

**REQUEST FOR QUALIFICATIONS
SPOKANE COUNTY FIRE DISTRICT
10
STRATEGIC PLAN**

Contact Person:
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**PROPOSALS DUE
OCTOBER 13, 2017
NO LATER THAN 4:30 P.M.**

I. PURPOSE AND INVITATION

The Spokane County Fire District 10 (SCFD10) is seeking proposals from qualified consultants to create a Strategic Plan for the organization.

The Strategic Plan (the “Plan”) shall include:

- An executive summary outlining the process utilized for development of the Plan
- Facilitation of workshop(s) with all personnel for the development of the Plan
- Detail regarding assumptions utilized and forecasts
- Charts, graphs and tables depicting historic trends and future projections

SCFD10 is accepting proposals from qualified consultants. Consultants who meet the criteria set forth herein shall submit a proposal that meets all the requirements set forth in this RFQ. SCFD10 is appreciative of your time and effort in preparing a proposal.

II. BACKGROUND

SCFD10 was formed in 1947 and serves approximately 85sq miles in Spokane County. SCFD10 has an estimated 2016 population of 6,572 and is located approximately ten (10) miles west of Spokane. The Spokane County Fire District 10 currently employs 3 full-time command staff members, 6 full-time firefighter/paramedic members, and approximately 85 volunteers.

III. BUDGET CLIMATE

The Spokane County Fire District 10 annual budget in 2017 is estimated at \$3.4M.

SCFD10 continues to enjoy a very good financial position as it relates to fiscal ability to provide needed and desired public services to district residents and taxpayers at a relatively low expenditure of tax dollars.

IV. SCOPE OF PROJECT

A. Objectives of the Project

Spokane County Fire District 10 seeks a qualified consultant to develop a three to five year Strategic Plan to assist the organization in budgetary planning, staffing and management of current and future programs and resources. The Strategic Plan (the “Plan”) shall include:

- Preparatory meetings with Fire Chief, Deputy Chief and Administrative Director;
- One half-day workshop with Lieutenants, Firefighters and Commissioners:
 - Assessment of SCFD10 strengths, weaknesses, opportunities and threats;
 - Review of the SCFD10 Mission, Vision, and Core Value statements
 - Identify and develop specific short-term and long-term goals and

- priorities for the SCFD10;
 - Identify potential fiscal constraints and opportunities in order to achieve strategic goals and objectives;
 - Review budget process for potential modifications.
- Follow-up meeting with Fire Chief, Deputy Chief, Administrative Director, Fire Commissioners to review results; and
- Preparation of final report which:
 - summarizes the results of the workshop and meetings
 - prepare a document that confirms the SCFD10 Mission, Vision and Core Values
 - identify the SCFD10 strategic goals and objectives for Fiscal Year 2018-19
 - prioritize and rank the SCFD10 programs and services based on their ability to achieve these goals.

B. Information Gathering

The development of a credible Strategic Plan for the SCFD10 is dependent upon the comprehensive efforts utilized to gather sufficient input from staff. The results of the information gathering sessions must be categorized in a logical and systematic fashion and incorporated into the Plan as appropriate.

The consultant shall develop a plan to conduct interviews in order to gain an in-depth understanding of the organization. SCFD10 representatives should be included in the interview process. SCFD10 staff will be available to aid in the logistics of reserving facilities, setting up forums and interviews. The consultant will remain responsible for facilitating events, conducting interviews, gathering, quantifying, analyzing and reporting on all information obtained throughout this process.

C. Anticipated Specific Tasks and Services

1. **Information Gathering** – Interviews conducted with SCFD10 staff to gain a thorough understanding of the operations.
2. **Historical and Statistical Data** – Analysis of the historical and statistical trends impacting the SCFD10.
3. **Charts, Graphs and Tables** – Development of charts, graphs and tables to depict historic trends and future projections.

D. Strategic Plan Document

The Consultant shall provide a draft Plan document to the Fire Chief by the date specified in the “Terms and Conditions” section of the RFQ. The Plan document should include an Executive Summary for Management Staff. Following discussions with management staff, the consultant shall refine, finalize and deliver to the SCFD10 one (1) electronic and ten (10) professional bound copies of the final document. The consultant shall participate in at least one meeting with SCFD10 Command staff to present the draft document and then

a final meeting with SCFD10 Command Staff and Fire Commissioners to present the final document and to answer any questions.

V. REQUIRED CONTENT OF PROPOSAL

A. General Requirements

1. SCFD10 has limited funding allocated for the completion of this project. Consultants are encouraged to be creative and resourceful in proposing the most cost-effective and efficient solutions for the needs outlined in this RFQ.
2. All costs incurred in the preparation and presentation of this proposal shall be wholly absorbed by the consultant.

B. Cover Letter / Executive Summary

1. List the official name, address, phone number, fax number, email address of the consultant, as well as the name of the principal contact person and the name of the person authorized to execute the contract.

C. Consultant's Qualifications

1. A description of the experience and qualifications of the proposed staff member(s) who will be performing the services. This information shall be in sufficient detail to allow analysis of the proposed individual's qualifications and must, at a minimum, include number of years with the firm, education, major projects worked on or completed within the past five years, and related experience. Individuals identified in the RFQ shall not be removed from this project team for the duration of the contract without the express written permission of SCFD10;
2. Experience with public sector entities in Washington is required. Include a description of the organization and experience the firm has had in developing strategic plans for fire departments in the State of Washington;
3. Identify key measures of the company's financial strength. Respondents should be prepared to submit a copy of financial statements for the past two years, upon SCFD10's request;
4. A list of municipalities, fire districts or fire departments for which the consultant has developed a strategic plan in the last five (5) years, including a description of the particular work done for each entity;
5. Provide details of any instances in which the proposed individual consultants or firm have had to legally defend themselves relative to services provided.

D. Proposed Methodology and Related Information

1. Provide a detailed description of the services and methods by which the work will be performed. This description shall include the following:
 - a. Consultant's understanding of the services to be provided;
 - b. Description of how the consultant proposes to do the plan. Include descriptions and documentation of proposed methodology. Describe and outline the tasks that the consultant believes are necessary to complete the plan;
 - c. Outline a project timeline from award of contract to final report including milestones. Be sure to include time in the project schedule for review and feedback by the Fire Department's review team, as well as presentations of the plan;
 - d. Explanation of what work, if any, district staff will be required to perform;
 - e. In light of the consultant's other business obligations, indicate the extent of the firm's and project manager's availability to develop the plan.
 - f. Proposer to include any additional information that they believe is critical to SCFD10's assessment of the proposal should be included in this section. Marketing promotional materials are not desired for review of the response to the RFQ. Proposers are strongly encouraged to include a sample Plan report in this section.

E. Proposed Cost of the Project

1. Provide an all-inclusive detailed project budget.
2. Any incidental expenses, such as copying, mailing, travel type charges must be clearly stated in the proposal.
3. Prices quoted shall be firm and not subject to increases during the term of any contract that the consultant and SCFD10 may enter into as a result of the proposal. The proposal shall contain a statement that the proposal is firm for at least one-hundred twenty (120) days immediately following the date of submission of the sealed proposal.
4. Project cost should be submitted in a separate sealed envelope.

F. Disclosure

Any information provided by a consultant shall be subject to disclosure as part of the Open Records Laws of the State of Washington.

G. Laws and Regulations

The consultant's attention is directed to the fact that all applicable laws of the State of Washington, municipal ordinances and the rules and regulations of all authorities having jurisdiction over the contract shall apply to the contract throughout, and they will be considered to be included in the contract the same as though herein written out in full.

VI. EVALUATION CRITERIA

- A. A professional staff review team will evaluate the proposal.
- B. The following will be considered in the selection of a consultant. The relative importance of each factor is a management judgment and will include both objective and subjective factors.
 - 1. The SCFD10 will consider all the material submitted to determine whether the proposer's offering is in compliance with the RFQ. It is important that the responses be clear and complete so that the evaluation committee can adequately understand all aspects of the proposal.
 - 2. Relevant qualifications/experience for similar-sized municipalities and qualifications/experience of assigned staff.
 - 3. The SCFD10's evaluation process is not designed to simply award the contract to the lowest cost proposer. Rather, it is intended to help the SCFD10 select the vendor with the best combination of attributes including price.
 - 4. Feedback from references.
 - 5. Proposed plan for the project.
 - 6. Consultant's ability to complete the project in a timely manner.
 - 7. Consultant's ability to complete the project within budget.
 - 8. Accessibility of the assigned staff.
 - 9. At the discretion of the SCFD10, interviews may be arranged with the top finalists to assist in making a final selection. Selection shall be based upon evaluation criteria, committee's recommendations and subject to the Common Council's approval.

VII. GENERAL CONDITIONS

- A. All proposals must conform to the requirements of this RFQ and must be submitted according to the outline set forth in Section IV.

- B. SCFD10 reserves the right to reject any or all proposals, to waive any defects in the proposals received, and to select the consultant considered the most advantageous to SCFD10.
- C. Proposals received after the deadline and/or received unsigned shall be considered void and will NOT be considered.
- D. All proposals, responses, inquiries, correspondence or other documents relating to this RFQ will become the property of SCFD10 when received. SCFD10 reserves the right to use any or all ideas presented in any proposal, whether amended or not; selection or rejection of a proposal does not affect this right.

VIII. TERMS AND CONDITIONS

- A. The selected consultant will be required to sign a contract with SCFD10, the form and substance of which must be acceptable to SCFD10.
- B. The contract to be signed between SCFD10 and the contractor may include the following terms and conditions –
 - 1. The consultant selected must be an independent contractor.
 - 2. All work products shall become SCFD10's property.
 - 3. A timeline for performance objectives.
 - 4. Provisions for termination in the event of non-performance, *force majeure*, or by either party upon ten (10) days written notice prior to cancellation.
 - 5. Prohibition against assigning or transferring the awarded contract without prior written consent of SCFD10.
 - 6. Requirement that the consultant abide by SCFD10's Ethics Code to the extent it is applicable.
 - 7. Consultant will be required to carry, maintain and furnish proof of insurance coverage, including worker's compensation coverage.
 - 8. Consultant shall include an indemnity provision by consultant to SCFD10 covering damages, losses, expenses, attorney's fees, etc. against SCFD10 for claims involving patent, copyright infringement or related claims, negligent performance, or any tortuous conduct by contractor, its employees, agents, representatives, or anyone else associated with contractor.
 - 9. Final work product will be due from the consultant sixty (60) days following execution of a contract between SCFD10 and the consultant.

10. Any and all other provisions deemed necessary by SCFD10.

IX. REQUESTED RESPONSES

Proposal Due Date: Friday, October 13, 2017 no later than 4:30 PM

Place: Spokane County Fire District 10
929 South Garfield Road
Airway Heights WA 99001
Attn: Admin Director

Accepted Forms: Hard Copy delivered via mail, delivery service or in person.
Five (5) copies are mandatory. Proposals shall be typed.
Proposals must be submitted in a sealed envelope
addressed to SCFD10, and with the name and address of
the firm on the outside of the envelope.

X. PRE-PROPOSAL ASSISTANCE

Questions regarding this RFQ or a proposal should be directed to the Administrative Director
Peggy Callahan at 509-244-2425 or via email at pcallahan@scfd10.org. The questions and
answers may be shared with all bidders. It is an explicit provision of this RFQ that any oral
communication is not binding on SCFD10.

SCFD10 is an equal opportunity employer and any mandated Federal and State laws and
requirements will be followed.