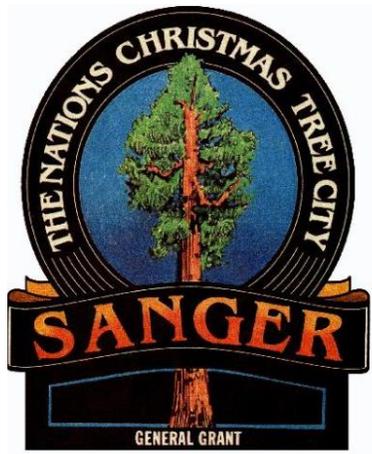


CITY OF SANGER

REQUEST FOR PROPOSALS (RFP)
For
STANDARDS OF COVER DOCUMENT
And
COMMUNITY RISK ASSESSMENT

September 24, 2018



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Director of Administrative Services
City of Sanger
1700 7th Street
Sanger, CA 93657

Greg Tarascou, CFO
Fire Chief
City of Sanger
1700 7th Street
Sanger, CA 93657

Section 1 – Introduction

The City of Sanger is accepting proposals from qualified consultants (Proposer) to research, write, and produce a Standards of Cover assessment and a community risk assessment for the Sanger Fire Department (SFD) consistent with the guidelines set forth by the Center for Public Safety Excellence. The intent of the RFP process 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 and community risk assessment are evaluations and analyses of the SFD's 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 Sanger is located in Fresno County in California's Central Valley approximately 16 miles east of Fresno and is known as the "Nation's Christmas Tree City". The City is home to approximately 25,161 residents within the City reflective of a 3.7% increase over the last seven years¹. Currently, the City's General Plan is being updated; however, it does not reflect an expansion of the City's current sphere of influence. There is a current process undertaken for further annexation to the northern end of the City by the end of this fiscal year.

The City of Sanger Fire Department is a career fire department with a staff of 28 full time employees: one Fire Chief, one Community Risk Reduction Officer (Administrative Captain), 24 line personnel, one Administrative Secretary and one Account Clerk II. The personnel are assigned to Operations are divided between three shifts/platoons (A, B, and C) consisting of eight personnel staffing two fire engines and two advanced life support ambulances responding from one fire station located within the middle of the City 24 hours per day. The SFD provides a multitude of services including the traditional fire suppression and rescue activities, engine-based Paramedic services, two Paramedic ambulances, fire prevention, community risk reduction and training, fire investigations, disaster preparedness including a Community Emergency Response Team, and training with a strong emphasis on public education programs.

Operations personnel work a 48/96 schedule, starting at 0745 and ending at 0745 approximately 48 hours later. The SFD is responsible for protecting approximately 6 square miles of the City of Sanger with fire suppression, prevention and operations including advanced life support ambulance services. In addition, the City of Sanger is responsible for two automatic aid agreements: one with the Fresno County Fire Protection District for fire suppression services within three miles outside of the city limits and an agreement with the Cities of Selma and Kingsburg to provide like fire suppression services within their respective cities. Lastly the SFD is responsible for an additional 150 square miles of eastern

¹ <https://www.census.gov/quickfacts/fact/table/sangercitycalifornia,US/PST040217>

Fresno County for advanced life support ambulance services through an agreement with the County of Fresno.

In 2017 the SFD responded to 4,088 calls for service. In addition to calls for service, personnel assigned to Operations also conduct annual inspections, public education demonstrations, hydrant flow testing, station maintenance, vehicle maintenance and daily training. Lastly, each Fire Captain within the Department has ancillary administrative duties, such as fleet maintenance, training and logistical support.

The SFD provides fire protection services to the following critical infrastructures that are vital to the city, county and State of California. The City has major railway of the San Joaquin Railroad with a track running through the eastern part of Sanger that transports commodities such as hazardous materials, lumber, grain and different powder chemicals at least once per day. Additionally, the SFD provides fire protection services to two major roadways within Fresno County: State Highway 180 and Academy Avenue. State Highway 180 is an east/west directional four-lane separated highway that has been designated as a scenic highway by the California Department of Transportation and is one of the major access points to the Kings Canyon National Park and Sequoia National Park. This major roadway has daily traffic flows of 11,000 vehicles per day travelling on State Highway 180 past Sanger's Academy Avenue. This intersection of 180 and Academy Avenue will be annexed into the City during the fiscal year 2018-2019.

Academy Avenue is a north/south directional, four-lane roadway that connects State Highway 99 just south of the City of Kingsburg to State Highway 180 for tourists that are headed to the National Parks. This roadway runs almost through the center of Sanger with an estimated 14,000 vehicles traveling through Sanger daily.

The SFD also has the primary responsibility for a major communications hub for Frontier Communications within the downtown area. This communications hub is responsible for phone, Internet and 9-1-1 services for the City of Sanger as well as the phone and Internet services for the Fresno County Fire Protection District headquarters located within the sphere of influence.

Lastly, the SFD provides fire protection services to a large 8" high-pressure natural gas line located within the southern area of the City that branch into distribution lines within a neighborhood. Pacific Gas and Electric has identified two locations of a High Consequence Area (HCA) within a specified distance of this transmission pipeline.

Section 2 – Proposal Submission

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|---------------------------------|--------------------------------|
| Release Request for Proposal | September 24, 2018 |
| Deadline for Proposer Questions | October 8, 2018 at 5:00pm PST |
| Proposals Due | October 22, 2018 at 5:00pm PST |

The City will endeavor to administer the proposal process in accordance with the terms and dates outlined; however, it 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 in its entirety can be accessed on the City's website at <http://www.cityofsanger.net>. 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.

Inquiries

All inquiries related to this RFP are to be directed in writing to Greg Tarascou, Fire Chief at GregT@ci.sanger.ca.us. **All inquiries must be received by 5:00pm Pacific Standard Time on Monday, October 8, 2018.** 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 City upon submission.

Sealed proposals must be received no later than 5:00pm Pacific Standard Time on Monday, October 22, 2018, and identified by a request-for-proposal number. Proposals received after this time will not be considered. Faxed or electronic proposals will not be accepted. Proposals must be submitted to:

Gary Watahira, Purchasing Agent
City of Sanger
1700 7th Street
Sanger, CA 93657

Section 3 – Selection Process

Evaluation of Proposals

An Evaluation Panel will review all proposals submitted. 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 produce to the Evaluation Panel on Friday, October 26, 2018. The Evaluation Panel may request additional information at this time.

The Evaluation Panel will select the provider which best fulfills the Department's requirements and represents the best value to the City. No single factor will determine the final award decision.

The criteria that the Evaluation Panel will use to evaluate the proposals are set forth below together with the relative importance of price and other factors:

1. Qualifications and experience researching, writing, and producing Standards of Cover and community risk assessment reports for government agencies with similar services and size to the SFD,
2. Performance (quality and efficiency) producing a Standards of Cover and community risk assessment documents to government agencies with similar services and size to the SFD.,
3. Industry knowledge of a Standards of Cover document and community risk assessments,
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. Fee Structure, and;
8. Responsiveness.

Terms of Agreement

1. When a Proposer has been accepted by the SFD, contract negotiations will begin to determine final pricing and contract form. If a contract cannot be negotiated for any reason, another Proposer may be selected.
2. Contractors that employ any person or persons to fulfill 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.
3. The successful Contractor shall commence work after the transmittal of a fully executed contract.

Section 4 – Scope of Services

Services To Be Provided

Element 1 – General Summary of the Community Served

1. Service areas for the SFD's fire and emergency medical service response area population and demographics.
2. Organizational design.
3. Operating budgets, funding, fees, taxation and financial resources.
4. Description of the current service delivery infrastructure.

Element 2 – Analysis and Summary of the Services Provided by the SFD

1. Review and evaluation of calls for service demographics from a historical and current perspective.
2. Review and evaluate operational staffing levels and distribution of resources.
3. Review and evaluate administration and support staffing levels.
4. Review SFD's performance goals, objectives and measures.

Element 3 – Examine the Effectiveness of Inter-jurisdictional Response

The area served by the SFD is adjacent to different partner agency providers, where these providers of emergency services within the County desire to provide the most effective services in most cases irrespective of jurisdictional responsibility. Today, these partnerships are established through contracted services or mutual benefit agreements. The study shall evaluate the effectiveness and benefits of emergency services including services provided by SFD and by its partners.

Element 4 – Analysis and Summary of the Community Risk

The Proposer will 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.

The Proposer will engage the use of local planning/zoning data combined with available Geographic Information System (GIS) data to evaluate the physical risks of the community to include:

1. Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations.
2. Transportation network including roads, rail lines and waterways within the City limits and sphere of influence.
3. Evaluation of physical assets protected.

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

1. Population history.
2. Census-based population and demographic information.
3. Community planning-based population information.
4. Transient population and demographic information.
5. Population density.
6. Community land use regulations.
7. Hazardous substances and processes.
8. Non-structural risk categorization.

The Proposer will evaluate the current workload of the SFD and relate that analysis to the previously described community risk:

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

The Proposer will 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:

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

Element 5 – Review of Historical System Performance

The Proposer will 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:

1. Distribution Study
 - a. An 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.
2. Concentration Study
 - a. An analysis of response time capability to achieve full effective response force.
 - b. An analysis of company and staff distribution as related to effective response force assembly.
3. Reliability Study
 - a. An analysis of current workload, including unit hour utilization of individual fire and EMS companies.
 - b. A review of actual or estimated failure rates of individual companies.
 - c. An analysis of call concurrency and impact on effective response force assembly (resource drawdown).
4. Capacity Study
 - a. A study of the maximum emergency service capability of the SFD resources inclusive of contract and automatic aid resources.
5. Live Traffic Performance Study
 - a. An analysis of actual and historical system reflex time performance, analyzed by individual components including but not limited to call processing time, turnout time, travel time, total response time and effective response force.
6. Historical Study
 - a. A review and analysis of the history of call locations, including but not limited to skilled nursing facilities, clinics, residences and commercial properties.

Element 6 – Performance Objectives and Measures

The Proposer will prepare an appropriate set of goals and objectives for the SFD 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:

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

Element 7 – Overview of Compliance Methodology

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

1. Records Management Systems (RMS) usage policies.
2. Assignment of oversight responsibilities.
3. Schedule of assessments.
4. Review requirements.

Element 8 – Evaluation, Conclusions and Recommendations to Policy Makers

The Proposer will develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum level of service identified in the previous task 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.

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

1. Any relocation or expansion of existing facilities.
2. General locations of future necessary fire stations.
3. Selection and deployment of apparatus by type.
4. Service delivery recommendations, including deployment of operational staffing.

The Proposer will also evaluate and present in graphical and descriptive format for the deployment option(s):

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

Development and Review of Draft Project Report

The Proposer will develop and produce a draft version of the written report for review by SFD representatives. Feedback is a critical part of this project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. Review of the draft may be performed through web-based video conferencing. The draft report shall include:

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

5. Supportive maps, utilizing GIS analysis, as necessary.
6. Appendices, exhibits and attachments, as necessary.

Delivery of Final Standards of Cover Document

The Proposer will complete any necessary revisions of the draft and produce ten (10) publication-quality bound, final version of the written report.

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

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

Proposer Must:

1. Consultant shall demonstrate sufficient staff resources and skills that include knowledge and experience with:
 - a. Fire Department deployment principles and practices.
 - b. Fire Department line operations and staffing practices.
 - c. Fire Department firefighter and civilian labor relations.
 - d. Fire Department performance measurement.
 - e. Fire prevention, wildland-urban interface and community risk reduction.
 - f. Fire Department dispatch and communications.
 - g. Advanced life support ambulance deployment and delivery models
 - h. Fire services management practices.
 - i. Fire Department fleet management.
 - j. Fire services technology.
 - k. Safety and training, land-use planning and strategic, master and business planning.
2. Have knowledge of industry accepted best practices and procedures, including, but not limited to, National Fire Protection Association (NFPA) guidelines, Insurance Services Office (ISO), Committee on Fire Accreditation International (CFAI) guidelines, Center for Public Safety Excellence (CPSE) guidelines, CAL-OSHA, International Association of Fire Fighters (IAFF), International Association of Fire Chiefs (IAFC) and other best practices in the Fire Service.

Section 5 – Proposal Requirements

General Information

1. If a service requirement or section for 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 the Proposer.
4. Signature of the individual who is authorized to bind the Proposer 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 email 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 a Standards of Cover assessment and community risk assessment has been provided that are of similar size, and with similar scope of services as the SFD. Include the following information for each reference:

1. Contact name and title.
2. Name and address of government agency/business.
3. Telephone number and email 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 a Standards of Cover and community risk assessment.
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 the 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 assessment and community risk assessment will be researched, developed and written.
6. Implementation Plan – Plan for implementing the contracted services including tasks required by the Department and the Provider with a proposed time schedule.

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 fulfill the Scope of Services (Section 4) for the Standards of Cover assessment. 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 SFD, 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 City 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 prior to the time and date set for the City Council’s awarding of the contract.

Discrepancy of Other Errors in RFP

If a Proposer perceives a discrepancy, conflict, omission, or error in the RFP, the Proposer shall immediately and timely notify Greg Tarascou, Fire Chief at GregT@ci.sanger.ca.us in writing of the specific problem(s) perceived. Notice of any modification made by the SFD to relevant documents at issue will be sent to all parties who were sent an RFP and of which the SFD is aware.

If a Proposer fails to timely notify the City 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.

Public Record

Proposers are advised that all information contained in proposals submitted in response to this solicitation shall become a matter of public record upon contract award, and be made available upon request, unless otherwise marked. The Proposer must identify, in writing, all copyrighted material, trade secrets or other proprietary information the Proposer claims are exempt from disclosure pursuant to the California Public Records Act. The Proposer who claims such an exemption must also state in the proposal that, "The Proposer agrees to indemnify and hold harmless the City and its officers, employees and agents from any claims, liability or damages against the City and to defend any actions brought against the City for its refusal to disclose such material, trade secrets or other proprietary information to any party."

Business License

The selected service provider, and any subconsultant(s), shall obtain a valid, current City of Sanger Business License on or before their commencement of work.

Indemnification

As appropriate, indemnification provisions will be incorporated in the Consultant Services Agreement, which will be executed between the provider selected for the services and the City.

Conflict of Interest

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 City of Sanger or the SFD or businesses, consultants, or individuals doing business with the City of Sanger or the SFD. 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.

No official, officer, or employee of the City of Sanger or of a local public body during his/her tenure or for one year thereafter shall have any interest, direct or indirect, in this contract or the proceeds thereof. Furthermore, the parties hereto covenant and agree that to their knowledge, no board member, officer or employee of the City of Sanger has any interest, whether contractual, non-contractual, financial or otherwise, in this transaction, or in the business of the contracting party other than the City of Sanger, and that if any such interest comes to the knowledge of either party at any time, a full and complete disclosure of such information will be made in writing to the other party or parties, even if such interest would

not be considered a conflict of interest under Article 4 (commencing with Section 1090) or Article 4.6 (commencing with Section 1120) of Division 4 of Title 1 of the Government Code of the State of California.

Americans with Disabilities

The provider and all subcontractors shall comply with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. 12101 et seq.) which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA.

Drug-Free Workplace Requirements

The Provider and all subcontractors shall comply with the requirements of the Drug-Free Workplace Act of 1990 (Government Code Sections 8350 et seq.).

Small and Disadvantaged Businesses

The City of Sanger hereby notifies all proposers that it will affirmatively ensure that minority business enterprises will be afforded full opportunity and consideration when submitting proposals in response to this invitation and will not be discriminated against on the grounds of race, color, sex, creed, or national origin when reviewing the proposals for award of contract.

Disputes

Any controversy or claim arising out of or relating to the provisions of this Agreement or the breach thereof shall be settled by arbitration, in accordance with the Rules of the American Arbitration Association, unless the parties agree, in writing, to some other form of alternative dispute resolution.

Limitations

The City 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 City's interests. The City 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 City intends to award the project to one respondent; however, it retains the right to award one or more separate contracts to one or more respondents, at its sole discretion. The proposals in response to this RFP will become the property of the City and may be used by the City in any way it deems appropriate. The City 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.

All costs of preparing and submitting responses to this RFP shall be borne by the Respondent Proposer.