

TOWNSHIP OF HAVERFORD



Request for Proposals Fire & Emergency Medical Services Study

May 16, 2022

1. Project Overview:

The Township of Haverford seeks proposals from qualified consultants to conduct an analysis of fire and ambulance services in the Township. The selected consultant will generate a report on the operations, organizational management, apparatus and major equipment, facilities, policies, procedures and protocols of the fire and ambulance service providers in the Township of Haverford.

The primary goal of this study is to ensure we are doing everything we can to protect the lives of our first responders as they endeavor to save lives and property in the Township of Haverford.

This study is not expected to result in immediate wholesale changes to the delivery of fire and ambulance services in the Township of Haverford. As a general rule, municipalities should periodically review the emergency services that they are responsible to deliver under federal, state and local laws. The purpose should be to make sure these services are being delivered in a safe, competent, prompt, professional manner with the appropriate resources, operational efficiencies and management, and that citizens' needs and expectations are met.

The vision for this program is for an experienced consultant to evaluate how fire and ambulance services are currently provided in the Township of Haverford as compared with other municipalities of similar size and population in both the Commonwealth of Pennsylvania and in other states, and to provide specific, actionable recommendations to address the future of service delivery based on emerging trends and best practices in emergency services. The selected consultant should have a demonstrated depth and breadth of experience to analyze the Township's services with critical and objective distance.

2. Overview of Current Deployment Model:

The Township of Haverford is a home rule municipality operating under the provisions of the Administrative Code of the Township of Haverford and the Pennsylvania First Class Township Code. Haverford Township is an inner ring, commuting suburb of approximately 10 square miles located due west of Philadelphia. The Township is largely built-out and the population is approximately 49,000. Adjacent municipalities include: Lower Merion Township, Radnor Township, Marple Township, Springfield Township, Upper Darby Township and the City of Philadelphia.

The Township of Haverford receives fire protection services from the following five all-volunteer fire companies:

- Company 34 Llanerch Fire Company
- Company 35 Brookline Fire Company
- Company 38 Oakmont Fire Company
- Company 56 Manoa Fire Company
- Company 58 Bon Air Fire Company

The Township recognizes the existing of the Haverford Township Bureau of Fire consisting of the Chiefs of the five fire companies, the Township Manager or his designee, a member of the Board of Commissioners, the Chief of Police, the Emergency Management Coordinator and the Director of Paramedics. The Bureau of Fire meets monthly to discuss the development and implementation of plans, programs or policies necessary to ensure the adequacy of fire protection in the Township.

The Township receives ambulance services through a third party contract with Narberth Ambulance (a.k.a. Volunteer Medical Service Corps of Lower Merion and Narberth). Narberth is a 501(c)3 providing pre-hospital care and medical transportation for several nearby communities. The Township of Haverford has no presence on Narberth's Board of Directors.

3. Scope of Services:

Proposals shall address each of the services listed herein, with a separate cost and timeline for each identified task.

- a. **Stakeholder Meetings** – Over the course of the engagement, the selected consultant shall conduct and facilitate the following meetings:
 - i. Project Kick-off Meetings:
 1. Township Manager, Staff and Commissioner Committee: One (1) meeting.
 2. Director of Paramedics: One (1) meeting.
 3. Bureau of Fire: One (1) meeting.
 - ii. Stakeholder Meetings:
 1. Fire Companies: One (1) meeting with each company for a total of five (5) meetings at a time that is convenient to the members of each company.
 2. Narberth Ambulance Leadership: One (1) meeting.
 3. Director of Paramedics: One (1) meeting.
 4. Bureau of Fire: One (1) meeting.
 5. Community Meetings: One (1) public stakeholder meeting per company for a total of five (5) meetings.
 6. Commissioner Committee: One (1) stakeholder meeting.
 7. Township Manager and Staff: One (1) stakeholder meeting.
 - iii. Board of Commissioners Public Meeting: One (1) public meeting to present results.
- b. **Fire Response Data Collection** - The selected consultant shall retrieve, refine and analyze available data from Township sources. The Township currently utilizes Firehouse Software 7.26.8, fhcloudet.firehousesoftware.com, FHWEB-FE-07, NFIRS 5.0. The selected consultant will be expected to collect data from this system with minimal participation from Township staff.
- c. **Ambulance Response Data Collection** - The selected consultant shall obtain, refine and analyze data from Delaware County Department of Emergency Management and/or Narberth Ambulance, with assistance from the Director of Paramedics.
- d. **Identify Strengths and Weaknesses of the Current Model** - The selected consultant shall study the current fire and ambulance deployment model in the Township of Haverford and identify areas that are working and areas that are in need of improvement. Areas of the evaluation shall include but not be limited to staffing, training, deployment, reliability, policies, procedures, protocols and response/arrival times for all units, including by time of

day and day of week, for all dispatches in the Township. Consultant shall also analyze and report on the frequency and duration of out-of-Township responses.

- e. **Budgetary Analysis** - The selected consultant shall perform an analysis of the adequacy of operating and capital resources the Township of Haverford commits to the current deployment model.
- f. **Inter-jurisdictional Comparisons**-The selected consultant shall compare the Township's deployment model to the response systems of other similar sized municipalities in this region and beyond. Demonstrate comparisons of national standards among benchmark municipalities on key measures such as stations, staffing, apparatus and equipment, calls for service, day of week and time of day, effective response force, response/arrival times, cost per capita, and outcome-based metrics.
- g. **Recommendations** -
 - i. Within the current deployment model, develop specific and detailed recommendations concerning:
 - The governance of the Township's fire companies, including regulation of the method to be followed for the extinguishment of fires, if deemed advisable by the consultant.
 - The development of consistent standard operating procedures and guidelines, if deemed advisable by the consultant.
 - ii. Identify whether the current deployment model is adequate to provide a level of service within the Township of Haverford that aligns with generally accepted industry standards, best practices and benchmarks for safety by similar municipalities for modern day fire and ambulance service.
 - iii. Include specific recommendations for how the Township of Haverford might make minor adjustments or, if deemed necessary by the consultant, future changes in its deployment model to ensure continued top quality response, as well as sound fiscal responsibility for the residents and taxpayers. Include a recommended timeline for implementation of those changes, as well as outcome based metrics by which to measure operations going forward. Any recommendations for change and improvement shall include implementation cost estimates and annual recurring costs, as well as any potential offsetting expense reductions or revenue increases. Any recommendations should include a review of the change elements that either enhance or diminish the effectiveness or efficiency of the current deployment model.
 - iv. Perform a detailed study of Haverford Township's fire and ambulance apparatus needs. The study should look not only at current operations and risks to be protected but also at how things might change over time. The final report shall include recommended apparatus replacement schedule, as well as a narrative explaining the justification for the recommendations based on best practices and industry standards.

- v. The selected consultant shall review the contractual arrangement with Narberth Ambulance and develop recommendations concerning any changes that may be advisable.

4. Proposed Project Schedule:

The following is a preliminary schedule for the project:

Start	Award consultant contract
Month 1	Kickoff meetings
Months 2 through 4	Conduct research and facilitate stakeholder meetings
Month 6	Finalize analysis and report
Month 7	Public meeting(s) to report on findings

5. Delays:

The Township may delay scheduled due dates if it is to the advantage of the Township to do so. The Township will notify known potential Proposers of all schedule changes by written addenda.

6. Submission Requirements:

Five (5) copies of the sealed submission must be clearly labeled "Township of Haverford, Emergency Services Deployment Study" and be delivered by end of business (4:00 PM) on June 24, 2022 to:

David R. Burman
Township Manager
Township of Haverford
1014 Darby Road
Havertown, PA 19083

The submission shall include both a technical proposal and, in a separate sealed envelope, a cost proposal with the following information:

a. Cover letter

Transmittal letter describing your firm/team's interest in providing professional consulting services for the project and statement agreeing to the terms and conditions of the RFP. The letter must include the name, title, address, telephone number and email address of the contact person for the proposal and be signed by someone authorized to contractually bind the firm on a contract with the Township. The letter should also identify all materials being forwarded in response to the RFP.

b. Table of contents

c. Project understanding and approach

Describe your firm/team's understanding of the Scope of Services and the approach to completing the necessary tasks. Describe the method for managing overall project costs, schedule, quality assurance/quality control, etc. Identify any assumptions, additions or exceptions to the scope of services used to prepare the proposal. Otherwise, the selected firm/team will be held to the scope of services identified in the RFP.

d. Qualifications and experience

- i. Provide a brief history of the company. Indicate the office location that will administer the agreement and perform the work.
- ii. Identify key personnel that are experienced in emergency services projects and qualified to provide the requested services. Attach resumes of key personnel who will be working on the project. Provide brief description of staff's expected responsibilities/involvement with the project (i.e., project manager, technical staff, meeting facilitator, etc.).
- iii. Firm/team must demonstrate a minimum of five (5) years of experience providing related professional services. Indicate the firm or team's familiarity with emergency services deployment in both the Commonwealth of Pennsylvania and in other states, to specifically include communities that are similar in size and population to Haverford Township.
- iv. Provide a list of projects performed within the last three (3) years with similar scope of services. Include the following information:
 - Client name, point of contact, address, phone number, email
 - Description and location of project
 - Key personnel involved in the project
- v. List at least three (3) references for which services similar to this RFP were provided. Indicate name, company title, address, email and phone number.
- vi. Provide any additional information/qualifications that may set your firm/team apart from other submittals.

e. Project schedule

- f. Provide an estimate of the required hours needed to complete each task and certification that the firm/team has the necessary personnel to complete the tasks.
- g. Provide proof of liability protection, including insurances (errors and omissions, professional liability, and/or professional malpractice). Upon selection, Haverford Township shall be named as an additional insured.
- h. Disclosure of any real or potentially perceived conflicts of interests (personal or professional) with any officer or management team member of the Township of Haverford, any of the five (5) fire companies, Volunteer Medical Service Corps of Lower Merion and Narberth, or any other entity whose operations may be considered or referenced within this study.

- i. Provide a digital copy (or url) for any public presentations or stakeholder meetings that demonstrate the firm/team's ability to communicate.
- j. In a separate sealed envelope, provide summary of the number of hours estimated to complete each task, hourly rates for each employee classification and a total not-to-exceed cost for the identified Scope of Services and any additional services contemplated by the consultant.

7. Selection Process:

A selection committee will review the submissions and make a recommendation to the Board of Commissioners based on the following equally weighted criteria:

- Ability of selected firm/team to provide services identified in this RFP based on experience and related projects.
- Ability of selected firm/team to facilitate stakeholder and public meetings diplomatically, with a demonstrated history of achieving consensus.
- Competence of the firm/team in providing required services as evidenced by past performance identified through discussions with references.
- Experience and qualifications of staff assigned to the project with respect to the technical aspects of the study.
- Experience with emergency service providers in both the Commonwealth of Pennsylvania and other states, and the ability of the selected firm/team to have a broad perspective about a variety of Fire and EMS deployment models.
- Current workload and capacity of the selected firm/team to complete the project within the proposed timeframe.
- Overall understanding of the project and identified approach to complete the project.

Proposals that do not comply with the guidelines stipulated in this RFP may not be considered. The Township may request an interview or presentation to assist with the selection of firms/teams. The Township will commence negotiations with the top-ranking firm/team based on the cost proposal provided with the submission. If cost negotiations with the top-ranking firm/team are unsuccessful, the Township may decide to negotiate with the second-ranked firm, and so on.

The Township of Haverford anticipates entering into a not-to-exceed contract with the Proposer who, in the sole discretion of the Township, submits the most advantageous Proposal in terms of planning approach, qualification and experience of the proposed project team, and project cost. The Township anticipates awarding one contract but reserves the right to award more than one, or none at all, if in the best interest of the Township.

The Township of Haverford reserves the right to reject all proposals, to abandon the project or to re-advertise and solicit other proposals. The Township may waive any informalities or irregularities contained in a Proposal or in the manner of its submittal and award a contract thereafter. The Township further reserves the right to negotiate all terms of the proposal.

8. Inquiries and Addenda:

Interested parties may submit questions about this RFP to David R. Burman, Township Manager/Secretary solely via email to dburman@havtwp.org. All questions or requests for clarification concerning the meaning or interpretation of this RFP are due by June 10, 2022.

If revision or clarification to the RFP becomes necessary, the Township will provide written addenda to all known potential Proposers and will post the addenda to the Township's website. All addenda issued by the Township will include a receipt form which shall be signed and included with any Proposal. If multiple addenda are issued, a separate receipt for each addendum must be included with the Proposal. Failure to do so could result in a Proposal being deemed unresponsive.

All Proposers shall examine the RFP and any addenda carefully. Any ambiguities or inconsistencies should be brought to the attention of the Township through written communication with the Township prior to the opening of the proposals.

9. RFP Development Costs

Neither the Township nor its representatives shall be liable for any expenses incurred in connection with preparing a response to this RFP. Proposers are encouraged to prepare their proposals simply and economically, providing a straightforward and concise description of the Proposer's ability to meet the requirements of the RFP.

10. Appendices:

The Following documents are attached and incorporated into this RFP:

- i. Current List of Apparatus
- ii. Latest ISO Report
- iii. Enabling Legislation – Bureau of Fire of Haverford Township

11. Right-To-Know Act Compliance:

By submitting a Proposal, each Proposer agrees to abide by the terms of the Pennsylvania Right to Know Act (the "Act") with respect to documents prepared under any subsequent contract that are in the possession of the consultant. The consultant further acknowledges that any documents or work product produced by consultant under any subsequent contract may be subject to public disclosure as required under the Act and that consultant agrees to work with the Township to timely produce any such documents as required under the Act. The consultant agrees to indemnify and hold the Township harmless for any penalties or damages incurred by the Township that are related to the consultant's failure to abide by the terms of this Section. The terms of this Section shall survive termination of this contract.

12. Indemnification/Hold Harmless Agreement:

Consultant, for itself, its successors and assigns, hereby agrees, to the extent permitted by law, to indemnify, protect, defend and hold harmless the Township and the Township's representatives, including but not limited to supervisors, officers, attorneys, directors, employees, elected officials, agents, contractors, successors and assigns from and against any and all losses, liabilities, claims,

demands, causes of action, damages (including consequential and/or any other damages allowed by law), costs, including reasonable attorneys' fees, and reasonable expenses of every kind and nature, whether or not covered by insurance, arising out of, resulting from or caused by, in whole or part, any negligent act, error, omission or willful misconduct (whether or not such acts or omissions constitute a violation of applicable law or of this Agreement) on the part of the Consultant, its agents, employees, officers, workers, and/or subcontractors in connection with this Agreement, including but not limited to, those in connection with loss of life, bodily injury, personal injury, damage to property, contamination or adverse effects on the environment, any liability for fines, fees or penalties for violations of any statutes, ordinances, codes, rules, regulations or standards applicable to the services performed by Consultant, its agents, officers, employees and/or subcontractors. This obligation to indemnify, defend and hold harmless Haverford Township, and Haverford Township's representatives, officers, directors, employees, elected officials, successors, and assigns, shall survive the termination of this Agreement.

13. Insurance:

Before commencing performance of any services under this Agreement, the Provider shall procure, pay for, and maintain the following minimum types and limits of insurance, on forms reasonably acceptable to Township. Such insurance shall be maintained in full force and effect until final acceptance of the Services or the completion of all post-acceptance warranty or related work by Provider, whichever is later.

Coverage shall be obtained from insurance carriers approved to transact that class of business in the state where the work will be performed, having an A.M. Best Rating of A- VII or better.

Certificates of insurance evidencing that the below requirements have been met shall be provided to Township prior to the start of work.

1. General Liability

Commercial General Liability, written on an occurrence basis, covering bodily injury, property damage and/or personal/advertising injury to third parties, which may arise from operations under the Agreement, whether such operations are performed by the Provider or its Sub-Consultant, with limits not less than:

Each Occurrence, Bodily Injury and Property Damage	\$1,000,000
Personal and Advertising Injury	\$1,000,000
Products/Completed Operations Aggregate	\$2,000,000
Per Project Aggregate	\$2,000,000

The General Liability policy shall include contractual liability, covering liability assumed by the Provider under the Indemnification and other provisions of the Agreement.

2. Business Automobile Liability

Business Automobile Liability coverage for bodily injury and property damage arising out of the ownership, maintenance, or use of owned, non-owned, hired, and leased vehicles, including uninsured/underinsured motorist's coverage, with limits not less than:

Combined Single Limit	\$ 1,000,000
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3. Workers' Compensation and Employers Liability

Workers Compensation and Employers Liability as required by the state of hire and/or the state in which the work will be performed, including "other states" coverage, with limits not less than:

Workers Compensation	Statutory
Bodily Injury by Disease, each Employee	\$500,000
Bodily Injury by Disease, Policy Limit	\$500,000
Bodily Injury by Accident	\$500,000

4. Umbrella Liability

Umbrella Liability applying excess of the General Liability, Automobile Liability, and Employers Liability policies, on a following-form basis, with limits not less than:

Each Occurrence	\$2,000,000
Aggregate, Per Project	\$2,000,000

5. Commercial Crime (if applicable)

Commercial Crime or Fidelity (Employee Dishonesty) insurance extending to third parties (i.e., theft from Owner or third parties), including but not limited to Theft of Money and Securities both on- and off-premises and in transit, ERISA, Forgery or Alteration, Computer Fraud, Embezzlement and Funds Transfer Fraud, with limits not less than:

Employee Dishonesty, First Party	\$1,000,000
Employee Dishonesty, Third Party including	
Theft of Property	\$1,000,000
Computer Fraud	\$1,000,000
Forgery or Alteration	\$1,000,000
Funds Transfer Fraud	\$1,000,000
ERISA	Included
On Premises	\$ 50,000
In transit	\$ 50,000
Annual Aggregate	\$1,000,000

7. Professional Liability/Errors & Omissions (E&O)

All contractors and consultants who will perform, or retain others to perform, professional services in connection with the work (including, but not limited to Architects, Engineers, Consultants, Design-Build, and Project/Construction Managers) shall provide Professional Liability insurance covering negligent acts, errors, or omissions in the performance of the Services, with limits not less than:

Each Claim	\$2,000,000
Annual Aggregate	\$2,000,000

8. Cyber/Technology Insurance (if applicable)

Cyber/Technology insurance coverage with the following coverage parts and with limits not less than:

Network Security Liability, each claim and aggregate \$1,000,000
Liability coverage for when the insured's web-based platform or computer system fails to prevent a security breach or a privacy breach, including but not limited to transmission of a computer virus and liability associated with the failure to provide authorized users with access to the web-based system.

Regulatory Liability, each claim and aggregate \$1,000,000
Liability coverage for lawsuits or investigations by Federal, State, or Foreign regulators relating to Privacy Laws.

Crisis Management (including the following coverages): Included
Notification Expense (First party expenses to comply with Privacy Law notification requirements); Credit Monitoring Expense (First party expenses to provide up to 12 months credit monitoring) Forensic Investigations (First party expenses to investigate an intrusion into an Insured's computer system); Public Relations (First party expenses to hire a public relations firm)

Cyber Extortion \$1,000,000
Payments to a party threatening to attack an Insured's computer system in order to avert a cyber-attack.

General Insurance Provisions

Provider shall be responsible for the payment of all deductibles or self-insured retentions applicable to its insurance coverages.

All policies required hereunder other than Workers Compensation, Professional Liability, and Commercial Crime shall name Haverford Township and its officers, directors, employees, agents, subsidiaries, and affiliated companies as Additional Insureds on a primary and noncontributory basis, for losses arising from the work of the Provider or its Sub-Consultant or anyone for whom they may be liable. Additional Insured status shall include defense and shall apply to both Ongoing and Completed Operations, for a period of not less than three years after completion of services.

All policies shall provide a Waiver of Subrogation in favor of Township and/or Township's agent(s) and/or other parties designated by Township.

If coverage is written on a claims-made basis, an Extended Reporting Period, or tail coverage, shall be provided for three (3) years following completion of the Provider's services. In the alternative, the claims-made policy shall be renewed for not less than three (3) years following completion. The policy retroactive date shall be no later than the effective date of this Agreement.

Policies shall not be canceled, terminated or non-renewed unless sixty (60) days prior written notice is sent to the additional insured parties.

Sub-Consultant

Provider shall require each Sub-Consultant (if any) to provide insurance as outlined above. Such policies shall name Haverford Township, Provider, and their officers, directors, employees, agents, subsidiaries, and affiliated companies as additional insureds on a primary/noncontributory basis at the limits required herein, for losses arising from the negligence of the Sub-Consultant, and shall provide a Waiver of Subrogation in favor of the Additional Insured parties. Additional Insured status shall include defense and shall apply to Completed Operations for a minimum three years after project completion.

Provider shall be responsible for securing certificates of insurance from all Sub-Providers evidencing the insurance coverages required above.

The insurance coverages and limits required herein are designed to meet the minimum requirements of Township. The Township reserves the right to modify these requirements, including limits, based on special circumstances. Additionally, if the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the Township requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Consultant. They are not designed as a recommended insurance program for Provider or its Sub-Providers. **Meeting these minimum requirements shall in no way limit, qualify, quantify, or relieve the Provider's liability and obligations under any other provision of the Agreement.** The Provider shall acquire, at its own expense, any other additional insurance coverage it deems necessary for the protection of its work under this Agreement.