



# **YORK AREA UNITED FIRE AND RESCUE**

## *Office of the Fire Chief*

Daniel J. Hoff, Fire Chief

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**REQUEST FOR PROPOSALS  
YORK AREA UNITED FIRE AND RESCUE  
STRATEGIC PLAN STAKEHOLDER FACILITATION**

**PROPOSALS DUE AUGUST 16, 2024  
NO LATER THAN 3:00 P.M.**

## **I. PURPOSE AND INVITATION**

York Area United Fire and Rescue (“YAUFR” or “Department”) is seeking proposals from qualified consultants to facilitate portions of the next strategic planning process.

YAUFR’s current strategic plan was developed in 2021 and is set to conclude at the end of 2024. The plan was formally reviewed by staff at the end of 2022 and 2023. YAUFR also has a separate five-year Capital Improvement Program (“CIP”), covering the replacement of our apparatus fleet.

YAUFR will accept proposals from qualified consultants who meet criteria set forth herein and who shall submit a proposal that meets all requirements set forth in this RFP. YAUFR is appreciative of time and effort put forth in preparing such proposals.

## **II. BACKGROUND**

YAUFR was established in 2008 from the Spring Garden and Springettsbury Township Fire Departments in York County, Pa. In 2018, Manchester Township became YAUFR’s third charter municipality. YAUFR protects more than thirty-nine (39) square miles and serves a permanent residential population of approximately 60,256 stakeholders.

YAUFR operates from five fire stations with daily minimum staffing of two per apparatus, with a total of forty-eight (48) career firefighters; special service units are cross staffed with engine companies or another special service unit. Command staff includes a Fire Chief, three (3) Shift Battalion Chief’s, Two (2) Daytime Battalion Chief’s, and one part time Battalion Chief. Administrative personnel include Civilian Administrative Director (Finance and Human Resources) and Administrative Assistant positions. Volunteer staff support daily operations in a variety of capacities, including firefighters, fireground support functions, and traffic incident management.

## **III. BUDGET CLIMATE**

YAUFR’s annual budget for 2024 is \$9,624,343.17. YAUFR’s Charter Agreement currently specifies a funding formula of thirty-eight (38) percent for Manchester Township, thirty-seven (37) percent for Springettsbury Township and twenty-five (25) percent for Spring Garden Township. YAUFR provides first response EMS, while each Township utilizes a third party for ALS transport services.

YAUFR, as part of the annual budget process, develops a Five-Year Capital Improvement Program (CIP), which is updated annually.

All three Townships are considered stable regarding their current financial condition.

## **IV. SCOPE OF PROJECT**

### **A. Objectives of the Project**

YAUFR) seeks a qualified consultant to assist in developing a five-year strategic plan to assist the Department in budgetary planning, staffing, and management of current and future programs and resources. The Strategic Plan (the “Plan”) shall include:

1. Preparatory meeting(s) with Fire Chief, Command Staff, and Administrative Staff (virtual meetings are acceptable);
2. SWOT Analysis;
3. Review of YAUFR's Mission, Vision, and Value statements;
4. Stakeholder engagement with internal stakeholders such as company officers, firefighters, Commission Members, volunteers, and others as identified during preparatory meeting(s) with Command Staff (virtual meetings are acceptable);
5. Stakeholder engagement with external stakeholders, such as elected officials, community residents, business representatives, and other identified stakeholders. This list can be finalized during the preparatory meeting with Command Staff (virtual meetings are acceptable);
6. Conduct planning meeting(s) (onsite) with stakeholders to review SWOT analysis, identify and develop specific short-term and long-term goals and SMART objectives;
7. Follow-up meeting with Fire Chief, Command, and Administrative Staff and Commission Members (virtual meetings are acceptable); and
8. Deliverables to include:
  - a. Results from workshops and meetings, including but not limited to any raw data or summaries;
  - b. Identify strategic goals and SMART objectives; and
  - c. Priority ranking of YAUFR programs and services based on an ability to achieve these goals.

**B. Information Gathering**

Development of a credible Strategic Plan for YAUFR is dependent upon comprehensive efforts utilized to gather sufficient input from stakeholders. Results from information gathering sessions as described in the project objectives above must be recorded in a logical and systematic fashion so that YAUFR staff can incorporate information into a final plan as appropriate.

The chosen consultant shall develop a plan to conduct interviews and planning sessions to gain an in-depth understanding of YAUFR's organization and community expectations. YAUFR representatives should be included in the interview process. YAUFR staff will provide logistical assistance with scheduling, reserving facilities, setting up forums, and interviews. The consultant will remain responsible for facilitating events, conducting interviews, gathering, quantifying, and reporting on all information obtained throughout this process.

**C. Anticipated Specific Tasks and Services**

1. Information Gathering – Interviews conducted with YAUFR personnel to gain a thorough understanding of the operations.
2. Historical and Statistical Data – Review of the current strategic plan, 2023 Year-End Report, and Community Risk Assessment – Standard of Cover.

**V. REQUIRED CONTENT OF PROPOSAL**

**A. General Requirements**

1. Consultants are encouraged to be creative and resourceful in proposing the most cost-effective and efficient solutions for needs outlined in this RFP.
2. All costs incurred through the preparation and presentation of this proposal shall be wholly absorbed by the consultant.

**B. Cover Letter / Executive Summary**

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 services. 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 RFP shall not be removed from this project team for the duration of the contract without the express written permission of YAUFR;
2. Experience with public sector entities in Pennsylvania is strongly encouraged, but not required. Include a description of the organization and experience in developing strategic plans in the Commonwealth of Pennsylvania, including those for fire departments.
3. A list of clients for which the consultant has developed a strategic plan in the last five (5) years, including a description specific work done for each;
4. A list of no less than three (3) recent client references of similar sized accounts which the proposer has served in a similar capacity over the past two years and/or is currently serving. Provide a contact person, telephone and fax numbers, and email and mailing addresses. Public sector clients are preferred but not required.
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 services and methods by which work will be performed. This description shall include the following:
  - a. Consultant's understanding of services to be provided;
  - b. Description of how the consultant proposes to meet project objectives. Include descriptions and documentation of proposed methodology.

Describe and outline tasks that the consultant believes are necessary for project completion;

- 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 YAUFR staff;
- d. Explanation of what work, if any, YAUFR staff will need 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; and
- f. Proposal shall include any additional information believed to be critical to YAUFR's proposal assessment. Marketing and promotional materials are not desired for review of the response to the RFP. Proposers are strongly encouraged to include a sample work product.

E. Proposed Project Cost

1. Provide an all-inclusive detailed project budget.
2. Prices quoted shall be firm and not subject to increases during the term of any contract that the consultant and YAUFR may enter into as a result of the proposal. The proposal shall be firm for at least ninety (90) days immediately following the date of submission of the sealed proposal until the date of award.
3. Project cost should be submitted in a separate sealed envelope.

F. Disclosure

Disclosure of any information submitted to YAUFR shall be dictated by the Pennsylvania Right To Know Law.

G. Laws and Regulations

All applicable laws of the Commonwealth of Pennsylvania, municipal ordinances and rules and regulations of all authorities having jurisdiction over the contract shall apply to the contract throughout.

**VI. EVALUATION CRITERIA**

- A. A professional staff review team will evaluate the proposal.
- B. The following will be considered in selecting a consultant. The relative importance of each factor is a management judgment and will include both objective and subjective factors.
  1. YAUFR will consider all material submitted to determine whether the proposer's offering complies with the RFP. It is important that responses be clear and complete so the evaluation committee can adequately understand all aspects of the proposal;
  2. Relevant qualifications/experience for similar-sized municipalities/entities or

clients and qualifications/experience of assigned staff;

3. YAUFR's evaluation process is not designed to simply award the contract to the lowest cost proposer. Rather, it is intended to help YAUFR 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; and
9. At YAUFR's discretion interviews may be arranged with top finalists to assist in making a final selection. Selection shall be based upon evaluation criteria, committee's recommendations and subject to YAUFR Commission approval.

## **VII. GENERAL CONDITIONS**

- A. All proposals must conform to requirements of this RFP and must be submitted according to the outline set forth in Section IV.
- B. YAUFR reserves the right to reject any or all proposals, to waive any technical defects, and to select the most advantageous consultant for the Department.
- C. Proposals received after the deadline and/or received unsigned shall be considered void and will NOT be considered. Said defect shall not be waivable.
- D. All proposals, responses, inquiries, correspondence, or other documents relating to this RFP will become YAUFR property once received. YAUFR 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 YAUFR, the form and substance of which must be acceptable to YAUFR. YAUFR will most likely not agree to execute the consultant's standard contract.
- B. The contract to be signed between YAUFR 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 YAUFR's property;
  3. A timeline for performance objectives;

4. Provisions for termination in the event of non-performance, 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 YAUFR;
6. Consultant shall abide by YAUFR's Code of Ethics to the extent it is applicable;
7. Consultant will be required to carry, maintain, and furnish proof of insurance coverage, at rates acceptable to YAUFR, including worker's compensation coverage. YAUFR shall be named as an additional insured;
8. Consultant shall include an indemnity provision by consultant to YAUFR covering damages, losses, expenses, attorney's fees, etc. against YAUFR 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. YAUFR is exempt from payment of Pennsylvania Sales Tax;
10. Final work product will be due no more than one hundred twenty (120) days following execution of a contract between YAUFR and the consultant; and
11. Any and all other provisions deemed necessary by YAUFR.

**IX. REQUESTED RESPONSES**

Proposal Due Date: Friday, August 16 , 2024, no later than 3:00 PM

Place: York Area United Fire and Rescue  
50 Commons Drive  
York, PA. 17402  
Attn: Daniel J. Hoff, Fire Chief

Acceptable Forms: Hard copy in a sealed envelope titled "Strategic Plan Stakeholder Facilitation RFP" delivered via mail, delivery service, or in person is acceptable, but shall be accompanied by an electronic copy. Hard copy proposals must be submitted in a sealed envelope addressed to York Area United Fire and Rescue, and with the name and address of the firm on the outside of the envelope.

**X. PRE-PROPOSAL ASSISTANCE**

Questions regarding this RFP or a proposal should be directed to Fire Chief Daniel J. Hoff at 717-718-2383 or via email at [daniel.hoff@yaufr.com](mailto:daniel.hoff@yaufr.com) Questions and answers may be shared with all bidders. Oral communications are not binding on YAUFR.