



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by: 
Shelleena Thornton, Municipal Operations Supervisor

Date: July 09, 2024

Subject: WFD Rescue Engine and Engine RFP Award (WHRMPS24-01) -
Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

RECOMMENDATION or DECISION REQUEST

...that Committee of the Whole recommends to Council, that,

Council approves the award of RFP WHRMPS24-01 to Techno-Feu for the purchase of a Rescue Engine fire apparatus for Windsor Fire Department for a price of \$2,164,950.00 plus 10% contingency, totaling \$2,381,445.00, plus applicable taxes.

And that Committee of the Whole recommends to Council, that,

Council approves the award of RFP WHRMPS24-01 to Techno-Feu for the purchase of an Engine fire apparatus for Windsor Fire Department for a price of \$2,074,390.00 plus 10% contingency, totaling \$2,281,829.00, plus applicable taxes.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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Detailed background information is provided in the appendices; however, a high-level overview and timeline is provided below.

Motions of Council

- **2022/23 WFD Capital Budget** – Council approved preapproval to issue an RFP for the consideration to purchase a Rescue Engine.
- **2023/24 WFD Capital Budget** – Council approved \$1,632,365.00 to purchase the Rescue Engine.
- **October 24, 2023 WFD Capital** – Council approved preapproval to issue an RFP for the consideration to purchase a second fire apparatus; an Engine. (Appendix ‘D’)

Reports to COTW and Council timeline

- October 20, 2022 – A Request for Proposals (RFP) was posted to the NS Procurement website for a Rescue Engine fire apparatus for Windsor Fire Department.
- December 01, 2022 – The RFP closed, and three proposals were received.
- January 10, 2023 COTW and January 24, 2023 Council Meetings (Appendix ‘A’)— A recommendation report was taken to Council to award the tender to the compliant bidder, Techno-Feu Inc. at the tendered price of \$1,496,490.36 plus applicable taxes. Council did not support this recommendation.
 - Discussion was held around fire apparatus (replacement schedule, apparatus specifications (wants versus needs), who prepares the Request for Proposals (RFP), levels of expertise and experience in identifying apparatus specifications within an RFP, ensuring that RFPs are broad enough to receive as many proposals from manufacturers/suppliers as possible, etc.
 - Council expressed the need to have a third-party consultant to assist WHRM fire departments and staff in creating fire apparatus needs, specifications and recommendations for Request for Proposals.
- May 10, 2023 – A RFP was posted to the NS Procurement website seeking proposals for consulting services.
- June 5, 2023 – The RFP closed, and one proposal was received.
- October 10, 2023 COTW and October 24, 2023 Council Meeting – A recommendation report was taken to Council to award Goudreault Associates the two-year standing offer contract for consulting services to assist in writing RFPs for fire apparatus (ending March 31, 2025). Council approved the recommendation. (Appendix ‘B’)
 - Preapproval for a second apparatus (an Engine) was also approved by Council. (Appendix ‘D’)
- December 5, 2023 COTW and December 12, 2023 Council Meeting – A recommendation report was taken to Council for approval of Goudreault Associates supporting the WFD Truck Committee in drafting one RFP for two apparatus (a Rescue Engine and an Engine). Council approved the recommendation. (Appendix ‘C’)

Apparatus Overview

- **Proposed Rescue Engine that was approved in the budget** (Appendix 'A') – The new Rescue Engine would replace two existing apparatus: (1) a 1993 E-One Rescue 4 and (2) the 1991 Tactical 4; thereby reducing the fleet and associated maintenance costs. Age of the two apparatus would be approximately 34 and 36 years when the new apparatus would arrive.
 - This new unit is designed around the Rescue Engine concept which allows a first in unit to arrive with a set of Jaws, personnel, and suppression resources to affect a rescue and potentially fight a subsequent or simultaneous vehicle fire. Current rescue equipment is carried on two separate units (Rescue 4 and Tactical 4). All equipment would be able to be carried on the one new apparatus.
- **Proposed Engine that was pre-approved** (Appendix 'D') – The new Engine would replace the 2000 Pumper (E-One Cyclone). Age of the apparatus would be approximately 27 years when the new apparatus would arrive.
 - This apparatus is a first response for anything fire related (not medical or accidents) and is WFD's main Engine.

Fire underwriting recommends the apparatus identified above be put into reserve at 20 years and retired at 25 years. Maintenance is increasing and becoming costly with their age.

The purchase of these two apparatus would be more fire response efficient, reduce costs and reduce WFD's fleet by one.

DISCUSSION

Following council direction from January 2023, Windsor Fire Department's Fire Chiefs, Jamie Harvey and Randell Davidson connected with the consultants to discuss the two (2) fire apparatus.

Online and an in-person meetings were held to discuss must-have needs versus wants, and the National Fire Protection Association (NFPA) Standards with the Consultant (Fire Chiefs Davidson and/or Harvey and/or Truck Committee)

- December 7, 2023
- January 19, 2024
- February 4, 2024
- February 6, 2024
- February 29, 2024
- March 1, 2024
- March 4, 2024

One RFP was drafted which included the specifications and scope of both the Rescue Engine and Engine.

Windsor Fire Department (WFD) are aware of the two procurement methods supported by the West Hants Regional Municipality: (1) NS Procurement, and (2) Canoe Procurement. WFD opted Canoe Procurement.

On February 26, 2024 – Notice was posted on the NS Procurement website portal providing “notice of participation in buying group” for two fire apparatus, using the Canoe Procurement Group process.

The procurement process using Canoe, allows West Hants Regional Municipality to review all the approved vendors and determine which vendor provides the best solution for our capital needs and negotiate with that vendor on pricing. However, WFD wanted to ensure they were giving multiple vendors the chance to propose a solution. And reached out to the following:

- Rocky Mountain Phoenix
- Safety Source Fire
- Techno-Feu

Each of these vendors were provided the RFP specifications and scope and advised the deadline to submit was April 15, 2024. All three indicated that more time would be required to respond to an RFP for two fire apparatus. A closing date was extended until May 1st and then again until June 10, 2024. During that process, Safety Source Fire advised they were still unable to meet that deadline. Two proposals were received: Rocky Mountain Phoenix and Techno-Feu.

June 13, 2024 – The WFD Truck Committee, Municipal Operations Supervisor Shelleena Thornton, and Manager Diana Gibson met to review both proposals in-detail and evaluate.

	Techno-Feu	Rocky Mountain Phoenix
Evaluation Score Rescue Engine	87.98%	67.00%
Evaluation Score Engine	89.47%	67.00%
Combined Score (average)	88.73%	67.00%
Rescue Engine Price (Base)	\$ 2,164,950.00	\$ 2,105,527.00
Rescue Engine Contingency (10%)	\$ 216,495.00	\$ 210,552.70
Rescue Engine Net Tax	\$ 102,163.99	\$ 99,359.82
Total Rescue Engine Price	\$ 2,483,608.99	\$ 2,415,439.52
Engine Price	\$ 2,074,390.00	\$ 1,983,668.00
Engine Contingency (10%)	\$ 207,439.00	\$ 198,366.80
Engine Net Tax	\$ 97,890.46	\$ 93,609.29
Total Engine Price	\$ 2,379,719.46	\$ 2,275,664.09
Total Pricing for both	\$ 4,863,328.45	\$ 4,691,083.61

Techno-Feu met the specifications and scope as identified in the RFP and/or provided adequate equivalents to meet the fire protective service requirements of the Municipality. It was further identified upon the review that there are opportunities to reduce the cost by removing some unnecessary equipment prior to ordering. It will not be until award of the tender that the value will be identified.

Rocky Mountain Phoenix (RMP) met some specifications and scope as identified; however, there were some that did not, including some key components, nor were there equivalents reflected that would meet the fire protective service requirements of the Municipality. Therefore, the apparatus is not recommended for purchase. The key items that do not meet the specifications include:

- **CRITICAL 5.3.2 – WFD requested a truck to hold 300’ of pre-connect hose to future-proof for the upcoming developments with multiple stories and larger footprints.** This is the initial attack line pulled first on 95% of fires. It is designed for fast deployment. All current WFD fleet carry 200’ of pre-connected 1 ¾" hose. 200’ is the standard and it’s what WFD train with for apparatus positioning and hose line advancement. Rosenbauer can only offer 150’ of pre-connected 1 ¾" hose which is unacceptable for our operational standards.
 - **With this critical specification, the WFD Truck Committee evaluated RMP a lower score because no equivalents were provided and RMP was clear that they have a defined size below the rear cab extension. This is not acceptable and creates safety concerns for the department:**
 - **WFD uses a variation of Blue Card Hazard Zone Incident Command Training which is for command capability and standardizes incident operations. These standards are recognized by many national fire departments and includes the 200’ of pre-connect.**
 - **This standard of 200’ pre-connect is something that all other departments in West Hants currently use. Allowing members to pull hose from another department’s truck when there is a mutual aid call.**
 - **200’ Hose loads are designed with two (2) 100’ hoses, the first 100’ is used to ensure the firefighter gets to the door, the second 100’ hose is on the firefighter’s shoulder, ensuring they have 100’ of usable hose when they enter the structure. With the 150’ hose, it is a singular hose, which does not allow the firefighter to have the security of knowing how much hose they have with them.**
 - **The Blue Card standard of 200’ is met through the specifications identified in the RFP. The 150’ noted in the RMP proposal has no equivalent provided and would not meet the standard that is used by WFD and others. If this proposal was accepted, it would mean WFD having to retrofit all existing trucks to have 150’ of pre-connected hose lays, and new operational procedures would have to be developed and all members retrained to these new procedures, ensuring safety requirements are met. Additionally, it would mean updating all mutual**

aid departments to ensure they are aware that there is a shorter fire hoses on WFD trucks.

- 5.7.2/5.7.3 - Lower hose beds, not higher than 72" from the ground, were requested for safe and easy deployment. As per their remark, their trucks will not meet this requirement.
 - With the proposal unable to meet this specification, it results in fire members unable to safely access high-volume hose.
- There were other variances that did not meet specifications:
 - 10.8 - Pump Panel Roll Up Doors – *Not available due to the nature of the design*
 - 7.3.4 - Provide and install the stop/ring plate for Plymovent exhaust system – *They will not modify the exhaust from Cummins and we would have to install it ourselves (added expense).*
 - 9.3.1 - Seats to be equipped with RiteHite seatbelt height adjustments **No Exceptions** – *These are not available.*
 - With the proposal unable to meet this specification, it results in safety concerns of the seatbelt position being around a shorter members neck. Today's automobiles have an adjustment for passenger height.

Lastly, with respect to the required chevron on the back of the apparatus. Prior to 2024 NFPA-1900 standard, the chevrons were required to be yellow/red. That has since changed to allow more options of contrast. WFD selected the black/red chevron safety markings rather than the yellow/red. This change means the white retro-reflective stripes will be dyed black and will appear black for daytime visibility but reflect white at night when illuminated. The consultant expressed concern with this change and Standard interpretation. The RFP includes the black/red chevron.

FINANCIAL IMPLICATIONS

Canoe Procurement Timeline:

Posted to Procurement	February 26, 2023
Closing Date	June 10, 2024
Price Expiry Date	July 25, 2024*
Days Remaining	14 Days

* Both quotes are only good for 30 days due to the market and Canadian Dollar. Techno-Feu agreed and provided in writing to extend the validity period to 45 days: July 25, 2024. Due to Rocky Mountain Phoenix not supporting the needs as identified in the specifications and scope, an extension was not requested.

Capital Budget – WFD Rescue 4 (2023-24 Budget) & WFD Engine 4 (2025-26 Proposed Budget)

	Rescue Engine 4	Engine 4	Total
Tender Pricing	\$2,164,950.00	\$2,074,390.00	\$4,239,340.00

Contingency (10%)	\$216,495.00	\$207,439.00	\$423,934.00
Non-Recoverable Tax (4.29%)	<u>\$102,163.99</u>	<u>\$97,890.46</u>	<u>\$200,054.45</u>
Tender Total	\$2,483,608.99	\$2,379,719.46	\$4,863.328.45
Budget Value	\$1,632,365.00	\$1,800,000.00	\$3,432,365.00
Variance (over budget)	(\$851,243.99)	(\$579,719.46)	(\$1,430,963.45)

In the 2023-24 Capital Budget, the WFD was approved for \$1,632,365 for Rescue Engine 4 to be funded through long-term debt. And in the 2024-25 Capital Budget, WFD projected \$1,800,000 to be funded through long term debt in 2025-26 for Engine 4. As both of these trucks have come in over budget, this will result in an increased debt request of \$1,430,963.45. This will result in \$84,483 of additional annual debt servicing.

	Rescue Engine 4	Engine 4	Total
Debt Servicing	<u>\$96,374</u>	<u>106,271*</u>	<u>\$202,645</u>
New Debt Servicing	\$146,631	\$140,497	\$287,128
Variance (over budget)	(\$50,257)	(\$34,226)	(\$84,483)

*Debt servicing for Engine 4 is delayed till 2025-26 and was estimated to be \$106,271.
In addition, long-term borrowing only occurs once the engine is delivered and is in service.

It is also important to note, should either apparatus be purchased separately, Techno-Feu has advised that the price would increase by approximately \$45,000 each.

NEXT STEPS

Pending approval of Council, staff will award the tender for both apparatus and enter into an agreement and issue a purchase order (PO) for each.

ALTERNATIVES

- Council may choose to not award this tender for either apparatus.
- Council may choose to award this tender for one of the two apparatus.

Neither of these alternatives are recommended to council due to the age and maintenance concerns, as well as the underwriters' recommendations.

ATTACHMENTS

Appendix 'A' - WFD Rescue Engine Tender Award (WHRMAD22-03A) - Recommendation Report

Appendix 'B' – Consulting Services & Writing Fire Apparatus RFPs Tender Award - Rec Report
2023-10-10

Appendix 'C' - Consulting Services & Writing Fire Apparatus RFPs Quote for WFD's Rescue
Engine 4 and Engine 4 - 2023-12-05

Appendix 'D' - Fire Apparatus Pre-approval Recommendation Report - 2023-10-10 COTW

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report reflects a collaborative approach between fire services, the apparatus consultant, finance and protective services. A recommendation has been put forward for Council's consideration. The recommendation does not reflect the low bidder. Rationale for not supporting the low bidder is detailed within the report. Ensuring fire scene safety and apparatus application to emergency scenes is paramount due to the safety factor and operational standards currently in place. In addition, there would be added costs for hose replacement and changes to standard operating procedures. Further, by maintaining or improving the apparatus to better respond to large structure fires, through ensuring all regional fire trucks have 200' of pre-connect hose, as a region, we are best prepared for future development trends such as the apartment buildings currently under construction and approved as detailed in the proposed apparatus. The review committee has significant concerns should the Techno-Feu vendor not be selected. This is reflected in the scoring of the bids and comments expressed in the report. I support the position of the WFD regarding these matters.

I support the recommendation.

Report Prepared by: _____

Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____

Diana Gibson, Manager, Accounting & Financial Reporting

Report Reviewed by: _____

Jamie Harvey, Acting Fire Chief, WFD

Report Reviewed by: _____

Carlee Rochon, Director, Financial Services

Report Approved by: 
Mark Phillips, CAO



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by: 
Shelleena Thornton, Municipal Operations Supervisor

Date: January 10, 2023

Subject: Supply of a Rescue Engine to Windsor Fire Department (WFD) Tender Award WHRMAD22-03A

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

WHRM Procurement & Tendering Policy, Section 4 – Purchasing Authority

RECOMMENDATION or DECISION REQUEST

... that Council approves the award of tender WHRMAD22-03A for the supply of a Rescue Engine for Windsor Fire Department (WFD) to the compliant bidder, Techno Feu Inc., at the tendered price of \$1,496,490.36 plus applicable taxes.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐
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Fire apparatuses are taking approximately two years to manufacture, resulting in the need to tender in advance. Therefore, council approved the advanced tendering of this item during the 2022/23 fiscal year's discussions recognizing that funds would not be expensed until 2023/24.

DISCUSSION

A Request for Proposals was posted on the Nova Scotia Procurement Website on October 20, 2022 and closed on December 1, 2022. Three proposals were received for this two-envelope process.

Envelope #1 – Supplier responds to the criteria and technical component of the RFP.

Envelope #2 – Supplier provides their bid (financial component) to the RFP.

Envelope #1 – Windsor Fire Department's Truck Committee reviewed and evaluated each tender submission based on the specifications outlined in the Request for Proposals. Each were scored independently before meeting collectively for an overall assessment. Only suppliers' whose proposals met a minimum score of 80% had their financial envelope (#2) opened. If they do not pass with at least 80%, their financial envelope is returned to them un-opened. The three bidders were:

<u>Supplier</u>	<u>Technical Score</u>	<u>Financial Bid before taxes</u>
Techno-Feu (E-One)	99.5%	\$1,496,490.36
Safety Source (Pierce)	68.9%	N/A
Rocky Mountain Phoenix (Rosenbauer)	Did not Qualify	N/A

RFP Posted to Procurement	October 20, 2022
RFP Closing Date	December 01, 2022
60 Calendar Days - Expiry of Pricing	January 29, 2023 <i>(next reg. Council Meeting is Jan. 24, 2023)</i>
Days Remaining Before Expiry	20 Days

This one Rescue Engine will replace two fire apparatus; the 1993 EONE Rescue 4 (30 years old), and the 1991 Tactical 4 (32 years old); thereby, also reducing the fleet and associated maintenance costs. The proposal also identifies that the delivery of the proposed apparatus is of 26 months (780 days) from the completion of the prebuild process and approval of the prebuild documents.

Due to the downsizing of the WFD fleet, each apparatus has a specified role in various responses.

- Engine 4 is structural engine,
- Quint 4 is the aerial unit that backs up the Engine,
- Tanker 4 is a water hauler for the non-hydrant areas,
- and currently, the 1993 EONE Rescue 4 is the first unit that responds for motor vehicle accidents of any kind, whether in District 4 or as the auto aid component to District 5, Hantsport or Brooklyn. It is also the water supply unit for structure fires in hydrant areas, or the fill site engine for non-hydrant areas.

This new R4 unit is designed around the Rescue Engine concept which allows a first in unit to arrive with a set of JAWS, personnel, and suppression resources to affect a rescue and potentially

fight a subsequent or simultaneous vehicle fire. Currently, our rescue equipment is carried on two units (Rescue 4 and Tact 4), where all the extrication equipment will be able to be transported on the new Rescue Engine.

The current Rescue 4 is showing its age. There are electrical problems with the vehicle, as well as a pump packing leak that will cost upwards of \$13,000 to repair (though it will still pump, water cannot be drawn from a static water source such as a pond or lake due to a pump vacuum leak). Component parts are hard to come by; a steering box replacement in the last two years put the unit out of service for two weeks while the part was sourced. It also does not boast safety features (proper occupant restraints, anti-roll systems) that new apparatus is equipped with.

The benefits of this unit are the consolidation of units for responses (one truck will carry all the needed gear for accidents), a more reliable and safer unit to respond to both our district and outside same (the current R4 was recently towed back to the station on the way to a motor vehicle accident – it never did make it there but luckily was not required). This unit will also double as a supply pumper on structure fire calls, or as a first due suppression unit in the event of a mechanical issue with Engine 4. It also allows for coverage in the area should Engine 4 and or Quint 4 be committed out of the district on another call.

This right sizes the WFD portion of the WH fleet to 1 Engine, 1 Rescue Engine, 1 Quint, 1 Tanker, boat, off road vehicle and 2 utility vehicles.

FINANCIAL IMPLICATIONS

2024/25 Capital Budget – WFD – Rescue 4

Quoted Received	\$1,496,490.36
Non-Recoverable Tax (4.29%)	<u>\$64,199.44</u>
Total	\$1,560,689.80
Estimated 2023/24 WFD Capital	\$ 1,250,000.00
Variance (over estimate)	(\$310,689.80)

Windsor Fire Department's Rescue Engine fire apparatus would be funded through long-term debt. This truck would be financed over a 15-year period and would have an annual debt servicing cost of \$123,475. Given the 26-month delivery timeline provided by the vendor, this item will not be expensed until the 2024/25 budget, instead of the original plan of 2023/24.

NEXT STEPS

Pending approval of Council, staff will award formal contract to Techno-Feu and issue a PO to proceed with the supply of the Rescue Engine fire apparatus in accordance with their proposal. With the proposed delivery date of this apparatus being identified of at least 26 months, funding would be identified in the 2024/25 capital budget.

ALTERNATIVES

- Council may choose to not award this tender nor proceed with the purchase of the Rescue Engine.
- Council may choose to re-tender this project.
 - If this is the preferred option, substantial changes would need to be made to the RFP in order to re-issue the RFP.
 - If there are no substantial changes to be made to the RFP, it would not be permitted to be re-tendered for at least 9-12 months as per NS Procurement Operations (which would delay the acquisition of the apparatus at least 3-4 years)

Neither of these alternatives are recommended to council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____
Jamie Juteau, Fire Chief Windsor Fire Department

Report Reviewed by: _____
Chris Spencer, Fire Chief Summerville Fire Department
Peter Johnston, Fire Chief Hantsport Fire Department
Ryan Richard, Fire Chief Brooklyn Fire Department

Report Reviewed by: _____
Diana Gibson, Acting Director of Financial Services

Report Approved by: 
Mark Phillips, CAO



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by:

Shelleena Thornton, Municipal Operations Supervisor

Date: October 10, 2023

Subject: Consulting Services and Writing of Request for Proposals for Fire Apparatus Tender Award (WHRMRF23-01) - Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

RECOMMENDATION or DECISION REQUEST

... Council approves the award of standing offer contract Tender WHRMRF23-01 for Consulting Services and Writing of Request for Proposals for Fire Apparatus services to Goudreault Associates, for the two (2) year term, ending March 31st, 2025.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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At the January 24, 2023 Council meeting, much discussion was held around fire apparatus (replacement schedule, apparatus specifications (wants versus needs), who prepares the Request for Proposals (RFP), levels of expertise and experience in identifying apparatus specifications within an RFP, ensuring that RFPs are broad enough to receive as many proposals from manufacturers/suppliers as possible, etc.

During this meeting, Council expressed the need to have a third-party consultant to assist WHRM fire departments and staff in creating fire apparatus needs, specifications and recommendations for Request for Proposals.

DISCUSSION

A Request for Proposals was posted on the Nova Scotia Procurement Website on May 10, 2023 and closed on June 5, 2023. One proposal was received for this two-envelope process.

Envelope #1 – Supplier responds to the criteria and technical component of the RFP.

Envelope #2 – Supplier provides their bid (financial component) to the RFP.

Envelope #1 – The Fire Chiefs and Fire Coordinator reviewed and evaluated the tender submission based on the specifications outlined in the Request for Proposals. Each were scored independently before meeting collectively for an overall assessment. Only suppliers' whose proposals met a minimum score of 80% had their financial envelope (#2) opened. If they do not pass with at least 80%, their financial envelope is returned to them un-opened. The bidder was:

<u>Proposal Submission</u>	<u>Technical Score</u>	<u>Financial Bid before taxes</u>
Goudreault Associates	80.0%	Estimate RFQ cost per project range from \$18,140 to \$43,099. Consulting costs range from \$25 to \$85 per hour depending on the task plus daily rates for expenses.

RFP Posted to Procurement	May 10, 2023
RFP Closing Date	June 5, 2023
60 Calendar Days - Expiry of Pricing	August 3, 2023
Days Remaining Before Expiry	Zero; however, Goudreault Associates have confirmed that the pricing is held

The Request for Proposals would be a two-year standing offer with a 90-day exit clause for either party.

RFP specifications included:

- Consultant is to represent the needs and interests of West Hants Regional Municipality when developing and recommending a piece of apparatus for purchase and to promote standardization of apparatus selection when possible, and support and justify customization of apparatus only when required.
- Consultant is to comment on the overall rationale for the need to replace the apparatus based on need versus want due to lifecycle, expiration, cost benefit, safety for service, standards, compliance, etc.

- Consultant is to work with and support fire service representatives with the drafting, posting, evaluating, and recommendation of apparatus to council.
- Proponents were asked to identify:
 - Education level
 - Experience as it relates to mechanical engineering (although not a requirement, it would identify skill set)
 - Experience in designing fire apparatus and associated equipment
 - Conceiving and developing detailed fire apparatus technical specifications meeting applicable NFPA 1901 standards and specific needs.
 - Analyzing and developing an understanding of community fire protection needs, using recognized methods.
 - Capital equipment and project estimating.
 - Capital project management from inception through to sign-off.
 - The Municipal capital purchasing process.
 - Report writing in Municipal Government (template will be provided).
 - Working with volunteer firefighter committees.
 - Development of fire apparatus commissioning process.
 - The ability and accessibility to travel for meetings, inspections, etc.
 - Any and all affiliation and/or relationships they have, perceived or otherwise, with manufacturers and/or suppliers.
 - Experience with, in particular, the following types of fire service apparatus:
 - Pumper Fire Apparatus
 - Initial Attack Fire Apparatus
 - Mobile Water Supply Apparatus
 - Aerial Fire Apparatus
 - Quint Fire Apparatus
 - Special Service Fire Apparatus
 - Mobile Foam Fire Apparatus

Goudreault Associates proposal met all the needs as requested.

It is important to recognize that fire apparatus is very complex and limited to those with the expertise and experience in creating the specifications for design. Which validates the limited proposals received for this RFP.

The bid proposal – Apparatus specifications and fire department assistance can vary significantly, the bid proposal reflected many variables and the time, expenses and resources required for each. They included:

- Standards review
- Needs analysis (as that would vary dept to dept)
- Drafting apparatus specifications
- Specifications validation
- Drafting, finalizing, and issuing the RFP

- Reviewing and evaluating proposals
- Reporting to the Municipality
- Develop and managing the contract between the Municipality and the supplier
- Participating in pre-build meetings
- Inspection of the chassis
- Pre-delivery review and Inspection
- Post-delivery acceptance
- Commissioning
- (other variables include: additional travel related expenses, vehicle rental costs, meals, etc., as the inspections can be anywhere in the United States or Canada).

An important note is that the variables reflected above are not new and part of the natural process. To-date they have been done by the Fire Departments due to them being the ones that have created the Request for Proposals.

FINANCIAL IMPLICATIONS

The standing offer agreement has no direct financial implications, with awarding this contract. Individual projects will be quoted and follow the Procurement and Tendering Policy for approval.

See Action CAO's note below.

NEXT STEPS

Pending approval of Council, staff will award the formal two-year standing offer contract to Goudreault Associates and proceed to seek their expertise with respect to fire apparatus.

ALTERNATIVES

- Council may choose to not award this tender.
- Council may choose to re-tender this project.
 - If this is the preferred option, substantial changes would need to be made to the RFP in order to re-issue.
 - If there are no substantial changes to be made to the RFP, it would not be permitted to be re-tendered for at least 9-12 months following its closing date, as per NS Procurement Operations (which would delay in the acquisition of apparatus)

Neither of these alternatives are recommended to council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report and recommendations are in-line with the direction from council for the need of a Third party review and assistance in the RFP / specification process. It is unfortunate only one bid was received however as stated in the report this is most likely due to the skill set required along with current availability of consultants to do this type of work. There is a financial component to proceeding with the standing offer as it will add a cost for services that was previously done in-house by each independent local fire service. For example, any pre-approved fire apparatus in the capital budget will essentially add the cost for consultant services for RFP and specifications preparation and tendering.

I support the recommendation.

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____
Diana Gibson, Manager, Accounting & Financial Reporting

Report Approved by: 
Todd Richard, Acting CAO



Committee of the Whole Excerpts
December 5, 2023

**CONSULTING SERVICES AND WRITING OF REQUEST FOR PROPOSALS FOR FIRE APPARATUS
QUOTE FOR WFD'S RESCUE ENGINE 4 AND ENGINE 4 EXCERPT**

Much discussion has been held around fire apparatus (replacement schedule, apparatus specifications (wants versus needs), who prepares the Request for Proposals (RFP), levels of expertise and experience in identifying apparatus specifications within an RFP, and ensuring that RFPs are broad enough to receive as many proposals from manufacturers/suppliers as possible, etc. A need was expressed to have a third-party consultant assist WHRM fire departments and staff in creating fire apparatus needs, specifications, and recommendations for Request for Proposals.

The recommended motion was that Committee of the Whole recommends ...

**COUNCIL APPROVES GOUDREAU ASSOCIATES REVIEWING AND DEVELOPING THE REQUEST
FOR PROPOSALS FOR WINDSOR FIRE DEPARTMENT'S RESCUE ENGINE 4 AND ENGINE 4 AT THE
QUOTED PRICE OF \$14,794.16 PLUS TAX.**



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by: 
Shelleena Thornton, Municipal Operations Supervisor

Date: December 05, 2023

Subject: Consulting Services and Writing of Request for Proposals for Fire Apparatus Quote for WFD's Rescue Engine 4 and Engine 4 - Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

RECOMMENDATION or DECISION REQUEST

... Council approves Goudreault Associates reviewing and developing the Request for Proposals for Windsor Fire Department's Rescue Engine 4 and Engine 4 at the quoted price of \$14,794.16 plus tax.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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At the January 24, 2023 Council meeting, much discussion was held around fire apparatus (replacement schedule, apparatus specifications (wants versus needs), who prepares the Request for Proposals (RFP), levels of expertise and experience in identifying apparatus specifications within an RFP, and ensuring that RFPs are broad enough to receive as many proposals from manufacturers/suppliers as possible, etc.

During this meeting, Council expressed the need to have a third-party consultant to assist WHRM fire departments and staff in creating fire apparatus needs, specifications, and recommendations for Request for Proposals.

At the January 24, 2023 Council meeting, the following motion was made re. RFP# WHRMAD22-03A to replace WFD's Rescue Engine 4:

Moved and seconded that Council defer the awarding of the tender, to reissue a new tender for the apparatus as proposed. Motion Carried

Further to Council discussion, a Request for Proposals for a consultant to assist with fire apparatus RFP preparation was posted on the Nova Scotia Procurement Website on May 10, 2023, and closed June 5, 2023. One proposal was received for this two-envelope process.

At the October 24, 2023 Council meeting, the following two motions were made:

Moved and seconded that council approves the award to standing offer contract Tender WHRMRF23-01 for consulting services and writing of Request for Proposals for fire apparatus to Goudreault Associates for the two (2) year term, ending March 31, 2025. Motion Carried.

Moved and seconded that Council approves pre-approving the issuance of a Request for Proposal for the supply of an apparatus to replace Windsor Fire Department's Engine 4. Motion Carried.

DISCUSSION

In an effort to provide a quote for the Rescue Engine 4, Goudreault Associates did a quick review of the already drafted RFP# WHRMAD22-03A.

A number of preliminary factors were identified, some including (not inclusive):

- Not broad enough; therefore, unlikely to attract serious proposals from other sources/builders.
- Drafted in a way that might be perceived as sole sourced.
- Fundamental fire apparatus features can be extracted in consult with the fire truck committee; however, due to the number of required specifications, a re-write would be in order versus editing (would be quicker and more thorough).
- Ensure NFPA 1900 standard compliance (new standards effective Jan. 2024)
- To post an RFP for both the Rescue Engine 4 and Engine 4 together, should result in some cost-savings.

FINANCIAL IMPLICATIONS

The total cost including applicable taxes for the proposed consulting services is \$15,428.83. Fire consulting fees were not included during the 2023-24 Budget process. It is recommended this amount be funded through the regional fire service reserve. The fire reserve has a projected balance of \$73,702, at March 31, 2024

NEXT STEPS

Pending approval of Council, staff will engage both the Windsor Fire Department Truck Committee and Goudreault Associates to draft an RFP for the Rescue Engine 4 and Engine 4.

ALTERNATIVES

- Council may choose to not approve this project.

ATTACHMENTS

- Fire Apparatus Consultant Tender Award Excerpt and Rec Report 2023-10
- Fire Apparatus Pre-approval Excerpt and Rec Report 2023-10

CHIEF ADMINISTRATIVE OFFICER REVIEW

The recommendation is in alignment with past discussions with Council and the fire service.

A reminder to Council that the recommendation includes an RFP for two trucks. They are noted as follows:

1. Rescue 4 replacement, scheduled and budgeted in 2023 /24 Capital Budget
 - Budget: \$1,632,365
2. Engine 4 replacement, scheduled for the 2025/26 Capital Budget.

Replacement year 2025-26 (WFD) - \$1.8 Million to replace Engine 4 – The current apparatus is a 2000 Pumper (E-One Cyclone) – It will be 26 years old when it is physically replaced and the concern for maintenance on an apparatus of this age is high and can be costly. As per fire underwriting, apparatus should be put on reserve at age 20 years and retired at 25 years. Engine 4 is a first response apparatus for anything fire related (not medical or accidents). Engine 4 is WFD's main engine.]

- *Shelleena Thornton, Municipal Operations Supervisor, October 2023 COTW Report*

I support the recommendation.

Report Prepared by: _____



Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____

Jamie Harvey, Interim Fire Chief, WFD

Report Reviewed by: _____

Randell Davidson, Incoming Fire Chief, WFD

Report Reviewed by: _____

Carlee Rochon, Director of Financial Services

Report Approved by: _____



Mark Phillips, CAO



Committee of the Whole Excerpts
October 10, 2023

FIRE APPARATUS CONSULTANT TENDER AWARD EXCERPT

Council identified the need to have a third-party consultant to assist WHRM fire departments and staff in creating fire apparatus needs, specifications and recommendations for Request for Proposals (RFP's). An RFP was posted on the Nova Scotia Procurement Website on May 10, 2023 and closed on June 5, 2023 resulting in one (1) proposal was received.

The recommended motion was that Committee of the Whole recommends ...

COUNCIL APPROVES THE AWARD OF STANDING OFFER CONTRACT TENDER WHRMRF23-01 FOR CONSULTING SERVICES AND WRITING OF REQUEST FOR PROPOSALS FOR FIRE APPARATUS SERVICES TO GOUDREAU ASSOCIATES, FOR THE TWO (2) YEAR TERM, ENDING MARCH 31ST, 2025.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by:

Shelleena Thornton, Municipal Operations Supervisor

Date: October 10, 2023

Subject: Consulting Services and Writing of Request for Proposals for Fire Apparatus Tender Award (WHRMRF23-01) - Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

RECOMMENDATION or DECISION REQUEST

... Council approves the award of standing offer contract Tender WHRMRF23-01 for Consulting Services and Writing of Request for Proposals for Fire Apparatus services to Goudreault Associates, for the two (2) year term, ending March 31st, 2025.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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At the January 24, 2023 Council meeting, much discussion was held around fire apparatus (replacement schedule, apparatus specifications (wants versus needs), who prepares the Request for Proposals (RFP), levels of expertise and experience in identifying apparatus specifications within an RFP, ensuring that RFPs are broad enough to receive as many proposals from manufacturers/suppliers as possible, etc.

During this meeting, Council expressed the need to have a third-party consultant to assist WHRM fire departments and staff in creating fire apparatus needs, specifications and recommendations for Request for Proposals.

DISCUSSION

A Request for Proposals was posted on the Nova Scotia Procurement Website on May 10, 2023 and closed on June 5, 2023. One proposal was received for this two-envelope process.

Envelope #1 – Supplier responds to the criteria and technical component of the RFP.

Envelope #2 – Supplier provides their bid (financial component) to the RFP.

Envelope #1 – The Fire Chiefs and Fire Coordinator reviewed and evaluated the tender submission based on the specifications outlined in the Request for Proposals. Each were scored independently before meeting collectively for an overall assessment. Only suppliers' whose proposals met a minimum score of 80% had their financial envelope (#2) opened. If they do not pass with at least 80%, their financial envelope is returned to them un-opened. The bidder was:

<u>Proposal Submission</u>	<u>Technical Score</u>	<u>Financial Bid before taxes</u>
Goudreault Associates	80.0%	Estimate RFQ cost per project range from \$18,140 to \$43,099. Consulting costs range from \$25 to \$85 per hour depending on the task plus daily rates for expenses.

RFP Posted to Procurement	May 10, 2023
RFP Closing Date	June 5, 2023
60 Calendar Days - Expiry of Pricing	August 3, 2023
Days Remaining Before Expiry	Zero; however, Goudreault Associates have confirmed that the pricing is held

The Request for Proposals would be a two-year standing offer with a 90-day exit clause for either party.

RFP specifications included:

- Consultant is to represent the needs and interests of West Hants Regional Municipality when developing and recommending a piece of apparatus for purchase and to promote standardization of apparatus selection when possible, and support and justify customization of apparatus only when required.
- Consultant is to comment on the overall rationale for the need to replace the apparatus based on need versus want due to lifecycle, expiration, cost benefit, safety for service, standards, compliance, etc.

- Consultant is to work with and support fire service representatives with the drafting, posting, evaluating, and recommendation of apparatus to council.
- Proponents were asked to identify:
 - Education level
 - Experience as it relates to mechanical engineering (although not a requirement, it would identify skill set)
 - Experience in designing fire apparatus and associated equipment
 - Conceiving and developing detailed fire apparatus technical specifications meeting applicable NFPA 1901 standards and specific needs.
 - Analyzing and developing an understanding of community fire protection needs, using recognized methods.
 - Capital equipment and project estimating.
 - Capital project management from inception through to sign-off.
 - The Municipal capital purchasing process.
 - Report writing in Municipal Government (template will be provided).
 - Working with volunteer firefighter committees.
 - Development of fire apparatus commissioning process.
 - The ability and accessibility to travel for meetings, inspections, etc.
 - Any and all affiliation and/or relationships they have, perceived or otherwise, with manufacturers and/or suppliers.
 - Experience with, in particular, the following types of fire service apparatus:
 - Pumper Fire Apparatus
 - Initial Attack Fire Apparatus
 - Mobile Water Supply Apparatus
 - Aerial Fire Apparatus
 - Quint Fire Apparatus
 - Special Service Fire Apparatus
 - Mobile Foam Fire Apparatus

Goudreault Associates proposal met all the needs as requested.

It is important to recognize that fire apparatus is very complex and limited to those with the expertise and experience in creating the specifications for design. Which validates the limited proposals received for this RFP.

The bid proposal – Apparatus specifications and fire department assistance can vary significantly, the bid proposal reflected many variables and the time, expenses and resources required for each. They included:

- Standards review
- Needs analysis (as that would vary dept to dept)
- Drafting apparatus specifications
- Specifications validation
- Drafting, finalizing, and issuing the RFP

- Reviewing and evaluating proposals
- Reporting to the Municipality
- Develop and managing the contract between the Municipality and the supplier
- Participating in pre-build meetings
- Inspection of the chassis
- Pre-delivery review and Inspection
- Post-delivery acceptance
- Commissioning
- (other variables include: additional travel related expenses, vehicle rental costs, meals, etc., as the inspections can be anywhere in the United States or Canada).

An important note is that the variables reflected above are not new and part of the natural process. To-date they have been done by the Fire Departments due to them being the ones that have created the Request for Proposals.

FINANCIAL IMPLICATIONS

The standing offer agreement has no direct financial implications, with awarding this contract. Individual projects will be quoted and follow the Procurement and Tendering Policy for approval.

See Action CAO's note below.

NEXT STEPS

Pending approval of Council, staff will award the formal two-year standing offer contract to Goudreault Associates and proceed to seek their expertise with respect to fire apparatus.

ALTERNATIVES

- Council may choose to not award this tender.
- Council may choose to re-tender this project.
 - If this is the preferred option, substantial changes would need to be made to the RFP in order to re-issue.
 - If there are no substantial changes to be made to the RFP, it would not be permitted to be re-tendered for at least 9-12 months following its closing date, as per NS Procurement Operations (which would delay in the acquisition of apparatus)

Neither of these alternatives are recommended to council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report and recommendations are in-line with the direction from council for the need of a Third party review and assistance in the RFP / specification process. It is unfortunate only one bid was received however as stated in the report this is most likely due to the skill set required along with current availability of consultants to do this type of work. There is a financial component to proceeding with the standing offer as it will add a cost for services that was previously done in-house by each independent local fire service. For example, any pre-approved fire apparatus in the capital budget will essentially add the cost for consultant services for RFP and specifications preparation and tendering.

I support the recommendation.

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____
Diana Gibson, Manager, Accounting & Financial Reporting

Report Approved by: 
Todd Richard, Acting CAO



Committee of the Whole Excerpts
October 10, 2023

FIRE APPARATUS PRE-APPROVAL EXCERPT

Windsor Fire is looking to replace one of their apparatus (2000 Pumper (E-One Cyclone)). Engine 4 is WFD'S main engine and a first response apparatus for anything fire related (not medical or accidents). Engine 4 will be 26 years old when it is replaced. Due to the age of the apparatus maintenance can be costly. As per fire underwriting, apparatus should be put on reserve at age 20 years and retired at 25 years.

The recommended motion was that Committee of the Whole recommends ...

COUNCIL APPROVES PRE-APPROVING THE ISSUANCE OF A REQUEST FOR PROPOSAL FOR THE SUPPLY OF AN APPARATUS TO REPLACE WINDSOR FIRE DEPARTMENT'S ENGINE 4.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by:

Shelleena Thornton, Municipal Operations Supervisor

Date: October 10, 2023

Subject: Fire Apparatus Pre-approval Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

WHRM Procurement & Tendering Policy, Section 4 – Purchasing Authority

RECOMMENDATION or DECISION REQUEST

... that Council approves pre-approving the issuance of a Request for Proposal for the supply of an apparatus to replace Windsor Fire Department's Engine 4.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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Fire apparatuses are taking approximately 2-3 years to manufacture, resulting in the need to tender in advance.

Pre-approvals are to approve tendering the apparatus only; not expending the funds to procure them. No money is expended during this fiscal year and Council will have another opportunity to review the reports that come before council regarding any tender proposals received. At that time, council will have another opportunity to support or deny any recommendation for procurement.

DISCUSSION

The fire apparatus slated for replacement in the next couple of years and reflected in the projected five-year capital budget includes:

Replacement year 2025-26 (WFD) - \$1.8 Million to replace Engine 4 – The current apparatus is a 2000 Pumper (E-One Cyclone) – It will be 26 years old when it is physically replaced and the concern for maintenance on an apparatus of this age is high and can be costly. As per fire underwriting, apparatus should be put on reserve at age 20 years and retired at 25 years. Engine 4 is a first response apparatus for anything fire related (not medical or accidents). Engine 4 is WFD's main engine.

FINANCIAL IMPLICATIONS

As this is a request to go to tender only, there are no financial implications. Should Council approve the request, the Procurement and Tendering Policy will be followed and the recommendation to move forward with a contract will come back to Council for review and approval. Once a price is determined and Council approves the future Capital Budget will be updated to that pricing.

NEXT STEPS

Pending approval of Council, staff will work with either the Fire Dept Truck Committee and/or the Consultant (if one is approved) to issue an RFP for the apparatus.

ALTERNATIVES

- Council may choose to not approve this pre-approval to draft and post an RFP.

This is not recommended to council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

If the standing offer for consultants services for fire apparatus is approved there would be a operational expense for tendering and specifications review and writing. There expenses have not been forecasted in the 2023/24 budget.

I support the recommendation.

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____
Diana Gibson

Report Approved by: 
Todd Richard, Acting CAO



Committee of the Whole Excerpts
October 10, 2023

FIRE APPARATUS PRE-APPROVAL EXCERPT

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The recommended motion was that Committee of the Whole recommends ...

COUNCIL APPROVES PRE-APPROVING THE ISSUANCE OF A REQUEST FOR PROPOSAL FOR THE SUPPLY OF AN APPARATUS TO REPLACE WINDSOR FIRE DEPARTMENT'S ENGINE 4.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by:

Shelleena Thornton, Municipal Operations Supervisor

Date: October 10, 2023

Subject: Fire Apparatus Pre-approval Recommendation Report

LEGISLATIVE AUTHORITY

Municipal Government Act, R.S.N.S. 1998, c. 18 - Section 65 – Adoption of Budgets

WHRM Procurement & Tendering Policy, Section 4 – Purchasing Authority

RECOMMENDATION or DECISION REQUEST

... that Council approves pre-approving the issuance of a Request for Proposal for the supply of an apparatus to replace Windsor Fire Department's Engine 4.

BACKGROUND

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Replacement year 2025-26 (WFD) - \$1.8 Million to replace Engine 4 – The current apparatus is a 2000 Pumper (E-One Cyclone) – It will be 26 years old when it is physically replaced and the concern for maintenance on an apparatus of this age is high and can be costly. As per fire underwriting, apparatus should be put on reserve at age 20 years and retired at 25 years. Engine 4 is a first response apparatus for anything fire related (not medical or accidents). Engine 4 is WFD's main engine.

FINANCIAL IMPLICATIONS

As this is a request to go to tender only, there are no financial implications. Should Council approve the request, the Procurement and Tendering Policy will be followed and the recommendation to move forward with a contract will come back to Council for review and approval. Once a price is determined and Council approves the future Capital Budget will be updated to that pricing.

NEXT STEPS

Pending approval of Council, staff will work with either the Fire Dept Truck Committee and/or the Consultant (if one is approved) to issue an RFP for the apparatus.

ALTERNATIVES

- Council may choose to not approve this pre-approval to draft and post an RFP.

This is not recommended to council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

If the standing offer for consultants services for fire apparatus is approved there would be a operational expense for tendering and specifications review and writing. There expenses have not been forecasted in the 2023/24 budget.

I support the recommendation.

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Reviewed by: _____
Diana Gibson

Report Approved by: 
Todd Richard, Acting CAO