

**Request for Proposal  
Needs Assessment, Master Plan, and Revenue Assessment Plan  
Wasatch County Fire Protection District  
10420 Jordanelle Pkwy Blvd, Heber City, UT 84032  
(435) 940-9636 / <https://wasatchcountyfire.com>**

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***Purpose***

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The purpose of this document is to provide the requirements needed for qualified consultant / contractors wishing to provide a Needs Assessment, Master plan (including a Capital Facilities Plan) and Revenue Assessment Plan, including Impact Fee Analysis, for Wasatch County Fire District. For communication purposes acronym WCFD will be used where Wasatch County Fire District is implied.

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***About Wasatch County Fire Protection***

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Wasatch County is located approximately 35 east of Salt Lake County, Utah and is considered the “Wasatch Back”. With beautiful valleys, lakes, rivers it provides year-round recreation for thousands of visitors and residents alike. It was home to the 2002 Winter Games, Biathlon and Cross-Country events and is the nation’s seventh fastest-growing county, with a growth rate of 4.95 percent between 2014 and 2015.

Wasatch County Fire started out as the Heber Valley Fire Department in 1921 to provide fire protection to the citizens of the Heber Valley. In 1987 the Wasatch County Fire Protection District was organized and provides fire coverage to over 1,100 square miles including the communities of Heber, Midway, Wallsburg, Charleston, Daniels, Independence, Hideout, and all other unincorporated areas of the county. Historically, emergency medical services have been provided by Wasatch County EMS. Today, Wasatch County Fire and Wasatch County EMS work together by sharing resources to improve the response. Many of the EMS personnel have been crossed trained to the Firefighter I National Standard and firefighters have crossed trained to be EMS certified. Although the resources are shared both Wasatch County Fire and Wasatch County EMS are on separate funding sources. Currently, a strong desire to merge these services exists and if data shows a benefit to the citizens of Wasatch County for this to occur, it is expected that a master plan will define how that is to occur.

Currently, Wasatch County Fire is made up of 18 full-time employees, including the fire chief, the fire marshal, two battalion chiefs, and one wildland warden, several Captains and Lieutenants and one administrative assistant who serves in multiple capacities including the public information officer. The remaining staff consists of 25 volunteers.

To provide both fire/EMS service, five fire stations are strategically placed throughout the county. All the fire stations house fire vehicles, specialized apparatus, equipment and ambulances. Although the stations are equipped with the necessary types of vehicles and equipment, they are not all staffed. The only complete full-time staffing (24/7) occurs at the Jordanelle Station, where three firefighter/EMTs are housed 24/7 x 365 days per year. Jordanelle Fire Station is located approximately 9 miles from the Heber City Station which operates with three full-time firefighter/EMTs from 6:00 a.m. to 6:00 p.m. daily. For calls after 6:00 PM each night volunteers are paged and respond. When dispatchers receive a 911 call for all other areas other than Jordanelle, volunteers are paged and respond from their homes to the Heber station or the remainder of the cities in the unincorporated areas of the county. Midway and Timber Lakes rely solely on volunteer availability for the first response. Regardless,

any on-duty personnel and volunteers are paged for the response. Although this type of response generally works it cannot be sustained as the demand on services continues to grow. The commercial development alone increases the demand and that along with rapid growth in the population exceed the response capability. Multiple 911 calls at the same time and supported with minimal staffing create some of the toughest challenges possible for our current operating model. Master plans must include methods to increase the full-time staffing and their response capability as soon as possible to meet the growing demands. A need to reduce response times for any incident along with increasing the response capability is paramount.

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### ***Scope of Work***

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The following sections define requirements needed to complete the scope of work by category.

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#### ***Section 1 - "A" – Project Plan***

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***Project Plan Inclusions*** – The consultant / contractor will develop a project work plan containing the scope of work. The project plan should include detail for each task including the estimated time expressed in hours / days to complete. The project plan task list should, at a minimum, include time to conduct research of Wasatch County and WCFD, conduct site visits including additional research and stakeholder interviews, a meeting with the needs assessment project team to ascertain a complete history of the department, current operational theme, tempo, and should clearly provide the project review committee with a road map of how the needs assessment and master plan will be developed.

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#### ***Section 2 - "B" – Evaluation of Wasatch County Fire District Status and Conditions***

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***Evaluation Inclusions*** - Consultant / contractor will conduct an analysis of the department's current organizational structure, operating tempo, capital assets including apparatus, equipment, station locations and conditions, staffing, management processes and documents, Training and Fire Prevention, service delivery, response times, incident management performance. All tasks must be detailed and include suggestions or methods to improve upon the departments current condition.

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#### ***Section 3 - "C" – Long Range Planning – Community Demands and Funding***

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***Long Range Planning Inclusions*** – The consultant / contractor will conduct a thorough evaluation of projected population growth and the impact it will have on fire / EMS services, funding sources and Impact Fee. The projected number of incidents and long-range impact by expected growth, along with a complete community risk analysis which shall include, but not limited to, population density, land use regulations, zoning, commercial development that includes high hazard products, and how it will require the department to respond.

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#### ***Section 4 - "D" – Management Models / Fire / EMS***

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***Management Models*** – The consultant / contractor will develop and analyze various operational models for providing emergency services including full fire/EMS consolidation options. The intent of the operating models is based upon options that can deliver the desired levels of service identified at the most efficient cost. Positive and

negative considerations for each model alternative are to be provided for comparative evaluation. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy along with, short and mid-term strategies recommended for service delivery improvement or increased efficiency. The management models must take into account state and federal best practice (NFPA, NIOSH, OSHA, etc.) response models including short-term, mid-term and long-range goals.

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### **Section 5 - "E" – Development, delivery, of the Master Plan**

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**Master Plan** – The consultant / contractor will develop and produce a draft version of the written report for review by the client and client representatives. Client 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. The master plan should include all facets of those items listed in Section 1 – 4 and provide the "how" in application of such a document. It will be important that the draft master plan connects all sections together in a chronological sequence and identifies some alternated solutions in reaching the end state.

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### **Section 6 - "F" – Optional Work and Separate Costs**

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**Optional Work** – The consultant / contractor must provide a list of optional tasks that can be considered by the WCFD assessment team based upon cost or as a method to expand on the items not detailed in the scope of work. Those areas identified may be, but not limited to, detailed staffing options, EMS / Fire consolidation, Hazmat programs, personnel management programs, technical rescue programs, etc. The consultant / contractor can present these "optional work categories" as a menu of sorts with an estimated cost for additional work if chosen by WCFD.

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### **Content of Proposal**

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Proposals shall be limited to 15 pages for sections 1-5 including the one-page cover letter. The response to this Request for Proposals should be as concise as possible while adhering to the format and information requirements described below. Proposals should be prepared simply and economically, providing a straightforward, concise description of proposer capabilities to satisfy the requirements of the Request for Proposal. Special bindings, colored displays, promotional materials, etc. are not desired. Emphasis should be on completeness and clarity of the content. The page limits identified do not include table of contents, dividers, etc. 11" x 17" pages are allowed for charts and figures only, and will be counted as a single page.

**Responses to this RFP must be organized as outlined below.** Responses not organized as outlined below, not containing the information specified, or not containing sufficient detail may receive a lower rating when evaluated.

The response to this Request for Proposals will consist of the following sections (100 points):

- Letter of Introduction (0)
- Section I      General Information (5)
  
- Section II      Team Make up and organization (15)
  - Demonstrated Team success
  - Use of Local team members

Section III	Experience and References (20) <ul style="list-style-type: none"> <li>- Needs Assessment</li> <li>- Emergency Services Management Model</li> <li>- Master Plan/Capital Facility Plan</li> <li>- References</li> </ul>
Section IV	Project Approach (35) <ul style="list-style-type: none"> <li>- overall approach</li> <li>- approach specific to the project sequence</li> <li>- Identify any potential challenges</li> <li>- approach to producing financial models</li> <li>- Schedule</li> </ul>
Section V	Summary (0)
Section VI	Additional Proposal Requirements (5)
Section VII	Cost Estimate & Schedule (20)

***Letter of Introduction (0 points)***

**One (1) Page Limit.** Please provide a letter of introduction that briefly:

1. Introduces your firm and gives the location of the office(s) that will be primarily responsible for the work.
2. Identifies the project manager for the Team (provide telephone number, and email address) for future correspondence on this Project.
3. States proposed interest in project.

***SECTION I – General Information (5 points)***

**Two (2) Page Limit.** Provide the following information about each firm participating in the project (only submit information regarding the office(s) that will be involved in project):

1. Firm History. Please provide a brief history of your firm. Include the number of offices, total number of employees, and the type of work that your firm performs.
2. Qualifications. Please present information concerning your firm’s qualifications and general approach to the consulting services criteria listed in this RFP. Qualifications should be specific to consultant position(s) being proposed for.

***SECTION II – Team Make up & Organization (5 points)***

**Two (2) Page Limit.** Provide the following information about key project team members participating in the project:

1. Provide an organization chart for this project. Identify only key persons for the project team assigned to this work.
2. Key Personnel. Provide a list of key personnel who have specialized experience and expertise relating to the consulting services criteria. List only those that are likely to actually perform the work described in this RFP. (NOTE: Do not include percentages of availability as this may be misinterpreted.) List the location of the office to which each is assigned. Provide resumes, not to exceed two pages, for key personnel in an Appendix that indicates their education, registrations, expertise and relevant experience. If there are other firms you intend to contract with for services, please identify those by name and contact information.
3. Provide a brief narrative of what each key personnel will contribute to the project, their special expertise, and how they will enhance the project deliverables.

***SECTION III – Experience and References (35 points)***

**Three (3) Page Limit.** The intent of this section is to obtain information about three similar projects that team members and the project manager have completed within the past 5 years that will illustrate the firm’s ability to perform services required for this project. The projects referenced should be directly related Needs Assessment, Master plan (including a Capital Facilities Plan) and Revenue Assessment Plan. The projects should be directly associated with the key personnel identified in Section II.

1. Specifically address experience in needs assessment projects.
2. Specifically address experience in master planning and capital facility planning.
3. Specifically address experience in revenue assessment.
4. Provide a list, table, or chart summarizing your firm’s related project experience. Show projects, locations, and the types of services performed based on the consulting services criteria. In addition, provide brief project descriptions of the projects shown in the summary
5. Provide at least three (3) client references of similar projects.

***SECTION IV – Project Approach (35 points)***

**Three (3) Page Limit.** Discuss the following as related to the proposed Project:

1. Explain your firm’s overall approach toward completing the project including the preliminary scope of services and the coordination of activities necessary to accomplish the project.
2. Provide a brief narrative on the approach specific to the project, the sequence of major events to be undertaken. The approach should demonstrate the Consultant’s knowledge and familiarity with the elements included in this project, as well as describing any plans for improving the project deliverables, unique ideas, or utilization of cost-saving techniques applied on similar projects.
3. Identify any potential challenges that could be encountered during this work.
4. Explain your Team’s overall approach to producing financial models to make informed decisions on how to develop the properties.
5. Schedule: The proposer shall provide a proposed schedule to complete the Project

***SECTION V – Summary (0 points)***

**One (1) Page Limit.** Summarize your submittal and add any other comments that you feel would make your firm uniquely qualified to participate in this project. In other words, why should we hire your firm?

Proposing firms are responsible for reviewing the Project Goals and Preliminary Scope of Services, as included in this RFP, and proposing a team to address the challenges presented.

Proposing firms are encouraged to add to their proposal any key scope elements that they believe will enhance the project’s success and best utilize their firm’s experience and expertise. Keep in mind that the WCFD prefers to receive clear, concise and complete information devoid of excess promotional material.

***SECTION VI - Additional Proposal Requirements (5 points)***

**Page Limit as necessary to address identified items.**

1. A statement that the Proposal includes all terms and conditions of the RFP.
2. Proof of coverage by Workers’ Compensation Insurance or exemption.
3. Written affirmation that the firm has a policy of nondiscrimination in employment because of race, age, color, sex, religion, national origin, mental or physical handicap, political affiliation, marital status or other protected class, and has a drug-free workplace policy, is an Equal Opportunity Employer and is otherwise qualified by law to enter into a Professional Services Agreement with WCFD.

***SECTION VII – Cost Estimate and Schedule (15 points)***

**Page Limit as necessary to address identified items. Documents are to be submitted separate from Proposal – See Information to be Submitted Section**

A fee proposal and detailed schedule shall be submitted for the Project. The proposal shall include a fee schedule including hours and costs for each task and each team member, an estimate of direct expenses and billing rates for each team member as well as an aggregate cost estimate for the Project.

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### ***Selection Criteria***

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Proposals will be evaluated on the factors listed in Content of Proposal, above.

- The selection process will proceed on the following schedule:
- Proposals will be received by Ernie Giles, Fire Chief via email prior to **3:00 p.m., December 8, 2017.**
- A selection committee will review the submitted Statements of Qualifications/Proposals the week of December 11, 2017 and select a proposer. A short list interview may be required if two or three proposers are closely ranked. If short list interviews are required, they would occur during the week of **January 8, 2018.**
- Staff anticipates presenting recommendation to Fire District Board to enter into an agreement with selected firm by January 9, 2018.
- The factors that will be the basis for evaluation as outlined in the Proposal Content Section include:
  - Letter of Introduction (0)
  - Section I General Information (5)
  - Section II Team Make up and organization (5)
  - Section III Experience and References (35)
  - Section IV Project Approach (35)
  - Section V Summary (0)
  - Section VI Additional Proposal Requirements (5)
  - Section VII Cost Estimate & Schedule (15)
- Proposals lacking required information will not be considered.
- WCFD will negotiate a final scope and fee with the top ranked proposer and recommend to Fire District Board for final approval and contract. Award of the contract is subject to approval by Fire District Board.
- WCFD reserves the right to cancel or modify the terms of this RFP and /or project at any time and for any reason preceding contract award and reserves the right to accept or reject any or all proposals submitted pursuant to this request for proposals. WCFD will provide respondents written notice of any cancellation and /or modification. Furthermore, the WCFD shall have the right to waive any informality or technicality in proposals received when in the best interest of the WCFD.
- All submittals shall be public records in accordance with government records regulations (“GRAMA”) unless otherwise designated by the applicant pursuant to UCA §63G-2-309, as amended.
- Proposals shall be good for 60 days from the December 8, 2017 submittal deadline.
- **Price will not be the sole deciding factor.**

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### ***Selection Process***

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All respondents must address submittal requirements outlined in ***Submittal Requirements***. Non-responsive submittals (those not conforming to the RFP requirements) will be disqualified and will not be considered further. Each respondent bears the sole responsibility for the items included or not included in its submittal. Deviations from or exceptions to the terms and specifications contained within this RFP, if stipulated in a submittal, while possibly necessary in the view of the submitting respondent, may result in disqualification.

After evaluation of the complete proposals received in response to this RFP, WCFD may conduct interviews with one or more of the Applicants.

Negotiations, including the final scope of work, shall then be conducted with the Applicant ranked first. If a contract satisfactory to WCFD can be negotiated at a fee considered fair and reasonable, the award shall be made

to that Applicant. Otherwise, negotiations with the Applicant shall be formally terminated and the WCFD will move on to the next Applicant.

WCFD reserves the right to complete the selection process without proceeding to an interview process, and may choose to select based on the information supplied in the Statement of Qualifications. WCFD reserves the right to select the Applicant(s) whose qualifications, in the WCFD's sole judgment best meet the needs of the WCFD. Price may not be the sole deciding factor. WCFD reserves the right to reject any and all applications. Award of contract will be subject to approval by the Wasatch County Fire District Board.

#### **Information to be Submitted**

**Questions are to be submitted in writing via email to Janet Carson at [admin@wasatchcountyfiredistrict.com](mailto:admin@wasatchcountyfiredistrict.com).**

Deadline for submission of questions is 5:00 pm local time, December 1, 2017.

**The electronic proposal, not to exceed 10 MB, must be received via email to Janet Carson at [admin@wasatchcountyfiredistrict.com](mailto:admin@wasatchcountyfiredistrict.com), 10420 Jordanelle Pkwy Blvd, Heber City, UT 84032 no later than 3:00 p.m., December 8, 2017.**

**Additionally, the use of a FTP site to download the Proposal will not be considered responsive.**

**All proposals shall remain good for 60 days. It is the responsibility of the offeror to verify receipt of submittal with Ms. Carson.**

#### **Preparation of Proposals**

- A. Failure to Read. Failure to Read the Request for Proposal and these instructions will be at the offeror's own risk.
- B. Cost of Developing Proposals. All costs related to the preparation of the proposals and any related activities are the sole responsibility of the offeror. The WCFD assumes no liability for any costs incurred by offerors throughout the entire selection process.

#### **Proposal Information**

- A. The WCFD will make every effort to ensure that all offerors are treated fairly and equally throughout the entire advertisement, review and selection process. The procedures established herein are designed to give all parties reasonable access to the same basic information.
- B. Proposal Ownership. All proposals, including attachments, supplementary materials, addenda, etc., shall become the property of the WCFD and will not be returned to the offeror.
- C. Rejection of Proposals. The WCFD reserves the right to reject any or all proposals for any reason. Furthermore, the WCFD shall have the right to waive any informality or technicality in proposals received when in the best interest of the WCFD.