

Trenton Fire Department
300 N. Miami St
Trenton Ohio, 45067



Darrell Yater
Fire Chief

REQUEST FOR PROPOSAL

Consulting Services

Fire Department Staffing / Operations Study

1.) Intent

The City of Trenton Fire Department is soliciting proposals from qualified firms or individuals to provide consulting services for a COMPREHENSIVE FIRE DEPARTMENT STAFFING /OPERATIONS STUDY. The purpose of the study is to evaluate the Fire Department's current daily citywide shift staffing level and evaluate the efficiency, effectiveness, and the current operations and future needs of the Department. The consulting firm shall evaluate what is required to provide adequate fire service including, but not limited to; current "shift staffing" levels. The study shall include: risk(s) associated with the change(s), staffing needs, operations changes and recommendations of proper staffing levels. The study shall demonstrate a clear understanding of the implications resulting from the proposed increase in population, additional commercial business and impact on the Fire Department budget. The fire department operates from a fire levy that was passed in 2012 and does not receive any money from the city's general fund.

2.) PROPOSAL DUE DATE

Proposals will be accepted up until 3pm **March 22, 2021** in the fire department, City of Trenton Fire Department, 300 N. Miami St., Ohio 45067 and must be mailed to the attention of Darrell Yater, Fire Chief or via e-mail to, dyater@ci.trenton.oh.us.

Questions regarding this RFP shall be submitted in writing, via e-mail to: Darrell Yater Dyater@ci.trenton.oh.us no later than **3pm, March 15, 2021**. Verbal questions and or answers shall not be binding.

The City reserves the right to amend the RFP based on questions and issues raised at any time prior to the RFP submission deadline

3.) GENERAL INFORMATION

The City of Trenton is a full service city located approximately 30 miles North of Cincinnati, Ohio. The City has an estimated population of 13,200 (2020 census) of varied social and economic backgrounds and is approximately 4.5 square miles. Trenton lies along the west bank of the Great Miami River. Trenton Fire Department is tasked with providing fire protection as well as rescue and emergency medical services to the citizens and businesses of Trenton.

Trenton Fire Department originally began as an all-volunteer department in 1901. In 1914 a Ford Model-T was purchased to replace the original horse-drawn pumper. In 1938 the Fire Department bought a 1937 Ford fire truck to better suit the needs of the public. On March 30, 1964, the Trenton Rescue Squad, a private organization, was organized to provide the citizens with Emergency Medical Services (EMS) care for the first time.

In 1994 TRS advanced to providing Paramedic level of care. This continued until November 1, 2006, when the city council voted to give primary EMS responses to the Trenton Fire Department which was a volunteer department. In 2011 the City hired a part time Fire Chief to help move the department from volunteer EMS to On Call and Part time. In 2013 the Fire Department became a combination department and began staffing 3 firefighter/ EMTs to provide EMS and Fire Suppression on a first emergency first response.

In 2017, a new fire station was constructed and all operations were moved to the new fire station. Two smaller, inadequate stations were closed and the buildings were repurposed for other City services.

The composition of Fire Department personnel as of January 11, 2021 can be seen as follows:

1	Fire Chief, Part time
1	Asst. Fire Chief PT/Vol
3	Captains, PT/Vol
4	Lieutenants, PT/Vol
25	Firefighter / EMS, PT/Vol
2	EMS Only, Pt/Vol
36	Total Departmental Staff

The fire department provides fire suppression, rescue operations, vehicle extrication and fire safety inspections, building pre-planning and emergency medical services.

4.) SCOPE OF WORK

The objective of this study is to conduct a comprehensive study of the operations and staffing level of the Trenton Fire Department with emphasis to ensure that the fire department is meeting the community fire service and medical needs and expectations.

This study shall include a review of all services provided, resources allocated to each service area, organizational structure, communications, proper staffing levels, and the managerial structure and personnel. The consultant should also consider any impact on the county mutual aid agreement.

The comprehensive study will be utilized to inform the City of Trenton of realistic recommendations for managing and operating the TFD more efficiently and effectively and shall also answer questions in regard to operations and staffing - along with plans for implementation:

- What is the number of on-duty personnel per shift needed to be considered adequate for current needs and industry standards?
- If additional personnel are needed, how does Full time vs Part time personnel figure into available resources, training, safety and retention.
- Does the current operation meet current needs?

Most importantly, the study shall be an objective, unbiased assessment that is driven by data, national industry standards (e.g. NFPA, ISO, NIST, etc.), and best practices of the organization as it is currently, coupled with a future vision.

The desired outcomes from the completion of this assessment include:

- Establish a baseline of the TFD's current performance from which to measure the current operation to the increase of population and business growth and how it will affect the entire City. Including, but not limited to; response, personnel, facilities, apparatus, training and code enforcement.
- Make realistic and practical recommendations for increasing organizational effectiveness and efficiency. Recommendations must be supported by applicable data and recognized industry standards.
- A draft and final presentation of the study to the Fire Chief and City Leaders.

The City desires a comprehensive study of the TFD to review and understand the current and future manning/staffing needs required to adequately protect the lives and property of Trenton residents and visitors, while minimizing the risk of injuries and other harm to firefighters. This study shall represent a unique challenge as the outcomes of any study must maintain or improve the service levels currently given to the residents of the City. Any consultant must be aware that this contract may involve a high-level of public scrutiny, and must be prepared to keep all interested parties informed of progress.

The TFD shall be evaluated against applicable industry standards, best practices, and comparisons of similar fire agencies.

City Risk Assessment

- Housing stock (new, proposed, and existing)
- Population and demographic changes/movement (individuals, businesses, families)
- Demand on the system (current and projected)
- Identify risks in relation to the City's ability to control and/or minimize such risks
- Probability of event scenarios that require a response exceeding certain minimum staffing levels, personnel and apparatus required to respond, and distribution of responses by fire house.
- Response times, how are they affected?
- Probability of impact on ISO rating and associated private insurance costs resulting from the increase in density, population, types of buildings (new, proposed, and existing) and types of occupancies (e.g. high-rise buildings, hazardous, senior living and new commercial businesses).

Fire Service Operations

- Overall deployment and supervision
- Station staffing
- Manning/staffing levels –per response
- Assess needed changes for responses, e.g. single family, commercial structures/businesses.
- Assess simultaneous responses, effect in other locations
- Availability of Automatic/Mutual Aid Agencies

Emergency Medical Services

- Overall deployment and supervision
- Station staffing
- Performance evaluation
- Assess simultaneous responses, effect in other locations

Other

- Provide any other input or assessments of potential improvements to the TFD.

Deliverables

The final report shall:

1. Include an analysis and recommendations guided by industry best practices and recognized national industry standards.
2. Determine the feasibility and pace of changes. Final recommendations shall separate each problem area into distinct and logical phases separated by major decision points, and shall address:
 - Prioritization of an implementation plan (short and long term)
 - Describe potential impacts of *not* following each recommendation
 - Possible improvements/decrements in operational effectiveness and readiness to be gained
 - Performance gains/trade-offs resulting from implementation of recommendations
 - Operational impacts from implementing recommendations
 - Timelines and scheduling for implementing changes
 - Strategy for overall implementation
 - Methods for delivery of services
 - Personnel safety and health
 - Compliance with applicable NFPA and other industry standards
 - Performance monitoring
 - Response times, unit availability
 - Future needs
 - Effects on training and code enforcement from increased call volume.
3. **A draft of the final document shall be delivered no later than September 1, 2021**
4. **The final report shall be delivered no later than October 1, 2021**

5.) QUALIFICATIONS AND EXPERIENCE

Minimum qualifications are required for a Consultant to be eligible to submit an RFP. Responses must clearly show compliance to these minimum qualifications. Those that are not clearly responsive to these minimum qualifications shall be rejected by the City without further consideration. The Desired Qualifications provide the qualifications that the City anticipates will be most successful through the selection process but are not required as a minimum submittal standard.

Minimum Qualification:

The consultant (the individuals performing the analysis) must have a minimum of three years' experience in providing public sector consulting services, including operations and

management analysis of public safety and emergency response functions.

Desired Qualifications:

1. The consultant, or a member of the consultant's team, must have experience as a uniformed member of a career fire and emergency medical response agency at a command rank, possess terminal degree to fulfill research tasks within the given project, and conduct consulting services in a similar sized and demographic communities to Trenton
2. The consultant must have public-sector management experience, and must have experience evaluating the trade-offs of public-safety vs. budget pressures.
3. The consultant must be familiar with Ohio Administrative Code Requirements, NOISH LODD Reports, OSHA Requirements, NFPA Standards and other NIST studies/reports. Experience in establishing any of the above documentation is highly desired.
4. The consultant must have a minimum of three years' experience in providing public-sector consulting services that evaluation operational changes and budgetary impacts related to the changes.
5. Due to the unique nature of the part-time system, experience conducting consulting services in the Greater Cincinnati area is highly desired.

The respondent shall provide a brief narrative that demonstrates understanding of the project, i.e. the project's goals and objectives, and the nature and scope of the work involved. Additionally, a description of the proposed project approach including a work plan and strategy is required. The project description shall include a proposed sequence of activities and schedule, which demonstrates how the firm's approach will meet the stated objectives of the project within the projected time frame. The schedule may include ideas and concepts not included in the scope of services, but which may be beneficial to the project. Major Deliverables, key milestones, and decision dates shall be included in the schedule. Review periods shall also be noted.

The respondent shall identify itself (including any joint venture partners or other associates or subcontractors) by listing the firm, address and telephone/fax numbers and contact person. If a joint venture or association between firms is proposed, describe the contractual relationship, and identify any proposed subcontractors. The proposal shall include a description of the proposed team in both narrative and chart form.

The proposal shall clearly indicate the relationship, roles and responsibilities of each organization and individual team member. Key positions/individuals shall be specifically identified by name and title, with narrative describing their respective areas of expertise, responsibility and reporting. Please note any demonstrated experience and/or training including: experience as a full-time senior officer; a master's in fire administration or related field; master planning experience; and similar expertise.

Identify the lead consultant for your firm who will manage the study and provide a summary and a resume of such person's background and experience in providing services as

described in this RFP. The lead consultant(s) shall be the individual(s) who will have the day-to-day management responsibility for the engagement, attend all meetings and who will provide the leadership for all services rendered under potential engagements. **Please limit resumes to two (2) pages per person.**

For each key team member, describe prior experience as it relates to the technical requirements of this project and the individual's position on the project team. Describe all relevant professional experience, academic degrees earned, professional licenses and awards, any special skills and supplementary training relevant to the requirements of this project. Any proposed project staff who are not full-time employees of one of the corporate team members shall be clearly identified. Briefly describe their employment arrangement and availability for this project.

Describe five (5) instances in which your firm provided similar consulting services for a municipality similar in size to the City of Trenton. The following information (at a minimum) shall be included for each related project:

1. Project Name
2. Client (corporation, public agency, etc)
3. Special features, accomplishments or problems
4. Specific services provided
5. Dates of service
6. Individual references. Include contact addresses and telephone numbers. A minimum of one reference shall be included for each project.

Specify the firm's area of expertise and how those strengths will benefit the City of Trenton and what unique characteristics set the firm apart from others who perform the same or similar functions. These strengths must include the following:

1. How have you gained buy-in from stakeholders throughout the process, including fire department management, elected officials, city budget officials, and the public.
2. Whether your recommendations were accepted and implemented by the agency. If the recommendations were not implemented, why not?

The successful firm must agree to be available always upon reasonable request to meet with City Council, City staff and others as specified in order to perform the responsibilities assigned.

The successful firm will work collaboratively with the City Manager, Fire Chief, and designated staff.

6.) RATES AND EXPENSES

Provide a detailed fee schedule. Express your administrative fee in a lump sum not-to-exceed maximum amount.

Firm shall incur no travel or related expenses chargeable to the City.

Consultants may submit proposals based on a lump sum basis payable in no more than two payments (up to 50% upon delivery of the draft report and/or up to 100% upon delivery of the final report). All proposals must include a maximum not-to-exceed amount.

The actual contract amount will be negotiated after the consultant has been selected and the scope of work finalized.

7.) PROPOSAL FORMAT

Your proposal shall include the following and clearly label all sections to coincide with the RFP:

- a) Detailed information on how the firm meets the qualifications and Scope of Work requirements as requested in Section 4 herein.
- b) Name and resumes of principals and associates to be assigned to this project.
- c) Information as requested in Section 5 herein.
- d) A completed and signed Exhibit A attached hereto.
- e) Cost proposal as requested in Section 6.
- f) Provide one (1) original and six (6) copies of your proposal response.
- g) Proposal must remain valid for ninety (90) days.

8.) AWARD CRITERIA

The City of Trenton reserves the right to award the contract generated from this RFP to the respondent who presents a proposal that best meets the requirements as listed herein and represents the most beneficial procurement as determined by the City. The award will be made by the City's RFP Evaluation Committee and shall be based on the respondent's qualifications including, but not limited to the following: references, knowledge and interpretation of the City's needs, experience with similar projects. Proposals will be evaluated and scored on the basis of the following criteria:

a. Experience and Qualifications of the Respondent (maximum 50 points)

Consideration will be given to respondents demonstrating strong capabilities, experience and reputation in undertakings similar to those described in this RFP and as outlined in Sect 5 of this RFP including:

- Experience and expertise in development of similar successful reports/studies.
- Experience with projects similar in scope for communities similar to those of the City of Trenton, OH.
- Ability to accomplish projects in a professional, thorough and timely manner.
- Qualifications of people and resources assigned to project.
- Ability to meet with City staff as may be required.

b. Quality of Proposal/Interview and Proposal Completion (maximum 30 points)

Proposal responses will be evaluated on completeness, clarity/accuracy of the information requested, and proposal presentation. The ability of the Consultant team to clearly articulate the need of the City and the capacity of the Consultant to address that need will also be a factor in the selection process.

c. Financial Terms (maximum 20 points)

Consideration will be given to proposals that present the most cost efficient terms to the City over the term of the contract. The City reserves the right to waive any minor deviation in proposal responses received when such waiver is in the best interests of the City, and reserves the right to modify any requirements, terms or conditions as outlined in this request for proposal (RFP) when such modification(s) is in the best interests of the City.

Proposals will only be accepted from thoroughly competent, experienced and financially qualified individuals or entities as determined solely by the City of Trenton. Respondents are responsible for submission of accurate, adequate and clear descriptions of the information requested. Omissions, vagueness or inaccurate descriptions or responses shall not be interpreted in favor of the bidder and shall be grounds for bid rejection.

This document is not an offer to contract but is an RFP as defined herein, to satisfy specific user requirements of the City of Trenton. Neither the issuance of the RFP, preparation and submission of a response, nor the subsequent receipt and evaluation of any response by the City of Trenton, will commit the City to award a contract to any vendor even if all the user requirements in the RFP are met. The City may modify these requirements in whole or in part and/or seek additional vendors to submit quotations. Only the execution of a written contract will obligate the City in accordance with the terms and conditions contained in such contract.

Respondents may be required to make a presentation of their qualifications to the committee.

Interviews: The City may interview the top ranked firm or firms, at the City's choice, that are considered most competitive. If interviews are conducted, rankings of firms shall be determined by the City using the combined results of interviews and proposal submittals. Consultants invited to interview are to bring the assigned project manager that has been named by the consultant in the proposal, and may bring other key personnel named in the proposal. The consultant shall not, in any event, bring an individual who does not work for the consultant or for the consultant as a subcontractor on this project, without specific advance authorization by the City's project manager.

Professional References: The City may contact one or more professional references that have been provided by the Proposer in the Consultant, or other sources that may not have been named by the Proposer but can assist the City in determining performance.

The City of Trenton and Trenton Fire Department reserves the right to select any proposal for any reason listed above or for none of the reasons listed above.

9.) LIABILITY REQUIREMENTS

The successful bidder shall supply and maintain insurance which defends, indemnifies and holds harmless the City of Trenton, its officers, employees and agents from and against all liability, damage claims, demands, costs, judgments, fees, attorney’s fees or loss arising directly out of acts or omissions hereunder by the contractor or third party under the direction or control of the contractor. The successful bidder must furnish the City with Certificate of Insurance prior to commencement of work. The required coverage shall not be less than the following:

Workers Compensation	Statutory Requirements
OH State Disability	Statutory Requirements
General Liability	\$2,000,000
Automobile Liability	\$1,000,000
“Contractual Liability”	Must be printed on Certificate
Errors and Omissions	\$1,000,000

Ohio Law and Venue. This contract shall be construed under the laws of the State of Ohio. All claims, actions, proceedings, and lawsuits brought about, arising out of, related to, or seeking enforcement of this contract shall be brought in the Supreme Court of the State of Ohio, Butler County.

In addition, all City contractors not incorporated in the State of Ohio shall produce a **Certificate to Do Business in the State of Ohio from the Ohio Secretary of State** prior to executing their contract with the City.

10.) CANCELLATION

Any violation of the terms, conditions, requirements and/or non-performance of the agreement resulting from this RFP shall result in immediate cancellation. The agreement may be canceled by the City for any other reason(s) upon 30 days written notice.

11.) GENERAL TERMS and CONDITIONS

- a) Proposal packages shall be submitted in a sealed envelope marked with the name of the vendor and the words **“SEALED PROPOSAL– CONSULTANT SERVICES – Fire Department Staffing Proposal”** marked on the outside of the envelope. Submit one original, with all original signatures on required forms, and six copies.

- b) Vendor assumes the risk of any delay in the mail. Whether sent by mail or by personal delivery, vendor assumes responsibility for having the proposal

deposited on time at City building finance Office. All proposals received after the designated time stated will not be considered.

- c) Vendor shall execute Non-Collusive Bidding Certificate enclosed.
- d) The proposal, as presented, shall remain valid for a period of ninety (90) days from proposal due date.
- e) No charge will be allowed for federal, state, municipal sales, and excise taxes from which the City is exempt. Exemption certificates, if required, will be forwarded.
- f) Any deviations from the specifications are to be so noted and fully explained. Deviations will be analyzed, and if deemed to be in the best interests of the City, specification requirements may be waived.
- g) It shall be the responsibility of each vendor to call to the attention of the City any apparent discrepancy in the specifications or any question of interpretation thereof. Failure to do so constitutes acceptance as written.
- h) The City reserves the right to "revise" or "amend" the proposal specifications prior to the proposal due date by "written addenda".
- i) The City reserves the right to reject any or all proposals and to negotiate with any vendor.
- j) Proposals will be evaluated on the basis of qualifications, experience and cost. Contract will be awarded to the company who offers a proposal that appears to be in the best interests of the City.
- k) The apparent silence of the specification as to any details or the omission of a detailed description concerning any point shall be interpreted as meaning that only the best commercial practices are to prevail and that only first quality materials and work will be accepted.

- l) The successful vendor will be required to sign a Contract with the City of Trenton, OH; The City of Trenton, OH will not sign any company's service agreement, contract or any other form of agreement. The City of Trenton, OH does reserve the right to extract certain language from a company's agreement and incorporate it into a City of Trenton, OH contract if mutually agreeable to both parties.
- m) The vendor shall submit all confidential materials in a separate envelope, sealed with the envelope clearly marked with CONFIDENTIAL on the outside.

All confidential materials submitted shall be so clearly marked on the top of each page a CONFIDENTIAL. All other materials submitted in response to the specifications and requirements contained herein shall be considered non-confidential.

- n) The insurance certificate required, as detailed herein, shall be submitted upon notification of award.
- o) All proposals submitted to the City of Trenton, OH become the property of the City and are subject to Public Information Policy.
- p) The successful bidder must comply with all Federal, State, and City of Trenton statues and codes as may be applicable to the scope of work detailed herein, including all labor laws.

EXHIBIT "A": REQUEST FOR PROPOSAL

All terms, conditions and requirements as set forth in this Request for Proposal are acceptable as specified therein. Yes No

If "NO", please provide a detailed description and/or explanation of any deviation in your proposal from the specification detailed in the Request for Proposal with your proposal response.

By submission of this proposal, each bidder, and each person signing on behalf of any bidder, and in the case of a joint bid, each party thereto as to its own organization, under penalty of perjury, certifies to the best of its knowledge and belief:

- A. The prices in this proposal have been arrived at independently without collusion, consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder of any competitor; and
- B. Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the bidder prior to the opening, directly or indirectly, to any other bidder or to any competitor; and
- C. No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

The bidder certifies that this proposal is made without any connection with any other person making a proposal for the same purpose, and is in all respects fair and without collusion or fraud, and that no elected official or other officer or employee or person whose salary is payable in whole or in part from the City of Trenton is directly or indirectly interested therein, or in any portion of the profits thereof.

As an authorized representative of the identified company, I accept all the terms and conditions identified in Request for Proposal except as identified.

Dated:

Authorized Signature:

Print Name and Title:

Company Name:

Address:

Telephone Number(s):

Fax Number:

Email Address:

