

**CITY OF PORTSMOUTH
FIRE DEPARTMENT
RFQ #51-14
OPERATIONAL AUDIT OF THE FIRE DEPARTMENT**

Sealed Statement of Qualifications (Submittals), plainly marked **RFQ #51-14, "OPERATIONAL AUDIT OF THE FIRE DEPARTMENT"** on the outside of the mailing envelope, addressed to the Finance/Purchasing Department, City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 will be accepted until 2:00pm, Thursday, February 13, 2014.

The City of Portsmouth is seeking a qualified Consultant to conduct a comprehensive study of the Fire Department (FD) operations and guide the FD in meeting future community safety standards efficiently. The Consultant will evaluate selected aspects of the FD program including but not limited to:

- The standard of service, including response times and number/location of fire stations as well as services offered, and determine appropriateness for Portsmouth.
- Alternative staffing configurations and shift schedules, including review of supervisory structure and use of call firefighters.
- Practices, policies, and/or procedures to reduce the expenditure allocation on overtime without otherwise increasing total budget costs over a several year period.

The RFQ is available at <http://www.cityofportsmouth.com/finance/purchasing.htm> or by contacting the Finance/Purchasing Department at the following number: (603) 610-7227.

Faxed submittals are not acceptable and will not be considered. Submittals received after the opening time will be returned to the Consultant, unopened.

Addenda to this RFQ, if any, including written answers to questions, will be posted on the City of Portsmouth website (above) under the project heading. The addenda will not be provided directly to the proposers.

Submittals will be evaluated by a Selection Committee. The City anticipates that it will invite selected finalists to respond to a Request for Proposals (RFP) for the work. Interviews may be conducted. It is the City's intention that contract negotiations be completed in April 2014 for work to commence immediately. Project work is contingent upon approval of project funding.

TENTATIVE SCHEDULE

Statement of Qualifications due	February 13, 2014
SOQs reviewed and RFP issued	Week of March 4th
RFP responses due	Week of March 20th
Interviews	Week of March 27th
Selection of Consultant	Week of April 3rd

The City of Portsmouth reserves the right to reject any or all submittals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the City.

CITY OF PORTSMOUTH FIRE DEPARTMENT
RFQ #51-14
Request For Qualifications for
OPERATIONAL AUDIT OF FIRE DEPARTMENT

I. BACKGROUND

The Portsmouth Fire Department (FD) serves a city with a year round population of 21,233 people, situated on the New Hampshire coast, 50 miles north of Boston. Heavy tourism increases the service population of the FD with frequent tourist centered events. The Department is operated by a three-member Board of Commissioners under a Council / Manager form of Government. The Fire Department has 44 Firefighters, 12 Officers, 1 Fire Prevention Officer, 2 Deputy Chiefs, 1 Chief, and 1 Executive Assistant and 1 part-time ambulance Administrative Assistant. Four (4) collective bargaining agreements governing personnel policies and practices are negotiated with the Board of Commissioners and approved by the Portsmouth City Council. In 2006, a consultant was commissioned to study overtime in the Fire Department.

II. INTENT

The intent of this study is to perform an independent study of the FD for the purpose of recommending to the City Council and Fire Commission changes to the practices and organizational structure of the FD in order to reduce costs and/or improve service without materially affecting public safety. The successful firm shall review, analyze and report on selected conditions, policies and procedures in the FD. This study should 1) identify specific areas for improvement and make recommendations based on benchmarks and best practices as well as suggestions for an implementation strategy, 2) identify implications for collective bargaining; 3) provide comparisons to relevant communities, 4) analyze short and long range cost implications, and 5) alert the City and Fire Commissioners to innovations that would improve services through efficiency and/or add value.

III. DESCRIPTION OF THE SELECTION PROCESS

A Statement of Qualifications (“Submittal”) will be evaluated by a Selection Committee comprised of the Owner’s representatives. The Selection Committee may request additional information of Respondents.

The Selection Committee will identify the 3 to 5 most-qualified firms and invite those firms to respond to a Request for Proposals. The Selection Committee may also conduct interviews of the selected firms. The Selection Committee will thereafter make recommendations to the Owner for final selection.

If the Owner is unable to reach an agreement with the firm selected, the Owner may proceed to negotiate with any other firm that may subsequently be selected by the Selection Committee. Project work is contingent upon approval of project funding.

IV. SELECTION CRITERIA

Qualifications will be reviewed and evaluated by the Selection Committee based on the following criteria:

1. Consultant’s experience and approach to similar studies.
2. Consultant’s experience with Fire Departments of similar size and complexity, including those with workforce governed by collective bargaining agreements.
3. History of utility of recommendations issued in similar studies.
4. Professional qualifications of individuals assigned to the Project.
5. Current work schedule availability.

V. STATEMENT OF QUALIFICATIONS CONTENTS

SECTION 1- Description of the Respondent in narrative form addressing all of the following:

1. The Respondent's areas of specialization;
2. Total number of professionals organized by seniority
3. Internal resources (i.e., accounting , legal, survey, engineering, support staff)
4. Firm history, honors and awards.
5. Location of home and branch offices;
6. Names of the principal officers of the firm; and type of organization: Individual or sole proprietorship, professional corporation, partnership, joint venture, etc.;
7. Key Professionals: Identify the key members of Respondent's team that would be involved in the project and describe their area of expertise and what role they will perform in the study. Clearly identify the project lead or manager.
8. Resumes: Provide resumes of any person identified as a key professional. The resumes should contain the following:
 - A. Name.
 - B. Professional registrations, including New Hampshire
 - C. Educational background.
 - D. Employment history.
 - E. Proposed role in the study.
 - F. An identification of other relevant studies in which the person has been involved and a name/phone number of a representative of any study cited that can be contacted for a reference.
 - G. Other information you believe to be relevant.
9. Proposed methods for conducting the study and respondent's experience using the methods.
10. Provide financial references.
11. Labor rates of team members.
12. Identification of any major consultants.
13. Other information, qualifications and/or exceptions that the Respondent may consider appropriate to raise during the selection process.

SECTION 2 - Relevant Experience of the Respondent

The Consultant will provide for reference three (3) projects done within the last five years that study agencies of like characteristics. In total, identify no more than four relevant projects which best exemplify your qualifications for this RFQ. For each project identified in SECTION II, prepare a Project Summary table organized as follows:

1. Name, location and date of study.
2. Services provided including the Team Members who were actually involved in the study and their role.
3. Contact information for the Client contact person.

SECTION 3 - Work Products

As an attachment, provide copies of the following work products that members of the Respondent's team have developed. List the team member who actually wrote the documents and how they were used. In addition, provide examples of the effectiveness of recommended measures based on empirical data if available. Provide one example each of:

- A. Final Report and Executive Summary.

B. Recommendation of measures for improvements

VI. SUBMITTAL PACKAGE

- In total, eight (10) copies of the Submittals, including attachments, are required.
- Pages shall be no larger than letter-size (8 1/2 x 11 inches) or, if folded to that dimension, twice letter size (11 by 17 inches). It is acceptable to produce the Submittal on both sides of the paper.
- The box in which the Submittals are delivered must be clearly labeled on the outside with the Respondent's name and the project identification as follows: **“Statement of Qualifications For RFQ # 51-14 Operational Audit of the Fire Department”**.
- Submittals shall be delivered to the following address before **2:00 p.m. on Thursday, February 13, 2014**: City of Portsmouth, Purchasing Department, 1 Junkins Avenue, Portsmouth NH 03801

Submittal Format for Statement of Qualifications

OUTSIDE COVER AND FIRST PAGE shall contain:

1. The Title: “Statement of Qualifications for RFQ # 51-14 Operational Audit of the Fire Department”.
2. The name and address of the Respondent, and
3. The Submittal date.

TABLE OF CONTENTS: Include a table of contents.

TRANSMITTAL LETTER: Include a short Transmittal Letter.

The Transmittal Letter will include:

1. A Summary of why the Respondent believes itself to be the most qualified.
2. A statement indicating that to the best of the Respondent's abilities, all information contained in the Submittal is complete and accurate.
3. A statement granting the Owner and its representatives authorization to contact any existing or previous client of the Respondent (or a Respondent's Team Member) for purposes of obtaining an independent evaluation of the Respondent's or a Respondent's Team member's performance.
4. At least one copy of the transmittal letter must have the original signature of an officer of each principal firm that comprises the Respondent (not a sub-consultant).
5. A statement to hold harmless any person, corporation, agency or other entity from any claim or course of action arising out of any response given to the City of Portsmouth for the purpose of investigating the firm's qualifications.
6. Respondent Contact Information: Provide the following information about the person who is designated to be the Respondent's key contact with the City:
 - A. Name.
 - B. Title.
 - C. Office phone number.
 - D. Facsimile number.
 - E. E-Mail address.

VII. REQUEST FOR PROPOSALS & CONTRACT DOCUMENT

The Selection Committee will identify the 3 to 5 most-qualified firms and invite those firms to respond to a Request for Proposals. The Selection Committee may also conduct interviews of the selected firms. The Selection Committee will thereafter make recommendations to the Owner for final selection.

If the Owner is unable to reach an agreement with the firm selected, the Owner may proceed to negotiate with any other firm that may subsequently be selected by the Selection Committee. Project work is contingent upon approval of project funding.

Upon final selection, the successful Consultant will be sent a contract for execution. The final contract will be written for a fixed price. When the contract is executed by both parties, the Consultant will be instructed to commence providing the work as outlined in the contract. All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the City of Portsmouth.

VIII. INSURANCE:

The Consultant shall purchase and maintain, for the duration of this Contract, insurance of the limits and types specified below from an insurance company approved by the City. The Consultant agrees to pay on the behalf of and hold harmless the City of Portsmouth for all claims arising in whole or in part from its work on behalf of the City.

Additional Insured: All liability policies shall include the City of Portsmouth, NH as named Additional Insured.

- The Consultant's insurance shall be primary in the event of a loss.
- The Additional Insured endorsement must include language specifically stating that the entity is to be covered for all activities performed by, or on behalf of, the Consultant.

Evidence of Insurance: As evidence of insurance coverage, the Owner may, in lieu of actual policies, accept official written statements from the insurance companies certifying that all the insurance policies specified below are in force for the specific period. The Consultant shall submit evidence of insurance to the Owner at the time of execution of the Agreement. Written notice shall be given to the City of Portsmouth, NH at least fifteen days prior to the cancellation or non-renewal of such coverage.

Forms of Insurance: Insurance shall be in such form as will protect the Consultant from all claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this Contract whether such operation by himself or by anyone directly or indirectly employed by him.

Amounts of Insurance:

- Comprehensive General Liability:
Bodily injury or Property Damage - \$1,000,000
Combined Single Limit, per occurrence

- Automobile and Truck Liability:
Bodily Injury or Property Damage - \$1,000,000
Combined Single Limit, per occurrence

- Professional Liability:
Errors and Omissions - \$1,000,000
Businesses shall provide a certificate of insurance demonstrating same.

- Full Workers Comprehensive Insurance coverage for all people employed by the Consultant to perform work on this project. This insurance shall be in strict accordance with the requirements of the most current laws of the State.

IX. RESERVATION OF RIGHTS

The City of Portsmouth reserves the right to reject any or all statements of qualifications, to waive technical or legal deficiencies, to proceed or not to proceed with any subsequent proposal process, or to negotiate without further process any contract as may be in the best interest of the City.

The Owner further reserves the right to undertake such investigation as it deems necessary to evaluate the qualifications of the Respondent and to evaluate its proposal. Firms may be asked to submit releases as part of the investigation and review of qualifications. Failure to provide a release if requested will result in disqualification. All concepts, designs, information and cost-savings ideas that may be generated during the selection process shall become the property of the City of Portsmouth.

END OF RFQ 51-14