



Burlington Fire Department



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Request for Proposals

Date of Issuance: April, 4, 2016

Issued by: Steven Locke, Chief Engineer

Due Date of Proposals: April, 21, 2016

Due Date for Questions: April 12th, 2016 by 2 p.m. (please submit via email)
(Responses will be posted on April 18, 2016 by 5 p.m.)

Point of Contact

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Introduction and Scope of Work

The contract vendor will facilitate the development of a community driven strategic plan for the Burlington Fire Department. The strategic planning process must follow at minimum the best practice guidelines for a fire department strategic plan as identified in the 9th edition of the *Center for Public Safety Excellence Fire and Emergency Services Self-Assessment Manual*.

The strategic planning process should include a method for representative involvement of the general public (external stakeholders) in order to obtain input regarding community expectations and priorities, and include participation of the organization's stakeholders to define the fire department's current situation and the desired plan for continuous improvement. Therefore, the following objectives have been identified as the scope of work to be performed:

Objective No. 1: Project Executive Orientation

The successful contract vendor will meet by web conference or in person with the department's Chief Fire Officer (CFO) and any other members of the department deemed necessary to discuss each objective; its outcomes and planning components. The result of this discussion will be the design of an agreed upon work plan developed for this project. Critical tasks for this objective include:

1. Overview of each objective;
2. Identification of community representative external stakeholders;
3. Identification of fire department internal stakeholders;
4. Identification of resource needs for each objective;

5. Overview of the constructed shared web site software program to be utilized;
6. Commitment to a final agreed upon work plan developed for this project;
7. An example invitation sample to be sent to all participants to their appropriate session(s).

Objective No. 2: External Stakeholders (Customers) Needs and Expectations: Citizens and Community Leaders Involvement

The successful contract vendor will facilitate a public meeting with department selected external stakeholders towards developing a community-driven strategic plan. Critical tasks for this objective include:

1. Determine external stakeholder priorities of program and service delivery;
2. Determine external stakeholder expectations of the fire department;
3. Determine external stakeholder about or for the fire department; and
4. Receive external stakeholder input on perceived fire department strengths.

Objective No. 3: Internal Stakeholder (Employees) Work Session

The successful contract vendor will facilitate a three-day (20 - 24 hour) work session with selected internal stakeholders towards developing a community-driven strategic plan.

Critical tasks for this objective include:

1. Review input from external stakeholders;
2. Revise or update mission statement;
3. Develop value statements;
4. Establish the fire department core programs and supporting services;
5. Conduct S.W.O.T. analysis;
6. Identify critical issues and service gaps;
7. Determine strategic initiatives with outcomes expected;
8. Develop goals, objectives, and critical tasks necessary for each strategic initiative; and
9. Develop the planning period vision statement.

Objective No. 4: Publish Strategic Plan

Based upon information received by external and internal stakeholders, a draft community driven strategic plan will be prepared and submitted to the Chief Fire Officer (CFO) by the successful contract vendor for review, update and approval. Critical tasks for this objective include:

1. Submission of the initial draft Strategic Plan to the fire department for review and comment;
2. Update and submission of a final draft Strategic Plan;
3. Professional editing and publishing of the department's final Strategic Plan; and
4. Submission of a digital copy of the fire department Strategic Plan in both Word and PDF format, and ten (10) hard copies of the finalized Strategic Plan.

Deadline for Receipt of Proposals

All replies and proposals in response to this request must be received in a sealed envelope clearly marked "BFD Strategic Plan" to the address and point of contact no later than 2:00 p.m. on the above due date at which time all submitted proposals will be publicly opened and recorded. Late proposals will not be accepted. Electronic proposals are preferred as long as they are received by the point of contact by the required deadline.

Rejection of Proposals

The City of Burlington reserves the right to reject any or all proposals, to negotiate with one or more parties, or to award the contract in the City's best interests, including proposed contractor's schedule. The City reserves the right to re-advertise for additional proposals and to extend the deadline for submission of the proposals.

Public Records

Any and all records submitted to the City, whether electronic, paper, or otherwise recorded, are subject to the Vermont Public Records Act. The determination of how those records must be handled is solely within the purview of City. All records considered to be trade secrets, as that term is defined by subsection 317(c)(9) of the Vermont Public Records Act, shall be identified, as shall all other records considered to be exempt under the Act. It is not sufficient to merely state generally that the proposal is proprietary or a trade secret or is otherwise exempt. Particular records, pages or section which are believed to be exempt must be specifically identified as such and must be separated from other records with a convincing explanation and rationale sufficient to justify each exemption from release consistent with Section 317 of Title 1 of the Vermont Statutes Annotated.