



City of Rocklin

Request for Proposals for Fire Services Standards of Coverage and Development of a Strategic Plan

Proposals Due No later than 5:00 p.m. on September 6, 2019

Submit Proposals to:

Rocklin Fire Department - Administrative Headquarters
RE: City of Rocklin Statement of Qualification for Fire Service Evaluation and Strategic Plan
3401 Crest Drive, Rocklin, CA 95765

OVERVIEW

The City of Rocklin requests proposals from qualified and responsible consultants to conduct an assessment of the Rocklin Fire Department's Standards of Response Coverage, and to assist with the development of a Strategic Plan for the City of Rocklin Fire Department.

The City of Rocklin Fire Department is an all-risk fire protection public agency that provides fire, emergency medical, hazardous materials response, and technical rescue services within a response area of 19.6 square miles. First responder EMS services are provided separately by American Medical Response (AMR). In 2018, the Department responded to 5,568 calls for service. Fire Department personnel consist of 35 sworn and 5 non-sworn to include a 1-Fire Chief, 3-Battalion Chiefs, 9-Captains, 10-Engineers, 9-Firefighter-Paramedics, 3-Firefighters, 1-Part-time Fire Inspector, 1-Contract Fire Inspector, 1-Fire Plans Examiner, and 2-Administrative Staff.

The City has prepared an outline of services, which includes a description of the City's Project Objectives, attached as Exhibit "1" to this Request for Proposals ("RFP").

INSTRUCTIONS

1. **Time and Place of Delivery of Proposals.** It is the Proposer's responsibility to ensure that the proposal is received by the City's Authorized Representative at the time and place identified on page 1 of the RFP. The proposer shall submit four (4) printed copies and one (1) electronic copy (Microsoft Word or Adobe Acrobat format preferred) of the proposal not later than 5:00 p.m. on September 6, 2019. The proposal shall be delivered in a sealed envelope to the address listed on page 1, marked "City of Rocklin Statement of Qualification for Fire Service Evaluation and Strategic Plan."
2. **Contents of Proposal.** The Proposer shall include in its proposal, at a minimum, the information outlined in this section in a manner which demonstrates the Proposer's competence and qualifications for the performance of the services identified in this RFP. The Proposer shall attach four separate exhibits to the cover letter proposal, including: (A) Scope of Services; (B) Statement of Qualifications; (C) Billing Rates; and (D) Terms of Service Agreement.
 - A. **Scope of Services.** Based upon the City's outline of services set forth in the RFP including Exhibit 1, the Proposer shall prepare a complete description of the scope of services which the Proposer intends to perform in order to achieve the project objectives. The Proposer may identify services which differ from the outline of services if the Proposer believes the changes will assist the City in more efficiently and effectively achieving the City's stated project objectives.

The Proposer's scope of services shall include, at a minimum, a description of the major components of services or phases of service, a description of the work product or "deliverables" to be provided by the Proposer to the City, and the expected time of completion for each component.

B. Statement of Qualifications. The proposer shall prepare a statement of qualification which identifies:

- i.** The size, stability, and capacity of Proposer's organization, including at a minimum, an identification of Proposers: (i) total number of years in operation; (ii) total current number of employees; (iii) number of office locations, including the location of each office; and (iv) number of the employees in the office location which is intended to provide the services described in this RFP.
- ii.** The Proposer's experience in performing services for projects of a similar size, scope and complexity as the services required by this RFP, including: (1) the number of years Proposer has been performing similar services; (2) a list projects for which Proposer has performed similar services in the past ten years; and (3) a recent sample of work for a Standards of Cover assessment, and a Fire Department Strategic Plan. The list of projects shall include at least 3 similar projects. For projects performed in the past five years, the list shall include the name, contact person, address, and phone number of each party for whom the service was provided, as well as a description of the service performed the dollar amount of the contract, and the date of performance.
- iii.** A list of the Proposer's principals, employees, agents and sub-consultants which the Proposer intends to assign to this Project. This list shall include a summary of the qualifications (including education, training, licenses and experience) of each individual; the approximate number of hours each will devote to the Project; and the type of work to be performed by each individual. The City will retain under its agreement with the successful Proposer the right of approval of all persons performing under the agreement.
- iv.** The Proposal shall demonstrate Proposer has sufficient skills and knowledge to perform the Project. Proposer shall demonstrate sufficient staff resources and skills that include knowledge and experience with:

 - Fire department deployment principles and practices
 - Fire department staffing practices
 - Fire department firefighter and civilian labor relations
 - Fire department performance measurement
 - Fire prevention, urban-wildland interface, and community risk reduction
 - Fire department dispatch and communications
 - Field operations for fire and emergency medical services
 - Fire services management practices
 - Department business practices and governance
 - Fire department fleet management

- Fire services technology
 - Use of live traffic analysis
 - Safety and training
 - Land use planning
- C. Billing Rates.** The Proposer shall prepare a schedule of billing rates which identifies: (1) a proposed rate for all services to be performed by the Proposer including hourly rates, services to be provided, and a description of any reimbursable charges; (2) a total “Not to Exceed,” costs for the performance of all services to be provided pursuant to this RFP; and (3) an estimated cost breakdown for each major component of service.
- D. Terms of Proposed Service Agreement.** The Proposer shall prepare a document identifying the terms of the proposed Services Agreement between the City and Proposer including: (1) specifically identifying any portions of the City’s standard form Services Agreement which the Proposer desires to amend; (2) disclosure of any past, ongoing, or potential conflicts of interest which the Consultant may have as a result of performing the work for this Project; and (3) identifying the Proposer’s ability to comply with the City’s insurance requirements.
- E. Concluding Statement.** Provide a concluding statement as to why the respondent is best qualified to meet the needs of the Department.
- F. Proposer’s Signature.** An authorized representative of the Proposer shall sign the proposal on a cover letter which: (1) identifies this project by name; (2) identifies the full legal name of the Proposer, along with the name of contact person, address, phone number and e-mail address, and (3) indicates Proposer’s willingness to comply with the procedures and requirements identified in this RFP.
- G. Inquiries/Request for Clarification of the RFP.** If any Proposer has any question regarding the meaning of any part of this RFP, or finds discrepancies in or omissions from this RFP, the Proposer shall submit a written request for an interpretation or clarification to the Fire Chief prior to the Questions in Writing Cut-Off Deadline on August 23, 2019 at 5:00 p.m.

CITY’S REVIEW OF PROPOSALS

After the proposals are received and opened by the City, the City will review and evaluate all proposals for responsiveness to the Request for Proposals in order to determine whether the Proposer possesses the qualifications necessary for the satisfactory performance of the services required. The City may also investigate qualifications of all Proposers to whom the award of agreement is contemplated, and the City may request clarifications of proposals directly from one or more Proposers. In reviewing the proposals, the City may consider the following:

1. The qualifications of the Proposer and its agents and employees, in completing projects of a similar type, size, and complexity. The City may consider Proposer’s timely and accurate completion of similar projects within budget.
2. The feasibility of the proposal based upon the methodology of the proposed scope of services, and the reasonableness of the schedule of billing rates.

3. Proposer's understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP.
4. Proposer's proposed language for the Services Agreement.
5. Any other information bearing on the Proposer's qualifications and ability to perform the services requested in this RFP.

AWARD OF THE AGREEMENT

Upon completion of the review period, the City shall notify those Proposers who will be considered for further evaluation and negotiation. All Proposers so notified shall participate in interviews and/or make presentations if requested by the City, and negotiate in good faith in accordance with direction received from the City. Any delay caused by the Proposer's failure to respond to direction from the City may lead to a rejection of the Proposal.

If the City determines, after further evaluation and negotiation, to award the Agreement, a Service Agreement shall be sent to the successful Proposer for the Proposer's signature. No proposal shall be binding upon the City until after the Agreement is signed by a duly authorized representative of both Consultant and the City.

The City reserves the right to reject any or all proposals, and to waive any irregularity. The award of the Agreement, if made by the City, will be based upon a total review and analysis of each proposal and projected costs.

Proposals are Public Records. Each proposer is hereby informed that, upon submittal of its proposal to the City in accordance with this RFP, the proposal is the property of the City. Unless otherwise compelled by a court order, the City will not disclose any proposal while the City conducts its deliberative process in accordance with the procedures identified in this RFP. However, after the City either awards an agreement to a successful proposer, or the City rejects all proposals, the city shall consider each proposal subject to the public disclosure requirements of the California Public Records Act, unless there is a legal exception to public disclosure. If a Proposer believes that any portion of its proposal is subject to a legal exception to public disclosure, the Proposer shall (1) clearly mark the relevant portions of its proposal "Confidential"; and (2) upon request from the City, identify the legal basis for exception from disclosure under the California Public Records Act; and (3) the Proposer shall defend, indemnify, and hold harmless the City regarding any claim by any third party for the public disclosure of the "Confidential" portion of the proposal.

RFP SCHEDULE

Questions in Writing Cut-Off _____	<u>August 23, 2019</u>
Proposals Due _____	<u>September 6, 2019</u>
Evaluation of Proposals _____	<u>September 9-16, 2019</u>
Interviews (if necessary) _____	<u>September 23-27, 2019</u>
Candidate Selection _____	<u>September 30, 2019</u>

The City reserves the right to adjust this schedule.

EXHIBIT "1" SCOPE OF SERVICES

I. Standards of Cover Assessment.

The deliverable for this scope of work is a Standards of Cover assessment report that is fully compliant with industry best practices in the field of deployment analysis. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. All methodology used in this Standard of Cover analysis of the Department will follow the methodology described in the "Standards of Response Coverage, published by the Commission on Fire Accreditation International (CFAI). The Standards of Cover Assessment will include but not be limited to:

Component A – General summary of the community and constituents served by the Department.

- Service area general population and demographics
- History, formation, and general description of the fire agency
- Governance and lines of authority
- Organizational design
- Operating budget, funding, fees, taxation, and financial resources
- Description of the current service delivery infrastructure

Component B – Analysis and summary of the services provided by the Department.

- Review and evaluation of calls for service demographics from an historical and live traffic perspective.
- Review and evaluate operational staffing levels and distribution of resources.
- Review and evaluate administration and support staffing levels, including an analysis of the Rocklin Fire Department hierarchy, distribution of workload, deployment, and management practices weighed against contemporary organization principles and business processes.
- Review the Rocklin Fire Department performance goals, objectives, and measures.

Component C – Examine the effectiveness of inter-jurisdictional response.

The area served by the Rocklin Fire Department is adjacent to partner agency providers. Today, those partnerships are established through mutual benefit agreements. The study shall evaluate the effectiveness and benefits of emergency services including services provided by the Rocklin Fire Department and by its partners.

Component D – Analysis and summary of the Community Risk.

Conduct an analysis of community fire protection risks, growth projections, and land uses and interpret their impact on emergency service planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economy value, building footprint densities, occupancy data, and demographic information should be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography and type.

Use local planning/zoning data combined with available Geographic Information System (GIS) data to evaluate the physical risks of the community to include:

- Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations.
- Topography including response barriers, elevation extremes, and open space/interface.
- Transportation network including roads, rail lines, airports, and waterways.
- Evaluation of physical assets protected.

An interpretation of available census and community development data must be provided indicating:

- Population history
- Census-based population and demographic information
- Community planning-based population information
- Transient population and demographic information
- Population density
- Community land use regulations
- Occupancy types by land use designation
- Hazardous substances and processes
- Non-structural risk categorization

Evaluate the current workload of the Rocklin Fire Department and relate that analysis to the previously described community risk.

Prepare a demand study that analyzes and geographically displays current service demands by incident type and temporal variation.

Prepare an analysis that will include a matrix showing the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with attention to:

- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks.
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks.
- Time standards that will provide for effective initiation of critical tasks and functions.
- Summary of current available resources in matrix format.

Component E – Review of Historical Fire Service System Performance.

Review and make observations regarding all areas involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

Distribution Study

Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems (GIS) software, with identification of service gaps and, redundancies in initial unit arrival.

Concentration Study

- o Analysis of response time capability to achieve full effective response force.
- o Analysis of company and staff distribution as related to effective response force assembly.

Reliability Study

- o Analysis of current workload, including unit hour utilization of individual companies.
- o Review of actual or estimated failure rates of individual companies.

o Analysis of call concurrency and impact on effective response force assembly (resource drawdown).

Capacity Study

A study of the maximum emergency service capability of the Department resources inclusive of auto aid and mutual aid resources.

Historical and Live Traffic Performance Summary

Analysis of actual fire service system reflex time performance, analyzed by individual components.

Component F – Performance Objectives and Measures.

An appropriate set of goals and objectives must be developed for the Department specific to the nature and type of risks identified as common and predictable to the community. The goals and objectives shall be developed with respect to the following:

- Distribution - Initial attack (first due) resources for risk-specific intervention.
- Concentration - Effective response force assembly or the initial resources necessary to stop the escalation of the emergency for each risk type.

Component G – Overview of Compliance Methodology.

Work with the Department's management team to develop a methodology that will allow the Department to continually measure future performance. This methodology shall include, but not necessarily be limited to:

- Records Management Systems (RMS) usage policies
- Assignment of oversight responsibilities
- Schedule of assessments
- Review requirements
- Department adopted metrics

Component H – Evaluation, Conclusions, and Recommendations to Policy Makers.

Develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous components at the most efficient cost. Recommendations shall be provided identifying the best long range strategy for service delivery and the impact of initiating such a strategy.

Develop one or more long range options for resource deployment that will improve the Department's level of service for the identified performance objectives and targets. This should include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities
- General locations of future necessary fire stations
- Selection and deployment of apparatus by type
- Service delivery recommendations, including; deployment of operational staffing

Evaluate and present in graphical and descriptive format for the deployment option(s):

- Degree of benefit to be gained through its implementation:
 - o Extent to which it achieves established performance targets
 - o Potential negative consequences

Component I – Develop and produce a draft version of the written report for review by the Department representatives.

The draft report shall include:

- An executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Detailed narrative analysis of each report component structured in easy to read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix.
- Supportive charts, graphs, and diagrams, where appropriate.
- Supportive maps, utilizing GIS analysis, as necessary.
- Appendices, exhibits, and attachments, as necessary.

Component J – Delivery of final written Standard of Cover Assessment Report.

Complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report.

If requested, present or assist with the presentation of the project report, and include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Supportive audio-visual presentation.
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- Opportunity for questions and answers, as needed.

All presentation materials, files, graphics, and written material will be provided to the Department at the conclusion of the presentation(s).

2. Organizational Strategic Plan Facilitation

The deliverable for the Strategic Plan scope of work will include the development of organizational Mission, Vision, and Values along with a comprehensive set of Goals, Objectives, and Critical Tasks that can be implemented throughout the Department. The professional consultant will facilitate the development of a Strategic Plan initiative that is linked to the recent Standard of Cover Assessment Report as a supporting plan of action along with other organizational initiatives.

Component A – Project Initiation & Scheduling

Develop a project plan and converse with the department’s project liaison to gain a comprehensive understanding of the goals and expectations for the strategic plan process. The project plan will be developed identifying:

- Local strategic planning team composition and recruitment
- Strategic planning workshop format
- Schedule
- Location and other logistical issues
- Potential impediments and organizational issues

This will also help to establish working relationships, make logistical arrangements, determine an appropriate line of communications, and finalize contractual arrangements.

Component B – Planning Workshop

Facilitate the development of an organizational strategic plan utilizing a local planning team (12 to 20 persons) that includes representatives of various levels and interests within the City.

Objective 1: Vision, Mission, and Values

Through the use of an experienced facilitator, guide the local planning team in the development of meaningful vision, mission, and values:

- Vision statements describe the way the organization views itself in the future.
- Mission statement describes the purpose for which the organization exists.
- Values enumerate the principles or ideas that are important to the members.

Facilitate discussions that ensure participation by all present in order to stimulate challenging thought processes, prevent tangential discussion, and move the group to consensus. Consensus identification of key internal standards creates the moral and practical guidelines of the organization.

Objective 2: Internal and External Assessments

Guide the local planning group through the honest and objective assessment of internal issues and the assessment of external challenges.

Objective 3: Goals and Objectives

Guide the local planning team in the establishment of goals and objectives, critical tasks, and timelines that are imperative to the organization and the participation of individual members.

Objective 4: Performance Measurements

Direct the local planning team in discussions regarding performance measures that assist the organization in measuring their progress toward the organizational vision.

Component C – Development and Review of Draft Project Report

Develop and produce a draft version of the written Strategic Plan report for review by the Department representatives. The draft report shall include:

- An executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Detailed narrative analysis of each report component structured in easy to read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix.
- Supportive charts, graphs, and diagrams, where appropriate.
- Supportive maps, utilizing GIS analysis, as necessary.
- Appendices, exhibits, and attachments, as necessary.

Component D – Delivery of Final Strategic Plan Document

Complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report.

If the Department identifies the need, a formal presentation of the project report shall be made by Department and consultant team member's to City and/or, elected officials, and/or the general public, and shall include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations.

- Supportive audio-visual presentation.
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- Opportunity for questions and answers, as needed.

All presentation materials, files, graphics, and written material will be provided to the Department at the conclusion of the presentation(s).