

Request for Board of Commissioners' Action

From: Faye Hughes, County Administrator **Date:** June 27, 2018

Subject: Excellence Exceeded, LLC **Item Number:** VIII-B

Attached please find the contract with David Johnson, Excellence Exceeded, LLC for county fire consolidated services, \$40,000.00.

The Chairman will need a motion ratifying the Chair's signature of the contract with Excellence Exceeded, LLC.

Motion made by _____

Second made by _____

Any discussion: _____

Votes _____ yes _____ no

Motion carried/ failed



Excellence Exceeded

**Government and Corporate
Consultants**

Proposal and Scope of Work for Cook County, Georgia Fire Department Consolidation and Improvement Strategy

June 14, 2018



**Cook County Georgia
Board of Commissioners
1200 South Hutchinson Ave.
Adel, Georgia 31620**

Excellence Exceeded, LLC

PO Box 1116

Evans, Ga. 30809

This proposal includes proprietary strategies that have been developed specifically for Cook County, Ga and shall not be implemented, duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this submission. This restriction does not limit Cook County, Ga. from adherence to the Georgia Open Records Act, however under O.C.G.A. 50-18-72 (a) (10) this proposal should be considered non disclosable as a “pending, rejected, or deferred sealed bid or sealed proposal and detailed cost estimates related thereto until such time as the final award of the contract is made, the project is terminated or abandoned, or the agency in possession of the records takes a public vote regarding the sealed bid or sealed proposal, whichever comes first.”

1. BACKGROUND

Cook County Georgia is currently providing fire protection to its citizens by utilizing a total volunteer model. Stations and personnel are located in different geographic regions of the county and appear to operate virtually autonomously. The Cook County Board of Commissioners owns much of the equipment currently in place and carries the financial burden of all fire operations in its General Fund. By its own admission, the Board of Commissioners does not have the level of oversight or control of the individual fire departments it should. This issue coupled with limited water supplies and lack of formal policies and procedures restricts the overall organizational effectiveness of the fire service. The Cook County Board of Commissioners desires to enhance fire protection to its citizens by exploring options and opportunities to consolidate services while professionalizing the fire service countywide. To this end, a three-phased approach is proposed to successfully accomplish the needs of Cook County.

This Proposal and Scope of Work is intended to provide:

- ♦ An overview of the approach to achieve the desired objectives for a single, robust, efficient, and effective fire department that is capable of providing enhanced emergency services to Cook County.
- ♦ A description of the consultative services recommended along with value justification of associated costs and fees required to achieve a successful design for the fire department consolidation.
- ♦ A suggested plan to insure the future success of the Department through proper implementation and planning.

2. INTRODUCTION



Excellence Exceeded

Government and Corporate
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Founded by a diverse but complimentary group of professionals, Excellence Exceeded, LLC provides the services necessary for success. Our Executive Leadership team has served at the local, state, and national levels of government as well as in the private sector. Consisting of an MPA, MBA, Professional Engineer (P.E.) and a degreed Marketing Specialist, our background, knowledge, and proven track record gets results. With well over a hundred years of combined specialized experience, we offer a foundation that's unsurpassed while focusing on innovation. Our motto is helping to make "good" organizations better and "great" organizations exceptional! With exclusive access to some the nation's top subject matter experts, every engagement gets our maximum attention leaving no details unaddressed. Excellence Exceeded is exactly that! We are here to help you take your organization to the next level.

3. SCOPE

Excellence Exceeded, LLC is proposing a three-phased approach to Cook County's Fire Department challenge. For maximum organizational efficiency, our firm will perform all of the work listed below providing deliverables as noted.

3.1

Phase I

- * Collect and analyze equipment inventories for all current volunteer fire departments within the county (Cook County will be required to provide requested information)
- * Review current call volumes, response times, service districts, and staffing levels for individual departments (Cook County will be required to provide requested information)
- * Recommend a new organizational structure, including reallocation of equipment, personnel assignments, etc. for consolidation into a single Fire Department under the control of the Cook County BOC to achieve highest operational efficiency and potential ISO rating reductions
- * Provide professional maps depicting new districts
- * Provide a list of needed minimum new equipment (if necessary) with projected budget impacts

3.2

Phase II

- * Develop a marketing strategy to introduce the new organizational concept to the existing departments and the Cook County citizens
- * Conduct public input forums to create community buy-in (if desired by the BOC)
- * Publish minimum training requirements for the Fire Department and individual Firefighters
- * Provide a written Standard Operating Procedure (SOP) Manual specifically for the new Cook County Fire Department complete with personalized rules and regulations
- * Make suggestions for volunteer recruitment and retention to maintain minimum staffing levels including potential budget impacts

3.3

Phase III

- * Provide a written job description for the new Fire Chief
- * Assist with reviewing applications, conducting interviews, and selection of the new Fire Chief (if desired by the BOC)
- * Introduce a new Capital Improvement Program (CIP) framework specifically for the Fire Department addressing apparatus/equipment lifecycle planning, financing of new equipment, locations of future stations, communications upgrades, etc.
- * Draft mutual and automatic aid agreements with neighboring jurisdictions.
- * Explore the possibilities and provide assistance with creating new streams of revenue; (i.e. Restricted special service tax districts, subscriptions, pay per call, SPLOST, GO Bonds, etc.)

Excellence Exceeded, LLC anticipates a minimum of 160 hours to accomplish the tasks and deliverables listed in Phases I, II, and III. The entire engagement is expected to last approximately 90-120 days if all requested information is received in a timely manner. Providing the scope of the project does not change, Excellence Exceeded, LLC commits to the total cost below and will complete the project within the projected time limits. Should the scope increase or decrease, the parties shall mutually agree on both new rates and terms.

4. COST PROPOSAL

Although labor hours, materials, incidental costs, and additional subject matter expert fees have been estimated, Excellence Exceeded LLC is proposing a fixed price option for each phase of work. Cook County may elect to forego phase II and/or III at its discretion.

The fee breakdown is as follows:

Phase I - \$15,000

Collect and analyze equipment inventories for all current volunteer fire departments within the county, Review current call volumes, response times, service districts, and staffing levels for individual departments, Recommend a new organizational structure, including reallocation of equipment, personnel assignments, etc. for consolidation into a single Fire Department under the control of the Cook County BOC to achieve highest operational efficiency and potential ISO rating reductions, Provide professional maps depicting new districts, Provide a list of needed minimum new equipment (if necessary) with projected budget impacts.

Phase II - \$10,000

Develop a marketing strategy to introduce the new organizational concept to the citizens, Conduct public input forums to create community buy-in, Publish minimum training requirements for the Fire Department and individual Firefighters, Provide a written Standard Operating Procedure (SOP) Manual specifically for the new Cook County Fire Department, Make suggestions for volunteer recruitment and retention to maintain minimum staffing levels including potential budget impacts.

Phase III - \$15,000

Provide a written job description for the new Fire Chief, Assist with reviewing applications, conducting interviews, and selection of the new Fire Chief if requested, Introduce a new Capital Improvement Program (CIP) framework specifically for the Fire Department addressing apparatus/equipment lifecycle planning, financing of new equipment, locations of future stations, communications upgrades, etc., Draft mutual and automatic aid agreements with neighboring jurisdictions, Explore the possibilities and provide assistance with creating new streams of revenue; (i.e. Restricted special service tax districts, subscriptions, pay per call, SPLOST, GO Bonds, etc.)

TOTAL PROJECT COST - \$40,000

The Total Project Cost is inclusive of all labor, materials, and fees. A total of 4 overnight trips have also been included in the total cost. Should Cook County request/require additional onsite visits, the County will be billed for only food and lodging expenses incurred (receipts will be provided) and mileage billed at the federal per diem rate of .545 cents per mile.

This proposal is valid for 30 days and will expire at midnight on July 15, 2018 unless executed or mutually extended in writing.

5. ADDITIONAL TERMS

5.1 Method of payment – Excellence Exceeded LLC will provide periodic invoices based on estimated hours worked monthly at minimum. No charges will be invoiced until work is performed. Prompt payment is appreciated upon receipt of invoices.

5.2 Ownership of Work Produced – All work product developed under this agreement is the property of Excellence Exceeded, LLC until purchased and released to Cook County.

5.3 Quality Assurance – Excellence Exceeded, LLC is solely responsible for all work performed by the corporation and its subcontractors. All services provided will be performed in accordance with best management practices and professional judgment. The end product will be fit and suitable for the expressed desired outcomes of Cook County. All services will conform with applicable federal, state, and local laws, regulations, and ordinances.

5.4 Indemnification – Cook County understands consultation is a series of suggestions that may be implemented, modified, or discarded by the governing authority at any time. To this end, Cook County agrees to protect, defend, indemnify and hold harmless Excellence Exceeded LLC, its agents, employees, and officers against any and all claims arising out of, in incident to, and/or in connection with its consultation, performance, deliverables, and acts or omissions under this agreement to the extent allowed by law.

5.5 Complete Agreement – This agreement represents the complete understanding between the parties, and any prior agreements or representations, whether written or verbal are hereby superseded. This agreement may only be amended by written instrument signed by both parties.

IN WITNESS WHEREOF, the parties have set their hands by signature to this proposal in acceptance to its terms and conditions:

ON BEHALF OF:

Cook County Georgia Board of Commissioners

By: _____

Date: _____

Attest: _____

ON BEHALF OF:

Excellence Exceeded LLC

By: _____

Date: _____

Attest: _____