



North Dakota Legislative Council

Prepared for the Emergency Response Services Committee
LC# 27.9129.01000
October 2025

REQUEST FOR PROPOSALS AND PROPOSAL RESPONSES - DELINQUENT BILLING REIMBURSEMENT

This memorandum provides information regarding proposals submitted in response to the Emergency Response Services Committee's request for proposals (RFP) ([appendix](#)) for consultant services related to the committee's study of delinquent billing reimbursement. Section 5 of House Bill No. 1322 (2025) provided an appropriation of \$20,000 for purposes of contracting for consulting services for the study.

REQUEST FOR PROPOSALS

On September 10, 2025, the Legislative Council issued an RFP for consulting services to assist with the committee's study of delinquent billing reimbursement. Proposals were due to the Legislative Council office by October 10, 2025. As identified in the RFP, the consultant's assistance with the study was to survey ambulance service providers and gather information, including:

1. The annual revenue of the ambulance service derived from billings, state grants, federal grants, donations or endowments, taxation, and other sources, as well as the percentage for each source for the most recently completed fiscal year;
2. The annual expenses of the ambulance service by major category for the most recently completed fiscal year;
3. Anticipated vehicle or equipment asset purchases greater than \$5,000 in the next 5 years;
4. As of the end of the most recently completed fiscal year:
 - a. The total number of delinquent accounts along with the dollar value of delinquent accounts;
 - b. The percentage of billings that were delinquent;
 - c. The average length of delinquency for billing accounts, including the number and value of accounts 30, 60, and 90 days or more delinquent;
5. The amount of delinquent billings written off in the most recently completed fiscal year;
6. The number and value of accounts sent to a debt collection agency in the most recently completed fiscal year;
7. The amount of direct billings to individuals and insurance companies in the most recently completed fiscal year;
8. The total number of calls in the previous year and the number of calls that did not result in a patient transport;
9. The number of employees and volunteers who left the ambulance service in the most recently completed fiscal year and the reasons given for leaving;
10. Incentives that could encourage individuals to become a volunteer with the ambulance service; and
11. Additional questions the consultant determines are relevant.

SUMMARY OF RESPONSES TO THE REQUEST FOR PROPOSALS

Two consultant proposals were submitted in response to the RFP for consultant services. The following table provides a summary of the information contained in each proposal, including the consultant profile, key personnel, scope of work, and the total cost:

Consultant	PWW Advisory Group, LLC	NDW Software, LLC
Consultant profile	PWW Advisory Group, LLC is a nationally recognized consulting firm specializing in the design, assessment, and financial sustainability of emergency medical services (EMS) systems. With over 25 years of experience, members of the firm's team have partnered with municipal governments, fire departments, public and private EMS providers, and healthcare systems across the country to evaluate, redesign, and strengthen EMS delivery models.	NDW Software, LLC is a newly established firm with an experienced and professional team. The Project Director brings extensive experience in research, data management, and policy analysis, along with valuable firsthand knowledge of ambulance operations as the Board President for the McVile Ambulance Service District. The team also specializes in business analytics, data collection, survey methodology, and data visualization.
Key personnel	The team includes: • Matt Zavadsky - National Registry of Emergency Medical Technicians EMS/Mobile Healthcare Consultant • Douglas M. Wolfberg - Adjunct Assistant Professor, University of Pittsburgh, Emergency Medicine Program • Stephen Wirth - EMS and mobile healthcare attorney • Ryan Stark - Adjunct professor, Creighton University, EMS graduate program • Matthew W. Konya - EMS and Mobile Healthcare Consultant • Dr. Shannon L. Gollnick - Nationally registered and certified flight paramedic • Dr. Donna York - 30 years of experience in air medical and critical care transport	The team includes: • Mark Reinhart - Project Director • Hunter Parks - Research & Data Analyst
Scope of work	Early November 2025 • Brief North Dakota ambulance agencies on the project goals and activities. November - Early December 2025 • Distribute cost and revenue data Excel workbook to all North Dakota ambulance agencies. • Create a secure file share platform for North Dakota ambulance agencies to upload Medicare Ground Ambulance Data Collection System reports or Excel workbooks. • Provide technical assistance with these items. December 2025 - Early January 2026 • Summarize data for each deliverable listed in the RFP.	Early November 2025 • Define measurable objectives and confirm data categories. • Design a clear, concise survey instrument aligned with all 11 required data points in the RFP. • Submit the survey for Committee review and approval before distribution. November - December 2025 • Distribute surveys electronically and, if necessary, by mail to all licensed ambulance service providers. • Send reminders to ensure strong participation and statewide coverage. • Perform preliminary data verification and correct any incomplete or inconsistent responses.

Consultant	PWW Advisory Group, LLC	NDW Software, LLC
	January 2026 • Provide a final report to summarize and analyze the information, identify key findings, and provide recommendations to address the findings, and, if appropriate, propose a delinquent billing reimbursement grant program for ambulance service providers, including criteria to consider as part of determining grant amounts.	December 2025 - January 2026 • Aggregate and analyze survey data using statistical and comparative methods. • Identify statewide trends, challenges, and outliers. • Evaluate the feasibility of a delinquent reimbursement grant program. January - February 2026 • Develop a comprehensive written report summarizing the study's findings, analysis, and recommendations. • Prepare and present the results to the Emergency Response Services Committee in Bismarck in February 2026.
Total cost	\$19,451	\$19,500

ATTACH:1



North Dakota Legislative Management

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September 10, 2025

TO: PROSPECTIVE AMBULANCE SERVICE PROVIDER STUDY CONSULTANTS

The North Dakota Legislative Management is seeking proposals for consultant services for assistance in its study of the feasibility and desirability of establishing a delinquent billing reimbursement grant system for ambulance service providers. The Legislative Management has assigned the study responsibilities to its interim Emergency Response Services Committee, Representative Jim Grueneich, Chairman. Your organization is invited to submit a proposal by Friday, October 10, 2025, for providing consulting services to the committee.

The selection of the consultant will be made by the Emergency Response Services Committee, subject to approval by the Legislative Management Chairman.

[Section 4 of House Bill No. 1322 \(2025\)](#) directs the study of the feasibility and desirability of establishing a delinquent billing reimbursement grant system for ambulance service providers. As part of the study, the committee is seeking to contract for assistance with conducting a survey of ambulance service providers to gather information, including:

1. The annual revenue of the ambulance service derived from billings, state grants, federal grants, donations or endowments, taxation, and other sources as well as the percentage for each source for the most recently completed fiscal year;
2. The annual expenses of the ambulance service by major category for the most recently completed fiscal year;
3. Anticipated vehicle or equipment asset purchases greater than \$5,000 in the next 5 years;
4. As of the end of the most recently completed fiscal year:
 - a. The total number of delinquent accounts along with the dollar value of delinquent accounts;
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 - c. The average length of delinquency for billing accounts, including the number and value of accounts 30, 60, and 90 days or more delinquent;
5. The amount of delinquent billings written off in the most recently completed fiscal year;
6. The number and value of accounts sent to a debt collection agency in the most recently completed fiscal year;
7. The amount of direct billings to individuals and insurance companies in the most recently completed fiscal year;

8. The total number of calls in the previous year and the number of calls that did not result in a patient transport;
9. The number of employees and volunteers who left the ambulance service in the most recently completed fiscal year and the reasons given for leaving;
10. Incentives that could encourage individuals to become a volunteer with the ambulance service; and
11. Additional questions the consultant determines are relevant.

Based on the information gathered from the surveys, the consultant must summarize and analyze the information, identify key findings, and provide recommendations to address the findings, and, if appropriate, propose a delinquent billing reimbursement grant program for ambulance service providers, including criteria to consider as part of determining grant amounts. The consultant will be expected to provide periodic updates to the Emergency Response Services Committee on the status of the project and on tentative findings and recommendations. The final written report is expected to be due by January 30, 2026. The consultant will be scheduled to present the final report to the committee in Bismarck, at a meeting likely in February 2026.

Each proposal should include:

1. Information on the individuals who would conduct the study, indicating educational and employment experiences, and the company's experience with ambulance service providers;
2. Representative samples or summaries of related studies conducted by the company and the status of the implementation of any recommendations; and
3. References for previous related studies.

Proposals must include a proposed contract amount, and be inclusive of all expenses. Consultants under contract for the state should be able to obtain lodging in the state at the rate provided by law for state government officials and employees (\$110 per night plus tax).

The Legislative Management intends to award contracts based on the information contained within the proposals received as well as information received from other sources. The Legislative Management reserves the right to accept or reject any or all proposals and to award contracts that the Legislative Management considers the most advantageous to the state.

If interested in submitting a proposal for providing these services, please submit the proposal to the Legislative Council office at the address below by Friday, October 10, 2025. The committee plans to meet later in October, at the State Capitol, Bismarck, North Dakota, to hear formal presentations from consultants submitting proposals.

The Legislative Council is the point of contact for this request for proposal. All consultant communications regarding the request for proposal should be directed to the Legislative Council.

Email correspondence:

Legislative Council - Keith Mantz
 Email: kmantz@ndlegis.gov
 Legislative Council - Casey Orvedal
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Postal correspondence:

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 State Capitol
 600 East Boulevard Avenue
 Bismarck, ND 58505

Telephone correspondence:
701-328-2916

The request for proposal, any amendments to the request for proposal, and all questions submitted with responses will be posted on the following website at <https://ndlegis.gov/rfps>. Interested consultants are encouraged to check that website periodically for any updates related to this request for proposal.

Sincerely,

Senator David Hogue
Chairman
Legislative Management

DH/CC