitals and/or Rural/Frontier Ambulance Services.
- Experience with federal grant requirements (2 CFR Part 200) or Colorado State grants.
- Prior experience working with or within a Colorado RETAC or regional EMS/trauma system.

How to Submit a Proposal

Submit the following as a single PDF to the Plains to Peaks RETAC Executive Director at kschally@plainstopeaks.org, no later than 11:59 p.m. Mountain Time on 11/11/26

1. Resume.
2. A narrative of no more than 250 words describing your qualifications for this contract.
3. Business information: business name, entity type, and confirmation that you can provide a W-9 and the required insurance.

4. Three professional references.

Evaluation criteria

Criterion	Weight
EMS, prehospital, or hospital operations experience	[30]%
Grant implementation and management experience	[30]%
Relationships with Colorado EMS agencies, hospitals, and RETACs	[25]%
Training and education experience	[15]%

The Plains to Peaks RETAC may interview finalists or request additional information from any proposer.

Disclaimer & Legal Notice

Nondiscrimination. The Plains to Peaks RETAC is committed to fair and open competition and to selecting the most qualified contractor. They do not discriminate in the solicitation, evaluation, or award of contracts on the basis of race, color, religion, sex (including pregnancy), sexual orientation, gender identity, national origin, ancestry, age, physical or mental disability, genetic information, marital status, veteran status, or any other status protected by applicable federal, state, or local law.

No offer of employment or promise of award. This Request for Proposals is not an offer of employment, does not create an employment relationship, and is not a promise to award a contract. A contract exists only when a written agreement is signed by the Cheyenne County Board of County Commissioners, or its authorized designee, and the selected contractor. No other officer, employee, or agent of Cheyenne County or the Plains to Peaks RETAC has authority to promise a contract award, compensation, contract term, or any other condition of engagement. If this RFP and the signed contract differ, the signed contract governs.

Right to amend, reject, or cancel. The Plains to Peaks RETAC reserves the right to amend this RFP by written addendum, extend the submission deadline, waive minor irregularities, reject any or all proposals, negotiate with the selected proposer, or cancel this solicitation at any time, including if Rural Health Transformation Program funding from the Colorado Department of Health Care Policy & Financing is reduced, delayed, or withdrawn.

Scope of work. The Scope of Work describes the results expected and is not an exhaustive list of every task. The final scope, deliverables, and payment terms will be set out in the contract and may be changed only by a written amendment signed by both parties.

Accommodations. Individuals with disabilities who need reasonable accommodation to take part in this solicitation, including any interview, may contact Kim Schallenberger at kschally@plainstopeaks.org.

Public records. Proposals become the property of the Plains to Peaks RETAC and may be subject to public disclosure under the Colorado Open Records Act (C.R.S. 24-72-200.1 et seq.). Proposers should clearly mark any trade secrets or confidential commercial information, which the RETAC will protect to the extent the law allows.

Funding. This contract is funded through Colorado's Rural Health Transformation Program, administered by the Colorado Department of Health Care Policy & Financing, and is contingent on continued award funding.

Proposer acknowledgment. By submitting a proposal, the proposer confirms that they have read this RFP, including the Independent Contractor Relationship section, and that the information in their proposal is accurate and complete.