



**Request for Proposals
Fire Department Strategic Plan
City of North Tonawanda Fire Department
Douglas D. Orlowski, Fire Chief**

Proposal Packages Due By: August 5, 2026 at 11:30 a.m.

**Submittals shall be delivered in a sealed package container or envelope
clearly marked on the outermost portion of the package:
North Tonawanda Fire Department Strategic Plan Bid #2026-01**

Bids will be received at:
North Tonawanda City Clerk's Office
216 Payne Avenue
North Tonawanda, NY 14120

A non-collusion certificate must be signed and submitted by each bidder.

No bidder may withdraw their bid within sixty (60) days after the actual opening thereof.

Direct Questions to:
Chief Douglas D. Orlowski
E-Mail: dorlowski@northtonawanda.gov
Phone: 716-693-2201

City of North Tonawanda Fire Department

Request for Proposals on

A Fire Department Strategic Plan

1. Introduction

- 1.1 The City of North Tonawanda Fire Department is seeking proposals from qualified and responsible consultants to conduct an assessment and to assist with the development of a Comprehensive Strategic plan, Community Risk Assessment, and Standard of Cover for the City of North Tonawanda Fire Department.
- 1.2 The mission of the City of North Tonawanda Fire Department is to safeguard life, property, and the well-being of all individuals within our jurisdiction. The Department provides comprehensive fire protection; paramedic-level emergency medical services; and specialized water and ice rescue capabilities. Additionally, the Department maintains operational readiness for hazardous materials (HAZMAT) incidents and technical rescue emergencies. Through rigorous fire investigation, proactive fire prevention efforts, and ongoing professional training, the Department is committed to delivering services that meet the highest standards of public safety, operational excellence, and organizational integrity. We dedicate ourselves to serving the community with professionalism, courage, and accountability, thereby ensuring a safe, resilient, and well-protected City of North Tonawanda.
- 1.3 The North Tonawanda Fire Department (NTFD) currently operates as a combination department protecting roughly 10 square miles and 30,000 residents. NTFD responds to approximately 4,000 calls for service annually. The current organizational makeup to be evaluated consists of:
 - 1.3.1 Personnel: 1 Chief, 2 administrative Assistant Chiefs (Training and Fire Prevention), 1 Senior Account Clerk, 4 Assistant Chiefs (Assigned as Duty Officers), 4 Captains and 28 Career Firefighter divided into 4 platoons, and 17 Volunteer Firefighters.
 - 1.3.2 Current Deployment Footprint:
 - 1.3.2.1 3 active stations utilizing 2 Engines, 1 Truck, and 1 Command Vehicle
 - 1.3.2.2 2 unmanned stations utilizing 2 Engines, 1 Medium-Duty Rescue Vehicle, 2 Marine Units.
 - 1.3.3 Current Asset Staffing
 - 1.3.3.1 Command Vehicle – 1 Assistant Chief
 - 1.3.3.2 Truck 1 – 1 Firefighter, 1 Captain
 - 1.3.3.3 Engine 4 – 2 Firefighters
 - 1.3.3.4 Engine 6 – 2 Firefighters

- 1.3 All proposals must conform to these specifications and be presented on the forms provided for that purpose.

2. Proposals

- 2.1 Bids must be submitted on the forms included in this document and must be properly signed in the spaces indicated. Two (2) complete sets of your bid must be submitted in a sealed envelope plainly marked with the bid number through the City of North Tonawanda City Clerk's Office. Proposals submitted otherwise will not be acceptable.
- 2.2 The City of North Tonawanda reserves the right to reject any or all bids, waive technicalities, and to be the sole judge of suitability of the equipment or services for its intended use, and further, specifically reserves the right to make the award in the best interests of the City. All equipment or services listed are intended for a particular use by the city in which it is to be utilized and must meet the requirements of that particular division(s). Other factors that will be considered in awarding the proposal will be price, quality, and time required to make delivery. Unless otherwise specified by the bidder, the City reserves the right to accept any item in the bid and award items to one single provider.
- 2.3 Failure to respond to any requirements outlined in this RFP, or failure to enclose copies of the required documents, may disqualify the proposal.
- 2.4 The date of delivery of services as shown in the Proposal may be taken into consideration in the award or in cancellation of the award for breach of contract.
- 2.5 A contract will be awarded after an evaluation of all proposals has been made, and in the interest of suitability to the City's needs and/or economy, equipment, furnishings or service other than the cheapest in price may be selected.
- 2.6 Each proposal shall be submitted in sequence with the attached specifications for ease of checking compliance of bids with bidder's specifications.
- 2.7 Each bid proposal shall be signed by an authorized representative of the company submitting the bid. Any proposal which is not signed by a representative of the company submitting the bid will be immediately rejected.
- 2.8 The right is reserved to reject any or all proposals or to accept such proposal as is in the best interest of the purchaser.
- 2.9 All bid requirements and specifications as written are considered minimum.
- 2.10 Purchaser does not, in any way, obligate itself to accept the lowest Bid.

- 2.11 Proposals may be rejected for any alteration, erasures, or penciled entries. No bidder may withdraw his proposal for at least 60 days after the scheduled closing time for the receipt of bids.
- 2.12 Proposals will be received at or prior to the time set for the opening of bids. Proposals received after the "Bid Opening" will be returned unopened.
- 2.13 Costs incurred for the development of proposals are entirely the responsibility of the Vendor and shall not be charged to the North Tonawanda Fire Department.
- 2.14 The North Tonawanda Fire Department does not accept alternate contract language from a prospective Vendor. A proposal submitted with such language will be considered a counter proposal and shall be rejected.
- 2.15 The bids will be opened publicly and read aloud at the time and date stated.

3. Exceptions to the Specifications

- 3.1 These specifications are based upon design and performance criteria which have been researched and analyzed by the department. Therefore, major exceptions to these specifications will not be accepted.
- 3.2 To the right side of each selection for a particular specification, the bidder shall state "YES", "NO" or "EXCEPTION" indicating the exact compliance with the specification.
- 3.3 All deviations and exceptions, no matter how slight, shall be clearly explained in writing with the bid proposal. All exceptions must list the section and fully describe the exception alternative.
- 3.4 The City of North Tonawanda Fire Department may choose to reject bids based on the exceptions.

4. Evaluation and Selection

- 4.1 At the time of the proposal opening, each proposal shall be verified for the presence, or absence of, required information in conformance with the submission requirements of this RFP.
- 4.2 Proposals containing false or misleading statements, or which provide references which do not support an attribute or condition claimed by the Vendor, may be rejected.
- 4.3 Award will be made to the Vendor who best meets the requirements set forth by the North Tonawanda Fire Department.

4.4 Any specification exception must be detailed in writing.

5. Contact

5.1 Any questions regarding the specifications should be directed to Chief Douglas D. Orlowski, City of North Tonawanda Fire Department, (716) 693-2201
dorlowski@northtonawanda.gov.

6. Scope of Services:

The goal of this study is to review and analyze the current resources and staffing, forecast future demands for service, and make recommendations regarding the future need of resources, staffing and the organizational and rank structure.

This study shall include a review of all services provided including but not limited to; fire prevention/code enforcement, training, emergency medical services, fire suppression, and other all-hazard response services; resources allocated to each service area, organizational structure, proper staffing levels, and the managerial structure of the organization. It should also include a facilities and buildings evaluation.

The comprehensive study will be utilized to inform the City of North Tonawanda of realistic and cost-effective recommendations for managing and operating the fire department efficiently and effectively, and shall concentrate on the following questions:

1. What is the number of on-duty firefighters considered adequate for the current and future needs of the fire department?
2. Are additional career firefighters needed due to the ongoing significant loss of volunteer firefighters within the department, lack of firefighters available for duty call back, mandatory holdovers, order-in overtime, firefighter health and wellness, current and future housing developments as well as land use development within the City, and community infrastructure projects within the city, taking into account future demographic trends?
3. If additional firefighters are needed, what is the number needed and what would the deployment of said additional firefighters be?
4. Is the current deployment model, in relation to buildings, sustainable or would the efficiency be improved with different locations or consolidation into one centrally located building?

Most importantly, the study shall be an objective and unbiased assessment that is driven by data, national industry standards (e.g. NFPA, ISO, NIST, etc.), regional best practices and automatic and mutual aid standards, and best practices of the organization as it is currently managed.

6.1 *Deployment Models & Operational Baseline*

6.1.1 The consultant will evaluate if the current apparatus configurations align with National Fire Protection Association (NFPA) baselines, given that engines are running with 2-person crews and the truck operates with a 2-peprson crew.

6.1.1.1 Effective Response Force: Analyze the department's ability to assemble a full safe compliment of firefighters at a working structure fire under current staffing.

6.1.1.2 Concurrent Call Analysis: Assess the system's vulnerability when multiple emergencies occur simultaneously, factoring in how the loss of one engine or the truck leaves coverage gaps.

6.1.1.3 Mutual & Automatic Aid: Review existing aid agreements with surrounding Niagara County and/or Erie County entities to optimize responses.

6.2 *Manpower & Staffing Optimization*

6.2.1 The strategic plan must explicitly analyze the intersection and reliability of the career and volunteer manpower.

6.2.1.1 Staffing Level Analysis: Benchmark the safety and efficiency of the current staffing levels against industry standards (e.g. Applicable NFPA Standards)

6.2.1.2 Administrative and Command Capacity: Review the current workload and distribution of responsibilities among the Fire Chief, administrative Assistant Chiefs, and the on-duty Platoon Officers

6.2.1.3 Evaluate the staffing, reliability, sustainability, and liability of the volunteer fire companies of the department.

6.3 *Facilities & Building Evaluation*

6.3.1 With a footprint of 3 staffed stations, the consultant must focus on spatial optimization, capital health, and recent operational changes. The evaluation shall also include an analysis on whether or not the current buildings meet the needs of the current and future staff demographics.

6.3.1.1 Station Location & Coverage Mapping: Utilize Geographic Information Systems (GIS) to map travel times from the three active stations. Determine if these locations provide equitable, high-speed coverage to all areas of the city. Take into consideration the additional two stations

that are currently in-service unstaffed as locations to assist in maintaining coverage and maintaining proper response time standards.

6.3.1.2 Facility Life Cycle Assessment: Inspect the currently owned stations and determine which buildings provide the most appropriate and efficient response model for the department.

6.3.1.3 Consolidation vs. Capital Improvement: Formulate data-driven recommendations on whether the department should maintain, renovate, or strategically consolidate facilities to maximize response efficiency and lower long-term municipal overhead.

7. Tasks:

The specific tasks within the Scope of Services are:

- 7.1 Review and analyze the current operation of the North Tonawanda Fire Department (Community Risk Analysis)
- 7.2 Review and analyze a minimum of five (5) years of Fire and EMS call data
- 7.3 Forecast future demands for service
- 7.4 Analyze unit call volume
- 7.5 Analyze unit response times
- 7.6 Analyze internal and external training programs and provide recommendations to increase efficiency and effectiveness.
- 7.7 Identify any operational, political, housing, economic, geographical, legal, or contractual risks and barriers to achieving set goals
- 7.8 Perform interviews with internal and external stakeholders and fire department staff.
- 7.9 Perform an analysis of the current buildings in relation to location and ability to provide the proper response criteria from said buildings.
- 7.10 Recommend best practices for staffing allocation, deployment of staff considering the personal health and wellness and safety of personnel. Identify measurable dollar savings or increased costs resulting from the implementation of the recommendations.
- 7.11 Propose changes to the department to improve overall efficiency and effectiveness.
- 7.12 Provide recommendations to maintain, improve, or obtain the following:

- Insurance Services Office (ISO) Rating Improvements
- Compliance with NFPA Standards relating to staffing and response times
- Compliance with Occupational Safety and Health Administration (OSHA) and NYS PESH
- Other State and Nationally recognized standards for deployment response

7.13 Provide a timeline for implementation of all recommended changes to the staffing, vehicles, and facilities.

8. Deliverables & Evaluation Criteria

- 8.1 A Community Risk Assessment outlining structural, demographic, and geographical risks specific to North Tonawanda.
- 8.2 A Standard of Cover document defining current versus recommended response performance.
- 8.3 A Capital Facility and Staffing Roadmap prioritizing buildings, apparatus, and optimal hirings, with a timeline for implementation as stated in 7.13 above.

9. Vendor Qualifications

- 9.1 Provide for an assessment team of at least four fire service practitioners, one of whom shall be an active Fire Chief, one is a current fire service practitioner in a combination department and one who has led a Combination Fire Department similar to that operated in North Tonawanda.
- 9.2 Each member of the team shall have extensive fire service experience as a chief fire officer.
- 9.3 At least two members of the team must have extensive experience building and supervising fire service special operations platforms.
- 9.4 At least two members of the team must have extensive experience building conducting facility analysis and building or renovating fire service facilities in the northeastern United States.
- 9.5 The vendor shall have conducted more than 150 similar public safety studies.
- 9.6 The vendor shall have conducted more than 25 fire service staffing evaluations within the northeastern United States.
- 9.7 The vendor shall have conducted more than five studies within New York and has demonstrated that the team is familiar with the area and demographics.

- 9.8 At least one member of the development team should have an advanced master's degree.
- 9.9 At least two members of the team shall have completed or be enrolled in the Executive Fire Officer Program at the national Fire Academy.
- 9.10 At least one member of the team must have been credentialed through the center of public safety excellence as a Chief Fire Officer.
- 9.11 At least one member of the team must have been published in a textbook or professional fire service publication.
- 9.12 At least two members of the team shall be experienced EMS providers at the basic or paramedic level.
- 9.13 At least one member of the team shall have demonstrated experience building and evaluating fire-based EMS services.

10. Proposal Outline

To simplify the review process and to obtain the maximum degree of comparability, the proposals should include the following sections and be organized in the manner specified below:

10.1 *Technical Proposal Outline*

10.1.1 *Section 1 – Letter of Transmittal*

- 10.1.1.1 A letter of Transmittal briefly outlining the proposer's understanding of the work and general information regarding the proposer and individuals to be involved. The letter should clearly identify the local address of the office of the proposer performing the work, the telephone number, and the name of the authorized representative. The letter shall include a clear statement from the proposer that this offer is binding and shall remain open for sixty (60) days from the due date of this RFP and acknowledges that its proposal cannot be withdrawn within that time without written consent of the City.

The Letter of Transmittal shall be signed by a person authorized to execute such documents.

10.2 *Section 2 – Table of Contents*

- 10.2.1 Include a table of contents that identifies the material by section, page number, and a reference to the information to be contained in the proposal. A list of all tables, figures, and appendices shall be provided.

10.3 *Section 3 – Profile of Proposer*

- 10.3.1 Provide a brief summary of the firm including but not limited to the number of employees, founding the firm, current office locations, breadth of firm's qualifications, etc. State whether the proposer is local, national, or an international proposer and include a brief description of the firm/corporation. State whether the proposer is a qualified small or minority-owned business, women's business enterprise or labor surplus are proposer. Provide a statement as to whether the proposer is in compliance to do business in the State of New York. Provide the location and address of the firm's corporate office and the office where the work will be completed out of. Provide the largest dollar contract amount entered into the agreement for the firm, the date of project completion, duration of the project, the location of the project, name of the division or department for whom the work was completed, and a contact name, phone number, and email address for the project.

10.4 *Section 4 – References & Qualifications*

10.4.1 Previous Project Description and References

- 10.4.1.1 Describe recent experience with implementing solutions for fire responders' organizations of a similar size to the North Tonawanda Fire Department. Include three project descriptions with client references completed in the last five years. Including a reference for a municipality in New York State is recommended. As part of the references, provide project descriptions for the work completed. The project descriptions shall clearly indicate the scope of work, the cost of the project (initial), then completed project cost (final cost), the size of the organization, and any other pertinent information. Please provide contact names, phone numbers, and emails for each reference.

10.4.2 Staff and Project Team

- 10.4.2.1 Provide the following information related to the proposed project team. The team members proposed shall be fully available for the entire project and no team members shall be removed unless otherwise approved by the City.

10.4.2.2 Provide a project organizational chart of all key staff and support staff including any subconsultants with resumes of, at a minimum, the following key staff members:

10.4.2.2.1 Client Service Leader – Provide a resume for the proposed Client Service Leader (CSL). The CSL shall be the main contact for business related communications between the City and the Proposer. Provide a minimum of three clients that the CSL has been involved with within the last five years, and please include references.

10.4.2.2.2 Project Manager – Provide a resume of the proposed Project Manager (PM). The PM shall be responsible for the day-to-day management of the project and completion of tasks to scope, schedule, and budget.

The PM must have successfully completed a minimum of three implementations of similar scope within the last five years. Provide a minimum of three client references and project descriptions of three representative projects. Project descriptions shall include a summary of the scope, the total budgeted cost, the final cost at completion, the anticipated project duration, and actual project duration.

10.4.2.2.3 Subconsultants – If the proposer intends to utilize subconsultants for the purposes of completing tasks, those firms shall be clearly listed in the organizational chart and proposal. Resumes for each subconsultant shall be provided.

10.5 *Section 5 - Scope of Services & Project Approach*

10.5.1 The proposer shall clearly describe the process/methodology used to establish a strategic plan for the City of North Tonawanda Fire Department and to meet the City's needs that are outlined in the above sections. The proposer shall provide any alternative implementation approaches of modified business practices that the Proposer deems appropriate to provide a better, more efficient system for the City. The Proposer must demonstrate knowledge and experience in providing the solutions and/or services in response.

10.6 *Section 6 – Schedule*

10.6.1 A project schedule and timeline must be provided. This should include all aspects of the project. The finalized timeline and schedule will be specified by the City and the Successful Proposer once the contract has been awarded. The schedule shall be shown graphically and described in words.

10.6.2 The project schedule shall include the following milestones. The Proposer should indicate how, based on staffing needs and approach, that the interim milestones will be met along with the final completion data.

10.7 *Section 7 - Price Proposal Outline*

10.7.1 Please provide the following information as relevant to the Price Proposal: Applicant must provide the following list of cost items in detail. Include these costs in your price proposal only, not in the technical proposal. If the price proposal is included with the technical proposal, the proposal submission will automatically be considered non-responsive.

10.7.1.1 Total Proposal Price for all services to be performed.

10.7.1.2 Provide a breakdown for each major component of service including hourly rate.

10.7.1.3 Description of any reimbursable charges (if applicable).

10.7.1.4 Overtime hourly rates for the personnel who will be in the project team.

10.7.2 The price proposal must be signed by a person authorized to execute such documents, followed by the print name, title, firm's name, address, telephone number and email address.

11. Comparative Evaluation Criteria

11.1 By use of the evaluation criteria below, proposals will be evaluated by the City against the factors specified. The City will ultimately award the bid to the most responsive and responsible Proposer whom the City determines offers the most advantageous proposal(s).

11.1.1 Proposed Development Process (40%): The proposal clearly describes the Proposer's approach and provides a realistic timeline that accomplishes the scope of service as defined in the RFP.

11.1.2 Relevant Experience (25%): The principal staff and subcontractors assigned to the project must have directly related experience on at least three (3)

similar projects with said experience with implementing solutions to first responders' organizations of a similar size to the City of North Tonawanda Fire Department within the last five years. Municipalities based in New York State are recommended/preferred.

- 11.1.3 Demonstrated an Understanding of the City's Needs (25%): The proposal demonstrates an understanding of the City of North Tonawanda Fire Department's challenges going forward. Preference will be given to firms with demonstrated experience in communities with similar characteristics or planning for organizations with similar strengths and challenges.
- 11.1.4 Professional References (10%): The proposal provides at least three (3) professional references from previous clients that are satisfactory to the City. The professional references must be from prior contracts, preferably performed within the last five (5) years, and be similar in size and scope to this contract.

12. Selection Process

- 12.1 As a result of this RFP, the City of North Tonawanda Fire Department intends to award the contract to the responsible proposer whose proposal is most advantageous to the City. All qualified technical proposals will be reviewed and evaluated by the selection body based on the established Comparative Evaluation Criteria set forth within this RFP. Background checks, requests for additional information, and interviews will be performed as needed.
- 12.2 This Request for Proposals does not commit the City of North Tonawanda Fire Department to award a contract, to pay any costs incurred in the preparation of a response to this request, or to procure or contract for any services of any kind.
- 12.3 In the evaluation of the proposals, the City of North Tonawanda Fire Department, at its discretion, may obtain technical support from outside sources. The Proposers, by virtue of their proposal submissions, agree to fully cooperate with the personnel of such outside sources in the evaluation of their respective proposal. Failure to cooperate may result in the rejection of your proposal.
- 12.4 If a contract is to be awarded as a result of this RFP, it will be awarded within sixty (60) days after the opening of the technical proposals. When the City of North Tonawanda Fire Department gives a Notice of Award to the successful proposer, within twenty (20) days thereafter, the City of North Tonawanda will furnish the Contract for signatures.

City of North Tonawanda Fire Department
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I, _____, as an authorized signer for my company hereby certify that the figures contained in this Bid Proposal are accurate and correct. I also have read and understand the specifications for the City of North Tonawanda Fire Department's Strategic Plan and submit this Bid Proposal for consideration.

Signed _____

Print Name _____

Title _____

Company _____

Mailing Address _____

Phone _____

Date _____