



**NASHWAAK**  
RURAL COMMUNITY

## **REQUEST FOR PROPOSALS (RFP)**

### **Fire Services Efficiency & Structural Review**

#### **Nashwaak Valley & Stanley Volunteer Fire Departments**

**Issue Date:** March 31, 2026

**Closing Date and Time:** April 30, 2026 at 4:00PM

**Submission Email:** [cao@nashwaak.ca](mailto:cao@nashwaak.ca)

#### **Contact for Inquiries:**

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## **1. Introduction**

The Nashwaak Rural Community (NRC) is seeking proposals from a qualified, independent consultant or consulting firm with demonstrated experience in fire service reviews, municipal service delivery, and emergency services governance.

The purpose of this engagement is to conduct a comprehensive, objective review of the **Nashwaak Valley Fire Department** and the **Stanley Volunteer Fire Department**, with a focus on operational efficiency, service effectiveness, governance, sustainability, and opportunities for enhanced collaboration.

As part of this review, the consultant will assess the feasibility, benefits, risks, and implications of increased integration or a potential merger of the two departments, while recognizing the strong community identity, volunteer culture, and public safety mandate of each department.

This study is intended to support informed, evidence-based decision-making by Council.

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## 2. Background

The Nashwaak Rural Community provides fire protection services through two volunteer fire stations serving distinct geographic areas. Both stations play a critical role in emergency response, fire suppression, medical assists, and community safety.

As the municipality continues to evolve, NRC Council is seeking a clear, independent assessment of:

- Current service delivery models
- Long-term sustainability of volunteer fire services
- Opportunities to improve efficiency, coordination, and resilience
- Whether structural changes, including shared services or a merged department, could enhance service delivery while maintaining or improving public safety

This review is not a predetermined step toward amalgamation, but rather an opportunity to understand all viable options.

## 3. Project Scope and Deliverables

The selected proponent will be required to complete the following components:

### A. Current State Assessment

Conduct a comprehensive review of both fire departments, including but not limited to:

- Governance structures and reporting relationships
- Organizational models and leadership structures
- Staffing and volunteer recruitment, retention, and training
- Apparatus, equipment, and facilities
- Operational coverage, response times, and call volumes
- Mutual aid, automatic aid, and inter-departmental coordination
- Financial structure, budgeting, and funding models
- Policies, standard operating procedures, and administrative capacity

### B. Efficiency and Effectiveness Analysis

Evaluate the efficiency and effectiveness of current fire service delivery, including:

- Duplication of services, equipment, or administrative functions
- Opportunities for shared services (training, administration, procurement, prevention, etc.)
- Alignment with best practices for rural and volunteer fire services
- Risks and vulnerabilities related to sustainability and succession planning

## C. Structural Options Review

Identify and evaluate a range of service delivery and organizational options, which may include but are not limited to:

- Status quo with targeted improvements
- Enhanced collaboration and shared services
- Unified leadership or administrative models
- Partial integration of operations
- Full departmental merger

For each viable option, the consultant must outline:

- Description of the model
- Governance and accountability implications
- Operational impacts
- Financial implications (capital and operating)
- Human resource and volunteer impacts
- Risks, benefits, and implementation challenges
- Impact on service levels and public safety

## D. Reporting and Engagement

- Conduct appropriate engagement with key stakeholders, which may include fire leadership, municipal staff, and Council
- Prepare a **Fire Services Review and Options Analysis Report**, including:
  - Executive summary
  - Key findings
  - Comparative analysis of options
  - Clear, evidence-based recommendations
- Present findings to NRC Council
- Provide a summary suitable for public communication

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## 4. Qualifications

Proponents must demonstrate:

- Proven experience conducting fire service reviews, emergency services studies, or municipal service delivery assessments
  - Strong understanding of volunteer fire department operations and rural fire service models
  - Knowledge of New Brunswick municipal governance and fire service frameworks (or comparable jurisdictions)
  - Ability to conduct objective, independent, and evidence-based analysis
  - Experience facilitating sensitive discussions involving volunteers and community-based services
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## 5. Proposal Requirements

Proposals must include the following:

- **Company Profile** – Background, qualifications, and relevant experience
  - **Project Team** – Names, roles, and qualifications of key personnel
  - **Relevant Experience** – Description of similar projects completed within the past five (5) years
  - **Work Plan and Methodology** – Detailed approach to completing the scope of work
  - **Timeline** – Proposed schedule from project initiation to final report
  - **Fee Schedule** – Detailed cost breakdown, including hourly or flat rates and expenses
  - **References** – Minimum of three (3) references from similar fire service or municipal projects
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## 6. Evaluation Criteria

Proposals will be evaluated using the following weighted criteria:

<b>Evaluation Criteria</b>	<b>Weight</b>
Relevant Experience and Qualifications	30%
Work Plan and Methodology	25%
Understanding of Project Objectives	15%
Cost and Value	20%
Timeline and Availability	10%

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## 7. Submission Instructions

Proposals must be submitted electronically in **PDF format** to:

**cao@nashwaak.ca**

**Subject Line:** *RFP Submission – Fire Services Review – Nashwaak*

Late or incomplete submissions will not be accepted.

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## 8. Terms and Conditions

- The Nashwaak Rural Community reserves the right to reject any or all proposals
- The lowest-priced proposal will not necessarily be accepted

- All proposals become the property of NRC
- The successful proponent will be required to enter into a service agreement with NRC
- The scope of work may be modified by mutual agreement
- Questions must be submitted to the CAO no later than **April 17, 2026**