

REQUEST FOR PROPOSAL "RFP" PS20172092

CONSULTING SERVICES FOR VANCOUVER FIRE & RESCUE SERVICES NEEDS ASSESSMENT

QUESTIONS AND ANSWERS NO.2

ISSUED ON TUESDAY DECEMBER 5, 2017

Q1	The 10-week timeline appears to be very aggressive for the scope of work requested, particularly with 40 to 50 interviews to be conducted. Is there an internal or external deadline that is determining the timeline? If so, what is the nature of that deadline and is there any flexibility in the date?
A1	The City recognized that the timeline for this project is ambitious and as such has assigned a project manager to ensure the City is able to deliver on its commitments outlined in th RFP. The successful consultant will need to have the have sufficient resources dedicated to this project in order to meet the prescribed deadline.
Q2	B3.3 There are 40-50 interviews requested in the scope of work. Would the City be open to conducting some meetings with groups of some of the stakeholders so as to reduce the number of sessions and the elapsed time required to conduct the interviews? The hours needed for interview meetings could be reduced if the internal participants provided a written response to the consultant's questions in advance. Would this be an acceptable approach?
A2	This approach would be acceptable to the City provided the consultant can fully satisfy the deliverables outlined in this RFP. The Stakeholder list (B8.1) should be used as a guide for planning interviews and the method of engagement.
Q3	B3.3 Does the City intend to schedule interviews and Steering Committee meetings prior to award of the contract or will the selected consultant be able to coordinate with the City to schedule the sessions based on their consultation approach?
A3	Yes, the City will pre-schedule Steering Committee meetings to ensure resources are available. However, the City recognizes that an alternate approach may be appropriate and can be flexible with scheduling, with the constraint being the availability of resources.
Q4	B3.4 Does the City have an expectation for the number of peer examples the benchmarking analysis should consider? Would the City assist in obtaining the

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	necessary data from the selected departments?
A4	The City expects 3-4 comparators to be consulted for benchmarking. The City will identify comparator organizations, make initial contact and then provide the consultant with contact information. It will be the consultant's responsibility to prepare questions for the comparator organizations and collect responses.
Q5	B3.3 The RFP notes that the consultant is to <i>"review service level performance versus internal benchmarks and, if there are gaps, identify root causes."</i> The timeframe and maximum hours set for the study will not allow for intensive, in-depth operational reviews, but these factors will be discussed during interviews and in clarifications requested from the data analysis. Is this an acceptable approach?
A5	This is consistent with the City's expectation for this section of work. It is expected that these requirements will be satisfied primarily through interviews.
Q6	How does the recently closed RFP for the Fire Facilities False Creek Flats (PS20170168) relate to this RFP? Will there be a need to coordinate analysis and consultation with this study process?
A6	These two RFPs are not related.
Q7	Does the data from FDM include information on incidents related to the opioid crisis?
A7	Yes, the data can be separated if required.
Q8	Are the current roles of Fire & Rescue and the BC Ambulance Service to be used as the basis for future service demand planning, or is the City envisioning any discussions of alternate models to be part of this study process?
A8	One of the key questions to address in the current state analysis is: "how well is VFRS working with internal and external stakeholders and vice versa?" If the consultant determines an alternate model, which is realistic to implement and would benefit the VFRS and/or BC Ambulance Services, the City would want to see such a recommendation.
Q9	B3.5 - Interim Deliverable: Are Excel-based models, charts, and graphs an acceptable format for the working visualization model of future state scenarios? Are GIS based maps considered mandatory or can other mapping software be utilized?
A9	While a GIS based map is not mandatory, a very strong preference will be given to consultants who use GIS mapping technology. The visualization model will need to be dynamic and it will be very difficult to deliver the required functionality to the

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	satisfaction of the City using Excel.
Q10	The RFP lists 600 hours as the maximum effort the City believes is required for this project. Can you please advise how this was determined?
A10	This was determined based on the amount of work the City believes will be required to complete the analysis, the timeline constraints, and the budget. Refer to the RFP section 4.1: "The City expects the Consultants to provide its own estimates of the time required based on its experience and expertise. The Consultant should tailor the estimate of hours to reflect an efficient and well-balanced work plan that achieves the stated deliverables."
Q11	Is there an established budget amount you are willing to share for the project?
A11	No, the City typically does not share its budget.
Q12	The 10 week timeline appears very aggressive for the scope of work as described in the RFP. What is driving the 10 week timeline? Is the City open to a longer project timeline?
A12	Reference Q1 and A1 above.
Q13	The RFP makes reference to the opioid crisis as a demand driver impacting the VFRS. Is there a desire from the City and Department to further response to EMS incidents or is this an area you looking to minimize in your service delivery?
A13	VFRS is required to respond to medical emergencies, and therefore, responding to incidents related to the opioid crisis is a requirement of the VFRS. The opioid crisis should be factored into the future demand scenario modeling.
Q14	The RFP makes reference to analyzing community risks. Are you looking for a detailed community risk assessment of the fire and non-fire risks in the City or a general overview of the community risks based on zoning and land use plans?
A14	For this assessment a general overview of the community risks based on zoning and land use plans is sufficient.
Q15	Has the City or Fire Department formally adopted NFPA 1710 as a standard for performance?
A15	The Fire Department has not formally adopted the NFPA 1710 standard.

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Q16	The RFP calls for the development of a "high level" roadmap to achieve CPSE Accreditation. Has the VFRS taken any steps toward Accreditation? What level of detail is expected for this "roadmap"?
A16	<p>VFRS has not taken any steps towards accreditation.</p> <p>The level of detail for the roadmap should be sufficient to inform the VFRS strategic plan and align with the timeline and effort of the project as proposed in the RFP. At a minimum, the roadmap should address timeline, key actions, any budget considerations (capital and operating), decision points, and major risks.</p>
Q17	The RFP calls for recommending a training program to meet the needs of the VFRS. What level of detail is expected for the development of this training program?
A17	The City expects a series of point form recommendations that address any identified skills gaps and training requirements (current and future). These recommendations will be used to inform a detailed training plan, which will be developed by the City.
Q18	Under the consultant responsibilities it states that all expenses shall be at the Consultant's expense. Is the City reimbursing for expenses or should expected expenses be included as part of the total amount for each work task?
A18	The consultant shall list any proposed expenses under the disbursements column in Appendix 3 - Commercial Proposal, Table 1.