



## City of Yreka

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# City of Yreka Request for Proposal Fire Department Study/Review March 15, 2018

### **Purpose:**

The City of Yreka is seeking a fire service consultant experienced in the management and operations of volunteer fire departments to undertake an organizational, effectiveness and overall efficiency study on staffing levels, facilities, equipment, fire department administration and response policies of the fire department.

### **Background:**

The Yreka Fire Department is an all-volunteer fire department serving the City of Yreka with a population of approximately 7700. Yreka is a commercial hub for Siskiyou County and the County seat.

The Department includes a Chief and Secretary, both of whom receive a small stipend, and approximately 20 volunteers who receive a small per-call payment. The Department responds to fires, auto accidents, medical calls and other emergencies. The total calls for services in 2017 was 1,280. The Department has mutual aid agreements with other fire agencies, including South Yreka Fire, Montague Fire and CalFire. Dispatch is handled by CalFire.

The call volume has increased over the years, from about 650 calls for service to the past year's level of 1,280 calls for service with a high of 1,487 calls for service in 2013. 80% of the call volume is for medical calls. The City is served by a regional ambulance company that is also dispatched to these calls.

At the same time, the number of volunteers has decreased. The number of volunteers was approximately 32 ten years ago and has decreased to as low as 19. A recent push to recruit volunteers has resulted in 4 applications. Existing volunteers, many whom have served for decades, are beginning to retire from the Department and newer volunteers are serving for shorter periods. It is believed that part of the difficulty in retaining volunteers willing to respond to calls is the increasing daily call volume for medical calls.

Training for fire and medical response is coordinated by a volunteer with regular training meetings scheduled each month.

The City and community highly value the Fire Department and its volunteers. The City would like to strengthen the department so that it can continue its 100-year-plus service to the community.

### **Requested Study**

The City is interested in contracting with a qualified provider to complete an assessment of the fire department against typical standards and recognized best practices regarding the following:

1. Staffing:
  - a. Review the organizational structure to determine whether a different mix of staffing is necessary. This review should include a recommendation on whether to have a paid chief instead of the current stipend position or other staffing proposals to address the needs of the department.
  - b. How to assess current staff level. For example, would the following be considered in that determination: total and type of building structures, population, experience of members, etc.?
  - c. How to assess future staff level in anticipation of city growth.
  - d. How to assess yearly need based on staff retirement and turnover models.

- e. How to increase retention and attract and keep new members. For example, consideration review of current benefits/proposed benefits; should there be other paid members and at what level of experience; should there be response pay and, if so, should that be based on call type?
  - f. The Department has used cadets as “sleepers” during training at the College of the Siskiyou Fire Academy; however, the cadets are only available for part of the year (they all obtain full time jobs as seasonal firefighters during the spring and summer) and need to be supervised by the volunteer members.
2. Organization:
    - a. Number and duties of officers and engineers.
    - b. Number and type of standing and ad hoc committees.
    - c. Interdepartmental communication and communication between the department and the community.
  3. Training:
    - a. Sufficiency and delivery of current training.
    - b. Sufficiency of current training center and current training equipment.
    - c. Should there be an increase in variety of delivery mechanisms for training, e.g., on-site computers for independent training?
  4. Facility
    - a. How does the current facility, if at all, contribute to membership retention and attraction of new members?
    - b. Is the current facility sufficient to meet the operational/safety needs of the department/city? If not, what’s needed?
    - c. If the current facility is sufficient to meet operational/safety needs, at what point and how will we be able to identify when the facility is no longer sufficient?
  5. Response Policies
    - a. Should there be a sign-up schedule for responding? If so, with what frequency for sign-ups? Should sign-ups only be for certain call types?
    - b. Should certain call types offer a pay differential?
    - c. Are there any strategies that could be employed to address the increasing number of calls, particularly medical calls?

### **Submission of Proposals**

Proposals will be accepted by the City until 5:00 PM on April 9, 2018. Proposals may be sent to:

Liz Casson  
 City Clerk  
 City of Yreka  
 701 Fourth Street  
 Yreka, CA 96097

Proposals may be emailed to [casson@ci.yreka.ca.us](mailto:casson@ci.yreka.ca.us). *Note that files exceeding 10 MB may be rejected by the City’s server, so the proposer should confirm receipt or arrange an alternative method of delivery.*

### **Proposal Format**

Proposals shall include the following:

- A listing of similar projects that demonstrates the consultant’s experience with other fire departments, particularly volunteer fire departments. Please provide a list of similar projects completed in the last five years.
- A work plan that specifies what tasks are anticipated.
- City personnel anticipated to be interviewed for each plan element.

- A list of client references and contact persons, including contacts for any project shown to satisfy the requirements listed above.
- A statement explaining the firm's overall approach to providing the requested services, including any special areas of expertise, professional contacts, and/or public agency expertise that demonstrate the firm's capability to ensure efficient project completion within identified project deadlines.
- Qualifications and roles of the key personnel on the project
- Provide a draft scope and cost proposal for preparation of the study with a preliminary work schedule and list of identified deliverables.

### **EVALUATION OF PROPOSALS**

The proposals will be evaluated based on the needs of the City. Some of the evaluation criteria will include:

- Experience including prior projects with other fire departments, particularly volunteer fire departments (or mostly volunteer departments).
- References
- Services to be provided and approach to the project
- Costs of the proposal.

The City will enter negotiations with the firm rated highest following the selection process. If such negotiations are not successful, negotiations may be entered into with the firm receiving the next highest rating.

### **INSURANCE REQUIREMENTS**

The consultant selected to perform the work shall provide Proof of Insurance and a Hold Harmless agreement acceptable to the City.

### **ADMINISTRATIVE INFORMATION**

The City reserves the right to reject any or all proposals. This request for proposals and specific statements of qualifications does not obligate the City of Yreka to award a contract nor does it commit the City to pay any costs associated with the preparation and submittal of a proposal. Requests for additional information required by a firm wishing to make a proposal to the City relative to this RFP/RFQ should be directed to the contact person listed below. All proposals and accompanying materials shall become the property of the City upon submittal.

### **CONTACT PERSON**

Steve Baker  
City Manager  
701 4<sup>th</sup> Street  
Yreka, California 96097  
[sbaker@ci.yreka.ca.us](mailto:sbaker@ci.yreka.ca.us)  
530-841-2321

Jerry Lemos  
Volunteer Fire Chief  
530-841-2383