



CITY OF TORRINGTON

PURCHASING DEPARTMENT
140 Main Street, Room 206
Torrington, CT 06790

Pennie Zucco, Purchasing Agent
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Fax (860)-489-2547
Email: pennie_zucco@torringtonct.org

March 29, 2021

Mayor Elinor Carbone
Members of the City Council
Members of the Board of Public Safety

Re: RFQ-RFP FPT-022-031121 FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES

The City of Torrington received eight (8) submitted proposals to supply Promotional Testing Services for the Torrington Fire Department.

After reviewing the proposals with the selection committee, a short list of four (4) firms were selected to interview.

I am in agreement with Chief Peter Towey and the selection committee that the City Council authorize the Mayor to award the contract to Resource Management Associates, Inc.(RMA) Tinley Park, IL for the fee of \$8,500.00 and to have the Mayor act on the behalf of the City regarding the execution of the contract and its administration pending approval from the Board of Public Safety.

Thank you for your consideration on this matter.


Pennie Zucco
Purchasing Agent

cc: P. Towey; D. Tripp

3/31/2021 2:30 PM
RECEIVED FOR RECORD
TORRINGTON TOWN CLERK



City of Torrington

Bid Name Fire Department Promotional Testing Services Bid Number RFQ/RFP FPT-022-031121

Date of Opening March 11, 2021 Time of Opening 11:00 AM

VENDOR	BID BOND	NON-COLLUSION	<i>Sealed</i> BID AMOUNT	ADDENDUM
Fire Service Testing Co 1312 Apollo Beach Blvd Apollo Beach, FL 33572		✓	✓	✓
Illinois Fire Chiefs Assoc. 820 Kromray Rd. Lemont, IL 60439		✓	✓	✓
Resource Management Group 700 Bulfinch RE. Unit 301 Camden, MA 01810		✓	✓	✓
Mission CIT Strategic Fire Service-Cons. i Technology Dr. Tolland CT 06084		✓	✓	✓
Ergometrics 2152 164th St SW Lynnwood, WA 98087		✓	✓	✓
Emergency Services Consulting 4795 Meadowood Woodlane Charlottesville, VA 20151		✓	✓	✓

①

(2)



City of Torrington

Bid Name Fire Department Permit and Testing Services Bid Number RFP/RFP FPP-22-031104
Date of Opening March 11, 2021 Time of Opening 11:00 AM

VENDOR	BID BOND	NON-COLLUSION	BID AMOUNT	ADDENDUM
McDaniel 117 S. Sand Ochop St Alexandria, VA 22314		✓	<i>Sealed</i> ✓	✓
Pangle Law Group LLC 900 South Main St Plainville, CT 06049		✓	✓	✓



City of Torrington,
Connecticut



Technical Proposal for
Fire Department
Promotional Testing Services:
Fire Lieutenant

RFQ/RFP #FPT-022-031121

March 11, 2021



March 11, 2021

Purchasing Department
City of Torrington
140 Main Street, Room 206
Torrington, CT 06790

Dear Ms. Zucco:

Re: RFQ/RFP #FPT-022-031121, Fire
Department Promotional Testing Services

Resource Management Associates ("RMA") is pleased to submit this cover letter and the accompanying technical proposal to the City of Torrington to develop and administer customized, content-valid and job-related written and oral examinations for candidates for the rank of Fire Lieutenant in response to the above-captioned RFQ/RFP. Our proposal for Battalion Chief, Assistant Chief of Training and Safety, Deputy Fire Marshall and Assistant Chief of Fire Prevention and Investigation and our Fee Proposal are submitted under separate cover as instructed.

RMA understands from Torrington's RFQ/RFP that the City expects to have from 15 to 30 candidates for Fire Lieutenant. All testing will fully comply with the laws and regulations of the State of Connecticut, The City of Torrington, and the collective bargaining agreement (hereinafter the "CBA") with the International Association of Firefighters, Local 1567 (hereinafter the "Union").

Torrington's RFQ/RFP has also stated that the Fire Lieutenant's examination will need to be completed by June 15, 2021.

This cover letter binds the firm to all of the commitments made in the proposal. Prime consultant contact information follows.

Charles D. Hale, President
Resource Management Associates, Inc.
17730 S. Oak Park Ave., Suite A
Tinley Park, IL 60477
Telephone: 708-444-2326
Mobile: 708-606-3653
FAX: 708-444-2844
email: rma2500@gmail.com

RMA hereby acknowledges receipt of Addendum No. 1 dated March 1, 2021.

RMA certifies that the personnel identified in this response to Torrington's RFQ/RFP will be the persons actually assigned to the project.

This proposal is good for ninety (90) days after closing date for submission.

Resource Management Associates thanks the City of Torrington for the opportunity to submit this proposal. We would consider it a distinct pleasure to assist the City in this important undertaking.

Sincerely,

Charles D. Hale

Charles Hale
President

encl

Statement of Qualifications

Resource Management Associates, Inc. is an independent professional testing firm with the capability and capacity to provide these promotional testing processes for the City of Torrington and the Torrington Fire Department. We are one of the leading providers of customized fire- examination services in Connecticut and across the United States. RMA has designed and administered hundreds of examinations for these and similar positions in the fire service and would consider it an honor to be able to assist the City of Torrington in this important undertaking.

RMA approaches each and every examination process we undertake as a solemn trust in which we commit our energy and resources to providing an examination that is characterized by fairness, consistency, reliability and validity. We take great pride in the fact that none of the hundreds of written examinations, structured oral interviews and assessment centers we have conducted over the last four decades has ever been successfully challenged. We also recognize that complacency is the surest way to invite failure and that we must treat each examination as a new challenge, taking nothing for granted, and proceeding upon a carefully established agenda, beginning with a job analysis and ending with final candidate debriefings. Our goal is to deliver a quality examination process that will produce the best candidates for each position and be looked upon by the candidates as a fair and objective way of measuring their ability to advance further in their chosen profession.

In the design and administration of fire department promotional examinations, we consider the following to be of paramount importance.

1. The examination should be valid and relevant. That is, it should be based upon a thorough understanding of the position for which candidates are being considered and should accurately measure a candidate's potential for successfully performing the duties of the position.
2. The process should be designed in such a way as to provide every eligible applicant a fair and equal opportunity to demonstrate his or her ability to perform the duties of the position. There should be absolutely no hint of bias, favoritism or personal influence in any part of the examination process.
3. The process should be legally defensible and free from any actual or implied adverse impact against any person or group on the basis of age, gender, race, color, creed or any other legally protected characteristic.

4. The process should be cost-effective. While quality should not be sacrificed to cut costs, the cost of the service provided should be justified on the basis of the quality of the final work product.
5. The integrity and credibility of the testing firm, as well as that of the department, should not be questioned as a result of the testing process.

These are the principles that have guided RMA over the years in our design and administration of public-safety promotional examinations. In view of our long-standing record of quality service to departments like the Torrington Fire Department, along with the wealth of experience we bring to the process, we hope that you will agree that these principles are important in evaluating our approach to this undertaking.

Scope of Work

Written Examination

1. RMA has reviewed the reading list for the written examination for Fire Lieutenant included in the RFQ/RFP and will also incorporate 10 to 25 items from the Torrington Fire Department Polices and Collective Bargaining Agreement. Our item file contains several thousand questions drawn from a number of contemporary sources which may very well overlap with the City's reading lists.
2. We will design an objective, job-related and content-valid written examination for Fire Lieutenant. The written examination will consist of 100 multiple-choice items taken from the City's reading lists.
3. RMA will be responsible for preparing all examination booklets, score sheets, and other materials needed for the proper administration of the examination.
4. As stated in Addendum #1, "The City will administer the [written] exams" without RMA's being present.
5. We will score the written examination, as the RFP says, "...as quickly as practicable."
6. RMA will conduct a review and appeal session in which candidates will be allowed to review their examination papers and appeal any questions that they may believe are vague, ambiguous or improperly keyed. All appeals will be reduced to writing using a standard format designed for this purpose.

7. All appeals will be reviewed by our staff and a decision reached within 48 hours after receipt. We will inform the department of our decision on any challenges and will recalculate the scores as may be necessary.
8. RMA will conduct an item analysis to identify any problematic items that may indicate a problem with a particular question. On the basis of the item analysis, we will make a determination as to whether any corrective action is required and will inform the Department in writing if such action is taken and the reasons for that action.
9. Within one week after the completion of the challenge process, we will prepare a written report including the preliminary (pre-appeal) and final (post-appeal) written examination scores, along with a description of all appeals received and the decisions reached regarding them.
10. RMA welcomes having the Personnel Department proctor the written examination.

Oral Examination

1. RMA will prepare a minimum of six (6) job-related, content-valid questions suitable for use in the oral examination for Fire Lieutenant as the RFQ/RFP states.
2. We will prepare recommended responses for each question. These will be used by members of the oral-examination panel in evaluating each candidate's responses to each question. Recommended responses and scoring benchmarks will be based upon contemporary and accepted standards in the fire service.
3. RMA will prepare written guidelines, candidate-evaluation forms and scoring procedures for conducting the oral examination.
4. We will train members of the oral-examination panel in candidate evaluation, scoring procedures and the use of the rating forms that have been developed for this purpose.
5. We will be responsible for administering the oral examination and providing all necessary candidate-briefing materials, assessors' instructions and rating forms.

6. The Department, as stated in the RFP/RFQ, will be responsible for obtaining panel members and covering the cost of meals and refreshments.
7. Structured rating forms with specific behavioral benchmarks will be used in evaluating candidates during the oral examination. In addition, consensus rating methods are used to allow for full discussion among panelists of their observations.
8. RMA proposes to audio- and video-record the oral examination, including the candidate evaluation and scoring, to ensure fairness to all candidates. The DVD's can then be used to review the performance of the candidates in the exercises. We will provide and operate the video recording equipment at no additional cost to the Department.
9. At the conclusion of the oral examination, we will provide the Department with a final technical report on the oral examination and candidate scores presented confidentially. Scores shall be based on a maximum 100 percent. The final technical report will include a detailed description of the manner in which the oral-examination components were developed and administered.
10. As an extra-cost option, we will conduct individual debriefing sessions with each of the candidates to advise them of their strengths and weaknesses and how their performance might be improved in the future. The debriefing sessions are conducted individually with the candidate by using videotaped feedback from the panelists. This feedback is video and audio-recorded immediately following the candidate's appearance before the panelists so that it is spontaneous, fresh and specific to that particular exercise. Oral-examination panel members cover individual benchmarks that were provided for each dimension and describe ways in which the candidate might perform better in future oral examinations. These sessions are at the option of the candidate. All DVD's produced in connection with the oral examination remain with the Department at the conclusion of the process.

Proposed Time line

RMA is prepared to commence work on the tasks outlined herein after receiving the City's authorization to proceed. We will complete the Fire Lieutenant's Promotional Testing Services by June 15, 20231 as the City's RFQ/RFP has specified.

Project Administration

The project would be conducted under the supervision of **Mr. Charles D. Hale** who is the President of **Resource Management Associates** and has served in that capacity since 1981.

Chuck Hale, has 40 years of experience as a consultant to the fire service and other public-safety agencies in hundreds of engagements in dozens of states across the United States.

Mr. Hale has designed and administered more than 500 promotional examinations for fire and police agencies. He has also assisted local governments in the recruitment and selection of fire chiefs and other fire command staff and has supervised and participated in studies of local fire departments.

He is the author of *The Assessment Center Handbook for Police and Fire Personnel*, favorably reviewed and widely used, now in its fourth edition from Charles C. Thomas Publisher, LTD of Springfield, Illinois. The reviewer for John Jay College called Mr. Hale's book a "must read."

From 1965 to 1972, Mr. Hale was a member of the El Segundo, California, Police Department. From 1972 to 1974, Mr. Hale served as the Assistant Director of the Police Assaults project for the University of Oklahoma Research Institute, in which capacity he directed a national study of the causes of assaults on police.

From 1974 to 1981, Mr. Hale served as a Principal Associate with Public Administration Service, where he conducted organization, staffing, and management studies of more than 100 police departments throughout the United States. Since 1981, Mr. Hale has been the President of Resource Management Associates, Inc., in which he has served as a public-safety consultant to dozens of local governments throughout the United States.

Mr. Hale has a Bachelor's Degree and a Master's Degree in Criminal Justice from California State University at Long Beach.

Mr. Hale will serve as Project Manager and Principal Consultant for the City of Torrington. He will participate in all phases of these Fire Lieutenant Promotional Testing Services including the development and administration of the written and oral examinations.

Geoff Herald, retired Fire Chief in Danbury, will assist Mr. Hale in designing and administering the written and oral examinations as he has done for several years with RMA in Connecticut and elsewhere.

City of Torrington Fire Lieutenant Promotional Testing Services
March 11, 2021

Mr. Herald retired from the position of Fire Chief in Danbury, Connecticut in 2014 after having worked his way up the ranks over 40 years beginning as a volunteer Firefighter. He is a Past President of the Connecticut Career Fire Chiefs Associations. He served as a Fire Captain in Danbury for eight years from 1998 to 2006 before being promoted to Assistant Fire Chief in 2006 and Fire Chief in 2007.

Chief Herald holds his MS degree in Safety, Security and Emergency Management from Eastern Kentucky University. He also received his Chief Fire Officer ("CFO") certification in 2012. He has successfully completed numerous courses at the National Fire Academy including among others Unified Command Training, Command and Control of Natural and Manmade Disasters, Executive Development, Command and Control of Multi-Alarm Response and Incident Command—Weapons of Mass Destruction.

Chief Herald has been an active member of the International Association of Fire Chiefs ("IAFC") and has served on its regional Safety and Health Sections. He is also a member of the National Fire Academy Alumni Association, the National Fire Protection Association ("NFPA") and has been on the Rewrite Committee on Orientation and Technology for the International Fire Service Training Association ("IFSTA").

Sheldon Cohen has worked with RMA for 40 years. He began his professional involvement with the fire service in 1967 as a Seasongood Summer Intern for the International City/County Management Association ("ICMA") in a city of 70,000 in the Midwest where he lived with the Members of the Fire Department for 10 weeks at Central Fire Headquarters.

As a consultant since 1980, Mr. Cohen has worked with more than 200 local governments in 28 states from Maine to California. He has been involved in consulting with more than 100 fire-service agencies in over 15 states and has managed over 200 projects.

In the last 41 years, Mr. Cohen has been invited to make presentations to meetings of many professional organizations including among others the International City/County Management Association ("ICMA"), American Society for Public Administration ("ASPA"), Massachusetts Society of Certified Public Accountants and the New England Women Business Owners. He has also managed or participated in numerous 9-1-1 studies; most recently in 2015, the bill he drafted at the request of the State 911 Department to enable the organization of regional emergency communication centers in Massachusetts was enacted into law.

He has contributed many articles to ICMA's *Public Management* and other publications and has also held a faculty appointment in Criminal Justice at the University of Massachusetts Lowell and has been a guest lecturer at Boston University, Clark University, University of Massachusetts Boston, Merrimack College, Christopher Newport University and Old Dominion University.

Mr. Cohen is a *cum laude* graduate of Case Western Reserve University in Cleveland and received his Master's in Public Administration from Cornell University. He will assist Mr. Hale as needed in these Promotional Testing Services.

Organizational Qualifications

Resource Management Associates is a leading provider of promotional-examination services for the fire service in Connecticut and across the United States. Since 1981, we have established a reputation for professional work and client satisfaction. RMA has designed and administered promotional examinations for public-safety agencies in more than 25 states, including Alabama, Arizona, Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, New Jersey, Ohio, Pennsylvania, Rhode Island, South Carolina, Tennessee, Vermont, Virginia, Wisconsin, and Wyoming. Over the last four decades, RMA has conducted more than 500 customized written and oral examinations and assessment centers involving more than 2,000 candidates for a wide range of positions in public safety.

Several characteristics of our work that bear consideration:

- RMA works exclusively in the public sector and, thus, is accustomed to working within tight financial constraints and the public scrutiny imposed upon local units of government.
- We specialize in public-safety operations and our staff and consultants have hundreds of years of experience as practitioners and consultants in executive-level positions in public safety.
- We have never failed to complete a single project within the deadlines imposed by the undertaking.
- Our work has never been legally challenged in the 40 years of our existence.

These characteristics are a testament to the professionalism, dedication and thoroughness with which we approach each and every engagement.

Among the fire departments in Connecticut for which we have performed similar services are the following:

Bridgeport Fire Department
Bristol Fire Department
Danbury Fire Department
East Hartford Fire Department
Fairfield Fire Department
Milford Fire Department
Norwalk Fire Department
Ridgefield Fire Department
South District Fire Department
Stamford Fire Department
Stratford Fire Department
Waterbury Fire Department
West Haven Fire Department
Wilton Fire Department

Information Regarding: Failure to Complete Work, Default and Litigation

RMA wishes to respond to this information in paragraph 10 beginning at the bottom of page 5 of the RFQ/RFP.

- a. Have you ever failed to complete any work awarded to you? If so, where and why?
No.
- b. Have you ever defaulted on a contract? If so, where and why?
No.
- c. Is there any pending litigation which could affect your organization's ability to perform this agreement? If so, please describe.
None.
- d. Has your firm ever had a contract terminated for cause within the past five years? If yes, provide details.
No.
- e. Has your firm been named in a lawsuit related to errors and omissions within the past five years? If yes, provide details.
No.
- f. During the past seven years, has your firm ever filed for protection under the Federal bankruptcy laws? If yes, provide details.
No.

City of Torrington Fire Lieutenant Promotional Testing Services
March 11, 2021

- g. Are there any other factors or information that could affect your firm's ability to provide the services being sought about which the City should be aware?

No.

City Appendices

RMA has included the various Appendices from Torrington's RFP on the next several pages. They include:

- Appendix B: Vendor Information Form.
- Appendix C: Acceptance of Terms of this Agreement.
- Appendix E: Statement of References.

We also have included a copy of RMA's standard contract as requested on page 8, Miscellaneous, the signed acknowledgment of Addendum #1 and the notarized Non-Collusion Affidavit.

Attachments

Appendix B: Vendor Information Form.

Appendix C: Acceptance of Terms of this Agreement.

Appendix E: Statement of References.

RMA Standard Contract

Acknowledgment of Addendum #1

Non-Collusion Affidavit

**APPENDIX B
CITY OF TORRINGTON
REQUEST FOR QUALIFICATIONS
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121**

The undersigned has read, and agrees to comply with the requirements contained in the Request for Proposal for the Fire Department Promotional Testing Services for the City of Torrington. The undersigned submits this proposal in good faith and without collusion with any other person, individual or firm.

Name and Address of Firm:

Resource Management Associates, Inc.

17730 S. Oak Park Ave., Suite A

Tinley Park, IL 60477

Name, Title and Contact Information (phone, fax, email) of Authorized Representative:

Charles D. Hale, President

Phone: 708-444-2326

FAX: 708-444-2844

Email: rma2500@gmail.com

Social Security or Federal ID# 36-3891120


Signature of Authorized Representative:



Date March 6, 2021

**APPENDIX C
CITY OF TORRINGTON
REQUEST FOR QUALIFICATIONS
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121**

Acceptance of Terms of this Agreement

Name of Proposer: Resource Management Associates, Inc.
Contact Person: Charles D. Hale, President
Address: 17730 S. Oak Park Ave., Suite A
City/State/Zip: Tinley Park, IL 60477
Telephone: 708-444-2326 Fax: 708-444-2844
E-mail: rma2500@gmail.com
Authorized Signature  Title: President
Name Printed: Charles D. Hale Date: March 6, 2021
Federal Tax Identification Number: (FEIN) 36-3891120

It is agreed by the above signed proposer that the signature and submission of this proposal represents the proposer's acceptance of all terms, conditions, and requirements of the proposal specifications, and, if awarded, the proposal will represent the agreement between the parties.

The proposer agrees that the cost of any work performed, materials furnished, services provided, or expenses incurred, which are not specifically delineated in the proposal documents, but which are incidental to the scope, intent, and completion of this contract, shall be deemed to have been included in the prices for the various items scheduled.

APPENDIX E
STATEMENT OF REFERENCES
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121

Your Company Name: Resource Management Associates, Inc.
(Please Print)

The Provider shall list at least three (3) current references with needs similar to the City for whom the Provider has provided comparable services. Please include company name, address, phone, email, year(s) employed by referenced firms, contact person, and type of work you performed for that entity. The City reserves the right to contact each of the references listed for additional information regarding your company's qualifications.

Reference No. 1

Company Name/Municipality: City of Danbury, CT
Contact Individual: Denise Janey, HR Partner Phone/Email: 203-797-4598
Address: 155 Deer Hill Ave., Danbury, CT 06810
Type of work & date Performed: Fire Chief and promotionals: 2020-2021

Reference No. 2

Company Name/Municipality: Town of Fairfield, CT
Contact Individual: Asst Chief Kyran Dunn Phone/Email: 203-254-4718
Address: 140 Reef Road, Fairfield, CT 06824
Type of work & date Performed: Promotional exams for Fire Lt. & Asst Fire Chief: 2019-2021

Reference No. 3

Company Name/Municipality: Town of Stratford, CT
Contact Individual: Susan Barksdale, HR Phone/Email: 203-385-4007
Address: 2725 Main Street, Stratford, CT 06615
Type of work & date Performed: Promotional exams for Fire Lt. & Asst Fire Chief: 2019-2021

Reference No. 4

Company Name/Municipality: _____
Contact Individual: _____ Phone/Email: _____
Address: _____
Type of work & date Performed: _____

Reference No. 5

Company Name/Municipality: _____
Contact Individual: _____ Phone/Email: _____
Address: _____
Type of work & date Performed: _____

CONTRACT

This agreement made and entered into this ____ day of _____, 2021, by and between the Town of Anytown, Massachusetts, hereinafter designated as "the Town," and **Resource Management Associates, Inc.**, of Tinley Park, Illinois, hereinafter designated as "the Consultant", WITNESSETH:

I. Duties of the Consultant

The Consultant hereby agrees to design and administer a promotional examination for the position of Fire Battalion Chief. This will include a written examination for the position as well as an assessment center, as outlined in the Consultant's proposal dated February 19, 2021, to include the following tasks:

Scope of Services

In preparing and administering the assessment center, The Consultant will perform the following tasks:

1. Upon the Town's acceptance of this proposal and authorization to proceed, the Consultant will consult with the Town by telephone to determine the number and types of exercises to be included in the assessment center. The Town will also provide a job description of the position, an organizational chart of the Town and the Fire Department, background information on the Town and any additional information that will be helpful in designing exercises that are relevant and appropriate for the position and that reflect the actual working conditions of this position.
2. The Consultant will prepare draft exercise instructions and descriptions and submit them to the Town for review and comment to ensure their suitability for the process. These same materials must be submitted to HRD for their review and approval. The Consultant will make any necessary revisions or modifications to these materials following this review.
3. The Consultant will select three persons to serve as assessors for this process. These will be persons with substantial experience and training in fire supervision and management as well as public management and personnel administration and who have previous experience as assessors. In addition, the panel must be persons who have no personal relationship or familiarity with any of the candidates and who will be able to render a fair and objective evaluation of each of the candidates.
4. Prior to the assessment center, the Consultant will provide the assessors with an Assessor Manual which will contain a detailed description of the organization, staffing, and operations of the Anytown Fire Department; a copy of the current job description for this position; copies of all exercise materials; and sample candidate scoring forms and procedures. The Consultant will also conduct an orientation and training session for the assessors to provide them with more in-depth information about the procedures to be employed in evaluating and scoring the candidates.

Assessors will also be provided with background information concerning the organization, staffing and operations of the Anytown Fire Department.

5. Immediately prior to the assessment center, the Consultant will conduct an orientation session for the candidates to acquaint them with the nature of the process, the exercises in which they will participate, and the manner in which their performance will be evaluated. During the orientation session, applicants will be given copies of an Applicant Information Booklet containing useful information designed to assist them in preparing for the assessment center. In the interest of expediency and travel expense, it is hoped that these two sessions can be scheduled on consecutive days.
6. The Consultant will be responsible for administering the assessment center and providing all necessary candidate briefing materials, assessor instructions and rating forms.
7. Within one week following the assessment center, the Consultant will provide HRD with a final report on the assessment center. Scores shall be based on a maximum 100 percent.
8. The Consultant will maintain regular liaison with the Massachusetts Department of Human Resources (State Civil Service) during the planning, development and administration of the assessment center and will submit all materials to them for review and approval in advance of the assessment center. In addition, one or more representatives of the Department of Human Resources will probably want to attend the candidate orientation session, assessor training, and assessment center. The Consultant welcomes their participation and oversight.
9. The Consultant will agree to perform the tasks enumerated above for a fee not to exceed the following amounts:

a. Exercise Design	\$ N,N00.00
b. Project Administration (includes candidate orientation and assessor training)	\$ N,000.00
c. Assessor Fees	\$ N,000.00
d. Staff travel, lodging and meals	<u>\$ N,NN0.00</u>
Total:	\$ N,NN0.00
10. These costs assume that the Town will provide the facilities in which to conduct the assessment center.
11. The Town will pay the Consultant within 30 days after submission of monthly invoices for amounts due for the services rendered.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized officers on the day and year written below.

**RESOURCE MANAGEMENT ASSOCIATES,
INC.**

By: _____

Title: _____

Witness: _____

Date: _____

TOWN OF ANYTOWN, MASSACHUSETTS

By: _____

Title: _____

Witness: _____

Date: _____

RE
INC



CITY OF TORRINGTON

Addendum # 1

ADDENDUM 1 HAS BEEN ISSUED REGARDING QUESTIONS SUBMITTED/ANSWERS PROVIDED REGARDING THE FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES

RFQ-RFP FPT-022-031121 FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES

Bid opening: March 11, 2021 Time: 11:00 AM Location: City Hall, 140 Main St., Rm. 206, Torrington, CT

Submit signed addenda with bid.

The City of Torrington reserves the right to accept or reject any or all bids or any portion thereof, to waive technicalities, and to award the contract as will best serve the public interest.

Dated in Torrington: March 1, 2021 Purchasing Agent _____
Pennie Zucco

Authorized Representative Charles D. Hale, President _____

Authorized Signature  _____

Company name Resource Management Associates, Inc. _____

Address 17730 S. Oak Park Ave., Suite A, Tinley Park, IL 60477 _____

Email rma2500@gmail.com _____

Fax 708-444-2844 Phone 708-444-2326 _____

Federal Tax Identification Number: (FEIN) 36-3891120 _____

QUESTIONS SUBMITTED AND ANSWERED:

Q1. Would the City please clarify the significance of the yellow highlighting of several items on the respective reading lists for various ranks?

A1. The yellow highlights are just for attention. They draw attention to the specific chapters that are on the reading list. The test can only draw material from those chapters, not the whole text.

Q2. Where the City wishes to receive separate non-fee proposals for Fire Lieutenant, should this include the same one (1) original and six (6) copies as the proposal for all other ranks?

A2. Yes

Q3. How many copies of the fee proposal does the City wish to receive?

A3. One (1) original and six (6) exact copies

Q4. Would the City please provide a complete copy of the relevant parts of the collective bargaining agreement (the "CBA") with the International Association of Firefighters, Local 1567 (the "Union") which regard these promotional testing services?

A4. The contract language is incorporated into the RFQ. Page 27 of the attached CBA

Q5. Regarding the 100-item written exam for each rank, how many of these items does the City wish to have come from the Torrington Fire Department Polices and Collective Bargaining Agreement?

A5. 10 to 25

Q6. Regarding Appendix A Fee Proposal, on page 18, would the City please provide guidance regarding

NON-COLLUSION AFFIDAVIT

STATE OF Illinois COUNTY OF Cook

I, Charles D. Hat, being first duly sworn, deposes and says that:

1. I am President of Resource Management Associates, Inc., the bidder that has submitted the attached request for proposal for Fire Department Recruitment Testing Services
2. I am fully informed respecting the preparation and contents of the attached RFP and of all pertinent circumstances respecting such bid;
3. Such Bid is genuine and is not a collusive or sham Bid;
4. Neither the Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the work for which the attached Bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the price of any Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Torrington or any person interested in the proposed Bid; and
5. The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Printed) Charles D. Hat
(Signed) [Signature]
(Title) President

Subscribed and sworn to before this 4TH day of MARCH, 2021.

SHARON L. ZAVALA
Notary Public Printed
[Signature]
Notary Public Signature

My commission expires 01-22-2023



NOTE: Documents must be signed before and sealed by a Notary Public. Only documents bearing a notary seal will be accepted.



City of Torrington,
Connecticut



Technical Proposal for
Fire Department
Promotional Testing Services

RFQ/RFP #FPT-022-031121

March 11, 2021



March 11, 2021

Purchasing Department
City of Torrington
140 Main Street, Room 206
Torrington, CT 06790

Dear Ms. Zucco:

Re: RFQ/RFP #FPT-022-031121, Fire
Department Promotional Testing Services

Resource Management Associates ("RMA") is pleased to submit this cover letter and the accompanying technical proposal to the City of Torrington to develop and administer customized, content-valid and job-related written and oral examinations for candidates for the ranks of Battalion Chief, Assistant Chief of Training and Safety, Deputy Fire Marshall and Assistant Chief of Fire Prevention and Investigation in response to the above-captioned RFQ/RFP. Our proposal for Fire Lieutenant and our Fee Proposal are submitted under separate cover as instructed.

RMA understands from Torrington's RFQ/RFP that the City expects to have from 4 to 12 candidates for Battalion Chief, 2 to 20 candidates for Assistant Chief of Training and Safety, 2 to 20 candidates for Deputy Fire Marshall, and 2 to 10 candidates for Assistant Chief of Fire Prevention and investigation. All testing will fully comply with the laws and regulations of the State of Connecticut, The City of Torrington, and the collective bargaining agreement (hereinafter the "CBA") with the International Association of Firefighters, Local 1567 (hereinafter the "Union").

Torrington's RFQ/RFP has also stated that the Fire Lieutenant's examination will need to be completed by June 15, 2021 and the promotional testing services for the other four ranks will take place as needed after that time.

This cover letter binds the firm to all of the commitments made in the proposal. Prime consultant contact information follows.

Charles D. Hale, President
Resource Management Associates, Inc.
17730 S. Oak Park Ave., Suite A
Tinley Park, IL 60477
Telephone: 708-444-2326
Mobile: 708-606-3653
FAX: 708-444-2844
email: rma2500@gmail.com

RMA hereby acknowledges receipt of Addendum No. 1 dated March 1, 2021.

RMA certifies that the personnel identified in this response to Torrington's RFQ/RFP will be the persons actually assigned to the project.

This proposal is good for ninety (90) days after closing date for submission.

Resource Management Associates thanks the City of Torrington for the opportunity to submit this proposal. We would consider it a distinct pleasure to assist the City in this important undertaking.

Sincerely,

Charles D. Hale

Charles Hale
President

encl

Statement of Qualifications

Resource Management Associates, Inc. is an independent professional testing firm with the capability and capacity to provide these promotional testing processes for the City of Torrington and the Torrington Fire Department. We are one of the leading providers of customized fire- examination services in Connecticut and across the United States. RMA has designed and administered hundreds of examinations for these and similar positions in the fire service and would consider it an honor to be able to assist the City of Torrington in this important undertaking.

RMA approaches each and every examination process we undertake as a solemn trust in which we commit our energy and resources to providing an examination that is characterized by fairness, consistency, reliability and validity. We take great pride in the fact that none of the hundreds of written examinations, structured oral interviews and assessment centers we have conducted over the last four decades has ever been successfully challenged. We also recognize that complacency is the surest way to invite failure and that we must treat each examination as a new challenge, taking nothing for granted, and proceeding upon a carefully established agenda, beginning with a job analysis and ending with final candidate debriefings. Our goal is to deliver a quality examination process that will produce the best candidates for each position and be looked upon by the candidates as a fair and objective way of measuring their ability to advance further in their chosen profession.

In the design and administration of fire department promotional examinations, we consider the following to be of paramount importance.

1. The examination should be valid and relevant. That is, it should be based upon a thorough understanding of the position for which candidates are being considered and should accurately measure a candidate's potential for successfully performing the duties of the position.
2. The process should be designed in such a way as to provide every eligible applicant a fair and equal opportunity to demonstrate his or her ability to perform the duties of the position. There should be absolutely no hint of bias, favoritism or personal influence in any part of the examination process.
3. The process should be legally defensible and free from any actual or implied adverse impact against any person or group on the basis of age, gender, race, color, creed or any other legally protected characteristic.

4. The process should be cost-effective. While quality should not be sacrificed to cut costs, the cost of the service provided should be justified on the basis of the quality of the final work product.
5. The integrity and credibility of the testing firm, as well as that of the department, should not be questioned as a result of the testing process.

These are the principles that have guided RMA over the years in our design and administration of public-safety promotional examinations. In view of our long-standing record of quality service to departments like the Torrington Fire Department, along with the wealth of experience we bring to the process, we hope that you will agree that these principles are important in evaluating our approach to this undertaking.

Scope of Work

Written Examination

1. RMA has reviewed the reading list for the written examination for each rank included in the RFQ/RFP and will also incorporate 10 to 25 items from the Torrington Fire Department Polices and Collective Bargaining Agreement. Our item file contains several thousand questions drawn from a number of contemporary sources which may very well overlap with the City's reading lists.
2. We will design objective, job-related and content-valid written examinations for all ranks. The written examinations will consist of 100 multiple-choice items taken from the City's reading lists.
3. RMA will be responsible for preparing all examination booklets, score sheets, and other materials needed for the proper administration of the examinations.
4. As stated in Addendum #1, "The City will administer the [written] exams" without RMA's being present.
5. We will score the written examinations, as the RFP says, "...as quickly as practicable."
6. RMA will conduct a review and appeal session in which candidates will be allowed to review their examination papers and appeal any questions that

they may believe are vague, ambiguous or improperly keyed. All appeals will be reduced to writing using a standard format designed for this purpose.

7. All appeals will be reviewed by our staff and a decision reached within 48 hours after receipt. We will inform the department of our decision on any challenges and will recalculate the scores as may be necessary.
8. RMA will conduct an item analysis to identify any problematic items that may indicate a problem with a particular question. On the basis of the item analysis, we will make a determination as to whether any corrective action is required and will inform the Department in writing if such action is taken and the reasons for that action.
9. Within one week after the completion of the challenge process, we will prepare a written report including the preliminary (pre-appeal) and final (post-appeal) written examination scores, along with a description of all appeals received and the decisions reached regarding them.
10. RMA welcomes having the Personnel Department proctor the written examinations.

Oral Examination

1. RMA will prepare a minimum of six (6) job-related, content-valid questions suitable for use in the respective oral examinations as the RFQ/RFP states.
2. We will prepare recommended responses for each question. These will be used by members of the oral-examination panel in evaluating each candidate's responses to each question. Recommended responses and scoring benchmarks will be based upon contemporary and accepted standards in the fire service.
3. RMA will prepare written guidelines, candidate-evaluation forms and scoring procedures for conducting the oral examinations.
4. We will train members of the oral-examination panel in candidate evaluation, scoring procedures and the use of the rating forms that have been developed for this purpose.

City of Torrington Fire Department Promotional Testing Services
March 11, 2021

5. We will be responsible for administering the oral examinations and providing all necessary candidate-briefing materials, assessors' instructions and rating forms.
6. The Department, as stated in the RFP/RFQ, will be responsible for obtaining panel members and covering the cost of meals and refreshments.
7. Structured rating forms with specific behavioral benchmarks will be used in evaluating candidates during the oral examinations. In addition, consensus rating methods are used to allow for full discussion among panelists of their observations.
8. RMA proposes to audio- and video-record the oral examinations, including the candidate evaluation and scoring, to ensure fairness to all candidates. The DVD's can then be used to review the performance of the candidates in the exercises. We will provide and operate the video recording equipment at no additional cost to the Department.
9. At the conclusion of the oral examinations, we will provide the Department with a final technical report on the oral examinations and candidate scores presented confidentially. Scores shall be based on a maximum 100 percent. The final technical report will include a detailed description of the manner in which the oral-examination components were developed and administered.
10. As an extra-cost option, we will conduct individual debriefing sessions with each of the candidates to advise them of their strengths and weaknesses and how their performance might be improved in the future. The debriefing sessions are conducted individually with the candidate by using videotaped feedback from the panelists. This feedback is video and audio-recorded immediately following the candidate's appearance before the panelists so that it is spontaneous, fresh and specific to that particular exercise. Oral-examination panel members cover individual benchmarks that were provided for each dimension and describe ways in which the candidate might perform better in future oral examinations. These sessions are at the option of the candidate. All DVD's produced in connection with the oral examinations remain with the Department at the conclusion of the process.

Proposed Time line

We are prepared to commence work on the tasks outlined herein after receiving the City's authorization to proceed following the completion of the Fire Lieutenant's Promotional Testing Services.

Project Administration

The project would be conducted under the supervision of **Mr. Charles D. Hale** who is the President of **Resource Management Associates** and has served in that capacity since 1981.

Chuck Hale, has 40 years of experience as a consultant to the fire service and other public-safety agencies in hundreds of engagements in dozens of states across the United States.

Mr. Hale has designed and administered more than 500 promotional examinations for fire and police agencies. He has also assisted local governments in the recruitment and selection of fire chiefs and other fire command staff and has supervised and participated in studies of local fire departments.

He is the author of *The Assessment Center Handbook for Police and Fire Personnel*, favorably reviewed and widely used, now in its fourth edition from Charles C. Thomas Publisher, LTD of Springfield, Illinois. The reviewer for John Jay College called Mr. Hale's book a "must read."

From 1965 to 1972, Mr. Hale was a member of the El Segundo, California, Police Department. From 1972 to 1974, Mr. Hale served as the Assistant Director of the Police Assaults project for the University of Oklahoma Research Institute, in which capacity he directed a national study of the causes of assaults on police.

From 1974 to 1981, Mr. Hale served as a Principal Associate with Public Administration Service, where he conducted organization, staffing, and management studies of more than 100 police departments throughout the United States. Since 1981, Mr. Hale has been the President of Resource Management Associates, Inc., in which he has served as a public-safety consultant to dozens of local governments throughout the United States.

Mr. Hale has a Bachelor's Degree and a Master's Degree in Criminal Justice from California State University at Long Beach.

Mr. Hale will serve as Project Manager and Principal Consultant for the City of Torrington.

City of Torrington Fire Department Promotional Testing Services
March 11, 2021

He will participate in all phases of these Fire Department Promotional Testing Services including the development and administration of the written and oral examinations.

Geoff Herald, retired Fire Chief in Danbury, will assist Mr. Hale in designing and administering the written and oral examinations as he has done for several years with RMA in Connecticut and elsewhere.

Mr. Herald retired from the position of Fire Chief in Danbury, Connecticut in 2014 after having worked his way up the ranks over 40 years beginning as a volunteer Firefighter. He is a Past President of the Connecticut Career Fire Chiefs Associations. He served as a Fire Captain in Danbury for eight years from 1998 to 2006 before being promoted to Assistant Fire Chief in 2006 and Fire Chief in 2007.

Chief Herald holds his MS degree in Safety, Security and Emergency Management from Eastern Kentucky University. He also received his Chief Fire Officer ("CFO") certification in 2012. He has successfully completed numerous courses at the National Fire Academy including among others Unified Command Training, Command and Control of Natural and Manmade Disasters, Executive Development, Command and Control of Multi-Alarm Response and Incident Command—Weapons of Mass Destruction.

Chief Herald has been an active member of the International Association of Fire Chiefs ("IAFC") and has served on its regional Safety and Health Sections. He is also a member of the National Fire Academy Alumni Association, the National Fire Protection Association ("NFPA") and has been on the Rewrite Committee on Orientation and Technology for the International Fire Service Training Association ("IFSTA").

Sheldon Cohen has worked with RMA for 40 years. He began his professional involvement with the fire service in 1967 as a Seasongood Summer Intern for the International City/County Management Association ("ICMA") in a city of 70,000 in the Midwest where he lived with the Members of the Fire Department for 10 weeks at Central Fire Headquarters.

As a consultant since 1980, Mr. Cohen has worked with more than 200 local governments in 28 states from Maine to California. He has been involved in consulting with more than 100 fire-service agencies in over 15 states and has managed over 200 projects.

In the last 41 years, Mr. Cohen has been invited to make presentations to meetings of many professional organizations including among others the International City/County Management Association ("ICMA"), American Society for Public Administration ("ASPA"), Massachusetts Society of Certified Public Accountants and the New England Women Business Owners. He has also managed or participated in numerous 9-1-1 studies; most recently in 2015, the bill he drafted at the request of the State 911 Department to enable

the organization of regional emergency communication centers in Massachusetts was enacted into law.

He has contributed many articles to ICMA's *Public Management* and other publications and has also held a faculty appointment in Criminal Justice at the University of Massachusetts Lowell and has been a guest lecturer at Boston University, Clark University, University of Massachusetts Boston, Merrimack College, Christopher Newport University and Old Dominion University.

Mr. Cohen is a *cum laude* graduate of Case Western Reserve University in Cleveland and received his Master's in Public Administration from Cornell University. He will assist Mr. Hale as needed in these Promotional Testing Services.

Organizational Qualifications

Resource Management Associates is a leading provider of promotional-examination services for the fire service in Connecticut and across the United States. Since 1981, we have established a reputation for professional work and client satisfaction. RMA has designed and administered promotional examinations for public-safety agencies in more than 25 states, including Alabama, Arizona, Colorado, Connecticut, Delaware, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, New Jersey, Ohio, Pennsylvania, Rhode Island, South Carolina, Tennessee, Vermont, Virginia, Wisconsin, and Wyoming. Over the last four decades, RMA has conducted more than 500 customized written and oral examinations and assessment centers involving more than 2,000 candidates for a wide range of positions in public safety.

Several characteristics of our work that bear consideration:

- RMA works exclusively in the public sector and, thus, is accustomed to working within tight financial constraints and the public scrutiny imposed upon local units of government.
- We specialize in public-safety operations and our staff and consultants have hundreds of years of experience as practitioners and consultants in executive-level positions in public safety.
- We have never failed to complete a single project within the deadlines imposed by the undertaking.
- Our work has never been legally challenged in the 40 years of our existence.

City of Torrington Fire Department Promotional Testing Services
March 11, 2021

These characteristics are a testament to the professionalism, dedication and thoroughness with which we approach each and every engagement.

Among the fire departments in Connecticut for which we have performed similar services are the following:

Bridgeport Fire Department
Bristol Fire Department
Danbury Fire Department
East Hartford Fire Department
Fairfield Fire Department
Milford Fire Department
Norwalk Fire Department
Ridgefield Fire Department
South District Fire Department
Stamford Fire Department
Stratford Fire Department
Waterbury Fire Department
West Haven Fire Department
Wilton Fire Department

Information Regarding: Failure to Complete Work, Default and Litigation

RMA wishes to respond to this information in paragraph 10 beginning at the bottom of page 5 of the RFQ/RFP.

- a. Have you ever failed to complete any work awarded to you? If so, where and why?
No.
- b. Have you ever defaulted on a contract? If so, where and why?
No.
- c. Is there any pending litigation which could affect your organization's ability to perform this agreement? If so, please describe.
None.
- d. Has your firm ever had a contract terminated for cause within the past five years? If yes, provide details.
No.

City of Torrington Fire Department Promotional Testing Services
March 11, 2021

e. Has your firm been named in a lawsuit related to errors and omissions within the past five years? If yes, provide details.

No.

f. During the past seven years, has your firm ever filed for protection under the Federal bankruptcy laws? If yes, provide details.

No.

g. Are there any other factors or information that could affect your firm's ability to provide the services being sought about which the City should be aware?

No.

City Appendices

RMA has included the various Appendices from Torrington's RFP on the next several pages. The include:

- Appendix B: Vendor Information Form.
- Appendix C: Acceptance of Terms of this Agreement.
- Appendix E: Statement of References.

We also have included a copy of RMA's standard contract as requested on page 8, Miscellaneous, the signed acknowledgment of Addendum #1 and the notarized Non-Collusion Affidavit.

Attachments

Appendix B: Vendor Information Form.

Appendix C: Acceptance of Terms of this Agreement.

Appendix E: Statement of References.

RMA Standard Contract

Acknowledgment of Addendum #1

Non-Collusion Affidavit

**APPENDIX B
CITY OF TORRINGTON
REQUEST FOR QUALIFICATIONS
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121**

The undersigned has read, and agrees to comply with the requirements contained in the Request for Proposal for the Fire Department Promotional Testing Services for the City of Torrington. The undersigned submits this proposal in good faith and without collusion with any other person, individual or firm.

Name and Address of Firm:

Resource Management Associates, Inc.

17730 S. Oak Park Ave., Suite A

Tinley Park, IL 60477

Name, Title and Contact Information (phone, fax, email) of Authorized Representative:

Charles D. Hale, President

Phone: 708-444-2326

FAX: 708-444-2844

Email: rma2500@gmail.com

Social Security or Federal ID# 36-3891120

Signature of Authorized Representative:



Date March 6, 2021

**APPENDIX C
CITY OF TORRINGTON
REQUEST FOR QUALIFICATIONS
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121**

Acceptance of Terms of this Agreement

Name of Proposer: Resource Management Associates, Inc.


Contact Person: Charles D. Hale, President

Address: 17730 S. Oak Park Ave., Suite A

City/State/Zip: Tinley Park, IL 60477

Telephone: 708-444-2326 Fax: 708-444-2844

E-mail: rma2500@gmail.com

Authorized Signature  Title: President

Name Printed: Charles D. Hale Date: March 6, 2021

Federal Tax Identification Number: (FEIN) 36-3891120

It is agreed by the above signed proposer that the signature and submission of this proposal represents the proposer's acceptance of all terms, conditions, and requirements of the proposal specifications, and, if awarded, the proposal will represent the agreement between the parties.

The proposer agrees that the cost of any work performed, materials furnished, services provided, or expenses incurred, which are not specifically delineated in the proposal documents, but which are incidental to the scope, intent, and completion of this contract, shall be deemed to have been included in the prices for the various items scheduled.

**APPENDIX E
STATEMENT OF REFERENCES
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121**

Your Company Name: Resource Management Associates, Inc.
(Please Print)

The Provider shall list at least three (3) current references with needs similar to the City for whom the Provider has provided comparable services. Please include company name, address, phone, email, year(s) employed by referenced firms, contact person, and type of work you performed for that entity. The City reserves the right to contact each of the references listed for additional information regarding your company's qualifications.

Reference No. 1

Company Name/Municipality: City of Danbury, CT
Contact Individual: Denise Janey, HR Partner Phone/Email: 203-797-4598
Address: 155 Deer Hill Ave., Danbury, CT 06810
Type of work & date Performed: Fire Chief and promotionals: 2020-2021

Reference No. 2

Company Name/Municipality: Town of Fairfield, CT
Contact Individual: Asst Chief Kyran Dunn Phone/Email: 203-254-4718
Address: 140 Reef Road, Fairfield, CT 06824
Type of work & date Performed: Promotional exams for Fire Lt. & Asst Fire Chief: 2019-2021

Reference No. 3

Company Name/Municipality: Town of Stratford, CT
Contact Individual: Susan Barksdale, HR Phone/Email: 203-385-4007
Address: 2725 Main Street, Stratford, CT 06615
Type of work & date Performed: Promotional exams for Fire Lt. & Asst Fire Chief: 2019-2021

Reference No. 4

Company Name/Municipality: _____
Contact Individual: _____ Phone/Email: _____
Address: _____
Type of work & date Performed: _____

Reference No. 5

Company Name/Municipality: _____
Contact Individual: _____ Phone/Email: _____
Address: _____
Type of work & date Performed: _____

CONTRACT

This agreement made and entered into this ____ day of _____, 2021, by and between the Town of Anytown, Massachusetts, hereinafter designated as "the Town," and **Resource Management Associates, Inc.**, of Tinley Park, Illinois, hereinafter designated as "the Consultant", WITNESSETH:

I. Duties of the Consultant

The Consultant hereby agrees to design and administer a promotional examination for the position of Fire Battalion Chief. This will include a written examination for the position as well as an assessment center, as outlined in the Consultant's proposal dated February 19, 2021, to include the following tasks:

Scope of Services

In preparing and administering the assessment center, The Consultant will perform the following tasks:

1. Upon the Town's acceptance of this proposal and authorization to proceed, the Consultant will consult with the Town by telephone to determine the number and types of exercises to be included in the assessment center. The Town will also provide a job description of the position, an organizational chart of the Town and the Fire Department, background information on the Town and any additional information that will be helpful in designing exercises that are relevant and appropriate for the position and that reflect the actual working conditions of this position.
2. The Consultant will prepare draft exercise instructions and descriptions and submit them to the Town for review and comment to ensure their suitability for the process. These same materials must be submitted to HRD for their review and approval. The Consultant will make any necessary revisions or modifications to these materials following this review.
3. The Consultant will select three persons to serve as assessors for this process. These will be persons with substantial experience and training in fire supervision and management as well as public management and personnel administration and who have previous experience as assessors. In addition, the panel must be persons who have no personal relationship or familiarity with any of the candidates and who will be able to render a fair and objective evaluation of each of the candidates.
4. Prior to the assessment center, the Consultant will provide the assessors with an Assessor Manual which will contain a detailed description of the organization, staffing, and operations of the Anytown Fire Department; a copy of the current job description for this position; copies of all exercise materials; and sample candidate scoring forms and procedures. The Consultant will also conduct an orientation and training session for the assessors to provide them with more in-depth information about the procedures to be employed in evaluating and scoring the candidates.

Assessors will also be provided with background information concerning the organization, staffing and operations of the Anytown Fire Department.

5. Immediately prior to the assessment center, the Consultant will conduct an orientation session for the candidates to acquaint them with the nature of the process, the exercises in which they will participate, and the manner in which their performance will be evaluated. During the orientation session, applicants will be given copies of an Applicant Information Booklet containing useful information designed to assist them in preparing for the assessment center. In the interest of expediency and travel expense, it is hoped that these two sessions can be scheduled on consecutive days.
6. The Consultant will be responsible for administering the assessment center and providing all necessary candidate briefing materials, assessor instructions and rating forms.
7. Within one week following the assessment center, the Consultant will provide HRD with a final report on the assessment center. Scores shall be based on a maximum 100 percent.
8. The Consultant will maintain regular liaison with the Massachusetts Department of Human Resources (State Civil Service) during the planning, development and administration of the assessment center and will submit all materials to them for review and approval in advance of the assessment center. In addition, one or more representatives of the Department of Human Resources will probably want to attend the candidate orientation session, assessor training, and assessment center. The Consultant welcomes their participation and oversight.
9. The Consultant will agree to perform the tasks enumerated above for a fee not to exceed the following amounts:

a. Exercise Design	\$ N,N00.00
b. Project Administration (includes candidate orientation and assessor training)	\$ N,000.00
c. Assessor Fees	\$ N,000.00
d. Staff travel, lodging and meals	<u>\$ N,NN0.00</u>
Total:	\$ N,NN0.00
10. These costs assume that the Town will provide the facilities in which to conduct the assessment center.
11. The Town will pay the Consultant within 30 days after submission of monthly invoices for amounts due for the services rendered.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized officers on the day and year written below.

**RESOURCE MANAGEMENT ASSOCIATES,
INC.**

By: _____

Title: _____

Witness: _____

Date: _____

TOWN OF ANYTOWN, MASSACHUSETTS

By: _____

Title: _____

Witness: _____

Date: _____



CITY OF TORRINGTON

Addendum # 1

ADDENDUM 1 HAS BEEN ISSUED REGARDING QUESTIONS SUBMITTED/ANSWERS PROVIDED REGARDING THE FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES

RFQ-RFP FPT-022-031121 FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES

Bid opening: March 11, 2021 Time: 11:00 AM Location: City Hall, 140 Main St., Rm. 206, Torrington, CT

Submit signed addenda with bid.

The City of Torrington reserves the right to accept or reject any or all bids or any portion thereof, to waive technicalities, and to award the contract as will best serve the public interest.

Dated in Torrington: March 1, 2021 Purchasing Agent _____
Pennie Zucco

Authorized Representative Charles D. Hale, President _____

Authorized Signature  _____

Company name Resource Management Associates, Inc. _____

Address 17730 S. Oak Park Ave., Suite A, Tinley Park, IL 60477 _____

Email rma2500@gmail.com _____

Fax 708-444-2844 Phone 708-444-2326 _____

Federal Tax Identification Number: (FEIN) 36-3891120 _____

QUESTIONS SUBMITTED AND ANSWERED:

Q1. Would the City please clarify the significance of the yellow highlighting of several items on the respective reading lists for various ranks?

A1. The yellow highlights are just for attention. They draw attention to the specific chapters that are on the reading list. The test can only draw material from those chapters, not the whole text.

Q2. Where the City wishes to receive separate non-fee proposals for Fire Lieutenant, should this include the same one (1) original and six (6) copies as the proposal for all other ranks?

A2. Yes

Q3. How many copies of the fee proposal does the City wish to receive?

A3. One (1) original and six (6) exact copies

Q4. Would the City please provide a complete copy of the relevant parts of the collective bargaining agreement (the "CBA") with the International Association of Firefighters, Local 1567 (the "Union") which regard these promotional testing services?

A4. The contract language is incorporated into the RFQ. Page 27 of the attached CBA

Q5. Regarding the 100-item written exam for each rank, how many of these items does the City wish to have come from the Torrington Fire Department Polices and Collective Bargaining Agreement?

A5. 10 to 25

Q6. Regarding Appendix A Fee Proposal, on page 18, would the City please provide guidance regarding

SAMPLE FORM

Bid # ERT-022-031121

NON-COLLUSION AFFIDAVIT

STATE OF Illinois COUNTY OF Cook

I, Charles D. Hart, being first duly sworn, deposes and says that:

- 1. I am President of Resource Management Associates, Inc., the bidder that has submitted the attached request for proposal for Fire Department Production/Testing Services
- 2. I am fully informed respecting the preparation and contents of the attached RFP and of all pertinent circumstances respecting such bid;
- 3. Such Bid is genuine and is not a collusive or sham Bid;
- 4. Neither the Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the work for which the attached Bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices in the attached Bid or of any other Bidder, or to fix any overhead, profit or cost element of the Bid price or the price of any Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Torrington or any person interested in the proposed Bid; and
- 5. The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(Printed) Charles D. Hart
 (Signed) [Signature]
 (Title) President

Subscribed and sworn to before this 4TH day of MARCH, 2021.

SHARON L. ZAVALA
 Notary Public Printed
[Signature]
 Notary Public Signature

My commission expires 01-22-2023



NOTE: Documents must be signed before and sealed by a Notary Public. Only documents bearing a notary seal will be accepted.



City of Torrington,
Connecticut



Fee Proposal for
Fire Department
Promotional Testing Services

RFQ/RFP #FPT-022-031121

March 11, 2021



March 11, 2021

Purchasing Department
City of Torrington
140 Main Street, Room 206
Torrington, CT 06790

Dear Ms. Zucco:

Re: RFQ/RFP #FPT-022-031121, Fire
Department Promotional Testing Services

Resource Management Associates ("RMA") is pleased to submit this cover letter and the accompanying Fee Proposal to the City of Torrington to develop and administer customized, content-valid and job-related written and oral examinations for candidates for the ranks of Battalion Chief, Assistant Chief of Training and Safety, Deputy Fire Marshall, Assistant Chief of Fire Prevention and Investigation, and Fire Lieutenant in response to the above-captioned RFQ/RFP. Our technical proposals for Fire Lieutenant and the other ranks are submitted under separate cover as instructed.

RMA understands from Torrington's RFQ/RFP that the City expects to have from 4 to 12 candidates for Battalion Chief, 2 to 20 candidates for Assistant Chief of Training and Safety, 2 to 20 candidates for Deputy Fire Marshall, 2 to 10 candidates for Assistant Chief of Fire Prevention and Investigation, and 15 to 30 candidates for Fire Lieutenant. All testing will fully comply with the laws and regulations of the State of Connecticut, The City of Torrington, and the collective bargaining agreement (hereinafter the "CBA") with the International Association of Firefighters, Local 1567 (hereinafter the "Union").

Torrington's RFQ/RFP has also stated that the Fire Lieutenant's examination will need to be completed by June 15, 2021 and the promotional testing services for the other four ranks will take place as needed after that time.

This cover letter binds the firm to all of the commitments made in the proposal. Prime consultant contact information follows.

Charles D. Hale, President
Resource Management Associates, Inc.
17730 S. Oak Park Ave., Suite A
Tinley Park, IL 60477
Telephone: 708-444-2326
Mobile: 708-606-3653
FAX: 708-444-2844
email: rma2500@gmail.com

RMA hereby acknowledges receipt of Addendum No. 1 dated March 1, 2021.

RMA certifies that the personnel identified in this response to Torrington's RFQ/RFP will be the persons actually assigned to the project.

This proposal is good for ninety (90) days after closing date for submission.

The City's Appendix A, Fee Proposal, is attached.

Resource Management Associates thanks the City of Torrington for the opportunity to submit this proposal. We would consider it a distinct pleasure to assist the City in this important undertaking.

Sincerely,

Charles D. Hale

Charles Hale
President

encl

Fee Proposal

Resource Management Associates, Inc. works exclusively in the public sector and is thus accustomed to working within the limited financial resources of local governments. We therefore endeavor to provide the highest possible level of service for the lowest possible prices. Accordingly, we will agree to perform the work specified in the City's RFQ/RFP and RMA's technical proposal for the respective rank for the following amounts:¹

This Fee Proposal follows the information provided in the City's RFQ/RFP and Addendum #1.

Written Examination

A. Fire Lieutenant: 15 to 30 Candidates

Base Fee: Test Development	\$ 1,000.00
Test booklets	
–Minimum of 15 @ \$20/each	\$ 300.00
–Maximum of 30 @ \$20/each	\$ 600.00
Local questions - 20 (estimated) @ \$25.00 each	\$ 500.00
Test Scoring	\$ 250.00
Review and appeal	<u>\$ 150.00</u>
Subtotal: Up To 15 Candidates	\$ 2,200.00
Subtotal: 16 - 30 Candidates	\$ 2,500.00

B. Battalion Chief: 4 to 12 Candidates

Base Fee: Test Development	\$ 1,000.00
Test booklets	
–Minimum of 4 @ \$20/each	\$ 80.00
–Maximum of 12 @ \$20/each	\$ 240.00
Local questions - 20 (estimated) @ \$25.00 each	\$ 500.00
Test Scoring	\$ 250.00
Review and appeal	<u>\$ 150.00</u>
Subtotal: Up To 4 Candidates	\$ 1,980.00
Subtotal: 5 - 12 Candidates	\$ 2,140.00

¹These costs assume the maximum number of candidates and will be reduced accordingly if the actual number of candidates is less than anticipated

C.	Assistant Chief of Training: 2 to 20 Candidates	
	Base Fee: Test Development	\$ 1,000.00
	Test booklets	
	–Minimum of 2 @ \$20/each	\$ 40.00
	–Maximum of 20 @ \$20/each	\$ 400.00
	Local questions - 20 (estimated) @ \$25.00 each	\$ 500.00
	Test Scoring	\$ 250.00
	Review and appeal	<u>\$ 150.00</u>
	Subtotal: Up To 2 Candidates	\$ 1,940.00
	Subtotal: 3 - 20 Candidates	\$ 2,300.00
D.	Deputy Fire Marshall: 2 to 20 Candidates	
	Base Fee: Test Development	\$ 1,000.00
	Test booklets	
	–Minimum of 2 @ \$20/each	\$ 40.00
	–Maximum of 20 @ \$20/each	\$ 400.00
	Local questions - 20 (estimated) @ \$25.00 each	\$ 500.00
	Test Scoring	\$ 250.00
	Review and appeal	<u>\$ 150.00</u>
	Subtotal: Up To 2 Candidates	\$ 1,940.00
	Subtotal: 3 - 20 Candidates	\$ 2,300.00
E.	Assistant Chief of Fire Prevention and Investigation: 2 to 10 Candidates	
	Base Fee: Test Development	\$ 1,000.00
	Test booklets	
	–Minimum of 2 @ \$20/each	\$ 40.00
	–Maximum of 10 @ \$20/each	\$ 200.00
	Local questions - 20 (estimated) @ \$25.00 each	\$ 500.00
	Test Scoring	\$ 250.00
	Review and appeal	<u>\$ 150.00</u>
	Subtotal: Up To 2 Candidates	\$ 1,940.00
	Subtotal: 3 - 10 Candidates	\$ 2,100.00

Oral Examination

A.	Fire Lieutenant: 15 to 30 Candidates	
	Examination Development	\$ 750.00
	Examination Administration ²	
	1. Up to 10 Candidates	\$ 2,000.00
	2. Up to 20 Candidates	\$ 3,250.00
	3. Up to 30 Candidates	\$ 4,500.00
	Subtotal: Up To 10 Candidates	\$ 1,940.00
	Subtotal: 11 - 20 Candidates	\$ 2,100.00
	Subtotal: 21 - 30 Candidates	\$ 2,100.00
	Debriefing sessions (optional)	\$ 500.00
B.	Battalion Chief: 4 to 12 Candidates	
	Examination Development	\$ 750.00
	Examination Administration ³	
	1. Up to 8 Candidates	\$ 2,000.00
	2. Up to 12 Candidates	\$ 2,750.00
	Subtotal: Up To 8 Candidates	\$ 2,100.00
	Subtotal: 9 - 12 Candidates	\$ 2,100.00
	Debriefing sessions (optional)	\$ 500.00
C.	Assistant Chief of Training: 2 to 20 Candidates	
	Examination Development	\$ 750.00
	Examination Administration ⁴	
	1. Up to 10 Candidates	\$ 2,000.00
	2. Up to 20 Candidates	\$ 3,250.00
	Subtotal: Up To 10 Candidates	\$ 2,100.00
	Subtotal: 11 - 20 Candidates	\$ 2,100.00
	Debriefing sessions (optional)	\$ 500.00

²Includes staff travel, lodging and meal cost.

³Includes staff travel, lodging and meal cost.

⁴Includes staff travel, lodging and meal cost.

D. Deputy Fire Marshall: 2 to 20 Candidates

Examination Development	\$ 750.00
Examination Administration ⁵	
1. Up to 10 Candidates	\$ 2,000.00
2. Up to 20 Candidates	\$ 3,250.00
Subtotal: Up To 10 Candidates	\$ 2,100.00
Subtotal: 11 - 20 Candidates	\$ 2,100.00
Debriefing sessions (optional)	\$ 500.00

E. Assistant Chief of Fire Prevention and Investigation: 2 to 10 Candidates

Examination Development	\$ 750.00
Examination Administration ⁶	
1. Up to 10 Candidates	\$ 2,000.00
Debriefing sessions (optional)	\$ 500.00

RMA is ready to address fees on any basis which might be mutually agreeable with the City of Torrington. This might include, for example, fixing fees for professional services and reimbursing travel at cost.

⁵Includes staff travel, lodging and meal cost.

⁶Includes staff travel, lodging and meal cost.

Attachments

Appendix A: Fee Proposal



APPENDIX A
CITY OF TORRINGTON
REQUEST FOR QUALIFICATIONS
FIRE DEPARTMENT PROMOTIONAL TESTING SERVICES
RFQ #FPT-022-031121
FEE PROPOSAL

TO BE SUBMITTED ON COMPANY LETTERHEAD IN A SEPARATE SEALED ENVELOPE

My proposal to provide Fire Department Promotional Testing Services are as follows:

- Battalion Chief \$4,730 - \$5,640** _____
- Lieutenant \$4,200 - \$7,750** _____
- Assistant Chief Training & Safety \$4,690 - 6,100** _____
- Deputy Fire Marshal \$4,690 - \$6,300** _____
- Assistant Chief of Fire Prevention and Investigation \$4,690 - \$4,850** _____

Firm Name: Resource Management Associates, Inc.

Address: 17730 S. Oak Park Ave., Suite A

City, State, ZIP: Tinley Park, IL 60477

Signature: 

Name Printed: Charles D. Hale

Title: President

Telephone: 708-444-2326 Date: March 6, 2021

Federal Tax Identification Number: (FEIN) 36-3891120



Peter A. Towey
Chief Fire Services

**Torrington Fire Department
City of Torrington**

David A. Tripp, Jr.
Deputy Chief Operations

Robert J. Shopoy III
Training/Safety Division

Edward Bascetta
Fire Prevention/Investigation Division



Date: March 29, 2021

To: Mayor Elinor Carbone

From: Peter Towey, Fire Chief

Subject: Recommendation for Promotional Testing Process

CC: Pennie Zucco, Purchasing Agent

The City of Torrington has completed a competitive Request for Qualifications and Proposals to identify a vendor to conduct promotional testing processes for the Torrington Fire Department. I am recommending that Resource Management Associates (RMA) be selected as the City vendor for Fire Department promotional testing. They have the appropriate capacity and qualifications to successfully complete any upcoming promotional processes for the fire department, and were the most affordable of the vendors that were interviewed by the selection committee.

I am further recommending that we move forward with a promotional process for Fire Lieutenant this fiscal year, so that an eligibility list would be available for the start of fiscal year 2022 (July 1, 2021). The Torrington Fire Department will have a Fire Lieutenant vacancy early in the next fiscal year. This vacancy was not anticipated and funding was not budgeted for a promotional process in fiscal year 2021. Pending approval of the Board of Public Safety and the City Council for the selection of RMA, I am requesting authorization to commence the Fire Lieutenant promotional process. The approximately \$8,500 cost for this process would be funded from the fiscal year 2021 budget, account 5284 (Service Agreements).

Thank you for your time in considering this request. Please contact me with any questions or concerns regarding this matter.