



Merced Fire Department
Standards of Cover/Strategic Plan

Request for Proposal

Billy Alcorn, Acting Fire Chief
Merced Fire Department
99 E. 16th Street
Merced, CA 95340

SECTION 1 – INTRODUCTION

The Merced Fire Department (MFD) is accepting proposals from qualified consultants (Proposer) to research, write, and produce a Standards of Cover assessment, a management/administrative assessment, and a Strategic Plan for the Merced Fire Department consistent with guidelines laid out by the Center for Public Safety Excellence. The intent of the MFD is to identify a qualified consultant that can offer the highest quality service at the lowest overall cost to the Department.

The Standards of Cover assessment, management/administrative assessment, and Strategic Plan are evaluations and analyses of the MFD and its operations and administrative workflows intended to achieve sustainability and prepare for future needs based on nationally recognized guidelines and best practices, federal and state mandates, and pertinent local and regional operating procedures.

The City of Merced is located in Merced County in California's Central Valley and located approximately 110 miles southeast of San Francisco and is known as the "Gateway to Yosemite". The City serves as the County Seat and is home to 81,722 persons with a population projected to be 116,800 in 2030. Merced is also home to the University of California's newest campus, UC Merced, which opened in 2005, becoming the 10th campus for the UC system. In 2012, with adoption of the *Merced Vision 2030 General Plan*, the City included the University Community Plan area within its proposed Sphere of Influence.

The City of Merced Fire Department (MFD) is a career fire department with a staff of 66 full time employees: one Fire Chief, one Fire Deputy Chief, three Fire Battalion Chiefs, 57 line personnel, one civilian Fire Marshal, one civilian Fire Inspector, and two secretaries. The personnel assigned to Operations are divided between three shift/platoons (A, B, C) consisting of 19 personnel staffing 5 engines and one truck company and the emergency units respond from 5 strategically located fire stations within the City 24 hours per day.

Operations personnel work a 48/96 schedule, starting at 8:00 a.m. and ending at 8:00 a.m. 48 hours later. The MFD is responsible for protecting more than 23 square miles and more than 45% of the population of Merced County. In 2015, the MFD responded to 9,282 calls for service. In addition to calls for service, personnel assigned to Operations also conduct annual occupancy inspections for triplexes and above, issuance of permits, public education demonstrations, hydrant flow testing, station maintenance, and daily training.

The MFD is an all risk fire department providing a full range of services to the incorporated areas within the city. The MFD also provides a fully trained and equipped technical rescue team for the entire County and aircraft fire protection services to the Merced Regional Airport.

The MFD provides fire protection services to the following critical infrastructures that are vital to the city, county and State of California: Major railways including Amtrak, Burlington Northern Santa Fe Railway, and Union Pacific Railroad. These railways run North and South through the City, carrying a wide array of commodities and hazardous materials. There are up to seventy two freight and passenger trains that pass through the City on a daily basis. Additionally, the MFD provides fire protection services to four major highways, one of which is a major north/south bound artery in California: State Highway 99. The other three highways receive traffic patterns increase seasonally as travellers pass through Merced to access Highway 99, Yosemite National Park, Los Angeles, San Francisco, and the Pacific Ocean.

A large underground natural gas delivery system (PG&E) passes through the center of Merced as well as an 8" petroleum pipeline, extending pipelines to the northern and southern portions of the state.

The continued growth of the UC Merced campus, which has no Fire Department, is outside of the city's jurisdiction, with a student population that exceeds 6,200 students and faculty/staff exceeding 1,400 has challenged the MFD in delivering fire protection services.

SECTION 2 – PROPOSAL SUBMISSION

Release Request for Proposal	November 16, 2016
Deadline for Proposer Questions	November 28, 2016, at 4:00 PM PDT
Proposals Due	December 9, 2016 at 5:00 PM PDT

The MFD will endeavour to administer the proposal process in accordance with the terms and dates outlined; however; the Department reserves the right to modify the activities, timeline, or any other aspect of the process at any time, as deemed necessary.

RFP and Attachments

This Request for Proposal (RFP) in its entirety is available on the MFD website at https://www.cityofmerced.org/depts/fire/request_for_proposals/default.asp. It is the Proposer's responsibility to check back on the website for any addenda that may be issued prior to the proposal due date.

Inquires

All inquiries related to this RFQ are to be directed, in writing, to Billy Alcorn, at alcornb@cityofmerced.org. **All inquiries must be received by 4:00 PM, Pacific Standard Time, on Monday, November 28, 2016.** Inquiries will be answered via e-mail. Information obtained from any other source is not official and should not be relied upon by respondents.

Proposal Submission

Submit one signed original and four (4) copies of the proposal. Mark the original "MASTER COPY". If discrepancies between two or more copies of the proposal are noted, the Master Copy shall be used as the basis for resolving any discrepancies. All proposals, whether accepted or rejected, shall become the property of the Department upon submission.

Proposals must be received no later than 5:00 PM Pacific Standard Time, on Friday, December 9, 2016. Proposals received after this time and date will not be considered. Faxed or electronic proposals will not be accepted. Proposals must be submitted to:

Billy Alcorn, Acting Fire Chief
City of Merced Fire Department
99 E. 16th Street
Merced, CA 95340

SECTION 3 – SELECTION PROCESS

Evaluation of Proposals

All proposals submitted will be reviewed by an evaluation panel. Overall responsiveness to the RFP is an essential factor in the evaluation process. At the completion of the proposal review, top ranking Proposers may be asked to provide a presentation and demonstration of services and product to the evaluation panel on December 19, 2016. Additional information may be requested at this time.

The panel will select the provider which best fulfils the Department's requirements and represents the best value to the MFD. No single factor will determine the final award decision.

Determination of best value to the MFD shall be based upon, but not limited to, the following:

1. Qualifications and experience researching, writing, and producing Standards of Cover and Strategic Plans for government agencies with similar services and size to the MFD.
2. Performance (quality and efficiency) producing Standards of Cover and Strategic Plans to government agencies with similar services and size to the MFD.
3. Industry knowledge of Standards of Cover and Strategic Plans.
4. Service availability, ease of process, customer service, and convenience.
5. Proven systems in place for timely communication and follow-up.
6. Ability to provide efficient, user-friendly services and support.
7. Cost.

Terms of Agreement

1. When a provider has been accepted by the MFD, contract negotiations will begin to determine final pricing and contract form. If a contract cannot be negotiated for any reason, another provider may be selected.
2. Contractors will be required to obtain, and during the terms of the contract maintain, insurance policies as detailed in Attachment A – Insurance Requirements.
3. Contractors that employ any person or persons to fulfil this contract will be required to have a policy of Worker's Compensation Insurance as required by the Labor Code of the State of California.
4. The successful Contractor shall commence work after the transmittal of a fully executed contract.

SECTION 4 – SCOPE OF SERVICES

Services to be Provided

1. Complete a Standards of Cover for the MFD
 - a. Describe community served.
 - b. Review services provided.
 - c. Complete analysis of existing station location and apparatus deployment.
 - d. Review community expectations and performance goals.
 - e. Overview of community risk assessment.
 - f. Complete analysis of current operations.
 - g. Review historical system performance.
 - h. Establish performance objectives, including measures, objectives, and compliance methodology.

- i. Develop viable alternatives for providing emergency and non-emergency response services with the geographic and financial resource limitations of the MFD, if any.
2. Complete a Management/Administrative Assessment for the MFD.
3. Complete a Strategic Plan for the MFD.
 - a. Describe community served.
 - b. Complete analysis of current mission, values, programs, and services.
 - c. Complete analysis of strengths, weaknesses, and opportunities.
 - d. Establish critical issues and service gaps.
 - e. Develop strategic initiatives.
 - f. Develop vision, goals, and objectives.
 - g. Establish performance measures.

The Provider Must

1. Have knowledge of the fire service including line operations, fire prevention, and administration.
2. Have knowledge of industry accepted best practices and procedures, including, but not limited to, National Fire Protection Agency guidelines, Committee for Accreditation International guidelines, and California Firefighter’s Association standards.

SECTION 5 – PROPOSAL REQUIREMENTS

General Information

1. If a service requirement or section of the proposal cannot be met by a Proposer, then “No Proposal” should be indicated in the relevant section of the proposal. An alternative equivalent service may be proposed.
2. If a service is provided by a third party, indicate this clearly in the appropriate section, and include the name of the company that will be providing the service.
3. Provide all costs associated with all requested services and any recommended service enhancements in the Cost Proposal.

SECTION 6 – PROPOSAL FORMAT AND CONTENT

Proposals must follow prescribed format. Do not include any extraneous or marketing material. Proposals shall include sections using the titles as shown below.

Cover Letter

1. Legal name and address of the Proposer
2. Address where contract will be housed
3. Website address of Provider
4. Signature of the individual who is authorized to bind the Provider contractually
5. Confirmation of the receipt of the RFP and all addenda thereto
6. Statement that the proposal is valid for a 60-day period from the proposal due date
7. Name, title, address, telephone number, and e-mail address of the individual to whom correspondence and other contacts should be directed during the selection process.

References

Provide three (3) local government agencies in which Standards of Cover or Strategic Plan development services have been provided that are of similar size, and with similar scope of services as the MFD. Include the following information for each reference:

1. Contact name and title
2. Name and address of government agency/business
3. Telephone number and e-mail address of contact
4. Services provided by the agency

Written Response

1. Profile – General overview of corporate structure including the unit that will provide support for this contract.
2. Experience – Experience in providing Standards of Cover and Strategic Planning consulting services to public agencies of similar size and services as the MFD.
3. Qualifications – Qualifications to provide consulting services to the Department including, but not limited to, certifications, licenses, professional association memberships, training, knowledge of industry standards, and expertise with the fire service in California and the United States. Describe what sets the provider's services apart from others.
4. Service Availability – Include hours of operation, and after-hours availability.
5. Process – Explain the process, step-by-step, by which the Standards of Cover, Management/Administrative Assessment, and Strategic Plan will be researched, developed, and written.
6. Implementation Plan – Plan for implementing the contracted services including tasks required by the Department and the Provider.
7. Service Enhancements – Please include any service enhancements, additional services, or alternate approaches to the requested services, where feasible, which may not be specifically requested, but of benefit to the Department.
8. Community Involvement – Please provide examples of the provider's community involvement.

Cost Proposal

Provide an itemized list of potential procedures and associated costs to fulfil the Scope of Services (Section 4) for the Standards of Cover, the Management/Administrative Assessment, and the Strategic Plan. Under each, list each procedure that will be included and the associated cost. If there are services offered under a category that are no cost to the MFD, please indicate the services in the list with N/A for cost. Please include the signature of the individual who is authorized to bind the Proposer contractually on the Cost Proposal.

SECTION 7 – GENERAL INFORMATION

Notice to Proposer

The RFP does not constitute a contract or offer of employment. The cost of preparation and submission of proposals shall be the obligation of the Proposers.

Rejection of Proposals

The MFD reserves the right to reject any or all of the proposals and further reserves the right to waive any informalities or irregularities in any proposal. Proposals that do not address the requirements will be considered non-compliant and will not be reviewed or rated.

Protest of Bid Process

Any Proposer who wishes to file a complaint about the bid process, selection process, or method of award may do so in writing. Protest letters must be submitted to the contact person within ten (10) days of awarding the contract.

Discrepancy or Other Errors in RFP

If a Proposer perceives a discrepancy, conflict, omission, or error amongst terms within the RFP or between the RFP and any other relevant documents, the Proposer shall immediately and timely notify the MFD in writing of the specific problem(s) perceived. Notice of any modification made by the MFD to relevant documents at issue will be sent to all parties who were sent an RFP and of which the MFD is aware.

If a Proposer fails to timely notify the MFD of the perceived error prior to the date and time stated for submission of proposals, the proposal shall be submitted at the Proposer's own risk, and if awarded the contract, the contractor shall not be entitled to additional compensation, damages, or time by reason of any and all perceived errors or their later correction.

Conflict of Interest

The MFD defines a conflict of interest as:

"A conflict of interest exists wherever an individual could benefit directly or indirectly from access to information or from a decision over which they may have influence and also includes a perceived conflict where someone might reasonably perceive there to be such benefit and influence. A conflict of interest occurs when a staff member or consultant attempts to promote a private or personal interest that results in an interference with the objective exercise of their job responsibilities, or gains any advantage by virtue of his/her position with the MFD or businesses, consultants, or individuals doing business with the City of Merced or the MFD. Conflicts of interest may be real, potential or perceived."

The respondent should disclose conflicts of interest, in writing, to the review committee who will consider the nature of the respondent's responsibilities and the degree of potential or apparent conflict in deciding the course of action that the respondent needs to take to remedy the conflict of interest.

Limitations

The MFD reserves the right to reject any or all proposals and to waive any and all irregularities to choose the successful respondent and may amend the scope of this RFP at any time and in any manner, which in its opinion, best serves the MFD's interests. The MFD expects to complete its evaluation process to select a qualified respondent, but reserves the right to change key dates and action as the need arises. The MFD intends to award the project to one respondent, however, the MFD retains the right to award one or more separate contracts to one or more respondents, at the MFD's sole discretion. The proposals in response to this RFP will become the property of the MFD and may be used by the MFD in any way it deems appropriate. The MFD reserves the unqualified right to modify and/or suspend any and all aspects of the RFP, to request further information from any firm or person responding to the RFP, to waive any defect as to form or content of this RFP or any response thereto, to extend deadlines for accepting responses or accept amendments to responses after expiration of deadlines and to reject any and all responses to the RFP.

No individual or firm responding to this RFP shall obtain any claim or right of action against the Department by reason of any aspect of the RFP, defects or abnormalities contained herein, defects or abnormalities in the selection process, the rejection of any proposal, the acceptance of any proposal, any statements, representation, acts or omissions of the Department, the exercise of any discretion by the Department in connection with any of the foregoing, or any and all other matters arising out of all or any of the foregoing.

The Department shall not be obligated to respond to any proposal submitted, nor be legally bound in any manner by submission of the proposal.

The Department is not required to accept the lowest price proposal. A variety of factors will be evaluated to determine the most advantageous proposal based on, for example, experience, financial strength, technical capability, costs and performance.

All costs of preparing and submitting responses to this RFP shall be borne by the Respondent and not the Department.