

REQUEST FOR PROPOSALS

39. Award RFP-1187-06/TRJ – Fire/Rescue/EMS Comprehensive System Assessment to Matrix Consulting Group of Palo Alto, CA (Not to Exceed \$120,000.00).

RFP-1187-06/TRJ will provide a consultant who will study the present County-wide Emergency Services Systems and identify areas where effectiveness can be increased and duplications reduced or eliminated. The primary focus of the study is to reduce costs and improve efficiencies. The study's scope is defined as response to fire, medical and rescue emergencies. Law Enforcement is not included in the study's scope. The following agencies are included in the study group: Seminole County, City of Altamonte Springs, City of Casselberry, City of Lake Mary, City of Longwood, City of Oviedo, City of Sanford and City of Winter Springs.

This project was publicly advertised and the County received five submittals (listed alphabetically):

- Emergency Services Consulting of Wilsonville, OR.
- JAT Risk Solutions of Forest, VA.
- JLN Associates of Old Lyme, CT.
- Matrix Consulting Group of Palo Alto, CA
- TriData of Arlington, VA.

The Evaluation Committee consisting of William Baer, Public Works Director, Altamonte Springs; Leeana Raw, Fire Chief, Seminole County; Bob Goff, Mayor, Casselberry; Laurie Mooney, Fire Chief, Longwood; Ron McLemore, City Manager, Winter Springs; Gerard Ransom, Fire Chief, Sanford; Craig Haun, Fire Chief, Lake Mary and Lars White, Fire Chief, Oviedo evaluated the proposals. The evaluation was based on the following criteria:

- Project Approach/Understanding of the Project
- Qualifications of Personnel and Firm
- Similar Project Experience
- Fee Proposal
- Innovative Techniques or Solutions

The Evaluation Committee considers Matrix Consulting Group's proposal to be the best overall value and recommends them for award of the contract with a Not-to-Exceed amount of \$120,000.00.

This project will be funded by a BCR concurrent with this agenda item. The Cities of Altamonte Springs, Casselberry, Longwood, Winter Springs, Sanford, Lake Mary and Oviedo; along with the Public Safety

Department/Fire Department and Fiscal Services / Purchasing and Contract Division recommend that the Board authorize the Chairman to execute the agreement as prepared by the County Attorney's Office.

CONSULTANT SERVICES AGREEMENT (RFP-1187-06/TRJ)
FIRE/RESCUE/EMS COMPREHENSIVE ASSESSMENT

THIS AGREEMENT is made and entered into this _____ day of _____, 20____, by and between **MATRIX CONSULTING GROUP** duly authorized to conduct business in the State of Florida, whose address is 2470 El Camino Real, No. 210, Pala Alto, CA 94306, hereinafter called "CONSULTANT", and **SEMINOLE COUNTY**, a political subdivision of the State of Florida, whose address is Seminole County Services Building, 1101 East First Street, Sanford, Florida 32771, hereinafter called "COUNTY".

W I T N E S S E T H:

WHEREAS, COUNTY desires to retain the services of a competent and qualified consultant to conduct an analysis of the Fire/Rescue/EMS service system of Seminole County and prepare a comprehensive assessment report on same; and

WHEREAS, COUNTY has requested and received expressions of interest for the retention of services of consultants; and

WHEREAS, CONSULTANT is competent and qualified to furnish consulting services to COUNTY and desires to provide its professional services according to the terms and conditions stated herein,

NOW, THEREFORE, in consideration of the mutual understandings and covenants set forth herein, COUNTY and CONSULTANT agree as follows:

SECTION 1. SERVICES. COUNTY does hereby retain CONSULTANT to furnish professional services and perform those tasks as further described in the Scope of Services attached hereto and incorporated herein as Exhibit "A".

SECTION 2. AUTHORIZATION FOR SERVICES. Authorization for performance of professional services by CONSULTANT under this Agreement shall be in the form of written Notice to Proceed issued and executed by COUNTY.

SECTION 3. TIME FOR COMPLETION. The services to be rendered by

CONSULTANT shall commence upon execution of this Agreement by the parties and shall be completed within one (1) year.

SECTION 4. FIXED FEE COMPENSATION AND PAYMENT.

(a) COUNTY agrees to compensate CONSULTANT for the professional services called for under this Agreement a fixed fee in the amount of ONE HUNDRED TWENTY THOUSAND AND NO/100 (\$120,000.00). CONSULTANT shall perform all work required by the Scope of Services, but, in no event, shall CONSULTANT be paid more than the negotiated Fixed Fee amount stated above.

(b) Payments shall be made to CONSULTANT when requested as work progresses for services furnished, but not more than once monthly. CONSULTANT may invoice amount due based on percentage of total required services actually performed and completed. Upon review and approval of CONSULTANT'S invoice, COUNTY shall, within thirty (30) days of receipt of the invoice, pay CONSULTANT ninety percent (90%) of the approved amount and retain the remaining ten percent (10%) until completion of all remaining work required by the Scope of Services. If COUNTY determines that all work is substantially complete or that work by subcontractors is substantially complete and the amount retained is considered to be in excess, COUNTY may, at its discretion, release the retainage or portions of the retainage for all work or the specific retainage of individual subcontractors.

SECTION 5. BILLING AND PAYMENT.

(a) CONSULTANT shall render to COUNTY, at the close of each calendar month, an itemized invoice, properly dated including, but not limited to, the following information:

- (1) The name and address of CONSULTANT;
- (2) Contract Number;
- (3) A complete and accurate record of services performed by

CONSULTANT for all services performed by CONSULTANT during that month and for which COUNTY is billed;

(4) A description of the services rendered in (3) above with sufficient detail to identify the exact nature of the work performed; and

(5) Such other information as may be required by this Agreement or requested by COUNTY from time to time.

The original invoice and one (1) copy shall be sent to:

Director of County Finance
Seminole County Board of County Commissioners
Post Office Box 8080
Sanford, Florida 32772

Two (2) duplicate copies of the invoice shall be sent to:

County Manager
1101 E. First Street
Sanford, Florida 32771

(b) Payment shall be made after review and approval by COUNTY within thirty (30) days of receipt of a proper invoice from CONSULTANT.

SECTION 6. AUDIT OF RECORDS.

(a) COUNTY may perform or have performed an audit of the records of CONSULTANT after final payment to support final payment hereunder. This audit would be performed at a time mutually agreeable to CONSULTANT and COUNTY subsequent to the close of the final fiscal period in which the last work is performed. Total compensation to CONSULTANT may be determined subsequent to an audit as provided for in subsection (b) and of this subsection, and the total compensation so determined shall be used to calculate final payment to CONSULTANT. Conduct of this audit shall not delay final payment as required by Section 5(b).

(b) CONSULTANT agrees to maintain all books, documents, papers, accounting records, and other evidences pertaining to work performed under this Agreement in such a manner as will readily conform to the terms of this Agreement and to make such materials available at

CONSULTANT'S office at all reasonable times during the Agreement period and for five (5) years from the date of final payment under the contract for audit or inspection as provided for in subsection (a) of this Section.

(c) In the event any audit or inspection conducted after final payment, but within the period provided in subsection (b) of this Section reveals any overpayment by COUNTY under the terms of the Agreement, CONSULTANT shall refund such overpayment to COUNTY within thirty (30) days of notice by COUNTY.

SECTION 7. RESPONSIBILITY OF CONSULTANT.

(a) CONSULTANT shall be responsible for the professional quality, technical accuracy, and the coordination of all plans, studies, reports, and other services furnished by CONSULTANT under this Agreement. CONSULTANT shall, without additional compensation, correct or revise any errors or deficiencies in his services.

(b) Neither COUNTY'S review, approval, or acceptance of, nor payment for, any of the services required shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement; and CONSULTANT shall be and remain liable to COUNTY in accordance with applicable law for all damages to COUNTY caused by CONSULTANT'S performance of any of the services furnished under this Agreement.

SECTION 8. OWNERSHIP OF DOCUMENTS. All deliverable reference data, survey data, plans, and reports that result from CONSULTANT'S services under this Agreement shall become the property of COUNTY after final payment for the specific service provided is made to CONSULTANT. No changes or revisions to the documents furnished by CONSULTANT shall be made by COUNTY or its agents without the written approval of CONSULTANT.

SECTION 9. TERM. This Agreement shall take effect on the date of its execution by COUNTY and shall remain in effect until completion of all review and acceptance work required by the Scope of Services.

SECTION 10. TERMINATION.

(a) COUNTY may, by written notice to CONSULTANT, terminate this Agreement, in whole or in part, at any time, either for COUNTY'S convenience or because of the failure of CONSULTANT to fulfill CONSULTANT'S Agreement obligations. Upon receipt of such notice, CONSULTANT shall:

(1) immediately discontinue all services affected unless the notice directs otherwise, and

(2) deliver to COUNTY all plans, studies, reports, estimates, summaries, and such other information and materials as may have been accumulated by CONSULTANT in performing this Agreement, whether completed or in process.

(b) If the termination is for the convenience of COUNTY, CONSULTANT shall be paid compensation for services performed to the date of termination. CONSULTANT shall be paid no more than a percentage of the Fixed Fee amount equivalent to the percentage of the completion of work contemplated by the Agreement.

(c) If the termination is due to the failure of CONSULTANT to fulfill his Agreement obligations, COUNTY may take over the work and prosecute the same to completion by Agreement or otherwise. In such case, CONSULTANT shall be liable to COUNTY for reasonable additional costs occasioned to COUNTY thereby. CONSULTANT shall not be liable for such additional costs if the failure to perform the Agreement arises out of causes beyond the control and without the fault or negligence of CONSULTANT. Such causes may include, but are not limited to, acts of God or of the public enemy, acts of COUNTY in either its sovereign or

contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but, in every case, the failure to perform must be beyond the control and without the fault or negligence of CONSULTANT.

(d) If, after notice of termination for failure to fulfill Agreement obligations, it is determined that CONSULTANT had not so failed, the termination shall be deemed to have been effected for the convenience of COUNTY. In such event, adjustment in the Agreement price shall be made as provided in subsection (b) of this Section.

(e) The rights and remedies of COUNTY provided in this clause are in addition to any other rights and remedies provided by law or under this Agreement.

SECTION 11. EQUAL OPPORTUNITY EMPLOYMENT. CONSULTANT agrees that it will not discriminate against any employee or applicant for employment for work under this Agreement because of race, color, religion, sex, age, national origin, or disability and will take steps to ensure that applicants are employed, and employees are treated during employment, without regard to race, color, religion, sex, age, national origin, or disability. This provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

SECTION 12. NO CONTINGENT FEES. CONSULTANT warrants that it has not employed or retained any company or persons, other than a bona fide employee working solely for CONSULTANT, to solicit or secure this Agreement and that CONSULTANT has not paid or agreed to pay any persons, company, corporation, individual, or firm, other than a bona fide employee working solely for CONSULTANT, any fee, commission, percentage,

gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, COUNTY shall have the right to terminate the Agreement at its discretion, without liability and to deduct from the Agreement price, or otherwise recover, the full amount of such fee, commission, percentage, gift, or consideration.

SECTION 13. ASSIGNMENT. This Agreement, or any interest herein, shall not be assigned, transferred, or otherwise encumbered, under any circumstances, by the parties hereto without prior written consent of the opposite party and only by a document of equal dignity herewith.

SECTION 14. SUBCONTRACTORS. In the event CONSULTANT, during the course of the work under this Agreement, requires the services of any subcontractors or other professional associates in connection with service covered by this Agreement, CONSULTANT must secure the prior written approval of COUNTY. If subcontractors or other professional associates are required in connection with the services covered by this Agreement, CONSULTANT shall remain fully responsible for the services of subcontractors or other professional associates.

SECTION 15. INDEMNIFICATION OF COUNTY. CONSULTANT agrees to hold harmless, replace, and indemnify COUNTY, its commissioners, officers, employees, and agents against any and all claim, losses, damages, or lawsuits for damages, arising from the negligent, reckless, or intentionally wrongful provision of services hereunder by CONSULTANT, whether caused by CONSULTANT or otherwise.

SECTION 16. INSURANCE.

(a) General. CONSULTANT shall, at CONSULTANT'S own cost, procure the insurance required under this Section.

(1) CONSULTANT shall furnish COUNTY with a Certificate of Insurance signed by an authorized representative of the insurer

evidencing the insurance required by this Section (Professional Liability, Workers' Compensation/Employer's Liability and Commercial General Liability). COUNTY, its officials, officers, and employees shall be named additional insured under the Commercial General Liability policy. The Certificate of Insurance shall provide that COUNTY shall be given not less than thirty (30) days written notice prior to the cancellation or restriction of coverage. Until such time as the insurance is no longer required to be maintained by CONSULTANT, CONSULTANT shall provide COUNTY with a renewal or replacement Certificate of Insurance not less than thirty (30) days before expiration or replacement of the insurance for which a previous certificate has been provided.

(2) The Certificate shall contain a statement that it is being provided in accordance with the Agreement and that the insurance is in full compliance with the requirements of the Agreement. In lieu of the statement on the Certificate, CONSULTANT shall, at the option of COUNTY submit a sworn, notarized statement from an authorized representative of the insurer that the Certificate is being provided in accordance with the Agreement and that the insurance is in full compliance with the requirements of the Agreement. **The Certificate shall have this Agreement number clearly marked on its face.**

(3) In addition to providing the Certificate of Insurance, if required by COUNTY, CONSULTANT shall, within thirty (30) days after receipt of the request, provide COUNTY with a certified copy of each of the policies of insurance providing the coverage required by this Section.

(4) Neither approval by COUNTY or failure to disapprove the insurance furnished by CONSULTANT shall relieve CONSULTANT of CONSULTANT'S full responsibility for performance of any obligation

including CONSULTANT'S indemnification of COUNTY under this Agreement.

(b) Insurance Company Requirements. Insurance companies providing the insurance under this Agreement must meet the following requirements:

(1) Companies issuing policies other than Workers' Compensation must be authorized to conduct business in the State of Florida and prove same by maintaining Certificates of Authority issued to the companies by the Department of Insurance of the State of Florida. Policies for Workers' Compensation may be issued by companies authorized as a group self-insurer by Section 440.57, Florida Statutes.

(2) In addition, such companies other than those authorized by Section 440.57, Florida Statutes, shall have and maintain a Best's Rating of "A" or better and a Financial Size Category of "VII" or better according to A.M. Best Company.

(3) If, during the period which an insurance company is providing the insurance coverage required by this Agreement, an insurance company shall: (i) lose its Certificate of Authority; (ii) no longer comply with Section 440.57, Florida Statutes; or (iii) fail to maintain the requisite Best's Rating and Financial Size Category, CONSULTANT shall, as soon as CONSULTANT has knowledge of any such circumstance, immediately notify COUNTY and immediately replace the insurance coverage provided by the insurance company with a different insurance company meeting the requirements of this Agreement. Until such time as CONSULTANT has replaced the unacceptable insurer with an insurer acceptable to COUNTY CONSULTANT shall be deemed to be in default of this Agreement.

(c) Specifications. Without limiting any of the other obligations or liability of CONSULTANT, CONSULTANT shall, at CONSULTANT'S sole expense, procure, maintain and keep in force amounts

and types of insurance conforming to the minimum requirements set forth in this Section. Except as otherwise specified in the Agreement, the insurance shall become effective prior to the commencement of work by CONSULTANT and shall be maintained in force until the Agreement completion date. The amounts and types of insurance shall conform to the following minimum requirements.

(1) Workers' Compensation/Employer's Liability.

(A) CONSULTANT'S insurance shall cover CONSULTANT for liability which would be covered by the latest edition of the standard Workers' Compensation Policy, as filed for use in Florida by the National Council on Compensation Insurance, without restrictive endorsements. CONSULTANT will also be responsible for procuring proper proof of coverage from its subcontractors of every tier for liability which is a result of a Workers' Compensation injury to the subcontractor's employees. The minimum required limits to be provided by both CONSULTANT and its subcontractors are outlined in subsection (c) below. In addition to coverage for the Florida Workers' Compensation Act, where appropriate, coverage is to be included for the United States Longshoremen and Harbor Workers' Compensation Act, Federal Employers' Liability Act, and any other applicable Federal or State law.

(B) Subject to the restrictions of coverage found in the standard Workers' Compensation Policy, there shall be no maximum limit on the amount of coverage for liability imposed by the Florida Workers' Compensation Act, the United States Longshoremen's and Harbor Workers' Compensation Act, or any other coverage customarily insured under Part One of the standard Workers' Compensation Policy.

(C) The minimum amount of coverage under Part Two of the standard Workers' Compensation Policy shall be:

\$ 500,000.00	(Each Accident)
\$1,000,000.00	(Disease-Policy Limit)
\$ 500,000.00	(Disease-Each Employee)

(2) Commercial General Liability.

(A) CONSULTANT'S insurance shall cover CONSULTANT for those sources of liability which would be covered by the latest edition of the standard Commercial General Liability Coverage Form (ISO Form CG 00 01), as filed for use in the State of Florida by the Insurance Services Office, without the attachment of restrictive endorsements other than the elimination of Coverage C, Medical Payment and the elimination of coverage for Fire Damage Legal Liability.

(B) The minimum limits to be maintained by CONSULTANT (inclusive of any amounts provided by an Umbrella or Excess policy) shall be as follows:

<u>LIMITS</u>	
General Aggregate	Three (3) Times the Each Occurrence Limit
Personal & Advertising Injury Limit	\$500,000.00
Each Occurrence Limit	\$500,000.00

(3) Professional Liability Insurance. CONSULTANT shall carry limits of not less than FIVE HUNDRED THOUSAND AND NO/100 DOLLARS (\$500,000.00).

(d) Coverage. The insurance provided by CONSULTANT pursuant to this Agreement shall apply on a primary basis and any other insurance or self-insurance maintained by COUNTY or COUNTY'S officials, officers, or employees shall be excess of and not contributing with the insurance provided by or on behalf of CONSULTANT.

(e) Occurrence Basis. The Workers' Compensation Policy and the

Commercial General Liability required by this Agreement shall be provided on an occurrence rather than a claims-made basis. The Professional Liability insurance policy must either be on an occurrence basis, or, if a claims-made basis, the coverage must respond to all claims reported within three (3) years following the period for which coverage is required and which would have been covered had the coverage been on an occurrence basis.

(f) Obligations. Compliance with the foregoing insurance requirements shall not relieve CONSULTANT, its employees, or agents of liability from any obligation under a Section or any other portions of this Agreement.

SECTION 17. ALTERNATIVE DISPUTE RESOLUTION.

(a) In the event of a dispute related to any performance or payment obligation arising under this Agreement, the parties agree to exhaust COUNTY protest procedures prior to filing suit or otherwise pursuing legal remedies. COUNTY procedures for proper invoice and payment disputes are set forth in Section 22.15, "Prompt Payment Procedures," Seminole County Administrative Code.

(b) CONSULTANT agrees that it will file no suit or otherwise pursue legal remedies based on facts or evidentiary materials that were not presented for consideration in COUNTY protest procedures set forth in subsection (a) above of which CONSULTANT had knowledge and failed to present during COUNTY protest procedures.

(c) In the event that COUNTY protest procedures are exhausted and a suit is filed or legal remedies are otherwise pursued, the parties shall exercise best efforts to resolve disputes through voluntary mediation. Mediator selection and the procedures to be employed in voluntary mediation shall be mutually acceptable to the parties. Costs of voluntary mediation shall be shared equally among the parties

participating in the mediation.

SECTION 18. REPRESENTATIVE OF COUNTY AND CONSULTANT.

(a) It is recognized that questions in the day-to-day conduct of performance pursuant to this Agreement will arise. COUNTY, upon request by CONSULTANT, shall designate in writing and shall advise CONSULTANT in writing of one (1) or more COUNTY employees to whom all communications pertaining to the day-to-day conduct of the Agreement shall be addressed. The designated representative shall have the authority to transmit instructions, receive information, and interpret and define COUNTY'S policy and decisions pertinent to the work covered by this Agreement.

(b) CONSULTANT shall, at all times during the normal work week, designate or appoint one or more representatives of CONSULTANT who are authorized to act on behalf of CONSULTANT regarding all matters involving the conduct of the performance pursuant to this Agreement and shall keep COUNTY continually advised of such designation.

SECTION 19. ALL PRIOR AGREEMENTS SUPERSEDED. This document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the parties agree that there are not commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained or referred to in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representations or agreements, whether oral or written.

SECTION 20. MODIFICATIONS, AMENDMENTS OR ALTERATIONS. No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written

document executed with the same formality and of equal dignity herewith.

SECTION 21. INDEPENDENT CONTRACTOR. It is agreed that nothing herein contained is intended or should be construed as in any manner creating or establishing a relationship of copartners between the parties, or as constituting CONSULTANT including its officers, employees, and agents, the agent, representative, or employee of COUNTY for any purpose, or in any manner, whatsoever. CONSULTANT is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

SECTION 22. EMPLOYEE STATUS. Persons employed by CONSULTANT in the performance of services and functions pursuant to this Agreement shall have no claim to pension, workers' compensation, unemployment compensation, civil service or other employee rights or privileges granted to COUNTY'S officers and employees either by operation of law or by COUNTY.

SECTION 23. SERVICES NOT PROVIDED FOR. No claim for services furnished by CONSULTANT not specifically provided for herein shall be honored by COUNTY.

SECTION 24. PUBLIC RECORDS LAW. CONSULTANT acknowledges COUNTY'S obligations under Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes to release public records to members of the public upon request. CONSULTANT acknowledges that COUNTY is required to comply with Article 1, Section 24, Florida Constitution and Chapter 119, Florida Statutes in the handling of the materials created under this Agreement and that said statute controls over the terms of this Agreement.

SECTION 25. NOTICES. Whenever either party desires to give notice unto the other, it must be given by written notice, sent by certified United States mail, return receipt requested, addressed to the

party for whom it is intended at the place last specified and the place for giving of notice shall remain such until it shall have been changed by written notice in compliance with the provisions of this Section. For the present, the parties designate the following as the respective places for giving of notice, to wit:

For COUNTY:

County Manager
1101 E. First St.
Sanford, FL 32771

For CONSULTANT:

Matrix Consulting Group
2470 El Camino Real, No. 210
Palo Alto, CA 94306

SECTION 26. RIGHTS AT LAW RETAINED. The rights and remedies of COUNTY provided for under this Agreement are in addition to any other rights and remedies provided by law.

SECTION 27. COMPLIANCE WITH LAWS AND REGULATIONS. In providing all services pursuant to this Agreement, CONSULTANT shall abide by all statutes, ordinances, rules, and regulations pertaining to, or regulating the provisions of, such services including those now in effect and hereafter adopted. Any violation of said statutes, ordinances, rules, or regulations shall constitute a material breach of this Agreement and shall entitle COUNTY to terminate this Agreement immediately upon delivery of written notice of termination to CONSULTANT.

SECTION 28. CONFLICT OF INTEREST.

(a) CONSULTANT agrees that it will not engage in any action that would create a conflict of interest in the performance of its obligations pursuant to this Agreement with COUNTY or which would violate or cause others to violate the provisions of Part III, Chapter 112, Florida Statutes relating to ethics in government.

(b) CONSULTANT hereby certifies that no officer, agent, or employee of COUNTY has any material interest (as defined in Section 112.312(15), Florida Statutes, as over 5 percent) either directly or indirectly, in the business of CONSULTANT to be conducted here, and that no such person shall have any such interest at any time during the term of this Agreement.

(c) Pursuant to Section 216.347, Florida Statutes, CONSULTANT hereby agrees that monies received from COUNTY pursuant to this Agreement will not be used for the purpose of lobbying the Legislature or any other State or Federal agency.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement for the purposes stated herein.

ATTEST:

MATRIX CONSULTING GROUP

, Secretary

By: _____
, President

(CORPORATE SEAL)

Date: _____

ATTEST:

BOARD OF COUNTY COMMISSIONERS
SEMINOLE COUNTY, FLORIDA

MARYANNE MORSE
Clerk to the Board of
County Commissioners of
Seminole County, Florida.

By: _____
CARLTON HENLEY, Chairman

Date: _____

For the use and reliance
of Seminole County only.

Approved as to form and
legal sufficiency.

As authorized for execution by
the Board of County Commissioners
at their _____, 20____,
regular meeting.

County Attorney

Attachment:

Exhibit "A" - Scope of Services

AC/jjr
12/1/06

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SCOPE OF SERVICES

FIRE/RESCUE/EMS

COMPREHENSIVE SYSTEM ASSESSMENT

PROJECT GOALS AND SCOPE OF WORK

Project Goals and Scope of Work

The purpose of this study is to identify areas within the present Emergency Services system where efficiencies and increased effectiveness can be gained, and duplications reduced or eliminated. Emergency Services, for the purpose of this scope, is defined as response to fire, medical and rescue emergencies to include hospital transport of patients, first response, communications, hazardous materials, Medical Director and air operations. In addition, any non-emergent services provided by named agencies are to be evaluated. Such services may include but not be limited to public education/relations, training, inspections and fire investigation. Law enforcement is excluded. The primary focus of the study is to reduce costs and/or to improve efficiencies. Agencies that will be part of this scope are the following: Seminole County, City of Altamonte Springs, City of Casselberry, City of Lake Mary, City of Longwood, City of Oviedo, City of Sanford, and City of Winter Springs.

Analysis and Report

The consultant shall conduct an analysis of the named Emergency Service Systems of Seminole County and produce a report that includes the following elements.

Examination of the Existing System – The report shall contain a description of the existing Seminole County fire/rescue and emergency medical services system. The report shall describe performance standards, including how each agency calculates "response times", compliance with those standards, and operating costs. The analysis shall focus on current fire department capabilities, services, manpower, performance, resources, and operating costs for each agency, identification and evaluation of special services provided by each agency, location of existing fire stations, and identification of any gaps in service delivery. The analysis shall include a description of the funding sources for the services provided by the agencies. In those instances where services are provided by a local unit of government, the equivalent millage shall be determined for comparative purposes.

Examination of Related System Components – The report shall contain a description of the related system components detailed as follows. The description of each component shall include description, funding source(s), personnel cost including each agency's pension system, operating costs (as

noted above), performance standards, and compliance with those standards. Those components shall include but are not limited to:

- a. E-911 Emergency Telephone System and Call Routing Process
- b. Fire/Rescue and Emergency Medical Services Communications/Dispatching (to include PSAP delay and synchronization)
- c. EMS Medical Direction
- d. EMS Training
- e. EMS Reporting/Records Management
- f. Fire Reporting
- g. Fire and all special operations to include specialty apparatus use, hazardous materials emergency intervention, and technical rescue.

System Design Options

The overall criteria for any option shall be maintenance of at least the current standard of care, level of service, and response time at less cost; with the optimum goal to maintain continuity of service at the highest level while identifying means to reduce cost initially and over time.

The report shall contain a description of a minimum of three (3) ranked system design options, one (1) of which shall be the status quo or existing system provided that recommendation includes suggested cost savings or improved efficiencies. The description of each option shall include as a minimum the following:

- Performance Standards/Criteria/Definitions
- Operational Costs
- Funding Source(s)
- Benefits
- Risks and Challenges
- Solutions to overcome those risks and challenges
- System Oversight Mechanism
- Implementation strategy which includes a timeline

The system design options may include any of the following or any other model deemed appropriate by the consultant and not listed below:

Modified Status Quo – Continue the existing system but present other mechanisms than those already in place to improve service across the County.

Complete Consolidation - Fire Department initial response and transport to fire, rescue, and medical emergencies with a full or partial consolidation of all fire departments in the County under one authority.

Functional Consolidation - Maintain separate fire departments but functionally consolidate some services such as training and fleet maintenance.

Municipal Based Regional Distribution System – Utilizes a series of municipal based service hubs that provide service to both municipal and unincorporated areas.

System Oversight

The report shall include a discussion of various models utilized for system performance measurement and oversight. The consultant shall include a specific discussion of the use/establishment of an Emergency Services Advisory Group, Fire Control Board, EMS Advisory Board, Medical Control Board, and/or any other mechanism or combination of these listed. The discussion shall include composition of such oversight groups, the scope/limitations of authority, and the mechanism to establish such entities.

Interlocal Agreements

The report shall include a discussion of an examination of the current interlocal agreement(s) for fire/rescue and EMS services between applicable agencies within Seminole County. The discussion shall include the consultant's assessment of efficacy of those agreements, as well as recommendations for modification of the system.

Methodology

The consultant shall meet with each provider and gather data necessary to describe the system and support the conclusions and recommendations contained in the report. The consultant shall facilitate a minimum of four (4) community/citizen input sessions, one (1) in each quadrant of the County, to solicit citizen comments and views on this subject. Notices of these meetings are required to be advertised, in advance, with local news media, in accordance with Florida Statutes 119 "Sunshine Law." Upon completion of a draft report, the consultant shall meet with the technical review committee prior to presentation of the final document. Upon contract award, it is anticipated that the study would be completed within 120 days.

7-27-06

BID FORM
RFP-1187-06/TRJ

AGREEMENT TITLE: EMS / Fire / Rescue Comprehensive System Assessment

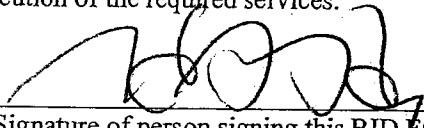
Pursuant to and in compliance with your Request For Proposal, the Instructions to Bidders, and other documents relating thereto, the undersigned hereby agrees to furnish all labor, Materials and Equipment to do the Work in strict accordance with the Contract Documents and all addenda, if any, issued prior to the date of this Bid at the Total Bid herein as follows:

TOTAL AMOUNT OF ASSESSMENT: \$120,000
Numbers

One Hundred Twenty Thousand Dollars
(IN WORDS)

1. The Bidder acknowledges that the Total Amount of Bid stated above includes compensation for all Work, labor, permits, bonds, equipment, materials, and any and all incidental costs necessary for the proper execution of the required services.

Matrix Consulting Group
(Name of BIDDER)


(Signature of person signing this BID FORM)

Richard Brady
(Printed name of person signing this BID FORM)
President

President
(Title of person signing this BID FORM)

3. PROJECT APPROACH

This section of our proposal provides a summary of our understanding of the current situation in the County, as well as a detailed summary of our proposed project approach. We have also highlighted, within our proposed approach, innovative methodologies we would utilize in completing the assignment.

1. OUR UNDERSTANDING OF CURRENT SERVICE ENVIRONMENT AND THE PROJECT SCOPE OF SERVICES.

Seminole County Florida is the tenth most populous county in the State of Florida at approximately 415,000 residents (Seminole County Regional Chamber of Commerce). Within the County are the cities of Altamonte Springs (42,319), Casselberry (24,144), City of Lake Mary (12,964), City of Longwood (14,000), City of Oviedo (28,012), City of Sanford (43,251), and City of Winter Springs (32,082). The County has experienced rapid growth over the past several years.

In order to gain familiarity with the context surrounding the issuance of the RFP for a Fire/EMS Comprehensive Assessment, the firm collected information on how Fire and EMS services are currently being delivered within the County. The following points describe the basis organization and operations of fire service within the County and cities noted above:

- The Seminole County Fire Department (SCFD) was created to serve unincorporated Seminole County. The Department was created from numerous volunteer fire departments that were established across the county. In 2002, Seminole County Fire Department merged with the City of Altamonte Springs Fire Department to make one of the largest fire departments in Central Florida. SCFD operates 16 stations strategically located throughout Seminole County. Resources include; 20 Engines, 2 Tower/Ladder Trucks, 19 ALS (Advanced Life Support) rescue units, and one heavy rescue/special response unit.
- Casselberry Fire Department responds from 2 fire stations staffed 24 hours each day. Each Station contains a frontline rescue ambulance and a fire engine equipped as Advanced Life Support (ALS). A paramedic and at least one emergency medical technician respond on these vehicles. Each ALS vehicle contains cardiac monitoring, defibrillation, and external cardiac pacemaker equipment.
- The Lake Mary Fire Department is staffed with 29 fire personnel. In June 2005, an additional substation located in the Downtown area was opened. The Department provides advanced life support medical response with ALS licensed engine and rescues, fire response, and other calls for assistance. Emergency Operations consists of 3 shifts with a battalion chief, a lieutenant, and 7

paramedics/fire fighters per shift that will increase to 2 lieutenants and 9 paramedics/fire fighters when the new pumper is put in service and the substation fully operational.

- The Longwood Fire Department operates two stations, located on W. Warren Avenue and Wayman Street, which respond to fire calls, hazardous material incidents, and emergency medical situations.
- The City of Oviedo Fire Rescue Emergency Management Department provides fire suppression, rescue and emergency medical service in the City. The division provides ambulance transport to area hospitals. The Operations Division includes 1 Division Chief, 3 Battalion Chiefs, 9 Lieutenants, and 33 Firefighters who respond from three stations. The Fire Department is also responsible for emergency management for the City.
- The City of Sanford Fire Department is staffed by 67.5 personnel: 4 personnel assigned to Administration, 3.5 assigned to Fire Loss Management, and 60 who are assigned to operations. The Department has a current budget of approximately \$5.1 million and provides fire, rescue, and emergency medical services to the City.
- The City of Winter Springs Fire Department operates out of three fire stations staffed 24 hour each day. Fire station's 24 and 26 have a Fire Engine and a transport Rescue unit. Fire Station 28 is equipped with a quick attack engine only but the other 2 fire stations support it with additional equipment and personnel. The Department has a budget of approximately \$3.7 million.
- Every city in Seminole County, along with Volusia and Orange Counties participate in this sharing of resources through the Countywide First Response Inter-local Agreement which provides automatic closest unit response. The County also utilizes a Joint City/County Advisory Committee to discuss regional issues including the delivery of fire/rescue/EMS services.

Seminole County is seeking consulting services to perform a comprehensive assessment of fire, rescue and EMS services. The scope of services requested by the County and participating Cities includes evaluation and analysis of the following issues:

- Document how fire, emergency medical, and rescue services are currently provided by the County and Cities.
- Evaluation of current service levels against locally established or "best practice" service level objectives. This includes an analysis of current gaps in service delivery, areas of duplication, or areas where redistribution of services or service areas is more effective or efficient.

- Analysis of potential consolidation or redistribution of service responsibilities including: fire and EMS operations, fire and EMS training, fire prevention, fleet and facilities maintenance, emergency communication, and other services.
- Identification of operating costs associated with any alternative service delivery model including salaries, benefits and pensions, equipment, facilities, technology and other costs.
- Evaluate additional service areas including: E-911 Emergency Telephone System and Call Routing Process, Fire/Rescue and Emergency Medical Services Communications/Dispatching, EMS Medical Direction, EMS Training, EMS Reporting/Records Management, Fire Reporting, Fire and all special operations including specialty apparatus use, hazardous materials emergency intervention, and technical rescue.
- Develop a list of consolidation options and describe the operational or administrative costs and benefits of consolidation or redistribution, financial impact and methods for cost allocation, impact on tax rates, governance structure, anticipated obstacles to implementation and recommendations for overcoming these obstacles, and implementation plan and timeframe.

The findings and recommendations will be incorporated into a final report for presentation to the Joint City/County Advisory Committee, Board of County Commissioners, or other appropriate governing body.

2. PROPOSED WORK PLAN FOR ADDRESSING THE SCOPE OF SERVICES.

The following section address the issues specifically required within the Request for Proposals. The first section, which follows, provides a detailed description of the way in which the firm will approach this assignment.

A. PROPOSED PROJECT APPROACH

The task plan, which follows, takes these general methodological principles and converts them into a detailed project work plan. At the conclusion of this description can be found a project schedule.

In reviewing this task plan, please note that we reference a "Steering Committee" in our task plan – we assumed this would be comprised of representatives from each of the participants. The Matrix Consulting Group believes that many of the major challenges for successfully conducting this study have been addressed by the work of the Joint City/County Advisory Committee. The largest hurdles will be the availability of data in an accessible form. This project team is highly experienced at developing data sources and we do not anticipate that this will present a major obstacle to the success of the study.

Task 1 Conduct Initial Interviews with Key Personnel.

The purpose of this first task is to develop an initial understanding of the major staffing, operating, management and programmatic issues facing the eight (8) organizations providing fire and EMS care in Seminole County. We will develop our initial understanding of key study issues by conducting individual interviews with:

- Members of the Steering Committee to review the study's objectives, our approach to the study and to facilitate initial visits with each of the participating agencies.
- City and County managers to gather their perspectives on the study and the key fire and rescue issues in their respective communities.
- The Chiefs and senior staff of the various departments involved in the project.
- Other government organizations (i.e., planning, finance) identified in the initial interviews.

These initial interviews will focus on perceptions related to regionalization, service levels, costs, programmatic and management issues within the fire and rescue service delivery systems and the collection of information about operations. Some of the issues reviewed would include the following:

- The historical basis for the study and the current interest in increasing the effectiveness and efficiency of fire and rescue service delivery through options up to and including regionalization.
- Key operating and financial pressures facing each jurisdiction and the individual fire and rescue agencies.
- Views toward the effectiveness of current fire and rescue service delivery as well as potential alternative approaches.
- Issues regarding coordination with other services and operating departments of local government.

After these interviews, we will finalize our work plan and develop a week-by-week project schedule. We will also develop an initial issues list of expressed concerns that will need to be addressed during the course of the study.

Task 2 Develop a Descriptive Profile of Fire and EMS Operations in Seminole County and the Cities.

In order to develop our analyses, the Matrix Consulting Group must have a sound factual basis. To accomplish this, the project team will conduct site visits, which

will include extensive staff interviews and data collection, leading to the development of detailed descriptive profiles of each department. In order to develop these descriptive profiles, the project team will collect and summarize the following types of information for each of the agencies:

- **Document plans of organization and staffing.** Through interviews with the Fire Chiefs, command and support staff, and review of available organization charts, shift schedules, and other relevant documents, we will develop a detailed understanding of the current plan of organization and staffing to include:
 - Organization structure.
 - Number and type of staff assigned to each ambulance, engine and truck company.
 - Approaches to scheduling.
 - Basic job responsibilities and work time allocations of all administrative and command staff and other administrative and support personnel.
 - Basic lines of responsibility and authority running through the organization.
- **Document key management documents and policies.** The project team will develop a summary of key management documents, including:
 - Policies and procedures manuals.
 - Mutual aid and automatic aid agreements.
- **Document key personnel management information.** The project team will document key personnel information, including:
 - Salaries and wages by classification.
 - Benefit descriptions and costs.
 - Turnover and longevity by classification.
 - Use of leave.
- **Develop a detailed understanding of the current fire suppression network.** Through interviews and review of key operating and response policy documents, the project team will develop a detailed understanding of the existing fire suppression / EMS service delivery network and service structure to include the following:

- Location and related response area for each station.
 - Age, basic characteristics, and any capital improvement needs associated with each of the stations in the existing network.
 - Assignment of staff and apparatus to each station.
 - Basic response policies to each type of call. This would include the number and type of apparatus dispatched by call type; staff resources dispatched by call type; and involvement in emergency medical responses.
 - Response characteristics and deployment of staff resources to provide emergency medical services in each jurisdiction.
 - Current resources and approaches employed to handle fire dispatch and communications.
 - Review of the most recent ISO ratings, together with developing an understanding of deficiency points assessed.
- **Thoroughly document approaches to fire prevention related services.** Through interview, analysis of existing codes and ordinances, and discussions with planning and building representatives of the Cities and the County, we will focus on understanding all aspects current approaches to fire prevention related services. This would include:
 - Developing a detailed understanding of the organization and responsibilities of fire prevention services to include assigned responsibilities involving inspections, plan checks, public education, and other fire prevention related activities, as well as responsibilities for fire investigation.
 - Current philosophies and contents of codes and ordinances related to "building in" fire protection to moderate future demands for fire suppression resources.
 - Role of fire suppression personnel in the overall fire prevention program to include company inspection policies and inspection frequencies, and other relevant activities in the fire prevention areas accomplished by fire suppression personnel.
 - **Document the nature and scope of internal training programs and philosophies as well as personnel management systems to include:**

- Basic assignment of training responsibilities to include training personnel as well as unit officers.
- Departmental training philosophy.
- Training facilities available to support operations and the academy.
- Approaches utilized to attract, recruit and retain employees.
- **Develop a detailed inventory of apparatus and thoroughly document existing approaches and philosophies related to apparatus replacement.** In completing this sub-task, the project team will develop a detailed inventory of existing apparatus; thoroughly document existing departmental and approaches to replacing fire apparatus to include financing approaches, timing, and other relevant information; and document vehicle replacement/purchase needs over the next ten years to include vehicle type, timing, anticipated cost and, as noted above, current financing provisions.
- **Document characteristics of current hazardous materials control and response capabilities** including any issues related to how the County, Cities and regional activities are coordinated (e.g., permitting and regional response capabilities); and how initial response units are utilized, trained and supported; how the response and planning functions are regionalized and supported.

To provide a basis for analysis of the efficiency and effectiveness of current fire suppression, EMS and support operations, it is necessary to develop a detailed understanding of both service levels and demand for service currently experienced by each agency. We plan to document workload and service levels from several perspectives as follows:

- On an agency-wide and station-by-station basis, develop indicators of call and unit response volume by major call type over the last five years. Once collected, these data will be analyzed to assess the extent to which various types of demand for service are changing.
- Through analysis of dispatch records, incident reports, and other appropriate documents, develop a detailed profile of calls handled to include:
 - Response times for all calls, by type of call and priority.
 - Amount of clock and staff time required to handle each call type and including the various elements of handling time:
 - "Reflex" time.
 - Travel time.
 - Set-up time.

- Total on-scene time.
- The dispatch "queue" time associated with handling a call by the dispatch center.
 - The number of units dispatched by type of call.
 - The incidence of automatic and mutual aid in responses.
 - How runs are distributed, by unit, by time of day and day of week.
- The project team would also document the workloads of other functions, including:
 - Inspections.
 - Plan checks.
 - Fire investigations.
 - Public education programs.
 - Training (academy and in service).
 - Recruitment activities.
 - Apparatus maintenance.
 - Hazardous materials management.
 - Supply.
 - Finance, human resources support and other elements of administration.

When these initial data collection activities have been completed, the project team will prepare a detailed written profile that represents our understanding of the departments' current approaches to operations as defined by each of the areas listed above. This profile will be delivered to the steering committee for discussion and circulation among the participating departments, as appropriate, for comment and to ensure the accuracy of our understanding of current operations.

Task 3 Discuss Consolidation Issues with Agency Personnel.

Gathering information from those most affected by any changes that might occur as a result of consolidation will be the focus of this task. We propose to conduct focus group discussions with a sample of personnel from each of the organizations involved in

the study about the “what and how” of regional cooperation ranging from partial to complete consolidation of fire and rescue services. Although the interviews will be in a group settings, the results will be summarized and reported anonymously. We will engage the departments in a serious and structured conversation about various consolidation options from several perspectives including:

- What could be done short of consolidation to enhance services today?
- What could be done to improve the efficiency of current operations?
- What type of consolidation do you think would be most beneficial?
- What specific functions should be consolidated?
- What are the primary benefits of consolidation?
- What will consolidation mean for my fire or rescue organization?
- What will consolidation mean to me personally?
- What will consolidation mean to the citizens that we serve?
- What are the disadvantages of consolidation?
- What obstacles do you see to consolidation?
- What could be done to overcome these obstacles?

The Matrix Consulting Group will summarize the results of the focus group interviews and use the information in crafting recommendations, developing a best course of action and identifying methods to support implementation.

Task 4 Compare Current Operations to Best Practices and Develop a List of Regionalization Issues and Options.

The project team will develop a detailed understanding of all aspects of the current organization and operation of the fire and rescue agencies based on the Profile and focus group work described in the first three tasks. The next step in our analysis process will be the use of our best practices and benchmarking guides to identify ways in which the consolidation of services could be used to achieve the efficiency, effectiveness, standardization and cost control goals outlined in the RFP. The Matrix Consulting Group’s best practices guide has been developed from our experiences in working with more than 200 fire and EMS agencies in Florida and across the country. The best practices include practical solutions that fire and EMS agencies have developed to solve a broad range of financial, organizational, management, personnel,

training and service delivery problems. The best practices review will involve the following topics:

- **Financial practices and financial health of the organizations.** We will review fiscal trends in the organizations and examine the interplay between public general sources of funding and dedicated revenue sources.
- **Management of the individual organizations and interaction with each other.** The manner in which the service providers interact with one another across geographic and functional boundaries affects the costs for service and the level and quality of the service provided to citizens. Key aspects of the best practices review will include mutual aid (automatic and after-the-fact) between the companies, duplication of services, fire and EMS cross training, and opportunities for resource sharing.
- **Current station coverage and future needs.** The location and spacing of fire and rescue stations have a major impact on the ability of emergency companies to respond in a reasonable amount of time. We will examine the current response time performance of the companies to identify service overlap and service gaps.
- **Staffing availability and levels.** Trained, available staff is the key ingredient of emergency operations. Stations and equipment, the visible signs of fire and EMS, are only as effective as the personnel who can quickly and in sufficient numbers respond to emergencies. A key part of our best practice review will be analysis of the response to emergencies including the number of responders, the response time and the level of training of the responders in the various agencies.
- **Facility and apparatus procurement and maintenance.** The various fire and EMS companies in the jurisdictions have made a significant investment in their facilities and apparatus. We will examine procurement practices, including the standardization of equipment and apparatus that could reduce overall costs to the participating agencies. In addition, we will examine the impact that coordination of facility and apparatus maintenance activities could have not only on the costs for these vital services but also the condition of the affected capital investments. We will compare current resources (stations, apparatus) to the needs in the communities as well as to the ability of the departments to pay for and staff the apparatus.
- **Fire and EMS training.** Both the County and Cities operate some form of full-time, staffed training function. We will examine the extent to which these service are duplicative and investigate opportunities for the joint development of programs and materials, the sharing of instructors and training facilities and equipment as well as the formation of a joint County-City training program for both fire and EMS.

- **Long range planning.** All of the organizations are facing dynamically growing situations. All of them have invested resources in anticipating and planning a range of residential and commercial growth opportunities. We will examine how the planning agencies in the jurisdictions are not only providing information to the emergency agencies about growth trends and their potential impact on service needs but also on the decisions that affect emergency responders like fire and life safety codes, site and building plan requirements and fire prevention ordinances regarding smoke detectors and sprinkler systems.

We will prepare a written report on the best practices and discuss our finding with the steering committee. The purpose of the best practices review is to begin exploring ways in which regionalization can support system improvements among the participating jurisdictions.

Task 5 Evaluate the Current Service Delivery System and Station Locations

The location of stations is one of the most critical strategic decisions made by fire and EMS providers. It is critical for several reasons. First, it is a long-term decision that is not easily modified once a station has been built. Most communities keep their stations in service throughout their useful life of 20 to 40 years regardless of how service needs may be changing. Second, it is a decision that has significant budget ramifications. The capital costs for a station construction are modest compared to the ongoing costs of facility maintenance, apparatus and equipment outfitting and daily staffing.

The Matrix Consulting Group has developed an in-house capability to analyze station locations that will enable our study team to provide the County and the Cities with a state-of-the-art assessment of its current operations and best-case scenarios for progressively moving forward in a cost effective manner. This analytical approach is based on the following activities.

- Use of state-of-the-art GIS software. We use ArcGIS software. The software contains several modules includes ArcView 9.0, Network Analyst, Spatial Analyst and specialized sub-routines that support the analysis of facility locations.
- Creation of a complete road network of the jurisdictions. Matrix Consulting Group personnel will work with the Cities' and County's Planning and GIS staff to create accurate and up-to-date maps.
- Use of the most detailed call for service information available about fire and EMS calls. This data will be abstracted from the local dispatch and fire/EMS record management systems. The Matrix Consulting Group will use multiple years of call and dispatch data in order to reduce the impact of seasonal or annual variations on the study's results. The following information will be analyzed:
 - Street address of the call.

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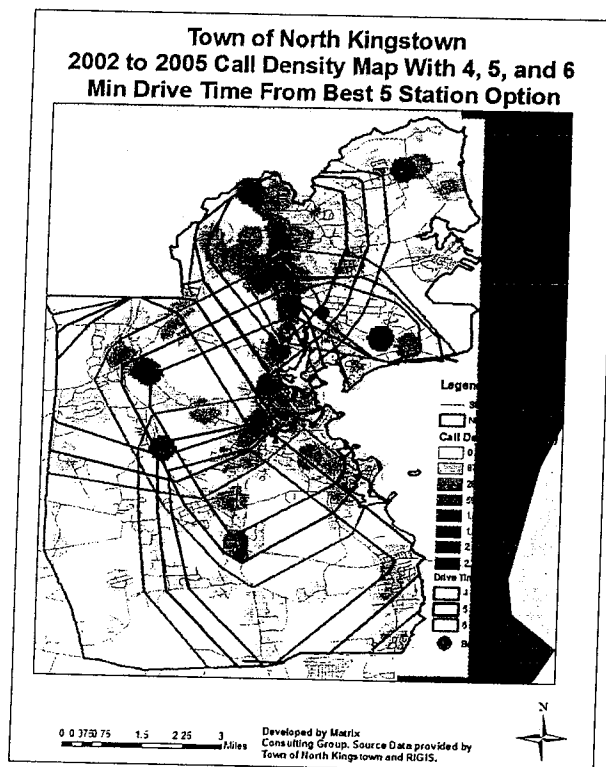
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- Call type and priority.
- Response times to individual incidents.

We will generate every unique grouping of fire and EMS stations based on a finite list of station options provided by local officials for analysis. Generation of the grouping is based on a methodology developed by the Matrix Consulting Group. This methodology will enable the team to check multiple proposed locations and combinations of locations to develop an optimized deployment plan for the service area. Our station location analyses will provide policymakers with information about an integrated City-County station plan as well as separate City and County station location plans for the participants.

The map below displays the station overlap capability of our approach to station location planning that was developed for another. The map displays two emergency response features:

- First, the colored lines on the map illustrate 4 (red), 5 (blue) and 6 minute (green) travel time boundaries from five separate station locations.
- Second, the colored shading (from yellow to red) indicates the clustering and density of emergency calls in the community.



The methodologies described above as well as other techniques will be used to meet the study objectives. We will analyze current operations and develop fact-based recommendations regarding the fire station infrastructure of the jurisdictions. During the study, we will:

- Assess the strengths and weaknesses of the “current service delivery system”).
- Make recommendations regarding an “ideal station location” plan for the Cities and County.
- Develop a station location plan based on “future service demands” that includes anticipated growth areas.

For each of the scenarios discussed above we will analyze the associated operating and capital costs or cost savings and indicate how the recommendations will affect per capita costs for emergency fire and EMS care. The project team will present many alternatives for consideration. In addition to station locations, the project team will also consider the impact of deployment, vehicle placement and staffing decisions.

Task 6 Develop Regional and Consolidated Options for Service Delivery

In this task, the project team will examine a range of regionalization and consolidation options and estimate their impacts on service delivery and service costs. The project team will examine a wide range of consolidation alternatives. These will include the following:

- Consolidation of all fire/rescue/EMS providers in the County into a single agency.
- Development of smaller consolidated units, e.g., two or three cities, two cities and the County, etc.
- Functional consolidation of selected support services such as training, prevention, inspections, maintenance, etc.

In each of these analyses, the focus will be on the following types of major issues:

- Compare call for service demand among stations and identify station overlaps, areas receiving relatively poor response, as well as under and over utilized field resources. Based on the analysis, identify opportunities for changes in resource deployment and assess their cost and service impact in terms of staffing, apparatus, and station requirements.
- Evaluate existing response and service level policies in light of the actual service demands faced by each fire and rescue department in the jurisdictions. Identify

opportunities to modify service policies (e.g., response time for selected types of calls and selected areas; response to non-emergency calls, etc.) and evaluate the impact of change on costs and departmental demands. Evaluate trade-offs between modification of current service levels or projected future service level targets and operating costs.

- Identify potential station closures or relocations that could eliminate redundancy or unnecessary overlap if a consolidated agency were established.
- Based on the above, prepare a proposed response unit deployment plan for the combined service area, including engine and truck company deployment; minimum staffing by response unit; and proposed utilization of staff by station, unit and time of day.
- Determine the number and type of apparatus necessary to support the proposed unit deployment plan.
- Develop a detailed plan of administrative and support staffing for a consolidated agency including:
 - Number and type of command positions.
 - Clerical and administrative support staffing considering needs related to financial management, personnel administration and clerical support.
 - Training staff.
 - Apparatus maintenance staff.
 - Fire prevention considering plan check, inspections and public information requirements.
- Evaluate the personnel / human resources issues associated with:
 - Any transition to another organizational form.
 - How to merge existing salary and fringe benefit packages.
 - The collective bargaining issues associated with change.
- Evaluate governance issues and alternatives for the region, including:
 - Creation of a regional fire department.
 - What form this reorganization could take (e.g., merger as a city/county function, district, contracts, etc.).

- How to transition to each alternative available.
- How to govern each organizational alternative; choice of governing body; how to retain local control, as appropriate.

The Matrix Consulting Group would also consider other alternatives that could improve the efficiency and effectiveness of operations, as follows:

- Command.
- Apparatus and special equipment.
- Programmatic staff, including the following:
 - Training.
 - Fire prevention.
 - Public education.
 - Hazardous materials management.
- Purchasing.

The Matrix Consulting Group will develop each of these analyses in conjunction with the project steering committee and the design elements determined in preceding tasks. These analyses will be reviewed by the project team with the project steering committee before they are finalized in the final report.

Task 7 Develop a Final Report

Completion of all the tasks listed above will result in the preparation of a final report summarizing issues and study recommendations. The draft report will be circulated to the steering committee for review and comment. The final report and associated implementation plan will:

- Briefly trace the development of the fire and EMS services in the County.
- Contain an inventory of personnel and equipment for each service provider.
- Summarize the strengths and weaknesses of each emergency service provider.
- Identify areas of service duplication and opportunities for consolidation.

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- Contain a detailed set of recommendations addressing each of the requested study topics including:
 - Specific work steps required to implement each recommendation;
 - An implementation time schedule;
 - An implementation responsibility matrix and
 - Identification of costs or cost savings for each recommendation.
- Contain a 5-year financial forecast that compares costs based on current operating practices to the costs for operating a more integrated system.

The final report that will be reviewed in draft with the project steering committee. Once in final form, we will present the final report to policy makers as determined by the steering committee.

* * *

The Matrix Consulting Group proposes to conduct this study over a period of approximately 16 weeks (120 days). We do not anticipate any trouble with completing this project in that time frame. The exhibit, below, portrays our proposed work plan against that 16-week time frame:

Task / Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Initial Interviews	1															
2. Descriptive Profile																
3. Focus Groups						2										
4. Comparisons																
5. Assess Current System																
6. Evaluate Consolidation											3					
7. Develop Final Report														4		

Meetings

1. Kick-Off Project
2. Review Profile / Focus Groups
3. Initial Issues
4. Review Draft Report

B. INNOVATIVE IDEAS FOR PROVIDING THE SCOPE OF SERVICES.

The Matrix Consulting Group has provided its innovative approaches and methodologies within our proposed project approach. This includes the following:

- Our highly interactive process, seeking input from every level of the organizations involved in the project.

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- Intense focus on the collection and utilization of data to prove the presence of an issue and to evaluate the potential solutions.
- Our GIS approach to assessing fire station locations is the best currently available in the fire / rescue consulting industry.
- Our use of best practices and comparative information to identify issues and opportunities for the County and the Cities.

The following section contains our fee proposal for conducting the scope of services identified by the County.