

Tarrant County Emergency Services District No. 1

REQUEST FOR PROPOSAL

**Profession Consulting Services:
Strategic Plan and Comprehensive Fire and Emergency
Medical Services Operational and Administrative Study**

**Issued:
April 8, 2024**

**Mandatory Virtual Pre-Proposal Conference:
2:00 p.m., April 24, 2024**

(See RFP instructions for more details.)

TarrantCountyESD1.org

**Due:
No later than 10:00 a.m., May 8, 2024**
(Proposals will not be accepted after the submittal deadline.)

Tarrant County Fire Marshal's Office
2750 Premier Street
Fort Worth, Texas 76111

Tarrant County Emergency Services District No. 1

RFP: Professional Consulting Services: Strategic Plan and Comprehensive Fire and Emergency Medical Services Operational and Administrative Study

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RFP Purpose – With this Request for Proposals (RFP) the Tarrant County Emergency Services District No. 1 (District or TCESD1) seeks proposals from qualified and experienced consulting firms with special expertise in assessing fire and emergency medical services (EMS) as part of an Emergency Services District governmental structure. The final study and implementation strategies will include a comprehensive review and analysis of the District's current service models along with providing observations and recommendations to expand and enhance its service models in order to provide quality fire and emergency medical services in the short-term and into the future.

Mandatory Virtual Pre-proposal conference - A mandatory virtual pre-proposal conference for firms interested in submitting proposals will be held **April 24, 2024 at 2:00 p.m.** Oral and written questions will be accepted during the conference. You must RSVP by 5:00 p.m., April 23, 2024 to EMSiddiq@tarrantcountytx.gov so you can receive an invite and link to the virtual meeting. Please provide a list of attendees and their email addresses.

Questions – All written questions related to this request for proposals must be received by the District prior to the adjournment of the mandatory pre-proposal conference on **April 24, 2024**. Please submit all questions in writing to EMSiddiq@tarrantcountytx.gov. All written questions and answers will be available to all potential bidders after the virtual pre-proposal conference.

Costs Incurred in Responding - All costs directly or indirectly related to preparation of a response to this request including any clarifications, oral presentations or demonstrations which may be required by the District at their discretion shall be the sole responsibility of and shall be borne by the Respondent.

Proprietary Information - The District considers all information contained within the packet to be subject to the Texas Open Records Act and non-proprietary in nature. Submission of information by the Respondent shall not be released by the District during the proposal evaluation process or prior to contract award. Any publicity, news releases or advertising pertaining to this request or the awarding of any contract may not be made without prior written approval of the District.

Response Instructions – To be considered, seven (7) signed copies and 1 flash drive of your proposal must be mailed or delivered in a sealed envelope clearly bearing the name and address of the Respondent and RFP title to:

Tarrant County Fire Marshal's Office
2750 Premier Street
Fort Worth, Texas 76111

Proposals must be received by **10:00 A.M., May 8, 2024**. Late proposals will not be considered. It is the Respondent's responsibility to ensure that their proposal is properly received within the time limit indicated.

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Addenda – If any addenda to this RFP become necessary, the District will provide the information on the District's website which is **TarrantCountyESD1.org**. It is the responsibility of each potential bidder to check the website for any and all addenda so their bid proposal is complete and accurate.

Proposal Acceptance Period - All proposals must include a statement that they are valid for a minimum period of 90 days subsequent to the closing date of this RFP. The District expects that a firm will be selected by the District's Board of Commissioners in June or July, 2024 and that a contract will be executed on or before September, 2024.

Competitive Evaluation - Qualifications and price will be considered when making the award. Proposals should be submitted on the most favorable terms as award may be made without discussion. The following 1000-point scale will be used in comparing and selecting the successful proposal:

1. Demonstrated qualifications and experience of the project team and firm, including technical expertise of team and project manager (250 points).
2. Total evaluated costs (250 points).
3. Responsiveness of proposal clearly stating an understanding of work to be performed; responsiveness to terms and conditions, including scheduling; completeness and thoroughness of the technical data and documentation (250 points).
4. References – Past experience delivering work products on time (250 points).

Interviews may be arranged at the discretion of the District to assist in making final selection.

Award – Proposals will be evaluated by a Committee appointed by the District Board of Commissioners. The Committee will convene, review, discuss and score proposals. The Committee will present their evaluation to the Board. Final selection will be made by the Board.

Negotiations - Submission of a proposal indicates firm's acceptance of the conditions contained in this RFP unless clearly and specifically otherwise noted in the proposal submitted and confirmed in the contract between the District and the firm selected. The District reserves the rights to:

1. Negotiate any element of a proposal to ensure the best possible consideration.
2. Retain all proposals submitted.
3. Use any idea in a proposal regardless of whether that proposal is selected.
4. Reject any or all proposals.
5. Re-solicit for proposals.
6. Require additional information during the evaluation period.
7. Waive technicalities and proceed otherwise in the best interest of the District.

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Rights and Remedies - The rights and remedies of the District provided herein shall not be exclusive and are in addition to any other rights and remedies provided by law or under any subsequent contract.

Contract and Payments - The contents of the successful proposal will become a part of any subsequent contractual document that may arise. Failure of a Respondent to accept this obligation may result in the cancellation of any award. The contract shall be prepared under the direction of the District and shall incorporate all applicable provisions. The contract awarded shall be for the provision of services as requested herein at the estimated fees submitted in the proposal for the first year, and, if extended, the subsequent years of the contract. This is considered an all-inclusive, not-to-exceed fee estimate. The District shall agree to make interim payments of the fee based on percentage of work performed.

Description of the Entity and Path Forward – The District was established on August 20, 1996 after an election to convert the Tarrant County Rural Fire District to an emergency services district. Emergency services districts are governed by the Texas Health and Safety Code, Chapter 775. In Tarrant County, the District is composed of all of the unincorporated area within Tarrant County. The District currently does not have any employees and contracts with Tarrant County Government to provide administrative, clerical, and space needs. The District also engages in a professional services agreement for provision of administrative support including investments, budgeting and other finance based services.

The District contracts with approximately 26 municipal and volunteer departments to provide fire, emergency medical and mutual aid services. The Board of Commissioners is appointed by the Tarrant County Commissioners Court as outline by law. For fiscal year 2024, the District has an operating budget of \$7,768,820 with approximately \$2.5 million in operating reserves. The District has two (2) reserve funds for fire equipment purchases and an ambulance grant program. These 2 reserve funds total approximately \$4.5 million and allow the District to be free of any debt obligations and to support emergency medical service providers in the purchase of replacement ambulances. The District owns 9 tanker engines and 7 brush trucks which are strategically deployed across the County. The TCESD1 has a current property tax rate of \$0.073330 per \$100 of assessed valuation. The District has a \$0.10 tax rate cap.

It is estimated that the Tarrant County Emergency Services District No. 1 (TCESD1) serves a growing population of over 50,000 citizens. That population is spread primarily around the outer edges of Tarrant County. There are 42 fully or partially cities located within the boundaries of Tarrant County. Considering the number of citizens within those 42 cities that actually live in Tarrant County, there are only 4 cities with a greater population than the TCESD1.

In 2017, the Texas Legislature significantly changed the annexation process in the state. This occurred after the City of Fort Worth began an aggressive annexation effort. As a result, it is more difficult for cities in Texas to annex areas in their extraterritorial jurisdiction. Despite

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slowing down and limiting annexations, it did not slow down the aggressive spread of residential development toward the outer edges of Tarrant County and within the TCESD1.

The TCESD1 needs to exam how fire and emergency medical services are provided in the District. In November 2023, the District asked voters in the District to assess a 2% sales and use tax. The proposition passed. The new sales tax is scheduled to begin April, 2024 with the first rebate to the District in June, 2024. Based on a consultant study, the District is expected to receive over \$9 million in sales tax revenue annually, increasing its total annual revenue to approximately \$16.5 million.

This is a great opportunity to strategically reimagine how the TCESD1 fulfills its charge to provide fire and emergency medical services. A key strategy will be to influence ISO ratings across the TCESD1 which are impacted by the spread of residential developments. This is a great and exciting opportunity. It will be a tough process and take time to develop and implement, but it will propel the TCESD1 into the future for years to come. The TCESD1 has been highly successful under its current model since TCESD1 was established by the voters in 1996. However, the aggressive growth in the unincorporated area demands a reexamination of the current model and new recommendations for fulfillment of TCESD1's service commitment.

Scope of Work to be Performed – The District desires to engage a qualified firm with specialized expertise in assessing fire and emergency medical services provided by an Emergency Services District. The firm will be expected to conduct a comprehensive study of the District's operational practices and provide a strategic plan including recommendations for organizational administration and emergency services delivery and strategies for the District to expand it service level models into the future. The deliverables should include:

1. **Strategic Plan:** The proposer will conduct a Strategic Plan session for the District and compile a document that fully reflects the work performed in the session. The Plan may be completed concurrently and subsequent to the Comprehensive Study outlined in Section 2 of the Scope of Work below. It is anticipated that the Plan will incorporate the findings and recommendations of the Comprehensive Study. The Plan should include the following:
 - SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis;
 - Mission, vision and core values statements;
 - Goals, initiatives, and other recommendations to tactically move the TCESD1 into the future;
 - An implementation plan and strategy that:
 - Outlines the prioritization of the recommendations adopted by the TCESD1 Board of Commissioners;
 - Details the necessary steps to carry out the adopted recommendation; and
 - Establishes timelines and cost estimates for implementing each adopted recommendation with cost estimate totals by fiscal year

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2. **Comprehensive Study of District Operations and Fire and EMS Service Delivery:**

The deliverables should include a comprehensive analysis and review to provide a greater understanding of the existing and future development and population patterns and trends and current operations and services delivery methods. The study deliverables should be used to develop and support the Strategic Plan.

The comprehensive study and report should include the following key factors:

- Evaluate the efficiency and effectiveness of the TCESD1 current fire and EMS service delivery models including the existing funding mechanisms, response times, staffing levels, resource allocation, service capabilities, and key performance indicators.
- Identify gaps between current service provisions and community needs.
- Evaluate the integration and coordination between fire and EMS operations.
- Conduct interviews with key stakeholders, including fire and EMS personnel, public officials, and community leaders to identify existing unmet needs
- Explore potential cost-saving measures or resource optimization strategies.
- Analyze the utilization of mutual aid agreements with neighboring communities.
- Analyze demographic data to understand population growth trends and potential future service demands.
- Analyze and review the ISO ratings across the District and develop a prioritized plan to improve ISO ratings.
- Address potential technological advancements that could enhance service delivery.
- Access the current and future District day-to-day administrative and governance structures, and recommend policies and practices.
- Develop a set of evidence-based recommendations for improving fire and EMS service delivery methods that will produce optimal results. This may include:
 - Strategies for optimizing response times, resource allocation, service delivery, and integration of fire and EMS operations along with key performance indicators to evaluate service delivery and aid decision making.
 - Potential cost-saving measures and resource allocation strategies.
 - Recommendations for staffing levels and training requirements.
 - Investment needs for equipment and facilities.
 - Consolidation of fire and EMS services.
- Prepare a comprehensive study report that:
 - Is clear, concise and understandable for public consumption;
 - Summarizes the study methodology;
 - Summarizes the study's findings and recommendations;
 - Provides a cost-benefit analysis of recommends, and;
 - Includes prioritization of recommendations, estimated timelines to implementation, and cost estimates.

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District Assistance – District representatives will be available during the project to assist the firm by providing historical information, documentation and explanations.

Proposal Format - The purpose of the proposal is to demonstrate the qualifications, competence and capacity of firms seeking to undertake a comprehensive study of the District in conformity with the requirements of this request for proposals. The substance of proposals will carry more weight than the form or manner of presentation. The proposal should demonstrate the qualifications of the firm and of the particular staff to be assigned to this engagement. It should specify an approach that will meet the request for proposal requirements. The proposal should address all the points outlined in this request. The proposal should provide a straightforward, concise description of the Respondent's capabilities to satisfy the requirements of the request for proposals. While additional data may be presented, the following must be included:

- Cover letter
- Executive Summary
- Table of Contents
- Firm Background, Principal Officers and Prior Experience
- Scope and Study Approach
- Proposed Schedule
- Understanding of information to be provided by District
- References
- Additional Data and Other Information
- Concluding Remarks
- Detailed Cost Proposal
- Sample Engagement Agreement.

Cover Letter – The cover letter must be signed by an authorized agent who can bind the company and contain the name of the proposing firm, address of the proposing office, and contact persons authorized to answer technical, price or contract questions together with their telephone number, email and mailing addresses.

Executive Summary – A concise summary of your proposal (5 pages or less) should be provided.

Table of Contents – An index of the proposal contents and attachments should be included.

Firm Background, Principal Officers and Prior Experience - Section should state:

- Size of the firm;
- Size of the firm's staff;
- Number and nature of full-time professional staff to be utilized for this engagement;
- Number and nature of part-time staff to be utilized for this engagement.

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If the Respondent is a joint venture or consortium, the qualifications of each firm comprising the joint venture or consortium should be separately identified. In addition, joint ventures or consortiums must identify a firm to serve as the principal project manager, and the principal project manager must accept responsibility for resolving all operational and contractual issues with the District.

Partner, Supervisory and Staff Qualifications and Experience - Identify the principal supervisory and management staff, including engagement partners, managers, other supervisors and specialists, who will be assigned to the engagement. The firm should provide each project team member's professional qualifications and expertise in fire and EMS operations, data analysis, stakeholder engagement and public policy. The firm should must indicate how the quality of staff over the term of the agreement will be assured.

Engagement partners, managers, other supervisory staff, and specialists identified in the study proposal may be removed from the District's account if those persons leave the firm, are promoted, or are assigned to another office. These persons may also be changed for other reasons, but only with the express prior written permission of the District or its representatives. The District retains the right to approve or reject all replacements. Other study personnel may be changed at the discretion of the Respondent, provided that replacements have substantially the same or better qualifications or experience.

Similar Engagements with Other Government Entities - Detail the most significant engagements (maximum of 5) performed in the last five years that are similar to the engagement described in this request for proposals for the office that will be assigned responsibility for the study. Indicate the scope of work, date, engagement partners, and client.

Scope and Study Approach - The proposal should set forth a work plan, including an explanation of the study methodology to be followed, to perform the services required of this request. The proposal should also identify in this section any anticipated potential study problems, the firm's approach to resolving these problems and any special assistance that will be requested from the District.

Understanding of Work to be Performed by the District - Clearly describe the work the firm proposes that the District perform. Include information on specific portions of the study and scope of work. Provide an estimate for each segment of work. Indicate the date work will commence and target dates for completion. Describe the firm's approach toward reliance on the work performed by the District.

References – Provide a list of five (5) references for similar studies to the one requested in the RFP. The reference list must include client name, brief scope of work, email addresses and telephone numbers of client officials responsible for the studies listed.

Additional Information and Concluding Remarks - Since information not specifically requested should not be included in the foregoing sections, provide any additional information

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considered essential to the proposal in this section. Use this section to include any final remarks or elaboration which the Respondent believes is important to create a clear understanding of the proposed services and/or the Respondent's capabilities.

Cost Proposal - Payment for all services, other than special projects, will be made based on an all-inclusive, not-to-exceed fee estimate, with progress payments as mutually determined to be appropriate. The contract award will not necessarily be made to the firm that provides the lowest cost proposal, but rather to the firm that submits the most responsive proposal meeting the District's requirements. The all-inclusive, not-to-exceed fee estimate should not be longer than one (1) page and easily interpreted.

In addition, the firm should include proposed billing rates by staff level for any special projects that the District may request to be performed.

Required Timeframe – A detailed, realistic project timeline with relevant milestones and scheduled progress reports identified. Comment on the firm's ability to meet the timelines indicated in this request. The timeline should include a recommended schedule of presentations of findings, to which groups the presentations should be made, and recommendations concerning the number and frequency of public meeting(s).

Progress Reports - The successful Respondent shall submit progress reports to or hold periodic meetings. The information provided in these reports should be sufficiently detailed to provide assurance that the study is on schedule, noting achievements and problems that have potential effect on that schedule.

Sample Engagement Agreement – The Respondent should provide a sample engagement agreement.