

**NOTICE TO CONSULTANTS
REQUEST FOR CONSULTANT SERVICES**

The City and County of Honolulu, Honolulu Fire Department, is seeking a qualified operations research consultant (GS-1515) for the proposed merger of the Honolulu Fire Department (HFD) and the Honolulu Emergency Services Department (HESD), which includes the Emergency Medical Services (EMS) Division and the Ocean Safety and Lifeguard Services Division.

This project shall comply with all state and local laws, rules and regulations regarding HFD and HESD and Ocean Safety.

PROJECT BACKGROUND:

The finding of the citizens' panel that was organized by Mayor Mufi Hannemann recommended that a consultant be obtained to further review and comment on the proposed merger of the Honolulu Emergency Services Department with the Honolulu Fire Department.

PROJECT LOCATION: The project is located on the island of Oahu.

PROJECT PURPOSE: The project will merge the Honolulu Emergency Services Department with the Honolulu Fire Department in the areas of services that they provide to the community, efficiency in the use of City resources and personnel, and elimination of some of the duplicative services.

SCOPE OF SERVICES: The services to be performed by the consultant will include developing a proposed organizational chart, proposed budget, service delivery model, and timeline for implementation. These services shall include but not be limited to the following:

1. Phase I: Preliminary Project Initiation
 - a. Task 1-A: Project Initiation & Development of Detailed Work Plan

The consultant will develop a project work plan based on the scope of work and finalize that work plan with the City to gain a comprehensive understanding of the City's background, goals, and expectations for the project. This detailed work plan will be developed identifying:

- (1) Primary and secondary tasks to be performed.
- (2) Clarify time tables for all primary and secondary tasks to be completed.
- (3) Method of evaluating results.
- (4) Resources to be utilized.
- (5) Possible obstacles or problem areas associated with the accomplishment of each task.

This initial meeting is designed to assist the consultant, HFD and HESD to establish working relationships, develop logistical arrangements, determine appropriate lines of communications, and finalize contractual arrangements.

- b. Task 1-B: Acquisition and Review of Background Information

The consultant will request pertinent information and data from the City. This data will be used extensively in educating the consulting team to the history of the current system design, and the catalyst for system changes. The documents and information relevant to this project will include the following:

- (1) Past or current studies or research.
- (2) Local census and demographics data.
- (3) Financial data, including operational budget, capital improvement projects (CIP) and community development block grant (CDBG) budgets, short, medium and long-range financial plans and projections.
- (4) State and local laws, rules and ordinances regarding HFD, EMS, and Ocean Safety in Honolulu.
- (5) ESD and HFD policies and procedures.
- (6) Current EMS model and delivery.
- (7) Current HFD service model and delivery.
- (8) Current Ocean Safety model and delivery.
- (9) Current service delivery objectives and benchmarks.
- (10) Facilities and apparatus inventories.
- (11) Local collective bargaining agreement(s), if applicable.
- (12) Quarterly and annual reports.
- (13) Computer-Aided Dispatch (CAD) incident records.

2. Phase II: System Assessment

a. Task 2-A: Interview Phase

The primary purpose of this phase of the project is to assist the consultant in gathering information from various stakeholders. Specifically, information will be gathered to identify the key issues and any conflicts and to construct a methodology that leads towards the integration of the Honolulu Fire Department and the Honolulu Emergency Services Department. The consultant will design this phase to ensure its neutrality in identifying interests and concerns from the various stakeholder groups.

The consultant will conduct interviews with and gather information from key personnel, including:

- (1) Office of the Mayor
- (2) Honolulu Fire Department
- (3) Honolulu Emergency Services Department
- (4) Department of Human Resources
- (5) Department of the Corporation Counsel
- (6) Medical Directors of each agency (Honolulu Emergency Services Department, Honolulu Fire Department, Honolulu Police Department, Ocean Safety)
- (7) Bargaining Unit Leadership

- (8) State Department of Health Officials
- (9) Others as they may contribute to this project

The consultant will interview key stakeholders of any organization associated with this initiative. At a minimum, the consultant will interview appropriate community officials, HFD and HESD officials, labor organization representatives and others that the consultant deems necessary.

From these interviews, the consultant will obtain additional perspective on operational, economic, and policy issues facing each agency. In addition, the consultant will learn more about availability of data necessary to meet projected goals.

b. Task 2-B: Baseline System Assessment

This phase of the study will focus on developing a baseline assessment of the current environment using existing data resources and, as necessary, additional analysis by the consultant. The consultant analysis methods shall include evaluation of response integration structures, system compensation and subsidy, quality of care provisions and other factors. The purpose of this baseline evaluation is to assess the system abstract information in comparison to industry standards and best practices, as well as to consider a benchmark against which the options for future service delivery can be measured. Further, the document will identify critical issues that may have an impact on the system's effort to operationally integrate.

Elements to be included in the baseline assessment phase shall include:

(1) Organizational Design

The personnel management programs for each of the organizations shall be reviewed and analyzed and specific observations will be made individually, and for any integration scenarios. The study shall focus on but shall not be limited to:

- (a) Existing ranks and titles.
- (b) Compensation and benefits.
- (c) Chain of command and reporting structures.
- (d) Personnel reports and records.
- (e) Recruitment, application, and appointment process.
- (f) Testing, measuring, and promotion process.
- (g) Union representation for the various members.

Review the staffing levels of the agencies. Areas to be considered shall include but not be limited to:

- (a) Administration and support staff quantity and assignment.
- (b) Suppression and operations staff quantity and deployment.
- (c) Responsibilities and activity levels of personnel.

(2) Financial Analysis of Integration

The consultant may use computer-driven model budgets for each agency to allow a comparative examination of the actual public costs for each agency, and as a tool for analyzing the financial effects of any type of integration. Budget modeling may also be used to measure the effects of the proposed change(s). Funding mechanisms should be identified and comprehensive financial outcomes provided for each consolidation strategy offered.

- (a) Review and analyze agency budgets and revenues.
- (b) Review separate budgets.
- (c) Develop projected integrated budget.
- (d) Identify financial issues of integration including any potential impact on capital budgets.
- (e) Identify areas of short and long-term savings and costs.

Fiscal analysis is an important component of the emergency services evaluation. Long-term survival of an emergency services system requires that the system be adequately funded. The consultant will determine the fiscal state of each agency, and develop recommendations on improving the financial resources available for emergency services. All recommendations should be consistent with the agencies financial capability to provide adequate cost effective services to the community. In addition, budgeting practices should be examined, and alternate methodologies suggested.

(3) Support Programs

Review and make overall observations involving support programs for the critical areas of training, facilities and apparatus maintenance, and communications systems. Items to be reviewed shall include but not be limited to:

Training

- (a) General training competencies.
- (b) Training administration.
- (c) Training facilities.
- (d) Training procedures, manuals, and protocols.
- (e) Training record keeping.
- (f) Specialized team training.
- (g) Quality assurance program.
- (h) Certification process.
- (i) Benchmarks and standards.

Communications

- (a) Alarm systems and communications infrastructure.
- (b) Public Safety Answering Point (PSAP) and dispatch center capabilities and methods.
- (c) Benchmarks and performance measurements.

- (d) Dispatch center staffing.

Support, Maintenance and Logistics

- (a) Review of existing facilities.
- (b) Procurement process.
- (c) Review supply and logistic programs.
- (d) Review of apparatus, ambulances, and other rolling stock.
- (e) Review maintenance procedures and assess needs.

(4) Service Delivery Model(s)

The consultant shall develop and analyze various resource deployment strategies for providing integrated emergency services with the specific intent of identifying the option that can deliver the optimum levels of service to the community as it will exist in the future. Recommendations will be provided identifying the best long-range strategy for service delivery and the impact of initiating such a strategy. This may include, but is not necessarily limited to, the following options:

- (a) Specific recommendations regarding any relocation of existing facilities.
- (b) Specific recommendations regarding general location of future necessary facilities.
- (c) Specific recommendations regarding any potential elimination of existing facilities.
- (d) Specific recommendations regarding selection and deployment of apparatus or EMS units.
- (e) Specific recommendations regarding the deployment or distribution of on-duty personnel.
- (f) Specific recommendations regarding the deployment of special units or resources/equipment.

(5) Timelines and Implementation Plan

Any cooperative venture among the agencies presents the organizational leaders with a series of challenges. Successful implementation of this plan will require that significant matters be addressed regardless of which form of consolidation is chosen. Those issues will be identified.

- (a) Findings of baseline assessment report.
- (b) Feasibility of integration will be presented.
- (c) Necessary policy action by the elected bodies will be described.
- (d) Timelines. The recommendations outlined in this section provide general completion timelines offered to guide the agencies in developing a more detailed listing during the formal planning process.
- (e) Process Issues. Strategic planning, legal considerations, management and governance, funding, and other issues will be provided in detail.

- (f) Identification of performance measures or benchmarks to measure integration process progress.

c. Task 2-C: Assessment Report

A comprehensive overview of the critical issues will be identified with respect to the integration of HESD and HFD operations. Included in the report will be the identification of obstacles that have the potential to disrupt a seamless transition. The report will provide a critical path for achieving success in the integration process as well as an anticipated schedule for achieving total system integration.

d. Task 2-D: Develop Draft Integration Report

The consultant will prepare a draft report for review by the stakeholder group based on the information obtained during the stakeholder process. The consultant will develop and produce sufficient copies of a draft version of the written report for review by the City. The report shall include but not be limited to:

- (1) Detailed narrative of each report component structured in easy-to-read sections and accompanied by explanatory support.
- (2) Clearly designated recommendations highlighted for easy reference and catalogued as necessary in a report appendix.
- (3) Supportive charts, graphs, and diagrams where appropriate.
- (4) Supportive maps, utilizing geographic information system (GIS) analysis as necessary.

e. Task 2-E: City Review Process

The consultant shall provide the City adequate time to review all aspects of the assembled draft report. Additional stakeholder meetings will be held for the purpose of accomplishing the following:

- (1) Review draft report with the City.
- (2) Identify areas of concern.
- (3) Identify any issues that create barriers.
- (4) Obtain resolution to any issue that creates a barrier.
- (5) Identify priorities for integration.
- (6) Identify critical paths for successful integration.
- (7) Modify report based on discussions.
- (8) Achieve consensus on Final Report.

3. Phase III: Final Report

a. Task 3-A: Develop Final Report

The consultant will complete any necessary revisions and produce ten (10) copies of publication-quality bound, final versions of the written integration report, along with an electronic version in pdf file format. Elements of the report will include a summary of the nature of the report, the primary findings, and critical recommendations.

b. Task 3-B: Presentations

The consultant will make formal presentations to City leadership and emergency service managers. The presentations will include:

- (1) Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- (2) Opportunity for questions and answers, as needed.

All presentation materials, files, graphics, and written material will be provided to the City at the conclusion of the presentations.

3. Delivery Dates and Milestones

- a. Phase I, Preliminary Project Initiation
- b. Phase II, System Assessment
- c. Phase III, Final Report

Qualified firms interested in being considered for the above contract are invited to submit their qualifications in accordance with the Guidelines for Preparing Consultant Qualifications. In accordance with Section 103D-304, HRS, qualifications should include the following:

- (1) The name of the firm or person, principal place of business, and location of all of its offices;
- (2) The age of the firm and its average number of employees over the past five years;
- (3) Proposed staff commitment and descriptions of their roles and responsibilities;
- (4) The education, training and qualifications of the proposed staff and key members of the firm;
- (5) The proposed approach to conduct the project;
- (6) Past performance on projects of similar scope for public agencies or private industry;
- (7) The names and phone numbers of up to five clients who may be contacted, including at least two for whom services were rendered during the preceding year for similar type of projects;
- (8) Records of performance on contracts with respect to cost control, quality of work, and ability to meet schedules;
- (9) Any other pertinent information that should be considered in the evaluation of the firm's qualifications; and
- (10) Any promotional or descriptive literature which the firm desires to submit.

**GUIDELINES FOR
PREPARING CONSULTANT QUALIFICATIONS**

The City and County of Honolulu has developed guidelines to standardize the preparation of consultant qualifications. The purpose of these guidelines is to help assure consistency in format and content of consultant qualifications submitted to the City. This process should reduce the time requirements for the consultants in preparing a qualification submittal and will simplify the review process by City personnel.

In order for the City's consultant selection committee to evaluate each qualification properly, it is very important that each submittal be clear, concise and follows the recommended format. A maximum total of 100 points is available for each submittal. Points for each section are as shown in the following table.

QUALIFICATIONS FORMAT REQUIREMENTS

<i>Criteria</i>	<i>Points</i>	<i>Max. No. of Pages</i>
Introductory letter, number of years in business, references and office locations		2
Experience and professional qualifications relevant to the project type	45	4
Past performance on projects of similar scope for public agencies or private industry, including corrective actions and other responses to notices of deficiencies	23	2
Capacity to accomplish work in the required time	22	2
Additional Information: Innovative or Alternative Methods to Perform the Required Services, and Anticipated Concepts for Completion of the Project.	10	2
MAXIMUM TOTAL	100	12*
Appendix: Resumes of key personnel		1 pg/person maximum
Appendix: Company brochure (optional)		

- * Number of pages per proposal may vary depending upon the nature of the project or service contract, but must total no more than 12 pages and no more than the maximum number of pages per criteria shown in the above table, excluding appendices, table of contents, and tabs.

A page is considered to be letter size, printed on one side, single-spaced, with characters no smaller than 12 point (Times font or similar preferred). Any proposal exceeding the 12-page limit or maximum number of pages per criteria, unless otherwise stated in the RFQ, receives a 5-point penalty for each page over the limit.

QUALIFICATIONS EVALUATION CRITERIA FOR CONSULTANT SERVICES

The criteria presented below will be used for evaluating interested consultants:

1. Experience and professional qualifications relevant to the project type.

The consultant shall designate experienced professional and technical staff to competently and efficiently perform the work, either through their own personnel or subconsultants. The qualification shall identify the project team composition, project leadership, reporting responsibilities, and address how subconsultants will fit into the management structure. Resumes of key team members, limited to one page per person, must be included in the Appendix.

Note: This information includes the qualifications of the individuals and subconsultants, and a list of applicable past projects the consultant worked on. The selection is made on the team, and not just the prime consultant.

2. Past performance on projects of similar scope for public agencies or private industry, including corrective actions and other responses to notices of deficiencies.

The consultant shall include a list of all similar projects that the consultant worked on and successfully completed. Include the name, contact person and telephone number of the government and/or private agencies, and how cost control and schedule compliance issues were addressed.

3. Capacity to accomplish the work in the required time.

The consultant must demonstrate that sufficient knowledgeable staff is available and that any subconsultant hired by the consultant is experienced and capable of performing the work. The consultant shall include a list of current projects, which shall include the start and estimated consultant contract completion dates of the projects. The consultant shall also identify key team members, including the project manager and any subconsultants.

4. Additional Information.

Innovative or Alternative Methods to Perform the Required Services, and Anticipated Concepts for Completion of the Project. Please indicate any innovative, unique or alternative methods that would be used to perform the required services. Also, please indicate anticipated concepts to complete the project, and present and modern and cost-effective design methods or special project related techniques that would benefit the project.

Some or all of the proposers will be invited to conduct discussions and/or interviews with the City and County of Honolulu staff and selection panel.

Financial obligations of the City are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available. In the event funds are not appropriated, any resulting contract will become null and void, without penalty to the City.

After submitting the RFQ, except as the City may otherwise agree, no changes shall be made in the key personnel. If, for any reason beyond the control of the consultant, it becomes necessary to replace any of the key personnel, the consultant shall provide as a replacement a person of equivalent or better qualifications for approval by the City.

This list may be used for other similar projects.

Any inquiry regarding the project should be directed to Assistant Chief Thomas Perkins at (808) 723-7104.

Administrative Services Bureau
Honolulu Fire Department
City and County of Honolulu
636 South Street
Honolulu, Hawaii 96813-5007

Six (6) copies of the qualifications should be sent to:

KENNETH G. SILVA, Fire Chief
Honolulu Fire Department
City and County of Honolulu
636 South Street
Honolulu, Hawaii 96813-5007

and must be received no later than 4:30 p.m., HST, June 10, 2010.



WENDY K. IMAMURA
Purchasing Administrator
City and County of Honolulu