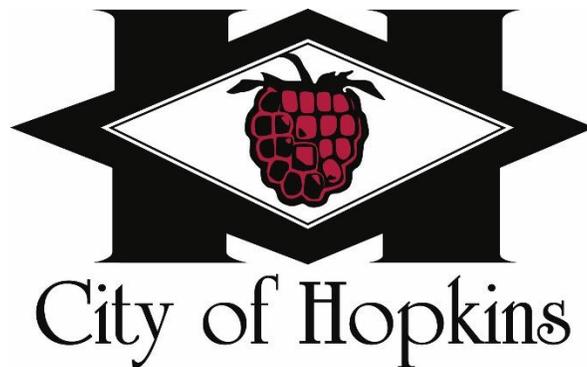


Request for Proposals
Fire Department Staffing Study



Due: 4:00 p.m., December 15, 2022

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Purpose

The City of Hopkins invites qualified firms to submit a proposal for consulting services to prepare a comprehensive staffing study for the Fire Department. This plan must:

- Evaluate the current staffing model and its ability to provide for projected higher service demand in future years
- Evaluate several staffing scenarios including transitioning to a full-time department, a larger fire district, or outsourcing, and maintaining the current model or any other staffing model recommended by the consultants.
- Recommend an optimal staffing model for the fire department that effectively meets community expectations
- Evaluate the financial impact of staffing changes, including any impact to apparatus or fleet, equipment, facilities, and capital demands

Background

The City of Hopkins is a fully developed urban community located 12 miles west of Minneapolis with a current population (2020) of approximately 19,079 and located in Hennepin County. The City is four-square miles, and is bordered by the Cities of Minnetonka, St. Louis Park, and Edina.

The City will be the future home to three light rail transit stations on the Green Line Extension, also known as Southwest LRT. The Green Line will run from Eden Prairie, through Minnetonka, Hopkins, St. Louis Park, Minneapolis, and Saint Paul. The City is bisected by Interstate 169 and includes several major thoroughfares such as Excelsior Boulevard, Hopkins Crossroads, and Minnesota Highway 7.

Founded in 1893, the Community was originally known as West Minneapolis and was the business and commercial hub of the western suburbs. Much of the housing stock was developed to accommodate workers of Minneapolis-Moline, leaving much of the City with an urban street grid.

The City has seen population and housing growth in recent years, which will be a continued trend due to the Green Line Extension. The Metropolitan Council forecasts that the population will be 21,000 by 2030 and 21,800 by 2040. Between 2021 and 2022, the City has approved four projects yet to be fully constructed with a total housing count of 1,800 new rental housing units. It is anticipated that more projects are likely to be developed rapidly in future years as light rail begins operation.

Current demographics, as of the 2020 census, show that the City continues to be more diverse, with 62% of the population identifying as White, 18.4% identifying as Black, 7.7% identifying as Latinx, 5.8% identifying as Asian, and 5.2% identifying as two or more races. Residents in Hopkins predominately rent their homes - approximately 65% of the population.

Department Summary

The Hopkins Fire Department provides the City with modern EMS and fire service. The current staffing structure includes a fire chief and four full-time firefighters, 32 paid on-call firefighters who participate in the relief association and four part-time firefighters who are not in the relief association. Full staffing for the department would have 42 paid on-call firefighters and 6 part-time non-relief firefighters, in addition to the five full-time positions. The four full-time firefighters currently work two to a shift, covering 6:00am to 2:00pm and 10:00am to 6:00pm, with the fire chief working varying hours between 6:00am and 6:00pm. On-call firefighters work in shifts of 3 from 10:00pm to 6:00am, with three additional staff from 2:00pm to 10:00pm on Saturdays and Sundays. At times, on-call firefighters fill in for full-time

positions when needed. Paid-on call fire fighters are required to live within 12 minutes of the station, respond to 20% of all calls, and work at least 3 overnight shifts. These rules do not apply to full-time or part-time staff.

The full-time staff provide fire marshal services, rental licensing, and property maintenance inspections and enforcement for properties in the City. There was a total of 200 housing inspection visits and 230 fire inspections conducted in the past 12 calendar months.

Currently, all positions in the fire department are non-union.

Scope of Services / Tasks

The following is a general description of the tasks to be required of the consultant. A final scope of services will be negotiated and finalized once a consultant is selected. In preparing a proposal, the consultant is free to modify, revise or otherwise amend the list of tasks to best satisfy the requirements of the plan.

1. Identification of current baseline fire department services, service levels and budgets, including response times, ISO rating, staffing, facilities, major equipment and any other applicable factors (*this should be a minor part of the final report & staff will be capable of providing data*).
2. Description of impacts the key findings and other factors (*described in the background section above*) will have on each of the baseline services identified in task 1.
3. An analysis of all calls for service including response times for all priority calls for service and a review and recommendations for responses to all current and future calls for service based on impacts of the factors in the demographics section.
4. Define the expectations of service as identified by our community, our employees and department mission, vision, and values and City Management and City Council vision. This may include new services not currently provided, and expanded, reduced, joint or eliminated services. Include appropriate items that will meet the proposed standards of cover including response times/effective response force.
 - a. Determine community expectations through community engagement which could include surveys, focus groups, or open houses to be proposed by the consultant.
5. Recommend the optimal staffing model and leadership structure for the fire department including providing proposed organizational chart(s).
 - a. Consider city demographics, call volume, call structure, response model, and community expectations in identifying the needs of the department.
 - b. Evaluate how leave time, training commitments and programs impact the department's ability to provide core services.
 - c. Evaluate the value of dual role employees. Define the impact of dual roles on response, scheduling, staffing, budget, training, and job confidence and ability. Provide recommendations on the continuation of dual roles, expansion of dual roles and any changes to the department's dual role implementation now and into the future.
 - d. Establish metrics for future staffing recommendations.
 - e. Evaluate administration support provided by administrative professionals from other departments and if this support should be expanded or reduced in any future staffing models and the financial and facility impact on any changes.
 - f. Provide a detailed analysis of the following staffing models: transitioning to a full-time department; a larger fire district or outsourcing/combining with a neighboring community

and maintaining the current model or any other staffing model recommended by the consultants.

- i. Analysis of each scenario should include financial costing, potential staffing challenges, potential service impacts, timelines, or projections for change if applicable, facility and equipment needs. Any future cost or staffing differences, if applicable, that would long term impact the any changes made by the department.
 - ii. Any challenges or opportunities, not included in those above that would impact the decision-making process for City Council.
 - g. For the recommended scenario, provide a detailed cost analysis, staffing analysis, capital and equipment analysis of any proposed changes and the timelines associated with the changes.
6. Conduct an inventory of the current fleet of apparatus, equipment and facilities and make recommendations regarding apparatus, equipment and facilities inventory and staffing. Provide analysis of any differences per each model/scenario.
7. An analysis of the rental licensing and property maintenance inspections program and recommendations for determining efficiency opportunities, adequate staffing and performance standards based on current and future service demands.
8. Identification of the barriers to achieving the desired service levels and offer potential solutions, if any.
9. Identification of any opportunities to better provide and achieve service goals, if any.
10. Provide recommendations on fire department ability to promote an optimal culture which retains staff and supports the emotional and physical wellbeing of staff be retained or improved. As such, each recommendation should take into consideration how that recommendation might impact culture, retention, and the wellbeing of staff.
11. Provide recommendations on the fire department and City's ability to maintain efficient and effective operations.
12. Presentation of the analysis and recommendations to City Management, City Council and Department Leadership, and Department expected to be four separate meetings minimum with a maximum of six (6), if necessary.

Guiding Documents

A list of relevant plans and developments are linked below, which may be used as reference documents for preparing a proposal. The City may share more documents with the chosen Consultant team after the execution of the contract.

- A. [Cultivate Hopkins – 2040 Comprehensive Plan](#)
- B. [Southwest Light Rail Green Line Extension Station Area Planning Documents](#)
- C. [Future developments](#)
- D. [Fire Department Mission and Vision](#)
- E. [City Council Annual Strategic Plan \(2022\)](#)

Inquiries

It shall be the responsibility of the Proposer to inquire about any portion of the RFP that is not fully understood or susceptible to more than one (1) interpretation. Written inquiries are required. Oral communications will not be accepted, except to confirm delivery of a proposal or written correspondence.

All questions concerning the RFP must reference the page number, section heading, and paragraph. Questions may be submitted via email. Please place “Fire Department RFP” in the subject line.

Contractors needing additional submittal, general requirement, or technical information should contact PeggySue Imihy Bean, Management Analyst via email at pimihi@hopkinsmn.com.

All inquiries, questions, or clarifications must be submitted not later than November 22, 2022. Those inquiries, questions, or clarifications submitted after this date will not be answered. All inquiries will be responded to within three (3) business days. Inquiries and the City’s response will be provided to all Contractors who acquired an RFP.

Do not ask other City personnel questions, as information gathered from other sources may not reflect the City’s position or interest and could result in disqualification.

The City reserves the right to contact Contractors individually for the purpose of clarifying Proposals.

Any Addenda to this RFP will be issued in writing. No oral statements, explanations, or commitments shall be provided. Contractors must return Confirmation of Receipt of Addenda with their proposals noting receipt of any addendums that may be issued.

Projected Timetable of the RFP Process

Following is an anticipated general timeline that will be followed regarding Proposal submittal and Consultant selection. Once a Consultant has been selected, the actual planning process schedule will be refined.

RFP Event	Date
Issue Request for Proposals	November 7, 2022
Deadline to Submit Written Questions	November 22, 2022
Latest Addendum Issue Date	November 25, 2022
Proposals Due	4:00 PM, December 15, 2022
Evaluation of Proposals	December 15-30, 2022
Consultant Interviews	January 2-6, 2023
Staff to Recommend Consultant Team to City Council	February 7, 2023
Contract Execution	Anticipated by February 28, 2023

It is expected that upon Contract execution, the Consultant will begin work immediately in a manner consistent with the final work plan developed in cooperation with and approved by the City.

Submittal Requirements

Each Consultant shall submit **one (1) electronic copy** which includes **ONLY** the Technical Proposal (A-F below) and **one (1) electronic copy** which includes the Technical Proposal and the Cost Proposal (G below).

A. Cover Letter/Statement of Project Understanding and Approach

The cover letter should describe the Consultant team’s understanding of the project intent and proposed approach to the Fire Department Staffing Study. Please include:

1. A brief description of relevant project experience and skills that demonstrate the Consultant team's ability to effectively perform the tasks described in this RFP and deliver high quality deliverables, in a timely manner and on budget.
2. Business information for contracting purposes, including the business entity which proposes to contract with the City, its address, and contact person and information for the Proposal.

B. Consultant/ Team Description, Staffing and Capabilities

Provide a brief description of the lead firm and any sub-consultants. Provide an organizational chart or similar depicting the staff team assigned to this Project and their primary roles. Identify the lead contact for this Project and provide related contact information (phone, email). It is expected that the Project lead and other primary team members will be actively engaged and accessible throughout the Project. Provide brief descriptions of relevant experience of project team members, highlighting past experience where team members (and sub-consultants) worked together. Please also include any limitations related to meeting or gathering in-person due to the COVID-19 pandemic. Submit a resume for each project team member that includes:

1. Name and title
2. Role on the project and description of primary responsibilities
3. Home office location and contact information
4. List of relevant past projects and/or experience
5. Educational background
6. Professional registrations and/or certifications.

C. Work Examples and References

1. Provide at less three (3) but no more than five (5) examples of recent, similar first staffing studies on which the primary firm has taken the lead and completed. This should:
 - a. Include a brief description of the scope, budget, and completion date for each example project.
 - b. Demonstrate the Consultant's team's ability to produce deliverables, which convey information in a clear, concise, and highly graphic manner
 - c. Briefly describe how the example project is similar or relevant to the Hopkins project.
 - d. Identify lead staff from the Consultant team who worked on each example project and their roles.
 - e. Provide an example project reference for each project including their name, title, email address, and phone number.

D. Approach to the Scope of Service

Provide a written narrative based on the understanding of the project goals and objectives, including a detailed explanation of the overall approach to be taken to complete the project and a detailed work plan. The work plan must contain a description of each task to be performed, identify the interrelationships among the tasks, clearly identify major review and decision points, and specify the deliverables and work products for each task. The work plan must address, at a minimum, each of the items outlined in this RFP.

E. Project Timeline

Provide a project schedule that describes timelines for each major project task described in the scope of work. The City desires the project to be completed in no more than 8 months.

F. Deliverables

The Consultant team is expected to deliver the final project both electronically and in a printed format. It is expected that draft documents will be shared with the City and stakeholders for review from time to time, and these documents should be shared electronically using the client's preferred file sharing method.

1. Printed Material

Three (3) copies of the final report should be provided to the City in the following format:

1. Spiral-bound book, with individual sections marked by labeled dividers
2. Printing to be double-sided (back-to-back)
3. 8.5" x 11" paper except for maps, charts or diagrams that may be on folded 11" x 17" paper
4. Color copies of pages including graphics, maps, or photographs.

2. Electronic Materials

The documents and graphics should be available in a digital format compatible with the City's software. The final products, as well as all presentation materials (i.e., Power Point presentations, maps, graphics, etc.) used throughout the study, shall become property of the City of Hopkins, who shall have all-inclusive rights for reproduction and distribution. The material may be provided to the City via a secure file sharing website or via USB Flash Drive.

G. Cost Proposal and Approach to Budget

A detailed cost proposal should include:

1. A total, not-to exceed, cost for all services;
2. Hourly rates and anticipated hours used for key project personnel;
3. Costs and each major projects milestone and tasks listed in the scope of services;
4. Anticipated reimbursable expenses, such as additional meetings, document printing, materials, etc.
5. A statement describing the Consultant team's approach to budgeting to avoid cost overruns and how scope or budget changes will be addressed.
6. A statement describing the Consultant team's previous budget performance and experience in meeting budgets.

The Cost Proposal must only be included on one of the electronic copies.

Submission of Proposal

Each Consultant shall submit one (1) electronic copy of the Technical Proposal and one (1) electronic copy with the Technical Proposal and Cost Proposal not later than **4:00 p.m. December 15, 2022**, via email to:

PeggySue Imihy Bean, AICP
pimihy@hopkinsmn.com

It will be the sole responsibility of the Consultant to have its Proposal delivered to the City before the closing deadline. **Late Proposals will not be considered and will be returned unopened to the Vendor.**

Any Proposal may be withdrawn or modified prior to the scheduled deadline for submitting Proposals. After the submittal deadline, Consultants may not modify, withdraw, or cancel their Proposals for a minimum of ninety (90) days following that date.

The City reserves the right to reject any or all Proposals or parts of Proposals, to accept part or all of Proposals on the basis of considerations other than lowest cost, and to create a project of lesser or greater expense than described in this RFP or the respondent's reply based on the component prices submitted.

The City reserves the right to waive irregularities in the Proposal content or to request supplemental information from Proposers.

The City is not responsible for any costs incurred by the responding Vendor in the preparation of the Proposal or for any other cost to the Vendor associated with responding to the RFP. No reimbursement will be made by the City for any costs incurred prior to a formal notice to proceed should an award of contract result from this solicitation. This RFP does not obligate the City to award a contract or complete any specific Project. The City reserves the right to cancel this solicitation or to change its scope if it is considered to be in the best interest of the City.

All design drawings, plans, and Proposals submitted in response to the RFP will be retained by the City and not returned.

Proposal Evaluation Criteria

From the complete group of submitting Firms, City Staff may select two (2) to four (4) firms as finalists depending on the number and quality of proposals received. These finalists may be asked to make a thirty (30) minute formal presentations of their proposals and to respond to oral questions from City Staff. Finalist firms must refrain from contact with committee members during the final selection process.

The proposals will be evaluated using, though not exclusively, the following criteria:

1. **Company Capability:** Does the firm have stability, experience, expertise, and finances to successfully complete the work? Is the firm located in an area that ensures accessibility and timely meetings/connections between the Firm and the Project Team? Does the proposed project Firm have the necessary skills and experience to fulfill the requirements of the project? Have they led similar projects successfully? Are the key team members available and committed to do the work without being pulled off to another project? Does the proposed Firm have a proven and consistent pattern of being responsive and focused on customer service?
2. **Relevant Project Experience:** Has the Firm worked on projects similar in nature?
3. **Project Communications:** How does the Firm handle the various communications including meetings and project schedule to keep the job running smoothly? It is expected that nearly all communications on the project will occur digitally (email) and the Firm/Team must have a proven history of supporting this expectation.