



ASPEN FIRE DEPARTMENT

REQUEST FOR PROPOSAL:

To Provide

**Community Risk Assessment/Standards of Cover
For
Aspen Fire Protection District**

Date of Release: April 15, 2022

RESPONSE DATE: May 15, 2022 by 5 pm MDT

INTRODUCTION

This Request for Proposals (RFP), issued by the Aspen Fire Protection District (AFPD) is put forth seeking a professional consultant, or consulting group, to provide a comprehensive Community Risk Assessment and Standards of Cover document that is fully compliant with the industry best practices. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. All methodology used in this Standard of Cover analysis of the District will follow the methodology described in the "Community Risk Assessment: Standards of Cover", 6th Edition, published by the Commission on Fire Accreditation International (CFAI).

The Aspen Fire Protection District (AFPD) is a Title 32 Special District in the State of Colorado. We strive to be one of the most progressive fire and emergency service agencies in Colorado and aim to be the fire service employer of choice in our geographic area. Our mission is to *"Protect our community and environment by providing education, prevention, and response through professional excellence!"*

Prevent * Provide * Protect

The Aspen Fire Protection District encompasses 87 square miles in Pitkin County, including the City of Aspen and the Pitkin County Airport, the third busiest airport in Colorado. The District is governed by five citizen-elected board members. Our district contains 4 world class ski areas, multiple outdoor recreational opportunities, and we host some of the most prominent people and businesses in the world. We provide community services, including fire prevention, fire education, code enforcement, personnel training, continuing education, incident management and emergency response. We operate 5 Engines, 1 Ladder Truck, 3 Brush Trucks, 2 Rescue Trucks, 1 Water Tender, 1 Wildfire Rescue out of 5 stations. Annually Aspen Fire responds to approximately 2300 calls for service.

In June of 2021, we unveiled our Community Centered Strategic Plan (see the plan and other pertinent documents at <https://aspenfire.com/about/board-of-directors>). This plan provides the road map for AFPD's continuous improvement over the next 5 years and beyond. AP Triton, community stakeholders, and AFPD personnel guided the development of the plan with a major focus on gaining stakeholder feedback and identifying our strengths, weaknesses, opportunities, and threats. Two major identified goals within this Strategic Plan would see completion through the creation of a Community Risk Assessment and Standards of Cover (See attached plan and Highlighted CRA/SOC Goal).

APPLICATION DEADLINE: Interested parties must prepare and submit all required documents **no later than 5:00 p.m. (MDT) on 5/15/2022**. Respondents should email a cover sheet and attachment(s) addressing the response requirements before the deadline to nikki.lapin@aspenfire.com. Late proposals will not be reviewed.

Questions about proposal submission should be sent at least three business days in advance of deadline to nikki.lapin@aspenfire.com.

BACKGROUND

AFPD is governed by a five-member board of directors that is elected via general election bi-annually. The board elects a president, vice president, secretary, and treasurer. They hire and manage a Chief Executive Officer/Fire Chief to manage the organization. AFPD accomplishes its mission with a staff of three Career Battalion Chiefs, 3 Career Lieutenants, 9 Career Firefighters, over 40 committed volunteers and volunteer officers, a 2 person prevention division and additional operations and administrative support staff. We have been a volunteer organization since 1881 who hired our first career firefighters in July of 2020. To further our mission to prevent, provide and protect our community members we are constantly forward leaning in determining new strategies to improve service delivery and increase community and responder safety.

EXPECTED TIMELINES

The selected organization is required to operate within our desired timelines. They are:

1. Deadline for written questions: 5/9/2022 – 5pm MDT
2. Written response to questions: 5/12/2022 – 5pm MDT
3. Deadline for Submissions: 5/15/2022 – 5pm MDT
4. Internal Team Review and Selection of Final Candidates: 5/25/2022 – 5pm MDT
5. Final Candidate Interviews: 5/26/2022 – 6/3/2022
6. Organization selection: 6/14/2022 - @ BOD Meeting
7. Kick off meeting: Week of June 20, 2022
8. Complete and compile all community input: 7/30/2022
9. Receive final CRA/SOC and implementation protocol: 12/15/2022 – 5pm MST

DELIVERABLES SUMMARY

The selected organization is required to complete the following steps, at a minimum, in development of the corporate CRA/SOC.

- A survey instrument to gather input from the AFD community
- Three to five web listening sessions with select groups from within the AFD community
- A one and half day Risk Assessment and Standards of Cover development meeting with some AFD Board members, executive staff, career and volunteer leaders
- Facilitate and provoke discussion among the attendees at the development meeting to determine risks and coverage objectives
- Formulate success measures to ensure goals and objectives are achieved
- Compare and align the CRA/SOC with already adopted portions of the AFD Strategic Plan and provide recommendations for additional Initiatives, Goals, Objectives
- A protocol for implementation, tracking, and annual review of the Community Risk Assessment/Standards of Cover plan and the recommendations contained within
- A professional print-ready plan in workable format and PDF format that is informed by AFD community input and driven by AFD leadership
- A presentation, with visual aids, data, and projections that highlights the most pertinent findings and recommendations from the CRA/SOC at a meeting of the AFD Board of Directors including facilitated discussion and Q & A session

*Details of specific components are outlined below for reference but are not all-inclusive.

SCOPE OF PROFESSIONAL SERVICES

A. Scope of Work -Standards of Cover & Deployment Analysis

The intent of this scope of work will be to produce a Standards of Cover document that is fully compliant with industry best practices in the field of deployment analysis. This evaluation and analysis of data will be based on nationally recognized guidelines and criteria, including recognized National Fire Protection Association (NFPA) standards, Insurance Services Office (ISO) schedules, any federal and state mandates relative to emergency services, and generally accepted practices within emergency services. All methodology used in this Standard of Cover analysis of the District will follow the methodology described in the "Community Risk Assessment: Standards of Cover", 6th Edition, published by the Commission on Fire Accreditation International (CFAI).

The scope of work will include but not be limited to:

Component A - General summary of the community and constituents served by the District.

- Service area general population and demographics.

- History, formation, and general description of the fire agency.
- Governance, lines of authority.
- Governance design, and model of board governance.
- Organizational design.
- Operating budget, funding, fees, taxation, and financial resources.
- Description of the current service delivery infrastructure.

Component B - Analysis and summary of the services provided by the District.

- Review and evaluation of calls for service demographics from a historical and live traffic perspective.
- Review and evaluate operational staffing levels and distribution of resources.
- Review and evaluate administration and support staffing levels.
- Review District performance goals, objectives, and measures.

Component C - Examine the effectiveness of inter-jurisdictional response.

The area served by the District is adjacent to partner agency providers. Some service areas overlap and interagency cooperation and effectiveness is critical. The study shall evaluate the effectiveness and benefits of emergency services including services provided by the District and by its partners.

Component D - Analysis and summary of the Community Risk.

Conduct an analysis of community fire protection and all-hazard risks, growth projections, and land uses and interpret their impact on emergency service planning and delivery. Land use, zoning classifications, parcel data, ISO fire flow data, economy value, building footprint densities, occupancy data, and demographic information should be used, along with specific target hazard information, to analyze and classify community fire protection risk by geography and type.

Use local planning/zoning data combined with available Geographic Information System (GIS) data to evaluate the physical risks of the community to include:

- Overall geospatial characteristics including political and growth boundaries, construction, and infrastructure limitations.
- Topography including response barriers, elevation extremes, and open space/interface.
- Transportation network including roads, rail lines, airports, and waterways.
- Evaluation of physical assets protected.

An interpretation of available census and community development data must be provided indicating:

- Population history.
- Census-based population and demographic information.
- School District, CDOT traffic, Pitkin County Airport flight data and/or other sources.

- Community planning-based population information.
- Transient population and demographic information.
- Population density.
- Community land use regulations.
- Occupancy types by land use designation.
- Hazardous substances and processes.
- Non-structural risk categorization.

Evaluate the current workload of the District and relate that analysis to the previously described community risk:

- Prepare a demand study that analyzes and geographically displays current service demands by incident type and temporal variation.

Prepare an analysis that will include a matrix showing the community's common and predictable risk types identifying staffing and resource needs. The matrix shall be developed with attention to:

- Risk-specific staffing levels to meet the critical tasking analysis for the identified risks.
- Apparatus assignments to accommodate the anticipated fire flows and other critical functions of the identified risks.
- Time standards that will provide for effective initiation of critical tasks and functions.
- Summary of current available resources in matrix format.

Component E - Review of Historical Fire Service System Performance.

Review and make observations regarding all areas involved in, or affecting, service levels and performance. Areas to be reviewed shall include, but not necessarily be limited to:

- Distribution Study
 - Overview of the current facility and apparatus deployment strategy, analyzed through Geographical Information Systems (GIS) software, with identification of service gaps and redundancies in initial unit arrival.
- Concentration Study
 - Analysis of response time capability to achieve full effective response force.
 - Analysis of company and staff distribution as related to effective response force assembly.
- Reliability Study
 - Analysis of current workload, including unit hour utilization of individual companies.
 - Review of actual or estimated failure rates of individual companies.
 - Analysis of call concurrency and impact on effective response force assembly (resource drawdown).

- Capacity Study
 - A study of the maximum emergency service capability of the District resources inclusive of auto aid and mutual aid resources.
 - Analysis of concurrent/overlapping calls.
- Historical and Live Traffic Performance Summary
 - Analysis of actual fire service system reflex time performance, analyzed by individual components.

*Aspen Fire Protection District has conducted limited analysis of Component E and has existing GIS layers related to travel time and response districts as well as preliminary response time analysis.

Component F - Performance Objectives and Measures.

An appropriate set of goals and objectives must be developed for the District specific to the nature and type of risks identified as common and predictable to the community. The goals and objectives shall be developed with respect to the following:

- Distribution - Initial attack (first due) resources for risk-specific intervention.
- Concentration - Effective response force assembly, or the initial resources necessary to stop the escalation of the emergency for each risk type.

Component G - Overview of Compliance Methodology.

Work with the District's management team to develop a methodology that will allow the District to continually measure future performance. This methodology shall include, but not necessarily be limited to:

- Records Management Systems (RMS) usage policies.
- Assignment of oversight responsibilities.
- Schedule of assessments.
- Review requirements.
- District adopted metrics

Component H - Analysis of District Governance, Leadership Roles, Responsibilities and Function

Work with the district elected officials, district attorney and management to determine effectiveness of current board and governance practices and provide recommendations for future structure and performance. This methodology shall include, but not necessarily be limited to:

- Organizational roles and responsibilities.
- Governance structure.
- Governance philosophy and model.

Component I - Evaluation, Conclusions, and Recommendations to Policy Makers:

Develop and analyze various operational models for providing emergency services with the specific intent of identifying those options that can deliver the optimum levels of service identified in the previous components at the most efficient cost. Recommendations shall be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy.

Develop one or more long range options for resource deployment that will improve the District's level of service for the identified performance objectives and targets. This should include, but is not necessarily limited to, specific recommendations regarding:

- Any relocation of existing facilities.
- General locations of future necessary fire stations.
- Selection and deployment of apparatus by type.
- Service delivery recommendations, including deployment of operational, administrative, and contractor staffing.

Evaluate and present in graphical and descriptive format for the deployment option(s):

- Degree of benefit to be gained through its implementation:
 - Extent to which it achieves established performance targets.
 - Potential negative consequences.

B. Development and Review of Draft Project Report.

Develop and produce a draft version of the written report for review by the District representatives. 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. Review of the draft may be performed through web-based video conferencing. The draft report shall include:

- An executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Detailed narrative analysis of each report component structured in easy-to-read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix.
- Supportive charts, graphs, and diagrams, where appropriate.
- Supportive maps, utilizing GIS analysis, as necessary.
- Appendices, exhibits, and attachments, as necessary.

C. Delivery of Final Standards of Cover Document

Complete any necessary revisions of the draft and produce ten publication-quality bound, final versions of the written report.

It is preferred that the final Risk Assessment/Standards of Cover be completed by 12/15/2022.

If the District identifies the need, a formal presentation of the project report shall be made by District and consultant team members to District, City and/or, elected officials, and/or the general public, and shall include the following:

- A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- Supportive audio-visual presentation.
- Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- Opportunity for questions and answers, as needed.

All presentation materials, files, graphics, and written material will be provided to the District at the conclusion of the presentation(s).

RESPONSE REQUIREMENT SUMMARY

Form of Response

This Section contains detailed instructions to which Proposers must adhere in the preparation and submittal of proposals to the Aspen Fire Protection District. For purposes of evaluation, Proposers are advised that the proposal content, completeness of information, clarity, ease of reference and effectiveness in demonstrating the qualifications of the Proposer is most important. Failure to comply with these instructions may result in disqualification.

One (1) electronic copy (PDF) shall be submitted to nikki.lapin@aspenfire.com by 5pm, (MDT), May 15, 2022. All proposals shall be submitted electronically to the above email address:

Proposals must include the following information to be considered:

1. Cover letter introducing the organization, describing the interest the Proposer has in working on the project and what uniquely sets them apart from other equally qualified Proposers.
2. Identify your abilities and plan of action for the deliverables noted in the RFP
3. Identify your abilities to meet the timelines noted in the RFP and propose schedule for completion
4. A detailed project proposal including milestones and costs
5. Description of the development approach to the project, noting project understanding, unique challenges, assessments and project interpretation, and strengths that the individual, firm or team bring to this project. Please be clear and concise when describing the development approach.

6. Professional background information about the Proposer including an indication of who is the project lead, key team members responsible for the project and brief narratives of their backgrounds relevant to this work.
7. Description of relevant knowledge and experience including:
 - Fire District/Department deployment principles and practices.
 - Fire District/Department staffing practices.
 - Fire District/Department firefighter and civilian labor relations.
 - Fire District/Department performance measurement.
 - Fire prevention, urban-wildland interface, and community risk reduction.
 - Fire District/Department dispatch and communications.
 - Field operations for fire and emergency medical services.
 - Fire services management practices.
 - District business practices and governance.
 - Fire District/Department fleet management.
 - Fire services technology
 - Use of live traffic analysis
 - Safety and training.
 - Land use planning.
 - Strategic, master, and business planning.
8. Minimum of three examples of prior projects that are similar in scope and size to our project as well as references for these prior projects that we may contact. Ideally, these samples mirror other high mountain resort communities.
9. Provide a fee proposal for the scope of services of the project, with a breakdown of that fee. The fee proposal breakdown shall include a complete line-item budget for the work with explanations as necessary.
10. A written statement identifying any reservations, conditions or constraints related to the request for proposals.
11. Please submit your completed packet in PDF format to nikki.lapin@aspenfire.com

SELECTION CRITERIA

As the successful candidate you will demonstrate:

- Significant experience in Community Risk Assessment/Standard of Cover planning and production
- An understanding of Colorado special districts and their management
- Experience, qualifications, and expertise with public safety and/or local government
- Demonstrated ability to provide services described
- Quality of work as verified by references

- Willingness to accept the Aspen Fire Protection Districts contract terms
- Experience synthesizing stakeholder input for action
- Experience facilitating group discussions
- A proven track record of project management by meeting committed deadlines and costs
- Any other factors deemed relevant.
- Demonstrated ability to make progress on multiple tasks in a dynamic and ever-changing process and resolve conflicts in communication, coordination, schedule, etc.
- Professional fee is competitive and based upon the scope and quality of the work to be provided and the ability to bring the project in on budget and on time.

In the event that only one (1) proposal is received in response to this RFP, the Aspen Fire Protection District may require assistance from the single responsive and responsible Proposer in the preparation of a proposal price analysis in order to determine whether the single proposal received by the Aspen Fire Protection District is fair and reasonable.

The Aspen Fire Protection District maintains the right, but shall be under no obligation, to award a contract to the responsive and responsible Proposer whose proposal is deemed by the Aspen Fire Protection District to be most advantageous to the District as determined by capability, qualifications and other factors set forth above.

TERMS AND CONDITIONS

A. Invitation

Qualified consultants (herein the “Proposer(s)”) are invited to submit a sealed proposal to the Aspen Fire Protection District, Colorado, to develop a Community Risk Assessment and Standards of Cover for Aspen Fire Protection District.

The purpose of this solicitation is to bind a qualified, competent, and experienced Proposer into a formal written agreement with the Aspen Fire Protection District to perform the scope of work described in this Request for Proposals.

This invitation is not to be construed as a commitment of any kind on the part of the Aspen Fire Protection District, nor does it commit the Aspen Fire Protection District to pay or otherwise reimburse any costs incurred in the submission of a proposal package, nor for any costs incurred prior to the mutual execution of a formal written agreement.

B. Advertisement and Notice of Invitation

Requests for Proposal (herein “RFP”), including response submittal requirements for:

Aspen Fire Protection District

Community Risk Assessment – Standards of Cover

Should be emailed in PDF Format to Nikki Lapin at nikki.lapin@aspenfire.com.

All questions shall be directed to Nikki Lapin at nikki.lapin@aspenfire.com by 5 pm MDT, 5/9/2022. Written responses to questions will be returned to you via email by 5 pm MDT, 5/12/2022.

- C. The Aspen Fire Protection District is under no obligation to comply with the schedule shown on page 1 or with any of the times and dates listed above, provided that all prospective Proposers or other interested parties known to the Aspen Fire Protection District shall be notified equally of changes made to the schedule by the Aspen Fire Protection District within a reasonable time after any such changes are made. In no event shall any proposer or other interested parties have any redress to the Aspen Fire Protection District, be it financial or otherwise, in the event the Aspen Fire Protection District changes this schedule in any way. Responsibility for submitting the proposal to the Aspen Fire Protection District on or before the Deadline shall remain solely and strictly that of the Proposer.
- D. All Proposers are encouraged to review this RFP carefully and to investigate all conditions involved in the execution of work requested. The selected Proposer shall not be allowed additional compensation for items on which it has failed to inform itself prior to the opening of proposals.
- E. In the event that only one (1) proposal is received in response to this RFP, the Aspen Fire Protection District may require assistance from the single responsive and responsible Proposer in the preparation of a proposal price analysis in order to determine whether the single proposal received by the Aspen Fire Protection District is fair and reasonable.
- F. The Aspen Fire Protection District maintains the right, but shall be under no obligation, to award a contract to the responsive and responsible Proposer whose proposal is deemed by the Aspen Fire Protection District to be most advantageous to the District as determined by capability, qualifications and other factors set forth above.
- G. **Professional Services Agreement.** Upon selection, the selected Proposer shall execute a professional services agreement with the Aspen Fire Protection District, an example of which is attached to this document.
- H. **Confidentiality.** By submitting a bid, the Proposer certifies that it has not and will not disclose any information about its bid to any other potential Proposers until after the procurement process is complete.
- I. The Aspen Fire Protection District reserves all rights to investigate the qualifications of any and all individuals and firms under consideration, to perform a financial audit of one or more firms, to confirm any part of the information furnished in a proposal, and to require further evidence of managerial, financial or professional capabilities which are considered necessary for the successful performance of work described in this RFP. The Aspen Fire Protection District reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received.
- J. **Public Records.** All proposals and supporting documents, except such information that discloses proprietary or financial information submitted in response to qualification statements, becomes

public information held in custody of the Aspen Fire Protection District after the proposal submittal date given in this RFP. The Aspen Fire Protection District assumes no liability for the use or disclosure of technical or cost data submitted by any Proposer.

Nevertheless, if a proposal contains information that the Proposer does not want disclosed to the public, or used for any purpose other than the evaluation of this offer, all such information must be indicated with the following or similar statement:

"The information contained on pages _____ shall not be duplicated, used in whole or in part for any purpose other than to evaluate the proposal provided; that if a contract is awarded to this firm as a result of the submission of such information, the Aspen Fire Protection District shall have the right to duplicate, use, or disclose this information to the extent required by law. This restriction does not limit the right of the Aspen Fire Protection District to use the information contained herein if obtained from another source."

All such nondisclosure items specified in the proposal shall be subject to disclosure as provided in Part 2 of Article 72 of Title 24, C.R.S. ("The Colorado Public Records Act") or as otherwise provided by law.