



GOLDER RANCH FIRE DISTRICT AND MOUNTAIN VISTA FIRE DISTRICT REQUEST FOR PROPOSALS



INTRODUCTION AND PURPOSE

The Entities

Golder Ranch Fire District was created in 1977. The District serves 222 square miles with a population of approximately 62,000 residents. Included in the District are the communities of Oro Valley, Catalina, SaddleBrooke and areas of southern Pinal County. Golder Ranch Fire District operates eight stations strategically located throughout the District and has 192 personnel.

Mountain Vista Fire District was created in 2008 as a result of the merger of three smaller districts. The District serves approximately 19 square miles of properties in northern Pima County, Marana, and Oro Valley, with a daytime population of approximately 38,000 residents. Mountain Vista Fire District operates two fire stations that are strategically located throughout the District and has 54 personnel.

As special districts of the State, both districts operate under Arizona Revised Statutes (ARS) Title 48. Both Districts' governing boards share the philosophy of providing effective, efficient, high quality services to the public, while maintaining fiscal responsibility in keeping the tax rate low.

The Purpose

The Golder Ranch Fire District and the Mountain Vista Fire District ("the Districts") are seeking assistance from an experienced consulting partner to prepare a comprehensive evaluation and feasibility study for the potential consolidation of the Districts. The proposed feasibility analysis will identify opportunities to expand and/or strengthen emergency and non-emergency functions of the agencies. The study will determine if there are costs and service benefits to the taxpayers of both districts to consolidate all of the current services into one operation.

The Districts are seeking response to this Request for Proposals (RFP) for a comprehensive evaluation and feasibility study for the potential consolidation of the Districts.

SCOPE OF WORK

The study will address each of the components outlined in the scope of work and include the development of an implementation plan if the elected bodies of the Districts choose to move forward with the consolidation concept. These components include:

- The advantages and disadvantages of consolidating fire protection emergency and non-emergency services of the Districts
- Opportunities for greater collaboration relative to fire protection emergency and non-emergency services of the Districts
- Short-term and long-term costs, both operating and capital (including facilities, equipment, and vehicles) of consolidating the Districts
- The total cost (short-term and long-term) of maintaining the current fire protection emergency and non-emergency services of the Districts

- Inventory current assets (including, but not limited to: vehicles, equipment, facilities) owned by both Districts
- A baseline review of existing operations and administration of the fire protection services for each of the Districts to gain quantitative and qualitative information documenting current service levels and costs associated with the same
- How the Districts and equipment can best be combined to ensure each Districts' areas are receiving the best possible service at the most cost efficient value
- Necessary data and facts that clearly articulate conclusions and provide concrete recommendations that can be presented to the Districts' governing boards

As a foundation for analyzing the feasibility of a consolidation, the consultant will analyze and address the following:

- **Organization Overview** – identify each organization's responsibilities, functions and jurisdictional boundaries and service areas demographics
- **Management** – compare management practices including staffing, goals and objectives and decision making processes
 - o Fire Suppression, Emergency Medical Services, and Prevention –Study risk profiles of each District's response area to include fire flows
 - o Analyze fire prevention services including code enforcement
 - o Review equipment, training standards, and staffing levels
 - o Analyze emergency response times for each District using GIS
 - o Review each District's safety practices
- **Personnel Management and Support Staff** – review staffing and policies of support staff functions. Analyze utilization of all support staff and consultants including responsibilities, productivity, record keeping, and certifications
- **Facilities** – review location of current station locations and future station considerations. Items to be contained in the report include future service demands, changing demographics, availability of volunteers and projected growth and trends
- **Apparatus and Equipment** – review age, condition, serviceability, replacement schedule, distribution, deployment and maintenance practices of apparatus and equipment
- **Current Funding Mechanisms** – comprehensive review and projection of the Districts' including, but not limited to: property tax, special revenue, ambulance transport revenue, benefit assessments, specialized fees, assessed valuation growth, development
- **Fiscal Analysis** – review and analyze each of the Districts' budgets and revenues to project future financial needs, current debt service and identify possible areas of short and long-term savings and costs and future necessary capital improvement items. Evaluate pay scales, pension obligations and paid time off liabilities
- **Legal Requirements** - Provide a detailed analysis of the legal requirements or limitations associated with consolidation, including legislation related to property tax, assessed valuation growth, and Certificate of Necessity (CON) expansion
- **Impact on Property Insurance Rates** - Study the effect that a consolidation may have on property insurance rates to business owners and homeowners, as well as overall response times and coverage
- **Stakeholder Input** – determine any operational, economic, and/or policy issues as determined by elected officials, District managers or key staff, labor leaders from both organizations or others who may contribute to the study

DELIVERABLES

- **Final report** - that includes all of the necessary data and facts, makes clear conclusions and provides concrete implementable recommendations and present them to the Districts’ governing boards at a public meeting
- **Implementation Plan** – after conclusion of the study, should both governing boards choose to move forward with consolidations of the Districts, the consultants shall assist with the process by providing an implementation plan

CLARIFICATIONS AND/OR AMENDMENTS

If you discover any significant ambiguity, error, omission or other deficiency in the RFP, immediately notify the Districts in writing. All other questions, clarifications or exceptions regarding the RFP document must be raised prior to the submission of the proposal. Please note the due dates and times listed in the preliminary schedule below.

QUALIFICATIONS

Proposers must have previous experience in conducting consolidations feasibility studies for fire districts. The project manager will be expected to be fully involved and conversant in the details of the project on a day-to-day basis.

No proposal will be accepted from or contract awarded to a firm: (1) who is not licensed in accordance with the law; (2) who does not hold a license to perform work under this contract; and (3) who has not successfully performed on projects of similar character and scope. The Districts will make reasonable investigations deemed necessary and proper to determine the ability of a firm to perform the work.

PRELIMINARY SCHEDULE

- Release of Request for Proposals – March 24, 2017
- Pre-Proposal Conference – April 12, 2017
- Proposals Due – April 28, 2017
- Districts’ Governing Boards Review – May 9, 2017 (GRFD) and May 15, 2017 (MVFD)
- Award Date – May 16, 2017
- Contract Start Date – May 17, 2017
- Receipt of Final Project Report – July 31, 2017
- Project Presentation to the Districts’ Governing Boards (Joint Meeting) – August 3, 2017
- Implementation of Plan – TBD

Pre-Proposal Conference

A pre-proposal conference has been scheduled to answer any questions about this RFP on April 12, 2017 1:00 PM. This meeting will be held at the Mountain Vista Fire District, 1175 W. Magee Road, Tucson, Arizona 85704

Please confirm your interest in participating to Brooke Painter at 520-825-9001 ext. 2013, or by email: bpainter@grfdaz.gov.

At this conference, the Districts' fire chiefs and staff will review the RFP document and respond to questions regarding the requirements of the RFP.

Deadline for Submission of Proposals

The original proposal along with an additional hard copy and one electronic copy on a flash drive must be received by 4:00 pm on April 28th. Proposals must be sent or delivered to:

GRFD/MVFD Consolidation RFP
Fire Chief Randy Karrer
Golder Ranch Fire District
3885 E. Golder Ranch Drive
Tucson, Arizona 85739

Timely submission of proposals is the sole responsibility of the proposer. The Districts reserve the right to determine the timeliness of all submissions. Late proposals will not be reviewed.

PROPOSAL REQUIREMENTS

Respondent Information Cover Letter

A cover letter must be submitted with the proposal. The cover letter should be signed by the person authorized to bind the proposer to all commitments made in the proposal. It should also include: the name of the firm, location of office or offices, phone number and email address, persons authorized to represent the firm in negotiations and length of time in business.

Letter of Interest and Approach

Each proposer shall furnish a narrative of how the individual or firm will provide services to meet the project goals as outlined in the scope of work. The letter should demonstrate the respondent's approach to providing subject matter experience, financial analysis, as well as an understanding of the project's scope of work and purpose. The letter should also: describe the initial approach or philosophy to the scope of work, describe the benefits the Districts could expect, should the respondent be awarded the contract, and describe goals and measures of performance to be used.

Experience

Each proposer shall furnish a narrative supported by relevant data regarding past experience with similar projects for the firm and resumes for the individuals who will be assigned to work on this account. Each proposer shall describe fire service management experience specific to special district funding formulas, budgeting and operations, as well as public financial analysis experience.

Personnel/Resources

The proposal must include background information and qualifications of personnel assigned to this contract; also, the resources available to conduct the work and the ability to leverage outside resources if needed.

Similar Work/References

The proposal must include contract information for a current or previous clients and the type and examples of work performed. It should describe proven performance history.

Costs

Each proposer must provide a detailed estimate matrix of costs associated with the services described in the scope of work. Project costs should be itemized according to individual tasks. The consultant shall present a specific “not to exceed” fixed fee, including associated fees (e.g. printing costs, etc). A requested payment schedule should accompany the work schedule. Each phase of work should have an itemized cost, including labor costs and expenses for each piece of work.

AWARD

Evaluation of Proposals and Negotiations

An evaluation panel compiled of representative from both Districts will review all proposals submitted and select the top proposals. These top firms may be invited to make a presentation to the evaluation panel, at no cost to the Districts. The Districts may request a best and final offer. Based on the presentation and best and final offers (if requested), the panel will select the proposal which best fulfills the Districts’ requirements. The Districts will negotiate with that firm to determine pricing and contract form. Overall responsiveness to the RFP is an important factor in the evaluation process.

Proposals will be evaluated on the basis of the:

- Firm’s overall qualifications and experience, especially in the public sector, as applied to the scope of work, including staff expertise and overall experience of staff that would be assigned the Districts’ project
- Demonstrated understanding of the scope of work, including required project timelines
- Responsiveness to the RFP process and general provisions and understanding the scope of work as evidenced by the services offered in the proposals and/or presentations
- Quality of references including satisfaction with previous studies
- Costs

The Districts reserve the right to reject any or all proposals and to waive any informality in proposals received whenever such rejection or waiver is in the best interest of the Districts.

This RFP does not commit the Districts to award a contract, to pay for any costs incurred in the preparation of a proposal, nor contract for services. The Districts reserve the right to cancel, in part or in whole this RFP. The Districts reserve the sole and exclusive right to determine if the offered services meet their requirements.