

**TOWN OF  
MIDDLEBURY, CONNECTICUT**

**REQUEST FOR PROPOSAL  
FIRE SERVICES STUDY**

**September 2006**

## **I. PURPOSE OF REQUEST FOR PROPOSAL**

The Town of Middlebury, Connecticut is requesting proposals to perform a study of the management and overall operations of the Middlebury Volunteer Fire Department.

## **II. SITE BACKGROUND**

### **A. Town of Middlebury**

The Town of Middlebury is located in New Haven County and operates within a charter-mandated form of government. Middlebury is a suburban residential community enjoying managed growth of light industrial and single family housing developments.

The town covers 18 square miles with a population of about 6700 within 3000 households. The town educates approximately 1200 students utilizing 3 school facilities as part of the Region #15 educational system with neighboring Southbury, Connecticut. Westover School is a private high school for young women, educating approximately 200 day and boarder students.

The town is accessed via Interstate 84 (exit 17 passes through the southern portion of the town, connecting to Route 8 in Waterbury) and by Connecticut Routes 63, 64 and 188.

Nearby airports are the Waterbury-Oxford Regional Airport, Bradley Airport in Hartford and JFK in New York.

Middlebury is an attractive residential community with wealth indicators (as measured by per capita income and median home value) above regional and state average. The town operates on a \$25MM budget (\$10.4MM, Town; \$14.6MM, Education) funded primarily from a property tax assessment of 31.32 mils.

Recreational facilities include two town parks (Meadowview and Ledgewood Memorial), Quassy Amusement Park, the Middlebury Recreation Area on Lake Quassapaug and The Greenway with over 7 miles walking and biking trails.

Middlebury encourages appropriate commercial and corporate development, which keeps its tax base diverse and lessens the tax burden on individual homeowners. A major commercial/professional office complex is located near the

Route 63/interstate 84 interchange. Smaller complexes have been developed along Straits Turnpike and in the center of town.

The town is also home to Woodside Heights, a special housing development for senior citizens living on fixed incomes. The complex consists of 70 one-bedroom apartments.

**B. Fire Department**

**Personnel**

The Middlebury Volunteer Fire Department (MVFD) has 65 active fire fighters supervised by nine officers who are elected by the MVFD membership.

Chief	Two (2) year term
1 <sup>st</sup> & 2 <sup>nd</sup> Deputy Chiefs	One (1) year term
Sr. Captain	One (1) year term
Jr. Captain	One (1) year term
Sr. Lieutenant	One (1) year term
Jr. Lieutenant	One (1) year term
Treasurer	One (1) year term
Secretary	One (1) year term

The minimum level of training is NFPA 1500, State Certified Fire Fighter 1 and Haz-Mat Awareness

There are 10 Junior Fire Fighters (under age 18) and 10 Ladies Auxiliary members.

**Facilities**

The department operates two fire stations. The Headquarter station is located at 65 Tucker Hill Road. The West End station is located at 200 Southford Road.

**Apparatus**

See Appendix for list of apparatus. All MVFD apparatus is radio-equipped (low band). All preventive maintenance and testing are contracted out yearly.

**EMS**

The department has two ambulances. Ambulance operations fall under the direction of the MVFD. The department uses a 3<sup>rd</sup> party service to bill for services rendered.

### **Fire Marshal**

The Fire Marshal is appointed by the Board of Selectmen. The Fire Marshal works under the direction of the Fire Chief. In addition, five fire fighters serve as Deputy Fire Marshals and are appointed by the Board of Selectmen.

### **Chain of Command**

The Chief of the Fire Department ultimately reports to the Board of Selectmen. A Fire Commission, serving one year terms and appointed by the Board of Selectmen, provides oversight to the Fire Department. However, all operational aspects remain the responsibility of the Fire Chief.

### **Call Volume**

In 2005, the department responded to 301 fire calls and 451 EMS calls.

### **Fire Department Budget**

The fire department budget for Fiscal 2006/2007 is \$346,633. See Appendix for additional detail.

## **III. PROPOSAL FORMAT**

Proposals are now being accepted by the Town of Middlebury for completing a comprehensive study and providing recommendations relating to the operation and management of the Middlebury Volunteer Fire Department. The proposal shall include the following:

### **A. Letter of Transmittal**

The letter of transmittal shall be addressed to:

Edward B. St. John, First Selectman  
Middlebury Town Hall  
1212 Whittemore Road  
Middlebury, CT 06762

The letter shall contain, at a minimum, the identification of the Consulting Firm, including name, address, telephone number and fax number. The letter shall be signed by an officer of the firm authorized to contract for the study.

## **B. Consultant**

Selection of the consultant will be made primarily on the basis of the following criteria:

- Demonstrated knowledge and expertise in the evaluation and analysis of the fire services which must be included in the proposal.
- Consultant experience in evaluating and working with fire departments in similar sized towns and similar sized scope. Please include any studies or consultant services provided to departments within the State of Connecticut.
- Availability and project time frame for conducting and completing the project.
- Client references including name, address, contact person, phone number, type of project(s) conducted and date(s) of project must be included in the proposal.
- Consultant's company organization, including the name and location of the company's office to be involved in the project.
- The proposed Project Team with resumes and specific areas of responsibility for key personnel.
- Organization & Management – Consideration will be given to the management and project control, ability to commit staff and consultants within time requirements and recent relevant performance record.

## **C. Method of Work**

The consultant will provide the proposed methods of conducting the study, including the identification of any required input/resources necessary to complete the project in a timely fashion. In addition, the consultant must describe the method(s) to be used to inform the Town of project status.

## **D. Time Frame**

The proposal must include the estimated time frame to complete the study.

**The proposal is due back to the Town of Middlebury, Selectmen's Office by Friday, October 20, 2006, and clearly marked "Fire Services Study Proposal".**

## **E. Cost**

The proposal must include a total cost not to exceed a specific amount, including all reimbursable expenses.

## **F. Exceptions to the Request for Proposal**

The consultant may include in the proposal for consideration, any information not noted previously, that may assist the Town in the selection process.

#### **IV. SUBMISSION OF PROPOSAL**

##### **A. Consideration**

To receive consideration, twelve (12) copies of the proposal must be received by the Office of the Selectmen. Submissions received after the date specified above will not be considered. A public opening of proposals will be held on a date and time to be determined by the Board of Selectmen.

##### **B. Questions**

Questions or request for clarification of the Request for Proposal should be directed to:

Kenneth W. Heidkamp  
Chairman, Middlebury Fire Commission  
P.O. Box 218  
Middlebury, CT 06762  
(203) 758-2439  
Fax: (203) 758-8629  
Email: kheidkamp@aol.com

#### **V. TERMS OF AWARD**

The Board of Selectmen reserves the right to select or reject alternate proposals; to waive informality in proposals; and to reject any and all proposals, or accept such proposal as shall be in its judgment to be in the best interest of the Town of Middlebury.

#### **VI. SCOPE OF SERVICES**

##### **Fire Apparatus Review & Evaluation**

- Review present fire apparatus and establish a replacement plan – immediate, short-term (5-10 years) and long-term (11-20 years), along with a cost estimate.
- For all immediate needs, provide recommendation for specific items to be incorporated into the design of apparatus.
- If NFPA standards and ISO requirements differ, provide rationale for specific recommendations and note the differences.

##### **Fire Equipment**

- Review the department's equipment along with compliance with NFPA standards. Identify deficiencies and recommend equipment levels with cost estimates as appropriate.

### **Fire Station Location**

- Review fire department facilities, including locations, and recommend any needed changes.

### **Fire Department Manning**

- Evaluate department's ability to respond with the proper amount of equipment and manpower in the appropriate time frame.
- Review recruitment of volunteers and recommend methods of enhancing level of volunteering and increasing retention of volunteers. Include both fire pay and incentive compensation program.

### **Fire Flow and Water Supply Requirements**

- Evaluate water flow delivery for all areas of fire department coverage.
- Recommend specific areas to improve water flow attack capabilities with current equipment, especially in non-hydrant sections of Town.

### **Fire Department Operations**

- Evaluate the degree to which department goals, objectives and operations are being met.
- Evaluate the organizational and command structure of the fire department.

### **Fire Department Training**

- Review state training mandates and determine the department's level of compliance.
- Review the department's in-service training program and recommend changes if required.

### **Fire Department Communications**

- Review the dispatch function including central dispatch (Northwest Communications).
- Review shall include the alert activation system and personal pagers.

### **ISO Rating**

- Review components of Town's ISO rating. Make recommendations along with cost estimates to maintain or improve overall rating.

### **Miscellaneous**

- Evaluate risk management liability issues and recommend, what, if any, action should be taken.
- Evaluate the necessity to add a Fire Commission to the Town of Middlebury charter versus the current annual appointment method.
- Review the department's record keeping and determine the department's level of compliance with OSHA, state and federal requirements. Make recommendations in areas where improvements are needed to meet requirements and areas that may be streamlined or eliminated to help control costs.
- Identify any potential grants or other sources of funding for apparatus and equipment purchases.

## Appendix 1 Fire Department Apparatus

<b>Name</b>	<b>Year</b>	<b>Manufacturer</b>	<b>Capacity (gallons)</b>	<b>Use</b>
Engine 1	1991	ALF/1250 gpm pump	1880 Water; 120 Foam	Pumper / Foam Unit
Engine 2	1981	ALF/1500 gpm pump	1000 Water	Pumper
Engine 3	1988	ALF/1500 gpm pump	1000 Water	Pumper
Engine 4	1987	ALF/1250 gpm pump	1000 Water	Pumper
Engine 5	1994	Ford F-350		Pickup Skid Unit from Old E-5
Engine 6	1995	International 1000 gpm	300	Midi Pumper
Rescue 1	1979	Ford Rescue		Rescue Truck
Truck 1	2000	ALF Aerial Truck 1000 gpm	110' Ladder / 400 water	Aerial Ladder
FD-11	2000	Ford E-450		Ambulance 4 x 4
FD-12	1991	Ford E-350		Ambulance
61 MI	2004			Carnival Trailer
62 MI	2003			Trench Rescue Trailer
63 MI	2002			Utility Trailer
64 MI	2000	Crown Victoria		Chief's Car
65 MI	2005	Almand		Mobile Generator / Light Tower
Rescue 2	1970			Rescue Boat
Cart 1	1970	Yamaha		Golf Cart
Cart 2	2006	John Deere		Gator



## Appendix 2

### Fire Department FY 2006/2007 Budget

Description	Budget Dollars
Salaries	25,000.00
Temporary Salaries	12,000.00
Fire Chief	6,732.36
Physical Examinations	9,000.00
Deputy Marshal	2,000.00
Fire Marshal	5,911.70
Power & Controls Charges	18,750.00
Travel & Official Expense	1,150.00
Telephone	8,000.00
Personnel Training	4,800.00
Repairs & Maintenance (Building)	6,000.00
Cleaning Supplies	750.00
Radio Repairs	7,500.00
Equipment Maintenance	5,900.00
Generator Repairs	400.00
Heritage Hydrants	16,380.00
Westover Hydrants	-
Town Hydrants	45,000.00
Fire Prevention	500.00
Ladder Truck Payments	58,559.06
Office Supplies	1,500.00
Wearing Apparel	1,000.00
Cleaning Uniforms	700.00
Diesel – Heating & Trucks	18,000.00
Fuel, Gas, Oil	2,000.00
Motor Vehicle Maintenance	35,000.00
Maintenance Supplies	2,100.00
Janitorial	1,000.00
Postage	1,000.00
Reserve (Building Repairs)	-
Volunteer Incentive Plan	30,000.00
Fire Fighting Equipment	20,000.00
	<b>346,633.12</b>
Civil Preparedness (Office Supplies, Misc.)	2,300.00

**Fire Services Study RFP Information Sheet**  
*(Please print clearly and return as a top sheet on your Proposal)*

Name of Bidder:	Authorized Signature:
Address:	Town/City/State/Zip
Telephone:	Fax:
Email Address:	Dated:

PROPOSALS MUST BE SUBMITTED ON THE PREVIOUS FORMS AND IN A  
SEALED ENVELOPE CLEARLY MARKED:

## **Fire Services Study Proposal**

Proposals should be sent to:

Office of Selectmen  
1212 Whittemore Road  
P. O. Box 392  
Middlebury, CT 06762