



**Request for Proposal**

# **Emergency Medical Services (EMS) System Study**

**Submission Deadline:**  
July 25, 2024, at 12:00 p.m. CST

City of Marion Fire Department Administration  
100 Irish Drive  
Marion, IA 52302  
319-377-8237

## SECTION 1.0 – NOTICE OF REQUEST FOR PROPOSAL (RFP)

### OVERVIEW

- 1.1 The City of Marion seeks to assess the EMS system and develop a comprehensive plan towards a new framework aimed at providing high quality emergency medical care to residents and visitors. The recommendations shall be guided by nationally recognized standards and industry acceptable norms where applicable. The consultant shall be guided by community health, clinical research, and financial stability of the system for the users of the system and taxpayers.

### CITY OF MARION BACKGROUND

- 1.2 Marion is one of the Midwest’s fastest growing cities. Located just minutes north of Cedar Rapids, Marion prides itself on being the best place in Iowa to raise a family and grow a business. The city was established in 1839 and is in Linn County, Iowa. Today 40,000+ people call Marion home.

Although current Iowa law does not require any governmental entity to provide EMS, the Marion Fire Department responds to medical calls and provides Advanced Life Support (ALS) first responder service from three strategically placed fire stations. Emergency communications and Computer-Aided Dispatch (CAD) are provided through the Marion Police Department’s Emergency Communications Center or (MCOM). Patient transport services are provided by a third-party organization, Area Ambulance Service (AAS) and their own dispatch center, by a long-standing agreement from 1999. The region is supported by two primary hospital systems, Mercy Medical Center, and Unity Point Health/St. Lukes, both with free-standing emergency departments under construction in Marion and full-service hospitals in the City of Cedar Rapids. Additional specialized care is provided through the University of Iowa Health system in Iowa City, located approximately 25 miles away.

In early 2023, the Marion Fire Department completed a community-driven strategic planning process, facilitated by the Center for Public Safety Excellence, which resulted in six strategic goals in the five-year plan. One of the strategic goals is to: *“identify and formalize the scope and level of services provided by the fire department to meet community expectations and support organizational planning”*.

In late 2023, the City of Marion contracted with Polco and the National Research Center to complete the National Community Survey (NCS). Results of the random sampling instrument indicated a rating of 90% as excellent or good services for ambulance or emergency medical services. Additionally, a custom question of *“to what extent you would support or oppose a property tax or fee increase to fund improvements to each of the following facilities or services”*. Pertaining to ambulance services, 84% of the respondents strongly or somewhat supported improvements; and pertaining to public safety/fire and police, 84% of the respondents also strongly or somewhat supported service improvements.

This study will guide a plan to best provide EMS for the community in the future.

**CONTACT INFORMATION**

1.3 The Proposer’s principal contact with the City will be Tom Fagan, Fire Chief.

Contact information:  
 City of Marion Fire Department  
 Attn: Tom Fagan, Fire Chief  
 100 Irish Drive  
 Marion, IA 52302  
 319-377-8237  
[tfagan@cityofmarion.org](mailto:tfagan@cityofmarion.org)

**TIMELINE**

1.4 Schedule of Activities

Date of Issuance	June 25, 2024
Deadline for Questions	July 12, 2024 @ 12:00PM (noon) CST
Questions directed to	<a href="mailto:tfagan@cityofmarion.org">tfagan@cityofmarion.org</a> Subject line: “RFP – EMS System Study – ‘Name of Institution””
Submission Deadline	July 25, 2024 @ 12:00PM (noon) CST
Proposer Interviews, as needed	July 29-30, 2024
Recommendation to City Council	Tentatively August 2, 2024
Proposers Notified	Tentatively August 9, 2024
Contact Person, Title	Tom Fagan, Fire Chief
E-Mail Address	<a href="mailto:tfagan@cityofmarion.org">tfagan@cityofmarion.org</a>
Phone Number	Phone: 319-377-8237

**SECTION 2.0 – Scope of Work**

2.1 The City of Marion is seeking a qualified consultant to evaluate the EMS system and provide recommendations to create a new framework for high level EMS care for its residents and visitors.

The City’s expectations for a successful Proposer includes:

- Professional project management - mapping all activities/deliverables.
- Facilitate and execute a comprehensive assessment of the current Emergency Medical Services (EMS) system for the City of Marion, Iowa.
- Facilitate and execute a comprehensive assessment of the current call taking and dispatch protocol systems used for deploying and coordinating EMS resources.
- Provide recommendations for EMS call handling processes using nationally approved and quality practices.
- Provide assessment of the current system and options for future service delivery models and/or program enhancements to consider including:
  - Fire-based first responder for EMS calls for service or other.
  - Subcontracting the ambulance service 100 percent to a third-party.

- Partnership with third-party ambulance service and compensate fire department for first responder, or City owned capital assets that are staffed by a third-party provider.
  - City providing 100 percent of the ambulance transport.
  - City providing a hybrid model of 911 ambulance calls for service and supplemented by contractors.
  - Any other quality practice model based on assessment findings.
  - Capital Facilities and Equipment – assessment and cost analyses for each proposed model.
  - Billing and Collections – assessment, analyses, and recommendations for billing and collection processes along with estimates regarding rate of returns and cost recovery mechanisms for each model.
- Evaluate and identify funding systems, fees, taxation, or other financial resources and collection rates.
  - Perform analysis on federal reimbursement programs and grants available.
  - Operating Costs – assessment, analyses, and recommendations for each model that is identified to include personnel, administrative, overhead, and any startup costs.
  - Workload Analysis – assessment and recommendations for each service delivery model related to unit workloads that align with nationally recognized standards and industry norms.
  - Plan and facilitate a minimum of two (2) stakeholder public meetings. Collect, evaluate, and provide a report of participant input and data.
  - Assess the current service delivery and performance metrics for EMS calls within the City of Marion and other contracted response areas, including the cost modeling.
  - Service Demand: Analysis and Geographical Information Systems (GIS) display of current service demand by incident type, analysis, and GIS display of current service demand by temporal variation (calls by hour, day, and month). GIS display of historical incident density locations, and projected service demand due to growth.
  - Resource Distribution: Overview of current deployment strategy, analyzed through GIS software as appropriate, with identification of any service gaps; overview of current apparatus deployment strategy, analyzed through GIS software as appropriate, with identification of service gaps.
  - Response Reliability: Analysis of current workload and analysis of call concurrency and the impact on fire and EMS system effectiveness.
  - Response Performance Analysis: Analysis of ambulance transport and hospital turnaround times; analysis of other components in the response time continuum, including call processing times, and any impact of mutual and/or automatic aid.
  - Population growth and system demands: Assess and provide recommendations related to population growth and projected service demand increases for an EMS delivery system.
  - Presentation to City Council of the study outcomes and recommendations.

## SECTION 3.0 – PROPOSAL INFORMATION

- 3.1 Proposers should completely read the requirements and description of this proposal in the project scope. All inquiries concerning this RFP should be submitted in writing via email to Tom Fagan @ [tfagan@cityofmarion.org](mailto:tfagan@cityofmarion.org) using the subject line “RFP – EMS System Study – ‘Name of Institution’ ”.

Proposals must be received by 12:00 p.m. (noon) CST on July 25, 2024. These should be submitted via email to [tfagan@cityofmarion.org](mailto:tfagan@cityofmarion.org) with a subject line “RFP – EMS System Study – ‘Name of Institution’ ”. Late proposals or proposals delivered elsewhere will not be considered.

The City’s process is designed to identify the proposal best aligned to meet the City’s objectives and to enable the City’s review panel to make a clear recommendation to the City Council. The City’s panel will be composed of staff with experience in Fire and EMS services and/or administration.

- Request for Proposals (RFP) – the prospective provider is required to respond in writing using **Section 3.10 Format of Response**. All proposal information should be contained in the material submitted. The answers will be reviewed by the City’s panel.
- Presentation and Interview – Based on the RFP, the City’s panel will narrow the most responsive proposals to present and may interview with the City’s panel. Following this review, the final selection will be based on the proposal that best meets the requirements set forth in the RFP and is in the best interest of the City.

Please ensure the proposal includes contact information for the person who will be representing the service provider through the process and who has the authority to bind the provider.

### 3.2 **Addenda**

Addenda are any graphic or written instruments issued by the City of Marion prior to the date for receipt of proposals, which modify or interpret this document by additions, deletions, clarifications, or corrections. The City of Marion will try to email all known to have received documents the addenda however it is the proposer’s responsibility to refer to the City of Marion website for the addenda. No addenda will be issued later than July 10, 2024, except an addendum postponing or withdrawing the request for qualifications.

### 3.3 **Exceptions**

Exceptions to any part of the requirements stated in this request must be clearly identified as exceptions in the submitted proposal under the “Exceptions” section.

### 3.4 **Withdrawals**

All requests to withdraw or resubmit a proposal must be made in writing to the City of Marion any time prior to the deadline for submittal.

**3.5 Proposal Clarification Questions**

After reviewing all proposals received in response to this RFP, the City of Marion may develop a list of clarification questions to be addressed by the proposer. The City will email/send these questions to the proposer for clarification. The proposer shall provide a response to the City within five (5) working days following receipt of the inquiry.

**3.6 Evaluation Criteria**

This RFP is not meant to favor any proposer or manufacturer. Instead, it is designed to meet the needs of the City of Marion. The City will weigh the proposals based on the following criteria. Award will not be made on price alone.

Criteria	Considerations	Weight (%)
Experience and Credentials of the Proposer	Types and sizes of similar clients, stability, experience, ability to meet requirements of RFP	50%
Price	Fees, any other costs	25%
Implementation Timeline and Approach	Methods, realistic timeline for staff and proposer, efficiencies	20%
Quality of Written Proposal	Professional, concise, well-planned proposals	5%
<b>Overall Score</b>		<b>100%</b>

**3.7 Evaluation Results**

Based on evaluation results, the City’s panel will determine which proposers, if any, are invited to proceed further in the process. If such an option is exercised by the City, a presentation / interview schedule will be determined following the City’s review of the proposals. The City will notify the selected proposers of the date and time for its presentation. The quality of the client references would be determined prior to submitting a formal recommendation to the City Council.

The combined process of the RFP, the presentation and interview, and the client references will enable the City’s panel to determine the single most qualified proposer to be awarded the agreement, pending negotiations. If the first chosen proposer does not execute an agreement with ten (10) days after its selection by the City’s administration, the City reserves its right to award the agreement to the next most qualified proposer as determined by the City.

**3.8 Acceptance**

The City reserves the right to accept or reject any or all proposals and waive formalities or irregularities in the process. A proposal, once submitted, shall be deemed final and binding on the Proposer, and shall constitute an option with the City of Marion to enter into contract upon the terms set forth in the proposal. All proposals must be valid for 90 days from proposal due date.

**3.9 Proposal Award**

Unless otherwise indicated in the specification for a proposal, the City of Marion reserves the right to award the proposal in whole or in part, by item or by group of items, where such action serves the best interests of the City. Awards will not be made based on price

alone, nor will they be based solely upon the lowest fees submitted. The award will be made as will best promote the City's interest, taking into consideration the qualifications of the proposer; the responsiveness of the proposal in meeting the requirements and specifications; the quality of the materials, equipment, or services to be furnished and their conformity to the specifications; contractual requirements and any additional specific criteria for evaluation included in the RFP.

### 3.10 **Format of Response**

To facilitate the review process, all proposals are limited to a maximum of thirty (30) pages using at least 11-point font. Any proposals exceeding 30 pages will be declared unresponsive. Efforts for conciseness will be well received and carefully considered. The objective is to provide the City with an adequate understanding of your abilities and the extent of services the proposer provides.

Supplemental information (i.e. brochures, sample documents) either requested by the City or considered by the proposer to be appropriate may be included at the end of the RFP (these items will not count towards the page limit). When submitting supplemental information, clearly identify what item number the supplemental information addresses. Although supplemental information may be submitted, the reviewers will focus primarily on written answers.

Proposals should be concise, straightforward, and prepared simply and economically. Expensive displays, bindings, or promotional materials are neither desired nor required.

To simplify the review process and to obtain the maximum degree of comparability, the proposal shall include the following items and be organized in the manner specified on the following pages.

3.10.1 **Signed Introductory Letter** will include a statement that the proposer "Agrees to all the requirements and conditions stated in the Request for Proposals documents" and will be signed by an officer of the proposer with the authority to enter into an agreement with the City.

3.10.2 **Scope of Work** proposed for this project will include a recommended implementation timeline, approach, and pricing. In addition, expectations in Section 2.0 – Description of Work should be addressed.

3.10.3 **Profile of the Proposer/Certification (Form A)**

The profile will contain general information regarding the proposer as well as a signature certifying the response to the RFP.

3.10.4 **Summary of Proposer Qualifications** will include a discussion of relevant similar customers with an emphasis on governmental agencies located within the State of Iowa and United States. This section should also speak about technologies and service delivery methods used by the proposer, and the proposer's commitment of resources to the study. The proposer should describe the product development roadmap, including any planned new services or features your institution plans to offer. An example time frame shall be provided.

3.10.5 **Summary of Team Qualifications** will include the proposed teams for

implementation and for ongoing servicing of the City's system. Key details in staff biographies should include relevant experience and qualifications of the team member in addition to identifying their role within the organization and their role as it relates to this project.

3.10.6 **References (Form B)**

To be a qualified proposer, the proposer must include three (3) references with similar services provided in your proposal response. Preference will be given to proposers with references for organizations like the City of Marion. References will be contacted. Please verify information before submitting.

3.10.7 **Project Scope and Requirements (Form C)**

The proposer shall indicate as True (T) or False (F) if the proposer will meet the specific listed project objectives/elements.

3.10.8 **Terms and Conditions (Form D)**

Signature required certifying agreement of the Terms and Conditions in the RFP.

3.10.9 **Exceptions (Form E)**

The proposer shall list any exceptions taken with items or terms required in this proposal.

3.10.10 **Fees and Total Cost (Form F)**

The proposer shall list the pricing and all potential associated costs for the program as well as a signature certifying the response.



**FORM A – Profile of Proposer/Certification**

<b>Company Name:</b>	
<b>Legal Name (if different):</b>	
<b>Years in Business:</b>	
<b>Number of public entities you have provided EMS Studies to within the last 5 years:</b>	
<b>Contact Person:</b>	
<b>Full Mailing Address:</b>	
<b>Telephone Number:</b>	
<b>Fax Number:</b>	
<b>Email Address:</b>	
<b>Website:</b>	
<b>Number of Full-Time Employees:</b>	
<b>Number of Technical/Support Personnel:</b>	
<b>Does your company anticipate any mergers, transfer of ownership, management reorganization, or departure of key personnel within the next twelve (12) months that may affect the organizations' ability to carry out its proposal?</b>	
<b>Is your company authorized to do business in Iowa?</b>	

The undersigned certifies he/she is authorized to obligate the represented proposer and further agrees with all terms, conditions, and requirements of the City of Marion's Request for Proposal. Further, the undersigned certifies that information provided in the Request for Proposal is true and correct.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**FORM B – References**

To be a qualified proposer, the proposer must include three (3) references with similar services provided in your proposal response. Preference will be given to organizations like the City of Marion. References will be contacted. Please verify information before submitting.

**Reference 1**

<b>Organization Name:</b>	
<b>Address:</b>	
<b>Type of Business:</b>	
<b>Contact Person:</b>	
<b>Contact e-mail:</b>	
<b>Telephone Number:</b>	
<b>Date of Service Period:</b>	
<b>Description of Service:</b>	

**Reference 2**

<b>Organization Name:</b>	
<b>Address:</b>	
<b>Type of Business:</b>	
<b>Contact Person:</b>	
<b>Contact e-mail:</b>	
<b>Telephone Number:</b>	
<b>Date of Service Period:</b>	
<b>Description of Service:</b>	

**Reference 3**

<b>Organization Name:</b>	
<b>Address:</b>	
<b>Type of Business:</b>	
<b>Contact Person:</b>	
<b>Contact e-mail:</b>	
<b>Telephone Number:</b>	
<b>Date of Service Period:</b>	
<b>Description of Service:</b>	

### FORM C – Project Scope and Requirements

Proposer must reply as True (T) or False (F) to perform consulting services and related administrative activities for the following objectives:

Project Scope Objectives/Questions	T	F
Professional project management - mapping all activities/deliverables.		
Facilitate and execute a comprehensive assessment of the current Emergency Medical Services (EMS) system for the City of Marion, Iowa.		
Facilitate and execute a comprehensive assessment of the current call taking and dispatch protocol systems used for deploying and coordinating EMS resources.		
Provide recommendations for EMS call handling processes using nationally approved and quality practices.		
Provide assessment of the current system and options for future service delivery models and/or program enhancements to consider including:		
Fire-based first responder for EMS calls for service or other.		
Subcontracting the ambulance service 100 percent to a third-party.		
Partnership with third-party ambulance service and compensate fire department for first responder, or City owned capital assets that are staffed by a third-party provider.		
City providing 100 percent of the ambulance transport		
City providing a hybrid model of 911 ambulance calls for service and supplemented by contractors.		
Any other quality practice model based on assessment findings.		
Capital Facilities and Equipment – assessment and cost analyses for each proposed model.		
Billing and Collections – assessment, analyses, and recommendations for billing and collection processes along with estimates regarding rate of returns and cost recovery mechanisms for each model.		
Evaluate and identify funding systems, fees, taxation, or other financial resources and collection rates.		
Perform analysis on federal reimbursement programs and grants available.		
Operating Costs – assessment, analyses, and recommendations for each model that is identified to include personnel, administrative, overhead, and any startup costs.		
Workload Analysis – assessment and recommendations for each service delivery model related to unit workloads that align with nationally recognized standards and industry norms.		
Plan and facilitate a minimum of two (2) stakeholder public meetings. Collect, evaluate, and provide a report of participant input and data.		
Assess the current service delivery and performance metrics for EMS calls within the City of Marion and other contracted response areas, including the cost modeling.		
Service Demand: Analysis and Geographical Information Systems (GIS) display of current service demand by incident type, analysis, and GIS display of current service demand by temporal variation (calls by hour, day, and month). GIS display of historical incident density locations, and projected service demand due to growth.		
Resource Distribution: Overview of current deployment strategy, analyzed through GIS software as appropriate, with identification of any service gaps; overview of current apparatus deployment strategy, analyzed through GIS software as appropriate, with identification of service gaps.		
Response Reliability: Analysis of current workload and analysis of call concurrency and the impact on fire and EMS system effectiveness.		
Response Performance Analysis: Analysis of ambulance transport and hospital turnaround times; analysis of other components in the response time continuum, including call processing times, and any impact of mutual and/or automatic aid.		
Population growth and system demands: Assess and provide recommendations related to population growth and projected service demand increases for an EMS delivery system.		
Presentation to City Council of the study outcomes and recommendations		

### **FORM D – Terms and Conditions**

Proposer must comply with the following terms and conditions. Include in the “Exceptions” (Form D) section any points where the proposed application packages do not conform to the items included in this RFP.

### **Term of Contract**

The selected proposer will be designated and provide all deliverables within six (6) months of contract execution.

### **Contract Duration and Price Changes**

At no point will pricing for the services be allowed to rise above stated contract. Additional services may be added during this time for an additional cost if mutually agreed upon.

### **Confidentiality of Information**

Throughout the evaluation process, the submitted proposals will be held confidential if so, requested by the Proposer. Throughout the evaluation process, the information therein will not be made available to any other party, unless required by law. No debriefings or scoresheets will be released before final recommendation.

After the award, the content of the selected proposal will be considered public information. Any submitted information that is considered a trade secret, rendered confidential via a non-disclosure agreement with the City, or is otherwise confidential, must be so labeled. The City will not disclose material so labeled, unless required by law. In any event, the City will notify the proposer when any such information is disclosed.

All proposal material supplied, including supporting material and information disclosed during the proposal evaluation process, will become the property of the City, and will be retained for internal use. The City reserves the right to retain all proposals submitted and to use an idea in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the proposer of the conditions contained in this request for proposal, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the proposer selected.

### **Incurring Costs**

The City is not liable for any costs incurred in replying to this RFP or any travel expenses if invited to an interview.

### **Caution to Proposers**

The City is not responsible for locating or securing any information which is not identified in the RFP and reasonably available to the City. Proposers are encouraged to ask questions to clarify items in this RFP that may need clarification by no later than July 12, 2024 @ 12:00PM (noon) CST.

### **Contract Negotiations**

The City reserves the right to negotiate a contract after the successful proposer is selected. Selection will be based on the proposal and subsequent interviews, if any; therefore, proposals must be complete.

**Contract Documents**

The proposer’s response to this RFP, response to questions and written addenda will become part of the contractual documents upon signing of contract documents. The order of precedence shall be signed contract, response to follow-up questions, response to addenda and response to the RFP. The most recently dated response to an item will supersede other items referencing the same topic.

**Payment Terms**

Payment terms for Services authorized under the contract shall be net forty-five (45) days upon receipt of an acceptable original invoice and after Services are provided, inspected, and accepted and all required documentation and reports are received in a format acceptable to the City.

All invoices and supporting documentation shall be submitted at the intervals as agreed upon:

- In a pdf format via e-mail to: [Purchasing@cityofmarion.org](mailto:Purchasing@cityofmarion.org)
- Via US mail to: City of Marion, Finance Department – Purchasing Coordinator, 1225 7<sup>th</sup> Ave, Suite 170, Marion, IA 52302

Proposer must provide contact information in the form of the City vendor registration form and W9 upon award of the contract.

**Acceptance:**

Name:

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Signature:

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Title:

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Date:

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**FORM E – Exceptions**

The proposer should list any exceptions taken with items in the project scope or terms required in this proposal. Attach additional pages if necessary.

**FORM F – Fees & Total Cost**

Fees for **Description of Work** (Section 2.0) outlined in this RFP.

Description of fees and frequency		Total Amount
1.		
2.		
<b>Other Costs, if applicable:</b>		
Description	Unit of Measure	Unit Cost
7.		
8.		
9.		
10.		
11.		
Costs shall be fully burdened to include all applicable overhead and profit, lodging, meals, and transportation.		

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_