



**REQUEST FOR
PROPOSAL
EMS DEPARTMENT
STUDY/REVIEW**

March, 2017

PURPOSE

The City of River Falls, WI (hereinafter "City") is seeking an emergency medical service consultant experienced in the management and operation of paid and volunteer EMS departments/companies to undertake a study of the River Falls EMS service. Study should include the areas of organization and management, fiscal analysis, wage and benefit analysis, service areas, medical protocols and regulatory environment pertaining to the River Falls EMS service (hereinafter "Department") serving our rural community. The consultant should be prepared to provide recommendations for long term planning purposes.

BACKGROUND

River Falls, WI is located in Pierce and St. Croix counties and is the most populous City in Pierce County. The population of the City of River Falls was 15,000 as of the 2010 census, and the Department's service population is estimated at 50,000. River Falls is located about 30 miles from St. Paul, is included as part of the Minneapolis-St. Paul metropolitan area, and is home to the University of Wisconsin-River Falls.

The Department consists of 48 paid on call volunteer members, seven full time critical care paramedics, seven part time paramedics/EMTs, five casual paramedics, one full time director and one full time administrative assistant. The Department serves the cities of River Falls and Prescott; the towns of Kinnickinnic, Clifton, and River Falls, and portions of the towns of Troy, Pleasant Valley, Warren and Oak Grove. The Department operates out of two stations, one in River Falls and one in Prescott. The response area consists of 234 square miles.

As of the year ended December 31, 2016, the Department responded to 2,221 calls, including 1,503 emergency 911 responses, 139 standby, 23 mutual aid, 551 interfacility transfers, and 5 miscellaneous calls. More information regarding the Department is available on the City's website <http://www.rfcity.org/index.aspx?nid=205>.

The Department is currently contracted by the surrounding towns to provide EMS services through the end of 2017. The Department was also contracted by the Prescott Area Fire and EMS service to provide EMT level service through the end of 2017. All contracts are under review, and are expected to be renewed for multiyear agreements for 2018 and beyond.

The requested study is part of the City's efforts to evaluate its existing EMS operation and to make recommendations for long term success, viability and stability and improved efficiency and safety for both EMS services and citizens looking 5 and 10 years out.

INTENT

The primary intent and goal of this request for proposal (hereinafter "RFP") is to retain a consultant who will conduct a comprehensive study of the Department to assess whether current operations are in line with generally accepted standards and benchmarks used by comparable EMS departments in similar communities and based on 'best practices' for modern EMS services currently in practice in Wisconsin and the United States. This study should include, but is not limited to, staffing, adequacy of training, medical protocols, current service area and funding.

QUALIFICATIONS

Eligible bidders (Bidder) will be those individual consultants, companies and institutions that have the following qualifications:

- 1) Experience and expertise in regard to the operations, structure, staffing and other issues critical to the effective operation of a modern EMS department with a focus on volunteer, combination and/or paid on call organizations.
- 2) Bidder must be actively or previously engaged in the administration or operation of an EMS department or companies and/or engaged in the type of work called for in the RFP.
- 3) Bidder must possess a proven track record of reviewing EMS department management and operations and making "attainable" recommendations that are legal, ethical, and take into consideration existing service agreements and budgets and that can actually result in improving operations.
- 4) Knowledge of federal and state laws and regulations and generally accepted standards for similarly sized communities and EMS departments.
- 5) No bids will be considered from any Bidder for any contract unless the Bidder is known to be skilled and has been regularly engaged in work of a character similar to that covered by the specifications for at least three (3) years prior to the date of the work subject to this RFP. In order to assist the City in determining the responsibility of the Bidder, Bidder shall provide the City, in writing, with evidence of their experience and familiarity with the work specified and the financial ability to undertake the proposed work. The evidence requested, without being limited, should include the following:
 - a. Bidder's performance record with listing of work of a similar character; and
 - b. Such additional information as will satisfy the City that the Bidder is adequately prepared to perform the work subject to this RFP.

SCOPE OF SERVICES

The project requires an assessment to determine a baseline of current operations. Projected growth in area services due to increases in population, increased service levels and service territory will be needed to provide recommendations on the Department's long range plans. A thorough review of existing staffing, funding, management practices and regulatory environment will indicate whether the Department is able to provide a level of services that is in line with generally accepted standards and benchmarks for a community of like character. The selected individual/firm should take the following information and topics under consideration (and include these topics in the final narrative) when conducting the review:

- 1) A review of background information that impacts the Department including
 - a. Community population and demographics; and
 - b. Residential, commercial, industrial and municipal features of the community; and
 - c. Policies and agreements that may determine staffing levels and practices; and
 - d. Municipal ordinances related to EMS delivery; and
 - e. Mutual aid agreements and resources; and
 - f. EMS protocols
 - g. Prior studies if appropriate; and
 - h. Response statistics; and
 - i. Vehicles and staffing/run assignments; and
 - j. Review of management practices; and
 - k. Review of training schedule; and
 - l. Review of budgets
 - m. Review of billing company services
 - n. Review of succession planning; and
 - o. Review of vehicle fleets, replacement plans and future needs assessment.

- 2) At a minimum, input should be solicited from the following individuals either through conference calls or personal interviews:
 - a. Elected/appointed officials
 - b. City Administration
 - c. EMS Director/staff
 - d. Police and Fire Chiefs
 - e. EMS Advisory Board Officials

- 3) Preliminary report to be reviewed and critiqued with EMS department staff, City Administration, and EMS Advisory Board members.

4) Final report:

- a. Ten (10) bound and organized final reports and one (1) electronic copy to be delivered to the City in conjunction with an on-site presentation that reviews the key findings of the report that will be done for appropriate officials and EMS department personnel.
- b. All data, photographs and related information gathered during the review shall be surrendered to and be deemed property of the City upon payment of final invoice.
- c. Confidentiality during the project shall be expected by the City and no comments to the media or individuals not directly connected to or involved in the study shall be made without express permission of the City.

PROJECT TIME FRAME

The City is seeking to have a final report and recommendations within 180 days following the execution of the contract for these services.

PROPOSAL CONTENT

Bidder's proposal shall be organized as to provide the following information:

- 1) Business organization: State full name and address of Bidder including names of lead professional personnel, their titles and experience for all personnel assigned to this project. Provide a brief description of the individual or firm including qualifications, experience and other supporting information.
- 2) Include a résumé and a sample list of prior projects in which Bidder has participated and, if applicable, also provide a listing of published articles, lectures or state/national activities Bidder or personnel of Bidder has participated in or has been recognized. Also, list any special awards or acknowledgements received as well.
- 3) Provide sample or example pages from previous report narratives for similar types of studies.
- 4) Include any topics not covered in the RFP you wish to present to the City which further describe Bidder's level of expertise for this project.
- 5) Provide a list of references, including contact information, from Wisconsin municipalities and/or EMS companies which have engaged the services of the Bidder.

SELECTION CRITERIA

- 1) City will receive bids for the work outlined in this proposal.
- 2) Bids must be received at the City Hall located at 222 Lewis Street, River Falls WI 54022 on or before 10:00 A.M., prevailing local time, on April 14, 2017.
- 3) All bids must be prepared in accordance with the requirements of this Request for Proposals (RFP). An original and nine (9) copies of each bid shall be submitted in a sealed envelope, that is clearly labeled to show the following:
 - a. The name and address of the Bidder;
 - b. The title: "Proposal-EMS Department Study/Review";
 - c. The name and address:

Amy White, City Clerk
City of River Falls
222 Lewis Street
River Falls, WI 54022
awhite@rfcity.org
 - d. Bids may be delivered in person, via overnight delivery or via U.S. Mail.
 - e. The issuance of this Request for Proposals (RFP) constitutes only an invitation to submit responsive bids ("Bid" or "Bids") to the City. Notwithstanding, any other provisions of this RFP, the City reserves the right to determine, in its sole discretion, whether any aspect of the bid satisfactorily meets the criteria established in this RFP, to request additional information from any Bidder, to waive immaterial defects in any bid, to reject any or all bids with or without cause, and to take any action that the City deems appropriate. The City intends to select that Bid which, in the sole opinion of the City, is most favorable to the convenience of the City and shall not give rise to any rights in any person. In the event that a Contract is not awarded for any reason or that this RFP is withdrawn for any reason, the City shall have no responsibility and/or liability to pay any Bidder for any cost or expenses incurred in connection with this RFP or the bids or transactions contemplated by this RFP or otherwise.
 - f. The City shall have the right to disqualify any Bidder who, in the past, has not performed in accordance with the contractual requirements of a previous contract for the City.

AWARD

The City reserves the right to accept or reject any proposal to best serve its interests and to hold the proposals for ninety (90) days before rendering any decision. Acceptance of any bid does not place the City or the EMS department under any obligation to award the lowest priced response.

COMPENSATION

Bidders shall agree to provide a firm lump sum fee bid for work covered under this proposal and shall not list their bid as hourly or open ended. ALL additional fees such as travel, mileage, meals, accommodations, rental cars, office supplies, printing, copying, postage, mailing shall be detailed and included in the proposal. Upon acceptance of bid/proposal, Bidder agrees to submit progress invoices and W-9 forms based on agreed fees.

TERMINATION

Following implementation, should the City find that the Bidder has failed in any material respect to perform its agreed upon obligation under the agreement, the City shall have the right to cancel the agreement as being in the best interest of the City subject to 30 days written notice.