

**CITY OF CAMAS REQUEST FOR PROPOSALS  
EMERGENCY MEDICAL SERVICES DELIVERY MODEL CONSULTING SERVICES**

The City of Camas (City) is seeking proposals from qualified firms to assist the Camas-Washougal Fire Department in developing an Alternative Delivery Analysis to provide Emergency Medical Services (EMS) for the City of Camas, City of Washougal and the East County Fire and Rescue (ECFR) District. The full Request for Proposal (RFP) may be found on the City of Camas website at <http://www.cityofcamas.us/index.php/yourgovernment/publicnotices>.

Technical questions regarding this RFP may be directed to Fire Chief Nick Swinhart at (360) 817-1532 or [nswinhart@cityofcamas.us](mailto:nswinhart@cityofcamas.us).

Sealed responses will be received by the City of Camas, Administrative Services, front reception desk, Camas City Hall, 616 NE 4<sup>th</sup> Avenue, Camas, Washington 98607 up to the hour of **4:00 p.m., Friday, January 27, 2017**. Responses delivered later will not be accepted. The City of Camas is not responsible for delays in delivery.

All responses to this request that are mailed through the United States Postal Service (USPS) shall be addressed to City of Camas, Administrative Services, 616 NE 4th Avenue, Camas, Washington 98607.

All proposals shall be placed in a sealed envelope, to be clearly marked “EMS Service Delivery Model Consulting Services”. **Responses by FAX will not be accepted.**

The City of Camas encourages the solicitation and recruitment, to the extent possible, of certified minority-owned (MBE), women-owned (WBE), emerging small (ESB) businesses, and other disadvantaged companies in this project. There are no disadvantaged business goals for this project.

The City of Camas is an Equal Employment Opportunity employer. As provided by Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987, the contractor, with regard to the work performed by it during the contract, shall not discriminate on the ground of the race, color, religion, sex or national origin in the selection and retention of sub-contractors, including procurement of materials and leases of equipment in performance of this project.

The City reserves the right to cancel this request or reject any and all responses submitted or to waive any minor formalities of this call if the best interest of the City would be served.

No respondent may withdraw their proposal after the hour set for the opening thereof, unless the award of contract is delayed for a period exceeding *ninety (90) days*.



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**INTRODUCTION**

The Camas-Washougal Fire Department provides fire services for the City of Camas and City of Washougal and Emergency Medical Services (EMS) for the City of Camas, City of Washougal, and East County Fire and Rescue (ECFR) District.

The EMS area encompasses 80 square miles and has a population of more than 46,000. Fire and EMS services are dispatched from three stations. The Camas-Washougal Fire Department EMS call volume averaged 3,084 emergency calls per year over the past three years (2013, 2014 and 2015). An average of 60% of those calls required transport services.

**PROJECT DESCRIPTION**

The Camas-Washougal Fire Department currently provides EMS and Ambulance Services with staff resources and equipment. There is a current staffing level of 54 personnel consisting of the following:

- 1 Fire Chief
- 2 Division Chiefs
- 1 Deputy Fire Marshall
- 2 Administrative Assistants
- 4 Battalion Chiefs
- 9 Fire Captains
- 20 Firefighter/Paramedics
- 15 Firefighter/EMTs

The Camas City Council, Washougal City Council, and ECFR Commissioners have requested that we conduct a study to determine if the current EMS and Ambulance Service Model is most effective for our service area; or would our constituents be better served if portions or all of our EMS and Ambulance Services were provided by a private contractor.

If it is determined that Camas-Washougal Fire Department should revise its EMS and Ambulance Service Model, the successful proposer of this request for proposal (RFP) may assist in the

facilitation and development of the RFP for emergency medical response enhancement and transport services (ambulance services). In addition, the successful proposer may be requested to assist in developing an Ambulance Utility, if that is a tool that best serves the organization.

## **SCOPE OF WORK**

The City of Camas intends to establish one contract with the successful vendor for the work to be performed under this contract.

Work under this contract shall include, but not be limited to:

1. Phase One: EMS System Design Assessment
  - a. Interviews and data collection
  - b. Review and analyze data including, but not limited to:
    - i. GIS Data
    - ii. Financial information
  - c. System design meetings and review
  - d. Update of Cities and Fire District officials
  - e. Analyze data and reporting
  
2. Phase Two: EMS Delivery Model
  - a. Evaluate possible Service Delivery Models
    - i. Status Quo – In-house service delivery
    - ii. In-house medic services with contracted transport
    - iii. Contracted medic and transport services
    - iv. Combination of in-house and contracted medic services and all contracted transport services
    - v. Other options
  - b. Estimate response times for each type of service
  - c. Evaluate quality of service for each type of service
  - d. Evaluate cost for each type of service
  - e. Address impacts of any potential service delivery changes
  - f. Prepare a report summarizing the outcomes of the analysis
  - g. Provide a minimum of three presentations. One each to the Camas City Council, Washougal City Council, and ECFR Commissioners.

The City intends to execute a contract on or near February 13, 2017, and have the report completed in late April or early May of 2017. The presentations to elected officials will be conducted in May and June.

The successful proposer should:

- Have experience creating an objective EMS system design in agencies of similar size and complexity.

- Have experience creating customized solutions for communities of similar size and complexity.
- Have experience analyzing data related to EMS services and from that data creating sound recommendations.
- Have experience developing statistically derived, fact-based analysis, and recommendations.
- Have highest ethical standards that have resulted in respect of the industry.
- Be able to work with multiple stakeholders and be able to gather input but maintain objectivity and the objectives of the project. This project involves working with a union, City, and Fire District officials, and the successful contractor should have experience managing relationships, building trust, and facilitating conversations with diverse groups.
- Be able to work with, manage and negotiate competing interests and associated political and service level complexities.
- Have a background in organizational, management and/or emergency response consultation.
- Have previous experience in leadership roles managing fire, private or governmentally operated ambulance service and/or a nonprofit ambulance/EMS services.
- Maintain active involvement in national professional associations related to EMS/fire/ambulance services

## **PROPOSAL SUBMITTAL FORMAT**

The *General Information* form, on the next page, is designed to serve as the cover sheet. Do not attach cover letters, title pages, or blank sheets ahead of this form, nor substitute letterhead paper for it. If additional space is needed, plain paper may be attached behind this form. ***This form must be signed by a person authorized to make proposals and enter into contract negotiations on behalf of your agency.*** This individual must be at least 18 years of age. ***Failure to submit this form will result in your proposal being deemed non-responsive.***

**EMERGENCY MEDICAL SERVICES DELIVERY MODEL CONSULTING SERVICES**

**General Information**

**This form must be signed by a person authorized to make proposals and enter into contract negotiations on behalf of your agency. To be considered for this project, the submittals must be completed in accordance with this RFP and this cover sheet must be attached. Failure to submit this form will result in your proposal being deemed non-responsive.**

\_\_\_\_\_  
Authorized Official (Signature)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name of Authorized Official

\_\_\_\_\_  
Title of Authorized Official

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Contact Person

\_\_\_\_\_  
Address

\_\_\_\_\_  
City, State, Zip

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Fax Number

\_\_\_\_\_  
E-Mail Address

\_\_\_\_\_  
Federal Tax ID #

## SUBMITTAL REQUIREMENTS

Please submit one (1) original and five (5) copies of the proposal for services in an 8-1/2" x 11" format, limited to 24 pages or 12 double-sided sheets with no text small than size 10 font, including cover letters, table of contents, illustrations, chart, graphs, appendices, etc.

Sealed responses will be received by the City of City of Camas, Administrative Services, front reception desk, Camas City Hall, 616 NE 4<sup>th</sup> Avenue, Camas, Washington 98607 up to the hour of **4:00 p.m., Friday, January 27, 2017**. No submittals will be accepted after that date and time. The City of Camas is not responsible for delays in delivery.

All responses shall be placed in a sealed envelope, to be clearly marked "EMS Service Delivery Model Consulting Services". **Responses by fax will not be accepted.**

All responses to this request shall be addressed to the attention of Fire Chief Nick Swinhart:

Delivery Address:

(Hand delivery & non-USPS)  
City of Camas  
Administrative Services  
Receptionist Desk  
616 NW 4<sup>th</sup> Avenue  
Camas, WA 98607

Mailing Address:

(USPS)  
City of Camas  
Administrative Services  
616 NW 4<sup>th</sup> Avenue  
Camas, WA 98607

*Failure to submit the General Information page will render the proposal non-responsive and therefore void.*

## SUBMITTAL CRITERIA

These instructions were developed to aid in proposal development. They also provide for a structured format so reviewers can systematically evaluate several proposals. Each copy of the proposal package must include all of the sections in the order indicated. Attachments should be clearly referenced and identified to facilitate the review process. Each proposal shall include:

1. Qualifications: Information under this section should include, but not be limited to:
  - a. Company description: Include number of years in business, size, specialties, etc.
  - b. Resources available to perform the services required under this contract.
  - c. Provide a list of state and national professional associations that your company and/or staff is actively involved in to stay current and up-to-date for this body of work.
  - d. Provide a list of best practices your company utilizes when making recommendations.
  - e. Sub-Consultants: Include the name and address of any sub-consultant that may perform work under this contract and what services they may provide.

2. Experience
  - a. Previous experience: Provide information for similar contracts performed within the last five (5) years that best characterize your firm's capabilities and work quality. Include contact information for at least five of the contracts listed.
  - b. Provide information that demonstrates your firm's experience in working with diverse groups with competing interests. Include issues and/or challenges during the project and describe how your firm successfully navigated those issues and challenges.
  - c. Staff experience: Provide the name, title, brief description of duties, and years of experience and availability for the staff who will be assigned to this contract.
  - d. Sub-Consultants (if applicable): Include information about their experience and the name, title and brief description of duties and years of experience for each staff member that will be assigned this project.
3. Approach and Understanding: Information under this section should include, but not be limited to: your understanding of the City's requirements, a proposed project schedule and your firm's approach:
  - a. Provide a clear and concise understanding of the project by describing and clarifying any major issues based upon project information provided in this RFP.
  - b. Provide a detailed description of the firm's approach to overall management, allocation of resources, and integration of all activities required by the scope of work.
  - c. Provide statement regarding lines of authority and responsibility, and a statement regarding how your firm is prepared to respond promptly to problems and any changes to the scope of work.
  - d. Provide a detailed description of the proposed services offered and the methodology that will be used to accomplish them. This work plan will detail team assignments, narratives of work approach, work force, schedule of activities with time allocations (timeline of major milestones and deliverables for each phase).
4. Cost: Provide your firm's price for the work to be completed under this contract. Include hourly rates of those individuals that may perform work under this contract and any additional costs that may be relevant to this contract.
5. Terms and Conditions (T&C's) modifications (if any). Any concerns with attached T&C's must be addressed within the submitted proposal. Request to modify the T&C's after the proposal's closing date and time will not be considered.

## **EVALUATION CRITERIA**

Each proposal received in response to the RFP will be evaluated based on:

1. Qualifications (20 points maximum)
2. Experience (30 points maximum)
3. Approach & Understanding (30 points maximum)
4. Cost (20 points maximum)
5. Terms and Conditions Modifications (if any). Prospects must make a statement agree or disagree and provide any modifications.

The City reserves the right to conduct interviews of a short list of proposers however; interviews are not anticipated at this time. Should the City decide to conduct interviews, the interview sessions will be evaluated in a manner similar to the proposals. Topics covered in the interview session shall include the topics listed under the "Submittal Criteria" section plus any additional, relevant topics which may arise during both the formal presentation and the question and answer portions of the interview. If interviews are conducted and if your firm is selected for interview, you will obtain more information about the interview process.

## **INFORMATION**

Technical questions regarding this Request for Proposal may be directed to Fire Chief Nick Swinhart at (360) 817-1532 or [nswinhart@cityofcamas.un](mailto:nswinhart@cityofcamas.un).

## **GENERAL TERMS AND CONDITIONS**

### **Contract**

The successful consultant shall enter into a professional services agreement with the City.

It is the City's intent to enter into a contract beginning approximately February 15, 2017, and desires to have the report completed in late April or early May 2017. Presentations to elected officials will occur in May and June of 2017. The City reserves the right to extend this contract, as needed.

The City, at its sole discretion, may terminate this contract for convenience at any time for any reason deemed appropriate. Termination is effective immediately upon notice of termination given by the City.

### **Insurance**

The successful consultant will need a current Certificate of Insurance on the standard "ACORD" or comparable form with the following:

- \$1,000,000.00 minimum/general liability
- \$1,000,000.00 minimum/professional liability
- City of Camas, City of Washougal and East County Fire and Rescue District shall be named as additional insured.
- Current compliance with the State of Washington Industrial Insurance Program



Consultant shall obtain, and keep in force, said insurance during the entire term of the contract.

**Reimbursement**

The City will not reimburse consultants for any costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews. Furthermore, this RFP does not obligate the City or the District to accept or contract for any expressed or implied services. The City reserves the right to request any consultant to clarify their proposal or to supply any additional material deemed necessary to assist in the evaluation of the consultant.