



# **REQUEST FOR PROPOSALS**

## **Fire & Emergency Medical Services Analysis and Study**

### **PROPOSAL DUE DATE:**

January 31, 2020  
12:00 pm (noon)

#### **Contact**

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This packet has been developed for Requests for Proposals intended to solicit competitive responses to the Fire & Emergency Medical Services Analysis and Study for Cache County, Utah.

**All applicants are encouraged to thoroughly review this packet prior to responding**

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# BACKGROUND

Cache County, Utah is located in northern Utah and the northern border abuts the south border of the state of Idaho. The county is surrounded by the mountains of the Wasatch Range with the population living primarily on the valley floor. Current population is estimated at approximately 130,000. The total area of Cache County covers 1,173 square miles and is comprised of 19 independent cities or communities ranging from a population of a few hundred (Cornish) to approximately 50,000 (Logan). There is also an extensive unincorporated area which is comprised of mostly agriculture (greenbelt) use.

The Cache County Emergency Medical Service (CCEMS) was established in 2004 through the execution of an inter-local agreement between the City of Logan and Cache County for the purpose of providing emergency medical service to all residents within the confines of Cache County, Utah. For purposes of emergency medical service coverage, the county has been divided into three main service areas with the Logan City area comprising the central portion of the county and the areas covered by Cache County being situated north and south of the Logan City coverage area.

Within the past 15 years the population of Cache County has grown by approximately 35% with another 12-15% growth expected in the next 5 years. This growth has presented significant challenges to the system and the belief that the current model no longer functions in a manner equal among those providing and receiving service. The chosen consultant will provide information to help the parties of the CCEMS inter-local agreement to better understand the effectiveness of the current system while providing insights into what changes or alternatives may be available.

Cache County also has a County Fire Service District. An additional element of the request for proposals would be to evaluate the opportunities for increased efficiency and effectiveness in the delivery of Fire and Emergency Medical Services (EMS). Whether that be consolidation of Fire Services with a new County Emergency Medical Services operation or some other option, the desired goal of studying the creation of a potential new operation would be to take advantage of available options for service and existing economies of scale.

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## **SCOPE OF WORK**

The purpose of this study is divided into two main sections. The first section consists of a complete review of the EMS system to include an evaluation of the existing inter-local agreement and a consideration of changes to that system. The second section consists of a complete a full assessment of the potential advantages and disadvantages of a combined Cache County Fire District and CCEMS system. The assessment shall provide Cache County decision-makers a recommended preferred organizational and operational structure that would be most effective and efficient in providing combined Fire and EMS services.

Within the first section of study the consultant shall identify the level of funding and commitment required by Cache County and Logan City as identified in the existing inter-local agreement. An evaluation shall be made to determine whether the parties are meeting those obligations. In doing so, any resulting shortfalls by either party shall be identified with the extent and magnitude of such shortfall being quantified.

The Cache County service area, represented by Cache County north and Cache County south subareas, is comprised of 18 cities or communities and an expansive unincorporated area. There is expectation that jurisdictions within each of these subareas should contribute equally to the funding and or manpower required to maintain the EMS system to the extent necessary to ensure Cache County is able to meet its obligations as defined by the inter-local agreement. An evaluation of each jurisdiction's contribution to the system shall be made.

The consultant shall provide the information needed by representatives of the three service areas to assist them in evaluating the required funding and commitment of personnel for differing level of service including those deemed to be at lower levels of service in comparison to the current level. A comparison between actual contributions to required contribution for each level of service shall be presented.

Due to the continually evolving demographics of the study area there is general agreement that changes in the EMS inter-local agreement may be necessary to ensure all areas receive the level of service they desire and are willing to support. The study shall determine possible changes to the existing inter-local agreement to ensure all service areas participate sufficiently and equally to warrant the level of service currently being enjoyed by each party and/or for the level of service that may be selected.

To be included in the first section of the study is the potential dissolving of the CCEMS resulting in an independent Logan service area with an independent Cache County controlled service area which may or may not include two sub-areas north

and south. The consultant shall provide insight into the advantages and disadvantages of taking such action for Logan City and Cache County. The Consultant shall further evaluate the advantages and disadvantages that may be realized by the Cache County north and Cache County south sub-areas. In the evaluation, the consultant shall consider current and future staffing and funding levels based on call volume.

The second section of study revolves around the feasibility of creating a combined County-operated Fire and EMS system. There are a multitude of city or community fire departments located throughout Cache County. All are volunteer fire departments with the exception of Logan City and Smithfield City which are full time and North Logan City which is made up of both full time and part time employees.

## **DELIVERABLES**

In order for the parties to give due consideration to all possible options, the following deliverables, as a minimum, should be included and appropriately addressed in the final report:

### **A. CCEMS ONLY**

1. An evaluation of the current and projected funds generated by each service area based on the variety and number of calls that could reasonably be anticipated.
2. A determination of the current level of commitment both in funds and personnel by the various jurisdictions in each service area.
3. An assessment of the required commitment by each jurisdiction in each service area and the cost associated with that commitment in both funds and personnel whether acting as an independent service area or in the current association.
4. Based on current and projected demographics including population, population density, population age, employment centers, shopping areas, average proximity to hospitals and care facilities, and possible funds generated, identify possible levels of service that may reasonably be considered in each service area and what those levels of service entail.
5. Provide current and projected staffing and wage levels for each level of service identified as well as the experience and certification requirements of personnel necessary to provide for those levels of service in each area.

6. The Consultant shall provide budgetary projections for the various levels of service identified based on potential collections by that service area and the projected cost to provide that service in the event of the dissolution of the Cache County Emergency Medical Services inter-local agreement.
7. Based upon best practices, provide an estimated time frame necessary for each service area to begin providing the various levels of service identified and possible progressive steps required to achieve those levels.
8. Provide an assessment of the advantages and disadvantages to be expected by each service area based on levels of service if the system were to remain as a unified body or if it were to be dissolved with the service areas functioning independently.

## B. COMBINED FIRE AND EMS SERVICE

1. Conduct a full assessment of Cache County Fire District and the Cache County Emergency Medical Services organizations with cost/level of service analyses for the communities/areas served.
2. Provide recommendations on the most effective and efficient Fire/EMS response model, and provide procedural requirements required to achieve the desired model. Please also provide the following regarding the new, improved model:
  - a. Information on expected increases and decreases in cost for this model;
  - b. Information on the desired organizational structure; and
  - c. Examples where this model has been implemented and any data that indicates improved effectiveness and efficiency after implementation.
3. A determination of the expected budget required to achieve the various selected levels of service for EMS in each service area whether acting as an independent service area or within the current association.

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# PROPOSAL CONTENT

Each proposal submitted to this request for proposals should contain the following information on which they will be graded:

1. Work Plan & Methodology (35%):
  - a. Demonstrate an understanding of the project as it relates to the need for professional services.
  - b. A description of the work plan to complete the project and the methodology for achieving goals.
  - c. Work Plan should address, at a minimum, the 8 “CCEMS ONLY” and 3 “COMBINED FIRE AND EMS SERVICE” deliverables identified in the Statement of Work.
2. Experience (30%):
  - a. Provide a description of previous experience in providing similar services for similar clients.
  - b. Must have knowledge of Utah laws and regulations with experience in a “right-to-work” state.
  - c. Familiar with the Bureau of Emergency Medical Services licensure requirements and able to provide analysis of what is required to achieve said license to practice EMS services within a service area.
  - d. Ability to articulate the critical differences between National Fire Protection Association Regulations 1710 and 1720
  - e. Must have prior experience in fire/EMS consolidation studies.
3. Price (20%):
  - a. A project price structure must accompany the proposal detailing specific amounts for personnel services (salaries and fringes) and operations.
  - b. Total approved budget for the project is \$50,000.
  - c. Proposals should include a breakdown of proposed work by price.
  - d. If there are elements above and beyond the Scope of Work outlined that the consultant believes should be considered, please list those additional proposed work products with associated cost.
4. Staffing Qualifications (5%):
  - a. Identify the project manager, team members, and their qualifications
  - b. List the names, qualifications, and experience of the principals and employees or subcontractors who will be involved with the project.
5. Project Timeline (5%):
  - a. Must provide a proposed schedule for carrying out work plan.
6. Previous Client/References (5%):
  - a. List the last five customers in the related field within the last ten years.
  - b. Of the last five customers consulted, list the outcome of the past study verses the general recommendation made by the consultant.

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## **PROPOSAL TIMELINE**

The following proposal calendar is a list of anticipated key dates that relate to RFP:

<b>PROPOSAL TIMELINE</b>		
1	RFP Issue Date	December 9, 2019
2	Deadline for Written Proposal Questions	January 10, 2020
3	Proposal Due Date	January 31, 2020
4	Staff Review Process Complete	February 5, 2020
5	Interviews (if applicable)	February 12, 2020
6	Contract Completion Date	February 20, 2020
7	Study and Analysis Completion Date	May 20, 2020