

SCOPE OF SERVICES
for
Organizational, Effectiveness, and Efficiency Study of the
Milwaukee Fire Department Staffing Structure
April 12, 2005

The City of Milwaukee is seeking a Consultant to undertake an organizational, effectiveness, and efficiency study of the Milwaukee Fire Department staffing structure.

A. Background and Intent

Established in 1875, the Milwaukee Fire Department (MFD) has evolved into the premier fire department in Wisconsin and one of a few "top-tier" departments in the country. The department currently provides fire suppression, emergency medical services (EMS) and fire education services to more than 596,000 residents and visitors to Milwaukee and West Milwaukee. The City's ongoing fiscal challenges necessitate a review of the current staffing structure and analysis of its ability to adequately balance frontline and management personnel in meeting its core mission.

The department's resources include 1,032 fire service personnel, 37 engine companies, 16 ladder companies, 10 Paramedic units (an 11th unit will be created in July 2005) and basic life support capabilities. Some of these fire suppression units have the added responsibilities of special teams: Dive Rescue, Hazardous Materials and the Heavy Urban Rescue Team. Finally, the department is an active participant in Federal and State domestic preparedness programs (i.e., UASI and MMRS), and is able to prevent, respond to, and recover from threats or acts of terrorism including WMD (weapons of mass destruction) and CBRNE (chemical, biological, radiological, nuclear & explosives) incidents.

The primary intent and goal of this request for proposal (hereinafter "RFP") is to retain a Consultant that can conduct a management and operations study and ultimately recommend actions that will improve the effectiveness and efficiency of staffing resources within the Department. The City of Milwaukee is seeking to undertake this work in conjunction with the Consultant and in cooperation with the Milwaukee Fire Department and its staff.

B. Qualifications

Eligible proposers will be those consultants, companies, and institutions that have the following qualifications:

1. Experience and expertise in regard to the operations, structure, staffing, procedures and other issues critical to the effective operation of urban fire departments.
2. A proven track record of analyzing the operations of fire departments and making recommendations that actually result in improving operations.

3. Knowledge of federal and state laws and regulations governing municipal fire departments as well as knowledge of potential federal, state, and other sources of additional funding for public safety operations.
4. Experience analyzing and making/implementing recommendations in departments whose operations are heavily influenced by employee collective bargaining agreements.
5. Demonstrated practical knowledge and expertise in regard to "best practices" related to municipal fire operations.
6. Abilities and experience with applying analytical and quantitative tools and models to undertake the requirements of this Scope of Services.

C. Detailed Requirements:

Consulting services shall be required to conduct an analysis of and reporting findings related to the Milwaukee Fire Department in the following areas:

1. Organizational Structure: Examine and review the following aspects of the organization:
 - a. The number, type and purpose of houses, bureaus and units and the number and type of personnel and other resources allocated to them.
 - b. The number and type of line and staff units and the relationship between them, to include the extent to which authority and responsibility is properly allocated between them and the manner in which their efforts are planned, directed, coordinated and supervised by Milwaukee Fire Department administration.
 - c. Comparative analysis of the Management structure and ratio of administrative to front line fire service personnel.
2. Geographical boundaries for sectors and stations.
3. Benchmark the critical areas of the Department's staffing with those of similar departments, both inside and outside of Wisconsin, as well as compared to "best practices" in the fire field.
4. Vehicle staffing configurations.
5. Utilization of uniform and civilian personnel.
6. Potential sources of additional state and federal funding.
7. Review of advanced technology, including automated staffing and procedures and other technology capable of enhancing personnel productivity and effectiveness.
8. Departmental policies and procedures and collective bargaining provisions that impact the staffing of the department.

9. Review of other areas/issues deemed necessary by the consultant to meet the goals of this study.

Proposers are required to provide separate cost proposals for completing the above tasks in the following manner:

- Items 1-3 only
- Items 1-4 only
- Items 1-9

Note: The City of Milwaukee shall have the right to award a contract to the highest ranked proposer for either items 1-3 only, 1-4 only or 1-9. Proposers must provide separate cost proposals for providing the work in the manner described herein in order to be considered for award.

D. Anticipated Deliverables

As a result of the above analysis and findings and the agreement between the consultant and the City of Milwaukee, the consultant shall be expected to present the following:

1. A written report outlining findings related to the work undertaken in Section C. above and recommendations based on these findings that will enable the Department to organize staffing in the most efficient and effective manner possible. These recommendations should consider, but not be limited to, such issues as:
 - a. Changes in management and administration;
 - b. Changes in methods of staffing;
 - c. Schedule changes;
 - d. Changes in staffing configurations or levels in units or on vehicles;
 - e. Other changes that will provide for more effective utilization of resources.
2. Cost impacts related to the report's recommendations.
3. Outline a proposed schedule (short and long term) and the actions necessary to implement the recommendations. Such plan shall consider and address impediments to implementing the recommendations, measures to address such impediments and alternative recommendations in case such impediments cannot be overcome.

It should be noted that the collective bargaining agreement with the Local #215 is currently being negotiated. The implementation schedule should assume no changes in this collective bargaining agreement within the terms of the current agreement.

E. Contract Period

The City of Milwaukee is seeking to have a final report and recommendations within forty five (45) calendar days following the execution of the contract for these services, which is anticipated to be June 27, 2005. Vendors should indicate in their proposal if they have the ability to meet this delivery requirement and/or perform the work in a shorter time frame, if possible.

F. Proposal Submission Quantity and Required Format

Vendors are to provide eight (8) 3-ring binder bound hard copies of their proposal on 8 ½ " X 11" paper (One (1) clearly marked original and seven (7) copies), and one (1) electronic copy of their proposal.

G. Criteria for Proposal Evaluation and Award

An evaluation team will review accepted proposals using the following criteria and weights:

- Qualifications and experience of the firm 30%
- Methodology of analysis 30%
- Cost of proposal 30%
- Timeliness of Project Completion 10%

- All of the cost proposal copies (One (1) clearly marked original, seven (7) copies and one (1) electronic copy) must be submitted in a single, separately marked, sealed envelope.

H. References

Proposers must provide at least 3 references for which work similar in scope or subject matter was performed. This shall include the name and address of the reference, the name and phone number of a person to contact., and a brief description of the work that was performed.

I. Other

The Proposers name, address, telephone and fax numbers must be clearly marked on all copies of the proposal, including the electronic and cost proposal copies as well as a distinct reference to the RFP must be marked clearly on each proposal submission copy as illustrated below:

RFP # 000000

Description: Proposal for Organizational, Effectiveness, and Efficiency Study of the Milwaukee Fire Department Staffing Structure

Closing Date:

Proposers Name:

Respondents may submit their proposals any time prior to the closing date and time. **Proposals must be received no later than 2:00 P.M. (Central Daylight Time) on May 12, 2005 in Room 601 of City Hall.**

All proposals are time-stamped upon receipt and are securely kept unopened, until the Closing Date and Time. The City, or any official or employee thereof, will not be responsible for the pre-opening of, post-opening of, or the failure to open a proposal not properly addressed and identified. **Proposals delivered by electronic means (other than the electronic copy described herein) such as facsimile and email, are not allowed and proposals so delivered will not be considered.**

Proposals time-stamped after the closing date and time will not be considered and will be returned to the Proposer unopened. Regardless of the method used for delivery, Proposers shall be wholly responsible for the timely delivery of the submitted proposals to the address detailed below:

Mr. Michael Drzewiecki
Procurement Specialist
City of Milwaukee
Department of Administration
Business Operations Division
Procurement Services Section
200 E. Wells Street, Room 601
Milwaukee, WI 53202-3560

Contact Person: Copies of the RFP can be downloaded from the Procurement Services Sections web page at: www.milwaukee.gov or by emailing your request to mdrzew@milwaukee.gov.

Proposers are specifically directed not to contact any City of Milwaukee staff for meetings, conferences or technical discussions that are related to this RFP. Unauthorized contact of any City personnel is a cause for rejection of the proposal.

All communications regarding this RFP and the submittal process should be directed to:

Mr. Michael Drzewiecki
Procurement Specialist
City of Milwaukee
Department of Administration
Business Operations Division
Procurement Services Section
200 E. Wells Street, Room 601
Milwaukee, WI 53202-3560

Phone: 414-286-3588 **Fax:** 414-286-5976 **Email:** mdrzew@milwaukee.gov

Proposal Questions: The deadline for submitting questions regarding this RFP is no later than May 2, 2005. Questions are to be submitted to the contact person detailed herein via email (preferred) at mdrzew@milwaukee.gov or by fax at 1-414-286-5976. Answers to the questions raised will be posted on the Procurement Services Section web page in the form of an addendum to this RFP no later than May 4, 2005. Questions raised after May 2, 2005 will not be considered.

IMPORTANT: It is the responsibility of the Proposer, prior to submitting a response to the RFP, to determine whether all addendums have been download from the Procurement Services Section web page and are included with the RFP response.

Jurisdiction, Venue, Choice of Law: This RFP and any resulting contract shall be governed by and construed according to the laws of the State of Wisconsin.

Negotiations: The City may at its sole option, open negotiations with the highest ranked proposer after the proposal closing date and prior to award. The City also reserves the right to open negotiations with the second highest ranked proposer if negotiations with the highest ranked proposer are not successful.

Incurred Costs: Those vendors submitting proposals do so entirely at their expense. There is no expressed or implied obligation by the City to reimburse any individual or firm for any costs incurred in preparing or submitting proposals, for providing additional information when requested by the City or for participating in any selection or follow-up interviews, including negotiations.

Follow-up Interviews: The City may conduct discussions with the highest ranked proposer(s) who submitted a proposal. Proposers must be available for interviews/presentations at City facilities or by phone on specific dates.

Confidential Matters:

- **City Data:** All data and information pertaining to this RFP, shall be treated by the Proposer and its agents as confidential. The Proposer and its agents shall not disclose or communicate the aforesaid matters to a third party or use them in advertising, publicity, propaganda, and/or in another job or jobs, unless written

consent is obtained from the City.

- **Vendor Data:** If any information submitted in the proposal is confidential or proprietary, the Proposer must complete and include the Designation of Confidential and Proprietary Information form with their proposal.

Assignment: The Proposer may not reassign any award made as a result of this RFP, without prior written consent from the City.

Rejection: The City reserves the right to reject any and all proposals, to waive any informality in the proposals that are received, to accept or reject any or all items in the proposal, and to award a contract in whole or in part. Moreover, the City reserves the right to make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interests of the City.

Award: The City will select the respondent whose proposal best meets the City's needs as defined in this RFP. Contractual commitments are contingent upon the availability of funds, as evidenced by the issuance of a contract. All contracts are subject to the approval of the City's legal counsel and the Purchasing Director, prior to execution. Once awarded, the contract will be the final expression of the agreement between the parties and may not be altered, changed or amended except by mutual agreement, in writing.

PROCUREMENT SCHEDULE

Date	Selection Procedure
April 15, 2005	RFP release date
May 2, 2005	Deadline for submitting questions
May 4, 2005	Date for posting answers to questions
May 12, 2005	Proposal Closing Date
May 16-20, 2005*	Selection of qualifying firms
May 23-27, 2005*	Proposer follow-up interviews
May 27, 2005*	Selection of highest ranked Proposer
May 31, 2005*	Contract negotiations
June 27, 2005 or sooner	Commencement date

* Tentative dates

Proposals shall be submitted in the following sequence

- A signed copy of the first page of the Invitation to Bid and the binding signatures page along with all of the other pages for the Invitation to Bid. Manual Signatures only. No facsimiles.
- Signed copies of all RFP addendums, if any. Manual signatures only. No facsimiles.

- A signed cover page for the proposal on company letterhead.
- Table of contents.
- The information requested in Section B, Qualifications. Proposers are required to provide a response to the six (6) qualifications listed in this section.
- The information requested in Section C, Scope of Services. Proposers are required to provide details on how they will conduct their analysis and report their findings for the nine (9) tasks listed in this section.

Note: Copies of the cost proposal documents are to be provided in a single, separately marked, sealed envelope. See Section D for details.

- Other related information.
- Exceptions to the RFP, if any
- A signed copy of the Designation of Confidential and Proprietary Information Form.
- A signed and notarized copy of the Affidavit of Compliance – Living Wage Provision.

Insurance:

- The successful proposer will be required to provide the City with evidence of Insurance coverage that is in full compliance with the City's Insurance Requirements detailed in the RFP (Invitation to Bid).
- It is the successful proposers responsibility to provide their insurance agent with a copy of the City's Insurance Requirements.
- It is the successful proposers responsibility to check the Insurance Certificate and Affidavit of No Interest before it is sent to the City to verify that these documents are in full compliance with the City's Insurance Requirements.
- An original copy of the fully compliant Insurance Certificate and Affidavit of No Interest shall be furnished to the City no later than ten (10) calendar days after receipt of the contract.

NOTE: The Insurance Certificate and Affidavit of No Interest must be approved by the Office of the City Attorney prior to the commencement of any work.

REF: MFD STAFFING SCOPE (4-12-05)