

**MEETING DATE: 01/05/26**

## **AGENDA ITEM SUMMARY**

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**Subject: Ambulance Services**

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**Background Summary:** Trout

The City of Charles City currently contracts with American Medical Response (AMR) to provide ambulance services. The existing services agreement is scheduled to expire on July 1, 2026, creating an opportunity to evaluate options for the continued provision of ambulance services.

Emergency Medical Solutions LLC has submitted a proposal to conduct an Ambulance Service Feasibility Study to provide an objective evaluation of the City's current and future ambulance service needs and potential service delivery models.

The scope of the feasibility study would include analysis of historical and projected EMS call and transport data; evaluation of viable service options, including City-operated, fire-based, third-service, and private contracting models; and assessment of 9-1-1 ambulance services and the feasibility and demand for interfacility transfer (IFT) services within the region.

The study would also evaluate start-up and ongoing operating costs associated with transitioning to a City-operated ambulance service, provide high-level projections of potential ambulance transport billing revenue, and identify comparable communities and organizational models for reference, including staffing structures and pay scales.

Discussion of this item is intended to determine whether the City Council wishes to proceed with the feasibility study and to provide direction to staff on next steps related to ambulance service planning.

# PROPOSAL



## AMBULANCE SERVICE FEASIBILITY STUDY

2025.12.16

Charles City, IA

Tyler Trout, City Manager  
[cityadmin@cityofcharlescity.org](mailto:cityadmin@cityofcharlescity.org)



EMERGENCY MEDICAL SOLUTIONS llc

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# ▼ TABLE OF CONTENTS

- ▼ COVER LETTER..... 3
- ▼ 1. PROJECT PLAN ..... 4
  - ▼ 1.1. SCOPE OF WORK & DELIVERABLES ..... 4
  - ▼ 1.2. PROJECT METHODOLOGY & APPROACH ..... 5
  - ▼ 1.3. TIMELINE ..... 6
- ▼ 2. COST PROPOSAL..... 7
- ▼ 3. COMPANY OVERVIEW ..... 8
  - ▼ 3.1. EMSLLC – TODAY ..... 8
  - ▼ 3.2. EMSLLC – THE PAST ..... 8
- ▼ 4. PROFESSIONAL EXPERIENCE ..... 9
  - ▼ 4.1. BACKGROUND & CREDENTIALS..... 9
  - ▼ 4.2. PROJECTS & CREDITS..... 10

Following in this document, EMERGENCY MEDICAL SOLUTIONS llc may be abbreviated as EMSllc for brevity purposes.



# ▼ COVER LETTER

December 16, 2025

Tyler Trout, City Manager  
Charles City, IA

Mr. Trout:

I am pleased to present to you with my proposal to conduct a comprehensive **Ambulance Service Feasibility Study** for Charles City, and I welcome the opportunity to share my experience and ambitions with you and your stakeholder team.

As you will find in this proposal, I have extensive consulting experience for projects similar to what I am proposing for your community. Rural Iowa shares many of the same characteristics to what I am used to having personally worked in as a Paramedic in Wisconsin and Minnesota, and your community's local dynamic shares many characteristics to consulting projects that I have led in Michigan and Indiana.

My approach toward completing such studies is one that focuses on transparency and informed decision making. Your community and its stakeholders are investing in an impartial resource to come in and evaluate your needs and capabilities, so my responsibility is to inform you as clearly as possible of what those are.

Thank you for considering my proposal, and I look forward to hearing from you soon. Please do not hesitate to reach out with any questions you may have.

Respectfully,



Tim Nowak

TIM NOWAK | Founder & CEO  
EMERGENCY MEDICAL SOLUTIONS llc



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# 1. PROJECT PLAN

## 1.1. SCOPE OF WORK & DELIVERABLES

Outlined below is our proposed project title, its scope of work elements, and its offered deliverables for this engagement.

▼ PROPOSED TITLE:	<b>Ambulance Service Feasibility Study</b>
▼ SCOPE OF WORK:	<ul style="list-style-type: none"><li>▼ Provide an analysis of experienced and/or projected incident/call data related to EMS incidents and ambulance transports.</li><li>▼ Assess and identify viable options for City public ambulance service operations, including fire-based, 3<sup>rd</sup> service, and private contracting.</li><li>▼ Assess considerations related to 9-1-1 ambulance services and the feasibility/demand of interfacility transfer (IFT) ambulance services within the region.</li><li>▼ Project start-up and annual budgeting expenses for transitioning to a City-operated ambulance service, and include basic projections on anticipated ambulance transport billing revenue.</li><li>▼ Identify potential comparison models/agencies for stakeholders to reference, including position pay scales and organizational structures.</li></ul>
▼ DELIVERABLES:	<ul style="list-style-type: none"><li>▼ Conduct 1 on-site visit to view emergency service resources, meet with key stakeholders, and gather insights related to the City's landscape and demographics (1 business day).</li><li>▼ Conduct up to 10 virtual stakeholder interviews relevant to the study.</li><li>▼ Provide a comprehensive report (electronic) with a virtual presentation of findings/observations, comparisons, and professional insights/recommendations (if requested, and offered after the proposed project timeline).</li></ul>

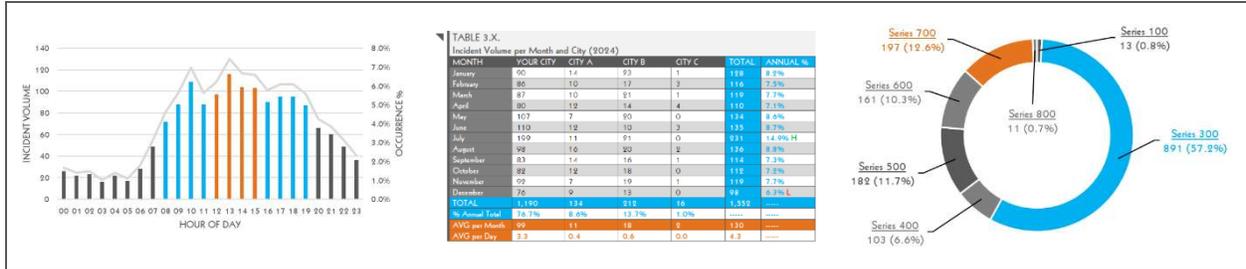
## 1.2. PROJECT METHODOLOGY & APPROACH

Our methodology toward analyzing data, gathering **INSIGHTS** and developing **SOLUTIONS** is **simple, transparent, and impactful**. If you're looking for a consulting firm to offer you cookie-cutter recommendations based on a copy & paste approach – or even worse, utilizing artificial intelligence to create artificial recommendations – we're simply not the right fit for you. Instead, we are original and professional in our work – 100%.

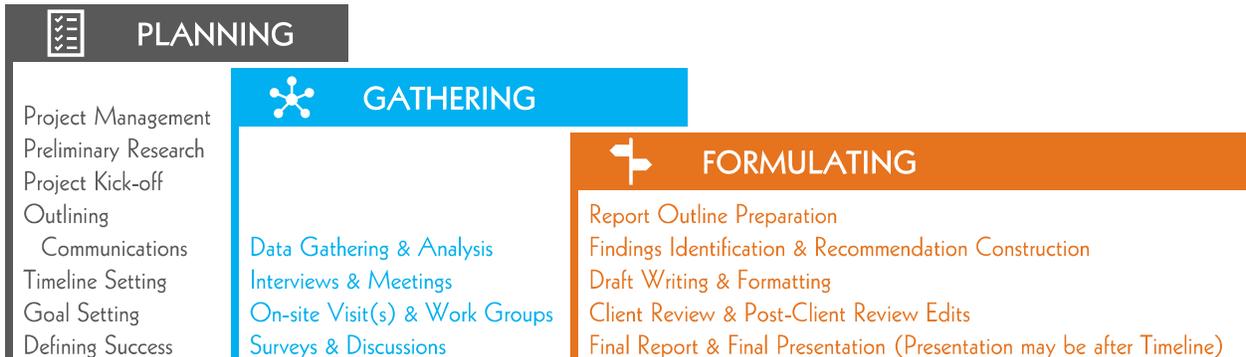
	<b>TRANSPARENT TEAM</b>	Your entire project team is listed in this proposal – even if it only consists of one member. <b>We do not bait-and-switch you</b> with large teams (on paper) that involve only a few members doing the actual work. You will have access to all of <u>your</u> team and have their direct attention. If we make any team updates, we'll notify you in advance.
	<b>NO AFFILIATIONS OR AGENDAS</b>	Some consulting firms have direct affiliations, allegiances, and ties to national associations and organizations that support their own missions, visions, and agendas. <i>We</i> , however, do not. <b>We are unbiased, independent, and open-minded</b> toward developing customized <b>SOLUTIONS</b> that are built just for you.
	<b>CONVERSATIONAL &amp; CONSUMABLE</b>	Our reports and presentations are conversational & consumable in design, allowing your stakeholders to make <b>informed decisions based on concise, actionable, and easy-to-follow content</b> . We don't fill our reports with doctorate-level research, complex data, or industry jargon.
	<b>UNIQUE EXPERIENCE</b>	We don't claim to have "written the book" on any given topic – that's a bold and potentially treacherous statement to make! After all, some books are outdated, fiction, or outright inaccurate. Instead, <b>we bring decades of unique industry experience to each project</b> at the responder through administrator level.
	<b>DEDICATED PROJECT MANAGER</b>	We provide a <b>dedicated project manager</b> and <b>single point-of-contact</b> resource for you to maintain a simplified working relationship with us, allowing for streamlined communications and actionable decision making.
	<b>DATA-SUPPORTING ANALYSIS</b>	Early in our engagement timeline, we'll provide you with a data request list to afford you the most time possible to gather necessary resources, datasets, and documents so that when our project formally starts, we're ready to hit the ground running. From there, our analysis will focus not only on the <b>objective elements of your data story</b> , but also your <b>subjective context</b> that provides further justification and clarification to support your actions, reactions, and trends.
	<b>FLEXIBLE VIRTUAL INTERVIEWS</b>	Our <b>flexible</b> virtual interview process will allow us to connect with you and your stakeholders <b>at times that best fit your schedules</b> . These interviews promote <b>confidentiality</b> and <b>transparency</b> , and are designed to supplement any in-person engagements.
	<b>HIGH-IMPACT ON-SITE ENGAGEMENTS</b>	Whenever we engage with clients in-person, on-site, we promote an informal atmosphere that is <b>conversational</b> in nature, yet still <b>high in impact</b> . We recognize that our time together is limited, so engaging in <b>difficult conversations</b> , approaching <b>cause/effect scenarios</b> , and by observing your organization's <b>physical assets and cultural attributes</b> are key toward cutting straight to the <b>root cause elements</b> at hand.
	<b>NO ARTIFICIAL INTELLIGENCE</b>	<b>NO Artificial Intelligence (AI)</b> is utilized in the formulation of our work ... none ... 0%. We simply don't support its use in the development of content or in the crafting of consulting <b>SOLUTIONS</b> . Instead, all of our work is original and tailored to your project's specific needs. We also maintain a <b>NO stock photo</b> use policy in all of our work – especially the use of misrepresented European fire/EMS apparatus and personnel to depict your organization. Unfortunately, not all consulting firms take the same approach. <i>We</i> encourage you to look at their prior reports for proof.
	<b>NO-SURPRISES ENGAGEMENT</b>	We'll keep you <b>updated regularly</b> as our project progresses, including keeping you <b>informed</b> of any key or unanticipated findings that come about throughout our engagement together. In short, the first time you learn about something key won't be when our report is handed over to you – it will be long before then so that you can begin to <b>prepare</b> for it and <b>mitigate</b> any challenges that might have already risen.
	<b>BUILDING <u>YOUR</u> REPORT</b>	<b>We don't support cookie-cutter reporting</b> ; nor do we support copy & paste recommendations. Throughout the construction, finalization, and presentation of your final report, <b>your SOLUTIONS</b> will be exactly that – <b>yours!</b> Within our reports, we will be <b>concise, yet thorough ... consumable, yet technical ... and clean, yet visually appealing</b> . We customize our work to meet your needs; we don't simply [insert organization's name here] in what we do – you're not paying us to do that!

Below is a brief example highlighting some of the customizations and visual cleanliness that we bring to our reporting tables & figures.

Example Tables & Figures

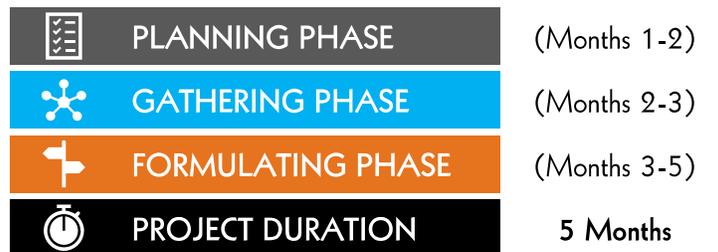


Our general approach toward completing most projects involves **three phases** that incorporate various project-specific tasks under each element (as displayed below) with a corresponding timeline.



### 1.3. TIMELINE

Considering the identified scope of work elements and deliverables for this project, EMSIIc proposes the forthcoming project timeline/duration to complete all identified deliverables and conclude this engagement.



## ▼ 2. COST PROPOSAL

We are pleased to offer a flat-rate, all-inclusive fee for this project of **\$34,750**, which includes the following elements:

- ▼ 5-month project timeline.
- ▼ Includes all travel, lodging, and meal expenses for a 1-day, on-site engagement.
- ▼ Includes up to 10 stakeholder (virtual) interviews.
- ▼ Includes an electronic final report with a virtual presentation option (1 virtual presentation may follow for up to 3 months after project completion).

Separate – or additional – scope of work elements, deliverables, stakeholder interviews, on-site visits, or entire projects may be negotiated as a continuation of this proposal with additional expenses accrued. Payment for projects is negotiable but is generally requested to follow a 20% (kick-off), 30% (midway), and 50% (completion) schedule.

This offer is valid for 60 calendar days.

## ▼ 3. COMPANY OVERVIEW

### ▼ 3.1. EMSLLC – TODAY

EMERGENCY MEDICAL SOLUTIONS llc (EMSllc) is a specialty consulting firm that focuses on promoting operational optimization and organizational sustainability for emergency services. We serve EMS agencies, fire departments, municipalities, and districts/boards by focusing our efforts on creating productive **CONTENT**, promoting professional **DEVELOPMENT**, and crafting achievable **SOLUTIONS** that address root causes to challenges so that constructive actions can be pursued.



EMERGENCY MEDICAL SOLUTIONS llc (EMSllc) is a Wisconsin-registered limited liability company (LLC) that was formed in 2010 by Tim Nowak, who remains as its sole member to date.



#### CONTENT

- Blog, Article, Exam, and Item Writing
- Conference & Workshop Presentation
- Target Audience LinkedIn Posting
- Whitepaper and Report Creation



#### DEVELOPMENT

- Candidate Interview & Selection Assistance
- Strategic Planning & Discussion Facilitation
- Quality Assurance Program Enhancement
- Professional Development Workshops



#### SOLUTIONS

- Operational/Organizational Assessments & Analysis
- Agency/System Optimization Recommendations
- Feasibility, Consolidation, and Merger Studies
- Technical Advisory & Retainer Services
- Low-Demand, High-Impact Options

### ▼ 3.2. EMSLLC – THE PAST

EMSllc was founded by Tim Nowak in 2010 in Wisconsin as a training solution to support an emerging market of EMS agencies that no longer wanted to be narrowed in their continued education opportunities by the traditional system. Sparked by an opportunity to change this, EMSllc was formed and began providing individual agency- and medical director-supported continued education and quality assurance services for EMS agencies throughout Northeast Wisconsin – and later throughout the state. With these services, EMSllc began *Changing the Paradigm of EMS Training™* in Wisconsin (which was the company's original motto).

Over the years, EMSllc has evolved with Tim's career path and made expansions into the development of two reference product lines (which are no longer operational); the creation of an association sponsored and subscription driven printed magazine (which has now transitioned into a professional development brand – EMSDIRECTOR™); and the **content**, **development**, and **solutions** driven professional services that are offered today – including LinkedIn target audience content marketing, conference presentations, professional development & strategic planning services, and technical advisory & consulting services.

## ▼ 4. PROFESSIONAL EXPERIENCE

### ▼ 4.1. BACKGROUND & CREDENTIALS



#### DEDICATED RESOURCE

EMSIIc is represented by **Chief Tim Nowak**, who brings over 20 years of emergency service experience to the company as its Founder & CEO. He is an experienced **Lead Consultant** and **Project Manager** for similar projects ranging in scope, size, and budget. He will serve as the dedicated resource to your project's team throughout this engagement, affording you a single point of contact for all project needs. His working experience spans throughout four states, his consulting experience extends to over a dozen states, and his influence within the industry reaches tens of thousands of connections nationwide.



#### EXPANDED NETWORK

Just because EMSIIc is represented by a solo, dedicated resource does not mean that our company is alone ... we have an expanded network of subject matter experts (SMEs) available to us to address any niche needs. This network includes city managers, EMS billers/auditors, GIS/data analysts, and other topic-focused SMEs that we can call upon to address any scope of work elements that require further advisory services – and at no added cost to you. Rather than adding a lengthy list of “associates” to our proposal as a bait-and-switch tactic, we’d rather be transparent with you regarding the level of dedication that you’ll receive by engaging with EMSIIc.

**Chief Tim Nowak** – Founder & CEO of EMSIIc – will serve as the **Lead Consultant** and **Project Manager** for this engagement. He has over 20 years of emergency service industry experience within rural, suburban, and urban landscapes; four different states; prehospital/field and hospital environments; and fire/EMS organizations with combined and separated disciplines. He holds credentials as a Nationally Registered Paramedic, firefighter and fire officer, certified ambulance documentation specialist, various former EMS instructor credentials and supervisory/managing paramedic officer certifications, critical care paramedic credentials, an associate's degree as a fire protection technician, a bachelor's degree in fire science, and an undergraduate certificate in human resource management. His career pathway has included roles such as paid-on-call EMT in a rural setting, career firefighter/paramedic and acting company officer, hospital-based paramedic, career EMS Educator with training development/delivery and quality assurance responsibilities, Assistant EMS Chief of a county-based EMS agency responding to over 50,000 incidents per year, Director of Training and Content Development for a SaaS fire/EMS records management system company, and as a professional Consultant within the fire/EMS industry. Chief Nowak has overseen divisions and disciplines including special operations, community paramedicine/mobile integrated health & community risk reduction, logistics & supply chain management, emergency preparedness, quality assurance, education/training, and standards development & accreditation. Tim is an industry thought leader having published over 200 articles and professional works through various online and print mediums, has served as the brand developer and editor-in-chief of a professional development magazine and content creation product line, produced over 100 hours of online webinar and continued education content, has been a guest to multiple podcasts and presented at statewide/regional and national conferences, and is an active social media discussion leader with tens of thousands of emergency service industry connections. As a consultant, Chief Nowak is a bold, data- and context-focused analyst that strives to uncover root cause **INSIGHTS** that lead to productive, progressive, and actionable **SOLUTIONS** for each of his unique clients – never taking an artificial or copy-and-paste approach toward his professional work.

