



City of Marquette
REQUEST FOR PROPOSALS

RFP # 25-01
Fire Department Community
Risk/Standards of
Cover/Compensation Study

The deadline and RFP Opening will be at 10:00 am, January 16, 2025. Location of the opening will be at Financial Services Conference Room at 300 West Baraga Avenue, Marquette, MI 49855. RFPs must be in sealed envelopes clearly identifying the RFP title. Required content for proposals can be found on the City website at www.marquettemi.gov

Email or Mail Proposals To:

City of Marquette
ATTN:Katie Burnette, Finance Department
300 W. Baraga Ave.
Marquette, MI 49855
kburnette@marquettemi.gov

The City of Marquette reserves the right to reject any and all bids if judged not to be in the best interest of the City.

Karen M. Kovacs
City Manager

For questions or further information, contact:

Ian Davis
Fire Chief
City of Marquette
418 S. Third St.
MARQUETTE, MI 49855
idavis@marquettemi.gov



**REQUEST FOR
PROPOSALS RFP 25-01
Fire Department Community Risk/Standards of Cover/Compensation Study
300 West Baraga Avenue,
Marquette, MI, 49855**

Response Due
Date:

January 16, 2025
10:00 a.m.

REQUEST FOR PROPOSALS
CITY OF MARQUETTE
Fire Department Community Risk/Standards of Cover/Compensation Study
300 West Baraga Avenue,

Date of Request: December 10, 2024

I. INTENT

The City of Marquette Fire Department (MFD) is soliciting proposals from qualified firms or individuals to provide consulting services for a comprehensive community risk assessment, a standards of cover study, and an employee compensation market analysis.

II. BACKGROUND

The City of Marquette (City) has a full-time, paid professional fire department with a total of 28 employees consisting of a Fire Chief, Administrative Assistant, Fire Marshal, Rental Inspector, and 24 operations personnel. The operations personnel consist of 3 Battalion Chiefs, 3 Captains, 3 Lieutenants, 6 Engineers, 3 Relief Engineers, and six firefighters. There are 8 personnel assigned to each shift with a daily minimum staffing of 6. The department responds from two fire stations and is comprised of three shifts (1,2, &3) and works a 24/48 schedule while responding to 2700 calls for service per year.

The MFD provides fire suppression, non-transport ALS emergency medical services, technical rescue, vehicle extrication, near shore and swift water rescue, as well as fire prevention, code enforcement, plans review, and building inspections.

The MFD serves a population of approximately 21,000 residents in an area of 11.4 square miles with an assessed value of \$1.2 billion. The MFD budget for the 2024 and 2025 fiscal years are \$4.53 million and \$4.18 million respectively.

II. SELECTION PROCESS

Proposals will be evaluated utilizing the following qualification-based selection method.

Evaluation Criteria	Weight
Overall content quality. Thoroughness and understanding of the tasks to be completed.	15
Staff expertise and overall experience of personnel assigned to the project.	25
Background and experience with similar projects.	30
Cost	30
Total	100

The final selection will be made by the City Commission.

III. CONTENT TO BE SUBMITTED

Respondents are to provide complete and detailed responses to all items below. Submittals that are incomplete or conditioned in any way that contain alternatives or items not called for in this RFP, or not in conformity with the law, may be rejected as being non-responsive. The City will not accept any proposal containing a substantial deviation from the requirements outlined in this RFP.

Organization of the submittal shall follow the sequence of contents below so that essential information can be located easily during evaluation.

1. **Letter of Interest:** Include a letter expressing the consultant's interest in being considered for the project. Include a statement regarding the consultant's availability to dedicate time, personnel, and resources to this effort during the period from proposal acceptance to the summary presentation of report. The letter of intent must include a commitment to the availability of the consultant and all key project staff during the project period and a proposed schedule designed to meet the City's deadline for the report. (2-page maximum)
2. **Project Understanding and approach:** Include a statement demonstrating your understanding of the proposed project and of the Marquette City community and describe your approach to completing the project successfully and within the proposed budget and schedule. (2-page maximum)
3. **Relevant Experience:** Include information describing the consultant's experience with community risk assessment, standards of cover studies, station location and deployment analysis, and employee compensation market analysis.

a. Desired qualifications:

- i. The consultant, or a member of the consultant's team should have experience as a uniformed member of a career fire and emergency medical response agency at a command rank, posses terminal degree to fulfill research tasks within the given project and conduct consulting services in similar sized and demographic communities to Marquette.
- ii. The consultant should have public sector management experience and must have experience evaluating the trade offs of public safety verses budget pressure.
- iii. The consultant must be familiar with Michigan Administrative Code Requirements, NIOSH LODD Reports, OSHA requirements, NFPA Standards and other NIST studies/reports. Experience in establishing any of the above documentation is desired.
- iv. The consultant should have a minimum of three years' experience in providing public sector consulting services that evaluate operational changes and budgetary impacts related to those changes.
(10-page maximum)

4. HIPAA compliance: Include information describing the consultant's experience working with agencies that are required to maintain protected health information. What physical, network, and process security measures are in place to ensure HIPAA compliance? (2-page maximum)
5. References: Provide three client references able to verify the consultant's overall expertise for this type of work. The references must have worked with the consultant within the last five years. Provide complete contact information to include the name of the company, contact person, address, phone number, and email address.
6. Cost: Provide an overall cost estimate for the project. Provide the method of billing and hourly rates. Include a sample invoice to show the method of billing for a sample project.
7. Key Personnel: List key personnel that will handle the project. The personnel listed must be committed to this project for the expected term of the agreement. Include a brief bio or resume outlining the experience of the key personnel that will be involved.

IV. SCOPE OF WORK

The scope of work shall include the development of a comprehensive community risk assessment, a standards of cover study, and an employee compensation market analysis.

TASK ONE Comprehensive Community Risk Assessment

1. Identify community risks including, but not limited to, fire, emergency medical service demand, technical rescue, hazardous materials, transportation, and natural hazards.
2. Establish an occupancy vulnerability risk profile for all buildings in the City.

3. Population, age, density, and day-time population estimates. Anticipated population growth estimates and the corresponding demographic changes.

TASK TWO Standards of Cover Study

1. A description of the community served.
 - a. History, formation, and general description of the fire agency.
2. A description of the service provided.
 - a. A review of the current service delivery compared to industry benchmarks.
 - b. A review of the current staffing model compared to industry benchmarks.
 - c. An analysis of current operations and staffing to include:
 - i. A review of operational staff distribution and assignment per response.
 - ii. A review and evaluation of operational staffing levels.
 - iii. A review and evaluation of staff scheduling methodology.
3. Historical Performance and Deployment
 - a. Distribution
 - i. An overview of the current facility and apparatus deployment strategy and performance.
 - b. Concentration
 - i. An analysis of response time capability to achieve an effective response force.
 - c. Reliability
 - i. An analysis of current workload, including unit-hour-utilization and the estimated percentage of reliability.
4. Analysis and Recommendations.

The study shall address:

 - a. Best long-range strategy for service delivery and overview of potential future considerations.
 - b. Recommended performance objectives and monitoring.
 - c. Recommended optimal location for potential future consolidated fire station.
 - d. Recommended deployment of operational personnel.
 - e. Recommended staffing levels and shift schedule.
 - f. Prioritization of short- and long-term implementation plans.
 - g. Recommended strategy, timeline, and schedule for implementing changes.
 - h. Potential impacts of not following each recommendation.

- i. Possible improvements/decrements in operational effectiveness and readiness from implementation of recommendations.
- j. Operational impacts of implementing recommendations.
- k. Budgetary impacts of implementing recommendations.
- l. Impacts on training and code enforcement from increased call volume.
- m. Impacts to personnel safety and health.

TASK THREE Employee Compensation Market Analysis

1. Review and provide recommendations, including rationale, to align the City's compensation structure for all positions in the MFD in consideration of the City's current pay practices and policies, internal pay relationships, and the external labor market. The City's objectives are to:
 - a. Attract and retain qualified employees.
 - b. Provide salaries commensurate with assigned duties.
 - c. Provide benefits commensurate with comparable government agencies.
 - d. Clearly outline promotional opportunities and provide recognizable compensation growth.
 - e. Provide justifiable pay differential between individual ranks/job titles.
 - f. Maintain a competitive position with other comparable government entities within the same geographic area.

2. Prepare a compensation final report that analyzes wages and total compensation labor market data for all MFD positions except Fire Chief and Administrative Assistant, to include the following:
 - a. The agencies surveyed.
 - b. The comparable position titles.
 - c. The salary range minimum.
 - d. The salary range maximum/control point
 - e. The number of observations.
 - f. The level of variability of the data
 - g. The market value relative to 50th percentile (market median) and 75th percentile.
 - h. The percentage of the MFD salary range above/below the market median value.
 - i. An explanation and outline of the methodology used.
 - j. A summary and assessment of the MFD's data relative to the market data points.
 - k. A review of the current pay structure relative to the market data points.
 - l. Review of the City's total compensation (including health benefits) relative to the market data points.
 - m. A key, explaining comparative data points used to analyze the MFD's wages and total compensation with market wages and total compensation data.

- n. Percentile placement amounts for all positions regarding wages and total compensation relative to market position.

V. DELIVERABLES

1. **Development and Review of Draft Project Report:** The consultant shall provide a draft version of the written report for review by the client and the client's representatives. Client feedback is a critical part of the project and adequate opportunity will be provided for review and discussion of the draft report prior to finalization. The report will include:
 - a. An executive summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
 - b. A detailed narrative analysis of each task structured in easy-to-read sections and accompanied by explanatory support to encourage understanding by both staff and civilian readers.
 - c. Clearly designated recommendations highlighted for easy reference and cataloged as necessary in a report.
 - d. The draft project report shall be delivered no later than six months after proposal acceptance.
2. **Delivery of Final Project Report:** The consultant shall complete any necessary revisions of the draft and produce four publication-quality, bound, final versions of the written report, as well as an electronic version of the report (in copy ready format).
 - a. The final project report shall be delivered no later than seven months after proposal acceptance.
3. **Summary Presentation of Report:** The consultant shall make a formal presentation of the findings to stakeholders including staff, elected officials, and IAFF local 643 union leadership.

VI. OTHER CONSIDERATIONS

The successful bidder will be notified of the award in writing and will be expected properly and promptly to execute a contract, such contract will include the following conditions:

INSURANCE

Provide evidence of insurance and the coverage limits, or state method for addressing insurance in the following categories:

- Worker's Compensation - in compliance with the Workers' Compensation Act.

- Comprehensive General Liability (including coverage for completed operations)
- Comprehensive Automobile Liability (including non-ownership and hired car)
- Professional Liability (errors and omissions, including contractual liability)

DOCUMENTS

All documents, including drawings, maps, and specifications created or existing as part of this project, shall be available for use by, and become property of, the City.

TIMELINE

The following is an outline of the selection procedure and a tentative time schedule.

Event	Date
Release RFP	12/10/2024
Questions due	01/02/2025
Deadline for RFP submission	01/16/2025
Completion of the proposal evaluation	TBD
City interviews of short-listed respondents*	TBD

* The City reserves the right to select a consultant from submitted proposals alone.

VII. RECEIPT OF INFORMATION

Interested parties are invited to respond to this RFP by submitting a response to the City. Please see section III, "Required Considerations" in formulating your response.

To be considered by the City of Marquette, proposals must be received at the City Finance Department no later than **10:00 a.m. EST January 16, 2025**. Proposals are to be emailed, or mailed in sealed envelopes, clearly identifying the proposal title, "Fire Department Community Risk/Standards of Cover/Compensation Study" and addressed to:

City of Marquette
ATTN: Katie Burnette, Finance Department
kburnette@marquettemi.gov
300 W. Baraga Ave.
Marquette, MI 49855

Proposals will be publicly opened at the following place and time:

Date: January 16, 2025

Time: 10:00 a.m. EST

Place: Financial Services' Conference Room, City Hall, 300 W. Baraga Avenue, Marquette, MI 49855

LATE PROPOSALS

Any proposals received by the City Finance Department after the exact date specified above will not be considered.

WITHDRAWAL OF PROPOSALS

Proposals may be withdrawn by written notice received at any time prior to award. Proposals may be withdrawn in person by a representative of the firm, provided that the representative signs a receipt for the proposal prior to award.

Transmissions by fax will not be accepted. **The City of Marquette reserves the right to reject any and all proposals.**

IIX. QUESTIONS CONCERNING THE RFP

Please direct all comments and questions to Ian Davis, Fire Chief. All contact regarding this RFP or any matter relating thereto must be in writing and may be mailed or e-mailed as follows:

Ian Davis
Fire Chief
418 S. Third St.
Marquette, MI 49855
Email: idavis@marquettemi.gov