

FORSYTH COUNTY

BOARD OF COMMISSIONERS

MEETING DATE: MARCH 28, 2016 AGENDA ITEM NUMBER: 14-A&B

- SUBJECT: A. RESOLUTION AWARDING AND AUTHORIZING EXECUTION OF A CONTRACT BETWEEN FORSYTH COUNTY AND TRIDATA LLC, A DIVISION OF SYSTEM PLANNING CORPORATION TO PERFORM A COUNTY FIRE PROTECTION AND RESCUE SERVICES ASSESSMENT
- B. AMENDMENT TO THE FISCAL YEAR 2015-2016 BUDGET ORDINANCE TO APPROPRIATE CONTINGENCY FUNDS FOR THE FIRE PROTECTION AND RESCUE SERVICES ASSESSMENT

(COUNTY MANAGER'S OFFICE)

COUNTY MANAGER'S RECOMMENDATION OR COMMENTS: Recommend Approval

SUMMARY OF INFORMATION:

In Section 11 of the FY 2015-2016 Budget Ordinance entitled, Board-Directed Initiatives, the County Manager was directed to work in conjunction with the Fire Chief's Association to complete a review of the County Fire Tax Districts in order to develop strategies to ensure long-term financial and operational sustainability as a means of providing fire protection and rescue services.

In meeting this directive, a Fire Services Study Committee, comprised of fire chiefs chosen by the Fire Chief's Association and County staff, developed a Request for Letters of Interest and Statement of Qualifications for professional services. The Committee included ten (10) fire chiefs, the Deputy County Manager, the Assistant County Manager, and Budget & Management staff. The Purchasing Department posted the Request for Letters of Interest and Statement of Qualifications and related Addendum on the City's webpage and the State Purchasing site. Responses were due January 8, 2016 and seven companies submitted responses. These responses were sent to the Fire Services Study Committee members to review and rate based on several criteria including: 1) location; 2) timeliness and completeness of response; 3) project team experience; 4) adherence to scheduling needs; and 5) detailed explanation of services to be provided.

After receiving the rankings from the Committee, three (3) companies were identified for in-person interviews: 1) TriData LLC, a division of System Planning Corporation; 2) Fitch Associates; and 3) VFIS, a division of Glatfelter Insurance Group. Each Committee member ranked the interviews and all Committee members selected TriData LLC to provide recommendations for the delivery of Fire Protection and Rescue Services within the County based on the company's knowledge of the area.

The purposes of this item are to award and authorize execution of a contract with TriData LLC to conduct a County Fire Protection and Rescue Services Assessment and to appropriate Contingency funds to pay for the assessment.

ATTACHMENTS: YES NO

SIGNATURE: _____

J. Dudley Watts, Jr. / cdh
COUNTY MANAGER

DATE: _____

March 23, 2016

**RESOLUTION AWARDING AND AUTHORIZING EXECUTION OF A
CONTRACT BETWEEN FORSYTH COUNTY AND TRIDATA LLC, A DIVISION OF
SYSTEM PLANNING CORPORATION TO PERFORM A
COUNTY FIRE PROTECTION AND RESCUE SERVICES ASSESSMENT**

WHEREAS, County staff prepared a request for Letters of Interest and Statements of Qualifications from companies specializing in emergency services assessments; and

WHEREAS, seven firms responded to the request and the Fire Services Study Committee, comprised of ten fire chiefs selected by the Fire Chief's Association, along with County staff, reviewed and rated the responses; and

WHEREAS, three companies were selected for interview by the Committee and based upon the ratings of the Committee, it is recommended that a contract for a Fire Protection and Rescue Services Assessment be awarded to TriData LLC, a Division of System Planning Corporation;

NOW, THEREFORE, BE IT RESOLVED by the Forsyth County Board of Commissioners that a contract in an amount not to exceed \$78,500 is hereby awarded to TriData LLC, a Division of System Planning Corporation for the provision of a County Fire Protection and Rescue Services Assessment.

BE IT FURTHER RESOLVED that the County Manager and Clerk to the Board are hereby authorized to execute, on behalf of Forsyth County, the attached contract between Forsyth County and TriData LLC, a division of System Planning Corporation, subject to a pre-audit certificate thereon by the County Chief Financial Officer, where applicable, and approval as to form and legality by the County Attorney. The original contract is incorporated herein by reference.

Adopted this 28th day of March 2016.

**FORSYTH COUNTY, NORTH CAROLINA
AMENDMENT TO
2015-2016 BUDGET ORDINANCE**

FROM: BUDGET & MANAGEMENT

MEETING DATE: March 28, 2016

EXPLANATION: In Section 11 of the FY 2015-2016 Budget Ordinance entitled, Board Directed Initiatives, the County Manager was directed to work in conjunction with the Fire Chief's Association to complete a review of the County Fire Tax Districts in order to develop strategies to ensure long-term financial and operational sustainability. In meeting this directive, a Fire Services Study Committee was formed to develop a Request for Letters of Interest and Statements of Qualifications.

Seven companies responded to the request and upon review and rankings by Committee members, three companies were selected for in-person interviews. After discussion and interview ratings by each Committee member, TriData LLC was selected to perform the Fire Protection and Rescue Services Assessment.

The purpose of this item is to appropriate Contingency funds to pay for the assessment.

BE IT ORDAINED BY THE FORSYTH COUNTY BOARD OF COMMISSIONERS THAT THE
FISCAL YEAR 2015-2016 BUDGET ORDINANCE IS HEREBY AMENDED AS FOLLOWS:

DECREASE: SECTION 2. APPROPRIATIONS
GENERAL FUND
NON-DEPARTMENTAL
Contingency \$53,500

INCREASE: SECTION 2. APPROPRIATIONS.
GENERAL FUND
BUDGET & MANAGEMENT \$53,500

NATURE OF TRANSACTION:
 Additional Revenue Available
 Transfer within Accounts of
Same fund
 Other:

APPROVED BY BOARD OF COUNTY
COMMISSIONERS AND ENTERED ON
MINUTES DATED _____
AGENDA ITEM NUMBER _____

NORTH CAROLINA)
FORSYTH COUNTY)

AGREEMENT

This Agreement, made and entered into effective the ____ day of _____ 2016, by and between Forsyth County, North Carolina (hereinafter the "COUNTY"), and TriData LLC, a Division of System Planning Corporation (hereinafter the "PROVIDER");

WITNESSETH

For the purpose and subject to the terms and conditions hereinafter set forth, the County hereby contracts for services of the Provider, and, the Provider agrees to provide the services to the County in accordance with the terms of the Agreement.

I.

The services to be performed by the Provider are defined in detail on Attachment A - Statement of Qualifications to Forsyth County, North Carolina information dated January 8, 2016 and revised March 7, 2016, 2. *Project Understanding Approach, and Timeline* to include:

1. Task 1: Kick-off Conference Call and Scope Refinement - 2 hours
2. Task 2: Information collection for each fire department and data from the CAD system - 16 hours
3. Task 3: On-site Visit and Triage of Issues. - 150 hours
4. Task 4: Review of Operations, Sustainability, and Consolidation Options (Information Analysis) - 360 hours
5. Presentation & Preliminary Review of Findings with County staff - 8 hours
6. Draft Report Submitted to County staff and Fire Association - 40 hours
7. Final Report and Presentation - 24 hours

The Provider projects a total 600 hours dedicated to this project.

II.

The Provider projects this assessment to require six months of work. The services of the Provider shall begin upon contract execution beginning April ____, 2016 and ending October 31, 2016, unless terminated by mutual consent or as hereinafter provided. Either party shall have the right to terminate or extend this agreement upon thirty (30) days written notification to the other party.

Provider and any of its subcontractors shall comply with Article 2 of Chapter 64 of the North Carolina General Statutes relating to the required use of the federal E-Verify program to verify work authorization of newly hired employees. Failure of the Provider to comply with this provision or failure of its subcontractors to comply could render this contract void under North Carolina law.

III.

As full compensation for the Provider's services, the County agrees to pay Provider a base amount not to exceed Seventy-Eight Thousand Five Hundred Dollars and Zero Cents (\$78,500) for the term of the contract. The contract cost includes \$72,000 for consulting services and \$6,500 for travel related expenses.

Payments shall be made in equal installments over the six month project schedule with 10% withheld until final presentation and report acceptance by the County is completed. Monthly installments are due within 30 days of the County's receipt of the appropriate invoice.

IV.

To the fullest extent permitted by law, the Provider shall defend, indemnify, and hold harmless Forsyth County, its Officials, Officers, and Employees from and against all claims, damages, loss and expenses, including but not limited to attorney's fees, arising out of any act or omission of the Provider or his employees in the execution, performance, or failure to adequately perform the obligations pursuant to this agreement.

The Provider shall not be treated as an employee with respect to the services performed hereunder for federal or state tax, unemployment or workers' compensation purposes. The Provider understands that neither federal, nor state, nor shall payroll tax of any kind be withheld or paid by the County on behalf of the Provider or the employees of the Provider. The Provider further understands and agrees that the Provider is fully responsible for the payment of any and all taxes arising from the payment of monies under this Agreement.

The Provider shall not be treated as an employee with respect to the services performed hereunder for purposes of eligibility for, or participation in, any employee pension, health, or other fringe benefit plan of the County.

The County shall not be liable to the Provider for any expenses paid or incurred by the Provider unless otherwise agreed in writing.

The provider shall maintain, at its sole expense, such insurance coverage as required by the Forsyth County Risk Manager. The Provider shall maintain, at its sole expense, the following minimum insurance coverage:

A. Commercial General Liability Insurance. The Provider shall maintain occurrence version commercial general liability insurance or equivalent form with a limit of not less than \$1,000,000 each occurrence. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two time the required occurrence limit. Such insurance coverage shall:

Include the County, its officials, officers, and employees as additional insured with respect to performance of the Services, except for the negligence or willful misconduct of the Additional Insured(s).

Be primary with respect to any insurance or self-insured retention programs covering the County, its officials, officers, and employees, as to Provider's liability.

B. Business Automobile Liability Insurance. The Provider shall maintain business automobile liability insurance or equivalent form with a limit of not less than \$1,000,000 each accident. Such insurance shall include coverage for hire, and non-owned automobiles.

C. Workers' Compensation and Employers' Liability Insurance. The Provider shall maintain workers' compensation insurance with North Carolina statutory limits and employers' liability insurance with limits of not less than \$500,000 each accident.

D. Professional Liability Insurance. The Provider shall maintain professional liability insurance or equivalent form with a limit not less than \$1,000,000.

E. Other Insurance Requirements. The Provider shall:

1. Prior to commencement of services, furnish the County with properly executed Certificates of Insurance which shall clearly evidence all insurance required in this section.
2. Replace certificates for any such insurance expiring prior to completion of services
3. Maintain such insurance from the time services commence until all services are completed.
4. Place such insurance with insurers authorized to do business in North Carolina and having A.M. Best Company ratings of not less than A:VII. Any alternatives to this requirement shall require written approval of the County's Risk Manager.

F. The Provider understands and acknowledges that these insurance coverage requirements are minimums and that they do not restrict or limit the hold harmless provisions of this agreement.

Any stated late payment interest shall not exceed the North Carolina legal rate and in no event shall be more than eight percent (8%) per annum. No late payment or other amounts, designated penalties or charges shall apply to this contract.

No stated laws of a particular state or jurisdiction shall apply to or govern this contract other than the applicable laws of the State of North Carolina; and no forum selection of the place, courts, or judicial body of a particular state or jurisdiction shall apply.

Involuntary or binding mediation, arbitration, negotiation, or other settlement procedure of disputes, if any, shall apply to this contract.

The Provider shall supply, at its own expense, all equipment, tools, materials, and/or supplies required to provide the contracted services unless otherwise agreed to in writing.

V.

The Provider has no authority to enter into contracts or agreements on behalf of the County.

The Provider declares that it has complied with all federal, state, and local laws regarding business permits, certificates, and licenses that may be required to carry out the services to be performed under this Agreement.

The Provider agrees to comply with all state and federal occupational safety and health laws, regulations and standards relating to services covered by this contract.

The Provider agrees to comply with all applicable federal immigration laws in its hiring and contracting practices relating to the services covered by this contract involving County funds, as outlined in the Resolution adopted by the Forsyth County Board of Commissioners at its regular meeting of October 23, 2006.

IN WITNESS WHEREOF, the County and the Provider have set their hands and seals as of the day and year first above written.

ATTEST

FORSYTH COUNTY, NORTH CAROLINA

Clerk to the Board

By: _____

PROVIDER: TRIDATA, LLC

By: _____

Date: _____

By: _____

Date: _____

*Statement of Qualifications to
Forsyth County, North Carolina*

**FIRE SERVICES DELIVERY
ASSESSMENT**

January 8, 2016
(Revised Proposal, March 7, 2016)



Prepared by:
TriData LLC
c/o System Planning Corporation
3601 Wilson Boulevard
Arlington, VA 22201-2362

Statement of Qualifications

Forsyth County, North Carolina

FIRE SERVICES DELIVERY ASSESSMENT

Submitted to:

Ronda D. Tatum, Assistant County Manager
Forsyth County Manager's Office
Forsyth County Government Center, 5th Floor
201 North Chestnut Street
Winston-Salem, NC 27101
tatumrd@forsyth.cc

Submitted by:

Philip Schaenman, Managing Member
TriData LLC
c/o System Planning Corporation
3601 Wilson Boulevard
Arlington, VA 22201
(703) 351-8302, pschaenman@tridata.com

Due date/time:

January 8, 2016 by 5:00pm
(Revised Proposal, March 7, 2016)

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TriData LLC
c/o System Planning Corporation
3601 Wilson Boulevard
Arlington, VA 22201-2362
(703) 351-8302

January 7, 2016

Ronda D. Tatum, Assistant County Manager
Forsyth County Manager's Office
Forsyth County Government Center, 5th Floor
201 North Chestnut Street
Winston-Salem, NC 27101

RE: Statement of Qualifications for Forsyth County, NC Fire Services Delivery Assessment

Dear Ms. Tatum:

TriData is pleased to submit our qualifications to conduct a county-wide fire and rescue services assessment of options for possible consolidation and future sustainability. We reflect Addendum 1 as well as the RFP.

TriData has 34 years of experience in fire and emergency services consulting. We have completed over 210 studies for local fire agencies across the U.S. and Canada, including Winston-Salem, Wake County (3), and Lee County. Among our studies are 25 on consolidation potential. Currently we are finishing a major study for Riverside County, CA, which has 24 departments.

TriData is considered to be one of the premier public safety consulting firms in the U.S. We excel in assessing efficiency and effectiveness of a fire/EMS county system, and developing a strategic plan for the future. We consider options for consolidation on several levels, including financial, emergency service provision, response times, management oversight of volunteer departments, and sustainability.

We are unique among fire consulting firms on the amount of research we do. There is synergism between the research, which brings state-of-the-art information to our local government clients, which bring ground truth to the research.

Our corporate mission is to improve public safety effectiveness and productivity based, where possible, on hard data. For local government public safety consulting we evaluate:

- Station location and response times
- EMS systems
- Staffing
- Risk analysis
- Cost analysis
- Resource deployment
- Management and organization, including financial analyses
- Emergency management
- 9-1-1 communications
- Fire prevention
- Workload and reliability analysis
- Support services (training, fleet management, IT, logistics)
- Human resources
- Volunteer retention and recruitment

TriData's reputation is built on its objectivity, innovation, and technical excellence. Though we base much of our work on hard data, as our name implies, we also make a large effort to solicit information and perceptions from internal and external stakeholders. Our process enables us to achieve excellent success in forming consensus about needs and solutions.

The fiscal and operational challenges of providing fire rescue services today require analysis of consolidation options. Our study of the Winston-Salem Fire Department found that regional cooperation probably could be improved to everyone's benefit.

Why choose us? Because we have vast relevant experience; knowledge of Forsyth County; research on best consolidation practices nationally; a highly talented project staff that has worked together on many studies; an inclusive, proven project approach; ability to back up recommendations with hard data; and a reputation for integrity that will give the public and departmental staff confidence in the findings.

As TriData's managing member, I am authorized to negotiate and contractually bind TriData into an agreement with Forsyth County. Our proposed project manager, Stephen Brezler, and I are available to answer questions about our proposal. Much of our work is completed at our office in Virginia. Mr. Brezler also works from his home office in Salisbury, Maryland. Our contact information is below.

TriData LLC
c/o System Planning Corporation
3601 Wilson Boulevard
Arlington, VA 22201

Philip Schaenman
Managing Member
(703) 351-8302
pschaenman@tridata.com

Stephen Brezler
Project Manager
(571) 212-7976
sbrezler@tridata.com

We look forward to the possibility of continuing to work with communities in Forsyth County.

Sincerely,



Philip Schaenman
Managing Member

2. PROJECT UNDERSTANDING, APPROACH, AND TIMELINE

TriData has been at the forefront of conducting fire department management studies and comprehensive reviews for local, county and city fire/ EMS departments across the U.S. and Canada. Our approach has is field-tested; it has evolved and has been successful for 34 years now.

The possibility of consolidating fire rescue services has many variables to consider. The first is the technical considerations, issues such as the nature of the service area and its risks, number and type of responses, overlap of services, number of apparatus (their deployment and condition), etc. The second and often more challenging considerations are the organizational compatibility among the entities, rank structure, career-volunteer blending, fiscal status, income sources, and many others.

We will evaluate the existing fire/ rescue services, review data provided by the departments and county, and assess the fire tax district structure. Our analysis and recommendations will consider the future strategies to improve and sustain services, considering the anticipated growth of the county. And we will do this while working collegially with county staff and fire officials—a hallmark of all TriData projects and studies.

Project Understanding

Fire/rescue services in Forsyth County are provided by 17 departments within a complex fire tax structure of 23 districts and 3 protection service areas. The current structure may be cumbersome and inefficient. Services provided by the various departments are not always consistent with the tax-levy structure and each department operates somewhat independently, thus services and policies are not always consistent. However, our study of Winston-Salem determined that increased regional cooperation would be highly desirable, and consolidation of some or all entities should be considered.

Similar to other areas of the Triad region, there may be opportunities to improve the breadth and scope of fire and rescue services, and consider alternatives to the current fire tax structure. The purpose of this study is to evaluate the current level of service provided by the volunteer fire and rescue departments, their sustainability, and evaluate the tax structure. The consultant is expected to consider future needs based on anticipated growth, and provide guidance in planning for future services. We will:

- Review and analyze incident data provided by the county and departments and conduct a GIS analysis of response travel times
- Evaluate the delivery system within the context of effectiveness and efficiency and the current tax-levy system and limitations
- Evaluate the possibility of fire/ rescue agency consolidations and improving regional cooperation
- Consider possibilities for the municipalities of Clemmons, Lewisville, and Winston-Salem to provide services to unincorporated areas
- Develop alternatives to the current service delivery model and review them with County officials and the volunteer chiefs' association
- Conduct the assessment with the standards such as the National Fire Protection Association (and other best practices) in mind

Project Approach

Following are the project specific tasks, which are consistent with those in the RFQ (Item 2, a-g). The first task, preliminary scope refinement, may change the order or specificity of work assignments. One of TriData's strengths is flexibility - to best achieve the desired study results for the client.

Task 1: Kick-off Conference Call and Preliminary Scope Refinement – Our project begins with a kick-off conference call to review the study’s objectives and goals, discuss the scope, review the list of necessary background information, plan a tight schedule of meetings for the first site visit in which we “triage” the issues, and finalize the project schedule (including milestones and deliverable target dates).

Task 2: Information Collection – We will collect and review background information provided by each department and the cities. Fire departments are unique, and often vary in the quantity and quality of the data they collect. Our staff is expert at getting the best information in whatever form it is provided. We often help our clients get important data (CAD and NFIRs particularly) in a useful format.

To the extent available, we would like to obtain as much of the data listed below prior to our initial site visit, and the rest soon thereafter to keep on schedule.

- Organization charts and operating guidelines for each department
- Map of fire station locations and addresses
- Apparatus and other response capabilities by fire/ EMS station
- Dispatch guidelines (units and personnel) for various incident types
- Planned capital improvements, such as apparatus or stations for each department
- Description of the EMS level of care by station
- County planning data on trends in population, demographics, and business growth
- Fire loss data, including fatalities, injuries, dollar loss (last five years if available)
- Proposed capital improvements for each department (facilities and apparatus)
- Automatic and mutual aid agreements/ policies
- Three or more years of CAD data, exportable to an Access or Excel Format; including date, address, call type, time received, time dispatched, units dispatched, enroute times, arrival times, clear times, and for EMS calls, whether patient was transported to hospital .

Task 3: On-Site Visit and Triage of Issues – Within two weeks of the kick-off conference call, the project team will conduct a 4-day site visit, in which we examine the major issues, make initial contacts with senior officials, and quickly review the aspects of each department and community. Specifically, we will:

- Meet with County staff and representatives of the chiefs’ association
- Visit stations to view their condition and apparatus, and to meet informally with duty staff and officers to get their perceptions and ideas about the key issues.
- Visit the communications center to see how dispatching and assignments are handled.
- Familiarize ourselves with the geography of each response zone.

Task 4: Review of Operations, Sustainability and Consolidation Options (Information Analysis) – We next will analyze the response capabilities of the fire departments relative to the needs of each area and county as a whole. We will conduct a GIS analysis of each district to compare the level and scope of services provided by each department. We will analyze the current tax-levy for each district and determine the appropriateness of the current model. We will consider any gaps or overlaps in service and the possibility of altering the deployment of resources to better fit the County’s current and future needs. We will analyze population growth and demand trends. We will assess the possibility of increasing regional cooperation, such as by having municipalities assume some response outside their borders. We will review the current organization of fire/ rescue services to determine whether modifications are needed now or soon to improve sustainability and quality of services.

Of particular interest to the County is to review the following as part of the overall assessment of fire services:

1. **Statutory 15¢ tax cap on fire tax districts:** To go above this cap requires a referendum. The County Commissioners have customarily allowed the fire tax district rates to remain unchanged during positive property revaluations as opposed to holding them to a “revenue neutral standard.” This has resulted in significant tax revenue increases for fire tax districts and the departments that serve them. A number of volunteer departments have requested nominal tax rate increases in addition to the revenue growth generated by not being held to a revenue neutral standard during revaluations. A couple of departments are on the verge of piercing the 15¢ cap. Are there glaring inefficiencies that can be corrected to avoid rate hike referendums?
2. **Tax inequity problems:** The *most affluent* communities with the *greatest means* to pay have the *lowest tax rates* with the *best fire service* equipment, manpower, etc. On the other hand, some of Forsyth’s *least affluent* tax districts have *higher rates* and *lower service* levels older equipment, less training, etc. What is the impact of the tax inequities and are there other tax models the county should consider?
3. **Service districts with high rates and minimal service levels and older equipment:** Residents have approached Forsyth County Government about receiving service from another service provider, e.g. Talley’s Crossing residents asking to have their fire taxes used to contract with the Town of Kernersville instead of City View/Talley’s Crossing vfd’s. If these requests proliferate, would this be problematic for a number of volunteer departments losing funding they desperately need?
4. **Reconfigured service districts:** The City of Winston-Salem via annexation, primarily, has reconfigured County VFD service districts. As a result are there some VFD consolidations that make sense?
5. **Review of duplicate services and taxation in the Town of Walkertown:** Walkertown, City View, Talley’s Crossing, and Mineral Springs VFDs all serve the Town of Walkertown. Each of these VFDs has expressed concerns that the Town does not fund them adequately. Despite this, each department is of the opinion that it is their obligation to provide the same level of service to the Town of Walkertown whether the Town pays for it or not. These departments have received tax rate adjustments from the County Commissioners resulting in unincorporated residents paying more for fire service from these departments than Town of Walkertown residents receiving the same service from the same service providers. In FY16, the Town of Walkertown entered a contract with a 5th service provider (Town of Kernersville) to provide fire and rescue services for part of the Town of Walkertown previously served by City View or Talley’s Crossing, further compounding the funding issue for the VFDs. What are the alternatives to the current methodology, and are their duplicate services that should be addressed?
6. **Insurance Services Offices (ISO) Review:** Departments annually note dire consequences of not keeping up with NFPA standards and what impact these standards have on VFD Insurance Service Office (ISO) ratings. What is the correlation between NFPA and a VFD’s ISO rating? How does the availability of fire

hydrants, pumper trucks, hose length, etc., impact the overall ISO rating in the various fire districts?

7. **Assessment of fire vehicles and purchasing:** Looking at the fire service system as a whole as opposed to as separate pieces, is there a more efficient way to handle large equipment purchases? For example, does every department need a ladder truck? How many pumper trucks does the system need, and where?
8. **Review of County Suppression Trucks 109 and 209:** Forsyth County supplements the volunteer fire system by providing a suppression truck (#109) that is dispatched to fire events. Anecdotally, #109 didn't make it to an appreciable number of events to justify its existence. In 2008, when the County was investigating services to cut, County administration floated #109 as something that volunteer fire departments would be asked to fund with the tax rate in their respective districts. There were no takers. While the issue of #109 has been debated, another County suppression vehicle (#209) has been added to the fleet by County fire in an effort to split the County in half and improve response time to fire events. The County is interested in a fresh look at the necessity of this supplemental service and how it should be funded.
9. **Review of hybrid volunteer/ county employee program:** The County established a "pilot project" with a hybrid volunteer/county employee department. Vienna Fire Tax District has a relatively high tax base district able to afford its share of the hybrid arrangement where every district might not be able to support this model as currently constructed, but the County is interested in TriData's thoughts on this model.
10. **Contracts with VFDs:** The study of City of Winston-Salem suggested that the City contract with VFD's rather than pursue construction of new stations. Does it make sense for a potential consolidation with a municipal fire department with the county contracting for services with the municipality?

Task 5: On-Site Review of Findings with County Staff – Prior to drafting the final report, we will provide an on-site review to the county and the Fire Chiefs' Association of our analysis and tentative findings. This task could be conducted as part of a one-day workshop, a format that we have used in other, similar studies.

Task 6: Prepare and Submit Draft Report to County Staff and Fire Association – We will deliver a draft report to the County electronically for dissemination and review by staff and the Fire Association. The draft will be submitted 30 days prior to the final report due date. An important assumption in pricing is that the review comments will be sent to us combined into one document by the county's project manager.

Task 7: Final Report and Presentation (if desired) – After receiving comments on the draft, TriData will make necessary revisions and submit the final report. We will provide 10 hard copies and 1 soft copy in PDF format

Timeline

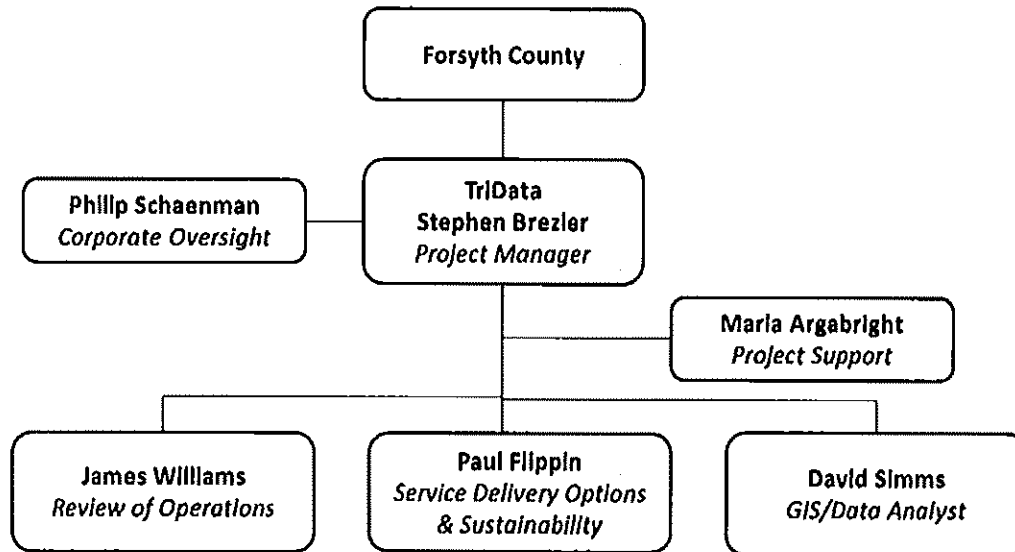
Based on TriData’s experience with similar studies, we believe a six-month timeline is feasible:

Figure 1: Project Timeline

Study Tasks - Forsyth County, NC	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Task 1: Kick-off Conference Call and Preliminary Scope Refinement	◆																							
Task 2: Information Collection	■																							
Task 3: On-Site Meetings and Triage of Issues			■																					
Task 4: Review of Operations, Sustainability and Consolidation Options (Information Analysis)			■		■		■																	
Task 5: On-Site Review of Findings with County Staff													■											
Task 6: Prepare and Submit Draft Report to County Staff and Fire Association													▨	▨	▨	▨	▨	▨	▨	▨				▲
Task 7: Prepare and Submit Final Report; Final Presentation																					■ ★			

3. PROJECT TEAM ORGANIZATIONAL CHART

Following is the project organizational chart showing the proposed project team members. Brief descriptions of their background and qualifications can be found in section, 5, Descriptions of Key Project Team Members.



Although these individuals have specific responsibilities in the project, our project team works collectively as an interactive unit to develop and vet ideas throughout the study.

4. KEY PROJECT TEAM MEMBERS

Corporate Oversight

For each project, TriData's managing member, Philip Schaenman, is responsible for overseeing the project's progress in relation to the customer's scope of work. He also participates in the kick-off of the project, acts as an internal quality assurance reviewer, reviews the draft and final reports prior to delivery to the client, and is an active contributor of ideas throughout the study process.

Philip Schaenman, FIFireE, has 34 years of experience leading studies of all aspects of fire departments, and has more than 37 years related research in fire protection. He is an internationally known expert in fire prevention, public education, fire data analyses, and performance measurement of municipal services, including fire protection. He has been project manager or provided corporate oversight for all of TriData's 200+ fire department studies. He also was project manager for the four-year study of Volunteer Retention and Recruiting undertaken for the US Fire Administration, and principal researcher for a three-year international study of best practices in Community Risk Reduction, conducted with the CDC Center for Non-Violent Injury Reduction. .

Prior to founding TriData, Mr. Schaenman was Associate Administrator of the U.S. Fire Administration, responsible for the National Fire Data Center and the Fire Technology Program. He was also a Senior Research Associate at the Urban Institute in Washington, DC, undertaking research on measurement of local government service efficiency and effectiveness. Earlier he headed a group working on management science for the Bell System, and was an engineer working on manned spaceflight for Bellcomm, a company set up to be the systems engineering branch of NASA HQ for manned spaceflight.

Mr. Schaenman holds advanced electrical engineering degrees from Stanford University and Columbia University, and B.S. degrees from Columbia University and Queens College. He has testified before Congress and has been frequently cited in the media.

Project Manager

TriData's project managers have the responsibility of planning, executing, and delivering all products and services requested in accordance with the contract and scope of work. As part of their management responsibilities, the project manager oversees all work ongoing under the contract, provides input on every aspect of the project, and coordinates the various study areas. The project manager meets with team members on a regular (usually weekly) basis to discuss the technical, schedule, and cost status of work and related issues.

Stephen Brezler is a senior fire consultant for TriData. He has first-hand knowledge of all areas of fire and rescue services, including administration, prevention and investigation, staffing and weight of response analysis, career and volunteer operations, as well as training, special operations, and support functions such as fleet management. From 1967 to 2003, Mr. Brezler served at every level of the fire service from line firefighter to fire chief.

Mr. Brezler was fire chief of the Salisbury (MD) Fire Department, a battalion chief of the Baltimore County (MD) Fire Department, and a battalion chief of the Hagerstown (MD) Fire Department. For Baltimore County he also served as acting deputy chief for an extended time period and was assigned to numerous command positions, including operations. He also commanded the department's human resources division, which gives him a unique understanding of fire service management.

A professional consultant fulltime since 2003, Mr. Brezler was awarded two prestigious 'Manager of the Year' awards by System Planning Corporation (SPC), of which TriData was a division prior to 2015. Since 2003, Mr. Brezler has managed over 60 major studies for TriData's largest clients including Orange County, FL; Detroit, MI; Riverside, Long Beach, and Palo Alto, CA; Vancouver, BC;

Portland, OR; Seattle and Tacoma, WA; Anne Arundel and Prince Georges County, MD; Salt Lake City, UT; Cincinnati, OH; Louisville, KY; Pittsburgh, PA; Oklahoma City, OK, and many others. Projects managed by Mr. Brezler receive high marks from our clients for their level of detail and completeness.

On numerous projects, deployment strategies recommended by Mr. Brezler have resulted in both improved response and value. Mr. Brezler has integrated his knowledge of services with a desire to help other communities improve their service delivery through innovative solutions.

Mr. Brezler has a Bachelor's degree in Fire Science and Management from the University of Maryland and is a graduate of the National Fire Academy's Executive Fire Officer Program.

Other Key Team Members

Our proposed project team members have specialized expertise in EMS, fire prevention, emergency management, GIS and data management, quantitative and qualitative analysis, fire department staffing, performance evaluation, human resources, IT, cultural competency and fleet and facility management.

Paul Flippin is a Senior Program Manager for TriData, and will be deputy project manager for this study. He most recently led our 4-year study of the volunteer system in Loudoun County, Virginia, and our consolidation study for four fire departments in Macomb County, Michigan. He also led our study of the Norwalk, CT fire service system, which was comprised of seven fire departments, of which six were volunteer. The question was basically the same as for Forsyth County: how to better integrate the system while preserving the volunteer component.

Mr. Flippin has an in-depth knowledge of how fire departments function based on years of experience in operations and management principles. He served for 22 years in the City of Newburgh (NY) Fire Department at the positions of firefighter, lieutenant, captain, assistant chief and deputy chief of operations. He also served as a lead origin and cause investigator, and manager of the Newburgh Fire Prevention Bureau. As Deputy Chief of Operations, Mr. Flippin managed many of the technical systems for the fire department, police department, and government administration offices in the City of Newburgh. His responsibilities covered various other aspects of municipal government operations including telephone systems administrator for police, fire, city hall, and other citywide agencies, communication systems management and requisitions and billing management for various aspects of the City of Newburgh Administrative Offices.

Mr. Flippin has served as project manager or deputy manager for over 50 TriData studies besides the ones noted above. They include: Prince George's County, MD; Alameda County, CA; Nassau County, FL; Beacon, NY; Detroit, MI; Fairmont, WV; Washington, DC; Boulder, CO; Pike Township, IN; Richmond, VA; Duluth, MN; Portland, OR; Jacksonville, FL; Saint Paul, MN; Salt Lake City, UT; and Dayton, OH, among others.

Mr. Flippin has a Master's degree in Fire Protection Management from the John Jay College of Criminal Justice in New York City, and is a former certified code enforcement officer.

David Simms will be the Senior GIS/ data analyst for the study. He has been the data analyst for many TriData studies, including the current consolidation study for Macomb County, Michigan, and another for the 24 department system in Riverside County, CA. Mr. Simms happens to be a resident of North Carolina.

Mr. Simms has 28 years of experience using geographic information systems (GIS), and is a certified Geographic Information Systems Professional (GISP). He was chief technical analyst for the Prince William County, VA Department of Fire and Rescue Services, and on the adjunct staff at George Mason University, teaching 'GIS for Emergency Management'.

As chief technical analyst for Prince William County, he was responsible for integrating GIS and other technology to generate and analyze system performance measurement, and supported the development of station location studies, apparatus deployment modeling, and preparing for and recovering from disasters. Mr. Simms managed the county's Planning and Intelligence Group, Situation Unit during EOC (Emergency Operations Center) activations, and established procedures using GIS during emergency or disaster events. He also worked as head of GIS Development and Maintenance with Prince William County in 1988 and was instrumental in the initial development of the county's first GIS.

James Williams has 22 years of fire service experience, rising through the ranks from volunteer and career firefighter to deputy chief. Chief Williams currently is deputy fire chief of the combination Loudoun County Department of Fire, Rescue, and Emergency Management with primary oversight of the Human Resources, Risk Management, and Asset Management Division. Prior to joining Loudoun County, Chief Williams was a volunteer firefighter and EMT for the Cabin John Park Volunteer Fire Department in Montgomery County, MD for 8 years. He is highly knowledgeable about the issues of blending a system of volunteer and combination departments, and is currently managing what might be a model for Forsyth County.

Chief Williams was a fulltime analyst for TriData, and worked on many fire department deployment studies before leaving to become a full-time professional firefighter. He has recently rejoined TriData as a senior fire services consultant, after we completed a study of the Loudoun County volunteer system, from which he recused himself.

Chief Williams has a Master's degree in Public Administration from Virginia Tech, and is a certified Public Manager.

4. PROPOSED COST

Our proposed price for this project is \$78,500, which includes labor, travel, and other direct charges necessary to conduct the study, produce a final written report, and present the results. Our proposed price is based on similar work we have done for other fire and EMS studies of similar size and scope. Should the County's project budget be different from our proposed cost, TriData would be happy to discuss options to keep the project within the expected budget. Ultimately, the cost is dependent on the level of detail desired.

TriData suggests equal payments over the six month schedule of the project with 10 percent withheld until the final presentation is completed. Monthly installments are due within 30 days of the county's receipt of the appropriate invoice.

5. REFERENCES

Over TriData's 34-year history as a fire and EMS services consultant, we have completed over 210 studies across the U.S. and Canada. A comprehensive list of projects completed in the last five years is given in the appendix.

We have undertaken multiple studies for the Orange County, FL and Arlington County, VA fire departments, and are currently finishing a study for the Riverside County, CA fire department.

1. Rick Black, Compliance and Planning Manager
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Rick.Black@ocfl.net
2. Jim Schwartz, Deputy County Manager and Former Fire Chief
Arlington County, VA
2100 Clarendon Boulevard, Suite 302
Arlington, VA 22201
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3. Todd Williams, Deputy Chief
Riverside County Fire Department
(951) 537-8070, Todd.Williams@fire.ca.gov

APPENDIX. COMPREHENSIVE CLIENT LIST, 2010-2015

City, State/population	Project Title	Year Completed
Juneau, AK population 32660	Fire Department Operational Emergency Response Plan	Current
Macomb County, MI	Macomb County Fire Consolidation Feasibility Study	Current
Redmond, WA population 57530	Strategic Fire Plan	Current
Riverside County, CA	Standards Of Cover Consulting Services For The Riverside County Fire Department	Current
Seminole County, FL population 436041	Management/Organizational Assessment Study	Current
Tacoma, WA population 203446	Develop Estimated Response Times for Existing Fire Department, Police Department, and Port of Tacoma Security Units	Current
Beacon, NY population 15346	Develop an Implementation Plan to Consolidate Beacon's Three Firehouses	2015
Fairmont, WV population 18737	Fire Department Sub-Station Plans	2015
Loudoun County, VA population 336898	Volunteer Fire-Rescue Retention Study	2015
North Little Rock, AR population 66075	Analysis of the North Little Rock Fire Department's Response Times, Coverage and Services	2015
Orange County, FL population 1202000	Fire Station Location Study	2015
St. Johns Fire District, SC population 20124	Assessment of Fire and Emergency Medical Services to Determine Operational Efficiency	2015
Bellevue, WA population 126439	Fire Facility Long Range Plan	2014
Detroit, MI population 701475	Efficiency and Effectiveness Study of the City of Detroit Fire Department	2014
Key West, FL population 25550	Determining the Future of EMS in Key West	2014
Pinecrest, FL population 18887	Fire Rescue Consulting Services	2014
Scott County, IA population 168799	Comprehensive Study of Emergency Medical Services	2014

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City, State/population	Project Title	Year Completed
Alameda County, CA population 1529875	Special Operations Review and Response Plan	2013
San Antonio, TX population 1383000	Assessment of Logistics and Fleet Management & Maintenance Practices	2013
Seattle, WA population 620778	Operational Analysis and Opportunities for Efficiencies and Cost Savings	2013
Sparks, NV population 92183	Emergency Medical Services Systems Analysis	2013
Sugar Land, TX population 82480	Fire Department EMS Assessment	2013
Washington, DC population 632323	Auditing Services for Fleet Management	2013
Arlington County, VA population 216004	Population Growth, Risk Assessment, and Fire Station Location Study	2012
Delaware, OH population 35925	Delaware Fire Department 12-hour Work Schedule	2012
Franklin, TN population 64317	Delivering Emergency Medical Services	2012
Montgomery County, MD population 989794	9-1-1 Call Review	2012
Oceanside, CA population 169569	Fire Service and Resource Deployment Analysis	2012
Roxbury Township, NJ population 23324	Fire Department and Emergency Services Equipment Audit	2012
Washoe County, NV population 429908	Emergency Medical Services Systems Analysis	2012
Winston-Salem, NC population 234349	Fire Service Deployment Study	2012
Barnstable County Sheriff's Office, MA population 47821	EMS Communications Review	2011
Boulder, CO population 100160	Operation and Management Assessment of the Boulder Fire-Rescue Department	2011
Charleston, WV population 51053	Fire Department Deployment and Optimization Study	2011

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City, State/population	Project Title	Year Completed
Coastside Fire Protection District, CA population 30000	Fire District Audit	2011
Duluth, MN population 86239	Management and Operations Study	2011
Fairbanks North Star Borough, AK population 32007	Comprehensive Review of Emergency Medical Services	2011
Inver Grove Heights, MN population 34175	Analysis of Station Locations for the City of Inver Grove Heights	2011
Linden, NJ population 40637	Comprehensive Citywide Emergency Medical Services and Fire Department Study	2011
Nassau County, FL population 70576	Fire and EMS Assessment and Strategic Plan	2011
New Orleans, LA population 360341	Fire Station Location and Staffing Analysis	2011
Palo Alto, CA population 60171	Study of Emergency Medical Services	2011
Piscataway, NJ population 56044	Fire District Study: Review, Analysis, and Report	2011
Portland, OR population 593820	Fire/Rescue Service Demand Update and Rapid Response Vehicle Staffing and Deployment Review	2011
Shakopee Mdewakanton Sioux Community, MN population	Mdewakanton Emergency Services: Organizational and Operational Study	2011
Woodbridge Township, NJ population 97917	Study for Basic Life Support Services	2011
Alameda, CA population 75000	Review of Emergency Medical Services System	2010
Arlington, TX population 380085	Computing Life and Dollar Saves Made by Fire Operations	2010
Fort Worth, TX population 745893	Computing Life and Dollar Saves Made by Fire Operations	2010

City, State/population	Project Title	Year Completed
Key West, FL population 22463	Consultant Services for the Development of an RFP for Ambulance Services	2010
Merseyside and Cheshire, UK	Computing Lives and Money Saved by Fire Operations	2010
Minnetonka, MN population 50781	Consultant Services to Develop a Public Safety Plan	2010
Newburgh, NY population 28173	Organizational, Effectiveness, Efficiency Review of the EMS System	2010
Northeast Wisconsin (Village of Ashwaubenon), WI population	Northeast Wisconsin (N.E.W.) Regional Public Safety Facility Site Location Analysis	2010
Palo Alto, CA population 60171	Fire Services Utilization and Resources Study	2010
Pike Township, IN population 71465	Pike Township Fire Department Building Bridges Initiative	2010
Rochester, NY population 207294	Analysis of EMS Service Provision	2010
San Carlos, CA population 27424	Fire & Emergency Service Analysis and Request for Proposal Development	2010
Sea Girt, NJ population 1831	SHARE Grant Application to Perform Shared Service Feasibility Study	2010
St. Petersburg, FL population 244324	Review of Fire and Rescue EMS Delivery	2010
Volusia County (Halifax Area Civic League), FL population 498036	Possibilities of Fire and Rescue Services Consolidation	2010
Woodbridge Township, NJ population 97917	Fire District #1 and Fire District #2 Fire Feasibility Study	2010