

Village of Little Chute, Outagamie County

Request for Proposal (RFP) Level of Service Audit / Organizational Study for Fire Services

The Village of Little Chute is requesting a statement of qualifications and a service proposal from individual professionals and/or consulting firms to conduct a level of service audit and an organizational study of the Village's Fire Department.

Background

The Village of Little Chute is located in northeast Wisconsin and has a population of 11,403 as of the most recent census the Village encompasses 5.49 square miles. It shares its borders with the Cities of Appleton & Kaukauna and the Towns of Grand Chute & Vandebroek. The Village operates under a 7-member Village Board form of government.

The Little Chute Fire Department is a volunteer department (approximately 48 active members), and 1 part time fire inspector. The fire department is a member of the Outagamie County MABAS Division 127. The Fire Chief is voted on by the department and approved by the Village Board; work performed by the Fire Chief is under the general direction of the Village Administrator. The Fire Department responded to 132 calls for service in 2015, 155 in 2016, 172 in 2017 and 165 in 2018.

The fire department does not respond to medical calls, those services are provided by Gold Cross Ambulance and Kaukauna Fire & Rescue depending on geographic location of the call.

Purpose & Scope:

The intent of this study is to perform an independent review of the fire department for the purpose of recommending to the Village Board necessary changes to staffing, practices, organizational structure, equipment & facilities in order to improve efficiency and prepare for continued future growth. The successful individual and/or firm shall review, analyze and report on selected condition, policies, and procedures within the Fire Department.

Services to be provided:

The study will address the following topics which are briefly described below. Each objective has considerable depth and this outline is intended to illustrate the scope of work-not the breadth of the topic:

- A. **Governance & Oversight:** Review and evaluate the department's ability to provide an efficient, effective and transparent leadership structure and administrative procedures to ensure that resources are used in the best manner possible. Evaluate the department's leadership structure to determine whether sufficient resources have been employed to ensure department cohesiveness, teamwork and effectiveness;
- B. **Organizational Structure:** Review the department's organizational model (including span of control) to ensure that it is consistent with generally accepted management principles and will foster effective operations;
- C. **Level of service:** Evaluate staffing levels to ensure that the village sufficiently meets the requirements to provide effective fire protection service;
- D. **Professional/Paid-on call/Volunteer:** Analyze the need for appropriate staffing methods, numbers & distribution of personnel. Analyze community demographics and provide input on the ability to attract volunteer/paid on call firefighters. Indicate if/when on-duty firefighters should be utilized to meet coverage requirements;
- E. **Future Growth:** The consultant will consider future projected commercial and residential growth and their impact on fire protection needs;
- F. **Equipment/Vehicles:** The consultant will evaluate the existing vehicles and equipment to determine if the department currently have sufficient resources to meet community needs;
- G. **Facilities:** Review the current fire station and evaluate any facility needs/deficiencies based on geography, size and accommodations. Identify any future facility needs including additional, or relocation of station(s);
- H. **Department Inventory:** The consultant will conduct a review of the inventory list of all departmental equipment and supplies to ensure accuracy and completeness;
- I. **Operations:** Based on past practice, the consultant will evaluate department activities to ensure that the following operational items are accomplished effectively and efficiently: inspections, training, emergency management and disaster planning, fire prevention, safety & risk management etc.;
- J. **Implementation:** Develop a prioritized implementation strategy based on realistic timeline for completion. Include estimated costs associated.
- K. **Fire Department:** It is expected that the consultant will engage all the fire department personnel in the evaluation process, including the Fire Chief, three Assistant Chiefs, and officers, as well as all volunteers to gain insight on their operations and procedures. Additional individual, group or department meetings will be at the consultant's discretion. The scope of the discussions will also be at the consultation's discretion;
- L. **Village Administration:** It is expected that the consultant will engage the Village Administrator and staff members who routinely interact with the fire department to gain insights on service needs;
- M. **Village Board:** It is expected that the consultant will engage the Village Board in the review process. The scope of the Village Board's involvement (i.e. group meetings, individual interviews, etc.) will be at the consultant's discretion;

RFP Amendments

The Village of Little Chute reserves the right to amend this RFP any time prior to the closing date.

Calendar of events:

Activity	Date
<i>Proposals due</i>	<i>Friday June 7th, 2019</i>
<i>Consultant selection</i>	<i>Tuesday June 11th, 2019</i>
<i>Final Document Submitted</i>	<i>Friday August 9th, 2019</i>
<i>Presentation to Village Board</i>	<i>Wed. August 14th, 2019</i> <i>(Tentative)</i>

*The Village recognizes these dates may need to change based on the scope of work.

Terms and Conditions for making proposal:

- A. Inquiries from consulting firms: Questions regarding this request for proposals should be directed to Chief Mark Jansen Village of Little Chute @ 920 213 4212 or firechief@littlechutewi.org
- B. Cost incurred in responding: All costs, directly or indirectly related to the preparation of a proposal, including any oral presentations required to supplement and/or clarify a proposal, shall be the sole responsibility of the vendor
- C. Response instructions: One (1) digital copy of the proposal should be returned in PDF format bearing the name and address of the respondent and labeled "Request for proposal for the "Village of Little Chute Fire Department Audit" along with 10 hard copies.

Proposals should be directed to:
Mark Jansen - Fire Chief
Village of Little Chute
108 W. Main Street
Little Chute, WI 54140
E-mail: firechief@littlechutewi.org
Phone: 920 788 7399

Proposals must be submitted by Friday, June 7th, 2019 at 4:00 p.m. The Village of Little Chute shall not be responsible for late delivery of the proposals under any conditions.

- D. Proposal Acceptance Period: It is understood that, upon submission of the proposal, the fees proposed will be valid for a period of ninety (90) days.

Proposal format:

Overview of required sections:

1. Cover letter
2. Consulting firm background and statement of staff experience
3. Scope of required services
4. References
5. Cost of proposal for services
 - A. Cover letter:

The cover letter should contain the name of the proposing consulting firm, the address of the firm, and the contact individual (s) authorized to answer technical, price, and contract questions; including respective contact information.
 - B. Consultant firm background and statement of staff experience:

Identify the key personnel of the firm who will be assigned to this project. Describe the organization of the staff team that would service the Village. Provide a listing of the management level members of the staff team. Include name, title, length of service with the firm, biography, education level, and professional achievement and/or certification of any staff that will assist with the project. This section should include the range of services previously performed by the consultant, and the firm's background in providing these services to municipal entities.
 - C. Scope of required services: Describe how the consultant will cover services outlined in the "Service to be provided" section
 - D. References: List a minimum of five (5) municipal references. Provide a contact person and telephone number for each reference. Include services provided to these governmental references.
 - E. Cost proposal (s): Cost of service quotes should be included for all required components referenced above, detailing all costs associated with the services to be provided. Proposal should include payment terms, including the timing of any progress payments.

Award of contract:

The Village of Little Chute will award the services in a manner that will obtain the highest quality of services at the most competitive price. The Town reserves the right to negotiate or reject any and all proposals. Proposals will be evaluated by using the following criteria:

1. Experience in providing the requested services, with preference given to those who have completed municipal projects;
2. Compliance with specifications as outlined in the "Proposal Format" section of this request for proposal;

3. Proposed cost of service;
4. Reference checks.

Please note that no formal opening of the proposals will take place. Proposals will be evaluated and the successful firm will be contacted subsequent to Village approval.

Termination of contract

Either party may terminate the services request by giving the other party no less than one (1) month written notice.

General terms and conditions

Indemnification: The consulting firm shall indemnify, defend and hold harmless the Village of Little Chute, its officers, agents, employees, representatives and assigns, from lawsuits, actions, costs (including attorney's fees), claims or liabilities of any character brought because of any injuries or damages received or sustained by any person, persons, or property on account of any act or omission, neglect or misconduct of said contractor, its officers, agents and/or employees arising out of, or in the performance of any of the provisions of the contract, including any claims or amounts recovered for any infringement of patent, trademark or copyright; or from any claims or amounts arising or recovered under the "Worker's Compensation Act" or any other law, ordinance, order or decree.

The Village reserves the right to reject any or all proposals, waive formalities, and select the firm that best meets the needs of the Village and its employees. The Village reserves the right to select and terminate any consulting firm as deemed necessary based on the needs of the Village and its employees. The Village reserves the right to request additional information during the evaluation period.

Distribution List:

GovHR USA
Att: RFP-Level of Service Audit/Organizational Study
650 Dundee Road
Suite 270
Northbrook, IL 60062

McGrath Consulting Group, Inc.
Att: RFP-Level of Service Audit/Organizational Study
P.O. Box 190
Wonder Lake, IL 60097

Public Administration Associates, LLC
Att: RFP-Level of Service Audit/Organizational Study
P.O. Box 282
Oshkosh, WI 54903

Springsted, Inc.
Attn: David Unmacht
380 Jackson Street
Suite 300
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