



Request for Proposal

Town of Grand Bay-Westfield  
Fire-Rescue Services Review and Ten-Year Strategic Plan

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## Part 1 General Information

### **CONFIDENTIALITY NOTICE**

This Request for Proposal contains confidential information, which is proprietary to the Town of Grand Bay-Westfield. This information is provided for the sole purpose of permitting the Respondent to evaluate the Town of Grand Bay-Westfield requirements for Fire and Rescue Services within the community over the next ten (10) years. In consideration of the receipt of this document, the Respondent agrees to maintain the information contained in this Request for Proposal in confidence and not reproduce or otherwise disclose this information to any person outside the group directly responsible for the evaluation of its contents. The Town reserves the right to have the Respondent return all copies of the Request for Proposal at the conclusion of the Town of Grand Bay-Westfield evaluation process and in any event, the Respondent shall immediately return all materials to the Town of Grand Bay-Westfield should the Respondent elect not to submit a Proposal.

### **DEFINITIONS**

All references, throughout this document, to the following terms have the meanings set out below:

*Proposal:* Refers to the written submission by an interested Respondent in response to this Request for Proposal.

*Town:* Means the Town of Grand Bay-Westfield, New Brunswick.

*Department:* Means the Grand Bay-Westfield Fire-Rescue Department.

*Respondent:* Refers to the individual company or firm submitting a Proposal.

### **BACKGROUND**

Grand Bay-Westfield is a suburban community of Saint John, New Brunswick with a population of just under 5,000. In addition to the Town, the Department provides contracted fire-rescue services to the neighboring Local Service District of Westfield West with an additional 1,500 (estimated) population.

The Town is currently undergoing change by way of provincially mandated local governance reform. Effective January 1, 2023, the boundaries of the Town will include the existing Town of Grand Bay-Westfield along with a 55% portion of the above-mentioned Local Service District. The remaining 45% will continue to receive contracted service from the Department.

The Department is a composite fire department with three (3) career staff and 43 volunteer firefighters. The career staff include the Fire Chief (who also serves as the Director of the Town's Emergency Measures Organization and the Town's Deputy CAO), a Deputy Chief who is responsible for equipment and apparatus maintenance, and a Training Officer (currently at the rank of Captain).

The Department's fleet includes 3 Engines, 1 Tanker, 1 Rescue, 1 Specialized Rescue trailer, 1 All Terrain Vehicle, and 3 Command/Support vehicles. Apparatus is housed in



two Fire Stations. Fire Station 1 is located in the more densely populated southern portion of the Town, and Fire Station 2 is located in the northern portion of the Town and is the primary Station for the contracted Local Service District areas.

## **RFP CONTACT INFORMATION**

Questions regarding this Request for Proposal should be directed to:

Troy Gautreau  
Fire Chief/Deputy CAO  
(506) 738-6421  
tgautreau@towngbw.ca

## **Part 2 The Deliverables**

### **INTRODUCTION**

You are invited to submit a proposal to provide a fire service review together with the creation of a 10-year strategic plan for the Grand Bay-Westfield Fire-Rescue Department.

This Request for Proposal defines the content required of your Proposal. You are urged to structure your response in accordance with the requirements contained in this document. It will be by these criteria that we will determine whether a response is complete, appropriate, and competitive.

All information supplied in response to the Request for Proposal must contain sufficient details to support the services being proposed.

This document is not intended to limit submissions, however, rather to provide a common framework for the Town to assess each Proposal in a professional manner in a demonstrably fair process. Respondents are encouraged to provide any unsolicited information or material not specifically covered in the sections of this Request for Proposal.

### **OBJECTIVES**

The objective is the provision of a fire service review and strategic plan which will focus on three (3) main criteria:

1. Community risk assessment (to be completed by the proponent as part of this process)
2. NFPA and related CSA and industry standards
  - a. Response time analysis
  - b. Resource/staffing analysis
  - c. Water supply
3. Level of service analysis
  - a. Provision of three to five Level of Service options for Council consideration with current level of service being the median. Options to be outlined with estimated financial impacts based on percentage of (plus or minus) current expenditures.
  - b. Community engagement, expectations and responsibilities.



## DELIVERABLES

- I. Complete a review of the current state of the service delivery of the Department, to include but not limited to:
  - Organizational design and governance;
  - History, formation, and general description of the fire department;
  - Service area and general demographics of the population;
  - A description of the current service delivery infrastructure; and
  - Review any current or draft performance goals, objectives, and measures.
  
- II. Complete a community risk assessment focusing on mandatory risk profiles to include but not limited to:
  - Geographic Profile;
  - Building Stock Profile;
  - Critical Infrastructure Profile;
  - Demographic Profile;
  - Hazard Profile;
  - Public Safety Response Profile;
  - Community Services Profile;
  - Economic Profile; and
  - Past Loss and Event History Profile.

As part of the community risk assessment the proponent must address the risk level matrix (probability and consequences) pertaining to the Town of Grand Bay-Westfield and contracted service areas, including strategies around prevention, mitigation, response, and recovery / resiliency.

The proponent is also welcomed to provide any other assessment tool(s) or best practices to facilitate the assessment.

### III. Identification of Services Provided

Identification of all services provided by the Department, including whether the service provided is identified as a core or optional service and if services provided match the risk profile of the area served. New services suggested by the proponent as applicable to meet risk profile assessment to include estimate initial and life cycle costs.

### IV. Determine the cost for provision of existing services

Determine the cost of providing each of the services described above. The costs shall include, but not be limited to, staff costs (pay, benefits, etc.), specialized apparatus and or equipment costs and training that may be required for each of the services. Results shall be presented in a tabular form with explanatory notes. A historical record of fire service cost shall be provided as part of the findings

- V. Complete a review of the Department's deployment which will include, at minimum; optimal apparatus type and placement, optimal station locations and future response options (automatic aid, mutual aid, alternative personnel models, organizational design, etc.). This objective is to include but not limited to:



- A review of current service delivery compared to industry benchmarks
- Using the applicable NFPA standards, community risk profile and geographical restrictions of the Town of Grand Bay-Westfield and contracted service areas, the successful proponent shall examine the current apparatus and response profile and make recommendations as to the optimal apparatus types, distribution, station locations and response utilization that will provide an acceptable level of service to the community while sustaining fire service costs.
- Analysis of neighbouring departments and resources for mutual and automatic aid and how those arrangements could integrate into the overall strategy
- Selection and deployment of apparatus by type
- Deployment of special units or resources including department's role as medical first responders
- 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

#### VI. Human Resource Assessment

The review to include an assessment of the human resources of the Department, This objective is to include, however, not limited to:

in relation to volunteer firefighters.

- General wellbeing of firefighters and their satisfaction with the Department and its operations.
- Review of honorarium structure and other retention methods currently in place. Suggestion of additional or alternative methods is encouraged.
- Review of time commitment of volunteers and assessment of real or potential burnout.

In relation to full time staff

- Review of daily duties of staff and provide recommended changes to ensure efficiency and distribution of workload.
- Identify gaps or areas for improvement.
- Identify redundancies and opportunities for increase efficiency.

The plan should identify strategies to ensure human resource support, recruitment and retention, and methods to reduce burnout of volunteer firefighters. Ideally, the proponent will conduct interviews with a majority of the Department's members to fully meet the scope of this objective.

#### VII. Long-Term Planning

Develop a 10-year plan to shape the Department to the recommended options as outlined above including the identification of the fire service level that citizens and Council may expect.

#### VIII. Contingency Planning



The plan should identify a strategy of flexibility to accommodate expected areas of growth as identified in the Town’s Municipal Plan or other related growth plans or documents (specific projections to be given by staff during consultation). The 10-year plan should also include a strategy to keep departmental costs aligned to the financial policies for the Town of Grand Bay-Westfield.

- IX. Complete a performance tactical plan which will position the Department for success in the implementation and monitoring of the 10-Year Strategic Plan, to include:
- Illustrate the degree of benefit to be gained through its implementation
  - Extent to which it achieves established performance targets
  - Potential negative consequences
  - Assignment of oversight responsibilities
  - Schedule of assessments
  - Review requirements

### Part 3 Submission Requirements

#### TIMETABLE

The RFP timetable is tentative and may be changed by the Town at any time.

Milestones	Dates
Issue date of RFP	Friday, May 13, 2022
Deadline for Questions	Friday, May 27, 2022, 4:00 p.m., AST
Deadline for issuing Addenda	Monday, May 30, 2022, 4:00 p.m., AST
Submission Deadline	Monday, June 6, 2022, 11:00 a.m. AST
Anticipated deadline for issuing work order to successful proponent	Tuesday, June 14, 2022

#### SUBMISSION INSTRUCTIONS

Proposals shall be submitted as follows:

1. One (1) printed copy in a sealed envelope addressed to:  
Fire Chief Troy Gautreau  
2022-02 RFP Fire Service Review  
609 River Valley Drive  
Grand Bay-Westfield, NB  
E5K 4V3
2. One (1) PDF copy to be delivered by email to [tgautreau@towngb.ca](mailto:tgautreau@towngb.ca) after 11:00 a.m. and before 5:00 p.m. on the submission deadline date per above table.
3. Proposals submitted after the Submission Deadline will be rejected.
4. An officer of submitting firm must sign the Proposal.
5. Proponents may amend their proposals prior to the Submission Deadline by submitting a new proposal clearly indicating to remove any previously submitted proposals from consideration.
6. Proponents may withdraw a submitted proposal prior to the Submission Deadline by submitting a notice of withdrawal to be signed by authorized representative.



7. Respondents are requested to submit their Proposals that conform exactly to the following section headlines and requirements. Failure to conform will impair the Proposal review process, possibly to the detriment of the Respondent.
  1. A letter of transmittal signed by an authorized officer;
  2. An “Introduction” giving a brief description of the Respondent’s relevant experience and education/certifications for both the Firm and individual team members, comments on the proposed scope of work, overall approach to the work and identification of any sub-contractors;
  3. A “Work Plan” demonstrating that the requirements of the scope of work will be met and showing the assignment of specific study team members to tasks and the number of hours that each team member will spend on each task. This information should be shown on a Gantt Chart. The use of specialized services should also be shown. The Respondent shall define the methodology to be used for needs, analysis, surveys and informant interviews within the Proposal;
  4. Include an organizational chart and description of the methods to be used to ensure that the work is done in a manner that satisfies the objectives of quality, time and cost;
  5. A “Study Costs” section showing the estimated costs based on person-hours and corresponding charge-out rate for each member of the study team plus the cost of distributions such as photographs, travel, accommodation, printing of reports and long-distance telephone calls. This information should be shown on a chart, preferably in the same form referred to in item three (Work Plan), above;
  6. A “Study Schedule” section showing the estimated Schedule for completion of work by the proponent. Schedule to assume a start date of July 4, 2022;
  7. Show in an appendix the curricula vitae of professional staff of the Respondent and any sub-consultants;
  8. If the Respondent is employing a sub-consultant, include a copy of the sub-consultant’s proposal and qualifications to perform their portion of the work;
  9. At least three (3) references indicating the name of the contact person, phone number, and position within the organization must be submitted with the Proposal.



## **PROPOSAL REGULATIONS**

The Town reserves the right to accept or reject any or all Proposals and to waive irregularities and informalities at its discretion. The Town reserves the right to accept a Proposal other than the lowest without stating reasons of the acceptance. By the act of submitting its Proposal, the Respondent waives any right to contest in any legal proceeding or action the right of the Town to award the service to whomever it chooses in its sole and unfettered discretion, and for whatever reasons the Town deems appropriate. Without limiting the generality of the forgoing, the Town may consider any factor and capability to perform the service that it deems in its sole discretion to be relevant to its decision including but not limited to the following:

1. Ability of the firm to meet functional expectations defined herein;
2. Reputation of service to existing customers;
3. Technical qualifications related to study subject;
4. Availability of personnel resources; and,
5. Cost

The Town reserves the option to request proponents to present their proposals to aid in the decision-making process. Presentations may be in person or virtual.

All Proposals shall be and remain irrevocable unless withdrawn prior to the designated closing time.

The Respondent must be prepared to include all oral or written representations that are made prior to signing the final agreement including the entire response to this Request for Proposal, or parts thereof.

No fees or other payments will be made to Respondents for any cost incurred in the preparation and submission of Proposals, or for participation in the Request for Proposal process.

The Request for Proposal and its support documents must be considered as proprietary and confidential.

Respondents not submitting a Proposal to the Town in response to this Request for Proposal are required to immediately return this Request for Proposal document to the Town.

The Town of Grand Bay-Westfield may, at its discretion, select any one (1) Proposal or reject all Proposals, and in so doing develop additional evaluation criteria. In selecting any Proposal, the Town is not obligated to select the one with the lowest price.

Incomplete Proposals will not be entertained.

The Town reserves the right to make any or all questions and answers available to all other Respondents at its discretion.

The Town will respond to requests for clarification as soon as is reasonably possible. The Town will respond in writing or orally as deemed appropriate in the circumstances. Generally, only substantial questions and answers in a clarification nature will be distributed.



No oral response or clarification will be binding on the Town.

## **EVALUATION PROCEDURE**

All Proposals will be evaluated for completeness and suitability for the requirements. Respondents will be short-listed and possibly interviewed to clarify any major items in question. Further discussions will be required during the Proposal evaluation stage. Based on the analysis of the Proposals, a ranking of Respondents will be established, and a “preferred Respondent” will be selected and recommended to the Council of the Town of Grand Bay-Westfield.

The following weighting shall be used in evaluating each Proposal submitted to the municipality:

Qualifications of the Firm	30 pts.
The Proposal & Presentation	35 pts.
Timing and Scheduling	15 pts
Cost	20 pts
<u>Total</u>	<u>100 pts</u>

## **ACCEPTANCE**

Your response to the Request for Proposals will indicate your acceptance to the conditions outlined in this Request for Proposal.

