



## **City of Sweet Home, Oregon**

# **Request for Proposals for Disaster Preparedness Planning Services**

**Closes 4:00 pm, December 21, 2021**

## Table of Contents

<b>1. General Information</b>	3
1.1. Introduction	3
1.2. Background & Purpose	3
1.3. Selection Schedule	4
<b>2. Scope of Services</b>	5
<b>3. Proposal Instructions</b>	6
3.1. Proposal Submittal and Due Date	6
3.2. Inquiries	7
3.3. Minimum Qualifications	7
3.4. Proposal Format	7
3.5. Proposal Contents	7
3.6. Reservation of Rights	9
3.7. Protests	10
3.8. Public Records	10
3.9. Confidentiality Clause	11
3.10. Costs	11
<b>4. Proposal Evaluation</b>	11
4.1. Evaluation Criteria	11
4.2. Selection	12
4.3. Contract	13

# **City of Sweet Home, Oregon**

## **Request for Proposals**

### **Disaster Preparedness Planning Services**

## **1. General Information**

### **1.1. Introduction**

The City of Sweet Home (City) is soliciting proposals for a consultant (Contractor) to provide regional disaster preparedness planning services as an independent contractor to the City. Services conducted by the Contractor include, but are not necessarily limited to, the items listed in Section 2 of this RFP.

This RFP, issued in accordance with the provisions of the laws including statutes, ordinances, resolutions, and rules, of the State of Oregon and the City of Sweet Home, invites qualified firms (Proposers) to submit their Proposals to provide the services described.

### **1.2. Background & Purpose**

The purpose of this RFP is to establish guidance and procedures to facilitate the coordination and support of disaster management and support of emergency operations in local disaster response.

The following six parties have executed an Intergovernmental Agreement (IGA) to jointly hire a Contractor for regional disaster preparedness planning:

- Lebanon Rural Fire Protection District
- Brownsville Rural Fire District
- Sweet Home Fire and Ambulance District
- City of Brownsville
- City of Lebanon
- City of Sweet Home

Each Party has selected a designated representative to participate in work under the IGA. The City of Sweet Home shall serve as the primary point of contact to coordinate services once a Contractor has been selected. The IGA is attached for reference as Appendix A.

The Parties represent small rural communities and fire response areas in eastern Linn County, Oregon. Combined, the Parties' coverage area totals over 450 square miles and a population of approximately 45,000. People in east Linn County frequently travel between communities for normal activities such as work, school, shopping, dining out, recreation, entertainment, and medical care. A significant share of the population is considered low-income, with limited resources, though there is a very strong "Can-Do" attitude present. Property tax limits in Oregon have left all six parties with limited financial and staff resources and little opportunity to greatly increase their funding levels.

The Parties recognize that some emergencies will be very local, with a single responding agency. However, in the event of a significant regional disaster it is likely that the people living in

each jurisdiction will be impacted in substantially the same way and will have the same needs for assistance; and that the Parties' response requirements will need to be a joint effort, crossing jurisdictional boundaries to best serve the people of east Linn County. As a result, the Parties wish to establish a regional Emergency Operations Center (EOC) and ensure that the individual agency Emergency Operations Plans (EOPs) anticipate a high level of cooperation, resource sharing, and community action to survive and thrive.

The Parties also anticipate that in a large-scale event, such as the Cascadia Subduction Zone Event or other emergencies impacting large parts of the west coast, State and Federal assistance will likely be prioritized to urban areas elsewhere in the Willamette Valley. In such an event it could take quite some time before assistance becomes available to east Linn County. The Parties may have to be mutually self-sufficient for a long interim period until outside help arrives. A factor in planning for this scenario is to estimate such timeframes and identify willing community partners. There is strong community spirit and many locals have voluntarily used private resources for public benefit in past emergencies.

Recent events have brought to light the logistical difficulties of establishing a regional EOC. During the 2020 and 2021 wildfires especially, it was observed to take at least a week to set up a regional EOC. Local incident commanders have expressed a need for a concise guide with clear steps that can be implemented right away to set up an EOC as quickly and seamlessly as possible. This document will be much smaller than a standard EOP. This task is further described in the Scope of Work.

The Parties with Emergency Operations Plans in place include:

- The City of Lebanon – EOP drafted in 2012; Regional All Hazard Mitigation Plan drafted in 1998.
- The City of Sweet Home – EOP drafted in 2003; All Hazard Mitigation Plan drafted in 2021.
- The City of Brownsville has adopted the 2016 Linn County EOP.

Although Linn County is not a Party to this project, their EOP may be a useful reference. The Oregon Water/Wastewater Agency Response Network (ORWARN) also provides useful reference materials that may be relevant to this project.

The Parties recognize that there may be additional steps needed to prepare for mutual aid, whether regulatory or logistical. The selected Contractor will draft a report recommending next steps. This task is further described in the Scope of Work.

The Parties are seeking a Contractor who is experienced with facilitating intergovernmental cooperation, especially mutual aid planning and resource identification. The ideal candidate has experience using Adaptive Project Management or similar methods of providing flexibility to meet client needs.

### **1.3. Selection Schedule**

The City anticipates the following general timeline for its selection process. The City reserves the right to change this schedule.

RFP Advertised  
**Proposal Due Date**

November 17, 2021  
**4:00 pm, December 21, 2021**

Interviews with Proposers (if needed)	January 10-14, 2022
Begin negotiations with selected Proposer	January 17-21, 2022
Award Contract	January 25, 2022

## **2. Scope of Services**

The Contractor reports directly to the Sweet Home City Manager. The work may include site visits, conferences, telephone conferences, presentations, and e-mail. Inquiries from the general public and/or press are outside the purview of the Contractor. Any and all inquiries for the Contractor's time shall be channeled through the Sweet Home City Manager or designee, who must authorize such request prior to the Contractor taking any action.

Deliverables are an EOC Quick Start Guide and a Mutual Aid Recommendations Report.

### **EOC Quick Start Guide.**

This document is intended to be a concise resource that emergency managers can use to set up a regional EOC as quickly and seamlessly as possible. It should be less than 30 pages inclusive of all attachments. The focus of the document is on practical inter-agency collaboration, with simple action items. Checklists, bullets, or numbered lists are ideal. The Guide will be a living document to be maintained by the Parties.

The EOC Quick Start Guide shall include (not necessarily in this order):

- Primary and secondary locations to host a regional EOC.
- Primary and secondary contacts for each Party.
- Primary and secondary contacts for County, State, and Federal assistance.
- A procedure to determine when and how to escalate an event from the local response to a regional response, with specific action items.
- A list of needed equipment and information to operate the regional EOC (such as displays, digital maps, etc).
- A list of regional EOC assets that can be contributed by each Party.
- Identify potential community partners, sources of expertise, and funding mechanisms that could help the Parties prepare & respond to emergencies and disasters in the Response Area. (Hamm radio operators, heavy equipment, etc)
- Lines of command for a regional event response.
- Estimated timeframes that the Parties should expect to be mutually self-sufficient in an emergency until state and federal assistance arrives. Include best-case, worst-case, and middle-case scenarios for incidents of varying magnitudes from minor to catastrophic.
- Lessons learned from previous events.
- Additional topics which may be discovered and deemed relevant through the course of the work.

This list of contents may be revised by mutual consent of the Parties and the Contractor.

## Mutual Aid Recommendations Report

The Parties anticipate that providing disaster response assistance to each other will likely require additional setup work, some of which may not have been identified yet. Draft a report detailing recommended next steps for the Parties to take.

- Identify if any formal mutual aid agreements, other IGAs, or local EOP amendments are required for Agencies to share staff and resources during a regional emergency and to establish interagency lines of command. If no regulatory or legal next steps are recommended, explain why.
- Identify recommended incident command training for key staff.
- Assess the feasibility of the parties adopting a single EOP with party specific annexes. If a single EOP is not recommended, then recommend any updates to individual EOPs to provide for a high degree of cooperation.
- Assess the Parties' existing operational capacity and resources. Identify common deficiencies and/or barriers to access and make recommendations to resolve same. (For example, perhaps heavy equipment is available but a lowboy trailer must be acquired to haul it.)
- Outline possible community outreach programs to recruit and train potential community partners. Draft a procedure to maintain the list of community partners in the EOC Quick Start Guide.
- Identify possible funding mechanisms for pre-, mid-, and post-disaster efforts.
- Any other recommended next steps.

## **3. Proposal Instructions**

### **3.1. Proposal Submittal and Due Date**

Proposals shall be submitted in a sealed envelope clearly marked: "Confidential: City of Sweet Home Disaster Preparedness Planning Services Proposal".

Proposals shall meet the requirements set forth in Sections 3.4 Proposal Format, and 3.5 Proposal Contents.

Proposals shall be submitted by **4:00 p.m. on December 21, 2021** to:

Ray Towry  
City Manager  
3225 Main St  
Sweet Home, OR 97386

The City of Sweet Home assumes no responsibility for delayed or undelivered mail or express packages. Proposals which are not received by the above specified time and date will not be considered. Faxed or emailed proposals will be rejected as non-responsive.

### 3.2. Inquiries

Ray Towry, Sweet Home City Manager shall act as the facilitator for this proposal process. Questions concerning this RFP should be submitted in writing to:

Ray Towry  
City Manager  
3225 Main St  
Sweet Home, OR 97386  
Email: [rtowry@sweethomeor.gov](mailto:rtowry@sweethomeor.gov)

Oral instructions or information concerning the RFP or the project given out by elected officials, employees, agents or representatives of the City of Sweet Home, or by elected officials, employees, agents or representatives of any other Party to the IGA, to prospective Proposers shall not bind the Parties and shall not be relied upon.

### 3.3. Minimum Qualifications

Proposers must meet the following minimum qualifications to be evaluated:

- 5 years experience with regional emergency planning and/or facilitating multi-agency projects.
- Good legal standing in Oregon, and in home state if other than Oregon. (No bankruptcy, fraud, or illegal activities for the last 10 years.)
- Demonstrate the ability to furnish insurance coverage as specified in Section 7 of the attached contract form.

### 3.4. Proposal Format

Proposers shall provide two (2) hard copies and one (1) digital copy in .PDF format on a USB storage drive of the proposal in a sealed envelope clearly marked: "Confidential: City of Sweet Home Disaster Preparedness Planning Services Proposal".

***If your proposal contains proprietary information protected under Section 3.8 of this RFP, please provide an additional redacted digital copy on the USB storage drive.***

Proposals, including attachments, shall not exceed twenty (20) standard size (8 ½" x 11") pages, minimum 11-point font. For the purpose of demonstrating workflows or timelines in a legible manner, Proposers may use up to two larger sheets of paper not to exceed 11" x 17". If such use is made, it must be for legibility purposes only and will be considered part of the page count.

### 3.5. Proposal Contents

Please include the following sections in your proposal:

### Cover Letter (limited to 2 pages)

An introductory letter shall be prepared by each Proposer and included as the first page of the proposal. The letter should express the Proposer's interest in the project and summarize any key qualifications or other relevant information. The letter shall be signed by an officer of the company with the authority to commit to contractual obligations on behalf of the company.

The cover letter must include:

- Date
- RFP name
- Proposer's name
- Tax identification number
- Contact person
- Telephone number
- Email address
- Complete mailing and street address
- A description of the firm or organization (corporation, partnership, etc) that will serve as the contracting party
- Identify proposed subcontractors, if applicable.
- Include a statement confirming that the Proposer meets the minimum qualifications stated in Section 3.3.
- Identify COBID ownership status and/or employment practices regarding COBID businesses, if applicable. Higher consideration will be given to COBID-registered businesses.
- Written affirmation that the firm has a policy of nondiscrimination in employment because of race, age, color, sex, religion, national origin, mental or physical handicap, political affiliation, marital status or other protected class, and has a drug-free workplace policy. (This affirmation is required by law and will not result in higher consideration.)

### Project Approach & Methodology

Describe the Proposer's project management techniques. Describe the overall project approach for providing the services, including the proposed procedure for evaluating disaster and mutual aid preparedness and recommend improvements; recommended site visits and conferences; proposed schedule; and project milestones. Demonstrate understanding of public project planning & budgeting to accomplish projects in phases as budget becomes available.

The City is interested in professionals with experience using Adaptive Project Management or similar methods of providing flexibility to meet client needs.

### Technical Expertise & Qualifications

Address proposer's experience providing similar services to public agency clients. Describe Proposer's knowledge of, experience with, and expertise in the following areas:



- The principles, practices, and techniques of multi-agency emergency management.
- Risk assessment, emergency operations plans, and incident command systems.
- Governmental structure and resources.
- Intergovernmental agreements, mutual aid agreements, shared staffing plans, and similar logistical planning documents.
- Disaster mitigation strategies.
- Engaging community partners.

Provide a current résumé for the individual who will serve as the Contractor's project lead and of professional persons who will assist the project lead in performing the work. Include a description of qualifications, skills, and responsibilities, and any relevant licenses, certifications, disaster management experience, or special training programs completed (such as ICS Training levels). Specify the location where the project lead will be based. The City is interested in professionals with experience facilitating cooperation between small governmental entities and especially serving public agencies comparable in size to the Parties.

Provide a list of the tasks, responsibilities, and qualifications of any subcontractors proposed to be used on a routine basis.

#### Similar Experience and Past Performance

Provide a description of similar previous work demonstrating experience with multi-agency disaster preparedness and mutual aid planning. Provide a list of at least three (3) clients similar in size and character to the Parties. For each referenced project provide the following information:

- Project Title/Name
- Name and address of client
- Client contact person and contact information
- Summary of project scope and services provided

#### Familiarity with & Availability to the Response Area

Describe the Proposer's familiarity with the local geography of the Response Area and the local agencies providing emergency services throughout Linn County. Provide the office location of personnel that will be providing services. Higher consideration will be given to local Contractors with strong familiarity of the region.

### **3.6. Reservation of Rights**

The City reserves the right to: 1) seek clarifications of each proposal; 2) negotiate a final contract that is in the best interest of the City and the public; 3) reject any or all proposals; 4) cancel this RFP at any time if doing so would be in the public interest, as determined by City in its sole discretion; 5) award the contract to any proposer based on the evaluation criteria set forth in this RFP; 6) waive minor informalities contained in any proposal, when, in the City's sole judgment, it is in the City's best interest to do so; and 7) request any additional information City

deems reasonably necessary to allow City to evaluate, rank and select the most qualified proposer to perform the services described in this RFP.

### **3.7. Protests**

#### Protests of Solicitation

Proposers are directed to the protest procedures contained in ORS 279B.405 and OAR 137-047-0730. A prospective Proposer may file a protest of the solicitation if the prospective Proposer believes that the procurement process is contrary to law or that a solicitation document is unnecessarily restrictive, is legally flawed or improperly specifies a brand name. Protests shall be submitted to the City in writing no later than ten (10) days prior to the solicitation closing date.

#### Protests of Contract Award

Proposers are directed to the protest procedures contained in ORS 279B.410 and OAR 137-047-0740. A Proposer may protest the award of a public contract or a notice of intent to award a public contract, whichever occurs first, if:

- (a) The bidder or proposer is adversely affected because the bidder or proposer would be eligible to be awarded the public contract in the event that the protest were successful; and
- (b) The reason for the protest is that:
  - (A) All lower bids or higher ranked proposals are nonresponsive;
  - (B) The contracting agency has failed to conduct the evaluation of proposals in accordance with the criteria or processes described in the solicitation materials;
  - (C) The contracting agency has abused its discretion in rejecting the protestor's bid or proposal as nonresponsive; or
  - (D) The contracting agency's evaluation of bids or proposals or the contracting agency's subsequent determination of award is otherwise in violation of this chapter or ORS chapter 279A.

Protests shall be submitted to the City in writing no later than seven (7) days following the notice of intent to award.

### **3.8. Public Records**

All proposals submitted are the property of the City of Sweet Home, thus subject to disclosure pursuant to Oregon Public Records law, as qualified by ORS 279B.060(6) for similar personal services contracts. Accordingly, proposals received and opened shall not be available for public inspection until after City's notice of intent to award this contract is issued. Thereafter, except for information marked "Proprietary", all documents received by City shall be available for public disclosure. The City will attempt to maintain the confidentiality of materials marked "Proprietary" to the extent permitted under the Oregon Public Records law. By responding to this RFP, Proposers waive any challenge to the City's decisions in this regard.

***Marking all, or substantially all, of your proposal as "Proprietary" is not permitted and may be grounds for the City considering your proposal nonresponsive, at the City's sole***

**discretion.** If your proposal contains proprietary information protected under this section, please provide an additional redacted digital copy on the USB storage drive.

### **3.9. Confidentiality Clause**

This project may give the chosen Contractor access to confidential plans and information from throughout the region. The selected Contractor and all subcontractors shall keep all such information received and produced from this project confidential. No information from this project may be disseminated without the written consent of the Parties.

### **3.10. Costs**

Proposers responding to this RFP do so solely at their own expense.

## **4. Proposal Evaluation**

### **4.1. Evaluation Criteria**

In evaluating the proposal, the City will utilize the requirements outlined in this section to identify the contractor best qualified to perform the services.

#### Completeness & Responsiveness (all must be yes)

- Timeliness of submittal
- Satisfies minimum qualifications
- Satisfies content & format requirements

#### Scoring Criteria

Proposals meeting the above Completeness & Responsiveness requirements will be evaluated by the City using the following criteria:

- (20%)** Specialized experience, capabilities and technical competence, which the prospective Contractor may demonstrate with the prospective Contractor's proposed approach and methodology to meet the project requirements.
- (15%)** Resources committed to perform the services and the proportion of the time that the prospective Contractor's staff would spend to perform services for the contracting agency, including time for specialized services, within the applicable time limits.
- (13%)** Record of past performance, including but not limited to price and cost data from previous projects, quality of work, ability to meet schedules, cost control and contract administration.
- (2%)** Ownership status and employment practices regarding disadvantaged business enterprises, minority-owned businesses, woman-owned businesses, businesses that

service-disabled veterans own, emerging small businesses or historically underutilized businesses. (COBID businesses.)

**(20%)** Availability to the project locale.

**(20%)** Familiarity with the project locale.

**(10%)** Proposed project management techniques.

## **4.2. Selection**

Each proposal will be reviewed against the terms of this RFP to determine if the submittal is complete and responsive and how well the Proposer satisfies the evaluation criteria. The City may reject any submittal found to be incomplete, unresponsive or not in compliance with the format requirements set forth in this RFP. A submittal may be determined to be unresponsive if any aspect is found to be unacceptable or contrary to the best interests of the City.

The City regards the submission of the proposal in response to the RFP as the most important factor in the selection of a Contractor to provide services for the operation, maintenance and management of the Facilities. The City reserves the right to reject any or all responses to the RFP and is under no obligation to award a contract, as determined to be in the best interest of the City and at City's sole discretion.

The City reserves the right to interview one or more of the highest ranking Proposers as part of the evaluation process. Results of the evaluation will be posted to the RFP listing on the City website and will be emailed to the primary contact identified in each proposal.

The City intends to conduct evaluations based solely on the ranking of proposals in accordance with ORS 279B.060(8)(a). As a result, selection of the most qualified candidate will be made without regard to the price of the services. Only after selection of the most qualified candidate will the City and selected candidate enter into contract negotiations for the price of the services.

Each member of the evaluation committee shall complete an evaluation sheet ranking each qualified proposer against the weighted criteria set forth in Section 4.1 of this RFP. Completed evaluations shall be combined and tallied. The City reserves the right to interview one or more of the highest ranked candidates. Upon completion of its evaluation process, results of the evaluation will be posted to the RFP listing on the City website and will be emailed to the primary contact identified in each proposal, and the City will begin negotiating a contract with the highest ranking candidate. The City shall direct negotiations toward obtaining written agreement on the Contractor's performance obligations, a payment methodology that is fair and reasonable to the City, and any other provisions the City believes to be in the City's best interest to negotiate.

If the City and the selected candidate are unable for any reason to negotiate a contract at a compensation level that is reasonable and fair to the City, the City shall, either orally or in writing, formally terminate negotiations with the selected candidate. The City may then

negotiate with the next most qualified candidate. The negotiation process may continue in this manner through successive candidates until an agreement is reached or the City terminates this RFP.

Upon reaching agreement, the notice of intent to award will be posted and the contract will be presented to City Council for approval. If City Council approves the award of the contract as presented, then the agreement will be executed.

The responsibility for the final selection and negotiation rests solely with the City, as determined to be in the best interest of the City.

It is the desire of the City to have a contract in place no later than November 1, 2021.

#### **4.3. Contract**

The City desires to enter into a professional services agreement in the form attached, which includes all services necessary for this position, whether or not the services are specifically outlined in this RFP.

The selected proposer will be expected to sign the attached written agreement, which will incorporate this RFP and awardee's proposal. Any open terms in the attached contract will be completed, based upon awardee's proposal. Negotiations shall be limited to cost and any other terms the City chooses to negotiate, in City's sole discretion.

The City anticipates payment for services on either a lump sum or an hourly basis. The City reserves the right to negotiate a compensation package that is fair and reasonable to the City, as determined solely by City.

It is anticipated that the duration of the agreement will be negotiated upon selection of the qualified candidate.

Any contract requires that awardee will comply with all applicable federal and state laws, rules and regulations.

The City of Sweet Home is an Equal Opportunity/Affirmative Action Employer.  
Women, Minorities and Disabled Persons are encouraged to apply.

This RFP is issued in accordance with the provisions of the laws including statutes, ordinances, resolutions, and rules, of the State of Oregon and the City of Sweet Home. Authorized & approved for posting by the City Council and the City Manager. Staff can amend the RFP and contract form to meet the best interests of the City with the approval of the City Manager.

THIS SOLICITATION IS NOT AN IMPLIED CONTRACT AND MAY BE MODIFIED OR  
REVOKED WITHOUT NOTICE.