

**CITY OF WASECA  
REQUEST FOR PROPOSALS  
TO PROVIDE PROFESSIONAL SERVICES**

**I. INTRODUCTION**

**A. General Information**

The City of Waseca (City) is inviting proposals from qualified firms interested in conducting a Fire Service study and providing comprehensive analysis and recommendations to City staff and the City Council. The City is looking for expertise in evaluating its existing fire service delivery structure, providing analysis on alternatives structures, identifying structural and operational efficiency and effectiveness opportunities, recommendations on capital equipment capacity and replacement cycles. .

The selection process will award the work to the best combination of qualifications, response to the scope of services and cost. The City and preferred firm will negotiate a final scope and terms after selection by staff, but prior to Council approval.

Proposals should be submitted by pdf in a format suitable for emailing and for printing copies. This may be emailed to [dannyl@ci.waseca.mn.us](mailto:dannyl@ci.waseca.mn.us) and must be received no later than 4:00 pm on February 9, 2018 to be considered.

All inquiries about the project or the request for proposal should be directed only to:

Danny Lenz  
City Manager  
[dannyl@ci.waseca.mn.us](mailto:dannyl@ci.waseca.mn.us)  
(507) 835-9747

All questions are to be submitted in writing (email is acceptable) and must be received by 4:30 pm on Friday, February 2, 2018. City responses/clarifications to questions will be forwarded to all firms by the end of the day on Tuesday, February 6, 2018.

The unauthorized communication with any other staff or elected official besides the listed contact is grounds for rejection of the proposal.

The City of Waseca reserves the right to reject any or all proposals submitted.

Following a review and ranking of the proposals by City Staff a recommendation for award will be made to the City Council. A final decision for award of the work will be made by majority vote of the City Council following successful negotiations of the terms including costs with the preferred Consultant. The City reserves the right to award the work based on the best combination of qualifications, response to the scope of services and cost at the sole discretion and in the best interest of the City.

During the evaluation process, the City reserves the right to request additional information or clarifications from proposers.

The City reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the firm selected.

It is anticipated the selection of a firm will be completed by February 20, 2018.

## **II. DESCRIPTION OF THE GOVERNMENT AND PROJECT BACKGROUND**

### **A. Principal Contact**

The principal contact with the City will be Danny Lenz, City Manager, at (507) 835-9747 or [dannyl@ci.waseca.mn.us](mailto:dannyl@ci.waseca.mn.us), who will coordinate the assistance to be provided by the City to the Consultant.

### **B. Description of Government**

The City of Waseca was incorporated in 1868, and is organized under the Home Rule Charter in accordance with applicable Minnesota State Statutes. The Council is composed of six members and the Mayor. The City is divided into three specific areas known as wards, and two Council members are elected from each Ward. The Mayor is elected by the voters at large. As the policy-making body of the City, the City Council is responsible for the overall operation of the City; however, the City Council does not become involved in the day-to-day administration. The City Manager is responsible for carrying out the Council's policies and for the administration of all City business.

The City encompasses approximately 6.7 square miles. The City has a population of approximately 9,400 and is the largest City in Waseca County containing nearly half of the County's population. The City has approximately 40 miles of streets, is home to three significant water bodies: Clear Lake, Loon Lake and Gaiter Lake and has an active lakes association.

More information about the City of Waseca can be obtained on our website at [www.ci.waseca.mn.us](http://www.ci.waseca.mn.us)

### **C. Background Information**

The City of Waseca Fire Department provides emergency fire, rescue and medical response and protection to the City of Waseca and the Waseca Area Rural Fire Service District. The service area covers approximately 142 square miles in which over 12,000 people live. The Fire Department consists of a mix of Paid On-Call and Full-Time Fire Fighters, which includes 24 hours a day, 7 days a week station staffing. The Department uses as part of its operations three pumper trucks, an Aerial apparatus, two tanker trucks and a variety of other specialized vehicles. The City of Waseca has been assigned an ISO rating of 03/3Y.

## **III. Scope of Services**

The City of Waseca is seeking professional services for evaluation of the provision of fire services in the city. The following scope of services describes the areas for evaluation based on best practices and the most efficient and effective delivery of services.

The evaluation should include engagement with City staff, including executive staff and Fire Department employees, as well as with elected officials in order to provide direction to elected officials and staff for future cost effective fire service planning as well as act as an educational tool for non-firefighting personnel to understand how a fire department operates.

- I. Establish and define the current conditions of the Waseca Fire Department, including the providing of EMS, Fire, technical rescue and hazmat services (where we are now):
  - a. Identify cost effective benchmarks the department should follow on an ongoing basis and determine how the department currently measures up to those benchmarks.
  - b. Identify a set of cost effective measurable goals that balance efficiency, effectiveness and safety. These goals should meet the needs of the department as well as be in the best interests/value of the city as a whole.
  
- II. Review current staffing and training needs and assess what is needed going forward:
  - a. Department Staffing & Organizational Structure will be evaluated against other models for efficiency and effectiveness. Pros and cons for alternatives should be outlined clearly with recommendations for the most cost-effective models, as well as alternatives that take organizational culture into account. The evaluation should pay particular attention to the following areas:
    1. Evaluation of benefits of a full-time Fire Chief.
    2. Evaluation of use of full-time staff for 24-7 coverage at Fire Station and alternative structures to meet operational needs (i.e. duty crews, On-Call only).
      1. Needed operational changes to meet daily needs under alternatives.
    3. Paid On-Call Officer structure, numbers, job duties.
    4. Paid On-Call staff hierarchy.
    5. Response practices alternatives for effective and efficient use of Paid On-Call staff.
  - b. Training needs for paid on-call staff
    1. Evaluate current training program based on State and other requirements.
    2. Provide recommendations on changes to required trainings.
    3. Provide recommendations on incentives for training beyond basic requirements, including internal and external certifications in the best interest of the Fire Department.
  - c. Recruitment and retention
    1. Evaluation of current Paid On-Call pay rate.
    2. Evaluation of current pension benefit amount, formula and increases.

3. Recommend changes to current recruitment strategies and compensation and benefits structures based on real-world successes with alternate models.

III. Equipment & Capital Needs (assess current conditions and future needs):

a. Vehicles and Trucks:

1. Based on current conditions in the City what are the appropriate capabilities that the City needs to maintain regarding apparatus.
2. Identify cost effective alternatives for replacing the City's current apparatus based on the City's needs and current capabilities.
3. Evaluate the current conditions of the city's apparatus.
4. Establish an appropriate replacement schedule for apparatus based on best practices and cost effectiveness.

b. Small equipment, gear, hose and other equipment:

1. Develop a schedule for safety compliance of gear and other equipment needs, including hoses.
2. Develop replacement schedules to be used for each of the various types of equipment.

**IV. TIME REQUIREMENTS**

**A. Selection Schedule**

RFP Posted	Jan. 23, 2018
Last day for questions due to the City	Feb. 2, 2018 (4:30 pm)
Response to questions provided	Feb. 6, 2018
Last day for proposals due to the City	Feb. 9, 2018 (4:00 pm)
Proposals reviewed	Feb. 12 – Feb. 16, 2018
Interviews with invited firms (if needed)	Feb. 19 – Feb. 23, 2018
City Council approves award for contract	Mar. 6, 2018

**V. PROPOSAL REQUIREMENTS**

**A. General Requirements**

Responses to this request for proposals should include the following information in the order prescribed. Submissions must be received by 4:00 p.m. on February 2, 2018 for a proposal/response to be considered by the City:

- Cover letter and introduction including the name of the firm, address, and the name and contact information of the person(s) authorized to represent the company regarding all matters related to the proposals.
- Name and contact information of the firm's project manager that would be assigned to the project.
- A statement of qualifications of the firm and the project manager and other key team members assigned to perform the work including 1-page resumes of key individuals
- A statement of the firm's understanding of the work required and the manner in which the firm plans to approach it. Describe how the firm will approach project and

implementation related to meeting deadlines, developing project layout, approach to evaluating/selecting alternatives and the firm's expectation of the City's responsibilities.

- Proposed work plan that identifies the tasks necessary to respond to the Scope of Services and to meet the project requirements as described in this RFP. A final work plan will be developed following selection of the Consultant.
- Identification of the deliverables
- References from at least three (3) clients from similarly sized and situated cities with similar projects, within the last five (5) years, that are familiar with the firm's quality of work and the firm's performance including schedule and budget control. Include the contact name and telephone number.
- Schedule: A thorough and detailed schedule should be presented outlining key milestone completion dates and proposed deliverables.
- Provide any additional information that you feel is pertinent in the City's decision on selecting a Consultant.

## **VI. SELECTION CRITERIA**

Evaluation of proposals will be based on the following criteria:

### **A. Submittal Review**

- Thoroughness and understanding of the tasks to be completed;
- Background and experience in organizational analysis and evaluation;
- Staff expertise and overall experience of personnel assigned to the work;
- Time required to accomplish the requested services;
- Responsiveness to requirements of the project;
- Recent public sector experience, preferably in a municipal setting, conducting similar studies, and;
- Cost

## **VII. EVALUATION PROCEDURES**

### **A. Review of Proposal**

All proposals will be reviewed by a selection committee determined by City staff. The City reserves the right to select a firm(s) to present to the selection committee prior to selecting a preferred Consultant.

A single firm will be identified and a recommendation will be presented to the City Council for its consideration. After City Council action, the firm will enter into a professional services contract with the City. The City reserves the right to negotiate and further refine the scope of work which may affect the final contract amounts. The City reserves the right to retain all proposals submitted and use any idea in a proposal regardless of whether that proposal is selected.

### **B. Proposal Expiration Date**

Proposals in response to this RFP will be valid for ninety (90) days from the proposal due date. The City reserves the right to ask for an extension of time if needed.

### **C. Award Notification**

The City will notify in writing (which includes email) each firm submitting a proposal the results of the selection process.

**D. Ownership of Materials**

All materials submitted in response to the RFP become the property of the City of Waseca and supporting materials will not be returned. The City of Waseca is not responsible for any costs incurred by any firm in the preparation of the proposal including, but not limited to, expenses associated with the preparation of the proposal, attendance at interviews, preparation of a cost statement of any future contract negotiations.

**E. Disclaimer**

This request for proposals is only a solicitation for information. The City of Waseca is not obligated for any part of the project described. Notwithstanding any other provisions of the RFP, the City reserves the right to reject any or all proposals, to waive any irregularity in a proposal, and to accept or reject any item or combination of items, when to do so would be to the advantage of the City and its taxpayers. It is further within the right of the City to reject proposals that do not contain all elements and information requested in this document. The City of Waseca shall not be liable for any losses by any firms throughout this process.

**F. Contracting Ethics**

It is a breach of ethical standards for any person to offer, give, or agree to give any City Employee or Council person, or for any City Employee or Council person to solicit, demand, accept, or agree to accept from another person or firm, a gratuity or an offer of employment whenever a reasonable prudent person would conclude that such consideration was motivated by an individual, group or corporate desire to obtain special, preferential, or more favorable treatment than is normally accorded to the general public.

The firm shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the City.

To remove any potential or actual conflict of interest a consultant representing any private party client submitting a project or activity to the City shall not represent or review the project or activity on behalf of the City.